



Shire of Dardanup

Corporate & Governance
Directorate

APPENDICES

Item 12.4.1 – 12.4.8

ORDINARY COUNCIL MEETING

To Be Held

Wednesday, 13th December 2023

Commencing at 5.00pm

At

Shire of Dardanup
ADMINISTRATION CENTRE EATON
1 Council Drive - EATON

This document is available in alternative formats such as:
~ Large Print
~ Electronic Format [disk or emailed]
Upon request.

Appendix ORD 12.2.2A

Attachments forming part of the Annual Report
2022/23 are provided electronically and Under

Separate Cover

Tardis Link - OCM-R1492487

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: 2022/23 Annual Report

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

4 - Document Management Processes

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Risk of Council breaching the Local Government Act 1995 – Risk that the 2018/19 Annual Report is not received by Council.	Minor (2)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Loss of reputation through non-compliance or mismanagement of funds	Minor (2)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.4.1B)

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Proposed Parking Amendment Local Law 2023

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

4 - Document Management Processes

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Council has a statutory obligation to make laws which are clear and effective.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council would be seen in a negative light if we failed in our legislative requirements.	Minor (2)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.4.2A)

Cathy Lee

Subject: FW: Shire of Dardanup - Parking Amendment Local Law 2023

From: Kimberley Craik <kimberley.craik@dlgsc.wa.gov.au>
Sent: Tuesday, November 14, 2023 10:18 AM
To: Governance Mailbox <governance@dardanup.wa.gov.au>
Subject: Shire of Dardanup - Parking Amendment Local Law 2023

Good morning

This email is regarding the Shire's proposed Parking Amendment Local Law 2023. The Department's comments are provided below.

Parking Amendment Local Law 2023

1. Minor edits

The following minor edits are suggested:

- Clause 2: change the word "come" to "comes"
- Clause 5: Reword to "In clause 1.1 delete "2023" and insert "2022".

Minister's Directions – pursuant to s 3.12(7) of the Local Government Act 1995

Please note: once the Shire has published a local law in the *Government Gazette*, the Shire must comply with the requirements of the Minister's *Local Laws Explanatory Memoranda Directions 2010*. The Shire must, within 10 working days of the Gazettal publication date, forward the signed Explanatory Memoranda material to the Committee at the current address:

Committee Clerk
Joint Standing Committee on Delegated Legislation
Legislative Council Committee Office
GPO Box A11
PERTH WA 6837
Email: delleg@parliament.wa.gov.au
Tel: 9222 7404
Fax: 9222 7805

A copy of the Explanatory Memoranda forms can be downloaded from the Department of Local Government, Sport and Cultural Industries website at www.dlgsc.wa.gov.au. A copy of the Directions is also available at the Committee's webpage at the Parliament WA website. Failure to comply with the Directions may render the local law inoperable.

Please note that my comments:

- have been provided to assist the Shire with drafting matters in relation to the local law;
- do not constitute legal advice;
- have been provided in good faith for the Shire's consideration; and
- should not be taken as an approval of content.

(Appendix ORD: 12.4.2B)

The Shire should ensure that a detailed editorial analysis of the proposed local law has been undertaken and that the content of the local law is in accordance with the Shire's policies and objectives.

Kind regards,

Kimberley Craik

A/Senior Legislation and Statutory Approvals Officer

Department of Local Government, Sport and Cultural Industries
140 William Street, Perth WA 6000
PO Box 8349, Perth Business Centre WA 6849

Telephone: (08) 6552 1408

Email: kimberley.craik@dlgsc.wa.gov.au

Web: www.dlgsc.wa.gov.au



Department of
**Local Government, Sport
and Cultural Industries**



Customer Focused



Responsive



Respectful



Accountable



Innovative

LOCAL GOVERNMENT ACT 1995

SHIRE OF DARDANUP

PARKING AMENDMENT LOCAL LAW 2023

Under the powers conferred by the *Local Government Act 1995* and under all other powers enabling it, the Council of the *Shire of Dardanup* resolved on 13th December 2023 to make the following local law.

1. Citation

This local law may be cited as the *Shire of Dardanup Parking Amendment Local Law 2023*.

2. Commencement

This local law comes into operation 14 days after the date of its publication in the *Government Gazette*.

3. Principal Local Law

This local law amends the *Shire of Dardanup Parking Local Law 2023* as published in the *Government Gazette* on 30 November 2022.

4. Title of principal local law amended

Delete ‘2023’ in principal law title and replace with ‘2022’.

5. Clause 1.1 amended

Clause 1.1 Citation be amended as follows –
Delete “2023” and insert “2022”.

6. Clause 1.4 amended

In Clause 1.4 delete definition ‘*disability parking permit*’

Dated: 13th December 2023

The Common Seal of the)
Shire of Dardanup was)
affixed by authority of)
a resolution of the Council)
in the presence of)

CR. TYRRELL G GARDINER
President

MR ANDRIES S SCHÖNFELDT
Chief Executive Officer

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Annual Review of Delegations

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

4 - Document Management Processes

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Local Government Act 1995 compliance requirement to review delegations annually	Major (4)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Notification from Dept. Local Government Non Compliance.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.4.3A)



DRAFT Shire of Dardanup
Register of Delegated Authority - 2023
TRACKED CHANGES FOR REVIEW

(Appendix ORD: 12.4.3B)

Delegation	1.1.2 Bushfire Advisory Committee - SEE TRACKED CHANGES
REASON FOR AMENDMENT	Conditions removed and updated to reflect the authorisation of the Chief Executive Officer to approve temporary Firebreak Exemption and authorisation of the Bushfire Advisory Committee to approve 1, 2 or 3 year Fire Break Exemption in accordance with the Shire of Dardanup Fire Prevention Order. Chief Executive Officer added as Delegate.
Category	Committee
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.16 Delegation of some powers and duties to certain committees
Express power or duty delegated	Local Government Act 1995: s.5.17 Limits on delegation of powers and duties to certain committees
Function	Authority to endorse Firebreak Exemptions/Variations in accordance with the Shire of Dardanup Fire Prevention Order.
Delegates	Chief Executive Officer Bushfire Advisory Committee
Conditions	1. The Committee has no specific powers under the Local Government Act and is to advise and make recommendations to Council only. 1. Chief Executive Officer is authorised to approve temporary (less than 12 months) Firebreak Exemptions in accordance with the Shire of Dardanup Fire Prevention Order. 2. The Council reserves the right to delegate powers to the Committee if circumstances require delegation. The Delegation shall be recorded in the Council Minutes prior to the delegation being exercised. 2. The Bushfire Advisory Committee is authorised to approve the 1, 2 or 3 year Firebreak Exemptions in accordance with the Shire of Dardanup Fire Prevention Order.
Express power to subdelegate	Nil. Sub-delegation is prohibited by s.7.1B.
Subdelegate conditions	Nil
Statutory	Nil
Policy	Shire of Dardanup Fire Prevention Order

(Appendix ORD: 12.4.3B)

Record keeping	Bushfire Advisory Minutes shall record and identify each decision made under this delegation by the Bushfire Advisory Committee in accordance with the requirements of Administration Regulation 19.
Date adopted	14 December 2022
Adoption references	Adopted by Council at the Shire of Dardanup OCM held 14 December 2022, by resolution 325- 22
Last reviewed	14 December 2022

(Appendix ORD: 12.4.3B)

Delegation	1.2.16 To purchase goods and services to a specified value. – SEE TRACKED CHANGES
REASON FOR AMENDMENT	<p>Suggested increase to be \$500,000 It is recommended that the authority to purchase goods and services be increased up to the value of \$500,000. The increase will enable larger payments to be made to State Authorities such as the Australian Tax Office, WA Government Department, agencies or utility providers (ie: larger grouped electricity contracts).</p> <p>Subdelegate Conditions have been updated to provide further clarity in support of Councils Procurement Policy.</p>
Category	Administration/Business
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Function	To purchase goods and services up to the value of \$250,000 \$500,000.
Delegates	CEO
Conditions	<ol style="list-style-type: none">1. To purchase goods and services to a value of not more than \$250,000;2. To purchase goods and services for the Australian Tax Office and other Australian or Western Australian Government Departments, agencies, utility providers (ie: electricity, water, gas) or Insurance up to the value of \$500,000;3. To purchase goods and services for Creditors where an executed agreement or legal obligation exists which has prior Council endorsement.
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees

(Appendix ORD: 12.4.3B)

Subdelegates	<p>Deputy CEO/Director Corporate & Governance \$250,000 Director Infrastructure \$250,000 Director Special Projects \$250,000 Director Sustainable Development \$250,000 Manager Assets \$20,000 Manager Development Services \$50,000 Manager Financial Services \$20,000 Manager Governance \$20,000 Manager HR \$20,000 Manager Information Services \$100,000 Manager Infrastructure Planning & Design \$50,000 Manager Operations \$100,000 Manager Community Development \$20,000 Manager Recreation Centre \$20,000 IT Team Leader \$10,000 Principal Building Surveyor \$10,000 Principal Environmental Health Officer \$10,000 Principal Parks & Environment Supervisor \$20,000 Principal Works Supervisor \$20,000 Coordinator Planning, Building & Compliance \$10,000 Coordinator Library Services \$5,000 Project Development Engineer \$10,000 Senior Project Officer \$20,000 Maintenance Storeperson \$5,000 Building Property Management Officer \$5,000 Coordinator of Environment and Waste \$10,000 Communications Officer \$2,000</p>
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Subdelegate conditions	<ol style="list-style-type: none">1. Signing of Purchase Orders are not to exceed the delegated threshold dollar value (as indicated on the memo supplied) for any one purchase. When authorising a Purchase Order, the delegated officer is to ensure that they have identified that the nominated General Ledger/Job Number has remaining budget funds and they are the responsible officer for that General Ledger/Job Number (as identified in the budget/LTFP).2. All Purchase Orders must be prepared in accordance with Council's CnG CP034 Procurement Policy (ie: number of quotes, Procurement Plan, etc).3. Prior Council approval is required for an items of unbudgeted expenditure.4. If the quoted purchase price exceeds the allocated budget, please refer to Manager Financial Services.
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Statutory	Nil
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Policy	Shire of Dardanup Council Policy CnG CP034 - Procurement Policy
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Record keeping	Note: As purchase orders are provided to Council in the 'Accounts for Payment' items at the Ordinary Council Meetings, you are not required to record when a Purchase Order is raised in the 'Executed Delegations Register'.
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(Appendix ORD: 12.4.3B)

Delegation	1.2.17 Legal Opinion – SEE TRACKED CHANGES
REASON FOR AMENDMENT	Condition added to Sub Delegate Conditions to ensure Delegated Officers ensure that the nominated General Ledger/Job Number is identified, and sufficient funds are available before signing
Category	Administration/Business
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Function	To obtain legal opinion from solicitors where deemed appropriate.
Delegates	CEO
Conditions	If the cost of the legal opinion is expected to be greater than the allocated budget, Council is to be advised.
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Deputy CEO/Director Corporate & Governance Director Infrastructure Director Special Projects Director Sustainable Development
Subdelegate conditions	When authorising a Purchase Order, the delegated officer is to ensure that they have identified that the nominated General Ledger/Job Number has remaining budget funds and they are the responsible officer for that General Ledger/Job Number (as identified in the budget/LTFP).
Statutory framework	Nil
Policy	EXEC CP012 – Legal Representation – Costs Indemnification
Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – ‘Executed Delegations Register’.

(Appendix ORD: 12.4.3B)

Delegation	1.2.19 Execution of Documents & Application of Common Seal – SEE TRACKED CHANGES
REASON FOR AMENDMENT	Conditions updated to reference Council Policy EXEC CP201 – Execution of Documents and Application of Common Seal.
Category	Administration/Business
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995 s 9.49A (2) and (4) Execution of documents
Function	1. Authorisation to sign documents with Shire President and apply the Common Seal in accordance with the Local Government Act. [s 9.49A (3)] 2. Authority to sign documents on behalf of the local government. [s 9.49A (1) (b),
Delegates	CEO
Conditions	1. A register is to be kept of each time the Common Seal is applied. 2. Use of the Common Seal is to be in accordance with Policy Exec CP201 – Execution of Documents and Application of Common Seal.
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegate conditions	Nil
Statutory	Nil
Policy	Nil
Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – ‘Executed Delegations Register’.

(Appendix ORD: 12.4.3B)

Delegation	1.2.20 Local Laws – SEE TRACKED CHANGES
REASON FOR AMENDMENT	Local Laws updated in accordance with Laws endorsed by Council.
Category	Administration/Business
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995 Section 3.18 <ul style="list-style-type: none">• Bush Fire Act 1954 Section 48 (cannot be sub delegated)• Cat Act 2011 Section 44 and 45• Dog Act 1976 Section 10A.A• Public Health Act 2016 Section 21
Function	Authority to administer the Shire’s local laws and to do all other things that are necessary or convenient to be done for, or in connection with, performing the functions of the Shire under the Shire’s local laws, and to delegate these functions further: <ul style="list-style-type: none">• Bush Fire Brigades Local Law 2021;• Cemeteries Local Law 2022;• Dust Control Local Law 2011;• Extractive Industries Local Law 2022;• Health Local Laws 2000;• Local Government Property Local Law 2021;• Dogs Local Law 2014;• Parking and Parking Facilities Local Law 2009• Parking Local Law 2022;• Standing Orders Local Law 2014; and• Keeping and Control of Cats Local Law 2014; 2023• Activities in Thoroughfares and Public Places and Trading Local Law 2007.
Delegates	CEO
Conditions	Nil
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Deputy CEO/Director Corporate & Governance Director Infrastructure Director Sustainable Development

(Appendix ORD: 12.4.3B)

Subdelegate conditions	Nil
Statutory	Nil
Policy	Nil

(Appendix ORD: 12.4.3B)

Delegation	1.2.28 Panels of Pre-Qualified Suppliers for Goods and Services
REASON FOR AMENDMENT	Total of contract amount to be amended to \$250,000 to align with the sub delegates purchasing authority.
Category	Financial Management
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government (Functions and General) Regulation 1996: r.24AB Local government may establish panels of pre-qualified suppliers r.24AC(1)(b) Requirements before establishing panels of pre-qualified suppliers r.24AD(3) & (6) Requirements when inviting persons to apply to join panel of pre-qualified suppliers r.24AH(2), (3), (4) and (5) Rejecting and accepting applications to join panel of pre-qualified suppliers
Function	<ol style="list-style-type: none">1. Authority to determine that there is a continuing need for the goods or services proposed to be provided by a panel of pre-qualified suppliers [F&G r.24AC(1)(b)].2. Authority to, before inviting submissions, determine the written criteria for deciding which application should be for inclusion in a panel of pre-qualified suppliers should be accepted [F&G r.24AD(3)].3. Authority to vary panel of pre-qualified supplier information after public notice inviting submissions has been given, taking reasonable steps to each person who has enquired or submitted an application is provided notice of the variation [F&G r.24AD(6)].4. Authority to reject an application without considering its merits, where it was submitted at a place and within the time specified, but fails to comply with any other requirement specified in the invitation [F&G r.24AH(2)].5. Authority to assess applications, by written evaluation of the extent to which the submission satisfies the criteria for deciding which applicants to accept, and decide which applications to accept as most advantageous [F&G r.24AH(3)].6. Authority to request clarification of information provided in a submission by an applicant [F&G r.24AH(4)].7. Authority to decline to accept any application [F&G r.24AH(5)].8. Authority to enter into contract, or contracts, for the supply of goods or services with a pre-qualified supplier, as part of a panel of pre-qualified suppliers for those
Delegates	CEO

(Appendix ORD: 12.4.3B)

Conditions	In accordance with s.5.43, panels of pre-qualified suppliers may only be established, where the total consideration under the resulting contract is \$150,000 \$250,000 or less and the expense is included in the adopted Annual Budget.
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Deputy CEO/Director Corporate & Governance Procurement Officer
Subdelegate conditions	Nil
Statutory framework	Local Government (Functions and General) Regulations 1996 – prescribe applicable statutory procedures WALGA Subscription Service – Procurement Toolkit
Policy	Shire of Dardanup Council Policy CnG CP034 Procurement Policy
Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – ‘Executed Delegations Register’.
Date adopted	14 December 2022
Adoption references	Adopted by Council at the Shire of Dardanup OCM held 14 December 2022, by resolution 325- 22
Last reviewed	14 December 2022

(Appendix ORD: 12.4.3B)

Delegation	1.2.31 Payments from the Municipal or Trust Funds – SEE TRACKED CHANGES
REASON FOR AMENDMENT	Council Policy added.
Category	Financial Management
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government (Financial Management) Regulations 1996: r.11 Payments, procedures for making etc. r.12(1)(a) Payments from municipal fund or trust fund, restrictions on making
Function	1. Authority to develop procedures that implement appropriate internal controls and risk mitigation for the authorisation and payment of accounts by any method, including but not limited to; cheques, credit cards, computer encryption devices and passwords, purchasing transaction cards, petty cash systems, etc. 2. Authority to make payments from the municipal or trust funds [r.12(1)(a)].
Delegates	CEO
Conditions	1. Procedures are to be systematically documented and retained in accordance with the Record Keeping Plan, and must include references that enable recognition of statutory requirements and assign responsibility for actions to position titles. 2. Procedures are to be administratively reviewed for continuing compliance and confirmed as 'fit for purpose' and subsequently considered by the Audit and Risk
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Accountant Deputy CEO/Director Corporate & Governance Manager Financial Services Manager HR Manager Information Services

(Appendix ORD: 12.4.3B)

Subdelegate conditions	<ol style="list-style-type: none">1. Authority to make payments from the municipal or trust funds [r.12(1)(a)].2. Delegates must comply with the Procedures approved by the CEO in accordance with Financial Management Regulation 5.3. Payments by Cheque and EFT must be approved jointly by two Delegates, one of whom must be the CEO, Deputy CEO or Manager Financial Services.4. Delegates that approve the payment must not verify the liability. The verification of incurring the liability via the purchase order, invoice and evidence of goods / service received, must be undertaken independent of the payment
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Statutory framework	<p>Local Government Act 1995</p> <p>Local Government (Financial Management) Regulations 1996 - refer specifically r.13 Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.</p> <p>Local Government (Audit) Regulations 1996</p> <p>Department of Local Government, Sport and Cultural Industries Operational Guideline No.11 – Use of Corporate Credit Cards</p> <p>Department of Local Government, Sport and Cultural Industries: Accounting</p>
Policy	<p>CnG CP023 – Use of Corporate Credit Card</p>
Record keeping	<p>Delegates exercising powers given by delegation are to keep records of exercised delegation in the – 'Executed Delegations Register'.</p>

(Appendix ORD: 12.4.3B)

Delegation	1.2.32 Defer, Grant Discounts, Waive or Write Off Debts – TRACKED CHANGES
REASON FOR AMENDMENT	Values amended for Sub Delegates.
Category	Financial Management
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995: s.6.12 Power to defer, grant discounts, waive or write off debts
Function	<ol style="list-style-type: none"> 1. Waive a debt which is owed to the Shire of Dardanup [s.6.12(1)(b)]. 2. Grant a concession in relation to money which is owed to the Shire of Dardanup [s.6.12(1)(b)]. 3. Write off Shire of Dardanup an amount of money which is owed to the Shire of
Delegates	CEO
Conditions	This Delegation does not apply to debts, which are prescribed as debts that are taken to be a rate or service charge.
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Deputy CEO - \$3,000 Manager Financial Services – \$100 \$300 Accountant - less than \$5.00 \$20.00 Finance Coordinator - less than \$5.00
Subdelegate conditions	
Statutory framework	Collection of Rates Debts – refer Delegations: Agreement as to Payment of Rates and Service Charges Recovery of Rates or Service Charges Recovery of Rates Debts – Require Lessee to Pay Rent Recovery of Rates Debts – Actions to Take Possession of the Land
Policy	Nil

(Appendix ORD: 12.4.3B)

Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – 'Executed Delegations Register'.
Date adopted	14 December 2022

(Appendix ORD: 12.4.3B)

Delegation	1.2.33 Power to Invest and Manage Investments – TRACKED CHANGES
REASON FOR AMENDMENT	Update to Sub Delegate Conditions to provide further authorisation details for Council Policy CnG CP036 – Investment Policy
Category	Financial Management
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995: s.6.14 Power to invest Local Government (Financial Management) Regulations 1996: r.19 Investments, control procedures for
Function	1. Authority to invest money held in the municipal fund or trust fund that is not, for the time being, required for any other purpose [s.6.14(1)]. 2. Authority to establish and document internal control procedures to be followed in the investment and management of investments [FM r.19].
Delegates	CEO
Conditions	1. All investment activity must comply with the Financial Management Regulation 19C and Council Policy CnG CP036. 2. A report detailing the investment portfolio's performance, exposures and changes since last reporting, is to be provided as part of the Monthly Financial Reports. 3. Procedures are to be systematically documented and retained in accordance with the Record Keeping Plan, and must include references that enable recognition of statutory requirements and assign responsibility for actions to position titles. 4. Procedures are to be administratively reviewed for continuing compliance and confirmed as 'fit for purpose' and subsequently considered by the Audit and Risk
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Accountant Deputy CEO/Director Corporate & Governance Manager Financial Services

(Appendix ORD: 12.4.3B)

Subdelegate conditions	<ol style="list-style-type: none">1. Conditions in accordance with the investment policy.2. Investments to be authorised by either:<ol style="list-style-type: none">a. the Deputy CEO and Manager Financial Services; orb. in the absence of the Deputy CEO, the Manager Financial Services and the Accountant; orc. in the absence of the Manager Financial Services, the Deputy CEO and the Accountant may have the delegated authority as per above.
Statutory framework	<p>Local Government (Financial Management) Regulations 1996 – refer r.19C Investment of money, restrictions on (Act s.6.14(2)(a))</p> <p>Local Government Act 1995 - s6.14</p> <p>Local Government (Financial Management) Regulations 1996 – r19, r28 and r49</p> <p>The Trustees Amendment Act 1997 - Part III Investments</p> <p>Australian Accounting Standards</p>
Policy	Council Policy CnG CP036 – Investment Policy
Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – ‘Executed Delegations Register’.

(Appendix ORD: 12.4.3B)

Delegation	1.2.35 Authorise Electronic Funds Transfers – TRACKED CHANGES
REASON FOR AMENDMENT	Update to Function to remove payment limit to reflect Policy and Delegations. Removal of dollar value limit to Electronic Funds Transfer and a condition added that Electronic Funds transfers are in accordance with Council Policy, Procedures and Delegations.
Category	Financial Management
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees.
Function	Authority to authorise Electronic Funds Transfer (EFT) files for Payroll and Accounts Payable payments to the Tax Office, other Government Agencies and Creditors where an Executed Agreement or legal obligation exists up to the value of \$300,000.
Delegates	CEO
Conditions	Nil
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Deputy CEO/Director Corporate & Governance Manager Financial Services Manager HR Manager Information Services
Subdelegate conditions	Electronic funds transfers are to be in accordance with authorised Council Policy, Procedures and Delegations.
Statutory	Nil
Policy	Nil
Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – ‘Executed Delegations Register’.

(Appendix ORD: 12.4.3B)

Delegation	1.2.36 Disposal of Surplus Goods and Equipment (Minor Assets) – TRACKED CHANGES
REASON FOR AMENDMENT	Policy reference updated to include AP042 – Surplus Shire Equipment.
Category	Financial Management
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government Act 1995 s3.58 Local Government (Functions & General) Regulations 1996 Part 4 11A r.30(3)
Function	Authority to dispose of property below the value of \$20,000 and the conditions relating to plant and vehicles trade-ins ensuring full compliance with applicable
Delegates	CEO
Conditions	Nil
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Deputy CEO/Director Corporate & Governance Director Infrastructure Director Special Projects Director Sustainable Development
Subdelegate conditions	Sub-Delegates value is capped at \$10,000.
Statutory	Nil
Policy	AP042 – Surplus Shire Equipment
Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – ‘Executed Delegations Register’.

(Appendix ORD: 12.4.3B)

Delegation	1.2.45 Authority to Appoint External Complaints Officer – TRACKED CHANGES
REASON FOR AMENDMENT	Policy reference updated to include Exec CP202 – Code of Conduct Complaints Management Process
Category	Administration/Business
Head of power	01. Local Government Act 1995
Delegator	Council
Express power to delegate	Local Government Act 1995: s.5.42 Delegation of some powers or duties to the CEO s.5.43 Limitations on delegations to the CEO
Express power or duty delegated	Local Government (Model Code of Conduct) Regulations 2021: Clause 12 Dealing with a complaint. Clause 15 Other provisions about complaints
Function	Authority to appoint an external Complaints Officer to receive complaints and withdrawal of complaints related to the Shire of Dardanup Code of Conduct for Council Members, Committee Members and Candidates.
Delegates	CEO
Conditions	a) Any appointment under this delegation excludes a current or former Shire of Dardanup Council Member, Committee Member, candidate or employee. b) Any appointed external Complaints Officer must comply with the requirements contained in the – • Shire of Dardanup Code of Conduct for Council Members, Committee Members and Candidates. • Council Policy – Exec CP202 Code of Conduct Complaints Management Process.
Express power to subdelegate	Local Government Act 1995: s.5.44 CEO may delegate some powers and duties to other employees
Subdelegates	Deputy CEO/Director Corporate & Governance Manager HR
Subdelegate conditions	Nil
Statutory	Nil
Policy	Exec CP202 Code of Conduct Complaints Management Process

(Appendix ORD: 12.4.3B)

Record keeping	Delegates exercising powers given by delegation are to keep records of exercised delegation in the – 'Executed Delegations Register'.
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Appendix ORD

12.4.3C

**Attachments forming part of the Draft
2024 Delegations Register are
provided electronically and Under
Separate Cover
Tardis Link - OCM-R1489639**

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Lot 220 Charterhouse Street, Eaton - Disposal

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	The proceeds of a disposal would have a positive impact on Council's cash Reserves.	Minor (2)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	The disposal process needs to be undertaken in accordance with the Local Government Act and Regulations.	Moderate (3)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council would be viewed in a negative light if a breach of the Local Government Act and Regulations were to occur.	Moderate (3)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

Appendix ORD: 12.4.4



Fleet Advisory

Light Fleet Review – Consulting Report

Prepared for:



3 November 2023

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Executive Summary

This Consulting Report has been formulated following completion of a Light Fleet Review of Shire of Dardanup ("Council") fleet operations.

We note that Fleet Advisory completed a similar review for the Council in July 2021 and that it committed to a biennial update following that review.

The report details our observations and relevant commentary relating to the 'current state' of fleet operations, highlighting any specific areas of concern.

The commentary in this report is structured in line with our proprietary Fleet Review Framework, which incorporates the following main categories:

- Strategy & Planning
- Risk Management & Compliance
- Cost Reduction & Management
- Operating Procedures & Effectiveness

It is incredibly pleasing to have observed during this review that Council comprehensively endorsed and subsequently implemented most of our recommendations from the 2021 review. In doing so, we note the following specific achievements:

- 100% of the fleet have a 5 star ANCAP Safety Rating
- Introduction and take up of Salary Packaging and Car Allowance arrangements
- Reduction in Council supplied vehicles
- Decrease in Fringe Benefits Tax (FBT) liability
- Policy amendments to extend vehicle retention periods
- Revision of specific vehicle selections in policy, based on the analysis conducted
- Implementation of revised and updated policies, relevant to both Council supplied and Grey Fleet vehicles

Accordingly, we consider that Council's efforts have resulted in the fleet demonstrating sound cost management, compliance, and risk management practices.

Given the unprecedented changes experienced in vehicle supply chain practices, we suggest that Council needs to improve its forward planning of vehicle replacements, as some preferred vehicles may still have lead times which exceed twelve months.

Additionally, in line with our background in working with Local Government and their community expectations, further focus on the introduction and use of low emission vehicles should be closely considered. Particularly, in the period leading up to the installation of Battery Electric Vehicle (BEV) charging at the new Council premises which will be necessary to facilitate a transition to the zero emission vehicles.

A separate *Strategic & Tactical Solutions Report* has been compiled to encompass our recommendations for a proposed 'future state', detailing actions we deem appropriate for Council to review, consider, and implement.

Fleet Portfolio

Fleet Database Management

Maintaining a Fleet Register with comprehensive information on all fleet vehicles is a fundamental requirement of any organisation to effectively manage its fleet responsibilities and costs.

Our Observations:

We were able to access a good level of information suitable for this review from a spreadsheet provided by the Finance Dept.

However, we note that changes needed to be made to provide the most updated fleet information and that we subsequently identified some errors in the data, mainly relating to the Build Plate and Acquisition Dates.

As this data is pivotal to compliance with retention policy, we suggest these data errors are suitably rectified.

Disclaimer

We refer to our comments in ‘Fleet Management Database’ – Fleet Advisory has made every effort to provide valid information in this report based on the data made available to us, we take no responsibility for the accuracy or authenticity of the data used.

Fleet Portfolio Analysis

The following table and graph have been compiled from the data collected.

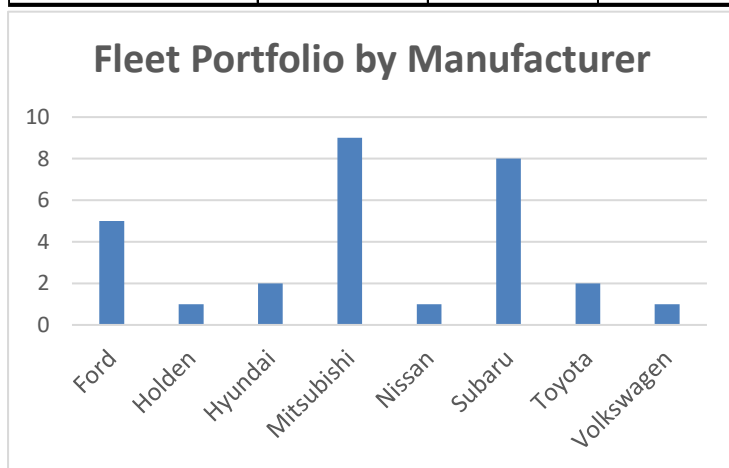
Fleet Portfolio	Passenger Vehicles	Light Commercial Vehicles	Total
Work Area	Wagon/SUV	Utilities	
Administration	5	0	5
Engineering	4	1	5
Development Services	6	3	9
Parks & Reserves	0	6	6
Transport	0	4	4
Total	15	14	29

Fleet Potfolio by Work Area



- Administration
- Engineering
- Development Services
- Parks & Reserves
- Transport

Fleet Portfolio by Manufacturer	Passenger Vehicles	Light Commercial Vehicles	Total
Ford	0	5	5
Holden	1	0	1
Hyundai	2	0	2
Mitsubishi	0	9	9
Nissan	1	0	1
Subaru	8	0	8
Toyota	2	0	2
Volkswagen	1	0	1
Total	15	14	29



Our Observations

These comments relate to the information in the tables and graphs provided:

- **Fleet Size**
We note that since the July 2021 review, Council has reduced its overall fleet from 31 vehicles to 29
- **Vehicle Allocation**
The distribution of vehicles is similar to 2021, although we note that both Administration and Engineering have one less vehicle each
- **Vehicle Manufacturers**
Mitsubishi and Subaru are the dominant brands, representing 58% of the fleet, with another 6 brands making up the balance
- **Vehicle Types**
The fleet is split relatively evenly between Passenger and Light Commercial Vehicles

Strategy and Planning

Fleet Management Planning

A Fleet Management Plan is a critical strategic asset management organisational document for medium/large fleets with a range of business units.

The plan should demonstrate how the fleet vehicles align to the achievement of an organisation's objectives. Further, it should set out how vehicle allocation is justified, how and when vehicles are to be acquired, how they will be funded, managed throughout their lifecycle, and ultimately disposed of.

Importantly, any such plan should establish the relevant strategies to be employed to move fleet management in the organisation towards 'best practice'.

Our Observations

We note that based on our 2021 recommendations, Council has now engaged Fleet Advisory to develop a Fleet Management Plan as part of this engagement. This will be provided separately.

However, we note that the combination of the Council's existing Light Fleet Policies and Administration Policy provide comprehensive guidance on management policies and corresponding requirements/expectations of its employees.

Environmental Considerations

As the world responds to environmental concerns relating to carbon emissions and targets 'net zero' emissions, the motor vehicle industry is undergoing its greatest change in nearly 140 years, when in 1885 Karl Benz built the world's first practical automobile to be powered by an internal combustion engine.

While Australia is lagging well behind the rest of the world in its transition to alternative fuels, considerable momentum has been built up over the last year or so. Local Government organisations have earned the reputation as 'early adopters' in representing the interests of their community by embracing low and zero emission vehicles.

