



**THE
KIMBERLEY
REGIONAL GROUP**

Meeting Minutes

23 November 2023

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1. Meeting Open: 10:38am

Chair acknowledged the Traditional Custodians of the different lands on which people met today, and paid respect to all the Elders past, present and emerging.

2. Attendance and Apologies

Name	Shire / Council / Organisation	Method
Members		
Cr David Menzel (Chair)	President, Shire of Wyndham East Kimberley	Zoom
Cr Peter McCumstie	President, Shire of Derby West Kimberley	Zoom
Cr Malcolm Edwards	President, Shire of Halls Creek	Zoom
Cr Chris Mitchell	President, Shire of Broome	Zoom
Observers		
Sam Mastrolembo	CEO, Shire of Broome	Zoom
Cr Geoff Haerewa	Deputy President, Shire of Derby West Kimberley	Zoom
Amanda Dexter	CEO, Shire of Derby West Kimberley	Zoom
Phillip Cassell	CEO, Shire of Halls Creek	Zoom
Vernon Lawrence	CEO, Shire of Wyndham East Kimberley	Zoom
Executive Support Team		
Paul Rosair	Principal, NAJA Business Consulting Services	Zoom
Michelle Mackenzie	Principal, Mira Consulting	Zoom
Jane Lewis	Principal, Redit Research	Zoom
Rebecca Billing	Administrative Assistant, NAJA Business Consulting Services	Zoom
Presentations		
BBY	CEO, Christy Hawker	Zoom
Housing Australia	Nathan Dal Bon, Ellie Hampton, Pav Sivaneswaran	Zoom
Apologies		
West Kimberley Empowered Communities	COO, Mala Haji-Ali	
Cr Trish McKay	Deputy Shire President, Shire of Halls Creek	
Cr Desiree Male	Deputy Shire President, Shire of Broome	

Cr Tony Chafer	Deputy Shire President, SWEK	
Sam Ramsay	NEMA	

3. Disclosures, Conflicts and Declarations of Interest:

Financial Interest / Impartiality			
Member	Item Number	Item	Nature of Interest

4. Appointment of KRG Office Bearers

Item for Decision

Submitted by: Host Shire CEO and Executive Officer

Purpose

To elect or re-elect the Chair and Deputy Chair of the KRG Management Committee.

Discussion

The following information is contained within the governance documents held by the KRG:

- “The KRG Management Committee must elect or re-elect the Chair and Deputy Chair at the first item of business at the first meeting of the Management Committee following a Local Government election
- The Outgoing Host Shire CEO or their delegate will chair the meeting until a Chair is elected.
- The voting process will be conducted in accordance with the Local Government (Elections) Regulations 1997 (WA)
- All voting members of the Management Committee are entitled to cast one vote in the ballot process
- The KRG Member/Shire whose Delegate is elected as the Chair of the KRG Management Committee must act as the Host Shire.”

According to approved voting processes, if there is more than one nomination for either position, the Members must go through a voting process. In this case, because the meeting is being held via Zoom, voting will be via a text message to the Executive Assistant on 0419322779, including the members name and the person they are voting for.

Actions:

Call for nominations from the floor:

Chair Nominees:

Cr David Menzel; Shire President Wyndham East Kimberley

Elected unopposed

Deputy Chair Nominees:

Cr Geoff Haerewa; Shire Deputy President Derby West Kimberley

Elected unopposed

Resolution/s		Action(s) / Budget Implications	
<p>That the KRG Management Committee endorse the following Office Bearers:</p> <p>KRG Chair: Cr David Menzel KRG Deputy Chair: Cr Geoff Haerewa</p>		Nil	
Moved:	Shire of Derby West Kimberley	Responsible:	
Seconded:	Shire of Broome	Due date:	
Carried: 4/0			

5. Minutes of the last meeting

Item for Decision

Submitted by: Secretariat

Attachment 1: Matters Arising and Outstanding Business

Confirmation of Previous Minutes

Resolution/s		Action(s) / Budget Implications	
That the Minutes of the Kimberley Regional Group held on 4 October 2023, as published and circulated, be confirmed as a true and accurate record of that meeting.		See Attachment 1 – Matters Arising and Outstanding Business	
Moved:	Shire of Wyndham East Kimberley	Responsible:	See Attachment
Seconded:	Shire of Broome	Due date:	As appropriate
Carried: 4/0			

Attachment 1 Matters Arising and Outstanding Business

Date / Item	Action / Progress	Responsible
Resilience and Recovery		
15/06/2023	<p>Action:</p> <ol style="list-style-type: none"> The Executive Team will seek to engage with the WALGA Working Group on behalf of the KRG Members note that the KRG will make a written submission to the two inquiries taking into consideration the State Emergency Services Minister's advice Members approve the drafting of an Emergency Services position paper <p>Status / Progress:</p> <ol style="list-style-type: none"> In progress: Information sought from WALGA on how local governments can have input into the Disaster Recovery Funding Arrangements (DRFA) Review. 2a. Complete: A submission to the Independent Review of Commonwealth Disaster Funding was lodged directly to the 	Executive Officer and CEO SDWK

Date / Item	Action / Progress	Responsible
	<p>Review team. A submission to the Senate Inquiry is presented to the November 2023 meeting, see Item 12.</p> <p>2b. In Progress: The WA LEMA Review, progressed by the WA Local Government Association and the Department of Fire and Emergency Services, was endorsed by SEMC in August. The plan has been uploaded to the SEMC website - https://www.wa.gov.au/government/announcements/lema-review-project-outcomes</p> <p>3. Complete - See Item 11</p>	
Governance		
15/6/2023	<p>Action: Executive Team to simplify governance compliance papers.</p> <p>Status / Progress: Draft Complete, see Item 14</p>	Executive Team
Priority Action List		
15/6/2023	<p>Action:</p> <ol style="list-style-type: none"> 1. KRG members to provide any feedback to the Executive Team before 7/7/2023. 2. Executive Team allocates resources from contract hours to implement. 3. Executive Team scope out project costings for additional consultancy work as required <p>Status / Progress:</p> <ol style="list-style-type: none"> 1. Complete 2. Complete 3. In progress <p>Note an updated on the Priority Action List is a standing item on the KRG agenda. See Item 16.</p>	Executive Team
Administrative Matters		
4/10/2023	<p>Action:</p> <ol style="list-style-type: none"> 1. Secretariat to table July – September quarterly report at the November meeting. 2. Executive Team to write to Matt Reimer, DFES regarding the Emergency Management Policy Position 3. Members to advise Councillor Mitchell of their response to the Regional Road Group proposed road project grant funding. 	Secretariat

Date / Item	Action / Progress	Responsible
	Status / Progress: 1. Complete – see Item 6 2. Complete 3. Complete	
Pre- State and Federal Government Election Strategy		
4/10/2023	Action: Executive Team to work on providing materials and methodology for the election strategy Status / Progress: To be discussed in general business.	
Kimberley Development Commission Funding Proposal		
4/10/2023	Action: 1. Further research is to be conducted into the KDC data funding proposal before a decision is made 2. Letter to be sent to the KDC requesting a meeting to discuss the outcomes of the research and other regional issues Status / Progress: 1. In Progress 2. Letter sent, see Item 5. No response received as yet	
National Housing and Homelessness Plan Issue Papers		
4/10/2023	Action: The Executive Team will draft a response and will circulate to members for approval before submission Status / Progress: Complete: submitted 20/10/2023	
Service Level Agreement Assessment		
4/10/2023	Action: Secretariat to canvas members with agreed service level agreement ratings and conduct meeting with Executive Officer to discuss. Status / Progress: Complete. See Item 19	

Watching Brief

Aboriginal Heritage Act: Now pending Department updates on rescinded legislation
WA Development Index – response received from the Department of Local Government, Sport and Cultural Industries.
Banned Drinkers Register – Legislation passed. KRG media release issued and picked up in local papers.
State government funding to support young people in the Kimberley. Cr McCumstie is the KRG observer member on the Aboriginal Youth Wellbeing Steering Committee (AYWSC) and will provide updates as required. Note the Aboriginal Regional Governance Group (ARRG) has been undertaking media expressing disappointment at the lack of government commitment to implement recommendations of reports into youth suicide in the Kimberley.
Tanami Road funding – Letter sent to Minister Catherine King on 28/05/23. Response received. Commonwealth confirmation that the project would proceed and an additional \$200M funding announced 16/11/2023. KRG media release issues and picked up in local papers. Opportunity for KRG to develop an activation/implementation plan – to be discussed.

Resolved

Media and Communications Policy and Stakeholder Engagement Plan
Letters of congratulations to new State Ministers
Audited statements circulated
KRG meeting dates set and circulated
Service Level Agreement
Policy Position Papers
Investment Prospectus 2023/24
Lord Mayors Distress Relief Funding
MOU finalised and signed
Insurance Costs relief as a result of flood impacts
Potential tourism opportunities for total eclipse events, provided by Kym Francesconi
Regional Road Group: Shire allocations
KRG Website and LinkedIn profile - operational
BBY and WKFEC invitation to present to KRG
National Housing and Homelessness Plan – Submission 20/10/2023

6. Correspondence

Item for Noting

Submitted by: Secretariat

- Attachment 2: Correspondence In:** Hon. David Michael MLA, Minister for Ports
- Attachment 3: Correspondence Out:** Mr Chuck Berger, Chief Executive Officer, Kimberley Development Commission
- Attachment 4: Correspondence Out:** Mr Mike Rowe, Director General Department of Communities

Note: Correspondence considered of an administrative nature, such as meeting invites etcetera, will not be tabled.

Correspondence In			
Date	4/10/2023		
From	Hon. David Michael MLA, Minister for Ports		
Topic	Biosecurity and First Port of Entry Status - Response		
Attachment	2		
Correspondence Out			
Date	16/10/2023		
From	President David Menzel, Chair		
To	Mr Chuck Berger, Chief Executive Officer, Kimberley Development Commission		
Topic	Strengthening relationships with the Kimberley Development Commission		
Attachment	3		
Date	1/11/2023		
From	Paul Rosair, Executive Officer Kimberley Regional Group		
To	Mr Mike Rowe, Director General Department of Communities		
Topic	WA Government Staff Housing Policies		
Attachment	4		
Resolution/s		Action(s) / Budget Implications	
That the Correspondence be received and noted, and that the Executive Officer be directed on a response, if required.			
Moved:	Shire of Broome	Responsible:	
Seconded:	Shire of Derby West Kimberley	Due date:	
Carried: 4/0			

Attachment 2 Correspondence In: Biosecurity and First Port of Entry Status – Response



Minister for Ports; Local Government; Road Safety;
Minister Assisting the Minister for Transport

Our Ref: 83-01599

Cr David Menzel
Chair
Kimberley Regional Group
459 Albany Highway
Victoria Park WA 6100

Email: info@naja.com.au

Dear Mr Menzel

Thank you for the letter dated 18 September 2023 regarding the impact of the Commonwealth Department of Agriculture, Forestry and Fisheries current approach to approvals for the Ports of Broome and Wyndham to receive bulk products.

I am working closely with the Kimberley Ports Authority in its efforts to expedite favourable Federal Government consideration of First Point of Entry application approvals.

I recognise the cost to industry in Kununurra, Broome and across the Kimberley region and acknowledge the interest the Kimberley Regional Group has in resolving this matter.

I understand that the Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA) is conducting a national interest test and will be working closely with Department of Agriculture, Fisheries and Forestry (DAFF) and the Australian Border Force (ABF) on how to provide appropriate border services, due to the required scalability of the facilities and services to be provided in Broome and Wyndham.

Your efforts in lobbying the Federal Government will continue to expedite the application process and I thank the Kimberley Regional Group for taking an active interest in this matter.

Yours sincerely



HON DAVID MICHAEL MLA
MINISTER FOR PORTS

4 OCT 2023

Level 7, Dumas House, 2 Havelock Street, West Perth, Western Australia, 6005.
Telephone +61 8 6552 5100 Email: Minister.Michael@dpc.wa.gov.au

Attachment 3 Correspondence Out: Strengthening relationships with the Kimberley Development Commission



Mr Chuck Berger
Chief Executive Officer
Kimberley Development Commission

Via email - chuck.berger@kdc.wa.gov.au

16th October 2023

Dear Chuck

Strengthening relationships with the Kimberley Development Commission

Thank you for your proposal to the Kimberley Regional Group to partner on the collection of regional data.

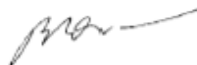
A key role of the Kimberley Regional Group (KRG) is advocating for sustainable economic growth for our region and good data is critical to this. The data proposal was tabled at our meeting. This led to a broader discussion on our engagement with the Commission and the Commission's role in facilitating and driving regional economic growth.

The KRG would like to better understand the economic projects which the Commission is leading. Also, how the Commission's economic priorities relate to the KRG's priorities, and the work being progressed by the Shires. There is a keen interest from all KRG members for a stronger relationship with you and the Commission, and to better understand your work and key focus.

To that end, members of the KRG would like to meet with you to discuss how we can work closely together, develop stronger relationships and discuss the data project further. Also, to be briefed on the key pieces of work the Commission is leading and to share our regional priorities.

Our executive will be in touch with your office to arrange a time to meet. We look forward to meeting to discuss regional economic development priorities, and to working with you.

Yours sincerely



Paul Rosair
Executive Officer
Kimberley Regional Group

Kimberley Regional Group and Kimberley Zone
459 Albany Hwy Victoria Park | 0419 930 467 | info@naja.com.au

Attachment 4 Correspondence Out: WA Government Staff Housing Policies



Mr Mike Rowe
Director General
Department of Communities

Via email – mike.rowe@communities.wa.gov.au

1st November 2023

Dear Mike

WA Government Staff Housing Policies

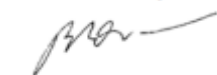
I am writing to seek information on policy work being undertaken within the Department of Communities on the Government Regional Officer Housing (GROH) and Home Ownership Subsidy Scheme (HOSS).

Our understanding is that the Department of Communities has been working with the Regional Development Commissions, in particular the Pilbara Regional Development Commission, to review the GROH and HOSS schemes to address disincentives for staff who would like to purchase a home. Discussions indicate that that the GROH policy makes it more attractive for staff to continue to rent a government home rather than to purchase a home in regional WA.

The Kimberley Regional Group of local government seeks to drive positive impact across our region through improved social and economic for all our residents. Housing is key enabler for regional development, and it is critical that government policies deliver positive economic and social outcomes.

We would appreciate information on the status of the GROH and HOSS policy review and would welcome the opportunity to provide input into the review.

Yours sincerely



Paul Rosair
Executive Officer
Kimberley Regional Group

C. Chuck Berger, CEO, Kimberley Development Commission

7. Financial Report

Item for Noting

Submitted by: Vernon Lawrence, KRG Secretariat

Attachment 5: Kimberley Regional Group Interim Financial Report to 30 September 2023

Purpose

To update the KRG members on the financial position of the Group.

Summary

This report presents the Kimberley Regional Group Interim Financial Activity Statement for the period ended 30 September 2023. The report recommends that the Kimberley Regional Group (KRG) receives the Financial Activity Statement.

Background

The KRG adopted its annual budget for the 2023/24 Financial year at the meeting on 13 April 2023. At this meeting a report relating to the finances for the financial year to 30 June 2023 was approved by the KRG. This report is for the financial activity for Quarter 1 of the 2023/24 financial year. Quarterly reports will be tabled at meetings as soon after the end of each quarter as is practical.

Discussion

The Financial Activity Statement presents a current surplus position of \$452,782 comprising of a Cash balance of \$262,476 and outstanding contribution of \$225,000. Invoices in the amount of \$180,000 for the 2023/24 financial year have not been sent out to the members of the KRG at the time of writing this report. They will be sent out before the Christmas close. One contribution for the 2022/23 financial year is yet to be received.

Adjustments arising from the approval of the 2023/24 Annual Budget have been included. As agreed, the contributions were maintained at \$45,000. The surplus cash was allocated to a line item "Kimberley Regional Group – Projects" in the amount of \$20,000 in order to maintain parity between income and expenditure. As will be noted elsewhere in this agenda there are a number of projects to be considered for funding. Those projects exceed the amount provided in the budget and it is therefore prudent that the KRG pass a resolution appropriating funds from the reserve to fund that work.

