



murchisonshire

Ancient land under brilliant skies

Ordinary Council Meeting

24 November 2022

Agenda Attachments



Asset Management Plan

2012/13 – 2031/32

Adopted by an absolute majority of Council on the 21st June 2013

Part of the Shire of Murchison's Resourcing Strategy

1.0 Executive Summary

Asset Management Plans are long-term plans outlining the asset activities for each service. The International Infrastructure Manual (IMM) defines an Asset Management Plan (AMP) as “a written representation of the intended asset management programs for one or more infrastructure networks based on the controlling organisation’s understanding of customer requirements, existing and projected networks, and asset conditions and performance”.

The Shire of Murchison’s (the Shire) AMP outlines actions and resources to provide a defined Level of Service in the most cost-effective way; the plan includes:

- The best available information on asset condition;
- A risk assessment to identify critical assets and strategies to manage those at risk;
- A description of existing service levels;
- Long-term cash flow predictions for asset operation, maintenance and renewals based on local knowledge of assets and options for meeting current Levels of Service and servicing the projected population; and
- Financial and critical service performance measures against which trends and AMP implementation and improvement can be monitored.

1.1 The Shire’s Asset Portfolio

The Shire has a significant portfolio of community assets under its care and control. These assets form an integral part of providing services to the community of the Murchison.

A significant proportion of the Shire’s assets have been in existence for many years. The majority of these assets originated from Shire construction. The bulk of these assets are in moderate condition.

Asset Category	Dimension
Roads	
Sealed Roads	75 Km’s
Unsealed Roads	1,887.7 Km’s
Buildings	No. of Properties
Council Premises	11
Community Facilities	5
Staff Housing	7
Airport	<ul style="list-style-type: none"> • Sealed Runway and taxi way; • Fencing; • Runway and Taxi Lighting; • Wind Directional Sock; and • Pilot Activated Landing System.

Asset Category	Dimension
Parks & Gardens and Sporting Facilities	<ul style="list-style-type: none"> • Active Recreation Areas; • Passive Recreation Areas; • Fencing; and • Lighting.
Other Infrastructure	<ul style="list-style-type: none"> • Tourist Information Bays; • Fencing; • Lighting; and • Water Tanks and Reticulation.

1.2 Levels of Service

The AMP has been prepared with reference to the National Asset Management Strategy (NAMS).

Condition has for most categories been measured using a 1 – 5 Asset Condition Assessment Rating System as applied by AVP Valuers in undertaking their valuation of Land and Buildings in February 2013.

The system used in this plan is a standard scale of 1 -5 where 1 = new and 5 = total deterioration:

The Level of Service provided by the Shire's assets is primarily governed by the condition of these assets.

The modelling within this AMP provides estimates regarding the amount of funds needed over the next 20 years for maintenance and Capital Renewal for each class of asset to maintain the infrastructure in its current condition (maintain current service levels). These funding requirements have been incorporated into the Shire's Long Term Financial Plan (LTFP).

1.3 Future Demand

The population of the Shire is estimated to have decreased by 20% from 153 in 2003 to 123 in 2011

Much of this population decline has been from the Pia Wadjari Community which has a highly transient population. Municipal services and infrastructure management at Pia Wadjari is primarily administered by the Pia Wadjari Aboriginal Corporation. The population throughout the remainder of the Shire has remained fairly stable.

The Shire is currently expanding accommodation facilities at the Caravan Park in the Murchison Settlement and looking to expand its workforce. These developments have the potential to increase the Shire's population base.

On this basis, the demand for services has been modelled on a stable population base of 123 as per the 2011 level.

1.4 Risk Management

Risk Management (RM) is used as a decision making tool to help assign Levels of Service to different levels of the asset network. This Shire is yet to apply the RM Framework to its specific assets.

1.5 Lifecycle Management

The Shire has a good understanding of the composition, location and extent of the asset portfolio, however the road asset database needs updating to include signs, grids and floodways and meaningful asset condition data.

1.5.1 Operation and Maintenance Strategy

The Shire does not have a current documented Operation and Maintenance Strategy. This Strategy will be developed as part of future revisions of the Plan.

