

Ordinary Meeting of Council

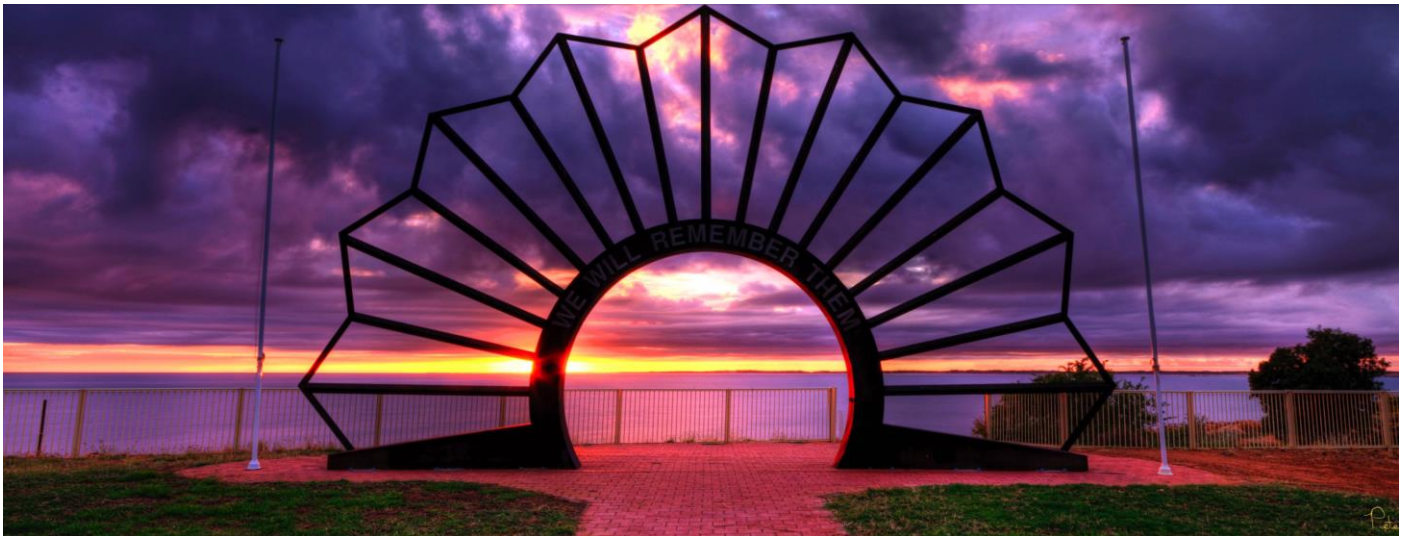
Onslow



Attachments – Public Document

9 December 2015

Onslow Multi-Purpose Centre
Cnr McGrath Rd & Hooley Ave
Onslow
1.00pm



The Shire of Ashburton 10 year Community Strategic Plan (2012-2022) provides focus, direction and represents the hopes and aspirations of the Shire.

Our Vision

The Shire of Ashburton will be a vibrant and prosperous place for work, leisure and living



Our Mission

Working together, enhancing lifestyle and economic vitality



Community Goals

- Vibrant and Active Communities
- Economic Prosperity
- Unique Heritage and Environment
- Distinctive and Well-services Places
- Inspiring Governance

Future Focus

The next four years will see a strong focus on:

1. Community inclusion and participation
2. Provision of infrastructure that enables economic strength
3. Economic strength
4. Organisation stability
5. Staying ahead of the game
6. Development of our governance

Governance & Executive Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status			
1	11/2015	11.6	Proposal for Agenda Items for Pilbara Regional Council Meeting in Regards to the Pilbara Flight Costs MINUTE: 12026	That Council request that the Pilbara Regional Council to conduct a study into the issue of prices of Pilbara air fares to/from Perth, with the view to ascertaining options as to how these prices might be lowered whilst still maintain airline and airport sustainability, and reasonable service levels to the Pilbara communities.	Ongoing PRC considered this at its 23 November Council Meeting and agreed to progress discussions with relevant parties. (November 2015)			
2	11/2015	11.4	Online register for Gifts and Gratuities received by Council Members and Staff; and Council Member contact with Developers MINUTE: 12024	That in order for Council to give the matter further consideration, it seek from WALGA a suggested blanket WA local government policy for <i>Council Member contact with Developers</i> ; and also, provide a suggested protocol for individual local government Web Pages to display Registers of Gifts, Gratuities and Developer Contact information.	Ongoing This has been “overtaken” somewhat by recent State Government Bill, which proposes actions along the lines of the Council’s resolution. See Bill at - http://www.parliament.wa.gov.au/Parliament/Bills.nsf/1A82838DDD41FB0E48257E4B002AB76C/\$File/Bill135-2.pdf Contact made with WALGA in regard to Council Member contact with Developers, which is not covered by the above Bill. (November 2015)			
3	11/2015	11.3	Ordinary Meeting of Council – Schedule of Meeting Dates, Times and Locations for	That Council: 1. Adopt the Schedule of Ordinary Council Meeting dates, times and locations for the period January 2016 to December 2016 as outlined below. <table border="1" data-bbox="705 1348 1585 1391"> <tr> <td>DATE</td> <td>LOCATION</td> <td>TIME</td> </tr> </table>	DATE	LOCATION	TIME	Completed Schedule of meetings has been place on town noticeboards, website and advertised. (November 2015)
DATE	LOCATION	TIME						

Governance & Executive Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision			Current Status
			January to December 2016 MINUTE: 12033	Tuesday, 19 January 2016	Clem Thompson Sports Pavilion, Stadium Road, Tom Price	1:00 pm	
				Tuesday, 16 February 2016	Ashburton Hall, Ashburton Avenue, Paraboradoo	1:00 pm	
				Tuesday, 15 March 2016	Onslow Multi-Purpose Centre, Cnr McGrath Rd & Hooley Avenue, Onslow	1:00 pm	
				Tuesday, 26 April 2016	Clem Thompson Sports Pavilion, Stadium Road, Tom Price	1:00 pm	
				Tuesday, 24 May 2016	Onslow Multi-Purpose Centre, Cnr McGrath Rd & Hooley Avenue, Onslow	1:00 pm	
				Tuesday, 21 June 2016	Ashburton Hall, Ashburton Avenue, Paraboradoo	1:00 pm	
				Tuesday, 19 July 2016	Clem Thompson Sports Pavilion, Stadium Road, Tom Price	1:00 pm	
				Tuesday, 16 August 2016	Onslow Multi-Purpose Centre, Cnr McGrath Rd & Hooley Avenue, Onslow	1:00 pm	
				Tuesday, 27 September 2016	Mayu Maya Centre / Barry Lang Centre, Pannawonica	1:00 pm	
				Tuesday, 25 October 2016	Clem Thompson Sports Pavilion, Stadium Road, Tom Price	1:00 pm	
				Tuesday, 22 November 2016	Ashburton Hall, Ashburton Avenue, Paraboradoo	1:00 pm	
				Friday, 16 December 2015	Onslow Multi-Purpose Centre, Cnr McGrath Rd & Hooley Avenue, Onslow	1:00 pm	
				2. Pursuant to section 5.25(g) of the Local Government Act 1995, give local public notice of the Schedule of Meeting dates, times and locations for the period January 2016 to December 2016.			

Governance & Executive Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status																																										
				<p>3. Approve the commencement times for the Council Meeting Day Elected Member Information Forums as set out below:</p> <ul style="list-style-type: none"> • Tom Price and Paraburdoo: 10.00 am. • Onslow and Pannawonica: 11.00 am. <p>4. Approve the dates and commencement times for the Elected Member Information Forums “Carried Over” Compliance Items as set out below:</p> <table border="1"> <thead> <tr> <th></th> <th>DATE</th> <th>TIME</th> </tr> </thead> <tbody> <tr> <td>Carry Over December 2015 EMIF</td> <td>13 Jan 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over January EMIF</td> <td>2 Feb 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over February EMIF</td> <td>1 Mar 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over March EMIF</td> <td>29 Mar 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over April EMIF</td> <td>10 May 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over May EMIF</td> <td>7 Jun 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over June EMIF</td> <td>5 Jul 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over July EMIF</td> <td>2 Aug 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over August EMIF</td> <td>30 Aug 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over September EMIF</td> <td>11 Oct 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over October EMIF</td> <td>8 Nov 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over November EMIF</td> <td>7 Dec 16</td> <td>7 pm or as required</td> </tr> <tr> <td>Carry Over December EMIF</td> <td>6 Jan 17</td> <td>7 pm or as required</td> </tr> </tbody> </table>		DATE	TIME	Carry Over December 2015 EMIF	13 Jan 16	7 pm or as required	Carry Over January EMIF	2 Feb 16	7 pm or as required	Carry Over February EMIF	1 Mar 16	7 pm or as required	Carry Over March EMIF	29 Mar 16	7 pm or as required	Carry Over April EMIF	10 May 16	7 pm or as required	Carry Over May EMIF	7 Jun 16	7 pm or as required	Carry Over June EMIF	5 Jul 16	7 pm or as required	Carry Over July EMIF	2 Aug 16	7 pm or as required	Carry Over August EMIF	30 Aug 16	7 pm or as required	Carry Over September EMIF	11 Oct 16	7 pm or as required	Carry Over October EMIF	8 Nov 16	7 pm or as required	Carry Over November EMIF	7 Dec 16	7 pm or as required	Carry Over December EMIF	6 Jan 17	7 pm or as required	
	DATE	TIME																																													
Carry Over December 2015 EMIF	13 Jan 16	7 pm or as required																																													
Carry Over January EMIF	2 Feb 16	7 pm or as required																																													
Carry Over February EMIF	1 Mar 16	7 pm or as required																																													
Carry Over March EMIF	29 Mar 16	7 pm or as required																																													
Carry Over April EMIF	10 May 16	7 pm or as required																																													
Carry Over May EMIF	7 Jun 16	7 pm or as required																																													
Carry Over June EMIF	5 Jul 16	7 pm or as required																																													
Carry Over July EMIF	2 Aug 16	7 pm or as required																																													
Carry Over August EMIF	30 Aug 16	7 pm or as required																																													
Carry Over September EMIF	11 Oct 16	7 pm or as required																																													
Carry Over October EMIF	8 Nov 16	7 pm or as required																																													
Carry Over November EMIF	7 Dec 16	7 pm or as required																																													
Carry Over December EMIF	6 Jan 17	7 pm or as required																																													
4	09/2015	11.3	<p>Onslow Staff Housing Options & Recommendations 2015-2016</p> <p>MINUTE: 11999</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Authorise the Chief Executive Officer to investigate the construction or purchase of new or existing housing within Onslow to a maximum combined expenditure of \$2.2M for the purpose of staff housing relief; 2. Authorise the Chief Executive Officer, with the written approval of the Shire President, to enter into a contract of sale for the 	<p>Progressing</p> <p>Potential land / house packages have been identified and the Shire is currently waiting on advice from government departments regarding joint procurement opportunities.</p> <p>(November 2015)</p>																																										

Governance & Executive Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>acquisition of any appropriate dwellings, to a maximum combined expenditure of \$2.2M;</p> <p>3. Authorise investigations into the cost of dwelling construction on Shire land in Onslow for consideration in next year's budget;</p> <p>4. Quarantines any operational savings from decreased expenditure on staff housing leases in the 2015/2016 year (if any) for further purchase or construction of dwellings;</p> <p>5. Request the Minister for Lands to;</p> <p style="padding-left: 40px;">a) Revoke the current Management Order for Reserve 42094;</p> <p style="padding-left: 40px;">b) Change the purpose of Reserve 42094 from "Drainage" to "Staff Housing"; and</p> <p style="padding-left: 40px;">c) Issue a Management Order to the Shire of Ashburton for the purpose of "Staff Housing" for Reserve 42094 with power to lease.</p>	<p>The discussions regarding house and land packages continue in order to ensure the Shire complies with FIN12 procurement compliance requirements.</p> <p>(November 2015)</p>
5	20/2015	11.3	<p>Notice of Motion - Local Indigenous Communities and State Government Consultation</p> <p>MINUTE: 11955</p>	<p>That Council:</p> <p>1. Engages with the WA State Government's proposed consultation process so as to contribute to the WA State Government's planning for remote Indigenous communities in the Shire of Ashburton;</p> <p>2. Monitor the State Government consultation process to ensure the views of the several local Indigenous communities are adequately invited; and</p> <p>3. Defers any decision on the question of a Shire policy position on Ashburton's remote Indigenous communities, at least until</p>	<p>Progressing</p> <p>Awaiting contact from Department of Regional Development on the consultation process.</p> <p>(June 2015)</p> <p>An update was provided at the November PRC Meeting by the State Government, but there is still no direct role for the Shire of Ashburton to play at this point in time.</p> <p>(November 2015)</p>

Governance & Executive Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				the initial positions of the WA State Government and the several local Indigenous communities are ascertained.	
6	04/2015	11.4	Fuel Watch Proposal for Ashburton District MINUTE: 11937	That Council: 1. Lodge with the Department of Consumer Protection – FuelWatch, a formal request to amend Schedule 1 of the Petroleum Products Pricing Regulations to include the Shire of Ashburton within the FuelWatch boundary. 2. Authorises that public consultation be conducted to determine whether there is support from the general public to include the Shire of Ashburton in the FuelWatch boundary, should FuelWatch advise that it has received the necessary support from the fuel retailers within the Shire of Ashburton.	Progressing Advice received 2 September that feedback from fuel retailers is now closed. Responses are currently being reviewed. (September 2015) Department of Consumer protection has not yet advised the Shire of any determination. (October 2015)
7	07/2014	16.2	In Principle Support for a Joint Development Between the Shire and the Department of Housing for Staff Housing in Onslow MINUTE: 11831	The officer recommendation be adopted and that Council: 1. Provide in-principle support for a joint development partnership between the Department of Housing and the Shire of Ashburton for the development of Service Worker and Staff Accommodation across Lots 396, 397 on Reserve 41970 and Lots 398, 399 and 400 Third Avenue Onslow; 2. Delegate authority to the Chief Executive officer to progress the proposal and negotiate the financial terms, project management arrangements and design concepts of the proposed joint development partnership; and 3. Request a final report to be presented to Council at a later date that details the particulars of the project before commencement of the proposed partnership.	On Hold Awaiting Department of Housing to provide a firm position for the Shire's consideration. Joint Venture proposal "temporarily stalled" due to insufficient demand for service worker accommodation. Shire progressing its own housing supply options in the interim (11.4 – 20 May 2015). Next progress on this item is expected to be late in 2016. (May 2015)

Community Development Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
1	11/2015	17.1	Notice of Motion in Regards to the Lease of the Onslow Community Garden	That the CEO provide a report to Council on the possibilities of the Education Department agreeing to lease the land containing the Onslow Community Garden to the Shire of Ashburton.	Ongoing Report prepared for December 2015 OCM. (November 2105)
2	10/2015	12.2	Inclusion of budget allocations for celebrating completion of small projects MINUTE: 12012	That Council: 1. Allocate \$500 within the existing budget allocations to be used for celebrating the completion and opening of such projects with the community (for example, park and pool upgrades) and the CEO to liaise with Councillors to select the appropriate 2015/16 projects). 2. As a trial, Council adopt two different styles of openings (“comprehensive”, and “local”). Comprehensive openings would be for larger capital projects, whilst Local openings would be for much smaller community projects and be limited to approximately \$500 in cost (excluding existing budgeted Shire operating/staff costs). 3. A Shire Policy be developed prior to the 2016/17 budget to formalise (2) above. 4. As part of future Capital Works Budget Workshops, the style of the official opening of projects be noted for budget consideration. 5. Above allocations and criteria only applies for community projects in excess of \$100K	Ongoing Endorsed by Council at October 2015 OCM A draft policy will be prepared for Council review prior to 2016/2017 budget review. (November 2015)

Community Development Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
3	08/2015	17.3	Notice of Motion in regards to the Shire of Ashburton to join a Garage Sale Trail	For Council to consider to join the Garage Sale Trail on the 24th of Oct. This garage sale is a joint project for all Councils across Australia.	<p>Progressing</p> <p>The Garage Trail Day is 25 October 2015, the registration closed on 29 May 2015. As the date for registration had already closed the Shire is unable to participate this year.</p> <p>Item delayed, Agenda Item to be prepared and presented to Council before registration date closes in May 2016</p> <p>(October 2015)</p>
4	07/2015	11.4	Formation of a Committee for the Aboriginal Communities MINUTE: 11978	That Council appoint a Working Group of Councillors Thomas, Foster, and Fernandez to develop a proposal for Council's later consideration, including the suggested role and purpose, membership, meeting frequency and locations, and likely resourcing costs of operating an <i>Aboriginal Community Committee</i> and any possible long term budget expectations.	<p>Progressing</p> <p>Investigation by staff initiated, into Terms of Reference, areas of influence, direction and involvement. A report will be provided to the Working Group when</p>

Community Development Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
					<p>finalised.</p> <p>(August 2015)</p> <p>Research Ongoing, Department for Indigenous Affairs assisting with preparation of report</p> <p>(October 2015)</p> <p>WALGA has agreed to assist in the development of the Shire's Aboriginal Community Committee structure.</p> <p>(October 2015)</p> <p>Report being prepared due January 2016.</p> <p>(November 2015)</p>

Community Development Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
5	01/2015	12.2	Sport & Recreation Concept Plan for Area W, Tom Price MINUTE: 11902	That Council: 1. Accepts the Sport & Recreation Concept Plan for Area W, Tom Price as per ATTACHMENT 12.2B; and 2. Accepts and approves works to commence on the detailed design utilising Council approved budget allocation of 2014/15 for the project and for appropriate works within the budget allocation to be undertaken.	Progressing Funding for renovation of Area W toilets and change rooms approved in 2015/16 budget. (August 2015) Priority Capex item 16.015 \$300k deferred until mid-year budget review consideration. Picnic Area and Grandstand complete Existing Shade Shelter having a makeover. Public Toilets are being painted, additional works deferred until additional funds become available (October 2015) Balance of 2015/16 budgeted funds unspent available

Community Development Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
					and awaiting Councillor feedback. (November 2015)
6	12/2014	12.1	Youth Engagement Strategy MINUTE: 11889	That Council: 1. Endorse the development of a Youth Engagement Strategy to replace Policy REC11 (Youth Advisory Council) for Council's future consideration; and 2. Require, the Youth Engagement Strategy to be referred back to Council for its consideration.	Progressing Report to Council 75% complete, relevant Officer on A/L. estimated delivery to Council October 2015. (August 2015) Report delayed due to extended staff leave. Completion date due January 2016 (October 2015)
7	01/2014	11.1	Entry Statements Onslow, Paraburdoo And Tom Price, And Anzac Park Redevelopment For Paraburdoo.	That Council: 1. Acknowledges Smith Sculptors as providing a unique service as per Local government (functions and General) Regulations 1996 Part 4 Division 2 11 (2) (f) and appoints them as the designers, constructor's and installers of the Tom Price, Onslow and Paraburdoo Entry statements and the Tom Price and Paraburdoo Anzac Parks; 2. Accepts the design concepts for the Onslow Entry Statement (attachment 11.1A),	Ongoing Stage 1 complete, Stage 2 to be reconsidered and revised plans to be presented to Council for approval.

Community Development Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
			MINUTE: 11730	<p>the Paraburdoo Entry Statement (attachment 11.1B), the Paraburdoo Anzac Park (attachment 11.1D) and the Tom Price Anzac Park (attachment 11.1E);</p> <p>3. Allocates priority to the Tom Price and Paraburdoo Anzacs Parks and authorises the CEO to apply his best endeavors to identify and source external funding opportunities for these projects; and</p> <p>4. Considers a contribution to the costs of these projects as part of its 2014/15 budget deliberations.</p>	<p>(August 2015)</p> <p>Attempts to identify external funding continuing.</p> <p>(October 2015)</p>

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status															
1	11/2015	13.4	Proposed CEO Delegation – Public Lands, Making Submissions on Behalf of Council MINUTE: 12030	That Council adopt the Delegation DA01-9 <i>Public Lands - Making Submissions On Behalf Of Council</i> at ATTACHMENT 13.4A.	Completed Delegation updated to Delegation Register. (November 2015)															
2	11/2015	13.3	Budget Amendment / Variation MINUTE: 12029	<p>That Council approved the required budget variations to the Current Budget for 2015/2016 as outlined below.</p> <p>1. Club Development</p> <table border="1"> <thead> <tr> <th>GL/Job Number</th> <th>General Ledger Description</th> <th>Original Budget</th> <th>Variation Amount</th> <th>Revised Budget</th> </tr> </thead> <tbody> <tr> <td>11380530</td> <td>Bike Rack Design Paraburdoo</td> <td>\$8,050</td> <td>\$10,500</td> <td>\$18,550</td> </tr> <tr> <td>11380850</td> <td>Reserve</td> <td>(\$89,800)</td> <td>(\$10,500)</td> <td>(\$100,300)</td> </tr> </tbody> </table> <p>Reason: The designs produced by the project were more artistic than initially envisioned. This increased the cost to produce each rack. Installation costs were also much higher than anticipated. Partnership underspend from 2013/14 approved by PMG Team to increase the funds available.</p>	GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget	11380530	Bike Rack Design Paraburdoo	\$8,050	\$10,500	\$18,550	11380850	Reserve	(\$89,800)	(\$10,500)	(\$100,300)	Completed Budget amendments have been actioned. (November 2015)
GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget																
11380530	Bike Rack Design Paraburdoo	\$8,050	\$10,500	\$18,550																
11380850	Reserve	(\$89,800)	(\$10,500)	(\$100,300)																

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status																																			
				<p>Note: No adverse impact on the anticipated end of year financial position for the Municipal Account, the Reserve Account for the RTIO Partnership will have a reduced end of year balance.</p> <p style="text-align: center;">2. Health – Pest Control</p> <table border="1"> <thead> <tr> <th>GL/Job Number</th> <th>General Ledger Description</th> <th>Original Budget</th> <th>Variation Amount</th> <th>Revised Budget</th> </tr> </thead> <tbody> <tr> <td>11380530</td> <td>Mosquito and Pest Control</td> <td>\$8,000</td> <td>\$31,487</td> <td>\$39,487</td> </tr> <tr> <td>10723530</td> <td>Mosquito Control subsidy GEN</td> <td>(\$10,500)</td> <td>(\$31,487)</td> <td>(\$41,987)</td> </tr> </tbody> </table> <p>Reason: Extra funding received from the Department of Health (FIMMWA) for 2015-16 after the adoption of the Shire’s budget. The amount received is \$31,486.50.</p> <p>Note: No adverse impact on the anticipated end of year financial position for the Municipal Account.</p> <p style="text-align: center;">3. Club Development</p> <table border="1"> <thead> <tr> <th>GL/Job Number</th> <th>General Ledger Description</th> <th>Original Budget</th> <th>Variation Amount</th> <th>Revised Budget</th> </tr> </thead> <tbody> <tr> <td>GE043</td> <td>Mental Health Week</td> <td>\$0</td> <td>\$13,000</td> <td>\$13,000</td> </tr> <tr> <td>GE044</td> <td>Seniors’ Week</td> <td>\$0</td> <td>\$1,500</td> <td>\$1,500</td> </tr> <tr> <td>CS008</td> <td>Consultant Project Costs</td> <td>\$81,500</td> <td>(\$12,500)</td> <td>\$69,000</td> </tr> </tbody> </table>	GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget	11380530	Mosquito and Pest Control	\$8,000	\$31,487	\$39,487	10723530	Mosquito Control subsidy GEN	(\$10,500)	(\$31,487)	(\$41,987)	GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget	GE043	Mental Health Week	\$0	\$13,000	\$13,000	GE044	Seniors’ Week	\$0	\$1,500	\$1,500	CS008	Consultant Project Costs	\$81,500	(\$12,500)	\$69,000	
GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget																																				
11380530	Mosquito and Pest Control	\$8,000	\$31,487	\$39,487																																				
10723530	Mosquito Control subsidy GEN	(\$10,500)	(\$31,487)	(\$41,987)																																				
GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget																																				
GE043	Mental Health Week	\$0	\$13,000	\$13,000																																				
GE044	Seniors’ Week	\$0	\$1,500	\$1,500																																				
CS008	Consultant Project Costs	\$81,500	(\$12,500)	\$69,000																																				

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status																									
				<p>Note: No adverse impact on the anticipated end of year financial position for the Municipal Account, the Reserve Account for the RTIO Partnership will have a reduced end of year balance.</p> <p>5. Onslow Airport Mixed Business Land</p> <table border="1"> <thead> <tr> <th>GL/Job Number</th> <th>General Ledger Description</th> <th>Original Budget</th> <th>Variation Amount</th> <th>Revised Budget</th> </tr> </thead> <tbody> <tr> <td>11473180</td> <td>Services Installation - Onslow Aiport Mixed Business Land GEN</td> <td>\$250,000</td> <td>(\$50,000)</td> <td>\$200,000</td> </tr> <tr> <td>11401270</td> <td>Consultant/Project Costs GEN</td> <td>\$30,000</td> <td>(\$20,000)</td> <td>\$10,000</td> </tr> <tr> <td>11473090</td> <td>Land Settlement Expense GEN</td> <td>\$0</td> <td>\$70,000</td> <td>\$70,000</td> </tr> </tbody> </table> <p>Reason: This transfer is necessary due to the redirection from lease to sale for a portion of Lot 16 Onslow Rd, Onslow, better known as the Onslow Industrial Subdivision. At this stage the remainder of the expenditure forecast for GL 11473180 should remain in the event that the Council does not support the sale. It is proposed that a further \$20,000 be transferred from GL 11401270 – Consultant/Project Costs as these services are expected to be minimal in the 2015/16 FY due to the initial scope of works being conducted by Planning & Survey service providers.</p> <p>Note: No adverse impact on the anticipated end of year financial position for the Municipal Account.</p> <p>6. Onslow Airport</p> <table border="1"> <thead> <tr> <th>GL/Job Number</th> <th>General Ledger Description</th> <th>Original Budget</th> <th>Variation Amount</th> <th>Revised Budget</th> </tr> </thead> <tbody> </tbody> </table>	GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget	11473180	Services Installation - Onslow Aiport Mixed Business Land GEN	\$250,000	(\$50,000)	\$200,000	11401270	Consultant/Project Costs GEN	\$30,000	(\$20,000)	\$10,000	11473090	Land Settlement Expense GEN	\$0	\$70,000	\$70,000	GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget	
GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget																										
11473180	Services Installation - Onslow Aiport Mixed Business Land GEN	\$250,000	(\$50,000)	\$200,000																										
11401270	Consultant/Project Costs GEN	\$30,000	(\$20,000)	\$10,000																										
11473090	Land Settlement Expense GEN	\$0	\$70,000	\$70,000																										
GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget																										

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision			Current Status																						
				B426	Annual Routine Maintenance	\$200,000	(\$25,000)	\$175,000																					
				W613	Access Road & Carpark	\$5,000	\$25,000	\$30,000																					
				<p>Reason: No budget allocation has been provided for dust fencing along the access road to the airport terminal. As the terminal building is relatively new and still under warranty for half of the financial year, not all the annual routine maintenance has been necessary. Hence not all of the allocated budget funds for that code will be used this financial year. Therefore, it is recommended that \$25,000 be reallocated to the Access Road & Carpark to allow the installation of permanent dust fencing parallel to the road to assist with the dust problem at the Onslow Airport terminal.</p> <p>Note: No adverse impact on the anticipated end of year financial position for the Municipal Account.</p>																									
				<p>7. Playground Audit</p> <table border="1"> <thead> <tr> <th>GL/Job Number</th> <th>General Ledger Description</th> <th>Original Budget</th> <th>Variation Amount</th> <th>Revised Budget</th> </tr> </thead> <tbody> <tr> <td>C042</td> <td>Federation Park (Paraburdoo) Playground Maintenance</td> <td>\$10,000</td> <td>(\$10,000)</td> <td>\$0</td> </tr> <tr> <td>C1615</td> <td>Refurbishment playground Equipment (Talbot Park)</td> <td>\$10,000</td> <td>(\$10,000)</td> <td>\$0</td> </tr> <tr> <td>C1617</td> <td>Playground Audit Repairs</td> <td>0</td> <td>\$20,000</td> <td>\$20,000</td> </tr> </tbody> </table> <p>Reason: A recent Playground Audit conducted across all of the Shire's 13 playgrounds indicates that repairs are required at most of these sites. It is proposed to utilise the funds across all of the playgrounds highlighted in the Audit, to address as many of compliance/risk issues raised as possible.</p>						GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget	C042	Federation Park (Paraburdoo) Playground Maintenance	\$10,000	(\$10,000)	\$0	C1615	Refurbishment playground Equipment (Talbot Park)	\$10,000	(\$10,000)	\$0	C1617	Playground Audit Repairs	0	\$20,000	\$20,000
GL/Job Number	General Ledger Description	Original Budget	Variation Amount	Revised Budget																									
C042	Federation Park (Paraburdoo) Playground Maintenance	\$10,000	(\$10,000)	\$0																									
C1615	Refurbishment playground Equipment (Talbot Park)	\$10,000	(\$10,000)	\$0																									
C1617	Playground Audit Repairs	0	\$20,000	\$20,000																									

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				Note: No adverse impact on the anticipated end of year financial position for the Municipal Account.	
3	11/2015	13.2	Strategic Community Plan – Mid Point Desktop review MINUTE: 12028	That Council adopt the revised Strategic Community Plan as provided in ATTACHMENT 13.2.	Completed The Strategic Community Plan was adopted by Council at the November council meeting. (November 2015)

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
4	10/2015	13.2	Tom Price Memorial Garden MINUTE: 12015	That Council: 1. Permits memorials at the rotunda/garden bed in Doug Talbot Park Tom Price; and 2. Modifies Policy ADM11 to include at the end of point 6(a) "(noting that Council has endorsed the Paraburdoo Memorial Garden and Doug Talbot Park in Tom Price as Memorial Gardens)"	Ongoing The Tom Price Memorial Garden sign has been ordered and is currently being made. (November 2015)
5	04/2015	13.4	Award of Tender RFT 31/14 – Design and Construction Onslow Shire Complex MINUTE: 11940	That Council: 3. Authorises the Chief Executive Officer to deal with any variations to the Tender to a maximum of 10% of the contract value, providing an appropriate budget variation is identified for any increases to the overall budget for the project.	Ongoing (#4) Ongoing until building completed. Site-works continuing. (November 2015)

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
6	03/2015	13.3	Adjustment to the Onslow Townsite Boundary MINUTE: 11917	That Council requests the Minister for Lands to amend the Onslow townsite boundary in accordance with the attached plan ATTACHMENT 13.3 Onslow townsite Proposed Town Site Boundary dated March 2015 to accurately reflect the town's urban growth.	Ongoing Awaiting response from the Shire's application to the Minister for Lands. (September 2015)
7	03/2015	13.5	Shire of Ashburton Long Term Financial Plan MINUTE: 11917	That Council: 2. Sets aside time for a Councillor Workshops (in the afternoon of Tuesday 14 April 2015) to discuss the Long Term Financial Plan and how it interacts with the Corporate Business Plan Review and the 2015/16 Annual Budget.	Ongoing Workshops with Councillors were conducted in September to review the Strategic Community Plan (SCP) and this document is being present to the November Council meeting. The reviewed SCP will be reflected in the Corporate Business Plan, Long Term Financial Plan, Asset Management

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
					Plans and Workforce Management Plans. Work has commenced to review the Long Term Financial Plan with workshops being planned in December 2015 and into early 2016. (November 2015)
8	06/2013	11.4	Financial Management Audit MINUTE: 11545	That Council: 1. Receives the Financial Management Review as per Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1996; 2. Directs the Chief Executive Officer to take action on the recommendations contained in the report.	Ongoing Finance Manager addressing issues raised in the Financial Management Review. 95% of issues now addressed. Remaining issue relates to Business

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
					<p>Continuity and the IT Department has been allocated the funds for the IT components. We will shortly be going out to tender so we can begin purchasing the equipment required. We hope to have the IT part completed by the end of the financial year. (November 2015)</p>

Corporate Services Decision Status Report

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
9	12/2009	12.12.76	Realignment of Hillside Pastoral Station Boundary Border	That Council defer consideration of the agenda item until the February 2010 meeting of Council, the reason being subsequent to the preparation of the agenda item the Shire received two more proposals from the Local Government Advisory Board to amend the Shire's boundary with the Shire of East Pilbara. It was considered appropriate to consider the proposals collectively.	<p>Ongoing</p> <p>Department of Lands advise they cannot confirm the origins or reason for the original request (Nov 2009).</p> <p>With the expiry/renewal processes of all Pastoral Leases occurring shortly they will not be processing this matter until after July 2015.</p> <p>We have again contacted Department of Lands and are awaiting a response.</p> <p>(November 2015)</p>

Development and Regulatory Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
1	09/2015	18.1	Control of Leucaena Trees MINUTE: 12007	That the Shire of Ashburton requests the Pilbara Regional Council: 1. To progress the formation of a Leucaena management group from member Councils and environmental organisations; and 2. To approach WALGA for assistance to develop a Local Law to classify Leucaena as a “declared “weed in the Pilbara.	Ongoing PRC have written to member Council’s to gauge interest in a regional response. Will await outcome of PRC survey prior to approaching WALGA re: request to assist with drafting a Local Law. (October 2015)
2	07/2015	4.2.1	Shane Roulstone (Tom Price)	Q1. Has Council considered implementing 5 minute parking zones between 7am and 4pm on school days for the 170m stretch of Tamarind St - outside the Tom Price Primary School? This would allow parents to safely drop off and pick their children, which is not possible when the parking area outside the school is taken up by other vehicles, which causes parents to double park or park on the other side of the street, which significantly increases the risk of a child being hurt on the road at drop off and pick up times. The “P5min - Drop off & Pick up only during school days” is widely used by many councils to help keep children safe. There may be some merit in introducing restricted parking in front of the school on Tamarind Street however the matter needs some prior investigation. As such, it is suggested that the Shire engage in consultation with the school and any other relevant parties, to facilitate an investigation of the cause and severity of the parking problems in this location, and the best way of addressing the concerns raised regarding	Ongoing Ranger Services have requested changes to the line marking and signage outside the school. Infrastructure have advised that this work will be carried out when the road has been resealed. New Senior Ranger to raise the issue again with the school once they have commenced

Development and Regulatory Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				congestion and safety.	(probably start of 2016 school year). Time restrictions in this location not appropriate as would limit the ability of Rangers to patrol all schools. (November 2015)
3	08/2014	14.1	Unauthorised Accommodation in Industrial Areas within the Shire of Ashburton MINUTE: 11844	That Council: 1. Consent to conduct a review of the illegal accommodation in industrial areas, and in light of the Shire's limited resources, conduct the review on to Tom Price and finishing with Onslow; 2. Send letters to all light industrial land owners throughout the Shire as well as hand delivering a similar letter to each lot to ensure Lessee awareness. The letter is to outline the Shire's intentions and give clear advice as to what is acceptable for caretaker's accommodation, including how to apply for Planning and Building approvals. The letter will also clearly outline the plan to have an amnesty period and set out a proposed audit plan for every LIA lot in the Shire to be conducted by the regulatory services team; 3. Give an amnesty period; a. for Tom Price and Onslow, six months from the date of notification to enable owners/occupiers to approach the Shire without fear of prosecution to help them comply with their obligations under the Planning Act 2005; b. for Paraburdoo industrial area, 31 March 2015, to enable owners/occupiers to approach the Shire without fear of prosecution to help them comply with their obligations under the	Ongoing Paraburdoo inspection complete. See item below. Tom Price letters sent out 23/1/15, inspections carried out 31/7/15. There are a number of lots with unauthorised development / accommodation, Letters have been sent to the owners of all lots with outstanding planning compliance issues. Onslow letters sent out in June with

Development and Regulatory Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>Planning Act 2005;</p> <ol style="list-style-type: none"> 4. During the amnesty period run a media campaign to ensure stakeholders are aware of the specific dates of the amnesty period and the proposed audits, including where possible, involving other Pilbara local governments to gain maximum exposure to the issue at hand; 5. Approach RTIO to determine if any solution can be found for the shortage of available accommodation and residential land in Paraburdoo and Tom Price; 6. Conduct thorough audits of every LIA in the Shire, ensuring investigations are carried out in a manner that will enable successful prosecutions if required; and 7. Send "Show Cause Letters" to the owners and lessees of any lots that continue to provide unauthorised accommodation at the close of the amnesty period and if no legitimate legal reason is provided within 14 days of the "Show Cause" notification, initiate legal action. 	<p>amnesty period expiring in January 2016. A number of enquiries already received.</p> <p>(June 2015)</p>
4	12/2012	13.1	<p>Paraburdoo Light Industrial Area Accommodation</p> <p>MINUTE: 11377</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Note the outcomes of the inspection carried out on 20 November 2012 by Shire Staff as provided for in ATTACHMENT 13.1. 2. Request the Acting Chief Executive Officer to: <ol style="list-style-type: none"> i. Write to those land owners (including State Lands) that the inspection referred to in 1. above revealed had unauthorised accommodation on their land and advising that the accommodation be either removed or modified such that it is not available for accommodation purposes (within three (3) months and advising potential penalties for not complying); ii. Undertake a further inspection to address compliance; 	<p>Ongoing</p> <p>Lots were inspected on the 31/03/15.</p> <p>Two lots have on-going tenure issues that need to be resolved prior to new DA's being considered. Compliance to conduct a desktop</p>

Development and Regulatory Services Status Report

#	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>iii. Provide a further report to Council with respect initiating legal action against those owners that have not sought to achieve compliance.</p> <p>iv. Write to Rio Tinto and the Minister for Lands to determine whether land can be made available for operators at the Paraburdoo light industrial area for accommodation.</p>	<p>audit and kerbside inspections to check whether conditions on new DA's have been complied with by the end of 2015.</p> <p>(November 2015)</p>
5	12/2013	14.8	<p>Onslow Rodeo Grounds (Reserve 39070)</p> <p>MINUTE: 11718</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Authorise the Chief Executive Officer to undertake an independent environmental 'audit' and detailed site investigation of Reserve 39070 to: <ul style="list-style-type: none"> • determine what has been disposed of on the site; • address the classification as 'Possibly contaminated - investigation required' • whether the site is safe for use from any contaminants on or within the site; and; • any other matter relevant to the Council and the Department of Environment Regulation that would enable the withdrawal of Memorial M400302. 2. In relation to 1. above, Directs investigate if the audit is able to be conducted using current staff resources and expertise, and if not, direct funding, of up to \$50,000, for the environment audit and detailed site investigation of Reserve 39070 be taken from account 140114 (consultant/project costs) of up to \$50,000 and that it be recognised as over budget expenditure. 	<p>Ongoing</p> <p>DER have now provided a response with detail regarding a memorial to be lodged on the Title.</p> <p>Manager EH is still waiting on a survey which will inform the memorial.</p> <p>(November 2015)</p>

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
1	11/2015	14.1	<p>Reconsideration of Final Adoption of Amendment 29 to Rezone Portion of Lot 500 on Deposited Plan 401881 (Reserve 19291) Being the Site for the Onslow Waste Transfer Station from 'Rural' to 'Public Purposes - Waste Disposal and Treatment'</p> <p>MINUTE: 12024</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Endorses the Schedule of Submissions prepared in response to the consultation for Amendment 29; and 2. Pursuant to Part V of the Planning and Development Act 2005 and having considered the submissions lodged during the advertising period, adopts for final approval Amendment 29 to the Shire of Ashburton Local Planning Scheme No. 7 for the purpose of: <ol style="list-style-type: none"> a. Rezoning portion of Lot 500 on Deposited Plan 401881 from 'Rural' to 'Public Purposes – Waste Disposal and Treatment' as shown on the Amendment Map; and b. Amending the Scheme Map Accordingly; 3. Authorise the Shire President and the Chief Executive Officer to execute and affix the common seal of the Shire of Ashburton to the relevant documentation; and 4. Refers Amendment No. 29 to the Western Australian Planning Commission with a request for the approval of the Hon. Minister for Planning. 	<p>Progressing</p> <p>Amendment submitted to Minister for Planning for final approval (November 2015)</p>
2	08/2015	19.1	<p>Confidential Item - Carbone Report - Final Report (Nameless Valley and Onslow Airport Camps Fees and Charges; and Onslow Camp Continuation)</p>	<ol style="list-style-type: none"> 4. Note that the matter of the Onslow Airport Camp accommodations/associated facilities tender is being dealt with through a Town Planning Scheme amendment proposal, which will be followed by a tender for the supply/hire of these facilities. 	<p>Ongoing</p> <p>Scheme Amendment 30 initiated, advertising complete on 28 October 2015.</p>

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status								
			MINUTE: 11992		Report to December OCM. (November 2015)								
3	08/2015	17.2	Notice of Motion in regards to a review of the Transient Worker Accommodation Policy	CEO to initiate a review of LPP13 transient worker accommodation policies and any other related planning in light of other related Councillors opposition to double bunking. Councillors have expressed concerns as Chevron’s intentions to double bunk at their Wheatstone Project.	Ongoing Need to undertake review of LPP13 in early 2016 and address Council concerns regarding double bunking. (November 2015)								
4	07/2015	14.2	Proposed Amendment to the Shire of Ashburton Town Planning Scheme no. 7 to Rezone Portion of lot 16 Onslow Road from ‘Public Purposes - Airport’ reserve to ‘Special Use 5’ Zone MINUTE: 11975	That Council: 1. in pursuance of Section 75 of the Planning and Development Act 2005 ("Act"), initiate Scheme Amendment No. 30 to the Shire of Ashburton Local Planning Scheme No. 7 ("Scheme") by: a) Rezoning portion of Lot 16 Onslow Road from ‘Public Purposes - Airport’ reserve to ‘Special Use’ zone; b) Inserting the following provisions into Appendix 3 to the Scheme: <table border="1" data-bbox="929 1252 1809 1318"> <thead> <tr> <th>No.</th> <th>Description of Land</th> <th>Special Use</th> <th>Conditions</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	No.	Description of Land	Special Use	Conditions					Completed Report to December 2015 OCM to consider Amendment for final adoption. (November 2015)
No.	Description of Land	Special Use	Conditions										

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision		Current Status	
				5	Portion of Lot 16 Onslow Road Transient Workforce Accommodation	2. Accommodation on the land shall be limited to: <ul style="list-style-type: none"> a. Persons directly employed by the Shire of Ashburton who are required to temporarily reside in Onslow on official Shire business; and b. Contractors engaged on projects that are primarily or exclusively for the public benefit. 	
				and <ul style="list-style-type: none"> c) Amending the Scheme Maps accordingly.; and 2. authorise the Chief Executive Officer to prepare formal documentation to support the proposed Scheme Amendment in accordance with the Planning and Development Act 2005.			

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
5	04/2015	14.3	<p>Final Adoption of Amendment 29 to Rezone Portion of Lot 500 on Deposited Plan 401881 (Reserve 19291) being the site for The Onslow Waste Transfer Station From 'Rural' to 'Public Purposes - Waste Disposal and Treatment'</p> <p>MINUTE: 11934</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Endorses the Schedule of Submissions prepared in response to the consultation for Amendment 29; and 2. Pursuant to Part V of the Planning and Development Act 2005 and having considered the submissions lodged during the advertising period, adopts for final approval Amendment 29 to the Shire of Ashburton Local Planning Scheme No. 7 for the purpose of: <ol style="list-style-type: none"> a. Rezoning portion of Lot 500 on Deposited Plan 401881 from 'Rural' to 'Public Purposes – Waste Disposal and Treatment' as shown on the Amendment Map; and b. Amending the Scheme Map Accordingly; 3. Authorise the Shire President and the Chief Executive Officer to execute and affix the common seal of the Shire of Ashburton to the relevant documentation; and 4. Refers Amendment No. 29 to the Western Australian Planning Commission with a request for the approval of the Hon. Minister for Planning. 	<p>Progressing</p> <p>Amendment submitted to Minister for Planning for consideration and final approval</p> <p>(November 2015)</p>
6	02/2015	14.1	<p>Proposed amendment to the Shire of Ashburton Town Planning Scheme NO. 7 to re-zone lot 111 Tom Price – Paraburdoo road, Tom Price 'Rural' to 'Special Use'</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. In pursuance of Section 75 of the Planning and Development Act 2005 ("Act"), initiate Scheme Amendment No. 28 to the Shire of Ashburton Local Planning Scheme No. 7 ("Scheme") by: 	<p>Progressing</p> <p>Minister for Planning advised of Council's refusal to adopte Amendment 28 for final approval.</p>

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status								
				<p>a) Rezoning Lot 111 Tom Price – Paraburdoo Road from ‘Rural’ to “Special Use’ zone;</p> <p>b) Inserting the following provisions into Appendix 3 to the Scheme:</p> <table border="1"> <thead> <tr> <th>No.</th> <th>Description of Land</th> <th>Special Use</th> <th>Conditions</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>Lot 111 Tom Price – Paraburdoo Road, Tom Price</td> <td> Bakery Commercial Laundry Exhibition, display and outdoor sales facility (nursery) Holiday Accommodation Industry – extractive (bottled water) Reception Centre (amphitheater) Restaurant Storage facility/depot/laydown area Training Centre Transient Workforce Accommodation Visitor Centre Warehouse (food and beverage distribution) Workshop (housing maintenance and construction) </td> <td>The use of the land shall generally be in accordance with a Local Government approved masterplan that addresses but not be limited to land use, urban design, carparking, landscaping and integration within the site</td> </tr> </tbody> </table> <p>c) Amending the Scheme Maps accordingly; and</p>	No.	Description of Land	Special Use	Conditions	3	Lot 111 Tom Price – Paraburdoo Road, Tom Price	Bakery Commercial Laundry Exhibition, display and outdoor sales facility (nursery) Holiday Accommodation Industry – extractive (bottled water) Reception Centre (amphitheater) Restaurant Storage facility/depot/laydown area Training Centre Transient Workforce Accommodation Visitor Centre Warehouse (food and beverage distribution) Workshop (housing maintenance and construction)	The use of the land shall generally be in accordance with a Local Government approved masterplan that addresses but not be limited to land use, urban design, carparking, landscaping and integration within the site	(November 2015)
No.	Description of Land	Special Use	Conditions										
3	Lot 111 Tom Price – Paraburdoo Road, Tom Price	Bakery Commercial Laundry Exhibition, display and outdoor sales facility (nursery) Holiday Accommodation Industry – extractive (bottled water) Reception Centre (amphitheater) Restaurant Storage facility/depot/laydown area Training Centre Transient Workforce Accommodation Visitor Centre Warehouse (food and beverage distribution) Workshop (housing maintenance and construction)	The use of the land shall generally be in accordance with a Local Government approved masterplan that addresses but not be limited to land use, urban design, carparking, landscaping and integration within the site										

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				2. Advise the proponent accordingly and request the preparation of sufficient documentation to support the submission of Amendment 28 to the Environmental Protection Authority for assessment and subsequent public advertising.	
7	02/2015	14.2	Proposed change of purpose for reserve 42467 from 'Recreation – Model Aircraft' to "Cultural Purposes' to allow for the use of the land for Aboriginal Arts and Cultural Tours	That Council: <ol style="list-style-type: none"> 1. Request the Minister for Lands to; <ol style="list-style-type: none"> a) Amend the purpose of Reserve 42467 from 'Recreation to 'Cultural purposes': b) Issue a Management Order to the Shire of Ashburton with power to lease Reserve 42467; and 2. Authorise the CEO to negotiate the terms of and execute a lease agreement between the Shire of Ashburton and Mr. Stevens or his nominated corporate identity for use of Reserve 42467. 	Progressing Ongoing liason with Minister for Lands regarding request to modify reserve. (November 2015)
8	11/2014	14.4	Final Adoption of Scheme Amendment 26 to Rezone the Shire of Ashburton Town Planning Scheme No 7 to Establish the Onslow Waste Water Treatment Plant Odour Buffer Special Control Area MINUTE: 11874	That Council: <ol style="list-style-type: none"> 1. Endorses the Schedule of Submissions prepared in response to the consultation for Amendment 26; and 2. Pursuant to Part V of the Planning and Development Act 2005 and having considered the submissions lodged during the adverting period, adopts for final approval Amendment 26 to the Shire of Ashburton Local Planning Scheme No. 7 for the purpose of: <ol style="list-style-type: none"> i. Inserting new sub-section 7.10 to read as follows: 7.10 Waste Water Treatment Plant Odour Buffer Special Control Area 7.10.1 The purpose of identifying the Waste Water Treatment Plant Odour Buffer is to avoid incompatible or odour- 	Ongoing Scheme Amendment approved by Minister for Planning subject to minor modifications. Modifications complete and documentation returned to Minister for Planning for final approval.

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>sensitive land use or development being established within the odour buffer, and to protect the long term operation of the plant which provides an essential service to the community through the treatment, re-use and safe disposal of the town's waste water.</p> <p>7.10.2 Despite the land use permissibility indicated in the Scheme Zoning Table or any provisions elsewhere in the Scheme, Planning Approval is required for any proposed use or development within the Waste Water Treatment Plant Buffer Special Control Area as depicted on the Scheme Map.</p> <p>7.10.3 The Waste Water Treatment Plant and its associated infrastructure may create odour and/or noise nuisance to surrounding land uses. Therefore, when determining applications for planning approval for development or land use within the Special Control Area, the Council shall:</p> <ul style="list-style-type: none"> a) Consider the compatibility of the use or development with wastewater treatment plant infrastructure having regard to potential odour and noise emissions from the waste water treatment plant; b) Consider whether the use or development would have a detrimental impact on the long term operation of the waste water treatment plant; c) Obtain and have regard to the advice and recommendations of the Water Corporation and the Department of Environment Regulation and any relevant policies of the Department of Environment Regulation and the Western Australian Planning Commission, including 	(November 2015)

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>State Planning Policy 4.1 (State Industrial Buffer Policy);</p> <p>d) Impose conditions as appropriate on any planning approval to attenuate odour and noise impacts; and</p> <p>e) Not approve any application for land use or development within the buffer that would suffer unacceptable impacts from odour or noise emissions, or which by its nature may adversely impact on the continued operation of the waste water treatment plant.”</p> <p>ii) Inserting new reference of Waste Water Treatment Plant Odour Buffer Special Control Area in the Scheme Map Legend (under ‘Other’) and defined by a dark blue dotted line</p> <p>iii) Modify the Scheme Map to insert the Waste Water Treatment Plant Odour Buffer Special Control Area for the Onslow Waste Water Treatment Plant as provided in the Shire Administration Report;</p> <p>iv) Reserve the Onslow Waste Water Treatment Plant on Reserve 47957 under the Scheme from "Conservation, Recreation and Natural Landscapes" reserve to a reserve for "Public Purposes – WD (Water and Drainage) & WDT (Waste Disposal and Treatment)."</p> <p>v) Amend the Scheme Map accordingly.</p> <p>3. Authorise the Shire President and the Chief Executive Officer to execute the relevant documentation and affix the common seal of the Shire of Ashburton on documentation; and</p>	

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				4. Refers Amendment No. 26 to the Western Australian Planning Commission with a request for the approval of the Hon. Minister for Planning.	
9	11/2014	18.1	Proposed Amendment to the Shire of Ashburton Town Planning Scheme No. 7 to Reserve Portion of Lot 500 on Deposited Plan 401881 from 'Rural' to 'Public Purposes - Waste Disposal and Treatment' MINUTE: 11885	RESOLVED that the Council, in pursuance of Section 75 of the <i>Planning and Development Act 2005 (as amended)</i> , initiate Scheme Amendment 29 to the <i>Shire of Ashburton Town Planning Scheme No. 7</i> by: 1. Rezoning portion of Lot 500 on Deposited Plan 401881 from 'Rural' to 'Public Purposes – Waste Disposal and Treatment' as shown on the Amendment Map; and 2. Amending the Scheme Map Accordingly.	Progressing Amendment submitted to Minister for Planning for consideration and final approval (November 2015)
10	10/2014	14.2	Proposed Scheme Amendment to Rezone Part Lot 271 and Part Lot 277 Killawarra Drive, Tom Price from 'Parks, Recreation and Drainage' to 'Residential R20' MINUTE: 11867	That Council in pursuance of Section 75 of the <i>Planning and Development Act 2005</i> initiate Amendment 28 to the Shire of Ashburton Town Planning Scheme No. 7 by: 1. Rezoning the following land parcels from 'Parks, Recreation and Drainage' reserve to 'Residential R20' as depicted on the amendment map: a. Portion Lot 277 Killawarra Drive and Amaroo Place, Tom Price b. Portion Lot 271 Killawarra Drive and Jabbarup Place, Tom Price c. Portion Lot 277 Killawarra Drive and Ceron Street, Tom Price	Ongoing - Shire liaising with Rio to resolve issues identified during advertising – underground services); - Report to Council for final adoption of amendment when servicing issues resolved. (July 2015)

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				2. Amending the Shire of Ashburton Town Planning Scheme No. 7 Scheme Map accordingly.	
11	07/2014	14.4	Re-consideration of Adoption of Amendment 15 to the Town Planning Scheme (TPS) 7 – Proposed Mixed Business Zone MINUTE: 11828	The officer recommendation be adopted and that Council: 1. Revoke Point 3.2 of the resolution of Agenda Item 14.2 (minute 11776) at the 16 April 2014 Ordinary Meeting of Council which requires preparation of a revised 'Development Plan' based on the Western Australian Planning Commission's 'Structure Plan Preparation Guidelines'. 2. Initiate the preparation of a draft Local Planning Policy addressing Industrial and Mixed Business Development Design Guidelines to investigate and address the Shire's expectations regarding development on Industrial and Mixed Business zoned lots throughout the Municipality.	Ongoing Amendment approved and pending publishing in Government Gazette. (November 2015)
12	04/2014	14.2	Consideration of adoption of Amendment 15 to town planning scheme (TPS) 7 - Proposed mixed business zone MINUTE: 11776	That Council: 1.Resolves pursuant to Town Planning Regulations 17, 18 and 25: 1.1. to receive the 97 submissions in relation to Amendment No.15 to the Shire of Ashburton Town planning Scheme No. 7, as summarised at ATTACHMENT 14.2F; and 1.2. that Amendment No 15 to the Shire of Ashburton Town Planning Scheme No.7,be adopted for final approval with the following modifications:	Ongoing See item above. Documents submitted to WAPC for final approval. (May 2015)

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<ul style="list-style-type: none"> i. Deletion of the lot and road layout depicted on the proposed rezoning scheme map, at ATTACHMENT 14.2H; ii. Deletion of part 2 of the amendment initiation resolution which seeks to modify the Zoning Table in TPS 7 by designating an ‘aerodrome’ as a ‘D’ use class in the ‘Mixed Business’ zone. <p>2. Authorisesthe Shire President and the Chief Executive Officer to execute and affix the Shire of Ashburton common seal to Amendment No. 15 to the Shire of Ashburton Town Planning Scheme No.7 Amendment documents reflecting the Council’s endorsement of final approval;</p> <p>3. Authorises the Chief Executive Officer and/ or the Shire’s Officer’s to prepare and amend;</p> <ul style="list-style-type: none"> 3.1 the proposed rezoning scheme map of Amendment No 15 to the Shire of Ashburton Town Planning Scheme No.7 as at ATTACHMENT 14.2H to be consistent with current mapping standards of the Shire and Western Australian Planning Commission, includingthe deletion of the lot and road layout depicted on the proposed rezoning map; 3.2 revise the Development Plan as at ATTACHMENT 14.2C to be consistent with the requirements of the Western Australian Planning Commission’s Structure 	

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>Plan Preparation Guidelines and report back to Council accordingly for further consideration;</p> <p>4. Forwards the relevant executed documents to the Western Australian Planning Commission and Requests the Honourable Minister for Planning and the Western Australian Planning Commission to adopt for final approval and gazettal, Amendment No.15 to the Shire of Ashburton Town Planning Scheme No.7; and</p> <p>5. Advises those who made submissions of the Council decision.</p>	
13	12/2013	14.5	<p>Draft Landcorp Onslow Expansion Development Plan And Draft Amendments No. 21 And 22 To Planning Scheme No. 7 For Final Approval</p> <p>MINUTE:11711</p>	<p>That Council:</p> <p>(A) ONSLOW EXPANSION DEVELOPMENT PLAN</p> <ol style="list-style-type: none"> Adopts the 'Schedule of Submissions ATTACHMENTS 14.5D & 14.5E prepared in response to the advertising of the draft Onslow Expansion Development Plan. Adopts the draft Onslow Expansion Development Plan for final approval pursuant to the requirements of Clause 6.4, Appendix 7 and Appendix 11 of the Scheme subject to the draft Onslow Expansion Development Plan being modified in accordance with 'Schedule of Submissions ATTACHMENTS 14.5D & 14.5E. Authorise the Shire President and the Chief Executive Officer to execute the relevant documentation and affix the common seal of the Shire of Ashburton on documentation. 	<p>Ongoing</p> <p>Amendment 21 approved subject to modifications – amendment to be published in Government Gazette.</p> <p>Liaising with Department of Planning regarding required modifications to Amendment 22 – Awaiting advice from Department of Planning regarding</p>

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>4. Refer the adopted draft Onslow Expansion Development Plan to the Western Australian Planning Commission with a request for endorsement as a framework for the future land use and development of the land subject of draft Amendment No. 21 and Amendment No 22.</p> <p>(B) LOCAL PLANNING SCHEME AMENDMENT NO. 21</p> <p>1. Endorses the Schedule of Submissions ATTACHMENT 14.5D prepared in response to the community consultation undertaken in relation to Amendment No. 21.</p> <p>2. Pursuant to Part V of the Planning and Development Act 2005 ("Act"), and having considered the submissions lodged during the advertising period, adopt for final approval draft Amendment No. 21 to the Shire of Ashburton Local Planning Scheme No. 7 ("Scheme") by rezoning of land as follows:</p> <p>a) Rezoning:</p> <ul style="list-style-type: none"> i. Lot 301 (Conservation, Recreation & Nature Landscape reserve - portion only); ii. Lot 41 (Conservation, Recreation & Nature Landscape reserve - portion only); iii. Lot 303 (Conservation, Recreation & Nature Landscape reserve - portion only); iv. Lot 571 (Conservation, Recreation & Nature Landscape reserve - portion only); v. Lot 448 (Conservation, Recreation & Nature Landscape reserve); vi. Eagles Nest Road Reserve (Road Reserve); vii. UCL 214441 (Rural Living zone); 	<p>impact of new Planning Regulations.</p> <p>(November 2015)</p>

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<ul style="list-style-type: none"> viii. Lot 76 (Rural Living zone); ix. Lot 77 (Rural Living zone); x. Lot 78 (Rural Living zone); xi. Lot 75 (Rural Living zone); xii. Lot 74 (Rural Living zone); xiii. Lot 73 (Rural Living zone); xiv. Lot 129 (Public Purposes – Waste Disposal and Treatment reserve); xv. Lot 80 (Rural Living zone); xvi. Lot 72 (Public Purposes – Water and Drainage reserve); xvii. Lot 71 (Rural Living zone); xviii. Lot 70 (Rural Living zone); xix. Lot 69 (Rural Living zone); xx. Reserve 219198 (Public Purposes – Waste Disposal and Treatment reserve - portion only); and xxi. Lot 302 (Public Purposes – Waste Disposal and Treatment reserve - portion only) to 'Urban Development zone. <p>b) Amending the Scheme Maps accordingly.</p> <p>3. Authorise the Shire President and the Chief Executive Officer to execute the relevant documentation and affix the common seal of the Shire of Ashburton on documentation.</p> <p>4. That the Council refer Amendment No. 21 to the Scheme, so adopted for final approval, to the Western Australian Planning Commission with a request for the approval of the Hon. Minister for Planning.</p>	

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>5. That, where notification is received from the Western Australian Planning Commission that a modification of the Amendment is required prior to approval of the Amendment by the Minister, this modification is to be undertaken in accordance with the requirements of the Town Planning Regulations 1967, unless the modification affects the intent of the Amendment, in which case it shall be referred to the Council for consideration.</p> <p>(C) LOCAL PLANNING SCHEME AMENDMENT NO. 22</p> <p>1. Endorses the Schedule of Submissions ATTACHMENT 14.5E prepared in response to the community consultation undertaken in relation to Amendment No. 22.</p> <p>2. Pursuant to Part V of the Planning and Development Act 2005 ("Act"), and having considered the submissions lodged during the advertising period, adopt for final approval draft Amendment No. 22 to the Shire of Ashburton Local Planning Scheme No. 7 ("Scheme") by:</p> <p>a) Inserting new Clause 6.6.4 of the Scheme to read as follows:</p> <p style="padding-left: 40px;">"6.6.4 Notwithstanding any other provision of the Scheme, where a development plan is prepared and approved in accordance with this Scheme over land zoned 'Residential' or Urban Development' and where it provides density coding in accordance with the Residential Design Codes, servicing, development and</p>	

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>subdivision will be in accordance with the R Code density of the development plan.”</p> <p>b) Amending Clause 6.8 of the Scheme to read as follows: “6.8 Urban Development Zone 6.8.1 Before considering any proposal for subdivision or the residential development of land within the Urban Development Zone (not including a single dwelling), the Local Government will require the preparation of a Development Plan for the entire development area or any part or parts as is considered appropriate by Local Government and which will define the relevant R Coding for individual precincts. 6.8.2 Before considering any proposal for development of land (other than residential) within the Urban Development Zone, the Local Government may require the preparation of a development plan for the entire development area or any part or parts as is considered appropriate by Local Government. 6.8.3 Applications for development for land zoned Urban Development and which could be potentially contaminated through previous land uses shall not be determined by the Local Government unless issues relating to possible soil and groundwater contamination are first resolved to the satisfaction of the Department of Environmental Protection. 6.8.4 In considering any proposal for subdivision or development of land within the Urban Development Zone, the Local Government shall</p>	

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>have regard to any existing or proposed extractive industry operations within the zone, and may require or recommend to the WAPC staging of development or subdivision to minimise land use conflict during the life of the extractive industry operation.”</p> <p>c) Amending the Scheme Maps by removing reference to the Residential Design Codes density to the Urban Development zone.</p> <p>d) Inserting new Clause 6.4.12 into the Scheme to read as follows:</p> <p>"6.4.12The following Development Plans have been adopted under the Scheme by the local government and Western Australian Planning Commission:</p> <p>6.4.12.1 Onslow Townsite Expansion Development Plan, as contained within Appendix 12 of the Scheme."</p> <p>e) Insert new Appendix 12 into the Scheme to read as follows:</p> <p>"Appendix 12 Development Plans adopted under the Scheme by the local government and Western Australian Planning Commission."</p>	

Development and Regulatory Services Status Report – Planning Services

#	Council Meeting (mm/yy)	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>3. Authorise the Shire President and the Chief Executive Officer to execute the relevant documentation and affix the common seal of the Shire of Ashburton on documentation.</p> <p>4. That the Council refer Amendment No. 22 to the Scheme, so adopted for final approval, to the Western Australian Planning Commission with a request for the approval of the Hon. Minister for Planning.</p> <p>5. That, where notification is received from the Western Australian Planning Commission that a modification of the Amendment is required prior to approval of the Amendment by the Minister, this modification is to be undertaken in accordance with the requirements of the Town Planning Regulations 1967, unless the modification affects the intent of the Amendment, in which case it shall be referred to the Council for consideration.</p>	

Active Scheme Amendments - Status

Amendment No.	Site or Issue	Initiation Date of Amendment by Council	Proposal	Current status
15	Rezone certain portions of Lot 16 on Deposited Plan 161140, Onslow Road, Onslow (Onslow Airport)	16 March 2011	Rezone certain portions of Lot 16 on Deposited Plan 161140, Onslow Road, Onslow (Onslow Airport) from Public Purposes 'Airport' Reserve to 'Mixed Business' Zone. (Stage 1)	Amendment approved and awaiting publishing in Government Gazette (November 2015)

Development and Regulatory Services Status Report – Planning Services

Amendment No.	Site or Issue	Initiation Date of Amendment by Council	Proposal	Current status
	to 'Mixed Business' Zone. (Stage 1)			
16	Rezone certain portions of Lot 16 on Deposited Plan 161140, Onslow Road, Onslow (Onslow Airport) to 'Mixed Business' Zone. (Stage 2)	16 March 2011	Rezone certain portions of Lot 16 on Deposited Plan 161140, Onslow Road, Onslow (Onslow Airport) from Public Purposes 'Airport' Reserve to 'Mixed Business' Zone. (Stage 2)	Report to February 2016 OCM to recommend discontinuing amendment
21	Draft Amendment 21 comprises parcels of land including land referred to a 'horse lots' fronting on to Onslow Road. The Amendment seeks to have land zoned 'Urban Development' without a prescribed density coding, for the intended use as future urban development. The density of subdivision and development is reflected in draft Development Plan.	14 December 2012	Parcels of land including land referred to a 'horse lots' fronting on to Onslow Road. The Amendment seeks to have land zoned 'Urban Development' without a prescribed density coding, for the intended use as future urban development. The density of subdivision and development is reflected in the draft Development Plan	Amendment 21 approved, subject to modifications. Modifications completed and documents returned to DoP for final approval – amendment to be published in Government Gazette (November 2015)
22	Draft Amendment 22 comprises lots and parcels currently zoned "Urban	14 December 2012	Comprises lots and parcels currently zoned 'Urban Development' within the current Onslow Townsite. The Amendment seeks to remove the prescribed density coding and	Amendment 22 currently being assessed by DoP in context of new Planning Regulations – advice to be issued to Shire.

Development and Regulatory Services Status Report – Planning Services

Amendment No.	Site or Issue	Initiation Date of Amendment by Council	Proposal	Current status
	<p>Development" within the current Onslow Townsite.</p> <p>The Amendment seeks to remove the prescribed density coding and have it reflected in the draft Development Plan.</p> <p>Modifications to the Scheme are considered necessary to ensure that the density provisions of a development plan can be implemented.</p> <p>The draft Amendment addresses potential noise impacts from Onslow Salt on subdivisions and development in the form of a new 'Special Control Area' provision.</p>		<p>have it reflected in the draft Development Plan. Modifications to the Scheme are considered necessary to ensure that the density provisions of a development plan can be implemented.</p> <p>The draft Amendment addresses potential noise impacts from Onslow Salt on subdivisions and development in the form of a new 'Special Control Area Provision'.</p>	(October 2015)
23	New Provision in the Shire of Ashburton Local Planning Scheme No. 7 – Clause Height of Buildings	21 March 2012	New Provision in the Shire of Ashburton Local Planning Scheme No. 7 – Clause Height of Buildings in the 'Commercial and Civic' Zone, Onslow.	Report to February 2016 OCM to recommend discontinuing amendment.

Development and Regulatory Services Status Report – Planning Services

Amendment No.	Site or Issue	Initiation Date of Amendment by Council	Proposal	Current status
	in the 'Commercial and Civic' Zone, Onslow			(November 2015)
24	New Provision in the Shire of Ashburton Local Planning Scheme No. 7 – floor heights in Onslow Coastal Hazard Area	16 May 2012	New Provision in the Shire of Ashburton Local Planning Scheme No. 7 – floor heights in Onslow Coastal Hazard Area	Final adoption 18 September 2013, item 14.4 Potential issues regarding Amendment advertising identified by DoP and under investigation by Shire staff and DoP officers. Issues require new Council resolution – report anticipated at February 2015 OCM. (November 2015)
25	Revised in the Shire of Ashburton Local Planning Scheme No. 7 – Onslow Aerodrome Environs Area Special Control Area'	19 September 2012	Revised in the Shire of Ashburton Local Planning Scheme No. 7 – Onslow Aerodrome Environs Area Special Control Area'	Report to February 2016 OCM to recommend discontinuing amendment. (November 2015)
26	Request from the Water Corporation to initiate an Amendment to the Scheme to provide for a 'Waste Water Buffer' and	18 September 2013 item 14.2	Request from the Water Corporation to initiate an Amendment to the Scheme to provide for a 'Waste Water Buffer' and change of Scheme Reserve	Amendment documents modified in accordance with Minister's direction and returned to DoP. Awaiting gazettal.

Development and Regulatory Services Status Report – Planning Services

Amendment No.	Site or Issue	Initiation Date of Amendment by Council	Proposal	Current status
	change of Scheme Reserve			(September 2015)
27	Reclassifying the land parcels from the 'Parks Recreation and Drainage' to 'Residential R20' part Lot 277 Killawarra Dr and Amaroo Pl, part Lot 271 Killwarra Dr and Jabbarup Pl, part Lot 277 Killawarra Dr and Ceron St			Advertising complete 27 February 2015 – resolving issues identified during advertising with Rio Service (underground services in amendment area). Rio advise that site investigations are complete and report to be prepared for Shire. (October 2015)
28	Rezone subject site (Lot 111 Paraburdoo-Tom Price Road Tom Price) from “Rural” to “Special Use 3” zone to allow for a range of additional uses to be approved on the site.			Council resolved not to support final adoption of Amendment 28 at September OCM. Documents and Council decision forwarded to Minister for Planning for determination. (November 2015)
29	Onslow Waste Treatment site to be rezoned to accurately reflect current use	19 November 2014	Rezone WTS site from ‘Rural’ to ‘Public Purposes – Waste disposal and treatment’	Amendment submitted to Minister for Planning for assessment and final approval (November 2016)

Development and Regulatory Services Status Report – Planning Services

Amendment No.	Site or Issue	Initiation Date of Amendment by Council	Proposal	Current status
30	Airport TWA not zoned appropriately for ongoing use	15 July 2015	Proposed Amendment to the Shire of Ashburton Town Planning Scheme no. 7 to Rezone Portion of lot 16 Onslow Road from 'Public Purposes - Airport' reserve to 'Special Use 5' Zone	Advertising closed – report to December OCM (November 2015)

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
1	11/2015	15.1	Proposal to Establish a Fuel Farm at Onslow Airport MINUTE: 12031	That Council: 1. Endorse the proposal to lease (10 + 5 years) the Onslow Airport Fuel Farm as depicted in Plan 9949nr-11 (in accordance with Section 3.58 'Disposing of Property' of the Local Government Act 1995) to Skyfuel; 2. Delegate Authority to the Chief Executive Officer to negotiate the terms of the Lease Agreement and advertise the proposal for public comment; and 3. Authorise the execution of the Lease Agreement should no adverse public comment be received after local public notice as per s3.58 of the Local Government Act 1995.	Progressing Negotiations underway. Lease documents being prepared. Anticipate advertising in approximately 2 weeks. (November 2015)
2	10/2015	15.1	Amendment to Council's Fees and Charges – Onslow Airport MINUTE: 12017	That Council: 1. Adopt an afterhours screening fee of \$325 (ex GST) per hour or part thereof to cover the costs for screening labour associated with flights delays. 2. Amends the 2015/2016 Fees & Charges to reflect this change; and 3. Advertises the amended Fees & Charges for a period of 7 days in accordance with Section 6.19 of the Local Government Act 1995.	Progressing Being advertised (November 2015)
3	10/2015	15.2	Agreement with Main Roads WA for the Handover of a Section of Onslow Road	That Council: 1. Agree to the Main Roads WA proposal to hand over the section of Onslow Road, north of the new Onslow Ring Road upon	Progressing Letter sent to MRWA agreeing to the handover.

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
			MINUTE: 12018	<p>completion of pavement rectification works to the satisfaction of the Chief Executive Officer; and</p> <p>2. Correspond with Ashburton's state government representatives to seek their assistance in securing complimentary state government grant funds to improve drainage at Shanks Road (as an immediate priority) with the opportunity for road train access to Beadon Creek to be considered as part of the 2016/17 budget deliberations (on the basis it can secure joint MRWA/Shire of Ashburton funding allocations).</p>	<p>Lobbying correspondence and mailing list being developed.</p> <p>(November 2015)</p>
4	06/2015	15.1	<p>Karratha / Tom Price - Lobbying Proposal for Funding</p> <p>MINUTE: 11972</p>	<p>That Council:</p> <ol style="list-style-type: none"> Note that there are multiple economic and social benefits to sealing the Karratha-Tom Price route, that this project sits comfortably with the original aims and objectives of RfR and that it also delivers on all six policy objectives of the RfR Program; Note that any contribution from the private sector and the Shire should be "gifted" to the State Government for the specific purpose of constructing the road and on this basis would attract a higher (dollar for dollar) matched funding from the Commonwealth; Proceed to discuss with stakeholders their support for the Shire to submit an application to the RfR Program for staged funding to complete the Karratha-Tom Price route and authorise the President and CEO to promote the grant application at both state and federal political levels as 	<p>Progressing</p> <p>Application for the Karratha-Tom Price Rd was submitted for phase 2 of this funding program. Advice on the status of these applications not expected until February 2016.</p> <p>(August 2015)</p> <p>The Lobbying Plan is now available. Copies of the Plan have been provided to PDC who has already indicated support for the project. PDC has allocated staff resources</p>

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
				required (conditional though, that within the eventual grant approval process, the Shire's two policies applicable to Asset Management (ENG09) and Financial Sustainability(ELM10), and its Long Term Financial Plan, must suitably accommodate the road construction schedule and its long term road maintenance program.	to promote the project (but not funds to construct it). Ongoing lobbying will be undertaken in conjunction with PRD and other stakeholders. (October 2015) Plan provided to Main Roads WA, who will liaise with PDC. (November 2015)
5	05/2015	15.1	Award of RFT 08/15 Closure Works and Rehabilitation of the Onslow Landfill MINUTE: 11959	That Council: <ol style="list-style-type: none"> 1. Endorse Ertech Pty Ltd as the preferred tenderer for RFT 08/15 Closure Works and Rehabilitation of the Onslow Landfill; 2. Authorise the Chief Executive Officer to award the Contract for RFT 08/15 to Ertech Pty Ltd to a value not exceeding \$4,472,579.54 (ex GST); 3. Authorise the Chief Executive Officer to approve variations up to 10% of the contract sum; and 4. Include sufficient funds in the 2015/16 Annual Budget to progress this project. 	Progressing Finalising the project programme with Ertech. Mobilisation expected in August. (July 2015) Onsite works started in early September. The northeast corner is ready for Ring Rd Construction. (October 2015)

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
					<p>The Landfill has been covered and the Lining has been laid. Appurtenant items are currently being constructed.</p> <p>(November 2015)</p>
6	01/2015	4.2.3	Public Question from Russell Baker (Tom Price)	<p>Q2: Parking at TAFE to Little Gecko's can this be changed from Angle Parking to Parallel parking to improve user safety?</p> <p>The CEO responded that changing parking to parallel would likely reduce the amount of car parking bays for customers accessing nearby facilities. The bays referred to are well patronised and any changes would likely generate issues.</p> <p>It would be appropriate though, for the Shire to conduct a road safety audit of the situation so that either changes can be made along the lines suggested in the question, or it be confirmed that the current parking arrangements are optimum.</p>	<p>Progressing</p> <p>Inspection of site and basic plans drawn for solution. To be done up for CAPEX in 15/16 Budget.</p> <p>Sent to maintenance for temporary line marking to be installed.</p> <p>(April 2015)</p> <p>Awaiting availability of line marking contractor for "permanent" marking. CAPEX item for upgrade and improvements to Stadium Rd in 2015/16 budget.</p> <p>(June 2015)</p>

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
					A compliant angular parking design has been prepared and will shortly be circulated to Councillors. (November 2015)
7	03/2015	19.3	Confidential Item RFT 03/15 Design and Construction of the Onslow Airport Terminal Civil Works MINUTE: 11933	That Council accept the Lump Sum Tender of \$2,995,545.70 (ex GST) from Ertech Pty Ltd for RFT03/15 Design and Construction of the Onslow Airport Terminal Civil Works and authorises the Chief Executive Officer to execute the Contract documentation.	Progressing Minor items currently being finalised. (November 2015)
8	11/2014	15.2	Request to Excise a Portion of Reserve 19291 to Facilitate the Rehabilitation of the Existing Onslow Landfill MINUTE: 11874	That Council request the Minister for Lands excise from Reserve 19291 that portion of land depicted as 'Area B' and 'Area C' in ATTACHMENT 15.2 and amalgamate with Reserve 38336.	Progressing Department of Lands have gained in-principle support from various State Government departments and are updating the reserve boundaries. (July 2015)
	11/2014	15.3	Request to Excise a Portion of Reserve 19291	That Council:	Progressing

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
			to Create a New Reserve Vested in the Shire of Ashburton for the Proposed Onslow Waste Transfer Station MINUTE: 11874	<ol style="list-style-type: none"> 1. Request the Minister for Lands excise from Reserve 19291 that portion of land depicted as 'Waste Transfer Site' in ATTACHMENT 15.3; and 2. Reserve the excised portion for the purpose of 'Waste Transfer Station' with a Management Order to the Shire of Ashburton. 	<p>Department of Lands have gained in-principle support from various State Government departments and are updating the reserve boundaries.</p> <p>(July 2015)</p>
9	10/2014	15.1	Request for the Excise and Dedication of a Portion of Reserve 19291 Onslow for the Creation of an Access Road to the Proposed Waste Transfer Station MINUTE: 11868	<p>That Council:</p> <ol style="list-style-type: none"> 1. Request the Minister for Lands to excise from Reserve 19291 that portion of land depicted as 'Road' on ATTACHMENT 15.1B; 2. Request that the Minister of Lands dedicate the land depicted as 'Road' on ATTACHMENT 15.1B as a public road in accordance with Section 56 of the Land Administration Act 1997; and 3. In accordance with Section 56 (4) of the Land Administration Act indemnifies the Minister against all costs reasonably incurred in granting this request. 	<p>Progressing</p> <p>Department of Lands have gained in-principle support from various State Government departments and are updating the reserve boundaries.</p> <p>(July 2015)</p>
10	08/2014	15.1	Site Selection and Feasibility Study for the proposed Onslow Waste Management Facility Lot 150 Onslow Road - August 2014	<p>That Council:</p> <ol style="list-style-type: none"> 1. Note the Onslow Waste Management Facility Site Selection and Feasibility Study report (ATTACHMENT 15.1) prepared by Talis Consultants; 2. Authorise the Chief Executive Officer to proceed with the necessary site investigation, planning, approval, consultation 	<p>Progressing</p> <p>Scope has been finalised and the second Project Implementation Plan (PIP) is currently being</p>

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
			MINUTE: 11837	<p>and design works required to develop the Waste Management Facility at the Preferred Site ('Site10') in Onslow to a Class IV standard; and</p> <p>3. Request that the Chief Executive Officer reports back to Council the results of (2) for further Council consideration on the eventual proposed design and business delivery model of the Waste Management Facility.</p>	<p>reviewed by Department of State Development & Chevron prior to works commencing.</p> <p>(July 2015)</p>
11	06/2014	15.1	<p>Road Closure - Road No 1644 From Mount Florence Homestead To Hamersley Homestead</p> <p>MINUTE: 11817</p>	<p>That Council:</p> <p>1. In accordance with Section 58 of the Land Administration Act 1997 publishes the public notice of intention to close in entirety Road Number 1644 as defined in the Government Gazette notice of April 1904 for amalgamation into adjoining properties, in a newspaper circulating in its district, and invite representations on the proposed closure within a period of 35 days from the publication; and</p> <p>2. Delegate to the Chief Executive Officer the power to resolve to make a request to the Minister to close the road, should no objections be received.</p>	<p>Progressing</p> <p>The Shire has contacted the Department of Lands and asked for this to be closed off as soon as possible.</p> <p>(April 2015)</p> <p>Emailed for follow up, awaiting response (July 2015)</p> <p>Response received, meeting to be held next week with RTIO and Main Roads, updated to be provided after this meeting.</p> <p>(August 2015)</p>

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
					<p>Rio Tinto have now issued the Shire with a letter titled 'Discontinuation of the proposed closure for ROAD 1644 from Mount Florence Homestead to Hamersley Homestead' which now needs to be assessed.</p> <p>(November 2015)</p>
12	10/2012	18.3	<p>Tom Price Royal Flying Doctor Air Strip</p> <p>MINUTE: 11336</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Rescinds previous decision from August 2012 Meeting (Minute 11272) <ol style="list-style-type: none"> i. Council will support the development of a RFDS air strip for Tom Price if owned and operated by others and; ii. Direct the CEO to lobby resource companies, state government departments etc to construct own and operate an RFDS air strip in Tom Price." <p>Alternate Motion:</p>	<p>Progressing</p> <p>Business Case has been finalised.</p> <p>The Shire and HQ Management are now in discussions with Rio Tinto to confirm the use of the preferred site, the provision of site information and Rio</p>

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
				<ol style="list-style-type: none"> 1. Council supports, without bias, that it is the desire of the residents of Tom Price to have their own Royal Flying Doctor Air Strip, for which to service their needs. 2. Council authorises the Chief Executive Office to source the required capital funding for the Royal Flying Doctor Air Strip and investigate means to offset maintenance costs. 3. On the basis of 2. above and should capital funds be located, then Council agree in principle to accept ownership responsibility of the airstrip. 4. A Business Plan is to be brought back to Council for approval. 	<p>Tinto's position on forming a partnership for the project. Currently awaiting a response on the above from Rio Tinto.</p> <p>(July 2015)</p> <p>Land tenure proposal is with Perth RTIO management to determine their position.</p> <p>(November 2015)</p>
13	08/2012	13.4	<p>Mine Road Tom Price – Dedication of road.</p> <p>MINUTE:11261</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. That Council resolves to make a request to the Minister under section 56(1)(a) of the Land Administration Act 1997 to dedicate Lot 356 of DP 216348 as a road. 2. Council resolves to advise Department of Regional Development and Lands that it would also be prepared to accept a road reserve to continue to the entry to the Tom Price LIA. 	<p>Progressing</p> <p>Rio Tinto are investigating concerns that they have with this amalgamation, even though it was originally their request for the amalgamation and transfer of ownership to the Shire.</p> <p>Emailed for follow up, awaiting response.</p>

Infrastructure Services Decision Status Report

	Council Meeting	Agenda Ref.	Report title	Council decision	Current status
					(July 2015) Awaiting letter from Rio (August 2015)

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
1	11/2015	16.2	<p>Authorisation to Affix Common Seal – Application for a New/Balance Title for Lot 16 Onslow Road, Onslow</p> <p>MINUTE: 12024</p>	<p>That Council approves affixing the Common Seal in the presence of the Shire President and the Chief Executive Officer to the Application for a New/Balance Title form for lodgment to Landgate.</p>	<p>Ongoing</p> <p>Common Seal applied. Document forwarded to Settlement Agent 23 November 2015.</p> <p>(November 2015)</p>
2	11/2015	16.1	<p>Relinquishment of Lot 46 South Road, Tom Price by Hamersley Iron for Acquisition by the Shire of Ashburton</p> <p>MINUTE: 12032</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Endorses the acquisition of Lot 46 South Road, Tom Price; and 2. Approves affixing the Common Seal in the presence of the Shire President and the Chief Executive Officer to the transfer of land documents for lodgment to Landgate. 	<p>Ongoing</p> <p>Rio Tinto conducting internal approvals.</p> <p>(November 2015)</p>
3	10/2015	16.1	<p>RFT 15/15 Design and Construction of Onslow Multipurpose Courts, Onslow</p> <p>MINUTE: 12019</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Accepts the Lump Sum Tender of \$3,221,655 (GST exclusive) from Pindan Construction for RFT 15/15 Design and Construction of Onslow Multipurpose Courts, Onslow in accordance with its Tender submission and provisional sum allowance; 2. Authorises the Chief Executive Officer to negotiate the final terms and execute the Contract documentation; 3. Authorises the Chief Executive Officer to manage the Contract, including variations to the design specifications and contract value, providing this does not exceed the project budget or reduce the overall scope. 	<p>Ongoing</p> <p>Contract has been prepared and issued to Pindan. Kick-off meeting held on 2 November and project is online for completion mid-2016. Anticipated site mobilisation/construction February 2016.</p> <p>(November 2015)</p>

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
4	10/2015	16.3	<p>RFT 17/15 Design and Construction of the Stage 1 of the Ocean View Caravan Park Redevelopment, Onslow</p> <p>MINUTE: 12020</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Accepts the Lump Sum Tender of \$1,848,919.73 (GST exclusive) from Prime Civil for RFT 17/15 Design and Construction of Stage 1 of the Ocean View Caravan Park Redevelopment, Onslow in accordance with its Tender submission; 2. Authorises the Chief Executive Officer to negotiate the final terms and execute the Contract documentation; 3. Authorises the Chief Executive Officer to manage the Contract, including variations to the design specifications and contract value, providing this does not exceed the project budget or reduce the overall scope. 	<p>Ongoing</p> <p>Contract has been prepared and issued to Prime Civil. Kick-off meeting held on 3 November and project is on time for site mobilisation in February 2016. Planning application has been submitted.</p> <p>(November 2015)</p>
5	10/2015	16.5	<p>Request for Creation of Reserve with Management by Shire of Ashburton – Unallocated Crown Land being Lot 330 on Deposited Plan 66635 and Portions of unallocated Crown Land between Lots 330 and 414 for the Purpose of “Recreation”, Onslow</p> <p>MINUTE: 12022</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Request the Minister for Lands to: <ol style="list-style-type: none"> a. Reserve Lot 330 and portions of Unallocated Crown Land from Lot 330 to Lot 414 as described on Plan Onslow Boardwalk - 01 and dated April 2015 for the purpose “Recreation”; and b. Issue a Management Order to the Shire of Ashburton. 2. Advise Department of Lands in writing of the Shire's commitment to indemnify the Minister against any claim for compensation. 	<p>Ongoing</p> <p>Council's decision and letter of indemnification was forwarded to Department of Lands to commence NOITT actions. Survey instructions to be issued to the Shire's contract surveyor.</p> <p>(November 2015)</p>

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
6	10/2015	18.1	Confidential Item – Proposal from Onslow Marine Support Base for the acquisition of Lot 9500 Onslow Road, Onslow MINUTE: 12023	That Council: <ol style="list-style-type: none"> 1. Authorise the Chief Executive Officer to enter into a major land transaction in accordance with Section 3.59 of the <i>Local Government Act 1995</i> and present any submissions to Council for consideration; 2. Following close of submissions of advertising of the Business Plan as per Section 3.59 of the <i>Local Government Act 1995</i>, and if no submissions are received in respect to the major land transaction for Lot 9500 Onslow Road Onslow, proceed with the disposition consistent with what was proposed; 3. Accept Onslow Marine Support Base Pty Ltd’s proposal for acquisition of Lot 9500 Onslow Road, Onslow; and 4. Delegate authority to the Chief Executive Officer to finalise and execute a contract of sale with Onslow Marine Support Base Pty Ltd, generally in accordance with the contents of this report. 	Ongoing Advertising of the major land transaction is currently being undertaken, closing on 7 December 2015. OMSB are preparing a draft contract of sale for the Shire's review. (November 2015)
7	09/2015	16.1	RFT 16/15 Supply and Installation of Modular Buildings for the Ocean View Caravan Park Redevelopment, Onslow RC24405 MINUTE: 11997	That Council: <ol style="list-style-type: none"> 1. Accepts the Lump Sum Tender of \$1,521,452 (GST exclusive) from Murray River North for RFT 16/15 - Supply and Installation of Modular Buildings for the Ocean View Caravan Park Redevelopment, Onslow in accordance with its Tender submission; 2. Authorises the Chief Executive Officer to negotiate the final terms and execute the Contract documentation; and 	Ongoing Contract executed and formal progress meeting held with civils contractor on 3 November 2015. Refer to Item 4 above. (November 2015)

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>3. Authorises the Chief Executive Officer to manage the Contract, including variations to the design specifications and contract value, providing this does not exceed the project budget or reduce the overall scope.</p>	
8	09/2015	16.2	<p>Proposal from Onslow Marine Support Base for the Acquisition of lot 9500 Onslow Road, Onslow</p> <p>MINUTE: 12006</p>	<p>That Council:</p> <p>3. Continues with the resolution from the Ordinary Meeting of Council on 20 May 2015 (Minute No 11954), authorising the Chief Executive Officer to:</p> <ul style="list-style-type: none"> a. Request LandCorp expand its investigations to include additional options for new light industrial lots within Onslow; b. Liaise with LandCorp to prepare funding applications to support the Onslow LIA development project; c. Negotiate lease agreements for the Onslow Airport Industrial Lots, including Morgan & Co, for a period of one year with further two x one-year options, at Council's discretion, and an annual rental fee amount based on the valuation provided in this report; d. Execute the Lease Agreements should no adverse public comment be received after local public notice is given of the proposed transactions as per s3.58 of the <i>Local Government Act 1995</i>; e. Enter into a joint Expression of Interest process with LandCorp to identify potential light industrial land users and their configuration and service requirements; and 	<p>Ongoing</p> <p>Awaiting potential sale to OMSB.</p> <p>EOI documents being compiled by LandCorp. Advertising documents prepared for lease of lots but on hold subject to Item #2, Minute No. 12023 of this report.</p> <p>(November 2015)</p>

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
9	08/2015	16.4	RFT 9/15 Design and Construction of the Paraburdoo Child Care Centre, Paraburdoo MINUTE: 11991	That Council: 1. Accepts the Lump Sum Tender of \$3,349,352.65 (GST exclusive) from Pindan Contracting for RFT 9/15 Design and Construction of the Paraburdoo Child Care Centre, Paraburdoo in accordance with its Tender submission; 2. Authorises the Chief Executive Officer to negotiate the final terms and execute the Contract documentation; and 3. Authorises the Chief Executive Officer to manage the Contract, including variations to the design specifications and contract value, providing this does not exceed the project budget or reduce the building's overall scope.	Ongoing Pindan contracts executed, building licence application submitted. Mobilisation to site expected first week of December. Preliminary works nearly complete (services). Soil Turning Ceremony held on 19 November. (November 2015)
10	08/2015	16.2	Onslow Aquatic Facility Project MINUTE: 11990	That Council: 1. Approves the concept design and specifications for the Onslow Aquatic Facility project to be developed for a Request for Tender for Design and Construction; and 2. Endorses preliminary budget and funding strategy for the project and authorises the Chief Executive Officer to apply for funding from the State Development Agreement Education Fund and the Onslow Community Development Fund (as outlined in the report).	Ongoing Concept Design progressing for tender documentation. PIP's being developed for "stage two" funding. Expect to go to Tender in December. (November 2015)
11	08/2015	16.1	Proposed change of purpose for reserve 39339 to include power to lease to establish a Licence	That Council: 1. Requests the Minister for Lands to:	Ongoing

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
			<p>Agreement for the Radio Broadcasting Station, Lot 696 Watson Drive, Onslow</p> <p>MINUTE: 11987</p>	<ul style="list-style-type: none"> a. Revoke the current Management Order for Reserve 39339; b. Issue a Management Order to the Shire of Ashburton with Power to Lease conditions for Reserve 39339; <p>2. Authorise the CEO to negotiate the terms of a Licence Agreement between the Shire of Ashburton and Hits Radio Pty Ltd for the licencing of radio transmission at the Onslow Radio Broadcasting Station; and</p> <p>3. Delegate authority to the CEO to execute a Licence Agreement between the Shire of Ashburton and Hits Radio Pty Ltd.</p>	<p>Management Order with power to lease conditions finalised by Landgate.</p> <p>Licence Agreement sent to Hits Radio Pty Ltd for execution.</p> <p>(November 2015)</p>
12	07/2015	16.1	<p>Request for Creation of Reserve with Management by Shire of Ashburton - Closed Road Adjoining lot 63 Nameless Valley Drive, Tom Price</p> <p>MINUTE: 11983</p>	<p>That Council:</p> <ul style="list-style-type: none"> 1. Agree in principle that the Shire of Ashburton has a partnership role to play in addressing the issue of ablutions and improvements to Reserve Land ID 3115275 (and therefore funds need to be considered for inclusion within the 2015/16 or a later budget to address the situation); 2. Request the Minister for Lands to: <ul style="list-style-type: none"> a. Reserve Land ID 3115275 for the purpose 'Transport'; and b. Issue a Management Order to the Shire of Ashburton. 	<p>Ongoing</p> <p>Creation of Reserve and issue of Management Order being progressed by DoL.</p> <p>(November 2015)</p>

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
13	07/2015	16.2	Ocean View Caravan Park - Realignment of Boundary MINUTE: 11975	That Council endorses the proposed realignment of the boundary to Lot 3001 on Plan 48469, Reserve 24405, Onslow (Ocean View Caravan Park), and authorises the necessary application to be made to Minister for Lands.	Ongoing Requested boundary realignment change forwarded to Department of Lands. Mandatory referral process being undertaken prior to issuing survey instructions. (November 2015)
14	05/2015	16.2	Establishment of a Commercial Lease for Reserve 38264 being lot 85 Onslow Road, Onslow MINUTE: 11953	That Council: 1. Delegate Authority to the Chief Executive Officer to negotiate the terms of the Lease Agreement with Alex Baldwin for Lot 85 Onslow Road, Onslow, generally in accordance with the terms outlined in this report, and advertise the proposal for public comment; and 2. Authorise the execution of the Lease Agreement should no adverse public comment be received after local public notice as per s3.58 of the <i>Local Government Act 1995</i> , pending approval from the Minister for Lands.	Ongoing Public Notice has drawn out several other interested parties and the matter will therefore be referred back to Council in due course. Costs of building compliance or site clearing, and fencing, is also higher than expected (Lessee was initially prepared to undertake some of the above tasks as there is no Shire budget

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
					allocation for 2015/16 to correct the situation). (November 2015)
15	11/2014	7.1	Consideration of the Concept Plans and Business Case for the Paraburdoo Community Hub MINUTE: 24	That Council: 1. Endorses the revised concept design, proposed operating budget model and business case presented for the Paraburdoo Community Hub (CHUB), seeking a grant of \$5 million from the Pilbara Development Commission; 2. Highlight its commitment to the project and to specifically address the State Government’s sustainability requirements of the Shire of Ashburton, by: a) Recognising that there will be an increased annual operating cost deficit for the new Paraburdoo CHUB, estimated at \$356,305 per annum, and committing to the necessary deficit sum being incorporated into future Shire of Ashburton budgets; and b) Recognising that if loan borrowings are required to meet the capital cost of the new Paraburdoo CHUB, Council commits future budgets of the Shire of Ashburton to those consequential repayments (estimated to be in the order of \$181,000 for a \$1.5 million loan); and c) Recognising that a Shire rate increase in the vicinity of 2.86% (in addition to the consumer price increase) may be required in order to meet the financial commitments of the construction and ongoing operations of the new Paraburdoo CHUB, and commits to including this increase (at the required	Ongoing NAJA Consulting has revised the business case to secure funding; the business case is now being reviewed. Discussions with Rio Tinto regarding ongoing financial support for facility operations will take longer than expected to finalise (probably December 2015). The business case with associated documents will be presented to Council for formal consideration once this has been completed (expected January 2016). (November 2015)

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				<p>proportions) within the Shire of Ashburton's future budgets; and</p> <p>d) Recognising that the Shire's long term financial planning indicates that this project is affordable, but that Council accepts it may need to defer less important capital projects until later financial years if that is financially prudent or necessary to do so.</p> <p>3. Highlight its commitment to governing the Shire of Ashburton in a sustainable manner and to reinforce this:</p> <p>a) Set as a priority as part of the mid-year (2014/15) budget review, the allocating savings to minimising the Paraburdoo Community Hub \$1.5m loan commitment; and</p> <p>b) Authorise the CEO to negotiate with Rio Tinto, a commercial lease arrangement for the Gymnasium facility to minimise ongoing Paraburdoo Community Hub operational costs.</p> <p>4. Endorse the relocation of the proposed Child Care Centre project to the south-east corner of Reserve 39572, and request the Department of Lands excise this area to form a new Reserve for the purpose of Child Care Centre, with power to lease.</p>	
16	12/2014	16.1	<p>Review of Location for Onslow Skate Park Facility</p> <p>MINUTE: 11897</p>	<p>That Council:</p> <p>1. Notes the petition signed by 120 people and tabled at the 19 November Ordinary Meeting of Council, and the petition received today signed by 160 people, and expresses its appreciation to the signatories and the petitions organiser for the collective efforts taken to contribute to the Onslow Skate Park project considerations;</p>	<p>Ongoing</p> <p>CONVIC has prepared a draft concept plan and prepared estimated construction cost – unfortunately this is well above the budget (around \$1.3m for construction</p>

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				<ol style="list-style-type: none"> 2. Confirms the location resolved at the 15 October 2014 Ordinary Meeting of Council, being the existing Basketball Courts site at Lot 555 Cameron Avenue, Onslow, as the site for the proposed Onslow Skate Park facility; 3. Notes the commitment made to host the 2015 Basketball Carnival and the generous donation by BHBP to enable the program to be progressed, and that in light of the 2014 experiences, notes also that appropriate security will be incorporated into the event planning for 2015; and 4. Notes that the retention of the existing outdoor basketball courts may be prudent if suitable and reasonably cost options are not available, and that consequently, a delay of the construction timeline for the skate park may be appropriate to accommodate that temporary retention of the existing basketball facilities in Onslow. 	<p>alone) so scale of design is being revised to meet a budget of around \$900k.</p> <p>(November 2015)</p>
17	10/2014	19.1	<p>Confidential Item - Outcome of Request for Tender to Lease Onslow Construction Camp (rft 25/14)</p> <p>MINUTE: 11871</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Acknowledge that no conforming tenders were received for RFT 25/14: Disposal by Way of Lease Onslow Construction Camp closed on 22 September 2014, and a contract will not be awarded; 2. Authorise the Chief Executive Officer to reduce the size of the Onslow Construction Camp as soon as possible to no more than 30 accommodation modules and the minimum necessary facilities (kitchen, office, laundries, etc), acknowledging that funds for this activity to continue to operate at its current capacity have not been provided for in the 2014/15 budget; 	<p>Ongoing</p> <p>Investigations are being undertaken into alternative accommodation models. A report will be forthcoming to Council considering these options and if there is a need to Tender for ongoing hire of accommodation units, taking into consideration the potential increase in</p>

Strategic and Economic Development Decision Status Report

	Council Meeting	Agenda Ref.	Report Title	Council Decision	Current Status
				<ol style="list-style-type: none"> 3. Authorise the CEO to negotiate satisfactory off-site arrangements for Shire accommodation in Onslow suitable to the Shire's expected longer term needs; 4. If a successful negotiation of alternative accommodation can be secured, proceed with the demobilisation of the remaining camp facilities. Alternatively if negotiations are unsuccessful, call relevant tenders for the continuation of the Airport Camp at minimal accommodation unit numbers (approximately 30) as a medium term accommodation facility for Shire staff and Shire Contractors; and 5. That the additional net costs for the Camp, including demobilisation expenses, be monitored and addressed at the mid-year budget review. 	<p>overall accommodation needs in the town.</p> <p>(November 2015)</p>
18	09/2014	16.1	<p>Proposed Memorandum of Understanding for Pilbara Regional Council to Undertake Conservation Works at Old Onslow</p> <p>MINUTE: 11859</p>	<p>That Council:</p> <ol style="list-style-type: none"> 1. Endorse the proposal by the Pilbara Regional Council to undertake conservation works at the Old Onslow Townsite in accordance with its proposal and \$1 million budget provided in the Onslow Social Infrastructure Fund; and 2. Authorise the Chief Executive Officer to execute the Memorandum of Understanding (MOU) and proposal provided by the Pilbara Regional Council, and negotiate any minor variations required to the scope of works. 	<p>Ongoing</p> <p>PRC has commenced engineering design for stabilisation works and signage, now seeking building licence approvals and heritage/planning approvals for works to commence. Interpretive signage consultation underway.</p> <p>(November 2015)</p>

Actions Performed Under Delegated Authority for the Month of November 2015.

The Use of the Common Seal

Seal No.	Date Seal Applied	Council Decision	Parties Involved	Document Details
617	201/11/2015	Ordinary Meeting of Council 19 November 2015 - Minute: 12024	Shire of Ashburton Department of Lands	Document Prepared By: Department of Lands Details: New/Balance Title for Lot 16 Onslow Road, Onslow on Deposited Plan 161140.

Consultation:

Chief Executive Officer

Financial Implications:

There are no financial implications related to this matter.

Certain Planning Functions Relating to Shire of Ashburton Town Planning Scheme No. 7 (DA08-1)

A, B, C	Advertising and Determining Applications for, Planning Approval, Draft Development Plans, or Extension for Town Planning Scheme Amendments and Development Plans				
	Adv or Det. App.	Date	Applicant	Description	Development location
	15-54	4/11/2015	NWSP	Development Industry – Noxious (Workshop, Office & Caretakers)	Lot 72 Mettawandy Pl, Paraburdoo
	15-48	10/11/2015	Auski Holdings Pty Ltd	Motor Vehicle And/Or Marine Service Station – Diesel Truck Fuel Sales	Windell Loc 84 Great Northern Highway, Munjina
	15-69	20/11/2015	Hammersley Iron	Transient Workforce Accommodation – Gymnasium, Recreation Area and Ablutions	Lot 61 Ashburton Ave, Paraburdoo

A, B, C	Advertising and Determining Applications for, Planning Approval, Draft Development Plans, or Extension for Town Planning Scheme Amendments and Development Plans				
	Adv or Det. App.	Date	Applicant	Description	Development location
	15-77	24/11/2015	Pilbara Regional Council	Community Use – Minor Safety and Stabilisation Works and the Erection of an Information Sign On Site	Lot 115 on DP 222936 (Old Onslow Townsite)

H	Directions regarding unauthorised development
	<ul style="list-style-type: none"> • Unauthorised use of storage of moveable TWA accommodation units resolved with the Tom Price Caravan Park, all units removed as directed by 28 day notice issued. • GBJ Electrical, lot 13 Camp Rd, Paraburdoo notified that 4 bedroom donga style accommodation unit which has been placed at the front of the lot needs planning and building approvals or compliance action will commence. • Sticklizard and Neowest served 28 day notice due to unauthorised development and use of Lot 12 Camp Rd, Paraburdoo which has the current use of helicopter storage. • Lot 588 Beadon Creek Rd, Onslow prosecution result at Perth Magistrate Court with \$32,000 fine and \$2470.30 costs awarded to SOA. • Investigation commenced with Dept. of Lands Pastoral division into unauthorised use and illegal clearing of native vegetation of Rural zoned land on Peedamulla Station by Kiva Transport and Bob Harris. • Issue LGA notice on Lot 233 Cogelup CT, Tom Price for clean-up of front yard. • Issue 28 day notice for unauthorised development being a sea container in front yard of Lot 1146 Tarwonga Cct, Tom Price • Issue 28 day notice for unauthorised development being large shade sail structure in front yard of Lot 1148 Tarwonga Cct, Tom Price

Consultation:

Chief Executive Officer
Executive Manager, Development & Regulatory Services

Financial Implications:

There are no financial implications related to this matter.

Report of Delegation Activities - Delegated Authority Register 2015

Approval Date	Delegation No.	File Ref	Title	Decision
				There were no delegation activities for the month of November 2015.
Delegation of Powers and Duties of the Local Government Act to the CEO (DA02-4)				
				There were no delegation activities for the month of November 2015.

Consultation:

Not applicable

Financial Implications:

There are no financial implications related to this matter.

Tenders (Accepted and Executed Associated Contract) (Delegation DA06-6)

Approval Date	File Ref	Title	Tenderer	Total Score (/100)	\$
			There were no tenders for November 2015.		

Consultation:

Not applicable

Financial Implications:

There are no financial implications related to this matter.

2009

MINISTER FOR EDUCATION

AND

SHIRE OF ASHBURTON

LICENCE AGREEMENT FOR COMMUNITY GARDEN
ONSLow PRIMARY SCHOOL

STATE SOLICITOR'S OFFICE
COMMERCIAL AND CONVEYANCING
PERTH

TELEPHONE : (08) 9264 1176
FACSIMILE: (08) 9264 1442
SSO 2906-08 MC1

INDEX

1.	Definitions and Interpretation.....	
2.	Grant of Licence	
3.	Facilities' Maintenance.....	
4.	Local Government Employees etc.....	
5.	Costs.....	
6.	Costs Sharing	
7.	GST.....	
8.	Booking of Facilities	
9.	Insurance	
10.	Indemnity	
11.	Assignment	1
12.	Management Committee	1
13.	Termination.....	1
14.	Waiver	1
15.	Variation.....	1
16.	Notices.....	1
17.	Local Government to Promote Community Awareness	1
18.	Not to obstruct or cause nuisance	1
19.	Comply with Statutes	1
20.	Report Damage etc	1
21.	Signs	1
22.	Option to Renew	1
23.	Not to affect.....	1
24.	Records and Audited Accounts	1
25.	Debts	1
26.	School part of Minister	1
27.	Early Termination	1
28.	Insurance	1
29.	Local Government Responsible.....	1
30.	Dispute Resolution.....	1
31.	Exclusive Use.....	1
32.	Miscellaneous	1

THIS AGREEMENT is made the day of 200

BETWEEN:

SHIRE OF ASHBURTON a local government and body corporate under the Local Government Act 1995 of Poinciana Street Tom Price Western Australia (**the Local Government**)

AND

MINISTER FOR EDUCATION a body corporate pursuant to the provisions of the School Education Act 1999 of 151 Royal Street, East Perth Western Australia (**the Minister**).

RECITALS

- A. The Facilities are situated on the Land.
- B. Care control and management of the Land is placed with the Minister.
- C. The Minister has agreed to grant to the Local Government a licence to use the Facilities for construction and use of a community garden in accordance with the plan marked "B" annexed hereto and on the terms and conditions contained in this Agreement.
- D. The Local Government will meet the cost of constructing the community garden on the Facilities.

OPERATIVE PART

IT IS HEREBY AGREED:

1. Definitions and Interpretation

1.1 In this Agreement unless the contrary intention appears:

Authority means any entity, person or group of persons empowered by Statute or otherwise to perform and carry out public regulatory administrative or executive functions of Commonwealth State or local government.

CEO means the Local Government's chief executive officer.

Commencement Date means the date specified in item 5 of the Schedule.

Department means the Department of Education and Training.

Facilities means the facilities specified in item 2 of the Schedule.

Further Term means the further term specified in item 6 of the Schedule.

Garden means the community garden and all improvements constructed on the Premises by the Local Government.

GST has the same meaning and usage as that contained in A New Tax System (Goods and Services Tax) Act 1999.

GST Act means A New Tax System (Goods and Services Tax) Act 1999.

Input Tax Credit has the meaning given in section 195-1 of the GST Act.

Land means the land specified in item 1 of the Schedule.

Licence means the licence referred to in Clause 2.

Loss means loss, damage, liability, lawsuit, action, writ, proceeding, cost or expense.

Major Maintenance means any additions or improvements to the Garden or the Facilities costing \$7,500.00 or more;

Management Committee means the management committee created pursuant to clause 12.

Operating Costs means the costs incurred in operating and maintaining the Facilities including but not limited to:

- Garden maintenance (mowing, weeding, fertilising, top dressing, verti-mowing etc including labour and plant);
- Electricity;
- Repairs to reticulation systems including pumps, motors, bores, tanks, power supply etc;
- Insurance;
- Cleaning and rubbish removal; and
- Any other maintenance specified in item 7 of the Schedule.

Party depending on the context means the Local Government or the Minister and

Parties means both of them.

Primary Payment means any payment by the Minister to the Local Government under this Agreement.

Principal means the principal or acting principal of the School.

Schedule means the schedule annexed to this Agreement.

School means the School specified in item 3 of the Schedule.

School days means all days on which students are required to attend the School for instruction in accordance with the provisions of the School Education Act 1999.

School Hours means the hours between 8 am and 4 pm on all School days.

State means the State of Western Australia and any government department, agency and instrumentality thereof.

Statute includes all Statutes (State and Federal) for the time being enacted or modifying any Statutes and all regulations, bylaws and other statutory orders and instruments made under any Statute.

Taxable Supply has the meaning given in section 195-1 of the GST Act.

Tax Invoice has the meaning given in section 195-1 of the GST Act and in the A New Tax System (Goods and Services Tax) Regulations 1999.

Term means the term specified in item 4 of the Schedule.

1.2 In this Agreement unless a contrary intention appears:

- (a) references to a person include that person's legal personal representatives, assigns and successors;
- (b) an obligation on the part of two or more parties shall bind them jointly and severally and a right in favour of two or more parties shall be enforceable by them jointly and severally;
- (c) references to this Agreement include its schedules and annexures;
- (d) references to a person which has ceased to exist or has been reconstituted, amalgamated, reconstituted or merged or the functions of which have become exercisable by any other person or body in its place, shall be taken to refer to the person or body established or constituted in its place or by which its functions have become exercisable;
- (e) words importing any gender include the other genders;
- (f) headings shall be ignored in the construction of this Agreement;
- (g) reference to any thing is a reference to the whole or any part of it and a reference to a group of things or persons is a reference to any one or more of them;

- (h) where time is to be calculated from a day or event, such day or the day of such event shall be excluded;
- (i) words importing the singular include the plural and vice versa;
- (j) references to writing include any mode of representing or reproducing words in tangible and permanently visible form, and includes telex and facsimile transmission;
- (k) references to persons include corporations and vice versa;
- (l) references to time are to local time in Perth, Western Australia;
- (m) references to this Agreement or any other document include the document as varied, extended, renewed or replaced, and notwithstanding any change in the identity of the parties thereto;
- (n) references to a statute whether by name or otherwise includes the amendments to the statute for the time being in force and also any statute passed in substitution for it or in lieu of it and all subsidiary or subordinate legislation for the time being in force under it;
- (o) if a word or phrase is defined, cognate words and phrases have corresponding definitions;
- (p) reference to a clause means a clause of this Agreement;
- (q) no rules of construction apply to disadvantage a Party on the basis of that Party being responsible for the preparation of this Agreement or any part of it;
- (r) reference to the Local Government using the Facilities means and includes the use of the Facilities by the Local Government or any of its employees agents contractors licensees or invitees.

2. Grant of Licence

2.1 The Minister grants to the Local Government a licence to use the Facilities, for construction and use of the Garden for the Term or until such time as the Minister divests itself or is divested of its rights over or in the School (whichever occurs sooner). Nothing expressed or implied in this Agreement shall confer a right of exclusive occupation of the Facilities to the Local Government and the Minister may at any time and at all times and from time to time exercise all of its rights in respect of the Facilities including the rights to use and possess and enjoy the whole or any part of the Facilities save only in so far as such rights shall:

- (a) prevent the operation of the Licence and rights with respect to the Facilities granted pursuant to this Agreement; and

- (b) be inconsistent with the express provisions of this Agreement.
- 2.2 The Local Government shall at its own cost and expense construct the Garden on the Facilities:
- (a) in a timely and professional manner;
 - (b) using good quality materials which comply with Department specifications and standards; and
 - (c) strictly in accordance with plans and specifications that has first been approved by the Minister.
- 3. Facilities' Maintenance**
- 3.1 The Local Government shall at all times during the Term in all things keep and maintain -
- (a) the Facilities clean and in good sanitary condition;
 - (b) all buildings fences gates and other improvements now or hereafter comprising the Facilities in good tenantable repair order and condition; and
 - (c) all grassed areas on the Facilities so that a uniform coverage of grass is obtained.
- 3.2 Without limiting clause 3.1, the Local Government shall carry out mowing, fertilising, weed control and irrigation maintenance and renovations on the Facilities.
- 3.3 The Local Government will ensure that all its officers, employees, agents, workmen and contractors contact the Principal prior to carrying out any maintenance to the Facilities;
- 3.4 The Local Government will not carry out any pest or weed control treatment on the Facilities during School days. The Local Government will give the Principal at least a week's written notice of any proposed weed control treatment to be undertaken.
- 3.5 On expiration of a period of use of the Facilities by a Party or any of that Party's employees agents or invitees (whichever the case may be) that Party shall leave the Facilities in a clean sanitary and tidy condition free from litter waste and rubbish and ready for immediate use by the other Party and other persons duly permitted to use the Facilities.
- 3.6 The Local Government shall ensure:
- (a) all plants receive sufficient water to ensure normal healthy growth;

- (b) all garden beds are kept weed free;
- (c) all dead plants are removed and healthy plants pruned to shape after flowering if their growth habit requires;
- (d) a suitable fertiliser is applied to garden beds twice yearly and thoroughly watered in;
- (e) pests are monitored and controlled as required, using only approved chemicals in accordance with the Occupational Safety and Health Act 1994;
- (f) all micro-irrigation are checked and repaired (if required); and
- (g) mulch is replaced as required.

4. Local Government Employees etc

4.1 During the times the Local Government or any of its officers, employees, agents and subcontractors are on the Land they will:

- (a) at all times conduct themselves in a courteous and professional manner;
- (b) at all times be sober, civil and honest;
- (c) not inhibit, interfere, disturb or otherwise disrupt the School education process;
- (d) not approach students for any reason except in exceptional circumstances. Any and all concerns relating to staff, students or other School community members must be directed to the Principal;
- (e) be readily identifiable by the use of uniform, badges or the like, as approved by the Department;
- (f) wear an acceptable standard of dress at all times as determined by the Shire and approved by the Principal;
- (g) at all times comply with the Occupational Safety and Health Act, 198 including the use of personal protective equipment including sunscreen cream and a suitable hat;
- (h) not smoke or consume alcohol or prohibited substances on the Land;
- (i) only use School facilities with prior permission of the Principal;
- (j) not use radios or similar, with or without headphones, on the Land and

(k) not use derogatory or offensive language.

4.2 The Local Government:

- (a) must ensure that all its officers, employees, agents, workmen and contractors who go on the Land have an Australia wide police clearance;
- (b) will, if any police clearance evidences that any officer, employee, agent, workman and contractor of the Local Government who goes on the Land has committed a criminal offence punishable by imprisonment or detention, at the request of the Minister (without prejudice to the Minister's other rights and remedies under this Agreement), promptly remove that person from the Land.
- (c) must following a request to remove any officer, employee, agent, workman and contractor of the Local Government under this clause at its own cost, arrange for a replacement of that person.

4.3 The Local Government must ensure that all its officers, employees, agents, workmen and contractors who engage in activities on the Land that constitute or involve *child-related employment or child-related work*:

- (a) have a current *assessment notice*; and
- (b) have not been issued a *negative notice* or an *interim negative notice* which is current; and
- (c) have not been convicted of a *Class 1 offence* or a *Class 2 offence* or have a pending charge in respect of a *Class 1 offence* or a *Class 2 offence*.

For the purposes of this clause 4.3 terms appearing in italics have the meaning given those terms in the Working with Children (Criminal Record Checking) Act 2004 (WA).

5. **Costs**

5.1 The Local Government shall pay:

- (a) its own legal costs in connection with the negotiation of this Agreement; and
- (b) 100% of all costs charges and expenses for which the Minister shall become liable in consequence of or in connection with any default by the Local Government in performing or observing any covenants conditions or stipulations herein contained or implied and on the part of the Local Government to be performed or observed.

5.2 The Minister shall pay its own legal costs in connection with the negotiation and preparation of this Agreement.

6. Costs Sharing

- 6.1 The Minister and the Local Government shall share those Operating Costs set out in item 7 of the Schedule in accordance with the table set out in item 7 of the Schedule.
- 6.2 The Minister shall pay its share of the maintenance costs within 30 days after receiving a tax invoice from the Local Government. The Local Government shall send all invoices to the address shown in item 7 of the Schedule.
- 6.3 The Minister shall at least once every 2 months during the Term or any extensions thereof commencing on the date being 2 months after the Commencement Date:
- (a) read the electricity sub meter on the Land that services the Facilities;
 - (b) calculate the cost of electricity consumed on the Facilities; and
 - (c) forward the Shire a Tax Invoice in respect of that cost.

The Shire shall pay those Tax Invoices within 30 days after receipt thereof.

- 6.4 Notwithstanding any other provision of this Agreement, the Local Government will not carry out any Major Maintenance to the Facilities or the Garden without first providing the Minister with details in writing of the scope and cost of the Major Maintenance required and obtaining the Minister's prior written approval to carry out same.

7. GST

- 7.1 The amount of all Primary Payments specified in this Agreement are exclusive of GST.
- 7.2 If GST is payable by the Local Government in respect of a Primary Payment or any part in connection with a Taxable Supply provided under this Agreement:
- (a) the Primary Payment is increased by an amount equal to the applicable GST; and
 - (b) the Minister must pay the amount of the increase in the same manner and on the same date as the Minister is required to pay the Primary Payment.
- 7.3 If the Primary Payment consists (wholly or partly) of the recovery by the Local Government of all or a portion of the Local Government's costs, the Primary Payment is to be reduced by the amount (or corresponding proportion) of the Input Tax Credits available to the Local Government in respect of these costs and then increased by any applicable GST payable under clause 7.2.

- 7.4 If a Primary Payment is to be increased to account for GST under clause 7.2 the Local Government must, at least one month before the date on which the increased Primary Payment is to be paid, issue a Tax Invoice to the Minister.
- 8. Booking of Facilities**
- The Local Government shall arrange for one of its officers to supervise the Facilities and manage bookings for the Facilities for the times the Local Government uses the Facilities as part of his or her normal duties.
- 9. Insurance**
- 9.1 Each Party shall effect and maintain a policy of public liability insurance in an amount of not less than TEN MILLION DOLLARS (\$10,000,000.00) (or such larger sum as shall be determined at the reasonable discretion of the other Party from time to time to reflect prudent commercial practices, including changes in the Consumer Price Index (all groups) for Perth, Western Australia as published by the Australian Bureau of Statistics) in respect of any one occurrence in an insurance office first approved by the other Party such approval not to be unreasonably withheld.
- 9.2 As and when requested each Party shall provide the other Party with a copy of the policy and all receipts or other proof of payment of premiums.
- 9.3 The Local Government will effect and maintain:
- (a) workers compensation insurance in accordance with the workers compensation legislation of Western Australia and at common law for an amount of not less than Fifty Million Dollars (\$50,000,000.00) in respect of any one event; and
 - (b) such other insurances as may be reasonably required by the Minister.
- 10. Indemnity**
- 10.1 The Minister shall indemnify and keep indemnified the State, the Local Government and all employees and agents of the State and the Local Government from against and in respect of all Loss incurred or suffered by or made or brought against any of those indemnified to the extent that the same was caused or contributed to by any tortious or other unlawful act or omission (including breach of a contractual term, condition or warranty) by the Minister or any officer, employee, agent, contractor, licensee, invitee or representative of the Minister.
- 10.2 The Local Government shall indemnify and keep indemnified the Minister the State and all employees and agents of the Minister and the State from against and in respect of all Loss incurred or suffered by or made or brought against any of those indemnified to the extent that the same was caused or contributed to by any tortious or other unlawful act or omission (including breach of a

contractual term, condition or warranty) by the Local Government or any officer, employee, agent, contractor, licensee, invitee or representative of the Local Government.

11. Assignment

The Local Government shall not without the prior written consent of the Minister (which consent may be arbitrarily withheld) and the Minister for Lands assign, transfer, encumber or otherwise dispose of the Licence or any part thereof or the rights, liberties or authorities granted under this Agreement.

12. Management Committee

12.1 The care and management of the Facilities and the Garden shall be undertaken by the Management Committee. Membership of the Management Committee shall consist of 6 members (or such other number as the Parties may from time to time agree) who, subject to this Agreement and any direction from the Parties, shall:

- (a) monitor, review and evaluate use of the Facilities and the Garden by the Parties; and
- (b) exercise the functions set out in Annexure A.

Membership of the Management Committee comprises the following members:

4 Local Government and community representatives;

4 Minister representatives;

12.2 The presiding member of the Management Committee shall be selected by the members of the Management Committee from the members of the Management Committee.

12.3 A member may resign from the Management Committee by written notice to that effect delivered to the presiding member.

12.4 Each Party may in regard to its appointees on the Management Committee at any time and from time to time:

- (a) remove any appointee and appoint another person in that appointee's place;
- (b) appoint a person to act temporarily during the absence of an appointee and a person while so acting shall be deemed to be a member; and
- (c) appoint another person to act as a member in place of a member who resigns under clause 12.3.

13. Termination

If the Local Government:

- (a) breaches or fails to comply with any term of this Agreement; and
- (b) after having been served with a written notice:
 - (i) specifying the breach or failure; and
 - (ii) requiring that breach or failure to be rectified within a reasonable period specified in the notice (being not less than 14 days)

fails or refuses to so rectify that breach or failure within that period,

then the Minister shall be entitled to terminate this Agreement and such termination shall take effect immediately upon the Local Government being served with notice of termination.

14. Waiver

- 14.1 No right of any Party under this Agreement shall be deemed to be waived except where such a waiver is in writing signed by or on behalf of that Party.
- 14.2 A waiver by a Party shall not prejudice the rights of that Party in respect of any subsequent or other breach of the Agreement by the other Party.
- 14.3 A failure by a Party to enforce any provision of this Agreement or any forbearance, delay or indulgence granted by a Party to the other shall not be construed as a waiver of the first mentioned Party's rights under this Agreement.

15. Variation

This Agreement may only be varied by agreement signed in writing by both Parties.

16. Notices

- 16.1 Notices that may or must be sent under or in connection with this Agreement shall be in writing, signed by the Party or representative of the Party giving notice, and may be delivered by pre-paid post, by hand or by facsimile transmission to the other Party at the relevant address or facsimile number set out in item 8 of the Schedule.
- 16.2 Notices shall be deemed to be received:
 - (a) (in the case of delivery by pre-paid post) seven days after deposit in the mail;
 - (b) immediately upon delivery by hand; or

- (c) immediately upon an apparently successful facsimile transmission being noted in document form by the sender's facsimile transmitter.

17. Local Government to Promote Community Awareness

The Local Government shall, at its own cost and expense, be responsible for advertising the Facilities and otherwise promoting community awareness of and interest in the same from time to time.

18. Not to obstruct or cause nuisance

The Local Government shall not do or leave undone or allow or suffer to be done or left undone any act matter or thing whereby a nuisance or anything in the nature of or which may be deemed to be a nuisance by any Authority or within the meaning of any Statute (State or Federal) now or hereafter in force may exist arise or continue upon or in connection with the Facilities or any business carried on upon the same or the use thereof and forthwith to abate any such nuisance or alleged nuisance and to carry out and comply with all the provisions of every such Statute and of every requisition and order of any Authority in reference thereto.