I conducted a review of the performance of the secretarial services provided by NAJA Business Consulting with Paul Rosair on the 17 November 2023 at their offices. My conclusion was that NAJA had met all the performance criteria set. In the circumstances I considered with reference to CPI data

that an increase in the relative hourly rates of 5% was appropriate to put to the meeting for approval. The amount provided in the budget materially approximates the secretarial fees with a 5% increase.

Member will note that there remains an amount of \$10,000 for the North West Defence Alliance (NWDA). This is retained for members should the KRG require any budget for activity related to this initiative. This matter was discussed at the previous meeting and members felt that a further contribution of \$40,000 by the KRG was not appropriate on top of individual Shire contributions.

In effect each Shire of the KRG would contribute \$15,000 against other contributions of \$5,000. The preferred method would be for the NWDA to determine an equitable contribution amount across all the Shires participating.

Financial Implications

As at the 30 June 2023 the Kimberley Regional Group cash balance \$262,476 and outstanding contributions of \$45,000 carried forward to the 2023/24 financial year giving a total surplus position of 307,476.

For the period ending 30 September 2023 Expenses of \$36,262 were paid against a year-to-date budget of \$46,250. The year-to-date budget income was \$181,250 while the actual income was \$1,569. The main reason for this was that the invoices for the member contributions have not been sent out as yet.

There is one member contribution outstanding from the 2022/23 financial year. The year-to-date actual budget deficit is \$34,693. The outstanding membership fees of \$225,000 is sufficient to cover this deficit and fund the remainder of the year's budgeted expenditure.

The total Kimberley Regional Group cash balance at 30 September 2023 is \$227,782 with an amount of receivables of \$225,000. Total funds due to the KRG amount to \$452,782 at 30 September 2023.

STRATEGIC IMPLICATIONS

Governance Goal – A collaborative group demonstrating strong regional governance:

Effective governance protocols and systems for business efficiency and improved services through collaboration

Secure funding for regional initiatives

Link to Key Pillar/s and Strategies:		Budget Implications	
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> People Place Prosperity Performance </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content;"> Advocate Facilitate Partner Fund Promote Monitor </div>	Budget adjustment: Increase hourly rate of 5% for NAJA Business Consulting Services for Executive Services.	
Resolution/s		Action(s)	
<p><i>That the Kimberley Regional Group notes:</i></p> <ol style="list-style-type: none"> <i>1. the Interim Financial Report to 30 September 2023;</i> <i>2. the \$34,693 year to date budget deficit;</i> <i>3. that budget adjustments that include a 5% increase in the hourly rates for NAJA Business Consulting Services;</i> <i>4. the \$45,000 in members contributions outstanding for the 2022/23 financial year;</i> <i>5. that the 2023/24 members contributions will be invoiced and sent to members before the end of Quarter 2;</i> <i>6. the \$227,782 cash surplus position; and</i> <i>7. the total members interests of \$452,782 at 30 September 2023.</i> 		Secretariat to: <ul style="list-style-type: none"> • send invoices to members before the end of Quarter 2 2023. • reinvoice the unpaid membership for 2022/23 	
Moved:	Shire of Derby West Kimberley	Responsible:	Secretariat
Seconded:	Shire of Halls Creek	Due date:	As appropriate
Carried: 4/0			

Attachment 5 Kimberley Regional Group Interim Financial Report to 30 September 2023

Kimberley Regional Group - Year to date Income and expenditure for the period ended 30 September 2023	Annual Budget 2023/24	Budget Year to Date	Actual Year to Date
Expenditure			
Kimberley Regional Group - Zone & RCG Meeting Expenses	6,000	1,500	620
Kimberley Regional Group - Canberra Delegation Expenses	7,000	1,750	-
Kimberley Regional Group - Annual Financial Audit	6,000	1,500	-
Kimberley Regional Group - IT Support	1,000	250	-
Kimberley Regional Group - Sundry Expenses	1,000	250	-
Kimberley Regional Group - Policy creation	4,000	1,000	-
Kimberley Regional Group - Website upgrade	2,000	500	1,283
Kimberley Regional Group - Projects	20,000	5,000	-
Kimberley Regional Group - Executive Consultancy	120,000	30,000	31,677
Kimberley Regional Group - Executive Consultancy - reimbursable costs	8,000	2,000	2,683
Kimberley Regional Group - North West Defence Alliance	10,000	2,500	-
	<u>185,000</u>	<u>46,250</u>	<u>36,262</u>
Income			
Kimberley Regional Group - Reimbursement Zone & RCG Meetings Expenses - Op Inc	- 2,000	- 500	-
Kimberley Regional Group - Members Contribution Secretariat Costs - Op Inc	- 180,000	- 180,000	-
Kimberley Regional Group - Interest on Reserve - Op Inc.	- 3,000	- 750	1,569
	<u>- 185,000</u>	<u>- 181,250</u>	<u>- 1,569</u>
Net Operating Result	<u>-</u>	<u>- 135,000</u>	<u>34,693</u>
Opening Cash Balance	262,476	262,476	262,476
Outstanding Contributions	45,000	45,000	225,000
Closing Surplus Balance	<u>307,476</u>	<u>442,476</u>	<u>452,782</u>

8. Formal Presentations

Item for Discussion

Submitted by: Executive Team

Purpose

To provide a forum for guests to address the KRG on relevant topics.

Attendees

Time	Name	Position	Organisation
11.00 – 11.20	Christy Hawker	CEO	BBY
11.30 - 11.50	Nathan Dal Bon, Ellie Hampton, Pav Sivaneswaran	CEO Senior Manager, Communications Associate Director - PPP, real estate and infrastructure	Housing Australia (formerly National Housing Finance and Investment Corporation (NHFIC))

Link to Key Pillar/s and Strategies:		Budget Implications			
<table border="1"> <tr> <td> People Place Prosperity Performance </td> <td> Advocate Partner Promote </td> <td> Facilitate Fund Monitor </td> </tr> </table>	People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor		Nil
People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor			
Resolution/s		Action(s)			
For noting					

9. RFQ – Review of Financial Assistance Grant (FAG)

Item for Decision

Submitted by: Executive Team

Attachment 6: RFQ KRG2023-001 Review of FAG (separately attached)

Purpose

To provide a draft submission and background report to support the KRGs efforts in advocating for changes to the Financial Assistance Grant (FAG)

In summary

- A draft scope of works has been developed to research and analyse the FAG model and its impact on the four Kimberley local governments.
- The deliverables for this work will be used to support the KRGs efforts in advocating for increased financial assistance from State and Federal Governments.
- Two options are available to the KRG to progress this work:
 1. Undertake the work utilising NAJA Business Consulting in accordance with its current contract. (Note: The KRG – NAJA contract allows KRG to engage NAJA and Associates to undertake work of this nature.); or
 2. Issue the attached RFQ to one or more consulting businesses to gain a quote to undertake the work and authorise NAJA to evaluate the response(s) and appoint and manage the consultant.
- It has been recommended that NAJA undertake this work.

Background:

- Whilst the roles and responsibilities of local government have grown significantly over time, its revenue base has not. A number of councils, particularly in the Perth Metro region, have the means to recover sufficient revenue from their communities to cover their expenses without relying on grants. However, like a number of other remote areas in Western Australia, the Kimberley councils have limited revenue-raising capacity to maintain or upgrade infrastructure or provide the level of services required and therefore remain dependent on grant funding.
- FAGs as a proportion of Commonwealth taxation have decreased over time impacting on the Kimberley Council's capacity to maintain infrastructure and deliver services to their communities.
- Developing a "scope of works and commission research to understand the funding shortfall facing Kimberley Councils to inform an advocacy strategy for increased financial assistance grants from state and federal governments" was identified as a Priority Action of 2023/24.
- As per previous discussions, it was agreed this work is outside of the core services provided by NAJA and accordingly would need to be funded (similar to the Prospectus and Policy position papers) from the KRG budgeted project funds.

Details:

The scope of works is to include the following activities:

- Gain an understanding of:
 - the Financial Assistance Grant (FAG) model and how it operates at a national level;
 - the distribution of the Local Government Financial Assistance Grants in WA; and
 - the issues raised by the Australian Local Government Association and the WA Local Government Association and their suggestions for change to the model and why.
- Liaise with the Kimberley LGA CEO's to gain their knowledge of the FAGs model and its shortfalls; and obtain any data/research and/or examples to support the argument to improve/enhance the FAG.
- Discuss with Council CEOs and/ or relevant staff from each Council to understand the following:
 - revenue base of each council and the percentage of revenue the FAG contributes;
 - funding shortfall and the reasons for this shortfall; and
 - impact of the shortfall on Council operations and the community.
- Identify and detail any case studies identified through the CEO consultation that demonstrate the inequity of the FAG model.
- Research options for consideration of an outcomes-based approach to funding such as the potential inclusion of the WA Development Index or similar.
- Research the allocation method used by other States and identify any differences/recommendations.
- Develop a set of recommendations to government to improve and enhance the model to make it more equitable.

The outcome of the work will be:

- A report (in word and pdf format) summarising the findings as described in section 2.4 Scope of Works. The report shall be of suitable quality and complexity for use by the KRG to support a range of uses including advocacy to all levels of government.
- A draft submission to government to propose recommendations to improve and enhance the FAG model.
- A PowerPoint presentation summarising the background, steps undertaken and summary of the report and recommendations. This will be used to present the findings to the KLG and for the KLG to use as part of its advocacy strategy.

The two options to progress this work is that the KRG utilises NAJA Business Consulting in accordance with its current contract or that a RFQ is issued to obtain quotes to undertake the work with the NAJA executive team to evaluate the response(s) and appoint and manage the consultant. It must be noted that the second option will take between 10 – 15 hours of executive team time along with the time of KRG representatives in the evaluation process.

Risk:

- **Financial:** Without an increase in the FAG, Kimberley council's efforts to maintain infrastructure and deliver services to their communities will continue to be impacted.

Link to Key Pillar/s and Strategies:		Budget Implications	
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> People Place Prosperity Performance </div>	<div style="border: 1px solid black; padding: 5px; width: fit-content;"> Advocate Facilitate Partner Fund Promote Monitor </div>	To be assessed upon receipt of RFQ responses.	
Resolution/s		Action(s)	
1. That the KRG Secretariat issues a Request for Quote for the Review of FAGs project work.		Secretariat to: <ul style="list-style-type: none"> • Run the procurement process and issue a RFQ to obtain quotes to undertake the work. • Note in the RFQ that there are already bodies of work done by the various shires that can be utilised. 	
Moved:	Shire of Wyndham East Kimberley	Responsible:	Secretariat
Seconded:	Shire of Broome	Due date:	As appropriate
Carried: 4/0			

10. RFQ –KRG Community Safety and Crime Prevention Investment Package.

Item for Decision

Submitted by: Executive Team

Attachment 7: RFQ KRG2023-002 KRG Community Safety and Crime Prevention Investment Package (separately attached)

Purpose

To provide a report to support the KRGs efforts in seeking funding for Community Safety and Crime Prevention Strategies and to develop a Kimberley local government community safety and crime prevention investment package.

In summary

- A draft scope of works has been developed to research and analyse data relating to vandalism/property crime (including the current actual operational costs associated); review the local government crime prevention strategies in place and the cost to deliver these strategies; and make recommendations to address any issues/shortfalls.
- This work will provide the basis and background information for the development of a Kimberley Community Safety and Crime Prevention Strategy and provide details for potential investment partnerships and funding opportunities.
- Two options are available to the KRG to progress this work:
 1. Undertake the work utilising NAJA Business Consulting in accordance with its current contract. (Note: The KRG – NAJA contract allows KRG to engage NAJA to undertake work of this nature.); or
 2. Issue the attached RFQ to one or more consulting businesses to gain a quote to undertake the work and authorise NAJA to evaluate the response(s) and appoint and manage the consultant.

Background:

- The Kimberley region has seen a concerning rise in crime over the past few years, which has resulted in a surge in expenditure for local governments. In response to this, many local authorities have been forced to implement crime prevention strategies and replace stolen or damaged assets and infrastructure, placing a great deal of pressure on their already stretched budgets.
- Developing a scope of work to undertake this work was identified as a Priority Action of 2023/24.
- As per previous discussions, it was agreed this work is outside of the core services provided by NAJA and accordingly would need to be funded (similar to the Prospectus and Policy position papers) from the KRG budgeted project funds.

Details:

The scope of works is to include the following activities:

- Develop a framework for defining community safety and crime prevention for the purpose of this project.
- Gain an understanding of:
 - WA community safety and crime prevention roles and responsibilities of State, Federal and local government and the NGO sector
 - Major crime prevention strategies being driven by the NGO sector
 - Key Government initiatives to address community safety and crime prevention in the Kimberley.
- Identify quantitative and qualitative data to illustrate:
 - Kimberley crime statistics and trends over the last five years
 - Community perception of crime and community safety in each local government.
- Liaise with Kimberley local governments to gain an understanding of:
 - Crime prevention strategies the cost to deliver them with reference to core and non-core local government activities, including income and expenditure over the last three years on graffiti, vandalism, property crime, and infrastructure such as CCTVs and security services (including any resourcing costs)
 - Develop one case study per Shire that illustrates the costs and resources Councils are spending on community safety and crime prevention, and the opportunity cost of this expenditure in terms of other local government services and amenities.
 - What initiatives would be useful for each Council to address their community safety and crime prevention issues, and the cost of these initiatives.
- Undertake a prioritisation process to understand the costs and benefits of identified initiatives.
- Develop a set of recommendations for presentation to government for a costed local government community safety and crime prevention package to improve community safety and crime prevention in the Kimberley.

The outcome of the work will be:

- A report (in word and pdf format) summarising the findings from conducting the activities as described in section 2.4 Scope of Works. The report shall be of suitable quality and complexity for use by the KRG to support a range of uses including advocacy to all levels of government and to support any grant funding applications.
- An option for a desktop published version of the report.
- A costed Kimberley Local Government Community Safety and Crime Prevention Investment Package for presentation to State and Federal Government
- A PowerPoint presentation summarising the background, steps undertaken and summary of the report and recommendations). This will be used to present the findings to the KLG and for the KLG to use as part of its advocacy strategy for a new investment package and policy changes.

The two options to progress this work is that the KRG utilises NAJA Business Consulting in accordance with its current contract or that a RFQ is issued to obtain quotes to undertake the work with the NAJA executive team to evaluate the response(s) and appoint and manage the consultant. It must be noted that the second option will take between 10 – 15 hours of executive team time along with the time of KRG representatives in the evaluation process.

Risk:

- **Reputational:** Kimberley LGA's need to continue to repair damage caused by vandalism/property crime, to deliver current crime prevention strategies and seek to implement new strategies to ensure our communities remain safe and attractive places to live, work and invest
- **Financial:** Without additional funding, Kimberley councils will need to continue to be out of pocket for crime prevention strategies

Link to Key Pillar/s and Strategies:		Budget Implications	
<p>People Place Prosperity Performance</p>	<p>Advocate Partner Promote</p> <p>Facilitate Fund Monitor</p>	To be assessed upon receipt of RFQ responses.	
Resolution/s		Action(s)	
<p>1. That the KRG Secretariat issues a Request for Quotation for the KRG Community Safety and Crime Prevention Investment Package project work</p>		<p>Secretariat to:</p> <ul style="list-style-type: none"> • Run the procurement process and issue a RFQ to obtain quotes to undertake the work. 	
Moved:	Shire of Wyndham East Kimberley	Responsible:	Secretariat
Seconded:	Shire of Broome	Due date:	As appropriate
Carried: 4/0			

11. Benchmarking

Item for Decision

Submitted by: Executive Team

Purpose

To collectively develop and deliver a simplified Benchmarking Framework that will provide meaningful information that can be used to inform and improve the performance of all participants

In summary

- Benchmarking with similar entities provides a sound basis for organisational learning and improvement
- The Regional Capitals Alliance WA (RCAWA) have refined a benchmarking framework and have provided a benchmarking report for the each of the past 4 years
- Consideration for the KRG to adopt a similar benchmarking approach

Background:

Research has proven that benchmarking with similar entities provides a sound basis for organisational learning and improvement, both in the public and private sector.