Our Observations:

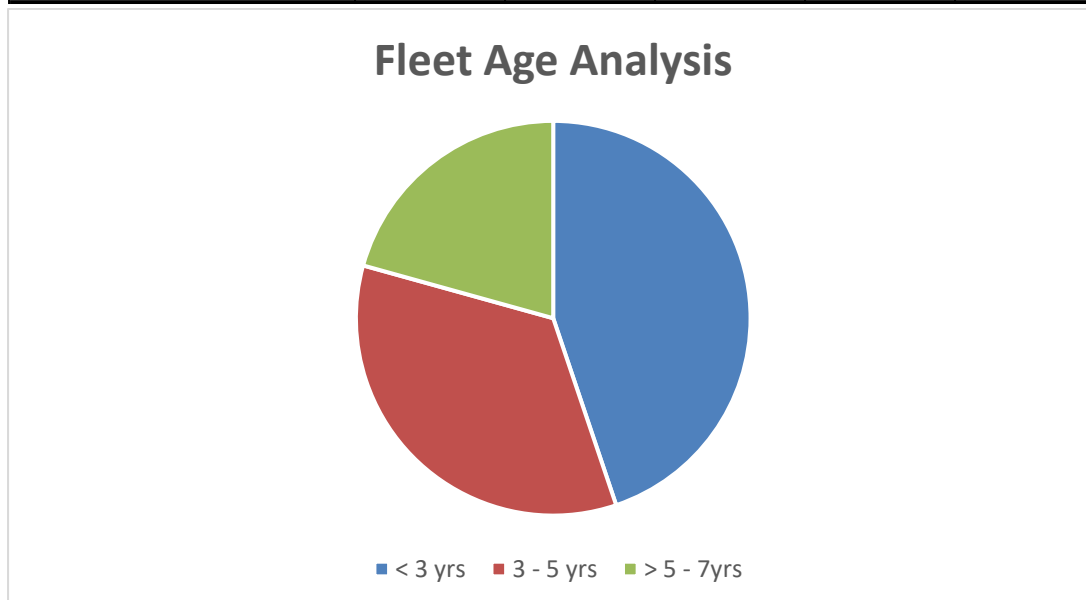
As a result of the 2021 review, Council incorporated three Hybrid (low emission) Passenger Vehicles into its vehicle selection policy, but to date none of these vehicles have been purchased. Notably, we understand that there have not been any Passenger Vehicles replaced in the intervening period.

However, we believe it is reasonable to suggest that from a community expectation point of view, Council may need to be seen to be more progressive in this area.

Disappointingly, we note that the necessary charging infrastructure for Battery Electric Vehicles (BEVs) was subsequently not provisioned in the new Council Administration building due to cost constraints. As this will need to be considered in the future, it reinforces our view that Council should seek to progress a transition plan which incorporates greater emphasis on low emission hybrid vehicles which are fit for purpose and cost effective.

Fleet Age Analysis

Fleet Age Analysis	< 3 yrs	3 - 5 yrs	> 5 - 7yrs	Total	Avg Age (Years)
Passenger Vehicles	3	9	3	15	4.2
Light Commercial Vehicles	10	1	3	14	3.1
Total	13	10	6	29	3.7
% of Fleet	45%	34%	21%	100%	



Our Observations:

These comments relate to the information in the table and graph provided:

- **Vehicle Replacement** – there are 12 vehicles (9 Passenger & 2 Light Commercial) that have been retained beyond the defined turnover periods i.e. 4 years /100,000kms for Passenger Vehicles and 5 years /125,000kms (whichever comes first).

However, we have no immediate concerns regarding either the operating age of the vehicles overdue to be replaced or the current odometer readings. We note that most of Council’s Passenger Vehicles travel low kms and on that basis, replacement at 5 years is considered appropriate.

We have been advised that a new Passenger Vehicle has been delivered since commencement of this review and that another is on order. 7 other vehicles have been identified by Council as requiring replacement, subject to the outcome of this review.

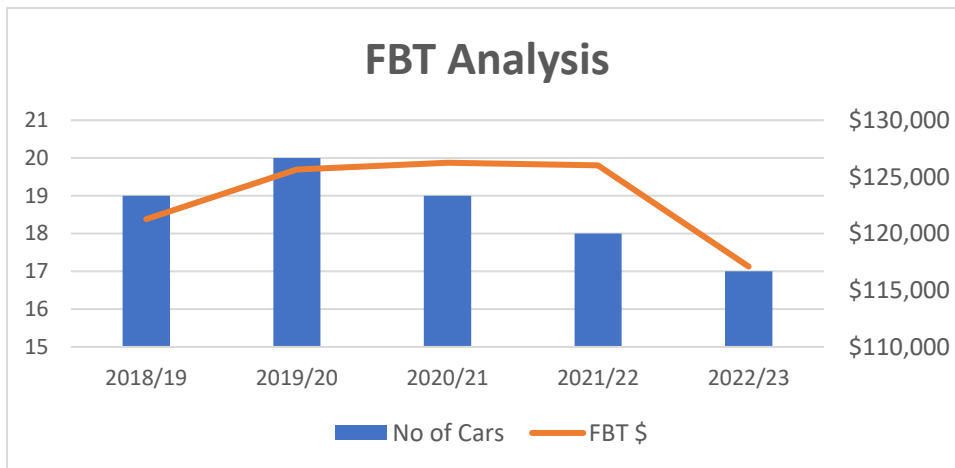
Supply Chain Considerations

Although the unprecedented disruption to motor vehicle supply chains experienced throughout COVID is slowly improving, it is evident that dealer and manufacturer stock holding practices will never return to what they were traditionally.

Accordingly, we expect there will be ongoing lead times that will necessitate a far greater need for forward planning fleet vehicle requirements than is currently evident.

Fringe Benefits Tax

Fringe Benefits Tax Analysis			
FBT Year	No of Cars	Taxable Grossed Up Value	FBT \$
2018/19	19	\$258,014	\$121,267
2019/20	20	\$265,357	\$125,659
2020/21	19	\$268,617	\$126,250
2021/22	18	\$268,147	\$126,030
2022/23	17	\$249,124	\$117,090



Our Observations:

Based on our assessment of the last five years of FBT returns, it appears that Council has done a commendable job of consistently managing its FBT liability.

The gradual reduction in the number of vehicles subject to FBT since 2019/2020 has contributed to the 2022/2023 FBT liability being the lowest.

Vehicle Allocation & Employee Contributions

Fleet Advisory has recently been undertaking work for other Councils with a focus on improving pool vehicle availability, reducing overall fleet costs, revising light fleet policy, and preparing for the transition to Battery Electric Vehicles (BEVs).

Specifically, Councils have raised concerns regarding the escalating costs of providing vehicles to Council staff for private and/or commuter use, given the considerable increase in fuel costs, increases in vehicle capital cost, the impacts of FBT etc.

It appears that many of the traditional arrangements Councils have (or had) in place for staff private use of vehicles have subsequently impacted vehicle availability for other staff due to the implementation of work from home arrangements, increased commuter use allocation and, in some cases, the ‘sense of entitlement’ that arises with individual staff allocated a Council vehicle.

As part of these engagements, Fleet Advisory conducted interviews with several Councils to survey their light fleet policies and procedures, which led to the following key findings:

- Commuter Use - all the Councils we spoke with were either reviewing the arrangements and/or justification criteria or had already done so. Predominantly, use for either emergency callouts, or a job requirement to commence work on most days on a site other than Council premises formed determined allocation policy.
- Private Use – similarly, all Councils were reviewing their policies relating to private use. It appears that Salary Packaging arrangements that facilitate staff taking a Novated Lease in preference to a Council supplied vehicle are now far more widespread than we anticipate would have been the case a few years ago.
- Employee Contributions – in line with the above, we found that most Councils were reviewing their employee contribution amounts to account for increased vehicle holding costs.
- Low & Zero Emission Vehicles - in accordance with sustainability commitments, most Councils we interviewed are preferencing low emission vehicles (mainly Hybrids) for use by employees, wherever practical. The implementation of zero emission vehicles is currently less consistent but gaining momentum.

Our Observations:

We note that Council's current fleet has the following Private Use/Business Use Permissions in place, according to policy:

- 1 vehicle with Unlimited Use
- 11 vehicles with Private Use allowed within the State
- 4 vehicles with a maximum of 7,500kms Private Use
- 9 vehicles Commuting Use only
- 4 vehicles Housed at Depot

Risk Management and Compliance

Motor Vehicle Policy

A Motor Vehicle Policy is an important document in managing all party's obligations when it comes to the operation of a motor vehicle fleet.

It also forms a critical component of managing risk and compliance for both the employer and employee.

Our Observations:

We note that the following policies have been formulated and implemented following our last review:

- Council Policy - Exec CP008: Private Use of Council's Motor Vehicle by the CEO
- Council Policy - Exec CP203: Light Vehicle Fleet
- Administration Policy - AP009: Light Vehicle Fleet – All Employees
- Light Vehicle Motor Vehicle Usage Policy & Usage Guidelines (Council Supplied Vehicle)

We consider the Light Vehicle Motor Vehicle Usage Policy & Usage Guidelines (Council Supplied Vehicle) is well structured and consider it 'fit for purpose' for Council requirements.

Driver's Licences

It is important to ensure that monitoring/management of Driver Licences for employees eligible to utilise Council fleet vehicles is undertaken.

Critically, any incident involving an unlicensed driver could place the organisation at risk under its obligations to the *Work Health & Safety Act 2011*.

Our Observations:

We note that responsibility for managing all aspects of information pertaining to licences is managed by Council's HR Dept and recorded in the HR System (HIVE)

HIVE operates on a date system, so the system will automatically send out a reminder four (4) weeks before the expiry date of the licence.

Also, as part of their process they run monthly audits on all licenses, training requirements etc,

Further, we note this responsibility is referenced in the PR122 Recruitment and Selection procedure, as follows:

3.15 Expiry Date of Licences, Certificates or WWC Card

Human Resources is responsible for monitoring the expiry date of any licences, certificates and the WWC Card which an employee is required to maintain as an essential requirement of their role.

Four weeks before an employee's essential licence, certificate or WWC Card is due to expire, Human Resources will contact the employee to ensure that the licence, certificate or WWC Card is renewed before the expiry date and that a new copy of the licence, certificate or WWC Card is saved to the employee's personnel file.

ANCAP Safety Ratings

ANCAP is the Australasian New Car Assessment Program - a car safety performance assessment programme based in Australia and founded in 1992. ANCAP specialises in the crash testing of automobiles sold in Australia and the publishing of these results for the benefit of consumers.

Accordingly, it sets the industry standard for vehicle safety ratings.

ANCAP star ratings indicate the level of safety a vehicle provides for occupants and pedestrians in the event of a crash, as well as its ability — through technology — to avoid or minimise the effects of a crash. These independent safety ratings are used to compare the relative safety between vehicles of similar mass.

ANCAP safety ratings are determined based on a series of internationally recognised, independent crash tests and safety assessments – involving a range of destructive physical crash tests, an assessment of on-board safety features and equipment, and performance testing of active collision avoidance technologies.

Vehicles are evaluated against four key areas:

- Adult Occupant Protection (AOP)
- Child Occupant Protection (COP)
- Vulnerable Road User Protection (VRU)
- Safety Assist (SA)

A range of tests and assessments are conducted within each area, with vehicles required to meet minimum score thresholds for each star rating level. The overall star rating of a vehicle is limited by its lowest performing area of assessment.

Policy Changes

Effective from December 2022, ANCAP implemented a policy that results in rating validity periods being applied to vehicles rated by ANCAP that pre-date their alignment with Euro NCAP standards, that took effect from 2018.

Background:

- ANCAP introduced common protocols and policies with Euro NCAP from January 2018. At that time, all newly published ratings (with a date stamp of 2018 and beyond) became subject to a 6 year period of rating validity – aligned with the typical average lifecycle of a vehicle model.
- Safety ratings for vehicles rated by ANCAP prior to 2018 were published under different protocols/policies and were not subject to a period of rating validity. The only mechanism for those ratings to expire was the introduction of a new model.
- The presence of older ratings had the potential to create confusion among consumers, and inappropriate comparisons between vehicles designed and rated against under vastly different protocols (ANCAP increases the breadth and stringency of its rating criteria/protocols approximately every two years).
- ANCAP consulted closely with industry in relation to the introduction of this policy, and priority consultation was had with brands specifically affected (i.e. those with volume-selling models which hold a date stamp of 2017 or earlier).

Policy Change

- To bring existing older ANCAP safety ratings in line with current protocols and policies, the ANCAP Application of Star Ratings Protocol has been amended.
- From December 2022, vehicles that hold a current ANCAP safety rating with a date stamp of 2017 or earlier, will begin to expire (see below table).

ANCAP RATING 'DATESTAMP'	RATING EXPIRY DATE
2016	31 December 2023
2017	31 December 2024

Benefits

The introduction of this policy:

- Introduces consistency in rating validity (6 years) across all ANCAP safety ratings.
- Aligns the validity of ANCAP safety ratings with the typical average model lifecycle of passenger cars and SUVs.
- Allows consumers to more accurately compare the relative safety of vehicle models.
- Encourages Manufacturers that hold models with longer product lifecycles to upgrade the safety specification of those existing models.
- Establishes clear guidance to assist Manufacturers in product planning and model introduction timing.
- Encourages fleet buyers to select models which hold a more recent timestamp and hence improved safety specification.

Fleet Safety Analysis

Fleet Safety - ANCAP Ratings	5 Stars	Current	Expired
Passenger Vehicles	15	5	10
Light Commercial Vehicles	14	1	13
Total	29	6	23
% of Fleet	100%	21%	79%

Our Observations:

Refer 'Fleet Safety Assessment (SOD)' for comprehensive details of ratings. We note the following:

- **Overall Safety:** Since our review in 2021, Council has replaced the four Light Commercial Vehicles that had only a 4 star rating. Accordingly, 100% of vehicles are now 5 star rated.
- **Current versus Expired Ratings:** As detailed in the information relating to Policy Changes under ANCAP Safety Ratings, ratings on vehicles tested prior to 2018 now have a 6 year validity to align with the more stringent testing protocols introduced since 2018.

Accordingly, while there are vehicles such as the Mitsubishi Tritons and Ford Rangers purchased as recently as 2022, the fact they were tested years before results in their ratings no longer considered current.

This would not necessitate an earlier changeover of the vehicle than planned under the retention policy but is important to understand when considering vehicles for purchase. Council should consider the wording of its policies to ensure a 5 star ANCAP Safety Rating **at the time of purchase** applies.

Grey Fleet

The term Grey Fleet has only come into the Australian lexicon in the last few years. The term refers to any vehicle used occasionally or regularly by employees for work purposes, including their own vehicles and hire cars.

Why is Grey Fleet important?

Under common law and in accordance with the Australian Work Health and Safety Act 2011, organisations have a legal responsibility to provide a safe working environment, and to ensure that the public at large is not put at risk from the organisation's transportation activities. The duties of employers to employees are to ensure that where employees work is safe and without risks, and by definition this includes both organisation and grey fleet vehicles.

Therefore, Council has a responsibility if you 'own' the vehicle (whether it is being used for business or private activities) and where you 'own' the task, such as employees using their own vehicle i.e. Grey Fleet. **You may outsource the task but not your responsibility.**

The obvious legal risks and associated potential fines, as well as the potential damage to the organisation's reputation – not to mention the catastrophe of a seriously injured or deceased employee in your workplace is a great risk to both an organisation and its individual office bearers.

The potential consequences of not managing your grey fleet appropriately are significant. In the case of an offence, penalties may be applied to both the organisation and independent office holders - starting at \$350,000 or 5 years imprisonment or both for individuals.

Our Observations:

We note that the following policies and supporting documents have been formulated and implemented following our last review:

- Motor Vehicle – Light Vehicle Usage Guidelines and Agreement (Grey Fleet Allowance)
- Form 224 – Private Vehicle Checklist
- Motor Vehicle – Light Vehicle Usage Guidelines and Agreement (Private Vehicle Allowance)

We consider these policies and supporting documents to be 'fit for purpose' for Council requirements.

Cost Reduction and Management

Fleet Utilisation

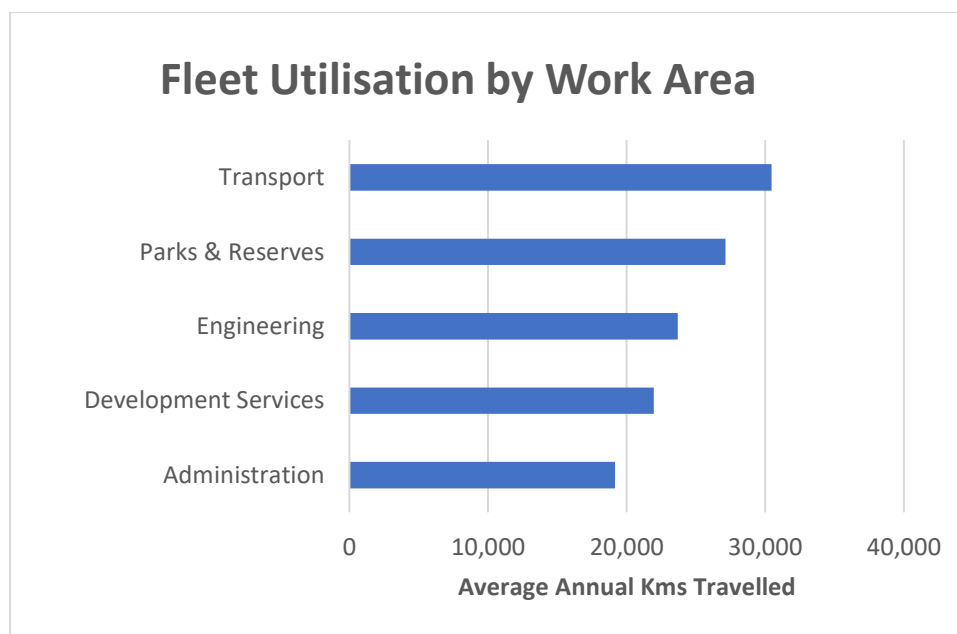
Maximising vehicle utilisation is a critical factor in driving cost effective fleet management. It is also central to the argument for utilising pool vehicles.

‘Fleet Optimisation’ is achieved through maximising fleet utilisation. In simple terms, there are three main areas of focus in achieving this:

- Fleet Size
- Fleet Use
- Fleet Mix

Fleet Utilisation Analysis – Kilometres Travelled

Fleet Utilisation by Work Area	Average Annual Kms Travelled					
	10,000 - 14,999	15,000 - 19,999	20,000 - 29,999	30,000+	Total	Average
Administration	0	3	2	0	5	19,168
Development Services	1	2	5	1	9	21,957
Engineering	0	3	1	1	5	23,680
Parks & Reserves	0	1	4	1	6	27,132
Transport	0	1	1	2	4	30,452
Total	1	10	13	5	29	24,016
% of Fleet	3%	34%	45%	17%	100%	



The only source of data available to measure vehicle utilisation within Council is kilometres travelled, calculated using recent odometer readings. Importantly, this does not facilitate measurement of other key fleet optimisation criteria such as private versus business use etc.

Our Observations:

These comments relate to the information in the tables and graphs provided:

- Based on the data available, all vehicles are well utilised (in terms of the kilometres travelled) by each Work Area.

Vehicle Selection

Vehicle selection is critical to effective fleet management and has wide ranging impacts on cost effectiveness (including FBT), risk management, driver safety, administration workload and driver satisfaction.

‘Best practice’ encompasses two key methodologies – 1) Fit for Purpose considerations and 2) Whole Of Life Cost (WOLC)/Total Cost of Ownership (TCO).

1. Fit for Purpose Considerations:

Fit for Purpose describes the essential need for fleet assets to be suitable for their corporate and operational requirements, whilst meeting health, safety, and legislative standards. This is the first and most fundamental consideration for any organisation, ensuring that the asset meets the following criteria:

- It is operationally capable
- It is the safest practical specification and meets organisational safety standards
- It is assessed as representing the best value for money solution
- It is the most (energy) efficient solution available

2. Whole of Life Cost (WOLC)/Total Cost of Ownership (TCO):

Determining WOLC/TCO is one of the most important steps of the vehicle selection process, regardless of how an organisation chooses to obtain its vehicles. The term ‘whole of life’ refers to the end-to-end total cost of ownership of a fleet asset from acquisition, throughout its operational life and finally to its decommissioning and disposal.

Operationally, this is the embodiment of good fleet management, select the right assets, ensure they are operated in the most efficient manner possible, maximise sales proceeds or alternatively minimise the end-of-life costs. When making a whole of life calculation, there are numerous considerations, including:

Purchase price	Depreciation	Service costs
Unscheduled maintenance	Tyre costs	Fuel costs
Accessories	Resale Value	Disposal costs
Registration costs	Opportunity cost	FBT

Our Observations:

Council has based its ‘Vehicle Type – Tool of Trade Vehicles’ policy on the Whole Of Life Costing (WOLC) Analysis undertaken by Fleet Advisory at the time of the last review.

This analysis aligned the selection of vehicles in the various categories with emphasis on the lowest lifecycle cost, maximum ANCAP Safety rating and with regard to carbon emissions.

As part of this review, Fleet Advisory will be reviewing the selections using the same core criteria.

Vehicle Lifecycle Management**Our Observations:**

We have no concerns regarding the current arrangements in place for management of vehicles throughout their lifecycle, as follows:

- Vehicle Acquisition – quotes are obtained from local dealers, based on vehicles pre-selected in policy
- Vehicle Servicing/Maintenance – servicing is arranged by individual custodians through local dealers
- Vehicles Disposal – vehicles are generally traded with local dealers, in conjunction with vehicle replacement

Fuel Purchasing

Light Fleet Fuel Spend - FY2023				
Fuel Type	Litres	Avg Cost Per Litre	Total	% of Spend
Unleaded	16,647	\$1.75	\$26,455	11.8%
Premium 95	3,029	\$1.87	\$5,166	2.3%
Premium 98	1,317	\$1.98	\$2,370	1.1%
Petrol	20,993		\$33,991	15.2%
Standard	47,741	\$1.94	\$84,306	37.6%
Premium	58,780	\$1.97	\$105,533	47.1%
Diesel	106,521		\$189,839	84.7%
Adblue	138		\$251	0.1%
Total	127,652		\$224,081	100.0%

Our Observations:

We note that fuel purchasing arrangements are via AmpolCard with a Fuel Discount of 5 cents per litre (GST Exc) on all fuels and a Transaction Fee of 17 cents (GST Ex) applies.

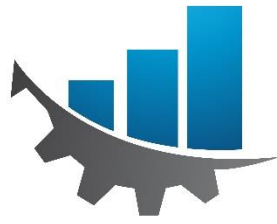
Fuel purchases for the 2022/2023 financial year were compared to the 2022/2023 financial year and we noted the following:

- Total litres purchased reduced by 33,164 but given the significant increase in fuel costs (averaging approx. 70 cents per litre), total purchases increased by \$45,278.

We noted that Premium 95 & 98 Petrol purchases were made for DA563. Based on the model variant information made available to us, this vehicle does not appear to be a model where the manufacturer specifications stipulate use of Premium fuel. Also, we note that Council has similarly aged Subaru Foresters in the fleet that use standard Unleaded fuel.

Given the additional cost, Council should consider verifying the vehicle fuel specification and restricting the fuel card in line with the minimum manufacturer fuel recommendation.

Conversely, the Premium Petrol purchases made for DA10408 and DA10091 align with the manufacturer recommendations. Importantly, all fuel purchases on the Council fuel card account were made in WA.



Fleet Advisory

Light Fleet Review – Strategic and Tactical Solutions Report

Prepared for:



3 November 2023

Executive Summary

This Strategic and Tactical Solutions Report has been formulated following a desktop review of the Shire of Dardanup fleet operation.

While the Consulting Report provides a comprehensive assessment of the 'current state', this report outlines considerations and recommendations for implementing a 'future state'.

Specifically, we aim to address matters pertaining to:

- ✓ Environmental sustainability
- ✓ Optimal vehicle selection
- ✓ Procurement planning
- ✓ Adoption of a Fleet Management Plan
- ✓ Vehicle Safety Policy
- ✓ Alternative vehicle disposal arrangements

Recommendations

The following provides details of our recommendations, aligned to the requirements outlined in the Scope Of Work.

1. Revise Vehicle Selection Policy

Fleet Advisory has undertaken comprehensive Whole Of Life Cost (WOLC) Analysis on the vehicle types utilised by Council, and recommends the following vehicles be considered for inclusion in relevant vehicle selection policy:

- Principal Officers' – Employee Benefit Vehicles:
 - Toyota RAV4 GX 2WD Hybrid Wagon
In this category, we suggest that Council implement a standardised approach that delivers a compelling environmental statement by only utilising a low emission hybrid vehicle (in contrast to the current selection policy which also includes two alternative Petrol vehicles).
- Managers:
 - Subaru Outback AWD Petrol Wagon
 - Toyota RAV4 GXL 2WD Hybrid Wagon
 - Hyundai Santa Fe AWD Wagon - subject to suitable qualification of new model pricing, specifications and receipt of ANCAP 5 star safety rating
- Directors:
 - Toyota Kluger GXL AWD Auto Hybrid Wagon
 - Volkswagen Tiguan Allspace 147TDi Elegance AWD Diesel Wagon - subject to receipt of ANCAP 5 star safety rating
 - Toyota Prado GXL 4WD Diesel Wagon (pending new model only) - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating

(Appendix ORD: 12.4.5B)

- CEO:
 - Toyota Kluger Grande AWD Auto Hybrid Wagon
 - Toyota Prado VX 4WD Diesel Wagon (pending new model only) - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating
- Tool of Trade Vehicles:
 - Single Cab 2WDs:
 - Ford Ranger XL 2.0L 6SP Diesel Single Cab Chassis
 - Isuzu D-Max SX High Ride 3.0L Diesel Cab Chassis
 - Mitsubishi Triton GLX 2.4L Diesel Cab Chassis - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating
 - Single Cab 4WDs:
 - Isuzu D-Max SX High Ride Diesel Cab Chassis
 - Ford Ranger XL 2.0L 6SP Diesel Single Cab Chassis
 - Mitsubishi Triton GLX Diesel Cab Chassis - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating
 - Dual Cab 2WDs:
 - Ford Ranger XL Hi-Rider 2.0L 6SP Diesel Dual Cab Utility
 - Ford Ranger XL Hi-Rider 2.0L 6SP Diesel Dual Cab Chassis
 - Isuzu D-Max SX High Ride 3.0L Diesel Dual Cab Utility
 - Isuzu D-Max SX High Ride 3.0L Diesel Dual Cab Chassis
 - Mitsubishi Triton GLX 2.4L Diesel Dual Cab Utility - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating
 - Mitsubishi Triton GLX 2.4L Diesel Dual Cab Utility - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating
 - Dual Cab 4WDs:
 - Ford Ranger XL 2.0L 6SP Diesel Dual Cab Utility
 - Ford Ranger XL 2.0L 6SP Diesel Dual Cab Chassis
 - Isuzu D-Max SX High Ride 3.0L Diesel Dual Cab Utility
 - Isuzu D-Max SX High Ride 3.0L Diesel Dual Cab Chassis
 - Mitsubishi Triton GLX 2.4L Diesel Dual Cab Utility - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating
 - Mitsubishi Triton GLX 2.4L Diesel Dual Cab Chassis - subject to suitable qualification of 2024 model pricing, specifications and receipt of ANCAP 5 star safety rating

#1: While three vehicle manufacturer models have been assessed in each Tool of Trade Vehicle category, we suggest that Council should choose only 2 manufacturers vehicles from each of the categories

listed eg. Ford Ranger & Isuzu D-Max or Ford Ranger and Mitsubishi Triton.

2: We recognise Council preference for Mitsubishi. The current Triton is an old model and is due to be replaced in 2024, hence the expiry of its 5 star ANCAP rating. While the current model is cost effective, we note it produces the highest carbon emissions and has the highest fuel consumption of the models assessed.

#3: Refer Vehicle Whole Of Life (WOLC) Analysis provided for details of all vehicles assessed.

2. Vehicle Procurement Planning

Over the last two to three years, motor vehicle manufacturing has been significantly impacted by a range of issues, including:

- Microprocessor Shortages - a significant world shortage of microprocessors (an integral part of most vehicles) limiting vehicle production and supply
- COVID Factory Closures – regular closures of vehicle manufacturing and parts production plants due to COVID impacts
- War in Ukraine – closures to parts manufacturing facilities in Ukraine
- Shipping Congestion – competition and price increases arising from an over demand in shipping requirements
- Powertrain Transitions – distractions arising from planning and implementation of the transition to zero emission vehicles based on varying global conditions, readiness etc.

While vehicle supply is slowly improving, we expect that there will be a permanent change in supply chain processes that will allow the ability to buy vehicles from dealer stock becoming redundant.

By way of example, lead times of 12+ months are still expected on most of Toyota's low emission vehicles such as RAV4.

Accordingly, to ensure vehicle selection standards are maintained it will be necessary for Council to introduce procedures that enable forward planning of vehicle replacements by at least twelve months.

3. Fleet Management Plan

Review and consider the Fleet Management Plan formulated by Fleet Advisory and provided separately to this report.

We expect that Council will need to customise it to align with other Council policies, language etc.

4. Vehicle Safety Policy

Given the significant changes being introduced by ANCAP (detailed in our Consulting Report), we recommend that Council consider the need to align its policies regarding the need for vehicles procured by Council to have an ANCAP 5 star rating at the time of purchase.

5. Consider Alternative Vehicle Disposal Vehicle Process

We understand from Council's Procurement Officer that in conjunction with the long lead times for vehicle supply, it has been difficult working with dealers to achieve an optimal sale price of used Council vehicles.

Accordingly, Council may like to consider contacting Autorola regarding their 'upstream vehicle remarketing solution'.

This arrangement has numerous benefits, including:

- Its cost-effectiveness and achieves competitive results
- Faster turnaround times - vehicles can be sold before being grounded
- Eliminates any requirement to take a vehicle to a Dealer and/or arrange transportation following the sale
- It is environmentally friendly – eliminating unnecessary transport to auction sites, dealers etc.
- Sales proceeds will be received before the vehicle leaves Council's possession
- The inclusion of an equitable process for staff vehicle purchases

Fees

The following fees will be deducted from the vehicle sales proceeds:

- Inspection Fee \$165 plus GST
- Selling Fee \$175 plus GST

Process

When a vehicle is ready to be sold, simply follow this process:

1. Phone (03 9020 0822) or Email (fleet@autorola.com.au) to arrange a vehicle inspection, they will require the following information:
 - a. Reg No
 - b. Vehicle description
 - c. Vehicle location/address
 - d. Contact name and details for person responsible for providing access to the vehicle for inspection
2. Autorola will make contact to arrange an inspection time
3. A Vehicle Inspector will inspect the vehicle, take photos and record all the essential information for sale
4. Autorola will provide you with a copy of the Inspection Report and provide you with an estimated Sale Price. NB: This is only an indicative market price, provided prior to submitting the vehicle into an online auction
5. On the basis that you are happy to proceed, they will include the vehicle in the next weekly online auction
6. Following the conclusion of the auction, Autorola will contact you to advise the best price achieved at auction

(Appendix ORD: 12.4.5B)

7. On the basis that you are happy to proceed, they will require official advice of the relevant bank account details of the registered owner on company letterhead or by providing a copy of a bank deposit slip, along with a copy of the registration papers
8. Autorola will arrange payment for the vehicle to be made within 3 days and will provide notification of payment with a Remittance Advice by email.
9. Once funds are received, Autorola will contact you to arrange for the vehicle to be picked up and transported to the buyer

Staff Member Purchase

Should a staff member express interest in purchasing a vehicle that is due to be sold by Council, it is important to ensure that an equitable price is established.

Accordingly, Council can arrange with Autorola for the vehicle to be inspected – as detailed in the previous process.

Once Autorola provide a copy of the Inspection Report and the estimated Sale Price in writing, the vehicle may be offered to the staff member for the same amount.

If the staff member wishes to proceed with the sale, please notify Autorola and provide the purchaser's contact details so that they can arrange the sale on behalf of Council. Council will receive payment for the vehicle in the same way, less the associated inspection and selling fees.

If the staff member does not wish to purchase the vehicle at the estimated Sales Price, Autorola should be instructed to proceed with the vehicle's inclusion in the online auction.

Contact Details

Tim Day

Director of Fleet

Email: tsd@autorola.com.au

Ph: 03 9020 0820

Mob: 0427 844 007

This information has been provided to make Council aware of an effective vehicle remarketing service being used by other Fleet Advisory clients. Fleet Advisory does not represent Autorola and has no commercial relationship of any kind with Autorola. We encourage Council to make its own deliberations as to whether such a service would be beneficial to it.



