



**Norseman Woodlands to Eucla Coast**

**20<sup>th</sup> December 2022  
Ordinary Council Meeting**

**Papers Relating**

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**7.1 That the minutes of the Ordinary Meeting of Council held on 22<sup>nd</sup> November 2022 be confirmed as a true and accurate record.**

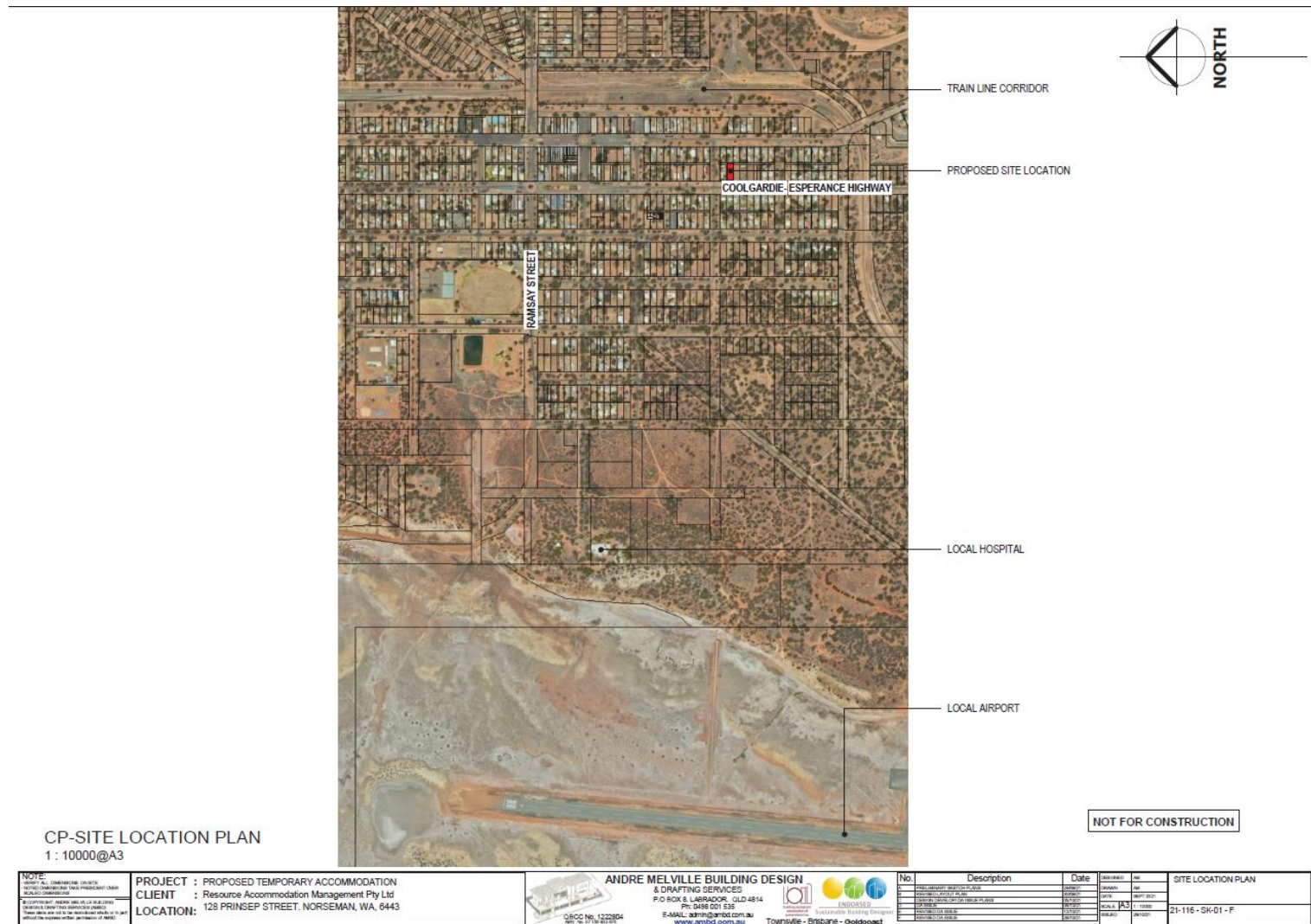
**Appendix 1: Unconfirmed Minutes Ordinary Council Meeting 22<sup>nd</sup> November 2022**

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10.1 Planning, Development, health and Building

10.1.1 Request To Amend the Development Approval (Db 05/2021) Granted for Mining Workforce Accommodation Upon 128 Prinsep Street Norseman

Attachment 1: Site Location



**Attachment 2: Notice of Determination of an Application for Development Approval (DB 05/2021)**



Norseman Woodlands to Eucla Coast

*Planning and Development Act 2005*

**Notice of Determination of an Application for Development Approval  
(Ref: DB 5/2021)**

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**Lots: 280 on Deposited Plan 222910 (HN 128) Prinsep Street Norseman**

Vol. No: N/A

Folio No: N/A

Application date: **29 October 2021**

Received on: **29 October 2021**

Description of proposed development: **Mining Workforce Accommodation**

The application for Development Approval is **APPROVED** as set out on the following plans/drawings:

- A. Andre Melville Building Design and Drafting Services Drawing No. 21-116-SK-01-F – Site Location Plan
- B. Andre Melville Building Design and Drafting Services Drawing No. 21-116-SK-04-F – Proposed Site Plan
- C. Andre Melville Building Design and Drafting Services Drawing No. 21-116-SK-05-E – Site Ground Floor Plan
- D. Andre Melville Building Design and Drafting Services Drawing No. 21-116-SK-06-E – First Floor Plan
- E. Andre Melville Building Design and Drafting Services Drawing No. 21-116-SK-07-D – Elevations
- F. Andre Melville Building Design and Drafting Services Drawing Nos. 21-116-SK-20-E, 21-116-SK-21-E, 21-116-SK-22-E, and 21-116-SK-23-D - Perspectives

and subject to the following conditions:

**Conditions**

- (i) The proposed car park, vehicle crossover, and paths as depicted on the aforementioned Site Ground Floor Plan being implemented to the specifications and satisfaction of the Shire, prior to first occupancy of the workforce accommodation;
- (ii) The development being connected to a stormwater disposal system designed and installed to the specifications and satisfaction of the Shire of Dundas, prior to first occupancy of the workforce accommodation;
- (iii) The development being connected to the wastewater treatment plant located upon lot 51 Richardson Street Norseman, to the satisfaction of the Shire of Dundas and prior to first occupancy of the workforce accommodation;
- (iv) Provision of a waste storage enclosure, designed to the specifications and satisfaction of the Shire of Dundas, prior to first occupancy of the workforce accommodation;

- (v) Provision of onsite storage for the storage, pickup and delivery to the subject site of dirty and clean linen, designed to the specifications and satisfaction of the Shire of Dundas, prior to first occupancy of the workforce accommodation;
- (vi) Provision of a kitchenette within the proposed onsite laundry, design and installed to the specifications and satisfaction of the Shire of Dundas, prior to first occupancy of the workforce accommodation;
- (vii) Submission of a landscaping plan to the specifications and satisfaction of the Shire of Dundas, prior to the issue of building permit. The landscaping plan is to be implemented prior to first occupancy of the workforce accommodation; and
- (viii) The proposed fencing around the perimeter of the subject site is to be designed and installed to the specifications and satisfaction of the Shire of Dundas, and prior to first occupancy of the workforce accommodation.

Date of determination: **21 December 2021**

**Advice Notes**

1. If the approved development has not been fully developed within 2 years from the approval date, the approval will expire and be of no further effect.  
  
The approval may be extended beyond the approval expiry period where a request has been received and approved by the Shire of Dundas within 3 months of the approval expiry date;
2. The Shire's consulting Environmental Health Officer is to be consulted for details for compliance with condition numbers (iii), (iv), (v) and (vi);
3. The Water Corporation advises that:
  - (i) Any water main extensions required for the proposed development are to be laid within existing road reserves; and
  - (ii) Building approval will also be required to be obtained from its Building Services section.



Signed: .....

Dated: 11/2/22

**Peter Fitchat  
Chief Executive Officer**

For and on behalf of the Shire of Dundas

**Attachment 3: 21-116 - CONSULTANT ISSUE - 210-06-22 revised plans**

**PROPOSED TEMPORARY ACCOMMODATION**

128 PRINSEP STREET. NORSEMAN, WA, 6443



**CONSTRUCTION PLAN SHEET LIST**

SHEET No.	SHEET NAME	REVISION	REVISION DATE
WD-0.00	TITLE PAGE	C	10/06/22
WD-0.01	SPECIFICATION NOTES	B	10/06/22
WD-0.02	SPECIFICATION NOTES	B	10/06/22
WD-0.03	SPECIFICATION NOTES	B	10/06/22
WD-0.04	SPECIFICATION NOTES	B	10/06/22
WD-1.00	SAFETY IN DESIGN	B	10/06/22
WD-1.01	SITE OVERALL PLAN	H	10/06/22
WD-1.02	EXISTING SITE PLAN	H	10/06/22
WD-1.03	PROPOSED SITE PLAN	H	10/06/22
WD-1.04	SITE GROUND FLOOR PLAN	G	10/06/22
WD-1.05	SITE FIRST FLOOR PLAN	G	10/06/22
WD-1.06	ELEVATIONS	F	10/06/22
WD-1.07	SECTION	B	10/06/22



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Townsville Brisbane Goldcoast

0468201535





**CONCRETE**

**STANDARDS**

- All workmanship and materials shall be in accordance with current AS 3600 with amendments, unless otherwise noted

**MATERIALS**

- aggregates shall be approved inert materials having clean, hard, strong, durable, uncoated particles free from salt, dust, organic and foreign matter
- samples of proposed aggregates, and their grading's shall be submitted for approval if required
- chemical admixtures shall not be used without written permission of the Engineer
- all concrete shall be "Ready Mixed Concrete" from an approved supplier unless prior permission is obtained to use site mixed concrete
- concrete shall be classified by the 28 day characteristic strength as detailed on the Drawings
- the further addition of water to premixed concrete during placing shall not be allowed
- the addition of any water on site and maintenance of compressive strength shall be the responsibility of the supplier
- water shall only be added by a nominated representative of the supplier

**PLACING OF CONCRETE**

- before placing concrete, forms shall be thoroughly clean and free of all sawdust, shavings, rubbish of any description
- concrete shall be placed by chutes when the poured height exceeds 1500mm
- the concrete shall be placed in layers not exceeding 300mm thickness and thoroughly compacted by means of high frequency mechanical vibrators. One spare vibrator shall always be available on the job as a reserve for emergency use
- concreting of exposed areas shall be discontinued during rain and during periods of high surface evaporation. If necessary, the wind velocity across the concrete shall be reduced by wind breaks
- when the surrounding air temperature exceeds 32°C the concrete shall be held to a temperature less than 32°C by cold water spraying, shading or other effective means
- concrete shall be placed in its final position in the forms within 90 minutes after the addition of water to the cement and aggregate. Any batch delayed more than 90 minutes will be rejected
- the maximum tolerances on level and grades are as follows: Columns, beams and slab thickness + 10mm to 0mm with maximum variation of 3mm in 3m
- construction joints shall only occur at designated places with continuous concreting between the joints. All joints shall be to the Engineer's and Building Designer's approval before commencement of concreting
- joints shall be straight and normal to the surface of the slab and shall be continuous with the variation from a straight line not to exceed 3mm in 3000mm

**FORMWORK**

- formwork construction and falsework shall be in accordance with the relevant SAA Codes
- the design and construction of formwork and falsework shall be the responsibility of the contractor
- work which in the opinion of the Engineer or Architect does not satisfy these requirements will be rejected
- forms shall be mortar tight and meet the requirements of colour variations and physical irregularities of AS 3610 for surface finishes
- the formwork shall be constructed to produce the following surface irregularities and colour variation in accordance with AS 3610 Supplement 1:
  1. Footings - 5C
  2. Rendered or hidden surfaces - 4C
  3. Exposed surfaces not under close examination - 3C
  4. Exposed surfaces under close examination - 2B

- a surface finish designated 5C would require only class 5 formwork and allow a Type C colour variation
- formwork shall not be stripped until the following minimum time (days) have elapsed unless otherwise directed by the Engineer or building designer.

**(Concrete Continued)**

**CURING OF CONCRETE**

- all exposed surfaces of freshly placed concrete shall be protected from excessive surface evaporation, plastic cracking and excessive temperature variations
- immediate curing shall be commenced within two hours of the completion of finishing operations. The concrete shall be kept continuously moist for the first forty-eight hours as follows:
  - free water covering the surface
  - continuous sprinkling with water
  - continuous cover of absorptive material kept continuously wet
- note that curing compounds are not an approved method for this immediate curing
- after the first forty-eight hour period of immediate curing, the final curing shall be started using one of the following methods, and shall continue for the next two weeks:
  - approved paraffin wax emulsion or chlorinated rubber curing compound
  - polythene or other moisture retaining covering
  - continuation of the immediate curing
- curing oils must not be used where floor coverings are to be glued to floor slab
- floors and slabs shall not be used by construction traffic for a period of seven days after placement of concrete. During this period, the concrete must not be disturbed or subjected to vibration or interference of any kind

**SCHEDULE OF WORK**

**Waterproof membrane**

- Under concrete floor slab
- Avoid damage to membrane when placing steel
- Carry under floor beams and thickening in slabs
- Turn down minimum 250mm against all foundation beams, columns, slab thickenings, etc, unless shown otherwise
- Where pipes and conduits pass through membrane, slit and seal with tape
- Patch any damaged areas with minimum 200mm cover to undamaged surface and seal with tape
- In situ concrete strip footings, column pads, slabs on ground, and slab thickenings
  - Refer to structural drawings for position, size and reinforcement
  - Finish to levels, falls, profiles, set-downs, etc as shown on the drawings
  - Install all necessary conduits, etc, for electrical wiring as required.
  - refer to structural engineers drawings.
- Structural engineers drawing notes and details take precedence over these notes, if there are any conflicting request further clarification prior to any work commencing. No variation will be excepted if clarification have not been requested prior to works commencing.

**DRAINAGE**

**DRAINAGE**

- comply with the current 'Standard Plumbing and Drainage Act' and AS 3500
- comply with all relevant Local Authority regulations
- all work to be carried out by a licensed Drainer
- all lines to be tested before backfilling
- fit approved sleeve where pipes pass through walls
- provide minimum falls as required
- break into existing sewer as directed and make good to Inspector's approval.

**SOIL DRAINS**

- refer Drainage Plan for complete installation
- generally use 100mm or 150mm first quality P.V.C., Vitrified Clay, Cast Iron or Cement pipes and fittings, all as approved by Local Authority

**STORMWATER DRAINS**

- refer Drainage Plan (if applicable)
- generally use P.V.C., Concrete or Vitrified Clay pipes and fittings of diameters indicated

**DISCONNECTOR TRAPS**

- 100mm V.C. or P.V.C.
- envelope in concrete all around
- provide extra inlet if required for waste pipes

**VENT PIPES**

- 100mm V.C. or P.V.C. below ground
- 50 or 100mm P.V.C. above ground, taken 1800 above eaves generally (refer Drainage Plan)

**TESTING**

- all drains shall be tested by the Local Authority Inspector
- submit certificate to the Architect
- rectify any defects, retest and backfill after approval

**CONCRETE ENCASING**

- if required by Local Authority, encase 150 all around pipes as directed with 8:1 concrete

**SCHEDULE OF WORKS**

**Drainage Plans**

- Allow to submit to the Local Authority for drainage approval
- Allow to produce and provide as constructed plans at end of job.
- The Contractor shall keep on the Job a separate copy of the Approved Drainage Plans solely for the purpose of marking on the line and levels of drains as laid
- Any modification to the Drainage Work shall be treated as a variation to the contract and shall be recorded on the Plan, which shall be delivered to the Superintendent to be kept as a record of the drainage layout
- Modification shall NOT be carried out without permission of the Superintendent
- The Local Authority's Certificate of Approval for all drainage work shall be lodged with the Superintendent before final payment is made

**Sewerage/Soil Drains**

- refer drawings
- Allow for and pay all Inspection and Testing fees for both Plumbing and Drainage
- connect to proposed on site sewerage treatment plant
- provide flexible couplings and oversize sleeves where pipes and other services pass through footings
- provide approved fire collars to all pipes passing through floor slabs to Accommodation Units above
- allow for up to 40mm differential movement because of unstable sub-soil conditions
- refer also "Sanitary Plumbing" for further requirements

CONSTRUCTION ISSUE

**NOTE**  
 1. VERIFY ALL DIMENSIONS ON SITE  
 2. NOTIFY THE ENGINEER IMMEDIATELY IN WRITING OF ANY DISCREPANCIES BEFORE PROCEEDING OVER  
 3. OBTAIN ALL NECESSARY PERMITS  
 4. OBTAIN ALL NECESSARY APPROVALS  
 5. THESE ARE NOT TO BE FOR SCALE UNLESS OTHERWISE NOTED  
 6. THESE ARE NOT TO BE FOR SCALE UNLESS OTHERWISE NOTED

**PROJECT :** PROPOSED TEMPORARY ACCOMMODATION  
**CLIENT :** Resource Accommodation Management Pty Ltd  
**LOCATION:** 128 PRINSEP STREET, NORSEMAN, WA, 6443



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No.	Description	Date	Drawn By	Design By	Specification Notes
1	ISSUE FOR CONSTRUCTION	12/02/2022	ADMIN	ADMIN	
2	REVISION: AMEND TO ADD WORK TO THE BUILDING LOCATION	12/02/2022	ADMIN	ADMIN	
			SCALE: 1:100		
			SCALE: 1:100		
			SCALE: 1:100		

12/02/2022 14:00:00

## STRUCTURAL STEEL

### SCOPE

- The quality of materials, workmanship and finish shall comply with the current Australian Standard Codes and be in accordance with the best general practice  
 - Engineering drawings and schedules issued for this project take precedence over this section of the specification.

### TESTING

- Manufacturer's Certificates of Quality shall be available for inspection when requested by the Engineer or Building Designer  
 - The Contractor shall carry out additional tests on materials or workmanship for compliance with the relevant standard specification and shall bear the cost of such tests should the materials or workmanship be defective  
 - The Contractor shall bear the cost of cutting out and rectification to the extent indicated by test results

### SUPPLY

- The Contractor shall be responsible for ordering of all steel  
 - No extensions of time will be granted because of non-delivery of steel and no extra payments will be made to cover additional costs in obtaining steel  
 - Tenderers shall not substitute structural sections without the approval of the Engineer and Architect  
 - Substitutions must have properties equal to the replaced member  
 - If sections are unavailable, a list of the substitutions must be submitted with the tender  
 - Substitute sections will be used at no increased cost to the Principal

### SHOP DETAILS

- The Contractor shall prepare shop drawings showing sizes, dimensions, connections and splices and the position of all shop and field welds of all structural components  
 - Approval of the shop drawings will not relieve the Contractor of his responsibilities in carrying out the work and the Contractor shall have no claim if on fabrication and erection the shop drawings are found to be incorrect

### STEEL WORK PROTECTION

- All steelwork not concrete encased shall be free of dirt, oil and grease which shall be removed with a suitable solvent  
 - Structural steelwork shall be steel grit or abrasive blast clean to class 2 standard in accordance with AS 1627, unless detailed or scheduled otherwise  
 - Within four hours of blast cleaning and before any tarnishing develops, the steelwork shall be coated with an approved Zinc Rich paint by either spraying or brushing  
 - The minimum thickness of the dry film shall be no less than 0.075mm  
 - After erection all unpainted and damaged steelwork and all site welding shall be cleaned and prime coated to an equivalent standard  
 - All the steelwork shall then receive two finish coats of approved manufacture and colour compatible with the prime coat.  
 - all steel when on site must be completely covered from the elements and nature of the location close to the ocean.