Around eight years ago Local Governments in WA were invited to take part in the Australasian LG Performance Excellence Program. It was a costly program to subscribe to and required significant resourcing to provide information given the complexity of the resulting reports.

In April 2019, the City of Albany put forward a proposal to members of the Regional Capitals Alliance WA (RCAWA) to create a much simpler and more focussed benchmarking option. Over the next four years, the resultant Benchmarking Framework was refined and the collection of data and reporting was added to the Executive Team's responsibilities – with approximately 80 hours of a business graduate being added to the contract and the final report being quality assured by a professional business analyst.

The annual Benchmarking reports have been well received by the RCAWA members, allowing them to:

- analyse outlying results
- see trends and changes across time
- promote conversations and co-operation between participants with the aim of delivering improved performance and better value for money for regional communities.

Details:

There may be an opportunity, if members of the KRG wish to pursue it, that a benchmarking framework could be implemented across the Shires. Seeking permission from the RCAWA, it may be possible for the RCAWA's framework to be used as a base and adapted for the requirements of the KRG and the types of information they wish to collect.

The types of information to be collected could include:

- Financial results
 - Operating revenue breakdown
 - Operating expenditure breakdown
 - Number of rate assessments per 1,000 residents
 - Total revenue per 1,000 residents
 - Rates revenue per 1,000 residents
 - Operating grants, subsidies and contributions per 1,000 residents
 - Non-operating grants, subsidies and contributions per 1,000 residents
 - Fees and charges per 1,000 residents
 - Interest earnings per 1,000 residents
 - Other income per 1,000 residents
 - Total Expenditure (excluding depreciation) per 1,000 residents
 - Total operating costs per 1,000 residents
 - Total capital per 1,000 residents
 - Employee costs per 1,000 residents
 - Salaries and wages per 1,000 residents
 - Materials and contracts per 1,000 residents
 - Utilities per 1,000 residents
 - Interest expense per 1,000 residents
 - Insurance per 1,000 residents
 - Other costs per 1,000 residents
- Financial Ratios – more difficult now that Local Governments are not required to report these figures:
 - Current ratio
 - Asset consumption ratio
 - Asset renewal ratio
 - Asset sustainability ratio
 - Debt service cover ratio
 - Operating surplus ratio
 - Own source revenue coverage ratio
 - FHI score
- Employees –
 - FTE by function
 - Total FTE including vacancies
 - Employee costs per FTE
 - % FTE in administration areas
 - FTEs by service area
- Business Activity
 - Number of separations per 100 FTEs
 - Average number of applications per vacancy
 - Employee training spend per FTE
 - Personal leave days taken per 100 FTEs
 - Lost time injuries per 100 FTEs
- Business activity
 - Total customer service requests per 1,000 residents
 - Ranger customer service requests per 1,000 residents
 - Works customer service requests per 1,000 residents

- Other customer service requests per 1,000 residents
- Complaints received
- Facebook followers per 1,000 residents
- Instagram followers per 1,000 residents
- Website page views per 1,000 residents
- Gross regional product per 1,000 residents
- Number of registered businesses per 1,000 residents
- Unemployment rate as at 30 June
- Development applications received
- Average value per development application
- Building applications received
- Average value per development application
- Food premises in district
- Food premises inspected
- Number of bushfire volunteers
- Number of fire incidents
- Tonnes of waste processed per 1,000 residents
- Software used for different functions
- Other

WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT
2021/2022 Financial Year

3. DISCUSSION

This is the fourth year for this report. To help provide additional context 2023 adopted budget data has been included in the Financial Results section. This will be replaced by 2023 actual data when that becomes available in 2023.

When reviewing each chart and table members may identify areas for further analysis for their individual organisation. In order for this process to be of further benefit to all members, guidance is required on what areas are agreed to analyse further. Below is a brief discussion on some possible areas for further analysis/discussion across all members.

Capital Expenditure

The table below summarises the budgeted and actual capital expenditure for all asset classes for all members from 2019 to 2022 and shows the 2023 adopted budget. For each year the completion rate of budgeted capital expenditure ranged from 58% to 67%. Note: The budgeted values are the adopted budget and thus exclude carry forwards, while actual values include projects carried forward from the 2018 into 2019 and later years and completed in 2019 onwards. Thus, the true completion rate will be lower depending on the level of carry forwards from 2018.

	2019	2020	2021	2022	2023
	\$M	\$M	\$M	\$M	\$M
Budget	348.8	342.6	394.5	455.7	490.8
Actual	234.0	229.0	233.9	262.6	-
% Complete	67%	67%	59%	58%	0%

For individual members across the four years the minimum completion rate was 38% and the maximum completion rate was 108% of adopted budget. In the 2022 financial year, the equivalent minimum completion rate was 36% and maximum was 80%. The completion rate can be above 100% of adopted budget, because of carry forwards being completed and budget amendments occurring during a given year. Comparing the completion rates of individual alliance members over the past two years, there has been a universal decrease (9 out of 10).

Some distortion can be expected in these values, because many large projects are budgeted in one year, but delivered across multiple years. This, however, should lead to higher completion rates in later years as these projects are completed.

Given the consistently low completion rate across the last four years, each member could perform further analysis on the completion rates for individual projects. The analysis could include identifying the completion rate by asset class, business unit area, funding source e.g. rates vs grant funded vs mixed, and nature e.g. one-off vs on-going. On-going can include asset replacement schedules e.g. plant replacement. Some possible reasons for the low completion rates are:

- Delays due to external factors e.g. lack of available contractors, weather related events;
- Projects being included in the adopted budget, but then being cancelled during the financial year;
- The same project being budgeted, but not delivered, across multiple years;
- Staff vacancies or lack of staff capacity to deliver the budgeted projects;
- Managers including projects in the budget, in order to maintain their "annual capital allocation", but never delivering some projects;
- Projects being completed for less than budgeted; this is offset by those costing more than budget.

See Chart on Page 16 for the capital expenditure of each member.

WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT
2021/2022 Financial Year

Development Applications / Building Applications

The table below summarises the actual development and building applications received across the 10 members for 2019, 2020, 2021 and 2022. In 2022 there was a stagnation in both development and building applications relative to 2021, following a 5% growth in 2020 relative to 2019.

Applications	2019	2020	2021	2022
Development	3,029	3,030	3,866	3,421
Building	5,646	6,075	7,344	7,806
Total	8,675	9,105	11,210	11,227
% Change				
Development		0%	28%	-12%
Building		8%	21%	6%
Total		5%	23%	0%

The following tables show development and building applications by member for the same periods.

Development Applications	2019	2020	2021	2022	% Change		
					2020	2021	2022
Albany	717	667	894	596	-7%	34%	-33%
Broome	70	111	90	97	59%	-19%	8%
Bunbury	275	281	373	319	2%	33%	-14%
Busselton	839	912	1,119	1,056	9%	23%	-6%
Esperance	305	274	400	351	-10%	46%	-12%
Geraldton	258	235	336	337	-9%	43%	0%
Kalgoorlie	179	173	231	196	-3%	34%	-15%
Karratha	209	176	165	209	-16%	-6%	27%
Northam	87	94	155	175	8%	65%	13%
Port Hedland	90	107	103	85	19%	-4%	-17%
Total	3,029	3,030	3,866	3,421	0%	28%	-12%

Building Applications	2019	2020	2021	2022	% Change		
					2020	2021	2022
Albany	909	837	1,082	869	-8%	29%	-20%
Broome	211	317	333	503	50%	5%	51%
Bunbury	796	734	795	773	-8%	8%	-3%
Busselton	1,336	1,368	1,669	2,026	4%	20%	21%
Esperance	294	268	338	329	-9%	26%	-3%
Geraldton	920	1,047	1,170	1,180	14%	12%	1%
Kalgoorlie	386	423	412	427	10%	-3%	4%
Karratha	395	659	900	1,051	67%	37%	17%
Northam	239	234	302	285	-2%	29%	-6%
Port Hedland	160	168	343	363	5%	104%	6%
Total	5,646	6,075	7,344	7,806	8%	21%	6%

Risk:

Reputational – Benchmarking is to be used for the benefit of the community

Resources - In order for this project to be successful, members would be required to allocate resources to collect data.

Link to Key Pillar/s and Strategies:		Budget Implications	
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> People Place Prosperity Performance </div>	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Advocate Facilitate Partner Fund Promote Monitor </div>	NAJA have costed this piece of work at \$15K per annum	
Resolution/s		Action(s)	
1. That the KRG approve the Executive Officer to request the use of the benchmarking RCWA templates 2. That the Executive Team, upon approval of the above, commence the benchmarking project.		As per resolution	
Moved:	Shire of Broome	Responsible:	Executive Team
Seconded:	Shire of Wyndham East Kimberley	Due date:	As appropriate
Carried: 4/0			

12. Pre- State and Federal Government Election Strategy

Item for Decision

Submitted by: Executive Team

Purpose

To provide an opportunity for members to discuss an update on the pre-election strategy in advance of the WA State Government and Federal Government Elections

In summary

- The next WA State Government election is scheduled for the 8th of March 2025
- The next Federal election is likely to be held during or before 2025.
- As a pre-election year, 2024 provides the opportunity to put forward policy and funding proposals to shape pre-election commitments by political parties and candidates
- The following outlines an update on the high-level outline of a pre-election strategy as a basis for discussion, inclusive of possible financial implications for the KRG.

Background:

At the October KRG meeting, the Executive Team presented a high level outline of a pre-election strategy, which included a proposed action and timetable chart as follows.

Action	When
Gather federal and state priorities for the Kimberley	January 2024
Research and produce material on KRG campaign priorities - including engagement with key stakeholders	February / March 2024
Update Investment Prospectus	March 2024
Refresh Policy Positions	March 2024
Develop a Pre-Election document	April / May 2024
Develop key messages and a communication plan	May / June 2024
Develop an advocacy and engagement plan	May / June 2024
Launch Pre-Election document	July 2024
Undertake advocacy and engagement	July 2024 – March 2025

A resolution was made and action were noted as follows:

1. That the KRG endorse, in principal, a state and federal pre-election strategy	Executive Team to work on providing materials and methodology for the election strategy
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Details:

An update to the strategy including financial implications for the KRG is as follows:

Pre-election campaign outcome

- Pre-election commitments for investment into Kimberley infrastructure and services

Pre-election campaign strategy

- Positive – focussing on opportunities
- Engagement and alignment with key Kimberley stakeholders
- Devolved and inclusive - multiple voices to government championing our priorities

Pre-election actions and timetable

Action	When	Material Required / comments	Financial implications
Gather federal and state priorities for the Kimberley	January 2024	Research – under current contract	Nil – covered under existing contractual arrangements
Update Investment Prospectus	March 2024	Assumptions: <ul style="list-style-type: none"> • Each member provides information for 2 – 3 shovel ready (or high priority) projects • New projects to be inserted as replacements in existing Investment Prospectus – existing branding to be used 	External to contract – will involve information extraction and graphic design work. Estimation up to 30 hours @ \$120 = \$3,600 + GST, depending on new project numbers. Printing: approx. \$450 + GST for 25 copies or \$800 + GST for 50 copies or \$1000 for 100 copies
Refresh Policy Positions	March 2024	Research - under current contract Assumptions: <ul style="list-style-type: none"> • Any updates to be inserted into existing papers • Members to be canvased as to other position papers required eg childcare aged-care 	Research: Nil – covered under existing contractual arrangements Graphic design if required: up to 5 hours @ \$120 = \$600 plus printing costs TBD
Develop a Pre-Election Summary document to front the election pack	April / May 2024	2-4 page document summarising Kimberley statistics and compelling election asks from the prospectus and position papers	External to contract: Estimated up to 15 hours @ \$120 = \$1,800 Graphic design up to 5 hours @ \$120 = \$600 plus printing costs TBD.

Action	When	Material Required / comments	Financial implications
Develop key messages and a communication plan	May /June 2024	Under current contract	Nil – covered under existing contractual arrangements
Develop an advocacy and engagement plan	May / June 2024	Under current contract	Nil – covered under existing contractual arrangements
Launch Pre-Election document	June 2024	Potential to launch at the Forum meeting	Nil – covered under existing contractual arrangements
Undertake advocacy and engagement	July 2024 – March 2025		Nil – covered under existing contractual arrangements

Risk:

- Operational and Reputational Without a pre-election strategy, opportunities to drive the KRG’s policy and advocacy agenda may be missed.

Link to Key Pillar/s and Strategies:		Budget Implications	
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> People Place Prosperity Performance </div>	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Advocate Partner Promote Facilitate Fund Monitor </div>	Estimation: Up to \$7,600 plus GST plus additional printing costs TBD	
Resolution/s		Action(s)	
1. That the KRG endorse the state and federal pre-election strategy update and additional allocation from 2023/24 budget.		Executive Team to work on providing materials for the election strategy	
Moved:	Shire of Broome	Responsible:	Executive Team, in collaboration with KRG members
Seconded:	Shire of Derby West Kimberley	Due date:	As appropriate
Carried: 4/0			

13. Emergency Management Position Paper

Item for Decision

Submitted by: Executive Team

Attachment 8 Emergency Management Position Paper

Purpose

That the Kimberley Regional Group statements on emergency management communications are accurately represent the KRG's policy and advocacy agenda.

In summary

- Clear policy positions on priority issues are critical to ensuring that the KRG represents the views of the membership .
- An Emergency Management Position Paper was presented at the October 2023 meeting
- Members resolved to provide feedback on the Position Paper to the Executive Team by Monday 23rd October with changes reflected in the document tabled at the November meeting.
- The Position Paper was provided to Matt Reimer, the Department of Fire and Emergency Service (DFES) District Emergency Management Advisor for the Pilbara & Kimberley Regions, for input. He made supports this Paper and his feedback is outlined below.
- Changes to the document suggested by members are highlighted in red in the attached Position Paper.

Background:

- The KRG is a powerful voice for the Kimberley, taking a whole of region perspective on social and economic issues.
- To maximize opportunities to drive the KRG agenda, an Emergency Management Position Paper has been developed.
- Once endorsed, the Position Paper document will be designed in line with the KRG's other Position Papers, and will be conveyed to State and Federal government, WALGA and uploaded onto the KRG website.
- The Position Paper will be used to inform submissions to government and media statements.

Details:

The following feedback was provided by Matt Reimer from DFES:

Thanks for the opportunity for input – this document looks very good.

One of the main things that you've captured relating to the DRFAWA is the provision to build back better. We've seen this year after year where the local governments only receive funding to fix the washed-out roads, only to see them wash out again the following season and so on.

Updating of the Aboriginal Community Layout Plans would also be great, particularly with what we've just seen earlier this year. Incorporating the latest flood risk data into these would be very useful in future planning.

Good work.

Risk:

Reputational - Without a policy, there is the potential to lose media opportunities to drive a clear policy and advocacy agenda when engaging with government and the media.

Link to Key Pillar/s and Strategies:		Budget Implications	
<div style="border: 1px solid black; padding: 5px;"> <p>People Place Prosperity Performance</p> </div>	<div style="border: 1px solid black; padding: 5px;"> <p>Advocate Facilitate Partner Fund Promote Monitor</p> </div>	Up to \$300 to design the policy paper and upload onto website and print hard copies.	
Resolution/s		Action(s)	
1. That the KRG endorse the Emergency Management Position Paper.		Executive Team to design, print and publish the Emergency Management position paper.	
Moved:	Shire of Wyndham East Kimberley	Responsible:	Executive Team
Seconded:	Shire of Broome	Due date:	As appropriate
Carried: 4/0			

Attachment 8 Emergency Management Position Paper.

POSITION PAPER EMERGENCY MANAGEMENT

Final Draft

ABOUT THE KIMBERLEY REGIONAL GROUP

The Kimberley Regional Group (KRG) is an alliance of the four Shires of the Kimberley, being the Shire of Broome, the Shire of Derby West Kimberley, the Shire of Halls Creek and the Shire of Wyndham East Kimberley. Our Vision is to maintain and enhance the rich diversity and liveability of the Kimberley for its people and the world. Collaboratively the group seeks to drive positive impact across the region through improved social, economic and cultural outcomes. This paper is designed to highlight the issues as known to Local Government at the time of writing and the potential pathways that are supported.