19. Comply with Statutes

The Local Government shall ensure that its employees agents contractors licensees and invitees shall at all times duly and punctually comply with observe and carry out and conform with the provisions of any Statute now or hereafter in force and all requirements and orders of any Authority which effect the Facilities or the use thereof provided that the Minister has advised the Local Government in writing of those requirements and orders.

20. Report Damage etc

The Local Government shall promptly report any theft of, damage to, deficiency in, destruction of, or other fault in relation to the Facilities to the Minister upon the happening of the same and do all things and take all steps that are reasonable so as to minimise and mitigate any loss caused or occasioned thereby.

21. Signs

The Local Government shall not affix or cause or permit to be affixed or exhibited anywhere in or on the Facilities any poster signboard neon sign or advertisement except as shall be first approved in writing by the Minister.

22. Option to Renew

If:

- (a) prior to the expiration of the Term this Agreement has not been terminated; and

- (b) the Local Government desires to extend this Agreement for the Further Term; and
- (c) the Local Government gives to the Minister written notice of its desire such notice being received by the Minister not more than 6 or less than 3 months prior to the expiration of the Term; and
- (d) during the Term there had been no breach of any term of this Agreement by the Local Government which was not rectified strictly in accordance with a notice of breach being given by the Minister,

Then, if the Minister agrees to do so, this Agreement shall be extended for the Further Term (on and subject to the terms and conditions set out in this Agreement with the exception of this clause 22).

23. Not to affect

Nothing in this Agreement shall affect or be deemed to affect any right power authority or duty conferred or imposed upon the Minister or any agent or employee of the Department under the School Education Act 1999.

24. Records and Audited Accounts

The Local Government shall keep true, accurate and up-to-date records of its receipts and expenditure in respect of the Facilities and shall allow the Minister to inspect and/or take copies of those records at any time and from time to time provided that reasonable notice is first given by the Minister on each occasion. The Local Government shall, at intervals of no greater than twelve (12) months during the currency of this Agreement, provide the Minister with properly audited accounts of its receipts and expenditure in respect of the Facilities.

25. Debts

If under this Agreement a Party (**Creditor**) is claiming monies owing as a debt from the other Party (**Debtor**), the Creditor will provide the Debtor with true copies of all documentation in support of that debt at the same time the Creditor gives the Debtor the relevant invoice calling for the payment of the debt.

26. School part of Minister

The Parties acknowledge and agree that the School is a part of, and an agent for, the Minister for the purposes of this Agreement.

27. Early Termination

27.1 Notwithstanding anything expressed or implied in this Agreement to the contrary, either Party may, by giving 6 months notice in writing to the other Party, terminate this Agreement for any reason whatsoever and upon the expiration of that 6 month period, this Agreement shall terminate but any rights

of action or claims which accrued or arose to either Party prior to such termination are hereby preserved.

- 27.2 If this Agreement is terminated in accordance with clause 27.1, the Local Government will not be entitled to any compensation for such early termination nor will it be entitled to a reimbursement of any of the costs incurred by it in constructing the Garden.

28. Insurance

Each Party will provide contents insurance for any equipment that it provides for use on the Facilities.

29. Local Government Responsible

The Local Government will be responsible for any Loss incurred or suffered by the Minister or any officer, employee, agent, contractor, licensee, student, invitee or representative of the Minister caused or contributed to by the Local Government not carrying out any necessary repairs to or maintenance of the Facilities.

30. Dispute Resolution

- 30.1 If any dispute or difference arises between the Parties in connection with any aspect of this Agreement, the Parties will refer the matter to the Principal or an officer from the Capital Programs Branch of the Department and a nominated representative of the Local Government for the negotiation who will have authority to settle the dispute on behalf of the Parties.

- 30.2 If the Principal or an officer from the Capital Programs Branch of the Department and the Local Government cannot settle the dispute within 28 days of the matter being referred to them then the dispute or difference shall be referred to and determined by arbitration under and in accordance with the provisions of the Commercial Arbitration Act 1985 and any party may be represented by a duly qualified legal practitioner or other representative.

31. Exclusive Use

- 31.1 If at any time during the Term the Minister requires exclusive use of the Facilities, the Minister will give the Local Government at least 1 week's prior written notice of the times that it requires exclusive use and the Local Government acknowledges and agrees it will not be able to use the Facilities during those times.
- 31.2 If at any time during the Term the Local Government requires exclusive use of the Facilities, the Local Government must give the Minister at least 1 week's prior written notice of the times that it requires exclusive use and obtain the Minister's prior written approval to such exclusive use (which approval will not be unreasonably withheld).

32. **Miscellaneous**

- (a) Whenever the consent of the Minister is required under this Agreement:
- (i) that consent may be given or withheld by the Minister in the Minister's absolute discretion and may be given subject to such conditions as the Minister may determine;
 - (ii) the Minister is not required to provide a reason or reasons for giving or refusing its consent; and
 - (iii) the Local Government agrees that any failure by it to comply with or perform a condition imposed under clause 32(a)(i) will constitute a breach of a condition by the Local Government under this Agreement.
- (b) The Minister and the Local Government must do everything reasonably necessary, including signing further documents, to give full effect to this Agreement.
- (c)
- (i) The Local Government is an independent contractor, and nothing in this Agreement may be construed to make the Local Government a partner, agent, employee or joint venturer of the Minister.
 - (ii) The Local Government must not represent that the Local Government or any of its personnel are the employees, agents, partners or joint venturers of the Minister.
- (d) The rights, powers and remedies in this Agreement are in addition to, and not exclusive of, the rights, powers and remedies existing at law or in equity.
- (e) This Agreement supersedes all prior negotiations, understandings and Agreements between the Minister and the Local Government relating to the matters covered by this Agreement and constitutes the full and complete Agreement between the Minister and the Local Government relating to the matters covered by this Agreement.
- (f) This Agreement may only be varied in writing executed by the Minister and the Local Government.
- (g) The Parties agree that Part IF of the *Civil Liability Act 2002* (WA) is excluded and does not apply to the Parties' liabilities under this Agreement.

- (h) This Agreement is governed by the laws of the State of Western Australia. The Minister and the Local Government irrevocably submit to the non-exclusive jurisdiction of the courts of Western Australia.

SCHEDULE**Item 1 (Clause 1.1) Land**

Lot 641 on Deposited Plan 214895 and being the whole of the land in Certificate of Crown Land Title Volume 3139 Folio 767 also known as Reserve 30685

Item 2 (Clause 1.1) Facilities

That portion of the Land as is delineated and hatched on the plan marked "A" annexed hereto

Item 3 (Clause 1.1) School

Onslow Primary School

Item 4 (Clause 1.1) Term

10 years commencing on 1 May 2009 and expiring on 30 April 2019

Item 5 (Clause 1.1) Commencement Date

1 May 2009

Item 6 (Clause 1.1) Further Term

10 years commencing on 1 May 2019 and expiring on 30 April 2029

Item 7 (Clause 1.1) Operating Costs

Activity	Minister	Local Government
Electricity (sub-meter)		100%
Water	100%	
Gardens and structures		100%
Rectification of the grass or plants dying		100%
Major Maintenance of the reticulation to the Facilities		100%
Major Maintenance and/or replacement of the bore, pump and tank servicing the Facilities	100%	

Invoices to the Minister are to be addressed to:

Asset Planning Branch
 Department of Education and Training
 151 Royal Street
 EAST PERTH WA 6004

Item 8 (Clause 14.1) Notices

Minister: Capital Programs Branch,
Department of Education and Training
151 Royal Street
EAST PERTH WA 6004
FAX: 9264 5300

Local Government: President
Shire of Ashburton
Poinciana Street
TOM PRICE WA 6751
FAX: 9189 2252

ANNEXURE A
MANAGEMENT COMMITTEE RULES

1 Functions

Subject to direction of the Minister and the Local Government and subject to the provisions of the Licence and of these Rules, the functions of the Management Committee are:

- 1.1 To advise on the management and control of the Facilities by the Parties according to the terms of the Agreement.
- 1.2 To develop community awareness of the potential of the Facilities.
- 1.3 To promote communication between the Department, the Local Government and users of the Facilities, including booking guidelines and procedures.
- 1.4 To make recommendations to the Local Government and the Department on
 - (a) the conditions of hire;
 - (b) hire charges;
 - (c) staffing and maintenance requirements;
 - (d) the settlement of disputes involving management procedures; and
 - (e) the standard of the Facilities.

2 Standing Orders

- 2.1 The Management Committee shall elect a Presiding Member from the Management Committee members who shall preside at all meetings of the Management Committee.
- 2.2 The Management Committee shall elect a Secretary where necessary from the Committee members who will be responsible for taking and distributing minutes, preparing and distributing meeting agendas and keeping appropriate records.
- 2.3 The quorum necessary for the transaction of the business of the Management Committee shall be 4, being 2 representatives of the Minister and 2 representatives of the Local Government.
- 2.4 Each member has 1 vote. In the case of a voting deadlock the matter shall be referred to the Local Government and the Minister for consideration and direction.

- 2.5 The Management Committee shall meet at least once per semester.
- 2.6 The Management Committee may prescribe its own procedure for the day to day running of its affairs but such procedure shall not contravene these Rules, any legislation or other law, or the policies bylaws or regulations of the Minister or any right power authority or duty conferred or imposed on the Local Government and the Minister or any person acting under the authority of including (without limiting the generality of the foregoing) the Principal.
- 2.7 The Management Committee shall not handle any cash. All receipts and payments relating to the operation of the Facilities shall be processed as appropriate by the existing accounting systems of either the Department or the Local Government.
- 2.8 The Management Committee cannot bind either the Department or the Local Government to any monetary or procedural obligation without the prior approval of both Parties or the particular Party in the case of a specific monetary or procedural matter.

3. **Definitions**

Unless the context otherwise requires, in these Rules all words and phrases shall have the same meanings as those ascribed to them in the Agreement.

EXECUTED by the Parties.

SIGNED for and on behalf of the)
MINISTER FOR EDUCATION by)
PETER JOHN MCCAFFREY)
(Print Full Name))
the Deputy Director General of the)
Department of Education and Training,)
the officer delegated this authority)
pursuant to sections 224 and 225 of the)
School Education Act 1999 (WA))
in the presence of:)

P. McCaffrey
(Signature)
19 / 5 / 2009
(Date)

JAMES WILLIAM THOM
Witness Full Name (Please print)

James Thom
(Signature)

DEPARTMENT OF EDUCATION AND TRAINING
151 ROYAL STREET EAST PERTH WA 6004
Witness Address (Please print)

PUBLIC SERVANT
Witness Occupation (Please print)

THE COMMON SEAL of the)
SHIRE OF ASHBURTON was hereunto)
affixed pursuant to a resolution of the)
Council in the presence of)



P. McCaffrey
PRESIDENT

[Signature]
CHIEF EXECUTIVE OFFICER

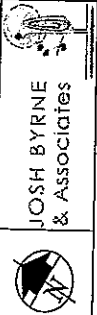
LEGEND:

- FEATURE PAVING TO MEETING AREAS WITH MOSAIC ARTWORK BY LOCAL COMMUNITY GROUPS
- MAIN PATH - COLOURED CONCRETE WITH MOSAIC ARTWORK BY LOCAL COMMUNITY GROUPS
- COMPACTED, CRUSHED GRAVEL
- TURF REST AREA
- LOCAL PLANTINGS AND BUSH TUCKER GARDENS (LABELLED)
- NATURAL GROUND SURFACE
- NEW CONCRETE PATH TO MATCH EXISTING IN SITU CONCRETE PATHS
- LOCAL TREE SPECIES
- EVERGREEN ORCHARD TREE
- DECIDUOUS ORCHARD TREE
- EXISTING TREE

STREET FRONTAGE GARDEN TO INCLUDE ROCK PLACEMENT, MOUNDING AND GRAVEL SURFACING. VISUALLY PERMEABLE WITH PLANTINGS TO INCLUDE REGIONAL BUSH TUCKER SPECIES AND LOCAL SPECIES TO PROVIDE SOME WIND PROTECTION. INTERPRETIVE SIGNAGE PROVIDED TO DESCRIBE PLANTINGS AND BUSH TUCKER USES. NOTE: ANY EARTH MOUNDING BELOW EXISTING TREES TO MAXIMUM OF 300mm DEPTH AND DONE IN ASSOCIATION WITH CANOPY THINNING TO REDUCE IMPACT ON EXISTING MATURE TREES.

FIRE PIT SEATING AREA (LOCKABLE LID TO FIRE PIT FOR CONTROL OF USE)

EXISTING EUCALYPTUS TO GARDEN SITE TO BE INSPECTED BY A QUALIFIED ARBORCULTURALIST AND APPROPRIATE THINNING TO BE UNDERTAKEN TO IMPROVE TREE HEALTH AND REDUCE LIABILITY. TREE MANAGEMENT PLAN TO BE DEVELOPED FOR ONGOING MAINTENANCE. NOTE: EXCAVATION WORKS NO CLOSER THAN 3.5m FROM BASE OF EXISTING TREES.



JOSH BYRNE & ASSOCIATES
1250@A3
0 2.5 5 7.5 10 12.5m

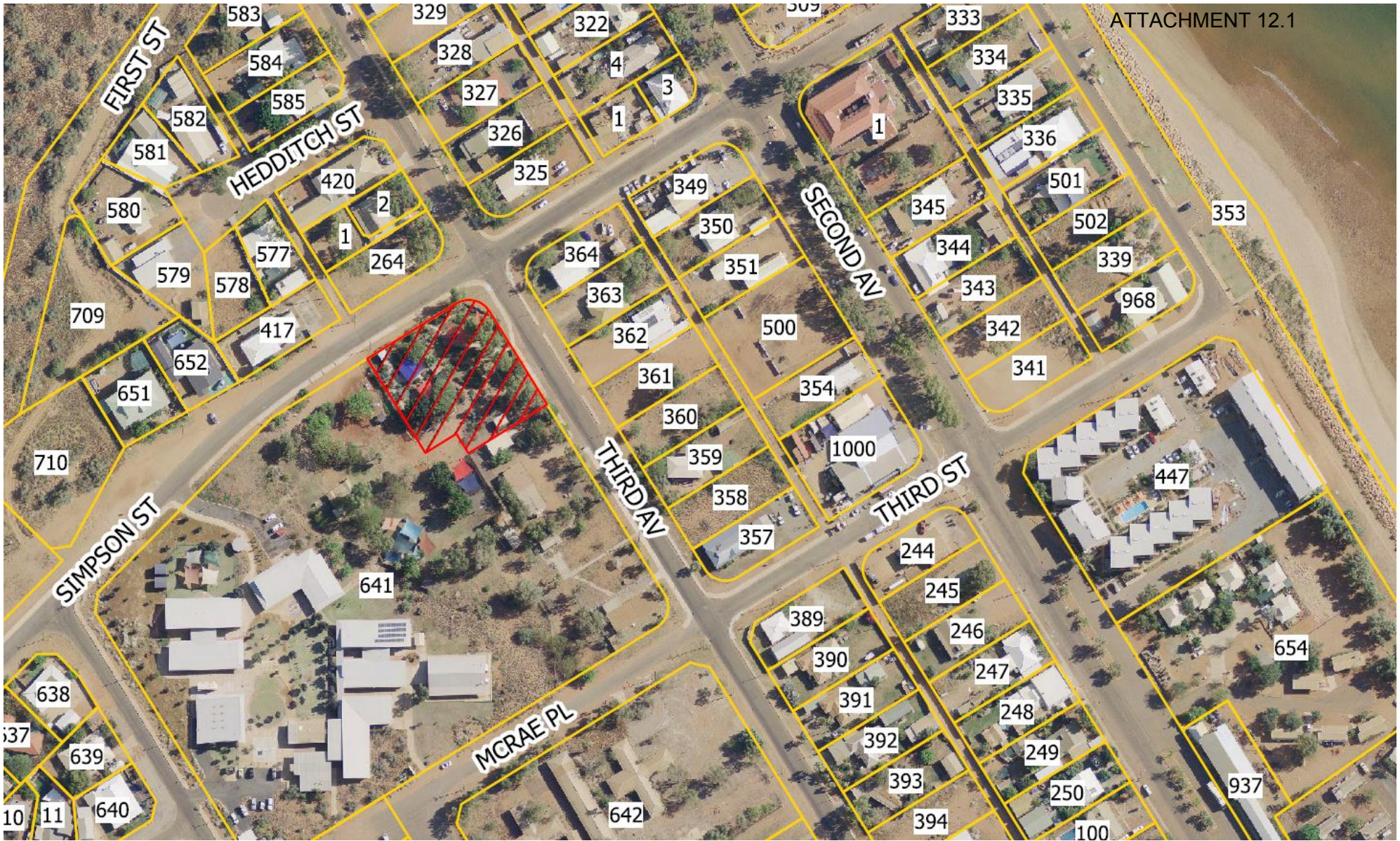
Checklist:
This document has been prepared for use by the receiving client only. All concepts, drawings and technical information remain the property of Josh Byrne & Associates Pty Ltd. This document cannot be used for construction purposes of the greater structure.

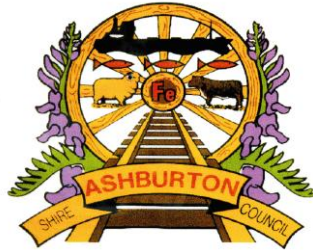
DESIGNED BY: JOSH BYRNE
STEPHANIE WHARTON
DRAWN BY: STEPHANIE WHARTON

CREATED: 12/11/07
REV A - 05/12/07
REV B - 28/03/08
REV C - 22/05/08
REV D - 23/07/08

PROJECT No: C-07-08
DWG No: L-02

COMMUNITY GARDEN SIMPSON STREET, ONSLOW
LANDSCAPE STAGE 4: CONCEPT PLAN
COMMUNITY GARDEN LAYOUT - REVISED





SHIRE OF ASHBURTON
MONTHLY STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD 1 JULY 2015 TO 31 OCTOBER 2015

TABLE OF CONTENTS

	Page
Statement of Financial Activity	1
Net Current Assets	2
Report on Significant Variances	3 - 4
Acquisitions of Assets: Capital Expenditure Progress Report (Note 3)	5 - 9
Graphs	10 - 11
Reserve Movements	12

SHIRE OF ASHBURTON

STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY 2015 TO 31 OCTOBER 2015

	NOTE	October 2015 Actual \$	October 2015 Y-T-D Budget \$	2015/16 Revised Budget \$	2015/16 Adopted Budget \$	Variations Actuals to Budget \$	Variations Actual Budget to Y-T-D %	
Operating								
Revenues/Sources								
Governance		879,037	949,290	3,012,038	3,012,038	(70,253)	(7.40%)	
General Purpose Funding		836,459	727,626	3,080,739	3,080,739	108,833	14.96%	▲
Law, Order, Public Safety		53,494	52,520	130,300	130,300	974	1.85%	
Health		144,152	87,536	262,654	231,167	56,616	64.68%	▲
Education and Welfare		597,304	247,376	1,242,430	1,242,430	349,928	141.46%	▲
Housing		146,440	140,556	421,842	421,842	5,884	4.19%	
Community Amenities		3,803,504	3,401,667	5,953,467	5,953,467	401,837	11.81%	▲
Recreation and Culture		1,422,978	1,791,011	16,593,845	16,579,812	(368,033)	(20.55%)	▼
Transport		1,615,766	6,602,444	18,715,035	18,715,035	(4,986,678)	(75.53%)	▼
Economic Services		830,590	801,404	2,655,177	2,655,177	29,186	3.64%	
Other Property and Services		98,226	87,986	272,672	272,672	10,240	11.64%	
		10,427,950	14,889,416	52,340,199	52,294,679	(4,461,466)	(29.96%)	
(Expenses)/(Applications)								
Governance		(2,840,115)	(2,427,087)	(7,223,413)	(7,203,413)	(413,028)	(17.02%)	▲
General Purpose Funding		(19,878)	(12,656)	(37,985)	(37,985)	(7,222)	(57.06%)	▼
Law, Order, Public Safety		(200,031)	(325,261)	(981,619)	(981,619)	125,230	38.50%	▼
Health		(129,294)	(330,604)	(991,411)	(959,924)	201,310	60.89%	▼
Education and Welfare		(85,820)	(203,185)	(603,294)	(603,294)	117,365	57.76%	▼
Housing		(643,938)	(373,056)	(1,088,578)	(1,088,578)	(270,882)	(72.61%)	▲
Community Amenities		(1,653,839)	(3,137,792)	(9,502,699)	(9,502,699)	1,483,953	47.29%	▼
Recreation & Culture		(2,159,859)	(3,207,889)	(9,613,733)	(9,601,233)	1,048,030	32.67%	▼
Transport		(1,329,560)	(4,162,109)	(12,429,468)	(12,429,468)	2,832,549	68.06%	▼
Economic Services		(1,276,206)	(1,602,689)	(4,786,930)	(4,786,930)	326,483	20.37%	▼
Other Property and Services		(405,291)	(1,053,744)	(2,551,721)	(2,501,721)	648,453	61.54%	▼
		(10,743,831)	(16,836,072)	(49,810,851)	(49,696,864)	6,092,241	(36.19%)	
Net Operating Result Excluding Rates		(315,881)	(1,946,656)	2,529,348	2,597,815	1,630,775	(83.77%)	
Adjustments for Non-Cash								
(Revenue) and Expenditure								
(Profit)/Loss on Asset Disposals		0	19,700	59,120	59,120	(19,700)	100.00%	
Movement in Leave Reserve (Added Back)		0	0	0	0	0	0.00%	
Movement in Deferred Pensioner Rates/ESL (non-current)		0	0	0	0	0	0.00%	
Movement in Employee Benefit Provisions		0	0	0	0	0	0.00%	
Adjustment for Rounding		0	0	0	0	0	0.00%	
Depreciation on Assets		0	3,062,820	9,192,173	9,192,173	(3,062,820)	100.00%	▼
Capital Revenue and (Expenditure)								
Purchase Land Held for Resale		(21,850)	(64,992)	(340,000)	(390,000)	43,142	66.38%	▼
Purchase Land and Buildings		(1,216,311)	(6,568,786)	(30,476,175)	(30,456,175)	5,352,475	81.48%	▼
Purchase Furniture and Equipment		(23,601)	(61,000)	(519,000)	(519,000)	37,399	61.31%	▼
Purchase Plant and Equipment		(178,295)	(530,826)	(1,526,060)	(1,526,060)	352,531	66.41%	▼
Purchase Leasehold Improvements		0	0	0	0	0	0.00%	
Purchase Infrastructure Assets - Roads		(1,334,641)	(1,461,550)	(3,010,491)	(3,010,491)	126,909	8.68%	
Purchase Infrastructure Assets - Footpaths		(15,265)	(20,000)	(120,000)	(120,000)	4,735	23.68%	
Purchase Infrastructure Assets - Drainage		(614,554)	(994,000)	(1,899,579)	(1,899,579)	379,446	38.17%	▼
Purchase Infrastructure Assets - Parks & Ovals		0	0	0	(6,470,450)	0	0.00%	
Purchase Infrastructure Assets - Aerodromes		(2,395,163)	(1,542,416)	(4,310,000)	(4,310,000)	(852,747)	(55.29%)	▲
Purchase Infrastructure Assets - Coastal		(73,490)	(218,060)	(284,740)	0	144,570	66.30%	▼
Purchase Infrastructure Assets - Parks & Recreation		(551,822)	(1,920,166)	(11,665,853)	0	1,368,344	71.26%	▼
Purchase Infrastructure Assets - Town		(747,224)	(785,785)	(1,443,115)	0	38,561	4.91%	
Purchase Infrastructure Assets - Waste		(2,640,572)	(3,317,500)	(8,297,500)	0	676,928	20.40%	▼
Purchase Infrastructure Assets - Other		0	0	0	(15,228,725)	0	0.00%	
Proceeds from Disposal of Assets		0	278,556	836,000	836,000	(278,556)	(100.00%)	▼
Repayment of Debentures		(563,765)	(417,812)	(1,296,603)	(1,296,603)	(145,953)	(34.93%)	▲
Proceeds from New Debentures		0	0	4,800,000	4,800,000	0	0.00%	
Advances to Community Groups		0	0	0	0	0	0.00%	
Self-Supporting Loan Principal Income		0	0	0	0	0	0.00%	
Transfers to Restricted Assets (Reserves)		(122,084)	(1,744,424)	(8,215,363)	(8,235,363)	1,622,340	93.00%	▼
Transfers from Restricted Asset (Reserves)		505,635	10,450,063	23,949,099	23,938,599	(9,944,428)	(95.16%)	▼
ADD Net Current Assets July 1 B/Fwd		8,067,425	8,365,348	8,365,348	8,365,348	(297,923)	3.56%	
LESS Net Current Assets Year to Date		21,462,462	24,481,704	0	0	(3,019,242)	(12.33%)	
Amount Raised from General Rates		(23,703,920)	(23,899,190)	(23,673,391)	(23,673,391)	195,270	(0.82%)	

SHIRE OF ASHBURTON

NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY 2015 TO 31 OCTOBER 2015

	2014/15 B/Fwd Per 2015/16 Budget \$	2014/15 B/Fwd Per Financial Report \$	October 2015 Actual \$
NET CURRENT ASSETS			
Composition of Estimated Net Current Asset Position			
CURRENT ASSETS			
Cash - Unrestricted	7,680,570	6,560,196	16,870,003 *
Cash - Restricted Unspent Grants	500,000	1,792,754	500,000 *
Cash - Restricted Unspent Loans	1,518,933	1,522,742	1,518,933
Cash - Restricted Reserves	35,693,410	35,481,553	35,098,002 **
Rates - Current	920,367	920,367	2,711,244
Sundry Debtors	3,689,905	3,672,764	4,136,130
Accrued Income	0	12,072	0
Payments in Advance	38,507	40,694	0
GST Receivable	803,082	877,338	478,888
Provision For Doubtful Debts	(451,064)	(654,204)	(654,204)
Inventories	100,779	100,779	100,779
	<u>50,494,489</u>	<u>50,327,055</u>	<u>60,759,775</u>
LESS: CURRENT LIABILITIES			
Sundry Creditors	(5,187,845)	(5,583,796)	(3,936,044)
Accrued Expenditure	(179,563)	(76,090)	0
PAYG Payable	(226,135)	(226,135)	0
Payroll Creditors	0	0	0
Withholding Tax Payable	0	0	0
GST Payable	(313,413)	(311,823)	(263,243)
Other Payables	(3,971)	(55,429)	(9)
Restricted Funds	0	0	0
Accrued Interest on Debentures	(37,606)	(37,606)	0
Accrued Salaries and Wages	(487,198)	(487,198)	0
Current Employee Benefits Provision	(875,693)	(1,098,506)	(1,098,506)
Current Loan Liability	0	(1,258,461)	(694,696)
	<u>(7,311,424)</u>	<u>(9,135,044)</u>	<u>(5,992,498)</u>
NET CURRENT ASSET POSITION	43,183,065	41,192,011	54,767,277
Less: Cash - Reserves - Restricted	(35,693,410)	(35,481,553)	(35,098,002)
Less: Cash - Unspent Grants - Restricted	0	0	0
Adjustment for Trust Transactions Within Muni	0	0	(15)
Add Back : Component of Leave Liability not Required to be Funded	875,693	1,098,506	1,098,506
Add Back : Current Loan Liability	0	1,258,461	694,696
ESTIMATED SURPLUS/(DEFICIENCY) C/FWD	<u>8,365,348</u>	<u>8,067,425</u>	<u>21,462,462</u>
Investment Account Balance			
	\$		
Restricted Cash Reserve **	33,830,040		
Muni Business Cash Reserve *	14,000,000		

SHIRE OF ASHBURTON
FOR THE PERIOD 1 JULY 2015 TO 30 SEPTEMBER 2015
Report on Significant variances Greater than 10% and \$20,000

Purpose

The purpose of the Monthly Variance Report is to highlight circumstances where there is a major variance from the YTD Monthly Budget and YTD Actual figures. These variances can occur because of a change in timing of the activity, circumstances change (e.g. a grants were budgeted for but was not received) or changes to the original budget projections. The Report is designed to highlight these issues and explain the reason for the variance.

The Materiality variances adopted by Council are:

Actual Variance to YTD Budget up to 5%:

Actual Variance exceeding 10% of YTD Budget

Actual Variance exceeding 10% of YTD Budget and a value greater than \$20,000:

Don't Report

Use Management Discretion

Must Report

REPORTABLE OPERATING REVENUE VARIATIONS**General Purpose Funding - Variance above budget expectations**

Variance attributed by increase in rates penalty payments and interest earned from investments.

Health - Variance above budget expectations

First two instalments of Aboriginal Health grant received ahead of budget schedule.

Annual food premises registration fees were renewed in August by most food vendors ahead of the monthly phased budget.

Education and Welfare - Variance above budget expectations

Rio Tinto funding towards Paraburdoo Childcare Centre received in full, whereas budget was phased over 12 months.

Community Amenities - Variance above budget expectations

RTIO partnership funding for community services has been received in full, budget phased over full year.

Town planning assessments peaked in October, will slow down over remaining months. Commercial refuse fees fluctuate each month, will even out over remaining months.

Recreation and Culture - Variance below budget expectations

The Onslow Pool Construction has been delayed due to the termination of its contract with SGL due to performance issues. This has seen a delay in the timeline for the completion of Stage 1 (PIP 1).

Transport - Variance below budget expectations.

Roads to Recovery and Regional Road Group funding is delayed until the 2014-15 annual reports have been finalised.

Storm/Flood claims will be received once repairs have taken place. These works are delayed due to contractor unavailability.

Income generated from airport passenger tax and Security Screening is running behind budget schedule due to Virgin Airways paying a month or more behind actual invoicing.

Chevron contributions toward the Onslow Airport construction are awaiting completion of milestones.

REPORTABLE OPERATING EXPENSE VARIATIONS**Governance - Variance above budget expectations**

All Administrative cost allocation & recoveries deferred till previous year financials are finalised.

Law, Order & Public Safety - Variance below budget expectations

Delay in recruitment of budgeted Pound Keeper. Cyclone response costs will pick up in cyclone season.

Health - Variance below budget expectations

EHO and Technical position currently not filled - recruitment underway. Consultant expenses running behind budget schedule, but will be expended on Public Health Plan by the end of Financial Year.

Education and Welfare - Variance below budget expectations

Delay in delivery of main youth programs particularly the Onslow Kids Kitchen Garden. Projects commenced end of July, thus spending is behind budget schedule.

Housing - Variance above budget expectations

Mainly due to all Administrative cost allocation & recoveries being deferred until 2014-15 financials are finalised.

Community Amenities - Variance below budget expectations

Waste transportation costs fluctuate due to the variation in the number of collections required each quarter.

Town Planning consultants under budget due to monthly phasing.

Recreation & Culture - Variance below budget expectations

Variance mainly attributed by delay in recruitment of new pool staff and delayed settlement of Tom Price recreation centre utilities bill.

Administrative cost allocation, depreciation & recoveries are deferred until 2014-15 financials are finalised.

Transport - Variance below budget expectations

Flood damage repairs delayed due to contractor unavailability.

SHIRE OF ASHBURTON
FOR THE PERIOD 1 JULY 2015 TO 30 SEPTEMBER 2015
Report on Significant variances Greater than 10% and \$20,000

Budgeted spending on terminal operating and maintenance costs were overestimated due to new buildings and a lack of historical data. The airport master plan is behind schedule, but should be completed and invoiced by the end of November.

Economic Services - Variance below budget expectations

Spending on Tourism and Area promotion low due to unsuccessful grant application with Tourism WA. Tender for the Onslow Info Bays has not been awarded yet.

Other Property and Services - Variance below budget expectations

Delay in commencement of asset management projects and recruitment of asset officer.

REPORTABLE NON-CASH VARIATIONS

Depreciation on Assets - Variance below budget expectations

Depreciation run for all assets on hold till Fair Value work on Infrastructure Assets is finalised for previous financial year.

REPORTABLE CAPITAL EXPENSE VARIATIONS

Purchase of Land Held for Resale - Variance below budget expectations.

Planned land purchase yet to commence per budget.

Purchase of Land & Buildings - Variance below budget expectations.

Tom Price Admin Office renovations will be commencing in November behind budget schedule. The Onslow Admin Complex, Paraburdoo Childcare Centre and Ocean View Caravan Park Upgrade are running behind budget schedule. Expenditure has picked up in October as projects reach full swing and catch up to budget timelines.

Onslow staff housing construction behind budget, house and land packages are currently being viewed and negotiations should take place in December.

Purchase of Furniture & Equipment - Variance below budget expectations.

Major projects governance software has been trialled, but has not been purchased yet.

Purchase of Plant & Equipment - Variance below budget expectations.

New vehicle and plant purchases have commenced and will pick against budget in future months.

Purchases of Drainage - Variance below budget expectations.

Shanks Rd drainage commenced in November, spending will catch up to budget schedules in remaining months. RFQ for Onslow drainage is currently being advertised and works are anticipated to occur between Jan - March.

Purchase of Aerodromes - Variance above budget expectations.

Works on Landside Facilities - PIP 3B has commenced ahead of budget schedule.

Purchases of Coastal Infrastructure - Variance below budget expectations.

Onslow Pontoon tie down area project has been completed in November and will be invoiced in December.

Purchases of Parks & Recreation Assets - Variance below budget expectations.

Commencement of major projects running behind budget due to late budget adoption, particularly the Onslow Pool, Onslow Basketball Courts, Peter Sutherland Oval electrical panel upgrade, & Paraburdoo Skate Park.

Purchases of Sanitation Infrastructure - Variance below budget expectations.

Construction of Onslow Refuse Transfer Station delayed, stage 2 works to commence after wet season
 New Waste Management Facility construction running behind schedule due to delay in budget adoption. Project will catch up to budget timelines as construction gains momentum.

REPORTABLE CAPITAL INCOME VARIATIONS

Proceeds from Disposal of Assets Variance below expectations.

Sale of Hedditch Street property to be settled later in the year.
 Plant & vehicle disposal have commenced and will pick up inline with budget in future months.

Transfers to Restricted Assets (Reserves) - Variance below budgeted expectations.

Reserve transfers to occur after the mid-year budget review.

Transfers from Restricted Assets (Reserves) - Variance below budgeted expectations.

Reserve transfers to occur in mid year budget review depending on commencement and progress of capital projects

Acquisitions of Assets

Capital Expenditure Progress Report at 31 October 2015

GL	Job	Description	Original Budget	Current Budget	Budget YTD	Spending YTD
OFFICE OF CEO						
Staff Housing						
097803	BC127	CAP - 325 Third Ave Onslow	3,100.00	3,100.00	1,032.00	0.00
097803	BC136	CAP - 583 Third Ave Onslow	17,725.00	17,725.00	5,908.00	0.00
097803	BC139	CAP - 584 Third Ave Onslow	3,125.00	3,125.00	1,040.00	0.00
097803	BC142	CAP - 585 Third Ave Onslow	6,275.00	6,275.00	2,088.00	0.00
097803	BC163	CAP - 565 Brockman Ave Paraburdoo	0.00	0.00	0.00	66,235.41
097803	BC166	CAP - 571 Brockman Ave Paraburdoo	67,800.00	67,800.00	22,588.00	0.00
097803	BC169	CAP - 172 Hardy Ave Paraburdoo	0.00	0.00	0.00	0.00
097803	BC172	CAP - 39 Joffre Ave Paraburdoo	0.00	0.00	0.00	0.00
097803	BC178	CAP - 516 Lockyer Ave Paraburdoo	17,750.00	17,750.00	5,916.00	0.00
097803	BC184	CAP - 90 Pilbara Ave Paraburdoo	0.00	0.00	0.00	0.00
097803	BC187	CAP - 56 Whaleback Ave Paraburdoo	0.00	0.00	0.00	0.00
097803	BC195	CAP - 398 Acalypha St Tom Price	24,050.00	24,050.00	8,012.00	0.00
097803	BC204	CAP - 279 Carob St Tom Price	0.00	0.00	0.00	0.00
097803	BC207	CAP - 283 Carob St Tom Price	146,100.00	146,100.00	48,680.00	0.00
097803	BC213	CAP - 178 Cassia St Tom Price	67,800.00	67,800.00	22,588.00	0.00
097803	BC216	CAP - 126 Cedar St Tom Price	0.00	0.00	0.00	18,104.65
097803	BC219	CAP - 215 Grevillea St Tom Price	3,130.00	3,130.00	1,044.00	0.00
097803	BC225	CAP - 1104B Jabbarup St Tom Price	0.00	0.00	0.00	0.00
097803	BC228	CAP - 797 Kulai St Tom Price	16,550.00	16,550.00	5,516.00	0.00
097803	BC234	CAP - 773 Lamook St Tom Price	0.00	0.00	0.00	1,129.22
097803	BC237	CAP - 17 Lilac St Tom Price	0.00	0.00	0.00	0.00
097803	BC240	CAP - 22 Lilac St Tom Price	0.00	0.00	0.00	0.00
097803	BC243	CAP - 1004 Marradong Pl Tom Price	146,100.00	146,100.00	48,680.00	0.00
097803	BC246	CAP - 758 Mungarra St Tom Price	0.00	0.00	0.00	0.00
097803	BC255	CAP - 261 Poinciana St Tom Price	14,650.00	14,650.00	4,884.00	16,236.38
097803	BC261	CAP - 1152 Tarwonga Crt Tom Price	3,200.00	3,200.00	1,064.00	11,000.00
097803	BC264	CAP - 825 Warara St Tom Price	0.00	0.00	0.00	0.00
097803	BC270	CAP - 1143 Yanagin Pl Tom Price	0.00	0.00	0.00	0.00
097800	BN144	New Staff Housing Onslow	2,500,000.00	2,500,000.00	500,000.00	0.00
097800	BC265	CAP - 825B Warara St Tom Price	0.00	0.00	0.00	0.00
			3,037,355.00	3,037,355.00	679,040.00	112,705.66
Visitors Centre - Tom Price						
139993		New Front Doors	0.00	0.00	0.00	0.00
139995		Asset Expansion Visitor Centre Land & Buildings	55,100.00	55,100.00	0.00	425.33
			55,100.00	55,100.00	0.00	425.33
Total			3,092,455.00	3,092,455.00	679,040.00	113,130.99

Acquisitions of Assets

Capital Expenditure Progress Report at 31 October 2015

GL	Job	Description	Original Budget	Current Budget	Budget YTD	Spending YTD
COMMUNITY DEVELOPMENT						
Care of Families & Children						
080300	BN455	Paraburdoo Child Care	4,625,000.00	4,625,000.00	706,360.00	94,196.42
			4,625,000.00	4,625,000.00	706,360.00	94,196.42
Public Halls - Civic Centre, Pavilion						
117323	BC329	CAP - Community Centre (rear of library) Tom Price	4,775.00	4,775.00	4,775.00	18,170.00
117325	15032	Paraburdoo Ashburton Hall - Safety Rails	50,000.00	50,000.00	50,000.00	0.00
117325	15164	Paraburdoo Ashburton Hall - Safety Rails	0.00	0.00	0.00	0.00
			54,775.00	54,775.00	54,775.00	18,572.75
Foreshore Areas - Onslow						
112862	15094	Removal and Renewal of Fish Offal Tank	16,680.00	16,680.00	16,680.00	0.00
112862	15211	Onslow Solar Lights - Repairs	0.00	0.00	0.00	0.00
112862	C010	Works Prog Beadon Bay Boat Ramp	0.00	0.00	0.00	0.00
112860	15093	Onslow - Pontoon Tie Down Area	79,460.00	79,460.00	79,460.00	0.00
112860	15109	Onslow Foreshore - Bin Surrounds	7,160.00	7,160.00	7,160.00	1,000.00
112860	C014	Osprey Nest	0.00	0.00	0.00	0.00
112860	C015	Front Beach Furniture	6,440.00	6,440.00	6,440.00	0.00
112860	GE015	Four Mile Creek Upgrade	75,000.00	75,000.00	75,000.00	72,489.66
			184,740.00	184,740.00	184,740.00	73,489.66
Swimming Pool - Tom Price						
113304	C1605	Replace Pool Pumps	20,000.00	20,000.00	20,000.00	54.96
113304	C1606	Replace Vacuum Blower	3,300.00	3,300.00	3,300.00	3,329.22
113308	C1601	Replace TP Shade Sail	15,000.00	15,000.00	15,000.00	11,200.11
113343	BC335	CAP - Vic Hayton Memorial Pool	0.00	0.00	0.00	0.00
113309	15137	Tom Price Pool - Lights to Playground	0.00	0.00	0.00	7,855.00
113309	15139	Tom Price Pool - Security Sensor Lighting	0.00	0.00	0.00	0.00
113309	C1607	Lightening Protection Pool area	20,000.00	20,000.00	0.00	0.00
113491	15134	Tom Price Pool - Pool Cleaner	0.00	0.00	0.00	0.00
113491	15136	Tom Price Pool - Energy Reduction System	0.00	0.00	0.00	0.00
113498	C1604	EFTPOS System Installation	4,000.00	4,000.00	4,000.00	0.00
116294		Office Equipment	0.00	0.00	0.00	0.00
			62,300.00	62,300.00	42,300.00	22,439.29
Swimming Pool - Paraburdoo						
113320	15035	Paraburdoo Pool - Cilled Water Fountain	0.00	0.00	0.00	150.00
113320	GE101	Dolphin Timing/ Infinity Start System	12,500.00	12,500.00	0.00	0.00
113323	C1602	EFTPOS system Installation	4,000.00	4,000.00	4,000.00	0.00
113321	15040	Paraburdoo Pool External Power Points	0.00	0.00	0.00	8,680.00
113321	15043	Paraburdoo Pool - Pool Lighting	0.00	0.00	0.00	0.00
113321	15047	Paraburdoo Pool - Repairs to Shade shelter	0.00	0.00	0.00	0.00
113321	15051	Paraburdoo Pool - Anti Wave Ropes	0.00	0.00	0.00	0.00
113321	C1603	Lighting Protection works	50,000.00	50,000.00	0.00	0.00
113321	GE100	New Starting Blocks	17,500.00	17,500.00	0.00	0.00
			84,000.00	84,000.00	4,000.00	8,830.00
Other Community Amenities						
051984	GE006	Security Cameras	0.00	0.00	0.00	0.00
			0.00	0.00	0.00	0.00
Swimming Pool - Onslow						
117651	15023	Planning & Design Consultant Costs - Onslow Swimming Pool	5,050,000.00	5,050,000.00	510,000.00	15,000.00
			5,050,000.00	5,050,000.00	510,000.00	15,000.00
Onslow MPC						
110364	15098	Onslow MPC - Ventilation to Plant Room	2,310.00	2,310.00	2,310.00	0.00
110364	15099	Onslow MPC - Install Reception Area	0.00	0.00	0.00	0.00
110364	15104	Onslow MPC - Vapour Sealing Air-Conditioning	0.00	0.00	0.00	0.00
			2,310.00	2,310.00	2,310.00	0.00
Other Recreation & Sport						
112760	C035	Tom Price/ Paraburdoo Cricket Nets	0.00	0.00	0.00	0.00
112760	C037	Meeka (Train) Park Construction	0.00	0.00	0.00	5,788.00
112760	C038	Bird Park, Tom Price	0.00	0.00	0.00	0.00
117343	BC362	CAP - Sports Pavilion	0.00	0.00	0.00	0.00
117343	15052	Tom Price Squash Courts - Air Cond	1,800.00	1,800.00	1,800.00	0.00
113018		Sporting Precinct Upgrade - Onslow	0.00	0.00	0.00	0.00
113228	BC375	CAP - Sports Pavilion De Grey Rd Paraburdoo	0.00	0.00	0.00	0.00
113218	BC372	CAP - MPC Onslow	0.00	0.00	0.00	0.00
117343	C1612	New Aircondition Installation - Junior Football Building	15,000.00	35,000.00	15,000.00	0.00
113014		Office Equipment	0.00	0.00	0.00	0.00
113230	15146	Paraburdoo Squash Club - Painting/Tiles/Painting	0.00	0.00	0.00	0.00
112763	15122	Onslow Waterspray Park - Install Air Cond to Plant Room	19,760.00	19,760.00	19,760.00	0.00
112763	15124	Onslow Waterspray Park - Replace Fencing	0.00	0.00	0.00	0.00
112763	15125	Onslow Waterspray Park - Replace Pipes	6,595.00	6,595.00	6,595.00	0.00
112763	15126	Onslow Waterspray Park - Resealing	0.00	0.00	0.00	0.00
112763	15127	Onslow Waterspray Park - Spill Kit & Safety Equip	14,515.00	14,515.00	3,000.00	0.00
112763	15149	Paraburdoo - Meeka Park - Repair Train	0.00	0.00	0.00	0.00
112763	15156	Paraburdoo - Meeka Park - Signage	0.00	0.00	0.00	0.00
			57,670.00	77,670.00	46,155.00	5,788.00

Acquisitions of Assets

Capital Expenditure Progress Report at 31 October 2015

GL	Job	Description	Original Budget	Current Budget	Budget YTD	Spending YTD
Malls						
100068	GE014	Paraburadoo Town Redevelopment	0.00	0.00	0.00	0.00
100068	GE028	Para Town Revitalisation - RIO Projects	0.00	0.00	0.00	0.00
100068	15161	Paraburadoo - Mall Toilet - Toilet Upgrade	0.00	0.00	0.00	0.00
100068	15215	Paraburadoo Town Centre Landscaping	13,565.00	13,565.00	13,565.00	1,339.30
100068	15231	Paraburadoo Town Centre Car Park Shade Shelters	0.00	0.00	0.00	0.00
100065	15058	Tom Price Town Mall - Reseal Pavement	0.00	0.00	0.00	0.00
100067	C500	Revitalisation Design Mall & Environs	0.00	0.00	0.00	0.00
100067	C501	Town Centre Upgrade Works	772,220.00	772,220.00	772,220.00	718,654.83
100067	15217	Tom Price Mall - New Public Notice Board	0.00	0.00	0.00	0.00
130105	C064	Village Green Project	0.00	0.00	0.00	0.00
130106	C301	TP Town Centre Signage	0.00	0.00	0.00	0.00
130106	C302	TP Town Shop Signs	0.00	0.00	0.00	0.00
130106	C303	Chilled Water Fountain Para Town Centre	0.00	0.00	0.00	0.00
130106	GE033	TP Town Centre Blades	0.00	0.00	0.00	0.00
			785,785.00	785,785.00	785,785.00	719,994.13
Other Community Amenities						
051984	C060	CCTV Tom Price & Paraburadoo	0.00	0.00	0.00	0.00
100031	C072	Entry Statement Onslow	0.00	0.00	0.00	0.00
100031	C073	Entry Statement Paraburadoo	0.00	0.00	0.00	0.00
100028		Asset New Other Community Furniture & Equip	0.00	0.00	0.00	0.00
107303		CAP - Bldg Prog/Other Community Amenities	0.00	0.00	0.00	0.00
			0.00	0.00	0.00	0.00
Parks and Ovals						
112742	15143	Line Marking Machines	0.00	0.00	0.00	0.00
112748	C031	Upgrade Peter Sutherland Oval, Paraburadoo	0.00	0.00	0.00	0.00
112748	C042	Federation Park Playground Maintenance	10,000.00	0.00	0.00	0.00
112749	15086	Tom Price Lions Park - Replace Playground Equip	58,770.00	38,770.00	38,770.00	6,738.89
112749	15165	Paraburadoo - Anzac Memorial - Revitalisation	0.00	0.00	0.00	0.00
112749	15205	Tom Price Anzac Memorial Refurbishment	0.00	0.00	0.00	40,909.09
112749	15218	Paraburadoo Shopping Mall Replace Playground	40,000.00	52,033.00	52,033.00	111.36
112749	15226	Tom Price - Doug Talbot Park Install Lighting	3,600.00	3,600.00	3,600.00	0.00
112749	15230	Onslow Playground - Install White Sand	0.00	0.00	0.00	0.00
112761	C028	Works Prog Area W Retic Replacement	0.00	0.00	0.00	0.00
112761	C057	Water Cooler Paraburadoo Skate Park	0.00	0.00	0.00	0.00
112761	C059	Fencing Tom Price Lions Park	0.00	0.00	0.00	0.00
112761	C1615	Refurbishment playground Equipment (Talbot Park)	10,000.00	0.00	0.00	0.00
112745	15108	Onslow Oval - Replace Water Tanks	0.00	0.00	0.00	0.00
112745	15128	Paraburadoo Peter Sutherland Oval - Upgrade Electrical Panels	170,000.00	170,000.00	120,000.00	0.00
112745	15152	Paraburadoo Oval - Upgrade Goals Posts	0.00	0.00	0.00	0.00
112745	15155	Paraburadoo Peter Sutherland Oval - Oval Seating	0.00	0.00	0.00	0.00
112745	15157	Paraburadoo Peter Sutherland Oval - Signage	0.00	0.00	0.00	0.00
112745	15158	Paraburadoo Oval - Signage	0.00	0.00	0.00	0.00
112746	C077	Paraburadoo Skate Park (New Asset)	850,000.00	850,000.00	550,000.00	345,570.50
112746	C078	Skate Park Onslow (New)	1,133,130.00	1,133,130.00	33,130.00	0.00
112746	15144	Paraburadoo - Meeka Park - Chilled Water Fountain	0.00	0.00	0.00	0.00
112746	C049	Onslow Waste Water Re-Use Scheme	0.00	0.00	0.00	0.00
112746	C053	Minna Oval Picnic Area	149,950.00	149,950.00	149,950.00	109,969.24
112746	C079	Basketball Courts Onslow (New)	4,055,000.00	4,055,000.00	418,328.00	0.00
112746	C300	Tom Price Skate Park Softfall & Lights	0.00	0.00	0.00	0.00
			6,480,450.00	6,452,483.00	1,365,811.00	503,299.08
Library - Paraburadoo						
112714		Furniture & Fittings	0.00	0.00	0.00	0.00
113838	BC400	CAP - Library Building	20,835.00	20,835.00	20,835.00	0.00
			20,835.00	20,835.00	20,835.00	0.00
Library - Tom Price						
115164		Furniture & Fittings	0.00	0.00	0.00	0.00
114133	BC390	CAP - Library Building	15,000.00	15,000.00	15,000.00	0.00
			15,000.00	15,000.00	15,000.00	0.00
Other Recreation & Sport (Non Specific. Specific Have Their Own Sub Function)						
113235	15064	Tom Price Clem Thompson Pavilion - Purchase of Floor Cleaner	0.00	0.00	0.00	0.00
113239	15071	Tom Price Net/Basketball Courts - Chilled Water Fountain	0.00	0.00	0.00	0.00
113239	C1650	Install water filtration systems (all facilities)	25,000.00	25,000.00	5,000.00	0.00
			25,000.00	25,000.00	5,000.00	0.00
Aged Care						
092269	BC289	Capital Upgrade Carinya Units (All)	0.00	0.00	0.00	0.00
092269	BC299	CAP - Renovations - Senior Citizens Units	60,000.00	60,000.00	6,666.00	0.00
			60,000.00	60,000.00	6,666.00	0.00
Paraburadoo Chub						
113236		Paraburadoo Community Chubb	8,090,000.00	8,090,000.00	0.00	0.00
			8,090,000.00	8,090,000.00	0.00	0.00
Total			25,597,865.00	25,589,898.00	3,749,737.00	1,461,609.33

Acquisitions of Assets

Capital Expenditure Progress Report at 31 October 2015

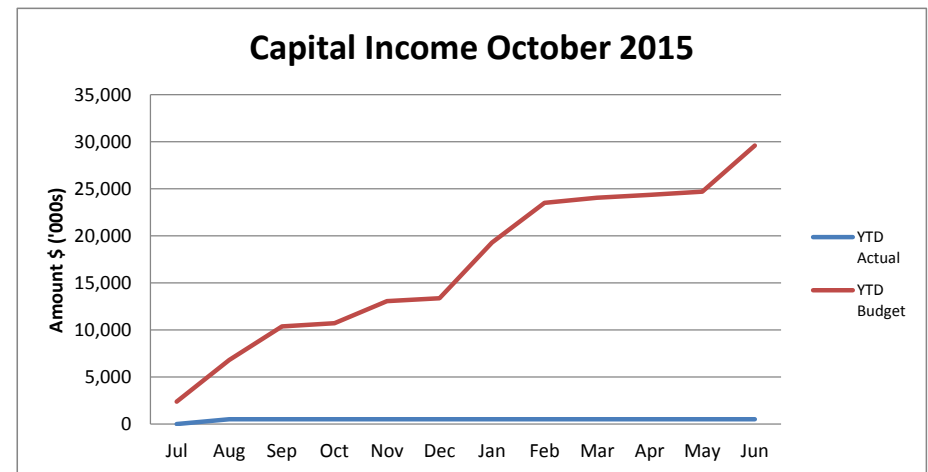
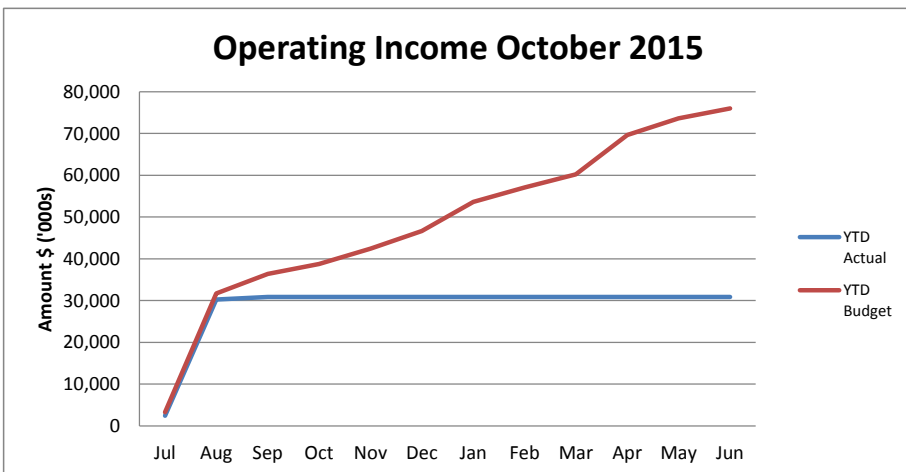
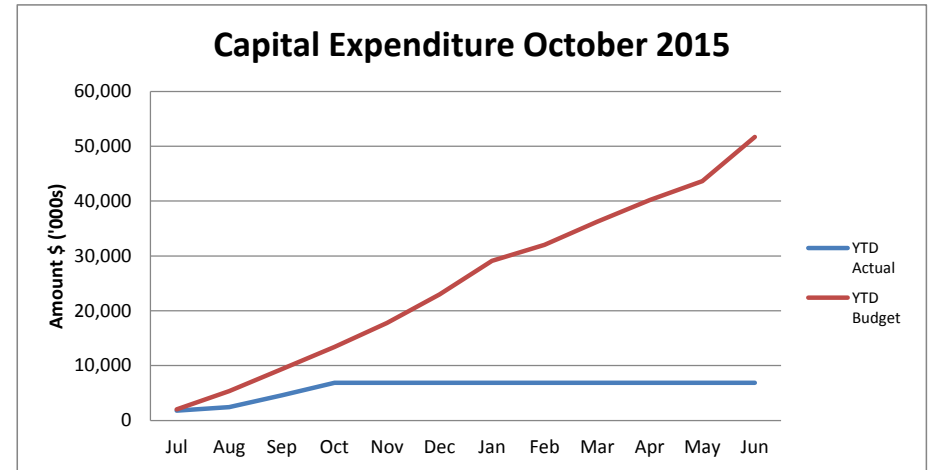
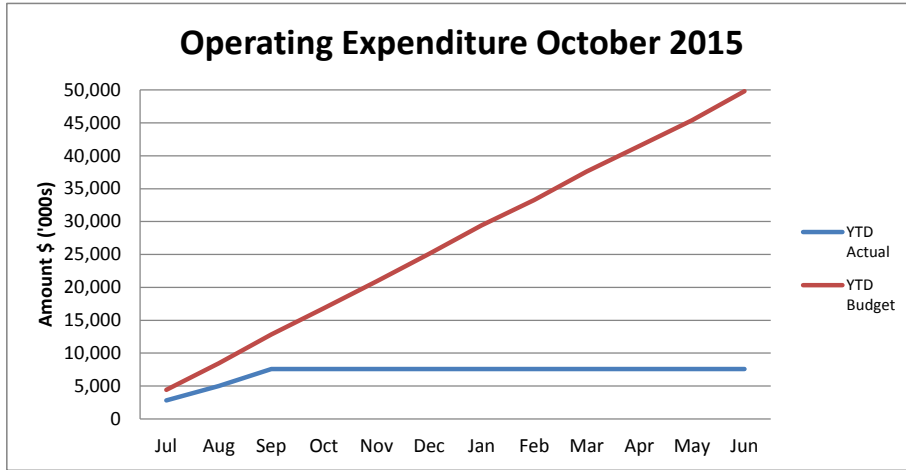
GL	Job	Description	Original Budget	Current Budget	Budget YTD	Spending YTD
CORPORATE SERVICES						
Administration General - Tom Price & Paraburdoo						
045968		Renovations - Tom Price Office	200,000.00	200,000.00	200,000.00	540.00
045966		Office Renovations - Tom Price	0.00	0.00	0.00	0.00
			200,000.00	200,000.00	200,000.00	982.72
Administration General - Onslow						
040376	BN100	Onslow Admin Complex Construction	7,125,000.00	7,125,000.00	1,836,000.00	320,474.54
040376	BN101	Planning & Design costs	2,375,000.00	2,375,000.00	611,000.00	336,381.16
040374		Furniture & Fittings	0.00	0.00	0.00	0.00
			9,500,000.00	9,500,000.00	2,447,000.00	656,855.70
Information Technology						
042464		Computer Equipment	352,000.00	352,000.00	35,000.00	22,756.00
042465		Communication Equipment	0.00	0.00	0.00	0.00
			352,000.00	352,000.00	35,000.00	22,756.00
		Total	10,052,000.00	10,052,000.00	2,682,000.00	680,594.42
DEVELOPMENT & REGULATORY SERVICES						
State Emergency Services						
050004		Plant & Equipment Capital Expenditure	6,810.00	6,810.00	2,268.00	0.00
			6,810.00	6,810.00	2,268.00	0.00
		Total	6,810.00	6,810.00	2,268.00	0.00
STRATEGIC & ECONOMIC DEVELOPMENT						
Tourism & Area Promotion Eastern Sector						
134848	C600	Installation of Town Entry Signage	0.00	0.00	0.00	0.00
134852	15150	Paraburdoo - Upgrade Visitor Info Bay Camp Rd	98,330.00	98,330.00	0.00	0.00
134852	15151	Upgrade Tourist Info Bay Signage	500,000.00	500,000.00	0.00	0.00
			598,330.00	598,330.00	0.00	0.00
Tourism & Area Promotion Onslow						
135008	C610	Onslow Visitors Centre & Museum Signage	59,000.00	59,000.00	0.00	27,230.00
			59,000.00	59,000.00	0.00	27,230.00
Museums						
114631	15233	Old Onslow Risk Mitigation Works	100,000.00	100,000.00	33,320.00	0.00
			100,000.00	100,000.00	33,320.00	0.00
Ocean View Caravan Park						
134255	BE438	Ocean View Caravan Park Upgrade	4,400,000.00	4,400,000.00	2,420,000.00	333,287.72
134255	BC438	CAP - Ocean View Caravan Park	0.00	0.00	0.00	0.00
134255	BE439	Ocean View Caravan Park Managers Residence Redevelopment	0.00	0.00	0.00	0.00
			4,400,000.00	4,400,000.00	2,420,000.00	333,287.72
Tom Price Industrial Land Development						
140154	W657	Boonderoo Subdivision/Survey expenses - Lot 308	0.00	0.00	0.00	0.00
140154	W658	Boonderoo Subdivision/Survey expenses - Lot 350	75,000.00	75,000.00	24,992.00	0.00
140154	15190	Tom Price Industrial Land - Planning	15,000.00	15,000.00	15,000.00	0.00
			90,000.00	90,000.00	39,992.00	0.00
Tom Price Residential Land Development						
140074	W652	Pilkena/Yaruga St - Subdivision	0.00	0.00	0.00	0.00
140077	C063	Purchase of "Lazy Land"	379,000.00	379,000.00	0.00	0.00
			379,000.00	379,000.00	0.00	0.00
Onslow Industrial Development						
147315		Design & Plan Expenses	50,000.00	50,000.00	25,000.00	21,850.00
147318		Services Installation - Onslow Mixed Business Land	250,000.00	200,000.00	0.00	0.00
			300,000.00	250,000.00	25,000.00	21,850.00
Major Projects						
100085	C1609	Major Projects & Governance Software System	99,000.00	99,000.00	18,000.00	0.00
			99,000.00	99,000.00	18,000.00	0.00
		Total	6,025,330.00	5,975,330.00	2,536,312.00	382,367.72

Acquisitions of Assets

Capital Expenditure Progress Report at 31 October 2015

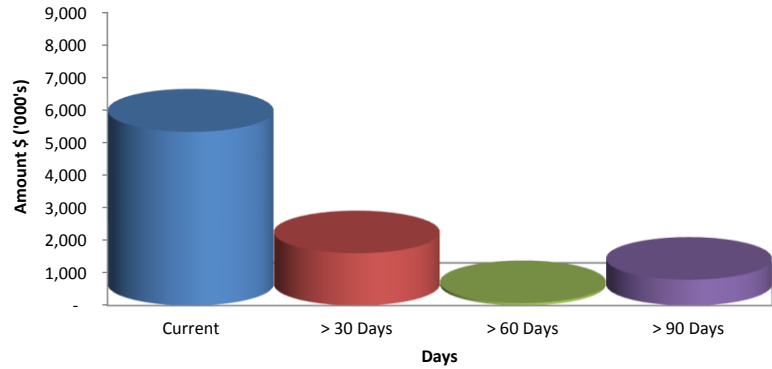
GL	Job	Description	Original Budget	Current Budget	Budget YTD	Spending YTD
INFRASTRUCTURE						
Road Plant Purchases						
124954		Plant & Equipment Capital Expenditure	569,000.00	569,000.00	189,592.00	0.00
124964		Motor Vehicle	540,000.00	540,000.00	179,928.00	153,400.51
124966		Asset New Motor Vehicles Plant & Equipment	120,000.00	120,000.00	39,984.00	0.00
124956		Asset New Plant Plant & Equipment	208,000.00	208,000.00	69,304.00	0.00
			1,437,000.00	1,437,000.00	478,808.00	153,400.51
Parking Facilities						
124785	C1610	Shire Administration Carpar Upgrade	50,000.00	50,000.00	0.00	0.00
			50,000.00	50,000.00	0.00	0.00
Airports						
120014	C403	Terminal Construction	250,000.00	250,000.00	83,253.00	68,233.55
120014	C406	Shire Feasibility Studies	0.00	0.00	0.00	0.00
120014	C408	Screening Equipment & Conveyor system	0.00	0.00	0.00	0.00
120014	C410	Landside Facilities - PIP 3B	3,900,000.00	3,900,000.00	1,299,163.00	2,315,843.53
120014	C411	Water Main Diversion FAA	0.00	0.00	0.00	0.00
120014	C412	Instrument Approach FAA	0.00	0.00	0.00	0.00
120014	C413	PIP4 Emergency Services	0.00	0.00	0.00	0.00
120014	C414	Onslow Airport Outdoor Furniture	10,000.00	10,000.00	10,000.00	7,988.16
120015	C407	Emergency Evacuation Works - Wheatstone	0.00	0.00	0.00	0.00
120016	15203	Onslow Aripport - General Aviation Lease Area Preparation	100,000.00	100,000.00	100,000.00	3,098.00
120016	15206	Onslow Airport Drainage Improvement	50,000.00	50,000.00	50,000.00	0.00
120018	15237	Onslow Airport - Backup Generator Terminal	0.00	0.00	0.00	0.00
120018	15238	Onslow Airport Back Up Generator Runway Lighting	0.00	0.00	0.00	0.00
124084		Plant & Equipment Capital Expenditure	0.00	0.00	0.00	0.00
			4,310,000.00	4,310,000.00	1,542,416.00	2,395,163.24
Urban Stormwater Drainage						
102388	GE022	Onslow Storm Surge Protection	0.00	0.00	0.00	0.00
124470	C150	Works Prog Drainage First St Onslow (Capital)	200,000.00	200,000.00	100,000.00	1,078.63
124470	C151	Works Prog Paraburdoo Urban Drainage Reconstruct	0.00	0.00	0.00	4,708.53
124470	C156	Works Prog Tom Price Urban Drainage	200,000.00	200,000.00	50,000.00	22,483.41
124470	C157	Draingage Mctnce Program CCTV	0.00	0.00	0.00	0.00
124470	C1655	Works Prog Drainage Shanks Rd Onslow	500,000.00	500,000.00	194,000.00	0.00
124470	GE090	Storm water Drainage Renewal Paraburdoo (CLGF)	999,579.00	999,579.00	650,000.00	586,283.23
			1,899,579.00	1,899,579.00	994,000.00	614,553.80
Construction Streets, Roads, Bridges, Depots						
124440	15223	BUDGET ONLY - Asset New Street Lighting	0.00	0.00	0.00	0.00
124440	C251	Capital Construction Onslow Street Lighting	0.00	0.00	0.00	0.00
124441	C225	Construction of Cattle Grids	145,000.00	145,000.00	145,000.00	137,350.55
124441	C229	Onslow Access Ring Rd - Desgin & Prelim	0.00	0.00	0.00	865.11
124450	C218	Weano/Banjima Drive Prep 10Km for seal SLK 00-10	0.00	0.00	0.00	0.00
124450	15019	Roebourne Wittenoom Rd Reconstruct & Seal	0.00	0.00	0.00	0.00
124460	C202	Nameless Valley Road Preliminaries	0.00	0.00	0.00	0.00
124460	C208	Re seals	400,000.00	400,000.00	0.00	0.00
124460	15016	Pannawonica Millstream Rd Renewal	0.00	0.00	0.00	0.00
124460	15225	Paraburdoo - Camp Rd Replace Trees	0.00	0.00	0.00	0.00
124460	C217	Roubourne Wittenoom 19.4 - 47.9 Major resheet	0.00	0.00	0.00	0.00
124460	C211	Roebourne - Wittenoom Rd Resheet	1,039,875.00	1,039,875.00	179,000.00	167,895.82
124460	C227	Resheeting	0.00	0.00	0.00	14,800.00
124460	C1620	Blackspot - Second Ave Onslow Rd	100,000.00	100,000.00	33,320.00	0.00
124540	FD510	Roads/Floodways	414,230.00	414,230.00	414,230.00	140,504.62
124461	15213	Peedamulla Rd Resheet	0.00	0.00	0.00	4,033.90
124461	15212	Pannawonica - Millstream Rd Resheet	0.00	0.00	0.00	869,191.39
124461	15204	BUDGET ONLY Road Resheeting	861,386.00	861,386.00	690,000.00	0.00
			2,960,491.00	2,960,491.00	1,461,550.00	1,334,641.39
Sanitation - General Refuse						
100025		Plant & Equipment Capital Expenditure	21,450.00	21,450.00	21,450.00	21,359.97
100038	C1608	Waste Management Accounting System	60,000.00	60,000.00	0.00	0.00
100039	C002	Works Prog Paraburdoo Refuse Site Upgrade	60,000.00	60,000.00	60,000.00	0.00
100039	C004	New Waste Management Facility	1,000,000.00	1,000,000.00	375,000.00	93,559.51
100041	C003	Works Prog Onslow Refuse Transfer Station	750,000.00	750,000.00	750,000.00	319,617.83
100041	C005	Tom Price Landfill Wash Down Bay	27,500.00	27,500.00	0.00	0.00
100041	C006	Tom Price Weighbridge	160,000.00	160,000.00	0.00	0.00
100063	C065	Onslow Tip Closure	6,250,000.00	6,250,000.00	2,082,500.00	2,200,887.77
100063	C075	Onslow Liquid Waste	0.00	0.00	0.00	0.00
100063	C076	Onslow Waste Site Project - Feasibility Project	0.00	0.00	0.00	0.00
100063	15021	Waste Management Strategy	50,000.00	50,000.00	50,000.00	26,506.54
100063	15209	Tom Price - Replace Garden Shed	0.00	0.00	0.00	0.00
			8,378,950.00	8,378,950.00	3,338,950.00	2,661,931.62
Footpaths						
124530	C099	BUDGET ONLY - Asset New Footpaths	100,000.00	100,000.00	0.00	0.00
124530	C101	Works Prog Dual Pathway Paraburdoo (C)	0.00	0.00	0.00	0.00
124530	C103	Works Prog Tom Price Footpaths (Capital)	0.00	0.00	0.00	0.00
124530	C104	Works Prog Paraburdoo Footpaths (Capital)	0.00	0.00	0.00	1,205.45
124530	C651	Footpath Construction- New Subdivision (Warara/Pilkena/Yaruga)	20,000.00	20,000.00	20,000.00	14,060.00
			120,000.00	120,000.00	20,000.00	15,265.45
Total			19,156,020.00	19,156,020.00	7,835,724.00	7,175,086.30
Total YTD Capital Expenditure at 31 October 2015			63,930,480.00	63,872,513.00	17,485,081.00	9,812,788.76

Income and Expenditure Graphs

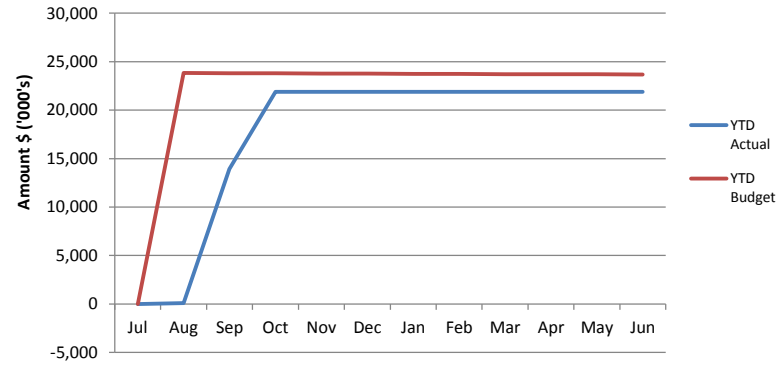


Other Graphs

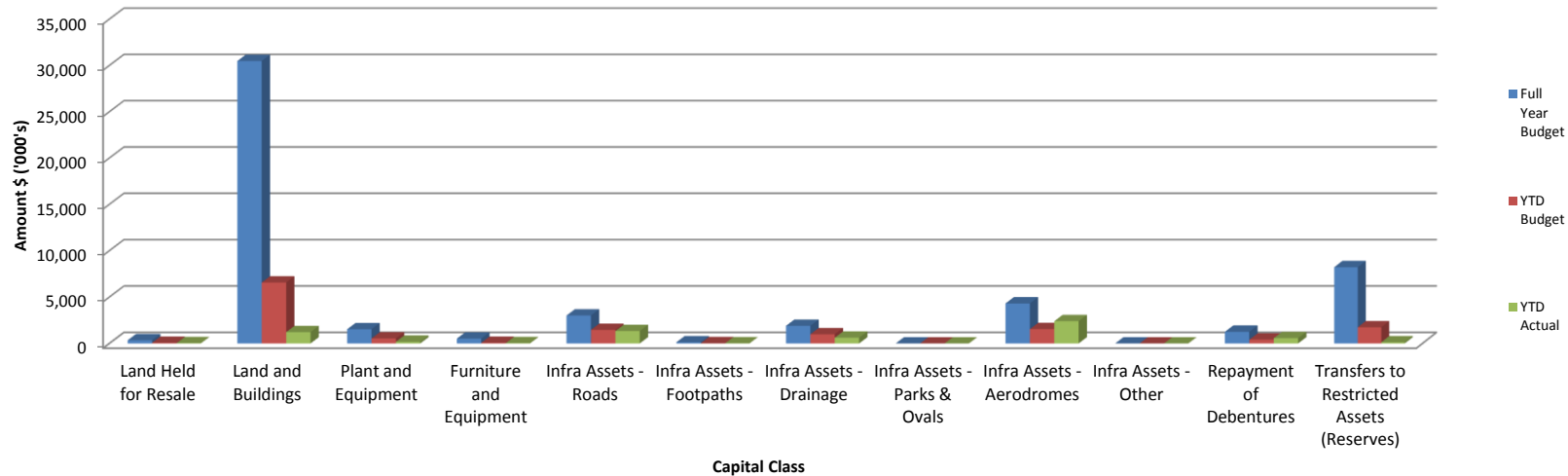
Sundry Debtors Amount O/S November 2015



Current YTD Rates Income as at 30/11/15



Capital Expenditure - October



Reserve Movements as at 30 September 2015

CASH BACK RESERVES	YTD ACTUAL					BUDGET				
	Opening Balance (\$)	Interest Earned	Amount Set Aside / Transfer To Reserve	Amount Used / Transfer from Reserve	Ending balance (\$)	Opening Balance (\$)	Interest Earned	Amount Set Aside / Transfer To Reserve	Amount Used / Transfer from Reserve	Ending balance (\$)
RESERVES										
Employee Entitlement Reserve	323,042	1,568			324,610	323,042	2,896			325,938
Plant Replacement Reserve	25,769	125			25,894	25,769	231			26,000
Infrastructure Reserve Paraburdoo Chub Onslow Refuse Disposal Facility Onslow Onslow Tip Closure	6,576,047	18,171			6,594,218 0 0 0 6,594,218	6,576,047	58,956	0	(1,900,000) (460,000) (1,630,000)	6,635,003 (1,900,000) (460,000) (1,630,000) 2,645,003
Housing Reserve Onslow Staff Housing	2,030,453	9,855			2,040,308	2,030,453	18,203		(1,500,000)	2,048,656 (1,500,000) 548,656
Onslow Community Infrastructure Reserve	183,442	337			183,779	183,442	1645			185,087
Property Development Reserve Onslow Caravan Park Tom Price Residential Area Tom Price Residential - Footpaths Tom Price Industrial Area Onslow Industrial Area	7,381,336	37,928			7,419,264 7,419,264	7,381,336	66,175		(4,275,000) (379,000) (20,000) (90,000) (300,000)	7,447,511 (4,275,000) (379,000) (20,000) (90,000) (300,000) 2,383,511
Onslow Administration Building Reserve	5,567,822	22,872			5,590,694	5,567,821	49,917		(4,200,000)	1,417,738
Unspent Grants & Contributions Reserve Paraburdoo Drainage Paraburdoo Child Care Tom Price Town Centre Upgrade	3,109,675	18,565			3,128,240 0 0 (505,635) 2,622,605	3,288,024	29,478		(999,579) (908,000) (772,220)	3,317,502 (999,579) (908,000) (772,220) 637,703
RIO Tinto Partnership Reserve Paraburdoo Community Hub Paraburdoo Child Care Club Development Rio Partnership Management	3,034,335	5,070			3,039,405 0 0 0 0 3,039,405	3,067,844.00	27,504		(2,360,000) (89,800)	3,095,348 (2,360,000) (89,800) 115,363 760,911
Onslow Aerodrome Reserve Onslow Airport income	3,000,000	3,142			3,003,142	3,000,000	26,896	4,800,000		3,026,896 4,800,000 7,826,896
Future Projects Reserve Onslow Airport income Onslow Onslow Tip Closure Onslow Transfer Station	4,249,632	4,451			4,254,083	4,249,632	38,099	3,000,000	(3,595,000) (460,000)	4,287,731 3,000,000 (3,595,000) (460,000) 3,232,731
TOTAL	35,481,553	122,084	0	(505,635)	35,098,002	35,693,410	320,000	7,915,363	(23,938,599)	19,990,174

LIST OF PAYMENTS FOR NOVEMBER 2015

01/11/15 - 19/11/15

Municipal Payments

Chq/EFT	Date	Name	Description	Amount
EFT31999	05/11/2015	ABCO PRODUCTS	Purchase of Cleaning chemicals	\$2,210.67
EFT32000	05/11/2015	ABLE WESTCHEM	Purchase of carpet care Pre- Spray	\$304.18
EFT32001	05/11/2015	AERODROME MANAGEMENT SERVICES PTY LTD	ASIC Application for Leigha Hayes	\$210.00
EFT32002	05/11/2015	ALISON WEST	Coffee pods for Pannawonica Office	\$431.00
EFT32003	05/11/2015	APRA - AUSTRALASIAN PERFORMING RIGHT ASSOCIATION	Licence for Onslow 01.10.15 - 31.12.2015	\$204.88
EFT32004	05/11/2015	ARCHIVEWISE	Storage Records Archive wise for October 2015	\$147.70
EFT32005	05/11/2015	ASM ECLIPSE PTY LTD	Souvenirs & Clothing for Tom Price Visitors Centre	\$6,686.36
EFT32006	05/11/2015	AUSTRAL MERCANTILE COLLECTIONS PTY LTD	Legal expenses for debt recovery of Rates for October 2015 & Debtors Recovery	\$2,798.22
EFT32007	05/11/2015	AUSTRAL POOL SOLUTIONS	Purchase of Chemicals	\$846.43
EFT32008	05/11/2015	AUSTRALIAN TAXATION OFFICE- PAYG	Monthly withholding (PAYG) for October 2015	\$233,155.00
EFT32009	05/11/2015	BLUE FORCE PTY LTD	CCTV Maintenance of Tom Price and Paraburadoo	\$483.97
EFT32010	05/11/2015	BOB WADDELL CONSULTANTS	Assistance with Fair Value of Infrastructure and 2014/15 Financial Report - November 2015	\$9,195.26
EFT32011	05/11/2015	BUCHER MUNICIPAL	Purchase of Parts Street Sweeper	\$1,586.70
EFT32012	05/11/2015	BYBLOS CONSTRUCTIONS-TOM PRICE	Various repairs and maintenance works in Tom Price/Paraburadoo. Regrout Kitchen Ashburton Hall, Repair Stormwater pipes Staff Residences Larnook, Allambi and Mungara.	\$25,795.00
EFT32013	05/11/2015	CENTURION TRANSPORT CO PTY LTD	Delivery Charges	\$267.70
EFT32014	05/11/2015	COLIN MUNRO	Rent 6B Hedditch Street Onslow 30.10.15 - 26.11.15	\$5,600.00
EFT32015	05/11/2015	COLLINS BOOKSELLER SOUTHLANDS	Purchase of new stock for the Tom Price Library/Onslow and Paraburadoo Library	\$587.94
EFT32016	05/11/2015	CRAVE JUICE BAR	Catering for L&D Activity: AHRI Performance Management	\$137.50
EFT32017	05/11/2015	DRILLINE PTY LTD	Trim and Compact Nominated area/Supply and place road-base to emergency gate at Onslow Airport	\$3,498.00
EFT32018	05/11/2015	ERA CONTRACTORS	Various repair works Aircon Onslow MPC	\$1,102.20
EFT32019	05/11/2015	ESS EASTERN GURUMA PTY LTD - WINDAWARRI LODGE	Catering for Ordinary Meeting of Council 21 October 2015 to be delivered to the Clem Thompson Sports Pavilion at 11.45pm	\$371.38
EFT32020	05/11/2015	ESS THANLANYJI P/L	ESS relief cleaner Saturday 24/10/2015	\$195.47
EFT32021	05/11/2015	FORCE POWER PTY LTD	Attend 283 Carob Street and replace broken light switch	\$154.00
EFT32022	05/11/2015	FUJI XEROX AUSTRALIA PTY LTD	Purchase of new Plan printer scanner (Infrastructure) , Lease Agreements November- December 2015	\$17,080.66
EFT32023	05/11/2015	HITACHI LTD	Purchase of Part - Air Element	\$378.40
EFT32024	05/11/2015	HOYLAKI NOMINEES T/AS MCMAHON BURNETT TRANSPORT	Transport of RF6 Fire Fighting Foam	\$297.97
EFT32025	05/11/2015	J BLACKWOOD & SON PTY LTD	Purchase of Tarps (16ft X 20ft)	\$128.94
EFT32026	05/11/2015	JR & A HERSEY PTY LTD	Various uniforms	\$294.91
EFT32027	05/11/2015	KEITH PEARSON	Keith Pearson - Consultancy Fees for the Month of November 2015	\$3,775.20
EFT32028	05/11/2015	KI EQUIPMENT HIRE PTY LTD	Fuel purchases for week ending 25.10.15	\$552.61
EFT32029	05/11/2015	KARINGAL NEIGHBOURHOOD CENTRE	Staff Workshops and Catering for workshops, Conflict Resolution and Emotional Resilience Workshop Tom Price	\$376.90
EFT32030	05/11/2015	L.E'S PHOTOGRAPHY	Councillor Photo Shoot 2016 - 9 Councillors & 3 Exec Managers	\$200.00
EFT32031	05/11/2015	LEE'S TRANSPORT	Delivery Charges - Fibre Reinforced Plastic Tank- Onslow Airport	\$9,295.00
EFT32032	05/11/2015	LIND CONSULTING	Governance and Policy Consultation for November 2015	\$650.00
EFT32033	05/11/2015	LI HOOKER	Rent for staff housing	\$32,469.57
EFT32034	05/11/2015	LONG NECK CREEK HOLDINGS T/AS IAN PIKE	Drilling for water bore Twichen Rd works	\$19,188.40
EFT32035	05/11/2015	M&L AUSTRALIA	4 x Engraving for badges for Crs White, Thomas, Dellar and Gallanagh	\$28.85
EFT32036	05/11/2015	MARK REID	Reimbursement vehicle registration fee for Kubota Registration number AS181	\$243.00
EFT32037	05/11/2015	MELISSA RAFFAN	Purchase of games and labels for term program	\$26.99
EFT32038	05/11/2015	MUZZYS HARDWARE - RED DAWN ENTERPRISES PTY LTD T/A	Purchase of Foam Tape	\$27.00
EFT32039	05/11/2015	NINTIRRI NEIGHBOUR CENTRE INC	Community Support Grant for The Nintirri Centre to be used towards venue hire on the 4th December 2015	\$500.00
EFT32040	05/11/2015	OFFICE CHOICE MALAGA	Stationery purchases	\$991.86
EFT32041	05/11/2015	ONSLow LAUNDRY SERVICE	Month of October Laundry Services Ocean View Caravan Park Onslow	\$765.71
EFT32042	05/11/2015	PARABURDOO IGA	Purchases of Consumables, Supplies - Paraburadoo	\$247.43
EFT32043	05/11/2015	PARABURDOO TOY LIBRARY	Community Support Grant approved at Council Meeting 21.10.15	\$1,400.00
EFT32044	05/11/2015	PILBARA FOOD SERVICES P/L	Purchase of Consumables for Vic Hayton swimming pool and Administration Office	\$675.79
EFT32045	05/11/2015	PILBARA INDUSTRIES CONSTRUCTION & MAINTENANCE	Urgent repair works to blown Solenoid Valve and corroded pipe, Relocate furniture from 4/4 Canberra Drive to 2/19 Allambie Way	\$3,409.67
EFT32046	05/11/2015	PILBARA MECHANICAL SERVICES	Service to Genset	\$357.32
EFT32047	05/11/2015	PILBARA SITE PICS	Photo shoot Onslow Keepers and Astronomy Session during School Holiday Program on Wednesday 7th October 2015. Run photography workshop at SHP on Thursday 8th October 2015.	\$2,365.00
EFT32048	05/11/2015	POINCIANA NURSERY AND LANDSCAPING	Purchase of Poultry Mix and chemicals	\$179.50
EFT32049	05/11/2015	PROTECTOR ALSAFE	Protective clothing and equipment for Staff	\$566.00
EFT32050	05/11/2015	PEGI WILLIAMS BOOK SHOP	Purchase of stock for Onslow Library	\$217.21
EFT32051	05/11/2015	RAY WHITE EXMOUTH	Rent for Onslow Properties December - January 2015	\$17,184.24
EFT32052	05/11/2015	RED DIRT PLUMBING	Repair tap out side Visitor Centre	\$303.05
EFT32053	05/11/2015	ROBERT WATERS	Refund for Kennelling as services no longer required	\$544.00
EFT32054	05/11/2015	ROZWAY SIGNS	Purchase of assorted signs Onslow Airport and Onslow Waste site.	\$700.00
EFT32055	05/11/2015	SADLEIRS ROAD DISTRIBUTION SERVICES (Sadleir's RDS) previously Nexus WA	Freight Charges	\$122.40
EFT32056	05/11/2015	SAVANNAH ENGINEERS	Supply Frana Crane to load cattle grids onto tri axle float	\$750.00
EFT32057	05/11/2015	SCITECH	School Holiday Program for Tom Price and Paraburadoo. Wednesday 30/09 and Thursday 01/10.	\$3,990.00
EFT32058	05/11/2015	SEEK LIMITED	Job Ad JA.92 Community Services Manager- East	\$289.30
EFT32059	05/11/2015	SETON AUSTRALIA	Purchase of Supplies	\$332.26
EFT32060	05/11/2015	SLATER & GORDON TRUST ACCOUNT	Wittenoom Asbestos Claim" Payment of Shire's Share of Commercial Settlement CONFIDENTIAL"	\$2,250.00
EFT32061	05/11/2015	TALIS CONSULTANTS PTY LTD	Various Management Strategies - Onslow Waste	\$170,634.63
EFT32062	05/11/2015	TANKS WEST	Supply of 50,000 Litres Fibre reinforced Plastic Storage Tank - Onslow Airport	\$12,650.00
EFT32063	05/11/2015	TENDERLINK.COM	Upload costs - Tourism and Marketing Consultant	\$165.00
EFT32064	05/11/2015	TIM BROKENSHIRE	Reimbursement for Fuel purchased as unable to use fuel card (PSW64) 18/10/15 & 25/10/15	\$274.84
EFT32065	05/11/2015	TOLL FAST	Freight Charges	\$415.55
EFT32066	05/11/2015	TOLL IPEC PTY LTD	Freight Charges	\$3,044.40
EFT32067	05/11/2015	TOM PRICE MEDICAL CENTRE	Hepatitis A&B (Twinrix) four outdoor staff	\$187.05
EFT32068	05/11/2015	TOXFREE AUSTRALIA PTY LTD	Transportation of waste from Onslow Waste Transfer Station to Tom Price Landfill	\$21,110.57
EFT32069	05/11/2015	TRACEY BOLLAND	Monthly rent for 01.11.15 - 30.11.15	\$6,500.00

LIST OF PAYMENTS FOR NOVEMBER 2015

01/11/15 - 19/11/15

Chg/EFT	Date	Name	Description	Amount
EFT32070	05/11/2015	TOM PRICE HORSE AND PONY CLUB	Payment of Hay for the Tom Price Chook Pen	\$55.00
EFT32071	05/11/2015	URBAN GOLF AUSTRALIA PTY LTD	Pannawonica - School Holiday Program - 100 Urban Golf Balls	\$114.99
EFT32072	05/11/2015	VISIMAX SAFETY PRODUCTS	Purchase of 4 x Infringement Books Local Government (F&G) Item IB14	\$115.20
EFT32073	05/11/2015	WATER 2 WATER	Monthly rental June 15	\$69.00
EFT32074	05/11/2015	WESTRAC PTY LTD	Refund due to double payment of A8789 on the 01.10.15 and 7.10.15	\$2,227.05
EFT32081	11/11/2015	CONVIC SKATE PARKS PTY LTD	RFT10/15 Design and Construction of Paraburdoo Skate Park Progress Payment	\$286,087.45
EFT32082	11/11/2015	ERTECH PTY LTD	Closure of the Onslow Landfill	\$1,238,326.66
EFT32083	11/11/2015	RIO TINTO - PILBARA IRON COMPANY SERVICES Pty Ltd	Electricity charges July/August 2015	\$39,961.33
EFT32084	12/11/2015	ABCO PRODUCTS	Purchase of cleaning items	\$1,444.96
EFT32085	12/11/2015	ACACIA CONNECTION PTY LTD	EAP Hours for Employees during October 2015	\$1,675.85
EFT32086	12/11/2015	ACT DESIGN	Pots and trims repaired and painted	\$345.40
EFT32087	12/11/2015	ADVANCE PRESS	Purchase of 3000 Fight the Bite (At home) Brochures	\$465.00
EFT32088	12/11/2015	AERODROME MANAGEMENT SERVICES PTY LTD	Management and Supply of staff for Aviation Security Screening October	\$63,369.63
EFT32089	12/11/2015	ALLTRACK WA PTY LTD	Equipment Hire for roadworks Pannawonica/Millstream Rd, Flood damage repair and cattle grids	\$355,062.36
EFT32090	12/11/2015	AUSTRAL POOL SOLUTIONS	Purchase of a Pavement Sign	\$1,364.00
EFT32091	12/11/2015	BETHANY CAMPBELL	Cab Charges for Bethany Campbell attending L & D Activity in Perth 22.10.15 - 23.10.15	\$127.29
EFT32092	12/11/2015	BINNING PTY LTD	Semi Water Cart Hire, 2 water carts on site from 01/10/15 - 31/10/15 for roadworks Pannawonica/Millstream Rd	\$86,800.00
EFT32093	12/11/2015	BJK PUBLISHING & PHOTOGRAPHY	Books & Postcards for Tom Price Visitors Centre	\$1,453.25
EFT32094	12/11/2015	BLOCKBUSTER MOUNT LAWLEY - EMPIRE CITY	Purchase of new stock for the Pannawonica Library	\$465.00
EFT32095	12/11/2015	BOB WADDELL CONSULTANTS	Assistance with setup of General Ledger Accounts, Costs Accounts, change of cost account on jobs and subsequent balancing of the September monthly statements	\$1,782.00
EFT32096	12/11/2015	BRIDGETOWN DESIGN AND PRINTING	Various Printing of Artworks/Brochures	\$687.50
EFT32097	12/11/2015	BUCHER MUNICIPAL	Hydraulic Oil, Cooler assembly and Freight	\$847.00
EFT32098	12/11/2015	BYBLOS CONSTRUCTIONS-TOM PRICE	Various repair and maintenance works - Tom Price	\$33,561.00
EFT32099	12/11/2015	CCR HOSE & FITTINGS (ZOSKAR P/L)	Purchase of Parts	\$232.28
EFT32100	12/11/2015	CENTREL PTY LTD T/A BP RELIANCE PETROLEUM	Delivery of Fuel to Tom Price and Onslow Airport, Tank & Equipment Hire for October 2015	\$73,304.09
EFT32101	12/11/2015	CENTURION TRANSPORT CO PTY LTD	Delivery Charges	\$336.68
EFT32102	12/11/2015	CLEVER PATCH PTY LTD	Purchase of crafts for programs run at the Tom Price Library	\$147.07
EFT32103	12/11/2015	COATES HIRE OPERATIONS PTY LTD (TP)	Hire of Roller	\$1,270.50
EFT32104	12/11/2015	COLIN MUNRO	Rent 6B Hedditch Street Onslow 25.09.15 - 29.10.15	\$7,000.00
EFT32105	12/11/2015	COLLINS BOOKSELLER SOUTHLANDS	Purchase of stock for the Onslow Library	\$333.92
EFT32106	12/11/2015	COVS PARTS PTY LTD	Purchase of a Grease gun	\$548.90
EFT32107	12/11/2015	DELL COMPUTER LTD	Purchase of several computers, laptops and monitors	\$14,445.20
EFT32108	12/11/2015	DEPARTMENT OF LANDS	Surrender document preparation fee	\$135.00
EFT32109	12/11/2015	DICE SOLUTIONS	Various repair and maintenance works	\$802.66
EFT32110	12/11/2015	DONNA TURNER	Reimbursement for Morning Tea expenses at Jamaica Blue Karratha for Onslow Keepers	\$107.40
EFT32111	12/11/2015	ERA CONTRACTORS	Service A/C Crib Room Onslow Depot	\$192.50
EFT32112	12/11/2015	ESS THANLANYJI P/L	Mandays for October, Back charges for October and Catering	\$58,346.89
EFT32113	12/11/2015	FORCE POWER PTY LTD	Install weather proof GPO in cleaners Storeroom	\$671.00
EFT32114	12/11/2015	FUJII XEROX AUSTRALIA PTY LTD	Supplies/Consumables Tax Invoice, Support Services Tax	\$9,103.74
EFT32115	12/11/2015	HALDEN BURNS PTY LTD	Strategic consultancy service for Tom Price - Karratha Road - lobbying plan, expense reimbursement	\$715.00
EFT32116	12/11/2015	HITACHI LTD	Purchase of Machinery parts	\$614.26
EFT32117	12/11/2015	HQ MANAGEMENT	Onslow Shire Complex, Contract Admin & Construction Management, Stormwater Drainage Infrastructure, Onslow Airport Terminal Consultancy and Civils' package	\$29,431.23
EFT32118	12/11/2015	ICONIC WATER SOLUTIONS PTY LTD	WWTP Upgrade to DOH compliance for landscaping irrigation	\$11,638.44
EFT32119	12/11/2015	INCLUSION WA	Return Flight - Ciara King 12 Nov 15 - Presenter Club Development	\$821.00
EFT32120	12/11/2015	INITIAL HYGIENE / PINK HYGIENE SOLUTIONS	Monthly servicing fee November/December 2015	\$445.32
EFT32121	12/11/2015	INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALIA WA DIVISION	Registration to attend IPWEA - Infrastructure with Financial Reporting Workshop - Andy Grant & Jayde Robbins - 1 day workshop 18/11/15	\$1,430.00
EFT32122	12/11/2015	ISS INTERGRATED SERVICES PTY LTD	Fuel - Pannawonica	\$137.69
EFT32123	12/11/2015	Staff Member	Payment of wages PPE 03.11.15 which was returned to bank Account due 06.11.15 to incorrect details (wrong bank account) This request is to pay her Salary	\$1,289.51
EFT32124	12/11/2015	KEY2CREATIVE	Continue with Onslow VC signage as part of Shire Tourism Branding	\$3,234.00
EFT32125	12/11/2015	KHB MOBILE MECHANICAL PTY LTD	Machinery repairs and maintenance	\$1,875.94
EFT32126	12/11/2015	KI EQUIPMENT HIRE PTY LTD	Fuel Onslow BP and Shell for November 2015	\$1,418.04
EFT32127	12/11/2015	KOMATSU AUSTRALIA PTY LTD	Machinery repairs and maintenance	\$9,457.40
EFT32128	12/11/2015	LANDGATE	Gross Rental Valuations Chargeable G2015/11 12.09.15 - 09.10.15, Mining Tenements Chargeable M2015/10 05.09.15 - 02.10.15, Land Enquiries	\$237.20
EFT32129	12/11/2015	LED TORCH SHOP	Pannawonica School Holiday Program - Orienteering Equipment	\$306.85
EFT32130	12/11/2015	LGIS LIABILITY	SOA Public Liability Insurance Policies	\$91,581.58
EFT32131	12/11/2015	LGIS PROPERTY	15/16 Property Insurance	\$300,166.13
EFT32132	12/11/2015	LGIS WORKCARE	15/16 Workers Compensation Insurance	\$189,241.36
EFT32133	12/11/2015	LIND CONSULTING	Governance and Policy Consultation for November 2015	\$650.00
EFT32134	12/11/2015	LINDI OLMAN	Refund, 20% discount for swimming club member on single season membership for daughter Ella Olman	\$24.00
EFT32135	12/11/2015	MARKETFORCE PRODUCTIONS	Various Advertisements for SOA	\$896.47
EFT32136	12/11/2015	MAXXIA PTY LTD	Payroll deductions	\$873.61
EFT32137	12/11/2015	MCMULLEN NOLAN GROUP	Completion of the fieldworks and deposited plan for Lot 16 Onslow Road, Onslow.	\$13,337.50
EFT32138	12/11/2015	MOBILE CONCRETING SOLUTIONS PTY LTD	General purpose (GP) cement Roads and floodways	\$7,623.00
EFT32139	12/11/2015	MUZZYS HARDWARE - RED DAWN ENTERPRISES PTY LTD T/A	Various purchases of Supplies	\$3,963.87
EFT32140	12/11/2015	MCLEOD'S	Solicitor Charges- Legal Actions	\$5,801.90
EFT32141	12/11/2015	McLERNON'S SUPPLY AND DEMAND	Purchase of a Stirling Glass Showcase Onslow Airport	\$2,069.00
EFT32142	12/11/2015	NAJA BUSINESS CONSULTING SERVICES	Consulting Services for the revision and preparation of Business Case for the Paraburdoo Community Hub - Commencement of 'Phase 3' consulting services as per proposal dated 26 March 2015	\$1,375.00
EFT32143	12/11/2015	OFFICE CHOICE MALAGA	Purchase of Stationery items - Onslow	\$583.32
EFT32144	12/11/2015	ONSLow VISITORS CENTRE	Advertising/Flyers	\$672.00
EFT32145	12/11/2015	PARABURDOO IGA	Purchases of Supplies - Paraburdoo	\$216.81
EFT32146	12/11/2015	PARABURDOO MEDICAL CENTRE	Workplace injury expense - without prejudice and without any admission of liability	\$128.10
EFT32147	12/11/2015	PILBARA FOOD SERVICES P/L	Purchase of Consumables, Tom Price/Paraburdoo	\$310.25

LIST OF PAYMENTS FOR NOVEMBER 2015

01/11/15 - 19/11/15

Chg/EFT	Date	Name	Description	Amount
EFT32148	12/11/2015	PILBARA INDUSTRIES ELECTRICAL PTY LTD	Administration Building Upgrade - Install 3 day data logging for shire main offices Report findings to Belinda Harvey ready for scoping of AC upgrade	\$594.00
EFT32149	12/11/2015	PILBARA MECHANICAL SERVICES	Machinery repairs and maintenance	\$907.94
EFT32150	12/11/2015	PILBARA MOTOR GROUP	Vehicle Purchases (Prado, Toyota Hilux and Workmate Ute) and Vehicle repairs and maintenance	\$146,420.80
EFT32151	12/11/2015	PILBARA REGIONAL COUNCIL	PRC Arranged Training, Presented by AHRI, 19-20 October 2015 in Tom Price	\$11,000.00
EFT32152	12/11/2015	POOLMART KARRATHA	30 x 25kg Bags Salt	\$360.00
EFT32153	12/11/2015	RACHEL WILSON	Refund for Sports Training Course as unable to attend	\$260.00
EFT32154	12/11/2015	RED DIRT PLUMBING	Supply and install water cooler Vic Hayton Pool	\$4,598.42
EFT32155	12/11/2015	RIO TINTO - PILBARA IRON COMPANY SERVICES Pty Ltd	Electricity charges June - September 2015	\$1,970.60
EFT32156	12/11/2015	ROYAL WOLF TRADING	Transportable accommodation hire October 2015 Onslow Airport	\$65,016.77
EFT32157	12/11/2015	ROZWAY SIGNS	Printing of 4x A1 posters promoting Shadowboxing on 24th October 2015.	\$144.00
EFT32158	12/11/2015	RISKID	Marg Hemsley discussions, preparation, pre and post workshop documentation, Strategic Plan review workshop and travel time to Pannawonica Council Meeting in September 2015	\$7,465.15
EFT32159	12/11/2015	SAS LOCKSMITHS	MPC Master key for Onslow Police as part of SoA Emergency Services plan	\$42.35
EFT32160	12/11/2015	SEEK LIMITED	Job Advertisement 9.11.15	\$289.30
EFT32161	12/11/2015	SETON AUSTRALIA	Various Supplies	\$1,015.19
EFT32162	12/11/2015	SHERIDAN'S FOR BADGES	Supply of 5 x rotary engrave on plastic laminate as provided for the Councillor Honor Board, Plastic Laminate Desk Plates and engraving	\$273.75
EFT32163	12/11/2015	SIMMONE VAN BUERLE	Community Development: Prizes for Active Ashburton Sports Star Awards (youth and Junior Sports Star Categories)	\$530.00
EFT32164	12/11/2015	SOUTH WEST FIRE SOLUTIONS	South West Fire Solutions to inspect, service and test fire equipment in Tom Price (Library)	\$313.50
EFT32165	12/11/2015	STAPLES AUSTRALIA PTY LIMITED	Various Stationery Items	\$466.83
EFT32166	12/11/2015	STEMS SOLUTIONS Pty Ltd	Stems Monthly Licence Lease December 2015	\$220.00
EFT32167	12/11/2015	STIHL SHOP REDCLIFFE	Purchase of equipment Blower vac	\$3,476.00
EFT32168	12/11/2015	SUSANNA TOPE	Delivery of 90 minute Relaxation workshop at Karingal Centre in Paraburdoo (includes travel time) - Club Development	\$900.00
EFT32169	12/11/2015	TOLL IPEC PTY LTD	Freight Charges	\$2,162.73
EFT32170	12/11/2015	TOM PRICE TYREPRO	Vehicle repair and maintenance	\$7,633.00
EFT32171	12/11/2015	TOM PRICE TYRES	Vehicle repairs - Tyres	\$396.00
EFT32172	12/11/2015	TOTAL EDEN PTY LTD	Purchase of parts	\$1,569.17
EFT32173	12/11/2015	TOWN OF PORT HEDLAND	Contract Management Training	\$5,775.00
EFT32174	12/11/2015	TRISLEY'S HYDRAULIC SERVICES P/L	Purchase of Chemicals Quentin Broad Swimming Pool	\$1,892.00
EFT32175	12/11/2015	UNITED PARTY HIRE	Castle and Gladiator dual including supervision for Onslow Basketball Carnival August 2015. Marquees for Onslow Airport opening	\$9,806.50
EFT32176	12/11/2015	UON PTY LTD	Hire of 6 inch standpipe pump with two 3 metre suction hoses for Onslow turkey nest for 120 days.	\$3,268.06
EFT32177	12/11/2015	VIVA ENERGY AUSTRALIA LTD	Fuel purchases - Tom Price	\$11,684.92
EFT32178	12/11/2015	WA LIBRARY SUPPLIES	Items for Pannawonica Library	\$719.20
EFT32179	12/11/2015	WELLTECH	34 Weeks Hire - Existing Pump and Equipment already established at Beadon Creek in Onslow	\$6,875.00
EFT32180	12/11/2015	WEST OZ ACTIVE ADVENTURE TOURS	Yoga Class 10x \$20 plus fuel - Karjini Park	\$270.00
EFT32181	12/11/2015	WESTERN AUSTRALIAN TREASURY CORPORATION	Loan Repayments	\$73,236.35
EFT32182	12/11/2015	WESTRAC PTY LTD	Machinery repairs and maintenance	\$418.04
EFT32183	12/11/2015	WEX AUSTRALIA (MOTORPASS)	Fuel Purchases for October 2015	\$597.35
EFT32184	12/11/2015	WHELANS AUSTRALIA PTY LTD	Prepare and issue Deposited Plan	\$1,925.00
EFT32185	16/11/2015	AMP FLEXIBLE LIFETIME SUPER	Superannuation contributions - Mix-up of Superannuation and repayment of Superannuation	\$101.74
EFT32186	19/11/2015	ABCO PRODUCTS	Purchase of Cleaning products	\$2,533.73
EFT32187	19/11/2015	AIRPORT LIGHTING SPECIALIST	Purchase Super 54 Cable joint kits	\$1,170.40
EFT32188	19/11/2015	ALLMARK & ASSOCIATES PTY LTD	25 Name Badges	\$379.50
EFT32189	19/11/2015	ANWYL HARDWIRED	Strategic Consultancy Services for Chevron MOU for the month of September 2015.	\$2,062.50
EFT32190	19/11/2015	AUSTRALIA POST	Postal Charges for October 2015	\$1,830.89
EFT32191	19/11/2015	BOC GASES	Safety Gear	\$545.32
EFT32192	19/11/2015	BT EQUIPMENT	Cabin air cleaner	\$1,044.64
EFT32193	19/11/2015	BYBLOS CONSTRUCTIONS-TOM PRICE	Various repair and maintenance works	\$30,420.50
EFT32194	19/11/2015	CCR HOSE & FITTINGS (Zoskar P/L)	Purchase of Parts	\$1,967.10
EFT32195	19/11/2015	CIVIC LEGAL	Legal Costs	\$30,936.40
EFT32196	19/11/2015	COVS PARTS PTY LTD	Purchase of Parts	\$664.40
EFT32197	19/11/2015	CRAVE JUICE BAR	Catering for Seniors Week - (muffins)	\$135.00
EFT32198	19/11/2015	CREATE IT	Provision of a Time Lapse Camera	\$6,710.00
EFT32199	19/11/2015	DATA#3 LIMITED	Purchase of a Jabra Speak VOIP desktop hands-free	\$596.75
EFT32200	19/11/2015	DENVER TECHNOLOGY	Systems Engineer, Senior - After Hours	\$2,346.30
EFT32201	19/11/2015	DEPT. OF STATE DEVELOPMENT	Loan Repayment number 12 - Final Onslow Airport Camp.	\$291,349.00
EFT32202	19/11/2015	DINGO DE CONSTRUCTION	Repairs to Banjima Drive	\$95,000.00
EFT32203	19/11/2015	DIRECT TRADES SUPPLY P/L	Pump Trash 4 Diesel	\$7,205.00
EFT32204	19/11/2015	DRILLINE PTY LTD	Concrete slab infill	\$1,463.00
EFT32205	19/11/2015	ERA CONTRACTORS	Cool room not working, Frame around outdoor unit to be removed to provide access to the workings, check Genset Waste Transfer Station	\$742.50
EFT32206	19/11/2015	FORCE POWER PTY LTD	Force Power to conduct lighting maintenance to the Tom Price Softball Field lighting towers	\$9,736.10
EFT32207	19/11/2015	FOXTEL MANAGEMENT PTY LTD - ONSLOW - 8796587	Foxtel Service for Onslow Airport Camp 30.10.15 - 29.11.15	\$2,337.00
EFT32208	19/11/2015	FUJI XEROX AUSTRALIA PTY LTD	Lease/Rental Agreement 13.12.15 - 12.01.16	\$2,335.30
EFT32209	19/11/2015	GREENWAY ENTERPRISES	Delevan 12v Pump, Reel & Hose	\$918.50
EFT32210	19/11/2015	HAMPER CREATIONS	Christmas Hampers Onslow	\$625.90
EFT32211	19/11/2015	HART SPORT	Purchase of Sporting Equipment/balls	\$414.70
EFT32212	19/11/2015	HITACHI LTD	Rear cab Door Window repair	\$972.61
EFT32213	19/11/2015	HOYLAKE NOMINEES T/AS MCMAHON BURNETT TRANSPORT	Delivery Charges	\$488.94
EFT32214	19/11/2015	IBN CORPORATION PTY LTD	Reimbursement for Fuel money for Seniors week	\$50.00
EFT32215	19/11/2015	JASON SIGNMAKERS	Purchase of Cattle Grid signs	\$2,140.60
EFT32216	19/11/2015	JEN'S CREATIONS	Supply tattoo's, Air inflate and supply sticks and cups for balloons Welcome to Tom Price event	\$750.00
EFT32217	19/11/2015	JR & A HERSEY PTY LTD	Purchase of Protective Clothing for staff	\$208.07
EFT32218	19/11/2015	KATY BIFFIN	Reimbursement for purchase of 2x Toasters and 2x Kettles for cabins	\$30.00
EFT32219	19/11/2015	KHB MOBILE MECHANICAL PTY LTD	Machinery repairs and maintenance	\$2,402.57
EFT32220	19/11/2015	KI EQUIPMENT HIRE PTY LTD	Onslow BP and Shell fuel week ending 15.11.15	\$1,313.02
EFT32221	19/11/2015	KLEENHEAT GAS	Delivery of Gas to Caravan Park - Onslow	\$708.99

LIST OF PAYMENTS FOR NOVEMBER 2015

01/11/15 - 19/11/15

Chg/EFT	Date	Name	Description	Amount
EFT32222	19/11/2015	LANGGATE	Aerial Photography Sunset Beach Boardwalk	\$189.45
EFT32223	19/11/2015	LESTOK TOURS PTY LTD	Bus travel to Paraburdoo Airport for numerous staff	\$738.00
EFT32224	19/11/2015	LIND CONSULTING	Governance and Policy Consultation for November 2015	\$650.00
EFT32225	19/11/2015	MARKETFORCE PRODUCTIONS	Various Advertisements for SOA	\$2,243.49
EFT32226	19/11/2015	MCMULLEN NOLAN GROUP	Feature Survey including AHD's for Lot 9500 Onslow Road, Onslow.	\$5,225.00
EFT32227	19/11/2015	MEGAN WALSH	Cabcharges used by Megan Walsh while attending L & D Activity	\$123.66
EFT32228	19/11/2015	MIENGINEERS	Phase 3 of design services for Ocean View Caravan Park Upgrade - Implementation. Allowance in RFT 29/14 of \$5,400 excel GST for this phase	\$2,557.50
EFT32229	19/11/2015	N-COM PTY LTD	6 monthly maintenance visit Cleaning and servicing of equipment Satellite TV Onslow	\$3,239.06
EFT32230	19/11/2015	NEVERFAIL SPRINGWATER LTD	Annual rental of water cooler	\$121.00
EFT32231	19/11/2015	NINTIRRI NEIGHBOUR CENTRE INC	Seniors Week - (art supplies), Conflict Resolution and Emotional Resilience Workshop	\$420.00
EFT32232	19/11/2015	NSWP PTY LTD	Transport Toyota Hilux from Camp Road Paraburdoo to Shire of Ashburton premises in the Light Industrial Area, Paraburdoo	\$220.00
EFT32233	19/11/2015	OFFICE CHOICE MALAGA	Purchase of stationery	\$522.35
EFT32234	19/11/2015	OFFICEWORKS SUPERSTORES PTY LTD	Small Drawer Cash Register Black - Vic Hayton Swimming Pool	\$244.95
EFT32235	19/11/2015	ONSITE RENTAL GROUP OPERATIONS (WA) (State-wide Equip Hire)	Hire of Equipment -Onslow Airport - October 2015	\$12,034.33
EFT32236	19/11/2015	ONSLow SALT PTY LTD	Shire Contribution to Crossovers Barrarda Estate Onslow	\$2,500.00
EFT32237	19/11/2015	ONSLow SUN CHALETS	Accommodation for Cr Cecilia Fernandez and Peter Foster at the Onslow Sun Chalets to attend the Ordinary Meeting of Council 9 December 2015 Check in 8 December - 10 December 2015	\$760.00
EFT32238	19/11/2015	PILBARA DESIGNS	Design of invite (DL) and poster (A1 & A4) for OKKG Cookbook Launch	\$110.00
EFT32239	19/11/2015	PILBARA FOOD SERVICES P/L	Purchase of supplies/consumables for Vic Hayton Pool	\$3,079.49
EFT32240	19/11/2015	PILBARA INDUSTRIES CONSTRUCTION & MAINTENANCE	Repair major irrigation Leak causing Prime Pump problems	\$1,072.50
EFT32241	19/11/2015	PILBARA INDUSTRIES ELECTRICAL PTY LTD	Supply and install replacement Air Conditioners at the Paraburdoo Library & Tom Price Library Office	\$8,520.50
EFT32242	19/11/2015	PILBARA MOTOR GROUP	Vehicle repairs and maintenance	\$937.15
EFT32243	19/11/2015	PILBARA REGIONAL COUNCIL	Member Contributions for Quarter 3 - 2015	\$60,500.00
EFT32244	19/11/2015	PILBARA TREE SERVICES	Removal of trees in Tom Price and Paraburdoo	\$3,080.00
EFT32245	19/11/2015	PINDAN CONTRACTING PTY LTD	Progress Claim No. 2 D & C Paraburdoo Childcare Centre	\$71,801.40
EFT32246	19/11/2015	PME PLASTIC AND METAL ENGRAVING	Plaque and 8 small Stainless Steele Labels	\$327.25
EFT32247	19/11/2015	POOLMART KARRATHA	10 bags salt for water pumps at the MPC	\$120.00
EFT32248	19/11/2015	PROTECTOR ALSAFE	Purchase of Safety Protective gear and supplies	\$788.97
EFT32249	19/11/2015	RED DIRT PLUMBING	Plumbing Repairs Vic Hayton and Quentin Broad Pools	\$2,365.66
EFT32250	19/11/2015	REMA TIPTOP AUSTRALIA P/L	Tyre pressure gauge	\$228.61
EFT32251	19/11/2015	RIO TINTO - PILBARA IRON COMPANY SERVICES Pty Ltd	Electricity charges September - October 2015	\$15,788.89
EFT32252	19/11/2015	ROL-WA PTY LTD T/AS ALLPEST	Termite Inspection & General Pests - Shire Properties	\$3,251.25
EFT32253	19/11/2015	SAVANNAH ENGINEERS	Modify deck Shute	\$308.00
EFT32254	19/11/2015	SCANIA	Extensive repairs to engine management system and fuel system a	\$9,693.35
EFT32255	19/11/2015	SETON AUSTRALIA	Purchase 19 x 50 x 1200mm anti-slip angled plates for the Tom Price Public Toilets.	\$1,036.18
EFT32256	19/11/2015	SIMMONE VAN BUERLE	Reimbursement for purchases	\$890.64
EFT32257	19/11/2015	SOUTH WEST FIRE SOLUTIONS	Drafting of evacuation plans and triage plans Onslow Airport	\$2,750.00
EFT32258	19/11/2015	SPORTS COMMUNITY PT	Webinar on 9 November 2015 at 10am. Managing Club Finances	\$330.00
EFT32259	19/11/2015	STAPLES AUSTRALIA PTY LIMITED	Various Stationery items	\$57.78
EFT32260	19/11/2015	STATE LIBRARY OF WA	Payment for damaged items from the Tom Price Library	\$42.90
EFT32261	19/11/2015	TOLL IPEC PTY LTD	Freight charges	\$2,830.34
EFT32262	19/11/2015	TOM PRICE BETTA ELECTRICAL	Coffee maker, kettle, coffee pods	\$501.77
EFT32263	19/11/2015	TOM PRICE CASTAWAYS (TOUCH TEAM)	Letterbox drop for Tom Price Fight the bite mosquito and notice regarding mosquito fogging to start in Tom Price on 13.11.15	\$500.00
EFT32264	19/11/2015	TOM PRICE TYREPRO	Vehicle repairs and maintenance	\$8,343.20
EFT32265	19/11/2015	TOXFREE AUSTRALIA PTY LTD	Transportation of waste from Onslow Waste Transfer Station to Tom Price Landfill	\$30,313.93
EFT32266	19/11/2015	WA CONSOLIDATED GRAIN PRODUCTS	42 bags (1 pallet) of Super Poultry Mix	\$924.00
EFT32267	19/11/2015	WA RETICULATION SUPPLIES	Purchase of supplies	\$1,516.20
EFT32268	19/11/2015	WASTE MANAGEMENT ASSOCIATION OF AUSTRALIA	Renewal membership for WMAA for the period 1.1.16-31.12.16	\$405.00
EFT32269	19/11/2015	WESTRAC PTY LTD	Purchase of Parts	\$4,156.68
EFT32270	19/11/2015	WOOLLAM CONSTRUCTION	Progress claim Cert 6 for 1366B Onslow Shire Complex	\$296,210.22
Total				\$5,044,029.81

Superannuation Payments

Payment Ref.	Date	Name	Description	Amount
DD8802.1	03/11/2015	WA LOCAL GOVERNMENT SUPER PLAN	Payroll deductions	\$38,258.53
DD8802.2	03/11/2015	REI SUPER	Superannuation contributions	\$561.78
DD8802.3	03/11/2015	TELSTRA SUPER PTY LTD	Superannuation contributions	\$264.63
DD8802.4	03/11/2015	COMMONWEALTH PERSONAL SUPERANNUATION	Payroll deductions	\$1,335.28
DD8802.5	03/11/2015	HOSTPLUS SUPERANNUATION FUND	Payroll deductions	\$2,222.56
DD8802.6	03/11/2015	WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	Payroll deductions	\$883.80
DD8802.7	03/11/2015	COLONIAL FIRST STATE FIRSTCHOICE SUPERANNUATION	Superannuation contributions	\$375.94
DD8802.8	03/11/2015	IOOF SUPERANNUATION	Payroll deductions	\$2,083.77
DD8802.9	03/11/2015	BT BUSINESS SUPER	Superannuation contributions	\$119.82
DD8847.1	16/11/2015	WA LOCAL GOVERNMENT SUPER PLAN	Superannuation Contributions	\$393.63
DD8872.1	17/11/2015	WA LOCAL GOVERNMENT SUPER PLAN	Payroll deductions	\$41,313.33
DD8872.2	17/11/2015	REI SUPER	Superannuation contributions	\$561.78
DD8872.3	17/11/2015	TELSTRA SUPER PTY LTD	Superannuation contributions	\$549.63
DD8872.4	17/11/2015	COMMONWEALTH PERSONAL SUPERANNUATION	Payroll deductions	\$1,079.72
DD8872.5	17/11/2015	HOSTPLUS SUPERANNUATION FUND	Payroll deductions	\$2,222.56
DD8872.6	17/11/2015	WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	Payroll deductions	\$883.80
DD8872.7	17/11/2015	COLONIAL FIRST STATE FIRSTCHOICE SUPERANNUATION	Superannuation contributions	\$379.41
DD8872.8	17/11/2015	IOOF SUPERANNUATION	Payroll deductions	\$1,883.37
DD8872.9	17/11/2015	BT BUSINESS SUPER	Superannuation contributions	\$105.87

LIST OF PAYMENTS FOR NOVEMBER 2015

01/11/15 - 19/11/15

Chq/EFT	Date	Name	Description	Amount
DD8875.1	03/11/2015	WA LOCAL GOVERNMENT SUPER PLAN	Superannuation contributions	\$178.68
DD8875.2	17/11/2015	WA LOCAL GOVERNMENT SUPER PLAN	Payroll deductions	\$69.17
DD8802.10	03/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$222.61
DD8802.11	03/11/2015	AMP SIGNATURE SUPER	Superannuation contributions	\$288.77
DD8802.12	03/11/2015	BT PERSONAL SUPER PLAN	Superannuation contributions	\$96.47
DD8802.13	03/11/2015	UNISUPER	Payroll deductions	\$744.72
DD8802.14	03/11/2015	ASGARD SUPERANNUATION	Payroll deductions	\$1,326.59
DD8802.15	03/11/2015	STATEWIDE SUPERANNUATION	Superannuation contributions	\$309.04
DD8802.16	03/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$222.61
DD8802.17	03/11/2015	THE SUPERANNUATION FUND	Payroll deductions	\$405.80
DD8802.19	03/11/2015	HESTA SUPER FUND	Payroll deductions	\$1,315.29
DD8802.20	03/11/2015	MLC SUPER	Superannuation contributions	\$210.10
DD8802.21	03/11/2015	ONEPATH MASTERFUND	Payroll deductions	\$827.59
DD8802.22	03/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$183.64
DD8802.23	03/11/2015	AMP CORPORATE SUPERANNUATION (SUPERLEADER)	Payroll deductions	\$1,505.53
DD8802.24	03/11/2015	CBUS SUPER	Payroll deductions	\$879.14
DD8802.25	03/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$197.59
DD8802.26	03/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$197.59
DD8802.27	03/11/2015	THE SUPERANNUATION FUND	Payroll deductions	\$767.77
DD8802.28	03/11/2015	BT SUPER FOR LIFE	Payroll deductions	\$301.59
DD8802.29	03/11/2015	MERCER SUPER TRUST	Payroll deductions	\$398.65
DD8802.30	03/11/2015	CARE SUPER PTY LTD	Payroll deductions	\$489.66
DD8802.31	03/11/2015	UPPER MIDDLE BOGANS PLANNING AHEAD PTY LTD	Superannuation contributions	\$176.75
DD8802.32	03/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$98.79
DD8802.33	03/11/2015	PRIME SUPER	Superannuation contributions	\$203.84
DD8802.34	03/11/2015	MTAA SUPERANNUATION FUND	Superannuation contributions	\$230.96
DD8802.35	03/11/2015	SUNCORP MASTER TRUST	Superannuation contributions	\$195.08
DD8802.36	03/11/2015	MACQUARIE SUPERANNUATION FUND	Superannuation contributions	\$68.86
DD8802.37	03/11/2015	LOCAL GOVERNMENT SUPERANNUATION SCHEME QLD	Superannuation contributions	\$163.15
DD8802.38	03/11/2015	AUSTRALIAN SUPER	Superannuation contributions	\$5,613.61
DD8802.39	03/11/2015	SUNSUPER	Payroll deductions	\$2,215.30
DD8802.40	03/11/2015	Q SUPER	Superannuation contributions	\$404.86
DD8802.41	03/11/2015	REST SUPERANNUATION	Superannuation contributions	\$2,355.61
DD8802.42	03/11/2015	SUPERFUND	Superannuation contributions	\$250.33
DD8872.10	17/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$208.78
DD8872.11	17/11/2015	AMP SIGNATURE SUPER	Superannuation contributions	\$288.77
DD8872.12	17/11/2015	BT PERSONAL SUPER PLAN	Superannuation contributions	\$96.47
DD8872.13	17/11/2015	UNISUPER	Payroll deductions	\$446.83
DD8872.14	17/11/2015	ASGARD SUPERANNUATION	Payroll deductions	\$1,957.23
DD8872.15	17/11/2015	STATEWIDE SUPERANNUATION	Superannuation contributions	\$309.04
DD8872.16	17/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$222.61
DD8872.17	17/11/2015	SUPERANNUATION FUND	Payroll deductions	\$405.80
DD8872.18	17/11/2015	AMP FLEXIBLE LIFETIME SUPER	Superannuation contributions	\$118.26
DD8872.19	17/11/2015	HESTA SUPER FUND	Payroll deductions	\$1,319.05
DD8872.20	17/11/2015	MLC SUPER	Superannuation contributions	\$210.10
DD8872.21	17/11/2015	ONEPATH MASTERFUND	Payroll deductions	\$1,145.81
DD8872.22	17/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$183.64
DD8872.23	17/11/2015	AMP CORPORATE SUPERANNUATION (SUPERLEADER)	Payroll deductions	\$1,581.92
DD8872.24	17/11/2015	CBUS SUPER	Payroll deductions	\$879.14
DD8872.25	17/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$197.59
DD8872.26	17/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$197.59
DD8872.27	17/11/2015	THE SUPERANNUATION FUND	Payroll deductions	\$767.77
DD8872.28	17/11/2015	BT SUPER FOR LIFE	Payroll deductions	\$301.59
DD8872.29	17/11/2015	MERCER SUPER TRUST	Payroll deductions	\$431.77
DD8872.30	17/11/2015	CARE SUPER PTY LTD	Payroll deductions	\$293.79
DD8872.31	17/11/2015	UPPER MIDDLE BOGANS PLANNING AHEAD PTY LTD	Superannuation contributions	\$164.13
DD8872.32	17/11/2015	BT SUPER FOR LIFE	Superannuation contributions	\$98.79
DD8872.33	17/11/2015	PRIME SUPER	Superannuation contributions	\$203.84
DD8872.34	17/11/2015	MTAA SUPERANNUATION FUND	Superannuation contributions	\$351.54
DD8872.35	17/11/2015	SUNCORP MASTER TRUST	Superannuation contributions	\$214.99
DD8872.36	17/11/2015	MACQUARIE SUPERANNUATION FUND	Superannuation contributions	\$68.86
DD8872.37	17/11/2015	LOCAL GOVERNMENT SUPERANNUATION SCHEME QLD	Superannuation contributions	\$163.15
DD8872.38	17/11/2015	THE PAINTER	Superannuation contributions	\$150.31
DD8872.39	17/11/2015	SUNSUPER	Payroll deductions	\$2,295.39
DD8872.40	17/11/2015	AUSTRALIAN SUPER	Superannuation contributions	\$5,962.38
DD8872.41	17/11/2015	Q SUPER	Superannuation contributions	\$404.86
DD8872.42	17/11/2015	REST SUPERANNUATION	Superannuation contributions	\$3,488.42
DD8872.43	17/11/2015	SUPERFUND	Superannuation contributions	\$264.63
Total				\$143,989.79

