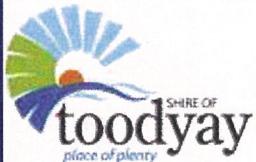


# AVON REGIONAL ORGANISATION OF COUNCILS (AROC)



## Minutes 21 September 2020

### Unconfirmed Minutes

These minutes were approved for distribution on 10 November 2020.



Suzie Haslehurst  
Chief Executive Officer  
AROC Secretariat

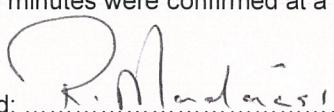
When the Chief Executive Officer approves these Minutes for distribution they are in essence "Unconfirmed" until the following Avon Regional Organisation of Councils (AROC) Meeting, where the Minutes will be confirmed subject to any amendments.

The "Confirmed" Minutes are then signed off by the Presiding Person.

Attachments that formed part of the Agenda, in addition to those tabled at the Meeting are incorporated into a separate attachment to these Minutes.

### Confirmed Minutes

These minutes were confirmed at a meeting held on 16.11.20.....

Signed: 

*Note: The Presiding Member at the meeting at which the minutes were confirmed is the person who signs above.*

# AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF THE AROC GOVERNANCE GROUP (PRESIDENTS) MEETING HELD  
AT THE SHIRE OF TOODYAY, IN COUNCIL CHAMBERS, ON 21 SEPTEMBER 2020

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## CONTENTS

<b>1. Declaration of Opening.....</b>	<b>1</b>
<b>2. Presentations .....</b>	<b>1</b>
<b>3. Record of Attendance / Apologies .....</b>	<b>1</b>
<b>3.1 APOLOGIES .....</b>	<b>1</b>
<b>4. Confirmation of Minutes .....</b>	<b>1</b>
<b>4.1 Minutes of Meeting held on 15 June 2020 .....</b>	<b>1</b>
<b>4.2 Notes of the CEO Meeting held on 7 September 2020.</b>	<b>2</b>
<b>5. INFORMATION ADDITIONAL TO THE AGENDA.....</b>	<b>2</b>
<b>5.1 From the Action List .....</b>	<b>2</b>
<b>6. Items of Business .....</b>	<b>2</b>
<b>6.1 Financial Report.....</b>	<b>2</b>
<b>6.2 Schedule of Meetings for 2021.....</b>	<b>2</b>
<b>7. Other Matters to be discussed .....</b>	<b>2</b>
<b>7.1 Revised Memorandum of Understanding: Avon         Regional Organisation of Councils.....</b>	<b>2</b>
<b>7.2 Informal Discussion .....</b>	<b>4</b>
<b>8. Next Meeting.....</b>	<b>4</b>
<b>9. Meeting Closure .....</b>	<b>4</b>

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ATTACHMENTS with separate index follows Item 9.

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# AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF THE AROC GOVERNANCE GROUP (PRESIDENTS) MEETING HELD  
AT THE SHIRE OF TOODYAY, IN COUNCIL CHAMBERS, ON 21 SEPTEMBER 2020

## MINUTES

### 1. DECLARATION OF OPENING

Cr R Madacs, Chairperson, declared the meeting open at 9.35am.

### 2. PRESENTATIONS

Nil

### 3. RECORD OF ATTENDANCE / APOLOGIES

#### Members:

Cr R Madacs	Shire President, Shire of Toodyay
Ms S Haslehurst	CEO, Shire of Toodyay
Mr P Bentley	CEO, Shire of Goomalling
Cr B Haywood	Shire President, Shire of Goomalling
Mr J Whiteaker	CEO, Shire of Northam
Cr J Williams	Deputy Delegate, Shire of Northam
Cr P Bantock	Shire President, Shire of Victoria Plains
Mr C Linnell	CEO, Shire of York
Cr D Smythe	Shire President, Shire of York

#### 3.1 APOLOGIES

Cr B Ruthven	Deputy Shire President, Toodyay
Cr C Antonio	Shire President, Shire of Northam
Mrs G Teede	CEO, Shire of Victoria Plains

### 4. CONFIRMATION OF MINUTES

#### 4.1 Minutes of Meeting held on 15 June 2020

#### OFFICER'S RECOMMENDATION/AROC RESOLUTION NO. 13/09/20

**MOVED:** Cr Madacs

**SECONDED:** Cr Bantock

That the Unconfirmed Minutes of the Avon Regional Organisation of Councils meeting held on 15 June 2020 be accepted as a true and correct record subject to the following amendments:

