MINUTES OF ORDINARY MEETING OF COUNCIL

HELD ON 10 DECEMBER 2013

I hereby certify that the Minutes of the Ordinary Council Meeting held are a true and accurate record of the proceedings contained therein.

____

Shire President Confirmed

Date: ____________________

SHIRE OF WYNDHAM EAST KIMBERLEY
AGENDA OF THE ORDINARY COUNCIL MEETING
KUNUNURRA COUNCIL CHAMBERS

HELD ON TUESDAY, 10 DECEMBER 2013 AT 5:00 PM.

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1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

ATTENDANCE

Cr J Moulden	Shire President
Cr Dessert	Deputy Shire President
Cr K Wright	Councillor
Cr B Robinson	Councillor
Cr D Spackman	Councillor
Cr S Cooke	Councillor
Cr G Taylor	Councillor
Cr G King	Councillor
G Gaffney	Chief Executive Officer
K Hannagan	Director Infrastructure
N Kearns	Director Community Development
N Octoman	Director Corporate Services
M Callus	Executive Assistant to the Chief Executive Officer (Minute Taker)
D McCallum	Governance Officer
S Halliday	Governance Officer

GALLERY

Elle Davidson	Planning Officer
Thomas Pucci	Student Planning Officer
Wayne Richards	Manager Community & Youth
Peter Friel	Manager East Kimberley Regional Airport
Jennifer Ninyette	Senior Planning Officer
Nadia Donnelly	Kununurra Visitor Centre
Merrilyn Spencer	Kununurra Visitor Centre
Lee Irvin	Kimberleyland Holiday Park
Ebony Muirson	Freshwater Apartments

APOLOGIES

Nil

LEAVE OF ABSENCE PREVIOUSLY APPROVED

Cr D Learbuch Councillor

3. DECLARATION OF INTEREST

- **Financial Interest**
- **Impartiality Interest**
- **Proximity Interest**

4. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

The following questions were asked by Ms Diana Oliver respect to an application lodged with the WAPC to subdivide land at Lot 600 River Farm Road Kununurra:

1. *Why did the Shire take so long in replying to the referral from WAPC?*
2. *Why had the Shire refused to support the subdivision application?*
3. *Why hadn't a planner visited the site?*

Answers:

Question 1. Why did the Shire take so0 long in replying to the referral from WAPC?

The Western Australian Planning Commission (WAPC) has 90 days to make a decision on an application for subdivision, and referral agencies including the Shire are given 42 days within this timeframe to provide a response, after which (the 42 days) the WAPC is free to make whatever decision it deems fit – irrespective of receiving any responses from referral agencies.

The application was referred by the Shire to the WAPC on 8 July 2013. Additional information was provided by the applicants consultants to the Shire and WAPC on 15 August 2013 and the Shire's response was provided to the WAPC on 9 September 2013 - 62 days from the date the application was first referred but only 24 days of receiving the additional (supporting) information. In any case, the application was determined within the 90 day period that the WAPC had to consider the proposal, so the Shire's response did not delay the decision on the application.

Question 2. Why had the Shire refused to support the subdivision application?

The Shire did not refuse the application. It was refused by the WAPC which is the responsible authority for considering applications for subdivision. The Shire's response is attached and reflects a view that there was insufficient supporting information provided.

Question 3. Why didn't a planner visit the site?

No development aspects or geographic features (or development limitations) were relevant to the processing of the application, either to the Shire in its response or with respect to the decision of the WAPC.

Shire Officers have met with the applicant previously in relation to this matter and have provided copies of all relevant documentation. A copy of the refusal issued by the WAPC is attached.

Cr J Moulden requested that Council Officers forward this response to Di Oliver in writing.

Attachment 1

SHIRE of WYNDHAM | EAST KIMBERLEY

PO BOX 614 KUNUNURRA WA 6743

T | 08 9168 4100
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E | mail@swek.wa.gov.au
W | www.swek.wa.gov.au
ABN | 35 647 145 756

Your Ref: 148280
Our Ref: I-19036; A111P: TP2803
Enquiries: Jennifer Ninyette

9 September 2013

Western Australian Planning Commission
Locked Bag 2506
PERTH WA 6001

Attention: Jackie Holm

Dear Jackie,

Application No. 148280 – Lot 600 River Farm Road, Kununurra

I refer to your correspondence regarding the subdivision application for the abovementioned property located on River Farm Road, Kununurra, and apologise for the delay of this response.

Lot 600 is currently zoned Rural Agriculture 2 under the Shire of Wyndham East Kimberley Town Planning Scheme No. 7 – Kununurra and Environs, the objective for which is to ensure the adequate supply of land for intensive agricultural and horticultural holdings in localities of adequate water supply and suitable soil types and to promote the use of these lots for the production of horticultural crops and associated uses.

The River Farm Road precinct was included in an assessment of potential rural living locations in preparing the Shire's Local Planning Strategy in 2005. This assessment identified River Farm Road as being an existing rural living/rural smallholding area, created at the time of the advent of the Ord River Irrigation Area (ORIA) to provide some smaller rural allotments for prospective settlers in the district. The assessment stated that the properties vary in size from 2.5 ha to 6 ha, and that the long and narrow configuration of the lots in the area provides difficulties with re-subdivision of the lots such that only a nominal number of additional lots could be created.

Attached is a copy of a Policy Areas that formed part of Town Planning Scheme No. 7 when it was first gazetted, which identifies the River Farm Agricultural 2 Area outlined as Precinct 22. The policies outlined in regard to this precinct are to ensure that non-agricultural uses do not detrimentally affect the continued use of the land for agricultural practices, however that subdivision shall be assessed on an individual basis taking into account a number of factors and is required to be accompanied by a sufficient level of information to enable Council to assess the impact of the proposed subdivision on the surrounding area.

It is noted that the applicant has provided supporting information to demonstrate that the property was originally released for residential purposes, however is considered that there has not been a sufficient level of information to assess the impact the proposed subdivision would have on the surrounding area.

The proposed subdivision would essentially create two rural residential lots, and accordingly the Shire would recommended that the land would need to be rezoned before subdivision could be entertained, subject to adequate investigation and assessment. It is also recommended that any rezoning proposal would need to incorporate, as a minimum, adjoining Lot 511.

Opportunity may be available to the proponent to seek a change to the zoning through the exhibition of the new Local Planning Scheme (No.8), which is proposed to be exhibited this year. Additionally it will be possible to provide input to the review of the Local Planning Strategy which commenced recently.

The Shire is not prepared to entertain the subdivision of Lot 600 at this time in light of changes to the Local Planning Strategy and the new Local Planning Scheme, but that opportunity may exist in the future to make submissions and representations with respect to changing the zone and purpose of the property in light of the current review of the Local Planning Strategy and within the comments period for the exhibition of the new Local Planning Scheme (No.8).

The Shire would also rely on the advice of the Department of Agriculture and Food WA (DAFWA) in regard to whether the lot should be retained in its current size in order to support intensive agricultural and/or horticultural use.

Should you require any further information or clarification, please do not hesitate to contact the Shire's Senior Planning Officer on 9168 4100.

Yours sincerely,

Wayne Richards
Acting Director Community Development

Attachment 2

A111P
I-20146

27 SEP 2013

Western Australian Planning Commission

Your Ref : I-19036: A111P: TP2803
Enquiries : Tara Cherrie (Ph 65519215)

Chief Executive Officer
Shire of Wyndham-East Kimberley
P O Box 614
KUNUNURRA WA 6743

Refusal
Freehold (Green Title) Subdivision

Application No : 148280

Planning and Development Act 2005

Applicant	:	Whelans Town Planning P O Box 99 MOUNT HAWTHORN WA 6016
Owner	:	I R & D F Oliver P O Box 108 KUNUNURRA WA 6743
Application Receipt	:	27 June 2013

Lot Number	:	600
Diagram / Plan	:	Deposited Plan 58976
Location	:	-
C/T Volume/Folio	:	2683/916
Street Address	:	River Farm Road, Kununurra
Local Government	:	Shire of Wyndham-East Kimberley

The Western Australian Planning Commission has considered the application referred to in accordance with the plan date-stamped 27 June 2013 and has resolved that the application be refused for the reason(s) set out.

Reconsideration - 28 days

Under section 144(1) of the *Planning and Development Act 2005*, the applicant/owner may, within 28 days from the date of this decision, make a written request to the WAPC to reconsider its decision. One of the matters to which the WAPC will have regard in reconsideration of its decision is whether there is compelling evidence by way of additional information or justification from the applicant/owner to warrant a reconsideration of the decision. A request for reconsideration is to be submitted to the WAPC on a Form 3A with appropriate fees. An application for reconsideration may be submitted to the WAPC prior to submission of an application for review. Form 3A and a schedule of fees are available on the WAPC website: http://www.planning.wa.gov.au

140 William Street, Perth, Western Australia 6000, Locked Bag 2506 Perth, 6001
Tel: (08) 6551 9000; Fax: (08) 6551 9001; Infoline: 1800 626 477
e-mail: corporate@planning.wa.gov.au; web address http://www. planning.wa.gov.au
ABN 35 482 341 493

Western Australian Planning Commission

Right to apply for a review - 28 days

Should the applicant/owner be aggrieved by this decision, there is a right to apply for a review under Part 14 of the *Planning and Development Act 2005.* The application for review must be submitted in accordance with part 2 of the *State Administrative Tribunal Rules 2004* and should be lodged within 28 days of the date of this decision to: the State Administrative Tribunal, 12 St Georges Terrace, Perth, WA 6000. It is recommended that you contact the tribunal for further details: telephone 9219 3111 or go to its website: http://www.sat.justice.wa.gov.au

REASONS:

1. The proposed subdivision is inconsistent with the Shire of Wyndham East Kimberley TPS No.7 for the following reasons:

   (a) The subject land is zoned Rural Agriculture 2 and the objective of this zoning is to retain the area for intensive horticulture;

   (b) Lot 600 is located within Precinct 22 - River Farm Rural Agriculture 2 Area, where the primary objective is to ensure that non-agricultural areas do not detrimentally affect the continued use of land for intensive agricultural practices; and

   (c) The subdivision, if permitted, would result in the unplanned fragmentation of rural land.

2. Approval to the subdivision would create an undesirable precedent for the further subdivision of surrounding lots.

3. The proposed subdivision does not comply with Development Control Policy 3.4: Subdivision of Rural Land (WAPC 2008) by reason that:

   - the subdivision of rural land should be properly planned through the preparation of local planning strategies and provided for in local planning schemes prior to subdivision; and

   - in the absence of the planned provision for closer settlement and more intensive agricultural uses, the fragmentation of rural land and loss of rural character through ad-hoc, unplanned subdivision should not be permitted.

T Hillyard

Tim Hillyard
Secretary
Western Australian Planning Commission
23 September 2013

140 William Street, Perth, Western Australia 6000, Locked Bag 2506 Perth, 6001
Tel: (08) 6551 9000; Fax: (08) 6551 9001; Infoline: 1800 626 477
e-mail: corporate@planning.wa.gov.au; web address http://www.planning.wa.gov.au
ABN 35 482 341 493

5. PUBLIC QUESTION TIME

Nil

6. APPLICATIONS FOR LEAVE OF ABSENCE

Cr G Taylor applies for a leave of absence for January 2014 Ordinary Council Meeting

COUNCIL DECISION

Minute No. 10263

Moved: Cr K Wright
Seconded: Cr G King

That Council grants Cr G Taylor a leave of absence for the January 2014 Ordinary Council Meeting

Carried Unanimously 8/0

7. PETITIONS

Nil

8. CONFIRMATION OF MINUTES

8.1 CONFIRMATION OF MINUTES OF ORDINARY COUNCIL MEETING OF 22 OCTOBER 2013

RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on 22 October 2013.

COUNCIL DECISION

Minute No. 10264

Moved: Cr S Cooke
Seconded: Cr D Spackman

That Council confirms the Minutes of the Ordinary Council Meeting held on 22 October 2013.

Carried Unanimously 8/0

8.2 CONFIRMATION OF MINUTES OF ORDINARY COUNCIL MEETING OF 19 NOVEMBER 2013

RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on 19 November 2013.

COUNCIL DECISION

Minute No. 10265

Moved: Cr B Robinson
Seconded: Cr G King

That Council confirms the Minutes of the Ordinary Council Meeting held on 19 November 2013.

Carried Unanimously 8/0

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9. ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION

Nil

10. MATTERS FOR WHICH THE MEETING MAY BE CLOSED

Nil

11. DEPUTATIONS / PRESENTATIONS / SUBMISSIONS / NOTICES OF MOTIONS

Cr Robinson has requested that Council rescind the minute number 10243 from the 19 November 2013 Ordinary Council Meeting, pertaining to Item 13.2.4 - Request for reduction in rates and to waive waste management charges for assessments A7445 to A7453 and A7588 to A7600.

Rescinded Motion – Cr Beau Robinson

That Council rescinds the motion number 10243 on 19 November 2013 pertaining to request for reduction in rates and to waive waste management charges for assessments A7445 to A7453 and A7588 to A7600.

COUNCIL DECISION

Minute No. 10266

Moved: Cr B Robinson
Seconded: Cr R Dessert

That Council rescinds the motion number 10243 on 19 November 2013 pertaining to request for reduction in rates and to waive waste management charges for assessments A7445 to A7453 and A7588 to A7600.

Carried Unanimously 8/0

Alternative Motion - Cr Beau Robinson

That Council refuses the request for a reduction in rates and to waive the waste management charge on assessments A7445 to A7453 and A7588 to A7600.

COUNCIL DECISION

Minute No. 10267

Moved: Cr B Robinson
Seconded: Cr S Cooke

That Council refuses the request for a reduction in rates and to waive the waste management charge on assessments A7445 to A7453 and A7588 to A7600.

Carried Unanimously 8/0

12. MINUTES OF COUNCIL COMMITTEE MEETINGS

Nil

13. REPORTS

13.1 MATTERS ARISING FROM COMMITTEES OF COUNCIL

Nil

13.2 CORPORATE SERVICES

13.2.1 Monthly Financial Report

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Asanka Jayakody, Accountant
REPORTING OFFICER:	Natalie Octoman, Director Corporate Services
FILE NO:	FM.09.5

PURPOSE

For Council to note and accept the Monthly Financial Report for October 2013.

BACKGROUND

Council is required to prepare Monthly Financial Reports as required by the Local Government (Financial Management Regulations) 1996.

STATUTORY IMPLICATIONS

Section 6.4 Local Government Act 1995
Regulation 34, Local Government (Financial Management Regulations) 1996.

POLICY IMPLICATIONS

No policy implications apply in the preparation of the report.

FINANCIAL IMPLICATIONS

Monthly financial reporting is a primary financial management and control process, it provides Council with the ability to oversee the Shire's financial performance against budgeted target.

STRATEGIC IMPLICATIONS

Strategic Community Plan 2012 – 2022, objective1.4, strategies 1.4.1 to 1.4.5

COMMUNITY CONSULTATION

Community consultation is not required in relation to this item.

COMMENT

Comments in relation to budget to actual variances are included as a note in the Financial Report.

ATTACHMENTS

Attachment 1 – Monthly Financial Report

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council accepts the Monthly Financial Report for the month of October 2013.

COUNCIL DECISION

Minute No. 10268

Moved: Cr K Wright
Seconded: Cr R Dessert

That Council accepts the Monthly Financial Report for the month of October 2013.

Carried Unanimously 8/0

Shire of Wyndham East Kimberley

Monthly Financial Report 2013/2014

As at 31 October 2013

Contents:

Financial Activity Legend:
Above Budget Expectations: ▲
Below Budget Expectations: ▼

Shire of Wyndham East Kimberley

Statement of Financial Activity

Year to Date Actual v Year to Date Budget
as at 31 October 2013

	YTD Actual 2013/14 $	YTD Budget 2013/14 $	YTD Variance 2013/14 $	%	
Revenue					
General Purpose Funding	835,286	844,301	(9,015)	-1%	▼
Governance	43,829	17,680	26,149	148%	▲
Law, Order, Public Safety	11,638	15,671	(4,033)	-26%	▼
Health	39,182	33,340	5,842	18%	▲
Education and Welfare	52,756	59,456	(6,700)	-11%	▼
Housing	72,303	86,232	(13,929)	-16%	▼
Community Amenities	1,539,080	1,615,449	(76,369)	-5%	▼
Recreation and Culture	201,242	207,994	(6,752)	-3%	▼
Transport	1,389,193	1,571,873	(182,680)	-12%	▼
Economic Services	31,613	40,207	(8,594)	-21%	▼
Other Property and Services	115,228	89,922	25,306	28%	▲
	4,331,350	4,582,125	(250,775)	-5%	▼
Expenses					
General Purpose Funding	(210,232)	(183,966)	(26,266)	14%	▲
Governance	(450,356)	(540,217)	89,861	-17%	▼
Law, Order, Public Safety	(203,877)	(219,748)	15,871	-7%	▼
Health	(154,495)	(156,034)	1,539	-1%	▼
Education and Welfare	(128,664)	(190,063)	61,399	-32%	▼
Housing	(166,177)	(237,271)	71,094	-30%	▼
Community Amenities	(1,542,498)	(1,764,219)	221,721	-13%	▼
Recreation & Culture	(1,428,228)	(1,829,230)	401,002	-22%	▼
Transport	(1,675,379)	(2,537,458)	862,079	-34%	▼
Economic Services	(280,286)	(316,452)	36,166	-11%	▼
Other Property and Services	(71,882)	(176,272)	104,390	-59%	▼
	(6,312,074)	(8,150,929)	1,838,855	-23%	▼
Adjustments for Cash Budget Requirements:					
Non-Cash Expenditure and Revenue					
(Profit)/Loss on Asset Disposals	0	0	0	0%	▼
Movement in Accruals and Provisions	(1,074)	48,452	(49,526)	-102%	▲
Depreciation on Assets	0	1,564,848	(1,564,848)	-100%	▼
Capital Expenditure and Revenue					
Purchase Land Held for Resale	0	0	0	0%	▼
Purchase Land and Buildings	(285,828)	(483,438)	197,610	-41%	▼
Purchase Infrastructure Assets - Roads	(527,727)	(297,500)	(230,227)	77%	▲
Purchase Infrastructure Assets - Footpaths	0	0	0	0%	▼
Purchase Infrastructure Assets - Drainage	(316,485)	(675,000)	358,515	-53%	▼
Purchase Infrastructure Assets - Other	(309,245)	(1,869,551)	1,560,306	-83%	▼
Purchase Plant and Equipment	(220,817)	(559,144)	338,327	0%	▼
Purchase Furniture and Equipment	(66,055)	(153,720)	87,665	-57%	▼
Grants / Contributions for Development of Assets	712,771	203,461	509,310	0%	▼
Proceeds from Disposal of Assets	17,000	91,465	(74,465)	0%	▼
Proceeds from Sale of Land Held for Resale	0	0	0	0%	▼
Repayment of Debentures	(84,747)	(86,076)	1,329	-2%	▼
Proceeds from New Debentures	0	0	0	0%	▼
Transfers to Reserves (Restricted Assets)	0	0	0	0%	▼
Transfers from Reserves (Restricted Assets)	0	0	0	0%	▼
ADD Estimated Surplus/(Deficit) July 1 B/Fwd	6,068,866	6,068,866	0	0%	▼
LESS Estimated Surplus/(Deficit) June 30 C/Fwd	10,512,329	7,654,527	2,857,802	37%	▼
Amount Required to be Raised from Rates	7,506,394	7,370,668	135,726	0%	▼

Shire of Wyndham East Kimberley

Note to Statement of Financial Activity
Net Current Assets
as at 31 October 2013

NET CURRENT ASSETS

Composition of Estimated Net Current Asset Position

	YTD Actual 2013/14	Brought Forward 1 July 2013
CURRENT ASSETS		
Cash - Unrestricted	8,612,394	5,262,152
Cash - Restricted	7,380,953	7,288,404
Cash - Restricted Unspent Grants	0	0
Receivables	3,043,473	1,426,471
Inventories	41,409	17,288
	19,078,229	13,994,314
LESS: CURRENT LIABILITIES		
Payables and Provisions	(1,184,946)	(637,045)
Less: Cash - Restricted	(7,380,953)	(7,288,404)
NET CURRENT ASSET POSITION	10,512,329	6,068,866

Shire of Wyndham East Kimberley

Notes to Statement of Financial Activity
For the Period Ended 31 October 2013

Explanation of Material Variances

Variances +/- $50,000 at Financial Statement Level
Variances +/- $10,000 and 10% at Account Level

Operating

Recurrent Income - Excluding Rates ▼

General Purpose Funding ▼

No material variances to report

Governance ▲

Interest Income - Kimberley Zone	$	25,200	▲	Interest earned due to delay in re-payment of unspent grant.

Law, Order and Public Safety ▼

No material variances to report

Health ▲

No material variances to report

Education and Welfare ▼

No material variances to report

Housing ▼

No material variances to report

Community Amenities ▼

Waste Management Receptacle Charge	$	13,800	▲	Timing related to year to date budget estimates. Expect to correct.
Additional Waste Management Receptacle Charge	$	34,300	▲	Timing related to year to date budget estimates. Expect to correct.
Rubbish Disposal Charges	$	98,100	▼	Timing related to year to date budget estimates. Expect to correct.
Youth Services Grant - Kununurra	$	28,200	▼	Timing related to year to date budget estimates. Expect to correct.

Recreation and Culture ▼

No material variances to report

Transport ▼

Bridge Funding - WALGGC/MRWA	$	31,500	▲	Budget based on estimated grant. Budget to amended at the budget review.
Aircraft Landing Fees - East Kimberley Regional Airport	$	33,600	▼	Timing related to year to date budget estimates. Expect to correct.
Passenger Head Tax - East Kimberley Regional Airport	$	95,200	▼	Timing due to delay in invoicing process. Expect to correct.
Passenger Screening Fees - East Kimberley Regional Airport	$	46,300	▼	Timing due to delay in invoicing process. Expect to correct.
Leases - East Kimberley Regional Airport Other	$	14,600	▼	Timing related to year to date budget estimates. Expect to correct.

Economic Services ▼

No material variances to report

Other Property and Services ▲

Private Works Income	$	29,200	▲	Higher income set-off against the higher expenditure for private work.

Recurrent Expenditure ▼

General Purpose Funding ▲

Administration Salary, Wages and overhead allocated.	$	15,900	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.

Governance ▼

Management Training - Governance	$	37,600	▲	Program started earlier than predicted. Timing.
Integrated Planning Framework (IPF) - Asset Management	$	26,500	▼	Timing related to year to date budget estimates. Expect to correct.
Re-Valuation Expenses - Fair value MUN	$	31,200	▼	Project completed. Waiting for invoices. Timing.

Shire of Wyndham East Kimberley

Notes to Statement of Financial Activity
For the Period Ended 31 October 2013
(continued)

Recurrent Expenditure *(continued)*
Governance (continued)

Administration Salary and Wages Allocated - Other Governance	$	19,200	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Admin Overheads Allocated - Other Governance	$	36,000	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Law, Order and Public Safety			▼	
Animal Control Expenses	$	11,300	▲	Overspent year to date budget estimate. Expect to correct. Timing.
Health			▼	
No material variances to report				
Education and Welfare			▼	
Direct Salaries - Wyndham Childcare Centre	$	28,200	▼	Savings due to vacant positions.
Depreciation - Kununurra Childcare Centre	$	22,000	▼	Pending depreciation transaction due to assets revaluation process. Timing. Non cash item.
Housing			▼	
Depreciation - Staff Housing	$	83,300	▼	Pending depreciation transaction due to assets revaluation process. Timing. Non cash item.
Community Amenities			▼	
Tip Maintenance	$	90,700	▲	Timing related to year to date budget estimates. Expect to correct.
Refuse Collection	$	37,800	▼	Pending invoices. Timing.
Litter Control	$	20,000	▲	Higher operational activities in Wyndham and Kununurra.
Cemetery Maintenance	$	10,800	▲	Some maintenance occurred earlier than expected. Timing.
Consultants - Local Planning Strategy MUN	$	89,900	▼	Timing related to year to date budget estimates. Expect to correct.
Direct Salaries - Community Development Services	$	15,300	▼	Savings due to vacant positions
Direct Salaries - Wyndham Youth Services	$	18,300	▼	Savings due to vacant positions
Regional Youth Development Coordinator - Program Expenses	$	36,900	▼	Payment re-scheduled to Dec 2013.
Community Grants	$	13,600	▼	Pending invoices from approved grant recipients for payment.
Depreciation - Community Amenities	$	35,724	▼	Pending depreciation transaction due to assets revaluation process. Timing. Non cash item.
Administration Salary and Wages Allocated - Town Planning & Regional Development	$	12,900	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Admin Overheads Allocated - Town Planning & Regional Development	$	20,200	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Recreation and Culture			▼	
Depreciation - Recreation & Culture	$	287,100	▼	Pending depreciation transaction due to assets revaluation process. Timing. Non cash item.
Direct Salaries - Kununurra Swimming Complex	$	25,000	▼	Savings due to vacant positions.
Direct Salaries - Recreation Staff - Wyndham Youth and Recreation Centre	$	14,700	▼	Savings due to vacant positions.
Direct Salaries & Salary Overheads - Recreation Staff & leisure centre staff - Kununurra	$	10,500	▼	Savings due to vacant positions.
Foreshores and Boat Ramps - Kununurra	$	21,100	▲	Timing related to year to date budget estimates. Expect to correct.
Parks and Gardens Maintenance - Kununurra	$	83,700	▲	Timing related to year to date budget estimates. Expect to correct.

Shire of Wyndham East Kimberley

Notes to Statement of Financial Activity
For the Period Ended 31 October 2013
(continued)

Recurrent Expenditure *(continued)*
Recreation and Culture (continued)

Joint Use Contribution - Libraries	$	22,000	▼	Timing related to year to date budget estimates. Expect to correct.
Kununurra leisure centre building operating & maintenance	$	27,400	▼	Timing related to year to date budget estimates. Expect to correct.
Kununurra Oval & Ground Maintenance	$	29,300	▼	Timing related to year to date budget estimates. Expect to correct.
Kununurra pool & garden operating & maintenance	$	22,700	▼	Timing related to year to date budget estimates. Expect to correct.
Transport		▼		
Urban Road Maintenance - Kununurra and Wyndham	$	16,900	▲	Timing related to year to date budget estimates. Expected to correct.
Kalumburu Road - Maintenance MUN	$	10,900	▼	Project started. Timing related to year to date budget estimates.
Street Lighting	$	11,000	▼	Savings on year to date budget estimate.
Depreciation - Streets, Roads & Bridges - Maintenance	$	483,300	▼	Pending depreciation transactions due to assets revaluation process. Timing. Non cash item.
Insurance - Kununurra & Wyndham Airport	$	12,400	▼	Annual increase in Airport insurance premium lower than expected. Savings
Administration Salary and Wages Allocated - East Kimbeley Regional Airport	$	11,000	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Admin Overheads Allocated - East Kimberley Regional Airport	$	17,000	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Airport Terminal Building Maintenance - East Kimberley Regional Airport	$	12,500	▲	Cost includes unbudgeted new administration building maintenance expenses.
Airside Operations - East Kimberley Regional Airport	$	22,800	▲	Some maintenance has occurred earlier than expected.
Passenger Screening Expenses - East Kimberley Regional Airport	$	55,600	▼	Timing related to year to date budget estimates. Expect to correct.
Depreciation - East Kimberley Regional Airport	$	266,700	▼	Pending depreciation transaction due to assets revaluation process. Timing. Non cash item.
Economic Services		▼		
East Kimberley Tourism Action Plan - Tourism & Area Promotion MUN	$	10,400	▲	Project started earlier than expected. Timing.
Admin Salary, Wages & overhead Allocated - Economic Services	$	23,600	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Other Property and Services		▼		
Public Works Overheads Allocated - Contracts	$	121,600	▲	Timing related to year to date budget estimates. Non cash item.
Administration Salary and Wages Allocated - General Administration Overheads	$	132,500	▲	Timing related to year to date budget estimates. Non cash item.
Building Maintenance - Kununurra Depot	$	13,100	▲	Timing related to year to date budget estimates. Expected to correct.
Depreciation - Kununurra Administration & Information Services	$	131,700	▼	Pending depreciation transaction due to assets revaluation process. Timing. Non cash item.
Depreciation - Plant Operation	$	200,000	▼	Pending depreciation transactions due to assets revaluation process. Timing. Non cash item.
Depreciation - Public Works Overheads	$	16,300	▼	Pending depreciation transactions due to assets revaluation process. Timing. Non cash item.

Shire of Wyndham East Kimberley

Notes to Statement of Financial Activity
For the Period Ended 31 October 2013
(continued)

Recurrent Expenditure *(continued)*
Other Property and Services(continued)

Direct Salaries - Information Services	$	11,100	▼	Savings due to vacant positions
Direct Salaries - Executive	$	23,800	▼	Savings due to vacant positions
Direct Salaries - Customer Service and Records	$	24,600	▼	Savings due to vacant positions
Direct Salaries - Financial Services	$	25,000	▼	Savings due to vacant positions
Direct Salaries - Governance	$	16,400	▼	Savings due to vacant positions
Direct Salaries - Organisational Development	$	10,300	▼	Savings due to vacant positions
POC Parts and Repairs	$	48,400	▲	Timing related to year to date budget estimates. Expect to correct.
Landcorp /SWEK Deed Agreement - Expenses	$	30,600	▼	Un-expended casual engineers time.
Administration Salary and Wages Allocated - Public Works Overheads	$	16,300	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.
Admin Overheads Allocated - Public Works Overheads	$	25,100	▼	Timing related to year to date budget estimates. Expect to correct. Non cash item.

Non Cash Expenditure and Revenue

Adjustments and Accruals

Movement in Accruals and Provisions	$	49,500	▲	Net increase in actual accrual and provision lower than expected.
Depreciation	$	1,564,800	▼	Pending depreciation transaction due to assets revaluation process. Timing. Non cash item.

Capital

Purchase Land Held for Resale ▼

No material variances to report

Purchase Land and Buildings ▼

Waterlily Place - Staff Housing Stage One	$	194,500	▼	Project in progress. Timing.
Wyndham Oval Toilet	$	50,800	▲	Project started earlier than expected. Timing.
Kununurra Depot Upgrade	$	58,400	▼	Project in progress. Timing.

Purchase Infrastructure Assets - Roads ▲

Kalumburu Road - Re-sheet	$	261,200	▲	Project in progress. Timing.
Welch Street, Wyndham -Seal MUN	$	23,200	▼	Project re-scheduled to Dec 2013.
Coolibah Drive - Caravan pk & high school MUN	$	18,700	▼	Project re-scheduled to Apr 2014.
Coolibah - Ironwood Mangaloo MUN	$	28,200	▼	Project re-scheduled to Apr 2014.
Drainage Calvert Upgrade - Speargrass Street	$	24,200	▲	Project not completed as expected by year end 2012/13. Budget will be amended at budget review 2013/14.

Purchase Infrastructure Assets - Footpaths ▼

No material variances to report

Purchase Infrastructure Assets - Drainage ▼

D2 Drain Rehabilitation	$	11,900	▼	Project re-scheduled to Apr 2014.
Drainage - Picture Gardens/Coolibah Drive	$	34,800	▼	Project completed. Pending invoices for payment.
Drainage Strategy, Cuttoff Drain B, rock beaching MUN	$	17,200	▼	Project completed by in house team. Internal cost to be transferred.
Replace culvert, Gulley Road, Wyndham MUN	$	50,000	▼	Project re-scheduled to Feb 2014.

Shire of Wyndham East Kimberley

Notes to Statement of Financial Activity
For the Period Ended 31 October 2013
(continued)

Capital *(continued)*

Repair drainage, Hibiscus Drive between Setosa / Gardenia MUN	$	30,000	▼	Project re-scheduled to Jan 2014.
Drainage Strategy, re-instate drain, 746m to 1149m MUN	$	56,700	▼	Project started. To be completed by Nov 2013.
Drainage Strategy, Survey, Design section 1, Ironwood MUN	$	19,100	▼	Design in progress.
Drainage Strategy, Survey, Outlet Sth Hway to Lilly Lagoon MUN	$	11,200	▼	Investigation to be commenced in Nov 213.
Drainage Strategy, Survey/Design, Area 'V', Little BP MUN	$	30,000	▼	Design in progress.
Purchase Infrastructure Assets - Other		▼		
Kununurra Landfill Site - Fencing Upgrades	$	30,100	▼	Project work progressing. Timing.
Kununurra Landfill Site - Liquid Waste Facility	$	398,300	▼	Project work progressing. Timing.
Kununurra Landfill Site - Storm Water & Bores MUN	$	26,300	▼	Project started. Anticipate to complete by Dec 2013.
Wyndham Landfill Site - Bores MUN	$	20,000	▼	Project re-scheduled to Mar 2014.
Kununurra Landfill Site - New Gate House MUN	$	58,200	▼	Project to be started in Nov 2013.
Wyndham Landfill Site - New Gate House MUN	$	63,200	▼	Project to be started in Nov 2013.
Kununurra Landfill Site - Extend Landfill Operating Face MUN	$	45,000	▼	Purchase orders raised. Waiting for contractor to start the project.
Kununurra Landfill Site - Green Waste Hardstand MUN	$	40,000	▼	Project started. Progressing in early stage.
Kununurra Landfill Site - Capping Existing Site. MUN	$	88,000	▼	Timing related to year to date budget estimates. Expect to correct.
Wyndham Landfill Site - Capping Existing Site MUN	$	52,000	▼	Project progressing in early stage.
Kununurra Landfill Site - Re-hab & De-commission Liquid Waste Lagoon MUN	$	209,100	▼	Project progressing in early stage.
Kununurra Landfill Site - New Landfill Site Identification MUN	$	41,300	▼	Project behind schedule due to availability of consultant.
Landfill Plant - Purchase Price MUN	$	173,100	▼	Some orders placed with suppliers. Timing.
Konkerberry Drive Carparks (x3)	$	74,600	▼	Project to be started in Nov 2013.
Parking / Safety improvements Mangaloo St MUN	$	20,000	▼	Project re-scheduled to Jan 2014.
Valentine Spring Cattlegrid	$	35,600	▲	Higher private work expenditure set off by higher income.
Carpark Upgrade - East Kimberley Regional Airport	$	148,300	▼	Project is in design stage.
Security Fence Upgrade - East Kimberley Regional Airport	$	11,200	▼	Project started. Waiting for invoices for payment. Timing.
Reseal Apron - East Kimberley Regional Airport	$	100,000	▼	Project re-scheduled to Jan 2014.
Purchase Plant and Equipment		▼		
Gymnasium Equipment - Recreation	$	13,400	▼	Project not yet started.
Airport Plant - Purchase Price	$	178,600	▼	Some plant received. Timing.
Heavy Plant - Purchase Price	$	161,400	▲	Plant required earlier than expected. Timing.
Medium Plant - Purchase Price	$	79,500	▼	Purchase orders to be raised. Timing.
Light Plant - Purchase Price	$	228,200	▼	Some plant received. Timing.

Shire of Wyndham East Kimberley
Notes to Statement of Financial Activity
For the Period Ended 31 October 2013
(continued)

Capital ***(continued)***

Purchase Furniture and Equipment		▼		
Youth Centre Fitout	$	40,000	▼	Project re-scheduled to Dec 2013.
Laptop and Desktop Upgrades - Information Technology	$	18,600	▼	Project started. Items to be purchased through out the year. Timing.
Infrastructure Dept. Landfill Software MUN	$	18,300	▼	Project progressing in early stage. Staff training to be started in Dec 2013.
Grants / Contributions for Development of Assets		▼		
Aboriginal Roads Funding - State Grants	$	32,800	▲	Timing related to year to date budget estimates. Expect to correct.
Regional Road Group Grants	$	213,300	▲	Timing related to year to date budget estimates. Expect to correct.
Wyndham Airport Subdivision Land Sales MUN	$	257,500	▲	Re-zoning and development contribution for Wyndham Airport Land. Budget to be amended at budget review.
Proceeds from Disposal of Assets		▼		
Airport Plant - Trade Value	$	23,700	▼	Sale procedure not commenced.
Landfill Plant - Trade Value MUN	$	13,700	▼	Sale procedure not commenced.
Heavy Plant - Trade Value	$	24,500	▼	Sale procedure not commenced.
Light Plant - Trade Value	$	12,600	▼	Sale procedure not commenced.
Debentures		▼		
No material variances to report				
Reserves		▼		
No material variances to report				

Shire of Wyndham East Kimberley

Note to Statement of Financial Activity

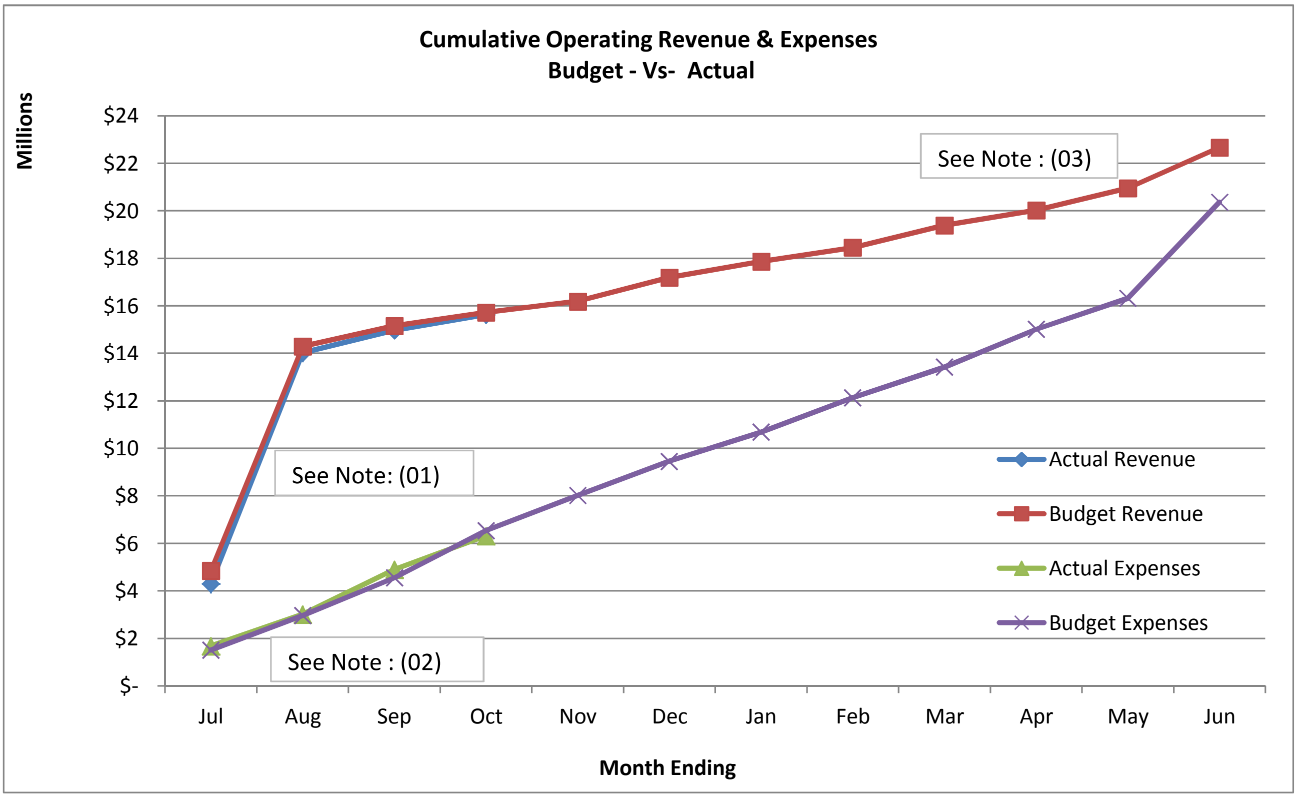
Budget Remaining to Collect/Spend
as at 31 October 2013

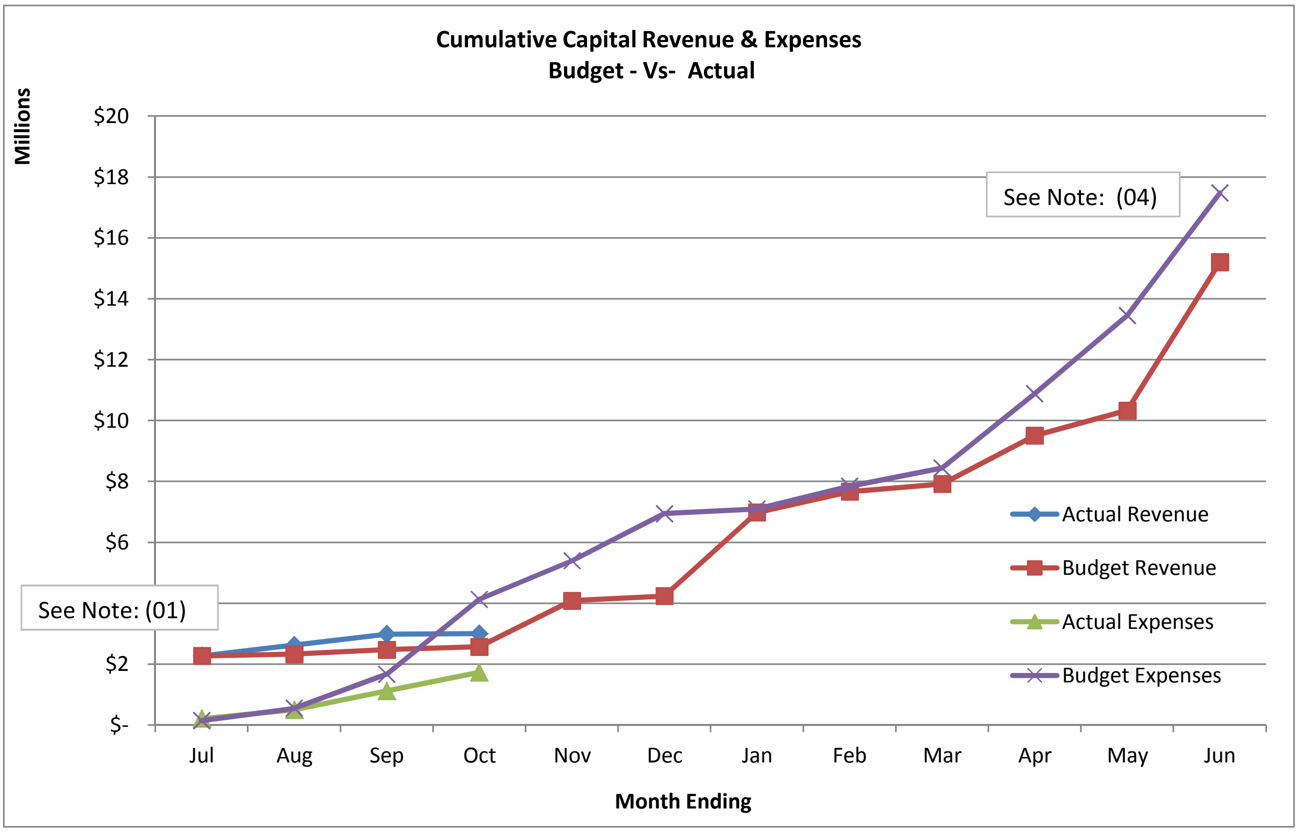
	YTD Actual 2013/14 $	Annual Budget 2013/14	Budget Remaining 2013/14 $	%	
Revenue					
General Purpose Funding	835,286	2,251,545	1,416,259	63%	▼
Governance	43,829	103,850	60,021	58%	▼
Law, Order, Public Safety	11,638	53,318	41,680	78%	▼
Health	39,182	75,200	36,018	48%	▼
Education and Welfare	52,756	174,377	121,621	70%	▼
Housing	72,303	979,459	907,156	93%	▼
Community Amenities	1,539,080	2,592,983	1,053,903	41%	▼
Recreation and Culture	201,242	620,744	419,502	68%	▼
Transport	1,389,193	4,267,534	2,878,341	67%	▼
Economic Services	31,613	175,000	143,387	82%	▼
Other Property and Services	115,228	143,340	28,112	20%	▼
	4,331,350	11,437,350	7,106,000	62%	▼
Expenses					
General Purpose Funding	(210,232)	(650,513)	(440,281)	68%	▼
Governance	(450,356)	(3,385,311)	(2,934,955)	87%	▼
Law, Order, Public Safety	(203,877)	(674,839)	(470,962)	70%	▼
Health	(154,495)	(467,542)	(313,046)	67%	▼
Education and Welfare	(128,664)	(502,350)	(373,686)	74%	▼
Housing	(166,177)	(597,485)	(431,308)	72%	▼
Community Amenities	(1,542,498)	(4,824,868)	(3,282,370)	68%	▼
Recreation & Culture	(1,428,228)	(5,008,638)	(3,580,410)	71%	▼
Transport	(1,675,379)	(7,053,704)	(5,378,326)	76%	▼
Economic Services	(280,286)	(946,796)	(666,509)	70%	▼
Other Property and Services	(71,882)	(214,350)	(142,468)	66%	▼
	(6,312,074)	(24,326,396)	(18,014,322)	74%	▼
Adjustments for Cash Budget Requirements:					
Non-Cash Expenditure and Revenue					
(Profit)/Loss on Asset Disposals	0	(778,004)	(778,004)	100%	▼
Movement in Accruals and Provisions	(1,074)	48,452	49,526	102%	▼
Depreciation on Assets	0	4,694,750	4,694,750	100%	▼
Capital Expenditure and Revenue					
Purchase Land Held for Resale	0	(504,504)	(504,504)	100%	▼
Purchase Land and Buildings	(285,828)	(3,076,164)	(2,790,336)	91%	▼
Purchase Infrastructure Assets - Roads	(527,727)	(2,058,500)	(1,530,773)	74%	▼
Purchase Infrastructure Assets - Footpaths	0	(31,000)	(31,000)	100%	▼
Purchase Infrastructure Assets - Drainage	(316,485)	(675,000)	(358,515)	53%	▼
Purchase Infrastructure Assets - Other	(309,245)	(7,142,044)	(6,832,799)	96%	▼
Purchase Plant and Equipment	(220,817)	(833,485)	(612,668)	74%	▼
Purchase Furniture and Equipment	(66,055)	(469,264)	(403,209)	86%	▼
Grants / Contributions for Development of Assets	712,771	6,493,853	5,781,083	89%	▼
Proceeds from Disposal of Assets	17,000	1,015,027	998,027	98%	▼
Proceeds from Sale of Land Held for Resale	0	0	0	0%	▼
Repayment of Debentures	(84,747)	(478,397)	(393,650)	82%	▼
Proceeds from New Debentures	0	2,308,498	2,308,498	100%	▼
Transfers to Reserves (Restricted Assets)	0	(2,205,013)	(2,205,013)	100%	▼
Transfers from Reserves (Restricted Assets)	0	3,111,153	3,111,153	100%	▼
ADD Estimated Surplus/(Deficit) July 1 B/Fwd	6,068,866	6,068,866	0	0%	▼
LESS Estimated Surplus/(Deficit) June 30 C/Fwd	10,512,329	31,300	(10,481,029)	-33486%	▲
Amount Required to be Raised from Rates	7,506,394	7,431,122	(75,272)	-1%	▲

Shire of Wyndham East Kimberley

Note to Statement of Financial Activity

as at 31 October 2013





Note:

(01) Start position includes allowance for brought forward surplus from previous financial year, Operating $ 3.8M & Capital $ 2.2M

(02) Budget/Actual operating expenditure excludes non financial transactions (Depreciation, Loss/Profit on assets disposals).

(03) Surplus income to fund Capital Revenue gap.

(04) Surplus operating income funds capital gap.

MONTHLY REPORT ON INVESTMENT PORTFOLIO (CASH)

INVESTMENT POLICY F17

"Overall Portfolio Limits"

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Funds Maximum %
AAA	A-1+	100%	100%
AA	A-1	100%	100%
A	A-2	60%	80%

Note: "S & P" relates to Standard & Poors credit rating agency

"Counterparty Credit Framework"

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Funds Maximum %
AAA	A-1+	45%	50%
AA	A-1	35%	45%
A	A-2	20%	40%

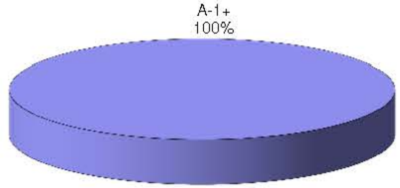
"Term to Maturity Framework"

Overall Portfolio Term to Maturity Limits	
Portfolio % < 1 year	100% max 40% min
Portfolio % > 1 year	60%
Portfolio % > 3 year	35%
Portfolio % > 5 year	25%
Individual Investment Maturity Limits	
ADI	5 years
Non ADI	3 years

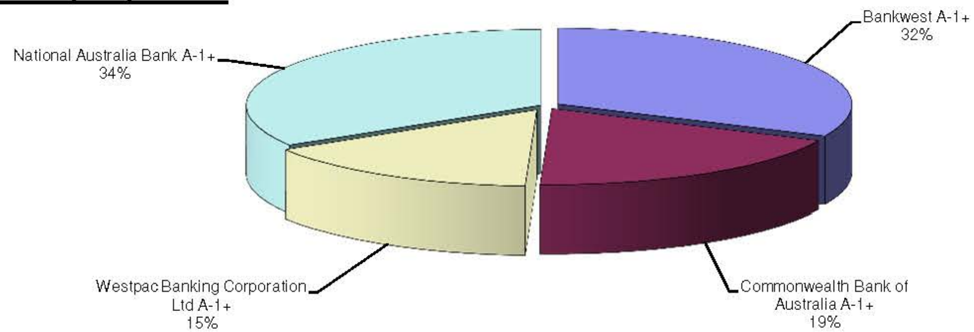
Note: "ADI" relates to an Authorised Deposit Institution (authorised under the Banking Act 1959)

RESULTS AS AT 30 OCTOBER 2013

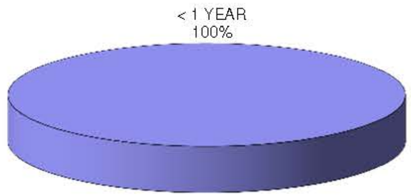
Overall Portfolio



Counterparty Credit



Term to Maturity



13.2.2 List of Accounts Paid Under Delegation

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Paul Tily, Finance Officer Felicity Heading, Senior Finance Officer
REPORTING OFFICER:	Natalie Octoman, Director Corporate Services
FILE NO:	FM.09.5

PURPOSE

To present the listing of accounts paid from the Municipal Fund and Trust Fund in accordance with the requirements of the Local Government (Financial Management) Regulations 1996.

BACKGROUND

Council delegated to CEO the exercise of its power under Financial Management Regulation 12 to make payments from Municipal Fund and Trust Fund at the Ordinary Council Meeting of 16th August 2011.

STATUTORY IMPLICATIONS

Local Government Act 1995 – Section 5.42
Local Government (Financial Management) Regulations 1996 – Regulations 12 and 13

POLICY IMPLICATIONS

CD\GOV6113 – Payments from Municipal Fund and Trust Fund.

FINANCIAL IMPLICATIONS

Ongoing management of Council funds by providing Council with sufficient information to monitor and review payments made.

STRATEGIC IMPLICATIONS

Strategic Community Plan – Strategy 1.4.3
Maintain Council's long term financial viability

COMMUNITY CONSULTATION

Community consultation is not required in relation to this item.

COMMENT

In accordance with statutory requirements, each payment from the Municipal Fund or the Trust Fund is to be noted on a list compiled each month showing: the payee's name, amount of payment, date of payment and sufficient information to identify the transaction. The list is to be presented to Council at the next ordinary meeting of the Council following the preparation of the list and is to be recorded in the minutes of the meeting at which it is presented.

ATTACHMENTS

Attachment 1 – List of Accounts Paid from Municipal Fund and Trust Fund

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council receives and accepts the listing of accounts paid from the Municipal and Trust fund, being:

Municipal EFT119459 – EFT119695 (03 November – 29 November 13)	$ 2,055,373.25
Municipal cheques 42416 - 42497 (03 November – 29 November 13)	$ 122,993.32
Trust cheque 542 (7 November)	$ 250.00
Trust EFT 500599 - 500616 (01 November – 26 November 13)	$ 12,514.80
Payroll (13 November – 27 November)	$ 441.140.57
Direct bank debits (01 November – 29 November 13)	$ 32,213.31
TOTAL	**$ 2,664,485.25**

COUNCIL DECISION

Minute No. 10269

Moved: Cr B Robinson
Seconded: Cr S Cooke

That Council receives and accepts the listing of accounts paid from the Municipal and Trust fund, being:

Municipal EFT119459 – EFT119695 (03 November – 29 November 13)	**$ 2,055,373.25**
Municipal cheques 42416 - 42497 (03 November – 29 November 13)	**$ 122,993.32**
Trust cheque 542 (7 November)	**$ 250.00**
Trust EFT 500599 - 500616 (01 November – 26 November 13)	**$ 12,514.80**
Payroll (13 November – 27 November)	**$ 441.140.57**
Direct bank debits (01 November – 29 November 13)	**$ 32,213.31**
TOTAL	**$ 2,664,485.25**

Carried Unanimously 8/0

LIST OF ACCOUNTS SUBMITTED TO COUNCIL 10 DECEMBER 2013

CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT119459	03/11/2013	A & R WELDING FABRICATION	REPAIR FENDERS AND HAND RAILING AT PONTOON JETTY AT WYND BOAT RAMP	379.50
EFT119460	03/11/2013	ASK WASTE MANAGEMENT	WASTE MANAGEMENT,REPORTING,COMPLIANCE,OPERATION STRATEGIES	3,437.50
EFT119461	03/11/2013	ATO CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	325.72
EFT119462	03/11/2013	ALCOLIZER PTY LTD	SERVICE AND RECALIBRATION OF HH2 BREATH TESTER KNX AIRPORT	131.56
EFT119463	03/11/2013	AUSTRALIAN SERVICES UNION	PAYROLL DEDUCTIONS	244.40
EFT119464	03/11/2013	AUSTRALIAN TAXATION OFFICE - PAYG	PAYROLL DEDUCTIONS	73,425.00
EFT119465	03/11/2013	BOAB REFRIG. AND AIRCOND.	REPLACE AIRCONDITIONER - 29 BOOBIALLA WAY KNX	2,398.00
EFT119466	03/11/2013	BEST KIMBERLEY COMPUTING	PRINTING AND TONER COSTS AUGUST 13 KUNUNURRA ADMIN OFFICE	2,890.48
EFT119467	03/11/2013	BUSHCAMP SURPLUS STORE	EQUIPMENT FOR RANGER VEHICLES	686.70
EFT119468	03/11/2013	C & S JOLLY ELECTRICS PTY LTD	CABLING AND ENCLOSE FOR LIGHTS AND PANELS -STAFF HOUSING	2,046.00
EFT119469	03/11/2013	CROCODILE SIGNS PTY LTD	SIGNAGE FOR WYNDHAM LANDFILL	479.60
EFT119470	03/11/2013	DISCOVERY HOLIDAY PARKS	ACCOMMODATION EHO 27/07/13-24/08/13 IN ACCORDANCE WITH CONTRACT	2,725.70
EFT119471	03/11/2013	HITACHI CONSTRUCTION MACHINERY	SERVICE KIT FOR 670G GRADER (2000 HR SERVICE) P477	1,258.69
EFT119472	03/11/2013	IBAC PLUMBING PTY LTD	REPAIR UPRIGHT COOKER - STAFF HOUSING KNX	320.87
EFT119473	03/11/2013	IML LOGISTICS	TRANSPORT OF GAS CYLINDERS - WYNDHAM POOL	567.90
EFT119474	03/11/2013	IT VISION ITV	ANNUAL LICENCE FEE AND TRAINING- INFRINGEMENTS 13/14	1,004.50
EFT119475	03/11/2013	JSW HOLDINGS PTY LTD	CONCRETE - CNR POINCIANA AND KONKERBERRY DR -MAINTENANCE KNX	1,125.30
EFT119476	03/11/2013	KUNUNURRA MEDICAL	IMMUNISATION FOR HEALTH STAFF	199.70
EFT119477	03/11/2013	KIMBERLEY MOTORS	FUEL WYNDHAM, GRADER FUEL KING RIVER RD - AUG 13 WYN	10,273.96
EFT119478	03/11/2013	KUNUNURRA HOME & GARDEN	HIGH PRESSURE CLEANER - WYNDHAM POOL.	279.50
EFT119479	03/11/2013	L.G.R.C.E.U	PAYROLL DEDUCTIONS	19.40
EFT119480	03/11/2013	MAXXIA	PAYROLL DEDUCTIONS	5,381.60
EFT119481	03/11/2013	NYTROWORX	REPAIRS STAFF HSNG, RELOCATE SIGNS WYN POOL, AG OVAL SAND REMOVAL	1,379.73
EFT119482	03/11/2013	OFFICE NATIONAL KUNUNURRA	OFFICE FURNITURE - SHIRE OFFICE KNX	1,237.98
EFT119483	03/11/2013	PERTH PETROLEUM SERVICE	CHEMICAL SPILL KITS - AIRPORT KNX	3,115.20
EFT119484	03/11/2013	SEARLES HOLDINGS T/A AUTO PRO	HELLA 12V FLASHING BEACON - P119	199.00
EFT119485	03/11/2013	TOLL IPEC PTY LTD	FREIGHT ON BOOKS - LIBRARY KNX	284.09
EFT119486	03/11/2013	WA LOCAL GOVERNMENT SUPER PLAN	SUPERANNUATION CONTRIBUTIONS	32,054.67
EFT119487	03/11/2013	WESTBOOKS	NEW BOOKS - LIBRARY KNX	197.93
EFT119488	08/11/2013	ABCO PRODUCTS	CLEANING PRODUCTS - AIRPORT KNX	498.06
EFT119489	08/11/2013	ALS ENVIRONMENTAL	ENVIRONMENTAL HEALTH SAMPLING - SOIL SAMPLES	1,529.00
EFT119490	08/11/2013	AMPAC DEBT RECOVERY (WA) PTY LTD	DEBT RECOVERY COSTS - RATES - SEP 13	807.40

EFT119491	08/11/2013	AMPAC TECHNOLOGIES PTY LTD	EV3000 REMOTE PAGING CONSOLE INC. FRIEGHT	1,577.40
EFT119492	08/11/2013	ALLGEAR MOTORCYCLES AND SMALL ENGINES	PARTSAND REPAIRS P356	169.90
EFT119493	08/11/2013	ARGYLE ENGINEERING	REPAIR MATERIALS, RUBBISH BINS - AIRPORTAND DEPOT KNX	211.75
EFT119494	08/11/2013	AUST. FIRE AND EMERGENCY SERVICE AUTH.	AIIMS OFFICERS TABARDS (EMERGENCY EQUIPMENT)	792.15
EFT119495	08/11/2013	AUTO ONE KUNUNURRA	STUDS AND SECURING COLLAR P379	30.00
EFT119496	08/11/2013	BOAB REFRIG. AND AIRCOND.	AIRCON CHECK AND REPAIR,REPLACE OF STAR DELTA TIMER - AIRPORT KNX	1,265.00
EFT119497	08/11/2013	BODAN CONSTRUCTIONS PTY LTD	FIT SOLAR LIGHTS TO WYN JETTY TOILET BLOCK	935.00
EFT119498	08/11/2013	BROCK SOLID CABINETS	SUPPLY & FIT 6 X MATCHING MODESTY PANELS - SHIRE CHAMBERS KNX	3,256.40
EFT119499	08/11/2013	BEINGTHERE SOLUTIONS PTY LTD	SUBSCRIPTION - BEING THERE VIDEO CONFERENCING - OCT 13, EXTENSION CABLE	990.00
EFT119500	08/11/2013	BEST KIMBERLEY COMPUTING	PRINTING SUPPLIES - KUNUNURRA ADMIN	2,324.95
EFT119501	08/11/2013	BLACKWOODS ATKINS PTY LTD	TRUCK WASH DETERGENT	97.90
EFT119502	08/11/2013	BUSHCAMP SURPLUS STORE	WORK UNIFORMS - DEPOT KNX AND WYN	1,729.00
EFT119503	08/11/2013	C & S JOLLY ELECTRICS PTY LTD	INSTALL THREE PHASE CURCUIT LEISURE CENTRE KNX	785.57
EFT119504	08/11/2013	CAM MANAGEMENT SOLUTIONS	CLOUD HOSTING INTERPLAN MODULES - OCT TO DEC 2013	1,980.00
EFT119505	08/11/2013	CENTURION TRANSPORT	FREIGHT - VINDEX & JASON SIGNS- OFFICE AND DEPOT KNX	391.75
EFT119506	08/11/2013	CHEFMASTER AUSTRALIA	BIN LINERS AND TIES FOR SANITATION - WYNDHAM	2,064.10
EFT119507	08/11/2013	CANDOR TRAINING	VOLUNTEER MANAGEMENT WORKSHOP - OCT 13	660.00
EFT119508	08/11/2013	CIVIC LEGAL	LEGAL ADVICE	8,597.51
EFT119509	08/11/2013	DSC CONTRACTING	CHAMBERS WIFI POINT & TEST CMR FLOOR CABLING	286.00
EFT119510	08/11/2013	DAVEY TYRE & BATTERY SERVICE	NEW BATTERY - P491	132.00
EFT119511	08/11/2013	DIGITAL MAPPING SOLUTIONS	ANNUAL LICENCE FEE - INTRA MAPS , TECHNICAL SUPPORT - 13/14	9,075.00
EFT119512	08/11/2013	DRYSDALE RIVER STATION	FUEL AND ACCOMODATION COSTS	1,047.75
EFT119513	08/11/2013	EAGLE TRAINING SERVICES NT PTY LTD	TRAINING COURSE - CERTIFICATE II IN SECURITY OPERATIONS AIRPORT STAFF KNX	750.00
EFT119514	08/11/2013	EAST KIMBERLEY HARDWARE	EARMUFFS AND SNAP HOOK - AIRPORT KNX	115.50
EFT119515	08/11/2013	ENIGMA BUSINESS PRODUCTS	HP PRINTER, TONER AND INK CARTRIGES - LEISURE CENTRE KUNUNURRA	2,227.50
EFT119516	08/11/2013	GARY MARTIN	CONSULTING SERVICES	2,475.00
EFT119517	08/11/2013	GUERINONI & SONS	GRADER, LOADER & TRUCK HIRE -DRAINAGE CLEANUP MULLIGANS LAGOON RD	24,394.15
EFT119518	08/11/2013	HART SPORT	SOCCER AND VOLLEY BALLS - LEISURE CENTRE	87.30
EFT119519	08/11/2013	HITACHI CONSTRUCTION MACHINERY	O-RINGS, GASKETS , FILTERS AND INJECTOR NOZZLE KIT FOR P479, P477	5,882.78
EFT119520	08/11/2013	IBAC PLUMBING PTY LTD	REPAIRS TO KNX POOL, WYN CHILDCARE,WHITEGUM PK, SWIM BCH	1,280.73
EFT119521	08/11/2013	JSW HOLDINGS PTY LTD	CONCRETE - BANDICOOT DRIVE KNX MAINTENANCE	1,773.20
EFT119522	08/11/2013	JAMES WOOD PAINTING	REPAINT WYNDHAM YOUTH AND RECREATION CENTRES	1,225.00
EFT119523	08/11/2013	STAFF MEMBER	REIMBURSEMENT OF TOURIST INDUSTRY MEETING CATERING	90.81

EFT119524	08/11/2013	STAFF MEMBER	ACCOMODATION AND FUEL IN ACCORDANCE WITH EMPLOYMENTCONTRACT	1,672.74
EFT119525	08/11/2013	KIMBERLEY KOOL REFRIG. & AIRCOND.	REPAIR 2 X A/C UNITS - PETER REID MEMORIAL HALL WYNDHAM	2,472.80
EFT119526	08/11/2013	KIMBERLEY MARKETING - CASH AND CARRY	ICECREAMS FOR RESALE LEASURE CENTRE KNX	402.94
EFT119527	08/11/2013	KIMBERLEY MOTORS	FUEL COST WYNDHAM & GRADER FUEL KING RIVER RD - SEPT 13 WYN	5,916.41
EFT119528	08/11/2013	KIMBERLEY PUMPING SERVICE	REPAIRS TO PIPELINE - WATERLILLY PLACE - KNX	772.20
EFT119529	08/11/2013	KIMBERLEY TRAINING INSTITUTE	OSH REP TRAINING COURSE - STAFF - NOVEMBER 4-8 2013	1,300.00
EFT119530	08/11/2013	KIMBERLEY TREE SERVICES PTY LTD	CUT AND REMOVE TREE - 81 CASUARINA RD KNX	4,100.00
EFT119531	08/11/2013	KUNUNURRA BETTA ELECTRICAL & GAS	REPLACE GAS COOKER DRYANDRA ST KNX	1,285.00
EFT119532	08/11/2013	KUNUNURRA HOME & GARDEN	POOL SUPPLIES - WYNDHAM POOL	54.30
EFT119533	08/11/2013	KUNUNURRA MOBILE WELDING SERVICE	REPAIR DOOR HINGES VIRGIN AIRLINES TUG SHED - AIRPORT KNX	396.00
EFT119534	08/11/2013	KUNUNURRA PANEL BEATING WORKS WA P/L	WINDSCREEN REPLACEMENT P115	418.00
EFT119535	08/11/2013	KUNUNURRA PEST MANAGEMENT	REMOVAL OF BEE HIVE - CEMETERY KNX	275.00
EFT119536	08/11/2013	KUNUNURRA SECURITY SERVICE	CALL OUT - OLD SHIRE OFFICE KNX	77.00
EFT119537	08/11/2013	L3 COMMUNICATIONS AUSTRALIA PTY LTD	SAMPLE TRAPS (25 PACK) - WHITE	1,183.60
EFT119538	08/11/2013	LGIS LIABILITY	INSURANCE - LGIS PROPERTY 2013/14 - 50% PREMIUM	202,727.96
EFT119539	08/11/2013	LGIS WORKCARE	LGIS WORKCARE WORKERS COMP INSURANCE 2013/14	154,830.69
EFT119540	08/11/2013	LAPPY'S SERVICE CENTRE	REPAIR ACCELERATOR CABLE AND NEW GASKETS P354	997.92
EFT119541	08/11/2013	STAFF MEMBER	REIMBURSEMENT OF POLICE CLEARENCE	117.50
EFT119542	08/11/2013	MACRO PLAN DIMASI	EAST KIMBERLEY AT 25K ASSESSMENTS	6,663.18
EFT119543	08/11/2013	MANDALAY TECHNOLOGIES PTY LTD	LANDFILL SOFTWARE 2013-2014	37,642.00
EFT119544	08/11/2013	MARTELL ROAD MAINTENANCE	ROAD MAINTENANCE - REPAIRS AND PATCHING - VARIOUS LOCATIONS - KNX	36,696.00
EFT119545	08/11/2013	MARTIN MCCLELLAND	ASSEMBLE & INSTALL EXTERNAL TROLLEY BAYS - AIRPORT KNX	2,107.82
EFT119546	08/11/2013	MCLEAN ENTERPRISES PTY LTD	FREIGHT - PIPE AND CABLE - WATERLILY PLACE KUNUNURRA	418.00
EFT119547	08/11/2013	NORSCAPE	STAFF HOUSING - REMULCH AND TIDY 7 BELLA LN KNX	1,386.00
EFT119548	08/11/2013	OFFICE NATIONAL KUNUNURRA	STATIONERY ITEMS LIBRARY & OFFICE KNX, WYN POOL	138.56
EFT119549	08/11/2013	OLLIE'S IRRIGATIONS & PLUMBING SUPPLIES	SPRINKLERS, PIPES, PVC & POLY FITTINGS, CAPS, NOZZLES - RETIC MAINT - KNX	4,308.71
EFT119550	08/11/2013	PUMPSERV PTY LTD	PUMPS FOR TERMINAL WASTE WATER TREATMENT PLANT - AIRPORT KNX	970.75
EFT119551	08/11/2013	PORTNER PRESS PTY LTD	EMPLOYMENT LAW UPDATE 04 2013	194.00
EFT119552	08/11/2013	RED ELEVEN - RED 11 PTY LTD	POWER BACKUP OUTLET - ICT - KNX OFFICE	249.63
EFT119553	08/11/2013	ROYAL LIFE SAVING (WA BRANCH)	STAFF TRAINING - FULL LIFEGUARD QUALIFICATION COURSE	480.00
EFT119554	08/11/2013	SJR CIVIL CONSULTING PTY LTD	PLANNING CARLTON HILL RD PROPOSED ROAD/DRAINAGE DESIGN	1,760.00
EFT119555	08/11/2013	SADLIERS NEXUS LOGISTICS	FREIGHT COSTS FOR 2 X PALLETS EMULSION - AIRPORT KNX	1,590.00
EFT119556	08/11/2013	SHOAL AIR PTY LTD	FLIGHTS- KNX - KALUMBURU RTN - REMOTE POLLING PLACE COUNCIL ELECTIONS	3,494.00
EFT119557	08/11/2013	SUBWAY - KUNUNURRA	CATERING FOR GHD LOCAL PLANNING STRATEGY REVIEW	50.00

EFT119558	08/11/2013	STAFF MEMBER	REIMBURSEMENT CATERING SCHOOL HOLIDAY PROGRAM - YOUTH CENTRE	158.20
EFT119559	08/11/2013	TNT AUSTRALIA PTY LIMITED	FREIGHT - HEALTH SAMPLES - KNX	282.44
EFT119560	08/11/2013	TOLL EXPRESS	FREIGHT - CLEANING SUPPLIES - DEPOT KNX	104.48
EFT119561	08/11/2013	THORLEY'S STORE - WYNDHAM	STEREO TO RCA LEAD - YOUTH SERVICES - WYNDHAM	15.90
EFT119562	08/11/2013	TOP END MOTORS	40K SERVICE P122,	1,484.56
EFT119563	08/11/2013	TOX FREE SOLUTIONS LTD	REFUSE COLLECTION - SEPTEMBER 13 - KNX	42,556.89
EFT119564	08/11/2013	TRAVELWORLD KUNUNURRA	TRAVEL AND ACCOM - ZONE MEETING OCT 2ND - SHIRE PRESIDENT AND CEO	2,665.00
EFT119565	08/11/2013	TROPICAL PEST CONTROL	REMOVAL OF BEEHIVE FROM POUND KNX	121.00
EFT119566	08/11/2013	TYREPLUS KUNUNURRA	REPLACE TYRE P388	385.00
EFT119567	08/11/2013	UHY HAINES NORTON (WA) PTY LTD	FINAL AUDIT FOR ABORIGINAL COMMUNITY HOUSING KIMBERLEY ZONE.	2,530.00
EFT119568	08/11/2013	VANDERFIELD NORTHWEST PTY LTD	SERVICE P491, SERVICE A/C P482, SERVICE & PARTS P481, PARTS P130	3,836.75
EFT119569	08/11/2013	WA LIBRARY SUPPLIES	PLASTIC BOOK COVERS - LIBRARY KNX	408.00
EFT119570	08/11/2013	WESTBOOKS	BOOKS - LIBRARY KNX	481.38
EFT119571	11/11/2013	A & R WELDING FABRICATION	REPAIR PONTOON AND ROLLER WYNDHAM BOAT PAMP	561.00
EFT119572	11/11/2013	LANDGATE	CLOUD LICENCE AND ACCESS FEES LIBRARY KNX	24,227.50
EFT119573	11/11/2013	STAFF MEMBER	REIMBURSEMENT IN ACCORDANCE WITH EMPLOYMENT CONTRACT	295.33
EFT119574	11/11/2013	THE HOUSE FACTORY	NEW GATE HOUSES LANDFILL KNX & WYN PART PAYMENT	96,543.00
EFT119575	12/11/2013	ARGYLE ENGINEERING	FABRICATE CATTLE GRID - VALENTINE SPRINGS ROAD KNX	19,794.50
EFT119576	12/11/2013	HITACHI CONSTRUCTION MACHINERY	NEW 326D SKID STEER LOADER P136	109,315.60
EFT119577	15/11/2013	KIMBERLEY TAFE CAMPUS - WYNDHAM	CERT 3 IN CHILDRENS SERVICES -WYN CHILDCARE STAFF MEMBER	432.90
EFT119578	15/11/2013	ATO CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	325.72
EFT119579	15/11/2013	AUSRECORD	STATIONERY- ADMIN KNX	1,366.00
EFT119580	15/11/2013	AIRPORT LIGHTING SPECIALISTS	FREQUENCY RESPONSE UNIT & PILOT ACTIVATED LIGHTING - AIRPORT KNX	6,083.00
EFT119581	15/11/2013	AQUATIC WEED HARVESTER AUSTRALIA	PARTS TO REPAIR WEED HARVESTER - P485	6,759.50
EFT119582	15/11/2013	AUST LOCAL GOVERNMENT JOB DIRECTORY	ANNUAL SUBSCRIPTION 2014	852.50
EFT119583	15/11/2013	AUSTRALIAN SERVICES UNION	PAYROLL DEDUCTIONS	244.40
EFT119584	15/11/2013	AUSTRALIAN TAXATION OFFICE - PAYG	PAYROLL DEDUCTIONS	66,697.00
EFT119585	15/11/2013	BOAB REFRIG. AND AIRCOND.	REPAIR AND MAINTENANCE AIRCONDITIONERS - AIRPORT KNX	2,002.00
EFT119586	15/11/2013	BLACKWOODS ATKINS PTY LTD	FLURO LAMP AND PARTS - AIRPORT KNX	54.12
EFT119587	15/11/2013	BUDGET RENT A CAR	CAR HIRE SHIRE PRESIDENT AND CEO - ATTEND ZONE MEETING	196.70
EFT119588	15/11/2013	C & S JOLLY ELECTRICS PTY LTD	REPLACE LEAD AND PLUG NEAR POOL - LEISURE CENTRE KNX	131.40
EFT119589	15/11/2013	CDM HYDRAULICS PTY LTD	HYDRAULIC REPAIRS - TRACKED LOADER - P390	99.00
EFT119590	15/11/2013	CENTURION TRANSPORT	FREIGHT - CLEANING SUPPLIES - AIRPORT KNX	54.35
EFT119591	15/11/2013	CHADSON ENGINEERING	PALINTEST CHLORINE TABLETS - HEALTH KNX	91.08

EFT119592	15/11/2013	CROCODILE SIGNS PTY LTD	SANDWICH BOARD AND SIGNWRITING - WYNDHAM POOL	426.80
EFT119593	15/11/2013	DEVITA'S AUTO ELECTRICS	REGAS AIRCON IN 950H LOADER - P488	1,198.15
EFT119594	15/11/2013	EAST KIMBERLEY HARDWARE	9 KG GAS CYLINDER AND FILL - AIRPORT KNX	116.10
EFT119595	15/11/2013	EAST KIMBERLEY PLUMBING	REPAIR WATER FOUNTAIN IN DEPARTURE LOUNGE - AIRPORT KNX	315.44
EFT119596	15/11/2013	EAST KIMBERLEY REAL ESTATE	WATER CONSUMPTION - 15/07/13-13/09/13 - 5 RATTLEPOD CL KNX	107.72
EFT119597	15/11/2013	ECONOMIC DEVELOPMENT AUSTRALIA LTD	ECONOMIC DEVEL. CONFERENCE 27/10 TO 30/10 - ECON. DEV OFFICER	1,180.00
EFT119598	15/11/2013	EXPRESS VIRTUAL MEETINGS	TELECONFERENCE CHARGES INTERVIEW DIRECTOR CORPORATE SERVICES	377.29
EFT119599	15/11/2013	FIVE RIVERS MAINTENANCE	CLEANING PETER REID MEMORIAL HALL - WYNDHAM	107.25
EFT119600	15/11/2013	STAFF MEMBER	REIMBURSEMENT OF FUEL	318.32
EFT119601	15/11/2013	HITACHI CONSTRUCTION MACHINERY	INJECTOR NOZZLE KIT AND PARTS - P477	1,612.90
EFT119602	15/11/2013	HORIZON POWER - NON ENERGY	STREET LIGHT UPGRADE COTTON TREE AV, ERYTHRINA ST KNX	4,231.00
EFT119603	15/11/2013	IBAC PLUMBING PTY LTD	PLUMB WORKS LEISURE CENTRE KNX, REPAIR SHOWER TAPS 264C RIVERFIG KNX	608.80
EFT119604	15/11/2013	J & C ATKINS CONTRACTING PTY LTD	DELIVER AND INSTALL CATTLE GRID - VALENTINE SPRING RD KNX	18,780.30
EFT119605	15/11/2013	STAFF MEMBER	REIMBRSMNT POSTAGE, FOOD FOR VISITING WRITERS FESTIVAL AUTHOR	144.42
EFT119606	15/11/2013	JSW HOLDINGS PTY LTD	SUPPLY OF AGGREGATE - AIRPORT KNX,	673.20
EFT119607	15/11/2013	JAB INDUSTRIES	REMOVE SPOIL DUMPS MULLIGAN LAGOON RD KNX, CRACKERDUST DEPOT	13,519.00
EFT119608	15/11/2013	KIMBERLEY GREEN CONSTRUCTIONS	BUILD NEW TOILET BLOCK - WYNDHAM OVAL	55,942.54
EFT119609	15/11/2013	KIMBERLEY COMMUNICATIONS	INSTALL 40 CHANNEL RADIO AND PUMP CONNECTIONS - P130	801.00
EFT119610	15/11/2013	KIMBERLEY FIRST NATIONAL REAL ESTATE	WATER USE - 15/07/13-16/09/13 - 38 GARDENIA DRV KNX	75.96
EFT119611	15/11/2013	KIMBERLEY KOOL REFRIG. & AIRCOND.	REPAIR A/C - PETER REID MEM. HALL WYN, REPAIR ICE MACHINE - DEPOT KNX	1,383.80
EFT119612	15/11/2013	KIMBERLEY TRAINING INSTITUTE	D460 CERTIFICATE II - CONSERVATION & LAND MANAGEMENT - STAFF MEMEBERS	1,974.45
EFT119613	15/11/2013	KIMBERLEY TREE SERVICES PTY LTD	TREE REMOVAL FROM POOL AREA - KNX LEISURE CENTRE	330.00
EFT119614	15/11/2013	KUNUNURRA DISTRICT HIGH SCHOOL	PHOTOCOPIER CHARGES - SEP 13	73.71
EFT119615	15/11/2013	KUNUNURRA SECURITY SERVICE	SECURITY COSTS - ADMIN OFFICE KNX	154.00
EFT119616	15/11/2013	L.G.R.C.E.U	PAYROLL DEDUCTIONS	19.40
EFT119617	15/11/2013	LANGFORD MACHINERY PTY LTD	REPAIR CLUTCH AND SERVICE A/C P351	4,592.00
EFT119618	15/11/2013	LAPPY'S SERVICE CENTRE	100 K SERVICES P379, REMOVE UHF AND FESA RADIO P371	621.49
EFT119619	15/11/2013	STAFF MEMBER	REIMBURSEMENT - WORKING WITH CHILDREN CHECK & POLICE CLEARANCE	117.50
EFT119620	15/11/2013	STAFF MEMBER	REIMBURSE. - CATERING SCHOOL HOLIDAY PROGRAM - WYN YOUTH SERVICES	150.00
EFT119621	15/11/2013	MAXXIA	PAYROLL DEDUCTIONS	5,381.60
EFT119622	15/11/2013	METALAND KUNUNURRA	STAINLESS STEEL SHEETS - AIRPORT KNX	291.91
EFT119623	15/11/2013	MOMAR AUSTRALIA PTY LTD	CLEANING AND LUBRICATING CHEMICALS - ADMIN KNX	919.55
EFT119624	15/11/2013	NOLAN.UDA	SUPPLY CARPETED WALL TILES - FITOUT - ADMIN OFFICE - KNX	4,191.80
EFT119625	15/11/2013	NYTROWORX	REPAIRS LEISURE CENTRE KNX, REPAIRS SHIRE AND CHILDCARE OFFICE WYN	2,288.00

EFT119626	15/11/2013	ORD RIVER ELECTRICS	SUPPLY AND INSTALL REGULATOR FOR BEACON - AIRPORT KNX	2,378.48
EFT119627	15/11/2013	OFFICE NATIONAL KUNUNURRA	PAPER FOR BALLOT PAPERS - COUNCIL ELECTIONS KNX	27.01
EFT119628	15/11/2013	OLLIE'S IRRIGATIONS & PLUMBING SUPPLIES	HUNTER SPRINKLERS - RETICULATION MAINTENANCE - KNX	354.75
EFT119629	15/11/2013	ORD RIVER CONTRACTING	REPAIRS AND MAINTENANCE KALUMBURU ROAD	225,403.20
EFT119630	15/11/2013	ORD VALLEY FENCING & PRESSURE CLEANING	INSTALL 1KM OF 1800 CHAIN MESH FENCE LANDFILL KNX	7,000.00
EFT119631	15/11/2013	PIVOTEL	SATELLITE PHONES COSTS - SEP/OCT 13	135.35
EFT119632	15/11/2013	STAFF MEMBER	STAFF HOUSING KNX - ELECTRICAL	21.88
EFT119633	15/11/2013	PRIME SUPER	SUPERANNUATION CONTRIBUTIONS	177.40
EFT119634	15/11/2013	QUICK CORPORATE AUSTRALIA	STATIONERY ORDER - OCT 13 - ADMIN KNX	797.62
EFT119635	15/11/2013	RNR CONTRACTING	1 POD OF EMULSION (1000) LITRES - AIRPORT KNX	2,596.00
EFT119636	15/11/2013	SJR CIVIL CONSULTING PTY LTD	IRONWOOD ROAD DRAINAGE -IVANHOE CARAVAN PARK	1,540.00
EFT119637	15/11/2013	ST JOHN AMBULANCE	SENIOR FIRST AID COURSE 26-27/10/13 - YOUTH CENTRE STAFF MEMBER	249.00
EFT119638	15/11/2013	TENSENS CLEANING SUPPLIES	SANITATION GOODS - LEISURE CENTRE KNX	504.06
EFT119639	15/11/2013	THE KIMBERLEY GRANDE	VOLUNTEER WORKSHOP CATERING - KNX	225.00
EFT119640	15/11/2013	THORLEY'S STORE - WYNDHAM	SUPPLY GAS BOTTLES, KEYS CUT - WYN POOL	112.50
EFT119641	15/11/2013	TOP END MOTORS	REPAIR & REWIRING TRAILER - P377	1,408.14
EFT119642	15/11/2013	TOWN AND COUNTRY DIESEL SERVICES	REPLACE INJECTORS ON 670G GRADER - P477	2,002.00
EFT119643	15/11/2013	TRAVELWORLD KUNUNURRA	FLIGHTS, MEALS, ACCOM - STAFF TRAINING AND RECRUITMENT - VARIOUS	17,478.00
EFT119644	15/11/2013	TROPICAL PEST CONTROL	PESTICIDE SPRAY TREATMENT - DEPOT, ADMIN,TERMINAL - AIRPORT KNX	968.00
EFT119645	15/11/2013	TYREPLUS KUNUNURRA	FIT 5 NEW TYRES TO 4 VEHICLES	5,250.00
EFT119646	15/11/2013	VORGEE PTY LTD	GOGGLES FOR RESALE - KUNUNURRA LEISURE CENTRE	816.20
EFT119647	15/11/2013	WA LIBRARY SUPPLIES	STATIONERY FOR LIBRARY - LIBRARY KNX	296.10
EFT119648	15/11/2013	WA LOCAL GOVERNMENT SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	30,307.91
EFT119649	15/11/2013	WESTBOOKS	BOOK PURCHASES - LIBRARY KNX	41.19
EFT119650	15/11/2013	WESTRAC EQUIPMENT PTY LTD	FUEL CAP REPLACEMENT PLUS FREIGHT - P390	214.16
EFT119651	15/11/2013	WYNDHAM EXCAVATIONS	HIRE OF ROLLER TO CONSTRUCT DONGA PAD AND ROLL TIP ROAD - LANDFILL WYN	385.00
EFT119652	15/11/2013	WESTERN AUST. TREASURY CORPORATION	LOAN REPAYMENTS - LOAN NO. 123, 123A, 124, 124A	177,462.58
EFT119653	15/11/2013	WYNDHAM PLUMBING & GAS PTY LTD	CLEAR SEWER LINES AT PETER REID MEMORIAL HALL - WYN	577.50
EFT119654	19/11/2013	AUSTRALIA POST	POSTAGE AND STATIONERY PURCHASES - SEP 13	904.01
EFT119655	19/11/2013	GUERINONI & SONS	RETAINING WALL WATERLILY PLACE - NEW STAFF HOUSING KNX	129,228.00
EFT119656	19/11/2013	HORIZON POWER	RELOCATION OF HORIZON POWER ASSETS - COOLIBAH DRIVE KNX	29,129.14
EFT119657	19/11/2013	KIMBERLEY MARKETING - CASH AND CARRY	ICECREAMS FOR RESALE LEISURE CENTRE KNX	1,123.65
EFT119658	20/11/2013	ORD RIVER MAGPIES FOOTBALL CLUB	HIRE OF FACILITIES - 22ND NOVEMBER 2013 - STAFF XMAS PARTY 2013	300.00
EFT119659	22/11/2013	ASK WASTE MANAGEMENT	LANDFILL LICENCE APPLICATION - NEW LANDFILL SITE - KNX	387.20

EFT119660	22/11/2013	ALLGEAR MOTORCYCLES AND SMALL ENGINES	NEW - UMK435 BRUSHCUTTER - DEPOT - KNX	739.00
EFT119661	22/11/2013	BEST KIMBERLEY COMPUTING	PRINTING SUPPLIES - LEISURE CENTRE KNX	1,009.96
EFT119662	22/11/2013	STAFF MEMBER	REIMBURSEMENT - CATERING	12.86
EFT119663	22/11/2013	JAB INDUSTRIES	HIRE OF EXCAVATOR - DRAINS IRONWOOD DR KNX	11,858.00
EFT119664	22/11/2013	STAFF MEMBER	WATER SUBSIDY ALLOCATION - 15/07/13-16/09/13	168.48
EFT119665	22/11/2013	STAFF MEMBER	REIMBURSEMENT OF EXPENSES - EK @ 25 WORKSHOP PERTH	203.37
EFT119666	22/11/2013	KARLA JANE MACDONALD	ENTERTAINMENT - 2013 CHRISTMAS PARTY 22/11/13 2HRS	600.00
EFT119667	22/11/2013	KIMBERLEY KOOL REFRIG. & AIRCOND.	SERVICE AIRCONDITIONERS - AIRPORT KNX	5,313.00
EFT119668	22/11/2013	KIMBERLEY PUMPING SERVICE	SUPPLY AND FIT SEALS - LAKESIDE PUMP KNX	479.60
EFT119669	22/11/2013	LAPPY'S SERVICE CENTRE	SERVICE - P473, SERVICE - P121	690.78
EFT119670	22/11/2013	STAFF MEMBER	REIMBURSEMENT - STORAGE TUBS FOR ELECTION POLLING PLACES	36.00
EFT119671	22/11/2013	MOTOR WORKZ	FABRICATE STAINLESS STEEL TROLLEY BAY TUBING - AIRPORT KNX	635.00
EFT119672	22/11/2013	ORD FUEL SUPPLIES	DIESEL AND GREASE - DEPOT KNX	12,245.94
EFT119673	22/11/2013	THE CANVAS SHED	DEPOSIT -SHADE SAILS FOR TERMINAL BUILDING - AIRPORT KNX	2,108.50
EFT119674	29/11/2013	AMPAC DEBT RECOVERY (WA) PTY LTD	DEBT RECOVERY COSTS - RATES - OCT 13	41,211.99
EFT119675	29/11/2013	ATO CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	325.72
EFT119676	29/11/2013	AUSFUEL	FUEL COSTS - OCT 13 - MINOR PLANT DEPT KNX, P116, P113	998.82
EFT119677	29/11/2013	ACE CORPORATE APPAREL	UNIFORM SHIRTS - AIRPORT KNX	533.67
EFT119678	29/11/2013	AUSTRALIAN SERVICES UNION	PAYROLL DEDUCTIONS	244.40
EFT119679	29/11/2013	AUSTRALIAN TAXATION OFFICE - PAYG	PAYROLL DEDUCTIONS	66,115.00
EFT119680	29/11/2013	STAFF MEMBER	REIMBURSEMENT OF EXCESS BAGGAGE COST 01/08/13 FOR PREVIOUS DCS	150.00
EFT119681	29/11/2013	EAST KIMBERLEY HARDWARE	VARIOUS MINOR HARDWARE ITEMS - OCT 13 - KNX	799.50
EFT119682	29/11/2013	IT VISION ITV	DIY PROGRAM ATO REPORTING - FINANCE	550.00
EFT119683	29/11/2013	STAFF MEMBER	REIM. TAXI,ACCOM - MOSQUITO TRAINING 20/10/13-26/10/13 - EHO	693.03
EFT119684	29/11/2013	L.G.R.C.E.U	PAYROLL DEDUCTIONS	19.40
EFT119685	29/11/2013	LANGFORD MACHINERY PTY LTD	REPAIRS P382	165.00
EFT119686	29/11/2013	LANDGATE	LAND ENQUIRIES - GROSS RENTAL VALUATIONS/MINING TENEMENTS	1,948.05
EFT119687	29/11/2013	MAXXIA	PAYROLL DEDUCTIONS	5,788.61
EFT119688	29/11/2013	ORICA AUSTRALIA PTY LTD	STORAGE AND HANDLING OF CHLORINE GAS CYLINDERS - WYN & KNX	449.78
EFT119689	29/11/2013	OLLIE'S IRRIGATIONS & PLUMBING SUPPLIES	VARIOUS MINOR IRRIGATION ITEMS - OCT 13 - KNX	250.18
EFT119690	29/11/2013	STAFF MEMBER	REIM. MEALS, ACCOM, FUEL, ICT TRAINING - 5/9/13-20/9/13	1,232.50
EFT119691	29/11/2013	STAFF MEMBER	REIM. MEALS, ACCOM - MANAGEMENT TRAINING - 24/9/13-4/10/13	568.92
EFT119692	29/11/2013	TNT AUSTRALIA PTY LIMITED	FREIGHT - HEALTH AND ADMIN KNX	1,045.81
EFT119693	29/11/2013	TOLL EXPRESS	FREIGHT - OFFICE SUPPLIES - ADMIN KNX	334.83

EFT119694	29/11/2013	THE HOUSE FACTORY	NEW GATE HOUSES WYN AND KNX LANDFILL SITES FINAL PAYMENT	34,890.47
EFT119695	29/11/2013	UHY HAINES NORTON (WA) PTY LTD	FBT CAR AND ENTERTAINMANT WEBINAR 21/11/13	220.00
			TOTAL MUNI EFT PAYMENTS	**2,055,373.25**

CHQ/EFT	**DATE**	**NAME**	**DESCRIPTION**	**AMOUNT**
42416	03/11/2013	AMP LIFE LTD	SUPERANNUATION CONTRIBUTIONS	402.66
42417	03/11/2013	AUSTRALIAN SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	1,491.41
42418	03/11/2013	BT LIFETIME PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	266.55
42419	03/11/2013	CASH - PETTY CASH KNX AIRPORT	2 X SUNBLOCK, ID PHOTOS, ULP FUEL - AIRPORT - KNX	99.95
42420	03/11/2013	CBUS SUPERANUATION	SUPERANNUATION CONTRIBUTIONS	174.58
42421	03/11/2013	COLONIAL FIRST STATE	SUPERANNUATION CONTRIBUTIONS	267.22
42422	03/11/2013	GESB SUPER	SUPERANNUATION CONTRIBUTIONS	157.87
42423	03/11/2013	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	204.25
42424	03/11/2013	LOCAL GOVERNMENT SUPER	SUPERANNUATION CONTRIBUTIONS	492.98
42425	03/11/2013	MLC MASTERKEY PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	647.41
42426	03/11/2013	MLC NOMINEES PTY LTD	SUPERANNUATION CONTRIBUTIONS	744.96
42427	03/11/2013	REST SUPER	SUPERANNUATION CONTRIBUTIONS	207.66
42428	03/11/2013	WESTSCHEME	SUPERANNUATION CONTRIBUTIONS	397.38
42429	03/11/2013	SEAFARERS RETIREMENT FUND	SUPERANNUATION CONTRIBUTIONS	208.70
42430	03/11/2013	SHIRE OF WYNDHAM EAST KIMBERLEY	PAYROLL DEDUCTIONS	70.00
42431	03/11/2013	SUNSUPER	SUPERANNUATION CONTRIBUTIONS	442.59
42432	03/11/2013	TELSTRA	MOBILE PHONE CHARGES SEPTEMBER 13	3,696.96
42433	03/11/2013	THE TRUSTEE FOR HEADING SUPER FUND	SUPERANNUATION CONTRIBUTIONS	453.60
42434	03/11/2013	UNISUPER	SUPERANNUATION CONTRIBUTIONS	148.06
42435	03/11/2013	VISION SUPER	SUPERANNUATION CONTRIBUTIONS	3,878.92
42436	07/11/2013	BROOKE THOMAS	CROSS OVER CONTRIBUTION	732.50
42437	07/11/2013	DEPARTMENT OF TRANSPORT	REGISTRATION - P473 - EXPIRES: 30/11/2014	263.05
42438	07/11/2013	HORIZON POWER	ELEC INCL: STREET LGHTNG SEP, KNX OFFICE, KNX ARPRT, WYN POOL 25/7-15/10	68,006.67
42439	07/11/2013	SHIRE OF WYNDHAM EAST KIMBERLEY	FOOD BUSINESS HEALTH LICENCE WYNDHAM CHILDCARE CARE - MEDIUM RISK	266.00
42440	07/11/2013	WATER CORPORATION	WATER - WYNDHAM POOL, KNX AIRPORT - 29/7-25/9/13	9,877.27
42441	11/11/2013	HORIZON POWER	ELECTRICITY - KONKERBERRY DR RETICULATION KNX: 10/8/13 - 10/10/13	50.84
42442-454		CHEQUES DAMAGED - NOT USED	CHEQUES DAMAGED - NOT USED	-
42455	14/11/2013	AMP LIFE LTD	SUPERANNUATION CONTRIBUTIONS	469.48
42456	14/11/2013	AUSTRALIAN SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	1,470.49

42457	14/11/2013	BT LIFETIME PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	266.66
42458	14/11/2013	COLONIAL FIRST STATE	SUPERANNUATION CONTRIBUTIONS	239.67
42459	14/11/2013	GESB SUPER	SUPERANNUATION CONTRIBUTIONS	147.04
42460	14/11/2013	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	382.16
42461	14/11/2013	LOCAL GOVERNMENT SUPER	SUPERANNUATION CONTRIBUTIONS	492.98
42462	14/11/2013	MLC MASTERKEY PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	645.82
42463	14/11/2013	MLC NOMINEES PTY LTD	SUPERANNUATION CONTRIBUTIONS	532.56
42464	14/11/2013	REST SUPER	SUPERANNUATION CONTRIBUTIONS	207.66
42465	14/11/2013	SEAFARERS RETIREMENT FUND	SUPERANNUATION CONTRIBUTIONS	204.07
42466	14/11/2013	SHIRE OF WYNDHAM EAST KIMBERLEY	PAYROLL DEDUCTIONS	70.00
42467	14/11/2013	SUNSUPER	SUPERANNUATION CONTRIBUTIONS	553.31
42468	14/11/2013	THE TRUSTEE FOR HEADING SUPER FUND	SUPERANNUATION CONTRIBUTIONS	455.82
42469	14/11/2013	UNISUPER	SUPERANNUATION CONTRIBUTIONS	148.06
42470	14/11/2013	VISION SUPER	SUPERANNUATION CONTRIBUTIONS	3,804.23
42471	14/11/2013	WESTSCHEME	SUPERANNUATION CONTRIBUTIONS	507.87
42472	14/11/2013	WATER CORPORATION SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	11.18
42473	19/11/2013	AUSTRALIAN SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	160.14
42474	19/11/2013	CASH - PETTY CASH KNX OFFICE	FOOD ITEMS - HEALTH CHECK STORES/YOUTH HUB SUPPLIES/CATERING	205.40
42475	19/11/2013	QUEENIE KELLY	KDHS SENIOR SCHOOL AWARDS SWEK CITIZENSHIP AWARD 2013	300.00
42476	22/11/2013	AVIATION ID AUSTRALIA PTY LTD	ASIC CARD - BRIAN SARGENT - AIRPORT KNX	216.00
42477	22/11/2013	CASH - FLOAT CASH WYNDHAM LANDFILL	CASHFLOAT - WYNDHAM TIP GATE HOUSE	200.00
42478	29/11/2013	AUSTRALIAN SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	1,475.25
42479	29/11/2013	BT LIFETIME PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	266.55
42480	29/11/2013	CHEQUE PRINTERS WA	DESIGN & PRINT NEW CHEQUES FOR MUNI AND TRUST ACCOUNTS	1,342.00
42481	29/11/2013	COLONIAL FIRST STATE	SUPERANNUATION CONTRIBUTIONS	213.26
42482	29/11/2013	DEPARTMENT OF TRANSPORT	ANNUAL VEHICLE REGISTRATION - P362 WY13133 EXPIRY DATE: 26/11/2014	50.05
42483	29/11/2013	HORIZON POWER	ELECTRICITY - IVANHOE PUMP: 3/9/13-30/10/13, STAFF HSING 27/6/13-22/8/13	4,424.51
42484	29/11/2013	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	303.71
42485	29/11/2013	LOCAL GOVERNMENT SUPER	SUPERANNUATION CONTRIBUTIONS	492.98
42486	29/11/2013	MLC MASTERKEY PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	650.52
42487	29/11/2013	MLC NOMINEES PTY LTD	SUPERANNUATION CONTRIBUTIONS	466.26
42488	29/11/2013	REST SUPER	SUPERANNUATION CONTRIBUTIONS	207.66
42489	29/11/2013	SEAFARERS RETIREMENT FUND	SUPERANNUATION CONTRIBUTIONS	182.90
42490	29/11/2013	SHIRE OF WYNDHAM EAST KIMBERLEY	PAYROLL DEDUCTIONS	70.00

42491	29/11/2013	SUNSUPER	SUPERANNUATION CONTRIBUTIONS	638.70
42492	29/11/2013	TELSTRA	EXECUTIVE LANDLINE COSTS - OCTOBER 13	728.77
42493	29/11/2013	THE TRUSTEE FOR HEADING SUPER FUND	SUPERANNUATION CONTRIBUTIONS	452.58
42494	29/11/2013	UNISUPER	SUPERANNUATION CONTRIBUTIONS	148.06
42495	29/11/2013	VISION SUPER	SUPERANNUATION CONTRIBUTIONS	3,804.23
42496	29/11/2013	WESTSCHEME	SUPERANNUATION CONTRIBUTIONS	601.24
42497	29/11/2013	WATER CORPORATION	WATER USE CEMETERY KNX 6/9/13 - 7/11/13	1,133.45
			TOTAL MUNI CHEQUE PAYMENTS	**122,993.32**

CHQ/EFT	**DATE**	**NAME**	**DESCRIPTION**	**AMOUNT**
542	07/11/2013	JANE COOPER	BOND REFUND KLC HALL HIRE 23/8/13	250.00
			TOTAL TRUST CHEQUE PAYMENTS	**250.00**

CHQ/EFT	**DATE**	**NAME**	**DESCRIPTION**	**AMOUNT**
500599	01/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 1/11/13	250.55
500600	04/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 4/11/13	85.70
500601	05/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 5/11/13	1,256.70
500602	06/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 6/11/13	483.60
500603	07/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 7/11/13	535.35
500604	08/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 8/11/13	1,837.60
500605	11/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 11/11/13	1,973.60
500606	12/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 12/11/13	370.05
500607	13/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 13/11/13	339.35
500608	14/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 14/11/13	422.25
500609	15/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 15/11/13	312.60
500610	18/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 18/11/13	243.90
500611	19/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 19/11/13	528.90
500612	20/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 20/11/13	837.20
500613	21/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 21/11/13	370.90
500614	22/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 22/11/13	675.70
500615	25/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 25/11/13	1,169.80
500616	26/11/2013	TRUST DPI CLEARING	TRANSPORT CLEARING 26/11/13	821.05
			TOTAL TRUST EFT PAYMENTS	**12,514.80**

CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
	13/11/2013	PAYROLL	PAYROLL	220,407.21
	27/11/2013	PAYROLL	PAYROLL	220,733.36
			TOTAL PAYROLL PAYMENTS	**441,140.57**

CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
	1/11/2013	DIRECT DEBIT	FEE - BPAY	176.72
	1/11/2013	DIRECT DEBIT	LEASE COSTS - 11 KWINANA STREET WYNDHAM	1,441.00
	11/11/2013	DIRECT DEBIT	LEASE COSTS - 5 RATTLEPOD CLOSE KUNUNURRA	2,946.66
	11/11/2013	DIRECT DEBIT	LEASE COSTS - 38 GARDENIA DRIVE KUNUNURRA	3,606.55
	12/11/2013	DIRECT DEBIT	LEASE COSTS - 9B PLUM COURT KUNUNURRA	1,380.50
	15/11/2013	DIRECT DEBIT	VEHICLE LEASE - SG FLEET AUSTRALIA	1,036.20
	18/11/2013	DIRECT DEBIT	LEASE COSTS - 1/25 KONKERBERRY DRIVE KUNUNURRA	3,141.66
	20/11/2013	DIRECT DEBIT	MASTERCARD PAYMENT	9,906.89
	26/11/2013	DIRECT DEBIT	LEASE COSTS - 9B PLUM COURT KUNUNURRA	1,380.50
	27/11/2013	DIRECT DEBIT	LEASE COSTS 17/33 KONKERBERRY DRIVE KUNUNURRA	2,253.33
	28/11/2013	DIRECT DEBIT	LEASE COSTS - LOT 2433 (REAR) 60 COOLIBAH DRIVE KUNUNURRA	2,383.33
	29/11/2013	DIRECT DEBIT	LEASE COSTS 16/33 KONKERBERRY DRIVE KUNUNURRA	2,253.33
	29/11/2013	DIRECT DEBIT	BANK FEES	306.64
			TOTAL DIRECT DEBIT PAYMENTS	**32,213.31**

13.3 INFRASTRUCTURE

13.3.1 Domestic Animal Management Plan

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Kevin Hannagan, Director Infrastructure
REPORTING OFFICER:	Kevin Hannagan, Director Infrastructure
FILE NO:	LE.10.3

PURPOSE

The purpose of the Domestic Management Plan is to set out the arrangement that the Shire has in place to help manage domestic animals and work towards improved animal management in our municipality.

BACKGROUND

As a result of community concern and increased numbers of unregistered animals, the Shire is introducing a Domestic Animals Plan. There is currently no plan that encourages or promotes responsible pet ownership within the Shire.

The Plan will have a significant impact on the individual pet owners' responsibilities, including the manner in which cats and dogs have to be housed and controlled.
The Domestic Animal Plan will also cover compulsory registration of all dogs over three (3) months of age and cats over six (6) months of age.

This plan has been compiled to provide both staff and the community a basis for the responsible keeping of domestic animals, and the requirement for enabling this.

STATUTORY IMPLICATIONS

The Shire of Wyndham East Kimberley is required to provide an animal management service to ensure that animals do not degrade the amenity and community safety of the municipality. The Shire is required to respond to customer requests and complaints, and provide enforcement of the relevant Acts, Regulations and Local Laws.

In doing so, Council must comply with the following:

1. Dog Act 1976
2. Animal Welfare Act 2002
3. Infringements Act 2005
4. Local Laws Act 2003
5. Cat Act 2011

Guidelines and Standards applicable to the required service include:

Code of Practice for Animal Welfare.

POLICY IMPLICATIONS

No policy implications apply in the preparation of this report.

FINANCIAL IMPLICATIONS

It is planned to attempt to increase the number of registered animals in the Shire using a variety of different available methods and attempt to focus on the new cat registrations. This will increase the revenue available to implement recommendations stated in the Domestic Animal Management Plan.

COMMUNITY CONSULTATION

The plan will be made available to the public.

COMMENT

The Plan is to support and facilitate the benefits of animal ownership and companionship on the health and wellbeing of residents and the education of residents in ensuring that accepted standards of animal welfare are maintained including the care, feeding and physical wellbeing of domestic animals. Also to manage nuisance complaints about animals that may affect neighbouring residents, ensuring that the keeping of domestic animals does not compromise accepted standards of public health.

The Domestic Animal Management Plan will set out a method for evaluating whether the animal control services provided by the Shire is adequate to give effect to the requirements of this Plan.

The Plan will outline programs for the training of authorised offices to ensure that they can properly administer and enforce the requirements of this Plan in the Shire's Municipal District. It will outline programs, services and strategies which the Shire intends to pursue such as promote and encourage the responsible ownership of dogs and cats. Ensure that people comply with all Acts, Regulations and any related legislation. Minimise the risk of attacks by dogs on people and animals. Address any over population and high euthanasia rates for dogs and cats. Encourage the registration and identification of dogs and cats and minimise the potential for dogs and cats to create a nuisance.

Effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in the district and to ensure that those dogs are kept in compliance with the Acts and the Regulations. Provide for the review of existing orders made under the Acts and local laws dealing with the management of dogs and cats are desirable. Provide for the review of any other matters related to the management of dogs and cats in the Shire that it thinks necessary, for example dog exercise areas. Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.

Animal registration fees are legislated to provide funding for any animal management programs therefore registration is an important function of animal management. It is noted that cost of compliance with legislation is well in excess of actual fees received by the Shire and the service is therefore subsidised by general ratepayer funds.

Identification of animals is also critical in investigating complaints.

ATTACHMENTS

Attachment 1 – Domestic Animal Management Plan

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council:

1. Adopts the attached Domestic Animal Management Plan, and
2. Makes copies of the document publicly available.

COUNCIL DECISION

Minute No. 10270

Moved: Cr S Cooke
Seconded: Cr G Taylor

That Council:

1. **Adopts the attached Domestic Animal Management Plan, and**
2. **Makes copies of the document publicly available.**

Carried Unanimously 8/0

SHIRE OF WYNDHAM | EAST KIMBERLEY

Domestic Animal Management Plan

The Shire Wyndham East Kimberley recognize that companion animals play an important role in today's society and want people to enjoy them, be it for companionship, work, entertainment or sport.

Pets that are well managed cause few problems and rarely come to the attention of the Shire. Unfortunately, it is when animals are acquired with little forethought or for the wrong reasons or when they are left unsupervised, problems occur.

As a result of community concern the Shire is introducing a Domestic Animals Plan. The Plan will have a significant impact on the individual pet owners' responsibilities, including the manner in which cats and dogs have to be housed and controlled. The Domestic Animals Plan will also cover compulsory registration of all dogs over three (3) months of age and cats over six (6) months of age.

The Cat Act 2011 is due for implementation with all cats now required to be registered as of November 1st 2013. The Act is designed to provide for the control and management of cats, and to promote and encourage the responsible ownership of cats and for related matters.

Thankfully the image of 'the dog catcher' has gone forever and in its place we have Rangers whose task is to provide advice, education and assistance and where necessary enforcement of the Acts. Our Rangers will work towards the goal of where it will be rare to see a dog unaccompanied on our streets. Residents are urged to assist officers by confining stray animals for collection, in the knowledge they will be humanely treated and wherever possible returned to their owners or rehoused to a good home.

While the Shire has been given the responsibility of administrating the Plan it recognizes the need to promote responsible pet ownership and to provide programs that allow for changes in community standards. This plan is a base from which the Shire can take the next step by accommodating change, planning for the provision of resources and to provide animal services and programs in the future.

Most importantly the goal of this plan is to achieve a balance between meeting the needs of pet owners and the needs and expectations of others in the community.

Domestic Animal Management Plans

The Shire will prepare a domestic animal management plan as followed:

In consultation the relevant Authorities and the community, prepare a domestic animal management plan and review every four years.

The Domestic Animal Management Plan will:

a. Set out a method for evaluating whether the animal control services provided by the Shire is adequate to give effect to the requirements of this Plan;
b. Outline programs for the training of authorized offices to ensure that they can properly administer and enforce the requirements of this Plan in the Shire's Municipal District;
c. Outline programs, services and strategies which the Shire intends to pursue;
    - To promote and encourage the responsible ownership of dogs and cats;
    - To ensure that people comply with all Acts, Regulations and any related legislation;
    - To minimize the risk of attacks by dogs on people and animals;
    - To address any over population and high euthanasia rates for dogs and cats;
    - To encourage the registration and identification of dogs and cats;
    - To minimize the potential for dogs and cats to create a nuisance;
    - To effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in the district and to ensure that those dogs are kept in compliance with the Acts and the regulations;
    - Provide for the review of existing orders made under the Acts and local laws dealing with the management of dogs and cats are desirable;
    - Provide for the review of any other matters related to the management of dogs and cats in the Shire that it thinks necessary, e.g. dog exercise areas; and
    - Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.

Statutory Compliance

The Shire Wyndham East Kimberley is required to provide an animal management service to ensure that animals do not degrade the amenity and community safety of the municipality. The Shire is required to respond to customer requests and complaints, and provide enforcement of the relevant Acts, Regulations and Local Laws. In doing so, Council must comply with the following:

1. Dog Act 1976
2. Animal Welfare Act 2002
3. Infringements Act 2005
4. Local Laws Act 2003
5. Cat Act 2011

Guidelines and Standards applicable to the required service include:

1. Code of Practice for Animal Welfare

Animal Management Staffing and Structure

Shire Structure

Chief Executive Officer

Director Infrastructure Services

Emergency and Regulatory Services Coordinator

Rangers

Animal management duties are undertaken by three (3) full time Rangers.

Demographic and City Profile Context

The Domestic Animals Plan establishes a framework on the Shire to prepare, implement and annually report on its Domestic Animal Management Plan. This Plan has been prepared in consultation with Councillors, Council Officers and the community and seeks to balance the competing needs of animal owners, the broader community and the animals that share people's lives. The Shire also recognises the positive health and wellbeing outcomes that arise from pet ownership.

Demographic and City Profile

The Shire of Wyndham East Kimberley is the local government responsible for the towns of Kununurra and Wyndham.

The Shire covers 121,000 km^2 and is one of the four (4) local governments in the Kimberley Region. We have one of the oldest (Wyndham) and one of the newest (Kununurra) towns in Western Australia. Add to that the largest producing diamond mine in the world, some of the most culturally rich landscapes on earth along with farmers who can sow and harvest a crop without a single drop of rain falling.

The East Kimberley hosted the 'Faraway Downs' location shoot for the Baz Luhrmann film *Australia*, proudly claiming to be the real home of *Australia!*

Kununurra is the north eastern gateway to the Kimberley, which encompasses about 420,000 kilometres of timeless landscapes and diverse land uses.

Kununurra

Kununurra was formed in the early 1960's to service the construction of the Ord Irrigation Scheme. The town has seen the transformation of ancient river plains into one of the most diverse and productive agricultural areas in Australia. Harnessing the mighty Ord River opened up the area to horticulture, aquaculture, eco-tourism and agri-tourism.

From its beginnings as a service town for workers, Kununurra has grown to a population of about 6,000 people out of a total Shire Population in the vicinity of 7,300.

Wyndham

Wyndham is the second largest town in the Shire and is the most northern town in Western Australia. The population of Wyndham stands at 800 today, but was once a bustling town, with the arrival of news of gold discoveries at Halls Creek. The Wyndham Port was first established at the base of the Bastion in the 1880's and named after Lady Broome's son, Wyndham. The Port was a boon to pastoralists in the East Kimberley and today it provides for the state ship service MV Kimberley Rose, the importing of diesel and ammonium nitrate as well as the export of live cattle and nickel.

Wyndham, like Kununurra, is surrounded by cliff and gorge country and has five (5) rivers flowing into the Cambridge Gulf. The Cambridge Gulf is a massive waterway providing access to recreational mariners and commercial fishing operators with entry points into five (5) rivers, being the Pentecost, Forrest, and King, Durack and Ord Rivers as well as numerous creeks.

Purpose of the Domestic Animal Management Plan

The purpose of the Domestic Animal Management Plan is to set out the arrangement that the Shire has in place to help manage domestic animals and work towards improved animal management in our municipality.

The aim of this Plan is to:

1. Support and facilitate the benefits of animal ownership and companionship on the health and wellbeing of residents;
2. Education residents in ensuring that accepted standards of animal welfare are maintained including the care, feeding and physical wellbeing of domestic animals;
3. Manage nuisance complaints about animals that may affect neighboring residents;
4. Ensure that the keeping of domestic animals does not compromise accepted standards of public health.

Program / Service	Service Level
Identification and registration of dogs and cats	Registration renewals sent October annually (21 days prior to 1st November)
Enforcement of registration requirements	Regular reminders advertised in local newspaper; Reminder notices and doorknock inspection

	campaigns conducted annually
Investigations of nuisance animal complaints	Initial response within 48 hours; Report on nuisance type complaints per annum.
Investigation of dog attached and dangerous / menacing dog complaints	Within 30 minutes
Dogs wandering at large	Within 30 minutes if considered an emergency; Within 1 hour If in town boundary
Barking dog investigations	Commence within four (4) business days
Collection of animals from Pound	Rangers deliver to owners within 24 hours
Micro chipping program for cats and dogs	Micro Chipping sessions with local Veterinarians
Promotion of responsible animal ownership	Media releases through Council newsletter and local paper
Dog Trapping	Dog trap cages available after deposit fee
Cat Trapping	Cat trap cages available after deposit fee
Customer Service	Ongoing updates throughout the year and attendance to Customer Service Team Meeting to keep informed of new processes

Section 1 – Training of Authorised Officers

The Shire of Wyndham East Kimberley recognises that people are its greatest assets and that improved performance and customer service will only occur with intensive training and development of staff. The Shire is committed to providing an ongoing development program so that staff can develop to their full potential.

It is critical that all staff involved in animal management have the knowledge and skills necessary to carry out their work and have the necessary authorisations and delegations.

Future Plans

Objective 1: To ensure all staff involved in Animal Management have the knowledge and expertise to carry out their duties and functions of Council

Activity	Responsible Officer	When	Evaluation
Conduct annual performance reviews and identify further training needs for individual officers	Coordinator	Annually	Performance Review

Objection 2: To successfully induct and performance manage new staff

Activity	Responsible Officer	When	Evaluation
Establish and communicate performance standards	Coordinator	Ongoing	Performance Review
Monitor Performance and provide guidance to employee where needed	Coordinator	Ongoing	Performance Management

Summary

Identifying and registering domestic animals is seen as the cornerstone of a successful animal management program.

Animal registration fees provide the majority of funding for animal management programs therefore registration is an important function of animal management. Identification of animals is also critical in investigating complaints.

It is planned to attempt to decrease the numbers of unregistered animals in the Shire using a variety of different available methods and attempt to focus on the new cat registrations. Different methods will be trialled to determine what activity performs best.

Current Situation – Our current data

The Shire currently only has a register of dogs only, due to the fact that Cats will only be required to be registered from November 2013.

	SWEK Data
Number of registered dogs	812
De sexed dogs registered	472
Entire Dogs registered	340
Number of Registered Cats	0
De Sexed cats registered	0
Entire cats registered	0

Our current Orders, Shire Policies and Procedures

Fixed reduced registration fee (de sexed and micro chipped) have been currently set for this financial year. This fee will be reviewed and adjusted accordingly in line with the Shire's future fees and charges.

Current Activities

1. Provide for online registration / renewal
2. Promote the benefits of registration and identification, being able to reunite a lost animal with its owner and other services provided
3. Use the Shire's website to provide information to residents on registration
4. In conjunction with local vets provide subsidized de-sexing to appropriate owners, and to encourage appropriate de-sexing by other owners
5. Conduct random door knocking across the municipality each year to check for unregistered and unidentified cats and dogs
6. To conduct a door knock for pet owners that failed to renew registrations
7. Conduct micro chipping days in conjunction with the local Veterinarian
8. Distribute registration and identification brochures, fact sheets and other material to pet owners
9. Issue registration renewal notices annually and perform follow up to nonrenewal with additional letter, contact owner, face to face visit (targeted door knocking)
10. Ensure that animal complaints are checked for registration and identification compliance as part of the process of dealing with the complaint. Often people know where the animal they are complaining about resides
11. Ensure all authorized offices have access to microchip scanners
12. Keep records of animals found injured or dead and notify owners of identifiable animals to enable them to seek veterinary treatment for injured animals and help provide 'closure' to owners of animals that have died. Retain dead animals for a period of time to enable owners to collect them if desired.
13. Regularly update / audit registration database to ensure information is current (e.g. amend data to reflect notifications of deceased animals, change of address, change of owner) to ensure owners are not distressed or annoyed by receiving unnecessary or incorrect renewal notices or not receiving a renewal notice at all
14. Ensure all seized and impounded animals are identified as required by the Shire and registered to their owner prior to their release

15. Ensure that owners are charged for each dog registration for the Shire's determined fees
16. Promote registration and the wearing of registration tags through the Shire's publications and other media. This can be done by using "good news" stories about pets being returned to their owners because they were micro chipped and registered.

Current Situation

Activity	Responsible Officer	When	Evaluation
Ensure that all renewal of registrations are followed up each year and that failing to renew infringements are issued where necessary	Coordinator / Rangers	Yearly	By 1 September of each year, all owners have received a renewal, a final reminder and the property received a targeted doorknock to determine if the animal is still on the property
Ensure that all animals are identified from a complaint are registered	Rangers	Ongoing	Recorded on Customer Service Requests when Rangers dealt with the new complaint
Hold numerous registration door knocks randomly around the municipality which will include all full time Local Law Officers at Council	Rangers	Ongoing	Determine how many new registrations by keeping statistics
Ensure a 5% increase in dogs and cats are entered on the system each year	Coordinator	Yearly	Check database and compare statistics on system each calendar year (a 5% increase)

Objective 1: To decrease the number of unregistered animals in the Shire

Activity	Responsible Officer	When	Evaluation
Continue to supply de-sexing vouchers to low income earners	Coordinator	Ongoing	Number of vouchers redeemed
Include registration, identification and renewal information in rates notices. The Shires' newsletters, in Shire displays and Shire's on hold message	Coordinator	Ongoing	Provide information where necessary

Include registration forms, registration and identification requirements, brochures and factsheets in kits for new residents	Customer Service	Ongoing	Ensure all new resident kits contain this information by regularly making sure those responsible for new resident kits have the relevant

Objective 2: To increase registration rates by 5% each year for both dog and cats using improvements in technology

Activity	Responsible Officer	When	Evaluation
Introduction of text messaging owners who have not renewed their registration	Rangers	2014	Owners able to apply over internet & make payment at time of application. Determine amount of customers using this service

Section 2 – Nuisance Complaints

The most common nuisance complaints received by the Shire are stray and barking dogs and stray cats (Please note that dog at large and dog attacks are dealt with under Section 3 of this plan and are not considered nuisance complaints).

The majority of time spent by Ranger's is dealing with customer complaints contained in this section. Therefore, it is seen that education and compliance activities combined with future objectives and activities is critical in reducing complaints and issues raised by the community. It is important that an emphasis is placed on reducing barking dog complaints. Barking dogs complaints require far more time for the Ranger to resolve the complaint given the need to be able to substantiate a nuisance which can often lead to some frustration to the affected parties.

Current Situation – Our Current Data

Between 1 January 2012 to 31 December 2012, the following numbers of complaints were lodged with the Shire on the Customer Request System.

Complaint Type	**Total**
Stray Cats (including trapped cats)	90
Barking Dogs	8
Responsible Pet Ownership	65
Excess Animals	5

The major issue of concern about cats are the 'unowned' or 'stray' cats that roam the Neighbourhood, flight with owned cats over territory, and generally create a nuisance with spraying and defecating on private property.

Throughout the kitten season, which is usually during the dry season and can go longer depending on the weather, the Shire receives many complaints about cats with kittens that take up residence on private property. In many cases the residents feel sorry for the animals and start leaving food outside for them, which can exacerbate the problem

Rangers currently collect a large number of cats and kittens every year knowing that most of these animals will be euthanized due to nearly all not being micro chipped. Cats are a large issue for the Shire and there certainly needs to be more awareness / education with cats in our municipality.

With the Cat Act 2011 being introduced as from November 1 2013 this will provide for the control and management of cats and help to promote and encourage the responsible ownership of cats.

The things we will do:

1. Strongly encourage cat owners to confine their cats to the property to enhance animal welfare and reduce the incidence of nuisance
2. Actively encourage cat owners to confine their cats to the property to enhance animal welfare and reduce the incidence of nuisance
3. Provide cat cages for a small deposit fee to local residents for trapping cats that are trespassing on their property in order to reduce the impact of stray / unowned cats and advise residents about requirements in relation to trapping of stray cats
4. Implement the need for excess animal permits to reduce the possibility of nuisance complaints
5. Investigate nuisance cat complaints to mitigate ongoing complaints
6. Set cat traps at residents properties and collect any trapped cats within as short a time as possible to minimize distress to the animal.

Where the resident has been feeding a stray cat they wish to keep, Officers will check the animal for any identification to make sure it does not match a 'Lost Cat' reported to the Shire Offices:

1. Assist the resident to take formal ownership of the cat by advising on the requirements of micro chipping and de-sexing.

Barking Dog Complaints (see 'All Nuisance' and the following)

1. Constantly review current processes regarding neighborhood complaints about nuisance barking
2. Provide information on the causes of excessive barking, including separation, anxiety, boredom, external stimuli, territorialism, communication with other dogs etc.
3. Encourage owners of barking dogs to seek advice from the Shire / Professional dog trainer / animal behaviorist on how to reduce their dogs barking
4. Encourage any complainant to contact owner of a barking dog and advise them of their concerns as first step to resolving issue prior to commencing investigation process

Local Law for Dog Excrement

1. Investigate the prospect of introducing a local law to having it a mandatory requirement of a bag attached to the dogs lead for the collection and disposal of any excrement

2. Encourage persons to carry the means to pick up their dogs excrement
3. Encourage a person to pick up their dog excrement and dispose of it in an appropriate waste container.

What we will do:

1. Advise dog owners of the legal requirements relating to cleaning up of dog litter, by distributing education material (see “All nuisance” section for methods), providing owner / person in charge of dog in parks and other public places with information during patrols
2. Enforce Local Law (if approved) regarding the compulsory collection and disposal of dog litter by owner / person in charge of the dog including the need to carry a suitable device for collection

Object 1: Reduce number of nuisance complaints using education

Activity	Responsible Officer	When	Evaluation
Provide further information to residents about the Dispute Settlement Centre	Coordinator	2014	Provide figures as to how many residents use the Dispute Settlement Centre
Provide an Animal Management Bulletin with renewal notices each year about either cat / dog confinement, barking, dogs at large, dog littler, dog attacks, etc.	Coordinator / Administration Personnel / Rangers	Annually by October 2014	Prepared for October to go out with pet registration renewals
Shire purchase and Officers to hand out dog poo bag holders to tie on leads for complying with requirements e.g. walking dog on lead, collecting dog litter, having dog under effective control, registering and micro chipping animals	Coordinator / Rangers	Ongoing	Increase in compliance and awareness
Review enforcement policies and procedures	Coordinator / Rangers	July 2014	Review undertaken

Objective 2: Reduce the number of nuisance complaints using compliance

Activity	Responsible Officer	When	Evaluation
Report owners who fail to collect their dog litter	Rangers	Ongoing	Increase compliance through CRM statistics
Implement nuisance abatement activities to ensure that people who are feeding cats but not taking the full ownership responsibility realise that the cat could be a nuisance to the rest of the community – assist semi owners in taking full ownership of cats	Rangers	Ongoing	Increase in the number of trapped cats
Attempt to trap feral cats in response to complaints / implement a cat trapping program (in specific areas where there are identified problems such as blocks of units or lane ways)	Rangers	Ongoing	Increase in the number of trapped cats
Ensure complaints are dealt with effectively, efficiently and satisfactorily	Rangers	Ongoing	Use Customer Requests to track complaints

Section 3 – Dog Attacks and Dog Confinement

A critical role for the Shire is to minimise the number of dog attacks in the community due to the potential damage that can occur in the event of an attack.

It is important that the Shire raise awareness in the community on how to reduce the risk of a dog attack.

The identification of animals including declared dogs is important as well as ensuring dogs are contained to their property at all times given that most dog attacks occur in the direct vicinity of the property or on the premises where the dog resides.

Current Situation

The Customer Requests for dog attacks are all in one category and include all minor injury to serious injury reports, a rating may need to be developed to distinguish between types

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Activity	Responsible Officer	When	Evaluation
Raise awareness of risk of dog attacks in the home, in the street and in parks and how to reduce these risks through **-distribution of brochures, fact sheets and other material regarding dog attacks** **- information with registration renewals** **- new resident packs**	Rangers / Coordinator	Ongoing	Monitor number of dog attacks and complaints
Promote effective confinement and control of dogs	Rangers / Coordinator	Ongoing	Monitor number of dog attacks and complaints
Promote de-sexing of dogs to reduce aggressive tendencies and wandering at large	Rangers / Coordinator	Ongoing	Monitor number of dog attacks and complaints
Respond to dog attack reports within 30 minutes, as the top priority for Rangers	Rangers / Coordinator	Ongoing	Monitor number of dog attacks and complaints
Ensure all reported dog attacks are recorded & investigated to meet all points of proof provided in the Act. Seize dogs and prosecute owners in accordance with the Animal	Rangers / Coordinator	Ongoing	Monitor number of dog attacks and complaints

Act 1994			

Section 4 – Dangerous, Menacing and Restricted Breed Dogs

Dangerous Dogs & Restricted Breeds

This is the current legislation and regulations in Western Australia relating to ‘Dangerous Dogs’ and ‘Restricted Breeds of dogs.

If you are contemplating obtaining a dog that may be a restricted breed or disposing of a dog you may already own, contact our rangers for advice and assistance in the matter.

Restricted Breeds

The Government of Western Australia has introduced regulations relating to restricted dog breeds. The following information is published to assist Rangers and Animal Control Officers, identify these breeds and to assist the general public with enquiries about restricted breeds and provisions regarding the keeping of these dogs.

The keeping of these dogs is not prohibited, however special requirements to apply.

Below is a profile on each dog and part of the Regulations 2002.

RESTRICTED (Dogo Argentino – Argentinian Fighting Dog)	
<u>Breed History</u> One of the few breeds developed in Southern America, the Dogo Argentino is the result of a breeding programme undertaken in the 1920’s by an Argentinian breeder, Dr Antonio Nores Martinez, to produce a Puma and Jaguar hunter.	**<u>Key Facts</u>** First use: Game hunting, dog fighting Use today: Companion Life Expectancy: 10 – 11 years Weight Ranger: 36 – 45kg Height Ranger: 61 – 69 cm

RESTRICTED (Filo Brasileiro – Brazilian Mastiff / Brazilian Fighting Dog)

<u>Breed History</u>

One of Brazil's two native breeds (the other one being the rare Brazilian Tracker), this powerful mastiff was developed from Spanish and Portuguese mastiffs and Bloodhounds in order to track and control livestock and large game.

<u>Key Facts</u>

First use: Tracking, large game hunting

Use today: Companion, security

Life Expectancy: 9-11 years

Weight Range: 41-50kg

Height Range: 61-76cm

RESTRICTED (Tosa Inu – Tosa Fighting Dog / Japanese Fighting Dog)

<u>Breed History</u>

Initially bred in Japan's Kochi Prefecture, from crosses between native Shikoku fighting dogs and imported mastiffs, Great Danes, bulldogs and bull terriers, this breed was once called the Japanese Mastiff.

<u>Key Facts</u>

First use: Dog Fighting

Use today: Companion

Life Expectancy: 9 – 11 years

Weight Range: 89.5 – 90.5kg

Height Range: 62 – 65cm

<table>
<tr><td colspan="2">RESTRICTED (American Pit Bull Terrier – Pit Bull Terrier / American Pit Bull)</td></tr>
<tr><td><u>Breed History</u>
Throughout the World Dogs have, at one time or another, been bred to fight. This breed descends from the Staffordshire Bull Terrier crossed with other fighting dogs, including the extinct fighting Bulldog.</td><td><u>Key Facts</u>
First use: Dog Fighting
Use Today: Companion
Life Expectancy: 12 years
Weight Range: 14-36kg
Height Range: 46-56cm</td></tr>
<tr><td colspan="2">RESTRICTED (Perro de Presa Canario)</td></tr>
<tr><td><u>Breed History</u>
The Canario has recently been reborn, although once near extinction. The Canary Islands belonging to Spain were actually named for the fierce dogs found there, not for its little yellow singing birds. From the Latin came the “Island of the Dogs”. These tough, smooth coated, livestock and farm dogs, called Bardino Majero, were probably similar to the Perro de Pastor Mallorquin and the Cao de Castro Labor-eiro and were present before Hispanic Times.</td><td><u>Key Facts</u>
Country: Spain
Weight: 84 – 110 pounds maximum
Height: 211/2-25 ½ inches
Coat: Short, smooth, but coarse
Colour: brindles, fawn, some white permissable
Other Names: Canary Dog Group: Mastiff</td></tr>
</table>

Dog (Restricted Breeds) Regulations

The Dog (Restricted Breeds) Regulations 2002 were gazetted on 22 March 2002. The legislation is provided for under Section 53 of the *Dog Act 1976* and came to commence operation in 22 April 2002.

