



AVON REGIONAL ORGANISATION OF COUNCILS

Minutes

8 February 2016

AVON REGIONAL ORGANISATION OF COUNCILS

MINUTES OF MEETING HELD AT THE COUNCIL CHAMBERS,
SHIRE OF TOODYAY, ON 8 FEBRUARY 2016

Preface

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 AROC Meeting are put together as an addendum to these Minutes.

Unconfirmed Minutes

These minutes were approved for distribution on 9 February 2016.



Stan Scott
Chief Executive Officer
AROC Secretariat

Confirmed Minutes

These minutes were confirmed at a meeting held on 4 APRIL 2016.

Signed: David R Dew

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

AVON REGIONAL ORGANISATION OF COUNCILS

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MONDAY 8 FEBRUARY 2016

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ADDENDUM *with separate index follows Item 9.*

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MINUTES OF MEETING HELD AT THE COUNCIL CHAMBERS,
SHIRE OF TOODYAY, ON 8 FEBRUARY 2016

MINUTES

1. DECLARATION OF OPENING

Cr Dow, Chairperson, declared the meeting open at 9.30 am.

2. PRESENTATIONS

Nil.

3. RECORD OF ATTENDANCE / APOLOGIES

Members:

Cr D Dow	Shire President, Shire of Toodyay
Mr S Scott	CEO, Shire of Toodyay
Mr C Kerp	CEO, Shire of Goomalling
Mr J Whiteaker	CEO, Shire of Northam
Cr S Pollard	Shire President, Shire of Northam
Cr J Williams	Deputy Delegate, Shire of Northam
Mr G Martin	CEO, Shire of Dowerin
Cr D Metcalf	Shire President, Shire of Dowerin
Mrs J Sutherland	Acting CEO, Shire of Chittering
Cr S Vallance	Shire President, Shire of Chittering
Cr G Houston	Deputy Delegate, Shire of Chittering
Mr H Hawkins	CEO, Shire of Victoria Plains

3.1 Apologies

Cr B Haywood	Shire President, Shire of Goomalling
Cr R Val Gelderen	Deputy Delegate, Shire of Goomalling
Cr D Lovelock	Shire President, Shire of Victoria Plains
Cr S Penn	Deputy President, Shire of Victoria Plains
Mr G Tuffin	CEO, Shire of Chittering

4. CONFIRMATION OF MINUTES

4.1 Minutes of Meeting held on 7 December 2015

OFFICER'S RECOMMENDATION/AROC RESOLUTION NO 01/02/16

MOVED: Cr Metcalf

SECONDED: Cr Pollard

That the Unconfirmed Minutes of the Avon Regional Organisation of Councils meeting held on 7 December 2015 be accepted as a true and correct record.

MOTION CARRIED UNANIMOUSLY

AVON REGIONAL ORGANISATION OF COUNCILS

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SHIRE OF TOODYAY, ON 8 FEBRUARY 2016

5. MATTERS ARISING

5.1 Question taken on notice – 7 December 2015 - Clarification on Part 3.2(4) of the Salaries and Allowances Tribunal determination - Operating Revenue

Mr Cullen took a question on notice in relation to Section 3.2 (4) of the *Salaries and Allowances Act 1975* Determination of the Salaries and Allowances Tribunal on Local Government CEO and Elected Members (pursuant to Section 7A and 7B) dated 17 June 2015.

Advice was received from Auditors, Moore Stephens (AKA Haines Norton) in relation to Operating Revenue including Capital Revenue. The question taken on notice was whether that could be clarified.

Mr Luke Cullen (Luke.Cullen@psc.wa.gov.au) initially responded to the question on Thursday 10 December 2015 as follows:

“I have looked into your question at the Avon ROC meeting on Monday 7 December 2015 regarding Part 3.2(4) of the Tribunal’s determination relating to the annual allowance for Mayors/Presidents, as to whether the calculations should include capital revenue as per the advice you had received from your internal auditors.

As you are aware, Part 3.2(4) states

(4) The maximum annual local government allowance for a mayor or president of a local government shall not exceed the maximum allowance applicable to that local government in Table 7 or 0.2 per cent of the local government’s operating revenue for the 2014-15 financial year, whichever is the lesser.

The determination makes no mention of capital revenue and it is the intention of the Tribunal that this section relates to operating revenue only.

I am not sure of the basis on which your auditors have provided their advice but if they were happy to share that basis with the Tribunal it may be of assistance for us to clarify the wording of this cause in future determinations if need be.”

Mr Luke Cullen, having received information of the basis on which the Auditors provided their advice, responded to the question on Tuesday, 15 December 2015 as follows:

“Thank you for the advice from your auditors. The rationale from the auditors makes sense and although I am fairly certain

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it was the Tribunal's intent that the clause related to only operating revenue, it seems that our wording was not sufficiently clear enough.

The Tribunal will consider this at its next Tribunal meeting in the New Year, although it is unlikely that they will change the wording of this clause at that time as local governments will have already made payments/calculations based upon the current wording. But there may be a change in the next determination."

For the current year it would be up to the local government the amount that they want to remunerate the mayor, so long as it is within the band range and with the 0.2% limit.

5.2 From the Action List

The Action List was reviewed.

6. ITEMS OF BUSINESS

6.1 Financial Report –Shire of Dowerin

Tabled at 9.43 am.

AROC RESOLUTION NO 02/02/16

MOVED Cr Pollard

SECONDED Cr Vallance

That the financial report from the Shire of Dowerin be received.