Fleet Advisory

Light Vehicle Fleet Management Plan

Prepared for:



3 November 2023

1. Responsible Directorate

Executive

2. Purpose Or Objective

As a part of its operating requirements, the Shire of Dardanup maintains a fleet of Passenger & Light Commercial Vehicles, referred to as 'Light Fleet'.

This Fleet Management Plan details the arrangements to be adhered to for the effective managed of Council's Light Fleet.

3. Reference Documents

- Light Vehicle Motor Vehicle Usage Policy & Guidelines – Council Supplied Vehicle
- Administration Policy – AP009 Light Vehicle Fleet – All Employees
- Exec CP203 – Light Vehicle Fleet

4. Policy

Safety

Council is committed to providing its employees with a high level of safety and accordingly has mandated that all vehicles purchased will require an ANCAP 5 Star Safety Rating (where applicable according to vehicle class).

ANCAP regularly updates the standards used in the assessment of vehicles sold in the Australian market, thus consistently driving higher safety standards.

Environment

Council is implementing strategies to reduce its carbon emissions. Accordingly, wherever possible Council will prioritise the purchase of lower carbon emission and fuel consumption vehicles, where 'fit for purpose' requirements and cost-effectiveness can be suitably demonstrated.

Vehicle Acquisition/Procurement

Funding

Council prefers to own its light vehicle fleet, therefore capital budget must be allocated by Finance prior to any procurement activities being undertaken relating to vehicle purchases.

Procurement Planning

Ongoing supply chain issues can contribute to significant lead times for the vehicles selected as most appropriate for use.

Accordingly, Council will commence planning of any vehicle replacements one year from the intended vehicle replacement date, to ensure that additional costs and/or disruptions to service provision are avoided.

Procurement Process

In the first instance, Council will seek quotes from local dealers for the supply of all new vehicles to be purchased. In the event that a local dealer is unable to provide the pricing and/or service level expected, Council will consider quotes from other areas.

Manufacturer Discounts

Council is entitled to Government Discount from selected Manufacturers. This preferred pricing has been allowed for in the comprehensive vehicle selection process undertaken.

The preferred vehicle types are listed in Exec CP203 – Light Vehicle Fleet policy.

Vehicle Registration

All Council vehicles are to be registered to ‘The Shire of Dardanup’ at the registered business address.

Vehicle Selection Policy

Based on analysis conducted on the safety, ‘fit for purpose’ considerations, environmental performance and total cost of ownership calculations of suitable fleet vehicles, Council has made specific vehicle selections which are specified in Exec CP203 – Light Vehicle Fleet policy.

Council will seek to endeavour to review these vehicle selections every two years.

Vehicle Maintenance

Wherever possible, vehicle servicing should be carried out by the relevant manufacturer’s licenced dealerships in the immediate area, particularly during the warranty period.

Where alternative arrangements are made, Council staff are to ensure that the servicing and/or mechanical repairs carried out are of a high standard and at a competitive cost. Additionally, any repairs deemed covered by the vehicle warranty should be identified by the relevant supplier and directed to a manufacturer licenced dealership to carry out the necessary work.

Vehicle Retention

To ensure optimal levels of safety and fleet cost-effectiveness, Council has adopted standardised vehicle retention periods, as follows:

Vehicle Class	Retention Period
All Passenger Vehicles – Sedans, Hatches, Wagons, SUVs etc.	4 years/100,000kms
Light Commercial Vehicles – Utilities & Vans	5 years/125,000kms

The stated vehicle retention periods are based on the attainment of either the period (number of years) or the number of kilometres travelled, whichever comes first. Examples follow:

1. A Passenger Vehicle due to reach 4 years old with an Odometer reading of only 50,000kms would be replaced at 4 years
2. A Passenger Vehicle averaging 30,000kms pa would be replaced @ approximately 3 years 3 months when it is expected to achieve 100,000kms

NB: In some circumstances Council may elect to hold a vehicle with a lower odometer reading for a slightly longer period, if the vehicle remains in good condition, meets expected safety standards etc.

Vehicle Disposal

Where possible Council will arrange trade-in/purchase valuations with two local dealers for a vehicle either being replaced or deemed no longer required. Council will select the highest valuation to maximise vehicle disposal proceeds.

Staff Member Purchase

Should a staff member express interest in purchasing a vehicle that is due to be sold by Council, it is important to ensure that an equitable price is established.

Accordingly, Council will arrange for purchase valuations with two local dealers – as specified above. The staff member must agree to pay the amount equivalent to the highest valuation received for the sale to proceed.

Fuel Purchasing

Council has arrangements in place with Ampol for the supply and management of AmpolCards for all Council vehicles. Council receives fuel discounts for purchases at either Ampol or EG fuel stations that accept AmpolCard and therefore purchases from any other outlet will not be accepted.

Fuel purchases may be restricted to the minimum fuel type specified by the vehicle manufacturer eg. E10/Unleaded Petrol.

Shop purchases and any other costs personal purchases will not be allowed.

Registration Renewals

Council will make arrangements to re-register all Council supplied vehicles prior to the registration expiry date.

Infringement Management

Council takes no responsibility for any traffic infringements or parking fees incurred during use of vehicles by staff.

All traffic infringements and/or any parking fines received will be allocated to the appropriate vehicle custodian.

Queries

Any questions regarding this Fleet Management Plan or for further assistance in relation to any aspect of fleet management should be directed to Council Procurement.



COUNCIL POLICY NO:-
Exec CP203– LIGHT VEHICLE FLEET

GOVERNANCE INFORMATION			
Procedure Link:	NA	Administrative Policy Link:	NA

ADMINISTRATION INFORMATION								
Version:	1	New	OCM	27/07/2022	Res:	203-22	Synopsis:	Policy created.
Version:	1	Exec CP203	OCM	28/09/22	Res:	243-22	Synopsis	Reviewed and Adopted by Council

1. RESPONSIBLE DIRECTORATE

Executive

2. PURPOSE OR OBJECTIVE

- To establish the rules regarding the provision, management and use of Light Vehicles that apply to all employees of the Shire of Dardanup, other than the CEO, including Directors, Managers, Coordinators, Supervisors, Compliance Officers, Principal Officers, Senior Officers or any other Officer, in their use and care of Council vehicles.
- To minimise motor vehicle operational and capital replacement costs through the establishment of an optimal motor vehicle and fleet replacement cycle, endorsed vehicle styles (i.e.: 4 cyl sedan, ute, 4x4) and makes/models (i.e.: Isuzu D-Max RDX).
- As an Employee attraction and retention strategy, establish options available for the provision of a Council motor vehicle including novated leases, motor vehicle annual allowances, and motor vehicle per km allowances.
- To establish the availability of salary sacrificed novated leases for all Shire of Dardanup employees.
- To support the managed introduction of electric and hybrid vehicles into Council's fleet.

3. REFERENCE DOCUMENTS

Local Government Act 1995 5.39, 5.36

4. POLICY

The Shire of Dardanup provides Council vehicles to authorised employees, which may be used for temporary use or on an ongoing basis. This Policy covers all employees supplied with a Council vehicle, all employees who may from time to time be required to use their own private vehicle for work related purposes, and those employees who wish to establish a voluntary salary sacrifice motor vehicle novated lease.

Shire of Dardanup Responsibilities:

In order to achieve the Objectives of this Policy, the Shire of Dardanup will:

- Support the development of a Fleet Management Plan based on incorporating a 'safety first' culture where the fleet is 100% 5-star ANCAP rated, incorporating transitional steps towards the introduction of Battery Electric Vehicles.
- Support the engagement of an external Fleet Management agency to review every two years the Fleet Management Plan and Light Vehicle Policy to ensure that the Vehicle Types remains 'Fit for Purpose' and have the most advantageous whole of life cost, including minimising Fringe Benefit Tax and consideration of suitable Battery Electric Vehicles.
- Ensure vehicles are registered and adequately insured.
- Ensure vehicles are serviced and maintained as per manufacturers specifications.
- Ensure vehicles are audited on a regular basis.
- Assign a Council vehicle to the following nominated employee classes, based on the following defined make/model and level of private use:

Vehicle Type – Tool of Trade Vehicles:

Principal Officers, Senior Officers or Officers who are allocated a Light Commercial Vehicle (Utility [U] or Cab Chassis [CS]) that is to be 'Fit for Purpose' and based on the needs of the role. Selection of 2WD or 4WD is to be based on assessment of the need to perform the role by the Procurement Officer:

- Single Cab 2WD CS – Isuzu D-Max SX High Ride 3.0L Diesel
- Single Cab 2WD CS – Mitsubishi Triton GLX 2.4L Diesel
- Single Cab 4WD CS – Isuzu D-Max SX High Ride 3.0L Diesel
- Single Cab 4WD CS – Mitsubishi Triton GLX 2.4L Diesel
- Dual Cab 2WD U – Toyota Hilux Workmate Hi-Rider 2.4L Diesel
- Dual Cab 2WD U – Isuzu D-Max SX High Ride 3.0L Diesel
- Dual Cab 2WD CS – Isuzu D-Max SX High Ride 3.0L Diesel
- Dual Cab 4WD U – Isuzu D-Max SX High Ride 3.0L Diesel
- Dual Cab 4WD CS – Isuzu D-Max SX High Ride 3.0L Diesel
- Single Cab 4WD U – Mitsubishi Triton GLX 2.4L Diesel

Vehicle Type – Employee Benefit Vehicles:

Principal Officers' who are allocated a Passenger Vehicle (sedan, wagon):

- Nissan X-Trail ST 2WD Petrol
- Toyota Rav4 GX 2.0L 2WD Petrol
- Toyota Rav4 GX Hybrid 2.5L 2WD

Vehicle Type – Employee Benefit Vehicles:

Managers' who are allocated a Passenger Vehicle (sedan, wagon):

- Subaru Outback 2.5i AWD Petrol
- Hyundai Santa Fe 7S AWD Diesel

Vehicle Type – Employee Benefit Vehicles:

Directors' who are allocated a Passenger Vehicle (sedan, wagon) based on Employment Contracts:

- Volkswagon Tiguan Allspace AWD Diesel
- Toyota Kluger GXL Hybrid
- Toyota Prado GXL 4WD Diesel

- Replace motor vehicles based on the following defined turnover periods:

Passenger Vehicles (sedans/wagons) – replace every 4 years or 100,000km, whichever comes first

Light Commercial Vehicles (Utes) – replace every 5 years or 125,000km, whichever comes first

The purchase and replacement/changeover of vehicles will be administered in accordance with Council policy and coordinated through the Procurement Officer.

- Where an 'Employee Benefit' is attached to the position (ie: Managers, Directors) and it is a Passenger Vehicle and it is a designated 'Shared Use' or 'Pool' vehicle, then Council will purchase a Motor Vehicle based on the permissible Vehicle Type, and the use is based on Council Policy and the Contract of Employment.
- Where an 'Employee Benefit' is attached to the position (ie: Principal Officers, Managers) and it is a Passenger Vehicle and is not a designated 'Shared Use' or 'Pool' vehicle, offer a choice to both new and existing employees of:

Option 1 – Purchase of a Motor Vehicle by Council based on the permissible Vehicle Type, and the use is based on Council Policy and the Contract of Employment;

OR

Option 2 – Enter into a Novated lease with the employee for the provision of a vehicle (contribution by Council based on actual cost up to a maximum value – capped at the position's

Motor Vehicle Annual Ownership Cost value as per the July 2021 Fleet Advisory review report (indexed annually based on CPI: All Groups – National Jan - Dec), or as updated in the future);

OR

Option 3 – Payment of a ‘Motor Vehicle Annual Allowance’ in lieu of a Council supplied vehicle (Payment of the Allowance based on 100% of the position’s Motor Vehicle Annual Ownership Cost value as per the July 2021 Fleet Advisory review report (indexed annually based on CPI: All Groups – National Jan - Dec), or as updated in the future).

The implementation of any change from Option 1 or between Options will subject to negotiation and the prior written approval of the Chief Executive Officer.

- Where an employee is provided a Light Commercial Vehicle as a Tool of Trade, that is ‘Fit for Purpose’ and based on the needs of the role (ie: utility or cab chassis), purchase a motor vehicle by Council based on the permissible Vehicle Type (ie: 4x2, 4x4, single cab, dual cab).
- All employees, other than those not permitted under this or any other Council Policy, may elect to enter into a salary sacrificed Novated lease arrangement for the provision of a vehicle of their choosing (no contribution made by Council). All costs associated with the Novated lease are to be borne by the employee either as pre-tax or post tax salary contributions.
- Ensure that the use of any ‘Grey Fleet’ vehicles paid as a “Motor Vehicle per Km Allowance’ are limited in their age and have acceptable ANCAP and Co2 emission ratings. Council will aim to eliminate the use of grey fleet vehicles in the future by offering shared vehicles and salary packaging, unless for COVID or any other Pandemic response.
- Shire of Dardanup branding is not to be applied to Council vehicles, except where the vehicle is used 100% for business purposes. No third party signage, stickers, banners or the like is to be applied to any vehicle without the written approval of the Chief Executive Officer.

- **Fuel Card**

A fuel card is provided to the employee for a Council provided vehicle and the employee is responsible for the security and correct use of the assigned fuel card. The provision of a fuel card enables WALGA negotiated discounts to be applied to the cost per litre incurred by Council.

- **Fringe Benefits Tax**

Other than under a Novated lease arrangement where the employee is responsible, the Council is responsible for the administration and payment of Fringe Benefits Tax associated with the private use of Council provided motor vehicles.

- **Insurance**

Other than under a Novated lease arrangement or where a Motor Vehicle Allowance is paid to the employee (employee is responsible), the Council is responsible for maintaining adequate insurance coverage for the vehicle and driver. In the event of an accident or where damage has occurred to the vehicle, Council will administer the claim and repair process through LGIS insurance and will pay the excess attributed to each claim (unless wilful or grossly negligent damage).

- **Electric and Hybrid Vehicles**

Council recognises that there is currently a very limited range of Battery Electric Vehicles (BEVs) available in the Australian market, which are subject to a considerable price premium. Transitional steps towards the introduction of Battery Electric Vehicles will be considered as part of Council’s Fleet Management Plan, with the introduction of Hybrid vehicles providing a transition to full BEVs in the future where possible.

Employee Responsibilities:

In accordance with designated employee contracts of employment (and letters of engagement), a motor vehicle is provided by Council for the private use of designated employees. All Shire of Dardanup employees must comply with the following terms and conditions of use when operating a Council provided vehicle for, or in connection with, work:

- During normal working hours the vehicle is to be solely available for employees of Council within each Directorate.
- The employee acknowledges that where a Council vehicle is provided to the employee:
 - a) It is to be in-lieu of travel/mileage claims otherwise claimable by the employee for use of his/her personal vehicle.
 - b) Can be used for approved private purposes, but not for any commercial purpose.

- The employee is to hold current and necessary licences for the type of Shire of Dardanup vehicle driven. The employee must advise the Council as soon as practicable if their relevant licence is suspended, cancelled or expired for any reason.
- The employee is to comply with all relevant State and Territory road safety legislation and regulations pertaining to the use and operation of motor vehicles. This includes complying with road speed limits and not driving while in an intoxicated condition above the alcohol legal limit or under the influence of illicit substances.
- The employee must be medically fit to operate a Shire of Dardanup vehicle. Drivers must take adequate rest breaks during long distance driving to prevent driver fatigue.
- The employee is to ensure that at all times the driver of the vehicle is known and identified. The employee takes full responsibility for any infringement relating to the vehicle including any demerit points or fines incurred. In the case that a traffic infringement has been issued and where the driver cannot be identified, the employee takes full responsibility for any penalties or infringement incurred.
- The employee must obtain written approval from the Chief Executive Officer to take the vehicle outside of Western Australia or above the 26th parallel.
- The employee is responsible for the washing and cleaning of the vehicle, and keeping the vehicle in a clean and tidy state. Smoking is not permitted in or near a Shire of Dardanup vehicle.
- When the vehicle is used by other Officers, the employee is to ensure that the Vehicle Use Register (logbook) is completed as required by the Shire's Governance Procedures.
- The employee is responsible for ensuring the vehicle is in a roadworthy condition when used (checking for any visual signs of wear or damage), and will ensure the vehicle is serviced as required and the tyres are maintained in a roadworthy state. Scheduled servicing and maintenance is undertaken in conjunction with the Fleet Manager who should be advised when the vehicle is nearing its schedule service period. The Fleet Manager should be advised of any damage, accidents or incidents involving a vehicle or if police were required to attend an accident, who will work with insurance staff to process any insurance claim.
- The type/standard of vehicle to be provided to the employee is to be of the Make/Model/standard in accordance with the Shire of Dardanup provision of Light Vehicle Fleet policy. A lesser value/standard vehicle may be provided as agreed by the employee and the Chief Executive Officer.

- **Fuel Card**

The employee is responsible for the security and correct use of any assigned fuel card. The employee is to utilise the assigned fuel card provided only for the purchase of fuel for vehicle business use and for approved private use/times.

All fuel purchased for the vehicle during any period of annual, long service, and other leave, and also for private weekend use is to be the employee's responsibility. (The intent of the "weekend" condition is for fill-ups on long private weekend trips to be at the employee's cost.)

If the fuel card is unable to be used for business use due to the unavailability of the relevant service station, then the employee is able to be reimbursed for the cost of fuel purchased, subject to the production of a receipt or tax invoice.

- **Approved Drivers**

The vehicle is to be driven only by the employee, other Council employees or Council members unless with specific prior approval of the Chief Executive Officer. The employee's spouse and family may drive the vehicle after work hours subject to the approval of the employee. The employee's immediate family members may in exceptional circumstances drive the vehicle providing they are no longer probationary drivers, and the use is authorised by the employee.

- **Security**

Whenever the vehicle is at the employee's home, it should be parked in a secure location on the property, on the verge immediately adjacent to the property or parking bay designated to the property.

- **Accident or Wilful Damage**

The employee will be responsible for paying the excess attributed to each claim where it is demonstrated that the damage has occurred due to a wilful or grossly negligent act of the employee. If there is an accident that is the employee's fault and Council's insurer does not cover expenses the employee is responsible for those repairs.

- **Breach of Employee Responsibilities**

Any breach of the Employee Responsibilities under this Policy by the employee will be assessed by the Shire of Dardanup based on the circumstances and severity of each case, and may result in disciplinary action, which may include summary termination of employment.

All Shire of Dardanup employees must do the following when operating a private vehicle for, or in connection with, work, and where a Motor Vehicle Allowance is paid:

- During normal working hours the employee's private vehicle is to be available solely to the employee for their business use. No other Council employees are entitled to use the private vehicle of the employee for business purposes.
- Employees should not use other Council vehicles unless their vehicle is unavailable due to repairs or servicing occurring. If the employee requires the use of a Council vehicle, the employee should approach other employees within the same work area of the relevant Directorate (i.e.: town planning staff use the Manager Development Services vehicle; customer service staff use the Manager Governance & HR vehicle). Such use is to be authorised by the relevant employee or line Manager prior to use.
- Where a Motor Vehicle Allowance is paid to an employee in lieu of the provision of a motor vehicle by Council, the employee is responsible for all of the costs associated with the provision of a motor vehicle for their personal and business use (i.e.: fuel, insurance, maintenance, etc.). The Allowance is paid through the payroll system and is taxable income for the employee.
- The type/standard of vehicle provided by the employee for business purposes is to be of the Make/Model/standard that will meet the objectives of the Shire of Dardanup Light Vehicle Fleet policy. Vehicles should be limited in their age and have acceptable ANCAP and Co2 emission ratings. The purchase and replacement/changeover of the vehicle will be the responsibility of the employee.
- The maximum amount paid by Council as a Motor Vehicle Allowance is to be based on 100% of the Motor Vehicle Annual Ownership Cost value as per the July 2021 Fleet Advisory review report, or as updated in the future.
- A Council fuel card is not provided to the employee.
- The employee is responsible for the washing and cleaning of the vehicle, and keeping the vehicle in a clean and tidy state.
- The employee is responsible for ensuring the vehicle is in a roadworthy condition when used (checking for any visual signs of wear or damage), and will ensure the vehicle is serviced as required and the tyres are maintained in a roadworthy state. Scheduled servicing and maintenance is the responsibility of the employee.
- The employee is to comply with all laws and regulations pertaining to the business use and operation of the motor vehicle. This includes complying with road speed limits and not driving while in an intoxicated condition above the alcohol legal limit.
- The employee is responsible for any traffic or other infringements relating to the vehicle.
- **Accident or Damage**

The employee will be responsible for the maintaining adequate insurance coverage for the vehicle and driver. In the event of an accident or where damage has occurred to the vehicle, the employee is responsible for administering the claim and repair process through their insurer and will pay the excess attributed to each claim.

Definitions:

Novated Lease means a three way agreement between the Employer, Employee and Lessor for the procurement of an asset – in this case a Motor Vehicle. The Employer effectively agrees to deduct the cost of the lease payments as part of the Employees salary packaging arrangements, while employment is maintained. The lease payment remains the responsibility of the Employee if employment ceases with the Shire of Dardanup. Under a Novated Lease, the Employee is able to purchase the type of vehicle they want, choose a suitable lease term, negotiate their own purchase price, and take advantage of the salary packaging benefits associated with the use of pre-tax dollars.

Passenger Vehicle means a motor vehicle designed and constructed primarily for the carriage of persons and their luggage, including electric powered cars and vehicles, mini vans, sports utility vehicles, but, excluding those vehicles with a load capacity of one (1) ton or more.

Light Commercial Vehicle means a commercial carrier vehicle with a gross vehicle weight of no more than 3.5 metric tons. Qualifying light commercial vehicles include pickup trucks, utilities, vans and all commercially based goods or passenger carrier vehicles used for the purpose of route service, inspections, maintenance or repairs, construction, gardening, or

carrying tools or equipment to a job site. The Light Commercial Vehicles most commonly used in the Shire of Dardanup are Utility [U] or Cab Chassis [CS] vehicles.

Grey Fleet means any vehicle other than the Employer's vehicle, used occasionally or regularly by employees for work purposes, including their own personal vehicles and hire cars.

ADMINISTRATION POLICY

POLICY NUMBER & TITLE	AP009 LIGHT VEHICLE FLEET – ALL EMPLOYEES
Responsible Directorate	Executive Services

1. PURPOSE OR OBJECTIVE

To establish Administration Policies and Procedures that support the application and implementation of Council Policy CP203 – Light Vehicle Fleet, the Objectives being:

- To establish the rules regarding the provision, management and use of Light Vehicles that apply to all employees of the Shire of Dardanup, other than the CEO, including Directors, Managers, Coordinators, Supervisors, Compliance Officers, Principal Officers, Senior Officers or any other Officer, in their use and care of Council vehicles.
- To minimise motor vehicle operational and capital replacement costs through the establishment of an optimal motor vehicle and fleet replacement cycle, endorsed vehicle styles (i.e.: 4 cyl sedan, ute, 4x4) and makes/models (i.e.: Isuzu D-Max RDX).
- As an Employee attraction and retention strategy, establish options available for the provision of a Council motor vehicle including novated leases, motor vehicle annual allowances, and motor vehicle per km allowances.
- To establish the availability of salary sacrificed novated leases for all Shire of Dardanup employees.
- To support the managed introduction of electric and hybrid vehicles into Council's fleet.

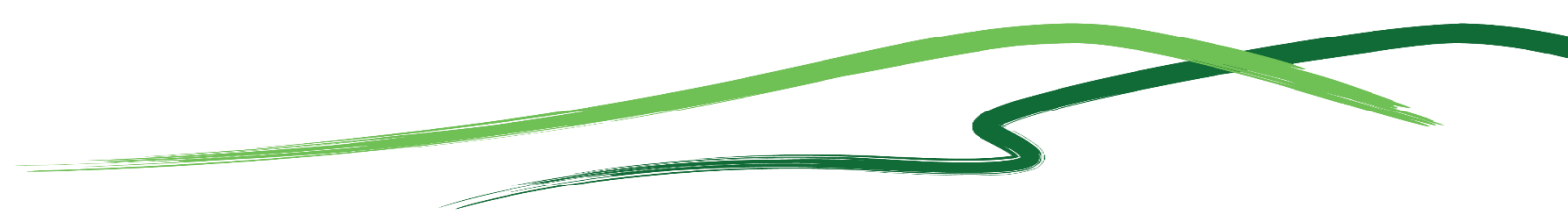
2. DEFINITIONS

Shared Use Any vehicle, whether regarded as an "Employee Benefit" or "Tool of Trade", which is available for use by other Shire of Dardanup employees to use for business purposes. Shared Use vehicles are to be primarily made available for use by employees within the relevant work area (ie: finance staff use Manager Financial Services vehicle). Where a vehicle is determined to be "not shared use", then the vehicle is only to be available for use by the nominated employee, unless the relevant Director or CEO agrees that it needs to be used for "shared use" on a specific occasion(s).

Employee Benefit Vehicle Any Passenger Vehicle or Light Commercial Vehicle that includes a private use component (ie: full private, limited private, commuting use only) that forms part of an employee's conditions or Contract of Employment.

Tool of Trade Vehicle Any Light Commercial Vehicle (Utility, Cab Chassis, single cab, dual cab, special cab, 2 wheel drive or 4 wheel drive) that is to be 'Fit for Purpose' and based on the needs of the role.

Novated Lease A three way agreement between the Employer, Employee and Lessor for the procurement of an asset – in this case a Motor Vehicle. The



ADMINISTRATION POLICY

Employer effectively agrees to deduct the cost of the lease payments as part of the Employees salary packaging arrangements, while employment is maintained. The lease payment remains the responsibility of the Employee if employment ceases with the Shire of Dardanup. Under a Novated Lease, the Employee is able to purchase the type of vehicle they want, choose a suitable lease term, negotiate their own purchase price, and take advantage of the salary packaging benefits associated with the use of pre-tax dollars.

Passenger Vehicle

A motor vehicle designed and constructed primarily for the carriage of persons and their luggage, including electric powered cars and vehicles, mini vans, sports utility vehicles, but, excluding those vehicles with a load capacity of one (1) ton or more.

Light Commercial Vehicle

A commercial carrier vehicle with a gross vehicle weight of no more than 3.5 metric tons. Qualifying light commercial vehicles include pickup trucks, utilities, vans and all commercially based goods or passenger carrier vehicles used for the purpose of route service, inspections, maintenance or repairs, construction, gardening, or carrying tools or equipment to a job site. The Light Commercial Vehicles most commonly used in the Shire of Dardanup are Utility [U] or Cab Chassis [CS] vehicles.

Grey Fleet

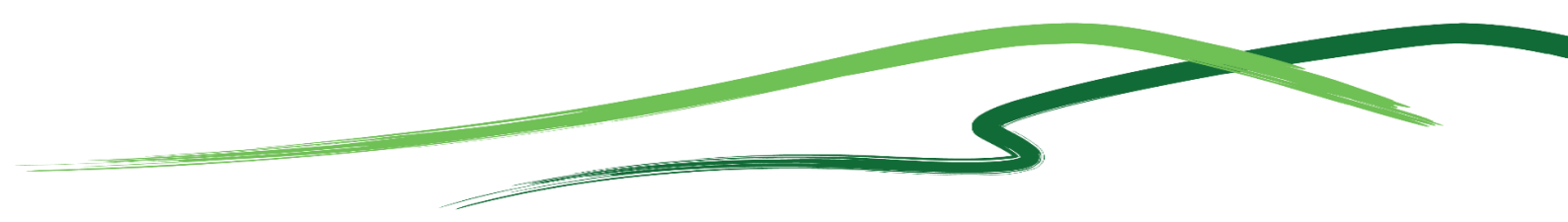
Any vehicle other than the Employer's vehicle, used occasionally or regularly by employees for work purposes, including their own personal vehicles and hire cars.

3. POLICY STATEMENT

This Administration Policy covers all employees supplied with a Council vehicle (excluding the CEO), all employees who may from time to time be required to use their own private vehicle for work related purposes, and those employees who wish to establish a voluntary salary sacrifice motor vehicle novated lease.

Shire of Dardanup is responsible for the following in relation to the administration of the Light Vehicle Fleet:

- Development of a Fleet Management Plan based on incorporating a 'safety first' culture where the fleet is 100% 5-star ANCAP rated, incorporating transitional steps towards the introduction of Battery Electric Vehicles.
- An external Fleet Management agency to review every two years the Fleet Management Plan and Light Vehicle Policy to ensure that the Vehicle Types remains 'Fit for Purpose' and have the most advantageous whole of life cost, including minimising Fringe Benefit Tax and consideration of suitable Battery Electric Vehicles.



ADMINISTRATION POLICY

- Ensure Council vehicles are registered and adequately insured.
- Ensure Council vehicles are serviced and maintained as per manufacturers specifications.
- Ensure Council vehicles are audited on a regular basis.
- Assign a Council vehicle to the following nominated employee classes, based on the defined make/model stipulated in Council Policy CP203 (as amended from time to time).

The following summarises the vehicle make/model and level of private use assigned to each employee class/position:

Employee Class	Vehicle Benefit Type	Suitable Make/Model	Type of Use
Senior Executive			
1. Deputy CEO (DA10181)	Employee Benefit - Full Private Use	Passenger Vehicle Make/Model based on Policy – <i>Exec CP203</i> <i>Light Vehicle Fleet.</i>	Not Shared Use
2. Director Sustainable Development (DA10408)			
3. Director Infrastructure (DA017)			
Managers			
1. Governance & HR (008DA)	Employee Benefit - Full Private Use	Passenger Vehicle Make/Model based on Policy - <i>Exec CP203</i> <i>Light Vehicle Fleet.</i>	Shared Use
2. Financial Services (DA0)			
3. Information Services (DA9668)			
4. Development Services (DA004)			
5. Community Services (DA997)			
6. Recreation Centre (DA563)			
7. Infrastructure Planning & Design (DA1314)			
8. Operations (DA955)			
9. Assets (DA10091)			
Principal / Senior Officers			
1. Principal Building Surveyor (Ute - DA8673)	Employee Benefit	Passenger Vehicle Make/Model based on	Shared Use

ADMINISTRATION POLICY

Employee Class	Vehicle Benefit Type	Suitable Make/Model	Type of Use
2. Principal EHO (Car - DA9605)	- Limited Private Use up to 7,500km per annum (excluding commuting to/from home to work)	Policy - <i>Exec CP203 Light Vehicle Fleet.</i>	unless a Novated Lease or Motor Vehicle Allowance is paid
3. Principal Planning Officer (Car DA329)		OR	
4. Project Development Engineer (Car DA429)		Light Commercial Vehicle (Utility [U] or Cab Chassis [CS]) Make/Model based on Policy - <i>Exec CP203 Light Vehicle Fleet.</i>	
Other Officers / Supervisors			
1. Works Supervisor (DA613)	Tool of Trade - Commuting Use Only	Light Commercial Vehicle (Utility [U] or Cab Chassis [CS]) that is to be 'Fit for Purpose' and based on the needs of the role. Selection of 2WD or 4WD is to be based on assessment of the need to perform the role by the Procurement Officer: Vehicle Make/Model based on Policy - <i>Exec CP203 Light Vehicle Fleet.</i>	Shared Use
2. Development Engineer (DA9376)			
3. Ranger 1 (DA8222)			
4. Ranger 2 (DA9287)			
5. Parks & Gardens Supervisor (DA005)			
6. Maintenance Store person (DA988)			
7. Principal Leading Hand (DA588)			
8. Leading Hand (DA8200)			
9. Reticulation Specialist P&G (DA996)			
Officers Allocated Light Commercial Vehicles			
1. Leading Hand – P&G (DA994)	Tool of Trade - Housed at Depot	Light Commercial Vehicle (Utility [U] or Cab Chassis [CS]) that is to be 'Fit for Purpose' and based on the needs of the role. Selection of 2WD or 4WD is to be based on assessment of the need	Shared Use
2. Works Ute – P&G (DA993)			
3. Works Ute – P&G (DA968)			

ADMINISTRATION POLICY

Employee Class	Vehicle Benefit Type	Suitable Make/Model	Type of Use
4. Works Ute – P&G (DA995)		to perform the role by the Procurement Officer: Vehicle Make/Model based on Policy - Exec CP203 Light Vehicle Fleet.	

The purchase and replacement/changeover of vehicles will be administered in accordance with Council policy and coordinated through the Procurement Officer.