These Regulations apply provisions similar to those currently imposed on dogs declared dangerous to those breeds of dog prohibited from importation under Commonwealth legislation.

Under the legislation, a ‘restricted breed dog’ is defined as a breed whose importation into Australia is prohibited under the *Commonwealth Customs (Prohibited Imports) Regulations 1956*. At present this includes either pure or cross breeds of the following dogs:

- Dogo Argentino (Argentinian Fighting Dog)
- Fila Brasileiro (Brazilian Fighting Dog)
- Japanese Tosa
- American Pit Bull Terrier
- Pit Bull Terrier breeds and
- Perro de Presa Canario

The regulations also provide for a restricted breed dog to include any dog of a mixed breed that visibly contains any of the above prohibited breeds.

The Regulations include provisions relating to:

1. Dogs to wear specified collars indicating a dangerous dog and property access points to display signs indicating a dangerous dog;
2. Escape Proof and Child Proof Fencing;
3. A requirement for the Owner to leash and muzzle the dog while in public places;
4. Persons in charge in public places must not be under 18;
5. A maximum of two (2) restricted dogs per person without a permit from the Council;
6. Owners must be 18 or over;
7. Compulsory notification of a prospective owner that the dog is a restricted breed dog;
8. Compulsory notification to local government if the dog escapes, dies or there is a change of ownership;
9. Greater powers for seizure and destruction; and
10. Compulsory sterilization.

The regulation provides that the owner of a restricted breed dog is to provide an enclosure in which a restricted breed dog is to be kept that is capable of preventing a young child from entering the enclosure and which prevents the dog from escaping from the premises. This provision applies whether or not the enclosure is at the premises at which the dog is ordinarily kept.

The regulation also provides that the owner of a restricted breed dog must display a sign confirming to that provided in the Third Schedule Part 3 of the *Dog Regulations 1976* at all entrances to the premises where the dog is ordinarily kept. That is, a sign must conform to the same specifications as applying to dangerous dog signs.

Where there is any breach of the Dog (Restricted Breeds) Regulations 2002 section 53 of the *Dog Act 1976*, there are provisions for a maximum penalty of $5000. It also provides for the Chief Veterinary Officer of the Department of Agriculture to certify that a dog is of a restricted breed for prosecution purposes.

Dangerous Dogs

Dangerous Dog Legislation is not the same as restricted breed regulations. Any dog may be declared dangerous (from a Poodle to a Great Dane) under Section 33E of the *Dog Act 1976*. The dog's size or breed is not the issue; it is the dog's behaviour. We have published two (2) sections of the dangerous dog legislation below to assist in understanding the difference between 'Restricted Breed Regulations' and 'Dangerous Dog Legislation'.

Section 33E - A dog may be declared to be a dangerous dog

1) A local government, or on behalf of the local government an authorized person or person specifically authorized by the local government for the purposes of this section either generally or in a particular case, may, by a notice in writing given in accordance with section 33F, declare a dog to be a dangerous dog if, in the opinion of the local government or that person;
   (a) The dog has caused injury or damage by an attack on, or chasing, a person, animal or vehicle;
   (b) The dog has, repeatedly, shown a tendency
      (i) To attack, or chase, a person, animal or vehicle even though no injury has been caused by that behavior; or
      (ii) To threaten to attack;
      Or
   (c) The behavior of the dog meets other criteria prescribed for the purpose of this section.
2) For the purpose of subsection (1) (b), a dog to which section 30(3) applies shall not be taken to show a tendency to attack, or chase, in carrying out the activities referred to in section 30(3) in relation to a dog of that kind.
3) The owner of a dog declared to be a dangerous dog, or detained under this Division, shall have the rights of objection and appeal referred to in this Division.

33F – Owner to be notified of making of declaration, and as to control requirements

1) The local government, or the person by whom the declaration was made on behalf of the local government, must give written notice declaring a dog to be a dangerous dog to the owner of that dog, and may by that notice impose an order as to control requirements in respect of the dog.
2) A notice to be given under subsection (1)
   (a) Shall give reasons for the making of the declaration;
   (b) Shall specify that the owner has a right under this Division, to be exercised within not more than seven (7) days after the giving of the notice, either
      (i) To lodge a written objection with the local government, with a subsequent right of appeal to a Local Court in the manner prescribed by regulations against any decision made by the local government; or
      (ii) To appeal, directly to a Local Court, in the manner prescribed by regulations, as to the declaration or as to any control requirement imposed, or as to both; and
   (c) If an order as to any control requirements is to be imposed on the owner, shall set out
      (i) The terms and conditions of that order; and

(ii) The date, or respective dates, by which the owner must comply with any such requirement.

3) Whether or not any objection is lodged or appeal made, the declaration of a dog as a dangerous dog has, subject to subsection (4) and to the terms and conditions of the order as to control requirements imposed by that notice, effect upon the giving of a notice under subsection (1) and thereafter
   (a) The owner is required, in accordance with section 33K (1), to ensure that any other person liable for the control of the dog is made aware of the declaration;
   (b) Any person liable for the control of the dog shall cause the dog to be muzzled, in such a manner as will prevent it from biting a person or animal, at all times
      (i) In any public place; and
      (ii) In such other circumstances as may be specified in the order as to control requirements; and
   (c) If so required by the order, a person liable for the control of the dog shall ensure that the dog is kept
      (i) On a leash or chain, by a person physically able to control the dog, when in a dog exercise area and in such other circumstances as my be specified; and
      (ii) Under continuous supervision, by a person physically able to control the dog, in such circumstances as may be specified.

4) The terms and conditions of an order as to control requirements, other than such as have effect under subsection (3), shall have effect on such date, or respective dates, as are specified in the notice given under subsection (1) imposing the order unless an objection is lodged or an appeal is made, in which case any such term or condition of the order to which the objection or appeal relates shall not have effect until the objection, and any relevant appeal, has been determined.

5) In making any order imposing control requirements in respect of a dog the local government or the person giving the notice on behalf of the local government may set out any term or condition, of any kind, which is considered necessary to prevent, or reduce the likelihood of, that dog attacking, including any requirement referred to in subsection (3)(b)(ii) or (3)(c or a requirement
   (a) That the dog be confined in, or excluded from, any area specified;
   (b) That any enclosure within which the dog is kept be constructed
      (i) So as to restrict access by young children;
      (ii) So that the dog cannot escape from it; and
      (iii) So that it complies with any prescribed requirement;
   (c) That the owner ensure that at all times, or at such times as may be specified in the order, the dog wears a distinctive collar or device, of a kind prescribed or as approved by the local government, to warn people that the dog is dangerous; or
   (d) That the owner ensure that at any entrance to premises where the dog is kept signs, of a kind prescribed or as approved by the local government, are displayed to warn people that a dangerous dog is kept there.

6) Where an objection is lodged with a local government in accordance with subsection (2)(b)(i) the local government shall consider it and

(a) If the local government dismisses the objection, the owner may appeal to a Local Court in the manner prescribed by regulations within seven (7) days after the giving of a notice by the local government as to the dismissal of the objection; or

(b) If the local government has not given notice to the owner that the objection has been considered, and either upheld, varied or dismissed, within 35 days after the giving under subsection (1) of the notice of the making of the declaration the owner may appeal to a Local Court in the manner prescribed by regulations, within not more than 42 days after the giving of the notice under subsection (1).

7) Where a local government gives notice of the dismissal of an objection under this section, that notice must set out the reason for the dismissal of the objection.

8) The local government of a district in which the dog is at that time ordinarily kept may, by written notice to the owner of the dog, vary the terms and conditions of any order as to control requirements which has been imposed, and any such notice of variation shall be dealt with as though it were, and is subject to the same provisions as to objection and appeal as, a notice given under subsection (1).

9) Where a dog is declared to be a dangerous dog an authorized person may, at any reasonable time, enter any premises other than a building or part of a building that is used for residential purposes, being premises

(a) Where the dog is ordinarily kept; or

(b) Which he has reasonable grounds to believe that it is necessary to enter for the purpose of this section, to ascertain whether or not the owner has complied with the requirements imposed by or under this section.

Current Situation – Dangerous, Menacing and Restricted Breed Dogs

Our Current Data

The Shire currently has 5 Dangerous and no Menacing or Restricted dogs registered.

Activity	Responsible Officer	When	Evaluation
Ensure that all owners of declared dogs are aware of their obligations under the Act regarding identification and keeping these dogs by providing them with relevant sections of the Act, brochures and factsheets, development of an information kit	Coordinator / Rangers	At registration of all dogs	Report yearly to determine number of declared animals
Examine registrations on Council database to identify and follow up on suspected (non-declared) restricted breed dogs such as Amstaffs and other Staffordshire Cross Breeds	Administration	Ongoing	
Follow up any non-compliance issues until owner complies	Rangers	As they become aware of the issues	Ranger Reports
Respond to complaints regarding declared dogs within 30 minutes	Rangers	When Called	Incident reports
Review Council policies and procedures for non-compliance, warning, infringements, notices and prosecutions	Coordinator	July 2014	Compile Report
Ensure problem dogs are declared where necessary to minimise the risk of future occurrences	Coordinator	As Required	Declaration achieved
Report outcomes of all prosecutions (and regular updates on number of infringements) regarding non-compliance with declared dog identification & keeping requirements to local media to raise awareness in the community about declared dogs	Coordinator	Ongoing	Increase in compliance

Section 5 – Over Population and High Euthanasia

Current Situation – Our current Data

The following impound data from Pound for the period 1 January 2012 – 31 December 2012.

	Dogs	Cats
Impounded	198	4
Released to Owner	67	0
Rehoused	12	0
Euthanised	119	105

There are significant problems of high euthanasia in the Shire; there is a need to lower the euthanasia rate of cats and dogs. Most cats impounded tend to be semi owned strays or semi feral cats with no microchip details. It is also very likely that these cats are not de-sexed.

Most dogs euthanized seem to be surrendered or not reclaimed by owners with no identification and have not met a temperament assessment for rehoming eligibility.

Future Plans

Objective 1: Reduce the amount of euthanasia rates at Council Pound (Feral/Unowned cat excepted) and increase the percentage of de-sexed animals on database through education

Activity	Responsible Officer	When	Evaluation
Promote the benefits of de-sexing animals - **No surprise litters** - **Fewer unwanted animals in the community** - **Fewer animals euthanased** - **Reduced aggression** - **Reduced wandering**	Coordinator / Rangers	Ongoing	Reduced number of animals euthanised
Continue registration & micro chipping programs to ensure pet cats and dogs can be returned to their owners to reduce euthanasia rates	Coordinator / Rangers	Ongoing	Larger amount of animals returned to owners
Promote confinements of animal to Owners premises to prevent straying & possible euthanasia, if not registered	Rangers	Ongoing	Reduced number of animals euthanized

Investigate reports of animal hoarding	Rangers	As reports received	Reports to be prepared
Provide cat cages to local residents for trapping cats trespassing on their property	Rangers	Ongoing	Cat Trap Register
Trapped cats will be impounded at the Cat Pound where the animal will be assessed for its suitability for adoption or will be euthanized	Rangers	Ongoing	Reports to be prepared
Dogs without identification will be impounded at Pound where the animal can be assessed for its suitability for rehousing	Rangers	Ongoing	Reports to be prepared
Encourage formal adoption of unwanted cats by assisting the 'carer' to have the cat micro chipped and de-sexed under the AVA 'de-sexing voucher' scheme and providing free registration for newly registered cats	Rangers	Ongoing	Unwanted cats registered by 'carers' number of vouchers issued

Section 6 – Other Matters

Summary

This section also looks at the benefits of pet ownership and animal welfare issues.

Benefits of Pet Ownership

There is a wealth of scientific evidence to support the benefits of owning pets and their use in therapy. Evidence of a link between pet ownership and better health has been demonstrated by a range of different studies.

Dogs encourage people to enjoy outdoors, they have been shown to stimulate conversations between strangers and also improve a person's sense of security both in the home and in public places.

Pets are also wonderful companions and in some cases help combat loneliness and social alienation. Pet ownership also teaches children responsibility, and helps them develop their social and nurturing skills. Companion animals play an irreplaceable part in the enrichment of people's lives and have a positive influence on the social, emotional and physical wellbeing of people.

There is also much evidence to support dogs being used in therapy in hospitals, nursing and care homes or for where people may be disadvantaged through age, illness, disability or isolation.

Animal Welfare Issues

Animal Welfare issues including cruelty to animals and the care of pets in emergency situations will also be addressed in this section. The Shire has an Emergency Plan that deals with emergency situations; a section of this plan considers the impact of domestic pets in an emergency. Animal Welfare and cruelty issues will be investigated by the Shire and if necessary will be passed on to the RSPCA if required.

Roaming cats and dogs can get hit by cars, injured in fights, catch fatal diseases (e.g. feline AIDS) or become lost. Roaming cats and dogs can annoy neighbours too, spraying, fighting, howling and digging in gardens. Importantly, cats and dogs kept on their owner’s property tend to live much longer and healthier lives than cats and dogs that are allowed to roam.

13.3.2 Kimberley Regional Waste Management Plan

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Kevin Hannagan, Director Infrastructure
REPORTING OFFICER:	Kevin Hannagan, Director Infrastructure
FILE NO:	WM.09.3

PURPOSE

The Regional Waste Management Plan (RWMP) provides strategies and actions to guide the Kimberley Shires and their communities to improve waste management practices consistent with the State's vision of Towards Zero Waste.

This report seeks adoption of the plan by Council and approval for the Kimberley Zone to submit the RWMP for the four Councils to the Waste Authority of Western Australia (WAWA).

BACKGROUND

In 2009 the Shire of Broome, Shire of Derby / West Kimberley and Shire of Halls Creek collaborated as a Regional Council Group (RCG) to produce a RWMP in alignment with the Waste Authority of Western Australia's Zero Waste Plan Development Scheme. At this point the Shire of Wyndham East/Kimberley (SWEK) did not collaborate to join the RCG.

At its meeting 05 June 2013 the Kimberley Zone Regional Collaborative Group resolved to authorise the secretariat to initiate a review of the RWMP through the Kimberley Regional Waste TAG with the inclusion of the Shire of Wyndham / East Kimberley. Each of the member Councils as a result committed to providing $10,000 cash support to the review of the RWMP and a further $5,000 was sought from the WAWA through the submission of the Regional Investment Plan.

STATUTORY IMPLICATIONS

There are no statutory implications associated with this report.

POLICY IMPLICATIONS

No policy implications apply in the preparation of this report.

FINANCIAL IMPLICATIONS

The Shire has provided its $10,000 contribution to the plan as outlined above. With SWEK included in the RWMP, it will enable the Kimberley Councils to make regional funding submissions for waste initiatives as per the RWMP.

COMMUNITY CONSULTATION

Community consultation is not required in relation to this item.

COMMENT

In July 2013 the Kimberley Region Waste TAG engaged Ask Waste Management to undertake the review of the RWMP. ASK Waste Management then went to work on identifying the current waste operations at each of the Kimberley Councils as well as assessing the progress for the actions in the previous RWMP. The investigations and information were then collated and a workshop was held in Broome to identify and discuss priority areas for the Kimberley region.
Following the workshop ASK Waste Management then developed a draft RWMP which was presented to the Kimberley Region Waste TAG for review to provide final comments prior to its finalisation. All comments have been received and incorporated into the attached RWMP.
The submission of the RWMP to the WAWA is paramount as it will allow the RCG to submit Regional Investment Plans (funding applications) for priorities within the RWMP for the 2014 competitive bid funding stream. The value of the submissions for the competitive bid funding stream is not limited and all projects are assessed individually on a first come basis against the criteria set out in the funding guidelines.

ATTACHMENTS

Attachment 1 – Regional Waste Management Plan

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council:

1. Endorses the attached Regional Waste Management Plan; and
2. Authorises the RCG to submit the RWMP to the Waste Authority of WA to register for the Competitive Bid Funding Stream.

COUNCIL DECISION

Minute No. 10271

Moved: Cr K Wright
Seconded: Cr B Robinson

That Council:

1. **Endorses the attached Regional Waste Management Plan; and**
2. **Authorises the RCG to submit the RWMP to the Waste Authority of WA to register for the Competitive Bid Funding Stream.**

Carried Unanimously 8/0

REGIONAL WASTE MANAGEMENT PLAN 2013
Kimberley Region

Shires of Broome, Derby West Kimberley, Halls Creek and Wyndham East Kimberley

This project is supported by the Waste Authority through the Waste Avoidance and Resource Recovery Account.

Project No. 1308

Nov 2013

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Acknowledgements

ASK Waste Management gratefully acknowledge the cooperation of Shire staff that provided information and assistance in the development of this report.

This project is supported by the Waste Authority through the Waste Avoidance and Resource Recovery Account.

Disclaimer

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Document Control			
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1C <draft>	1 Nov 2013	Internal draft version of report for QA	
2B <draft>	4 Nov 2013	Draft for Shire review	
3A <final>	12 Nov 2013	Final version	
3B <final>	12 Nov 2013	Final version with Waste Authority acknowledgement	

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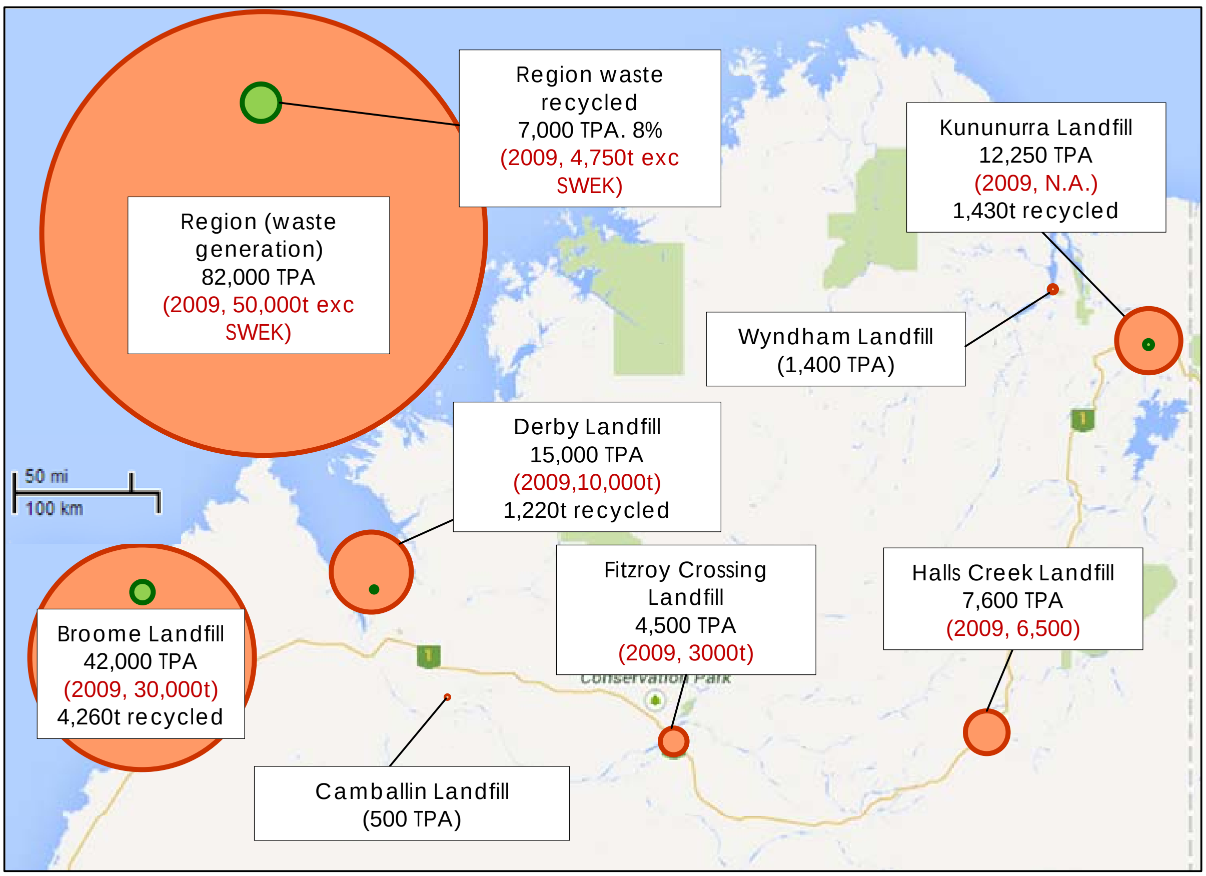
EXECUTIVE SUMMARY

ASK Waste Management (ASK) was engaged by the Shire's of Broome, Derby / West Kimberley and Halls Creek in 2009 to produce a Regional Waste Management Plan (RWMP). Since then the Shire of Wyndham East Kimberley (SWEK) has been cooperating with the three Shires on regional waste management initiatives, in addition the policy environment has shifted with the introduction of the Western Australian Waste Strategy, therefore ASK were engaged to update the RWMP, incorporate SWEK and reflect the policy changes.

The four Shires cover a geographical area of approximately 421,440 square kilometres and are bounded by the Indian Ocean to the west, the Timor Sea to the north, the Shire of East Pilbara to the south and the State border (with the Northern Territory) to the east. Seven of the region's landfills were visited and reviewed as part of the development of the RWMP. The map shown in **Figure E.1** indicates the location of the facilities (with orange circles providing a comparison of the estimated waste tonnages received and green circles for the estimated tonnage recycled).

Figure E.1 Map of waste facility locations and associated tonnages received and recycled



While significant progress has been made by the individual Shires with regards to their waste management services and landfill regulatory compliance; until very recently there has been little regional collaboration between the four Shires. This can be attributed to a range of factors; however the primary issues were:

- the lack of formalised procedures for inter-shire communication, cooperation and collaboration;
- the lack of a regional funding mechanism; and,
- no dedicated 'regional' staff, while shire staff were (understandably) pre-occupied with tasks and issues specific to their Shire.

Therefore, considerable effort has been made during the updating of the RWMP to provide actions that will overcome these issues and maximise collaboration within the region. Despite the barriers faced such as poor economies of scale, the tyranny of distance between regional towns and the distance to Perth or other recyclate markets / reprocessors; there are many opportunities for regional collaboration to reduce costs and help provide best practice waste management services in the region.

A number of key findings have been identified during the review of the waste management practices; these provided the basis for the development of the implementation plan which has been divided into five categories. The successful implementation of **Section 4** of the Regional Waste Management Plan will provide the following outcomes for the Shires:

Organisational Capacity

- Improved regional communication and cooperation on waste management initiatives;
- Enhanced capacity to implement regional projects.
- Suitably skilled staff available to implement projects.
- Measures in place to ensure critical organisational knowledge is retained when key staff leave.

Economic Viability

- Cost savings with new private sector waste contracts, services and projects.
- Improved economic management of council operated waste facilities and services.
- The ability to implement otherwise unviable resource recovery projects.

Waste Data

- Improved data collection practices.
- Stronger understanding of waste generation characteristics.
- Development of a regional waste database to utilise for the planning of new waste management initiatives.
- Reduced time demands on Shire staff to comply with external reporting requirements (DER Local Government Census etc.).

Community Awareness

- Shires to have an in-depth understanding of community attitudes on waste management issues.
- Local community more aware of waste management issues and why Shire's are implementing new initiatives and waste management practices.
- The private sector to be aware of proposed waste management changes that will affect their operations prior to implementation.
- Community support for the implementation of new initiatives.

Best Practice Operations

- Extended lifespan of existing facilities.
- Reduced operating costs over the full life cycle of a facility.
- Improved operational performance and compliance with environmental requirements.
- Identification of new sites in accordance with best practice recommendations.

Waste Minimisation

- Reduced waste to landfill;
- Reduced environmental impacts from waste disposal;
- Additional employment and economic opportunities for the region.

The measures suggested in the implementation plan are listed as a series of tables in **Section 4**; three of the key measures that need to be prioritised to ensure the success of the plan are provided below. The establishment of the processes, structures and appointment of a regional coordinator will require a significant effort from the existing Shire's officers. These tasks are outside their usual remit and will therefore need the support of their managers; however, once this has been completed the resources and systems required to implement the remainder of the plan will have been established.

4.1.2 Regional funding (page 29)

Findings	Issues	Recommendations	Implementation	Cost	Priority
The Shires lack a mechanism to fund regional waste initiatives.	The lack of a regional funding mechanism was a barrier to the implementation of regional initiatives and was partly responsible for the poor progress of the 2009 RWMP.	Establishment and funding of a Regional Waste Management Account (potentially through the WALGA Zone) to administer funds provided by regional grants such as the Regional Investment Scheme and member contributions. Member contributions could be based on the number of ratepayers as taken from the previous year's WALGA directory.	Such a mechanism would require the development of an agreement between the shires that outlines: • Required member contributions • The scope of projects/actions to be funded by the account. Actions outside the Account's funding scope would require the development of detailed Project Plans and Memorandum of Understanding (or other agreement) from all Councils before utilisation of funds in the Account. • Authorisation for the use of the funds. • Reporting requirements (preferably monthly reports to each Council).	The cost to operate the account would be internal (possibly via Zone budget). The contributions made by each Shire would need to be agreed for general funding and separately for each specific project / action.	**High** **Whom** All Shires **Outcome** To have agreed general funding model and established account by 1July 2014.

4.1.3 Regional Waste Management Coordinator (page 30)

Findings	Issues	Recommendations	Implementation	Cost	Priority
Most of the officers responsible for waste management in the region are not dedicated to waste management and are also responsible for a wide range of other duties. Existing Shire staff are already very busy and attracting staff can be problematic in some areas of the region. Very few regional actions from the 2009 RWMP were implemented as Shire staff prioritised their individual actions (especially focussing on environmental compliance issues) over the regional initiatives	The variety of duties most waste officers are required to perform means that they can only dedicate a relatively small fraction of their work time to waste management. This is problematic considering the industry's tightening environmental regulation and increasing community expectations for waste management. Demands on staff time for waste management activities will continue to grow as populations increase, and local government authorities are expected to provide a wider range of environmentally responsible waste management solutions. The 2009 RWMP highlighted that there was a significant risk that its recommendations would not be implemented if there were not staff dedicated to its implementation; this risk eventuated with only 25% of the recommendations being completed. Most recommendations in this RWMP will be more efficiently and effectively implemented on a regional basis.	Engage a Regional Waste Management Coordinator to coordinate the implementation of this plan and other regional initiatives funded by the Regional Waste Management Account. Duties should involve: • Management of regional initiatives and implementation of the RWMP • Provide technical advice and guidance • Presenting regional initiatives to the individual Councils • Maintaining agendas and minutes for Waste TAG. • Acting as a representative of Waste TAG at WALGA Zone meetings. • Undertaking funding applications. • Development of project plans (and associated MOUs). • Data collection and analysis Following an extended initial 'field trip' to get a feel for the region the position could be FIFO based to attract a greater range of candidates and remove perceived inter council bias.	• Development of a position description • Ensure the role is for at least three years • Determine the most appropriate conditions of engagement • Development an agreement or memorandum of understanding to underpin the funding of the position • Engage appropriate person • Once employed, the officer will be able to co-ordinate, implement and assist the Shire's with actions from the RWMP throughout the region • The role could start as a part-time position	To fund a full time position including salary, transport, IT, office and fund for small tasks / specialist support a cost of $250k per annum would be incurred by the Shires. The Shire's could seek and apply for funding to cover the cost for the first 12 months, stating that the Shire's would fund the position for at least a further two years, Part of the role would include applying for funding for projects / infrastructure.	**High** **Whom** All Shires **Outcome** To have developed the position description and (if required), sought funding by 1 April 2014. Start date of 1 July 2014 (to align with regional funding account).

4.3.1 Data collection and monitoring (page 35)

Findings	Issues	Recommendations	Implementation	Cost	Priority
Waste data collection is inconsistent across the region and inconsistent with industry standards. It also does not fully meet reporting requirements (such as annual Local Government Waste Census).	The inconsistent data recording makes completion of reporting requirements more time consuming for Shires. It also makes the comparison of the region's data with other datasets problematic and creates difficulty in analysing the data needed to underpin regional initiatives.	All Shires should implement standardised recording procedures based on the classification system utilised in the Waste Data Study for the Pilbara Region (Talis, 2013).	The Shire's should engage a consultant (on a regional basis) to review current reporting requirements and develop a waste data recording system for each local government. The system should be based on recording waste data into a template on-site utilising the Waste Data Study classification system.	Nil cost to adopt same classification system. Internal costs to set up excel based recording system. $20k capex plus $15k pa cost for electronic data management system.	**High** **Whom** All Shires **Outcome** To adopt and implement a uniform definition of wastes to be used for gatehouse waste recording for 1 July 2014. Shire to be collecting data by excel or other electronic system by 1 Jan 2015.

1 INTRODUCTION

ASK Waste Management (ASK) was engaged by the Shire's of Broome, Derby / West Kimberley and Halls Creek in 2009 to produce a Regional Waste Management Plan (RWMP) in alignment with the Waste Authority of Western Australia's (WAWA) Zero Waste Plan Development Scheme. The purpose of the Plan was to provide strategies and actions to guide the Shires and their communities to improve waste management practices consistent with the State's vision of Towards Zero Waste.

Since the original RMWP (ASK, 2009) the Shire of Wyndham East Kimberley (SWEK) has begun cooperating with the original three Shires on regional waste management initiatives. The policy environment underpinning waste management has also shifted since the original RWMP was completed with the introduction of the Western Australian Waste Strategy (WAWA, 2012) and the annual Business Plans (WAWA, 2013) that drive it. In line with the objectives and direction of the new WA Waste Strategy, the State Government funding mechanisms that support local government's waste management initiatives has changed with a greater emphasis on projects that involve regional cooperation and demonstrable reductions in waste to landfill.

The four councils have therefore requested ASK to update the previous RWMP in order to account for the inclusion of SWEK into the regional group and the altered policy environment. This updated RWMP places particular emphasis on assessing the progress made on the previous RWMP, identification of any barriers to its implementation, and recommending actions that can be taken to ensure progress continues into the future.

1.1 PURPOSE OF THE REGIONAL STRATEGIC PLAN

The purpose of this Regional Waste Management Plan is to:

- Confirm current waste infrastructure and levels of service;
- Assess progress against the previous RWMP (2009);
- Identify priority actions to strengthen regional collaboration and cooperation in the delivery of waste management services and initiatives;
- Identify priority actions to improve waste management operations across the region and increase the rate of resource recovery;
- Increase community awareness, appreciation and responsiveness to waste related issues; and
- Assign actions, responsibilities, costs and timelines for the implementation of the strategy's actions and objectives.
- This RWMP does not include Aboriginal communities located throughout the region as the waste management issues they experience are unique and under the jurisdiction of the Commonwealth Government.

1.2 OBJECTIVES

The overarching goals of the RWMP are:

- Facilitate collaboration between the four Shire in the Kimberly with regards to waste management;
- Minimisation of the region's direct and indirect environmental impact of waste and its management over the next five years;
- Waste managed in a sustainable manner; and
- Increased community awareness of the impact of waste issues on the environment.

The goals and objectives for each Shire for the next five years include:

Shire of Broome

- Identification of future landfill sites.
- Improved data collection and data management
- Divert concrete and inert waste from landfill by separating, storing, processing and reusing it within the Shire's own operations.
- Implement source separation of the commercial and industrial skip bins (including the development of a basic sorting facility) to increase recycling in line with the regional centre targets set by the WA Waste Strategy.
- Development of more sustainable management practices for waste tyres.
- Introduction of regional approach to scrap metal collection and recycling to ensure all centres and smaller communities are included.
- Joint regional approach by the Kimberley Councils to address Waste Management and the allocation of regional resources (staff and funding) to coordinate this.

Shire of Derby/West Kimberley

- To significantly reduce the amount of waste going into landfill through recycling and reuse.
- Extension of the Fitzroy Crossing landfill and improvements in operational practices (including staffing the site).
- Identification of remaining operational life and if required, future landfill sites for Derby and Fitzroy Crossing.

Shire of Halls Creek

- Legal compliance: Maintain full compliance with DEC requirements and all applicable legislation.
- Domestic waste: Implement waste minimisation and reduction strategies to increase waste diversion rates.
- Used vehicles: Implement a used car collection, crushing, baling and recycling programme.
- Tyres & batteries: Determine a viable service for the transport of stored tyres and used batteries to recyclers.
- Recyclable packaging material: Establish a system for the collection, storage and recycling of cans, glass and paper packaging.

Shire of Wyndham East Kimberley

- Improving operational management practices at all waste sites to achieve environmental compliance.
- Identification of future landfill sites.
- Implementation of cost effective waste services through regional procurement initiatives;
- Improving the financial viability of waste services by undertaking economic reviews and introducing user pays fee structures.
- Increasing the rate of resource recovery and landfill diversion.
- Educating the community and business on waste management issues.

1.3 STATE WASTE STRATEGY

The Hon. Bill Marmion, MLA, Minister for Environment, launched the Waste Strategy on 6 March 2012. Titled "*Creating the Right Environment"* it has five strategic objectives within which strategies relating to knowledge, infrastructure and incentives have been developed to support a coordinated approach to changing the behaviours of individuals, groups and organisations:

- Strategy objective 1 – Initiate and maintain long-term planning for waste and recycling processing, and enable access to suitably located land with buffers sufficient to cater for the State's waste management needs;
- Strategy objective 2 - Enhance regulatory services to ensure consistent performance is achieved at landfills, transfer stations and processing facilities;
- Strategy objective 3 - Develop best practice guidelines, measures and reporting frameworks and promote their adoption;
- Strategy objective 4 - Use existing economic instruments to support the financial viability of actions that divert waste from landfill and recover it as a resource;
- Strategy objective 5 - Communicate messages for behaviour change and promote its adoption and acknowledge the success of individuals and organisations that act in accordance with the aims and principles in the Strategy and assist in its implementation.

1.3.1 Implication for the Kimberley

The Strategy to this point has not confirmed the major regional centres; however, the proposal at this stage is that the regional targets would apply to Avon, Greater Bunbury, Albany, Geraldton, Kalgoorlie, Karratha, Peel and Busselton.

Therefore, as none of the towns in the Kimberley are considered as major regional centres by the Strategy, the region will not be subject to any specific targets, but will contribute towards the State-wide targets. The key targets for the metropolitan, key regional centres and State are summarised below.

Municipal Solid Waste (MSW):

- 30% diversion from landfill of material presented for collection in major regional centres by 30 June 2015 (non-metropolitan region recovery in 2009/10 was 15%);
- 50% diversion from landfill of material presented for collection in major regional centres by 30 June 2020.

Construction and Demolition Waste

- 60% diversion from landfill of material presented for collection across the State by 30 June 2015 State-wide recovery in 2009/10 was 29%);
- 75% diversion from landfill of material presented for collection across the State by 30 June 2020.

Commercial and Industrial Waste

- 55% diversion from landfill of material presented for collection across the State by 30 June 2015 (State-wide recovery in 2009/10 was 46%);
- 70% diversion from landfill of material presented for collection across the State by 30 June 2020.

2 EXISTING SERVICES AND INFRASTRUCTURE

2.1 REGIONAL PROFILE

Four local government authorities (LGAs) from the Kimberley region have agreed to collaborate for this update of the original (2009) Regional Waste Management Plan (RWMP). The group includes the Shires of Broome, Derby/West Kimberley, Halls Creek and Wyndham East Kimberley (the area covered by the four Shires is referred to as 'the region' for the remainder of this report).

The Kimberley is the most northern of Western Australia's nine non-metropolitan regions. It occupies the western part of the Australian 'top end', and is strategically located on the southern margins of Southeast Asia. The four Shires cover a geographical area of approximately 421,440 square kilometres and are bounded by the Indian Ocean to the west, the Timor Sea to the north, the Shire of East Pilbara to the south and the State border (with the Northern Territory) to the east.

The region has a diverse regional economy with one of the fastest rates of growth in Western Australia. Mining, tourism, retail, agriculture and aquaculture are major contributors to the region's economic output.

Figure 2.1 A map of the region showing the Shire boundaries and locations

2.1.1 Shire of Broome

The Shire of Broome is located in the south-west Kimberley in the far north of Western Australia and covers approximately 56,000 square kilometres with a population of approximately 16,500. Broome has experienced rapid and continued growth over the last decade to become one of the fastest growing towns in the State. Broome's major industries include tourism, pearling, fishing, aquaculture, pastoral and horticulture. In recent years Broome has become a high profile tourism destination. This trend has emerged on the back of improved and expanded air access, with an outcome of this trend being increased room availability due to the completion of new accommodation developments.

2.1.2 Shire of Derby / West Kimberley

The Shire of Derby/West Kimberley (SDWK) covers an area of 118,560 square kilometres and contains numerous Aboriginal communities and two main towns – Derby and Fitzroy Crossing being the main population centres.

Derby is located on the King Sound near the mouth of the Fitzroy River, 2366 kilometres by road from Perth. It is the major centre of the Shire and services the pastoral, mining and tourism industries and Aboriginal Communities with a population of around 4,200. Derby remains a supply point for an important part of the Kimberley's pastoral, mining, oil and tourist industries and is the western terminus of the Gibb River Road. The port is now a key facility designed for the export of zinc and lead from the mines of nearby Fitzroy Crossing.

Fitzroy Crossing is located on the banks of the Fitzroy River some 2524 kilometres from Perth via the Great Northern Highway. It is surrounded by pastoral country, with other interests being mining and tourism.

2.1.3 Shire of Halls Creek

Halls Creek town is a busy service town for surrounding pastoralists, Aboriginal communities and travellers exploring northern Western Australia. Halls Creek is also the fourth fastest growing shire within Western Australia. The Shire covers 142,908 square kilometres of predominantly desert and pastoral country, supporting a population of approximately 4,000. Situated in the heart of the Kimberley, Halls Creek is the gateway to a range of world renowned natural attractions, including the World Heritage listed Bungle Bungle ranges of Purnululu National Park.

2.1.4 Shire of Wyndham East Kimberley

The Shire of Wyndham East Kimberley (SWEK) is WA's northern most local government area, located approximately 3,200 kilometres northeast of Perth. It covers a 121,189 square kilometre area bordering the Northern Territory to the east. The Shire has a population of approximately 8,000 people of which it is estimated that 35-45% are of Aboriginal descent. The majority of the Shire's population lives in the town centres of Kununurra (around 5700 people) and Wyndham (around 800 people). Major industries in the region include agriculture, mining and tourism.

2.2 WASTE QUANTITIES

The region contains a range of industries, but there are no individual companies that dispose of a significant volume of waste within the Shires landfill facilities. However, there are some private waste collection companies that dispose of the waste they handle at the Shires landfill facilities. Waste stream data has been compiled into the following categories:

- **Municipal Solid Waste (MSW)** - Classified as household domestic waste that is set aside for kerbside collection or delivered to a waste facility through a drop-off programme. MSW also includes other types of waste such as bulky household waste (e.g. appliances, furniture and residential garden waste), household hazardous waste or Local LGA generated waste (e.g. waste from street sweeping, litter bins and parks).

- **Commercial and Industrial Waste (C&I)** - Solid waste arising from the activities within commercial and industrial sites, including but not limited to offices, retail outlets, restaurants, factories, and institutions.
- **Construction and Demolitions Waste (C&D)** - Solid waste that is created through activities associated with the construction, repair and demolition of buildings, structures and pavements or highways. Including, but not limited to sand, aggregates, plasterboard, asphalt, timber, bricks, concrete, tiles, roofing materials, electrical wiring and the packaging for these materials.

2.2.1 Data availability

The available data relating to waste volumes disposed of at the Shire's landfill facilities has improved since the previous RWMP with the staffed facilities (Broome, Derby, Halls Creek and Kununurra) now collecting some data. Unfortunately this data is still limited due to significant gaps and inconsistency between sites.

The waste quantity estimates utilised in this report were therefore based on a range of data sources including:

- Gatehouse volumetric estimates;
- 2012-13 Local Government Waste Census data;
- Per capita extrapolations; and
- Best guess estimates from Shire Staff.

Due to the limitations of the waste data, all values have been rounded to the nearest 10 tonnes.

2.2.2 Total waste generation

The estimated total quantity of waste generated by each Shire in the region is shown in **Table 2.1.** The table shows that an estimated 82,750 tonnes of waste was generated in the region; however, this value does not include any wastes that were generated and managed directly by industry (i.e. Resources industries with their own landfill sites.) The Shire of Broome accounted for approximately 50% of the waste generated in the region with over 40,000 tonnes generated in 2012/13.

Table 2.2 displays the same data broken down into percentage contributions by shire and waste stream. MSW, C&I and C&D waste streams comprised 32%, 49% and 19% respectively of the total waste generated in the region. Although the SDWK figures state that C&D waste comprised only a small 5% of total waste generated, this is considered to be a result of data recording procedures at the Derby landfill classifying significant quantities as C&I.

Table 2.1 Estimated quantity of waste (by stream) generated for each shire (2012-13)

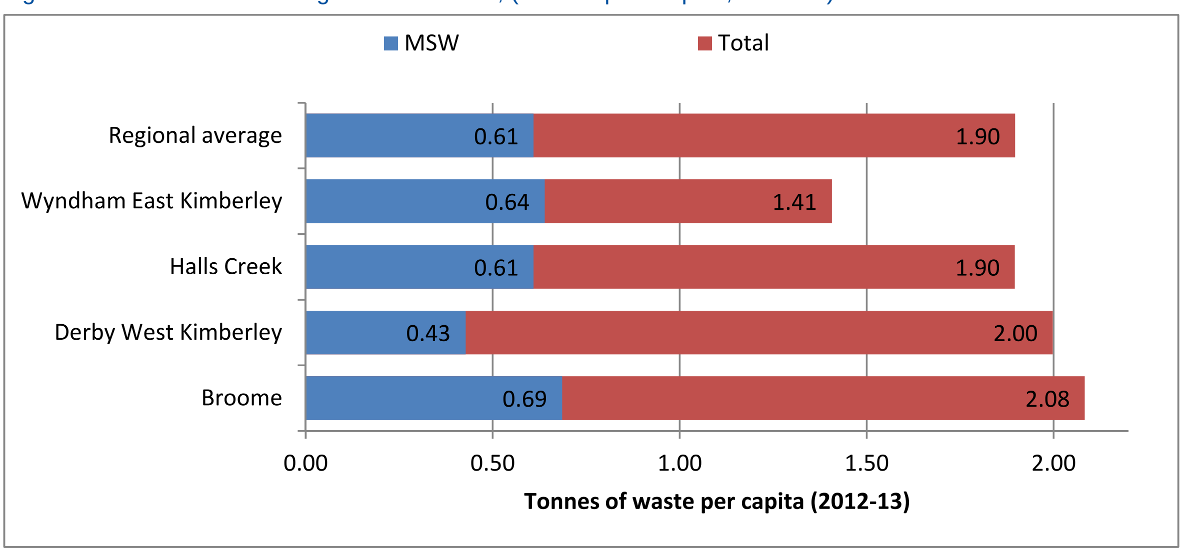
Shire	Estimated population		Estimated tonnes of waste generated			
	Permanent	Total (inc. tourists)	MSW	C&I	C&D	Total
Broome	16,543	19,995	13,710	19,010	8,940	41,660
Derby West Kimberley	9,252	9,977	4,270	14,630	1,030	19,930
Halls Creek	3,987	3,987	2,430	3,690	1,440	7,560
Wyndham East Kimberley	8,451	9,666	6,180	3,090	4,330	13,600
Regional Total	38,234	43,627	26,590	40,420	15,740	82,750

Table 2.2 Percentage breakdown by waste stream (2012-13)

Shire	MSW	C&I	C&D
Broome	33%	46%	21%
Derby West Kimberley	21%	73%	5%
Halls Creek	32%	49%	19%
Wyndham East Kimberley	45%	23%	32%
Regional Total	32%	49%	19%

MSW and total waste generation estimates for each shire were divided by the estimated total population equivalent (including tourist numbers) for 2012-13 to provide per capita waste generation figures. As is shown in **Figure 2.2**, the average per capita MSW and total waste generated in the region was 0.61 and 1.9 tonnes per person respectively. The Shire of Broome had the highest per capita waste generation of 2.08 tonnes per person while SWEK had the lowest at 1.41 tonnes per person. It is hypothesised that Broome values are higher due to the large proportion of C&D and C&I waste.

Figure 2.2 Estimated waste generation rate, (tonnes per capita, 2012-13)



2.2.3 Waste recycling

Table 2.3 outlines the tonnes of waste estimated to have been recycled 2012-13. As can be seen the total volume recycled in the region was estimated to be almost 7,000 tonnes. On a regional basis, MSW had the highest quantity of materials recycled while C&D had none (although these figures may omit C&D recycling that is occurring in SDWK for which data is not available). The Shire of Broome recycled the greatest quantity of waste (4,260 tonnes), followed by SWEK (1,430 tonnes) and then SDWK (1,220). No recycling was undertaken in the Shire of Halls Creek.

Table 2.3 Estimated tonnes of waste recycled by shire and waste stream (2012-13)

Shire	Estimated tonnes of waste recycled			
	MSW	C&I	C&D	Total
Broome	3,310	950	0	**4,260**
Derby West Kimberley	450	770	0	**1,220**
Halls Creek	0	0	0	**0**
Wyndham East Kimberley	810	620	0	**1,430**
Regional Total	**4,570**	**2,340**	**0**	**6,910**

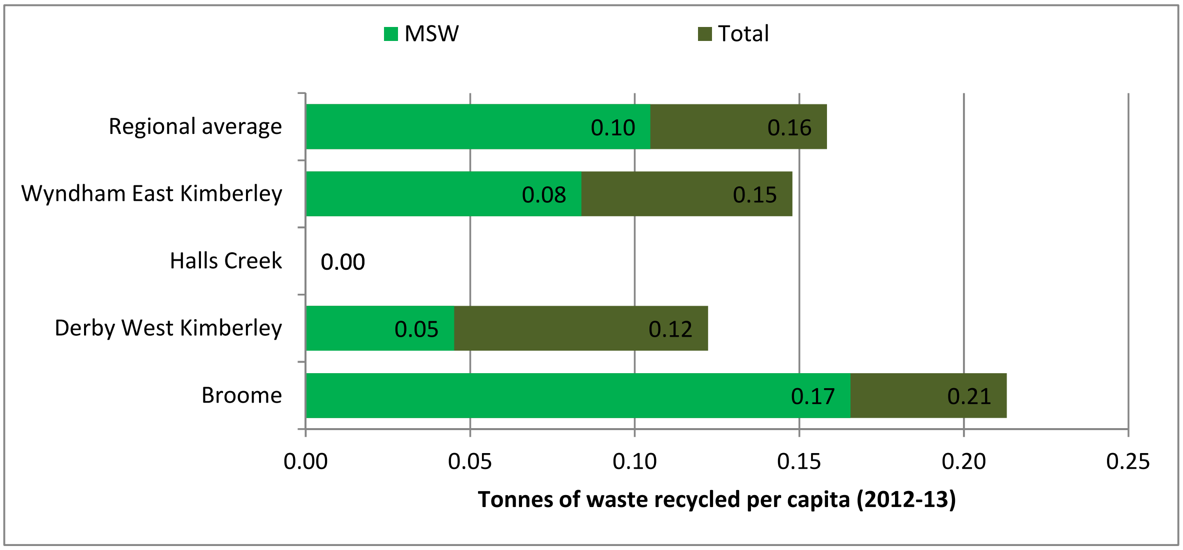
Recycling rates as a percentage of waste generated are shown in **Table 2.4** below. The total recycling rate for the region was estimated to be 8% of all waste generated. Of the three waste streams, MSW had the highest recycling rate with 17% of the generated waste being recycled. SWEK had the highest total recycling rate in the region (11%), closely followed by Broome with 10%.

Table 2.4 Recycling as a percentage of waste generated (2012-13)

Shire	Percentage of generated waste recycled			
	MSW	C&I	C&D	Total
Broome	24%	5%	0%	10%
Derby West Kimberley	11%	5%	0%	6%
Halls Creek	0%	0%	0%	0%
Wyndham East Kimberley	13%	20%	0%	11%
Regional Total	**17%**	**6%**	**0%**	**8%**

MSW and total waste recycling estimates for each shire were divided by the estimated total population equivalent (including tourist numbers) for 2012-13 to provide per capita waste generation figures. As is shown in **Figure 2.3** the average per capita MSW and total waste recycled in the region was 0.1 and 0.16 tonnes per person respectively. The Shire of Broome had the highest per capita waste generation of 0.21 tonnes per person while Halls Creek had the lowest at 0.0 tonnes per person. The Shire of Halls Creek does have large stockpiles of separated steel, white goods, batteries and cars; however, the Shire has been unable to encourage recycling companies to visit the Shire due to its remote location from regional centres.

Figure 2.3 Estimated recycling rate (tonnes per capita, 2012-13)



A breakdown of recycling quantities by material type is shown in **Table 2.5**. Greenwaste and metal recycling accounted for the vast majority of all recycling activity in the region.

Table 2.5 Recycling by material type (2012-13)

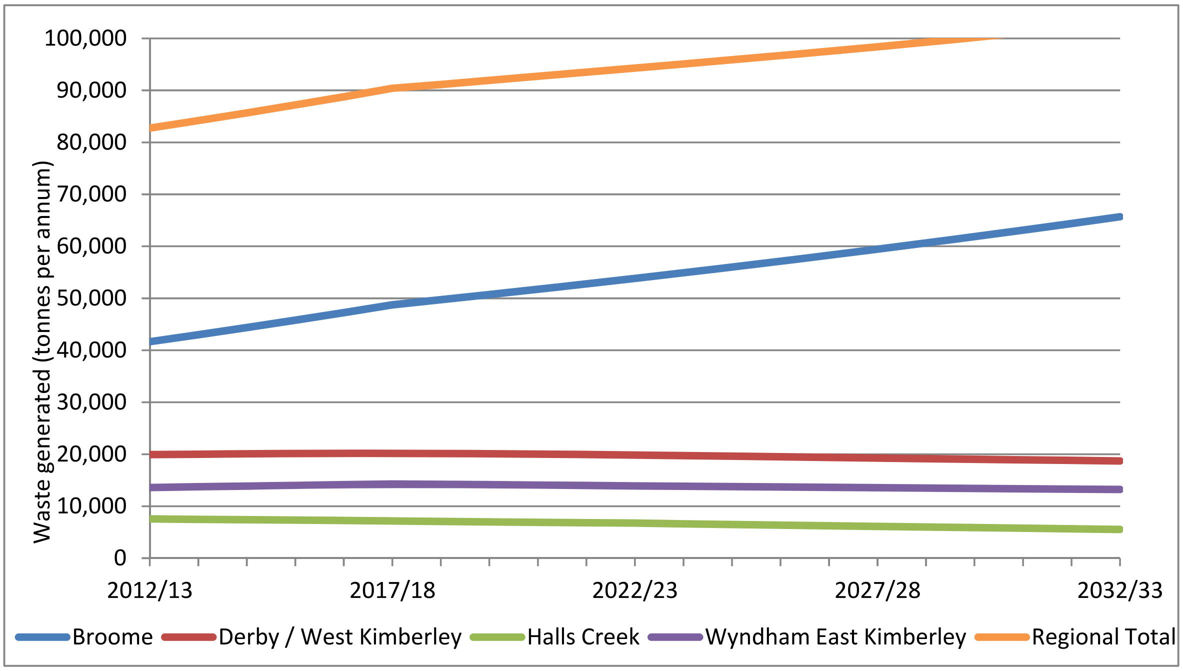
Material Type	Tonnes of waste recycled				
	Broome	SDWK	Halls Creek	SWEK	Regional Total
Waste oil	14	3	0	80	97
Greenwaste	2,539	300	0	980	3,819
Metal	937	900	0	370	2,207
Batteries (vehicle)	0	13	0	0	13
Co-mingled Recyclables	762	6	0	0	768

2.2.4 Waste generation projections

Figure 2.4 depicts the projection for total annual waste generation for the Shires and the region. It does not provide a waste stream breakdown as it is anticipated that the proportions of waste are likely to remain the same. The waste quantity projections are based on the calculated waste generation per capita values for 2012-13, which are multiplied by the projected population growth for the Shires over the next 20 years. The projected population is based on ABS data for 2011-12 with equivalent tourist population added from Tourism WA data. The total population figures for 2011-12 were then linked to the Western Australian Planning Commission's projected annual growth rates (median) for each Shire. The calculations used to produce the waste generation projections are shown in **Appendix A.**

The combined waste value estimates for the region show that in 20 years, it is likely that in excess of 100,000 tonnes of waste per year will be generated. The Shire of Broome drives the predicted growth in waste generation in the region as the other three shires are predicted to have stable or small declines in annual waste quantities due to declining population. These predictions are based on the assumption that the per capita waste generation does not change significantly in the future.

Figure 2.4 Waste generation projections (20 year)



2.2.5 Priority waste streams

The Shires identified the following waste types as priority waste streams:

- Green waste
- Scrap metal
- Tyres
- Construction and demolition
- Commercial and industrial waste
- Non-conforming wastes
- Packaging recyclables
- Liquid wastes (waste oils and grease trap waste)
- Where data was available, detailed breakdowns of these waste streams have been provided in **Table 2.6** below.

Table 2.6 Breakdown by material type

Material Type	Broome (tonnes)			Derby (tonnes)			Halls Creek (tonnes)			SWEK (tonnes)			Regional Total (tonnes)		
	Generated	Landfilled	Recycled	Generated	Landfilled	Recycled	Generated	Landfilled	Recycled	Generated	Landfilled	Recycled	Generated	Landfilled	Recycled
C&D - Mixed building rubble	8,938	8,938	0	1,029	1,029	0	1,400	1,400	0	2,950	2,950	0	14,317	14,317	0
C&D - Mixed building rubble (skips only)			0			0			0	990	990	0	990	990	0
C&D - Total mixed building rubble	**8,940**	**8,940**	**0**	**1,030**	**1,030**	**0**	**1,400**	**1,400**	**0**	**3,940**	**3,940**	**0**	**15,310**	**15,310**	**0**
Tyres	**32**	**32**	**0**	**21**	**21**	**0**			**0**	**140**	**140**	**0**	**193**	**193**	**0**
Waste oil			**14**			**3**			**0**			**80**			**97**
Greenwaste (C&I)			0	2,420	2,420	0			0	510	0	510	2,930	2,420	510
Greenwaste (MSW)	2,666	0	2,539	727	427	300	306	306	0	470	0	470	4,169	733	3,309
Total Greenwaste	**2,666**	**0**	**2,539**	**3,147**	**2,847**	**300**	**306**	**306**	**0**	**980**	**0**	**980**	**7,099**	**3,153**	**3,819**
Metal (C&I)	937	0	937	765	0	765			0	30	0	30	1,732	0	1,732
Metal (MSW)			0	135	0	135			0	340	0	340	475	0	475
Total Metal	**937**	**0**	**937**	**900**	**0**	**900**	**0**	**0**	**0**	**370**	**0**	**370**	**2,207**	**0**	**2,207**
C&I - Mixed refuse	13,431	13,431	0	9,709	9,709	0	697	697	0	1,380	1,380	0	25,217	25,217	0
C&I - Mixed refuse (in skips)	4,500	4,500	0			0			0	570	570	0	5,070	5,070	0
C&I - Total mixed refuse	**19,010**	**18,060**	**950**	**14,630**	**13,860**	**770**	**3,670**	**3,670**	**0**	**2,820**	**2,200**	**620**	**40,130**	**37,790**	**2,340**

2.2.6 Observations

- Although waste data collection has improved across the region since the original RWMP many issues still remain, these include:
  - Inconsistent data collection between sites and shires;
  - Data collection and collation generally fails to meet reporting requirements;
  - The way data is collated makes analysis and comparison difficult.
- The effective planning of strategies is limited by the lack of complete waste data;
- The impact of implemented strategies cannot be monitored / measured accurately due to lack of effective waste data collection;
- Significant quantities of C&I and C&D waste are being received in skip bins.
- Recycling rates are low for all waste streams and shires.
- Waste quantities are not expected to grow significantly for most of the Shires.

2.3 COLLECTION SERVICES

Local Governments provide waste collection services for their ratepayers and some commercial properties using day labour or through the use of private contractors. LGA's also provide collection services for litterbins located in public areas and for wastes generated from their own operations.

Collection services for the Shires have been divided into the following categories:

- Domestic;
- LGA Works / Town Services; and
- Commercial and Industrial.

The services provided by each Shire are summarised, by service, in the following sections.

Table 2.7 summarises the collection services offered by each Shire during the 2012/13 financial year.

Table 2.7 Summary of shire waste collection services 2012/13

		Broome	SDWK	Halls Creek	SWEK
Towns supported		Broome	Derby, Camballin, Fitzroy Crossing	Halls Creek	Kununurra, Wyndham
Domestic	Refuse	240L MGB (weekly collection)	240L MGB (twice weekly collection between 1 Nov – 1 April, otherwise once weekly collection)	240L MGB (twice weekly collection)	240L MGB (weekly collection)
	Recyclable	240L MGB (fortnightly collection)	None	None	None
	Bulk waste (Cyclone clean-up)	Annual Collection (pre-cyclone season)	Four collections per annum (Greenwaste is separated for mulching)	Annual Collection (November bulk waste collection)	Annual Collection (pre-cyclone season)
LGA Works / Town Services	Greenwaste from LGA Works	Recycle 75% of pruning's and dispose of verticuttings	Some greenwaste is separated and chipped at Derby. Greenwaste is buried at Fitzroy Crossing	Burnt in a dedicated area at the landfill.	Mulched at Kununurra Facility.
	Inert Waste from LGA Works	No data	No data	No data	No data
	Public Litterbins	120L MGB, as required	240L MGB (six days per week)	210L bins (twice weekly collection	240L MGB, twice per week.
Commercial & Industrial	Refuse	240L MGB (up to five collections per week)	240L MGB as required	240L MGB four times a week	240L MGB as part of the domestic collection.
	Recyclable	240L MGB (fortnightly collection)	None	None	None
	Bulk waste	None	As required (Greenwaste separated for recycling	None	None

2.3.1 Domestic services

Domestic property waste collection services are solely the responsibility of the Shires within the region, with the exception of some Aboriginal Communities that have their own waste collection services. The Shire waste collection services are currently provided by the same private contractor for three of the Shires, while the Shire of Halls Creek has an in-house refuse collection service. Domestic waste collection services costs are recovered via a 'bin charge' on the householders rates notice and a waste charge for aboriginal communities that use the Shire's landfills.

2.3.1.1 Domestic refuse collection

Residents located in towns are provided with a minimum of one 240L MGB per household for a weekly or twice weekly kerbside collection.

A ‘recyclables’ collection service is provided by the Shire of Broome (a 240L MGB with a yellow lid) that provides households with a two-bin (recyclables and refuse) collection system. The two-bin system includes a ‘recyclables’ bin for the collection of source separated recyclable packaging materials. The recyclables bin is collected on a fortnightly basis.

2.3.1.2 Bulk bin collection

Town residents located in the Shires of Broome, Halls Creek and Wyndham East Kimberley are offered one annual bulk waste collection service, which also acts as the pre-cyclone season clean up collection. Residents located in the townsite of Derby (Shire of Derby / West Kimberley) are offered four bulk waste collections per annum (this service is not offered in Fitzroy Crossing).

2.3.1.3 Self-hauled trailer waste

Residents have access to landfills located close to most population centres and can self-haul their waste to landfill sites. This system can be used by any resident, but is particularly common for residents in remote areas that do not receive kerbside collection services. The waste management practices of these residents have not been investigated as part of this project. However, it is likely that these residents may use burning, or illegal dumping to dispose of some wastes generated.

Residents within the Shires can dispose of all self-hauled household waste either using the vouchers provided by the Shire (6 x 1m^3 voucher per household) or at a gate fee of $9.00 per m^3.

2.3.1.4 Waste from Shire works

All Shires collect wastes generated from their operations on an ad-hoc basis. This may include greenwaste from street tree pruning, maintenance of parks / gardens and inert waste from road and pavement construction or maintenance.

2.3.1.5 Public litterbins

Councils provide public litterbins within town centres and along some highways. The frequency of the collections varies throughout the region. This service is provided by LGAs and funded by general rates.

2.3.2 Commercial and Industrial (C&I) collection services

Generally, commercial and industrial wastes are collected by private service providers and are not the responsibility of Local Governments. However, the Shires do offer waste collection services to businesses within light industrial areas.

2.3.2.1 240L Refuse Collection

The Shires all offer a 240L MGB collection service to light industrial properties. The frequency of collections varies throughout the region and depends on the amount of waste the businesses produce.

2.3.2.2 Bulk Bin Collection

The Shire of Derby / West Kimberley provides a bulk bin collection to commercial properties. The frequency of collections varies and depends on the amount of waste the businesses produce.

2.3.3 Observations

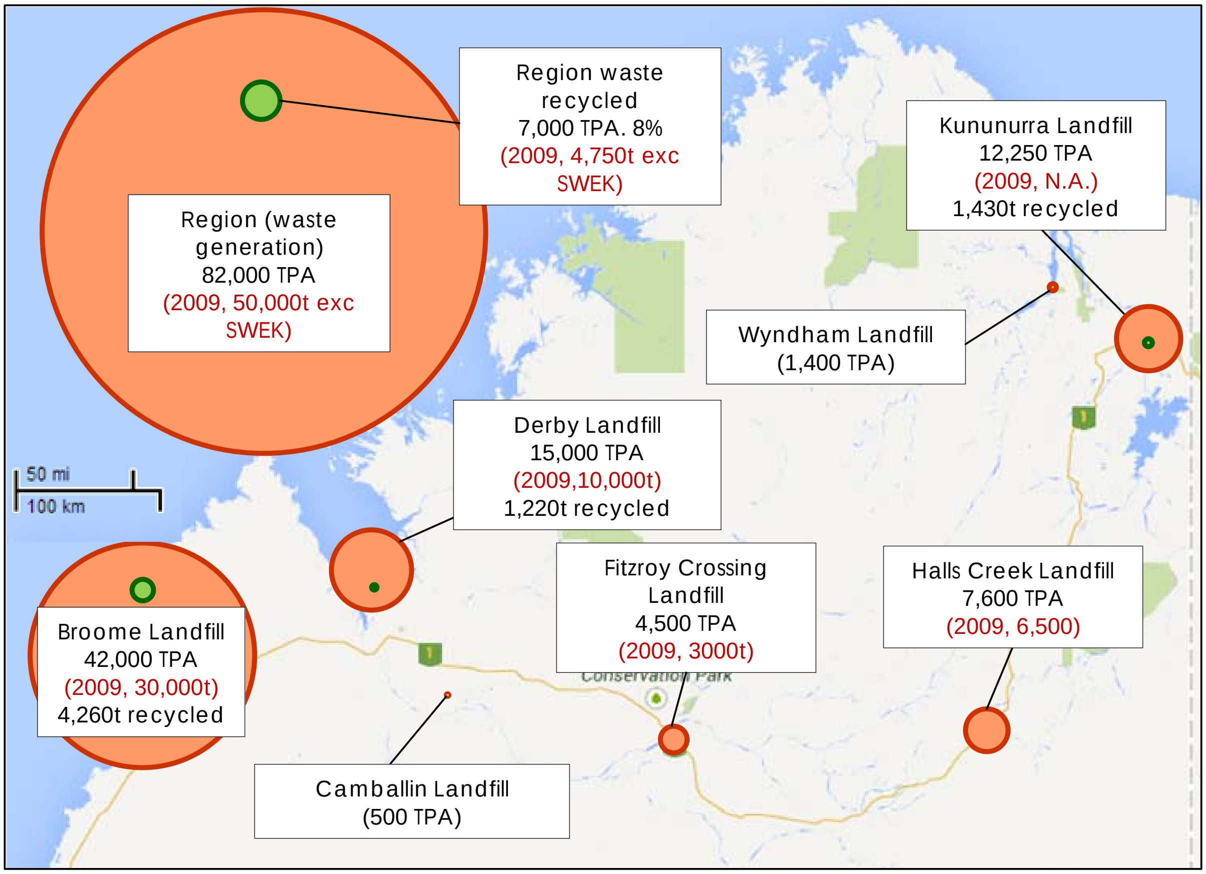
The information about collection services provided by the Shires in the region has drawn out a number of observations:

- There is no collection of wastes from a number of Roadhouses, instead waste is disposed of in 'illegal' dumps;
- Each Shire has a separate contract for its waste collection services, despite the fact that three of the Shires use the same contractor. There may be economic advantages to group the three Shires' waste collections within one contract.
- There are no kerbside recycling collections in the Shires of Derby / West Kimberley, Halls Creek and Wyndham East Kimberley;
- Very little source separated commercial and industrial (C&I) and construction and demolition (C&D) waste is delivered to the region's waste facilities and this makes the recycling of these materials unviable.
- Shires lack formalised policy or strategy in regards to the collection of commercial and industrial waste.

2.4 INFRASTRUCTURE

Seven of the region's landfills were visited and reviewed as part of the development of the RWMP. The map shown in **Figure 2.5** indicates the location of the facilities (with orange circles providing a comparison of the estimated waste tonnages received and green circles for the estimated tonnage recycled) and a summary of each facility is provided in **Table 2.8**. Since the previous RWMP the Shire of Halls Creek has closed the Warmun Landfill and undertaken rehabilitation works, this landfill has therefore been removed from this document.

Figure 2.5 Map of waste facility locations and associated tonnages received and recycled



2.4.1 Observations

The information about waste facilities provided by the Shires has drawn out a number of generic observations that are applicable to the region's waste facilities:

- Lack of compliance with some regulations and licence conditions – presenting an environmental risk from the landfill;
- Some of the waste facilities are unmanned – unquantified environmental risk;
- Lack of recording / planning: i.e. where the waste has been buried, where the future cells will go;
- Poor collection and recording of waste quantity data and type of waste streams;
- Seasonal fluctuations in waste volumes due to tourist population;
- Lack of Household Hazardous Waste (HHW) drop-off facilities;
- Lack of e-waste collection facilities;
- Disposal of potentially recyclable wastes;
- No operational or post closure management plans for a number of sites, therefore no plans to work with for operations and closure.
- Retention of experienced staff
- A lack of skills collaboration and knowledge between facilities.

Table 2.8 Local government waste management infrastructure in the Kimberley region

Shire	Broome	SDWK			Halls Creek	SWEK	
Facility	Broome	Derby	Camballin	Fitzroy Crossing	Halls Creek	Kununurra	Wyndham
Licence #	L6912/1997/11	L8602/2011/1	Not registered	7173/5	L7142/1997/11	L7315/1998/8	1427
Facility Address	Reserve 40813, Lot 228, Buckley Rd, Broome, WA 6725	Crown Reserve 31045 Steel Street. DERBY WA 6728	Camballin, Derby / West Kimberley, WA	Reserve 41105 Lot 224 & 451 Mangkurla Rd	Lot 59 (Reserve No. 39097), Gt Northern Hwy, Halls Creek, WA. 6770	Lots 2464 & 2465, Reserve 28875, Victoria Hwy, Kununurra WA 6743	Lot 1263, Great Northern Highway, Wyndham WA 6740.
Operator	Shire of Broome	Kimberley Waste	SDWK	Kimberley Waste	Shire of Halls Creek	SWEK	SWEK
Class type	Cat 64 – Class II putrescible landfill site Cat 61 – Liquid waste facility	Cat 64 - Class 2 putrescible landfill site. Category 62 - Solid waste depot.	Not registered.	A registered site - will potentially be a Cat 64 once the works approval granted for the extension.	Cat 64 – Class II Putrescible Landfill Site	Cat 64 – Class II putrescibles landfill site; Cat 61 – Liquid waste facility; Cat. 57 – Used tyre storage	Rural Registered Landfill
Established	1989	Registered in 2001. Licenced in 2013.	Unknown	Registered in 2001.	Unknown	Approximately 1987	At least 40 years.
Years remaining	Less than 5 years.	More than 10 years[1]	Unknown	Less than 5 years[1]	More than 20 years	Less than 10 years	Approx. 10 years
Site size	15ha	10.2 ha	Estimated at 6ha	8.8ha	144ha	63.2ha	10ha
Staffing	Staffed during opening hours	Staffed during opening hours	Not staffed	Not staffed currently, but will be soon	Staffed during opening hours	Staffed during opening hours	Not staffed currently but will be soon
Changes since original RWMP	LCMP completed. Layout of recycling area improved. New landfill compactor purchased. Boom gate and full time customer service officer provided	Drop off comingled recycling program has been implemented	Infrastructure works have been completed including a stock fence, security fence and fire break	In the process of extending and staffing the site	Site is manned. Layout improved and resource recovery occurring Data is now being collected at the gatehouse.	EIP and LCMP completed. New liquid waste facility being constructed. Extension to active area being undertaken	LCMP completed, stormwater controls installed, Shire moving towards staffing the Site by end of 2013

[1] Estimated remaining operational life

Shire	Broome	SDWK			Halls Creek	SWEK	
Facility	Broome	Derby	Camballin	Fitzroy Crossing	Halls Creek	Kununurra	Wyndham
Observations	Tidy well maintained site. Excessive cover material application and insufficient compaction is causing an over consumption of voidspace. Cover material being imported. Site has safety and operational issues with nearby LNG storage tanks. Little C&D and C&I recycling on site. Public access to tipping face – OH&S issue. Liquid waste lagoons exceeding recommended free board. No reuse shop, e-waste or household hazardous facilities.	Well maintained site. Needs LCMP and/or updated OMP to guide it through its future years of operation. The Shire does not have a sound understanding of the Site's remaining operational life or options that could be taken to extend it. No landfill compactor or compaction occurs on site. Lack of on-site cover material. No household hazardous facilities.	Appears to be quite tidy and well maintained for an unsupervised facility. There is no recycling or waste diversion occurring at the site. No waste oil, e-waste or household hazardous facilities. There are no Shire staff or plant based at Camballin, so works are only completed annually on the site.	Lack of compliance for a significant number of licence conditions. The site had multiple exposed faces of waste, some empty trenches No recycling, other than car bodies. No compaction occurs on site Public have access to tipping face – OH&S issue. No waste oil, e-waste or household hazardous facilities.	Tidy well maintained site. Large stockpiles of separated material developing which will soon require processing or removal (i.e. metals, fridges, air cons) Large quantity of uncovered C&D waste in a separate cell which needs addressing. No waste oil, e-waste or household hazardous facilities.	Tidy well maintained site. Compliance issues with old (current) liquid waste lagoons. No e-waste or household hazardous facilities. Shortage of on-site cover material. No C&D or C&I recycling.	Site users often use the site inappropriately because it is not staffed. No waste oil, e-waste or household hazardous facilities.

2.5 RESOURCE RECOVERY

The Shires undertake a number of recycling activities ranging from kerbside collections to the re-use of Council generated wastes. **Table 2.9** summarises the current resource recovery operations for each Shire and waste facility.

2.5.1 Kerbside collection of recyclables

The Shire of Broome is the only Shire in the region that provides a kerbside collection of recyclables to its town based residents. The kerbside collection and sorting of the materials has been contracted out to a private waste management company.

2.5.2 Drop-off facilities

Whilst SDWK does not provide kerbside recycling like Broome, it has recently introduced a co-mingled recycling drop-off service for Derby residents. The service is proving very successful with a high uptake rate amongst the local community.

Other resource recovery drop-off facilities throughout the region include:

- Scrap metal recycling - Metals, particularly car bodies, are collected by all of the Shires before they are periodically collected by a metal recycling company for processing. Some fridges, other white goods and gas bottles are collected, but this varies throughout the region.
- Batteries - Batteries are collected at the majority of the region's facilities.
- Used oil is collected at Broome, Derby and Kununurra.
- Greenwaste is currently separated and mulched at the Broome, Derby, Halls Creek and Kununurra waste facilities.
- 'Triple rinsed' chemical drums are collected as part of the Drum Muster program at Broome, Halls Creek and Kununurra.
- E-waste is being collected for the first time at the Broome, Derby, Kununurra and Wyndham landfills as a special collection event funded by the National Television and Computer Recycling Scheme Broome is researching the options to provide a permanent collection point.
- Re-use shop/areas at the Kununurra and Halls Creek facilities.

2.5.3 Observations

The information about the region's resource recovery services has drawn out a number of observations:

- The quantity per person per annum, of recyclable material collected from the kerbside is lower than some other Western Australian regions, there is potential to increase the yields;
- Drop-off infrastructure at the waste facilities could be improved and the range of materials collected expanded;
- The economic viability of many recycling activities is limited by the region's transport logistics and small economies of scale.
- There is little or no commercial and industrial waste recycled at the Shires' waste facilities (exc. Greenwaste);
- Greenwaste recycling is not being undertaken in accordance with best practice guidelines.
- Greenwaste production may be outstripping local market demand.
- There is no construction and demolition waste recycling at the waste facilities.

Table 2.9 Resource recovery services provided by each Shire / Facility

Shire / Facility	Broome	Derby / West Kimberley			Halls Creek	Wyndham East Kimberley	
		Derby	Camballin	Fitzroy Crossing		Kununurra	Wyndham
Co-mingled recycling	✓	✓	✗	✗	✗	✗	✗
Paper	✓	✓	✗	✗	✗	✗	✗
Metal	✓	✓	✗	✓	✓	✓	✓
Glass	✓	✓	✗	✗	✗	✗	✗
Plastic	✓	✓	✗	✗	✗	✗	✗
Clothing	✗	✗	✗	✗	✗	✗	✗
Greenwaste	✓	✓	✗	✗	✗	✓	✗
Timber	✗	✓	✗	✗	✗	✓	✗
Motor Oil (L)	✓	✓	✗	✗	✗	✓	✗
Batteries	✓	✓	✗	✗	✓	✓	✗
Gas Cylinders	✓	✓	✗	✗	✓	✗	✗
Tyres	✗	✗	✗	✗	✓	✗	✗
Paint	✗	✗	✗	✗	✗	✗	✗
Reuse Junk	✗	✗	✗	✗	✓	✓	✗
C & D	✗	✗	✗	✗	✗	✓	✗
Drum muster	✓	✗	✗	✗	✓	✓	✗
E-waste	✓	✓	✗	✗	✗ / ✓[1]	✓	✓

[1] The Shire of Halls Creek has established a collection point for computer cartridges. A container for depositing computer cartridges and tonners is available at the Shire offices. These are shipped to 'Close the Loop' in Melbourne.

3 IMPLEMENTATION OF 2009 RWMP

The findings, issues and recommendations from the 2009 RWMP were divided into five categories that included 'Community Awareness', 'Waste Data', 'Best Practice Operations', 'Waste Minimisation', and 'Local Government Waste Management'. As part of this update, ASK has assessed the Shires' progress at implementing the recommendations outlined in the five categories (**Section 3.1**). Progress was assessed from Shire survey responses, site inspections and interviews with shire staff. A full assessment of the progress against the original RWMP is provided in **Appendix B**.

3.1 SUMMARY OF PROGRESS

In general, progress on implementing the original RWMP has been poor with only 23% of the recommendations being fully implemented (**Table 3.1**). Some notable exceptions were the improvements in operational procedures at waste facilities across the region (including the manning of the Halls Creek Facility), improved data collection, and efforts to encourage greater levels of resource recovery such as the introduction of a drop off facility for dry recycling at Derby.

Table 3.1 Summary of recommendations (actions) completed

	Broome	SDWK	Halls Creek	Regional Total
Number of Actions	29	31	31	**91**
Actions completed	7	8	6	**21**
% Completed	24%	26%	19%	**23%**

3.1.1 Community Awareness

Of the five community awareness actions outlined in the original RWMP, none have yet been completed (**Table 3.2** on the following page).

3.1.1 Waste Data

Although there have been some significant improvements to waste data collection across the region the Shire of Broome was the only Shire to have fully completed one of the four recommendations (**Table 3.3** on the following page). The waste data that is now being collected does not fully meet the reporting conditions required for local government. The data collected is also inconsistent across the region. Furthermore, with the exception of Broome, all Shires are failing to regularly survey their waste sites.

Table 3.2 Assessment of progress against 'Community Awareness' recommendations

Recommendation	Description	Broome	SDWK	Halls Creek
4.2.1 Community Attitudes	Develop and implement a market research programme to establish and monitor community attitudes about the current services they receive and how the future services and activities should be developed. Complete the survey on an annual basis to monitor any changes.	Minor Progress	No Progress	No Progress
4.2.2 Community Knowledge	To develop a communication and education programme for the Shire.	No Progress	No Progress	No Progress
	An education levy added to all gate fees to provide a specific fund for education and awareness activities.	No Progress	No Progress	No Progress
4.2.3 Communication to Commercial Customers	A brief bi-annual newsletter should be produced (as required), that could be included with customer invoices (once charging is introduced). The newsletter would summarise any changes planned for the waste facilities, together with longer - term strategies. The rationale behind any changes would be explained.	Minor Progress	No Progress	Minor Progress
4.2.4 Regional waste awareness and RWMP co-ordinator	A state funded regional waste awareness and co-ordination officer should be employed, with the specific role to co-ordinate, develop and implement the actions of the RWMP throughout the region.	No Progress	No Progress	No Progress
Number of actions		**5**	**5**	**5**
Actions completed		**0**	**0**	**0**

Table 3.3 Assessment of progress against 'Waste Data' recommendations

Recommendation	Description	Broome	SDWK	Halls Creek
4.3.1 Data Collection and Monitoring	The Shires need to collect and maintain waste related data, and in a form that can be aggregated and used within subsequent monitoring and analyses to evaluate the strategies and measures implemented by the Shires.	Significant Progress	Significant Progress	Significant Progress
	Once the volumes of generic waste streams (i.e. MSW, C&I and C&D) have been quantified, specific audits of each waste stream can be completed to provide compositional information, thereby providing more detailed information to develop future strategies.	Partial Progress	Partial Progress	Partial Progress
4.3.2 Landfill cell location and waste tonnage records	Complete periodic surveys of waste tonnages using mobile weigh cells. This would enable the Shire to more accurately quantify the tonnage of self-hauled waste received at the landfill sites.	No Progress	No Progress	No Progress
	Regular surveys of the sites should be completed to produce site plans (including levels) with waste disposal areas marked.	Completed	No Progress	Partial Progress
Number of actions		**4**	**4**	**4**
Actions completed		**1**	**0**	**0**

3.1.2 Best Practice Operations

Of the five categories, the greatest progress has been made in the implementation of 'Best Practice Operations' recommendations (**Table 3.4**). Standout improvements include the manning of the Halls Creek waste site and closure of the Warmun landfill site. The Shire of Derby is also in the process of extending the Fitzroy Crossing facility, which is soon to be staffed during all opening hours.

Table 3.4 Assessment of progress against 'Best Practice Operations' recommendations

Recommendation	Description	Broome	SDWK	Halls Creek
4.4.1 Compliance with site license conditions, unsuitable conditions and private landfill establishment policy	The Shires (staff and Councillors) need to commit to work to the regulatory processes in place and ensure all regulations are complied with.	Completed	Partial Progress	Partial Progress
	The license conditions for each site should be reviewed to ensure they are appropriate.	Significant Progress	Significant Progress	Significant Progress
	Each Shire should decide on a policy relating to the establishment of private landfills within a certain distance (e.g. 100km) of existing Shire landfills.	No Progress	No Progress	No Progress
4.4.2 Knowledge and skills	Staff should be included in planning and developing the sites operations. The senior staff and / or operational staff should visit other similar sized waste facilities facing similar issues to observe best practice operations in person and recognise practices that they can implement at the Shire's facilities.	Completed	Partial Progress	Partial Progress
	All current (and future) operational staff should undergo basic training about their role and duties for the management of the Shire's wastes. For the sites utilising private contractors, training could be included as a condition of the contract.	Completed	Completed	Completed
	Staff training could include enrolment of key operational and management staff to relevant courses such as the TAFE Asset Maintenance (Waste Management) course.	No Progress	No Progress	No Progress
	The Shire should join the Waste Management Association of Australia. Members receive a bi-monthly magazine relating to waste management and particularly local government issues. The magazine should be circulated around the Councillors (& staff) to provide background knowledge.	Significant Progress	Completed	Significant Progress
4.4.3 Manning of Sites	The Fitzroy Crossing and Halls Creek facilities should be manned.	Not Applicable	Soon to be completed	Completed
4.4.4 Operational Management Plans	The Shires (or a consultant) should review the current operations and produce optimal operational plans for each site's waste management operations	Significant Progress	No Progress	Completed
4.4.5 Aboriginal Communities	Monitor the progress of the APY Waste Management Strategy and Implementation Plan Project and register interest in the project.	No Progress	Partial progress	No Progress
	The Shire need to work with the DEC and Warmun community to identify an alternative site with more suitable characteristics.	Not Applicable	Not Applicable	Completed

Recommendation	Description	Broome	SDWK	Halls Creek
4.4.6 Regional Service Contract	The Shires should aim to 'line up' their current individual contracts to end at a specific date. This would enable the Shires to issue a tender for all waste and recycling services in the Kimberley as one contract.	Completed	Completed	Completed
Number of actions		**10**	**11**	**12**
Actions completed		**4**	**3**	**5**

3.1.3 Waste Minimisation

Although only a few 'Waste Minimisation' recommendations have been fully implemented (**Table 3.5**) there has been some good progress made. This includes the introduction of a drop off recycling scheme for Derby residents, increased greenwaste mulching across the region and most sites now separating and stockpiling various waste streams to facilitate future processing and recycling.

Table 3.5 Assessment of progress against 'Waste Minimisation' recommendations

Recommendation	Description	Broome	SDWK	Halls Creek
4.5.1 Facility recycling areas / Transfer Stations	The Shires should improve the layout or establish recycling areas and gatehouse, at manned sites. The recycling 'drop-off' points should be visible from the gatehouse to monitor operations.	Significant Progress	Completed	Completed
4.5.2 Public space recycling & holiday accom. Recycling	Shire of Broome -Recycling stations should be constructed at 'high traffic' areas that also have takeaway cafes etc. MGB's with uniform colours (yellow lids) and restricted openings will assist in minimising contamination.	No Progress	Not Applicable	Not Applicable
4.5.3 Domestic Waste Recycling	The Shires should implement a recycling drop-off service for residents at the Derby landfill and Fitzroy Crossing and Halls Creek as these sites become manned. The service can be offered to commercial business at cost. The use of such a baler would avoid the inefficient transfer of uncompacted material.	Not Applicable	Completed	No Progress
	The purchase of a mobile glass crusher that can be used by the Shires to produce a material that can be used in local markets.	No Progress	No Progress	No Progress
	The Shires should seek funding to implement an education programme relating to home composting and to purchase compost bins that can be provided to residents (at minimal cost).	No Progress	No Progress	No Progress
	The Shires should choose an existing website (e.g. freecycle.org) and develop a section for the region to encourage reuse of materials in the community. Once the initial pages have been set up the sites require 1-2hr of input a week to maintain and moderate the site.	No Progress	No Progress	No Progress

Recommendation	Description	Broome	SDWK	Halls Creek
4.5.4 Whole of life and gate fee price structure.	The Shires should aim to ensure all waste management costs relating to commercial wastes are received from gate fees or any shortfall is quantified. A waste reserve fund should be established (based on a levy of $3 - $5 per m3 of waste disposed). This can be used to purchase strategic capital items and for the rehabilitation of the sites.	Completed	No Progress	Partial Progress
	A new gate fee pricing structure should be developed to encourage the delivery of separated wastes to the landfill. Ultimately the gate fees should provide income to recover all costs associated with commercial wastes.	Partial Progress	Completed	In progress
4.5.5 Commercial waste recycling	The Shires should continue to separate their greenwaste and investigate the option to mulch the material, prior to on-selling to local mulch retailers. If there is no local market for the mulched greenwaste, the Shire should continue to burn the material	Completed	Completed	Significant Progress
	Peter Tapsell (DEC) should be invited to a workshop involving the local stakeholders (Shires, developers, builders and bulk waste companies) to inform the local stakeholders of the programmes and measures that could be implemented to maximise recycling.	No Progress	No Progress	No Progress
	The Shires should introduce the requirement of WMPs with any building approval. This would require the builder / developer to separate waste materials for recycling. Concrete, bricks and tiles can be stored at the facilities, until sufficient volumes are stored to justify hiring a crusher to process the materials, this can be completed on a regional basis.	No Progress	Completed	No Progress
Number of actions		**9**	**10**	**9**
Actions completed		**2**	**5**	**1**

3.1.4 Local Government Waste Management

None of the Shires have introduced a sustainable procurement policy to ensure the use of products with recycled content (**Table 3.6**).

Table 3.6 Assessment of progress against 'LG Waste Management' recommendations

Recommendation	Description	Broome	SDWK	Halls Creek
4.6.1 Sustainable procurement	The Shires need to develop a procurement policy to ensure the use of recycled content products by their staff and contractors.	No Progress	No Progress	No Progress
Number of actions		**1**	**1**	**1**
Actions completed		**0**	**0**	**0**

3.2 OBSERVATIONS

In reviewing the progress made implementing the 2009 RWMP it was apparent that there were a number of common issues inhibiting its implementation:

- The greatest inhibitor to regional initiatives was the lack of formalised procedures for inter-shire communication, cooperation and collaboration. Further barriers were the lack of a regional funding mechanism and shire staff being pre-occupied with tasks and issues specific to their Shire.
- Whilst initiatives that could be undertaken on individual basis experienced higher levels of implementation, the success was limited by insufficient organisational capacity caused by a lack of staff dedicated to waste management, high staff turnover, and insufficient training and development.
- Waste minimisation initiatives were most greatly inhibited by the poor economic viability of resource recovery in the Kimberley region.
- At a basic level, it appears that many actions that should have been easily implemented were not as the shires had failed to frequently refer to the RWMP document and fully integrate it into their management processes.

4 FINDINGS, ISSUES AND RECOMMENDATIONS

A number of key findings have been identified during the review of the waste management practices within the Shires. The key findings aim to address the issues highlighted in the previous sections of the report and the site visits. These findings have been divided into five categories:

- **Organisational Capacity:** at the individual council and regional level must be sufficient to successfully implement new waste management initiatives such as those recommended in this document. This includes implementing mechanisms to improve inter-council collaboration on regional initiatives and ensuring that staff changes do not critically damage ongoing projects.
- **Economic Viability:** of waste management projects and services must be optimised to reduce the burden on shires and enable new initiatives to be implemented.
- **Waste Data**: the collection of waste related data, such as tonnages, landfill cell locations and site plans is essential to effectively manage and monitor the operations of the Shire's waste facilities. The data allows the Shires to monitor progress against targets, quantify the impact of any strategies implemented and effectively plan future activities and operations.
- **Community Awareness**: understanding and meeting the community's expectations is an important element of the Strategy, together with ensuring the community (including commercial waste producers) are aware of the issues faced and strategies to be implemented by the Shires.
- **Best Practice Operations**: the use of best practice for the waste management activities would assist in minimising the risk of environmental damage or pollution, extending the life of the Shire's waste facilities and reducing the operational and maintenance costs associated with the facilities.
- **Waste Minimisation**: the minimisation of waste will assist in extending the operational life of the landfill facilities, maximising the recycling of resources and minimising the risk of environmental damage or pollution.

The key findings listed in this section have been addressed in the following tables by waste management strategies that have been formulated by ASK Waste Management and the Shires of Broome, Derby / West Kimberley, Halls Creek and Wyndham East Kimberley. Each strategy is shown in the following tables and comprises of these columns:

- **Findings:** A brief description of the findings discovered during the development of the report.
- **Issues:** The implications that are brought about by the findings.
- **Recommendations:** Recommended actions, which are formulated through innovation, imagination and/or improvisation.
- **Implementation:** Actions required implementing the strategy.
- **Cost:** Estimated cost to implement the strategy and potential funding sources.
- **Priority**: The priority of the strategy's implementation, the entity responsible and a measurable time bound outcome for the recommendation.

4.1 ORGANISATIONAL CAPACITY

It was apparent from the review of progress against the 2009 RWMP that many actions were not implemented due to insufficient organisational capacity, especially at the regional level. Organisational capacity was found to be lacking in regards to regional cooperation, funding for regional projects, staff knowledge and skills, and the availability of staff to implement new initiatives.

4.1.1 Regional cooperation

Findings	Issues	Recommendations	Implementation	Cost	Priority
The greatest inhibitor to the implementation of regional initiatives from the 2009 RWMP was the lack of formalised procedures for inter-shire communication, cooperation and collaboration	The current approach to regional cooperation (Waste TAG and WALGA Zone) is inadequate for the implementation of complex regional waste management initiatives.	Formalisation and expansion of the existing regional cooperation (Waste TAG and WALGA Zone).	Waste TAG teleconferences to be undertaken bi-monthly (and on a monthly basis for the first six month to build momentum and then when required to develop specific projects) with a set schedule and with agendas particularly focussing on the following issues: • Progress on this RWMP (both regionally and Council specific) • Environmental compliance issues with waste sites - share experiences and solutions • Planned waste management goods and services procurement • Identification of areas/issues for regional cooperation. Minutes from the monthly Waste TAGs should be forwarded to all Councillors and executive staff and presented/discussed at the WALGA Zone meetings by a TAG representative. Outcomes from the WALGA Zone meeting should then be presented at the following TAG meeting by the representative.	The TAG group already meet bi-monthly, therefore the costs relate to internal Shire resources and the additional time spent preparing, disseminating information and holding additional monthly meetings. Once a regional coordinator is engaged, their role can include the preparation and running of these meeting.	**High** **Whom** All Shires **Outcome** To maintain at least bi-monthly meetings for the duration of the RWMP.

4.1.2 Regional funding

Findings	Issues	Recommendations	Implementation	Cost	Priority
The Shires lack a mechanism to fund regional waste initiatives.	The lack of a regional funding mechanism was a barrier to the implementation of regional initiatives and was partly responsible for the poor progress of the 2009 RWMP.	Establishment and funding of a Regional Waste Management Account (potentially through the WALGA Zone) to administer funds provided by regional grants such as the Regional Investment Scheme and member contributions. Member contributions could be based on the number of ratepayers as taken from the previous year's WALGA directory.	Such a mechanism would require the development of an agreement between the shires that outlines: • Required member contributions • The scope of projects/actions to be funded by the account. Actions outside the Account's funding scope would require the development of detailed Project Plans and Memorandum of Understanding (or other agreement) from all Councils before utilisation of funds in the Account. • Authorisation for the use of the funds. • Reporting requirements (preferably monthly reports to each Council).	The cost to operate the account would be internal (possibly via Zone budget). The contributions made by each Shire would need to be agreed for general funding and separately for each specific project / action.	**High** **Whom** All Shires **Outcome** To have agreed general funding model and established account by 1July 2014.

4.1.3 Regional Waste Management Coordinator

Findings	Issues	Recommendations	Implementation	Cost	Priority
Most of the officers responsible for waste management in the region are not dedicated to waste management and are also responsible for a wide range of other duties. Existing Shire staff are already very busy and attracting staff can be problematic in some areas of the region. Very few regional actions from the 2009 RWMP were implemented as Shire staff prioritised their individual actions (especially focussing on environmental compliance issues) over the regional initiatives	The variety of duties most waste officers are required to perform means that they can only dedicate a relatively small fraction of their work time to waste management. This is problematic considering the industry's tightening environmental regulation and increasing community expectations for waste management. Demands on staff time for waste management activities will continue to grow as populations increase, and local government authorities are expected to provide a wider range of environmentally responsible waste management solutions. The 2009 RWMP highlighted that there was a significant risk that its recommendations would not be implemented if there were not staff dedicated to its implementation; this risk eventuated with only 25% of the recommendations being completed. Most recommendations in this RWMP will be more efficiently and effectively implemented on a regional basis.	Engage a Regional Waste Management Coordinator to coordinate the implementation of this plan and other regional initiatives funded by the Regional Waste Management Account. Duties should involve: • Management of regional initiatives and implementation of the RWMP • Provide technical advice and guidance • Presenting regional initiatives to the individual Councils • Maintaining agendas and minutes for Waste TAG. • Acting as a representative of Waste TAG at WALGA Zone meetings. • Undertaking funding applications. • Development of project plans (and associated MOUs). • Data collection and analysis Following an extended initial 'field trip' to get a feel for the region the position could be FIFO based to attract a greater range of candidates and remove perceived inter council bias.	• Development of a position description • Ensure the role is for at least three years • Determine the most appropriate conditions of engagement • Development an agreement or memorandum of understanding to underpin the funding of the position • Engage appropriate person • Once employed, the officer will be able to co-ordinate, implement and assist the Shire's with actions from the RWMP throughout the region • The role could start as a part-time position	To fund a full time position including salary, transport, IT, office and fund for small tasks / specialist support a cost of \$250k per annum would be incurred by the Shires. The Shire's could seek and apply for funding to cover the cost for the first 12 months, stating that the Shire's would fund the position for at least a further two years, Part of the role would include applying for funding for projects / infrastructure.	**High** **Whom** All Shires **Outcome** To have developed the position description and (if required), sought funding by 1 April 2014. Start date of 1 July 2014 (to align with regional funding account).

4.1.4 Continuity planning

Findings	Issues	Recommendations	Implementation	Cost	Priority
The Shires can experience high staff turnover. There is limited planning to ensure continuity through staff changes.	High staff turnover rates make it difficult to implement and maintain projects and actions over the long-term. This has a more significant impact for small waste management teams, thus not such an issue for Broome. Significant organisational knowledge can be lost when key staff members resign.	Implement management systems to retain organisational knowledge and facilitate continuity of project implementation. TAG group and regional coordinator will provide 'brains trust' to assist new staff to 'come up to speed'.	• Link position descriptions and performance assessment to strategic and operation plans. • Waste officers could maintain waste management implementation plans that outline actions taken and any issues arising. • Distribute these reports to other staff and provide an archive of the reports to newly employed staff with waste management responsibilities. • TAG group to provide introduction briefing to new key staff members, as required.	The cost would be internal relating to maintaining actions plans; however, this should be more than offset by a smoother transition for new staff and reduced loss of organisational knowledge.	**High** **Whom** All Shires **Outcome** To have linked position descriptions by 1July 2014. TAG group support immediate.

4.2 ECONOMIC VIABILITY

The review of progress against the original RWMP also identified that many of the recommended actions were not implemented because they were not economically viable or Shires lacked the necessary funds. This issue was particularly apparent in regards to the implementation (or lack thereof) of resource recovery initiatives. To ensure that advances to waste management are achieved, it is essential that the economic viability and efficiency of all waste services and projects be optimised.

4.2.1 Economy of scale (regional procurement)

Findings	Issues	Recommendations	Implementation	Cost	Priority
The small population size and remoteness of communities throughout the region make the cost of many initiatives prohibitive.	Individual councils lack the economy of scale necessary to make many waste management initiatives viable.	The Shires should implement actions to take advantage of the economy of scale offered by regional procurement. Regional procurement does not require a single contract to be signed by all Councils, rather it involves similar services being advertised for tender/quotation as part of the same package with a request made to tender applicants that they also provide pricing based on being awarded contracts for all Councils. Services that can potentially be procured on a regional basis include: • Bin collection • Waste site infrastructure • Landfill management • Groundwater monitoring reports • Scrap metal collection • Concrete reprocessing • Training and professional development • Technical and specialist advice.	Implementation of an ongoing regional procurement process should include the following elements: • TAG and WALGA zone agendas focussing on regional waste management procurement. • Utilisation of the Regional Waste Management Account for funding regional initiatives. • Aligning contract commencement and completion dates across the region (this should commence by developing a document that lists the start and completion dates of all waste management related contracts across the region). • Utilising the Regional Waste Management Coordinator to manage the procurement process and help with the development of contract specifications. • Utilising the Regional Waste Account to engage specialists to assist with the development of contract specifications to ensure best practice outcomes are achieved.	The majority of the initial costs would relate to internal administration and liaison via the TAG group, However; the on-going savings relating to cost and efficiency from procuring services and materials at a regional level will be significant.	**Medium - High** **Whom** All Shires **Outcome** TAG group support via agendas and regional procurement focus immediate See above for regional account and coordinator.

4.2.2 Private sector competition

Findings	Issues	Recommendations	Implementation	Cost	Priority
Private sector competition for waste management services is not strong in the region and contributes to higher costs for Shires than is experienced elsewhere in the state.	The higher cost of waste services makes some initiatives not viable and reduces the regions ability to reform waste management practices.	Encourage private sector competition for all waste related goods and services by: • Developing tenders to maximise economy of scales; • Structuring tenders and managing the procurement process to provide a level playing field and encourage private sector competition; • Where appropriate, Councils to accept reasonable risks and develop internal mitigation strategies rather than transferring all risks to the private sector (i.e. Bin ownership and maintenance).	Discuss all waste related procurement at Waste TAG meetings (**Section 4.1.1**). Engage specialists to assist with tender development and procurement management.	While seeking specialist assistance will initially incur costs in the region of $10k – 30k for a tender or contract, given the long term contract values are frequently in excess of $1m, potential savings are significant.	**Medium** **Whom** All Shires **Outcome** TAG group to discuss tenders and engage specialist advice as required.

4.2.3 Transport logistics

Findings	Issues	Recommendations	Implementation	Cost	Priority
The cost of transport in the region is very high due to the distances involved.	The economic viability of many resource recovery initiatives is dependent on transport logistics due to the extreme distance from major centres.	The Shires should work collaboratively with each other and the private sector to identify potential ways of maximising transport efficiencies in the region.	Host a Waste TAG meeting focussing on transport logistics with a goal of identifying solutions to maximise transport efficiencies for recyclable materials (i.e. e-waste, metals, household hazardous waste and recyclable packaging materials). Consult with transport companies to identify potential efficiencies. Determine the potential for back loading of LGA recyclables together with existing recyclables already collected from local super markets. Use the information collected to assist in the development of cost effective packaging recycling options for the region (see **Section 4.6** on page 47).	Internal cost to complete assessment of transport options. By providing a collection service in line with transport industry requirements and ultimately having agreed rates should lead to more cost effective transport for recyclables,	**Medium - High** **Whom** All Shires **Outcome** To determine likely transport costs and optimal infrastructure & process for collection by 1 Jan 2015.

4.2.4 Whole of life costing and gate fee price structure

Findings	Issues	Recommendations	Implementation	Cost	Priority
The Shire's lack a full understanding of the whole of life costs associated with landfilling waste. The actual cost of waste disposal may be significantly higher than the gate fees charged. Gate fees are not charged for most self-hauled wastes at unmanned sites.	Operation of some waste sites is undertaken without consideration of the long-term financial impacts which, can lead to significant avoidable costs being incurred. If the whole of life costs (previously calculated for other small landfills at \$50-\$90 per tonne), are not covered by the gate fees and without a waste reserve fund established, it is likely that rates are subsidising commercial waste disposal and that the Shires will incur a significant financial burden when the sites require rehabilitation.	The Shires should aim to ensure all waste management costs relating to commercial wastes are received from gate fees or any shortfall is quantified.	Engage a consultant to undertake whole of life costing for all waste sites in the region. The income from gate fees should cover the whole of life costs, however, for social or political reasons alternative funding sources (e.g. additional rates) can be used to subsidise the facilities. Landfill fees should be determined for the next five years and communicated to customers, allowing them time to adapt their waste management practices. The waste reserve fund should be established (based on a levy per m^3 of waste disposed). This can be used to purchase strategic capital items and for the rehabilitation of the sites.	Approximately \$5k – \$10k per landfill to determine the whole of life cost (including an estimate of closure costs).	**Medium** **Whom** All Shires **Outcome** All Shire gate fees are based on whole of life costing, or alternative revenue sourced for any shortfall by 1 July 2016.
It is difficult to assess the feasibility of resource recovery initiatives when the true cost of waste disposal is unknown.	One of the main barriers to recycling is the separation of recyclable materials into separate waste streams, (e.g. greenwaste, concrete, metals, organics, etc.). While there is no economic incentive for waste producers to bring separated loads of waste to the waste facilities, the Shires will have to bear the cost of separating the potentially recyclable materials or continue to landfill them.	The gate fees need to be structured to maximise the financial drivers. This means structuring prices so that mixed wastes are charged higher fees than separated recyclable wastes.	A new gate fee pricing structure should be developed to encourage the delivery of separated wastes to the landfill. Ultimately, the gate fees should provide income to recover all costs associated with commercial wastes. The structure of the gate fees needs to allow for: • The free or very low cost drop-off of hazardous or recyclable material. • Full cost recovery for all disposal and recycling operations relating to commercial wastes from gate fees charged. • Higher than cost recovery fees for problematic wastes requiring specific processing prior to disposal.	Process can be completed in-house, so costs relate to time required by staff to develop fee structure.	**Medium** **Whom** All Shires **Outcome** All Shire gate fee structures to be developed to maximise potential for source separation of materials that can be diverted from landfill by 1 July 2016.

4.3 WASTE DATA

The collection of waste related data, such as tonnages, landfill cell locations and site plans, is essential to effectively manage and monitor the operations of the Shires' waste facilities. The data allows the Shires to monitor progress against targets, quantify the impact of any strategies implemented and effectively plan future activities and operations.

4.3.1 Data collection and monitoring

Findings	Issues	Recommendations	Implementation	Cost	Priority
Waste data collection is inconsistent across the region and inconsistent with industry standards. It also does not fully meet reporting requirements (such as annual Local Government Waste Census).	The inconsistent data recording makes completion of reporting requirements more time consuming for Shires. It also makes the comparison of the region's data with other datasets problematic and creates difficulty in analysing the data needed to underpin regional initiatives.	All Shires should implement standardised recording procedures based on the classification system utilised in the Waste Data Study for the Pilbara Region (Talis, 2013).	The Shire's should engage a consultant (on a regional basis) to review current reporting requirements and develop a waste data recording system for each local government. The system should be based on recording waste data into a template on-site utilising the Waste Data Study classification system.	Nil cost to adopt same classification system. Internal costs to set up excel based recording system. $20k capex plus $15k pa cost for electronic data management system.	**High** **Whom** All Shires **Outcome** To adopt and implement a uniform definition of wastes to be used for gatehouse waste recording for 1 July 2014. Shire to be collecting data by excel or other electronic system by 1 Jan 2015.

4.3.2 Waste tonnage data

Findings	Issues	Recommendations	Implementation	Cost	Priority
At best, the waste data for the region is based on volumetric estimates at facility gatehouses.	Volumetric estimates of waste are inherently inaccurate. Charging disposal fees based on volumetric estimates allows commercial customers to reduce gate fees payable by heavily compacting loads.	Complete periodic surveys of waste tonnages using mobile weigh cells. This would enable the Shire to more accurately quantify the tonnage of self-hauled waste received at the landfill sites.	The Shires could collaborate to purchase a set of mobile weigh cells to complete periodic surveys of the tonnages received at each site. Once the weigh cells have been used to gather waste tonnage data, the survey and tonnage data can be combined to record the quantities disposed of in each cell. The weigh cells will enable the Shires to determine average weights of kerbside collection trunks, skip bins etc. Therefore, provided the number of truckloads arriving at each site are recorded, annual tonnages can be calculated with reasonable accuracy.	The cost of the mobile weigh cells is approximately $15,000 for a single axle set (i.e. two pads). This could be funded by DEC grants. Each landfill site survey would require approximately 10 staff days, this would include set up, monitoring and collating the results.	**Medium** **Whom** All Shires **Outcome** Complete first audit of key sites by 1 Jan 2016.
		Shires should ensure that waste quantities can be consistently and accurately measured at larger sites and at least be measured periodically for smaller sites.	There is a range of weighing options from portable single wheel weigh cells to full weighbridges. The Shire should determine the optimal system for each site (based on operational life, throughout, etc) and purchase / install that system.	The assessment of weighing systems can be completed in-house by Shire staff or out sourced. Weighing systems range from $15k - $150k.	**Medium** **Whom** All Shires **Outcome** Install weighing system by 1 July 2017.

4.3.3 Landfill cell location and site surveys

Findings	Issues	Recommendations	Implementation	Cost	Priority
Record keeping and planning at the sites was inconsistent. There was little recorded data about the location of historic waste cells, other than asbestos and clinical waste. Regular surveys are not being undertaken at all the landfill sites.	The keeping of records relating to asbestos and clinical waste cell locations is a regulatory requirement. Regular surveys of landfill sites are needed to determine voidspace utilisation and make estimates of a site's remaining lifespan. They are also needed to ensure that the landfill cells are being developed in accordance with the contour plans outlined in operational and post closure management plans (See **Section 4.5.1**) Historic records about previous landfill cell locations and waste types will prove useful during future planning and development of the sites for their operational and non-operational life.	Records must be kept of landfill cell locations for asbestos and clinical waste (a licence condition) and it is recommended that records are kept of all cell locations and waste types disposed of in each cell /area. Have all landfills in the region (excluding Camballin) surveyed on an annual basis.	Regular surveys of the sites should be completed to produce site plans (including levels) with waste disposal areas marked. A new plan should be produced every 12 months as this will eventually produce a three dimensional record of waste disposal at the sites over their remaining operational life. The Shires should try to have the surveys undertaken on a regional basis (see **Section 4.3.3**) to ensure that all sites are captured and competitive rates achieved.	$3 - $6k per site for an annual survey. The maintenance of cell locations and waste types can be completed by existing staff.	**Medium** **Whom** All Shires **Outcome** Tender regional contract for the 2014-15 year.

4.4 COMMUNITY AWARENESS

Education and awareness of waste management and recycling throughout the community (i.e. residents, organisations, business, schools and industry) must be included as a 'horizontal' strategy throughout the entire implementation strategy and is integral to its success or failure. The wider community need to understand the issues and reasons why the waste management and recycling programmes are being introduced, how they will be affected, what is required from them and the benefits that the community and the Shires will gain.

4.4.1 Community attitudes

Findings	Issues	Recommendations	Implementation	Cost	Priority
There is little information about the community's attitude or opinions about how they want their waste managed within the Shires.	The attitudes of the community (commercial and residential) relating to current and future waste management services need to be determined. The information should be considered for the development of waste management strategies and plans for the Shires. With regular surveys, changes in attitudes can be tracked.	Develop and implement (on a regional basis) a market research programme to establish and monitor community attitudes about the current services they receive and how the future services and activities should be developed. Complete the survey on an annual basis to monitor any changes. Additional one-off questions can be added for topical issues.	• Develop a simple survey that can be completed via telephone, the Shires' websites, one-to one surveys or post. • Areas to be covered include satisfaction of current services, attitude to recycling, desire to increase / introduce recycling, cost of services, use of landfill, etc. • Once the questions have been established, a representative cross-section of the region's community should be surveyed annually. • This can be included as a section within existing or planned Shire surveys about other services. • Face to face surveys could be completed by voluntary groups (e.g. Rotary) at community markets or public events, also at the aboriginal health units to ensure all the communities' opinions are gathered.	\$15k - \$20k to develop survey and analyse the responses. Internal staff time to send and collect surveys.	**Medium - high** **Whom** All Shires **Outcome** Complete first survey by 1 April 2015.

4.4.2 Community knowledge

Findings	Issues	Recommendations	Implementation	Cost	Priority
There appears to be a varied range of knowledge about waste management and recycling issues and activities within the community. There are no specific funds for community education and awareness programmes.	There is a need to educate and involve the community (residential and commercial) throughout the region about the waste management issues and programmes. The Shires must focus on effectively communicating why it is important to act in more sustainable ways and this must be supported with measures of success. If the community understand the reasons for their actions, and can see genuine and attainable results, this is a great motivator and reinforcer for changes in behaviour. Reporting feedback on performance to the community can assist in improving community awareness. Sometimes community education is not prioritised or funded by LGAs. The success of this plan is dependent upon community involvement and participation (residents, businesses and tourists	To develop a communication and education programme for the Shire. Additional activities, such as radio 'sound-bites' will assist in increasing awareness, particularly for residents with lower levels of literacy. An education levy is added to all gate fees to provide a specific fund for education and awareness activities. It cannot be stressed enough, that education and awareness are crucial activities to ensure the success of the future waste strategies. The levy could be paid into a fund for regional education activities to achieve greater economies of scale. If the Shire of Wyndham / East Kimberley joined the fund, all campaigns could be 'Kimberley' branded.	There are many waste education and awareness programmes already being run by local government, these will provide a useful starting point. e.g. Shire of Esperance. The programme should be implemented regionally by the regional co-ordinator (see **Section 4.1.3**) A method of funding (such as an additional $1 per m^3 added to all gate fees) should be agreed and paid into the regional account. This will provide a source of funding for waste and recycling education that is directly linked to the waste generated.	Waste generators could pay the education fund. Regional education could demand a full time role and would need to produce educational material, etc. Thus the task could cost $200k per year. There would potential to draw down WAWA funding to support waste education, but it would be unlikely that the position would be funded.	**Medium - high** **Whom** All Shires **Outcome** Implementation of a waste education program started by 1 July 2015.

4.4.3 Communication to commercial customers

Findings	Issues	Recommendations	Implementation	Cost	Priority
Any significant changes in pricing or operations will impact on waste generators. Therefore they require prior notice to manage the potential impact on their operations.	Any significant changes in pricing or operations will impact on waste generators. Therefore they require prior notice to manage the potential impact on their operations.	Any significant changes to gate fees and services should be communicated to all commercial customers of the Shire's facilities at least six months prior to the change occurring. The communications should include the rationale behind the changes (e.g. meeting State guidelines and targets, etc) and the wider benefits that will be produced (e.g. increased recycling, preserving voidspace, etc). However it does need to be brief. Prior communication will minimise the risk of misunderstanding or confusion at the facilities once the changes are implemented.	A brief newsletter should be produced (as required, but at least every 12 months), that could be included with customer invoices. The newsletter would summarise any changes planned for the waste facilities, together with longer-term strategies. The rationale behind any changes would be explained. The newsletter could also communicate any topical issues or targets for the facilities. For example, materials recycled in the previous 12 months, issues with deliveries such as uncovered loads, recording procedures required at the gate-house for specific wastes, etc.	Newsletter can be produced by staff and mailed with invoices.	**Low - medium** **Whom** All Shires **Outcome** Newsletter provided as required from 1 July 2015.

4.4.1 Decision maker (Councillors) understanding of the waste industry

Findings	Issues	Recommendations	Implementation	Cost	Priority
The waste management budget for the Shires is approximately 10% of the whole Shire budget. New Councillors frequently have little knowledge or understanding of the waste industry.	A lack of understanding of waste management in the Shire's Councils can lead to mis-informed decision making.	Councillors need to understand the factors that drive the management of waste in each Shire, this includes; the whole of life economics of a landfill, environmental risk, regulatory requirements, key operational issues, Strategic plans, etc.	After each Council election the (new and existing) Councillors should be provided with an introduction to waste management and an overview of the current issues and strategic plans. A presentation by waste management officers should summarise current costs, revenues, volumes disposed and recycled. The introduction should include a visit and tour of the waste facilities.	2 – 3 days of staff time to prepare and complete the introduction.	**High - Medium** **Whom** All Shires **Outcome** First introduction by 1 Oct 2014 and then within 3 months of every LGA election.

4.5 BEST PRACTICE OPERATIONS

A number of findings showed that current waste management operations in the Shires were not to ‘best practice’ standards, and in some cases not compliant with licence conditions. The best practice environmental management document provides guidelines relating to the siting, design, operation and rehabilitation of landfills. Some of the issues dealt with in this section are DEC regulatory requirements, and others are only DEC guidelines. However, the use of best practice for the waste management activities would assist in minimising the risk of environmental damage or pollution, extending the life of the Shire’s waste facilities and reducing the operational and maintenance costs associated with the facilities.

4.5.1 Operational planning

Findings	Issues	Recommendations	Implementation	Cost	Priority
Many of the region's waste sites lacked suitable Operational Management Plans, Environmental Management Plans and Landfill Closure Management Plans.	The unstructured planning and development of some of the facilities has led to inefficient operations in relation to time and costs. Lack of planning may results in large capital items or rehabilitation costs being required prior to funds being accumulated or reserved. The operational staff (or contractors) require a clear plan to work towards relating to waste cell locations, excavation, filling and final heights and contours.	All sites should have operational plans (that are less than five years old). Any site without up to date operational plans should produce these important plans. The detail required in each plan should be appropriate to the size and complexity of the site. The plans would include areas such as: • Staffing • Infrastructure • Site layout • Cell locations • Waste placement (compaction) • Recycling measures • Projected tonnages • Operational life • Staged rehabilitation of site. The plans would indicate when significant expenditure is likely to be required as annual tonnages increase. This would enable the Shires to plan for the purchase of capital items and ensure landfill whole-of life costs are covered.	Any Shire facilities without up to date operational plans should undergo a review of the current operations and produce optimal operational plans for each site’s waste management operations. This can be completed by the Shire or outsourced to a consultant. The report would build on this RWMP to provide an operational roadmap for the future requirements that will enable the Shires to pro-actively manage the site effectively and efficiently. Operational plans should be updated every five years to reflect changes in the site, legislation, environmental and social factors.	The production of an Operational Management Plan would take 12 – 15 days to complete by Shire staff. Alternatively the cost for the plan to be produced by a consultant would be in the range of $15k - $20k.	**High** **Whom** All Shires without existing up to date Operational Plans. **Outcome** All facilities to have up to date operational plans by 1 Jan 2015.

4.5.1 Knowledge and skills

Findings	Issues	Recommendations	Implementation	Cost	Priority
Some site operators were not fully aware of their responsibilities in relation to best practice operations (final contour slopes for the landfill site etc.)	The site operators need to be aware of their responsibilities, best practice operations and to be motivated in order to ensure the sites are correctly and efficiently managed. Without this in place, site operations are at risk of becoming inefficient, hazardous and to increasingly be in breach of licence conditions.	The current (and all future) staff needs to be aware of their operational duties and the site license conditions, together with the wider issues of waste management and recycling. With this in place staff should become more motivated, resulting in operational efficiencies. In addition, investment in staff through training programmes may assist in reducing staff turnover and developing the skills of current staff.	Staff should be included in planning and developing the sites operations. The senior staff and / or operational staff should visit other similar sized waste facilities facing similar issues to observe best practice operations in person and recognise practices that they can implement at the Shire's facilities. Some staff could occasionally attend appropriate industry conferences to improve their knowledge about waste management issues. All current (and future) operational staff should undergo basic training about their role and duties for the management of the Shire's wastes. For the sites utilising private contractors, training could be included as a condition of the contract.	Training / visiting other facilities and conferences would require 2 -3 days and approximately $3k per staff member.	**Medium - Low** **Whom** All Shires **Outcome** Training program implementation to start by 1 July 2015.

4.5.1 Identification of new sites

Findings	Issues	Recommendations	Implementation	Cost	Priority
Some of the landfills are approaching the end of their operational lives. Alternative sites for new landfill facilities need to be identified.	Regulatory requirements for new landfill sites mean that it can take 4 - 8 years to identify a site and develop a new facility. If councils do not begin the process of identifying and developing new sites they may find themselves in a situation without an operational landfill.	Accurately quantify the remaining operational life at existing facilities. If remaining operational life is less than 10 years - start the process to identify and develop a new site in accordance with BPEM landfill siting guidelines.	If not already completed, produce a landfill closure plan to define remaining voidspace at each facility. Using annual site survey data (**Section 4.3.3**) monitoring the utilisation of the available voidspace. Once operational life is less than 10 years start the process to identify and develop a new site. This is a complex process and specialist advice should be sought.	Landfill Closure Plan: $12k - $20k. Identification and assessment of a new site: $250k - $500k. Purchase and development of a new landfill: $3m - $10m (depending upon size, location, cost of site, etc).	**High** **Whom** Broome, SDWK, SWEK **Outcome** All facilities operational life estimated by 1 Jan 2015. Site identification started 10 years before end of life, as required.

4.6 WASTE MINIMISATION

The minimisation of waste disposal provides a number of benefits for the Shires and the community. Reducing the quantity of waste landfilled preserves voidspace and increases the operational life of the landfills, it reduces the pollution risk from the facilities and the recycling of materials preserves resources and a product's 'embodied energy'. However, given the region's distance from material collectors and reprocessors, recycling activities in the region should focus on materials that demonstrate one or more of the various qualities:

- have a local market demand (crushed inert waste, greenwaste)
- are of high value (metals)
- are hazardous in landfills (HHW, car batteries, e-waste etc.)
- consume significant quantities of voidspace (tyres etc.)

4.6.1 Scrap metal

Findings	Issues	Recommendations	Implementation	Cost	Priority
Shire's are experiencing difficulty at having scrap metal collected from some sites (especially smaller ones such as Halls Creek and Fitzroy Crossing,).	Excessive stockpiles of scrap metal are developing at some sites, which may affect operations. Scrap metal is also a valuable material for recycling and should be recovered wherever possible.	The Shires work together to develop a regional solution that ensures scrap metal is collected from all facilities for recycling. This could provide an 'easy' pilot regional contract to be developed by the TAG group.	Development and awarding of a contract for the collection of scrap metal in the region on at least an annual basis. TAG group to develop and tender contract as a pilot. Complete a 'wash-up' review afterwards to identify any 'lessons learned'	Staff time to develop a project Memorandum of Understanding (MOU) and contract (**Section 4.2.1**). Likely cost saving for project (scrap collection cost) and ensuring collection from all facilities.	**High** **Whom** All Shires **Outcome** All facilities operational

4.6.2 *Source separation of C&D waste*

Findings	Issues	Recommendations	Implementation	Cost	Priority
Very little source separated C&D waste is delivered to the Shires' waste facilities, therefore the majority is landfilled. No accurate data about the actual volumes of C&D waste disposed at each facility.	It is not economically viable or practical (with unmanned sites) to separate mixed loads of C&D waste for recycling. Therefore the mixed loads brought to the facilities are landfilled, when a large proportion could be recycled. C&D waste may make be up to 50% of the waste disposed of in the Shires, a proportion of this waste stream can be easily recycled; however, without accurate data the viability of C&D recycling cannot be assessed.	Assess the viability of concrete and brick recycling in the region, considering: • New C&D recycling asbestos guidelines[2] • Volumes, • Markets • Capital and operational costs • Funding options • Operational delivery options, etc.	The available information should be reviewed in relation to local economics, regulations for managing asbestos risks and other factors to determine the viability of C&D (concrete, brick and tile crushing) in the region. Facility waste audits using mobile weigh cells (**Section 4.3.2**) would provide data about quantities. Given the capital cost for a crusher could be in excess of $1m with operational costs of $200k - $500k pa; it is very important to invest the time and money required to accurately determine the quantities (to define the size of crusher), delivery model and costs for this potential recycling option.	Quantify waste stream at each key facility; $20k - $100k (depending upon methodology) Viability assessment: $15k - $30k Concrete & brick crushing project: yet to be determined	**High** (especially for sites with limited voidspace) **Whom** All Shires **Outcome** To determine viability by 1 Oct 2014.
		If the recycling of C&D waste is found to be viable, the delivery of separated C&D should be encouraged. The Shires encourage source separation by introducing Waste Management Plans (WMP) as part of building approvals, using gate fee pricing structures (low cost for separated loads) and community / industry education. The local building industry involves only a few businesses in each town, which could assist in the development / adoption of 'on-site' waste management practices that will maximise recycling. The separated "clean" concrete, bricks and tiles should be stored separately at the facilities, prior to reprocessing.	If the recycling of C&D waste is found to be viable; the Shires should introduce the requirement of WMPs with any building approval. This would require the builder / developer to separate waste materials for recycling. WAWA has completed significant work in this area and should be able to provide practical solutions and advice to develop C&D recycling operations, as well as the use of the material within Shire operations. Concrete, bricks and tiles can be stored at the facilities, until sufficient volumes are stored to process the materials, this can be completed on a regional basis, with a number of facilities visited during the same tour. The resulting recycled aggregates can be used for infill material, road-base or as aggregate replacement. Separated steel and metals can be recycled.	Staff time to review WMP's and liaise with local building / demolition industry	Priority dependent on outcomes of viability project **Whom** All Shires **Outcome** Implemented within 6 months of C&D waste recycling project determined as viable.

[2] Guidelines for managing asbestos at construction and demolition waste recycling facilities (DER, 2012)

4.6.3 Additional waste processing

Findings	Issues	Recommendations	Implementation	Cost	Priority
The facilities receive many waste streams that could potentially be recycled or diverted from disposal. However, due to local factors each waste stream would require assessment.	Processing / diverting waste on an individual council basis is cost prohibitive. Processing / diverting waste would contribute to the WAWA recycling / diversion targets. Processing waste can save significant volumes of valuable voidspace. The economics of recycling / diverting wastes are different for the Kimberley and currently unknown.	That the Shires work together to identify waste streams that could be assessed for recycling / diversion. The waste streams targeted could be based on: • Problematic wastes (e.g. gas bottles) • Local markets (e.g. reuse shops) • Significant volumes (e.g. organic waste)	Complete a detailed Feasibility Study for the processing / diversion of targeted waste streams. Assessment of economics, markets, technical and operational factors would provide a solution or identify if the specific waste stream waste unviable to recycle / divert at this time.	Depending upon the waste stream identified and complexity of assessment: $10k - $30k per waste stream / material.	**Medium** **Whom** All Shires **Outcome** At least one assessment completed by 1 July 2015.

4.6.4 Waste tyres

Findings	Issues	Recommendations	Implementation	Cost	Priority
Significant quantities of tyres are received at the region's waste sites.	Due to their shape, relatively low tonnages of waste tyres consume large volumes of valuable voidspace. Waste tyres pose a significant fire risk if not buried regularly.	That the Shires work together to investigate possible solutions to process or recycle tyres in a cost effective manner. Some tyre repair companies are returning tyres to Perth for recycling as part of an industry scheme, this should be explored further.	Complete a detailed Feasibility Study for the processing or back loading of waste tyres.	10-15 days of staff time or $12 - $20k if out sourced to a consultant.	**Medium** **Whom** All Shires **Outcome** Assessment completed by 1 Jan 2015.

4.6.1 Greenwaste processing

Findings	Issues	Recommendations	Implementation	Cost	Priority
The DER has prohibited the burning of greenwaste at most waste facilities across the State. The Shires are mulching waste at significant expense to ratepayers. Markets for processed greenwaste (mulch) are not well developed in the region and mulch appears to be produced in excess of demand. The mulch is not pasteurised, which is against BPEM guidelines and the mulch does not meet AS4454 standard.	Mulching greenwaste is extremely expensive in the region (up to 10 tims more expensive than in Perth). Producing mulch when there is no identifiable market is a waste of money. Due to lack of demand for the mulch the facilities can have significant stockpiles, resulting in a fire risk. There are environmental and health and safety risks associated with producing mulch that is not compliant with relevant product standards.	That the Shires work together to develop a regional solution that: • Minimises processing costs across the region. • Provides opportunities to utilise external funding opportunities. • Assesses local markets for recycled greenwaste. • Ensures recycled greenwaste products meet the relevant product standards.	Complete an assessment of greenwaste processing that considers options such as: • Quantifying local market demand for mulch • Consider greenwaste management options (i.e. controlled burning of excess greenwaste and mulching volume s that match local demand) • A regional greenwaste -processing contract. • Purchase options for processing equipment. • Operational delivery options for processing	The assessment would take 15 – 25 staff days or if out-sourced to a consultant \$20k - \$30k (depending upon availability of data of complexity of options).	**Medium - Low** **Whom** All Shires **Outcome** Completed assessment by 1 July 2016.

4.6.1 Packaging materials

Findings	Issues	Recommendations	Implementation	Cost	Priority
Drop-off or kerbside collection of packaging recyclables is not offered to the residents and businesses of Kununurra, Wyndham, Halls Creek and Fitzroy Crossing. Recyclable packaging makes up approximately 20% of domestic kerbside waste (thus approx. 5% of total waste stream). Perth (location of most recyclate buyers) is approximately 2,800km from Halls Creek and 3,200km from Kununurra, (Adelaide is 3,220km from Kununurra).	Recyclable packaging material is being disposed of to landfill, as a collection or drop-off service is not offered at all towns. Resources are lost and landfill void space is unnecessarily filled. There is one MRF at Broome; there are no other sorting or baling facilities in the region. Transport costs would be significant to move the materials to Perth ($150 - $500/t). Therefore, based on current prices, the cost to collect and transport most materials (e.g. glass, paper) would be uneconomic.	The Shires should not introduce a kerbside collection of recyclable materials (Recommendation from Kimberley Zone report. MRA, 2013) However, drop-off facilities could be established at manned facilities for higher value materials such as metals and plastics. Drop-off facilities avoid the cost of sorting co-mingled packaging materials and thus a lower cost alternative to introduce some recycling of these materials in the Shires. Once the materials are baled, transportation options need to assess to identify the most efficient system.	The Shires should assess the viability and cost of implementing a recycling drop-off service for residents at the Kununurra, Wyndham, Fitzroy Crossing and Halls Creek as these sites become manned. The service can be offered to commercial business at cost. The Shires should identify an appropriate infrastructure and seek funding for its purchase. It would need to bale a range of material (inc. aluminium cans, plastics, paper, card and possibly tyres). The use of a baler would avoid the inefficient transfer of uncompacted material.	Viability assessment: 15 – 20 days of staff time or $15k - $25k if out sourced to a consultant. Establishment and operation of a drop-off recycling facility: yet to be determined.	**Medium** **Whom** SDWK, Halls Creek and SWEK **Outcome** Define viability by 1 Apr 2015. If viable, implement service by 1 July 2016

4.6.1 Low volume highly polluting (LVHP) waste

Findings	Issues	Recommendations	Implementation	Cost	Priority
The majority of e-waste and household hazardous waste received at the region's sites is landfilled as there are not appropriate drop-off facilities provided. None of the landfills in the region have lined cells (either geo-textile or engineered clay) or leachate management systems.	Low volume, highly polluting (LVHP) waste is problematic for landfills as it can have disproportionately high environmental, health and safety impacts when managed inappropriately. Such wastes include asbestos, household hazardous waste (HHW), agricultural chemicals and electronic waste.	The Shire's investigate solutions to reduce the volume of HHW and e-waste being disposed of to landfill by taking advantage of the National Television and Computer Recycling Scheme (NTCRS), and the various Waste Authority initiatives.	The Councils should look to establish an e-waste collection project across the region. This could involve collecting e-waste at all manned waste facilities. The collected e-waste could then be transported to Broome and Kununurra for final collection by DHL or another NTCRS 'Co-regulatory Arrangement'. E-waste types not covered by the NTCRS (only a small %) may be able to be processed in Perth with assistance from the Waste Authority. The Shires may also be able to receive Waste Authority funding to subsidise the collection and processing of HHW from manned facilities. The Shire's should consult with the Waste Authority to determine whether the region is eligible to receive such support.	Assessment of options for each LVHP waste stream: 10- 15 staff days or \$12k - \$20k if outsourced to a consultant. Cost of collection / diversion options: yet to be defined, but target funded schemes.	**High – Low** (depending upon enviro risk at each site) **Whom** All Shires **Outcome** Assessed options by 1 July 2015 Implement recommendations by 1 July 2016

5 IMPACTS OF THE REGIONAL WASTE MANAGEMENT PLAN

The successful implementation of **Section 4** of the Regional Waste Management Plan will provide the following outcomes to Shires within the Kimberley Region.

5.1 ORGANISATIONAL CAPACITY

- Improved regional communication and cooperation on waste management initiatives;
- Enhanced capacity to implement regional projects.
- Suitably skilled staff available to implement projects.
- Measures in place to ensure critical organisational knowledge is retained when key staff leave.

5.2 ECONOMIC VIABILITY

- Cost savings with new private sector waste contracts, services and projects.
- Improved economic management of council operated waste facilities and services.
- The ability to implement otherwise unviable resource recovery projects.

5.3 WASTE DATA

- Improved data collection practices.
- Stronger understanding of waste generation characteristics.
- Development of a regional waste database to utilise for the planning of new waste management initiatives.
- Reduced time demands on Shire staff to comply with external reporting requirements (DER Local Government Census etc.).

5.4 COMMUNITY AWARENESS

- Shires to have an in-depth understanding of community attitudes on waste management issues.
- Local community more aware of waste management issues and why Shire's are implementing new initiatives and waste management practices.
- The private sector to be aware of proposed waste management changes that will affect their operations prior to implementation.
- Community support for the implementation of new initiatives.

5.5 BEST PRACTICE OPERATIONS

- Extended lifespan of existing facilities.
- Reduced operating costs over the full life cycle of a facility.
- Improved operational performance and compliance with environmental requirements.
- Identification of new sites in accordance with best practice recommendations.

5.6 WASTE MINIMISATION

- Reduced waste to landfill;
- Reduced environmental impacts from waste disposal;
- Additional employment and economic opportunities for the region.