CONTEXT

A natural disaster is an event that overwhelms the resources of a community and causes significant harm to people, buildings, infrastructure, the environment and economy. A coordinated response is needed to assist communities to cope with and recover from the consequences of the disaster.

Climate change is increasing the timing and severity of natural disasters, including extreme weather events across the globe and Australia. This included extensive flooding in the Fitzroy Valley in January 2023. Natural disasters have a significant social, economic, and environmental impact. Modelling in 2021 by Deloitte showed that natural disasters cost the Australian economy on average \$38 billion per year, with this expected to increase to \$73 billion per year by 2060¹.

In Australia, emergency management is a partnership between Federal, State and local governments. Federal Government frameworks provide national emergency management architecture. This includes the Australian Disaster Preparedness Framework² and the National Disaster Risk Reduction Framework³ (NDRRF). The NDRRF has four framework priorities to drive action to reduce disaster risk: 1. Understand disaster risk; 2. Accountable decisions; 3. Enhanced investment; and 4. Governance, ownership and responsibility. Commonwealth funding, in partnership with the State, is critical to support local government to plan for and undertake emergency management responses

Under the Western Australian *Emergency Management Act 2005*, local governments are required to have local emergency management arrangements (LEMA) in place including local emergency management plans, local recovery plans and pre-evacuation plans⁴. These plans, based on guidance developed by the WA Government, whilst acknowledging the critical role of disaster prevention and preparedness, tend to focus on emergency response and recovery.

There is an increasing international and national focus on supporting communities to be more resilient by reducing disaster risk. This shift aims to address the causes of disaster risk, rather than focusing on the symptoms.

¹ <https://www.iag.com.au/newsroom/community/natural-disasters-estimated-cost-australia-73-billion-year-2060>.

² <https://www.homeaffairs.gov.au/emergency/files/australian-disaster-preparedness-framework.pdf>.

³ <https://www.homeaffairs.gov.au/emergency/files/national-disaster-risk-reduction-framework.pdf>.

⁴ <https://www.wa.gov.au/organisation/state-emergency-management-committee/local-emergency-management-arrangements>.

Community disaster resilience means being able to cope with the impacts of a disaster, to recover afterwards and to adapt to changed circumstances⁵. Along with being able to respond to and recover from natural disasters, reducing disaster risk is seen as critical to supporting communities to be more resilient when a natural disaster occurs.

OBJECTIVE

- **Resilient Kimberley communities that can effectively prevent, prepare, respond and recover from a natural disaster event.**
- **Kimberley communities have access to the funding and resources to effectively respond and recover quickly from natural disaster events.**
- **Better outcomes from government investment by building back better after a natural disaster event to build more resilient communities.**

GUIDING PRINCIPLES

The following guiding principles should inform an emergency management response in the Kimberley

- Evidence based planning and response informed by local knowledge.
- Shared responsibilities between government.
- Inclusive engagement with local government and local communities.
- A focus on prevention and preparedness to mitigate risk and disaster impact and reducing the recovery period.
- Activities that build community resilience to natural disasters
- Timely, integrated action and funding to support local government's response.
- Mitigate and adapt to climate change through the use of renewable energy and sustainable technologies.
- Harness the expertise of Aboriginal people's knowledge of country and community to inform disaster preparation, planning, response and recovery.

POLICY PRIORITIES

1. Timely Access to Disaster Relief Funding Arrangements

Disaster Recovery Funding Arrangements (DRFA) is an arrangement, not an agreement, between the Commonwealth, states and territories. The process between the West Australian and Federal Government is outlined in the Disaster Recovery Funding Arrangements Western Australia⁶ (DRFAWA) managed by the WA Department of Fire and Emergency Services.

Kimberley Regional Group members have found that accessing DRFAWA is administratively burdensome with funding success uncertain. There is no consideration of the impact of remoteness and weather conditions in the Kimberley to undertake works by the funding or auditing process leading to considerable delays in mobilisation. There is a lack of timeliness for reimbursement of funds placing financial risk on Councils. There is a need for:

⁵ Commonwealth of Australia (2018) National Disaster Risk Reduction Framework, page 7

⁶ <https://www.dfes.wa.gov.au/recovery/funding>.

- Shorter assessment period for DRFAWA claims.
- Immediate access to funding to commence works.
- Staff from State or Federal government located in local authorities to assist with a disaster response.
- Eligible costs to include Local Government staff wages and equipment, and the associated ordinary use of Local Government plant and equipment.
- Refund arrangements need to be done on a commercial basis – a retention of say 5 percent until documentation is correct.
- Capping of local government contributions at an agreed threshold above which the State government fully funds restoration.
- Recognition for establishing infrastructure that would allow for more efficient delivery of works such as boreholes for water in remote locations and leach drains to dispose of blackwater.
- Formal recognition to resilience and improving infrastructure in high-risk areas.

2. Funding for betterment in Disaster Relief Funding Arrangements WA (DRFWA)

- Betterment funding that allows local governments to rebuild infrastructure to a more resilient standard to better withstand the impacts of future natural disasters.

3. New and increased investment into building community disaster resilience

- New and increased investment for local government to assess their level of resilience and to implement activities to build resilience in line with the National Disaster Risk Reduction Framework.
- Increased, accelerated investment into the infrastructure needed for emergency response and recovery and to support food and fuel security, and supply chain resilience, including multi-purpose evacuation centres, telecommunications, roads, airports, ports, flood warning systems, utilities, food storage facilities, fuel storage facilities, temporary accommodation options, and social and affordable housing.
- Investment into priority projects to build disaster resilience including:
 - Sealing the Tanami Road as an alternate transport route into the Kimberley
 - First Point of Entry Status for Kimberley ports
 - Suitable warehousing, including cold and dry food storage facilities at strategic locations to ensure food insecurity
 - Development of a waste strategy for biohazards
 - Upgrading telecommunication infrastructure
 - Addressing coastal vulnerabilities and increasing flood warning systems
 - Increased investment into multi-purpose evacuation facilities and social housing to enable people to evacuate in place
- Increased investment into services critical to support community resilience, with a particular focus on the needs of vulnerable groups such as people with disabilities, the elderly and Aboriginal and Torres Strait Islander communities. This includes local health, mental health and family support services.
- Increased investment into infrastructure and services that support animal welfare including domestic pets, livestock and wildlife.

4. A new funding pool to support Aboriginal communities to build disaster resilience

The Kimberley has a strong and diverse Aboriginal cultural with over forty-two language groups and over one-hundred Aboriginal communities. These communities range from small outstations to substantial settlements with up to 850 people. Due to their remoteness and lack of services, many communities are highly vulnerable to the impacts of natural disasters. Traditional understanding of country can inform disaster management and response. However, this understanding is not integrated into traditional emergency management planning and responses. There is a need for:

- New and increased investment to Aboriginal Community Controlled organisations to work with their communities to build disaster resilience.
- New and increased investment into Aboriginal Ranger Programs and integrating knowledge of country and environmental risks with emergency management planning⁷.
- Increased investment into Aboriginal Community Layout Plans, with a greater focus on integrating emergency management risk such as flood risk into the plans⁸.
- New and targeted investment in Aboriginal community infrastructure, services and resources to build resilience and to facilitate better recovery from natural disasters.

5. Investment to support local business build resilience and recover from natural disaster events

Natural disasters impact on business due to supply chain disruptions and the availability of goods and services. This impacts on freight costs leading to increased costs for businesses and consumers. The cost of insurance for businesses and residents means many people are not able to purchase insurance for natural disasters. There is a need for:

- Fit for purpose freight subsidies to be in place for local business to facilitate business continuity and to ameliorate the cost and price of goods and services for local business and consumers.
- Accessible grants available to business to assist with the costs of response and recovery from natural disaster events, and to support disaster resilience activities.
- A review of insurance products to address barriers to insurability in the Kimberley.

Document date -

⁷ Further information about Aboriginal Ranger Programs can be found at <https://www.niaa.gov.au/indigenous-affairs/environment/indigenous-ranger-programs> and <https://www.dbca.wa.gov.au/management/aboriginal-engagement/aboriginal-ranger-program>.

⁸ Layout Plans are a type of town plan developed specifically for Aboriginal settlements in WA. Layout Plans are prepared and endorsed under State Planning Policy 3.2. Further information can be found at <https://www.wa.gov.au/government/document-collections/aboriginal-settlement-layout-plans>.

14. Submission Senate Select Committee Inquiry into Emergency Management

Item for Decision

Submitted by: Executive Team

Attachment 9 KRG Submission

Purpose

To advocate for funding, policy and legislative changes to better support Kimberley Regional Group member's emergency management prevention, preparedness, response and recovery and disaster resilience.

In summary

- This Senate Committee, appointed by resolution of the Senate on 30 November 2022, is inquiring into Australia's preparedness, response and recovery workforce models, as well as alternative models to disaster recovery.
- The Chair of the Committee is Senator Jacqui Lambi.
- The Committee will consider the role of the Australian Defence Force, volunteer groups, not-for-profit organisations and state-based services, and the support required to improve Australia's resilience and response to natural disasters
- The Committee held hearings across the Kimberley in May 2023 with good representation from the Kimberley Regional Group with all four Shires appearing at the hearings.
- The Committee is currently accepting written submissions.
- The Shire of Wyndham East Kimberley has provided a written submission to the Inquiry.
- A KRG submission has been developed based on issues raised by members at the Senate hearings.

Background:

As above

Details:

As above

Risk:

Reputational – The Inquiry provides an opportunity to advocate for increased resources and support for the region.

Link to Key Pillar/s and Strategies:		Budget Implications	
<div style="border: 1px solid black; padding: 5px; display: inline-block;"> People Place Prosperity Performance </div>	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Advocate Facilitate Partner Fund Promote Monitor </div>	Nil	
Resolution/s		Action(s)	
1. That the KRG endorse the Submission to the Senate Select Committee into Emergency Management.		Executive Team to lodge submission.	
Moved:	Shire of Wyndham East Kimberley	Responsible:	Executive Team
Seconded:	Shire of Derby West Kimberley	Due date:	As appropriate
Carried: 4/0			

**Attachment 9 Draft KRG Submission to the Senate Select Committee into
Emergency Management.**

Select Committee on Australia's Disaster Resilience
PO Box 6100
Parliament House
Canberra ACT 2600

Email: disasterresilience.sen@aph.gov.au

DATE -

Dear Senators

Kimberley Regional Group Submission to the Inquiry into Australia's Disaster Resilience

The Kimberley Regional Group of Local Governments welcomes the opportunity to provide a written submission to the Senate Select Committee on Australia's Disaster Resilience.

The Kimberley Regional Group (KRG) would like to thank the committee for holding hearings in the Kimberley. Representatives from the four Kimberley Shires, the Shires of Broome, Derby West Kimberley, Halls Creek and Wyndham East Kimberley were able to present at these hearings. This written submission builds upon the points made by the Shire's at the hearings. Also attached for your reference in the Kimberley Regional Group Emergency Management Position Paper.

This is a challenging time for the Kimberley Region. The 2023 Fitzroy Valley floods, and outcome of ex tropical cyclone Ellie had significant impact across the whole region with roads and bridges closed, food security compromised, and hundreds of people evacuated to surrounding towns. These floods required a complex and extended response and recovery effort, with individuals and communities still impacted today.

The Kimberley Regional Group looks forward to seeing the outcomes of this inquiry, with recommendations that will build resilience so that we are better prepared for and can mitigate the impact of natural disasters.

If you would like further information on our submission, please contact Paul Rosair our Executive Officer on paul@naja.com.au or 0419 930 467

Yours sincerely

Cr David Menzel
President
Kimberley Regional Group

Kimberley Regional Group Submission to the Inquiry into Australia's Disaster Resilience

About the Kimberley Regional Group

The Kimberley Regional Group (KRG) is an alliance of the four Shires of the Kimberley in northern Western Australia, being the Shire of Broome, the Shire of Derby West Kimberley, the Shire of Halls Creek and the Shire of Wyndham East Kimberley. Our Vision is to maintain and enhance the rich diversity and liveability of the Kimberley for its people and the world. Collaboratively the group seeks to drive positive impact across the region through improved social, economic and cultural outcomes.

Our region covers 427sqm. The four Shires manage around 1000km of sealed, and 4500km of unsealed roads along with airports and other municipal infrastructure and services including evacuation centres. The Kimberley is home to over 39,000 people 40 percent of whom are Aboriginal and Torres Strait Islander people.

The Kimberley has three regional centres, Broome, Kununurra and Derby, with smaller regional towns of Halls Creek, Fitzroy Crossing and Wyndham. There are over eighty remote communities across the region, some of which have populations up to 600 people and are larger than rural towns in other areas of Western Australia.

The Kimberley region is prone to cyclones and the impact cyclones and of ex-tropical cyclones has led to severe flooding impacting on communities, industries and local businesses. The impact of climate change is going to increase the frequency and scale of natural disasters across our region.

The Kimberley Regional Group have developed a Position Paper on Emergency Management. This Position Paper is contained in Appendix One.

Inquiry Terms of Reference

To inquire into and report on:

(a) current preparedness, response and recovery workforce models, including:

- i. the role of the Australian Defence Force in responding to domestic natural disasters,
- ii. the impact of more frequent and more intense natural disasters, due to climate change, on the ongoing capacity and capability of the Australian Defence Force,
- iii. the impact on the Australian Defence Force in responding to domestic natural disasters, and
- iv. the role of Australian civil and volunteer groups, not-for-profit organisations and state-based services in preparing for, responding to and recovering from natural disasters, and the impact of more frequent and more intense natural disasters on their ongoing capacity and capability;

(b) consideration of alternative models, including:

- i. repurposing or adapting existing Australian civil and volunteer groups, not-for-profit organisations and state-based services, and

ii. overseas models and best practice;

(c) consideration of the practical, legislative, and administrative arrangements that would be required to support improving Australia's resilience and response to natural disasters; and

(d) any related matters.

Response to the Terms of Reference

(i) Role of the Defence Force

The Defence Force has been critical in supporting local communities to respond to and recover from natural disasters. The 2023 Kimberley Floods saw the deployment of defence personal, and helicopters provide much needed support to local communities, the WA Department of Fire and Emergency Services and local governments. If the ADF were not available to assist there would have been a significant impact on both the response and recovery efforts.

It is our understanding that The Australian Defence Force (ADF) is integrated into the WA Emergency Management Framework with established preparedness, response and recovery roles prescribed in the State's Emergency Management Plan.

The ADF has a presence in the Kimberley with Norforce and the RAAF Curtin base at Curtin. Members of the ADF are involved in Shire Local Emergency Management Committees. The KRG welcomes the expertise that the ADF brings to these committees.

Given the remote location of the Kimberley, and the impact of natural disasters on transport infrastructure which leads to the closure of airports and roads, it is critical that the capabilities of the ADF can be utilised to support disaster response and recovery.

It would be useful for the KRG to better understand the ADF assets that are based within the Kimberley region and can be called onto assist in an emergency situation. Also, to better understand their local capabilities.

The KRG recognises that a primary role of the ADF is not responding to natural disasters. However, given the remoteness of our communities we welcome the capacity and capabilities that the ADF brings to the disaster recovery and response. It is critical that when deployed that the ADF work seamlessly with local government and within existing state, district and local emergency management arrangements and in partnership with local communities.

(iv) The role of A civil and volunteer groups, not-for-profit organisations and state-based services in preparing for, responding to and recovering from natural disasters, and the impact of more frequent and more intense natural disasters on their ongoing capacity and capability

Aboriginal community-controlled organisations

Given the number and remoteness of Aboriginal communities, Aboriginal Community Controlled Organisations provide a critical link between formal emergency management arrangements and local communities. There is a critical need to build the capacity and the capability of the Aboriginal community-controlled sector to undertake this work. Also, to build the resilience of remote Aboriginal communities so that they can better prepare for, respond and recover to natural disasters. The KRG would like to bring to the Committee's attention work undertaken by Ninti One around involvement in managing, mitigating or planning for such events.

<https://www.nintione.com.au/?s=emergency+management>.