Existing and new employees with an ‘Employee Benefit’ Passenger Vehicle that is not a designated ‘Shared Use’ or ‘Pool’ vehicle, have three (3) Options available based on Council Policy:

Option 1 – Purchase of a Motor Vehicle by Council based on the permissible Vehicle Type (administered and coordinated through the Procurement Officer);

OR

Option 2 – Enter into a Novated lease with the employee for the provision of a vehicle (administered and coordinated through the Procurement Officer and Deputy CEO - refer to [Form 131 - Application Form - Light Vehicle Fleet Purchase Lease or Allowance](#));

OR

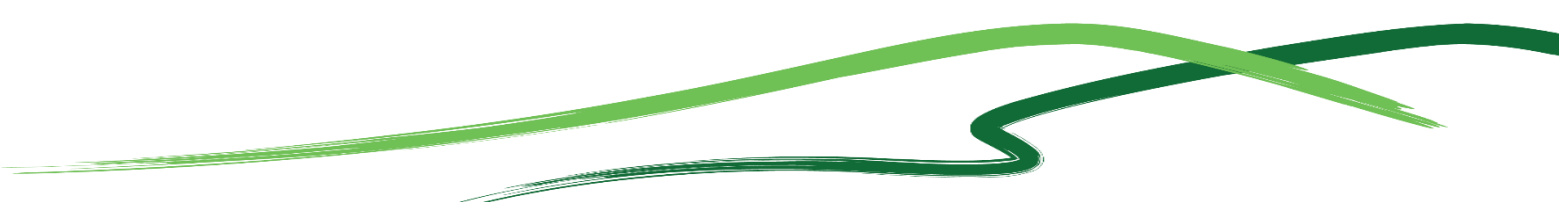
Option 3 – Payment of a ‘Motor Vehicle Annual Allowance’ in lieu of a Council supplied vehicle (administered and coordinated through the Deputy CEO - refer to [Form 131 - Application Form - Light Vehicle Fleet Purchase Lease or Allowance](#)).

The default Option for new employees is Option 1. The implementation of any change from Option 1 or between Options will subject to negotiation and the prior written approval of the Chief Executive Officer (refer to [Form 131 - Application Form - Light Vehicle Fleet Purchase Lease or Allowance](#)).

Novated Leases

All employees, other than those not permitted under this or any other Council Policy, may elect to enter into a salary sacrificed Novated lease arrangement for the provision of a vehicle of their choosing (no contribution made by Council). All costs associated with the Novated lease are to be borne by the employee either as pre-tax or post tax salary contributions.

Employees who have a Council vehicle provided as part of their conditions of employment, may elect to enter into a salary sacrificed Novated lease arrangement for the provision of an additional personal vehicle of their choosing (no contribution made by Council) in addition to their Council provided vehicle. All costs associated with the Novated lease are to be borne by the employee either as pre-tax or post tax salary contributions.



ADMINISTRATION POLICY

Employees seeking to enter into a Novated Lease are to apply in writing to the Deputy CEO (refer to [Form 131 - Application Form - Light Vehicle Fleet Purchase Lease or Allowance](#)) for approval by the CEO, and may elect to use one of the nominated WALGA Preferred Suppliers for this service.

Motor Vehicle Annual Allowance

Where a Motor Vehicle Annual Allowance is paid to an employee in lieu of the provision of a motor vehicle by Council, the employee is responsible for all of the costs associated with the provision of a motor vehicle for their personal and business use (i.e.: fuel, insurance, maintenance, etc.). Vehicles should be limited in their age and have acceptable ANCAP and Co2 emission ratings. The Allowance is paid through the payroll system and is taxable income for the employee.

The employee in this circumstance is to use their own personal vehicle for conducting their functions as an employee of Council (Grey Fleet), and should not in normal circumstances utilise another Council vehicle. The maximum amount paid by Council as a Motor Vehicle Annual Allowance is to be based on 100% of the Motor Vehicle Annual Ownership Cost value (48 months/100,000km) as per the July 2021 Fleet Advisory review report, or as updated in the future.

The establishment of this arrangement is undertaken through a formal application process to ensure any 'Grey Fleet' use is approved in advance based on established safety assessments, Policy requirements, and employee declarations (refer to [Form 131 - Application Form - Light Vehicle Fleet Purchase Lease or Allowance](#)). An annual declaration confirming the suitability and safety of the vehicle is also required (refer to [Form 224 - Private Vehicle Checklist](#)).

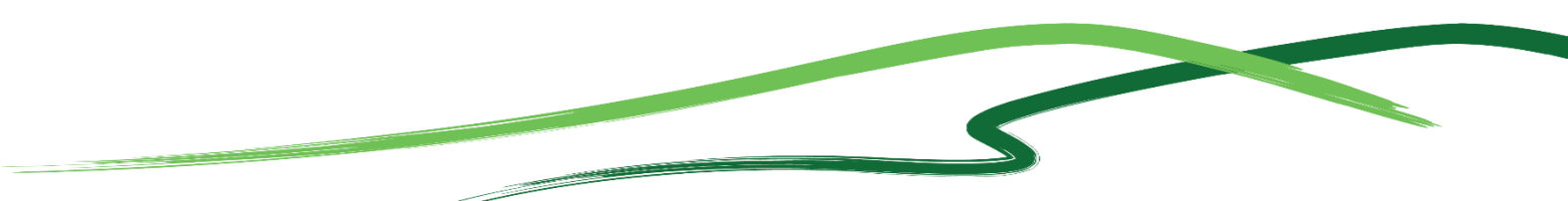
Motor Vehicle per Km Allowance

Where a Motor Vehicle Per Km Allowance is paid to an employee in lieu of the provision of a motor vehicle by Council, the employee is responsible for all of the costs associated with the provision of a motor vehicle for their personal and business use (i.e.: fuel, insurance, maintenance, etc.). Vehicles should be limited in their age and have acceptable ANCAP and Co2 emission ratings. The Allowance is paid through the payroll system and is taxable income for the employee.

The employee in this circumstance is to use their own personal vehicle for conducting their functions as an employee of Council (Grey Fleet), but wherever possible should utilise a Council vehicle as a first preference.

The maximum amount paid by Council as a Motor Vehicle per kilometre allowance is to be based on the National (Federal) Award Local Government Industries 2020, set at \$0.91 per kilometre, or as applicable under Section 30.6 of the Local Government Officers' (Western Australia) Award 2021 (currently \$0.6866 per kilometre for a vehicle with an engine displacement of between 1600 to 2600cc in the South West Land Division, \$0.9554 per kilometre for a vehicle with an engine displacement over 2600cc).

The establishment of this arrangement is undertaken through a formal application process to ensure any 'Grey Fleet' use is approved in advance by the relevant Director and CEO, based on established safety assessments, Policy requirements, and employee declarations (refer to [Form 131 - Application Form - Light Vehicle Fleet Purchase Lease or Allowance](#)).



ADMINISTRATION POLICY

Employee Responsibilities:

All Shire of Dardanup employees must comply with the terms and conditions of use outlined in Policy Exec **CP203 – Light Vehicle Fleet** when operating a Council provided vehicle for, or in connection with work, and where a Motor Vehicle Allowance is paid.

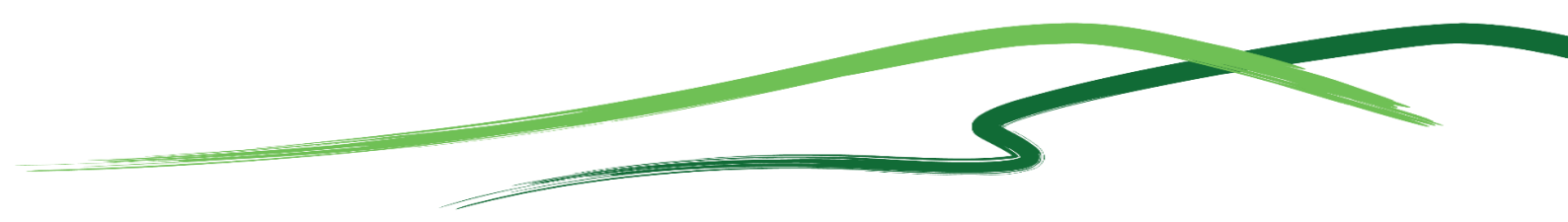
Each employee must sign the *Light Vehicle Motor Vehicle Usage Policy & Guidelines* Declaration (available from HR) before operating any Council vehicle or when a Motor Vehicle Allowance is paid.

Any breach of the Employee Responsibilities under the Policy and Guidelines by the employee will be assessed by the Shire of Dardanup based on the circumstances and severity of each case, and may result in disciplinary action, which may include summary termination of employment.

4. DOCUMENT CONTROL

DOCUMENT RESPONSIBILITIES:			
Owner:	Procurement Officer (Fleet Management)		
Reviewer:	Deputy Chief Executive Officer	Decision Maker:	CEO/EMT
COMPLIANCE REQUIREMENTS:			
Legislation:	<i>Local Government Act 1995 6.2, 5.39, 5.36 & 6.5</i> <i>Local Government (Financial Management) Regulations 1996</i>		
Other (Plans, Strategies, Policies, Procedures, Standards, Promapp, Delegations):	CP203 – Light Vehicle Fleet Light Vehicle Motor Vehicle Usage Policy & Guidelines Form 131 - Application Form - Light Vehicle Fleet Purchase Lease or Allowance Form 224 - Private Vehicle Checklist		
DOCUMENT MANAGEMENT:			
Risk Rating:	Moderate	Records Ref:	R0000774438
Review Frequency	Biennial	Next Due:	30-09-2024
Version #	Date & Decision Reference:	Synopsis:	
1	27-07-2022 OCM Res: 205-22	AP009 Policy deleted and replaced with CP203 Light Vehicle Fleet	
2	30-09-2022 Reviewed	AP009 Policy renamed and replaced with updated AP009 Policy based on new CP203	
3	21-12-2022 Reformatted	AP009 Policy reformatted to new template	

Note: Changes to Compliance Requirements may be made without the need to take the Policy to EMT/CEO for review.





**LIGHT VEHICLE MOTOR
VEHICLE USAGE POLICY &
GUIDELINES**

COUNCIL SUPPLIED VEHICLE

GENERAL CONDITIONS FOR ALL USERS OF COUNCIL VEHICLES

All Shire of Dardanup employees must comply with the following terms and conditions of use when operating a Council provided vehicle for, or in connection with, work:

1. During normal working hours the vehicle is to be solely available for employees of Council within each Directorate.
2. The employee acknowledges that where a Council vehicle is provided to the employee:
 - a) It is to be in-lieu of travel/mileage claims otherwise claimable by the employee for use of his/her personal vehicle.
 - b) Can be used for approved private purposes, but not for any commercial purpose.
3. The employee is to hold current and necessary licences for the type of Shire of Dardanup vehicle driven. The employee must advise the Council as soon as practicable if their relevant licence is suspended, cancelled or expired for any reason.
4. The employee is to comply with all relevant State and Territory road safety legislation and regulations pertaining to the use and operation of motor vehicles. This includes complying with road speed limits and not driving while in an intoxicated condition above the alcohol legal limit or under the influence of illicit substances.
5. The employee must be medically fit to operate a Shire of Dardanup vehicle. Drivers must take adequate rest breaks during long distance driving to prevent driver fatigue.
6. The employee is to ensure that at all times the driver of the vehicle is known and identified. The employee takes full responsibility for any infringement relating to the vehicle including any demerit points or fines incurred. In the case that a traffic infringement has been issued and where the driver cannot be identified, the employee takes full responsibility for any penalties or infringement incurred.
7. The employee must obtain written approval from the Chief Executive Officer to take the vehicle outside of Western Australia or above the 26th parallel.
8. The employee is responsible for the washing and cleaning of the vehicle, and keeping the vehicle in a clean and tidy state. Smoking is not permitted in or near a Shire of Dardanup vehicle.
9. When the vehicle is used by other Officers, the employee is to ensure that the Vehicle Use Register (logbook) is completed as required by the Shire's Governance Procedures.
10. The employee is responsible for ensuring the vehicle is in a roadworthy condition when used (checking for any visual signs of wear or damage), and will ensure the vehicle is serviced as required and the tyres are maintained in a roadworthy state. Scheduled servicing and maintenance is undertaken in conjunction with the Fleet Manager who should be advised when the vehicle is nearing its schedule service period. The Fleet Manager should be advised of any damage, accidents or incidents involving a vehicle or if police were required to attend an accident, who will work with insurance staff to process any insurance claim.
11. The type/standard of vehicle to be provided to the employee is to be of the Make/Model/standard in accordance with the Shire of Dardanup provision of Light Vehicle Fleet policy [CP203 & AP009]. A lesser value/standard vehicle may be provided as agreed by the employee and the Chief Executive Officer.

12. Fuel Card

The employee is responsible for the security and correct use of any assigned fuel card. The employee is to utilise the assigned fuel card provided only for the purchase of fuel for vehicle business use and for approved private use/times.

All fuel purchased for the vehicle during any period of annual, long service, and other leave, and also for private weekend use is to be the employee's responsibility. (The intent of the "weekend" condition is for fill-ups on long private weekend trips to be at the employee's cost.)

If the fuel card is unable to be used for business use due to the unavailability of the relevant service station, then the employee is able to be reimbursed for the cost of fuel purchased, subject to the production of a receipt or tax invoice.

13. Approved Drivers

The vehicle is to be driven only by the employee, other Council employees or Council members unless with specific prior approval of the Chief Executive Officer. The employee’s spouse and family may drive the vehicle after work hours subject to the approval of the employee. The employee’s immediate family members may in exceptional circumstances drive the vehicle providing they are no longer probationary drivers, and the use is authorised by the employee.

14. Security

Whenever the vehicle is at the employee’s home, it should be parked in a secure location on the property, on the verge immediately adjacent to the property or parking bay designated to the property.

15. Accident or Wilful Damage

The employee will be responsible for paying the excess attributed to each claim where it is demonstrated that the damage has occurred due to a wilful or grossly negligent act of the employee. If there is an accident that is the employee’s fault and Council’s insurer does not cover expenses the employee is responsible for those repairs.

16. Breach of Employee Responsibilities

Any breach of the Employee Responsibilities under this Policy by the employee will be assessed by the Shire of Dardanup based on the circumstances and severity of each case, and may result in disciplinary action, which may include summary termination of employment.

SPECIFIC CONDITIONS BY EMPLOYEE/VEHICLE USE TYPE

[Remove the conditions that are N/A]

<p>17. Conditions Specific to Directors</p> <ul style="list-style-type: none"> i. The Chief Executive Officer shall assign the vehicle to the Director and receives as a benefit full private use of the motor vehicle. ii. The vehicle is not shared use and is only available for use by the nominated employee, unless the Director agrees that it needs to be used for “shared use” on a specific occasion(s).
<p>17. Conditions Specific to Managers</p> <ul style="list-style-type: none"> i. The Chief Executive Officer shall assign the vehicle to the Manager and receives as a benefit full private use of the motor vehicle. ii. During normal working hours the vehicle is to be available for employees of Council within the relevant work area. Such use is to be authorised by the Manager prior to use and will be approved unless the Manager has an immediate need for the vehicle.
<p>17. Conditions Specific to Officers</p> <ul style="list-style-type: none"> i. The Chief Executive Officer shall assign the vehicle to the Officer of Council to care for the vehicle after hours and receives as a benefit restricted private use of a motor vehicle. ii. Where the Officer’s use of the motor vehicle exceeds the maximum 7,500 kilometre private use limit the Officer authorises the Shire of Dardanup to deduct monies associated with the vehicles operating costs.

- iii. If the Officer leaves the employ of the Shire or the Shire terminates the Officer, at any time, the Officer acknowledges that outstanding payments will be deducted from the final salary payout.
- iv. During normal working hours the vehicle is to be available for employees of Council. The vehicle may be required for use by other employees after hours and this may be arranged through mutual agreement between the officers involved.

17. Conditions specific Tool of Trade

- i. The Chief Executive Officer shall assign the vehicle to the Officer of Council as a **'tool of trade'** to care for the vehicle after hours.
- ii. The vehicle is available to the Officer for commuting rights only with reasonable (occasional) infrequent private use allowed.
- iii. Officers are not permitted to carry passengers in the vehicle other than persons directly involved with activities required by the Shire of Dardanup unless with specific written approval of the Chief Executive Officer.
- iv. The vehicle is only to be driven by the Officer, other Council employees or Council members unless with specific written approval of the Chief Executive Officer.
- v. The vehicle is not available to the Officer during leave of any nature, inclusive of annual leave, sick leave, long service leave and other leave as prescribed in the Local Government Industry Award 2010 (LGIA), inclusive of Workers Compensation; where that leave is of a duration greater than 24 hours, in such circumstances the vehicle will be handed over to the Chief Executive Officer for continued use by Shire employees.
- vi. Where the Officer is on leave for any reason for duration greater than 24 hours the Chief Executive Officer shall assign the vehicle to another officer.
- vii. Whenever the Officer is absent interstate or on leave and the vehicle is required to remain with the Shire, it may be garaged at the Shire depot or elsewhere as determined by the Chief Executive Officer.

AGREEMENT:

This is an agreement between the Shire of Dardanup and the **Employee** recorded as signatory to the agreement.

This agreement covers all employees supplied with a Council vehicle (excluding the Chief Executive Officer).

This Agreement, Administrative Policy **AP009 Motor Vehicle Use** and Council Policy **Exec CP203 – Light Vehicle Fleet** applies to all Employees as appointed, from time to time.

The **Employee** agrees to the conditions of this agreement and the abovementioned policies.

EMPLOYEE:

Employee Name: _____ Employee Position: _____

Vehicle/Rego #:	_____	Permanent Assignment	<input type="checkbox"/>	Temporary Usage	<input type="checkbox"/>	From: _____ / _____ /20	
						To: _____ / _____ /20	
Vehicle Use Type:	Director <input type="checkbox"/>	Manager Shared Use	<input type="checkbox"/>	Officer Shared Use	<input type="checkbox"/>	Tool of Trade Shared Use	<input type="checkbox"/>

Signed: _____ Date: _____

AUTHORISATION:

Authorised by: _____ Date: _____
 Name: **NAME**
 Title: Director/CEO

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Light Vehicle Fleet Review - 2023

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

1 - Asset Sustainability Practices

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Potential risk of the financial whole-of-life cost of fleet management exceeding expectations.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Risk of Council breaching the Local Government Act 1995 – Breach of Procurement Policy.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required.	Minor (2)	Unlikely (2)	Low (1 - 4)
REPUTATIONAL	Loss of reputation through non-compliance or mismanagement of funds.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required.	Minor (2)	Unlikely (2)	Low (1 - 4)
ENVIRONMENT	Move towards electric vehicles improving greenhouse gas emissions.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required.	Minor (2)	Unlikely (2)	Low (1 - 4)

Appendix ORD: 12.4.5G

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Appointment of Delegate to South West Development Commission

RISK THEME PROFILE:

4 - Document Management Processes

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

(Appendix ORD: 12.4.6A)



2021 - 2023

STRATEGIC PLAN

THE NEXT THREE YEARS





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The South West Development Commission recognises the Noongar people as the First Nations people of the South West region.

Message from the CHAIRMAN

The South West Development Commission has a strategic vision for the South West region of Western Australia, which is clearly marked out in our Strategic Plan 2021 - 2023. What we do today will shape the region we call home tomorrow, and beyond.

With this in mind, the Commission has endeavoured to develop a Strategic Plan that highlights the critical actions we need to undertake, and be mindful of, in order to create the thriving and prosperous future we envisage for all who live in the South West region of WA. This plan has a three-year horizon and could be viewed as a roadmap we can follow as we journey towards a future we can feel good about.

Despite the turmoil of the COVID-19 pandemic, we have much to look forward to in restoring our economy to a healthy state. However, the path ahead may not always be smooth and there will almost certainly be ongoing challenges along the way.

But I am confident the South West region will rebuild from the economic and social impacts of COVID-19. In fact, the South West will not only be an attractive place to invest, whether it be in mining, tourism or

other industries, it will create sustainable jobs and thriving cities and towns.

Creating the right environment for sustained economic growth is a key factor in supporting industry and business to maintain and stimulate on-going jobs creation and the Commission will actively follow this plan to ensure we always aim to fulfill this.

I look forward to continuing to work with our many stakeholders to promote and develop the South West region as a place where people choose to live because of its attractive lifestyle, employment opportunities and a future full of hope.

I am pleased to present our Strategic Plan 2021 - 2023 to you.

Nick Belyea
Chairman



Message from the CEO

Today, more than 178,000 people live in the South West region and it is anticipated that by 2031 the region will grow to around 226,000 and potentially to 300,000 by 2050. Maintaining the diversity that our regional cities and rural towns bring to our region's prosperity is critical to growing our economy and preparing for the future needs of our communities.

But there are challenges we face. The impact of COVID-19 has placed significant vulnerability on our people and our economy and has challenged our 'business-as-usual' thinking and the way we interact with each other. Changing technologies, climate change and demographic trends such as an ageing and growing population will influence the way we plan, prioritise and make decisions.

To maintain and build economic resilience in the face of these challenges, the Commission – in partnership with governments, industry and the community – will maximise our regional strengths to unlock opportunities.

The Western Australian Government has made significant investment in our towns and cities. We have seen the ongoing transformation of Bunbury's waterfront, the enhancement of the Busselton foreshore and the revitalisation of our rural towns including Margaret River, Manjimup and Donnybrook. Significant investment has gone into the region's tourism and arts infrastructure including the newly built Margaret River HEART and the Busselton Margaret River Airport.

But continued effort and investment is required to ensure our region delivers on its objectives and builds on the foundations for success. We must ensure our people have fulfilling and sustainable jobs and live in well supported, thriving, diverse and creative communities that are connected and have continued improvement to living standards with access to quality education and healthcare, affordable housing and essential services.

The Strategic Plan 2021 - 2023 is fundamental to the South West Development Commission's work. The Strategy outlines the Commission's objectives and priority initiatives over the next three years with a continued focus on economic development, investment attraction and the protection and growth of businesses and jobs in the South West.

This Strategic Plan builds on previous research, plans and strategies and provides an over-arching framework for the continued development and implementation of sub-regional growth plans.

Mellisa Teede
Chief Executive Officer

6 PRIORITY SECTORS

The Strategic Plan identified six priority sectors where significant growth and diversification opportunities exist for the South West region.

<p>TAM Technology and Advanced Manufacturing</p>	<p>METS Mining and Mining Equipment, Technology and Services Sector</p>
<p>E Energy, including renewables</p>	<p>PI Primary industries including Agriculture, Forestry and Fishing</p>
<p>TEC Tourism, Events and Creative industries</p>	<p>TI Trade and Investment</p>

Executive SUMMARY

The South West Development Commission's core purpose is to drive economic development outcomes across the South West in partnership with public and private sector stakeholders.

We can measure our success when:

- Existing jobs are retained, and new jobs are created**
- Existing businesses grow, and new businesses and industries invest in the South West**
- Local people and local businesses access new opportunities that add to their prosperity**
- Our communities become even better places to live, for all people.**

This Strategic Plan sets out what SWDC will prioritise over the time period set out in this strategic plan and how we see our partnerships working to realise economic benefits for the South West. The document identifies key priorities such as:

- > **Helping attract new investment and business activity**
Strong economic growth and job creation requires new business entrants to the region and the growth and improved productivity of existing firms. Both will drive job creation and better wages. SWDC will be increasing our focus on investment attraction, business productivity improvement, increased value adding in production-based businesses, and we will continue to prioritise our work supporting exporters as the delivery partner for Austrade's TradeStart program.
- > **Facilitating a robust pipeline of infrastructure investment to our region**
All sectors, from tourism to mining and manufacturing, need robust infrastructure and a ready supply of industrial land. SWDC works across government to ensure that the South West has well-connected and serviced towns

- and that business and industry have access to the infrastructure and land they need to grow.
- > **Providing ongoing support for the revitalisation of Collie**
Helping diversify and grow the local economy, attract new business activities, tourism experiences and improve amenities for residents. A key new additional focus will be on attracting investment in developing new industries and infrastructure and providing skills and employment pathways for those workers transitioning away from traditional energy and resources sector industries.
 - > **Providing ongoing support towards Bunbury's urban development and expansion**
As the State's second city and designated Regional Centre for the Bunbury-Geographe and South West region, it is important that Bunbury develops as a liveable and vibrant second city. SWDC is helping revitalise the waterfront, augment its attractions for visitors and students, and to maximise local content and job opportunities arising from the Bunbury Outer Ring Road project.

- > **Helping businesses remain competitive through support for initiatives that promote innovation and value adding, particularly where there are opportunities to open new export opportunities**

The Advanced Manufacturing Hub proposal is one such initiative but there is further work that will be done to help food producers and manufacturing businesses throughout the region, particularly around Collie, Bunbury, Manjimup and the Southern Forests. SWDC will be paying significant attention to industry development, focusing our efforts and investment to help business move up the value chain and to enhance productivity and sustainability.

- > **Providing ongoing support for producers and industry throughout inland areas**

The South West is an internationally recognised centre for wine production, horticulture, timber and quality meats. SWDC will continue to support primary industries and agri-business sectors introduce value adding technologies and processes, particularly in inland areas.

- > **Supporting the South West's growing digital technologies and creative clusters**

Leveraging public sector investment into key new assets and the presence of university and other educational facilities to continue to build an attractive ecosystem around businesses in these sectors, including the support of Angel and entrepreneur networks.

- > **Ensuring we maximise opportunities for income from tourism**

The South West economy is dominated by small business, with many reliant on income from tourism. SWDC is working with Tourism WA, Australia's South West and across government to continue to introduce new tourism experiences, improve our infrastructure and to integrate our tourism assets and experiences into compelling reasons for people to visit our region. This includes ongoing development of propositions around biking trails, hiking routes, food trails and new tourist attractions from motor sports and family activities through to scenic routes and camping experiences.



To maintain and build economic resilience throughout this COVID-19 period and beyond, we need to take advantage of all opportunities that can provide local jobs and help businesses trade. To achieve success, it is vital that all business associations, local authorities and State agencies work together to coordinate activity, explore new opportunities and put in place practical plans to secure jobs and economic opportunities.

This is why:

- > **We are working with State and Federal agencies** to bring forward infrastructure and construction projects.
- > **We are actively pursuing Local Content opportunities on major projects in the South West** particularly for the Bunbury Outer Ring Road under a partnership model with Chambers of Commerce and service providers. We are also leveraging the strengths of the creative and digital sector in the South West to help other sectors learn of digital and e-commerce opportunities.
- > **We are working closely with Chambers of Commerce, Small Business Development Corporation's service providers and Tourism WA** to guide SMEs to support training opportunities.
- > **We are working closely with Shires and other business associations** to identify where works programs can be accelerated and 'buy local' programs can be promoted.

ABOUT the South West Development Commission

The purpose of SWDC is to catalyse economic development and growth in the South West region. By 2050 we aim to ensure that the South West is an internationally recognised region of excellence for high quality agricultural products, tourism experiences and a centre of excellence for mining and advanced manufacturing technologies. We will protect our environment and quality of life, ensuring equitable living standards for all communities.

The Commission is a values-driven agency, which promotes a positive and inclusive working environment, making it a partner of choice. We promote a culture of excellence and continuous improvement, valuing leadership and creativity within the Commission.

We recognise the First Nations people, the Noongar people, as the Traditional Custodians of the South West region. Noongar people have lived in the South West of Western Australia for more than 45,000 years.

Who we are

We're part of the Western Australian Government, continually striving to make the South West region an even better place to live, work and invest.

We do so by partnering with communities, government, business and industry to identify, support and drive projects that benefit the region. Developing the region's economy and improving our quality of life are our key areas of focus.



The South West Development Commission works across government, with public and private sector organisations to support the economic growth, internationalisation and diversification of the South West economy to stimulate job growth, increase industry innovation and to ensure that our economy remains competitive over the long term.

This means that we focus on ensuring that infrastructure supports the needs of local growing businesses and communities, and that business has the infrastructure it needs to allow it to innovate, and trade nationally and internationally. A more diverse and innovative economy means that we provide more job opportunities for local workers, and that these jobs are sustainable and better paid.

Our Board

In accordance with the Regional Development Commissions Act 1993, our Board is the governing body responsible to the Minister for Regional Development for setting the direction and priorities of the Commission. It meets regularly to make decisions on projects, priorities and expenditure.

Board members are selected from community and local government nominations, as well as Ministerial appointments.

Our Staff

The South West region covers 23,970 square kilometres – and we work across all of it. Our staff travel widely throughout the region.

Our purpose is to be the catalyst for economic development and growth in the South West.



Objectives of SWDC

The statutory objectives of the South West Development Commission are set out in Section 23 of the *Regional Development Commissions Act 1993 (WA)*.

These statutory objectives are to:

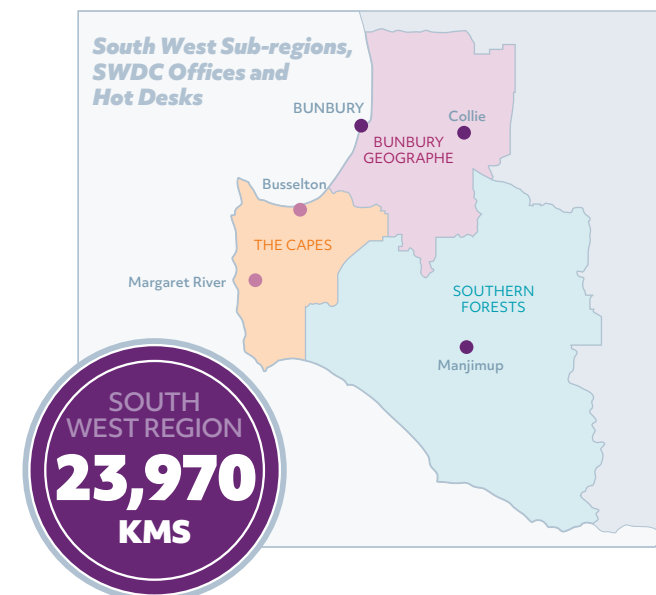
- a) Maximise job creation and improve career opportunities;
- b) Develop and broaden the economic base of the region;
- c) Identify infrastructure services to promote economic and social development;
- d) Provide information and advice to promote business development;

- e) Seek to ensure that the general standard of government services and access to those services in the region are comparable to that which applies in the metropolitan area; and
- f) Generally, take steps to encourage, promote, facilitate and monitor the economic development of the region.

Functions

For the purposes of achieving its statutory objectives as per the Regional Development Commissions Act 1993 (WA), the functions of the South West Development Commission are to:

- a) Promote the region;
- b) Facilitate coordination between relevant statutory bodies and State Government agencies;
- c) Cooperate with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the region;
- d) Identify opportunities for investment in the region and encourage that investment;
- e) Identify the infrastructure needs of the region and encourage the provision of that infrastructure in the region; and
- f) Cooperate with: Departments of the State and Commonwealth Public Services, other government agencies, instrumentalities and statutory bodies of the State and the Commonwealth and Local government authorities, in order to promote equitable delivery of services within the region.



Our Vision

By 2050, the South West is an internationally-recognised region of excellence for high quality products and tourism experiences with a reputation for innovation and advanced manufacturing technologies in industry. That quality of life for South West residents is no less than that of metropolitan areas, with comparable employment opportunities, access to services and vibrant communities to achieve an enviable work/life balance.

The South West Development Commission recognises the uniqueness of the South West for its liveability. With a diverse and strong economy, supported by quality infrastructure and services, exceptional natural assets and clean climate, our aim is to continue to improve the region for our residents and visitors alike. As the catalyst for economic development and growth in the South West, we work across the public, private and not for profit sectors to facilitate return for the region. We ensure that locally businesses and industries have opportunities to invest, create jobs and support the region through advocacy and collaboration.

To achieve this vision, we have identified six strategic priority areas:

- Priority 1:** A region that has fulfilling and sustainable jobs
- Priority 2:** A region that has industry ready infrastructure and land availability
- Priority 3:** A region that has a highly skilled and industry ready workforce
- Priority 4:** A region that supports Aboriginal economic development
- Priority 5:** A region that has thriving, diverse and creative communities
- Priority 6:** A region that is well supported by the Government/Commission

Our Values

Our values are:

- > **Excellence** – in all we deliver
- > **Engaged** – to be an outwards looking organisation, connected to our community and representing their interests and needs
- > **Integrity** – to act ethically, honestly and with transparency
- > **Inclusive** – to be positive and supportive, respecting and valuing diversity
- > **Impact** – to make a difference in all we undertake



Regional Economic SNAPSHOT

The South West has a growing population of 178,000¹ and a thriving and dynamic economy that generated \$14.7 billion during 2018-19 and supported over 71,000 jobs.

Although much of the region's prosperity is based on its mining industry — in particular alumina and mineral sands — a diverse range of industries provide employment opportunities for people living in the region and substantial export income.

The South West region has sustained growth in its Gross Regional Product (in real terms) of 25.6 per cent over the past decade and is benefitting from ongoing major State and Commonwealth Government investment in roads, rail and port including \$852 million for the Bunbury Outer Ring Road.

The State Government is also investing \$28.8 million over five years into the South West and regional Western Australia through its Regional Economic Development (REDs) grants aimed at driving industry growth, diversification and the creation of jobs in regional priority areas. Over the past three years, the South West Development Commission has supported more than 130 State Government funded projects to boost growth in small to medium enterprises.