6 IMPLEMENTATION BUDGET AND SCHEDULE

The RWMP implementation strategy is focused on the next five years, with the initial focus to develop an environment that will maximise efficient collaboration with the Shires, therefore reaping the benefits as soon as possible. A basic schedule, shown as a Gantt chart in **Figure 6.1**, outlines the order and duration for actions to be completed. The Gantt chart is also provided in **Appendix C** in A3 format for ease of reading and can be provided as a MS Project file for updating (please contact ASK to request a copy).

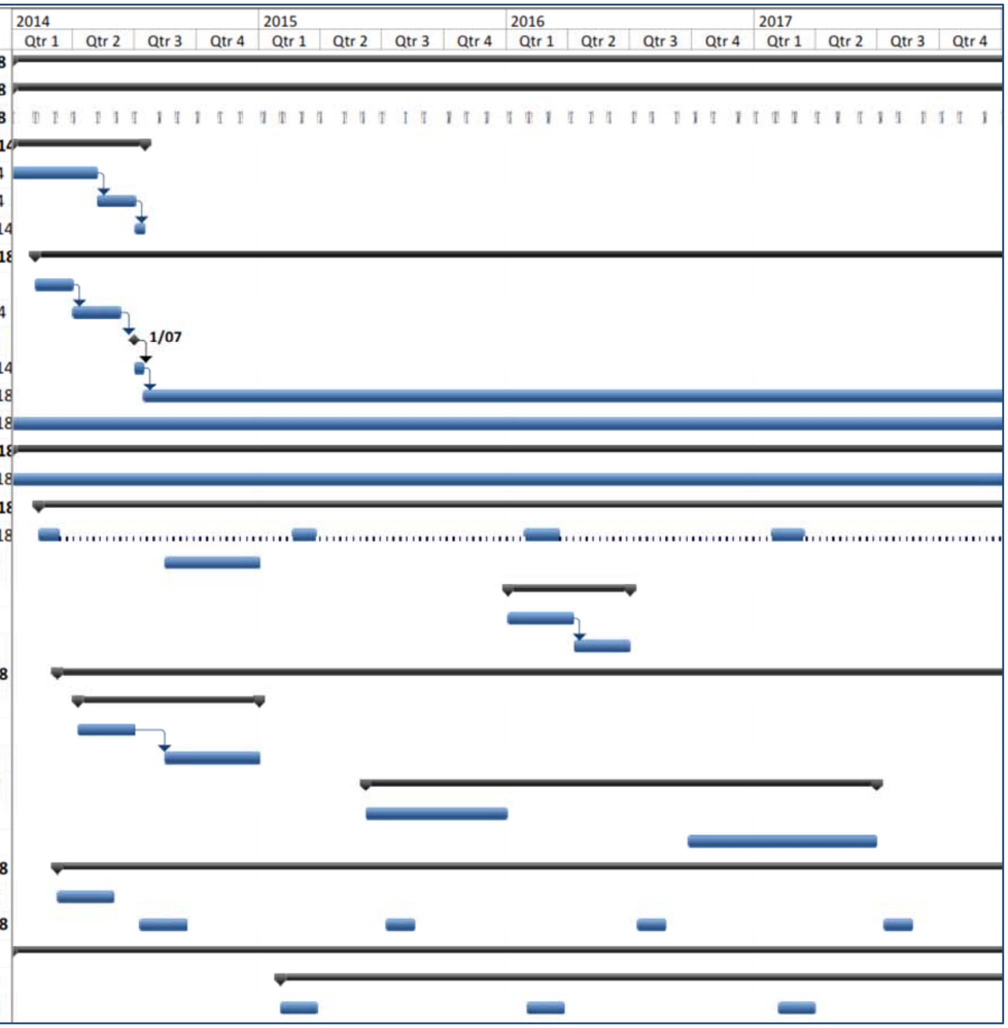
6.1 MONITORING AND REVIEW

The basic schedule shown below should be expanded and modified by the Shires and the regional coordinator (**Section 4.1.3**), particularly as the more complex recommendations will require individual schedules. The implementation of the recommendations needs to be monitored and reported on a bi-annual basis.

In addition to monitoring the outcome deadlines and key milestones, the RWMP must be treated as a dynamic document that is reviewed and amended periodically to ensure that it remains contemporary and relevant to emerging waste management issues and legislation. The Shire's should complete updates of the RWMP on a five yearly basis, or more frequently if required.

Figure 6.1: Basic Implementation Schedule for the Shires (Gantt chart split over two pages)

ID	Task Name	Duration	Start	Finish
1	**Organisational Capacity**	**1285 days**	**Thu 2/01/14**	**Wed 5/12/18**
2	**Regional cooperation (TAG meetings)**	**1285 days**	**Thu 2/01/14**	**Wed 5/12/18**
3	**TAG meetings**	**1285 days**	**Thu 2/01/14**	**Wed 5/12/18**
64	**Regional funding**	**140 days**	**Thu 2/01/14**	**Wed 16/07/14**
65	Agree baseline funding arrangement	90 days	Thu 2/01/14	Wed 7/05/14
66	Establish funding account	40 days	Thu 8/05/14	Wed 2/07/14
67	Make initial funding contribution	10 days	Thu 3/07/14	Wed 16/07/14
68	**Regional coordinator**	**1114 days**	**Wed 5/02/14**	**Mon 14/05/18**
69	Define position role / description	40 days	Wed 5/02/14	Tue 1/04/14
70	Recruitment of coordinator	50 days	Wed 2/04/14	Tue 10/06/14
71	Coordinator start date	0 days	Tue 1/07/14	Tue 1/07/14
72	Initial training & site visits	10 days	Tue 1/07/14	Mon 14/07/14
73	On going coordination	1000 days	Tue 15/07/14	Mon 14/05/18
74	Continuity planning	1100 days	Thu 2/01/14	Wed 21/03/18
75	**Economic Viability**	**1120 days**	**Thu 2/01/14**	**Wed 18/04/18**
76	Economy of scale	1100 days	Thu 2/01/14	Wed 21/03/18
77	**Private sector competition**	**1093 days**	**Mon 10/02/1**	**Wed 18/04/18**
78	Engage specialist advice (as required)	150 days	Mon 10/02/14	Wed 18/04/18
79	Transport logistics	100 days	Fri 15/08/14	Thu 1/01/15
80	**Costing and gate fees**	**130 days**	**Mon 4/01/16**	**Fri 1/07/16**
81	Whole of life modelling	70 days	Mon 4/01/16	Fri 8/04/16
82	Gate fee structure defined	60 days	Mon 11/04/16	Fri 1/07/16
83	**Waste Data**	**1162 days**	**Mon 10/03/1**	**Tue 21/08/18**
84	**Data collection and monitoring**	**192 days**	**Wed 9/04/14**	**Thu 1/01/15**
85	Adopt uniform waste classifications	60 days	Wed 9/04/14	Tue 1/07/14
86	Implement electronic data collection	100 days	Fri 15/08/14	Thu 1/01/15
87	**Waste tonnage infrastructure**	**540 days**	**Mon 8/06/15**	**Fri 30/06/17**
88	Weigh cell tonnage audit	150 days	Mon 8/06/15	Fri 1/01/16
89	Research and install weighing systems	200 days	Mon 26/09/16	Fri 30/06/17
90	**Cell locations and site surveys**	**1162 days**	**Mon 10/03/1**	**Tue 21/08/18**
91	Prepare and tender for a regional contract	60 days	Mon 10/03/14	Fri 30/05/14
92	**Annual site surveys**	**1075 days**	**Wed 9/07/14**	**Tue 21/08/18**
98	**Community Awareness**	**1239 days?**	**Thu 2/01/14**	**Tue 2/10/18**
99	**Community attitudes**	**825 days**	**Mon 2/02/15**	**Fri 30/03/18**
100	**Annual attitude survey**	**825 days**	**Mon 2/02/15**	**Fri 30/03/18**



- Chart continues -

ID	Task Name	Duration	Start	Finish
105	**Community knowledge**	**900 days**	**Mon 16/02/1**	**Fri 27/07/18**
106	Develop awareness programme	100 days	Mon 16/02/1	Fri 3/07/15
107	Implement programme	800 days	Mon 6/07/15	Fri 27/07/18
108	**Communication to commercial customers**	**805 days**	**Wed 2/09/15**	**Tue 2/10/18**
109	**Customer newsletter**	**805 days**	**Wed 2/09/15**	**Tue 2/10/18**
114	Decision maker understanding	1 day?	Thu 2/01/14	Thu 2/01/14
115	**Councillor info session**	**795 days**	**Tue 18/11/14**	**Mon 4/12/17**
119	**Best Practice Operations**	**1048 days**	**Fri 18/07/14**	**Tue 24/07/18**
120	Operational planning	120 days	Fri 18/07/14	Thu 1/01/15
121	Knowledge and skills	800 days	Wed 1/07/15	Tue 24/07/18
122	**Identification of new sites**	**880 days**	**Fri 12/09/14**	**Thu 25/01/18**
123	Accurately estimate operational life	80 days	Fri 12/09/14	Thu 1/01/15
124	Start site selection process, as required	800 days	Fri 2/01/15	Thu 25/01/18
125	**Waste Minimisation**	**1025 days**	**Thu 2/01/14**	**Wed 6/12/17**
126	**Scrap metal**	**100 days**	**Thu 2/01/14**	**Wed 21/05/14**
127	Define regional contract and MOU	80 days	Thu 2/01/14	Wed 23/04/14
128	Tender and award contract	60 days	Thu 2/01/14	Wed 26/03/14
129	First scrap tour implementation	100 days	Thu 2/01/14	Wed 21/05/14
130	**C&D waste (concrete & bricks)**	**260 days**	**Thu 10/07/14**	**Wed 8/07/15**
131	Determine viability	60 days	Thu 10/07/14	Wed 1/10/14
132	Start to stockpile concrete & bricks	30 days	Thu 2/10/14	Wed 12/11/14
133	Develop & Implement source separation initiatives	200 days	Thu 2/10/14	Wed 8/07/15
134	Seek funding and/or tender preparation	120 days	Thu 2/10/14	Wed 18/03/15
135	Award tender (if contracted out)	30 days	Thu 19/03/15	Wed 29/04/15
136	Start re-processing of waste	50 days	Thu 30/04/15	Wed 8/07/15
137	Additional waste processing assessments	700 days	Thu 2/04/15	Wed 6/12/17
138	Waste tyres (feasibility assessment)	60 days	Fri 10/10/14	Thu 1/01/15
139	Greenwaste processing (assessment)	60 days	Mon 12/10/15	Fri 1/01/16
140	**Packaging materials**	**450 days**	**Fri 10/10/14**	**Thu 30/06/16**
141	Define viability	60 days	Fri 10/10/14	Thu 1/01/15
142	Implement agreed recommendations	200 days	Fri 25/09/15	Thu 30/06/16
143	**Low volume - highly polluting wastes**	**387 days**	**Thu 8/01/15**	**Fri 1/07/16**
144	Determine viability & best options	60 days	Thu 8/01/15	Wed 1/04/15
145	Implement recommendations	120 days	Mon 18/01/16	Fri 1/07/16

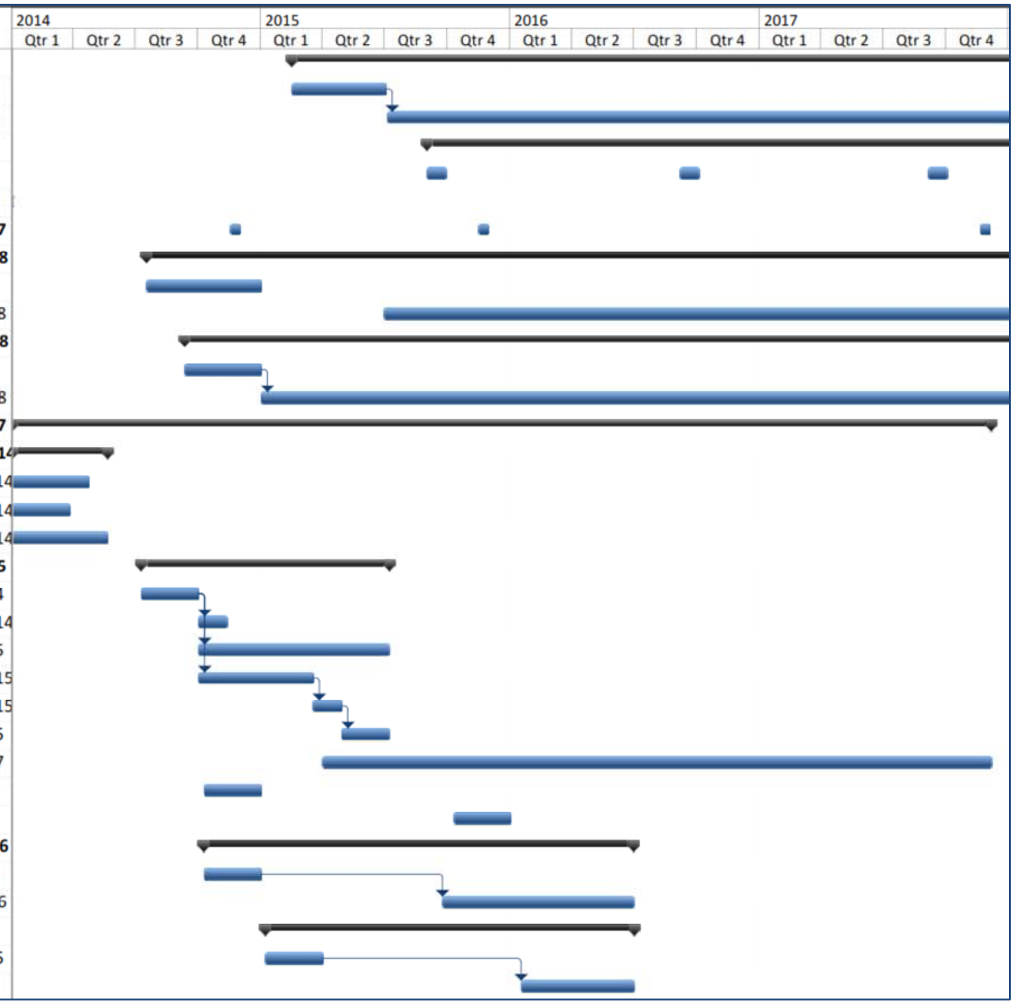


Table 6.1: Estimated budget for the implementation of the RWMP

Task Title	Start	Finish	External Cost	Shire time (days)	Notes
Organisational Capacity					
Regional cooperation (TAG meetings)	Thu 2/01/14	Wed 5/12/18			
TAG meetings	Thu 2/01/14	Wed 5/12/18		8-12	per shire per year
Regional funding	Thu 2/01/14	Wed 16/07/14			
Agree baseline funding arrangement	Thu 2/01/14	Wed 7/05/14		2	per shire
Establish funding account	Thu 8/05/14	Wed 2/07/14		1	per shire
Make initial funding contribution	Thu 3/07/14	Wed 16/07/14			to be decided
Regional coordinator	Wed 5/02/14	Mon 14/05/18			
Define position role / description	Wed 5/02/14	Tue 1/04/14		1	per shire
Recruitment of coordinator	Wed 2/04/14	Tue 10/06/14		1	per shire
Coordinator start date	Tue 1/07/14	Tue 1/07/14			
Initial training & site visits	Tue 1/07/14	Mon 14/07/14		3	per shire
On going coordination	Tue 15/07/14	Mon 14/05/18	$250k		estimate of total cost
Continuity planning	Thu 2/01/14	Wed 21/03/18		3	per shire
Economic Viability					
Economy of scale	Thu 2/01/14	Wed 21/03/18		2	per shire
Private sector competition	Mon 10/02/14	Wed 18/04/18		3	per shire
Engage specialist advice (as required)	Mon 10/02/14	Wed 18/04/18	$15k		
Transport logistics	Fri 15/08/14	Thu 1/01/15		15	by Coordinator
Costing and gate fees	Mon 4/01/16	Fri 1/07/16			
Whole of life modelling	Mon 4/01/16	Fri 8/04/16	$7.5k		
Gate fee structure defined	Mon 11/04/16	Fri 1/07/16		5	by Coordinator
Waste Data					
Data collection and monitoring	Wed 9/04/14	Thu 1/01/15			
Adopt uniform waste classifications	Wed 9/04/14	Tue 1/07/14		2	per shire
Implement electronic data collection	Fri 15/08/14	Thu 1/01/15	$25k		per shire for data management system, or $2k for excel and tablet

Task Title	Start	Finish	External Cost	Shire time (days)	Notes
Waste tonnage infrastructure	Mon 8/06/15	Fri 30/06/17			
Weigh cell tonnage audit	Mon 8/06/15	Fri 1/01/16	$15k	20	To purchase cells and 20 days per site for a 11 day audit; if outsourced approx $20k per site
Research and install weighing systems	Mon 26/09/16	Fri 30/06/17	$15k - $150k	10	10 days to research and purchase system, capex variable depending upon system and site
Cell locations and site surveys	Mon 10/03/14	Tue 21/08/18			
Prepare and tender for a regional contract	Mon 10/03/14	Fri 30/05/14		1	per shire
Annual site surveys	Wed 9/07/14	Tue 21/08/18	$3k - $6k		
Community Awareness					
Community attitudes	Mon 2/02/15	Fri 30/03/18	$20k		To develop survey and analyse responses
Annual attitude survey	Mon 2/02/15	Fri 30/03/18		4	per shire for implementation
Community knowledge	Mon 16/02/15	Fri 27/07/18			
Develop awareness programme	Mon 16/02/15	Fri 3/07/15	$20k		
Implement programme	Mon 6/07/15	Fri 27/07/18	$20k	100	for region
Communication to commercial customers	Wed 2/09/15	Tue 2/10/18			
Customer newsletter	Wed 2/09/15	Tue 2/10/18		2	per shire
Decision maker understanding	Thu 2/01/14	Thu 2/01/14			
Councillor info session	Tue 18/11/14	Mon 4/12/17		2	per shire
Best Practice Operations					
Operational planning	Fri 18/07/14	Thu 1/01/15	$15k-$20k	15	per shire (cost for if outsourced to consultant)
Knowledge and skills	Wed 1/07/15	Tue 24/07/18	$3k	2	per key waste team member
Identification of new sites	Fri 12/09/14	Thu 25/01/18			
Accurately estimate operational life	Fri 12/09/14	Thu 1/01/15	$12k - $20k		
Start site selection process, as required	Fri 2/01/15	Thu 25/01/18	$250k - $500k	250	Both external cost and shire time would be required
Waste Minimisation					
Scrap metal	Thu 2/01/14	Wed 21/05/14			
Define regional contract and MOU	Thu 2/01/14	Wed 23/04/14		2	per shire
Tender and award contract	Thu 2/01/14	Wed 26/03/14		2	per shire

Task Title	Start	Finish	External Cost	Shire time (days)	Notes
First scrap tour implementation	Thu 2/01/14	Wed 21/05/14	to be defined		Value of scrap and economy of scale should result in better financial outcome
C&D waste (concrete & bricks)	Thu 10/07/14	Wed 8/07/15			
Quantify waste stream	Mon 3/03/14	Thu 10/7/14	$20k - $100k	3	per shire (both external cost and shire time required)
Determine viability	Thu 10/07/14	Wed 1/10/14	$15k - $30k		
Start to stockpile concrete & bricks	Thu 2/10/14	Wed 12/11/14		4	per shire
Develop & imp source separation initiatives	Thu 2/10/14	Wed 8/07/15		20	coordinator for the region
Seek funding and/or tender preparation	Thu 2/10/14	Wed 18/03/15		10	coordinator for the region
Award tender (if contracted out)	Thu 19/03/15	Wed 29/04/15		10	coordinator for the region
Start re-processing of waste	Thu 30/04/15	Wed 8/07/15	to be defined	10	coordinator for the region
Additional waste processing assessments	Thu 2/04/15	Wed 6/12/17	$10k - $30k	20	either external cost for consultant or in-house by coordinator
Waste tyres (feasibility assessment)	Fri 10/10/14	Thu 1/01/15	$12k - $20k	15	either external cost for consultant or in-house by coordinator
Greenwaste processing (assessment)	Mon 12/10/15	Fri 1/01/16	$20k - $30k	20	either external cost for consultant or in-house by coordinator
Packaging materials	Fri 10/10/14	Thu 30/06/16			
Define viability	Fri 10/10/14	Thu 1/01/15	$15k - $25k	20	either external cost for consultant or in-house by coordinator
Implement agreed recommendations	Fri 25/09/15	Thu 30/06/16	to be defined		
Low volume - highly polluting wastes	Thu 8/01/15	Fri 1/07/16			
Determine viability & best options	Thu 8/01/15	Wed 1/04/15	$12k - $20k	20	either external cost for consultant or in-house by coordinator
Implement recommendations	Mon 18/01/16	Fri 1/07/16	to be defined		

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APPENDIX A - WASTE PROJECTIONS

Sector	Material Type	Code	Conversion factor	Broome (tonnes)			Derby (tonnes)			Halls Creek (tonnes)			SWEK (tonnes)			Regional Total (tonnes)		
				Generatec	Landfilled	Recycled	Generatec	Landfilled	Recycled	Generatec	Landfilled	Recycled	Generatec	Landfilled	Recycled	Generatec	Landfilled	Recycled
C&D 9. Other/Mixed	Mixed building rubble	601	0.77	8,938	8,938	0	1,029	1,029	0	0	0	0	3,245	3,245	0	13,212	13,212	0
C&D 9. Other/Mixed	Mixed building rubble (skips only)	601	0.15	0	0	0	0	0	0	0	0	0	1,089	1,089	0	1,089	1,089	0
C&D 9. Other/Mixed	**Subtotal**			**8,940**	**8,940**	**0**	**1,030**	**1,030**	**0**	**1,440**	**1,440**		**4,330**	**4,330**	**0**	**15,740**	**15,740**	**0**
C&I - 9. Other/Mixed	Tyres	183	0.009	32	32	0	21	21	0	0	0	0	154	154	0	207	207	0
C&I - 9. Other/Mixed	Medical waste	207	0.17	17	17	0	10	10	0	0	0	0	20	20	0	47	47	0
C&I - 9. Other/Mixed	Asbestos	208	0.5	75	75	0	1,700	1,700	0	0	0	0	99	99	0	1,874	1,874	0
C&I - 9. Other/Mixed	Waste oil	215	0.0009	14	0	14	3	0	3	0	0	0	80	0	80	97	0	97
C&I - 9. Other/Mixed	Greenwaste	402	0.15	0	0	0	2,420	2,420	0	0	0	0	561	0	510	2,981	2,420	510
C&I - 9. Other/Mixed	Metal	619	0.8	937	0	937	765	0	765	0	0	0	33	0	33	1,735	0	1,735
C&I - 9. Other/Mixed	Mixed refuse (C&I waste)	801	0.3	13,431	13,431	0	9,709	9,709	0	697	697	0	1,518	1,518	0	25,355	25,355	0
C&I - 9. Other/Mixed	Mixed refuse (C&I waste) (in skips)	801	0.3	4,500	4,500	0	0	0	0	0	0	0	627	627	0	5,127	5,127	0
C&I - 9. Other/Mixed	**Subtotal**			**19,010**	**18,060**	**950**	**14,630**	**13,860**	**770**	**3,690**	**3,690**		**3,090**	**2,420**	**620**	**40,420**	**38,030**	**2,340**
MSW - 1. Domestic	Batteries (vehicle)	203	0.0125	0	0	0	13	0	13	0	0	0	0	0	0	13	0	13
MSW - 1. Domestic	Kerbside comingled recycling	301		777	53	723	0	0	0	0	0	0	0	0	0	777	53	723
MSW - 1. Domestic	Kerbside refuse	302	0.424	4,250	4,250	0	1,384	1,384	0	386	386	0	1,930	1,930	0	7,950	7,950	0
MSW - 1. Domestic	Vergeside hardwaste	307		1,487	1,477	10	660	480	0	18	18	0	0	0	0	2,165	1,975	10
MSW - 1. Domestic	Public place refuse	308		657	657	0	531	531	0	228	228	0	350	350	0	1,766	1,766	0
MSW - 1. Domestic	Greenwaste	402	0.15	2,666	0	2,539	727	427	300	306	306	0	517	0	470	4,216	733	3,309
MSW - 1. Domestic	Metal	619	0.8	0	0	0	135	0	135	0	0	0	340	0	340	475	0	475
MSW - 1. Domestic	General refuse (drop off)	801	0.3	3,835	3,835	0	815	815	0	248	248	0	3,047	3,047	0	7,945	7,945	0
MSW - 1. Domestic	Comingled Recyclables	802	0.3	39	0	39	6	0	6	0	0	0	0	0	0	45	0	45
MSW - 1. Domestic	**Subtotal**			**13,710**	**10,270**	**3,310**	**4,270**	**3,640**	**450**	**2,430**	**2,430**	**0**	**6,180**	**5,330**	**810**	**26,590**	**21,670**	**4,570**
Total				**41,660**	**37,270**	**4,260**	**19,930**	**18,530**	**1,220**	**7,560**	**7,560**	**0**	**13,600**	**12,080**	**1,430**	**82,750**	**75,440**	**6,910**

		Broome	Derby	Halls Creek	SWEK	REGIONAL TOTAL
Permament population 2012/13		16543	9252	3987	8451	38234
Population including tourist nights 2012/13		19995	9977	3987	9666	43627
Per capita C&I		0.95	1.47	0.93	0.32	0.93
Per capita C&D		0.45	0.10	0.36	0.45	0.36
Per capita MSW		0.69	0.43	0.61	0.64	0.61
Per capita Total		2.08	2.00	1.90	1.41	1.90

APPENDIX B – 2009 RWMP PROGRESS REVIEW

Issue	Description	Outcomes	Broome	SDWK	Halls Creek	ASK Comments
4.2.1 Community Attitudes	Develop and implement a market research programme to establish and monitor community attitudes about the current services they receive and how the future services and activities should be developed. Complete the survey on an annual basis to monitor any changes. Additional one-off questions can be added for topical issues.	To develop the survey by June 2010.	**Minor Progress:** Did some consultation in June 2011 (with Kadar Pearson & Partners Pty Ltd) on a new waste facility and what the public would expect	**No Progress**	**No Progress:** Market research programme was not developed due to staff turnover of key persons in waste management.	Shire's lacked the internal staff resources to undertake the programme.
4.2.2 Community Knowledge	To develop a communication and education programme for the Shire.	Begin coordinating with the DEC by December 2009	**No progress:** We do no education in the community. It is only reactive if we find a resident or business doing something wrong.	**No Progress:** Some school presentations have been undertaken; however no formal program has been put in place.	**No Progress:** Communication and education programme is not specific to waste management, but is part of the overall health promotion strategy.	Shire's lacked the internal staff resources to undertake the programme.
	An education levy is added to all gate fees to provide a specific fund for education and awareness activities.	Introduced from July 2010	**No progress**	**No Progress:** An increase in gate fees has led to increase in revenue for the Shire.	**No Progress:** An operational gate fee structure has been put in place, yielding positive results. Some of these funds are utilised for community education.	Any education costs are funded out of gate fees and rates. May first require a full understanding of all waste associated costs and revenues.
4.2.3 Communication to Commercial Customers	A brief bi-annual newsletter should be produced (as required), that could be included with customer invoices (once charging is introduced). The newsletter would summarise any changes planned for the waste facilities, together with longer-term strategies. The rationale behind any changes would be explained.	First communication provided by March 2010 summarising the RWMP strategies that impact on commercial customers	**Minor Progress:** Developed a small flyer when we introduced the gatehouse. This was a one off, as it was never followed up.	**No Progress**	**Minor Progress:** The Shire does not have the resources to do a specific newsletter related to waste management. Articles are done for the Halls Creek Herald and Kimberley Echo as and when there is a need.	Current communication initiatives are generally reactive to changes in operations.
4.2.4 Regional waste awareness and RWMP co-ordinator	A state funded regional waste awareness and co-ordination officer should be employed, with the specific role to co-ordinate, develop and implement the actions of the RWMP throughout the region.	To have developed the job description and applied for funding by Dec 2009.	**No Progress**	**No Progress:** SDWK does not really support this. It would be extremely difficult for one person to cover the whole of the Kimberley.	**No Progress:** Issue discussed and the Shire Management requested a position description. None was available. There wasn't enough evidence to support the recruitment of a co-ordinator.	No progress due to a lack of regional cooperation and resourcing.
4.3.1 Data Collection and Monitoring	The Shires need to collect and maintain waste related data, and in a form that can be aggregated and used within subsequent monitoring and analyses to evaluate the strategies and measures implemented by the Shires.	Establish current annual waste volume by June 2011	**Significant Progress:** We have data on annual volumes but not any detail on the specific waste streams. Assumptions have been made to get the specific volumes/weights.	**Significant Progress:** Being done successfully in Derby through the Annual DEC Waste audit. SDWK is still in the process of extending the Fitzroy Crossing landfill and this will begin once the new site is active.	**Significant Progress:** Data is manually recorded on weekly record books at the tip, and then entered onto a data analysis programme in the office. There is double handling which needs to be addressed.	Although some Shire's reported this as being completed ASK has identified that there a number of issues with data collection that still need to be addressed.
	Once the volumes of generic waste streams (i.e. MSW, C&I and C&D) have been quantified, specific audits of each waste stream can be completed to provide compositional information, thereby providing more detailed information to develop future strategies.	Seek funding to Complete a regional waste audit by 2014	**Partial Progress:** A waste audit was completed, we have some annual data and we have some assumptions too.	**Partial Progress**	**Partial Progress:** Consultant engaged.	
4.3.2 Landfill cell location and waste tonnage records	Complete periodic surveys of waste tonnages using mobile weigh cells. This would enable the Shire to more accurately quantify the tonnage of self-hauled waste received at the landfill sites.	Apply for funding to purchase of weigh cells by March 2010.	**No Progress**	**No Progress**	**No Progress**	Lack of regional cooperation to apply for funding.
	Regular surveys of the sites should be completed to produce site plans (including levels) with waste disposal areas marked.	Surveys to be completed at all key sites by June of 2011	**Completed:** Up until Dec 2012 we had been completing annual surveys however we now do it quarterly	**No Progress**	**Partial Progress:** Site plan is not to scale and does not include levels.	

Issue	Description	Outcomes	Broome	SDWK	Halls Creek	ASK Comments
4.4.1 Compliance with site license conditions, unsuitable conditions and private landfill establishment policy	The Shires (staff and Councillors) need to commit to work to the regulatory processes in place and ensure all regulations are complied with.	Action plan developed and full compliance by June 2012 for Broome and Derby and by 2014 for Fitzroy and Halls Creek.	**Completed:** We are achieving good compliance and have improved our relationship with the Kimberley DER employees.	**No Progress**	**Partial Progress:** Shire staff need training on Controlled Waste Tracking System.	
	The license conditions for each site should be reviewed to ensure they are appropriate for each site.	Licences amended by Dec 2010	**Significant Progress:** Latest licence is Dec 2012	**Significant Progress:** Derby has recently become a licensed site, Fitzroy Crossing is still covered under a registration however will possibly be transferred to a license once the extension of the site is complete.	**Significant Progress**	Licences of have been reissued but it does not appear that an internal review process has been undertaken.
	Each Shire should decide on a policy relating to the establishment of private landfills within a certain distance (e.g. 100km) of existing Shire landfills.	Letters sent by Dec 2009	**No Progress:** We don't have a policy but we are in the process of establishing a new site within 100km of Broome. This will replace our current landfill and be the only landfill within 100km of Broome.	**No Progress**	**No Progress:** Issue never discussed in Council.	
4.4.2 Knowledge and skills	Staff should be included in planning and developing the sites operations. The senior staff and / or operational staff should visit other similar sized waste facilities facing similar issues to observe best practice operations in person and recognise practices that they can implement at the Shire's facilities. A potential example to visit would be the Shire of Ashburton's Tom Price landfill due to the relatively small tonnage of throughput yet good landfill management.	First site visited by end of 2010	**Completed:** Visited Derby, Karratha and some sites in Qld and NSW.	**No Progress**	**Partial Progress:** Some staff visited other Broome and Kununurra Sites.	
	All current (and future) operational staff should undergo basic training about their role and duties for the management of the Shire's wastes. For the sites utilising private contractors, training could be included as a condition of the contract.	Letter sent by Shires to MWAC by Nov 09	**Completed**	**Completed:** Addressed by contractor Tox Free	**Completed:** Staff turnover is high, necessitating constant training of new staff.	Although basic training of operational staff is being undertaken formalised training procedures are not in place.
	Staff training could include enrolment of key operational and management staff to relevant courses such as the TAFE Asset Maintenance (Waste Management) course.	Key staff enrolled by Dec 2010	**No Progress:** No formal training undertaken. Is this TAFE course even delivered in WA anymore?	**No Progress**	**No Progress:** Management staff have environmental health training which includes waste management.	TAFE course no longer offered.
	The Shire should join the Waste Management Association of Australia. Members receive a bi-monthly magazine relating to waste management and particularly local government issues. The magazine should be circulated around the Councillors (& staff) to provide background knowledge.	WMAA members info circulated around staff and Councillors by Dec 09	**Significant Progress:** We are not members (I am joining for 2013/2014) but we have been getting the correspondence and magazines.	**Completed**	**Significant Progress:** Magazine is received regularly. Circulation of the magazine could be improved.	
4.4.3 Manning of Sites	The Fitzroy Crossing and Halls Creek facilities should be manned.	Both sites manned, with gate fee collection by June 2011.	**Not Applicable**	**Significant Progress:** Once the Fitzroy Crossing site is extended it will be manned. Anticipate November/December 2013	**Completed:** Tip Supervisor employed, who mans and at time operates landfill plant.	
4.4.4 Operational Management Plans	The Shires (or a consultant) should review the current operations and produce optimal operational plans for each site's waste management operations	Operational plans produced for all sites by Dec 2010	**Significant Progress:** Landfill Closure Management Plan developed and we are looking to review this in 2013/2014	**No Progress:** No operational plan for Fitzroy as yet.	**Completed:** ASK Consultants were engaged to produce the plan.	OMPs, EMPs, and LCMPs still required for many of the sites.
4.4.5 Aboriginal Communities	Monitor the progress of the APY Waste Management Strategy and Implementation Plan Project and register interest in the project.	To have contacted project stakeholders by Dec 2009	**No Progress**	**No Progress**	**No Progress :** Staff turnover issues.	
	The Shire need to work with the DEC and Warmun community to identify an alternative site with more suitable characteristics (e.g. deep enough soil for trench excavations, no surface water within 100m, etc.	Meeting by Nov 2009. Aim to have new site opened and old license ended by June 2011	**Not Applicable**	**Not Applicable**	**Completed:** Old site rehabilitated during the last 6 months of 2012.	

Issue	Description	Outcomes	Broome	SDWK	Halls Creek	ASK Comments
4.4.6 Regional Service Contract	The Shires should aim to 'line up' their current individual contracts to end at a specific date. This would enable the Shires to issue a tender for all waste and recycling services in the Kimberley as one contract.	All future contracts to end on 30 June 2014. Decision made by Aug 2013 regarding aggregation of contracts.	**Completed:** Finish date for contracts now aligned but if a regional approach is taken is yet to be confirmed.	**Completed:** Shire's are aligning tenders but they won't be one joint tender.	**Completed:** Waste collection and management currently done in-house, not contracted out.	Although contracts have been aligned, there is not a consensus on how to progress regional procurement.
4.5.1 Facility recycling areas / Transfer Stations	The Shires should improve the layout or establish recycling areas and gatehouse, at manned sites. The recycling 'drop-off' points should be visible from the gatehouse to monitor operations.	Broome and Derby recycling areas redesigned and improved by Dec 2010	**Significant Progress:** We have implemented a gatehouse (May 2012) and we have recycling occurring near that gatehouse. It is limited and can be improved if possible.	**Completed**	**Completed:** More space required for recycling sites.	All Sites have improved layouts and recycling areas.
4.5.2 Public space recycling facilities and holiday accommodation recycling.	Shire of Broome -Recycling stations should be constructed at 'high traffic' areas that also have takeaway cafes etc. MGB's with uniform colours (yellow lids) and restricted openings will assist in minimising contamination.	Recycling stations established by March 2012	**No Progress:** No public place recycling.	**Not Applicable**	**Not Applicable**	Recycling of packaging materials is not cost effective (viable) especially with contamination associated with public place facilities.
4.5.3 Domestic Waste Recycling	The Shires should implement a recycling drop-off service for residents at the Derby landfill and Fitzroy Crossing and Halls Creek as these sites become manned. The service can be offered to commercial business at cost. The use of such a baler would avoid the inefficient transfer of uncompacted material.	Funding application for baler submitted by May 2010	**Not Applicable**	**Completed**: Derby landfill has a drop off recycling facility. Materials are transported to Broome for sorting. Offered to commercial business through Tox Free not the Shire.	**No Progress:** The Shire is struggling to get recycled materials collected from its tip. Recycling companies are reluctant to collect from Halls Creek due to distances involved.	
	The purchase of a mobile glass crusher that can be used by the Shires to produce a material that can be used in local markets.	Funding to be applied for by June 2011	**No Progress:** Not followed up. Not sure if the volumes would warrant the investment. May be better to target other areas?	**No Progress**	**No Progress** Volumes too low to be viable	Glass crushing not considered viable.
	The Shires should seek funding to implement an education programme relating to home composting and to purchase compost bins that can be provided to residents (at minimal cost).	Funding to be applied for by Dec 2011	**No Progress:** We used to sell compost bins but it has fallen off and is non-existent.	**No Progress**	**No Progress**	Lack of internal and regional resources.
	The Shires should choose an existing website (eg. freecycle.org) and develop a section for the region to encourage reuse of materials in the community. Once the initial pages have been set up the sites require 1-2hr of input a week to maintain and moderate the site.	Site established and promoted by June 2010	**No Progress**	**No Progress**	**No Progress**	Lack of internal and regional resources.
4.5.4 Whole of life and gate fee price structure.	The Shires should aim to ensure all waste management costs relating to commercial wastes are received from gate fees or any shortfall is quantified. A waste reserve fund should be established (based on a levy of \$3 - \$5 per m3 of waste disposed). This can be used to purchase strategic capital items and for the rehabilitation of the sites.	Waste reserve established by July 2010	**Completed:** Considerable work has been done with increasing our reserve and performing Long Term Financial Planning.	**No Progress:** Gate fees have been increased significantly. A levy has not yet been implemented.	**Partial Progress:** Reserve fund established, but no monies deposited into it. Due to staff turnover the Shire lacks an accountant, once this position is filled the matter will be progressed further.	
	A new gate fee pricing structure should be developed to encourage the delivery of separated wastes to the landfill. Ultimately the gate fees should provide income to recover all costs associated with commercial wastes.	Revised gate fees structure introduced by June 2010 or when sites are manned.	**Partial Progress:** We encourage some separation but need to go further when we implement other programmes like source separation of skip and bulk bins	**Completed**	**Partial Progress:** Gate fee structure to encourage source separation. E.g. gate fee for mixed C&D waste is double the fee for separated C&D waste.	

Issue	Description	Outcomes	Broome	SDWK	Halls Creek	ASK Comments
4.5.5 Commercial waste recycling	The Shires should continue to separate their greenwaste and investigate the option to mulch the material, prior to on selling to local mulch retailers. If there is no local market for the mulched greenwaste, the Shire should continue to burn the material	Assess local markets by Dec 2011	**Completed:** We divert and mulch all greenwaste entering our site. We give this back to the residents and businesses and even load it.	**Completed:** Last financial year the Shire trialled the sale of mulch to commercial businesses. There was no local market and therefore the fee for the coming financial year will be free to encourage contractors to take the material.	**Significant Progress:** Shire will purchase a mulcher as a trial for 2013-14.	
	Peter Tapsell (DEC) should be invited to a workshop involving the local stakeholders (Shires, developers, builders and bulk waste companies) to inform the local stakeholders of the programmes and measures that could be implemented to maximise recycling.	To have contacted Peter Tapsell and held a workshop with stakeholders by Oct 2010.	**No Progress**	**No Progress**	**No Progress:** Staff turnover issues.	
	The Shires should introduce the requirement of WMPs with any building approval. This would require the builder / developer to separate waste materials for recycling. Concrete, bricks and tiles can be stored at the facilities, until sufficient volumes are stored to justify hiring a crusher to process the materials, this can be completed on a regional basis, with the contractor visiting a number of Shires during the same tour.	Stockpiling clean C&D waste that can be crushed from Jan 2010.	**No Progress:** This needs to be developed, as it will allow us to get source separation at these sites and increase diversion from landfill.	**Completed:** This has been quite well implemented in Derby, as Tox Free who supply the skip bins have been very active in promoting waste separation. Three bins are supplied to contractors - Steel, green waste and general waste.	**No Progress:** Issue has been discussed but not implemented. The new gate charges system encouraging waste separation should enable the storage of different construction waste materials.	
4.6.1 Sustainable procurement	The Shires need to develop a procurement policy to ensure the use of recycled content products by their staff and contractors.	Review started by June 2010	**No Progress**	**No Progress**	**No Progress**	

APPENDIX C – IMPLEMENTATION SCHEDULE IN A3 FORMAT

13.4 COMMUNITY DEVELOPMENT

13.4.1 Crossing Falls Volunteer Bush Fire Brigade – Proposed Community Fire Brigade Reserve

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	Lot 350 on Deposited Plan 63517, unallocated Crown land, Crossing Falls Road, Kununurra
AUTHOR:	Jennifer Ninyette, Senior Planning Officer
REPORTING OFFICER:	Nick Kearns, Director Community Development
FILE NO:	LP.02.32

PURPOSE

For Council to support reservation of a proposed site for the Crossing Falls Volunteer Bush Fire Brigade.

BACKGROUND

The Crossing Falls Volunteer Bush Fire Brigade currently has a small single bay shed built on private property on Crossing Falls Road, which is no longer suitable for the Fire Brigade's current or future needs.

In 2010 the Volunteer Bush Fire Brigade requested the Shire's assistance in securing a parcel of land, as FESA had apportioned funds ($70,000) from their 2010/2011 budget to purchase and construct a new facility for the Crossing Falls Volunteer Bush Fire Brigade, subject to written confirmation from the Shire that an appropriate parcel of land has been made available.

A proposed site located south of Crossing Falls Road, in the vicinity of the Ord River was recommended for their new facility, shown on the plan at Attachment 1, which is a portion of a larger parcel of unallocated Crown land (PIN 638786).

At the Ordinary Meeting of 21 September 2010 Council considered the proposed reservation of this site and resolved as follows:

Minute No. 9293

Moved: Cr J Parker
Seconded: Cr K Wright

That Council:

1. *Supports the proposed reservation of a portion of unallocated Crown land (PIN 63786) located along Crossing Falls Road, Kununurra, for the purpose of 'Community Fire Brigade' with a management order issued to the Shire of Wyndham East Kimberley with the power to lease and subject to final survey.*

2. *Requests that the Department of Regional Development and Lands initiate action to create a reserve at PIN 638786 for the purpose of 'Community Fire Brigade' to be managed by the Shire of Wyndham East Kimberley with the power to lease.*

3. *Agrees in principle to lease the propose reserve at PIN 638786 to the Crossing Falls Volunteer Bush Fire Brigade group for a term of 21 years and nominal rental amount.*

4. *Advises FESA that it supports the reservation of an appropriate parcel of land for the new Crossing Falls Volunteer Fire Brigade facility, and accordingly has requested the Department of Regional Development and Lands to initiate action to create a reserve for this purpose.*

Carried Unanimously 7/0

Since this time, the Department of Regional Development and Lands (now Department of Lands) have undertaken their statutory investigations and processes and in mid 2013 advised the Shire that the proposed site is constrained by an existing underground electricity cable which would be required to be relocated. The proposed site is also constrained by existing water pipeline easement and in proximity to overhead power lines. A copy of this correspondence is provided at Attachment 2.

On the basis of this, Shire Officers have proposed an alternative site located north of the Crossing Falls Road and Cherubin Road, as shown on the plan at the Attachment 3. This site would allow for a larger area (approximately 2000m²) to be reserved and could potentially allow for future expansion of the proposed facility at a later date, if required.

This parcel is also still a portion of the same larger unallocated Crown land parcel since been surveyed as Lot 350 on Deposited Plan 63517, and creation of the reserve will still be required to be undertaken by the Department of Lands (DoL).

The Department of Lands has advised that to progress this, they will require a new Council Resolution for the creation of a reserve on the current site proposed and acceptance of a Management Order by the Shire.

The Shire has been given just over $250,000 under the Department of Fire and Emergency Services (DFES) Local Government Grants Scheme for the 2013/2014 period, to spend on establishing the proposed facility. The grant can be used to pay for surveying the site, concept drawings, servicing the land, and construction.

It is proposed to establish a two vehicle bay shed with an area of approximately 150m², which includes meeting room, tea making facilities, ablutions and storage.

STATUTORY IMPLICATIONS

Land Administration Act 1997

Under Section 41 of the *Land Administration Act 1997* the Minister for Land may by order reserve Crown land for one or more purposes in the public interest.

Under Section 46 of the *Land Administration Act 1997* the Minister for Land may by order place the care, control and management of a reserve to a management body, for the purpose of which is it is reserved and purposes ancillary and beneficial to that purpose, subject to such conditions as the Minister specifies.

Under Section 51 of the *Land Administration Act 1997* the Minister for Land may by order cancel, change the purpose of or amend the boundaries of, or the locations or lots comprising, a reserve.

In order to satisfy requirements of the DFES funding it is proposed to request the DoL to create a reserve for the purpose of 'Community Fire Station', to be managed by the Shire and used by the Crossing Falls Brigade, as is the case for the Packsaddle and Ivanhoe Volunteer Bush Fire Brigades.

<u>Town Planning Scheme</u>

The proposed reserve area is zoned General Rural under the Shire of Wyndham East Kimberley - Town Planning Scheme No. 7 – Kununurra and Environs.

It is anticipated that once surveyed the site could potentially be rezoned to a scheme reserve for 'Public Purposes – Community Purposes' as part of the Local Planning Scheme review that is currently underway.

POLICY IMPLICATIONS

There are no policy implications associated with this item.

FINANCIAL IMPLICATIONS

The Shire has been allocated an amount of $252,252 under the Local Government Grants Scheme for the purposes of establishing a new facility for the Crossing Falls Volunteer Bush Fire Brigade. These funds can be used to survey the proposed site, develop concept drawings, connect services, and for the construction of the proposed shed.

STRATEGIC IMPLICATIONS

The Shire and the community rely heavily on the support and efforts of the various volunteer bush fire brigades and the development of the new facility for the Crossing Falls Volunteer Bush Fire Brigade will facilitate improved fire management for the Crossing Falls Road and Fish Farm Road areas.

COMMUNITY CONSULTATION

The Shire has consulted with Crossing Falls Volunteer Bush Fire Brigade and Crossing Falls residents, who are supportive of the new location proposed. A project team has also been established which includes the Shire's Projects and Facilities Coordinator, a representative from DFES and two representatives from the bush fire brigade to manage the development of the proposed facility.

COMMENT

The Shire currently holds management of a number of reserves for the purpose of 'Community Fire Station' which are used (or intended to be used) by the Packsaddle and Ivanhoe Volunteer Bush Fire Brigades, therefore it is considered appropriate to enter into the same arrangement with the Crossing Falls Volunteer Bush Fire Brigade.

The creation of a reserve for the Community Fire Station is also a requirement of the funding provided by DFES, to establish a valuable community facility.

It is considered that an area of approximately 2000m² will be reserved to accommodate the proposed 2 bay shed with meeting room, toilet, kitchenette and storage, as well as sufficient access, parking and manoeuvring areas, onsite effluent disposal system, water supply, water tanks etc.

ATTACHMENTS

Attachment 1 – Plan of Original Site Proposed
Attachment 2 – Correspondence from the Department of Regional Development and Lands
Attachment 3 – Plan of New Site Proposed

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council:

1. Supports the proposed reservation of a portion of unallocated Crown land (part Lot 350 on Deposited Plan 63517) located adjacent the intersection of Crossing Falls Road and Cherubin Road, Kununurra, for the purpose of 'Community Fire Brigade' with a management order issued to the Shire of Wyndham East Kimberley subject to final survey.

2. Requests that the Department of Lands initiate action to create a reserve over portion of Lot 350 on Deposited Plan 63517 for the purpose of 'Community Fire Brigade' to be managed by the Shire of Wyndham East Kimberley.

COUNCIL DECISION

Minute No. 10272

Moved: Cr G King
Seconded: Cr S Cooke

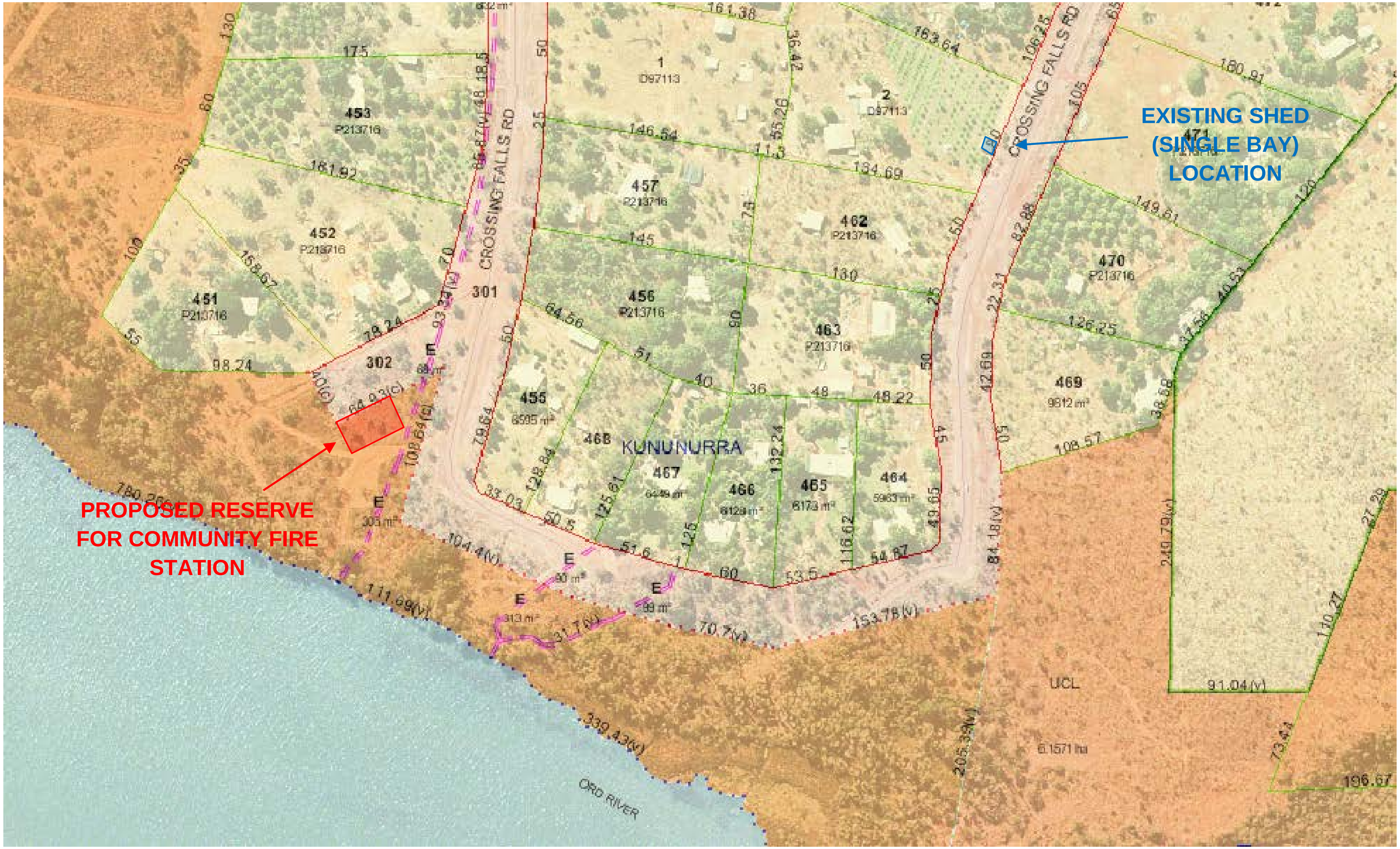
That Council:

1. **Supports the proposed reservation of a portion of unallocated Crown land (part Lot 350 on Deposited Plan 63517) located adjacent the intersection of Crossing Falls Road and Cherubin Road, Kununurra, for the purpose of 'Community Fire Brigade' with a management order issued to the Shire of Wyndham East Kimberley subject to final survey.**

2. **Requests that the Department of Lands initiate action to create a reserve over portion of Lot 350 on Deposited Plan 63517 for the purpose of 'Community Fire Brigade' to be managed by the Shire of Wyndham East Kimberley.**

Carried Unanimously 8/0

Attachment 1: Plan of Original Site Proposed



Government of **Western Australia**
Department of **Regional Development and Lands**

State Land Services

29 MAY 2013
LP.06.3
I-18511

Our ref: 00476-2011/01 (Job: 112434)
Our ref: 00477-2011/01 (Job: 112431)
Enquires: Laurence Wovat
Ph: (08) 9168 0602 Fax: (08) 9168 0600
Email: laurence.wovat@rdl.wa.gov.au

28 May 2013

Chief Executive Officer
Shire of Wyndham East-Kimberley
PO Box 614
Kununurra WA 6743

Dear Sir,

RE: PROPOSED RESERVES FOR "FORESHORE AND RECREATION" AND "COMMUNITY FIRE BRIGADE", CROSSING FALLS, PORTION LOT 350 ON DEPOSITED PLAN 63517 – SHIRE OF WYNDHAM EAST-KIMBERLEY

The Department of Regional Development and Lands (RDL) is currently undertaking the Statutory investigations and processes whereby parties that have an interest in the subject lands are referred to for their comments and support or objections.

RDL conducted a "Dial Before You Dig" investigation and the search revealed that Horizon Power has infrastructure that may be affected by the Proposed Reserves.

Please refer to:

- Att: A - Smartplan of portion Lot 350 on Deposited Plan 63517 proposed for the "Foreshore and Recreation" and "Community Fire Brigade" Reserves (red-hatched area).

- Att: B - Copy of Horizon Power's plan showing the location of infrastructure.

Horizon Power has provided comments to RDL that their infrastructure will be affected by the Reservation of Unallocated Crown Land (UCL), portion of Lot 350 on Deposited Plan 63517. Horizon Power has advised:

- The current power connection to Lot 451 is by underground cable which will have to be relocated at the applicants cost and to submit a (Att: C) "***Request for Quotation for Relocation of Horizon Power Assets***" form.

- In the vicinity of the overhead powerline crossing the river, three new warning signs should be erected due to the expected increase in vehicle/boat traffic.

- Navigable Waterways signs (approved versions) shall be placed at the boat ramp warning vessels of the overhead powerlines crossing the river.

- There is a cluster of electricity meters and sub-meters on the riverbank which should be protected by fencing. The details and type of fencing details will be supplied by the Horizon Power Kununurra office.

Postal Address: PO Box 630, Kununurra, Western Australia 6743
Tel: (08) 9168 0602 www.rdl.wa.gov.au ABN 28 807 22 1246

XDRDL010

- If the Fire Brigade wish to connect to power they should submit a (Att: D) ***Connection Application*** form available on the Horizon Power web site – www.horizonpower.com.au

RDL wishes to respectfully request that the Shire of Wyndham East-Kimberley provide the current dimensions and location of the proposed "Community Fire Brigade", and, any other buildings or structures located within the proposed "Foreshore and Recreation" Reserves to:

- The Department of Regional Development and Lands – Kununurra office.

- Horizon Power – Robert Holloway, Lands and Approvals Coordinator, PO Box 1066, Bently DC, WA 6102.

The provision of information regarding location of buildings and structures on the subject land will assist RDL in determining as to whether easements to protect Horizon Power's infrastructure would be the appropriate action as opposed to the relocation of Horizon Power's assets at the applicant's expense.

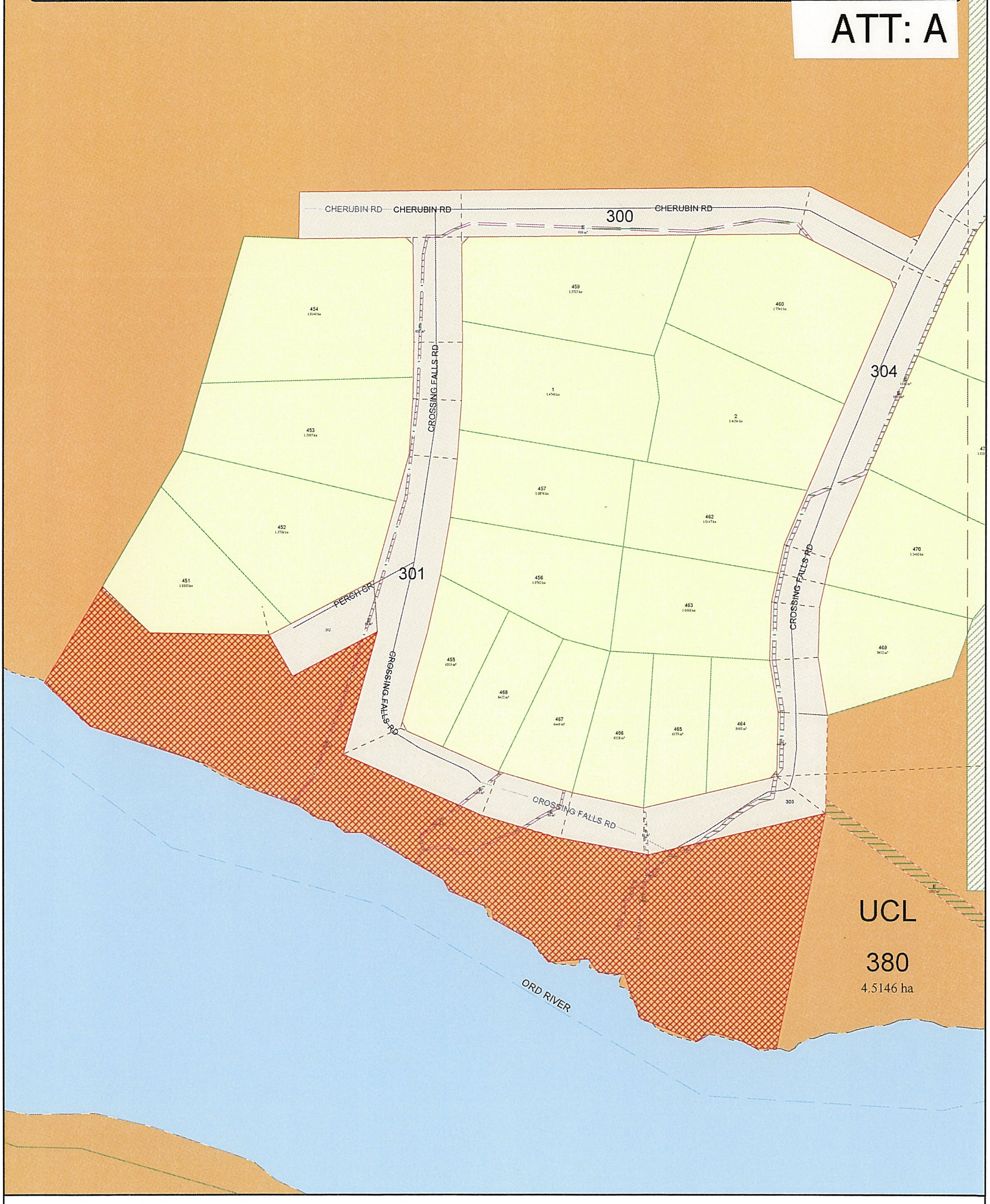
If you require further information or wish to discuss this matter please do not hesitate to contact me on the above telephone number.

Yours faithfully

LAURENCE WOVAT
For MANAGER
STATE LAND SERVICES
KIMBERLEY REGION

Proposed Reserves area - ptn UCL Lot 350 on DP 63517

ATT: A



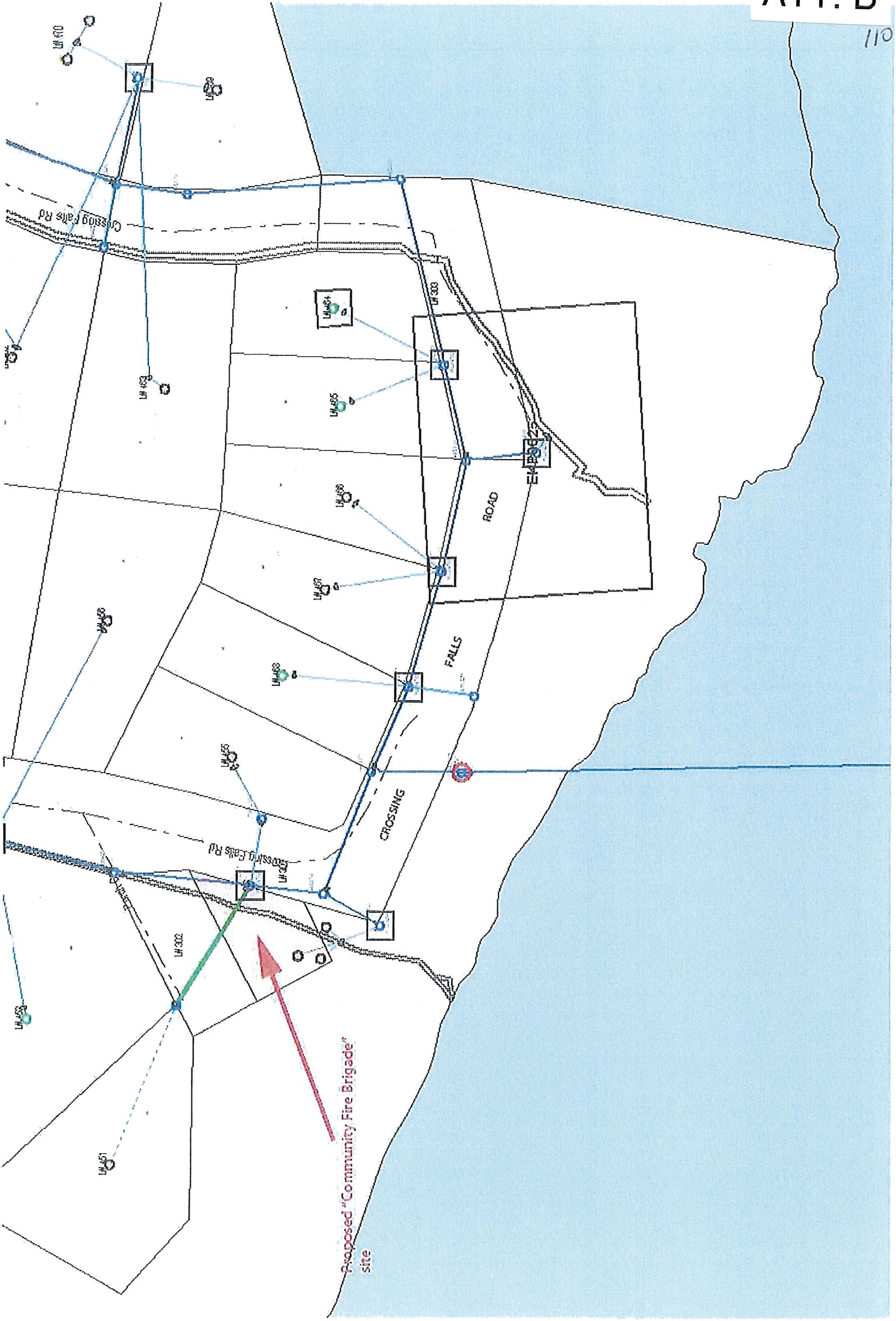
Scale : 1:4000 (Geographical)
MGA : SW=472721.6E,8246344.2N Zone 52 / NE=473526.1E,8247430.9N Zone 52
Lat/Long : 128°44'42.779", -15°51'42.177" / 128°45'09.875", -15°51'06.839" H 271mm by W 210mm

Printed : 15:36 Mon 27/May/2013

This product is for information purposes only and is not guaranteed. The information may be out of date and should not be relied upon without further verification from the original documents. Where the information is being used for legal purposes then the original documents must be searched for all legal requirements.

ATT: B

110


Crossing Falls Rd
CROSSING
FALLS
ROAD
Crossing Falls Rd
Proposed "Community Fire Brigade" site

102

Horizon Power Works Administration
PO Box 1066, BENTLEY DC WA, 6983
Phone 1800 267 926 (residential) or 1800 737 036 (business)
Facsimile 6310 1041

Request for Quotation for Relocation of Horizon Power Assets

A site plan must be included with this completed application form.

Customer name: ______ ABN: ______

Surname: ______ First name: ______

Lot number: ______ Street number: ______ Street: ______

Suburb/town/city: ______ Postcode: ______

Phone: Home: ______ Work: ______ Mobile: ______

Fax: ______ Email: ______

WAPC application (if applicable): ______

Postal address of applicant

Address: ______

Town: ______ Postcode: ______

Phone: ______ Mobile: ______

Fax: ______

Description of works to be carried out (for example, remove/relocate pillar)

______

______

______

______

______

______

______

______

______

______

If the applicant is a company, please enter the signatory's position. Name: ______

Signature: ______ Date: ______ Position: ______

Submission of this Application

When completed, please return this application and attachments to:

Regional Centres:

Karratha (Head Office)	Stovehill Road, KARRATHA WA 6714	Ph: (08) 9159 7250 karratha@horizonpower.com.au	Fax: (08) 9159 7288
Port Hedland	Anderson Street, PORT HEDLAND WA 6721	Ph: (08) 9173 8282 porthedland@horizonpower.com.au	Fax: (08) 9173 2339
Kununurra	Messmate Way, KUNUNURRA WA 6743	Ph: (08) 9166 4700 kununurra@horizonpower.com.au	Fax: (08) 9166 4720
Carnarvon	Corner Iles Road and Robinson Street, CARNARVON WA 6701	Ph: (08) 9941 6299 carnarvon@horizonpower.com.au	Fax: (08) 9941 6201
Esperance	143 Sims Street, ESPERANCE WA 6450	Ph: (08) 9072 3400 esperance@horizonpower.com.au	Fax: (08) 9072 3401
Broome	Lot 1050 McDaniel Road, BROOME WA 6725	Ph: (08) 9192 9900 broome@horizonpower.com.au	Fax: (08) 9192 9901

Electrical Consultant / Electrical Contractor

Business/Company name:

Address:Town: Postcode:

Contact person:

Contact number: Work: Mobile:

Fax: Email:

Site connection required details

Lot no. Street number: Street:

Town: Postcode:

Contact number: Mobile:

Fax:

Type of connection

☐ Commercial ☐ Multi residential ☐ Hotel/Motel

☐ Industrial (provide details, eg. steel fabrication workshop)

Connection required for:

☐ New installation ☐ Temporary supply (less than one year)

☐ Alterations or additions to existing installation ☐ New customer

☐ Other (please specify)

Date connection required d d m m y y

If you do not require a temporary supply, how long do you anticipate your site will be connected to Horizon Power?

☐ Medium term (up to five years)

☐ Long term (more than five years)

Please allow a minimum of three months from receipt of payment for connection to be provided by Horizon Power.

WAPC Application Number (if subdivision / amalgamation)

Are there multiple units? ☐ Yes ☐ No (If Yes, please complete Part C of this application)

Part B - Load details

The information in this part is required to ensure Horizon Power provides an appropriate connection for your facility.
You will require assistance from your electrical consultant to complete this part.
Please provide all information as asked in the relevant sections.

If you have a new installation, please ensure you have provided all information required for a New Load only. If you have alterations or additions to an existing installation, please ensure you have provided all information required in Part B.

Existing Load

Maximum demand [ ] Amps/phase or [ ] kVA

Present consumption [ ] kWh/day [ ] Existing tariff

New Load

Note: For alterations and additions to an existing installation, please add the additional load to the existing load and provide a total demand figure.

Estimated total maximum demand

Initial total loading [ ] Amps/phase or [ ] kVA by d d m m y y (date)

Ultimate total loading [ ] Amps/phase or [ ] kVA by d d m m y y (date)

Estimated total consumption

Initial [ ] kWh/day Ultimate [ ] kWh/day

Method used to estimate load

☐ AS/NZ3000 ☐ Volt amps (VA)/m2 ☐ Direct reading / load survey

☐ Other (please specify) [ ]

Load Pattern

Normal operating hours (per week day) [ ]

Normal operating hours (per weekend) [ ]

Weekly operation pattern (eg. Monday to Friday or seven days a week) [ ]

Annual operating pattern (if there is a seasonal variation) [ ]

Connection details

Please tick: ☐ Low voltage supply ☐ High voltage supply

CT Metering (for loads of more than 100 amps)

Is/are CT meter/s required? ☐ Yes ☐ No If yes, type ☐ S ☐ T ☐ W

If yes, your consultant will need to submit an application for CT metering. Please find the form at www.horizonpower.com.au/documents/APPLICATION_FOR CT_METERING_WORKS_FORM.PDF

Equipment and motor details

Please indicate if the type of electrical equipment proposed for use in the installation falls into the following motor or disturbing equipment categories then complete the following sections.

Please make extra copies of the table if necessary.

- ☐ Motors (eg. pumps, compressors, conveyors, crushers, etc)
- ☐ Power converting equipment (eg. rectifiers, inverters, degaussing equipment, variable speed motor drives, X-Ray machines, etc)
- ☐ Arcing devices (eg. arc furnaces, welding equipment, discharge lamps, etc)
- ☐ Magnetic core equipment (eg. voltage regulating transformers, induction furnaces, etc)
- ☐ Power factor correction/harmonic mitigating equipment (eg. reactors/chokes, capacitors, etc)

Details of motors

Motor	1	2	3	4
Is the motor new or existing?				
Number of starts (per day/hour/min/sec)				
Motor size (kW)				
Starting device (D.O.L. star delta, close transition, autotransformer, soft start, liquid resistance starter)				
Other (please specify)				
Any other relevant information				

Details of equipment

Equipment	1	2	3	4
Type of equipment				
Is it new or existing?				
Number of disturbances (per day/hour/min/sec)				
Device power rating (kW)				
Any other relevant information				

Note: Disturbing equipment can affect the quality of the electricity supply to other customers connected to the electricity network. Horizon Power may require you to mitigate the disturbances caused by this equipment.

Part C - Multiple units

You will require assistance from your electrical consultant to complete this part.

Total number of units [ ]

Total number of CT Meters required [ ]

(Direct meters are supplied by the electrician and details are not required by Horizon Power)

Number of S type CTs [ ] Unit numbers (if known) [ ]

Number of T type CTs [ ] Unit numbers (if known) [ ]

Number of W type CTs [ ] Unit numbers (if known) [ ]

Part D - Supply arrangement options

Where your supply requires a transformer you may wish to select one of the following supply arrangement options. We will endeavour to meet your request, but cannot guarantee to do so.

You will require assistance from your electrical consultant to complete this part. Please tick the box to indicate the type of preferred power arrangements.

Low voltage power supply options

These substation options are generally suitable for loads up to 2MVA.

Horizon Power owns and is responsible for all equipment within the substation.

☐ **District substation**

As well as providing a connection for your premises, a district substation is also connected to Horizon Power's network in the street. This means that if the transformer fails, a limited backup supply may be available from the street until the transformer is repaired. Backup supplies may only support critical essential services and may be insufficient to support air conditioning and other high-energy use equipment.

☐ **Sole use substation**

With a sole use substation there is no interconnection with Horizon Power's low voltage network in the street. If the transformer fails, you will be without power until it can be repaired or suitable portable back-up generation can be installed.

Note: There may be network operational or power quality reasons for installing either a district or sole-use substation. Horizon Power will therefore make the final decision.

High voltage power supply options

These options are generally suitable for loads above 1MVA. The customer owns and is responsible for all equipment within the substation other than Horizon Power's metering unit and any high voltage switches connecting the substation to the Horizon Power network.

☐ **Overhead supply area, single connection**

Your premises will be connected to the high voltage network via a single cable. If the cable fails, you will be without power until it can be replaced. This could take up to 24 hours depending on circumstances.

☐ **Overhead supply area, dual connection**

Your premises will be connected to the high voltage network via two separate cables. If one cable fails, you will be without power only until the network can be switched to provide supply via the second cable. This should normally occur within two hours.

☐ **Underground supply area, dual connection**

The only option in an underground supply area is for your premises to be connected to the high voltage network via two separate cables. If one cable fails, you will be without power only until the network can be switched to provide supply via the second cable. This should normally occur within two hours.

Note:

1. High voltage supplies are usually fed from a single network feeder. Whether you have a single or dual connection, a fault on the feeder will result in loss of supply until the feeder can be repaired.

2. The above supply restoration times are indicative only and no guarantee of service level is implied.

Supply with a higher level of security

☐ Please tick this box if you require a power supply arrangement with a greater level of security than is offered by the standard arrangements above.

Part E - Additional information - checklist

If you have engaged an electrical consultant to act on your behalf, it is essential that you have signed Part A to indicate that this is the case, authorising him or her to act as your representative.

☐ Yes, I have engaged a consultant to represent me and have signed the appropriate requirement in Part A.

The following information is also important and will help us design the most suitable electricity supply for your installation.

☐ Copy of site plan/layout of installation, showing position of all electrical distribution switchboards, main cable routes, etc

☐ Electrical single line diagram of installation, detailing all primary plant ratings (eg. rating of fixed plant, cable rating, protective devices installed, etc.)

☐ Equipment technical information data-sheet for equipment in Part B, section 6, (eg. voltage and current harmonic contents, starting characteristics, etc.) - If appropriate

☐ Earthing details

☐ Load profiles, if available

☐ Have you done a feasibility assessment? Please tick this box if you have done a business feasibility assessment, as it would help us understand how we can manage your connection and ongoing supply requirements.

ATT: D

HORIZON POWER

Horizon Power Connection Application
PO Box P1066, Bentley DC, WA 6983
Phone 1800 267 926
Facsimile (08) 6310 1010

Connection Application

For the Design and Quotation of an Electricity Connection

This Connection Application is designed to assist us make your connection as efficient as possible. This information will help us to understand your requirements for electricity supply, assess whether any electrical infrastructure is required to supply electricity and estimate the cost. It is important to complete all fields relevant to the connection you are seeking to avoid delays in receiving the estimate and quotation. You may require assistance from an electrical consultant to complete some of the information required in this form. If you would like an electrical consultant to represent you in lodging the Connection Application, please complete the relevant details in Part A and sign where indicated.

This form will enable Horizon Power to connect you if you require supply for:

- A commercial or industrial property
- More than three domestic dwellings on a single green title lot
- A business that includes any of the equipment or motors listed in Part B – Connection Details below.
- A business that requires a CT type meter installation (generally connections requiring more than 100A)

If you are seeking a residential connection, please refer to our Application for Underground Supply in an Overhead Area form, which can be obtained from our website www.horizonpower.com.au under Residential forms.

This Connection Application is divided into parts according to the requirements of your supply. The parts of the form are as follows:

Part	Description
Part A	Applicant's information. All applicants must complete this section in full.
Part B	This part is required if you are connecting a commercial or industrial property or if your business operation is deemed excessive or disturbing. You will require assistance from your electrical consultant and must complete this part in full. The charge is for standard services. For loads above the standard supply, the network may need to be upgraded. If so, a separate quote will be issued for the upgrade. Please refer to the Western Australian Distribution Connections Manual for the definitions of standard supply for Horizon Power networks.
Part C	Multiple units/dwellings. This part is required only if you are connecting three or more domestic dwellings or units. You will require assistance from your electrical consultant and must complete this part in full.
Part D	Supply arrangement options. This part must be completed in full by all applicants and will require assistance from your electrical consultant.
Part E	Checklist of attachments. At the end of this application is a checklist of the diagrams, documents and information needed to assist with your connection. Please use this list to ensure you have enclosed all necessary documents. You will require assistance from your electrical consultant to complete this part.

Submission of this Application

When completed, please return this application and attachments to:

Regional Centres:

Karratha (Head Office)	Stovehill Road, KARRATHA WA 6714	Ph: (08) 9159 7250 karratha@horizonpower.com.au	Fax: (08) 9159 7288
Port Hedland	Anderson Street, PORT HEDLAND WA 6721	Ph: (08) 9173 8282 porthedland@horizonpower.com.au	Fax: (08) 9173 2339
Kununurra	Messmate Way, KUNUNURRA WA 6743	Ph: (08) 9166 4700 kununurra@horizonpower.com.au	Fax: (08) 9166 4720

Regional Centres continued:

Carnarvon	Corner Iles Road and Robinson Street, CARNARVON WA 6701	Ph: (08) 9941 6299 carnarvon@horizonpower.com.au	Fax: (08) 9941 6201
Esperance	143 Sims Street, ESPERANCE WA 6450	Ph: (08) 9072 3400 esperance@horizonpower.com.au	Fax: (08) 9072 3401
Broome	Lot 1050 McDaniel Road, BROOME WA 6725	Ph: (08) 9192 9900 broome@horizonpower.com.au	Fax: (08) 9192 9901

Connection Application process

When we have received your application, we will confirm receipt in writing within three to four working days and advise you of the next steps of processing your application. We will assess the connection application to determine whether any infrastructure is required to supply you with electricity and if so, provide a cost estimate. If, based on the estimate, you would like us to provide a formal quote, you will need to pay a design fee (10% of the estimated cost). This fee is not refundable unless the cost of the infrastructure in the formal quote exceeds the estimate by more than 30% and you decide to instruct us not to proceed with the connection infrastructure works.

We also confirm that if a formal quote is accepted, you will also be required to execute our Standard Power Supply Agreement which will detail the price you will pay for electricity supplied by us. The terms and conditions of the Standard Power Supply Agreement will be provided with the formal quote.

Assistance and information

If you require any assistance to complete the Connection Application, or would like general information about your connection, you can visit our Regional Contact Centres, visit our website or call our Customer Services Representatives through the details provided below:

Website:

Visit www.horizonpower.com.au and go to Contact Us.

Customer Service Representatives: 1800 267 926 (residential) 1800 737 036 (business)

Part A - General, for all applicants

This part must be completed by all applicants.

I confirm that the electrical consultant/contractor identified below has been appointed to represent me in relation to this connection application.

Signature of applicant: ____________ Date: d d m m y y

Name of applicant (for tax invoice purposes)

Company name: ____________ ABN: ____________

Contact name: Title: ____ Given name: ____________ Surname: ____________

Current address: ____________

Town: ____________ Postcode: ____

Contact number: Home: ____________ Work: ____________

Mobile: ____________ Fax: ____________

Email: ____________

Postal address (for tax invoice purposes)

Town: ____________ Postcode: ____

Is the applicant the lot owner? ☐ Yes ☐ No

Attachment 3: Plan of New Site Proposed

The Shire of Wyndham East Kimberley does not warrant the accuracy of information in this publication and any person using or relying upon such information does so on the basis that DMS shall bear no responsibility or liability whatsoever for any errors, faults, defects or omissions in the information.

Crossing Falls Fire Brigade - Proposed

Wednesday, 17 July 2013

1:1500

N

13.4.2 Development Application for Mixed Use Development (2 commercial tenancies and 3 residential units) at Lot 305 Leichhardt Street, Kununurra

DATE:	10 December 2013
PROPONENT:	Matt O'Brien
LOCATION:	Lot 305 Leichhardt Street, Kununurra
AUTHOR:	Elle Davidson, Planning Officer
REPORTING OFFICER:	Nick Kearns, Director Community Development
FILE NO:	A825P

PURPOSE

For Council to consider a development application for Mixed Use Development (2 commercial tenancies and 3 residential units) at Lot 305 Leichhardt Street, Kununurra.

BACKGROUND

An application for planning approval was lodged on 13 November 2013 by Matt O'Brien for Mixed Use Development consisting of 2 commercial tenancies, 2 multiple dwellings and retaining an existing dwelling at Lot 305 Leichhardt Street, Kununurra.

The property is located on the corner of Konkerberry Drive and Leichhardt Street, Kununurra, which can be accessed via an existing driveway from Leichhardt Street and off a slip-lane off Konkerberry Drive. The Site has an area of 1,090m2 and is zoned Town Centre under Town Planning Scheme No. 7 – Kununurra and Environs (TPS 7).

The property contains an existing single storey dwelling fronting Leichhardt Street and a second crossover from the Konkerberry Drive slip-lane.

Location of Property

Proposal

The applicant proposes to construct a Mixed Use development comprising of two commercial tenancies on the ground floor and two residential units on the first floor. Proposed commercial unit A is to be used as an office with a floor area of 85m2 and commercial unit B is proposed as an office with a floor area of 67m2. Each proposed commercial unit features a bathroom, utility/storage space and small kitchen. A cantilevered awning over the entry into each commercial tenancy is proposed.
Both residential units feature two bedrooms with Unit A having a floor area of 145m2 and Unit B proposing a 132m2 floor area.

The applicant proposes one parking space per commercial unit and one space per residential dwelling. Additional parking is available for the development in the adjacent slip-lane.

The existing residence will be retained as a separate tenancy with vehicle access being maintained from Leichhardt Street.

STATUTORY IMPLICATIONS

Town Planning Scheme No. 7 – Kununurra and Environs

The land at Lot 305 Leichhardt Street, Kununurra is zoned Town Centre under TPS7. The objectives of this zone are:

a) *To zone adequate land for the continued development of a main commercial and community facility centre for the town;*

b) *To prepare and implement an overall Town Centre Strategy to guide and promote development;*

c) *To apply appropriate development and land use controls to ensure the development is to a satisfactory standard.*

Under section 5.10.2 of *TPS7* the following provision outlines development on upper floors within Town Centre:

> *Where the ground floor of a two-storey building is used for the purpose of commerce, the upper floors of such building may be used for such purposes as may be permitted by the Council and may include shops, offices or residential development. Residential uses in such circumstances are to be confined to the upper storey only.*

Under Table 2 – Development Standards of *TPS7* every 40m^2 of Office floor space requires the provision of 1 parking space.

Discretion to waiver or vary standards for car parking is available to Council at Clause 5.5 of the Town Planning Scheme, below:

5.5 DISCRETION TO MODIFY DEVELOPMENT STANDARDS

> *5.5.1 If a development, other than a residential development, the subject of an Application for Planning approval, does not comply with a standard or requirement prescribed by the Scheme in Table 2 with respect to that development the Council may, notwithstanding that non-compliance, approve*

the application unconditionally or subject to such conditions as the Council thinks fit provided such use is a permitted or discretionary use in Table 1.

5.5.2 The power conferred by this Clause may only be exercised if the Council is satisfied that:

(a) approval of the proposed development would be consistent with the orderly and proper planning of the locality and preservation of the amenities of the locality;

(b) the non-compliance will not have any adverse effect upon the occupiers or users of the development or the inhabitants of the locality or upon the likely future development of the locality; and

(c) the spirit and purpose of the requirement or standard will not be unreasonably departed thereby.

The proposed use is a combination of a Shop/Office and Multiple dwelling in Table 1 – Zoning Table, which requires Council's discretion under section 5.10.2 of *TPS7*.

A single dwelling is not permissible in the Town Centre Zone, however, under the provisions of section 4.1 of *TPS7* the existing dwelling has non-conforming use rights.

When assessing an application for planning approval within the Town Centre Zone the following assessment criteria are applicable:

a) Any town centre strategy or policy as adopted from Council from time to time that provides guidelines on the manner in which development shall relate to streetscapes and general development precincts identified in such town centre strategies.
b) The colour and texture of external building materials.
c) Building size, height, bulk, and roof pitch.
d) Setback and location of the building on its lot.
e) Architectural style and design details of the building.
f) Function of the building.
g) Relationship to surrounding development.
h) Parking and landscaping requirements.
i) Other characteristics to be considered by Council to be relevant.

Western Australian Residential Design Codes

The objectives of the *Western Australian Residential Design Codes (R-Codes)* are to encourage design which is responsive to site, size and geometry of the development site. They have been developed to ensure that the design of residential development considers the varied impacts of new development. Part 6 of the *R-Codes* applies to multiple dwellings in areas coded R30 or greater, within mixed use development and activity centres. A multiple dwelling is defined as:

> *A dwelling in a group of more than one dwelling on a lot where any part of the plot ratio area of a dwelling is vertically above any part of the plot ratio area of any other but:*
> - *Does not include a grouped dwelling; and*
> - *Includes any dwellings above the ground floor in a mixed use development.*

Within Part 6 of the *R-Codes* provisions are afforded for open space, street surveillance, outdoor living areas, landscaping, parking, vehicular access, visual privacy and required utilities and facilities. Under section 6.4.1 of the *R-Codes* habitable spaces 0.5m above the natural ground level and which overlook any other residential property behind the street setback are to be permanently screened up to 1.6m, fixed with opaque windows or similar. The provision of parking is set out in section 6.3.3 of the *R-Codes*, where large units in excess of 110m^2 require 1.5 parking spaces per dwelling.

To ensure that each dwelling is provided with the necessary utilities and facilities section 6.4.6 of the *R-Codes* outlines that a 4m^2 lockable storage area is provided to each unit with a minimum dimension of 1.5m. Further a screened clothes drying area and bin storage facility must be provided to each dwelling.

POLICY IMPLICATIONS

No policy implications apply in the preparation of this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this item.

STRATEGIC IMPLICATIONS

Local Planning Strategy

The Shires *Local Planning Strategy* (*LPS)* is currently in the process of being reviewed, however the current strategy includes some support for residential development within the Town Centre Zone. An objective under section 6.1 – Urban Residential Development of the *LPS,* is:

> *To ensure an adequate supply of residential land within close proximity to established population centres and to encourage a range of development styles that reflect the Kimberley climate and lifestyle.*
>
> *Residential densities within the town centre zone should remain at R50 for Grouped Dwellings, with no single residences permitted, but shop top housing provided for.*

Section 5.4.2 of *LPS* identifies that the current scheme provisions provide the Residential development within the Town Centre Zone be permitted only via shop top housing and R50, which should not be modified according to the Strategy.

In relation to commercial development the *LPS* identifies the following in section 5.4.2:

> *First order commercial development such as restaurants, retail, office and entertainment should continue to be focussed in the Banksia/Konkerberry/Leichardt/Coolibah precinct.*

Kununurra Strategic Directions

The *Kununurra Strategic Directions (KSD*) document was developed in 2010 with the intent to manage growth in a way that maintains the distinctive character, amenities and features of the town while adequately catering for new workers, residents and visitors.

The subject site falls within the Retail Core Precinct, which has the underlying concept to develop an identifiable and economically viable retail core for Kununurra. Improved pedestrian pathways and the rationalisation of road reserves on Konkerberry Drive is a desired outcome for this precinct.

Under Section 3.3.1 of *KSD* it is identified that commercial vacancy rates are low within the Town Centre zone, which therefore requires new commercial floor space to be created to meet the demand. A further intent of the retail precinct is to consolidate commercial and retail activity in the Town Centre, creating the basis for economic viability, identify and convenience for residents and visitors under section 5.2.1 of *KSD.*

The Retail Core Detailed Plan, included in Attachment 1, indicates that residential density should be increased within close proximity to town and encourages active retail frontages to Konkerberry Drive.

COMMUNITY CONSULTATION

Community consultation is not required in relation to this item.

COMMENT

The proposal meets the objectives of the Town Centre Zone by providing a combination of both commercial floor space and additional residential units whilst developing the land to a satisfactory standard. Under *TPS7,* two-storey development within the Town Centre Zone is intended to be commercial on the ground floor with the upper floors being for such purposes as determined by the Council. This application complies with the direction to confine residential to the upper storey as recommended by *TPS7.*

In the future the applicant intends to redevelop the whole site with additional residential or commercial units, which offers the opportunity to wrap the development around the corner of Leichhart Street and Konkerberry Drive. For the time being, the existing dwelling will be maintained as a separate tenancy.

The applicant has provided a response to each of the design criteria in the proposal submission, included in Attachment 1. It is concluded that the proposal includes materials, colour and architectural style that is to be expected within the Town Centre precinct. Notably the proposal includes verandahs and primary living space that opens onto Konkerberry Drive and therefore affords surveillance of White Gum Park. Shire Officers believe this development could initiate redevelopment along this part of Konkerberry Drive zoned Town Centre and therefore encourage additional commercial development in the vicinity.

Parking associated with the development includes 4 bays, one for each residential and commercial unit. Under *TPS7,* 3 spaces are required for commercial Unit A and 2 spaces are required for commercial Unit B. A total of 3 parking spaces are required for both residential Unit A and B (1.5 parking spaces each). The Shires Infrastructure Directorate has advised that the development is able to use parking adjacent to the development for customer and visitor parking. Having regard to the ‘satisfaction’ matters listed in Clause 5.5.2, the following advice is provided:

- The intent of the existing parking within the slip-lane adjacent to this property was to provide additional parking for commercial development and better manage parking for uses associated with White Gum Park.
- There is ample parking both immediately out the front of the development site, which has been purpose built for the use of commercial development in this locality.

- The constructed parking is currently rarely used and the approval of this development would further encourage the use of an asset developed specifically for this purpose.

Specific requirements in regards to outdoor living areas, street surveillance and open space have been addressed as part of the application. The applicant has indicated a location for bin storage for both the residential and commercial units, bin hardstand pick up area and clothes drying facilities appropriately screened for the residential dwellings as requested by Shire Officers. Further the allocation of residential storage units has been clearly noted on the proposed plans.

The proposal meets the provisions of the *LPS* as it proposes shop top residential development within the Town Centre and proposes commercial development in the Konkerberry Drive precinct. Further, additional commercial floor space is proposed to meet the identified need in the *KSD.* Shire Officers have advised that a footpath between the road verge and entrance into the property will be required to ensure there is a clear path for pedestrians. It was determined with the Infrastructure Directorate that instating a footpath parallel to the property boundary would be unnecessary as it would not connect up to any existing paths. A requirement of the development is to remove the redundant crossover and therefore assist in the rationalisation of the road reserve.

To ensure the intended use and impact of the commercial tenancies are appropriately managed it is suggested that the ground floor development is limited to office. Shire Officers are aware that a shop may have additional impacts, such as loading and unloading that should be managed appropriately. This would then require a change of use approval to utilise the floor area for the purpose of a shop, which would allow for Shire Officers to assess the specific impacts of any intended business in the future.

It is concluded that the proposed development meets the statutory requirements associated with Mixed Use development and complies with the strategic directions for the Town Centre Zone in Kununurra.

ATTACHMENTS

The associated attachment will be provided under separate cover.

Attachment 1 – Proposed Plan and Submission

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council, grants planning consent for a Mixed Use Development (2 commercial tenancies and 3 residential units) at Lot 305 Leichhardt Street, Kununurra subject to the following conditions:

1. The use shall be in accordance with the attached approved plan(s) and subject to any modifications required as a consequence of any condition(s) of this approval. The endorsed plans shall not be modified or altered without the prior written approval of the local government.

2. The commercial tenancies on the ground floor are approved as office only. Any change of use requires approval from the Shire.

3. Footpath for specification and approval from the Infrastructure Directorate and completed prior to occupancy of the commercial tenancy.

4. An application for the proposed crossover shall be submitted to the Shire's Infrastructure Department.

5. Separate carparking bays must be provided on site for commercial use and residential units as shown on endorsed plans.

6. Prior to occupation of the development, areas set aside for vehicle parking and access, including driveways and vehicle crossings as shown on the endorsed plans, must be, to the satisfaction of the Council, constructed and surfaced with an all-weather seal coat to meet the applicable Australian standards and drained to a legal point of discharge.

7. Shared sections of crossover areas are the responsibility of the owners.

8. Remove redundant crossover on Konkerberry Drive boundary.

9. Materials, finishes and colours to be in accordance with approved plans.

10. Landscaping and fencing to Konkerberry Drive and Leichhardt Street are to be approved by the Shire prior to installation.

11. All stormwater is to be contained onsite and disposed of to the satisfaction of the Shire.

COUNCIL DECISION

Minute No. 10273

Moved: Cr K Wright
Seconded: Cr B Robinson

That Council, grants planning consent for a Mixed Use Development (2 commercial tenancies and 3 residential units) at Lot 305 Leichhardt Street, Kununurra subject to the following conditions:

1. **The use shall be in accordance with the attached approved plan(s) and subject to any modifications required as a consequence of any condition(s) of this approval. The endorsed plans shall not be modified or altered without the prior written approval of the local government.**

2. **The commercial tenancies on the ground floor are approved as office only. Any change of use requires approval from the Shire.**

3. **Footpath for specification and approval from the Infrastructure Directorate and completed prior to occupancy of the commercial tenancy.**

4. **An application for the proposed crossover shall be submitted to the Shire's Infrastructure Department.**

5. **Separate carparking bays must be provided on site for commercial use and residential units as shown on endorsed plans.**

6. **Prior to occupation of the development, areas set aside for vehicle parking and access, including driveways and vehicle crossings as shown on the endorsed plans, must be, to the satisfaction of the Council, constructed and surfaced with an all-weather seal coat to meet the applicable Australian standards and drained to a legal point of discharge.**

7. **Shared sections of crossover areas are the responsibility of the owners.**

8. **Remove redundant crossover on Konkerberry Drive boundary.**

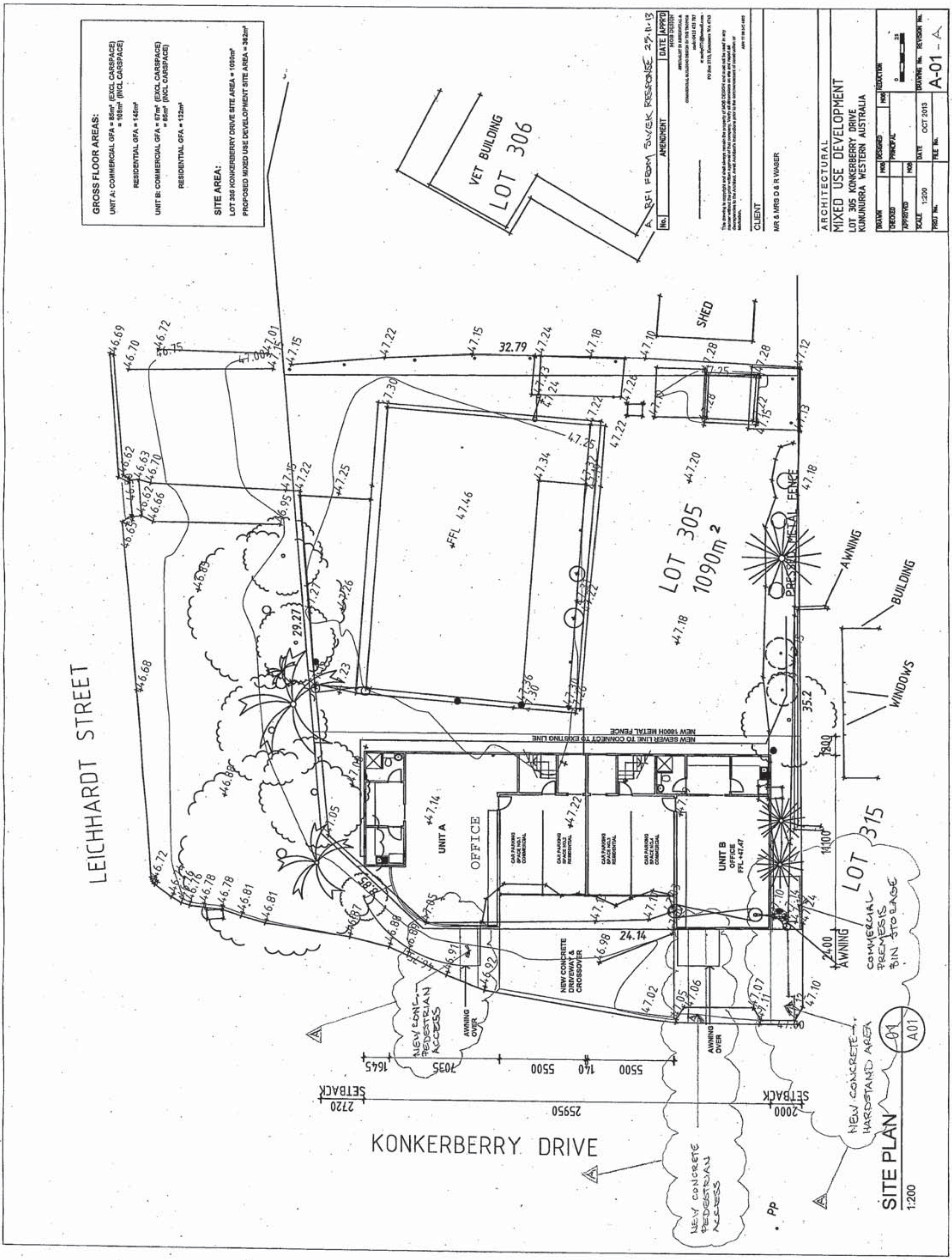
9. **Materials, finishes and colours to be in accordance with approved plans.**

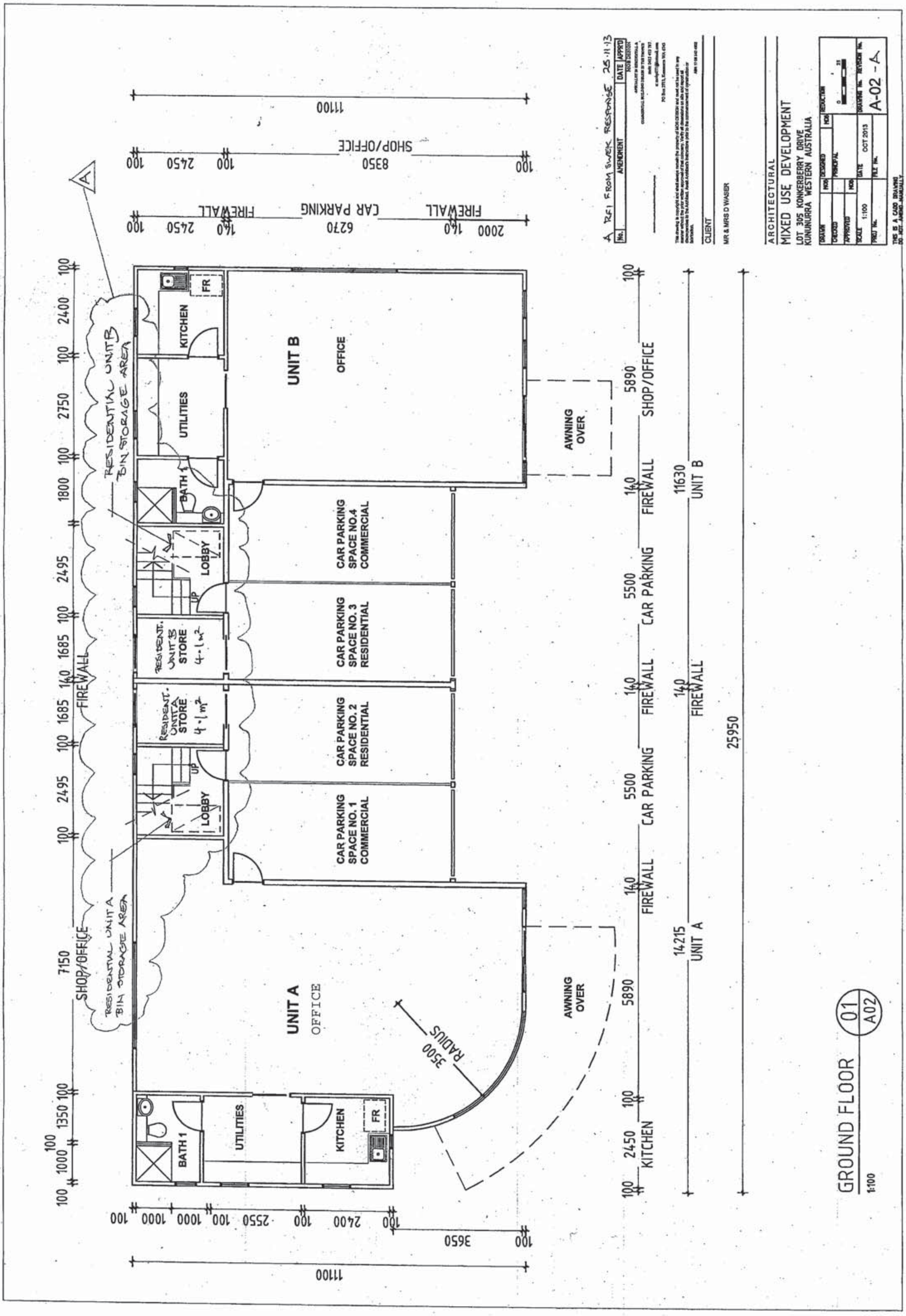
10. **Landscaping and fencing to Konkerberry Drive and Leichhardt Street are to be approved by the Shire prior to installation.**

11. **All stormwater is to be contained onsite and disposed of to the satisfaction of the Shire.**

Carried Unanimously 8/0

Attachment 1: Proposed Plan and Submission




GROUND FLOOR
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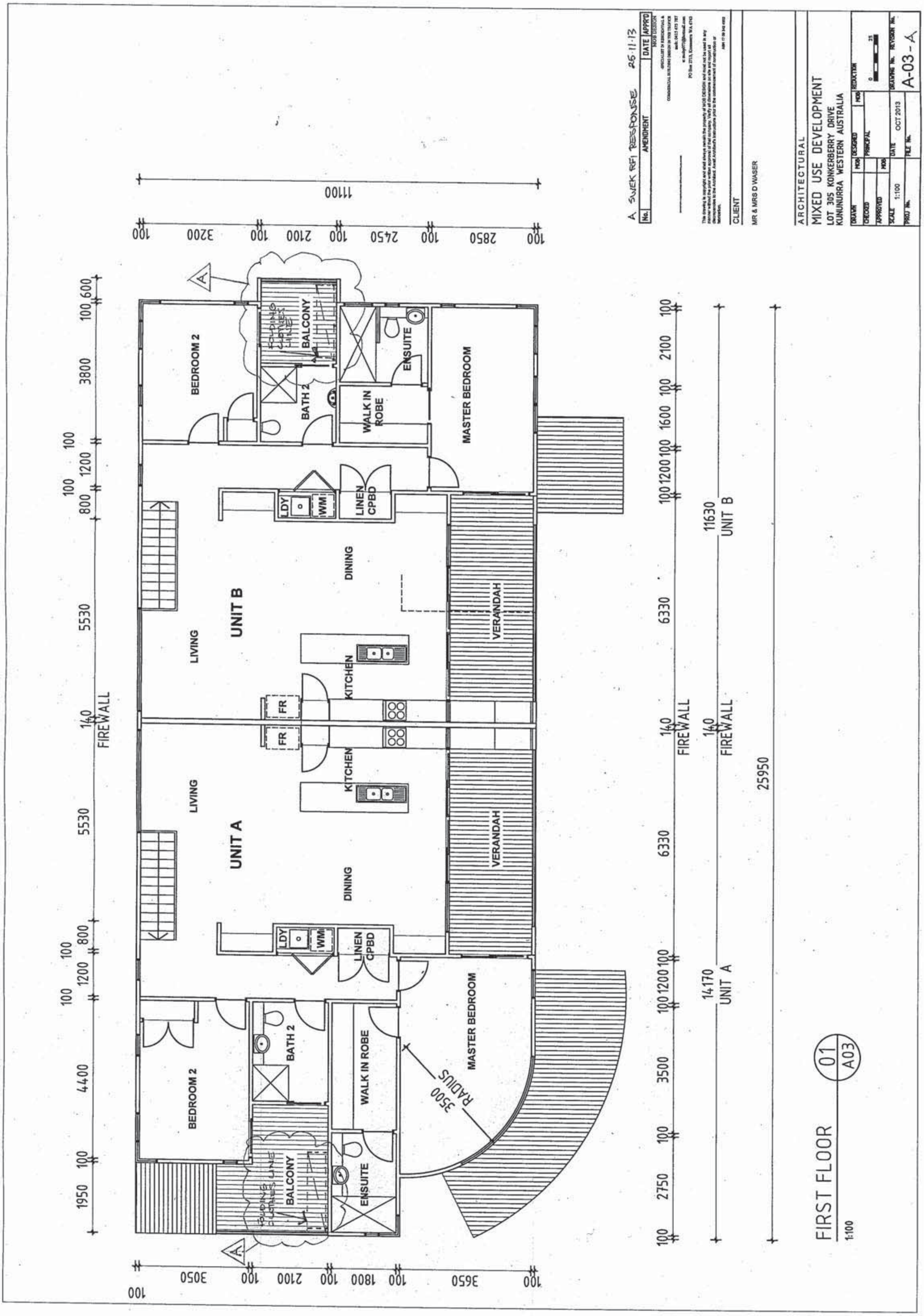
01
A02
UNIT A
OFFICE
UNIT B
OFFICE
AWNING OVER
AWNING OVER
3500 RADIUS
KITCHEN
UTILITIES
BATH 1
LOBBY
UP
FR
CAR PARKING SPACE NO.1 COMMERCIAL
CAR PARKING SPACE NO.2 RESIDENTIAL
CAR PARKING SPACE NO.3 RESIDENTIAL
CAR PARKING SPACE NO.4 COMMERCIAL
RESIDENT. UNIT A STORE 4·1m²
RESIDENT. UNIT B STORE 4·1m²
RESIDENTIAL UNIT A BIN STORAGE AREA
RESIDENTIAL UNIT B BIN STORAGE AREA
FIREWALL
CAR PARKING
SHOP/OFFICE
UNIT A
UNIT B
25950
14215
11630
11100
ARCHITECTURAL
MIXED USE DEVELOPMENT
LOT 395 KONKERBERRY DRIVE
KUNUNURRA WESTERN AUSTRALIA
MR & MRS D WASER
A-02 -A
A RFI FROM SWEK RESPONSE 25.11.13


ARCHITECTURAL
MIXED USE DEVELOPMENT
LOT 305 KONKERBERRY DRIVE
KUNUNURRA WESTERN AUSTRALIA
MR & MRS D WASER
A-03-A
FIRST FLOOR
1:100
UNIT A
UNIT B
BEDROOM 2
BALCONY
BATH 2
WALK IN ROBE
ENSUITE
MASTER BEDROOM
LIVING
DINING
KITCHEN
VERANDAH
LDY
WM
LINEN CPBD
FR
FIREWALL
3500 RADIUS
11100
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14170
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6330
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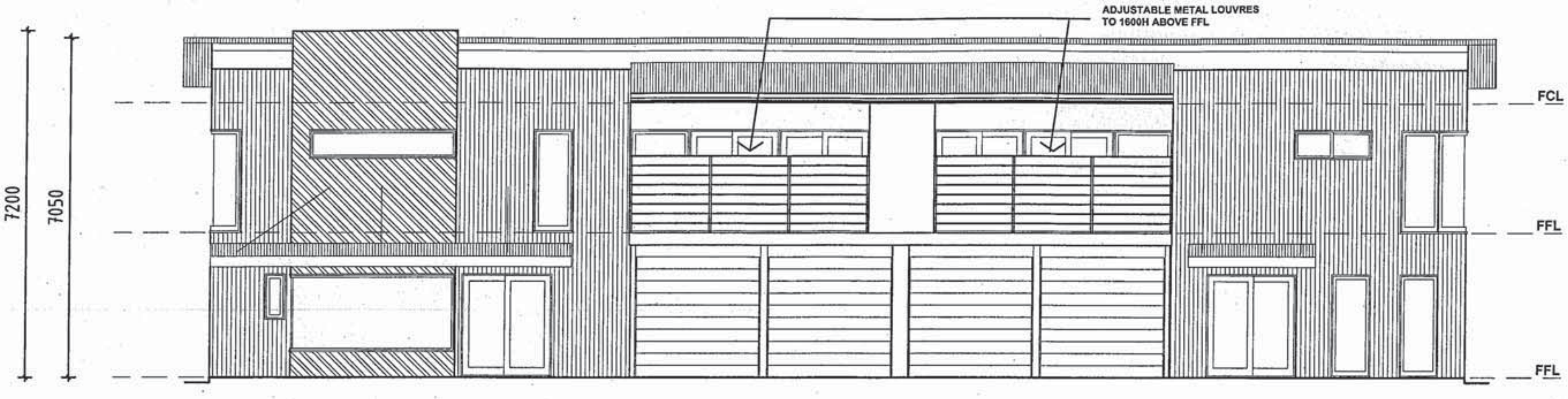

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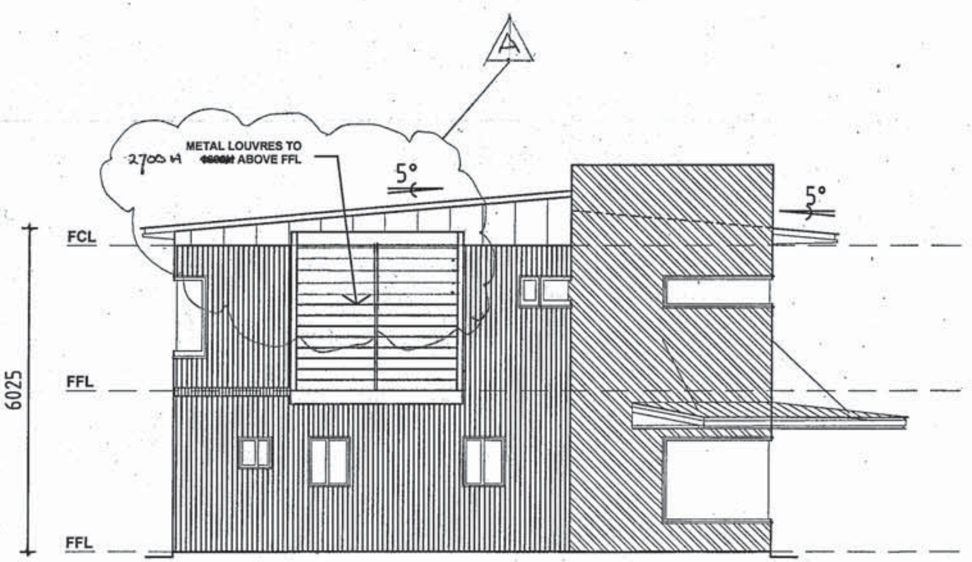

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No.	AMENDMENT	DATE	APPR'D
A	SWEK RFI RESPONSE	25-11-13	

MOB DESIGN

CLIENT

MR & MRS D WASER

ARCHITECTURAL

MIXED USE DEVELOPMENT

LOT 305 KONKERBERRY DRIVE
KUNUNURRA WESTERN AUSTRALIA

DRAWN	MOB	DESIGNED	MOB	REDUCTION
CHECKED		PRINCIPAL		
APPROVED	MOB			
SCALE 1:100		DATE OCT 2013		DRAWING No. REVISION No.
PROJ No.		FILE No.		A-04 -A

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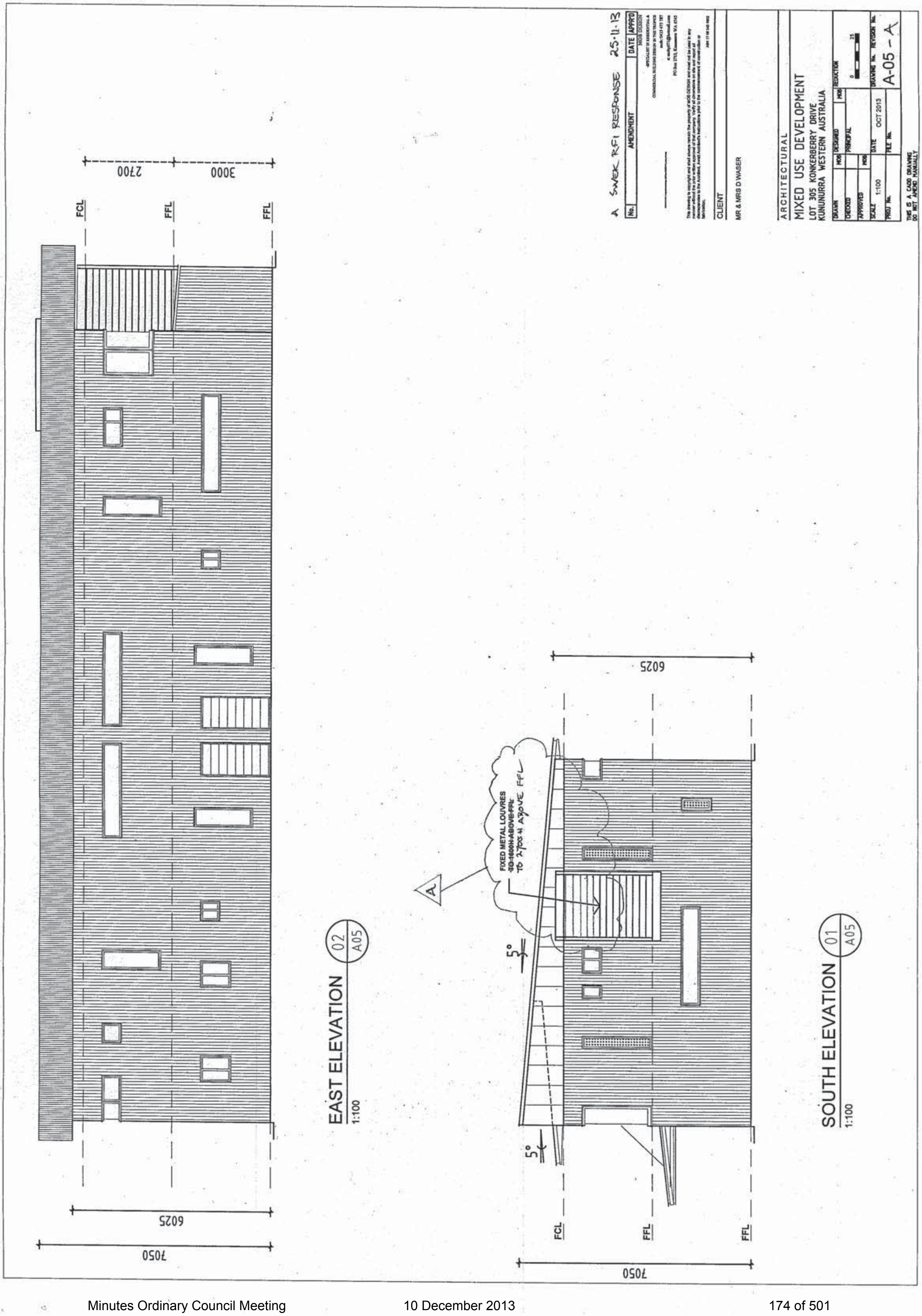

EAST ELEVATION 02 A05
1:100
SOUTH ELEVATION 01 A05
1:100
FCL
FFL
FFL
2700
3000
6025
7050
FIXED METAL LOUVRES TO 1800H ABOVE FFL TO 2705H ABOVE FFL
A
5°
A SWEK RFI RESPONSE 25·11·13
No.
AMENDMENT
DATE
APPR'D
MOB DESIGN
CLIENT
MR & MRS D WASER
ARCHITECTURAL
MIXED USE DEVELOPMENT
LOT 305 KONKERBERRY DRIVE
KUNUNURRA WESTERN AUSTRALIA
DRAWN MOB
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APPROVED MOB
SCALE 1:100
DATE OCT 2013
PROJ No.
FILE No.
REDUCTION
DRAWING No.
REVISION No.
A-05 - A
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PLANNING APPROVAL DESIGN SUBMISSION

Proposed Mixed Use Development

Lot 305 Konkerberry Drive

Kununurra

Western Australia

Proposed Mixed Use Development

Lot 305 Konkerberry Drive Kununurra

In the preparation of this design proposal for Lot 305 Konkerberry Drive, Kununurra the following factors have been addressed:

Mixed Use Development:

- Acknowledgement that the proposed development is within the Town Centre Zone (refer to Shire of Wyndham-East Kimberley TPS 7 Clause 5.10)
- In consultation with the Shire of Wyndham-East Kimberley Director of Community Development Mr Nick Kearns and Planning Officer Ms Elle Davidson the design proposed is a Mixed Use Development. The proposal comprises 2 x office/shop spaces on the ground floor with 2 x 2 Bed apartments on the first floor.
- Aforementioned representatives of the Shire were amenable to the proposed Mixed Use Development having a zero metre setback on the Konkerberry Drive boundary.
- Refer architectural documentation Site Plan A-01 for Site Areas and Gross Floor Areas.

Car Parking:

- Car Parking comprises 1 x space per commercial premises and 1 x space per apartment totalling 4 x on-site car parking spaces.
- Visitor car parking is accommodated for by the existing street parking spaces on the Konkerberry Drive 'slipway'.
- Further car parking is currently available on the White Gum Park side of Konkerberry Drive.
- Having explored several options and taking into consideration proximity to the round-a-bout on Konkerberry Drive it was deemed that adjacent dual driveways in the centre of the Konkerberry Drive boundary was the optimum design solution.
- The garage doors have been setback 2.0 metres from the boundary in order to minimise visual impact to the street and White Gum Park.

Delivery Access:

- It is envisaged that the proposed commercial uses will be retail shops and/or office spaces

- Deliveries for such commercial premises would likely be by small trucks and/or utilities that would be able to park in the Konkerberry Drive 'slipway'.
- The proposed driveway area provides an area not less than 10 square metres as per SWEK TPS 7 Clause 5.10.3.

Architectural Appearance:

- The architectural appearance of the proposed development is consistent with the current building stock throughout the town area comprising lightweight steel frame clad with metal sheeting.
- In order to reduce the bulk of the structure a combination of balconies, lightweight roofs and awnings have been inserted into the building envelope.

External Building Materials:

- The design proposal comprises the following building materials:
  - Roof: Colorbond Customorb metal roof sheeting
  - External Walls: Colorbond Customorb metal wall sheeting
  - Curved Façade: VM Zinc curved panels
  - Balconies: Extruded Aluminium louvers fixed and operable. Timber decking.
  - Awnings: Steel frame clad with Colorbond Customorb metal roof sheeting
  - Garage Doors: B&D 'Panel Lift' metal sheet clad
  - Window and Door screens: Crimsafe

Relationship to Surrounding Development:

- In consultation with the Shire it was deemed a Mixed Use Development proposal was in accordance with the objectives of the Town Centre Zone (refer SWEK TPS 7 Clause 5.10) comprising commercial premises on the ground floor with residential uses on the first floor.
- Balconies to the first floor allow street surveillance and looking out to White Gum Park.

Future Development/Design Flexibility:

- The owner's intentions are to further develop the lot in several year's time. This would involve the demolition of the existing house on the lot and constructing further mixed use and/or residential development complying with the Shire's objectives and strategy for the Town Centre Zone.
- The current proposal has inherent design flexibility allowing the conversion of the four car parking spaces into two commercial spaces.

- Further car parking would be feasible at the south end of the lot behind the future proposed development.

PROPOSED MIXED USE DEVELOPMENT LOT 305 KONKERBERRY DRIVE KUNUNURRA

MOBDESIGN
-SPECIALIST IN RESIDENTIAL &
COMMERCIAL BUILDING DESIGN IN THE TROPICS
mob: 0415 475 787
e: mobp071@hotmail.com
PO Box 2713, Kununurra WA 6743

27th November 2013

SWEK FURTHER INFORMATION REQUEST 21st November 2013 -RESPONSES

SITE: LOT 305 KONKERBERRY DRIVE, KUNUNURRA

PROPOSED DEVELOPMENT: MIXED USE DEVELOPMENT

1. **Clothes Drying**
   R-Codes State Planning Policy 3.1 Western Australian Residential Design Codes Clause 6.4.6 C6.3
   Refer attached Architectural Documentation A-03-A, A-04-A & A-05-A.
   Proposed clothes drying area for each residential unit is proposed to be located on the north and south balconies respectively.
   The balcony areas are screened from view from the Primary or Secondary Streets by utilizing metal louver screens to a height of 2700mm AFFL.
   The clothes drying areas have direct access to the laundry zones via Bath 2 in both Residential Units A and B.

2. **Bin Storage**
   Refer attached Architectural Documentation A-01-A & A-02-A.
   Bin Storage areas for the residential units are to be located within the stair lobby areas.

   The Bin Storage area for the commercial premises is located outside at the south end of the proposed development in order to comply with environmental health and safety provisions.
   A hardstand area of approximately 6m^2 is proposed.
   This area will be secured from the street with a new 1800mm high metal fence and key only access gate.

3. **Hardstand Area**
   R-Codes State Planning Policy 3.1 Western Australian Residential Design Codes Clause 6.4.6 C6.2
   Refer attached Architectural Documentation A-01-A.

It is proposed to locate a new hardstand area to facilitate collection adjacent to the commercial premises bin storage area. The hardstand area will be connected to the bin storage area with a new concrete path.

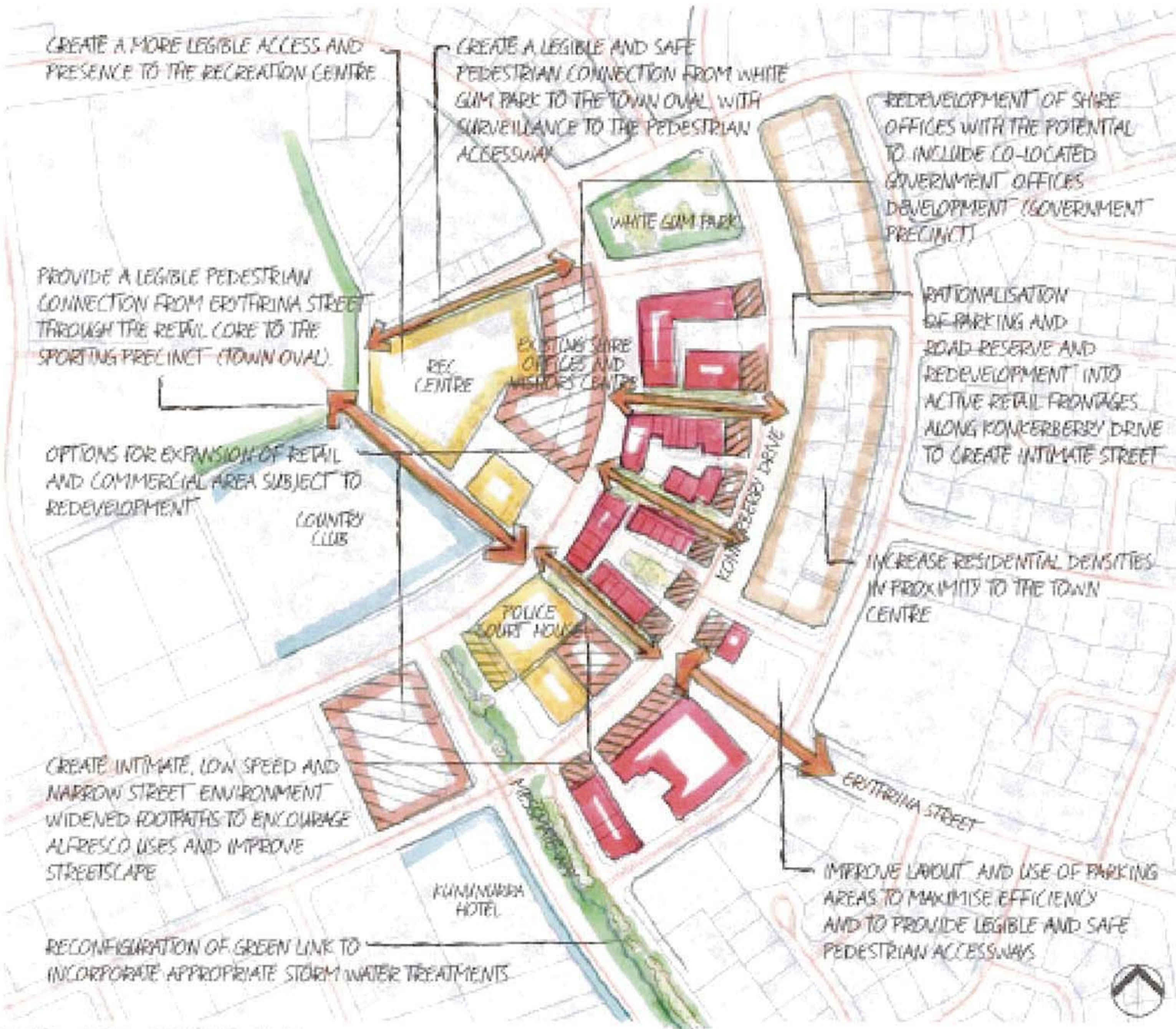
4. **Residential Storage**

R-Codes State Planning Policy 3.1 Western Australian Residential Design Codes Clause 6.4.6 C6.1
Refer attached Architectural Documentation A-02-A.
Storage for each respective residential unit is located on the ground floor adjacent to the stair lobbies.
These storage spaces are solely for the use of the residential units and have secure keyed access.
Each storage space has dual access/egress points to the outside and the car parking area.
The area for each storage space is $4.13m^2$.
The minimum internal dimension of each storage space is 1685mm.

5. **Pedestrian Access**

Refer attached Architectural Documentation A-01-A.
As per Shire requirements it is proposed to provide a concrete footpath access to each commercial premises.
The style and detailing of each path will comply with the Shire's Engineering Department's requirements.

Note: It is not known at this stage whether the Shire intends in the future to construct a full pedestrian footpath along the Konkerberry Drive street boundary to connect with existing footpath on the south side of Leichhardt Street adjacent to the veterinary practice.



RETAIL CORE - DETAILED PLAN

13.4.3 Crossing Falls Volunteer Bush Fire Brigade – Ownership of Fire Shed, Crossing Falls Road

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	Lot 2 on Diagram 97113, Crossing Falls Road, Kununurra
AUTHOR:	Jennifer Ninyette, Senior Planning Officer
REPORTING OFFICER:	Nick Kearns, Director Community Development
FILE NO:	A5993D

PURPOSE

For Council to acknowledge ownership of fire shed once a new Crossing Falls Volunteer Bush Fire Facility has been established.

BACKGROUND

The Crossing Falls Volunteer Bush Fire Brigade currently has a small single bay shed built on private property (Lot 2 on Diagram 97113) on Crossing Falls Road, which is no longer suitable for the Fire Brigade's current or future needs.

The Shire has been given just over $250,000 under the Department of Fire and Emergency Services (DFES) Local Government Grants Scheme for the 2013/2014 period, to spend on establishing a new facility on Crown land to be set aside.

Once this new facility has been established, the current single bay fire shed will no longer be required by the volunteer fire brigade, Department of Fire and Emergency Services or the Shire.

The current shed was established in 2001, and it is understood that it was agreed for the landowner to retain the shed once no longer required, as a compensation for allowing the shed to be constructed on their freehold property.

The Shed cost $6500 to construct at the time, and approval was granted by Council at the Ordinary Council meeting held on 19 December 2000 (Minute No. 3827) to allow the 36m² shed to be built up to the front property boundary. A copy of this item is provided at Attachment 1.

Councillors have requested that it be acknowledged that the existing shed can remain in its current location once it is no longer required by the Crossing Falls Volunteer Fire Brigade, and become the property of the current owner of Lot 2 on Diagram 97113.

STATUTORY IMPLICATIONS

The reduced building setback was permitted by a resolution of Council, and a building licence was issued for the construction of the fire shed.

POLICY IMPLICATIONS

There are no policy implications associated with this item.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this item.

STRATEGIC IMPLICATIONS

There are no strategic implications associated with this item.

COMMUNITY CONSULTATION

No community consultation is required.

COMMENT

The Shire allowed the current single bay fire shed to be built in its current location, with a valid building licence issued for its construction, therefore there is no requirement for the building to be removed.

Once a new facility has been established and is operational, the current shed will no longer be required by the volunteer bush fire brigade or the Shire and it is understood that the original agreement was that it would eventually become the property of the landowner in this instance.

The approval to allow a zero setback, however, was subject to agreement with the Shire for the use of the shed. As such, it is recommended that the use of the shed shall be limited to storage and any change of this use will be subject to further Shire approval.

ATTACHMENTS

Attachment 1 – Item from the 19 December 2000 OCM

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council:

1. Acknowledge that the existing shed built up to the front property boundary on Lot 2 on Diagram 97113 will become the property of the landowner once it is no longer required and used by the Crossing Falls Volunteer Bush Fire Brigade.

2. Write to the owner of Lot 2 on Diagram 97113 to advise:

   a) that the shed will become their property once it is no longer required and used for the purposes of the Crossing Falls Volunteer Bush Fire Brigade.

   b) That the shed is to be used solely for the purpose of storage and any proposed change of use will require the consent of the local government.

COUNCIL DECISION

Minute No. 10274

Moved: Cr G King
Seconded: Cr K Wright

That Council:

1. **Acknowledge that the existing shed built up to the front property boundary on Lot 2 on Diagram 97113 will become the property of the landowner once it is no longer required and used by the Crossing Falls Volunteer Bush Fire Brigade.**

2. **Write to the owner of Lot 2 on Diagram 97113 to advise:**

    a. **that the shed will become their property once it is no longer required and used for the purposes of the Crossing Falls Volunteer Bush Fire Brigade.**

    b. **That the shed is to be used solely for the purpose of storage and any proposed change of use will require the consent of the local government.**

Carried Unanimously 8/0

ITEM NO:	B:DS12/15 – LATE ITEM
DATE:	19 DECEMBER 2000
SUBJECT:	Development Application Fire Unit Shed
PROPONENT:	Cr Keith Wright
LOCATION:	King Location 631 (2) Crossing Falls Road
ATLAS REFERENCE	Map 47 C2
REPORTING OFFICER:	Richard J Brookes
ENABLING LEGISLATION:	Town Planning Scheme No. 4
COUNCIL POLICY:	N/A
FILE NUMBER:	A5993 & FRC2/1

BACKGROUND

The Council has received a development application from Keith Wright on behalf of the Crossing Falls Volunteer Bush Fire Brigade to construct a 81 square metres shed for the storage of the fire unit on the front boundary of Lot 631(2) Crossing Falls Road.