1. Cr S Penn removed from the attendance list.
2. Cr M Ryan removed as an apology.

**MOTION CARRIED UNOPPOSED**

# AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF THE AROC GOVERNANCE GROUP (PRESIDENTS) MEETING HELD AT THE SHIRE OF TOODYAY, IN COUNCIL CHAMBERS, ON 21 SEPTEMBER 2020

## 4.2 Notes of the CEO Meeting held on 7 September 2020.

### OFFICER'S RECOMMENDATION/AROC RESOLUTION NO. 14/09/20

**MOVED:** Cr Haywood

**SECONDED:** Cr Smythe

That the:

1. AROC CEO Meeting Notes be received; and
2. Revised Action List as recommended by the CEOs at the meeting held 7 September be accepted.

**MOTION CARRIED**

## 5. INFORMATION ADDITIONAL TO THE AGENDA

### 5.1 From the Action List

The List was reviewed and it was noted that the Shire of Dowerin's exit payment had been made.

## 6. ITEMS OF BUSINESS

### 6.1 Financial Report

### OFFICER'S RECOMMENDATION/AROC RESOLUTION NO. 15/09/20

**MOVED:** Cr Smythe

**SECONDED:** Cr Bantock

That the financial report for period ended 31 August 2020 be received.

**MOTION CARRIED**

### 6.2 Schedule of Meetings for 2021

It was noted that CEO meetings are currently held 2 weeks prior to the President's meetings. It was agreed that meetings should be held in accordance with the proposed MOU to be considered at Item 7.1.

## 7. OTHER MATTERS TO BE DISCUSSED

### 7.1 Revised Memorandum of Understanding: Avon Regional Organisation of Councils

Date of Report:	15 September 2019
File Reference:	ORG3
Author:	S Haslehurst – CEO, Shire of Toodyay
Responsible Officer:	S Haslehurst – CEO, Shire of Toodyay
Attachments:	1. Revised AROC MOU

# AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF THE AROC GOVERNANCE GROUP (PRESIDENTS) MEETING HELD  
AT THE SHIRE OF TOODYAY, IN COUNCIL CHAMBERS, ON 21 SEPTEMBER 2020

---

## PURPOSE

To seek endorsement and execution of the Revised Memorandum of Understanding and proposed Key Focus Areas for the Avon Regional Organisation of Councils (AROC) as attached to this report.

## BACKGROUND

Following the withdrawal of the Shire of Dowerin from the AROC, it was agreed the MOU needed to be amended to reflect the current membership. The amended document was reviewed at the AROC CEO's meeting held on 7 September 2020.

The CEOs also reviewed the Action List attached as Schedule 1 to the MOU and are proposing that this section of the MOU is streamlined to allow more broad application of key focus areas rather than specific actions.

## OFFICER COMMENT

The MOU, which was last signed in April 2015, contained a Schedule to the main document consisting of a table that included 11 issues with an average of 3-4 themes assigned to each. An Action column was intended to be populated to inform the Action Plan considered at each AROC meeting.

However, with the emergence of issues and priorities during the life of the MOU, and progress made on a number of the issues included in the Schedule, the Action Plan currently considered at each meeting rarely reflects the actions contained in the Schedule to the MOU. Therefore, it is proposed that the Schedule should be amended to encapsulate broad focus areas rather than specific actions that may be superseded or become irrelevant.

At the recent CEOs meeting, it was proposed that the existing table be removed from Schedule 1 of the MOU and replaced with the following;

### **S. Schedule 1 – AROC Focus Areas**

*It is agreed that the Key Focus Areas for the Avon Regional Organisation of Councils will include;*

1. *Regional Effectiveness (e.g. regional waste management contract);*
2. *Economic Development (e.g. tourism development, events); and*
3. *Other specific projects (e.g. governance, infrastructure activities).*

## OFFICER'S RECOMMENDATION/AROC RESOLUTION NO. 16/09/20

**MOVED:** Cr Smythe

**SECONDED:** Cr Bantock

That the revised Memorandum of Understanding for the Avon Regional Organisation of Councils as attached to this report is approved and executed by all parties.