Municipal Cheques

CHQ/EFT	Date	Name	Description	Amount
28177	05/11/2015	C MUNRO CONTRACTORS	Various repairs and maintenance works including repairs to Onslow Standpipe	\$7,258.55
28178	05/11/2015	NORTH TOM PRICE PRIMARY SCHOOL P & C ASSOCIATION	Community Support Grant toward purchase of 2 Flag Poles for NTPPS	\$500.00
28179	05/11/2015	TUSS GROUP PTY LTD	Delivery and unloading of cattle grids	\$65,189.85
28180	05/11/2015	WATER CORPORATION	Water usage	\$11,507.47
28181	11/11/2015	SHIRE OF ASHBURTON	Retention monies from Convic Paraburdoo Skate Park	\$42,176.75
28182	12/11/2015	C MUNRO CONTRACTORS	Various repair and maintenance works- Onslow	\$4,733.92
28184	12/11/2015	SHIRE OF ASHBURTON	Planning Application fee	\$441.00
28185	12/11/2015	SHIRE OF ASHBURTON (PAYROLL DEDUCTIONS)	Payroll deductions	\$600.00
28186	12/11/2015	SHIRE OF ASHBURTON (PETTY CASH)	Petty Cash for Tom Price Visitors Centre	\$932.70
28187	12/11/2015	TELSTRA	Monthly Telephone charges- November 2015	\$139.08
28188	19/11/2015	C MUNRO CONTRACTORS	Various repair and maintenance works - Onslow Airport and Carinya Units Onslow	\$17,469.54
28189	19/11/2015	HORIZON POWER	Electricity Usage October 2015	\$2,830.82
28190	19/11/2015	POSTIES GENERAL STORE	Purchase of Newspapers and Stationary - Onslow	\$128.20
28191	19/11/2015	ROYAL FLYING DOCTOR SERVICE	Free Dress Donation Money	\$292.85
28192	19/11/2015	SHIRE OF ASHBURTON	Retention monies held for Woollam's Onslow Admin Building and - Cert 6 & Planning Application Fee for Mountain View Club	\$33,353.24

LIST OF PAYMENTS FOR NOVEMBER 2015

01/11/15 - 19/11/15

Chg/EFT	Date	Name	Description	Amount
28193	19/11/2015	SOUTHERN CROSS ELECTRICAL ENGINEERING	Refund of nightly accommodation charges for the Nameless Valley Camp during period 2010/11 to 2012/13. Original company now owned by Southern Cross Electrical	\$15,214.80
28194	19/11/2015	TELSTRA	Monthly Telephone charges November 2015	\$13,006.40
28195	19/11/2015	WATER CORPORATION	Water usage July - September 2015	\$238.22
Total				\$216,013.39

Trust Payments

CHQ/EFT	Date	Name	Description	Amount
EFT32075	06/11/2015	BJK PUBLISHING & PHOTOGRAPHY	Total Sales for October 2015 - BJK Publishing	\$224.00
EFT32076	06/11/2015	LESTOK TOURS PTY LTD	Mine Tours for October 2015- Lestok Tours	\$4,895.60
EFT32077	06/11/2015	LINTON RUMBLE	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Linton Rumble	\$80.00
EFT32078	06/11/2015	LORRAINE THOMAS	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Lorraine Thomas	\$80.00
EFT32079	06/11/2015	PETER FOSTER	Refund of Candidate Deposit for SOA Local Government Ordinary Election -Peter Foster	\$80.00
EFT32080	06/11/2015	SHAE MCLACHLAN	Refund of Onslow Gym Membership - Bond Shae McLachlan	\$15.00
202800	06/11/2015	ABRAHAM GRAY	Refund Onslow Gym Bond Abraham Gray	\$15.00
202801	06/11/2015	BUILDERS REGISTRATION BOARD OF WA	BRB Levy collected for the Month of September 2015	\$1,672.23
202802	06/11/2015	COLIN SUMNER	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Colin Sumner	\$80.00
202803	06/11/2015	CONSTRUCTION TRAINING FUND	CITF Levy collected for the month of September 2015	\$1,243.35
202804	06/11/2015	CORRINA LACEY	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Corrina Lacey	\$80.00
202805	06/11/2015	GEOFFREY HERBERT	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Geoffrey Herbert	\$80.00
202806	06/11/2015	GLEN DELLAR	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Glen Dellar	\$80.00
202807	06/11/2015	KERRY WHITE	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Kerry White	\$80.00
202808	06/11/2015	MELANIE GALLANAGH	Refund of Candidate Deposit for SOA Local Government Ordinary Election - Melanie Gallanagh	\$80.00
202809	06/11/2015	SHIRE OF ASHBURTON	Shire Commissions	\$234.90
Total				\$9,020.08

NOVEMBER STATEMENTS

Credit Card Payments

Exec Name	Date	Name	Description	Amount
TROY DAVIS \$10,000				
	42279	WOTIF.COM HOLDING LTD	The Lodge Motel - accommodation for Janelle Fell, training for Contract Management 14.10.15-17.10.15	\$330.00
	42279	WOTIF.COM HOLDING LTD	The Lodge Motel - accommodation for Andrew Johnson training for PSS & TMPA - 12.10.15-15.10.15	\$330.00
	42282	WOTIF.COM HOLDING LTD	The Lodge Motel - accommodation for Training Contact Management - Sean Ripley - 14.10.15-17.10.15	\$330.00
	42283	WOTIF.COM HOLDING LTD	The Lodge Motel, accommodation for Steve Hardy - Contact Management 13.10.15-15.10.15	\$220.00
	42294	ESS EASTERN GURUMA PTY LTD - WINDAWARRI LODGE	Accommodation for Anthony Gimondo 17.10.15-19.10.15 - FIFO Employee	\$424.94
	42295	CREDIT CARD PURCHASING ONE OFF	Cab charge - Cab Hotel to Airport - Attending AAA Conference	\$51.17
	42295	CREDIT CARD PURCHASING ONE OFF	QLD Motorway (Tolls) - Tolls when travelling through Brisbane for Airport - Master Plan Meeting	\$15.01
	42279	CREDIT CARD PURCHASING ONE OFF	The Old Woolstore Apartment Hotel - for Troy Davis and Megan Walsh for AAA Conference 12.10.15-18.10.15	\$2,611.00
	42297	CREDIT CARD PURCHASING ONE OFF	The Old Woolstore - Refund - Overcharge for accommodation on 18.9.15	-\$20.00
	42299	CREDIT CARD PURCHASING ONE OFF	Alanco - Blue LED Beacon	\$273.35
	42299	CREDIT CARD PURCHASING ONE OFF	QLD Motorways (Tolls) - Tolls when travelling through Brisbane for Airport Master Plan Meeting 23.10.15	\$17.51
	42290	CREDIT CARD PURCHASING ONE OFF	GM Cabs - Cab fare from Airport to accommodation for Troy attending AAA Conference	\$48.73
	42292	CREDIT CARD PURCHASING ONE OFF	Moneytech POS Pty - Cab fare - AAA Conference Social Networking Function to hotel for Troy	\$15.87
	42297	QANTAS	Return flight for Troy Davis 20.11.15-24.11.15 Waste Management Meeting DSD Ashburton Critical Services Infrastructure Working Group Meeting -DSD, Return flight for Troy Davis 20.11.15-24.11.15 Waste Management meeting DSD Ashburton Critical Services infrastructure working group meeting -DSD	\$821.00
	42303	QANTAS	Troy Davis Qantas Club Membership Renewal	\$331.80
	42284	QANTAS	Return flights for Nicole Mazzucchelli Paraborndoo - Melbourne 20.10.15-25.10.15 for Asset Management Training	\$1,383.01
	42289	QANTAS	Return flights for Anthony Gimondo - Perth - Para 17.10.15-19.10.15 - FIFO Employee	\$840.06
	42291	Nespresso Club	Coffee pods for the depot	\$174.60
	42279	CREDIT CARD PURCHASING ONE OFF	Booking.com The Old Woolstore Apartment Hotel - for Troy Davis and Megan Walsh for AAA conference 12.10.15-18.10.15	\$30.50
Total				\$8,228.55

KIM PARKS
\$15,000

	27/08/2015	AGODA.COM	Accommodation for Morgwn Jones to attend L & D Activity: State Emergency Management Committee 12.10.15 - 16.10.15 - Refund - Morgwn didn't attend	-\$700.00
--	------------	-----------	---	-----------

LIST OF PAYMENTS FOR NOVEMBER 2015

01/11/15 - 19/11/15

Chq/EFT	Date	Name	Description	Amount
	19/10/2015	COLES SUPERMARKETS - TOM PRICE	Morning Tea supplies for two day training - L&D Activity: AHRI Employee Performance Management Training, Morning Tea supplies for two day training - L&D Activity: AHRI Employee Performance Management Training	\$92.33
	19/10/2015	COLES SUPERMARKETS - TOM PRICE	Morning tea supplies for L&D Activity: AHRI Employee Performance Management Training (no receipt attached)	\$12.00
	20/10/2015	COLES SUPERMARKETS - TOM PRICE	Water for L&D Activity: AHRI Performance Management Training	\$8.88
	23/10/2015	COLES SUPERMARKETS - TOM PRICE	Recognition of Service Gift Cards: 5 Years of Service	\$1,200.00
	28/10/2015	COLES SUPERMARKETS - TOM PRICE	Recognition of Service Certificate Gift Card 1 @ \$300, 7 @ \$150	\$1,350.00
	28/10/2015	COLES SUPERMARKETS - TOM PRICE	Morning Tea supplies for L&D Activity - Conversations for Change	\$25.10
	26/10/2015	QANTAS	Return flights for Helen Melville to attend L&D Activity :Introduction to Emotional Intelligence - Paraburdoo - Perth 05.12.15 - 09.12.15	\$671.00
	27/10/2015	QANTAS	Return flights for Janelle Fell to attend L&D Activity - LGMA Women's Forum Paraburdoo - Perth 25.11.15 - 27.11.15	\$645.00
	07/10/2015	QANTAS	Return flights for Kim Schofield (presenter) for L& D Activity: AHRI Employee Performance Management Perth - Paraburdoo 18.10.15 - 21.10.15	\$741.00
	09/10/2015	QANTAS	Return flights for Kylie Hartley TCWA Training Perth Paraburdoo - Perth 12.11.15 - 15.11.15 (Neil approved costing to Tourism)	\$741.00
	14/10/2015	QANTAS	Return flights for Jaiden Laylan to attend Club Development Officer Professional Development Workshop Perth - Paraburdoo - Perth 19.10.15 - 22.10.15	\$865.00
	27/10/2015	WOTIF.COM HOLDING LTD	Accommodation for Janelle Fell to attend L&D Activity: LGMA Women's Forum Perth 25.11.15 - 27.11.15	\$484.20
	07/10/2015	WOTIF.COM HOLDING LTD	Accommodation for Nicole Mazzucchelli to attend Asset Management training in Melbourne 20st -23nd October 2015	\$437.00
	09/10/2015	WOTIF.COM HOLDING LTD	Accommodation for Kylie Hartley to attend TCWA training Perth 12.11.15 - 15.11.15 (1 night to be costed back to Kylie)	\$577.00
	05/10/2015	PAYPAL	PayPal Refund for Morgwn Jones to attend L&D Activity: State Emergency Management Committee (Cancelled, Lee went instead)	-\$60.00
	05/10/2015	PAYPAL	Refund for Registration to L&D Activity - State Emergency Committee WA (Cancelled)	-\$570.00
	09/10/2015	TOURISM COUNCIL WA	Registration for Kylie Hartley to attend L&D Activity: Strategic Marketing Workshop Perth 13.11.15	\$165.00
	18/10/2015	ESS EASTERN GURUMA PTY LTD - WINDAWARRI LODGE	Accommodation for Kim Schofield (presenter) for L&D Activity - AHRI Employee Performance Management 18.11.15 - 21.11.15	\$637.42
	19/10/2015	ESS EASTERN GURUMA PTY LTD - WINDAWARRI LODGE	Accommodation for staff, Denise Gallanagh, Stephen Hardy, Carlene Smith, Nasir Shah, Megan Walsh to attend L&D Activity AHRI Employee Performance Management 19.11.15	\$2,124.72
			Total	\$9,446.65
ANIKA SERER				
\$5,000				
	42284	DUN & BRADSTREET (AUSTRALIA) PTY LTD	Undertake credit check on Prime Civil Pty Ltd for RFT 17/15 - Design & construction of stage 1 of the Ocean View Caravan park Redevelopment, Onslow	\$170.00
	42293	DUN & BRADSTREET (AUSTRALIA) PTY LTD	Undertake credit check for Rev Design Pty Ltd	\$77.00
	42285	CARAVAN INDUSTRY ASSOCIATION WA INC	Caravan Industry Association WA 2015/16 Silver Membership for Ocean View caravan park, Onslow	\$1,100.00
	42298	QANTAS	Return flights for Anika Serer from Perth-Para 2.11.15-4.11.15 for meetings in Perth with Pilbara Regional Council and Chevron regarding Old Onslow and Onslow Aquatic Facility & Pindan., Flight change charge for Anika Serer	\$909.00
	42298	CREDIT CARD PURCHASING ONE OFF	TRAVEL LODGE PERTH - Accommodation for Anika Serer on 2.11.15-3.11.15 for meetings with Pilbara Regional Council and Chevron	\$348.00
	42304	HARVEY NORMAN KARRATHA	Teac 24 FHD LED/DVD Combo TV for Ocean View Caravan Park Onslow to replace broken TV in cabin"	\$347.00
			Total	\$2,951.00
LEE REDDELL				
\$5,000				
	42282	CREDIT CARD PURCHASING ONE OFF	State Emergency Management Committee - Registration for Lee Reddell SEMC - ANHMC	\$690.00
	42284	CREDIT CARD PURCHASING ONE OFF	State Emergency Management Committee Refund for registration for Lee Reddell attending L7D Activity - ANHM conference	\$60.00
	42303	ONSLow GENERAL STORE	Supply of food and drink for the CHRMAP Onslow Consultation, GST Free	\$156.11
	42304	AVIS RENT A CAR	One way car rental from Onslow to Karratha airport for Andrew Patterson, Karen Lamb and Ashley Bird due to CHRMAP Community Consultation in Onslow	\$530.99
	42282	QANTAS	Flight change for Alisa Spicer Perth- Paraburdoo 23.11.15-12.12.15 - FIFO Employee	\$88.00
	42282	QANTAS	Return flight for Lee Reddell Paraburdoo - Perth 10.10.15-18.10.15 to attend SEMC-ANHMC	\$701.00
	42282	QANTAS	Return flights for Alisa Spicer Perth-Paraburdoo 11.1.16-23.1.16 - FIFO Employee	\$621.01
	42283	QANTAS	Return flights for Bethany Campbell Karratha- Perth 19.10.15-23.10.15 - DSR Training	\$665.00
	42300	QANTAS	Flight Perth-Paraburdoo 23.11.15 for Alisa Spicer - FIFO Employee	\$382.00
	42299	COLES SUPERMARKETS - TOM PRICE	Dog pound consumables - mosquito control	\$67.62
	42300	VIRGIN AUSTRALIA	Flight for Alisa Spicer Onslow-Perth 11.12.15 - FIFO Employee	\$299.00
			Total	\$4,260.73
FRANK LUDOVICO				
\$5,000				
	2/10/2015	CANBERRA RUBBER STAMPS	Self Inking Stamps	\$66.80
			Total	\$66.80

LIST OF PAYMENTS FOR NOVEMBER 2015
01/11/15 - 19/11/15

Chg/EFT	Date	Name	Description	Amount
MIKE SULLY				
\$10,000				
	02/10/2015	ESS GUMULA PTY LTD - ROCKLEA PALMS	Accommodation for Aimee Dean and Ben Kay to facilitate TP School Holiday Program at the Rocklea Palms 29.9.15-2.10.15	\$1,038.08
	01/11/2015	ESS GUMULA PTY LTD - ROCKLEA PALMS	Accommodation for Allan Adams at Rocklea Palms 29.10.15-30.10.15 to facilitate Conflict Resolution Workshop	\$173.01
	03/10/2015	ESS GUMULA PTY LTD - ROCKLEA PALMS	Accommodation for Ariana Paganetti and David Williams 30.9.15-3.10.15 at Rocklea Palms to facilitate workshops for October school holidays	\$658.66
	22/10/2015	ESS GUMULA PTY LTD - ROCKLEA PALMS	Accommodation for Stephen Wells at Rocklea Palms 21.10.15 -22.10.15 Mental Health Month Presenter	\$173.01
	29/10/2015	Target On-Line Credit Cards Only	T-shirts purchased through Target for January School Holiday Program 29.10.15	\$744.00
	05/10/2015	CREDIT CARD PURCHASING ONE OFF	Credit card was hacked and unapproved transactions occurred. Credit card has been cancelled and a new one issued. Claims for refund sent to bank.	\$458.05
	04/10/2015	ISS INTEGRATED SERVICES Pty Ltd	Accommodation for Jessie Kreig 1.10.15-2.10.15 at Rio Tinto Pannawonica to facilitate workshops for October School Holiday Programs	\$171.00
	06/10/2015	ISS INTEGRATED SERVICES Pty Ltd	Accommodation for A Paganetti and D Williams 5.10.15-7.10.15 at Rio Tinto Pannawonica to facilitate workshops for October School Holiday Programs	\$434.00
	22/10/2015	ESS EASTERN GURUMA PTY LTD - WINDAWARRI LODGE	Accommodation for Stephen Wells at Windawarri 22.10.15 -23.10.15 Mental Health Month Presenter	\$212.47
	26/10/2015	ESS EASTERN GURUMA PTY LTD - WINDAWARRI LODGE	Accommodation for Allan Adams 26.10.15-29.10.15 at Windawarri Mental Health week	\$637.42
	27/10/2015	STAPLES AUSTRALIA PTY LIMITED	White board - A4 200Gsm pk 100 to print rickets for sports star award, Paraburdoo. Estle Business Card Holder 4 tier to hold Business Cards in reception at Tom Price Community Development Office	\$51.26
	27/10/2015	VIRGIN AUSTRALIA	Return flight for Amy Tyres Perth - Onslow 25.1.15-27.1.16 to facilitate January School Holiday Program in Onslow. part payment of \$518 paid with Virgin Travel Bank Credit	\$80.00
Total				\$4,830.96

CEO NEIL HARTLEY
\$10,000

42282	QANTAS	Return flights for Maurice Ferialdi for FIFO Swing Paraburdoo - Perth 12.12.15, Perth - Paraburdoo 17.01.16	\$745.01	
42300	QANTAS	Return flight Neil Hartley for meetings with RIO Tinto, BHP, Dept. of Transport DSD Paraburdoo - Perth 28.10.15 - 29.10.15	\$671.00	
42305	QANTAS	Return flights for Cr Glen Dellar to attend the PRC Meeting Paraburdoo - Perth 22.11.15 - 24.11.15	\$666.54	
42282	QANTAS	Return Flights for Maurice Ferialdi for FIFO Swing Paraburdoo to Perth 20.11.15 - 29.11.15	\$1,047.07	
42283	QANTAS	Return flights for Jen Withers to attend Training and Engagement Design Paraburdoo - Perth 10.11.15 - 13.11.15	\$545.02	
42283	QANTAS	Return flights for Denise Gallanagh- Wood for Training 11th & 12th Nov Karratha - Perth 10.11.15 Return 17.11.15	\$465.00	
42283	QANTAS	Return flights for Al Lind, site visit & training 19.10.15	\$727.00	
42284	QANTAS	Return flights for Maurice Ferialdi for FIFO Swing Paraburdoo to Perth 10.12.15 - 14.12.15	\$1,163.07	
42284	QANTAS	Flight change for Maurice Ferialdi for FIFO Swing from Paraburdoo - Perth 12.12.15 - 22.12.15	\$390.06	
42290	ONSLow BEACH RESORT	Accommodation for Marg Bertling Onslow Beach Resort 07.10.15 - 08.10.15 to facilitate Onslow October School Holiday Photography Program	\$330.00	
42298	LEADKINTO CATERING PTY LTD - RED BREEZE	Council Meeting Dinner - October 2015, Council Meeting Dinner - October 2015	\$1,023.93	
42304	CREDIT CARD PURCHASING ONE OFF	Poppy Wreath fro Remembrance Day Ceremony	\$45.43	
42305	CREDIT CARD PURCHASING ONE OFF	Coffee - Meeting with Shire President and Virgin	\$11.40	
42306	DUXTON HOTEL - PERTH	Accommodation for Neil Hartley 28.10.15 - Meetings - Virgin, Anwyll Hardwired, PDC, Main Roads	\$305.52	
42308	DROPBOX	Premium Dropbox Subscription for media for the month of November 2015	\$14.60	
42283	WOTIF.COM HOLDING LTD	Accommodation for Denise Gallanagh-Wood to attend training & Engagement essentials 10.11.15 - 12.11.15	\$318.00	
42283	WOTIF.COM HOLDING LTD	Accommodation Jen Withers to attend training and Engagement Essentials 10.11.15 - 13.11.15	\$417.00	
Total				\$8,885.65

Total Credit Cards

\$38,670.34

MUNICIPAL TOTALS	
EFT TRANSACTIONS	\$ 5,044,029.81
SUPER PAYMENTS	\$ 143,989.79
CHEQUES	\$ 216,013.39
CREDIT CARDS	\$ 38,670.34
	\$ 5,442,703.33
TRUST TOTALS	
CHEQUES AND EFT TRANSACTION	\$ 9,020.08
	\$ 9,020.08

Policy No: CORP_ORG

ADM06



Policy Name:

USE OF SHIRE OF ASHBURTON LOGO & CREST

File No:

ADM06
OR.CI.2 (superseded)

Policy Purpose:

The purpose of this policy is to establish guidelines for the use of the Shire of Ashburton logos. The Shire of Ashburton recognises that it is important to establish a framework for the use of its logos to ensure that a consistent and professional image of the Shire is promoted publicly.

Principles / Framework

10 Year Community Strategic Plan 2012-2022
Goal 05 Inspiring Governance
Objective 04 Exemplary Team and Work Environment

Application:

Elected Members and Employees

Statutory Environment:

NA

Minute Number:

10.05.10; 10.3; 11875

Approval Date:

Adopted Ordinary Meeting of Council 19 May 2010
Amended Ordinary Meeting of Council 14 December 2011
Reviewed Ordinary Meeting of Council 19 November 2014
[Reviewed Ordinary Meeting of Council 9 December 2015](#)

Overview

The Shire of Ashburton has two logos:

1. Traditional Crest Logo; and
2. Reef to Range Logo

No other logos are approved to be used.

Use of Logos & Crest by Shire

The Council wishes to highlight a distinction between the role of the Council and the Organisation through the use of the official crest of the Shire of Ashburton (for Council and Councillor functions) and the use of the promotional logo (for Operational activities).

Below is a table that clarifies the different uses.

COUNCIL	OPERATIONAL
Use of Crest	Use of Reef to Range
President/Councillor correspondence (Letterhead and E-signatures, With Compliments slips)	Staff Business Cards, Letterhead, With Compliments slips, E-signatures, Invoices

Council Policies	Operational Directives
Rates notices	Vehicles/Plant
Councillor Name Badges, Business Cards and Uniforms.	Employee Uniforms and Name Badges
Entry doors to offices (as applicable) eg, Council Chambers)	Entry doors to offices (as applicable) eg, Administration Centre/Offices
Council Plaques and Gifts	Community Communications – Newsletter
Website	Website
Banners (Council related)	Promotional materials eg. Schools, Giveaways
Shire Street Signage	Banners (marketing/organisational)

Use of both logos in certain areas is accepted ie. Website, Promotional materials.

Use of Logos by External Groups

Where an external group requests permission to use the logos on printed and other materials, the following conditions will apply:

1. All applications to use the Shire of Ashburton logos must be made in writing to the Chief Executive Officer (CEO) and include details of the purpose, form and extent of the proposed use and the reason for such use. Although permission to use the logos in the first instance is to be referred to the CEO, he/she may delegate this assessment to another employee. The artwork for the promotional material must be supplied for assessment against this policy.
2. Approval may be granted providing the group:
 - a. Is based in the area and provides a service to the Shire of Ashburton residents; and
 - b. Has a direct relationship with the Shire, either through funding or operational arrangements.
3. Eligible groups will be advised in writing that approval has been granted to use the logo, which must be in accordance with the Shire of Ashburton's corporate standards.
4. Ineligible groups will be advised in writing that approval has not been granted to use the logo and provided with an explanation under the guidelines of this policy.
5. No fees will be charged for the use of the Shire of Ashburton's logos but eligible groups will be responsible for any costs associated with artwork, design and production.
6. The Shire of Ashburton may exercise its right to withdraw any authorisation at any time if the approved user is deemed to be not complying with the conditions as set out in this policy or any approval.

Any unauthorised use of any Shire of Ashburton logos is a breach of copyright and any application that is not consistent with this policy is to be approved by the Shire of Ashburton Council.

Local Government Elections

The Shire of Ashburton logos are not to be used for any purpose during a Local Government Election that seeks to promote an individual candidate over another candidate. This inappropriate use includes candidate based promotional ballot papers, fliers, advertising, posters, letters or any other form of electoral material. A breach of this section will be considered to be a serious breach by the Shire of Ashburton.

~~What not to do when using Shire of Ashburton Logos~~

~~1. Design~~

~~The logos should not be computer enhanced (eg represented in 3D perspective); and~~

~~2. Position~~

~~The logos should not be used in a visually congested or confined manner (eg. Surrounded by a border or tightly positioned with other material).~~

~~**Added to procedures**~~

Implementation

This policy will be implemented by the Shire of Ashburton Chief Executive Officer.

[Signature]	Kerry White
Signed	[Print Name] Shire President
Monitor and Review	Corporate Communications & Media Advisor
Last Review Date	November 2015
Next Review Date	2018
Review Period:	4 years

This policy is to remain in force until otherwise determined by the Council or superseded.

Policy No: CORP_ORG



Policy Name:	ADM07 STRATEGIC MEDIA
File No:	ADM07
Policy Purpose:	To provide a professional, consistent and cohesive approach to addressing media-related issues within the Shire of Ashburton.
Principles / Framework:	Connected, Caring and Engaged Communities
Application:	All Staff and councillors
Statutory Environment:	Local Government Act: Sections 5.41 (f); 2.8; 2.10
Minute Number:	12.06.29; 11875
Approval Date:	Ordinary Meeting of Council 15 June 2011 Ordinary Meeting of Council May 2012 Ordinary Meeting of Council 19 November 2014 <u>Ordinary Meeting of Council 9 December 2015</u>

~~A The Shire has adopted a~~ Strategic Media Policy ~~which~~ will enhance its corporate image and ensure a proactive and positive approach in dealing with the media.

The media includes all traditional forms of media and extends to dealings with journalists from newspapers, magazines, TV, radio and online digital media sites.

This Policy aims to:

1. Ensure that relevant Shire issues of interest to the public are communicated clearly and the Shire's corporate integrity is upheld.
2. Maintain consistency and control over media releases, responses and statements -- written or verbal -- and other media-related material (such as the Inside Ashburton newsletter).
3. Ensure that a Communications Plan, which includes a proactive media component, is prepared for major projects/issues.
4. Address the use of Social Media.

GUIDELINES

All public statements on behalf of the Shire can only be issued by the Shire President or, if the President permits, the Chief Executive Officer (CEO). This is addressed under Section 5.41(f) of the Local Government Act, 1995.

The Shire President or CEO may refer an issue to another officer where appropriate.

The Shire President, CEO or authorised person should express the will of the Council and should not in any way present views which are, or could be interpreted as being, inconsistent with the formal decisions or will of the Council.

Councillors are not permitted to speak on behalf of the Council to the media unless appropriate approval has been granted by the Shire President or CEO.

Policy No: CORP_ORG



No employee can speak on behalf of the Shire to journalists in the media or social media outlets, without prior authorisation by the CEO.

~~The Shire President, CEO or authorised person should express the will of the Council and should not in any way present views which are, or could be interpreted as being, inconsistent with the formal decisions or will of the Council.~~

Statements which are made to the media by Councillors are to be identified as their opinion only and do not reflect the position of Council or the Shire.

~~Councillors are not permitted to speak on behalf of the Council to the media unless appropriate approval has been granted by the Shire President or CEO.~~

MEDIA RELEASES AND STATEMENTS

All day to day media will be handled by the Media team.

Media releases and statements will not be distributed to the media until they have been approved by either the Shire President or CEO.

LIVE INTERVIEWS

Live on-air/on-screen interviews should be undertaken by the Shire President or CEO.

ISSUES AWARENESS

Councillors and staff who become aware of issues or potential issues that could damage the image or reputation of the Shire, should contact the Shire President/CEO (as appropriate) immediately, as providing information in advance will help the Shire President /or CEO prepare for communication with the media if and when an issue arises – or to communicate in a pro-active way about a relevant issue affecting members of the wider community.

SOCIAL MEDIA

Social media is the online communication channels which enables community interaction, content-sharing and collaboration. Examples include sites such as Twitter, Facebook, YouTube, LinkedIn, Reddit, Tumblr and Pinterest.

The Shire recognises that social media can provide significant opportunities to engage with the community, reaching wider audiences, and in particular, remote areas that are not easily reached by other means. Making use of social media is an action that has been identified in the Shire's Corporate Business Plan.

~~With the Council having budgeted for the Media Officer to spend approximately one day per week on monitoring and uploading social media content, the Shire's Facebook page can again be reactivated, albeit in a relatively low key manner until further budget consideration is able to be given to this area.~~

Only the President, CEO and designated staff registered as the Social Media Administrators by the CEO can upload content and respond on behalf of the Shire of Ashburton.

Policy No: CORP_ORG



Kerry White

(Signature)
Signed

(Print Name)
Shire President

Monitor and Review:
Last Review Date

Corporate Communications and Media Advisor
~~19 November 2014~~ 9 December 2015

Next Review Date
Review Period:

~~2015~~ October 2016
Annually

This policy is to remain in force until otherwise determined by the Council or superseded.



Policy No: CORP_GOV

ELM01

Policy Name:

COUNCIL AND OTHER MEETINGS POLICY

File No:

ELM01
OR.MT (Superseded)

Policy Purpose:

To outline the rights and responsibilities of Council and Councillors in terms of convening Council meetings, overnight accommodation, and to ensure that Councillors are appropriately reimbursed for representing the Council at meetings and functions.

Principles / Framework

Governance and Leadership

Application:

All Elected Members

Statutory Environment:
Minute Number:

Local Government Act 1995 Section 5 Division 2
12.05.22
XXXXXX

Approval Date:

Adopted Ordinary Meeting of Council 18 November 1997
Reviewed Ordinary Meeting of Council 18 September 2013
Reviewed Ordinary Meeting of Council 9 December 2015

Policy Statement

All accommodation associated with attendance by Councillors at Council meetings will be arranged by the Chief Executive Officer and expenses thereof paid by Council as per policy ELM06.

Councillors are authorised to attend meetings and functions appropriate to their appointments to committees and external organisations and other functions approved by the Council in advance.

Consideration will be given to all invitations to Council to submit nominations for representation on regional or State committees/organisations. Reimbursements of expenses shall be in accordance with any other relevant policy of the Council as determined from time to time.

K White

[Signature]
Signed

[Print Name]
Shire President

Monitor and Review:

Chief Executive Officer

Last Review Date

9 December 2015

Next Review Date

October 2017

Review Period:

2 years

This policy is to remain in force until otherwise determined by the Council or superseded.



Policy No: CORP_GOV

ELM02

Policy Name:

OFFICIAL PHOTOGRAPH

File No:

ELM02
OR.CR (Superseded)

Policy Purpose:

To ensure that there is a historical photographic record, and official listing kept of serving Councillors and Senior Management of the Shire.

Principles / Framework

Governance and Leadership

Application:

All Elected Members

Statutory Environment:

Minute Number:

12.05.22

Approval Date:

Adopted Ordinary Meeting of Council 18 November 1997
Reviewed Ordinary Meeting of Council 20 May 2008
Reviewed Ordinary Meeting of Council 18 September 2013
Reviewed Ordinary Meeting of Council 9 December 2015

Policy Statement

An official group photograph of Councillors and the executive management will be taken following each ordinary election.

The Official Honour Board will be updated following the Ordinary Election.

Kerry White

[Signature]

Signed

[Print Name]

Shire President

Monitor and Review

Last Review Date

Next Review Date

Review Period:

Corporate Communications & Media Advisor

December 2015

2017

Every two years

This policy is to remain in force until otherwise determined by the Council or superseded.

Policy No (CORP_GOV):



Policy Name:	ELM04 CODE OF CONDUCT POLICY FOR <u>COUNCILLORS</u><u>COUNCIL MEMBERS</u>, COMMITTEE MEMBERS AND STAFF
File No:	ELM04
Policy Purpose:	The Code provides a guide and a basis of expectations for Council Members, Committee Members and staff. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective Local Government responsibilities may be based.
Principles / Framework:	Governance and Leadership
Application:	All <u>Councillors</u> <u>Council Members</u> , Committee Members and Staff
Statutory Environment:	The Code of Conduct observes statutory requirements of the Local Government Act 1995 (S 5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs 34B and 34C).
Minute Number:	12.07.1045
Approval Date:	Adopted Ordinary Meeting of Council 15 May 2001 Ordinary Meeting of Council 20 November 2002 Ordinary Meeting of Council 11 February 2003 Ordinary Meeting of Council 15 July 2003 Ordinary Meeting of Council 11 April 2006 Ordinary Meeting of Council 20 November 2013 <u>Ordinary Meeting of Council 9 December 2015</u>

CONTENTS

PREAMBLE	3
STATUTORY ENVIRONMENT	3
RULES OF CONDUCT	3
1. ROLE OF A COUNCIL MEMBER	3
1.1 Role of Staff	5
1.2 Role of Council	5
1.3 Relationships between Council Members and Staff	6
1.4 Communications with Developers and Interest Groups	6

2.	CONFLICT AND DISCLOSURE OF INTEREST	6
2.1	Conflict of Interest	6
2.2	Financial Interest	7
2.3	Disclosure of Interest	7
3.	PERSONAL BENEFIT	8
3.1	Use of Confidential Information	8
3.2	Intellectual Property	8
3.3	Improper or Undue Influence	8
3.4	Gifts	8
4.	CONDUCT OF COUNCILLORS AND STAFF	9
4.1	Personal Behaviour	9
4.2	Honesty and Integrity	10
4.3	Performance of Duties	10
4.4	Compliance with Lawful Orders	10
4.5	Administrative and Management Practices	10
4.6	Corporate Obligations	11
4.7	Appointments to Committees	11
4.8	Information	12
4.9	Access to Information	12
4.10	Dealing with the Media – Making Public Comment	12
5.	DEALING WITH COUNCIL PROPERTY	12
5.1	Use of Local Government Resources	12
6.	BREACHES AND ENFORCEMENT OF THE CODE OF CONDUCT	13
6.1	Reporting Alleged Breaches of the Code	13
6.2	Responsibility for Upholding the Code	13
6.3	Misconduct	14

Attachment

COMMUNICATION WITH DEVELOPERS AND INTEREST GROUPS - FORM

PREAMBLE

The Code of Conduct provides ~~Councillors~~Council Members, Committee Members and staff in the Shire of Ashburton consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability in Local Governments.

The Code is complementary to the principles adopted in the Local Government Act and regulations which incorporates four fundamental aims to result in:

- a) better decision-making by local governments;
- b) greater community participation in the decisions and affairs of local governments;
- c) greater accountability of local governments to their communities; and
- d) more efficient and effective local government.

It is intended to provide an elementary guide to:-

- a) complying with statutory duty to act honestly and exercise due diligence and a high degree of care.
- b) identifying and resolving situations which could result in:-
 - i) conflict of interests;
 - ii) impropriety;
 - iii) improper use of their positions;
 - iv) improper use of the Shire's resources.
- c) acting in ways which enhance both public perception and confidence in the Shire's administration and the system of Local Government in Western Australia.

STATUTORY ENVIRONMENT

The Code of Conduct observes statutory requirements of the Local Government Act 1995 (S 5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs 34B and 34C).

RULES OF CONDUCT

Council Members acknowledge their activities, behaviour and statutory compliance obligations may be scrutinised in accordance with prescribed rules of conduct as described in the Local Government Act 1995 and Local Government (Rules of Conduct) Regulations 2007.

1. ~~ROLE OF A COUNCIL MEMBERS~~

1.1 Role of Council Member

The primary role of a Council Member is to represent the community, and the effective translation of the community's needs and aspirations into a direction and future for the Local Government will be the focus of the Council Member's public life.

The Role of Council Members is set out in S 2.10 of the Local Government Act 1995 as follows:-

~~The role of Councillors is complex in that they are required to act simultaneously in three capacities as politicians, representatives and as a member of the governing body~~

~~As politicians they are concerned with public services and with social change. As representatives they need to reflect the values and aspirations of the broad community. As members of the governing body they share collective responsibility for the appointment and monitoring of the CEO, deciding the strategic direction for the local government within financial constraints and by adopting policies to provide guidance to Councillors and staff.~~

~~An Councillor:~~

- ~~a) Represents the interests of electors, ratepayers and residents~~

- ~~b) Provides leadership and guidance to the community~~
- ~~c) Facilitates communication between community and council~~
- ~~d) Participates in local governments decision-making processes~~
- ~~a) "A Councillor —~~
- ~~b) (a) Represents the interests of electors, ratepayers and residents of the district;~~
- ~~c) (b) provides leadership and guidance to the community in the district;~~
- ~~d) (c) facilitates communication between the community and the council;~~
- ~~e) (d) participates in the local government's decision-making processes at council and committee meetings; and~~
- ~~f) (e) performs such other functions as are given to a Councillor by this Act or any other written law."~~

~~A Council Member is part of the team in which the community has placed its trust to make decisions on its behalf and the community is therefore entitled to expect high standards of conduct from its elected representatives. In fulfilling the various roles, Council Members activities will focus on:~~

- ~~• achieving a balance in the diversity of community views to develop an overall strategy for the future of the community;~~
- ~~• achieving sound financial management and accountability in relation to the Local Government's finances;~~
- ~~• ensuring that appropriate mechanisms are in place to deal with the prompt handling of residents' concerns;~~
- ~~• working with other governments and organisations to achieve benefits for the community at both a local and regional level;~~
- ~~• having an awareness of the statutory obligations imposed on Council Members and on Local Governments.~~

~~In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.~~

~~A Councillor's primary role is to represent the community. The translation of the community's needs and aspirations into a direction and future for the Council will be the focus of the Councillor's public life.~~

~~A Councillor is part of the team in which the community has placed its trust to make decisions on its behalf. The community is therefore entitled to expect high standards of conduct from its elected representatives.~~

~~In fulfilling the various roles, Councillors' activities will focus on: —~~

- ~~a) Achieving a balance in the diversity of community views to develop an overall strategy for the future of the community;~~
- ~~b) Achieving sound financial management and accountability in relation to the Council's finances;~~
- ~~c) Ensuring that appropriate mechanisms are in place to deal with the prompt handling of residents' concerns;~~
- ~~d) Working with other governments and organisations to achieve benefits for the community at both a local and regional level; and~~
- ~~e) Having an awareness of the statutory obligations imposed on Councillors and on local governments.~~

~~f) The primary role of the Council is to make decisions for the good government of the residents and ratepayers of the Shire of Ashburton.~~

~~g) In undertaking this role the focus of the Council will be the effective translation of the community's needs and aspirations into an agreed direction and future of the Shire.~~

~~The primary role of the Council's Staff is to assist Council to make decisions in the community's best interest. The focus of all Council Staff will be the effective translation of Council decisions into an efficient, effective and professional service to the community. The objective of Council's Staff is to ensure that the Shire of Ashburton continues to be a progressive, customer focused organisation, delivering services and providing infrastructure that is responsive and appropriate to the needs of the community.~~

~~In fulfilling their various roles and objectives better, Councillors and Staff will work towards fostering economic prosperity and enhance the standard of living for people who live and work in our community. This will be done through the provision and facilitation of a range of relevant services, by positioning the community for diverse future development opportunities, supported by strong alliances with the business, government and community sectors.~~

1.2+ Role of Staff

The role of staff is determined by the functions of the CEO as set out in S 5.41 of the Local Government Act 1995 : -

"The CEO's functions are to —

- (a) advise the council in relation to the functions of a local government under this Act and other written laws;*
- (b) ensure that advice and information is available to the council so that informed decisions can be made;*
- (c) cause council decisions to be implemented;*
- (d) manage the day to day operations of the local government;*
- (e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;*
- (f) speak on behalf of the local government if the mayor or president agrees;*
- (g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to S 5.37(2) in relation to senior employees);*
- (h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and*
- (i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO."*

1.32 Role of Council

The Role of the Council is in accordance with S 2.7 of the Local Government Act 1995 :

"(1) The council —

(a) directs and controls the local government's affairs; and

(b) is responsible for the performance of the local government's functions.

(2) Without limiting subsection (1), the council is to —

(a) oversee the allocation of the local government's finances and resources; and

(b) determine the local government's policies."

~~*(a) — governs the local government's affairs; and*~~

~~(b) is responsible for the performance of the local government's functions.~~

~~(2) Without limiting subsection (1), the council is to~~

~~(a) oversee the allocation of the local government's finances and resources; and~~

~~(b) determine the local government's policies."~~

1.43 Relationships between Council Members and Staff

An effective Councillor will work as part of the Council team with the Chief Executive Officer and other members of staff. That teamwork will only occur if Council Members and staff have a mutual respect and co-operate with each other to achieve the Council's corporate goals and implement the Council's strategies. To achieve that position, Council Members need to observe their statutory obligations which include, but are not limited to, the following :

- a) accept that their role is a leadership, not a management or administrative one;
- b) acknowledge that they have no capacity to individually direct members of staff to carry out particular functions;
- c) refrain from publicly criticising staff in a way that casts aspersions on their professional competence and credibility.

1.45 Communications with Developers and Interest Groups

~~Councillors~~Council Members and Committee Members should be mindful that meetings with developers could compromise their impartiality in the decision making process and should at all times have a council officer present if such a meeting is considered necessary. To further protect ~~Councillors~~Council Members from any suggestion of inappropriate behaviour, especially when dealing with matters of a controversial nature, written advice on the proforma at Attachment 2 should be recorded, ideally within 48 hours, with the Shire President and CEO giving details of such meetings.

NB: The Local Government Operational Guidelines No. 12 titled Elected Members Relationship with Developers provides further guidance on this matter.

2. CONFLICT AND DISCLOSURE OF INTEREST

2.1 Conflict of Interest

- a) Council Members, Committee Members and staff will ensure that there is no actual (or perceived) conflict of interest between their personal interests and the impartial fulfilment of their professional duties.
- b) Staff will not engage in private work with or for any person or body with an interest in a proposed or current contract with the Local Government, without first making disclosure to the Chief Executive Officer. In this respect, it does not matter whether advantage is in fact obtained, as any appearance that private dealings could conflict with performance of duties must be scrupulously avoided.
- c) Council Members, Committee Members and staff will lodge written notice with the Chief Executive Officer describing an intention to undertake a dealing in land within the local government area or which may otherwise be in conflict with the Council's functions (other than purchasing the principal place of residence).
- d) Council Members, Committee Members who exercise recruitment or other discretionary functions will make disclosure to the President before dealing with relatives or close friends and may be disqualified from dealing with those persons.

~~e)~~ Staff who exercise recruitment or other discretionary functions will make disclosure to the CEO before dealing with relatives or close friends and may be disqualified from dealing with those persons.

~~f)~~ Staff will refrain from partisan political activities which could cast doubt on their neutrality and impartiality in acting in their professional capacity. An individual's rights to maintain their own political convictions are not impinged upon by this clause. It is recognised that such convictions cannot be a basis for discrimination and this is supported by anti-discriminatory legislation.

2.2 Financial Interest

Council Members, Committee Members and staff will adopt the principles of disclosure of financial interest as contained within the Local Government Act.

2.3 Disclosure of Interest

Definition :

In this clause, and in accordance with Regulation 34C of the Local Government (Administration) Regulations 1996 -

"interest" means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.

- (a) A person who is an employee and who has an interest in any matter to be discussed at a council or committee meeting attended by the person is required to disclose the nature of the interest –
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the meeting immediately before the matter is discussed.
- (b) A person who is an employee and who has given, or will give, advice in respect of any matter to be discussed at a council or committee meeting not attended by the person is required to disclose the nature of any interest the person has in the matter –
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the time the advice is given.
- (c) A requirement described under items (a) and (b) exclude an interest referred to in S 5.60 of the Local Government Act 1995.
- (d) A person is excused from a requirement made under items (a) or (b) to disclose the nature of an interest if –
 - (i) the person's failure to disclose occurs because the person did not know he or she had an interest in the matter; or
 - (ii) the person's failure to disclose occurs because the person did not know the matter in which he or she had an interest would be discussed at the meeting and the person discloses the nature of the interest as soon as possible after becoming aware of the discussion of a matter of that kind.
- (e) If a person who is an employee makes a disclosure in a written notice given to the CEO before a meeting to comply with requirements of items (a) or (b), then –
 - (i) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
 - (ii) immediately before a matter to which the disclosure relates is discussed at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present.
- (f) If –
 - (i) to comply with a requirement made under item (a), the nature of a person's interest in a matter is disclosed at a meeting; or (ii) a disclosure is made as described in item (d)(ii) at a meeting; or

- (iii) to comply with a requirement made under item (e)(ii), a notice disclosing the nature of a person's interest in a matter is brought to the attention of the persons present at a meeting, the nature of the interest is to be recorded in the minutes of the meeting.

3. PERSONAL BENEFIT

3.1 Use of Confidential Information

Council ~~Members, Committee Members~~ and ~~Staff~~ will not use confidential information to gain improper advantage for themselves or for any other person or body, in ways which are inconsistent with their obligation to act impartially, or to improperly cause harm or detriment to any person or organisation.

3.2 Intellectual Property

The title to Intellectual Property in all duties relating to contracts of employment will be assigned to the Council upon its creation unless otherwise agreed by separate contract.

3.3 Improper or Undue Influence

Council ~~Members~~ and ~~Staff~~ will not take advantage of their position to improperly influence other Council ~~Members~~ or ~~Staff~~ in the performance of their duties or functions, in order to gain undue or improper (direct or indirect) advantage or gain for themselves or for any other person or body.

3.4 Gifts

Definitions :

In this clause, and in accordance with Regulation 34B of the Local Government (Administration) Regulations 1996 -

"activity involving a local government discretion" means an activity -

- (a) that cannot be undertaken without an authorisation from the local government; or*
- (b) by way of a commercial dealing with the local government;*

"gift" has the meaning given to that term in S 5.82(4) except that it does not include -

- (a) a gift from a relative as defined in S 5.74(1); or*
- (b) a gift that must be disclosed under Regulation 30B of the Local Government (Elections) Regulations 1997; or*
- (c) a gift from a statutory authority, government instrumentality or non-profit association for professional training;*

"notifiable gift", in relation to a person who is an employee, means -

- (a) a gift worth between \$50 and \$300; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth between \$50 and \$300;*

"prohibited gift", in relation to a person who is an employee, means -

- (a) a gift worth \$300 or more; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth \$300 or more.*

- (a) A person who is an employee is to refrain from accepting a prohibited gift from a person who -
 - (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion.

- (b) A person who is an employee and who accepts a notifiable gift from a person who -
- (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion
- must notify the CEO, in accordance with item (c) and within 10 days of accepting the gift, of the acceptance.
- (c) The notification of the acceptance of a notifiable gift must be in writing and include -
- (i) the name of the person who gave the gift; and
 - (ii) the date on which the gift was accepted; and
 - (iii) a description, and the estimated value, of the gift; and
 - (iv) the nature of the relationship between the person who is an employee and the person who gave the gift; and
 - (v) if the gift is a notifiable gift under paragraph (b) of the definition of "notifiable gift" (whether or not it is also a notifiable gift under paragraph (a) of that definition) –
 - (1) a description; and
 - (2) the estimated value; and
 - (3) the date of acceptance,
 of each other gift accepted within the 6 month period.
- (d) The CEO is to maintain a register of notifiable gifts and record in it details of notifications given to comply with a requirement made under item (c).
- (e) This clause does not apply to gifts received from a relative (as defined in S 5.74(1) of the Local Government Act) or an electoral gift (to which other disclosure provisions apply).
- (f) This clause does not prevent the acceptance of a gift on behalf of the local government in the course of performing professional or ceremonial duties in circumstances where the gift is presented in whole to the CEO, entered into the Register of Notifiable Gifts and used or retained exclusively for the benefit of the local government.

4. CONDUCT OF ~~COUNCILLORS~~COUNCIL MEMBERS, COMMITTEE MEMBERS AND STAFF

4.1 Personal Behaviour

~~Councillors~~Council Members, Committee Members and staff will:

- a) ~~a~~Act and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code;
- b) ~~p~~Perform their duties impartially and in the best interests of the Council and the community uninfluenced by fear or favour;
- c) ~~a~~Act in good faith (ie. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Council and the community;
- d) ~~m~~Make no allegations which are improper or derogatory (unless true and in the public interest) and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and
- e) ~~a~~Always act in accordance with their obligation of fidelity to the Council.
- f) ~~Councillors~~Council Members will represent and promote the interests of the Council, while recognising their special duty to their own constituents.

- ~~g)~~ refrain from publicly criticising Councillors in a way that casts aspersions on their professional competence and credibility.

4.2 Honesty and Integrity

~~Councillors~~Council Members, Committee Members and staff will:

- a) Observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;
- b) Bring to the notice of the President any dishonesty or possible dishonesty on the part of any other member, and in the case of an employee to the Chief Executive Officer; and
- c) Be frank and honest in their official dealing with each other.

4.3 Performance of Duties

S. 2.10 of the Act states that Councillors are required to:

- a) represent the interests of electors, ratepayers and residents of the district;
- b) provide leadership and guidance to the community in the district

These two roles are performed simultaneously. Councillors are 'representative' of the people who live in that particular district.

They have been elected to use their leadership skills and be prepared to make sometimes difficult decisions that will guide the community towards a better outcome.

It is important for Councillors to bear these requirements in mind when considering matters before council. It is a common misapprehension, particularly when wards are involved that the consideration of matters should align with the potential effect of a decision upon a ward. Instead Councillors are required to bring to the matter their knowledge and understanding of local consequences impacting on the whole community. Ultimately, Councillors have an obligation to decide an issue taking into account the 'greater good' of the community as a whole.

While on duty, ~~s~~Staff will give their whole time and attention to the Local Government's business and ensure that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on them and on the Local Government.

~~Councillors~~Council Members and Committee Members will at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. ~~Councillors~~Council Members and Committee Members will be as informed as possible about the functions of the Council, and treat all members of the community honestly and fairly.

4.4 Compliance with Lawful Orders

~~Councillors~~Council Members, Committee Members and ~~s~~Staff will comply with any lawful order given by any person having authority to make or give such an order, with any doubts as to the propriety of any such order being taken up with the superior of the person who gave the order and, if resolution cannot be achieved, with the Chief Executive Officer.

~~Councillors~~Council Members, Committee Members and ~~S~~staff will give effect to the lawful policies of the Council, whether or not they agree with or approve of them.

4.5 Administrative and Management Practices

~~Councillors~~Council Members, Committee Members and sStaff will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

4.6 Corporate Obligations

a. Standard of Dress

~~Staff and Councillors~~Council Members, Committee Members and Staff, ~~whilst at a meeting or representing Council~~ are expected to comply with neat and responsible dress standards at all times.

Accordingly :

(i) Council Members and Committee Members will dress in a manner appropriate to their position, in particular when attending meetings or representing the Local Government in an official capacity.

(ii) Management reserves the right to adopt policies relating to corporate dress and to raise the issue of dress with individual staff.

Formatted: Indent: Left: 2.54 cm,
Tab stops: Not at 1.75 cm + 2.25 cm

b. Communication and Public Relations

- i. All aspects of communication by sStaff (including verbal, written or personal), involving the Council's activities should reflect the status and objectives of the Council. Communications should be accurate, polite and professional.
- ii. As a representative of the community, ~~Councillors~~Council Members need to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so Council Members should acknowledge that:
 - As a member of the Council there is respect for the decision making processes of the Council which are based on a decision of the majority of the Council.
 - Information of a confidential nature ought not to be communicated until it is no longer treated as confidential.
 - Information relating to decisions of the Council on approvals, permits and so on ought only be communicated in an official capacity in writing, by a designated officer of the Council; and
 - Information concerning adopted policies, procedures and decisions of the Council is conveyed accurately
- ~~iii,vi-~~ Committee Members accept and acknowledge it is their responsibility to observe any direction the Local Government may adopt in terms of advancing and promoting the objectives of the Committee to which they have been appointed.

4.7 Appointments to Committees

~~Councillors and Staff are often asked to represent the Council on external organisations. Such positions should only be accepted within time and other constraints which do not adversely reflect on Council's commitment to that organisation, and in doing so, Councillors and Staff should fairly represent the Council's position to the best of their abilities as it is understood by them at that time.~~

As part of their representative role Council Members are often asked to represent the Council on external organisations. It is important that ~~Councillors~~Council Members:

- a) Clearly understand the basis of their appointment; and

- b) Provide regular reports on the activities of the organisation

~~4.8 Information~~

~~Councillors must be aware of legislative requirements in relation use of information gained through their position as Councillors and sent via approved mediums to Councillors;~~

~~Local Government Act 1995 (as amended)~~

~~5.93 Improper use of information~~

~~A person who is a council member, a committee member or an employee must not make improper use of any information acquired in the performance by the person of any of his or her functions under this Act or any other written law —~~

- ~~(a) — to gain directly or indirectly an advantage for the person or any other person; or
(b) — to cause detriment to the local government or any other person.~~

~~Penalty: \$10 000 or imprisonment for 2 years.~~

~~4.9 Access to Information~~

- ~~a) Staff will ensure that Councillors are given access to all information necessary for them to properly perform their functions and comply with their responsibilities as Councillors.
b) Councillors will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Council.~~

~~4.10 Dealing with the Media — Making Public Comment~~

~~The media includes all traditional forms of media and extends to dealings with reporters from newspaper, television and radio and contributions made to social media sites such as Facebook, Twitter etc.~~

- ~~a) Only the President or the CEO if the President is in agreement can speak on behalf of the Shire.
b) Unless otherwise authorised to do so Councillors who make public statements express them as opinions only, which do not necessarily represent the Shire's position.
c) Councillors who speak publicly against any Council resolution without authorisation to do so could be using the information, or be seen to use the information improperly and run the risk of causing detriment to the Shire.
d) Consequently, Councillors should not speak publicly about Council business without authorisation to do so.
e) All media contact by Councillors must be reported to the CEO or Communication and Media Manager, regardless of whether or not information has been exchanged.
f) All contact Councillors have with people outside the Shire, media or otherwise, should be positive, informative and appropriate.
g) The Shire's Strategic Media Directive provides guidelines for Staff on the process and procedures associated with publicity issues.~~

5. DEALING WITH COUNCIL PROPERTY

5.1 Use of Local Government Resources

~~a. Councillors~~Council Members and Staff will:

- ~~(a) b~~Be scrupulously honest in their use of the Council's resources and shall not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;

~~(b#)~~ ~~u~~se the Council's resources entrusted to them effectively and economically in the course of their duties; and

~~(c#)~~ ~~n~~ot use the Council's resources (including the services of Council staff) for private or business related purposes (other than when supplied as part of a contract of employment in the case of staff), unless properly authorised to do so, and appropriate payments are made (as determined by the Chief Executive Officer).

5.2 Travelling and Sustenance Expenses

~~b. Travelling and Sustenance Expenses~~

~~Councillors~~Council Members, Committee Members and staff will only claim or accept travelling and sustenance expenses arising out of travel related matters which have a direct bearing on the services, policies or business of the Council in accordance with the provision of the Local Government Act

5.3 Access to Information

~~(a) Staff will ensure that Council Members are given access to all information necessary for them to properly perform their functions and comply with their responsibilities.~~

~~(b) Council Members will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Council.~~

~~6. BREACHES AND ENFORCEMENT OF THE CODE OF CONDUCT~~

~~Local Government Act 1995 S 5.105. Breaches by council members~~

~~Making a Minor Breach Complaint to the Panel~~

~~A minor breach complaint to the Panel is to be made on the approved forms which can be downloaded below. The complaint must be made within two years after the alleged breach has occurred. The completed complaint form must be sent to the complaints officer of the relevant local government. The person complained about must be a current serving elected member of a local government at the time the complaint is made.~~
~~<http://www.dlg.wa.gov.au/Content/LG/LGStandardsPanel/Complaint.aspx>~~

~~6.1 Reporting Alleged Breaches of the Code~~

~~a) Councillors will report an alleged breach by a Councillor or employee to the President who will in turn refer the alleged breaches by an employee to the Chief Executive Officer.~~

~~b) Employees will report an alleged breach by a Councillor or employee to the Local Government Complaints Officer who in turn will refer alleged breaches by a Councillor to the Chief Executive Officer or President.~~

~~c) Councillors and employees will report an alleged breach by the Chief Executive Officer to the President.~~

~~d) Councillors will report an alleged breach by the President to the Deputy President.~~

~~6.2 Responsibility for Upholding the Code~~

~~a) All Council members have a shared responsibility for upholding the Code.~~

~~b) The President is responsible for dealing with alleged breaches of the Code by a Councillor or the Chief Executive Officer.~~

~~c) The Chief Executive Officer is responsible for dealing with an alleged breach by an employee.~~

~~d) The Deputy President is responsible for dealing with an alleged breach by the President.~~

~~6.3 Misconduct~~

~~The CEO has a statutory obligation to report, to the Crime and Corruption Commission:
a) Any allegation of misconduct; or
b) Any situation that otherwise comes to his or her attention involving misconduct, where the CEO considers on reasonable grounds that misconduct may have occurred.~~

FORM
ELM04 Communication with Developers and Interest Groups

[Signature]
Signed

[Print Name]
Shire President

Monitor and Review:
Last Review Date
Next Review Date
Review Period:

Chief Executive Officer
9 December~~48 November~~ 2015
2017
2 years

This policy is to remain in force until otherwise determined by the Council or superseded.



Policy No (CORP_GOV):

Policy Name:	ELM04 CODE OF CONDUCT POLICY FOR COUNCIL MEMBERS, COMMITTEE MEMBERS AND STAFF
File No:	ELM04
Policy Purpose:	The Code provides a guide and a basis of expectations for Council Members, Committee Members and staff. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective Local Government responsibilities may be based.
Principles / Framework:	Governance and Leadership
Application:	All Council Members, Committee Members and Staff
Statutory Environment:	The Code of Conduct observes statutory requirements of the Local Government Act 1995 (S 5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs 34B and 34C).
Minute Number:	12.07.1045
Approval Date:	Adopted Ordinary Meeting of Council 15 May 2001 Ordinary Meeting of Council 20 November 2002 Ordinary Meeting of Council 11 February 2003 Ordinary Meeting of Council 15 July 2003 Ordinary Meeting of Council 11 April 2006 Ordinary Meeting of Council 20 November 2013 Ordinary Meeting of Council 9 December 2015

PREAMBLE	2
STATUTORY ENVIRONMENT	2
RULES OF CONDUCT	2
1. ROLES	3
1.1 Role of Council Member	3
1.2 Role of Staff	3
1.3 Role of Council	4
1.4 Relationships between Council Members and Staff	4
1.5 Communications with Developers and Interest Groups	4
2. CONFLICT AND DISCLOSURE OF INTEREST	5
2.1 Conflict of Interest	5
2.2 Financial Interest	5
2.3 Disclosure of Interest	5
3. PERSONAL BENEFIT	6
3.1 Use of Confidential Information	6
3.2 Intellectual Property	6
3.3 Improper or Undue Influence	6
3.4 Gifts	6
4. CONDUCT OF COUNCIL MEMBERS, COMMITTEE MEMBERS AND STAFF	8
4.1 Personal Behaviour	8
4.2 Honesty and Integrity	8
4.3 Performance of Duties	8
4.4 Compliance with Lawful Orders	9
4.5 Administrative and Management Practices	9
4.6 Corporate Obligations	9
4.7 Appointments to Committees	10

5.	<i>DEALING WITH COUNCIL PROPERTY</i>	10
5.1	<i>Use of Local Government Resources</i>	10
5.2	<i>Travelling and Sustenance Expenses</i>	10
5.2	<i>Access to Information</i>	10

PREAMBLE

The Code of Conduct provides Council Members, Committee Members and staff in the Shire of Ashburton consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability in Local Governments.

The Code is complementary to the principles adopted in the Local Government Act and regulations which incorporates four fundamental aims to result in:

- a) better decision-making by local governments;
- b) greater community participation in the decisions and affairs of local governments;
- c) greater accountability of local governments to their communities; and
- d) more efficient and effective local government.

It is intended to provide an elementary guide to:-

- a) complying with statutory duty to act honestly and exercise due diligence and a high degree of care.
- b) identifying and resolving situations which could result in:-
 - i) conflict of interests;
 - ii) impropriety;
 - iii) improper use of their positions;
 - iv) improper use of the Shire's resources.
- c) acting in ways which enhance both public perception and confidence in the Shire's administration and the system of Local Government in Western Australia.

STATUTORY ENVIRONMENT

The Code of Conduct observes statutory requirements of the Local Government Act 1995 (S 5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs 34B and 34C).

RULES OF CONDUCT

Council Members acknowledge their activities, behaviour and statutory compliance obligations may be scrutinised in accordance with prescribed rules of conduct as described in the Local Government Act 1995 and Local Government (Rules of Conduct) Regulations 2007.

1. ROLES

1.1 Role of Council Member

The primary role of a Council Member is to represent the community, and the effective translation of the community's needs and aspirations into a direction and future for the Local Government will be the focus of the Council Member's public life.

The Role of Council Members is set out in S 2.10 of the Local Government Act 1995 as follows:

- a) *"A Councillor —*
- b) (a) Represents the interests of electors, ratepayers and residents of the district;*
- c) (b) provides leadership and guidance to the community in the district;*
- d) (c) facilitates communication between the community and the council;*
- e) (d) participates in the local government's decision-making processes at council and committee meetings; and*
- f) (e) performs such other functions as are given to a Councillor by this Act or any other written law."*

A Council Member is part of the team in which the community has placed its trust to make decisions on its behalf and the community is therefore entitled to expect high standards of conduct from its elected representatives. In fulfilling the various roles, Council Members activities will focus on:

- achieving a balance in the diversity of community views to develop an overall strategy for the future of the community;
- achieving sound financial management and accountability in relation to the Local Government's finances;
- ensuring that appropriate mechanisms are in place to deal with the prompt handling of residents' concerns;
- working with other governments and organisations to achieve benefits for the community at both a local and regional level;
- having an awareness of the statutory obligations imposed on Council Members and on Local Governments.

In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

1.2 Role of Staff

The role of staff is determined by the functions of the CEO as set out in S 5.41 of the Local Government Act 1995 : -

"The CEO's functions are to —

- (a) advise the council in relation to the functions of a local government under this Act and other written laws;*
- (b) ensure that advice and information is available to the council so that informed decisions can be made;*
- (c) cause council decisions to be implemented;*

- (d) *manage the day to day operations of the local government;*
- (e) *liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;*
- (f) *speak on behalf of the local government if the mayor or president agrees;*
- (g) *be responsible for the employment, management supervision, direction and dismissal of other employees (subject to S 5.37(2) in relation to senior employees);*
- (h) *ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and*
- (i) *perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO."*

1.3 Role of Council

The Role of the Council is in accordance with S 2.7 of the Local Government Act 1995 :

"(1) The council —

- (a) directs and controls the local government's affairs; and*
- (b) is responsible for the performance of the local government's functions.*

(2) Without limiting subsection (1), the council is to —

- (a) oversee the allocation of the local government's finances and resources; and*
- (b) determine the local government's policies."*

1.4 Relationships between Council Members and Staff

An effective Councillor will work as part of the Council team with the Chief Executive Officer and other members of staff. That teamwork will only occur if Council Members and staff have a mutual respect and co-operate with each other to achieve the Council's corporate goals and implement the Council's strategies. To achieve that position, Council Members need to observe their statutory obligations which include, but are not limited to, the following :

- a) accept that their role is a leadership, not a management or administrative one;
- b) acknowledge that they have no capacity to individually direct members of staff to carry out particular functions;
- c) refrain from publicly criticising staff in a way that casts aspersions on their professional competence and credibility.

1.5 Communications with Developers and Interest Groups

Council Members and Committee Members should be mindful that meetings with developers could compromise their impartiality in the decision making process and should at all times have a council officer present if such a meeting is considered necessary. To further protect Council Members from any suggestion of inappropriate behaviour, especially when dealing with matters of a controversial nature, written advice on the proforma at Attachment 2 should be recorded, ideally within 48 hours, with the Shire President and CEO giving details of such meetings.

NB: The Local Government Operational Guidelines No. 12 titled Elected Members Relationship with Developers provides further guidance on this matter.

2. CONFLICT AND DISCLOSURE OF INTEREST

2.1 Conflict of Interest

- a) Council Members, Committee Members and staff will ensure that there is no actual (or perceived) conflict of interest between their personal interests and the impartial fulfilment of their professional duties.
- b) Staff will not engage in private work with or for any person or body with an interest in a proposed or current contract with the Local Government, without first making disclosure to the Chief Executive Officer. In this respect, it does not matter whether advantage is in fact obtained, as any appearance that private dealings could conflict with performance of duties must be scrupulously avoided.
- c) Council Members, Committee Members and staff will lodge written notice with the Chief Executive Officer describing an intention to undertake a dealing in land within the local government area or which may otherwise be in conflict with the Council's functions (other than purchasing the principal place of residence).
- d) Council Members, Committee Members who exercise recruitment or other discretionary functions will make disclosure to the President before dealing with relatives or close friends and may be disqualified from dealing with those persons. Staff who exercise recruitment or other discretionary functions will make disclosure to the CEO before dealing with relatives or close friends and may be disqualified from dealing with those persons.
- e) Staff will refrain from partisan political activities which could cast doubt on their neutrality and impartiality in acting in their professional capacity. An individual's rights to maintain their own political convictions are not impinged upon by this clause. It is recognised that such convictions cannot be a basis for discrimination and this is supported by anti- discriminatory legislation.

2.2 Financial Interest

Council Members, Committee Members and staff will adopt the principles of disclosure of financial interest as contained within the Local Government Act.

2.3 Disclosure of Interest

Definition :
In this clause, and in accordance with Regulation 34C of the Local Government (Administration) Regulations 1996 -

“interest” means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.

- (a) A person who is an employee and who has an interest in any matter to be discussed at a council or committee meeting attended by the person is required to disclose the nature of the interest –
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the meeting immediately before the matter is discussed.
- (b) A person who is an employee and who has given, or will give, advice in respect of any matter to be discussed at a council or committee meeting not attended by the person is required to disclose the nature of any interest the person has in the matter –
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the time the advice is given.

- (c) A requirement described under items (a) and (b) exclude an interest referred to in S 5.60 of the Local Government Act 1995.
- (d) A person is excused from a requirement made under items (a) or (b) to disclose the nature of an interest if -
 - (i) the person's failure to disclose occurs because the person did not know he or she had an interest in the matter; or
 - (ii) the person's failure to disclose occurs because the person did not know the matter in which he or she had an interest would be discussed at the meeting and the person discloses the nature of the interest as soon as possible after becoming aware of the discussion of a matter of that kind.
- (e) If a person who is an employee makes a disclosure in a written notice given to the CEO before a meeting to comply with requirements of items (a) or (b), then –
 - (i) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
 - (ii) immediately before a matter to which the disclosure relates is discussed at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present.
- (f) If -
 - (i) to comply with a requirement made under item (a), the nature of a person's interest in a matter is disclosed at a meeting; or (ii) a disclosure is made as described in item (d)(ii) at a meeting; or
 - (iii) to comply with a requirement made under item (e)(ii), a notice disclosing the nature of a person's interest in a matter is brought to the attention of the persons present at a meeting, the nature of the interest is to be recorded in the minutes of the meeting.

3. PERSONAL BENEFIT

3.1 Use of Confidential Information

Council Members, Committee Members and staff will not use confidential information to gain improper advantage for themselves or for any other person or body, in ways which are inconsistent with their obligation to act impartially, or to improperly cause harm or detriment to any person or organisation.

3.2 Intellectual Property

The title to Intellectual Property in all duties relating to contracts of employment will be assigned to the Council upon its creation unless otherwise agreed by separate contract.

3.3 Improper or Undue Influence

Council Members and staff will not take advantage of their position to improperly influence other Council Members or staff in the performance of their duties or functions, in order to gain undue or improper (direct or indirect) advantage or gain for themselves or for any other person or body.

3.4 Gifts

Definitions :

In this clause, and in accordance with Regulation 34B of the Local Government (Administration) Regulations 1996 -

“activity involving a local government discretion” means an activity -
 (a) *that cannot be undertaken without an authorisation from the local government; or*
 (b) *by way of a commercial dealing with the local government;*

“gift” has the meaning given to that term in S 5.82(4) except that it does not include -
 (a) *a gift from a relative as defined in S 5.74(1); or*
 (b) *a gift that must be disclosed under Regulation 30B of the Local Government (Elections) Regulations 1997; or*
 (c) *a gift from a statutory authority, government instrumentality or non-profit association for professional training;*

“notifiable gift”, in relation to a person who is an employee, means -
 (a) *a gift worth between \$50 and \$300; or*
 (b) *a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth between \$50 and \$300;*

“prohibited gift”, in relation to a person who is an employee, means -
 (a) *a gift worth \$300 or more; or*
 (b) *a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth \$300 or more.*

- (a) A person who is an employee is to refrain from accepting a prohibited gift from a person who -
- (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion.
- (b) A person who is an employee and who accepts a notifiable gift from a person who -
- (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion must notify the CEO, in accordance with item (c) and within 10 days of accepting the gift, of the acceptance.
- (c) The notification of the acceptance of a notifiable gift must be in writing and include -
- (i) the name of the person who gave the gift; and
 - (ii) the date on which the gift was accepted; and
 - (iii) a description, and the estimated value, of the gift; and
 - (iv) the nature of the relationship between the person who is an employee and the person who gave the gift; and
 - (v) if the gift is a notifiable gift under paragraph (b) of the definition of “notifiable gift” (whether or not it is also a notifiable gift under paragraph (a) of that definition) –
 - (1) a description; and
 - (2) the estimated value; and
 - (3) the date of acceptance,
 of each other gift accepted within the 6 month period.
- (d) The CEO is to maintain a register of notifiable gifts and record in it details of notifications given to comply with a requirement made under item (c).
- (e) This clause does not apply to gifts received from a relative (as defined in S 5.74(1) of the Local Government Act) or an electoral gift (to which other disclosure provisions apply).

- (f) This clause does not prevent the acceptance of a gift on behalf of the local government in the course of performing professional or ceremonial duties in circumstances where the gift is presented in whole to the CEO, entered into the Register of Notifiable Gifts and used or retained exclusively for the benefit of the local government.

4. CONDUCT OF COUNCIL MEMBERS, COMMITTEE MEMBERS AND STAFF

4.1 Personal Behaviour

Council Members, Committee Members and staff will:

- a) act and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code;
- b) perform their duties impartially and in the best interests of the Council and the community uninfluenced by fear or favour;
- c) act in good faith (ie. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Council and the community;
- d) make no allegations which are improper or derogatory (unless true and in the public interest) and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and
- e) always act in accordance with their obligation of fidelity to the Council.
- f) Council Members will represent and promote the interests of the Council, while recognising their special duty to their own constituents.
refrain from publicly criticising Councillors in a way that casts aspersions on their professional competence and credibility.

4.2 Honesty and Integrity

Council Members, Committee Members and staff will:

- a) Observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;
- b) Bring to the notice of the President any dishonesty or possible dishonesty on the part of any other member, and in the case of an employee to the Chief Executive Officer; and
- c) Be frank and honest in their official dealing with each other.

4.3 Performance of Duties

S. 2.10 of the Act states that Councillors are required to:

- a) represent the interests of electors, ratepayers and residents of the district;
- b) provide leadership and guidance to the community in the district

These two roles are performed simultaneously. Councillors are 'representative' of the people who live in that particular district.

They have been elected to use their leadership skills and be prepared to make sometimes difficult decisions that will guide the community towards a better outcome.

It is important for Councillors to bear these requirements in mind when considering matters before council. It is a common misapprehension, particularly when wards are involved that the

consideration of matters should align with the potential effect of a decision upon a ward. Instead Councillors are required to bring to the matter their knowledge and understanding of local consequences impacting on the whole community. Ultimately, Councillors have an obligation to decide an issue taking into account the 'greater good' of the community as a whole.

While on duty, staff will give their whole time and attention to the Local Government's business and ensure that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on them and on the Local Government.

Council Members and Committee Members will at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Council Members and Committee Members will be as informed as possible about the functions of the Council, and treat all members of the community honestly and fairly.

4.4 Compliance with Lawful Orders

Council Members, Committee Members and staff will comply with any lawful order given by any person having authority to make or give such an order, with any doubts as to the propriety of any such order being taken up with the superior of the person who gave the order and, if resolution cannot be achieved, with the Chief Executive Officer.

Council Members, Committee Members and staff will give effect to the lawful policies of the Council, whether or not they agree with or approve of them.

4.5 Administrative and Management Practices

Council Members, Committee Members and staff will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

4.6 Corporate Obligations

a. Standard of Dress

Council Members, Committee Members and Staff are expected to comply with neat and responsible dress standards at all times.
Accordingly :

- (i) Council Members and Committee Members will dress in a manner appropriate to their position, in particular when attending meetings or representing the Local Government in an official capacity.
- (ii) Management reserves the right to adopt policies relating to corporate dress and to raise the issue of dress with individual staff.

b. Communication and Public Relations

- i. All aspects of communication by staff (including verbal, written or personal), involving the Council's activities should reflect the status and objectives of the Council. Communications should be accurate, polite and professional.
- ii. As a representative of the community, Council Members need to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so Council Members should acknowledge that:

- As a member of the Council there is respect for the decision making processes of the Council which are based on a decision of the majority of the Council.
 - Information of a confidential nature ought not to be communicated until it is no longer treated as confidential.
 - o Information relating to decisions of the Council on approvals, permits and so on ought only be communicated in an official capacity in writing, by a designated officer of the Council; and
 - Information concerning adopted policies, procedures and decisions of the Council is conveyed accurately
- iii. Committee Members accept and acknowledge it is their responsibility to observe any direction the Local Government may adopt in terms of advancing and promoting the objectives of the Committee to which they have been appointed.

4.7 Appointments to Committees

As part of their representative role Council Members are often asked to represent the Council on external organisations. It is important that Council Members:

- a) Clearly understand the basis of their appointment; and
- b) Provide regular reports on the activities of the organisation

5. DEALING WITH COUNCIL PROPERTY

5.1 Use of Local Government Resources

Council Members and Staff will:

- (a) be scrupulously honest in their use of the Council's resources and shall not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;
- (b) use the Council's resources entrusted to them effectively and economically in the course of their duties; and
- (c) not use the Council's resources (including the services of Council staff) for private or business related purposes (other than when supplied as part of a contract of employment in the case of staff), unless properly authorised to do so, and appropriate payments are made (as determined by the Chief Executive Officer).

5.2 Travelling and Sustenance Expenses

Council Members, Committee Members and staff will only claim or accept travelling and sustenance expenses arising out of travel related matters which have a direct bearing on the services, policies or business of the Council in accordance with the provision of the Local Government Act

5.2 Access to Information

- (a) Staff will ensure that Council Members are given access to all information necessary for them to properly perform their functions and comply with their responsibilities.

- (b) Council Members will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Council.

FORM

ELM04 Communication with Developers and Interest Groups

K White

[Signature]

Signed

[Print Name]

Shire President

Monitor and Review:

Last Review Date

Chief Executive Officer

9 December 2015

Next Review Date

2017

Review Period:

2 years

This policy is to remain in force until otherwise determined by the Council or superseded.

SHIRE OF ASHBURTON



Communication with Developers and Interest Groups

Clause 4.6 (c) of the Shire of Ashburton Code of Conduct requires Council Members and Committee Members to provide written advice in the prescribed form which details discussions had at meetings held with developers and interest groups.

The Local Government Operational Guidelines No. 12 titled Elected Members Relationship with Developers provides further guidance on this matter. [Local Government Operational Guidelines](#)

Date Of Meeting:	
Place of Meeting:	

Attendees:
Topic of Discussion:
Details of Discussion:

Name of Member Making Declaration	
Signature:	Date:



Policy No: CORP_GOV

Policy Name:	ELM05 COUNCILLOR TRAINING/ CONFERENCE ATTENDANCE
File No:	ELM05 OR.CR (Superseded)
Policy Purpose:	To provide best practice local government by providing Councillors with the opportunity to attend relevant training and conference programs to further their knowledge and skills to better represent their constituents.
Principles / Framework	Governance and Leadership
Application:	All Elected Members
Statutory Environment:	The Local Government Act 1995 Local Government (Administration) Regulations 1996 Planning and Development Act 2005 Public Service Award 1992
Minute Number:	12.05.22
Approval Date:	Adopted at Ordinary Meeting of Council 18 November 1997 Reviewed Ordinary Meeting of Council 5 June 2013 Reviewed Ordinary Meeting of Council 18 March 2015 Reviewed Ordinary Meeting of Council 9 December 2015

PREAMBLE

This policy is to provide a framework within which Councillors can have access to a range of development and training/conference opportunities that will assist them to undertake their role throughout the elected term of office.

The Shire of Ashburton has a budget allocation for the purpose of enabling Councillors to participate in development opportunities that will assist them to undertake their role and/or develop skills and competencies.

TRAINING/CONFERENCE

The Shire of Ashburton provides training /conference opportunities for Councillors that contributes to the corporate objectives by:

- Assisting prospective and new Councillors assimilate into the role;
- Assisting Councillors to meet the demands upon them by developing the necessary skills through recognised training;
- Assisting Councillors to achieve excellence in performance; and

- Ensuring Councillors work professionally in a team environment for the betterment of their constituents.

Councillors can attend various programs during their term of office, to assist their professional development and to provide them with enhanced skills to effectively maximise the benefits of the commitment they have given to their elected position.

Council will give preference to any course which can be conducted on site and therefore can benefit a larger number of Councillors and Staff. Any request for training/conference attendance should include consideration of whether the course can be conducted within the Shire of Ashburton.

If possible, where training can be held on site, an invitation will be extended to regional councils to join in the training. To register, the attached registration form and other relevant documents must be completed and provided to the Chief Executive Officer (CEO) prior to the program.

CONFERENCE TRAINING BUDGET

The \$5,000 individual Councillor Conference / Training budget is to be maintained and all Conference / Training costs are allocated against that sum, **except** for the following:

- Car mileage expenses from the Councillors home in Ashburton to the airport, and likewise for the return journey, from the airport to the Councillors home.
- Local hotel costs where travel from the Councillors home in Ashburton to the airport warrants it (Note – generally the hotel in Tom Price or Paraburdoo, but could be Onslow or Karratha in certain circumstances.
- Costs to attend the annual WALGA Local Government Week Conference (Note – this is to promote Councillor attendance at this annual conference as a combination training opportunity; chance to meet other WA Local Government Councillors and WALGA representatives; and also as a good forum for Councillor team development. It will be budgeted separately to the \$45,000 Councillor Conference allocation, as will the President's attendance at either the ALGA Congress or the State of the Nation event.

APPROVAL PROCESS

The ELM05 Procedure, Applications and Expenses Forms are available from the CEO's office on request. Applications will be determined by the Shire President in consultation with the CEO with regard to budget availability. It is intended that the budget allocation for Councillors will be applied in a consistent and fair manner without patronage.

The application can only be approved where the costs including professional fees, travel, accommodation and an estimation of other expenses are in accordance with ELM06 Councillors Accommodation, Travel and Incidental Expenses whilst on Council Business Policy can be accommodated within the approved budget allowance.

The Evaluation Form and any comments from the Training/Conference is to be provided to the CEO for inclusion into the monthly Information Bulletin.

SUMMARY

Policy ELM04 Code of Conduct Policy for Councillors, Committee Member and Staff and ELM06 Councillors Accommodation, Travel and Incidental Expenses whilst on Council Business Policy are to be adhered to at all times.

ASSOCIATED FORMS

ELM05 Procedure
 ELM05 Application Form
 ELM05 Travel Expense Claim Form
 ELM05 Evaluation Form
 ELM06 Councillors Accommodation, Travel and Incidental Expenses Whilst on Council Business Policy

K White

[Signature]

Signed

Monitor and Review:

Last Review Date

Next Review Date

Review Period:

[Print Name]

Shire President

Chief Executive Officer

9 December 2015 ~~5 June 2013~~

2017 ~~June 2015~~

Every two years

This policy is to remain in force until otherwise determined by the Council or superseded

Policy No: CORP_GOV



Policy Name:	ELM05 COUNCILLOR TRAINING/CONFERENCE ATTENDANCE
File No:	ELM05 OR.CR (Superseded)
Policy Purpose:	To provide best practice local government by providing Councillors with the opportunity to attend relevant training and conference programs to further their knowledge and skills to better represent their constituents.
Principles / Framework	Governance and Leadership
Application:	All Elected Members
Statutory Environment:	The Local Government Act 1995 Local Government (Administration) Regulations 1996 Planning and Development Act 2005 Public Service Award 1992
Minute Number:	12.05.22
Approval Date:	Adopted at Ordinary Meeting of Council 18 November 1997 Reviewed Ordinary Meeting of Council 5 June 2013 Reviewed Ordinary Meeting of Council 9 December 2015

PREAMBLE

This policy is to provide a framework within which Councillors can have access to a range of development and training/conference opportunities that will assist them to undertake their role throughout the elected term of office.

The Shire of Ashburton has a budget allocation for the purpose of enabling Councillors to participate in development opportunities that will assist them to undertake their role and/or develop skills and competencies.

TRAINING/CONFERENCE

The Shire of Ashburton provides training /conference opportunities for Councillors that contributes to the corporate objectives by:

- Assisting prospective and new Councillors assimilate into the role;
- Assisting Councillors to meet the demands upon them by developing the necessary skills through recognised training;
- Assisting Councillors to achieve excellence in performance; and
- Ensuring Councillors work professionally in a team environment for the betterment of their constituents.

Councillors can attend various programs during their term of office, to assist their professional development and to provide them with enhanced skills to effectively maximise the benefits of the commitment they have given to their elected position.

Council will give preference to any course which can be conducted on site and therefore can benefit a larger number of Councillors and Staff. Any request for training/conference attendance should include consideration of whether the course can be conducted within the Shire of Ashburton.

If possible, where training can be held on site, an invitation will be extended to regional councils to join in the training. To register, the attached registration form and other relevant documents must be completed and provided to the Chief Executive Officer (CEO) prior to the program.

CONFERENCE TRAINING BUDGET

The \$5,000 individual Councillor Conference / Training budget is to be maintained and all Conference / Training costs are allocated against that sum, **except** for the following:

- Car mileage expenses from the Councillors home in Ashburton to the airport, and likewise for the return journey, from the airport to the Councillors home.
- Local hotel costs where travel from the Councillors home in Ashburton to the airport warrants it (Note – generally the hotel in Tom Price or Paraburdoo, but could be Onslow or Karratha in certain circumstances.
- Costs to attend the annual WALGA Local Government Week Conference (Note – this is to promote Councillor attendance at this annual conference as a combination training opportunity; chance to meet other WA Local Government Councillors and WALGA representatives; and also as a good forum for Councillor team development. It will be budgeted separately to the \$45,000 Councillor Conference allocation, as will the President's attendance at either the ALGA Congress or the State of the Nation event.

APPROVAL PROCESS

The ELM05 Procedure, Applications and Expenses Forms are available from the CEO's office on request. Applications will be determined by the Shire President in consultation with the CEO with regard to budget availability. It is intended that the budget allocation for Councillors will be applied in a consistent and fair manner without patronage.

The application can only be approved where the costs are in accordance with ELM06 Councillors Accommodation, Travel and Incidental Expenses whilst on Council Business Policy can be accommodated within the approved budget allowance.

The Evaluation Form and any comments from the Training/Conference is to be provided to the CEO for inclusion into the monthly Information Bulletin.

SUMMARY

Policy ELM04 Code of Conduct Policy for Councillors, Committee Member and Staff and ELM06 Councillors Accommodation, Travel and Incidental Expenses whilst on Council Business Policy are to be adhered to at all times.

ASSOCIATED FORMS

ELM05 Procedure

ELM05 Application Form

ELM05 Travel Expense Claim Form

ELM05 Evaluation Form

ELM06 Councillors Accommodation, Travel and Incidental Expenses Whilst on Council Business Policy

K White

[Signature]

Signed

Monitor and Review:

Last Review Date

Next Review Date

Review Period:

[Print Name]

Shire President

Chief Executive Officer

9 December 2015

2017

Every two years

This policy is to remain in force until otherwise determined by the Council or superseded



Policy No: CORP_GOV

ELM06

Policy Name:

ELECTED MEMBERS ALLOWANCES, ACCOMMODATION, TRAVEL AND INCIDENTAL EXPENSES WHILST ON COUNCIL BUSINESS

File No:

ELM06
OR.CM.1 (Superseded)

Policy Purpose:

Members of Council are required to perform a number of functions in the fulfilment of their Councillor duties. The Shire also provides members with the opportunity to attend conferences, seminars and training courses to continuously improve their capacities. The Shire therefore provides members with suitable levels of allowances and equipment, and reimburses members for reasonable levels of expenses incurred in the performance of the above duties and activities.

Principles / Framework

Governance and Administration
Strategic Direction 6 - Governance, Advocacy and Corporate Management

Application:

This policy is to be utilised in conjunction with SOA CEO 023 ELM05 Travel Expense Claim Form by the Shire of Ashburton Elected Members.

Statutory Environment:

Local Government Act 1995, s2.10, 5.98(2)(b), 5.98(3)(b), 5.98(5)(b), 5.99A(b), 5.102.
Local Government (Administration) Regulations 1996, Regs 31(1), 32(1)
Salaries & Allowances Act s7B
Salaries and Allowances Tribunal on Local Government Elected Council Members June 2014
Public Service Award 1992 (Schedule F & I)

Minute Number:

12.07.1045
xxxxx

Approval Date:

Adopted 20 April 1999
Amended 20 November 2001
Amended 11 February 2003
Amended (Allowances as per Policy) 1 July 2004
Amended Ordinary Meeting of Council 18 September 2013
Reviewed Ordinary Meeting of Council 9 December 2015

OBJECTIVE

1. To ensure that representatives of the Shire who are attending to legitimate and approved business on behalf of the Council are not financially disadvantaged as a result of attending to that business.
2. To provide flexibility for Elected Members required to travel on Council Business.

3. To ensure the funds of the Shire are properly and responsibly used by representatives of the Council when they incur expenses whilst on legitimate and approved Shire business, and that funds are accounted for in accordance with the relevant Regulations.

POLICY STATEMENT

In order for Elected Members to carry out their legislated roles and functions, to participate in training/conferences, and to consult with stakeholders and other Local Government representatives both within and outside the Shire of Ashburton, the Shire may reimburse relevant costs and pay agreed member allowances.

All Elected Members are encouraged to attend appropriate training in accordance with Policy ELM05.

MEMBER ALLOWANCES

Under the LGA the Council is required to determine the amount of allowances that members are entitled to receive within prescribed limits (which are set out in the *Local Government (Administration) Regulations 1996*, and complimented via WA State Administrative Tribunal determinations). The amount of these allowances are to be reviewed each year by Council as part of the annual budget development process and the revised amount is to be set by a resolution of Council made by an absolute majority.

REIMBURSEMENT OF STATUTORY TRAVEL EXPENSES

Members may be entitled to reimbursement of expenses incurred in travelling in connection with their (Council endorsed where relevant) duties as Elected Members, including attendance at but not limited to the following:

- meetings (Council Meetings and Representative Meetings)
- briefings
- workshops
- presentations
- deputations
- ceremonies (ie Australia Day, Anzac Day and Citizenship)
- functions and receptions
- training and seminars
- on-site inspections.

The extent to which an elected member can be reimbursed for travel and accommodation costs incurred in any of the circumstances referred to in Regulation 32(1) of the LG Regulations is at the same rate applicable to the reimbursement of travel and accommodation costs in the same or similar circumstances under the *Public Service Award 1992* issued by the Western Australian Industrial Relations Commission as at the date of the current determination of the Salaries and Allowances Tribunal on Local Government Elected Council Members.

“AWAY FROM HOME” EXPENSES

All accommodation requirements to be where-ever possible, supported by an official Council purchase order and coordinated by the Chief Executive Officer (or delegate).

All reasonable away-from-home costs like accommodation, taxi fares, meals, refreshments (including non-alcoholic mini-bar purchases) and other minor relevant incidentals are to be reimbursed. Claims can include a reasonable range of expenses commonly associated with living away from home and liaising with external stakeholders, like a limited amount of alcoholic refreshments accompanied with an evening meal and in some circumstances costs like unforeseen/emergency clothes cleaning.

The Shire reserves the right to disallow excessive claims and invoice for reimbursement if required. Expenses like in-room movies and otherwise personal costs like grooming, will not be reimbursed.

Reasonably avoidable costs like clothes washing or meal costs where they are otherwise provided by the accommodation package or the training/conference, will also not be reimbursed.

EXTENDED STAY

Any Elected Member wishing to remain at a destination for extra days before or after their Council activities has concluded, does so at their own expense (including not being covered by the Shire's insurance policies). Shire costs should not exceed what would otherwise have applied, like for example, any return flights booked must be of equivalent or lesser value of the day they would have travelled (if it is higher, the Elected Member must meet the difference in those costs).

MOTOR VEHICLE ALLOWANCE

Elected Members may make application to seek reimbursement for costs of utilising their private vehicles to perform their duties as Elected Members.

Travel costs incurred while driving a privately owned vehicle are to be calculated at the same rate applicable to the *Public Service Award 1992* issued by the Western Australian Industrial Relations Commission as at the date of the current determination of the Salaries and Allowances Tribunal on Local Government Elected Members.

Elected Members should endeavour to locate the most cost effective travel arrangements, including travelling with other Councillors in their vehicles were reasonable to do so, and also travelling by plane in lieu of a motor vehicle where that is more cost effective.

CHILD CARE

Members who incur child care costs as a result of attending Council meetings or a meeting of a committee (of which he or she is a member), are entitled to reimbursement in accordance with section 5.98(2) as prescribed in regulation 31(1)(b) of the *Local Government (Administration) Regulations 1996*.

Child care costs incurred are to be calculated at the same rate applicable to the current determination of the Salaries and Allowances Tribunal on Local Government Elected Members.

OTHER EXPENSES (Incidentals)

It is not expected that members may need to incur any unreasonable level of expense in the performance of their duties. Where a member does incur in the performance of their duties any other expense (in addition to those specifically highlighted in this Policy) which the member believes they are entitled to have reimbursed, a claim should be submitted to the Chief Executive Officer, who shall decide in accordance with the LGA and the Administration Regulations on the extent of the reimbursement.

CLAIMING OF COSTS

Any claim for other expenses shall include receipts or suitable evidence of expenditure and are to be submitted with the *SOA CEO 023 ELM05 Travel Expense Claim* form to the Chief Executive Officer for authorisation. In instances where receipts or proof of expenditure cannot be supplied, a written declaration with sufficient information of expenditure should be submitted with the travel claim (a written declaration will ideally only be used for special circumstances and will be determined as appropriate by the Chief Executive Officer).

The appropriate methods of payment of allowances and forms to be used are to be determined by Corporate Services having regard to accounting and auditing requirements. Other guidelines, directions and procedures for the administration of this policy may include such things as:

- Purchasing procedures
- Preferred accommodation providers

- Corporate charging arrangements

COSTINGS

Elected members should contact the Elected Member Support Officer in order to ascertain their expenditure regarding costs incurred as part of this policy at the time of application.

SUPPORTING DOCUMENTATION

ELM05 Elected Member Training/Conference Attendance Policy
 ELM05 Procedure
 SOA CEO 058 ELM05 Application For Training Form
 SOA CEO 023 ELM05 Travel Expense Claim Form
 SOA CEO 054 ELM05 Evaluation Form

	K White
_____ [Signature] Signed	_____ [Print Name] Shire President
Monitor and Review:	Chief Executive Officer
Last Review Date	9 December 2015
Next Review Date	October 2017
Review Period:	2 years

This policy is to remain in force until otherwise determined by the Council or superseded.

Policy No: CORP_GOV

ELM09



Policy Name:

ELECTED MEMBER INFORMATION FORUMS

File No:

~~ELM09~~~~OR.MT (Superseded) GV20~~

Policy Purpose:

Elected Member Information Forums (EMIFs) are intended to provide a forum at which Elected Members:

- Can become fully informed on matters that will be considered by Council; and
- Can raise and discuss a broad range of matters of strategic and operational significance.

EMIFs are convened for a number of reasons, including but not limited to:

- The complexity of some items listed on the Council Agenda for the next or following meeting of Council;
- Elected Members convened as one group, is more efficient and effective in becoming informed than meeting staff on an individual basis;
- Provide Elected Members the opportunity to have input into development and review of strategic issues such as Strategic Plans, Council Policies and the like;
- Gives Staff the opportunity to seek comment and feedback from Elected Members on relevant matters;
- Gives Staff the opportunity to update Elected Members on matters they have been dealing with.

Principles / Framework

Governance and Leadership

Application:

All Elected Members

Statutory Environment:

Local Government Act 1995
Shire of Ashburton Standing Orders Local Law 2012

Minute Number:

12.07.1045; 11875

Approval Date:

Adopted OCM 18 November 1997
Reviewed OCM 19 November 2014
[Reviewed OCM 9 December 2015](#)

POLICY STATEMENT:

This Policy has been prepared to provide guidelines governing the conduct of the EMIFs to ensure compliance with the intent of the Local Government Act 1995 including the principles of open and accountable decision making.

EMIFs shall be conducted on the basis that EMIF items of business will be divided into three distinct sections:

1. EN BLOC DISCUSSION

- a. Elected members to review Agenda Items and identify items that they wish to discuss or have questions.
- b. Councillor Agenda Sheets will be provided at the time of Agenda publication. Elected Members to indicate which items they want to discuss or have further questions. Where possible, questions should be sent to EMACCESS before the meeting.
- c. The Shire President and CEO will receive a summary of the collated Councillor Agenda Sheets to assist with identifying En Bloc Agenda Items prior to Council Meeting.

1.2. EMIF Compliance Items

- a. Elected Members are to review the Compulsory Annual Compliance Items as listed on a monthly basis. This process gives the Council the necessary tools to meet the compliance objectives set out by the Local Government Act 1995.

2.3. EMIF Workshop/Presentation

- a. Workshops and Presentatons allow for the opportunity for the Elected Members to be informed and have input into strategic and corporate direction and related issues of importance to the Shire.
- b. General discussion opportunity, to update Councillors and staff on contemporary Ashburton issues (time permitting).

3. COUNCILLOR REPORTS, NOTICES OF MOTION, CONTEMPORARY ISSUES AND RELEVANT MEETING ATTENDED

- a. Time is allocated for Councillors to provide a verbal report on any contemporary issues and relevant meetings attended
- b. Any proposed Notices of Motion (Standing Orders clause 5.3) are also to be discussed here, with the view that all Notices of Motion will benefit from a general discussion, but also to deal with proposals that do not require a formal Council decision in a more timely and cost efficient manner (for example, dealt with by consensus and at organisational level).

3.4. EMIF "Carried Over" Compliance Items

- a. To be held as needed to deal with compulsory compliance and workshop/presentation items (i.e. 1a and 2a above) not completed at the previous Ordinary Council Meeting day.

FORMAT:

- A. EMIF dates are to be scheduled by the Elected Members at the same time as the yearly Council Meeting Schedule.
- B. EMIFs will not facilitate a public gallery.
- C. Forums are to be attended by all Councillors and relevant officers.
- D. Decisions or agreement cannot be reached in respect to any matter raised during the EMIF that requires a Council resolution.
- E. All principles of the Local Government Act 1995 and Council's Code of Conduct apply to these EMIFs. Subject to complying with Council's Code of Conduct, discussion during the Forums should be open, honest and frank in order to engender a team approach to problem solving and to enable Elected Members to become fully informed on matters which may come before them.

REFERENCES:

- EMACCESS PROTOCOL
- DISCUSSION BOARD PROTOCOL
- DEPARTMENT OF LOCAL GOVERNMENT "COUNCIL FORUMS" GUIDELINES

Kerry White

[Signature]

Signed

[Print Name]

Shire President

Monitor and Review:

Last Review Date:

Chief Executive Officer

~~19 November 2014~~ [December 2015](#)

Next Review Date:

20198

Review Period:

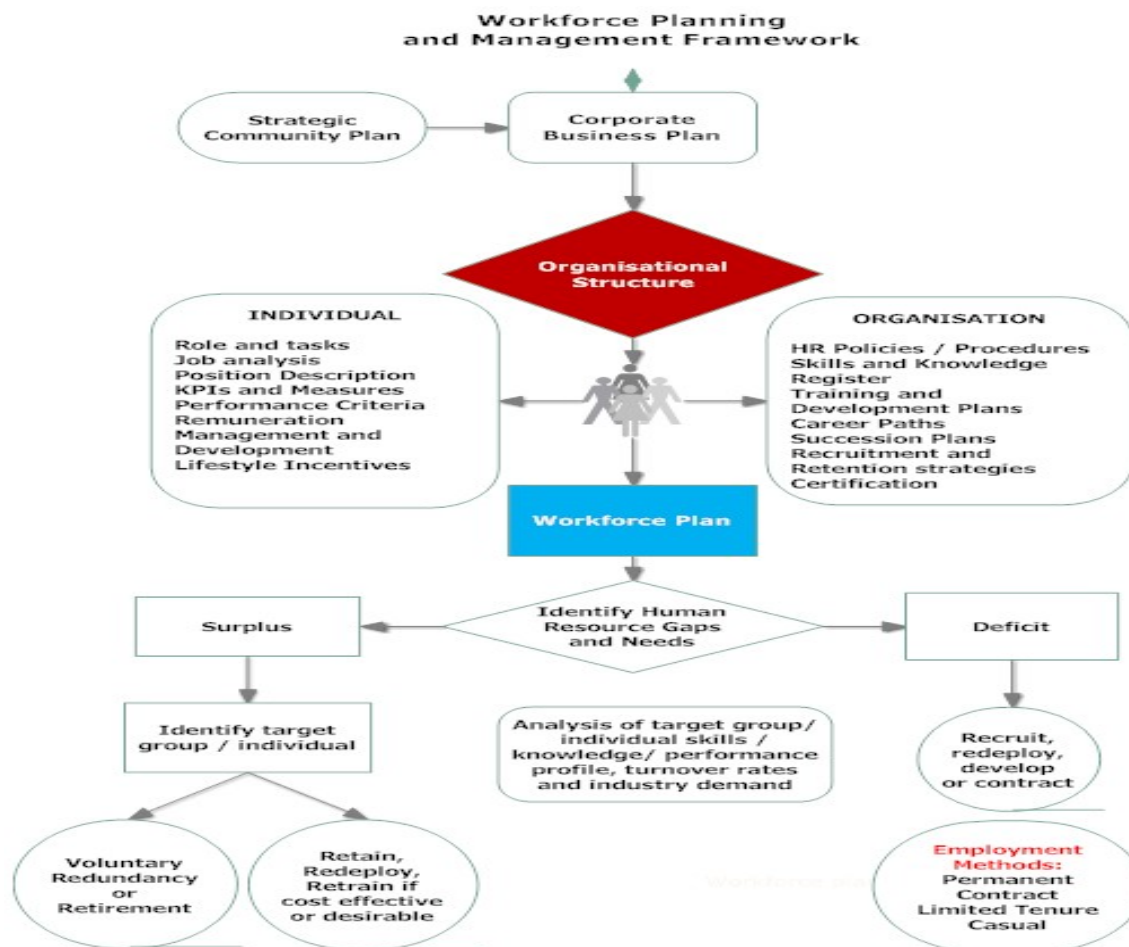
4 years

This policy is to remain in force until otherwise determined by the Council or superseded.

Policy CORP_ORG



Policy Name:	ELM12 WORKFORCE PLANNING AND MANAGEMENT
File No:	ELM12 OR.CM.01.00 (Superseded)
Policy Purpose:	The Shire of Ashburton (SOA) is committed to ensuring that strategic, operational and legislative objectives are met through efficient and effective management of its workforce for the delivery of service to the community in a timely and cost effective manner. Effective workforce planning and resourcing to demonstrate compliance with the Integrated Planning requirements of the Local Government Act (1995) Regulation S5.56(2).
Principles / Framework:	<p>The Shire of Ashburton is committed to workforce planning, identifying that it is an essential management function in its operations.</p> <p>SOA recognises that the achievement of all goals and objectives are reliant on the skills and knowledge of its workforce and their individual resilience, perseverance and unique capacity to fit the environment.</p>
Application:	Workforce planning is a continuous process of shaping the workforce to ensure it is capable of achieving SOA objectives into the future. It provides the framework for assessing the demand and supply of the workforce and aims to have the right people in the right place at the right time to ensure the delivery of organisational goals resourced through effective long-term financial and business plans.
Statutory Environment:	Local Government Act (1995) S5.56(2) & Regulation
Minute Number:	11309; 11875
Approval Date:	<p>Ordinary Meeting of Council 17 October 2012</p> <p>Ordinary Meeting of Council 19 November 2014</p> <p>Ordinary Meeting of Council 9 December 2015</p>



The Shire is committed to resourcing workforce requirements through its Integrated Planning processes as outlined in this diagram at left. It recognises that the responsibility for managing people lies with the person who has the executive responsibility for the objectives of the service/activity/ function of their division.

Responsibilities

- Managers of staff have the responsibility and accountability for ensuring that all employees are managed appropriately within their own work areas.
- In each of these areas, current and future demand and supply should be assessed as part of the annual and strategic planning cycles.
- All managers will ensure effective setting of KPIs and performance criteria for their staff that will meet relevant organisational objectives.
- Staff appraisals will incorporate training and development plans to ensure the current and future skills and knowledge needs are met wherever practicable, with gaps and omissions reported to the Manager Organisational Development for inclusion in the Workforce Plan.
- The Organisational Development team will research, collect and monitor relevant workforce data and statistics including demographics and trends as part of the integrated planning cycle.
- All staff involved in organisational, operational or project planning will ensure that workforce implications are considered and included in all strategic or operational plans.

Monitoring and Review

The Organisation will implement a robust reporting and recording system that will be regularly monitored to ensure human resource supply and demand management is appropriately implemented and sustained across the organisation and there is ongoing identification of issues and trends.

Workforce Planning's key performance indicators, relating to both organisational and personal performance will be developed, implemented and monitored, by the Shire's Executive and Council as appropriate.

SOA will ensure the Workforce Plan addresses current and future best practice human resource management that will include:

- effective and efficient recruitment and retention;
- performance management, training and development;
- legislative compliance; occupational safety and health;
- employee total wellbeing; support and encouragement.

<hr/> <p>[Signature] Signed</p> <p>Monitor and Review: Last Review Date Next Review Date Review Period:</p>	<p>Kerry White</p> <hr/> <p>[Print Name] Shire President</p> <p>Manager, Organisational Development 19 November 2014<u>October 2014</u><u>December 2015</u> 2015 7 Annually 2 years</p>
--	--

This policy is to remain in force until otherwise determined by the Council or superseded.



Governance Manual

2015

Version Control

This is a controlled document of the Shire of Ashburton

Originated date:	8 May 2013
Review Date:	December 2015
Version:	2
Adopted by Council:	OCM 8 May 2013
Reviewed by Council:	OCM 9 December 2015

Contents

Preface

Part 1: Principles, Vision and Mission	5
1.1 Principles	5
1.2 Shire of Ashburton Vision.....	6
1.3 Shire of Ashburton Mission	6
1.4 Shire of Ashburton Focus.....	6
1.4 Strategic Planning Context.....	6
Part 2 Overview of Corporate Governance	9
2.1 Governance in the Legislative Environment.	9
2.2 Definition of ‘Good Governance’.	9
2.3 Excellence in Governance.	9
Part Three: Governance Statement and Framework	11
3.1 Council Governance Statement.....	11
3.2 Council Governance Framework	11
3.3 Good Governance Practice.....	11
3.4 Good Governance Principles	12
Part 4 Detailed Guidelines for Governance Practice	14
4.1 Vision and Organisational Culture	14
4.2 Roles, Responsibilities and Relationships	15
4.3 Decision Making and Management	22
4.4 Accountability	29
4.5 Commitment to Sustainability	32
4.6 Support for Elected Members in the Governance Process	34

Preface

Corporate governance is a system of processes through which an organisation makes decisions and how it directs, controls and monitors its operations. The systems are complex and are required by legislation. The Governance Manual will assist the Council to achieve its commitment to excellence in governance.

The Manual links the respective roles under the Local Government Act and other relevant legislation with the suite of available governance documents. It is designed to provide guidance and information to the major participants in all functions and governance processes of the Council.

It will act as:

- an introduction for new Councillors and staff members to the governance framework and processes for the Council;
- a guide and reference for Councillors in performing their duties as elected representatives;
- a document that establishes clear guidelines for the day-to-day governance of the Council.
- a basis to monitor the performance of the Council and administration in working towards excellence in governance.

The manual has been based on a number of existing governance frameworks, but in particular “Excellence in Governance for Local Government” produced by the Local Government Managers Australia and CPA Australia.

The Manual is divided into five parts:

Part One: Principles, values, vision, and mission

- The principles, values, vision and mission establish the underlying aspects that should govern every aspect of Council corporate operations.

Part Two: Overview of corporate governance

- This section introduces the need for a governance manual. It explains the importance of good governance and the critical factors to be considered for all stakeholders in governance processes.

Part Three: Council governance statement and framework

- This part outlines the conceptual governance framework for the Council. It provides a statement of commitment to good governance principles within which all Elected Members and staff should operate. The framework highlights the inter-relationship between different aspects of good governance and illustrates how the Councillors and staff must work in a collegiate way to ensure strength and success in the Council's governance practices.

Part Four: Detailed Guidelines for good governance practice

- Provides more detailed guidelines on how good governance is carried out. The section covers roles and responsibilities, decision-making, accountability and sustainability.

Part Five: Appendix - Policies

Policies provided reference essential documents that support the governance processes and procedures of the Council.

Summary

The Governance Manual will form the basis for an annual corporate governance review by Council which will assess the effectiveness of the Elected Members and administration in achieving good governance.

Part 1: Principles, Vision and Mission

1.1 Principles

Clear principles govern how decisions are made by the whole organisation. All decisions should be measured against the principles to ensure that the governance processes and practices adhere to the overarching principles of operation. Individual elected members and staff take specific responsibility for governance in their own activities. Individual actions in governance must demonstrate values that reflect best practice in governance and alignment with the agreed principles. The vision, mission and values of the Council demonstrate how the five principles above are incorporated in a Vision that provides the long term goals for the Council and the Mission that states the focus and commitment of the Council within the next five years. Five key principles have been identified to assist Council achieve excellence in governance. These are:

Principle 1. - Clear Vision And Culture.

- Uniting in a clear vision and positive culture that respects the natural and built heritage of the Council as well as community needs and aspirations.

Principle 2. – Productive Roles and Relationships.

- Valuing the different roles of the various elements of a local government and the need for positive working relationships between these elements.

Principle 3. – Good leadership.

- Demonstrating exemplary leadership qualities through effective decision-making and related management processes that reflect transparency, integrity and sustainability.

Principle 4. - Accountability.

- Accounting for all local government activities and installing and maintaining systems which reinforce accountability and which communicate outcomes achieved to the community.

Principle 5. – Commitment to Sustainability

- Making the right decisions for both now and for future generations, in careful monitoring of progress to avoid negative impact, and, in ensuring a positive change for improved results and outcomes.

1.2 Shire of Ashburton Vision

'The Shire of Ashburton will be a vibrant and prosperous place for work, leisure and living'

1.3 Shire of Ashburton Mission

'Working together, enhancing lifestyle and economic vitality'

In accordance with our Mission, the Councillors and Officers of the Shire of Ashburton, as individuals, and as a group of people working together, uphold the principles in our work on behalf of the community to work towards the Shire.

1.4 Shire of Ashburton Focus

In the context of the Shire of Ashburton's objectives to strengthen and diversify opportunities and experiences for people living, visiting, working and learning in the Shire, strategies will address the following six key areas:

Diversify and Strengthen the Economy

- Focuses on ensuring that the Shire's economic base is robust, broad and able to service future growth

Include and Engage Our Community

- Ensures lifestyle is enhanced by providing access to satisfactory health and educational services, as well as quality recreational, community and social services.

A Connected and Accessible Region

- Addresses the need for people to have a high standard of access to their neighbourhood community, region and world by means of high quality transport and communication systems.

Conserve and Enhance the Environmental and Cultural Heritage

- Ensures that the Shire's diverse natural, cultural and built environment is conserved

Community Safety and Security

- Promotes an environment which is safe and secure from both natural and societal risks

A Well Managed and Contemporary Corporation

Delivers effective and accountable governance and administration within the Shire organisation, achieved by demonstrating:

- Economic growth and diversity
- Quality lifestyle and social wellbeing
- Ecological sustainability and environmental management
- Improved services and infrastructure
- Best practice local government management

1.4 Strategic Planning Context

Integrated planning and reporting, gives local governments a framework for establishing local priorities and to link this information to operational functions.

Legislation changes gazetted in August 2011 require compliance to this approach that can be tabled to the size and structure of each local government as long as the principles and practices of the framework are upheld.

Ref: A "plan for the future" - S5.56(1) of the Local Government Act (1995)

Elements of the Integrated Planning Framework



The **Strategic Community Plan** responds to three questions put to the community and the local government:

- Where are we now?
- Where do we want to be?
- How do we get there?

The plan prioritises community aspirations giving consideration to:

- Social objectives.
- Economic objectives.
- Environmental objectives.
- Factors such as changing demographics and land use.

It is at least a 10 year Plan

The **Corporate Business Plan** activates the Strategic Community Plan by responding to:

- Council's distillation and prioritisation of the community's short, medium and long term aspirations.
- Existing operational plans, priorities and external factors impacting on resourcing.
- The assessment and integration of services and business area plans.

The process through which the Corporate Business Plan is developed incorporates:

- Activating the Strategic Community Plan.
- Operations Planning - including:
 - Asset Management.
 - Financial Management.
 - Workforce Management.

It is for at least 4 years

Ref: <https://integratedplanning.dlg.wa.gov.au>

Part 2 Overview of Corporate Governance

2.1 Governance in the Legislative Environment.

Local Governments in Western Australia are required to make decisions, report them and implement them according to the provisions of the Local Government Act 1995 (the Act). Other legislation regulates the way in which a local government exercises its authority in areas such as Town Planning, Environmental Health and Dog Control.

The Act defines the roles and responsibilities of Elected Members and the Chief Executive Officer to ensure that a local government fulfils its obligations and exercises its powers and functions appropriately. Section 3.1 (1) of the act prescribes that the general function of a local government is to provide for the good government of persons in its district.

To facilitate good government, local governments develop strategies and policies and provide mechanisms and processes for their implementation as provided for in the Act and its regulations. The Governance Manual establishes the policies and processes by which the Elected Members and the Chief Executive Officer undertake their respective roles.

2.2 Definition of 'Good Governance'.

Just as the companies operating in the private sector has a requirement to adhere to legislation and regulations governing compliance and behaviour, so do local governments in the public sector.

The private sector has had a long standing involvement with governance issues, as reflected in adoption of mechanisms such as the Australian Institute of Company Directors corporate governance charter, which:

"...defines the roles and responsibilities of the ultimate decision makers in the organisation and establishes a framework for strategic planning. It also defines expectations of the board and delineates critical policies, such as strategies for risk management and the delegation of responsibility."

2.3 Excellence in Governance.

Governance is the process by which decisions are taken and implemented; the process by which organisations go about achieving their goals; producing their outputs; and, the process by which organisations are directed, controlled and held to account. It encompasses authority, accountability, stewardship, leadership, values and culture within the organisation.

Excellence in governance occurs when it is underpinned by accountability, integrity, openness and commitment to sustainability. It involves a focus on clarity of roles and responsibilities, robust systems which support both internal and external accountability and public access to decision making and information.

From a Local Government perspective, the establishment of a governance framework reinforces the statutory authority and responsibilities of Council as a corporate body and assists Elected Members and professional officers in the delivery of quality services. Central to the achievement of these outcomes is the engagement of key stakeholders and intended beneficiaries in the development and implementation of initiatives for the betterment of local communities.

Effective outcomes are best achieved where the role and focus of Elected Members as a collective corporate body, is directed to policy formulation and strategic development. The role of the officers is to implement the policies and strategies of the corporate body through an accountable, effective and efficient application of resources and assets.

Part Three: Governance Statement and Framework

3.1 Council Governance Statement.

Council considers that integrity, role delineation, accountability, a systems approach and strategic management are applicable to local government. To ensure effective, transparent and sustainable administration of the Council's affairs, a governance framework has been designed. The governance statement, key principles, values and framework aim to create a strategic and accountable approach to management of the Council as "pillars" of good governance. Collectively, appropriate policies, strategies and procedures constitute the Council's governance "foundations".

Governance is based on the understanding that the Council and its Chief Executive Officer and staff have different roles and responsibilities which, when combined, create the environment for effective management and operation of the Council. It recognises that good governance does not only apply to internal procedures but ultimately reflects in the satisfaction of the residents and other stakeholders of the Shire both now and into the future.

3.2 Council Governance Framework

The governance framework serves to bring together in a coordinated manner, legislative issues and requirements affecting the Council, the governance statement and its underlying strategies, policies and procedures. It depicts the values, legislation of strategic directions as the pillars which support the activities of Councillors, staff and stakeholders. The foundation stones of the framework are the good principles and practices that are required for building good governance throughout the organisation.

The fundamental objective of a corporate governance framework is to promote stability, confidence and consistency of process by providing role clarity and certainty of direction for the Elected Members and administrative office holders of the Council.

The basis for this governance framework can be found in strategic documents and associated operational mechanisms which have been developed and implemented pursuant to roles and functions prescribed by the Local Government Act 1995 (The Act) and arising from the vision, mission, values and goals enunciated in the Strategic Community Plan.

3.3 Good Governance Practice

The increasing level of scrutiny now being directed to the operations and activities of public bodies has created a need for full and open disclosure of the governance systems which exist within these organisations.

Accountability is an essential element of good governance and applies to Elected Members and Chief Executive Officer alike. From a political perspective, accountability requires that the Shire President and Councillors of the Council are

accessible to residents and ratepayers so they may be responsive to community issues and needs.

As the governing body of the Shire, the Council has the ultimate responsibility for ensuring compliance with legislation and regulations. It is the Chief Executive Officer's responsibility to ensure that Council is provided with unbiased and relevant, professional advice and information on which decisions are made. The Chief Executive Officer is also responsible for the management of officers, financial resources and the maintenance of effective and efficient systems, procedures and processes which are necessary to meet the accountability requirements of the Council.

Accountability is unachievable without effective stewardship of the Shire's financial, physical, intellectual and natural heritage assets. Stewardship refers to the planning and management required ensuring optimum use of assets to serve existing community needs and provide a lasting legacy for future generations. It requires innovation, reflected in strategies designed to encourage sustainable growth and prosperity, which are compatible with the unique character and focus of the Shire.

3.4 Good Governance Principles

The following practices, as they relate to the five principles of operation apply to the achievement of good governance at the Council. A summary of the key practices that will govern actions for each principle is provided below then further detail on each aspect is provided in the following sections.

Principle 1 - Vision and Organisational Culture

- There is a clear vision and Strategic Community Plan that is produced through a comprehensive and inclusive process which is owned by all sectors of the local government.
- There is a positive culture that promotes openness and honesty, in which questioning is encouraged and accountability is clear.

Principle 2 - Roles, responsibilities and relationships

- There is clarity about the roles of local government and there exists a sophisticated approach to defining and implementing these.
- There are effective working relationships that are promoted and supported within and between the Shire President, Councillors, CEO and administration.

Principle 3 - Decision-making and management

- There are effective decision-making processes in place that reflect the transparency and accountability which underpin excellence in governance.
- There should be robust and transparent financial management established and maintained to meet local government's accountability to its stakeholders,

particularly in terms of stewardship of community assets, both now and into the future.

- An effective approach to the identification, assessment, monitoring and management of risks should be established and maintained.
- Effective delegations should be implemented and maintained
- There should be an active performance management system in place that enables Elected Members and officers to be openly accountable for their performance.

Principle 4 - Accountability

- Consultation should be undertaken that is appropriate to the scope and potential impact of the matter. It should respect the position and opinion of all stakeholders. The outcomes of the consultation should be taken into account when the decision is made and feedback should be provided to those who participated.
- The Council must account for its activities and have systems that support this accountability
- The Council should establish internal structures that provide for independent review of processes and decision-making to assist the Council to meet its accountability to stakeholders.

Principle 5 Commitment to Sustainability

- The Council will endeavour to keep up-to-date with all processes, methodologies and technologies which are capable of achieving improved outcomes for the Shire.
- Awareness of practices that will lead to improved resource management, environmental protection and rehabilitation, stronger communities and added economic value will be raised within the Council and staff and across the community.
- Potential environmental, social and economic impact of any project or decision will be considered.

Part 4 Detailed Guidelines for Governance Practice

4.1 Vision and Organisational Culture

Vision

“There is a clear vision and Strategic Community Plan that is produced through a comprehensive and inclusive process which is owned by all sectors of the Local Government”.

The Council vision as stated in Part 1 is the driver that governs the culture of the organisation. The vision has been generated as a united focus for the Shire. Governance decisions and practice must at all times contribute towards achievement of the vision.

Organisational Culture

There is a positive culture that promotes openness and honesty, in which questioning is encouraged and accountability is clear.

The principles introduced in Part 1 will be demonstrated as an integral part of the organisational culture. If all individuals involved in **City Shire** governance apply the values, the culture of the organisation will be one that has the greatest opportunity of achieving excellence in governance.

In addition, the Elected Members and staff will strive to achieve the following eight elements within its organisational culture:

- Effectiveness in management structures and practices
- Good communication including feedback
- Learning
- Ethical behaviour and codes of conduct
- No conflict of interest
- Support for frankness and openness
- Confidentiality
- Innovation

Effectiveness in management structures and practices

- A good management structure will be maintained based on the organisation’s vision, with clear roles and responsibilities.
- Responsibility and accountability will be delegated appropriately down the organisation.
- Management will support clarity in responsibility and accountability and focus on outcomes.
- There will be effective and efficient processes and systems in place.

Good communication including feedback

- Good relationships will be developed between the various parts of the Shire.

Learning

- Decision making processes will incorporate appropriate consultation, knowledge management and involvement.
- There will be learning programs for Elected Members and officers designed to meet their skills and knowledge requirements.

Ethical behaviour and code of conduct

- The Code of Conduct and ethics will be owned and lived, particularly by leaders throughout the organisation.
- The Council, Shire President, CEO and senior management will be models of appropriate behaviour.

No conflict of interest

- An effective induction program will reinforce the organisation's culture so that all people associated with the organisation recognise where conflict of interest may arise and how relevant action can be taken.
- There will be agreement about different, but complementary roles of **Councillors** and officers.

Support for frankness and openness

- Opportunities will be provided for open and frank exchange between Elected Members, management and staff.
- Effective feedback mechanisms from the community will be established and maintained.

Confidentiality

- Where issues of confidentiality arise, the Shire will be transparent about instances where confidentiality will be protected.

Innovation

- The Shire will recognise that it operates in a changing environment and so must be aware of opportunities in those changes to improve the way the Shire operates.
- The Shire staff will be encouraged to take reasonable efforts to keep abreast of current best practice and up to date technologies.

4.2. Roles, Responsibilities and Relationships

“There is clarity about the roles of local government and there exists a sophisticated approach to defining and implementing these”.