Helping local businesses win supplier contracts is important, and the value of State Government contracts locally awarded in 2018/19 is the second highest in the State, outside of Perth.

Comparatively, the region has a generally positive employment profile, with low unemployment and a tight labour market. However, the COVID-19 pandemic is making employment and operating conditions challenging for businesses and workers.

Sector performance

Key sectors are manufacturing, construction, real estate services and mining, accounting for 50% of output value for the region. Half of all jobs are in the retail, health care, construction, education and training, and manufacturing sectors.



Strategic PLAN

This Strategic Plan lays out how the Commission will deliver the Western Australian Government's economic growth objectives in our region from 2021 to 2023.

Rationale and purpose for the Plan

It details how we will promote our vision for the South West, deliver on our purpose and achieve outcomes, in accordance with our Act. It brings together the various frameworks under which we operate and the linkages with the growth plans of our Local Governments.

This Strategic Plan also provides a framework for putting our ambitions into action and signalling where we can work with investors and communities. Importantly, it outlines the initiatives, actions and strategies that will contribute to achieving this vision.

Strategic priorities, policies and frameworks underpinning our plan

In line with State economic development frameworks, our strategic priorities are a region that:

- 1: Has fulfilling and sustainable jobs
- 2: Has industry-ready infrastructure and land
- 3: Has a highly skilled and industry ready workforce
- 4: Supports Aboriginal economic development
- 5: Has thriving, diverse and creative communities
- 6: Is well supported by the Government/Commission

SWDC's Strategic Plan is informed by and aligned with two core State regional and economic development Frameworks:

Diversify WA, the State Government's economic development framework

We support the State Government's commitment to protect and grow jobs in regional areas.

Diversify WA provides an economic blueprint for collaboration between government, industry and the community, and supports the WA Government's focus on creating secure, quality jobs, growing and diversifying the economy and attracting investment.

The South West Development Commission Strategic Plan 2021 - 2023 identifies six priority sectors where significant growth and diversification opportunities exist for the South West region.

These include:

- > Energy, including Renewables
- > Technology and Advanced Manufacturing
- > Mining and Mining Equipment, Technology and Services Sector (METS)
- > Primary Industries, including Agriculture, Forestry and Fishing
- > Tourism, Events and Creative industries
- > Trade and Investment

This Strategic Plan addresses these priority sectors and lays out how SWDC plans to develop the region's specific competitive advantages and our opportunities for innovation, export and investment in these sectors.

These themes are an important mechanism for aligning efforts across WA's regions while still allowing for regional prioritisation.

SHARED STRATEGIC THEMES for Regional Development

Regional development in Western Australia is underpinned by five strategic themes.

- i. **Grow existing, and develop new, non-renewable resources sector industries:** growing existing industries while developing new industries.
- ii. **Grow existing, and develop new, alternative industries:** continuing to grow our existing resources and energy industries, while developing new alternative sector industries.
- iii. **Promote Aboriginal economic development:** support Noongar and Indigenous businesses and improve community prosperity through increasing opportunities for self-empowerment.
- iv. **Enhance regional living standards:** provide South West communities with economic and social opportunities and raise prosperity.
- v. **Organisational excellence:** ensure that SWDC has the resources, capabilities and workplace culture to act as a voice for regional economic development.

SWDC Strategic Priorities

	Priority 1 A region that has fulfilling and sustainable jobs	Priority 2 A regional that has industry-ready infrastructure and land	Priority 3 A region that has a highly skilled and industry ready workforce	Priority 4 A region that supports Aboriginal economic development	Priority 5 A region that has thriving, diverse and creative communities	Priority 6 A region that is well supported by Government/Commission
Regional Development Strategic Themes	Grow existing, and develop new, non-renewable sector industries					
Grow existing, and develop new, alternative industries						
Promote Aboriginal economic development						
Enhance regional living standards						
Organisational excellence						

STRATEGIC PRIORITIES
over the next three years



A region that has fulfilling and sustainable jobs

Regional Development
Strategic Theme:



Grow existing, and develop new, non-renewable sector industries.

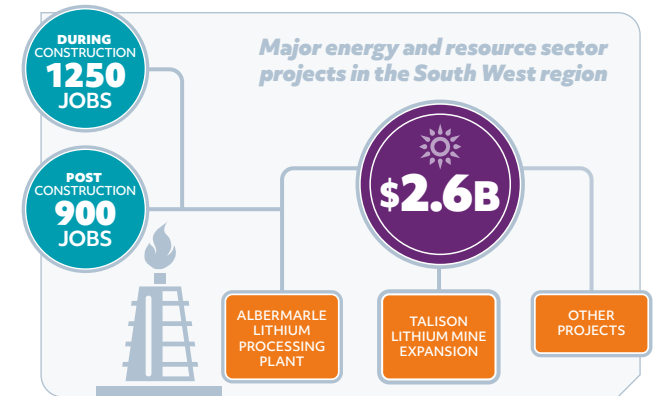


Grow existing, and develop new, alternative industries.

The region's well-established agriculture, mining and manufacturing sectors, which have driven large scale investment and exports, offer a number of strategic opportunities to grow existing, and develop new, non-renewable resources and related industries with a focus on supply chain development and value adding.

The South West has an opportunity to further leverage the region's comparative advantages in agriculture, mining and manufacturing to grow and expand new markets through trade and investment.

The region contains many of the State's major attractions, and has a well-established brand reputation for quality food, premium wines and nature-based tourism. The South West is the most popular regional tourism destination in Western Australia. It receives more visitors than any other region outside of Perth and contains a vast array of tourism experiences across a large geographical area. Combined with a growing creative industries sector, opportunities exist to build on the region's strengths to grow existing, and develop new, alternate industries.



Sector growth strategies

Mining, Mineral Processing and Mining Equipment, Technology & Services Sector (METS)

Mining continues to be a key economic driver of the region, valued at \$2.85 billion in 2019. This represented 9.1 per cent of output and 21.3 per cent of regional exports.

As at December 2018, Greenbushes was the world's largest producing spodumene deposit. In 2019 and 2020, Greenbushes Lithium Mine was one of the top 10 biggest lithium mines in the world (based on proven and probable reserves). Opportunities exist to continue to build on the region's significant mineral resources, downstream processing and mining equipment and technology services (METS) capability. For example, WesTrac's autonomous vehicle training facility, supported by the Collie Futures Industry Development Fund, will become a base to train mining technicians in technology innovation and equipment that will drive future productivity growth in the resources sector.

The South West region has a pipeline of major energy and resources sector projects underway totalling around \$2.6 billion contribution to the economy.

These projects include the Talison Lithium mine expansion at Greenbushes and the \$1 billion lithium processing plant being developed by Albemarle at Kemerton. Approximately 1250 jobs are estimated to be created during construction with a further 900 operational jobs post construction.

Global demand for electric vehicles and energy storage is growing rapidly and the region has an abundance of lithium and other minerals used for battery components manufacture. Construction is underway on Albemarle's lithium hydroxide plant in Kemerton and the Western Australian government's Future Battery Industry Strategy Taskforce is supporting research and development of projects in the battery materials area.



Key priority initiatives over the next three years include:

- > **Lithium.** Value add products and services. Undertake an economic/ market analysis of value-add products and services in the lithium supply chain
- > **Autonomous underground mining vehicles.** Investigate opportunities to create, leverage and build upon the WesTrac Technology Training Centre in Collie

Energy

The Collie-Bunbury region is the central hub for the South West Interconnected System (SWIS), with Collie's coal-fired power stations generating close to 50 per cent of SWIS electricity in 2018.

The Western Australian Government's Energy Transformation Strategy will look to leverage Collie's existing energy assets. For example, under-utilised transmission capacity and sites with proximity to network infrastructure present opportunities for energy storage and hydrogen projects, as well as energy-intensive industries.

Key priority initiatives over the next three years include:

- > **Facilitating pre-feasibility studies** to support investment opportunities in battery storage and innovation.
- > **Increasing energy generation capability** and facilitate the development of green hydrogen projects in the South West region.
- > **Supporting a further feasibility study** into market opportunities for domestic waste management and value-add products and services including waste to energy (W2E) initiatives.

Opportunities exist for advanced manufacturing of products and services with an established and growing network of manufacturing and engineering services businesses in the region. The Commission, local and state government agencies and industry stakeholders are exploring the synergies of these sectors, which may include a Bunbury-based advanced manufacturing industrial and education hub to support infrastructure for small to medium businesses.

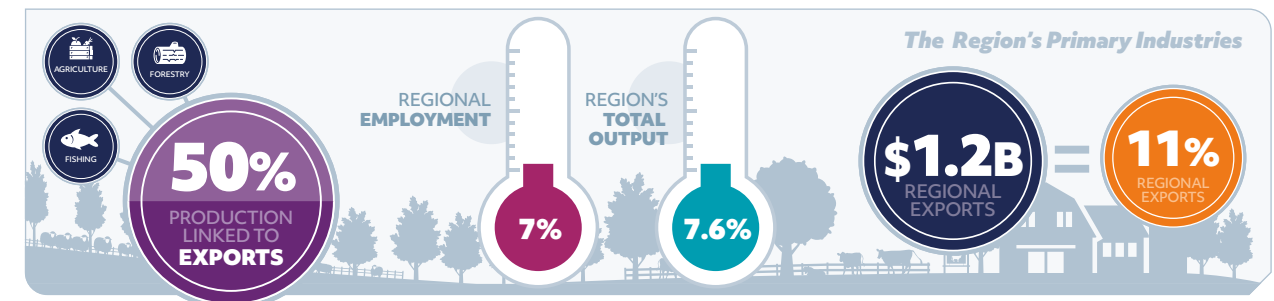
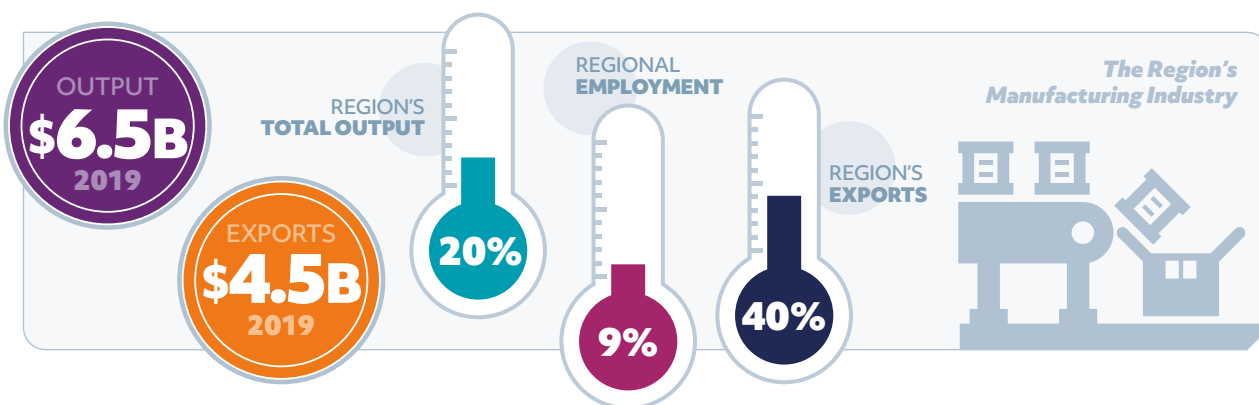
Key priority initiatives over the next three years include:

- > **Supporting advanced manufacturing technology**, innovation and investment attraction with a feasibility study to establish an Advanced Manufacturing Hub, supporting large-scale fabrication and industry support along with training in the Bunbury-Geographe region.
- > **Targeting investment attraction** in partnership with the Department of Jobs, Tourism, Science and Innovation and Austrade to attract value adding and innovative manufacturing investments to the South West, particularly to benefit the mining, METS, agricultural and forestry sectors.
- > **Liaise with research institutions, universities and the private sector** to support innovation in public transport, building technologies, food processing, agriculture and wine technologies.

Advanced manufacturing

Regional manufacturing contributed almost \$6.5 billion to State output in 2019 and accounted for over 20% of the region's total output, and generating over 9% of regional employment.

Manufacturing also leads in regional exports, contributing 40% of the region's value of goods and services, earning more than \$4.5 billion in exports.



Fertile soils, high rainfall and proximity to Perth are leading factors in the region's diverse range of agricultural products including beef, dairy, sheep, wool, fruit, vegetables, viticulture and broad acre crops. The region is home to a growing number of timber mills and processing plants including one of the largest integrated softwood milling and processing plants in Australia at Dardanup, with strong timber sector presence also in Nannup and Greenbushes, as well as forecast growth in Manjimup.

Opportunities exist in agriculture and value-adding industries to service growing markets such as the Middle East and Asia. The Western Australian Government is establishing the Myalup Primary Industries Reserve to provide land for irrigated agriculture expansion and is supporting the development of new water infrastructure in Myalup and the Southern Forests to supply industry and horticulture. The State Government's primary industries development initiatives in the region include: enhancing supply chains and market access; expanding the softwood plantation estate; and facilitating R&D and pilot projects looking to use forestry, agriculture and other waste biomass feedstock to produce bio-economy commodities.

Key priority initiatives over the next three years include:

- > **Support food and wine innovation** and undertake pre-feasibility work in consultation with the food and wine industry to gauge the need for a food and wine innovation processing hub in the region.
- > **Support value-adding in the forestry and timber processing sectors**, and the establishment of a timber processing hub to respond to value-add timber opportunities across the region.

Tourism

The South West region of Australia is well-known for its natural beauty, with attractions that include world class surfing beaches, dense forest areas, inland lakes, whale and dolphin experiences and established wine regions. In addition to wonderful landscapes, there is also an abundance of built attractions, a strong events calendar, food, heritage and cultural experiences, as well as a good range of quality tourism accommodation. Furthermore, in 2019 Lonely Planet named Margaret River and the South West as the number one tourism destination to visit in the Asia Pacific region.

The South West now attracts more visitors than any other Western Australian tourism region outside of Perth, and importantly leads the regions in terms of intrastate and international visitors. It attracts more than 2.5 million over night visitors per annum, generating more than 8.9 million visitor nights and delivering more than \$1.3 bn in estimated expenditure. The sector is a major tourism employer with an estimated 5,400 employed in 2019.

It is our aim, through the region's strategic links, to continue to build capability in the tourism sector, and create, support and promote high quality products and services, that will deliver increased economic and employment opportunities.

The tourism sector in the South West has an opportunity to connect across other industry sectors, to create and sustain a diverse regional economy. The sector works closely with local, state, and national agencies, as well as regional associations to drive innovation within the industry.

We will take a leadership role in the areas of strategic tourism policy, planning, key events, major infrastructure and targeted investment; and continue to support initiatives such as product development, capacity building and packaging. All of these will be in partnership with our key stakeholders at a local, state and national level.

Key priority initiatives
over the next three years include:

- > **At a state and national level, champion assistance to business** to recover from the COVID-19 and adapt to long-term changes in the tourism sector.
- > **Though a Memorandum of Understanding** between Australia's South West, the South West Development Commission and the Great Southern Development Commission, work in partnership to improve the overall economic contribution and collaboration in tourism for both the Great Southern and South West regions.
- > **Increase the economic value of tourism** to the region and state by implementing a Regional Destination Development Plan, in cooperation with tourism associations and local and state government, that includes priority projects for business case development. Within this, work with peak bodies to consider a Tourism Events Strategy, including attraction of new large-scale events.
- > **Identify gaps and opportunities for strategic investment** in new and existing tourism products, infrastructure and facilities.
- > Linked to this, we will continue to support tourism plans and initiatives such as:
 - ~ Increasing the awareness of Bunbury Geographe as a tourism destination to grow jobs in the tourism and hospitality sector and support the implementation of the Bunbury Tourism Action Plan.
 - ~ Continue to assist the commercial success of the Dolphin Discovery Centre.
- ~ Support the development of iconic tourism attractions and experiences that can attract visitors from the Eastern States and overseas, which will also lead to greater visitor dispersal across the entire region. Examples include: the Australian Underwater Discovery Centre at Busselton Jetty; the 'Unbeaten Tracks' project, with a focus on the Karri Bowl component in and around the Boranup Forest.
- ~ In partnership with key stakeholders, continue to support the new air services into the Busselton Margaret River Airport so that regional opportunities across the South West are optimised.
- > **Improve trail coordination** across the region by continuing to assist and expand the South West's 'trail' offerings including hiking, biking and horse-riding trails.
- > **In partnership with the WA Indigenous Tourism Operators Council** and local Noongar communities, explore opportunities to develop Aboriginal tourism products and experiences to showcase heritage and cultural assets and tourism opportunities.
- > **Investigate planning and staged development of inland waterways** such as Black Diamond Lake (Allanson), Minninup Pool and Stockton Lake for tourism accommodation, day use facilities and cultural engagement opportunities.
- > **Support initiatives that build competitiveness** and business-capability in the tourism and hospitality sector.



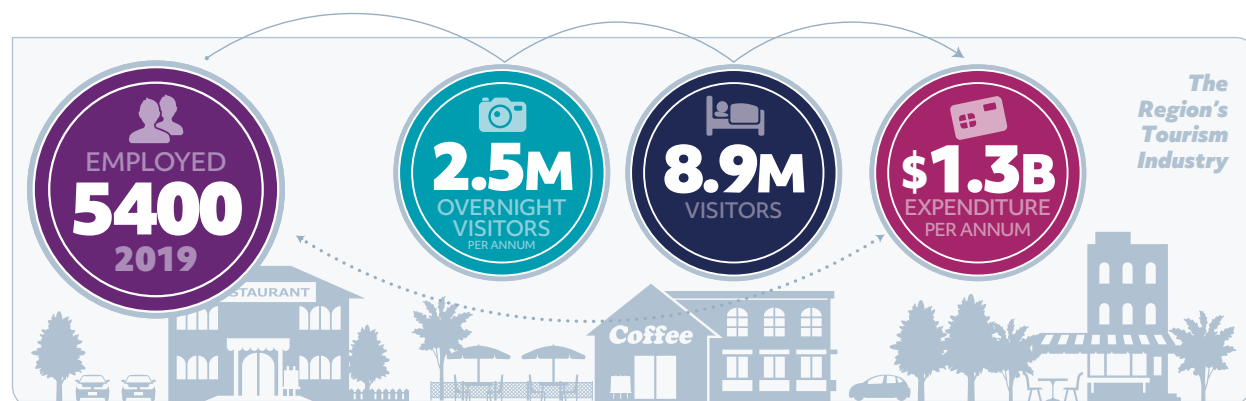
Creative and digital technologies

The South West has quietly developed a reputation as the home of many cutting-edge digital and creative technology firms that are competing in international markets. Businesses and individuals involved in film making, post-production, visual arts, music and tech innovations are providing services and products into national and global markets. Their presence also strongly benefits other South West sectors such as tourism, food and wine and small businesses.

SWDC is keen to continue to foster and grow this sector, while also helping it add value to businesses across the region.

The key priorities
to support the sector are as follows:

- > **Augmenting Busselton and surrounds as a Creative Tech and Screen Hub** for investment attraction, linked to the regional airport opportunity and potential to continue to improve high speed digital bandwidth. Busselton was recently identified as an Australian Creative Cultural Hotspot by the Queensland University of Technology in research to quantify the drivers for creative hubs around the country.
- > **Supporting the Local Content agenda** to encourage the use of local creative and technology developers and promote awareness of, and access to, projects in the region.
- > **Strengthening cross-sector partnerships and collaboration** to ensure that primary industries, tourism and manufacturing access locally developed programs and creative technologies.
- > **Exploring options for developing a gaming network** linked back to education and wider opportunities.
- > **Continuing to work with the education sector** to provide study hubs within the region that will build capacity and attract and retain students, focusing on remote digital learning. This will also benefit the continued development of networks across the region.
- > **Building a year-round program of creative and technology events**, focused on developing collaboration across sectors for national and international partnerships.
- > **Working with ScreenWest** to build screen industry capability with Local Government and regional tourism bodies to attract productions to the region and create economic opportunities from the film impact.
- > **Support proponents** to develop commercially viable and innovative cultural and performing arts hubs in the Bunbury Geographe, Capes and Southern Forests sub regional communities, building on the characteristics and advantages that make each region unique.





Cross Cutting Activities

For our economy to grow and new jobs to be created, we will encourage new business activity whilst supporting our existing businesses to grow with the introduction of new activities, and subsequent market expansion.

Export growth

The South West is already an export-oriented region, whether it is the integration of our economy with international markets through mining, forestry, wine and food or through commercial services and

international tourism. High numbers of regional businesses and jobs are dependent on healthy levels of overseas trade. However we need constant reinvestment to sustain our competitiveness in international markets. For our economy to grow, we will encourage more businesses to enter the export markets and for the South West to diversify our export products and develop new markets in which we trade.

SWDC will continue to prioritise our work supporting exporters as the delivery partner for Austrade's TradeStart program.



Key priority initiatives

over the next three years include:

- > **Normalisation of exports** for South West producers post COVID-19, supporting additional investment into export infrastructure while pursuing new export markets and increased export income across all exporting sectors.
- > **Development of a South West Export Strategy** in partnership with the private sector, Austrade, the Department of Jobs, Tourism, Science and Innovation, Local Governments, Chambers of Commerce and Industry and service providers including freight forwarders and infrastructure owners. This will include an increased focus on TradeStart's outreach and capacity building.
- > **Contribute to the State's Asian Engagement Strategy** and support programs that are aligned with the Asian Engagement Strategy, including focused effort to grow markets within our time zone.

Investment attraction

Our existing businesses and sectors offer strong opportunities for growth, but we are operating in a competitive environment where the South West is competing internationally for business investment.

This is why SWDC will be investing heavily in investment attraction and facilitation activities. SWDC will support 'Invest in South West' with Regional Development Australia - South West and is partnering with the Department for Jobs, Tourism, Science and Innovation for investment business case development for new technology attraction in green energy. We will also partner with the agricultural sector to assess the options for attracting investment in processing facilities for the South West.

In terms of foreign investment, our focus is on those investors able to bring technology, innovation and sustainable long-term jobs to the region. We will prioritise investments that bring new technologies, support export-oriented growth and commercial activities which would not otherwise occur. We will also focus on investments which have the potential to create supply chain opportunities for businesses already located in the region and WA.

SWDC will proactively target infrastructure investment in supply chains of existing internationally competitive sectors, mining, energy, forestry and timber technologies and digital and ICT investments.



Key priority initiatives

over the next three years include:

- > **Launch of 'Invest South West'** investment attraction portal in collaboration with Regional Development Australia - South West, local authorities, chambers and other partners.
- > **An audit** of the South West's competitive advantages, sub sector analysis and business cost comparators in order to develop compelling, niche investment propositions that can help guide and support Austrade's efforts offshore.
- > **Promotion of 'South West Angels'** a grouping of early-stage 'angel' investors to help local start-ups and growth-oriented firms. Introduce linkages with international tech hubs and start up communities.

Events

The South West hosts many iconic events, with the tourism sector being the driving force behind most major events. Specific sector events also offer broader impacts, linkages and opportunities. For example, wine sector events attract tourists and business events drive income opportunities for a wide range of business operators and communities. Likewise, creative sector events add to tourism appeal but also support innovation and learning for other business sectors.

Within an incredibly vibrant events space, SWDC recognises the value of local and regional events to drive tourism and business visitors and income into our towns.

While the event space is necessarily fluid, SWDC will continue to demonstrate the importance of events as key economic drivers throughout the region.

- > Promote iconic events; and
- > Support new events that substantially enhance our reputation as a tourism, business and lifestyle destination.





Economic Data

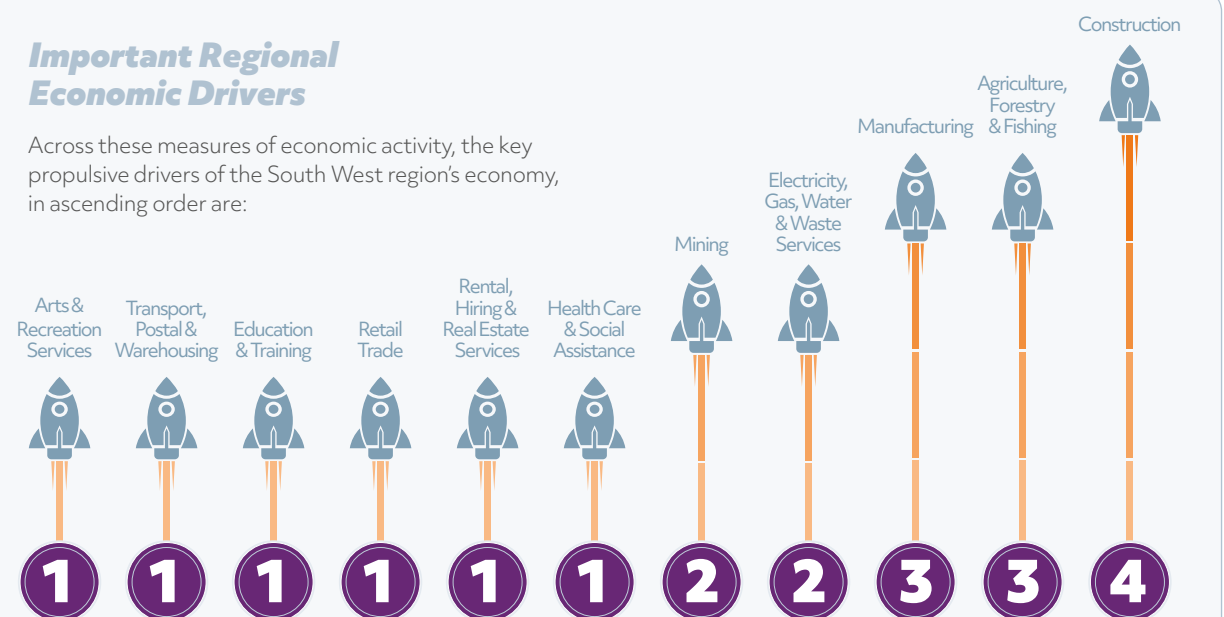
Key propulsive sectors of the economy

The industry sectors which are the key drivers of the South West region's economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) are detailed below.

Industry sectors	Backward Linkages	Exports	Employment	Value-Added	TOTAL
Agriculture, Forestry & Fishing	✓	✓		✓	3
Mining		✓		✓	2
Manufacturing		✓	✓	✓	3
Electricity, Gas, Water & Waste Services	✓	✓			2
Construction	✓	✓	✓	✓	4
Wholesale Trade					0
Retail Trade			✓		1
Accommodation & Food Services					0
Transport, Postal & Warehousing	✓				1
Information Media & Telecommunications					0
Financial & Insurance Services					0
Rental, Hiring & Real Estate Services				✓	1
Professional, Scientific & Technical Services					0
Administrative & Support Services					0
Public Administration & Safety					0
Education & Training			✓		1
Health Care & Social Assistance			✓		1
Arts & Recreation Services	✓				1
Other Services					0

Important Regional Economic Drivers

Across these measures of economic activity, the key propulsive drivers of the South West region's economy, in ascending order are:



Value Added Report (2019)

Value-Added data represents the marginal economic value that is added by each industry sector in a defined region.

Industry sectors in the South West ranked by Value-Added	South West		Western Australia	
	\$M	%	\$M	%
Rental, Hiring & Real Estate Services	\$1,998.309	14.72%	\$30,686.946	11.39%
Mining	\$1,364.100	10.05%	\$68,066.575	25.26%
Construction	\$1,317.807	9.71%	\$22,818.671	8.47%
Agriculture, Forestry & Fishing	\$1,123.962	8.28%	\$6,404.291	2.38%
Manufacturing	\$1,095.204	8.07%	\$11,884.171	4.41%
Health Care & Social Assistance	\$967.204	7.13%	\$15,855.093	5.88%
Education & Training	\$803.440	5.92%	\$13,590.097	5.04%
Retail Trade	\$771.410	5.68%	\$10,270.423	3.81%
Public Administration & Safety	\$545.767	4.02%	\$12,511.969	4.64%
Financial & Insurance Services	\$544.974	4.02%	\$14,917.329	5.54%
Electricity, Gas, Water & Waste Services	\$544.154	4.01%	\$6,304.160	2.34%
Accommodation & Food Services	\$476.281	3.51%	\$5,910.254	2.19%
Administrative & Support Services	\$430.182	3.17%	\$7,834.010	2.91%
Professional, Scientific & Technical Services	\$407.423	3.00%	\$13,126.531	4.87%
Transport, Postal & Warehousing	\$405.539	2.99%	\$10,829.783	4.02%
Wholesale Trade	\$299.311	2.21%	\$8,039.980	2.98%
Other Services	\$267.239	1.97%	\$4,565.740	1.69%
Information Media & Telecommunications	\$130.025	0.96%	\$3,774.992	1.40%
Arts & Recreation Services	\$79.300	0.58%	\$2,052.923	0.76%
TOTAL	\$13,571.634		\$269,443.936	

Tourism Sector (2019)

The total value of tourism related output for the South West is estimated at \$1,338.291. In the South West economy, it is estimated that the following percentages (Table 3) relate to industry sectors' output that is generated to service demand from tourists.

Industry Sectors' Output Related to Tourism	South West		Western Australia	
	\$M	%	\$M	%
Accommodation & Food Services	\$688.652	51.46%	\$4,912.613	34.23%
Manufacturing	\$149.803	11.19%	\$970.398	6.76%
Retail Trade	\$106.383	7.95%	\$1,449.402	10.10%
Ownership of Dwellings	\$99.976	7.47%	\$665.601	4.64%
Transport, Postal & Warehousing	\$83.577	6.25%	\$2,627.477	18.31%
Administrative & Support Services	\$73.497	5.49%	\$914.731	6.37%
Arts & Recreation Services	\$43.451	3.25%	\$812.596	5.66%
Education & Training	\$30.269	2.26%	\$1,051.456	7.33%
Agriculture, Forestry & Fishing	\$17.526	1.31%	\$72.530	0.51%
Rental, Hiring & Real Estate Services	\$16.588	1.24%	\$258.053	1.80%
Wholesale Trade	\$11.359	0.85%	\$317.648	2.21%
Other Services	\$7.894	0.59%	\$106.883	0.74%
Health Care & Social Assistance	\$4.930	0.37%	\$87.786	0.61%
Information Media & Telecommunications	\$4.386	0.33%	\$106.575	0.74%
Mining	\$0.000	0.00%	\$0.000	0.00%
Electricity, Gas, Water & Waste Services	\$0.000	0.00%	\$0.000	0.00%
Construction	\$0.000	0.00%	\$0.000	0.00%
Financial & Insurance Services	\$0.000	0.00%	\$0.000	0.00%
Professional, Scientific & Technical Services	\$0.000	0.00%	\$0.000	0.00%
Public Administration & Safety	\$0.000	0.00%	\$0.000	0.00%
TOTAL	\$1,338.291		\$14,353.749	

The industry sector in the South West that is most supported by visitor demand is Accommodation & Food Services. It is estimated that visitor demand supports 60.8% of total output for this sector.

Trade (2019)

Regional Exports

The total regional export estimate for the South West is \$11,319.043, Western Australia is \$152,309,963. The South West accounts for 7.43% of the entire of West Australia's Exports.

Industry sectors in the South West ranked by Regional Exports	South West		Western Australia	
	\$M	%	\$M	%
Manufacturing	\$4,525.756	39.98%	\$20,297.470	13.33%
Mining	\$2,413.667	21.32%	\$101,740.768	66.80%
Agriculture, Forestry & Fishing	\$1,226.677	10.84%	\$4,639.191	3.05%
Construction	\$857.092	7.57%	\$6,571.266	4.31%
Electricity, Gas, Water & Waste Services	\$686.866	6.07%	\$896.490	0.59%
Accommodation & Food Services	\$421.751	3.73%	\$1,730.479	1.14%
Education & Training	\$317.528	2.81%	\$4,245.359	2.79%
Rental, Hiring & Real Estate Services	\$194.510	1.72%	\$1,080.416	0.71%
Retail Trade	\$171.541	1.52%	\$664.981	0.44%
Transport, Postal & Warehousing	\$153.973	1.36%	\$3,522.747	2.31%
Wholesale Trade	\$74.151	0.66%	\$1,991.803	1.31%
Administrative & Support Services	\$73.206	0.65%	\$846.615	0.56%
Arts & Recreation Services	\$45.737	0.40%	\$1,090.226	0.72%
Other Services	\$36.959	0.33%	\$65.773	0.04%
Professional, Scientific & Technical Services	\$32.177	0.28%	\$1,021.616	0.67%
Health Care & Social Assistance	\$28.883	0.26%	\$175.828	0.12%
Information Media & Telecommunications	\$23.429	0.21%	\$913.040	0.60%
Public Administration & Safety	\$18.517	0.16%	\$363.440	0.24%
Financial & Insurance Services	\$16.624	0.15%	\$452.457	0.30%
TOTAL	\$11,319.043		\$152,309.963	

Regional Imports

The total regional import estimate for Western Australia is \$91,654,675, the South West is \$8,498,794 or 9.27% of the total Regional Imports for Western Australia.