There is an urgent need for dedicated new investment and resources to enable local Shires and Government agencies to work with local Aboriginal communities to build local capacity and capability to create more resilient communities. The Kimberley response to the COVID-19 health pandemic, led by Aboriginal medical services, is a good example of how government can support local Aboriginal organisations to work within their communities and mitigate the impact of disasters. Also, the Aboriginal Ranger program, with its focus on caring for country, also provides a strong platform to embed emergency management, with a focus on mitigation, to enable communities to be more resilient to natural disasters.

Volunteers and Non-government organisations

The role of volunteers is critical as volunteers are the backbone of our Volunteer Emergency Services, who respond to natural disasters. A key issue in our region is the high turnover of staff which can impact on the capacity of some of the units to retain trained volunteers.

The frequency and severity of natural disasters does put a strain on our volunteers, in particular communities that have reduced volunteer capacity. This puts a strain on Council staff to often fill this void. The other issue is that many volunteers have property and families impacted by natural disasters.

Given our remoteness many communities do not have access to non-government services such as mental health, services for people with disabilities and youth services. Natural disaster events have shown the vulnerability of people with disabilities, and it is critical that there is greater investment into services that can support vulnerable groups to reduce risk during a disaster event.

(c) Consideration of the practical, legislative, and administrative arrangements that would be required to support improving Australia's resilience and response to natural disasters

Disaster Relief Funding Arrangements

There needs to be a greater focus on resilience at the Commonwealth and State level on supporting local government to work with their communities to build resilience to natural disasters. Sustained and increased investment in resilience, particularly resilient infrastructure and betterment, will ensure future recovery will be faster and less expensive.

The WA Disaster Relief Funding Arrangements do not enable local governments to build back better, so infrastructure is repaired, but not at a standard to resist future events. This is not efficient and waste time and money. Appendix Two is case study from the Shire of Wyndham East Kimberley that highlights this point.

We recommend for the DRFA the following:

- Formal recognition should be given to resilience as part of the DRFA – improving infrastructure in high-risk areas
- Shorter assessment period for DRFA claims
- Immediate access to funding to commence works
- Staff from State or Federal government placed in the affected local authority to assist with a its response to a natural disaster
- Eligible costs to include Local Government staff wages and equipment, and the associated “ordinary” use of Local Government plant and equipment.
- Refund arrangements are done on a commercial basis – a retention of say 5% until documentation is correct. This is the major issue for us commencing works.
- Recognition should be given to establishing infrastructure that would allow for more efficient delivery of works such as boreholes for water in remote locations and leach drains to dispose of blackwater.

To reduce disaster risk

- A process to coordinate similar applications across a range of LGs to reduce regional disaster risk
- Betterment funding to make assets more resilient at the time of repair or restoration
- Funding for local government to assess their level of resilience and for activities in line with the National Disaster Risk Reduction Framework
- A specific funding pool for Aboriginal communities to build their resilience
- DRFA WA funding for Category C and D and activation of this funding
- Ensure that the cost-sharing ratio between the Commonwealth and the States does not become an impediment for States to seek Category D cost sharing arrangements.
- Given our remoteness, a greater focus on models that focus on place-based capacity building is critical so that communities can be more resilient and better prepared for natural disasters.

There needs to be better consistency in relation to best practice across Australia. We understand betterment is integrated into the Queensland DRFA. It is not in WA. In some States local government contributions are capped at a certain threshold above which the State government fully funds restoration.

Financial Assistance Grants

There is an urgent need to restore Financial Assistance Grants to local government to a level equal to 1 per cent of Commonwealth taxation revenue. Also, to renew the formula to address the needs of larger remote and regional areas such as the Kimberley. This would assist our Council capacity to support local communities, including with disaster management activities

Insurance

The cost and availability of insurance cover for volunteers, businesses and members of the communities remains an ongoing issue for our communities. There is an urgent need at a Federal level to review insurance policies, including their cost, so that policies are fit for purpose for Kimberley communities and provide fair value for money.

Base level of adequate infrastructure and services

The base level of infrastructure and services across the Kimberley is low. This is exacerbated in a natural disaster. There is a critical need for increased and accelerated investment into strategic infrastructure to build resilience and support disaster response and recovery efforts.

This includes;

- Roads,
- Ports
- Airports
- Fuel storage
- Food storage
- Telecommunications
- Flood and coastal warning systems
- Emergency shelters
- Social Housing
- Animal management facilities

For example, there is one sealed road into and out of the Kimberley. During the 2023 Kimberley floods, the closing of this road at Fitzroy Crossing, coupled with the closing of the Stuart Highway into the Kimberley from the Northern Territory, cut road transport both into and across the Kimberley. Derby, Fitzroy Crossing, Halls Creek, Wyndham and Kununurra were isolated from the rest of Australia and had no road freight. There is an urgent need to accelerate the sealing of the Tanami Road from the Stuart Highway in the Northern Territory to Halls Creek. This would provide an alternative transport route in and out of the Kimberley. Also, to upgrade strategic roads within the Kimberley so that are more fit for purpose for the level of flood risk.

The impact of road closure in 2023 led to food security issues with major supermarkets running out of cold and dry goods across the Kimberley. Our region needs dedicated wet and dry warehousing facilities at strategic locations in the East and West Kimberley to ensure food security.

Another key issue is that evacuation in place is not possible in many towns and communities due to a lack of social housing which leads to severe overcrowding. There is an urgent need for increased investment into new social housing supply. Also, for swift access to fit for purpose emergency housing options if people do need to evacuate for long periods.

Given the impact of natural disasters on wildlife greater investment is needed into animal care facilities during and after a natural event, along with support for veterinarians and wildlife carers as part of the response and recovery efforts. This is an important animal welfare and public health issue.

To support local business and communities, there is a need for an agreed freight subsidy which is ready to be implemented during a natural disaster. Also, a plan in place to support the pastoral and agricultural industries to better prepare for, respond to and recover from a natural disaster. Also, there is an urgency need for a bio-hazard plan for natural disasters to manage risk to both people and the environment.

Quarantine and biohazards

The Kimberley Ports of Broome and Wyndham do not have first port of entry status effectively making them export only ports. The ports played a critical role in the 2023 floods in the transport of goods. There is an urgent need for the Department of Agriculture, Forestry and Fisheries DAFF to agree to reintroduce the fee for service quarantine inspections for those instances when they do not have the resources available to service the vessels. Also, for the provision of the infrastructure necessary for Broome and Wyndham Ports to comply with First Point of Entry requirements. This would facilitate a better recovery and response effort to natural disasters in our region.

Climate Change

It is critical that disaster resilience activities consider their impact on climate change. Activities to build resilience should harness the use of renewable energy and use sustainable technologies so that they reduce their environmental footprint and contribution to global warming. This should be a policy objective.

Appendix One – Insert Emergency Management Position Paper once endorsed.

Appendix Two - Case Study provided by the Shire of Wyndham East Kimberley

The Gibb River-Kalumburu Road and Port Warrender Roads service remote Aboriginal communities, Pastoralists and tourism operators. They are subject to damaging weather events approximately 3 years in every 5. These events happen during the wet with the limited dry season the only construction opportunity.

- As we have been advised that there is no betterment, we repeatedly fix the same road segments, and materials and water become scarce. Over time these costs more than betterment
- DRFA-WA can take 2 years to implement from event to works. Last season events occurred toward the end of February, which is when initial helicopter inspection of the road can occur. Road access is still unlikely with floodways' too high to cross or roads damaged. The helicopter inspection is a low-level flight where damaged sections are GPS measured and GOPRO footage taken to verify damage. A pro-rata cost is applied for a rough works estimate. Data is provided to DFES for approval to engage an engineering consultant.
- It takes months for DFES approval to progress a detailed contract estimate breakdown by the Institute of Engineers. Due to remoteness, obtaining quotes may offer no result. If successful through a tender, costs vary from high to very high. Main Roads WA is required to verify cost estimates to determine if the Institute of Engineers, contractor's information is accurate. There is then an approval waiting period. This is not usually obtained prior to the end of the next dry season.
- Another aspect of this approval process is that works regarded necessary by engineers has been excluded in the approval process. A case in point was where a road had been graded to allow access was regarded as sufficiently good enough and so re-sheeting material was not approved to be place on that section of road. When the next event occurs in this area this section of road will incur significantly more damage.
- After approval, works are Tendered including remote camp facilities. In a recent cost breakdown, we estimate of \$6,000,000, \$4,500,000 was spent in administration and other non-direct construction costs; \$1,500,000 on the road.
- Opportunities to minimise cartage cost for sullage waste by installing leach drains at four locations, which would return cost in around 1.5 construction years, was considered inappropriate, as it was

an improvement not repairs. Consequently, DRFA-WA will pay high cartage rates to remove blackwater from future temporary camps. Where a haulier will not allow their vehicles to enter the site due to road conditions, sullage removal may be impossible leaving an environmental hazard, and inability to continue construction.

- The installation of water bores was considered unrelated to immediate construction works, leading to high cartage distances and at the end of the dry the inability to continue with works. We currently rely on the generosity of Pastoral stations for water supply.
- Processing of reimbursement inefficiencies or under resourcing results in lengthy delays funds repayment. There is no guarantee of full repayment. The factors put the Shire at financial risk as we cannot manage the cash flow impact of delays. At one point the amounts outstanding were \$4.7 million on a rate base of \$10,5 million.
- To expedite construction, the Shire tendered a 3 + 2-year contract for DRFA-WA related earthworks, subject to a declared event, and DFES approval of a works program. Due to DFES approval processes for work done we have legal issues arise from this process. Our contractor had requested some costs were paid which were necessary for the work to be done and which were in line with the Tender. The time taken for approval of these items as well as the inflexibility to vary the works schedule once work commences is problematic. Not all items can be foreseen and included in a scope of works. This has resulted in a deterioration of the relationship between the Shire and our contractor which required a legal process to resolve. We did incur unnecessary legal costs to defend our position which cannot be recovered. The end result of this issue is that it is unlikely that contactors will tender for this work due to the complexity of the arrangements.
- As a result, the Shire cannot take on the financial risk of letting a contract for works without the guarantee of a reliable process that will refund expenditure within normal commercial timeframes. It has been suggested by the Shire that a retention of 10% be withheld from all parties until the necessary documentation is put in place.

15. Submission to the Aviation Green Paper

Item for Decision

Submitted by: Executive Team

Attachment 10: Submission to the Aviation Green Paper (Separately attached)

Purpose

To advocate for funding, policy and legislative changes to better support airport infrastructure and services in the Kimberley.

In summary

- The Australian Government has released an Aviation Green Paper, a key step in developing an Aviation White Paper that will set out the policy direction for the aviation sector out to 2050.
- A copy of the Green Paper is attached, and further information can be found at <https://www.infrastructure.gov.au/infrastructure-transport-vehicles/aviation/aviation-green-paper>.
- The Green Paper includes a chapter on regional and remote aviation.
- Submissions to the Aviation Green Paper are due on the 30th November 2023.
- Members endorsed out a session a submission from the KRG so that this paper could be presented to the November 2023 meeting, with feedback incorporated into a final KRG submission.
- The Secretariat liaised with the Shires to get information on their airports, including the key challenges, opportunities and what is needed to better support aviation infrastructure and services. This has been incorporated into the submission.
- A draft submission to the Aviation Green Paper is presented for consideration.

Background:

- As above

Details:

The Green Paper contained eleven chapters with eighty-five questions. The KRG submission has focussed on Chapter 4, Regional and Remote Aviation Services with a response to the seven questions in this Chapter. Key questions in the other Chapters have also been addressed. The key issues highlighted in the KRG submission is the need for new and increased investment into regional airport infrastructure and to support the development of long term financial and strategic asset management plans. A focus has been on the important role airports play in disaster response and recovery. Also, the need for government support for intra state regional air services, and connectivity into the NT, as they provide critical transport for tourism and residents. The submission highlighted the opportunities of investing in Kimberley airports to drive the whole of government Northern Australia agenda and increase national productivity.

Risk:

- Reputational – a missed opportunity to highlight the impact of Federal aviation policy on regional local governments.

Link to Key Pillar/s and Strategies:		Budget Implications	
<div style="border: 1px solid black; padding: 5px;"> <p>People Place Prosperity Performance</p> </div>	<div style="border: 1px solid black; padding: 5px;"> <p>Advocate Facilitate Partner Fund Promote Monitor</p> </div>	Nil	
Resolution/s		Action(s)	
1. That the KRG endorse the submission to the Aviation Green Paper.		Executive Team to lodge submission.	
Moved:	Shire of Broome	Responsible:	Executive Team
Seconded:	Shire of Derby West Kimberley	Due date:	30th November 2023
Carried: 4/0			

16. Kimberley Regional Group Governance Update

Item for Decision

Submitted by: Executive Team

Attachment 11: Previous KRG Operating Governance Arrangements (separately attached)

Attachment 12: Previous KRG Governance Manual (separately attached)

Attachment 13: Draft KRG Governance Agreement (separately attached)

Purpose

That the governance arrangements for the Kimberley Regional Group are clear and fit for purpose.

In summary

- The KRG is a voluntary meeting of the four Shires for a common purpose and is not a separate legal entity.
- At the June 2023 Meeting, the KRG examined four governance models. The members resolved to remain as a voluntary group at present and review circumstances in 12 months to see if an Association model is preferable at that time and requested the Executive team simplify the governance compliance papers accordingly.
- A MOU that outlines the spirit of co-operation and collaboration on Kimberley wide issues, was drafted and executed by the KRG in June 2023.
- The KRG Governance Agreement (36 pages) outlines governance arrangements for the KRG such as the appointment of delegates, voting rights, meeting procedures and the role of the host shire. No signed Governance Agreements can be found by the Executive Team.
- A drafted KRG Governance Manual (53 pages) was located in the KRG File directory.
- A review of these documents found that whilst acknowledging that the KRG is not a separate legal entity they are written as if the Kimberley Regional Group were a local government constituted under the Local Government Act. There is also a significant amount of content duplicated across the two documents.
- A simplified version has been developed for KRG consideration. The revised version is 20 pages and was developed by combining the two documents and simplifying the content.

Background:

The KRG Governance Agreement was developed when the KRG was established. This 36-page document was last reviewed in 2021. It is the secretariat's understanding that the review recommendations have not been ratified. This Agreement is attached.

Also located in the KRG File directory is a 53-page KRG Governance Manual. It is the secretariat's understanding that this governance manual has not been ratified and is a draft.

These documents outline important governance arrangements for the KRG such as the appointment of delegates, voting rights, meeting procedures and the role of the host shire.

A review of these documents found that whilst acknowledging that the KRG is not a separate legal entity the documents are written as if the KRG were a local government constituted under the Local Government Act. There is also a significant amount of content duplicated across the two documents.

It is our understanding that these documents were developed when the KRG was looking at a project delivery type model where the KRG would drive key regional projects. The focus of the KRG has been more around collaboration, advocacy and engagement rather than project management.

At the June 2023 Meeting, the KRG examined four governance models:

1. Voluntary Regional Organisations of Councils (VROC's) – a collaborative partnership between neighbouring councils in a particular area.
2. A regional local government model, constituted under the Local Government Act WA.
3. An incorporated Association, model with a constitution outlining the roles and functions of the KRG and reporting requirements.
4. A Subsidiary Organisational Model

The members resolved to remain as a voluntary group at present and review circumstances in 12 months to see if an Association model is preferable at that time and requested the Executive team simplify the governance compliance papers accordingly.

A MOU that outlines the spirit of co-operation and collaboration on Kimberley wide issues, was drafted and executed by the KRG in June 2023.

The MOU references the Governance Agreement so that governance protocols are clear.

Details:

Clear governance arrangements are critical to the successful operation of the KRG, and for members and key stakeholders to understand the KRG's purpose and function, however they need not be of a legal nature.

The revised KRG Governance Arrangements document includes:

- functions of the KRG Management Committee.
- appointment and role of delegates.
- Meetings of the KRG (frequency, quorum, minutes, decisions etc.).
- Role of the CEO Advisory Group.
- Office Bearer positions (Chair, Deputy Chair, Host Shire, Host Shire CEO and Executive support).
- Annual Operating Budget.
- KRG Reporting (Performance Report, Financial reporting, Priority Project Action Plan.
- Financial Management (accounts and records, Operating expenses, bank accounts etc.); and
- Projects and Working groups.