4.2.1 Working Relationships

“There are effective working relationships that are promoted and supported within and between the Shire President, Councillors, CEO and administration”.

Effective working relationships are promoted and/or supported by and between the Shire President, Councillors, Chief Executive Officer and administration. It is a requirement that initial officer contact by Elected Members is made through the Chief Executive Officer in accordance with Council policy. Should an elected member wish to contact any other officer directly, a request shall first be made to the Chief Executive Officer, who will assess the request and advise the elected member of their decision.

Good corporate governance requires clear identification and definitions of responsibility and a clear understanding of relationships between the organisation’s stakeholders and those responsible for managing its resources. Very important relationships are those between:

- The Shire President and the Councillors;
- Elected Members and Elected Members;
- The Shire President and the Chief Executive Officer;
- Elected Members and the Chief Executive Officer; and
- Elected Members and the administration.

Effective relationships are achieved and maintained at the Shire through:

- Parties agreeing on and respecting the differences in their roles.
- Protocols being established based on the agreements about roles and responsibilities being followed.
- Information and discussion about the various roles being included in Councillors’ induction processes.
- Goodwill on the part of all parties to make governance work.
- The administration accepting that local government is a level of government and that political activities of Council are legitimate. Councillors are accountable to their constituents as well as to the “corporate whole” and they have to be able to address these accountability requirements in a constructive manner.
- There being a preparedness to tackle problems when they arise.

4.2.2 Council - Roles and Responsibilities

Under the Act the Council is a body corporate with perpetual succession, a common seal, and is charged with responsibilities. The Shire has interpreted these

responsibilities as they are contained in the Act in conjunction with the Shire's governance framework and this governance framework and statement document provides the following guidance on the range and scope of these following roles:

(a) Directs and controls the Shire affairs.

This role encompasses strategic planning mechanisms to ensure the continued viability and performance of the organisation, the setting of strategic goals for the organisation and the monitoring of the Shire's performance against these strategic goals.

(b) Is responsible for the performance of the Shire functions.

This role provides that the Council bears the ultimate responsibility for the performance of the Shire's functions. It can exercise this responsibility through the development of appropriate governance frameworks including delegations of authority and the determination of an appropriate organisational structure.

(c) Oversees the allocation of the Shire finances and resources.

The Council exercises this role by adopting the Shire's budget and long term financial plans. It is advised by officers of the Shire who are responsible for the development of appropriate financial controls and strategic documents.

(d) Determines the Shire policies.

The role of Council in setting policy is most effective when it is linked with a professional organisation that implements these policies through the development of appropriate management practices and work processes. Council policy should set the standards for the administration to achieve and make strategic policy decisions that guide officers in their decision making processes. Under the Act, a local government is a body corporate with perpetual succession and a common seal.

4.2.3 Role of Elected Representation

The Council consists of **9 nine** members including the Shire President.

Councillors are elected from each of the Shire's six **(6)** wards. The Shire President is elected by the Councillors.

Local Government elections are conducted biennially on a fixed date prescribed by the Act, with candidates elected to the office of Councillor or Shire President as applicable, attaining terms of four **(4)** years.

Statutory Role of Councillors

Section 2.10 of *the Act* describes that the role of a Councillor is to:

- represent the interests of electors, ratepayers and residents of the Shire;

- provide leadership and guidance to the Shire community;
- facilitate communication between the community and the Council;
- participate in the Shire decision making processes at Council and Committee meetings; and
- perform such other functions as are given to a Councillor by this Act or any other written law.

Each individual Councillor has a legislative requirement to fulfil this role. This governance framework provides guidance to Councillors on how they perform this role at the Shire.

Individually Councillors have a responsibility to act as a conduit between the community and the Shire. Not only must they represent the interest of the broader community on the Council, but also as community leaders they must represent the interests of the Shire within the broader community.

Whilst Councillors may be elected from an individual ward, their primary obligation is to represent the interests of the broader community within the Shire. It is not appropriate for individual Councillor's constituent concerns to interfere with their decision making processes in providing good governance of the Shire as a whole.

Elected Members sitting as Councillors are responsible and ultimately accountable for long term financial planning, the annual budget and monitoring financial performance. In doing so, each individual elected member thus accepts a joint and individual responsibility for the financial outcomes.

Accountability and transparency is also facilitated through the standards and behaviour maintained by members – most notably, through their adherence to legislation governing declarations of financial and other interest where these arise, together with associated implications for participation in any debate.

Elected Members rely on:

- Financial advice and information from administration;
- Input from internal and external auditors and the **Audit and Risk Committee**;

Elected Members must also seek whatever additional information they need to make informed decisions.

Responsibilities of Council

The responsibilities of Council can be categorised into the following three key areas:

Legislative

- The Council is responsible for adopting a set of local laws that reflect current community standards and provide for the good governance of the Shire. Council when making local laws must be aware of their legislative effect.

Executive

- The Council is responsible for overseeing the executive functions of the Shire and determines appropriate policies, strategies and functions for the administration to implement.

Quasi - judicial

- The Council is responsible for applying factual situations to the legislative regime in a quasi-judicial manner under the Local Government Act, Town Planning and Development Act and other relevant legislation. This is explained in more detail at Part 4 “Councils Governance Tools” – Planning and Development Functions of the Council.

Accountability, stewardship, sustainability and innovation focus.

Accountability, stewardship, sustainability and innovation objectives are most effectively pursued where the focus of Elected Members of Council centres upon:

- Strategic planning, policy development and defining scope for delegation of powers and functions;
- Allocating the Shire’s resources;
- Monitoring performance of the Shire against adopted strategies and objectives;
- Representing the interests of the community;
- Appointing the Chief Executive Officer and participating in the performance review process of that officer.

Accordingly, the Council is required to be accountable and transparent by undertaking deliberations and making resolutions within a framework which is factually based, non-prejudicial and relevant to issues at hand.

4.2.4 Limitation of Member Liability

The Shire has the legal capacity of a natural person. As such, the Shire may instigate legal proceedings in its corporate name and have proceedings taken against it. Section 9.56 of the Act, summarised in Attachment 2 specifies the limitation that Councillors must be aware of when taking office.

It is largely due to such legislative-based requirements, that local governments have embraced strategies designed to mitigate the liability of members and officers, with liability insurance protection and risk management now serving as a significant element of corporate governance frameworks.

It is for these reasons that many organisations have developed and implemented processes for identifying, analysing and mitigating risks which could prevent the achievement of business objectives. These organisations have put control activities in place to manage risk throughout the organisation by developing risk management plans that cover activities as diverse as reviews of operating performance, information technology and management information systems.

4.2.5 The Shire President Role

The role of the Shire President as provided under Section 2.8 of the Act is to:

- (a) preside at meetings in accordance with the Act;
- (b) provide leadership and guidance to the community;
- (c) carry out civic and ceremonial duties on behalf of the Shire;
- (d) speak on behalf of the Shire;
- (e) perform such other functions as are given to the Shire President by the Act or any other written law;
- (f) liaise with the Chief Executive Officer on the Shire affairs and the performance of its functions; and
- (g) otherwise fulfil the role of Councillor.

4.2.6 The Deputy Shire President Role

Section 2.9 of the Act enables the Deputy Shire President to perform the functions of the Shire President, if:

- (a) the office of Shire President is vacant; or
- (b) if the Shire President is not available, or is unable or unwilling to perform the functions of Shire President.

4.2.7 Chief Executive Officer Role

The Chief Executive Officer's functions as described under Section 5.41 of the Act are to:

- (a) advise the Council in relation to the functions of the Shire under the Act and other written laws;
- (b) ensure that advice and information is available to the Council so that informed decisions can be made;
- (c) cause Council decisions to be implemented;
- (d) manage the day to day operations of the Shire;
- (e) liaise with the Shire President on the Shire affairs and the performance of the Shire's functions;
- (f) speak on behalf of the Shire if the Shire President agrees;

- (g) be responsible for the employment, management, supervision, direction and dismissal of other employees (subject to Section 5.37 (2) in relation to senior employees);
- (h) ensure that records and documents of the Shire are properly kept for the purposes of the Act, or any other written law; and
- (i) perform any other function specified or delegated by the Shire or imposed under the Act or any other written law as a function to be performed by the Chief Executive Officer.

Section 5.42 of the Act enables the Shire to delegate in writing to the Chief Executive Officer, the capacity to exercise any of its powers or duties, with the exception of those relating to:

- (a) actions in which a decision of an absolute majority or a 75% majority of the Council is required;
- (b) acceptance of a tender which exceeds an amount as determined by the Council;
- (c) appointment of an auditor;
- (d) acquisition or disposal of any property valued at an amount exceeding an amount determined by the Council for the purposes of this paragraph;
- (e) any of the Council's powers under Sections 5.98A, 5.99A or 5.100 (*determining fees, allowances and expenses of members and Committee members*);
- (f) borrowing money on behalf of the Shire;
- (g) hearing or determining an objection of a kind referred to in Section 9.5;
- (h) carrying out any power or duty that requires the approval of the Minister or the Governor; or
- (i) such other powers or duties as may be prescribed.

This clear separation of elected member and Chief Executive Officer roles and responsibilities as identified within the Act reinforces good governance principles. It also ensures that the Shire adheres to all statutory requirements whilst meeting the expectations of its community.

4.2.8 Executive Management Role

In undertaking its functions and responsibilities, Council is supported by the Chief Executive Officer and an Executive Management Group comprising the heads of the **five** ~~four (4)~~ Divisions, namely:

- Corporate Services

- Community Development
- **Development & Regulatory Services**
- **Infrastructure Services** ~~Technical services~~
- Strategic and Economic Development
- **Operations**

The Executive Management Group meets regularly as a basis for ensuring effective coordination of the Shire's operations and implementation of Council resolutions.

These meetings are complemented by operational **meetings**. Such forums are considered important, both in enabling management information dissemination and also feedback by officers. This promotes a whole of organisation approach for the Shire in the fulfilment of its functions and responsibilities.

4.3. Decision Making and Management

4.3.1 Decision-Making

"There are effective decision-making processes in place that reflect the transparency and accountability which underpin excellence in governance".

The five stages in decision making which will be followed at the Shire are:

4.3.1.1 Agenda Setting –

This will be achieved through:

- an effective and efficient strategic planning process which produces owned strategic goals; and
- processes being in place which ensures Council plans are properly implemented.

4.3.1.2 Information Gathering –

This will be achieved through:

- ensuring the information gathered is sufficient to allow a decision to be made;
- ensuring an effective process within the administration to convert information into advice;
- providing good quality and timely Council reports which provide the necessary information, options and clear recommendations. The reports will always incorporate the corporate view of the issue in question, the financial impacts and any risks;
- having workable and productive consultation processes in place that ensure that decision-makers are aware of the views of those whom the decision affects;
- a sound process for identifying and distilling data into appropriate information;
- agendas being structured so as to facilitate good decision-making processes.

4.3.1.3 Opinion Formation –

This will be achieved through ensuring that Elected Members understand the issues and have enough information provided to make a decision.

4.3.1.4 Decision-making –

This will be achieved through:

- Council and Committee meetings being well chaired and conducted in accordance with Council Standing Orders;
- facilitating participation and involvement while ensuring debate is relevant and succinct;
- robust debate which ensures that all issues are aired. Although it is robust, the debate is conducted with courtesy and respect;
- the Chair attempting to find common ground amongst Elected Members; opportunities being available for the community to participate appropriately;
- delegations where appropriate.

4.3.1.5 Implementation –

This will be achieved through:

- decisions being implemented in a timely manner;
- solidarity among the Councillors once a decision has been made;
- confidentiality being maintained wherever necessary.

4.3.2 Financial Management

“There should be robust and transparent financial management established and maintained to meet local government’s accountability to its stakeholders, particularly in terms of stewardship of community assets, both now and into the future”.

The Council will achieve this by:

- Approving management’s Service Delivery Plans that reflect the services and projects identified for the relevant financial year as shown in the Corporate Plan.
- Approve each year’s Annual Budget in accordance with the adopted Service Delivery Plans and the Long Term Financial Modelling.
- ~~Enter into Service Level Agreements through annual performance review and objective settings each 12 months with management that are fully integrated with the Long Term Financial Model and the Annual Budget.~~
- Council through policy will determine the appropriate mix between borrowing for capital works and funding them from revenue. Council will consider the

implications of its decisions on the level of capital works and infrastructure maintenance.

4.3.2.1 Funding Strategic Objectives

Section 5.56 of the Act requires that a local government prepare a plan for the future. The Council must know the direction it is going long-term. Its vision and goals must be properly reflected in the Strategic Community Plan. Council will take its final decisions about the content of the Strategic Community Plan based on an understanding of the long-term financial consequences of their decisions. To enable this to successfully occur, the following steps will be implemented by **Council**:

Longer-term financial planning

Elected Members, sitting as Council, will determine the long term financial plan, and be *accountable* for the process of developing it.

The delivery of the services identified in the Long Term Financial Plan will be in accordance with the Shire's strategic direction.

The financial strategy should be consistent with the Council's strategic plan. That is, it must be able to fund its projects, functions and service improvements.

As part of responsible business planning, the Shire's Long Term Financial Plan will detail the significant programs and activities to be undertaken by the Shire over the next five years and roll on each year with amendments and additions.

The Plan will provide a broad overview of where the financial resources of the Shire are planned to be directed over this period and the manner in which these activities will be funded.

The implementation of a Long-Term Financial Model that can be used to align capital and operating expenditure requirements with income streams complies with Council's rating strategy and policy.

The rating system

The rating system at the Shire will reflect the Council's strategy and vision for the future of the Shire. The rating levels and mix will represent a fair distribution of the rate burden across the community and Council's policies on appropriate taxation contributions from different sectors of the Shire.

Council's approach to rating will incorporate the concept of intergenerational equity; that is; the way the rating burden is spread between current and future generations of ratepayers of the Shire.

Council will be informed whether the rates outcome, which was envisaged in the Long Term Financial Plan, is still appropriate and consistent with all objectives of the Community Strategic plan.

Mindful of the role outlined under Section 2.10 of the Act, Councillors must assess if the budget delivers what the Council wishes to achieve.

4.3.3 Annual Budget

Developed as part of sound business management, the annual budget provides a framework for allocation of financial, physical and administrative resources required in pursuing the Shire's objectives for the proceeding twelve month period. The annual budget will be developed within the following framework:

4.3.3.1 Process

The Executive Group will annually develop a budget preparation timetable and process which meets Council's statutory requirements and gives enough time to resolve major issues. The Executive Manager Corporate Services will ensure that Council is given adequate time to have the opportunity to work through key issues.

4.3.3.2 Consistency with Financial Plan

Council's Long Term Financial Plan will provide broad guidance for the budget. The Long Term Financial Plan will be reviewed at least annually to incorporate the long term impact of any significant current decisions which are not consistent with the plan.

4.3.3.3 Information

Information will be presented to Council by officers through reports that enable Council to make informed decisions.

~~Service Level Agreements will be developed by administration which will be referred to Council following the finalisation of the Strategic Community Plan for agreement to enable the Council to know what the community is getting for its money.~~

4.3.3.4 Community input

Opportunities will be provided to enable the Community to have input into the plan for the future through an advertising process.

4.3.4 Financial Reporting –Performance against Budget

4.3.4.1 Statutory Compliance

The Shire recognises that when decisions are made by Council, when resolutions are acted upon and when performance outcomes are reported, it is important that the requirements of any legislation and/or regulations are complied with, especially because of the reporting requirements of the Statutory Compliance Return.

Compliance will be pursued through ensuring the integrity of the key financial planning and reporting mechanisms which underpin the Shire's operations – especially the Annual Budget and Annual Report, and supplemented by internally based performance measurement instruments such as Reports from each division.

Compliance with key financial and statutory requirements is assessed through the audit schedule conducted in accordance with *the Act* by professionally qualified internal and external parties as appointed by the Shire. Financial reporting to Council will as a minimum be in accordance with its statutory requirements.

4.3.4.2. Content

The focus of financial reports to Council is to provide accurate information about the Shire's overall financial position.

Councillors, when considering the financial reports, will satisfy themselves that the information they are given reflects the actual situation of the Shire. Councillors will ensure that they understand sufficiently about the financial indicators for them to ask appropriate questions and interpret the responses.

4.3.5 Annual Report

The Annual Report has its basis in *the Act*, but also serves as the vehicle by which the Shire can evaluate, monitor, control, improve and report on the outcome of its activities over a particular financial year.

The Annual Budget should reflect the priorities expressed in the Strategic Community Plan and the Annual Report should indicate the extent to which those priorities have been achieved.

4.3.6 Service Level Agreements

Service Level Agreements will be prepared for approval by the Executive Group which provide (at an operational level) for the implementation of goals and strategies identified in the Strategic Community Plan. Service level agreements will incorporate performance measurement, reporting criteria and program improvement initiatives for the Shire's departments and Council.

4.3.7 Services and funds

Council will:

- monitor on a regular basis (every 2 years) community satisfaction with the levels of service it provides
- have appropriate user charges for its services and facilities.
- be mindful of the proportion of rate revenue required to meet operational and capital costs for the Shire.
- comply with government policy
- where appropriate, seek to obtain other avenues of financial assistance such as grants, being mindful of the implications of accepting any grant including financial and management obligations
- Ensure costs can be recognised and recovered appropriately.

4.3.8 Capital works and debt servicing

- Key assets will be maintained.
- Any borrowing must be sustainable and not impose an unacceptable level of debt servicing.
- Council will be informed on the proportion of rate revenue required to service debt and decide whether it is appropriate for the Shire.

4.3.9 Accountability and policy

- Council will meet its legislative and financial reporting requirements.
- Council will meet its accountability requirements to the community in terms of stewardship of assets.
- Council will strive to achieve best practice in financial policies and practices.
- Council will leave an appropriate legacy for future Councils.

4.3.10 Audit

An **Audit Committee** will be appointed by Council. Council has appointed professional external auditors.

4.3.11 Risk Management - An effective approach to the identification, assessment, monitoring and management of risks should be established and maintained.

The Shire's performance in implementing effective risk management strategies and adherence to sound business practice is reinforced through access to independent legal advice, the completion of the annual statutory compliance **audit**, and the annual financial audit undertaken by **professional**, external auditors as required by the Act.

The Shire maintains a wide range of assets including:

- Infrastructure assets;
- Real property;
- Financial assets;
- Information assets and intellectual property and
- Natural and heritage assets.

The Shire takes an active approach to risk management in the conduct of its business through the implementation of a number of specific and organisation wide initiatives.

This risk management strategy involves the Shire identifying, collating and treating all the identified risk (internal and external) to ensure a coordinated approach that effectively minimises business, financial and physical liability to the Shire's operations.

The Council will ensure the risk management program is of the standard required to meet its fiduciary obligations to:

- safeguard assets
- ensure there are sufficient monies to meet its financial obligations when due
- prevent and detect fraud
- ensure accuracy and completeness of accounting records.

Controls and risk minimisation processes have been implemented in the form of:

- An Audit & Risk Committee
- Formal processes whereby strategic and operational business risks and activities are considered by the Council.
- Review processes and reporting requirements that monitor compliance of service providers with their contracts.
- Formal procedures for the safeguarding of assets. The procedures include accounting, financial reporting and internal control policies.
- Regular reporting to the Council on financial and non - financial areas of Council operations.
- Process mapping of procedures

Internal control and risk management procedures are set out in the following documents:

- Procedures and Controls
- CORP2 Misconduct Prevention Management Directive
- CORP5 Risk Management Policy
- Risk Management Statements
- Liability Insurance
- Asset Insurance
- Financial Controls
- Delegations Manual
- Third party compliance through a Quality Assurance system
- Auditor reviews in place for quality Assurance
- The risk management database.

4.3.12 Delegations

Effective delegations should be implemented and maintained. Delegations of authority are required in order to provide officers of the Shire with the power to exercise duties and make determinations. It is essential that the Council's delegations are performed in accordance with the adopted governance framework and are compliant with relevant legislation. The Shire is required to keep records on the exercise of its delegations.

Council may delegate authority to the Chief Executive Officer and other nominated officers under the provisions of the Local Government ~~(Miscellaneous Provisions)~~ Act 1960, Health Act 1911, Strata Titles Act 1985, Caravan Parks and Camping Grounds Regulations 1987 and the **Shire**, Town Planning Scheme to perform some of its functions and duties.

The Act and associated regulations allow the Chief Executive Officer to delegate to any other officer the authority to perform functions and duties that are exercisable by the Chief Executive Officer under the Act or that have been delegated to the Chief Executive Officer by the Council.

This is in accord with a governance framework whereby officers are responsible to the Chief Executive Officer and the Chief Executive Officer is responsible to Council. Similarly the Chief Executive **Officer** is responsible for the implementation of Council decisions and may delegate some of this responsibility to other officers of the Shire.

All delegations are to be recorded in a register established for the purpose (as required by the Act) and reviewed annually. The Chief Executive Officer will advise Council of any decisions that have been made under delegated authority.

Under the provisions of Town Planning Scheme Council may delegate authority to certain officers other than the Chief Executive **Officer**. If such a delegation is exercised Council shall be advised.

4.4. Accountability

“Local government must account for its activities and have systems that support this accountability”

Excellence in governance is based on the premise that those who are involved in governance are held accountable for what they do. Accountability at the Shire means the Elected Members and management taking responsibility for their performance.

Elected Members and management at the Shire accept they are accountable under legislation in terms of how the Council operates and reports. This also extends to other measures such as:

- Risk management systems implemented and maintained to ensure that community assets are protected.

- Internal **Audit and Risk Committee** focused toward providing assurances to all stakeholders that processes and procedures are being adhered to and that financial reports are accurate.
- A consultation **and** policy to support good decision making by ensuring Elected Members are aware of the views of those who will be affected by any decision.

4.4.1 Performance Management

“There should be an active performance management system in place that enables Elected Members and officers to be openly accountable for their performance”.

The Shire will put in place a range of mechanisms to ensure that performance is measured, reviewed and improved and thereby enable remedial action to be taken, where necessary.

The Shire is committed to the development of appropriate performance measures in financial policies and strategic plans to ensure long term viability.

Ongoing financial performance will be monitored through internally and externally based systems and processes, with associated reporting at the Executive Management Group and Council.

Effective coordination between the strategic and operational elements will be maintained through a regular report to Council which is based on the Strategic Plan, Long Term Financial Plan and **agreed service levels**. **Service Level Agreements**

4.4.2 Chief Executive Officer Performance Management

The Chief Executive Officer is appointed by the Council and is directly accountable to it. The Council is accountable for setting the Chief Executive Officer’s performance plan and subsequent monitoring of his or her performance. This responsibility belongs to Council sitting as the Council and is not the responsibility of individual Elected Members.

Council has established a Chief Executive Officer’s Performance Review Panel which is responsible for;

- Undertaking a performance appraisal of the Chief Executive Officer in accordance with the provisions of Section 5.38 of the Local Government Act 1995 and in accordance with the terms and conditions of the employment contract of the Chief Executive Officer.
- Managing and conducting the performance appraisal of the Chief Executive Officer in order to meet both Council’s statutory obligations in accordance with the requirements of Section 5.38 of the Local Government Act 1995 and any

terms and conditions of the employment contract of the Chief Executive Officer.

- Determining and setting in place an appropriate review process;
- Consulting prior to determining and setting in place an appropriate review process, with each of the Elected Members at the time and taking account of their respective views;
- Using the resources and professional advice of ~~the Executive Manager Business Support and any additional assistance that the Executive Manager Business Support may recommend~~ **a mutually agreed and independent consultant** to determine the process and plan and conduct the review;
- Negotiating and setting goals, objectives, key performance indicators and changes to the remuneration package within the terms of the Chief Executive Officers contract. Any goals, objectives, key performance indicators or remuneration package changes so negotiated and set must be acknowledged in writing by both the Shire President and the Chief Executive Officer; and outlined
- Briefing all Elected Members on the outcomes of the review.

4.4.3 Independent Review

“Local governments should establish internal structures that provide for independent review of processes and decision-making to assist the Council to meet its accountability to stakeholders”.

Independent Review will be sought as appropriate through the following ways:

- Audit **& Risk** Committee
- Internal auditors
- External auditors
- 3rd party certifications

4.4.4 Customer Consultation

“Consultation should be undertaken that is appropriate to the scope and potential impact of the matter. It should respect the position and opinion of all stakeholders. The outcomes of the consultation should be taken into account when the decision is made and feedback should be provided to those who participated.”

The Shire will maintain and regularly review a Customer Service Charter which details the levels of service a customer can expect from the Shire, concentrating on the areas of service that our residents have indicated are the most important.

~~It reflects the core values (ie: Respect, Openness, Teamwork, Leadership and Excellence) as important elements in serving the needs of residents and ratepayers.~~

The Shire is prepared to explore new and innovative methods of service delivery in order to provide improved access to information and enhance customer interaction.

The Shire is committed to fostering high levels of public awareness of its activities, by providing its residents and ratepayers with access to a wide range of information. Any policy or planning developments will be fully inclusive of the affected Ward's representatives.

In addition to meeting the state wide and local public notice requirements prescribed by the Act in respect to particular proposals and activities, the Shire will also ensure that information is available by electronic means. The Shire will utilise the local press for notifying residents about important issues. Information will also be posted on its official notice board located at the Administration Centre. The Shire Newsletter will continue in its role as a mechanism for disseminating information and encouraging feedback on key strategies, projects and significant Shire events.

Increasingly, the Shire's website at: www.ashburton.wa.gov.au will serve as the focal point for providing up to date information and service delivery information to ratepayers and residents.

Public consultation involving residents and ratepayers is facilitated by the Shire through a range of mechanisms which includes; information provision, consultation, public comment, Special Meetings and Annual General Meetings.

4.5. Commitment to Sustainability

4.5.1 Sustainability Principles

The Shire will meet its commitment by ensuring that planning, reporting and decision making are conducted **using contemporary sustainability principles**. ~~in the following ways:~~

- ~~Incorporate sustainability principles and actions in strategic and business planning and budgeting.~~
- ~~Report on sustainability achievements in annual reports~~
- ~~Where appropriate, utilise sustainability assessment in planning and decision making~~
- ~~Where appropriate actively engage stakeholders and the public in transparent policy development and decision making processes.~~

4.5.2 Sustainability Outcomes

~~Local Government should~~ **The Shire will** endeavour to keep up-to-date with processes, methodologies and technologies which are capable of achieving improved outcomes.

The Shire will:

- Identify, assess and manage risks to employees, contractors, the environment and communities
- Strive to achieve industry best practice
- Meet and where appropriate, exceed the minimum performance standards required by legislation.
- Set and achieve targets that include reducing and preventing pollution
- Develop our people and provide the resources to meet our targets
- Support the fundamental human rights of employees, contractors and the communities in which we operate
- Care for the environment and value cultural heritage.
- Communicate with, and engage employees, contractors, business partners, suppliers, customers, visitors and communities to build relationships based on honesty, openness, mutual trust and involvement

4.5.3 Sustainability Practices

Awareness of practices that will lead to improved resource management, environmental protection and rehabilitation, stronger communities and added economic value will be raised within the Council and staff and across the community.

~~The Executive Management Group will act as leaders for the Shire in driving the knowledge management of the Shire in sustainable development practices.~~

Organisational ~~Divisions~~ **Teams** will support sustainability by

- ~~Ensuring procurement complies with Council's sustainable procurement policy.~~
- Integrating service delivery across departments.
- Minimising the consumption of energy, water and other resources, by reducing waste and maximising recycling.
- Reducing vehicle use, maximising fuel efficiency, promoting alternative fuels and modes of travel to offset greenhouse gas emissions.
- Incorporating sustainability considerations into the design, procurement, leasing, construction, maintenance and management of Council assets and to the management or development of Council owned land.
- ~~Encouraging Elected Members and staff to support sustainability principles.~~
- Continually improving their knowledge about sustainability through education and training.
- ~~Encouraging participation in community development through voluntary initiatives that support sustainability.~~
- Implementing occupational health and safety measures in the workplace to improve environmental, economic and social outcomes.

4.5.4 Sustainability Monitoring

Potential environmental, social and economic impacts of any project or decision will be considered.

Sustainability is not an outcome in itself, but is a process towards improved outcomes in social, economic and environmental terms.

Reviewing progress in that process is important for the Shire to assess its level of success and learn from its own processes. ~~Where ever possible the Shire's policies, procedures, processes and decisions will take into account principles such as:~~

- ~~• Sustainability indicators for Council reports~~
- ~~• Sustainability indicators linked to KPI's.~~

~~The Shire will work toward including an Annual Report on the Shire's Sustainability in future Annual Reports.~~

4.6 Support for Elected Members in the Governance Process

Elected Members are encouraged to attend training offered by the Local Government Department or the WA Local Government Association to better enable them to carry out their Civic Duties.

Training needs, advice or resource needs can be facilitated by the CEO or relevant delegated officers.

The Department of Local Government and Communities offers advisory and support services for Elected Members. Guidelines are available through their Website www.dlg.wa.gov.au, or by contacting the Department on 08 92171500, or Free call 1800 620 511

Corporate Governance Standards AS 8001 – 8004 can be purchased from Standards Australia – www.standards.com.au

Policy No: CORP_GOV ELM16



Policy Name:	Elected Members Record Keeping Policy
File No:	GV20
Policy Purpose:	Local governments must ensure that appropriate practices are established to facilitate the ease of capture and management of elected members records up to and including the decision making process of Council.
Principles / Framework:	Shire of Ashburton 10 Year Community Strategic Plan 2012-2022 Goal 5 – Inspiring Governance Objective 03 – Council Leadership
Application:	All Elected members
Statutory Environment:	Local Government Act Section 2.7 – The Role of Council, State Records Act (2000), Freedom of Information Act (1992)
Minute Number:	XXXXXX
Approval Date:	OCM 9 December 2015

OBJECTIVES

Provide guidance to elected members in regards to their record keeping responsibilities in line with legislative requirements.

Provide record keeping principles that identify and protect local government records of continuing value.

Provide guidance on the disposal of local government records, particularly those that have no continuing value.

Define strategies that will support and document accountability and responsibility throughout local government.

STATEMENT

Elected members records are important and necessary as they serve a history of the transaction and business process of local government and member accountability functions arising from their participation in the decision making processes of Council and Committees.

Some local government records created and received by elected members have continuing value to Council and should be incorporated into the Shire's record keeping system. Some records have no continuing value to Council and may be destroyed when reference to them ceases. (GDALG – General Disposal Authority for Local Government Records, ref 1.1)



DEFINITIONS

Record as defined in the (General Disposal Authority for Local Government Records RD2010046 GDALG ref: 1.9) information recorded in any form created or received and maintained by an organisation in the transaction of business and kept as evidence of such activity and includes:

- “anything in which there is writing or Braille”;
- a map, plan, diagram or graph;
- a drawing, pictorial or graphic work, or photograph;
- anything on which there are figure marks, perforations, or symbols, having a meaning for persons qualified to interpret them;
- anything from which images, sounds or writings can be reproduced with or without the aid of anything else; and
- anything on which information has been stored or recorded, either mechanically, magnetically, or electronically.

RECORDS CAPTURE AND CONTROL

Types of Records created and received by Elected Members

The following guidelines relate to the records created in any format (e.g. paper, word processed documents, email) or received by any method (e.g. post, fax, email, hand delivered). Elected members can forward records of continuing value to the Council for incorporation into the record keeping system.

All records created and received in the course of the Shire’s business regardless of the format are to be captured into the Shire’s record keeping system. Elected members can do this by:

- Forwarding emails to emrecords@ashburton.wa.gov.au , this email address is monitored by the CEO’s Administration Staff who will capture the record for elected members
- EMACCESS documentation will be recorded by the CEO’s Administration Staff
- The Website discussion board will be monitored by our Web Host Key to Creative. Any additions to this website will be included in the weekly records reports.
- Hard copy record can be given to the CEO’s Administration Staff at the conclusion of the Council meetings.

Records access:

- *Elected Members* – Access to the Shire’s records will be via the CEO Executive Administration Staff in accordance with the Local Government Act (1995)

GUIDELINES

Government Records of Continuing Value

Government records of continuing value are records created or received which –

1. Contain information that is of administrative value to Council. These records may be referred to for many administrative purposes, including the need:-
 - To check an interpretation of Council policy or the rationale behind it,
 - To check the facts on a particular case or provide information to management,



- To monitor progress and coordination of responses to issues,
 - To document formal communications and/or transactions (e.g. a minute, report or submission) between elected members and another party, and
 - To document elected members' decisions, directives, reasons and actions.
2. Contain information that is of legal value to Council on the basis that there are statutory requirements or court orders that stipulate the retention of records, which must be observed.
 3. Contain information of fiscal value to Council that includes original records documentation the receipt, expenditure and control of public money that must be left for a period of time, and will facilitate transparent accountability by the officers responsible.
 4. Contain information about the legal rights and obligations of Local Government including elected members, ratepayers, organisations and the general community.
 5. Contain information of historical value to Council and to the State.

Government Records External in nature to the Shire of Ashburton:

- Elected members are involved in external meetings as part of their role as an Elected Member of the Shire. (GDALG ref: 25.2, 25.3, 25.4, 73)
Information where the Agenda is not replicated in the Council Minutes and/or copies of agendas of meetings and minutes should be recorded into the Shire of Ashburton's record keeping system.
- Diaries, appointment books and desk calendars (e.g. bunch dates) are generally used to record appointments. They may also be used to record messages and notes, some of which may only be an aide memoire of a routine nature, and some of which may be significant to the conduct of Council business. (GDALD ref: 38)
NB. It is strongly recommended that elected members maintain separate diaries or appointment books for personal and official use.
- Correspondence addressed to elected members at their private address or post box that is a government record and is of continuing value should be forwarded for incorporation into Council's record keeping system along with any response which the elected member may have made.
- Messages and other facilitating instructions may be sent or received via a range of methods, such as telephone and voice-mail, post-it notes or sticky notes, facsimile, pieces of paper, transmission reports. Email and facsimile are considered records.

Government Records Internal in nature to the Shire of Ashburton:

- Correspondence addressed to elected members at the Shire office, including those marked Private, Confidential, Personal are opened by designated officers, and if of continuing value, incorporated into the record keeping system, before forwarding to the elected member via the Records Department and CEO's Administration Staff.
- Drafts of addresses, speeches, reports, correspondence, file notes that are not circulated to other elected members or staff of the Council, and of which the final version has been produced and forwarded for incorporation into the Council's record keeping system. (GDALG ref:1.6)

Policy No: CORP_GOV

ELM16



- Drafts circulated to other elected members or staff of the Council, where only editorial or typographical changes have occurred, and of which a final version has been produced and forwarded for incorporation in the Council's record keeping system.
- Duplicates of records issued to an elected member by the Council for information or reference purposes only and where the original or authorised copy is captured in the Shire's record keeping system.
- Duplicates of internal or external publications issued or received for information or reference purposes (e.g. annual reports, brochures, trade journals, price lists).
- Routine facilitative instructions, such as edit corrections, distribution lists for information purposes, simple administrative instructions and social invitations and messages.
- Original messages that have been transferred or transcribed into appropriate formats for incorporation into the Council's record keeping system.
- Working papers, background notes and reference material that are used to prepare or complete other documents. (GDALG ref: 1.9)

K White

[Signature]

Signed**Monitor and Review:****Last Review Date****Next Review Date****Review Period:**

[Print Name]

Shire President**Administration Manager, Corporate Services**

October 2015

2020

5 years

This policy is to remain in force until otherwise determined by the Council or superseded.



Policy No: CORP_GOV

Policy Name:	ELM17 Anonymous Communications Policy
File No:	LE01
Policy Purpose:	This policy outlines how the Shire of Ashburton will act upon information contained in anonymous letters and other anonymous communications.
Principles / Framework	Governance and Administration Strategic Direction 6 - Governance, Advocacy and Corporate Management
Application:	The Policy applies to all employees of the Shire of Ashburton
Statutory Environment:	Local Government Act 1995 Section 3.58(3)(b)
Minute Number:	-----
Approval Date:	OCM 9 December 2015

AIM

To provide a consistent approach to dealing with anonymous letters and communications.

POLICY STATEMENT

Background and Existing Communication Pathways

Shire of Ashburton takes allegations of irregularities very seriously and welcomes comments and suggestions about how our services could be improved. The Shire of Ashburton has developed Policies and Procedures to provide individuals and groups with the opportunity and channels to voice concerns in a safe manner. The Shire of Ashburton strongly encourages that such policies and procedures are followed as appropriate to the circumstances.

These existing policies are:
CORP2 – Misconduct Prevention Pack
EMP16 – Grievance Resolutions
EMP01 – Equity of Opportunity

These policies provide confidential pathways in recognition of the potentially sensitive nature of the concerns being raised and allow for the withholding of identities within legal constraints. These do ask that individuals or groups identify themselves and put their names to allegations to senior or independent persons at the levels in the organisational structures chain where they feel safe and secure in doing so.

Anonymous Communications

On occasions however, individuals and groups choose not to disclose their identity and submit anonymous letters. The purpose of this policy is to explain how the Shire of Ashburton will act on information contained in anonymous letters and other anonymous communications.

DEFINITION OF ANONYMOUS LETTER OR OTHER ANONYMOUS COMMUNICATION

A letter or communication giving no name, identity, address or identifying factors of the sender.

INITIAL CONSIDERATIONS

Any member of staff receiving an anonymous letter or communication should without delay refer the matter to their line manager or to an appropriate senior manager. The manager will without delay refer the matter to the Chief Executive Officer.

SHIRE OF ASHBURTON DISCRETION

Section 3.58(3)(b) of the Act states:

It considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.

It is noted that the above provision makes reference to the consideration of any submissions. It is considered that all submissions made to council, including anonymous submissions, should be considered by council. However, the Shire of Ashburton reserves the right to edit from the letter those parts it deems to be offensive, an attack on a person's character or inappropriate and have no direct relevance to the proposal.

- The Shire of Ashburton reserves the right to exercise its discretion whether to investigate anonymous disclosures.
- The Shire of Ashburton reserves the right to take each allegation on its own merits and invoke procedures as necessary.
- The Shire of Ashburton reserves the right to take no action.

The exceptions to these approaches will be any anonymous letters which allege criminal offence, fraud or irregularity, abuse of an elected or staff member or, are accompanied by, or there exists supporting information which suggests the allegation can be substantiated.

WHEN DECIDING WHAT ACTION TO TAKE, THE FOLLOWING WILL BE CONSIDERED

- Seriousness of the issues raised criminal and legal implications.
- Credibility of the concern
- Whether sufficient information is provided to corroborate the allegation(s) and enable an investigation to be carried out
- Fraud and any other irregularities detrimental to the Shire of Ashburton

VEXATIOUS AND MALICIOUS ANONYMOUS LETTERS

Letters, or any form of communication considered to be vexatious and malicious will be forwarded to the appropriate authorities and the Shire of Ashburton will provide full support for those authorities to carry out their investigation. Should members of the Shire of Ashburton be found to have written vexatious and malicious anonymous letters, disciplinary action will be taken up to and including dismissal.

Kerry White

[Signature]

Signed

[Print Name]

Shire President

Monitor and Review
Last Review Date
Next Review Date
Review Period:

Chief Executive Officer
9 December 2015
2019
4 years

This policy is to remain in force until otherwise determined by the Council or superseded.

Policy No: CORP_GOV



Policy Name:	ELM18 COMMUNITY PROJECTS LETTERS OF SUPPORT
File No:	GV20
Policy Purpose:	To provide clear guidelines to the Elected Members and Shire Staff regarding community projects where letters of support from the Shire of Ashburton are requested.
Principles / Framework:	10 Year Community Strategic Plan 2012-2022 Goal 05 - Inspiring Governance Objective 04 - Exemplary Team and Work Environment
Application:	All Elected Members and Staff
Statutory Environment:	N/A
Approval Date:	OCM 9 December 2015

AIM

To acknowledge and support the Shire of Ashburton community projects where letters of support are requested. The Shire of Ashburton recognises that it has a major role in creating and developing a strong, cohesive community where people support each other and work together to achieve their desired quality of community life.

OBJECTIVE

Council will support projects, services, programs and facilities for the community which are:

- **Planned and Coordinated** – Council recognises services to the community are best delivered in a holistic, coordinated manner and that any council planning processes such as recreation planning must consider the needs of the community and must be considered before a letter of support is written.
- **Efficient and Accountable** – Council will support services for the community that are delivered in an effective, competitive and accountable way.
- **Participative** – Council recognises the importance of the community being involved in the design, development and management of services and facilities that will be utilised by them.
- **Accessible** – Council wishes to ensure that the community have access to the range of services and facilities offered in the community.
- **Collaborative Partnerships** – Council recognises and encourages the collaborative efforts of individuals and agencies working in partnership with the Shire.

METHOD

1. Requests should be received by the Shire with a minimum of five working days' notice prior to the required date.
2. A request for a letter of support (or a *Referee* request, where specific funding bodies do not accept letters of support) is to include::
 - a. An overview of the application organisation;
 - b. Full contact details of the organisation including name and contact details of the relevant person in relation to the proposed project.
 - c. Details of the proposed project (including how the project meets the objectives of the Policy);
 - d. Details of the application for the grant/subsidy;
 - e. Details of the organisations relationship the Shire including any Lease or License conditions in place, plus any other relevant information that might affect the Shire as a result of the application.
3. A summary of the application, any officer comments and a draft letter of support to be prepared by officers (for the President's consideration).
4. All letters of support are signed by the Shire President.

 [Signature]
Signed

 [Print Name]
Shire President**Monitor and Review:****Last Review Date****Next Review Date****Review Period:**

Chief Executive Officer

9 December 2015

2019

4 years

This Policy to remain in force until otherwise determined by the Council or superseded.

Policy No: CORP_GOV



Policy Name:	ENG08 BUSH FIRE POLICY
File No:	ENG08 OR.CM1
Policy Purpose:	It shall be the Policy of the Council of the Shire of Ashburton to establish and maintain a Bush Fire organisation in accordance with Part V of the Bush Fires Acts, 1954 as amended, in order to provide adequate fire protection for those areas within the municipality and to carry out any identified hazard reduction having due regard at all times for the preservation of the natural environment.
Principles / Framework:	10 Year Community Strategic Plan 2012-2022 Goal 04 – Distinctive and Well Served Places Object 02 – Accessible and Safe Towns
Application:	The Shire of Ashburton
Statutory Environment:	Local Government Act 1995 - 2.7 (2) (b)
Minute Number:	12.07.1045; 11875
Approval Date:	Adopted at the Ordinary Meeting of Council 11 February 2003 Ordinary Meeting of Council 15 July 2003 Ordinary Meeting of Council 15 December 2006 except for 'Section 3.6 Wittenoom' Ordinary Meeting of Council 19 November 2014 Ordinary Meeting of Council 9 December 2015

TABLE OF CONTENTS

1.	BUSH FIRE ADVISORY COMMITTEE MEETINGS.....	4
1.1	INTRODUCTION.....	4
1.2	OBJECTIVE	4
1.3	POLICY STATEMENT	4
2.	STANDARD OPERATING PROCEDURES.....	6
2.1	INTRODUCTION.....	6
2.2	OBJECTIVE	6
2.3	POLIC STATEMENT.....	6
3.	BUSH FIRE CONTROL OFFICER APPOINTMENTS.....	7
3.1	INTRODUCTION.....	7

Policy No: CORP_GOV



3.2	OBJECTIVE	7
3.3	POLICY STATEMENT	7
4.	AUTHORITY OF CHIEF & DEPUTY CHIEF BUSH FIRE CONTROL OFFICERS	8
4.1	INTRODUCTION.....	8
4.2	OBJECTIVE	8
4.3	POLICY STATEMENT	8
5.	FIREBREAK ORDER – EXEMPTIONS	9
5.1	INTRODUCTION.....	9
5.2	OBJECTIVE	9
5.3	POLICY STATEMENT	9
6.	PERSONAL PROTECTIVE EQUIPMENT	10
6.1	INTRODUCTION.....	10
6.2	OBJECTIVE	10
6.3	POLICY STATEMENT	10
7.	FIRE APPLIANCES – REPAIRS, SERVICING & MODIFICATIONS	11
7.1	INTRODUCTION.....	11
7.2	OBJECTIVE	11
7.3	POLICY STATEMENT	11
8.	DUTIES OF RANGERS AT FIRES	12
8.1	INTRODUCTION.....	12
8.2	OBJECTIVE	12
8.3	POLICY STATEMENT	12
9.	HAZARD REDUCTION WITHIN THE GAZETTED SHIRE OF ASHBURTON TOWNSITES	13
9.1	INTRODUCTION.....	13
9.2	OBJECTIVE	13
9.3	POLICY STATEMENT	13
10.	FIRES OUTSIDE THE SHIRE OF ASHBURTON.....	14
10.1	INTRODUCTION.....	14
10.2	OBJECTIVE	14
10.3	POLICY STATEMENT	14
11.	USE OF COUNCIL PLANT – FIRE EMERGENCIES.....	15
11.1	INTRODUCTION.....	15
11.3	POLICY STATEMENT	15
12.	TRAINING ARRANGEMENTS.....	16

Policy No: CORP_GOV



12.1	INTRODUCTION.....	16
12.2	OBJECTIVE	16
12.3	POLICY STATEMENT	16
13.	FIRE FIGHTERS MEALS – FIRE SERVICES INCIDENTS	17
13.1	INTRODUCTION.....	17
13.2	OBJECTIVE	17
13.3	POLICY STATEMENT	17
14.	USE OF FUEL CARDS BY BUSH FIRE BRIGADES	18
14.1	INTRODUCTION.....	18
14.2	OBJECTIVE	18
14.3	POLICY STATEMENT	18
15.	MINIMUM DRIVER TRAINING SHIRE OF ASHBURTON FIRE APPLIANCES	19
15.1	INTRODUCTION.....	19
15.2	OBJECTIVE	19
15.3	DEFINITIONS.....	19
15.4	POLICY STATEMENT	19
16.	USE OF BRIGADE APPLIANCES.....	20
16.1	INTRODUCTION.....	20
16.2	OBJECTIVE	20
16.3	POLICY STATEMENT	20
17.	PURCHASE OF EQUIPMENT FOR BUSH FIRE BRIGADES	21
17.1	INTRODUCTION.....	21
17.2	OBJECTIVE	21
17.2	POLICY STATEMENT	21
18.	BRIGADE MEMBERS – COMPETENCE AT FIRE GROUNDS.....	22
18.1	INTRODUCTION.....	22
18.2	OBJECTIVE	22
18.3	POLICY STATEMENT	22
19.	USE OF WARNING LAMPS AND AUDIBLE WARNING SYSTEMS	23
20.	BRIGADE OFFICER QUALIFICATIONS	25
20.1	INTRODUCTION.....	25
20.2	POLICY	25



1. BUSH FIRE ADVISORY COMMITTEE MEETINGS

1.1 INTRODUCTION

The Shire of Ashburton Bush Fire Service comprises one Brigade whose members are all trained volunteers. Council seeks input from these members and other key stakeholders on matters relating to relating to bush fire prevention and control through the Shire of Ashburton Bush Fire Advisory Committee.

This Policy specifies when Bush Fire Advisory Committee Meetings are to be held, and the minimum issues Council seeks the Advisory committee to address.

1.2 OBJECTIVE

1. To specify a minimum number of Bush Fire Advisory Committee Meetings to be held in any year.
2. To specify what items are required to be considered at these meetings, except general agenda items.
3. To specify the membership of the Bushfire Advisory Committee and the numbers of members required to constitute a quorum.

1.3 POLICY STATEMENT

The Bush Fire Advisory Committee shall meet a minimum of two times per year with the meetings being held in April or May and November. The Chairperson shall be the Shire of Ashburton President or in their absence the Chief Bushfire Control Officer will act as the Chairperson.

The following items shall be considered at the April or May meeting of the Bush Fire Advisory Committee each year:

1. The report of the each Brigade Equipment Officer required under Clause 3.7 of the Bush Fire Brigades Local Law.
2. The draft Bush Fire Order for the ensuing fire season.
3. Nominations for the National Medal.

The following items shall be considered at the November meeting of the Bush Fire Advisory Committee each year:

- a) Budget requests from Brigades.
- b) The draft Bush Fire Brigades Budget for the Local Government Grants Scheme (LGGS-ESL).

Membership of the Bush Fire Advisory Committee shall comprise of:

Membership:

Policy No: CORP_GOV

One Councillor
 Chief Bush Fire Control Officer
 Deputy Chief Bush Fire Control Officers
 Bush Fire Control Officers
 Chief Executive Officer
 Executive Manager Development & Regulatory Services
 Captain or Delegate Tom Price Volunteer Bushfire Brigade
 Captain of the Tom Price PVFRS or Deputy
 Captain of the Paraburdoo PVFRS or Deputy
 Captain of the Pannawonica PVFRS or Deputy
 Rio Tinto Representatives
 (EMA Tom Price, Greater Paraburdoo, Greater Brockman)

Ex Officio

CBFCO Shire of Roebourne (FCO)
 CBFCO Shire Town of Port Headland (FCO)
 CBFCO Shire of Exmouth (FCO)
 DFES Area Manager
 DPaW Representatives
 (Regional Fire Coordinator, Karijini Senior Ranger, Millstream Senior Ranger)

All of whom (except Ex Officio representatives) shall have equal voting rights except in the case of a tied vote; here the Chairperson shall also exercise a casting vote in addition to a deliberative vote.

Minutes and recommendations from the Advisory Committee will be presented to for discussion and referral to Council as soon as practicable after each meeting.

Quorum shall be 50% of membership plus 1.

Terms of Office

- a. Each committee member will be nominated annually by the committee for Council's ratification.
- b. The Council may accept the resignation in writing of, or remove any member of the committee.

Appointment of Committee Members

- a. The Council shall endorse the appointment of new Committee members or when a vacancy occurs in the office of a member of the Committee.

District Committees

The Chief Bush Fire Control Officer his/her delegate is to represent Council, in relation to their Bush Fire obligations, at Local Emergency Management Committee (LEMC) meetings and District Operations Advisory Committee (DOAC) meetings or other district meetings as required

Policy No: CORP_GOV



2. STANDARD OPERATING PROCEDURES

2.1 INTRODUCTION

DFES has a set of Standard Operating Procedures relevant to the everyday operation of Bush Fire Brigades. The Standard Operating Procedures have been widely accepted and adopted by most local governments in Western Australia.

2.2 OBJECTIVE

The objective of this Policy is to adopt DFES Standard Operating Procedures as Council's Bush Fire Brigades Standard Operating Procedures.

2.3 POLICY STATEMENT

That the Shire of Ashburton adopts the Standard Operating Procedures relating to Brigades and Local Authorities as outlined in the DFES Standard Operating Procedures applicable to Bush Fire Fighting and Incident Control as Council's Bush Fire Brigades Standard Operating Procedures.



3. BUSH FIRE CONTROL OFFICER APPOINTMENTS

3.1 INTRODUCTION

Within the Bushfire Brigades, there are various officers appointed by Council to undertake various roles and responsibilities. The persons occupying these positions, although volunteers, are nonetheless officers of the Council and are appointed by the Council (under section 38 of the Bush Fires Act 1954) upon their nomination by the Brigade and endorsement by the Bush Fire Advisory Committee.

This policy provides the eligibility criteria for a person to be appointed as a Bush Fire Control Officer.

3.2 OBJECTIVE

1. To ensure that a person has the relevant qualifications necessary to hold the position of Fire Control Officer.
2. To ensure that these qualifications are maintained by the appointed Bush Fire Control Officer.

3.3 POLICY STATEMENT

1. To be eligible for appointment as a Bush Fire Control Officer a person must have completed the Bush Fire Control Officer Training Program.
2. Notwithstanding Item 1 above, a person will be eligible for appointment as a Bush Fire Control Officer if they complete the Bush Fire Control Officer Training Program within 12 months of appointment.
3. For a person to continue as a Bush Fire Control Officer they must complete the Bush Fire Control Officers Course or a Refresher Course at intervals of no more than every 2 years.
4. Yearly notification is made to Council of Brigade Officers to be appointed as Fire Control Officers.
5. A Fire Control Officer shall not issue a Permit to Burn without consultation from the Chief or Deputy Chief Bush Fire Control Officer.



4. AUTHORITY OF CHIEF & DEPUTY CHIEF BUSH FIRE CONTROL OFFICERS

4.1 INTRODUCTION

Within the Shire of Ashburton Fire Services, a formal hierarchy exists in accordance with the Bush Fires Act 1954 to provide a chain of command at multi brigade incidents. The 2 most senior positions are those of Chief and Deputy Chief Bush Fire Control Officer.

This Policy recognises the need for the Chief and Deputy Chief Bush Fire Control Officer to act quickly in an emergency wild fire situation where that wild fire is beyond the resources of the Shire of Ashburton Fire Services.

4.2 OBJECTIVE

1. To specify which persons may incur expenses on behalf of Council;
2. To specify the extent of the authority to expend Council funds.

4.3 POLICY STATEMENT

1. The Chief Bush Fire Control Officer, Deputy Chief Bush Fire Control Officer and Captain plus First, Second and Third Lieutenants of the Tom Price Volunteer Bush Fire Brigade are authorised to engage contractors or incur expenses of up to \$5,000 on behalf of Council;
2. Item 1 of the Policy above only applies to incidents where the Shire of Ashburton is the Controlling agency and the incident is beyond the resources of the Shire of Ashburton; and
3. Expenditure of an amount likely to exceed \$5,000 requires the approval of one of the following Council Employees:
 - a. Chief Executive Officer
 - b. Executive Manager Development & Regulatory Services



5. FIREBREAK ORDER – EXEMPTIONS

5.1 INTRODUCTION

In accordance with the provisions of Section 33 of the Bush Fires Act 1954, the Shire of Ashburton adopts an annual Firebreak Notice specifying the minimum standards of fire prevention measures to be undertaken by land owners.

For varying reasons of terrain, natural water courses, stands of significant vegetation or other reasons, it may not be possible or desirable for the land owner to meet Councils requirements.

In order to avoid receiving an infringement notice for failing to comply with the requirements of the Firebreak Order, the land owner, in accordance with the Order, needs to obtain the approval of the Shire for an exemption from, the requirements of the Order.

This Policy is intended to provide a procedure to deal with applications for firebreak exemptions to the annual Firebreak Order.

5.2 OBJECTIVE

To specify which persons are authorised to approve applications for firebreak exemptions and variations to the annual Firebreak Order.

5.3 POLICY STATEMENT

1. The Chief Executive Officer or Chief Bush Fire Control Officer are authorised to approve or refuse applications made for Firebreak Order exemptions.
2. Exemptions so granted shall be issued in writing by the Shire of Ashburton for a period of no more than 3 years



6. PERSONAL PROTECTIVE EQUIPMENT

6.1 INTRODUCTION

Bush Fire brigades are created by Council pursuant to Section 41 of the Bush Fires Act 1954. As Brigades are under the control of the Shire of Ashburton, the Shire has a duty of care to Brigade members to ensure that they are suitably equipped and protected to carry out their roles as fire fighters.

This Policy provides for the issue of personal protective equipment to brigade members.

6.2 OBJECTIVE

1. To specify what personal protective equipment will be supplied by the Shire of Ashburton.
2. To specify when brigade members can wear the personal protective equipment.
3. To specify that a register of personal protective equipment issued to brigade members must be kept by the relevant Chief Bush Fires Control Officer.

6.3 POLICY STATEMENT

1. The Shire of Ashburton shall issue all volunteers DFES Level 1 Personal Protective Equipment.
2. Chief Bush Fire Control Officer or Captain shall require that a brigade member completes the attached form acknowledging that they have received the personal protective equipment and that they undertake to return the equipment if they cease to be an active member of the Brigade.
3. Personal Protective Equipment shall only be worn at fire incidents and bona fide Brigade activities.



7. FIRE APPLIANCES – REPAIRS, SERVICING & MODIFICATIONS

7.1 INTRODUCTION

Bush Fire brigades are created by Council pursuant to Section 41 of the Bush Fires Act 1954. As Brigades are under the control of the Shire of Ashburton, the Shire has a duty of care to Brigade members to ensure that all equipment provided for Brigade use is maintained to the correct standard and that any modifications do not compromise the operational safety of the equipment.

This policy seeks to specify the procedures to be followed when Council owned fire appliance require repairs, servicing or modifications.

7.2 OBJECTIVE

1. To provide an interpretation for the following terms:
 - a. minor repair
 - b. major repair
 - c. minor modification
 - d. major modification.
2. To specify the procedure to be followed when fire appliances require repairs or modifications.
3. To specify the frequency of routine scheduled servicing of fire appliances.

7.3 POLICY STATEMENT

In this policy:

“**minor repair**” means to restore to good condition, renovate, mend, remedy or set right again any part of a fire appliance as approved.

“**major repair**” means to restore to good condition, renovate, mend, remedy or set right again any part of a fire appliance, where the repair work as approved.

“**minor modification**” means to change or alter a component of a fire appliance where the modification will not affect the specifications of the fire appliance and where the modification work as approved.

“**major modification**” means to change or alter a component of a fire appliance where the modification will affect the specifications of the fire appliance and the modification work as approved.

1. A Purchase Order for all repairs and modification shall be obtained from the Chief Executive Officer or Chief Bush Fire Control Officer prior to the work being undertaken.
2. Minor and major modifications shall be authorised by the Chief Executive Officer and/or Chief Bush Fire Control Officer after consultation with DFES Operations Command Pilbara
3. All Council owned fire appliances are to be serviced by an appropriately qualified company as required.



8. DUTIES OF RANGERS AT FIRES

8.1 INTRODUCTION

Pursuant to Section 38(1) of the Bush Fires Act 1954 Shire of Ashburton Rangers may be appointed as authorised Fire Control Officers.

It is the function of Volunteer Bush Fire brigades to suppress wild fires within the Shire of Ashburton. However, in performing this function, the Officer in control of the fire may enlist other services or agencies as required.

This policy seeks to specify when the Shire Rangers are requested by the Incident Controller or Chief Executive Officer or delegate to attend fire emergencies and the role of that officer at same.

8.2 OBJECTIVE

1. To specify when the Shire Ranger is to attend fire services incidents.
2. To specify the Shire Ranger's role at fire services incidents.

8.3 POLICY STATEMENT

1. The Shire Ranger shall attend fire emergencies only at the request of the Incident Controller or Chief Executive Officer or delegate.
2. At fire emergencies the role of the Shire Ranger is to:
 - a) assist the Incident Controller in establishing a forward control point.
 - b) provide essential communications assistance.
 - c) provide forward reconnaissance.
 - d) provide the Incident Controller with logistical support.



9. HAZARD REDUCTION WITHIN THE GAZETTED SHIRE OF ASHBURTON TOWNSITES

9.1 INTRODUCTION

The Shire of Ashburton is responsible for the reduction of fire hazards on land under its control. This land includes road and drainage reserves as well as public open space. This Policy provides for the burning of road and drainage reserves within the Shire of Ashburton for fire hazard reduction and maintenance purposes.

9.2 OBJECTIVE

1. To specify who can conduct burning on road and drainage reserves under the care, control and maintenance of the Shire of Ashburton.
2. To ensure that persons involved in burning are trained to do so, in a safe manner.
3. To ensure that adequate appliances and/or machinery are available to facilitate the safe burning of road and drainage reserves.

9.3 POLICY STATEMENT

1. All hazard reduction burns identified within the Shire of Ashburton Townsites are to be carried out in consultation with the Chief Bush Fire Control Officer and the Captain of the Private Fire and Rescue Service Brigades in Tom Price, Paraburdoo and Pannawonica and the Onslow Volunteer Emergency Services Unit.
2. Officers so authorised by Council shall issue permits to burn verge/drainage reserves to the following organisations only:
 - a. Private Fire and Rescue Service Brigades in Tom Price, Paraburdoo and Pannawonica and the Onslow Volunteer Emergency Services Unit.
 - b. Council's Bush Fire Brigades;
3. A Fire Control Officer shall not issue a Permit to Burn without consultation from the Chief or Deputy Chief Bush Fire Control Officer.
4. The Chief Bush Fire Control Officer shall be notified of a burn under this Policy.



10. FIRES OUTSIDE THE SHIRE OF ASHBURTON

10.1 INTRODUCTION

Bush Fire brigades across the region operate in an environment of “mutual support”, where Brigades in areas not under immediate threat from wild fire will assist at incidents which are beyond the capacity of the controlling agency.

This Policy recognises the need for the Shire of Ashburton to be able to assist other local authorities and emergency services where they request our assistance with an incident that is outside of the local government area of the Shire of Ashburton.

10.2 OBJECTIVE

1. To specify that the Shire of Ashburton is available to assist at incidents outside of the Shire of Ashburton.
2. To specify which officers are delegated to approve the response of Shire of Ashburton to incidents outside of the Shire of Ashburton.

10.3 POLICY STATEMENT

1. The Shire of Ashburton shall be available to attend incidents outside the Shire of Ashburton where their assistance is requested by the controlling agency for that incident.
2. A Bush Fire Brigade shall not attend an incident outside of the Shire of Ashburton unless their response is authorised by the Chief or Deputy Chief Bush Fire Control Officer and Chief Executive Officer.
3. The Chief Bush Fire Control Officer shall be notified as soon as a fire appliance is dispatched to an out of district fire.



11. USE OF COUNCIL PLANT – FIRE EMERGENCIES

11.1 INTRODUCTION

It is the function of Volunteer Bush Fire brigades to suppress wild fires within the Shire of Ashburton. However, in performing this function, the Officer in control of the fire may enlist other services or agencies as required

This Policy provides that Council plant may be used to assist at an incident and specifies which officers can approve the use of the plant.

11.2 OBJECTIVE

1. To specify when plant may be used at a fire emergency.
2. To specify which employees can authorize the use of Council Plant at fire emergencies.
3. To specify that plant operators have a minimum level of training before attending fire service incidents/civil emergencies.
4. To specify who will be responsible for costs associated with the use of Council plant at fire emergencies.

11.3 POLICY STATEMENT

The Shire of Ashburton, where practicable, shall make its plant available for use at fire emergencies.

Council Employees authorised to permit the use of Council plant at fire services incidents/civil emergencies are:

- a. Chief Executive Officer
- b. Chief/Deputy Chief Bush Fire Officer
- c. Executive Manager of Infrastructure Services
- d. Executive Manager of Development & Regulatory Services
- e. Brigade Officers

Council employees operating the plant shall have completed introduction to Bush Fire Fighting.

Where Council plant is utilised in accordance with clause 1 above, expenses are to be met by Council unless the expenses can be recovered by insurance procedures or Bush Fire Financial Assistance (DFES SAP 3.1.A) as approved by DFES Operations Command Pilbara



12. TRAINING ARRANGEMENTS

12.1 INTRODUCTION

Bush Fire brigades are created by Council pursuant to Section 41 of the Bush Fires Act 1954. As Brigades are under the control of the Shire of Ashburton, the Shire has a duty of care to Brigade members to ensure that they are suitably equipped and trained for their task.

This Policy is to ensure that volunteer fire fighters are properly trained by making available suitable venues, catering and by encouraging fire fighters to attend courses.

12.2 OBJECTIVE

1. Chief Bush Fire Control Officer coordinates all training requirements.
2. To make available suitable venues for training; and
3. To specify when catering will be organised for course participants.

12.3 POLICY STATEMENT

1. The Shire of Ashburton shall make available, any suitable venue for the training of fire fighters.
2. It shall be the responsibility of the Chief Bush Fire Control to arrange for the booking of such venues;
3. The Shire of Ashburton shall pay via Emergency Services Levy and or annual budget allocation for catering at courses that are organized by the Chief Bush Fire Control;
4. The Chief Bush Fire Control shall make available to all Brigades within the Shire of Ashburton notices of upcoming training courses and they shall encourage suitable candidates to attend these courses;



13. FIRE FIGHTERS MEALS – FIRE SERVICES INCIDENTS

13.1 INTRODUCTION

At incidents of major fires, the welfare, including sustenance, of fire fighters must be considered and planned for.

This policy seeks to specify where and when meals will be provided to personnel present at fire services incidents.

13.2 OBJECTIVE

1. To make available suitable meals and catering for persons attending fire services incidents;
2. To provide guidelines as to when meals will be made available; and
3. To specify who is authorised to incur expenditure in this regard.

13.3 POLICY STATEMENT

Implementation of meals and refreshments will be done in consultation between the Chief Bush Fire Control and the Incident Controller.

The Shire of Ashburton will supply meals to personnel attending fire services incidents if:

- a. The personnel are attending a fire a fire emergency within the local government area of the Shire of Ashburton.
- b. The Shire of Ashburton is the controlling agency for that particular incident.

Where personnel have been called to an incident at least two hours prior to a meal period (i.e. breakfast, lunch or tea) and it has been established that they will be required at the incident for at least two hours after that meal period, Council will supply the required meal and drinks not including alcoholic beverages. For continuation of firefighting duties after this period, refreshments will be supplied at the various meal periods (with hydration being available at all times).



14. USE OF FUEL CARDS BY BUSH FIRE BRIGADES

14.1 INTRODUCTION

Bush Fire Brigade appliances are provided and maintained by the Shire of Ashburton. As part of the maintenance of these appliances, Fuel Cards are issued to bush fire brigades for:

- Purchase of fuel and oil appropriate to the fire appliance

14.2 OBJECTIVE

To ensure the secure and proper use of fuel cards by bush fire brigade personnel.

14.3 POLICY STATEMENT

The Shire of Ashburton shall issue a fuel card for each Bush Fire Brigade appliance provided by the Shire of Ashburton, for use in the following manner:

1. Fuel cards are specific to each fire appliance and as such are to be kept on the relevant fire appliance in a secure place at all times;
2. The fuel card must be presented to the cashier when a purchase is made. It is incumbent on the person signing the receipt to ensure that details of the purchase are correct;
3. Volunteer Fire Services personal must sign the receipt.
4. If at any time a fuel card is found to be missing or stolen, it must immediately be reported to the Chief Bush Fire Control or Captain so that the fuel card can be cancelled. In this instance it would be helpful if an approximate date of the loss/theft of the fuel card could be reported.
5. If a purchase is attempted that is not a valid type of expenditure for that card the purchase will be rejected. Misuse of the fuel cards will render the offender liable to disciplinary and/or legal action.



15. MINIMUM DRIVER TRAINING SHIRE OF ASHBURTON FIRE APPLIANCES

15.1 INTRODUCTION

Bush Fire brigades are created by Council pursuant to Section 41 of the Bush Fires Act 1954. As Brigades are under the control of the Shire of Ashburton, the Shire has a duty of care to Brigade members to ensure that they are suitably trained to carry out their roles as fire fighters.

This Policy has been developed to recognise potential duty of care issues in relation to the training standards of persons who are required to operate Shire of Ashburton Fire Appliances

15.2 OBJECTIVE

The driver of any Council fire Fighting appliances will hold a current driver's license appropriate for the appliance being driven and be either:

1. A Shire employee
2. A registered member of a Volunteer Fire Brigade
3. Any person instructed by the Bush Fire Brigade Captain or Chief Bush Fire Control Officer or any other authorized person

The objective of this Policy is to specify a minimum training standard for all drivers of Shire of Ashburton Fire Appliances.

15.3 DEFINITIONS

In this Policy, unless the contrary appears:

“approved driving course” means Drive Vehicles Under Operational Conditions DFES Introduction to Driving or equivalent.

“authorised training” means driver training on appliances that is conducted and supervised by a brigade officer or training officer, who has completed an approved driving course.

“learner driver” means a driver who is issued with a learners permit under Section 48C of the Road Traffic Act 1974.

“probationary driver” means a diver who is issued with a probationary license under Section 45 of the Road Traffic Act 1974.

“volunteer firefighter” means a registered member of a bush fire brigade formed under the Bush Fires Act 1954 and includes any bush fire control officer, officer, office bearer, firefighter, probationary firefighter, probationary firefighter and auxiliary member of a brigade.

15.4 POLICY STATEMENT

1. A volunteer firefighter shall not drive any fire appliance owned by the Shire of Ashburton in an emergency situation unless they have completed an approved driving course;
2. Other Brigade members may drive appliances in non-emergency situations subject to their holding the necessary motor vehicle drivers license



16. USE OF BRIGADE APPLIANCES

16.1 INTRODUCTION

Council provides appliances to Volunteer Bush Fire Brigades for the protection of property and the community in the event of fire. The immediate availability of these appliances, subject to maintenance down time, for the purpose for which they are provided, is essential for Brigades to carry out their commitment to the community

16.2 OBJECTIVE

To stipulate the use which may be made of Council owned fire appliances thus ensuring the appliance is available for the purpose for which it was provided.

16.3 POLICY STATEMENT

1. To ensure that Bush Fire Brigade appliances provided by Council are readily available, the following uses only will be permitted:
 - a. Attending call outs to wild fires;
 - b. Carrying out hazard reduction burning;
 - c. Brigade training activities;
 - d. Travel associated with approved training outside the Shire of Ashburton
 - e. Travel associated directly with refuelling or vehicle maintenance;
 - f. A 30 minute maintenance run, twice a month, during the off fire season.
2. Any use of a Brigade Appliance for a purpose other than that described in 1. above shall only occur if approved by the Brigade Captain or Chief Bush Fire Control Officer or any other authorised persons.



17. PURCHASE OF EQUIPMENT FOR BUSH FIRE BRIGADES

17.1 INTRODUCTION

Bush Fire Brigades are established by the Shire of Ashburton under powers conferred upon the Council by the Bush Fires Act 1954. As the Brigades are creatures of the Council, it is the responsibility of the Shire to ensure the Brigades are provided with the level of equipment necessary to, and suitable for, the performance of their roles.

17.2 OBJECTIVE

To ensure that any equipment/appliances purchased:

1. Is suited to the task for which it is intended,
2. Has the endorsement of the Shire of Ashburton Bush Fire Advisory Committee and
3. Is in the best interests of the Shire of Ashburton Emergency Services as a whole.

17.2 POLICY STATEMENT

For the purposes of this policy, grant funds also includes corporate sponsorship.

1. Individual Brigades, or members thereof, shall not apply for funding or purchase firefighting equipment or appliances;
2. In order that grant funds may be pursued for the best overall strategic benefit of the Shire of Ashburton Bush Fire Brigades and grant funds will only be applied for by the Shire;
3. Any equipment/appliances required by Bush Fire brigades will only be purchased on behalf of the Brigade by the Shire of Ashburton;
4. Equipment will not be purchased, other than to replace an existing item, unless the Bush Fire Advisory Committee has determined:
 - a. the need to purchase the item
 - b. the item meets all current DFES and Shire of Ashburton standards
 - c. provision for the insurance/maintenance of the item can be made within the existing operating budgets.



18. BRIGADE MEMBERS – COMPETENCE AT FIRE GROUNDS

18.1 INTRODUCTION

Bush Fire brigades are created by Council pursuant to Section 41 of the Bush Fires Act 1954. As Brigades are under the control of the Shire of Ashburton, the Shire has a duty of care to Brigade members to ensure that they are suitably equipped and trained for their task.

This Policy seeks to ensure that volunteer fire fighters have attained the necessary level of competence prior to their attendance on the fire ground in a wildfire situation.

18.2 OBJECTIVE

The intent of this policy is to stipulate the level of training required to be undertaken by volunteer Bush Fire brigade members before they can be considered by the Council to be competent to be present on the fire ground.

18.3 POLICY STATEMENT

1. A volunteer member of a Shire of Ashburton Bush Fire brigade shall not be permitted on to the fire ground until they have demonstrated their competence in this regard; and
2. The attainment of competence shall be demonstrated by the member having completed the following modules of the DFES Bush Fire Fighters Course:
 - a. Induction to Fire Fighting
 - b. Introduction to Fire Fighting
 - c. Bush Fire Fighting



19. USE OF WARNING LAMPS AND AUDIBLE WARNING SYSTEMS

19.1 INTRODUCTION

The Road Traffic Code 2000 permits the use of Warning Lamps and Electric Siren Warning Systems for vehicles providing active response to an emergency.

To guard against incorrect use and to avoid possible distraction from the significance of flashing warning lamps and sirens, their use is limited to particular vehicles and particular circumstances.

The following extracts are taken from the publication "**Warning Lamps – A guide for installation and operation**" issued by the Western Australian Department of Planning and Infrastructure.

Definitions:

Priority Degree of Urgency Level of Risk

1. Most urgent Life and/or Serious Property threat
2. Urgent - High Risk Personal or Property Risk

Priority One

Emergency Service role is of the highest priority usually involving life threat, serious injury or significant property damage. Also the service is in constant alert and may be required at any time with minimal notice.

Vehicles used in this category will usually provide active response that may involve high speed and continual contravention of the normal road rules (at times at increased risk) under special emergency exemption provisions during the period of operation.

Priority Two

Usually attends dangerous situations, which are generally not first response or do not require a very high level of urgency. Public are not exposed to the same danger as for Priority One although there may on occasions be the risk of life and serious property damage.

Vehicles used in this category will usually provide active response that may involve some speed and regular contravention of the normal road rules under special emergency exemption provisions during the period of operation.

All Priority 1 and 2 operators require fully accredited training. Correct legal use and Duty of Care issues must be addressed before operators are permitted to operate the relevant vehicle.

Responsibilities of Service Providers

The organisation owning or operating the vehicle shall keep a register of all vehicles fitted with flashing warning lamps. They shall also maintain details of each training course, those operators that are accredited and any other information that is necessary to support use of a certain priority lamp on a vehicle. All of this information shall be readily available for inspection, by a third party, in particular for instances such as crash investigation or law enforcement.



Training

Operators of vehicles fitted with flashing warning lamps must be trained in the correct usage of these lamps. Any organisation operating the vehicle shall be responsible for ensuring that all operators have been provided with the appropriate training. As mentioned previously details of all operators should be readily available for inspection.

Priority one and two categories

As vehicles in these categories are normally rapid response emergency vehicles their drivers are generally exempt from the normal requirements of the Road Traffic Code provided that it is safe and reasonable in the circumstances to proceed contrary to the regulations. Organisations operating these vehicles must ensure that their personnel have passed an appropriate driving course that is relevant to the operation of the particularly vehicle in emergency situations.

19.2 OBJECTIVE

1. To specify the circumstances, and by whom flashing warning lamps and sirens may be activated.
2. To guard against incorrect use and to avoid possible distraction from the significance of flashing warning lamps.

19.3 POLICY STATEMENT

1. All Shire of Ashburton Bush Fire Service Vehicles responding to wildfire emergencies will use their emergency beacons when:
 - Responding to incident
 - During incident
 - Whilst obeying all road rules at all times
2. Sirens shall only be used when responding to a Priority 1 emergency or if prevailing traffic conditions warrant their use.
3. Lights and sirens shall not be used when the vehicle is operating under normal road conditions.
4. Only persons who are trained in accordance with Council Policy 15 Minimum Driver Training – Shire of Ashburton Fire Appliances are permitted to operate a vehicle using warning devices.
5. Notwithstanding Policy statement 2 above, the use of lights for reasons of Occupational Health and Safety, if appliances are being refilled on the side of the road or that mopping up/blackout operations are also being conducted from the roadside, is permitted.



20. BRIGADE OFFICER QUALIFICATIONS

20.1 INTRODUCTION

Bush Fire brigades are created by Council pursuant to Section 41 of the Bush Fires Act 1954. As Brigades are under the control of the Shire of Ashburton, the Shire has a duty of care to Brigade members to ensure that they are suitably equipped and trained for their task.

This duty of care extends to the qualifications of Brigade Officers to ensure they have the necessary combination of formal qualification and experience to perform their roles and provide for the safety of those whose activities they direct.

The Policy also seeks to provide a pathway for members to follow should they aspire to fill more senior roles within the Brigade and Ashburton Shire Bush Fire Services.

20.2 OBJECTIVE

The intent of this policy is to stipulate the level of training and experience to be attained by persons seeking to become officers within volunteer bush fire brigades within the Shire of Ashburton.

20.3 POLICY

In addition to the qualifications required under Policy 19.24 - Brigade Members – Competence at Fire Grounds, Council requires that all persons seeking to hold the position of officer of a brigade within the Shire of Ashburton Bush Fire service shall attain, as a minimum, the following combination of qualifications and experience:

Captain

1. Be a competent fire fighter with operational experience at this level and,
2. Have completed the following courses as a minimum standard:
 - a. Fire and Incident Operations
 - b. Sector Commander
 - c. Machine Supervision.
 - d. Australasian Inter-Service Incident Management System (AIIMS) Awareness

Lieutenant

1. Be a competent fire fighter with operational experience; and
2. Have completed the following courses as a minimum standard:
 - a. AIIMS Awareness
 - b. Crew Leader

Fire Control Officer

1. Be a competent Fire Fighter with operational experience at this level;

Policy No: CORP_GOV

2. To be eligible for appointment as a Bush Fire Control Officer a person must have completed the Bush Fire Control Officer Training;
3. Notwithstanding Item 2 above, a person will be eligible for appointment as a Bush Fire Control Officer if they complete the Bush Fire Control Officer Training Program when next available.
4. For a person to continue as a Bush Fire Control Officer they must complete the Bush Fire Control Officers Course or a Refresher Course at intervals of no more than every two years.

Chief/Deputy Chief Bush Fire Control Officer

1. Demonstrated competence as a Fire Control Officer; and
2. Experience as a Fire Control Officer.

Implementation

*This policy shall have effect for all appointments as a brigade officer made after
9 December 2015*

(Signature)

Signed

Monitor and Review:

Last Review Date

Next Review Date

Review Period:

Kerry White

(Print Name)

Shire President

Bush Fire Control Officer

9 December 2015

2016

Annually

This policy is to remain in force until otherwise determined by the Council or superseded.



Policy No: CORP_ORG

ENG11

Policy Name:

Major Projects Management Policy

File No:

ENG11
OR.CM.1

Policy Purpose:

The Shire of Ashburton has identified the need to ensure a formal project management methodology is used throughout the Organisation. The purpose of this policy is to ensure that there is common and consistent application of project management principles and practise across the Shire.

Principles / Framework:

OT

Application:

OT

Statutory Environment:

OT

Minute Number:

11345

Approval Date:

21 November 2012

OBJECTIVE

The Shire of Ashburton will follow a formal project management methodology that is grounded in an internationally recognised project management body of knowledge (PMBOK) by the Project Management Institute (PMI) (or other internationally recognised and approved methodology).

FRAMEWORK

A Project Management policy and methodology enables the Shire to manage projects in a measurable, standardised and consistent way which is undertaken in accordance with best practise disciplines. This will provide a framework to ensure that risks associated with project deliverables operational delivery and business continuity are identified, managed and mitigated effectively.

Centralised monitoring and reporting of projects provides assurance that the ownership interests of the Shire and the accountability for delivery of projects are achieved. Lessons learned from projects can also be collated and disseminated to all departments in order to enhance departmental capability in project development and management.

All Shire projects must be based upon best practice project management methodology such as that promoted by the PMI (or other approved internationally recognised methodology). Managers must align themselves with the Shire's interpretation of this methodology.

Projects across the shire will be subject to internal auditing to ensure strong project leadership within the Shire environment. The objective of this function is to assist and guide projects to successful outcomes for the Shire and to ensure that actions, issues and risks are identified, tracked and managed.



POLICY

All projects will follow the approved methodology launched in December 2012.

All projects will be reported on, centrally, for the use of executive management and governance.

All projects will use the risk management framework (ADM08 – Risk Management Policy) for the reporting of project related risks.

IMPLEMENTATION

The methodology for the Shire will be implemented in December 2012, and will include, but not limited to, criteria for selection, project decision flowchart, project templates and reporting structure.

ASSOCIATED DOCUMENTS

External

- WA Local Government Act 1995
- Australian Institute of Project Management AIPM
- PMBOK Guidelines

Internal

- Strategic Community Plan
- Corporate Plan
- Long Term Financial Plan
- Risk Management Policy
- Asset Management Plan
- Purchasing and Tender Policy (FIN 12)
- Integrated Planning Development and Implementation
- Knowledge Management

Kerry White

[Signature]

Signed

[Print Name]

Shire President

Monitor and Review

Last Review Date

Next Review Date

Review Period:

Executive Manager, Infrastructure Services

This policy is to remain in force until otherwise determined by the Council or superseded.

Policy No: CORP_ORG



Policy Name:	FIN10 WITTENOOM <u>PROPERTIES (AS PER TITLE DEEDS) TOWNSITE</u>, WITTENOOM GORGE AND YAMPIRE GORGE RATES AND SERVICES POLICY
File No:	WITT.5 FIN10
Policy Purpose:	<p>To cease providing all physical services to Wittenoom and Yampire Gorge.</p> <p>To cease waiving rates for Wittenoom properties; take possession of land where rates remain outstanding; and dispose of such properties taken possession of to the Crown.</p> <p>To cease the promotion of Wittenoom and Yampire Gorge.</p> <p>To work in harmony with the State Government, residents and industry to achieve the outcomes of this policy.</p> <p>The policy acknowledges the intention of the Council to minimise its exposure to future claims for compensation or damages.</p>
Principles / Framework:	Financial Management
Application:	Residents of Wittenoom
Statutory Environment:	Local Government (Financial Management) Regulations 1996 Part 5 -- Rates and service charges
Minute Number:	12.07.1045; 11875
Approval Date:	<p>Ordinary Meeting of Council 18 November 1997 Ordinary Meeting of Council 17 September 2002 Ordinary Meeting of Council 11 February 2003 Ordinary Meeting of Council 15 July 2003 Ordinary Meeting of Council 19 November 2014 <u>Ordinary Meeting of Council 9 December 2015</u></p>

OBJECTIVE

The town of Wittenoom and mine sites in Wittenoom Gorge and Yampire Gorge based upon latest information (or lack of it to the contrary) represent a hazard to human health due to the considered presence of airborne blue asbestos fibres (crocidolite).

The current areas to be avoided are defined as the entire township of -Wittenoom-~~town site~~ as shown on the attached plan (comprising the roads bounded by Forrest Street, Carey Street, Seventh Avenue, the former King Street to Third Avenue, Burgess Street, Windell Avenue and First Avenue and including those roads and all properties adjacent to them) and within 1km of the mine sites located within the

Policy No: CORP_ORG

Wittencoom Gorge. In Yampire Gorge the area to be avoided is defined as lengths along the Yampire Gorge Road from three (3) kilometres north of the Banjima Road intersection to ten (10) kilometres south of the Nanutarra – Munjina Road.

The Council discontinues the provision of any services to the township of Wittencoom.

The Council shall do everything within its power to encourage remaining residents of Wittencoom to relocate to other areas.

No promotion of Wittencoom or the mine sites by the Council or any person acting on its behalf shall take place. On the contrary, Council advocates the avoidance of these areas. Council shall work with the State Government to eliminate all promotion by tourism bodies and other third parties of these areas.

Irrespective of the zoning or purpose of the land Council will rate all properties in Wittencoom at the Residential Rate level set annually by Council in the Budget. This is in acknowledgement that local government rates do not pertain specifically to property but also relate to a range of services provided to the community on a non-geographic basis such as sporting facilities, libraries, roads, governance and economic development.

With regard to any outstanding rates and charges Council will take action in accordance with the Local Government Act 1995 Section 6.64 to take possession of the land to which the outstanding rates pertain. Any land so claimed is to be transferred to the Crown for the outstanding rates.

K White

(Signature)
Signed

(Print Name)
Shire President

Monitor and Review:
Last Review Date
Next Review Date
Review Period:

Executive Manager, Corporate Services
~~19 November 2014~~ December 2015
2017~~6~~
Biennial

This policy is to remain in force until otherwise determined by the Council or superseded



Policy No: CORP_ORG



Policy Name:	FIN13 DEBTORS MANAGEMENT - General
File No:	FIN13 FI.DR
Policy Purpose:	To provide guidelines for staff that assist in ensuring any monies owed to Council are collected in a consistent and timely manner. This policy will apply to debtors to provide them with clear guidelines relating to outstanding monies.
Principles / Framework:	10 Year Community Strategic Plan 2012-2022 Goal 5 – Inspiring Governance Objective 4 – Exemplary Team and Work Environment
Application:	Corporate Services Employees
Statutory Environment:	Local Government Act 1995 s6.12; s6.13; s6.16 and s6.17 Caravans and Parks Camping Grounds Act 1995 Caravan Parks and Camping Grounds Regulations 1997 Fines Penalties and Infringement Notices Enforcement Regulations 1994
Approval Date:	Ordinary Meeting of Council 24 April 2007 Ordinary Meeting of Council 19 November 2014 Ordinary Meeting of Council 9 December 2015

Policy:

The purpose of this policy and any associated guidelines is to establish a framework that will:

1. Ensure a fair and accountable approach to the Council's debt management and collection decisions and practices.
2. Provide guiding principles for the management of credit control, debt collection and a bad debt write offs.
3. Ensure timely collection of all monies owing to the Council for the purpose of optimising cash flow and reducing bad debt write offs.

1. Recovery of Sundry Debtors

- 1.1. All monies owed to Council for any fee or charge raised under Sections 6.16 and 6.17 of the Local Government Act 1995, or any reimbursement that is due to Council are deemed to be overdue following a period of 30 calendar days from the date of the original invoice.
- 1.2. An initial current statement will be issued at the end of the month.
- 1.3. At the expiration of the 30 day period, a statement giving the debtor is to be issued with a friendly reminder that the account is overdue. Attempt to contact the debtor via email or phone are also to be made.
- 1.4. At the expiration of the 60 day period another statement with an urgent reminder is to be sent. In addition, attempts to contact the debtor via email or phone are also to be made requesting the payment of monies outstanding
- 1.5. At the expiration of the 90 day period if payment has not been forthcoming then a final demand letter is to be issued giving the debtor a further 7 day period to rectify the debt and advising the debtor that any further line of credit may be withdrawn if payment is not forthcoming and/or an arrangement is not made to pay off the debt.
- 1.6. At the expiration of the 97 day period and after the 3 separate requests for payment, if payment has not been forthcoming then withdraw all further line of credit may be withdrawn until the debt has been paid in full or an arrangement has been made to pay off the debt.
- 1.7. Recovery action, based upon a risk management approach as determined by the value and type of debt including referral to a debt collection agency, will commence against debtors with amounts outstanding for a period greater than 90 days .
- 1.8. All legal costs associated with the debt collection action may be borne by the debtor.
- 1.9. All sporting groups and not for Profit Community organisations are exempt from debt recovery action however Council will have the right to refuse booking requests for facilities if these groups have monies owing exceeding the Shires 30 day trading terms.
- 1.10. Any staff member with a debt outstanding at the time of resignation or termination must pay the debt off in full prior to their final pay. Any monies outstanding may be automatically deducted from the final pay of the staff member to clear the debt as per their signed employment contract.

2. Late Payment Penalty

- 2.1. At the expiration of the 35 days period, after an invoice is raised, interest is to be applied on all unpaid monies.
- 2.2. Interest will be charged in any payment plan arrangements that have not been settled after 35 days from the date of invoice.
- 2.3. The interest rate imposed is determined by Council in its Annual Budget.
- 2.4. Organisations that provide Grants or Contributions to projects and programmes will be exempt from being charged interest.
- 2.5. All sporting groups and not for Profit Community organisations will be exempt from being charged interest.

- 2.6. Interest charges will be reviewed annually and determined at the adoption of the Council budget.

3. Recovery of Oceanview Caravan Park Monies

- 3.1. Once the Oceanview Caravan Park staff have followed all necessary procedures under the Caravan Parks & Camping Grounds Act 1995 and have exhausted all avenues in recovering the debt, they can then forward all correspondence relating to the outstanding debt to the Accounts Receivable Officer, to forward to the debt collection agency for recovery process.

4. Recovery of Infringements

- 4.1. Any infringement that remains unpaid after 28 days from the infringement being issued, will be issued a Final Demand notice
- 4.2. Any infringement that remains unpaid after 28 days from the Final Demand being issued, will be referred to the Fines Enforcement Registry within the statutory time limits.
- 4.3. Once the infringement is referred to the Fine Enforcement Registry, the Shire cannot receive payment, it must be paid to the Fines Enforcement Registry.
- 4.4. Fines Enforcement Registry will recommend any infringements to be written off and the process below will be followed.

5. Arrangements to Pay Off Debt

- 5.1. Debtor requests for deferment and/or payment by instalments must be made in writing prior to any debt recovery action taking place.
- 5.2. Any such agreement shall not exceed 4 months unless exceptional circumstances exist.
- 5.3. The debtor must, when making application for deferment or payment by instalments, provide in writing:
- Details to support their payment
 - Advice as to the date final payment will be made; and
 - An instalment payment schedule.
- 5.4. Debtors who have made written contact with The Shire seeking deferment of payment of outstanding monies and/or payment by instalment method, or are subject to a separate agreement, are exempt from legal action for recovery of outstanding monies **unless** the payment schedule has been defaulted.

6. Bad Debts / Write offs

- 6.1. A Bad Debt is where a debtor has accounts unpaid for a period exceeding four months (120 days) and if the debtor has made it known that such accounts will be bad due to
- Bankruptcy or insolvency
 - Or otherwise is not locatable
- 6.2. Any bad debts that require writing off or adjustments must be presented to the Finance Manager for review.
- 6.3. A report shall be issued, depending on the amount (refer to Policy DA03-2 Delegated Authority Register), to either the Finance Manager, Executive Manager Corporate Services, CEO or Council identifying the name of the debtor, the description of the debt, the amount outstanding, the period overdue and the reason for the write off.

- 6.4. Upon approval of the write off, the Finance Manager along with the Accounts Receivable Officer shall ensure that necessary adjustments are incorporated in the accounts receivable system and financial statements.

7. New Customer

7.1. New customers will be required to complete a New Customer Application Form CS014.

7.2. The New Customer application form will include details about:

- Councils credit terms of 30 days
- Interest charges (%) on outstanding balances over 35 days and
- All cost of any recovery action will be borne by the customer

8. Records Management.

- 8.1. Records shall be kept to ensure continuity of information for historical purposes through Synergy records.

	Kerry White
[Signature]	[Print Name]
Signed	Shire President
Monitor and Review:	Executive Manager, Corporate Services
Last Review Date	December 2015
Next Review Date	2017
Review Period:	Biennial

This policy is to remain in force until otherwise determined by the Council or superseded.



Policy No: CORP_ORG

FIN14

Policy Name:	SHIRE OF ASHBURTON TENDER ASSESSMENT CRITERIA
File No:	FIN14
Policy Purpose:	To establish assessment criteria for the evaluation of Tenders
Principles / Framework	Inspiring Government Objective 04 – Exemplary Team and Work Environment
Application:	All tenders issued by the Shire of Ashburton
Statutory Environment:	Local Government Act 1995 Section 3.57 Local Government (Functions and General) 1996 Regulation 14(2a)
Minute Number:	Nil
Approval Date:	Ordinary Meeting of Council 13 February 2013 Item No. 10.1 Ordinary Meeting of Council 9 December 2015

Objective

To ensure that Shire procedures for procurements result in best-value outcomes, taking into account life-cycle costing, quality/safety considerations and transparency.

References:

- Local Government Act WA 1995, Part 3 Division 3
- Local Government (functions & General) Regulations 1996 Regulation 14(2a)
- Purchasing and Tender Policy FIN12
- Buy local Regional Price Preference Policy FIN04
- Asset Management Policy AMP1
- Delegations Register – DA001 -Tenders
- WALGA Procurement Handbook 2011/2012 (and its Risk Assessment section)
- Tender Flowchart

Categories:

This policy relates to three procurement categories:

- 1 Plant – generally vehicles, machinery, small and large plant.
- 2 Services – provision of materials, services, consultancy advice etc.
- 3 Infrastructure – construction, upgrading and upkeep of buildings, roads, airports, waste, facilities, community facilities, real estate, property, etc.

Procedures:

Steps to be adopted to implement this policy are:

- 1 Establish the range of cost involved and apply Purchasing and Tender Policy FIN12 to determine whether verbal quote(s), written quotes or public tenders need to be sought. Take action to seek the appropriate quote(s) or tenders.
- 2 As per Policy FIN12, the Shire shall not enter into two or more contracts of a similar nature for the purpose of splitting the value of the contracts to take the value of consideration below the level of \$100,000, thereby avoiding the need to publicly tender.
- 3 Where WALGA procurement is used to obtain quotes or tenders, these will also be assessed as per these procedures.
- 4 Where Periodic Schedule of Rates Tenders have been called for supply of materials or services, the amount to be considered under the selection criteria needs to be determined and documented, by estimating the quantities to be used on a particular project or over a particular time period, as appropriate. This amount is then to be assessed as per these procedures.
- 5 Quotes or tenders are to be tested against any compliance criteria to eliminate those which are non-compliant.
- 6 The qualitative selection criteria are then to be applied to the remaining quotes or tenders, and the tenders to be ranked on their assessed score.
- 7 Apply the Buy Local Policy FIN04 where applicable to quotes and tenders to reduce the price to be considered under the qualitative selection criteria.

Administrative procedures such as preparing tender documents, advertising, agenda items, opening tenders, advice to tenderers, record keeping, etc. shall be carried out as detailed in Policy FIN12.

The qualitative selection criteria in this policy have taken into account where appropriate the need for life-cycle costs to be considered, i.e. to take into account the expected life, annual operating cost, annual maintenance cost, component life and renewal cost, upgrade frequency and cost, and disposal cost as required under the Shire's Asset Management Policy AMP1.

Policy Content

The assessment criteria for the evaluation of tenders will be based on the following categories:

Category 1: PLANT (Generally vehicles, machinery, small and large plant)

Compulsory Criteria	Yes/No
Tender Timing	
Was tender received at the correct location before the deadline?	
Tender Conformance	
Did the tender conform to the specification and required conditions?	

Qualitative Selection Criteria	Weighting
Timing	
The timeliness of the proposal against Council's requirements	10%
Quality/Life Cycle/Maintenance	40%
The overall quality of the product:	
<ul style="list-style-type: none"> • How well does the product satisfy Council's needs? • Are maintenance costs low? • How often is maintenance needed? • Will the product last/outlast the required life? • Will resale/disposal be fast, efficient and economically viable? 	
Price	50%
The total price of the plant including all delivery and other costs.	
Total	100%

Category 2: SERVICES (provision of materials, services, small and large plant)

Compulsory Criteria	Yes/No
Tender Timing	
Was tender received at the correct location before the deadline?	
Tender Conformance	
Did the tender conform to the specification and required conditions?	
Alternative Tenders	
Did the tender contain qualifications or conditions?	
Was an alternative tender submitted along with a conforming tender? (if the Shire wishes to consider an alternative tender that meets the tender objectives, other conforming tenderers are to be notified and given the opportunity to submit a similar alternative tender for consideration).	

Qualitative Selection Criteria	Weighting
Relevant Experience	10%
Demonstrate experience and skill in all aspects of projects of a similar nature displaying high quality outcomes, with emphasis on provision of similar practices as detailed in the specification.	
<ul style="list-style-type: none"> • Provide details of each project including relevant details, project budget and facilities provided; 	
<ul style="list-style-type: none"> • Include photo records and location details of each project; and • Provide the scope of the tenderer's involvement including details of outcomes. 	
Key Personnel	10%
Key personnel's experience in completing similar projects and their skills and experience to be used on this service, including as a minimum.	
<ul style="list-style-type: none"> • Their role in the performance of the Contract; • Qualifications with emphasis on the experience of personnel in projects of a similar requirement including references; and 	
<ul style="list-style-type: none"> • Any additional information. 	
Past Company Performances	10%
The track record of the company or individuals.	
<ul style="list-style-type: none"> • Demonstrated evidence of the quality of past work within the industry; and • Demonstrated evidence of competency, co-operation and sound judgement in past projects. 	
Resources	5%
Demonstrate the ability to supply and sustain the necessary resources, including:	
<ul style="list-style-type: none"> • Personnel; and • A list of all subcontractors to be used in this project, their role in this project and their level of skills and experience and qualifications of key personnel, with emphasis on the experience of personnel in projects of a similar requirement including references. 	
Plant, Equipment and Materials	5%
Any contingency measures or back-up of resources; Supply of a provisional construction program demonstrating compliance with the requirements of the Contract (where applicable).	
<ul style="list-style-type: none"> • And any other information. 	
Methodology/Quality and OHS Systems/Life Cycle/Risk Management	10%
Provide an overview of the methodology and approach to carrying out the works by providing:	
<ul style="list-style-type: none"> • Construction program demonstrating how the contract timeframe will be met (where applicable), including key performance indicators; 	
<ul style="list-style-type: none"> • Reporting and recording systems to be used; 	
<ul style="list-style-type: none"> • A brief written construction methodology; 	
<ul style="list-style-type: none"> • Summary of the key risks that may impact on how the works are delivered; and how these risks will be managed; 	
<ul style="list-style-type: none"> • Warranties and guarantees provided; and • Any other information 	
Price	50%
The total price of the infrastructure including all delivery and other costs	
Total	100%

Category 3: INFRASTRUCTURE (construction, upgrading and upkeep of buildings, roads, airports, waste facilities, community facilities, real estate, property, etc.)

Compulsory Criteria	Yes/No
Tender Timing	
Was tender received at the correct location before the deadline?	
Tender Conformance	
Did the tender conform to the specification and required conditions?	
Alternative Tenders	
Did the tender contain qualifications or conditions?	
Was an alternative tender submitted along with a conforming tender? (if the Shire wishes to consider an alternative tender that meets the tender objectives, other conforming tenderers are to be notified and given the opportunity to submit a similar alternative tender for consideration).	

Qualitative Selection Criteria	Weighting
Relevant Experience	10%
Demonstrate experience and skill in all aspects of projects of a similar nature displaying high quality outcomes, with emphasis on provision of similar facilities and construction practices as detailed in the specification.	
<ul style="list-style-type: none"> Provide details of each project including relevant details, project budget and facilities provided; 	
<ul style="list-style-type: none"> Include photo records and location details of each project; and Provide the scope of the tenderer's involvement including details of outcomes. 	
Key Personnel	10%
Demonstrate key personnel's experience in completing similar projects and their skills and experience to be used on this service, including as a minimum:	
<ul style="list-style-type: none"> Their role in the performance of the Contract; Qualifications, with emphasis on the experience of personnel in projects of a similar requirement including references; and 	
<ul style="list-style-type: none"> Any additional information. 	
Past Company Performances	10%
The track record of the company or individuals:	
<ul style="list-style-type: none"> Demonstrated evidence of the quality of past work within the industry; and Demonstrated evidence of competency, co-operation and sound judgement in past projects. 	
Resources	5%
Demonstrate the ability to supply and sustain the necessary resources, including:	
Personnel	
A list of all subcontractors to be used in this project, their role in this project and their level of skills and experience and qualifications of key personnel, with emphasis on the experience of personnel in projects of a similar requirement including references.	
Plant, Equipment and Materials	5%
Any contingency measures or back-up of resources; Supply of a provisional construction program demonstrating compliance with the requirements of the Contract (where applicable); and	
<ul style="list-style-type: none"> Any other information 	

Methodology/Quality and OHS Systems/Life Cycle/Risk Management	10%
Provide an overview of the methodology and approach to carrying out the works by providing:	
<ul style="list-style-type: none"> A construction program demonstrating how the contract timeframe will be met (where applicable), including key performance indicators; 	
<ul style="list-style-type: none"> Reporting and recording systems to be used; 	
<ul style="list-style-type: none"> A brief written construction methodology; 	
<ul style="list-style-type: none"> A summary of the key risks that may impact on how the works are delivered; and how these risks will be managed; 	
<ul style="list-style-type: none"> Warranties and guarantees provided; and 	
<ul style="list-style-type: none"> Any other information. 	
Price	50%
The total price of the infrastructure including all delivery and other costs	
Total	100%

Example of application of this policy:
Procurement of a Bulldozer: Category - PLANT

BRAND			CRITERIA				SCORE
	Delivery Time		Quality/Maintenance		Price		
Caterpillar	1 month	Weighting 10%	Very Good	Weighting 40%	\$500,000	Weighting 50%	
	8/10 x 10% = 8%		9/10 x 40% = 36%		(400,000 \$100,000)/400,00 x 50% = 37.5%		8 + 36 + 37.5 = 81.5%
Fiat Allis	Immediate	Weighting 10%	Average	Weighting 40%	\$400,000	Weighting 50%	
	10/10 x 10% = 10%		5/10 x 40% = 20%		10/10 x 50% = 50%		10 + 20 + 50 = 80%
Komatsu	2 months	Weighting 10%	Above Average	Weighting 40%	\$445,000	Weighting 50%	
	6/10 x 10% = 6%		7/10 x 40% = 28%		(\$400,000 \$45,000)/\$400,000 x 50% = 44.37%		6 + 28 + 44.37 = 78.3%

Under Purchasing and Tender Policy FIN12, the expected price of the procurement exceeds \$100,000 and thus public tenders have been invited. Under the Buy Local Policy FIN04, the Komatsu tender was entitled to a 5% price preference to a maximum of \$99,999 (i.e. \$5,000 preference). For the purpose of assessment of tenders, i.e. the \$450,000 price then reduces to \$445,000.

In this example, the Fiat Allis scores best on Delivery Time criterion because it is immediately available, thus scoring 10 out of 10. The Caterpillar with 1 month delivery time scored next best with 8 out of 10, and the Komatsu with 2 month delivery time scored only 6 out of 10. These scores are then multiplied by the weighting. Thus, on Time, Caterpillar scored 8%, Fiat Allis 10% and Komatsu 6%.

On the Quality criterion, the Caterpillar scored best with 9 out of 10 based on reputation and track-record. Komatsu score 7 out of 10, and Fiat Allis 5 out of 10. Thus, on Quality, Caterpillar scored 36%, Fiat Allis 20% and Komatsu 28%.

The Fiat Allis also scored best on Price criterion because it is the lowest price of \$400,000. Where 10/10 has been scored by Fiat Allis for this lowest price, the score for price by the other machines is determined by subtracting the additional cost from the lowest price, then dividing this by the lowest price, then multiplying by the weighting. Thus, on Price, Caterpillar scored 37.5%, Fiat Allis scored 50% and Komatsu, with its \$5,000 price preference reducing its price for assessment to \$445,000, scored 46.57%.

For final ranking, the scores for each criterion are aggregated. The result indicates that the Caterpillar is the preferred procurement with an aggregate score of 81.5%, against Fiat Allis' aggregate of 80%, and the Komatsu's aggregate of 78.37%.

Kerry White

[Signature]

Signed

[Print Name]

Shire President

Monitor and Review

Last Review Date

Next Review Date

Review Period

Executive Manager, Corporate Services

9 December 2015

2019

4 years

This policy is to remain in force until otherwise determined by the Council or superseded.

Policy No: CORP_ORG



Policy Name:	FIN15 RATES DEBT RECOVERY POLICY
File No:	FIN15
Policy Purpose:	To provide guidelines to the staff on appropriate debt recovery and write off procedures to ensure effective control over Rates and Charges that become due and payable.
Principles / Framework:	Shire of Ashburton 10 Year Community Strategic Plan 2012-2022 Goal 5 – Inspiring Governance Objective 4 – Exemplary Team and Work Environment
Application:	Corporate Services Employees
Statutory Environment:	Local Government Act 1995, section 6.
Approval Date:	OCM 9 December 2015

1. Policy Objectives

- To ensure the monies owed to Council are received in a timely, efficient and effective manner in order to finance Council's operations and ensure effective cash flow management.
- To fulfil statutory requirements of the Local Government Act 1995 and other relevant legislation in relation to the recovery of rates and charges.
- During the debt recovery process Council will treat people fairly, consistently, and in a confidential and professional manner.

2. Recovery of Rates Outstanding

Any rate payment due to the Council that has not been received by the due date is to be recovered in accordance with this Policy

2.1 Rates and Charges Notice

Rates and service charges are issued every year as soon as the Council's annual budget is adopted in conjunction with rates in the dollar approved by the Department of Local Government.

Rates are payable in full by due date or by two (2) or four (4) instalment options. A rate instalment notice is to be issued 35 days before the next instalment is due pursuant to section 6.50 of the local Government Act 1995.

2.2 Special Arrangement

Council may, at the request of a ratepayer, approve special payment arrangements other than instalment options offered on the rate notice subject to the following:

- (i) Special arrangements must be finalised in full prior to 30th June of the current financial year unless under extenuating circumstances and as approved by the Executive Manager Corporate Services or CEO.
- (ii) Interest will continue to accrue on any arrears during the period of arrangement
- (iii) All requests for payment arrangements are to be made in writing or by completing Council's "Application for Payment Arrangement" form. Payments can be made either weekly, fortnightly, monthly or by other arrangements approved by the Executive Manager Corporate services or the CEO.
- (iv) Extension of time beyond three (3) months without payment is not acceptable.
- (v) Where the ratepayer defaults on two consecutive payments, the arrangement will immediately be withdrawn and will be subject to further action as outlined in the debt collection process.

2.3 Final Notice

A final notice is to be issued within 30 days after the due date of any assessment where Rates and Charges remain outstanding and an alternative special arrangement has not been made. The final notice will advise the following:

- (a) The amount of outstanding levies and interest accrued up until the date of the notice, allowing 7 working days for payment in full.
- (b) If the amount due is not received by the due date specified in the notice, legal proceedings will be initiated to recover the debt.
- (c) Advise ratepayers to contact Council within the 7 days specified in the notice to make alternative arrangements for the payment of the overdue amount.
- (d) All debt recovery costs and fees associated with any course of action are to be borne by the owner of the debt and will subsequently remain a charge on the land/property.

2.4 Recovery Action – Referral to Debt Collection Agency

Following the expiry date on the final notice, Council shall refer the debt to its collection agency to commence with the issuing of court proceedings in accordance with section 6.56 of the Local Government Act 1995.

Procedures for Debt Recovery by Agency:

- (i) A 'letter of final demand' is issued to the rate payer to make payments within 7 days of receiving the letter.
- (ii) Seven (7) days after the Final Demand Letter and where payment still remains outstanding, a General Procedure Claim (Legal Claim) will be issued for the recovery of the debt.
- (iii) The General Procedure Claim (GPC) will automatically affect the ratepayer's credit rating.

- (iv) If the Bailiff is successful in serving the GPC, the ratepayer should contact the Council to make a payment arrangement or the ratepayer can complete a form which is part of the GPC to be forwarded to Court.
- (v) When the GPC is served, the ratepayer will have 14 days to respond. Council may proceed with the next step if the ratepayer fails to respond as required after the 14 days.
- (vi) Where the owner has not responded to the General Procedure Claim a Property Seizure and Sale Order (PSSO) is to be issued and the Bailiff will go out to the affected property and seize goods to the value of the debt outstanding.
- (vii) If the rate payer does not own any goods to be seized to the value of the debt, Council may proceed with a PSSO over land. Council may auction the land to recover the debt owed.

Further legal proceedings are to continue until payment of rates imposed is secured.

2.5 Other Recovery options that may be undertaken by the Council

- a) Where Rates and Charges remain unpaid, are not subject to an approved alternative special arrangement and the property is not occupied by the ratepayer and is leased, section 6.60 of the Local Government Act shall be imposed, requiring the leasee or tenant to pay to the Shire, the rent due payable under the lease/tenancy agreement as it becomes due, until the outstanding amount has been paid in full. The approval of Council is to be obtained before this course of action is undertaken.
- b) Where Rates and Charges remain unpaid and are not subject to an approved alternative special arrangement, impose section 6.64 of the Local Government Act, to lodge a caveat on the title of the land. The approval of Council is to be obtained before this course of action is undertaken.
- c) Where Rates and Charges remain unpaid for at least 3 years and are not subject to an approved alternative special arrangement, impose section 6.64 of the Local Government Act, to take possession of the land. The approval of Council is to be obtained before this course of action is undertaken.
- d) Where Rates and Charges remain unpaid and are not subject to an approved alternative special arrangement, the Shire may, for the purpose of determining if it is a condition of the loan for the rates and taxes to be kept current ,query with the Mortgager details of the loan where applicable, with a view to having the debt paid by the financial institution.

3. Late Payment Penalty

- Interest is to be calculated daily on overdue rates and charges at a rate set in the Council's Annual Budget in accordance with the Local Government Act 1995. The rate of interest set by the Council must not exceed the rate specified by the Minister for Local Government.
- Where an instalment option is taken, the account of the ratepayer is to be levied with an additional instalment charge as prescribed in Council's Fees & Charges schedule.
- A late penalty fee is to be charged on special payment arrangement as prescribed in Council's Fees & Charges schedule.

4. Bad Debts/ Write Off

- (i) Council may at its discretion, remit penalties and related expenses for late payment of rates, including where genuine hardship can be substantiated.
- (ii) Writing off unpaid debts will only be considered when all reasonable attempts have been made to recover the outstanding amount.
- (iii) Bad debts of an amount greater than the Chief Executive Officer's authority limit can only be written off by Council resolution.

5. Roles and Responsibilities

- The Chief Executive Officer shall be responsible for the application of delegations of authority in regards to the Policy
- The Executive Manager Corporate Services shall be responsible for ~~the~~-referring matters to Council in regards to this Policy and the collection of outstanding debts.
- Finance Manager shall be responsible for ensuring Policy and procedures are implemented and monitored.
- Finance officers shall be responsible for reviewing and ensuring that all balances are recovered without the need for legal action wherever possible and that all relevant Council policies are adhered to.

Kerry White

[Signature]
Signed

[Print Name]
Shire President

Monitor and Review:
Last Review Date
Next Review Date
Review Period:

Executive Manager, Corporate Services
December 2015
2017
Biennial

This policy is to remain in force until otherwise determined by the Council or superseded.



Policy No: CORP_GOV

Policy Name: REC06 VANDALISM – REWARD FOR CONVICTION

File No: CS.CS4

Policy Purpose: To reduce that amount of vandalism and wilful damage to Council property through the introduction of a reward system.

Principles / Framework Strategic Plan 2012-2022
10 Year Community Strategic Plan 2012-2044 **22**
Goal 4 – Distinctive and Well Services Places
Objective 1 – Quality Public Infrastructure

Application: General Public

Statutory Environment: Local Government Act 1995
Criminal Investigations Act 2006
Surveillance Devices Act 1998 (Western Australia) Section 3

Minute Number: 12.0.1045; 11875

Approval Date: Ordinary Meeting of Council held 21 May 2002
Ordinary Meeting of Council 19 November 2014
[Ordinary Meeting of Council 9 December 2015](#)

OBJECTIVE

Council is to pay a reward to any person or persons giving information which leads to the successful conviction of vandals who have wilfully damaged Council property. This includes, **but not limited to:** damage to buildings, sporting facilities, equipment and plant, and trees.

OUTCOME

The amount of the reward is to be set by Council and reviewed annually. This reward is currently set at \$500.00. The onus will be on the person seeking to claim the reward to prove that they provided information which leads to the successful conviction of the vandal. Council Staff, Councillors and members of the Police Force are not eligible for the reward.

Kerry White

[Signature]

Signed

[Print Name]

Shire President

Monitor and Review:

Last Review Date

Next Review Date

Review Period:

Executive Manager, Community Development

~~19 November 2014~~, [9 December 2015](#)

2015 **2019**

[Annual4 yearly](#)

This policy is to remain in force until otherwise determined by the Council or superseded.

SHIRE OF ASHBURTON



REVIEW OF SHIRE OF ASHBURTON LOCAL PLANNING SCHEME NO. 7 "Health Check"

BACKGROUND

The Shire of Ashburton serves communities across a vast region in the Pilbara, Western Australia. The region is known for mining, agriculture and fishing, and for its rugged, ancient landscape. The Ashburton River runs through the lower portion of the region, and the Shire includes four established townsites, being Tom Price, Paraburdoo, Onslow and Pannawonica. Of these towns, Pannawonica is a 'closed town', owned and operated by Rio Tinto under the provision of a State Agreement.

At nearly half the size of Victoria (105 647 square km), the Shire of Ashburton boasts some of the world's largest open cut mines, largest pastoral leases and cattle stations and a thriving fishing industry. The region's residents are employed in a variety of industries including oil, gas, mining, cattle, fishing and tourism. The supporting infrastructure also provides employment and career opportunities.

Ashburton Shire has experienced strong population growth over the past decade as a result of net inward migration to service the growth in the mining and oil and gas sectors, in addition to natural population growth resulting from the number of births far outweighing the number of deaths.

Scheme details

The Shire of Ashburton Town Planning Scheme No. 7 was gazetted on 24 December 2004. The scheme has had numerous amendments made over the past 11 years it has been in effect, however a full consolidated review has not been completed.

STRATEGIC CONTEXT

Scheme Amendments

Please refer to the table below for summary list of gazetted amendment to the scheme.

Amendment No.	Amendment Summary	Gazettal Date
1	Rezoning Lot 300, DP 47083 Boonderoo Road, Tom Price from 'Parks, Recreation and Drainage' to 'Mixed Business' as set out in the Amendment Maps Amending the Scheme Maps accordingly	16/07/10
2	No information available	n/a
3	Zoning table – identifying use class 'Aged or Dependant Persons Dwelling' as a 'D' use in the community zone	13/11/09
4	Rezoning Lot 854 Court Street/Central Road, Tom Price from 'Parks, Recreation and Drainage' reserve to 'Community' zone. Rezoning Lots 1049 & 1050 Gungarri Circuit and Lot 1053 Ceron Street, Tom Price from 'Parks, Recreation and Drainage' reserve to 'Residential' zone with a Residential Planning Codes density zoning of R20. Amending the Scheme Maps accordingly	1/12/09

5	Modified Clause 6.18 (c). Modified "No. 1" Special Use Zone, Appendix 3.	13/04/10
6	Modified Clause 6.11.4.	22/06/10
7	To rezone Lot 604 Rocklea Road Paraburdoo from 'Public Purposes – Community' reserve to 'Residential' zone with a Residential Planning Code equivalent of 'R 50' as set out in the Amendment Map. To rezone part Lot 603 and Lot 606 Rocklea Road Paraburdoo from 'Community' zone to 'Residential' zone with a Residential Planning Code equivalent of 'R 50' as set out in the Amendment Map. To modify the existing Residential zone Residential Planning Code equivalent of 'R 30 for part Lot 603 Rocklea Road Paraburdoo to R50' as set out in the Amendment Map	10/07/12
8	Modified 'Transient Workforce Accommodation' to read as an X use under the 'Strategic Industry' zone within the Zoning Table.	27/01/12
9	Modified clauses 6.11.8 & 7.1. Added new clause 7.9. Inserted new Appendix "11 – Ashburton North Strategic Industrial Area (SIA)".	21/12/10
10	Inserted No. 2 Portion of Lot 152, Onslow Road and portion Road No. 8400 into Schedule 3 – Special Use Zones.	22/11/11
11	Deleted reference to 'Onslow Strategic Industrial Buffer' within clause 7.1.1 and renumbered the clauses 7.1.1(d) – 7.1.1 (g).	20/12/11
12	Inserted Clause 6.6.2.	27/01/12
13	Inserted Clause 6.6.3	23/4/13
14	Inserted Clause 6.10.4 and Clause 6.10.5.	23/4/13
15	Rezone portions of Onslow Airport to Mixed Business and prepare a draft development plan and subdivision.	Amendment approved subject to modifications – awaiting Gazettal
16	Rezone portions of Onslow Airport to Mixed Business and prepare a draft development plan and subdivision.	Pending – unlikely to proceed in the foreseeable future.
17	Inserted new clauses 6.11.12 and 6.11.13 and 7.9.4 and renumbered subsequent clauses accordingly.	21/03/14
18	Inserted a new clause 6.11.8 and renumbered subsequent clauses accordingly.	6/9/13
19	Rezoning the whole of Unallocated Crown Land Lot 570, currently reserved for 'Parks, Recreation and Drainage', a portion of Lot 647 (Reserve 33782), currently reserved for 'Public Purposes-Water and Drainage', a portion of Unallocated Crown Land Lot 975, currently zoned 'Urban Development' with a density coding of RI2.5/30 and portions of excess road reserve associated with Simpson Street, Forrest Court and Clarke Place to 'Residential' with a density coding of RI2.5/30. Rezoning a portion of Unallocated Crown Land Lot 649, currently reserved for	11/09/12

	'Parks, Recreation and Drainage' to 'Residential' with a density coding of R12.5/30. Rezoning portions of excess road reserve associated with Simpson Street and First Street to 'Residential' with a density coding of R20. Amending the Scheme Maps accordingly.	
20	Schedule 3 – insert No. 3 Lot 50 Nameless Valley Drive, Tom Price – special use and special provisions	27/06/14
21	Proposed to rezone the remaining portions of land within the proposed Onslow Development Plan area to “Urban Development”	Amendment approved and pending Gazettal.
22	Remove the density coding for existing land zoned “Urban Development” in order to allow flexibility throughout the Onslow Development Plan.	Awaiting final approval by Minister
23	To limit building height within the ‘Commercial and Civic’ zone of Onslow	Amendment initiated but no documentation prepared or submitted to EPA
24	To replace and introduce a revised provision Clause 7.3 To replace and introduce a revised provision Clause 6.20.2 and Clause 6.20.3 Introducing a new provision of Appendix 12- Requirements for Onslow Coastal Hazard Area	Requires new Council resolution to resolve administrative detail from final adoption.
25	Revised wording and location of “Onslow Airport Height Restrictions Area – Special Control Area”	Amendment unlikely to proceed due to new height restrictions – to be addressed in future amendment.
26	Request from Water Corporation to initiate amendment to provide for a ‘Waste Water buffer’ and change of scheme Reserve	Amendment approved and awaiting Gazettal.
27	To rezone part lot 27 and part lot 277 Killawarra Drive, Tom Price from ‘Parks, Recreation and Drainage’ to ‘Residential R20’	Final adoption pending technical input from service providers.
28	To rezone Lot 111 Tom Price-Paraburdoo Road from ‘Rural’ to ‘Special use’ zone	Refused to be adopted by Council – submitted to the Minister for Planning for determination
29	Rezoning portion of Lot 500 on Deposited Plan 401881 from ‘Rural’ to ‘Public Purposes – Waste Disposal and Treatment’ as shown on the Amendment Map; and Amending the Scheme Map Accordingly.	Council adopt for final approval at November 2015 Ordinary Council Meeting.
30	Rezoning portion of Lot 16 Onslow Road from ‘Public Purposes - Airport’ reserve to ‘Special Use’ zone	Initiated by Council 15/07/15, final adoption report anticipated December 2015

Development Activity in The Local Government Area

- Structure Plans that have been endorsed under the scheme:
 - Onslow Structure Plan (September 2003)
 - Ashburton North Strategic Industrial Area Structure Plan (August 2011)
 - Onslow Townsite Expansion Stage One Development Plan (January 2013)

- Ashburton North Strategic Industrial Eastern Portion – Outline Development Plan (September 2013)

It is important to note, that since the current Planning Scheme came into effect in 2004, development and building application data has been managed in numerous ways. Coupled with staff turnover, consistency and thoroughness of the data is an issue. As such, the following data has limitations and is solely extracted from “Synergy” only, but provides a snapshot of development in the Shire since the scheme came into effect in 2004.

Total number of development applications recorded in “Synergy” is 853 since 2004. A breakdown of this data is shown in the tables below:

Table 1 – Total numbers by Development Application type

Development Application Type	Number
Development Plan	1
Development Application	242
Pilbara Joint Development Assessment Panel	31
Planning Licence	518
Scheme Amendment	19
Subdivision/Amalgamation/Strata	34
Strata Subdivision	5
Written Planning Advice	3
TOTAL	853

Table 2 – Total numbers by decision type (Development Applications)

Decision Type	Number
Approved	289
Approved- Council	19
Approved –Delegated	296
Approved PJDAP	11
Cancelled	57
Completed	13
Conditions cleared	15
Deferred	2
Processing	95
Refused	6
Strata/subdivision endorsed	5
Subdivision/amalgamation not supported	1
Subdivision/amalgamation supported	16
Withdrawn	28
TOTAL	853

Building applications data in “Synergy” is limited to the date range August 2007- current. The total number of building applications Council has received during this time is 3313. The following table shows a breakdown of building applications by type. As can be seen, smaller scale residential additions generate the most building application types, followed by building works on camp/mines/stations sites, where the majority of employment in the shire is generated.

Table 3 - Building Application Totals by type

Building Application type	Number
Residential dwelling	557
Commercial	514

Camp/Mines/Stations	819
Other- residential additions/patios etc	1423
TOTALS	3313

Population Change

Current population estimates from official sources at the town level are either unavailable or unreliable. However, the Census provides an indication of the composition of Ashburton's resident population for Onslow, Tom Price and Paraburdoo.

Table1 below provides a comparison of the recorded resident population in each town across the last three Censuses.

Table 4: Census Resident Population by Location 2001-2011

Location	YEAR		
	2001	2006	2011
Onslow	531	573	667
Tom Price	2834	2721	3134
Paraburdoo	1203	1607	1509
Shire	5716	6078	10001

Source: ABS (2012d), ABS (2014b)

Based on predicted population change per the *Western Australian Tomorrow Population Report No 10.- Medium Term Population Forecasts for Western Australia 2014-2026 and Sub-regions 2016-2026*, the Shire of Ashburton will sustain an annual average growth rate of on average around 2%, using the median forecast band (Band C) within the data. See tables below extracted from the report:

Table 5: Total Population Ashburton Shire

Persons Year	Band C
2011	10 230
2016	11 660
2021	12 760
2026	13 740

Table 6: Average Annual Growth Rate Ashburton Shire

Year	Band C
2016	2.65%
2021	2.23%
2026	1.99%

Total Lot creation within the Shire has increased from 2,972 at end financial year 2004, to a total of 4,177 current to date. This represents an increase of 1,205 lots across a 10 year period, giving an approximate growth rate of 1.2%. To note, the biggest increases in lot creations in the Shire have been for the purposes of mining/industrial, reflective of the industrial growth within the Shire.

CONSULTATION

All Scheme Amendments, both approved and pending, have been advertised in accordance with relevant legislation, with details forwarded to the WAPC on final adoption. When the Local Government prepares an Amendment to bring TPS7 into accordance with the Model Scheme Text, further advertising will be undertaken in accordance with relevant legislation.