The subject lot, owned by K.D. Wright, is 1.46 hectares in area and zoned rural C pursuant to the Town Planning Scheme. The minimum setback for the rural C zone to the front boundary is 10 metres, however, the applicant has requested that there be a zero setback from the front boundary. Copy of letter attached.

The storage shed is to be used to house the Crossing Falls Volunteer Bush Fire Brigade's fire fighting unit and equipment belonging to the brigade.

RECOMMENDATIONS

That the application by Keith Wright on behalf of the Crossing Falls Volunteer Bush Fire Brigade to locate a storage shed to house the brigade's fire fighting unit on the front boundary of lot 631(2) Crossing Falls Road be approved subject to:

1. The issue of a building licence.
2. Agreement with the Shire of Wyndham-East Kimberley with regards to the use of the shed.

MINUTE NO 3827

Moved Cr Vagg/Johnson

That the Officer's recommendation be adopted.

CARRIED UNANIMOU

Crossing Falls Volunteer Bush Fire Brigade

Captain: Allan Stennett Ph. (08) 9168 1629
Sec / Treas: Keith Wright Ph. (08) 9168 1314
1st Lieutenant: Alan Thomson Ph. (08) 9168 2276
2nd Lieutenant: Michael Vinnicombe Ph. (08) 9168 2484
Equipment Officer:
Fundraising Organiser: Dalene Davies (08) 9168 2687
Postal Address: Box 1019, Kununurra, 6743

The A/Chief Executive Officer
Shire of Wyndham East Kimberley
Box 614
Kununurra 6743

12 December, 2000

Reference U33979
Date Received 14 DEC 2000
Assess No. #5993
File No. FRC 2/1
Officer DS
Action
Attachments
Keywords Dev Applic. Fire Unit Shed

Dear Richard

Further to our brief conversation please find attached completed development application together with this explanatory letter seeking setback relaxation. As indicated in our letter to the Shire dated 14 May 2000 this is a formal request to allow a relaxation of setback for the Brigade to erect the Fire Unit shed on the boundary of Loc 631 (2) facing Crossing Falls Road. This block is owned by Mr K Wright, our Brigade secretary who is prepared (discussion has already taken place) to enter into agreement with the Shire for this Shire building to be sited on his land. The building will have a roller door(s) at the front and the fire unit will access the shed from a crossover on the street. There will be a PA door at the rear but to inconvenience Mr Wright as little as possible all access by members will for all intents and purposes only be from the street. The building will be linked to the Western Power mains, again by arrangement with Mr Wright.

Trusting all is in order.
Should you require further information please contact the writer by telephone so that all information may be presented to Council at the forthcoming December meeting.

Yours sincerely

Keith D Wright
(Secretary)

1.46

13.4.4 Shared Library Agreement

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley/Department of Education
LOCATION:	N/A
AUTHOR:	Nick Kearns, Director Community Development
REPORTING OFFICER:	Nick Kearns, Director Community Development
FILE NO:	CS.07.11
ASSESSMENT NO:	N/A

PURPOSE

For Council to adopt the proposed licence agreement for the new Kununurra District High School Community Library and to make an amendment to the annual budget to allocate funds for the Shire's contribution to this facility for the 2013/14 financial year.

BACKGROUND

The Department of Education has forwarded a licence agreement for the new Kununurra Community Library at Attachment 1. The new licence agreement is similar to the previous one entered into in 1997, but recommends a change in the distribution of costs between parties to a 50/50 basis because of the following:

- Kununurra District High School uses the library for the equivalent of approximately 200 days per year, compared to the equivalent of around 276 days when the library is available to the community.
- The library is open for 43.5 hours per week, of which 13 hours is for community use outside school hours.
- The spaces allocated within the library for school and community usage are equivalent.

The previous licence agreement distributed costs on the basis of the Shire providing 37% of funding and the Department of Education 63%.

It is estimated that the annual contribution from the Shire attributed to maintenance for the new facility, as outlined in Schedule A to the agreement, will be in the order of $110,000. This contribution will be renewed after the first year and then every two years after. The costs are apportioned largely against those associated with power, cleaning and for the Library Manager's wages. The Shire's contribution is not allowed for in the current annual budget and Officers have negotiated a 'discounted' contribution for this financial year, being for $88,696, which would be sourced from the following accounts:

- Joint Use Contribution $44,000
- Kununurra Library Upgrade Project (funded by Department of Education) $42,000
- Building Operating expenditure $1,363

The licence agreement proposes the establishment of an advisory committee to assist in the administration of the facility, proposed to comprise six people with membership apportioned a third between the Minister for Education, Shire, and from the school. The Committee Rules are contained in Schedule B attached to the agreement.

Schedule A, which in addition to apportioning costs to each part to run the facility, proposes a 10 year term, with an option to extend the agreement an additional 10 years.

STATUTORY IMPLICATIONS

Section 6.8(1) of the *Local Government Act 1995* states that a Local Government is not to incur expenditure from the municipal fund for an additional purpose except where the expenditure -

a) is incurred in a financial year before the adoption of the annual budget by the local government;
b) is authorised in advance by resolution; or
c) is authorised in advance by the mayor or president in an emergency.

Section 6.8 of the *Local Government Act 1995* then states that where expenditure has been incurred by a local government –

a) pursuant to subsection (1)(a), it is to be included in the annual budget for that financial year; and
b) pursuant to subsection (1)(c), it is reported to the next ordinary meeting of the council.

Otherwise, there are no statutory implications associated with this matter, although Officers have reviewed the proposal against the local government position paper prepared by WALGA in 2010 – Shared use agreements – and are satisfied that this proposal is generally in line with the principles and actions recommended at that time.

POLICY IMPLICATIONS

There are no policy implications in relation to this proposal.

FINANCIAL IMPLICATIONS

The joint use contribution for the 2013/14 financial year can be funded this year by reallocating the balance funds provided by the Department of Education for the upgrade project to the Joint Use Contribution Account and from building operating expenditure and will have no impact on the funding for the Shire's library operations. Additional funds will need to be allocated to this (joint use contribution) account in out years but will be subject to the agreed distribution of costs between parties and whether any costs savings can be achieved to reduce the annual running costs of the facility.

STRATEGIC IMPLICATIONS

There is no specific strategic implication associated with this matter inasmuch as it would be influenced by the Shire's Strategic Community Plan, however there are considered to be positives with respect to cost sharing for community facilities.

COMMUNITY CONSULTATION

No community consultation is required in relation to this matter.

COMMENT

The new library is a vast improvement on the previous one. It is larger; better lit; has much improved information technology. It also has much improved staff amenities importantly much better space for patrons, including a dedicated junior reading room. These improvements, nevertheless, come at some increased cost, exemplified by the increased contribution sought from the Shire, but may be moderated in out-years by scaling back some of the service as suggested in the Financial Implications section of this report. They will, in any case be reviewed after the first year and regularly reviewed every second year after that. All the same, the payment to the school for the contribution for this year is reasonable in the context of the Shire's use of the facility and that it reflects the suggested discounted cost.

The terms of the licence agreement seem reasonably standard, although some minor corrections will be need prior to signing. The distribution of costs for out years, however, is considered inequitable given that the school would have a disproportionately higher use of the facility, particularly as it is located on the school grounds. A more equitable distribution would allow for a 40% contribution from the Shire, which is similar to the previous licence agreement. Nevertheless, given the notable increase in costs associated, and some 'unknowns' given the newness of the facility – and subject to the Department of Education agreeing to a change to the percentage distribution of costs the Shire may negotiate a lesser term in the agreement.

The establishment of an advisory committee, similar to that which operated in association with the older facility is considered useful for the purpose of overseeing the operation of the library. The membership should nominally include one Councillor and either the Director Community Development or the Manager Community and Youth, which is similar to the representation on the previous committee. This committee could also assist the facility management with respect to events and promotion as well as to ensure that it remains relevant to the community. Cr Wright was nominated to represent the Shire on this committee at the OCM on 29 October 2013.

It is recommended that the Shire reallocate funds for the purpose of contributing to the operation of the facility this financial year, being for the $88,696 already invoiced by the school, which is available from existing funds, and that the Council delegate power to the Shire President and the Chief Executive Officer to amend the schedule to the licence agreement to change the apportionment of cost sharing in the agreement for the Shire to be 40% not 50% and to negotiate the term.

ATTACHMENTS

Attachment 1 – Draft licence agreement

VOTING REQUIREMENT

Absolute Majority

OFFICER'S RECOMMENDATION

That Council:

1. Amends the 2013/14 adopted budget in accordance with the following table:

Account Number	Description	Original Budget	Current Budget	Amended Budget	Budget Amendment
02111510	Joint Use Contribution - Libraries	$44,000	$44,000	$88,696	$44,696

2. Delegates to the Shire President and Chief Executive Officer the power to enter into the Licence Agreement with the Minister for Education for the joint operation of the Kununurra Community Library subject to the following:

   a. That the apportionment of costs attributable to the Shire for building maintenance, air conditioning, utilities (Power/water) and for cleaning, as outlined in Schedule A of the Licence Agreement, and at Clause 7 (Staff Salaries) be changed from 50% to 40%.
   b. Review of terms of Agreement in Schedule A, subject to resolution with respect to the apportionment of costs

COUNCIL DECISION

Minute No. 10275

Moved: Cr K Wright
Seconded: Cr G King

That Council:

1. **Amends the 2013/14 adopted budget in accordance with the following table:**
2.

Account Number	Description	Original Budget	Current Budget	Amended Budget	Budget Amendment
02111510	Joint Use Contribution - Libraries	$44,000	$44,000	$88,696	$44,696

2. Delegates to the Shire President and Chief Executive Officer the power to enter into the Licence Agreement with the Minister for Education for the joint operation of the Kununurra Community Library subject to the following:

a. That the apportionment of costs attributable to the Shire for building maintenance, air conditioning, utilities (Power/water) and for cleaning, as outlined in Schedule A of the Licence Agreement, and at Clause 7 (Staff Salaries) be changed from 50% to 40%.

b. Review of terms of Agreement in Schedule A, subject to resolution with respect to the apportionment of costs

Carried Unanimously 8/0

THIS AGREEMENT is made the day of 201

BETWEEN

SHIRE OF WYNDHAM-EAST KIMBERLEY a local government and body corporate under the Local Government Act 1995 of 115 Coolibah Drive Kununurra Western Australia (**Shire**)

AND

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

RECITALS

A. The Minister has care control and management of the Land.

B. The Facility is constructed on the Land and contains the Library.

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C. The Parties enter into this Agreement to make provision for operational funding and use of the Library on the terms and conditions contained herein.

D. The Parties hereby acknowledge a total commitment to full and open co-operation, at all levels, in the usage and management of the Library and equipment therein, for the mutual benefit of the community of the Shire and the School.

1. OPERATIVE PROVISIONS

1.1 Definitions

In this Agreement unless the context requires otherwise:

Borrowing Rights has the same meaning as that contained in the Rules and Regulations of the Minister and the School;

CEO means the chief executive officer of the Shire;

Commencement Date means [ ];

Committee means the committee established pursuant to clause 5, the rules of which shall be as set out in Schedule B;

Computer and IT Equipment means equipment associated with the operations of computers in the Library such as computers, printers, photocopiers, servers and switches;

Cost Sharing Arrangement means the arrangement reached between the Parties set out in Schedule A to this Agreement by which each Party has agreed to contribute to costs in accordance with the list set out in item 5 of Schedule A;

Department means the Department of Education;

Equipment means items other than book stocks such as library automation software, furniture, electronic, audio visual and administrative equipment related to the operation of the Library;

Facility means the facility described in item 2 of Schedule A;

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Further Term means the further term described in Item 4 of Schedule A.

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

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

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

Library means the library known as the Kununurra District High School Community Library operated in the Facility;

Deleted: described in item 2 of Schedule A

Library Manager means the librarian appointed by the Minister in accordance with clause 7.1.

Loss means loss, damage, liability, lawsuit, action, writ, proceedings, cost or expense;

Operating Costs means all amounts from time to time properly and reasonably incurred or expended in the running and maintenance of the Facility and the Library and without limiting the generality of the foregoing shall include:

(a) all costs reasonably incurred in the repair and maintenance of the Facility and the Library including (but not limited to) the reasonable cost of materials and the reasonable cost of all wages and overheads of staff employed in carrying out such repairs and maintenance;

(b) all costs reasonably incurred in the provision and maintenance of security throughout the Facility including (but not limited to) the wages and overheads paid to security staff, charges rendered by

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contract security companies, and all lease, hire, repair, maintenance and running costs of monitoring and/or surveillance equipment;

(c) the reasonable costs of keeping the Facility in clean and good sanitary condition and of removing from the Facility all rubbish and waste which cost shall include (but not be limited to) the wages and overheads paid to cleaning and maintenance staff and the costs of all cleaning materials, toilet requisites, and all charges associated with the hiring of cleaning equipment;

(d) all costs reasonably incurred in the control and eradication of all pests in the Facility; and

(e) all water, excess water, electricity and telephone charges and rentals which fall due during the term of this Agreement;

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Parties mean the Minister and the Shire;

Party depending on the context means the Minister or the Shire;

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

Principal means the principal of the School;

Rules means the rules of the Committee set out in Schedule B;

Schedule means a schedule to this Agreement;

School means Kununurra District High School;

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

Shire means the Shire of Wyndham-East Kimberley;

Shire's Visitors means all officers, employees, agents, contractors, licensees, invitees or representatives of the Shire;

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

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

Term means the term described in Item 3 of Schedule A.

1.2 Interpretation

In this Agreement unless the context otherwise requires:

(a) subject to the more specific provisions of this Agreement to the contrary) a reference to a named area, hall, office or other room shall refer to the area, hall, office or other room of the same description as set out in any plan or annexure annexed hereto;

(b) references to a person include that person's legal personal representatives, assigns and successors;

(c) an obligation on the part of two or more parties shall bind them jointly and severally and a right in favour of two or more parties shall be enforceable by them jointly and severally;

(d) references to this Agreement include its schedules and annexures;

(e) references to a person which has ceased to exist or has been reconstituted, amalgamated or merged or the functions of which have become exercisable by any other person or body in its place, shall be taken to refer to the person or body established or constituted in its place or by which its functions have become exercisable;

(f) words importing any gender include the other genders;

(g) headings shall be ignored in the construction of this Agreement;

(h) reference to any thing is a reference to the whole or any part of it and a reference to a group or things or persons is a reference to any one or more of them;

(i) where time is to be calculated from a day or event, such day or the day of such event shall be excluded;

(j) words importing the singular include the plural and vice versa;

(k) references to writing include any mode of representing or reproducing words in tangible and permanently visible form, and includes telex and facsimile transmission;

(l) references to persons include corporations and vice versa;

(m) references to time are to local time in Perth, Western Australia;

(n) references to this Agreement or any other document include the document as varied, extended, renewed or replaced, and notwithstanding any change in the identity of the parties thereto;

(o) references to a statute whether by name or otherwise includes the amendments to the statute for the time being in force and also any statute passed in substitution for it or in lieu of it and all subsidiary or subordinate legislation for the time being in force under it;

(p) if a word or phrase is defined, cognate words and phrases have corresponding definitions;

(q) reference to a clause means a clause of this Agreement; and

(r) no rules of construction apply to disadvantage a Party on the basis of that Party being responsible for the preparation of this Agreement or any part of it.

2. GRANT OF LICENCE

2.1 Grant

The Minister grants to the Shire a licence to use the Facility, as a library for the Term. Nothing expressed or implied in this Agreement shall prevent or preclude the Minister from using the Facility or the Library at any time whatsoever during the currency of the Licence AND THE Minister may use the Facility or the Library when the Shire is using the same.

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2.2 Rights rest in contract

The rights conferred on the Shire under this Agreement rest in contract only and do not create in or confer upon the Shire any tenancy, estate or interest whatsoever in or over the Facility and the rights of the Shire are those of a licensee only and do not comprise or include further or other rights and the Shire is not granted exclusive possession of the Facility.

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3. OPERATIONAL FUNDING

3.1 Contribution

The Minister and the Shire shall contribute to the Operating Costs in accordance with the Cost Sharing Arrangement.

3.2 Reimbursement

The Shire shall reimburse the Minister within 30 days of having received an invoice from the Minister. Invoices shall be provided by the Minister annually.

3.3 Review

The Cost Sharing Arrangement shall be subject to a review by the Minister and the Shire upon the expiry of a period of 1 year from the Commencement Date and thereafter every two years. During such review the Parties agree to meet together and negotiate in good faith.

3.4 No agreement

If, after a review between the Minister and the Shire pursuant to clause 3.3, no agreement has been reached as to their respective future contributions to the Operating Costs, future contributions shall remain as per Item 5 of Schedule A.

4. JOINT USE OBJECTIVES

The Parties intend that the Library will at all times be resourced, managed and operated in accordance with the following joint use principles:

(a) The combined facilities and resources of the Library are available to both School and community users;

(b) The Equipment and other resources of the Library will be good quality and suitable to meet the needs of the School and community users;

(c) There will be coordinated management and administration of all information materials and resources of the Library;

(d) Adequate staffing will be provided to meet the requirements and usage of School and community users.

5. MANAGEMENT

5.1 Committee

The care, management and control of the Library shall be jointly administered by the Shire and the Minister who shall appoint an advisory Committee. Membership of the Committee shall consist of 6 members (or other such even number as the Minister and the Shire shall from time to time agree) who, subject to this Agreement and any mutual direction on the part of the Minister and the Shire, shall exercise the functions set out in the Rules. Members shall comprise:

(a) 1/3 of the members to be appointed by the Minister;

(b) 1/3 of the members to be appointed by the Shire; and

(c) 1/3 of the members will be appointed as community members by agreement between the Minister (School) and the Shire, for a period of no greater than 2 years to ensure ongoing community representation,

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5.2 Member resignation

A member may resign from the Committee by written notice to that effect delivered to the Principal the Minister or the Shire.

5.3 Change Members

Each Party may each in regard to its respective appointees at any time and from time to time:

(a) revoke an appointment and appoint another person in place of the member whose appointment is revoked;

(b) appoint a person to act temporarily as a member during the absence of any member and a person while so acting shall be deemed to be a member;

(c) appoint another person to act as a member in place of a member who resigns under clause 5.2; and

(d) community members shall be invited for a term of up to 2 years to ensure ongoing community representation.

6. USE OF LIBRARY

6.1 General public access

Subject to clause 6.3 at all times during opening hours of the Library (including without limitation usual school hours), the Library shall be accessible to the general public.

6.2 School Access

At all times during opening hours of the Library, the Library shall be accessible to the students, teachers and parents of students of the School.

6.3 Borrowing Rights

Borrowing Rights shall apply equally to members of the public, and to the staff and students of the School. Resources from all sources of supply (as contemplated in clauses 8.1 and 8.2) should be available to all borrowers, with the exception of those resources which are identified by the School as being available for use only by staff and students of the School.

6.4 Fees

The Minister may charge fees to use the Library and all monies so paid to the Minister shall belong to it absolutely and without abatement provided that the Minister shall at all times ensure that such monies are placed and kept in a bank account and that the Minister shall have access to sufficient funds with which to fully and properly perform its obligations under clause 3.1.

6.5 Review opening hours

The Minister and the Shire together shall review and amend the Library opening hours from time to time provided the Library is open during (but not limited to) school hours on School Days.

6.6 Permitted Use

The Shire and the School shall only use the Facility as and for the purpose of a library.

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7. APPOINTMENT OF STAFF

7.1 Library Manager

The Minister shall appoint a Library Manager who shall:

(a) have appropriate qualifications for the position;

(b) have a status and classification jointly determined by the Minister and the Shire; and

(c) be in charge of the Library at all times, subject to the direction, supervision, and control of the Minister; and

(d) report to the Principal and the Shire in relation to staff performance management of the respective employer's staff and curriculum requirements.

(e) The Shire shall reimburse the Minister (School) a percentage of the Library Manager's direct salary costs in recognition of the Library Manager's public library services functions and community event/programmes and duties.

7.2 Library Officers

(a) The Minister shall appoint and fund Library officers in accordance with student enrolments;

(b) The Shire shall appoint and fund Library officers in accordance with the requirements and usage needs of community members; and

(c) All Library staff appointed by either the Minister or the Shire shall work together as necessary to enable the Library to be used for educational and community purposes servicing both the School and community members.

8. RESOURCES FOR LIBRARY

8.1 Minister to provide

The Minister shall at all times use its reasonable endeavours to ensure that the Library is adequately stocked with:

(a) books and other resources (which are reasonably contemporary, suitable and relevant); and

(b) other library facilities and programmes (which are reasonably contemporary, suitable and relevant).

at levels commensurate with those normally maintained for a school the size of the School intended to be served by such library.

8.2 Shire to Provide

The Shire shall at all times use its reasonable endeavours to ensure that the Library is adequately stocked with:

(a) books and other resources (which are reasonably contemporary, suitable and relevant); and

(b) other library facilities and programmes (which are reasonably contemporary, suitable and relevant).

at levels commensurate with those normally maintained for a community the size of the community intended to be served by such library.

9. OPERATIONAL CHARTER

The Parties acknowledge that pursuant to the Library Board of Western Australia Act 1951 the Shire is a participating body (as defined in that Act) in respect of a scheme (as defined in that Act) entered into with the Library Board of Western Australia for the promotion organisation supervision and assistance of registered public libraries and registered public library services within the municipal district of the Shire and nothing herein or in the Rules shall be deemed to enable or permit the Minister the Shire or the Committee to take any action in respect of the public library purposes of the Library which would contravene that scheme.

10. MAINTENANCE

10.1 Minister to maintain Facility

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The Minister shall keep and maintain the Facility in good order repair and condition and provide thereto all electrical, water supply and garbage collection services. Subject to clauses 10.2, 10.3 and 10.4, the Shire shall pay the

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percentage of any costs and expenses incurred in that regard in accordance with clauses 3.1 and 3.2.

10.2 Shire's Negligence

Notwithstanding anything expressed or implied to the contrary in this Agreement, if the Shire or any agent, employee, contractor, invitee or licensee of the Shire, through its, his or her negligence or other default, damages or destroys or contributes to the damage or destruction of the Facility or any part thereof or any plant or equipment therein, then, to the extent that such damage or destruction was caused or contributed to by the negligence or other default of any of the aforesaid persons, the Shire shall itself be responsible for all or part (as the case may be) of the cost of the repair or replacement of the said damaged or destroyed Facility or any plant or equipment therein.

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10.3 Minister's Negligence

Notwithstanding anything expressed or implied to the contrary in this Agreement, if the Minister, the School or any of their respective agents, employees, contractors, students, invitees or licensees, through its, his or her negligence or other default, damages or destroys or contributes to the damage or destruction of the Facility or any part thereof or any plant or equipment therein, then, to the extent that such damage or destruction was caused or contributed to by the negligence or other default of any of the aforesaid persons, the Minister shall itself be responsible for all or part (as the case may be) of the cost of the repair or replacement of the said damaged or destroyed Facility or any plant or equipment therein.

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11. INDEMNITY

11.1 Each Party to indemnify

Each Party shall indemnify and keep indemnified the other Party (including its officers, employees, agents, contractors, licensees, invitees or representatives) from and against all Loss incurred or suffered by or brought against any of those indemnified to the extent that the same was caused or contributed to by any tortious or other unlawful act or omission (including breach of a contractual term, condition or warranty) by the first mentioned Party or any of its officers, employees, agents, contractors, licensees, invitees or representatives.

11.2 Meaning of Loss

In clause 11.1 **Loss** means loss, damage, liability, lawsuit, action, writ, claim, demand, proceeding, cost or expense arising from or in connection with:

(a) any aspect of this Agreement (including the Licence, the Facility and the Library); or

(b) any damage to the Facility or any plant or equipment therein or other property of any person whosoever; or

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(c) the death of, or injury or illness to, any person whosoever.

11.3 Exception

For the purposes of clause 11.1, neither the Shire nor any of the Shire's Visitors is, or shall be considered or deemed to be, a licensee or invitee of the Minister.

11.4 Continuing Indemnity

The indemnity contained in this clause 11 is a continuing obligation and remains in force and effect notwithstanding the expiry of the Term or the early termination of this Agreement irrespective of how it is terminated or who terminated it.

12. INSURANCE

12.1 Contents

Each Party shall effect and maintain its own insurance cover for its own contents within the Library.

12.2 Types of Insurance

(a) Each Party must at its own expense during the Term (and the Further Term if applicable) effect, maintain and keep current the following insurances with its self insurance fund or an insurer authorised by the Australian Prudential Regulation Authority to conduct insurance business in Australia to the reasonable satisfaction of the other party:

(i) public liability insurance in an amount of not less than TEN MILLION DOLLARS ($10,000,000.00) in respect of any one occurrence, unlimited in the aggregate or such amount as shall be determined at the reasonable discretion of the other Party from time to time to reflect prudent commercial practices;

(ii) property insurance covering loss of or damage to any equipment that a Party provides for use on the Library for its full replacement value; and

(iii) workers compensation insurance in accordance with the provisions of the Workers' Compensation and Injury Management Act 1981 including cover for common law liability for an amount of not less than FIFTY MILLION DOLLARS ($50,000,000.00) for any one event in respect of that Party's workers.

(b) As and when requested either Party must give to the other Party sufficient evidence of the existence of the insurances set out in clause 12.2(a) or provide certificates of currency in respect of those insurances.

12.3 Use of insurance money

If, pursuant to this Agreement, there is in existence an insurance policy covering loss of and/or destruction and/or damage to property of any kind whatsoever and a claim is made against that policy on account of such property being lost destroyed and/or damaged, then the Party with the insurable interest in the property, and in whose name the policy exists, shall ensure that all the monies payable and paid under that policy are applied to the replacement or repair (as the case may be) of the lost destroyed or damaged property.

12.4 Not to void policies

Any Party which pursuant to this Agreement is obliged to effect and maintain a policy or policies of insurance must do all things reasonable to ensure that:

(a) such policy or policies (as the case may be) do not become void or voidable; and

(b) the premiums therefore are not significantly increased on account of anything done or not done by that Party or person for whom that Party is responsible.

12.5 Building insurance

The Minister will insure and keep insured the Facility from loss or damage by fire storm tempest malicious damage and earthquake and other usual insurable risks in a reputable and substantial insurance office to the full insurable value thereof.

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13. COSTS

13.1 Shire to pay

The Shire shall pay:

(a) its own legal costs in connection with the negotiation and preparation of this Agreement; and

(b) 100% of all costs charges and expenses for which the Minister shall become liable in consequence of or in connection with any default by the Shire in performing or observing any covenants conditions or stipulations herein contained or implied and on the part of the Shire to be performed or observed.

13.2 Minister to pay

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

14. DEFAULT

If either Party (**the Defaulting Party**) defaults in the performance of or compliance with a provision of this Agreement and fails to remedy that default within a reasonable time after the date of having received a written notice from the other Party (**the Innocent Party**) specifying that default, the Innocent Party may terminate this Agreement by giving 30 days written notice to the Defaulting Party. Such termination shall not prejudice or otherwise affect:

(a) the liability of either Party in respect of any antecedent breach of any of the provisions of this Agreement; or

(b) the rights of either Party to claim damages (for breach of this Agreement or otherwise whatsoever).

15. DISPUTE RESOLUTION

15.1 Dispute resolved by nominated representatives

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

15.2 Arbitration

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

16. REASONABLENESS

16.1 Consent etc not to be unreasonably withheld

Any agreement, consent, approval, permission, authority, decision, requirement, condition, direction or thing to be done pursuant to this Agreement shall not be capriciously or unreasonably reached, withheld, given or carried out, and the obligations and the performance of each Party shall be carried out and performed in a reasonable manner.

16.2 Do All Things

Each Party must execute and do all acts and things reasonably necessary to implement and give full effect to the provisions and purpose of this Agreement.

17. NO IMPROVEMENTS

The Shire shall not without written approval of the Minister erect or build or permit or cause to be erected or built in or on the Facility any buildings erections or other improvements or make any additions or alterations to any buildings erections or other improvements now or hereafter in on or comprising the Facility and then only in strict accordance with plans and specifications to be first approved in writing by the Shire and any Authority having jurisdiction over the Land.

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18. COMPLY WITH STATUTES

The Shire and its employees agents contractors licensees and invitees shall at all times duly and punctually comply with observe and carry out and conform with the provisions of any Statute now or hereafter in force and all requirements and orders of any Authority which effect the Facility, the Library or the use thereof or which impose any duty or obligation upon the owner or occupier thereof.

19. NO NUISANCE

The Shire and the Shire's Visitors shall:

(a) not carry on or permit or suffer to be carried on in or upon the Facility or any part thereof any noxious noisome or offensive trade business occupation or calling or do or omit to be done or permit or suffer to be done or omitted any act matter or thing whatsoever which shall at any times during the term of this Agreement be or grow to the nuisance or disturbance of the owners or occupiers of adjoining lands and properties; and

Deleted: Library

(b) not do or leave undone any act matter or thing whereby a nuisance or anything in the nature of or which may be deemed to be a nuisance by any Authority or within the meaning of any Statute now or hereafter in force may exist arise or continue upon or in connection with the Facility or any business carried on upon the same or the use or occupation thereof and forthwith abate any such nuisance or alleged nuisance and carry out and comply with all the provisions of every Statute and all requirements and orders of any Authority in reference thereto.

Deleted: Library

20. NO SIGNS

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

Deleted: Library

21. NOT TO ASSIGN ETC

The Shire shall not without the prior written consent of the Minister (which consent may be arbitrarily withheld) assign transfer mortgage encumber sublet dispose of or part with possession of this Agreement or any part thereof or the rights liberties or authorities hereby granted or procure allow or suffer the same or any part thereof to be assigned transferred mortgaged charged encumbered sublet disposed of or the possession thereof parted with for all or any part of the term of this Agreement.

22. SCHOOL PART OF MINISTER

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

23. THIS AGREEMENT PARAMOUNT

If there is an inconsistency between the provisions of this Agreement (excluding the Rules) and the Rules, then the provisions of this Agreement (excluding the Rules) shall prevail to the extent of that inconsistency.

24. OPTION TO RENEW

Subject to clause 25, if:

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

(b) the Shire desires to extend this Agreement for the Further Term;

(c) the Shire gives to the Minister written notice of its desire such notice being received by the Minister not more than 6 or less than 3 months prior to the expiration of the Term; and

(d) during the Term there had been no breach of any term of this Agreement by the Shire which was not rectified within a reasonable period of time after notice of breach being given by the Minister,

then this Agreement will be so extended for the Further Term subject to the terms and conditions set out in this Agreement with the exception of this clause 24.

25. EARLY TERMINATION

Notwithstanding anything expressed or implied in this Agreement to the contrary, either Party may, by giving 12 months notice in writing to the other Party, terminate this Agreement (for any or no reason whatsoever) and upon the expiration of that 12 month period, this Agreement shall terminate but any rights of action or claims which accrued or arose to either Party prior to such termination are hereby preserved.

26. NOT TO AFFECT

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

27. VARIATION

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

28. GST

28.1 Exclusive of GST

The amount of all Primary Payments specified in this Agreement are exclusive of GST except where stated otherwise.

28.2 Pay GST in Addition

If GST is payable by the Minister in respect of a Primary Payment or any part in connection with a Taxable Supply provided under this Agreement:

(a) the Primary Payment is increased by an amount equal to the applicable GST; and

(b) the Shire must pay the amount of the increase in the same manner and on the same date as the Shire is required to pay the Primary Payment.

28.3 Input Tax Credits

If the Primary Payment consists (wholly or partly) of the recovery by the Minister of all or a portion of the Minister’s costs, the Primary Payment is to be reduced by the amount (or corresponding proportion) of the Input Tax Credits available to the Minister in respect of these costs and then increased by any applicable GST payable under clause 28.2.

28.4 Tax Invoice

If a Primary Payment is to be increased to account for GST under clause 28.2 the Minister must, before the date on which the increased Primary Payment is to be paid, issue a Tax Invoice to the Shire.

29. MISCELLANEOUS

29.1 Consent

Whenever the consent of the Minister is required under this Agreement:

(a) that consent may be given or withheld by the Minister in the Minister's absolute discretion and may be given subject to such conditions as the Minister may determine;

(b) the Minister is not required to provide a reason or reasons for giving or refusing its consent; and

(c) the Shire agrees that any failure by it to comply with or perform a condition imposed under clause 29.1(a) will constitute a breach of a condition by the Shire under this Agreement.

29.2 Do all things

The Parties must do everything reasonably necessary, including signing further documents, to give full effect to this Agreement.

29.3 No partnership

Nothing in this Agreement may be construed to make the Shire a partner, agent, employee or joint venturer of the Minister.

29.4 No Representation

The Shire must not represent that the Shire or any of its employees, agents, contractors, licensees or representatives are the employees, agents, partners or joint venturers of the Minister.

29.5 Rights in addition

The rights, powers and remedies in this Agreement are in addition to, and not exclusive of, the rights, powers and remedies existing at law or in equity.

29.6 Entire Agreement

This Agreement supersedes all prior negotiations, understandings and agreements between the Parties relating to the matters covered by this Agreement and constitutes the full and complete agreement between the Parties relating to the matters covered by this Agreement.

29.7 Exclusion of Civil Liability Act

The Parties agree that Part IF of the *Civil Liability Act 2002* (WA) is excluded and does not apply to the Parties' liabilities under this Agreement.

29.8 Consent etc not to be unreasonably withheld

This Agreement is governed by the laws of the State of Western Australia. The Parties irrevocably submit to the non-exclusive jurisdiction of the courts of Western Australia.

SCHEDULE A

Item 1 Land

Lot 79 on Deposited Plan 209293 and being the whole of the land in Qualified Certificate of Crown Land Title Volume 3051 Folio 786 also known as Reserve 29165.

Item 2 Facility

Deleted: Library

That part of the building containing the School/community library constructed on the Land as is delineated and hatched on the plan annexed hereto.

Deleted: The

Deleted: building

Deleted: that part of

Item 3 Term

Ten years commencing on [ ] and expiring on [ ]

Item 4 Further Term

Ten years commencing on [ ] and expiring on [ ]

Item 5 Cost Sharing Arrangement

	Shire	**Minister**
Building Maintenance Faults and Repairs Routine maintenance General restoration/minor works	50%	50%
Air Conditioning (cooling system) Installation and replacement Repairs and routine Maintenance Air Conditioning (heating system) Repairs and routine Maintenance	50%	50%
Carpark and Footpaths Maintenance	50%	50%
Electricity and gas	50%	50%
Water	50%	50%
Cleaning	50%	50%
Gardening	50%	50%
Rubbish Removal	50%	50%
Telephone Voice line	Each party to maintain and fund	Each party to maintain and fund

	Shire	Minister
Fax line FESA/fire monitoring line Security monitoring line	their separate voice lines	their separate voice lines
Automated Library Management System Licensing and maintaining	50%	50%
Automated Library Management System Upgrading and replacing	50%	50%
Security Monitoring Call Outs	50%	50%
Computer & IT Equipment Purchasing and replacing	50%	50%
Technical Support Servicing and repairs	50%	50%
Internet Access Internet lines/connection via School	Each party to maintain their own systems	Each party to maintain their own systems
Furniture Repair and replacement	50%	50%
Equipment Purchasing, repair and replacement	50%	50%
Books Purchasing,	As per clause 8.2	As per clause 8.1
Resources Processing and Repairs	50%	50%
Evaluation Process External Review and Evaluation	50%	50%
Building Insurance	0%	100%
Other Insurances Public Liability Contents	 Each Party to pay their own 50%	 Each Party to pay their own 50%
Staff Salaries	As per clause 7	As per clause 7

SCHEDULE B

COMMITTEE - RULES

1. Name

The name of the Committee is [ ] (**the Committee**).

2. Functions

Subject to mutual directions from the Minister and the Shire and subject to the Agreement to which these Rules are annexed (**the Agreement**), the Committee's functions are:

2.1 To facilitate the management and control of the Library in accordance with the requirements and policies of the Minister and the Shire.

2.2 To develop community awareness of the potential and the limitations of the Library and to facilitate communication between users of the Library the Minister and the Shire.

2.3 To provide input into the annual operating budget to satisfy the requirements of the Minister and the Shire having regard to the prime objectives of providing a coordinated and comprehensive library resource service.

2.4 To encourage and facilitate access to the combined Library and resources of the Library so that they are available to both School and public/community users;

2.5 To ensure that the equipment and other resources of the Library will be of good quality and suitable to meet the needs of the School and community users;

2.6 To ensure that there will be coordinated management and administration of all information materials, items and resources used in the Library;

2.7 To encourage and facilitate the provision of fully integrated and efficient services, Library and operation for the benefit of both School and community users; and

2.8 To liaise and accept additional materials offered to the Library by way of community donation; provided that such donations conform to the Minister's and the Department's Libraries Selection Guidelines.

3. Method of Operation

3.1 The Committee shall elect a Chairperson and Deputy Chairperson who shall hold office for 1 year. In the absence of the Chairperson, the Deputy Chairperson shall act as Chairperson at that meeting.

3.2 The quorum necessary for the transaction of the business of the Committee shall be 4 members which must include 1 representative of the Shire and 1 representative of the Minister.

3. 3 Each member has one (1) vote and the Chairperson shall not have a casting vote.

3.4 In the case of a voting deadlock the matter shall be referred to the Shire and the Minister for consideration and direction.

3.5 The Committee shall meet at intervals of no greater than 6 months and shall prepare and make available to the Shire and the Minister as soon as practicable after the last day of each calendar year a report in writing of the operations of the Library during that calendar year.

3.6 The Committee may prescribe its own procedure for the day to day running of its affairs but such procedure shall not contravene these Rules, any legislation or other law, or the policies bylaws or regulations of the Shire or any right power authority or duty conferred or imposed on the Shire or the Minister or any person acting under the authority of either including (without limiting the generality of the foregoing) the Principal and the CEO.

3.7 Minutes of each meeting shall be recorded on a rotational basis and be forwarded to the Principal and the CEO of the Shire and each member of the Committee not later than 2 weeks after each meeting.

3.8 The Committee shall not -

(a) handle any money; or

(b) undertake any obligation involving the expenditure of money without the prior written approval of the Shire and the Minister or (in a case involving expenditure of money by only one of those Parties) the prior written approval of the Shire or the Minister as the case may require.

4. Definitions

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

EXECUTED by the Parties.

SIGNED for and on behalf of the)
MINISTER FOR EDUCATION by)
JOHN WILLIAM LEAF) ________________________
Deputy Director General of the)
Department of Education,) ____/______/______
the officer delegated this authority)
pursuant to sections 224 and 225)
of the *School Education Act 1999 (WA)*)
in the presence of) ________________________

Witness signature

____
Witness Full Name (Please print)

____
Witness address (Please print)

____
Witness occupation (Please print)

THE COMMON SEAL of the)
of the **SHIRE OF**)
WYNDHAM-EAST KIMBERLEY)
was hereunto affixed in the presence of)

____
SHIRE PRESIDENT

____
CHIEF EXECUTIVE OFFICER

INDEX

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...

2012

MINISTER FOR EDUCATION

AND

SHIRE OF WYNDHAM-EAST KIMBERLEY

KUNUNURRA DISTRICT HIGH SCHOOL COMMUNITY LIBRARY LICENCE AGREEMENT

State Solicitor's Office
Commercial and Conveyancing
141 St Georges Terrace
PERTH WA 6000
Telephone: (08) 9264 1176

SSO :1285-11 MC1

13.4.5 EK@25K

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Katya Tripp, Strategic Planner
REPORTING OFFICER:	Nick Kearns, Director Community Development
FILE NO:	ED.06.3

PURPOSE

For Council to endorse the draft EK@25 report by MacroPlan Dimisi

BACKGROUND

This project considered the economics of the East Kimberley, different growth scenarios and the infrastructure required to meet the populations of up to 25,000 people.

The project informs and supports the review of the Local Planning Strategy.

STATUTORY IMPLICATIONS

There are no statutory implications associated with this report.

POLICY IMPLICATIONS

No policy implications apply in the preparation of this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this item.

STRATEGIC IMPLICATIONS

This project aligns to the Strategic Community Plan 2012-2022. In particular this project addresses the following objectives:

2.1 A highly valuable East Kimberley economy that maximises social benefits
2.2 Maintenance of economic diversity and greater community returns from investment in the region
2.3 Facilities are appropriate for their intended purpose and factor in whole of life costing and maintenance
2.4 High standard of health and community facilities and services available to all residents
2.5 East Kimberley residents have access to a broad range of educational opportunities

COMMUNITY CONSULTATION

MacroPlan Dimisi conducted initial teleconferences with the identified stakeholder group. A Councillor session plus two well attended stakeholder workshops - one in Perth and one in Kununurra were then held. All identified stakeholders (approximately 50) were invited to attend a workshop or to discuss the project with the consultant. An additional forum was held in Kununurra which had an invite list of approximately 70 people. MacroPlan Dimisi have also consulted closely with consultants GHD who have conducted more broad community consultation as part of the Local Planning Strategy review.

COMMENT

The draft report includes the following:

1. A population demographic analysis and review of current assumptions related to growth.
2. A profile of the local economy identifying the main economic drivers (current and potential) and how these are likely to impact on strategic planning elements including future land uses
3. Identification of growth pressures the Shire is or will experience and prediction of alternative growth patterns and forecasts.
4. Development of plausible high, medium and low growth scenarios.
5. Identification of infrastructure required to enable/meet the growth scenarios including basic civil engineering infrastructure capacity, community facilities and amenities.
6. Development of a program for delivery for each growth scenario based on identified "demand triggers" and "tipping points" to allow the lead time necessary to meet the demand on the predicted growth curve.

Once endorsed the report will be used to inform the Local Planning Strategy in terms of future land requirements such as required commercial floor space, industrial land, and community facilities and services.

ATTACHMENTS

Attachment 1 – East Kimberley @25K

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council endorse MacroPlan's EK@25K Report as a supporting and informing document to the Local Planning Strategy and Corporate Business Plan.

COUNCIL DECISION

Minute No. 10276

Moved: Cr B Robinson
Seconded: Cr S Cooke

That Council endorse MacroPlan's EK@25K Report as a supporting and informing document to the Local Planning Strategy and Corporate Business Plan.

Carried Unanimously 8/0

East Kimberley @ 25K

Shire of Wyndham East Kimberley

November 2013

Prepared for: The Shire of Wyndham East Kimberley

Project number: 85499 (November 2013)

Version: v4

MacroPlan Dimasi staff responsible for this report:

Brian Haratsis, Chairman & Chief Economist

Stuart McKnight, General Manager - WA

Alex Saunders, Senior Manager/Spatial Analysis

Jenaya Shepherd, Manager/Planning

Andre Marcelino, Consultant/Economics

Cover images courtesy:
State Government of Western Australia (sourced from www.migration.wa.gov.au)

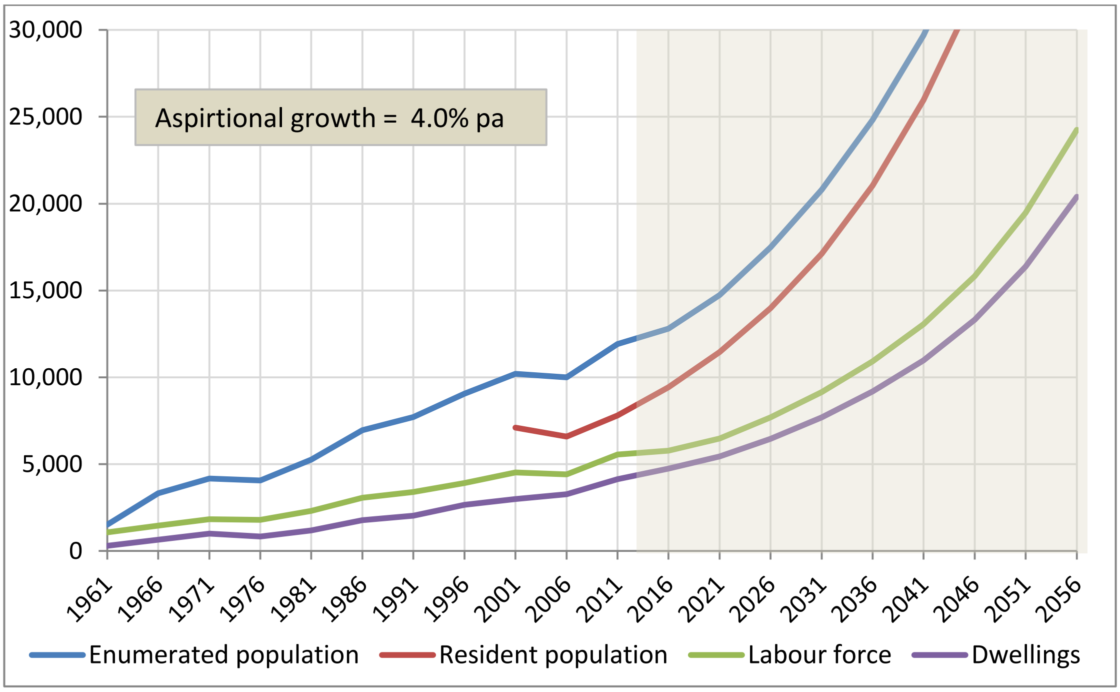
Executive Summary

EK@25 outlines a growth pathway for the Shire of Wyndham–East Kimberley to reach a population of 25,000 people.

The aspiration for the Shire is for future population growth at around 4.0 per cent per annum which will take the Shire to a population of 25,000 residents by 2041. This growth is based on an aspiration of 5.0 per cent growth per annum, for Kununurra and 2.2 per cent growth for Wyndham and the rest of the Shire.

Taking the non-residents into account (FIFO workers, tourists/visitors), then the Shire will reach that population nearly five years earlier. In terms of infrastructure planning, the additional non-resident people will need some level of service (utilities, accommodation, health, retail, etc) so they make up an important component of the total population.

Historical and aspirational growth for the Shire of Wyndham-East Kimberley



Some of the key conclusions from this study are:

Growth barriers

The major barriers to growth of Wyndham-East Kimberley are:

- Centralised State Government decision and policy making is not always relevant to regional centres;
- Red and green tape and conflicting rules and policies that are a disincentive to development / investment;
- Geography – the "tyranny of distance" and distance to key markets;
- the costs associated with regional isolation (transport, freight);
- Regional funding;
- Law and order, welfare dependency, social dysfunction and petty crime in the town centre;
- Land availability, including the high cost to develop, Native Title constraints, red tape and existing land uses (resistance to change);
- Housing affordability, availability and match to consumer demand;
- Limited education services - particularly the quality of secondary and tertiary education;
- Absence of economic opportunity that provides commercial return on investment;
- Seasonality of tourism, construction window and population;
- High cost of living (including housing options);
- High transport costs, including:
  - Goods and the need to freight many regular items from Perth;
  - Passenger transport (airfare and petrol costs);
- Small population size means a lack of services; and
- Community culture, including a resistance to change and a "WA-centric mentality".

Growth accelerators

The following priorities are the keys to unlocking the growth potential of Wyndham-East Kimberley:

- Improving transport links, including:

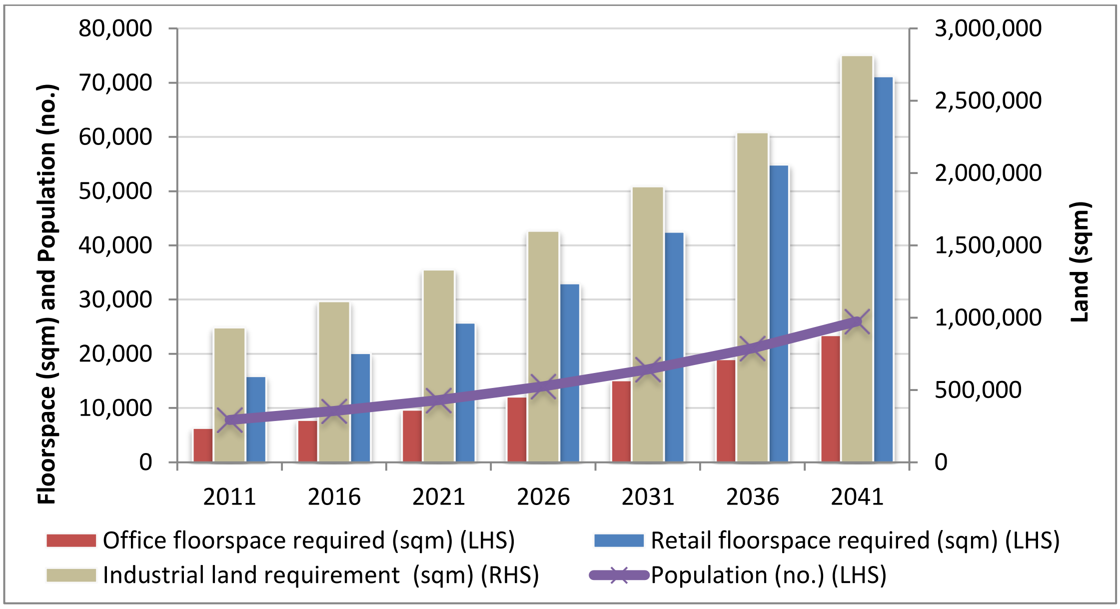
- Extending the airport runway to take larger and fully-loaded aircraft;
- Increasing competition for air travel to reduce airfares;
- Encouraging more direct flights to other Australian cities;

* Developing relationships and links with NT and northern partners;
* Diversion road network to increase accessibility;
* Restructuring and developing educational opportunities;
* Employment and engagement of the broader community, including improving youth employment prospects;
* Reforming welfare to manage social challenges;
* Developing a research and development centre of excellence in key local areas:
    - Aquaculture;
    - Agriculture; and
    - Pastoral.
* Making land available (all types) including resolution of land tenure;
* Attracting and retaining private investment and in particular, large-scale foreign investment;
* Resolving Native Title resolution - especially in the Northern Territory to open up the next stage of the Ord irrigation area;
* Increasing education retention levels and outcomes for the Indigenous community
* Developing skill base in the local community and then retaining and growing that capacity over time;
* Marketing, utilising and further enhancing the water assets of the area. This includes planning for the expansion of the Argyle water resources; and
* Getting community buy-in for change and growth.

In order to increase the population base, additional employment land will be needed in order to expand the employment base. The actual land requirements will depend on the amount and type of industry attraction and the degree of value-adding that is done within the local area as opposed to exporting raw materials.

The following figure illustrates the employment land requirements that will enable Wyndham-East Kimberley to grow to a population of 25,000 people by 2041.

Employment land requirements to service population growth through to 25,000



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Process

The scope of works for this project involves ten major components:

1. *Project inception* including confirming the project program (including meeting and workshop dates), client handover of relevant information/research and confirmation of the stakeholder group;
2. *Establish* a stakeholder group consisting of those organisations that have the capacity to shape the growth of Wyndham–East Kimberley;
3. *Analyse* population demographics and review current assumptions related to growth;
4. *Profile* the local economy identifying the main economic drivers (current and potential) and how these are likely to impact on strategic planning elements including future land uses.
5. *Conduct and facilitate* a stakeholder forum;
6. *Identify* growth pressures the Shire is or will experience and develop alternative future growth patterns and forecasts;
7. *Develop* robust, plausible and transparent high, medium and low growth scenarios;
8. *Identify* infrastructure required to enable/meet the growth scenarios including basic civil engineering infrastructure capacity, community facilities and amenities;
9. *Develop* a program for delivery for each growth scenario based on identified cause-and-effect "demand triggers" and "tipping points" to allow the lead time necessary to meet the demand on the predicted growth curve; and
10. Present a report encompassing all parts of the project to the stakeholder group and Council.

Detailed methodology

1. Project inception

The project inception confirmed:

- Project program including preferred dates/times for:
  - stakeholder forum(s);
  - fortnightly project management meetings;
  - draft and final reports; and
  - presentation to Council.
- Handover of all relevant background information held by the Shire of Wyndham – East Kimberley; and
- Stakeholder group and the form and responsibility for initial communication with stakeholders (ie. letter, phone call, email).

2. Establishment of a stakeholder group

Engagement with stakeholders included key organisations that have the influence to shape economy of Wyndham–East Kimberley, as well as the infrastructure agencies that will respond to the growth pressures and provide services and facilities within the region.

Engagement involved initial teleconference discussions with all of the key stakeholders and principal infrastructure providers. This will be followed by an invitation to one (or both) of two forums – one in Kununurra and one in Perth.

Key stakeholders	
Shire of Wyndham–East Kimberley	Department of State Development
Regional Development Australia – Kimberley	Department of Commerce
Kimberley Development Commission	Department of Planning
Landcorp	Department for Regional Development
Department of Housing	

Infrastructure stakeholders		
Water Corporation	Department of Transport	Department of Health
Main Roads	Department of Water	WA Police Service
Horizon Power	Department of Agriculture and Food WA	Department of Lands
Department of Education	Department of Training and Workforce Development	Department of Corrective Services

3. Analysis of population demographics and review current assumptions related to growth.

This component addressed:

- Demographic profiles (time-series Census data) of the Shire's:
    - residents (place of usual residence); and
    - workers (place of employment);
- Population projections by age and sex, including an assessment of people of working age as well as the 'dependency ratios' of non-working age residents (ie. children and seniors) to those of working age;
- Household projections by type of household (ie. family, group or sole household).
- Dwelling occupancy ratios.
- Dwelling demand projections.
- Socio-economic profile of the Shire's residents including level of education, industry of employment, etc.; and
- Relative socio-economic indices for the Shire in comparison to other regional areas, incorporating maps.

4. Profile of the local economy identifying the main economic drivers (current and potential) and how these are likely to impact on strategic planning elements including future land uses.

<u>Economic activity</u>

- Time-series analysis of the historical context, current composition and dynamics of the regional economy ($ value of gross regional product, exports, State/national context of each economic and employment sector);

- Distribution of current activity per economic sector;
- Growth trends per economic sector (including associated $, employment);
- Known proposed economic activity / projects, including:
  - Project likelihood
  - Prerequisites and dependencies (particularly infrastructure and other projects);
  - Estimated construction and operational work forces (including direct and indirect employment).

Labour force and employment

- Labour force and employment trends;
- Composition of current workforce (per economic and employment sector, respective incomes);
- Distribution and density of current workforce per employment sector;
- Growth trends per employment sector;
- Source/location of workforce (including issues such as workers' accommodation/ housing requirements; and local residents versus fly-in fly-out/drive-in drive-out);
- Unemployment/underemployment trends across the region.

Employment lands

- An audit of current and proposed employment lands, including both urban and rural areas, including consideration of:
  - Land use by industry and zone;
  - Site coverage;
  - Existing capacity under existing planning controls;
  - Vacant land/floor space; and
  - Employment density.

5. Stakeholder forums

MacroPlan Dimasi conducted two half-day forums with key stakeholders and infrastructure agencies – one in Kununurra and one in Perth.
Prior to the forums, a brief information package was provided to participants addressing:

- Background summary (including brief executive summaries of the demographic and economic profiles);

- Objectives and desired outcomes from the forums. The primary objective will be to capture each stakeholder's position on the four key issues (list below) and to arrive at an agreed (or at least a consensus) position on an infrastructure delivery program;
- A statement of the key issues that need to be addressed to cater for a population of 25,000 in East Kimberley (EK@25):
  - Growth pressures, constraints and opportunities;
  - Growth scenarios including the different assumptions underlying low, medium and high growth outcomes;
  - Infrastructure required to service each of the growth scenarios; and
  - Factors affecting the delivery program including demand triggers/tipping points and infrastructure lead times.

Information from the participants was captured in an outcomes report, available to stakeholders. This included an invitation to provide additional relevant information or to follow-up important issues raised in the forums.

This component of the project informed the remaining sections of the project.

6. Identify growth pressures the Shire is or will experience and develop alternative future growth patterns and forecasts

This component of work incorporated the pressures and constraints identified in the stakeholder forums and provide more detailed assessment of :

- Current and potential constraints or 'gaps' hampering economic and employment growth or development;
- Potential growth of existing industries;
- New industries and opportunities, taking into account the region's competitive advantages;
- Constraints to the development of current and proposed employment lands;
- Forecast future trends, including associated:
  - Implications for the take up of employments lands;
  - Indicative employment implications with respect to forecast population growth, including accommodation/housing requirements for permanent and temporary workers;
  - Translation of economic benefits and consequential employment at a local level (through multipliers etc);

- Where employment is likely to be generated, with respect to economic and employment sectors, geographic/spatial distribution; and
- Potential sources of future workers.

7. Develop plausible and transparent high, medium and low growth scenarios.

The stakeholder forums were used to get an agreed (or consensus) set of assumptions for the various growth scenarios. MacroPlan Dimasi will then:

- Build on the previous work to provide an assessment of collective impacts of various projects to develop low, medium and high growth scenarios;
- Forecast organic growth (ie. population based growth) as well as transformational growth (ie. major new projects);
- Document all assumptions and methodology used to develop the scenarios.

8. Identify infrastructure required to enable/meet the growth scenarios including basic civil engineering infrastructure capacity, community facilities and amenities.

The information from the forums was supplemented by structured requests to infrastructure stakeholders. This included:

- At a high level, determine the infrastructure capacities and constraints to assess:
    - Potential for take-up of underutilised capacity; and
    - Infrastructure constraints to growth.
- Assess the supporting/enabling infrastructure (hard and soft) that is required to support major new projects;
- Assess the infrastructure ‘stepping points’ to determine where major upgrades will be required to increase capacity; and
- Establish a community facility needs assessment based on thresholds.

9. Develop a program for delivery for each growth scenario based on identified cause-and-effect “demand triggers” and “tipping points” to allow the lead time necessary to meet the demand on the predicted growth curve.

MacroPlan Dimasi prepared an infrastructure delivery program that consolidated all of the previous work including the low, medium and high growth scenarios in order to:

- Identify the lead time required for major infrastructure to be provided and commissioned;
- Plot out the demand trigger points that will require either:
    - Incremental upgrades to infrastructure; or
    - Major replacement or duplication of infrastructure.
- Provide a program for each of the growth scenarios to meet the growth demands.

Statistical information sources

The following sources of data were used as part of this analysis:

- Australian Bureau of Statistics (ABS) – Census of Population and Housing, 1961 to 2011 for various geographies (including Statistical Area 1, Statistical Area 2, local government areas and aggregations of these areas). This also included customised Census data using ABS Table Builder;
- Cordell - development projects and private investment;
- Department of Planning (WA), DevNet, various datasets;
- Department of Planning (WA), Land Use and Employment Survey, 1990, 1993, 1997, 2002 & 2008;
- MacroPlan Dimasi – various proprietary datasets including small area population projections and retail expenditure forecasts.
- MarketInfo – historical retail expenditure data;
- Regional Australia – Insight, benchmark ratings
- RP Data – sales volumes and prices for land and improved properties;
- Tourism Research Australia – visitor numbers and expenditure statistics

Section 2: Population demographics and growth

Overview

The Shire of Wyndham-East Kimberley area has historically been sparsely settled. From the turn of the century this has been a predominantly pastoral hinterland with a very limited number of towns.

Over recent decades the introduction of irrigated agriculture and mining has brought with it a more intensified use of land and consequent increases in population focused mainly on Kununurra.

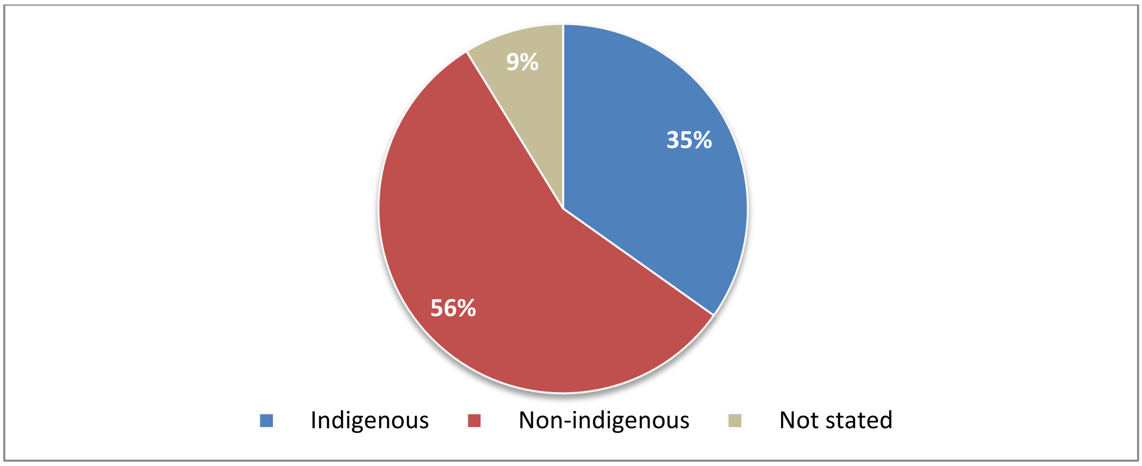
The Estimated Resident Population (ERP) of the Shire of Wyndham East Kimberley (the Shire) in 2011 was 8,371. It currently has 0.5 per cent of the State's population and 2.1 per cent of regional Western Australia's population. From 2006 to 2011, there was an average annual growth rate of 3.7 per cent in the Kimberley, making it the second fastest growing region in the State.

Demographic profiles

The Shire is the third largest population centre in the Kimberley being home to 22.4 per cent of the population. An estimated 40.0 per cent of the population in the Kimberley are Indigenous Australians (Census 2011). Within the Shire, Indigenous Australians comprise 34.8 per cent of the population, although these estimates may be conservative. This proportion is significantly higher than the state wide representation of 3.1 per cent.

Indigenous Australians provide stability to the labour force in the Shire as they tend to be less transient than the non-Indigenous population. During the peak tourism period employment prospects attract non-Indigenous workers from other regions and states, altering the population mix for the duration of the season.

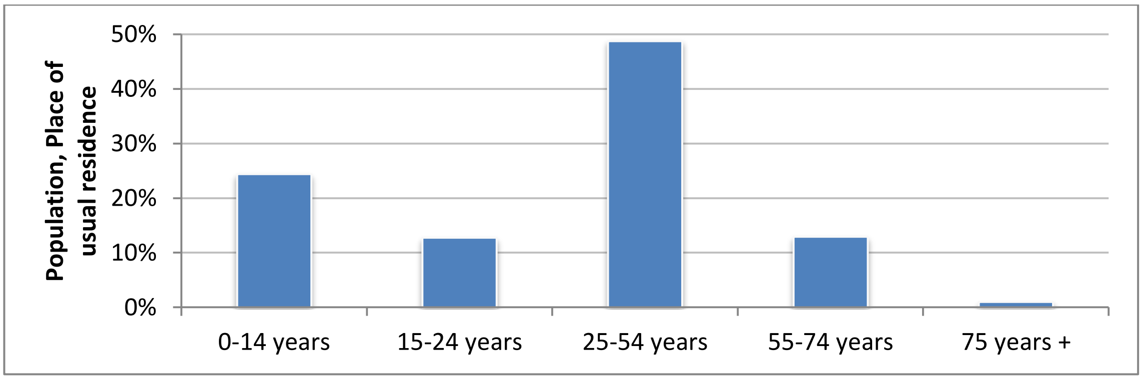
Figure 1. Population by indigenous status, Shire of Wyndham East Kimberley, 2011



Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

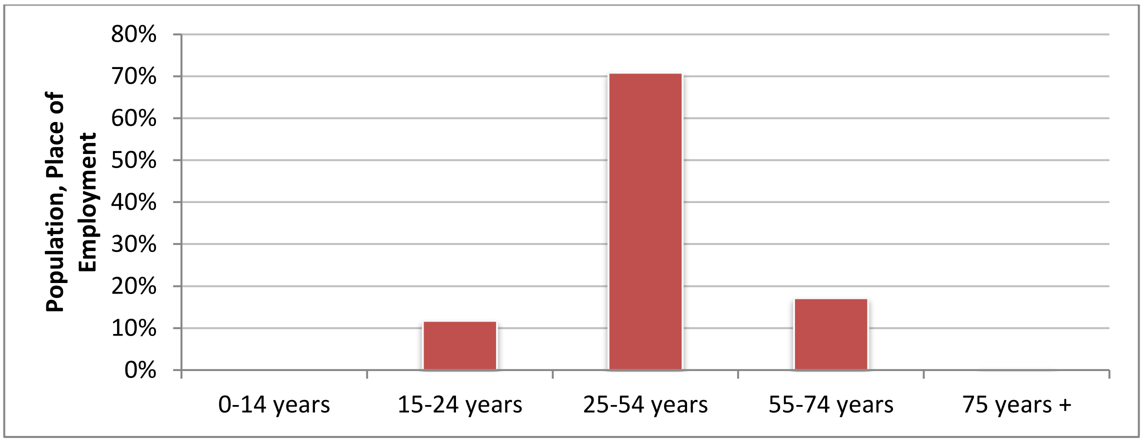
The median age of the resident population for the Kimberley was 31 years compared to 36 years for the State as a whole (Census 2011). Making the area one of the youngest regional populations in the State.

Figure 2. Age structure, Place of residence, Shire of Wyndham East Kimberley, 2011



Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

Figure 3. Age structure, Place of employment Shire of Wyndham East Kimberley, 2011



Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

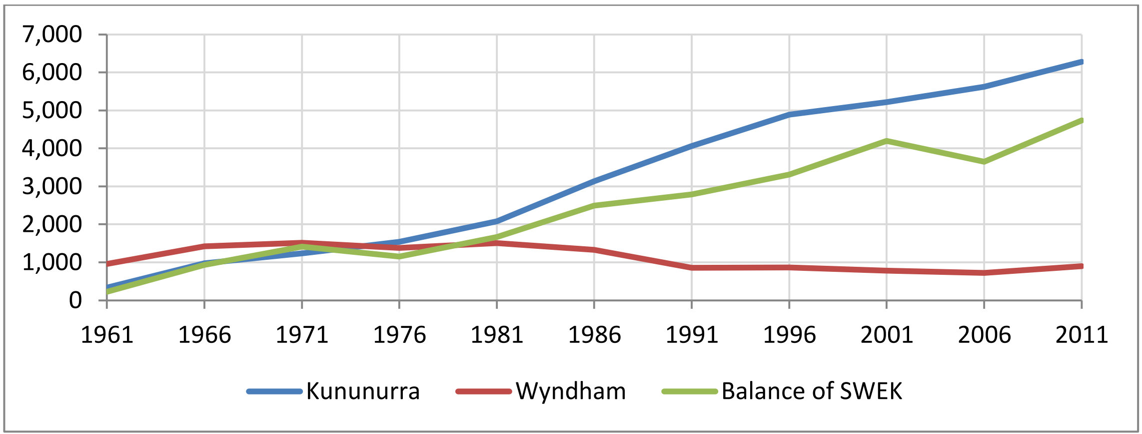
Historical population growth

Census counts

Population statistics can vary depending on the definitions used for counting people. Traditionally the Census of Population and Housing has counted people where they were on Census night. This information is available in time-series and for small geographic areas, however, it does mean that places with a highly seasonal population (particularly in June-August, when the Census is typically conducted), can indicate a quite different population from the people who are usually resident in the Shire.

The following figure shows the long term growth of East Kimberley over a 50-year period. This indicates that that Wyndham has gradually decreased in population (by -0.1 per cent per annum over 50 years), whereas Kununurra has grown very strongly (by an average of 6.0 per cent per annum over 50 years) and the rest of the Shire has increased at an even higher rate (an average of 6.3 per cent per annum over 50 years).

Figure 4. Historical population counted on Census night – 1961 to 2011, Shire of Wyndham-East Kimberley

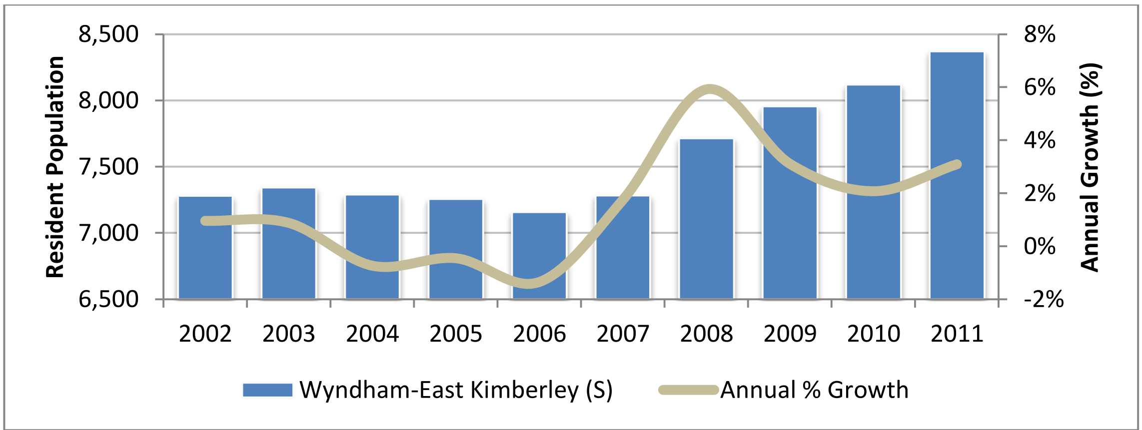


Source: ABS Census 1961 to 2011, Place of enumeration; MacroPlan Dimasi

Estimated resident population

The estimated resident population (ERP) is the most accurate measure of people who are usually resident in an area, however, these statistics are not available for each town or settlement and are generally only available for local government areas. The estimated resident population for the Shire of Wyndham-East Kimberley shows significant population growth in the Shire over the ten years between 2001 and 2011. Over this period the population increased by an average of 3.1 per cent per annum.

Figure 5. Estimated resident population , Shire of Wyndham East Kimberley, 2001-2011



Source: ABS cat. No. 2003.0, Australian Bureau of Statistics 2002 to 2011

Population projections

There are two data sources of population projection available for the Shire, Department of Health and Aging and WA Tomorrow. As shown, below these do not show a significant variation. The following section outlines the projections data

Department of Health and Ageing

The following table shows the expected population growth for the Shire according to unofficial ABS data provided to the Department of Health and Ageing in 2010.

Table 1. Population Projections – WA Tomorrow, Shire of Wyndham-East Kimberley

	Year			
	2011	2016	2021	2026
Persons	7,566	7,779	7,973	8,137

Source: Australian Government Department of Health and Ageing – Unofficial ABS Projections (2010)

Table 2. Population Projections – ABS Unofficial Projections, Shire of Wyndham-East Kimberley

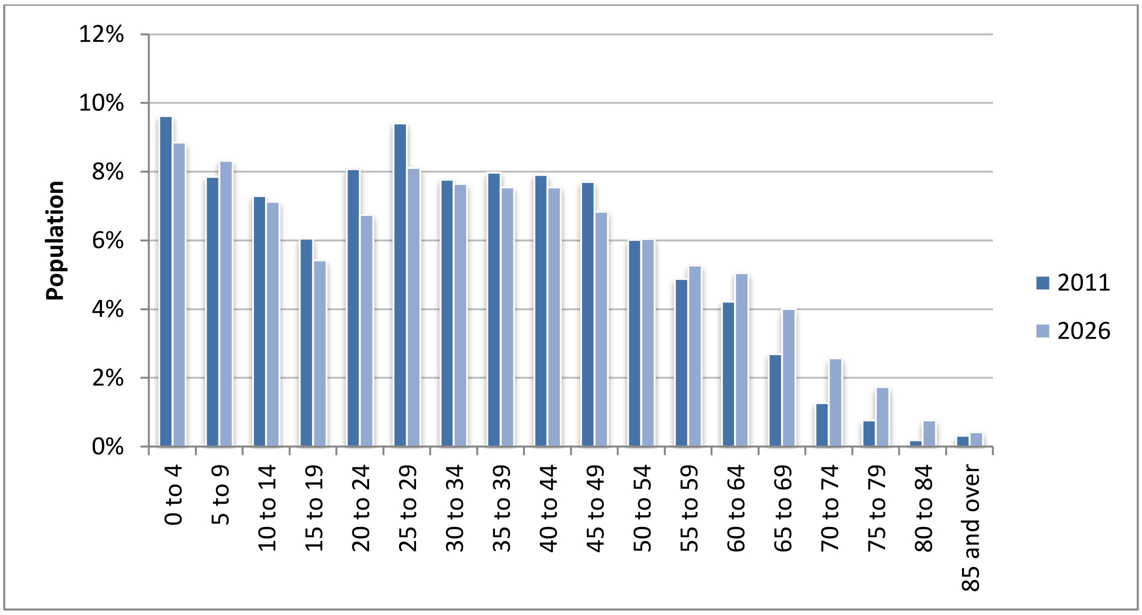
Age (years)	Year 2011	2016	2021	2026
0 to 4 years	728	721	720	720
5 to 9 years	594	675	676	677
10 to 14 years	552	522	577	580
15 to 19 years	458	427	409	441
20 to 24 years	611	587	565	549
25 to 29 years	712	707	686	660
30 to 34 years	588	642	638	622
35 to 39 years	603	563	618	614
40 to 44 years	598	588	569	614
45 to 49 years	583	572	567	556
50 to 54 years	455	491	486	492
55 to 59 years	369	402	416	429
60 to 64 years	319	362	393	411
65 to 69 years	204	261	297	326
70 to 74 years	96	142	187	209
75 to 79 years	58	67	105	141
80 to 84 years	14	26	34	62
85 years and over	24	24	30	34
TOTAL	**7,566**	**7,779**	**7,973**	**8,137**

Source: Australian Government Department of Health and Ageing – Unofficial ABS Projections (2010)

This shows the Shire population increasing gradually over time by around 38 persons per annum over the next 15 years.

The change in the demographic of the projected population is likely to have an impact on the overall requirements for community in the long term. The graph bellow shows the demographic change for residents in the Shire until 2026 for the Department of Health and Ageing projections.

Figure 6. Population Projections - Age structure, Shire of Wyndham-East Kimberley



Source: Australian Government Department of Health and Ageing – Unofficial ABS Projections (2010)

WA Tomorrow

Western Australia Tomorrow is a set of forecast prepared by the WAPC based on trends since the 1980s. The current (2012) is based on the 2006 Census. The forecasts represent the best estimate of future population size if trends in fertility, mortality and migration continue. They use the latest information about changes in trends. In some cases these have occurred since the 2006 base year.

Western Australia Tomorrow includes a forecast range known as bands from which a median forecast is derived along with two upper forecasts and two lower forecasts. Users have five forecasts or bands from which to choose. Bands A and B contain the lower forecasts, Band C is the median and Bands D and E the higher forecasts.

Summary forecasts for the Shire overall are shown below:

Table 3. Population Projections – WA Tomorrow, Shire of Wyndham-East Kimberley

Bands	Year 2011	2016	2021	2026
A	6,500	6,200	5,900	5,600
B	7,300	7,300	7,000	6,700
C	7,900	8,000	7,800	7,600
D	8,500	8,800	8,600	8,400
E	9,400	9,900	9,900	9,900

Source: WAPC, Western Australia Tomorrow (2012)

Table 4. Population Projections – WA Tomorrow - Band C, Shire of Wyndham-East Kimberley

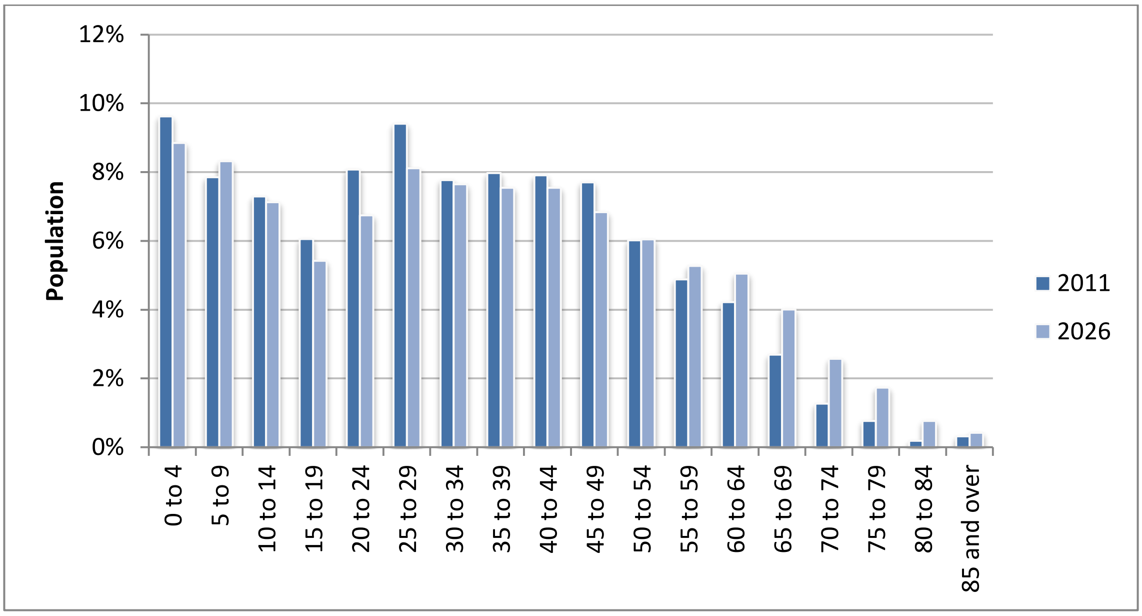
Age (years)	Year 2011	2016	2021	2026
0 to 4 years	810	760	690	660
5 to 9 years	650	750	700	660
10 to 14 years	590	580	630	600
15 to 19 years	500	480	460	490
20 to 24 years	600	550	510	480
25 to 29 years	810	790	720	660
30 to 34 years	710	790	760	690
35 to 39 years	590	600	630	600
40 to 44 years	550	500	490	510
45 to 49 years	540	500	460	450
50 to 54 years	480	480	440	410
55 to 59 years	370	380	380	350
60 to 64 years	270	280	290	280
65 to 69 years	200	210	210	210
70 to 74 years	120	150	160	160
75 to 79 years	65	95	120	130
80 to 84 years	25	50	75	95
85 years and over	30	40	70	100
TOTAL	**7,900**	**8,000**	**7,800**	**7,500**

Source: WAPC, Western Australia Tomorrow (2012)

This shows the Shire population decreasing gradually over time by around 27 persons per annum over the next 15 years.

The change in the demography of the projected population is likely to not have an impact on the overall requirements for community facilities in the long term. The graph below shows the demographic change for residents in the Shire until 2026 for the WA Tomorrow projections.

Figure 7. Population Projections - Age structure, Shire of Wyndham-East Kimberley



Source: Australian Government Department of Health and Ageing – Unofficial ABS Projections (2010)

The number of non-working-age persons in a community dependent on working-age persons can be expressed as a 'dependency ratio'—the number of persons aged less than 15 years and 65 years and over divided by the number of persons aged 15 to 64 years. It gives some indication of the burden falling on working-age persons in order to provide for non-working-age persons.

The table below shows an increase in the dependency ratio from 0.43 in 2011 to 0.51 in 2026. As the ratio increases there may be an increased burden on the productive part of the population to maintain the upbringing and pensions of the economically dependent. This results in direct impacts on financial expenditures on health, as well as many indirect consequences.

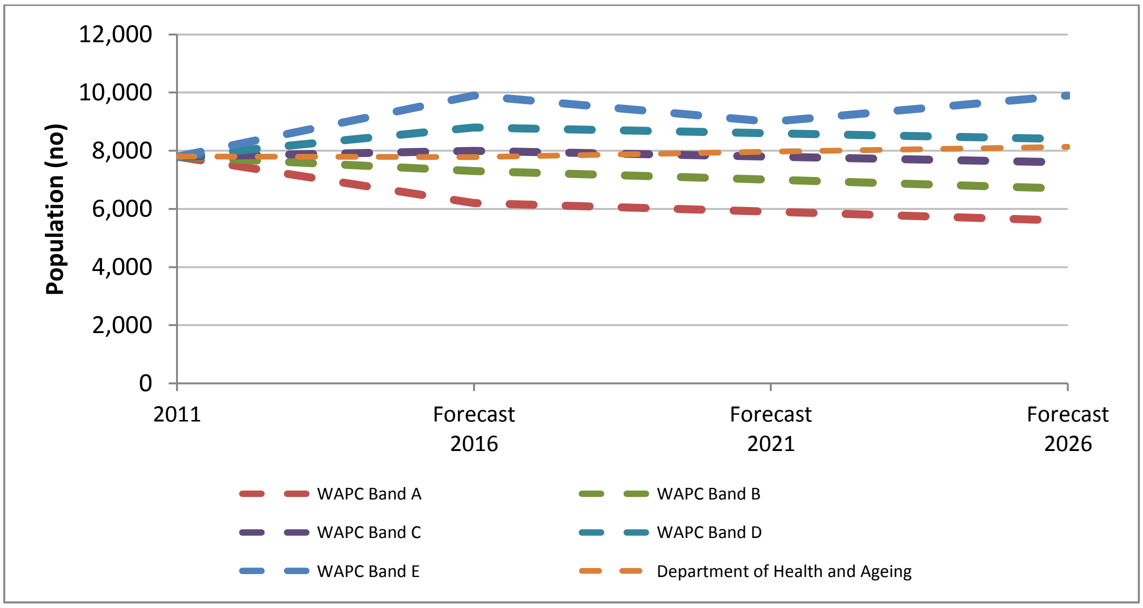
Table 1. Dependency ratios, Shire of Wyndham-East Kimberley – WA Tomorrow

	2011	2016	2021	2026
Working age	5296	5341	5347	5388
Non-working age	2,270	2,438	2,626	2,749
Total	7566	7779	7973	8137
Dependency ratio	**0.43**	**0.46**	**0.49**	**0.51**

Projections Summary

The following graph shows the range of population projections for the Shire.

Figure 8. Population Projections, Shire of Wyndham-East Kimberley



Source: WAPC, Western Australia Tomorrow (2012)

Household projections

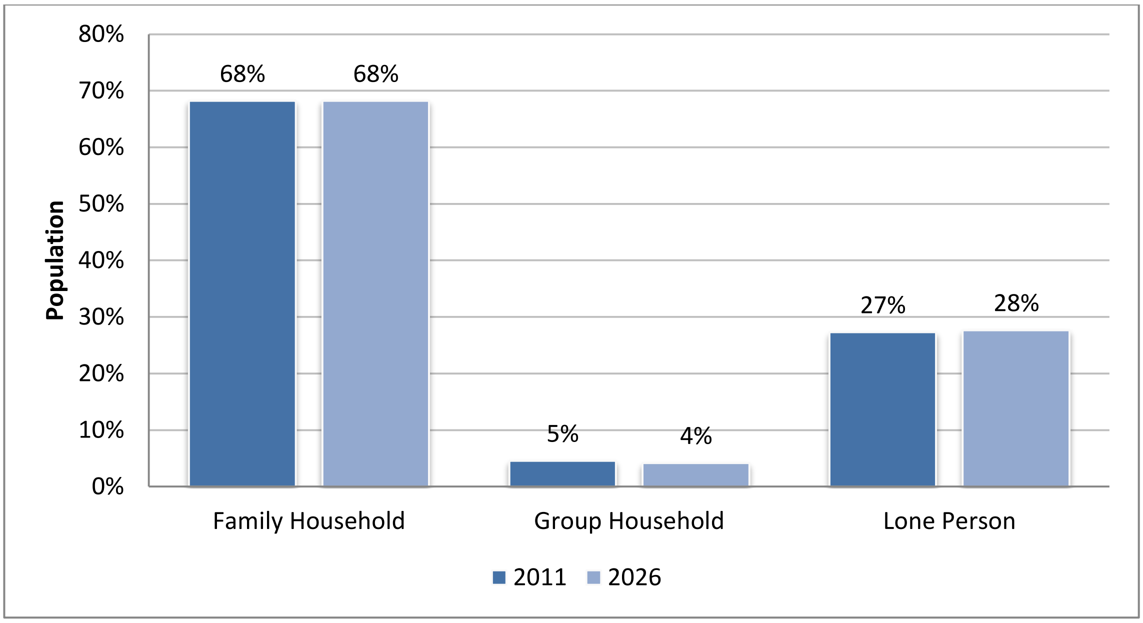
Ages changes are accompanied by changes in household types. The table below shows the little variation in the mix of household types of permanent residents over the next 15 years.

Table 5. Household Projections – WA Tomorrow

	Year			
	2011	2016	2021	2026
Family Household	1,800	1,900	1,800	1,800
Group Household	120	120	110	110
Lone Person	720	750	740	730

Source: WAPC, Western Australia Tomorrow (2012)

Figure 9. Household Projections – WA Tomorrow, Shire

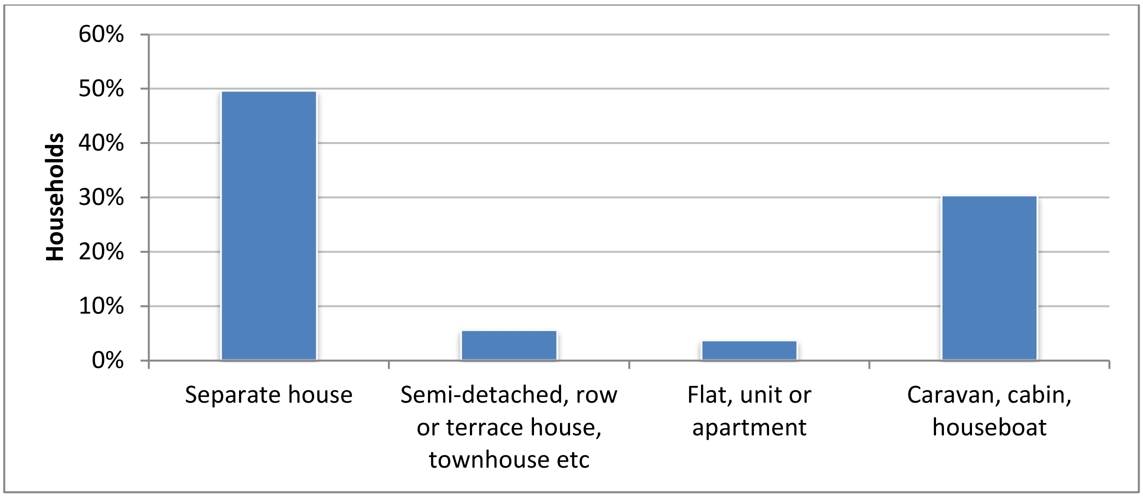


Source: WAPC, Western Australia Tomorrow (2012)

Dwelling occupancy ratios

In the Shire of Wyndham-East Kimberley, the majority of housing stock is single residential housing with 49.6 per cent, followed by Caravan, cabin and house boat with 30.3 per cent of the dwellings in the region and there is no compelling information from the demographic data that indicates a substantial change in the housing mix.

Figure 10. Household Projections – WA Tomorrow, Shire



Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

There is some limited correlation between household type and housing type. The table below show the proportion of each household type living in specific accommodation types (as a proportion of household type) in the Shire.

Table 6. Household by dwelling type, 2011

Wyndham-East Kimberley (S)	Family households						
	Couple with no children	Couple with children	One parent family	Other family	Lone person household	Group household	Total
Separate house	65%	86%	86%	100%	51%	73%	71%
Semi-detached, row or terrace house, townhouse	6%	4%	5%	0%	12%	8%	7%
Flat, unit or apartment	5%	1%	3%	0%	7%	3%	4%
Other:							
Caravan, cabin, houseboat	20%	4%	4%	0%	22%	13%	14%
House or flat attached to a shop, office	2%	3%	0%	0%	3%	0%	2%
Improvised home, tent, sleepers out	1%	0%	1%	0%	3%	2%	2%
Not stated	1%	1%	0%	0%	1%	0%	1%
Total	100%	100%	100%	100%	100%	100%	100%

Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

There are several points to note from the data:

- The vast majority of couples and families with children live in single residential accommodation.
- There is a significant proportion of families with no children and lone person household accommodated in caravan parks and other short-stay accommodation.

Socio-economic profile of the Shire's residents

In 2011, the Shire had a resident population of 7,799 people and 2,692 private dwellings. Families made up the majority of all households and most of these families were couples without children (including couples whose children had left the family household).

Table 7. Population and household indicators, 2011

Population and Households	Shire of Wyndham-East Kimberley	Kimberley Region	Western Australia
Population	7,799	34,794	2,239,170
Average household size	2.7	2.9	2.6
No. of private dwellings	2,692	10,821	903,487
Family households			
Couple families with children	642	2,921	262,885
Couple families without children	662	2,409	226,879
Single parents families	334	1,622	85,067
Other families	36	174	10,479
Non-family households			
Family households	1,578	6,599	573,705
Non-family households	687	2,645	220,456

Source: ABS Census 2011

The median age of people living in the Shire was 31 years in 2011. This was slightly higher than the surrounding region, but lower than the average for the Western Australia. The key reasons for this are that for the population living in the Shire:

Table 2. the relative proportion of the population aged 0-19 is higher than for Western Australia; and

Table 3. there were a lower proportion of people aged 55-84 than in Western Australia.

Table 8. Population and age indicators,2011

Age Profile	Shire of Wyndham-East Kimberley	Kimberley Region	Western Australia
Median age	31	30	36
Age groups			
0-4	9%	9%	7%
5-14	16%	16%	13%
15-19	6%	6%	7%
20-24	7%	8%	7%
25-34	18%	19%	14%
35-44	16%	16%	15%
45-54	14%	13%	14%
55-64	9%	9%	11%
65-74	4%	3%	7%
75-84	1%	1%	4%
85+	0%	0%	2%

Source: ABS Census 2011

The Shire had predominantly single-residential housing in 2011 (59.8 per cent), with semi-detached (5.6 per cent) and flats, units and apartments (3.7 per cent) making up the balance of dwellings. This dwelling stock is similar to the average dwelling typologies across the Kimberley region and the Western Australia.

Dwelling tenure is quite distinct within the Shire. The proportion of dwellings that are fully owned (i.e. not mortgaged) by their occupants in the area (17.0 per cent) is higher than the average for the Kimberley region (14.7 per cent) but lower than the average for the Western Australia (29.5 per cent). The proportion of people in the area with a mortgage is similar (16.1 per cent) in comparison to the average for the Kimberley region (16.7%), and significantly lower than the average in Western Australia (37.8 per cent). In contrast, 60.9% of the properties in the Shire were rented in 2011, compared to 29.2 per cent in Western Australia.

Table 9. Housing typologies and tenure,2011

Housing Preferences	Shire of Wyndham-East Kimberley	Kimberley Region	Western Australia
Dwelling structure			
Separate house	59.8%	63.4%	70.7%
Semi-detached	5.6%	6.5%	9.3%
Flat, unit, apartment	3.7%	4.7%	7.0%
Other	14.4%	9.8%	0.8%
Tenure Type			
Fully owned	17.0%	14.7%	29.5%
Being purchased	16.1%	16.7%	37.8%
Rented	60.9%	63.0%	29.2%
Other	1.7%	1.4%	1.1%

Source: ABS Census 2011

The unemployment rate of the labour force in the Shire in 2011 was 4.9% which was lower than the surrounding Kimberley region (4.9 per cent) and only marginally higher than the Perth metropolitan area (4.7%).

Table 10. Labour Force, 2011

Employment	Shire of Wyndham-East Kimberley	Kimberley Region	Western Australia
Employed	3,738	14,404	1,097,882
Unemployed	192	821	54,318
Unemployment rate	4.9%	5.4%	4.7%

Source: ABS Census 2011

In 2011, the average individual income was $794 per week for residents living in the Shire. This was significantly higher than the average income in the surrounding Kimberley region ($667 per week), and in Western Australia ($662 per week).

Similarly, the average household and family incomes for the Shire were also higher than the average for corresponding area.

While the proportion of households in the Shire with a mortgage was comparatively low, those households were paying monthly mortgages ($2,167 per month) which were substantially higher than the average in Western Australia ($1,950).

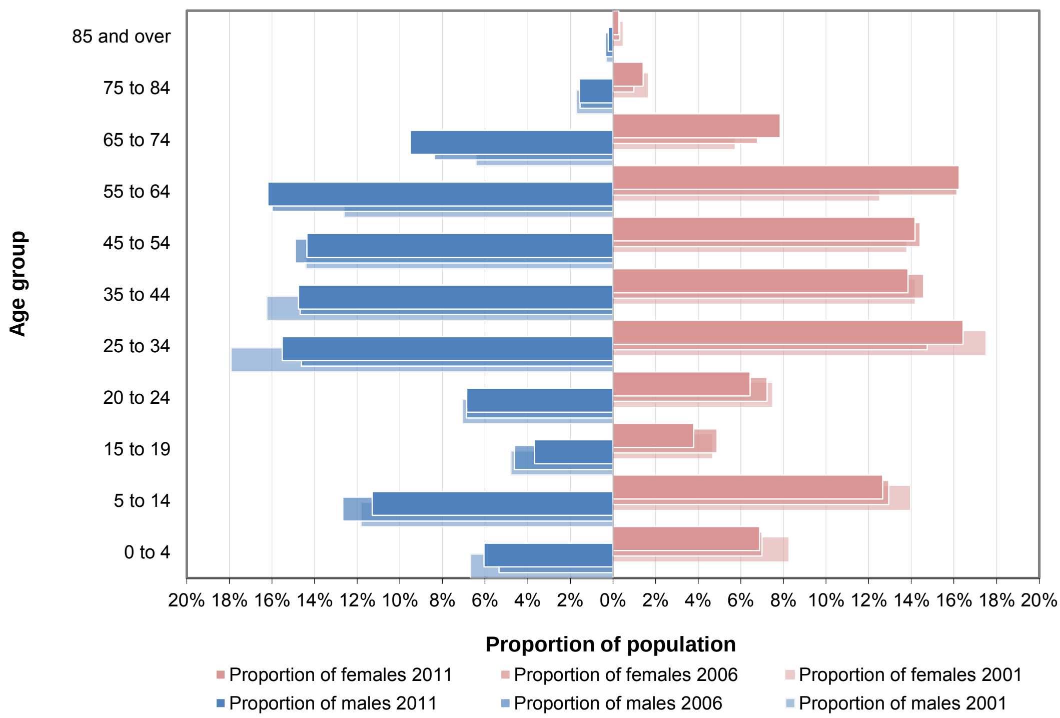
Table 11. Income and household expenses,2011

Income and Household Expenses (2011)	Shire of Wyndham-East Kimberley	Kimberley Region	Western Australia
Median individual weekly income	$794	$667	$662
Median family income	$1,718	$1,498	$1,722
Median household income	$1,547	$1,437	$1,415
Average weekly rent	$120	$125	$300
Median monthly mortgage repayments	$2,167	$2,383	$1,950

Population

Over the period of 2001 to 2011, the number of residents in the Shire increased 2.5 per cent per annum to approximately 11,915 people in 2011. The median age of residents remained relatively constant over this time, ranging from 35 years to 39 years before stabilising at 39 years in 2011. People aged between 55-64 years accounted for the largest proportion of total residents in 2011 (16.21 per cent). Residents aged between 65 to 74 years experienced the most substantial growth from 2001 to 2011, increasing by 5.3 per cent per annum to now account for 6.11 per cent of all residents the area.

Figure 11. Population by age group, Shire of Wyndham-East Kimberley residents, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing; MacroPlan Dimasi

Analysis of the Shire population identified the following:

- An slightly high proportion of males;
- A decreasing number of children in the area specially in the age bracket between five to fourteen years;
- The number of people aged between 15 and 44 years fell in the Shire. The number of males aged between 15 to 444 years declined from 46.0 per cent in 2001 to 40.8 per cent in 2011; and

- Similarly, the number of females in the same age bracket fell from 43.8 per cent to 40.5 per cent the time series. This shows that people aged between 15 and 44 years are moving from within the Shire to outside areas.
- A growing population aged between 55 and 64 years. In 2001, males in this age bracket accounted for 12.6 per cent of all males in the area and in 2011 the accounted for 16.2 per cent. Females of the same age also increased in the area, accounting for 12.5 per cent of all females in 2001 and 16.2 per cent in 2011.
- The number of people aged 65 years and over increased in the Shire. Specifically, the number of males aged between 65 to 74 years increased from 6.4 per cent in 2001 to 9.5 per cent in 2011; and
- Similarly, the number of females in the same age bracket increased from 5.7 per cent to 7.8 per cent the time series. This shows that seniors are moving into the Shire.

Table 12. Age profile, Shire of Wyndham-East Kimberley, 2011

	2001		2006		2011	
Age brackets	Male	Female	Male	Female	Male	Female
0 to 4	6.7%	8.2%	5.3%	7.0%	6.0%	6.9%
5 to 14	11.8%	13.9%	12.7%	12.9%	11.3%	12.7%
15 to 19	4.8%	4.7%	4.6%	4.9%	3.7%	3.8%
20 to 24	7.1%	7.5%	6.9%	7.2%	6.9%	6.4%
25 to 34	17.9%	17.5%	14.6%	14.8%	15.5%	16.4%
35 to 44	16.2%	14.2%	14.7%	14.6%	14.8%	13.9%
45 to 54	14.4%	13.8%	14.9%	14.4%	14.4%	14.2%
55 to 64	12.6%	12.5%	16.0%	16.1%	16.2%	16.2%
65 to 74	6.4%	5.7%	8.4%	6.8%	9.5%	7.8%
75 to 84	1.7%	1.6%	1.5%	1.0%	1.6%	1.4%
85 and over	0.3%	0.5%	0.4%	0.3%	0.2%	0.3%

Source: Australian Bureau of Statistics, Census of Population and Housing; MacroPlan Dimasi

The total number of families in the Shire increased by 1.7 per cent per annum, in line with population growth, to total approximately 1,578 families in 2011. Of those families, 40.2 per cent were couple families without children, 39.8 per cent were families with children and 17.7 per cent were one parent families. Couple family without children experienced the strongest growth from 2001 to 2011, rising by 3.3

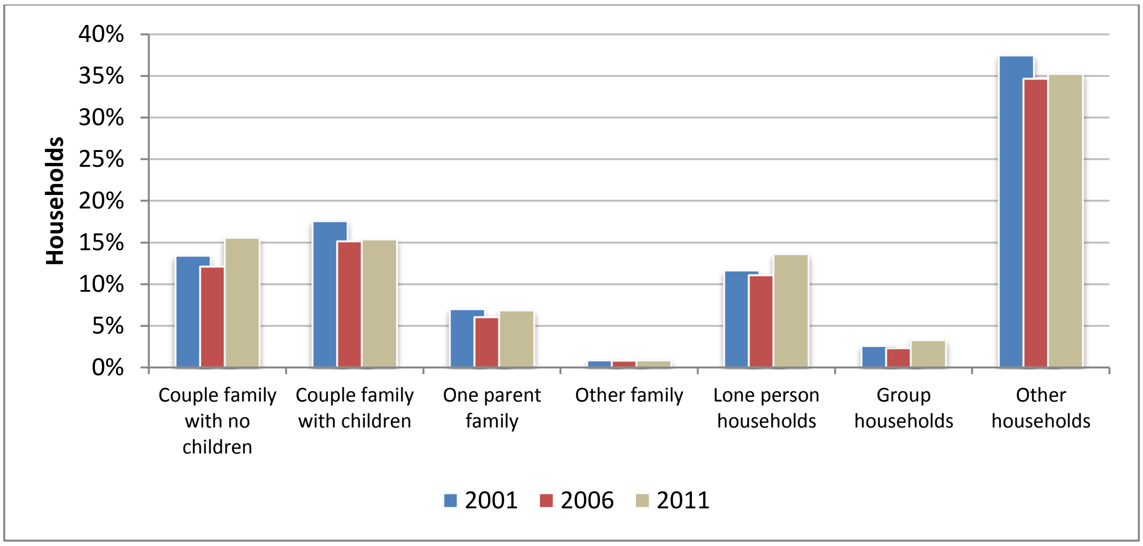
per cent per annum, followed by one parent families with annual growth of 1.6 per cent.

The composition of households in the area has changed over the last 10 years period with a larger proportion of young families locating in the area. Lone person households accounted for 11.6 per cent of all household types in 2001 increasing to 13.6 per cent in 2011, while couple families without children and couple families with children accounted for 13.4 and 17.6 per cent in 2001 and 15.5 and 15.4 per cent in 2011 respectively.

There has been a significant increase in the number of households containing couple families without children (175) and lone person households (156). Over the same time frame, the number of couple families with children, has experienced low growth (26 residences).

This changing composition has resulted in a lower proportion of children residing in the area. However, it is expected an increase in the proportion of children as the number of young families without children in the area continues to grow and eventually progress to the next phase in life (i.e. begin to have children)

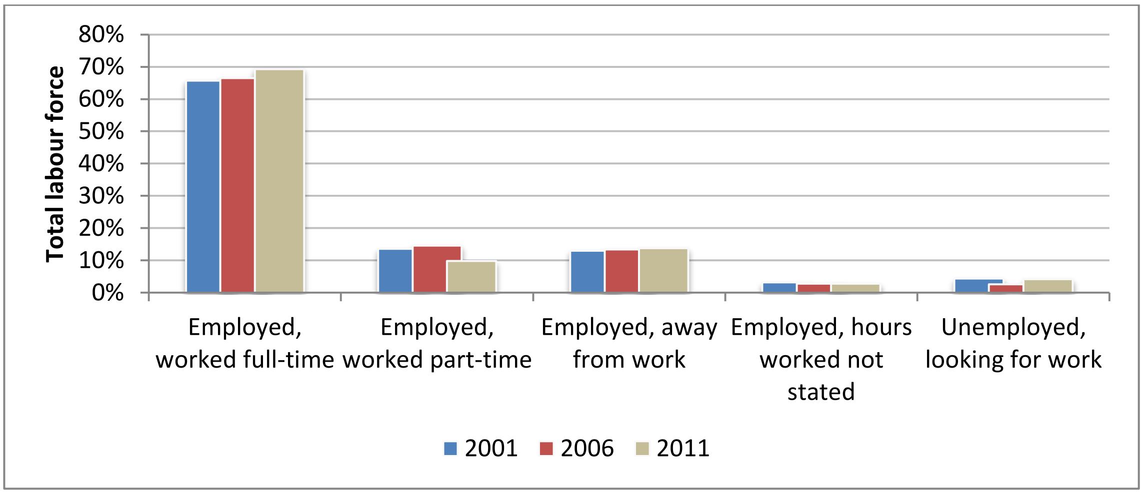
Figure 12. Household composition, Shire of Wyndham-East Kimberley, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing; MacroPlan Dimasi

Over the period of 2001 to 2011, the number of employed residents in the Shire has increased by 1.4 per cent per annum, to total approximately 3,073 people. In particular, the number of residents in full time work increased by 1.9 per cent per annum, while the number of residents in part time work decreased by 1.9 per cent per annum. The decrease in part time workers could be due in part to the decrease of students in the area. The number of unemployed residents looking for work increased by 0.9 per cent per annum in the period of 2001 to 2011.

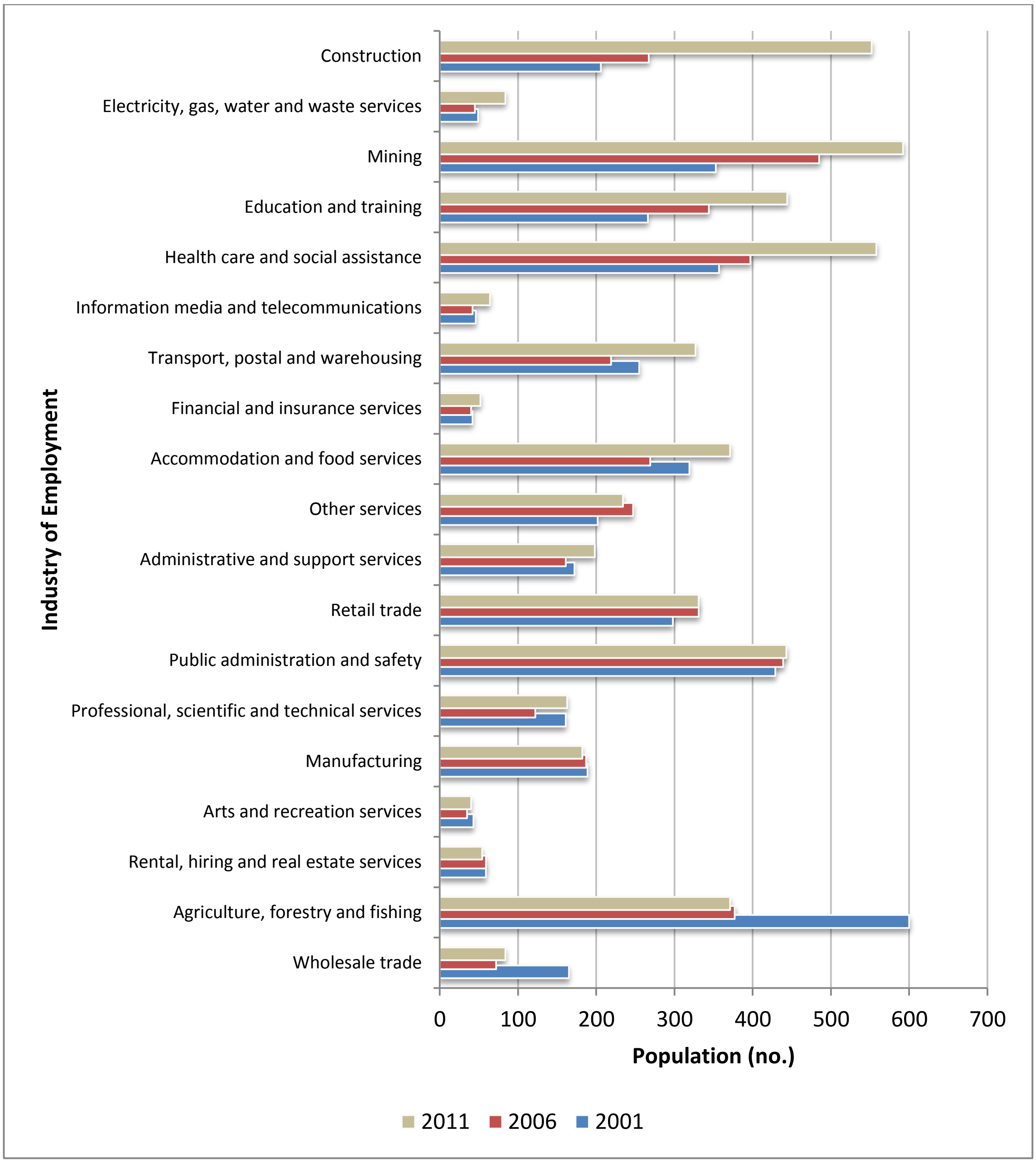
Figure 13. Labour force, Shire of Wyndham-East Kimberley residents, 2011



Source: ABS Census 2011.

The figure bellow shows that the industry of employment of residents in the area had a moderate change over the time series, with those working in construction electricity, gas, water and waste services and mining industries accounting for a far greater proportion of employed persons in recent years. Mining accounted for the largest proportion of employed persons in 2011, constituting 11.5 per cent of all employed residents. Health care and social assistance were the second largest component of employed persons, comprising 10.8 per cent of total employed persons in 2011. The number of residents employed in the agriculture decreased by 4.7 per cent per annum, to account for 7.2 per cent of employed persons in 2011 (down from 14.2 per cent in 2001).

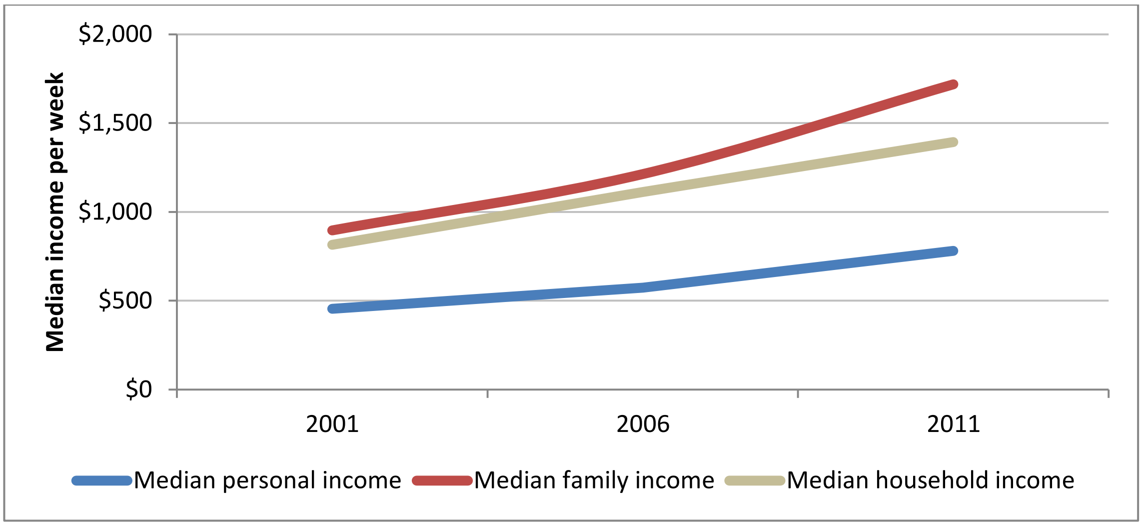
Figure 14. Industry of Employment, Shire of Wyndham-East Kimberley2011



Source: ABS Census 2011.

In line with the increase in the number of employed residents in the area, the income generated by residents increased considerably over the decade. The median family income of residents rose by 6.7 per cent per annum, to total $1,718 per week in 2011. Further, median household and individual incomes grew by 5.5 and 5.6 per cent per annum, respectively.

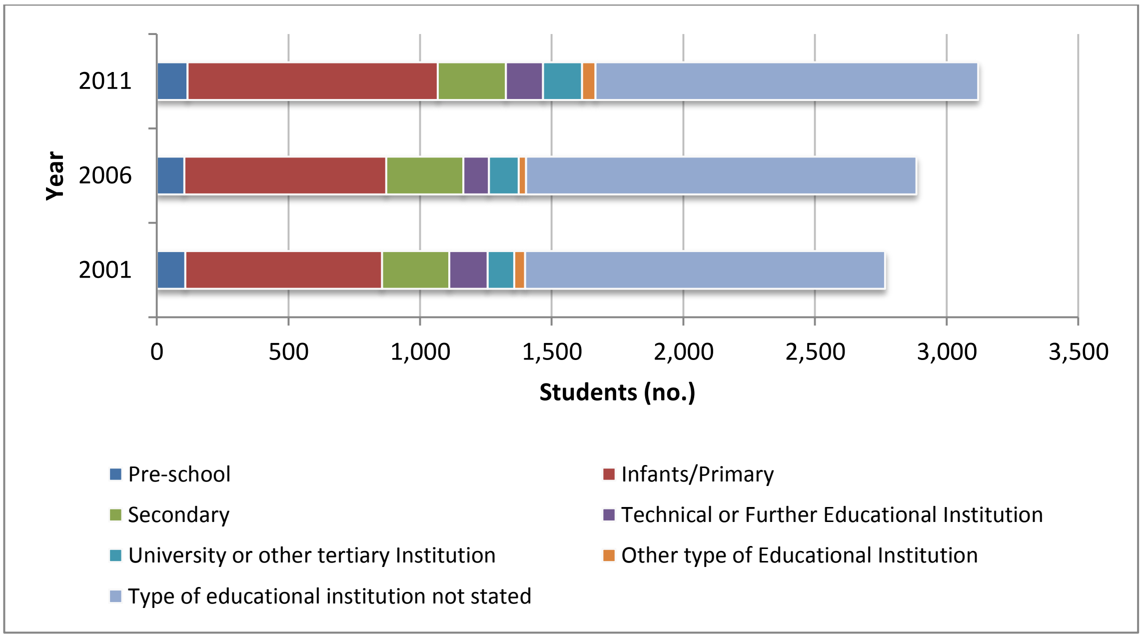
Figure 15. Level of income, Shire of Wyndham-East Kimberley residents, 2011



Source: ABS Census 2011.

In the period between 2001 and 2011, there was a considerable increase in the number of students residing within the Shire. In particular, the number of university or other tertiary institution students grew by 3.9 per cent per annum. On the other hand, the number of technical or further educational institution student decreased 0.3 per cent per annum.

Figure 16. Educational Institutions, Wyndham-East Kimberley



Source: ABS Census 2011.

Section 3: Main economic drivers

The Shire of Wyndham-East Kimberley area constitutes an important focus of development and change in Northern Australia. Large-scale project development proposals, a growing population and host of wider land and environmental considerations make this a dynamic and challenging area.

The Shire economy is built upon a wide and diversifying base. A number of trends and initiatives point to continued prospects and opportunity.

Pastoralism has historically taken up much of the land area. The imprint of this activity is seen across the landscape and in the pattern of landholdings. Commercial fishing and mineral exploration is undertaken within the area. The proximity of onshore and offshore petroleum and gas prospects could present opportunities for supply and servicing of resource development projects. Aquaculture, though currently practised on a very small scale, presents considerable potential for growth.

Irrigated agriculture has been the major focus of land use and economy in recent years, and the stage 2 of the Ord River Irrigation Area (ORIA) will make this one of Australia's hubs of primary production.

Tourism continues to show strong and consistent growth. The Kununurra-Wyndham area is assuming an important position in the opening of the top end of Australia to tourism. The area offers open space, spectacular landscapes, managed conservation estate and a range of educational, cultural and recreational experiences. These are, in brief, the economic indicators of the area. A growing economy including land and resource development projects brings demand for land as well as the requirement for broad-ranging infrastructure. It brings enterprise and employment, providing the foundation for population growth which in turn leads to further urban and service centre development.

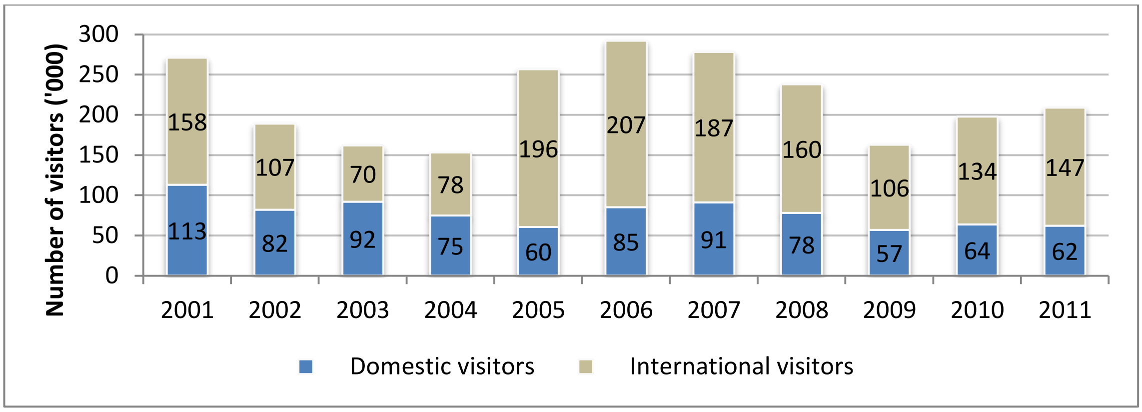
Economic activity

Tourism

The tourism industry continues to make a significant contribution to the Shire's economic activity. Direct flights linking Kimberley to Sydney, Melbourne, Adelaide and Darwin have enhanced the accessibility and attractiveness of the region. Major population centres and natural attractions such as the El Questro Wilderness Park, Drysdale River National Park and Lake Argyle, continue to provide a range of tourism options in the Shire.

Estimates provided by Tourism Western Australia show that across the year of 2011, an average of 209,000 domestic and international visitors arrived in the area.

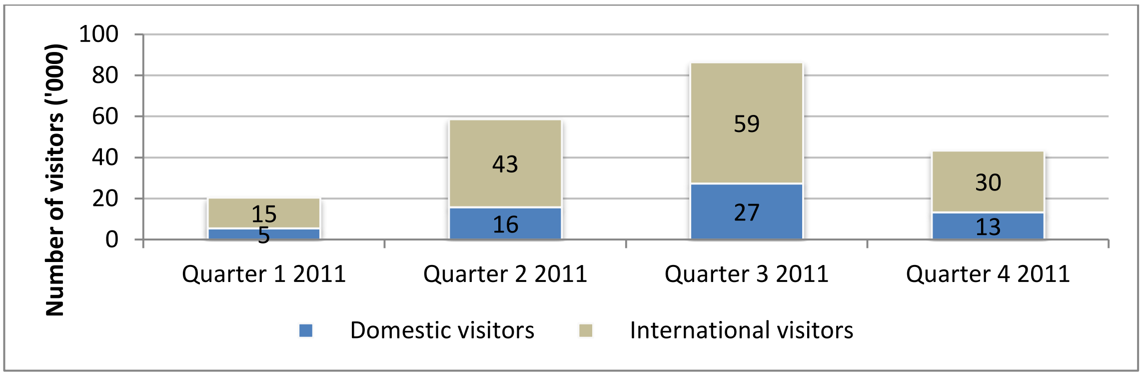
Figure 17. Overnight tourist visitors numbers, Shire of Wyndham-East Kimberley, 2001-2011



Source: Tourism Western Australia, Tourism Research Australia, IVS Trips 1999 onwards, NVS Trips 1999 onwards

More than 28 per cent of domestic and international visitors travelled to the Shire in the months of April through June, with a further 41.4 per cent visiting during July to September.

Figure 18. Overnight tourist visitors numbers, Shire of Wyndham-East Kimberley, 2011



Source: Tourism Western Australia, Tourism Research Australia

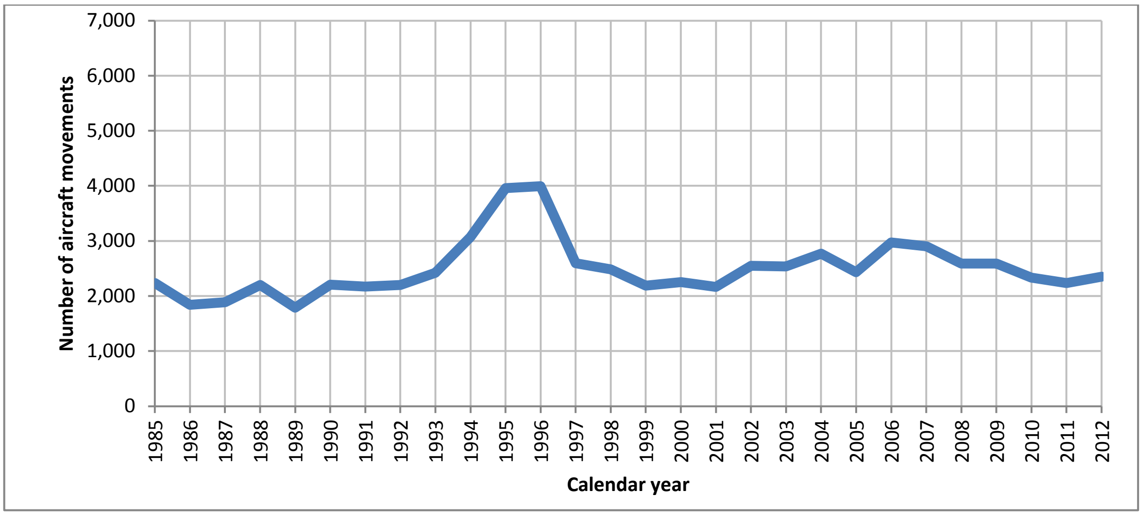
Of all the domestic visitors to the Shire in 2011, 50.7 per cent came for work holiday, while 29.4 per cent visited for holiday/leisure and/or to visit friends/relative. When staying overnight in the Shire, 56 per cent stayed in hotels or resorts, 11 per cent in friend or relatives property, while an additional 6 per cent stayed in serviced apartment.

By contrast, 50.9 per cent of international visitors come to the Shire for working holiday and others 28.6 per cent for holiday/leisure. Most of international visitors stayed in backpacker (34 per cent), 27 per cent stayed at rented house/apartment, and an additional 25 per cent stayed in caravan parks or commercial camping ground.

Aircraft and air passenger movement trends

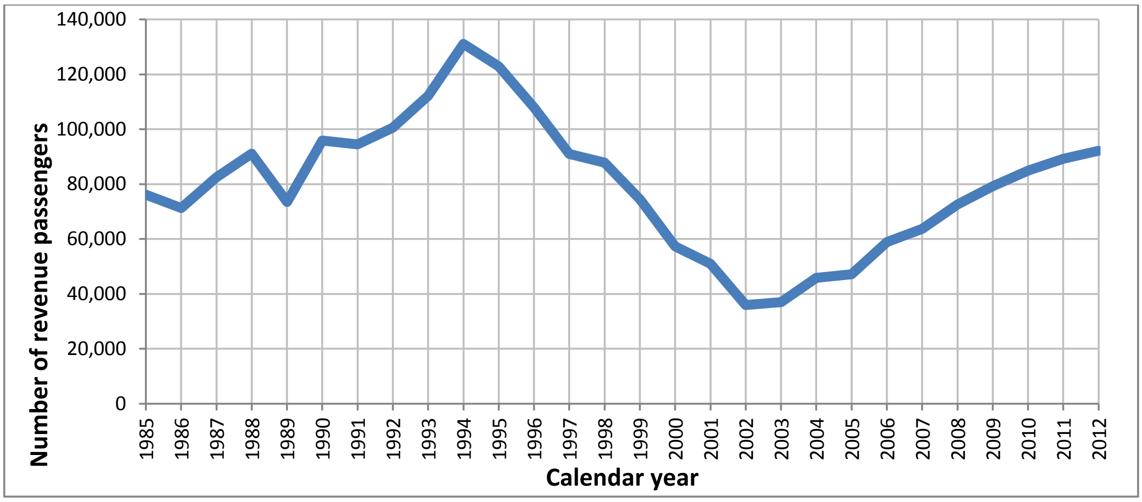
The total number of aircraft movements per year in the Shire has fluctuated at around the same level for nearly two decades. In contrast the total number of passenger movements through the Kununurra airport has increased steadily since 2003. This indicates an increasing degree of travel for each aircraft movement.

Figure 19. Number of aircraft movements through the Kununurra airport.



Source: Bureau of Infrastructure, Transport and Regional Economics, 2013

Figure 20. Number of revenue passengers through the Kununurra airport.



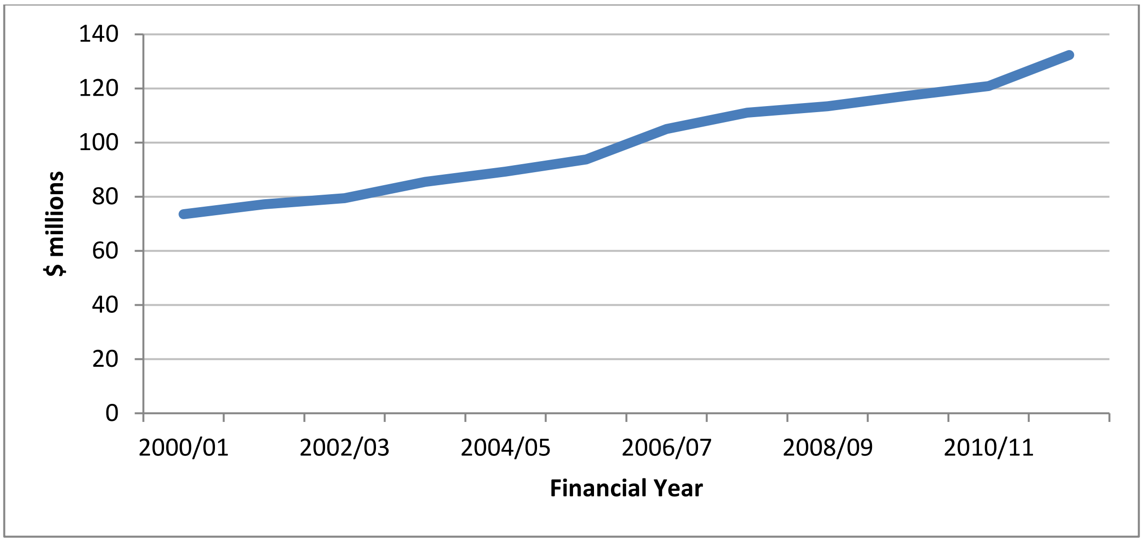
Source: Bureau of Infrastructure, Transport and Regional Economics, 2013

Retail turnover

Retail turnover in the Shire mirrored the consumer confidence within the Kimberley region and Western Australian economy over the last decade.

Retail activity for the region has been measured in terms of turnover and was recorded at $73.5 million for the financial year 2000/01. Turnover steadily increased to reach $132.3 million in 2011, an average of 5.5 per cent over the decade. Kununurra is the major centre in the Shire providing retail services, whilst smaller retail ventures operate in Wyndham.

Figure 21. Estimated retail turnover, Shire of Wyndham-East Kimberley, 2001-2011



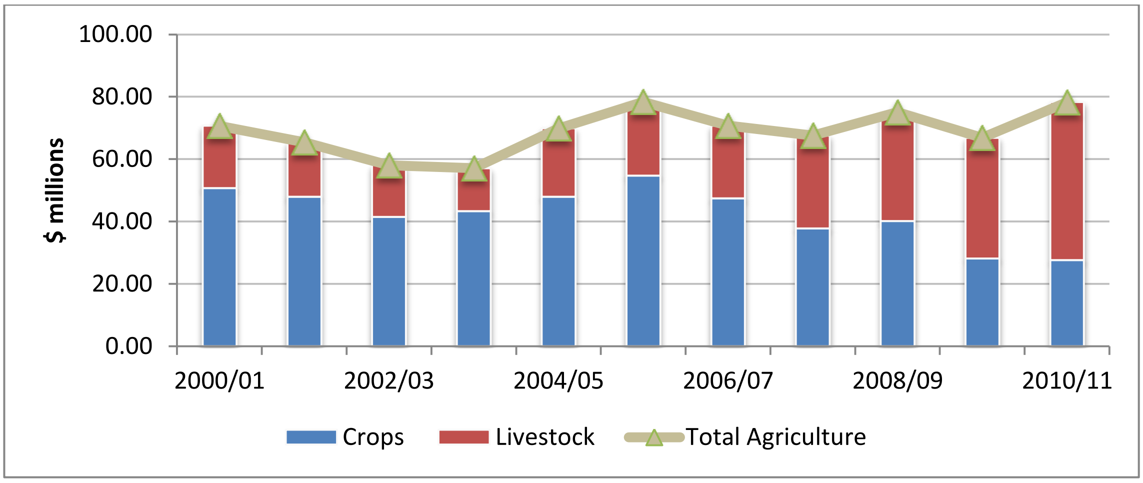
Source: ABS cat. No. 8501.0 Retail Trade, Australia, TABLE 3. Retail Turnover, By State. Regional estimates by the Department of Regional Development and Lands.

Agriculture

Agricultural production for the Kimberley Region was valued at $78.8 million in 2011, which constitutes 30.9 per cent of the value of agriculture in the Kimberley region. The outstanding features of the Shire agriculture are the large numbers of pastoral stations and the Ord River horticulture developments.

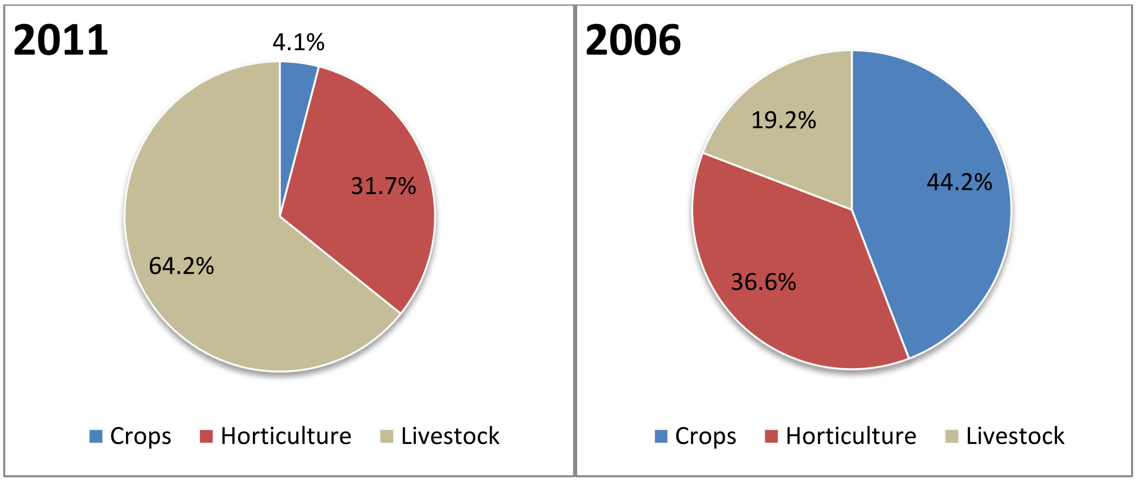
In 2011, the pastoral industry made up 64.2 per cent of the total value of agriculture at $50.6 million. Crop production for the same year was valued at $28.2 million, or 35.8 per cent of regional agriculture.