**MOTION CARRIED**

*The adopted MOU was signed by relevant members who were present at the meeting. S Haslehurst to forward to G Teede and C Antonio for signature.*

# AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF THE AROC GOVERNANCE GROUP (PRESIDENTS) MEETING HELD  
AT THE SHIRE OF TOODYAY, IN COUNCIL CHAMBERS, ON 21 SEPTEMBER 2020

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## 7.2 Informal Discussion

Informal discussion was held regarding the following matters:

- Ideas for further collaboration between the Shires
- Local suppliers, Wheatbelt Business Network list
- Review of policies and local laws to provide more consistency
- LG Reform – Regional Audit & Risk Committees
- Consultancy brief
- Workshop with individual councils to brainstorm ideas
- Economic diversification
- Avon sub-regional economic development strategy
- Presentations to AROC
  - Wheatbelt Development Commission
  - Regional Development Australia Wheatbelt
- Possible membership fee relief

## 8. NEXT MEETING

AROC CEOs	2 November 2020
AROC Presidents	16 November 2020

## 9. MEETING CLOSURE

The Presiding Member declared the meeting closed at 10.29am.

# AVON REGIONAL ORGANISATION OF COUNCILS (AROC)



## Attachments to Minutes

**21 September 2020**

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### **INFORMATION ADDITIONAL TO THE AGENDA**

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5.1 From the Action List	1
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### **ITEMS OF BUSINESS**

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6.1 Financial Report	3
6.2 Schedule of Meetings for 2021	5

### **OTHER MATTERS TO BE DISCUSSED**

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7.1 Revised AROC MOU	7
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# AROC STATUS REPORT

## Avon Regional Organisation of Councils

Secretariat

CEO - Shire of Toodyay

Meeting Date	Purpose	Resolution	Target date for completion	Actioned by	Completion Date	Meeting Commentary
21/09/2020	4.1 Minutes of Meeting held on 15 June 2020	That the Unconfirmed Minutes of the Avon Regional Organisation of Councils meeting held on 15 June 2020 be accepted as a true and correct record subject to the following amendments: Cr S Penn removed from the attendance list. Cr M Ryan removed as an apology.	ASAP	EA	8/10/20	Completed. No commentary required.
21/09/2020	7.1 Revised Memorandum of Understanding: Avon Regional Organisation of Councils	That the revised Memorandum of Understanding for the Avon Regional Organisation of Councils as attached to this report is approved and executed by all parties.	ASAP			
11/03/2019	WALGA - Local Government Cooperation and Shared Services – January 2019	The CEOs to prepare a specification for a consultancy project to consider the potential for collaborative arrangements within the AROC region.	Sept 2019	All AROC CEO's	Not Commenced	Brief developed by J Whiteaker. To be forwarded to members (070920).
02/09/2019	Tourism Options Paper Request from Avon Tourism Aim: Engage a Consultant to write an Options Paper	AROC to employ a Consultant to write an “options paper” in terms of identifying the future of tourism in the Avon Region that will include consultation with the tourism industry, based upon a scope prepared by the AROC CEO's at their next scheduled meeting. Authorise the CEO's to spend up to \$30,000 for the Options Paper	Not set	CEO (Shire of Toodyay)	Not Commenced	CEOs recommend awaiting the outcomes of the Wander the Wheatbelt initiative (070920). Update to be provided. (2/11/2020)

**AROC STATUS REPORT****Avon Regional Organisation of Councils***Secretariat**CEO - Shire of Toodyay*

Meeting Date	Purpose	Resolution	Target date for completion	Actioned by	Completion Date	Meeting Commentary
02/09/2019	Sports Marketing Australia – Engagement with them	Authorise the CEO's to investigate further and check references for other organisations and if satisfied proceed.	ASAP	Shire of Northam	Refer to the June 2020 AROC Minutes	Letter of agreement signed. Venue details provided to SMA. CEOs to provide primary contact and liaison details (070920).
15/06/2020	AROC MOU	That the MOU be amended, as per the December 2019/February 2020 AROC Meetings and presented at the September 2020 AROC Meeting for the intention of having it signed by all person's present, subject to the MOU removing the Shire of Dowerin mention from all areas of the MOU.	September 2020	CEO Shire of Toodyay	For the Sept 2020 Presidents Meeting	Amended MOU presented to AROC CEO's. Amendments to Action List recommended for presentation to AROC Meeting. (070920).