OFFICER'S COMMENTS

The growth in the resources sector in WA has placed considerable strain on economic and social infrastructure across the Shire of Ashburton, coupled with the transient nature of residents across all fields of employment in the Shire. A shortage of available and/or affordable housing, very high housing rental prices and a high prominence of FIFO workforces, are all factors that have had an impact on the local economy, infrastructure provision and the ability to attract and retain government regional officers (e.g. teachers, nurses, police officers) and service workers for essential community and social service provision in the region. The current Planning Scheme is generally not responsive to these factors, however through scheme amendment processes has provided a mechanism to respond. Strategically, a local planning strategy and framework that considers these influencing factors, which will inherently not change over time due to the nature of the work in the Pilbara region, needs to be established to inform a new planning scheme.

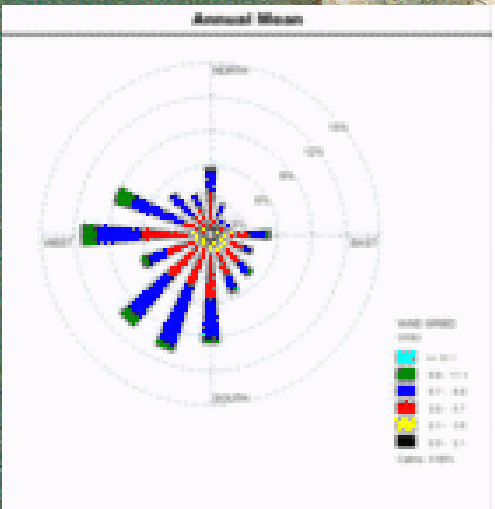
Understanding the scale and distribution of current and future population growth and accommodation needs, and identifying growth strategies to meet these needs, will assist to create places that people choose to settle on a permanent basis and to manage transient population trends. Identification of utility infrastructure constraints, native title, heritage and environmental constraints is also required and should be addressed as part of a new planning scheme.

In relation to local planning policy, a review of all existing and proposed policies needs to be completed. A periodic review of such work is overdue. A review of the policies will assist in informing a new planning scheme and ensure the policies are robust and current to respond to the Shire. Current structure plans in place and in draft format for Onslow Townsite must be reviewed and prepared per the new formats under the legislative requirements. Additionally, the Shire's current scheme must be reviewed to meet the minimum mandatory scheme text and deemed provisions requirements to ensure the Shire complies with their statutory obligations.

RECOMMENDATION

That Council, Pursuant to Regulation 66(3) of the *Planning and Development (Local Planning Schemes) Regulations 2015* recommend to the Western Australian Planning Commission that:

- a. the *Shire of Ashburton Town Planning Scheme No. 7* be amended to comply with the *Planning and Development (Local Planning Schemes) Regulations 2015*, and that this amendment be undertaken within six months; and
- b. that following the preparation and endorsement of a Local Planning Strategy by the Western Australian Planning Commission the Shire commence the preparation of a new Local Planning Scheme to replace the *Shire of Ashburton Town Planning Scheme No. 7*.



SCALE: 1:2500	DATE DRAWN: 18/10/2011
V DATUM: AHD	DRAWN BY: DIW
H DATUM: BIO94	CHECKED BY: SJ
SURVEY DATE: Dec 2010	DATA FILE: onslow airport lidar&ground survey bio94.acs
SURVEYOR: LiDAR	Image: 1886_bio94.ecw
JOB No: 14287-03	
FILE: S:\Projects\14\14287\survey\item-04 ...1101112 airport proposed camp.dwg	



133 Scarborough Beach Road, Mount Hawthorn WA 6016
 PO Box 99, MOUNT HAWTHORN WA 6915
 T: 08 9443 1511 F: 08 9444 3901
 E: whelans@whelans.com.au W: www.whelans.com.au

**PROPOSED CONSTRUCTION CAMP
 ACCOMMODATION SITE
 ONSLOW AIRPORT**

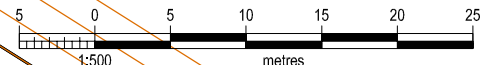
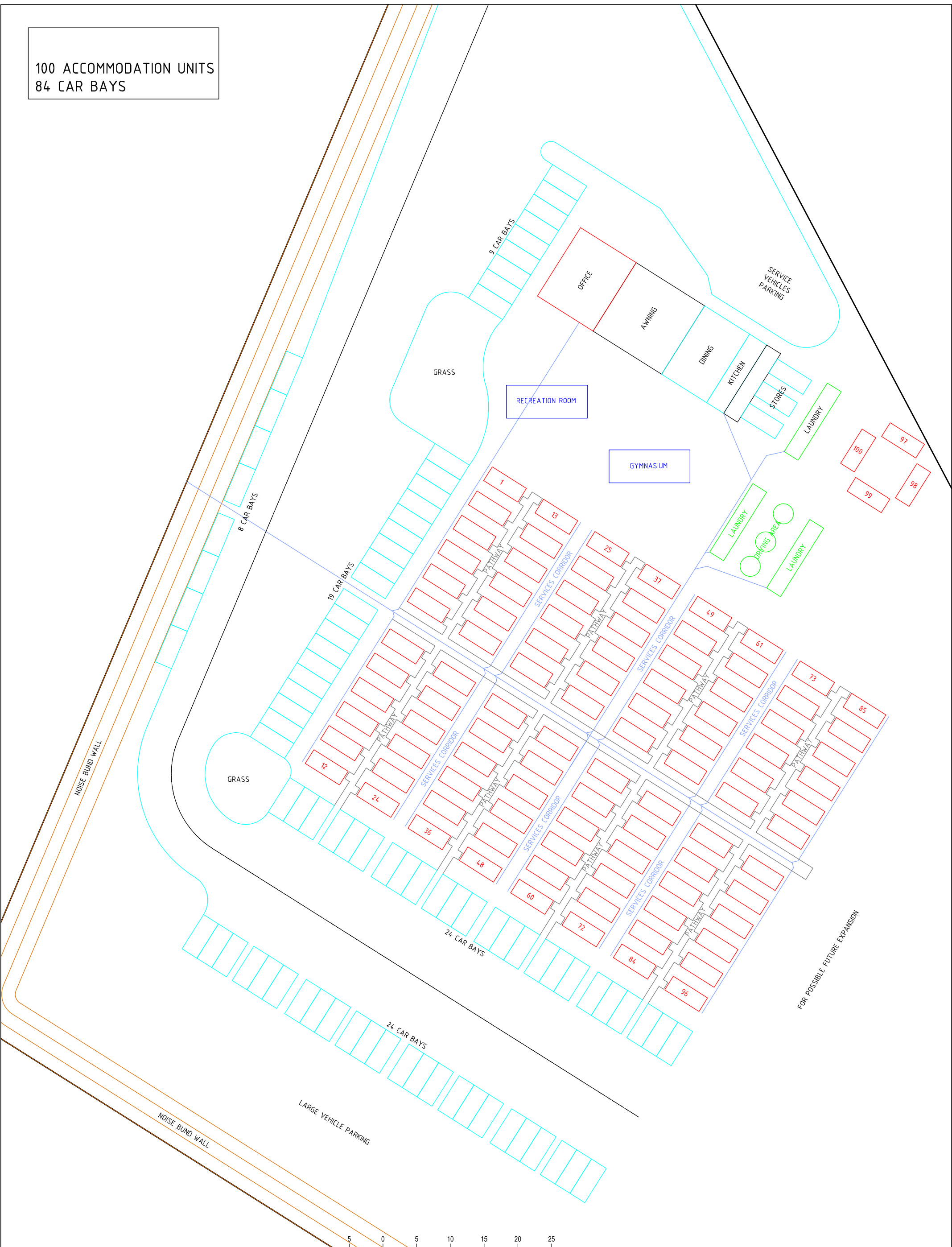
© This plan must not be reproduced without the permission of WHELANS

CLIENT: SHIRE OF ASHBURTON

ORIGINAL SIZE: A3 SHEET 1 OF 3

REV 0
 ISO 9001:2008
 FS 521002
**PLAN
 14287 - XX**

100 ACCOMMODATION UNITS
84 CAR BAYS



SCALE: 1:500	DATE DRAWN: 18/10/2011
V DATUM: AHD	DRAWN BY: DIW
H DATUM: BIO94	CHECKED BY: SJ
SURVEY DATE: Dec 2010	DATA FILE: onslow airport lidar&ground survey bio94.acs
SURVEYOR: LiDAR	Image: 1886_bio94.ecw
JOB No: 14287-04	
FILE: S:\Projects\14\14287\survey\item-04 ...101112 airport proposed camp.dwg	

whelans
 133 Scarborough Beach Road, Mount Hawthorn WA 6016
 PO Box 99, MOUNT HAWTHORN WA 6915
 T: 08 9443 1511 F: 08 9444 3901
 E: whelans@whelans.com.au W: www.whelans.com.au

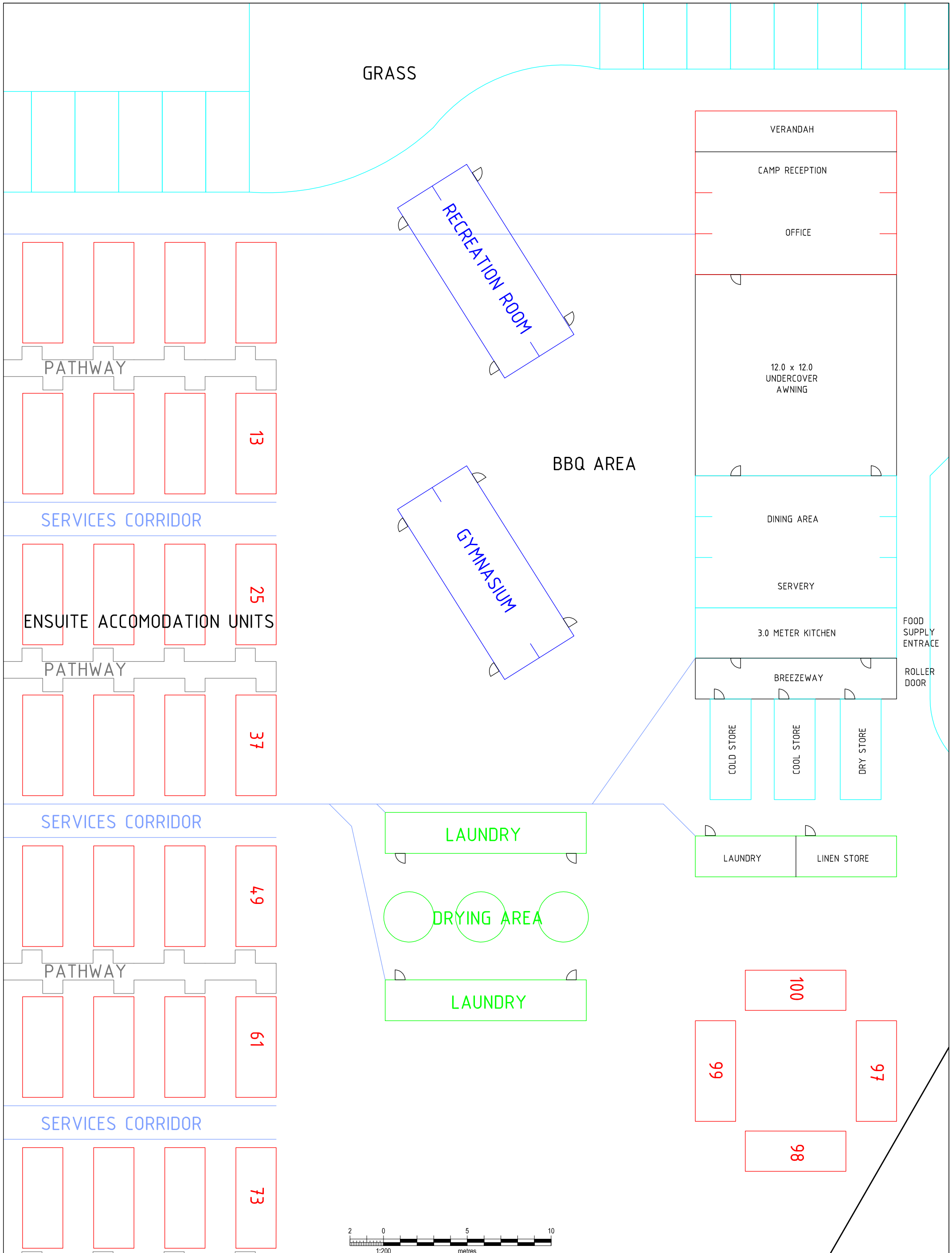
**PROPOSED CONSTRUCTION CAMP
 ACCOMMODATION SITE
 ONSLOW AIRPORT**

© This plan must not be reproduced without the permission of WHELANS

CLIENT: SHIRE OF ASHBURTON

REV 0
 PLAN 14287 - XX

ORIGINAL SIZE: A3 SHEET 2 OF 3



SCALE: 1:200	DATE DRAWN: 18/10/2011
V DATUM: AHD	DRAWN BY: DIW
H DATUM: BIO94	CHECKED BY: SJ
SURVEY DATE: Dec 2010	DATA FILE: onslow airport lidar&ground survey bio94.acs
SURVEYOR: LiDAR	Image: 1886_bio94.ecw
JOB No: 14287-04	
FILE: S:\Projects\14\14287\survey\item-04 ...101112 airport proposed camp.dwg	

1:200 metres

133 Scarborough Beach Road, Mount Hawthorn WA 6016
 PO Box 99, MOUNT HAWTHORN WA 6915
 T: 08 9443 1511 F: 08 9444 3901
 E: whelans@whelans.com.au W: www.whelans.com.au

PROPOSED CONSTRUCTION CAMP
 ACCOMMODATION SITE
 ONSLOW AIRPORT

© This plan must not be reproduced without the permission of WHELANS

CLIENT: SHIRE OF ASHBURTON

REV 0
 PLAN
 14287 - XX

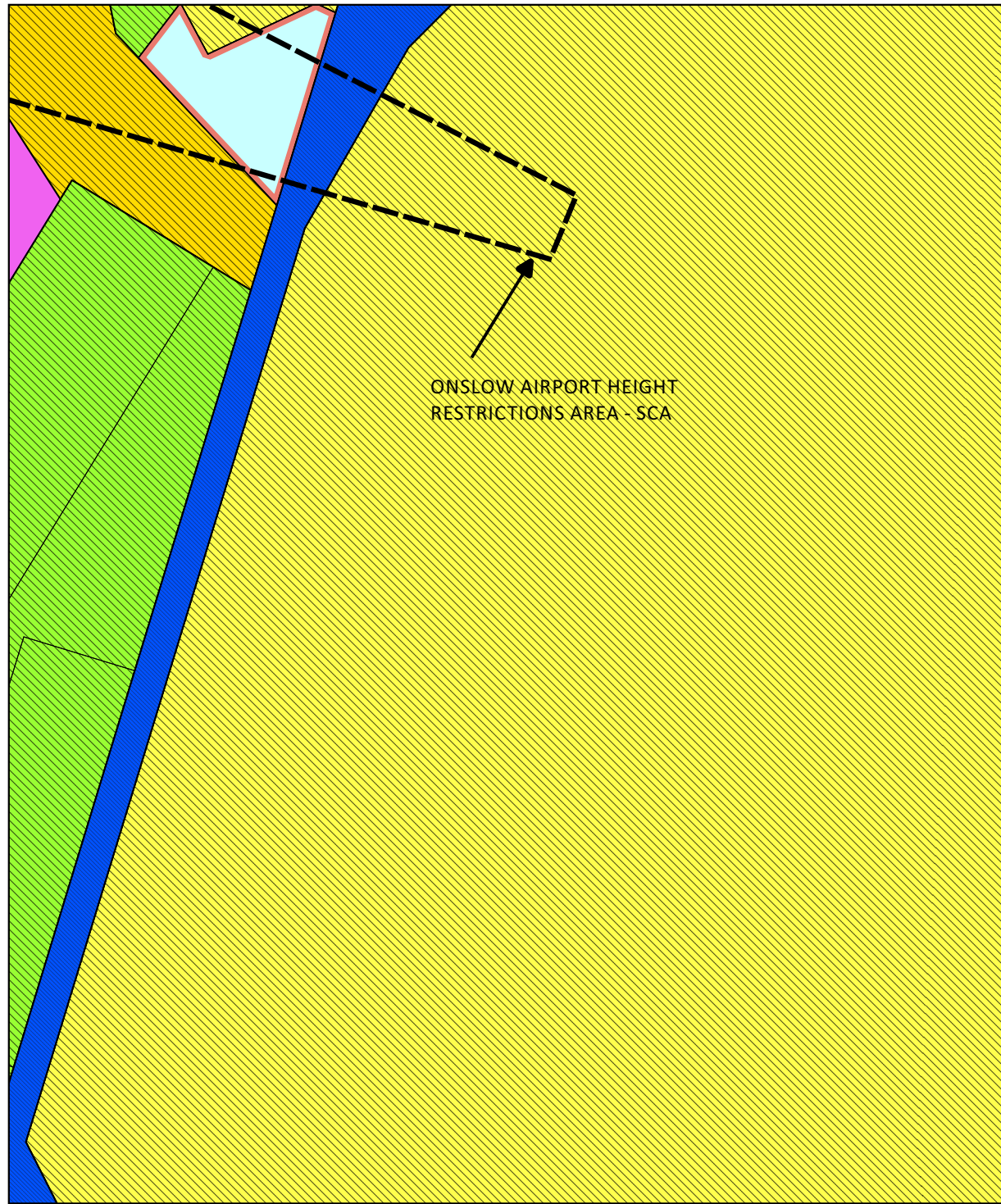
ORIGINAL SIZE: A3 SHEET 3 OF 3



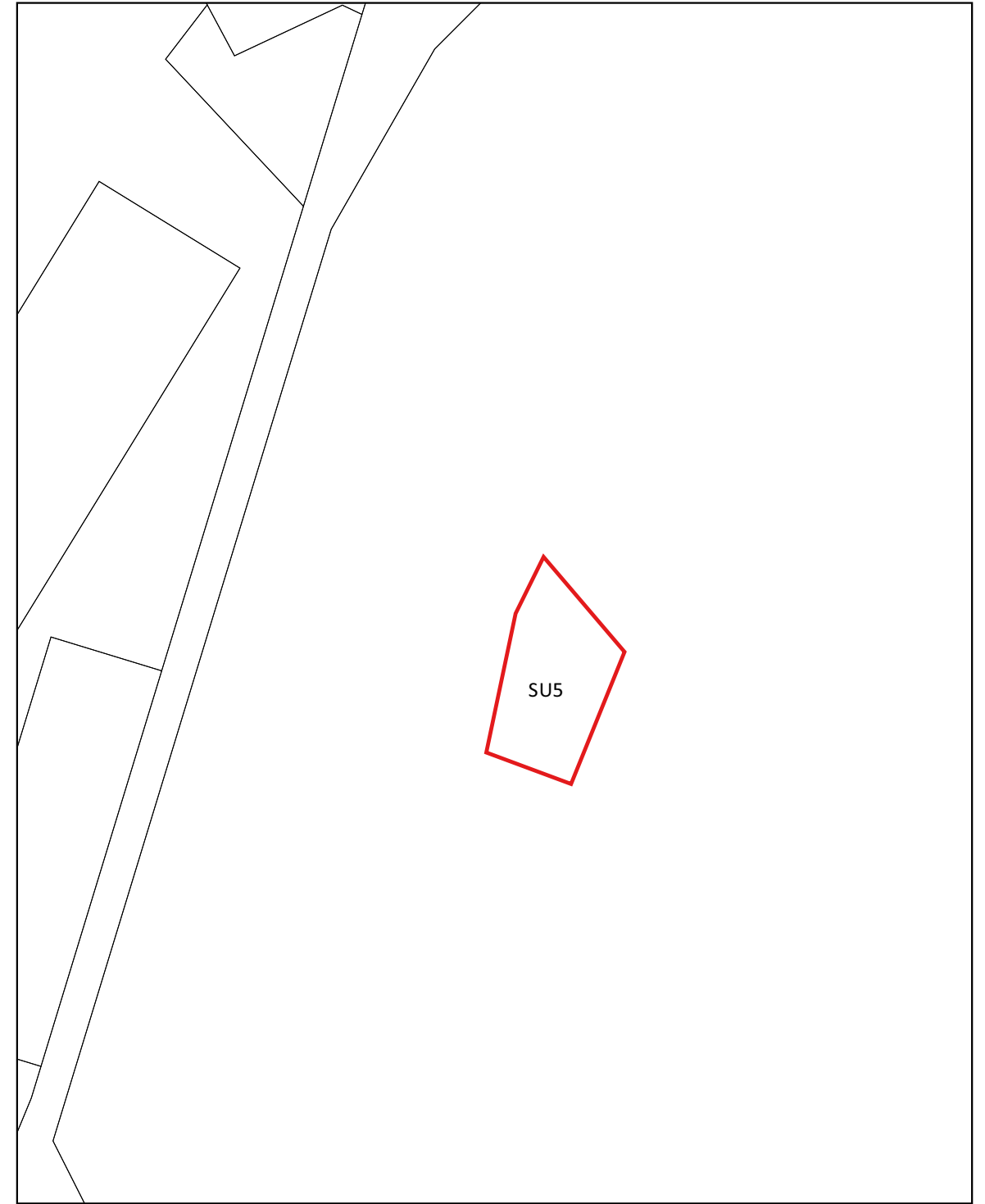
NUMBER	DATE	DESCRIPTION
0	12/12/12	This is the note

REVISION TABLE

DESIGN PRELIMINARY UNLESS SIGNED TROY DAVIS Executive Manager of Infrastructure Services	DRAWN GW SURVEY GW	DESIGNED GW CHECKED	 Poinciana Street Tom Price WA 6751 Ph 9188 4444	PROJECT TITLE PROJECT TITLE LINE 1 PROJECT TITLE LINE 2	SCALE 1:2000	DATE XX-XX-200X	REV No. 0
	Datum: Horizontal: Approx MGA. Zone 50. Vertical: A.H.D.	Orig. Size A3		SHEET TITLE SHEET TITLE	DWG No. XXXXXXX - DWG XXX		



EXISTING ZONING



PROPOSED ZONING

LEGEND

- Special Use Area
- OTHER**
- Special_Control_Areas

- ONslow AIRPORT HEIGHT RESTRICTIONS AREA - SCA
- 'ONslow STRATEGIC INDUSTRIAL BUFFER - SCA

LOCAL SCHEME RESERVES

- CONSERVATION, RECREATION & NATURE LANDSCAPE
- DISTRICT ROAD
- PUBLIC PURPOSES
- OTHER PURPOSES
- INDUSTRY
- RURAL
- RURAL LIVING

**Proposed Scheme Amendment
Onslow Airport**



Scale = 1:7,500 @A3



Asset Management | Environmental Services | Spatial Intelligence | Waste Management

Strategic Waste Management Plan

Synopsis Report & Action Plan

Prepared for Shire of Ashburton

October 2015

Project Number TW15006

Talis Consultants Pty Ltd

8/663 Newcastle St

Leederville WA 6007

Ph: 1300 251 070

www.talisconsultants.com.au

ABN: 85 967 691 321

DOCUMENT CONTROL

Version	Description	Date	Author	Reviewer
0a	Internal Review	8/09/15	AU	RC
1a	Released to Client	9/09/15	AU	RC
1b	Amended following Client Review	16/09/15	AU	RC
1c	Amended following Client Review	19/10/15	AU	RC
1d	Amended following Client Review	21/10/15	AU	RC

Approval for Release

Name	Position	File Reference
Ronan Cullen	Director	TW15006 – Synopsis Report.1d

Signature


Copyright of this document or any part of this document remains with Talis Consultants Pty Ltd and cannot be used, transferred or reproduced in any manner or form without prior written consent from Talis Consultants Pty Ltd.

Table of Contents

1	Introduction	1
1.1	Synopsis and Action Plan	1
2	Synopsis of the Strategic Waste Management Plan	2
2.1	Current Services	2
2.2	Compliance.....	3
2.3	Waste Data.....	4
2.4	Finances	4
2.5	Strategic Options.....	5
2.6	Clusters.....	6
2.7	Waste Disposal	9
2.8	Master Plans.....	11
2.9	Funding Opportunities	11
2.10	Recommendations.....	12
3	Action Plan	13
3.1	Implementation Timeline.....	13
3.2	Reviewing.....	13
3.3	Budgeting.....	13

Tables

Table 2-1: Void space and landfill life estimates at Tom Price and Paraburdoo

Table 2-2: Waste Disposal Options

Table 3-1: Action Plan

Table 3-2: Action Plan Implementation Timeline

Diagrams

Diagram 2-1: Cluster 2 – Organics Recycling

Figures

Figure 1: Tom Price Waste Disposal Site Master Plan

Figure 2: Paraburdoo Waste Disposal Site Master Plan

Figure 3: Tom Price Final Fill Profile

Figure 4: Paraburdoo Final Fill Profile

1 Introduction

The Shire of Ashburton (Shire), along with other local governments within the Pilbara Region have experienced significant growth arising from the mining, oil and gas industries. However, some community services have experienced pressures from this growth. Waste management is one such service. Over recent years, there has been significant advancements on waste management services and technology particularly in the area of resource recovery and compliance. In recognition of the changes and advancements, the Shire commissioned Talis Consultants Pty Ltd (Talis) to prepare a Strategic Waste Management Plan (SWMP).

In Tom Price and Paraburdoo, the Shire recently experienced some compliance issues at their WMFs. Compliance surveys undertaken by the DER identified several non-compliances. The Shire has made an effort to rectify these non-compliances and the majority of non-compliances were successfully completed by the Shire however, some are ongoing.

The Shire seeks greater direction with regard to waste management services for its community and has utilised the recent developments in Tom Price, Paraburdoo and Onslow as an opportunity to develop a holistic waste management view and investigate the policies and practices across the whole Shire.

The current period of change in their waste management infrastructure and greater compliance enforcement presents the Shire with an opportunity to move towards a more sustainable and environmentally sound system for waste management. In recognition that traditional waste management practices are wasteful, the Shire wishes to investigate the potential to implement resource recovery initiatives and thereby increase diversion of waste from landfill.

The SWMP was developed to:

Create an achievable vision for the implementation of initiatives in the Shire and to move current waste management practices towards a more sustainable and efficient system.

1.1 Synopsis and Action Plan

To assist with the identification of key tasks and actions from the SWMP, the Shire commissioned Talis to develop this Synopsis Report which includes the following:

- Synopsis of the SWMP;
- Action Plan; and
- Implementation Timeline.

Arising from a recommendation within the SWMP, Talis has prepared this Synopsis Report which provides an outline for the delivery of key tasks identified within the SWMP.

2 Synopsis of the Strategic Waste Management Plan

The SWMP is a detailed guidance document for the Shire's use over the next 20 years. The SWMP identifies and assesses long term resource recovery and waste disposal options as well as key tasks to assist the Shire move towards a more sustainable waste management system.

This section provides a brief summary of the SWMP including its key findings and associated recommendations.

2.1 Current Services

The Shire currently provides and utilises a variety of waste management infrastructure and services including:

- Community information on Shire's website;
- Bulk Recyclables Drop-off;
- Bulk Materials Processing;
- Refuse kerbside collections;
- Onslow Waste transfer station; and
- Tom Price and Paraburdoo Landfills.

The Shire accepts municipal solid waste (MSW), commercial and industrial (C&I) waste and construction and demolition (C&D) waste at its waste management facilities. In addition to landfilling, certain types of materials are stockpiled prior to being consolidated and/or transported by a contractor for recycling purposes. These materials include:

- Greenwaste (burnt);
- Scrap metal;
- Whitegoods;
- Inert concrete and bricks;
- Batteries; and
- Waste motor oil, oil filters, oily rags and used oil drums.

In addition, the Tom Price Landfill stockpiles a large range of additional materials including paints, gas bottles, intermediate bulk containers (IBCs) and plastic pipes. These materials are stored for future recycling however, it is typically unfeasible for the Shire to transport these materials to market. Recyclers of these materials require large quantities to maintain a sustainable operation and provide minimal commodity sale prices to the Shire, if at all.

The Shire is currently investigating a regional joint contract for greenwaste mulching services with neighbouring local governments. When required, the contractor would travel to each of the waste management facilities across the region and mulch the greenwaste stockpiles. The greenwaste is currently periodically burnt by the Shire.

The Shire should continue to investigate regional contracts for a range of materials in collaboration with other LGAs within the Pilbara Region to gain economies of scale and provide recycling and/or processing services across the Shire.

2.2 Compliance

The Shire has recently experienced some compliance issues at its waste management facilities and has made an effort to rectify these non-compliances by undertaking the following:

- Preparing and implementing Environmental Management Plans;
- Establishing a waste oil tank/bund area for storing used oil drums at Tom Price;
- Undertaking appropriate disposal of hydrocarbon contaminated material;
- Providing firefighting equipment on site;
- Shredding of tyres prior to landfilling;
- Developing accurate recording systems, reports and documents;
- Removing waste from within 35m of the site boundary; and
- Installing accurate and consistent signage.

However, the Shire should consider undertaking a compliance audit to fully understand the current compliance levels at all its facilities with licence conditions which are statutory commitments. A compliance plan should then be developed to identify measures and costs to rectify non-compliances.

A key issue causing existing non-compliance is the requirement to cover waste on a daily basis. The Shire lacks the consistent numbers of qualified staff, equipment and cover material to successfully cover waste at its Paraburdoo waste management facility. The Shire should investigate the development of a borrow pit to the west of the current Paraburdoo facility as a source of cover material. An alternative to this may include an investigation of alternative daily cover technologies however, a significant quantity of soil material is required for long term capping of landfills.

In addition, the Shire should investigate general resourcing allocation to WMFs to ensure mandatory operations are undertaken. The investigation should determine the most suitable approach to staffing of the Shire's waste management capabilities including facilities, services, and administration across all levels of staffing such as:

- Operational;
- Supervisory; and
- Managerial.

The investigation should include, but not be limited to, an assessment of the following on resourcing levels:

- The significant distances between waste management facilities;
- Effect on compliance at waste management facilities;
- Providing a consistent message regarding the services available across the Shire; and
- Recording of accurate data.

The investigation should recommend a preferred staff structure that meets the Shire's objectives and the mandatory requirements that are enforced by the Department of Environment Regulation (DER) within each of the WMF Prescribed Premise Licences at Tom Price, Paraburdoo and Onslow.

Significant penalties may be enforced by the DER if non-compliances are discovered in the future.

2.3 Waste Data

A total of approximately 25,531 tonnes of waste was disposed of to landfill in 2013-14 at the Shire's waste facilities. However, data gaps currently exist regarding the amount and types of waste generated in the Shire and also accepted at the various facilities. It is recommended that the Shire develops a more accurate reporting framework including recording the following data in order to improve the accuracy and enable the Shire to make informed decisions on waste management into the future:

- Type of vehicle;
- Type of waste;
- Waste stream (MSW, C&I and C&D);and
- Waste Volume or weight.

To record weights of vehicles, the Shire should consider the installation of weighbridges at all its waste management facilities. In addition, any future service contracts should look to obtain full records of waste quantities where possible.

The Shire currently provides kerbside refuse collections to a total of 2,217 domestic residential properties. The total commercial collections, provided by the Shire, is 628 which is split between 240L and 1,100L mobile garbage bin (MGB) receptacles. The refuse collected from these properties is taken to the closest waste management facility owned and operated by the Shire.

Outside of these serviced areas, residents or large mining camps are responsible for the management of their own waste. Residents are encouraged to utilise the Shire's waste management facilities for their recyclables and refuse whereas the mining camps contract out the waste collections and disposal which remains the responsibility of the contractor. The Shire may wish to also investigate contracting out its kerbside collections as part of a resourcing review.

2.4 Finances

The cost associated with the waste related activities within the Shire, has increased since 2009-10 from \$1.6 million to \$6 million at the end of the 2014-15 financial year. In 2014-15, the Shire borrowed \$3.2 million for capital works to be undertaken at Onslow which has increased the representative income for the Shire in that financial year. From 2010 to 2014 the increase was gradual however, in 2015 there was a significant surge in the cost associated with the recent developments in Onslow. The costs have typically been offset by the revenue generated at Tom Price waste management facility and from the Rates and C&I waste gate fees. In 2009-10, a total of \$1.7 million was generated in revenue with approximately 40% collected as part of the waste contribution to rates and 30% accounted for by C&I waste gate fees across the three waste management facilities. Excluding the loan in 2014-15, the Shire generated approximately \$3.5 million in revenue with 40% sourced from Tom Price, 9% from Paraburdoo and 7% from Onslow waste related activities. The remaining revenue includes the Rates, sale of recyclables and C&I waste gate fees.

Surplus revenue from the waste management services within the Shire is not kept for future waste management requirements and instead a loan is required. With the ever increasing capital and operational costs to maintain and improve the waste management facilities

across the Shire, the Shire's waste management facilities will create an unfunded long term financial liability into the future. If revenue from the Shire's waste management is not utilised to fund these projects, the Shire will likely need to continue to borrow funds thereby increasing its debt repayment burden.

To ensure that there is adequate funding to meet the long term waste management needs, the Shire should establish a waste reserve. A waste reserve is a specific waste management fund for monies put aside for future waste management projects. It is suggested that in order to easily understand the whole of life costs for waste services and infrastructure, the Shire should develop a comprehensive financial model. The financial model should show the current real waste management costs to the Shire and demonstrate what is required to account for future liabilities. The financial model will also provide a medium for the implementation of the waste reserve. From the financial model, the Shire can then determine appropriate fees and charges for waste management within the Shire and ensure that current and future liabilities are appropriately funded.

In addition, the Shire should prepare and implement Asset Management Plans to assess, identify, maintain and advance the assets at each of the Tom Price, Paraburdoo and Onslow Waste Management Facilities. This will ensure that the whole of life costs associated with the maintenance of the equipment, plant and infrastructure at each site are understood to guide future Shire budgetary planning exercises including setting of gate fees.

As part of the investigation into the Shire's waste management finances, it may also be appropriate to examine the advantages and disadvantages of privatisation or outsourcing the kerbside collections. It is proposed that a thorough market research and/or consultation would be required to obtain a full understanding of the industry's appetite to provide these services and any potential benefits to the Shire.

2.5 Strategic Options

As part of this Strategy a variety of potential Strategic Options were identified to assist the Shire in progressing towards a more sustainable waste management system. The following Strategic Options were investigated:

Hierarchy	Strategic Option
Avoid, Reduce, Reuse	Integrated Waste Education Program
	Earth Carers
	Influencing Commercial Practices
	Waste Education Officer
	Reuse Shops
	Free Trade Website
Recycle	Greenwaste Mulching
	Scrap Metal Recycling
	Glass Crushing
	Tyre Recycling
	Battery Recycling
	E-Waste Recycling
	Commingled Recycling Collections

Hierarchy	Strategic Option
	Mattress Recycling
	C&D Waste Processing
	Recycling Station Network
	Modern Community Recycling & Drop-Off Centres
	Clean MRF
Recover and Treat	Kerbside Organics Collections
	Dirty MRF
	Windrow Aeration
	Forced Aeration
	Mechanical Aeration
	Anaerobic Digestion
	Special Waste Processing
	Combustion
	Gasification
	Pyrolysis
Dispose	Waste Transfer Station
	Landfill
	Alternative Daily Cover

In order to successfully implement any of the Strategic Options, consideration of support structures and frameworks necessary to facilitate the Strategic Options are required. These include:

- Government legislation and policy;
- Material volumes;
- Cost of service;
- Markets for end products;
- Infrastructure and service requirements; and
- Community support.

These support structures are often greatly beneficial to the implementation of Strategic Options and in many cases are essential to their success. The preferred Strategic Options were grouped into complimentary waste management clusters. However, it must be noted that more complex Strategic Options should be subject to a feasibility study prior to implementation to ensure its suitability and long term success within the Shire.

2.6 Clusters

A sustainable waste management system requires initiatives from across all levels of the Waste Management Hierarchy (Avoid, Reduce, Reuse, Recycle, Recover, Treat & Dispose). Therefore, the Strategic Options presented were not considered in isolation but as part of an integrated system of Clusters, which group complimentary Strategic Options. The following proposed Clusters have the potential to achieve a range of landfill diversion rates at varying costs:

- Cluster 1: Commingled Recycling;

- Cluster 2: Organics Recycling; and
- Cluster 3: New Energy RRF.

Based on an analysis of the Commingled and Organic Recycling Systems the Organic Recycling System (Cluster 2) was found to be a more suitable and sustainable system for the Shire due to a number of factors including:

- The volume of organic material available;
- The relative cost efficiencies of the solution; and
- Local markets for compost and similar products.

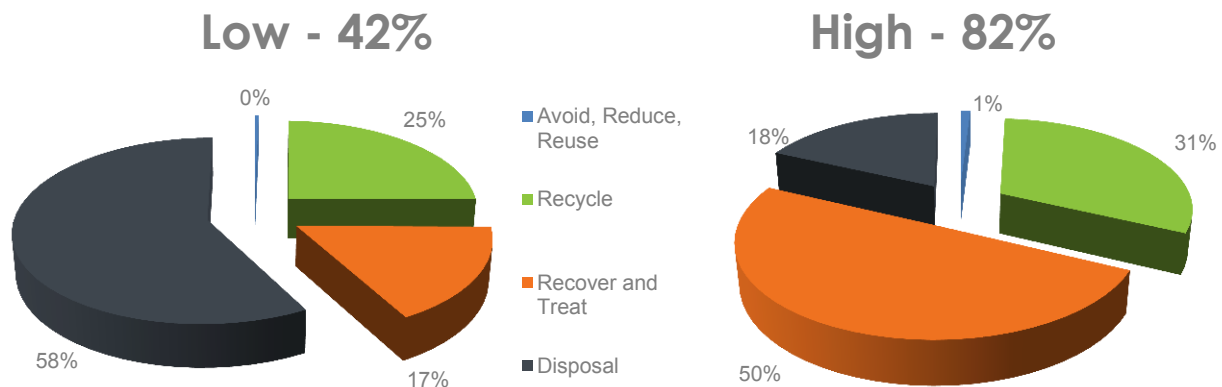
The complimentary Strategic Options grouped into Cluster 2 are shown in **Diagram 2-1** grouped in accordance with the Waste Hierarchy.

CLUSTER 2 – Organics Recycling

Source separation and recycling of organic materials with residue to landfill



LANDFILL DIVERSION RANGE



Key Characteristics

- | | |
|---|---|
| <ul style="list-style-type: none"> Waste education system critical to achieve a significant behavioural change from the community Aim to obtain source separated organic streams maximising potential higher value uses An acceptable level of uncontaminated organic material achieved through a range of measures such as material specific collections and drop off facilities. | <ul style="list-style-type: none"> Produces a compost which can be utilised within the Shire (existing market) Relatively low capital and operational cost Good landfill diversion rate however heavily dependent on the participation of waste generators at the organic kerbside collection activities |
|---|---|

Diagram 2-1: Cluster 2 – Organics Recycling

Cluster 2 targets the organic waste components within the waste stream. Sourcing organic materials is recommended as it removes a greater portion of waste from the MSW and C&I waste streams than commingled recycling, and produces a product which can be utilised within the Shire. In addition, the fraction of materials that generate the highest percentage of landfill gas, is removed from the landfill. Having local markets minimises the excessive

transportation costs involved in hauling co-mingled recyclables as would be required with Cluster 1. In addition, the processing of greenwaste via windrow or forced aeration composting techniques requires less capital and operational investment than a materials recovery facility (MRF) which is required for co-mingled recycling systems.

However, in order to fully understand the viability of either Organics or Dry Co-mingled Recycling systems, the Shire should consider undertaking a feasibility assessment including an analysis of:

- Feedstocks;
- Collection methods;
- Storage requirements;
- Consolidation techniques;
- Processing techniques;
- Markets;
- Transportation;
- Environmental outcomes; and
- Financial comparison.

Within the feasibility assessment, the Shire should consider consultation with the community and resources industry to obtain a clear understating of interest in the different systems. A particular focus to discuss with companies within the region is joint recycling projects including back loading recyclables to Perth. Rio Tinto, Toxfree and ESS Support Services Worldwide have shown interest in recent discussion with the Shire.

The Shire may also wish to undertake a feasibility study into the development of Tip Shops within the Shire focusing on social responsibility and the environmental benefits of such a facility, to complement any recycling initiatives that are developed.

2.7 Waste Disposal

Currently, the predominant management option for the majority of waste generated within the Shire is disposal, with two landfills currently operating in Tom Price and Paraburdoo and another proposed for Onslow. However, the enforcement of the Best Practice Landfill Guidelines across the State presents significant financial challenges to the viability of remote landfills into the future.

It is important to understand the current remaining landfill life, to determine if the Shire's long term waste disposal requirements can be catered for utilising the existing waste management infrastructure. In order to determine the available remaining landfill life within the Tom Price and Paraburdoo Landfills, final fill profiles were designed and void space modelling undertaken utilising the waste projections

The final fill profiles developed for Tom Price and Paraburdoo Landfills represent the void space and landfill life estimates shown in **Table 2-1**.

Table 2-1: Void space and landfill life estimates at Tom Price and Paraburdoo

Waste Management Facility	Gross Void Space (m ³)	Nett Waste Volume (m ³)	Capacity (Tonnes)	Remaining Landfill Life (years)	Landfill Compaction
Tom Price	373,420	336,078	268,862	15	Yes
Paraburdoo	346,510	311,859	249,487	12	No

If the Shire was to purchase a landfill compactor for Paraburdoo, the remaining landfill life is extended to 32 years. However, any expansion opportunities should be further investigated to extend their operational lives.

Arising from the assessment of current waste management services and infrastructure across the Shire, waste disposal options were identified that warranted further detailed consideration as long-term disposal strategies as shown in Table 2-2.

Table 2-2: Waste Disposal Options

Number	Name	Description
1	Current Services	<ul style="list-style-type: none"> Onslow WTS to Tom Price Disposal at Tom Price Disposal at Paraburdoo
2	Future Services	<ul style="list-style-type: none"> Onslow WMF Landfill Disposal at Tom Price Disposal at Paraburdoo
3	Tom Price Disposal	<ul style="list-style-type: none"> Onslow WTS to Tom Price Convert Paraburdoo to WTS and transport waste to Tom Price Disposal at Tom Price Lined Landfill Cells
4	Onslow Disposal	<ul style="list-style-type: none"> Onslow WMF Landfill Convert Tom Price to WTS and transport to Onslow Convert Paraburdoo to WTS and transport to Onslow
5	Paraburdoo Disposal	<ul style="list-style-type: none"> Onslow WTS to Paraburdoo Convert Tom Price to WTS and transport waste to Paraburdoo Disposal at Paraburdoo Lined Landfill Cells
6	All Lined Cells	<ul style="list-style-type: none"> Construct Lined Landfill Cells at Tom Price Construct Lined Landfill Cells at Paraburdoo Onslow WTS to Tom Price Onslow WMF Landfill

The assessment of the waste disposal options indicated that Option 1 (Current Services) provided sufficient void space within the Shire for several years and was the least costly. Option 2 (future planned services) was identified as the second most beneficial to the Shire as each of the Shire's key towns would have a disposal location therefore, preventing large scale waste haulage. In addition, the new Onslow waste management facility would likely be constructed to Class IV best practice standards being capable of accepting hazardous waste and generating additional revenue for the Shire.

Therefore, Talis recommends that the Shire continues its current plan of landfilling at Tom Price and Paraburdoo, in accordance with the master plans, while transporting waste from Onslow to Tom Price in accordance with Option 1 and continue planning for the development of the new Onslow Waste Management Facility. In the event that greater stringency is placed on the Shire by the DER to construct lined landfill cells at Tom Price or

Paraburdoo, it is recommended that Paraburdoo landfill be closed and all waste be transported to Tom Price, where waste will be landfilled in lined landfill cells in accordance with the Best Practice Landfill Guidelines. This would be undertaken in addition to the construction of a lined landfill at Onslow. However, this approach relies on the approval of expanding the Tom Price Landfill site boundaries.

2.8 Master Plans

To ensure that all potential future uses of the Tom Price and Paraburdoo waste management facilities are identified and appropriately planned for, a Master Plan has been developed for each site (**Figure 1 and Figure 2**). In accordance with best practice standards, the layout of the sites should support safety, efficiency and resource recovery. The Master Plan identifies the areas on site to be used for waste management activities including:

- Landfill areas;
- Potential landfill expansion areas;
- Community Recycling Centre;
- Bulk Wastes areas;
- Potential bulk wastes expansion areas;
- Surface water ponds;
- Future leachate ponds; and
- Office, gate house and/or weighbridge.

An Implementation Plan has been developed to provide high level guidance to the Shire in relation to the key tasks required for the successful delivery of the Master Plans as presented in the SWMP. The Implementation Plan is based on the information available at the time of the preparation of the SWMP however, this should be reviewed periodically and expanded to contain further detail as the potential options and projects advance further. To provide clear direction on the operations of the facilities, landfill filling plans should be developed in accordance with the final fill profiles shown in **Figure 3** and **Figure 4**.

The key works required to advance the Master Plans at Tom Price and Paraburdoo waste management facilities will consist of five stages, including:

- Conceptual and Detailed Design of the Community Recycling and Drop-Off Centre;
- Conceptual and Detailed Design of associated site infrastructure including:
 - Weighbridge;
 - Offices;
 - Ablutions;
- Preparation and Submission of Approval Applications (if required);
- Tender Preparation; and
- Construction.

2.9 Funding Opportunities

To assist in the implementation of waste management infrastructure requirements, the Shire may wish to investigate funding opportunities from State, Federal and private sources. The following lists several potential funding opportunities that can be utilised for waste management purposes:

- Royalties for Regions;
- Country Local Government Fund;
- Regional Grants Scheme;

- Community Chest Fund;
- National Stronger Regions Fund;
- Australian Packaging Covenant;
- Community Grants Scheme; and
- Better Bins Program.

2.10 Recommendations

Based on the works undertaken as part the SWMP and the associated findings, the following recommendations were made:

1. The Shire accepts the Strategic Waste Management Plan.
2. Develop and implement an Action Plan that identifies key tasks from the Strategy.
3. Commit to ensuring that each waste management facility becomes fully compliant with site Licence Conditions.
4. The Shire assesses its current waste data gathering and reporting framework to ensure that the weight/volume, sources and generators of waste are recorded.
5. The Shire establishes a waste reserve for the purpose of funding future waste management activities.
6. Undertake a detailed assessment of the initiatives contained within Clusters 1, 2 and 3 to assess their technical and financial viability.
7. The Shire considers partnerships with other LGAs and mining companies to increase the likelihood of success of the initiatives identified within Clusters 1, 2 or 3 with a specific focus on the proposed recycling systems.
8. Develop a long term financial model for waste related activities within the Shire to demonstrate the financial implications of the preferred Cluster(s) and fully understand the Shire's net annual operating position, for the purpose of waste management, currently and into the future.
9. The Shire continues with current waste management services by landfilling at Tom Price and Paraburdoo while transporting waste from Onslow to Tom Price, in accordance with Waste Disposal Option 1.
10. Further progress the concepts outlined within the Master Plans for Tom Price and Paraburdoo waste management facilities by developing the sites in accordance with the proposed layouts and the Implementation Plan.
11. Apply for funding to support the implementation of the Clusters and the Waste Disposal Options.
12. The Shire investigates obtaining long term access to the proposed expansion areas identified within the Master Plans to cater for potential future waste disposal demand.

3 Action Plan

Based upon the issues and corresponding recommendations that were presented within the SWMP, the Action Plan was devised. The Action Plan identifies the relevant tasks and actions required to be undertaken to achieve the required outcome, the responsibilities for each action, the priority of the actions and the estimated budget for achievement. The Action Plan identifies tasks to be implemented over the next five years and is shown in **Table 3-1**.

3.1 Implementation Timeline

The Action Plan is to be utilised as a working document by the Shire for a period of five years from the current financial year of 2015/16 through to the end of the 2019/2020 financial year. **Table 3-2** shows the anticipated timeline to implement each of the tasks within the Action Plan giving consideration to the priority rating of the task.

3.2 Reviewing

Once adopted the Action Plan becomes a working document and therefore a dynamic document that requires reviewing and updating on a regular basis. This will allow for performance monitoring of the Action Plan and ensure that it remains accurate and relevant to the current waste management practices and priorities across the Shire.

It is recommended that the Action Plan is reviewed annually by the Shire for the next five years (2015/16 to 2019/20). The annual review should mainly concentrate on updating what has been achieved. In addition, it is anticipated that new tasks and actions may be added to the Action Plan as part of the annual review. Following the end of the five year period designated for this Action Plan in 2020, it is recommended that the Action Plan is completely revised for use in the following five years.

3.3 Budgeting

It is anticipated that the SWMP and Synopsis Plan will be endorsed by the Shire, in time for the budgeting allocations for 2016/2017. Therefore, it is recommended that the Shire review the Action Plan and identify the tasks that are a priority to be undertaken within the current and forthcoming financial year and budget accordingly. Throughout the life of the Action Plan it is recommended that the Shire give due consideration to the Action Plan whilst preparing budgets. Potential funding options are identified within the SWMP and applications should be considered prior to budgeting for items within the Action Plan if funding criteria can be met.

Table 3-1: Action Plan

Subject	Task	Priority	Action	Responsibility	Estimated Budget
Compliance	Compliance Audit	High	Undertake detailed compliance audits at all Licenced waste management facilities within the Shire.	Shire (with potential consultancy support)	\$5,000
	Compliance Plan & Costings	High	Develop a Compliance Plan that identifies the non-compliances, resources required and the costs associated to rectify. Using the Plan determine whether to rectify non-compliances or seek revision to Licence.	Shire (with potential consultancy support)	\$10,000
	Investigate development of a borrow pit at Paraburdoo	High	Investigate the expansion area to the west of the Paraburdoo site for a borrow pit to use for landfill cover.	Shire	\$10,000
	Investigate Waste Management Facility Resourcing	High	Investigate the resources at each waste management facility to determine appropriate staff numbers and/or a reduction in operational hours at each facility to suit current staffing levels and ensure compliance.	Shire	\$5,000
	Investigate Alternative Daily Cover	Medium	Investigate the different technologies for Alternative Daily Cover for use at the landfill sites instead of inert soil materials.	Shire	\$5,000
Data	Gathering and reporting framework	High	Take a more holistic approach to waste management reporting across the Shire, including improvements in classification and reporting on the C&D and C&I waste streams that is generated or managed by the Shire.	Shire	\$10,000
	Weighbridges	High	Construction of a weighbridge at Tom Price.	Shire	\$170,000
		Low	Plan and construct a weighbridge at Paraburdoo.	Shire	\$170,000
		Low	Plan and construct a weighbridge at the new Onslow waste management facility.	Shire	\$170,000
Finances	Develop a Waste Services Financial Model	High	Develop whole of life costs for waste services and infrastructure to cover long term expenditure.	Shire (with potential consultancy support)	\$25,000
	Waste Reserve	High	Establish a Waste Reserve utilising the information from the Waste Services Financial Model	Shire	\$7,500
	Fees and Charges	High	Determination of Fees and Charges for each waste stream based on the findings of the Waste Services Financial Model.	Shire	\$2,500
	Asset Management	High	Prepare and maintain Asset Management Plans for the Tom Price, Paraburdoo and Onslow Waste Management Facilities	Shire	\$20,000
Onslow Waste Management Facility	Delivery of facility	High	Continue the progression with the approvals for the delivery of the Onslow waste management facility with the relevant project partners.	Shire (with consultancy support)	\$200,000
Recycling	Organics and Dry Commingled Recycling Feasibility	High	Undertake a feasibility assessment of Organics and Dry Commingled Recycling systems including: <ul style="list-style-type: none"> • Collection methods; • Storage requirements; • Consolidation techniques; • Processing techniques; • Markets; and • Transportation. Include within the feasibility assessment consultation with the resources industry in particular Rio Tinto.	Shire (with potential consultancy support)	\$30,000
	Community Engagement	High	As part of the feasibility assessment include a community engagement process to obtain valuable information from the community regarding their potential interest and participation.	Shire (with potential consultancy support)	\$10,000

Subject	Task	Priority	Action	Responsibility	Estimated Budget
	Regional Recycling	High	Further assess Joint Waste Contracts with other Pilbara local governments including: <ul style="list-style-type: none"> • Tyre shredding; • Greenwaste mulching; • Scrap metal recycling; • C&D waste crushing and screening; • Recyclables baling; and • Special Waste Processing. 	Shire	\$10,000
Landfill Compaction	Landfill Compactor at Paraburdoo	High	Consider purchasing a second-hand landfill compactor for use at the Paraburdoo landfill.	Shire	\$500,000
Kerbside Collections	Privatisation of Kerbside Collections	Medium	Investigate privatisation/outsourcing of the kerbside collection systems with market research/consultation.	Shire (with potential consultancy support)	\$10,000
Resources Sector	Consultation with Resources Sector	Medium	Further discuss opportunities with Rio Tinto and other resources companies/service providers on recycling initiatives including back loading materials to Perth markets.	Shire	\$2,500
Tip Shop	Development of Tip Shops	Medium	Undertake a feasibility study into the development of Tip Shops within the Shire focussing on social responsibility and the environmental benefits of such a facility.	Shire (with potential consultancy support)	\$7,500
		Medium	Plan and construct a Tip Shop at Tom Price.	Shire	\$200,000
		Low	Using the model utilised to develop the Tip Shop at Tom Price, assess the establishment and construct Tip Shops at Paraburdoo and Onslow.	Shire	\$400,000
Landfills	Landfill Filling Plans	Medium	Prepare filling plans in accordance with the Final Fill Profiles.	Shire (with potential consultancy support)	\$20,000
Master Plans	Tom Price Master Plan Progression	Medium	Progress the development of Tom Price landfill in accordance with the Master Plan with priority given to the development of: <ul style="list-style-type: none"> • Community Drop-Off Centre; 	Shire (with potential consultancy support)	\$15,000
		Medium	<ul style="list-style-type: none"> • Bulk Waste Areas; and 	Shire (with potential consultancy support)	\$50,000
		Low	<ul style="list-style-type: none"> • Obtaining access and approvals for Future Expansion Areas. 	Shire (with potential consultancy support)	\$50,000
	Paraburdoo Master Plan Progression	Medium	Progress the development of Paraburdoo landfill in accordance with the Master Plan with priority given to the development of: <ul style="list-style-type: none"> • Community Drop-Off Centre; 	Shire (with potential consultancy support)	\$15,000
		Medium	<ul style="list-style-type: none"> • Bulk Waste Areas; and 	Shire (with potential consultancy support)	\$50,000
		Low	<ul style="list-style-type: none"> • Obtaining access and approvals for Future Expansion Areas. 	Shire (with potential consultancy support)	\$50,000

Table 3-2: Action Plan Implementation Timeline & Annual Costs

Task	Task Implementation Timeline & Annual Costs				
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Compliance Audit	\$5,000				
Compliance Plan & Costings	\$10,000				
Investigate development of a borrow pit at Paraburdoo		\$10,000			
Investigate Waste Management Facility Resourcing	\$5,000				
Investigate Alternative Daily Cover		\$5,000			
Gathering and reporting framework		\$10,000			
Weighbridge at Tom Price		\$170,000			
Weighbridge at Paraburdoo			\$170,000		
Weighbridge at Onslow Waste Management Facility				\$170,000	
Develop a Waste Services Financial Model	\$25,000				
Waste Reserve	\$7,500				
Fees and Charges		\$2,500			
Asset Management Plans	\$20,000				
Delivery of Onslow Waste Management Facility			\$200,000		
Organics and Dry Commingled Recycling Feasibility		\$30,000			
Recycling Community Engagement		\$10,000			
Regional Recycling			\$10,000		
Landfill Compactor at Paraburdoo		\$500,000			
Privatisation of Kerbside Collections			\$10,000		
Consultation with Resources Sector			\$2,500		
Feasibility - Tip Shops Social Responsibility	\$7,500				
Development of Tip Shop at Tom Price		\$200,000			
Development of Tip Shops at other waste management facilities			\$400,000		
Landfill Filling Plans			\$20,000		
Tom Price Master Plan Progression			\$115,000		
Paraburdoo Master Plan Progression			\$115,000		

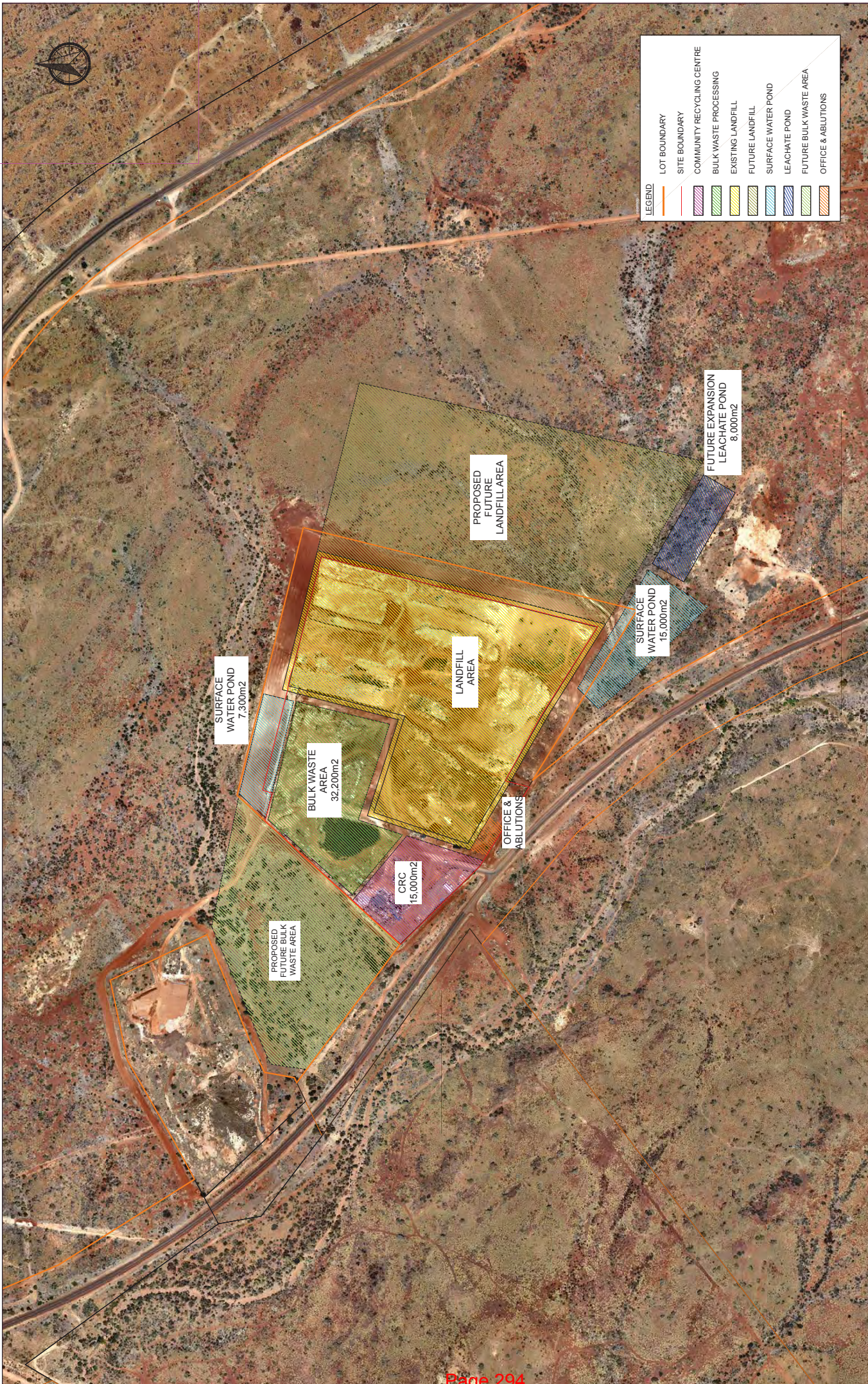
Figures

Figure 1: Tom Price Waste Disposal Site Master Plan

Figure 2: Paraburdoo Waste Disposal Site Master Plan

Figure 3: Tom Price Final Fill Profile

Figure 4: Paraburdoo Final Fill Profile



LEGEND

- LOT BOUNDARY
- SITE BOUNDARY
- COMMUNITY RECYCLING CENTRE
- BULK WASTE PROCESSING
- EXISTING LANDFILL
- FUTURE LANDFILL
- SURFACE WATER POND
- LEACHATE POND
- FUTURE BULK WASTE AREA
- OFFICE & ABLUTIONS

Drawn by:	AU	Job No:	TW15006
Checked by:	KR	File No:	TW15008D.G001
Approved by:	JK	Eng No:	
Scale:	1:5000	Dwg No:	001
Date:	17/07/15	Rev:	A

Project: Ashburton Waste Strategy
Title: Tom Price Master Plan

No.	Date	Amendment / Issue
A	17/07/15	Report
		JK
		App.

<p>NOTES</p> <p>1. This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, altered or used in any way without prior written consent of the consultant.</p> <p>2. All levels refer to Australian Height Datum.</p> <p>3. DO NOT SCALE, use figured dimensions only, if in doubt please contact Talis Consultants.</p>	
--	--

Client: Shire of Ashburton

ASSET MANAGEMENT
 ENVIRONMENTAL SERVICES
 SPATIAL INTELLIGENCE
 WASTE MANAGEMENT
 8/663 Newcastle Street, Leederville WA 6007
 PO Box 404, Leederville WA 6003
 E. adam@taliconsultants.com.au



LEGEND

- LOT BOUNDARY
- SITE BOUNDARY
- COMMUNITY RECYCLING CENTRE
- BULK WASTE PROCESSING
- EXISTING LANDFILL
- FUTURE LANDFILL
- SURFACE WATER POND
- LEACHATE POND
- FUTURE BULK WASTE AREA
- OFFICE & ABLUTIONS

Drawn by:	AU	Job No:	TW15006
Checked by:	KR	File No:	TW15006D010
Approved by:	JK	Doc No:	002
Scale:	1:2500	Rev:	
Date:	17/07/15		

Title: **Paraburdoo Waste Management Facility Master Plan**

Project: **Ashburton Waste Strategy**

No.	Date	Amendment / Issue	App.
A	17/07/15	Report	RC
			App.

NOTES

- This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, altered or distributed without prior written consent.
- All levels refer to Australian Height Datum.
- DO NOT SCALE, use figured dimensions only, if in doubt please contact Talis Consultants.

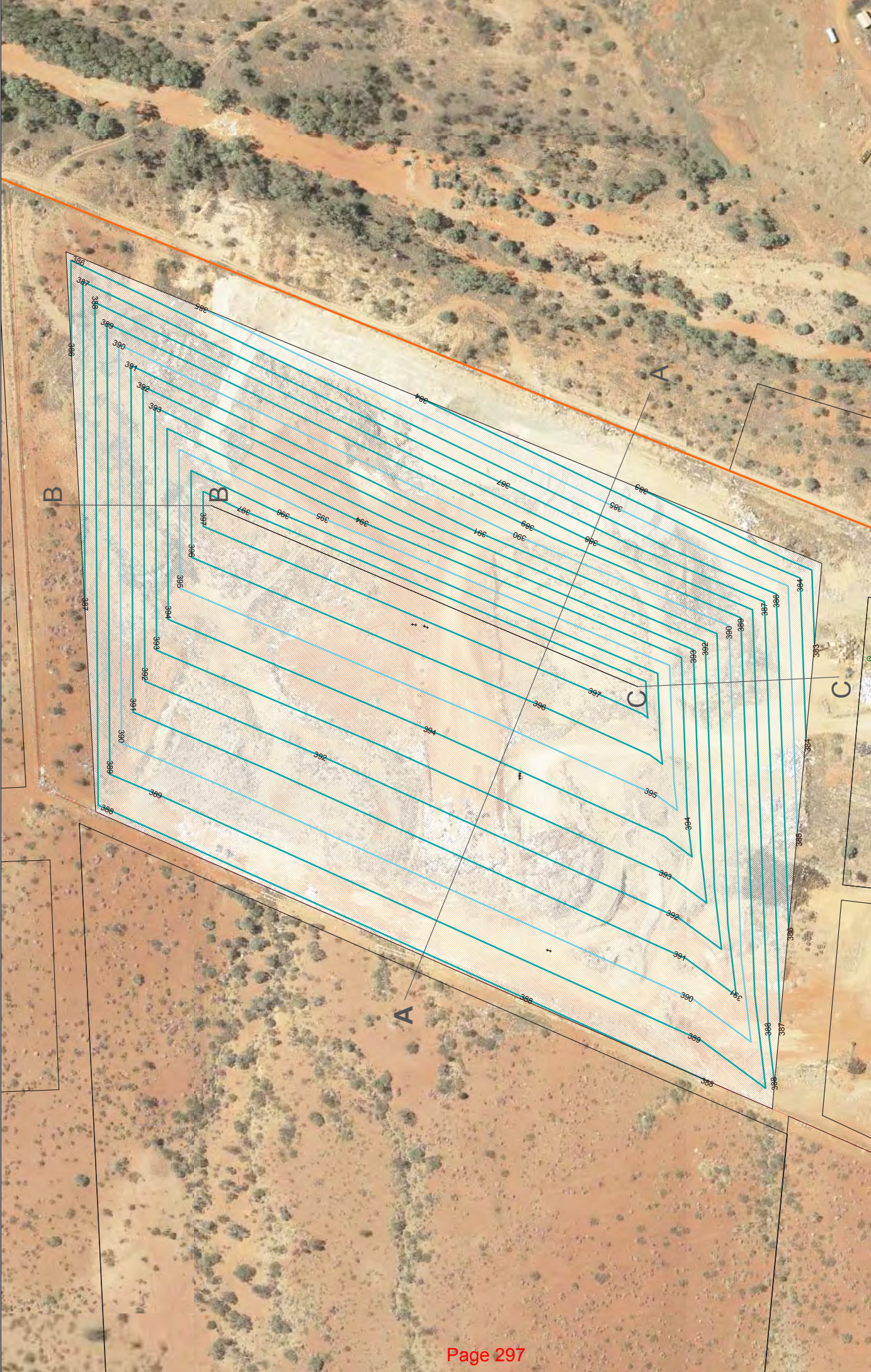
Client: **Shire of Ashburton**

ASSET MANAGEMENT
 ENVIRONMENTAL SERVICES
 SPATIAL INTELLIGENCE
 WASTE MANAGEMENT
 8693 Newlands Street, Leederville, WA 6007
 PO Box 454, Leederville WA 6003
 T: 08 9439 1070
 E: admin@talisconsultants.com.au





<p>Client:</p> <p>ASSET MANAGEMENT ENVIRONMENTAL SERVICES SPATIAL INTELLIGENCE WASTE MANAGEMENT 8060 Newcastle Street, Leederville WA 6007 PO Box 404, Leederville WA 6003 E. adam@taliconsultants.com.au</p>		<p>Project:</p> <p>Asburton Waste Strategy</p>		<p>Title:</p> <p>Tom Price Final Fill Profile</p>													
<p>Shire of Asburton</p>		<p>Job No.: TW15006</p>		<p>File No.: TW15006D001</p>													
<p>NOTES</p> <p>1. This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, altered or used in any way without prior written consent.</p> <p>2. All levels refer to Australian Height Datum.</p> <p>3. DO NOT SCALE, use figured dimensions only, if in doubt please contact Talis Consultants.</p>		<p>Drawn by: AU</p>		<p>Scale: 1:2000</p>													
<p>Revision Table:</p> <table border="1"> <thead> <tr> <th>No.</th> <th>Date</th> <th>Description / Issue</th> <th>App.</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>17/07/15</td> <td>Report</td> <td>JK</td> </tr> <tr> <td></td> <td></td> <td>Amendment / Issue</td> <td>App.</td> </tr> </tbody> </table>		No.	Date	Description / Issue	App.	A	17/07/15	Report	JK			Amendment / Issue	App.	<p>Checked by: KR</p>		<p>Rev.: A</p>	
No.	Date	Description / Issue	App.														
A	17/07/15	Report	JK														
		Amendment / Issue	App.														
<p>Approved by: JK</p>		<p>Scale: 1:2000</p>		<p>003</p>													
<p>Date: 17/07/15</p>		<p>Date: 17/07/15</p>		<p>17/07/15</p>													



Job No:	TW15006
File No:	TW15006G00
Drawn by:	AU
Checked by:	KR
Approved by:	JK
Scale:	1:1500
Date:	17/07/15
Rev:	004
Rev:	A

Title: **Paraburdoo Final Fill Profile**

Project: **Ashburton Waste Strategy**

Report	RC	App:
A	17/07/15	Date
No.		Amendment / Issue

NOTES

- This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, altered or distributed without prior written consent.
- All levels refer to Australian Height Datum.
- DO NOT SCALE, use figured dimensions only, if in doubt please contact Talis Consultants.

Client: **Shire of Ashburton**

ASSET MANAGEMENT
 ENVIRONMENTAL SERVICES
 SPATIAL INTELLIGENCE
 WASTE MANAGEMENT
 8893 Newlands Street, Leederville, WA 6007
 PO Box 454, Leederville WA 6003
 T: 08 9447 1070
 E: ashburton@talisconsultants.com.au





Asset Management | Environmental Services | Spatial Intelligence | Waste Management

Strategic Waste Management Plan

Onslow, Paraburdoo & Tom Price

Prepared for the Shire of Ashburton

October 2015

Project Number TW14035



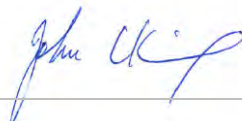
Talis Consultants Pty Ltd
8/663 Newcastle St
Leederville WA 6007
Ph: 1300 251 070
www.talisconsultants.com.au
ABN: 85 967 691 321

DOCUMENT CONTROL

Version	Description	Date	Author	Reviewer
0a	Internal Review	27/7/15	AU	JK
1a	Draft Released to Client	5/8/15	AU	JK
1b	Amended following Client review	7/10/15	AU	JK
1c	Amended following Client review	20/10/15	AU	RC
1d	Amended following Client review	21/10/15	AU	RC

Approval for Release

Name	Position	File Reference
John King	Director	TW15006 – Ashburton SWMP.1d
Signature		



Copyright of this document or any part of this document remains with Talis Consultants Pty Ltd and cannot be used, transferred or reproduced in any manner or form without prior written consent from Talis Consultants Pty Ltd.



Executive Summary

The Shire of Ashburton (the Shire) seeks greater direction with regard to waste management services for its community and is therefore investigating the current policies and practices across the whole Shire. The current period of change in their waste management infrastructure presents the Shire with an opportunity to move towards a more sustainable system of waste management. In recognition that traditional waste management practices are wasteful, the Shire wishes to investigate the potential to implement resource recovery initiatives and thereby increase diversion of waste from landfill.

The Shire has experienced significant growth in recent years due largely to growth in the resources industry. Until recently, the Shire's waste management services have managed to accommodate growth however, the recent rapid development within the Onslow area in particular has caused the Shire to facilitate the development of new services.

The Shire currently provides and utilises a variety of waste management infrastructure and services including:

- Community information programs;
- Bulk Recyclables Drop-off;
- Bulk Materials Processing;
- Refuse kerbside collections;
- Waste transfer stations:
 - Onslow;
- Landfills:
 - Tom Price; and
 - Paraburdoo.

The Shire has recently experienced some compliance issues at its waste management facilities and has made an effort to rectify these non-compliances by undertaking the following:

- Establishing a waste oil tank/bund area for storing used oil drums;
- Undertaking appropriate disposal of hydrocarbon contaminated material;
- Providing firefighting equipment on site;
- Shredding of tyres prior to landfilling;
- Developing accurate recording systems, reports and documents;
- Removing waste from within 35m of the site boundary; and
- Installing correct and consistent signage.

The majority of these tasks have been successfully completed however, the Shire continues to strive for full compliance at its waste management facilities. A key issue causing existing non-compliance is the requirement to cover waste on a daily basis. The Shire lacks the staff (and sometimes the equipment) to undertake these tasks at both its Tom Price and Paraburdoo waste management facilities.

A resourcing issue occurs when the gatehouse requires manning and the waste needs to be covered at the same time. Therefore, the Shire should consider increasing the number of staff or reduce the number of operational hours at each facility. Significant penalties may be



enforced by the Department of Environment Regulation (DER) if non-compliances are discovered in the future.

Data gaps currently exist regarding the amount and types of waste generated in the Shire and also accepted at the various facilities. It is recommended that the following data is recorded by the Shire at these facilities in order to improve the accuracy and enable the Shire to make informed decisions on waste management into the future:

- Type of vehicle;
- Type of waste;
- Waste stream (MSW, C&I and C&D); and
- Waste Volume or weight.

To record weights of vehicles, the Shire should consider the installation of weighbridges at all its landfill sites. In addition, any future service contracts should look to obtain full records of waste quantities where possible.

The Shire currently provides kerbside refuse collections to a total of 2,217 domestic residential properties. The total commercial collections, provided by the Shire, is 628 which is split between 240L and 1,100L mobile garbage bin (MGB) receptacles. The refuse collected from these properties is taken to the closest WMF owned and operated by the Shire.

Outside of these serviced areas, residents or large mining camps are responsible for the management of their own waste. Residents are encouraged to utilise the Shire's WMFs for their recyclables and refuse whereas the mining camps contract out the waste collections and disposal which remains the responsibility of the contractor.

A total of approximately 25,531 tonnes of waste was disposed of to landfill in 2013-14 at the Shire's WMFs.

The cost associated with the waste related activities within the Shire, has increased since 2009-10 from \$1.6 million to \$6 million at the end of the 2014-15 financial year. From 2010 to 2014 the increase was gradual however, in 2015 there was a significant surge in the cost associated with the recent developments in Onslow. The costs have typically been offset by the revenue generated at Tom Price WMF and from the Rates, sale of recyclables and C&I waste gate fees. In 2009-10, a total of \$1.7 million was generated in revenue with approximately 40% collected as part of the waste contribution to rates and 30% accounted for by C&I waste gate fees across the three WMFs.

As part of this Strategy a variety of potential Strategic Options were identified to assist the Shire in progressing towards a more sustainable waste management system. To determine the feasibility of implementing each of the Strategic Options, an assessment of the Strengths, Weaknesses, Opportunities and Threats (SWOT) was undertaken. The following Strategic Options were investigated:

Hierarchy	Strategic Option
Avoid, Reduce, Reuse	Integrated Waste Education Program
	Earth Carers
	Influencing Commercial Practices
	Waste Education Officer



Hierarchy	Strategic Option
	Reuse Shops
	Free Trade Website
Recycle	Greenwaste Mulching
	Scrap Metal Recycling
	Glass Crushing
	Tyre Recycling
	Battery Recycling
	E-Waste Recycling
	Commingled Recycling Collections
	Mattress Recycling
	C&D Waste Processing
	Recycling Station Network
	Modern Community Recycling & Drop-Off Centres
	Clean MRF
Recover and Treat	Kerbside Organics Collections
	Dirty MRF
	Windrow Aeration
	Forced Aeration
	Mechanical Aeration
	Anaerobic Digestion
	Special Waste Processing
	Combustion
	Gasification
	Pyrolysis
Dispose	Waste Transfer Station
	Landfill
	Alternative Daily Cover

In order to successfully implement any of the Strategic Options, consideration of support structures and framework necessary to facilitate the Strategic Options are required. These include:

- Government legislation and policy;
- Material volumes;
- Cost of service;
- Markets for end products;
- Infrastructure and service requirements; and
- Community support.

These support structures are often greatly beneficial to the implementation of Strategic Options and in many cases are essential to their success.

A sustainable waste management system requires initiatives from across all levels of the Waste Management Hierarchy. Therefore, the Strategic Options presented were not considered in isolation but as part of an integrated system of Clusters, which group complimentary Strategic Options. The following proposed Clusters cover the various levels of the Waste Management Hierarchy and have the potential to achieve a range of landfill diversion rates at varying costs:

- Cluster 1: Commingled Recycling;
- Cluster 2: Organics Recycling; and
- Cluster 3: New Energy RRF.

Based on an analysis of the Commingled and Organic Recycling Systems the Organic Recycling System (Cluster 2) is found to be a more suitable and sustainable system for the Shire due to a number of factors including:

- The volume of organic material available;
- The relative cost efficiencies of the solution; and
- Local markets for compost and similar products.

Cluster 2 targets the organic waste components within the waste stream. Sourcing organic materials is recommended as it removes a greater portion of waste from the MSW and C&I waste streams, than commingled recycling, and produces a product which can be utilised within the Shire. In addition, the fraction of materials that generate the highest percentage of landfill gas, is removed from the landfill. Having local markets minimises the excessive transportation costs involved in hauling commingled recyclables as would be required with Cluster 1. In addition, the processing of greenwaste via windrow or forced aeration composting techniques requires less capital and operational investment than a MRF which is required for commingled recycling systems.

The key benefit of Cluster 3 is that it can achieve up to 98% diversion of waste from landfill. In addition, Cluster 3 is complimentary to the Strategic Options within Cluster 2 as it targets the high calorific value materials remaining in the waste stream following the separation of organics for recycling undertaken in Cluster 2. It is therefore, the logical progression to implement Cluster 3 following the successful establishment of Cluster 2.

Therefore, it is recommended that the Shire further consider and investigate the implementation of Cluster 3, in addition to Clusters 2, to assist its move towards a more long term sustainable waste management system.

Access to best practice long term waste disposal services is a key principle that underpins any successful Resource Recovery strategy. There are a number of reasons for this including residue generation by the most advanced technologies and in addition, annual shutdown times for maintenance works. Therefore, best practice disposal services are a key element in advanced integrated waste management systems.

Currently, the predominant management option for the majority of waste generated within the Shire is disposal, with two landfills currently operating in Tom Price and Paraburdoo and another proposed for Onslow. However, the enforcement of the Best Practice Landfill Guidelines across the State presents significant financial challenges to the viability of remote landfills into the future.

It is important to understand the current remaining landfill life, to determine if the Shire's long term waste disposal requirements can be catered for utilising the existing waste management infrastructure. In order to determine the available remaining landfill life within the Tom Price and Paraburdoo Landfills, final fill profiles were designed and void space modelling undertaken utilising the waste projections

The final fill profiles developed for Tom Price and Paraburdoo Landfills represent the void space and landfill life estimates shown in the following table.

Waste Management Facility	Gross Void Space (m ³)	Nett Waste Volume (m ³)	Capacity (Tonnes)	Remaining Landfill Life (years)	Landfill Compaction
Tom Price	373,420	336,078	268,862	15	Yes
Paraburdoo	346,510	311,859	249,487	12	No

If the Shire were to purchase a landfill compactor for Paraburdoo, the remaining landfill life is extended to 32 years. However, it is anticipated that Tom Price would be the primary landfill for the Shire due the largest portion of waste being generated in that area and as such, any expansion opportunities should be further investigated to extend its operational life.

Arising from the assessment of current waste management services and infrastructure across the Shire, the following waste disposal options were identified that warranted further detailed consideration as long-term disposal strategies:

1. Continue with current services
2. Continue with future planned services
3. Disposal of waste only at Tom Price
4. Disposal of waste only at Onslow
5. Disposal of waste only at Paraburdoo
6. All Lined Landfill Cells at each landfill

The assessment of the waste disposal options indicated that Option 1 (Current Services) provided sufficient void space within the Shire for several years and was the least costly. Option 2 (future planned services) was identified as the second most beneficial to the Shire as each of the Shire's key towns would have a disposal location therefore, preventing large scale waste haulage. In addition, the new Onslow WMF would likely be constructed to Class IV best practice standards therefore, being capable of accepting hazardous waste and generating additional revenue for the Shire.

Therefore, Talis recommends that the Shire continues its current plan of landfilling at Tom Price and Paraburdoo while transporting waste from Onslow to Tom Price in accordance with Option 1. In the event that greater stringency is placed on the Shire by the DER to construct lined landfill cells at Tom Price or Paraburdoo, it is recommended that Paraburdoo landfill be closed and all waste be transported to Tom Price, where waste will be landfilled in lined landfill cells in accordance with the Best Practice Landfill Guidelines. This would be undertaken in addition to the construction of a lined landfill at Onslow. However, this approach relies on the approval of expanding the Tom Price Landfill site boundaries.

To ensure that all potential future uses of the Tom Price and Paraburdoo waste management facilities are identified and appropriately planned for, a Master Plan has been developed for each site (**Drawing 3** and **Drawing 6** respectively). In accordance with best practice



standards, the layout of the sites should support safety, efficiency and resource recovery. The Master Plan identifies the areas on site to be used for waste management activities including:

- Landfill areas;
- Potential landfill expansion areas;
- Community Recycling Centre;
- Bulk Wastes areas;
- Potential bulk wastes expansion areas;
- Surface water ponds;
- Future leachate ponds; and
- Office, gate house and/or weighbridge.

An Implementation Plan has been developed to provide high level guidance to the Shire in relation to the key tasks required for the successful delivery of the Master Plans as presented in this report. The Implementation Plan is based on the information available at the time of the preparation of this report however, this should be reviewed periodically and expanded to contain further detail as the potential options and projects advance further.

The key works required to advance the Master Plans at Tom Price and Paraburdoo WMFs will consist of five stages, including:

- Conceptual and Detailed Design of the Community Recycling and Drop-Off Centre;
- Conceptual and Detailed Design of associated site infrastructure including:
 - Weighbridge;
 - Offices;
 - Ablutions;
- Preparation and Submission of Approval Applications (if required);
- Tender Preparation; and
- Construction.

To assist in the implementation of waste management infrastructure requirements, the Shire may wish to investigate funding opportunities from State, Federal and private sources. The following outlines several potential funding opportunities that can be utilised for waste management purposes:

- Royalties for Regions;
 - Country Local Government Fund;
 - Regional Grants Scheme;
 - Community Chest Fund;
- National Stronger Regions Fund;
- Australian Renewable Energy Agency;
- Australian Packaging Covenant;
- Community Grants Scheme; and
- Better Bins Program.

Based on the works undertaken as part this study and the associated findings, Talis makes the following recommendations:

1. The Shire accepts the Strategic Waste Management Plan.
2. Develop and implement an Action Plan that identifies key tasks from the Strategy.



3. Commit to ensuring that each waste management facility becomes fully compliant with site Licence Conditions.
4. The Shire assesses its current waste data gathering and reporting framework to ensure that the weight/volume, sources and generators of waste are recorded.
5. The Shire establishes a waste reserve for the purpose of funding future waste management activities.
6. Undertake a detailed assessment of the initiatives contained within Clusters 1, 2 and 3 to assess their technical and financial viability.
7. The Shire considers partnerships with other LGAs and mining companies to increase the likelihood of success of the initiatives identified within Clusters 1, 2 or 3 with a specific focus on the proposed recycling systems.
8. Develop a long term financial model for waste related activities within the Shire to demonstrate the financial implications of the preferred Cluster(s) and fully understand the Shire's net annual operating position, for the purpose of waste management, currently and into the future.
9. The Shire continues with current waste management services by landfilling at Tom Price and Paraburdoo while transporting waste from Onslow to Tom Price, in accordance with Waste Disposal Option 1.
10. Further progress the concepts outlined within the Master Plans for Tom Price and Paraburdoo waste management facilities by developing the sites in accordance with the proposed layouts and the Implementation Plan.
11. Apply for funding to support the implementation of the Clusters and the Waste Disposal Options.
12. The Shire investigates obtaining long term access to the proposed expansion areas identified within the Master Plans to cater for potential future waste disposal demand.



Table of Contents

Strategic Waste Management Plan	1
Executive Summary	iii
1 Introduction	1
1.1 Background	1
1.2 Shire's Waste Management Direction.....	1
1.3 Objectives	2
1.4 Scope of the Report.....	4
1.5 Methodology.....	4
2 Shire of Ashburton.....	6
3 Demographics	9
3.1 Recorded Population	9
3.2 Recorded and Projected Growth Rates.....	10
3.3 Population Projections	12
4 Waste Management Hierarchy and Current Situation	14
4.1 Waste Management Hierarchy	14
4.2 Hierarchy Groupings	14
4.2.1 Avoid, Reduce, Reuse	15
4.2.2 Recycle.....	16
4.2.3 Recover and Treat	16
4.2.4 Dispose	16
4.3 Current Situation	17
4.3.1 Avoid, Reduce, Reuse	17
4.3.2 Recycle.....	18
4.3.3 Recovery and Treat	18
4.3.4 Dispose	19
5 Waste Management Infrastructure and Services	20
5.1 Waste Transfer Infrastructure	20



5.2	Waste Disposal Infrastructure	20
5.2.1	Tom Price Waste Disposal Site	21
5.2.2	Paraburdoo Waste Disposal Site	22
5.2.3	Proposed Onslow Waste Management Facility	22
5.2.4	Closure of Onslow Landfill	23
5.2.5	Prescribed Premise Compliance	23
5.3	Waste Management Services	24
5.3.1	Existing Staffing Levels	24
5.3.2	Administration Services and Current Data Recording Practices	25
5.3.3	Kerbside Collections	25
6	Waste Data	27
6.1	Current Waste Generation	27
6.2	Recovery Rate	29
6.2.1	Total Waste	29
6.2.2	C&D	31
6.3	Waste Streams and Composition	31
6.3.1	MSW Refuse	31
6.3.2	C&I	32
6.3.3	C&D	33
6.3.4	Potential Recovery Rate	34
6.4	Waste Projections	35
6.4.1	Low Growth	36
6.4.2	High Growth	36
7	Current Waste Management Financials	38
7.1	Expenditure	38
7.2	Revenue	41
7.3	Surplus / Deficit	42
7.4	Waste Reserve	44
7.5	Gate Fees	44



7.6	Waste Collection Charges.....	46
8	Legislative Framework	47
8.1	National.....	47
8.1.1	National Waste Policy.....	47
8.1.2	Emissions Reduction Fund	47
8.2	State	48
8.2.1	Waste Avoidance and Resource Recovery Act.....	48
8.2.2	Waste Avoidance and Resource Recovery Levy Act	48
8.2.3	Western Australian Waste Strategy	49
8.2.4	Industry Regulation Licencing.....	50
9	Waste Management Industry in Western Australia.....	52
9.1	Landfill Diversion Targets	52
9.2	WARR Act Review.....	52
9.3	Best Practice Landfill Guidelines.....	52
9.4	Merchant Plants.....	53
10	Strategic Waste Management Options	54
10.1	Avoid, Reduce, Reuse	54
10.1.1	Integrated Waste Education Program.....	54
10.1.2	Earth Carers	56
10.1.3	Influencing Commercial Practices	57
10.1.4	Waste Education Officer	58
10.1.5	Reuse Shops	59
10.1.6	Free Trade Website	61
10.2	Recycle.....	61
10.2.1	Greenwaste Mulching.....	61
10.2.2	Scrap Metal Recycling	62
10.2.3	Glass Crushing.....	63
10.2.4	Tyre Recycling.....	65
10.2.5	Battery Recycling	66



10.2.6	E-Waste Recycling	67
10.2.7	Commingled Recycling Collections.....	68
10.2.8	Mattress Recycling	69
10.2.9	C&D Waste Processing.....	70
10.2.10	Recycling Station Network	71
10.2.11	Modern Community Recycling and Drop-off Centre	72
10.2.12	Clean Materials Recovery Facility (MRF)	74
10.3	Recover and Treat	75
10.3.1	Kerbside Organics Collections.....	75
10.3.2	Dirty MRF.....	76
10.3.3	Organic Waste Processing	77
10.3.4	Special Waste Processing	81
10.3.5	Thermal Energy from Waste	82
10.4	Dispose.....	86
10.4.1	Waste Transfer Station	86
10.4.2	Landfill Disposal.....	88
10.4.3	Alternative Daily Cover	89
10.5	Strategic Waste Management Options Summary	91
11	Support Structures for Strategic Options.....	92
11.1	Support Structures.....	92
11.1.1	Government Legislation and Policy	92
11.1.2	Material Quantities.....	93
11.1.3	Cost of Service	93
11.1.4	Markets.....	93
11.1.5	Infrastructure and Service Requirements	94
11.1.6	Community Support.....	94
11.2	Evaluation	94
12	Preferred Strategic Options.....	97
12.1	Local Options	97



12.2	LGA Options	97
12.3	Regional Options	98
12.4	Summary.....	99
13	Clusters.....	101
13.1	Cluster 1 – Commingled Recycling.....	101
13.2	Cluster 2 – Organics Recycling	103
13.3	Cluster 3 – New Energy RRF	105
13.4	Prioritised Clusters	107
13.4.1	Assessment of Cluster 1 vs Cluster 2.....	107
13.4.2	New Energy RRF.....	111
14	Waste Disposal Options	113
14.1	Remaining Landfill Life	113
14.1.1	Final Fill Profile.....	113
14.1.2	Void Space.....	114
14.2	Regulation Drivers.....	115
14.3	Waste Disposal Options.....	118
14.4	Design and Logistics Input	118
14.4.1	Design Concept of Landfills	119
14.4.2	Logistics	120
14.4.3	Design of WTS	121
14.5	Financial Assessment	123
14.5.1	Financial Assumptions	124
14.5.2	Option 1 – Current Services	124
14.5.1	Option 2 – Future Services	125
14.5.2	Option 3 – Tom Price Disposal.....	127
14.5.1	Option 4 – Onslow Disposal	130
14.5.2	Option 5 – Paraburdoo Disposal	132
14.5.3	Option 6 – All Lined Landfills	135
14.5.4	Summary	136



14.6	Preferred Disposal Option	139
14.7	Return on Investment	139
15	Master Plans	140
15.1	Tom Price Master Plan	140
15.1.1	Site Access	140
15.1.2	Community Recycling and Drop-Off Centre	141
15.1.3	Bulk Waste Area	141
15.1.4	Landfill Area	141
15.1.5	Other Infrastructure	141
15.2	Paraburdoo Master Plan	142
15.2.1	Site Access	142
15.2.2	Community Recycling and Drop-Off Centre	142
15.2.3	Bulk Waste Area	142
15.2.4	Landfill Area	142
15.2.5	Other Infrastructure	142
16	Implementation of the Master Plans	144
16.1	Works Required	144
16.1.1	Conceptual and Detailed Design	144
16.1.2	Preparation and Submission of Approval Applications	145
16.1.3	Tender	145
16.2	Contract Delivery Model	146
16.2.1	Professional Services	146
16.2.2	Construction Services	146
16.3	Project Timeline	147
17	Funding Opportunities	148
17.1	Royalties for Regions	148
17.1.1	Country Local Government Fund	148
17.1.2	Regional Grants Scheme	149
17.1.3	Community Chest Fund	149



17.2	National Stronger Regions Fund	150
17.3	Australian Renewable Energy Agency	150
17.4	Australian Packaging Covenant	151
17.5	Community Grants Scheme	151
17.6	Better Bins Program	152
18	Conclusions and Recommendations	153
18.1	Conclusions.....	153
18.2	Recommendations.....	157
	Glossary	159
	Abbreviations	160

Tables

Table 3-1: Growth rates

Table 5-1: Current staffing levels

Table 5-2: Kerbside Refuse Collections

Table 6-1: Stockpiled and Disposal Materials Generated at the Shire's WMFs

Table 6-2: Waste Treatment of waste accepted in 2013-14 at each of the Shire's WMFs

Table 6-3: Comparison of Current and Potential Recovery Rates

Table 6-4: Projected waste volumes utilising the low growth rates

Table 6-5: Projected waste volumes utilising the high growth rates

Table 7-1: Expenditure breakdown in 2014-15

Table 7-2: Annual Profit/Loss for waste management related activities since 2009-10

Table 7-3: Gate Fee Structure utilised by the Shire

Table 7-4: Cost of Domestic and Commercial waste collection services

Table 8-1: Future landfill levy increases

Table 8-2: Potential Landfill Levy Liability

Table 8-3: Waste Strategy Landfill Diversion Targets

Table 10-1: Integrated Waste Education Program



Table 10-2: Earth Carers SWOT

Table 10-3: Influencing Commercial Practices SWOT

Table 10-4: Waste Education Officer SWOT

Table 10-5: Community Reuse Shop SWOT

Table 10-6: Free Trade SWOT

Table 10-7: Greenwaste Mulching SWOT

Table 10-8: Scrap Metal Recycling SWOT

Table 10-9: Glass crushing SWOT

Table 10-10: Tyre Recycling SWOT

Table 10-11: Battery Recycling SWOT

Table 10-12: E-Waste Recycling SWOT

Table 10-13: Kerbside Recycling SWOT

Table 10-14: Mattress Recycling SWOT

Table 10-15: C&D Waste Processing SWOT

Table 10-16: Recycling Station Network SWOT

Table 10-17: Community Recycling and Drop-off Centre SWOT

Table 10-18: Clean MRF SWOT

Table 10-19: Source Separated Organics SWOT

Table 10-20: Dirty MRF SWOT

Table 10-21: Windrow Aeration SWOT

Table 10-22: Forced Aeration SWOT

Table 10-23: Mechanical Aeration SWOT

Table 10-24: Anaerobic Digestion SWOT

Table 10-25: Biodiesel from Cooking Oil

Table 10-26: Diesel from Waste Plastics SWOT

Table 10-27: Conventional Combustion SWOT

Table 10-28: Gasification SWOT

Table 10-29: Pyrolysis SWOT

Table 10-30: WTS SWOT



Table 10-31: Landfill SWOT

Table 10-32: Alternative Daily Cover SWOT

Table 10-33: Summary of Strategic Options

Table 11-1: Evaluation of Strategic Options Support Structure Requirements

Table 12-1: Preferred Strategic Options

Table 13-1: Commingled Recyclable and Organic Waste Quantities within the Shire

Table 13-2: Comparison of Commingled and Organics Recycling Systems

Table 14-1: Void space and Remaining Life of Landfills within the Shire

Table 14-2: Requirements set within the Best Practice Landfill Guidelines

Table 14-3: Waste Disposal Options

Table 14-4: Option 1 operational costs

Table 14-5: Option 2 Capital Costs

Table 14-6: Option 2 operational costs

Table 14-7: Option 3 Tom Price Lined Landfill Capital Costs

Table 14-8: Option 3 Capital Cost for a WTS at Paraburdoo

Table 14-9: Option 3 Capital Cost for a CRC at Paraburdoo

Table 14-10: Option 3 Operational Costs – Bulk Haulage

Table 14-11: Option 3 Operational Costs – Direct Haulage

Table 14-12: Option 3 Haulage Scenarios

Table 14-13: Option 4 Capital Cost comparison for a WTS at Tom Price

Table 14-14: Option 4 Capital Cost comparison for a WTS at Paraburdoo

Table 14-15: Option 4 Operational Costs

Table 14-16: Option 4 Haulage Scenarios for Bulk haulage and Compaction WTSs

Table 14-17: Option 5 Paraburdoo Lined Landfill Capital Costs

Table 14-18: Option 5 Capital Cost for a WTS at Tom Price

Table 14-19: Option 5 Capital Cost for a CRC at Tom Price

Table 14-20: Option 5 Operational Costs using Bulk Haulage

Table 14-21: Option 5 Operational Costs using Direct Haulage

Table 14-22: Option 5 Haulage Scenarios



Table 14-23: Option 6 Lined Landfill Capital Costs

Table 14-24: Option 6 operational costs for lined landfills

Table 14-25 Total costs for all waste disposal options

Table 16-1: Implementation Timeline

Diagrams

Diagram 1-1: Sustainable Waste Management Cycle

Diagram 2-1: Towns within the Shire of Ashburton

Diagram 3-1: Recorded population for the Shire from 2003 to 2013

Diagram 3-2: Projected low population growth to 2035

Diagram 3-3: Projected high population growth to 2035

Diagram 4-1: Waste Management Hierarchy

Diagram 4-2: Waste Hierarchy Groupings

Diagram 6-1: Waste Treatment of Total Waste generated in 2013-14

Diagram 6-2: Typical Regional MSW Composition

Diagram 6-3: Typical C&I Waste Stream Composition

Diagram 6-4: Typical C&D Waste Stream Composition

Diagram 6-5: Waste Generation Projections

Diagram 7-1: Waste management related expenditure since 2010

Diagram 7-2: Waste management related revenue since 2019-10

Diagram 7-3: Surplus/Deficit and Accumulative Surplus/Deficit totals

Diagram 10-1: Education, reuse, recycling in accordance with waste hierarchy

Diagram 10-2: Concept WTS Layout and Internal Layout (Inset)

Plates

Plate 10-1: Reuse Centre at Hopkinson Road Landfill, City of Armadale

Plate 10-2: Komplet MT5000 Mobile Glass Crusher

Plate 10-3: Example Best Practice Drop-off Sites



Plate 10-4: Example Best Practice Drop-off Sites

Plate 10-5: Mobile Aerated Floor composting system

Plate 10-6: Bioplex PG3 Mobile Portagester

Plate 10-7: OE Gasification plant in Norway

Figures

Figure 1: Shire of Ashburton Boundary & Waste Management Facilities

Figure 2: Onslow WTS Locality Plan

Figure 3: Onslow WTS Site Layout

Figure 4: Tom Price Waste Disposal Site Locality Plan

Figure 5: Tom Price Waste Disposal Site Layout

Figure 6: Paraburdoo Waste Disposal Site Locality Plan

Figure 7: Paraburdoo Waste Disposal Site Layout

Figure 8: New Onslow Waste Management Facility Locality

Drawings

Drawing 1: Tom Price Final Fill Profile

Drawing 2: Tom Price Final Fill Profile - Sections

Drawing 3: Tom Price Master Plan

Drawing 4: Paraburdoo Final Fill Profile

Drawing 5: Paraburdoo Final Fill Profile - Sections

Drawing 6: Paraburdoo Master Plan

Appendices

Appendix A: Strategic Options Details



1 Introduction

1.1 Background

Current consumption patterns, particularly within the developed world, are generating high volumes of materials which have traditionally been regarded as waste and disposed of to landfill. Landfilling waste results in a loss of materials and energy from the supply chain and putrescible landfills generate methane, a harmful greenhouse gas. In essence – traditional waste management practices are **wasteful**.

With an increasing global population and growing demand for resources, these traditional waste management practices are not sustainable. A fundamental change in current consumption patterns and waste management systems, as shown in **Diagram 1-1**, is required to ensure that our natural resources are preserved for future generations. As robust as our earth has been, the current level of consumption and wasteful waste management practices cannot be sustained. The 'do nothing' option is not an option.

The Australian Bureau of Statistics recently published the Australian Waste Account which identified that, between 1997 and 2012 Australia's population rose by 22% while waste generation increased by 145%. As identified within the State Waste Strategy (2012), in Western Australia in 2008/09, a total of almost 5.4 million tonnes of solid waste was disposed of to landfill. Although the quantity of material diverted from landfill has been increasing for a number of years, landfilling still accounts for 68% of the total waste generated. As a result, Western Australia recorded the lowest recovery rate of any mainland State with 32%. This illustrates that West Australians currently have a high reliance on the wasteful practice of landfilling.

1.2 Shire's Waste Management Direction

Since the early 2000s, the Pilbara region has experienced significant growth due to the rapid expansion of the resources industry, particularly in the mining and oil and gas sectors. In Onslow, this growth is currently peaking as a result of the development of on and off-shore liquid natural gas (LNG) processing infrastructure. With deep water access and proximity to off-shore gas reserves the town of Onslow has been selected to support the construction and operation of the Ashburton North Strategic Industrial Area (ANSIA). Chevron's lead Wheatstone project is currently being constructed in the ANSIA. Onslow is therefore undergoing rapid development and population growth.

In order to cater for the growth anticipated within Onslow, the Shire of Ashburton (the Shire) has recently commenced works to close the existing landfill and commence the establishment of a new waste management facility (WMF) including Landfill. It is anticipated that it will take approximately four years to deliver the new Onslow WMF. In the meantime a WTS has been established to provide waste management services.

The Onslow landfill was established as a self-sufficient, low cost, fit for purpose facility located on the edge of town which catered for the existing small population and does not currently meet best practice standards. Furthermore, substantial development is progressing surrounding the landfill facility, posing land use conflicts. As a result the current Onslow Landfill has ceased operations.



A Siting and Feasibility Study for a new landfill to cater for the waste generated within the Onslow region was undertaken recently on behalf of the Shire. The delivery of the new landfill will take a substantial amount of time, approximately 3-4 years, well after the current landfill has ceased operations. Therefore, in the absence of an operational landfill in the interim, the Shire has constructed a WTS to temporarily accept and consolidate waste materials. Waste accepted at the WTS is hauled to the Tom Price Waste Disposal Site for landfilling. This process will be undertaken until such time that a suitable landfill facility within the Onslow region is delivered.

The Shire seeks greater direction with regard to waste management services for its community and has utilised the recent developments within Onslow as an opportunity to develop a holistic waste management view and investigate the policies and practices across the whole Shire.

The current period of change in their waste management infrastructure presents the Shire with an opportunity to move towards a more sustainable system of waste management. In recognition that traditional waste management practices are wasteful, the Shire wishes to investigate the potential to implement resource recovery initiatives and thereby increase diversion of waste from landfill. The Shire has therefore engaged Talis Consultants Pty Ltd (Talis) to undertake an assessment of Strategic Resource Recovery and Disposal Options.

1.3 Objectives

This Strategic Waste Management Plan (SWMP) has been developed to:

Create an achievable vision for the implementation of initiatives in the Shire and to move current waste management practices towards a more sustainable and efficient system.

Improving on current waste management systems is a vital part in the pursuit of a sustainable society. As shown in **Diagram 1-1**, even under a sustainable waste management system, there is still a requirement for some residual wastes to be disposed of to landfill.

To ensure that the vision for resource recovery in the Shire is achievable, the assessment of initiatives included considerations of the associated infrastructure, support services and capital requirements.



Diagram 1-1: Sustainable Waste Management Cycle



1.4 Scope of the Report

To satisfy the objective of the project, this report contains the following sections:

- Chapter 2 – Shire of Ashburton;
- Chapter 3 – Demographics;
- Chapter 4 – Waste Management Hierarchy and Current Situation;
- Chapter 5 – Waste Management Infrastructure and Services;
- Chapter 6 – Waste Data;
- Chapter 7 – Current Waste Management Financials;
- Chapter 8 – Legislative Framework;
- Chapter 9 – Waste Management Industry in Western Australia;
- Chapter 10 – Strategic Waste Management Options;
- Chapter 11 – Support Structures for Strategic Options;
- Chapter 12 – Preferred Strategic Options;
- Chapter 13 – Clusters;
- Chapter 14 – Waste Disposal Options;
- Chapter 15 – Master Plans;
- Chapter 16 – Implementation Plan;
- Chapter 17 – Funding Opportunities; and
- Chapter 18 – Conclusions and Recommendations.

1.5 Methodology

The importance of this significant project to the Shire in providing a plan to move towards a more sustainable and efficient waste management system is recognised. In order to create an achievable vision for the implementation of initiatives, a methodology has been developed that achieves the objectives of the project.

During the initial stages of the study, it was important that key stakeholders were identified and engaged in order to fully understand the relevant infrastructure and/or services provided within the Shire. The key stakeholders that were targeted for inclusion within this study were from the following industries

- Resources and mining;
- Logistics and transport;
- Waste collectors;
- Waste processors and recyclers;
- Other local government authorities; and
- Regulatory bodies.

Engagement with the key stakeholders, within and surrounding the Shire, provided valuable data that were considered as part of the study. In addition, it provided an indication of the appetite that key stakeholders have for improved relationships, waste management infrastructure and services. In particular, Rio Tinto was approached to determine its appetite for collaborative involvement with the Shire on waste management initiatives as it is the largest mining company within the Shire with a heavy involvement in waste management issues in Tom Price and Paraburdoo.



A thorough review of the Shire's current waste management systems was undertaken including the analysis of infrastructure, services, generated and accepted waste streams and waste volumes. This analysis was complimented by a review of demographic information for the Shire to produce anticipated waste tonnage projections for the future.

Various resource recovery and disposal options were identified and assessed for potential implementation by the Shire. The assessment included the identification of the Strengths Weaknesses Opportunities and Threats (SWOT) and estimations of costs to determine the technical and financial feasibility of each option. The identification of preferred Strategic Options, together with their associated supporting structures, were used as the basis to advance the current waste management practices within the Shire.

A separate component of this project was to determine the remaining landfill life within the Tom Price and Paraburdoo WMFs. Site topographical surveys were undertaken of both sites in order to obtain recent elevation profiles. From this, closure profile design works were undertaken to determine the available capacity of the Shire's existing landfills.

Utilising the information gained from the closure profile design works, it was possible to develop waste disposal scenarios which included the development of WTSs and/or lined landfill cells at the Shire's current WMFs. Capital, operational and haulage cost estimates were produced to represent the costs of each scenario.

This methodology was used to generate a waste management strategy that shall guide the Shire towards a more sustainable and efficient waste management system.



2 Shire of Ashburton

The Shire is one of the four LGAs in the Pilbara region of WA, covering an area of 105,647 km². The Shire's local government boundary is shown in **Diagram 2-1**. The Shire is bounded by the City of Karratha and the Town of Port Hedland in the north, the Shire of East Pilbara in the east, the Shire of Meekatharra, the Shire of Upper Gascoyne and the Shire of Carnarvon in the south, and the Shire of Exmouth and the Indian Ocean in the west.

Most of the land in the Shire is taken up by pastoral leases. Other industries important to Ashburton include iron ore mining, oil, natural gas, fishing and tourism.

The majority of the Shire's population lives within the following four main towns:

- Tom Price;
- Paraburadoo;
- Onslow; and
- Pannawonica.

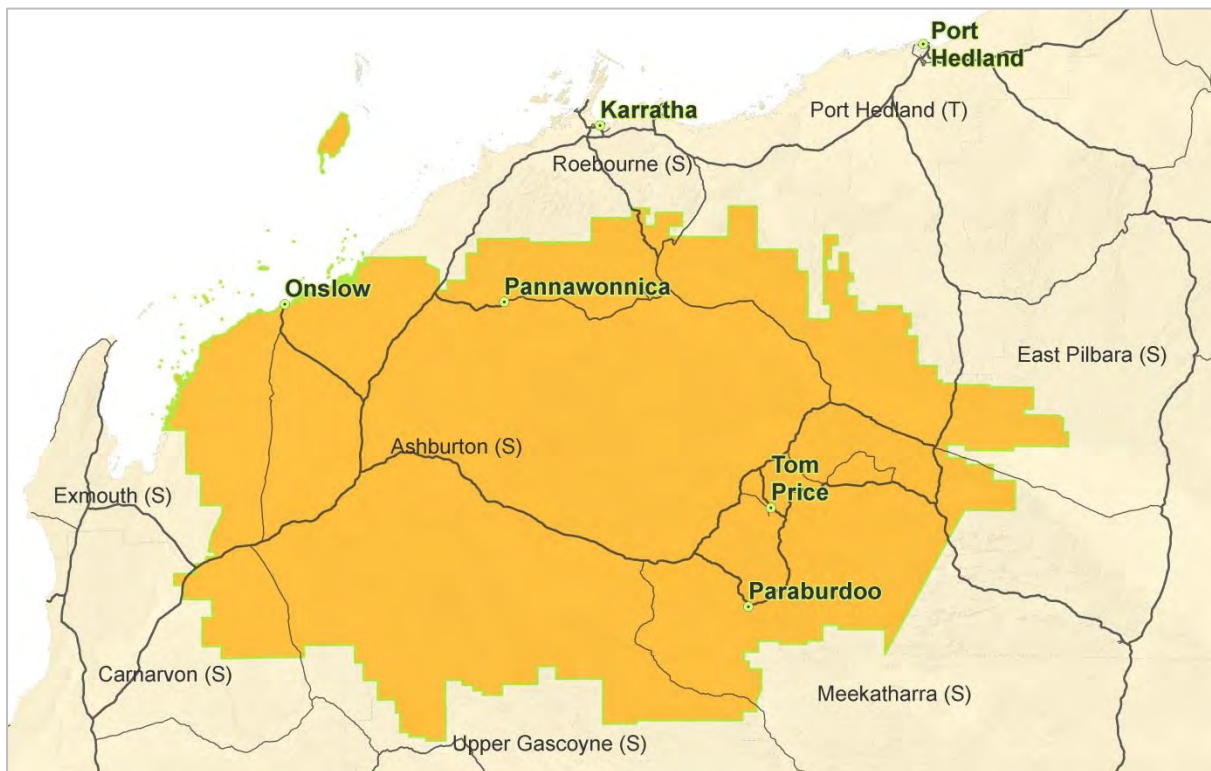


Diagram 2-1: Towns within the Shire of Ashburton

Tom Price is located approximately 1,600km from Perth and is situated on the edge of the Hamersley Ranges. It is the highest town in Western Australia at 747m above sea level. Primarily an iron ore mining town, the Mount Tom Price mine (situated approximately 5 kilometres out of town) is under the control of mining company Rio Tinto.

Paraburadoo is located 79km southwest of Tom Price. Paraburadoo was developed in the early 1970s to support local iron ore mining operations currently undertaken by Pilbara Iron. However, it was gazetted as a town in 1972. Paraburadoo provides accommodation for



employees or contractors of the three Rio Tinto mines in the area; being the Channar, Eastern Range and Paraburdoo mines.

Tom Price and Paraburdoo are served by the Paraburdoo Airport, which is situated 9km from the town.

Onslow is a coastal town 410km west north west of Tom Price. Onslow was gazetted in 1885 as a town to serve the port at the mouth of the Ashburton River, exporting wool. Recently the town has experienced the development of a Liquefied Natural Gas (LNG) hub to exploit the off shore reserves located near Barrow Island. Onslow is serviced by an airport located approximately 4km from town.

Pannawonica is an iron-ore mining town located near the Robe River, 450km north west of Tom Price and approximately 200km southwest of Karratha. Pannawonica was built in 1970 and was gazetted as a townsite in 1972. The town was purchased by Rio Tinto as part of the purchase of mining company Robe River Iron.

This significant area of the Shire and the distances between townships, are major reasons for the high reliance on waste disposal.

There are five main aboriginal communities located within the Shire. The Bindi Bindi community is the largest and has approximately 120 people. Bindi Bindi is located near Onslow. The Wakathuni community has a population of approximately 75 and is located south of Tom Price and north of Paraburdoo. The Bellary and Youngaleena both have populations of approximately 50 people. The Bellary community is located south of Wakathuni and the Youngaleena community is located north east of Tom Price. The smallest of the aboriginal communities is Ngurawaana which has a population of approximately 30 and is located east of Pannawonica.

The main industries within the Shire are:

- LNG / Oil and Gas;
- Mining and minerals;
- Agriculture;
- Fishing and aquaculture; and
- Tourism.

Large scale Liquefied Natural Gas (LNG) projects near Onslow have significantly increased in development and operation within the last 10 years. The Wheatstone Gas project, based out of Onslow with offshore gas fields located near Barrow Island (85km from Onslow) is a multibillion dollar joint venture project which is developing to produce LNG. The influx of workers to Onslow, are likely to be involved with the Wheatstone project.

Mining projects near Tom Price, Paraburdoo and Pannawonica target iron ore reserves within the Shire. As previously mentioned, these towns are the result of mining areas and as a result, the majority of the population within these towns are Fly-In-Fly-Out (FIFO) workers.

It must be noted that, the majority of mining companies do not rely on the Shire for waste management services as they operate and maintain their own waste management facilities.

The Shire has a number of transportation modes and routes based on road, rail and sea which underpin the region's export orientated economy.



The road network within the Shire consists of primary, regional and local distributor roads. Primary roads connect Tom Price, Paraburdoo and Onslow. Pannawonica can be accessed via a primary distributor from the west or regional distributor from the east. Most general freight into and out of the Shire occurs by these roads or by air.

Tourism is influenced by the Shire's position at the junction between three tourists regions namely the Australia's North West, Australia's Coral Coast and Australia's Golden Outback. The Shire experiences significant visitor traffic which travels to and through the Shire boundaries because of its location. The Karijini and Millstream Chichester national parks are significant attractions for tourists within the Shire providing scenic locations, pools, waterfalls, walking trails and camping grounds.

The Shire will soon be serviced by a port facility near Onslow and provide world-wide distribution of LNG. The port is serviced by distributor roads which connect to the North West Coastal Highway, which in turn, runs along the coast from Bullsbrook to Port Hedland. The road network throughout the region facilitates the movement of commodities and people. A privately owned railway line transports commodities from Paraburdoo and Tom Price into the City of Karratha's Dampier port facility.

The Shire has a small local market for products and materials however, access to international commodity markets through the Onslow and Dampier Ports are accessible via rail or road freight. International and national markets are generally limited to resources which have a high value to offset the cost of transportation. Within the Shire these include LNG, iron ore and precious metals.



3 Demographics

Demographic data was gathered to obtain an understanding of the population trends and projections for the Shire. The data was sourced from:

- Australian Bureau of Statistics (ABS);
- Western Australia Department of Planning - Western Australia Planning Commission (WAPC);
- Pilbara and Broome Waste Data Study (Talis 2013);
- Onslow Regional Hotspots Land Supply Update (2011).

3.1 Recorded Population

Population data published by the ABS was utilised to determine the current population of the Shire. **Diagram 3-1** shows the population growth from 2003 to 2013 for each of the four main townships within the Shire.

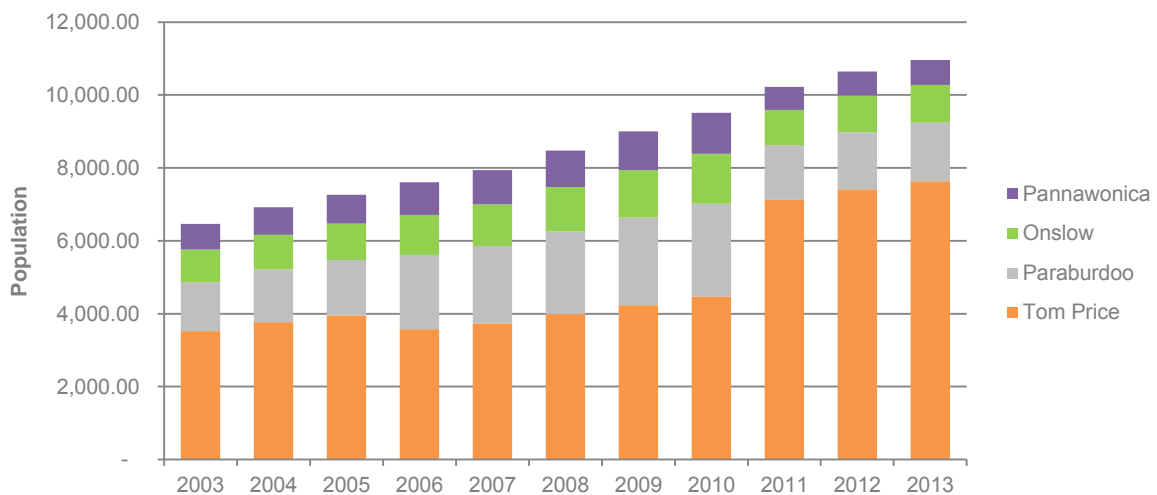


Diagram 3-1: Recorded population for the Shire from 2003 to 2013

It can be seen from **Diagram 3-1**, the total population increased from 6,500 to 11,000 from 2003 to 2013. This resulted from an average annual growth rate of 5.4% across the Shire. In addition, it can be seen that the town of Tom Price has, residing within it, more than half the Shire's population. However, the population growth experienced within the last 10 years has been significantly influenced by the mining industry and overall population growth is anticipated to gradually decline in the future.

It should be noted, that the population split for each of the townsites is based upon a percentage of the total census population in the years 2001, 2006 and 2011. Therefore, the townsite data is an approximation and represents the spread of population across the Shire. In addition, the estimated resident population data utilises data that does not include visitors or non-permanent residents such as fly-in-fly-out (FIFO) workers. Therefore, it is anticipated that the actual total population at any one time within the Shire would be higher than shown in **Diagram 3-1**. The additional waste generated by non-permanent mining workers is not taken into account as part of this study as the Shire does not manage the waste generated at employee camps for the resources industry.



3.2 Recorded and Projected Growth Rates

In relation to demographics, a growth rate refers to the change in population on an annual basis over a set timeframe. Recorded and projected growth rates were sourced from the ABS, WAPC, Pilbara and Broome Waste Data Study, Onslow Regional Hotspots Land Supply and advice from the Shire.

The ABS releases Estimated Resident Populations (ERP) data for regions in which detailed estimations are made for the populations of the Shire in each year over a designated period. Other recorded growth rate data has been compiled from publications generated by government or private industry bodies.

In regional and remote areas, use of past trends to predict future population and economic activity can be unreliable due to impacts of individual resources projects. Therefore, scenario projections, based on a list of known and possible future initiatives and projects, are sometimes used as an alternative to projecting past trends. However, identifying up-coming projects over an extended period into the future is also very problematic.

Given the geographical isolation, relatively small population and typically large size of resource development projects in the Shire, population is strongly influenced by growth in the resources sector. Most of the population is involved directly or indirectly in the resources industry. Such growth also results in increases in construction activity, producing C&D waste, and new operating facilities producing C&I waste.

Due to the significant uncertainty regarding future population within the Shire, the population was projected up to 2035 utilising high and low adopted growth rates for each of the towns, based on recorded and projected growth rates.

Table 3-1 represents the recorded, projected and adopted growth rates utilised for the period up to 20135 for each town and the Shire within this study.

Table 3-1: Growth rates

Location	RECORDED GROWTH RATES		PROJECTED GROWTH RATES					ADOPTED GROWTH RATES	
	ERP 2001-2011	Census Avg. Growth from 2001, 2006 & 2011	WA Tomorrow (2026)	Pilbara Cities (2035)	Other Data			Low	High
					2011-16	2016-21	2021-26		
TOWNS									
Tom Price	3.0%	16.0%	0.7%	4.4%	-1.4%	-1.4%		-1%	1%
Paraburdoo	-1.2%	4.1%	-5.2%	4.1%				-2%	1%
Onslow	3.3%	3.4%	-2.9%	4.3%	4.7%	-0.7%	-0.7%	-1%	3.5%
Pannawonica		1.4%						-1%	1%
LGA									
Shire of Ashburton	5.4%	10.3%			-2.49%	-5.12%	-5.74%	-2%	1.5%



From **Table 3-1** it can be seen that the population growth rates vary between each of the towns within the Shire. This variance in recorded growth, and forecasted growth, resulted in individual growth rates for each of the towns being utilised within the forecasting models. The high growth rates provide a level of conservatism, which for the purposes of a strategic planning exercise such as this study, ensures that waste management services within the Shire cater for unexpected increases in waste generation.

3.3 Population Projections

Utilising the adopted low growth rates for each town within the Shire, population projections to 2035 were generated and are shown in **Diagram 3-2**.

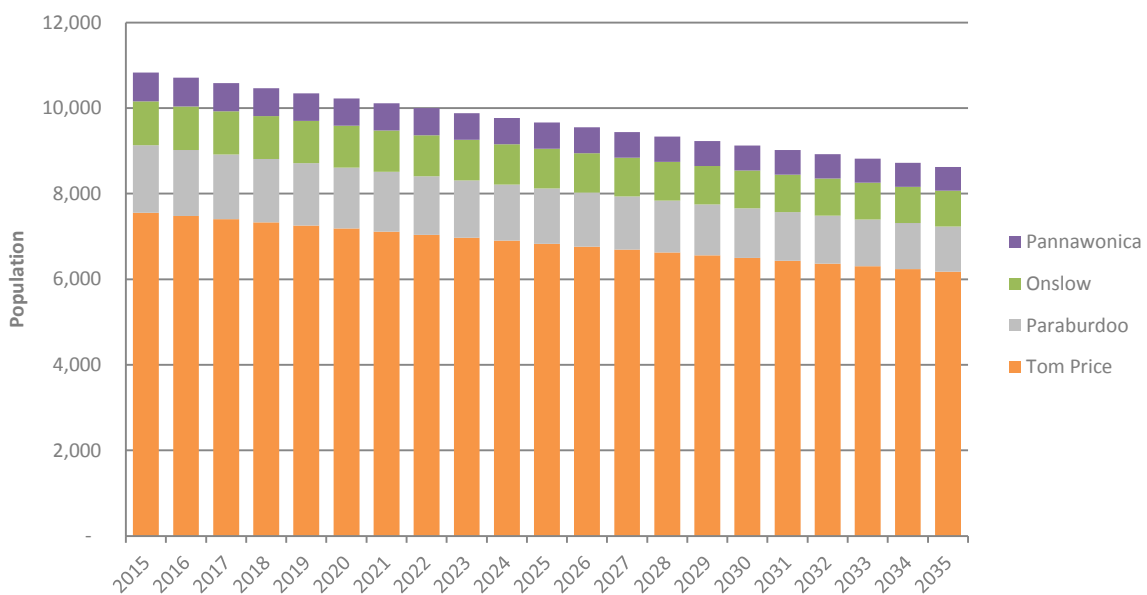


Diagram 3-2: Projected low population growth to 2035

As can be seen in **Diagram 3-2**, it is forecasted that the population across the Shire could fall to approximately 9,600 by 2024 and 8,600 by 2035. This is a decrease of 2,200 in 20 years from 2015.

As previously outlined, this study will focus more upon the adopted high growth rate, as its utilisation will provide a level of conservatism during strategic planning for waste management infrastructure and services. The population projections utilising the adopted high growth rates are shown in **Diagram 3-3**.