MOTION CARRIED UNANIMOUSLY

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6.2 “Mortlock Aged Housing Alliance” Project

DATE:	28 January 2016	FILE NO:	ORG3
AUTHOR:	Stan Scott – Chief Executive Officer		
ATTACHMENTS:	1. Project Execution Strategy; 2. MOU for AROC Mortlock Aged Housing Project; and 3. Sample letter of support.		

PURPOSE

To consider the Project Execution Strategy and Memorandum of Understanding for the Mortlock Aged Housing Alliance Project (Mortlock Alliance).

SUMMARY OF THE FACTS

Background:

At the beginning of the New Year the Wheatbelt Development Commission (WDC) became aware of an opportunity to put up business cases that may attract funding within the aged care housing concept. The funding is not available to local governments directly. The funding is only available to be applied for by a local government, through the WDC.

This funding is only accessible if the WDC put up business cases for each project to attract funding.

Dannelle Foley, Executive Assistant of Heartlands WA Wheatbelt advised that the Mortlock Alliance came about through a meeting held on 12 January 2016 with the WDC and four of the six AROC local governments.

It is expected that the Mortlock Alliance would be a sub-group of AROC even though only four of the six AROC local governments are participants.

It is to be noted that the reason the Mortlock Alliance has been formed is because Northam and Chittering have private investors coming in to do work with their aged care housing projects so their need for government subsidies to create aged care housing projects is not apparent, whereas the other four local governments do need assistance to cater for their ageing population.

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The attachments provided to this discussion paper (**Attachments 1 & 2**) provide information on how the Mortlock Alliance will function. It is anticipated that the Mortlock Alliance will provide updates to the AROC group on a bi-monthly basis.

Advice was received via email on 15 January 2016 that AROC, in respect to the Mortlock Alliance, need to make a resolution as follows:

That the Avon Regional Organisation of Councils (AROC):

1. *support a regional approach to construct dedicated aged persons independent living units;*
2. *agree to a Memorandum of Understanding to establish the Avon Regional Organisation of Council (AROC) subsidiary Mortlock Aged Housing Alliance Project between the Shires of Goomalling, Toodyay, Victoria Plains and Dowerin; and*
3. *Agree that the Shire of Goomalling, with assistance from the Wheatbelt Development Commission, develop the business case to attract State and/or Federal funding to construct aged persons independent living units within their respective communities.*

Heartlands has also requested that AROC write a letter of support for the Mortlock Alliance Project to build the age-friendly cluster housing models within those four local government areas, because the more letters of support from a regional body the better the chance of being successful in the funding for the business case (**Attachment 3**).

Further to the above, a Council Resolution is required from each individual local government within the alliance, worded as follows:

That Council:

1. *support a regional approach to construct dedicated aged persons independent living units;*
2. *agree to enter into a Memorandum of Understanding to establish the Avon Regional Organisation of Council (AROC) Mortlock Aged Housing Project; and*
3. *agree to contribute **in-kind “the land, earthworks and landscaping”** for the units located in the **Shire of XXX** to attract State and/or Federal funding to construct aged persons independent living units in the participating communities as a part of the regional initiative.*

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Key Considerations:

The timeframe as listed within the Project Execution Strategy is relatively tight because the business cases have to be submitted by the end of March 2016 in order to take advantage of the opportunity the WDC is providing.

Officer Recommendation

That the Avon Regional Organisation of Councils (AROC):

1. *support a regional approach to construct dedicated aged persons independent living units;*
2. *agree to a Memorandum of Understanding to establish the Avon Regional Organisation of Council (AROC) subsidiary Mortlock Aged Housing Alliance Project between the Shires of Goomalling, Toodyay, Victoria Plains and Dowerin; and*
3. *Agree that the Shire of Goomalling, with assistance from the Wheatbelt Development Commission, develop the business case to attract State and/or Federal funding to construct aged persons independent living units within their respective communities.*

The Shire of Goomalling CEO provided an overview in relation to this report.

Clarification and discussion commenced.

OFFICER'S RECOMMENDATION/AROC RESOLUTION NO 03/02/16

MOVED Cr Metcalf

SECONDED Cr Vallance

That the Avon Regional Organisation of Councils (AROC):

1. support a regional approach to construct dedicated aged persons independent living units;
2. agree to a Memorandum of Understanding to establish the "Avon Regional Organisation of Council (AROC) Aged Housing Alliance Project" currently between the participating Shires of Goomalling, Toodyay, Victoria Plains and Dowerin; and
3. Agree that the Shire of Goomalling, with assistance from the Wheatbelt Development Commission, develop the business case to attract State and/or Federal funding to construct aged persons independent living units within their respective communities.

MOTION CARRIED UNANIMOUSLY

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6.3 Avon Tourism Strategic Plan

DATE:	29 January 2016	FILE NO:	IFN36325 /ORG3
AUTHOR:	Stan Scott – Chief Executive Officer		
SUBJECT:	Avon Tourism Strategic Plan		
ATTACHMENTS:	Nil		

PURPOSE

To inform AROC of the progress in the development of the Avon Tourism Strategic Plan (Strategic Plan) and seek guidance from Members on the preferred consultation approach.

BACKGROUND:

Avon Tourism rely on funding from local governments for a significant part of their income. Each year they send a prospectus to local governments within their region and those Shires make a determination about the level of support to be provided.

In November 2015 AROC CEOs met with representatives of Avon Tourism to discuss the role of Avon Tourism and its proposed new Strategic Plan.