## AVON REGIONAL ORGANISATION OF COUNCILS

### Statement of Comprehensive Income

Administered by Shire of Northam

	01.07.2020	31.08.2020	2020	2019	2018	2017	2016	2015
<b>Brought Forward</b>		\$ 189,822	\$ 165,490	\$ 139,323	\$ 118,752	\$ 95,655	\$ 101,543	\$ 134,108
<b>Revenue</b>								
Member Contributions			30,000	30,000	49,625	30,000	30,000	30,000
Fees & Charges							5,391	2,459
Interest Earnings		89	1,832	3,667	-	-	1,914	2,299
Other Revenue					7,900		-	-
	<b>Total Revenue</b>	89	31,832	33,667	57,525	30,000	37,305	34,759
<b>Expenses</b>								
Insurance							846	1,158
Recreation Plan					5,000			
Equipment Expenditure							5,897	3,081
Shire of Toodyay Administration			7,500	7,500	7,500	7,500	7,500	7,500
WB Infrastructure Conway Highbury								12,000
WB Infrastructure refund to WDC								17,273
Localise Aged Friendly Audit								26,312
Strategic Waste Management Plan							28,950	
Training					7,900			
Other Expenditure Exit Dowerin		34,800			16,554			
	<b>Total Expenditure</b>	34,800	7,500	7,500	36,954	7,500	43,193	67,324
	<b>Net Result</b>	(34,711)	24,332	26,167	20,571	22,500	(5,888)	(32,565)
<b>Accumulated Funds on hand 31/08/2020</b>		155,111	189,822	165,490	139,323	118,752	95,655	101,543
Represented by Bankwest Muni Account		155,111						

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# Meeting Dates

2021

## LEGEND



AROC Governance Group Meetings occur every 2 months at a time/place agreed by group.



AROC Officer's Group meet every two months at a time and place agreed by the Officers Group, in the months when the Governance Group does not meet

Public Holiday



School Holidays



Local Govt Week

## JANUARY

M	T	W	T	F	S	S
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

## FEBRUARY

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
1	2	3	4	5	6	7
8	9	10	11	12	13	14

## MARCH

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4
5	6	7	8	9	10	11

## APRIL

M	T	W	T	F	S	S
29	30	31	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	1	2
3	4	5	6	7	8	9

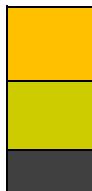
## MAY

M	T	W	T	F	S	S
26	27	28	29	30	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

## JUNE

M	T	W	T	F	S	S
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4
5	6	7	8	9	10	11

## LEGEND



AROC Governance Group Meetings occur every 2 months at a time/place agreed by group.



AROC Officer's Group meet every two months at a time and place agreed by the Officers Group, in the months when the Governance Group does not meet

Public Holiday



School Holidays



Local Govt Week

## JULY

M	T	W	T	F	S	S
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
2	3	4	5	6	7	8

## AUGUST

M	T	W	T	F	S	S
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

## SEPTEMBER

M	T	W	T	F	S	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3
4	5	6	7	8	9	10

## OCTOBER

M	T	W	T	F	S	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

## NOVEMBER

M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5
6	7	8	9	10	11	12

## DECEMBER

M	T	W	T	F	S	S
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

# AROC

## Avon Regional Organisation of Councils



### Memorandum of Understanding for the operation of the AROC Group Agreement

BETWEEN THE:

SHIRE OF GOOMALLING

SHIRE OF NORTHAM

SHIRE OF TOODYAY

SHIRE OF VICTORIA PLAINS

SHIRE OF YORK

*Adopted at an AROC Meeting held on 21 September 2020*

*(Res. No. 16/09/20)*

**September 2020**

***Memorandum of Understanding***  
***Avon Regional Organisation of Councils (AROC)***

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**Table of Contents**

A.	Description of the Memorandum of Understanding (MOU) .....	1
B.	Period of Agreement.....	1
C.	Membership .....	1
D.	Mission Statement.....	1
E.	Purpose.....	1
F.	The AROC Governance Group.....	2
G.	The AROC Officer's Group.....	2
H.	Authority.....	2
I.	Meetings .....	3
J.	Chairperson and Deputy Chairperson .....	3
K.	Secretariat .....	3
L.	Treasury.....	4
M.	Annual Financial Contribution .....	4
N.	Project Financial Contribution .....	4
O.	New AROC Members.....	4
P.	Withdrawal of AROC Members.....	4
Q.	Focus Areas .....	5
R.	Executed by the Parties .....	6
S.	Schedule 1 – AROC Focus Areas.....	9