Figure 22. Value of agricultural commodities produced (VACP), Shire of Wyndham-East Kimberley, 2001-2011.



Source: ABS cat. No. 7503.0 Value of Agricultural Commodities Produced, Australia, Table 1 VALUE OF AGRICULTURAL COMMODITIES PRODUCED, ASGC – State/SD: Western Australia

Figure 23. Share of agricultural commodities produced (VACP), Shire of Wyndham-East Kimberley



Source: ABS cat. No. 7503.0 Value of Agricultural Commodities Produced, Australia, Table 1 VALUE OF AGRICULTURAL COMMODITIES PRODUCED, ASGC – State/SD: Western Australia

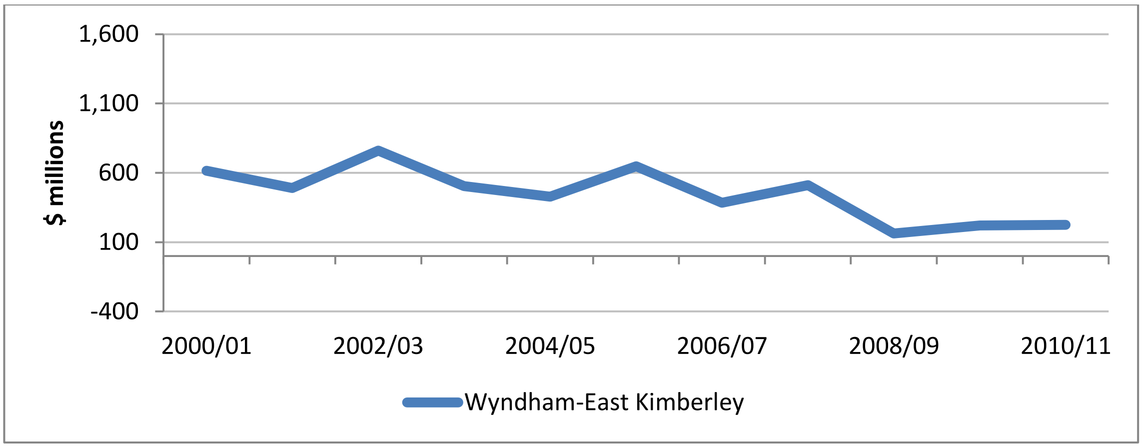
Mining and mineral processing

The Shire accounts for most of Western Australia's diamond production and produces around 90 per cent of the world's pink diamonds.

In 2010/11, the total mining and mineral production in the Shire was valued at $226 million.

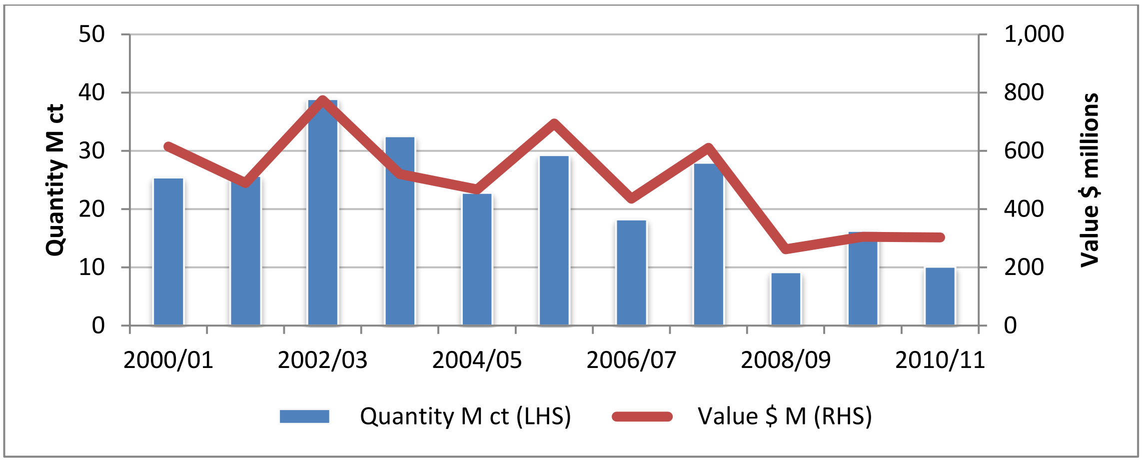
In 2002/3, the Shire mining reached $761 million dropping to $162 million in 2008/9, due to the fall in demand for diamonds created by the global financial crisis. In 2010, the mining industry recovered resulting in a 36 per cent growth, enabled by increased sale volumes for diamonds.

Figure 24. Value of mineral and petroleum production, Shire of Wyndham-East Kimberley, 2001-2011



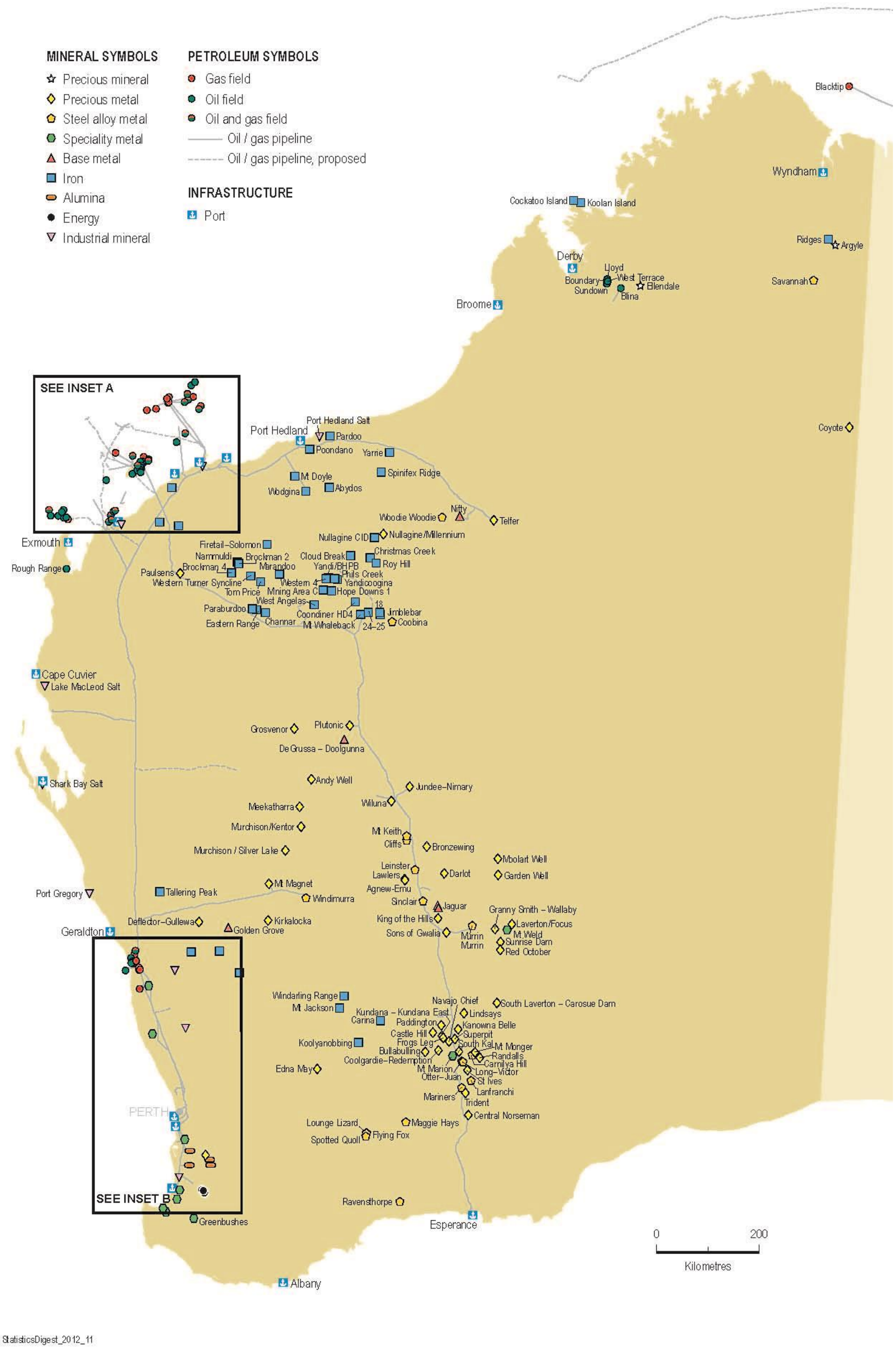
Source: Western Australian, Mineral and Petroleum Statistics Digest, Table – Value of Minerals and Petroleum by Region 2001-2011

Figure 25. Value of diamonds production, Shire of Wyndham-East Kimberley, 2001-2011



Source: Western Australian, Mineral and Petroleum Statistics Digest, Table – Value of Minerals and Petroleum by Region 2001-2011

Figure 26. Major Mineral and petroleum projects in Western Australia

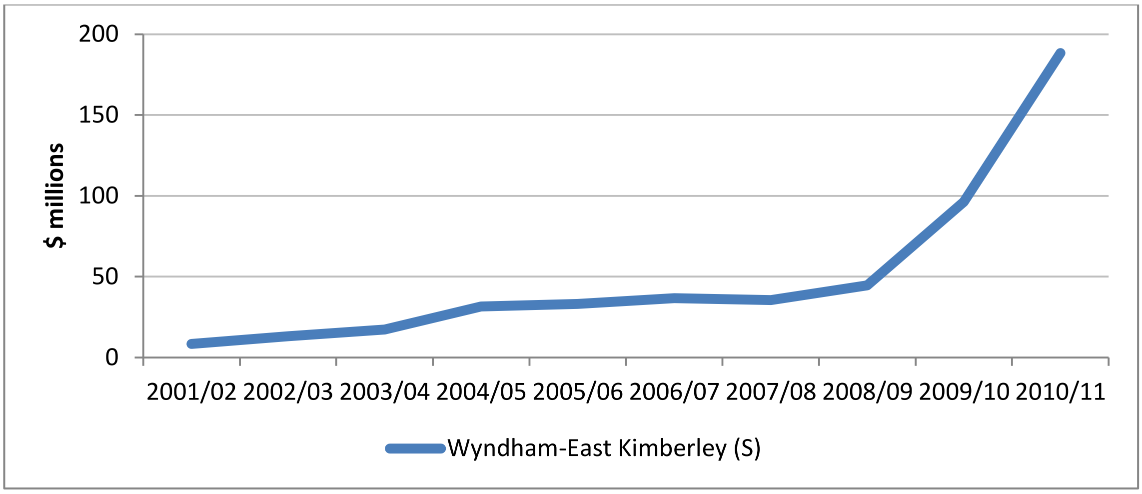


Building Approvals

The value of building approvals in the Shire increased from $8.42 million in 2002 to $188 million in 2011.

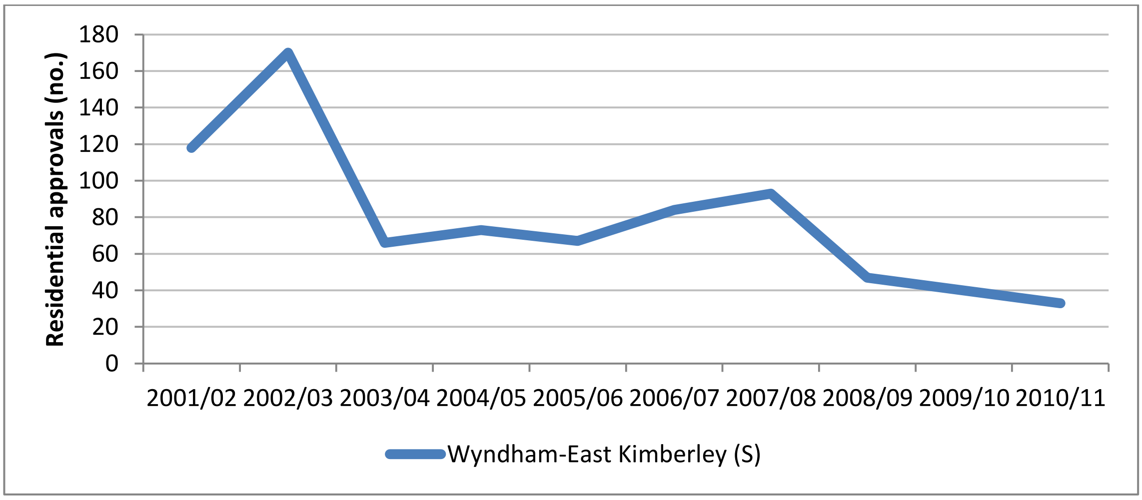
The value of residential approvals increased from $6.2 million in 2002 to $42.1 million reflecting increases in population, the increasing value of housing and housing construction. The value of non-residential construction increased over the last decade, with non-residential approvals reaching $146.3 million in 2011, from $36.1 million in the previous year.

Figure 27. Value of building approvals, Shire of Wyndham-East Kimberley, 2001-2011



Source: ABS cat. No. 8731.0 Building Approvals, Building Approved in Statistical Local Areas: WA

Figure 28. Number of residential dwelling approvals, Shire of Wyndham-East Kimberley, 2001-2011



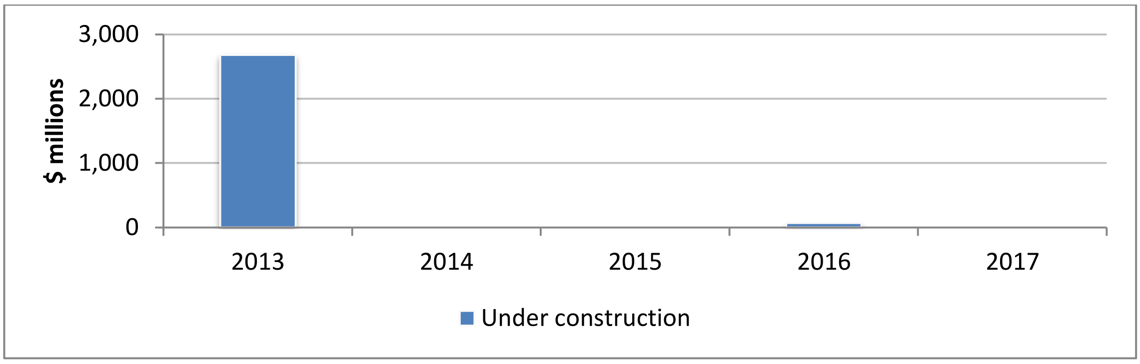
Source: ABS cat. No. 8731.0 Building Approvals, Building Approved in Statistical Local Areas: WA

Project Investment

Project investment is divided across four categories: under construction; committed; and under construction. Under consideration is where the project idea is being scoped for further development. Once the projects are approved, they are categorised as committed and recognised as under construction once building commences.

The Shire's proximity to Asian markets combined with its strengths in mining, irrigated agriculture, tourism and pastoral industries, underpin its potential as a significant investment location.

Figure 29. Value of proposed projects, Shire of Wyndham-East Kimberley, 2013-2017



Source: Access Economics - Projects included in Investment Monitor March 2012.

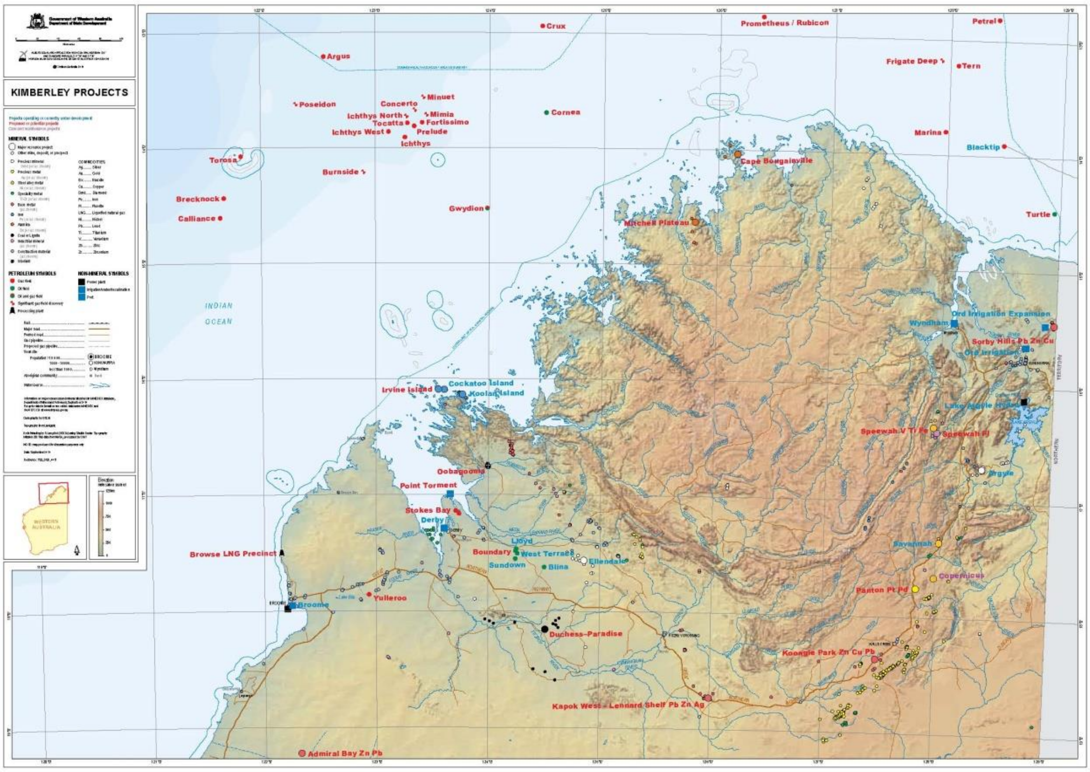
Table 4. Labour force Fly-in fly-out and Drive-in drive-out workers origin, Shire of Wyndham-East Kimberley2011

Project	Capital Investment $ million	Construction Workforce	Operational Workforce
Argyle underground development (diamonds)	2,200.0	483	350
Sorby Hills (Stage 1)	70.0	250	500
Ord River Irrigation Scheme (Stage 2 development)	415.0	-	-
Wyndham health facilities refurbishment	3.4	-	-
Remote aged care services in Kalumburu and Warmun	4.5	-	-
Remote clinics in Kalumburu and Warmun	5.5	-	-
Kununurra school precinct upgrades and expansions (primary school, high school, community library, teacher training)	48.9	-	-
Kununurra Airport—new Patient Transfer Facility	0.4	-	-

Source: Access Economics - Projects included in Investment Monitor March 2012.

There was significant growth in project investment since 2007 when the Argyle Diamond Mine initiated its underground project. The current project investments figures have significantly changed after announcements about the status of the offshore oil and gas reserves project.

Figure 30. Kimberley Projects



Source: Department of State Development.

Labour Force and employment

According to the Census definition, the economically active population are all persons of either gender who furnish the supply of labour production of economic goods and services, during a specified time reference period. This means that persons are considered as economically active if and only if they contribute or are available to contribute to the production of goods and services. Minimum age for the economically active population is legally determined by the compulsory schooling (15 years old). Although the international guidelines do not refer to maximum age limit, in Australia upper age limit of economically active population is defined by the age limit for retirement (65 years old).

The currently active population or the labour force is the most widely used measure of the economically active population. It comprises all persons above specified minimum age who, during specified brief period fulfil the requirements for inclusion among the employed or unemployed. Being based on the short term reference period, it is used for measuring the current employment and unemployment situation of a region economy. Measurement of currently active population is based on the following labour force framework:

- Employed - persons aged 15 and above who are engaged in the economic activity and perform an occupation;
- Unemployed - persons aged 15 and above seeking for employment or are available for such an activity;
- Not in the labour force (or not currently active) - persons aged 15 and above which temporarily stopped to perform an occupation, due to the military service (active persons not performing an occupation).

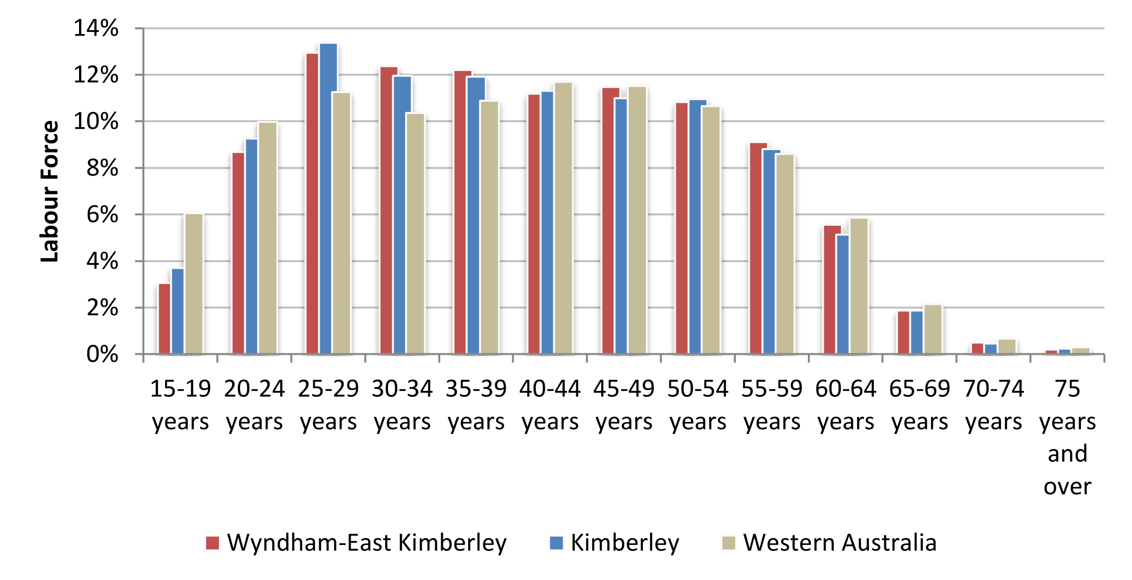
The first two categories make up the currently active population (labour force).

In the Shire, according to the Census from 2011, the labour force aged 15 and above amounted to 4,148 approximately 50 per cent of the total population. The proportion of labour force is higher than the Kimberley region 43.75 per cent and slightly lower than the 51.45 per cent average in the State.

The labour force breakdown of labour force participation rate by age gives a profile of the distribution of the labour force within the Shire. The lowest activity rate compared to Kimberley region and Western Australia was among population aged between 15 and 19 years 3 per cent against 4 and 6 per cent respectively. The age bracket between 25 to 39 were higher the average of the State but similar to the

Kimberley region suggesting a young work force present not only in the Shire by in the region as a whole.

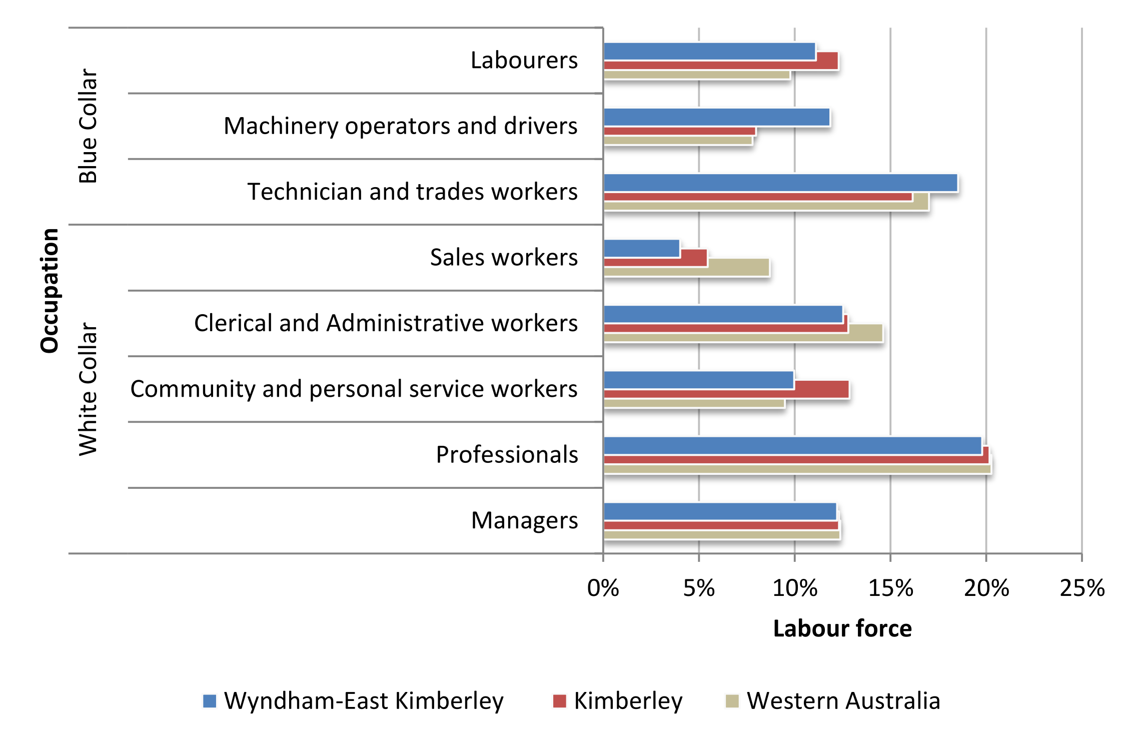
Figure 31. Labour force age comparison, Shire of Wyndham-East Kimberley, Kimberley and Western Australia, 2001-2011



Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

According the Census 2011 the Shire hold a lower percentage of white collar workers (58.5 per cent) compared to the Kimberley and Western Australia (63.6 and 65.4 respectively). Professional services accounted for the largest proportion of employed persons across the entire time series, constituting 19.8 per cent of employed residents in 2011, followed by technician and trades workers with 18.5 per cent and clerical and administrative workers 12.5 per cent of the employed residents.

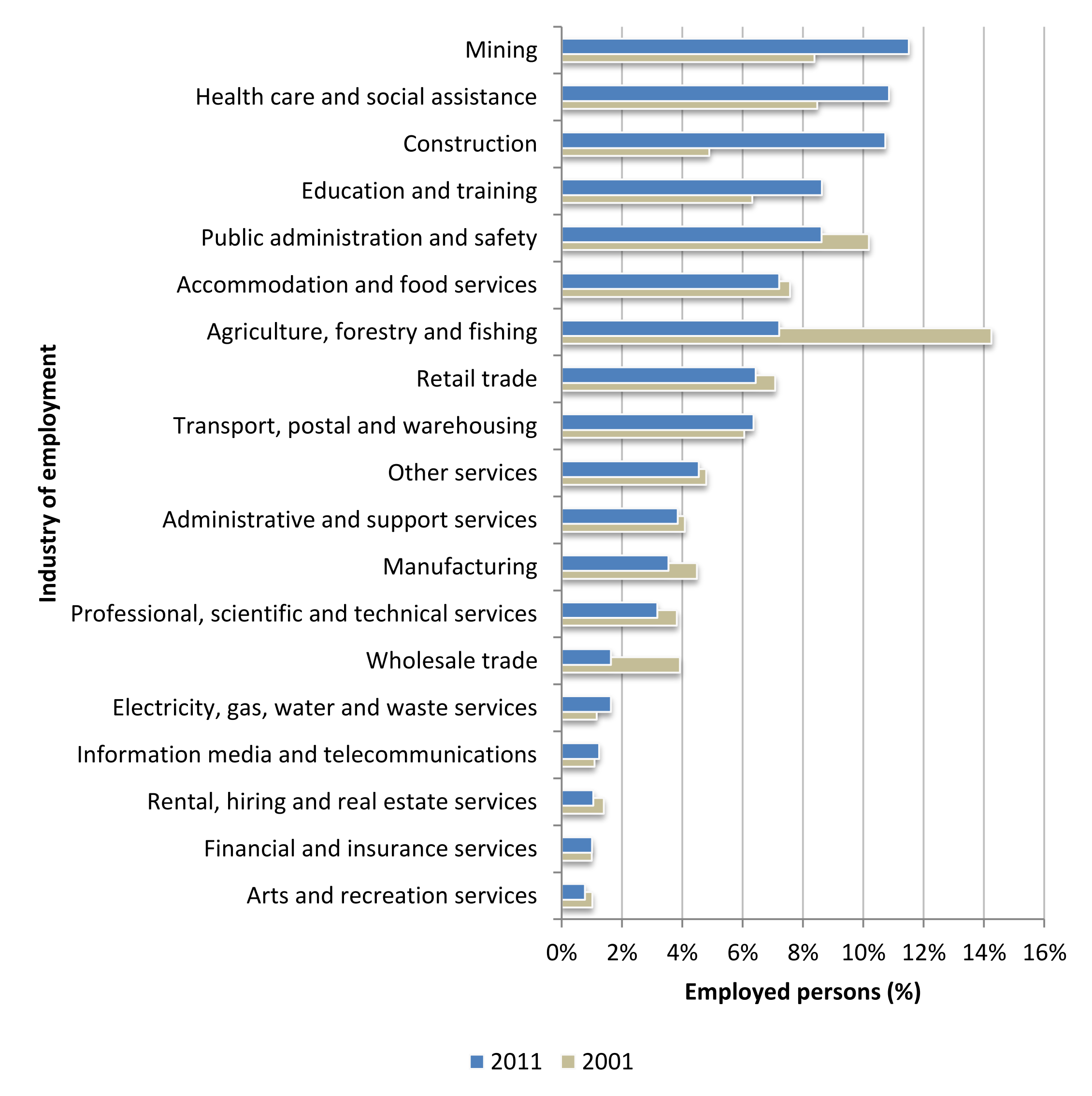
Figure 32. Labour force occupation, Shire of Wyndham-East Kimberley, Kimberley and Western Australia, 2001-2011



Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

The industry of employment in the Shire changed considerably over the time series, with those working in the mining and construction industries accounting for a far greater proportion of employed persons in recent years. Health remained the second largest component of persons employed across the same time period, comprising 10.8 per cent of total employed persons in 2011. The number of residents employed in the mining sector increased by 5.3 per cent per annum, to account for 11.5 per cent of employed persons (up from 8.4 per cent in 2001) and 17.1 per cent of all the workforce in 2011. The industry that accounted the highest increase in number of persons employed was the construction sector with 10.4 per cent increase per annum, comprising 10.4 per cent of all employed residents in 2011 (up from 4.9 per cent in 2001). Wholesale trade and Agriculture, forestry and fishing registered the highest decreased in the number of employed residents, from 3.9 and 14.2 per cent in 2001 to 1.6 and 7.2 per cent in 2011, respectively.

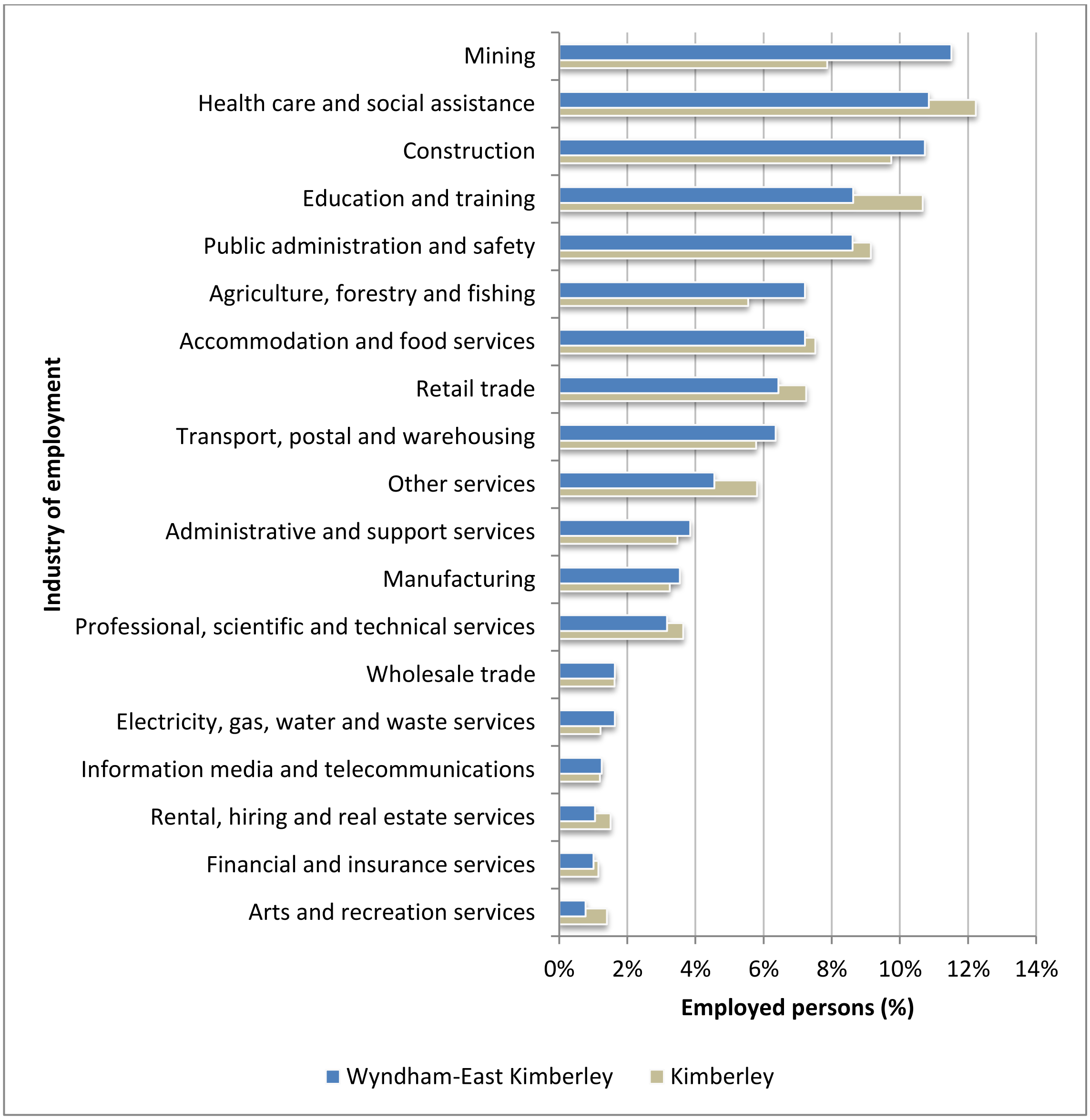
Figure 33. Change in Industry of Employment, Shire of Wyndham-East Kimberley, 2001-2011



Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

Further analysis based on the figure below showed that the major industries of employment in the Shire of Wyndham-East Kimberley diverge from the Kimberley region. The larger industry of employment were related to heavy and general industry such as in mining, construction, transport, postal and warehousing and manufacturing, suggesting a stronger local economy and a lower dependency of government assistance.

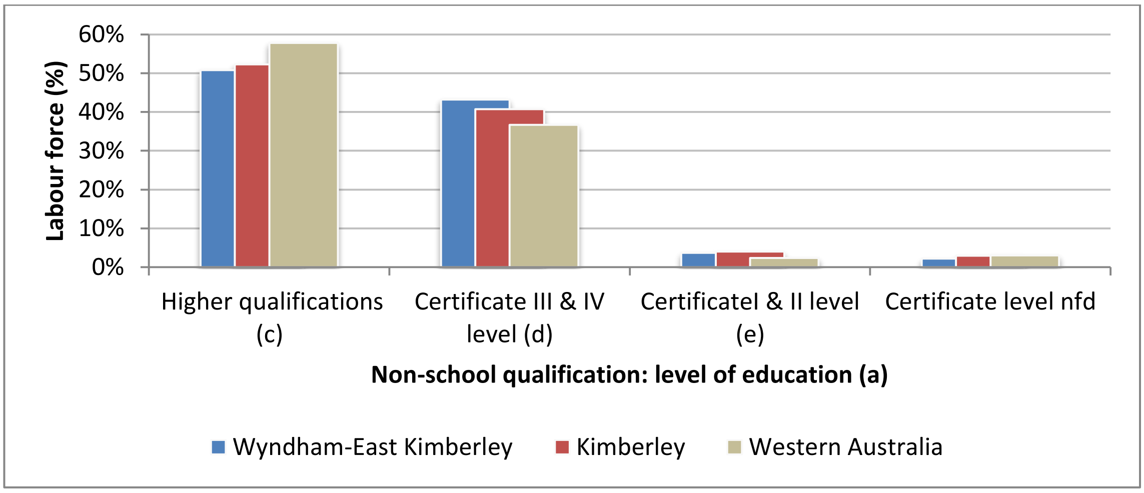
Figure 34. Change in Industry of Employment, Kimberley, 2001-2011



Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

A comparison of the level of education of the labour force between the Shire, the Kimberley region and the Western Australia, indicates a lower proportion of employees with higher qualification in the Shire accounting for 50 per cent of all the workers and a higher proportion (43 per cent) of employees holding certificates III & IV.

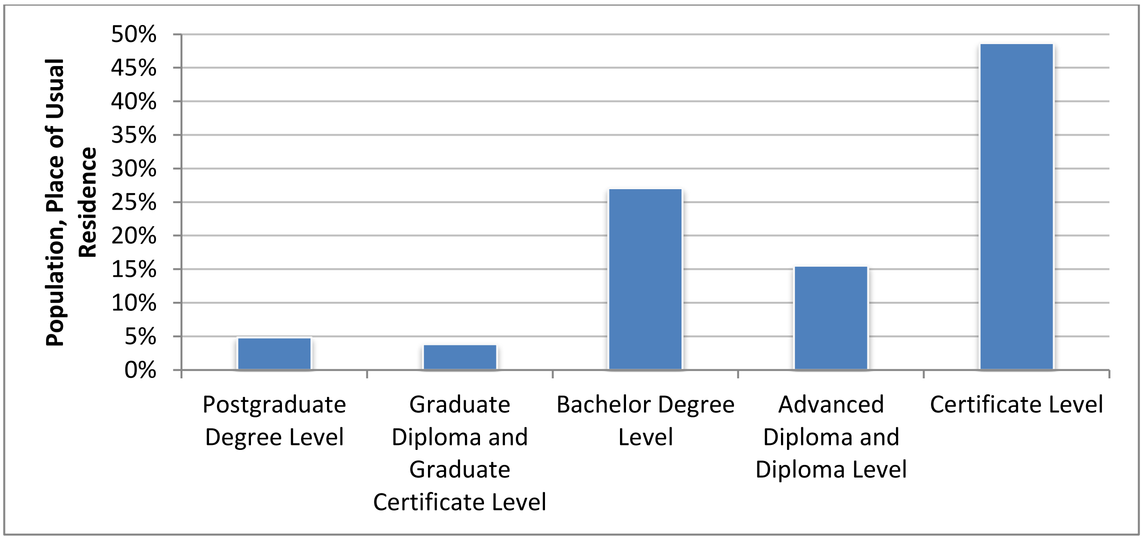
Figure 35. Labour force level of education non-school qualification, Shire of Wyndham-East Kimberley, Kimberley and Western Australia, 2001-2011



(c) Includes Advanced Diploma and Diploma Level, Bachelor Degree Level, Graduate Diploma and Graduate Certificate Level and Postgraduate Degree level.
(d) Includes 'Certificate III & IV Level, nfd'.
(e) Includes 'Certificate I & II Level, nfd'.
Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

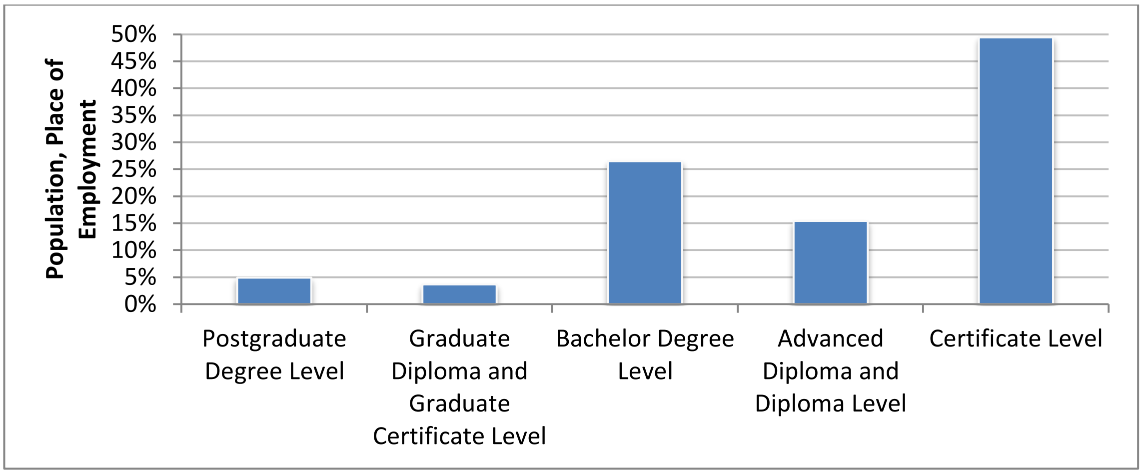
There is no significant difference in qualification level between the resident and worker population, with slightly higher levels of qualification in the worker population, especially in graduate diploma and bachelor degree level.

Figure 36. Qualifications, Place of Usual Residence – 2011



Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

Figure 37. Qualifications, Place of Employment– 2011



Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

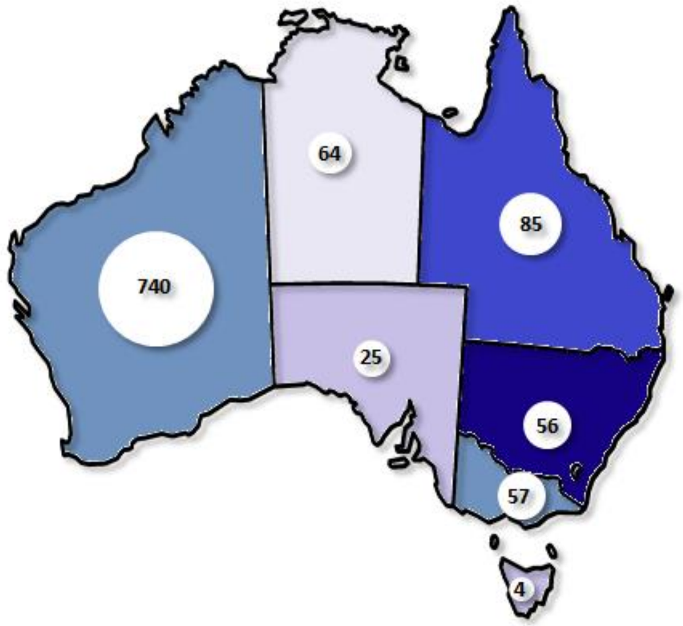
The low population density and the lack of skilled workers demand workers outside of the Shire boundaries. The table and figure below shows the place of residence of FIFO/DIDO workers in the Census 2011.

Table 5. Labour force Fly-in fly-out and Drive-in drive-out workers origin, Shire of Wyndham-East Kimberley2011

Workers place of residence	Shire of Wyndham-East Kimberley
New South Wales	56
Victoria	57
Queensland	81
South Australia	25
Tasmania	4
Northern Territory	64
Australian Capital Territory	3
Western Australia	740
▶ Bunbury	42
▶ Mandurah	53
▶ Perth - Inner	26
▶ Perth - North East	58
▶ Perth - North West	122
▶ Perth - South East	118
▶ Perth - South West	120
▶ Western Australia - Wheat Belt	40
▶ No Usual Address (WA)	81
Western Australia - Outback	79
▶ Pilbara	5
▶ Mid-West	18
▶ Gascoyne	5
▶ Goldfields	5
Kimberley	47
▶ Broome	19
▶ Derby - West Kimberley	10
▶ Halls Creek	18
▶ Roebuck	0
▶ Kununurra	3,177

Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

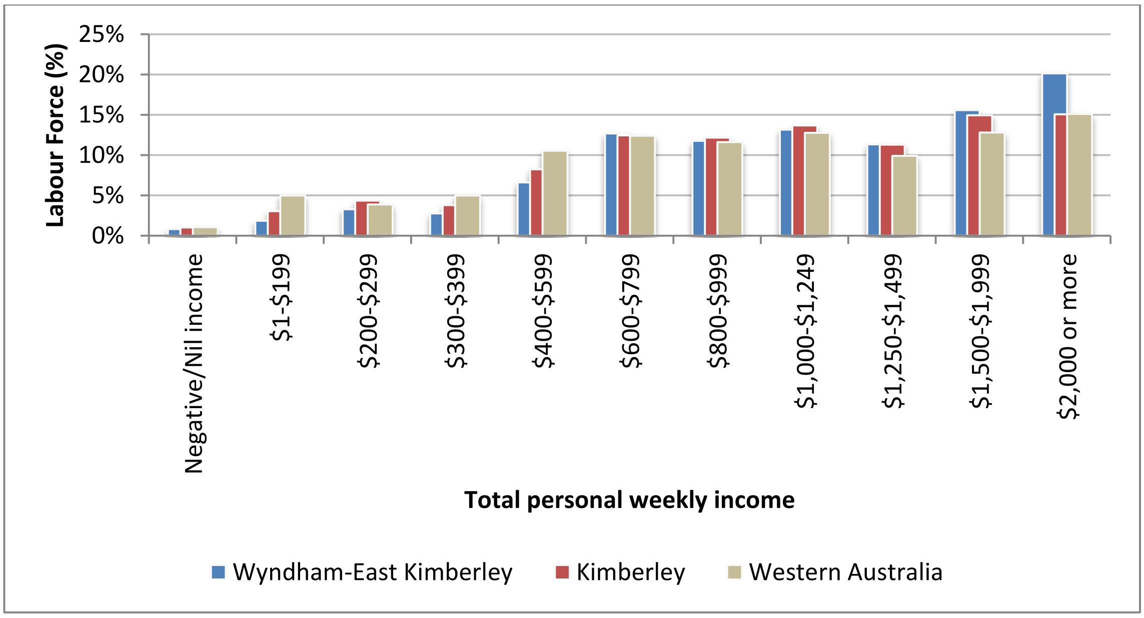
Figure 38. Labour force Fly-in fly-out and Drive-in drive-out workers origin, Shire of Wyndham-East Kimberley2011



Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

In line with the Shire workers profile, the incomes are higher than the average in the state given the substantial proportion of employees working FIFO/DIDO in the mining and construction industries.

Figure 39. Labour force total person weekly income comparison, Shire of Wyndham-East Kimberley, Kimberley and Western Australia, 2001-2011



Source: Australian Bureau of Statistics, Cat. No. 2002.0, 2011; MacroPlan Dimasi

Residential Housing Assessment

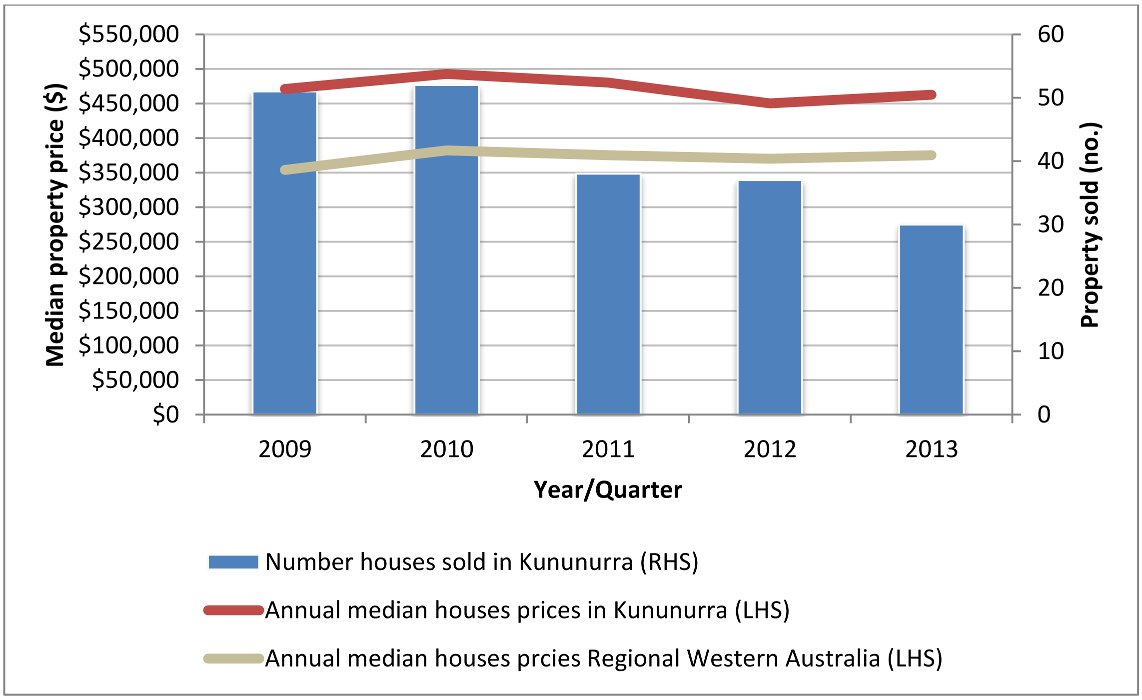
A key constraint to population growth in the Shire is housing, specifically the amount and price of suitable housing options for the workforce. The main inhibiting factor is that the much higher than average house prices deter workers from relocating to the region, while construction of additional housing is almost prohibitively expensive. Planning for sustainable residential growth is therefore critical to ensure long term economic growth and diversity.

Properties sold

The number of houses sold in the Shire has decreased significantly over the past four years due to lack of new developments shortening the supply of stock available in the area. Despite the decrease in supply, the median selling price for residential has kept steady over the period, differently of the median selling prices for multi residential properties and lots of land which have increased significantly in the period indicating a high demand for these types of products.

In 2009, there were approximately 51 houses sold at a median selling price of $471,000. In 2013 year to date there were 30 houses sold at a median selling price of $462,500.

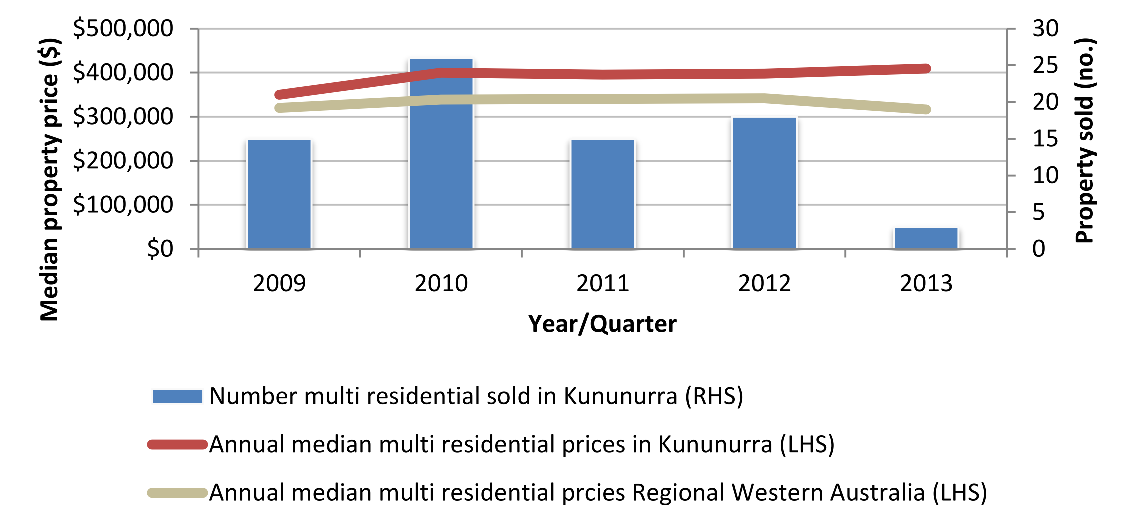
Figure 40. Number of residential houses sold and median selling prices, Shire of Wyndham-East Kimberley, 2009-2013



Source: REIWA.com; MacroPlan Dimasi.

In 2009, there were approximately 15 multi residential properties sold at a median selling price of $350,000. In 2013 year to date there were 3 houses sold at a median selling price of $409,500.

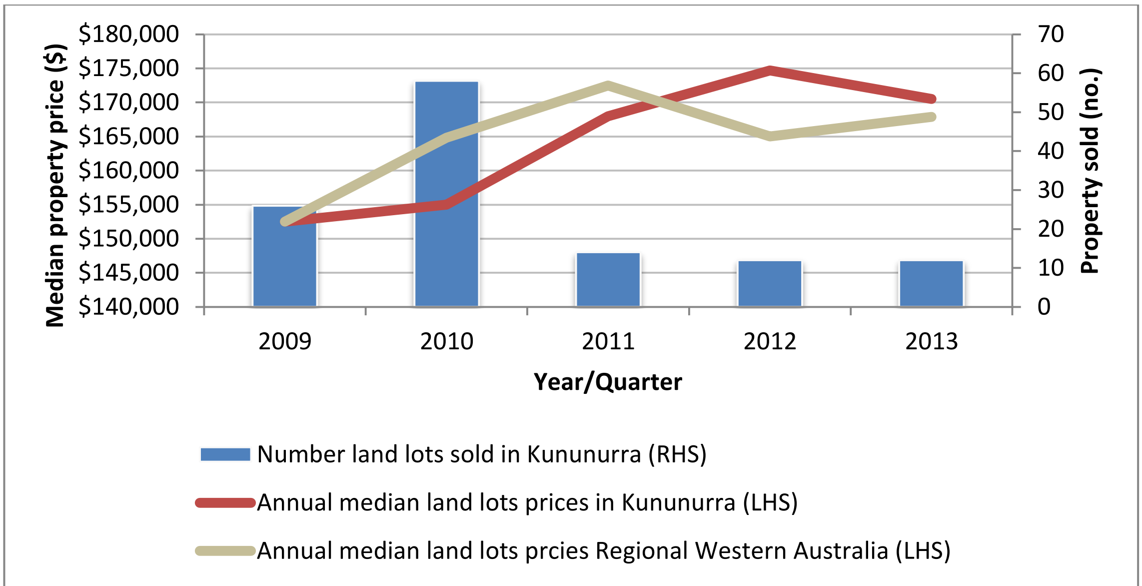
Figure 41. Number of multi residential properties sold and median selling prices, Shire of Wyndham-East Kimberley, 2009-2013



Source: REIWA.com, MacroPlan Dimasi.

In 2009, there were approximately 26 lots of land sold at a median selling price of $152,500. In 2013 year to date there were 12 lots of land sold at a median selling price of $170,520.

Figure 42. Number of land lots sold and median selling prices, Shire of Wyndham-East Kimberley, 2009-2013

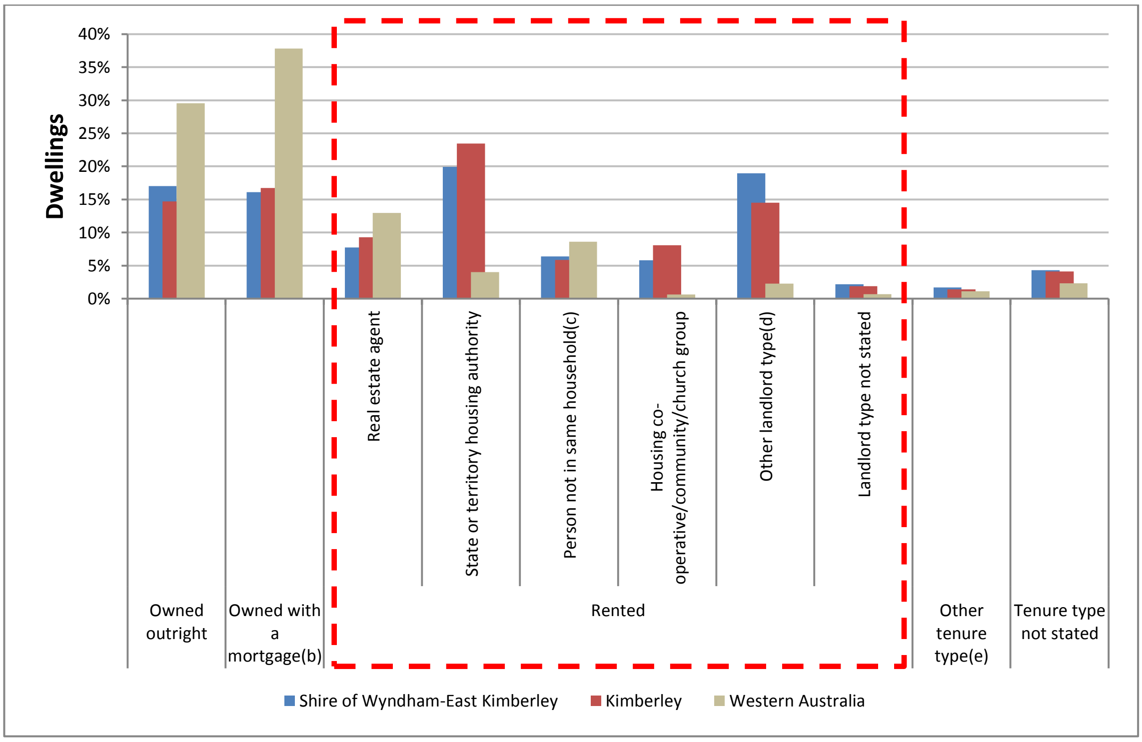


Source: REIWA.com, MacroPlan Dimasi.

Dwelling supply by tenure

The tenure of dwelling stock in the Shire is significantly different by comparison to the broader Western Australia housing market. This is largely due to significant proportions of dwelling being rented by employers to house staff as part of their employment package i.e. 18.9 per cent of all dwellings in the Shire were being rented by 'other landlord type'. In 2011 only 33.1 per cent of all occupied dwellings in the Shire were either owned outright or were being purchased i.e. owner-occupied. This is less than half the average for Western Australia

Figure 43. Dwelling stock by tenure type, Shire of Wyndham-East Kimberley, Kimberley region, Western Australia, 2011

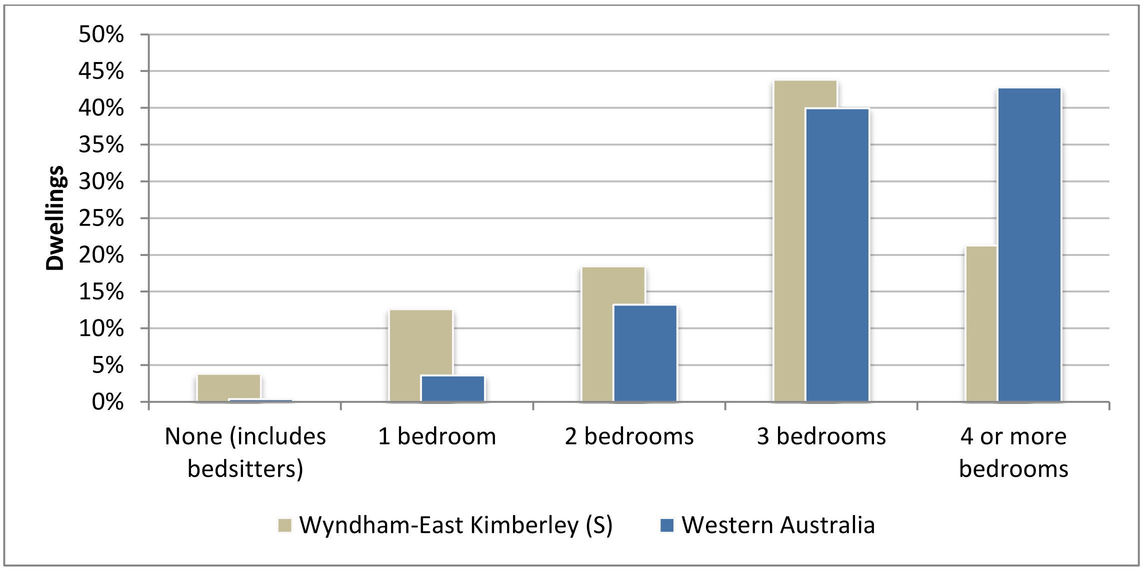


Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

Dwelling supply by number of bedrooms

The dwelling stock in the Shire of Wyndham-East Kimberley as at 2011 was predominantly three bedroom houses which made up 43.8 per cent of the total occupied dwelling at the time. Four or more bedroom houses made up 21.3 per cent of the dwelling stock.

Figure 44. Dwelling stock by tenure type, Shire of Wyndham-East Kimberley, Kimberley region, Western Australia, 2011



Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

Overcrowding and under occupied dwelling stock

The table below shows both the incidence of overcrowding and under occupied dwellings. There is evidence of overcrowding in the existing dwellings with a number of cases where large households are occupying dwelling with few bedrooms.

In 2011 there were at least 210 households that were overcrowded in the Shire. At the same time there were 874 households in the Shire that had more bedrooms than usual occupants. Some of these dwellings may have been occupied by people who were counted as persons not usually resident i.e. FIFO workers and people living in the Shire for less than 6 months of the year.

Despite this there is an indication that there could be a mismatch of dwelling stock to actual household size. That is there could be an existing market shortfall whereby there is a need for more dwellings with one and two bedrooms in the Shire.

Table 13. Detached dwelling stock by number of bedrooms and occupancy, 2011

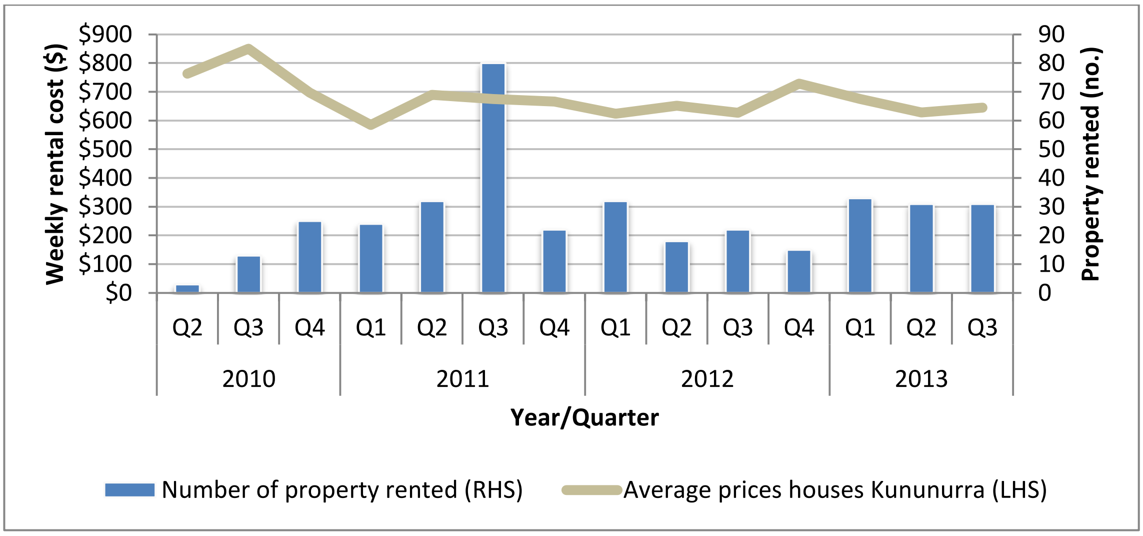
	Number of persons usually resident in a dwelling						
Number of bedrooms	One	Two	Three	Four	Five	Six or more	Total
None (includes bedsitters)	32	35	6	6	3	0	50
One bedroom	130	122	11	7	3	0	143
Two bedrooms	154	143	57	26	6	8	240
Three bedrooms	155	331	142	159	62	110	804
Four or more bedrooms	43	122	69	91	71	64	417
Number of bedrooms not stated	41	20	13	3	5	6	47
Total	555	773	298	292	150	188	1,701
Percentage	33%	45%	18%	17%	9%	11%	100%

Source: ABS cat. No. 2002.0, Australian Bureau of Statistics 2011

Properties rented

The number of properties rented in 2013 year to date has been stable compared to the same period in 2012, however the average rental prices has slightly increase in the third quarter of 2013, after consecutive decreases suggesting a low stock of properties for rent and a high demand.

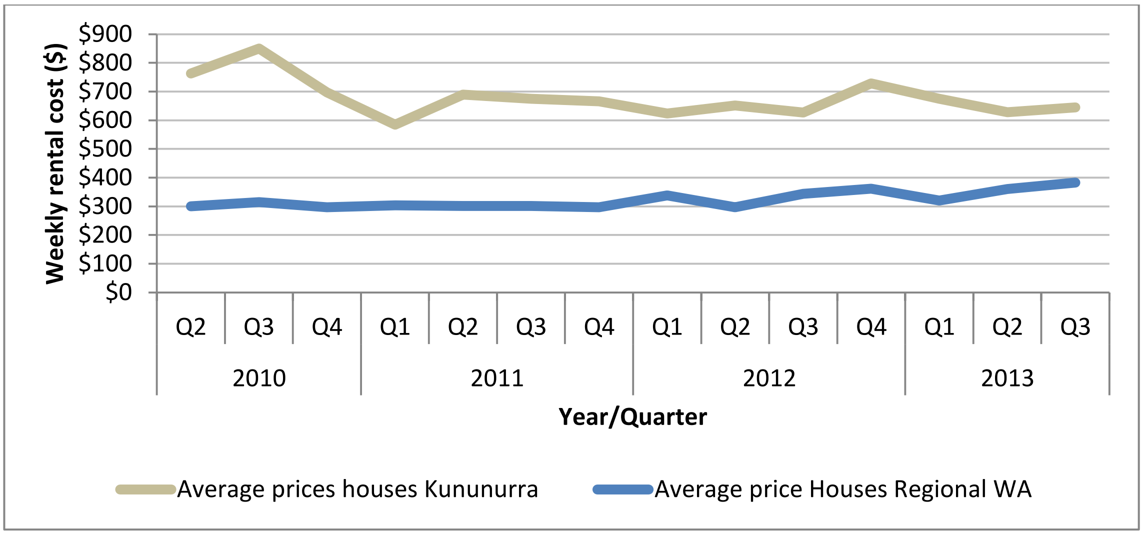
Figure 45. Residential rented properties and average cost, Shire of Wyndham-East Kimberley, 2010-2013



Source: REIWA.com, MacroPlan Dimasi

The figure below shows the weekly rental costs in the Shire has slightly declined over the previous six months stabilising at a median price of $645 per week. In comparison, the weekly rental cost in the Shire is more than twice the rental cost in the Regional Western Australia

Figure 46. Residential rental properties prices, Shire of Wyndham-East Kimberley, 2010-2013



Source: REIWA.com, MacroPlan Dimasi

Retail assessment

This section of the report provides background information for the Shire of Wyndham-East Kimberley, including a review of the local economy.

Retail supply

Within the Shire of Wyndham-East Kimberley

Retail within the Shire is concentrated primarily in Kununurra, with smaller convenience stores in surrounding areas. Key retrial facilities including the following:

- Kununurra Shopping Centre is the main fully enclosed shopping centre for Kununurra residents and is anchored by the Coles supermarket, together with a range of specialty traders.
- Wyndham has a limited retail supply composed of small shops.

Beyond the Shire of Wyndham-East Kimberley

Beyond the Shire, the other closest major township in the region is Halls Creek, located some 360 km to south.

Halls Creek is the fourth largest centre (behind Broome, Derby and Kununurra) serving the regional population base. It is anchored by an IGA Express and small retail shops. There are not larger retail representatives in the area.

Study area spending

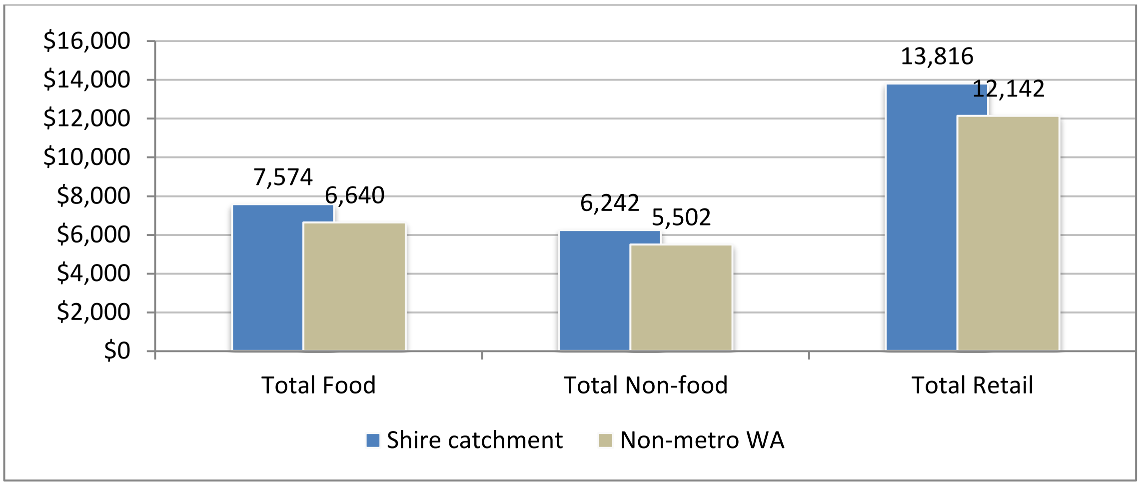
The following chart presents estimates of the per capita retail spending levels for residents of the study area in 2011/12, compared with the respective benchmarks for non-metropolitan Western Australia. All retail spending estimates detailed in this report include GST. As shown, study area spending is well above average across all categories.

Estimates of the overall expenditure market generated by study area residents over the forecast period to 2026 is also presented, however, the spending projections exclude retail inflation.

According to data from an online shopping club, residents from regional Western Australia are considered to be among the nation's biggest online shoppers. The figures state that North West Australians residents spend significantly more than the national average on online shopping, given the gapes that exist in the services in the region.

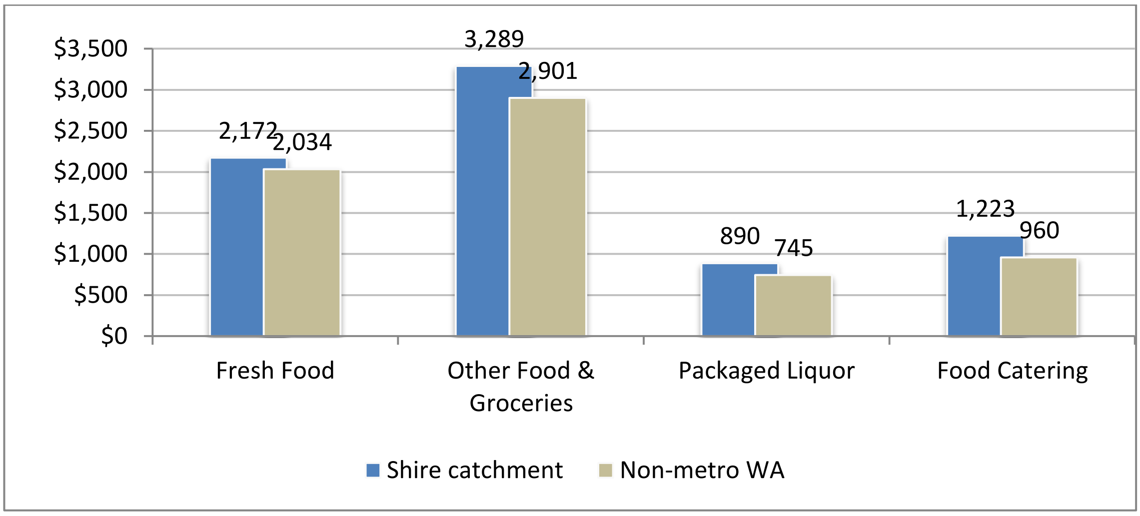
For the Shire in particular, the above indicates that there are currently gaps in the provision of appropriate retailers in the township.

Figure 47. Total retail spending per person, Shire of Wyndham-East Kimberley, 2011/12



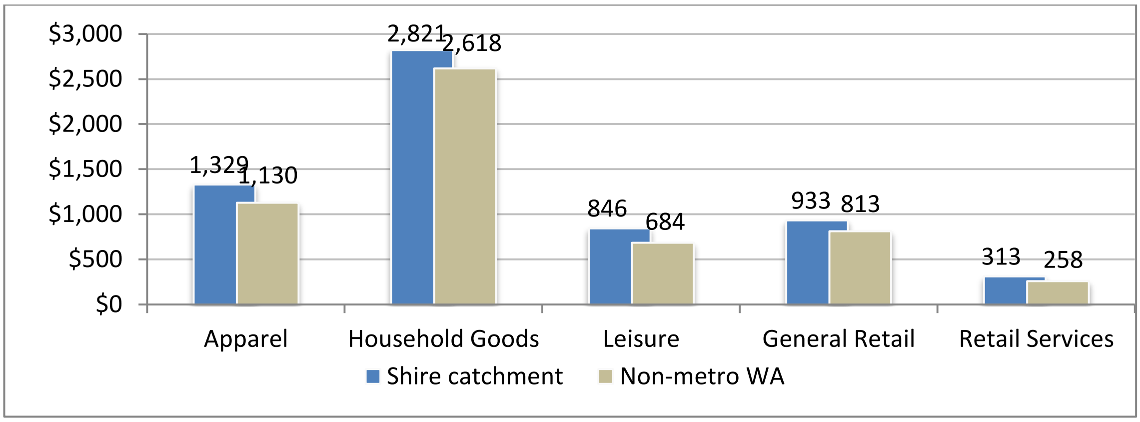
Source: Market Info; MacroPlan Dimasi

Figure 48. Food spending per person, Shire of Wyndham-East Kimberley, 2011/12



Source: Market Info; MacroPlan Dimasi

Figure 49. Non-food spending per person, Shire of Wyndham-East Kimberley, 2011/12



Source: Market Info; MacroPlan Dimasi

Retail spending per capita by sector residents is derived using MarketInfo 2010, a micro simulation model developed by Market Data Systems Limited (MDS). This model is based on information from the Australian Bureau of Statistics' (ABS) Household Expenditure Survey (HES) and the Census of Population and Housing.

Total food expenditure is of most relevance for supermarket and local centre retailing and includes spending on take home food, groceries and packaged liquor (FLG). Other non-food categories of spending are more discretionary in nature and are likely to be retained in larger stores/centres within the Shire or escape to other areas. The various expenditure categories that make up total retail expenditure are:

- FLG – Spending on take-home food, packaged liquor and groceries.
- Food catering – all expenditure at cafes and restaurants and take-away food stores.
- Apparel – all expenditure on clothing, footwear, fashion accessories and jewellery.
- Household goods – including all expenditure on homewares such as crockery, cutlery, linen, as well as home appliances, electronic goods, etc.
- Leisure retail – expenditure on books, music, sporting equipment and the like.
- General retail – expenditure on pharmacy goods, toys, florists, pets.
- Retail services – including hair & beauty, optometry, key cutting, etc.

Table 6. Retail expenditure by product group ($m), Shire of Wyndham-East Kimberley, 2012-2041

Year ending June	FLG	Food catering	Apparel	Household goods	Leisure	General retail	Retail services	Total retail
2012	51	10	11	23	7	8	3	112
2016	**67**	**13**	**14**	**30**	**9**	**10**	**3**	**146**
2021	**94**	**19**	**19**	**42**	**12**	**14**	**5**	**206**
2026	**133**	**27**	**27**	**59**	**17**	**21**	**6**	**291**
2031	**188**	**39**	**38**	**84**	**24**	**30**	**9**	**412**
2036	**267**	**57**	**54**	**119**	**34**	**43**	**13**	**587**
2041	**380**	**82**	**76**	**170**	**48**	**63**	**18**	**838**
Average annual growth ($M)								
2012-2041	11	2	2	5	1	2	1	25
Average annual growth (%)								
2012-2041	7.1%	7.6%	7.0%	7.2%	7.0%	7.6%	7.0%	7.2%

**Inflated dollars & including GST*

Source: Market Info; MacroPlan Dimasi

Retail demand

This section of the report presents a supply and demand analysis for retail floorspace in the Shire.

The estimated provision of retail floorspace per person throughout Australia ate present is 2.25 – 2.40 square meters. There are no official figures measuring retail floorspace on a national basis, with the Australian Bureau of Statistics having ceased the 5-yearly Retail Census in 1991/92.

However, having regard to data previously available from retail censuses, and also allowing for the amounts of retail floorspace which have been built over the past 15 years, a figure in the range of 2.25 – 2.40 square metre is a robust estimate.

A figure in this range is also borne out by information available for areas of Australia where detailed inventories of retail floorspace provision are maintained. For example, in Perth, where the State Government Department of Planning oversees regular surveys of retail floorspace provision across the metropolitan area, and similarly in Canberra, where regular floorspace surveys are also undertaken by the Territory Government, recent results show levels of provision which are in the range 2.25 – 2.80 square metres per person.

Historically, the level of retail floorspace provision throughout Australia has increased steadily over the past 50 years, since suburban shopping centres first started to be developed throughout Australia. The 1991/92 data from the Retail Census showed a level of provision nationally in the order of 1.80 square meters per person. Over the past 20 years, this level of provision is estimated to have increased by 1 to 1.5 per cent annually.

The steady increase in retail floorspace per capita has been driven by both supply and demand factors. On the demand side, the real incomes of Australian residents have improved steadily over this period, due to robust health of the Australian economy. Increases in real incomes have translated into growing demand for retail goods and services.

On the supply side, development trends within the retail industry have seen new store types introduced on an ongoing basis to improve consumers' amenity and shopping experience, as well as to differentiate stores from the competition. Supermarkets have got larger, shopping centres have steadily increased in size while bulky goods/homemaker centres were rapidly developed over the decade from 1995 to 2005. These types of centres were previously almost non-existent throughout Australia.

An important point to make regarding the level of floorspace provision is that very few forecasters and planners managed to accurately predict the evolution of trend in the Australian retail market. As is often the case, a 'status quo' approach was typically used, whereby the conditions applying at the time that a forecast is prepared area assumed to continue to apply over the forecast period. As a consequence, almost all forecasters have underestimated the level of retail floorspace demand both for individual shopping/activity centres and on a state-wide or national basis. This point may be particularly relevant for bulky goods retailing in areas such as the Shire which has a clearly defined and relatively limited population it serves.

The table below details the estimated breakup of the current national provision of retail floorspace per capita, into store types/retail categories. In addition, the estimated bora allocation of total retail floorspace per person for the Shire of Wyndham-East Kimberley population, which in our view should be provided as a minimum within the study area, having regard to the type of retail floorspace in question

Table 7. Retail floorspace provision per person

Type	Retail floorspace per person (sqm)			Shire of Wyndham-East Kimberley		
	Aust. Average	% Retained in Shire	Add on Trade	Within Shire	Beyond Shire	Total
Food retailing						
Supermarkets	0.35	95%	20%	0.33	0.07	0.40
Food retail & liquor specialties	0.15	95%	20%	0.14	0.03	0.17
Food Catering	0.30	70%	25%	0.21	0.05	0.26
Total food	0.80					
Non-food retailing						
Dept. Stores / DDS	0.25	80%	8%	0.20	0.02	0.22
Non-food mini-majors/specialties	0.45	75%	8%	0.34	0.03	0.36
Bulky Goods	0.60	75%	5%	0.45	0.02	0.47
Total non-food	1.30					
Retail services						
Retail services specs.	0.15	95%	13%	0.14	0.02	0.16
Total retail floorspace	**2.25**			**1.82**	**0.23**	**2.04**

Source: Market Info; MacroPlan Dimasi

- The table first shows the estimated allocation, by broad retail category/usage, of the 2.25 square meters per person which is provided nationally, e.g. supermarkets, department stores/discount department stores, food specialties, bulky goods, etc. A conservative total provision figure that of 2.25 square meters is adopted for the purposes of these estimates, being ate the lower end of the range which is estimated nationally.
- The second column then shows the percentage allocation by floorspace type which in our view should be provide within the Shire of Wyndham-East Kimberley study area – at all facilities. This allocation has regard to the nature of the area; the potential for such uses to locate within the Shire, in particular the critical mass required to provide for larger anchors stores and bulky goods; the relative isolation of the area.
- Overall, we consider that at least 80% of the total retail floorspace needs of the study area population should be provided within the study area, with the retailers also likely to serve the FIFO workers and visitors in addition. The remaining 20% represents expenditure which would escape (in net terms) to

facilities located outside the study area. This escape expenditure would be directed primarily to the roles of higher order centres located outside the study area (e.g. facilities within the Perth metropolitan area). Of course the local provision can be higher than 80-90%, and local residents would benefit from such an outcome.

- Across the various store types and retail categories, the level of self-containment of retail expenditure will fluctuate, reflecting the different roles of each type of retailer. Thus, for example, it is anticipated that a very high proportion all of food and grocery retailing should be catered for by retail facilities provided within the study area (95%). On the other hand, for the more discretionary types of retail expenditure, the level of self-containment is assumed to range from 80% in the case of department store/discount department store retailers. Overall, this is considered to be a conservative assessment – the extent of self-containment of non-food retail expenditure could well be higher.
- Adopting the logic outlined above, the level of retail floorspace provision within the Shire of Wyndham-East Kimberley which is considered necessary as a minimum is an estimated 1.82 square meters per person, leaving some 0.44 square meters per person to be provided at higher order centres beyond the study area, primarily the Perth metropolitan area.

Total retail floorspace required

The Table below shows our estimates of the total level of retail floorspace demand which is likely to eventuate within the study area over the forecast period, given the demand considerations previously outlined, and assuming that the required level of retail floorspace per person grows modestly over the forecast period (i.e. at around 1% per annum).

Table 8. Estimated retail floorspace demand, 2012-2041

	2011	2012	2016	2021	2026	2031	2036	2041
Population	**7,799**	**7,859**	**9,433**	**11,459**	**13,978**	**17,119**	**21,044**	**25,961**
Floorspace requirement per capita *								
Resident floorspace demand per capita (sqm) **	1.8	1.8	1.9	2.0	2.1	2.2	2.3	2.4
Add-on trade	**0.2**	**0.2**	**0.2**	**0.2**	**0.3**	**0.3**	**0.3**	**0.3**
Floorspace demand								
Retail floorspace demand within Shire	14,155	14,278	17,994	22,974	29,454	37,913	48,982	63,510
Add-on floorspace requirement	1,779	1,811	2,182	2,786	3,572	4,598	5,940	7,702
Total retail floorspace demand	15,934	16,089	20,176	25,760	33,026	42,510	54,922	71,211
Additional floorspace requirement	-	-	**4,087**	**9,671**	**16,937**	**22,334**	**29,162**	**38,186**

** Market share retention held constant. Major development may induce greater spending retention and floorspace need.*

*** Assumes real growth of 1% per annum in floorspace demand.*

Source: Market Info; MacroPlan Dimasi

Based on all of the above:

- At present, there is an estimated demand of retail floorspace within the Shire which is in the order of 16,089 square meters.
- By 2016, the demand of retail floorspace is forecast to increase to 20,176 square meters, or requiring an additional 4,087 square meters.
- By 2041, the additional potential within the Shire would allow for an additional 38,186 square meters to be built. However, the interplay between supply and demand factors may allow for additional floorspace requirements based on new innovations in the retail sector.

Commercial assessment

This section of the report details the drivers of commercial demand. The drivers of commercial demand in an area are the current and future industry employment structure and the relationship between employee numbers for an industry and the existing take-up of commercial floorspace.

Employment

MacroPlan has undertaken a labour force needs assessment for the Shire of Wyndham-East Kimberley to determine the most appropriate sizing and distribution of office floorspace across de study area.

The purpose of this analysis is to confirm what the need for additional office floorspace is and identify key principles of where this floorspace should be located to achieve sustainable outcomes.

More broadly, a failure to supply an adequate mix and distribution of commercial floorspace can lead to:

- Office floorspace being located on industrial land which reduces visitation to towns and key centres
- Potentially higher lease prices for office floorspace reducing employment in centres.
- Impacts on other centre components including hotels, restaurants and cafes which rely on office workers for visitation.

It is therefore not only important to provide an appropriate volume of commercial floorspace in the Shire by to provide it in locations that support demand for other uses.

Employment land methodology

Projected employment in the study area assessed by analysing historical employment trends within the Shire along within the Shire along with projected changes in participation rates and occupation mix

Understanding the trends in the study area will help define the underlying requirement for local employment opportunities. The following approach has been used to estimate the employment and land requirement for the study area:

Step 1. Population Forecast	• Forecast population in Study Area
Step 2. Labour force analysis	• Analyse labour force data • Make assumptions about future labour force to population rate; participation rates; unemployment rates; and labour force containment rates • Make assumptions about future labour force industry or occupation mix. (e.g. service sector economy) • Assumptions may change depending on development scenarios.
Step 3. Employment forecast by industry or occupation type	• Apply assumptions above to the forecast population in the Study Area • Apply industry or occupation shares to employment forecast.
Step 4. Job forecast by location	• Apply assumed labour force containment to the employment forecasts in Step 3. • Labour force containment rates may change for different sectors
Step 5. Employment land requirement	• Calculate the employment land related jobs - i.e. share of jobs that will not require dedicated employment land (e.g. home based businesses, mobile workers). This is done by analysing place of work data (e.g. persons who worked at home and workers who stated they did not have a fixed place of work). • Apply employment land related jobs to benchmark employment yields per square meter.

Assumptions

The labour force and land use assumptions are outlined in the table below. At this stage, MacroPlan has assumed that current trends and development patterns will continue.

Aside from population forecasts, all variables are held constant (e.g. densities, household structure, dwelling types, labour force, skills, etc.). The implication of this option is that there will be no change in existing levels of labour force containment. More detailed scenario analysis will be conducted in later stages of this project.

MacroPlan will continue to test these assumptions throughout the project.

Table 9. Labour force assumptions , 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
Population	7,360	7,799	9,433	11,459	13,978	17,119	21,044	25,961
RATIOS								
Population aged 15+	76%	76%	76%	76%	76%	76%	76%	76%
Labour force : Population aged 15 +	67%	67%	67%	67%	67%	67%	67%	67%
Employed	95%	95%	95%	95%	95%	95%	95%	95%
Employment self sufficiency	106%	106%	106%	106%	106%	106%	106%	106%
Unemployment rate	4%	4%	4%	4%	4%	4%	4%	4%
LF White collar	46%	46%	46%	46%	46%	46%	46%	46%
LF Blue collar	38%	38%	38%	38%	38%	38%	38%	38%
LF Service / Sales	16%	16%	16%	16%	16%	16%	16%	16%
WP White collar	45%	46%	47%	48%	49%	50%	51%	51%
WP Blue collar	42%	41%	40%	39%	38%	37%	36%	36%
WP Service / Sales	14%	14%	14%	14%	14%	14%	14%	14%
Sustainability index	7%	7%	7%	7%	7%	7%	7%	7%

Source: ABS Census; Map Info; MacroPlan Dimasi

An office market hierarchy

Prior to forecasting demand it is important to understand the broad hierarchy of commercial floorspace as it exists in Western Australia and to a certain extent within the Shire of Wyndham-East Kimberley.

Within the Shire, the fundamental driver for commercial floorspace is the supporting provision of mining related office, which is driving the delivery of commercial floorspace.

More generally, there are three general forms of office accommodation:

- **In Centre or Town Centre** office (principally provided as multi-tenant office developments in centres) mainly confined to the Kununurra town centre.

- **Out of Centre Campus style office**: Mainly provided as Government or Corporate support offices (there is limited supply of this product in Kununurra)
- **Out of Centre Ancillary office**: Provided to accommodate management and administrative functions of manufacturing and distribution companies on Industrial Zoned land.

An understanding of the land use needs and the key drivers of investment for these types of office accommodation is critical. It is also important to recognise that the employment densities of office workers vary significantly on a per hectare basis, depending on the type of office accommodation provided.

The commercial floorspace needs assessment forecasts the volume of floorspace that is likely to be required in the Shire in the future to accommodate office related employment.

Estimated supply of commercial floorspace

It is difficult to accurately calculate the square meter of commercial floorspace that currently exist within the Shire, particularly given the unique office requirements for industry that serves the Kimberley.

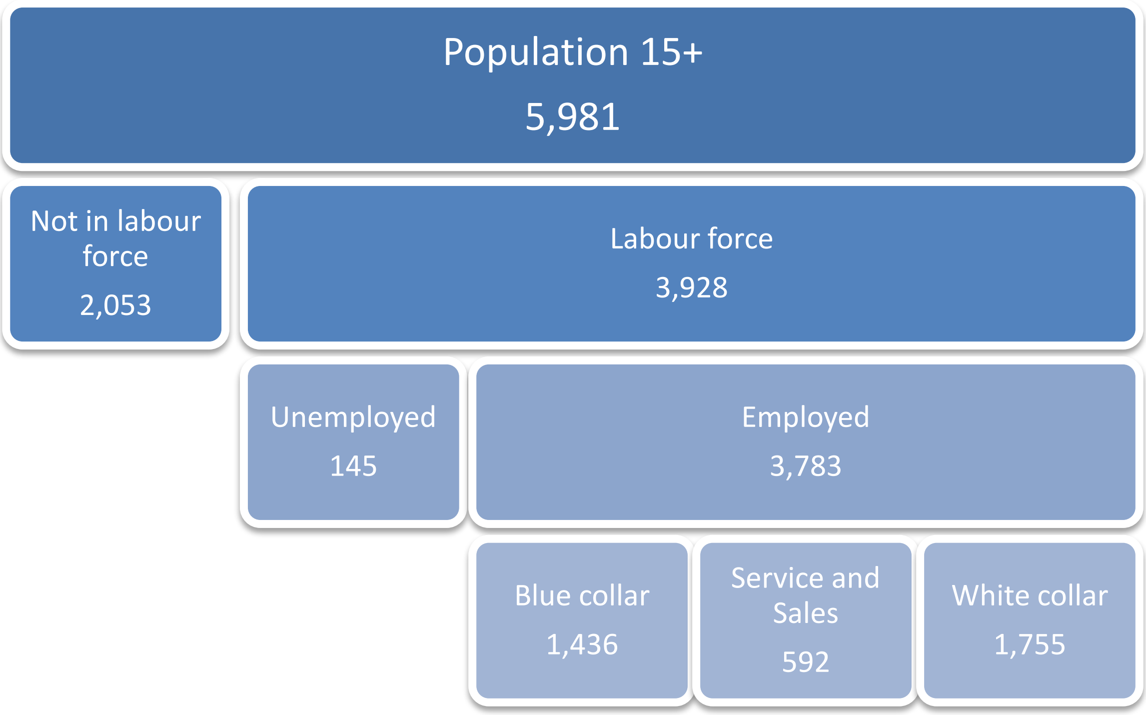
MacroPlan has therefore used an assessment of the labour force composition to estimate a supply requirement and examine the likely growth in the labour force overtime to 2041 and also estimated a future requirement for commercial floorspace.

We have undertaken an assessment of the requirement to 2041 to allow for appropriate consideration of the size of centres and particularly Kununurra. Our analysis includes:

- Estimating the number of full-time equivalent white collar workers.
- Estimating the proportion of these workers that require accommodation in commercial floorspace.
- Estimating the growth in this requirement over time.

The tree diagram below illustrates the steps taken in estimating the full-time equivalent white collar labour force in the Shire in 2011. It reveals that of a labour force of 3,928 there are 1,755 workers who are white collar jobs (i.e. managers, administrators, professionals etc.)

Figure 50. Assessing the current white collar component of the labour force



Source: ABS Census; Map Info; MacroPlan Dimasi

Table 10. Labour force projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
Population	7,360	7,799	9,433	11,459	13,978	17,119	21,044	25,961
Population aged 15+	5,559	5,891	7,125	8,656	10,558	12,931	15,896	19,610
Labour force	3,707	3,928	4,751	5,771	7,040	8,622	10,599	13,075
Employed	3,570	3,783	4,575	5,558	6,780	8,303	10,207	12,592
White collar labour force	1,656	1,755	2,122	2,578	3,145	3,852	4,735	5,841
Blue collar labour force	1,355	1,436	1,737	2,110	2,574	3,152	3,875	4,780
Service / Sales labour force	559	592	716	870	1,061	1,299	1,597	1,970

Source: ABS Census; Map Info; MacroPlan Dimasi

However, not all of these 'white collar workers' require office accommodation in centres. Some will work from home, some will not work in offices (i.e. tradespersons classed as managers) and others will work in office floorspace outside of centres.

Not all of these jobs will be located in Kununurra or Wyndham, with some jobs leaking to other locations, including mining workers and fly-in-fly-out workers. There will also be some jobs performed by non-study area residents.

The table below converts the employment projections into full time equivalent jobs. Based on these and a number of other assumptions derived from assessments of Journey to Work and other data derived from the Census, we can estimate that in 2011 there were around 1,626 FTE white collar jobs. The number of white collar jobs is expected to increase to 6,007 FTE by 2041.

Table 11. Jobs projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
Employed	3,570	3,783	4,575	5,558	6,780	8,303	10,207	12,592
Injection	-268	-284	-343	-417	-509	-623	-766	-945
Containment	3,302	3,499	4,232	5,141	6,271	7,680	9,441	11,646
Inflow	465	493	596	724	883	1,082	1,330	1,640
Jobs in Study Area	3,767	3,992	4,828	5,865	7,154	8,762	10,770	13,287

Source: ABS Census; Map Info; MacroPlan Dimasi

Table 12. Occupations projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
White collar jobs	1,676	1,816	2,245	2,786	3,470	4,338	5,440	6,711
Blue collar jobs	1,564	1,617	1,907	2,259	2,683	3,199	3,825	4,718
Sales and Services jobs	527	558	675	820	1,000	1,225	1,506	1,858
Total	3,767	3,992	4,828	5,865	7,154	8,762	10,770	13,287

Source: ABS Census; Map Info; MacroPlan Dimasi

Table 13. Occupations (FTE) projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
White collar jobs	1,501	1,626	2,010	2,494	3,106	3,882	4,869	6,007
Blue collar jobs	1,405	1,453	1,714	2,029	2,411	2,874	3,437	4,240
Sales and Services jobs	445	471	570	692	845	1,035	1,272	1,569
Total	3,350	3,550	4,294	5,216	6,362	7,791	9,577	11,815

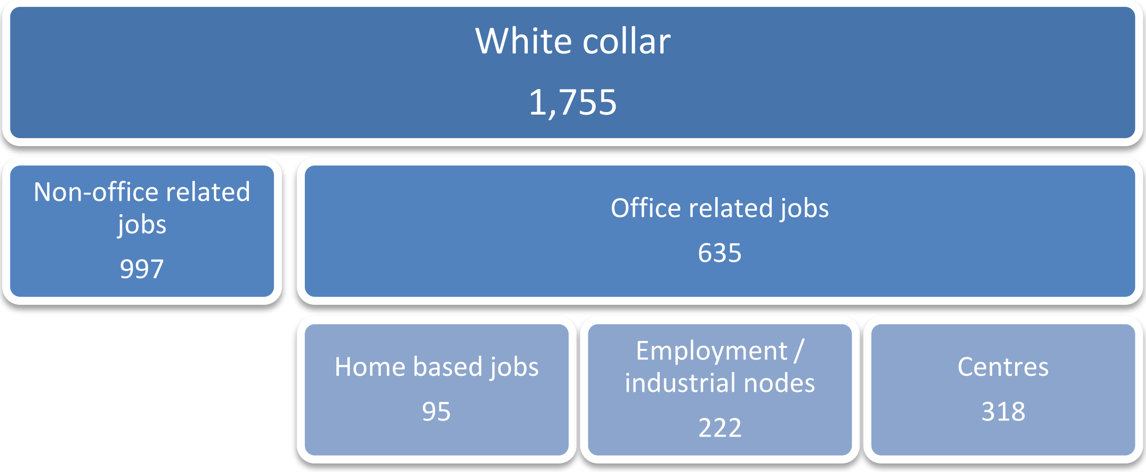
Source: ABS Census; Map Info; MacroPlan Dimasi

The figure below illustrates an estimated allocation in the study area of white collar workers across the various components of commercial floorspace including:

- Home based workers (around 15% of white collar workers who work in a home or mobile based environment)
- Office workers working on business or industrial zoned land (around 35% of office workers)
- Centre (50%)

This creates a current need for around 17,115 square meters of commercial floorspace in the Shire of Wyndham-East Kimberley.

Figure 51. Current estimate of commercial jobs by type, Shire of Wyndham-East Kimberley, 2011



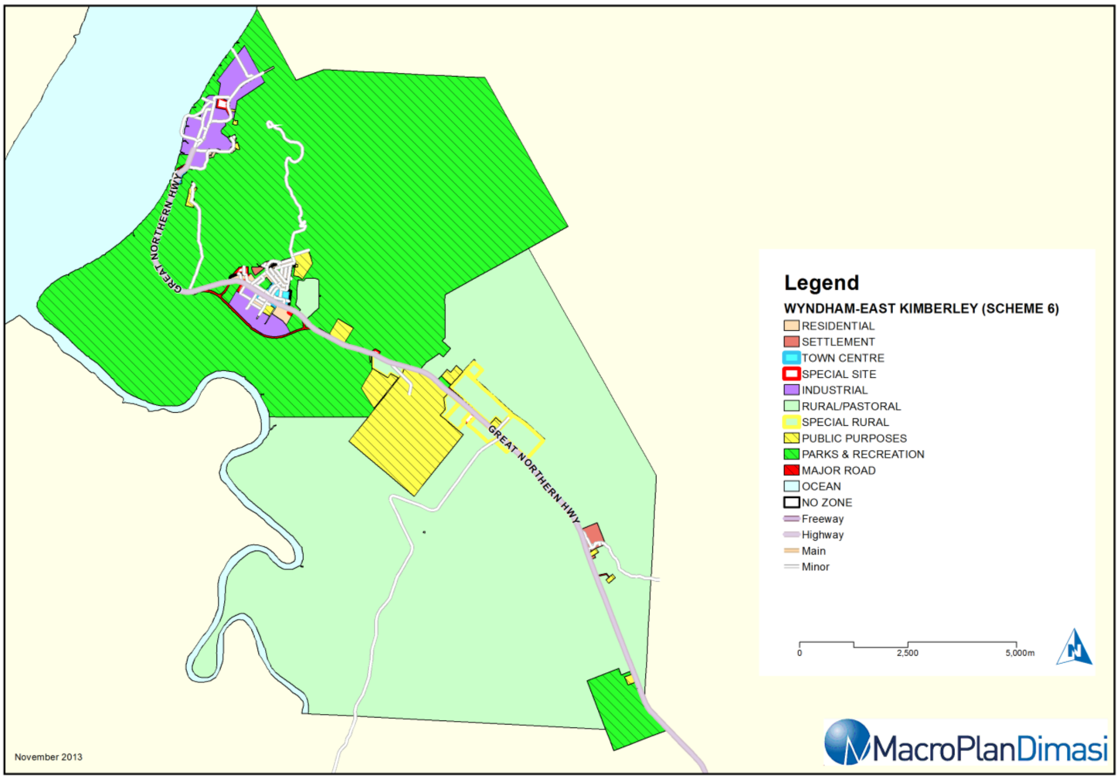
Source: ABS Census; Map Info; MacroPlan Dimasi

The following section of the report assesses likely growth in the Shire labour force and the demand for additional commercial floorspace including a hierarchy allocation.

There are 160 ha zoned for commercial, retail and mixed business uses as described below:

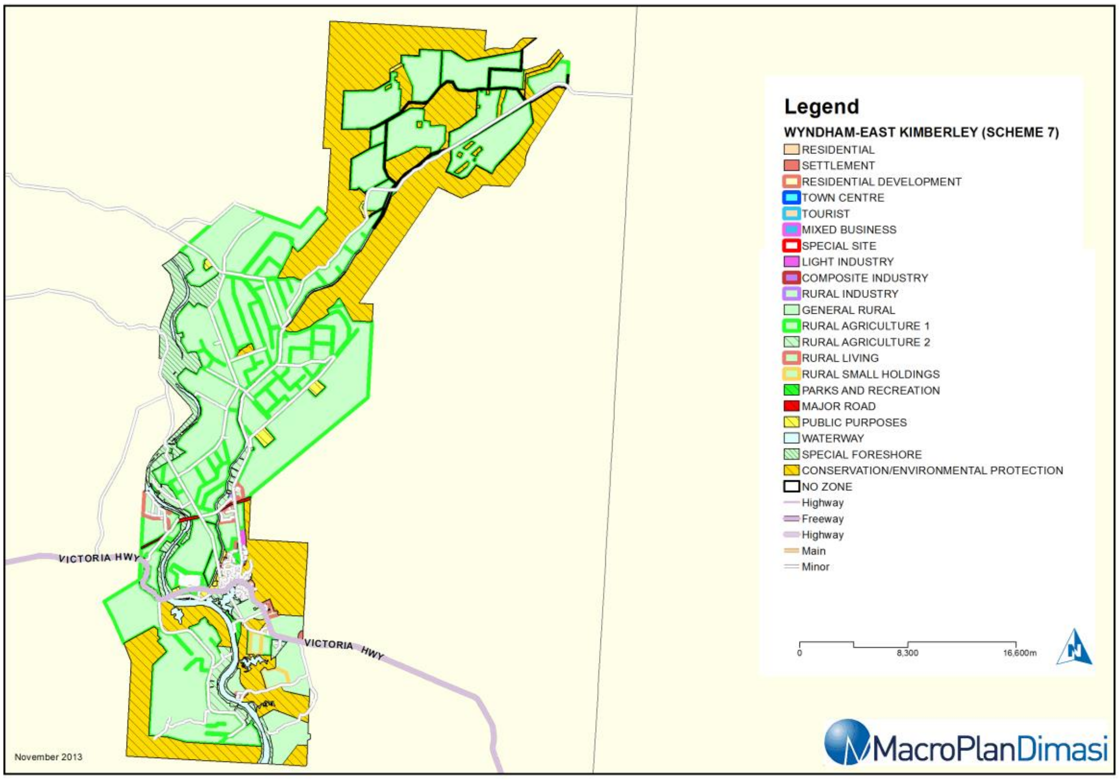
Kununurra	Wyndham	SWEK
•Mixed business 34ha •Tourist 68ha •Town centre 36ha **•Total Commercial 138ha**	•Mixed business 0ha •Tourist 0ha •Town centre 22ha **•Total Commercial 22ha**	•Mixed business 34ha •Tourist 68ha •Town centre 58ha **•Total Commercial 160ha**

Figure 52. Current estimate land use, Wyndham



Source: MacroPlan Dimasi

Figure 53. Current estimate land use, Kununurra, 2011



Source: MacroPlan Dimasi

Commercial floorspace need

This section assesses the future demand for employment of white collar workers in the Shire and converts this to a commercial floorspace requirement to support the levels of employment within the region. In meeting the needs of the local and regional labour force there are two primary stated aims and performance measures:

- Providing employment self-sufficiency (providing up to one job for every resident member of the labour force within the Shire.
- Providing employment self-containment (increasing the proportion of resident workers who actually work within their local area or defined catchment).

Providing employment self-sufficiency does not necessarily equate to employment self-containment. However, benchmarking of ABS census statistics reveals that most municipalities of Australia that offer relatively higher levels of employment relative to their resident labour force tend to experience reduced levels of commuting outside. This is likely to be more exaggerated within the Shire given the level of FIFO workers to the region. However, this will most likely impact on the mining and blue collar related workers.

The tables below outlines the commercial land need based on the job forecast for white collar jobs.

Total commercial land demand increases from 6,352 square meters in 2011 to 23,467 square meters in 2041. This commercial land requirement is split into:

- Core office: Increasing from 5,081 square meters in 2011 to 18,774 square meters in 2041.
- Secondary office: Increasing from 1,270 square meters in 2011 to 4,693 square meters in 2041.

Table 14. White collar job projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041	Change (2011-2041)
Employed	3,570	3,783	4,575	5,558	6,780	8,303	10,207	12,592	8,809
White collar labour force	1,656	1,755	2,122	2,578	3,145	3,852	4,735	5,841	4,086
Containment	1,639	1,737	2,101	2,553	3,114	3,813	4,688	5,783	4,046
Leakage	-17	-18	-21	-26	-31	-39	-47	-58	n.a.
Inflow	37	79	144	234	357	524	752	928	849
White collar jobs in study area	1,676	1,816	2,245	2,786	3,470	4,338	5,440	6,711	4,894
White collar jobs in study area (FTE)	1,506	1,632	2,018	2,504	3,118	3,898	4,888	6,030	4,398

Source: ABS Census; Map Info; MacroPlan Dimasi

Table 15. Demand for office job projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041	Change (2011-2041)
Primary	356	386	477	592	737	922	1,156	1,426	1,040
Secondary	230	249	308	382	476	595	746	921	672
Non-core office	920	997	1,232	1,529	1,905	2,381	2,986	3,683	2,686

Source: ABS Census; Map Info; MacroPlan Dimasi

Table 16. Office job location projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041	Change (2011-2041)
Home - based office / no formal address	88	95	118	146	182	228	285	352	257
Activity Centre Related	293	318	393	487	607	758	951	1,173	856
- Core	235	254	314	390	485	607	761	939	685
- Secondary	59	64	79	97	121	152	190	235	171
Employment nodes	205	222	275	341	425	531	666	821	599

Source: ABS Census; Map Info; MacroPlan Dimasi

Table 17. Office floorspace demand projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041	Change (2011-2041)
Core	4,690	5,081	6,281	7,794	9,708	12,134	15,218	18,774	13,692
Secondary	1,173	1,270	1,570	1,949	2,427	3,034	3,804	4,693	3,423
Total office floorspace demand	5,863	6,352	7,851	9,743	12,135	15,168	19,022	23,467	17,115

Source: ABS Census; Map Info; MacroPlan Dimasi

Industrial assessment

This section of the report provides and assessment of industrial supply and demand assessment for the Shire.

Employment

A key determinant of demand for industrial land is the size, composition and structure of the industrial economy. 'Blue collar' workers (defined in this report as tradespersons; intermediate production and transport workers; and Labourer) represent the primary employees in an industrial zone. Changes in the size and location of 'blue collar' occupations are likely to provide an indication as to the quantum and requirements of industrial land.

There have been changes in the Shire's employment over the period 1991-2011. Over this period Shire of Wyndham-East Kimberley workers in 'blue collar' occupations has slightly grown to total employment in the Shire. This is reflected in employment growth in the service sector, particularly for mining related occupations.

Table 18. Labour force projections, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
Employed	3,570	3,783	4,575	5,558	6,780	8,303	10,207	12,592
Blue collar labour force	1,355	1,436	1,737	2,110	2,574	3,152	3,875	4,780
Containment	1,539	1,504	1,774	2,100	2,496	2,975	3,557	4,388
Leakage	183	68	37	-10	-78	-177	-318	-392
Inflow	25	113	134	158	188	224	268	330
Blue collar jobs in study area	1,564	1,617	1,907	2,259	2,683	3,199	3,825	4,718
Blue collar jobs in study area (FTE)	**1,405**	**1,453**	**1,714**	**2,029**	**2,411**	**2,874**	**3,437**	**4,240**

Source: ABS Census; Map Info; MacroPlan Dimasi

Table 19. Demand for industrial jobs, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
On site	1,194	1,308	1,560	1,867	2,243	2,673	3,196	3,943
No Fixed Address	126	87	86	81	72	86	103	127
Home Based	84	58	69	81	96	115	137	170

Source: ABS Census; Map Info; MacroPlan Dimasi

Industrial land supply

An active and diverse industrial sector has developed in the Shire, largely based in Kununurra. Most of the land identified for this purpose is locate in the Red Ridge locality on Weaber Plain Road. Wyndham is well serviced with considerable amounts of zoned industrial land available northwards along the Cambridge Gulf in the port precinct and to the south of the Three Mile settlement.

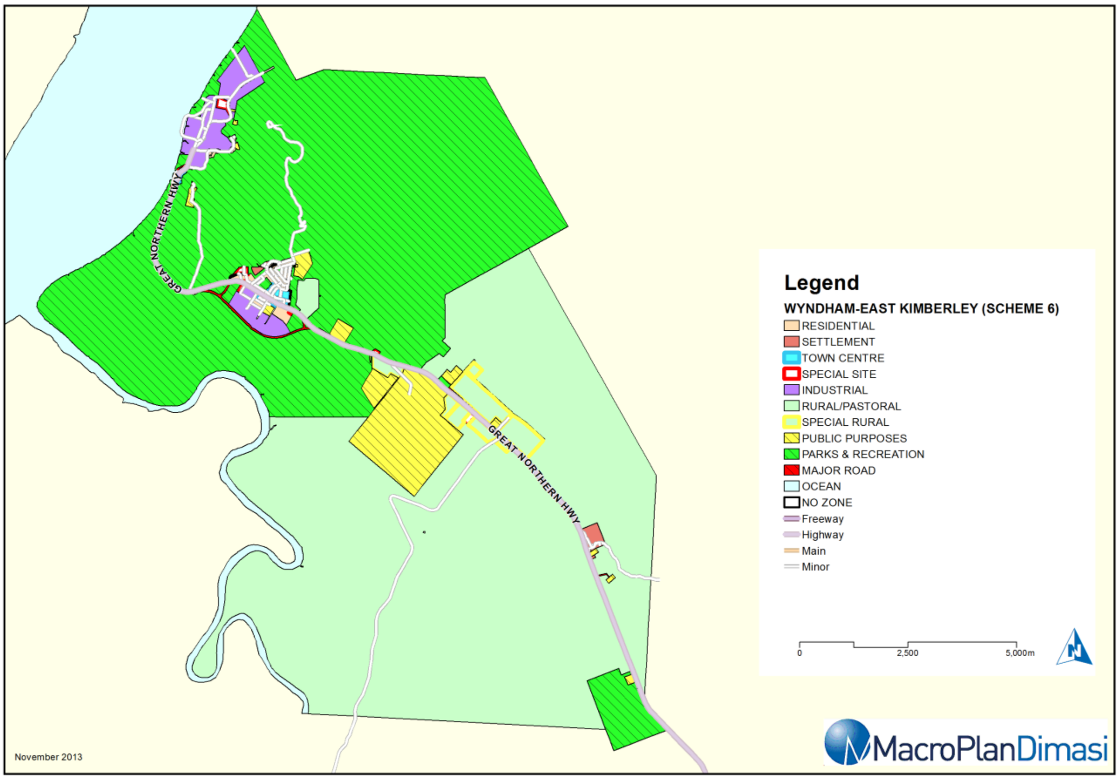
There are a number of industrial precincts within the Shire such as:

- The Argyle Diamond Mine
- Ord River Irrigation Area
- Wyndham Port

There are 420 ha zoned for industrial uses between Kununurra and Wyndham as described below:

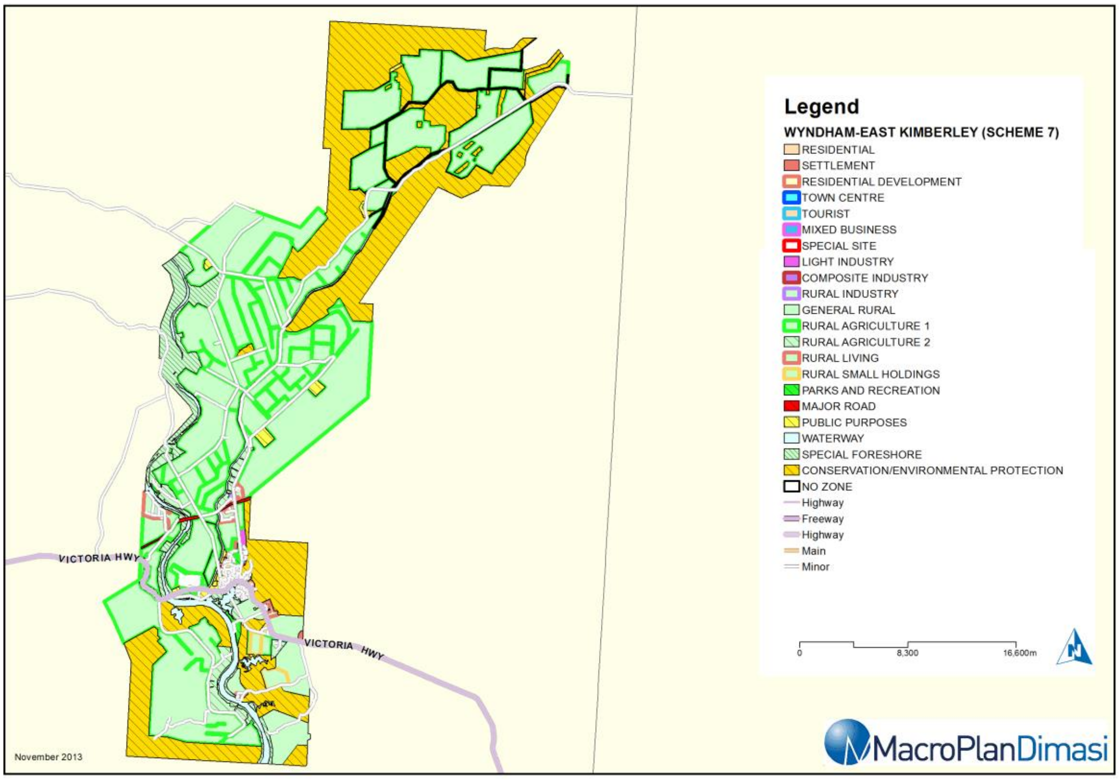
Kununurra	Wyndham	SWEK
•Composite 8ha	•Composite 0ha	•Composite 8ha
•Industrial 0ha	•Industrial 256ha	•Industrial 256ha
•Light industrial 89ha	•Light industrial 0ha	•Light industrial 89ha
•Rural industrial 67ha	•Rural industrial 0ha	•Rural industrial 67ha
•Total Industrial 164ha	**•Total Industrial 256ha**	**•Total Industrial 420h**

Figure 54. Current estimate land use, Wyndham



Source: MacroPlan Dimasi

Figure 55. Current estimate land use, Kununurra, 2011



Source: MacroPlan Dimasi

Industrial land requirement

Industrial land requirement can be derived from a number of factors including population growth and local, national or international demand for goods and services.

- Population growth
- Jobs growth (including resident and FIFO)
- Investment in mining and agriculture projects in WA
- Volume of minerals produced in Australia
- Employment in the mining industry in WA
- Value of minerals and petroleum produced in the Kimberley Region

Port expansion at Wyndham will increase production capacity and are likely to have the effect of driving demand for industrial land in the Shire.

The table below summaries the forecast industrial demand for the next 28 years reaching around 282 hectares in 2041.

Table 20. Industrial floorspace demand, Shire of Wyndham-East Kimberley, 2006-2041

	2006	2011	2016	2021	2026	2031	2036	2041
Land requirement (ha)	80	93	111	133	160	191	228	282
Industrial nodes	44	52	64	77	95	113	135	166
Local services	36	41	48	56	66	78	94	115

Source: ABS Census; Map Info; MacroPlan Dimasi

Monitoring industrial land supply

The industrial land requirement estimates outlined in the following section is based on measuring an 'adequate supply' of industrial land. This is defined as 15 years supply of designated industrial land and a 10 year supply of land zoned for industrial development. Future requirement is the additional land required to meet the needs of growth in that period to ensure maintaining an 'adequate supply' of industrial land.

A 15-year supply benchmark substantially exceeds the normal business planning cycles of the land development industry, which is usually three to five years. Sufficient stock of industrial land is required to maintain an ongoing supply to the market. This will:

- Support competition in the industrial land development market to avoid unnecessary upward pressure on land prices.
- Sufficient time to undertake appropriate strategic and infrastructure planning activities.
- Provides certainty and clear direction for investors and businesses.
- Builds growth and critical mass in the market place.

Competitive position

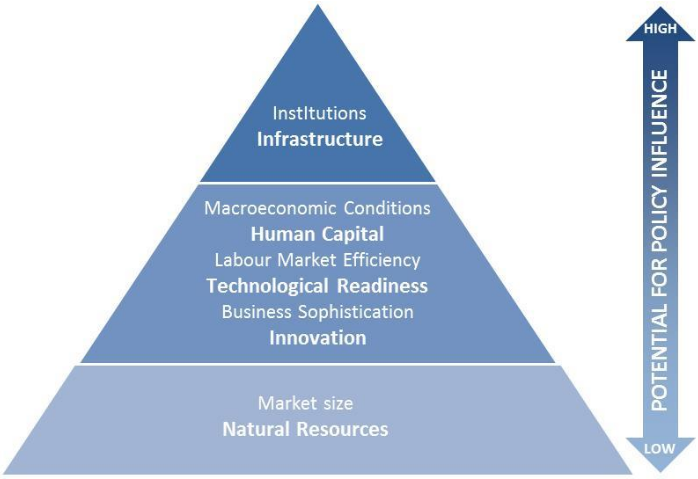
To get a better idea of how to achieve the East Kimberley @25K, an investigation of the competitive position of the Kimberley and of the Shire is instructive.

A range of factors largely explain differences in regions' economic prosperity and growth patterns. These includes differences in resource endowments, the size of markets, demography and population dispersion, levels of human capital, the extent and incidence of taxation and the level and quality of public expenditure, as well as competition and market settings. It is therefore useful to investigate prospects for the region through the prism of its economic performance and competitiveness relative to other regions or wider areas.

A competitiveness index developed by the Regional Australia Institute and drawing on the World Economic Forum's Global Competitiveness Report provides some guidance[1]. The 10 themes of regional competitiveness are distinguished between:

- Those that are essential fixed in nature and cannot easily be adjusted (such as the presence of natural resource or market size); and
- Those that can be changed by policy decisions, either directly through a decision to build, invest or change (such as institutions and infrastructure), or at least influenced by policy (such as human capital and labour market efficiency).

Figure 56. Competitiveness index topics hierarchy



Source: Regional Australia Institute, MacroPlan Dimasi

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1 Regional Australia Institute: Insight Regional Australia, http://.insight.regionalaustralia.org.au

An assessment of the Kimberley on these parameters provides an indication of the areas of comparative strength in the region and those that need attention or strategies to deal with them.

In the following section graphs for selected parameters show the relative comparative rankings for the Kimberley region against all 55 Australian Regions identified by Regional Development Australia and using the data measures utilised in the Insight project. Note that this includes regions within capital cities. The graphs show relative distance from the median rank, 1 represents the highest ranking and -1 the lowest ranking amongst the regions.

The section also includes comparative rankings for the Shire of Wyndham-East Kimberley local government area against all 560 local government areas in Australia. These are displayed with similar measures as for the regional comparisons.

Institutions

The institutional environment within a specific region is determined by a combination of Commonwealth, State, and local government controls.

These institutions play an integral role in creating the legal and administrative framework within which investor and business operate and households reside and therefore have as strong bearing on competitiveness due to the level of influence on investment decisions. For instance, an investment environment with minimal red tape may increase the incentives to invest in a certain region.

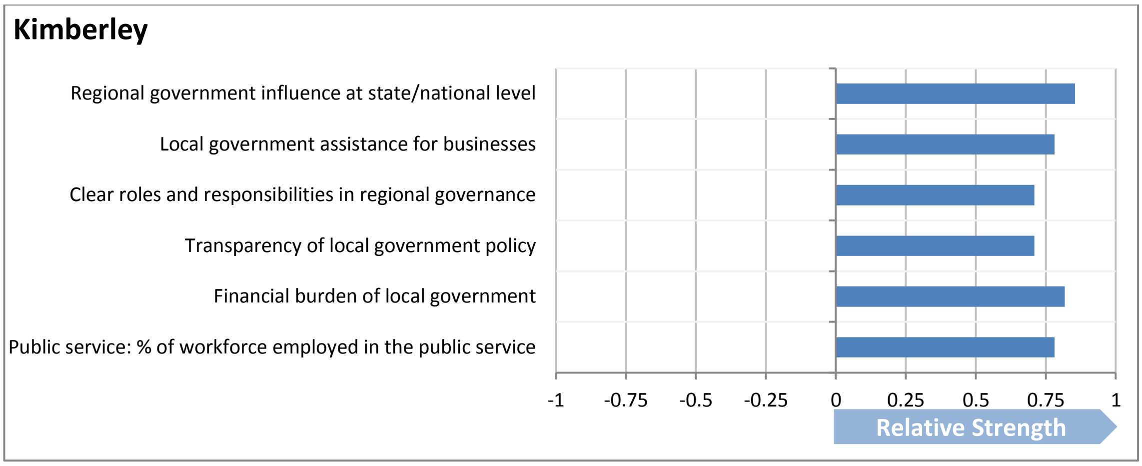
Alternatively, a lack of transparency or trustworthiness in the institutional framework may serve to discourage investment.

Table 21. Institution situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley Situation
► **Regional government influence at state and national level**	- The Kimberley is a high profile regional location and has very good exposure at the state and national government level.
► **Clear roles and responsibilities in regional governance**	- At the development level there is quite a lot of crossover between individual local governments and state agencies and at development policy level there is some duplication across all three tiers of government.
► **Financial burden of local government**	- The local governments have very high financial commitments for the provision of infrastructure and services for a rapidly expanding population, with a limited rate base and are under constant financial pressure.
► **The local and regional assistance available for businesses.**	- The local and regional bodies have limited funds available for direct business assistance, but it ranks amongst the highest amongst Australian regions.
► **Regional government independence (Councils with more autonomy are more able to respond to local needs/demands)**	- Compared with some other Australian jurisdictions, there is a high reliance on government decisions made outside of the region, particularly at State government level.

Source: Regional Australia Institute, MacroPlan Dimasi

Figure 57. Relative strengths: Institutions



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: In comparative terms the Kimberley is in a strong institutional position: its influence at state and national level is comparatively high and regional governance is relatively transparent with reasonable clarity of roles However, regional autonomy is quite low: local capabilities are highly dependent on continuing influence and good relations with the state government (in particular) and national government for resources; there is limited ability to raise funds locally for expansion projects. The relatively high proportion of people working in the public sector has positive and negative aspects to it: there is a high understanding amongst the various levels of the bureaucracy of regional conditions, but a reduced reliance on private sector activity to drive the economy.

Infrastructure and services

Infrastructure and transport (and, by extension, essential services) are crucial elements in determining the location of, and type of, investment activities and business sector that can develop in a region.

Well-developed infrastructure, particularly dependable electricity and telecommunications systems are an integral component of business production. Similarly, effective transport systems are vital in allowing regions to move their goods and services in a secure and timely fashion.

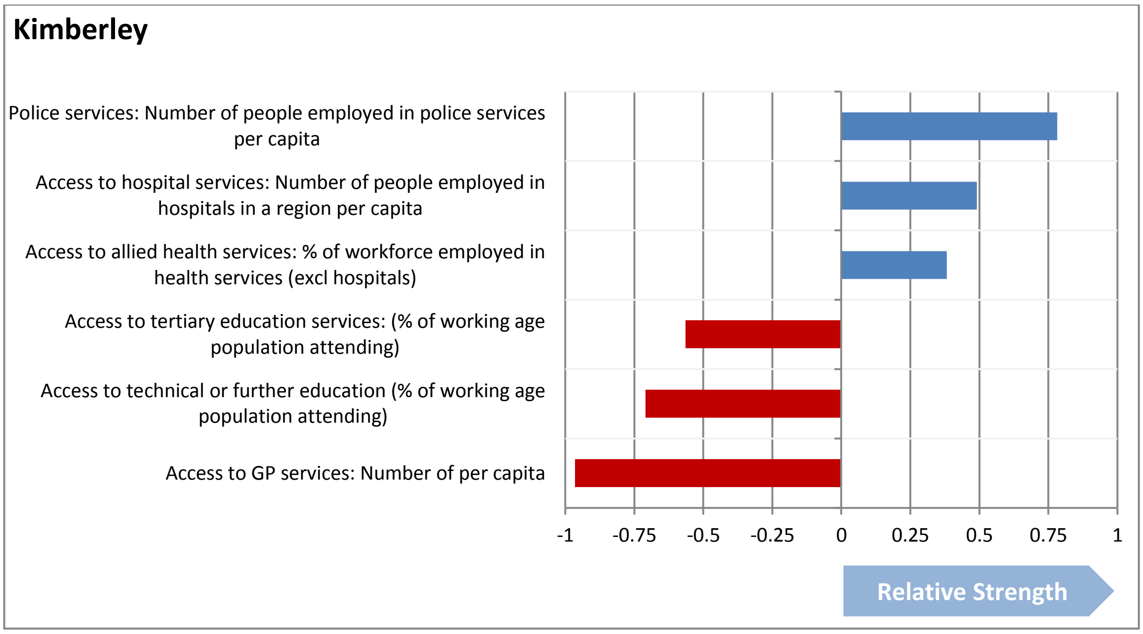
Both of these measures directly influence a region's ability to host economic activities through adequate infrastructure and also increase the region's ability to interact with other markets.

Table 22. Infrastructure and services situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley Situation
► Road infrastructure	- The region contains part of the intrastate regional road network - given the relative remoteness of the Kimberley it is a high quality connection.
► Aviation infrastructure	- The region has several large airports, including two that have regular interstate connections. One of the two airports has regular international operations and the other is capable of expansion to regular international operations.
► Access to higher education.	- There is only limited access to higher education – the University of Notre Dame Broome Campus provides a range of vocational education and training courses, but there is virtually no access to tertiary education in the Shire of Wyndham-East Kimberley
► Port infrastructure	- Existing port facilities in the region are of limited scale. The Port of Wyndham is expected to be important for the export of additional agricultural production from an expanded Ord River irrigation area. Additionally, with the potential expansion of mining in the East Kimberley, export of bulk commodities and the receipt of necessary supplies through the Port of Wyndham will only increase.
► Land cost	- Land cost generally is very high for all classes of accommodation. The median cost of buying a house in 2012 was $450,000 in Kununurra compared to $370,000 the Regional Western Australia.
► Access to hospital services and to allied health services	- There are good quality districts and regional hospitals, but limited specialist services. There is evidence that people need to leave the region for long periods for specialist treatment. There is limited aged care available.

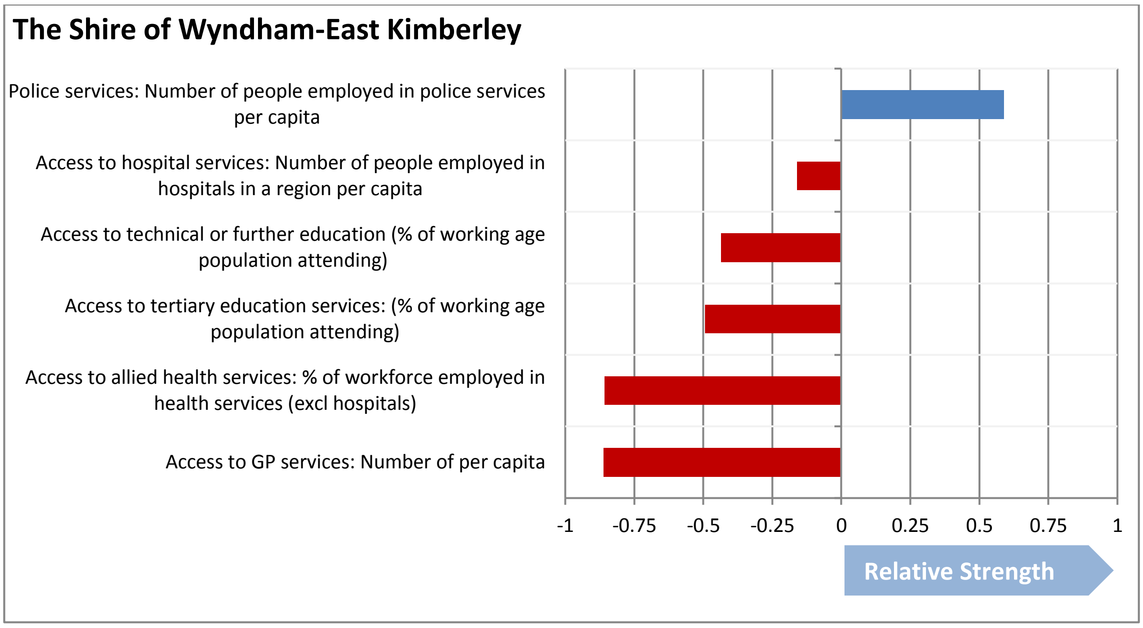
Source: Regional Australia Institute, MacroPlan Dimasi

Figure 58. Relative strengths: Essential Services



Source: Regional Australia Institute, MacroPlan Dimasi

Figure 59. Relative strengths: Essential Services



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: The region has good transport connections and infrastructure. However it ranks poorly in all aspects of access to health services and education services. These are critical areas if the population is to be to retained and expanded. Extended GP, specialist and aged services are required to service population growth and to meet East Kimberley @ 25 objectives. There is a critical need for vastly expanded access to tertiary education and also technical and further education.

The Shire of Wyndham-East Kimberley matches the regional pattern across all measures, with low rankings for all essential services except police services.

Macroeconomic conditions

Economic conditions determine the quality of the general economic climate in a region. Economic stability is a key factor in ensuring high levels of trust in the market for both consumers and producers. High levels of trust lead to high long term investments rates (by business and households), which are an integral component of competitiveness. Conversely, uncertainty acts as a deterrent to investment, thereby decreasing competitiveness.