Wendy Newman from the Wheatbelt Development Commission (WDC) attended the October 2015 AROC meeting. We had a wide-ranging discussion about the role of the WDC and the new funding environment as well as the role of AROC. The WDC produced an Avon Sub-Regional Economic Development Plan in 2014, and the plan identified the emerging importance of the tourism industry.

During that discussion the question was raised as to whether the development of a Tourism Plan for the sub-region would be something that could be funded through the Community Chest Program. The answer was an unequivocal yes. A Tourism Plan for the region would help guide the thinking and investment by local governments and potentially other stakeholders. It would not replace the Avon Tourism Strategic Plan.

This was discussed at the November meeting with Avon Tourism and it was originally intended to have the Strategic Plan available for consideration at the December 2015 AROC meeting. For a number

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of reasons this has been delayed and it will not be available until the April 2016 AROC meeting. It is expected that it will be endorsed as a consultation draft at the next Avon Tourism Board Meeting on 9 February 2016.

ISSUES

Role of Avon Tourism

The level of contribution the Shire of Toodyay makes to Avon Tourism is the subject of considerable debate within Council every year. The Shire makes a substantial contribution to tourism through support for local events, support for community organisations that contribute to tourism, local infrastructure for tourism and visitor services. It is still not clear to us whether Avon Tourism is the regional tourism body taking on responsibility for the development of tourism, or whether it is a member based organisation set up only to deliver services to members. The rhetoric suggests the former, as does the fact that Avon Tourism provides representation to the board of Experience Perth. The actual decision-making seems to suggest that membership is paramount above all else including industry development.

This was the primary issue raised in discussion and is expected to be clarified in the Strategic Plan.

Avon Tourism Strategic Plan

Both AROC as an organisation and individual Councils to varying degrees would like to have input into the Avon Tourism Strategic Plan. It is proposed that Avon Tourism be invited to present to the next AROC Meeting in April 2016. We will seek feedback at the meeting about the level of interest from individual member Councils to also have a presentation made to their Council.

Regional Tourism Plan

As was clear from the discussion with Wendy Newman, there is merit in considering the development of a Regional Tourism Plan. The Avon Tourism Strategic Plan can only consider plans and actions that it has the capacity to deliver. Individual Councils make their own planning decisions on issues such as:

- Whether there are any special zoning provisions for tourism businesses;
- Are tourism businesses rated differentially from other businesses;

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- How much funding does Council provide to area promotion and visitor servicing;
- What investment do we make in infrastructure which is primarily directed to tourism and visitors;
- To what extent is tourism a growth driver; and
- What is the economic impact and how much of the benefit from festivals and events goes to local community members, local businesses and visitors.

A Regional Tourism Plan may provide the answer to some of these questions.

Officer Recommendation

OFFICER'S RECOMMENDATION/AROC RESOLUTION NO 04/02/16

MOVED Cr Pollard

SECONDED Cr Vallance

That the Avon Regional Organisation of Councils (AROC):

1. Invite a representative of Avon Tourism to present details of its draft strategic plan to the April 2016 AROC meeting;
2. Authorise the CEO of the Shire of Toodyay to prepare a funding application for the development of an AROC Regional Tourism Plan; and
3. Allocate \$5,000 as matching funding towards the proposed AROC Regional Tourism Plan, with funds only to be expended if the funding application is successful.

MOTION CARRIED UNANIMOUSLY

Individual Member Councils are invited to indicate whether they would like to have a presentation of the draft Avon Tourism Strategic Plan made to their Council:

Chittering	No
Dowerin	No
Goomalling	Yes
Northam	No
Toodyay	Yes
Victoria Plains	Yes

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7. OTHER MATTERS TO BE DISCUSSED

7.1 Dowerin Shire

7.1.1 New CEO

Ms Andrea Selvey will commence as the CEO for the Shire of Dowerin on 14 March 2016. AROC to consider in April 2016 which local government handles the financial affairs of AROC in the future. Though the preference is for the Shire of Dowerin to remain treasuring for AROC, it was proposed that the Shire of Toodyay takes on treasuring if the new CEO at the Shire of Dowerin proposes the change.

7.2 York Shire

7.2.1 Invitation to AROC

Consideration regarding the right time to re-invite. Foreshadowed for the new financial year in 2016/2017.

7.3 Department of Local Government

7.3.1 Intervention

WALGA and the State Government are very aware of the nature of the press releases being circulated by the Barnett government.

7.4 Youth Precinct – Shire of Goomalling

7.4.1 Request for Support

Are we able to get a support letter from AROC as a regional project?

Argument to consolidate each member Council Recreation Plan within a Regional Recreation Plan to outline the regional vision of what recreation looks like.

7.5 Victoria Plains

7.5.1 Sport and Recreation

Permanent equestrian centre to be set up that will require support from AROC as a regional project, contained within the Regional Recreation Plan yet to be developed.

Broadness of the Recreation Plan – analysis of how wide-ranging it will be.

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8. NEXT MEETING

- AROC CEOs 14 March 2016
- AROC 4 April 2016

9. MEETING CLOSURE

Cr Dow, Chairman, declared the meeting closed at 10.52 am.