### SCHEDULE OF WORK

Framing, bracing,  
 - refer drawings and structural engineers drawings for layout and details steel posts and beams.  
 - complete with all bolts, plates, brackets, etc beams and purlins generally  
 - provide bracing as detailed  
 - set hold-down bolts as indicated  
 - refer to engineers drawings for full scope of works.

## ROOFING

### GENERAL

- Comply with manufacturer's instructions in all respects, including fixings for cyclone and non-cyclone areas  
 - Metal roofing design & installation to comply with current AS 1562.1  
 - Tiling roofing installation & materials to comply with AS 2049 & AS 2050  
 - Metal rainwater goods to comply with AS 3500.3.2  
 - Flashing materials to comply with AS 2904  
 - Fasteners to comply with AS 3566  
 - Apply for further details or directions on actual profiles of cappings, gutters, etc if required

### MATERIALS

#### Roofing

- colourbond ultra as scheduled  
 - protect from staining during storage

#### Rainwater Goods Solder

- colourbond ultra as scheduled  
 - 50/50 lead/tin  
 - use patent flux or resin  
 - do not use spirits of salts

#### Lead

- 19 kg/m2 milled sheet lead, free from cracks, sand etc

#### Silicone

- of approved brand, and of type suitable for the particular application

### WORKMANSHIP

#### Roofing

- lay and lap as per manufacturer's instructions  
 - oversail gutters 50mm

#### Rainwater Goods

- securely rivet joints at close centres  
 - sweat and solder right through joints (galv. steel goods only) or apply silicone to joint as recommended by manufacturer before pop riveting  
 - form to shapes detailed or instructed  
 - form expansion joints where indicated/ required

### PROTECTION

- Protect all surfaces during construction  
 - Make good any damage  
 - Remove drillings, filings, etc as they occur  
 - Stained or damaged sheets may be rejected  
 - Leave entire roof watertight

### SCHEDULE OF WORK

#### Roof Sheeting

- 0.42 mm Colorbond finish 'Spandek' or similar corrugated profile  
 - refer drawings for pitches  
 - turn up all valleys of corrugations at upper ends of sheets  
 - ensure all sheeting is carefully and accurately laid to prevent 'creeping' while laying  
 - all fixings to manufacturer's specifications for cyclone areas as detailed by structural engineers  
 - lay roof insulation as specified later in this Section  
 - provide galvanised safety mesh over roof battens to entire roof area.

## (Roofing continued)

### Roof Insulation

- refer to drawings for ceiling and under roof sheet nominated.

### Flashings Valleys and Cappings Generally

- provide and fix all flashings and cappings as necessary to waterproof the job  
 - minimum 0.6mm Colorbond finish steel  
 - use roll-top ridge capping  
 - scribe over roof sheeting as required  
 - allow 50 lap vertically and 150 lap linearly where applicable  
 - carry flashings over 2 crests and 1 valley of roof sheeting and turn down  
 - fix flashings as for roofing at 900 max. centres

### Fascia

- Novaline colorbond ultra fascia, colour to match roof colour.

### Guttering

- 150 quad Gutter  
 - refer drawings for details  
 - Colorbond finish  
 - provide even falls to R.W.D.P.s  
 - fix securely as recommended by manufacturer

### Rainwater Downpipes

- refer drawings for locations  
 - 90Ø P.V.C.  
 - fixed at 1200 max. c/s  
 - discharge at bottom into site stormwater drainage system.  
 - paint finish to match wall colour

### Vent Pipes and Ventilators

- flash as required with appropriate collars where these penetrate roof sheeting  
 - paint to match roof colour

CONSTRUCTION ISSUE

NOTE:  
 VERIFY ALL DIMENSIONS ON SITE  
 VERIFY DIMENSIONS THREE TIMES OVER  
 SCHEDULE DIMENSIONS  
 COPYRIGHT © ANDRE MELVILLE BUILDING DESIGN & DRAFTING SERVICES PTY LTD  
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 WITHOUT THE EXPRESS WRITTEN PERMISSION OF AMLD

PROJECT : PROPOSED TEMPORARY ACCOMMODATION  
 CLIENT : Resource Accommodation Management Pty Ltd  
 LOCATION : 128 PRINSEP STREET, NORSEMAN, WA, 6443



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No.	Description	Date
1	CONSTRUCTION ISSUE	15/05/22
2	REVISED BIDDING ACCOMMODATION BUILDING LOCATION	19/05/22

REVISED	DESIGNED	DATE
SCALE: A3	1:125	16/06/22

SPECIFICATION NOTES  
 21-116 - WD-0.03 - B

DATE: 2022/06/16 10:23 AM

**ELECTRICAL**

**GENERAL**

- comply with all current relevant Codes and Wiring Rules
- comply with requirements of Supply Authority
- give all notices and pay all fees as required
- all materials, fittings and workmanship shall be first quality
- conceal all cables where practicable
- all cable in concrete to be in approved conduit
- generally all cables are to run in ceiling spaces
- general purpose outlets are to be flush type
- obtain mounting heights of all switches, G.P.O.s and fittings from building designer before proceeding, if not noted on drawings

**ACCESS**

- access to site will be during normal working hours, unless otherwise agreed with Builder
- storage of electrical items is a matter between Builder and Electrical Sub-contractor
- electrical items to be supplied by Proprietor become the Sub-contractor's responsibility once delivered to him

**ATTENDANCE ON SITE**

- attend on other trades as required
- provide own scaffolding unless other scaffolding is already erected
- complete the various sections of the work as reasonably required by the Builder, so as not to delay progress or the completion of the project

**SCHEDULE OF WORK**

**Power Supply**

- run new mains underground from new property pole/ pillar to main switchboard as indicated on Drawings, all to approval of Supply Authority
- Allow to lease and fill in all paperwork for Supply Authority connection for residence.
- mains to be of sufficient capacity for all points indicated on drawings, plus 20% loading for future fittings

**Main Switchboard**

- as approved by Supply Authority
- refer drawings for location
- main switch to control entire installation
- circuit breaker (C curve type) to protect each light and power submain and additional one for Gas hot water unit
- circuit breakers and residual current device/miniature circuit breakers RCD/MCBs are to be suitable rated for the available Electricity Distributer fault current

**Sub board**

- Provide clipsal sub board suitable size for all circuits required.
- provide surge filter mechanisms for each circuit.

**Lighting**

- refer Electrical drawings for location and types of fittings.
- switches to be 'Clipsal classic', mounted approximately 1000 above floor
- provide dimmers to lights

**Power Outlets**

- refer Electrical drawings for locations
- to be white 'Clipsal classic' series type mounted 300 above floor, or above benches, as noted
- all outlets to external areas to be clipsal weatherproof power outlets.
- outlets to bedrooms to have usb points

**(electrical continued)**

**Hot Water Heaters**

- supplied by Plumber (refer to plumbing Section notes)
- install electrical connections as required, allow to lease with plumber for location and power requirements.

**A.C. units**

- supplied and installed by others
- install electrical connections as required
- allow to provide cable and isolation switches adjacent to all airconditioning and mechanical plant.
- all cabling to run in wall.

**Room Air-Conditioners**

- allow to lease with mechanical contractor for all power outlets adjacent to RAC position
- allow remote switching as required

**Telephone & Data System**

- refer drawings for location

**Security system**

- allow for D&C with client

**PAINTING**

**GENERAL**

- comply with requirements of AS 2311, AS 2312, State Health Act or current equivalent
- the number of coats specified is considered satisfactory to ensure adequate cover
- If considered inadequate, allow for additional coats and note same in quote
- all materials shall be of approved manufacture
- use only recommended sealers, primers and undercoats for the various surfaces to be painted
- apply paints in accordance with manufacturers' instructions
- apply for a colour scheme at least three (3) weeks before commencing painting

**SCAFFOLDING**

- supply all as required
- comply with requirements of Department of Industrial Affairs

**UNSUITABLE CONDITIONS**

- apply no paint to an unsatisfactory surface
- no painting of exposed work will be allowed in wet weather
- failure to comply with these requirements could require the painter to rectify the work at his own expense

**PREPARATORY WORK**

- stop all holes as required for priming
- sand between coats as required to give a first class finish
- protect all surfaces from paint droppings, etc

**MAKING GOOD**

- rectify any damage caused by paint or equipment to any finished surface
- provide protective coverings as required
- clean all surfaces and glazing on completion
- remove all trade debris from site, and generally leave the works in a clean condition

**External Painting**

- Concrete masonry (all exposed generally)
- Quickwall Spraytex Fine texture coating or similar approved
- clean and rub down
- First Coat Quickwall polymer modified minimal base Skimcoat
- Second Coat Quickwall Spraytex Architectural applied finish 3mm coat
- Third Coat Quickwall premium grade 100% acrylic membrane paint

**Metal - roof sheeting,**

- repainted 'Colorbond' finish fascias, gutters, some eaves soffits and flashings

**Metal - aluminium,**

- powdercoated

**Metal - all remaining**

- clean down exposed to view
- degrease
- one (1) coat (min.) inorganic zinc silicate type 4 primer, dry film thickness 75 microns (min.), applied in fabrication shop, for all fabricated steel
- two (2) coats Taubmans Sunproof exterior 100% acrylic (or similar approved)

**Timber - all exposed**

- clean down including roof framing
- one (1) coat exterior 100% acrylic primer undercoat
- two (2) coats exterior 100% gloss acrylic

**(painting continued)**

**Interior Painting**

**Concrete masonry**

- clean and rub down all exposed to view
- one (1) coat masonry filler
- two (2) coats gloss 100% acrylic

**Fibre cement and plasterboard sheeting generally**

- clean down plasterboard sheeting
- three (3) coats semi gloss 100% acrylic generally

**Timber generally (unless advised otherwise)**

- clean down all exposed
- prime or stop
- one (1) coat interior undercoat
- two (2) coats interior enamel to gloss finish

**Galvanised metal, aluminium, and stainless steel**

- powdercoated aluminium, and stainless steel

**Metal - all remaining**

- clean down exposed to view
- degrease
- one (1) coat metal primer
- two (2) coats gloss enamel

CONSTRUCTION ISSUE

NOTE: VERIFY ALL DIMENSIONS ON SITE  
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**PROJECT :** PROPOSED TEMPORARY ACCOMMODATION  
**CLIENT :** Resource Accommodation Management Pty Ltd  
**LOCATION:** 128 PRINSEP STREET, NORSEMAN, WA, 6443



**ANDRE MELVILLE BUILDING DESIGN**  
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No.	Description	Date	DESIGNED	DRAWN	CHECKED	SCALE	DATE
0	ISSUE PLAN OF BUILDING	12/02/22					
1	REVISED - RESOURCE ACCOMMODATION FOR BUILDING DESIGN PLAN						

DESIGNED		DRAWN		CHECKED		SCALE		DATE	

**SPECIFICATION NOTES**  
 21-116 - WD-0.04 - B

# SAFETY IN DESIGN

**IDENTIFIED HAZARD AREAS**

**1. FALLS, SLIPS, TRIPS**

**a) WORKING AT HEIGHTS DURING CONSTRUCTION**

Wherever possible, components for this building should be prefabricated off-site or at ground level to minimise the risk of workers falling more than two metres. However, construction of this building will require workers to be working at heights where a fall in excess of two metres is possible and injury is likely to result from such a fall. The builder should provide a suitable barrier wherever a person is required to work in a situation where falling more than two metres is a possibility.

**DURING OPERATION OR MAINTENANCE**

Cleaning and maintenance of windows, walls, roof or other components of this building will require persons to be situated where a fall from a height in excess of two metres is possible. Where this type of activity is required, scaffolding, ladders or trestles should be used in accordance with relevant codes of practice, regulations or legislation.

Cleaning and maintenance of windows, walls, roof or other components of this building will require persons to be situated where a fall from a height in excess of two metres is possible. Where this type of activity is required, scaffolding, fall barriers or Personal Protective Equipment should be used in accordance with relevant codes of practice, regulations or legislation. Anchorage points for portable scaffold or fall arrest devices have been included in the design for use by maintenance workers. Any persons engaged to work on the building after completion of construction work should be informed about the anchorage points.

**b) SLIPPERY OR UNEVEN SURFACES FLOOR FINISHES**

Specified finishes have been selected to minimise the risk of floors and paved areas becoming slippery when wet or when walked on with wet shoes/feet. Any changes to the specified finish should be made in consultation with the designer or, if this is not practical, surfaces with an equivalent or better slip resistance should be chosen. The owner is responsible for the selection of surface finishes in the pedestrian trafficable areas of this building. Surfaces should be selected in accordance with AS HB 197:1999 and AS/NZ 4586:2004.

**STEPS, LOOSE OBJECTS AND UNEVEN SURFACES**

Due to design restrictions for this building, steps and/or ramps are included in the building which may be a hazard to workers carrying objects or otherwise occupied. Steps should be clearly marked with both visual and tactile warning during construction, maintenance, demolition and at all times when the building operates as a workplace.

Building owners and occupiers should monitor the pedestrian access ways and in particular access to areas where maintenance is routinely carried out to ensure that surfaces have not moved or cracked so that they become uneven and present a trip hazard. Spills, loose material, stray objects or any other matter that may cause a slip or trip hazard should be cleaned or removed from access ways.

Contractors should be required to maintain a tidy work site during construction, maintenance or demolition to reduce the risk of trips and falls in the workplace. Materials for construction or maintenance should be stored in designated areas away from access ways and work areas.

**2. FALLING OBJECTS**

**LOOSE MATERIALS OR SMALL OBJECTS**

Construction, maintenance or demolition work on or around this building is likely to involve persons working above ground level or above floor levels. Where this occurs one or more of the following measures should be taken to avoid objects falling from the area where the work is being carried out onto persons below.

1. Prevent or restrict access to areas below where the work is being carried out.
2. Provide toeboards to scaffolding or work platforms.
3. Provide protective structure below the work area.
4. Ensure that all persons below the work area have Personal Protective Equipment (PPE).

**BUILDING COMPONENTS**

During construction, renovation or demolition of this building, parts of the structure including fabricated steelwork, heavy panels and many other components will remain standing prior to or after supporting parts are in place. Contractors should ensure that temporary bracing or other required support is in place at all times when collapse which may injure persons in the area is a possibility.

Mechanical lifting of materials and components during construction, maintenance or demolition presents a risk of falling objects. Contractors should ensure that appropriate lifting devices are used, that loads are properly secured and that access to areas below the load is prevented or restricted.

**3. TRAFFIC MANAGEMENT**

Parking of vehicles or loading/unloading of vehicles on this roadway may cause a traffic hazard. During construction, maintenance or demolition of this building designated parking for workers and loading areas should be provided. Trained traffic management personnel should be responsible for the supervision of these areas.

Construction of this building will require loading and unloading of materials on the roadway. Deliveries should be well planned to avoid congestion of loading areas and trained traffic management personnel should be used to supervise loading/unloading areas.

Busy construction and demolition sites present a risk of collision where deliveries and other traffic are moving within the site. A traffic management plan supervised by trained traffic management personnel should be adopted for the work site.

**4. SERVICES**

Rupture of services during excavation or other activity creates a variety of risks including release of hazardous material. Existing services are located on or around this site. Where known, these are identified on the plans but the exact location and extent of services may vary from that indicated. Services should be located using an appropriate service (such as Dial Before You Dig), appropriate excavation practice should be used and, where necessary, specialist contractors should be used. (in locations with underground power)

Underground power lines are located in or around this site. All underground power lines must be disconnected or carefully located and adequate warning signs used prior to any construction, maintenance or demolition commencing. (in locations with overhead power lines)

Overhead power lines are near or on this site. These pose a risk of electrocution if struck or approached by lifting devices or other plant and persons working above ground level. Where there is a danger of this occurring, power lines should be, where practical, disconnected or relocated. Where this is not practical adequate warning in the form of bright coloured tape or signage should be used or a protective barrier provided.

**5. MANUAL TASKS**

Components within this design with a mass in excess of 25kg should be lifted by two or more workers or by mechanical lifting device. Where this is not practical, suppliers or fabricators should be required to limit the component mass.

All material packaging, building and maintenance components should clearly show the total mass of packages and where practical all items should be stored on site in a way which minimises bending before lifting. Advice should be provided on safe lifting methods in all areas where lifting may occur.

Construction, maintenance and demolition of this building will require the use of portable tools and equipment. These should be fully maintained in accordance with manufacturer's specifications and not used where faulty or (in the case of electrical equipment) not carrying a current electrical safety tag. All safety guards or devices should be regularly checked and Personal Protective Equipment should be used in accordance with manufacturer's specification.

**6. HAZARDOUS SUBSTANCES**

**ASBESTOS**

As this is a new build in a new subdivision, there will be no asbestos in the build or in the estate.

**POWDERED MATERIALS**

Many materials used in the construction of this building can cause harm if inhaled in powdered form. Persons working on or in the building during construction, operational maintenance or demolition should ensure good ventilation and wear Personal Protective Equipment including protection against inhalation while using powdered material or when sanding, drilling, cutting or otherwise disturbing or creating powdered material.

**TREATED TIMBER**

The design of this building includes provision for the inclusion of treated timber within the structure. Dust or fumes from this material can be harmful. Persons working on or in the building during construction, operational maintenance or demolition should ensure good ventilation and wear Personal Protective Equipment including protection against inhalation of harmful material when sanding, drilling, cutting or using treated timber in any way that may cause harmful material to be released. Do not burn treated timber.

**VOLATILE ORGANIC COMPOUNDS**

Many types of glue, solvents, spray packs, paints, varnishes and some cleaning materials and disinfectants have dangerous emissions. Areas where these are used should be kept well ventilated while the material is being used and for a period after installation. Personal Protective Equipment may also be required. The manufacturer's recommendations for use must be carefully considered at all times.

**SYNTHETIC MINERAL FIBRE**

Fibreglass, rockwool, ceramic and other material used for thermal or sound insulation may contain synthetic mineral fibre which may be harmful if inhaled or if it comes in contact with the skin, eyes or other sensitive parts or the body. Personal Protective Equipment including protection against inhalation of harmful material should be used when installing, removing or working near bulk insulation material.

**TIMBER FLOORS**

This building contains timber floors which have an applied finish. Areas where finishes are applied should be kept well ventilated during sanding and application and for a period after installation. Personal Protective Equipment may also be required. The manufacturer's recommendations for use must be carefully considered at all times.