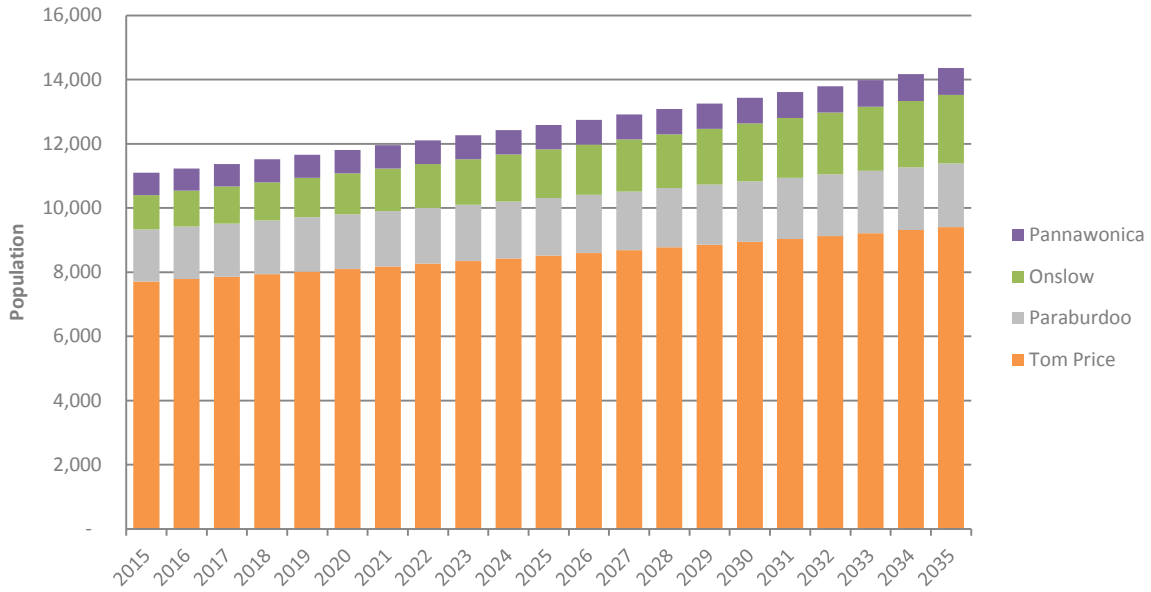


Diagram 3-3: Projected high population growth to 2035

From **Diagram 3-3** it can be seen that the total population across the Shire could increase from approximately 11,100 in 2015 up to 12,600 in 2025 and 14,350 in 2035. This is a total increase of approximately 3,250 in 20 years.

In addition, **Diagram 3-3** shows that the population within Tom Price exceeds 65% of the total population within the Shire in 2015. However, with the significant increase in population forecasted for Onslow, it is anticipated that the percentage of the total population within Tom Price will slightly decrease and Onslow slightly increase by 2035.



4 Waste Management Hierarchy and Current Situation

The Strategic Options identified for assessment as part of this Study have been considered in the context of the Waste Management Hierarchy. The following section describes the Waste Management Hierarchy, the groupings utilised to classify Strategic Options and the Shire's current situation in accordance with the terms of the Waste Management Hierarchy.

4.1 Waste Management Hierarchy

The Waste Management Hierarchy (**Diagram 4-1**) is an internationally adopted principle and concept which lists waste management options in order of preference according to their sustainability and environmental impacts.



Diagram 4-1: Waste Management Hierarchy

The Waste Management Hierarchy has been adopted within this report as the basis for classifying and assessing the various Strategic Options. As shown in **Diagram 4-1**, options which achieve outcomes higher up the Waste Management Hierarchy are preferred over those located further down the Hierarchy. Notwithstanding this, options from each level of the Waste Management Hierarchy have been identified and assessed.

4.2 Hierarchy Groupings

The following sections provide a description of the various levels of the Waste Management Hierarchy. For the purposes of this project, the levels of the Hierarchy which are similar and/or complementary have been grouped and are shown in **Diagram 4-2**.



Diagram 4-2: Waste Hierarchy Groupings

4.2.1 Avoid, Reduce, Reuse

The most preferred practice in the Waste Management Hierarchy is waste avoidance and is associated with more sustainable design, production and consumption practices. Once waste is generated, the next step in the Hierarchy is to minimise the quantity as much as possible. Due to their links with economic growth and consumerism, waste avoidance and reduction are the most challenging aspects of waste management.



The Western Australian Waste Strategy (2012) defines reuse as “recovering value from a discarded resource in its original state without reprocessing or remanufacture”. Reuse can be achieved by an individual generator (such as reusable shopping bags), or through the transfer of items or materials from a generator to another user such as through garage sales or second hand shops.

Local governments can support the Avoid, Reduce and Reuse levels of the Hierarchy by providing education to the community and other waste generators on their benefits, including both financial and non-financial. Local governments are also able to facilitate reuse by establishing Reuse Shops at waste management facilities to capture materials which would otherwise be processed at lower levels of the Waste Management Hierarchy such as disposal.



4.2.2 Recycle



Recycling is defined in the Western Australian Waste Strategy (2012) as “a set of processes (including biological) that converts solid waste into useful materials or products”. Utilising recycled products in manufacturing has significant environmental benefits as it reduces the demand for raw materials. In Western Australia, recycling has been widely adopted at a household level for packaging materials (paper, cardboard, glass, plastics and metals) and household hazardous wastes (oils, batteries and electronic wastes). There are however,

significant opportunities to increase recycling in the Commercial and Industrial (C&I) and Construction and Demolition (C&D) sectors including initiatives such as greenwaste mulching and inert waste crushing and screening.

Local governments have a significant role to play in the implementation of recycling practices including in the collection, sorting and sale of materials, as well as education to encourage waste generators to utilise recycling systems.

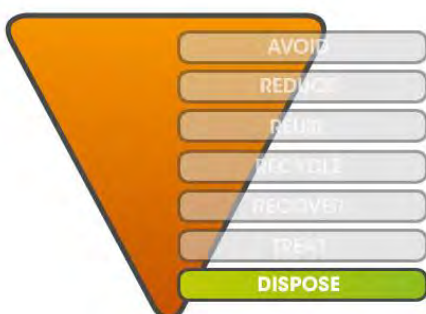
4.2.3 Recover and Treat

Recovery of materials involves the physical, chemical or biological processing of waste to generate embedded products or energy. In contrast to recycling, the products generated from recovery processes are not necessarily similar to the original waste materials such as the compost generated from processing organic waste. Recovery of waste is commonly undertaken at an Alternative Waste Treatment (AWT) facility. A range of technologies are available which generate products and/or electricity or heat from sorted or mixed waste streams.



Treatment involves the processing of waste to alter its form and is commonly used in reference to reducing the hazardous properties of waste materials. There is a range of processing available including the bioremediation of contaminated soil.

4.2.4 Dispose



The least preferred level of the Waste Management Hierarchy is disposal which typically involves the landfilling of waste. In addition, it can include incineration without any energy or heat recovery such as thermal destruction of hazardous wastes. While it is inevitable that a small portion of waste will require disposal, it is located at the bottom of the



Waste Management Hierarchy and should be used as a last resort.

As mentioned previously, waste disposal to landfill is the predominant method of managing waste within Western Australia. Potential environmental impacts such as soil and water pollution and greenhouse gas generation may be minimised through the construction of best practice landfill facilities. However, landfilling inevitably results in a loss of materials and energy.

4.3 Current Situation

The Shire has experienced significant growth in recent years due largely to growth in the resources industry. Until recently, the Shire's waste management services have managed to accommodate growth however, the recent rapid development within the Onslow area in particular has caused the Shire to facilitate the development of new services. The following section outlines the waste management activities undertaken by the Shire in accordance with each of the Waste Management Hierarchy groupings.

4.3.1 Avoid, Reduce, Reuse

It is common for WMFs to store small reusable items to be sold or given away. The Tom Price and Paraburdoo WMFs and the Onslow WTS do not store any materials for reuse. Items that may be identified as reusable are typically stockpiled for recycling purposes or disposed of within the landfill.

4.3.1.1 Community Education

The Shire's website contains information on the waste services available to residents and businesses including:

- The opening hours of waste management facilities;
- Contact numbers at the waste management facilities;
- Contact name of the Waste Coordinator;
- The signs for different waste streams at the waste management facilities are to be observed to assist in separating recyclables from the refuse stream;
- Kerbside collections schedule; and
- Christmas and New Year WMFs operational hours and kerbside collection times.

In addition, the Shire's website outlines the environmental health hazards associated with the waste management facilities and in order to minimise the health hazards, outlines the correct procedure for disposing of waste into the trenches.

4.3.1.2 Reuse Websites

There are a number of websites utilised within the Shire to facilitate waste minimisation and reuse. These include:

- 'Gumtree' which is an Australia-wide website for the advertisement of goods, services, accommodation and employment including sale and exchange of second hand items; and
- 'Stuff for Sale in Tom Price and Paraburdoo' and 'Tom Price/Para Blokes Stuff For Sale' are Facebook webpages which enables members to advertise, purchase and exchange goods.



4.3.2 Recycle

The Shire currently accepts some materials at each of the three WMFs for stockpiling until such time that recycling can be undertaken. Details of the Shire's recycling services are provided in the following sections.

4.3.2.1 Bulk Recyclables Drop-off

The Shire accepts certain types of materials at all three WMFs which are stockpiled prior to being consolidated and/or transported by a contractor for recycling purposes. These materials include:

- Greenwaste;
- Scrap metal;
- Whitegoods;
- Inert concrete and bricks;
- Batteries; and
- Waste motor oil, oil filters, oily rags and used oil drums.

In addition, the Tom Price Landfill stockpiles a large range of additional materials including paints, gas bottles, e-waste, intermediate bulk containers (IBCs) and plastic pipes. These materials are stored for future recycling however, it is typically unfeasible for the Shire to transport these materials to market. Recyclers of these materials require large quantities to maintain a sustainable operation and provide minimal commodity sale prices to the Shire, if at all. Therefore, these materials are separated from the refuse stream however, the recycling of these small quantities of materials is infrequent.

4.3.2.2 Bulk Materials Processing

The Shire is currently investigating contracting greenwaste mulching services of a private contractor. When required the contractor would travel to each of the waste management facilities and mulches the greenwaste stockpiles. The mulch could then be utilised by the Shire for parks and gardens or given to the public for personal use. The greenwaste is currently periodically burnt in accordance with licence conditions.

Construction and demolition (C&D) waste, such as concrete and bricks, is also currently stockpiled at the waste management facilities within the Shire. However, the stockpiles have insufficient volume which decreases the processing cost efficiency. Approximately 10,000m³ is required to be feasible for a contractor to undertake the processing otherwise, it is extremely costly for a small quantity of product. Once processed, the material could be used as road base on site or as cover in the landfill cell. It should be noted that undertaking these activities would require additional environmental approvals from the Department of Environment Regulation (DER) including Works Approval and an amendment to the Licences in order to crush and screen material on site. The Shire is currently obtaining quotes to undertake C&D processing.

4.3.3 Recovery and Treat

There are currently no recovery or treatment initiatives being undertaken by the Shire however, a private operation does convert cooking oil into biodiesel within the Shire.



The Ashburton Aboriginal Corporation's (AAC's) ASHOIL collects waste cooking oil from townsites and satellite mine sites within the Pilbara region. One litre of waste cooking oil can be converted into one litre of biodiesel, which is able to be used as a fuel, either neat or blended with petroleum diesel. This reduces the quantity of oil that goes to waste and generates a non-toxic fuel which replaces the use of a fossil fuel. The main production plant in Tom Price generates approximately 10,000L of biodiesel per week, of which 5,000 to 7,000L is purchased by Rio Tinto for their operations and the remainder is utilised by AAC. The AAC has also installed smaller biodiesel production units (up to 100L and 165L per day) at several Aboriginal communities.

4.3.4 Dispose

The disposal of waste directly to landfill or via a WTS remains the most utilised waste treatment method by the Shire. Currently, the Shire continues to operate the following waste management facilities which facilitate waste disposal:

- Tom Price Waste Disposal Site;
- Paraburdoo Waste Disposal Site;
- Onslow WTS.

The design, operation and management of these three facilities are further outlined within **Section 5**.



5 Waste Management Infrastructure and Services

The Shire's current waste management infrastructure network and services are described within this section and include WTSs, landfills and associated waste management services.

5.1 Waste Transfer Infrastructure

The Onslow Waste Transfer Station (WTS) is located at 500 Onslow Road, Onslow, which is approximately 5.5 km from the Onslow townsite (**Figure 2**). The Onslow WTS covers an area of approximately 2.2 ha. **Figure 3** shows the site layout of the Onslow WTS.

The Onslow WTS accepts and consolidates the majority of waste materials generated within Onslow townsite. MSW is consolidated within the covered Putrescible Waste Bunker ready for transportation off-site to the Tom Price Landfill or licenced waste treatment facility. In addition, stockpile areas are provided for the storage and periodic recycling of clean streams of inert materials (concrete, mixed soil and sand and mixed building rubble), scrap metal, tyres and greenwaste. A bunded waste oil storage area also accepts used motor and cooking oils in a bunded storage area.

In the longer term, following the development of the new Onslow WMF, the WTS will be utilised solely as a community drop-off centre whereby the Shire's residents and small commercial operators will take their recyclables and waste materials. This will provide the Onslow community with waste disposal services within close proximity to the townsite. Any materials accepted at the future Onslow community drop-off centre will be consolidated and brought to the new Onslow WMF for treatment, disposal or longer term stockpiling.

5.2 Waste Disposal Infrastructure

As previously mentioned, the Shire continues to rely on landfilling for the majority of waste disposal requirements. It is recognised that landfilling is the least preferred method for waste disposal however, following resource recovery it is typical that a small portion of residue waste will always require landfilling.

Currently, the following operating landfill facilities are managed by the Shire:

- Tom Price Waste Disposal Site – Lot 300 Bingarn Road, Tom Price; and
- Paraburdoo Waste Disposal Site – 120 Beasley Road, Paraburdoo.

In addition, the Shire is currently planning the development of a new landfill facility as part of the new Onslow WMF to be located approximately 36km south of the town of Onslow, along Onslow Road. It is anticipated that the new best practice landfill will be operational in 2018-2019. The new Onslow WMF will replace the landfill which was located within close proximity to new development near the town of Onslow.

However currently, the existing landfills in Tom Price and Paraburdoo do not meet the best practice siting and design standards set out in the Victorian Environmental Protection Authority's (EPA) *Best Practice Environmental Management (BPEM) for the Siting, Design, Operation and Rehabilitation of Landfills Guidelines* (Best Practice Landfill Guidelines), and are therefore, becoming progressively scrutinised by the Department of Environment Regulation (DER). Nevertheless, it is important to understand the expected landfill life of both facilities in order to determine the Shire's long term waste disposal options.



5.2.1 Tom Price Waste Disposal Site

The largest of the existing landfills is located at the Shire's Tom Price Waste Disposal Site (**Figure 4**). The Tom Price Waste Disposal Site has a total area of approximately 16 hectares (ha) within the fenced boundary as shown in **Figure 5**. The current active landfill footprint covers an area of approximately 7.7 ha in the eastern section of the site.

The Tom Price Waste Disposal Site was extended to the east of the old landfill area in 2011 and has been developed in a series of trenches, each 30m wide by 120m long. These trenches have been aligned perpendicular to the prevailing wind (north-south) to minimise windblown litter.

The following waste streams are accepted for disposal at the Tom Price Waste Disposal Site. These descriptions for waste streams have been adopted by the Shire:

- Refuse trench:
 - Household Waste – this is mainly domestic waste which is self-hauled by residents and some businesses;
 - Commercial Waste – this is mainly C&D waste;
 - Food Waste – Consists of domestic type waste collected by Shire kerbside collection trucks and waste from works camps and caravan parks;
- Green Waste – this is burnt when sufficient amounts have accumulated;
- Asbestos; and
- Animal Waste and Carcasses.

Waste is deposited into trenches in layers and compacted using the onsite waste compactor. Cover material is spread over the waste using the onsite front end loader. The current landfill area also contains a number of stockpiles of material from the trench excavation process.

The landfill is manned at the gatehouse at all times during the hours of operation which are Tuesday to Saturday from 7.30am to 3.30pm and on Sunday from 7.30am to 12.30pm.

In order for the Shire to fully understand the anticipated lifespan of the Tom Price Waste Disposal Site, a topographical survey was undertaken to identify current landfill profiles and site features. An up-to-date topographical survey was required to accurately determine the remaining void space within the landfills in conjunction with final design profiles.

Following the completion of the survey, a conceptual final fill profile (**Drawing 1**) was designed for the Tom Price landfill in accordance with the Best Practice Landfill Guidelines. The final fill profile determined the maximum available airspace whilst identifying the filling works that are required to meet best practice including suitable gradients of restoration slopes. The restoration profile was designed with side slopes at a pre-settlement gradient of 1:5. The upper part of the final fill profile was designed to be approximately 1:20. By determining the total remaining airspace (373,420m³) and utilising anticipated waste generation rates into the future, an estimated landfill life span was calculated. Based on current landfill volumes, a compacted waste density of 0.8 tonnes per m³ and the adopted high growth rate, it was calculated that the landfill has an operational life of 15 years.



5.2.2 Paraburdoo Waste Disposal Site

The Paraburdoo Waste Disposal Facility has been operated by the Shire since 2000. The site is approximately 3.5km from the township (**Figure 6**) of Paraburdoo and currently covers an area of 14.4 ha (**Figure 7**). An additional parcel of land exists to the north and west of the current fenced boundary of the site which totals 33.5ha and may be utilised for waste management purposes in the future. The facility's signage provides detail of the waste types acceptable at the site including the following:

- Putrescible waste;
- Clean fill;
- Waste Oil, paint and batteries;
- Inert waste including tyres and plastics; and
- Asbestos and biomedical/clinical waste.

The operational hours of the Paraburdoo Waste Disposal Facility are Tuesday to Saturday between 7:30am to 3:30pm and on Sunday between 7:30am and 12:30pm. All waste loads that enter the site are inspected prior to disposal by Shire staff at the gate house located at the entrance to the site. However, there is no plant operator on site which results in no daily covering of waste, which is a breach of licence conditions for the site.

The waste materials that are accepted at the site are disposed of in trenches or stockpiled for future processing or recycling purposes. However, the site layout at the Paraburdoo Waste Disposal Facility is unplanned. The location of the disposal area is centrally located whereas the stockpiles are spread across the site. This results in several different pathways for disposal across the site causing confusion for users of the site.

The Shire does not employ the use of any compaction equipment at the Paraburdoo Waste Disposal Facility however, the purchase of a compactor has recently been investigated. Therefore, without a compactor the Shire does not achieve good compaction rates within the waste mass and are utilising more than typical amounts of landfill airspace.

Void space calculations were undertaken for the Paraburdoo Waste Disposal Site in a similar manner to that used for the Tom Price Landfill. A topographic survey was undertaken and a final fill profile developed as shown in **Drawing 4**. The available landfill void space was calculated and the remaining life estimated based on the anticipated waste acceptance rates at the landfill and the adopted high growth rate. The remaining landfilling life was calculated as 32 years utilising compaction and 12 years without compaction. However, if the additional land area to the north and west of the current fenced area is considered, it may potentially contain an additional 20 to 30 years of landfilling.

5.2.3 Proposed Onslow Waste Management Facility

As previously mentioned, the Shire has commenced investigations into the development of a best practice WMF 36km from Onslow (**Figure 8**). The new facility will replace the recently closed Onslow Landfill and is anticipated to commence operations in 2018-2019 and cater for the needs of the Onslow community into the future.

The new Onslow WMF will cater for the increase in waste generated within the Onslow area by resource projects and the associated influx of workers. In addition, the facility may accommodate the disposal of specialist hazardous materials requiring Class IV landfilling. It will therefore be constructed in accordance with the Best Practice Landfill Guidelines



including an engineered environmental barrier plus leachate and landfill gas management systems.

In order to cater for a broad range of waste materials generated within the Onslow area, the new Onslow WMF will comprise the following waste management infrastructure components capable of processing and/or disposing of the waste materials:

- Class IV Landfill;
- Materials Recovery Facility;
- C&D Recycling Facility;
- Liquid Waste Facility;
- Green Waste Processing Facility; and
- Primary Treatment of Problematic Wastes.

Following commencement of operations at the Onslow WMF, waste accepted at the Onslow WTS will be transported to the new Onslow WMF for processing, storage or disposal. It is anticipated that the Onslow WTS will remain as the interface for waste management drop-off services provided by the Shire to the community, once operations commence at the new WMF.

The current phase of the development of the new Onslow WMF includes the application for planning and environmental approvals from local and state governments.

5.2.4 Closure of Onslow Landfill

The Shire has ceased landfilling operations and has closed the Onslow Landfill in advance of the proposed development of lands adjacent to the site and the Onslow Ring Road which will encroach on the north eastern corner of the landfill. The Onslow Landfill was a key component of the Shire's waste management infrastructure and served the waste disposal needs of the Onslow townsite. The closure of the Onslow Landfill has coincided with the interim operation of the Onslow WTS which will accept waste from the townsite and transport it to the Tom Price Waste Disposal Site until such time that the new Onslow WMF is operational.

To ensure the potential environmental impacts of the closure are appropriately managed, the Shire commissioned the development of a Closure and Post-Closure Management Plan for the Onslow Landfill. Following the closure of the site, it is envisioned that the site will not be utilised for waste management purposes. The recently developed Onslow WTS will remain as the sole public interface for waste management in Onslow for a number of reasons including its close proximity to the Onslow townsite.

5.2.5 Prescribed Premise Compliance

The Shire has recently experienced some compliance issues at their WMFs. Compliance surveys undertaken by the DER in 2014 identified several non-compliances at both the Tom Price and Paraburdoo Waste Disposal Sites. Since this time, the Shire has made an effort to rectify these non-compliances by undertaking the following:

- Establishing a waste oil tank/bund area for storing used oil drums;
- Undertaking appropriate disposal of hydrocarbon contaminated material;
- Providing firefighting equipment on site;
- Shredding of tyres prior to landfilling;



- Developing accurate recording systems, reports and documents;
- Removing waste from within 35m of the site boundary; and
- Installing correct and consistent signage.

The majority of these tasks have been successfully completed by the Shire however, some are ongoing. The Shire recognises the importance of achieving full compliance with the Licences Conditions of their WMFs and will utilise the findings and outcomes from this study to further improve the waste management systems within the Shire.

5.3 Waste Management Services

The Shire's waste management services complement the waste management infrastructure previously outlined and ensure that the Shire's waste management system continues to operate efficiently and effectively.

5.3.1 Existing Staffing Levels

The current staffing levels for the three WMFs are shown in **Table 5-1**.

Table 5-1: Current staffing levels

	Facility		
	Tom Price WMF	Paraburdoo WMF	Onslow WTS
Full Time	2	2	2
Part Time	1	0.2	0

The staffing levels shown in **Table 5-1** include the recently advertised positions for new staff at both Paraburdoo and Onslow WMFs, with these positions to be filled soon. However, the Shire should consider reducing the operational hours at each WMF to increase economic viability.

In addition, the Shire should investigate general resourcing allocation to WMFs to ensure mandatory operations are undertaken. The investigation should determine the most suitable approach to staffing of the Shire's waste management capabilities including facilities, services, and administration across all levels of staffing such as:

- Operational;
- Supervisory; and
- Managerial.

The investigation should include, but not be limited to, an assessment of the following on resourcing levels:

- The significant distances between waste management facilities;
- Effect on compliance at waste management facilities;
- Providing a consistent message regarding the services available across the Shire; and
- Recording of accurate data.

The investigation should recommend a preferred staff structure that meets the Shire's objectives and the mandatory requirements that are enforced by the Department of Environment Regulation (DER) within each of the WMF Prescribed Premise Licences at Tom Price, Paraburdoo and Onslow.



5.3.2 Administration Services and Current Data Recording Practices

Data gaps currently exist regarding the amount and types of waste generated in the Shire and also accepted at the various facilities. The Shire has in recent months improved the recording methods of waste quantities which will go some way towards addressing these data gaps. It is recommended that the following data is recorded by the Shire at these facilities in order to improve the accuracy and enable the Shire to make informed decisions on waste management into the future:

- Type of vehicle;
- Type of waste;
- Waste stream (MSW, C&I and C&D); and
- Waste Volume or weight.

To record weights of vehicles, the Shire should consider the installation of weighbridges at all its landfill sites. In addition, any future service contracts should look to obtain full records of waste quantities where possible.

5.3.3 Kerbside Collections

A weekly kerbside collection service for refuse is provided to residents and commercial properties in the following areas:

- Tom Price:
 - Townsite;
 - North Road;
 - Area West;
- Paraburdoo Townsite; and
- Onslow Townsite.

The Shire currently provides kerbside refuse collections as outlined within **Table 5-2**.

Table 5-2: Kerbside Refuse Collections

Town	Domestic Services		Commercial Services	
	240L		240L	1,100L
Tom Price	1,257		280	106
Paraburdoo	664		71	23
Onslow	296		84	64
TOTAL	2,217		435	193

It can be seen from **Table 5-2** that a total of 2,217 domestic residential properties are serviced by the Shire during the weekly kerbside refuse collections. The total commercial collections, provided by the Shire, is 628 which is split between 240L and 1,100L mobile garbage bin (MGB) receptacles.

The refuse collected from these properties is taken to the closest WMF owned and operated by the Shire. It is important to note, that the Shire does not currently provide any waste management services such as kerbside collections within the town of Pannawonica. At this stage, there are no plans for the Shire to commence waste management services within Pannawonica.



Outside of these serviced areas, residents or large mining camps are responsible for the management of their own waste. Residents are encouraged to utilise the Shire's WMFs for their recyclables and refuse whereas the mining camps contract out the waste collections and disposal which remains the responsibility of the contractor.



6 Waste Data

The following section presents data on the current waste management systems across the Shire, including:

- Current quantities of the various waste materials generated treated in the Shire;
- Recovery rates for the key waste streams;
- Typical compositions of the key waste streams; and
- Projections of future waste generation within the Shire.

6.1 Current Waste Generation

All waste managed by the Shire is brought to one of the three waste management facilities in either Tom Price, Paraburdoo or Onslow and is processed in one of the following methods:

- Stockpiled on site for recycling;
- Stockpiled for future recovery or treatment; or
- Disposed of to landfill.

As each of the waste management facilities do not have weighbridges, data is recorded by the gate staff based on volumetric estimates or unit quantities. In these cases, tonnages have been calculated based on the gatehouse records and conversion factors.

The quantities of materials accepted for stockpiling prior to off-site recycling and disposal at each of the three facilities in 2013-14 (based on gatehouse estimates) are shown in **Table 6-1**.

Table 6-1: Stockpiled and Disposal Materials Generated at the Shire's WMFs

Material	Tom Price	Paraburdoo	Onslow	Total	Percent of Total Waste
Stockpiled (Tonnes per annum)					
Batteries	1,632	264	186	2,082	6%
Greenwaste	854	290	228	1,372	4%
Waste Oil	3.5	1	1	6	0%
Whitegoods	55	67	16	138	0.4%
Scrap Steel	224	87	41	352	1%
Tyres	1,313	584	46	1,943	5%
Total Stockpiled	4,083	1,294	518	5,893	
Disposal (Tonnes per annum)					
Clean Fill	1,734	3,929	200	5,863	16%
Asbestos	529	76	-	605	2%
MSW	5,511	2,091	922	8,524	23%
C&I Waste	11,543	3,979	880	16,402	44%
Total Disposal	19,318	10,074	2,003	31,394	
TOTAL	23,399	11,368	2,520	37,287	100%
PERCENT OF TOTAL WASTE	63%	30%	7%	100%	



It can be seen from **Table 6-1** that a total of 5,893 tonnes of material is stockpiled at the three WMFs across the Shire and 31,394 tonnes was landfilled. The percentage of total material stockpiled is 69% at Tom Price, 22% at Paraburdoo and 9% at Onslow. As clean fill is utilised as landfill cover, it is not considered a waste material. In addition, it can be seen that the Tom Price WMF accepted 19,318 tonnes of waste that was landfilled in 2013-14 financial year, whereas Paraburdoo and Onslow WMFs accepted 10,074 and 2,003 tonnes respectively. Excluding the clean fill material, a total of approximately 25,531 tonnes of waste was disposed of to landfill in 2013-14. From **Table 6-1** it can be seen that Tom Price accounts for 63% of total waste within the Shire with Paraburdoo (30%) and Onslow (7%) comprising of the remainder.

6.2 Recovery Rate

Recovery rate is defined as the proportion of total waste generated that is recovered, either through reuse, recycling or treatment, and is therefore diverted from landfill. The Shire's recovery operations currently include the stockpiling of recyclables. The total recovery rate, and those achieved for the MSW, C&I and C&D waste streams are presented in the following sections.

6.2.1 Total Waste

The treatment methods for total waste accepted at all three of the Shire's WMFs in 2013-14 are shown in **Diagram 6-1**.

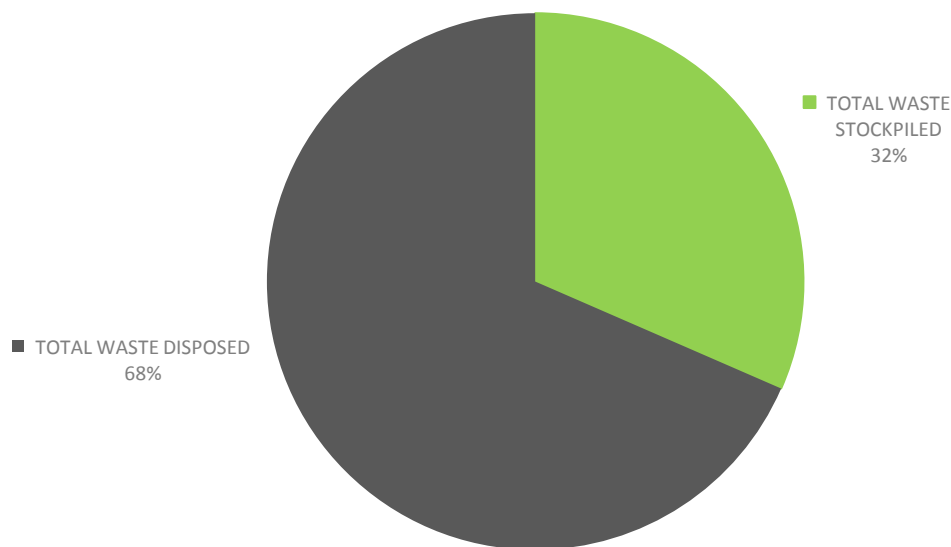


Diagram 6-1: Waste Treatment of Total Waste generated in 2013-14

As shown in **Diagram 6-1**, in 2013-14 the Shire achieved a recovery rate of 32% through their stockpiling of materials.

The treatment methods for MSW, C&I and C&D waste are shown in **Table 6-2**.

Table 6-2: Waste Treatment of waste accepted in 2013-14 at each of the Shire's WMFs

Material	Tom Price	Paraburdoo	Onslow	Total	Percent of Total Waste
MSW					
Stockpiled	2,541	621	430	3,592	10%
Disposal	5,511	2,091	922	8,524	23%
Total MSW	8,052	2,712	1,352	12,116	
C&I					
Stockpiled	1,541	672	88	2,301	6%
Disposal	12,072	4,055	880	17,007	46%
Total C&I	13,613	4,727	968	19,308	
C&D					
Stockpiled	1,735	3,929	200	5,864	16%
Disposal				0	-
	1,735	3,929	200		
TOTAL	23,400	11,368	2,520	37,288	100%
PERCENT OF TOTAL WASTE	63%	30%	7%	100%	



As shown in **Table 6-2**, 10% of the total waste accepted at the three WMFs was classified as MSW and stockpiled for future recycling purposes. The stockpiled materials included the batteries, greenwaste, waste oil and whitegoods. The Shire is currently achieving a recovery rate of 6% for the C&I waste and 16% for C&D waste. This recovery is achieved via stockpiling of waste oil, scrap steel and tyres. Therefore, the Shire achieved a combined recovery rate of 32% for the waste streams in 2013-14. This represents an opportunity to improve resource recovery within the Shire.

6.2.2 C&D

The Shire is currently stockpiling all separated clean inert waste for future recycling. This includes clean fill which is accepted at the WMFs and is utilised for daily cover. The Shire currently stockpiles 1,734 tonnes of clean fill at Tom Price, 3,929 tonnes at Paraburdoo and 200 tonnes at Onslow.

However, it is anticipated that loads of mixed C&D waste are currently classified as C&I waste. The recovery rate for this waste stream is therefore unknown. It is recommended that the Shire alters its waste classification system so that the mixed C&D waste volumes can be identified. This may require consultation with the waste handler in relation to the generator/source of the waste. This data will allow for great accuracy in the data gathering process and assist with further waste management and resource recovery decision making processes in the future.

6.3 Waste Streams and Composition

In addition to the quantitative data, an understanding of the composition of the waste generated within the Shire is an important aspect in the consideration of potential Strategic Options. However, no compositional auditing has been conducted on the refuse from the MSW, C&I or C&D waste streams within the Shire. Compositional data from other areas of Western Australia have been used to provide an indication of the types and proportions of materials generated from each waste stream. These data sets have been used to estimate the current and potential future quantities of various waste materials which is key to understanding the potential feasibility of implementing either Resource Recovery or Disposal Options to manage these materials.

6.3.1 MSW Refuse

To obtain a typical composition for MSW within a rural area without a kerbside recycling collection system, it has been necessary to use data from a review of kerbside recycling collection systems within Western Australia prepared for the DER (Cardno 2008). The review included an investigation into the composition of MSW in the Perth Metropolitan Area and rural areas. The results of compositional audits undertaken in the City of Greater Geraldton (no kerbside recycling), Shire of Dardanup (with kerbside recycling) and Town of Port Hedland (no kerbside recycling) were combined to produce a typical composition of MSW in rural areas as illustrated in **Diagram 6-2**.

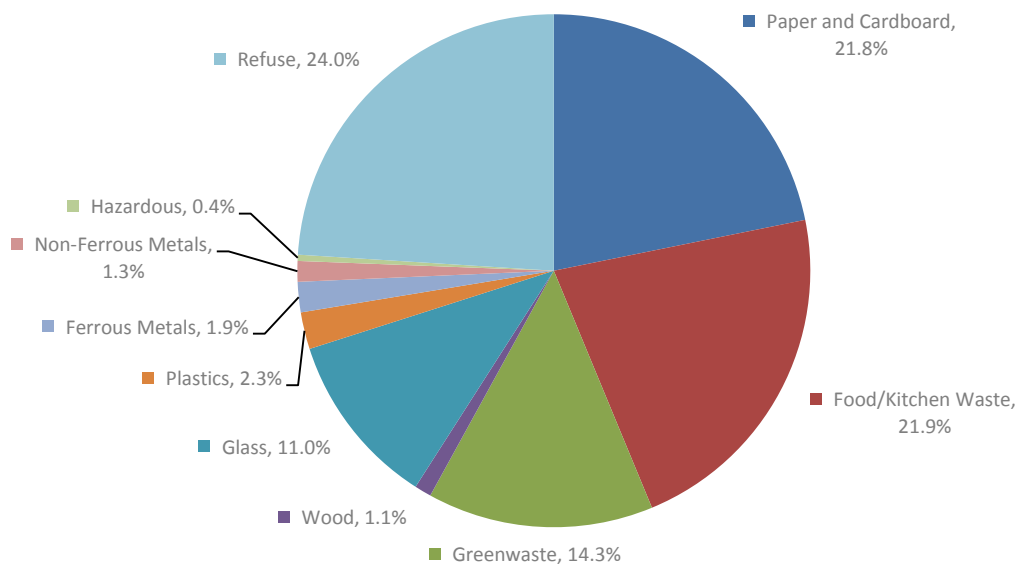


Diagram 6-2: Typical Regional MSW Composition

Source: *Review of Kerbside Collection Systems & Drop Off Recyclables (Cardno, 2008)*

As shown in **Diagram 6-2**, the MSW refuse stream contains mainly refuse, food/kitchen waste, paper and cardboard and greenwaste. Putrescible materials (including paper and cardboard, food/kitchen waste, greenwaste and wood) represent approximately 60% of the MSW stream.

6.3.2 C&I

The C&I waste stream generally contains similar materials as MSW but in different proportions. In 2007, the DER commissioned compositional audits of the C&I and C&D waste stream received at a number of waste management facilities. Although the audits were conducted at facilities within the Perth Metropolitan Area, the composition is anticipated to be comparable to the C&I waste stream within the Shire due to the similarity in commercial operations undertaken and the C&I waste and recycling collection services provided. The typical composition of the C&I waste stream is shown in **Diagram 6-3**.

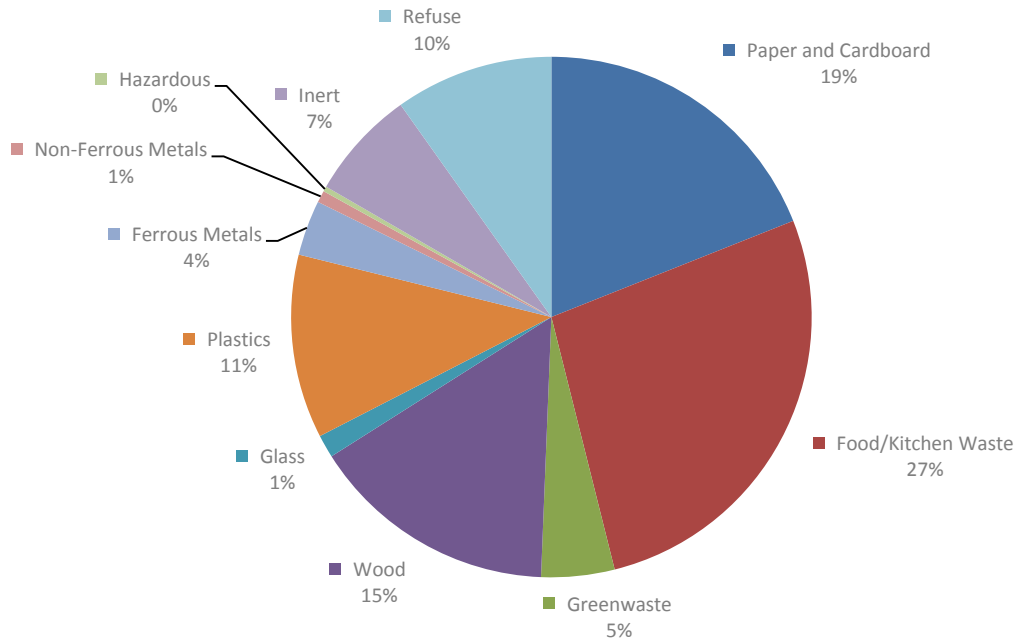


Diagram 6-3: Typical C&I Waste Stream Composition

Source: *Disposal Based Audits of the C&I and C&D Waste Streams (Golder Associates, 2007)*

As shown in **Diagram 6-3** the C&I waste stream consists mostly of food/kitchen waste, paper and cardboard and wood waste. The C&I waste stream contains a higher proportion of putrescible materials (paper and cardboard, food/kitchen waste, greenwaste and wood) than MSW with 66%.

6.3.3 C&D

As mentioned previously, the compositional audits commissioned by the DER also included the C&D waste stream. The C&D waste stream is generally consistent in composition in both metropolitan and regional areas and contains mostly inert materials such as concrete, bricks and soil/sand. If uncontaminated, this material has a high potential to be recycled into products such as road base and aggregates. The typical composition of the C&D stream recorded from the DER audits is shown in **Diagram 6-4**.

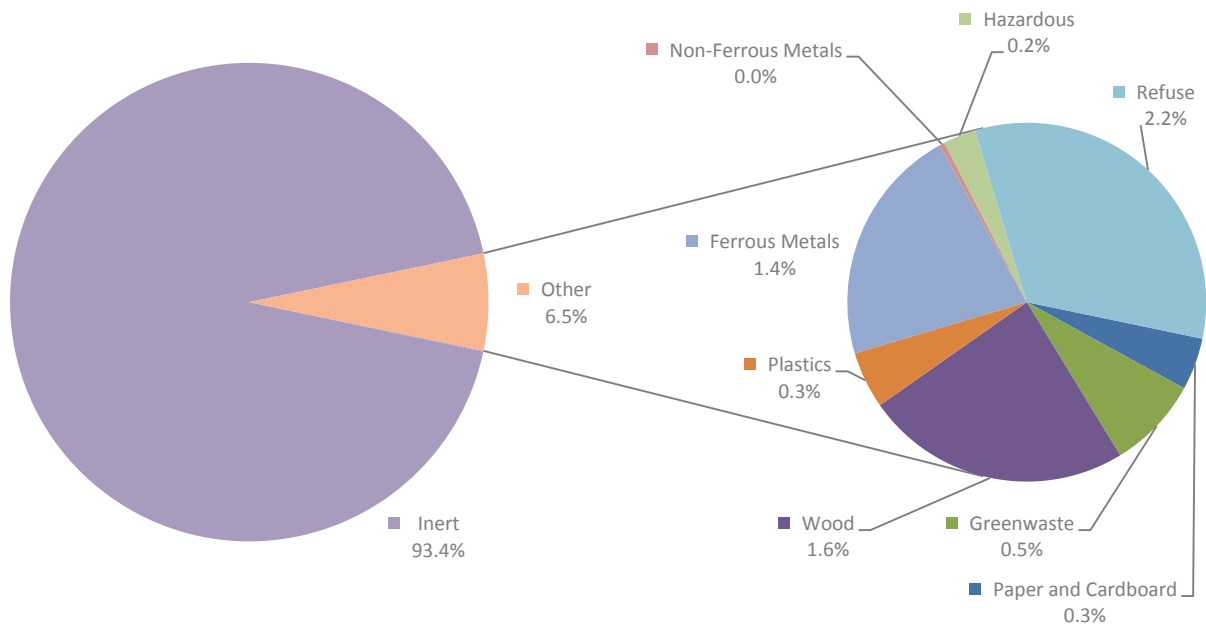


Diagram 6-4: Typical C&D Waste Stream Composition

Source: *Disposal Based Audits of the C&I and C&D Waste Streams (Golder Associates, 2007)*

As shown in **Diagram 6-4** the C&D waste stream contains approximately 94% inert waste (sand, cement, soils etc), with only small quantities of other materials. This outlines the high potential for landfill diversion that is achievable within this stream.

6.3.4 Potential Recovery Rate

Based on the typical compositions presented above, the potential recovery rates that may be achieved for each of the key waste streams have been calculated. These have been categorised into material recovery and energy recovery. For the potential material recovery rate, it was assumed that paper and cardboard, glass, plastics and metals are recyclable, while greenwaste, inert waste and 50% of the wood received (assumed to represent the untreated portion) are available to be processed for bulk processing recovery. For the energy recovery rate, all potential combustible materials were calculated across the various waste streams and excludes recovery of glass, metal and hazardous materials. The comparison of the current and potential material and energy recovery rates are shown in **Table 6-3**.

Table 6-3: Comparison of Current and Potential Recovery Rates

Stream	Current Recovery Rate	Potential Material Recovery Rate	Potential Energy Recovery Rate
MSW	30%	49%	72%
C&I	12%	50%	79%
C&D	Unknown*	97%	5%
Total	18%	63%	70%

Note:* Full data on the waste stream not currently recorded.



As shown in **Table 6-3**, the current recovery rates for the MSW and C&I streams are low compared to the potential material and energy recovery rates. The potential material recovery rate is dependent on the biogenic materials including greenwaste and the biogenic fraction of the mixed refuse streams.

As outlined previously, the Shire does not currently collect data on the total C&D waste delivered to its facilities, just the clean inert streams generated. Therefore, the current recovery rate of the total stream is unknown. However, based on the compositional data shown in this report, 97% of these materials could be recycled. It is suggested that the Shire investigates technologies and data collection system to help manage waste data into the future.

6.4 Waste Projections

Based on the quantities of MSW, C&I and C&D waste accepted at the Shire owned and operated facilities in Tom Price, Paraburdoo and Onslow in 2013-14, projected waste generation in the Shire has been projected for the next 20 years. Waste generation within each town was assumed to vary in proportion to the adopted population growth rates (low and high growth) described within **Section 2**.

The waste generation projections for the Shire until 2035 are shown in **Diagram 6-5**.

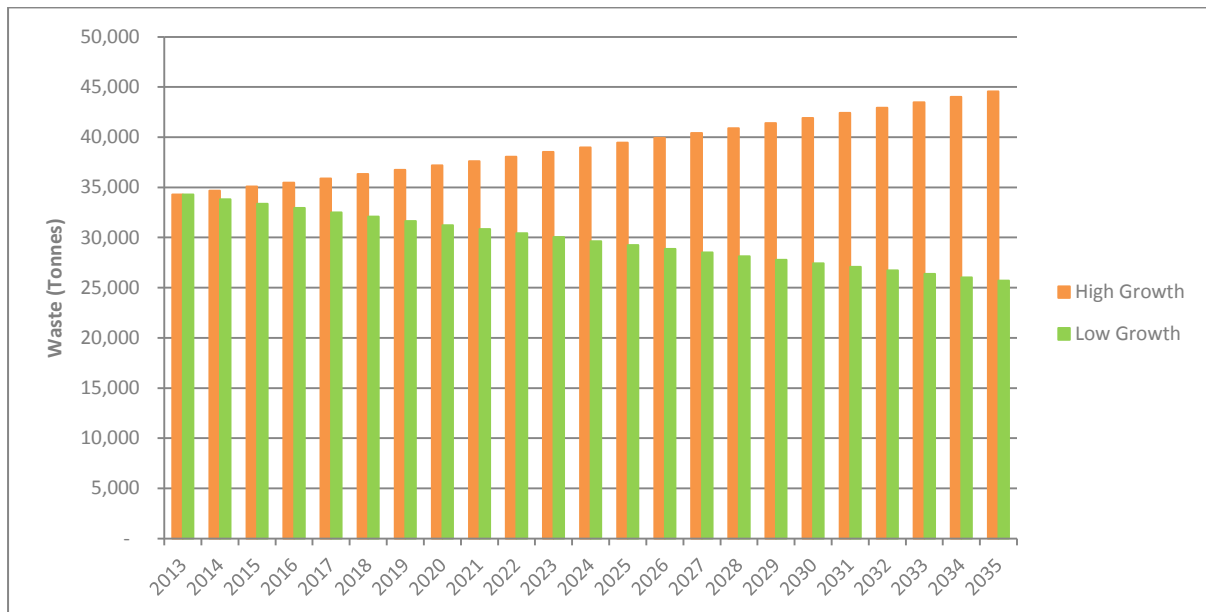


Diagram 6-5: Waste Generation Projections

As shown in **Diagram 6-5**, the adopted low growth rate would result in waste volumes falling from 34,300 to approximately 25,700 tonnes per annum over the 22 year period from 2013. Whereas, the high growth rate, adopted for the purposes of this study, results in 44,500 tonnes of waste generated within the year 2035. There is a significant difference of approximately 18,865 tonnes per annum between the projected low and high growth rates in 2035.

6.4.1 Low Growth

To provide an indication of the anticipated volumes of waste generated, utilising the low growth rates, within the towns and the type of waste generated within the Shire, the following table (**Table 6-4**) is provided as a summary of the waste projections.

Table 6-4: Projected waste volumes utilising the low growth rates

	2015	2020	2025	2030	2035
Tom Price	17,872	16,996	16,163	15,371	14,617
Paraburdoo	10,612	9,593	8,671	7,838	7,085
Onslow	2,103	2,000	1,902	1,809	1,720
Pannawonica	2,791	2,654	2,524	2,401	2,283
Total	33,379	31,243	29,260	27,418	25,705
MSW	7,925	7,428	6,966	6,536	6,136
C&I	19,177	18,023	16,947	15,942	15,002
C&D	6,277	5,792	5,348	4,940	4,567
Total	33,379	31,243	29,260	27,418	25,705

It can be seen from **Table 6-4** that the majority of waste generated within the Shire is generated within or near Tom Price. The C&I waste stream is the most generated waste however, it is anticipated that the C&I waste stream may also comprise mixed loads of C&D waste.

6.4.2 High Growth

Table 6-5 is a summary of the projected annual waste volumes generated within Tom Price, Paraburdoo, Onslow and Pannawonica utilising the adopted high growth rates. In addition, it shows the type of waste streams generated to 2035.

Table 6-5: Projected waste volumes utilising the high growth rates

	2015	2020	2025	2030	2035
Tom Price	18,601	19,550	20,547	21,595	22,697
Paraburdoo	11,272	11,847	12,451	13,086	13,754
Onslow	2,299	2,730	3,243	3,851	4,574
Pannawonica	2,905	3,053	3,209	3,373	3,545
Total	35,077	37,180	39,450	41,906	44,570
MSW	8,347	8,916	9,541	10,230	10,991
C&I	20,106	21,273	22,526	23,875	25,330
C&D	6,624	6,992	7,383	7,801	8,248
Total	35,077	37,180	39,450	41,906	44,570

From **Table 6-5** it can be seen that Tom Price will generate 22,697 tonnes of waste in 2035 whereas Onslow generates 4,574 tonnes. Even though the adopted high growth rate for Onslow is 3.5% and Tom Price is only 1%, Tom Price has a much larger population and will therefore continue to produce more waste than any other town within the Shire.

As previously outlined, the adopted growth rates provide two different scenarios for the Shire which indicates the potential future waste volumes if the population increases or decreases. The adopted high growth rate is utilised within this study for capacity modelling purposes as it



provides a level of conservatism within the planning for waste management infrastructure into the future.



7 Current Waste Management Financials

The following sections summarise the Shire's expenditure and revenue associated with its waste management operations.

7.1 Expenditure

The waste management budget details the expenditure related to the waste management activities provided by the Shire. The financials are broken down into the following four categories:

- Tom Price WMF;
- Paraburdoo WMF;
- Onslow WMF; and
- Miscellaneous.

The categories are based on the location or nature of the expenditure. The Miscellaneous category contains the cost items which relate to waste management in general and not a particular service or facility.

Diagram 7-1 shows the total waste related expenditure within the Shire since the 2009-10 financial year.

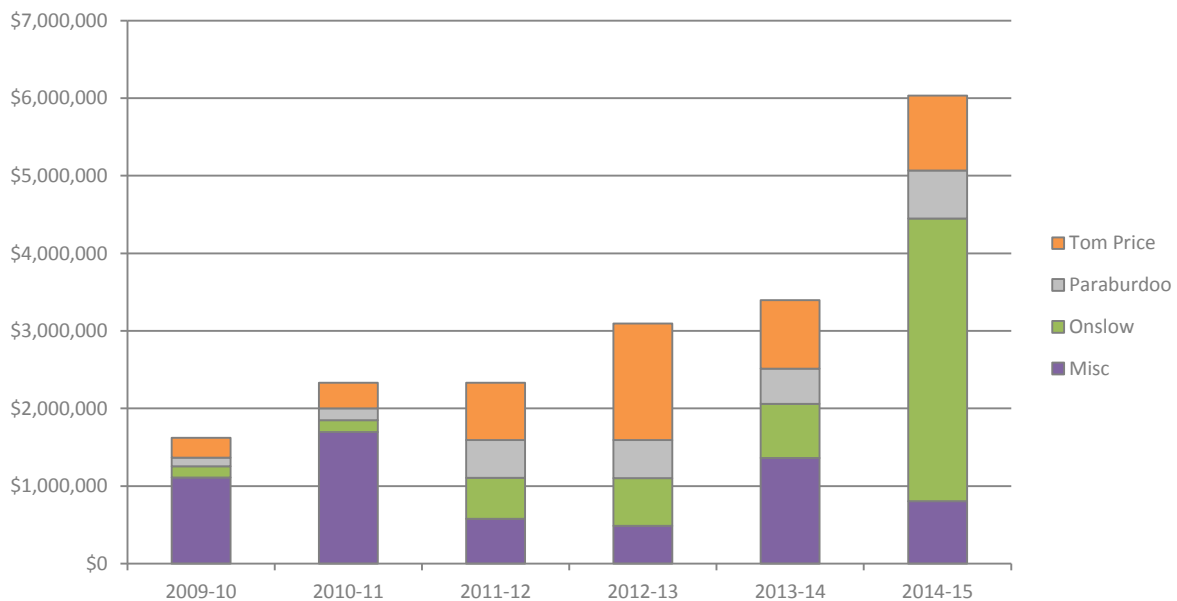


Diagram 7-1: Waste management related expenditure since 2010

The cost associated with the waste related activities within the Shire, as shown in **Diagram 7-1**, has increased since 2009-10 from \$1.6 million to \$6 million at the end of the 2014-15 financial year. It can be seen that from 2010 to 2014 the increase was gradual however, in 2015 there was a significant surge in the cost associated with Onslow. This increase relates to the recent development of the WTS and commencement of the Onslow Landfill closure works. The average annual increase in total expenditure, between 2009-10 and 2013-14, was approximately 22%. The increase from 2013-14 to 2014-15 was \$2.6 million and equated to an increase of 44%. It can be seen that in 2010-11 and 2011-12, the total costs did not materially



change whereas, the allocation of the costs between the facilities and the miscellaneous components, altered significantly. It is anticipated that this resulted from an improvement in the reporting of data and allocated to a facility instead of a general works program for all waste management related activities.

The total expenditure breakdown for waste management activities in the 2014-15 financial year is presented in **Table 7-1**.

Table 7-1: Expenditure breakdown in 2014-15

Waste Source	Cost Type	Tom Price	Paraburdoo	Onslow	Miscellaneous	Total
Shire Waste	Operating Expenditure Total	\$759,992	\$531,521	\$349,084	\$736,465	\$2,377,063
	Capital Expenditure Total	\$0	\$0	\$0	\$0	\$0
	Asset Renewal Total	\$3,253	\$3,253	\$0	\$0	\$6,505
	Asset Expansion/Upgrade Total	\$0	\$17,561	\$3,018,479	\$0	\$3,036,039
	Asset New Total	\$16,789	\$0	\$177,078	\$0	\$193,868
	Sub Total		\$780,034	\$552,335	\$3,544,641	\$736,465
C&I Waste	Operating Expenditure Total	\$185,715	\$67,438	\$99,634	\$66,517	\$419,304
	Sub Total	\$185,715	\$67,438	\$99,634	\$66,517	\$419,304
TOTAL		\$965,749	\$619,773	\$3,644,275	\$802,982	\$6,032,779



It can be seen from **Table 7-1** that the major component of waste management expenditure relates to Asset Expansion/Upgrade at Onslow. As previously mentioned, this is due to the recent construction of the WTS and closure of the existing landfill. The second largest cost is Operating Expenditure which includes

- Staff Housing;
- Depreciation of Buildings, Plant & Equipment;
- Tyre Management;
- Consultant Fees;
- Insurance;
- Works Programs;
- Administration;
- Salaries & Superannuation; and
- Vehicles Expenses.

In the 2014-15 financial year, the Tyre Management and Administration accounted for 39% and 33% of the total Miscellaneous costs respectively. The Tyre Management costs were considerably higher than usual due to the processing of a large stockpile of tyres at Tom Price during the 2014-15 financial year.

7.2 Revenue

The Shire generates revenue for waste management services from three key sources. These are:

- Rates (waste contribution);
- Landfill gate fees;
 - Shire collected;
 - C&I Waste; and
- Sale of recyclables.

The expenditure detailed in the previous section is offset by the revenue generated since 2009-10 as shown in **Diagram 7-2**.

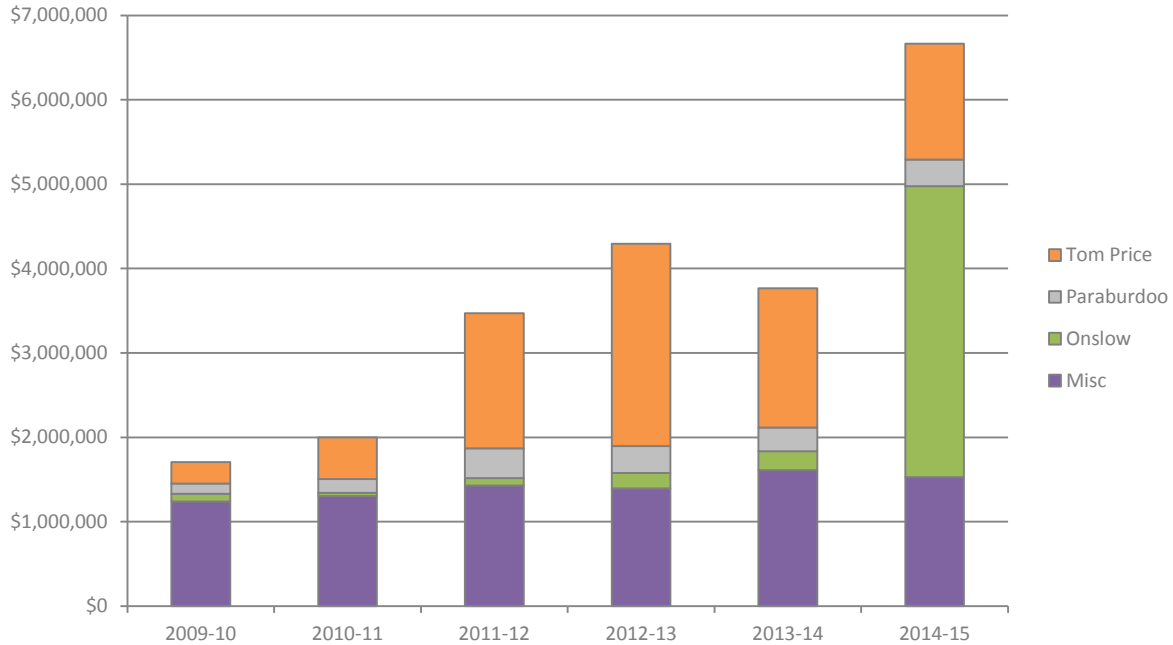


Diagram 7-2: Waste management related revenue since 2009-10

It can be seen from **Diagram 7-2** that revenue has been variable since 2009-10 however, it has typically increased across the six year period. In 2009-10, a total of \$1.7 million was generated in revenue with approximately 40% collected as part of the waste contribution to rates and 30% accounted for by C&I waste gate fees across the three WMFs. In 2014-15, the Shire borrowed \$3.2 million for capital works to be undertaken at Onslow which has increased the representative income for the Shire in that financial year. Excluding the loan, the Shire generated approximately \$3.5 million in revenue with 40% sourced from Tom Price, 9% from Paraburdoo and 7% from Onslow waste related activities. The remaining 44% of revenue was categorised as Miscellaneous and included the Rates, sale of recyclables and C&I waste gate fees which have all been grouped into the one category by the Shire. Continuing to exclude the loan for works at Onslow, the average annual increase in revenue from 2009-10 to 2014-15 was 11%. This growth in revenue is approximately half the growth in expenditure over the same corresponding period.

7.3 Surplus / Deficit

Table 7-2 shows the comparison between the total revenue, total expenditure and the resulting surplus or deficit for waste management activities in the Shire since 2009-10.

Table 7-2: Annual Profit/Loss for waste management related activities since 2009-10

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Total Expenditure	\$1,622,404	\$2,333,514	\$2,332,900	\$3,093,397	\$3,397,046	\$6,032,779
Total Revenue	\$1,706,469	\$1,996,699	\$3,470,572	\$4,293,023	\$3,766,952	\$6,664,653
Profit/Loss	\$84,065	-\$336,815	\$1,137,672	\$1,199,626	\$369,906	\$631,875

Table 7-2 shows that the Shire has continued to steadily maintain a surplus from the waste related activities, besides the financial year 2010-011, where a deficit of \$336,815 was



recorded. However, it must be noted that the surplus and deficit for Tom Price, Paraburdo, Onslow and the Miscellaneous items differ significantly as shown in **Diagram 7-3**.



Diagram 7-3: Surplus/Deficit and Accumulative Surplus/Deficit totals



From **Diagram 7-3** it can be seen that the Tom Price WMF and the Miscellaneous items have typically continued to generate a surplus since 2009-10. However, Paraburdoo and Onslow are continuing to cost the Shire by recording annual deficits. It therefore apparent that the Tom Price WMF, the rates and the gate fees generated from C&I waste (portion of the Miscellaneous category) are offsetting the costs incurred at the Paraburdoo and Onslow WMFs.

7.4 Waste Reserve

A waste reserve refers to a monetary fund generated for the specific purpose, in this case for, establishing new waste management infrastructure and services. The waste reserve is particularly important to the ongoing development of new landfill cells where capital costs and post closure costs are significant. In addition, the waste reserve funds can be utilised as a contingency for waste management related emergencies and the rectification of non-compliances.

It is understood that the Shire currently does not provide any funds into a waste management reserve. This approach increases the risk that future waste management liabilities, from waste received 'today' will not be funded in the future when they materialise.

The waste reserve is generated by the Shire committing to provide funds into the waste reserve and ensures that the funds will only be utilised for waste management purposes into the future. Funds would be allocated from the existing waste management budget and general revenue. It is anticipated that the waste reserve will at some stage become self-funding through the collection of interest from the funds and the revenue generated from waste management services within the Shire.

It can be seen from **Section 7.3** that the Shire currently generates a surplus from waste management services within the Shire. It should therefore be relatively simple to generate a substantial waste reserve by allocating the revenue to the reserve. If the Shire had committed 100% of the waste related revenue to a waste reserve from the end of the 2009-10 financial year, the waste reserve would contain approximately \$3 million and potentially generating over \$100,000 per annum in interest.

7.5 Gate Fees

A single landfill gate fee structure is currently utilised by the Shire at all three WMFs and is shown in **Table 7-3**.

Table 7-3: Gate Fee Structure utilised by the Shire

Waste Type	Unit	Fee
Domestic / Household Waste (private residents only)	m ³	no charge
210 Litre (44 Gallon) drums (Emptied)	each	\$10.5
Recyclable materials separated & uncontaminated	no charge	no charge
Commercial / Industrial Bulk Waste	m ³	\$51
Commercial /Industrial Commingled Waste (including timber and steel)	m ³	\$102
Car and light vehicle tyres	per tyre	\$10.5
Fire Extinguishers (Emptied)	Each	\$10.5



Waste Type	Unit	Fee
Truck tyres	per tyre	\$15.5
Earthmover tyres	By negotiation	negotiable
Gas bottles valve intact	Each	\$10.5
Waste oil	per litre	\$1
White Goods	Each	\$21
Vehicle batteries	per battery	\$10.5
Asbestos - Double wrapped (appointment only)	m ³	\$51
Burial Fee	per load	\$51
Car Bodies – (All oils (including diff oil), fuels and batteries removed)	no charge	\$50
Commercial / Industrial Unsecured loads	per load	\$21
Oversized items (appointment only)	By negotiation	negotiable
Commercial Biological Liquid Waste-Septic (per m ³ , minimum charge \$84.00)	m ³	\$84

From **Table 7-3** it can be seen that Domestic / Household Waste has no fee for disposal and the cost to dispose of earth moving tyres and oversized items can be negotiated. In addition, measurements are made in m³ (or for single item) due to none of the WMFs having weighbridges. Utilising a volumetric measurement system can lead to inaccurate data recording and may cause conflict between Shire staff and users of the facilities. A weighbridge provides accurate, conclusive evidence of the amount of waste or recyclables and should be considered by the Shire.

The Shire does not utilise a landfill 'tip pass' system or similar for its residents. Instead, all residents received free annual disposal in addition to kerbside collections. It is important to note that some residents who are more isolated do not receive kerbside refuse collections and therefore are required to dispose of their own waste. It is anticipated that free disposal should continue for these residents however, those that receive a kerbside collection service should be required to show a tip pass to receive free disposal at a WMF across the Shire. The number of annual tip passes to be allocated by the Shire to the residents should be further considered by the Shire however, it is common for the number of tip passes to be approximately 10 in the first year of a tip pass system. In the following years, the number of annual tip passes is incrementally reduced down to two tip passes per annum.

Analysis of the gate fee structure and system currently adopted by the Shire against standard practices for waste management highlights a number of issues:

- At present, a resident within the Shire can dispose of waste as often as they wish for free. This arrangement is unusual and does not conform to the Polluter Pays Principle. This approach is vulnerable to abuse as there is no financial incentive to reduce refuse volumes being disposed;
- An inconsistent approach to data recording activities at each of the WMFs including:
 - Limited accounting and data recording software and hardware;
 - Limited 'Point of Sale' and electronic transaction capability to improve the receipting process;
- There is currently no gate fee for a non-resident bringing domestic waste to a WMF;
- It is unclear from the current published gate fees what an Oversized Item is;



- It is considered unusual to allow any negotiation for waste disposal fees. A set fee provides clear information and prevents unrealistic expectations and potential conflict between the Shire and users of the WMF.

7.6 Waste Collection Charges

There are currently two waste collection services provided by the Shire, one for domestic household waste and another for commercial waste. A resident has the option of utilising a single mobile garbage bin (MGB) or obtaining an additional MGB for a greater cost. Commercial premises have the option of either a 240L or 1,100L MGB. **Table 7-4** shows the details of the costs of domestic and commercial waste collection services within the Shire.

Table 7-4: Cost of Domestic and Commercial waste collection services

Receptacle	Domestic Services		Commercial Services	
MGB Size	240L	Additional 240L	240L	1,100L
Cost per MGB	\$ 412.00	\$453.00	\$733.00	\$1,545.00

It can be seen from **Table 7-4** that the costs for domestic collections are less expensive than the commercial collections charges. This is a common practice and is considered a beneficial approach to waste collection charges for the Shire. In addition, the inclusion of a larger receptacle for commercial premises is required to cater for companies that generate greater volumes of waste than 240L per week.



8 Legislative Framework

There are a number of federal and State regulations, policies and guidelines relating to waste management which may have an impact on the Shire either currently or in the future. These documents have been reviewed and assessed in terms of their potential implications on the Shire's current and future waste management operations.

8.1 National

8.1.1 National Waste Policy

The National Waste Policy – *Less Waste More Resources* was released by the Department of Sustainability, Environment, Water, Population and Communities in November 2009 and provides a direction for waste in Australia to 2020 with a view to reduce waste generation and manage waste as a resource to deliver economic, environmental and social benefits. The National Policy sets eight outcomes for waste management by 2020. To achieve these outcomes, the Policy identifies six key directions which are supported by a series of objectives.

One of these objectives is *“to enhance biodegradable (organic) resource recovery and reduce greenhouse gas emissions from landfills”*. The National Policy identifies a number of initiatives to reduce disposal of biodegradable waste to landfill including beneficial reuse, Alternative Waste Treatment (AWT) technologies, Waste-to-Energy facilities and bio-digesters.

The National Policy also recognises the important role of LGAs in providing waste management services and infrastructure. The objective to *“support improved waste management and reuse of waste in regional, remote and Indigenous communities”* is supported by Strategy 14 which involves *“State and territory and local governments to work together to identify regional and remote waste and resource recovery actions to build capacity and ensure an appropriate suite of services is available to communities”*.

8.1.2 Emissions Reduction Fund

The Emissions Reduction Fund is proposed to reduce emissions by providing incentives for businesses, land owners, state and local governments, community organisations and individuals to adopt new practices and technologies which reduce emissions. Legislation to implement the Emissions Reduction Fund came into effect on 13 December 2014.

There are a number of activities which are eligible to earn Australian Carbon Credit Units (ACCUs) under the scheme. One ACCU is earned for each tonne of carbon dioxide equivalent (tCO₂-e) stored or avoided by a project. ACCUs can be sold to generate income, either to the Government through a carbon abatement contract, or on the secondary market.

The potential waste management activities that may earn ACCUs as part of the Emissions Reduction Fund are AWT and landfill gas capture. LGAs and/or private industry that undertake these types of projects in accordance with the approved Waste and Wastewater Sector emissions reduction, methods can then sell the resulting emissions reductions to the Clean Energy Regulator.



AWT describes a range of activities that process mixed or clean solid waste that would have gone to landfill into products such as compost, fuel or biogas, and increase recovery of resources including plastics, glass and metals.

The AWT method provides an incentive to develop new AWT facilities or expand existing AWT facilities to increase the capacity of waste that can be processed. It enables existing Carbon Farming Initiative AWT projects to transition to the emissions reduction fund and continue to generate emissions reductions for processing mixed solid waste that would have gone to landfill. All eligible projects will be able to receive ACCUs for emission reductions for the processing of eligible waste for a seven-year crediting period.

The Landfill Gas Determination provides an incentive to install new landfill gas collection systems, upgrade existing systems or recommence operation of non-operational systems. The methane in the collected gas is then destroyed through combustion. ACCUs are given for the destruction of emissions from waste deposited before 1 July 2012 and after 30 June 2014 (periods before and after the carbon tax).

8.2 State

8.2.1 Waste Avoidance and Resource Recovery Act

The *Waste Avoidance and Resource Recovery Act 2007* came into force in July 2008. Some of the key requirements include:

- Legislative frameworks for waste avoidance and resource recovery systems;
- The establishment of the Waste Authority;
- Development of the State Waste Strategy;
- Provision of MSW services by local governments;
- Levies on waste; and
- The WARR Levy Act.

The primary objective of the WARR Act is “to contribute to sustainability, and the protection of human health and the environment, in Western Australia and the move towards a waste free society by:

- Promoting the most efficient use of resources, including resource recovery and waste avoidance;
- Reducing environmental harm, including pollution through waste;
- The consideration of resource management options against the following hierarchy:
 - Avoidance of unnecessary resource consumption;
 - Resource recovery (including reuse, reprocessing, recycling and energy recovery); and
 - Disposal.

8.2.2 Waste Avoidance and Resource Recovery Levy Act

The WARR Levy Act 2007 requires the payment of a levy per tonne of waste disposed of to landfill. The levy currently applies only to waste received at metropolitan landfills, or non-metropolitan landfills which receive metropolitan waste. Initially, the levy was set at \$3 per tonne for putrescible waste and \$1 per tonne for inert waste. In 2009, these rates were increased to \$28 and \$12 respectively. A recent review of the landfill levies undertaken by

the Waste Authority resulted in the development of a five year schedule of landfill levy increases as shown in **Table 8-1**.

Table 8-1: Future landfill levy increases

Period	MSW (\$/tonne)	Approx. Inert Rate(\$/tonne)	Inert Rate(\$/m ³)
Current to 30 June 2016	55	40	60
1 July 2016 to 30 June 2017	60	50	75
1 July 2017 to 30 June 2018	65	60	90
1 July 2018 to 30 June 2019	70	70	105
1 July 2019 onwards	70	70	105

It can be seen from **Table 8-1** that the levy on putrescible waste will increase from \$55/tonne currently up to \$70/tonne in July 2019. The inert rate will rise from \$40/tonne to \$70/tonne over the same four year period.

As outlined previously, the levy only applies to metropolitan waste and metropolitan landfills however, it is anticipated that it may be extended to regional landfill facilities in Western Australia in the future, particularly those in the larger regional centres.

If the landfill levy was applied to waste generated within the Shire, the cost to dispose of putrescible waste would increase significantly. The potential landfill levy costs incurred, based on 2014 levy fees and waste tonnages, is shown in **Table 8-2**.

Table 8-2: Potential Landfill Levy Liability

Waste Stream	Waste Stream	MSW	C&I	C&D	Total
Landfill levy per tonne		\$55	\$55	\$40	
High Growth Rate	Tonnes to landfill 2015	8,347	20,106	6,624	35,077
Total Cost	Total Cost	\$459,094	\$1,105,804	\$264,974	\$1,829,872
Low Growth Rate	Tonnes to landfill 2015	7,925	19,177	6,277	33,379
Total Cost	Total Cost	\$435,855	\$1,054,709	\$251,094	\$1,741,658

It can be seen from **Table 8-2** that if the landfill levy was imposed on the total waste generated by the Shire and there was no resource recovery being undertaken, the anticipated cost to the Shire would be between \$1.7 and \$1.8 million.

8.2.3 Western Australian Waste Strategy

The Western Australian Waste Strategy – *Creating the Right Environment* was released by the Waste Authority in March 2012. The State Waste Strategy contains five Strategic Objectives relating to knowledge, infrastructure and incentives which aim to move Western Australia towards a low-waste society over the next ten years.

In addition to the Strategic Objectives, the State Waste Strategy contains targets for landfill diversion in the MSW, C&I and C&D sectors. These targets are shown in **Table 8-3**.



Table 8-3: Waste Strategy Landfill Diversion Targets

Waste Stream	Region	2015	2020
MSW	Metropolitan area	50%	65%
	Regional centres*	30%	50%
C&I	State wide	60%	75%
C&D	State wide	55%	70%

* Regional centres include Albany, Avon, Busseton, Geraldton, Greater Bunbury, Kalgoorlie, Karratha and Peel.

LGAs such as the Shire are not part of a regional centre and would not contribute to achieving Strategy targets for MSW, however would be included in the targets for the C&I and C&D sectors. Furthermore, these are the first targets to be released in Western Australia on the diversion of waste from landfill. How these evolve in the future is something that is unknown, however may include legislative requirements associated with the targets and an increase in the geographical coverage of the targets.

8.2.4 Industry Regulation Licencing

The *Environmental Protection Act 1986* (EP Act) has objectives which include the prevention, control and abatement of pollution and environmental damage. In addition, the EP Act delivers regulation and compliance to assist in the promotion of best practice.

As part of the requirements of the EP Act, operators who seek to develop a Prescribed Premise in accordance with Schedule 1 of the *Environmental Protection Regulations 1987* (EP Regulations) must obtain a Works Approval for construction, and a Licence (or registration) for operation of facilities. The Works Approval and Licence provides for ongoing supervision by the DER who is the regulator.

The DER has recently implemented the 'Re-Engineering for Industry Regulation and Environment (REFIRE)' program to increase the stringency of licencing prescribed premises across the State. The REFIRE program aims to improve the DER's regulation licencing business and guarantee consistency and transparency.

Through the REFIRE program, all Works Approvals and licences are generated from a generic template which has a set of standard conditions. However, each Works Approval or Licence can have site specific conditions added if required. This approach aims to provide consistency across industry while maintaining the flexibility to include site specific controls where necessary. The application process for a Works Approval or Licence has been made simpler through the development of a new guide to licencing and a standard application form.

The implementation of the REFIRE program also included a new Licensed Premises Risk Appraisal (LPRA) procedure which is utilised to rate risk associated with each prescribed premise across the State. The LPRA approach creates a list of premises that are ranked in terms of regulation priority. This enables a targeted approach to site regulation, the review of licences and compliance inspections at sites which may require it more than others.

The DER commenced the conversion of all current licences into the REFIRE format in 2013. Conversions are continuing to be progressed based on industry sectors, licence renewals and industry groups. New licences for waste management facilities have in particular seen new conditions relating to improvements which has allowed the DER to impose greater



stringency in accordance with the overall objective of the REFIRE program via targeted improvements to site management and/or operations. For landfill facilities, this has included studies or works to comply with the Best Practice Landfill Guidelines such as hydrogeological investigations or Closure Plans.

The DER ensures compliance with legislation and in particular Licence Conditions by enforcement of sanctions including:

- Formal letters of warning:
 - A written warning in the form of a field issued caution notice or a formal letter of warning is notice to an offender that the Department believes that an offence has been committed;
- Infringement notices:
 - A written allegation that a person has committed an offence which requires the payment of a fine or the election to have the matter heard in court. Payment of the fine does not lead to the recording of a conviction;
- Statutory notices and directions;
 - A written notice/direction that requires certain actions to be taken or to be ceased within the specified time;
- Modified penalty fines:
 - A written notice of an alleged Tier 2 offence under the Environmental Protection Act 1986 (EP Act). It requires the payment of a penalty or the election of court action;
- Physical intervention:
 - To remedy a breach, such as to rehabilitate an area or to clean-up pollution. If this occurs, the offender may be pursued for the cost of the action taken to remedy a breach;
- Licence amendment:
 - Require certain actions to be taken to achieve compliance with the legislation;
- Suspension or revocation of Licence:
 - Suspend or cancel a works approval, licence or permit. This may result in the closure of the premises until the legislative breach has been remedied; and
- Court prosecution.



9 Waste Management Industry in Western Australia

There has been, and will continue to be, significant transformation in the waste management industry. The recent changes include the introduction of landfill diversion targets by the Waste Authority, clear guidance on increases to the landfill levy, revision of the Waste Avoidance and Resource Recovery (WARR) Act and strong indications that merchant resource recovery plants are viable. These changes to the waste management industry will collectively have a significant impact on the services provided by local governments now and into the future.

9.1 Landfill Diversion Targets

As detailed in Section 8.2.3, the Waste Authority released the State Waste Strategy in 2012 which outlined the Waste Authority's adopted landfill diversion targets for the metropolitan and rural areas of the State (see **Table 8-3**). These targets have for the first time set performance standards for waste management activities and have focused LGAs to achieve more sustainable outcomes. As part of the introduction of the diversion targets, the Waste Authority provided significant funding to LGAs via the Regional Investment Plans to assist LGAs achieve the diversion targets. In addition, the Waste Authority has recently released the Better Bins Program to support the roll out of their preference on source separation systems.

9.2 WARR Act Review

The current review of the Waste Avoidance and Resource Recovery Act 2007 (WARR Act) is another aspect of recent ongoing waste management reform in the State. The discussion paper released by the State Government, proposes three major reforms including collection and processing of waste, governance of waste groups and infrastructure planning. Firstly, the discussion paper proposes to link kerbside collection systems and processing infrastructure by allocating control of collection systems to regional waste groups. Secondly the discussion paper aims to improve governance structures by removing the inefficiencies associated with the use of waste management infrastructure, transport, land-use and markets. Lastly, the review proposes to establish statutory regional local government waste plans and LGA waste plans. The plans would be required to align waste services and contracts with a State waste infrastructure plan, the Waste Strategy targets or codes of practice. Hence the review also outlines the development of a State waste infrastructure plan which is linked to regional and local government waste plans and includes the requirements for landfilling waste.

9.3 Best Practice Landfill Guidelines

To further implement greater regulation of the licencing of prescribed premises, the DER has commenced the enforcement of the Victorian EPA's Best Practice Landfill Guidelines, which has resulted in landfills across the state particularly in rural areas becoming progressively scrutinised by the DER. The DER's view is the holistic adoption of the Best Practice Landfill Guidelines for both old and new landfills which is having significant ramifications for the owners and operators of these facilities. This holistic approach to compliance with the Best Practice Landfill Guidelines has resulted in many of the LGAs in rural areas commencing costly exercises to achieve compliance or investigating alternative waste management services that comply with best practice standards, as most rural landfills do not comply with



these guidelines. Draft rural and metropolitan landfill guideline documents are soon to be released for public comment and will replace the use of the Victorian EPA Best Practice Landfill Guideline.

Across the State, larger established rural landfills such as 7 Mile Waste Disposal Facility (City of Karratha) and Meru Waste Management Facility (City of Greater Geraldton) have commenced construction of or planning for lined landfill cells similar to the process commenced by the Shire in Onslow. These waste disposal facilities are required to have lined future landfill cells in order to continue operations. In addition, the Shires of Broome and Esperance are all in the early stages of developing new landfill sites which will all be developed in accordance with the best practice principles outlined within the Best Practice Landfill Guideline. It is therefore evident that the DER is enforcing the Best Practice Landfill Guidelines across the State, particularly along the more densely populated coastal areas.

9.4 Merchant Plants

The private waste industry has undergone a significant transition and development over the last 5 years which is mainly underpinned by the increases in the Landfill Levy. Currently, a number of parties are proposing to develop Merchant Plants .i.e. resource recovery facilities developed independently by the private sector. This is a significant change from the existing resource recovery facilities in the State which have some degree of local government ownership, such as direct ownership or through a Public Private Partnership (PPP) contract arrangement. Currently there are two Merchant Plants being developed within Perth and one in the Pilbara. All of these plants are concluding their pre-construction activities including approvals and securing Waste Supply Agreements. The following facilities are scheduled to commence accepting waste in the coming years:

- New Energy Corporation Boodarie Waste-to-Energy - Port Hedland;
- New Energy Corporation East Rockingham Waste-to-Energy - Rockingham; and
- Phoenix Energy Kwinana Waste-to-Energy Project - Kwinana.

The viability of these facilities in the Perth Metropolitan area is underpinned by their competitive fee relative to landfill gates fees. Landfill gate fees are affected by progressive increases in the landfill levy which is set to increase to \$70 per tonne by 2018.

In the Pilbara, where there is no landfill levy, the facility is heavily dependent on the sale of electricity to maintain its financial viability. New Energy Corporation is in the process of establishing a waste to energy (gasification) facility in the Boodarie Industrial Estate in Port Hedland. In a significant milestone for the project, New Energy recently obtained approval from the EPA. The proposed facility has capacity to process 70,000 to 130,000 tonnes per annum (tpa) of mixed waste and will generate up to 15 MW of power. The incoming MSW, C&I and C&D waste streams will be generated by the communities of Port Hedland and Karratha and surrounding mine sites within the Pilbara Region. The feedstock waste stream will first pass through a sorting process to remove recyclable materials such as concrete, bricks and metals. Construction of the facility is anticipated to commence in late 2015 to begin operation in early 2017.

Therefore, it is evident that recent reform in WA has influenced the waste management industry and will continue to do so into the future. In light of this reform, it is appropriate for the Shire to assess its current situation and commence the process of developing a long term strategy for its waste management policies and practices.



10 Strategic Waste Management Options

A variety of potential Strategic Options have been identified across the various levels of the Waste Management Hierarchy to assist the Shire in progressing towards a more sustainable waste management system.

To determine the feasibility of implementing each of the Options in the Region, an assessment has been undertaken of the Strengths, Weaknesses, Opportunities and Threats (SWOT) associated with each Strategic Option. The SWOT analysis included identification of the environmental, technical, social and financial impacts of each option as well as the associated infrastructure, support services and capital requirements. Consideration has also been given to the financial and non-financial costs and benefits of each Strategic Option.

The Options have been presented in the following sections according to the Waste Management Hierarchy groupings described in **Section 4.2** and shown below.



A summary of the estimated tonnages and costs associated with each Strategic Option is provided in **Appendix A**.

10.1 Avoid, Reduce, Reuse

10.1.1 Integrated Waste Education Program

Providing waste education is a key factor in the success of a waste management system and is required to support existing and new waste management services. The best performing waste management systems are supported by strong waste education programs. Information provided within a Waste Education Program should cover the following two key questions:



- **Why?** Outlining the benefits of sustainable waste management practices based on the Waste Management Hierarchy; and
- **How?** How the community can participate in waste management services provided.

Waste education usually focuses on initiatives at the top of the Waste Management Hierarchy (Avoid, Reduce, Reuse and Recycle) as well as informing on the particular services provided. For maximum benefit, an education program should be directed not only at specific groups such as schools but across the community and local businesses.

The Shire currently provides waste management information via its website. The existing information should be kept up-to-date in relation to current services and, importantly, advanced in conjunction with the addition of new services such as resource recovery initiatives.

There is also the potential for the Shire to expand the waste education program to achieve greater community awareness and involvement through the use of additional resources including:

- Additional education material at waste management facilities;
- Increased frequency of pamphlets and newsletters distribution;
- Develop a new waste education website for the Shire;
- Portable displays (for use at community events);
- Static displays (at community centres and the Shire's office); and
- Waste Education Officer to service the Shire.

Table 10-1: Integrated Waste Education Program

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Advance the cultural of recycling and waste minimisation. • Improvement to existing services. • Opportunity to promote initiatives preferred in the Waste Management Hierarchy. • Improved use of waste management services. • Greater ability to promote waste education via a regional approach 	<ul style="list-style-type: none"> • Achieving full community engagement. • Cost and resources. 	<ul style="list-style-type: none"> • Cooperation with local community groups and businesses. • Community support for larger waste initiatives. 	<ul style="list-style-type: none"> • Misinformation lead by special interests groups to confuse. • Lack of community support.

The estimated costs associated with the implementation of an Integrated Waste Education Program are shown in **Section 10.1.4**.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
-	-	\$20,000	\$20,000	\$20,000

10.1.2 Earth Carers

The Earth Carer Program was initiated by the Western Metropolitan Regional Council (WMRC) in 2001 and is now being extended to the northern and eastern regions of Perth. Earth Carers promote environmentally sustainable practices including waste management initiatives by providing information, running talks and workshops and attending local festivals and community events. Earth Carers engage with schools, residents and businesses to encourage reduce, reuse and recycling activities.

The Shire could support the establishment of Earth Carers groups within the region to promote the shift from the existing to a more sustainable waste management system. The establishment of the Earth Carers groups could be facilitated by a Waste Education Officer as it links well with the Integrated Waste Education Program. In addition, the Earth Carer system could form the basis of a Community Reference Group which could be created to assist with the siting and development of new waste management facilities. This could help alleviate future issues with community concerns and opposition, by having a group or community champion(s) for improved waste management.

Table 10-2: Earth Carers SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Direct community involvement – team of waste champions. • Network of free resources. • Practical measures for waste avoidance and reuse. • Opportunity to promote Strategic Options preferred in the Waste Management Hierarchy. 	<ul style="list-style-type: none"> • Cost and resources. • Maintaining long term commitment. • Management of personalities. 	<ul style="list-style-type: none"> • Involvement with local businesses and other community groups. • Provide resources to support other Strategic Options. • Improve community support for Strategic Options. 	<ul style="list-style-type: none"> • Control of message – inconsistent message being spread. • Potential for conflict with the Shire.

The estimated costs associated with supporting an Earth Carer program are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
-	-	\$5,000	\$5,000	\$5,000

Notes: Operational cost includes resources to implement initiatives.



10.1.3 Influencing Commercial Practices

Providing information to commercial business operators to improve their waste management practices should be undertaken to:

- Educate businesses to be smarter with their operations in relation to waste management;
- Inform businesses of the waste management services available; and
- Obtain support for larger waste management initiatives.

The Shire could facilitate greater communication with the local commercial sector, with a focus on practices from the upper tiers of the Waste Management Hierarchy. This should include promoting the financial benefits of practices such as reducing oversupply, reuse of materials and separating recyclable waste streams to reduce disposal costs. The Shire may wish to consider incorporating these activities into the role of a Waste Education Officer who would run a campaign targeted towards commercial operators.

Several local governments within Western Australia have implemented local Container Deposit programs, which involve small reimbursements for the return of recyclable packaging materials to a designated collection point. The Town of Port Hedland's Cash for Trash scheme collects glass bottles, plastic bottles and aluminium cans monthly at a local shopping centres and WMF, while the City of Vincent has recently run a short-term Cash for Cans program at local primary schools.

The Shire may also implement a tax or ban on plastic bags to encourage the use of reusable bags. This initiative has recently been implemented by the City of Fremantle through the adoption of the *City of Fremantle Plastic Bag Reduction Local Law* in January 2013 which bans the use of single use non-biodegradable plastic bags. Although the ban was imposed by the City, it is important to recognise that initiatives such as this can only be successful with the support of local businesses.

The Shire could also influence commercial practice through its procurement and approval processes. For tendered local government projects, the Shire could stipulate a requirement to prepare a Waste Management Plan, with the focus on maximising the diversion of materials from landfill. In addition, the Shire could also specify the requirement to utilise recycled products in such projects, which will assist with the advancement of local recycling markets. This can be particularly relevant to construction projects. Furthermore, the Shire could condition the requirement for the preparation of Waste Management Plans for proposals seeking planning approval. These Waste Management Plans should maximise the diversion of materials from landfill, while also ensuring appropriate management systems are in place for all waste arising. Similarly, this could have a significant impact on the larger construction projects.



Table 10-3: Influencing Commercial Practices SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Involvement with local businesses. • Opportunity to promote initiatives preferred in the Waste Management Hierarchy. • Targets a significant proportion of the waste stream. 	<ul style="list-style-type: none"> • Cost and resources. • Getting buy in from the industry sectors. 	<ul style="list-style-type: none"> • Influencing consumer behaviour. • Increased availability of recycled materials. • Potential for new business in the Region. 	<ul style="list-style-type: none"> • Impacts on charity organisations and small businesses currently involved in resource recovery.

Cost estimates associated with influencing commercial practices are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
-	-	\$5,000	\$5,000	\$5,000

Notes: Operational cost includes resources to implement initiatives.

10.1.4 Waste Education Officer

As previously outlined in **Section 10.1.1**, providing waste education is a key factor in the success of a waste management system and the role of the Education Officer is paramount in the facilitation and delivery of any integrated waste education program. An Education Officer would provide the means for the Shire to present a consistent waste education message across all the towns within the Shire and develop closer partnerships between industry, towns and communities.

The Waste Education Officer would be responsible for gaining community acceptance and support for new waste management services to assist the Shire move towards a more sustainable waste management direction. In particular the Waste Education Officer will manage the delivery of the Integrated Waste Education Program, Earth Carers and Influencing Commercial Practices. It is important that engagement by the Waste Education Officer with the community is undertaken early to increase the chances of success for the Strategic Options.

Consideration would be given to cooperating with the other five LGAs in the Pilbara Region to implement a coordinated regional waste education program. This could include using common messages and resources, including sharing the services of one or more Waste Education Officers.



Table 10-4: Waste Education Officer SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • One coordinated approach with shared resources. • Involvement with community groups, local businesses and LGAs. • Consistent regional approach to ensure that services are efficient and effective. • Promotes new Strategic Options. • Promotes the Waste Management Hierarchy. • Targets all waste streams. 	<ul style="list-style-type: none"> • Cost and resources. • Spreading resources evenly amongst the Shire and Pilbara LGAs. 	<ul style="list-style-type: none"> • Influencing consumer behaviour. • Involvement with local businesses and other community groups. • Provide resources to support other Strategic Options. • Improve community support for Strategic Options. 	<ul style="list-style-type: none"> • Potential for mixed messages, due to different waste systems. • Community recognition and interest. • Failure to adequately service all communities across the region.

Cost estimates associated with a Waste Education Officer are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
-	-	\$100,000	\$100,000	\$100,000

Notes: Operational cost includes Waste Education Officer who is responsible for implementing education program, earth carers, commercial initiatives to reduce waste to landfill.

10.1.5 Reuse Shops

No reuse shops are currently operated by the Shire. Reuse shops have reuse areas where small quantities of reusable materials are collected and stored and are generally available to the community for free or a minimal fee.

The Shire could facilitate the development of the establishment and operation of dedicated Reuse Shops at each of the three WMFs in Tom Price, Paraburdoo and Onslow. A reuse shop is where reusable materials are accepted, given minor improvements and presented for sale. Presentation is a key factor in the success of a Reuse Shop, with attractive and well organised shops more likely to encourage use and improve the quality of the items received. Reuse Shops generally include a shed for the storage of items that need to be held indoors, as well as a forecourt area for larger, outdoor items. A consistent approach to the layout, signage and receptacles at the Reuse Shops would ensure a greater uptake of the service and increase the reuse of materials that may have traditionally been sent to landfill. An example of a successful Reuse Shop run by the City of Armadale is shown in **Plate 10-1**.



Plate 10-1: Reuse Centre at Hopkinson Road Landfill, City of Armadale

Talis has recently designed a number of Community Reuse and Recycling Centres across the State, which include Reuse Shops as part of modern integrated waste management facilities.

The operation of the Reuse Shop may be undertaken wholly or in part by community groups such as Earth Carers. This would increase support and awareness of the facility as well as reduce operational costs.

Table 10-5: Community Reuse Shop SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Improvement to existing service. Employment opportunities. Direct community involvement. Opportunity to promote initiatives preferred in the Waste Management Hierarchy. Diversion of waste from landfill. 	<ul style="list-style-type: none"> Capital and operational costs. Maintaining standards for items and presentation. Training requirements from staff. 	<ul style="list-style-type: none"> Cooperation with local charities and businesses. Employment and training opportunities for community group. Revenue generation. 	<ul style="list-style-type: none"> Occupational Health and Safety risks. Impact on existing charities and businesses. Safety standards for reused goods.

The estimated costs to establish a Reuse Shop are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$100,000	\$250,000	\$50,000	\$60,000	\$75,000

Notes: Operated by a part-time employee and community members. Costs do not include the potential revenue generated from the sale of reusable items.



10.1.6 Free Trade Website

The Free Trade website is a tool for the public and businesses which promotes the reuse of household and commercial materials. The initiative was established in Dublin in 2006 and has since expanded to cover all of Ireland (<http://www.freetradeireland.ie/>). Users of the website are able to advertise waste materials (such as household items, furniture and construction materials) for others to collect and reuse free of charge.

Gumtree.com.au is a website which facilitates the exchange of reusable materials nationally and is utilised as a medium to buy, swap, sell and give away reusable items. However, a regional approach by the Shire to develop and promote the use of a Free Trade Website would facilitate the pooling of all these reusable items into one easy to use website. In doing so, the Shire would increase the minimisation and reuse of waste materials. In particular, the website would assist in providing the Shire with credits towards the landfill diversion targets for the MSW, C&I and C&D sectors as outlined within the State Waste Strategy. The website may also be promoted as part of the operation of the network of Reuse Shops across the region, which could be used as convenient drop-off and collection locations.

Table 10-6: Free Trade SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Promotes reuse of materials. Attract younger members of the community to participate. 	<ul style="list-style-type: none"> Small proportion of waste stream targeted. 	<ul style="list-style-type: none"> Links other Strategic Options. Local business opportunities and engagement. 	<ul style="list-style-type: none"> Lack of community use/participation.

The estimated costs to support the various reuse websites in the Shire are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$10,000	\$15,000	\$5,000	\$6,000	\$6,500

10.2 Recycle

10.2.1 Greenwaste Mulching

Greenwaste mulching is a low cost solution that uses simple and proven technology which is utilised across Western Australia. There are a number of applications for mulch. It is common that an LGA would provide it to the community free of charge for their own personal use while others utilise mulch for their own parks and maintenance works.

Depending on the ecological characteristics of the area, quality can be a key issue for the mulch generated. Greenwaste is either mulched without any treatment, treated via a windrow composting system or utilised as a feedstock for more advanced biological treatment options. The need for and type of pre-treatment required is determined by both the source and characteristics of the material and local demand for the potential products.



In order to potentially lower the mulching cost associated with Contractors fees, the Shire could procure the services of a Contractor through a regional contract in which the Contractor also undertakes mulching on behalf of other LGAs in the Pilbara Region. It is anticipated that the tendered fee would be lower due to the number of LGAs participating in the regional contract and hence provides additional amounts of work for the Contractor. Further consideration of this concept is required however, it is anticipated that each LGA would pay the reduced fee to the Contractor based on the quantity of greenwaste mulched. In addition, the Contractor may either be individually scheduled by each LGA or continues to service each LGA on a rotational basis.

Table 10-7: Greenwaste Mulching SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Simple technology with existing markets. • Low processing cost. • Improved diversion of waste from landfill. • Reliable service. 	<ul style="list-style-type: none"> • Generally a low value product. • Additional cost and resources to current operations. • Users concerns about quality. 	<ul style="list-style-type: none"> • Engagement with the community with mulch provided back free of charge. • Potential for revenue from the material. 	<ul style="list-style-type: none"> • Contamination. • Oversupply of the market.

The estimated costs to establish a regional contract for greenwaste mulching are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
-	-	\$25,000	\$25,000	\$25,000

Notes: Works continue to be undertaken by a contractor as required.

10.2.2 Scrap Metal Recycling

The current process for scrap metal recycling for LGAs involves the stockpiling of scrap metals at waste management facilities for an extended period until such time that sufficient quantity is achieved to fill the contractor's haulage vehicle. In some cases the scrap metal stockpile may not be collected for several years.

Scrap metal recycling has continued in Western Australia since the global financial crisis however, sale prices for metals are far more inconsistent in recent times. The scrap metal price is constantly affected by supply and demand resulting in varied returns for LGAs. It is therefore, common for LGAs to receive poor returns or have to pay for removal of their scrap metal stockpiles.

In order for the Shire to see a better return from their scrap metal, it is anticipated that a regional collection contract would facilitate lower collection costs. In a similar approach to the regional greenwaste mulching contract, the Shire would utilise economies of scale to obtain a reduced collection fee for the scrap metal. There will continue to be variances in the commodity prices for recycled scrap metal, however, a regional approach may ensure that a metal recycler had a guaranteed feed of scrap metal and therefor potentially reduce



its cost. The lower collection cost would therefore, help to offset the varied scrap metal sale price.

Table 10-8: Scrap Metal Recycling SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Revenue generator. • Effective process with existing markets. • Improved diversion of waste from landfill. • Reliable service. 	<ul style="list-style-type: none"> • Varied product value. • Additional cost and resources to current operations. • Contamination can reduce revenue. • Requires large area. 	<ul style="list-style-type: none"> • Free drop-off by community. 	<ul style="list-style-type: none"> • Contamination. • Low prices from the market.

The estimated costs to establish a regional contract for scrap metal collection are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
-	-	\$5,000	\$5,000	\$5,000

Notes: Operational cost accounts for minor stockpiling and management activities of the scrap metal.

10.2.3 Glass Crushing

Glass recycling is uncommon in WA. Glass collected within the Perth Metropolitan Area is typically transported by freight train to South Australia for reprocessing. The process of recycling glass includes crushing, melting within a high temperature furnace, blending with virgin material for additional strength and remoulding into glass containers. However, this process is relatively energy intensive and the transport costs to get it to firstly Perth and then onto South Australia, is beyond the means of most rural LGAs.

There are opportunities for increased recovery of glass through the establishment of local WA markets for reprocessed glass. Some potential markets include use as an abrasive, in water filtration, insulation, bricks, tiles and aggregates. In particular, the use of glass as an aggregate or sand in civil construction should be considered by the Shire. In these forms crushed glass can be utilised in road base, fill or in gardens.

In order to undertake glass crushing, the Shire may consider utilising a mobile glass crusher such as the Komplet MT5000 (**Plate 10-2**) which the Roe Regional Organisation of Councils (Shire's of Corrigin, Kulin, Kondinin and Narembeen) purchased in 2013. The Komplet MT5000 mobile glass crusher processes glass bottles and jars collected by the Shire's from their communities and businesses. The recovered glass is then utilised locally in civil construction applications, diverting approximately 800 tonnes of glass from landfill annually. All four LGAs have agreed to use the crushed glass product in their civil construction applications, thereby creating a local market for the material and reducing the need to mine virgin material.



Plate 10-2: Komplet MT5000 Mobile Glass Crusher

It is anticipated that for economies of scale to be achieved, the Shire would need to participate in a regional approach similar to the greenwaste mulching and scrap metal collection contracts. Therefore, the capital and operational costs of the mobile glass crusher would be split between a group of participating LGAs and utilised across the region to divert glass from landfill.

Table 10-9: Glass crushing SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Reduces waste to landfill. Creates product for civil works; Increased availability of recycling services. Encourages source separation. Generates revenue from the sale of recycled components. 	<ul style="list-style-type: none"> Cost and resources. Potential contamination issues. 	<ul style="list-style-type: none"> Recognised for Best Practice. Sale of product for revenue. Greater community appreciation. 	<ul style="list-style-type: none"> Lack of uptake of additional services. Poor quality product.

The estimated costs to implement glass crushing are shown below.

Glass Crushing				
Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$100,000	\$500,000	\$50,000	\$55,000	\$75,000



10.2.4 Tyre Recycling

The Shire currently manages the acceptance and disposal of thousands of tyres annually across all three of its WMFs. Some of the facilities have stockpiles which have accumulated tyres for several years. The Shire has recently commenced shredding of the tyres prior to entombing them within mono-cells. This process reduces the void space utilised within the landfill however, shredding of tyres increases the risk of spontaneous combustion due to the high total surface area generated by shredding and the small volume occupied within the stockpile.

In order to prevent tyres from being stockpiled or landfilled and from becoming a fire risk, the Shire may consider tyre recycling. Tyre recycling re-uses the component parts of a tyre to produce new products such as:

- Ground rubber for park and playground surfaces and equipment;
- Reconstituted rubber for flooring or tiles; and
- Recycled steel for use.

Currently, there is a glut in waste tyres within WA as most recyclers are operating at close to capacity. In addition, the majority of tyre recyclers are located in the Perth Metropolitan Area and transporting tyres to a recycler is unfeasible for many LGAs located in rural WA.

However, in order for tyre recycling to be undertaken locally, the Shire may consider developing its own facility that shreds or crumps the tyres and removes the steel component. This could be undertaken in partnership with other LGAs within the Pilbara or with local industry such as mining companies who produce large quantities of tyres.

Table 10-10: Tyre Recycling SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Reduces waste to landfill. • Increased availability of recycling services. • Generates revenue from the sale of recycled products. 	<ul style="list-style-type: none"> • Cost and resources. • Continued consistent supply. 	<ul style="list-style-type: none"> • Recognised for Best Practice. • Greater community appreciation. • Revenue generation. • Regional collaboration. 	<ul style="list-style-type: none"> • Markets for products. • Quality of products.

The estimated costs to implement tyre recycling are shown below.

Tyre Recycling				
Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$10 million	\$30 million	\$1 million	\$1.5 million	\$2.5 million

Notes: Further investigation is required into the feasibility of such a facility and the estimated capital and operational costs.



10.2.5 Battery Recycling

If batteries are landfilled their casings have the potential to disintegrate and metals and chemicals used within the battery may leach into the surrounding environment. It is therefore important to ensure that batteries are removed from the waste stream in preparation for recycling.

Of particular importance to the Shire, is the storage and handling of waste lead acid batteries such as car batteries. These types of batteries should be stored and handled in accordance (where relevant) with hazardous waste, dangerous goods and workplace health and safety legislation including:

- National Code of Practice for Storage and Handling of Workplace Dangerous Goods;
- National Standard for Storage and Handling of Workplace Dangerous Goods;
- Guidelines for the design and operation of facilities for the acceptance and storage of household hazardous waste;
- AS 3780:1994 The storage and handling of corrosive substances; and
- AS/NZS 3833:2007 The storage and handling of mixed classes of dangerous goods, in packages and intermediate bulk containers.

The requirements outlined within these documents typically provide guidance for the following items:

- Classification and labelling;
- Accident and incident reporting;
- Risk assessment and review;
- Worker consultation and training;
- Preparation of Material Safety Data Sheets (MSDS);
- Fire protection systems;
- External labelling;
- Registers; and
- Notification of quantities in excess of registered quantities.

The design of a suitable storage area for batteries should include the following:

- Storage area should be easily accessible and minimises transfer and transport risks;
- Storage sheds should be designed to include sufficient airflow and consider other risks associated with batteries;
- The storage area must be suitably signed and labelled;
- Floor slabs and bunded walls must be impervious to acid and chemicals in case of a spill. It is recommended that concrete is utilised as it is generally impervious;
- The batteries should be fully protected and secured from unauthorised personnel; and
- Procedures to ensure that the integrity of existing bunds should be in place.

The Shire engages a metal recycler (such as C.D Dodd) or a specific battery recycler to periodically collect the stored batteries for recycling and provide a revenue stream to the Shire.



Table 10-11: Battery Recycling SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Reduces waste to landfill. Increased availability of recycling services. Generates revenue from the sale of recycled components. Reduces risk of environmental damage. 	<ul style="list-style-type: none"> Continued consistent supply. 	<ul style="list-style-type: none"> Greater community appreciation. 	<ul style="list-style-type: none"> Lack of uptake of additional services.

The estimated costs to design and construct a battery recycling area are shown below.

Battery Recycling				
Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$20,000	\$40,000	\$5,000	\$6,000	\$7,000

10.2.6 E-Waste Recycling

The use of electronic products has grown significantly in the last 20 years with ongoing development and improvements in technology which results in higher rates of electronic waste (E-Waste), as consumers upgrade electronic products. The most common forms of E-Waste include:

- Computers;
- Computer equipment:
 - Printers;
 - Scanners;
 - Keyboards;
 - Mice;
 - Monitors;
- Televisions;
- DVD and CD players;
- Stereo and sound systems
- Photocopiers;
- Faxes;
- Digital cameras;
- Game consoles; and
- Mobile phones.

E-Waste typically contains reusable materials such as ferrous and non-ferrous metals, glass and different types of plastic. If E-Waste is landfilled it reduces landfill capacity and in addition, can potentially leach hazardous toxins.

Approximately 90-95% of E-Waste componentry can be recycled however, the collection method generally determines how E-Waste is recycled either manually dismantled or



mechanically shredded. Through these processes E-Waste components are sorted into metals, plastics, glass, cables and packaging for transport to markets.

There are specific E-Waste recyclers that operate out of Perth and should be considered by the Shire in order to collect any E-Waste generated within the Shire. In addition, some metal recyclers also collect E-Waste as part of scrap metal stockpile collections.

For the Shire to undertake processing of E-Waste it is anticipated that an enclosed building and small power tools would be required to manually dismantle E-Waste. This process would be labour intensive and produce a limited quantity of saleable materials. However, E-Waste processing could be undertaken at a regional facility in collaboration with industry or other LGAs to generate economies of scale.

Table 10-12: E-Waste Recycling SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Reduces waste to landfill. Increased availability of recycling services. Generates revenue from the sale of recycled components. 	<ul style="list-style-type: none"> Cost and resources. 	<ul style="list-style-type: none"> Free drop-off by community. Partnerships with industry. 	<ul style="list-style-type: none"> Lack of uptake of additional services. Oversupply of the market.

The estimated costs to implement E-Waste recycling are shown below.

E-Waste Recycling				
Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$30,000	\$60,000	\$100,000	\$102,000	\$104,000

10.2.7 Commingled Recycling Collections

It is widely known that there are environmental benefits achieved from kerbside recycling, with the majority of the benefit obtained from energy savings and by avoiding air and water pollution caused by processing virgin resources and preventing recyclables from entering landfill. However, kerbside recycling has traditionally been a costly exercise resulting in a negative economic impact upon the LGA. Low commodity prices, high processing costs and transportation costs have resulted in contractors charging LGAs high collection costs. Of particular relevance in Western Australia, the tyranny of distance affects the financial feasibility of implementing kerbside recycling collections when markets for the collected materials are typically based out of Perth, mostly interstate or overseas.

However, in spite of the financial expense of the service, kerbside collection of recycled materials continues to become common place amongst rural LGAs within Western Australia. This is mainly due to more communities becoming aware of the environmental impacts of landfilling reducing a greater expectation to receive kerbside recycling collections as part of everyday services.



Kerbside recycling assists in changing behaviours by providing more opportunity to recycle and therefore, results in less waste going to landfill. The implementation of a new recycling collection system across the Shire must be considered in greater detail against environmental, social and economic aspects to determine its feasibility.

It is anticipated that the service would be provided to the community and the commercial sector however, it would be mainly based in the Shire's towns. When a service such as kerbside recycling is offered to the commercial sector it is typically taken up by local businesses. This would present an opportunity to partner with the large mining companies who currently utilise back-hauling to transport recyclables to Perth to potentially reduce the cost of the recycling service.

Table 10-13: Kerbside Recycling SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Reduces waste to landfill. Increased availability of recycling services. Encourages source separation. Environmental benefits of recycling. 	<ul style="list-style-type: none"> Cost and resources. Potential contamination issues. 	<ul style="list-style-type: none"> Recognised for Best Practice. Greater community appreciation. Influencing consumer behaviour. Partnerships with industry. 	<ul style="list-style-type: none"> Lack of uptake of additional services. Potential high cost.

The estimated costs to implement kerbside recycling collection are shown below.

Kerbside Recycling Collection				
Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$350,000	\$450,000	\$1.6 million	\$1.62 million	\$1.63 million

Notes: Across the Shire, capital cost includes the purchase of MGBs and operational cost includes pick-up and transport to nearest landfill facility.

10.2.8 Mattress Recycling

Mattresses have traditionally been and continue to be landfilled in the majority of rural Western Australia. Mattresses utilise valuable airspace in landfills as they cannot easily be compacted by machinery at the tipping face. In addition, springs can get caught within the axles of the landfill machinery and cause issues. However, in the Perth Metropolitan area, mattress recycling has significantly improved in the last 5 years where there is now several companies providing the service.

In the Perth Metropolitan area, mattresses are typically collected separately from household verge collections by the recycler and hauled to a recycling depot. Some LGAs stockpile mattresses at their waste management facilities and either haul the mattresses themselves to a recycler or receive a bulk collection as required. The recycler typically charges a fee per mattress to recycler it and generates revenue from the sale of the individual components within the mattress in particular the steel springs. In order to achieve greater efficiencies for



both transportation and sale of the steel springs, a steel press is utilised to bale the springs into cubed blocks.

For mattress recycling to be a viable process within the region, the Shire would need to consider the establishment of a Mattress Recycling Centre. The Mattress Recycling Centre would be ideally located where the majority of waste mattresses are generated to receive mattresses from across the region. It is anticipated that mattresses would be stockpiled under cover at each of the WMFs until such time that sufficient quantity can be transported to the regional facility. It is preferred that storage of the mattresses is undercover to maintain and not degrade the economic value of the components in the mattress. The collection and transportation process would become part of the operations of the Mattress Recycling Centre. Transportation would typically be in hook-lift bins, however further consideration of the most efficient transport system would need to be examined.

Table 10-14: Mattress Recycling SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Removes problematic waste going to landfill. Encourage source separation. Increased availability of recycling services. 	<ul style="list-style-type: none"> Space requirements at waste management facilities. Capital cost and resources. Preferred covered storage. Requires additional collections. 	<ul style="list-style-type: none"> Potential for revenue for the material. Local employment generation. Potential problematic waste funding. 	<ul style="list-style-type: none"> Occupational Health and Safety risks. Lack of markets for products.

The estimated costs to establish a regional Mattress Recycling Centre are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$150,000	\$300,000	\$250,000	\$260,000	\$270,000

10.2.9 C&D Waste Processing

The Shire already understands the importance of conserving landfill void space and as such stockpiles materials that can be utilised for a higher end purpose. C&D materials such as concrete, bricks and sand are already separated and stockpiled at the Tom Price Waste Disposal Site. Materials are stockpiled in preparation for processing which to be successful, requires the following elements:

- Clean waste streams;
- Areas for stockpiling of C&D material;
- Access to/purchase of an impact crusher and screens; and
- Markets for the products generated.

With continued education and inspection, C&D waste streams accepted at WMFs within the Shire will not contain significant contamination.



Similar to the suggested approach for greenwaste mulching, the Shire with the surrounding LGAs of the Pilbara region, could procure the services of a Contractor and establish a regional contract for C&D processing. It is anticipated that this approach will lower the fees charged by the Contractor to the Shire. However, further consideration is required regarding the basis of the fee paid and how the scheduling for the service is determined.

C&D processing is usually undertaken at the WMF where the stockpiles exist as it is a convenient location for the drop-off of materials by contractors and supports the concept of resource recovery at the facility. However, due to the environmental impacts of C&D waste processing, including the generation of dust and noise, it is typically separated from other operations on site. This could involve siting the C&D stockpiles and the associated processing activities, away from areas utilised by the community and using screening and/or noise minimisation barriers. To undertake processing of C&D materials, the construction of a hardstand is typically required to avoid instability of the processing equipment however, site specific characteristics will need to be considered prior to construction in order to determine the hardstand requirement.

Table 10-15: C&D Waste Processing SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Diversion of inert waste from landfill. • Reduce cost and use of virgin materials in road construction and other civil works. 	<ul style="list-style-type: none"> • Volume of material required to make crushing and screening viable. • Area required for stockpiling. • Environmental impacts of crushing. • Generation of a product with strong existing suppliers. 	<ul style="list-style-type: none"> • Engagement with local construction and demolition businesses. 	<ul style="list-style-type: none"> • No use/market for material.

Cost estimates for the processing of C&D waste are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
-	-	\$100,000	\$100,000	\$100,000

Notes: Shire to contract crushing services periodically

10.2.10 Recycling Station Network

Recycling stations provide residents with easy access to recycling services within or near towns. Traditionally waste management facilities are located out of town, whereas a recycling station can be a bank of receptacles situated in a communal area such as recreation facilities or shopping centres. It allows source separation of recyclables within a township of any size. The recycling station tends to compliment recycling services already provided either through kerbside collections or drop-off at waste management facilities. The recyclables are collected either frequently or as required depending on the utilisation within facilities. Collections are typically the responsibility of a Contractor and should be included in



existing or new contracts if possible. However, due to the potential infrequent use, the Shire may consider undertaking the collection in-house.

To provide a more consistent message to residents, it is suggested that the Shire consider the implementation of a recycling station network which has the same type, shape, colour and signage for the receptacles.

Table 10-16: Recycling Station Network SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Generates clean separated streams of recyclables. Increased availability of recycling services. Relatively cost effective recycling solution 	<ul style="list-style-type: none"> Requires additional collections. Space requirements at suitable public places. 	<ul style="list-style-type: none"> Links with Integrated Community Education Program. Linkages with occupiers of suitable locations. 	<ul style="list-style-type: none"> Vandalism and fire. Potential contamination. Poor housekeeping.

The estimated costs associated with implementing a consistent regional recycling station network is shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$10,000	\$50,000	\$10,000	\$11,000	\$15,000

Notes: Capital costs include purchase and distribution of receptacles operational costs includes maintenance and not collection costs.

10.2.11 Modern Community Recycling and Drop-off Centre

Community Recycling and Drop-off Centres tend to accept a range of materials including recyclable packaging, e-waste, oils and household hazardous waste. Other materials (including scrap metals, greenwaste, inert waste, bulk items unfit for reuse and refuse) are not typically collected at a drop-off facility and instead are stockpiled or disposed of at a licenced landfill.

To support the focus on resource recovery at the Shire's current WMFs, the Shire could expand their operations to include acceptance of recyclable packaging.

Presentation is a key aspect of successful recycling and drop-off centres. Best practice facilities are clean, well-organised, informative and arranged to support the waste management hierarchy by encouraging reuse, recycling and recovery of materials into separated streams. A modern layout of a best practice Community Recycling and Drop-Off Centre is shown in **Diagram 10-1**. In addition, some examples of modern community recycling and drop-off centres are shown in **Plate 10-3** and **Plate 10-4**.

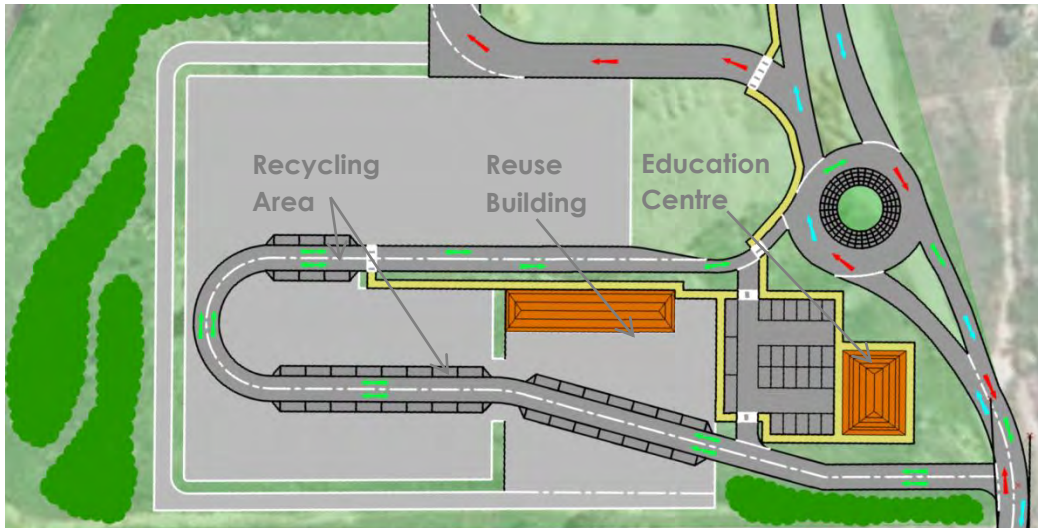


Diagram 10-1: Education, reuse, recycling in accordance with waste hierarchy



Plate 10-3: Example Best Practice Drop-off Sites

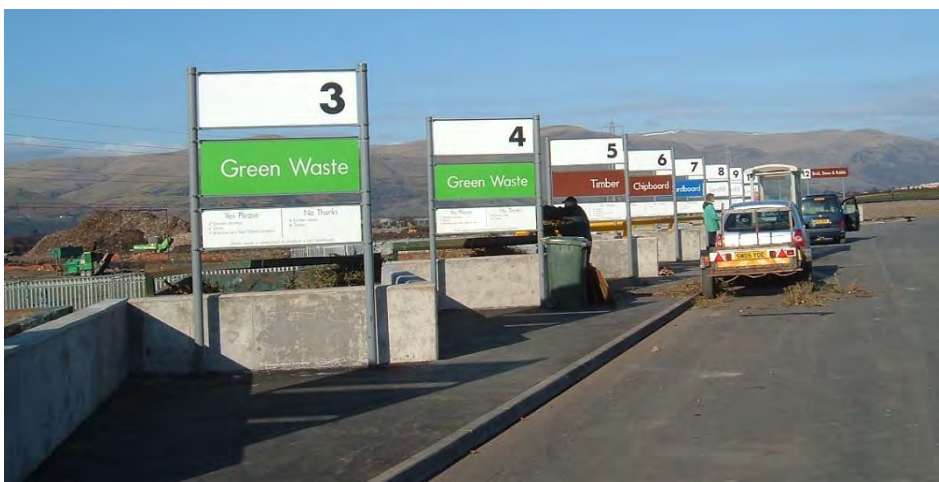


Plate 10-4: Example Best Practice Drop-off Sites



Accepting all household materials at the drop-off facility would limit public access to landfill operation areas at the WMF, which is in accordance with best practice principles and would improve site safety.

Table 10-17: Community Recycling and Drop-off Centre SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Opportunity to promote initiatives preferred in the Waste Management Hierarchy. • Encourage source separation. • Increased recovery of materials through source separation. • Limit public access to landfilling operations. • Located at existing WMFs. 	<ul style="list-style-type: none"> • Cost and resources. • Existing systems need to change. 	<ul style="list-style-type: none"> • Integration with other Strategic Options. • Local employment generation. 	<ul style="list-style-type: none"> • Occupational Health and Safety risks to users. • Lack of markets for products.

The estimated costs to establish and operate a Community Recycling and Drop-off Centre or upgrade an existing facility are shown below.

New Community Recycling and Drop-Off Centre				
Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$500,000	\$4,000,000	\$200,000	\$225,000	\$400,000

Notes: The capital costs are dependent on the size and number of separate materials to be accepted at the facility.

10.2.12 Clean Materials Recovery Facility (MRF)

A 'clean' MRF processes only dry recyclables and separates the materials into recycling categories such as paper, cardboard, plastic, glass ready for market. In addition, the MRF separates the contamination into a residue stream which is typically removed off site for disposal. MRFs incorporate a range of manual labour picking lines and mechanical separating techniques including separation by size or weight, magnetism and floatation.

Commingled kerbside collected recyclables are taken to the MRF for processing. Having a MRF to cater for the Shire's needs would reduce the distance that the recyclables must travel prior to processing. Processed recyclables are compacted and then bulk hauled to Perth. This approach creates transport efficiencies if the MRF is ideally located to suit the Shire.

It is anticipated that a partnership with local mining companies within the Shire to develop a MRF would be the most viable approach. This would reduce costs to the Shire and increase transport efficiencies (while adding greater competition to the recyclable materials market place). If the Shire considers future growth, the MRF may target recyclable materials from other mining companies and LGAs in the Pilbara.

Table 10-18: Clean MRF SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Transport efficiencies. Increased recovery of materials through source separation. 	<ul style="list-style-type: none"> Existing small scale systems. Operational complexity. Significant capital and operational costs. 	<ul style="list-style-type: none"> Revenue from sale of products. Integration with other Strategic Options. Local employment generation. 	<ul style="list-style-type: none"> No market for material.

Cost estimates for the development of a clean MRF are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$10,000,000	\$15,000,000	\$1,000,000	\$1.6 million	\$2 million

10.3 Recover and Treat

10.3.1 Kerbside Organics Collections

A system which separates organics at the source is traditionally facilitated through the utilisation of a kerbside collected MGB for each household. The organics bin targets materials such as greenwaste and food waste. These organics may be processed by aerobic or anaerobic digestion to generate compost and potentially energy. The compost produced from source separated organics contains minimal contamination and therefore, is a suitable product for use as a soil improver in many applications. By producing quality compost, the opportunity to generate revenue from the sale of the compost is increased and that a market for the compost exists within the Shire.

Source separation of organics diverts from landfill waste which traditionally is disposed of via the kerbside collected waste stream. In addition, the decomposition of organics within landfills produces methane which is harmful to the earth's atmosphere. Therefore, one of the key objectives of diverting organic waste from landfill is to minimise costly void space consumption and reduce greenhouse gas emissions, in addition to generating a quality compost product.

Table 10-19: Source Separated Organics SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Clean waste stream. Diversion of organic waste from landfill. 	<ul style="list-style-type: none"> Dependent on community participation to generate volumes of material and limit contamination. Implementation and operation costs to the Shire. 	<ul style="list-style-type: none"> Integration with other Strategic Options. Funding from external sources. 	<ul style="list-style-type: none"> Lack of support from Council. Lack of community involvement.

Cost estimates to collect source separated organics are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$350,000	\$450,000	\$1.6 million	\$1.62 million	\$1.63 million

Notes: Across the Shire, capital cost includes the purchase of MGBs and operational cost includes pick-up.

10.3.2 Dirty MRF

In contrast to a 'clean' MRF which processes only dry recyclables, a Dirty MRF is a facility which accepts mixed MSW, C&I and C&D wastes and separates the materials into organics, recyclables, inert and residue streams. These facilities incorporate a range of separating techniques including separation by material size or weight and magnetic separators. As no source separation is required, which can result in a loss of recyclable and recoverable materials to the refuse stream, a Dirty MRF maximises the quantity of materials presented for recovery. However, the product streams generated contain higher levels of contamination than those generated following source separation. Depending on the outputs of the Dirty MRF, this contamination can have a significant effect on future uses and potential revenue.

Following separation, the organic stream can be processed aerobically and/or anaerobically to generate a compost product and potentially energy. Within Europe, Dirty MRFs are utilised to separate refuse streams of specified calorific values which are then fed into Waste-to-Energy facilities.

Table 10-20: Dirty MRF SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> No alteration to current collection system. Opportunity to maximise quantity of materials recovered. Diversion of organic waste from landfill. 	<ul style="list-style-type: none"> Significant capital and operational costs. Existing system for recyclables collection. Generates 'dirty' streams. Operational complexity. 	<ul style="list-style-type: none"> Integration with other Strategic Options. Engagement with agricultural sector. Revenue generation. 	<ul style="list-style-type: none"> Difficulties in getting environmental approvals. Disruption of process due to contamination. Alteration in regulatory and market conditions relation to the sale of organic products.