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8 February 2016

ADDENDUM (Attachments to Minutes)

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3. Sample letter of support;	21

Avon Regional Organisation of Councils

Action List comprising of Status Report and Project List

Action List / Status Report			
Date	Details	Name	Latest Comments
10/03/2014 (Ongoing) This was discussed 7/12/2015	<p>Specialty Staff Meetings be convened by the nominated Host of Specialty Staff as follows:</p> <p>Rates Officers – Shire of Toodyay Planning Managers – Shire of Chittering. Rangers</p> <p>in order to test the effectiveness of the initiative. Meetings could coincide with the AROC CEO meetings.</p>	CEO's	<ul style="list-style-type: none"> Part of AROC reason for being. Meetings occur on an ad hoc basis. Promoting at CEO Level the importance of talking to neighbours, Resource Sharing, etc. Networking. Sharing opportunities at next CEO AROC Meeting. EO/EHO/CESM.
7/12/2015	Written updates to be provided to all other Members of AROC to keep them abreast of all information in relation to the project.	CEO's	<ul style="list-style-type: none"> In particular, accommodation figures of what each individual Shire within the group has a target of achieving as well as waiting list numbers.
8/2/2016	<ol style="list-style-type: none"> Invite a representative of Avon Tourism to present details of its draft strategic plan to the April 2016 AROC meeting; Prepare a funding application for the development of an AROC Regional Tourism Plan. 	CEO	

Avon Regional Organisation of Councils

Action List comprising of Status Report and Project List

Project List				
Funding	Project Name	Project Manager(s)	Current Stage of Project	Done/Yet to do
11/12	Steam Train Project	Shire of Dowerin	Accreditation received for project. Inspection to take place end of February 2016.	<ul style="list-style-type: none"> Platform in Goomalling is a priority; Include for discussion on the next AROC CEO Agenda (CEO Dowerin to provide Briefing note for that agenda).
11/12	Chittering Medical Centre	Shire of Chittering	Project Finalised.	<ul style="list-style-type: none"> Acquittal done.
12/13	Aged Housing Funded through CLGF	Shire of Toodyay	Plans signed off by partner. Architect to finalise plans.	<ul style="list-style-type: none"> In position to go to tender next month. Provide copies of plans to Shire of Goomalling prior to going out to tender.
Ongoing last discussed 18/08/2015	<p>CLGF Aged Friendly Community Grants</p> <p>Historical Information: Chittering, Victoria Plains, Toodyay & Goomalling Local Governments applied for grants through the CLGF Age-Friendly Community Grants with a commitment of \$6,500 each.</p>	<p>CHITTERING VIC PLAINS</p> <p>TOODYAY GOOMALLING</p>	<p>Finalising standard community surveys comparable across a number of locations, based on the World Health Organisations age-friendly domains.</p>	<p>Grant Application successful regarding the development of Age Friendly Community Plan.</p> <p>Projects progressing.</p> <p>Refer to minutes of 7 December 2015.</p>

**AVON REGIONAL ORGANISATION OF COUNCILS
STATEMENT OF COMPREHENSIVE INCOME**

Brought Forward	<u>101,543</u>	<u>134,108</u>	<u>80,617</u>	<u>59,367</u>	<u>49,202</u>
	2016	2015	2014	2013	2012
	\$	\$	\$	\$	\$
Revenue					
Member Contributions	0	30,000	30,000	48,000	0
Grants					
-WDC Contribution to AVON ROC	0	0	25,000	26,604	26,604
Fees and charges	4,991	2,459	636	2,364	9,318
Interest earnings	783	2,299	2,219	2,611	2,830
Other revenue	0	0	0	0	0
	<u>5,774</u>	<u>34,759</u>	<u>57,855</u>	<u>79,579</u>	<u>38,752</u>
Expenses					
Insurance	846	1,158	1,445	1,575	1,488
Equipment Expenses	4,301	3,081	2,919	69	495
Shared Services Aged Care Planning	0	0	0	30,000	0
Shire of Chittering BCF	0	0	0	0	13,302
Shire of Toodyay BCF	0	0	0	26,684	0
Shire of Toodyay Admin	0	7,500	0	0	0
Shire of Dowerin BCF (min 3.2.2 12.3.12)	0	0	0	0	13,302
WB Infrastructure Conway Highbury	0	12,000	0	0	0
WB Infrastructure Refund to WDC	0	17,273	0	0	0
Localise - Aged friendly Audit	0	26,312	0	0	0
Strategic waste management plan	28,950	0	0	0	0
Other expenditure	0	0	0	0	0
	<u>34,097</u>	<u>67,324</u>	<u>4,364</u>	<u>58,328</u>	<u>28,587</u>
Net result	(28,323)	(32,565)	53,491	21,250	10,165
Accumulated Funds on hand	<u>73,220</u>	<u>101,543</u>	<u>134,108</u>	<u>80,617</u>	<u>59,367</u>
Represented by					
NAB Investment	67,281	66,497	64,198	61,978	

2015-2016

Expenditure

Row Labels	Values	
	Sum of Debit	Sum of Credit
Insurance	845.55	
Maintenance	4301.47	
Strategic waste ma	28950	
Unauthorised	4000	
Grand Total	38097.02	

38097.02
34097.02

**Actual to date
15-16**

846
4,301
28,950
<u>34,097</u>

SOCI

Belongs in 14-15
7500 Paid to Toodyay 10/9/2016
Direct transfer processed to 4612

34097.02 0

Income

Row Labels	Values	
	Sum of Debit	Sum of Credit
Equipment Hire	100	-5090.91
Grand Total	100	-5090.91

-4990.91
5774.4

-783 Interest

-4,991
<u>-5,774</u>

5774.4 0 diff Interest'

-28,323.11

Net 2015-2016



Development of Comprehensive Business Case for
Aged Housing – Mortlock Alliance

Issue: In Progress

Project Execution Strategy

Produced by:

Lauren Clarke (WDC)

PES Users:

Shire of Goomalling

Elise Woods (WDC)

Dannelle Foley (Heartlands WA)

Version:

21/1/16

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2 Purpose and Project Description

2.1 Purpose

The purpose of this Project Execution Strategy is to define and document the scope, objectives and overall approach to support the planning and development of a Business Case required for the development of aged housing precincts for the Mortlock Aged Housing Alliance. The funding will meet the costs of project management, legal advice, research, provision of external expertise, planning, economic analysis and reporting.