**7. CONFINED SPACES**

**EXCAVATION**

Construction of this building and some maintenance on the building will require excavation and installation of items within excavations. Where practical, installation should be carried out using methods which do not require workers to enter the excavation. Where this is not practical, adequate support for the excavated area should be provided to prevent collapse. Warning signs and barriers to prevent accidental or unauthorised access to all excavations should be provided.

**ENCLOSED SPACES**

Enclosed spaces within this building may present a risk to persons entering for construction, maintenance or any other purpose. The design documentation calls for warning signs and barriers to unauthorised access. These should be maintained throughout the life of the building. Where workers are required to enter enclosed spaces, air testing equipment and Personal Protective Equipment should be provided.

**SMALL SPACES**

Some small spaces within this building will require access by construction or maintenance workers. The design documentation calls for warning signs and barriers to unauthorised access. These should be maintained throughout the life of the building. Where workers are required to enter small spaces they should be scheduled so that access is for short periods. Manual lifting and other manual activity should be restricted in small spaces.

**8. PUBLIC ACCESS**

Public access to construction and demolition sites and to areas under maintenance causes risk to workers and public. Warning signs and secure barriers to unauthorised access should be provided. Where electrical installations, excavations, plant or loose materials are present they should be secured when not fully supervised.

**9. OPERATIONAL USE OF BUILDING**

This building has been designed to requirements of the specific building classification identified within the drawings. Where a change of use occurs at a later date a further assessment of the workplace health and safety issues should be undertaken, in accordance with the provisions of the Work Health and Safety Act 2011 or subsequent replacement Act. (Where the specific use of the building is not known at the time of the completion of this report and a further assessment of the workplace health and safety issues should be undertaken at the time of fit-out for the enduser.)

**10. OTHER HIGH RISK ACTIVITY**

All electrical work should be carried out in accordance with Code of Practice: *Managing Electrical Risks at the Workplace*, AS/NZ 3012 and all licensing requirements. All work using Plant should be carried out in accordance with Code of Practice: *Managing Risks of Plant at the Workplace*. All work should be carried out in accordance with Code of Practice: *Managing Noise and Preventing Hearing Loss at Work*. Due to the history of serious incidents it is recommended that particular care be exercised when undertaking work involving steel construction and concrete placement. All the above applies.



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**CLIENT :** Resource Accommodation Management Pty Ltd  
**LOCATION:** 128 PRINSEP STREET, NORSEMAN, WA, 6443

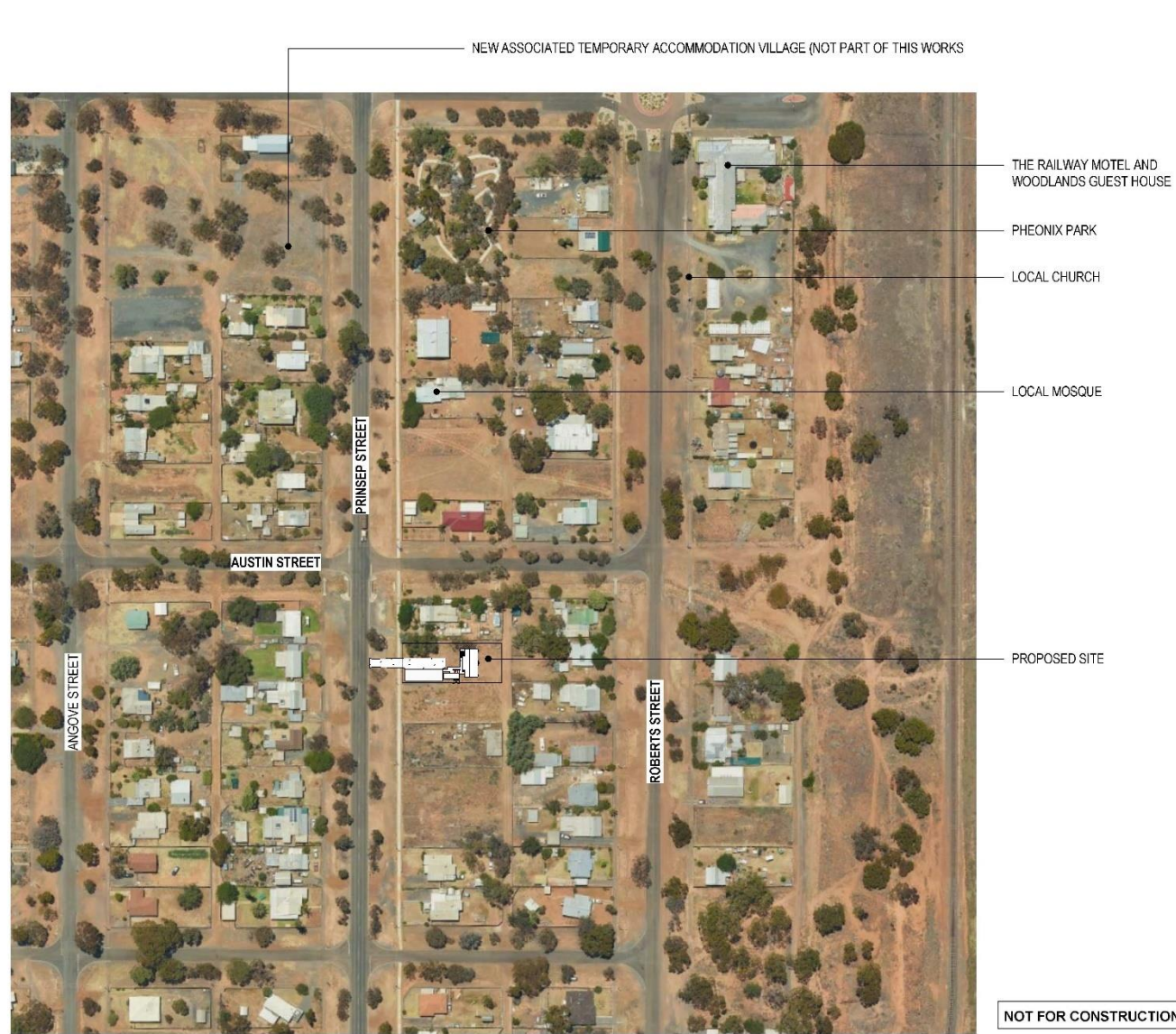


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 Townsville - Brisbane - Goldcoast

No.	Description	Date	BY	CHKD
1	CONSULTANT ISSUE	10/02/2014	AM	AM
2	FOR THE SHIRE OF DUNDAS CONSTRUCTION BUILDING LOCATION	10/02/2014	AM	AM
3				
4				

**SAFETY IN DESIGN**  
 21-116 - VVD-1.00 - B

11/06/2014



CP-SITE AREA PLAN  
1 : 2000@A3

NOTE:  
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LOCAL COUNCIL RECORDS

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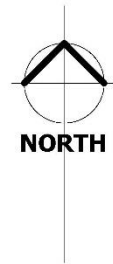
No.	Description	Date
01	DESIGN - CONCEPTUAL SITE PLAN	30/05/20
02	DC - SCHE	14/07/20
03	PRELIMINARY SCHEMATIC	17/08/20
04	REVISED SCHEMATIC	22/09/20
05	FINAL SCHEMATIC	03/10/20
06	REVISED SCHEMATIC BUILDING LOCATION	09/06/22

DESIGNED BY	DATE	SCALE	TITLE
AM	09/06/22	A3	1:2000
AM	SEP 2021		
AM			
AM			

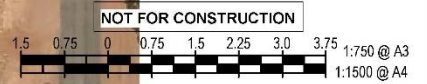
SITE OVERALL PLAN

21-116 - WD-1.01 - H

DRAWN BY: AM



CP - EXISTING SITE PLAN  
1 : 750@A3



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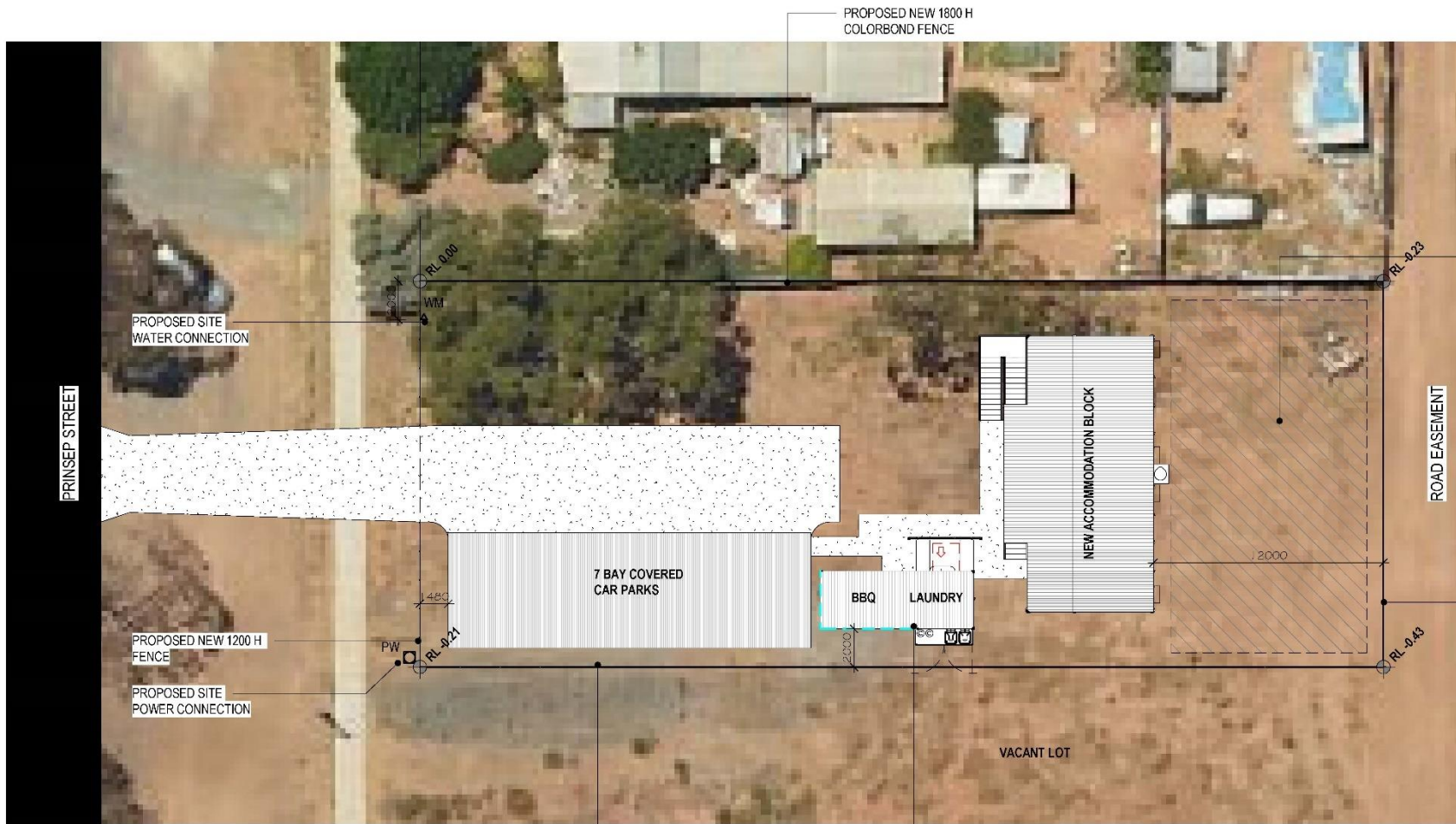
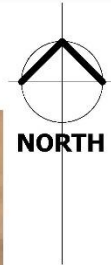


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No.	Description	Date	DESIGNED	NO.	EXISTING SITE PLAN
0	EXISTING SITE PLAN	20/11/2018	AMBD	AMBD	
1	DESIGN & DRAFTING SERVICES	20/11/2018	AMBD	AMBD	
2	DESIGN & DRAFTING SERVICES	20/11/2018	AMBD	AMBD	
3	DESIGN & DRAFTING SERVICES	20/11/2018	AMBD	AMBD	
4	DESIGN & DRAFTING SERVICES	20/11/2018	AMBD	AMBD	

21-116 - WD-1.02 - H



PROPOSED AREA OF SCEPTIC DISPERSAL ZONE TO BE CONFIRMED.

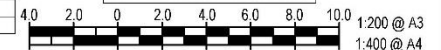
PROPOSED NEW 1800 H COLORBOND FENCE

SITE AREA PERCENTAGE		
Name	Area	AREA AS %
LANDSCAPE AREA	616.5 m <sup>2</sup>	60.93
BBQ AREA	16.0 m <sup>2</sup>	1.58
ROAD/ CARPORT AREA	265.4 m <sup>2</sup>	26.23
LAUNDRY AREA	9.0 m <sup>2</sup>	0.89
ACCOMMODATION AREA	105.0 m <sup>2</sup>	10.37
	100.00	

**SITE INFO**

LOT 280 ON P222910  
 LAND ID 1975943  
 SITE AREA 1012m<sup>2</sup>

NOT FOR CONSTRUCTION



CP - PROPOSED SITE PLAN  
 1 : 200@A3

**NOTE:**  
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 2. VERIFY ALL DIMENSIONS ARE PRESENT OVER ALL LOTS BOUNDARIES.  
 3. VERIFY DIMENSIONS ARE PRESENT OVER ALL LOTS BOUNDARIES.  
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 10. VERIFY DIMENSIONS ARE PRESENT OVER ALL LOTS BOUNDARIES.

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**CLIENT :** Resource Accommodation Management Pty Ltd  
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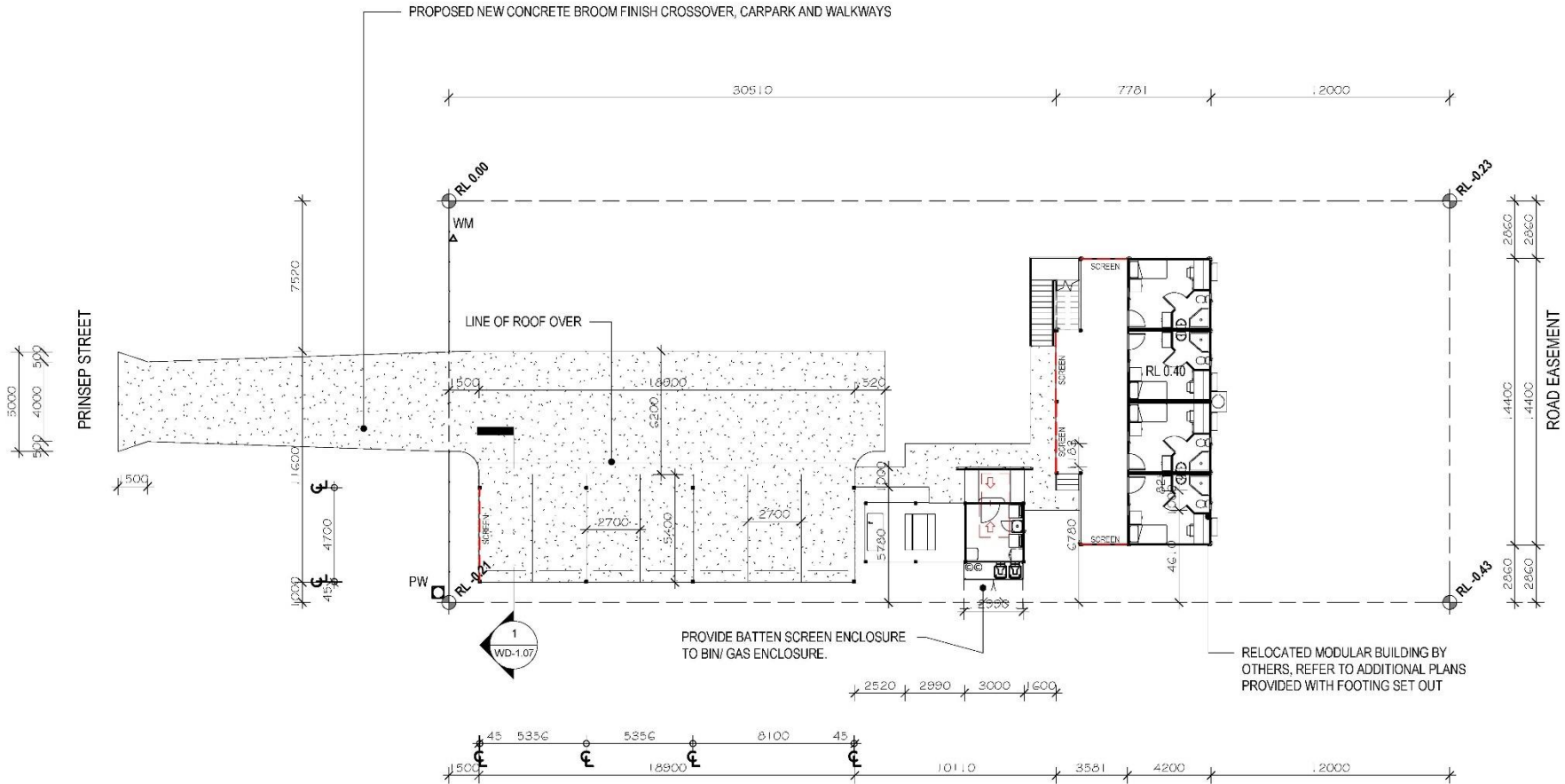


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1	PRELIMINARY DEVELOPMENT APPLICATION	20/02/2021	AMB	AMB
2	REVISED DEVELOPMENT APPLICATION	20/02/2021	AMB	AMB
3	REVISED DEVELOPMENT APPLICATION	20/02/2021	AMB	AMB
4	REVISED DEVELOPMENT APPLICATION	20/02/2021	AMB	AMB
5	REVISED DEVELOPMENT APPLICATION	20/02/2021	AMB	AMB
6	REVISED DEVELOPMENT APPLICATION	20/02/2021	AMB	AMB
7	REVISED DEVELOPMENT APPLICATION	20/02/2021	AMB	AMB

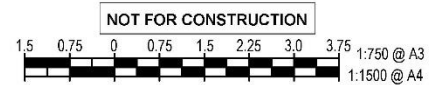
PROPOSED SITE PLAN	
NO.	DATE
1	21-116-WD-1.03-H

1:400 @ A4

LAUNDRY BUILDING AREA		ACCOMMODATION BUILDING AREA	
GF BUILDING	9m <sup>2</sup>	GF DECK	43m <sup>2</sup>
TOTAL AREA	9m <sup>2</sup>	GF ACCOMMODATION	60.4m <sup>2</sup>
		FF DECK	43m <sup>2</sup>
		FF ACCOMMODATION	60.2m <sup>2</sup>
		TOTAL AREA	206.8m <sup>2</sup>