***Memorandum of Understanding***  
***Avon Regional Organisation of Councils (AROC)***

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## **A. Description of the Memorandum of Understanding (MOU)**

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1. The purpose of this document is to set out the framework for regional cooperation between the member local governments.
2. The regional body shall be known as the Avon Regional Organisation of Councils, or under the short form AROC.
3. AROC will not be a legal entity or a body corporate and may only operate under the auspices of one or more member local governments.
4. AROC operates under the authority of Section 3.68 of the *Local Government Act 1995*.

## **B. Period of Agreement**

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1. This agreement shall apply from the date it is adopted by the member local governments for a period of five years. At the end of that period the members may:
  - Renew the agreement;
  - Change the agreement; or
  - Take no action, in which case the agreement ceases to have effect.
2. The agreement may be modified or cancelled at any time with the unanimous agreement of the member local governments.

## **C. Membership**

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1. Membership of the Avon Regional Organisation of Councils shall consist of the following organisations. Each member is a local government constituted under the Western Australian *Local Government Act 1995*.
2. Member local governments of the Avon Regional Organisation of Councils are:
  - Shire of Goomalling;
  - Shire of Northam;
  - Shire of Toodyay;
  - Shire of Victoria Plains; and
  - Shire of York.

## **D. Mission Statement**

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The mission of the Avon Regional Organisation of Councils is to:

**“Work cooperatively for the benefit of the region and well-being of the community”**

## **E. Purpose**

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The purpose of AROC is to arrange and facilitate Members:

- working together cooperatively to address regional problems, issues or challenges and advance the interests of the region;
- developing and implementing resource sharing strategies or regional service delivery models;
- delivery of training and development programs for elected members or staff; and
- Undertaking joint tendering or purchasing arrangements.

## F. The AROC Governance Group

1. The prime decision-making body for AROC shall be the Governance Group;
2. The Governance Group will meet every two months at a time and place agreed by the group;
3. Each member local government shall have equal representation on the Governance Group;
4. The Governance Group shall consist of:
  - one Elected Member from each member local government, usually the mayor or Shire President;
  - one Senior Officer from each member local government, usually the CEO;
5. Each local government shall nominate an Elected Member to represent it on the Governance group;
6. Proxies are permitted;
7. Each member local government shall have a single vote to be exercised by their nominated elected member or proxy, or in the absence of an elected member by the CEO or senior officer present;
8. Governance Group meetings are not open to the public, but additional elected members from member local governments are encouraged to attend as observers;
9. Invited guests may attend the meeting to address particular issues and can remain for the remainder of the meeting unless decided otherwise by the meeting;
10. Members may attend by prior arrangement through instantaneous electronic communication.

## G. The AROC Officer's Group

1. The AROC Officers Group will meet every two months at a time and place agreed by the Officers Group, in the months when the Governance Group does not meet;
2. Each member local government shall have equal representation on the Officers Group, usually the CEO;
3. Proxies are permitted; and
4. Decisions shall be by consensus.

## H. Authority

1. The Governance Group will have authority from member local governments to deal with funds held by AROC from members and third-party contributions; except

2. The individual local government that is auspiced to deliver a program or project under third party grant funding shall ensure that the program or project is delivered and the funds are expended and acquitted in accordance with the grant agreement.

## I. Meetings

1. AROC Governance Group meetings shall be convened at the time and at the place determined by the group;
2. The secretariat will prepare a program for the meeting that will consist of:
  - Matters referred by the Officers Group for consideration or decision;
  - Matters raised by individual member local governments for consideration;
  - Review of actions and progress arising from previous meetings or decisions;
  - Submissions, presentations or representations from third parties arranged by the secretariat or agreed by the Chairperson;
  - Such other matters as may be agreed by the Governance Group.
3. The meeting Program will generally be circulated one clear week prior to the Governance Group Meeting.
4. A quorum shall consist of delegates from four-member local governments.