The resulting document has been reduced to 20 pages (16 pages of content).

Risk:

Governance - without clear governance arrangements the functioning of the group has the potential to lack clarity and consistency.

Reputational – lack of clarity by members and stakeholders on the governance of the KRG.

Link to Key Pillar/s and Strategies:		Budget Implications				
<table border="1"> <tr> <td> People Place Prosperity Performance </td> <td> Advocate Partner Promote </td> <td> Facilitate Fund Monitor </td> </tr> </table>	People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor		Nil	
People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor				
Resolution/s		Action(s)				
1. That the KRG ratify the draft KRG Governance Arrangements document.						
Moved:	Shire of Wyndham East Kimberley	Responsible:				
Seconded:	Shire of Derby West Kimberley	Due date:				
Carried: 4/0						

17. Housing Advocacy Strategy

Item for Discussion

Submitted by: Executive Team

Attachment 14: Housing Engagement and Advocacy Strategy

Purpose

To receive member input on a Housing Advocacy Strategy

In summary

- A priority action for the KRG was the development of a stakeholder engagement and communication plan, and advocacy strategy to drive the actions identified in the Housing Position Paper.
- The key actions identified in the Housing Position Paper are:
 - State and federal social housing investment programs target the Kimberley
 - The DPLH support Shires to review housing needs in each town
 - Changes to Government Regional Officer Housing and Home Ownership Subsidy Scheme policies
 - Government incentives for new supply
 - Changes to finance lending practices for home ownership.
- Attached is a Housing Engagement and Advocacy Strategy for discussion and input from KRG Members.
- There are a number of new State and Commonwealth funding opportunities who will invest in identified projects, some with targeted residents such as women fleeing family and domestic violence, and funding for community housing organisations
- With a State and Federal election on the horizon there is the opportunity to link advocacy for increased investment into a pre-election advocacy strategy

Background:

- As above

Details:

The advocacy strategy is built on

- Aligning with government investment, policy and addressing pressure points
- Building evidence on what needs to change and how that change can happen
- Facilitating solutions for investment
- Developing strong local partnerships and an alliance for collective action
- Giving voice to those impacted
- Being positive – selling the benefits to government and stakeholders
- Providing confidence for those in power to take action and invest new resources
- Linking into pre-election strategy seeking government commitments

The tactics to drive the strategy are:

- Developing the housing evidence base
- Understanding local building capacity
- Engaging with key stakeholders to understand their perspective
- Hosting a roundtable to discussed developments in the pipeline, joint solutions and a clear ask
- Forming a Kimberley Housing Alliance
- Brokering new opportunities for developments on the ground that can be pitched to government for investment
- Advocating for key policy changes
- Developing a story bank – people / organizations impacted by housing
- Developing a project prospectus
- Schedule priority meetings
- Social / media strategy

A tactic that could be considered is engaging a government relations firm to support advocacy. This approach is undertaken by some local governments, industry and the non-government sector.

Risk:

- Reputational – with an agreed strategy and tactics advocacy effort may be unaligned and opportunities to drive change lost.

Link to Key Pillar/s and Strategies:		Budget Implications				
<table border="1"> <tr> <td> People Place Prosperity Performance </td> <td> Advocate Partner Promote </td> <td> Facilitate Fund Monitor </td> </tr> </table>		People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor	Budget to be determined depending on the scope of works to progress actions in the strategy. Additional budget may be needed for hosting a roundtable, brokering projects, and supporting the activities of the housing alliance. Also travel.	
People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor				
Resolution/s		Action(s)				
That the KRG endorse the Housing Advocacy Strategy.		Executive Team to incorporate into the action plan.				
Moved:	Shire of Halls Creek	Responsible:	Executive Team			
Seconded:	Shire of Derby West Kimberley	Due date:	As appropriate			
Carried: 4/0						

Attachment 14 KRG Housing Advocacy Strategy

Housing Advocacy Strategy

Draft for discussion

October 2023



*Advocacy is about getting
someone to do something.*

The Democracy Centre

Our strategy

- Alignment with government investment, policy and addressing pressure points
- Building evidence on what needs to change and how that change can happen
- Developing strong local partnerships and an alliance for collective action
- Facilitating on the ground solutions that can be progressed for investment
- Giving voice to those impacted
- Being positive – selling the benefits to government and stakeholders
- Providing confidence for those in power to take action and invest new resources
- Linking into pre-election strategy seeking government commitments

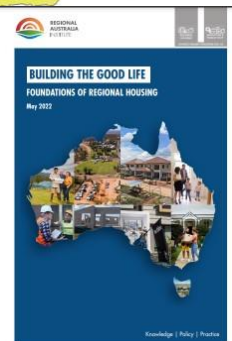
Issues are well documented

Infrastructure **gap in availability, diversity and affordability of housing** in most WA regions (Infrastructure Australia).

Regions need **planning, investment in social and affordable housing diverse stock, optimise GROH, Aboriginal housing outcomes** (Infrastructure WA).

Regional housing markets not served well by current policy settings. Need **placed-based initiatives** and market intervention. (Regional Australia Institute).

3



KRG getting on with the job

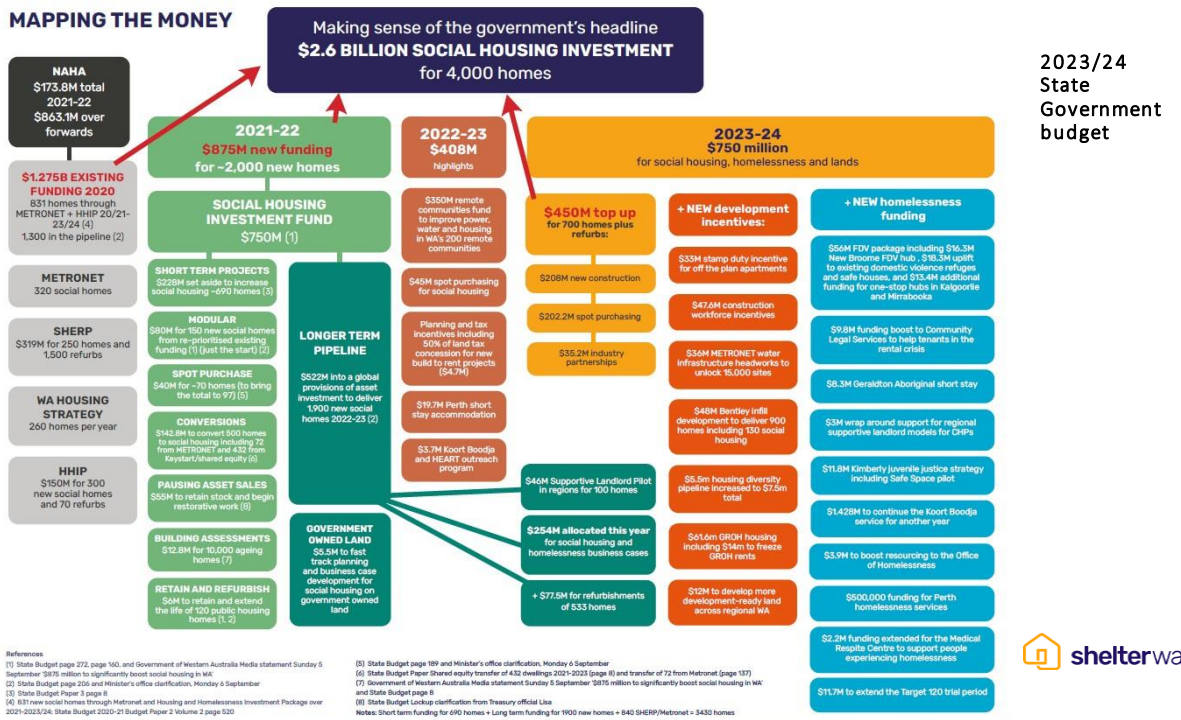
- KRG Housing Policy Position
- Local government led housing developments
 - Broome – Sanctuary Road Caravan Park, Key Workers and Over 55s
 - SWEK - Water Lily Place Kununurra
 - SWEK - Service Worker Accommodation Kununurra
 - Halls Creek – Service Worker Housing Business Case
 - Halls Creek – Social Housing Business Case
 - Derby Fitzroy Crossing – Fitzroy Crossing flood response



External environment – State initiatives

- Social housing investment fund
- \$80M WA Infrastructure Development Fund (Headworks)
- Market led housing proposals
- New housing unit within WA Treasury
- Planning reform agenda
- Keystart regional lending criteria
- Housing diversity pipeline- de-constraining land
- Submissions from registered community housing providers to bolster social housing supply and diversity
- Social housing builder's panel
- Low fee construction traineeships
- Remote community head maintenance contract review

MAPPING THE MONEY





External environment - Federal initiatives

- \$10B HAFF - 30,000 new social and affordable rental homes in the first five years
- \$3 billion New Homes Bonus, \$500 million Housing Support Program
- \$2 billion Social Housing Accelerator
- National Housing Accord - federal funding to deliver 10,000 affordable homes over five years from 2024 (to be matched by up to another 10,000 by the states and territories)
- Housing Australia - National Housing Infrastructure Facility Critical Infrastructure
- National Closing the Gap Agreement – Target 9 Housing
- National Housing and Homelessness Agreement 2025 - 2030

Social and affordable housing opportunities

- Land availability – ‘lazy’ land
- Land zoning and tenure
- Tax reform
- State and Federal investment
- Leveraging local partnerships
- Community housing sector
- New employment
- New businesses
- Traineeships and apprentices – building local capacity



Community housing

- Key delivery partner with NGS/government / industry
- Leverage investment to drive supply of new social and affordable homes.
 - Commonwealth Rent Assistance
 - Housing Australia investment
 - Social & affordable housing funds
- Shelter WA Modelling upfront cost of social housing to state could be **cut by up to 80%**
- Social and affordable rental housing products with better **outcomes for tenants**



High quality student housing in Albany (Advance Housing)



Broome North key worker homes managed by Foundation Housing

Why Community Housing?

- Registered –good governance and service excellence
- Not for profit –re-invest surplus revenue into new housing
- Charitable status – GST concessions
- Property development –build to rent and rent to buy
- Property and tenancy management
- Manage homes on behalf of WA Government
- Expertise for specific groups i.e., seniors, people with disabilities, Aboriginal people
- Charitable status –most pay local government rates



Foundation Housing

- Broome North
- 30 Affordable homes - key workers
- Completed 2013 on Landcorp subdivision.

Details

- Project cost: \$8 million
- Builder: H&M Tracey Construction
- Architect: Engawa
- Funding: Foundation Housing Ltd.



Community housing limited

- Kununurra office
- Property and tenancy management for the Department of Communities social homes in 16 East Kimberley remote and town-based communities i.e., Kalumburu, Mirima (265 homes)
- Property and tenancy management services for the Department of Communities for the Kimberley transitional housing program – 40 units in Kununurra and 15 in Halls Creek.

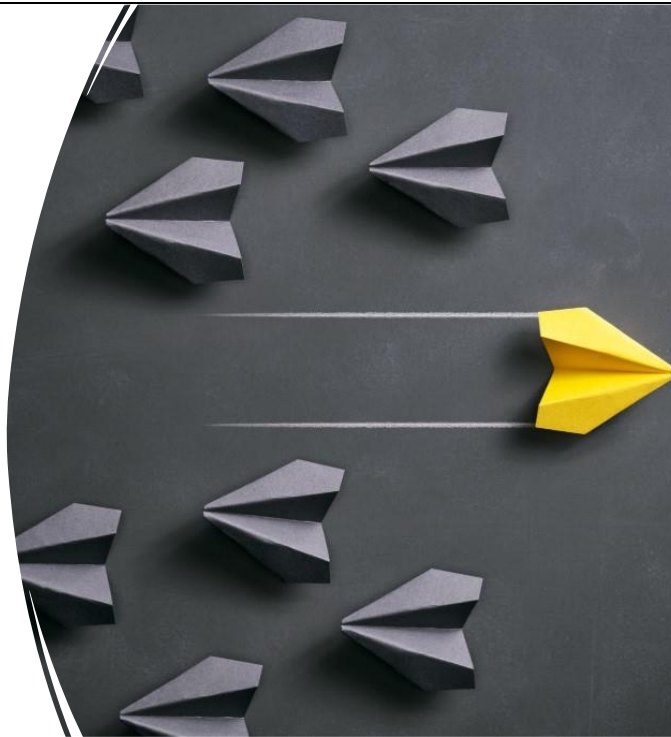


Key elements of a good advocacy strategy

What is our goal?	<i>What do we want? Clearly defining the problem, the solution, and where to start</i>
What's our Theory of Change? (Program Logic)	<i>Our hypothesis about what will make change happen. How a set of interventions lead to specific change. By doing X we will address Y and achieve Z</i>
Who has the power? (Powermapping)	<i>The fate of an advocacy campaign is never determined by one person or institution but a whole constellation of them: Who has the official authority, who else has influence, and how do we win them over or make them less powerful . Who is the target, our allies, and constituents?</i>
What tactics will we use? (Campaign of Escalating Tactics)	<i>What's our key message, what' tactics will we use in our action plan - how will our tactics escalate over time?</i>
What's the critical path? (Timeline)	<i>What sequence of tasks, changes or essential steps must be completed to achieve the goal? Think of it as the longest path from start to finish.</i>
How do we evaluate if it's working?	<i>What will we put in place to evaluate outcomes, progress and change if we need to</i>

Kimberley problem

- (USP) Unique selling point?
- Why us, not other regions...



Government's problem

- Delivery time frames
- Cost of construction – value for money
- Leveraging assets
- Builder availability
- Land availability
- Maintenance management on remote communities (contract under review)
- Property and tenancy management
- Visible pipelines of work– countercyclical
- Delivering Target 9 (Housing) Closing the Gap Agreement- *By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent.*
- Procurement policy– Aboriginal employment and business development



Our goal/s?

Identify shovel ready projects for investment

Firm commitment - investment in new supply

- Unlock government / other investment
- Bespoke Kimberley Housing Package?
- Targeted initiatives – i.e. Another Northwest Aboriginal Housing Fund?