CP-SITE GROUND FLOOR PLAN  
1 : 200@A3



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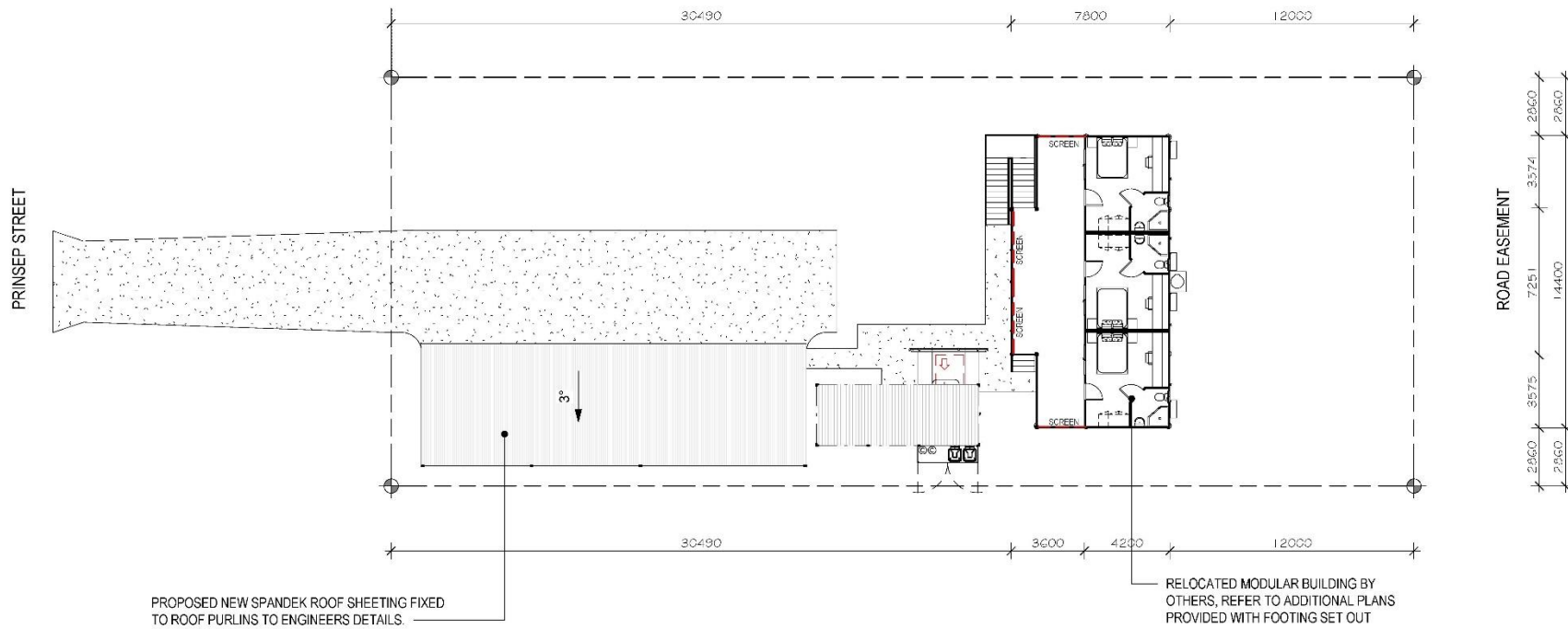
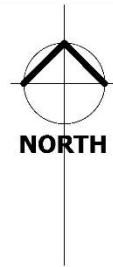


No.	Description	Date	PREPARED BY	CHKD BY
01	CONCEPT DEVELOPMENT (PRELIMINARY)	03/07/2021	AM	AM
02	PRELIMINARY DESIGN	03/07/2021	AM	AM
03	CONCEPT DESIGN	03/07/2021	AM	AM
04	PRELIMINARY DESIGN	03/07/2021	AM	AM

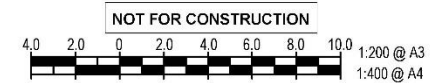
SITE GROUND FLOOR PLAN	
21-116 - WD-1.04 - G	

14/03/2021 12:22:24





CP FIRST FLOOR PLAN  
1 : 200@A3



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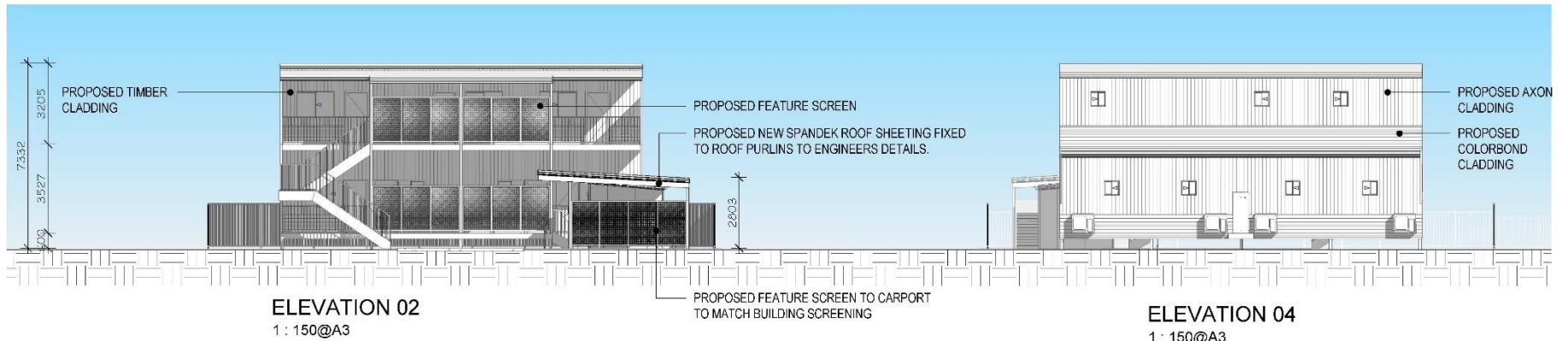
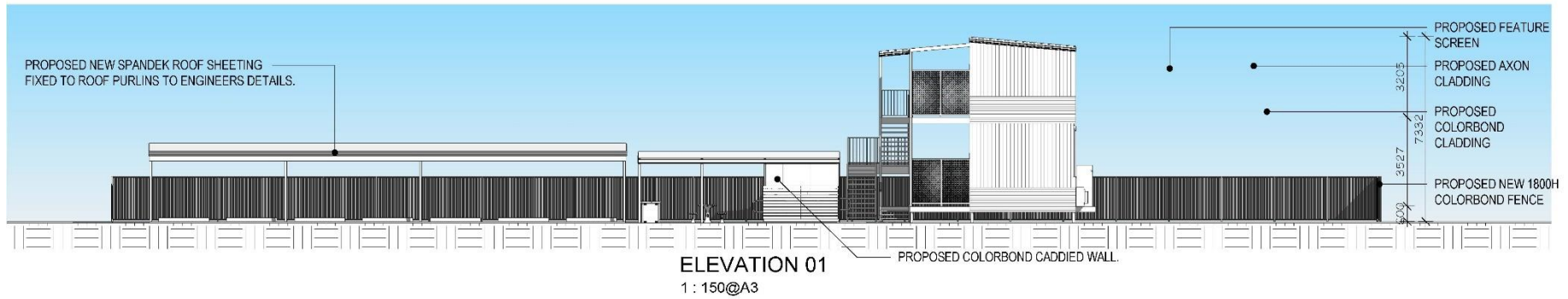


No.	Description	Date	DESIGNED	DRAWN	CHECKED	DATE
1	PRELIMINARY DESIGN	06/10/15				
2	REVISED DESIGN	06/10/15				
3	REVISED DESIGN	12/10/15				
4	REVISED DESIGN	12/10/15				
5	REVISED DESIGN	12/10/15				
6	REVISED DESIGN	12/10/15				
7	REVISED DESIGN	12/10/15				
8	REVISED DESIGN	12/10/15				
9	REVISED DESIGN	12/10/15				
10	REVISED DESIGN	12/10/15				

REVISION NO.	DATE	BY	SCALE
1	06/10/15	AMBDC	1:200
2	12/10/15	AMBDC	1:200
3	12/10/15	AMBDC	1:200
4	12/10/15	AMBDC	1:200
5	12/10/15	AMBDC	1:200
6	12/10/15	AMBDC	1:200
7	12/10/15	AMBDC	1:200
8	12/10/15	AMBDC	1:200
9	12/10/15	AMBDC	1:200
10	12/10/15	AMBDC	1:200

SITE FIRST FLOOR PLAN  
21-116 - WD-1.05 - G

13/06/2015 14:55:11



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**CLIENT :** Resource Accommodation Management Pty Ltd  
**LOCATION:** 128 PRINSEP STREET, NORSEMAN, WA, 6443



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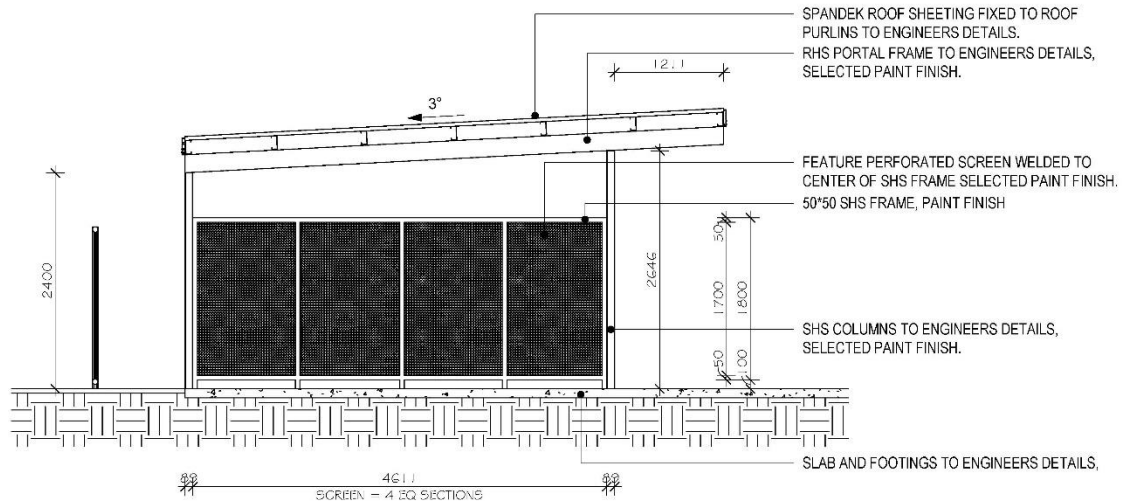


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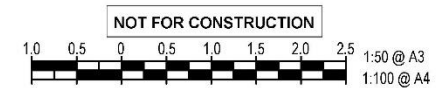
No.	Description	Date
1	DESIGN DEVELOPMENT & SITE PLAN	02-02
2	CONTRACT ADMINISTRATION	06-02
3	CONTRACT ADMINISTRATION	12-02
4	CONTRACT ADMINISTRATION	12-02
5	CONTRACT ADMINISTRATION	12-02
6	CONTRACT ADMINISTRATION	12-02

DESIGNED BY	DATE	SCALE	ELEVATIONS
AMB	02-02	A3	21-116 - WD-1.00 - F

DRAWING NO. 21-116



1 SECTION 1  
WD-1.04 1 : 50@A3



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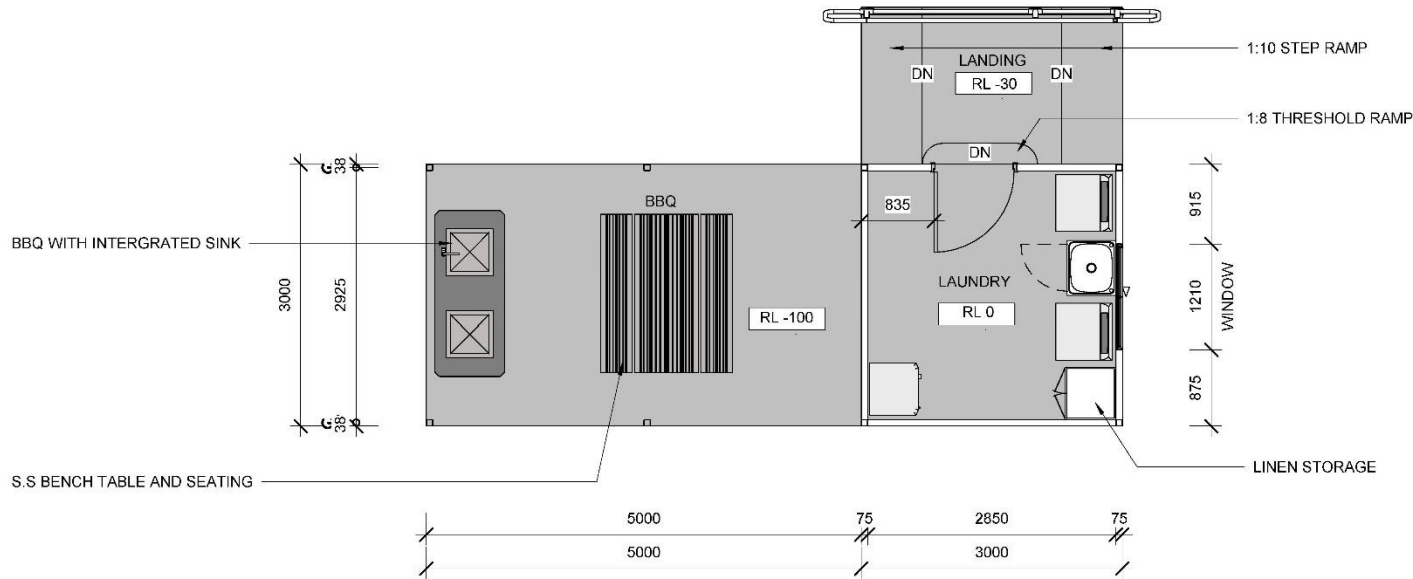
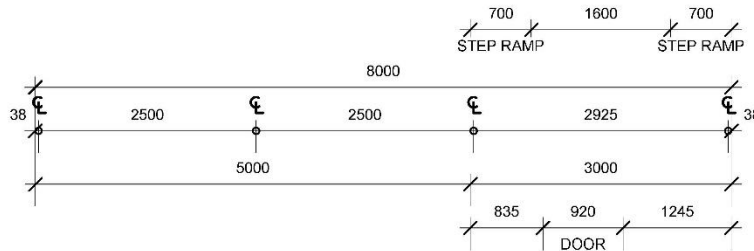
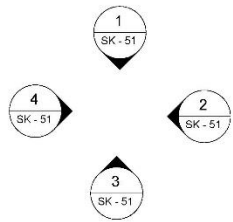
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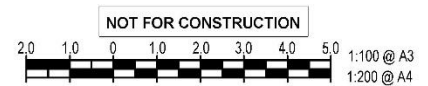
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02	ISSUED FOR PERMIT/REGISTRATION BUILDING LOCATION	10/09/22	AMBD	AMBD	
			SCALE: A3	1:100	
			REVISED	10/09/22	21-116 - WD-1.07 - B

14/03/2022 12:22:24

RECREATION/ LAUNDRY BUILDING



FLOOR PLAN  
1: 50@A3



NOTE:  
LEVELS ALL DIMENSIONS ON SITE  
NOTICE DIMENSIONS TAKE PRECEDENCE OVER  
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PROJECT : PROPOSED TEMPORARY ACCOMMODATION  
CLIENT : Resource Accommodation Management Pty Ltd  
LOCATION: 128 PRINSEP STREET, NORSEMAN, WA, 6443



QBCC No. 1222804  
ABU No. 37166 522 875

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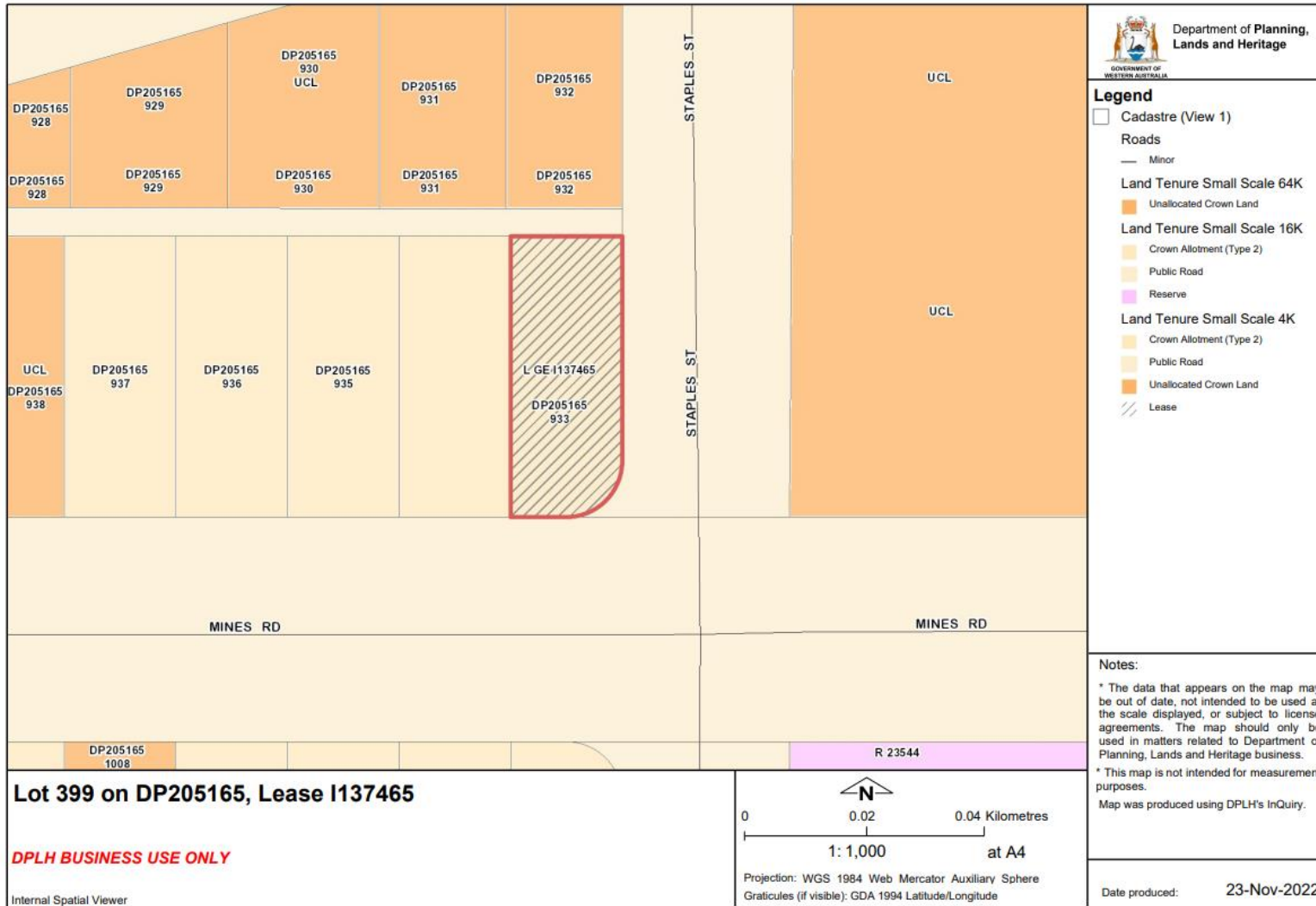
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			DATE	DEPT 2023	
			SHEET	A3	1:100
			DATE	19/06/23	21-116 - SK - 60 - A

ISSUED 2023 06 19 14:24



**10.1.2 Request to Acquire Lot 933 On Deposited Plan 205165 In Freehold. Case: 2202777 File: 02205-1934**





**10.1.3 MOU between the Shire of Dundas and Western Green Energy Hub Pty Ltd (WGEH)**

**MEMORANDUM OF UNDERSTANDING**

**THIS MEMORANDUM OF UNDERSTANDING** is made on the \_\_\_ day of \_\_\_\_\_ 2022

**BETWEEN**

**Western Green Energy Hub Pty Ltd (WGEH)**

and

**Shire of Dundas** of 88-92 Prinsep Street, Norseman, Western Australia (“**Shire of Dundas**”)

**1. BACKGROUND**

WGEH:

- (i) is presently investigating the development of a renewable energy facility (‘green hydrogen’) and associated support facilities (wharf, desalination plant, workshops, villages) within the Shire of Dundas;
- (ii) has identified unallocated Crown land (UCL) located partially within the district of Nurina, wholly within the district of Mundrabilla, and near the town of Eucla, as the preferred location for the development of the facility;
- (iii) seeks to identify and draw upon – in the first instance - local/regional community capacity, services, and resources available to support the development and operation of the facility.