2.2 Context

The Wheatbelt population is stable but ageing with a higher median age than many other regions across the State. Older adults want to remain in their own home and feel connected with their communities.

Unfortunately, many have to relocate to other regional communities or the metropolitan area to access the level of health services and infrastructure, including housing that is required to meet their needs.

This has increased pressure on governments and regional communities to develop and provide a range of suitable age-friendly infrastructure and health services locally. With the Wheatbelt displaying a widely distributed population over multiple small towns, the provision of viable and appropriate residential aged care facilities presents a significant challenge.

Significant research and planning has been undertaken across the Wheatbelt confirming the need to deliver a proactive and innovative approach to this identified need that moves beyond the current model of residential aged care.

The Age Friendly Cluster Housing Model adds a layer of supported accommodation into the Wheatbelt, enabling older adults to age-in-place and remain independent in their communities.

The Age Friendly Cluster Housing Model involves the development of a purpose built environment consisting of a minimum of eight independent living units (ILUs) that are centralised together to access and engage with community facilities and services. Architectural and interior design principals, notably 'Dementia Friendly' and 'Universal Design' are carefully incorporated to respect the ageing progression and eventual requirements of high care support.

Service delivery is 'home based', directed to each cluster development and individual residents access care services via Commonwealth funded high care packages. HACC packages will remain a fundamental requirement for this model.

2.3 Project Description

The primary objective of this Project is the **provision of support for development of a comprehensive and staged Business Case for the Mortlock Aged Housing Alliance (acting as a sub group of the Avon Regional Organisation of Councils)**. Local Governments within the Alliance include;

- Shire of Goomalling
- Shire of Dowerin
- Shire of Toodyay
- Shire of Victoria Plains

The support will include the following elements;

- Facilitating information sharing between Local Governments;
- Facilitating relationships with key stakeholders including State Government agencies, service providers, key political contacts, research and external expertise;
- Assistance and guidance in the Business Case writing process to ensure all elements are addressed;
- Stakeholder engagement and support to the Local Governments Alliance;
- Attendance at project meetings;
- Provision of external expertise, legal advice, planning, economic analysis and reporting where appropriate.

2.4 Scope and Boundaries

This Project is about providing support to aid the development of a comprehensive Business Case for the Mortlock Aged Housing Alliance.

Key stages of the Project will include;

STAGE ONE: Project Management
Formation of a Mortlock Aged Housing Alliance
Identify LG for Overall Management of Business Case Development
Develop Concept Paper
Develop and sign MOU for the Mortlock Aged Housing Alliance
STAGE TWO: Preparation and Proving the Need
Business Case Writing overview with WDC (ISBP / Heat Chart Analysis)
Compile all relevant reports, data and documentation
Housing Needs Analysis
Cost Benefit Analysis
STAGE THREE: Site and Housing Design
Compile Identified Site Information as per WDC Template (to be provided)
Identification of any caveats/restrictions/planning policies/Aboriginal Heritage
Identification of servicing required (Water, Electricity, Telecommunications, Waste Water/Sewerage) and approximate costings
Identification of site works costings
Identification of housing design and build costings
Identification of site design costings
STAGE FOUR: Developing a strong Business Case
Management/Governance of Project to Completion
Budget
Prioritisation of sites for construction based on needs analysis and land readiness
Project timeframes and key milestones
Business Modelling (Operational and Governance)
Purchasing Policy
Communication Plan
Risk Analysis
STAGE FIVE: The Project in the broad Aged Care Context
Engagement with Service Providers
Regional Significance
Project alignment to local, state and federal policies
Business Case Review

The Business Case Development will be formally managed by the Wheatbelt Development Commission, with the appointment of Project Support and a lead Local Government. **This Project will only provide support as indicated above.**

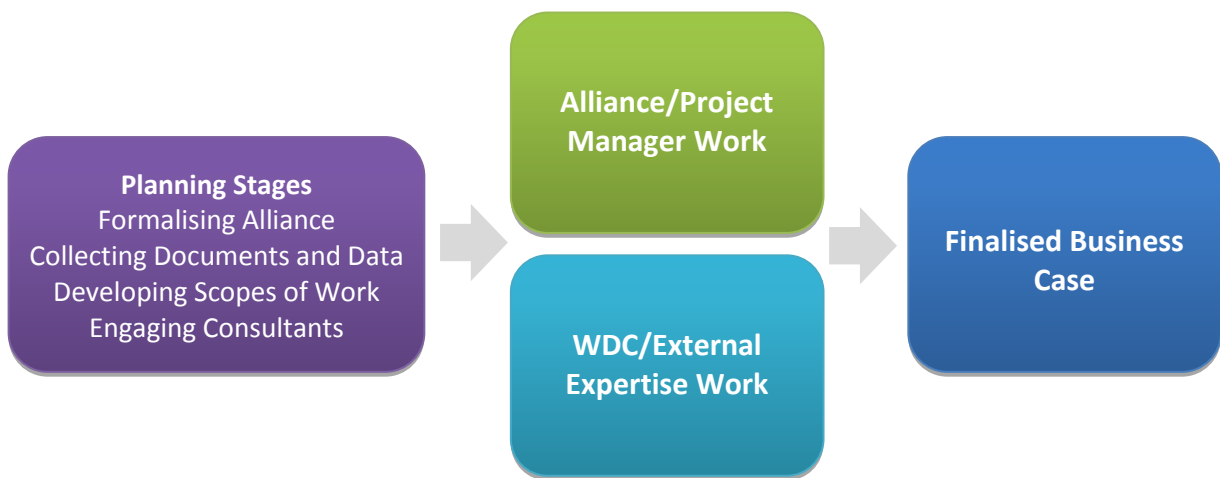
2.5 Timeline and Methodology

The project will be staged based on the following timeframes and milestones:

Timeframe	Activity	Responsible Parties	Status
12 January 2016	Formation of a Mortlock Aged Housing Alliance	Alliance	Complete
12 January 2016	Identify Lead Local Government	Alliance	Complete
31 January 2016	All LG's sign MOU for the Mortlock Aged Housing Alliance	Alliance	In Progress
22 January 2016	Business Case Writing overview with WDC (ISBP / Heat Chart Analysis)	Shire of Goomalling WDC	Complete
22 January 2016	Engage consultant to develop Cost Benefit Analysis	WDC	In Progress
22 January 2016	Engage consultant to develop Sustainable Business Model	WDC	In Progress
22 January 2016	Engage consultant to develop Cost Estimate for Housing Build and Design	WDC	Complete
22 January 2016	Engage consultant to develop Housing Needs Analysis (from data collected from LGs)	WDC	In Progress
31 January 2016	Develop Concept Paper	WDC	In Progress
5 February 2016	Compile required data for Housing Needs Analysis and provide to WDC (<u>for completion by 12 February 2016</u>)	Alliance Shire of Goomalling	In Progress
31 January 2016	Compile planning documents, relevant reports, strategic plans and policies, regional profile information.	Shire of Goomalling WDC	In Progress
5 February 2016	WDC compile population projections for 70+ and 85+ populations (current/2021/2026)	WDC	In Progress
5 February 2016	Provide identified site information to Shire of Goomalling including; <ul style="list-style-type: none"> • Land Tenure • Address • Land Description • Status Holder/Interest 	Alliance Shire of Goomalling	

	<ul style="list-style-type: none"> • Primary Interest Holder • Limitations/Restrictions/Conditions • Servicing (Water, Electricity, Telecommunications, Waste Water/Sewerage) • Aboriginal Heritage • Local Planning Policies 		
5 February 2016	Receive finalised Cost Estimate for Housing Build and Design and send to Shire of Goomalling	WDC Engaged consultant	
12 February 2016	Send compiled LG Housing Needs Analysis data to WDC	Shire of Goomalling	
15 February 2016	WDC send compiled LG Housing Needs Analysis data and Population Projections to Housing Needs Analysis consultant	WDC	
19 February 2016	Receive finalised Sustainable Business Model and send to Shire of Goomalling	WDC Engaged consultant	
22 February 2016	Identify preferred Housing Design/Build options and costs	WDC Alliance Shire of Goomalling	
22 February 2016	Identify Site Works and Land Assembly costings (estimate) – Pre build	Alliance Shire of Goomalling	
22 February 2016	Identify Site Design costings (estimate) – Post build	Alliance Shire of Goomalling	
22 February 2016	Prioritisation of sites for construction based on needs analysis and land readiness	Alliance	
22 February 2016	Identify Project Deliverables	Alliance Shire of Goomalling	
29 February 2016	Receive finalised Housing Needs Analysis and send to Shire of Goomalling	WDC Engaged consultant	
February 2016	Develop Project Budget	Alliance Shire of Goomalling	
February 2016	Develop Management/Governance Plan for Project	Alliance Shire of Goomalling	
February 2016	Develop Project timeframes and key milestones	Alliance Shire of Goomalling	
February 2016	Develop Communication Plan	Alliance Shire of Goomalling	
February 2016	Receive finalised Cost Benefit Analysis and send to Shire of Goomalling	WDC Engaged consultant	
February 2016	Develop Risk Analysis	Alliance Shire of Goomalling	

February 2016	Engage Business Case Review consultant	WDC	
February 2016	Finalise Business Case	Alliance Shire of Goomalling	
March 2016	Business Case Review	WDC Engaged consultant	
March 2016	Make edits/Final Copy	Alliance Shire of Goomalling	
March 2016	Submit to WDC	Alliance Shire of Goomalling	



2.6 Out of Scope

This project will not include coordination and project management required for the building and/or management of housing.

This project does not involve purchasing, or gaining any tenure, over the land. It will make site recommendations and highlight some land assembly strategies. While it will recommend future action, it cannot be held responsible for such action.

This project does not commit any of the members of the project's Working Party to any future action. It will propose some investment triggers, but does not necessitate the working party to manage implementation.

2.7 Critical Success Factors

The successful outcome of this project will be determined by the following outcomes:

1. The formation of a Mortlock Aged Housing Alliance;
2. Signing of MOU between Alliance Local Governments; and
3. The development of a comprehensive and staged Business Case for the development of Age Friendly Cluster Housing in the Mortlock region.

3 MANAGEMENT PLAN

3.1 Project Management

The Project Manager/s for this project is the Wheatbelt Development Commission.