The estimated costs to establish and operate a Dirty MRF are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$10,000,000	\$15,000,000	\$1,000,000	\$1.6 million	\$2 million



10.3.3 Organic Waste Processing

Separated organic waste streams, including food waste and greenwaste, may be processed either aerobically or anaerobically to generate a compost product or similar, which may be used by a regional local government/LGA or sold to local businesses or the community.

Composting is a biological process through which biodegradable material is broken down by naturally occurring micro-organisms in the presence of oxygen (aerobically). Aeration may be achieved by mechanically turning the material, or through forced aeration. When undertaken under correct conditions (such as temperature, moisture and nutrient content, duration and pile size), heat generated during composting can kill both weeds and pathogens within the feedstock material.

Most large mining companies located within the Shire utilise mining camps which include kitchens that generate organic wastes. The Shire should investigate opportunities to form a relationship with some of the mining companies in the Shire to develop organic waste processing services.

10.3.3.1 Windrow Aeration

Windrow aeration involves composting organic material in a simple windrow system, through which material is left in outdoor rows which are turned regularly to increase airflow. Turning, undertaken either by a front-end loader or specialised windrow turner, must be undertaken regularly to ensure sufficient aeration. Due to the need to turn the windrows mechanically, the spatial requirements for mechanical aeration are significant. Composting within windrows occurs slowly and has the potential to generate significant odour emissions, particularly with food waste within the feedstock material.

Table 10-21: Windrow Aeration SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Diversion of material from landfill. • Relatively low capital cost and infrastructure requirements. • Reduced greenhouse gas emissions compared to landfill. • Generation of material with existing markets. 	<ul style="list-style-type: none"> • Potential odour issues. • Capital and operational costs. • Large spatial requirements. • Potential Contamination issues 	<ul style="list-style-type: none"> • Engagement with local landscaping or agricultural businesses. • Revenue opportunities. 	<ul style="list-style-type: none"> • Market security for products. • Difficulties in getting environmental approvals.

The potential costs associated with Windrow Aeration are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$250,000	\$750,000	\$200,000	\$235,000	\$275,000



10.3.3.2 Forced Aeration

Forced aeration involves establishing composting piles on top of a perforated piping system which injects air into the piles from the base. This system increases the speed of decomposition and reduces footprint requirements compared to mechanical aeration systems. One example of forced aeration is the Mobile Aerated Floor (MAF) composting system, shown in **Plate 10-5**. C-Wise, a specialist composting business 70 km south of Perth, currently provides MAF systems within Western Australia. The MAF system was selected by the Bunbury-Harvey Regional Council for use at its organic processing facility which accepts full organic materials including food waste.



Plate 10-5: Mobile Aerated Floor composting system

<http://www.maf-compostingsystems.de/custom-composts.html>

Table 10-22: Forced Aeration SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Diversion of material from landfill. • Greater control of composting process. • Quicker turnaround time for composting activity. • Relatively low capital cost and infrastructure requirements. • Smaller footprint requirements than windrow aeration. • Reduced greenhouse gas emissions compared to landfill. 	<ul style="list-style-type: none"> • Staff training requirements. • Capital and operational costs commitments. • Potential odour issues. • Spatial requirements. 	<ul style="list-style-type: none"> • Engagement with local landscaping or agricultural businesses. • Revenue generation. 	<ul style="list-style-type: none"> • Security in markets for products. • Difficulties in getting environmental approvals.

The potential costs associated with Forced Aeration are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$150,000	\$750,000	\$150,000	\$200,000	\$225,000

10.3.3.3 Mechanical Aeration

Within Western Australia, two significant mechanical aerobic resource recovery facilities are currently operational these are the Mindarie Regional Council Biovision facility in Neerabup and the Southern Metropolitan Regional Council's facility in Canning Vale. Although both facilities are slightly different both are mechanical aerobic facilities that process the organic element of mixed refuse. Both facilities have rotating trommels to assist with refining the separation of the organic and non-organic fractions. The organic fraction is then placed on maturation beds to encourage the composting process.

Like similar mechanical aerobic facilities across the world, the two facilities within Perth have an annual throughput of approximately 100,000 tonnes per annum and represent a significant financial commitment for the Regional Councils and their member councils. Key cost items include the capital cost of the facility and the ongoing mechanical sorting and environmental controls including air systems and bio-filters for odour control. Therefore, these facilities are only financially viable from a cost perspective with high gate fees.

Table 10-23: Mechanical Aeration SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Diversion of large quantities of material from landfill. • Reduced greenhouse gas emissions compared to landfill. • Relatively small footprint relative to the quantities of materials processed. 	<ul style="list-style-type: none"> • Staff training requirements. • High capital and operational costs. • Ongoing environmental controls requirements. • Potential odour emissions. 	<ul style="list-style-type: none"> • Engagement with local landscaping or agricultural businesses. 	<ul style="list-style-type: none"> • Lack of markets for products. • Difficulty in getting environmental approvals.

Estimated costs to establish and operate a Mechanical Aeration facility are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$50,000,000	\$80,000,000	\$1,000,000	\$2,500,000	\$4,000,000

10.3.3.4 Anaerobic Digestion

Anaerobic Digestion (AD) technology breaks down the organic (biogenic) component of the waste stream in the presence absence of oxygen. The biological process is undertaken by naturally occurring micro-organisms. The result is biogas (that is used to generate electricity), and organic digestate. The solid fraction of the digestate is often used to produce compost while the liquid component can be used as a liquid fertiliser.

In most instances, mechanical separation is used to remove the recyclable items and residual waste from the organic fraction before AD is commenced.



AD technologies are common in the market and various different forms are available including:

- Wet systems: <15% dry matter;
- Dry systems: 15-45% dry matter;
- Mesophilic AD: operates at a temperature of approximately 35°C;
- Thermophilic AD: operates at approximately 55°C;
- Continuous process; and
- Batch process.

AD is a Waste-to-Energy technology in that it produces energy through the production of the combustible biogas. Typically the biogas is taken from the digester, cleaned and then used as a fuel in internal combustion engines which drive electricity generators. AD facilities also consume electricity to drive their materials handling processes and odour control systems. Therefore, they tend to produce the small amounts of net energy for sale.

As the primary biological processes occur in an oxygen deprived environment the quantity of odorous air that is generated is significantly less than occurs for aerobic composting.

The quality of compost produced in a biological waste process is influenced by the level of contamination of the waste stream. While front end separation of organics from the remainder of the waste stream is possible the final quality of the compost tends to still be affected if the waste stream initially is highly contaminated.

A separate organics waste collection service is preferred to minimise the level of contamination. This provides higher quality compost that is more marketable and of higher value. Uncontaminated compost of good quality can add significant benefits to soils, reducing the quantities of fertilisers and water used for agriculture or horticulture.

Traditional AD facilities that process household waste have consisted of large scale facilities processing 50,000 to 100,000tpa. Recent developments in the market have introduced smaller modular AD systems which can process small volumes of waste. For example, Bioplex manufactures a series of AD systems with capacities ranging from 50tpa to 40,000tpa. Another example is the PG3 Mobile Portagester (**Plate 10-6**), which can process 2,000tpa to 10,000tpa. However, to date Talis is not aware of any demonstrated or operational plants of those types within Australia processing household waste. Furthermore, no capital or operation cost estimates have been gathered to date.



Plate 10-6: Bioplex PG3 Mobile Portagester

<http://www.g-can.net/articles/detail.aspx?articleid=130>

Table 10-24: Anaerobic Digestion SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Diversion of material from landfill. • Potential to generate electricity. 	<ul style="list-style-type: none"> • Cost and resources. • Excessive costs. • Environmental controls required. 	<ul style="list-style-type: none"> • Engagement with local landscaping or agricultural businesses. 	<ul style="list-style-type: none"> • Markets security for products.

Estimated costs to establish and operate an AD facility are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$35 million	\$40 million	\$1.5 million	\$3.25 million	\$3.5 million

10.3.4 Special Waste Processing

Special Waste Processing involves the processing of specific waste materials utilising specialist technologies or equipment. Several Special Waste Processing options are available to the Shire to process materials such as waste oil and plastics.

10.3.4.1 Biodiesel from Cooking Oil

One litre of waste cooking oil can be converted into one litre of biodiesel, which is able to be used as a fuel neat or blended with petroleum diesel. This reduces the quantity of fossil fuels (diesel) that is used.

The Ashburton Aboriginal Corporation's (AAC's) ASHOIL collects waste cooking oil from townsites and satellite mine sites within the Pilbara region. The main production plant generates approximately 10,000L of biodiesel per week, of which 5,000 to 7,000L is purchased by Rio Tinto for their operations and the remainder is utilised by AAC. The AAC has also installed smaller biodiesel production units (up to 100L and 165L per day) at several Aboriginal communities.

The Shire could promote and support this initiative by providing a drop-off location at the each of the three WMFs for the consolidation of waste cooking oil generated by the community and smaller businesses.

Table 10-25: Biodiesel from Cooking Oil

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Relatively low capital and operational costs. • Generation of useful product. • Training opportunities. • Small scale operation. • Replaces use of fossil 	<ul style="list-style-type: none"> • Limited waste diversion due to low quantities generated. • Requires separation of clean waste stream. 	<ul style="list-style-type: none"> • Engagement with community and local businesses to supply oil and utilise product. • Production of renewable 	<ul style="list-style-type: none"> • Security of markets. • Environmental approvals.



fuels.		energy. • Funding from external sources.	
--------	--	---	--

Providing a covered receptacle or small banded pallet at each of the WMFs for waste cooking oil would incur a minimal capital cost of approximately \$20,000 per facility.

10.3.4.2 Diesel from Waste Plastics

Diesel may also be generated from mixed waste plastics, reducing the quantity of material disposed of to landfill. The types of plastics that are able to be processed include:

- Low Density Polyethylene (Plastic 4) – plastic bags and films;
- Polypropylene (Plastic 5) – takeaway food containers, ice-cream containers; and
- Polystyrene (Plastic 6) – packaging foam, meat trays, yoghurt containers, plastic cups.

These separated streams could be sourced from the recycling station network, MRF sorting operations and community drop-off centres where designated receptacles are provided for these materials.

Table 10-26: Diesel from Waste Plastics SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Relatively low capital and operational costs. • Generation of useful product. • Training opportunities. 	<ul style="list-style-type: none"> • Requires separation of clean waste stream. 	<ul style="list-style-type: none"> • Engagement with local businesses to utilise product. • Funding from external sources. 	<ul style="list-style-type: none"> • Security of markets. • Difficulty in getting environmental approvals.

The estimated costs associated with generating diesel from waste plastics are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$500,000	\$1,000,000	\$200,000	\$250,000	\$300,000

10.3.5 Thermal Energy from Waste

Thermal waste treatment processes are able to process all wastes except for non-combustible materials such as inert wastes and some forms of hazardous wastes. Thermal processes can be used to recover the energy content of the waste stream to produce electricity, heat or fuel however, they also generate air emissions and a solid residue. Thermal treatment is able to reduce the volume of waste by up to 90%, thereby significantly reducing the quantity of waste disposed of to landfill. Disposal of the facility residues needs to occur in appropriate landfill facilities, often at a Class III landfill.

10.3.5.1 Combustion

The combustion of waste materials involves the complete burning of organic materials in an oxygen-rich environment to create ash, flue gas and heat. Generally, the process is undertaken at temperatures of 850 degree Celsius (°C) to 1370 °C. The flue gas is primarily made up of carbon dioxide (CO₂) and water (H₂O). The heat in the flue gas can be



captured and used to generate electricity, as an input to an industrial process or for district heating (in the appropriate climate).

Combustion systems are normally classified by the nature of the combustion chamber and include:

- Moving grate;
- Fixed grate;
- Rotary-kiln; and
- Fluidized bed.

The large amounts of air required to ensure complete combustion of the bulky waste in turn produces large quantities of flue gas. Combined with the combustion process being less controlled than gasification, the large amount of flue gas mean that the flue gas cleaning systems are more complicated and expensive. As a consequence, combustion facilities are only economical at large scales – mostly greater than 200,000 tonnes per annum.

Phoenix Energy proposes to establish a combustion technology facility in the Kwinana Industrial Area.

Table 10-27: Conventional Combustion SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Up to 90% diversion of waste from landfill. • Treat significant portion of the waste stream. • Electricity generation. 	<ul style="list-style-type: none"> • Large minimum throughput requirement to be economical. • High capital and operational cost. • Diversion of material from recycling. 	<ul style="list-style-type: none"> • Production of renewable energy. • Funding from external sources. 	<ul style="list-style-type: none"> • Planning and environmental approval. • Community concerns about emissions.

The estimated costs to establish a combustion facility are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$150 million	\$200 million	\$8.5 million	\$16 million	\$18.5 million

10.3.5.2 Gasification

Gasification differs from combustion as it occurs in a low oxygen environment and involves a longer residence time. This results in the hydrocarbons in the waste stream being broken into less complex chemicals such as carbon monoxide (CO), hydrogen (H₂) and carbon dioxide (CO₂) in the form of syngas. This is done through the presence of heat at temperatures of 760°C to 1370 °C without combustion, with a controlled amount of oxygen and/or steam. External heating is required to commence the gasification process which then becomes self-heating given the limited amount of oxygen that is available. This syngas is used as a fuel to generate energy. It is mostly used to generate steam which in turn drives steam turbines to generate electricity. The inorganic materials produced from the process are either bottom ash or a solid slag with low carbon levels (<3%).



The consequences of reduced airflow within the gasification process results in a reduction of corrosive ash elements such as chloride and potassium, reduced dust (particulates) that have to be filtered from the flue gas, and an overall reduction in the quantity of air requiring cleaning. This in turn leads to the requirement of a more simplified flue gas cleaning system, compared to combustion technology, reducing costs. As a consequence gasification facilities are more modular in size than combustion processes.

Some gasification technologies do not source separate inorganic wastes (such as bricks, concrete and glass). For those that do not, the inorganic waste passes through the gasifier and to the lower part of the reactor. Some metals are volatilised and then extracted with the syngas. The oxides of the base metals and minerals are melted and granulated by water quenching. The minerals and metals separate because of the difference in their relative densities. The mineral and metal granules are extracted and stored in a storage area.

The other residue created by the gasifier is inert ash. This can generally be landfilled. However, the increasing use of the residual material as aggregate lightweight masonry products is reducing the amount of residual waste sent to landfill.

Gasification facilities that accept mixed refuse have a minimum throughput of approximately 30,000 tpa. However, systems which process specific waste streams (such as greenwaste or refuse derived fuel) can operate with as little as 6,000 tpa, such as the OE Gasification plant in Norway (**Plate 10-7**).



Plate 10-7: OE Gasification plant in Norway

<http://www.organicensenergy.ca/norway.html>

There are only a limited number of commercial applications of gasification used for municipal solid waste. These include the Entech technology used by New Energy, and the Energos technology which is used in Norway. Both of these technologies oxidise the syngas that is produced in the gasification process in a close coupled combustion chamber to produce steam, rather than capture the gas and use it for other purposes.

Table 10-28: Gasification SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Up to 90% diversion of waste from landfill. Treat significant portion of the waste stream. 	<ul style="list-style-type: none"> High capital and operational cost. 	<ul style="list-style-type: none"> Production of renewable energy. Funding from external 	<ul style="list-style-type: none"> Planning and environmental approval. Community Concerns



<ul style="list-style-type: none"> Modular due to simplified are quality system (AQS) 		sources.	
--	--	----------	--

The estimated costs to establish a gasification facility are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$100 million	\$120 million	\$5.5 million	\$10.5 million	\$11.5 million

10.3.5.3 Pyrolysis

Pyrolysis is similar to gasification, but is undertaken in an oxygen free environment and at lower temperatures. Pyrolysis utilises an indirect, external heat source, typically at temperatures of 400°C to 900°C in the absence, or almost complete absence of oxygen, to thermally degrade carbon based material. The volatile component of the waste material is converted to a syngas. Syngas is composed of hydrogen (H₂), carbon monoxide (CO), CO₂, methane (CH₄), and complex hydrocarbons and can be used in boilers, gas turbines or internal combustion engines to generate electricity. Tars, oils, char and bottom ash are by-products that can be recovered and used as products from the process.

Pyrolysis has significantly lower costs for flue gas clean-up than conventional combustion and systems which accept specific waste streams as feedstock are able to process as little as 8,000 tpa.

The EMRC has submitted approval documentation for a wood waste pyrolysis plant at its Hazelmere Resource Recovery Park. The Public Environmental Review process was undertaken over the months of May and June 2014. The pyrolysis plant will utilise an indirect-fired kiln to produce syngas for use in gas engines for power generation. The plant will accept approximately 13,000 tonnes per annum of wood waste. The wood waste will be clean wood from shipping pallets, timber offcuts and crates that would otherwise be disposed to landfill. The resulting products from the process include renewable electricity (3.5 megawatts) and bio-char (solid char of carbon and ash).

Table 10-29: Pyrolysis SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Up to 90% diversion of waste from landfill. Treat significant portion of the waste stream. Modular due to simplified are quality system (AQS) 	<ul style="list-style-type: none"> High capital and operational cost. 	<ul style="list-style-type: none"> Production of renewable energy. Funding from external sources. 	<ul style="list-style-type: none"> Planning and environmental approval. Community concerns

The estimated costs to establish a pyrolysis facility are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$100 million	\$120 million	\$8.5 million	\$8.5 million	\$9.5 million



As there are no demonstrated or proven pyrolysis facilities processing mixed waste streams similar to the volumes generated, no available capital and operational cost estimates have been gathered as part of this study.

10.4 Dispose

The waste management infrastructure network within the Shire mainly consists of drop-off facilities, WTSs and landfills. In addition to infrastructure, management of disposal activities can be critical in maintaining efficient operations and compliance with environmental approvals and licences.

10.4.1 Waste Transfer Station

Waste Transfer Stations (WTSs) are facilities where waste is accepted and temporarily stored and/or sorted before being transported to another destination for further treatment and/or disposal. The purpose of a WTS is to provide disposal points for waste generators and collectors (such as Local Government) within close proximity to where the wastes are generated. A WTS can, thereby, reduce the travelling requirements of the waste collection vehicles to deposit their loads of collected materials and reduce overall transport costs and the number of vehicles travelling to landfills and similar facilities. WTSs facilitate the transfer of waste from collection vehicles which are mechanically and capacity wise designed for stop/start collection operations, to fit-for-purpose large capacity haulage vehicles. A key design principle for WTSs is to keep their engineering and operations simple to maximise the safety and efficiency of the facility and so maximise their use.

The modern WTS building is typically a simple portal framed structure and forms a clear internal span so there are no obstacles obstructing operations. A storage area for the waste is generally defined by a large open bay created from reinforced concrete retaining walls. The height of the retaining determines the capacity of the WTS including a little freeboard. The size of the storage bay is designed to cater for three days of storage so that waste can be accepted even in times of emergency or when the disposal location is closed. **Diagram 10-2** represents a typical modern WTS layout and internal design.

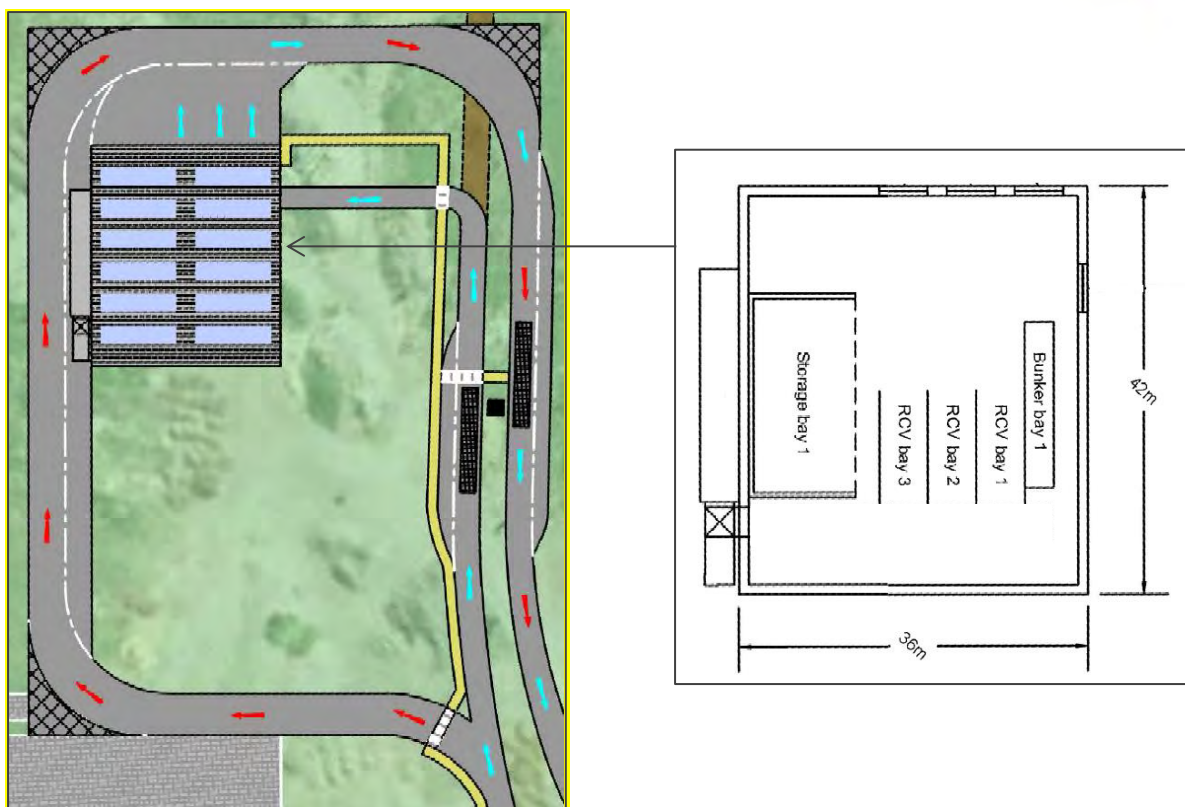


Diagram 10-2: Concept WTS Layout and Internal Layout (Inset)

Modern WTSs utilise compaction systems to gain greater transport efficiencies. Typically sealed containers or B-Double trailers will manoeuvre into position to accept the compacted waste. **Diagram 10-2** shows an externally mounted compactor adjacent to the western side of the building. This enables the transfer vehicle to reverse into position and the larger manoeuvring area does not need to be undercover. The sealed containers used in the compaction and haulage operation are weather proof and do not pose a significant risk of waste escape to the surrounding environment.

Once loaded, or in the case of the refuse collection vehicles unloaded, the trucks can then exit the site via a one way exit route to leave through the common entrance.

Where it is perceived that the haulage distances are small then the transfer operation could be undertaken by bulk haulage rather than compaction. The decision which option to adopt is usually based on cost effectiveness. Employing bulk haulage reduces the overall footprint of the facility as a compaction system is not required.

The Shire currently has one designated WTS servicing the Onslow area since the closure of the Onslow landfill. The waste accepted at the Onslow WTS is transported to the Tom Price landfill for disposal, until such time that a new WMF is constructed in Onslow. In a similar approach to this, the Shire may consider the closure of other WMFs that do not adhere to best practice principles, and convert them into WTS. This would minimise the environmental impact of landfilling and simplify the waste management operational responsibilities for the Shire.

In the future, the waste may potentially be hauled to a resource recovery facility such as a large scale thermal treatment facility in the Region. However, prior to the establishment of a



resource recovery facility of this nature, a best practice landfill will cater for the waste generated within the Shire.

Table 10-30: WTS SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Consolidates waste to provide efficiencies. • Feeds a regional facility. • Relatively simple operation. • Limit public access to landfilling operations. • Located at existing WMFs. 	<ul style="list-style-type: none"> • Cost of capital and operations. • Transport distances. 	<ul style="list-style-type: none"> • Local employment generation. • Funding from external sources. • Potential for revenue via C&I waste. • Integration with other Strategic Options. • Separation of recoverable waste streams from the residual waste. 	<ul style="list-style-type: none"> • Planning and environmental approval. • Lack of community support. • Occupational Health and Safety risks to users.

Cost estimates to construct and operate a modern WTS are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$2 million	\$3.5 million	\$500,000	\$600,000	\$675,000

10.4.2 Landfill Disposal

As outlined in **Section 4.2.4**, landfilling is the least preferred approach to waste management in accordance with the hierarchy. However, it is typical that a small portion of residue waste will always require landfilling following any resource recovery process.

The DER assesses the compliance of landfill developments in accordance with the Best Practice Landfill Guidelines. This is typically undertaken on a case-by-case basis depending on a variety of factors including evidence of historic environmental pollution or seeking approval for expansion of existing landfill cells. However, there is the potential that the DER will begin to adopt a blanket approach to enforcing compliance with the Best Practice Landfill Guidelines. The financial impact of this approach would be significant and unachievable for the Shire which generates such low volumes of waste.

Therefore, there is serious uncertainty in relation to long term waste disposal capacity in compliance with the Best Practice Landfill Guidelines within the Shire. This concern supports the concept of a best practice landfill which could provide long term certainty to the Shire's essential waste management services. The development of a best practice landfill has already commenced as the Shire proposes to develop a landfill approximately 30km from Onslow within the next five years. This will ensure that the Shire has long term waste disposal options near Onslow to cater for anticipated growth from the mining industry.



However, the continued compliant operation of the Tom Price and Paraburdoo landfills is the most beneficial approach for the Shire as both sites have significant landfill void available for long term disposal and are within close proximity to the townships in which they service. If the DER were to enforce the Best Practice Landfill Guidelines upon the Tom Price and Paraburdoo landfill, the Shire may consider the development of synthetically lined landfill cells at one or the other of these facilities. The Shire should also consider the use of a landfill compactor at the Paraburdoo Landfill site to increase waste density and prolong the landfill life. In contrast, the Shire may consider the conversion of both or either facilities into WTSs to transport waste to the proposed best practice Onslow WMF. The social, environmental and economic benefits will require analysis to determine the most beneficial approach for the Shire if the Best Practice Landfill Guidelines are implemented within the Shire.

Table 10-31: Landfill SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Secure long term waste disposal. Control of price increases. Relatively simple operation. 	<ul style="list-style-type: none"> High capital and operational cost. Transport distances to a single facility within the Shire. Post closure liability. 	<ul style="list-style-type: none"> Funding from external sources. Potential for revenue via C&I waste. Electricity generation via landfill gas collection. 	<ul style="list-style-type: none"> Planning and environmental approval. Lack of community support.

Cost estimates to construct and operate a regional landfill are further investigated in **Section 14**.

10.4.3 Alternative Daily Cover

Alternative daily cover (ADC) is the term given to products that are utilised instead of virgin soil material to cover the waste at the active tipping face of a landfill at the end of each operating. Daily cover is utilised by landfill managers and operators on a daily basis to control vermin, fires, odours, blowing litter, and scavenging.

Currently the conditions within the Tom Price Prescribed Premise Licence state that cover material must be inert waste, soil or clay to a depth of 150mm. However, there have been cases in WA where landfill operators have successfully implemented ADC. Therefore, if the Shire and the provider of the ADC can prove that the system effectively manages the common issues associated with the active tipping face of a landfill, then it is anticipated that approval would be awarded for the use of the ADC.

There are several different types of ADC technology and systems provided in Australia. Generally, ADCs have been classified into the following two categories:

- Waste Derived Materials:
 - C&D waste;
 - Greenwaste;
 - Compost;
 - Contaminated sediment and soil;
 - Ash;



- Sludge;
- Shredded tires;
- Non-Waste Derived Materials:
 - Spray-on materials;
 - Geosynthetic materials or tarps; and
 - Rigid structures with geosynthetic materials or tarps.

There are several providers of ADC within Australia including, but not limited to, the following organisations:

- Tarpomatic – Superior Environmental;
- Posi-Shell Daily Cover Applicator – EnviroFix;
- Enviro Cover – New Waste;
- Landfill Lid – Wastewell;
- Landfill Covers and Tarp deployment system (TDS) – Jaylon; and
- ConCover All Purpose Spray (CAPS) – New Waste Concepts.

An advantage of utilising waste derived materials as an ADC is the potential for it to be a revenue stream for the facility, in addition to saving valuable landfill airspace. However, the use of waste as a daily cover source is reliant on the regulatory definition of the material and the successful amendment to the sites Prescribed Premise Licence to utilise ADC.

An advantage of using non-waste derived ADCs includes the removal of potential barriers, such as soils, to free-up the movement of leachate and landfill gas within the waste mass. By reducing the amount of soil in the landfill, more rapid generation of landfill gas may occur, which in turn may increase revenue from captured landfill gas. In addition, it can facilitate the flow of leachate through the waste mass to the collection layer, minimising the potential for leachate ponding on the base of the landfill liner.

It should be noted that further investigation of ADCs is required to understand the capital and operational cost of the ADC versus the comparative revenue gained from the saving in airspace, to make an informed decision about the feasibility and implementation of ADCs at any of the Shire's WMFs.

Table 10-32: Alternative Daily Cover SWOT

Internal		External	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ● Reduces reliance on virgin materials. ● Relatively simple operation. ● May preserve landfill airspace. 	<ul style="list-style-type: none"> ● Capital cost. ● Time taken to apply. ● Can be effected damaged. ● Effected by weather conditions. 	<ul style="list-style-type: none"> ● Potential for revenue via waste as ADC. 	<ul style="list-style-type: none"> ● Approvals for use. ● Occupational Health and Safety risks to users.

Cost estimates to purchase and utilise an ADC are shown below.

Capital Cost		Operational Cost	Total Annualised Cost	
Low	High		Low	High
\$15,000	\$250,000	\$40,000	\$41,500	\$65,000



10.5 Strategic Waste Management Options Summary

Table 10-33 provides a summary of the Strategic Options that have been discussed as part of this study.

Table 10-33: Summary of Strategic Options

Hierarchy	Strategic Option
Avoid, Reduce, Reuse	Integrated Waste Education Program
	Earth Carers
	Influencing Commercial Practices
	Waste Education Officer
	Reuse Shops
	Free Trade Website
Recycle	Greenwaste Mulching
	Scrap Metal Recycling
	Glass Crushing
	Tyre Recycling
	Battery Recycling
	E-Waste Recycling
	Commingled Recycling Collections
	Mattress Recycling
	C&D Waste Processing
	Recycling Station Network
	Modern Community Recycling & Drop-Off Centres
	Clean MRF
Recover and Treat	Kerbside Organics Collections
	Dirty MRF
	Windrow Aeration
	Forced Aeration
	Mechanical Aeration
	Anaerobic Digestion
	Special Waste Processing
	Combustion
	Gasification
	Pyrolysis
Dispose	Waste Transfer Station
	Landfill
	Alternative Daily Cover

The support structures required for each of the Strategic Options are detailed, and the options evaluated, in the following **Sections 11** and **12**.



11 Support Structures for Strategic Options

The implementation of Strategic Options requires supporting structures to be successful. These include:

- Government legislation and policy;
- Material volumes;
- Financial mechanisms;
- Markets for end products;
- Infrastructure and service requirements; and
- Community support.

Having these support structures in place is often greatly beneficial to the implementation of Strategic Options, and in many cases are essential to their success, particularly for large scale resource recovery initiatives.

11.1 Support Structures

11.1.1 Government Legislation and Policy

Governments can promote the implementation of Strategic Options through the use of both legislation and policy drivers. These have been outlined in **Section 8** however, the key issues relevant to the Shire, including the landfill levy, diversion targets and Emissions Reduction Fund, are described in the following sections.

11.1.1.1 Landfill Levy

An economic instrument used by many State governments throughout Australia and internationally is the application of a levy on the disposal of waste to landfill. As described previously, a levy of \$55 per tonne currently applies to putrescible waste generated within the Perth Metropolitan Area and sent to landfill, or \$40 per tonne for inert waste. This is scheduled to continue to increase to \$70 per tonne for refuse and inert waste. The levy does not currently apply to waste disposed of within the Shire and therefore landfilling is still a relatively cheap option for the disposal of waste. As the levy is not influencing the cost of landfill disposal, it is not acting as a driver for resource recovery in the Shire.

In the future, the extension of the levy to include regional areas is anticipated which could become a driver for changed waste management practices in these areas. This was included in a policy statement of the previous Waste Authority however, is not currently being progressed by the current Waste Authority members of the current Government. The implementation of the levy to rural areas may be undertaken by utilising a phased approach similar to the NSW system which imposes a reduced waste levy outside the more highly populated areas. The NSW waste levy for the rural areas is approximately half the metropolitan levy. However, it must be noted that only 80 of the 153 LGAs within NSW have any waste levy. The remaining less densely populated rural areas do not pay a waste levy.

11.1.1.2 Diversion Targets

Setting targets for the recycling or diversion of waste from landfill is another instrument that may be used by governments to drive improvements in resource recovery. The Western Australian Waste Strategy contains landfill diversion targets for the three key waste streams



(see **Table 8-3**). The State wide targets (for the C&I and C&D streams) include waste generated within the Shire. LGAs that are not part of a regional centre are not required to contribute to achieving Strategy targets for MSW however, would be included in the targets for the C&I and C&D sectors.

While the current Western Australia targets apply to the key waste streams, resource recovery targets may also be set for specific materials or waste types. For example, the National Television and Computer Recycling Scheme aims to increase recycling rates for end-of-life products to 80% by 2021/22.

To further drive progress towards resource recovery targets, governments may impose penalties for poor performance, although this system has not been adopted within Australia.

11.1.1.3 Emissions Reduction Fund

As detailed in **Section 8.1.2**, the waste management activities that may earn ACCUs as part of the Emissions Reduction Fund are AWT and Landfill Gas Capture. As both of these types of activities are identified within the Strategic Options there is the potential for the Shire to develop revenue from the ACCUs. This can increase the viability of the development of a facility and in turn lead to greater financial return during operations. The modelling to determine any greater advantage from the Emissions Reduction Fund needs to be further investigated during the detailed feasibility assessment of the activities.

11.1.2 Material Quantities

Many of the Strategic Options require minimum and consistent quantities of waste material to be generated to ensure that the process is cost effective. As the towns within the Shire are relatively isolated from one another, it is often difficult to obtain quantities of materials from other sources. Therefore, it is important that Strategic Options are assessed based on the quantities generated within a practical distance.

11.1.3 Cost of Service

A common barrier to the implementation of resource recovery initiatives is the high capital cost involved. This particularly applies for the establishment of large treatment facilities. In addition, as the Shire is largely geographically isolated, the cost of capital and operational works is greater than in other areas. Currently, the low cost of landfill means that Strategic Options are often not cost effective when compared to disposal.

11.1.4 Markets

A key aspect in the consideration of any Strategic Option is the availability of markets for the products generated. Products can include materials such as compost, Recycled Building Products (aggregates, roadbase, clean fill etc.), separated packaging materials as well as energy sources such as electricity and heat. Without markets for the products generated, Strategic Options will fail. Even when markets exist Strategic Options may be too expensive due to the low prices.

For example, a number of the recovery and treat options generate both electricity and heat products. In areas where these have been successfully established such as northern Europe, electricity is fed back into the grid and heat is used as part of district heating systems. In Australia however, markets for the heat produced from these facilities are limited, which



often results in these Strategic Options being commercially unviable, due to the high gate fees that would have to be charged.

11.1.5 Infrastructure and Service Requirements

The Strategic Options presented in **Section 10** have a range of infrastructural and service requirements including:

- Infrastructure:
 - Suitable site and available land area;
 - Buildings, hardstands, roads etc.;
- Equipment and machinery;
- Services:
- Power;
- Water; and
- Connection to electricity and distribution system.

Many of the options at the top of the Waste Management Hierarchy require little or no additional infrastructure or services. However, the options for recycling and recovery and treatment of waste materials mostly have infrastructure and services requirements. The cost associated with potential infrastructure and service requirements may be a significant barrier to the implementation of some of the Strategic Options.

11.1.6 Community Support

The level of community support is an important aspect for all Strategic Options and can be critical in the successful implementation and performance of the option. Recycling and recovery options which require source separated streams are improved by strong community understanding and participation. Community support is particularly relevant to the Strategic Options that are potentially more controversial such as large scale waste treatment infrastructure.

Support from local businesses is also required for some of the Strategic Options to be successful in providing source separated waste streams.

11.2 Evaluation

Talis has evaluated each of the Strategic Options according to the support structure requirements described within this section. For each Strategic Option, the support structures have been defined as:

- | | |
|--|---------------------------------|
| | Not Applicable; |
| | Beneficial; |
| | Critical; and |
| | Limited / Lacking in the Shire. |

The results of this evaluation are shown in **Table 11-1**.



Table 11-1: Evaluation of Strategic Options Support Structure Requirements

Hierarchy Grouping	Strategic Options	Legislation and Policy	Quantities	Cost of Service	Markets	Infrastructure and Services	Community Support
Avoid, Reduce, Reuse	Integrated Waste Education Program	Green	Grey	Grey	Grey	Grey	Orange
	Earth Carers	Green	Grey	Grey	Grey	Grey	Orange
	Influencing Commercial Practices	Green	Grey	Green	Green	Grey	Orange
	Waste Education Officer	Green	Grey	Green	Green	Grey	Orange
	Reuse Shops	Green	Grey	Grey	Grey	Grey	Orange
	Free Trade Website	Green	Grey	Grey	Orange	Grey	Orange
Recycle	Greenwaste Mulching	Green	Orange	Green	Orange	Grey	Green
	Scrap Metal Recycling	Green	Orange	Green	Orange	Grey	Green
	Glass Crushing	Green	Orange	Orange	Orange	Orange	Orange
	Tyre Recycling	Green	Orange	Red	Orange	Orange	Green
	Battery Recycling	Green	Orange	Orange	Orange	Orange	Green
	E-Waste Recycling	Green	Orange	Red	Orange	Orange	Green
	Commingled Recycling Collections	Green	Orange	Green	Orange	Grey	Orange
	Mattress Recycling	Green	Red	Orange	Orange	Orange	Orange
	C&D Waste Processing	Green	Orange	Green	Orange	Orange	Orange
	Recycling Station Network	Green	Orange	Green	Orange	Orange	Orange
	Modern Community Recycling & Drop-Off Centres	Green	Orange	Green	Green	Orange	Green
	Clean MRF	Green	Orange	Red	Orange	Orange	Green
	Recover and Treat	Kerbside Organics Collections	Green	Orange	Green	Orange	Orange
Dirty MRF		Green	Orange	Red	Orange	Orange	Green
Windrow Aeration		Green	Orange	Green	Orange	Orange	Green
Forced Aeration		Green	Orange	Green	Orange	Orange	Green
Mechanical Aeration		Green	Red	Red	Orange	Orange	Green
Anaerobic Digestion		Green	Red	Red	Orange	Orange	Green
Special Waste Processing		Green	Red	Red	Orange	Orange	Green
Combustion		Green	Red	Red	Red	Red	Green
Gasification		Green	Red	Red	Red	Red	Green
Pyrolysis	Green	Red	Red	Red	Red	Green	
Dispose	Waste Transfer Station	Green	Orange	Orange	Grey	Orange	Green
	Landfill Disposal	Green	Orange	Orange	Grey	Orange	Green
	Alternative Daily Cover	Green	Orange	Orange	Grey	Orange	Green



As shown in **Table 11-1**, the support structures required for the various Strategic Options vary significantly.

As previously mentioned, it is vitally important that most Strategic Options have appropriate support structures in place. Without the support structure it is difficult to develop and maintain a sustainable project.

In order to determine which of the Strategic Options are feasible, it is recommended that the Shire consider partnerships with other LGAs and in particular mining companies within the Shire. This may enforce the effectiveness of the following support structures:

- Waste quantities;
- Cost of Services;
- Markets; and
- Community Support.

A partnership may alter the results of the evaluation as some Strategic Options now have a greater chance of being feasible.



12 Preferred Strategic Options

As outlined within **Section 6**, the Shire generates relatively low annual quantities of waste and recyclables, which presents a significant difficulty in the implementation and continuance of a sustainable waste management system. In addition, the large distances between population nodes within the Shire, and to existing markets for recyclables, increases operational costs. These constraints therefore reduce the number of potentially viable Strategic Options available to the Shire.

In order to develop a network of Strategic Options, different Options may require establishment at a local, LGA and regional level. Some of the Strategic Options are implemented at a local scale in or near the towns and others require greater collaboration between towns, LGAs or industries on a regional scale. This section outlines the Strategic Options that require further consideration by the Shire based on the evaluation of the support structures as detailed within **Section 11**.

12.1 Local Options

Local Strategic Options are those which can be established within a single town or population node and are relatively simple to implement. These types of Strategic Options do not typically require large capital or operational investment however, they still contribute to diverting waste from landfill and are important to a sustainable waste management system. Based on the support structure evaluation, the Strategic Options that should be considered by the Shire for implementation at a local level include:

- Reuse Shops;
- Modern Community Recycling & Drop-Off Centres; and
- Battery Recycling.

The Shire should consider implementing these types of local Strategic Options at each of the WMFs in Tom Price, Paraburdoo and Onslow. These Strategic Options are in addition, initiatives which are financially beneficial to the Shire by providing either direct revenue through the sale of products (Reuse Shops) or facilitating the development of a product (mulching, recycling, processing) that can be potentially sold. The implementation of the local Strategic Options has a positive environmental effect, as it prevents what would traditionally be a waste, from going to landfill.

12.2 LGA Options

LGA Strategic Options are initiatives that can be implemented Shire wide or are more complex than Local Options and typically require more investment. These types of Strategic Options cross all levels of the waste hierarchy and have the potential to divert significant quantities of waste from landfill.

Utilising the waste hierarchy categories and based on the support structure evaluation, the Strategic Options that should be considered for implementation across the Shire include:

- Avoid, Reduce, Reuse:
 - Integrated Waste Education Program;
 - Earth Carers;
 - Influencing Commercial Practices;



- Waste Education Officer;
- Free Trade Website;
- Recycle:
 - Commingled Recycling Collections;
 - Clean MRF;
- Recover and Treat:
 - Kerbside Organics Collections;
 - Organics Processing such as:
 - Windrow Aeration; and
 - Forced Aeration.

From the list of LGA Options, it can be seen that the Avoid, Reduce, Reuse Strategic Options do not involve the establishment of any infrastructure. These Strategic Options are developed to promote behavioural change regarding waste management. It is anticipated that the Shire would have the resources currently to implement these initiatives. It is anticipated that the Waste Education Officer would be responsible for facilitating the majority of new Local and LGA Strategic Options. The Waste Education Officer may also undertake the responsibility of contract management for any regional contracts in collaboration with other LGAs within the Pilbara Region.

The Integrated Waste Education Program would assist in not only providing a clear, concise, consistent message, regarding waste management across the Shire, but also provide information regarding the implementation of new initiatives.

The remaining Strategic Options are split between the Recycle and Recovery & Treat levels of the waste management hierarchy. The Strategic Options that are categorised as recycling options include Commingled Recycling Collections and Clean MRF. Both these two Strategic Options are complimentary as the collected commingled recyclables would be taken to the Clean MRF and processed. In a similar manner, the Recover and Treat items such as Kerbside Organics Collections and Organics Processing also complement each other, as the collection of source separated organics would be processed at a facility that converts the organic waste into compost such as Windrow or Forced Aeration.

However, it is anticipated that the implementation of both a Commingled Recycling and Kerbside Organics Collections would not be viable for the Shire as both require substantial capital and operational investment. Therefore, it is important to understand which Strategic Options would be better suited for the Shire. An assessment of the difference between the two options is outlined within **Section 13**.

12.3 Regional Options

A regional approach supports the generation of greater economies of scale and therefore provides the opportunity to cater and process larger quantities of waste. There is a well-recognised concept in the waste industry that the costs associated with both constructing and operating waste management facilities often reduce as the operational capacity (throughput) increases. Since the Shire covers such a large area and contains several large mining companies, it may require a network of dedicated WTSs that transport waste to a regional facility. By sourcing waste from a wider geographic area and from industry, there is the very real potential for the Shire to move towards developing a cost effective waste management solution.



The success of a regional approach is dependent upon all levels of the waste management network including Local, LGA and Regional. In addition, collaboration with key stakeholders within the Region including mining companies and waste service providers will provide greater opportunities of a successful outcome. The Strategic Options which could be implemented at a Regional level include:

- Joint waste services contracts including:
 - Mobile plant contracts:
 - Tyre shredding;
 - Greenwaste mulching;
 - Scrap metal recycling;
 - C&D waste crushing and screening;
 - Recyclables baling;
 - Special Waste Processing
 - Collection contracts:
 - Commingled recycling;
 - Refuse;
 - Organics;
- Waste Supply Agreements:
 - New Energy Resource Recovery Facility (Port Hedland).

A combination of these regional Strategic Options may also be utilised to complement each other such as joint collection contracts between the Shire, other LGAs and industry to supply waste to the New Energy Resource Recovery Facility in Port Hedland.

In addition, a regional approach presents an opportunity to provide best practice services to residents that may not otherwise have been possible, thereby resulting in social and environmental benefits.

12.4 Summary

As outlined within this section, the Preferred Strategic Options were split into three categories to outline the scale of the Option and its typical implementation. Each of the Preferred Options are shown in **Table 12-1**.

Table 12-1: Preferred Strategic Options

Local Options	LGA Options	Regional Options
<ul style="list-style-type: none"> • Reuse Shops • Modern Community Recycling & Drop-Off Centres • Battery Recycling 	<ul style="list-style-type: none"> • Integrated Waste Education Program • Earth Carers • Influencing Commercial Practices • Waste Education Officer • Free Trade Website • Commingled Recyclables Collection and Processing System • Organics Collection and Processing System 	<ul style="list-style-type: none"> • Joint Mobile plant contracts: <ul style="list-style-type: none"> ○ Tyre shredding ○ Greenwaste mulching ○ C&D waste crushing and screening ○ Recyclables baling ○ Special Waste Processing • Transport contracts: <ul style="list-style-type: none"> ○ Commingled recycling ○ Refuse ○ Organics • Waste Supply



		Agreements: <ul style="list-style-type: none">• New Energy Resource Recovery Facility (Port Hedland).
--	--	---

In **Table 12-1** it can be seen that each Preferred Strategic Option is categorised into Local, LGA and Regional options however, it is important to note that a sustainable waste management system requires a combination of these initiatives. In addition, the Shire should not consider only a single level of the Waste Management Hierarchy but a variety of Strategic Options from all levels. Therefore, Clusters (**Section 13**) have been developed to present the Preferred Strategic Options as part of an integrated system (including waste disposal) with each Cluster focussing on a particular method of waste treatment.



13 Clusters

A sustainable waste management system requires initiatives from across all levels of the Waste Management Hierarchy. Therefore, the Strategic Options presented should not be considered in isolation but as part of an integrated system for waste management within the Shire. This approach has greater potential for a successful long term outcome following the implementation of the Preferred Strategic Options. The reasons for adopting this integrated approach include:

- Some of the Strategic Options are interconnected and rely on or limit each other;
- Some of the Strategic Options apply only to a specific waste stream;
- Some of the Strategic Options apply to the same or similar waste streams;
- Some of the Strategic Options apply to streams with limited quantities; and
- The financial implications of the Strategic Options.

To allow the Shire to consider potential combinations of Strategic Options, a series of Clusters have been developed which group complimentary Strategic Options. These Clusters cover the various levels of the Waste Management Hierarchy and have the potential to achieve a range of landfill diversion rates at varying costs. The Clusters have been categorised around a range of downstream waste treatment options. The method of treatment determines the composition and quantity of material required, and therefore the other Strategic Options required/able to be implemented.

Summaries of the Strategic Options and diversion rates for each of the following Clusters are outlined within this section:

- Cluster 1: Commingled Recycling;
- Cluster 2: Organics Recycling; and
- Cluster 3: New Energy RRF.

13.1 Cluster 1 – Commingled Recycling

The key ethos behind this Cluster is the source separation and processing of commingled clean recyclables. This approach diverts potentially recyclable material from landfill through kerbside collections and processes the recyclables downstream via a MRF which sorts the commingled stream into material types ready for transport to markets. It is anticipated that the Shire would support such a cluster however, the waste generators (Households and Businesses) will play a significant role in determining both the quality and quantity of clean materials. Therefore, the overall landfill diversion rate will be heavily influenced by the behaviour of the waste generators. As this Cluster relies heavily on high yields of clean commingled materials the associated education messages would include the need for clean stream wastes and high scheme participation. A Waste Education Officer would assist the Shire in educating the community to maintain the quality of the commingled recyclables. However, the reliance on community participation and clean streams of waste is likely to lead to a high proportion of contamination and hence waste still being landfilled. With a cluster such as this, the Shire could achieve a landfill diversion rate between 42% and 54%.

CLUSTER 1 – Commingled Recycling

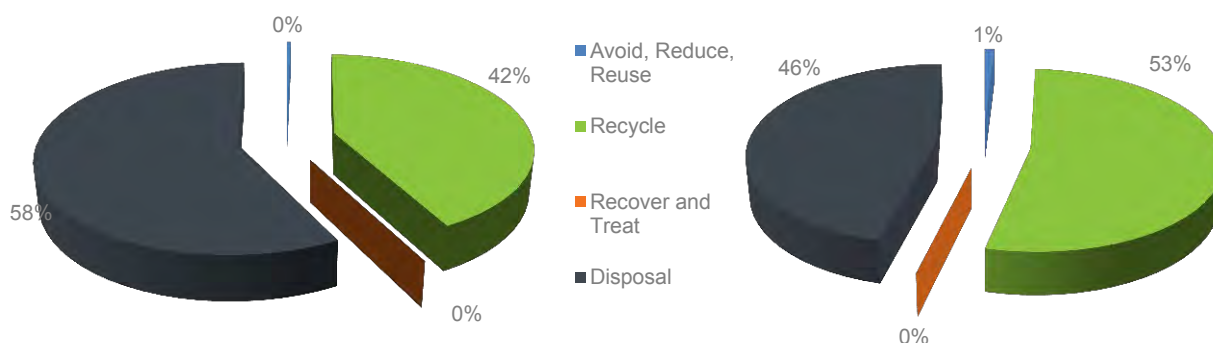
Source separation and recycling of clean commingled materials with residue to landfill



LANDFILL DIVERSION RANGE

Low - 42%

High - 54%



Key Characteristics

- | | |
|---|---|
| <ul style="list-style-type: none"> • Waste education system critical to achieve a significant behavioural change from the community • Aim to obtain clean, commingled recycling streams maximising potential higher value uses • An acceptable level of clean stream recycling achieved through a range of measures such as material specific collections and drop off facilities. | <ul style="list-style-type: none"> • MRF has a relatively high capital and operational cost • Relatively low landfill diversion rate • Transport of recyclables to market may be a costly exercise • The diversion rate is heavily dependent on the participation of waste generators in source separation activities |
|---|---|



13.2 Cluster 2 – Organics Recycling

Cluster 2 involves no complex waste treatment processes and focuses on source separation to achieve the recovery of organic material and maximise landfill diversion rates. The Strategic Options within this Cluster include Kerbside Organics Collections and organic waste processing in addition to the Avoid, Reduce, Reuse Options. A combination of source separation and community drop-off services will ensure that the majority of organic material within the waste stream is recovered for processing. The materials not captured through these systems will be disposed of to landfill. Similar to Cluster 1, Cluster 2 is heavily reliant on the support of the community and local businesses for the source separation process which is likely to result in a relatively high proportion of waste being sent to landfill. A Waste Education Officer would assist the Shire in gaining and maintaining the required support for Cluster 2.

It is anticipated that the organic processing technique utilised for Cluster 2 will be a form of windrow or forced aeration composting. Both techniques can aerobically treat both greenwaste and food waste. Depending on the quality of the source organic material, the compost produced from the process could be utilised for a range of different applications across the Shire. The compost may generate a revenue stream for the Shire if there is sufficient demand.

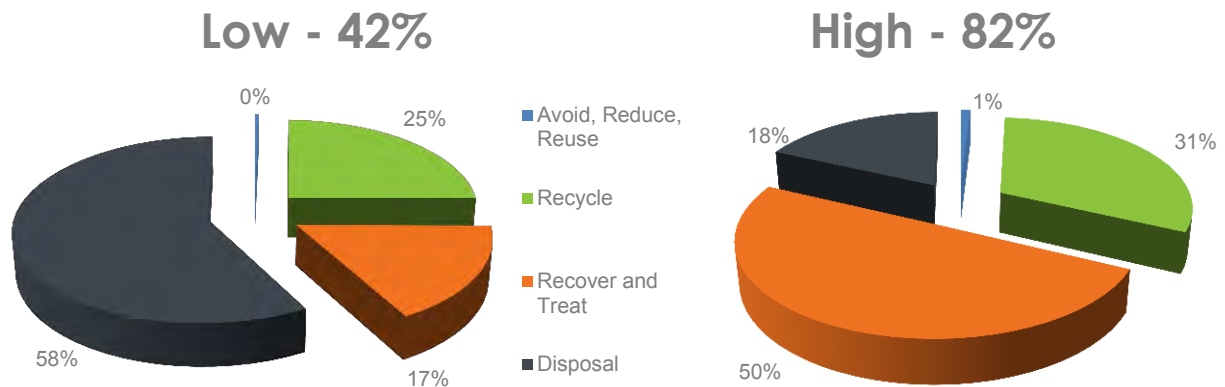
Through the adoption of Cluster 2, the Shire could achieve an estimated landfill diversion rate of between 42% and 82%.

CLUSTER 2 – Organics Recycling

Source separation and recycling of organic materials with residue to landfill



LANDFILL DIVERSION RANGE



Key Characteristics

- | | |
|---|---|
| <ul style="list-style-type: none"> • Waste education system critical to achieve a significant behavioural change from the community • Aim to obtain source separated organic streams maximising potential higher value uses • An acceptable level of uncontaminated organic material achieved through a range of measures such as material specific collections and drop off facilities. | <ul style="list-style-type: none"> • Produces a compost which can be utilised within the Shire (existing market) • Relatively low capital and operational cost • Good landfill diversion rate however heavily dependent on the participation of waste generators at the organic kerbside collection activities |
|---|---|



13.3 Cluster 3 – New Energy RRF

Cluster 3 focuses on the utilisation of the proposed thermal gasification Waste-to-Energy facility to be established in Port Hedland by New Energy Corporation. The Waste-to-Energy facility has obtained approvals from the EPA and subsequently from the Environment Minister for its establishment in the Boodarie Industrial Estate near Port Hedland. The proposed facility has capacity to process 70,000 to 130,000 tonnes per annum of mixed waste and will generate up to 15 MW of power. The incoming waste stream will be sourced from the communities of Port Hedland, Karratha and surrounding mine sites within the Pilbara region including MSW, C&I and C&D wastes. The feedstock waste stream will first pass through a sorting process to remove recyclable materials such as concrete, bricks and metals. Construction of the facility is anticipated to commence in 2015 and operation is scheduled to begin in January 2017.

In order to utilise the Waste-to-Energy facility, the Shire will need to transport waste materials a significant distance from Tom Price, Paraburdoo and/or Onslow to Port Hedland. In order to undertake this service as efficiently and economically as possible, it is anticipated that the establishment of a large scale WTS would be required in Tom Price and/or Onslow. The WTS may be designed to facilitate bulk waste or compaction haulage utilising large transfer trailers. The service would complement the existing kerbside refuse collection services within the Shire by introducing additional waste management infrastructure.

If the Shire were to implement Cluster 3, a landfill diversion rate of between 83% and 98% may be achievable.



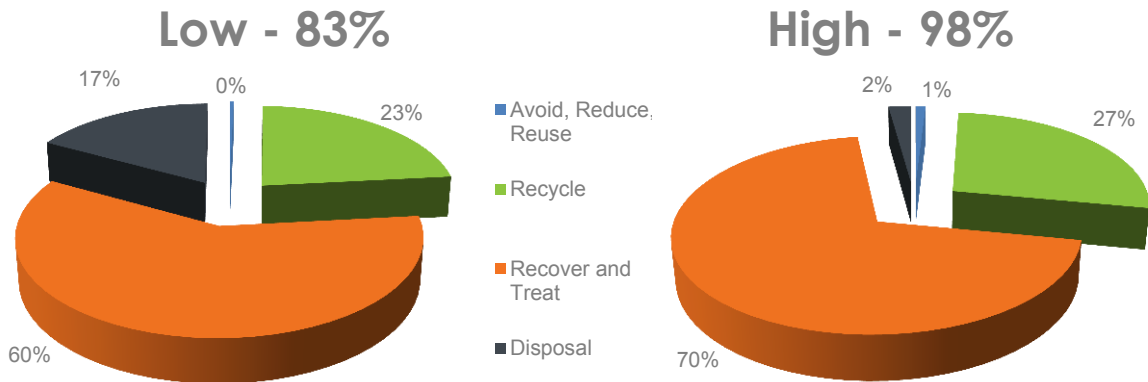
CLUSTER 3 – New Energy RRF

Recovering mixed waste streams through thermal treatment

AVOID		RECYCLE		RECOVER		DISPOSE
REDUCE				TREAT		
REUSE						

<ul style="list-style-type: none"> Integrated Waste Education Program Earth Carers Influencing Commercial Practices Waste Education Officer Reuse Shops Free Trade website 	<ul style="list-style-type: none"> C&D Waste Processing Modern Community Recycling and Drop-Off Centre 	<ul style="list-style-type: none"> Thermal Energy from Waste WTS Landfill
--	--	--

LANDFILL DIVERSION RANGE



Key Characteristics	
<ul style="list-style-type: none"> Thermal AWT is the predominant waste processing option – potentially up to 95% of waste being diverted from landfill Moving towards a solution that can achieve the States resource recovery target Targeting the high calorific value fraction of the waste stream 	<ul style="list-style-type: none"> Transportation costs to Port Hedland are significant including establishment and operation of a dedicated WTS Likely to be most costly option if undertaken by the Shire itself – however the highest landfill diversion rate

13.4 Prioritised Clusters

The developed Clusters group complimentary Strategic Options across various levels of the Waste Management Hierarchy and are categorised based on the downstream waste treatment options. A review of the Clusters, based on the effectiveness and relevance to the Shire, has allowed the Prioritised Cluster(s) to be identified for consideration by the Shire.

13.4.1 Assessment of Cluster 1 vs Cluster 2

To determine the most suitable approach to recycling within the Shire, an analysis has been undertaken of the quantities of commingled recyclables and organic materials within the MSW and C&I waste stream based on the compositional waste data within **Section 6.3**. Commingled recyclables are categorised as paper, cardboard, glass, plastics and metals. Organic materials include food waste, greenwaste and paper. **Table 13-1** shows the results of this analysis split into the two different Commingled Recycling (Cluster 1) and Organics Recycling (Cluster 2) Systems for waste generated within the Shire. Paper and cardboard will be recovered as commingled recyclables in Cluster 1 and as an organic material in Cluster 2.

Table 13-1: Commingled Recyclable and Organic Waste Quantities within the Shire

Recycling System	Source of Waste	Tonnes of Material	Recyclable Portion	Subtotal	TOTAL
COMMINGLED RECYCLING SYSTEM	MSW	8,347	38%	3,172	10,410
	C&I	20,105	36%	7,238	
	Greenwaste	1,372	0%	-	
ORGANIC RECYCLING SYSTEM	MSW	8,347	58%	4,841	16,624
	C&I	20,105	51%	10,254	
	Greenwaste	1,372	100%	1,529	

As can be seen in **Table 13-1**, it is anticipated that there is approximately 1.5 times more organic material within the Shire as opposed to commingled dry recyclable material. Therefore, the Shire has a greater opportunity to divert more waste from landfill through an Organic Recycling System as opposed to a Commingled Recycling System.

In order to compare Cluster 1 - Commingled Recycling System (Collection and processing at a clean MRF) to Cluster 2 - Organics Recycling System (Kerbside Collections and Organics Processing), the key technical aspects of each system have been assessed and are shown in **Table 13-2**.

Table 13-2: Comparison of Commingled and Organics Recycling Systems

Criteria	Commingled Recycling System	Organic Recycling System		
<p>Percentage Diversion: Proportion of total MSW and C&I waste that is diverted from landfill by the recycling system.</p>	<p>The Shire has approximately 10,410 tonnes of commingled recycling material that could be treated at a MRF.</p> <p>However, the final number of tonnes will depend on a range of factors such as :</p> <ul style="list-style-type: none"> • Participation rate • Contamination rates • Efficiency of processing operations. <p>Based on studies of MRFs operating in WA, approximately 30% of all materials entering a MRF will end up in landfill.</p>	<p>The Shire has approximately 16,624 tonnes of organic material that could be treated at an organic processing facility.</p> <p>However, the final number of tonnes will depend on a range of factors such as:</p> <ul style="list-style-type: none"> • participation rate • contamination rates • Efficiency of processing operations. 		
<p>Carbon Implications: The environmental benefit of a recycling system is also dependent on the greenhouse gas (GHG) emission avoided.</p>	✓	Net carbon emission reduction	✓	Net carbon emission reduction
	✗	Carbon emissions during processing	✓	Comparatively lower carbon emissions during processing depending on technology utilised
	✗	Higher carbon emissions caused by transporting materials to Perth and international markets	✓	Low transport emissions due to shorter transport distances to market
	✗	Carbon emissions from future reprocessing into new products	✓	Providing products that can act as carbon sink, and reduce need for carbon intensive fertilisers
	✓	Offset of carbon emissions compared to using virgin materials		
<p>Market Opportunities: Markets that are available for the product at the end of the recycling process.</p>	✗	International or interstate markets only for recycling/processing of recovered materials	✓	Maturing local and regional markets
	✗	Local or regional suppliers available for consolidation of materials only, prior to then shipping to international or interstate markets	✓	Increasing demand for recycled organics products
<p>Distance to Markets: Distance to market affects revenue potential as well as GHG emissions of the recycling process.</p>	✗	International or interstate markets	✓	Used in a variety of applications in a range of industries- farming, mining, local government
	✗	Considerable distances to markets	✓	Local or regional markets
			✓	Relatively shorter distances to markets

Security of Markets: Market opportunities may be considered high risk or low risk based on a range of factors.	X	Susceptible to fluctuations in international commodity prices	X	Security of market depends highly on quality of product
	✓	Consistent international demand	✓	Removed from international market prices for commodities
Revenue Potential: Whether the recycling process has the ability to generate a cost effective revenue stream.	X	Insufficient revenue to cover operational costs	✓	Greater potential to generate revenue to cover operational costs
	X	Unlikely to cover extra collection costs	X	Unlikely to cover extra collection costs
Contamination: Contamination of the waste stream caused by poor separation of waste into the appropriate bins.	X	Machinery susceptible to damage from contaminated feedstock	X	A heavily contaminated waste stream can affect quality of output product
	X	High contamination results in higher volumes of residue entering landfill	✓	Contaminated end-products may still have limited applications
			X	Greater dependence on clean stream
Community Education: The degree of education that will be required for a successful recycling process.	✓	Requires comparatively less ongoing education of public to remove contamination and ensure high quality product	X	Requires ongoing education of public to remove contamination and ensure high quality product
Community Benefits: Potential for direct benefits or rewards to the community through recycling process.	X	Community will not see end products from recycling operations	✓	Community has the potential to use the end-product on their own land
Operational Risk: The level of risk involved in day to day running of the recycling process.	X	Comparatively more 'moving parts' than organics recycling	✓	Comparatively less 'moving parts' than MRF depending on technology used
	X	Labour intensive if picking line is used	✓	If facility suffers short term system failure, incoming organic materials can be stockpiled for future processing
	✓	If facility suffers short term system failure, incoming materials can be stockpiled if sufficient space is available	X	Contamination of feedstock may lead to operational issues
	X	Contamination of feedstock may lead to operational issues		
Cost: Short and long term	X	Significant initial capital investment in plant, from	✓	Size of operation can be scalable



cost implications of running facility.		approximately \$3M upwards, dependant on complexity and scale of facility		
	X	Processing costs can vary between \$100-\$200 per tonne	✓	Capital investment in plant can range from \$300k-\$2M depending on complexity and scale of facility
	X	Likely higher maintenance costs due to more mechanical plant and machinery requirements	✓	Approximate processing costs can vary between \$25-\$130 per tonne depending on type of technology used
✓			Aerated open windrows can be relatively low cost	
TOTALS	✓=5 X = 20		✓= 20 X = 6	

Based on the analysis of the Organic and Commingled Recycling Systems in **Table 13-2**, the Organic Recycling System (Cluster 2) is found to be a more suitable and sustainable system for the Shire due to a number of factors including:

- The volume of organic material available;
- The relative cost efficiencies of the solution; and
- Local markets for compost and similar products.

In order to implement the collection, acceptance and processing of organic waste, the Shire should consider establishing all the Strategic Options that comprise Cluster 2 which include:

- Avoid, Reduce, Reuse:
 - Integrated Waste Education Program;
 - Waste Education Officer;
 - Earth Carers;
 - Influencing Commercial Practices;
 - Free Trade website;
- Recycle:
 - Scrap Metal Recycling;
 - Battery Recycling;
 - Modern Community Recycling and Drop-off Centre;
 - Reuse Shops;
 - C&D Waste Processing;
- Recover and Treat:
 - Kerbside Organics Collection
 - Organics Composting; and
 - Special Waste Processing.

It is anticipated that the implementation of these Strategic Options will assist in community and industry participation and minimise contamination rates.

The Organic Recycling System will require the roll out of kerbside organics bins. It is anticipated that those residents and commercial properties that currently receive a refuse



collection would be provided with an organics bin. An additional waste collection vehicle (or two) may be required to service the new organics bins, otherwise collections may be contracted to a waste management services provider. To process the organics a cost effective approach would be to utilise static windrow or forced aeration composting. As outlined previously, composting within windrows occurs slowly and has the potential to generate significant odour emissions whereas forced aeration composting techniques such as the Mobile Aerated Floor (MAF) system that the Bunbury-Harvey Regional Council utilise provides a quicker alternative for a small increase in capital cost. Due to the relatively low capital and operational costs of the MAF system, a number of systems across the Shire may be more cost effective by minimising the transportation cost of organic material. These smaller facilities could have access to local markets and therefore generate a larger market network across the Shire. The management and operation of these facilities may be operated in partnership with other LGAs or mining companies depending on location and interest from other parties.

Prior to implementing the Organic Recycling System the Shire should consider the involvement of liquefied natural gas, oil and mining companies to attract greater quantities of organic material and potentially investment opportunities. In particular, Rio Tinto has shown interest in participating in a collaborative approach with the Shire to develop a sustainable waste management system in the region. It is recommended that the Shire pursue any opportunity for collaboration with resources companies in the region.

Cluster 2 targets the organic waste components within the waste stream. Sourcing organic materials is recommended as it removes a greater portion of waste from the MSW and C&I waste streams, than commingled recycling, and produces a product which can be utilised within the Shire. In addition, the fraction of materials that generate the highest percentage of landfill gas, is removed from the landfill. Having local markets minimises the excessive transportation costs involved in hauling commingled recyclables as would be required with Cluster 1. In addition, the processing of greenwaste via windrow or forced aeration composting techniques requires less capital and operational investment than a MRF which is required for commingled recycling systems. Therefore, it is recommended that the Shire further investigate the feasibility of implementing the Strategic Options contained within Cluster 2.

13.4.2 New Energy RRF

Cluster 3 involves the collection, consolidation and transportation of waste materials to a proposed thermal gasification facility to be established by New Energy Corporation near the town of Port Hedland. It is anticipated that the Shire could not justify the development of its own waste-to-energy facility due to the significant capital and ongoing operational costs therefore, the utilisation of a facility within a neighbouring LGA should be considered. The key benefit of Cluster 3 is that it can achieve up to 98% diversion of waste from landfill. In addition, Cluster 3 is complimentary to the Strategic Options within Cluster 2 as it targets the high calorific value materials remaining in the waste stream following the separation of organics for recycling undertaken in Cluster 2. It is therefore, the logical progression to implement Cluster 3 following the successful establishment of Cluster 2.

In order to transport waste significant distances it is important that the Shire consider the establishment of dedicated WTSs to consolidate waste volumes. The alternate approach (without a WTS) of direct hauling waste utilising kerbside collection vehicles would be



inefficient and costly over a long period of time compared with the establishment of a WTS which utilises bulk haulage or compaction systems to gain transport efficiencies. These WTSs would need to be located so that minimal distances are travelled to reduce transport costs. This includes the combined distance travelled by both kerbside collection vehicles and bulk haulage vehicles. It is anticipated that suitable locations for these WTS include Tom Price or Paraburdoo, in addition to the existing WTS in Onslow.

Therefore, it is recommended that the Shire further consider and investigate the implementation of Cluster 3, in addition to Clusters 2, to assist its move towards a more long term sustainable waste management system.



14 Waste Disposal Options

Access to best practice long term waste disposal services is a key principle that underpins any successful Resource Recovery strategy. There are a number of reasons for this including residue generation by the most advanced technologies and in addition, annual shutdown times for maintenance works. Therefore, best practice disposal services are a key element in advanced integrated waste management systems.

Currently, the predominant management option for the majority of waste generated within the Shire is disposal, with two landfills currently operating in Tom Price and Paraburdoo and another proposed for Onslow. However, the enforcement of the Best Practice Landfill Guidelines across the State presents significant financial challenges to the viability of remote landfills into the future.

This section provides final fill profiles and calculations to determine the remaining landfill life at the Tom Price and Paraburdoo Landfills. In addition, several waste disposal options were technically and financially assessed to identify the preferred waste disposal option that meets the Shire's long term waste disposal requirements.

14.1 Remaining Landfill Life

It is important to understand the current remaining landfill life, to determine if the Shire's long term waste disposal requirements can be catered for utilising the existing waste management infrastructure. In order to determine the available remaining landfill life within the Tom Price and Paraburdoo Landfills, final fill profiles were designed and void space modelling undertaken utilising the waste projections from **Section 6**.

14.1.1 Final Fill Profile

As detailed in **Section 8.2.4**, the DER has adopted the Best Practice Landfill Guidelines, which is to be used as a default position for landfill siting, design, operation and rehabilitation across the State. The engineering design of the final fill profile is therefore based on the Best Practice Landfill Guidelines.

The Best Practice Landfill Guidelines offers guidance for designing the restoration profile of landfills, including:

- Minimising the quantity of waste requiring excavation;
- Achieving best practice slopes, not less than 1:20 and not greater than 1:5;
- Where the site has already been closed then it will be essential to minimise the amount of material to be imported to create the restoration profile, and;
- Inclusion of a low permeability capping layer together with overlying protection layers to restrict the ingress of surface water.

14.1.1.1 Tom Price

The proposed pre-settlement restoration profile for the Tom Price Landfill is shown on **Drawing 1**. This shows the top of the restored surface prior to the expected settlement of the waste mass. The maximum height of the waste mass is approximately 9m above ground level and 720m AHD as shown in **Drawing 2**. The slopes around the edges of the landfill are between 1:5 and 1:15 gradient with the central area of the restoration profile equating to



approximately 1:20 gradient. At no stage do the slopes of the restoration profile exceed 1:5 in accordance with the Best Practice Guidelines.

Along the landfill boundaries there is sufficient flat land to enable the construction of the capping system in accordance with Best Practice Guidelines. However, the waste has been deposited tight to the fence line along the northern and eastern boundary of the site therefore, the final fill profile has been designed to cover the waste mass and extend the restoration layer beyond the fenced boundary. It must be noted that the waste mass and restoration layers remain within the confines of the Lot boundary for the site.

A final fill profile of this shape results in the creation of two separate surface water catchments. A north western and south eastern catchment is formed due to the current landfilling at the site and the proposed final fill profiles. To ensure that the flow of surface water within these catchments is managed, surface water ponds should be constructed, with associated drainage channels, to ensure waste flows in the correct direction.

14.1.1.2 Paraburdoo

The proposed final fill profile prepared for the Paraburdoo Landfill is shown on **Drawing 4**. **Drawing 5** shows the sections through the final fill profile and indicates the maximum height at approximately 11m above ground level. Similar to the Tom Price Landfill, the Paraburdoo final fill profile has been designed to ensure that the slopes of the restoration profile do not exceed 1:5 at any stage in accordance with the Best Practice Guidelines.

Due to the existing shape of the Paraburdoo site, the final fill profile is regular in shape however, it can be seen from **Drawing 4** that the peak of the landfill profile is not located within the centre of the profile. The peak has been positioned further to the east in order to reduce the size of the surface water catchment area on that side of the landfill. Due to the relatively close proximity of the final fill profile to the existing site boundary, it is anticipated that positioning a large surface water pond along the eastern boundary of the site would be difficult. Therefore, the size of the surface water catchment area has been reduced in order to reduce the size of the surface water pond required for the eastern catchment by shifting the peak of the waste profile to the east.

However, the proposed landfill batter which slopes from the east to west, and has an approximate gradient of 1:15, may become problematic if the proposed extension of the site boundary goes ahead to the west. The issue becomes apparent if the final fill profile is developed prior to the approval of the extension, as landfilling upon a flatter slope with a gradient similar to 1:15 is considered unfavourable to achieve optimum compaction and maintain suitable litter management. In order to successfully utilise the extension area while maintaining landfilling efficiencies, the Shire should focus landfilling operations within the eastern portion of the site prior to a decision being made upon the extension. This will provide ample time for the Shire to develop the site in accordance with a filling plan that suits a design with or without the extension. During this time, the landfilling occurring along the western boundary, can be completely altered providing further flexibility within the design in the long term.

14.1.2 Void Space

The final fill profiles for Tom Price and Paraburdoo Landfills shown in **Drawing 1** and **Drawing 4** respectively, represent the void space and landfill life estimates shown in **Table 14-1**.



Table 14-1: Void space and Remaining Life of Landfills within the Shire

Waste Management Facility	Gross Void Space (m ³)	Nett Waste Volume (m ³)	Capacity (Tonnes)	Remaining Landfill Life (years)	Landfill Compaction
Tom Price	373,420	336,078	268,862	15	Yes
Paraburdoo	346,510	311,859	249,487	32	Yes

It can be seen from **Table 14-1** that the calculated gross void space remaining at each site is relatively similar. The gross void space refers to the area encapsulated by the thickness of waste. However, this also includes the daily cover which is required to seal the waste at the end of each day. The allowance for daily cover has been assumed at 10% of the gross void space. Therefore, the nett available waste volume created by is 336,078m³ for Tom Price and 311,859m³ for Paraburdoo.

Utilising a compaction rate of 0.8 tonnes per cubic metre this translates to the capacities as shown in **Table 14-1**. This compaction rate is equivalent to employing a compactor as part of the operations. Where less formal compaction techniques are available (e.g. bulldozer) then the density would be less.

Based on the waste projections presented in **Section 6.4** for each town, the proposed final design profile and utilising the remaining modelled capacity of the landfills, Tom Price has a remaining landfill life of 15 years whereas, Paraburdoo has more than twice, the Tom Price landfill with 32 years remaining. It is important to note, that the landfill life is based on current quantities of waste accepted at the sites and projected in accordance with the adopted high growth rates specified within **Section 3.2**.

A Site Selection Study was completed for the Shire in late 2013 for a new landfill to cater for the future needs of the Onslow region (Talis, 2013). The preferred site was identified approximately 36km south of the town of Onslow. A feasibility study was undertaken to investigate the potential of establishing a new landfill at the site. It concluded that a best practice Class IV landfill should be developed with an approximate volume of a 600,000m³ and should occupy an area of 215m by 365m which equates to 78,500m². The conceptual landfill was designed to cater for the anticipated MSW, C&I and C&D waste volumes to be generated within the Onslow area over the next 20 years with sufficient area for future expansion.

14.2 Regulation Drivers

The DER has commenced greater enforcement of the Victorian EPA's Best Practice Landfill Guidelines, resulting in landfills in rural areas becoming progressively scrutinised. This holistic adoption of the Best Practice Landfill Guidelines has potentially significant ramifications as the current landfills within the Shire do not comply with these guidelines. Ramifications may include increased capital and operational expenditure in order to comply with the Best Practice Landfill Guidelines.

However, it is important to understand that the DER continues to assess each landfill development on a case by case basis. This allows proponents, such as the Shire, to develop logical arguments which support an application to develop or change activities at a landfill, with a relative degree of flexibility within the Best Practice Landfill Guidelines. This is possible where a clear argument can be presented which demonstrates that compliance with the



Best Practice Landfill Guidelines is possible however, certain other activities may be required beforehand.

To examine the current suitability of the Tom Price and Paraburdoo Waste Disposal Sites for landfilling activities, data from the Shire was utilised, to assess the sites against the following documents:

- EPA Victoria's Best Practice Environmental Management Guidelines for the Siting, Design, Operation and Rehabilitation of Landfills (2010) (Best Practice Landfill Guideline); and
- DER's Best Practice Environmental Management Guidelines for the Siting, Design, Operation and Rehabilitation of Landfills (2006) (DER Best Practice Landfill Guideline).

The DER has continually supported the utilisation of the Best Practice Landfill Guidelines for metropolitan and major regional centre landfills throughout Western Australia however, greater enforcement has recently occurred regarding developments at landfills located near smaller remote towns such as those within the Shire. The Best Practice Landfill Guidelines aim to *"provide existing and future operators of landfills, planning authorities and regulating bodies with:*

- Information on the potential impact of landfills on the environment and how this is to be assessed;
- A clear statement of environmental performance objectives of each segment of the environment; and
- Information on how to avoid or minimise environmental impacts, including suggested BPEM measures, to assist them to meet the objectives."

To identify any potential barriers to the ongoing utilisation of the sites as landfills, the environmental attributes of the expansion areas have been compared to the relevant aspects contained within the Best Practice Landfill Guidelines, including:

- Buffer distance;
- Topography;
- Geological setting; and
- Flora and Fauna.

This assessment identifies the environmental attributes of the sites which currently meet best practice guidelines, as well as those requiring further investigation. The results of the assessment are presented in **Table 14-2**.



Table 14-2: Requirements set within the Best Practice Landfill Guidelines

Factor	Requirement/Guideline	Guideline met at Tom Price	Guideline met at Paraburdoo
Buffer Distance	500m from a residential development	Yes	Yes
	100m from a surface water body	Yes	Yes
	2m above the groundwater depth	Potentially	Potentially
	Buffer of 1500m for Aerodrome servicing piston-engine-propeller aircraft and buffer of 3000m for jet aircraft	Yes	Yes
Topography	Consider natural features which will reduce the visual impact of the landfill	Yes	Yes
Geology and Soils	Prefer sites with naturally attenuating soils, such as sites in clayey areas, than those in sandy areas. Highly attenuating soils minimise the impacts of leachate on the soil and groundwater below the landfill.	Potentially	Potentially
	100m from a fault line.	Yes	Yes
	Avoid soils and sediments exhibiting Acid Sulfate Soils (ASS) characteristics (DER's <i>General Guidance on Managing Acid Sulfate Soils 2003</i>)	Yes	Yes
Flora and Fauna	Should not be located in the following areas: <ul style="list-style-type: none"> • Critical habitats of taxa and communities of flora and fauna; and • Areas where landfilling is likely to have a significant impact on threatened species and ecological communities as identified in the <i>Environmental Protection and Biodiversity Conservation Act 1999</i>, except with the approval of the Commonwealth Environment Minister. 	Potentially	Potentially

Arising from the desktop assessment and visits to both sites, it was determined that both the Tom Price and Paraburdoo Waste Disposal Sites are suitable locations for ongoing landfilling practices due to a number of factors, including:

- Potential ability to comply with best practice siting and design standards;
- Considerable separation distances to sensitive premises; and
- Provision for suitable area for current and future uses.

However, as mentioned previously further detailed studies are required to obtain a greater understanding of both sites ability to support the development of a modern best practice WMF. It must be noted that the proposed Onslow WMF was sited in its current location due to its compliance with the Best Practice Landfill Guidelines.

In the event that the DER enforce the Best Practice Landfill Guidelines for all future works at Tom Price and/or Paraburdoo Waste Disposal Sites, which causes current operations to alter, the Shire should consider the variety of waste disposal options discussed in the following section.



14.3 Waste Disposal Options

Arising from the assessment of current waste management services and infrastructure across the Shire, the following waste disposal options were identified that warranted further detailed consideration as long-term disposal strategies and are shown in **Table 14-3**.

Table 14-3: Waste Disposal Options

Number	Name	Description
1	Current Services	<ul style="list-style-type: none"> Onslow WTS to Tom Price Disposal at Tom Price Disposal at Paraburdoo
2	Future Services	<ul style="list-style-type: none"> Onslow WMF Landfill Disposal at Tom Price Disposal at Paraburdoo
3	Tom Price Disposal	<ul style="list-style-type: none"> Onslow WTS to Tom Price Convert Paraburdoo to WTS and transport waste to Tom Price Disposal at Tom Price Lined Landfill Cells
4	Onslow Disposal	<ul style="list-style-type: none"> Onslow WMF Landfill Convert Tom Price to WTS and transport to Onslow Convert Paraburdoo to WTS and transport to Onslow
5	Paraburdoo Disposal	<ul style="list-style-type: none"> Onslow WTS to Paraburdoo Convert Tom Price to WTS and transport waste to Paraburdoo Disposal at Paraburdoo Lined Landfill Cells
6	All Lined Cells	<ul style="list-style-type: none"> Construct Lined Landfill Cells at Tom Price Construct Lined Landfill Cells at Paraburdoo Onslow WTS to Tom Price Onslow WMF Landfill

It can be seen from **Table 14-3** that waste Disposal Options 1 and 2 outline the continuation of the current waste management strategy utilising the Onslow WTS and landfilling at Tom Price and Paraburdoo. The difference between Disposal Options 1 and 2 is the approximate 5 year period in which the Onslow WTS will facilitate the transport of waste to Tom Price following which the Onslow WMF will be constructed and landfilling will commence. Waste Disposal Options 3 to 6 utilise best practice standards and principles including lined cells at landfills. Waste Disposal Options 1 and 2 therefore, do not comply with the Best Practice Landfill Guidelines.

The utilisation of different methods of waste transfer (direct, bulk and compaction haulage) was investigated within several of the waste disposal options to provide the Shire with a comprehensive assessment of the options available.

Technical and financial assessments were undertaken of the waste disposal options to determine the Preferred Disposal Option(s) as outlined within the following sections.

14.4 Design and Logistics Input

In devising the options to satisfy the long term waste disposal requirements for the Shire, Talis proposed the utilisation of the existing WTS infrastructure in Onslow, the proposed landfill for Onslow, the proposed final fill profiles developed for both Tom Price and Paraburdoo Landfills



(as shown in **Drawing 1** and **Drawing 4**) and conceptualised the use of WTSs at both these facilities. This was essential in order to ensure that the full scope of the options (functional, environmental and economic aspects) could be fully assessed.

14.4.1 Design Concept of Landfills

The proposed final fill profiles developed for both Tom Price and Paraburdoo landfills as discussed within **Section 14.1** were used in the assessment of the waste disposal options. The final fill profiles for both sites are shown in **Drawing 1** and **Drawing 4**. These design concepts are utilised within Disposal Options 1, 2, 3, 5 and 6. Disposal Option 4 utilises the proposed Onslow WMF as the only disposal method within the Shire. Waste Disposal Options 3, 4, 5 and 6 utilise best practice basal lining systems and restoration layers in the proposed landfills.

The proposed final fill profiles at each site are different however, the inherent design assumptions and configurations can be utilised at each site. Disposal Options 3 and 4 utilise Class III lined landfill disposal at Tom Price or Paraburdoo Landfills. The Onslow WMF is to be constructed to Class IV standards and therefore, requires a more complex basal lining system. Disposal at Onslow WMF is included within waste disposal options 4 and 6.

14.4.1.1 Basal Lining System – Class III Landfill

It has been assumed that to comply with the Best Practice Landfill Guidelines a composite lining system created from geosynthetic materials will be required. For the purposes of this study, the make-up of the basal liner will be as follows:

- Waste
- 500 mm of leachate collection layer
- Protection geotextile
- 2 mm HDPE Geomembrane
- Geosynthetic Clay Liner (GCL)
- 300 mm regulating layer should proof rolling of the indigenous soils not prove to be sufficient to develop a suitable formation level
- Indigenous soils

Within the leachate collection layer, a system of perforated pipework will be located, designed to collect any leachate within the site and convey it to the perimeter where an extraction riser will be located at the low point in each cell. A pump will then be deployed to remove the leachate and discharge it into a header pipe which transports it to the evaporation pond.

A perimeter ditch will encircle the landfill at its toe and collect surface water runoff from the final profile of the landfill. The ditch will convey the water to the surface water pond.

14.4.1.2 Restoration

The surface of the landfill area will be progressively restored with a low permeability capping layer covered by minimum 1m of soil. As a portion of the landfill is completed it will be capped off by a 300mm thick fine grained soil which will act as a conduit to catch landfill gas and provide a suitable platform on which to lay either a GCL or a 1mm Linear Low Dense Polyethylene (LLDPE) geomembrane. The surface restoration layer will comprise:

- Suitable indigenous vegetation



- 1000mm of soil
- If the above does not have a sufficiently high permeability then a geonet geosynthetic drain will be used to help remove rainwater away from the cap
- 1mm LLDPE or GCL low permeability layer
- 300mm thick layer of fined grained soils landfill gas capture layer.

A regular final fill profile has been proposed for this conceptualisation, primarily to make void space calculations comparatively straightforward. In reality the shape of the landfill may be rather more rounded to blend into the local landscape.

14.4.1.3 Basal Lining System – Class IV Landfill

The landfill facility proposed for the Onslow WMF would be designed and constructed to Class IV specifications. Class IV landfills are deemed a secure landfill and as such, can accept for disposal more hazardous wastes than Class III landfills.

Due to the nature of these more hazardous materials, a Class IV landfill lining system is required to provide a higher level of protection to the environment than a Class III landfill. This is achieved in a similar fashion to a Class III landfill but with additional protection layers in the lining system. For a Class IV landfill cell, constructed to best practice standards, the following would typically be required:

- Lining System:
 - Double composite lining system including double GCL basal layers, containment layers and a leak detection layer.
- Environmental Controls:
 - Leachate collection and management incorporating a leachate drainage blanket and collection pipe network and evaporation pond;
 - Gas collection system including gas wells, pipes and vents; and
 - Surface water management system consisting of drains and evaporation pond.
- Capping System
 - Synthetic liner – low density polyethylene or GCL; and
 - Protective subsoils and top soil.

The restoration layers for the Class IV landfill are proposed to be the same as the Class III landfill as outlined previously.

14.4.2 Logistics

Three transportation methods were assessed for each of the waste disposal options that include a waste transfer component. The three transportation methods assessed in the study comprised:

- Direct Haulage;
- Bulk Haulage; and
- Compaction.

14.4.2.1 Direct Haulage

This involves haulage of all waste directly to a landfill facility within the waste collection vehicles. This therefore assumes the transport of waste in kerbside collection vehicles with a capacity of 8 tonnes.



14.4.2.2 Waste Transfer Station Bulk Haulage

Bulk haulage involves the use of a WTS to consolidate all waste requiring landfilling and includes kerbside collections and materials dropped off at waste management facilities. Once consolidated at the WTS, these materials are then typically loaded using a front end loader into 90m³ bulk haulage trucks for transportation to landfill. This is referred to as Bulk haulage and results in an average compaction rate of 0.3 tonnes per m³, equating to approximately 27 tonnes per load using transfer trailers of 90m³ capacity.

14.4.2.3 Waste Transfer Station Compactor

Compaction waste transfer involves a WTS with an inbuilt hydraulic compaction system. Waste received at the WTS will be loaded into a compactor system via a hopper utilising a front end loader. The materials will then be compressed utilising a hydraulic ram into designated transfer trailers of 90m³ capacity. Such a system results in a compaction rate of 0.5 tonnes per m³, equating to approximately 45 tonnes per load.

14.4.3 Design of WTS

Two options were designed for each of the two potential WTS facility locations, including:

- WTS at Tom Price or Paraburdoo using Bulk Haulage; and
- WTS at Tom Price or Paraburdoo using Compaction system.

In addition, the existing Onslow WTS was utilised for the logistics calculations where waste was hauled from Onslow to Tom Price or Paraburdoo. The existing bulk haulage method, utilising hooklift bins, was included within the calculations.

To determine the most cost effective transport method for the waste to the proposed landfill facility within each waste disposal option, a WTS of 28,000 tonnes per annum (tpa) nominal capacity was assumed for both Tom Price and Paraburdoo. It has also been assumed that the WTS will incorporate a community recycling centre and drop off facility to receive self-haul waste from residents and commercial operators.

As part of the assessment, the potential use of an inbuilt compactor was investigated. For the purposes of this study the dimensions and capital and operational costs for a WTS with bulk haulage and compaction were assumed to be the same.

It must be noted that the concept designs employed within this study are used for the comparative financial analysis of the WTS options considered. a more detailed investigation of the sizing and viability of these facilities would be required prior to the implementation of any infrastructure.

14.4.3.1 Location

For the purpose of this study, it was assumed that the WTS would be developed at the existing waste management facilities. Should other locations be considered then the financial appraisal contained herein will not take into account the cost of purchasing the land. Also, the costs of abnormal ground conditions have not been taken into account, as it has been assumed that the land allocated to the development of the facility is substantially level and free of obstacles.



14.4.3.2 Infrastructure

It has been assumed that the building of the WTS at Tom Price is a simple portal framed structure clad in coated steel and forms a clear internal span so there are no obstacles getting in the way of the operations. Paraburdoo WTS has been costed on the basis of the existing Onslow WTS dome shelter design due to its relatively similar anticipated waste quantities accepted. At one end of the WTS is a storage area for the waste defined by a large open bay created from reinforced concrete retaining walls. The storage bay runs the full width of the building and extends into the operational area by approximately 12m. The height of the retaining wall will be 4m and under normal operations this will give a waste height of 3m with a little freeboard to avoid direct placement of the waste against the much weaker cladding. The size of the storage bay is designed to cater for three days of storage so that waste can be accepted even in times when the compactor is offline for repair or the landfill is closed. Most of the time the waste stored overnight will be that from the afternoon collection rounds. This will normally be removed by lunchtime the following morning except for the last day of the week.

14.4.3.3 Compaction Operation

It has been assumed that the compactor is externally mounted adjacent to the WTS building. This enables the transfer vehicle to reverse into position and the associated large manoeuvring area does not need to be undercover. The sealed containers used in the compaction and haulage operation are weather proof and do not pose a significant risk of waste escaping to the surrounding environment.

Inside the building a front end loader will scoop up the deposited waste from the storage bay and unload it into a hopper through the side of the building which feeds the waste into the compactor chamber. The ram within the static compactor then forces waste into the sealed container compressing it as it does so. When not in use a roller shutter closes the access port in the side of the building.

The externally mounted compactor and unloading area are sunk into the ground and are accessed via ramps. This is to create sufficient height difference to enable the loading operation to be undertaken by a front end loader instead of relying on a system of conveyor belts. This will also pose an advantage during the equipment downtime when a conventional bulk haulage operation can be a temporary substitute as this also relies on the use of a front loading operation. Shallow retaining walls are used to form the depression in which the compactor is located.

14.4.3.4 Bulk Haulage Operation

For the waste disposal options where the transfer operation may be undertaken by bulk haulage, rather than compaction, the size and capital and operating costs have been assumed to be similar, as noted in **Section 14.4.3**.

14.4.3.5 Community Recycling Centre

The community recycling centre incorporates the following features:

- The community drop-off area would incorporate a one-way loop system, clean reusable and recyclable waste streams would be dropped off first, with larger bulky



wastes (green waste, scrap metal etc.) disposed of towards the back end of the facility;

- Green waste would also be periodically removed from the green waste acceptance area to a separate processing area. Concrete push walls would delineate waste acceptance bays;
- Heavy vehicles would service receptacles and skips in the drop-off area via a separate entrance, thereby reducing heavy/light vehicle interaction; and
- Policing and control of traffic movements to the site and community recycling centre would be carried out by a single gate house.

14.5 Financial Assessment

To understand the financial implications of the various waste disposal options, an extensive model was prepared for costings over a 20 year period. Key inputs comprised capital and operational costs for the establishment of lined landfill cells at Onslow, Tom Price and Paraburdoo, a WTS that utilises either bulk haulage or compaction at Tom Price and Paraburdoo and the transport logistics required for the waste disposal options to function. The size and

The capital costs for the sites represent all expenses associated with the establishment of physical infrastructure such as earthworks, road works, buildings, equipment, surface water management and the materials required for restoration to close the landfill.

The purchase of the equipment and machinery has been categorised as capital items. The following plant and equipment has been included in the capital costs for each landfill site:

- Tom Price:
 - Wheel wash;
 - Office and Administration Building;
 - Car Park;
- Paraburdoo:
 - Compactor;
 - Utility Vehicle with water cart;
 - Weighbridges; and
 - Office and Administration Building.

The operational cost estimates were generated utilising a range of datasets including operational budgets, previous projects undertaken by Talis and general industry knowledge/experience. This included obtaining costs for:

- Labour;
- Consumables;
- Machinery and Vehicle amortisation;
- Utility Services; and
- Additional operating expenditure.

The key plant items required for each site have been included with the capital cost items as previously mentioned however, amortisation of those items is included within the operational costs to cover the replacement cost of the item over a designated period of time. In this case, the amortisation has been calculated differently for each item of machinery or vehicle depending on operational activities and expected life.



Talis has undertaken Cost per Tonne modelling based on the tonnages to be accepted at the facilities and the capital and operational expenditure which will be incurred. The modelling determines the break-even Cost per Tonne over the 20 year period.

It must be noted that the financial model does not include the revenue generated at any of the waste management facilities. This approach demonstrates the indicative costs to the Shire for each waste disposal option. In addition, any capital costs incurred by the Shire prior to this study have not been included and are instead considered to be existing infrastructure. Existing and new infrastructure has been amortised in operating costs of all options

The following key additional cost items were modelled within the capital costs estimates for each waste disposal option:

- Local loading of 60% for comparison to Perth prices;
- Contingency figure of 10%; and
- Professional services of 8%.

14.5.1 Financial Assumptions

The model also included a range of standard indices and assumptions for completeness, with some of the key ones listed below:

1. Compaction rates were calculated at 0.3 tonnes per m³ for uncompacted bulk haulage waste, and 0.5 tonnes per m³ for compacted waste (waste processed through the inbuilt compaction system);
2. Both the bulk haulage and transfer trailer trucks were modelled at a capacity of 90 m³;
3. Direct haul was modelled utilising kerbside collection vehicles with a capacity of 8 tonnes;
4. Transport costs were modelled based on the transport costs of waste from Onslow WTS to Tom Price by a contractor;
5. The same basal lining designs were used for Tom Price and Paraburdoo landfills in the models to allow for direct comparison, even though surface areas were different;
6. Based on the current anticipated waste tonnages generated within the Shire, 515,000 tonnes was calculated as the total landfill over the next 20 year period;
7. Capital costs have been amortised over the expected life of each asset, using a discount rate of 5% per annum. The annual amortised cost of all capital costs associated with an Option have been included in the annual Operational Costs of the Option; and
8. Costs are based on current day costs where no interest rate has been applied to any future costs over the modelled 20 year period.

14.5.2 Option 1 – Current Services

Waste disposal Option 1 consists of a haulage component from Onslow WTS to Tom Price Landfill and continuing with the current operations at Tom Price and Paraburdoo Landfills. In essence, Option 1 is the continuation of current operations.

The total cost for Option 1 is a combination of the operational costs and haulage costs spread over a 20 year lifetime. As Option 1 does not require the establishment of new



infrastructure at any of the sites, it is considered that there is no capital expenditure (capex) component included within this Option.

The Operational costs have been estimated from current annual operational costs provided by the Shire. The operational costs comprise of the following:

- Labour;
- Consumables;
- Machinery and Vehicles;
- Amortised cost of capital items;
- Utility Services; and
- Other Operating Expenditure (e.g. Monitoring, rehabilitation, etc).

Table 14-4 shows the total operational cost at each of the waste management facilities included within Option 1.

Table 14-4: Option 1 operational costs

Option	Name	Description	Annual Operational Cost
1	Current Services	Onslow WTS to Tom Price	\$553,562
		Disposal at Tom Price	\$759,992
		Disposal at Paraburdoo	\$531,521
Total			\$1,845,075

As shown above in **Table 14-4** operational costs associated with Option 1 total \$1.85 million per annum with the greatest costs associated with the operation of the Tom Price Landfill.

As Option 1 includes the utilisation of a WTS, there is a cost component associated with the haulage of waste from Onslow WTS to the Tom Price Landfill. The Shire currently has a third party providing this haulage service at a cost of approximately \$4,000 per return trip with a capacity of 90m³. At the current waste volumes received at the Onslow WTS, the haulage costs equates to approximately \$225,000 per annum.

Combining the operational and haulage costs together the total indicative annual operational cost for Option 1 is \$2.07 million. For the Shire to break even, across the 20 year period of financial modelling, the cost per tonne was calculated to be approximately \$80.41 per tonne. As previously outlined, the cost per tonne is based on the total capital and operational costs, and waste projections, which predict 515,000 tonnes will be landfilled at Tom Price and Paraburdoo in the next 20 years.

14.5.1 Option 2 – Future Services

Waste disposal Option 2 differs from Option 1 by utilising the proposed Onslow WMF for disposal instead of the haulage of waste to Tom Price from Onslow. The continuation of waste management services at Tom Price and Paraburdoo remains the same as currently exists. Therefore, capital costs are only provided for the Onslow WMF.

As outlined previously, a basal lining system and restoration layer has been modelled for the establishment of a Class IV landfill at the proposed Onslow WMF. A capital cost breakdown of the proposed new landfill at Onslow is shown in **Table 14-5**.

Table 14-5: Option 2 Capital Costs

Aspect	Cost
Basal Earthworks	\$328,084
Basal Lining System	\$2,093,458
Internal Bunding to Separate Cells	\$25,146
Leachate Extraction and Evaporation Pond	\$1,879,855
Surface Water Management	\$281,570
Restoration And Capping Layer	\$1,151,982
Miscellaneous	\$23,045
Infrastructure	\$189,605
Equipment	\$1,240,000
Weighbridge Plaza	\$235,000
Subtotal	\$7,447,745
Local loading (60%)	\$4,468,647
Professional Services (8%)	\$595,820
Contingency (10%)	\$744,774
Total	\$13,256,986

As shown above in **Table 14-5**, the total cost of the landfill proposed for Onslow is \$13,256,986 over a 20 year period. The greatest capital costs associated with the new landfill facility are the basal lining system followed by the leachate extraction.

Similar to Option 1, the operational costs have been estimated from current annual operational costs provided by the Shire. However, Talis generated the estimated operational costs for the proposed landfill at Onslow.

Table 14-6 shows the total operational cost at each of the waste management facilities included within Option 2.

Table 14-6: Option 2 operational costs

Option	Name	Description	Annual Operational Cost
2	Future Services	Disposal at Onslow WMF	\$1,951,246
		Disposal at Tom Price	\$759,992
		Disposal at Paraburdoo	\$531,521
Total			\$3,242,759

As shown above in **Table 14-6** operational costs associated with Option 1 total \$3.24 million per annum with the greatest costs associated with the operation of the proposed Onslow WMF.

Within Option 2, there is a small haulage cost component associated with the haulage of waste from Onslow WTS to the Onslow WMF. It is anticipated that the Shire would undertake this service as it would require transporting a small portion of the waste 35km from the WTS to the landfill facility. The remaining waste collected by kerbside collection vehicles and commercial companies would be directed straight to the landfill facility. The haulage costs from the WTS combined with the kerbside collection vehicles will equal approximately \$25,000 per annum at the current waste volumes.

If the capital costs are split across 20 years to represent repayments of a loan for this amount and added to the annual operational and haulage costs, the total overall costs per annum equates to \$3.93million for Option 2. The cost per tonne calculation for Option 2 resulted in the breakeven cost equating to \$153 per tonne over the 20 years of operation.

It must be noted that the financial modelling for Option 2 has not included any funding that may be available from third parties interested in the development of the Onslow area. Therefore, the Shire should consider the impact of any potential funding in addition to this assessment of Option 2.

14.5.2 Option 3 – Tom Price Disposal

Option 3 commences the investigation of altering the current waste management practices at the Tom Price Landfill by conceptualising the use of a basal lining system for the remaining landfill void. In addition, this Option proposes the closure of the Paraburdoo Landfill for conversion into a WTS. Waste will be transported from Paraburdoo and Onslow to Tom Price for disposal. Therefore, Option 3 focuses on Tom Price as the sole landfill within the Shire.

The capital cost breakdown of the proposed works required to establish a lined landfill at Tom Price is shown in **Table 14-7**.

Table 14-7: Option 3 Tom Price Lined Landfill Capital Costs

Aspect	Costs
Earthworks	\$847,000
Basal Lining System	\$4,273,645
Internal Bunding to Separate Cells	\$25,146
Leachate Extraction and Evaporation Pond	\$1,879,855
Surface Water Management	\$281,570
Restoration And Capping Layer	\$1,151,982
Miscellaneous	\$23,045
Infrastructure / Buildings	\$189,605
Equipment	\$0
Weighbridge Plaza	\$0
Subtotal	\$8,671,848
Local loading (60%)	\$5,203,108.59
Contingency (10%)	\$867,184.77
Professional Services (8%)	\$693,747.81
Total	\$15,435,889

It can be seen from **Table 14-7**, the total cost of the landfill proposed for Onslow is \$15.4 million over a 20 year period. The greatest capital costs associated with the new landfill facility are the basal lining system followed by the leachate extraction.

The capital costs to establish a WTS which utilises bulk haulage has been generated and is presented in **Table 14-8**.

It must be noted that Talis has only considered direct haul and bulk haulage between Paraburdoo and Tom Price due to the distance between the two facilities being relatively

short. It is anticipated that compaction haulage methods generate greater efficiencies over larger distances.

Table 14-8: Option 3 Capital Cost for a WTS at Paraburdoo

Aspect	Costs
Building	\$393,175
Earthworks and Preliminaries	\$222,000
Roadworks + Hardstand	\$566,913
External Works	-
Machinery and Equipment	\$220,000
Miscellaneous	\$40,600
Subtotal	\$1,442,689
Local loading (60%)	\$865,613
Contingency (10%)	\$144,268
Professional Services (8%)	\$115,415
Total	\$2,567,987

From **Table 14-8** it can be seen that the greatest capital cost is associated with the roadworks and hardstand.

Table 14-9: Option 3 Capital Cost for a CRC at Paraburdoo

Aspect	Costs
Earthworks	\$10,200
Roadworks and Hardstand	\$101,920
External Works	\$141,303
Miscellaneous	\$14,470
Infrastructure	\$33,852
Equipment	\$712,500
Subtotal	\$1,014,245
Local loading (60%)	\$608,546
Contingency (10%)	\$81,139
Professional Services (8%)	\$101,424
Total	\$1,805,355

From **Table 14-9** it can be seen that the greatest capital cost is associated with the purchase of equipment.

The operational costs associated with bulk haulage or direct haulage are modelled within Option 3. **Table 14-10** shows the total operational cost at each of the waste management facilities included within Option 3 for bulk haulage transport to Tom Price.



Table 14-10: Option 3 Operational Costs – Bulk Haulage

Option	Name	Description	Annual Operational Cost
3	Tom Price Disposal	Onslow WTS to Tom Price	\$553,562
		Disposal at Tom Price Lined Landfill Cells	\$2,009,383
		Convert Paraburdoo to WTS and transport waste to Tom Price	\$553,562
Total			\$3,116,507

As shown above in **Table 14-10** operational costs associated with Option 3 using bulk haulage total \$3.12 million per annum with the greatest costs associated with the operation of the Tom Price Landfill which has lined landfill cells.

Table 14-11 shows the total operational cost at each of the waste management facilities included within Option 3 for direct haulage transport to Tom Price.

Table 14-11: Option 3 Operational Costs – Direct Haulage

Option	Name	Description	Annual Operational Cost
3	Tom Price Disposal	Onslow WTS to Tom Price	\$553,562
		Disposal at Tom Price Lined Landfill Cells	\$2,009,383
		Paraburdoo CRC	\$491,369
Total			\$3,179,900

As shown above in **Table 14-11** operational costs associated with Option 3 using direct haul total \$3.18 million per annum with the greatest costs associated with the operation of the Tom Price Landfill which has lined landfill cells.

Option 3 has two scenarios for waste haulage. The first utilises direct haul from Paraburdoo to the Tom Price via the kerbside collection vehicles and the other scenario utilises bulk haul facilitated by the WTS. Both scenarios include the haulage component from the Onslow WTS to Tom Price. **Table 14-12** shows the cost estimates for both haulage scenarios included within Option 3.

Table 14-12: Option 3 Haulage Scenarios

Description	Costs	
	Scenario 1	Scenario 2
Onslow WTS to Tom Price	\$223,363	
Convert Paraburdoo to WTS and transport waste to Tom Price via bulk haulage	\$185,452	
Direct Haul from Paraburdoo to Tom Price		\$341,981
Total	\$408,815	\$565,344

From **Table 14-12** it can be seen that the haulage costs associated with bulk transfer between Paraburdoo and Tom Price is less costly. Therefore, scenario 1 provides the best value for the Shire in terms of haulage for waste disposal Option 3.

In a similar manner to Option 2, if the capital costs are split across 20 years to represent repayments of a loan and added to the annual operational costs and the two scenarios for

waste haulage costs, the total overall costs per annum equates to \$4.46million for scenario 1 and \$4.79 million for scenario 2. The significant difference in annualised costs is associated with the requirement to develop a WTS at Paraburdoo for scenario 1 whereas, scenario 2 does not require the capital investment in a WTS. The cost per tonne was calculated for scenario 1 and equated to \$172 per tonne whereas scenario 2 was \$186 per tonne. Therefore, if Option 3 was considered by the Shire, it would be suggested that bulk hauling waste from Paraburdoo be preferred instead of direct haulage.

14.5.1 Option 4 – Onslow Disposal

Option 4 utilises the concept of all waste disposal occurring at the proposed new best practice Class IV Onslow Landfill. Therefore, this Option proposes the closure of the Tom Price and Paraburdoo Landfills and convert them into WTSs. Waste will be transported from Tom Price and Paraburdoo to Onslow for disposal. Two methods of waste transfer were investigated for this Option namely bulk haulage and compaction transfer.

The capital cost estimates generated for this Option comprise the development of the proposed Onslow WMF and a WTS at Tom and Paraburdoo. The capital cost breakdown of the proposed new landfill at Onslow was shown in **Table 14-5** and equated to approximately \$13.2 million.

Table 14-13 shows the comparison of capital costs for a WTS built at Tom Price designed for bulk haulage (no compaction) and the other for compaction.

Table 14-13: Option 4 Capital Cost comparison for a WTS at Tom Price

Aspect	Capital Costs	
	WTS (No Compaction)	WTS (Compaction)
Building	\$1,049,379	\$1,109,043
Earthworks and Preliminaries	\$22,594	\$27,552
Roadworks + Hardstand	\$305,737	\$427,784
External Works	\$17,448	\$46,288
Machinery and Equipment	\$220,000	\$520,000
Miscellaneous	\$36,005	\$36,005
Subtotal	\$1,651,163	\$2,166,672
Local loading (60%)	\$990,698	\$1,300,003
Contingency (10%)	\$165,116	\$216,667
Professional Services (8%)	\$132,093	\$173,334
Total	\$2,939,070	\$3,856,676

It can be seen from **Table 14-13** that the proposed utilisation of a compaction system within a WTS increases the capital cost. The difference in cost is approximately \$920,000.

A similar comparison between the bulk haulage (no compaction) and compaction concepts are shown in **Table 14-14** for a WTS developed at the Paraburdoo site.

Table 14-14: Option 4 Capital Cost comparison for a WTS at Paraburdoo

Aspect	Capital Costs	
	WTS (No Compaction)	WTS (Compaction)
Building	\$393,176	\$393,176
Earthworks and Preliminaries	\$222,000	\$222,000
Roadworks + Hardstand	\$566,914	\$566,914
External Works	-	-
Machinery and Equipment	\$220,000	\$720,000
Miscellaneous	\$40,600	\$50,600
Subtotal	\$1,442,689	\$1,952,689
Local loading (60%)	\$865,614	\$1,171,614
Contingency (10%)	\$115,415	\$136,688
Professional Services (8%)	\$144,269	\$195,269
Total	\$2,567,987	\$3,456,260

Table 14-14 shows that the capital cost for compaction is again greater than bulk haulage at the Paraburdoo WTS. As previously outlined, the cost difference is due to the equipment costs and additional earthwork to support the compactor.

For each of the waste management facilities included within Option 4, total operational cost estimates were generated for the Onslow WMF and bulk haulage and compaction at the WTSs as shown in **Table 14-15**.

Table 14-15: Option 4 Operational Costs

Option	Name	Description	Annual Operational Cost	
			Bulk Haulage	Compaction
4	Onslow Disposal	Disposal at Onslow	\$1,951,246	\$1,951,246
		Convert Tom Price to WTS and transport waste to Onslow	\$868,122	\$1,124,907
		Convert Paraburdoo to WTS and transport waste to Onslow	\$553,562	\$974,315
Total			\$3,372,929	\$4,050,468

As shown above in **Table 14-15** the operational costs for bulk haulage are approximately \$0.7 million less per annum than the estimated operational costs for compaction. The difference in cost estimates is mainly caused by the significant amortisation costs associated with the repayment of the equipment such as the compactor and transfer trailers, which have been included as ongoing operational costs for the purpose of this study.

Two waste haulage scenarios exist for Option 4 with bulk haulage and compaction haulage being compared. Waste is hauled from the WTSs in Tom Price and Paraburdoo to Onslow. The relatively small haulage component from the Onslow WTS to Onslow WMF is included within both scenarios. **Table 14-16** shows the cost estimates for both haulage scenarios included within Option 4.

Table 14-16: Option 4 Haulage Scenarios for Bulk haulage and Compaction WTSs

Description	Haulage Costs	
	Bulk Haulage	Compaction
Disposal at Onslow WMF from Onslow	\$25,363	
Convert Tom Price to WTS and transport waste to Onslow	\$2,257,081	\$1,326,163
Convert Paraburdoo to WTS and transport waste to Onslow	\$818,990	\$481,203
Total	\$3,101,433	\$1,832,730

It can be seen from **Table 14-16** that the bulk haulage costs are significantly greater than the compaction cost estimates. The difference is representative of the efficiencies that can be achieved when utilising compaction for transfer of waste over large distances. Therefore, the best value for money, in terms of hauling cost estimates, is achieved with a compaction system for waste disposal Option 4.

When the estimated capital costs were split across 20 years and added to the annual operational costs and the two waste haulage cost scenarios, the total overall annualised costs per annum equated to \$7.4 million for the scenario which utilised bulk haulage and \$6.9 million for the compaction system. This equated to a cost per tonne of \$288 per tonne and \$269 per tonne for scenario 1 and 2 respectively. Therefore, the utilisation of a compaction system at the WTS would be considered the least expensive scenario for Option 4 across a 20 year period. The Shire may wish to consider a combination of these scenarios by implementing compaction at Tom Price and bulk haulage from Paraburdoo for example however, for the purposes of this study, only these two scenarios were investigated.

14.5.2 Option 5 – Paraburdoo Disposal

Waste disposal Option 5 includes the utilisation of lined landfill cells at the Paraburdoo Landfill and converts the Tom Price Landfill into a WTS, therefore all waste is transported to Paraburdoo. Waste will be transported from Onslow via the existing WTS to Paraburdoo for disposal. Therefore, Option 5 relies on the Paraburdoo Landfill as the only location for waste disposal within the Shire.

The capital cost breakdown of the proposed works required to establish a lined landfill at Paraburdoo is shown in **Table 14-17**.

Table 14-17: Option 5 Paraburdoo Lined Landfill Capital Costs

Aspect	Costs
Earthworks	\$75,000
Basal Lining System	\$3,153,645
Internal Bunding to Separate Cells	\$25,146
Leachate Extraction and Evaporation Pond	\$1,879,855
Surface Water Management	\$190,545
Restoration And Capping Layer	\$1,151,982
Miscellaneous	\$23,045
Infrastructure / Buildings	\$189,605
Equipment	\$600,000

Weighbridge Plaza	\$160,000
Subtotal	\$7,448,823
Local loading (60%)	\$4,469,293
Contingency (10%)	\$744,882
Professional Services (8%)	\$595,905
Total	\$13,258,904

It can be seen from **Table 14-17**, the total cost estimate to develop lined landfill cells at the Paraburdoo Landfill is \$13.3 million over a 20 year period. The greatest capital costs associated with the development is the basal lining system.

The capital costs to establish a WTS which utilises bulk haulage has been generated and is presented in **Table 14-18**. As previously mentioned and as similar to Option 3, Talis has only considered direct haul and bulk haulage between Tom Price and Paraburdoo, therefore a WTS that utilises bulk haulage and a CRC that compliments direct haul have both been considered.

Table 14-18: Option 5 Capital Cost for a WTS at Tom Price

Aspect	Costs
Building	\$1,049,379
Earthworks and Preliminaries	\$22,594
Roadworks + Hardstand	\$305,737
External Works	\$17,448
Machinery and Equipment	\$220,000
Miscellaneous	\$36,005
Subtotal	\$1,651,163
Local loading (60%)	\$990,698
Contingency (10%)	\$165,116
Professional Services (8%)	\$132,093
Total	\$2,939,070

From **Table 14-18** it can be seen that the total cost for the WTS at Tom Price is \$2.94 million with the greatest capital cost component associated with the building infrastructure.

The capital costs to establish a CRC which compliments direct haul has been generated and is presented in **Table 14-19**.

Table 14-19: Option 5 Capital Cost for a CRC at Tom Price

Aspect	Costs
Earthworks	\$13,375
Roadworks and Hardstand	\$101,920
External Works	\$141,303
Miscellaneous	\$15,120
Infrastructure	\$33,852
Equipment	\$582,500

Subtotal	\$888,070
Local loading (60%)	\$532,842
Contingency (10%)	\$88,807
Professional Services (8%)	\$71,046
Total	\$1,580,764

From **Table 14-19** it can be seen that the total cost for the CRC at Tom Price is \$1.58 million with the greatest capital cost component associated with the equipment.

Table 14-20 shows the estimated operational costs at each of the waste management facilities included within Option 5 using bulk haulage.

Table 14-20: Option 5 Operational Costs using Bulk Haulage

Option	Name	Description	Annual Operational Cost
5	Paraburdoo Disposal	Onslow WTS to Paraburdoo	\$553,562
		Disposal at Paraburdoo Lined Landfill Cells	\$2,015,804
		Convert Tom Price to WTS and transport waste to Paraburdoo	\$868,122
Total			\$3,437,488

It can be seen from **Table 14-20** that the operational cost estimates associated with Option 5 using bulk haulage total \$3.44 million per annum with the greatest costs associated with the operation of the best practice Paraburdoo Landfill.

Table 14-21 shows the estimated operational costs at each of the waste management facilities included within Option 5 using bulk haulage.

Table 14-21: Option 5 Operational Costs using Direct Haulage

Option	Name	Description	Annual Operational Cost
5	Paraburdoo Disposal	Onslow WTS to Paraburdoo	\$553,562
		Disposal at Paraburdoo Lined Landfill Cells	\$2,015,804
		Convert Tom Price to CRC	\$813,598
Total			\$3,382,964

It can be seen from **Table 14-21** that the operational cost estimates associated with Option 5 using bulk haulage total \$3.38 million per annum with the greatest costs associated with the operation of the best practice Paraburdoo Landfill

The concept of Option 5 utilises two scenarios for waste haulage. The first utilises direct haul from Tom Price to Paraburdoo via the kerbside collection vehicles and the other scenario utilises bulk haul facilitated by a WTS. Both scenarios include the haulage component from the Onslow WTS to Paraburdoo. **Table 14-22** shows the cost estimates for both haulage scenarios included within Option 5.

Table 14-22: Option 5 Haulage Scenarios

Description	Costs	
	Scenario 1	Scenario 2
Onslow WTS to Paraburdoo	\$210,678	
Convert Tom Price to WTS and transport waste to Paraburdoo via bulk haulage	\$482,068	
Direct Haul from Tom Price to Paraburdoo		\$888,954
Total	\$692,746	\$1,099,632

From **Table 14-22** it can be seen that the haulage costs associated with the direct haul utilising the kerbside collection vehicles is considerably more costly than bulk haulage via a WTS from Tom Price to Paraburdoo.

By splitting the estimated capital costs across 20 years and adding the estimated annual operational and haulage costs the total annualised costs equates to \$4.94 million for the bulk haulage scenario and \$5.22 million for direct haul. For the Shire to breakeven, the cost per tonne bulk haulage was calculated to be \$192 per tonne and \$203 per tonne for direct haul. Therefore, the development of a WTS utilising bulk haulage from Tom Price to Paraburdoo is the preferred scenario for Option 5.

14.5.3 Option 6 – All Lined Landfills

Waste disposal Option 6 removes any long distance haulage component by conceptualising the use of lined landfill cells at Tom Price, Paraburdoo and the proposed Onslow WMF.

The capital cost breakdown of the proposed works required to establish lined landfills at each site is shown in **Table 14-23**.

Table 14-23: Option 6 Lined Landfill Capital Costs

Aspect	Costs		
	Tom Price	Paraburdoo	Onslow
Earthworks	\$847,000	\$75,000	\$328,084
Basal Lining System	\$4,273,645	\$3,153,645	\$2,093,458
Internal Bunding to	\$25,146	\$25,146	\$25,146
Leachate Extraction and	\$1,879,855	\$1,879,855	\$1,879,855
Surface Water	\$281,570	\$190,545	\$281,570
Restoration And Capping	\$1,151,982	\$1,151,982	\$1,151,982
Miscellaneous	\$23,045	\$23,045	\$23,045
Infrastructure / Buildings	\$189,605	\$189,605	\$189,605
Equipment	\$0	\$600,000	\$1,240,000
Weighbridge Plaza	\$0	\$160,000	\$235,000
Subtotal	\$8,671,848	\$7,448,823	\$7,447,745
Local loading (60%)	\$5,203,108.59	\$4,469,293	\$4,468,647
Contingency (10%)	\$867,184.77693	\$744,882595	\$744,774
Professional Services (8%)	\$,747.81	\$,905	\$521,342
Total	\$15,435,889	\$13,258,904	\$13,182,509



It can be seen from **Table 14-23**, the total cost estimate to develop lined landfill cells at each of the waste management sites is \$15.4 million for Tom Price, \$13.3 million for Paraburdoo and \$13.18 million for Onslow over a 20 year period.

Table 14-24 shows the total estimated operational costs at each of the waste management facilities included within Option 6.

Table 14-24: Option 6 operational costs for lined landfills

Option	Name	Description	Annual Operational Cost
6	All Lined Landfills	Disposal at Onslow	\$1,951,246
		Disposal at Tom Price Lined Landfill	\$2,009,383
		Disposal at Paraburdoo Lined Landfill	\$2,015,804
Total			\$5,976,432

As shown in **Table 14-24** the operational costs associated with Option 6 total \$5.98 million per annum with the greatest costs associated with the operation of the Paraburdoo Landfill. It is anticipated that the greater operational cost estimates at Paraburdoo relate to the amortization of new equipment and plant such as a weighbridge and a compactor.

Similar to Option 2, there is a small haulage cost component within Option 6 associated with the haulage of waste from Onslow WTS to the Onslow WMF. The estimated haulage costs from the WTS, combined with the kerbside collection vehicles, will equal approximately \$25,000 per annum at the current waste volumes generated within Onslow.

The financial modelling determined that the total annualised cost estimate equated to \$8.10 million. For the Shire to break even, across the 20 year period, the cost per tonne was calculated to be approximately \$315 per tonne. As previously outlined, the gate fee was based on the total capital and operational costs, and waste projections, which predict 515,000 tonnes will be landfilled at Tom Price and Paraburdoo in the next 20 years.

14.5.4 Summary

Based on the financial modelling, Talis has prepared a summary of the waste disposal options costs estimates including the different waste transfer methods over a 20 year period. The summary is provided in **Table 14-25**. The cost estimates provided within the table include input relating to capital, operational and haulage costs.

Table 14-25 Total costs for all waste disposal options

Option	Name	Description	Cost			Annualised Cost	Breakeven Cost per Tonner (\$/tonne)
			Capital	Operational	Haulage		
1	Current Services	Onslow WTS to Tom Price	-	\$553,562	\$223,363	\$2,068,438	\$80.41
		Disposal at Tom Price	-	\$759,992	-		
		Disposal at Paraburdoo	-	\$531,521	-		
2	Future Services	Disposal Onslow WMF Landfill	\$13,182,509	\$1,951,246	\$25,363	\$3,930,972	\$152.81
		Disposal at Tom Price	-	\$759,992	-		
		Disposal at Paraburdoo	-	\$531,521	-		
3	Tom Price Sole Landfill (Bulk Haulage)	Onslow WTS to Tom Price	\$0	\$553,562	\$223,363	\$4,425,515	\$172.04
		Disposal at Tom Price Lined Landfill Cells	\$15,435,889	\$2,009,383	-		
		Convert Paraburdoo to WTS and transport waste to Tom Price	\$2,567,987	\$553,562	\$185,452		
	Tom Price Sole Landfill (Direct Haul)	Onslow WTS to Tom Price	\$0	\$553,562	\$223,363	\$4,792,379	\$186.30
		Disposal at Tom Price Lined Landfill Cells	\$15,435,889	\$2,009,383	-		
		Direct Haul from Paraburdoo to Tom Price	\$0	-	\$341,981		
		Convert Paraburdoo to CRC	\$1,573,955	\$813,598	-		
4	Onslow Sole Landfill (Bulk Haulage)	Disposal Onslow WMF Landfill	\$13,256,986	\$1,951,246	\$25,363	\$7,412,565	\$288.15
		Convert Tom Price to WTS and transport to Onslow	\$2,939,070	\$868,122	\$2,257,081		
		Convert Paraburdoo to WTS and transport to Onslow	\$2,567,987	\$553,562	\$818,990		
	Onslow Sole	Disposal Onslow WMF Landfill	\$13,256,986	\$1,951,246	\$25,363	\$6,912,670	\$268.72

	Landfill (Compaction Trailers)	Convert Tom Price to WTS w' Compaction and transport to Onslow	\$3,856,676	\$1,124,907	\$1,326,163		
		Convert Paraburdoo to WTS w' Compaction and transport to Onslow	\$3,475,787	\$974,315	\$481,203		
5	Paraburdoo Disposal (Bulk Haulage)	Onslow WTS to Paraburdoo	\$0	\$553,562	\$210,678	\$4,940,132	\$192.04
		Convert Tom Price to WTS and transport waste to Paraburdoo	\$2,939,070	\$868,122	\$482,068		
		Disposal at Paraburdoo Lined Landfill Cells	\$13,258,904	\$2,015,804	-		
	Paraburdoo Disposal (Direct Haul)	Onslow WTS to Paraburdoo	\$0	\$553,562	\$210,678	\$5,224,579	\$203.10
		Direct Haul from Tom Price to Paraburdoo	\$0	-	\$888,954		
		Disposal at Paraburdoo Lined Landfill Cells	\$13,258,904	\$2,015,804	-		
		Convert Tom Price to CRC	\$1,580,764	\$813,598	-		
	6	All Lined Cells	Disposal Onslow WMF Landfill	\$13,256,986	\$1,951,246	\$25,363	\$8,099,384
Construct Lined Landfill Cells at Tom Price			\$15,435,889	\$2,009,383	-		
Construct Lined Landfill Cells at Paraburdoo			\$13,258,904	\$2,015,804	-		

Note: The above figures relate to only the Shire's costs over a 20 year period.