**2. PURPOSE AND SCOPE**

The purpose of this MOU is to formalise the relationship between WGEH and Shire of Dundas to create a framework within which the parties will: -

- (a) Collaborate in the development of WGEH projects within the Shire of Dundas;
- (b) Investigate and develop a local/regional workforce development strategy to procure an appropriate-trained and/or readymade prospective workforce to develop, operate and maintain the facility;
- (c) Together with the State, collaborate and cooperate in either expanding the Eucla townsite and/or identify the location of and establish a new town (or series of villages) within the Nurina and/or the Mundrabilla districts, from which a future workforce can be drawn from;
- (d) To identify and make available infrastructure and services which may be shared, especially where cost savings may occur, or value can be enhanced;
- (e) Wherever deemed appropriate, to collaborate and cooperate with each other on other identified mutually beneficial projects that can improve the coordination and delivery of regional development initiatives geared toward the betterment of Shire of Dundas, and Western Australia generally; and
- (f) Develop and implement policies and practices that support strong, stable and socially-connected communities.



**3. SHARED DESIRED OUTCOMES**

- (a) A sustainable and renewable energy industry;
- (b) A socially-connected workforce;
- (c) A stable family-based environment for the workforce and their families;
- (d) A thriving, prosperous, and sustainable Eucla community;
- (e) Thriving, prosperous new town or villages (if developed);
- (f) An enhanced and prosperous regional economy; and
- (g) Maintaining the existing natural landscape character and setting of the region, especially the scarp and the coast located between Madura and the WA/SA border

**4. KEY COMMITMENTS**

The parties agree to commit to:

- (i) pursue the purpose of this MOU through co-operation and regular communication;
- (ii) provide access to all relevant information to stakeholders including prospective and engaged project contractors for the purpose of developing solutions pursuant to the purpose of this MOU and for achieving the desired outcomes;
- (iii) identifying opportunities for new programs and reviewing existing programs where necessary for the implementation of the MOU and to achieve the desired outcomes;
- (iv) resolve any differences in implementation through ongoing dialogue and negotiation;
- (v) apply their best efforts and work collaboratively to achieve the desired outcomes.

For its part WGEH will: -

- (i) assist to identify new opportunities within the new industry to attract employees to establish a permanent workforce that will be living in the Shire of Dundas.
- (ii) facilitate the identification of willing potential workers from the regions' current underemployed and unemployed labour force and review their current skills and qualifications
- (iii) assist where required in the establishment of site-specific training services and programs in the region to ensure prospective workers are site ready for WGEH operations related to the Dundas Area; and
- (iv) work with government departments, training providers, educators, airport operators and key stakeholders to facilitate the objectives of this agreement.
- (v) Implement the Project's 'Workforce Housing and Accommodation Plan', to be endorsed by Council in \_\_\_\_\_ and noting the following key points:
  - Work in partnership to establish a town suitable to accommodate the potential workforce instead of FIFO.
  - If FIFO is required or any other need to use the existing Airstrip then Council would like to work with WGEH to establish an user agreement with WGEH and Council to cover maintenance and required upgrade costs associated with the increased needs of this airstrip in Eucla.

- WGEH will engage with existing accommodation providers, particularly while the WGEH Project is being constructed, with the primary options for temporary accommodation as listed within the Workforce Housing and Accommodation Plan to be finalised.
  - Continue to collaborate with Council to expand available housing stock in Eucla in the medium to longer term. WGEH may be able to facilitate refurbishment of existing assets or expansions of existing facilities on the basis of a mutual benefit to individual owners or Council infrastructure.
  - Need to establish mechanisms to track rental prices with Council for Eucla and surrounding suburbs.
  - Work with Council on general funding opportunities i.e. grants etc
  - Work with the Council on how to implement measures to incentivise owners of vacant properties to improve or redevelop their sites, e.g. commitment to longer term leases following appropriate improvements having been made
  - Work with Council to establish a cost recovery process where our standard fees and charges don't cover direct cost incurred by the community through the Shire of Dundas processes in assisting this project to establish.
- (vi) Implement the Project's 'Community and Stakeholder Plan', to be endorsed by Council in \_\_\_\_\_, and noting the following key points
- Maintain frequent dialogue with Council to discuss status of community engagement i.e. discussions with landowners, newsletters, website (planned updates to website), public information sessions
  - As Project move towards construction and then operations, noting the anticipated workforce numbers over time, continue to collaborate with Shire of Dundas and service providers regarding potential project impacts on primary healthcare, education services, childcare and housing to be addressed in the Community Stakeholder Plan

For its part the Shire of Dundas will:-

- (i) assist WGEH with the formulation of industry lead training programs to ensure workers are site-ready for work at WGEH within the Shire of Dundas;
- (ii) assist with providing access to all relevant community project stakeholders for the purpose of sharing information to assist in developing solutions pursuant to the purpose of this MOU; and
- (iii) work with WGEH to develop and implement policies and practices that support strong connected communities and provide sustainable outcomes for the families of workers.

## **5. PERIOD AND REVIEW**

This MOU is intended to provide a platform for an ongoing working relationship between the parties and industry participants for the next five (5) years, with a commitment to review the MOU annually on the anniversary date of signing by the parties.

## **6. WORKING TOGETHER**

Shire of Dundas and WGEH agree:

- (a) to pursue the purpose of the MOU in this period of co-operation.
- (b) to maintain regular communications to ensure practical implementation of programs necessary to achieve the desired outcomes; and
- (c) not to make any public announcements and press releases concerning matters within the ambit of or relating to the MOU without prior written agreement of the other party.

**7. CONFIDENTIAL INFORMATION**

Shire of Dundas will not, without the prior written approval of WGEH, disclose to any person other than Shire of Dundas personnel as required, any WGEH Confidential Information. In giving written approval WGEH may impose such terms and conditions as it deems fit.

The obligation on Shire of Dundas under this clause is taken to have been not breached where the information referred to is legally required to be disclosed.

Shire of Dundas will, while utilising any WGEH information, unless otherwise required by applicable law, maintain the confidentiality of WGEH Confidential Information and must not disclose, or cause or permit it to be disclosed to any person, and must not use such information for any purpose not directly associated with the activities related to this MOU.

Both Parties agree;

- (a) to use Confidential Information held or controlled by it for the purposes for which it is collected and for fulfilling its obligations under this MOU;
- (b) take all reasonable measures to ensure that Confidential Information in their possession or control in connection with this MOU is protected against loss and unauthorised access, use, modification, or disclosure.

**8. GENERAL**

- (a) This MOU is not intended to be legally binding but is intended to provide a framework within which specific programs can be implemented to achieve desired outcomes.
- (b) The parties agree to abide by the requirements of the Privacy Act and related legislation and regulations in relation to any personal information which may be shared or disclosed between the agencies subject to specific authority from the persons concerned.

**SIGNED AS AN AGREEMENT**

**Executed by Shire of Dundas Council**

\_\_\_\_\_  
 Position: Chief Executive Officer  
 Name:

\_\_\_\_\_  
 Position: President  
 Name:

**Executed by Intercontinental (WGEH)**

\_\_\_\_\_  
 Position: Chief Executive Officer  
 Name: Name:

\_\_\_\_\_  
 Position: President  
 Name:

**10.2 Members and Policy**

**10.2.3 WALGA Best Practice Governance Review**

**Attachment 1: Background Paper**



**Best Practice Governance Review**

**Background Paper**



## Contents

Item	Section	Page
1	Background, Approach and Timeline	<u>3</u>
2	Jurisdictional Analysis	<u>6</u>
3	Comparator Organisations	<u>9</u>
4	Governance Principles	<u>17</u>



## Best Practice Governance Review

### **1. Background, Approach and Timeline**

## Background and Approach

Background and approach that led to the development of the governance principles for the Best Practice Governance Review.

**Background**

The Western Australian Local Government Association (WALGA) developed its Corporate Strategy 2020-25, and in doing so identified a key strategic priority, to undertake a Best Practice Governance Review. The objective of the review is to ensure WALGA's governance and engagement models are contemporary, agile, and maximise engagement with members. Other drivers for the review included:

- Misalignment between key governance documents; Constitution, Corporate Governance Charter, State Council Code of Conduct, and Standing Orders – stemming from varying amendments.
- State Council's 3 September 2021 resolution requesting amendment to the Constitution to "deal with matters related to State Councillors' Candidature for State and Federal elections".
- Proposed legislative reforms to remove WALGA from being constituted under the *Local Government Act 1995 (WA)*.
- Constitutional requirements for WALGA to become a registered organisation under the *Industrial Relations Act 1979 (WA)*, which would enable WALGA to make applications in its own right to the Western Australian Industrial Relations Commission

In March 2022 State Council commissioned the Best Practice Governance Review (BPGR) and established a Steering Committee to guide the Review.

The BPGR Steering Committee had its first meeting on 5 May 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change. At the meeting, five comparator organisations were identified to be used in a governance model comparative analysis. Steering Committee meetings 2 to 5 had a focus on the development of governance model principles.

**This document**

This document presents the key insights from the jurisdictional and comparator organisation analysis that supported the development of the governance principles. The final section presents the endorsed governance principles.

**Jurisdictional Analysis** – This section compares WALGA to equivalent jurisdictional associations (e.g. LGASA). This provides key insights into the size and election processes of WALGA compared to equivalent associations.

**Comparator Organisations** – This section compares WALGA's governance arrangements to five comparator organisations that were agreed at the BPGR Steering Committee meeting 1. This provides key insights into the size, election processes and recent governance changes of these five comparator organisations.

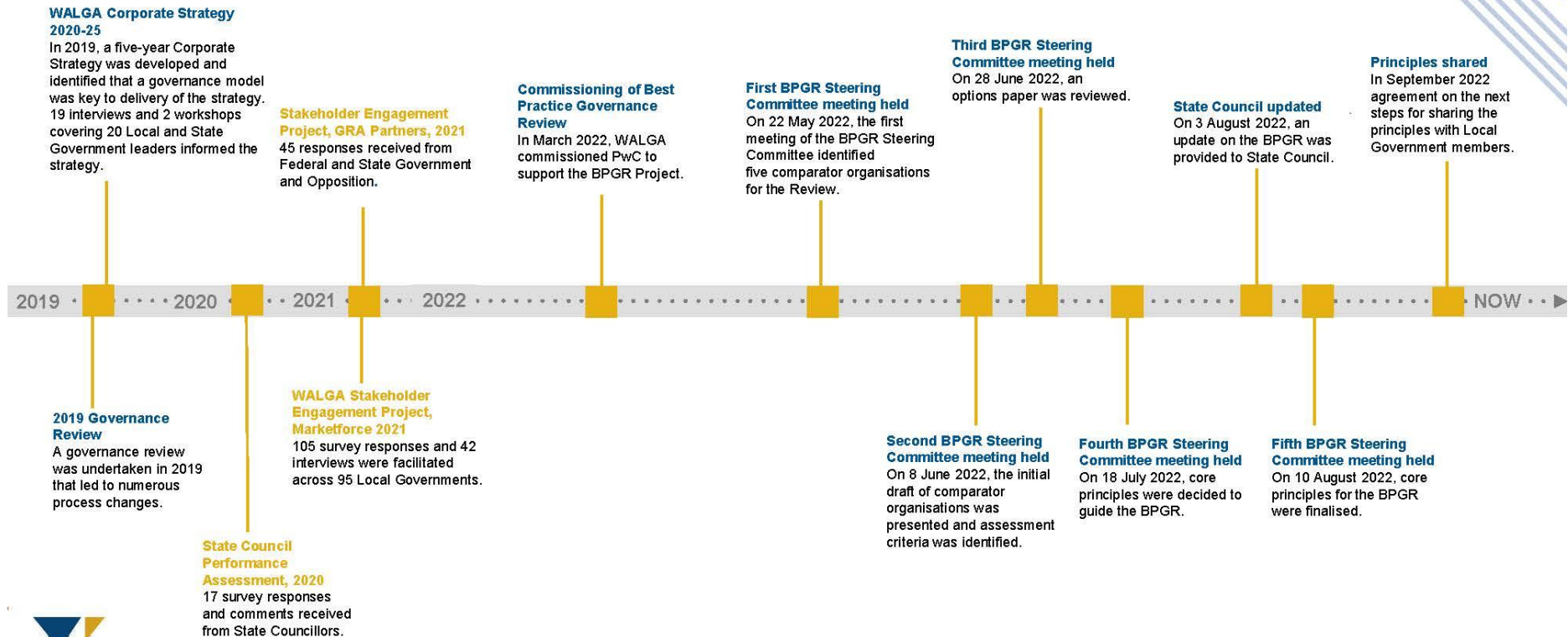
**Governance Model Principles** – The governance model principles were developed through BPGR Steering Committee meetings 2 to 5. This provides a structure for understanding how the current governance model of WALGA and any future governance model aligns to these principles.

The following slide outlines the timeline of key events and meetings that formed part of the BPGR.



# Timeline

Timeline of key events with a focus on the BPGR Steering Committee meetings throughout May to August 2022







## Best Practice Governance Review

### 2. Jurisdictional Analysis

## Analysis: Jurisdictional equivalents to WALGA

Jurisdictional equivalents of WALGA have been analysed according to their size and election methods.

### Background

Prior to the BPGR Project commencing in March 2022, work was undertaken to understand governance arrangements in other jurisdictions. The focus of this work was on associations from other Australian states, as well as New Zealand.

The full list of associations are:

- Local Government NSW (LGNSW)
- Municipal Association Victoria (MAV)
- Local Government Association of Tasmania (LGAT)
- Local Government Association of South Australia (LGASA)
- Local Government Association of Queensland (LGAQ)
- Local Government Association of Northern Territory (LGANT)
- Local Government Association of New Zealand (LGNZ)

The assessment of these associations focused on providing insights into the following domains:

- **Size of Board:** How many board members are there in comparison to the 25 WALGA board members?
- **Method of Election of President:** How is the President elected to the board?
- **Method of Election of Board Members:** How are board members elected?

### Key Insights

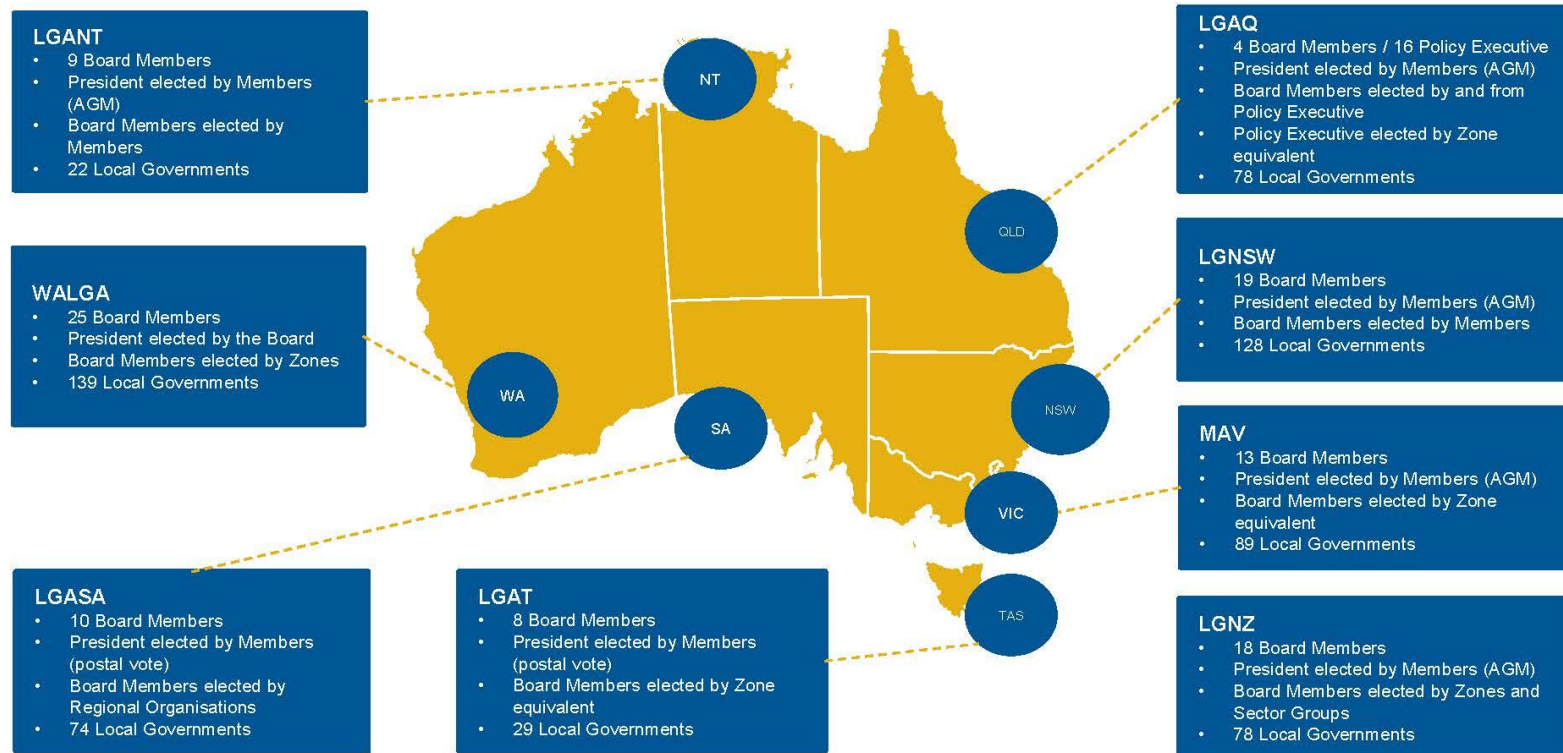
Key insights following the comparison of WALGA to equivalent associations are outlined below:

- **Size of Board** – while WALGA’s board (State Council) contains the largest number of representatives, it can be seen that boards of Local Government Associations tend to be relatively large. The average board size (using Queensland’s policy executive, not board) is 15.4.
- **Method of Election of President** – WALGA is an outlier: all other Presidents are elected directly by the membership. Perhaps this is a reflection of the prevalence of Council elected Mayors and Presidents in WA.
- **Method of Election of Board Members** – The majority of associations use regional groupings (equivalent to our Zones) to elect board members. The New Zealand hybrid model of electing representatives from geographic zones and sector groups (metro, provincial, rural, regional) is of interest.