3.2 Project Governance Structure

The Project Governance Structure will include the following;

Role	Agency/Person	Responsibility
Project Sponsor	Wendy Newman, CEO, WDC	<ul style="list-style-type: none">• Oversee Business Case and Project Development• Approve major scope and budget changes
Project Manager	WDC	<ul style="list-style-type: none">• Set and manage Project Scope and Budget• Engage Project Support and external expertise• Troubleshooting
Project Support	WDC	<ul style="list-style-type: none">• Ensure all elements of Business Case development are completed• Manage external expertise• Provide Business Case writing support
Lead Local Government	Shire of Goomalling	<ul style="list-style-type: none">• Provide Administrative and Executive support to the Project• Compiling all required information• Writing of the Business Case

3.3 Project Budget

Element	Budget (\$'000)	Responsibility
STAGE ONE: Project Management		
Overall Management of Business Case Development	In Kind	Shire of Goomalling
Formation of a Wheatbelt Mortlock Aged Housing Alliance	In Kind	Alliance
Develop MOU for the Mortlock Aged Housing Alliance	In Kind	Alliance
STAGE TWO: Proving the Need		
Housing Needs Analysis	TBC	WDC via External Expertise
Cost Benefit Analysis	7,500.00	WDC via External Expertise
STAGE THREE: Site and Housing Design		
Site Identification and Land Assembly	In Kind	Alliance
Identification of any significant Aboriginal Heritage Sites / Aboriginal Participation	In Kind	Alliance
Housing Design	TBC	WDC
Site Design	TBC	Alliance
Servicing (Water, Electricity, Telecommunications, Waste Water/Sewerage)	TBC	Alliance
Local Planning Policies	In Kind	Alliance
STAGE FOUR: Developing a strong Business Case		
Management/Governance of Project to Completion	In Kind	Alliance
Budget	In Kind	Alliance
Prioritisation of sites and planning construction	In Kind	Alliance
Project timeframes and key milestones	In Kind	Alliance
Business Plan (Operational)	TBC	WDC via External Expertise
Purchasing Policy	In Kind	Alliance
Communication Plan	In Kind	Alliance
Risk Analysis	In Kind	Alliance
STAGE FIVE: The Project in the broad Aged Care Context		
Economic Proof Modelling	TBC	WDC via External Expertise
Regional Significance	In Kind	Alliance
Project alignment to local, state and federal policies	In Kind	Alliance
Business Case Review	4,650.00	External Expertise

Memorandum of Understanding (MoU)

For

Avon Regional Organisation of Council (AROC) Aged Housing Project

Agree to a memorandum of understanding to establish the Avon Regional

Organisation of Council (AROC) Aged Housing Project currently between the participating Shires of Goomalling, Toodyay, Victoria Plains and Dowerin

Memorandum of Understanding

This document represents an agreement between

**Shire of Dowerin; and
Shire of Goomalling; and
Shire of Toodyay; and
Shire of Victoria Plains.**

These local governments are working as a sub-group of the Avon Regional Organisation of Councils.

Description of collaborating organisations

The four (4) partner organisations are all Local Government Authorities under the *Local Government Act 1995* (as amended).

Objectives and scope

The project aims to work together as a region to provide seniors' focused housing solutions that compliment current and future aged care and health services, whilst addressing the identified needs of the individual communities.

The Avon Regional Organisation of Council (AROC) Avon Aged Housing ("**the Alliance**") comprises four local government authorities who share a common interest (aged housing needs) and regional boundaries.

The nature of the collaboration

The project objectives include:

- Identify the current level of aged housing in the Alliance.
- Identify the current and future needs of aged housing for the Alliance.
- Establish the cost to meet the aged housing needs for the various communities in the Alliance.
- Identify opportunities to work with third party providers (e.g. Toodyay Butterly Homes)
- Identify the priority aged housing needs in the Alliance.
- Develop a long-term funding model for the project, with funding secured from State and Federal programs, for the purposes of constructing dedicated aged persons independent living units across the region.
- Construct housing units across local governments dedicated to aged people (i.e. independent aged people who are well enough to care for themselves, but need to be in downsized accommodation located centrally in a community and close to all necessary services i.e. doctor, shops, etc.).

In summary, the project will have the following broad outcomes:

- Construction of housing units to be built over the duration of the project. Potential funding source being the State's Growing our South (Southern Investment Initiative).
- Project planning and commencement of implementation commencing in 2015.

All funding is to be centralised at the Shire of Goomalling (“**Lead Agency**”), in a dedicated bank account. The Lead Agency will be responsible for the financial reporting requirements as per the funding agreements.

All funding is to be grouped in one allocation with all partner local governments having access to the funding to implement aged persons housing projects in their respective local governments.

Shortfalls of expenditure in some local governments are funded through under-expenditure in other local governments – as detailed in the Consolidated Regional Alliance Budget in the Business Plan, and agreed to by all partner organisations.

The terms of the agreement

This MOU is valid from date of signing to completion of the project. This can be extended on mutual agreement of all signatories to the MOU.

Organisation and management of the agreement

The responsibilities of each of the partner organisations will be as follow:

Lead Agency – will be responsible for:

- Overall project planning and coordination.
- Management of a dedicated bank account for the sole purposes of this project, and all income and expenditure related to it.
- Reviewing and balancing the collective funding budget – income and expenditure statements will be provided to the Alliance on request.
- Sourcing and applying for external funding to support project implementation (as mutually agreed to by the Alliance).
- Financial record keeping for the purposes of the reporting as required.
- Completion of all progress reports, annual reports and financial acquittals as required for the external funding bodies.
- Overall financial acquittals and auditing as required for the external funding bodies.
- Processing financial claims from partner organisations in the Alliance.