Table 23. Macroeconomic conditions situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley Situation
► Population churn	- The population turnover is high. This makes it difficult to develop a large and consistent group of regional 'champions'.
► Stability of the local economy (local inflation)	- Local inflation is high – local costs generally are high compared with elsewhere in the country.
► Building approvals – value of new investment	- The rate of building approvals is generally high, showing good evidence of business willingness to invest in the local community.
► Total income per person	- The average income is higher than the national average, with a high proportion of individual workers earning high incomes.

Source: Regional Australia Institute, MacroPlan Dimasi

Overall: Average incomes are high, meaning there is wealth in the community and latent demand for new business initiatives; however the cost base is very high.

Human capital

Human Capital is a measure of the capabilities and skills of the workforce in a particular region. Both health and education are major contributors to a region's level of human capital, as both of these factors are understood to increase labour efficiency and competitiveness.

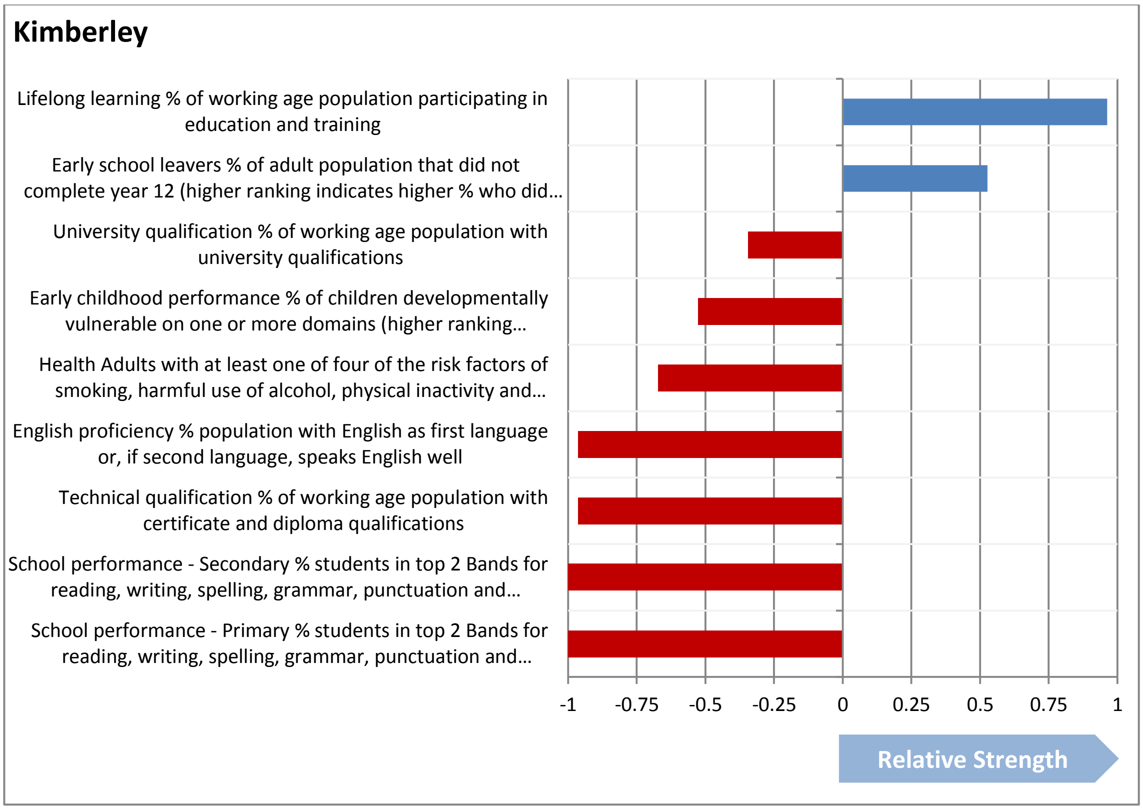
Regions of non-metropolitan Australia which have high levels of human capital – that is, a well-educated workforce and a propensity towards lifelong learning – are expected to experience higher levels of economic growth, are more adaptive and innovative and are more resilient to negative outside influences.

Table 24. Human capital situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley Situation
► Median age of the workforce	- Generally the workforce is younger than the national average, with a high proportion in the 25 to 44 year age groups.
► Workforce education levels	- The region has a lower proportion of qualified people in the workforce, even compared with other resources regions in Australia.

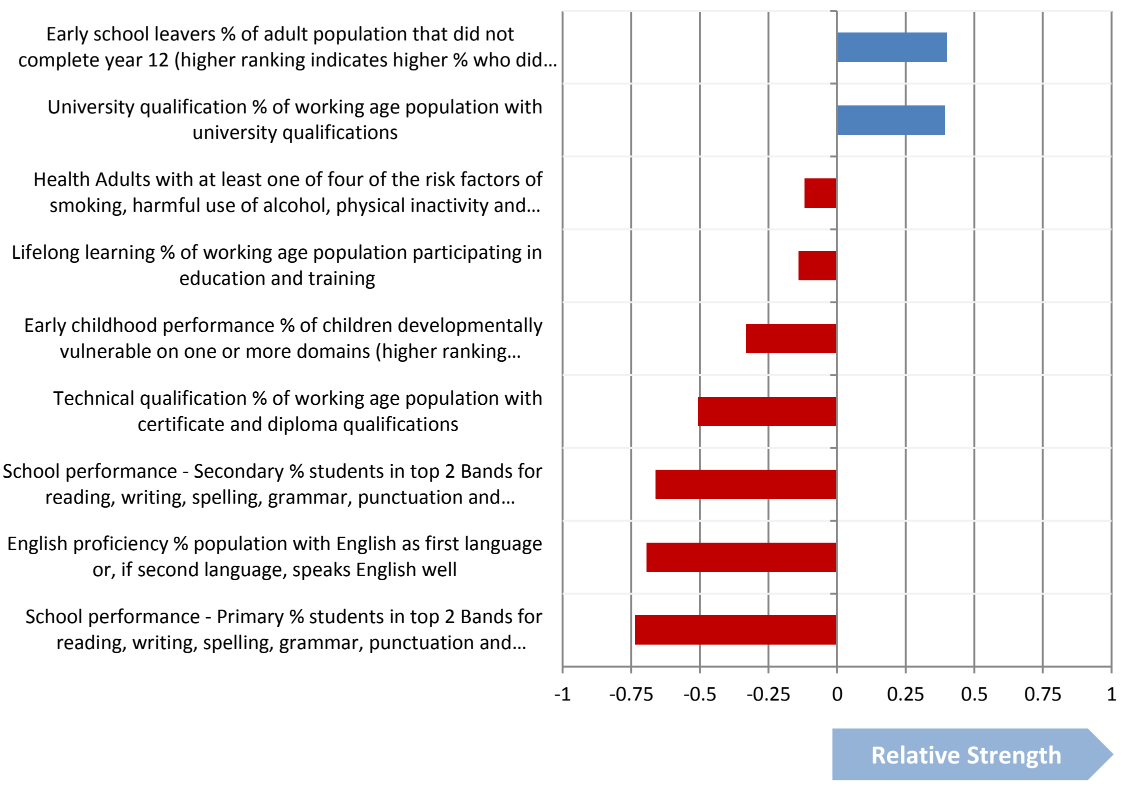
Source: Regional Australia Institute, MacroPlan Dimasi

Figure 60. Relative strengths: Human Capital



Source: Regional Australia Institute, MacroPlan Dimasi

Figure 61. Relative strengths: Human Capital



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: The region has a relatively young, healthy and energetic workforce. However, the region ranks comparatively poorly on other measures of human capital, with a lower than average incidence of trade qualifications and of tertiary education amongst the workforce. The high proportion of FIFO and DIDO workers limits the ability of this part of the workforce to contribute to regional expansion beyond the specific project on which they are working. Of particular note is the relatively low school performance scores at both primary and secondary level. This is a key factor that must be improved if population retention and growth is to be achieved.

The Shire of Wyndham-East Kimberley has good scores on early childhood performance and higher than average rankings of workers with university qualifications.

Labour Market Efficiency

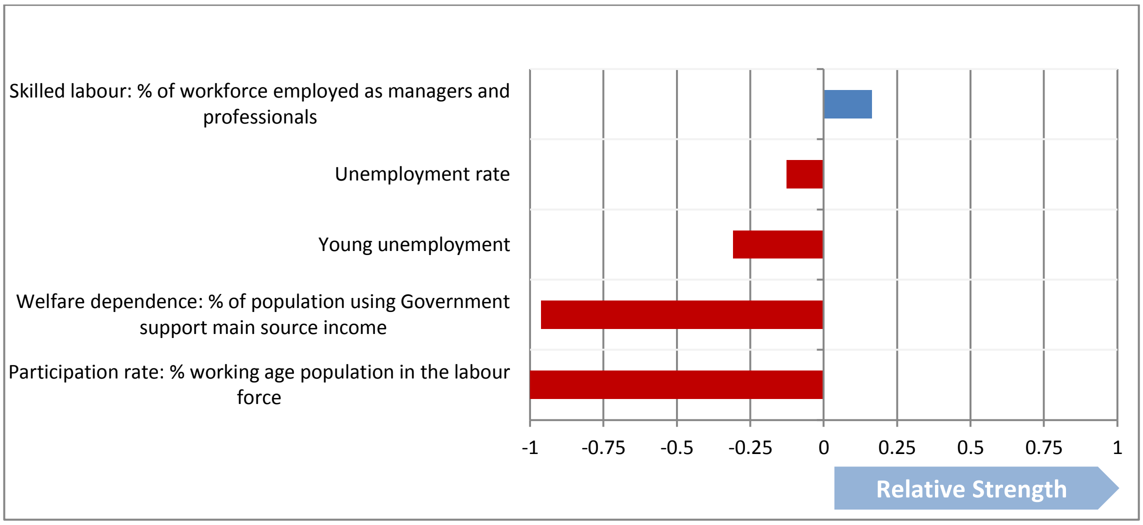
Both employment rates and the levels of labour force participation are key inputs into the creation of an efficient labour market. Generally, long-term unemployment indicates the presence of inherent structural problems which may adversely impact competitiveness. Low labour force participation may reflect low education levels in the region, a lack of economic opportunities or an atypical age structure (such as a skew towards retirement age person).

Table 25. Human capital situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley Situation
► Wage/labour costs	- Above average
► Unemployment rates in the region	- Below average
► Levels of labour force participation in each region	- Generally high
► Youth unemployment	- Below average
► Skilled labour	- Above average
► Welfare dependence	- Very high

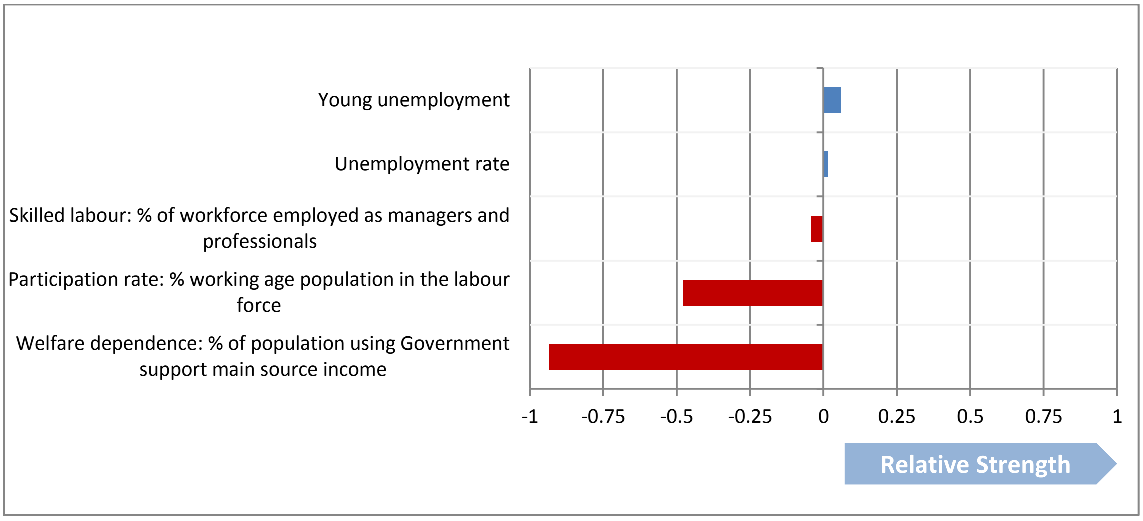
Source: Regional Australia Institute, MacroPlan Dimasi

Figure 62. Relative strengths: Labour Market Efficiency, Kimberley Region



Source: Regional Australia Institute, MacroPlan Dimasi

Figure 63. Relative strengths: Labour Market Efficiency, Shire of Wyndham-East Kimberley



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: In comparative terms the labour force is relatively engaged, flexible and mobile. However, the participation rate is quite low, possibly partly reflecting the indigenous population, but also possibly reflecting the lower than average participation of partners of people working in major projects who might regard their time in the Kimberley as a relatively short term and not have employment that meets their needs or expectations.

The level of skilled labour (i.e. people employed as managers and professionals) in the Shire is slightly lower the country average. Furthermore, the Shire of Wyndham-East Kimberley has high level of welfare dependency.

Technological readiness

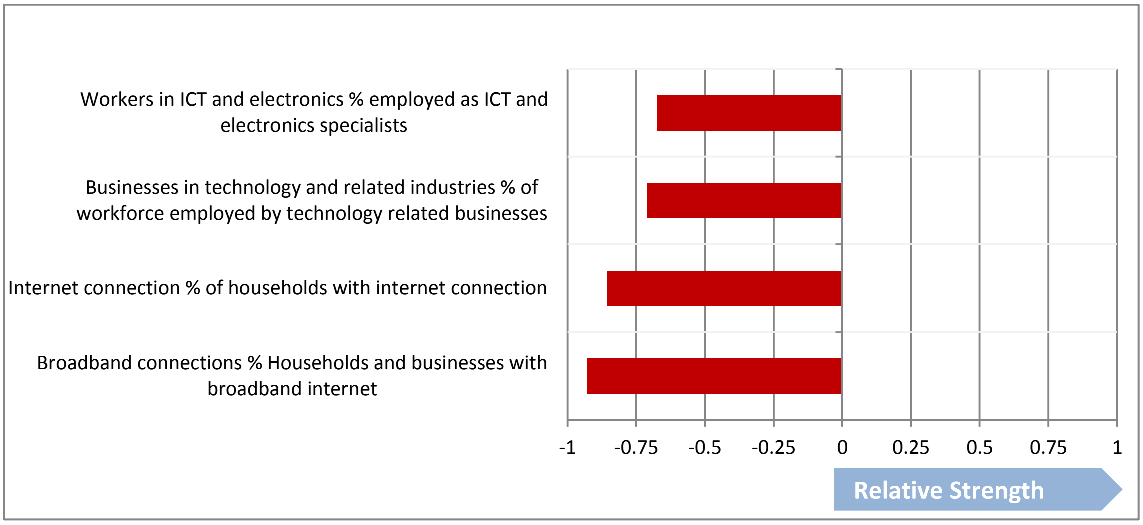
Information and communication technologies have historically played a crucial role in creating innovative and more efficient work practices and lifestyles, improving productivity and greatly speeding up commercial processes.

At present, digital innovations are transforming the way businesses operate, from retail services through to manufacturing and primary industries. For non-metropolitan regions to keep pace with metropolitan Australia, business and households need access to the latest technologies and the skills to use them. Therefore, technological readiness and a region's speed in adopting technologies is a vital element in determining a region's competitiveness and ability to attract investment by both households and businesses.

Table 26. Technological readiness situation, Kimberley region and Shire of Wyndham-East Kimberley

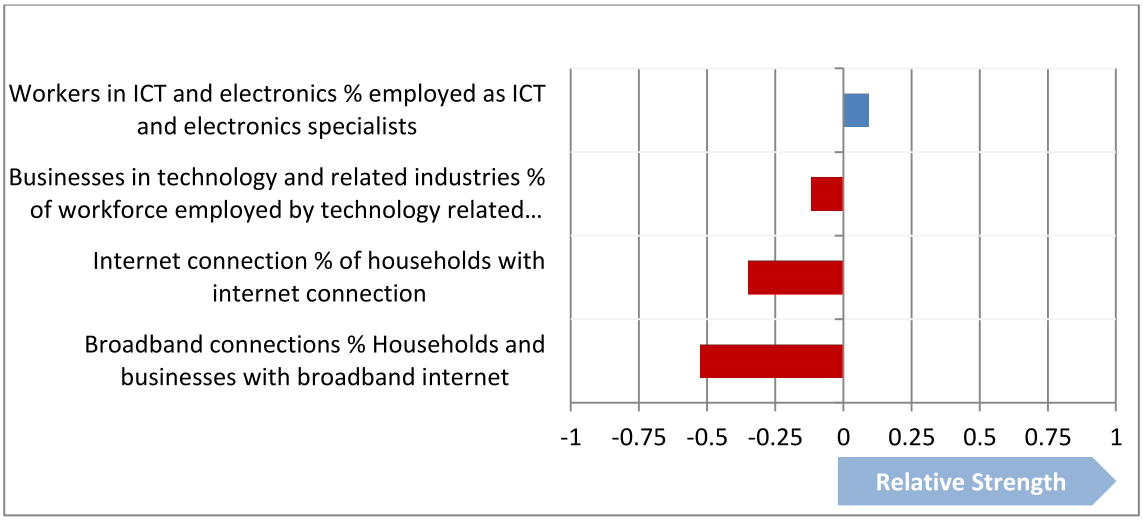
Competitiveness Index Element	Kimberley Situation
▶ **Government IT investment**	- Comparatively low
▶ **High-speed broadband availability**	- Large parts of the major centres already have NBN commenced or are on the three-year rollout program
▶ **Mobile phone coverage**	- Adequate in the major centres. The project new mobile communications infrastructure will be provided at 113 sites across the State, increasing mobile phone coverage by up to 22 per cent and boosting access to next generation broadband services. 25 sites in the Kimberley along the Great Northern Highway have been identified to receive this infrastructure upgrade.
▶ **Businesses in technology related industries**	- Average for a regional centre

Figure 64. Relative strengths: Technological Readiness, Kimberley Region



Source: Regional Australia Institute, MacroPlan Dimasi

Figure 65. Relative strengths: Technological Readiness, Shire of Wyndham-East Kimberley



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: There is a long way to deliver high speed broadband in most parts of the region and particularly in remote settlements. This is not a barrier to growth. There is no particular expertise amongst the business community for technology related industries.

The Shire has a relative high proportion of workers in ICT occupation.

Business sophistication

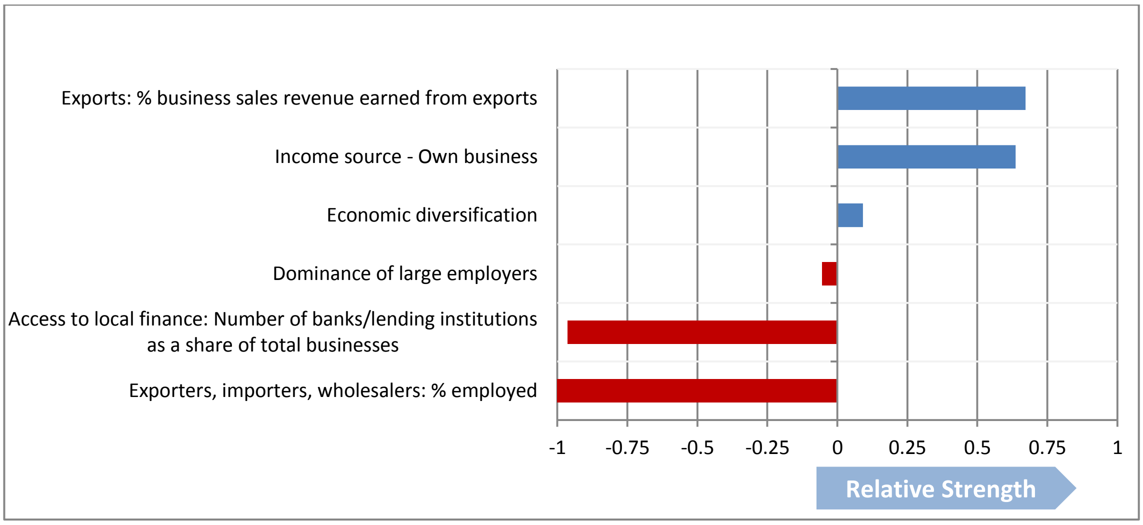
Business sophistication is determined by two key factors: the quality of a region's overall business networks and the quality of individual firms' operations and strategies. These two elements are inextricably linked and work together to encourage higher efficiency and levels of competitiveness. A region's level of business sophistication signals to potential investors the region's current productivity capabilities and their potential for responding to competitive pressures.

Table 27. Business sophistication situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley Situation
► **Quality of region's overall business networks**	- Small business networks and local chambers of commerce exist and can be expanded
► **Dominance of large employers - number of large firms in the region.**	- A good balance of employers with a slightly tendency for larger employers
► **Exports**	- High proportion of imports in all sectors (except for mining and agriculture), particularly services
► **Economic diversification**	- Slightly above the national average
► **Access to local finance**	- All channelled through Perth and elsewhere
► **Income source – own business**	- Significative SME sector

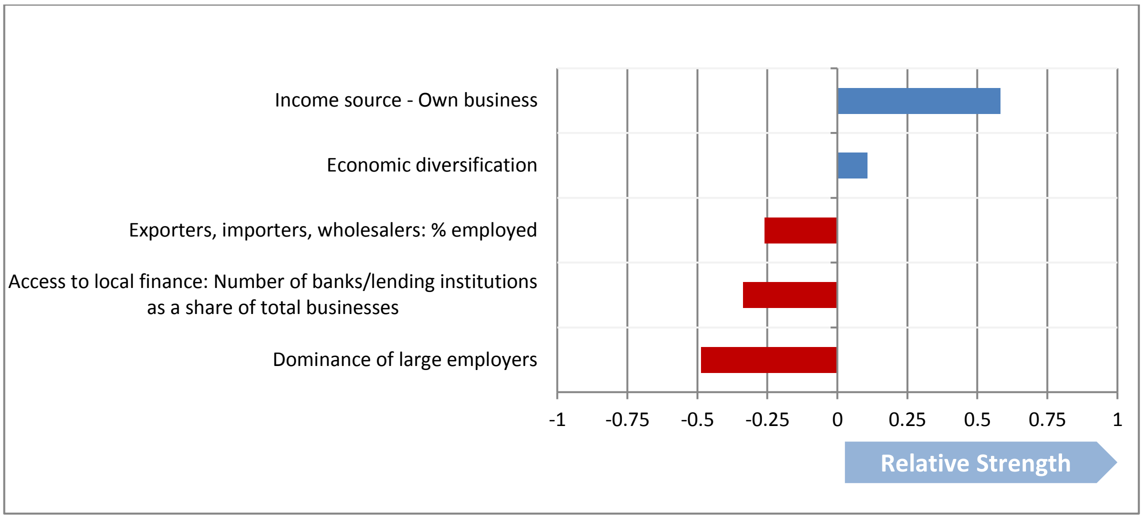
Source: Regional Australia Institute, MacroPlan Dimasi

Figure 66. Relative strengths: Business Sophistication, Kimberley Region



Source: Regional Australia Institute, MacroPlan Dimasi

Figure 67. Relative strengths: Business Sophistication, Shire of Wyndham-East Kimberley



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: The region has a good balance between large and small employers with a significative small and medium business sector.

The Shire of Wyndham-East Kimberley shows a most diverse and sophisticated business environment in the Kimberley, with the highest level of income sourced from own business, a high dominance by large employers.

Innovation

The relationship between innovation and competitiveness becomes increasingly relevant in developed economies in which markets need to be at the forefront of cutting edge products and processes in order to retain their competitive advantage.

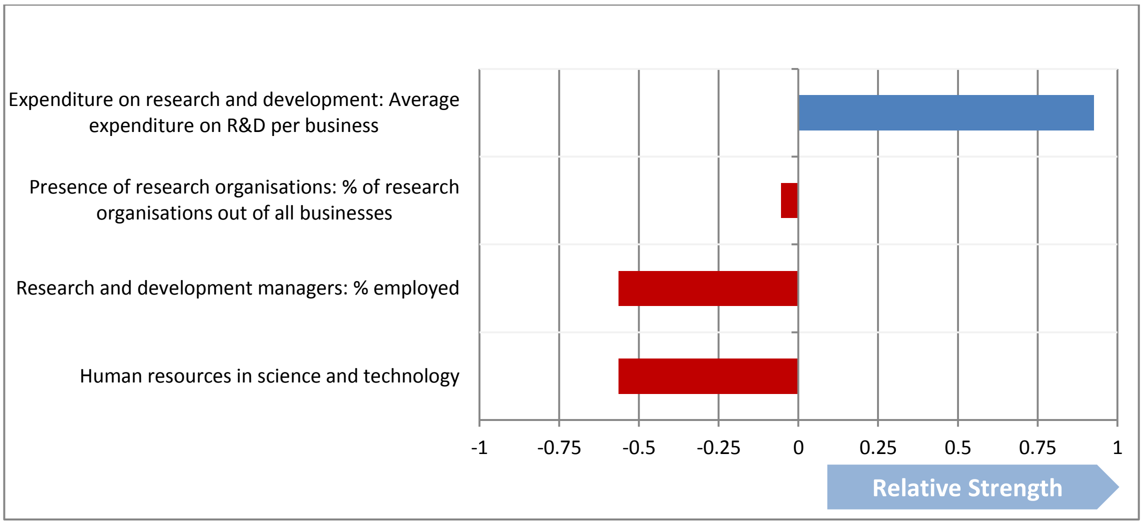
In the context of non-metropolitan regions of Australia, innovation is indicative of business willing to try new approaches to improving productivity and engaging with the enterprise environment, the digital agenda and investing in education and training. A reluctance or inability to innovate significantly reduces the competitiveness of a region.

Table 28. Innovation situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley situation
► Human resources in science and technology	- Comparatively low
► Presence of research organisations	- Very low
► Patents	- Very low
► Expenditure on research and development	- Very low, except for within major companies as part of their operations research; this explains the high overall ranking.

Source: Regional Australia Institute, MacroPlan Dimasi

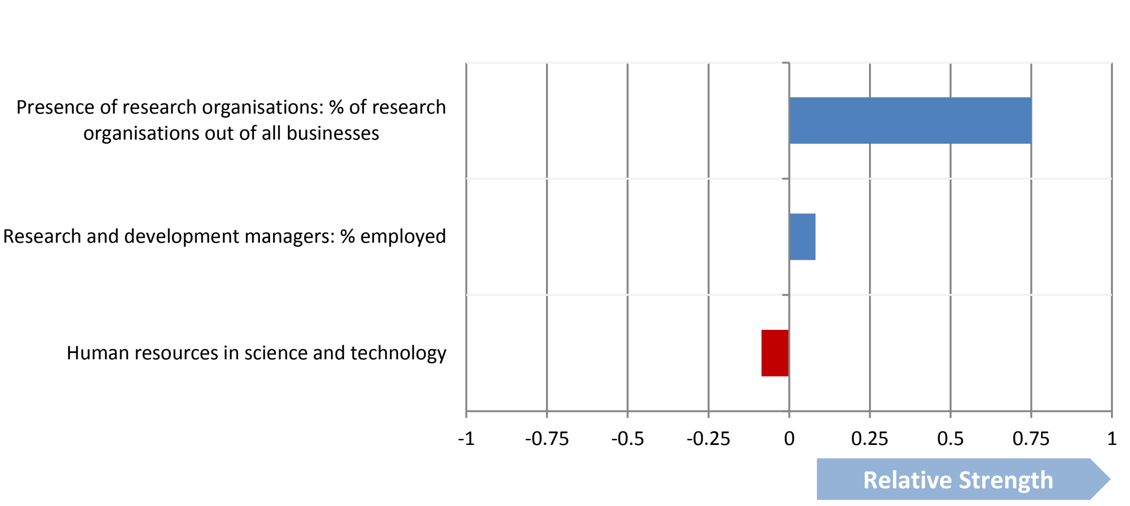
Figure 68. Relative strengths: Innovation, Kimberley Region



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: Amongst the major agriculture, minerals and resources companies the level of leading edge research and development is very high and its application in the region is widespread, resulting in continuous innovation and globally competitive operations. This presents an opportunity for the future of the region. It provides a level of skill and expertise that can be applied to other regional enterprises and also opportunity for supply chain and spin-off enterprises

Figure 69. Relative strengths: Innovation, Shire of Wyndham-East Kimberley



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: Amongst the major agriculture, minerals and resources companies the level of leading edge research and development is very high and its application in the region is widespread, resulting in continuous innovation and globally competitive operations. This presents an opportunity for the future of the region. It provides a level of skill and expertise that can be applied to other regional enterprises and also opportunity for supply chain and spin-off enterprises.

Economic fundamentals and Market size

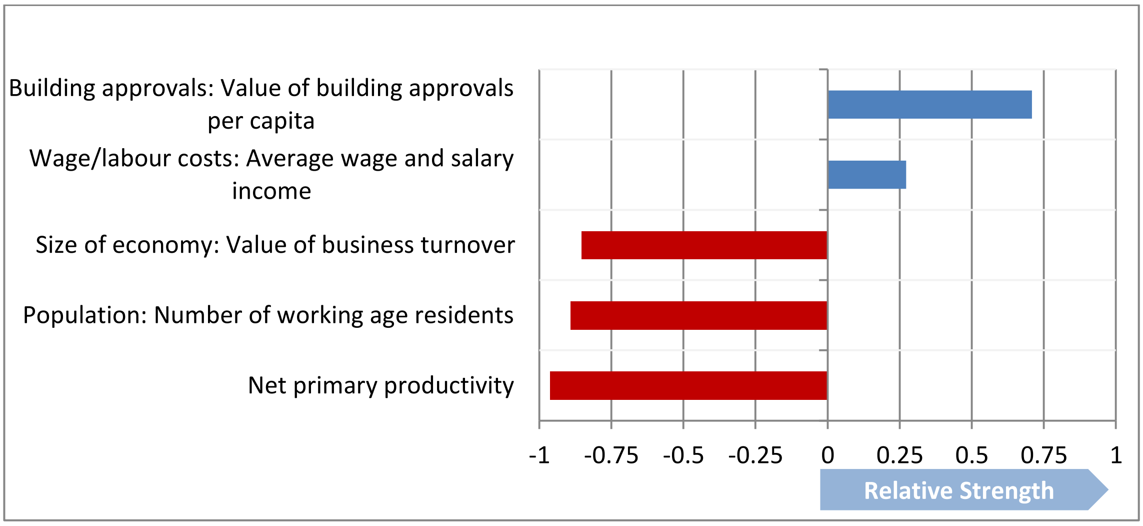
Market size and proximity to market are important determinants of regional competitiveness for non-metropolitan regions. Generally, larger markets allow firms to develop and benefit from economies of scale and encourage entrepreneurship and innovation. A small residential population and low numbers of local businesses can reduce economic opportunities and limit business growth

Table 29. Economic fundamentals and Market size situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley situation
► Size of local market	- There is a substantial and growing population base, although it is relatively small compared with most other Australian regions. A key strategic advantage is the presence of very large purchasers in the form of the major mining companies – local businesses able to supply to them will develop skills and expertise in selling to world-class purchasers, which will increase their viability for expansion outside of the region, including international expansion.
► Number of businesses relative to population size	- There is a relatively small business sector – this might be explained by the presence of very large employers and the high cost base
► Proximity to markets	- Main metropolitan markets are distant and will have high freight cost to service them. This will affect the viability of some potential agri-business diversification projects

Source: Regional Australia Institute, MacroPlan Dimasi

Table 30. Economic fundamentals and Market size situation, Kimberley region and Shire of Wyndham-East Kimberley



Source: Regional Australia Institute, MacroPlan Dimasi

Overall: While the region currently has a relatively small local market, it is coming to a scale that it can support a greater range and diversity of business and services; the presence of world-class purchasers provides a substantial opportunity.

Natural resources

A region's physical endowment, in terms of both the access to natural resources and the physical attributes of the region such as climate, are hugely influential in determining a region's competitiveness. Access to natural resources can create economic opportunities through offering inputs to productions (such as access to water or good quality soil), and can be used to generate production outputs (such as mineral or extractives).

Similarly, the physical make up of a region can be an important determinant of the region's ability to connect to external markets. If a region is situated on the ocean, they may have access to ports, a viable tourism industry, and be naturally more connected to wider markets than an inland region. In contrast, an area which is difficult to access, such as a remote community, will have more difficulty exporting goods and therefore be at an automatic comparative disadvantage.

Table 31. Economic fundamentals and Market size situation, Kimberley region and Shire of Wyndham-East Kimberley

Competitiveness Index Element	Kimberley Situation
► **Regional access to natural resources**	- There are abundant mineral and water resources.
► **Physical attributes of a region, and whether they are conducive to industry**	- The climate is conducive to agriculture. There are high-value heritage sites, giving tourist potential.

Source: Regional Australia Institute, MacroPlan Dimasi

Overall: There is opportunity for several main classes of expansion to the externally-oriented sectors of the Kimberley economy:

- Expansion of the economic base – Agriculture, mining and tourism
- Diversification projects: several of these are possible and addressed below.
- Exportable services: at the moment the services base of Kimberley is small and underdeveloped. However research institutes and tertiary education focussing on further development of the region's base minerals, energy and agriculture industries and spin-offs form technology-based diversification would provide a services sector with output applicable outside of the region. This is an area of great opportunity for the region.

Relative socio-economic indicators

Socio-economic indexes for areas (SEIFA)

SEIFA assesses relative socio-economic disadvantage and advantage, which the ABS defines in term of:

> *"people's access to material and social resources, and their ability to participate in society."*

The socio-economic indexes for areas are derived from Census data for individuals, families and households using the following dimensions:

- income variables;
- education variables;
- employment variables;
- occupation variables;
- housing variables; and
- other miscellaneous indicators of relative advantage or disadvantage.

They are available for small areas with populations of between 200 and 800 people (Statistical Area 1 – see Appendix), which allows for a fine-grained assessment of the population in an area.

Four indexes are available, which from slightly different perspectives:

- Index of Relative Socio-Economic Disadvantage (IRSD);
- Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD);
- Index of Economic Resources (IER); and
- Index of Education and Occupation (IEO).

Low scores indicate a high degree of disadvantage and high scores mean a low level of disadvantage. The scores are normalised to a mean of 1000 whereby any score below 1,000 relates to a higher level of disadvantage than the average for Australia. For comparisons, the decile rankings provide a simpler approach to comparing the data. A decile of 1 indicates the lowest 10 per cent of scores in Australia; decile 2 contains the next 10 per cent of score rankings.

The socio-economic indexes for areas (SEIFA) produced from the 2011 Census of Population and Housing show that the Kununurra and Wyndham area generally ranks poorly on all four of the indexes.

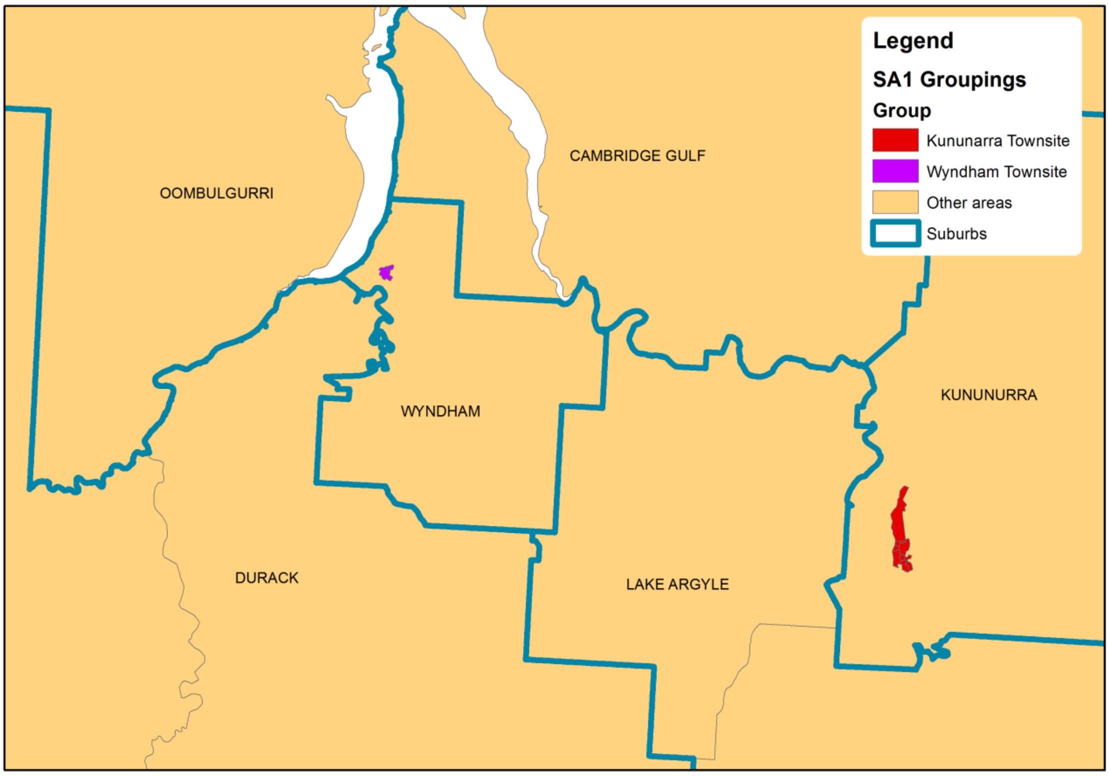
The following table indicates the SEIFA scores and deciles for the Statistical Area 1s that make up the Shire of Wyndham East Kimberley Area. This indicates that in general the Shire of Wyndham East Kimberley ranks poorly on the SEIFA scores. The exceptions are certain areas in and around Kununurra which have a relatively high ranking (deciles above 5) indicating a lower level of disadvantage than the average for Australia. Many of the SA1s outside Kununurra however rank in the lowest decile indicating very high levels of social disadvantage across the broader local government area.

Table 32. Table 1 - SEIFA for the Shire of Wyndham East Kimberley, 2011

Grouping	2011 Statistical Area Level 1 (SA1)	Index of Relative Socio-economic Advantage and Disadvantage		Index of Relative Socio-economic Disadvantage		Index of Economic Resources		Index of Education and Occupation		Usual Resident Population
		Score	Decile	Score	Decile	Score	Decile	Score	Decile	
Kununurra Townsite	**5120801**	1117.8	9	1102.2	9	1199.0	10	998.9	6	204
	5120807	473.8	1	328.9	1	422.2	1	808.5	1	153
	5120811	1036.4	7	1020.9	6	960.1	4	1090.7	8	935
	5120812	512.6	1	413.0	1	429.9	1	812.4	1	139
	5120814	991.0	5	1011.0	5	958.8	4	979.9	5	604
	5120815	962.3	4	963.0	3	941.1	3	950.7	4	793
	5120816	1028.0	6	1020.1	6	983.6	4	1008.4	6	657
	5120817	932.4	3	903.6	2	883.2	2	998.8	6	751
	5120818	967.7	4	956.7	3	907.3	2	992.6	5	546
Wyndham Townsite	**5120808**	906.8	2	892.0	2	884.0	2	1012.6	6	278
	5120810	807.1	1	790.0	1	775.9	1	912.6	3	504
Other areas	**5120802**	779.0	1	760.0	1	780.7	1	902.2	2	215
	5120803	712.7	1	643.4	1	711.4	1	929.1	3	265
	5120804	799.3	1	783.7	1	747.5	1	915.7	3	420
	5120805	1038.4	7	1042.4	7	1049.1	7	1024.9	7	744
	5120809	600.3	1	493.7	1	536.7	1	857.2	1	469
	5120813	729.8	1	711.1	1	702.2	1	836.7	1	101

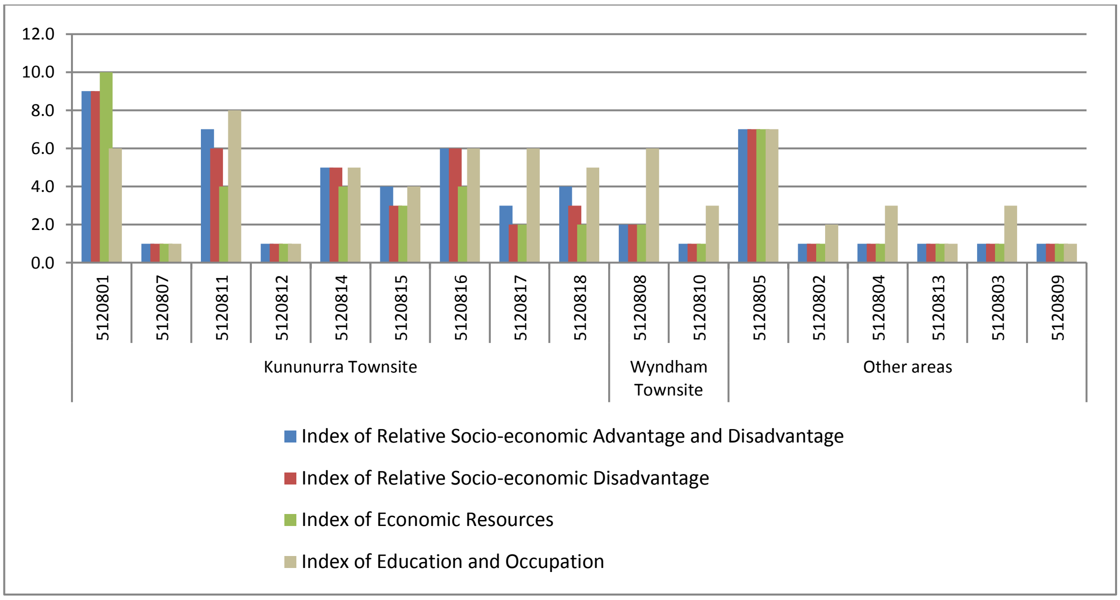
Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

Figure 70. SA1 Groupings



Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

Figure 71. SEIFA Indices by Decile



Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

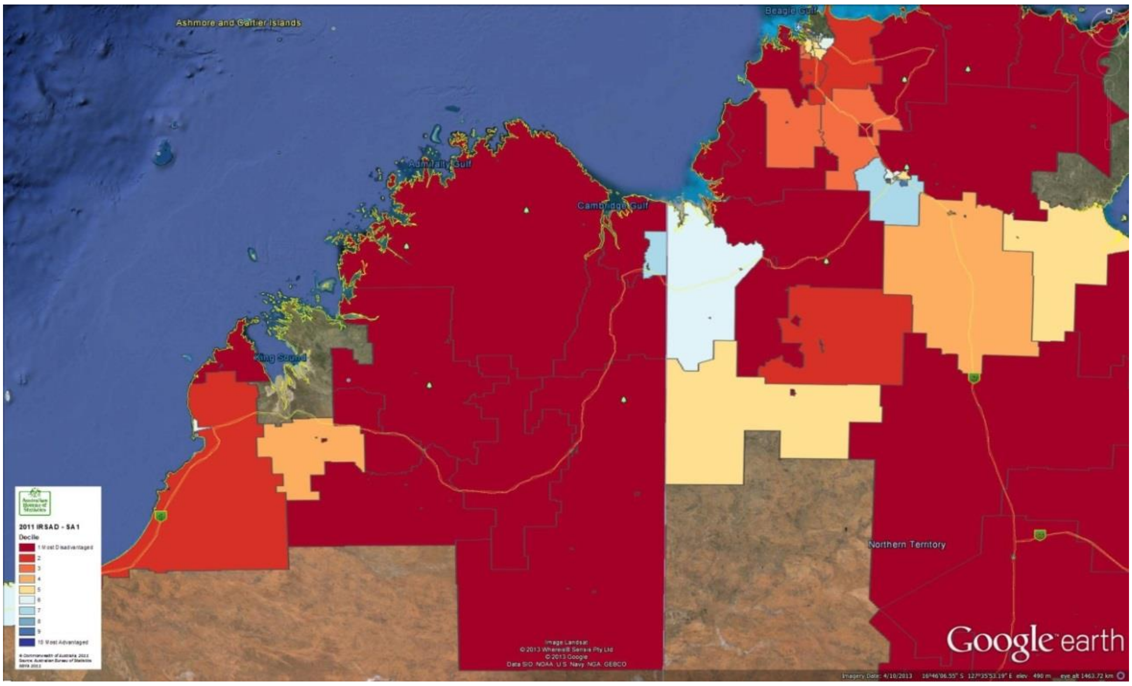
Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD)

The IRSAD summarises variables that indicate either relative advantage or disadvantage, therefore this index ranks areas on a continuum from most disadvantaged to most advantaged.

An area with a high score on this index has a relatively high incidence of advantage and a relatively low incidence of disadvantage. Due to the differences in scope between this index and the IRSD, the scores of some areas can vary substantially between the two indexes. For example, consider a large area that has parts containing relatively disadvantaged people, and other parts containing relatively advantaged people. This area may have a low IRSD ranking, due to its pockets of disadvantage. However, its IRSAD ranking may be moderate, or even above average, because the pockets of advantage may offset the pockets of disadvantage.

The following figure shows that disadvantage is broadly spread across the region. Whilst the region is extremely large and the trends are difficult to discern, in general terms areas of great social advantage tend to be ben represented by the smaller SA1s and based on the way that the ABS compiles SA1 geographies, smaller SA1s generally relate to areas of higher population density (albeit within this region still at very low densities).

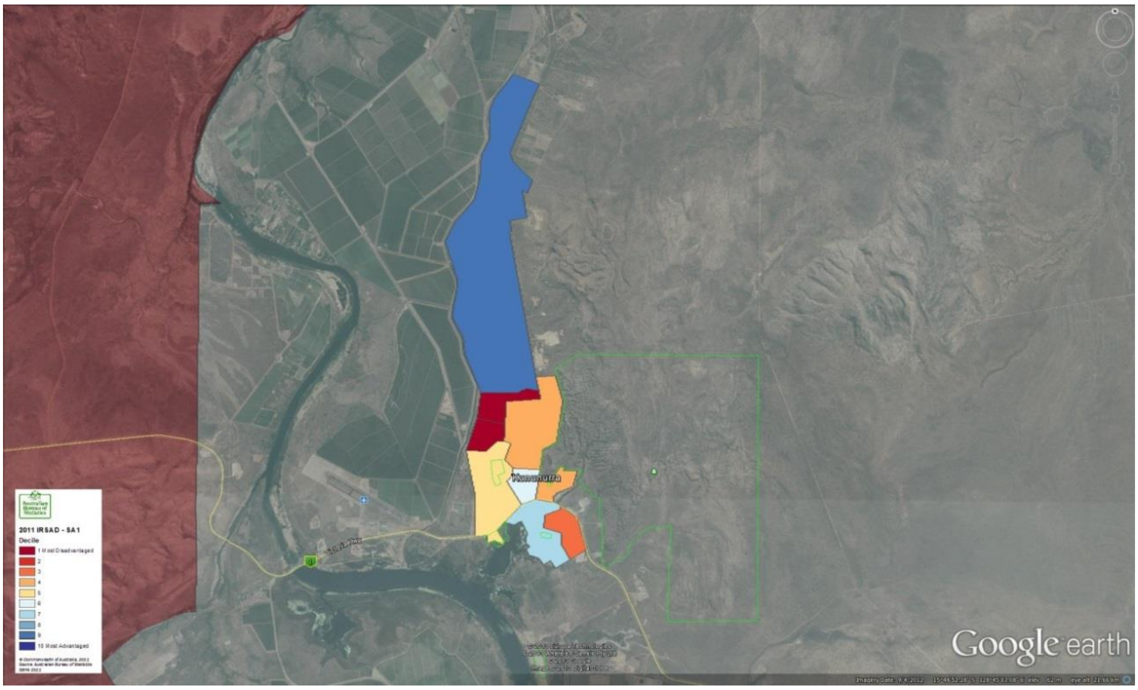
Figure 72. Index of relative socio-economic advantage (blue) and disadvantage (red) – Kimberley and Northern Territory region, 2011



Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

The more localised map of Kununurra below shows that within the urbanised area of Kununurra there is greater social advantage to the north and south and at the same time a some of the highest levels of disadvantage (lowest declie) in the central areas of Kununurra.

Figure 73. Index of relative socio-economic advantage (blue) and disadvantage (red) – Kununurra area, 2011



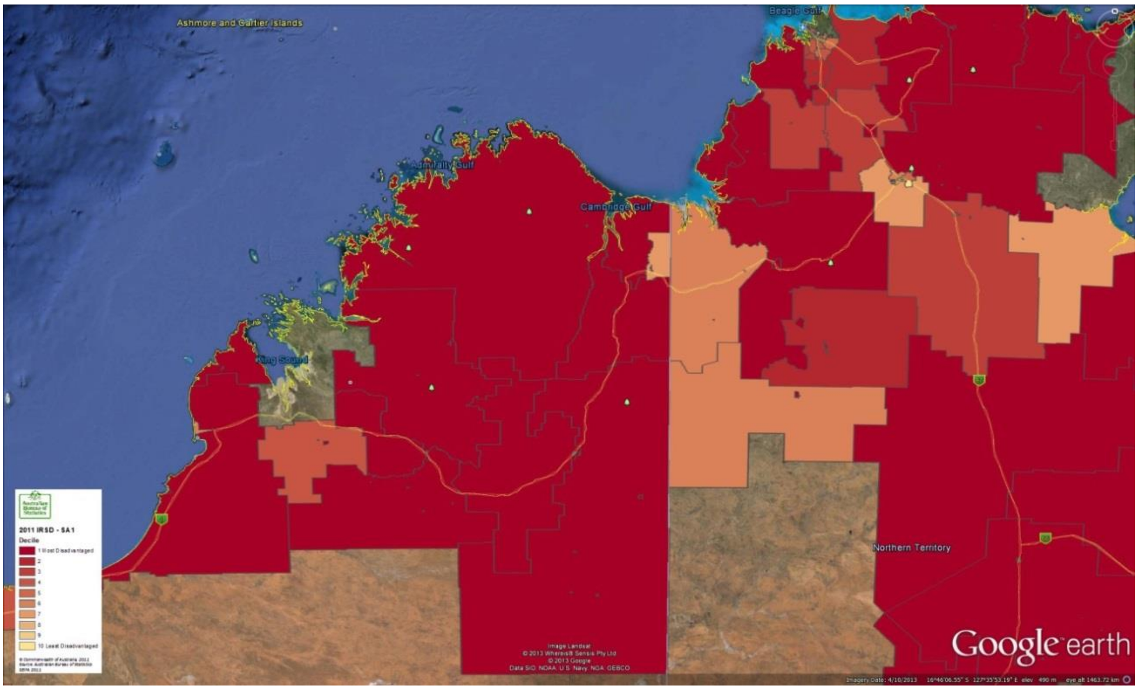
Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

Index of Relative Socio-Economic Disadvantage (IRSD)

The IRSD summarises variables that indicate relative disadvantage, with a low score indicating a high proportion of relatively disadvantaged people in an area. The index does not necessarily mean that an area with a very high score has a large proportion of relatively advantaged ('well off') people, as there are no variables in the index to indicate this. We can only conclude that such an area has a relatively low incidence of disadvantage.

The following figure shows that in general terms the Kimberley and Northern Territory region is highly disadvantaged (indicated in red)

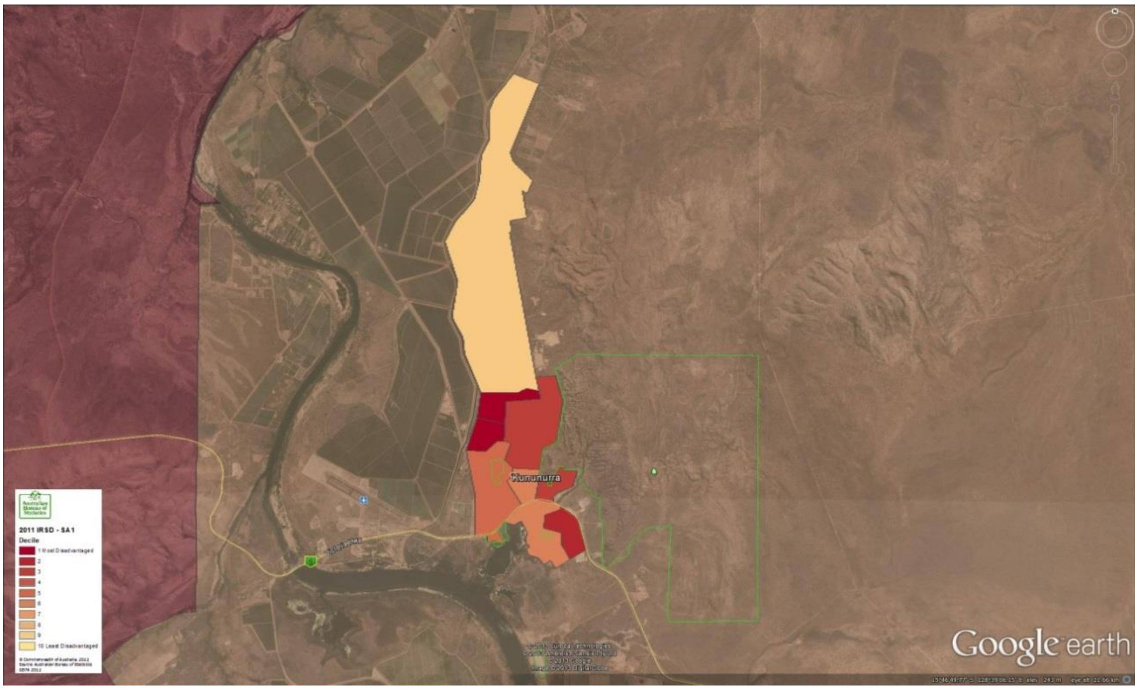
Figure 74. Index of socio-economic disadvantage – Kimberley and Northern Territory region, 2011



Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

The same index in shown in more detail for the Kununurra area shows that the index is highest to the north of the town (i.e. less disadvantaged) and lowest in the central areas which as with the IRSAD measure are in the lowest decile within Australia representing the highest level of social disadvantage.

Figure 75. Index of relative socio-economic disadvantage – Kununurra area, 2011



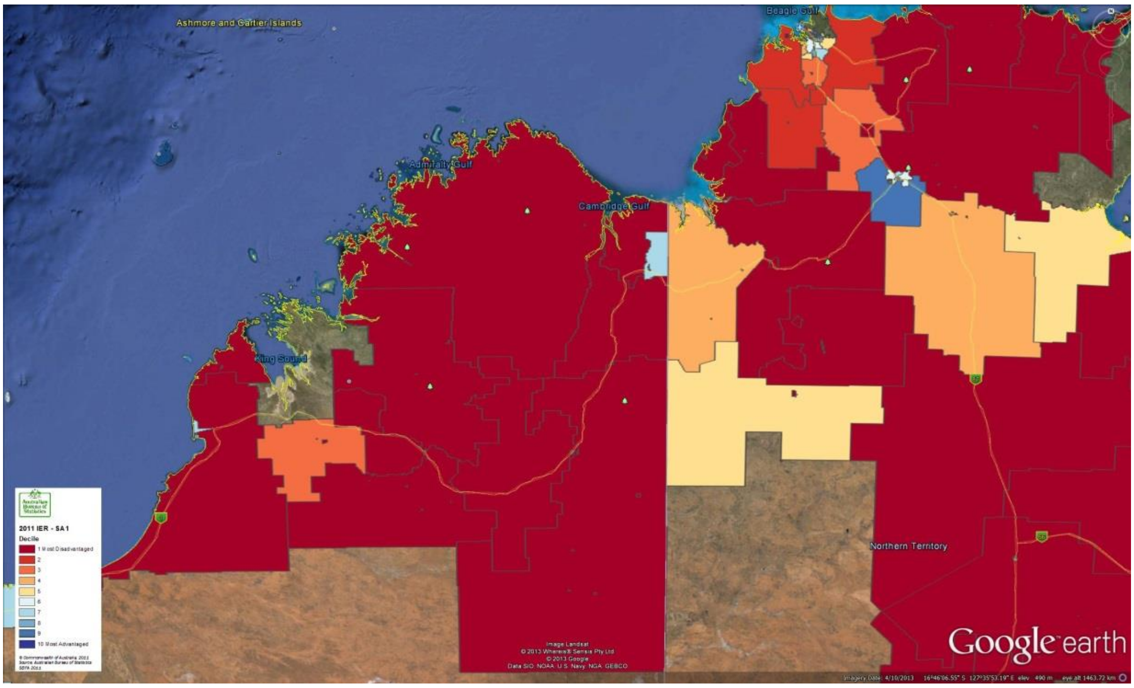
Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

Index of Economic Resources (IER)

The IER summarises variables relating to the financial aspects of relative socioeconomic advantage and disadvantage. These include indicators of high and low income, as well as variables that correlate with high or low wealth. Areas with higher scores have relatively greater access to economic resources than areas with lower scores.

As with the other SEIFA indices, at a regional level many parts of the Kimberley and Northern Territory region show the lowest decile of economic resources indicating that disadvantage on this measure is widespread across the region.

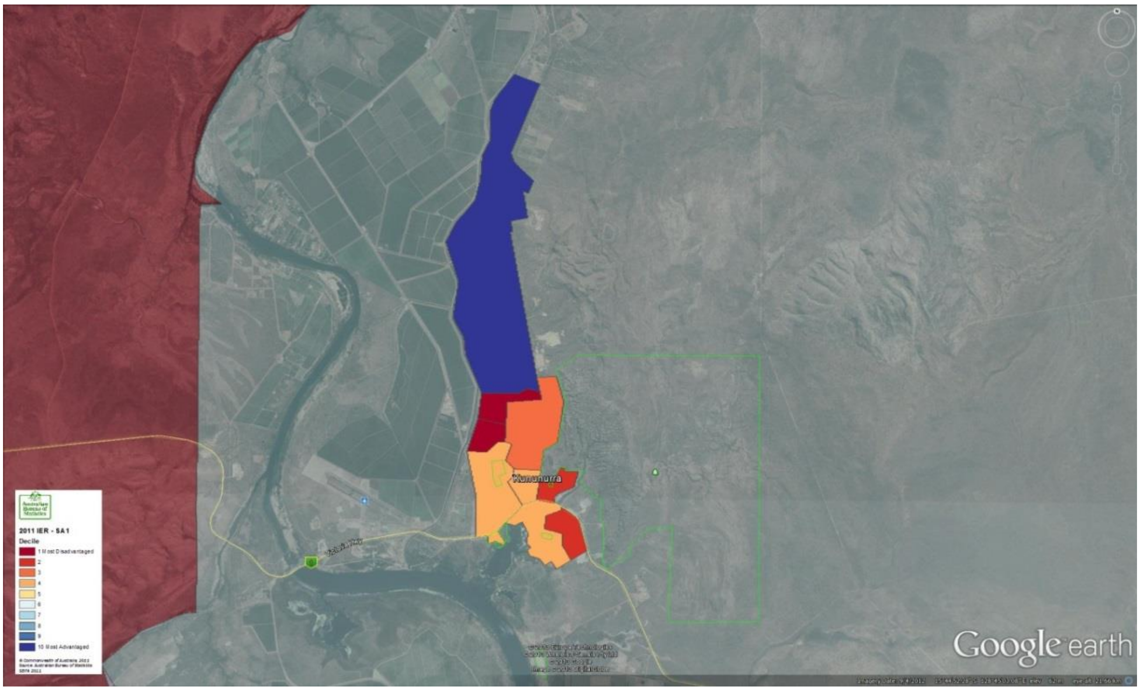
Figure 76. Index of economic resources – Kimberley and Northern Territory region, 2011



Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

The more localised figure of Kununurra town centre and immediate surrounds indicates a similar story to that of the IRSAD with significant advantage within the northern part of the area and the most disadvantaged areas in the central area indicating fewer economic resources.

Figure 77. Index of economic resources – Kununurra area, 2011



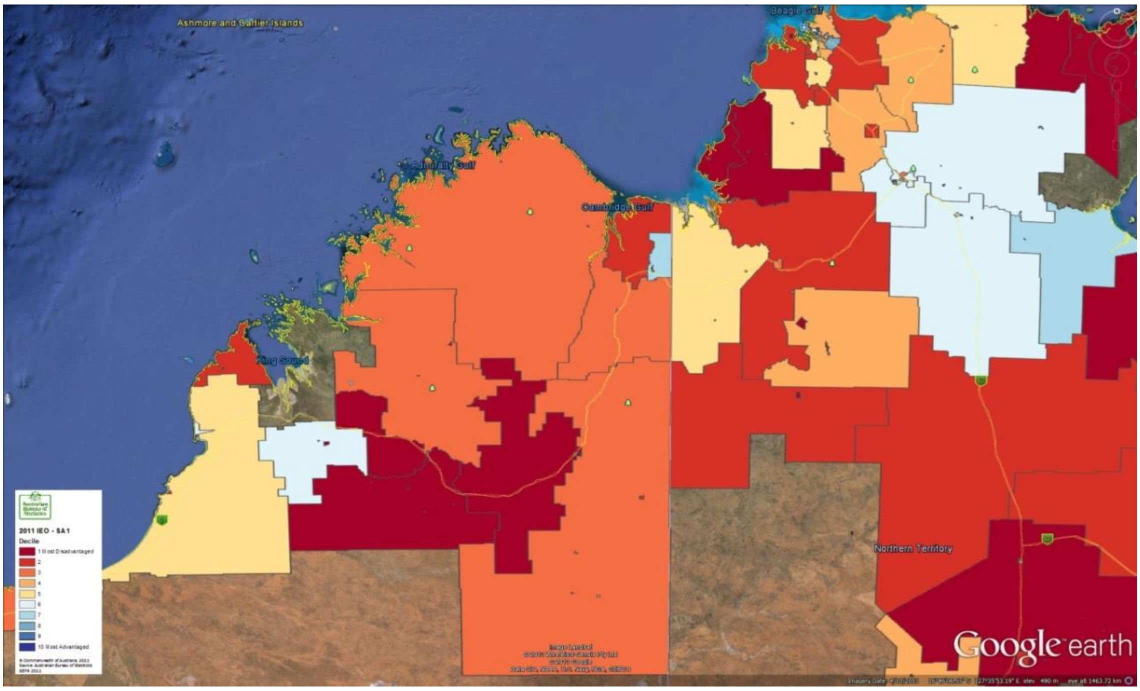
Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

Index of Education and Occupation (IEO)

This index summarises variables relating to the educational and occupational aspects of relative socio-economic advantage and disadvantage. This index focuses on the skills of the people in an area, both formal qualifications and the skills required to perform different occupations. A low score indicates that an area has a high proportion of people without qualifications, without jobs, and/or with low skilled jobs. A high score indicates many people with high qualifications and/or highly skilled jobs.

The following figures show that again, the Kimberley and Northern Territory region ranks towards the lower end of the scale against the nation average, however not to the same degree as with the other SEIFA indices. Based on the IEO index many of the areas are within the lower-middle to upper-middle deciles in terms of advantage. This suggests that while the Kimberley and Northern Territory region has significant economic challenges to overcome, the education and occupation profile of its residents means that over time, its socio-economic performance should improve as its residents have a reasonable capacity to work in higher-paying jobs.

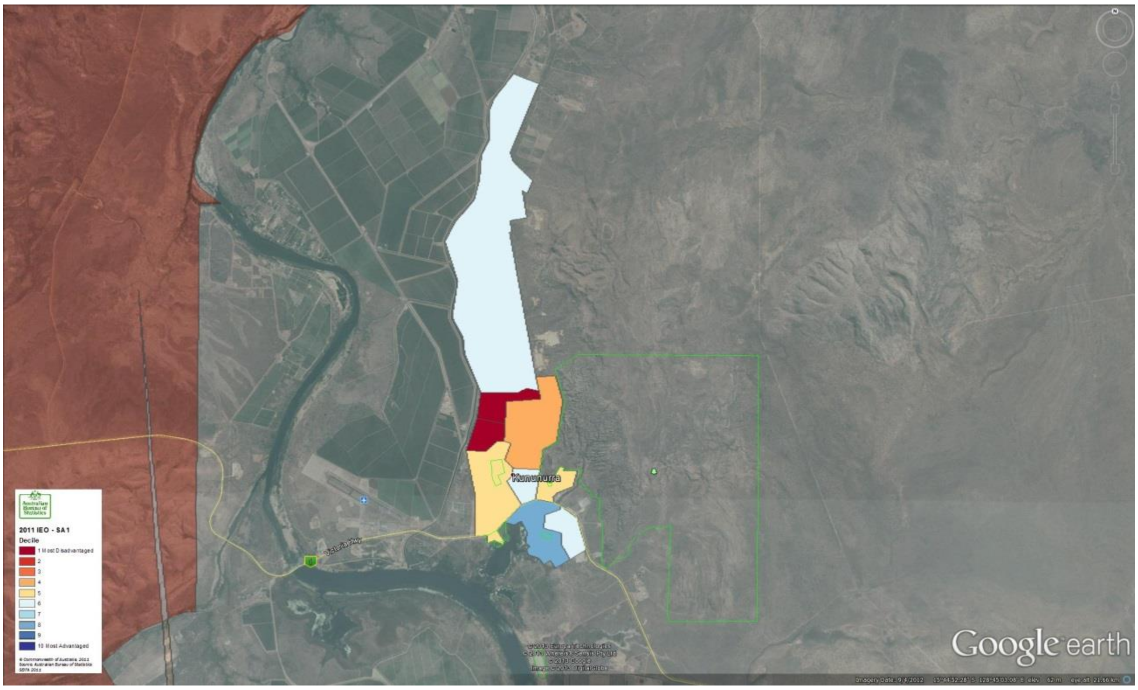
Figure 78. Index of education and occupation– Kimberley and Northern Territory region, 2011



Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

At the more localised level, the Kununurra area again indicates that in the central areas are disadvantaged in terms of occupation and education. The northern and southern parts of the area show some degree of advantage however not to the same degree as within the other SEIFA index measures.

Figure 79. Index of education and occupation – Kununurra area, 2011



Source: Australian Bureau of Statistics, SEIFA 2011; MacroPlan Dimasi

Section 4: Growth pressures and alternative future growth patterns

Growth pressures and alternative future growth patterns.

This component of work will incorporate (but not be limited to) the pressures and constraints identified in the stakeholder forums and provide more detailed assessment of:

- Current and potential constraints or 'gaps' hampering economic and employment growth or development;
- Potential growth of existing industries;
- New industries and opportunities, taking into account the region's competitive advantages;
- Constraints to the development of current and proposed employment lands;
- Forecast future trends, including associated:
  - Implications for the take up of employments lands;
  - Indicative employment implications with respect to forecast population growth, including accommodation/housing requirements for permanent and temporary workers;
  - Translation of economic benefits and consequential employment at a local level (through multiplier etc);
  - Where employment is likely to be generated, with respect to economic and employment sectors, geographic/spatial distribution; and
  - Potential sources of future workers.

Section 5: Growth scenarios and assumptions

Growth scenarios and assumptions

Based on Census count information over a 50-year period, the long-term growth of the Shire of Wyndham-East Kimberley has averaged 4.2 per cent per annum. While the population in Wyndham over this time has been gradually declining, the rest of the Shire has grown significantly. Notably this is from a very small population base in 1961 which is arguably the reason for such high rates of growth.

The *Kimberley Planning and Infrastructure Framework* estimates that future growth of the Shire could be between 2.7 and 4.2 per cent per annum. The Kimberley Regional Planning Committee has establish an indicative, aspirational target for Kununurra to grow at the high end of the scenario which will result in the population increasing by:

- 5.0 per cent per annum in Kununurra;
- 2.2 per cent per annum across the rest of the Shire; and
- an overall average of 4.0 per cent per annum across the Shire.

Table 33. Growth scenarios from the Kimberley Planning and Infrastructure Framework

Town/ area	Low growth (pa)	Medium growth (pa)	High growth (pa)
Kununurra	3.0%	4.0%	5.0%
Wyndham	2.2% (natural growth)		
Major settlements	2.2% (natural growth)		
Minor settlements	2.2% (natural growth)		
SWEK average growth	**2.7%**	**3.3%**	**4.0%**

Source: WAPC, Kimberley Planning and Infrastructure Framework; ABS Census 1961-2011; MacroPlan Dimasi

Given that these future growth rates are lower than the past long-term growth of the Shire's population, they can be argued to be reasonably realistic, although it will require some challenges to be met over the future. The larger a population gets the harder it becomes to maintain high growth rates.

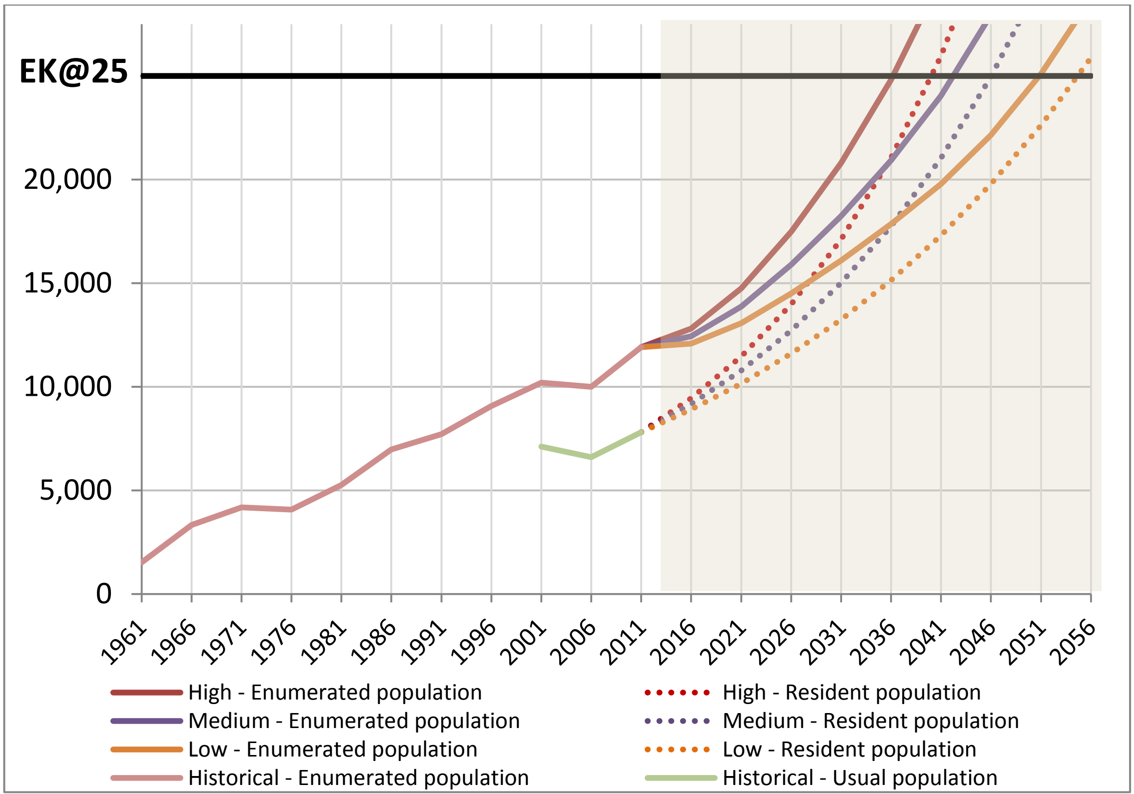
Table 34. Historical and future population growth rates

Town / area	Historical population growth – 1961 – 2011 (pa)	Future aspirational growth (pa)
Kununurra	6.0%	High scenario = 5.0% p.a.
Wyndham	-0.1%	Natural growth = 2.2% p.a.
Major settlements	6.3%	Natural growth = 2.2% p.a.
Minor settlements	6.3%	Natural growth = 2.2% p.a.
SWEK average growth	**4.2%**	**Aspirational growth = 4.0%**

Source: WAPC, Kimberley Planning and Infrastructure Framework; ABS Census 1961-2011; MacroPlan Dimasi

The following figure illustrates the effect of the low, medium and high (aspirational) growth rates on bother the resident and enumerated (ie. including FIFO and visitors) population in the Shire. This indicates that the Shire could reach 25,000 people between 2036 and 2056, depending on the growth scenario used and the population measure.

Figure 80. Long-term population growth – 1961 to 2056, Shire of Wyndham-East Kimberley



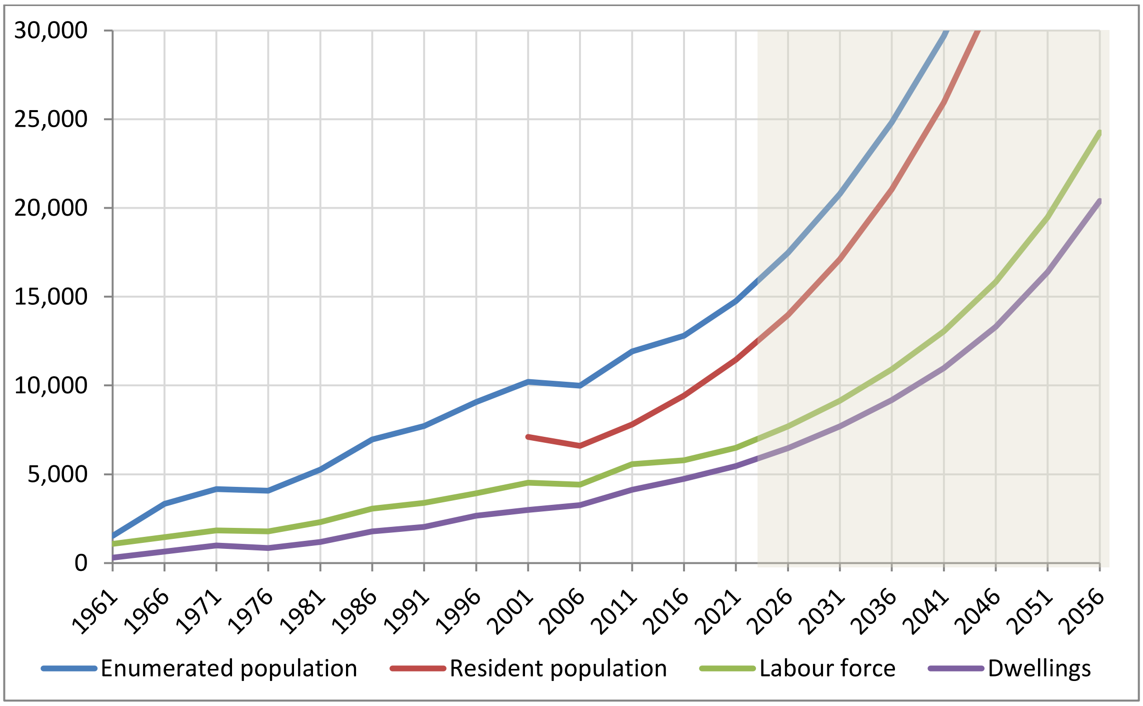
Source: WAPC, Kimberley Planning and Infrastructure Framework; ABS Census 1961-2011; MacroPlan Dimasi

Low growth scenario;

The low growth scenario indicates that the Shire will reach a population of 25,000 people by:

- 2051 based on enumeration (count on Census night); and
- 2056 by resident population.

Figure 81. Low population growth scenario, Shire of Wyndham-East Kimberley



Source: WAPC, Kimberley Planning and Infrastructure Framework; ABS Census 1961-2011; MacroPlan Dimasi

To achieve the low population scenario, the Shire will require the jobs and dwellings as indicated in the following table. Note that in the short term (2011-2016) there is a projected decrease in employment, which reflects the completion of major construction works associated with Ord Stage 2.

Figure 82. Low scenario – population, labour force and dwellings, Shire of Wyndham-East Kimberley

	2011	2016	2021	2026	2031	2036	2041	2046	2051	2056
Enumerated population	11,914	12,084	13,066	14,504	16,093	17,847	19,781	22,151	25,109	28,730
Resident population	7,799	8,898	10,156	11,596	13,245	15,133	17,297	19,777	22,621	25,882
Labour force	5,565	5,315	5,747	6,379	7,078	7,849	8,700	9,742	11,043	12,635
Dwellings	4,134	4,471	4,834	5,366	5,954	6,603	7,318	8,195	9,290	10,629

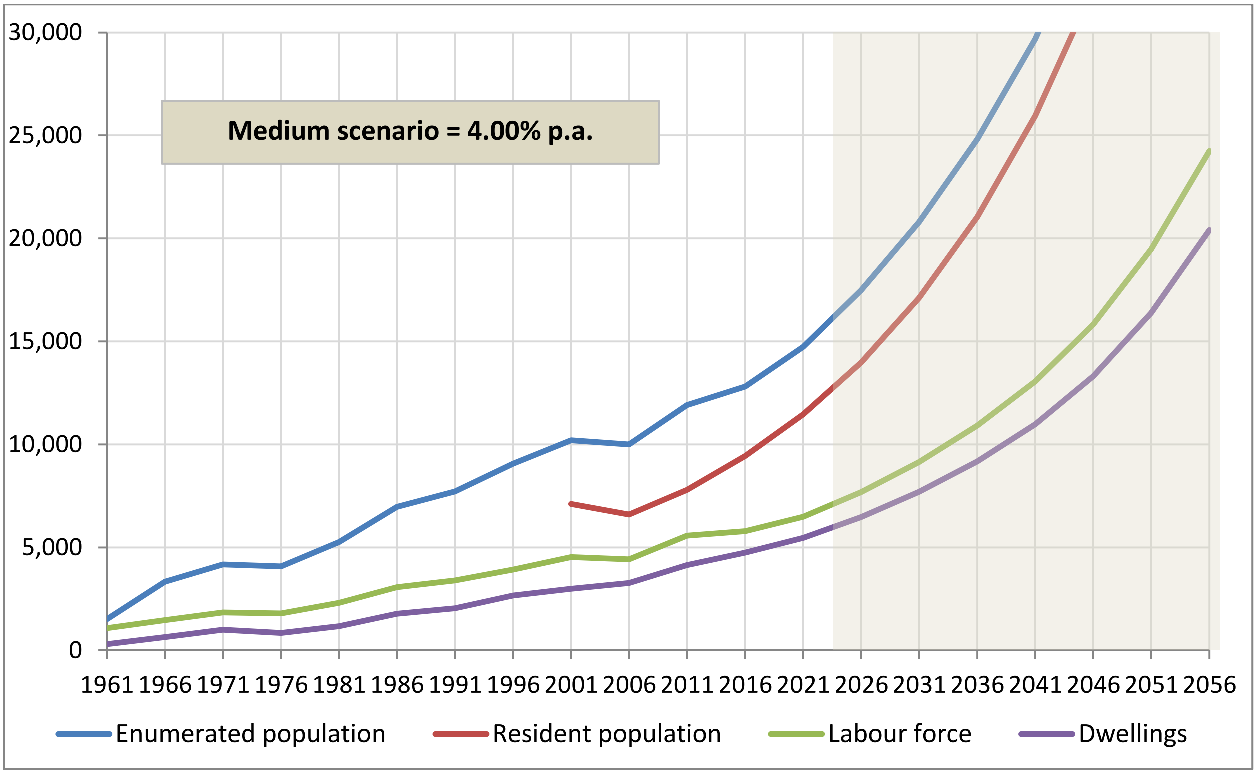
Source: ABS Census 2011; MacroPlan Dimasi

Medium growth scenario

The medium growth scenario indicates that the Shire will reach a population of 25,000 people by:

- Just after 2041 based on enumeration (count on Census night); and
- 2046 by resident population.

Figure 83. Medium population growth scenario, Shire of Wyndham-East Kimberley



Source: WAPC, Kimberley Planning and Infrastructure Framework; ABS Census 1961-2011; MacroPlan Dimasi

The following table shows the number of jobs and houses that will need to be created to support the future population growth according to the medium scenario.

Table 35. Medium scenario – population, labour force and dwellings, Shire of Wyndham-East Kimberley

	2011	2016	2021	2026	2031	2036	2041	2046	2051	2056
Enumerated population	11,914	12,440	13,868	15,894	18,233	20,932	24,049	27,950	32,921	39,184
Resident population	7,799	9,161	10,779	12,707	15,005	17,749	21,029	24,955	29,659	35,301
Labour force	5,565	5,613	6,099	6,990	8,019	9,206	10,577	12,292	14,479	17,233
Dwellings	4,134	4,603	5,131	5,880	6,745	7,744	8,897	10,340	12,180	14,497

Source: ABS Census 2011; MacroPlan Dimasi

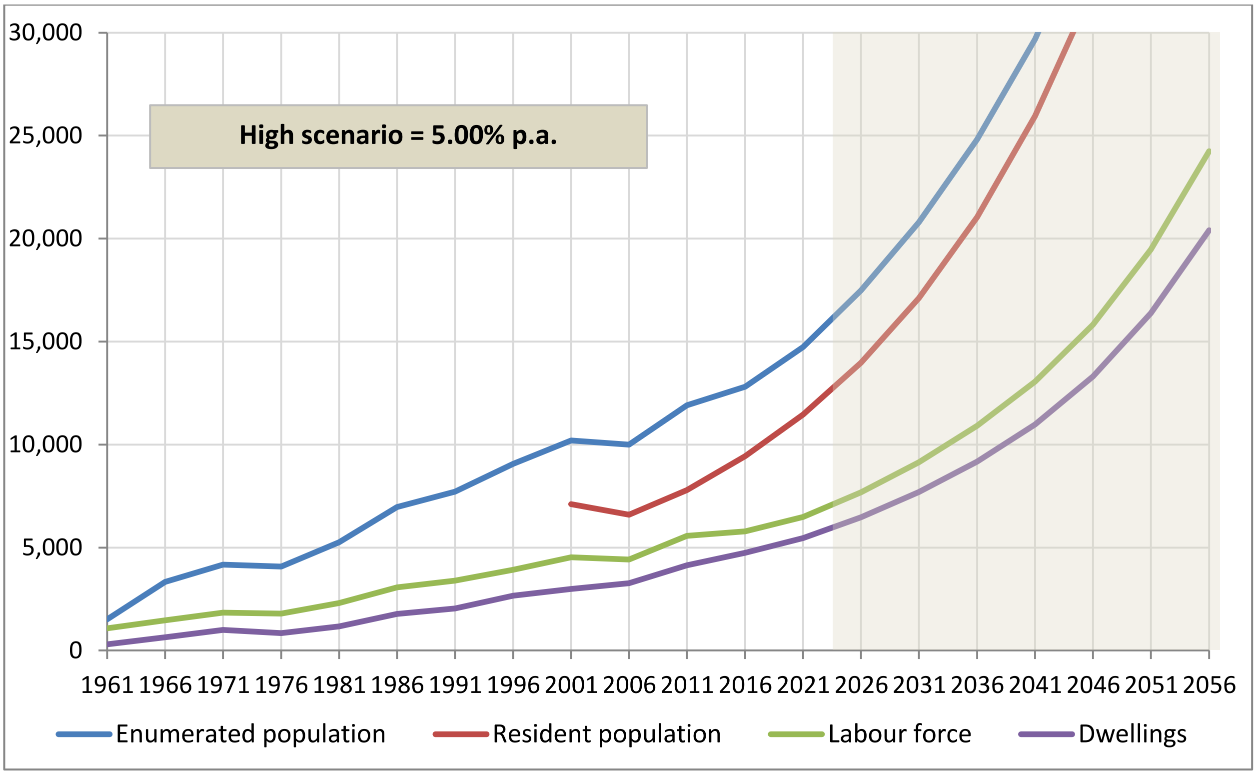
High growth scenario (aspirational target)

The high population growth scenario indicates that the Shire would reach a population of 25,000 people by:

- 2031 based on enumeration (count on Census night); and
- around 2036 based on the resident population.

The following figure indicates the growth of the Shire under this high (aspirational) scenario. It also highlights how maintaining a high rate of growth as the population base increases becomes more challenging over time. The Kimberley Planning Committee has projected the growth to 2036 and the following figure extrapolates these same assumptions out to 2056.

Figure 84. High population growth scenario, Shire of Wyndham-East Kimberley



Source: WAPC, Kimberley Planning and Infrastructure Framework; ABS Census 1961-2011; MacroPlan Dimasi

The following table indicates the growth of the enumerated population, resident population, labour force and dwellings under the high (aspirational) scenario.

Table 36. High scenario – population, labour force and dwellings, Shire of Wyndham-East Kimberley

	2011	2016	2021	2026	2031	2036	2041	2046	2051	2056
Enumerated population	11,914	12,811	14,743	17,484	20,801	24,818	29,690	35,990	44,286	55,142
Resident population	7,799	9,433	11,459	13,978	17,119	21,044	25,961	32,134	39,898	49,678
Labour force	5,565	5,780	6,484	7,690	9,148	10,915	13,057	15,828	19,477	24,251
Dwellings	4,134	4,740	5,454	6,469	7,696	9,182	10,984	13,315	16,384	20,401

Source: ABS Census 2011; MacroPlan Dimasi

Infrastructure scenarios

The growth of Wyndham-East Kimberley to a population of 25,000 people is based on the following assessment. This shows the number of jobs and dwellings that will be needed to grow Wyndham-East Kimberley to 25,000 people (and beyond) under the aspirational (high) growth scenario.

Table 37. Aspirational growth scenario for the Shire of Wyndham-East Kimberley

	2011	2016	2021	2026	2031	2036	2041
Enumerated population	11,914	12,811	14,743	17,484	20,801	24,818	29,690
Resident population	7,799	9,433	11,459	13,978	17,119	21,044	25,961
Labour force	5,565	5,780	6,484	7,690	9,148	10,915	13,057
Dwellings	4,134	4,740	5,454	6,469	7,696	9,182	10,984

Source: ABS Census 2011; MacroPlan Dimasi

Employment land requirements

For East Kimberley grows towards a population of 25,000 people it will need additional land for employment. These land requirements will meet what are called first and second-round effects of growth:

1. Initially, more employment land will be needed to accommodate new jobs that will attract more people to Wyndham-East Kimberley. Without this jobs growth, the future population growth would be very limited; and
2. As a result of population growth and the consequential demand and expenditure of those people on goods and services, additional employment land will be required.

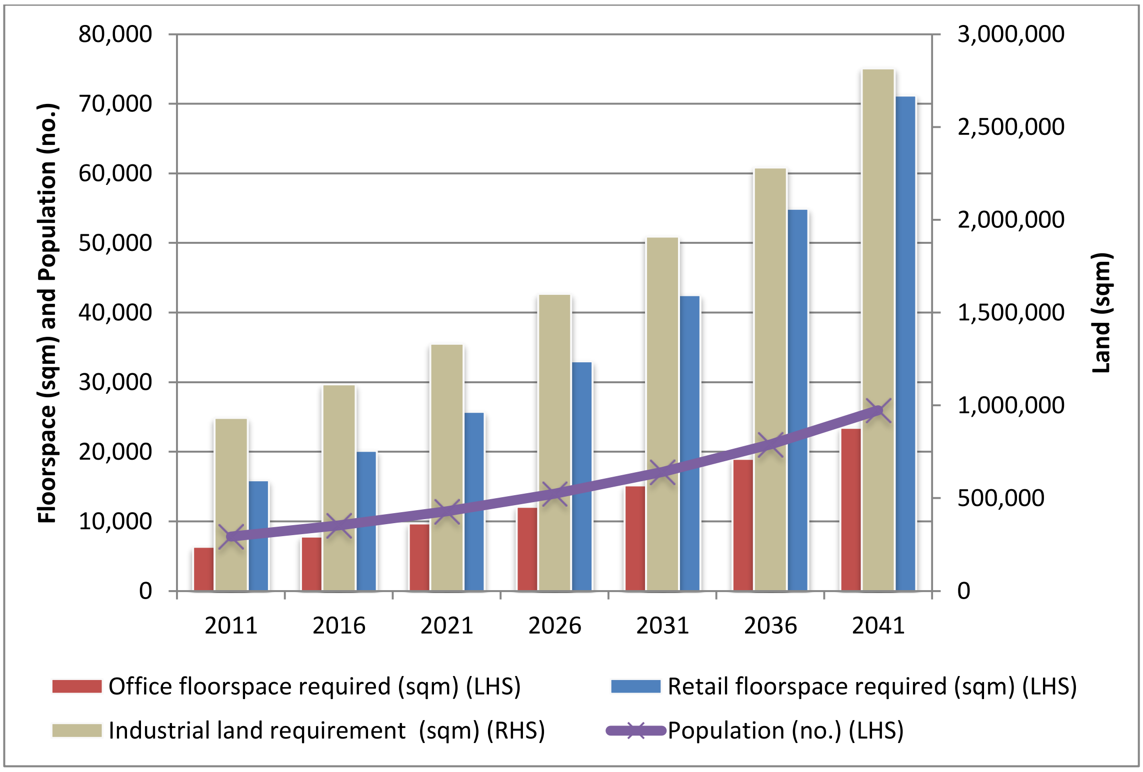
Section 3 of this report details the growth needs of Wyndham-East Kimberley and that analysis is summarised in the following table and graph.

Table 38. Additional land requirements for Wyndham-East Kimberley at 25,000 people

	2011	2016	2021	2026	2031	2036	2041	Change (2011-2041)
Population (no.)	**7,799**	**9,433**	**11,459**	**13,978**	**17,119**	**21,044**	**25,961**	**18,162**
Retail floorspace required (sqm)	15,934	20,176	25,760	33,026	42,510	54,922	71,211	55,277
Office floorspace required (sqm)	6,352	7,851	9,743	12,135	15,168	19,022	23,467	17,115
Industrial land requirement (sqm)	934,060	1,114,114	1,333,642	1,601,793	1,909,434	2,282,935	2,816,350	1,882,290

Source: MacroPlan Dimasi

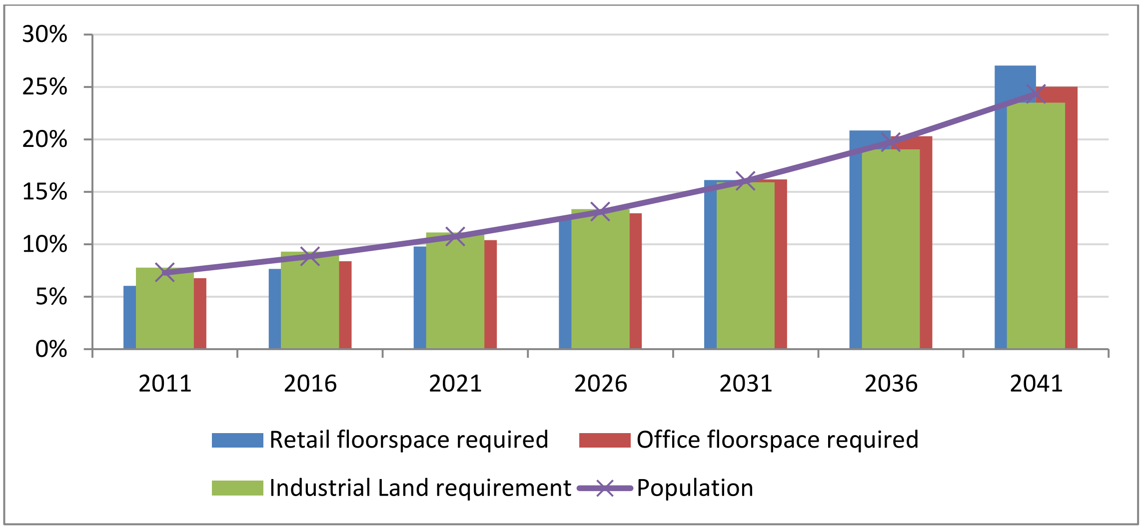
Figure 85. Additional land requirements for Wyndham-East Kimberley at 25,000 people



Source: MacroPlan Dimasi

An important factor for the area is that as it grows, the population becomes more self-sustaining in terms of the types of services that are available locally. In effect, this reduces the amount of retail expenditure that 'leaks' out of the local economy. At present that expenditure goes to Darwin or Perth as people seek a broader range of goods that are available in those areas. As East Kimberley grows, more of those goods will be available locally. For that reason, the retail floorspace required will increase at a greater rate than the overall population growth. The following figure shows this growth as East Kimberley grows towards 25,000 people.

Figure 86. Change in floorspace requirements relative to population growth



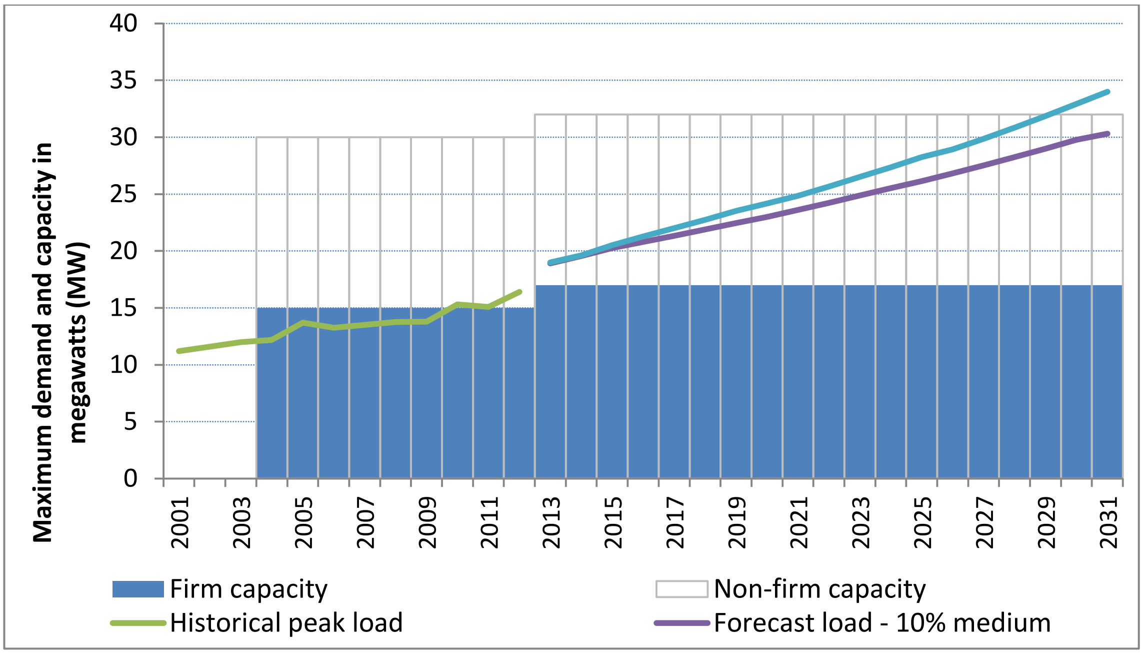
Source: MacroPlan Dimasi

Utility infrastructure

Electricity

Electricity demand in the East Kimberley is managed through a combination of permanent supply and supplementary generation during peak periods. The permanent supply is under contract from Pacific Hydro.

Figure 87. Kununurra forecast demand growth for electricity and total capacity



Source: Horizon Power

Water

Demand for potable in the East Kimberley is driven by the needs of industry. Domestic demand represents a small proportion of overall demand and therefore does not represent a major constraint to the growth of the town.

A more pressing constraint than capacity is the physical location of the existing borefield and its effect on expansion of Kununurra. Any relocation of that facility should take into account the aspirational growth for Kununurra (5 per cent per annum) and allow for expansion over time to meet the demand from population growth.

Community facilities and amenities

Community infrastructure service standards provide an indication of the types and number of facilities and services needed as a community grows in size. These service provisions need to be treated as indicative as there are a number of other factors that are critical such as the isolation of the area and whether alternative facilities can be used in nearby areas.

The following table provides an indication of the typical community service ratios that a community can reasonably expect or demand depending on the size of the population. Note that the population thresholds should also account for peak population size as areas such as the East Kimberley which has a highly seasonal visitor population often needs facilities to service the total number of people in an area, rather than just its 'usual residents'.

Table 39. Typical service levels for community infrastructure (local government)

Facilities	Service Level	Ratio (persons per facility)	Descriptions and Specifications/Standards
General Standards			
Active Recreation Space	ha/1,000 population	2	Includes all sporting fields (junior and senior), courts and greens available for public use.
Active Recreation Space Standards			
Playing Fields	District	15,000	Min. 10.7 hectares - includes pathways, passive open space, car park, toilets, Regional playground, BBQ facilities, shade (hard and natural), large trees, District clubrooms
Playing Fields	Sub-District	5,250	6.1 to 10.7 hectares- includes BBQ, Small passive open space, toilets, subdistrict clubrooms, shade, car park, playground.
Playing Fields	Neighbourhood	N/A	Between 2.7 to 6.1 hectares - includes car park, toilet/change rooms, playground.
Playing Fields	Local	3,500	Less than 2.7 hectares (not a desired space)
AFL Field	Local		
Soccer Field	Local		
Cricket Wicket	Local		
Hockey Field	Local		
Rugby Field	Local		
Aquatic Centre	District	50,000	A lap/hydrotherapy/aqua fitness pool Minimum of 1mgl of water bodies, plus water play, change rooms, kiosk, office space
Aquatic Centre	Sub-District	20,000	A lap/hydrotherapy/aqua fitness pool Less than 1mgl of water bodies plus change rooms and office/kiosk.
Indoor Recreation Centre	District	35,000	Min of 3 multi marked indoor courts, cafe , function space, fitness centre, crèche
Indoor Recreation Centre	Sub-District	25,000	Min of 2 multi marked indoor courts, kiosk
Indoor Recreation Centre	Local	7,000	Min of 1 multi marked indoor court, kitchen
Basketball courts	Local		
Tennis Courts	Local		

Facilities	Service Level	Ratio (persons per facility)	Descriptions and Specifications/Standards
Netball Courts	Local		
Skate Park	District	25,000	Minimum 400m2 with Shade, water points, toilets, public transport
Skate Park	Sub-District	7,000	300m2 - 400m2 with shade and water points
Skate Park	Local	3,500	Less than 300m2
BMX Track	District	25,000	Professional track with club rooms, lighting, electric start gate, shade, car park, fencing
BMX Track	Sub-District	10,000	open public track, with water points, shade, toilets
Passive Recreation Space Standards			
Combined Passive and Active spaces		N/A	These are combined and incorporated into the Playing fields.
Local Parks and Playgrounds	Local	1,000	
Other Standards			
Public Toilets	Local	1 per park	Male/Female and one with disability access
Public Change Rooms (Beaches)			Change rooms, toilets and possibly outdoor shower
Specific Standards			
Sports Change rooms	Sub-District	4,000	Toilets and change facilities, water point and shade
Clubrooms	District	15,000	4 Change room facilities, Kitchen, 250m2 function area, meeting/office space, umpires change and outdoor
Clubrooms	Sub-District	7,000	2 change rooms, servery, 100m^2 function space, storage.
Golf Course	District	25,000	Minimum of 9 holes
Beach Facilities	Sub-District		
Social/Cultural			
District Community Centre	District	20,000	Multi-purpose facility providing services for children and families. Offerings include playgroup, parenting courses, after school care, counselling, leisure and learning programs, health outreach services, crèche, meeting space for community groups, etc Function 250m^2, commercial kitchen, multiple meeting rooms, office space(s), outdoor entertainment.
Local Community Centre/ Neighbourhood Centre	Sub-District	5,000	Smaller scale than community centre, providing meeting spaces for community groups, playground for children, public toilets, and informal office space Function under 250m^2, kitchen and office space.

Facilities	Service Level	Ratio (persons per facility)	Descriptions and Specifications/Standards
Library	District	12,000	Facility providing access to printed, audio and on-line information, resources. Flexible learning and activity spaces. Minimum $500m^2$
Library	Sub-District	6,000	Facility providing access to printed, audio and on-line information, resources. Flexible learning and activity spaces. May be collocated with other council activities Less than $350m^2$
Youth Centre	Sub-District	15,000	Space providing activities, personal support, health services and life skills specifically for young people. Minimum 200m2 with stage, breakout area(s), attached to either skate or park lands.
Seniors Centre	Sub-District	10,000	Space providing activities, personal support, health services and specifically for older people.
Childcare Centre	District	7,500	Providing after school and holiday care and activities Minimum 90 place long day care
Childcare Centre	Sub-District	5,000	Providing after school and holiday care and activities Less than 90 place child care.
Health			
Community Health Clinic	Sub-District	10,000	Preventative health care for community

Section 6: Infrastructure delivery program

Infrastructure schedule for a population of 25,000 people

Based on the growth for the Shire of Wyndham-East Kimberley through to 25,000 people it will require additional facilities and services to meet the demands of the population.

The following table indicates the number of facilities that will be required to service the growing population. The table indicates in fractions the ratio of each different type of facility that will be required to meet the growth of the Shire. A fraction less than one means that the Shire will only need one facility to service the entire population, however, given the distances between Kununurra and Wyndham, it is likely to require two facilities, purely as a result of travel times and logistics between areas. A ratio of less than one also means that to some degree a facility may be underutilised until the population increases further.

In other cases more than one facility will be required as the population grows and the schedule indicates when those facilities are likely to be required over time.

Table 40. Infrastructure schedule for a the Shire of Wyndham-East Kimberley's aspirational growth to a population of 25,000

	Provision Ratio	Shire of Wyndham-East Kimberley							Growth provision
Year		2011	2016	2021	2026	2031	2036	2041	
Population projection		7,799	9,433	11,459	13,978	17,119	21,044	25,961	Aspirational growth
Population 70+		237	395	624	904	1,313	1,858	2,591	
Cultural and Lifestyle									
Art and Cultural Facilities	40,000	0.2	0.2	0.3	0.3	0.4	0.5	0.6	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Performing Arts Centre	35,000	0.2	0.3	0.3	0.4	0.5	0.6	0.7	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Library	40,000	0.2	0.2	0.3	0.3	0.4	0.5	0.6	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Youth Recreation Space	30,000	0.3	0.3	0.4	0.5	0.6	0.7	0.9	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Multipurpose Community Centre									
Large	40,000	0.2	0.2	0.3	0.3	0.4	0.5	0.6	One larger facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Small to Medium	10,000	0.8	0.9	1.1	1.4	1.7	2.1	2.6	The site location and design of a community centre should allow for its capacity to grow beyond servicing 10,000 people.
Sports Facilities									
Multipurpose Sports Centre	30,000	0.3	0.3	0.4	0.5	0.6	0.7	0.9	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Aquatic and Fitness Centre	40,000	0.2	0.2	0.3	0.3	0.4	0.5	0.6	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to

Year	Provision Ratio	Shire of Wyndham-East Kimberley 2011	2016	2021	2026	2031	2036	2041	Growth provision
									accommodate expansion over time.
Multipurpose Hard Courts	30,000	0.3	0.3	0.4	0.5	0.6	0.7	0.9	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Lawn Bowling Club	40,000	0.2	0.2	0.3	0.3	0.4	0.5	0.6	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Education and Workplace Relations									
Kindergarten and Child Services	9,000	0.9	1.0	1.3	1.6	1.9	2.3	2.9	Three facilities will be required to service a population of 25,000 people (two in Kununurra and one in Wyndham)
After School Care	6,000	1.3	1.6	1.9	2.3	2.9	3.5	4.3	Four to five facilities will be required to service a population of 25,000 people.
Child Care Centre	4,000	1.9	2.4	2.9	3.5	4.3	5.3	6.5	Six to seven facilities will be required to service a population of 25,000 people.
Primary School Government	9,000	0.9	1.0	1.3	1.6	1.9	2.3	2.9	Three primary schools will be required to service a population of 25,000 people (two in Kununurra and one in Wyndham)
Primary School Non-Government	1:3 government schools	0.3	0.3	0.4	0.5	0.6	0.8	1.0	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Secondary School Government	30,000	0.3	0.3	0.4	0.5	0.6	0.7	0.9	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Secondary School Non-Government	1:2 government schools	0.1	0.2	0.2	0.2	0.3	0.4	0.4	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Centrelink	120,000	0.1	0.1	0.1	0.1	0.1	0.2	0.2	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Health									
Community	50,000	0.2	0.2	0.2	0.3	0.3	0.4	0.5	One facility will be able to accommodate a population of

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Year	Provision Ratio	Shire of Wyndham-East Kimberley 2011	2016	2021	2026	2031	2036	2041	Growth provision
Health Clinic									25,000 people, however the facility should be designed to accommodate expansion over time.
Hospitals	100,000	0.1	0.1	0.1	0.1	0.2	0.2	0.3	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Medicare Centres	130,000	0.1	0.1	0.1	0.1	0.1	0.2	0.2	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Aged Care Places									
Residential Aged Care - High Care	44:1,000 aged 70+	10	17	27	40	58	82	114	A single aged-care facility would be able to service a population of 25,000 people.
Residential Aged Care - Low Care	44:1,000 aged 70+	10	17	27	40	58	82	114	A single aged-care facility would be able to service a population of 25,000 people.
Homecare facilities	21:1,000 aged 70+	5	9	14	20	29	41	57	A single aged-care hub would be able to service a population of 25,000 people.
Emergency Services									
Police	25,000	0.3	0.4	0.5	0.6	0.7	0.8	1.0	One facility will be able to accommodate a population of 25,000 people, however the facility should be designed to accommodate expansion over time.
Fire	25,000	0.3	0.4	0.5	0.6	0.7	0.8	1.0	Each single facility would be able to service a population to 25,000 people, so a facility at Kununurra and one at Wyndham could service future needs.
Ambulance	25,000	0.3	0.4	0.5	0.6	0.7	0.8	1.0	Each single facility would be able to service a population to 25,000 people, so a facility at Kununurra and one at Wyndham could service future needs.

Table 41. Community facilities actual provision ratios

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
Aquatic Centre								
Regional					120,000			120,000
District						100,000		
Sub District		50,000		60,000			45,000	
Neighbourhood								
Local								
Art Gallery								
Regional			30,000					150,000
District								47,500
Sub District								
Neighbourhood								
Local								
Community Centre								
Regional								100,000
District				10,000		100,000		35,000
Sub District						25,000	45,000	

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
Neighbourhood			20,000			15,000	15,000	
Local	8,800	5,000	6,000		10,000		10,000	7,500
Civic Centre								
Regional			30,000					
District								
Sub District								
Neighbourhood								
Local								
Multipurpose Hard Courts								
Regional								35,000 (6-10 Courts)
District				10,000				25,000 (2 courts)
Sub District						25,000 (6-12 courts)		
Neighbourhood						10,000 (2-4 courts)		
Local						7,500		
Library								
Regional								60,000
District				30,000		125,000		35,000
Sub District	35,000					25,000	45,000	
Neighbourhood		12,000	15,000		15,000			
Local								

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
Indoor Recreation Centre								
Regional								75,000 (3-6 Courts)
District				30,000 (2-3 courts)		75,000 (4-8 courts)		30,000 (1-2 courts)
Sub District						25,000 (2-4 courts)	45,000	
Neighbourhood							15,000	
Local								
Performing Arts Centre								
Regional			50,000			200,000		50,000
District								35,000
Sub District								
Neighbourhood								
Local								
Museum/Historic Centre								
Regional			30,000					
District								
Sub District								
Neighbourhood								
Local								
Active Public Open Space Sporting Complex								

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
Regional	35,000					200,000 (6-8 playing fields)		50,000
District						100,000 (4-6 playing fields)		25,000
Sub District						25,000 (2-4 playing fields)	45,000	
Neighbourhood						15,000 (1-2 playing fields)		
Local	1,750	2,000		1,000	3,500	7,500	10,000	7,000
Surf Life Saving (outpost capacity)								
Regional						100,000		
District								
Sub District								
Neighbourhood								
Local								
Sporting Reserve								
Regional								
District	17,500	10,000			15,000			
Sub District								
Neighbourhood								
Local								

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
Youth Recreation Space (include wheeled sports)								
Regional						100,000		
District	35,000	10,000		20,000	10,000	75,000		
Sub District				30,000		25,000	45,000	
Neighbourhood			20,000			15,000		
Local				5,000 (Skate Park) 10,000 (BMX Facility)		7,500		
Community Arts Centre								
Regional								
District						75,000		
Sub District							45,000	
Neighbourhood				**12,000**				
Local			10,000					
Community based Health Precincts								
Regional								
District								
Sub District							45,000	
Neighbourhood		10,000			10,000		15,000	
Local	8,800						10,000	
Seniors Centre								
Regional								

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
District								
Sub District								
Neighbourhood							45,000	
Local	11,700	10,000			10,000		15,000	
Early Years Facility								
Regional								
District								
Sub District								
Neighbourhood								
Local	8,800							10,000
Occasional Child Care								
Regional								
District								
Sub District								
Neighbourhood				**12,000**			15,000	
Local	5,800	5,000		4,000	4,000		10,000	
Out of School Care Services								
Regional								
District								
Sub District								
Neighbourhood							10,000	
Local	8,800	5,000		4,000	6,000			
Neighbourhood House								

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
Regional								
District								
Sub District								
Neighbourhood							10,000	
Local			20,000	3,000 (small) 20,000 (large)			15,000	
Sports Pavilion/Change rooms								
Regional								
District								
Sub District								
Neighbourhood								
Local	3,900	4,000		3,000	5,000			
Passive Open Space (including playgrounds)								
Regional								
District								
Sub District								
Neighbourhood								
Local	1,100	1,000		1,000	3,500		10,000	
Sporting Facilities								
Regional								

Community Facilities	Regional LGA				Outer Metropolitan LGA			
	Karratha City of the North	Shire of Augusta-Margaret River	Shire of Clarence Valley	Shire of Murray	SPP 3.6 Local Govt Guidelines Supporting Information	City of Rockingham, WA	City of Wyndham, Vic	City of Wanneroo, WA
District								
Sub District (Golf Course, Lawn Bowling, High Order Tennis)				30,000 (Bowls)	3,500 (Tennis)	50,000 (Golf) 25,000 (2-4 greens)	45,000 (Bowls) 45,000 (tennis)	
Neighbourhood (low order Tennis)							15,000	
Local								

Melbourne

Level 4

356 Collins Street

Melbourne VIC 3000

(03) 9600 0500

Sydney

Level 4

39 Martin Place

Sydney NSW 2000

(02) 9221 5211

Brisbane

Level 15

111 Eagle Street

Brisbane QLD 4000

(07) 3221 8166

Perth

Ground Floor

12 St Georges Terrace

Perth WA 6000

(08) 9225 7200

MacroPlanDimasi

13.5 CHIEF EXECUTIVE OFFICER

13.5.1 Use of the Common Seal

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Sharmayne Halliday, Governance Officer
REPORTING OFFICER:	Gary Gaffney, Chief Executive Officer
FILE NO:	GN.02.1

PURPOSE

For Council to receive this report on the application of the Shire of Wyndham East Kimberley Common Seal for the period 1 November to 30 November 2013.

STATUTORY IMPLICATIONS

Local Government Act 1995
Council's Standing Order Local Law makes reference to the application of the Common Seal.

POLICY IMPLICATIONS

No policy implications apply in the preparation of this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this item.

STRATEGIC IMPLICATIONS

This report aligns with Council's focus on Governance, Goal 1 of Council's Strategic Community Plan.

COMMENT

The following documents have had the Shire of Wyndham East Kimberley Common Seal applied:

Date of Use	Document
15/11/2013	Form 20, consent to allocation of unit entitlement - survey strata plan 53377, Casuarina Drive, Kununurra
15/11/2013	Section 70A, Approval of 4 Transient Accommodation units, Lot 1503 Poinciana Way.

ATTACHMENTS

There are no attachments associated with this report.

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council receives the report on the application of the Shire of Wyndham East Kimberley Common Seal for the period 1 November to 30 November 2013.

COUNCIL DECISION

Minute No. 10277

Moved: Cr R Dessert
Seconded: Cr K Wright

That Council receives the report on the application of the Shire of Wyndham East Kimberley Common Seal for the period 1 November to 30 November 2013.

Carried Unanimously 8/0

13.5.2 Delegated Authority Report

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Sharmayne Halliday, Governance Officer
REPORTING OFFICER:	Gary Gaffney, Chief Executive Officer
FILE NO:	PL.02.1

PURPOSE

To report to Council on the use of Delegated Authority by Officers for the period 1 November to 30 November 2013.

BACKGROUND

Use of Council approved Delegated Authority by Officers is reported to Council on a monthly basis.

The attached tables outline use of Delegated Authority by relevant Officers for the above period.

STATUTORY IMPLICATIONS

Local Government Act 1995 - Sect 5.46

5.46. Register of, and records relevant to, delegations to CEO's and employees.

> The CEO is to keep a register of the delegations made under this Division to the CEO and to employees.
>
> At least once every financial year, delegations made under this Division are to be reviewed by the delegator.
>
> A person to whom a power or duty is delegated under this Act is to keep records in accordance with regulations in relation to the exercise of the power or the discharge of the duty.

POLICY IMPLICATIONS

No policy implications apply in the preparation of this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this item.

STRATEGIC IMPLICATIONS

There are no strategic implications associated with this matter

COMMUNITY CONSULTATION

Community consultation is not required in relation to this item.

COMMENT

The attached report outlines the use of Delegated Authority by relevant Council Officers for endorsement by Council.

ATTACHMENTS

Attachment 1 – Delegated Authority Report

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council receives the Delegated Authority Report for the period 1 November to 30 November 2013.

COUNCIL DECISION

Minute No. 10278

Moved: Cr B Robinson
Seconded: Cr S Cooke

That Council receives the Delegated Authority Report for the period 1 November to 30 November 2013.

Carried Unanimously 8/0

Attachment 1: Delegated Authority Report

CERTIFICATE OF DESIGN COMPLIANCE (Form BA03) ISSUED AS THE CERTIFIER FOR THE PERMIT ISSUING AUTHORITY – 01 to 30 November 2013

APPLIC NO	DATE APPLIC RECVD	DATE ISSUED	ASSESS NO.	CERT No	LOCATION	DESCRIPTION
101242	6/11/2013	8/11/2013	A1178P	BA5871	Lot 164 (15) Leichhardt Street Kununurra	Class 1A Grouped dwelling (duplex) with Class 10A carport
101201	13/11/2013	14/11/2013	A876P	BA5901	Lot 1487 (15) Wilga Place Kununurra	Class 10A Non-habitable, Non-air conditioned garage with ablution facility and Class 10B Spa & fence compound
101185	8/10/2013	15/11/2013	A6879P	BA5909	Lot 100 (31) Teal Road Kununurra	Class 1A single dwelling extension - detatched bedroom with ablution
101248	18/11/2013	19/11/2013	A1091P	BA5916	"Kimberleyland Caravan Park" Lot 1519 Victoria Highway Kununurra	Class 10A - ablutions Temporary structures
73244	1/10/2013	25/11/2013	A1582P	BA5934	Lot 2217 (14) Mallee Court Kununurra	Class 10A patio/Carport
101239	5/11/2013	25/11/2013	A855P	BA5936	Lot 1227 (1) Frangipani Court Kununurra WA	Class 10A garage/ carport
101237	4/11/2013	25/11/2013	A5475P	BA5938	Lot 2449 (3) Coolibah Drive Kununurra	Class 10A Patio & deck
101253	21/11/2013	27/11/2013	A29P	BA5946	Lot 14 (22) Dulverton Street Wyndham	Class 10A Non-habitable, non-conditioned shed without ablution facilities

BUILDING PERMITS (Form BA04) ISSUED AS THE PERMIT ISSUING AUTHORITY – 01 to 30 November 2013

LIC#	DATE RECEIVED	DATE LICENCED	OWNER	BUILDER	LOCATION	DESCRIPTION	NEW / ADD	EST. VALUE	COMMENT / PROCESSING TIME – WORKING DAYS
117/ 2013	6/11/2013	8/11/2013	Roman Catholic Bishop of Broome	Colin Wilkinson Developments Pty Ltd	Lot 164 (15) Leichhardt Street Kununurra	Class 1A Grouped dwelling (duplex) with Class 10A carport	New	$ 651,172.00	1/25 assess days
118/ 2013	13/11/2013	14/11/2013	Robert & Maria Geier	Robert & Maria Geier	Lot 1487 (15) Wilga Place Kununurra	Class 10A Non-habitable, Non-air conditioned garage with ablution facility and Class 10B Spa & fence compound	New	$ 20,000.00	1/25 assess days
119/ 2013	8/10/2013	15/11/2013	Luke Donovan & Justine DeCandia	Luke Donovan & Justine DeCandia	Lot 100 (31) Teal Road Kununurra	Class 1A single dwelling extension - detatched bedroom with ablution	Add	$ 30,000.00	21/25 assess days
120/ 2013	18/11/2013	19/11/2013	Kimberleyland Holiday Park	Top End Building Company Pty Ltd	"Kimberleyland Caravan Park" Lot 1519 Victoria Highway Kununurra	Class 10A - ablutions Temporary structures	Add	$ 5,000.00	1/25 assess days
121/ 2013	1/10/2013	25/11/2013	J M Richardson	Mick Richo Building Services	Lot 2217 (14) Mallee Court Kununurra	Class 10A patio/Carport	New	$ 19,815.00	2 + 11/25 assess days + 24/21 pending days

LIC#	DATE RECEIVED	DATE LICENCED	OWNER	BUILDER	LOCATION	DESCRIPTION	NEW / ADD	EST. VALUE	COMMENT / PROCESSING TIME – WORKING DAYS
122/ 2013	5/11/2013	25/11/2013	Jarrad & Paula Radke	East Kimberley Constructions Pty Ltd	Lot 1227 (1) Frangipani Court Kununurra WA	Class 10A garage/ carport	New	$ 31,811.00	1 + 1/25 assess days + 11/21 pending days
123/ 2013	4/11/2013	25/11/2013	St John Ambulance - Kununurra	Gary Holben t/as Pandanus Homes	Lot 2449 (3) Coolibah Drive Kununurra	Class 10A Patio & deck	Add	$ 19,500.00	14/25 assess days
124/ 2013	21/11/2013	27/11/2013	Michael & Jason Lisinski	Michael & Jason Lisinski	Lot 14 (22) Dulverton Street Wyndham	Class 10A Non-habitable, non-conditioned shed without ablution facilities	New	$ 14,000.00	3/25 assess days
BAC 125/ 2013	27/11/2013	28/11/2013	Dawn Jorritsma	KGC Enterprises Pty Ltd	Lot 760 (6) Calytrix Avenue Kununurra	Building Approval Certificate - Class 1A additions/ renovations Conversion of shed to a bathroom & refurbishment of internal bathroom	Exist	$ 53,500.00	1/10 assess days
								$ 844,798.00	

BUILDING PERMITS (BA04), DEMOLITION PERMITS (BA06) AND CERTIFICATES OF DESIGN COMPLIANCE (BA03) & Record Purposes Only (exempt)
ISSUED BY EXTERNAL PERMIT ISSUING AUTHORITIES UNDER BUILDING ACT 2011 S7(02)
RELATING TO PROPERTIES WITHIN THE SHIRE OF WYNDHAM EAST KIMBERLEY – 01 to 30 November 2013

PERMIT NO	DATE OF ISSUE	PERMIT ISSUING AUTHORITY	PROPERTY ASSESS NO.	PROPERTY ADDRESS	DESCRIPTION	BUILDING CLASS	BUILDER	CERTIFICATE OF DESIGN COMPLIANCE ISSUED BY:	CONSTRUCTION VALUE
B2013-2288-0223	19/11/2013	Department of Finance - Building Management and Works	A6004P	Lot 501 (39) Konkerberry Drive (Corner Messmate Way) Kununurra	Class 5 Office Building Fit out - Tenancy refurbishment for Department for Child Protection and Family Support	5	Colin Wilkinson Developments Pty Ltd	Rhombus BCA Pty Ltd	$ 1,018,357.00
B2013-9072-0232	28/11/2013	Department of Finance - Building Management and Works	A7158P	Lot 1 (16) Coolibah Drive Kununurra	Class 5 Office Building Fit out - Tenancy refurbishment for Department of Housing Administration Office	5	Franmor Constructions Pty Ltd	TT Building Surveyors Pty Ltd	$ 181,793.00

DEMOLITION PERMITS (Form BA06) ISSUED AS THE PERMIT ISSUING AUTHORITY – 01 to 30 November 2013

DEMO LIC#	DATE APPLIC RECVD	DATE LICENCED	ASSES S NO.	BA RECOR D	OWNER	BUILDER/ DEMOLITION CONTRACTOR	DEMO CLASS (1, 2 or 3)	WAD CLASS/ LIC NO	LOCATION	DESCRIPTION
DP025/2013	6/11/2013	8/11/2013	A1187P	BA5868	Roman Catholic Bishop of Broome	Colin Wilkinson Developments Pty Ltd	WARA	WAD 64 & WARA 190	Lot 164 (15) Leichhardt Street Kununurra	Full demolition
DP026/2013	18/11/2013	19/11/2013	A1091P	BA5915	Kimberleyland Holiday Park	Top End Building Company Pty Ltd	N/A	WA 12796	"Kimberleyland Caravan Park" Lot 1519 Victoria Highway Kununurra	Full Demolition Amenities Block 1 and Demolition of Amenities Block 3 with retrieval of 2 x transportable ablution blocks

OCCUPANCY PERMITS – STRATA (BA12) ISSUED – 01 to 30 November 2013

OCCUP PERMIT NO	DATE	BUILDING PERMIT / LICENCE NO	ASSESS NO.	Receipt No	Building Class	OWNER	BUILDER	LOCATION	DESCRIPTION
BA5924	20/11/2013	BP 110/2009 & AMEND 1 & AMEND 2	A7052P	N/A prior to 01.04.2012	1A & 10A	Kimberley Group Training Inc	Top End Building Company Pty Ltd	Strata Lots 1, 2 & 3 SP 67277 (Former Lot 260 (#130) Casuarina Way Kununurra	Group Dwelling comprising of 1 x single detached dwelling and 2 x attached dwellings separated by a fire resisting wall
BA5942	25/11/2013	BP 085/2011	A784P	N/A prior to 01.04.2012	5, 2 & 1A	Westel Holdings Pty Ltd	R E Proud & Associates / original permit issued to MI Buidling Technology (Aust) Pty Ltd	Strata Lot 3 on SP 60840 (Lot 11) Riverfig Avenue Kununurra	Class 5 office, 2 x Class 2 Residential units and 5 x Class 1A Residential Units

BUILDING APPROVAL CERTIFICATES (Form BA14) ISSUED AS THE CERTIFIER FOR THE PERMIT ISSUING AUTHORITY – 01 to 30 November 2013

APPLIC NO	DATE ISSUED	ASSESS NO.	CERT No	LOCATION	DESCRIPTION
73249	28/11/2013	A1054P	BA5951	Lot 760 (6) Calytrix Avenue Kununurra	Building Approval Certificate - Class 1A additions/ renovations Conversion of shed to a bathroom & refurbishment of internal bathroom

BUILDING APPROVAL CERTIFICATES – STRATA (Form BA16) – 01 to 30 November 2013

APPLIC NO	DATE ISSUED	ASSESS NO.	CERT No	SP NO	LOCATION	DESCRIPTION
66775	19/11/2013	A7052P	BA5920	67277	Lot 260 (130) Casuarina Way Kununurra	Group Dwelling comprising of 1 x single detached dwelling and 2 x attached dwellings separated by a fire resisting wall
71847	25/11/2013	A784P	BA5940	60840	Lot 11 Riverfig Avenue Kununurra	Class 5 office, 2 x Class 2 Residential units and 5 x Class 1A Residential Units

CERTIFICATES OF CONSTRUCTION COMPLIANCE (Form BA17) ISSUED AS THE CERTIFIER FOR THE PERMIT ISSUING AUTHORITY – 01 to 30 April 2013

APPLIC NO	DATE ISSUED	ASSESS NO.	CERT No	BUILDING PERMIT NO	LOCATION	DESCRIPTION
71847	25/11/2013	A784P	BA5941	BP 085/2011	Lot 11 Riverfig Avenue Kununurra	Class 5 office, 2 x Class 2 Residential units and 5 x Class 1A Residential Units
101228	29/11/2013	A7425P	BA5954	BP 114/2013	Lot 101 (Units 1 & 2 / 16) Riverfig Avenue Kununurra	Class 5 Office

CERTIFICATES OF BUILDING COMPLIANCE (Form BA18) ISSUED AS THE CERTIFIER FOR THE PERMIT ISSUING AUTHORITY – 01 to 30 November 2013

APPLIC NO	DATE ISSUED	ASSESS NO.	CERT No	LOCATION	DESCRIPTION
66775	20/11/2013	A7052P	BA5922	Lot 260 (130) Casuarina Way Kununurra	Group Dwelling comprising of 1 x single detached dwelling and 2 x attached dwellings separated by a fire resisting wall
73249	28/11/2013	A1054P	BA5950	Lot 760 (6) Calytrix Avenue Kununurra	Building Approval Certificate - Class 1A additions/ renovations Conversion of shed to a bathroom & refurbishment of internal bathroom

THERE WAS NO REPORTABLE ACTIVITY FOR THE PERIOD – 01 to 30 November 2013 for the following:

- **AMENDMENTS TO EXISTING BUILDING PERMIT (Form BA04) ISSUED AS THE CERTIFIER FOR THE PERMIT ISSUING AUTHORITY**
- **OCCUPANCY PERMITS (Form BA10)**
- **OCCUPANCY PERMITS (Form BA10) ISSUED BY EXTERNAL PERMIT ISSUING AUTHORITIES UNDER BUILDING ACT 2011 S.7(02) RELATING TO PROPERTIES WITHIN THE SHIRE OF WYNDHAM EAST KIMBERLEY**
- **EXTENSIONS OF TIME GRANTED TO EXISTING BUILDING PERMITS (BA04)**
- **SIGN LICENCES**
- **FORMAL NOTICE / BUILDING ORDER – pursuant to Building Act 2011**

13.5.3 Experience Extraordinary East Kimberley: Ongoing Support From Shire of Wyndham East Kimberley

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Janet Takarangi Economic Development and Remote Service Delivery Officer,
REPORTING OFFICER:	Gary Gaffney, Chief Executive Officer
FILE NO:	ED.08.4

PURPOSE

For Council to approve funding support for the work arising from the East Kimberley Tourism Plan 2022 and Part B Operating Marketing Plan.

For Council to adopt the final reports as key enabling documents for the Shire's ongoing planning agenda.

BACKGROUND

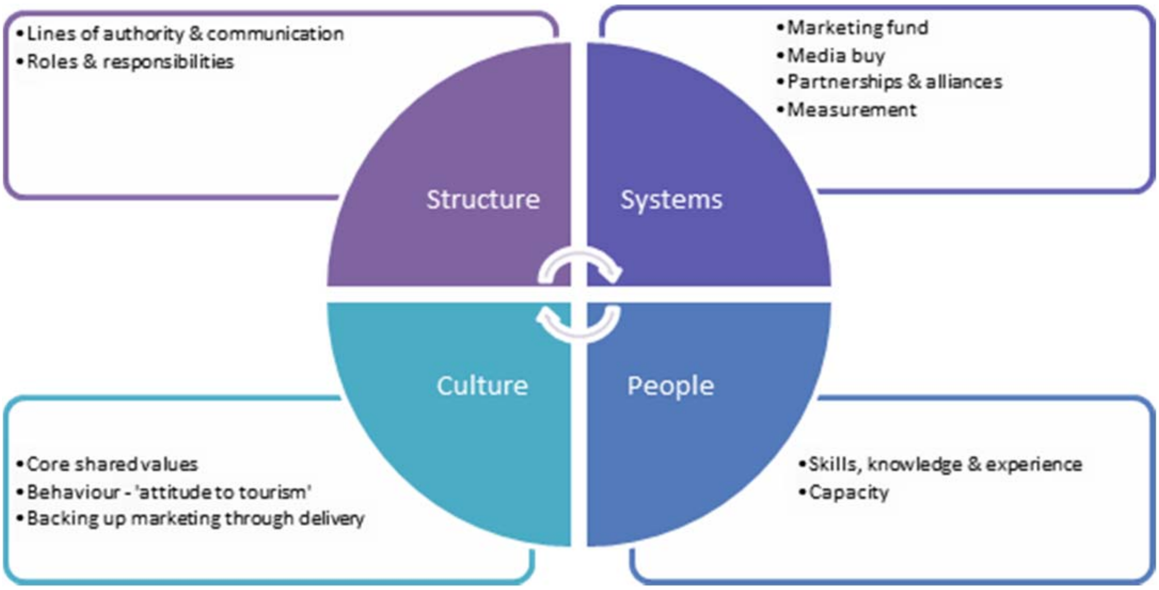
Since June 2013 work has been underway in a jointly funded project by Tourism Western Australia and the Shire to identify a clear way forward for East Kimberley Tourism including Operational marketing plans for 14/15 and 15/16.

This work has now been finalised with regional visits and workshops held by Tourism Western Australia in Kununurra November 5 and 6 2013. The final reports are attached to this report.

Industry identified the need for sector leadership and over the last 6 months have positioned themselves to take a strong role in the East Kimberley to drive the agenda forward.

The next 6 months will see a strong alliance develop between the regional tourism organisation (RTO) Australia's Northwest based in Broome, Industry represented by the Experience Extraordinary East Kimberley group chaired by Michael McConachy and the Shire of Wyndham East Kimberley.