The following slide presents this information for each of the seven associations.

## Summary: Jurisdictional equivalents to WALGA

Summary of jurisdictional analysis of WALGA equivalents in relation to their Board membership, election methods and number of Local Governments.





## Best Practice Governance Review

### **3. Comparator Organisations**

## Comparator organisations

Comparison of WALGA's governance model to the governance models of five comparator organisations.

Background	Process
<p>The BPGR Steering Committee had its first meeting on the 5 May 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change.</p> <p>At the meeting, five comparator organisations were identified to be used in a governance model comparative analysis. The organisations were selected on the basis of their similarity to WALGA as WA member-based peak industry organisations.</p> <p>The selected organisations were: Australian Medical Association (AMA) WA, Chamber of Commerce and Industry (CCI) WA, Chamber of Minerals and Energy (CME), Australian Hotels Association (AHA) WA and Pharmacy Guild (PG) WA Branch.</p>	<p>WALGA supplied a range of background documents to assist in undertaking the initial desktop comparison. This included the Constitution, Corporate Governance Charter, Corporate Strategy 2020-2025, Standing Orders, Elected Member Prospectus, Flow Chart – WALGA Zone and State Council Process, Final Report – State Councils and Zone Structure and Process Working Group.</p> <p>The documentation used for the comparator organisations were typically the:</p> <ul style="list-style-type: none"> <li>• Constitution – which serves as the instrument for establishment of the association;</li> <li>• Annual reports – which contains information about an association's performance over a 12-month period; and</li> <li>• Organisational website – which may outline the structure and current composition of the board, council and the leadership team of the organisations.</li> </ul> <p>Interviews were successfully arranged with three of the five organisations. They were AMA WA, CCI WA and CME WA. The document analysis and interviews provided insights into the size, election methods and recent changes within these organisations.</p>
Key insights	
<p>Key insights through the comparison of WALGA to the five comparator organisations are outlined below.</p> <ul style="list-style-type: none"> <li>• <b>Size of Board</b> – WALGA's board (State Council) was larger than all other comparator organisation's boards.</li> <li>• <b>Election methods</b> – election methods varied across the comparator organisations but many involved election through the membership.</li> <li>• <b>Change</b> – three of the five organisations had recently undergone changes or reviews of their governance structures. There were a range of drivers for this change including: to increase the decision making ability of the board; to use specific working groups to focus on specific topics of interest and to increase representativeness of specific groups (e.g. Aboriginal and Torres Strait Islanders).</li> </ul> <p>The following slide presents summary information on the size and election methods of the five comparator organisations. This is then followed by more detailed background into each organisation, their governance structure and any outcomes from conversations with these organisations.</p>	

## Summary: Governance structure analysis

WALGA's governance structure was analysed in comparison to five comparator organisations

Organisational Comparisons	Number of Board Members	President Elected by	Board Members elected by
WA Local Government Association (WALGA)	25	The Board	Zones
Australian Medical Association (AMA)	9	AMA WA Members	Members of the Association
Chamber of Commerce and Industry WA (CCIWA)	7 to 10	The Board	<ul style="list-style-type: none"> <li>Up to 12 elected by Members</li> <li>Up to 8 appointed by the Board</li> <li>Up to 8 appointed by the Council</li> </ul>
Chamber of Minerals and Energy (CME)	6 to 11	Ordinary Members	Executive Councillors
Australian Hotels Association (AHA) WA	17	The Branch Committee of Management	The Branch Committee of Management
Pharmacy Guild (PG) – WA branch	16 to 22	The Branch	Financial Members from the same region as the Branch

*Note: The Council, Branch, or Board chosen from the organisations above were chosen for how appropriate their structure is as a comparison to the WALGA State Council.*

## Organisational Analysis: Australian Medical Association (AMA) WA

With over 5,000 members, the AMA (WA) is the largest independent professional organisation for medical practitioners and medical students in the State. Total revenue and other income for AMA nationally in 2020 was reported as \$21,928,000.

Organisational Information	Governance Structure*	
<p>The AMA (WA) Board was created in 2017 and is comprised of the President, Immediate Past President, two Vice Presidents and five members of Council who are elected to sit on the Board (9 in total).</p> <p>The AMA (WA) Council consists of four office bearers (President, Immediate Past President, two Vice Presidents). Additionally, there are the Specialty Group Representatives (e.g. General practice, surgery); Practice Group Representatives (e.g. rural doctors, public hospital doctors); Ordinary Council Members; and, Co-opted Council Members. Majority of the representatives and members represent their specialty (e.g. anaesthetics) or group of representative (e.g. medical student society).</p> <p>The AMA Federal Council meets quarterly and is the AMA's main policy-making body. It is a forum to identify and debate emerging issues of relevance to the membership. The Federal Council's primary role is to: Form the policy of the AMA; Propose changes to existing policy; and Elect representatives to roles and committees. There is one State and one Area nominee from WA on the Federal Council.</p> <p>The Leadership team consists of seven staff. CEO, CFO, COO, General Manager Training and Recruitment, Operations Manager, General Manager Financial Services and an HR manager.</p>	<p>The Board comprises of approximately 9 members.</p>	<p>The Board focuses on governance, managing the Association's conduct and business, and ensuring conformity with the constitution.</p>
	<p>The Board may increase or decrease the number of Advisory Council members as needed. However, it currently has 4 members.</p>	<p>The General Council focuses on advocacy, policy making, and representation of the association.</p>
	<p>The Board and Council is also supported by Specialty Group Representatives, Practice Group Representatives, Ordinary Council Members, and Co-Opted Council Members.</p>	
Outcomes of Organisation Discussion		
<ul style="list-style-type: none"> <li>• <b>Governance Review:</b> The 2020 annual report mentions that an organisation-wide review was undertaken with the transformation in the process of being implemented until March 2020 (COVID).</li> <li>• <b>Representation:</b> It is more important to restrict the number of Board members than Councillors. Board members are involved in making policy and governance decisions, requiring a greater decision-making capability; Councillors are more involved in stakeholder engagement and solving specific issues through working groups, therefore Council size has less impact to efficiency and effectiveness of the model.</li> <li>• <b>Engagement:</b> The president is the spokesperson when it comes to policy issues. Councillors represent the views of Specialty Groups, Practice Groups, and the medical profession as a whole.</li> <li>• <b>Feedback on the current model:</b> Board members have previously taken the role because they are passionate, but do not necessarily have the right expertise, resulting in poor governance. Board members who have leadership and governance experience have proven to be effective in the updated model. The Board would benefit from an independent audit partner and increased diversity in specialty, a simplified purpose of the Board and Council Advisory, and a reduced number of meetings each year.</li> </ul>		

\*The AMA WA Constitution does not specify the number of Board or Council members. Member numbers are indicative and have been taken from the current Board & Council.

## Organisational Analysis: Chamber of Commerce and Industry (CCI) WA

CCIWA is a not-for-profit member organisation providing information, professional services and support for businesses in Western Australia, with over 2,000 WA members. Total revenue and other income for 2021 was reported as \$34,270,130.

Organisational Information	Governance Structure
<p>The CCIWA operates as a company limited by guarantee. This came into effect on 11 January 2019. The change in status means that CCIWA is now incorporated under the <i>Corporations Act 2001</i> (Cth) rather than the State legislation covering incorporated associations.</p> <p>Based on the constitution, the number of board members can be between 9-12 (including President &amp; Vice President). The current board has only 6 members including the President and Vice President.</p> <p>There is a General Council. The constitution states that Councillors can be up to certain numbers depending on who they were elected by. The resulting effect is a council that does not have consistent numbers of members and does not need to fill all positions. This is unlike WALGA's governance model where representatives are elected by zones.</p> <p>The Board is responsible for the sound governance of the organisation, whereas the General Council provides input to the organisations policy; provides advice to the Board; acts as a point of interface; elects and appoints Council Elected Directors; and passes resolutions relating to specific handling of assets and raising and borrowing funds.</p>	<div style="border: 1px dashed #f4a460; padding: 5px;"> <p>The Board focuses on strategic priorities, financial performance and compliance issues.</p> </div> <div style="border: 1px dashed #f4a460; padding: 5px;"> <p>The General Council focuses on developing and being spokespersons on public policy frameworks and positions.</p> </div> <p>The governance structure is supported by bespoke working groups, formed from Councillors as relevant for specific strategic and policy issues.</p>
	Outcomes of Organisation Discussion
	<ul style="list-style-type: none"> <li>• <b>Governance Review:</b> CCIWA conducted a review of their 2018 Constitution, resulting in changes contained in the 2021 Constitution, including: The governance model was revised to increase the decision-making capability of the board; The structure of the General Council was determined to be too generic causing low Councillor attendance. After the review, Councillors were split into bespoke working groups for specific policy issues for the upcoming 12-month period. This resulted in higher councillor attendance, than the previous governance model.</li> <li>• <b>Representation:</b> In the new revision of the constitution, two new types of Councillors were included to increase representation for their respective groups. Future Leader Councillors, from members of University business schools; and First Nations Business Councillors, elected from First Nations Members.</li> <li>• <b>Feedback on the current model:</b> In the current governance model, when a board member leaves, a temporary team member is appointed since board members can only be elected in general meetings.</li> </ul>



## Organisational Analysis: The Chamber of Minerals and Energy (CME) WA

CME WA is the peak resources sector representative body in Western Australia whose member companies generate 95% of all mineral and energy production and employ 80% of the sector's workforce in the State.

Organisational Information	Governance Structure
<p>The Corporate Governance Charter (Charter) provides guidance on the respective roles, responsibilities and authorities of members of the Executive Council (Executive Councillors) and members of the Advisory Board (Advisory Board Members) in setting the direction, management and control.</p> <p>The number of Vice Presidents is determined by the Executive Council, the constitution contains no limit on the number of Vice Presidents and so the number of Vice Presidents is excluded from the diagram to the right.</p> <p>Executive Councillors are elected by Ordinary Members, and there can be no less than 10.</p> <p>The Role of the Advisory Board is to act as a traditional board providing strategic oversight on behalf of the Chamber. Key interface with the Executive Management Team on organisational matters, including strategy, operating accounts, governance and risk.</p>	<div style="border: 1px dashed #f4a460; padding: 5px;"> <p>Advisory Board comprises of 5-10 members.</p> <p>The Advisory Board provides strategic oversight and acts as the key interface with the Executive Management team on strategy, operating accounts, governance and risk.</p> </div> <div style="border: 1px dashed #f4a460; padding: 5px;"> <p>Executive Council (10+ members).</p> <p>The Executive Council most senior interface to guide and prioritise the agenda of the Chamber and its respective committees and holds final decision-making authority re: annual financial reports/statements.</p> </div> <p>The governance structure is supported by committees including bespoke working groups, appointed by Executive Council as relevant for specific strategic and policy issues.</p>
	Outcomes of Organisation Discussion
	<ul style="list-style-type: none"> <li>• <b>Governance Review:</b> CME recently engaged in a governance review. In April 2020, CME put in place a governance charter. This codified processes and structures, clarified lines of accountability and included a director's code of conduct.</li> <li>• <b>Representation:</b> Members who express an interest, get a seat at the table for the Executive Council. There are approximately 60 ordinary members with 16-20 regularly attending council meetings. This group is intended to provide a litmus check that the broader membership needs are being met.</li> <li>• <b>Engagement:</b> Although the board is strongly engaged in the work and responsibilities it holds, there is the varying engagement of the executive council – this is broadly because due to the large array of issues it covers – the organisation would love to see stronger engagement in this area.</li> <li>• <b>Feedback on the current model:</b> Based on the age of the organisation, the current pyramid structure works. This is successful largely due to the governance charter which provides clarity in role and structure for the organisation.</li> </ul>

## Organisational Analysis: Australian Hotels Association (WA)

The Australian Hotels Association (AHA) represents more than 5,000 members across Australia serviced by a network of branches based in every state and territory, plus a Canberra-based National Office. Total revenue and other income for AMA nationally in 2020 was reported as \$2,257,963.

Organisational Information	Governance Structure*	
<p>AHA was founded in 1892 and now represents more than 80% of the Western Australian hotel and hospitality industry.</p> <p>The organisation has a branch in each state and territory, including a division in each branch known as the National Accommodation Hotels Division. The organisation and each of its branches have their own set of rules by which they are governed. However, ultimate authority is deferred to the National Board of the organisation.</p> <p>All issues and opportunities are addressed by The Branch Committee of Management (The Branch). Consisting of six ordinary members, elected by members of the branch, and the president from each of the Territorial and Non-Territorial Divisions of the Branch. This includes a President, Senior Vice President, Vice President, Treasurer, Accommodation President and Country Representative. The President, Senior Vice President (SVP) and Vice President (VP) are elected by The Branch.</p> <p>AHA developed a subsidiary known as 'Tourism Accommodation Australia (TAA). TAA publicly represents and lobbies specifically for accommodation hotels separately from the AHA's general hospitality members. However, membership to both AHA and TAA is granted to accommodation properties. There are 11 Divisional Presidents – 7 represent different Areas/Regions and 4 represent different membership groups.</p>	<p>Branch Committee of Management has 6 Ordinary members &amp; the president of each Territory/Non-Territory Division (11). Focuses on staff remuneration/conditions, branch transactions, disbursements, funds and resolves delegated Commonwealth industrial disputes.</p> <p>There is no council or other governing entity to provide support to the Branch Committee of Management.</p>	
	<th data-bbox="949 665 1906 713">Relevance to WALGA BPGR</th> <p>AHA was contacted to schedule an interview; however, there was no response following multiple requests. The following insights have been made by research on their publicly available governance information and documentation.</p> <ul style="list-style-type: none"> <li><b>Composition:</b> Similar to WALGA's State Council, the AHA Governance structure only has one governing entity, The Branch Committee of Management. The number of branch members (17) is smaller than WALGA (25).</li> <li><b>Responsibilities:</b> The AHA Branch Committee of Management is responsible for financial activities; however, the Rules document does not mention that they are responsible for activities that other comparator organisations governing entities are, such as policy creation or ensuring compliance.</li> <li><b>Lack of compliance with constitution:</b> The Rules of the AHA WA Branch document acts as the Association's constitution. However, there are many conflicts between the governance structure in the Branch Rules document, and the governance structure depicted on AHA WA's website. For example, in the document the supreme governing body of the Branch is the Branch Committee of Management, whereas on the website it is the Executive Management team. Additionally, there is no mention of a board in the Rules document, but there is a Board of Management on the website.</li> </ul>	Relevance to WALGA BPGR

\*The governance structure has been taken from the Rules of the AHA WA Branch document instead of the current governance structure depicted on the website, due to conflicting information.

## Organisational Analysis: Pharmacy Guild (WA Branch Focus)

Pharmacy Guild supports over 5,800 pharmacies across Australia. It is broken up into Territory Branches with more than 600 pharmacies as members in WA (est. 2017).

**Organisational Information**

The Pharmacy Guild's WA Branch's Annual Report can only be viewed by Members of the Organisation.

The Branch consists of the Branch Executive, and the Branch Committee. Where the Branch Executive consists of the Branch President, Branch Vice President(s) and the National Councillor(s). Additionally, in the Branch Executive, the position of Branch President and Vice President can also be held by a National Councillor, resulting in different numbers of Branch Executives between states.

The National council has the power to determine and direct policy, settle disputes, control the national fund, appoint an auditor and other activities relating to being the supreme governing entity.

The constitution does not specify who exactly elects the Branch President, or the Branch Vice Presidents, only that they are elected from the Branch. Whereas Branch Committee Members are elected by financial members in that region.

The Branch and the National Council shall appoint their own auditor. Resulting in potential conflicts of interest, as hypothetically the Branch and the National Council can appoint an auditor who audits in their favour.

**Governance Structure\***

Branch Executive consists of 2 – 6 Executive Members.	All powers and functions of the Branch Committee between meetings of the Branch Committee.
Branch Committee consists of 7 - 14 committee members (excluding the Branch executive).	Control the Branch fund, decide the agenda for and attend special meetings.

There is only one governing entity in WA for Pharmacy Guild, however the WA Branch consists of National Councillors, from the National Council which is the supreme governing body for the Pharmacy Guild. However, the Branch Committee can create subcommittees to carry out particular functions.

**Relevance to WALGA BPGR**

Pharmacy Guild WA was contacted to schedule an interview; however, they responded that they do not have time to discuss their governance model. The following insights have been made by research on their publicly available governance information and documentation.

- **Representation:** The interests of members are represented by the Branch Committee Members who are elected by the financial members of the same regions. Additionally, the interests of the National Council are represented in Branches by the National Councillors appointed in each Branch.
- **Composition:** The governance structure of the Branches of the Pharmacy Guild is adaptable to the needs of the Branch. Since the Branch Committee members can decide the number of Committee members needed in their branch, they can do so based on the needs of the Branch at any point in time, making the composition and size of the Branch adaptable to emerging needs. Also, the creation of additional branches and amalgamations of current branches is up to the decision of the National Council, enabling the National Council to alter the composition of the governance model nation-wide as needed. Branches can also create subcommittees as needed.

*\*Since the number of members in governance entities is mentioned in the Constitution, the numbers have been estimated based on the current membership as per the Guild's website.*



## Best Practice Governance Review

### **4. Governance Principles**

## Development of Governance Principles

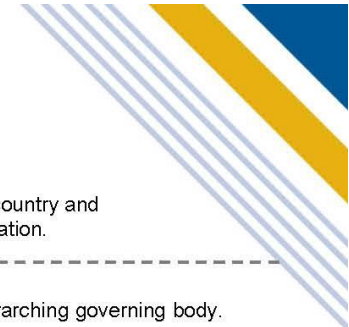
BPGR Steering Committee (SC) meetings and how they lead to the development of the proposed governance principles.