## J. Chairperson and Deputy Chairperson

1. The Chairperson and Deputy Chairperson of the Governance Group will be elected at the first Governance Group meeting following the local government Ordinary Elections, or at such other times as may be necessary if the position is vacated;
2. The Chairperson and Deputy Chairperson must be elected members from the member local governments;
3. The Chairperson shall have a deliberate vote only and no casting vote. Unresolved matters are to be referred to the next meeting;
4. If the Chairperson is absent, whether represented by a proxy or not, the Deputy Chairperson will preside;
5. If both the Chairperson and the Deputy Chairperson are absent, whether represented by proxies or not, the group will elect a presiding member for that meeting only.

## K. Secretariat

1. An individual, member local government or other corporate body may be appointed to provide secretariat support to AROC. Unless the Governance Group determines otherwise the secretariat will be provided by the local government represented by the Chairperson;
2. The Governance Group will determine an annual fee for the provision of secretariat services at the time that it adopts its annual budget.

## L. Treasury

1. A member local government will be appointed to act as Treasurer to hold, manage and account for funds held on behalf of AROC;
2. The Treasurer will provide regular financial reports to the Governance Group;
3. The Governance Group may determine an annual fee for the provision of Treasury services at the time that it adopts its annual budget.

## M. Annual Financial Contribution

1. Each year at its April meeting the Governance Group will determine the annual contribution for member Councils for the following financial year;
2. The annual contribution shall be identical for each member Council;
3. The annual contribution will be not less than \$5,000 and not more than \$10,000 per member local government.

## N. Project Financial Contribution

1. AROC through the Governance Group may decide to undertake a project or projects which require additional financial contributions from member local governments;
2. Projects must involve at least two local governments, but could involve all member local governments;
3. Each project will have a separate form of agreement which will ensure that:
  - The costs of the project are equitably distributed;
  - That any additional costs or savings are equitably distributed to participating local governments; and
  - That there will be no impost on, or windfall to those member local governments that choose not to participate.

## O. New AROC Members

1. The Governance Group may by unanimous agreement:
  - Allow an additional local government to become a member; or
  - Invite an additional local government to become a member.
2. Any new member will be required to buy in to the Avon Regional Organisation of Councils;
3. The buy in figure will be determined by preparing a balance sheet for AROC and dividing the net equity position by the number of Members.

## P. Withdrawal of AROC Members

1. AROC members recognise and agree that participation in AROC is a long-term strategy and any decision to withdraw should be reflective of the long-term nature of the commitment;

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2. A retiring member must give at least one full financial year notice of an intention to withdraw;
3. At the conclusion of the notice period the departing member will be entitled to receive a payout calculated as the AROC net position not including any restricted funds, at 30 June divided by the number of members;
4. A member may withdraw at any time without notice but will be required to pay any contributions due and payable up to the end of the current financial year but will not be entitled to any distribution of assets.

## **Q. Focus Areas**

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1. AROC will agree on key focus areas that will inform priorities, planned projects and activities for the next two-year period;
2. The focus areas will be outlined in a schedule to this MOU;
3. The Schedule will be reviewed annually.

**R. Executed by the Parties**

**Shire of Goomalling**

**SHIRE PRESIDENT**

Printed Name

Signature

Date

**CHIEF EXECUTIVE OFFICER**

Printed Name

Signature

Date

**Shire of Northam**

**SHIRE PRESIDENT**

Printed Name

Signature

Date

**CHIEF EXECUTIVE OFFICER**

Printed Name

Signature

Date

**Shire of Toodyay**

**SHIRE PRESIDENT**

---

Printed Name

---

Signature

---

Date

**CHIEF EXECUTIVE OFFICER**

---

Printed Name

---

Signature

---

Date

**Shire of Victoria Plains**

**SHIRE PRESIDENT**

---

Printed Name

---

Signature

---

Date

**CHIEF EXECUTIVE OFFICER**

---

Printed Name

---

Signature

---

Date

**Shire of York**

**SHIRE PRESIDENT**

---

Printed Name

---

Signature

---

Date

**CHIEF EXECUTIVE OFFICER**

---

Printed Name

---

Signature

---

Date

## **S. Schedule 1 – AROC Focus Areas**

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It is agreed that the key Focus Areas for activities undertaken by the Avon Regional Organisation of Councils will include:

1. Regional Effectiveness (e.g. regional waste management contract);
2. Economic Development (e.g. tourism development, events); and
3. Other specific projects (e.g. governance, infrastructure activities).