Policy changes as per the KRG Housing Policy

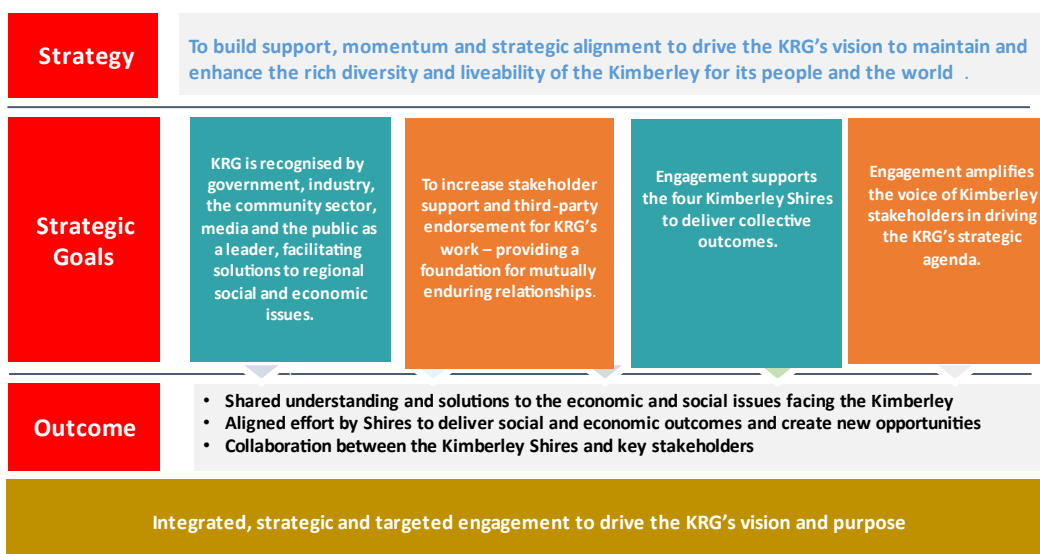
- Changes to GROH and HOSS policies
- Incentives for new supply (i.e. stamp duty relief etc)
- Change to finance lending practices



Criteria to help prioritise advocacy effort

Does it further KRG core/strategic priorities	Does it drive KRG credibility
Does it support communities	Does it have potential to make a significant impact
Is it screamingly obvious	Is it the right time
Is it achievable	Does it build partnerships and relationships
Does it help the Ministers / governments deliver priorities	

Kimberley Regional Group Stakeholder Engagement Strategy



Stakeholders housing - Kimberley

Orga	Contact	Link
BBY	Christy Hawker	Advocacy, representation
WKEF	Mala HajiAli	Advocacy, representation
KLC	Tyrone Garston	Advocacy, representation
KCLS	Christine Robinson	Data / advocacy / representation / TO links
KAJYSC/KAMS	Vicki O'Donnell	Advocacy / government
Broome CCI	Sharni Foulkes	Advocacy, representation, small business
EK CCI	Clare Smith	Advocacy, representation, small business
Foundation Housing	Chris Smith	Property development, management
Community Housing Ltd	Jill Keefe	Property development, management, RSP
Wunan	Prue Jenkins	EK - Developments

Org	Contact	Link
Emama Ngudu	Ben Burton	Property management RSP
Marra WorraWorra	Clinton Wolf	Property management RSP
Nirumbuk	Joe Grande	Housing & Health
Mowanjum	Jenni Gould	RSP
MG Corp	Matt Smith	Kununurra
NBY	Nini Mills	Broome, developments
Balangarra	Cissy Birch	Wyndham
Communities	Renee Gioffre	Data, land, investment
KDC	Chuck Berger	Data, advocacy, grants
Member for Kimberley	Divina D'Anna	WA Government
Architects		
Builders		
WAC Members	Marty Sibosado, Merle Carter, Vicki O'Donnell	Closing the Gap

Power mapping

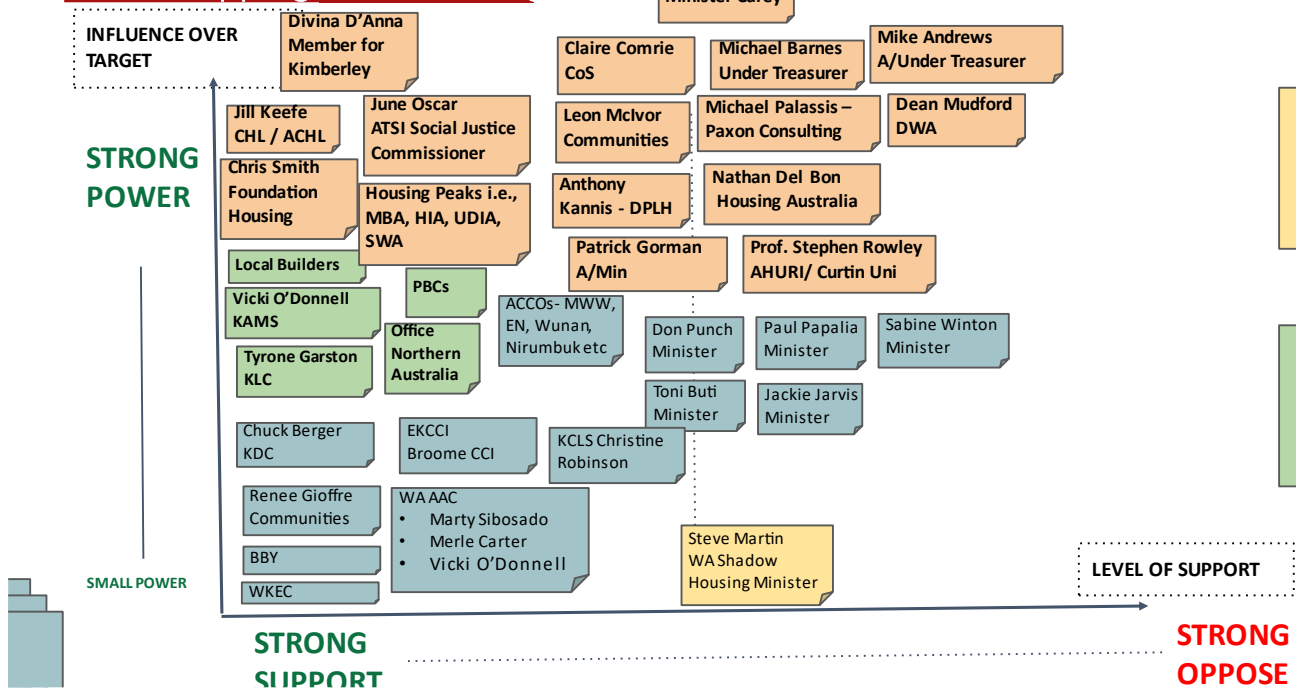
Who are the key players?

Organisations and individuals that might influence or target on the issue (support and oppose):

- The Target – The decision maker
- Closest allies to target
- Our organisation
 - . Close, current allies
 - . Potential allies
 - . Neutral allies
 - . Opposition groups – who is likely to oppose
 - . Media and public sentiment
- The **target** - who can give you the change you want
- **Allies** - stakeholders we can work &, build alliances with



Powermapping of Cut Housing



Advocacy approach- inside or outside track

- Inside track:** *The 'inside track' works within established means of appealing to decision makers and includes engaging in consultation and other practices that allow direct communication between stakeholders and policymakers/decisionmakers. The aim is to guide, inform and motivate decisionmakers through a more internal exchange of information, ideas and negotiation.*
- Outside track:** *The 'outside track' or public facing campaign uses publicly broadcast attempts to achieve policy or social change, including media, advertising, public conferences, social media, dedicated websites, calls to action to engage stakeholders and the broader public, and even rallies and protests.*



Inside track strategy

- Develop broad alliance, demonstrate support.
- Understand government's housing pressures– how we can address these
- Build relationships- develop and gain trust.
- Get the bureaucrats on side–their pressures, facing, why this a good thing for them.
- Get the Minister's office on side – how this support's housing agenda
- Get government on side– how this supports a whole of government agenda
- Credible, evidence based with well-crafted solutions.
- A united voice/messaging across organisations
- Powerful stories with key messages illustrate the need for change
- Positive messaging rather than negative history.
- No surprises for government.

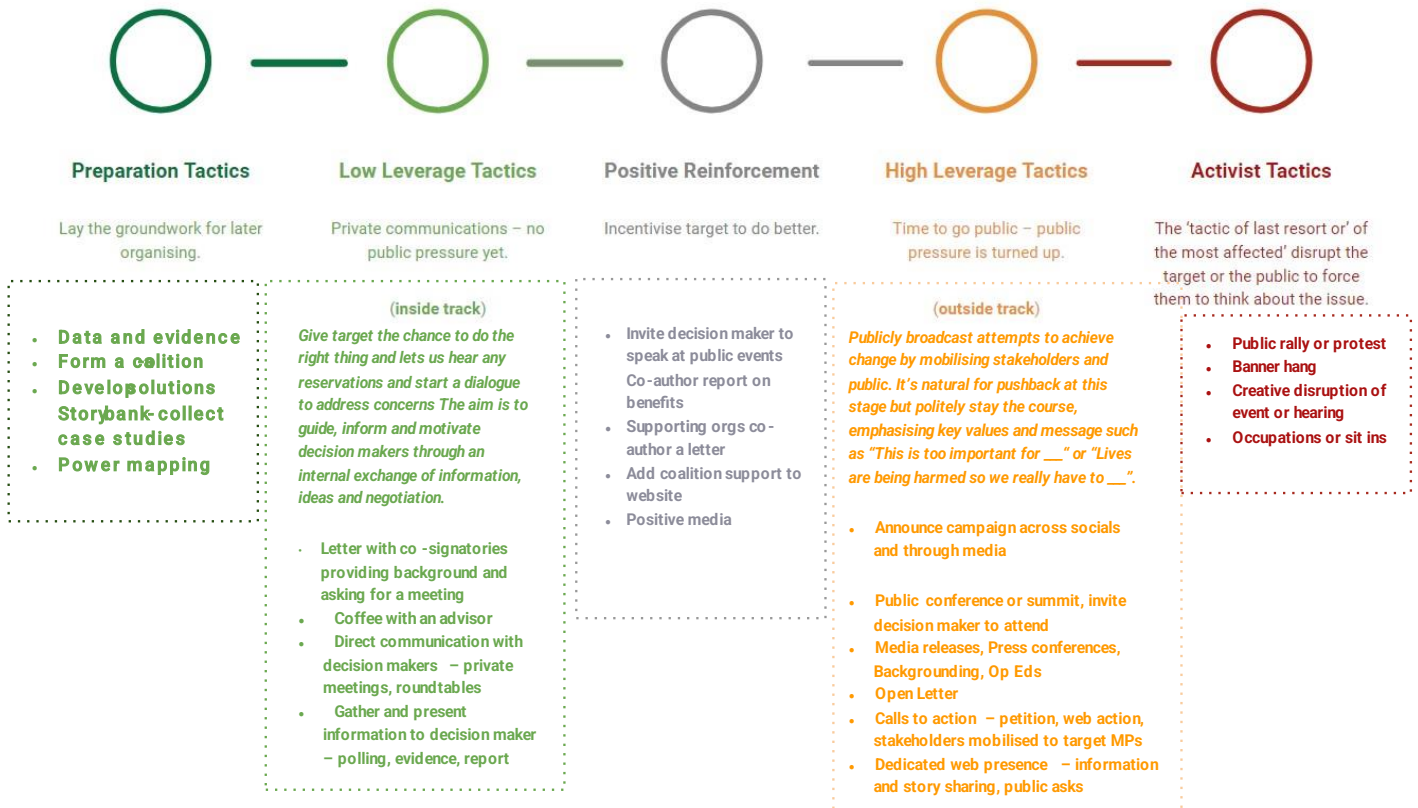


**“STRATEGY WITHOUT TACTICS IS
THE SLOWEST ROUTE TO
VICTORY. TACTICS WITHOUT
STRATEGY IS THE NOISE BEFORE
DEFEAT.”**

— Sun Tzu, *The Art of War*



Escalating tactics



Our theory of change

Resources	Activities	Outputs	Outcome	Impact
KRG Members KRG Executive team Resources for meetings Resources for research Resources for publication Key stakeholder time	<ul style="list-style-type: none"> Commit to strategy Commission research Finalise stakeholder list Finalise powermap Meetings with key Kimberley agencies for buy-in Host a housing roundtable Form Kimberley Housing Alliance Broker implementable projects Develop key messages & proof points Develop prospectus Engagement plan Media plan Meetings to advocate for investment Option – engage advocacy agency 	<ul style="list-style-type: none"> Housing Alliance Brokered partnerships New investment New homes 	<ul style="list-style-type: none"> Workforce attraction Workforce retention <ul style="list-style-type: none"> Local business NGO sector Reduced homelessness Better school attendance Reduced crime Better health Better mental health New employment pathways New trainees and apprenticeships 	<ul style="list-style-type: none"> Economic growth Vulnerability and disadvantage reduced. Integrational poverty reduced Stronger families and communities Greater social cohesion and community well-being

Our Target			
WA Minister for Housing Outcome			
Commitment for new supply and policy changes			
Tactic	Who	Additional resources	Week ending
Housing evidence base	KDC report, Gov docs. AHURI Research	No Yes – commission	
Evidence base- local builder capacity	KRG	No	
Reach out to key stakeholders-understand their perspective	KRG	No	
Stakeholder roundtable to discuss developments in the pipeline, joint solutions, i.e., land, capital, etc clear ask and advocacy strategy re government incentives and policy changes	KRG	Yes – facilitator, venue, catering, Roundtable Report	
Form the Kimberley Housing Alliance (potential working groups)	KRG	Yes – admin support	
Broker new opportunities- land, finance, management etc	KRG	Yes – meetings, project brokering	
Policy changes– letters to government, meetings	Alliance	Yes – travel time	
Story bank - economic/ social impact	Alliance	Yes	
Develop project prospectus for government to-branded	KRG / Alliance	Yes – Publication	
Schedule priority meetings- State and Federal	KRG	Yes - travel etc.	
Social media strategy- raise awareness	KRG / Alliance	No	
Positive/proactive media strategy i.e., opinion pieces, interviews	KRG / Alliance	Maybe	
Engage advocacy agency (TBA)	KRG	Yes	



Measuring success

- Number / diversity /commitment of alliance members
- Number and quality of brokered projects
- Policy response and changes
- \$ Investment into new supply

18. Kimberley Regional Group Priority Action List

Item for Discussion

Submitted by: Executive Team

Attachment 15 Status Report, KRG Prioritised Action List

Purpose

To provide a status update on the progression of action items.

In summary

- The Priority Action List for 2023/24 was developed from a November 2022 workshop, and presented to members for feedback and become a standing item on the agenda
- The Executive Team is allocating resources to drive actions, and scoping out project costings for additional consultancy work as required.
- This paper provides a status update on priority actions.
- It must be noted that the priority actions do not preclude other activities from occurring, in particular seizing opportunities as they arise.

Background:

An area for consideration by members is whether there remains a need for a collective Kimberley Housing Investment Strategy given the progression of individual projects by Shires. These projects could be used to inform the housing advocacy strategy.

Details:

- As above.

Risk:

- Operational - Without agreement on the priority work to be progressed by KRG members and the Executive Team opportunities may be missed

Link to Key Pillar/s and Strategies:		Budget Implications	
<p>People Place Prosperity Performance</p>	<p>Advocate Partner Promote</p> <p>Facilitate Fund Monitor</p>	Additional consultancy money to progress some actions to be considered after a scope of works has been presented for endorsement	
Resolution/s		Action(s)	
1. That the KRG notes the progress of the action items			
Moved:	Shire of Broome	Responsible:	Executive Team
Seconded:	Shire of Halls Creek	Due date:	As appropriate
Carried: 4/0			

Attachment 15 KRG Prioritised Action List Status Update November 2023

Legend

Ongoing	Complete	On track	Pending	Behind
Type of Activity	Actions		Within contract scope	Status Update
Facilitate and partner	Develop a collective Kimberley Housing Investment Strategy and pitch that outlines what's been done to date and future opportunities including: <ul style="list-style-type: none"> List of priority projects Cost to deliver these homes and partnership opportunities. Funding strategy to implement identified projects. 		60%	<ul style="list-style-type: none"> An outcome of the Housing advocacy strategy (being presented to November 2023 meeting) Additional investment for research, brokering list of priority projects, costings and design of Investment Strategy Document
Advocate	<ul style="list-style-type: none"> Review the KRG land policy and strategy Advocate for policy changes to the transfer of Crown land to freehold for the provision of housing, with savings allocated for headworks or other activities to facilitate development. 		Yes	<ul style="list-style-type: none"> Adopted paper to be updated
Advocate	<ul style="list-style-type: none"> Develop a stakeholder engagement, communications and advocacy strategy in line with the Policy Positions. 		Yes	<ul style="list-style-type: none"> Roll into a pre-election strategy.
Advocate	<ul style="list-style-type: none"> Expansion of mental health services. Expansion of family and domestic violence services. Expansion of aged care services. 		Yes	<ul style="list-style-type: none"> Data needed – an opportunity to lead joint advocacy with NGOs