BPGR Steering Committee meetings	Key outcomes
<p>The BPGR Steering Committee (SC) was established by State Council to guide the review. SC Meetings 2 through to 5 acted as key inputs into the development of the Governance Model principles. The focus of SC Meetings two through to five led to the development of the governance principles.</p> <p><b>SC Meeting 2</b> - On 8 June 2022, the initial draft of the comparator organisations and their governance structures was presented. The SC identified four assessment criteria for the purposes of assessing potential governance models. The assessment criteria were: (1) representation, (2) efficiency, (3) contemporary, and (4) sustainable. An Options Paper was then developed, using the assessment criteria against two governance model options.</p> <p><b>SC Meeting 3</b> - On 28 June 2022, a discussion of the DRAFT Options Paper took place. The SC decided that a workshop was required to take a step back and develop the core governance principles (rather than assessment criteria) that needed to underpin any future governance model for WALGA.</p> <p><b>SC Meeting 4</b> - On 18 July 2022, the SC discussed the principles and identified four principles that should guide WALGA's governance. They were Representative, Responsive, Results Oriented and Renewal. Renewal was the principle that some SC members deemed as optional and is not included as a separate principle. Some elements of renewal are incorporated into the other three principles.</p> <p><b>SC Meeting 5</b> - On 10 August 2022, the SC discussed and finalised the proposed principles. Discussion focused on the principle components and their likely governance implications. Several activities also occurred around this SC meeting. This include an update to State Council at the Information Forum on 3 August 2022, finalisation of principles on 17 August 2022 to inform AGM Item and finalisation of Agenda Item for 2022 AGM, including approval by State Council.</p>	<p>The SC agreed on the proposed governance model principles, their component parts and the implications of these principles. Specifically:</p> <ul style="list-style-type: none"> <li>• <b>Principle definition</b> – the definition of each of the three principles.</li> <li>• <b>Principle component</b> – the key component parts of each principle.</li> <li>• <b>Principle component description</b> – a description of each principle component.</li> <li>• <b>Governance implications</b> – the governance implications of each of the principle components.</li> </ul> <p>The following slide presents the principles, their components and a description and their governance implications.</p>



# Endorsed Governance Principles

The principles for assessing WALGA's governance model options and governance implications



	Principle	Principle component	Component description	Governance implications
Representative	WALGA unites and represents the entire local government sector in WA and understands the diverse nature and needs of members, regional communities and economies.	Composition	The composition of WALGA's governance model represents Local Government members from metropolitan and country councils.	The governing body will maintain equal country and metropolitan local government representation.
		Size	An appropriate number of members/representatives oversees WALGA's governance.	Potential reduction in the size of the overarching governing body.
		Diversity	WALGA's governance reflects the diversity and experience of its Local Government members.	Potential for the introduction of a mechanism to ensure the governance model comprises an appropriate diversity of skills and experience.
		Election Process	Considers the processes by which WALGA's governance positions are elected and appointed.	Consideration of alternative election and appointment arrangements, with the President to be elected by and from the governing body.
		Timely Decision Making	WALGA's governance supports timely decision making.	WALGA's governance model facilitates responsive decision making.
Responsive	WALGA is an agile association which acts quickly to respond to the needs of Local Government members and stakeholders.	Engaged Decision Making	WALGA's Local Government members are engaged in decision making processes.	WALGA's governance model facilitates clear and accessible processes for Local Government members to influence policy and advocacy with consideration to alternatives to the existing zone structure.
		Agility	Considers the flexibility of WALGA's governance to adapt to changing circumstances.	WALGA's governance model is agile and future proofed for external changes.
		Focus	Considers the clarity and separation of responsibilities and accountabilities of WALGA's governance.	Governance bodies have clearly defined responsibilities and accountabilities, with the capacity to prioritise and focus on strategic issues.
Results Oriented	WALGA dedicates resources and efforts to secure the best outcomes for Local Government members and supports the delivery of high-quality projects, programs and services.	Value Added Decision Making	Facilitates opportunities for value to be added to decision making.	Adoption of best practice board processes, and introduction of governance structures that are empowered to inform decisions.
		Continuous Improvement	Considers regular review processes for components of the governance model, their purpose and achieved outcomes.	WALGA's governance is regularly reviewed every 3 to 5 years to ensure the best outcomes are achieved for Local Government members.





# Thank you

For more information, visit our [website](#) or contact Tim Lane, Manager Association and Corporate Governance, at [tlane@walga.asn.au](mailto:tlane@walga.asn.au) or 9213 2029.

Attachment 2: Best Practice Governance Review Consultation Paper –Model Options



**Best Practice Governance Review**

**Consultation Paper – Model Options**





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5	Consultation Process and Next Steps	<u>20</u>



# Best Practice Governance Review

## 1. Introduction

# Introduction

## Background

The Western Australian Local Government Association (WALGA) developed its Corporate Strategy 2020-25, and in doing so identified a key strategic priority, to undertake a Best Practice Governance Review. The objective of the review is to ensure WALGA’s governance and engagement models are contemporary, agile, and maximise engagement with members.

Other drivers for the review included: misalignment between key governance documents; constitution amendments for State Councillors’ Candidature for State and Federal elections; and legislative reforms for the *Local Government Act 1995*, and for the *Industrial Relations Act 1979*.

In March 2022, State Council commissioned the Best Practice Governance Review (BPGR) and established a Steering Committee to guide the Review.

The BPGR Steering Committee had five meetings between 5 May 2022 and 10 August 2022. There was wide-ranging discussion on WALGA’s current governance model, the need to engage broadly with the membership, and opportunities for change. Key outputs from the BPGR Steering Committee meetings included:

- Agreement on five comparator organisations – Australian Medical Association (AMA) WA, Chamber of Commerce and Industry (CCI) WA, Chamber of Minerals and Energy (CME), Australian Hotels Association (AHA) WA and the Pharmacy Guild (PG).
- Review of governance models of Local Government Associations in other Australian States and Territories, and New Zealand.
- Drafting of governance principles that will underpin future governance models.
- Finalisation of governance principles and principle components across the domains of: **Representative, Responsive and Results Oriented**.

These activities are outlined in more detail in the Background Paper.

## This document

This document outlines:

**Principles:** The governance model principles and principle components across the domains of: Representative, Responsive and Results Oriented. The principles were endorsed at the WALGA AGM on 3 October 2022.

**Governance model options:** Presents four potential governance model options and the structure and roles associated with each option. The four options are:

- **Option 1:** Two tier model, existing zones
- **Option 2:** Board, regional bodies
- **Option 3:** Board, amalgamated zones
- **Option 4:** Member elected board, regional groups
- **Option 5:** Current model

**Alignment to principles:** Each of these options are then assessed as to whether they align with the principles and their components. The assessment considers the option and whether it meets, partially meets or does not meet the principle component. Alongside this assessment are some discussion points. An example of this relates to diversity.

Diversity is a component of the governance model being representative. Diversity here may include consideration of whether the governance model comprises an appropriate diversity of skills and experience. It also provides opportunity to consider whether the governance model provides opportunity for members of diverse backgrounds e.g. people of Aboriginal and Torres Strait Islander descent, people with Culturally and Linguistically Diverse backgrounds.

Within all the model options, direct relationship with WALGA and regional / subregional collaboration would continue to be encouraged.



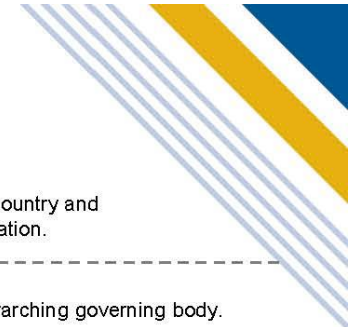
## Best Practice Governance Review

### **2. Governance Principles**

# Governance Principles

The following Governance Principles were endorsed by members at the 2022 AGM

	Principle	Principle component	Component description	Governance implications
Representative	WALGA unites and represents the entire local government sector in WA and understands the diverse nature and needs of members, regional communities and economies.	Composition	The composition of WALGA's governance model represents Local Government members from metropolitan and country councils.	The governing body will maintain equal country and metropolitan local government representation.
		Size	An appropriate number of members/representatives oversees WALGA's governance.	Potential reduction in the size of the overarching governing body.
		Diversity	WALGA's governance reflects the diversity and experience of its Local Government members.	Potential for the introduction of a mechanism to ensure the governance model comprises an appropriate diversity of skills and experience.
		Election Process	Considers the processes by which WALGA's governance positions are elected and appointed.	Consideration of alternative election and appointment arrangements, with the President to be elected by and from the governing body.
		Timely Decision Making	WALGA's governance supports timely decision making.	WALGA's governance model facilitates responsive decision making.
Responsive	WALGA is an agile association which acts quickly to respond to the needs of Local Government members and stakeholders.	Engaged Decision Making	WALGA's Local Government members are engaged in decision making processes.	WALGA's governance model facilitates clear and accessible processes for Local Government members to influence policy and advocacy with consideration to alternatives to the existing zone structure.
		Agility	Considers the flexibility of WALGA's governance to adapt to changing circumstances.	WALGA's governance model is agile and future proofed for external changes.
		Focus	Considers the clarity and separation of responsibilities and accountabilities of WALGA's governance.	Governance bodies have clearly defined responsibilities and accountabilities, with the capacity to prioritise and focus on strategic issues.
Results Oriented	WALGA dedicates resources and efforts to secure the best outcomes for Local Government members and supports the delivery of high-quality projects, programs and services.	Value Added Decision Making	Facilitates opportunities for value to be added to decision making.	Adoption of best practice board processes, and introduction of governance structures that are empowered to inform decisions.
		Continuous Improvement	Considers regular review processes for components of the governance model, their purpose and achieved outcomes.	WALGA's governance is regularly reviewed every 3 to 5 years to ensure the best outcomes are achieved for Local Government members.




















## Best Practice Governance Review

### **3. Options and Current Model**




# Options and Current Model

Five options, including the Current Model, with details of each of their key governance bodies

Option 1 – Two tier model, existing Zones	Option 2 – Board, Regional Bodies	Option 3 – Board, Amalgamated Zones	Option 4 – Member elected Board, Regional Groups	Option 5 – Current Model
 <p><b>Board</b> (11 members) 8 elected from Policy Council, incl. Board elected President Up to 3 independents</p>	 <p><b>Board</b> (11 members) 8 elected from Regional Bodies, incl. Board elected President Up to 3 independents</p>	 <p><b>Board</b> (15 members) 12 elected from Zones, incl. Board elected President Up to 2 independents</p>	 <p><b>Board</b> (11 members) 8 elected via direct election, incl. Board elected President Up to 3 independents</p>	 <p><b>State Council</b> (25 members) 24 State Councillors 1 President</p>
 <p><b>Policy Council</b> (25 members) 24 members plus President</p>	 <p><b>Regional Bodies</b> (4 metro, 4 country)</p>	 <p><b>Zones</b> (6 metro, 6 country)</p>	 <p><b>Policy Teams / Forums / Committees</b></p>	 <p><b>Zones</b> (5 metro, 12 country)</p>
 <p><b>Zones</b> (5 metro, 12 country)</p>	 <p><b>Policy Teams / Forums / Committees</b></p>	 <p><b>Policy Teams / Forums / Committees</b></p>	 <p><b>Regional Groups</b></p>	 <p><b>Policy Teams / Forums / Committees</b></p>

## Option 1 – Two Tier Model, Existing Zones




A description of the governance body structure and role for Option 1

Governance Body	Structure	Role
 <p><b>Board</b></p>	<p>11 members: 8 representative members elected from and by the Policy Council (4 Metro, 4 Country). The Board then elect the President from the representative members. The Board will appoint up to 3 independent, skills or constituency directors.</p>	<p>Meet 6 times per year. Responsible for governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.</p>
 <p><b>Policy Council</b></p>	<p>24 members plus President. Members elected by and from the Zones (12 from 5 Metro Zones, 12 from 12 Country Zones).</p>	<p>Meet at least 2 times per year to contribute to policy positions and advocacy for input into Board, and to liaise with Zones on policy and advocacy. The Policy Council can form Policy Teams, Policy Forums and Committees, which would have responsibility for specific functions, such as policy development.</p>
 <p><b>Zones</b></p>	<p>5 Metro, 12 Country.</p>	<p>Meet at least 2 times per year to raise policy issues, elect representatives to the Policy Council, and undertake regional advocacy and projects as directed by the Zone.</p>






## Option 2 – Board, Regional Bodies

A description of the governance body structure and role for Option 2

Governance Body	Structure	Role
 <p><b>Board</b></p>	<p>11 members: 8 representative members elected from and by the Regional Bodies (4 Metro, 4 Country). The Board then elect the President from the representative members. The Board will appoint up to 3 independent, skills or constituency directors.</p>	<p>Meet 6 times per year responsible for governance of WALGA including strategy, financial oversight, policy development, advocacy priorities, employment of CEO, etc.</p>
 <p><b>Regional Bodies</b></p>	<p>Metro: North, South, East and Central. Country: Mining &amp; Pastoral, Agricultural, Peel/South West/Great Southern, Regional Capitals. <i>Note: Local Governments can nominate their preferred regional body, with membership of the regional bodies to be determined by the board.</i></p>	<p>Meet at least 2 times per year to contribute to policy development and advocacy, and to elect Board members (1 from each of the Metro Regional Bodies and 1 from each of the Country Regional Bodies).</p>
 <p><b>Policy Teams / Forums / Committees</b></p>	<p>Membership drawn from the Board and Regional Bodies with some independent members.</p>	<p>Responsible for specific functions – such as policy development – as determined by the Board.</p>




## Option 3 – Board, Amalgamated Zones

A description of the governance body structure and role for Option 3

Governance Body	Structure	Role
 <p><b>Board</b></p>	<p>15 members: 12 elected from the Zones (6 from Metro/Peel, 6 from Country). President to be elected by the Board. The Board will appoint up to 2 independent, skills or constituency directors.</p>	<p>Meet 6 times per year. Responsible for the governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.</p>
 <p><b>Zones</b></p>	<p>Metro/Peel:</p> <ul style="list-style-type: none"> <li>• Central Metropolitan</li> <li>• East Metropolitan</li> <li>• North Metropolitan</li> <li>• South Metropolitan</li> <li>• South East Metropolitan</li> <li>• Peel</li> </ul> <p>Country*:</p> <ul style="list-style-type: none"> <li>• Wheatbelt South</li> <li>• Wheatbelt North</li> <li>• Mid West / Murchison / Gascoyne</li> <li>• Pilbara / Kimberley</li> <li>• South West / Great Southern</li> <li>• Goldfields / Esperance</li> </ul> <p><i>*indicative, re-drawing required</i></p>	<p>Meet at least 2 times per year to contribute to policy development and advocacy, and to elect Board members.</p>
 <p><b>Policy Teams / Forums / Committees</b></p>	<p>Membership drawn from Board with some independent members.</p>	<p>Responsible for specific functions – such as policy development – as determined by the Board.</p>




## Option 4 – Member Elected Board, Regional Groups

A description of the governance body structure and role for Option 4

Governance Body	Structure	Role
 <p><b>Board</b></p>	<p>11 members: 8 representative members elected via direct election, with each member Local Government to vote (4 elected by and from Metropolitan Local Governments, 4 elected by and from Country Local Governments). President elected by the Board from among the representative members. The Board will appoint up to 3 independent, skills or constituency directors.</p>	<p>Meet 6 times per year and responsible for governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.</p>
 <p><b>Policy Teams / Forums / Committees</b></p>	<p>Membership drawn from Board with some independent members.</p>	<p>Meet at least 2 times per year. Responsible for specific functions – such as contributing to policy development – as determined by the Board.</p>
 <p><b>Regional Groups</b></p>	<p>Determined by members to suit needs. E.g. Regional Capitals, GAPP, VROCs, CEO Group, existing Zones.</p>	<p>Feed into policy development processes and undertake advocacy and projects as determined by the groups.</p>

## Option 5 – Current Model

A description of the governance body structure and roles for the Current Model

Governance Body	Structure	Role
 <p><b>State Council</b></p>	<p>24 members plus the President. Members elected by and from the Zones (12 from 5 Metropolitan Zones, 12 from 12 Country Zones).</p>	<p>Responsible for the governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy, employment of CEO, etc.</p>
 <p><b>Zones</b></p>	<p>5 Metro, 12 Country.</p>	<p>Consider the State Council Agenda, elect State Councillors, and undertake regional advocacy / projects as directed by the Zone.</p>
 <p><b>Policy Teams / Forums / Committees</b></p>	<p>Membership drawn from State Council with some independent members.</p>	<p>Responsible for specific functions – such as contributing to policy development, financial oversight etc. – as determined by State Council.</p>



## Best Practice Governance Review

### **4. Alignment to Principles**

# Option 1 – Two Tier Model, Existing Zones

Option 1 and its alignment to the principles

**Option 1 –  
Two tier model,  
existing Zones**




	<b>Board</b> (11 members) 8 elected from Policy Council, incl. Board elected President Up to 3 independents
	<b>Policy Council</b> (25 members) 24 members plus President
	<b>Zones</b> (5 metro, 12 country)

Principle & component		Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Meets	<ul style="list-style-type: none"> <li>Board will have equal metropolitan and country membership</li> </ul>
	Size	Meets	<ul style="list-style-type: none"> <li>Board is smaller</li> </ul>
	Diversity	Meets	<ul style="list-style-type: none"> <li>Consideration of appointment processes for independent members</li> </ul>
	Election Process	Meets	<ul style="list-style-type: none"> <li>Board to be elected from Policy Council</li> </ul>
Responsive	Timely Decision Making	Meets	<ul style="list-style-type: none"> <li>Meeting frequency aligned to governing body roles</li> </ul>
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> <li>Board meetings are not dependent on other governing body meetings</li> </ul>
	Agility	Partial	<ul style="list-style-type: none"> <li>Board is future-proofed from external changes</li> <li>Zone structures still underpin Council</li> </ul>
	Focus	Partial	<ul style="list-style-type: none"> <li>Prioritisation and focus may be a challenge</li> </ul>
Results Oriented	Value Added Decision Making	Meets	<ul style="list-style-type: none"> <li>Best practice board approaches will be adopted</li> </ul>
	Continuous Improvement	Meets	<ul style="list-style-type: none"> <li>Board would be responsible for ongoing reviews of governance body roles in consultation with members</li> </ul>

## Option 2 – Board, Regional Bodies

Option 2 and its alignment to the principles

**Option 2 –  
Board, Regional  
Bodies**

	<b>Board (11 members)</b> 8 elected from Regional Bodies, incl. Board elected President Up to 3 independents
	<b>Regional Bodies (4 metro, 4 country)</b>
	<b>Policy Teams / Forums / Committees</b>

Principle & component		Principle alignment (Meets, partial, does not meet)	Discussion points
<b>Representative</b>	Composition	Meets	<ul style="list-style-type: none"> <li>Board will have equal metropolitan and country membership</li> <li>How to establish regional body membership is a consideration</li> </ul>
	Size	Partial	<ul style="list-style-type: none"> <li>Board is smaller</li> <li>Number of regional bodies is a consideration</li> </ul>
	Diversity	Meets	<ul style="list-style-type: none"> <li>Consideration of appointment processes for independent members</li> </ul>
	Election Process	Meets	<ul style="list-style-type: none"> <li>Board election from regional bodies</li> </ul>
<b>Responsive</b>	Timely Decision Making	Meets	<ul style="list-style-type: none"> <li>Meeting frequency aligned to governing body roles</li> </ul>
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> <li>Board meetings are not dependent on regional body meetings</li> </ul>
	Agility	Meets	<ul style="list-style-type: none"> <li>Board and regional bodies are future proofed from external changes</li> </ul>
	Focus	Partial	<ul style="list-style-type: none"> <li>There may be challenges defining accountabilities and responsibilities of regional bodies</li> </ul>
<b>Results Oriented</b>	Value Added Decision Making	Meets	<ul style="list-style-type: none"> <li>Best practice board approaches will be adopted</li> </ul>
	Continuous Improvement	Meets	<ul style="list-style-type: none"> <li>Board will be responsible for ongoing reviews of governing body roles in consultation with members</li> </ul>