It is evident from **Table 14-25** that the optimum waste disposal option including waste transfer, is to continue current services as outlined within Option 1. However, if the Shire were to consider the consolidation of all waste within one location, Option 3 utilising bulk haul from Paraburdoo to Tom Price, presents the best value for money.

14.6 Preferred Disposal Option

The assessment of the waste disposal options indicated that Option 1 (Current Services) provided sufficient void space within the Shire for several years and was the least costly. Option 2 (Future Services) was identified as the second most beneficial to the Shire as each of the Shire's key towns would have a disposal location therefore, preventing large scale waste haulage. In addition, the new Onslow WMF would likely be constructed to Class IV best practice standards therefore, being capable of accepting hazardous waste and generating additional revenue for the Shire.

Therefore, Talis recommends that the Shire continues its current plan of landfilling at Tom Price and Paraburdoo while transporting waste from Onslow to Tom Price in accordance with Option 1. In the event that greater stringency is placed on the Shire to construct lined landfill cells at Tom Price or Paraburdoo, it is recommended that Paraburdoo landfill be closed and all waste be transported to Tom Price, where waste will be landfilled in lined landfill cells in accordance with the Best Practice Landfill Guidelines. However, this approach relies on the approval of expanding the Tom Price Landfill site boundaries.

14.7 Return on Investment

As outlined within **Section 14.5**, a substantial financial investment and commitment is required from the Shire to deliver any of the identified waste disposal options. The estimated capital expenditure for the preferred Option 1 is minimal across the 20 year period as it is assumed that business will continue as usual whereas, the annual operational costs for Option 1 have been estimated at \$1.85 million. The Shire will generate revenue from the acceptance of waste, in particular C&I waste which may offset the ongoing maintenance and operational costs. However, if the Shire is forced to operate Tom Price or Paraburdoo landfills in accordance with best practice standards in the future, the capital costs will significantly increase. Therefore, in order to fully understand the potential long term financial return on investment, it is recommended that the Shire undertakes a detailed feasibility assessment of the preferred waste disposal option(s). The feasibility study would also investigate the non-financial benefits such as:

- Awareness and education on sustainable waste management practices;
- Integration of resource recovery initiatives with waste disposal options;
- Providing the community with reuse and recycling drop off facilities;
- Diversion of materials from landfill;
- Potential reduced greenhouse gas emissions; and
- Reducing the Shire's carbon footprint through reduced waste collection vehicle movements/numbers.



15 Master Plans

To ensure that all potential future uses of the Tom Price and Paraburdoo waste management facilities are identified and appropriately planned for, a Master Plan has been developed for each site (**Drawing 3** and **Drawing 6** respectively). In accordance with best practice standards, the layout of the sites should support safety, efficiency and resource recovery. The Master Plan identifies the areas on site to be used for waste management activities including:

- Landfill area;
- Potential landfill expansion area;
- Community Recycling Centre;
- Bulk Wastes area;
- Potential bulk wastes expansion area;
- Surface water ponds;
- Future leachate ponds; and
- Office, gate house and/or weighbridge.

The most appropriate location for each of these facilities was determined according to the constraints of the site. This resulted in a logical progression from the front of the site to the back, whereby the activities with the higher potential to visually and operationally impact the site are located towards the rear of the site.

15.1 Tom Price Master Plan

The Tom Price Master Plan is shown in **Drawing 3**. The existing site offers a number of opportunities for future waste management operations including the following:

- Current landfilling life of approximately 15 years with the potential to expand;
- The potential for future landfill development outside the site footprint, particularly in a south eastern direction;
- The potential for a bulk wastes storage and processing area to be developed outside the site footprint towards the north west;
- Surface water management can be easily managed; and
- The site is located in close proximity to the Tom Price town site.

Due to its potential to provide long term waste disposal security and its close proximity to the largest portion of waste generated, Tom Price landfill is considered the key landfill facility for the Shire. The strategy for the site should therefore be to provide long-term waste disposal security for the Shire, while continuing to accept waste from commercial companies as a significant source of revenue.

The current practice of users disposing waste directly at the tip face is difficult to police and represents a safety hazard, particularly associated with light/heavy vehicle interaction. While recycling and waste disposal activities at Tom Price Landfill currently provide a valuable service to the Shire, upgrading and relocating of these activities in accordance with best practice principles is required to provide a more efficient and safer facility.

15.1.1 Site Access

From the entrance, a sealed roadway will lead to the weighbridge and office. Limited car parking within the vicinity of the office will be provided for staff and occasional visitors. The



sealed road continues before changing to an unsealed road providing access to the operational landfill and ancillary features.

15.1.2 Community Recycling and Drop-Off Centre

Access to the Community Recycling and Drop-Off Centre will be located directly following the weighbridge and gatehouse. All light vehicles will pass through this area. Community Recycling and Drop-Off Centre will allow the community to drop-off a range of materials including reusable items, recyclables, bulk materials, hazardous wastes and refuse for disposal including:

- Reusable items;
- Household Recyclables;
- Bulk Materials;
- Household hazardous waste; and
- Refuse.

Best practice facilities are clean, well-organised, informative and arranged to support the waste management hierarchy by encouraging the separation and reuse, recycling and recovery of materials. Accepting refuse at the Community Recycling and Drop-Off Centre minimises the health and safety issues associated with public access to the active landfill.

15.1.3 Bulk Waste Area

The bulk waste area provides a sufficient area for the storage and processing of bulk wastes. The size of the bulk waste area was determined from previous similar use on site factoring in growth into the future. Light residential vehicles will not be permitted into the bulk waste area to ensure there are limited conflicts between heavy and light vehicles.

15.1.4 Landfill Area

The proposed landfill area shown within the Master Plan extends to the edge of the existing waste mass across the site. The restoration and capping layers of the closed profile will need to be extended past the existing site boundary to ensure all waste is covered and properly capped off for long-term closure. As previously outlined, the landfill area caters for approximately 15 years of landfilling at current anticipated waste acceptance volumes and growth rates.

15.1.5 Other Infrastructure

An office and ablutions block has been included for the site staff. It is proposed that this building will be a simple prefabricated structure housing the site office, amenities and kitchen.

Surface water and leachate ponds have been included within the Master Plan to demonstrate the anticipated size of what may be required in the future. Surface water ponds will capture the water from the closed landfill restoration layer and the new proposed expansion area. The topography at the site influenced the location of the ponds. The leachate pond will capture any leachate generated from the lined landfill cells if the proposed future landfill area is to be constructed in accordance with Best Practice Landfill Guidelines.



15.2 Paraburdoo Master Plan

The Paraburdoo Master Plan is shown in **Drawing 6**. During the development of the Master Plan for Paraburdoo, several factors were considered in relation to the location of the various activities on the site. In accordance with best practice, the layout of the Site should support safety, efficiency and resource recovery.

The key factors considered in the layout of the Paraburdoo site were the:

- The waste management hierarchy and best practice principles;
- The future capacity and operations of the site;
- Grouping of a number of the activities; and
- The spatial requirements for each activity.

The Master Plan was developed by considering all Site activities with the most appropriate location for each of these determined according to the constraints of the site.

15.2.1 Site Access

A roadway will lead to the proposed weighbridge and site gate house. The road will provide access to the perimeter track and the operational landfill and ancillary features.

15.2.2 Community Recycling and Drop-Off Centre

Similar to Tom Price, light vehicles that have entered the site and passed across the weighbridge will obtain access to the Community Recycling and Drop-Off Centre. It is anticipated that the Shire would gradually seal the roadway providing access to the Community Recycling and Drop-Off Centre to minimise dust generation and amenity issues. This will provide an attractive user experience which in turn will likely generate greater community participation in reuse and recycling activities at the site and within Paraburdoo.

15.2.3 Bulk Waste Area

The bulk waste area will store materials such as C&D waste, tyres and greenwaste prior to transporting to Tom Price or processing on site. The bulk waste area was sized based on the existing use of the site for similar activities. Light vehicles will be able to drop off bulk wastes at the drop-off location at the front of the bulk waste area however, no access will be granted to the rear of the bulk waste area.

15.2.4 Landfill Area

The proposed landfill area covers approximately 70% of the existing site with the extent of the waste mass confined to within the existing boundary. At the current volumes of waste accepted at the Paraburdoo Landfill, it is anticipated that the landfill will have a life of approximately 30 years. The proposed future expansion area for the landfill will further double the available landfill area.

15.2.5 Other Infrastructure

A weighbridge is proposed for the Paraburdoo Landfill to improve data recording and reporting performances at the site. The weighbridge will be located near the site gatehouse



towards the entrance of the site. A weighbridge location must provide for sufficient queuing areas and distances to minimise traffic congestion.

An office and ablutions block has been included for the site staff located towards the front of the site. It is proposed that this building will be a simple prefabricated structure housing the site office, amenities and kitchen.

Similar to the Tom Price Master Plan, surface water and leachate ponds have been included to demonstrate the anticipated size of the ponds when required in the future. The site topography falls in two different directions and therefore, the ponds were required in different locations. Excavations of drains and culverts will be required to ensure that surface water flows in the correct direction to reach the ponds.

It was identified within the planning phase that the Paraburdoo site has several previous asbestos burial pits. It is suggested that these are further compacted and sufficiently buried to ensure no escape of asbestos in the future. This may include constructed hardstands over these areas to allow trafficking in the future.



16 Implementation of the Master Plans

An Implementation Plan has been developed to provide high level guidance to the Shire in relation to the key tasks required for the successful delivery of the Master Plans as presented in this report. The Implementation Plan is based on the information available at the time of the preparation of this report however these should be reviewed periodically and expanded to contain further detail as the potential options and projects advance further.

16.1 Works Required

The key works required to advance the Master Plans at Tom Price and Paraburdoo WMFs will consist of six stages, including:

- Conceptual and Detailed Design of the Community Recycling and Drop-Off Centre;
- Conceptual and Detailed Design of associated site infrastructure including:
 - Weighbridge;
 - Offices;
 - Ablutions;
- Preparation and Submission of Approval Applications (if required);
- Tender Preparation; and
- Construction.

This section has been prepared in chronological order, which is mirrored within the Project Timeline.

16.1.1 Conceptual and Detailed Design

The development of the sites in accordance with the Master Plans will include the construction of a Community Recycling and Drop-Off Centre and the associated site infrastructure identified within the Master Plans. Conceptual and detailed designs will need to be prepared for all construction works at both sites. The following items may be required as part of the design phase:

- Community Recycling and Drop-Off Centre:
 - Gates and weighbridge;
 - Reuse area;
 - Parking;
 - Recycling drop-off area;
 - Traffic flows;
 - Bulk waste storage and drop-off;
 - Hardstand materials;
 - Refuse acceptance design;
- Environmental management systems for:
 - Surface water;
 - Leachate;
- Supporting infrastructure such as:
 - Roads;
 - Signage; and
 - Fencing.



16.1.2 Preparation and Submission of Approval Applications

Arising from the conceptual and detailed design works, the Shire will be in a position to finalise and submit an application to seek an amendment to its environmental licence to include the additional services provided by the Community Recycling and Drop-Off Centre. The development of new infrastructure on a licenced Prescribed Premise (under Part V of the Environmental Protection Act) does not typically require a Works Approval if it does not increase the level of waste handled or emissions discharged. However, if the DER deems it necessary, the preparation of a Works Approval application may be required. The documentation for a Works Approval is typically an Environmental Assessment and Management Plan (EAMP). At a minimum, the EAMP will include:

- Description of the existing environment on and surrounding the site, including:
 - Environmental values;
 - Planning controls;
 - Social factors;
- Detailed description of the works including:
 - The requirement for the facility;
 - Conceptual designs and operations;
 - Benefits of the proposal;
- Outline and evaluation of all potential environmental impacts of the facility, including findings of any specialist studies;
- Details of community consultation activities undertaken and key findings;
- Environmental engineering and management measures to be implemented on site to ensure that any potential impacts are controlled to appropriate standards;
- Appendices, including:
 - Figures and designs relevant to the proposal;
 - Results of site searches including governmental departments database searches;
 - Site Investigations such as geotechnical investigations, hydrogeological investigations, hydrological investigations, topographical surveys;
 - Specialist studies such as odour, traffic, noise, dust; and
 - Community consultation program documentation released and responses received.

16.1.3 Tender

To deliver the works, the Shire will require the preparation of a Tender pack that will govern delivery of the civil construction works. The Tender Pack will include the following documents:

- Request for Tender, containing:
 - Background information;
 - Conditions of Tender (rules governing the tender process);
 - Tender information requirements and lodgement process;
 - Tender Evaluation Process;
- Scope of Services including:
 - Scope of Required Works;
 - Minimum Technical Requirements;
 - Minimum Design Standards;
- Forms of Tender, including:



- Tenderers information;
- Fee including Schedule of Rates and/or Bills of Quantities;
- Conditions of Contract (rules governing the construction works), including:
 - Australian Standard Construct General Conditions;
 - Special Conditions of Contract;
- Relevant Technical Reports, including:
 - Construction Drawings and Materials Specification
 - Site Topographical Survey;
 - Approval documentation; and
 - Site Investigation reports including:
 - Geotechnical investigations;
 - Hydrogeological investigations;
 - Hydrological investigations; and
 - Topographical surveys.

Following evaluation of the submitted Tenders, a preferred contractor will be recommended to the Council for acceptance and contract award. It is anticipated that consultancy services may be required to assist the Shire to administer the tender process. It is anticipated the tender process could take approximately 3 months.

16.2 Contract Delivery Model

Due to the specialist nature of the proposed works required by the Shire, it is suggested that the Shire obtains specialist consultancy services to assist in the lead up to the construction phase.

16.2.1 Professional Services

A range of consultancy services are required to further advance the Project. These services will include:

- Approvals;
- Design works;
- Tender Documentation;
- Tender Administration; and
- Contract Administration.

The procurement of the Professional Services should be undertaken to maximise efficiency for the Shire. Therefore, it is recommended that one procurement process is utilised to avail of all required services to minimise anticipated timeframes.

16.2.2 Construction Services

It is recommended that a Construction Contract is released for the works associated with the development of the expansion areas including:

- Earthworks;
- Installation of lining system; and
- Construction of supporting infrastructure.

It is suggested that the works be broken into three key phases including:



- Phase 1 – Site enabling works;
- Phase 2 – Initial Construction works; and
- Phase 3 – Ongoing construction works.

At a minimum, the construction Contract should cover Phase 1 and 2. The Shire may also wish to consider a mechanism within the Construction Contract to permit ongoing services, for a set period of time, to assist with the future construction works associated with Phase 3 of the works. The key determinant in this is the potential restoration and earthworks that the Shire may wish to undertake themselves, however it will be necessary to use a specialist civil construction contractor for such works items as lining installation.

16.3 Project Timeline

An indicative timeline has been developed to demonstrate the anticipated time frames for each task and to ensure the continuation of the works in a timely manner. The anticipated timeline is shown in **Table 16-1**.

Table 16-1: Implementation Timeline

Task Name	Task Description	Start Date	End Date
Acceptance of Strategic Waste Management Plan	The Shire accepts the SWMP document and begins implementation of recommendations	August 2015	September 2015
Conceptual Design	Conceptual designs for the facilities	October 2015	December 2015
Preparation of Supporting Documentation	Preparation of Licence Amendment Application	January 2016	February 2016
Submission of Applications	Submission of applications for a Licence Amendment	February 2016	February 2016
Detailed Design	Preparation of the detailed designs	February 2016	April 2016
Tender	Preparation of Tender, release Tender, close Tender, evaluation and Shire consideration	May 2016	September 2016
Construction	Contract mobilisation and administration. Civil and structural works commence.	November 2016	February 2017
Operational Approval	Approval granted for Licence amendment from the DER	February 2017	March 2017



17 Funding Opportunities

To assist in the implementation of waste management infrastructure requirements, the Shire may wish to investigate funding opportunities from State and Federal sources. The following section outlines several potential funding opportunities that can be utilised for waste management purposes.

17.1 Royalties for Regions

The object of Royalties for Regions funding is to promote and facilitate economic, business and social development in regional Western Australia. The *Royalties for Regions Act 2009* ensures that the State distributes 25% of the State's mining and onshore petroleum royalties each year to regional areas. The objective of this Act is to promote and facilitate economic, business and social development through investment in projects, infrastructure and community services within Western Australia.

The Royalties for Regions funds are allocated to projects and initiatives for the following purposes:

- To provide infrastructure and services in regional Western Australia;
- To develop and broaden the economic base of regional Western Australia; and
- To maximise job creation and improve career opportunities in regional Western Australia.

Royalties for Regions distributes benefits to regional communities through supporting funds which include:

- The Country Local Government Fund;
- The Regional Grants Scheme; and
- Community Chest Fund.

17.1.1 Country Local Government Fund

The Country Local Government Fund (CLGF) is utilised to address the infrastructural needs across the non-metropolitan local government sector. Within this sector the CLGF aims to:

- Address infrastructural needs and support capacity building;
- Improve the financial sustainability of a local government through improved asset management;
- Provide financial assistance to local governments which choose to amalgamate voluntarily; and
- Assist groups of local governments to fund regionally significant infrastructure projects.

To be considered eligible for the CLGF, the project or initiative must be related to infrastructural asset creation, preservation or renewal and meet the following criteria:

- Be a strategic regional project;
- Participate in a regional planning process;
- Be agreed upon and supported, including financially, by all members of the regional group;
- Be well advanced in their regional project planning; and



- The CLGF expenditure must be directly related to the delivery of capital works.

17.1.2 Regional Grants Scheme

The Regional Grants Scheme (RGS) is an initiative of Royalties for Regions that is administered by the State's nine Regional Development Commissions with support from the Department of Regional Development and Lands. The Shire is located within the jurisdiction of the Pilbara Development Commission which administers the RGS and the Community Chest Fund (CCF).

Funding is available to community, public and private organisations to assist the development of infrastructure, services and community projects. This includes funding for the provision of headworks and the development and establishment of services and programs.

The RGS targets the improvement of economic and community infrastructure and services in regional Western Australia. The RGS projects aim to help attract investment, increase job opportunities and assist in improving the quality of life in the regions. The RGS is a contestable funding round that will make available grants ranging from \$20,001 to \$300,000. Each round has \$1.1 million in a calendar year to fund RGS proposals.

To be considered eligible for RGS funding, a project or initiative must demonstrate that it will result in a positive economic, social and/or environmental outcome and align with the following criteria:

- Must fit within the framework of the Development Commission's Strategic Plan;
- Applicants should demonstrate a high level of financial commitment to the project;
- The project should have the support of key regional stakeholders;
- The project should promote partnerships between community/business sector and government;
- The project should reflect a commitment to local decision-making and planning;
- The project should demonstrate its capacity for meeting ongoing operating and maintenance costs; and
- The proponent should demonstrate that detailed project planning has been completed including all approvals being in place or achievable in a short timeframe and be completed in a timely manner.

17.1.3 Community Chest Fund

The Community Chest Fund (CCF) is utilised by the Development Commissions to provide funding for smaller local projects. The CCF can award funding of up to \$20,000 for a one-off grant. The Development Commission has been allocated \$370,000 in 2015 to support small, local demand driven community projects throughout the year. Due to funds being limited per annum, it is typically a priority to have projects approved and funded in the first half of the year.

To be eligible for the CCF, applicants must be either a:

- Local government;
- Voluntary organisation;
- Educational institution;
- Philanthropic foundation; or
- Community organisation.



In addition, organisations outside of the Development Commission Region are eligible to apply, however will need to demonstrate that the project will have a significant, sustainable regional benefit.

17.2 National Stronger Regions Fund

The federal government's National Stronger Regions Fund (NSRF) is administered by the Department of Infrastructure and Regional Development and is eligible to LGAs and not-for-profit organisations. The NSRF will provide funding of \$1 billion over 5 years, commencing in the 2015-16 financial year. The NSRF is targeted to priority infrastructure in regional communities and to be eligible applications must adhere to the following criteria:

- Applications for funding must be between \$20,000 and \$10 million;
- LGAs and incorporated not-for-profit organisations are eligible to apply;
- Grant funding must be matched dollar for dollars;
- Funding will be provided for capital projects which involve construction of new infrastructure or the upgrade of existing infrastructure;
- The project must deliver an economic benefit to the region beyond the period of construction;
- Projects should support disadvantaged regions or areas of disadvantage within a region; and
- The NSRF funded part of the project must be completed on or before 31 December 2019.

17.3 Australian Renewable Energy Agency

Australian Renewable Energy Agency (ARENA) provides funds to develop technologies in the renewable energy sector. ARENA has approximately \$2.5 billion in funding and will provide funding until the year 2022. The funding provided to ARENA is legislated and will therefore not be utilised elsewhere by the Federal Government.

Organisations are invited to submit applications for funding under the following initiatives specified by ARENA:

- The Accelerated Step Change Initiative;
- Emerging Renewables Program;
- Integrating Renewables in the Grid;
- Regional Australia's Renewables;
- Renewable Energy Venture Capital Fund;
- Research and Development Program; and
- Supporting High-value Australian Renewable Energy Knowledge (SHARE).

The initiatives are specific to periods along the innovation chain, from research in the laboratory to large scale technology projects. Technology developers, researchers and other organisations are eligible to submit funding applications.

To apply for the ARENA funding an applicant must undertake the following:

- Determine which initiative the project falls under and read the appropriate program guidelines and information manual for that initiative;
- Call the ARENA Business Development team to discuss the project's suitability;
- Develop a proposal for the project; and

- Submit the proposal on the ARENANet online grants management system.

Successful projects will be funded according to ARENA's General Funding Strategy and Investment Plan. Projects are selected by the ARENA Advisory Panel which provides advice to support the development and selection of projects and initiatives for funding.

17.4 Australian Packaging Covenant

The Australian Packaging Covenant (APC) is an initiative which aims to change the culture of business to design more sustainable packaging, increase recycling rates and reduce packaging litter. The covenant is an agreement between government, industry and community groups to find and to fund solutions to address packaging sustainability issues.

The APC provides funding to projects which contribute towards the achievement of the following goals:

- Design - packaging optimised to achieve resource efficiency and reduced environmental impact without compromising product quality and safety;
- Recycling - The efficient collection and recycling of packaging; and
- Product Stewardship - a demonstrated commitment to product stewardship by the supply chain and other signatories.

Funding for projects is only available to APC signatories. Projects may be instigated and managed by industry or government, individually or jointly, and be local, regional or national in focus.

Projects may encompass infrastructure developments, educational programmes, field trials, new technologies or expansion of services to new business sectors, new communities or across a broader geographical region. To be eligible for funding, besides being a signatory, the following selection principles should be utilised within the project:

- Focus on achieving the goals of the APC;
- Focus on priority areas identified in the Covenant's Strategic Plan;
- Demonstrates product stewardship;
- Be cost efficient in achieving goals; and
- Information learnt from the project/process to be made available for wider use.

Funding applications are received by the APC annually and only accepted for a short time each year.

17.5 Community Grants Scheme

The Community Grants Scheme (CGS) is administered by the Waste Authority and provides funding support for waste initiatives under Objective 5 of the State Waste Strategy which states, *"Develop and support programs and initiatives, including awards, that acknowledge, celebrate and reward excellence in waste avoidance, resource recovery and reduced landfilling behaviours and outcomes and that contribute to the implementation of this Strategy"*.

The funding is provided from the Waste Avoidance and Resource Recovery Account, which in turn receives revenue generated from a levy on waste landfilled within the Perth Metropolitan Area.



Organisations that are eligible to apply for CGS funding include not-for-profit groups and incorporated community based organisations in Western Australia. Partnerships between community groups and local governments are also acceptable, but the community group must be the CGS applicant and be responsible for managing and completing the project. The local government authority is encouraged to provide in-kind or financial support to the group.

To be eligible for funding, a project must:

- Help protect or enhance the environmental quality of a locality by implementing the following principles:
 - Avoid the creation of waste;
 - Re-use an item for a new purpose;
 - Efficiently recycle an item to produce new component parts for a new item;
 - Recover the energy from a product;
 - Dispose of items in a responsible manner for the best environmental outcome;
- Involve the applicant, and ideally the local community, in its implementation and use;
- Involve a financial or labour contribution from the applicant; and
- Be located within Western Australia.

The funding opportunities mentioned within this section may be utilised by the Shire to implement improved waste management services within the Shire at a small or large scale.

17.6 Better Bins Program

The Better Bins Program is funded by the State Government and administered via the Waste Authority. The Better Program funds applications from LGAs and Regional Councils to improve kerbside refuse and/or recycling collection systems, and therefore assist the state in meeting the landfill diversion targets specified within the WA Waste Strategy.

In addition, the Better Bins Program provides LGAs with guidance to support source separation through improved kerbside collection systems including the potential benefits of a three-bin system which collects refuse, commingled dry recyclables and organic waste.

The two year pilot phase of the Program provided funding for the following participating LGAs:

- Shire of Donnybrook-Balingup;
- Shire of Capel;
- City of Bayswater;
- Town of Cambridge;
- Town of Cottesloe; and
- City of Stirling.

The pilot phase of the Program has now ended however, the State Government announced that funding would be extended to \$20 million. Following a review of the current application guidelines, the second round of funding will be available to LGAs and Regional Councils in the near future.



18 Conclusions and Recommendations

18.1 Conclusions

The following key conclusions have been drawn from the Strategic Waste Management Plan:

- Since the early 2000s, the Pilbara region has experienced significant growth due to the rapid expansion of the resources industry, particularly in the mining, oil and gas sectors.
- The recent developments in Tom Price, Paraburdoo and Onslow have been utilised by the Shire as an opportunity to develop a holistic waste management view and investigate its current policies and practices with the aim of greater diversion of waste from landfill across the whole Shire.
- The total population increased from 6,500 to 11,000 from 2003 to 2013. This resulted in an average annual growth rate of 5.4% across the Shire.
- Due to the difficulty in predicting population growth, low and high growth rates were modelled, however for the purposes of this study the high growth rate was utilised for waste projections and financial modelling to provide a level of conservatism within the predictions.
- Utilising the low growth rate, it is forecasted that the population across the Shire could fall to approximately 9,600 by 2024 and 8,600 by 2035.
- The Shire's population could increase from approximately 11,100 in 2015 up to 12,600 in 2025 and 14,350 in 2035 when the high growth rate was applied. This is a total increase of approximately 3,250 in 20 years.
- The Shire provides a variety of waste management services including:
 - Avoid, Reduce, Reuse:
 - Community information;
 - Recycle:
 - Bulk Recyclables Drop-Off;
 - Bulk Materials Processing;
 - Dispose:
 - WTS at Onslow; and
 - Tom Price and Paraburdoo Landfills.
- The Shire currently operates three WMFs including the Tom Price and Paraburdoo Landfills and the Onslow WTS.
- The Shire has recently experienced several non-compliances at both the Tom Price and Paraburdoo Landfills. Many of the non-compliances have been mended however, some are ongoing. Compliance with site Licence Conditions are necessary to reduce the environmental impact of with WMFs.



- A particular non-compliance that the Shire should prioritise in mending is the allocation of staff to open WMFs. It is recommended that the Shire considers an increase in the number of staff or reduce the number of operational hours at each WMF to ensure compliance with the Licence Conditions for a Prescribed Premise.
- It is recommended that the following data is recorded by the Shire at WMFs in order to improve the accuracy and enable the Shire to make informed decisions on waste management into the future:
 - Type of vehicle;
 - Type of waste;
 - Waste stream (MSW, C&I and C&D); and
 - Waste Volume or weight.
- To record weights of vehicles, the Shire should consider the installation of weighbridges at all its landfill sites.
- A total of 5,893 tonnes of material was stockpiled at the three WMFs across the Shire and 25,531 tonnes was landfilled during 2013-14. Including clean fill material, a total of 34,287 tonnes of waste and recyclables was accepted across the three WMFs.
- In 2013-14, a total of 19,318 tonnes of waste was accepted at the Tom Price WMF for disposal, 10,074 tonnes was accepted at Paraburdoo and 2,003 tonnes at Onslow.
- The Shire achieved a recovery rate of 18% through their stockpiling of materials in 2013-14. The stockpiled materials included batteries, greenwaste, waste oil and whitegoods, scrap steel, inert material and tyres.
- The Shire recorded low C&D waste volumes. It is anticipated that loads of mixed C&D waste are currently classified as C&I waste and being disposed of to landfill. The recovery rate for C&D waste is therefore unknown. This may be caused by inaccurate data recording practices.
- It is anticipated the low adopted growth rate will result in waste volumes falling whereas the high growth rate, results in approximately 44,500 tonnes of waste generated within the year 2035 up from approximately 35,000 tonnes per annum in 2013-14.
- The cost associated with the waste related activities within the Shire has increased since 2009-10 from \$1.6 million to \$6 million at the end of the 2014-15 financial year.
- The major component of waste management expenditure relates to the Asset Expansion/Upgrade at Onslow which was a single project.
- Revenue generated by waste management within the Shire has been variable since 2009-10 however, it has typically increased. In 2009-10, a total of \$1.7 million was generated in revenue and \$3.5 million generated in 2014-15.



- 40% of revenue was sourced from Tom Price, 9% from Paraburdoo and 7% from Onslow waste related activities. The remaining 44% of revenue was categorised as Miscellaneous and included the Rates, sale of recyclables and C&I waste gate fees.
- The Shire has continued to maintain a surplus from the waste related activities, however, the Tom Price WMF, the rates and the gate fees generated from C&I waste (portion of the Miscellaneous category) are offsetting the costs incurred at the Paraburdoo and Onslow WMFs.
- The surplus generated from waste related activities is not being saved by the Shire within a dedicated reserve. A Waste reserve caters for the financial burden associated with the long term liability resulting from waste management facilities in particular landfill rehabilitation and post-closure monitoring.
- By not maintaining a waste reserve, the Shire increases the risk that future waste management liabilities, from waste received 'today' will not be funded in the future.
- It is recommended that the Shire establishes a waste reserve for the purpose of funding future waste management activities.
- There are a number of federal and State regulations, policies and guidelines relating to waste management which may have an impact on the Shire either currently or in the future including:
 - Federal:
 - National Waste Policy;
 - Emissions Reduction Fund;
 - State:
 - Waste Avoidance and Resource Recovery Levy Act;
 - Western Australian Waste Strategy; and
 - Industry Regulation Licencing.
- There has been significant transformation in the waste management industry across WA including the introduction of landfill diversion targets by the Waste Authority, compliance with the Best Practice Landfill Guidelines, clear guidance on increases to the landfill levy, review of the WARR Act and strong indications that merchant resource recovery plants are viable.
- There are a variety of potential Strategic Options across the various levels of the Waste Management Hierarchy to assist the Shire in progressing towards more sustainable waste management systems.
- The implementation of Strategic Options requires consideration of the framework or structures necessary to support the option including:
 - Government legislation and policy;
 - Material volumes;
 - Cost of services;
 - Markets for end products;
 - Infrastructure and service requirements; and
 - Community support.



- The Shire should consider partnerships with other LGAs, mining companies and haulage companies operating within the Shire to implement some of the Strategic Options. A partnership may result in a greater chance of a Strategic Options being feasible particularly in terms of recycling within the Shire.
- Preferred Strategic Options were identified and grouped into Options which would be implemented at a local, LGA or regional scale. The development of a network of infrastructure and services, that combine to form a Waste Management System, would be more efficient, cost effective and achieve the Shire's environmental desires.
- The following Clusters were developed to group complimentary Strategic Options and focus on a specific treatment option:
 - Cluster 1: Commingled Recycling;
 - Cluster 2: Organics Recycling; and
 - Cluster 3: New Energy RRF.
- Based on an analysis of the Commingled vs Organic Recycling Systems it was found that Organics Recycling was a more suitable and sustainable system for the Shire due to a number of factors including:
 - The volume of organic material available;
 - The relative cost efficiencies of the solution; and
 - Local markets for compost and similar products.
- The Shire should undertake a detailed feasibility assessment to determine the true social, financial and environmental implications of implementing Cluster 1, 2 or 3 and compare the results from each to determine which Cluster(s) will assist the Shire move towards a more long term sustainable waste management system.
- A detailed financial model should be developed to demonstrate the long term financial implications of the preferred Cluster(s). The financial model should include waste growth, labour costs, depreciation, future capital and operational investment, revenue forecasts for different waste streams, waste reserve allocation and growth, interest generated by the waste reserve and net annual operating position.
- Void space and remaining landfill life modelling was undertaken and determined that Tom Price Landfill has approximately 373,420m³ of void space and 15 years of life. Paraburdoo has approximately 346,510m³ of available void space which equates to 32 years of life at current waste acceptance rates.
- Arising from the assessment of current waste management services and infrastructure across the Shire, the following waste disposal options were identified that warranted further detailed consideration as long-term disposal strategies:
 - Option 1 - Current Services;
 - Option 2 - Future Services;
 - Option 3 - Tom Price Disposal;
 - Option 4 - Onslow Disposal;
 - Option 5 - Paraburdoo Disposal; and
 - Option 6 - All Lined Cells.



- The Waste Disposal Options contained a range of design concepts including WTSs, Class III and IV landfills and restoration layers which were utilised to determine the financial implications of each Option.
- Three transportation methods were assessed for each of the waste disposal options including:
 - Direct Haulage;
 - Bulk Haulage; and
 - Compaction.
- It was determined that due to the minimal capital costs and distance to the various waste facilities, the optimum waste disposal option was to continue the current services as outlined within Option 1.
- The acceptance of Option 1 reduces the likelihood of the establishment of lined landfill cells in accordance with current best practice standards. Therefore, the Shire should minimise its environmental impacts at the existing WMFs by committing to improve aspects that currently effect site compliance. Relevant aspects include site operations such as waste acceptance, storage, disposal and management of the active tipping face in addition to ensuring sufficient staff are allocated to the site during operational hours. This will ensure that the sites become fully compliant with Licence Conditions and reduce the risk of the Shire being reprimanded by regulatory authorities.
- Option 2 (Future Services) presents the best value for money for the Shire planning for the development of waste disposal infrastructure into the future.
- To ensure that all potential future uses of the Tom Price and Paraburdoo waste management facilities are identified and appropriately planned for, Master Plans were developed a for each site and identified the following areas for waste management activities:
 - Landfill area;
 - Potential landfill expansion area;
 - Community Recycling Centre;
 - Bulk Wastes area;
 - Potential bulk wastes expansion area;
 - Surface water ponds;
 - Future leachate ponds; and
 - Office, gate house and/or weighbridge.
- To assist in the implementation of the Preferred Clusters and Disposal Options, the Shire may wish to investigate funding opportunities from State and Federal sources.

18.2 Recommendations

Based on the works undertaken as part this study and the associated findings, Talis makes the following recommendations:

1. The Shire accepts the Strategic Waste Management Plan.



2. Develop and implement an Action Plan that identifies key tasks from the Strategy.
3. Commit to ensuring that each waste management facility becomes fully compliant with site Licence Conditions.
4. The Shire assesses its current waste data gathering and reporting framework to ensure that the weight/volume, sources and generators of waste are recorded.
5. The Shire establishes a waste reserve for the purpose of funding future waste management activities.
6. Undertake a detailed assessment of the initiatives contained within Clusters 1, 2 and 3 to assess their technical and financial viability.
7. The Shire considers partnerships with other LGAs and mining companies to increase the likelihood of success of the initiatives identified within Clusters 1, 2 or 3 with a specific focus on the proposed recycling systems.
8. Develop a long term financial model for waste related activities within the Shire to demonstrate the financial implications of the preferred Cluster(s) and fully understand the Shire's net annual operating position, for the purpose of waste management, currently and into the future.
9. The Shire continues with current waste management services by landfilling at Tom Price and Paraburdoo while transporting waste from Onslow to Tom Price, in accordance with Waste Disposal Option 1.
10. Further progress the concepts outlined within the Master Plans for Tom Price and Paraburdoo waste management facilities by developing the sites in accordance with the proposed layouts and the Implementation Plan.
11. Apply for funding to support the implementation of the Clusters and the Waste Disposal Options.
12. The Shire investigates obtaining long term access to the proposed expansion areas identified within the Master Plans to cater for potential future waste disposal demand.



Glossary

Annualised Cost duration/lifespan Management	Sum of the capital cost averaged over the expected and the annual operational cost of a Strategic Waste Option.
Combustibles or	Waste materials that can be treated through incineration, pyrolysis gasification processes.
Energy Recovery Rate through	Proportion of waste materials able to be diverted from landfill thermal processes.
Material Recovery Rate through	Proportion of waste materials able to be diverted from landfill recycling.
Organics waste,	Organic waste materials including paper and cardboard, food greenwaste and timber.
Recovery	Physical, chemical or biological processing of waste to generate products or energy.
Recovery Rate	Proportion of total waste diverted from landfill. Also referred to as Landfill Diversion Rate .
Recyclables cardboard,	Waste materials able to be recycled including paper and glass, plastics and metals.
Recycling	Processing that converts waste materials into useful materials or products with a similar physical form.
Treatment chemical	Processing of waste materials that alters its physical and/or form.
Waste Management management Hierarchy	An internationally recognised concept which lists waste options in order of preference according to their sustainability and environmental impacts.



Abbreviations

°C	Degrees Celsius
ACCU	Australian Carbon Credit Units
AD	Anaerobic Digestion
APC	Australian Packaging Covenant
ARENA	Australian Renewable Energy Agency
AWT	Alternative Waste Treatment
BPEM	Best Practice Environmental Management
C&I	Commercial and Industrial
C&D	Construction and Demolition
CCF	Community Chest Fund
CGS	Community Grants Scheme
CLGF	Country Local Government Fund
DER	Department of Environment Regulation
EMRC	Eastern Metropolitan Regional Council
Ha	Hectares
Km	Kilometres
LGA	Local Government Authority
MAF	Mobile Aerated Floor
MGB	Mobile Garbage Bin
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
MW	Megawatt
NSRF	National Stronger Regions Fund
RGS	Regional Grants Scheme
SWMP	Strategic Waste Management Plan
SWOT	Strengths, Weaknesses, Opportunities and Threats
tCO₂-e	Tonnes of carbon dioxide equivalent



tpa	tonnes per annum
WA	Western Australia
WARR	Waste Avoidance and Resource Recovery
WMRC	Western Metropolitan Regional Council

Figures

Figure 1: Shire of Ashburton Boundary & Waste Management Facilities

Figure 2: Onslow WTS Locality Plan

Figure 3: Onslow WTS Site Layout

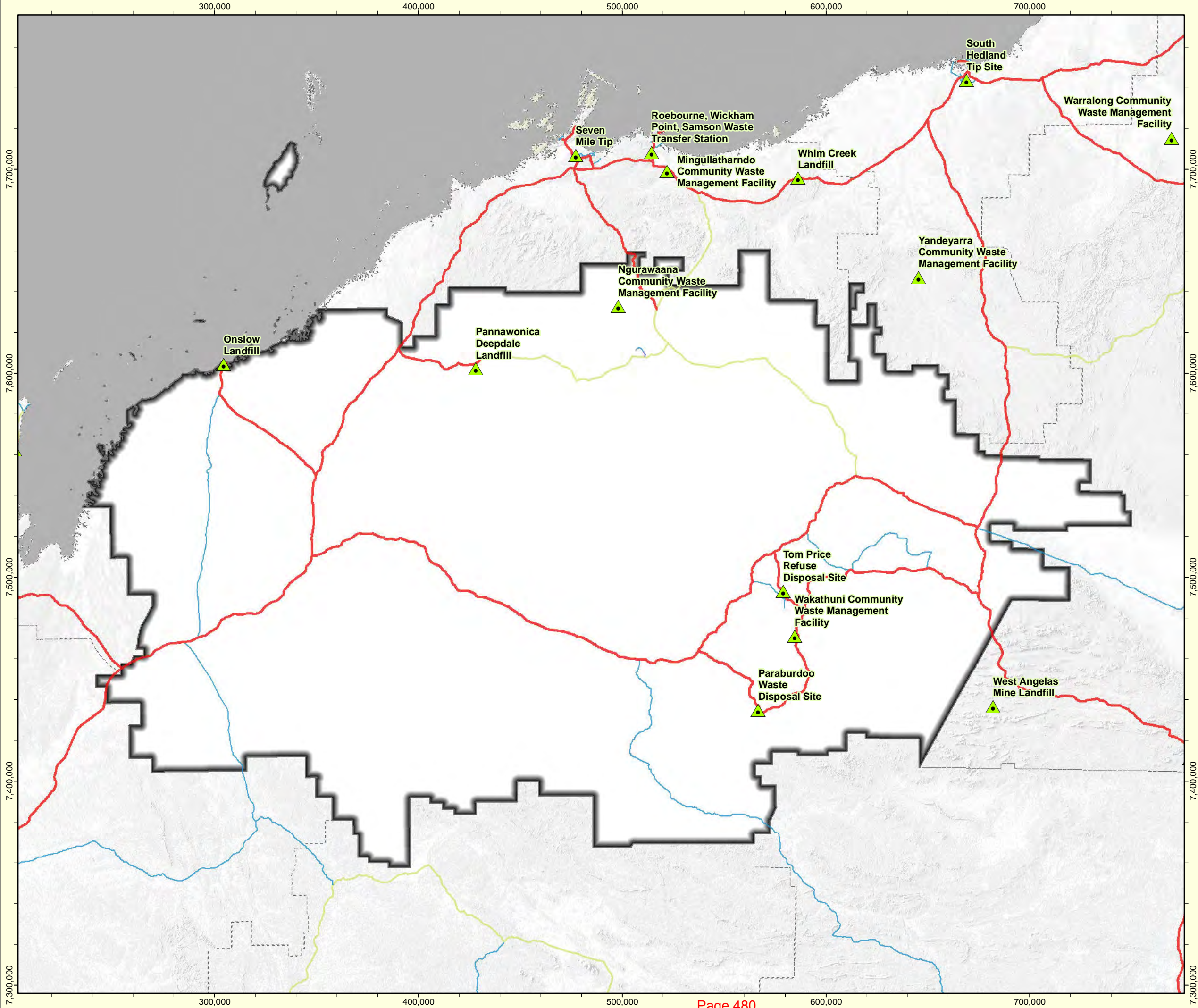
Figure 4: Tom Price Waste Disposal Site Locality Plan

Figure 5: Tom Price Waste Disposal Site Layout

Figure 6: Paraburdoo Waste Disposal Site Locality Plan

Figure 7: Paraburdoo Waste Disposal Site Layout

Figure 8: New Onslow Waste Management Facility Locality

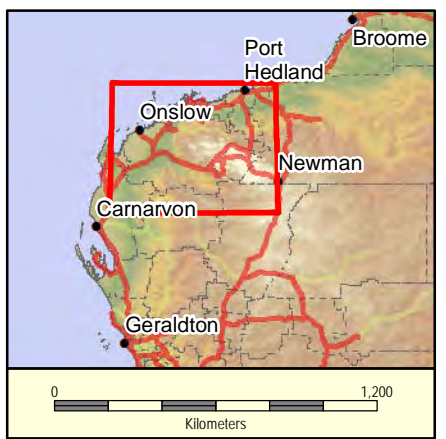


LEGEND

- Waste Management Facility Location

Road network (MRWA)

- Local Distributor
- Regional Distributor
- Primary Distributor



SHIRE OF ASHBURTON BOUNDARY AND WASTE MANAGEMENT FACILITIES
Ashburton Waste Strategy

0 10 20 40 60 80
Kilometers

Coordinate System: GDA 1994 MGA Zone 50
Projection: Transverse Mercator, Datum: GDA 1994, Units: Meter

Scale @ A3: 1:1,750,000	Prepared: R Cullen
Date: 07/04/2015	Checked: A Uptis
Revision: Rev A	Reviewed: N King
Project No: TW15006	

Figure 01

Document Path: Z:\SECTIONS\Waste\PROJECTS\TW2015\TW15006 - Ashburton Waste Strategy\GIS\Maps\TW15006_001_Locality.mxd



LEGEND

Road network (MRWA)

- Access Road
- Local Distributor
- Primary Distributor
- Site Boundary



ONSLow WASTE TRANSFER STATION LOCALITY PLAN
Ashburton Waste Strategy

0 100 200 400 600 800 1,000 1,200
Meters

Coordinate System: GDA 1994 MGA Zone 50
Projection: Transverse Mercator, Datum: GDA 1994, Units: Meter

Scale @ A3: 1:25,000	Prepared: R Cullen
Date: 07/04/2015	Checked: A Uptis
Revision: Rev A	Reviewed: N King
Project No: TW15006	

Figure 02

Document Path: Z:\SECTIONS\Waste\PROJECTS\TW2015\TW15006 - Ashburton Waste Strategy\GIS\Maps\TW15006_002_OnslowWTS_Locality.mxd



LEGEND

Site Boundary

Site Layout

- 1. Office
- 2. Waste Transfer Station Building
- 3. Green Waste Storage
- 4. Concrete Storage
- 5. Building Rubble Storage
- 6. Soil and Sand Storage
- 7. Tyre Storage
- 8. Evaporation Lagoon
- 9. Scrap Metal Storage
- 10. Leach Mound



ONSLOW WASTE TRANSFER STATION SITE LAYOUT
Ashburton Waste Strategy

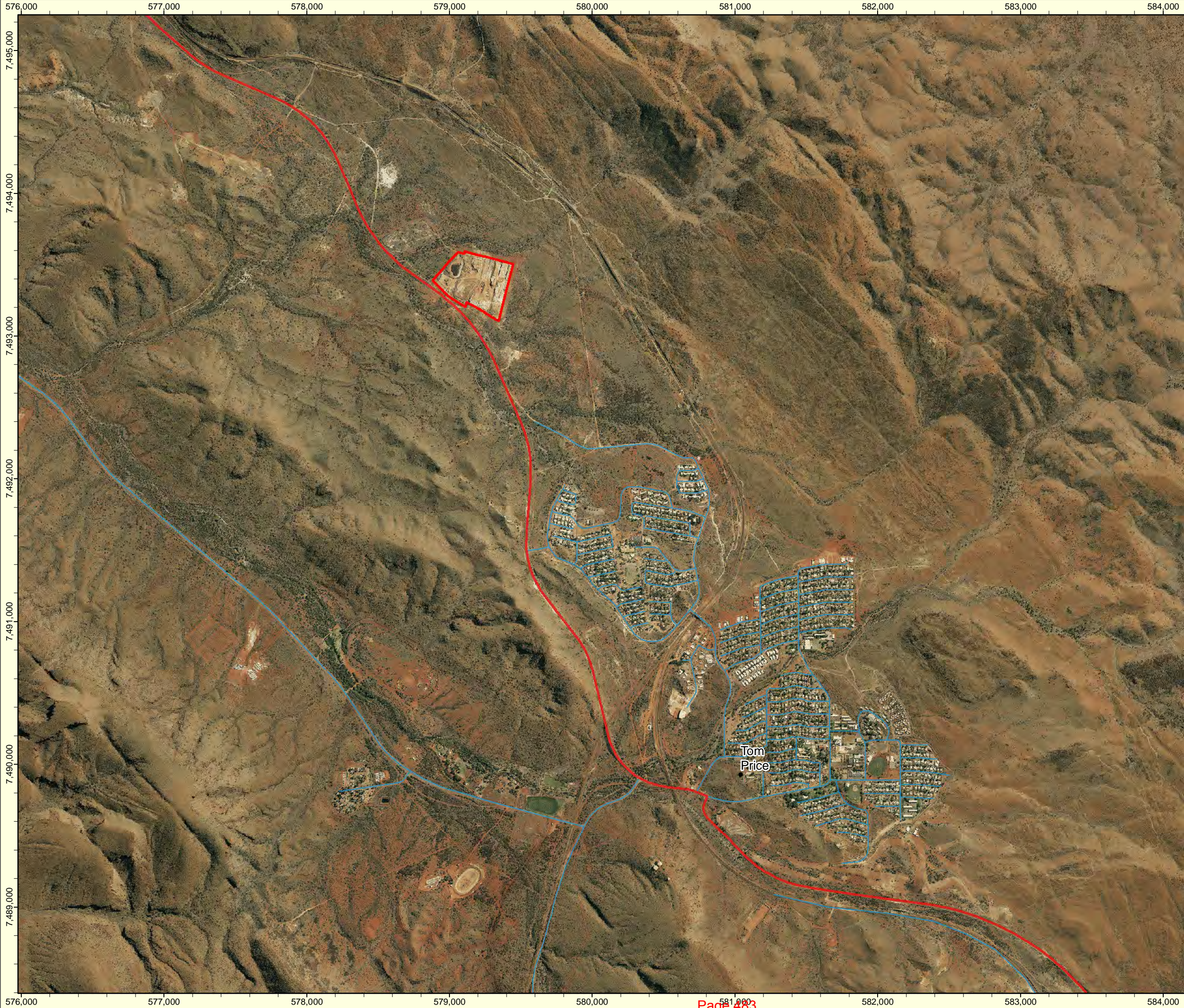
0 5 10 20 30 40 50
Meters

Coordinate System: GDA 1994 MGA Zone 50
Projection: Transverse Mercator, Datum: GDA 1994, Units: Meter

Scale @ A3:	1:1,000	Prepared:	R Cullen
Date:	07/04/2015	Checked:	A Uptis
Revision:	Rev A	Reviewed:	N King
Project No:	TW15006		





Figure 03

Document Path: \\server\Talis\SECTIONS\Waste\PROJECTS\TW2015\TW15006 - Ashburton Waste Strategy\GIS\Maps\TW15006_003_Onslow\WTS_Layout.mxd



LEGEND

Road network (MRWA)

-  Access Road
-  Local Distributor
-  Primary Distributor
-  Site Boundary



TOM PRICE WASTE DISPOSAL SITE LOCALITY PLAN
Ashburton Waste Strategy

0 100 200 400 600 800 1,000 1,200
 Meters

Coordinate System: GDA 1994 MGA Zone 50
 Projection: Transverse Mercator, Datum: GDA 1994, Units: Meter

Scale @ A3: 1:25,000	Prepared: R Cullen
Date: 07/04/2015	Checked: A Uptis
Revision: Rev A	Reviewed: N King
Project No: TW15006	

Figure 04



Document Path: \\server\talis\SECTIONS\Waste\PROJECTS\TW2015\TW15006 - Ashburton Waste Strategy\GIS\Maps\TW15006_004_Tomp_Locality.mxd



LEGEND

- Site Boundary
- Former Landfilling Area

Site Layout

1. Gate House
2. Dongar
3. Storage Shed
4. Former Recycling/Baling Shed
5. Former Recycled Bale Storage Area
6. Temporary Battery Storage
7. Gas Bottles
8. Waste Oil and Paint
9. E-Waste
10. Intermediate Bulk Containers (IBC's)
11. Scrap Metal
12. Tyres
13. Mulch
14. Concrete Waste
15. Excavated Spoil
16. Household Waste Cell
17. Former Commercial Waste Cell
18. Asbestos Waste Cell
19. Current Commercial Waste Cell
20. First Food Waste Cell
21. Food Waste
22. Plastic Pipes
23. Green Waste
24. Animal Waste and Carcass Pit
25. First Commercial Cell
26. Former Landfilling Area
27. Clean Fill



TOM PRICE WASTE DISPOSAL SITE LAYOUT
Ashburton Waste Strategy

Coordinate System: GDA 1994 MGA Zone 50
Projection: Transverse Mercator, Datum: GDA 1994, Units: Meter

Scale @ A3:	1:2,000	Prepared:	R Cullen
Date:	07/04/2015	Checked:	A Uptis
Revision:	Rev A	Reviewed:	N King
Project No:	TW15006		
Figure 05			

Document Path: \\server\Talis\SECTIONS\Waste\PROJECTS\TW2015\TW15006 - Ashburton Waste Strategy\GIS\Maps\TW15006_005_TomP_Layout.mxd



LEGEND

- Site Boundary
- General Waste Approximate Boundary

Site Layout

1. Shed
2. Site Office
3. Generator
4. Oil Disposal
5. Concrete
6. Tyres
7. White Goods
8. Mulch
9. Green Waste
10. Scrap Metal
11. General Waste Approximate Boundary



PARABURDOO WASTE DISPOSAL SITE LAYOUT
Ashburton Waste Strategy

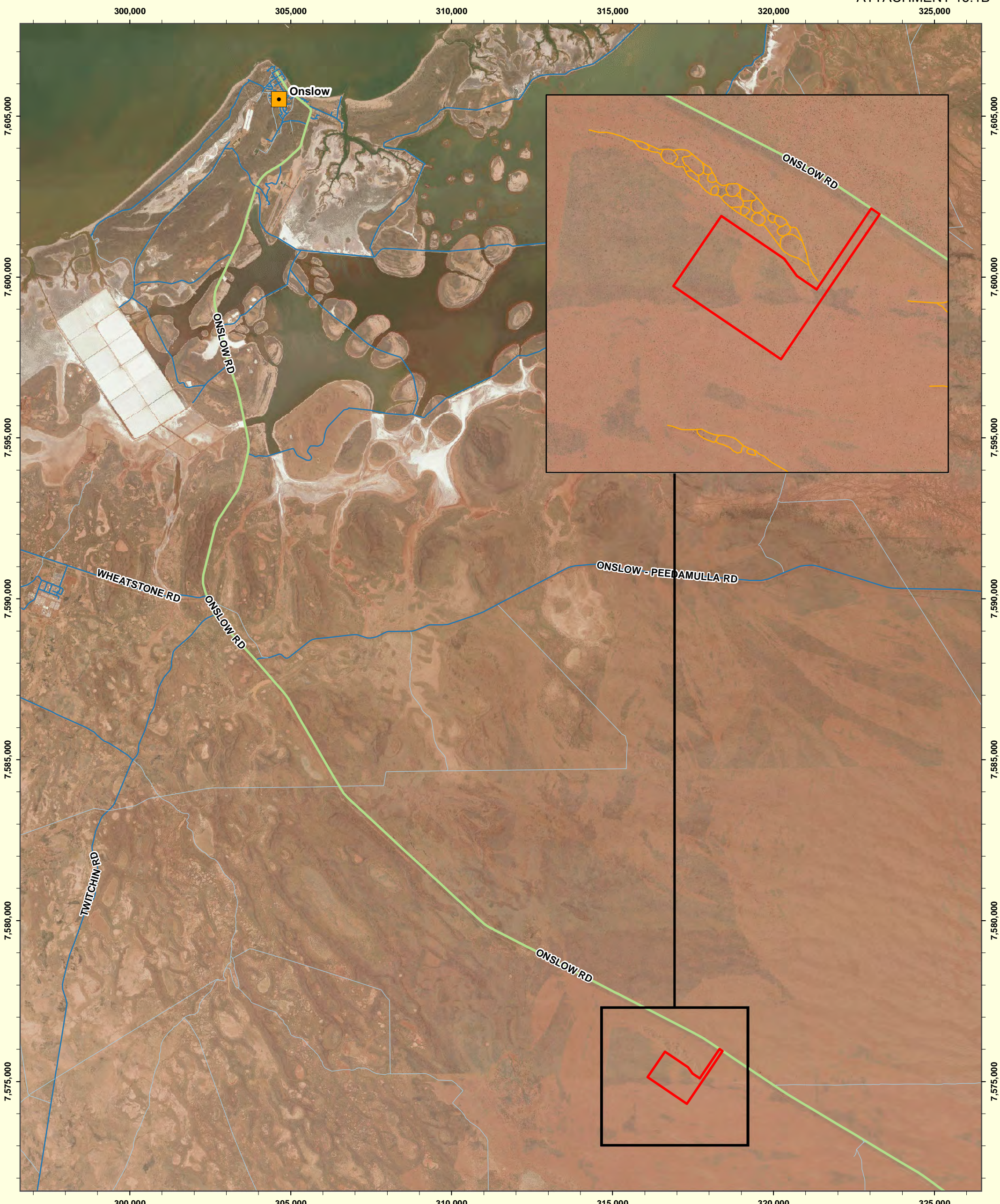
0 10 20 40 60 80 100
Meters

Coordinate System: GDA 1994 MGA Zone 50
Projection: Transverse Mercator, Datum: GDA 1994, Units: Meter

Scale @ A3:	1:2,250	Prepared:	R Cullen
Date:	07/04/2015	Checked:	A Uptis
Revision:	Rev A	Reviewed:	N King
Project No:	TW15006		

Figure 06

Document Path: \\server\talis\sections\waste\PROJECTS\TW2015\TW15006 - Ashburton Waste Strategy\GIS\Maps\TW15006_007_Paraburdoo_Layout.mxd



LEGEND

- Proposed Waste Management Facility Site Boundary
- Natural Ridgeline
- Track
- Minor Road
- Main Road



Site Locality
Onslow Waste Management Feasibility Study

0 1 2 4 6 8
Kilometers

Coordinate System: GDA 1994 MGA Zone 50
Projection: Transverse Mercator, Datum: GDA 1994, Units: Meter

Scale (A3) 1:110,000	Prepared: R Cullen	Project No: TW13023
Date: 20/06/2014	Checked: J Botterill	
Figure 07	Reviewed: K Garvey	
	Revision: Rev A	

Drawings

Drawing 1: Tom Price Final Fill Profile

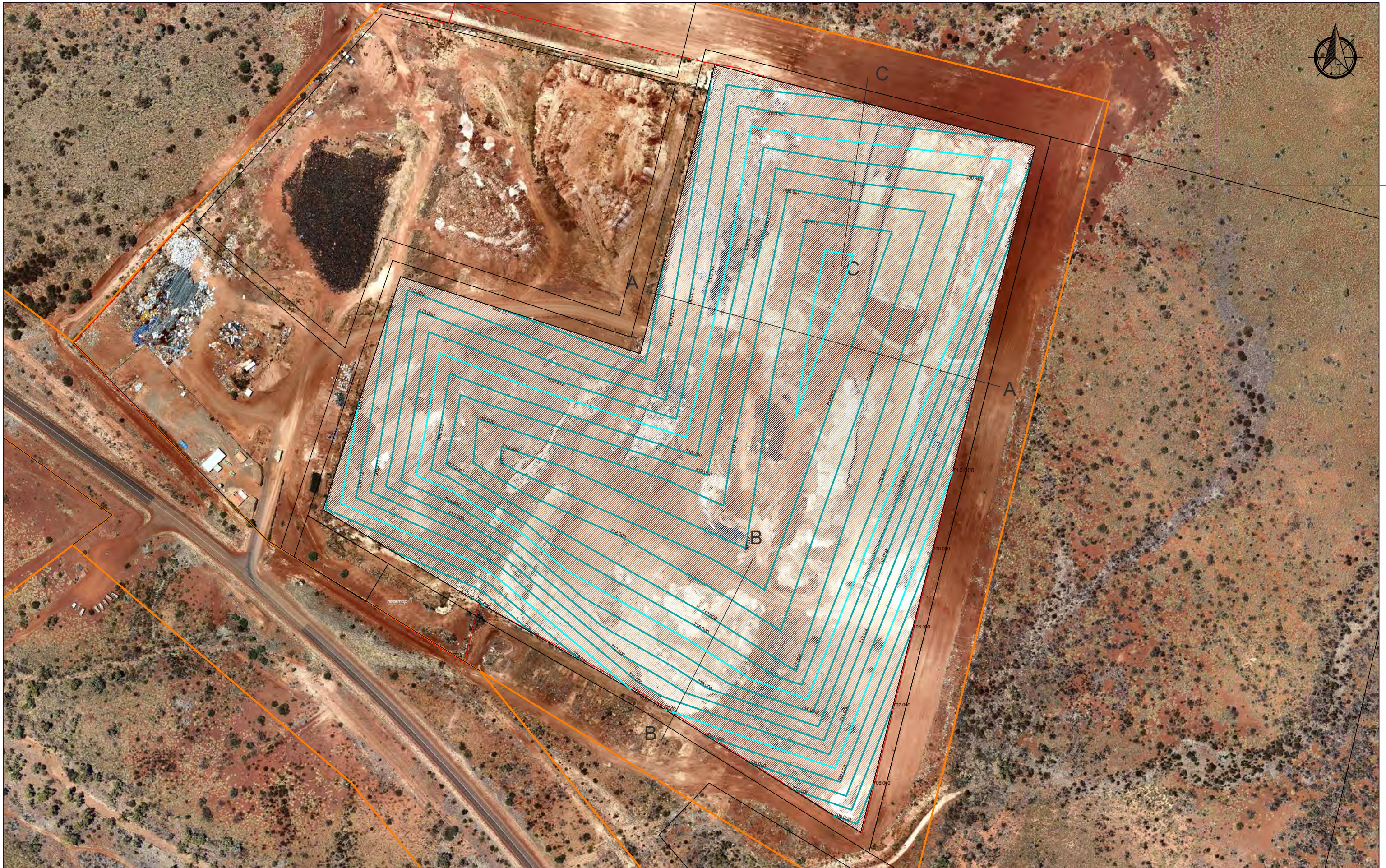
Drawing 2: Tom Price Final Fill Profile - Sections

Drawing 3: Tom Price Master Plan

Drawing 4: Paraburdoo Final Fill Profile

Drawing 5: Paraburdoo Final Fill Profile - Sections

Drawing 6: Paraburdoo Master Plan



ASSET MANAGEMENT
 ENVIRONMENTAL SERVICES
 SPATIAL INTELLIGENCE
 WASTE MANAGEMENT

Shire of Ashburton

8/663 Newcastle Street, Leederville WA 6007
 PO Box 454, Leederville WA 6903
 T: 1300 251 070
 E: admin@talisconsultants.com.au

Client: Shire of Ashburton

- NOTES**
1. This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, used, or its contents divulged without prior written consent.
 2. All levels refer to Australian Height Datum.
 3. DO NOT SCALE. use figured dimensions only, if in doubt please contact Talis Consultants.

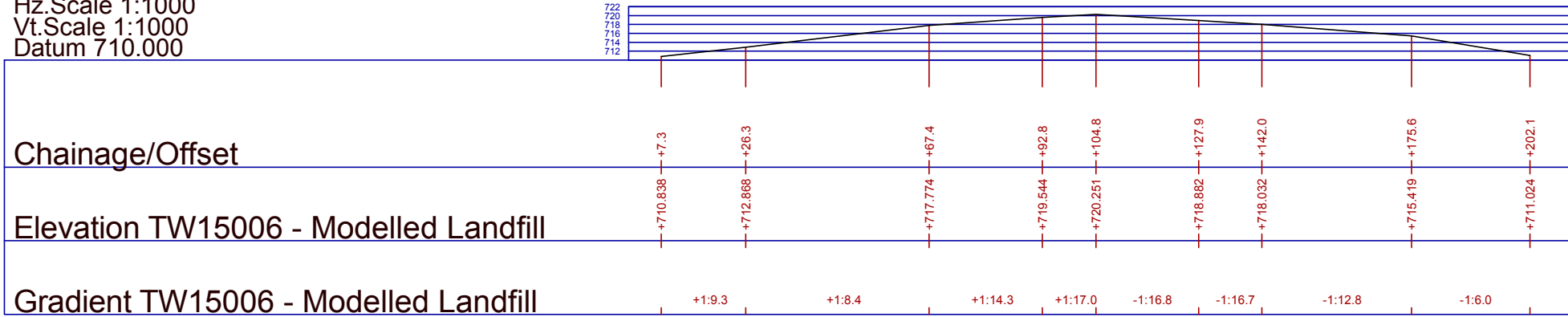
No.	Date	Drawn By	App.
A	17/07/15	KR	JK

Project: Ashburton Waste Strategy

Title: Tom Price Final Fill Profile

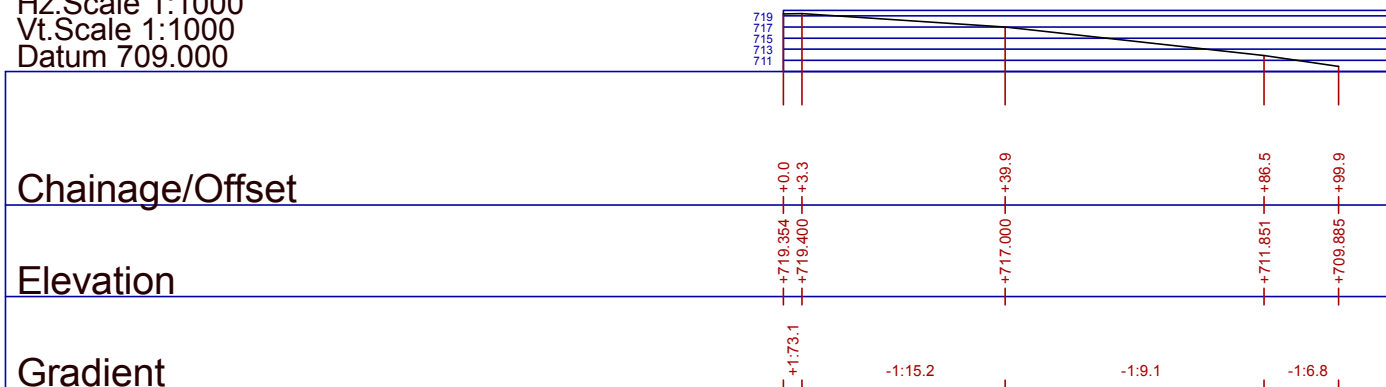
Drawn by:	AU	Job No:	TW15006
Checked by:	KR	File No:	TW15006DG001
Approved by:	JK	Orig. No:	002
Scale:	1:2000	Rev:	A
Date:	17/07/15		

Chainage 0.000
 Hz. Scale 1:1000
 Vt. Scale 1:1000
 Datum 710.000



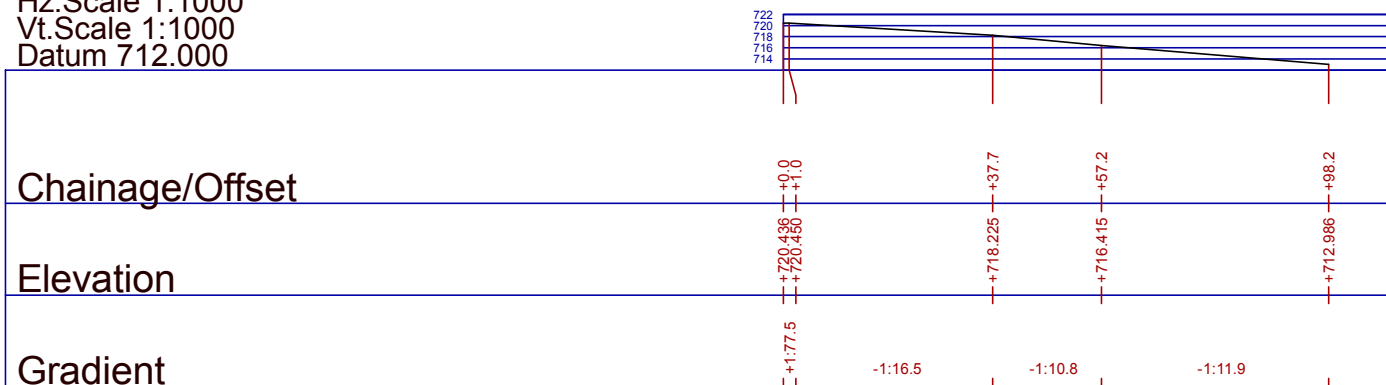
A - A

Chainage 0.000
 Hz. Scale 1:1000
 Vt. Scale 1:1000
 Datum 709.000



B - B

Chainage 0.000
 Hz. Scale 1:1000
 Vt. Scale 1:1000
 Datum 712.000



C - C



ASSET MANAGEMENT
 ENVIRONMENTAL SERVICES
 SPATIAL INTELLIGENCE
 WASTE MANAGEMENT
 8/663 Newcastle Street, Leederville WA 6007
 PO Box 454, Leederville WA 6903
 T: 1300 251 070
 E: admin@talisconsultants.com.au

Client: Shire of Ashburton

NOTES

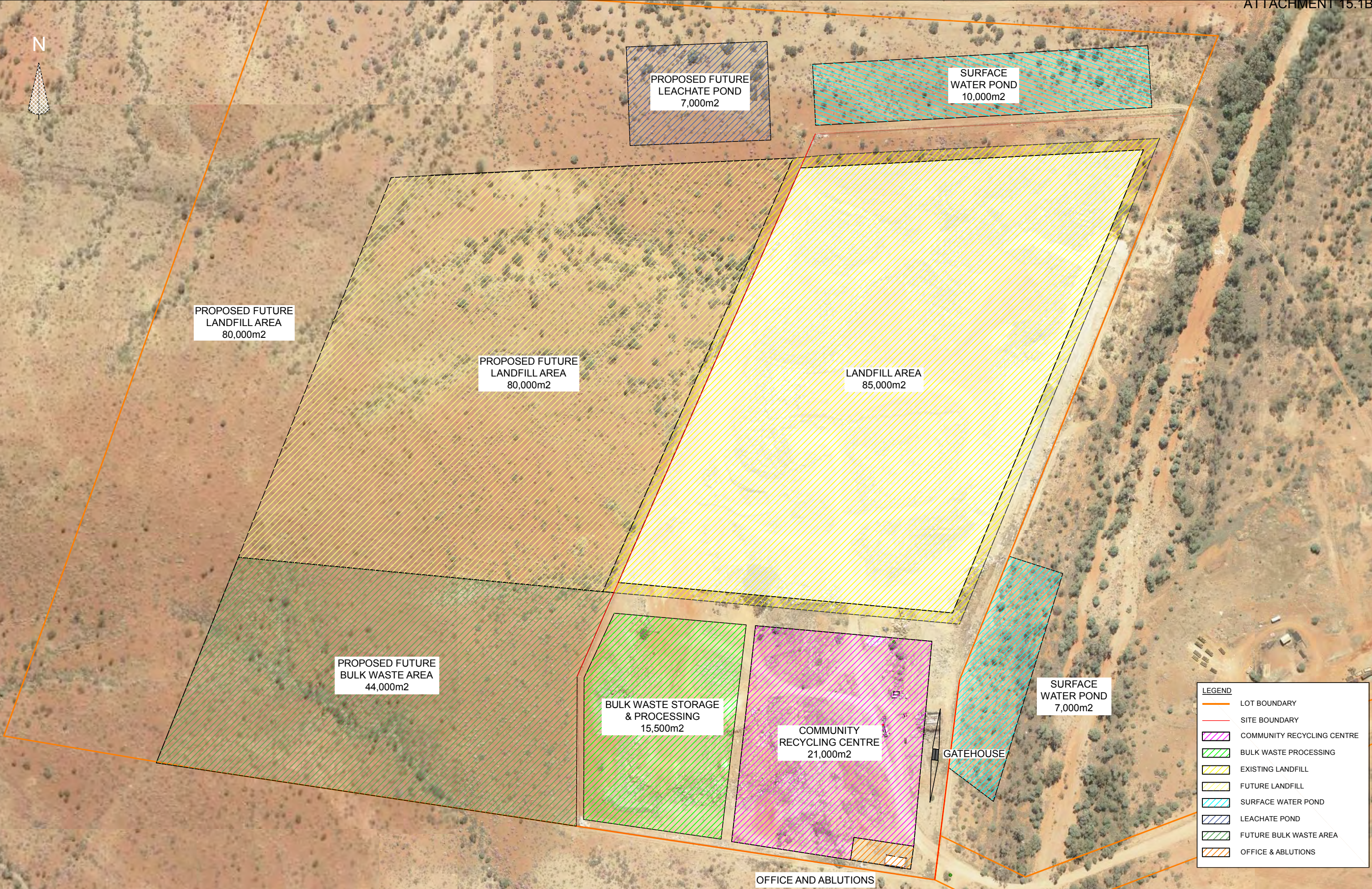
- This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, used, or its contents divulged without prior written consent.
- All levels refer to Australian Height Datum.
- DO NOT SCALE, use figured dimensions only, if in doubt please contact Talis Consultants.

No.	Date	Drawn	Checked	Amendment / Issue	App.
A	15/07/15	JK	JK	Report	JK

Project: Ashburton Waste Strategy

Title: Tom Price Final Fill Profile Sections

Drawn by:	AU	Job No:	TW15006
Checked by:	KR	File No:	TW15006DG001
Approved by:	JK	Drw. No:	003
Scale:	N.T.S	Rev:	A
Date:	15/07/15		



LEGEND	
	LOT BOUNDARY
	SITE BOUNDARY
	COMMUNITY RECYCLING CENTRE
	BULK WASTE PROCESSING
	EXISTING LANDFILL
	FUTURE LANDFILL
	SURFACE WATER POND
	LEACHATE POND
	FUTURE BULK WASTE AREA
	OFFICE & ABLUTIONS



ASSET MANAGEMENT
 ENVIRONMENTAL SERVICES
 SPATIAL INTELLIGENCE
 WASTE MANAGEMENT

8/663 Newcastle Street, Leederville WA 6007
 PO Box 454, Leederville WA 6903
 T: 1300 251 070
 E: admin@talisconsultants.com.au

Client:
Shire of Ashburton

NOTES

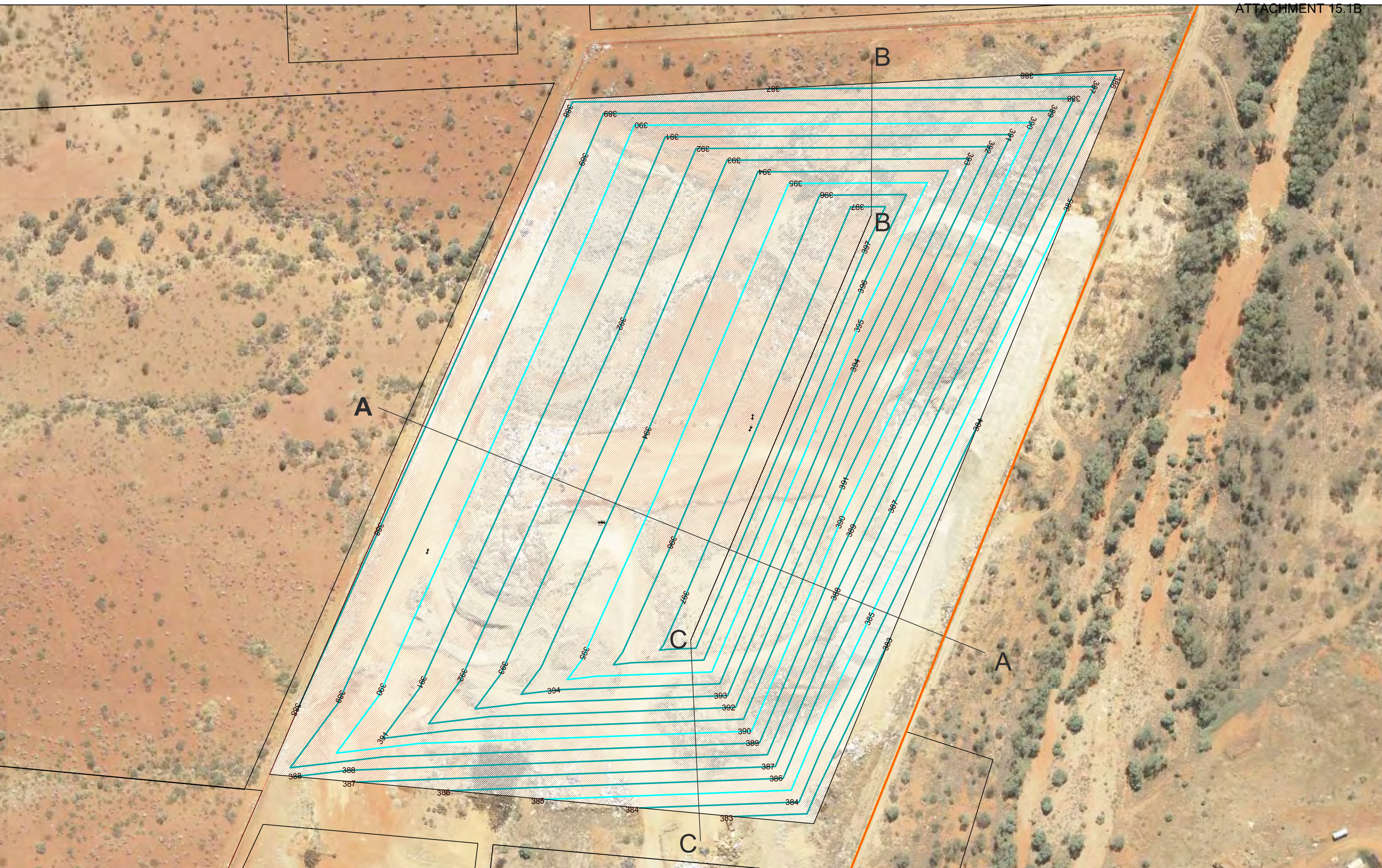
- This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, used, or its contents divulged without prior written consent.
- All levels refer to Australian Height Datum.
- DO NOT SCALE, use figured dimensions only, if in doubt please contact Talis Consultants.

Date	Drawn By	Checked By	App.
17/07/15	A		

Project:
Ashburton Waste Strategy

Title:
Paraburdoo Waste Management Facility Master Plan

Drawn by:	AU	Job No:	TW15006
Checked by:	KR	File No:	TW15006DG001
Approved by:	JK	Dwg. No:	004
Scale:	1:2500	Rev:	A
Date:	17/07/15		



ASSET MANAGEMENT
 ENVIRONMENTAL SERVICES
 SPATIAL INTELLIGENCE
 WASTE MANAGEMENT

Client:
Shire of Ashburton

NOTES
 1. This drawing is the property of Talis Consultants Pty Ltd. It is a confidential document and must not be copied, used, or its contents divulged without prior written consent.
 2. All levels refer to Australian Height Datum.
 3. DO NOT SCALE, use figured dimensions only, if in doubt please contact Talis Consultants.

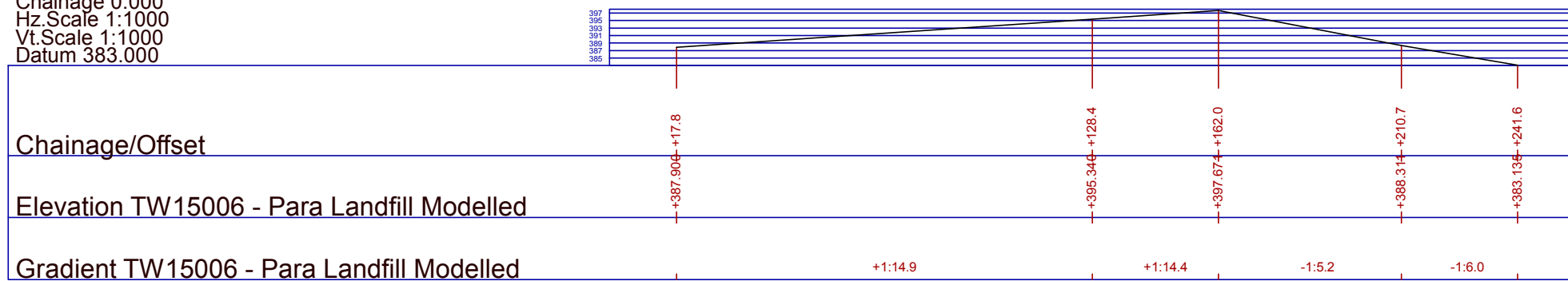
A	17/07/15	MJ	Report	RC	
		DK	Amendment / Issue	App.	

Project:
Ashburton Waste Strategy

Title:
Paraburdoo Final Fill Profile

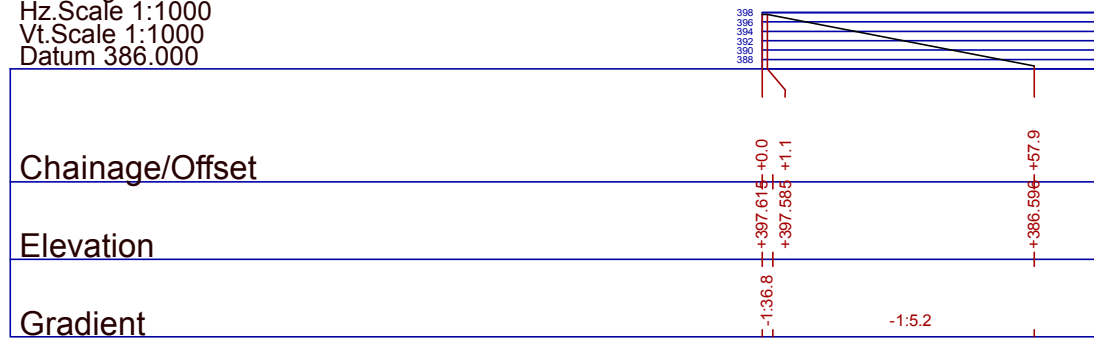
Drawn by:	AU	Job No:	TW15006
Checked by:	KR	File No:	TW15006DG001
Approved by:	JK	Dwg. No:	005
Scale:	1:1500	Rev:	A
Date:	17/07/15		

Chainage 0.000
 Hz.Scale 1:1000
 Vt.Scale 1:1000
 Datum 383.000



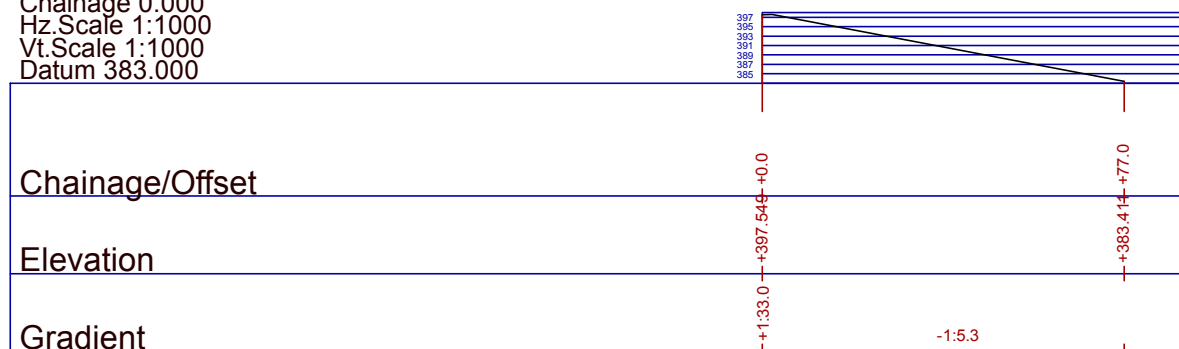
A - A

Chainage 0.000
 Hz.Scale 1:1000
 Vt.Scale 1:1000
 Datum 386.000



B - B

Chainage 0.000
 Hz.Scale 1:1000
 Vt.Scale 1:1000
 Datum 383.000



C - C

Appendix A: Strategic Options Details

Hierarchy	Option	Implementation	Local, LGA or Regional Activity/Approach	MSW						C&I						C&D					
				Tonnage (low)	% capture of materials targeted	% capture of stream total	Tonnage (high)	% capture of materials targeted	% capture of stream total	Tonnage (low)	% capture of materials targeted	% capture of stream total	Tonnage (high)	% capture of materials targeted	% capture of stream total	Tonnage (low)	% capture of materials targeted	% capture of stream total	Tonnage (high)	% capture of materials targeted	% capture of stream total
A/R/R	Integrated Waste Education Program (Officer 33%)	Local	Consistent approach across Shire; depends on services.																		
A/R/R	Earth carers (Officer 33%)	Local	Consistent approach across region implemented locally by Waste Education Officer																		
A/R/R	Influence Commercial Practices (Officer 33%)	Local	Consistent approach across region implemented locally by Waste Education Officer																		
A/R/R	Waste Education Officer	Regional	Officer responsible for a coordinated approach to waste education including Education Program, Earth carers, influencing C&I sector. Assist in behavioural change within the Shire.																		
A/R/R	Reuse Shops	Local	Local facilities with a consistent layout, receptacles and signage implemented across the Shire.	83.47	50%	1%	250	75%	3%												
A/R/R	Free Trade Website	Regional	Website to gain credit against diversion targets where 'stuff' can be swapped, sold and bought for free	42	50%	0.5%	83	75%	1%												
Recycle	Greenwaste Mulching	Regional	Regional mulching contract implemented locally via stockpiling of GW prior to mulching	918	90%	11%	1,020	100%	12%	459	90%	2%	510	100%	3%						
Recycle	Scrap Metal Recycling	Regional	Regional collection contract implemented locally via stockpiling of scrap metal prior to collection by a contractor for recycling	92	70%	1%	132	100%	2%	33	25%	0%	66	50%	0%	125	95%		125	95%	
Recycle	Glass Crushing	LGA	Regional procurement or purchase of a glass crusher for utilisation by LGAs within the Pilbara.	336	60%	4%	475	85%	6%	168	60%	1%	238	85%	1%						
Recycle	Tyre Recycling	Regional	Establish a regional tyre recycling facility in collaboration with other LGAs and industry	159	70%	2%	205	90%	2%	341	50%	2%	546	80%	3%						
Recycle	Battery Recycling	Local	Establish a regional tyre recycling facility in collaboration with other LGAs and industry	297	50%	4%	474	80%	6%	177	1%	1%	532	3%	3%						
Recycle	E-Waste Recycling	LGA	Establish an E-Waste recycling facility with potential collaboration with other LGAs and industry	42	1%	1%	167	4%	2%	101	1%	1%	402	4%	2%						
Recycle	Commingled Recycling Collections	LGA	LGA approach to implement kerbside commingled recycling across the Shire	4,019	75%	48%	5,091	95%	61%	2,010	75%	10%	2,546	95%	13%						
Recycle	Mattress Recycling	LGA	Regional collection contract implemented locally via stockpiling of mattresses prior to collection/processing by a contractor or regional facility	42	90%	1%	83	100%	1%												
Recycle	C&D Waste Processing	Regional	Regional processing contract implemented locally													5,962	90%	90%	6,624	100%	
Recycle	Recycling Station Network	LGA	Consistent approach across Shire implemented locally, however new bins and collection vehicle needed to service the network	250	75%	3%	417	90%	5%	101	50%	0.5%	201	50%	1%						
Recycle	Modern Community Recycling and Drop-off Centre	Local	A local facility that accepts waste and recyclables from the community.	417	70%	5%	835	90%	10%	201	50%	1%	603	60%	3%						
Recycle	Clean MRF	Regional	A facility that requires significant tonnage to create economies of scale may include the entire region or private industry to combine volumes and increase participants depending on economies of scale	4,019	80%	48%	5,091	100%	61%												
R&T	Kerbside Organics Collections	LGA	2nd bin to be rolled out across the Shire; new contract implemented locally (towns). Include Commercial organics collections from business and industry.	4,389	75%	53%	6,584	90%	79%	1,536	35%	8%	10,908	70%	54%						
R&T	Dirty MRF	Regional	Large facility requires significant tonnage to create economies of scale may include the entire region to combine volumes depending on economies of scale	2,504	45%	30%	3,617	65%	43%	3,016	45%	15%	4,691	70%	23%						
R&T	Windrow Aeration	LGA / Local	Can't transport GW far, therefore LGA approach with local inputs, however with a WTS GW could be moved further to a central LGA facility. Smaller scale operation utilises local tonnages, however large facility has better efficiencies	3,511	40%	42%	5,267	60%	63%	1,756	40%	9%	2,633	60%	13%						
R&T	Forced Aeration	LGA / Local	Smaller scale operation utilises local or LGA tonnages, however large facility has better efficiencies	3,511	40%	42%	5,267	60%	63%	1,756	40%	9%	2,633	60%	13%						
R&T	Mechanical Aeration	Regional	Large facility with large capital and operational costs requires Regional tonnage to create economies of scale	3,511	40%	42%	5,267	60%	63%	1,756	40%	9%	2,633	60%	13%						
R&T	AD	Regional	Large facility with large capital and operational costs requires Regional tonnage to create economies of scale	3,511	40%	42%	5,267	60%	63%	1,756	40%	9%	2,633	60%	13%						
R&T	Special Waste Processing	Local	Small scale facilities that treat specific waste streams such as oil and plastics and turn it into diesel and bio-diesel	42	75.0%	1%	83	90%	1%	132.49	50%	1%	264.97	75%	1%						
R&T	Combustion	Regional	Large facility with large capital and operational costs requires Regional tonnage to create economies of scale	5,843	85%	70%	7,512	95%	90%	15,079	75%	75%	18,095	90%	90%						
R&T	Gasification	Regional	Large facility with large capital and operational costs requires Regional tonnage to create economies of scale	5,843	75%	70%	7,512	90%	90%	15,079	75%	75%	18,095	90%	90%						
R&T	Pyrolysis	Regional	Large facility with large capital and operational costs requires Regional tonnage to create economies of scale	5,843	75%	70%	7,512	90%	90%	15,079	75%	75%	18,095	90%	90%						
D	Alternative Daily Cover	LGA / Local	Alternative to utilising excavated materials to cover waste at the tipping face at the end of daily operations.																		
D	WTS	LGA / Local	Facilitates bulk haulage of waste which generates economies of scale to transport greater distance. Allows the transfer of materials to a central LGA facility.	6,678	85%	80%	7,930	95%	95%	17,090	85%	85%	19,100	95%	95%						
D	Landfill	LGA / Local	Development of best practice regional facility has a high capital expense. Therefore, requires LGA tonnage to create economies of scale	6,678	85%	80%	7,930	95%	95%	17,090	85%	85%	19,100	95%	95%						

Hierarchy	Option	TOTAL WASTE				COSTS								Key Comments
		Tonnage (low)	% capture of stream total	Tonnage (high)	% capture of stream total	Capital Cost (low)	Capital Cost (high)	Lifespan	Annual cap cost (low)	Annual cap cost (high)	Operational cost	Total annual cost (low)	Total annual cost (high)	
A/R/R	Integrated Waste Education Program (Officer 33%)	-	0%	-	0%	\$ -	\$ -	NA	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	Part time position for Waste Education Officer who delivers on a variety of education initiatives
A/R/R	Earth carers (Officer 33%)	-	0%	-	0%	\$ -	\$ -	NA	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	Work done through Waste Education Officer
A/R/R	Influence Commercial Practices (Officer 33%)	-	0%	-	0%	\$ -	\$ -	NA	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	Work done through Waste Education Officer
A/R/R	Waste Education Officer	-	0%	-	0%	\$ -	\$ -	NA	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	
A/R/R	Reuse Shops	83	0%	250	1%	\$ 100,000	\$ 250,000	10	\$ 10,000	\$ 25,000	\$ 50,000	\$ 60,000	\$ 75,000	Part time staff member and community members to run
A/R/R	Free Trade Website	42	0%	83	0%	\$ 10,000	\$ 15,000	10	\$ 1,000	\$ 1,500	\$ 5,000	\$ 6,000	\$ 6,500	
Recycle	Greenwaste Mulching	1,376	4%	1,529	4%	\$ -	\$ -	NA			\$ 25,000	\$ 25,000	\$ 25,000	Continue with current contractual arrangement
Recycle	Scrap Metal Recycling	251	1%	323	1%	\$ -	\$ -	NA			\$ 5,000	\$ 5,000	\$ 5,000	
Recycle	Glass Crushing	503	1%	713	2%	\$ 100,000	\$ 500,000	10	\$ 5,000	\$ 25,000	\$ 50,000	\$ 55,000	\$ 75,000	
Recycle	Tyre Recycling	500	1%	750	2%	\$ 10,000,000	\$ 30,000,000	20	\$ 500,000	\$ 1,500,000	\$ 1,000,000	\$ 1,500,000	\$ 2,500,000	
Recycle	Battery Recycling	474	1%	1,006	3%	\$ 20,000	\$ 40,000	20	\$ 1,000	\$ 2,000	\$ 5,000	\$ 6,000	\$ 7,000	
Recycle	E-Waste Recycling	142	0%	569	2%	\$ 30,000	\$ 60,000	15	\$ 2,000	\$ 4,000	\$ 100,000	\$ 102,000	\$ 104,000	
Recycle	Commingled Recycling Collections	6,029	17%	7,637	22%	\$ 352,000	\$ 440,000	20	\$ 17,600	\$ 22,000	\$ 1,601,600	\$ 1,619,200	\$ 1,623,600	
Recycle	Mattress Recycling	42	0%	83	0%	\$ 150,000	\$ 300,000	15	\$ 10,000	\$ 20,000	\$ 250,000	\$ 260,000	\$ 270,000	
Recycle	C&D Waste Processing	5,962	17%	6,624	19%			10	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	
Recycle	Recycling Station Network	351	1%	618	2%	\$ 10,000	\$ 50,000	10	\$ 1,000	\$ 5,000	\$ 10,000	\$ 11,000	\$ 15,000	
Recycle	Modern Community Recycling and Drop-off Centre	618	2%	1,438	4%	\$ 500,000	\$ 4,000,000	20	\$ 25,000	\$ 200,000	\$ 200,000	\$ 225,000	\$ 400,000	
Recycle	Clean MRF	4,019	11%	5,091	15%	\$ 10,000,000	\$ 15,000,000	15	\$ 666,667	\$ 1,000,000	\$ 1,000,000	\$ 1,666,667	\$ 2,000,000	
R&T	Kerbside Organics Collections	5,925	17%	17,492	50%	\$ 352,000	\$ 440,000	20	\$ 17,600	\$ 22,000	\$ 1,601,600	\$ 1,619,200	\$ 1,623,600	
R&T	Dirty MRF	5,520	16%	8,308	24%	\$ 10,000,000	\$ 15,000,000	15	\$ 666,667	\$ 1,000,000	\$ 1,000,000	\$ 1,666,667	\$ 2,000,000	
R&T	Windrow Aeration	5,267	15%	7,900	23%	\$ 250,000	\$ 750,000	10	\$ 25,000	\$ 75,000	\$ 200,000	\$ 225,000	\$ 275,000	
R&T	Forced Aeration	5,267	15%	7,900	23%	\$ 150,000	\$ 750,000	10	\$ 15,000	\$ 75,000	\$ 150,000	\$ 165,000	\$ 225,000	
R&T	Mechanical Aeration	5,267	15%	7,900	23%	\$ 50,000,000	\$ 80,000,000	20	\$ 2,500,000	\$ 4,000,000	\$ 1,000,000	\$ 3,500,000	\$ 5,000,000	
R&T	AD	5,267	15%	7,900	23%	\$ 35,000,000	\$ 40,000,000	20	\$ 1,750,000	\$ 2,000,000	\$ 1,500,000	\$ 3,250,000	\$ 3,500,000	
R&T	Special Waste Processing	174	0%	348	1%	\$ 500,000	\$ 1,000,000	10	\$ 50,000	\$ 100,000	\$ 200,000	\$ 250,000	\$ 300,000	
R&T	Combustion	20,922	60%	25,607	73%	\$ 150,000,000	\$ 200,000,000	20	\$ 7,500,000	\$ 10,000,000	\$ 8,500,000	\$ 16,000,000	\$ 18,500,000	
R&T	Gasification	20,922	60%	25,607	73%	\$ 100,000,000	\$ 120,000,000	20	\$ 5,000,000	\$ 6,000,000	\$ 5,500,000	\$ 10,500,000	\$ 11,500,000	
R&T	Pyrolysis	20,922	60%	25,607	73%	\$ 100,000,000	\$ 120,000,000	20	\$ 5,000,000	\$ 6,000,000	\$ 3,500,001	\$ 8,500,001	\$ 9,500,001	
D	Alternative Daily Cover	-	0%	-	0%	\$ 15,000	\$ 250,000	10	\$ 1,500	\$ 25,000	\$ 40,000	\$ 41,500	\$ 65,000	
D	WTS	23,767	68%	27,030	77%	\$ 2,000,000	\$ 3,500,000	20	\$ 100,000	\$ 175,000	\$ 500,000	\$ 600,000	\$ 675,000	
D	Landfill	23,767	68%	27,030	77%	\$ 35,000,000	\$ 55,000,000	20	\$ 1,750,000	\$ 2,750,000	\$ 710,000	\$ 2,460,000	\$ 3,460,000	

Community Infrastructure and Services Partnership

Rio Tinto



Memorandum of Understanding
For the Management and Operation of the
Paraburdoo Childcare Facility
November 2015 – November 2035

This Memorandum of Understanding is made the day of 2015

Between

Pilbara Iron Company (Services) Pty Ltd ABN 35 107 210 248 of 152-158 St Georges Terrace, Perth, Western Australia, 6000 (**Rio Tinto**)

and

Shire of Ashburton ABN 45 503 070 070, a body corporate established under section 2.5 of the *Local Government Act 1995 (WA)*, of Poinciana Street Tom Price Western Australia, 6751 (**Shire**)

Background

- A. Rio Tinto and the Shire have agreed through a Memorandum of Understanding entitled *Community Infrastructure and Services Partnership* (the **Partnership MOU**) dated 1 July 2012 to work together to revitalise existing and develop new civic, sporting and community facilities and programs in the Pilbara towns of Tom Price, Paraburdoo and Pannawonica.
- B. Under the Partnership MOU, Rio Tinto is assisting Shire of Ashburton by providing support for the delivery of various services and infrastructure projects identified in the *Community Infrastructure and Services Plan* annexed to the Partnership MOU.
- C. The projects referred to in the Partnership MOU include the construction of a community hub facility to be built in Paraburdoo and referred to as the *Paraburdoo Community Hub* which aims to deliver refurbishment of existing and construction of new childcare, community and sporting facilities under the project management of the Shire of Ashburton that contribute towards normalisation of town governance and long term sustainability of facilities and services while meeting current and future community needs.
- D. In June 2013 the Parties executed a funding agreement in which Rio Tinto agreed to contribute to capital funding to the Shire for the childcare centre component, as Stage One of the broader Paraburdoo Community Hub project (**Paraburdoo Childcare Centre**).
- E. The Parties now wish to agree to the Principles for the management and operation of the Paraburdoo Childcare Centre and the general undertakings to be performed by the Parties ensuring the long term provision and viability of childcare services (Childcare) in Paraburdoo.

Definitions

Business Day means a day other than a Saturday, Sunday or public holiday observed in Western Australia.

Business Hours means the hours between 9:00am and 4.00pm on a Business Day.

Commencement Date means the date by when the parties have executed this MOU.

Corporations Act means *Corporations Act 2001* (Cth).

End Date means a period ending twenty years from the Commencement Date unless earlier terminated in accordance with this Memorandum of Understanding.

Land means Lot 36 on Deposited Plan 15365, being Reserve 39572.

LGA means the *Local Government Act 1995* (WA).

MOU means this Memorandum of Understanding.

Paraburdoo Childcare Centre means the childcare facility known as at the date of this MOU as the Paraburdoo Childcare Centre (as such name may change from time to time) and situated on the Land for the specific purpose of providing care facilities for children

Principles means those Principles set out in clause 3.

Purpose means the management and day to day operation of the Facility by the Shire of Ashburton in accordance with its obligations under this MOU.

Rio Tinto Group means the dual listed company structure including Rio Tinto Limited (an Australian company ACN 004 458 404), Rio Tinto plc (a company registered in England, registered company number 719885) and any related body corporate of these entities, any unincorporated joint venture in which Rio Tinto Limited or Rio Tinto plc has a participating interest and any body corporate or unincorporated joint venture managed by Rio Tinto Limited or Rio Tinto plc or their related bodies corporate.

Service Provider means a third party organisation that is formally engaged to provide child care services

Term means the period commencing on the date of this MOU and ending on the End Date unless earlier terminated in accordance with this MOU.

Memorandum of Understanding

The Parties agree as follows:

1 Purpose

The Purpose of this MOU is to set out and agree to the Principles that will be used by the Parties to work together to attract and retain a reputable childcare service provider to Paraburdoo, ensuring long term provision and viability of Childcare services meeting local community needs.

2 Principles

The Parties agree that:

- 2.1 Childcare is a critical service to attract and retain employees to the town of Paraburdoo and the wider Pilbara region. The provision of quality Childcare services contributes toward town liveability, community wellbeing and social inclusion.
- 2.2 The Paraburdoo Childcare Centre is a purpose built childcare facility that will be owned and managed by the Shire of Ashburton for the exclusive use of childcare and ancillary services such as "out of hour" school care.
- 2.3 The Shire will be responsible to procure a suitably qualified childcare Service Provider through a commercial lease arrangement and provide day-today tenancy management.
- 2.4 The commercial lease shall include an annual lease fee paid by the Service Provider to the Shire. The fee shall be inclusive of all reasonable costs expected for the Shire keep maintained the Paraburdoo Childcare Centre to a standard supporting a clean and safe environment suitable for childcare services.
- 2.5 The Parties recognise that the economic viability of childcare is depended on many variables that may affect the quality and provision of service from time to time. Where the Service Provider may find it difficult to meet service level and community expectations, Rio Tinto will work directly with the service provider to negotiate a financial and/or in kind assistance as appropriate to ensure sustainability and provision of service to the community.

3 Term

The Parties agree that this MOU will take effect as between them from the date that this MOU is signed by both parties and will continue for a period of twenty (20) years, unless terminated earlier.

4 General Undertaking by the Parties

The Parties agree that for the duration of the term:

- 4.1 will at all times will duly perform and observe its obligations under this MOU and will promptly inform each other of any occurrence which might adversely affect its ability to do so in a material way;
- 4.2 undertake its responsibilities under this MOU with integrity, good faith and probity in accordance with good corporate governance practices;
- 4.3 will not attempt to, sell, transfer, assign, mortgage, charge or otherwise dispose of or deal with any of its rights, entitlements and powers or obligations under this MOU.
- 4.4 comply with all relevant laws, statutes and local laws and will obtain all necessary consents and approvals for work in connection with the MOU.

- 4.5 co-operate fully with one another in the administration of this MOU.

5 Shire of Ashburton Obligations

Shire of Ashburton agrees that for the duration of the term that it will:

- 5.1 not use, or permit the use of, the Paraburdoo Childcare Centre for any purpose other than the childcare and undertakes that it will not, without prior written approval of Rio Tinto part with possession of any part of the Centre.
- 5.2 be responsible for all ongoing maintenance and asset replacement of the Facility ensuring well maintained, clean and safe facilities in line with the provisions for public and childcare facilities.
- 5.3 effect and maintain all necessary insurances for the Paraburdoo Childcare Centre including but not limited to public liability insurance and insurance for the Building to their full replacement value against all loss or damage and such risks as a prudent insured person would ordinarily insure against.
- 5.4 be responsible to ensure the property is tenanted for the purpose of Childcare and the Service Provider must hold and maintain for the lease period, all necessary licenses and approvals for the provision of childcare services.
- 5.5 be responsible for the development and execution of all leasing documentation and day-to-day tenancy management.
- 5.6 establish a restricted special purpose fund whereby all Lease fees and any other Funding received from Rio Tinto or other Parties for the Purpose will be solely used for the purpose of maintaining the Facility and ensuring the viability and continuity of service provision.
- 5.7 have regard to Rio Tinto's code of business conduct entitled the Way We Work (as updated from time to time) when performing its obligations in respect of the Project. The Shire of Ashburton can access the Way We Work on Rio Tinto's website via www.riotinto.com/documents/The_way_we_work.pdf. In the absence of internet access, Rio Tinto will provide Shire of Ashburton with a paper copy.

6 Rio Tinto Obligations

Rio Tinto agrees that for the duration of the term that it will:

- 6.1 assist the Shire to develop documentation to attract a reputable Service Provider including the treatment of all leasing arrangements such as term, lease fee and reporting mechanisms.
- 6.2 work directly with the Service Provider to negotiate financial and/or in kind assistance as appropriate to ensure sustainability and provision of service to the local community. Any assistance provided by Rio Tinto will be at Rio Tinto's absolute discretion and on terms determined by Rio Tinto.
- 6.3 involve Rio Tinto personnel and resources where relevant and appropriate.

7 Governance and Reporting

- 7.1 The Shire of Ashburton agrees to prepare and present a report to Rio Tinto in February of each year of the Term that sets out the performance of the Shire's obligations and general undertakings in respect of the preceding twelve (12) months (**Annual Report**). The Annual Report will also include the projected costs and lease fee income for the next financial year.
- 7.2 The Annual Report must include detailed financial statements showing the Lease fee payable and the application of the Lease fee contributing toward expected outgoings of the Facility.

The Shire shall also include the details of actual and in-kind financial assistance and resources secured through third party partnerships contributing toward the provision of the facility and the Service Provision.

- 7.3 The Annual Report must be a transparent and honest report which includes successes, challenges and learnings during the reporting period.
- 7.4 Upon reasonable notice, the Shire shall provide Rio Tinto or its agents, with access at any reasonable time and from time to time to the Paraburdoo Childcare Centre and to any financial records, other documents and equipment and other property for the purpose of audit and inspection by Rio Tinto of the centre in order to verify compliance by Shire of Ashburton with this MOU.

8 Disputes

- 8.1 In the event that a dispute arises in relation to this MOU the Parties will meet and discuss the dispute and attempt to resolve the dispute.
- 8.2 If the dispute cannot be resolved, it must be referred to Rio Tinto Manager Communities and Agriculture and the Shire of Ashburton Executive Manager Community Development who will meet and attempt to resolve the dispute.
- 8.3 If the dispute cannot be resolved between the Manager Communities and Agriculture and the Shire of Ashburton Executive Manager Community Development, then the dispute will be escalated to Rio Tinto General Manager Communities and the Chief Executive Officer of the Shire of Ashburton.
- 8.4 If the Parties are unable to resolve the dispute at the designated meeting, or if a Party fails to attend that meeting, then the Parties must appoint an independent mediator agreed to by both Parties. If this process does not result in the dispute being resolved, then the Parties may seek to resolve the dispute in accordance with any other lawful means.
- 8.5 At all levels, the Parties will attempt to resolve the dispute on a basis consistent with a desire to retain a good working relationship, without prejudice and in a confidential manner.
- 8.6 Nothing in this clause prevents a Party from seeking urgent interlocutory relief from a court of law.

9 Confidentiality

- 9.1 Subject to sub clauses (9.2), (9.3) and (9.4) of this clause, the Parties must keep confidential the terms and conditions of this MOU and any confidential information of the other Party obtained in the course of carrying out its obligations under this MOU provided that Rio Tinto may disclose this MOU and any confidential information to any member of the Rio Tinto Group.
- 9.2 A Party may disclose confidential information if required by a law or a requirement of a stock exchange or any other purpose agreed by the other Party in writing.
- 9.3 If a Party is required by a law or requirement of a stock exchange to disclose confidential information it will, to the extent possible, provide the other Party with prior notice and cooperate with the other Party to mitigate the impact of the required disclosure.
- 9.4 Shire must first seek permission in writing from Rio Tinto requesting permission to and justification to disclose this MOU to any other body.

10 Notification

- 10.1 The Parties agree that they will notify each other as soon as practicable in the event there is a

change in circumstances that affects this MOU.

10.2 A notice under this MOU will be validly given if it is in writing and addressed to the relevant addressee below or as such addressee details may be updated and notified by one party to the other from time to time.

10.3 A notice will be deemed to have been received by a Party if delivered by hand during Business Hours - when delivered. If delivered outside Business Hours - the next Business Day and if sent by post - 7 (seven) Business Days after it was posted.

11 Termination

11.1 Termination for breach

Without prejudice to any other rights or obligations in this MOU, either Party may terminate this MOU by written notice if the other Party commits a material breach of its obligations and either the breach is non-rectifiable or, if the defaulting Party fails to remedy the breach, within 30 (thirty) Business Days of receiving a notice of the breach from the non-defaulting Party.

Rio Tinto

To: Manager Communities and Agriculture
Address: PO Box 22
Tom Price
WESTERN AUSTRALIA 6751

Shire of Ashburton

To: Chief Executive Officer
PO Box
Tom Price WA 6751

11.2 Termination for insolvency

(a) If a Party becomes insolvent, the other Party may terminate this MOU immediately by giving the insolvent Party notice in writing.

(b) For the purposes of this MOU a Party is "insolvent" if:

- (i) it becomes insolvent or is deemed insolvent in accordance with the Corporations Act or any other relevant legislation;
- (ii) it is in liquidation, provisional liquidation, under administration or has had a controller (as defined by the Corporations Act) appointed to its property;
- (iii) it is subject to any arrangement, assignment, moratorium or protection with or from creditors (other than as part of a bona fide reconstruction);
- (iv) an application preparatory to, or which could result in any of (i),(ii) or (iii) is made and not dismissed or stayed within 30 days;
- (v) it is otherwise unable to pay its debts as and when they fall due; or
- (vi) it fails to comply with a statutory demand.

11.3 On termination of this MOU Clause 10 (Confidentiality) will continue to apply.

11.4 Without Prejudice

(a) Termination of this MOU will be without prejudice to any accrued rights of a Party.

- (b) Notwithstanding any other provision of this MOU, upon termination, Rio Tinto will not be liable to provide any thing to the Shire.

12 General

12.1 Amendments to this MOU may only be amended in writing signed by both Parties.

12.2 The relationship of the Parties under this MOU is one of contracting parties. This MOU does not create a joint venture or a relationship of partnership or agency.

12.3 Liability

In regard to activities undertaken under or arising out of this MOU:

- (a) the liabilities of each Party are several only, and not joint, joint and several, or collective.
- (b) neither Party is liable to the other in contract, tort (including negligence) or breach of statutory duty for any indirect or consequential loss in connection with the Purpose or Project, including without limitation, loss of profit, loss of revenue or business or loss of goodwill.
- (c) Rio Tinto is not liable to Shire in any way nor is it liable to a third party in relation to Shire's operations or in connection with the MOU.

12.4 Assignment

- (d) Shire of Ashburton may not assign or novate this MOU without the written consent of Rio Tinto.
- (e) Rio Tinto may assign or novate this MOU to another member of the Rio Tinto Group provided it gives notice in writing to Shire. Notice including details of the assignee or novatee must be provided at least six weeks prior to execution of any assignment or novation.

12.5 The obligations of Rio Tinto under this MOU may be performed by any member of the Rio Tinto Group and if the obligations are performed by a member of the Rio Tinto Group other than Rio Tinto, the performance of the obligations will be deemed for all intents and purposes to have been performed by Rio Tinto.

12.6 References to "Shire" or "Shire of Ashburton" shall include all future successors or equivalent bodies corporate as created pursuant to sections 2.1 and 2.5 of the LGA.

12.7 This MOU is governed by the laws of Western Australia and each Party submits to the non-exclusive jurisdiction of the courts of Western Australia.

12.8 This MOU constitutes the entire agreement between the Parties as to its subject matter. To the extent that any provision in this MOU is determined unlawful it will be severed and the remaining provisions will be enforceable.

12.9 This MOU may be executed in any number of counterparts. The counterparts taken together constitute the whole document. If the counterparts are executed on different dates, the date of this MOU will be the date the last counterpart was executed.

Executed and delivered as a Memorandum of Understanding

**By
Pilbara Iron Company (Services) Pty Ltd
ABN 35 107 210 248**

in the presence of:

Director

Director/Secretary

Print Name

Print Name

Date

Date

**By
Shire of Ashburton
ABN 45 503 070 070**

in the presence of:

Signature

Signature

**Neil Hartley
Chief Executive Officer**

**Cr Kerry White
Shire President**

Date

Date



Government of **Western Australia**
Department of **Local Government and Communities**

Our Ref: 20150291 AB1-7#05 E1550755

Mr Neil Hartley
Chief Executive Officer
Shire of Ashburton
PO Box 567
TOM PRICE WA 6751

Dear Mr Hartley

I wish to advise that, in accordance with the authority delegated by the Minister for Local Government, the Executive Director Sector Regulation and Support has approved the Shire of Ashburton's application, dated 4 December 2015, made under section 5.69(3)(a) of the *Local Government Act 1995*.

This approval allows disclosing member, Councillor Linton Rumble and Councillor Peter Foster to remain present at the Ordinary Council Meeting to be held 9 December 2015 and to participate in the discussion and decision making procedures relating to agenda item 16.1: *Execution of Memorandum of Understanding for the Management and Operation of the Paraburdoo Child Care Facility (November 2015 – November 2035)*, subject to the following conditions:

1. The approval is only valid for the 9 December 2015 Ordinary Council Meeting when agenda item 16.1 is considered;
2. You, as the CEO, are to;
 - a. provide a copy of this letter of approval to Councillor Rumble and Councillor Foster;
 - b. ensure that the declarations, including the approval given and any conditions imposed, are recorded in the minutes of the abovementioned meeting, when the agenda item is considered; and
 - c. provide a copy of the confirmed minutes of the abovementioned meeting to the Department, to allow the Department to verify compliance with the conditions of this approval;
3. Cr Rumble and Cr Foster must declare the nature and extent of their interests at the abovementioned meeting when the matter is considered, together with the approval provided;

Gordon Stephenson House
140 William Street Perth WA 6000
GPO Box R1250 Perth WA 6844

Tel: (08) 6551 8700 Fax: (08) 6552 1555 Freecall: 1800 620 511 (Country only)
Email: enquiries@dlgc.wa.gov.au Website: www.dlgc.wa.gov.au

4. Approval is granted based solely on the disclosures of interest made in accordance with the application. Should other interests be identified, these interests will not be included in this approval.

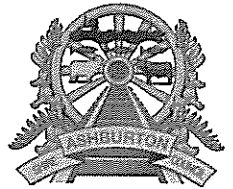
Should you require further information in relation to this matter, please contact Mr Ron Murphy, Manager Sector Governance on (08) 6552 1669 or via email to ron.murphy@dlgc.wa.gov.au.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jenni Law', with a stylized flourish at the end.

Jenni Law
DIRECTOR LOCAL GOVERNMENT REGULATION AND SUPPORT

9 December 2015



SHIRE OF ASHBURTON

WRITTEN DECLARATION OF INTEREST IN MATTER BEFORE COUNCIL

NOTE : USE ONE FORM PER DECLARATION OF INTEREST

I, ⁽¹⁾ ANTHONY DESMOND BLOUNT wish to declare an interest in the following item to be considered by Council at its meeting to be held on ⁽²⁾

Agenda Item ⁽³⁾ 16.1

The type of interest I wish to declare is: ⁽⁴⁾

- Financial pursuant to Section 5.60A of the Local Government Act 1995
 Proximity pursuant to Section 5.60B of the Local Government Act 1995
 Indirect Financial pursuant to Section 5.61 of the Local Government Act 1995
 Impartiality pursuant to Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007.

The nature of my interest is ⁽⁵⁾

FINANCIAL

The extent of my interest is ⁽⁶⁾

EMPLOYEE & SHAREHOLDER IN RIOTENTO
GREATER THAN \$10000

I understand that the above information will be recorded in the Minutes of the meeting and recorded by the Chief Executive Officer in an appropriate Register.

[Signature]

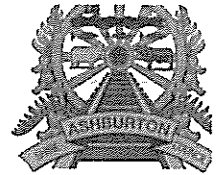
Signature

03.12.2015

Date

1. Insert your name.
2. Insert the date of the Council Meeting at which the item is to be considered.
3. Insert the Agenda Item Number and Title.
4. Tick box to indicate type of interest.
5. Describe the nature of your interest.
6. Describe the extent of your interest (if seeking to participate in the matter under S. 5.68 of the Act).

SHIRE OF ASHBURTON



WRITTEN DECLARATION OF INTEREST IN MATTER BEFORE COUNCIL

NOTE : USE ONE FORM PER DECLARATION OF INTEREST

I, ⁽¹⁾ Doughlas Ivan Dias wish to declare an interest in the following item to be considered by Council at its meeting to be held on ⁽²⁾ 9 December 2015

Agenda Item ⁽³⁾ 16.1 EXECUTION OF MEMORANDUM OF UNDERSTANDING FOR THE MANAGEMENT AND OPERATION OF THE PARABURDOO CHILD CARE FACILITY (NOVEMBER 2015 - NOVEMBER 2035)

The type of interest I wish to declare is: ⁽⁴⁾

- Financial pursuant to Section 5.60A of the Local Government Act 1995
 Proximity pursuant to Section 5.60B of the Local Government Act 1995
 Indirect Financial pursuant to Section 5.61 of the Local Government Act 1995
 Impartiality pursuant to Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007.

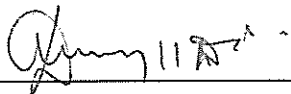
The nature of my interest is ⁽⁵⁾

Long serving, loyal dedicated greatly valued and appreciated Employee of Hamersley Iron Pty Ltd

The extent of my interest is ⁽⁶⁾

Shares in Rio Tinto Ltd well in excess of the LG stipulated \$10,000.00 even at the present devalued share price.

I understand that the above information will be recorded in the Minutes of the meeting and recorded by the Chief Executive Officer in an appropriate Register.



Signature

02.12.2015

Date

1. Insert your name.
2. Insert the date of the Council Meeting at which the item is to be considered.
3. Insert the Agenda Item Number and Title.
4. Tick box to indicate type of interest.
5. Describe the nature of your interest.
6. Describe the extent of your interest (if seeking to participate in the matter under S. 5.68 of the Act).



SHIRE OF ASHBURTON

WRITTEN DECLARATION OF INTEREST IN MATTER BEFORE COUNCIL

NOTE : USE ONE FORM PER DECLARATION OF INTEREST

I, ⁽¹⁾ Peter Allan Foster wish to declare an interest in the following item to be considered by Council at its meeting to be held on ⁽²⁾

Wednesday 9th December 1pm
 Agenda Item ⁽³⁾ 16.1 Execution of MoU for management & operation of Renaburda Child Care Facility.

The type of interest I wish to declare is: ⁽⁴⁾

- Financial pursuant to Section 5.60A of the Local Government Act 1995
 Proximity pursuant to Section 5.60B of the Local Government Act 1995
 Indirect Financial pursuant to Section 5.61 of the Local Government Act 1995
 Impartiality pursuant to Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007.

The nature of my interest is ⁽⁵⁾

Financial

The extent of my interest is ⁽⁶⁾

Partner is employee of Rio Tinto

I understand that the above information will be recorded in the Minutes of the meeting and recorded by the Chief Executive Officer in an appropriate Register.

[Signature]

03/12/2015

Signature

Date

1. Insert your name.
2. Insert the date of the Council Meeting at which the item is to be considered.
3. Insert the Agenda Item Number and Title.
4. Tick box to indicate type of interest.
5. Describe the nature of your interest.
6. Describe the extent of your interest (if seeking to participate in the matter under S. 5.68 of the Act).



SHIRE OF ASHBURTON

WRITTEN DECLARATION OF INTEREST IN MATTER BEFORE COUNCIL

NOTE: USE ONE FORM PER DECLARATION OF INTEREST

I, Melanie Gallanagh wish to declare an interest in the following item to be considered by Council at its meeting to be held on 9 December 2015

Agenda item 16-1

The type of interest I wish to declare is:

- Financial pursuant to Section 5.60A of the Local Government Act 1995
- Proximity pursuant to Section 5.60B of the Local Government Act 1995
- Indirect Financial pursuant to Section 5.61 of the Local Government Act 1995
- Impartiality pursuant to Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007.

The nature of my interest is RIO Employee

The extent of my interest is RIO TINTO Employee

I understand that the above information will be recorded in the Minutes of the meeting and recorded by the Chief Executive Officer in an appropriate Register

Melanie Gallanagh
Signature

3/12/15
Date

1. Insert your name.
2. Insert the date of the Council Meeting at which the item is to be considered.
3. Insert the Agenda Item Number and Title.
4. Tick box to indicate type of interest.
5. Describe the nature of your interest.
6. Describe the extent of your interest (if seeking to participate in the matter under S. 5.68 of the Act).



SHIRE OF ASHBURTON

WRITTEN DECLARATION OF INTEREST IN MATTER BEFORE COUNCIL

NOTE : USE ONE FORM PER DECLARATION OF INTEREST

I, ⁽¹⁾ Linton Stanley Rumble wish to declare an interest in the following item to be considered by Council at its meeting to be held on ⁽²⁾ 9 December 2015 in Onslow.

Agenda Item ⁽³⁾ 16.1

The type of interest I wish to declare is: ⁽⁴⁾

- Financial pursuant to Section 5.60A of the Local Government Act 1995
 Proximity pursuant to Section 5.60B of the Local Government Act 1995
 Indirect Financial pursuant to Section 5.61 of the Local Government Act 1995
 Impartiality pursuant to Regulation 11 of the Local Government (Rules of Conduct) Regulations 2007.

The nature of my interest is ⁽⁵⁾

I hold greater \$ 10,000 worth of shares.

The extent of my interest is ⁽⁶⁾

I work for service provision for RIO As Refrigeration & Air Conditioning Tech. Company name Spotless.

I understand that the above information will be recorded in the Minutes of the meeting and recorded by the Chief Executive Officer in an appropriate Register.

Linton Stanley Rumble

Signature

3 - 12 - 2015

Date

1. Insert your name.
2. Insert the date of the Council Meeting at which the item is to be considered.
3. Insert the Agenda Item Number and Title.
4. Tick box to indicate type of interest.
5. Describe the nature of your interest.
6. Describe the extent of your interest (if seeking to participate in the matter under S. 5.68 of the Act).