Industry sectors in the South West ranked by Regional Imports	South West		Western Australia	
	\$M	%	\$M	%
Manufacturing	\$3,428.739	40.34%	\$28,727.043	31.34%
Construction	\$933.943	10.99%	\$11,329.410	12.36%
Mining	\$812.728	9.56%	\$19,094.018	20.83%
Agriculture, Forestry & Fishing	\$494.517	5.82%	\$1,528.012	1.67%
Electricity, Gas, Water & Waste Services	\$459.784	5.41%	\$1,910.436	2.08%
Rental, Hiring & Real Estate Services	\$392.680	4.62%	\$4,210.510	4.59%
Accommodation & Food Services	\$377.685	4.44%	\$3,101.983	3.38%
Transport, Postal & Warehousing	\$216.172	2.54%	\$4,317.365	4.71%
Retail Trade	\$172.265	2.03%	\$1,155.962	1.26%
Professional, Scientific & Technical Services	\$169.703	2.00%	\$3,096.992	3.38%
Health Care & Social Assistance	\$167.379	1.97%	\$1,636.181	1.79%
Financial & Insurance Services	\$140.718	1.66%	\$2,306.647	2.52%
Other Services	\$129.098	1.52%	\$1,186.894	1.29%
Public Administration & Safety	\$116.647	1.37%	\$1,411.423	1.54%
Education & Training	\$112.848	1.33%	\$1,085.209	1.18%
Wholesale Trade	\$111.189	1.31%	\$1,315.305	1.44%
Administrative & Support Services	\$109.359	1.29%	\$1,147.415	1.25%
Information Media & Telecommunications	\$103.137	1.21%	\$2,133.236	2.33%
Arts & Recreation Services	\$50.203	0.59%	\$960.632	1.05%
TOTAL	\$8,498.794		\$91,654.675	

STRATEGIC PRIORITIES
over the next three years



A region that has industry-ready infrastructure and land

Regional Development
Strategic Theme:



Grow existing, and develop new, non-renewable sector industries.



Grow existing, and develop new, alternative industries.

(Appendix ORD: 12.4.6B)

PRIORITY 2: A region that has industry-ready infrastructure and land

Ensuring that business and industry have access to world class infrastructure is critical for growth and ongoing productivity gains across the region. SWDC leverages public and private sector investment so that infrastructure is maintained, and that business and industry get access to new industry-ready infrastructure for growth.

The infrastructure that improves economic efficiency and strengthens delivery networks is vital for the continued growth of the region's economy. It is important that infrastructure decisions support and protect our areas of competitive advantage, both locally and globally.

Core industrial infrastructure elements of the South West include roads, transport, land, utilities, Bunbury Port and digital technology.

Industry-ready infrastructure and land

Road infrastructure

A focus on road infrastructure that improves efficiency and strengthens regional delivery networks for freight while also providing safe passenger vehicle movement is vital to growth. The road network needs to be responsive and integrated with other transport networks, including airports, rail and ports. Efficient road linkages to the port and key industrial parks are an important element to ensure the congestion problems experienced at Fremantle are not duplicated in Bunbury. The Bunbury Outer Ring Road will be the largest road construction project in the region's history.



Key priority initiatives
over the next three years include:

- > **Deliver the Bunbury Outer Ring Road project**, the largest construction project in the South West, through the identification of leverage opportunities and support for local contractor participation.
- > **Support investment into regional arterial freight and transport routes** via support for the upgrade of strategic haulage/tourism and interface roads across the South West that unlock economic opportunities for the region.

Rail networks

In a regional context, rail is an important part of a supply chain connecting industry with export markets via the Bunbury Port. The Brunswick-Port section of the South West main line is nearing capacity, with minimal opportunities to add additional new large industry users.



Key priority initiatives
over the next three years include:

- > **To promote higher volumes of passengers on public transport** and to reduce carbon emissions and deliver better planning outcomes, we will support pre-feasibility work on the development of transport options to support the movement of students, workers and tourists within Bunbury and between Bunbury and Busselton.
- > **Investigate options to improve the speed and reliability of the Australind Perth-Bunbury train service** and review previous work and studies into the proposal for a fast rail service between Perth and Bunbury (Western Australia's second city).

Bunbury Port and Waterfront

The Bunbury Port plans to consolidate its landholdings and expand the inner harbour basin to improve overall efficiency as part of its soon to be released structure plan. This will provide opportunities for the staged delivery of new berths and for future roll-on, roll-off cargoes and container storage. Setting aside land in the Waterloo area will provide for additional warehousing and freight logistics infrastructure for distribution of freight beyond the South West.

STRATEGIC PRIORITIES over the next three years

Key priority initiatives
over the next three years include:

- > **Support expansion of the Bunbury Port** through the identification of diversification options which value-add to the region's exporters and industries. This may include capacity upgrades, new logistics infrastructure and/or new trade opportunities.
- > As part of our ongoing support for **Transforming Bunbury's Waterfront**
 - ~ We will lead the establishment of infrastructure (breakwaters, marine hardstand and associated services) that supports the establishment of a marine services industry on the Bunbury Waterfront.
 - ~ We will also complete Transforming Bunbury's Waterfront' Stage 2 works, including Jetty Road and Casuarina Drive.

South West Aviation

The Busselton Margaret River Airport (BMRA) has been developed as the key regional airport for the South West, connecting the region to Melbourne. The Commission will continue to work with the City of Busselton to explore the expansion of domestic services to other east coast ports and to assess the market potential for international passenger/freight services to Asian destinations. This will include an assessment of airport infrastructure (primarily freight infrastructure) and services required to establish a service.

Bunbury and Manjimup general aviation airports support general aviation and charter aircraft movements and offer no landing fees, attractive ground rents and non-congested airspace.



Key priority initiatives
over the next three years include:

- > **A review into the feasibility of the Busselton Margaret River Airport**, to support an international freight/passenger service and road/transport linkages to Bunbury Geographe and sub-regional towns and communities.
- > Supporting the delayed **commencement of the Jetstar Melbourne – Busselton service**, disrupted by COVID-19, and work with the City of Busselton to assess additional services to other east coast capitals.
- > As a growing regional city and capital of the South West, Bunbury airport is attractive for corporate services, pilot training, fire and emergency support and a fleet of water bombers. We will **support pre-feasibility work on Bunbury Airport developing as a high-quality, general aviation airport** providing a range of essential aviation services and pilot training.
- > As part of our investment attraction efforts, the South West (Busselton, Margaret River, Bunbury, Collie and Manjimup airports) could be **promoted for aviation training, including international pilots**.

Energy

The South West and Greater Bunbury have been identified as key areas of (electricity) load growth in the South West Interconnected System. Western Power is planning new substation capacity to manage this growth.

New and emerging opportunities are also developing in the renewable energy sector in the areas of wind, solar, hydrogen and battery storage that will create new options for distributed generation.

Key priority initiatives
over the next three years include:

- > To **support sustainable energy supply and innovation**, we will partner in regional and/or sub-regional studies into innovative energy generation and distribution networks, including in biomass, wind, solar and hydrogen.



“
The Busselton Margaret River Airport has been developed as the key regional airport for the South West, connecting the region to Melbourne...
”

STRATEGIC PRIORITIES over the next three years

Digital ready

Broadband is considered critical infrastructure and the backbone of the modern internationally connected and competitive economy. The South West must continue to ensure that high capacity bandwidth is available in key centres and industry hubs to attract and retain emerging industry.

Key priority initiatives over the next three years include:

- > To **support high capacity digital communications**, we aim to have NBN and wireless services in all town sites and will undertake analysis to identify gaps in NBN – wireless and fibre to node in all regional towns and fringe area town sites/settlements.
- > We will **undertake analysis to identify and address communication blackspots in communities**, along major transport linkages and at tourism hotspots to ensure enhanced connectivity and/or support for emergency services.
- > We will **support increased bandwidth and broadband capacity up to 10GW** and endeavour to attract industry and high technology related industries to the region by facilitating the development of a feasibility study into the economic/market benefits of a dedicated backhaul data link (with redundancy) to support advanced manufacturing opportunities that require enhanced connectivity.

Water and waste

Ensuring access to potable supplies for communities and fit-for-purpose supply for industry, business and recreational irrigation is essential to regional growth. This will require less reliance on surface water runoff in a drying climate and greater use of recharge aquifers, recycling and distribution systems.

Increased focus and support is required to find sustainable solutions to emerging waste issues — in accordance with the State’s Waste Strategy — such as the reduction of available land for landfills, increasing technology capability to divert waste and a growing social desire to use waste products more effectively.

Key priority initiatives over the next three years include:

- > **Supporting the development of regional or sub-regional waste facilities** capable of recycling and optimising management of waste.
- > **Improving water use efficiency and promoting sustainability in our irrigation system.** We will work with DPIRD to continue to provide support for the establishment of efficient systems for the distribution of fit-for-purpose irrigation water, including Myalup and the Southern Forests Irrigation Scheme
- > **Supporting industrial areas** with water supply options where water pressure infrastructure is unavailable or insufficient.

Land for industry

The availability of appropriately zoned and serviced land for industry is critical if the region is to maximise the opportunities that come from its many competitive advantages.

The South West has major industry land at Kemerton (Shire of Harvey) and Shotts (Collie), plus emerging opportunities at Coolangatta (Collie).

Key priority initiatives over the next three years include:

- > **Attracting new industry** and facilitating the expansion of established capacity through improved access to industry-ready strategic and general industrial land.
- > **Sustaining the environmental qualities of land**, by supporting the development of regional or sub-regional waste facilities capable of recycling and optimising waste management.
- > **Working with DPIRD** to ensure there is a balance between the competing needs of an expanding forestry industry and high value food production land users.



STRATEGIC PRIORITIES over the next three years

A region that has a highly skilled and industry ready workforce

Regional Development Strategic Theme:



Grow existing, and develop new, non-renewable sector industries.



Grow existing, and develop new, alternative industries.

The Western Australian Government's commitment to protecting and growing jobs in regional Western Australia means a focus for us on strengthening our economy and supporting business growth and investment in the South West.

A skilled workforce to take up the jobs of the future

To ensure the local workforce gets the opportunity to take up new jobs as they are created, they must be given the opportunity to develop the required skills and qualifications to be competitive in the labour market.

The South West has a relatively diverse labour force compared to other regional economies in WA and is well positioned to take advantage of the expected growth trends across a range of industries into the future.

The region already has significant densities of deep skills in a number of industries with health care, retail trade, education, mining, manufacturing and construction and other services including the hospitality and tourism sectors. Together, these industries also make up approximately two thirds of the SWDC workforce. Other industries with a specialised workforce in the region are agriculture and public administration.

Health care, education, accommodation and food, construction and beverage manufacturing are key industries that are expected to grow between 9-15 per cent³ across the Australian economy by 2023⁴. An opportunity exists to work closely with these industries to identify and address any barriers or limitations to growth to secure future jobs.

Education and training pathways for young people, upskilling for existing workers and targeting areas of jobs growth and industry skills requirements, must be well planned and implemented. By monitoring economic trends and changes in technologies, we will be able to identify the future needs of our industries and communities, to forward plan the educational offering and training needs to support the future workforce.

³ & ⁴ Note: beverage manufacturing comprises almost 20 per cent of the South West's manufacturing workforce (REMPPLAN Economy, South West Region – Employment Report, 2018). Department of Jobs and Small Business, *Industry Projections - five years to May 2023*, <<http://lmjp.gov.au/default.aspx?LMJP/EmploymentProjections>> September 2018.

SWDC has identified key sub themes to direct our activities:

- > Supporting education and training pathways for young people and prioritising STEM.
- > Upskilling the existing workforce and addressing structural transformation and transition in key occupations and industry sectors.
- > Promoting industry partnerships between schools, TAFE colleges and universities to link students with employers and the latest skills and technologies.

Young people and prioritising STEM

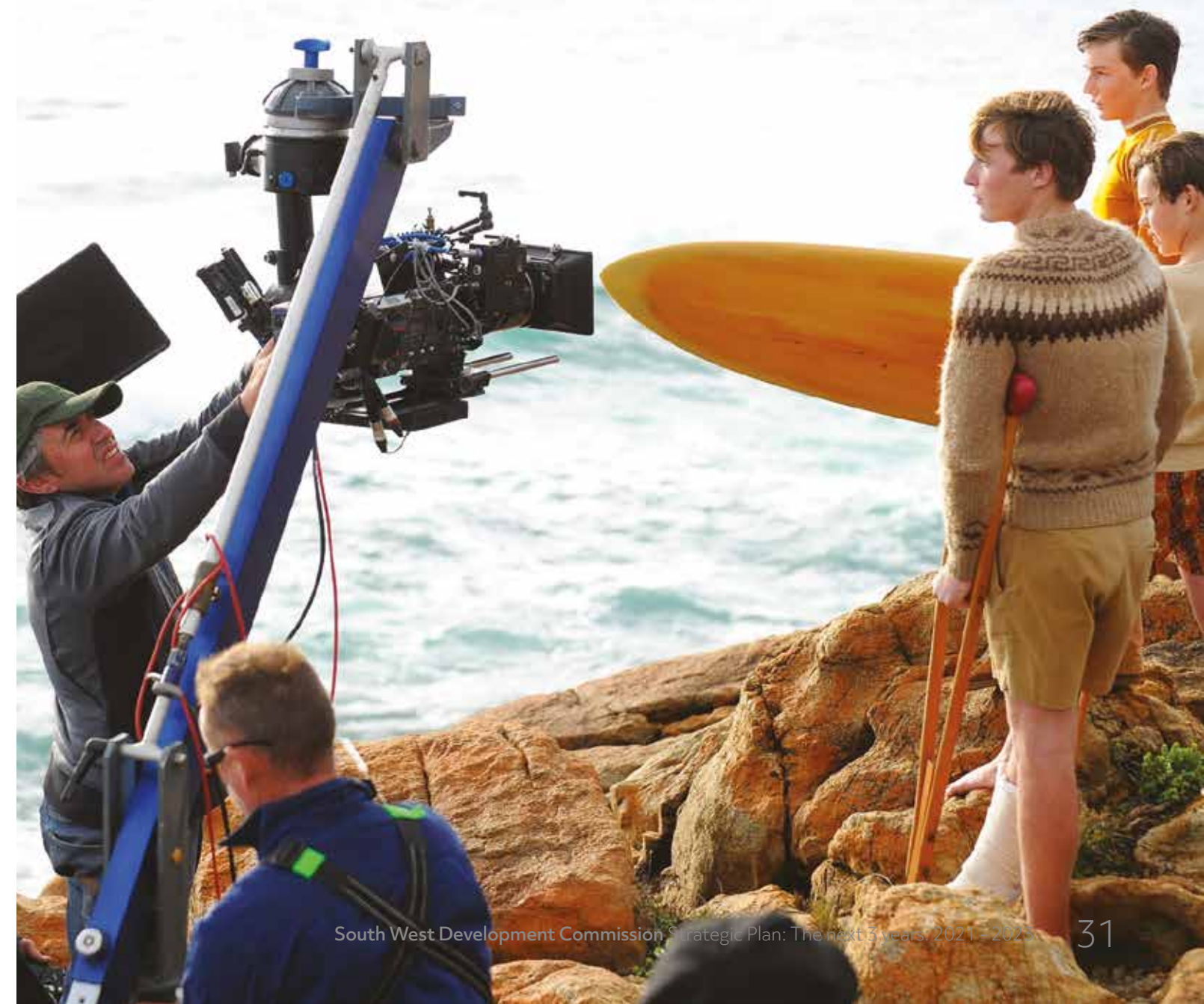
There is evidence to suggest that the impacts of COVID-19 will continue to have an impact on young people's education and their employment opportunities throughout the 2021 - 2023 period. Importantly we are keen to ensure that apprenticeship placements continue and that the South West has a strong supply of our young people entering and graduating from apprenticeship schemes.

Key priority initiatives and investments

over the next three years include:

- > **Ensure that the South West maintains** a significant pool of apprentices and apprenticeship providers. We will be actively monitoring the situation and will seek additional resources where required.
- > **Support partnerships** between TAFE/VET providers and industry to enable apprentices and trainees' access to industry led centres of research and advanced technologies as part of their training.
- > **Promote awareness** of, and access to, graduate programs for graduating VET and higher education students by supporting career development, and job opportunities in industry, government and the not for profit sector.

Education and training pathways for young people, upskilling for existing workers and targeting areas of jobs growth and industry skills requirements, must be well planned and implemented.



- > **Place a stronger focus on underpinning skills** needed to capitalise on the use of new technologies. These include higher level language, literacy and numeracy (LLN) skills, digital literacy, Science, Technology, Engineering and Maths (STEM) skills and skills in creativity, critical and analytical thinking and complex problem solving. We will support schools and education providers in programs that provide improved pathways for students in STEM and language, literacy and numeracy programs.
- > Develop a workforce development, training and employment plan for the region to identify current and emerging skills requirements including future skills shortages to meet industry requirements.

Upskilling the existing workforce and addressing structural transformation in key communities

- Key priority initiatives**
over the next three years include:
- > **Improving access to advanced skills development** to meet industry's changing skills requirements. We will support the development of partnerships between researchers, industry and education institutions to upskill or retrain existing workers in the use of advanced technologies in industries.
 - > Working with communities facing structural economic transformation. It is imperative that **workers are provided opportunities to develop new skills** and to ensure that they have good, sustainable careers. The Collie Bunbury Economic Development Plan is injecting substantial investment to support the transformation of Collie, but other communities are also affected and we will work with local governments and State and Federal Agencies to support job creation opportunities.

Industry partnerships

Continued effort is required to develop an ongoing understanding of industry trends and future workforce needs through consultation and research, to shape the South West region's local workforce and its skills for the future. Close partnerships with industry are required.

- Key priority initiatives**
over the next three years include:
- > **Facilitating industry roundtables** with representatives from local manufacturing businesses and related sectors, Federal and State government representatives, leading education providers, peak bodies, unions and industry leaders. Two previous successful roundtables identified the skills challenges local business are experiencing, including the imperative to work in partnership with industry and government to strengthen the effectiveness and impact of the VET and higher education systems to train, upskill and reskill workforces.

Attraction and retention of skilled workers and their families

Building, maintaining and promoting liveable communities in the South West is essential to the ongoing attraction and retention of highly skilled workers. With global demand for advanced skilled labour, the South West region will need to compete in attracting those workers with bespoke skills for our developing industries. Without a skilled and competitive workforce, the region's economic growth plans will be significantly constrained.

Attracting skilled workers is a consequence of robust economic growth and job creation.

- Key priority initiatives**
over the next three years include:
- > **Ensuring sector development, export and investment strategies** include workforce profiling to identify jobs gaps and opportunities for skilled domestic and international migration to the South West.

Employment Data

Full Time Equivalent

The total full-time equivalent jobs estimate for the South West is 71,633 jobs. The top five industry sectors account for 52.8% of all employment in the South West.

Industry sectors in the South West ranked by FTE Employment	South West	
	Jobs	%
Retail Trade	8,686	12.13%
Health Care & Social Assistance	8,649	12.07%
Construction	7,569	10.57%
Education & Training	6,635	9.26%
Manufacturing	6,624	9.25%
Accommodation & Food Services	5,881	8.21%
Agriculture, Forestry & Fishing	4,991	6.97%
Public Administration & Safety	3,560	4.97%
Other Services	2,971	4.15%
Transport, Postal & Warehousing	2,624	3.66%
Administrative & Support Services	2,505	3.50%
Professional, Scientific & Technical Services	2,466	3.44%
Mining	2,248	3.14%
Electricity, Gas, Water & Waste Services	1,312	1.83%
Rental, Hiring & Real Estate Services	1,242	1.73%
Wholesale Trade	1,149	1.60%
Arts & Recreation Services	1,039	1.45%
Financial & Insurance Services	997	1.39%
Information Media & Telecommunications	485	0.68%
TOTAL	71,633	

Wages and salaries

The total wages and salaries estimate for the South West is \$6,482,907.

Industry sectors in the South West ranked by Wages and Salaries	South West		Western Australia	
	\$M	%	\$M	%
Health Care & Social Assistance	\$825.259	12.73%	\$13,430.613	11.32%
Education & Training	\$711.506	10.98%	\$12,020.699	10.13%
Construction	\$670.460	10.34%	\$11,607.944	9.78%
Manufacturing	\$638.201	9.84%	\$7,211.214	6.08%
Retail Trade	\$501.846	7.74%	\$6,681.496	5.63%
Public Administration & Safety	\$454.936	7.02%	\$10,176.694	8.58%
Administrative & Support Services	\$355.675	5.49%	\$6,577.164	5.54%
Mining	\$332.300	5.13%	\$11,681.099	9.85%
Accommodation & Food Services	\$302.782	4.67%	\$3,916.976	3.30%
Professional, Scientific & Technical Services	\$292.975	4.52%	\$9,444.785	7.96%
Agriculture, Forestry & Fishing	\$235.621	3.63%	\$1,218.647	1.03%
Transport, Postal & Warehousing	\$218.526	3.37%	\$5,143.947	4.34%
Wholesale Trade	\$186.489	2.88%	\$5,009.384	4.22%
Other Services	\$185.901	2.87%	\$3,209.650	2.71%
Electricity, Gas, Water & Waste Services	\$164.712	2.54%	\$1,764.011	1.49%
Financial & Insurance Services	\$155.033	2.39%	\$4,357.062	3.67%
Rental, Hiring & Real Estate Services	\$152.112	2.35%	\$2,508.762	2.11%
Information Media & Telecommunications	\$54.920	0.85%	\$1,515.809	1.28%
Arts & Recreation Services	\$43.653	0.67%	\$1,155.018	0.97%
TOTAL	\$6,482.907		\$118,630.974	

STRATEGIC PRIORITIES
over the next three years



A region that supports Aboriginal economic development

Regional Development
Strategic Theme:



Promote Aboriginal economic
development

A key theme of this Strategic Plan is Aboriginal economic development. The focus is on building positive relationships between the Traditional Owners of the land – the Noongar people – and the Commission, as well as leaders of industry, government and the wider community to leverage opportunities for the Aboriginal community. Our priority in terms of Aboriginal economic development is partnering and building relationships with the Noongar people to deliver positive economic outcomes.

Promoting opportunities for Indigenous economic development

The South West is home to many Noongar businesses and non-profit enterprises. They make an important contribution to job creation, particularly for Noongar and Indigenous community members. SWDC seeks to build on the strengths of the Noongar community to foster and grow employment in Noongar owned businesses and Noongar/non-Noongar joint ventures.

The guiding principles of engagement and partnership with the Noongar people is recognition that Noongar people and businesses are a valued part of the local and regional economy in the South West, and to ensure that channels of communication are open regarding Local Content and State Government tendering opportunities.

Major projects, including the Bunbury Outer Ring Road, are committed to Aboriginal participation. On this infrastructure construction project, targets for Aboriginal participation have been mandated and put in place for both Aboriginal employment and engagement of Aboriginal businesses.

Building robust communities requires partnership and collaboration. State Government involvement through Regional Economic Development (RED) grants and the Collie Futures Fund provide opportunities to unlock Aboriginal economic development opportunities.

Many of the South West region's iconic tourist assets are recognised as significant cultural and heritage sites of the Noongar people. SWDC will continue to ensure that these sites are respected and protected, and that Noongar and other Indigenous-owned enterprises are well represented in tourism and events marketing to encourage interstate and international visitors to engage with Noongar cultural and educational experiences.

Tourists will be encouraged to say "kaya" to the region as they visit to share in unique and authentic Noongar

tourism experiences. These experiences will support understanding of culture, customs and history while enriching the cultural fabric of local communities.

There are mechanisms to maximise opportunities for Aboriginal employment across the economy, including through providing pathways aimed at job-readiness.

Our support for economic development has resulted in opportunities, including the transformation of Roelands Village, indigenous art in global markets, and culinary training.



STRATEGIC PRIORITIES over the next three years

Key priority initiatives
over the next three years include:

- > Work in collaboration with local Indigenous businesses and corporations to develop and support **Indigenous capacity building** initiatives that will increase participation rates and maximise local content outcomes.
- > Work with Indigenous businesses and the SWDC Tradestart Team to **link to new markets and investors** including in the tourism and agribusiness sectors.
- > Work in collaboration with the Local Content Advisory Network and lead contractors to ensure local Indigenous businesses have **direct links to lead contractors** in the delivery of the Bunbury Outer Ring Road.
- > Recognise the South West's **Indigenous heritage, culture and businesses** are reflected in regional and economic development plans and initiatives including in major tourism development and infrastructure projects.



Building robust communities requires partnership and collaboration.

PRIORITY 5: A region that has thriving, diverse and creative communities

STRATEGIC PRIORITIES
over the next three years



A region that has thriving, diverse and creative communities

Regional Development
Strategic Theme:



Enhance regional
living standards

Today, more than 178,000 people live in the South West region and it is anticipated that by 2031 the region will grow to around 226,000 people and potentially to 300,000 by 2050.

The importance of regional Western Australia to our State's economy is critical to securing future prosperity for all Western Australians. Maximising and taking advantage of the inherent strengths of our communities will be an important part of securing the future prosperity of the State.

Maintaining the diversity that our regional centres and rural towns bring to the region's economic picture is also important. But there are challenges we face. The vulnerability of our economy and our labour markets means that realising this potential is far from guaranteed.

Promoting the economic diversity of our regional towns and increasing the stability of our regional labour markets is important, but not the only driver. We must continue to promote and invest in creating thriving, diverse and creative communities for the South West to grow and prosper.

For our population to grow and our economy and labour markets to remain diverse, we must ensure there is continued focus on improved living standards such as quality education, accessible health care, affordable housing and essential services. This, along with sustainable employment, is what attracts people to our region and retains them.

The State Government has made significant investment in our towns and cities including the transformation of Bunbury's waterfront, as well as the revitalisation of our rural towns including Margaret River and Manjimup, and investment in tourism and

arts infrastructure including the newly built Margaret River HEART and the Busselton Margaret River Airport.

The design and revitalisation of our towns and cities is more than infrastructure and economic development and as much about people and their livelihoods. It is important we celebrate the historical and cultural identity of our region and encourage population growth in a way that is sustainable, while managing impact on the South West's highly sensitive environment and iconic appeal.

Our understanding of regional and local assets, latent potential, as well as what inspires and unites our communities, is key to the development of attractive, active places whose distinctive character presents significant competitive advantage.

While SWDC continues to support towns and Shires realise their visions, SWDC is also focussed on several regionally significant opportunities and challenges.

Providing strategic support to placemaking visions and delivery visions

SWDC will be a partner with community and regional local governments in the planning, design and revitalisation of our regional townsites. We aim to support communities in the achievement of their vision and to create built environments that promote people's health, happiness, and well-being.



Helping to strengthen Bunbury as WA's second city

The population of WA's South West is set to expand by over 48,000 people in the next 10 years, and approximately 122,000 by 2050. Bunbury lies at the core of, and is the designated Regional Centre for, the Bunbury-Geographe and South West regions respectively.

As the State's second city, Bunbury is strategically positioned to take advantage of its location relative to Perth and proximity to important local, regional and international transport corridors, including port, rail, road and air. Bunbury has long been recognised as the next major urban centre, or second city, in Western Australia, while Busselton, Margaret River, Collie and Manjimup have been in steady growth and transition.

The SWDC actively supports the promotion and revitalisation of Bunbury's central business district as crucial to strengthening the position of Bunbury as the State's second city. A major regional city will have a significant impact on the attraction of industry and investment into the South West region.

The vision for the City Centre, as identified in the Bunbury City Action Plan, is that the CBD will be:

- > Renowned as an attractive place to work, live, study, holiday, play and invest in.
- > The heart of Greater Bunbury: healthy, strong and vibrant, and
- > The regional capital embodying all the South West has to offer.

SWDC will support the implementation of the Bunbury City Centre Action Plan and will actively support revitalisation of the City Centre through the implementation of projects and programs that sustainably support the region's growing community and changing economy.

In terms of urban regeneration in Bunbury, the SWDC is supporting the Withers Urban Renewal and Revitalisation project to deliver a range of positive community outcomes, including improvements to community infrastructure and local amenity for its residents. The SWDC will continue to play an important role in this transformational project assisting the City of Bunbury to help revive Withers as a vibrant, safe and attractive suburb.

Develop a strategy to firmly position Bunbury as WA's Second City through collaboration with key state agencies and Bunbury-Geographe local government.

The SWDC, in conjunction with the City of Bunbury, will **develop a strategy to position Bunbury as WA's Second City** through collaboration with key state agencies and Bunbury-Geographe local government.

Augmenting Busselton as the creative industries hub of the South West

Busselton is rapidly growing and its reputation as a regional creative hub is building. Leveraging this opportunity will benefit the South West as Busselton has the capacity to act as an attractor of highly valuable knowledge economy activity, which will strengthen the wider region's appeal for tech sector investment and education sector investment. The SWDC will continue to support activities which encourage this clustering.

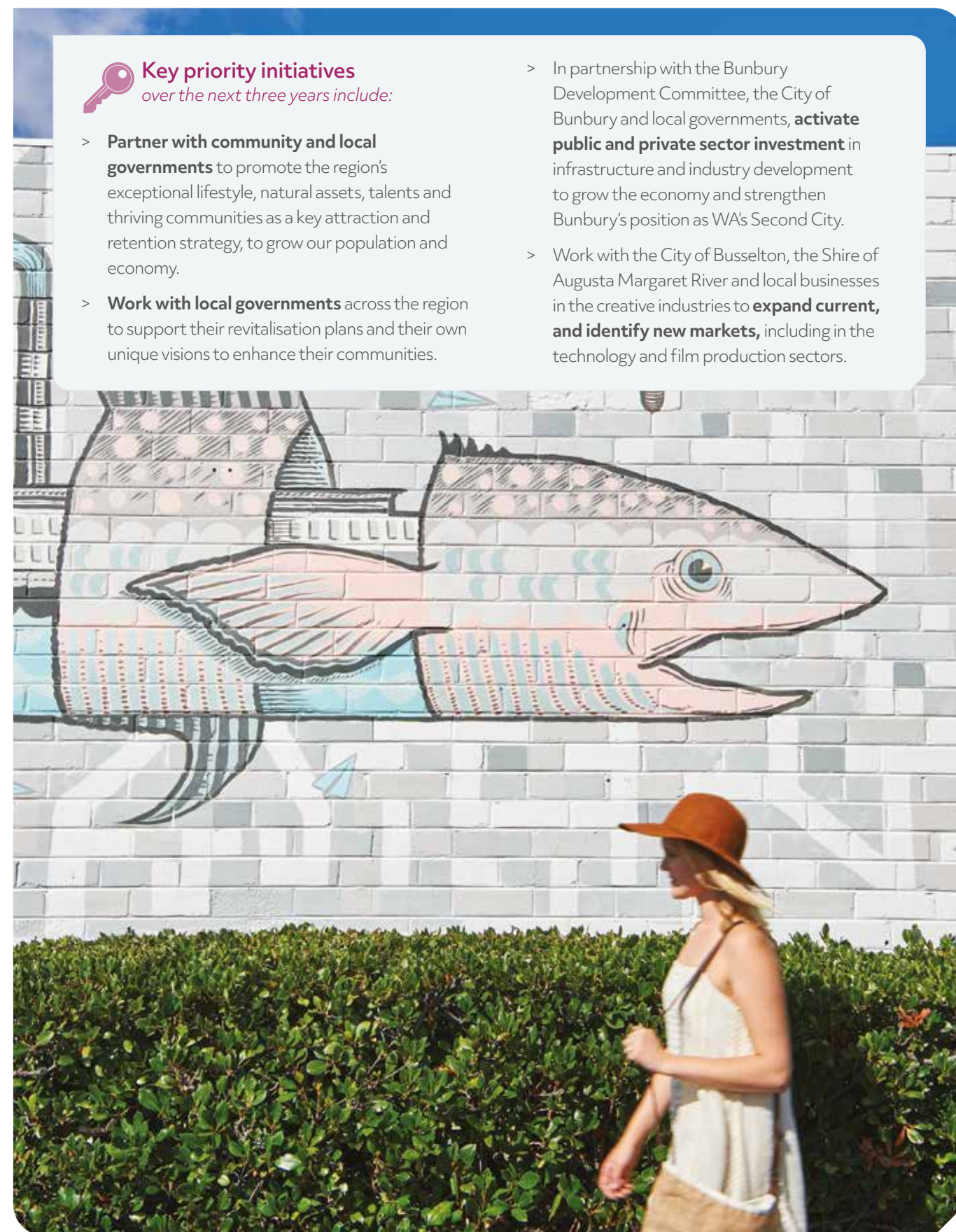
Promoting vibrant and diverse rural and hinterland townships.