The Tourism plan has identified key steps required to enhance the work done over the last 6 months. Using the Implementation model in the marketing report (Page 12) activities identified include the following:



Structure

- Getting a Charter in place
- Ensuring clear accountabilities and reporting is in place for a contractor for the next 6 months to work with industry to drive the work forward

Systems

- Working with industry to set up a system to generate ongoing funding for marketing and promotional work
- Working with media to generate an increased awareness of the role and value of tourism in the community
- Working with Tourism WA and others on how the visitor and resident experience can be measured.
- Develop a name and brand for the East Kimberley to embrace to show wide support for the work underway. Tourism Western Australia is keen to support the Experience Extraordinary East Kimberley being used to tie to the overall WA brand.

People

- Liaising with Tourism Council and Small Business Centre to maximise what is on offer for the training being offered in 2014 for customer service. The Small Business Centre has indicated their strong support to be involved in Customer Service training on offer in April 2014 funded by Tourism Western Australia and delivered by the Tourism Council. This means that Kununurra based trainers will be available for ongoing training.
- Working with Kimberley Training Institute to see what is on offer for staff and other training
- See what can be leveraged out of the workforce planning that is being done in Broome for the Hospitality Industry

Culture

- Work with the business community through the Chamber of Commerce to widen business support for tourism. Discussion to date with the Kununurra Chamber of Commerce indicates strong support for this delivery model with oversight being provided by a Steering Group who would be accountable for the management of the contractor and the controls required back to funders.

- Work to ensure the value of tourism to the East Kimberley economy is recognised and supported
- Hold a Business after hours early in 2014 to launch the mechanism for ongoing industry funding for marketing, and the "I work in Tourism" campaign.
- To support this work it is requested that the Shire support this project by making $15,000 available from the Economic Development fund to the Industry group through the Chamber of Commerce as the fund manager to assist funding a contractor for a period of six months. The group is in discussion with Australia's Northwest to secure a similar amount with the Board meeting the week of December 9 in Perth. Tourism Western Australia will also be attending that meeting.

It is also important to support the culture shift required around the value of tourism and the role all residents play in this sector.

Given that the group is planning a business after hours in February 2014 it would provide a good opportunity for the Shire to provide an additional $5000 to the group to develop a campaign involving a range of local business and service providers in declaring their role and support by having an "I work in Tourism" campaign. This can be repeated with the material developed able to be used involving local people.

This can be run before the Tourism Council training in April 2014 to generate involvement and again later in the year. It would provide a strong message to the industry and the community that the Shire recognises the important role tourism plays.

STATUTORY IMPLICATIONS

There are no statutory implications associated with this report.

POLICY IMPLICATIONS

The work underway for tourism has close synergies to the overall planning agenda of the Shire including but not limited to the work underway for EK@25 and the future reviews of both the Strategic Community Plan and the Corporate Business Plan. By declaring the East Kimberley Tourism Plan 2022 and Part B Operating Marketing Plan as an enabling document work done to date will be formally taken into account thus building the key sector of tourism into the ongoing planning agenda.

FINANCIAL IMPLICATIONS

The annual budget for the Economic Development fund is $55,000 per annum. This year only $3909.00 has been accessed. There are budget funds available for these two activities.

STRATEGIC IMPLICATIONS

The Strategic Community Plan 2012 -2022 Goal 2, objective and Strategies are enhanced by this report:
Goal 1:
Greater returns from regional investment to ensure sustainable provision of appropriate physical and social infrastructure.

Objective 2.2 Maintenance of economic diversity and greater community returns from investment in the region

Strategy 2.2.4 Enhance and expand tourism opportunities in the East Kimberley and improve access to significant tourism destinations.

COMMUNITY CONSULTATION

The Shire has supported the Industry group during its development by providing in-kind services provided by Shire staff and making facilities available for meetings.
The Industry group is made up of key industry players and has a Chamber of Commerce representative and the East Kimberley Australia's Northwest Board member in attendance. The Kununurra Visitor Centre is also involved providing key linkages to members and their work programme.
It is expected that there will be a general update to all members of associated organisations via newsletters and that media will be engaged in various ways to keep the general public informed.

COMMENT

Having industry engaged and open to driving the agenda forward provides the Shire with a unique opportunity to be involved in a strategic role offering support including funding support, use of facilities for meetings, accessing staff as required and at a Council level offering a strong advocacy role to key stakeholders locally, regionally and State wide.

Issues identified in the plan are of direct interest to the Shire for example the East Kimberley Regional Airport and the desire to improve options and services for residents and visitors.

Supporting the growth of tourism in the regional economy enables diversification to occur and with the drive of industry and the private sector in partnership with key Tourism agencies and Government both Local and State a strong platform can be built for future growth.

ATTACHMENTS

The associated attachment will be provided under separate cover.

Attachment 1 – East Kimberley Tourism Plan 2022. November 2013
Attachment 2 – Part B. Operational Marketing Plan. November 2013

VOTING REQUIREMENT

Simple Majority

OFFICER'S RECOMMENDATION

That Council:

1. Adopts the attached final reports under the East Kimberley Tourism Plan 2022 and Part B Operational Marketing Plan as formal key enabling documents for the Shire.
2. Approves funding of $15,000 (+GST) from the Economic Development budget for the Experience Extraordinary East Kimberley project arising from the East Kimberley Tourism Plan 2022 and Part B Operational Marketing Plan.
3. Approves funding of $5000 (+GST) from the Economic Development budget for an 'I work in Tourism "campaign designed to support the work happening in 2014 to improve customer service to visitors.

COUNCIL DECISION

Minute No. 10279

Moved: Cr K Wright
Seconded: Cr D Spackman

That Council:

1. **Adopts the attached final reports under the East Kimberley Tourism Plan 2022 and Part B Operational Marketing Plan as formal key enabling documents for the Shire.**
2. **Approves funding of $15,000 (+GST) from the Economic Development budget for the Experience Extraordinary East Kimberley project arising from the East Kimberley Tourism Plan 2022 and Part B Operational Marketing Plan.**
3. **Approves funding of $5000 (+GST) from the Economic Development budget for an 'I work in Tourism "campaign designed to support the work happening in 2014 to improve customer service to visitors.**

Carried Unanimously 8/0

KPP
Business Development

Kadar Pearson & Partners Pty Ltd trading as
KPP Business Development

Shire of Wyndham East Kimberley

East Kimberley Tourism Plan 2022

November 2013

Contents

Figures and Tables

Acronyms and Abbreviations

ANL	Australia's National Landscapes
ANW	Australia's Northwest Tourism
BVC	Broome Visitor Centre
DPAW	Department of Parks & Wildlife
KCCI	Kununurra Chamber of Commerce
KPP	Kadar Pearson & Partners Pty Ltd trading as KPP Business Development
KSCS	Kimberley Science & Conservation Strategy
KVIC	Kununurra Visitor Information Centre
MG	Miriuwung Gajerrong
MRD	Main Roads WA
SWEK	Shire of Wyndham East Kimberley
TA	Tourism Australia
TTE	Tourism Top End
TWA	Tourism Western Australia

This Report should be read in conjunction with Part B: East Kimberley Operational Marketing Plan, 2013.

Kadar Pearson & Partners Pty Ltd, trading as KPP Business Development

PO Box 2443, Broome Western Australia 6725

Executive Summary

The Shire of Wyndham East Kimberley (SWEK) has identified the significance of the tourism industry to the East Kimberley economy and has determined that this Tourism Plan will set quantifiable goals with measurable results to take a broader, longer term view of the East Kimberley's strategic roles in tourism. This approach differs from previous years where, East Kimberley tourism has been largely guided by marketing activities and related services through Tourism WA (TWA), Australia's North West Tourism (ANW) and individual operators.

The East Kimberley Tourism Plan guides the sustainable regional growth of tourism to 2022. The Plan builds on existing strategies and is designed to assist SWEK in policy development, planning and financial decision making. Where appropriate, the Tourism Plan aligns with broader regional tourism strategies.

A concept that is fundamental to this Plan is that tourism "destination" development involves creating positive experiences for visitors based on attractions, activities, events and services, and includes management of the destination's assets in addition to marketing activities.

The development of this Plan included secondary research, primary research of visitors and consultation with industry and regional stakeholders which led to the development of the strategic goal:

To increase the value of tourism to the East Kimberley from \$100.5m in 2013 to \$130m by 2022

The East Kimberley has considerable natural tourism assets and iconic experiences but significant effort is still required in product development, improving the marketing capacity of the local tourism industry and improving access to the region for visitors. The East Kimberley Tourism Plan focusses on addressing these fundamental aspects of tourism as a means of stimulating tourism growth in the region.

On this basis, there are four (4) strategic objectives identified to achieve the goal:

1. Targeting growth markets (Target segments, including Business);
2. Improving access (Making it easier to get to the region);
3. Building the value of tourism (both visitor and resident perspectives); and
4. Developing products, services and events to meet the needs and expectations of target market segments.

The market segments of importance to this plan, identified through research and industry consultation phases, are considered to be the "Grey Explorers", the "Dedicated Discoverers" (as defined by TWA), and the business traveller market segments.

The Grey Explorers have represented the cornerstone of annual tourism visitation for the East Kimberley in past years. Most current East Kimberley tourism strategies are focussed on this market segment. They remain vitally important to the tourism industry in the region and represent a market that will be 'maintained and monitored' going forward.

Dedicated Discoverers, and particularly the sub-segments of this group (fly/drive market, eco-tourists, and east coast visitors) are identified in this plan as a target market for growth. This cohort represents a higher-yielding visitor through which the industry is seeking to increase the contribution and value of tourism to the East Kimberley economy.

The region attracts around 115,000 visitors per annum, of which around 45% are caravan and campers, and 36% are business and fly/drive visitors. Access issues addressed in this plan include overcoming current limitations to air transport/connecting flights; improving road conditions and impacts of seasonality on access to attractions; and overcoming the lack of transport options around Kununurra for visitors.

Tourism is the second largest contributor to the economy of the East Kimberley. Currently there is a low level of understanding by residents of the value of tourism to the local economy. The importance of valuing visitation to the region needs to be reflected through improving the ‘service culture’ of the town.

The need to look at improving and developing tourism product and services to meet the needs of all target markets is addressed in this Plan. Current products and services meet the needs of the caravan and camper market to a large extent, but other target markets are not yet adequately supported. Some of the key requirements into the future include improving the range of accommodation and products, developing indigenous tourism product, creating new events across shoulder seasons, improving the look and feel of the townscape, and better services for business visitors.

There are 21 strategic actions recommended in this plan that address improvements to the ‘fundamentals’ of tourism in the East Kimberley. Of importance to the implementation of this Tourism Plan, each one of these strategic actions is within the influence and control of the industry and stakeholders in the East Kimberley. This plan will assist the East Kimberley to become “market ready” for broader strategic and “flagship” tourism infrastructure projects to be driven by State Government initiatives.

The strategic objectives of the East Kimberley Tourism Plan direct the overall focus of the Operational Marketing Program developed to accompany this Plan. Strategic and tactical marketing initiatives focus on maintaining existing key markets (drive market, CCC) in addition to targeting higher-yielding markets (Dedicated Discoverers).

The following strategic marketing priorities were identified to further support the implementation of the East Kimberley Tourism Plan:

1. The development of a local marketing levy for the East Kimberley;
2. The establishment of a local representative body for tourism in the East Kimberley (informal) to provide guidance in terms of creative elements, key messages, values and marketing content;
3. Identification of the most suitable and appropriate means by which the marketing program can be implemented;
4. Improving access to the region by air e.g. connecting services from east coast locations, increased frequency etc; and
5. Educating the local community and small business sector on the ’value of tourism’ to ensure that product and service delivery backs up the marketing program.

The East Kimberley Tourism Plan 2022 provides the foundations upon which the Shire of Wyndham East Kimberley can engage with, support and benefit from tourism in the Shire.

1. Background & Methodology

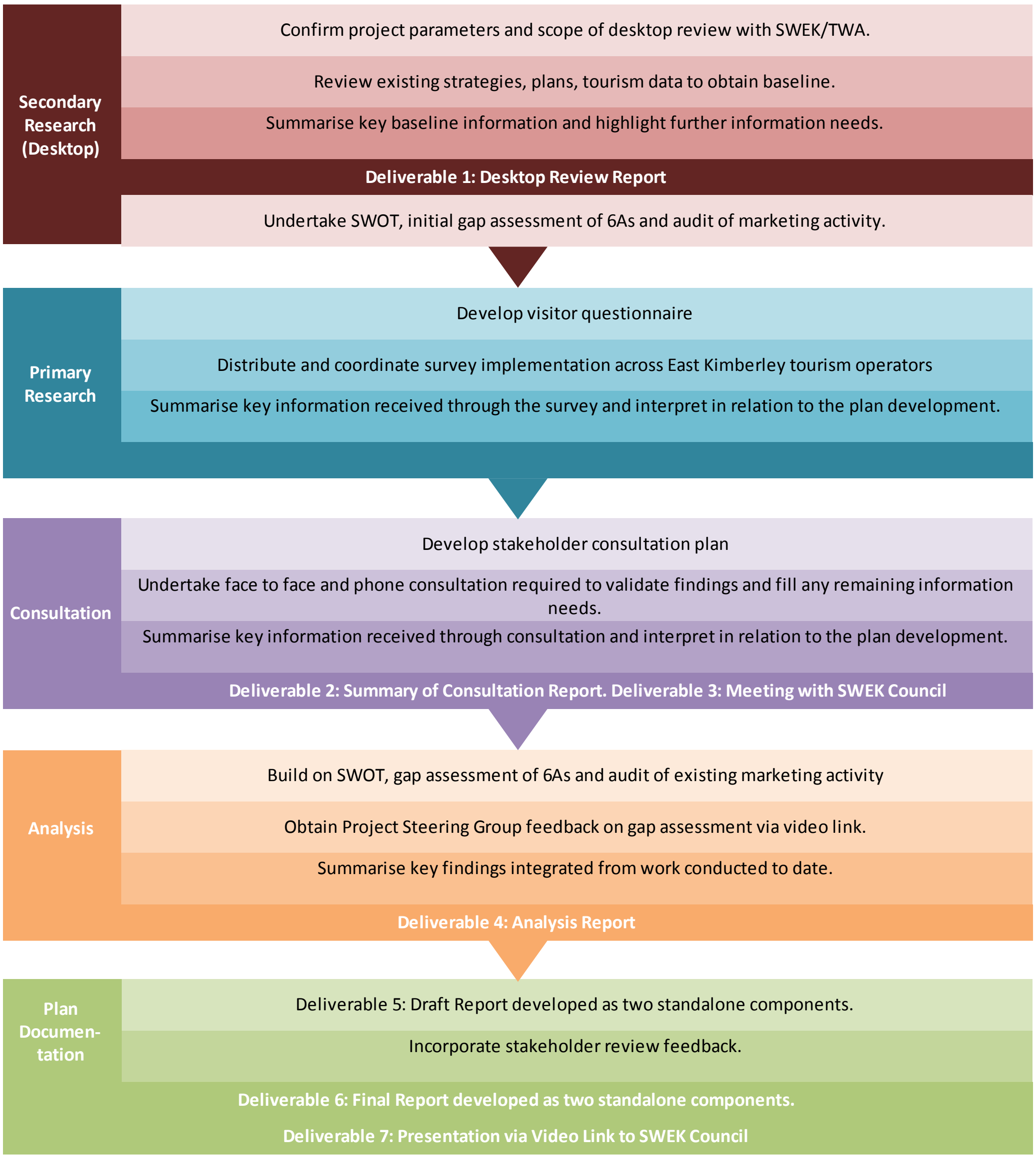
A Tourism Plan for the Shire of Wyndham East Kimberley (SWEK) is required to guide the sustainable regional growth of tourism to 2020. The plan intends to build on existing strategies and assist SWEK in policy development, planning and financial decision making.

Key outputs of the Tourism Plan include quantifying the value of tourism in the East Kimberley; developing tourism infrastructure and product development priorities; devising marketing and promotional activities and how these opportunities can be leveraged to improve outcomes from both events and business investments.

The Tourism Plan needs to align with broader regional tourism strategies, where appropriate.

The agreed methodology for the development of the plan was based on five (5) phases:

1. Review of existing plans and strategies (secondary research);
2. Survey of visitors (primary research);
3. Consultation with key stakeholders;
4. Analysis; and
5. Plan Documentation.



2. Key Findings

2.1 Secondary Research

- There is a large body of work that has been undertaken in determining future priorities for tourism in the Kimberley.
- There is generally consistency in themes between the Commonwealth, State and industry bodies in plans for the East Kimberley. These themes are based on natural attractions; self-drive experiences (camping, caravanning and nature based accommodation); and development of Indigenous product, participation and facilities.
- There is a level of conflict between the destination priorities and trends. The destination is all about spectacular landscapes which are generally accessible by vehicles and yet the drive market is stagnant. The growth segment of the drive market is Grey Nomads who have the lowest average spend per night of any market segment within this industry.
- Around one-quarter of Grey Nomads and Explorers who travel through the Northern Territory's Top End also visit Kununurra. There appears to be opportunities to increase this proportion through targeted marketing and promotional offers.
- There is a growth trend in the fly/drive market, i.e. visitors who fly to a destination and then hire or borrow a vehicle. This trend is compatible with the changing patterns of holiday behaviour, where people are taking shorter, more frequent breaks. This growth trend does not appear to have been considered in its impact on Kununurra and the SWEK region in (external) strategies developed.
- There appears to be strong compatibility between the strategies and plans being adopted by Tourism Top End and the SWEK region.
- Data upon which decisions are made is generally out of date. Specifically, many of the reports are dated around 2009 at which stage the impacts of the GFC on regional tourism were not quantified.
- ABS no longer report of small region tourism satellite account data and therefore the need to develop other data sources is becoming increasingly important.
- Tourism Development Priorities (2010-2015) suggests that Kununurra and all Kimberley regions outside Broome are in the "development phase" of the tourism lifecycle model however, it is unclear which organisation has responsibility for product development.
- The consultation phase of this project will focus on developing mechanisms to improve source data information and timeliness of that information so it can be used for long term and tactical planning; the level of support for strategies developed by external agencies; and consideration of new opportunities (such as closer collaboration with Tourism Top End and product development not currently considered within external strategies).

2.2 Primary Research

The business visitor represents around 15% of the total visitor market based on survey results however, as the survey was conducted over the peak of the leisure visitor season, it is considered that on an annualised basis, the business visitor represents closer to 20% - 22% of visitors to the East Kimberley.

There are significant differences between the leisure and business markets in terms of accommodation choice, average length of stay, mode of transport to reach the destination, average yield, activities sought and services required. Whereas the business sector's dissatisfactions focus on the lack of connecting flights; transport services between the airport and town; lack of a variety of restaurants; and poor service, the leisure sector focuses on road conditions; amenities; the ambience of the town; and the high cost of essentials.

The results of this survey have provided a number of indicators for future consideration and planning. Specifically, there are issues raised that are in the direct control of the Shire, Chamber of Commerce, Infrastructure and Development agencies, the Visitor Centre and marketing bodies:

SWEK – There is a general sense that Kununurra looks tired and old and requires a "facelift". There is also a need to better accommodate caravans and campers with dedicated parking bays within the town centre and shopping centre.

The Chamber – The value of tourism to the region needs to be better communicated to the business and general community so that the region is seen to be visitor friendly. It is assumed that the poor service referred to by survey respondents is systematic of residents' frustration with the large inflow of visitors during the dry season and therefore locals need to better understand the contribution of these visitors to the local economy. There are also a number of business opportunities that have been identified by respondents that may be valuable to Chamber members.

Infrastructure and Development Agencies – Although many respondents suggested that the Gibb River Road needs to be improved/sealed, this is not compatible with the market positioning of this road. However, there are a significant number of respondents who commented on the safety of the Lake Argyle access road in that it is seen to be too narrow to cater for caravans. Although it is unlikely that this will be considered a priority for SWEK due to funding constraints, some signage about the road conditions may overcome the concerns raised. The same applies to single lane bridges along the Northern Highway. Similarly, consideration should be given to making improvements to the Kalumburu Road and potential investment in 4WD Trails over the longer term.

Kununurra Visitor Information Centre – Around 10% of respondents were dissatisfied with the service or information received at the Visitor Centre. As with all VC's in the Kimberley, casual staff are recruited during the peak season to meet visitor demand and training (and therefore local knowledge) can be limited.

Accommodation providers –The needs of business travellers is substantially different to the needs of the leisure visitor, as is recognised by accommodation providers. However, survey respondents have provided further insights, specifically as they relate to transport services between the Airport and town and an improved variety of places to eat and after work activities.

Marketing Bodies – Survey results have shown clear differences in the motivations to visit the region between intrastate and the east coast market. Whereas people from Perth are far more interested in the weather, East Coast visitors are looking for Aboriginal experiences and visiting cultural and historic sites. Common to both markets is the draw of the landscape. The basic demographics of survey respondents should also be useful in developing targeted marketing activities.

The information gained from this survey is an important first step in developing a long term plan for tourism but should be seen as a benchmark for future studies. It is strongly recommended that consideration be given to running this survey again during the shoulder period (October/November) and again in July 2014.

Detailed findings of the Visitor Survey are attached as Appendix II to this document. However, key findings can be summarised as follows:

- Two thirds (67%) of the sample were visiting the East Kimberley for the first time with the significant majority (85%) stating they were on holidays rather than business.
- 85% of survey respondents claimed they were in the region for holidays compared with 15% who state they are in the region for business.
- Over 70% of respondents who are in the East Kimberley for holidays, state this is their first time in the region compared with 42% who are travelling for business.

- Almost 90% of respondents who are in the region for holidays state that the East Kimberley is part of an extended trip to a number of destinations compared with only 38% of those travelling for business.

- Almost 50% of business visitors state they are travelling in the region with colleagues while over 80% of holiday visitors are travelling with family or friends.

- The significant majority (83%) of business travellers to the region arrived by plane compared with 16% of those travelling for holidays.

- The majority of holiday visitors (56%) came to the region from the Northern Territory compared with 37% who came from the Central or West Kimberley.

- 3-5 day stays appears to be the most prevalent length of stay for both business and leisure travellers.

- Around one-third (34%) of visitors from NSW booked tours in advance of arriving to the region compared with 19.64% of visitors who live in WA.

- Leisure visitors from WA are more likely to go to the East Kimberley because of the good weather whereas visitors from the Eastern States claim Aboriginal experiences, cultural and historic sites and landscape to be key motivators.

- Almost 70% of leisure visitors planned to visit the Kununurra Visitor Centre however this is strongly skewed to people 55+.

- Lake Argyle/Ord River and Purnululu dominate the list of attractions visitors plan on seeing during their stay in the region.

- There is a high level of satisfaction in terms of respondents' visit to the region however leisure visitors have higher satisfaction levels than business travellers.

- Leisure visitors believe improvements can be made in terms of road conditions, mobile and internet coverage, costs, the Visitor Centre, the look of the Town and general facilities and amenities.

- Business visitors believe that there needs to be better connecting flights; improved transport between the airport and town; improved facilities and activities particularly in relation to restaurants and after work hour's events.

- Around 10% of both leisure and business visitors believe that Kununurra is not visitor friendly.

2.3 Industry Consultation

The consultation phase revealed a broad range of views regarding the future development of tourism in the East Kimberley. Matters raised included industry development, destination development and marketing from both a micro and macro perspective. Given the volume and in some cases disparity of views and feedback shared by stakeholders, key findings have been summarised below against the 6A's.

Access

- Stakeholders widely acknowledged that air access to the East Kimberley needs to improve – both connections through Darwin and exploring new routes. This applies to both the leisure and corporate market.
- Comments were put forward on the need to make improvements to the Kalumburu Road. There are constraints in terms of SWEK's ability to fund annual maintenance. There is a view amongst industry stakeholders that divesting SWEK of the Kalumburu Road may help facilitate improvements. Based on discussions with SWEK it would appear they would support this direction.
- Over the longer term investment in 4WD Trails should be considered to encourage visitor dispersal across the region.

Accommodation

- Caravan Park overflow facilities need to be better coordinated. Ord Expansion Project (OEP) Worker's Camp needs to be considered for this use.
- SWEK should not be 'in the business' of operating overflows (e.g. Agricultural Oval) but should facilitate this seasonal need through the industry.

- 24-hr Rest Stops implemented and managed by Main Roads WA (MRD) are not conducive to supporting local Caravan Park operators or the retail business sector. It just gives visitors a reason not to come into town.

Attractions

- Ngamoowalem Conservation Reserve is considered another new area in which walk trail / trekking / hiking products can be developed. It is considered to be the 'low hanging fruit' in terms of the MG Dawangs (reserve lands).
- More events need to be developed to lengthen the season. Focus should obviously be placed on shoulder periods and events should be developed around themes such as Landscape, Water, Wildlife / Nature, People / Culture / Lifestyle.
- A key impediment to the development of future events is determining / identifying who will drive progress in this area. i.e. Events development is often left to too few which in turn limits capacity.

Activities

- A number of stakeholders support the proposal to excise the Cockburn Ranges from the pastoral lease to create iconic walk trails in this area.
- The creation of iconic walk trails is supported conceptually by the industry however there is a view that the target markets for this type of product need to be clarified.
- More Indigenous tourism product would add value to the visitor experience and the appeal of the region. With this in mind, product development strategies are needed for each of the key Traditional Owner Groups (Balangarra, Wunambal Gaambera, Mirriuwung Gajerrong, Dambimangari) to identify opportunities and how they can enhance the visitor experience, particularly along the Kimberley Coast.
- Networks and support for people seeking to enter the tourism industry needs to be improved. It is unclear who is responsible for this or how it functions. A number of stakeholders cited the lack of new product in recent times as a result of this.
- Indigenous stakeholders in the North Kimberley (e.g. Wunambal Gaambera) have a clear vision of where and how they see the future of tourism development on their lands.

Amenities

- There is general agreement amongst stakeholders that Kununurra looks tired and 'needs revitalising'. It is not entirely visitor friendly.
- The majority of stakeholders concurred that the facilities and amenities for the drive market needed to be improved in the town centre.

Awareness

- There is general agreement that service levels in the East Kimberley need to improve.
- The 'value of tourism' is not acknowledged or fully appreciated by the business community, resident community and the local Council.
- There is strong support within industry operators for the notion of a 'tourism portfolio' being established within SWEK / Council.
- The majority of stakeholders believe that SWEK does not support tourism enough – this applies to marketing, policy & planning, infrastructure and advocacy.
- Many stakeholders believe KCCI can play a greater role in advocating the industry for benefit of all businesses.
- There is a lack of industry leadership and advocacy at a local level.
- The SWEK region has many things in common with the Northern Territory (NT) however, it is acknowledged that NT is unlikely to want to collaborate and 'send visitors across the border'. Despite this, it is generally agreed that strategies should be developed to encourage visitors to Darwin and NT to travel further afield to East Kimberley.
- The China market is not considered a realistic option for the East Kimberley, apart from

possibly some small 'business groups' associated with Ord Stage 2. The majority of stakeholders consulted agreed that the experience in the Kimberley was a long way from what the Chinese market is looking for and the region is simply not ready for this market.

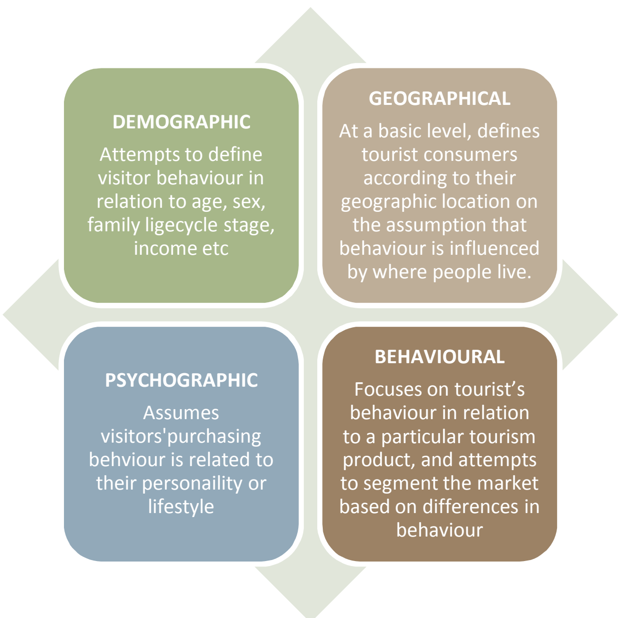
- The 'incentive market' (i.e. corporate retreats or rewards) represents some opportunity from a 'business tourism perspective' but for small groups only.
- There is a perception that the marketing activity undertaken by ANW (the Regional Tourism Marketing Organisation) is mainly focused on Broome.
- There is general consensus that more focus needs to be placed on marketing the East Kimberley. However, it is equally recognised by stakeholders that this requires a greater level of marketing monies and capacity to be raised within the Shire.
- There was a common view amongst industry operators and stakeholders that an East Kimberley tourism marketing fund needs to be established.
- There is support within the industry to consider and explore concepts such as Differential Rating, an Airport levy, a "bed tax" / passenger tax etc as a means of raising a local tourism marketing fund.
- Should a marketing fund be established it is unclear as to who would be responsible for coordinating / implementing such a program.
- There are mixed views on who would be responsible for developing and implementing marketing activity funded through a local program. e.g. KVC, ANW, Local Committee, or KCCI. It is generally acknowledged that setting up a new entity will would require administration and operational costs to be met and potentially reduce funds for marketing.
- There are some strong views that the marketing message needs to focus on Kununurra.
- A number of others maintain that the marketing message / positioning should lead with icons, landscape etc as most of the 'attractions' are outside the town. They believe this is what draws visitors to the area – not the town.
- There are some strong views that the East Kimberley should leverage from key icons in the region as a means of creating greater consumer awareness. E.g. Bungle Bungle, Lake Argyle, Gibb River Road, Kimberley Coast, Ord River, Mitchell Plateau etc.
- The majority of stakeholders agreed that Kununurra is not a destination, however some expressed strong opinions that it needs to be like Broome.
- Some stakeholders suggested that the East Kimberley should have its own brand (like Broome) whereas others suggest the region should continue to leverage off the Kimberley brand and TWA's Experience Extraordinary brand.
- It was agreed that visitors from the East Coast of Australia represent a higher-yielding market.
- The tourism Industry still places a lot of importance on the drive market – they firmly believe that the Grey Nomads are still critical to their operations.
- Generally the industry in the East Kimberley is seeking to explore packaging of product more in partnership with airlines, improved air access etc.
- There is a lack of reliable and up to date visitor data upon which informed decisions can be made.

3. Tourism Development

3.1 Market Segmentation

In order to determine tourism development priorities for the future, clarity around key target markets is required in the first instance, as development priorities need to be considered in terms of the expectations of varying target market segments.

Tourism markets can be segmented in a variety of ways. Each of the four basic techniques – geographic, demographic, psychographic and behaviouristic have a number of advantages and disadvantages. i.e.



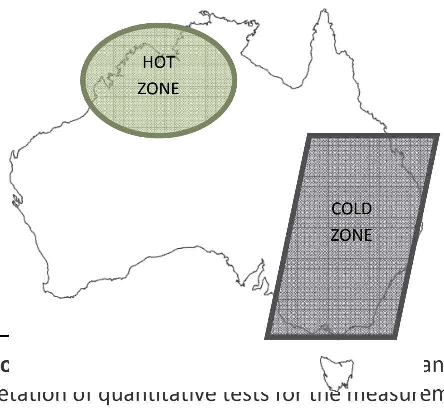
The use of geographic and demographic segmentation methods as a basis for differentiating marketing strategies has traditionally been advocated by regional or demographic variations in tourist behaviour. These methods are a useful starting point for those tourism organisations constrained by limited resources to gain a better understanding of their market.

However, these techniques have drawbacks as they lead to significant stereotyping that usually covers up or masks important variations in tourist behaviour. Not only do these techniques ignore other key influences on behaviour, they do not consider the wide variation in tourists' needs and wants even in small geographic areas or demographic groupings.

Psychometric Models [1]

TWA market segmentations are based on a psychometric segmentation model that consists of three main elements.

1. Aspirations (value statements that identify segments on the basis of perceptions and judgements of quality).
2. Life factors and choice drivers (such as income and stage in the family lifecycle).
3. Tourism purchase scenarios (e.g. accommodation and attraction preferences, purpose of trip, satisfaction with choices previously made, and other purchase drivers



[1] **Psychc** and interpretation of quantitative tests for the measurement of psychological factors for individual or group behaviour.

and determinants).

However, in terms of more accurately targeting market segments, a number of additional variables should be considered:

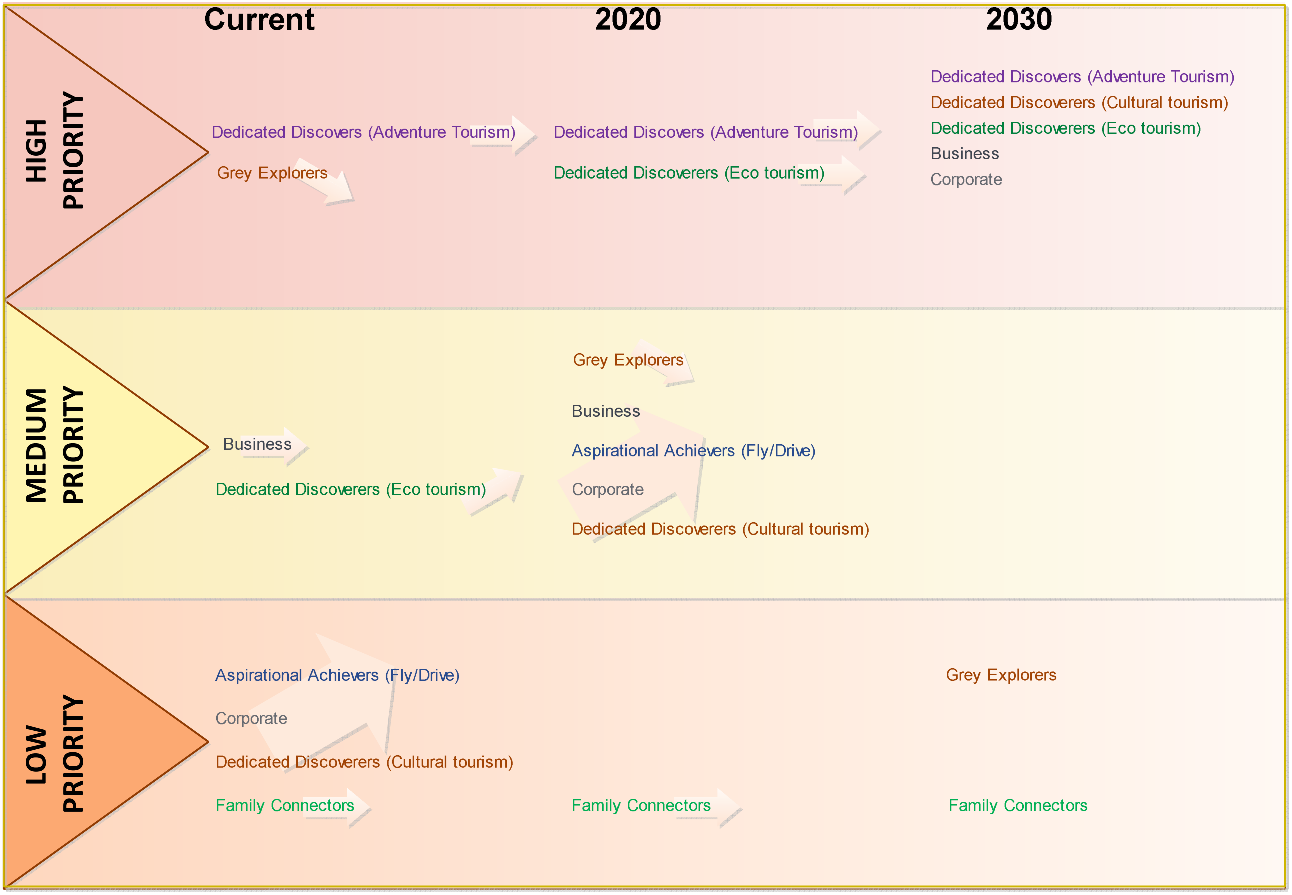
- Is there a relationship between geographic location of visitors and yield/spend?
- Is there a relationship between place of residence and proximity to destination? e.g.
- Where do emerging market segments (e.g. fly/drive) fit within traditional segmentation models? How are they recognised?

Psychometric Segment	Sub-segment	Yield	Geographic	Priority
Aspirational Achievers (AA)	Fly/Drive	High		Currently not a key target as they are time poor and enjoy holidays around resorts, wine, food etc
Dedicated Discoverers (DD)	Adventure Tourism Eco Tourism Cultural Tourism	High High High	Regional, intrastate, interstate, international Intrastate, interstate, international Interstate, international	High – attractions, activities & amenities largely in place High – attractions, activities & amenities largely in place Low - Product scarce and inadequate
Grey Explorers (GE)		Low	Intrastate, interstate	Medium - but will remain cornerstone of visitors over the next decade. High impact, low yield.
Family Connectors (FC)		Low	By default, this segment will be within a reasonable proximity to the EK with the trend to short, more frequent breaks. Most likely inter-region, intrastate and western NT.	Medium – distances are a key barrier.

In addition to the leisure market segments, two additional segment need to be considered:

Segment	Yield	Key Issues
Business	Medium - High	Represents 20% - 24% of visitor market and potentially high yield but don't have places to spend their money
Corporate	High	Low priority currently as dedicated facilities don't exist

On the premise that this plan focuses on the medium term strategies required to firstly consolidate and secondly to build tourism in the East Kimberley, the following table identifies target segment priorities in the short, medium and long-term based on capacity to deliver, time required to build new infrastructure and industry trends:



Grey Explorers – This segment represents the cornerstone of leisure visitors to the East Kimberley and will remain so for some time. This segment (probably) has the highest trip cost but the lowest spend per night of all target segments. With changing holiday behaviour, cheap airlines / airfare and increasing petrol costs, this segment is seen to be declining over time. This segment is well catered in terms of paid and free accommodation, attractions and activities although some amenities could be improved. It is noted that the State Government will be investing $34+ million over the next 4 years in WA's Caravan & Camping segment which will contribute to this cohort remaining a key source of annual visitation.

Dedicated Discoverers (Adventure Tourism) – The natural attractions, tourism attributes / experiences and remoteness of the region will continue to attract this segment over time. This segment may fly to Kununurra and then hire a vehicle or self-drive. The segment is generally well catered for and is a priority segment in 2013 and into the future.

Business – This segment is largely dependent upon economic activity, construction, new projects, expansion of current projects, service delivery and so on. It is estimated to account for 20% - 24% of the visitor market. There are significant opportunities to increase yield from this segment by developing and providing business specific products and services. (e.g. Business Club; high quality restaurant; flagship property on the banks of the Ord; airport transfer services; business services / facilities etc)

Dedicated Discoverers (Eco Tourism) – A number of properties currently meet the aspirations of this segment such as Faraway Bay; Berkeley River Lodge; El Questro / Emma Gorge however, it is largely reliant on property owners to promote and market these properties. There is a global trend to eco-tourism and increased property options and more cohesive marketing is seen as providing growth opportunities.

Aspirational Achievers (Fly/Drive) – A low priority currently, this segment is time poor and take shorter, more frequent breaks. They seek aspirational destinations and look for indulgences (in accommodation, food, wine etc). Currently, there are few properties / resorts that meet their needs with the exception of the Berkeley River Resort and the Homestead at El Questro. Coupled with the lack of accommodation options, access is difficult with few direct flights and poor connecting services from Darwin or Broome. This is a growth segment and improved access and targeted marketing are seen as priorities for the medium to long term.

Corporate – There are currently limited, suitable, purpose built venues for the corporate / conference market with the exception of the Berkeley River Resort and Kimberley Grande. However, this segment is seen to expand with the building of purpose built facilities at Lake Argyle and the Country Club.

Dedicated Discovers (Cultural Tourism) – There is very little cultural tourism product available in the East Kimberley. The development of MG lands, the determination of the Balangarra Claim and the investment aspirations of Gelganyem are seen as medium term opportunities for product development. Furthermore, the development of cultural tourism products in association with the Kimberley Cruising market is a priority for Wunambal Gaambera people.

Family Connectors – Although this is a forecast growth segment in WA, this segment is seen as a low priority for the East Kimberley mainly due to proximity. (Length of time required to reach destination coupled with length of holiday periods).

3.2 Tourism Development & the 6As

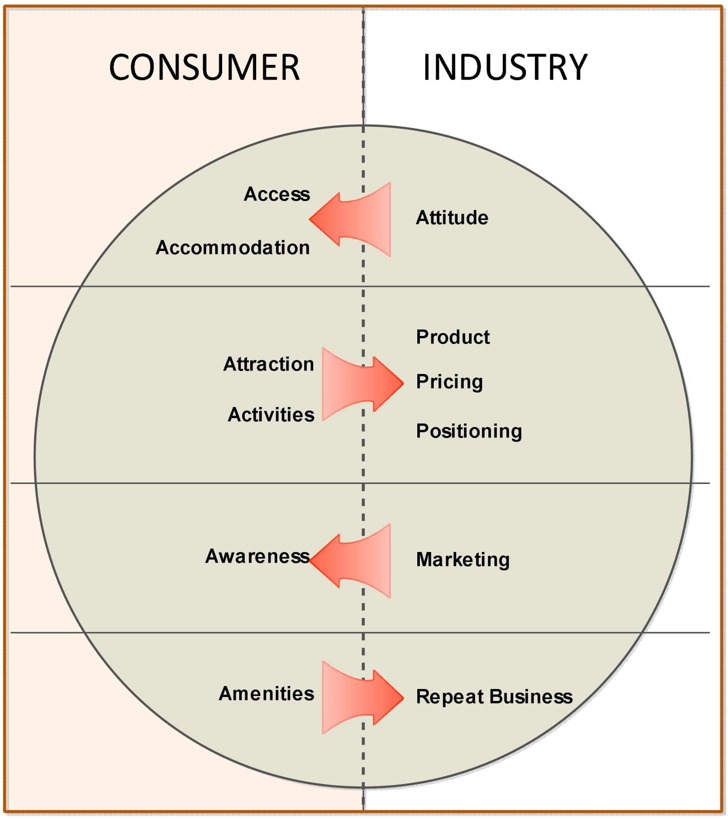
The 6As of tourism as defined by TWA are consumer focused criteria against which destinations can be evaluated and gaps identified. However, input from the industry to deliver the 6As is equally important and needs to be recognised in identifying infrastructure, service and product development gaps and priorities.

The 6As can be consolidated into four (4) categories:

1. Fundamentals – i.e. The basics required to develop and/or build tourism. This includes Access and Accommodation as visitors need a way to get to the destination and somewhere to stay when they get there. Equally important from an industry and community perspective, is the commitment to a tourism sector. If locals don't want leisure visitors, service and pricing will reflect this attitude and dampen efforts to build the sector.
2. Reasons Why – i.e. Visitors need a reason to consider a destination and things to do once they get there. This competitive advantage or Attractions, Activities and Events needs to be compatible with industry drivers of product, pricing and positioning, as it is incumbent on the industry operators to develop product around these attractions; provide the activities; and position these drivers at a price that is reasonable in a competitive environment.
3. Communication/Letting People Know – i.e. Awareness of the destination, access, accommodation, attractions and activities are driven by the industry through marketing, PR, events and promotions.
4. Experience – i.e. The ultimate experience is based on accommodation, attractions, activities meeting expectations however, amenities (to a large extent) drive repeat business and new business through word of mouth, social media, travel sites such as Trip Advisor.

As the 6As are not entirely visitor driven, emphasis on industry and community drivers need to be considered when developing tourism development priorities and gap analysis.

The following diagram attempts to show the



interrelationships between the 6As and industry driven aspects of tourism development.

3.3 Infrastructure, Services & Products

Kununurra is the base for a lot of tourism activity within the East Kimberley, in part due to the services available in this town that also support the Ord River based agricultural enterprises. Kununurra is the location of the main airport for the region, has hire car companies, shopping, banking and other necessary amenities and a range of accommodation options. There are numerous tourism attractions in the region including Australia's largest inland waterbody, Lake Argyle, lookouts, adventure trails (including the Gibb River Road and Parry Creek 4WD Track) and a range of tours, galleries, dining and recreational activities. Kununurra is the Kimberley's busiest scenic flight base, with flights to Purnululu, Mitchell Falls and the Kimberley Coast.

Wyndham is approximately 100 kilometres north of Kununurra along the Great Northern Highway and is the oldest town in the East Kimberley, first settled in the late 1800's. Although very different from Kununurra in its appeal to tourists, its history as a major hive of activity during the European settlement of the East Kimberley, the Five Rivers Lookout on the Bastion range, Afghan Cemetery, prison tree, the large crocodile statue on the entrance to the town, and the remote and desolate nature of the area makes it an interesting destination to visit.

The public tourism infrastructure in the region includes information bays, signage, picnic areas and ablution blocks, principally maintained by the Shire of Wyndham East Kimberley.

As part of the Kimberley Science and Conservation Strategy Tourism Initiatives study undertaken in 2012, a detailed listing of current infrastructure was undertaken. This information has been used to map existing tourism related infrastructure, services and products.

Tourism infrastructure, products and services have been mapped against six (6) A's of tourism: Access, Accommodation, Attractions, Activities, Amenities and Awareness. For consistency of review (in terms of tourism development) awareness in this instance is based on market awareness.

In the first instance, the existing and proposed tourism related infrastructure has been mapped in the tables following:

East Kimberley – Existing Infrastructure, Services & Products

Location	Access	Accommodation	Attractions	Activities	Amenities	Proposed Infrastructure	Awareness	Source of Plan
Drysdale River Station	4WD - Kalumburu Road Airstrip	Homestead Campsite	Working station, scenic flights over MP, pastoral history	Bar, bush restaurant	Hot / Cold Showers, flushing toilets, laundry, fuel, general store,		Low unless specific research has been undertaken as part of a planned trip to the region	Western Australian Caravan and Camping Action Plan 2013-2018
Miners Pool Campsite	4WD	Paid camping (Managed by Drysdale River Station)		Bush walking	Pit Toilets		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Munurru Camp Ground	4WD	Paid camping	Rock art, bush landscape	Bush walking	Basic ablutions		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Punamii-unpuu (Mitchell Falls) camping area	4WD Port Warrender Rd	Dedicated Camping area (Managed by DPAW)	Mitchell Falls	Walk trails to Falls; swimming holes; helicopter tours	Shade, toilets, drinking water, dedicated firewood collection area		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
APT Mitchell Falls / Wilderness Lodge	4WD Port Warrender Rd	24 Safari Tents	Mitchell Falls	Walk trails to Falls; swimming holes; helicopter tours	Restaurant		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Outback Spirit / Ngauwudu Safari Camp	4WD Port Warrender Rd	14 Safari Suites	Mitchell Falls	Walk trails to Falls; swimming holes; helicopter tours	Restaurant		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012

Location	Access	Accommodation	Attractions	Activities	Amenities	Proposed Infrastructure	Awareness	Source of Plan
Mitchell Plateau	Airstrip 4WD Port Warrender Rd		Mitchell Falls, unique vegetation (livistonia palms), scenic drive	Walk trails to Falls; swimming holes; helicopter tours	Hybrid toilets (at falls), ablutions at airstrip, No rubbish disposal at Mitchell Falls.	Upgrade to airstrip – subject to RADS funding	Low unless specific research has been undertaken as part of a planned trip to the region	Western Australian Caravan and Camping Action Plan 2013-2018
Kalumburu	4WD - Kalumburu Road Airstrip	Paid camping (Mission, Honeymoon, Mc Gowan), dongas, guesthouse (KAC), free camping at nearby coastal locations	River; Mission (museum), Old Mission relics; art centre, bush landscape, Teacher's Pool	Fishing, artists at work	General Store, fuel, fresh water, pay phones, waste disposal facilities		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Longini Landing	Track from Kalumburu	Free camping area		Riverbank Access, fishing			Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Pago	Track from Kalumburu	Free camping area	Pago Mission ruins	Fishing, rock art sites			Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Honeymoon Bay	Track from Kalumburu	Paid camping		Beach access, fishing	Toilets, showers, waste disposal		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Mc Gowan Island	Track from Kalumburu	Paid camping		Beach access, fishing	Toilets, showers, waste disposal, fuel		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012

Location	Access	Accommodation	Attractions	Activities	Amenities	Proposed Infrastructure	Awareness	Source of Plan
Carson River Station	4WD Carson River Track	Free camping	Carson River	River Access	Water	New Designated Campground	Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Carson River Station - Bulldust Yards Camping	4WD Carson River Track, Airstrip	Camping Area	Drysdale River	River access, rock art, gorges, canoeing, bush walking, bird watching			Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Home Valley Station	4WD Gibb River Road	Cabins, eco tents, campground	Lookout area over ranges is spectacular. Taste of Station life, general landscape.	Children's Playground, tours	Bar / Grill, showers, water, toilets		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Pentecost River Crossing	4WD Gibb River Road	3 to 4 Free roadside camp sites	River Crossing	Fishing			Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
El Questro /Emma Gorge	4WD Gibb River Road	Cabins, camping	Natural landscape and organised tours, Emma Gorge	Bush walking, swimming in Emma Gorge	Hot/ Cold Showers, toilets, store, laundry, swimming pool, restaurant		Medium	KSCS – Investigation of Tourism Initiatives 2012
El Questro Station Township	4WD Gibb River Road	Camping, cabins, homestead	Natural landscape and organised tours	Fishing, bush walking	Store, restaurant, laundry, ablutions		Medium	KSCS – Investigation of Tourism Initiatives 2012
Dunham River Reststop/Wyndham	Via Great North Nighway	24 hr camping	History, lookout, swimming hole but only during / after wet season.		Bins, Hybrid toilets, picnic shaded tables, upright bbq's.		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012

Location	Access	Accommodation	Attractions	Activities	Amenities	Proposed Infrastructure	Awareness	Source of Plan
Wyndham	Victoria Highway – sealed Road	Caravan and Camping	5 Rivers Lookout, history, Afghan and Pioneer Cemeteries; Aboriginal Dreamtime Statues	Heritage Trail, walking trails; Wyndham Museum; fishing	Hotel, cafes, tourist information, fuel, stores	Wharf Upgrade	Some level of awareness due to historic significance however, low awareness of attractions, activities & amenities unless specific research has been undertaken as part of a planned trip to the region	Tourism Development Priorities 2010-2015
Cockburn rest stop	Sealed (Victoria Highway & Northern Highway)	24 hr camping			Bins, toilets	$110K investment by State in bbq's, cement tables and earthworks	Low unless specific research has been undertaken as part of a planned trip to the region	Western Australian Caravan and Camping Action Plan 2013-2018
MG Conservation Lands	Bush tracks					Investor ready developments	Low unless specific research has been undertaken as part of a planned trip to the region	Tourism Development Priorities 2010-2015
	Bush tracks					Ngamoowalem Conservation Park		Naturebank
	Bush tracks					Darram Wetlands and Cultural Centre		The Miriuwung Gajerrong Conservation Lands
	Bush tracks					Jimilyiwoorr Safari Lodge		The Miriuwung Gajerrong Conservation Lands
	Bush tracks					Skeleton Creek-high yield safari tents or cabins		The Miriuwung Gajerrong Conservation Lands
	Bush tracks					Turtle Beach-environmental safari lodge		The Miriuwung Gajerrong Conservation Lands

	Bush tracks					Yirralalem-tented safari cabins		The Miriuwung Gajerrong Conservation Lands
Molly Springs	Highway then Bush track	Nil	Freshwater spring	Swimming		Toilets	Low unless specific research has been undertaken as part of a planned trip to the region	Departmental advice
Valentine Springs	Unsealed road	Nil	Swimming holes during the Wet	Swimming		Toilets		
Middle Springs	Unsealed road	Nil	Swimming hole during the Wet	Swimming		Toilets		
Black Rock Falls	Unsealed road	Nil	Waterfall / swimming hole during the Wet	Swimming				
Berkley River Resort	Floatplane, helicopter or boat	Resort-style accommodation, 20 units	Berkley River Gorge, Rock Art, Landscape, Kimberley Coast	Bush walking, fishing, gorge swimming, bird-watching, gorge cruises, sightseeing	Full Resort facilities, swimming pool, restaurant, conference centre	Land-based airstrip under construction	Low unless specific research has been undertaken as part of a planned trip to the region	Operator consultation
Faraway Bay	Floatplane, helicopter or boat	8 x cabins	Kimberley coast, Rock Art, Landscape	Bush walking, fishing, bird-watching, sightseeing	Hot/ Cold Showers, toilets, , laundry, swimming pool, dining area		Low – medium, unless specific research has been undertaken as part of a planned trip to the region	Desk research
Kimberley Coastal Camp	Floatplane, helicopter or boat	Gazebo-style accommodation	Kimberley coast, Rock Art, Landscape	Bush walking, fishing, bird-watching, sightseeing	Hot/ Cold Showers, toilets, laundry, swimming pool, dining area		Low – medium, unless specific research has been undertaken as part of a planned trip to the region	Desk research
Freshwater Cove	Floatplane, helicopter or boat	Tented accommodation	Kimberley coast, Rock Art, Landscape	Bush walking, fishing, bird-watching, sightseeing, Whale watching	Hot/ Cold Showers, toilets, dining area		Low unless specific research has been undertaken as part of a planned trip to the region	Desk research
Lower Ord Fishing Camps	Access via Parry Creek Road	Bush cabins	Lower Ord River, wildlife, scenery / landscape	Barramundi Fishing, bird-watching, sightseeing	Hot/ Cold Showers, toilets, dining area		Low – medium, unless specific research has been undertaken as part of a planned trip to the region	Desk research

Location	Access	Accommodation	Attractions	Activities	Amenities	Proposed Infrastructure	Awareness	Source of Plan
Cockburn Ranges	No current access	N/A	N/A – due no current access	N/A – due no current access	N/A – due no current access	Iconic Walk Trails	N/A – due no current access	Report yet to be released
Parry Creek Farm & Lagoon	Parry Creek Road	Camping, Caravan park & cabin accommodation	Marlgu Billabong, RAMSAR listed wetland	Camping, bushwalking, bird watching	Restaurant, laundry, swimming pool. Ablutions, fresh water		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Kununurra	Victoria Highway; regional airport	Range of Accommodation	Ord River, Diversion Dam, National Parks, galleries, Ivanhoe Crossing, fishing, boating	Land, air & water tours, fishing, boating	Restaurants/Cafes, fuel, stores, mechanical services,	Increase in Caravan Park capacity Boat Facilities	Low – medium awareness of attractions, activities & amenities unless specific research has been undertaken as part of a planned trip to the region	Tourism Development Priorities 2010-2015 Tourism Development Priorities 2010-2015
Lake Argyle	Sealed (Lake Argyle Road)	Caravan park & cabin accommodation	Lake, Durack Museum	Walking, Boating	Restaurant, swimming pool	Development of Conference Facility		Leaseholder consultation
Doon Doon Roadhouse	Sealed (Great Northern Highway)	Powered / Unpowered Caravan Sites; camping			Laundry , Showers General Store, Fuel, cafe		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012
Warmun Roadhouse	Sealed (Great Northern Highway)	Self Contained Units, motel rooms, dongas, camping; caravan park		Warmun Art Gallery	General Store, laundry, ablutions, fresh water		Low unless specific research has been undertaken as part of a planned trip to the region	KSCS – Investigation of Tourism Initiatives 2012

3.4 Gap Analysis – Infrastructure, Products & Services

For the purpose of consistency with State / TWA tourism plans and strategies, target market segments, as defined by TWA have been used to define key leisure market segments, although sub segments as described in section 3.1 (Market Segmentation) have also been included to improve targeting of requirements. Business and Corporate visitors have also been identified as a key target group and have been included in analysis.

The key target segments that have been attracted to the East Kimberley in the past have been the Dedicated Discovers and Grey Explorers although there have been some changes in recent years with the development and marketing of properties such as El Questro and Berkley River Lodge. It is considered that the Aspirational Achievers are becoming more attracted to the region due to these properties.

Within these key target segments, there are a number of sub-segments. For example, Aspirational Achievers are generally 'pressed for time' and therefore likely to either fly to destinations or consider fly/drive opportunities. There also appears to be adequate evidence to suggest that they are more likely to be from Australia's East Coast. These nuances will be considered as part of the Marketing Plan.

A current inventory of infrastructure, products and services can be found in the previous section of this document.

Gap analysis has been considered against the key criteria of target segments and priority as they relate to the 6As. However, as noted earlier, the industry and operators also have significant impact on the 6As and this has been considered as part of the strategic gap analysis (section 4.2).

Gaps have been identified through the Tourism Corridors project, (KPP, Kimberley Science & Conservation Strategy: Tourism Corridors, 2012), visitor surveys and consultation that formed part of this project.

The following tables outline key issues associated with infrastructure, products and services in relation to each of the targeted market segments and relevant sub-segments:

- Target 1: Grey Explorers
- Target 2: Dedicated Discoverers
  Sub-segment: Adventure Tourism
- Target 3: Business Visitors
- Target 4: Dedicated Discoverers
  Sub-segment: Eco-tourism
- Target 5: Aspirational Achiever
  Sub-segment: Fly-Drive
- Target 6: Corporate Market
- Target 7: Family Connectors

Target Market Segment 1: Grey Explorers

Grey Explorers also known as 'grey nomads' represent the elder age demographic (60+ years). They have lots of time to explore and experience new things and often travel with caravans and campervans thereby reducing accommodation costs while travelling, so their trip can last longer. They are generally 'budget conscious'.

This target segment represents the cornerstone of leisure visitors to the East Kimberley, however the segment will gradually decline and will become a less important segment in the long term. However, it represents the largest single segment to the region currently and will do so for the next decade or so.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Grey Explorer	Access	Main roads and highways into the region all sealed and high quality	Kalumburu Road Upgrade will encourage higher visitation to Mitchell Plateau region in addition to regular maintenance of Parry Creek Road, King River Road, Duncan Highway	SWEK / Lands Dept	Annual / Ongoing	2	$420,000 annually
			Improve condition of Lake Argyle Road as visitors suggest serious safety issues	SWEK		2	Subject to study being undertaken
	Accommodation	There is a good range of caravan and camping options available with some stress points over a couple of weeks of the peak season	Limit new free camping site upgrades to protect business interest of current operators	DPAW / SWEK / TWA	Ongoing	1	Nil
	Attractions	Significant natural landscapes, waterways, natural and cultural histories	Lack of major events to promote shoulder season visitation or extend length of stay. Opportunities need to be fully scoped and key drivers identified – develop events strategy for EK	Eventscorp, Local Industry	Ongoing	2	$25,000
	Activities	Self-guided and organised tours of key sites	Need to develop indigenous cultural tourism products	IBA / Morrgul / MG/ TWA	2014 - 2016	1	Nil[2]
	Awareness	Many East Kimberley sites used to represent the iconic images of the Kimberley	Need more co-ordinated and effective marketing of natural attractions that target identified growth segments	DPaW/ ANW & Industry partners	2014 - Ongoing	1	Refer Marketing Plan

[2] Product development cost noted as nil due to enterprise support available through Morrgul Pty Ltd. Morrgul Pty Ltd is a Business Development Organisation established through negotiations between Native Title Claimant groups (Goolarabooloo / Jabirr Jabirr) and Woodside as part of the onshore gas processing facility that was touted for James Price Point. Woodside has funded the entity for 3 years to provide business development support to Indigenous people across the whole Kimberley region, not just the West Kimberley.

	Amenities	Well serviced towns and visitor information services	More dump points	DPAW / TWA (re C&C Action Plan)	Ongoing	1	Refer WA Caravan & Camping Action Plan
			There are a series of low – moderate level upgrades detailed in the KSCS – Tourism Corridors report that should be reviewed, prioritised and implemented. Many relate to improving signage and visitor information for this market segment	TWA/ DPAW/ SWEK - seek R4R funding	Ongoing	2	Est. at $250,000+
			Improve availability of info for visitors to all the remote areas. This relates to physical conditions and improved signage (road and interpretive)	DPAW, Main Roads WA, SWEK	2014 - Ongoing	2	$30,000
			Upgrade signage in Wyndham at several locations (e.g. Town entry, Lookout etc)	SWEK, Main Roads WA	2014 - Ongoing	2	$25,000
			Need for caravan parking bays in Kununurra shopping precincts	SWEK, Main Roads WA	2014 - 2018	2	Subject to independent study and town planning

Target Market Segment 2: Dedicated Discovers (Sub-segment: Adventure tourism)

Dedicated Discoverers have been defined by TWA as working families 35-64 years wanting to discover something new. This segment is community minded and socially active and is drawn to 'undiscovered' destinations. They tend to have household incomes in excess of $100,000pa and are classed a big discretionary spenders. Motivations for travel include self-development, adventure and engaged observation. The Adventure Tourism sub segment falls under this target segment. This target segment is a high priority to the East Kimberley and is predicted to remain a key market in the medium and long term.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Dedicated Discovers (Adventure Tourism)	Access	Main roads and highways into the region all sealed and high quality. Air access is acceptable with daily services from Darwin and Broome and weekly service from Perth	Key issue is the poor connection of flights to KNX. Visitors from East Coast forced to overnight in Darwin; direct Perth flight weekly only etc. Airlines need to be engaged and business case prepared.	SWEK / Industry	2014 onwards	1	$20,000
	Accommodation	There is a wide range of accommodation including hotels, motels, resorts, apartments and caravan and camping options	Seasonality is a key issue in that accommodation has high occupancy through the dry and poor occupancy over the wet. Reasons to visit the region, particularly in shoulder periods needs attention	Industry	2014 - onwards	1	Refer Marketing Plan (Events)
	Attractions	Significant natural landscapes, waterways, natural and cultural histories	Seasonality is a key issue as many natural attractions have limited access during the wet and shoulder periods			3	
			Development of events to promote shoulder season visitation	Eventscorp / Local Industry	2014-2020	2	Event specific (refer table above)
	Activities	Self-guided and organised tours of key sites	TO's lack clear understanding of mainstream tourism industry. Develop and deliver a series of Tourism Workshops with TO Groups to address this issue so they can make informed decisions about tourism on their lands – future development needs to be guided by TO's.	Indigenous Business Australia/ KDC / /TWA / WAITOC /Traditional Owner Groups/ DPaW	2014	1	$40,000

			Need to develop indigenous tourism products strategy for each key TO group as a priority to attract this market segment	Indigenous Business Australia/ KDC / /TWA / WAITOC /Traditional Owner Groups/ DPaW	2014 – 2018	1	$75,000
			Capitalise on opportunities for Traditional Owners to partner and collaborate with operators to enhance the Kimberley Cruising experience	Wunambal Gaambera/ Balangarra/ Dambimangari/ TWA/ Kimberley Cruise operators/ Morrgul/ WAITOC/ DPaW	2014-2018	1	Nil – product / enterprise development support through Morrgul
			Develop and implement strategies to maximise opportunities to provide land and air-based tours to Cruising visitors (e.g. Bungles flights, Ord River cruises etc). Focus on larger cruise vessels.	Local operators/ TWA	2014-2018	1	Nil – industry driven
	Awareness	Many East Kimberley sites used to represent the iconic images of the Kimberley	Need more co-ordinated and effective marketing of natural attractions that target identified growth segments	Local Industry/ ANW	2014 onwards	1	Refer Marketing Plan
	Amenities	Well serviced towns and visitor information services					

Target Market Segment 3: Business Visitors

Business Visitors are an important segment of East Kimberley tourism, representing over 20% of all visitors. Although this market tends to be Kununurra based with average stay of 3 – 4 days, they represent a low impact, high yield market opportunity. The business travel industry is made up of services geared toward those traveling for business purposes. Such travel services may include transportation (such as airlines and cars), hotel/motel accommodation, as well as allowances for food and beverage needs. Many businesses have separate accounts specifically for business travel necessities. The majority of business travel is domestic rather than international. This segment is seen to be a medium priority in the short and medium terms but increasing to a high priority in the long term.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Business Visitor	Access	Daily air services from Broome and Darwin and weekly service from Perth	Poor connections between other Australian cities to Darwin and Kununurra and direct to Kununurra	SWEK / Industry	2014 onwards	1	Refer table above
	Accommodation	There is a wide range of accommodation including hotels, motels, resorts and self-contained apartments	Development of visitor accommodation at Kalumburu to meet service provider demand	KAC	Ongoing	2	Developer Cost
	Attractions	Not applicable					
	Activities	Not applicable					
	Awareness	Not applicable					
	Amenities	Adequately serviced town	Airport/town shuttle service is required as taxis have proved unreliable	DoT / Morrgul / SWEK	2013 - 2014	1	Nil – subject to feasibility and potential operators interest
			Development of a business services centre and club[3]	Industry / KCCI	2013 - 2016	1	Nil – industry driven
			Greater range of eating venues	Industry	2014 onwards	2	Nil – industry driven

[3] Reference to a business services centre is premised on meeting the needs of 'business visitors' in terms of having a 'virtual office' available in Kununurra.

Target Market Segment 4: Dedicated Discovers (Sub-segment: Eco tourism)

Dedicated Discoverers have been defined by TWA as working families 35-64 years wanting to discover something new. This segment is community–minded, socially active and is drawn to 'undiscovered' destinations. They tend to have household incomes in excess of $100,000pa and are classed a big discretionary spenders. Motivations for travel include self-development, adventure and engaged observation. The Eco Tourism sub segment falls under this target segment. This target segment is a medium priority to the East Kimberley in the short term but rising to a high priority segment in the medium to long term as product is developed and marketed.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Dedicated Discoverer (Eco Tourism)	Access	Main roads and highways into the region all sealed and high quality. Air access is provided with daily services from Darwin and Broome and weekly service from Perth.	Key issue is the poor connection of flights to KNX. Visitors from East Coast often need to overnight en-route; direct Perth flight weekly only etc	SWEK / Industry	2014 onwards	1	Refer table above
	Accommodation	There are a number of eco-tourism accommodation options in remote regions of the East Kimberley	Development of Eco-tourism facility closer (and more accessible) to Kununurra e.g. Ngamoowalem Conservation Reserve	TWA / SWEK / DPaW / MG	2016 - 2020	2	Subject to feasibility and scale of development
	Attractions	Significant natural landscapes, waterways, natural and cultural histories	Seasonality is a key issue as many natural attractions have limited access during the wet and shoulder periods			3	
	Activities	Self-guided and organised tours of key sites	Need to develop indigenous products as a priority to attract this market segment	IBA / Morrgul / MG/TWA / WAITOC	2014 - 2016	1	Refer table above
	Awareness	Many East Kimberley sites used to represent the iconic images of the Kimberley	Need more co-ordinated and effective marketing of natural attractions that target identified growth markets	ANW	2014 onwards	1	Refer Marketing Plan

	Amenities	Well serviced towns and visitor information services					

Target Market Segment 5: Aspirational Achievers (Sub-segment: Fly/Drive)

Aspirational Achievers are defined by TWA as working families 35-64 years who have achieved success (e.g. 'made it') in their chosen field. They travel frequently and spend big on holidays as a means of reward. They enjoy holidays that involve resorts, wine, food and activities and are generally 'pressed for time' and therefore likely to take shorter, more frequent breaks. They are classed as big discretionary spenders. Motivations for travel include indulgence, relaxation and variety. The fly/drive sub segment falls under this broad target definition. This segment is currently a low priority for the East Kimberley but is seen to increase in priority over the medium term and become a high priority segment in the long term. Much will be dependent upon the improvement of air services to the region.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Aspirational Achiever (Fly/Drive)	Access	Daily air services from Broome and Darwin and weekly service from Perth	Poor connections between other Australian cities to Darwin and Kununurra and direct to Kununurra	SWEK / Industry / KCCI / TWA	2014 onwards	1	Refer table above
	Accommodation	There is a wide range of accommodation including hotels, motels, resorts and self-contained apartments. There are a number of (remote) high end options including The Homestead and the Berkeley River Lodge	There is no flagship property in Kununurra	Industry / SWEK / Landgate / RDL / TWA / KDC	2014 - 2018	3	Developer cost
	Attractions	Significant natural landscapes, waterways, natural and cultural histories	Seasonality is a key issue as many natural attractions have limited access during the wet and shoulder periods			3	
	Activities	Self-guided and organised tours of key sites and major events (ORM)	Indigenous product needs to be developed	IBA / Morrgul / MG / TWA	2014 – 2016	1	Nil – refer Morrgul
			As this segment is particularly time poor, the development of the Kimberley Aerial Highway	TWA / Industry	2013 - 2018	2	Refer TWA Tourism Initiatives Study
	Awareness	Awareness principally through airline magazines, high end travel magazines, mainstream press etc and promotion of specific properties	Need more collaborative and effective marketing campaign of high end accommodation and tour product	Industry / ANW	2014 onwards	1	Refer marketing Plan

	Amenities	Kununurra is a well serviced centre	There are limited eating and drinking venues to meet expectations of this market segment (within KNX)	Industry / KCCI	Ongoing	2	Proponent cost
			Kununurra requires a “facelift” and improvements to street scapes	SWEK	2015 – 2020	2	Subject to project scoping and study

Target Market Segment 6: Corporate Market

Corporate Market - This industry includes companies involved in organising and hosting exhibitions and conferences. Industry revenue comes from venues (for example, convention centres and hotels) that are hired for events. Revenue also comes from event organisers and typically generated from venue hire, registration fees, food and beverage, and accommodation (IBISWorld Industry Reports, 2012). The market is valued at around $14.5b globally with a forecast growth rate of 0.2% (2013-2018).

There are four main types of events held in the industry: exhibitions, conferences, incentive events and meetings. The events are defined by the Business Events Council of Australia.

1. Exhibitions are large events where companies display their products and services. They include trade shows such as the Melbourne International Motor Show and popular culture shows such as the Armageddon Expo. Most exhibitions are held at convention and exhibition centres (e.g. the Brisbane Convention and Exhibition Centre). This sector is not seen to offer opportunities for the East Kimberley.
2. Conferences, also known as conventions, refer to gatherings of people with similar interests and can be for corporate or private purposes. Many conventions host small exhibitions. Examples include conventions by industry associations or by science fiction societies. Conventions are typically smaller than exhibitions in size, with about 100 to 500 attendees per event on average. This segment suffered slightly during the downturn but has since recovered. This sector is seen to have opportunities for the East Kimberley over time.
3. The incentives section refers to incentive programs whereby organisations offer trips to motivate employees. Incentive events are similar to business meetings and small-scale exhibitions but are generally smaller and have the main purpose of motivating or rewarding staff. Large companies, often within the pharmaceutical and information technology sectors, generally host incentive events. This segment depends on international and interstate demand. This reliance led to incentive events in particular suffering during the downturn. Furthermore, the strong dollar negatively affected this segment however, this is seen as a key segment for the East Kimberley.

4. Meetings include corporate, government and association meetings. Meetings and Events Australia defines a meeting as a gathering that is outside of the office, hosted at a commercial venue and with at least 15 delegates. More than half of meetings are corporate events and generally last five days or less. The global economic downturn and poor business sentiment led to lower demand for meetings in 2008-09 but demand is estimated to have recovered and grown since. This sector is also seen to hold opportunities for the East Kimberley.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Corporate	Access	Daily air services from Broome and Darwin and weekly service from Perth	Poor connections between other Australian cities to Darwin and Kununurra and direct to Kununurra	SWEK / Industry / KDC	2014 onwards	1	Refer tables above
	Accommodation	There is a wide range of accommodation including hotels, motels, resorts and self-contained apartments					
	Attractions	Significant natural landscapes, waterways, natural and cultural					
	Activities	Customised touring and sightseeing options					
	Awareness	Many East Kimberley sites used to represent the iconic images of the Kimberley	Ability to customise product, venue, touring options etc need to be co-ordinated and targeted to this segment	Industry / ANW / KCCI / KDC	2018 - 2020	3	Nil – industry driven initiative
	Amenities	Adequately serviced town	Airport/town shuttle service is required as taxis have proved unreliable	DoT / Morrgul / SWEK	2013 - 2014	1	Nil – subject to separate study currently underway
			There are limited suitable conference facilities in the East Kimberley (Kimberley Grande, The Berkeley Resort). Both The Country Club and Lake Argyle Resort have plans to build conference facilities	Industry	2014 - 2020	2	Nil – developer cost

			Greater range of eating venues	Industry / KCCI / KDC / SBDC	2016 onwards	2	Nil – industry driven

Target Market Segment 7: Dedicated Discoverers (Sub-Segment: Cultural Tourism)

Dedicated Discoverers have been defined by TWA as working families 35-64 years wanting to discover something new. This segment is community minded and socially active and is drawn to 'undiscovered' destinations. They tend to have household incomes in excess of $100,000pa and are classed a big discretionary spenders. Motivations for travel include self-development, adventure and engaged observation. The Cultural Tourism sub segment falls under this target segment. This target segment is low priority to the East Kimberley in the short term but rising to a medium priority segment in the medium and high priority in the long term as product is developed and marketed.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Dedicated Discoverer (Cultural Tourism)	Access	Main roads and highways into the region all sealed and high quality. Air access is acceptable with daily services from Darwin and Broome and weekly service from Perth	Key issue is the poor connection of flights to KNX. Visitors from East Coast forced to overnight in Darwin; direct Perth flight weekly only etc	SWEK / Industry / KDC	2014 onwards	1	Refer tables above
			Kalumburu Road Upgrade will encourage higher visitation to Mitchell Plateau region and complement Indigenous tourism product development	SWEK / Lands Dept	2014 onwards	1	$420,000+
	Accommodation	There is a wide range of accommodation including hotels, motels, resorts, self-contained apartments and caravan, camping and chalet options	Development of Indigenous owned and operated facility within reach of Kununurra (MG Lands) e.g. Ngamoowalem Conservation Reserve	MG /TWA / DPaW	2016 - 2020	2	Refer tables above
			Development of visitor accommodation and visitor services centre at Kalumburu	KAC	Ongoing	2	Developer Cost
	Attractions	Significant natural landscapes, waterways, natural and cultural histories including rock art sites	Development of Darram Wetlands & Cultural Centre	MG / DPaW	2016 – 2020	3	Developer Cost
	Activities	Self-guided and organised tours of key sites	Need to develop indigenous products as a priority to attract this market segment	IBA / Morrgul / MG/TWA/ Gelganyem/ WG/ Balangarra / WAITOC	2014 - 2016	1	Nil - product / enterprise development support through Morrgul

			Capitalise on opportunities to develop cultural tourism products as part of Kimberley Cruising experience	Cruise operators/ Morrgul/ TWA/ Wunambal Gaambera / Balangarra / Dambimangari / WAITOC			
			Development of "camping with custodians"	Awaiting consultant recommendations			Awaiting consultant recommendations
	Awareness	Many East Kimberley sites used to represent the iconic images of the Kimberley	Need targeted marketing of cultural values of the region once product, services and infrastructure have been developed / built	ANW / MG / TWA/ WG	2015 onwards	3	Refer Marketing Plan
	Amenities	Well serviced towns and visitor information services					

Target Market Segment 7: Family Connectors

Family Connectors use holidays to connect with children, partners and other family members. TWA definitions suggest that this segment is represented across a wide range of age demographics. The segment is generally self-drivers and travel to traditional family destinations. The greatest opportunity for the East Kimberley is seen to market to the regional (Kimberley, Pilbara and NT) markets as accessibility (and time) are destination considerations.

Target Segment	6As	Competitive Advantage	Development Issue	Lead Agency	When	Priority High (1) Medium(2) Low (3)	Est. Cost
Family Connectors	Access	Main roads and highways into the region all sealed and high quality and less than half a day from Katherine and day from Broome	Regular maintenance of Kalumburu Road, King River Road, Parry Creek Road and Duncan Highway will encourage higher visitation and promote extended length of stay.	SWEK / Lands Dept.	Annual	2	$420,000 +
			Improve condition of Lake Argyle Road as visitors suggest serious safety issues	SWEK	Ongoing	2	Subject to project study
	Accommodation	There is a good range of caravan, camping, chalet and self-contained apartment options available with some stress points over a couple of weeks of the peak season					
	Attractions	Significant natural landscapes, waterways, natural and cultural histories	Development of Darram Wetlands & Cultural Centre	MG / DPaW	2016 – 2020	3	Developer Cost
	Activities	Self-guided and organised tours of key sites	Family focused activities will continue to be developed to meet demand	Industry / Tour operators / Accommodation providers	Ongoing	2	Nil – industry driven
	Awareness	Many East Kimberley sites used to represent the iconic images of the Kimberley	Need more co-ordinated and effective marketing of natural attractions that target identified growth segments	ANW	2014 - Ongoing	1	Refer Marketing Plan
	Amenities	Well serviced towns and visitor	More dump points	TWA	Ongoing	3	Refer WA Caravan

		information services					& Camping Action Plan
			Improve availability of info for visitors to all the remote areas. This relates to physical conditions and improved signage (road and interpretive)	DPAW/ Main Roads WA	2015 - Ongoing	2	$30,000
			Upgrade signage in Wyndham at several locations (e.g. Town entry, Lookout etc)	Main Roads WA / SWEK	2015 - Ongoing	2	$25,000
			Need for caravan parking bays in Kununurra shopping precincts	Main Roads WA / SWEK	2014 - 2018	2	Subject to project study & town planning

4. Working Towards 2022

4.1 Strategic Objectives

Strategic objectives are considered fundamental to articulating core target markets and therefore, the infrastructure, products and services that need to be developed in order to increase visitation.

Strategic objectives have been developed based on the Vision documented in SWEK's Strategic Community Plan 2012 - 2022.

For the Shire to be a thriving and vibrant community with unlimited opportunities.

This Vision reflects the social, environmental and economic contributors to the East Kimberley region. In terms of economic development, SWEK identified its key strategic objective as:

To work in partnership with government, community and industry leaders to promote and provide opportunities for economic and social growth across the Shire.

This key objective has been considered in terms of its relationship to tourism. Therefore the goal for tourism has been based on growth. Currently, the tourism sector in the East Kimberley is estimated to be valued at around $100.5 million per annum. This is based on accommodation valued at around $33.7m and a further $1.98 (for every accommodation dollar) being spent on tours, restaurants, hire cars/taxis and retail. (KPP, Kimberley Science & Conservation Strategy: Tourism Corridors, 2012).

Based on the vision and key economic objective of SWEK, the tourism goal for 2022 is:

To increase the value of tourism to the East Kimberley from $100.5m in 2013 to $130m by 2022

This can be achieved through developing actions around the following four (4) strategic objectives:

1. Targeting growth markets (Target market segments, including Business);
2. Improving access (Making it easier to get to the region);
3. Building the value tourism (both visitor and resident perspectives); and
4. Developing product and services to meet expectations of target market segments.

4.2 Strategic Objectives Gap Analysis & Recommended Action Plan

Rationale for Recommended Actions

Recommended actions have been based on input from:

- existing tourism initiatives and plans (secondary research);
- visitors (primary research); and
- industry and regional operators (consultation).

Recommended Actions listed below focus on activities that are, to some extent, within the influence and control of the East Kimberley region. In this report it is viewed that (i) there is little value in duplicating externally driven plans beyond endorsement and support; and (ii) that ratepayer income to SWEK should directly support East Kimberley tourism. The need to focus on activities that are within the control of the East Kimberley Shire and operators has been evidenced by the recent formation of a local operator marketing group.

Recommended actions in this Plan acknowledge the importance of the 6As of tourism but emphasis has been placed on industry inputs. For example, there is no value in improving access to make it easier for visitors to get to the region if there is little community support for tourism or developing new activities that are not clearly targeted (in price and content) to a clear market segment.

The four objectives below are considered within the sphere of influence and control for SWEK:

1. Targeting growth markets that are relevant to the East Kimberley
2. Improving access to the East Kimberley
3. Building the value of tourism in the East Kimberley
4. Developing new and existing tourism products (including events) to meet the expectations of the targeted market segments

Recommended strategic actions against each of these objectives are detailed in the table below:

Key Strategic Objective 1: Targeting Growth Markets

Strategic Objective	Current Position	Current Gaps	Recommended Actions	Who	When	Est. Cost
1. Targeting Growth Markets	Caravaners and campers are the cornerstone of the East Kimberley visitor market and will remain so in the foreseeable future however, this is a (slowly) declining market segment. Most external strategies focusing on the East Kimberley region are targeted to this market segment.	Failure to identify core target groups such as the business market (estimated at around 20% of all visitors to KNX); the fly/drive market (growth segment); the east coast markets (higher yield). The East Kimberley currently lacks marketing capacity to penetrate target growth markets	1. Categorise and prioritise target market segments based on growth trends and yield.	Refer 3.1 and 3.4	Refer 3.4	Nil
			2. Implement an on ongoing research programme to track market trends and performance to help guide and improve current and new product development	Distributed and analysed by a contracted party with collaboration of regional accommodation & service providers, and tour operators	Ongoing	$24,000pa
			3. Develop a mechanism to raise monies to market the region to key target markets	SWEK / Operator Marketing Group/ KCCI	2014	Nil – industry driven
			4. Use web analytics to manage website and inquiry tracking to assess marketing efforts and share results	KVC	Ongoing	Nil – industry driven
			5. Support and develop major festivals and events that are or have the ability to extend visitation to the shoulder seasons. Scope events possibilities (e.g. commission a study)	Local industry, private sector, KCCI, Eventscorp – seek R4R funding	Ongoing	Event specific -Subject to scoping study being completed
			6. Ensure the region's marketing efforts are strategic, aligned & communicate with growth target segments	Marketing Operators Group, ANW	Ongoing	Refer Marketing Plan

Key Strategic Objective 2: Improving Access to the East Kimberley

Strategic Objective	Current Position	Current Gaps	Recommended Actions	Who	When	Est. Cost
2. Improving Access	It is estimated that SWEK region attracts around 115,000 visitors. Of this total, around 45% are CCC while around 36% (business & fly/drive segment) arrive by air.	Connecting flights from Darwin and Perth are poor with no direct flights from other ports.	1. Develop strategy and business case to present to Qantas, Airnorth and Virgin to support the case for improved connecting services and new routes.	SWEK / TWA / Operator Marketing Group / KCCI	2014 - 2016	Cost of preparing business case estimated at $20,000
		A number of minor roads (Gibb, Kalumburu) are in need of regular (and costly) maintenance and grading. Improving road conditions to ensure greater consistency will encourage higher visitation.	2. Develop strategy and business case for purpose of securing recurrent funding for road maintenance – link back to Value of Tourism and strategic priorities	SWEK	2014-2015	Nil (internal action)
		Access between the airport and the town centre has been raised as an issue by key target segments. The introduction and marketing of such a service will improve the overall experience, particularly of business visitors who account for over 20% of visitors.	3. Develop and document feasibility of introducing an airport shuttle service and identify potential operator.	IBA / Morrgul / SWEK/ DoT	March 2014	Nil – feasibility study currently underway

Key Strategic Objective 3: Building the Value of Tourism

Strategic Objective	Current Position	Current Gaps	Recommended Actions	Who	When	Est. Cost
3. **Building the value tourism**	Tourism is the 2nd largest contributor to the East Kimberley economy.	There is a low level of understanding by residents in relation to the value of tourism to the local economy. Visitors are generally resented, rather than valued.	1. Develop SWEK Tourism portfolio so that there is someone on Council who is an advocate for tourism. This also demonstrates the importance of the industry to the local economy.	SWEK	Nov 2013	Nil – internal action
			2. Strengthen tourism in the East Kimberley through collaborative leadership. (Determine which organisation/individuals can take on the leadership role).	SWEK / TWA / Operator Marketing Group / KCCI/ DPaW	March 2014	Cost of meeting & moderator
			3. Report the positive impacts, events, activities and developments in tourism via monthly column in the Kimberley Echo.	KVC , SWEK Advocate, KCCI, Local operators	Jan 2014 onwards	Nil – industry driven
			4. Present Annual Tourism Update to East Kimberley Stakeholders	TWA SWEK / KCCI, Operator Marketing Group	Nov/Dec 2014 (annual)	$5,000
			5. Improve service standards and knowledge of the region so that visitors have the best information presented in a manner that expresses their value.	KVC, KCCI / SBDC	March 2014	Cost of famils (usually borne by provider) and customer service initiatives
			6. Develop and implement a plan that encourages local business to become visitor friendly	KCCI / Industry group	March 2014	$15,000
			7. Target business opportunities that support and complement tourism growth objectives	KCCI / Industry group	Ongoing	Nil – industry driven

Key Strategic Objective 4: Developing Product and Services to Meet Expectations of Target Market Segments

Strategic Objective	Current Position	Current Gaps	Recommended Actions	Who	When	Est. Cost
4. **Developing product and services to meet expectations of target market segments**	Current products & services meet the needs of the CCC market to a large extent	There is a gap in the range of accommodation offerings & tour products to meet target markets outside KNX, particularly in relation to Indigenous tourism products.	1. Develop eco camps, resorts, products and experiences to meet higher-end markets	TWA / Naturebank / MG / DPaW	2014 - 2016	Developer / operator cost
		Current & future visitors believe they are not getting the indigenous experience that is expected	2. Increase capacity, skills and industry knowledge for indigenous people to work in tourism and develop product for the visitor market – e.g. Tourism Workshops, Develop Product Strategy for each TO group	IBA / Morrgul / TWA/ WAITOC/ KDC	2014 - 2016	$40,000 (Workshops) $75,000 (Product Strategies)
			3. Partner with MG Corp to progress proposed tourism developments within Ngamoowalem Conservation Reserve	TWA/ DPaW/ Local Industry		Developer cost
			4. Partner with Wunambal Gaambera to facilitate the development of cultural tourism opportunities outlined in their Healthy Country Plan. Collaborate closely with the Kimberley Cruising operators.	TWA/ WG/ Kimberley Cruise Operators/ Morrgul		Nil – support available through Morrgul
		The business sector represents around 22% of the visitor market but there are few products and/or services designed to cater for their specific needs	5. Develop products that meet the needs of the business visitor such as reliable transfer services (airport to town/hotels); business club; check-in/check-out times around flight times; etc	Operators Marketing Group / KCCI	2014 - 2016	Industry driven - Operator / developer cost
		KNX looks tired and therefore does not have appeal to visitors as a destination but simply a gateway to other Kimberley destinations	6. Develop a community consultation strategy that looks to provide input from residents & visitors that prioritises work to be undertaken that will maximise length of stay, support local business and increase visitor spend.	SWEK	2014	Subject to scoping of project

		There is a need to develop more events that promote visitation during shoulder season periods, particularly the outward shoulder.	7. Scope event possibilities (e.g. commission a study / feasibility) in relation to: Indigenous Cultural Festival Bird-watching Fishing (Competitions)[4] Water-based activities	KCCI, SWEK, Eventscorp, Local industry – seek R4R funding	2014-2016	$20,000

[4] Stocking of Lake Kununurra with over half a million barra fingerlings over the next 3 years provides scope to develop these types of events that will benefit the tourism industry

Vision

Increase the value of tourism to the East Kimberley from $100.5m in 2013 to $130m by 2022

Strategic Objectives

Targeting growth markets → Improving Access → Build the value of tourism → Develop product and services to meet needs and expectations of target market

Strategic Actions

Targeting growth markets

Grey Explorers, Dedicated Discoverers

1) Categorise & prioritise target market segments.

2) Implement an ongoing research program to track market trends and performance to help guide and improve current & new product development.

3) Develop a mechanism (head tax, bed tax, airport levy etc) to raise monies to market the region to key target markets.

4) Use web analytics to manage website and inquiry tracking to assess marketing efforts and share results.

5) Support and develop major festivals and events that are or have the ability to extend visitation to the shoulder seasons.

6) Ensure the region's marketing efforts are strategic, aligned and communicate with the growth target segments. (ie.Dedicated Discoverers, Business, Corporate)

Improving Access

1) Develop strategy and business case to present to Qantas, Airnorth and Virgin to support the case for improved connecting services and new routes.

2) Develop strategy and business case for purpose of securing recurrent funding for road maintenance - link back to Value of Tourism and strategic priorities.

3) Develop and document feasibility of introducing an airport shuttle service and identify possible operator.

Build the value of tourism

1) Develop SWEK Tourism portfolio so that there is someone on Council who is an advocate for tourism. This also demonstrates the importance of the industry to the local economy.

2) Strengthen tourism in the East Kimberley through collaborative leadership. Determine which organisation/individuals can take on the leadership role.

3) Report the positive impacts, events, activities in tourism via monthly column in the Kimberley Echo.

4) Present Annual Tourism Update to East Kimberley Stakeholders.

5) Improve service standards and knowledge of the region so that visitors have the best information presented in a manner that expresses their value.

6) Develop a plan that encourages local business to be visitor friendly.

7) Target business opportunities that support tourism growth.

Develop product and services to meet needs and expectations of target market

1) Develop eco camps, resorts, products and experiences to meet higher-end markets.

2) Increase the capacity, skills and industry knowledge for Indigenous people to work in tourism and develop product for the visitor market.

3) Develop products that meet the needs of the business visitor such as reliable transfer services (airport to town/hotels); business club; check in/check out times around flight times etc.

4) Develop a community consultation strategy that looks to provide input from residents and visitors that prioritises work to be undertaken that will maximise length of stay, support local business and increase visitor spend.

5) Scope event possibilities (e.g. commission a study /feasibility in relation to an Indigenous Cultural Festival; Bird Watching; Fishing; Water based activities.

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APPENDICES

Appendix 1

Secondary Research – Detailed Findings

List of Reports Reviewed

State Government Strategy for Tourism in Western Australia 2020, Tourism WA

Making a Difference: Aboriginal Tourism Strategy for Western Australia 2011-2015, Tourism WA

Caravan & Camping Action Plan 2012-17, Tourism WA

WA Cruise Shipping Strategic Plan 2012-2020, Tourism WA

Landbank Program, Tourism WA

Naturebank Program, Tourism WA

Australia's National Landscapes: The Kimberley, Tourism Australia

Australia's North West Tourism Development Priorities 2010-2015, Tourism WA

Kimberley Science & Conservation Strategy 2012, DPAW

Kimberley Science & Conservation Strategy initiatives:

- *Kimberley Aerial Highway 2012-13 Campaign*, Tourism WA
- *Kimberley Science & Conservation Strategy Investigation of Tourism Initiatives Kimberley Tourism Corridors*
- *Kimberley Science & Conservation Strategy Investigation of Tourism Initiatives Aerial Highway*
- *Kimberley Science & Conservation Strategy Kalumburu Pre-feasibility Study*
- *Kimberley Science & Conservation Strategy Investigation of Tourism Initiatives 4WD Expedition Routes*

Kununurra Accommodation Study 2009, Kadar Pearson and Partners

Kununurra Caravan Park Pre-feasibility Study, 2009 Brighthouse

Kimberley WALGA Zone Caravan and Camping Business Case Study, 2010 Brighthouse

Tourism Prospects on Miriuwung Gajerrong Conservation Lands Report 1 Aug 2009 Tourism Naturally Internal report

Tourism Prospects on Miriuwung Gajerrong Conservation Lands Report 2 Jan 2010 Tourism Naturally Internal Report

WAITOC Holiday Planner, WAITOC

Drive Market Report, June 2012 Roy Morgan Research

Savannah Way

Tourism Top End Strategic Plan 2013-2015 –Draft

Tourism NT Fact Sheets

Strategic Community Plan 2012 to 2022 Shire of Wyndham East Kimberley

Plan for the Future 2008-2013 Shire of Wyndham East Kimberley

1. Secondary Research-Overview

A wide range of strategies have been developed that will impact the SWEK region. These include State and Federal governments; State agencies; and tourism bodies. Prior to a review of these plans and strategies, work completed by KPP Business Development (KPP) in 2012 as part of the Kimberley Science and Conservation Strategy (KSCS) has been summarised in order to define the size and trends of the visitor market to the Kimberley region of Western Australia.

1.1 State of Tourism (KPP, Kimberley Science & Conservation Strategy: Tourism Corridors, 2012)

The overall value of tourism to the Kimberley and more specifically to the Shire of Wyndham East Kimberley (SWEK) region has not been quantified since June 2011 which did not take into account high season peak activity in July/August 2011 or calendar year 2012. It is intended that this will be undertaken as part of the consultation phase of

Region (By Shire)	Accommodation	Core Industry Multiplier
Broome	$73,450,000	$2.52
Fitzroy/Derby	$13,370,080	$1.05
Halls Creek	$6,422,000	$0.58
Kununurra	$33,740,000	$1.98
KIMBERLEY	**$126,982,080**	**$2.10**

Table 1: Regional Core Industry Multiplier

this project. However, the size and a comparative review of where SWEK sits vis a vis the other three (3) Shire regions in the Kimberley is seen as important for context when reviewing external plans and strategies.

At June 2011, the tourism sector was estimated at $393m of the Kimberley's $2b economy, representing 19.65%. Annual visitation to the region was estimated at around 282,400.

The overall tourism multiplier for the Kimberley is estimated at $2.10 which declined from the estimated $2.14 in 2008 (KPP Business Development, 2008); For every dollar spent in accommodation, a further $2.10 is spent on tours, shopping, entertainment and vehicles. The accommodation estimate of $126,982,000 was based on information provided by operators and validated (as far as possible) against ABS Tourism Satellite Accounts. Unfortunately, not all operators provide accommodation data to ABS and therefore, the validation process required some judgment in identifying those accommodation providers that did not submit takings information. In these instances, KPP made direct approaches to accommodation providers and data was confirmed as far as possible.

Regional Variations – Core Industry Multipliers

There are substantial variations in the multipliers by sub-region within the Kimberley. The multiplier for Broome is higher than other regions and it should be noted that both cruising and guided tours have been included in Broome rather than spread across the Kimberley. The Shire of Broome includes the Dampier Peninsula, while Kununurra includes El Questro, coastal camps and Home Valley. The Fitzroy/Derby region includes the Gibb River Road, although part of this is within the Shire of Wyndham-East Kimberley.

The following table outlines the respective multipliers applied to each Shire in the Kimberley region and have been used to calculate the overall value of tourism based on direct spend (Core Tourism Industry).

Tourism Activity	Core Industry Value
Accommodation	$126,982,080
Tours	$98,691,652
Restaurants / cafes / pubs	$81,759,300
Hire Cars/Taxis	$19,850,000
Retail	$65,950,000
Total Value	$393,233,032

Table 2 - Kimberley - Core Industry Values

1.2 Visitor Numbers

It is estimated that around 282,420 individuals visited the Kimberley over 2010/2011. Based on accommodation data supplied by operators for the 2010/11 financial year, estimated visitation by region can be summarised as follows:

Locality	Total
Broome	268,820
Derby	45,580
Fitzroy Crossing	59,880
Halls Creek	48,720
Kununurra	112,330

Table 3 - Regional Visitor Number Estimates (2010/11)

Assumptions

Limited records are kept in terms of "type of visitor", be they corporate or leisure customers.

KPP has developed a series of assumptions to determine the number of individual visitors rather than the aggregate. These assumptions included the following:

1. Visitors travelling to Dampier Peninsula are counted in Broome visitor numbers as it is unlikely that there is not at least one (1) night stopover in Broome even if the Peninsula is the key destination.

2. People who arrive in Kununurra by car are the same people as those travelling to Halls Creek and Fitzroy Crossing and (possibly) to Broome and Derby.

3. 45% of the "visiting friends and relatives" (VFR) group to Broome visit other Kimberley destinations however, they are already counted in the Broome visitor numbers.

4. People arriving by guided land based tour (to Broome) also visit Fitzroy Crossing, Halls Creek and Kununurra.

5. 43% of caravaners arrive in Broome as their sole Kimberley destination. The rest travel on (or back from) Fitzroy Crossing, Halls Creek and Kununurra.

6. Of the total VFR group to Derby, 4.5% remain in Derby for the duration of their stay.

7. Of the total VFR group to Kununurra, 8% do not leave Kununurra.

8. Of the total VFR group to Fitzroy Crossing all travel through Broome and are counted in Broome visitor numbers.

9. 28% of visitors to Broome do not go to any other destination.

10. 100% of people (tourist visitors) to Fitzroy Crossing and Halls Creek have stayed in Kununurra or Broome and are therefore not re-counted.

11. Accommodation data supplied by operators is assumed to also include corporate visitors.

Visitor numbers through the Visitor Centre in Kununurra (KVIC) suggest a similar pattern to door counts in Broome. In terms of door counts, 2010 was the strongest year in both Kununurra and Broome from 2005 onwards; In that year, door counts in Kununurra peaked at 99,599 representing a 1.28% increase over the previous year which compares to a growth at the Broome Visitor Centre of 3.07% for the same period. However, the greatest incremental growth occurred in 2009 which shows a 5.66% increase in Kununurra over the previous year and a 6.93% increase in Broome.

A comparison of note is with the Visitor Information Centre in Darwin where 221,539 visitors were recorded in the year 2011/12 (Tourism Top End, 2013) compared with 91,387 in Kununurra over the same period. As the Tourism Top End (TTE) estimates total visitors at 898,000, visitors to the Top End Visitor Centre represent less than 25% of total visitors. This raises a number of questions that will need to be addressed in latter parts of this project and particularly: *Does TTE do a better job of packaging, product information, marketing etc. so that visitors to the area are clearer of options in advance of their holiday?*

Kununurra Visitor Centre Door Counts 2005-2013

Month	2005	2006	2007	2008	2009	2010	2011	2012	2013
JANUARY	898	1843	1795	1623	1481	1290	1687	1378	1478
FEBRUARY	1203	1279	1681	1787	1751	1785	1891	1352	1948
MARCH	1728	1652	2473	2558	2575	2777	2848	2497	2076
APRIL	2903	3435	4814	5212	6242	6010	5362	3907	6849
MAY	8188	10235	11552	11994	12046	14644	11751	12228	13998
JUNE	15706	11461	18808	16558	16313	17045	16728	17028	
JULY	21001	18475	20716	20281	21963	21774	21366	18686	
AUGUST	16419	14725	16254	14776	15697	15727	15909	14601	
SEPTEMBER	9414	8548	9158	9073	9394	8682	7322	7916	
OCTOBER	5595	5705	5518	5538	5870	5215	4405	3934	
NOVEMBER	2913	3071	2997	2397	3016	2995	2281	2012	
DECEMBER	1482	1611	1478	1267	1990	1615	1714	1450	
Total	87450	82040	97244	93064	98338	99599	93264	86989	

Table 4 - Kununurra Visitor Centre - Door Counts

1.3 Overview of Secondary Research

Twenty six (26) reports relevant to the East Kimberley Tourism Plan Project were reviewed. A full listing can be found as Appendix 1 to this document. Summaries of each report focusing on key issues and priorities are also attached as Appendix 1.

Research and available reports have been categorised by source and theme to develop an overview of current thinking and planning. In the first instance, key reports by source (national, regional or local) were categorised by major themes as follows:

Source	Strategy / Report	Theme
Commonwealth Government	Australia's National Landscapes	Adventure landscapes, Aboriginal culture, wildlife, pearls, diamonds
State Government	Kimberley Science & Conservation Strategy	Conserving environment, Indigenous involvement
	Naturebank	Environmentally sensitive tourist developments
	Landbank	Land release, investment ready sites
	Tourism 2020	Brand, infrastructure, Asia, regional development, Indigenous experiences
	Cruise Shipping 2012-2020	Infrastructure, capacity
Local Government	Plan for the Future 2008-2013	Linkages between key economic activities
	Strategic Community Plan 2012-2022	Support of regional events that attract visitors
Industry	Development Priorities 2010-2015	Aviation gateway, caravan park capacity, Indigenous product, boating facilities
	Savannah Way	Sustainable tourism network. Marketing.
	Caravan & Camping 2013-2018	Release of land for development, public/private/Aboriginal partnerships, infrastructure
	WAITOC Strategic Plan 2012-2015	Aboriginal tourism employment & product development
	Aboriginal Tourism Strategies 2011-2015	Sustainable Aboriginal tourism development and experiences

Table 5 - Report by Source and Key Theme

Analysis showed that themes at Commonwealth, state, local and industry levels are relatively uniform in that the focus is on landscape, conservation and Aboriginal involvement (be that through product development or partnerships) as illustrated below. For the purpose of review, the fly/drive theme has been separated from the camping and caravanning segment, as targets, length of stay, monies spent etc. are substantially different.

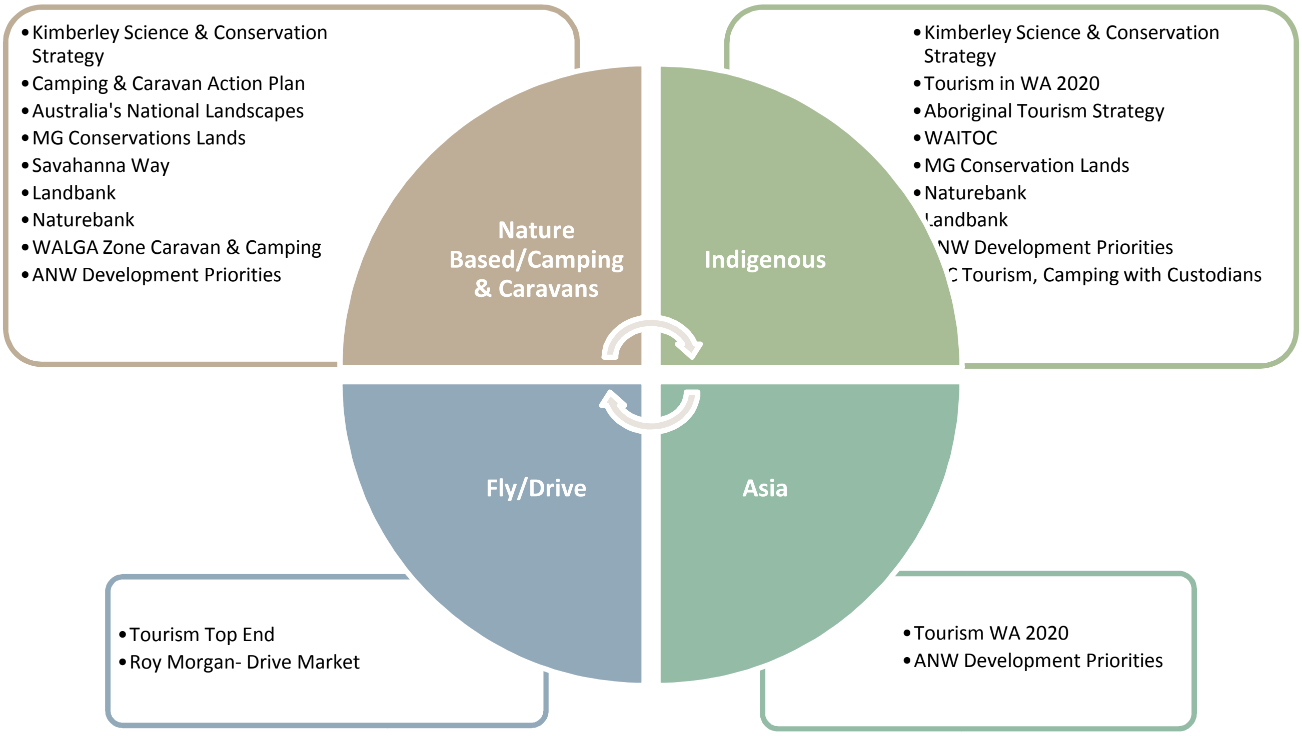

Figure 1 - Key Report Themes

1.4 Review Highlights

For the purpose of this review, highlights from reports assessed focus on those that impact (or could impact) the SWEK region.

1 The Tourism Top End Strategy identifies nature based, adventure experiences, fishing and soft adventures amongst its key targets and identifies mature markets[5] and growth markets[6] for focus.

2 The Drive Market Report prepared by Roy Morgan Research in June 2012 suggests that cheap airfares, petrol costs, changing holiday behaviour and the use of air travel (for the last long trip[7]), the long trip market has only increased by 11% over the past 11 years. The drive only market has been steadily declining whereas the fly/drive market[8] for long trips has increased.

Roy Morgan Research estimate the total Australian Long Trip Drive (only) market at 3.8 million in financial year 2012 with 1.77 million being the Visiting Friends or Relatives (VFR) segment followed by 1.39 million being Families.[9] The report also extrapolated data to show that 25.5% of Grey Nomads[10] and 27.3% of Explorers[11] who visit and NT will also visit Kununurra, however Grey Nomads had the lowest total spend per person per night while the fly/drive segment had the highest per night spend.

3 Western Australian Caravan and Camping Action Plan 2013-2018 identifies prospects to increase camping opportunities in Conservation estates however, only Purnululu is targeted in the

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[5] Mature Markets-Australia, UK, North American, Germany and other Europe
[6] Growth Markets- Japan, China, Singapore and Korea
[7] Long trip is defined as 3 or more nights in this report

[8] Fly/drive definition in this report refers to people who fly to a destination and then hire or borrow a vehicle
[9] Families is defined as Australians 14+ who travelled mainly as a family with children on their last long trip and used their own car or4WD, a friend's/ relative's car or 4WD, a hired car or 4WD, motorhome, caravan, campervan and not an aeroplane
[10] In this report, Grey Nomads are defined as retired Australians
[11] In this report, Explorers are defined as Australians 14+ who spent more than 22 nights away

Kimberley. The Plan also looks to create public/private partnerships to improve delivery and maintenance of caravan and camping facilities. Dump points at a Mains Roads WA 24 hour rest area at Cockburn Rest Area have been identified in the Plan. The Report also refers to the Camping with Custodians project that is due for release in September 2013.

4 Tourism Development Priorities 2010-2015 uses the Butler tourism life cycle model to illustrate the development stage of towns/regions within Australia's Northwest. Its assessment shows that Broome is believed to be a developed market nearing a phase of consolidation, whereas the rest of the Kimberley is assessed as in a development phase.

The Plan includes the development of tourist accommodation in national and conservation parks and targets Purnululu and the MG Conservation areas as priorities for investor ready developments. The Plan also looks to increase Caravan Park capacity in and near Kununurra and investigate seasonal, nature based opportunities.

Priorities have also been identified to include new Indigenous product in the East Kimberley, Stage 2 of the Commercial Boat Facility in Kununurra, and upgrades at Wyndham Port.

5 Tourism 2020 looks to increase visitors to regional WA through "the best regional events calendar", improved camping and self-drive experiences, and "extraordinary" regional experiences including nature based, culinary and cruising experiences. This Plan focuses on the desire to provide every visitor with the opportunity to have an Aboriginal experience through the creation of a point of difference to attract international visitors and the integration of Aboriginal tourism product within the wider domestic tourism market.

6 The Naturebank Program identifies six (6) sites in WA of which two (2) are in the Kimberley. Of interest to SWEK is the development of Ngamoowalem Conservation Park, a 70,000 hectare Conservation Park within a one hour drive from Kununurra.

7 The Kimberley Science and Conservation Strategy gives priority to improving the range and amenity of eco-tourism options and promotion of new tourism experiences. The Strategy includes upgrades of camping, picnic, interpretive and other visitor facilities at Mitchell River NP, King Leopold Ranges CP, Purnululu NP, Geikie Gorge CP and Geikie Gorge NP, Windjana Gorge and Tunnel Creek NPs; the development and promotion of tourism corridors across the region; the expansion and promotion of the Kimberley Aerial Highway; and the development and promotion of self-drive journeys through the region, linking and interpreting sites of interest including 4WD expedition trails. This work has been completed and identified opportunities for SWEK from the self-drive market including adventure seekers for off-road experiences and the Kimberley Aerial Highway.

The potential for a Kimberley Icon Walk in the Cockburn Ranges was identified in a consultancy study managed by Tourism WA and undertaken by TRC Tourism. The study is in preparation and still requires consultation with Balangarra Traditional Owners.

The Cockburn Ranges were identified out of an investigation of multiple Kimberley locations. The Ranges are deemed to have the potential to support a fully guided fly-in and fly-out experience referred to as a Kimberley Wilderness Experience, and an independent walk for self-sufficient walkers referred to as a Kimberley trail. For the most part these two products would utilise the same trail.

An Icon Walk in the Cockburn Ranges will require the buy-in of Balangarra Traditional Owners and will be dependent on the outcomes of current land negotiations and land assembly. The affected area is currently part of the El Questro pastoral station.

An Icon Walk in the Cockburn Rangers presents considerable employment and enterprise prospects and if implemented will need to be carefully integrated with management and ranger programs

8 The Miriuwung Gajerrong Conservation Lands reports recommended that Feasibility Assessments be undertaken for those

opportunities determined to have the greatest commercial potential. Priorities for further investigation included: Darram Wetlands and Cultural Centre (to act as a tourism hub for MG conservation lands); Jimilyiwoorr (Spring Creek) site for a Safari Lodge in Ngamoowalem; Skeleton Creek site for high yield safari tents or cabins; Turtle Beach, Cape Domett for an environmental safari lodge; and Yirralalem (Packsaddle Gorge) tented safari cabins at Wawoolam.

The report concludes that although the Indigenous component of the tourism experience will be evident in product delivery, the tourism product identified is essentially an ecotourism experience. The report recommends the targeting of a broader eco-tourism market rather than a narrower cultural tourism market.

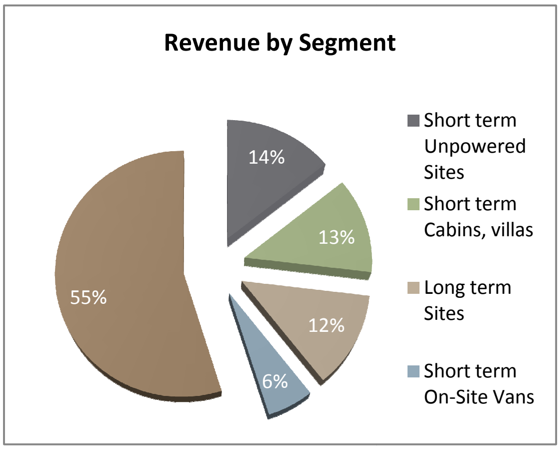


Figure 3: Revenue by Segment within Caravan Parks (IBIS World, 2013)

Based on the key strategies that are to be implemented (externally) for the SWEK region, it is clear that all strategies are about camping, caravanning, nature based and Indigenous experiences. On the basis of these findings, investigation of the caravan and camping sector was included in this section of the report.

Caravan and Camping Sector

Three (3) key reports were used to analysis the Caravan and Camping market trends:

- Caravan & Campervan Data Report (Caravan, RV & Accommodation Industry of Australia Ltd, 2012)
- IBIS World (IBISWorld, 2013)
- Caravan or Camping in Australia (Tourism Research Australia, 2013)

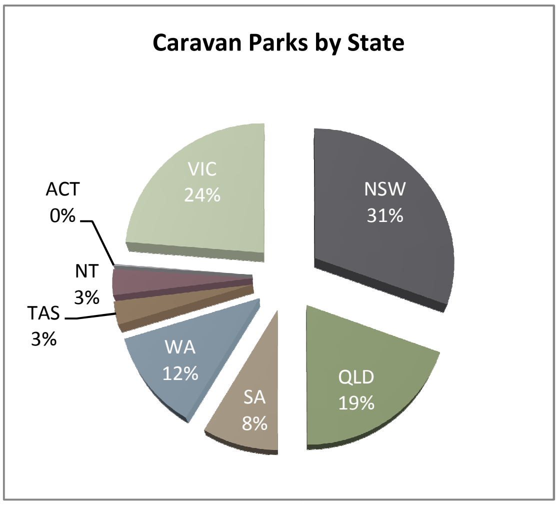


Figure 2: Caravan Parks by State (IBIS World, 2013)

Estimates suggest there are 1,638 caravan parks (with 40+ powered sites) in Australia (Department of Energy Tourism and Resources and Tourism Australia, 2011). By far, the greatest number is in NSW with around 30.6% of all Australian Caravan Parks (IBISWorld, 2013). It is estimated that around 65 (or 3.9%) of Caravan Parks closed in the five (5) years to June 2012.

Caravan and Camping facilities offer a diverse range of accommodation to suit a broad visitor base. For this reason, revenue growth was relatively strong following the GFC as more holiday makers looked for cheaper types of accommodation.

Market revenue was estimated at $1.4 billion in financial year 2012 (IBIS World, 2013). Segmentation of the market by product shows that around 55% of revenue is derived from short term powered sites whereas around 12% house permanent/long terms residents.

According to IBIS World (2013), the industry is in the mature phase of its life cycle and it is forecast that number of establishments, as well as total site capacity, will continue to decline. However, many caravan parks and camping grounds have moved to providing higher quality on-site facilities such as cabins and villas to overcome the seasonality of their accommodation. Therefore, the net effect of lower capacity is weighed against improving occupancy. Industry gross product is therefore expected to grow at 1.9% annually to 2017/18 against national GDP of 2.4% over the same period (IBIS World, 2013).

Caravan parks and camping grounds are concentrated on the eastern seaboard in line with population. Tourism Australia indicates the top 3 camping regions in Australia as the north and south coast of NSW and the Gold Coast. As the majority of domestic visitors come from intrastate, the relatively low number of nights spent in WA caravan parks and camping grounds can be explained as the driving distance to WA from the eastern states and within the state make is unfeasible for short breaks.

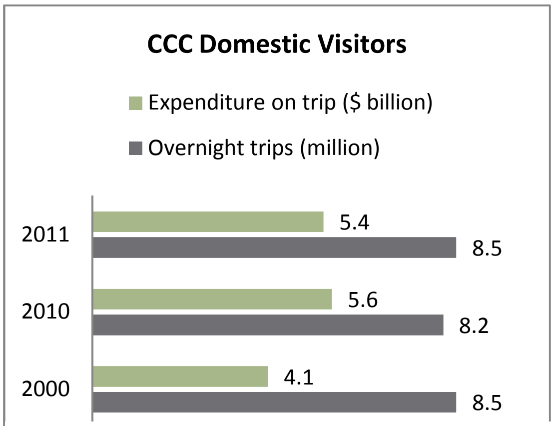


Figure 4: CCC Domestic Visitors

The caravan parks and camping grounds industry is sensitive to factors that influence travel both domestically and internationally (IBISWorld, 2013). IBIS World has determined the key drivers of this industry as:

- Disposable income
- Consumer sentiment index
- Domestic tourism
- Competition from hotels and motels
- International travel to Australia

Domestic tourism has been soft since the GFC due to lower consumer sentiment, economic uncertainty and the high Australian dollar. However, holidays to caravan parks and camp

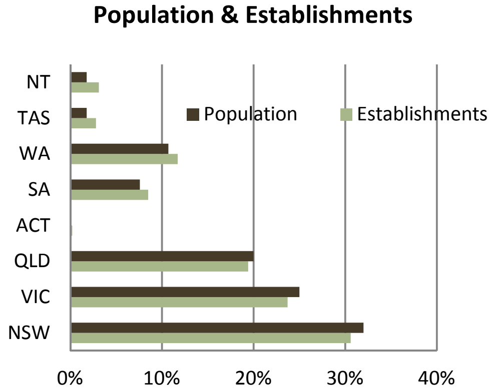


Figure 5: State Population and Caravan Parks

grounds represent a relatively cheap holiday and the industry benefits when consumers budget less for holidays. Countering this industry opportunity, cheap international flights and accommodation deals means going on an overseas holiday can be cheaper than holidaying in Australia. Based on ABS data, overseas departures from Australia have doubled in the ten years to June 2012. On the positive side, the largest markets for caravan and camping holidays are Grey Nomads and Families; both groups less likely to substitute domestic for international holidays. Grey Nomads prefer to take longer trips in their own vehicles or vans and are generally less attracted to short term holidays. For families, the cost of airfares for a typical family can be a deterrent. These trends are confirmed in the 2012 Caravan and Camping Snapshot (Department of Energy Tourism and Resources and Tourism Australia, 2011).

The accompanying chart shows there has been little change in the number of domestic overnight trips taken in 2011 when compared with 2000 (although it should be noted that there have been significant fluctuations over this time). Overnight trips increased in 2011 over 2010 by 3.7% however, expenditure decreased by 3.5%.

The TRA research reports that overnight stays by the CCC segment represent 10% of all visitor nights in Australia.

Examination of the international visitor market shows a sharp decline in overnight trips of 10% in 2011 over 2010 and a decrease of 10.6% in expenditure.

Summary of Reports Reviewed

Tourism Top End Strategic Plan 2013 – 2015 (Tourism Top End, 2013)

In F12, TTE had 221,539 visitors through the Darwin VIC, an increase of 20% on previous year. This represents 25% of all visitors to the Top End (898,000).

Main targets have been identified as:

- Nature based and adventure experiences
- Fishing and soft adventure
- Cruise and conference market
- Major events particularly in shoulder and wet seasons
- Defence force, mining and construction sector

The Territory's total Defence population (incl. families) is around 15,000. An additional 2,500 US personnel is expected in the next 5 years. This segment offers great VFR opportunities.

Key markets have been identified as:

- Category 1 – Mature Markets (Australia, UK, North American, Germany and other Europe)
- Category 2 – Growth Markets Towards 2020 (Japan, China, Singapore and Korea)
- Category 3 – Italy, France, Malaysia, Indonesia and rest of World.

Potential value 2020;

- Cateogry 1 - $1.6b
- Category 2 – $84m

Primary Strategies

- Support growth of sustainable aviation services
- Make the NT a more competitive destination for cruise and marine tourism
- Guide development and upgrades of infrastructure for drive and fly/drive markets
- Improve rail experiences.

Emerging Trends

- Day trips to the Top End accounts for 55% which has increased by 23% over the past 5 years compared with total visitation which has declined by 1% per annum since 2007.
- Over 80% if overnight visitors are from the domestic market. They spend an average of 7.8 nights in the region spending an average of $1,048 per visitor.
- International visitors (144,000) decreased by 6% over the last 5 years and a decrease of 3% over the last year wheras oversears visitors to Australia increased on 5% over the last 5 years.

Yield

- Highest daily yield is business events ($495 per night compared with $212 in NT)
- Top End got 90,000 convention visitors which is by far the largest market. Comparison: Townsville (19,000 convention visitors); Mackay (69000); Hunter Region (59,000); Geelong (38,000) and Tropical North Qld (81,000)

Kununurra Caravan Park Pre Feasibility Study (Brighthouse, 2009)

Part of Landbank "Investment Ready" strategy, this study specifically looked at the viability of Lot 2484 Victoria Highway. At time of this report, there were five (5) caravan parks within Kununurra and one (1) at Lake Argyle (70ksm from Kununurra). The Agricultural Society Oval is used for overflow.

The report suggested that the average number of visitors staying in caravan parks in the three (3) years to 2008 is 166k per year, which represents 38% of all visitors.

This report assessed three (3) options of which it proved 2 to be viable.

- Option 1 – stand-alone tourist caravan park with 10% of sites allocated to cabin accommodation
- Option 2 – construction of Ord Expansion Project used to improve occupancy by introducing high-density, self-contained accommodation units for contractors for 1 – 6 months. Upon project completion, accommodation would be removed and sites revert to tourist caravan park
- Option 3 – Residential park home section with caravan park development.

Option 2 and 3 were proved viable and was subsequently developed as the Workers Camp for Ord River expansion project.

The report is out-dated in terms of data, particularly as the past 4 years have shown changes in previous trends and therefore does not provide a baseline for future planning.

Western Australian Caravan and Camping Action Plan 2013-2018

(Tourism WA, 2013)

This Action Plan includes:

- Key infrastructure such as new caravan/camping grounds in protected areas, overflow park policy amenities, additional rest areas and black waste dump points along major travel corridors;
- Land assembly and incentives to offer 'investor-ready' opportunities for commercial caravan park development in priority areas;
- The implementation of dedicated marketing activities, training programs and accreditation to lift industry standards; and
- Investigation and development of camping facility opportunities on Indigenous lands with the aim of encouraging Indigenous participation in the delivery of these facilities

The report identified 11 key recommendations and implementation plans:

1. Streamline caravan park and campground regulations to improve supply and meet market demand (applying minimum requirements and standards on facilities to meet the health and safety needs of tourists, allowing market forces to dictate other facility and amenity requirements; the potential for co-location of small scale facilities with other businesses (e.g. wineries, sports clubs, pastoral stations)
2. Increase support for the release of land for more caravan park developments where viable. (Identify suitable sites (in areas of high priority) for the development of new caravan parks and undertake land assembly processes for the release of sites under the Landbank initiative)
3. Identify opportunities to increase caravan and camping opportunities for visitors within Western Australia's conservation estate. (Only I site identified in the Kimberley -Purnululu NP, Kimberley – Kurrajong & Walardi)
4. Create public-private partnerships to improve delivery and maintenance of caravan and camping facilities (2 sites identified within the Kimberley at - Cockburn Rest Area Spring Creek Rest Area)[12]
5. Partner with Indigenous Australians to develop caravan and camping infrastructure on Indigenous land (Camping with Custodians project underway)
6. Western Australian Planning Commission to provide better guidelines for the development of caravan parks to Development Assessment Panels and local governments (Review planning policy impacting on caravan and camping with the view to improve investment into the sector. 13/14.
7. Develop a State-wide overflow policy that works for visitors and supports industry
8. Raise the bar on skills for the caravan and camping sector (customised training for the caravan industry to encourage enhanced delivery of product and services.)
9. Improve data to support decision making
10. Develop a marketing strategy to improve perceptions and online presence of the caravan and camping sector
11. Secure sustainable regional tourism benefits from the resources sector (Design and construct workers camps to enable effective conversion into tourist caravan parks once they are no longer required by the resources industry)

Site	Name	Infrastructure	Proposed works
1	Drysdale River Station	Dump Point	Installation
2	The Gibb River Road	Dump Point	Installation
3	Cockburn Rest Area	Main Roads 24hr Rest Area	Full upgrade of facilities
4	Imintji	Camp with Custodians	30-40 campsites
5	Violet Valley	Camp with Custodians	25-40 campsites
6	Mimbi Caves	Camp with Custodians	30-40 campsites
7	Sanctuary Road Caravan Park	New Caravan Park Development	Request for Proposal Stage

Our Direction in China 2012-2015

(Tourism WA, 2012)

Chinese visitors arriving in 2011 represented 18,900 spending $102m. WA 2020 plan targets 100,000 by 2020, spending $500m.

Five strategies have been identified to achieve 2020 goals:

1. Aviation Development – Development of direct and incirect services into and within WA.
2. Consumer Marketing – Confirming brand proposition and identifying appropriate marketing channels
3. Industry Development – Ensuring WA industry is prepared for the increase in Chinese visitors
4. Trade Development – Engaging WA's trade partners to educate and gain support
5. Strategic partnerships – Leveraging the activities of existing products and business in market and aligning acitivities

Priority Destinations have been identified as Perth and the South West while Australia's Northwest is at the bottom of the priority list with core messages identifed as: Australia's outback in comfort and luxury; excellent weather; accessibility. Hero experiences have been identified as Broome, Chinese history, resorts, soft adventure, diamonds and pearls, World Heritage and staircase to the moon.

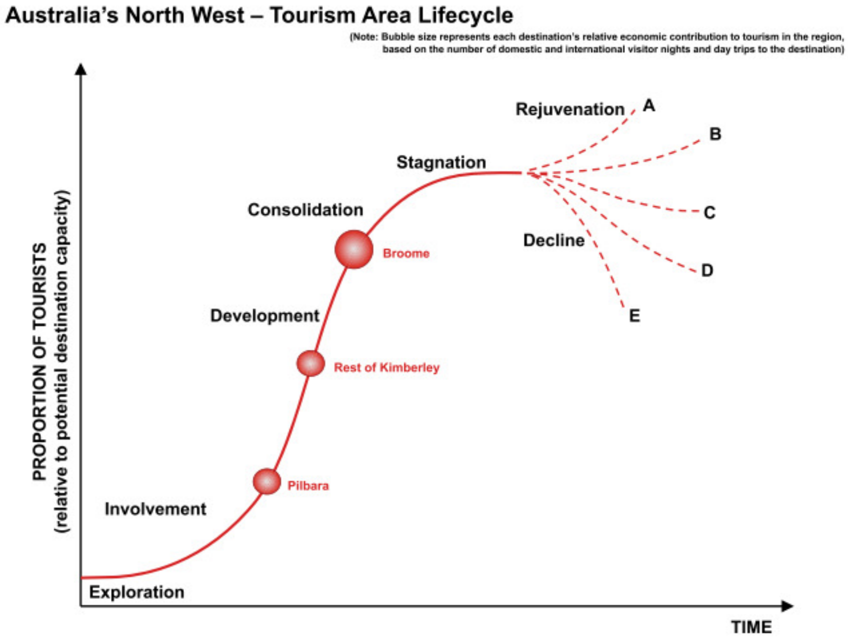
Global	Australia	Western Australia
70m Chinese travelled abroad, each spending on average US$3,000	Chinese visitors to Australia spent $2.7b	WA received 18,900 Chinese visitors who spent $102m, an increase of 27.5% over the previous year
	Between now and 2020, average annual growth in arrivals of 7.8% is forecast with arrivals to increase to 958,000 while tourism exports are expected to double to $6.3b	

Tourism Development Priorities 2010-2015

(Tourism WA, 2009)

Tourism in WA provides over 82,000 jobs and contributes over $7.3b (directly and indirectly) to the WA economy.

As a result of the fragmented, remote and seasonal nature of the tourism industry, government recognises that it has a significant role in destination development specifically inc reating a favourable environment for tourism development through infrastructure investment that supports development.



Annual Average Holiday / Leisure Overnight Visitors 2001 - 2008

The report used the Butler tourism life cycle model to illustrate the development stage of towns/regions within Australia's Northwest. As shown in the following diagram, Broome is believed to be a developed market nearing a phase of consolidation, whereas the rest of the Kimberley is seen to be in a development phase.

The report identified 11 key priorities:

1 **Establish the Kimberley as a key aviation gateway** – Securing international air services from South East Asia to Broome; the relocation of the Broome Airport and upgrading the airport at Kununurra. (*Completed*). High priority was also given to securing a Brisbance-Broome air service, (*completed*) additional air services from Alice Springs and Perth into Kununurra and upgrading of Dampier Peninsular and Mitchell Falls airstrips. (*Costed*).

2 **Facilitate the development of accommodation in national and conservation parks and on pastoral stations** – Purunululu investor ready development; investor ready tourism accommodation in MG conservation area, Windjana Gorge National Park, King Leopold Range Conservation park and Mitchell River National Park.

3 **Preserve and maintain the Gibb River Road** – Maintain as an off-road, wilderness frontier for tourism drive adventure.

4 **Increase Caravan Park capacity across the Kimberley region** – Release of caravan specific Langank site in Kununurra; investigate opportunities for seasonal nature based caravan parks near Broome and Kununurra; release of caravan park lease in Cable Beach area; development of high end accommodation in Broome; and development of accommodation (short term) along Great Northern Highway.

LGA	Intrastate	Interstate	International	Total
Shire of Broome	60,000	66,600	35,200	161,800
Shire of Wyndham East Kimberley	15,300	39,400	19,800	74,500
Shire of Derby West Kimberley	13,600	26,800	12,700	53,100
Shire of Halls Creek	11,000	20,000	12,900	43,900
Kimberley Total	99,900	152,800	80,600	333,300

5 **Improve the reliability and safety of access to key natural attractions accessible via the Great Northern Highway** – Upgrading of Fairfiled-Leopold, Tanami, Kalumburu and Carranjia Roads; sealing of Cape Leveque Road.

6 **Facilitate the development of indigenous product and interpretation in the region** – paritcularly in West Kimberley to international standard; new indigenous product in central and East Kimberley.

7 **Improve and expand visitor amenities along major touring routes** – Ammenities along Gibb River Road and dump facilities in all major towns in the region.

8 **Improving boating facilities in the Kimberley Region** – Safe boat harbour in Broome; commerical boat facility in Kununurra; Wyndham Port upgrade.

9 **Facilitiate the development of convention/conference facilities in the region**-Broome focus.

10 **Ensure tourism related development is incorporated in the rejuvenation of precints and townships** – Old Broome, Cable Beach and Kununurra focus.

11 **Seal coastal access roads around Broome** – Crab Creek, Manari, Kavite and Willie Creek Roads.

Strategy for Tourism in Western Australia 2020 (Tourism WA)

Tourism WA's goal is to double the value of tourism in Western Australia from $6 billion in 2010 to $12 billion by 2020. The State Government Strategy for Tourism in Western Australia 2020 outlines how that goal can be achieved and sets the direction for WA's tourism industry over the next decade.

The document outlines a phased approach. Through to 2014, the Government and the tourism industry will work together to set the foundation to enable the required growth to occur from 2015, culminating in 2020.