Project Coordinator – Avon Aged Housing Alliance (“the Alliance”) – will be responsible for:

- Record keeping for the purposes of the Alliance.

All partner organisations will be responsible for:

- Day to day project management of the project (including, but not limited to, all planning, engaging suitably qualified consultants e.g.: surveyors, architects, draftspersons, calling for tenders and the overall supervision of construction of the units in their respective local government – as detailed in the respective Business Plans).
- Local financial record keeping to enable financial recouping of costs incurred relevant to the project – provision of expenditure statements with supporting documentation to the Lead Agency.

- Updates on progress to be provided at the Alliance meetings will be provided by each partner organisations to assist the Lead Agency with funding body reporting as required.
- Ensuring that the units once built, feature on the respective Asset Management Plan, or are provided for in the Third Party Provider Asset Management Plan (i.e. Toodyay Butterly Homes.).
- Partner organisations will be responsible for an equal cash contribution to any costs incurred by the Lead Agency in the overall project management/financial management for the regional alliance project, as agreed.

Lead Agency

For the purposes of this Alliance, the Shire of Goomalling will be the Lead Agency and provide the Project Coordinator for the Alliance project. The primary contact will be:

Andrea Hardingham & Tahnee Bird
Community Development

Shire of Goomalling
PO BOX 118
GOOMALLING WA 6460

Ph: 9629 1101 Fax: 9629 1017

Email: cdo@goomalling.wa.gov.au; eaceo@goomalling.wa.gov.au

Partner organisations

The partner organisations to this MOU and their relevant contact details are as follows:

Shire of Dowerin

CDO – Louise Hagboom
PO Box 111
DOWERIN WA 6461

Ph: 08 9631 1202

E: cdo@dowerin.wa.gov.au

Shire of Toodyay

CDM -Audrey Bell
PO Box 96
TOODYAY WA 6566

Phone: 08 9574 2754 M: 0448 230 391

E: mcd@toodyay.wa.gov.au

Shire of Victoria Plains

CEO – Harry Hawkins
PO Box 21
CALINGIRI WA 6569

Ph: 08 9628 7004

E: ceo@victoriaplains.wa.gov.au

Communication and exchange of information

Information dissemination in relation to the project is largely via email. Records are to be retained as per the Record Keeping Plan of the respective local government. Agendas and minutes are to be retained in a hard copy as well as electronic version by the Project Coordinator of the Alliance.

Intellectual property

Rights to the intellectual property as produced will be retained by the Alliance of all work produced as part of the project.


Appendix

Reference is to be made to the following documents:

- Business Case for the AROC Avon Aged Housing Project (used to secure funding);
- Integrated Aged Support and Care Solution/s – Avon Subregional Needs Study
- Wheatbelt Integrated Aged Care Plan

Effective dates and signatures

This MOU is effective from _____ (date of signing)



Signature

Chief Executive Officer (ACTING)
Shire of Dowerin

GARY KEMP MARTIN.

Print Full Name of Authorised Person




Signature

Chief Executive Officer
Shire of Goomalling

CORNELIUS CLEMENT JOHN KERP

Print Full Name of Authorised Person

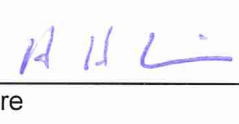


Signature

Chief Executive Officer
Shire of Toodyay

Stanley Alexander Douglas SCOTT.

Print Full Name of Authorised Person



Signature

Chief Executive Officer
Shire of Victoria Plains

HARRY ERNEST HAWKINS

Print Full Name of Authorised Person

Our Ref: SS:MR
ORG3/OFM25319



To Whom It May Concern

Dear Sir / Madam

AROC Aged Housing Alliance Project

Administration Centre

15 Fiennes Street
PO Box 96
TOODYAY WA 6566

T (08) 9574 2258

F (08) 9574 2158

E records@toodyay.wa.gov.au

W www.toodyay.wa.gov.au

Avon Regional Organisation of Councils (AROC) supports the "AROC Aged Care Housing Alliance" (the Alliance) which currently involves the participation of four Shires that have formed for the purpose of retaining our ageing population by providing key services and infrastructure to allow them to age in home and within their communities.

Significant research and planning has been undertaken across the Wheatbelt confirming the need to deliver viable and appropriate aged friendly housing under the cluster housing model enabling older adults to age-in-place and remain independent in the Avon Communities. This coordinated regional approach will provide opportunities for local employment and for local and surrounding businesses. AROC supports the Alliance in providing appropriate housing options to retain our seniors to remain living in their communities to enhance their well-being and health outcomes which ultimately benefit their family and the broader community.

Please note that the AROC Aged Care Housing Alliance Project was considered by AROC at their meeting held on 8 February 2016. At the meeting a resolution was made as follows:

That the Avon Regional Organisation of Councils (AROC):

- 1. support a regional approach to construct dedicated aged persons independent living units;*
- 2. agree to a Memorandum of Understanding to establish the "Avon Regional Organisation of Council (AROC) Aged Housing Alliance Project" currently between the participating Shires of Goomalling, Toodyay, Victoria Plains and Dowerin; and*
- 3. Agree that the Shire of Goomalling, with assistance from the Wheatbelt Development Commission, develop the business case to attract State and/or Federal funding to construct aged persons independent living units within their respective communities.*

The reference number for further queries is OFM25319. The Shire Office contact details are listed above. Please contact me if you have any queries in relation to the above.

Yours faithfully

Stan Scott
CHIEF EXECUTIVE OFFICER
Secretariat - AROC

9 February 2016

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