# Option 3 – Board, Amalgamated Zones

Option 3 and its alignment to the principles

**Option 3 –  
Board, Amalgamated  
Zones**

	<b>Board</b> (15 members) 12 elected from Zones, incl. Board elected President Up to 2 independents
	<b>Zones</b> (6 metro, 6 country)
	<b>Policy Teams / Forums / Committees</b>




Principle & component		Principle alignment (Meets, partial, does not meet)	Discussion points
<b>Representative</b>	Composition	Partial	<ul style="list-style-type: none"> <li>Board will have equal metropolitan and country membership</li> <li>There may be composition challenges for amalgamated zones</li> </ul>
	Size	Partial	<ul style="list-style-type: none"> <li>Board is smaller</li> <li>Amalgamation of zones to 12 in total</li> </ul>
	Diversity	Meets	<ul style="list-style-type: none"> <li>Consideration of appointment processes for independent members</li> </ul>
<b>Responsive</b>	Election Process	Meets	<ul style="list-style-type: none"> <li>Board election from zones</li> </ul>
	Timely Decision Making	Meets	<ul style="list-style-type: none"> <li>Meeting frequency aligned to governing body roles</li> </ul>
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> <li>Board meetings are aligned to zone meetings</li> </ul>
	Agility	Meets	<ul style="list-style-type: none"> <li>Board is future proofed from external changes</li> </ul>
	Focus	Partial	<ul style="list-style-type: none"> <li>Prioritisation and focus may be a challenge</li> </ul>
<b>Results Oriented</b>	Value Added Decision Making	Meets	<ul style="list-style-type: none"> <li>Best practice board approaches will be adopted</li> </ul>
	Continuous Improvement	Meets	<ul style="list-style-type: none"> <li>The Board would be responsible for ongoing reviews of governance body roles in consultation with members</li> </ul>



## Option 4 – Member Elected Board, Regional Groups

Option 4 and its alignment to the principles




**Option 4 –  
Member elected Board,  
Regional Groups**

	<b>Board (11 members)</b> 8 elected via direct election, incl. Board elected President Up to 3 independents
	<b>Policy Teams / Forums / Committees</b>
	<b>Regional Groups</b>

	Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points
<b>Representative</b>	Composition	Partial	<ul style="list-style-type: none"> <li>Board will have equal metropolitan and country membership</li> <li>Membership of regional groups dynamic and ad hoc</li> </ul>
	Size	Partial	<ul style="list-style-type: none"> <li>Board is smaller</li> </ul>
	Diversity	Meets	<ul style="list-style-type: none"> <li>Consideration of appointment processes for independent members</li> </ul>
	Election Process	Meets	<ul style="list-style-type: none"> <li>Board election from a general meeting</li> </ul>
<b>Responsive</b>	Timely Decision Making	Meets	<ul style="list-style-type: none"> <li>Meeting frequency aligned to governing body roles</li> </ul>
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> <li>Board meetings are not dependent on policy teams / regional group meetings</li> </ul>
	Agility	Meets	<ul style="list-style-type: none"> <li>Board is future-proofed from external changes</li> </ul>
<b>Results Oriented</b>	Focus	Partial	<ul style="list-style-type: none"> <li>Policy teams / Regional Group meetings to influence priorities</li> </ul>
	Value Added Decision Making	Meets	<ul style="list-style-type: none"> <li>Best practice board approaches will be adopted</li> </ul>
	Continuous Improvement	Meets	<ul style="list-style-type: none"> <li>Board would be responsible for ongoing reviews of governing body roles in consultation with members</li> </ul>

## Option 5 – Current Model

Current model and its alignment to the principles

Option 5 – Current Model		Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points	
 <p>State Council (25 members) 24 State Councillors 1 President</p>	 <p>Zones (5 metro, 12 country)</p>	 <p>Policy Teams / Forums / Committees</p>	Composition	Meets	<ul style="list-style-type: none"> <li>State Council has equal metropolitan and country membership</li> </ul>
			Size	Partial	<ul style="list-style-type: none"> <li>State Council will retain 25 members</li> </ul>
			Diversity	Partial	<ul style="list-style-type: none"> <li>No control of diversity of State Council</li> </ul>
<p><b>Representative</b></p>	Election Process	Meets	<ul style="list-style-type: none"> <li>State Council election from zones</li> </ul>		
	Timely Decision Making	Partial	<ul style="list-style-type: none"> <li>Meeting frequency aligned to governing body roles</li> </ul>		
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> <li>State Council meetings are aligned to zone meetings</li> </ul>		
	Agility	Partial	<ul style="list-style-type: none"> <li>State Council is not future proofed from external changes</li> </ul>		
<p><b>Responsive</b></p>	Focus	Partial	<ul style="list-style-type: none"> <li>Prioritisation and focus may remain a challenge</li> </ul>		
	Value Added Decision Making	Partial	<ul style="list-style-type: none"> <li>Best practice board approaches will not be adopted</li> </ul>		
	Continuous Improvement	Meets	<ul style="list-style-type: none"> <li>State Council would continue to be responsible for ongoing reviews of governance body roles in consultation with members</li> </ul>		
<p><b>Results Oriented</b></p>					



## Best Practice Governance Review

# 5. Consultation Process and Next Steps

# WALGA Best Practice Governance Review

Consultation Process and Next Steps

## Consultation Process

### Council Position

Member Local Governments are asked to consider this paper and the governance model options put forward and provide a Council endorsed position to WALGA.

It is suggested that Councils endorse a preferred model (which could be the Current Model) and provide a ranking in terms of an order of preference.

Submissions to WALGA are sought by **23 December 2022**.

### Supplementary Market Research

An independent market research company has been engaged to ascertain insights from Elected Members and Chief Executive Officers about WALGA's governance model. Qualitative interviews and a quantitative survey will be undertaken to supplement Council positions.

### Workshops and Forums

Requests for presentations on the work undertaken by the Steering Committee and the model options, as well as facilitation of workshops and discussions will be accommodated where practicable.

## Next Steps

### Timetable

- Consultation and engagement with Members on this paper and governance model options will be undertaken from October 2022 until 23 December 2022.
- The Steering Committee will consider the outcomes of the consultation process during January 2023.
- A Final Report with a recommended direction will be the subject of a State Council Agenda item for the March 2023 State Council meeting.



# Thank you

For more information, visit our [website](#) or contact Tim Lane, Manager Association and Corporate Governance, at [tlane@walga.asn.au](mailto:tlane@walga.asn.au) or 9213 2029.

**10.4 Officers Reports**

**10.4.1 Corporate and Community Services**

**AREA: Corporate and Community Services  
Officer – Pania Turner**

**PERIOD OF REPORTING:  
November-December 2023**

**Eucla Christmas Day Breakfast & Citizenship Awards**

When: Sunday 25 December 2022  
Where: Eucla Community Hall  
Time: 2pm – till late  
Who: Community

**Australia Day Community Breakfast & Citizenship Awards**

When: Tuesday 26 January 2023  
Where: Marks Parks  
Time: 5-7pm  
Who: Community



**Seniors Christmas Dinner**

The Shire hosted another successful event for the seniors which was well attended, with excellent feedback.

Thank you to seniors' gifts sponsorship from Norseman Community Resource Centre and Julie Curtin- winner of the Norseman photographic competition. Also, a big shout out to Chef Elle for her support of the event, a last-minute request in helping with the catering. Seniors were very impressed with Norseman District High School student , Enrico Viscensoni who played the piano, providing a lovely musical backdrop for dinner.

Areas for improvement:

- Marketing the event  
Traditionally seniors have been personally invited to the Seniors Christmas Dinner. The downside of this is that every year people are inevitably left out, despite the good turnout. Better practice is that the event is well advertised so people can opt in. In 2023 the Shire will move to print and digital advertising

as well as officers attending the Norseman Craft group, Norseman Men's Shed, and the Norseman Pensioners to promote the event.

- Beverages -Request to improve selection of soft drinks.
- Entertainment -Look at having a variety of entertainment.
- Staffing
- It is great to have additional staff available to support the event. Although people are willing to help with the event, unless formally engaged as a volunteer there is a risk with our insurance liability. Paid staff are covered for workplace incidents.
- Transport
- There is opportunity to provided a drop off an pick-up service for the seniors using the youth van.

### **Bushfire -Southern Hill & Balladonia**

During my period as Acting CEO two Change in Controlling Agency Forms, instigating Section 13 were issued.

Incident 1: Southern Hills Station- Friday 2nd December

DFES activated the Dundas Bushfire Brigade.

Included in this incident were fires impacting the Eyre Highway. Parks and Wildlife engaged Ben Holman to respond to these fires.

Incident 2: Balladonia

DFES contacted the Shire Saturday evening informing of a fire at Balladonia, a second Change in Controlling Agency Form on the Sunday 4<sup>th</sup> December requesting assistance.

### **Graffiti**

Then Shire is experiencing an increase in graffiti at its recreation facilities. CCTV is able to capture some of the incidents, however it is always the hope, especially where the damage is caused by children or youth that education and restorative justice is the preferred solution to address the matter.

The Shire Youth and Recreation Officer will work with the local school and families redirect negative behaviours. Additionally specific areas are being targeted with increased CCTV.

Where vandalism is significant or vicious in nature the incident is reported to the police.

### **Norseman Community Resource Centre**

The Shire's long serving Norseman Community Resource Centre Manager retired this month. Angie is a well-known member of the community provided customer service to Norseman community members for a number of years as the friendly face of the CRC. We wish Angie all the best with her future endeavours.

Although unexpected the change in staffing has been managed with a recruitment process and a short-term emergency appointment to allow for services to remain

uninterrupted and for training to occur. The Shire is working with the Department of Primary Industries and Regional Development to ensure a smooth transition.

**Norseman IGA Community Meeting and Community Survey**

Council, with their commitment to ensure community members have a variety of platforms to ask information and to provide feedback hosted a community meeting at the Norseman Town Hall on the 13<sup>th</sup> December. The Community Development team dedicated a significant amount of time preparing for the community meeting on the Norseman IGA.

The meeting was well attended with over 70 people present. Despite interruption by a couple of attendees most people were able to ask questions and hear a response from Shire President Laurene Bonza. Questions from the public were either regarding Council’s interest in the Norseman IGA or GP services in Norseman.

**Dundas Images Photographic Competition**

Congratulations to the winners of the photographic competition who will be presented with their prizes this Council meeting. Many of the winners are featured in the 2023 Shire of Dundas Community and Local Business Calendar.

- Award & Photographer
- Image of Excellence – Julie Curtain
- Norseman Woodlands to Eucla coast
- 1st Sharon Warner
- 2nd Nicky Whitby
- Norseman Today
- 1st Keana Buckley
- 2nd Jemma Pope
- Portraiture
- 1st Keana Buckley
- 2nd Mandy Bridgeman
- YOUTH
- 1st Evan Whisson
- 2nd Annabella Tibbles
- 3rd Molly Clark



Image of Excellence – Julie Curtain



**10.4.2 Works and Services****Manager of Works and Services: Barry Hemopo****Period of reporting: 13<sup>th</sup> November to 13<sup>th</sup> December****TOWN WORKS**

- Aeration of oval and sand spread onto top surface
- Verge slashing continued
- Pest control spraying on all Shire houses and buildings
- Sprayed asphalt and dog park with weed killer
- Planes in Monday, Tuesday, and Friday
- Tree lopping at various locations
- Continue pumping grey water pond to Tin Dam Pond
- Laundry being picked up from camp and delivered back to camp
- Trees being inspected and marked for tree lopper to trim (Ongoing)
- Remove 3 dead trees and stumps from the Marks Park play area
- Fabricated and painted posts for signage at dog/RV park
- Repair water leak under sink that leaked out over the floor at the town hall
- Welcome Park septic tanks pumped out
- Some fabricated wood seating placed in dog park
- Repairs to lights in admin
- Continue digging and laying water line for airport and cemetery, 800m already completed to date
- Measure up grandstand seating for sports complex
- Dig up, bag, and bury Noogoora Burrs found at the sewerage farm and spray area.
- Continue with tree trimming on street verges
- 2 cats euthanised at Swann's Vet Esperance
- Mildura Street drains and fitting of culverts in progress

**GARDEN CREW**

- RV Park mowed
- Garden works ongoing
- Gardens to be put in at Dog Park near entrance and dump point
- Repairs to retic in garden beds and roundabouts

**ROAD CREW**

- Fit new guideposts along Hyden Road towards Lake Johnson
- Downed trees removed from Hyden Road and Queen Victoria Rocks Road

**EUCLA**

- All batteries and stainless-steel boxes at the Eucla airstrip have been replaced and all is working
- Street drainage to be evaluated and repaired so water will run away from the road
- Power to the kitchen has been repaired and new grey water pump fitted in kitchen under the sink

**PLANT**

- P338 Prime mover batteries replaced
- P329 Cracked front windscreen replaced
- P299 2000 Hr service and repairs

**NORSEMAN LANDFILL**

- Ongoing fabrication of infrastructure for the Sewerage farm
- Fencing completed for solar panel and pump at sewerage farm
- Pump out tanks at sewer farm
- Tip/ works, green waste and start to dig new slot

**OCCUPATIONAL SAFETY AND HEALTH**

- WOHS course being held at TAFE, Esperance with 2 employees in attendance
- Ongoing JHA and SWP procedures being added to our system

**HUMAN RESOURCES**

- All rangers have completed the ranger exams and are all certified rangers
- Bush fire training to be carried out by several of the staff volunteers in November
- ARO courses will be carried out at the Shire admin in December

**BUILDING MAINTENANCE**

- 82 Angove Street will need sewerage lines replaced to PVC
- Administration sliding doors drive mechanisms have been replaced and all locks on entry doors to the admin have been replaced by using a FOB for access.
- New white board fitted next to kitchen at sports complex
- All Shire houses to have fire/smoke detectors hardwired in
- New hot water element replaced at 36 Angove Street by O Dwyer Electrical

**PLANT REPLACEMENT**

Nil

**CEMETERY**

- Cemetery sprayed

**MWS WORKING ITEMS**

- Repairs needed for retaining walls at admin offices at the rose gardens
- Tree removal around community ongoing
- 124 Prinsep Street has cracking on the inside walls and ceilings
- Installation of signage at Dog Park for information and traffic management
- Street clean main street will need to be carried out when weather clears up
- Need to apply for a grant to completely rebuild the swimming pool complex and infrastructure, the pool has poor design and has urgent work needed to bring it up to standard.
- Quote to replace ageing aircon systems at the admin offices with wall mounted split systems due to limited roof space, fixed ceiling, and solar panels on the roof, they cannot install the same kind of air-conditioning without removing the ceiling to install Quote \$143,940.00
- Below Welcome to Norseman sign in need of repairs as this is the first sign to welcome travellers
- from East
- Play equipment and fall material at Marks Park need quotes for replacement and or repair.
- Noogoora Burr has been found at our sewerage farm and down Mort Harslett drive to about 60kms West on the Hyden Road, the burr found at the sewerage farm has been dug up bagged and buried, then area sprayed
- Public notice will need to go out to the community regarding the closing of the ungazetted road at the airstrip in Norseman that goes to Whitfield's, this road will be fenced off as part of the airstrip.

- Public notice to the community of Eucla regarding the ripping up of the ungazetted road that comes off the main highway to join up with the Telegraph Road



**SWIMMING POOL**

- New pump and filter system has been put in place, for the toddler's pool to help improve back flushing rates for this pool
- Concrete entrance to the swimming pool has been ground down and sealed to remove trip hazards and steel protruding through, also concrete replaced along West side of toilets and shower block, all completed.

**PRIVATE WORKS**

120 Tons of gravel sold to RAMMS

**10.4.3 Youth & Recreation Services****Youth & Recreation Officer: Brad Turner****Period of reporting: November- December****Norseman Youth Centre Attendance and Activities.**

The Youth Centre has had 800 contacts for November and December including activities.

The Norseman Youth Have been busy participating in a variety of town-based activities over the past month as the end of year sees all the children busy with end of school activities.

Managing the different energies, the youth present with at the Youth Centre requires a variety of activities that help regulate moods and group dynamics.

This month we have had a had a number of quieter activities to help calm the energy in the Centre:

- **Designing and colouring Mandalas.**  
Colouring is a great stress release and helps with mindfulness and concentration.
- **Jigsaw puzzles.** We have a challenging puzzle ongoing at the Youth Centre which sees all youth stopping to have a go. According to research puzzles help stimulate the brain using both analytical and creative thought. Jigsaws also assist with problem solving skills, requiring children attempt to solve the puzzle by trial and error, also improving concentration. Most of all they are fun, the youth have a great sense of achievement when all pieces are in place!
- **Board Games**
- **Minions Movie Afternoon**

Sports:

More physical activities helps youth burn energy, and with the pool open the youth are often in out and out of both the pool and the Youth Centre.

- Street Hockey at the Town Sports Complex
- Pool afternoons: Totem Tennis and Badminton now set up at the pool
- After school activities Basketball, and table tennis
- Gym fitness for selected youths

**The school holiday program December – 14 January is attached at the end of this report.**

I will be running a separate Kidz Klub program and excursion for the younger children.

**Container for Change bins installed.** The youth have been collecting cans to purchase more scooters for the youth centre and now have their own wheelie bin outside the youth centre donated by the P&C for their fund raising.

**Seniors out and About**

It was a pleasure to support the Norseman Seniors attendance at Coolgardie's Christmas Luncheon. Sponsored by the Shire of Dundas all Norseman seniors who attend had a great time with 21 people taken by bus to the event.

The Seniors Christmas Dinner was also a great success with approximately 70 people in attendance. The piano playing from Enrico was very much appreciated. As were the gifts donated by Norseman CRC and a community member, every person received Christmas present.



The final Christmas outing for the seniors will be to Grass Patch Festive Flower Exhibition Sunday 18 December. The Shire bus will support travel to the event with makers markets and luncheon held at their community hall.

# YOUTH CENTRE PROGRAM

We have lots of fun stuff planned for the holidays!

**Christmas in the Park**  
Saturday 17 December  
3-8pm

**Christmas Cookies**  
Tuesday 20 December  
10am-12pm

**The Santa Clause Movie Marathon**  
Wednesday 21 December  
10am-12pm

**Youth Centre Closed**  
23 December -  
2 January

**POOL Party**  
Wednesday 3 January  
12-3pm

**Hoops & Hot Dogs**  
Friday 6 January  
5-7pm

Tuesday 10 January  
**Arts & Crafts Day**

**Esperance Movies**  
Wednesday 11 January  
8:30-4:30pm

**Sports Night**  
**Glow Hockey**  
Saturday 14 January  
5-7pm