We want to participate in the development of vibrant and unique townships that capture the diversity and retain the lifestyle attractors which characterise the cities, towns and settlements of the South West, building upon a sense of place and connection. We also recognise the vital role volunteers play, reinforcing the social and economic fabric of our region and contributing to safe and welcoming communities.

SWDC will continue to work closely with all the region's local governments and community groups to identify investment needs into hard and soft infrastructure, while helping proponents to secure funding and technical support to deliver better built environment and social outcomes. We will also help proponents realise their plans for delivering sporting and recreation facilities, including developing strategically located sports precincts and natural recreation spaces that reflect the preferences and needs of a diverse community.

Key priority initiatives over the next three years include:

- > **Partner with community and local governments** to promote the region's exceptional lifestyle, natural assets, talents and thriving communities as a key attraction and retention strategy, to grow our population and economy.
- > **Work with local governments** across the region to support their revitalisation plans and their own unique visions to enhance their communities.
- > In partnership with the Bunbury Development Committee, the City of Bunbury and local governments, **activate public and private sector investment** in infrastructure and industry development to grow the economy and strengthen Bunbury's position as WA's Second City.
- > Work with the City of Busselton, the Shire of Augusta Margaret River and local businesses in the creative industries to **expand current, and identify new markets**, including in the technology and film production sectors.



STRATEGIC PRIORITIES
over the next three years



A region that is well supported by the State Government/Commission

Regional Development
Strategic Theme:



Organisational
excellence

Building on our organisational values, the Commission is working on embedding a culture of excellence and continuous improvement, valuing leadership and creativity within the agency.

Delivering excellence within SWDC

Our corporate strategy is focussed on:

Organisational excellence

At the core of the Commission is a dedicated, capable and passionate team. Our people are considered the backbone of our organisation and that is because no matter what their role is, they play a crucial role in assisting with the delivery of our strategic priorities to deliver positive outcomes for the South West. Our people are on the ground, brokering partnerships, leveraging networks and being the catalysts for change.

Leadership and collaboration

Leadership and collaboration are central to our success. Our commitment to the people of the South West region is to provide leadership that is motivating, inspiring and relevant and seek to genuinely collaborate to maximise outcomes for our people and our communities.

Innovation and responsiveness

We aim to be global leaders in regional development, with valued and advanced skilled workers who are innovative and responsive. We seek to be well connected to peak bodies of government, industry and community and to be at the forefront in national and international research and to be well informed of the latest industry trends and developments.



High performance and improvement culture

We will continue to build a culture of high performance and improvement and provide our people with the necessary tools and resources to ensure decision-making is informed by evidence-based data and research.

Integrity and professionalism

The Commission will act with honesty, integrity and professionalism, recognising the importance of being open and accountable for our actions. We will continue to promote a culture that has clear expectations for behaviour in the public sector and ensure we have robust systems of governance and codes of conduct.

Supporting excellence and innovation across the region and with our partners

Throughout the period of this Strategic Plan, we will be taking action in the following areas:

- > **We will create and support** leadership programs within the region to build capacity and collaboration.
- > **We will create and support** innovation and start-up programs across the sectors to connect with national and international Chambers, government agencies and to work on joint innovation projects.
- > **We will develop** cross industry sector collaboration programs.
- > **We will promote** export-readiness and investment-readiness to increase international competitiveness across organisations.



STRATEGIC PRIORITIES over the next three years



 **Key priority initiatives**
over the next three years include:

- > **Broker partnerships** and networks across industry and the community to catalyse investment and growth.
- > **Provide leadership**, collaboration and commitment to maximise outcomes for our people and our communities.
- > Build awareness and **recognition of local Indigenous heritage and culture**.
- > Take a **lead role in the facilitation of regional development opportunities** and support to stakeholders in the preparation of business cases and grants to advance innovation and economic development.
- > Build a **culture of high performance** and improvement to ensure decision making is informed by evidence-based data and research.
- > Continue to build on the **professionalism and integrity** of the Commission recognising the importance of being open and accountable for our actions.
- > Continue to create and support leadership programs within the region to build **excellence and innovation** and build cross sector collaboration.



“



SOUTH WEST
DEVELOPMENT COMMISSION

...the catalyst for
economic development
and growth in the
South West.

”



Head Office: 9th Floor Bunbury Tower, 61 Victoria Street, Bunbury Western Australia 6230
Ph: 08 9792 2000 info@swdc.wa.gov.au swdc.wa.gov.au



RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Monthly Statement of Financial Activity for the Period Ended on the 30th of November 2023

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Non-compliance with the legislative requirements that results in a qualified audit.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required	Not required.	Not required.	Not required.
REPUTATIONAL	Non-compliance that results in a qualified audit can lead stakeholders to question the Council's ability to manage finances effectively.	Insignificant (1)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Insignificant (1)	N/A	N/A	Not required	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required. (Not required.	Not required.	Not required.

Appendix ORD: 12.4.7A)



Monthly Financial Report

For the Period

1 July 2023 to 30 November 2023

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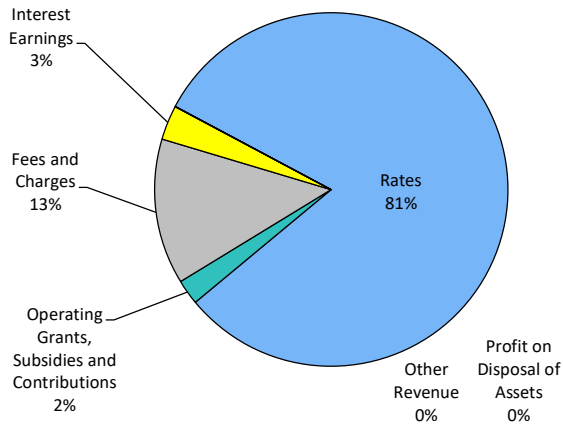
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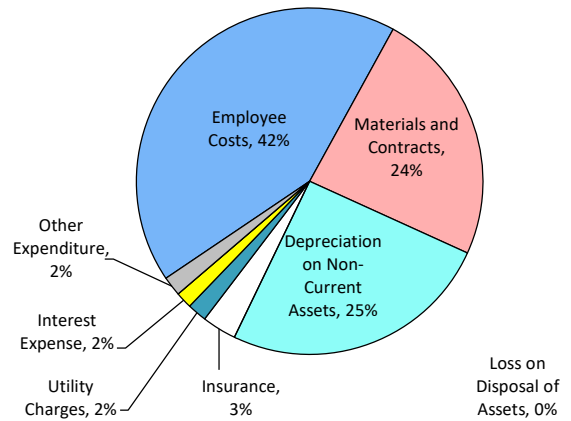
Monthly Financial Report
For the Period Ended 30 November 2023

SUMMARY GRAPHS

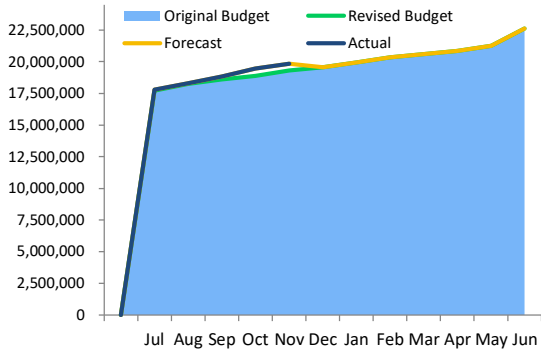
OPERATING REVENUE - ACTUAL YTD



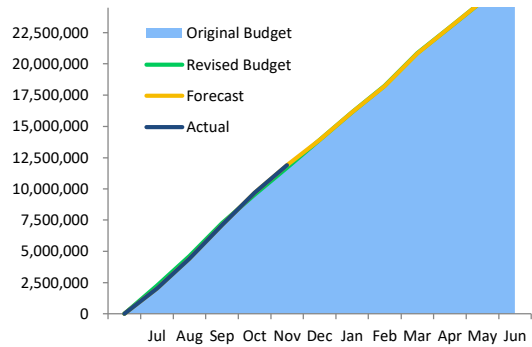
OPERATING EXPENSES - ACTUAL YTD



Total Operating Revenue - Budget - v Actual (excludes profit on disposal of assets)



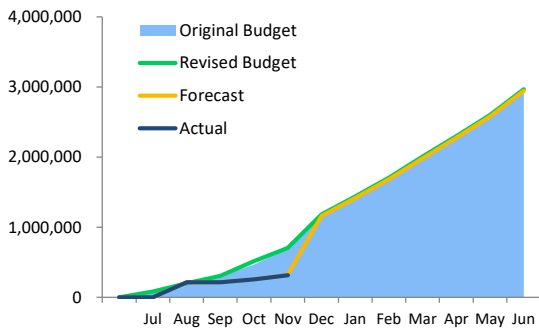
Total Operating Expenses - Budget - v Actual (excludes loss on disposal of assets)



CAPITAL REVENUE

(Non-operating grants, subsidies and contributions; sale of assets)

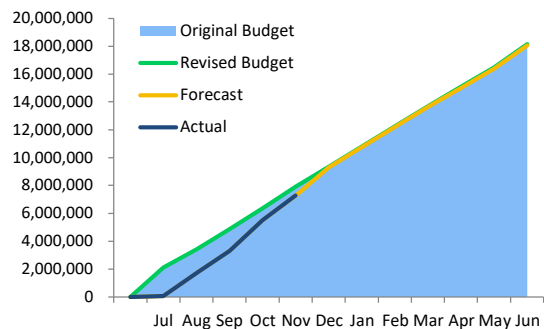
Capital Revenue - Budget - v - Actual



CAPITAL EXPENSES

(Acquisition of assets)

Capital Expenses - Budget - v - Actual



This information is to be read in conjunction with the accompanying Financial Statements and Notes

(Appendix ORD: 12.4.7B)



Statement of Financial Activity by Nature For the Period Ended 30 November 2023 (Covering 5 months or 42% of the year)

	2023/24	2023/24	2023/24	2023/24	Variance Y-T-D		2023/24	2022/23
	Adopted Budget	Revised Budget	Y-T-D Revised Budget	Y-T-D Actual	Actual to Revised Budget	Actual to Revised Budget	Forecast	Last Year
	\$	\$	\$	\$	\$	%	\$	\$
OPERATING ACTIVITIES								
Operating revenue								
Rates	16,060,454	16,060,454	16,003,369	16,123,362	119,993	0.7%	16,118,572	15,037,329
Operating grants, subsidies & contributions	2,177,958	2,182,458	603,485	456,253	(147,232)	(24.4%) ▼	2,543,116	2,893,101
Fees and charges	3,726,548	3,726,548	2,446,574	2,650,618	204,044	8.3%	3,743,948	3,876,080
Interest earnings	626,059	626,059	231,876	624,415	392,539	169.3% ▲	1,038,073	871,363
Other revenue	24,711	24,711	6,177	3,053	(3,124)	0.0%	24,711	25,045
Profit on asset disposal	0	0	0	0	0	0.0%	0	27,742
Total Operating Revenue	22,615,730	22,620,230	19,291,481	19,857,700	566,219	2.9%	23,468,420	22,730,659
Operating expenses								
Employee costs	(12,116,943)	(12,116,943)	(5,042,752)	(5,044,730)	(1,978)	(0.0%)	(11,734,261)	(11,561,261)
Materials and contracts	(6,262,173)	(6,266,673)	(2,679,741)	(2,831,281)	(151,540)	(5.7%)	(6,673,548)	(5,802,137)
Utility charges	(584,007)	(584,007)	(243,190)	(218,874)	24,316	10.0%	(584,007)	(627,520)
Depreciation on non-current assets	(7,624,365)	(7,624,365)	(3,176,790)	(3,015,413)	161,377	5.1%	(7,624,365)	(7,454,510)
Interest expenses	(463,401)	(463,401)	(199,217)	(180,786)	18,431	9.3%	(425,901)	(181,652)
Insurance expenses	(368,081)	(368,081)	(272,156)	(380,356)	(108,200)	(39.8%) ▼	(383,489)	(355,267)
Other expenses	(407,551)	(407,551)	(246,169)	(218,243)	27,926	11.3%	(407,551)	(499,001)
Loss on asset disposals	0	0	0	0	0	0.0%	0	(2,980)
Total operating expenditure	(27,826,521)	(27,831,020)	(11,860,015)	(11,889,682)	(29,667)	(0.3%)	(27,833,122)	(26,484,327)
Adjustments of non cash items								
(Profit)/Loss on Asset Disposals	0	0	0	0	0	0.0%	0	(24,762)
Movement in non-current assets and liabilities	0	0	0	(21,220)	(21,220)	100.0%	17,860	73,965
Movement in contract liabilities associated with restricted cash	0	0	0	0	0	0.0%	0	(72,665)
Depreciation on Assets	7,624,365	7,624,365	3,176,790	3,015,413	(161,377)	(5.1%)	7,624,365	7,454,510
Non-cash amounts excluded from operating activities	7,624,365	7,624,365	3,176,790	2,994,193	(182,597)	(5.7%)	7,642,226	7,431,048
Adjusted net operating activities	2,413,574	2,413,575	10,608,256	10,962,211	353,955	3.3%	3,277,523	3,677,380
INVESTING ACTIVITIES								
Non-operating grants, subsidies & contributions	2,655,672	3,076,914	924,289	447,174	(477,115)	(51.6%) ▼	3,262,914	2,787,022
Proceeds from disposal of assets	314,667	314,667	0	19,095	19,095	100.0%	314,667	5,107,353
Payments for land and buildings	(12,040,302)	(12,133,698)	(4,562,574)	(6,722,107)	(2,159,533)	(47.3%) ▼	(12,146,698)	(8,002,462)
Payments for transport infrastructure	(3,989,299)	(4,377,120)	(2,617,505)	(384,475)	2,233,030	85.3% ▲	(4,309,120)	(2,080,667)
Payments for parks and reserves infrastructure	(1,015,345)	(1,026,345)	(377,110)	(40,626)	336,484	89.2% ▲	(1,026,345)	(814,690)
Payments for motor vehicles	(859,098)	(859,098)	(438,121)	(39,130)	398,991	91.1% ▲	(859,098)	(579,139)
Payments for plant & equipment	(10,000)	(10,000)	(4,165)	(11,079)	(6,914)	(166.0%) ▼	(10,000)	(5,215)
Payments for furniture & fittings	(238,019)	(238,019)	(99,160)	(86,286)	12,874	13.0%	(238,019)	(98,066)
Amount attributable to investing activities	(15,181,724)	(15,252,699)	(7,174,346)	(6,817,435)	356,911	5.0%	(15,011,699)	(3,685,865)
Non-cash amounts excluded from investing activities								
Movement in non-operating grants and contributions associated with restricted cash	0	0	0	0	0	0.0%	0	(460,870)
Adjusted amount attributable to investing activities	(15,181,724)	(15,252,699)	(7,174,346)	(6,817,435)	356,911	5.0%	(15,011,699)	(4,146,735)
FINANCING ACTIVITIES								
Proceeds from new debentures	1,500,000	1,500,000	0	0	0	0.0%	1,500,000	6,700,000
Transfers from reserves	16,341,090	16,401,066	7,937,121	8,209,243	272,122	3.4%	16,518,577	7,491,066
Repayment of debentures	(478,810)	(478,810)	(230,307)	(233,401)	(3,094)	(1.3%)	(456,556)	(392,533)
Principal portion of lease liabilities	(177,784)	(177,784)	(84,809)	(83,848)	961	1.1%	(177,784)	(191,514)
Transfers to reserves	(4,569,168)	(4,569,168)	0	(333,502)	(333,502)	(100.0%) ▼	(5,099,940)	(13,034,989)
Amount attributable to financing activities	12,615,328	12,675,303	7,622,005	7,558,491	(63,514)	(0.8%)	12,284,296	572,030
FUNDING SOURCES								
Surplus/(Deficit) July 1 B/Fwd	332,558	332,558	332,558	278,067	(54,491)	(16.4%) ▼	278,067	175,393
CLOSING FUNDS (A+B+C+D)	179,736	168,737	11,388,473	11,981,334	592,861	5.2%	828,189	278,067

KEY INFORMATION

▲ ▼ Indicates a significant variance between Year-to-Date (YTD) Revised Budget and YTD Actual data as per the adopted materiality threshold.

▲ indicates a positive impact on the surplus/deficit position. ▼ indicates a negative impact on the surplus/deficit position.

Refer to Note 2 for an explanation of the reasons for the variance.

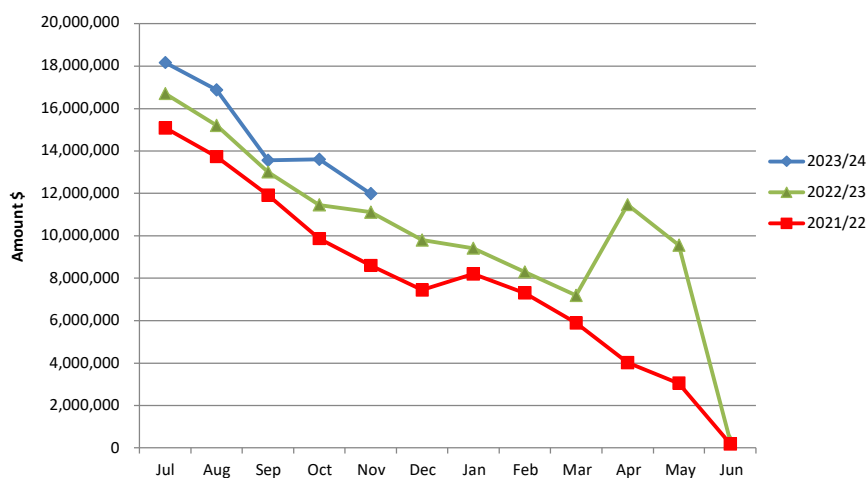
This statement to be read in conjunction with the accompanying Financial Statements and Notes



Statement of Financial Activity by Nature
For the Period Ended 30 November 2023
NET CURRENT ASSETS

Note	Year to Date Actual 30-Nov-2023 \$	Same Time Last Year Actual 30-Nov-2022	Last Year Closing 30-Jun-2023 \$
Represented By:			
CURRENT ASSETS			
Cash and Cash Equivalents	27,368,255	26,095,867	29,585,676
Rates Debtors Outstanding	4,776,281	4,428,791	420,195
Pensioner Rates Rebate	1,873	9,814	32,471
Sundry Debtors	66,211	67,799	96,144
Accrued Revenue	122,681	63,398	265,500
Prepaid Expenses	0	0	68,997
Goods & Services Tax / BAS Refund	513,390	244,003	136,305
Other Receivables	(2,400)	(1,286)	0
Inventories - Land Held for Resale	0	1	0
Inventories - Materials	32,002	7,122	32,002
Inventories- Trading Stock - Recreation Centre	6,781	7,159	6,781
Current Assets	32,885,073	30,922,668	30,644,071
LESS CURRENT LIABILITIES			
Payables:			
Sundry Creditors	0	0	(1,624,075)
Goods & Services Tax / BAS Payable	0	0	0
Other Payables	(550,262)	(661,355)	177
Municipal Bonded Liabilities	5	(434,786)	(531,191)
Contract Liabilities	(1,475,572)	(2,018,053)	(1,105,675)
Prepaid Revenue - Rates / PPL	(366,580)	(270,192)	(972,312)
Accrued Interest on Debentures	(101,879)	(28,572)	(101,879)
Accrued Salaries & Wages	0	0	(218,644)
Other Accrued Expenses	0	0	0
Borrowings - Debentures	(223,155)	(140,908)	(456,556)
Provisions:			
Staff Leave Provisions	(1,710,425)	(1,680,225)	(1,664,462)
Current Liabilities	(4,862,658)	(5,330,497)	(6,682,582)
Net Current Assets	28,022,415	25,592,171	23,961,489
Less: Restricted Assets / Reserve Funds	4	(16,720,275)	(16,171,917)
Add: Current - Borrowings	223,155	140,908	456,556
Add: Current - Contract Liabilities held in Reserve accounts	314,770	1,354,197	314,769
Add: Current - Contract Liabilities - Leases	141,270	194,754	141,270
CLOSING FUNDS / NET CURRENT ASSETS (per previous page)	11,981,334	11,110,113	278,067

Liquidity Over The Year



(Appendix ORD: 12.4.7B)



Statement of Comprehensive Income by Program For the Period Ended 30 November 2023 (Covering 5 months or 42% of the year)

	2023/24 Adopted Budget \$	2023/24 Revised Budget \$	2023/24 Y-T-D Revised Budget \$	2023/24 Y-T-D Actual \$	Variance Y-T-D		2023/24 Forecast \$	2022/23 Last Year Actual \$
					Actual to Revised Budget \$	Actual to Revised Budget %		
Revenue								
General Purpose Funding	18,013,025	18,013,025	16,218,415	16,524,809	306,394	1.9%	18,597,695	17,787,502
Governance	800	800	325	12	(313)	(96.3%)	800	41,722
Law, Order, Public Safety	331,524	331,524	152,580	239,433	86,853	56.9%	532,909	374,650
Health	28,050	28,050	11,685	25,871	14,186	121.4%	31,343	28,297
Education and Welfare	1,000	5,500	415	5,880	5,465	(1316.9%)	24,764	5,700
Community Amenities	1,891,587	1,891,587	1,733,858	1,766,793	32,935	1.9%	1,911,587	1,969,753
Recreation and Culture	1,743,125	1,743,125	823,438	928,446	105,008	12.8%	1,764,025	1,969,575
Transport	179,169	620,939	158,125	183,064	24,939	15.8%	200,847	176,491
Economic Services	171,250	171,250	85,915	84,775	(1,140)	(1.3%)	158,250	148,014
Other Property and Services	256,200	256,200	106,725	98,618	(8,107)	(7.6%)	246,200	290,930
	<u>22,615,730</u>	<u>23,062,000</u>	<u>19,291,481</u>	<u>19,857,700</u>	<u>566,219</u>	<u>2.9%</u>	<u>23,468,420</u>	<u>22,792,634</u>
Expenses								
General Purpose Funding	(435,535)	(435,535)	(181,965)	(197,198)	(15,233)	(8.4%)	(435,535)	(398,878)
Governance	(1,492,019)	(1,492,019)	(628,162)	(580,848)	47,314	7.5%	(1,492,019)	(1,277,790)
Law, Order, Public Safety	(2,251,874)	(2,251,874)	(979,104)	(1,021,109)	(42,005)	(4.3%)	(2,428,671)	(1,738,457)
Health	(626,229)	(626,229)	(265,408)	(279,851)	(14,443)	(5.4%)	(617,298)	(521,372)
Education and Welfare	(1,038,158)	(1,042,658)	(453,333)	(433,770)	19,563	4.3%	(1,052,153)	(814,988)
Community Amenities	(3,923,862)	(3,923,862)	(1,547,422)	(1,467,532)	79,890	5.2%	(3,870,217)	(3,632,355)
Recreation & Culture	(9,626,353)	(9,626,353)	(4,064,918)	(4,197,631)	(132,713)	(3.3%)	(9,659,436)	(9,514,736)
Transport	(7,617,933)	(7,617,933)	(3,210,346)	(3,098,098)	112,248	3.5%	(7,537,126)	(7,301,857)
Economic Services	(545,028)	(545,028)	(275,468)	(291,711)	(16,243)	(5.9%)	(549,596)	(562,641)
Other Property and Services	(269,529)	(269,529)	(253,889)	(321,934)	(68,045)	(26.8%)	(191,070)	(495,072)
	<u>(27,826,520)</u>	<u>(27,831,020)</u>	<u>(11,860,015)</u>	<u>(11,889,682)</u>	<u>(29,667)</u>	<u>(0.3%)</u>	<u>(27,833,122)</u>	<u>(26,258,146)</u>
Operational Surplus / (Deficit)	(5,210,791)	(4,769,020)	7,431,466	7,968,018	536,552	(7.2%)	(4,364,702)	(3,465,512)
Grants & Contributions for the Development of Assets	2,655,672	3,076,914	924,289	447,174	(477,115)	(51.6%)	3,262,914	2,729,874
Profit on Asset Disposals	0	0	0	0	0	(100.0%)	0	59,645
Loss on Asset Disposals	0	0	0	0	0	0.0%	0	(2,980)
	<u>2,655,672</u>	<u>3,076,914</u>	<u>924,289</u>	<u>447,174</u>	<u>(477,115)</u>	<u>51.6%</u>	<u>3,262,914</u>	<u>2,786,539</u>
NET RESULT	(2,555,119)	(1,692,106)	8,355,755	8,415,192	59,437	0.7%	(1,101,788)	(678,973)
Other Comprehensive Income								
Changes on Revaluation of Non-Current Assets	0	0	0	0	0	0.0%	0	0
TOTAL COMPREHENSIVE INCOME	(2,555,119)	(1,692,106)	8,355,755	8,415,192	59,437	(0.7%)	(1,101,788)	(678,973)



Statement of Financial Position
as at 30 November 2023

	This Year \$	30 June 2023 \$
CURRENT ASSETS		
Cash and cash equivalents	27,368,254	29,585,676
Trade and other receivables	5,355,354	715,261
Other financial assets	0	0
Inventories	38,783	38,783
Other assets	<u>122,681</u>	<u>334,497</u>
TOTAL CURRENT ASSETS	32,885,072	30,674,217
NON-CURRENT ASSETS		
Trade and other receivables	139,769	139,769
Other financial assets	81,490	81,490
Property, plant and equipment	49,203,738	50,025,332
Infrastructure	214,958,050	217,130,036
Right-of-use assets	<u>208,910</u>	<u>230,739</u>
TOTAL NON-CURRENT ASSETS	264,591,957	267,607,366
TOTAL ASSETS	297,477,029	298,281,583
CURRENT LIABILITIES		
Trade and other payables	1,453,507	3,486,035
Other liabilities	1,334,302	964,271
Lease liabilities	141,270	141,270
Borrowings	223,155	456,556
Employee related provisions	1,710,425	1,664,462
Other provisions	<u>0</u>	<u>0</u>
TOTAL CURRENT LIABILITIES	4,862,658	6,712,594
NON-CURRENT LIABILITIES		
Other Liabilities	261,660	261,660
Lease liabilities	96,117	96,117
Borrowings	8,299,934	8,299,934
Employee related provisions	221,042	242,262
Other provisions	<u>186,910</u>	<u>186,910</u>
TOTAL NON-CURRENT LIABILITIES	9,065,662	9,086,883
TOTAL LIABILITIES	13,928,320	15,799,477
NET ASSETS	283,548,708	282,482,106
EQUITY		
Retained surplus	66,626,858	57,684,519
Reserve accounts	16,720,275	24,596,016
Revaluation surplus	<u>200,201,575</u>	<u>200,201,571</u>
TOTAL EQUITY	283,548,708	282,482,106

(Appendix ORD: 12.4.7B)



Notes to the Statement of Financial Activity For the Period Ended 30 November 2023

1. PROGRAMS / ACTIVITIES

In order to discharge its responsibilities to the community, the Shire has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the Shire's Community Vision and for each of its broad activities/programs.

COMMUNITY VISION

Provide effective leadership in encouraging balanced growth and development of the Shire while recognising the diverse needs of the community.

PROGRAM NAME	OBJECTIVE	ACTIVITIES
GENERAL PURPOSE FUNDING	To collect revenue to allow for the provision of services	Rates, general purpose government grants and interest revenue.
GOVERNANCE	To provide a decision making process for the efficient allocation of scarce resources.	Includes the activities of members of Council and the administration support available to Council for the provision of governance of the District. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific Council services.
LAW, ORDER, PUBLIC SAFETY	To provide services to help ensure a safer and environmentally conscious community.	Supervision and enforcement of various local-laws relating to the fire prevention, animal control and protection of the environment, and other aspects of public safety including emergency services.
HEALTH	To provide services to achieve community and environmental health.	Maternal and infant health facilities, immunisation, meat inspection services, inspection of food outlets, noise control and pest control services.
EDUCATION AND WELFARE	To provide services to children, youth, the elderly and disadvantaged persons.	Pre-school and other education services, child minding facilities, playgroups, senior citizens' centres.
COMMUNITY AMENITIES	To provide services required by the community.	Waste collection services, operation of refuse site, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning schemes, cemeteries and public conveniences.
RECREATION AND CULTURE	To establish and effectively manage infrastructure and resources which help the social well being of the community.	Maintenance of halls, civic buildings, river banks, recreation centre and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library and other cultural facilities.
TRANSPORT	To promote safe, effective and efficient transport services to the community.	Construction and maintenance of streets, roads, bridges, footpaths, cycle ways, parking facilities, traffic control and depot. Cleaning of streets and maintenance of street trees, street lighting, etc.
ECONOMIC SERVICES	To help promote the shire and its economic wellbeing.	Tourism and area promotion, building control, provision of rural services including weed control and vermin control, standpipes.
OTHER PROPERTY & SERVICES	To monitor and control Council's overheads operating accounts.	Private works operations, general administration overheads, plant repairs and operating costs, public works overheads.



Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY

The material variances adopted by the Shire of Dardanup for reporting in the 2023/24 year is 10% or \$50,000, whichever is the greater. All variances are between Year-to-Date Actual and Year-to-Date Revised Budget values.

	2023/24 Y-T-D Revised Budget \$	2023/24 Y-T-D Actual \$	Variance to Y-T-D Revised Budget \$	Variance to Y-T-D Revised Budget %	Timing / Permanent	Material Variance - Explanation
OPERATING ACTIVITIES						
Revenue						
Rates	16,003,369	16,123,362	119,993	0.7%		
Operating grants, subsidies & contributions	603,485	456,253	(147,232)	(24.4%)	▼ Timing	Less 2023/24 Local Government Grants Commission general purpose and local roads grants due to 100% advance received in 22/23. (Budgeted for 75% advance payment.) Grant received for bush fire mitigation activity was not part of the adopted budget. No workers compensation claims made year-to-date.
Fees and charges	2,446,574	2,650,618	204,044	8.3%		
Interest earnings	231,876	624,415	392,539	169.3%	▲ Permanent	More bank investment interest revenue due to higher than anticipated level of cash held and relatively higher interest rates offered by banks.
Other revenue	6,177	3,053	(3,124)	0.0%		
Profit on asset disposal	0	0	0	0.0%		
Total Operating Revenue	19,291,481	19,857,700	566,219	2.9%		
Operating Expenses						
Employee costs	(5,042,752)	(5,047,474)	(4,722)	(0.1%)		
Materials and contracts	(2,679,741)	(2,831,693)	(151,952)	(5.7%)		
Utility charges	(243,190)	(218,874)	24,316	10.0%		
Depreciation on non-current assets	(3,176,790)	(3,015,413)	161,377	5.1%		
Interest expenses	(199,217)	(180,786)	18,431	9.3%		
Insurance expenses	(272,156)	(380,356)	(108,200)	(39.8%)	▼ Permanent / Timing	Permanent: Increased insurance premiums ranging from 5% to 25%. Timing: All annual insurance premiums paid by 31 October whereas the 23/24 Budget has buildings and bridge insurance costs evenly spread over the year.
Other expenses	(246,169)	(218,243)	27,926	11.3%		
Loss on asset disposals	0	0	0	0.0%		
Total Operating Expenditure	(11,860,015)	(11,892,838)	(32,823)	0.3%		
Net Operating Activities	7,431,466	7,964,862	533,396	7.2%		

(continued next page)



Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY (continued)

	2023/24 Y-T-D Revised Budget \$	2023/24 Y-T-D Actual \$	Variance to Y-T-D Revised Budget \$	Variance to Y-T-D Revised Budget %	Timing / Permanent	Material Variance - Explanation
ADJUSTMENTS OF NON CASH ITEMS						
(Profit)/Loss on Asset Disposals	0	0	0	0.0%		
Fair value adjustment to financial assets	0	(21,220)	(21,220)	100.0%		
Depreciation on Assets	3,176,790	3,015,413	(161,377)	(5.1%)		
Adjusted Net Operating Activities	10,608,256	10,959,055	350,799	3.3%		
INVESTING ACTIVITIES						
Revenue						
Non-operating grants, subsidies & contributions	924,289	447,174	(477,115)	(51.6%)	▼ Timing	Reduced road construction grant in 23/24 due to Ferguson Road project deferment to a future year. Other capital project grants to be claimed as the related construction works progress.
Proceeds from disposal of assets	0	19,095	19,095	0.0%		
Payments for land and buildings	(4,562,574)	(6,721,457)	(2,158,883)	(47.3%)	▼ Timing	The higher YTD budget expenditure is related to the timing of progress payments for the Administration/Library Project and Eaton Oval Club Rooms. It is expected this will fall in line with the budget as projects near completion.
Payments for transport infrastructure assets	(2,617,505)	(382,544)	2,234,961	85.4%	▲ Timing	Ferguson Road upgrade deferred to a future year, Eaton Bowling Club car parking and various bridges and pathways renewals have not commenced construction.
Payments for parks infrastructure assets	(377,110)	(40,051)	337,059	89.4%	▲ Timing	Mainly design and preliminary works carried out to date on most Parks and Reserves capital projects including Eaton Foreshore bore replacement, East Millbridge POS and Glen Guon Oval fencing.
Payments for motor vehicles	(438,121)	(39,130)	398,991	91.1%	▲ Timing	The new car market remains impacted by delays and unavailability of some models. One car is purchased to date, five other vehicles are ordered - pending delivery.
Payments for furniture & fittings	(99,160)	(86,286)	12,874	13.0%		
Net investing activities	(7,174,346)	(6,814,279)	360,067	5.0%		
Non-cash amounts excluded from investing activities						
Adjusted net investing activities	(7,174,346)	(6,814,279)	360,067	5.0%		

(continued next page)



Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY (continued)

	2023/24 Y-T-D Revised Budget \$	2023/24 Y-T-D Actual \$	Variance to Y-T-D Revised Budget \$	Variance to Y-T-D Revised Budget %	Timing / Permanent	
FINANCING ACTIVITIES						
Revenue						
Proceeds from new debentures	0	0	0	0.0%		
Transfers from reserves	7,937,121	8,209,243	272,122	3.4%		
Repayment of debentures	(230,307)	(233,401)	(3,094)	(1.3%)		
Principal portion of lease liabilities	(84,809)	(83,848)	961	1.1%		
Transfers to Reserves	0	(333,502)	(333,502)	(100.0%)	▼ Timing	Interest earned on Reserve Fund cash investments is transferred to Reserve account when received. Budget is for transfer to be made later in the year.
Total financing activities	7,622,005	7,558,491	(63,514)	(0.8%)		
FUNDING SOURCES						
Surplus/(Deficit) July 1 B/Fwd	332,558	278,068	(54,490)	(16.4%)	▼ Permanent	Impact of 22/23 end-of-year adjustments and accruals greater than anticipated at the time of budget adoption in June 2023.
CLOSING FUNDS (A+B+C+D)	11,388,473	11,981,334	592,861	5.2%		



Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

3. TRUST FUNDS

Funds held at reporting date over which the Shire has no control and which are not included in the financial statements are as follows:

NAME	BALANCE 1 JULY	RECEIPTS	INTEREST	PAYMENTS	ADJUSTMENTS (TRANSFERS)	CLOSING BALANCE
	\$	\$	\$	\$	\$	\$
Ross & Deborah Bevan	40,982.27	0.00	0.00	0.00	0.00	40,982.27
Public Open Space	524,694.82	0.00	0.00	0.00	0.00	524,694.82
Dept Communities Grant - Auspicing for Goodstart Eaton Child Care Centre	25,611.86	0.00	0.00	0.00	0.00	25,611.86
Accrued Interest	0.00	0.00	9,705.16	0.00	0.00	9,705.16
Plus: Outstanding Creditors	0.00	0.00	0.00	0.00	0.00	0.00
Less: Outstanding Debtors	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	591,288.95	0.00	9,705.16	0.00	0.00	600,994.11

4. RESERVES - CASH BACKED

All reserves are supported by cash and cash equivalents and are restricted within equity as Reserves - cash backed.