	<ul style="list-style-type: none"> Health facilities that are fit for purpose in Aboriginal communities. 		
Partner.	<ul style="list-style-type: none"> Develop a joint project to quantify shire expenditure on vandalism/property crime. Develop a Local Government community safety package for Ministers Winton, Carey and Papalia – i.e., Street lighting (LED), CCTV, infrastructure, policing, child centred – preventative services and wrap around services. 	No	<ul style="list-style-type: none"> Scope of works developed for November 2023 meeting
Advocate	<ul style="list-style-type: none"> Advocate for whole of family approach and wrap around services to be located in the Kimberley. 	Yes	<ul style="list-style-type: none"> Ongoing advocacy
Advocate	<ul style="list-style-type: none"> Develop advocacy strategies to encourage economic diversification including mining; tourism; agriculture; defence; creative Industries; small business; Indigenous business growth 	Yes	<ul style="list-style-type: none"> Ongoing advocacy and engagement
Advocate	<ul style="list-style-type: none"> Advocate for MOG initiatives around better place based regional service delivery to be progressed. 	Yes	<ul style="list-style-type: none"> Ongoing advocacy and engagement.
Improve performance	<ul style="list-style-type: none"> Improving performance by learning from others (Benchmarking Project) All services provided to improve efficiencies and learning from others 	No	<ul style="list-style-type: none"> Discussion Paper for KRG November 2023 meeting outlining the benchmarking project.
Monitor and Advocate	<ul style="list-style-type: none"> Develop scope of works and commission research to understand the funding shortfall facing Kimberley Councils to inform an advocacy strategy for increased financial assistance (FAGS) from state and federal government. 	No	<ul style="list-style-type: none"> Scope of works developed for November 2023 meeting
Advocate	<ul style="list-style-type: none"> Execute Pre-election strategy 	Yes	<ul style="list-style-type: none"> Progress pre-election strategy as agreed at the KRG Oct 2023 meeting
Advocate Facilitate	<ul style="list-style-type: none"> Update KRG Investment Prospectus 	90%	<ul style="list-style-type: none"> Complete – refresh for election strategy
Advocate	<ul style="list-style-type: none"> Develop White Paper with clear positions 	Yes	<p>Complete – Instead of White Paper individual Position Papers Developed-</p> <ul style="list-style-type: none"> Prosperous and Diverse Economy Housing Management of Alcohol and Other Drugs Juvenile Justice Community Safety and Crime Prevention Provision of Government Services Emergency Management
Advocate	<ul style="list-style-type: none"> Increase support for mitigation measures, infrastructure replacement to be more resilient. 	Yes	<ul style="list-style-type: none"> Submission to Independent Review of Commonwealth Disaster Funding

	<ul style="list-style-type: none"> Removal of the distinction between ordinary and additional costs in NDR payments. Streamlined contracting and procurement processes, surety to payments, and immediate access to NDR funds. 		<ul style="list-style-type: none"> Submission to Senate Inquiry presented to Nov 2023 KRG Draft EM policy position presented to Nov 2023 meeting
Facilitate and Partner	<ul style="list-style-type: none"> Develop strong relationships with NHFIC (National Housing Finance Investment Corporation), Development WA and the Department of Communities – invite CEOs to KRG meeting to discuss partnership opportunities. 	Yes	<ul style="list-style-type: none"> NHFIC now Housing Australia attending November 2023 meeting
Advocate	<p>Develop a stakeholder engagement and communications plan, and advocacy strategy, to drive the actions identified in the Housing Policy Position, i.e.:</p> <ul style="list-style-type: none"> State and federal social and affordable housing investment programs target the Kimberley Community housing partnerships. The DPLH support Shires to review housing needs in each town. Changes to Government Regional Officer Housing and Home Ownership Subsidy Scheme policies Government incentives for new supply Changes to finance lending practices for home purchase 	Yes	<ul style="list-style-type: none"> Item for November 2023 meeting
Advocate	<ul style="list-style-type: none"> Submission to Aviation Green Paper 	Yes	<ul style="list-style-type: none"> Draft submission November 2023 meeting
Performance	<ul style="list-style-type: none"> Review KRG Governance Documents 	Yes	<ul style="list-style-type: none"> Draft documents for November 2023 meeting

19. Service Level Agreement

Item for Noting and Decision

Submitted by: Executive Officer

Purpose:

- To update the KRG on the Service Level Agreement outcomes between the KRG (Principal) and NAJA Business Consulting Services (Consultant)
- To endorse a CPI increase for services provided for the period 8/9/2023 to 7/9/2024 as recommended by the Secretariat

Background:

- As part of the contract between the KRG and NAJA Business Consulting Services, a service level agreement was put in place with the stipulation that a major review be conducted annually. The annual timing for this should have been on 8/9/2023 which is 1 year since the contract was signed, however time constraints delayed the process until 17/11/2023.
- Also as part of the contract, Section 38.2 stipulates that on each Review Date, the consultant shall be entitled to adjust the rates set out in the Schedule of Rates by the percentage movement as published in the Consumer Price Index since the last Review Date.

Details:

The secretariat, Vernon Lawrence, CEO SWEK conducted a service level review on 17 November 2023, in person at Pivot in the Park. The results of the review were as follows:

KPI	Meeting Standards	At risk of breach	Breaching standards	Action required
Meet general conditions as agreed to in the Contract	✓			
<p>MEETING COORDINATION:</p> <ul style="list-style-type: none"> a) Prepare the KRG meeting agenda items and business papers in consultation with the Chair, KRG Members and WALGA. b) Provide all KRG agenda items to WALGA for inclusion in the agenda within the specified timeframes; c) Liaise with WALGA in relation to meeting arrangements including guest speakers; and d) Attend a minimum of 6 meetings per year. e) Ensure KRG meeting resolutions are captured and actioned appropriately. 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 			
<p>MEMBER SUPPORT</p> <ul style="list-style-type: none"> a) Provide support on KRG business matters to KRG members, member Councils and other stakeholders. b) Deliver projects identified in the Strategic Community Plan, Regional Business Plan and other strategic documents. c) Coordinate meeting arrangements. d) Provide strategic advice to the KRG as required. e) Develop and maintain effective relationships across the KRG network. 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 			
<p>ADVOCACY AND POLICY INFLUENCE</p> <p>The Consultant will provide support to enable the KRG to:</p> <ul style="list-style-type: none"> a) Meaningfully influence the policy agendas of the State and Federal governments to gain recognition of Kimberley local government issues and opportunities at a regional, state and national level. b) Advocate on behalf of the KRG to State and Federal governments, industry bodies and communities across the region for outcomes based on the KRG Strategic Community Plan, Regional Business Plan and other strategic documentation. 	<ul style="list-style-type: none"> ✓ ✓ 			

<p>c) Engage and collaborate with local and regional stakeholders to champion the interests of the KRG and the region.</p> <p>d) Develop and update advocacy documentation including the Advocacy Agenda, Infrastructure Prospectus and other documents as required.</p> <p>e) Prepare reports, speeches, presentations, briefings, correspondence and other documents as required to progress the strategic vision of the KRG.</p> <p>f) Liaise with media on agreed policy positions, noting the Chair of the KRG is the spokesperson.</p> <p>g) Provide advice and information that will facilitate the KRG vision.</p> <p>h) Where not undertaken by WALGA for the Zone, facilitate meetings with Ministers, Director Generals, external agencies, elected representatives and other stakeholders.</p> <p>i) ..Plan and organise approved KRG events, conferences and meetings to promote the advocacy agenda.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>			
<p>GOVERNANCE</p> <p>The KRG operates under a Memorandum of Understanding between the four member Shires. The Consultant will:</p> <p>a) Ensure compliance against the KRG MOU and any supporting documentation, including the KRG Governance Manual.</p> <p>b) Preparation and updating of KRG governance and corporate documentation including the KRG Annual Performance Report, Strategic Community Plan and the Strategic Business Plan and other governance and corporate documents as required.</p> <p>c) Assist the Secretariat with the treasury function through the identification and costing of budget items such as estimated approved project delivery costs.</p>	<p>✓</p> <p>✓</p> <p>✓</p>			

KPI	Meeting Standards	At risk of breach	Breaching	Action required
<p>PROJECT FACILITATION</p> <p>The Consultant will be required to undertake the following duties:</p> <ul style="list-style-type: none"> a) Project management and related contract supervision, including oversight of procurement documentation, finances, consultants and other resources, in conjunction with specialised Shire officers as nominated by their CEOs. b) Identification of funding opportunities, preparation and acquittal of funding submissions and liaison with funding bodies. c) Deliver prioritised outcomes derived from the KRG Strategic Community Plan, Regional Business Plan and agreed scope of work. 	<p>✓</p> <p>✓</p> <p>✓</p>			
<p>REPORT PREPARATION</p> <p>Reports that are requested by the KRG may be undertaken within the scope of this Contract or, for larger projects outsourced where the role of the Consultant provides project management.</p>	<p>✓</p>			

Risk:

Nil

Link to Key Pillar/s and Strategies:		Budget Implications	
People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor	As per recommendation: 5% increase for Executive Services to NAJA Business Consulting Services
Resolution/s		Action(s)	
<ul style="list-style-type: none"> That the Service Level Agreement outcomes between the KRG (Principal) and NAJA Business Consulting Services (Consultant) be endorsed That a 5% CPI increase for Executive services provided by NAJA be endorsed for services provided for the period 8/9/2023 to 7/9/2024 as recommended by the Secretariat 		Secretariat to add 5% increase for Executive Services to NAJA Business Consulting Services in budget.	
Moved:	Shire of Wyndham East Kimberley	Responsible:	Secretariat
Seconded:	Shire of Derby West Kimberley	Due date:	As appropriat
Carried: 4/0			

19. Around the Grounds

Item for Discussion

Submitted by: Executive Team

Purpose:

This session provides an opportunity for members to share information of a local or regional nature that may provide opportunities for collaboration or may serve the purposes of sharing a learning that could impact the region as a whole.

In summary

- Since the inception of this agenda item in February 2023, two events were deemed major enough to steer discussion: the floods and the Canberra visit.
- For this meeting, it has been left to each Shire to introduce a topic/s of their choice that they deem relevant for the group. It is the intention that each Shire can hold the floor for up to 5 minutes, after which the item can either be followed up out of session or raised as an agenda item for the next meeting.

Background:

As above.

Risk:

Operational and reputational - if key issues facing KRG members are not understood by the KRG.

Link to Key Pillar/s and Strategies:		Budget Implications
People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor
Resolution/s		Action(s)
For information only		

20. Executive Officer Report

Item for Noting

Submitted by: Executive Officer

Attachment 16: EO Report November 2023

Purpose:

To update the KRG on the Executive Officer services provided for the period October 2023 inclusive.

Background:

The attached report provides information about the services provided, activities undertaken and time allocation over the past two months.

Details:

As in included attachment.

Risk:

Nil

Link to Key Pillar/s and Strategies:		Budget Implications	
People Place Prosperity Performance	Advocate Partner Promote	Facilitate Fund Monitor	
Resolution/s		Action(s)	
That the Executive Officers Report be received and endorsed		As per Outstanding Actions	
Moved:	Shire of Wyndham East Kimberley	Responsible:	
Seconded:	Shire of Derby West Kimberley	Due date:	
Carried: 3/0 Noted: Shire of Broome left the meeting at 12:29pm			

Attachment 16: EO Report – October 2023

Project Work / Activity

Refer to business arising and KRG action lists for all activities the Executive is working on.

Project / Activity	Status	Item
Administrative Matters and Meetings	Ongoing	-
Website and social media	LinkedIn posts continuing	-
Emergency Management Policy Position	Draft complete	13
Pre-State and Federal Government Election Strategy	Awaiting decision	12
Strategic Planning	Implementation of the KRG Prioritized Action List	18
Review of FAGs Grants EOI	For decision	9
Community Safety and Crime Prevention Investment Package	For decision	10
General Stakeholder Engagement	Ongoing – see Stakeholder list	21
KRG Governance Agreement to be simplified	Draft presented	16
Administrative Matters and Meetings	Ongoing	-
Natural Disaster Resilience and Recover Enquiries	Preparation of draft papers	14
Benchmarking	Preparation of material	11
Aviation green paper	Preparation of draft submission	15

Stakeholders

Stakeholders	Purpose
Ian Duncan WALGA –	Aviation submission
Belinda Jeffery, Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Aviation submission
Paula O’Leary, Shelter WA	Housing
Michele Pucci, KDC	Housing snapshot
Matt Reimer, DFES,	Emergency Management Position Paper
Sarah Crawford, WA News	Banned Drinkers Register Media
Minister Carey	Housing and land priorities in the Kimberley
KRG members	Housing Policy, banned drinkers register updates, finance and budget

Time Allocation September 2022 – September 2023

Total 2-Yearly Contract: 1,728 Hours: Monthly from 8th of the month to 7th of the next month

	Paul Rosair		Michelle Mackenzie		Jane Lewis		Support	
	Contract	Actual	Contract	Actual	Contract	Actual	Contract	Actual
Sept 22	32	34	20	18	23	29	4	2
Oct 22	32	22	20	8	23	24	4	1
Nov 22	32	40	20	36	23	28	4	0
Dec 22	15	12.5	10	26.25	10	1.5	2	0
Jan 23	15	19	10	11	10	36	2	0
Feb 23	32	15.5	20	9	23	25.5	4	0
Mar 23	32	34	20	9.25	23	14.5	4	0
Apr 23	32	19	20	9.5	23	24	4	0
May 23	32	35	20	23.5	23	18.5	4	0
June 23	32	37.5	20	21.25	23	27	4	0
July 23	32	46	20	14.25	23	45	4	0
Aug 23	32	54.5	20	35	23	58	4	6
Sept 23	29	34.5	22	21.25	26	13	4	0
October	29	30	22	27.5	26	25	4	8
TOTALS	408	434	264	270	302	369	52	17
OVERALL		CONTRACT: 1026 ACTUALS: 1089						

Note: as can be seen from the hours above, there has been a lot of time invested in determining the KRG strategic agenda, getting a prospectus in place, organising the governance documents, producing policy papers, writing submissions, organising and attending external meetings as well as the general running of the KRG and Zone meetings. With 63 hours over budgeted time, the Executive Team have now laid the foundations for future work, which will entail some core hours, and some hours that will be deemed as project work outside of core hours. It is hoped that the members acknowledge that some project work (whether completed by NAJA as extra work or by an external supplier) cannot be accommodated within budgeted Executive Officer hours.

21. General Business

Item	Responsible	Comments /Actions Arising
Department Of Transport	Executive Officer	EO to advise of meeting outcomes
Meeting dates for 2024 see attachment 16	Executive Team	Executive team to send calendar invites
Kimberley Crime Statistics	Executive Officer	No update from the WA Police Force since October Updates to be tabled at February meeting.
Kimberley Development Commission Housing Snapshot	Executive Officer	To be tabled at February meeting for discussion.
Canberra Visit 2024	Vernon Lawrence and Executive Team	Executive Team to investigate the best dates and propose at the February meeting or out of session.
Bushfires	Cr. McCumstie	Discussion to be led by Cr McCumstie
Guests / representatives to be invited to the Zone or KRG meetings in 2024		Executive Team requested by CEO group to bring this topic up for discussion. Who the members would like to have reports from on a regular basis at the Zone meetings. Currently: WALGA Regional Development Australia Kimberley Development Commission Australia's Northwest DLGSCI Roads – position currently vacant
Peninsula Activation Plan	Cr. Menzel and Executive Team	Discuss Tanami activation plan in 2024 meetings

Attachment 16: Proposed 2024 Meeting dates

CEO Ringaround

In Person Meetings

Zoom meetings

State Council

Month	Meeting	Date	Time	Location	Notes
June	CEO Ringaround	13/6/24	8.30am – 9.00am	Zoom	
	KRG	20/6/24	9-10.30am	City of Vincent	
	Kimberley Zone		10.30am-12.00		
June	Government Forum	20/6/24	12 – 2pm	City of Vincent	
	Dinner		6.30-9.30pm	Le Vivant or similar	
July	State Council meeting	3/7/24	-	WALGA	
August	CEO Ringaround	8/8/24	8.30am – 9.00am	Zoom	
	Kimberley Zone	15/8/24	1pm - 2.30am	Zoom	
	KRG		2.30pm – 4.30pm		
September	State Council meeting	5-6/9/24	-	South West Country Zone	

CEO Ringaround	In Person Meetings	Zoom meetings	State Council
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Month	Meeting	Date	Time	Location	Notes
October	CEO Ringaround	3/10/24	8.30am – 9.00am	Zoom	
	KRG	9/10/24	9am - 5pm	Shire of Halls Creek	Travel
		10/10/24	9 – 11.00am		Strategic Planning
			11.30-3pm		Meeting and lunch
			3-5pm		Tour
			6-10pm		Dinner
			11/11/24		9am - 5pm
November	Kimberley Zone	15/11/24	1-3.30pm	Zoom	
December	State Council meeting	4/12/24	-	WALGA	

Meeting Closure: 12:51pm