Seven priorities have been identified to achieve 2020 outcomes. (Details are provided where they directly impact the Kimberley region)

1. Brand – Firmly establish the Experience Extraordinary brand
2. Infrastructure – Expand hotel, aviation and workforce infrastructure to support the growth
    i. Broome and SW airport and route expansion
    ii. Establishing new (air) routes
    iii. Desination management
    iv. Tourism precints
3. Business Travel – Increase the contribution and leverage of business travel to WA
4. Asian Markets – Grow WA's share of high-yeild Asian markets
5. Events – Position WA as a recognised events destination for locals and visitors
6. Regional Travel – Increase visitors to regional WA
    i. Tourism support infrastructure in regional WA
    ii. Australia's best regional events calendar
    iii. Improved camping and self-drive experiences
    iv. Extraordinary regional experiences including nature based, culinary and cruise shipping experiences
7. Indigenous – Provide every visitor with the opportunity to have an Aboriginal tourism experience.
    i. Creation of a compelling point of difference for Aboriginal tourism to attract international visitors and the integration of Aboriginal tourism product within wider domestic toursim, further reinforcing the Experience Extraordinary brand
    ii. Facilitation and support opportunities for access to land and tenure for the development of tourism
    iii. Supporting industry in interfacing with government and maximising involvement in government tourism programs

iv. Opprotunities and pathways for Aboriginal employment in tourism, including traineeships and cadetships.

Making a Difference: Aboriginal Tourism Strategy for Western Australia 2011-2015 (Tourism WA, 2010)

The strategy is based on providing opportunities for the continued development of Aboriginal tourism and position it as an iconic experience in Western Australia.

This stragegy builds on the 2006-2010 plan - *Listening, Looking, Learning: An Aboriginal Tourism Strategy for Western Australia.* The vision for that strategy was:

Western Australia would be the premier destination for autheentic Aboriginal tourism experiences.

In 2006, there were 65 Aboriginal organisations operating a toursim business. In 2008/09, 44 of these were still op[erating and the total had increased to 109 of which 14 were export ready, 41 market ready and 54 emerging. In 2010/11 there were 113 Aboriginal tourism businesses of which 18 were export ready, 41 market ready and 54 emerging.

While the GFC has affected tourism development,, Aboriginal tourism experiences are still highly sought after with 66% of overall visitors and 83% of international visitors seeking to participate in these activities. [13]

2011-2015 Vision:

Quality Aboriginal tourism experiences provide unique Western Australian experiences.

Goals

1. Provide pathways and opportunities for the sustainable development of Aboriginal tourism experiences
2. Enable Aboriginal tourism businesses and the wider tourism industry to work collectively, bringing culture and commerce together in a manner that leverages and adds value to each other
3. Position the Aboriginal tourisnm industry as a sustainable iconic tourism experience

There are 4 strategies to achieve these goals:

1. Positioning and Marketing – Ensure Aboriginal tourism provides a competetive advantage and encourages international visitors to come to WA
2. Industry and Government parnternships – Provide efficient and effective government and insustry support for Aboriginal tourism
3. Quality Product – Ensure the development of authentic, consistewnt and sustainable Aboriginal tourism products
4. Industry Capacity – Strenthen the level of skills and training within the Aboriginal tourism industry

Implementation of thses strategies has largely been left to Tourism WA, the Small Business Development Corporation (SMDC), the Western Australian Indigenous Tourism Operators Council (WAITOC), and the Department of Training and Workforce Development (DTWD).

WA Cruise Shipping Strategic Plan 2012-2020 (Western Australia Cruise Shipping Strategic Plan, 2012)

The WA cruise shipping industry recorded 102 cruise ship visits in 2011/12 which was an increase of 68 visits over the previous year. These visits generated $185.7m in expenditure.

The global cruise industry carried 18.8m passengers in 2010 which increased to 20.23m in 2011. Estimates suggest 23.49m by 2015. Repeat cruisers make up half of all passengers and these passengers are continually looking for new destinations.

[13] Tourism WA (2010) Visitor Experiences & Expectations – Research 2009/2010

The Australian cruise industry is forecast to reach 1m passengers by 2020, representing a 5% annual growth rate. The most significant region within WA is Port of Fremantle which generated approximately $160.6m in F12. Broome recorded $6.5m in the same year.

Four key business priorities have been identified to reach 2020 targets.

1. Destination awareness and marketing
2. Port Infrastructure and policy (identify priority gaps and implement activities to increase capacity for growth)
3. Strengthening industry capacity
4. Landside destination development (shore excursion options)

WA destinations have been categorised into tiers to reflect their current status and projected future status based on their ability to impact on growth of the sector. The forward vision is that by 2020 WA will offer 2 turnaround ports (Fremantle and Broome) and 7 well established transit ports. (None of these 7 is in the Kimberley).

Four strategic goals have been identified to meet target growth:

1. Position and market WA as a world class cruise destination (Destination Marketing)
2. Enhance WA's individual cruise destinations (Landside destination development)
3. Provide efficient and safe port facilities and services that meet the needs of the cruise sector (Port infrastructure and policy)
4. Build and foster industry partnerships (Strengthen industry capacity and ownership)

Landbank Program (Tourism WA)

Landbank identifies crown land in city and regional WA for tourism accommodation development. Tourism Western Australia's (Tourism WA) Landbank initiative helps to ensure that there is an adequate supply of tourism development sites to meet the future needs of the tourism industry in Western Australia. The aim of the Landbank initiative is to make identified tourism sites 'investor ready' by facilitating the approvals processes required for tourism development to occur.

Tourism WA works with a range of different government agencies, local government authorities and developers to;

- identify potential tourism development sites across the State, especially Crown Land
- accelerate the release of investor ready land in strategic locations
- remove upfront uncertainty and reduce the time it takes for developers to commence construction on tourism zoned sites
- safeguard the environment by ensuring any developments are in keeping with the location's environmental values and ensure relevant environmental approvals are gained

Feasibility studies, environmental analyses, planning and consultation are conducted before a site is released for development. Due statutory processes are followed before a development proposal is approved.

The last Landbank Program was released in 2008 which identified 25 sites.

- **Sites in the pipeline** (1-2 years). These sites were already undergoing planning clearances and subject to pre-feasibility assessment. In the Kimberley, this included full service style accommodation in Derby and Caravan park/budget accommodation in Kununurra and Broome.
- **Sites in planning** stage (2+years). These sites were identified as having potential for release but needed to progress through due diligence. This category included full service hotels and caravan parks/budget accommodation in Broome and Kununurra.

- **Ecotourism** (Naturebank Sites). Sites identified within WA's protected areas and typically managed by DPAW. The only Kimberley site identified was Purnululu.

Naturebank Program (Naturebank, 2011)

Naturebank is a WA government initiative that aims to prepare sites for development of quality environmentally sensitive tourist accommodation in the State's national parks. Naturebank works to identify sites in selected national parks and undertakes the pre-release development clearances required to present them to market for development.

Naturebank is jointly managed Tourism WA (TWA) and the Department of Parks & Wildlife (DPAW). TWA is responsible for the development, promotion and protection of tourism experiences while DPAW has responsibility for management of national parks, marine parks, conservation parks and state forests.

The 2011 Program identified 6 sites in WA of which one is in the East Kimberley:

1. Ngamoowalem Conservation Park. Located in the East Kimberley, this 70,000ha conservation park is within an hour drive of Kununurra.

Savannah Way (Savannah Way)

The Savannah Way is Australia's Adventure Drive, linking Cairns in Tropical North Queensland with the historic pearling town of Broome in Western Australia's Kimberley, via the natural wonders of Australia's tropical savannahs and the Northern Territory's Top End.

The 3700 kilometre route links 15 National Parks and five World Heritage areas. You can explore just a section or cross the continent enjoying its wide horizons, ancient gorges and abundant wildlife, connecting with Aboriginal and pioneer heritage in today's friendly outback.

Savannah Way Limited is a non-profit company formed to market quality visitor experiences along the drive route for the economic and social well-being of communities in the region.

The organisation works to assist small businesses and communities along the route through sustainable tourism and network support including tourism promotion, road signage, brochure and merchandise distribution, agent and media contact. Savannah Way Limited also links stakeholders with the market (and each other), as well as assisting regional development through research, projects, training and consultation. The promotion of the drive route is undertaken in co-ordination with our partners and members, including:

- Tourism and service businesses
- State, Regional and Local tourism organisations
- Local, State and Territory Government agencies
- Community, Environment and Development organisations

Australia's National Landscapes: The Kimberley (Tourism Australia, 2012)

Australia's National Landscapes program is a unique tourism and conservation partnership managed by Tourism Australia and Parks Australia. The program provides a framework to consider tourism infrastructure, conservation and marketing in a united way, encouraging collaboration and partnerships. It brings together the tourism industry and conservation sectors to improve environmental, social and economic outcomes for each landscape. The program aims to:

- Promote Australia's world class visitor experiences
- Enhance the value of tourism to regional economies
- Increase the role of protected areas in those economies

- Build support for protecting our natural and cultural assets

Australia's National Landscapes Program was launched in December 2006 with the announcement of Australia's Red Centre as the first National Landscape. In June 2008, seven subsequent landscapes were named at the Australian Tourism Exchange (ATE). Since then, another eight Landscapes have joined the Program, completing the collection of 16.

Four (4) reasons to visit the Kimberley have been promoted under this programme.

1. Awe-inspiring adventure landscapes

   All manner of adventure is possible against the Kimberley's ancient landscapes. Ride a camel along Broome's Cable Beach. Then 4WD the Gibb River Road to Kununurra, where you can boat across mighty waterways such as Lake Argyle and the Ord River. Fly over the magnificent waterfalls of the Mitchell Plateau or the Bungle Bungle Ranges in World Heritage-listed Purnululu National Park. Snorkel and dive in Rowley Shoals Marine Park, just one of the spectacular underwater sites along the remote, pristine Kimberley coastline. For a gentler adventure, cruise in luxury through the Buccaneer Archipelago, home to the Horizontal Waterfalls and 1,000 islands.

2. Rich Aboriginal experiences

   There are countless ways to connect to the Kimberley's rich, living Aboriginal culture. Stay in a traditional Aboriginal community on the Dampier Peninsula, and kayak, snorkel, mud-crab and fish with local guides. In the outback, spend time on an Aboriginal-owned station, where you can taste bush tucker, learn to muster cattle and listen to Dreamtime lore. Explore significant sites such as Geikie Gorge and King George Falls with traditional owners. See ancient rock art in Drysdale National Park or on the isolated Mitchell Plateau, home to the Gwion Gwion paintings. You can check out the Kimberley's acclaimed contemporary Aboriginal artists in galleries and centres in Broome, Derby and Kununurra.

3. Abundant wildlife

   Birds, animals, marine life and prehistoric reptiles reign in the Kimberley. See them on an off-road adventure or join a tour to sanctuaries and breeding spots. Float along the Ord River past salt-water crocodiles, rock wallabies and hundreds of species of birds. Spot crocodiles sunning themselves around Windjana Gorge and Tunnel Creek. Visit Broome's Roebuck Bay, a haven for native birdlife and stopover point for migratory birds between September and April. Another birdwatcher's paradise is Parry Lagoon Nature reserve and Marlgu Billabong, near Wyndham.

4. Diamonds, pearls and eco-retreats

   Nothing says prestige and romance like diamonds and pearls, both produced in the epic Kimberley. Shop for South Sea pearls in Broome and trace the town's rich pearling history in Chinatown and the Japanese Cemetery. Tour the vast Argyle Diamond Mine, near Kununurra, where most of the world's rare pink diamonds are extracted. The Kimberley is also the place to get back to nature in eco-luxury. Go glamping along the Dampier Peninsula or detour off the Gibb River Road to stay in deluxe eco-cabins.

Kimberley Science & Conservation Strategy (Department of Environment and Conservation, 2010)

A State government initiative, the strategy recognises that the Kimberley is at a critical point in its development potential, including offshore oil and gas, the expansion of the Ord Irrigation Scheme and an expanding population (both visitors and residents). The strategy recognises this growth and has established plans to conserve the region's natural and cultural values.

The cornerstone of the plan is the creation of the Kimberley Wilderness Parks which includes the State's largest interconnected system of marine and terrestrial parks covering more than 3.5m hectares.

Under this strategy, the State has committed an initial investment of $9.6m in nature-based tourism in the region. A total of $63m has been committed to 2015.

The strategy has four major themes:

1. Conserving the Kimberley's unique natural environment
2. Employing and involving local aboriginal people and maintaining the Kimberley's rich culture
3. Increasing knowledge to support informed decision making, planning and management
4. Providing opportunities for people to experience the Kimberley's natural and cultural wonders

The fourth theme is the most pertinent to SWEK in the development of a tourism strategy, as this talks about improving the range and amenity of eco-tourism options and promotion of new tourism experiences. This strategy will be delivered through:

- Upgrades of camping, picnic, interpretive and other visitor facilities at Mitchell River NP, King Leopold Ranges CP, Purnululu NP, Geikie Gorge CP and Geikie Gorge NP, Windjana Gorge and Tunnel Creek NPs.
- Facilitate quality environmentally and culturally sensitive accommodation through the Naturebank program at Purnululu and Windjana Gorge through public-private partnerships
- Develop and promote tourism corridors across the region
- Expand and promote the Aerial Highway concept
- Develop and promote self-drive journeys through the region, linking and interpreting sites of interest including 4WD expedition trails
- Promote the values of Kimberley marine parks through an education and accreditation program with registered tour operators.

Kimberley Science & Conservation Strategy; Tourism Corridors (KPP, Kimberley Science & Conservation Strategy: Tourism Corridors, 2012)

Tourism WA (TWA) in partnership with the Departments of Parks & Wildlife (DPAW) and Regional Development and Lands (RDL), is responsible for the implementation tourism initiatives of the State Government's Kimberley Science and Conservation Strategy (KSCS). The Strategy focuses on initiatives to conserve the physical character of the Kimberley, create training and employment opportunities for Aboriginal people and to promote social and economic development in the region with particular emphasis on expanding the range of eco-tourism opportunities.

Part of this strategy relates to the development and promotion of *tourism corridors*. The corridors identified are:

1. The West Kimberley Circuit, taking in Windjana Gorge, Tunnel Creek and Geikie Gorge;
2. The Gibb River Road; and
3. The Great Northern Highway.

As an indication of the importance of the road corridors to Kimberley tourism, an estimated 105,000 tourist vehicles travelled sections of the Great Northern Highway corridor in 2011, with an additional 20,277 travelling the entire length of Gibb River Road corridor.

The report details stakeholder consultations which highlighted a number of barriers to future development of the corridors, and these included:

- the lack of quality data available to make sound strategic tourism investment decisions;
- the issues and timeframes associated with exclusion and excision processes occurring on pastoral land or gaining approvals for tourism on pastoral and Indigenous community land;
- the responsibility for ongoing maintenance of tourism assets and the difficulty Shires have in taking on this burden from such a low ratepayer base; and finally
- the need to balance the expectation of free camping sites (such as Mary Pool near Halls Creek) with the need to manage the environment at these locations and to maximise economic benefits associated with tourism along the corridors.

A number of broad strategic recommendations were developed as a result of visitor surveys, Delphi panel consultation, stakeholder consultation and field assessments undertaken during this project. These recommendations include:

1. **Focus on "Zones of Opportunity" within the corridors that show maximum potential to increase visitor numbers and/or experience.**

   Based on the sheer scale of the region, the complexity of access, tenure, Indigenous interests, Government and other stakeholder interests, and the practicality of implementing upgrades over such vast tracts of land with such complexities it is recommended that TWA approach future development of tourism infrastructure and tourism product on the Corridors based on priority areas or 'zones of opportunity'; These zones have been recommended on the basis of common features, common points of interest and connectivity. In this report, the on-ground assessment of amenities, activities, attractions, accessibility and accommodation along each of the corridors resulted in the distinction of nine (9) zones across the three tourism corridors. These zones included:

   - Zone 1 – featuring the Windjana/Tunnel Creek attractions.
   - Zone 2 –the King Leopold Ranges to Imintji Community on the Gibb River Road
   - Zone 3 –the 'central' Gibb River Road gorges and Aboriginal communities of Kupungarri and Ngallagunda.
   - Zone 4 – the northern Kimberley toward Mitchell Plateau and Kalumburu.
   - Zone 5 – the eastern end of the Gibb River Road featuring the Cockburn Ranges, El Questro and Home Valley pastoral stations.
   - Zone 6 – featuring the towns of Wyndham and Kununurra, and north eastern end of the Great Northern Highway.
   - Zone 7 – from Doon Doon to Halls Creek, including Purnululu.
   - Zone 8- Halls Creek through to Fitzroy Crossing, including Mary Pool, Mimbi Caves, and Geikie Gorge.
   - Zone 9- Great Northern Highway from Fitzroy Crossing to Derby and Broome.

   It is not intended that marketing be structured around the 'zones' concept; however, some zones may be appropriately themed (e.g. Zone 1 could become the "Bunuba Resistance Trail") based on Indigenous or European heritage, stories, or landscape features. Selecting an appropriate theme would require significant consultation with relevant stakeholders.

2. **Improve online information resources through developing and resourcing a single Web-Portal, Portable Device Application and building an online presence.**

   Stakeholders and visitor information clearly defined the need for better online information to assist visitors in planning their trip, and in effect build accurate expectations about their planned journey, leading to better experiences. It is therefore recommended that TWA pursue the development and resourcing of a single Kimberley web portal (with associated Application for downloading onto a portable device) that maintains up to date information about road access, accommodation providers, activities, stories and histories, environmental and conservation aspects, appropriate behaviours and links to booking sites. This web portal and App development offers the following benefits:

- Improved ability for the self-drive market to plan and book and commit to a holiday along the corridors.
- Improved economic benefits from increased visitation from tourism accommodation providers.
- Improved information available to tourists about conservation and the local environment, and Indigenous culture and appropriate behaviours on-route to protect these aspects.
- Improved safety for visitors due to information about road conditions, local weather, vehicle standards, emergency planning and communications.

  The increased web presence of the Kimberley corridors and the resourcing of the project with a full time communications officer could result in the management of an online presence through social media to target younger market segments into the future.

3. **Improve information collection and application to improve tourism and conservation decision making.**

   A number of gaps in collection and quality of information relating to tourism in the Kimberley region has become evident through this study, and confirmed by stakeholders as part of this project. In order to improve the planning and decision making with regard to the Kimberley's tourism assets and the importance of tourism to the Kimberley's economy, it is recommended that an audit of Kimberley tourism data information sources and collection methods is undertaken. This will enable gap analysis to be completed that will help to identify areas where data quality and collection can be improved, and possibly establish an opportunity for a fee for service data provider to manage and share this data with key agencies with the ultimate purpose of improved decision making.

In addition to the broad strategic recommendations, a detailed field assessment of infrastructure along the corridors was conducted in June 2012 and was based on the '5As' product evaluation tool, with attractions, amenities, accommodation, access and activities all reviewed and scored against suitability for the four market segments used by Tourism WA (Aspirational Achievers, Dedicated Discoverers, Grey Explorers and Family Connectors). An assessment was also made of market appeal and market opportunities, giving an indication of market potential of the corridors. After investigating 43 sub-sections of the corridors, this data was rolled into the nine distinct tourism zones mentioned previously. Three of the nine "zones of opportunity" showed immediate market potential and they were prioritized for upgrades. The zones of interest and the recommendations for upgrades include:

- **Zone 1:** the Windjana/Tunnel Creek circuit – upgrades recommended in this report include:
  - improved interpretive signage developed around the Bunuba Resistance (Jandamarra) history;
  - upgrade to Lillimooloora ruins site and signage;
  - development of tourism product such as Indigenous operated tours and support for a "Light and Sound" production that is being proposed by Bunuba people;
  - Improvement to the Fairfield-Leopold Road to increase visitation off the Great Northern Highway (however, the carrying capacity of Tunnel Creek and Windjana Gorge should be determined prior to this occurring); and

- the development of a mid to high-end semi-permanent camp at Windjana Gorge (aligning to existing Naturebank initiatives).

- **Zone 3:** Development of the central Gibb River Road gorges, with a central hub of tourism activity at Mt Barnett – upgrades and recommendations include:
  - Gorges such as Adcock, Galvins and Manning Gorges that will be excluded from the Pastoral stations in 2015 and proposed to be jointly managed between DPaW and the Traditional Owners;
  - Supporting an improved standard of accommodation across the zone through promoting Indigenous partnerships with private operators on Indigenous lands;
  - Targeted support for Indigenous capacity building in tourism management in this zone from a range of providers and programs including RJCP Providers, IBA, TWA's Indigenous programs, DPAW Rangers groups and other conservation and tourism training programs.

- **Zone 7:** The focus should be on building Indigenous tour product to increase visitation and visitor spend, give visitors a cultural experience, and to promote this area as the "Art Heart of the Kimberley":
  - Focus on collaboration and promotion of existing Aboriginal Art galleries in the area from Doon Doon to Halls Creek, which is already known for quality desert art. Develop strategic plans and resource coordinated events and marketing for the region.
  - Development of a high end accommodation facility at Purnululu National Park to target the needs of more affluent tourists currently only undertaking scenic flights to the destination.

In addition to these regional upgrade priorities, a small number of urgent 'local site upgrades' were identified through the field assessment process. These included upgrades to information boards at each end of the Gibb River Road, upgrading March Fly Glen picnic area along the Gibb River Road, replacing information boards on the Great Northern Highway intersection near Derby, and assisting with signage for Mimbi Caves along the Great Northern Highway.

Kimberley Science & Conservation Strategy – 4WD Expedition Tracks

(KPP Business Development, 2012)

This report relates to the 4WD Expedition Routes initiative identified as part of the Kimberley Science & Conservation Strategy. The 4WD expedition routes identified under this strategy were the Parry Creek Road / Kurunjie Track and the Carson River Track.

The assessment process was based on a review of available research, market trends and demand; Delphi and Expert Panel research / feedback; field assessment of each route; consultation with relevant aboriginal communities / organisations and other key stakeholders.

In the context of this project there are limited packaged tour products currently associated with these expedition routes; instead, visitation is generally represented by the Free Independent Traveller (FIT). These visitors fall within the target market segments identified by Tourism WA as Grey Explorers and Dedicated Discoverers.

Parry Creek Road

Desk research and stakeholder consultation undertaken support the view that visitation along the Parry Creek Road was generally limited to day use. The route represents an alternative scenic drive and provides access to the Lower Ord River. Although some tourism infrastructure improvements along this route are already in the planning and design phase (e.g. Valentine Springs, Middle Springs and Black Rock Falls), and recommendations have been put forward in relation to improving directional and interpretive signage, the day-use of the Parry Creek Road is unlikely to change. However, the Ngamoowalem

Conservation Park is an area that holds strong potential for the future development of tourism infrastructure and activities along the Parry Creek Road. Studies reviewed in relation to this area indicate there is strong interest from Traditional Owner groups to develop tourism facilities within the Park with a focus on maintaining cultural and environmental values. The development of tour products that incorporate local Indigenous heritage and culture is also a priority for this area.

Ngamoowalem Conservation Park provides an opportunity to enhance the visitor experience along the Parry Creek Road and will add to the diversification of activities along this route. This may not necessarily equate to increased visitor numbers to the region; however, it will give visitors a reason to extend their stay in the region and in turn increase visitor spend. Strategically, the Ngamoowalem Conservation Park is an area that can add significant value to the tourism experiences associated with the Parry Creek Road and the development of tourism, particularly cultural tourism products, within the Park should be actively pursued in line with Joint Management Plans for the area.

Kurunjie Track

During the pre-planning stage of field trips, potential issues became apparent in relation to accessing the Kurunjie Track as it passes through pastoral land and during muster periods access could not be guaranteed. This situation was confirmed by field personnel who observed signage along the route stating it was not a public thoroughfare. Field personnel also found a number of gates that were locked and therefore diversion routes around the gates needed to be taken.

It became evident that the leaseholders of the pastoral land through which the Kurunjie Track passes (Delaware North) are supportive of increasing visitor movements along this route. Taking into account the support of Delaware North (El Questro pastoral leaseholder) for increasing visitor movements along the Kurunjie Track and the proposed exclusion of the northern section of the Cockburn Ranges as part of pastoral lease renewals in 2015, the Kurunjie Track has future tourism potential. However, collective discussions need to be held between the leaseholder, SWEK and other related Government agencies in order to clarify and develop agreed parameters relating to visitors to the region being able to readily access this route.

Based on the assumption that issues relating to access along the Kurunjie Track can be resolved there is scope to develop a suite of tourism products along this route that incorporate the magnificent Cockburn Ranges. Discussions with relevant stakeholders suggest the development of walking trails, horse-riding trails, hiking treks and accompanying basic infrastructure could be established within the Cockburn Ranges. This development will not come into effect until the proposed pastoral exclusions have been executed, but the concept of developing tourism activities along this route is expected to give rise to increased visitor movements on the Kurunjie Track. A key advantage of developing tourism products and activities along the Kurunjie Track is its proximity to a range of accommodation options, such as El Questro Station, Digger's Rest, Home Valley Station and properties located in the Kununurra and Wyndham town centres. Importantly, the Balangarra Native Title Claimants expressed a strong desire to become more engaged and involved in matters relating to future use of the Track.

It is also noted that any future initiatives aimed at increasing visitation along the Kurunjie Track will need to be accompanied by strong marketing campaigns as a means of changing the current public perception relating to access. Furthermore, it is anticipated that any increased use of the Kurunjie Track by visitors to the region will not necessarily equate to an increased number of visitors to the region. Instead, increase traffic along this route is likely to be drawn from visitors who have already chosen to visit the region. However, it could be reasonably assumed that improved access, new tourism infrastructure and activities along this route will contribute to lengthening the stay of visitors and therefore contribute to increased visitor spend.

Carson River Track

Field personnel who completed the Carson River Track commented on the sheer ruggedness of this route and noted that many sections of the track were 'washed out' or impassable. It was also noted that 3 – 4 hours was required to cross a number of the rivers and creeks along the Track. Field assessments suggested that the Carson River Track would be appealing to the 'hard core' 4WD adventure enthusiasts and the upgrading of road conditions would require considerable capital investment. It was concluded that this investment would be hard to justify as track conditions change after each wet season and upgrades may detract from the 'expedition' experience. Instead, it was concluded that simply increasing access and visitation along the Carson River Track would help to improve travelling conditions through a process of self-maintenance (i.e. routes become more visible with more traffic).

During consultation with key stakeholders, the Balangarra Native Title Claimants also expressed a strong desire to become more engaged and involved in matters relating to future use of the Carson River Track.

The proposed development of the 4WD expedition routes is considered to be closely aligned to the objectives of the Kimberley Science and Conservation Strategy. The opportunities identified and recommendations relating to improving and upgrading tourism infrastructure provide scope to achieve small increases in visitor numbers and enhance the visitor experience, but perhaps more importantly they provide some scope to positively influence the level of visitor spending in the region. The expedition route initiatives do expand the range of eco-tourism product options within the region, and provide scope for Indigenous organisations, families and individuals to develop economic opportunities through the delivery of cultural and nature-based tourism products.

Kimberley Science & Conservation Strategy: Aerial Highway (KPP, Kimberley Science & Conservation Strategy: Kimberley Aerial Highway, 2012)

This project relates to the Kimberley Aerial Highway (KAH) initiative identified under the Kimberley Science & Conservation Strategy. The key deliverable required an assessment of remote airstrips in the Kimberley to determine the infrastructure upgrades that would support increased marketing and usage of the Kimberley Aerial Highway. Priority focus was given to airstrips that are located on Crown Land or DPAW estate.

There are approximately 107 aerial tour products currently available across the Kimberley, which in combination essentially form the Kimberley Aerial Highway concept being actively marketed by Tourism WA. These products operate primarily as day tours on a point-to-point basis from the main hubs of Kununurra and Broome. From a TWA perspective the Kimberley Aerial Highway concept is based on, and includes, any location in the region that can be accessed by air.

The task of identifying priority airstrips was put to the Delphi Panel with the ability to introduce any airstrip that could be included under the KAH concept, regardless of the level of current tourism infrastructure. However, it soon became evident that the industry view was that the priority airstrips should be determined on factors including proximity to major attractions, tourism activities and associated infrastructure, in addition to the availability of suitable accommodation. This is not to suggest that other locations should be excluded from the KAH concept. Instead, Panel members held the view that the airstrips identified provided the most potential in terms of the future promotion and usage of the Kimberley Aerial Highway that would contribute to the objectives of this project.

The identification of priority airstrips was expanded to explore the potential to develop a new KAH product that linked a series of remote airstrips as a continuous journey. However, the Panel recognized a need to upgrade accommodation at some locations in order to meet the expectations of what would be a high-end, niche market. Despite this, the Delphi Panel and the Expert Panel that reviewed results and project recommendations concurred that this product is seen to open a new market segment opportunity targeted to a high end consumer. It is considered to be an additional product rather than a competitor to the current air tour scenic flight market and has not been proposed at the exclusion of the existing 'day tours' that form part of the KAH. It is considered that a package could be developed that includes 4 – 6 destinations at a fixed price rather than the current point to point product being offered. Other packaged alternatives that could be developed as part of the KAH include the combination of Kimberley Cruising together with Kimberley Aerial Highway destinations. Interestingly, the Kimberley Cruising and KAH packaged touring options both target high-end, niche markets therefore they are considered highly compatible in terms of cross-marketing and the potential to develop a number of touring options that provide visitors with a range of experiences.

Site assessments were undertaken by Aerodrome Management Services (AMS) at Windjana Gorge, Bellburn (Purnululu), Mt Barnett, Mitchell Plateau, Cape Leveque and Kalumburu in late June /early July 2012. A detailed summary of upgrade requirements were provided totalling $1.6m to bring all airstrips to CASA standards.

Although the brief called for the identification of six (6) priority airstrips, eleven (11) were identified for assessment to form part of the Kimberley Aerial Highway. Each of the sites was assessed against their market readiness (excluding airstrip upgrades). Market readiness was assessed against the level (standard) of available accommodation; on-ground amenities and facilities; availability of personnel on the ground to conduct tours (and transfer visitors) to nearby attractions; proximity and access to nearby attractions; and the level/standard of nearby attractions. Against these criteria, five (5) destinations were assessed as market ready (with the exception of aerodrome upgrades), while it was estimated that the remaining six (6) could be developed within a two (2) to five (5) year period.

Although there is little data available that looks specifically at tourism supply and demand models for air tours in the Kimberley region, a number of models were developed to estimate demand. Broadly, demand probability, demand factor and a supply models were developed to estimate an annual demand of 1,780 visitors per year.

On completion of desk research, Delphi panel surveys and site assessments, an Expert Panel was established to review and validate methodologies, findings and recommendations. This Panel consisted of a former Chairman of Australia's Northwest Tourism, a Kimberley air services operator, and highly credentialed tourism industry representatives from the east and west Kimberley. Indigenous elders from each language group who may be affected by the Aerial Highway or its infrastructure development were also asked to review and validate recommendations developed.

The Panel unanimously agreed with the priority destinations recommended but suggested the Berkeley River Resort and (to a lesser extent), Kalumburu should be included as other options for a proposed multi-destination product under the highway concept as well as the expansion of point to point products. The Panel was also unanimous that the promotion of a multi-sector product would increase visitation and would attract a new market compared with the current air tour operator product which is point to point. The Panel agreed that higher-end eco-tourism style accommodation and improved ground services would need to be developed into the future in order to secure the long term success of the concept and that a combination of rotary, fixed wing and seaplanes would increase potential visitor interest. Importantly, the process of identifying priority airstrips under the Kimberley Aerial Highway concept took into account all accessible airstrips in the Kimberley region with the key factors / criteria used in determining these locations applying to both existing products (point to point) and the potential for a new multi-sector product to be introduced. On that basis, the priority airstrips are considered relevant to both existing point to point products as well as the potential for a new multi-sector product to be introduced.

The Kimberley Aerial Highway concept is considered to be a close fit to the objectives of the

Kimberley Science and Conservation Strategy as it expands the range of eco-tourism product options within the region with minimum impact on the environment and will assist Aboriginal communities to develop culture and nature based tourism opportunities at key sites.

Kununurra Accommodation Study

(KPP, Kununurra Accommodation Study, 2009)

The visitor accommodation market in Kununurra currently holds sufficient inventory to meet both visitor demand and expectations. Although accommodation shortages will continue to occur during periods of peak visitation, the weighted average annual occupancy across all categories was reported at 48.07% in 2009. Over the past twelve (12) months high and low season occupancies averaged 81.86% and 23.91% respectively.

In the context of future demand for visitor accommodation, forecasts developed as part of this study suggest that the level of unmet demand across all accommodation categories is insufficient to justify any new developments in the short term (1-5 years). This finding takes into account low, medium and high growth scenarios across this time period.

The prospects for new visitor accommodation developments in the medium (5-20 years) to long term (20—50 years) appear more promising albeit directly dependent on the town achieving a medium to high rate of growth in demand. More specifically, opportunities for new visitor accommodation developments in the medium to long term are likely to arise through the resorts, hotels and backpacker categories.

Comprehensive gap analysis was undertaken through the development of econometric models using data supplied by current accommodation providers. The model outputs produced demand forecasts based on a series of assumptions over short, medium and long term periods under a range of growth scenarios. Assumptions used in this process included consideration of major developments such as the Ord Expansion Project, recent financial commitment from the Federal Government towards infrastructure improvements, incremental growth in tourism, anticipated future trends in tourism and other factors likely to influence demand for visitor accommodation in the town.

A key focus of this study was to analyse the supply and demand of visitor accommodation in Kununurra with a view to assessing the prospects for the development of new accommodation on specific sites identified by Shire of Wyndham-East Kimberley and Tourism WA. It was initially thought that two of these sites (Lot 2484 and Lot 793) could be designated as locations for new caravan park accommodation in Kununurra.

Demand forecasts developed do not support the development of new caravan parks in Kununurra. While it could well be argued that this does not address expected future shortages in this market, the economics of developing a greenfield site are almost certain to prove such a project as unviable. Instead, it is anticipated that the best means of meeting future shortages in the caravan market will be to add inventory to existing parks. Despite a proposed concept to develop one of the identified sites initially as worker's accommodation prior to transitioning the site to a caravan park the low yielding nature of this market is likely to result in the viability of a new park being marginal.

The future development of visitor accommodation in Kununurra is largely dependent upon the level of economic activity generated through the tourism, agricultural and resource sectors. The likelihood that new accommodation developments will be required in the medium to long term appear reasonable and it is for this reason that the specific sites identified as part of this study should be 'banked' by Tourism WA to cater to future needs. These sites all hold particular features and attributes and could be utilized to suit a range of markets or accommodation types as detailed further in the report.

WAITCO Strategic Plan 2011-2015

(WAITOC)

Western Australian Indigenous Tourism Operators Council (WAITOC) is the peak not for profit

Association representing Indigenous tourism in Western Australia. WAITOC comprises membership from all regions within Western Australia. The Association is autonomous and provides advice and information to all relevant State Government agencies as well as the tourism industry sector. WAITOC promotes Indigenous tourism and provides a supportive network for Indigenous tourism operators within Western Australia.

The objectives that guide the forward activities and operation of WAITOC are:

- To promote and raise the profile of Western Australia Indigenous Tourism on a State, National and International level.
- To encourage and support the development of existing, new and emerging Indigenous tourism businesses in Western Australia.
- To encourage greater collaboration between Indigenous tourism operators and non-Indigenous tourism operators including the promotion of joint ventures.
- To encourage employment of Indigenous people by the wider tourism industry.
- To encourage and develop a better relationship between Indigenous tourism operators and State, Federal and private tourism organisations.

Drive Market Report (Roy Morgan Research, 2012)

With changing holiday behaviour, cheap airlines and increasing petrol costs, the use of aeroplanes by last long trip travellers has increased by 11 percentage points over the last 11 years to 35.9% for the 12 months ending June 2012. Domestic long trip travellers are still most likely to favour using their own car or 4WD for transport, but use of hire vehicles has increased in line with air transport.

Drive only (where an aeroplane is not used) transport is still popular for the domestic market but has been declining over time, while use of air transport has increased. The proportion of travellers flying and then hiring or borrowing a vehicle at the destination also increased.

New South Wales, Queensland and Victoria are the most popular destinations for the domestic Drive market.

Almost half (47.2%) of the Explorers[14] segmentation had also visited WA on their last long trip, with 40.5% of Grey Nomads also having done so. South Australia was a common destination for around half of Grey Nomads, Couples and Explorers, while Queensland was the most common additional destination for the VFR market. The Fly & Drive market was the least likely to have visited another destination (see table).

[14] Explorers: Australians 14+ who spent 22+ nights away on their last long trip in the last 12 months and travelled by either their own car or 4WD, a friend's/ relative's car or 4WD, a hired car or 4WD, motorhome, caravan, campervan and not by aeroplane

Drive Market Segment	Australia	NT
VRF	1,777,000	28,000
Couples	707,000	16,000
Families	1,389,000	11,000
Explorers	225,000	39,000
Grey Nomads	498,000	22,000

The report includes a summary of travel behaviour by target segment (who have visited the NT) and provide some valuable insights.

- Interstate long trip travellers who have been to Northern Territory prefer to fly, with 51.6% doing so. There has also been an increase in the proportion using their own vehicle over the last two years.
- Preference for the NT amongst the Interstate Drive Only market has been in decline over the last 9 years, while Intention to visit has remained relatively stable.
- Around a third of most Drive Segments hold a Preference to visit the Northern Territory. Preference for NT amongst the Grey Nomads has grown strongly over the last 3 years, while declining amongst the Fly & Drive Market. Intention for the Northern Territory is highest amongst the VFR market
- Almost half (47.2%) of Explorers had also visited WA on their last long trip, with 40.5% of Grey Nomads. South Australia was a common destination for around half of Grey Nomads, Couples and Explorers, while Queensland was the most common additional destination for the VFR market.
- Grey Nomads and Explorers held a higher propensity to have visited places such as Tennant Creek and Other places in NT. Explorers were much more likely than any other group to have visited Katherine. Darwin was most popular for the Fly & Drive and VFR market.
- About a third of Couples and Explorers visited Uluru, compared to less than 20% of the Fly & Drive market.

The Fly & Drive segment were the most likely of all Drive segments to have visited the Northern Territory during the Low Season. Grey Nomads, and the VFR Segment were the most likely to visit during the Early Shoulder

Other places stayed on long trips to NT (% of total):

	VRF	Couples	Explorers	Grey Nomads	Fly/Drive
Kununurra	18.6	13.8	**27.3**	**25.5**	6.4
Other Kimberley	16.8	10	**22.0**	**18.3**	6
Broome	14.9	5.9	**19.1**	**16.5**	7.8

Kalumburu Pre-Feasibility Study

(KPP Business Development, 2012)

This project required a tourism demand and accommodation pre-feasibility assessment to be undertaken against four (4) identified sites around Kalumburu. With the approval of TWA, KPP later included an additional site within the Kalumburu community as a result of the initial site assessment process. Sites assessed included:

- Longini (approximately 7kms north of Kalumburu).
- Pago (2 sites). Site 1 (approximately 25 kilometres north of the Kalumburu). Site 2 (approximately 2km to the north of the first site along the coastline).
- Carson River Homestead (approximately 33kms southeast of Kalumburu).
- Drysdale River National Park (approximately 24kms southeast Carson River Station).
- Kalumburu Community site (approximately 300m north of current entry sign to Kalumburu).

Project implementation relied on a review of available research, market trends and demand; visitor surveys; on ground assessment of each site; consultation with affected aboriginal communities and other key stakeholders; and a high level assessment of financial viability.

As part of this project, visitor surveys were distributed through Visitor Centres between 21 May and 30 June 2012. The survey looked to target self-drivers who were taking a road journey along the Gibb River Road and to gain an understanding of their expectations compared with experiences. There were 124 surveys completed and results showed that:

- Over a third of respondents to this survey were aged 55-64, and 17.89% were over 65 years of age.
- Visitors from Victoria have a higher average household income when compared with visitors from Queensland, NSW or Tasmania.
- Survey results suggested that visitors believed they knew more about natural, historical and cultural attractions of the region (80%) when compared with essential services (75%), overnight stay options (71%) or road conditions (70%).
- Visitors expected to see gorges and waterfalls, large rivers, cultural and historical sites and had low expectations about road conditions, access to restaurants and cafes, and internet access.
- The vast majority of survey participants (95.16%) stated the trip was either a very positive or positive experience and would recommend the trip to family and friends.

The identified sites were assessed against four (4) key parameters: Physical Characteristics (ability to build, accessibility, seasonality, availability of fresh water); Eco Tourism Criteria (significance of landscape, community benefit, environmental impact, sites of cultural significance); Stakeholder Interests and Aspirations (alignment with community interest, land tenure, land release process, capacity to progress development); and Market Potential (ability to expand market potential).

The Longini site assessment revealed a number of physical, environmental and market constraints that prohibit future development of the site for tourism while the Pago site assessment revealed potential market limitations.

The Carson River Station site holds strong interest for Kalumburu community and Traditional Owners because of the connection and interest these stakeholders have with both pastoral activities and the desire to reside on Country. The site is also of significant interest to DPAW due to its access and proximity to Drysdale River National Park and the scope to improve science and conservation outcomes for the region by improved management of the pastoral lease. The option of a joint management agreement with DPAW is considered the most likely means of ensuring that conservation priorities are achieved and economic and employment opportunities for local people are created. However, tourism development at the

Carson River Station site is considered a medium term option (5 to 10 years) due to tenure issues at the site.

Due to accessibility issues, Drysdale River National Park is not considered suitable for development as part of this project. The site has future potential for a true eco-tourism venture due to its significant conservation values however the viability of such a development is questionable due to seasonality of the site limiting access to just a few months of the year. It is more likely that Drysdale River National Park will have a basic camp for nature and adventure based tourism activities, coordinated from the Carson River Station tourism site (and overseen by DPAW) once that site is developed.

Based on consideration of site factors, stakeholder interests and aspirations, eco-tourism fit and market potential, the report recommended that the site identified within the Kalumburu Community Layout Plan (Lot 39, Crown reserve 46596 held by the ALT) be developed. This site meets the targeted deliverables of the Kimberley Science and Conservation Strategy. The site also meets the triple bottom line model based on People, Profit and Planet in terms of social, environmental and financial viability.

The recommended concept is to develop mid-range quality tented accommodation with private facilities that are serviced by a Visitor Information and Business Centre; a kitchen with café style dining that prepares meals throughout the day; and a north Kimberley base for DPAW where Business Centre facilities are shared. This concept is compatible with micro enterprise development that includes tour products, transfer services, catering businesses and so on.

The Visitor Information Centre is specifically targeted to meet the needs of visitors, to provide information about the region, to sell tour product and therefore attract more people to the area and keep them there longer. There is also a significant opportunity to increase land tour operators to Kalumburu if adequate amenities and activities can be demonstrated.

Strategic Community Plan 2012-2022 (Shire of Wyndham East Kimberley)

The Strategic Community Plan has been developed to set a direction for the Shire's community for the next 10 years. The report addresses the current environment, economic and social impacts and future priorities identified by East Kimberley residents through the public engagement process.

These priorities identified the aspiration for cheaper flights in and out of Kununurra; more affordable housing and green spaces for children. There was also a desire for the promotion of racial harmony; safe house for kids; culturally appropriate education for aboriginal people; and the teaching of aboriginal language at schools.

Targets set in this plan were categorised into three (3) goals summarised as follows:

1. A more strategic approach to community engagement and regional development
2. Greater returns from Regional investments
3. Protection of lifestyle values

Goal 2 included a reference to tourism in its proposed implementation strategy in terms of promoting and supporting major events that benefit locals and attract visitors to the area.

Tourism Prospects on Miriuwung Gajerrong Conservation Lands Report 1 (Tourism Naturally, 2009)

This report focuses on accessing proposed tourism sites on MG Conservation Lands by using data from eco-retreat style accommodation in the Kimberley and establishing evaluation criteria against which potential sites can be measured. As part of this report, 19 existing eco-retreats were appraised.

The project is part of the Ord Final Agreement between the State and Miriuwung Gajerrong people which involved the transfer of six (6) new conservation areas to the MG People. As part of planning, a detailed investigation into tourism and recreation opportunities in the new conservation areas has been undertaken in consultation with DPAW and Tourism WA.

The assessment identified a number of criteria as being important in site selection. The most important locational advantages were summarised as follows:

- Sited with an excellent viewscape close to natural features such as gorges and waterfalls
- Waterfront with an opportunity to swim
- Possess a sense of place
- Reasonable access to a gateway

This report also reviewed existing properties in order to (ultimately) identify suitable locations for fishing camps, eco retreat style tourist accommodation; other tourist accommodation including caravan parks, commercial camping grounds, private or family camping grounds, and areas most suited to the delivery of guided tours.

Tourism Prospects on Miriuwung Gajerrong Conservation Lands Report 2 (Tourism Naturally, 2010)

Six (6) Conservation Areas were examined and evaluated as part of this project and a total of 15 potential sites were identified.

A number of sites were deemed to have excellent tourism potential. The report recommended that Feasibility Assessments be undertaken for those opportunities determined to have the greatest commercial potential. Priorities for further investigation included:

- Darram Wetlands and Cultural Centre to act as a tourism hub for MG Conservation lands.
- Jimilyiwoorr (Spring Creek) site for a Safari Lodge in Ngamoowalem
- Skeleton Creek site for high yield safari tents or cabins
- Turtle Beach, Cape Domett for an environmental safari lodge
- Yirralalem (Packsaddle Gorge) tented safari cabins at Wawoolam.

The report concludes that although the indigenous component of the tourism experience will be evident in product delivery, the tourism product identified is essentially an ecotourism experience. The report recommends the targeting of a broader eco-tourism market rather than a narrower cultural tourism market.

Figure 4: Tourism Prospects on MG Conservation Lands (Tourism Naturally, 2010)

Site	Area	Tourism opportunity	Target markets
The Gorge	Mijing	Camping site	Self drive explorers, Locals
Cape Domett	Mijing	Camping site	Self drive explorers, Locals
Turtle Beach	Mijing	Research Safari Lodge	High yield ecotourists
Lookout Springs	Jermandi-Winingim	Camping and cabins	Self drive explorers, Locals
Goonoonoorang	Barrberrm	Camping	Self drive explorers, Locals
Darram Lagoon	Darram	Waterfront Lodge	High yield ecotourists, tourists
Darram Lagoon	Darram	Wetlands and cultural centre	Self drive explorers, Locals, tourists, high yield ecotourists
Darram Lagoon	Darram	Tourist/ camping resort	self drive explorers, tourists
Yirralalem (Packsaddle Gorge)	Walwoolem	Safari cabins	High yield ecotourist, self-drive
Battery Creek	Ngamoowalem	Hut or camp network	Adventure trekkers
Ord R Fishing Camp	Ngamoowalem	Fishing Camp	Fishers
Galjiba	Ngamoowalem	Camping site	Self drive explorers, Locals
Jimilyiwoorr	Ngamoowalem	Safari Lodge	High yield ecotourists, fishers
Skeleton Creek	Ngamoowalem	Safari lodge or camping	High yield ecotourists or self drive explorers
Cave Springs	Goomiyig	Day use and campsite	Self drive explorers, Locals

Tourism Caravan and Camping Business Case Study (Brighthouse, 2010)

In 2009, work commenced on the Ord Irrigation Expansion Scheme which upon completion will release some 8,000 hectares of agricultural land. This project provided a boost to the profile of Kununurra and with it, increased tourist visitor numbers.

The seasonal nature of tourism in the region places pressure on accommodation facilities over the peak season and leads to a perception of inadequate caravan and camping sites, particularly in the key towns of the region. However, this report completed an audit showing the caravan and camping sites have annual tourist occupancy of less than 33%. This level of occupancy is deemed to be only marginally viable and is a disincentive to the development of new sites.

Camping in non-designated sites has a major impact on the viability of licensed caravan parks and campsites which are bound by standards of health, safety, infrastructure, sewer reticulation, potable water and power. Although local governments bear the cost of the clean-up of this illegal camping, it is generally on lands controlled by others such as DPAW and Main Roads.

This report recommends that the issue of illegal camping needs to be addressed if licenced facilities are to remain viable. The Caravan & Camping Act 1995 does not allow nature based camping within 50kms of a licenced facility however, the Inquiry into Caravan and Camping by the Economics and Industry Standing Committee of the Western Australian Parliament recommended that this restriction be eliminated subject to the development of guidelines for nature based facilities.

This business case provides a summary of the current situation in the Kimberley and expolores the barriers and opportunities for the development of new facilities in the region.

The report states there are 829 powered and 282 unpowered sites in the Shire of Wyndham East Kimberley at December 2010 and that Kununurra has had long term issues with insufficient capacity for more than a week over the peak of the season. Findings also demonstrate a growth in occupancy from 167,486 site nights occupied in 2007/08 compared with 179,162 in 2009/10. However, there is no indication if this increase has come from tourism or temporary workers to the town.

The report concluded expansion and/redesignation of existing facilities in Kununurra and Wyndham whereas opportunities for nature based camps in MG Conservation parks presented opportunities.

Appendix 11

Primary Research - Detailed Findings

2 Primary Research

2.1 Purpose

The purpose of this primary research phase was to fill data gaps identified through the desktop research; As part of the review of existing strategies, an assessment of visitor data demonstrated the lack of information available to align strategies with visitor profiles. Although a visitor survey had not been part of the scope of work originally agreed between SWEK and KPP, the lack of data regarding purpose of visit to the region; motivations for visiting the region; length of stay; travelling party; and basic visitor demographics became apparent.

2.2 Methodology

A Visitor Survey was therefore developed an distributed in in the East Kimberley over July 12 to July 31st 2013. Surveys were distribute through the following tour operators an accommodation providers.

Accommodation Properties – 200 to each property

- Kimberley Grande
- Country Club Resort
- IBIS Kununurra
- Lakeside Resort
- Lakeview Apartments
- Freshwater Apartments
- Hotel Kununurra

Caravan Parks – 200 to each Park

- Hidden Valley Caravan Park
- Ivanhoe Village
- Discovery Holiday Park
- Town Caravan Park
- Lakeside Caravan Park
- Wyndham Caravan Park
- Lake Argyle

Backpacker Properties – 100 to each property

- Kimberley Croc Backpackers
- Kununurra Backpackers

Tours Operators – 200 to each Operator

- Triple J Tours
- Slingair
- Kingfisher Tours (Shoal Air)

Kununurra Visitor Centre – 1,100

A total of 521 surveys were returned by 3 August 2013 representing 11% of distributed surveys. The sample is seen as adequate in that 9% of a sample group is deemed to be statistically valid. The composition of the survey respondents provides a good representative sample from varying types of accommodation providers and tour operators.

Accommodation	Number	%
Backpacker	42	9.48%
CCC	211	47.63%
Hotel	109	24.60%
Self-Contained	75	16.93%
Visiting Friends/Relatives (VFR)	6	1.35%

Table 6 – Survey Response by Accommodation

Tour taken	Number	%
Land	22	21.15%
Air	43	41.35%
Water	39	37.50%

Table 7 – Survey Response by Tour Taken

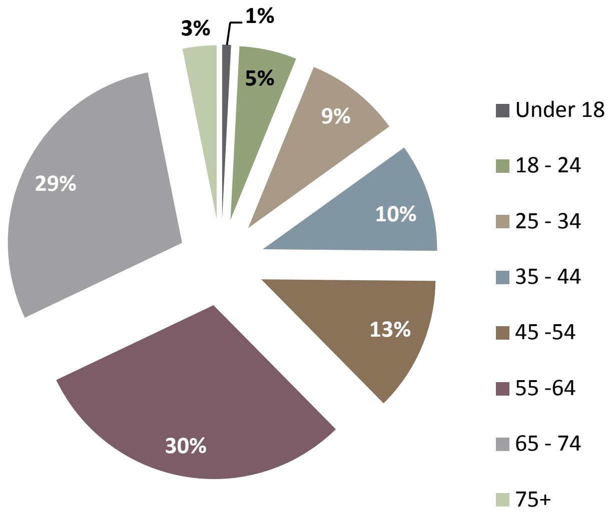
Survey respondents also represented a good sample of intrastate (26.82%), interstate (62.13%) and international (11.05%) visitors.

Place of Residence	Number	%
WA	136	26.82%
NT	5	0.99%
SA	29	5.72%
QLD	58	11.44%
NSW/ACT	114	22.49%
VIC	99	19.53%
TAS	10	1.97%
Americas	1	0.20%
UK/Europe	41	8.09%
Asia	10	1.97%
NZ	4	0.79%

Table 8 – Survey Response by Place of Residence

As has been the view anecdotally, visitors from the East Coast have higher household incomes than intrastate visitors. The average household income of international visitors is severely skewed in this sample due to the high level of backpackers.

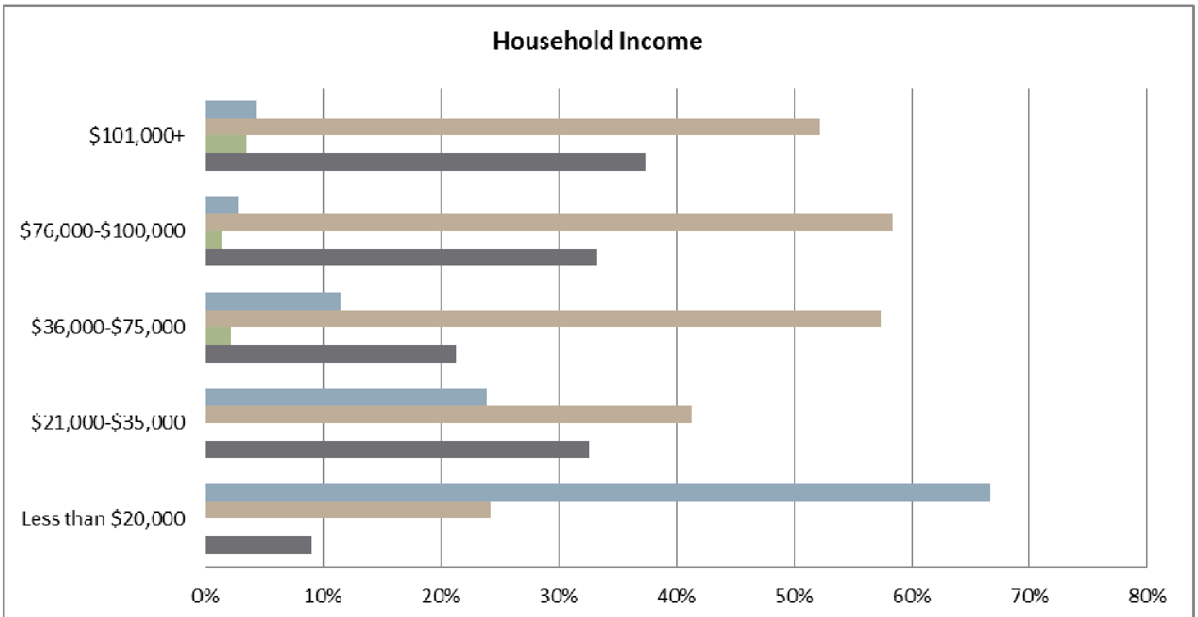
Figure 5- Survey Response by Age



Survey respondents were well represented across the age profiles with almost 60% being 55-74 years old. 24-54 year olds represented 31.5% of respondents while 3% of respondents were over 75.

There are substantial differences between responses from those travelling to the East Kimberley for holidays compared with those visiting for business. Therefore, results have been cross tabulated against the purpose of the visit so that results are not skewed to any one grouping.

Figure 6 - Household Income by Place of Residence

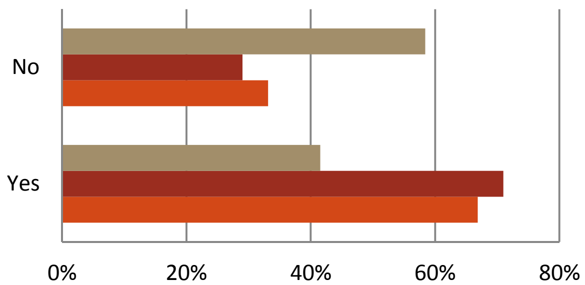


	Less than $20,000	$21,000-$35,000	$36,000-$75,000	$76,000-$100,000	$101,000+
International	66.67%	23.92%	11.48%	2.78%	4.35%
East Coast	24.24%	41.31%	57.37%	58.34%	52.17%
NT/SA	0.00%	0.00%	2.17%	1.39%	3.48%
WA	9.09%	32.61%	21.31%	33.33%	37.39%

Where other anomalies are apparent or results are skewed to a particular age or place of residence, these results have also been cross tabulated. Detailed findings address each question as it appeared on the survey.

Is this your first visit to the East Kimberley region?

Overall, two-thirds of respondents claimed this to be their first visit to the East Kimberley, however, the result is somewhat skewed in that 71% of those who have come for holidays, claim this to be their first visit. Only 42% of respondents who stated they are in the East Kimberley for business, have not been to the region previously.

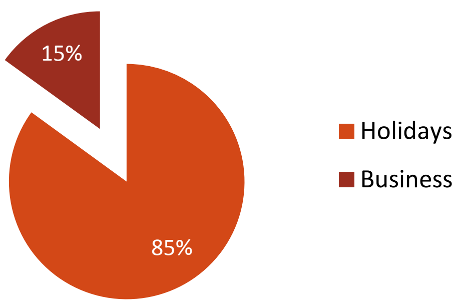


	Yes	No
Business	41.56%	58.44%
Holidays	70.97%	29.03%
Overall	66.86%	33.14%

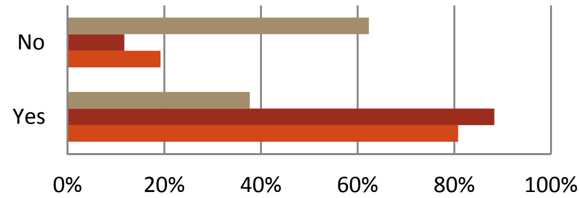
What is the main purpose of your visit?

85% of survey respondents stated they are in the region for holidays vis a vis15% who claim they are in the region for business.

Figure 7 - Visit to the Region by Purpose of Visit



Is this visit to the East Kimberley part of an extended trip to a number of destinations?



	Yes	No
Business	37.66%	62.34%
Holidays	88.29%	11.71%
Overall	80.82%	19.18%

Figure 8 - Destinations by Purpose of Visit

Almost 90% of respondents who are in the region for holidays state that the East Kimberley is part of an extended trip to a number of destinations compared with only 38% of those travelling for business.

Almost 12% of respondents who claim to be in the region for holidays stated that this visit is not part of an extended trip to a number of destinations. This group (51 respondents) includes people visiting friends and relatives, backpackers and a number of people who claim they are in Kununurra specifically for the Ord River Diversion Dam 50 year celebrations.

Who is in your travel party?

Around 70% of survey respondents stated that they were travelling with family or friends, although this increases to over 80% when visitors travelling for business are excluded from the sample. (Refer following chart).

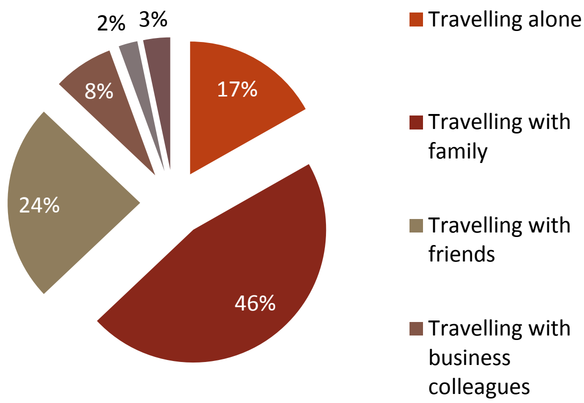
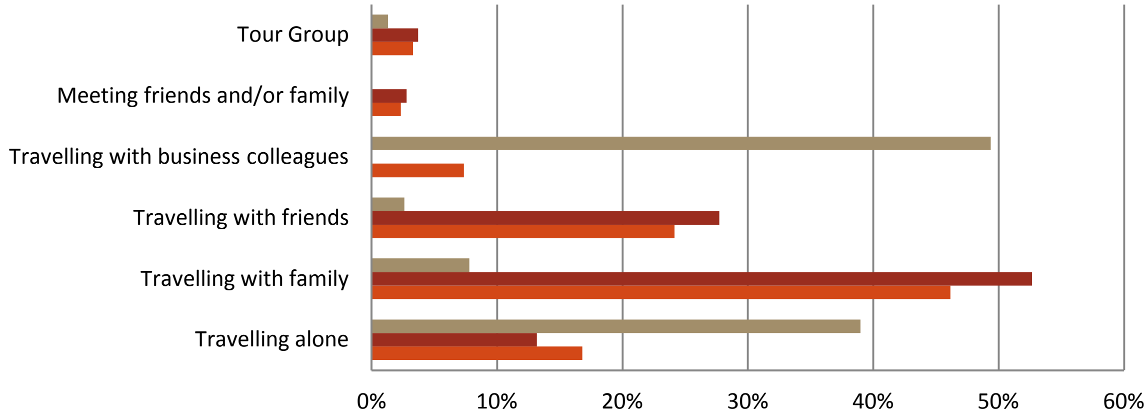


Figure 9 - Travelling Party

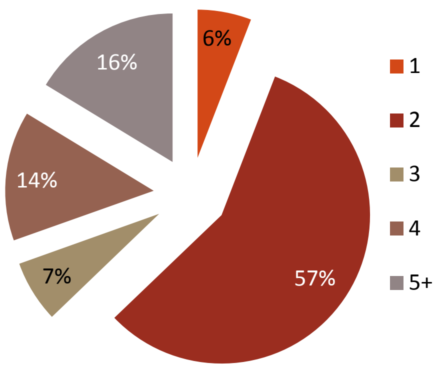


	Travelling alone	Travelling with family	Travelling with friends	Travelling with business colleagues	Meeting friends and/or family	Tour Group
Business	38.96%	7.79%	2.60%	49.35%	0.00%	1.30%
Holidays	13.16%	52.66%	27.71%	0.00%	2.77%	3.70%
Overall	16.80%	46.14%	24.13%	7.34%	2.32%	3.28%

As noted on the above chart, almost 50% of business visitors state they are travelling with colleagues, and a further 39% travel alone.

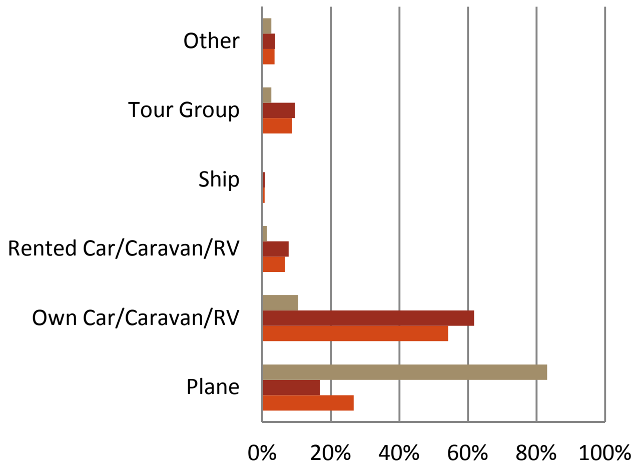
If you are not travelling alone, how many in your travelling party?

The majority of visitors travel with one other person (57%) while 16% travel in groups of more than 5.



How did you get here?

The significant majority (83%) of business travellers to the region arrived by plane compared with 16% of those travelling for holidays.



	Plane	Own Car/Caravan/RV	Rented Car/Caravan/RV	Ship	Tour Group	Other
Business	83.12%	10.39%	1.30%	0.00%	2.60%	2.60%
Holidays	16.82%	61.75%	7.60%	0.69%	9.45%	3.69%
Overall	26.59%	54.14%	6.55%	0.58%	8.67%	3.47%

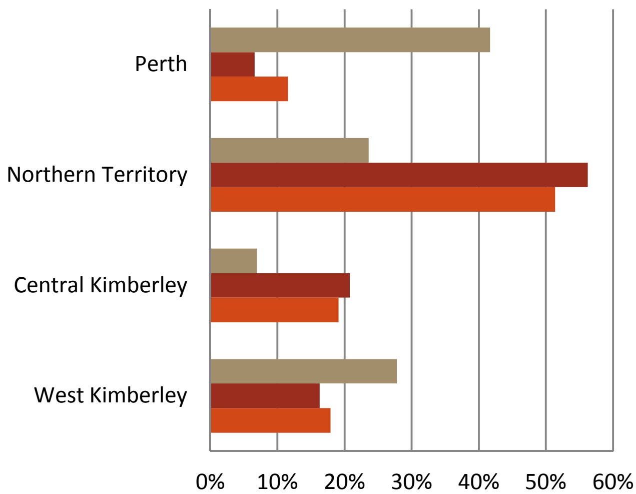
Figure 10 - Mode of Transport to Destination

"Other" mode of transport was principally used by backpackers who arrived by bus with Greyhound.

Where was your last overnight stay before arriving in the East Kimberley region?

The majority of holiday visitors (56%) came to the region from the Northern Territory compared with 37% who came from the Central or West Kimberley. A significant proportion of business visitors (42%) have come to the region from Perth compared with 23% from the Northern Territory and 27% from the West Kimberley.

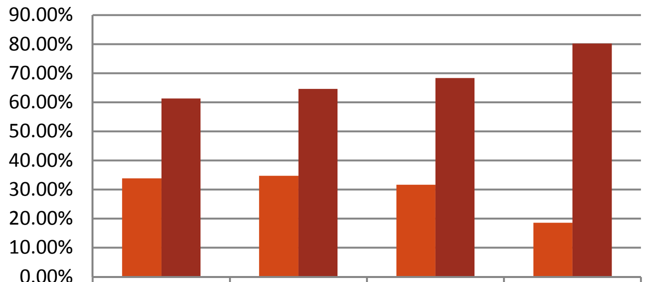
Figure 11 - Place of Last Overnight Stay



	West Kimberley	Central Kimberley	Northern Territory	Perth
Business	27.78%	6.94%	23.61%	41.67%
Holidays	16.31%	20.80%	56.26%	6.62%
Overall	17.93%	19.12%	51.39%	11.55%

How long will you be staying in the East Kimberley region?

Over 60% of business visitors stay in the region between and 1-5 days compared with 42% of visitors on holidays. 3-5 day stays appears to be the most prevalent length of stay for both business and leisure travellers.

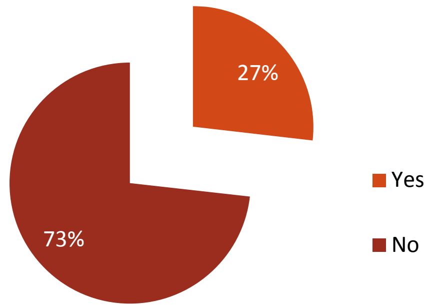


	1-2 days	3-5 days	5-7 days	1-2 weeks
25-54	33.87%	34.75%	31.63%	18.61%
55+	61.29%	64.64%	68%	80.23%

Figure 12 - Length of Stay by Age

If you are here for holidays, did you book any tours before you arrived?

73% of visitors to the region did not book any tours before they arrived. Intrastate visitors are less likely to book tours in advance compared with visitors from NSW and Victoria. One-third (34.43%) of visitors from NSW booked tours in advance of arriving to the region compared with 19.64% of visitors who live in WA.



If you are here for holidays, what were the main reasons you chose this destination?

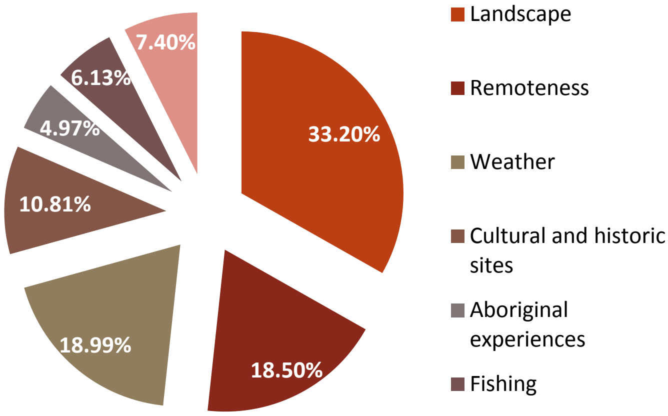
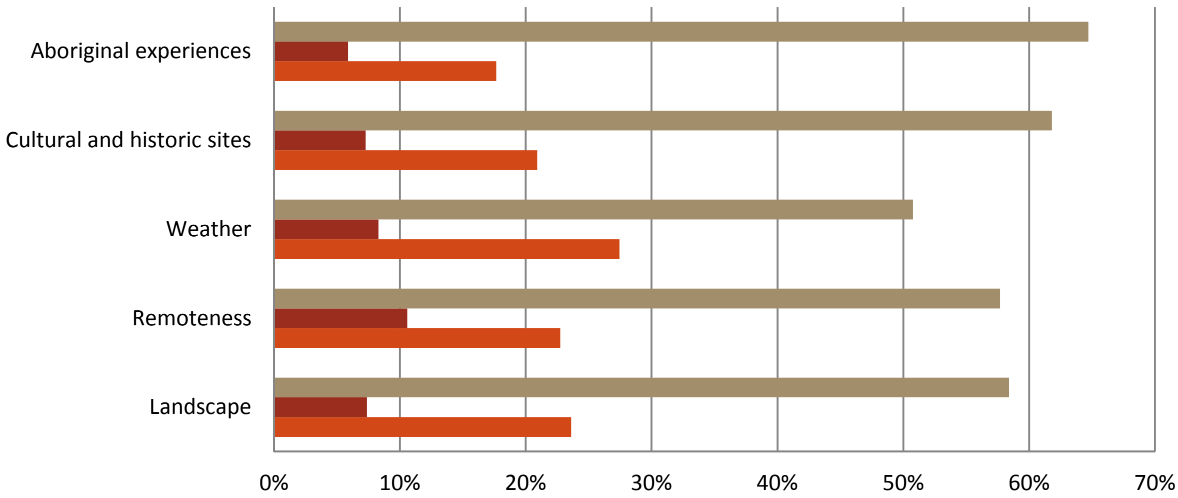


Figure 13 - Destination Motivators by Place of Residence



	Landscape	Remoteness	Weather	Cultural and historic sites	Aboriginal experiences
East Coast	58.40%	57.68%	50.77%	61.82%	64.71%
NT/SA	7.37%	10.58%	8.29%	7.27%	5.88%
WA	23.60%	22.75%	27.46%	20.91%	17.65%

One-third of survey respondents stated that the Landscape was the key reason they were visiting the East Kimberley region. The destinations' remoteness and weather were cited as the secondary motivations (18.99% and 18.5% respectively).

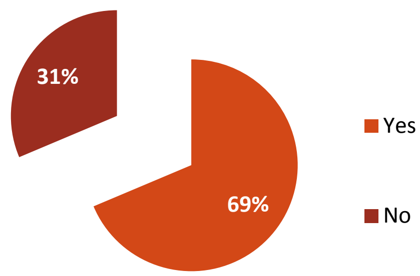
However, there the reasons for visiting vary by both place of residence and age. Whereas visitors from WA refer to weather as a key motivation, this is less important to visitors from the East Coast who claim Aboriginal Experiences (64.71%), Cultural and Historic Sites (61.82%), Landscape (58.4%) and Remoteness (57.68%) are the key reasons for visiting the region. [15]

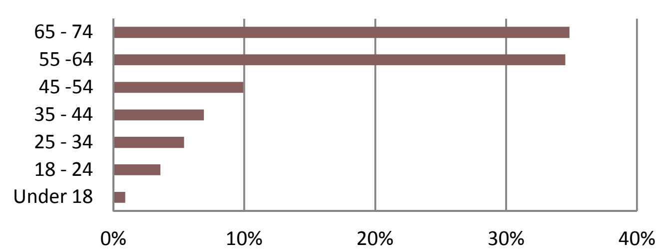
Do you plan to visit the Kununurra Visitor Centre while you are here?

69% of respondents claimed that they had plans to visit the Kununurra Visitor Centre. There were no particular skew to these results based on place of residence however, 72% of those who planned on visiting the KVC had claimed this to be their first visit to the region compared with 55% who had previously visited.

There is also a skew based on age where the older the respondent, the more likely they are to visit the KVC.

Figure 14 - Likelihood of Visiting the KVC and by age:





	Under 18	18 - 24	25 - 34	35 - 44	45 -54	55 -64	65 - 74
Yes	0.90%	3.60%	5.41%	6.91%	9.91%	34.53%	34.83%

[15] Note that percentages do not add up to 100% as multiple variables could be chosen by **respondents.**

Where are you planning to visit on this trip to the region?

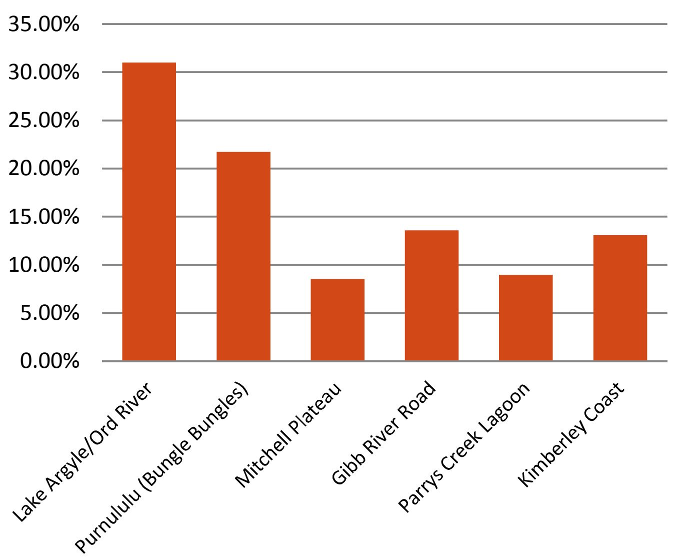
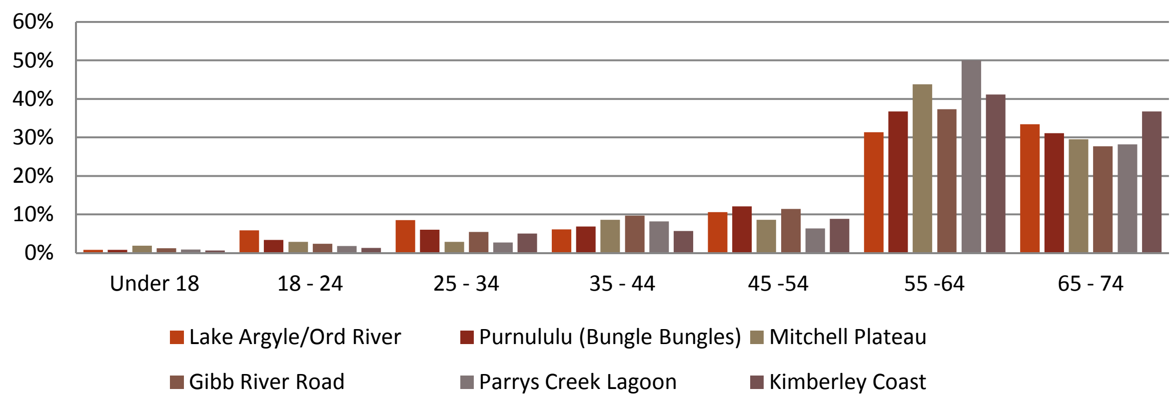


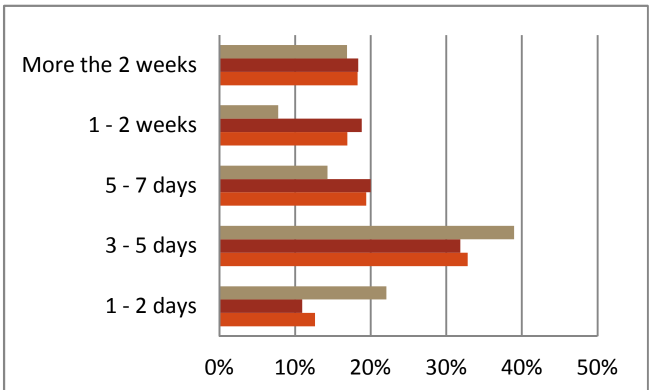
Figure 15 - Planned Destinations within the Region

Lake Argyle followed by Purnululu are the most likely places the leisure market plan to visit on their holiday in the region.

However, there are significant variations when planned destinations are cross tabulated against age. This data shows that visitors aged between 55-74 are more likely to visit most iconic destinations compared with younger visitors. The larger number of destinations that are planned to be visited in the region by older visitors has a clear relationship to their average length of stay as shown on the accompanying chart. 80% of visitors 55+ say they will be in the region from 1-2 weeks compared with 19% of visitors aged between 25-54.

Figure 16: Planned Destination by Age





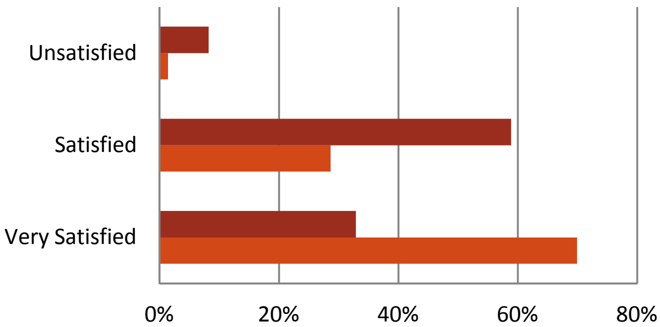
	1 - 2 days	3 - 5 days	5 - 7 days	1 - 2 weeks	More the 2 weeks
Business	22.08%	38.96%	14.29%	7.79%	16.88%
Holidays	10.93%	31.86%	20.00%	18.84%	18.37%
Overall	12.62%	32.82%	19.42%	16.89%	18.25%

Figure 18: Length of stay by type of visitor

How satisfied are you with your overall visit to the East Kimberley region?

Overall, there is a high level of satisfaction with respondents' visit to the region with 64% stating they were very satisfied; 33% stating they were satisfied; and 3% stating they were dissatisfied.

However, cross tabulation of these responses by purpose of visit shows that leisure visitors tend to have a higher level of satisfaction compared with business visitors. Whereas 70% of leisure visitors claim high satisfaction, this compares with 33% against business visitors.



	Very Satisfied	Satisfied	Unsatisfied
Business	32.88%	58.90%	8.22%
Holidays	69.93%	28.64%	1.43%

Figure 17 - Destination Satisfaction by Purpose of Visit

What do you think requires development to improve the experience for visitors to the East Kimberley?

237 (45%) of survey respondents provided suggestions to improve the experience for visitors. Of respondents 48 (9%) were in the region for business.

Comments were categorised into major themes for both leisure and business visitors, as comments varied dependent upon purpose of visit to the region.

Leisure visitor comments can be summarised in the following groupings: Road conditions; Cost; Internet and Mobile Coverage; the Visitor Centre; Service; the Town; and Facilities/Amenities.

Road Conditions – 19% of leisure visitors focused on the poor condition of the Gibb River Road, the single lane bridges on the Northern Highway and the access road to Lake Argyle.

"Roads need to be upgraded especially the single lane bridges"

"Build world class roads into world class Bungles, El Questro and Emma Gorge"

"Dirt roads are terrible. No indication just how bad. We blew many tyres"

"The turn off road to Lake Argyle is VERY DANGEROUS- too narrow for caravans passing or other vehicles"

"Roads to Emma Gorge, and Bungles are an absolute disgrace"

Cost – 16% of leisure visitors focused on the cost of fuel, tours, airfares and accommodation.

"More reasonable prices - all over the top. You feel you are constantly being ripped off"

"Cost of fuel and groceries are too expensive. Much dearer than the NT"

"Airfares too high and you can understand why people go to Bali. Even overnight stay in hotel will pay for a trip to Bali. E.g. Breakfast at $16 for toast and cereal"

Internet and Mobile Coverage – 18% of respondents complained about the lack of mobile phone coverage and internet access.

"Mobile phone and internet service at Lake Argyle"

"More 3G on bitumen - not just Telstra"

"Improving phone and internet coverage would encourage me to stay longer"

The Visitor Centre – 9% of leisure visitors complained about the knowledge of staff; trading hours or service received.

"People at the VC need training They are clueless and rude"

"Some staff have bad attitudes and need anger management. Unfortunately some are at the Visitor Centre"

"Longer opening hours at the Visitor Centre"

"Tourist information Centre open later on Sunday"

Service – 8% of survey respondents suggested that Kununurra is not tourist/visitor friendly.

"Can you believe they call tourists - terrorists!!!"

"Teach the locals about customer service"

"Service is about the worst in WA"

The Town – 8% of respondents focused on the town in terms of streetscapes and the general tired look of the town.

"Town needs refurbishing. Exciting to see a town after being on the road and it's a great disappointment"

"Town feels tired and old"

"Visitor Centre looks tired like the town itself. Desperately needs a facelift"

Facilities and Amenities – 24% of respondents commented on the need for improved facilities and amenities. Focus centred on more dump points; better road signage; parking bays for caravans in town; greater range and quality of places to eat: and some type of shuttle bus service to get around town and nearby attractions.

"Desperately need decent coffee, restaurants. Even Macca's would be better that current fare"

"Improved parking for Car/Caravan in shopping centres and publication of these. Dump point locations. Adequate staff in Information Centres at peak times. e.g. 40 minute wait in Kununurra Visitor Centre"

"More signage! Upkeep of tourist areas. Bins are inadequate, and overflowing"

"Cheap and accessible shuttle to attractions"

Business visitor comments were substantially common across three (3) themes: Better access, improved facilities and activities and service.

Access - 28% of business visitors who responded to this question raised the need for better connecting flights and transport between the airport and town.

"Connecting flights - forced to overnight in Darwin"

> *"Airnorth services to Broome unreliable. I have been stranded in KNX 3 times due to failure by Airnorth to have backup plane in DWN. More KNX- PER - KNX direct flights please"*

"How about a taxi at the airport to get to town? Waited over half an hour..."

"Reliable taxi service or shuttle bus from airport"

Improved Facilities and Activities – 29% of business visitors who responded to this question raised the need for more restaurants, variety of eating venues and something to do after work.

"More and better quality food outlets and restaurants"

"Better dining and takeaways facilities"

"How about a decent restaurant and a decent cup of coffee"

"More events in town at night"

"Nightlife"

Service – 11% of business respondents noted the need to change the attitude of locals to visitors.

"People in Kununurra really don't like tourists and it's obvious"

"Better service - KNX isn't a very inviting town for visitors"

"Needs to be more visitor focused. It's as if we're an interruption to their lives."

Appendix III - Consultation

3.1 Consultation

A key phase of this Plan involved consultation with industry operators and stakeholders. The purpose of this consultation was to validate baseline information, key findings and conclusions drawn from the Desktop Review and Visitor Surveys, and gather stakeholder views in terms of the current and future tourism priorities for the East Kimberley.

3.2 Methodology

The methodology adopted and implemented for the consultation phase of this project can be summarised as follows:

1. Stakeholder mapping and development of a target stakeholder list
2. Development of a consultation plan to guide the efficient and effective implementation of consultation activities
3. Meetings in person with stakeholders and industry operators, where possible
4. Consultation with industry operators and stakeholders by telephone
5. Recording key points of all discussions

3.3 Stakeholders

A range of industry operators and stakeholders were consulted through this phase and broadly included representatives from:

- Government agencies
- Industry operators in the East Kimberley
- Indigenous stakeholders
- Tourism industry bodies

The list of industry operators and stakeholders are shown in the following table.

Stakeholder	Agency
Project Steering Group Members	
Janet Takarangi Economic Development & Remote Service Delivery Officer	Shire of Wyndham East Kimberley
Glen Chidlow (CEO)	Australia's North West Tourism
Johnny Edmonds (CEO)	WAITOC
Nadia Donnelly (Manager)	Kununurra Visitor Centre
Brad Williams (President) Lee Irvin	Kununurra Chamber Commerce & Industry
Jeff Gooding (CEO)	Kimberley Development Commission
Daryl Moncrieff Regional Manager, E. Kimberley	Department of Parks & Wildlife (DPaW)
Sue Campbell (Project Manager)	Tourism WA
Regional	
Nick Linton (General Manager)	Broome Visitor Centre
Liz Jack *[16] Project Manager – Aboriginal Tourism Kimberley Science & Conservation Strategy	Tourism WA
El Questro Station	
Home Valley Station	
Warmun Art Centre	
Warringarri Arts	
APT / Kimberley Wilderness Adventures (Rob Tandy)	
Outback Spirit *	
East Kimberley Tours (Paul Wainwright)	
Lake Argyle Village (Charlie Sharpe)	
Cissy Gore-Birch Gault (Chairperson) *	Balangarra Aboriginal Corporation
Cathy Goonack (Chairperson), Bevan Stott	Wunambal Gaambera Aboriginal Corporation
Northern Airport Services (Frank Rodriguez)	
Drysdale River Station (Anne Koeyers)	

[16] * denotes stakeholders consulted through recent similar projects such as KSCS – Tourism Initiatives in late 2012.

Stakeholder	Agency
Triple J Tours (Jeff Hayley & Grant Lodge)	
Slingair / Heliwork (Sonja Mitchell)	
Shoal Air / Kingfisher Tours (Steve Irving)	
Kimberley Accommodation (Martin Pierson-Jones)	
Michael Mc Conachy (Freshwater Apartments)	
Lakeside resort (Laurie Mc Kenzie)	
Ibis Kununurra (Robert Poh)	
Kununurra Country Club Resort (Alistair Gooray)	
Kimberley Grande (Simon Della Santa)	
Ebony Muirson (Kimberley Coastal Camp)	
Peter Stubbs	DLRD – Ord Stage II Project
Vaughan Davies	Department of Aboriginal Affairs
State	
Gary Taylor (Project Manager, KSCS)	Tourism WA
Brooke Gregory (Domestic Marketing)	Tourism WA
Renata Lowe (Projects Director)	Tourism WA
Michelle Ellis	Eventscorp
Jackie Farmer *	Regional Development and Lands
Karl Eringa *	Pastoral Lands Board, RDL

KPP
Business Development

Kadar Pearson & Partners Pty Ltd trading as
KPP Business Development

Shire of Wyndham East Kimberley

Part B: Operational Marketing Plan

For the East Kimberley Tourism Plan 2022

November 2013

Contents

This Report should be read in conjunction with Shire of Wyndham East Kimberley Tourism Plan, 2022.

Kadar Pearson & Partners Pty Ltd, trading as KPP Business Development

PO Box 2443, Broome Western Australia 6725

Acronyms and Abbreviations

ANL	Australia's National Landscapes
ANW	Australia's Northwest Tourism
BVC	Broome Visitor Centre
KCCI	Kununurra Chamber of Commerce
KPP	Kadar Pearson & Partners Pty Ltd trading as KPP Business Development
KVIC	Kununurra Visitor Information Centre

SWEK	Shire of Wyndham East Kimberley
TA	Tourism Australia
TTE	Tourism Top End
TWA	Tourism Western Australia

Operational Marketing Plan

Executive Summary

This Operational Marketing Plan has been developed to guide marketing activity that will support and contribute to the achievement of the strategic objectives identified in the East Kimberley Tourism Plan 2022.

The focus of this Marketing Plan is to ramp up the market awareness of the East Kimberley. The scale of proposed marketing activity is bigger than ever seen for the tourism industry in the East Kimberley. The marketing program seeks to employ tried and tested methods to maximise visitor spend and drive increased visitation to the East Kimberley.

The focus is on utilising existing brands of 'Experience Extraordinary' and 'Kimberley' through past marketing programs implemented by Tourism WA (TWA) and Australia's North West Tourism (ANW). The intent is to place more focus on the East Kimberley through these established brands utilising imagery, language, local products, packages and experiences available. As 'marketing capacity' is built over time, it will enable the industry to be increasingly innovative and creative with the design, development and implementation of future marketing programs.

The successful implementation of this Marketing Plan will be dependent on input and support from the tourism industry in the East Kimberley. The following issues raised in the East Kimberley Tourism Plan 2022 that underpins the successful implementation and effectiveness of the Marketing Plan includes:

1. The development of a local marketing fund for the East Kimberley;
2. Forming a local (informal) representative body for tourism in the East Kimberley to provide guidance to marketing activity (e.g. an annual brief).
3. Identification of the most suitable means of implementing the marketing program;
4. Improving access to the region by air; and
5. Building awareness in the local community and small business sector on the 'value of tourism', supporting product and service delivery improvements to back up the marketing program.

The activities outlined in the marketing schedule have been designed to align with identified target markets including the Grey Explorers and the Dedicated Discoverers. The Grey Explorers (Caravan and Campers) have been the cornerstone of annual visitation for the East Kimberley. Although this market is in gradual decline from a national perspective the importance of maintaining a market presence within this cohort has been identified as a priority.

The Dedicated Discoverer (higher-yielding) market has been identified as a priority growth market. Particular focus has been placed on campaigns in East Coast locations and the Perth market that look to stimulate fly-drive and fly-stay visitors (soft adventure / eco-tourism). This also aligns with the strategic priority of improving air access to the region.

Leveraging tourism marketing funds has been identified as a critical component of the marketing approach. It is important to consider and embrace the needs and objectives of key industry partners with the intention of developing substantial cooperative campaigns that provide a collective focus on the East Kimberley. TWA, ANW, Tourism Australia, Airlines, Wholesalers and other Trade Partners are pivotal to the East Kimberley maximising its marketing reach and penetration.

Data indicates there are a substantial number of visitors who travel to the Northern Territory, but not the East Kimberley. The East Kimberley could possibly mirror NT marketing activity so intending visitors connect the destinations and understand the relatively short distance they need to travel to experience the East Kimberley. A key factor to consider as part of marketing activity will be conveying a 'point of difference' between the NT. and East Kimberley in terms of visitor experiences.

A marketing schedule has been included as part of this Plan to provide an 'indication' of the types of activities that might be considered going forward. Indicative budgets have also been included in addition to demonstrating how marketing dollars can be leveraged. It is acknowledged that any proposed marketing activities will ultimately require input from local industry stakeholders.

A final key point to make is the need for the marketing effort to be sustained over time. It cannot be assumed that market awareness will increase overnight; instead it will take a series of sustained annual tourism marketing programs to achieve the market penetration and greater visitor awareness being targeted.

In summary, this Marketing Plan is designed to complement and support the achievement of the strategic tourism development priorities for the East Kimberley. Achieving these objectives will represent a major step forward for the industry in terms of competitiveness and its development over the next ten (10) years. As the second largest industry in the East Kimberley it justifies the necessary attention and marketing investment required to help grow the East Kimberley economy.

Background & Context

This operational marketing plan has been developed to support and contribute to the achievement of the strategic objectives detailed in the East Kimberley Tourism Plan 2022.

The development of this marketing plan has taken into account both strategic and tactical elements. The strategic elements focus on understanding:

i. what we want to say;
ii. how we say it; and
iii. who we say it to.

Strategic marketing is largely based on understanding the visitor profile being targeted; It is critical to understand the visitor's travel and holiday priorities and expectations. The findings from the Visitor Surveys conducted for this Plan provide some valuable insights (Appendix II of East Kimberley Tourism Plan).

The strategic elements of this marketing program are designed to 'get the attention' of target markets and influence their decision-making in terms of holiday destinations.

The tactical elements of this Marketing Plan focus more on execution and implementation of the marketing program such as media placements, marketing tools and mediums employed to deliver / convey the message to target markets.

In order for a marketing program to be effective, the marketing strategy needs to be determined first. It can be easy to be tactfully efficient but the strategy needs to be clear and understood in order to be effective.

The strategic elements of this marketing program are directly aligned to the overarching objectives identified in the East Kimberley Tourism Plan 2022; Strategic objectives directly inform the marketing program.

Marketing Strategy

East Kimberley Tourism Plan Objectives

The strategic objectives outlined in the East Kimberley Tourism Plan 2022 focus on fundamental aspects that are considered integral to the growth of the tourism industry in the East Kimberley over the next ten (10) years:

The objectives above focus on the 6 A's of tourism (Access, Accommodation, Attractions, Amenities, Activities and Awareness) for specific target market segments (and sub-segments) relevant to the East Kimberley.

These target markets include:

- Target 1: Grey Explorers
- Target 2: Dedicated Discoverers
  Sub-segment: Adventure Tourism
- Target 3: Business Visitors
- Target 4: Dedicated Discoverers
  Sub-segment: Eco-tourism
- Target 5: Aspirational Achiever
  Sub-segment: Fly-Drive
- Target 6: Corporate Market
- Target 7: Family Connectors

The Grey Explorer and Dedicated Discoverer target markets are the focus of this through this Marketing Plan as they are the two segments that are able to be influenced by a marketing effort.

Overarching Principles

The development of this marketing program is based on a series of overarching principles that will guide the tactical elements of marketing initiatives and activities. These overarching principles are:

- Consistency in use of branding;
- Consistency of marketing message;
- Value-adding rather than offering discounts (this approach seeks to 'pull' target markets into taking action as against 'pushing' discounts to markets);
- Leveraging marketing funds through industry partners and networks; and
- Marketing activity will focus on the East Kimberley region as the destination rather than the town of Kununurra.

Branding

As part of developing the East Kimberley Tourism Plan 2022 a review of relevant existing brands was undertaken. The topic of branding was also discussed as part of consultation with industry operators and findings from the visitor surveys were reviewed to clarify key elements by which visitors identify with the East Kimberley.

Existing brands most relevant to the East Kimberley are the Tourism WA (TWA) State brand, Experience Extraordinary, and the Kimberley brand used in marketing activity implemented by Australia's North West Tourism (ANW). To a lesser extent the Tourism Australia (TA) brand, There's Nothing Like Australia, can also be applied.

Discussions with industry operators revealed varied views and opinions on this matter. Some operators and stakeholders believe a dedicated brand is required and that Kununurra should be the focus of this brand. Others believe the East Kimberley should be marketed as a destination in its own right, however countering this view is the belief that visitors do not distinguish between various parts of the Kimberley (e.g. East versus West etc.).

From a visitor's perspective the findings from the surveys strongly indicate the key factors that attracted them to the East Kimberley were the weather, landscape and iconic natural features.

To develop and design a new brand for the area would require considerable financial resources and take some time to define.

The most important factor to consider is what will trigger the target markets into action. The branding aspects must be considered and applied from the 'visitor's perspective'.

The brand is not designed to make the destination (and the marketer) feel good about itself. It is wholly focused on driving business (i.e. visitors) to the destination by appealing to cognitive (emotional) senses.

Based on the above analysis, it is recommended that branding approach of the marketing program is framed upon the use of existing brands:

- There's Nothing Like Australia (Tourism Australia);
- Experience Extraordinary (Tourism WA); and
- The Kimberley (Australia's North West) brands where applicable.

Experience Extraordinary and Kimberley brands are likely to be more prominently used with the iconic natural attractions of the area, the town of Kununurra as the entry point, and incorporating various products as part of highlighting the experiences available.

The brand strategy for the purpose of this East Kimberley Marketing Plan is to use existing brands and look to leverage exposure and market penetration from what is an established market presence. A focus on the town of Kununurra (as the entry point to the East Kimberley) and the range of experiences available are picked up through the tactical elements and key messages of the marketing program.

Importantly, the recommended use of existing brands is premised on not "re-inventing the wheel' or complicating efforts to create greater market awareness by adding another brand to the mix. Essentially, the aim is to increase market awareness of the East Kimberley as a destination, then convert this heightened interest into sales and bookings through a ''call to action' as part of tactical marketing elements.

The Key Markets

The broad key markets that form the focus of this marketing plan include:

- Drive market
- Fly-drive market
- Fly-stay market

The drive market is predominantly caravaners and campers, together with the broader self-drive visitors that encompass working couples staying in accommodation other than caravan parks or free-camping areas.

The fly-drive market is represented by working couples and some families that are time-poor but have the disposable income to afford travel by air and subsequent car hire in order to explore and experience the region.

The fly-stay market is broadly represented by working couples and professionals that are also time-poor but have a propensity to take shorter, more regular breaks and have a high level of interest in the iconic natural attractions of the region. They seek to enjoy a wilderness-type experience but still want retain a level of 'comfort' (e.g. accommodation, facilities etc.) as part of their visit to the region.

The key characteristics of these markets are further broken down in the following section and have been aligned to the core markets identified through TWA's segmentation approach.

Market Segmentation

The identification of key market segments logically needs to align with the markets against which tourism development objectives that have been determined in the East Kimberley Tourism Plan 2022.

TWA market segmentations are based on a psychometric segmentation model consisting of three main elements.

1. Aspirations (value statements that identify segments on the basis of perceptions and judgements of quality).
2. Life factors and choice drivers (such as income and stage in the family lifecycle).
3. Tourism purchase scenarios (e.g. accommodation and attraction preferences, purpose of trip, satisfaction with choices previously made, and other purchase drivers and determinants).

The psychometric segmentation model has been analysed in conjunction with geographic factors as part of the Tourism Development Plan to determine how they relate to development objectives and subsequent target market segments. Findings are summarised in the table below.

Psychometric Segment	Sub-segment	Yield	Geographic	Priority
Aspirational Achievers (AA)	Fly/Drive Fly/Flop	High		Currently not a key target as they are time poor and enjoy holidays around resorts, wine, food etc
Dedicated Discoverers (DD)	Fly/Drive, Self-Drive - Adventure Tourism	High	Regional, intrastate, interstate, international	High – attractions, activities & amenities largely in place
	Fly / Drive, Self-Drive - Eco Tourism	High	Intrastate, interstate, international	High – attractions, activities & amenities largely in place
	Fly / Drive, Self-Drive - Cultural Tourism	High	Interstate, international	Product scarce and inadequate
Grey Explorers		Low	Intrastate, interstate	Medium priority but will remain cornerstone of visitors over the next decade. High impact, low yield.
Family Connectors (FC)		Low	By default, this segment will be within	Medium priority – distances are a key barrier. High

	a reasonable proximity to the EK with the trend to short, more frequent breaks. Most likely inter-region, intrastate and western NT.	impact, low yield.

The key market segments of this Marketing Plan for the next three years is directed towards:

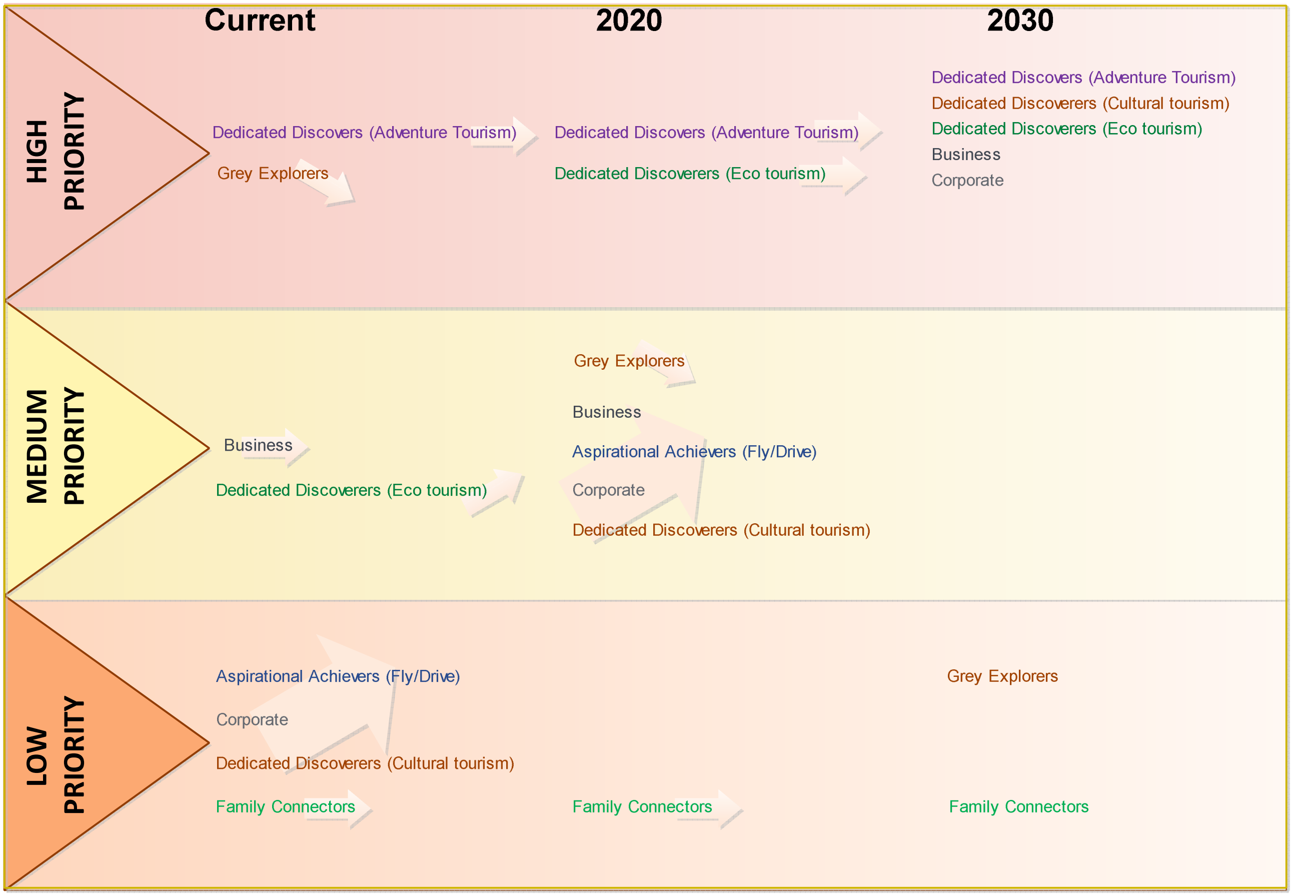
- Grey Explorers (Caravan & Camping)
- Dedicated Discoverers (Fly/Drive, Adventure Tourism, Eco Tourism)

The chart below depicts the tourism development objectives by market segmentation going forward over the long term.

particularly for the business market and improving yields.

Northern Territory

During the early phases of this project it was recognised that there is considerably more annual visitors to the NT than the East Kimberley. Furthermore, a key component of the NT tourism strategy is based upon using Darwin as the entry point and then dispersing visitors to key locations



It is noted that while the business market has been identified as a medium priority market segment in the short term, this relates more to the development of facilities and amenities across the Territory. Not unlike the approach being adopted for the East Kimberley.

Based on the sheer volume of annual visitors to the NT close consideration should be given to developing marketing activities that will encourage visitors to travel further afield into the East Kimberley.

It is highly unlikely that Tourism NT will have any interest in collaborating on these marketing activities however there is opportunity for EK operators to partner with NT operators and Trade Partners in packaging product. In addition, local efforts should focus on how airline schedules (Air North) can be manipulated to facilitate the introduction of tour packages ex-NT.

From the marketer's perspective it may be worthwhile to consider 'mirroring' some of the marketing activity of Tourism NT and Tourism Top End in order to highlight the appeal of the East Kimberley to intending NT visitors, and demonstrate the relatively close proximity.

Marketing Mix

The marketing mix is comprised of four (4) basic variables that can be influenced through the marketing program in order to create consumer awareness, heighten consumer interest, penetrate key market segments and convert consumer interest into action. The four variables are i. price, ii. product, iii. promotion and iv. position (or place).

The purpose of making specific relevance to the marketing mix is to highlight that the design of marketing activities needs to be based on the consumer or target market needs, not what the marketer believes or particularly likes. With this in mind, the development and implementation of marketing activities needs to take into account the varying market characteristics and tailoring design elements so they appeal to the cognitive senses of target markets. Put simply, a blanket or common approach applied the same to all target markets will likely be ineffective.

The manner in which these variables relate to the two key target markets is outlined in the table below.

Market	Price	Product	Promotion	Position
Grey Explorers	• Lower yield • Price sensitivity needs to be taken into account • Value for money (comparative)	• Align to needs & expectations • Quality level • Value-adding • Facilities available • Iconic experiences • Provide choice	• Advertising • Travel media • Travel & tourism events • Caravan & Camping publications • Imagery – Parks, facilities, accessible icons etc	Geographic – Melbourne, Sydney, Brisbane, Perth & South West, Northern Territory[1]
Dedicated Discoverers	• Higher yield	• Align to needs & expectations • Iconic experiences (Extraordinary) • Quality level • Packaged offers (make it easy for them)	• Advertising • Mainstream print & press • Digital mediums • Imagery – landscapes, awe & wonder, icons • Industry trade partners	Geographic – Melbourne, Sydney, Perth & South West

Creative Elements

Marketing is more than just selling or advertising. In the context of this Plan it is about influencing the target market to take action by appealing to their cognitive (emotional) senses. In order to achieve this, the creative elements of any marketing activity need to be carefully considered: They need to align with the market characteristics and trigger positive perceptions about the destination.

Key factors within the creative elements of marketing activity include:

- Colour schemes
- Imagery
- Language, copy
- Text font
- Layout

The creative elements associated with this marketing program are yet to be fully determined and requires further input from the tourism industry in the East Kimberley. However, the creative should be guided by existing brand elements. It is not recommended that a total consensus is sought across the industry as this is most likely unachievable. However, it is recommended that a small group of local tourism operators is formed and supported by ANW and Tourism WA to develop an agreed set of creative guidelines for the marketing program.

Importantly, the creative guidelines do not focus on the development of a new brand but seek to convey the personality and tourism attributes of the East Kimberley. Furthermore, the use of the creative elements should be consistent across all marketing activity to continually build market awareness and recognition.

As a starting point to determining the creative elements the following key aspects are recommended for consideration:

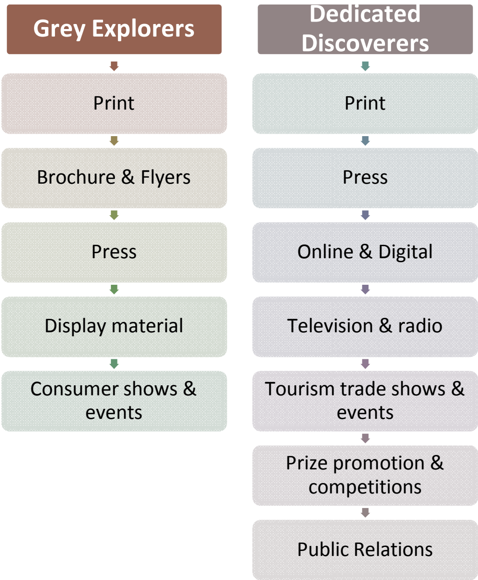
- Colour – reds, greens, azure blue
- Imagery – really must focus on iconic natural attractions / drawcards and include people engaging in activities (e.g. Lake Argyle, Gibb River Road, Mitchell Plateau, Kimberley Coast, Bungles etc.)
- Language / Copy – should focus on key tourism values of the region and include key words such as; Welcome, Inviting, Extraordinary, (to leverage from TWA branding), Awesome, Spectacular, Epic (to leverage from National Landscapes branding), Unique (to leverage from 'Like No Other') and others
- Text Font – Adopt styles used as part of Experience Extraordinary
- Layout – Adopt styles used as part of Experience Extraordinary

Marketing Mediums

There are clearly a wide variety of marketing mediums that can be considered for this marketing program. Marketing mediums refer to the various types of media and marketing channels that can be used as part of implementing the program. These mediums include but are not limited to:

- Print – publications, travel magazines
- Press – mainstream, regional
- Online & Digital
- Display material – posters, static displays, outdoor etc
- Brochures & flyers
- Radio
- Television
- Public Relations
- Prize promotions & competitions
- Tourism trade shows and events
- Consumer shows and events

The manner in which these marketing mediums relate to 'reaching' the respective target markets is outlined in the following diagram:



The list of marketing mediums outlined above is not considered conclusive and it is acknowledged that other mediums may be employed as part of efforts to penetrate the market.

Timing

The timing of marketing activity is a critical element in terms of ensuring that target outcomes are achieved. The timing of marketing activity needs be designed to maximise the ability to influence consumer behaviour and sell into key periods of the year (e.g. shoulder periods).

The timing of promotional activity is aimed at the shoulder periods as much as it is the peak periods of the traditional 'tourism season'. Therefore, the marketing activity needs to be in place to allow sufficient lead time to influence consumer behaviour.

Influencing consumer behaviour relates to them choosing the East Kimberley as their destination or as part of an extended journey. It could be argued that some visitors may have already chosen to visit the region and will tend to visit during peak periods anyway. However, marketing activity may cause them to spend longer in the area and perhaps take an additional tour that had not been previously considered, resulting in increased visitor spend. This supports the strategic objective to grow the value of tourism.

The table below provides examples of placements leading into the 2015 tourist season to highlight timing issues.

Front Shoulder & Peak 2015		
Marketing medium	Activity	Timing / Deadline
Print media	Wholesale programs	September 2014
	Travel / tourism publications	Jan – Mar 2015
Brochures[2]	Travel Planners	Feb 2015
	Product flyers	Feb 2015
Press	Advertorials	Jan – Apr 2015
	Travel articles & features	Jan – Apr 2015
	Advertising	Feb – Mar 2015
PR activity, Digital & Online[3]	Website	On demand
	Social media	On demand
Television & Radio	Advertising	Jan – Apr 2015
Trade & Consumer events	C & C Shows	Booked in late 2014
	Wholesale/retail/ inbound travel events	Booked in late 2014
Display material	Outdoor advertising (e.g. billboards)	Jan 2015

[2] Need to be available for distribution in readiness for trade and consumer events in early 2015
[3] Is considered a more 'instantaneous' marketing tool and can therefore be made available and updated more readily

	Retail displays	Jan 2015
	Static displays (for events)	Jan 2015

Outward Shoulder 2015		
Marketing medium	Activity	Timing / Deadline
Print media	Travel / tourism publications	July / Aug 2015
Press	Advertorials	June / July 2015
	Travel articles & features	June/ July / Aug 2015
Digital & Online	Website	On demand
	Social media	On demand
Television & Radio	Advertising	July / Aug 2015
Display material	Outdoor advertising (e.g. billboards)	Aug 2015
	Retail displays	Aug 2015

Plan Implementation

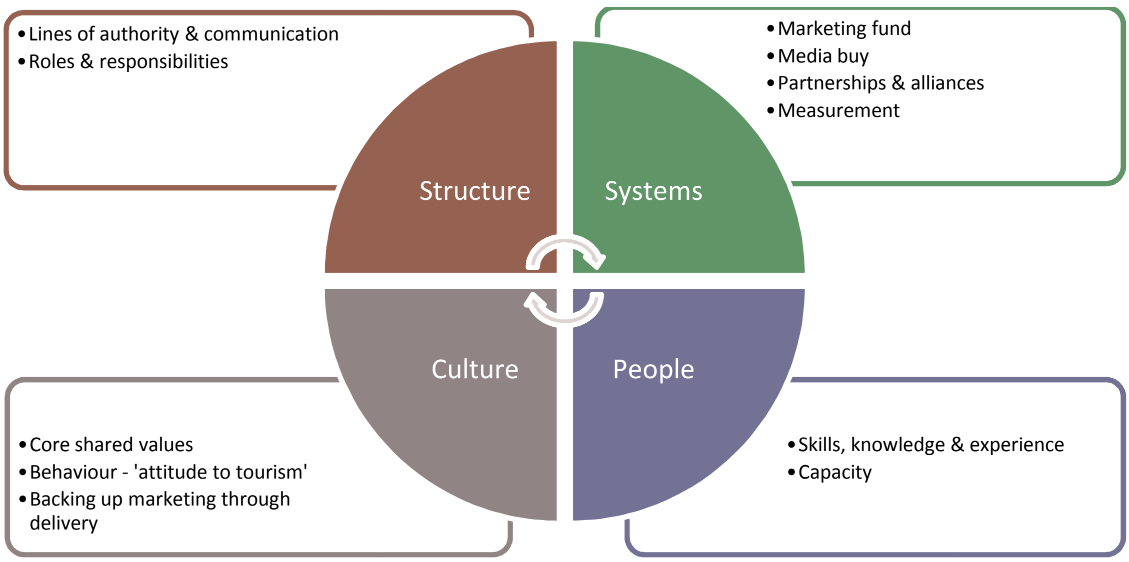
The implementation of the marketing program cannot expect to simply 'fall into place'. Instead, the successful implementation of the marketing program is dependent on having a clear, well-considered framework in place that address four (4) key factors; structure, people, systems and culture.

A clear structure is required to ensure roles and responsibilities are understood together with lines of communication and decision-making processes.

Sounds systems need to be in place to ensure sufficient marketing funds are available, purchasing power is maximised and partnerships are properly leveraged.

People are critical to the implementation process on the basis that skills, knowledge and experience is vitally important and adequate human resources are required to ensure the operational capacity exists to implement the program.

The core shared values that underpin the marketing program need to be carried through the promotional activity, from those who design, develop and implement the program to those that ultimately deliver products and services to visitors (e.g. tour operators, Visitor Centre staff, accommodation-providers). These shared values and the overall 'attitude to tourism' are the means by which the destination must follow through on its 'marketing promise' by 'delivering the goods'.


• Lines of authority & communication
• Roles & responsibilities
• Marketing fund
• Media buy
• Partnerships & alliances
• Measurement
Structure
Systems
Culture
People
• Core shared values
• Behaviour - 'attitude to tourism'
• Backing up marketing through delivery
• Skills, knowledge & experience
• Capacity

The implementation of this marketing plan is dependent on a number of factors that have been identified as recommended actions for marketing of tourism into the future:

- The development of a local marketing fund for the East Kimberley;
- The establishment of a local representative body for tourism in the East Kimberley (informal) to provide guidance in terms of mediums, creative elements, key messages, values and marketing content;
- Identification of the most suitable and appropriate means by which the marketing program can be implemented[4]; and
- Educating the local community and small business sector on the 'value of tourism' to ensure that product and service delivery backs up the marketing program.

It is assumed that addressing these factors will be achieved over the next 6-12 months (i.e. by end of 2014). Therefore, the focus of the marketing program is 2015 and 2016.

Marketing Schedule

The marketing schedule details the potential activities, tasks and actions to be implemented for F2014/15 & F2015/16. The Marketing Schedule is put forward only as a guide for the marketing activity to support the strategic tourism development objectives for the East Kimberley. It is acknowledged that it may require further input from local operators and stakeholders prior to implementation.

Schedule Attached Appendix I

[4] A clear aim should be to avoid valuable marketing funds being absorbed by administration costs. Therefore, for the purpose of this Plan it has been assumed that ANW will be used as the conduit through which the implementation of tourism marketing activities will be channelled.

Notes to the Schedule

- The development and advertising of 'product and packages' for Interstate markets should look to be timed in parallel with 'Experience Extraordinary' brand campaign activity and is based on cooperative campaigns that include a lead-in 'Price Point' and 'Call to Action'.
- Some thought should be made to time the advertising and promotion targeting interstate markets alongside the activity undertaken by Tourism NT and Tourism Top End. Visitation statistics to the NT indicate a significantly greater number of visitors travel to the NT than the East Kimberley therefore this suggestion is based on the notion of encouraging them to travel into the region as part of extending their journey.
- Product and packages to be advertised as part of Travel Features need to be tailored to core markets and include a lead-in 'Price Point' and 'Call to Action'
- Creative elements and imagery needs to capture landscape, experiences and tourism attributes of the area - include people wherever possible. The creative elements should be largely guided by existing brands.
- Industry partners include Tourism Australia, Tourism WA, Wholesalers (e.g. Discover Australia, Virgin Holidays, Qantas Holidays, Broome & the Kimberley Holidays), other Trade Partners and local operators.
- In the absence of any other options (marketing entities) it is assumed that the coordination and facilitation of marketing activity will be channelled through ANW (in conjunction with TWA). This suggestion is put forward on the basis that the local industry can provide clear guidelines in terms of marketing objectives and implementation of activity (e.g. a marketing brief).
- A key aim of the Marketing Plan is to maximise the leveraging of funds raised through a proposed local mechanism.
- It is important to note that leveraging marketing dollars for intrastate activity will

primarily be through Australia's North West and industry / trade partners[5]

- It has been estimated that ANW contributed in excess of $160,000 towards marketing activity for the East Kimberley in F2012/13; therefore the ability to gain a commitment for leveraging of funds through this organisation is considered achievable.
- International markets have not been included as part of this Plan on the basis that they represent a small percentage of annual visitation and it is anticipated that greater returns can be gained through key domestic markets in the first instance. This is not to suggest that the international markets hold no relevance. It is assumed that the region will gain sufficient exposure to international markets through the activities of Australia's North West Tourism.
- Opportunity to leverage marketing dollars for interstate activity is expected to arise through Tourism WA, Tourism Australia, Wholesalers and airline partners. The manner by which the leveraging of marketing funds might be achieved for a particular interstate campaign is conceptualised in the chart below.

[5] ANW is primarily responsible for intrastate marketing activity under a contractual arrangement with Tourism WA

Appendix I – Marketing Schedule

East Kimberley Marketing Schedule

F2014/15

Marketing Medium / Mechanism	Target market	Task / Description	Responsibility	July	August	September	October	November	December	January	February	March	April	May	June	Budget ($)	Industry Partners	Media Value ($)
Consumer events (Perth C & C)	Grey Explorers	Book booth to attend the event	KVC/ANW													$8,000	ANW	$ 20,000
		Allocate roles, responsibilities for event preparation	KVC															
		Develop marketing collateral for event	KVC & Local Industry Group (LIG)															
		Attendance at event																
Television	Dedicated Discoverers	Cooperative Campaign (East Kimberley)	ANW / LIG															
	Perth & South West	TV advertisements w/- TWA (Experience Extraordinary) & Trade Partners	ANW / LIG / TWA / Trade partners													$20,000	TWA, Virgin Holidays,	$ 120,000
		Book media placements / spots - Perth metro & SW Regional TV	ANW / TWA														Discover Australia, QF Holidays	
		Develop Packages, Price Point & 'Call to Action' for adverts	ANW/LIG/TWA/ Trade Partners															
		Develop & design creative	ANW/LIG/TWA															
		Run advertisements	ANW/TWA															
Press - Travel Feature	Grey Explorers & Dedicated Discoverers	East Kimberley Travel Features in The West Australian	ANW/LIG													$10,000	ANW, The West	$ 75,000
	(Perth & South West)	Develop & design layout, content & themes	ANW/LIG/The West Travel Editor															
		Develop itineraries for contributing journos	ANW/KVC/The West Travel Editor															
		Coordinate / facilitate journalist visit	ANW/KVC															
		Publish East Kimberley Travel Feature	ANW/The West															
Press advertisements	Dedicated Discoverers	Develop & design packaged offers	ANW/LIG/Trade Partners													$15,000	ANW, The West, Virgin	$ 90,000
	(Perth & South West)	Develop & design creative for advert	ANW/TWA/LIG														Wholesalers	
		Book media placements / spots	ANW															
		Run advertisements	ANW															
Press advertisements	Dedicated Discoverers	Develop & design packaged offers	ANW/LIG/Trade Partners													$25,000	ANW, TWA, Wholesalers, Airlines	$ 200,000
	(Sydney & Melbourne)	Develop & design creative for advert	ANW/TWA/LIG															
	Look to mirror timing of Tourism NT activity	Book media placements / spots	ANW															
		Run advertisements	ANW															
Print Advertorials	Grey Explorers (Perth & East Coast)	Identify list of target travel / tourism publications (min 3 to be engaged)	ANW													$12,500	ANW, TWA	$ 50,000
		Broker advertising rates for EK operators	ANW															
		Develop content themes	ANW/LIG															
		Develop itineraries for contributing journos	ANW/KVC															
		Coordinate / facilitate journalist visit	ANW/KVC															
		Publish articles and operator adverts	ANW/KVC/EK operaotrs															
Trade event - Familiarisation (ex Perth)	Dedicated Discoverers	Identify target list of retail / wholesale agents (20)	ANW/LIG													$10,000	ANW, Virgin Australia	$ 30,000
		Distribute invitations and confirm participation	ANW/LIG															
		Broker flights with airlines and confirm	ANW/KVC															
		Develop itineraries in conjunction with operators	ANW/LIG															
		Undertake famil program	ANW/KVC															
Digital Media & PR	Dedicated Discoverers	Facebook - KVC, ANW, TWA	ANW/KVC/TWA													$5,000	ANW, KVC, TWA	$ 20,000
		Regular posts	ANW/KVC															
		Online prize promotion (Duration - 6 weeks)														$4,000	ANW, EK Operators, KVC, TWA	$ 30,000
		Develop theme / concept	ANW/LIG/KVC															
		Develop mechanism for capturing participant data	ANW/KVC															
		Determine prize / giveaway	ANW/LIG															
		Upload content, conditions and registration pages	ANW															
		Run competition	ANW/KVC															
Press Advertising	Dedicated Discoverers (NT market)	Develop & design packaged offers to be advertised	ANW/LIG/Air North													$12,000	ANW, TWA, Air North, Wholesalers	$ 35,000
		Develop & design creative for advert																
		Book media placements / spots																
		Run advertisements (in August 2015)																
TOTAL																**$121,500**		**$ 670,000**

East Kimberley Marketing Schedule

F2015/16

Marketing Medium / Mechanism	Target market	Task / Description	Responsibility	July	August	September	October	November	December	January	February	March	April	May	June	Budget ($)	Industry Partners	Media Value ($)
Press Advertising	Dedicated Discoverers (NT market)	Run advertisements in NT Press	ANW/LIG/Air North															
Consumer events (Perth C & C)	Grey Explorers	Book booth to attend the event	KVC/ANW													$8,000	ANW	$ 20,000
		Allocate roles, responsibilities for event preparation	KVC															
		Develop marketing collateral for event	KVC & Local Industry Group (LIG)															
		Attendance at event																
Television	Dedicated Discoverers	Cooperative Campaign (East Kimberley)	ANW / LIG															
	Perth & South West	TV advertisements w/- TWA (Experience Extraordinary) & Trade Partners	ANW / LIG / TWA / Trade partners													$25,000	TWA, Virgin Holidays,	$ 150,000
		Book media placements / spots - Perth metro & SW Regional TV	ANW / TWA														Discover Australia, QF Holidays	
		Develop Packages, Price Point & 'Call to Action' for adverts	ANW/LIG/TWA/ Trade Partners															
		Develop & design creative	ANW/LIG/TWA															
		Run advertisements	ANW/TWA															
Press - Travel Feature	Grey Explorers & Dedicated Discoverers	East Kimberley Travel Features in The West Australian	ANW/LIG													$10,000	ANW, The West	$ 75,000
	(Perth & South West)	Develop & design layout, content & themes	ANW/LIG/The West Travel Editor															
		Develop itineraries for contributing journos	ANW/KVC/The West Travel Editor															
		Coordinate / facilitate journalist visit	ANW/KVC															
		Publish East Kimberley Travel Feature	ANW/The West															
Press advertisements	Dedicated Discoverers (Perth & South West)	Develop & design packaged offers to be advertised	ANW/LIG/Trade Partners													$20,000	ANW, The West, Virgin Australia	$ 120,000
		Develop & design creative for advert	ANW/TWA/LIG														Wholesalers	
		Book media placements / spots	ANW															
		Run advertisements	ANW															
Press advertisements	Dedicated Discoverers (Sydney &	Develop & design packaged offers to be advertised	ANW/LIG/Trade Partners													$40,000	ANW, TWA, Wholesalers, Airlines	$ 320,000
	Look to mirror timing of Tourism NT activity	Develop & design creative for advert	ANW/TWA/LIG															
		Book media placements / spots	ANW															
		Run advertisements	ANW															
Print Advertorials	Grey Explorers (Perth & East Coast)	Identify list of target travel / tourism publications (min 5 to be engaged)	ANW													$12,500	ANW, TWA	$ 50,000
		Broker advertising rates for EK operators	ANW															
		Develop content themes	ANW/LIG															
		Develop itineraries for contributing journos	ANW/KVC															
		Coordinate / facilitate journalist visit	ANW/KVC															
		Publish articles and operator adverts	ANW/KVC/EK operaotrs															
Trade event - Familiarisation (ex Perth)	Dedicated Discoverers	Identify target list of retail / wholesale agents (20)	ANW/LIG													$10,000	ANW, Virgin Australia	$ 30,000
		Distribute invitations and confirm participation	ANW/LIG															
		Broker flights with airlines and confirm	ANW/KVC															
		Develop itineraries in conjunction with operators	ANW/LIG															
		Undertake famil program	ANW/KVC															
Digital Media & PR	Dedicated Discoverers	Facebook - KVC, ANW, TWA	ANW/KVC/TWA													$5,000	ANW, KVC, TWA	$ 20,000
		Regular posts	ANW/KVC															
		Online prize promotion (Duration - 6 weeks)														$4,000	ANW, EK Operators, KVC, TWA	$ 30,000
		Develop theme / concept	ANW/LIG/KVC															
		Develop mechanism for capturing participant data	ANW/KVC															
		Determine prize / giveaway	ANW/LIG															
		Upload content, conditions and registration pages on website, Facebook etc	ANW															
		Run competition	ANW/KVC															
Press Advertising	Dedicated Discoverers (NT market)	Develop & design packaged offers	ANW/LIG/Air North													$15,000	ANW, TWA, Air North, Wholesalers	$ 40,000
		Develop & design creative for advert																
		Book media placements / spots																
		Run advertisements (in August 2016)																
TOTAL																**$149,500**		**$ 855,000**

13.6 ELECTED MEMBER REPORTS

Cr J Moulden

20 November	Andrew Forrest Briefing and Public Meeting
20 November	EK@25
21 November	Follow up meeting Andrew Forrest Briefing with MG Corp, Gelganyem and Wunan
2 December	Department of Mining and Petroleum briefing
3 December	Alcohol Accord Meeting

Cr G Taylor

3 December	Alcohol Accord
3 December	Presentation from Department of Mines and Petroleum on Tight Gas Exploration
4 December	Aquatic Super Series Breakfast supported by Department of Sport and Recreation

Cr K Wright

26 November	Dinner with Stephen Troughton Managing Director of Main Roads WA, John Erceg Regional Services Main Roads WA, and Gary Gaffney
3 December	KDHS Senior School Awards Night
5 December	Citizenship Ceremony

COUNCIL DECISION

Minute No. 10280

Moved: Cr G King
Seconded: Cr D Spackman

That Council accepts the Elected Member Reports for period 20 November 2013 to 5 December 2013.

Carried Unanimously 8/0

Kevin Hannagan left room 5:29pm

Kevin Hannagan enters room 5:29pm

13.7 CHIEF EXECUTIVE OFFICER REPORTS

The Chief Executive Officer and Acting Chief Executive Officer attended the following meetings on behalf of Council:

19 November	Zone teleconference with Belinda Stayt
20 November	Andrew Forrest, Fortesque Metals
	Northern Minerals
	SWEK growth and opportunities forum
21 November	Andrew Forrest, Fortesque Metals
	East Kimberley Job Pathways
25-26 November	Zone Meeting, Halls Creek
26 November	Steve Troughton, Managing Director Main Roads, WA
27 November	Buru Energy
28 November	Main Roads WA
29 November	Colin Fitzgerald, Bungle Bungle Expeditions
	Clint Mottram, CAMMS
2 December	Land Under Control Meeting
	Department of Mines and Petroleum
3 December	Alcohol Accord Meeting
4 December	NAB Meeting
5 December	Department of the Chief Minister
	Meeting with the Department of Business NT
	Don Hancey, Panorama Catering

COUNCIL DECISION

Minute No. 10281

Moved: Cr B Robinson
Seconded: Cr K Wright

That Council accepts the Chief Executive Officer Reports for period 19 November 2013 to 6 December 2013.

Carried Unanimously 8/0

14. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

15. QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

16. URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION

Nil

COUNCIL DECISION

Minute No. 10282

Moved: Cr K Wright
Seconded: Cr B Robinson

That Council moves behind closed doors to consider item 17.1 Confidential – Tender Evaluation Report T(DP)01 13/14

Carried Unanimously 8/0

Council moved behind closed doors at 5:37pm

17. MATTERS BEHIND CLOSED DOORS

17.1 CONFIDENTIAL – TENDER EVALUATION REPORT T(DP)01 13/14

DATE:	10 December 2013
PROPONENT:	Shire of Wyndham East Kimberley
LOCATION:	N/A
AUTHOR:	Peter Friel, Manager East Kimberley Regional Airport
REPORTING OFFICER:	Gary Gaffney, Chief Executive Officer
FILE NO:	CM.16.64

The business of the meeting is of a confidential nature as it relates to the business affairs of a person. The item will be discussed Behind Closed Doors under Section 5.23 (2) (c) and (e) (ii) as this is a matter that affects:

c) A contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.

e) A matter that if disclosed, would reveal –

(ii) information that has a commercial value to a person.

PURPOSE

To provide Council with details of the Tenders received for T(DP)01 13/14 Lease of passenger handling area at the East Kimberley Regional Airport, and make recommendations regarding the awarding of the Tender.

VOTING REQUIREMENT

Simple Majority

COUNCIL DECISION

Minute No. 10283

Moved: Cr R Dessert
Seconded: Cr B Robinson

That Council accepts the offer made by Northern Airport Services of $42,676 (ex GST) per annum for the lease area stipulated in the tender T(DP) 01 13/14, and that subsequently a lease agreement be entered in to between SWEK and Northern Airport Services for the provision of a 5 year lease comprising of an initial 3 year term with an exercisable option of a further two years available.

Carried Unanimously 8/0

<u>COUNCIL DECISION</u>

Minute No. 10284

Moved: Cr K Wright
Seconded: Cr S Cooke

That Council moves out from behind closed doors.

Carried Unanimously 8/0

Council moved out from behind closed doors at 5:42pm.

18. CLOSURE

The Shire President declares the meeting closed at 5:43pm. Thank you to staff for attendance in gallery.