NAME	BALANCE 1 JULY	RECEIPTS	INTEREST	PAYMENTS	ADJUSTMENTS (TRANSFERS)	CLOSING BALANCE
	\$	\$	\$	\$	\$	\$
Council Restricted						
Executive & Compliance Vehicles Reserve	369,043.87	0.00	0.00	0.00	0.00	369,043.87
Plant & Engineering Equipment Reserve	661,288.11	0.00	0.00	0.00	0.00	661,288.11
Eaton Recreation Centre - Equipment Reserve	327,026.39	0.00	0.00	0.00	0.00	327,026.39
Building Maintenance Reserve	9,920,894.73	0.00	0.00	(5,723,505.44)	0.00	4,197,389.29
Employee Relief Reserve	274,028.27	0.00	0.00	0.00	0.00	274,028.27
Employee Leave Entitlements Reserve	49,880.09	0.00	0.00	0.00	0.00	49,880.09
Refuse Site Environmental Works Reserve	188,411.09	0.00	0.00	0.00	0.00	188,411.09
Information Technology Reserve	701,084.97	0.00	0.00	0.00	0.00	701,084.97
Roadwork Construction & Major Maintenance Reserve	1,338,699.53	0.00	0.00	(61,703.25)	0.00	1,276,996.28
Accrued Salaries Reserve	512,081.47	0.00	0.00	0.00	0.00	512,081.47
Tourism Reserve	11,928.18	0.00	0.00	0.00	0.00	11,928.18
Recycling Education Reserve	54,777.60	0.00	0.00	0.00	0.00	54,777.60
Road Safety Programs Reserve	27,121.72	3,600.00	0.00	0.00	0.00	30,721.72
Council Land Development Reserve	32,971.53	0.00	0.00	0.00	0.00	32,971.53
Carried Forward Projects Reserve	2,432,628.40	0.00	0.00	(195,280.44)	0.00	2,237,347.96
Election Expenses Reserve	36,799.94	0.00	0.00	0.00	0.00	36,799.94
Town Planning Consultancy Reserve	31,431.95	0.00	0.00	0.00	0.00	31,431.95
Parks & Reserves Upgrades Reserve	157,786.03	0.00	0.00	(16,038.77)	0.00	141,747.26
Strategic Planning Studies Reserve	108,410.24	0.00	0.00	0.00	0.00	108,410.24
Pathways Reserve	199,213.14	0.00	0.00	(6,740.96)	0.00	192,472.18
Asset / Rates Revaluation Reserve	219,030.88	0.00	0.00	0.00	0.00	219,030.88
Refuse & Recycling Bin Replacement Reserve	65,687.38	0.00	0.00	0.00	0.00	65,687.38
Sale of Land Reserve	1,371,661.71	0.00	0.00	0.00	0.00	1,371,661.71
Storm Water Reserve	153,957.49	0.00	0.00	(29,089.48)	0.00	124,868.01
	19,245,844.71	3,600.00	0.00	(6,032,358.34)	0.00	13,217,086.37
Statute Restricted						
Contribution to Works Reserve	935,141.79	2,298.59	0.00	0.00	0.00	937,440.38
Eaton Drive - Access Construction Reserve	144,007.71	0.00	0.00	0.00	0.00	144,007.71
Eaton Drive - Scheme Construction Reserve	248,624.80	0.00	0.00	0.00	0.00	248,624.80
Fire Control Reserve	11,742.04	0.00	0.00	0.00	0.00	11,742.04
Collie River (Eaton Drive) Bridge Construction Reserve	183,796.45	0.00	0.00	0.00	0.00	183,796.45
Unspent Grants Reserve	2,116,661.73	0.00	0.00	(1,533,154.00)	0.00	583,507.73
Swimming Pool Inspection Reserve	4,568.36	0.00	0.00	0.00	0.00	4,568.36
Burekup - Public Open Space	73,581.90	0.00	0.00	0.00	0.00	73,581.90
Unspent Specified Area Rate - Bulk Waste Collection Reserve	73,384.21	0.00	0.00	0.00	0.00	73,384.21
Unspent Specified Area Rate - Eaton Landscaping Reserve	344,350.33	0.00	0.00	0.00	0.00	344,350.33
Unspent Loans Reserve	1,214,311.84	0.00	0.00	(643,730.31)	0.00	570,581.53
Dardanup Expansion Developer Contribution Plan Reserve	0.00	0.00	0.00	0.00	0.00	0.00
	5,350,171.16	2,298.59	0.00	(2,176,884.31)	0.00	3,175,585.44
Interest	0.00	327,603.45	0.00	0.00	0.00	327,603.45
Less: Outstanding Debtors	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	24,596,015.87	333,502.04	0.00	(8,209,242.65)	0.00	16,720,275.26



Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

5. MUNICIPAL LIABILITIES

Funds held at reporting date for bonds and deposits not required to be held in the Trust Fund and classified as restricted to recognise that they are owed to developers/hirers and others. These are now classified as Municipal Liabilities as follows:

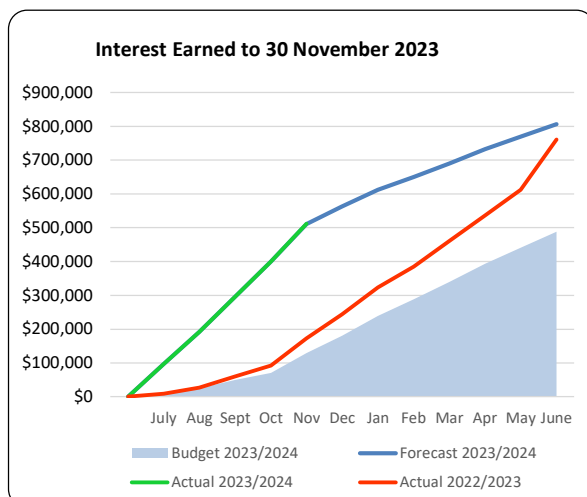
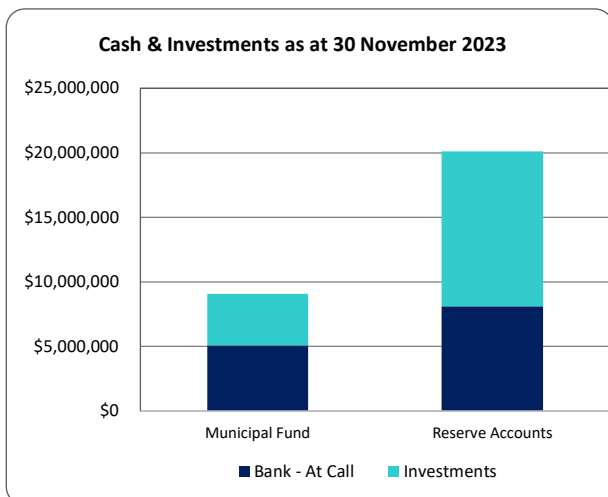
	BALANCE 1 JULY 2023	RECEIPTS	INTEREST	PAYMENTS	ADJUSTMENTS (TRANSFERS)	CLOSING BALANCE
	\$	\$	\$	\$	\$	\$
Retention Bonds						
Parkridge Group	19,854.41	0.00	0.00	(17,677.51)	0.00	2,176.90
Winterfall Nominees Pty Ltd	36,007.60	0.00	0.00	0.00	0.00	36,007.60
Holland Loop Pty Ltd	2,540.00	0.00	0.00	0.00	0.00	2,540.00
T J Coman	8,384.63	0.00	0.00	0.00	0.00	8,384.63
Thompson Surveying Consultants	21,993.00	0.00	0.00	0.00	0.00	21,993.00
Anstee Earthmoving Pty Ltd	2,408.00	0.00	0.00	0.00	0.00	2,408.00
Ability Support 6 Pty Ltd	34,470.15	0.00	0.00	0.00	0.00	34,470.15
Bethanie Group Inc	77,058.26	0.00	0.00	(77,058.26)	0.00	0.00
Total - Retention Bonds	202,716.05	0.00	0.00	(94,735.77)	0.00	107,980.28
Construction Contract Retention						
Kalamunda Electrics	11,569.30	0.00	0.00	0.00	0.00	11,569.30
LD Total (Sanpoint Pty Ltd)	8,739.33	0.00	0.00	0.00	0.00	8,739.33
Carbone Bros	6,007.10	0.00	0.00	(6,007.10)	0.00	0.00
	26,315.73	0.00	0.00	(6,007.10)	0.00	20,308.63
Extractive Industry Rehabilitation Bonds						
L G Davidson	1,290.20	0.00	0.00	0.00	0.00	1,290.20
M Denholm	845.24	0.00	0.00	0.00	0.00	845.24
S Catalano	1,340.36	0.00	0.00	0.00	0.00	1,340.36
Bunbury Agricultural Society	2,387.88	0.00	0.00	0.00	0.00	2,387.88
D Busher	1,282.84	0.00	0.00	0.00	0.00	1,282.84
Valli & Co	2,600.14	0.00	0.00	0.00	0.00	2,600.14
Charles Hull Contracting	7,603.41	0.00	0.00	0.00	0.00	7,603.41
J & P Group	135,809.01	0.00	0.00	0.00	0.00	135,809.01
Total - Extractive Industries Bonds	153,159.08	0.00	0.00	0.00	0.00	153,159.08
Sundry Deposits						
Unclaimed Monies	1,829.65	0.00	0.00	0.00	0.00	1,829.65
Bunbury Wellington Group of Councils (BunGeo Group of Councils - BGCC)	53,532.31	2,500.00	0.00	0.00	0.00	56,032.31
Total - Sundry Deposits	55,361.96	2,500.00	0.00	0.00	0.00	57,861.96
Election Deposits	0.00	700.00	0.00	(700.00)	0.00	0.00
Key Bonds	642.68	600.00	0.00	(560.00)	0.00	682.68
Hire Bonds	2,400.00	6,089.50	0.00	(5,800.00)	0.00	2,689.50
Kerb Bonds	75,041.91	0.00	0.00	0.00	0.00	75,041.91
Construction Training Fund	7,314.65	4,372.65	0.00	(8,637.76)	0.00	3,049.54
Building Services Levy	16,204.42	33,560.18	0.00	(35,752.46)	0.00	14,012.14
Development Assessment Panel	0.00	0.00	0.00	0.00	0.00	0.00
Less Outstanding Debtors	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	539,156.48	47,822.33	0.00	(152,193.09)	0.00	434,785.72



Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

6. STATEMENT OF INVESTMENTS

BANK	TYPE	AMOUNT	RATE	DAYS	COMMENCE	MATURITY	ESTIMATED INTEREST	INTEREST CREDITED 2023-2024
MUNICIPAL FUND								
CBA	Municipal Fund Bank Account	\$ 2,184,753.20	4.15%					\$63,022.93
CBA	Municipal - Business Online Saver	\$ 2,891,967.63	4.35%					\$76,583.77
CBA	Term Deposit	\$ 1,000,000.00	5.02%	120	10/2023	02/2024	\$16,504.11	
CBA	Term Deposit	\$ 1,000,000.00	5.10%	151	10/2023	02/2024	\$21,098.63	
NAB	Term Deposit	\$ 1,000,000.00	5.00%	90	10/2023	01/2024	\$12,328.77	
NAB	Term Deposit	\$ 1,000,000.00	5.20%	180	10/2023	04/2024	\$25,643.84	
		<u>\$ 9,076,720.83</u>					<u>\$75,575.34</u>	<u>\$139,606.70</u>
TRUST FUND								
CBA	Trust Fund Bank Account	\$ 599,009.99	4.15%					\$9,705.16
		<u>\$ 599,009.99</u>					<u>\$0.00</u>	<u>\$9,705.16</u>
RESERVE ACCOUNTS								
CBA	Reserve Bank Account	\$ 3,029,084.98	4.15%					\$114,834.77
CBA	Reserve - Business Online Saver	\$ 5,067,819.49	4.35%					\$212,768.68
CBA	Term Deposit	\$ 1,000,000.00	4.90%	90	10/2023	01/2024	\$12,082.19	
CBA	Term Deposit	\$ 2,000,000.00	5.02%	120	10/2023	02/2024	\$33,008.22	
CBA	Term Deposit	\$ 2,000,000.00	5.10%	151	10/2023	03/2024	\$42,197.26	
CBA	Term Deposit	\$ 1,000,000.00	5.16%	180	10/2023	04/2024	\$25,446.58	
NAB	Term Deposit	\$ 2,000,000.00	5.00%	90	10/2023	01/2024	\$24,657.53	
NAB	Term Deposit	\$ 1,000,000.00	5.05%	120	10/2023	02/2024	\$16,602.74	
NAB	Term Deposit	\$ 2,000,000.00	5.10%	151	10/2023	03/2024	\$42,197.26	
NAB	Term Deposit	\$ 1,000,000.00	5.20%	180	10/2023	04/2024	\$25,643.84	
		<u>\$ 20,096,904.47</u>					<u>\$221,835.62</u>	<u>\$327,603.45</u>
Total Interest Received								<u><u>\$476,915.31</u></u>





Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

6. STATEMENT OF INVESTMENTS (continued)

Total Funds Invested

Total Funds Invested as at Reporting Date -

Municipal Fund Investment Portfolio	\$ 4,000,000.00
Trust Fund Investment Portfolio	\$ -
Reserve Fund Investment Portfolio	\$ 12,000,000.00
	<u>\$ 16,000,000.00</u>

Investment Policy - Portfolio Risk Exposure

Council's investment policy provides a framework to manage the risks associated with financial investments.

Portfolio - Terms of Maturity

Limits are placed on the term to maturity thereby reducing the impact of any significant change in interest rate markets and to provide liquidity.

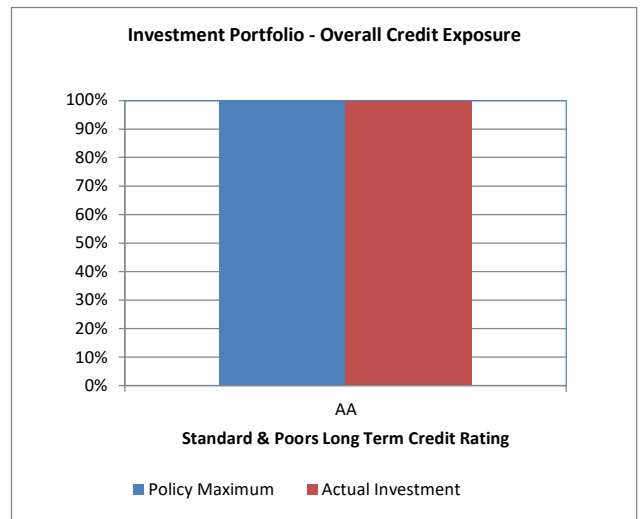
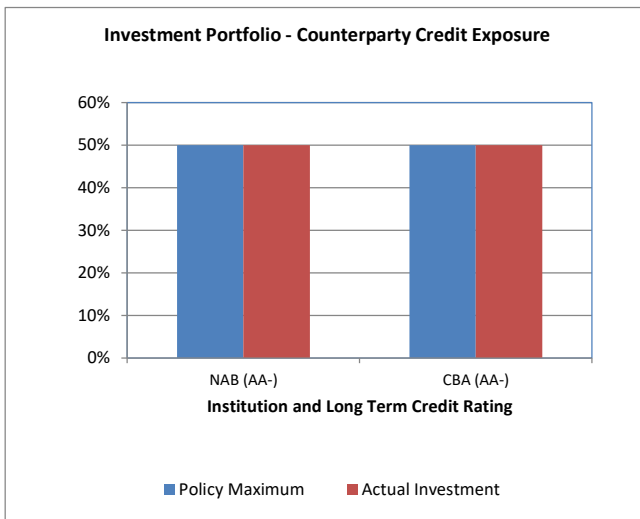
Counterparty Credit Exposure

Exposure to an individual authorised deposit-taking institution (ADI) counterparty will be restricted by their credit rating so that single entity exposure is limited.

Overall Credit Exposure

To control the credit quality on the entire portfolio, limits are placed on the percentage exposed to any particular credit rating category.

The following charts demonstrate the current portfolio diversity and risk compliance with the policy framework.





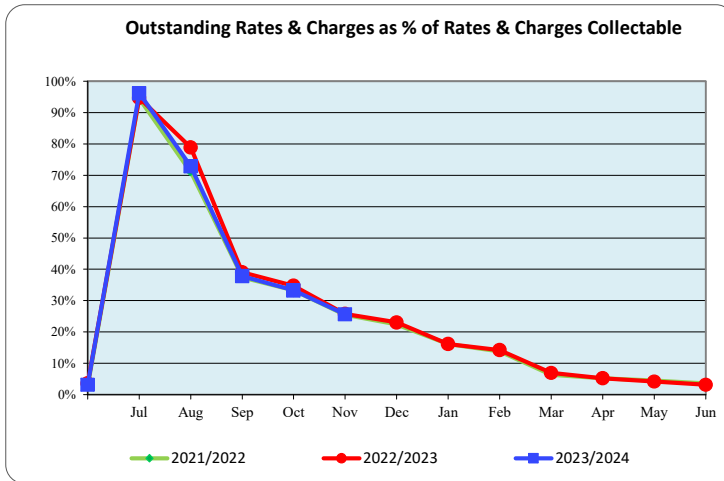
Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

7. Accounts Receivable as at 30 November 2023

Rates and Charges Outstanding

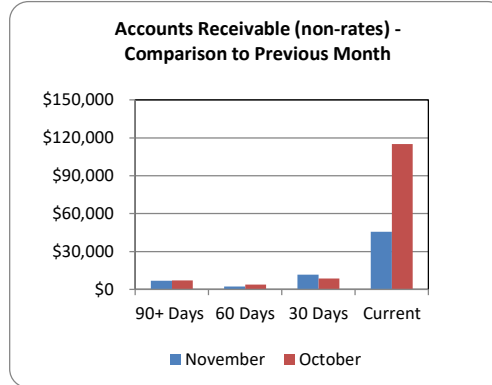
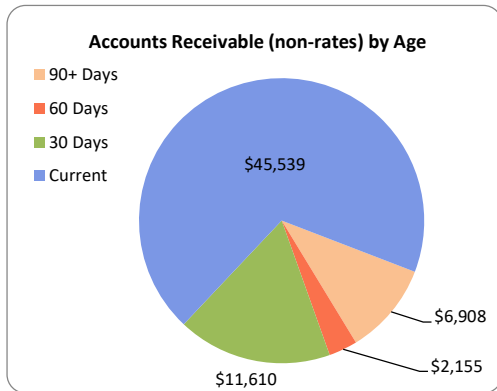
2023/24 annual rates were raised on 28 July 2023 and were due by 13 September 2023 for payment in full or for the first of four instalments. The second instalment was due 15 November 2023.

As at the reporting date, total outstanding rates and charges (including pensioner deferred rates) is \$4,916,050. This equates to 25.5% of rates and charges collectable and is at a similar position to previous years. It is the objective of management to achieve less than 4% of rates and charges outstanding by 30 June.



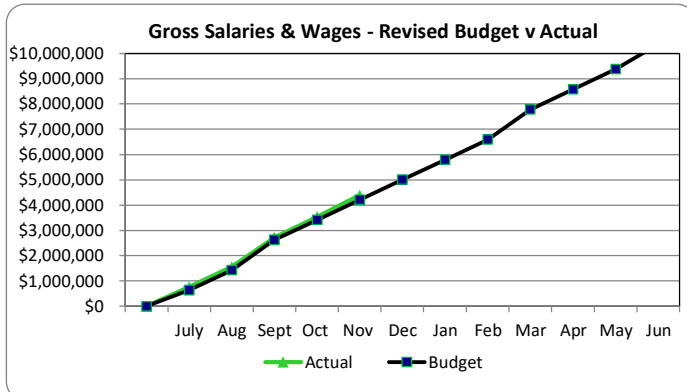
Sundry Debtors Outstanding (non-rates)

As at the reporting date, the total outstanding Sundry Debtors amount to \$66,211.



8. Salaries and Wages to 30 November 2023

At the reporting date, total salaries and wages expenditure is \$4,398,377 (42%) of the annual budget of \$10,365,399 for the 2023/24 financial year.





Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

9. RATING INFORMATION

RATE TYPE	Rate in	Number of properties	Rateable value	2023/24 Budget rate revenue	2023/24 Budget interim rates	2023/24 Budget back rates	2023/24 Budget total revenue	2023/24 Actual total revenue	2022/23 Actual total revenue	2022/23 Budget total revenue
	\$		\$	\$	\$	\$	\$		\$	\$
Differential general rate or general rate										
Gross rental valuations										
General Rates - GRV: Residential	0.109420	4,429	80,548,292	8,813,594	0	0	8,813,594	8,813,594		
General Rates - GRV: Commercial	0.109420	62	14,851,106	1,625,008	0	0	1,625,008	1,625,008		
General Rates - GRV: Industrial	0.109420	71	9,441,902	1,033,133	0	0	1,033,133	1,033,133		
General Rates - GRV: Small Holding	0.109420	387	9,064,228	991,808	0	0	991,808	991,808		
General Rates - GRV: Interim and Back Rates	0.109420	0	0	0	100,359	0	100,359	190,743		
Unimproved valuations										
General Rates - UV: Broad Acre Rural	0.005974	493	315,390,099	1,884,140	0	0	1,884,140	1,884,140		
General Rates - UV: Mining	0.005974	0	0	0	0	0	0	0		
General Rates - UV: Interim and Back Rates	0.005974	0	0	0	0	0	0	0		
Sub-Totals		5,442	429,295,627	14,347,683	100,359	0	14,448,042	14,538,426	0	0
Minimum										
Minimum payment	\$									
Gross rental valuations										
General Rates - GRV: Residential	1,547.50	523	5,242,378	809,343	0	0	809,343	809,343		
General Rates - GRV: Commercial	1,547.50	9	67,360	13,928	0	0	13,928	13,928		
General Rates - GRV: Industrial	1,547.50	43	425,600	66,543	0	0	66,543	66,543		
General Rates - GRV: Small Holding	1,547.50	76	553,300	117,610	0	0	117,610	117,610		
General Rates - GRV: Interim and Back Rates	1,547.50	0	0	0	0	0	0	0		
Unimproved valuations										
General Rates - UV: Broad Acre Rural	1,547.50	121	20,079,023	198,482	0	0	198,482	198,482		
General Rates - UV: Mining	1,547.50	16	267,980	26,246	0	0	26,246	26,246		
General Rates - UV: Interim and Back Rates	1,547.50	0	0	0	0	0	0	0		
Sub-Totals		788	26,635,641	1,232,152	0	0	1,232,152	1,232,150	0	0
		6,230	455,931,268	15,579,835	100,359	0	15,680,194	15,770,576.00	0	0
Concession on general rates							(8,531)	(27,553)		
Rates write-off								(818)		
Total amount raised from general rates							15,671,663	15,742,205	0	0
Specified area rates - bulk waste collection			84,123,610	112,447			112,447	111,316		
Specified area rates - Eaton landscaping			91,394,796	276,345			276,345	269,841		
Total specified area and ex gratia rates							388,792	381,157	0	0
Total rates							16,060,455	16,123,362	0	0



Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023

10. INFORMATION ON BORROWINGS

Debenture Repayments

Particulars	Loan No.	Principal	New		Principal		Interest		Principal	
		Opening Balance 01 July 2023	Loans 2023/24	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted
		\$	Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$
Community Amenities										
Wanju/Waterloo Industrial Park										
Developer Contribution Plans	70	608,486	0	0	(36,018)	(72,295)	(4,382)	(12,680)	572,468	536,191
Waste Bins (3 Bin System)	71	276,850	0	0	(21,884)	(43,978)	(2,643)	(6,660)	254,966	232,872
Recreation and Culture										
Glen Huon Oval Club Rooms	69	837,097	0	0	(22,856)	(46,151)	(16,072)	(37,347)	814,241	790,946
Eaton Oval Club Rooms	72	700,000	0	0	(10,787)	(21,826)	(16,297)	(36,822)	689,213	678,174
Transport										
Depot Land	66	319,890	0	0	(32,747)	(66,161)	(6,510)	(14,511)	287,143	253,729
Economic Services										
Gravel Pit Land - Panizza Road	61	14,167	0	0	(14,167)	(14,167)	(438)	(471)	0	0
Other Property and Services										
Library / Administration Centre (#1)	73	6,000,000	0	0	(94,941)	(191,978)	(132,459)	(304,276)	5,905,059	5,808,022
Library / Administration Centre (#2)	New	0	0	1,500,000	0	(22,254)	0	(42,756)	0	1,477,746
		8,756,490	0	1,500,000	(233,401)	(478,810)	(178,802)	(455,523)	8,523,088	9,777,680

All debenture repayments are financed by general purpose revenue.



**Notes to the Statement of Financial Activity
For the Period Ended 30 November 2023**

11. BUDGET AMENDMENTS

Amendments to the original budget since budget adoption. Surplus/(Deficit)

GL/JOB Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Revised Budget Running Balance
				\$	\$	\$	\$
	Budget Adoption		Opening Surplus (Budgeted)				179,737
	Permanent Changes						
J14322	Increase Job J14322 Eaton Admin Expenditure by \$387,333.15	26/07/23 - 189-23	Asset Acquisition			(387,333)	(207,596)
1141001	Increase Transfer from Building Maintenance Reserve Account	26/07/23 - 189-23	Transfer from Reserve		387,333		179,737
J11666	Reserve 19722 Dardanup Cemetery - Reinstatement Boundary Fence	26/07/23 - 191-23	Asset Acquisition			(11,000)	168,737
J11621	Cancelled Dardanup Hard Courts Upgrade Project from 23/24 Budget	23/08/23 - 200-23	Asset Acquisition		273,409		442,146
1141001	Decrease Transfer from Building Maintenance Reserve Account	23/08/23 - 200-23	Transfer from Reserve			(273,409)	168,737
0817504	Minor Assets Memorial at Palmer Park (Dardanup Heritage Collective)	27/09/23 - 226-23	Operating Expense			(4,500)	164,237
0827502	Donation/Contribution from Dardanup Heritage Collective	27/09/23 - 226-23	Operating Revenue		4,500		168,737
J12907	Project Preliminaries - Eaton Drive Intersections	22/11/23 - 270-23	Asset Acquisition			(50,000)	118,737
1241002	Transfer from Road Construction Reserve	22/11/23 - 270-23	Transfer from Reserve		16,667		135,404
1221503	Grant Revenue Transport - Regional Road Group	22/11/23 - 270-23	Non-operating Revenue		33,333		168,737
J12831	BORR Impacted Roads - Dowdells Line	22/11/23 - 270-23	Asset Acquisition			(364,787)	(196,050)
1221503	Grant Revenue Transport - Regional Road Group	22/11/23 - 270-23	Non-operating Revenue		143,000		(53,050)
1221504	Grant Revenue Transport - Special Projects - LRCI Phase 4	22/11/23 - 270-23	Non-operating Revenue		71,787		18,737
1221510	Infrastructure Developers - Transport - Capital	22/11/23 - 270-23	Non-operating Revenue		150,000		168,737
J12925	Moore Road / Busher Road Intersection Upgrade	22/11/23 - 270-23	Asset Acquisition			(43,650)	125,087
1221503	Grant Revenue Transport - Regional Road Group	22/11/23 - 270-23	Non-operating Revenue		29,000		154,087
1221504	Grant Revenue Transport - Special Projects - LRCI Phase 4	22/11/23 - 270-23	Non-operating Revenue		14,650		168,737
J12923	Russell Road (Burekup Hall - School) Pathway - cancelled	22/11/23 - 270-23	Asset Acquisition		44,312		213,049
1241006	Transfer from Reserve - Pathways Reserve	22/11/23 - 270-23	Transfer from Reserve			(44,312)	168,737
J12924	Charlotte Street (Hatward Street - Doolan Street) Path - cancelled	22/11/23 - 270-23	Asset Acquisition		26,304		195,041
1241006	Transfer from Reserve - Pathways Reserve	22/11/23 - 270-23	Transfer from Reserve			(26,304)	168,737
J05009	Ferguson Bush Fire Station Works - cancelled	22/11/23 - 270-23	Asset Acquisition		20,528		189,265
0522501	ESL Grant Revenue - Capital	22/11/23 - 270-23	Non-operating Revenue			(20,528)	168,737
J12311	Bridge 3669 - Dowdells Line repairs	22/11/23 - 270-23	Asset Acquisition			(33,000)	135,737
J12306	Bridge 3678 - Pile Road bridge renewal	22/11/23 - 270-23	Asset Acquisition		33,000		168,737
J12915	Ferguson Road Upgrade	22/11/23 - 270-23	Asset Acquisition		1,190,000		1,358,737
1221503	Grant Revenue - Regional Road Group - State Black Spot	22/11/23 - 270-23	Non-operating Revenue			(793,333)	565,404
1221505	Grant Revenue - Roads to Recovery	22/11/23 - 270-23	Non-operating Revenue			(166,017)	399,387
1241002	Transfer from Reserve - Road Construction & Major Maintenance	22/11/23 - 270-23	Transfer from Reserve			(230,650)	168,737
					1,247,823	(1,258,823)	168,737

RISK ASSESSMENT TOOL

OVERALL RISK EVENT: Schedule of Paid Accounts as at the 30th of November 2023

RISK THEME PROFILE:

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

RISK ASSESSMENT CONTEXT: Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Non-compliance with the legislative requirements that results in a qualified audit.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required	Not required.	Not required.	Not required.
REPUTATIONAL	Non-compliance that results in a qualified audit can lead stakeholders to question the Council's ability to manage finances effectively.	Insignificant (1)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Insignificant (1)	N/A	N/A	Not required	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

Appendix ORD: 12.4.8