1.5.2 Renewal and Replacement Strategy

One of the reasons that AMP's are needed is to enable the Shire to undertake Long Term Financial Planning and to understand the extent to which it is sustainably maintaining infrastructure assets. A key component of understanding the Shire's sustainability is modelling the Shire's long term renewal demand, that is, the cost to refurbish or replace an asset at some point in its life, bringing its condition back to new.

The Shire has commenced developing a LTFP linked to asset renewal.

1.5.3 New, Upgrade and Disposal Strategy (Capital Investment)

The Shire's Capital Investment Strategy is documented in the Forward Capital Works Plan 2010/11 – 2014/15. This Strategy will be further developed as part of future revisions of the plan.

1.6 Financial Projections

The Shire has forecast to spend an average of \$703,263 p.a. over the next 20 years on asset renewal and is currently spending \$1,222,840 p.a. on maintenance to look after a **\$72,100,000** asset portfolio.

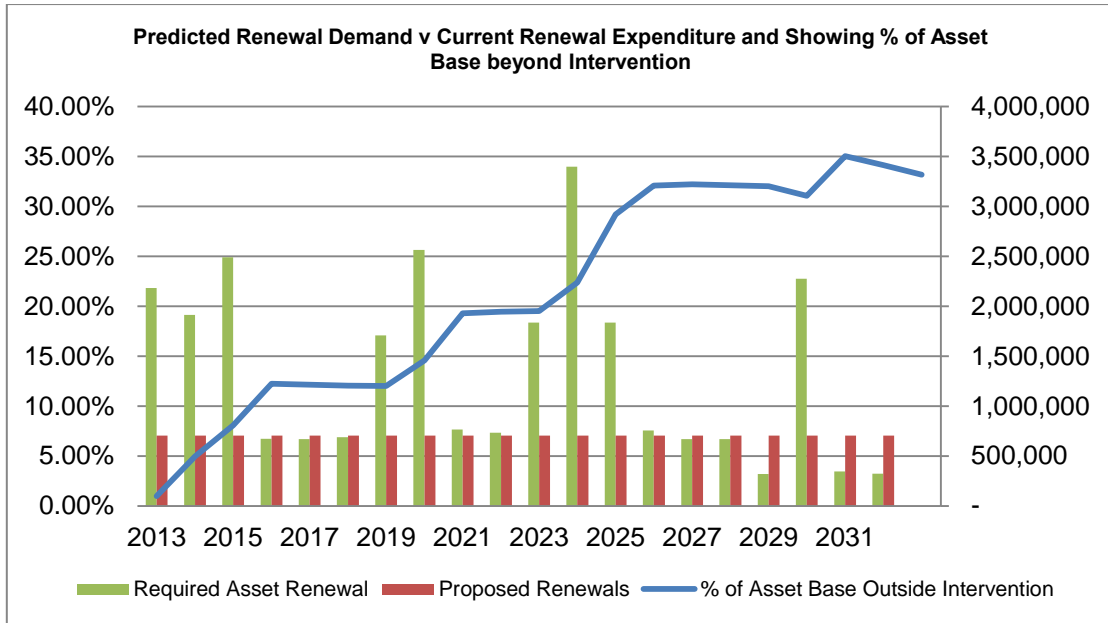
Infrastructure Summary	Renewal Estimate (\$)	Expenditure P.A (\$)	
		Renewal	Maintenance
Roads	59,014,170	673,791	999,398
Buildings	11,048,244	21,795	211,781
Airport	1,560,000	-	2,621
Parks & Gardens and Sporting Facilities	309,000	4,277	6,180
Other Infrastructure	143,000	3,400	2,860
Total Infrastructure (Inc. Formation)	72,074,414	703,263	1,222,840
Total Infrastructure (Ex Formation)	35,454,534		

It is generally accepted that 2 – 4% of infrastructure value is need for asset maintenance. The more prescriptive renewal that can be funded, the lower the maintenance cost. Based on an asset portfolio of \$72,100,000 (excluding road formation costs which are not modelled or depreciated), the Shire would need to be spending \$784,000 (2%) - \$1,564,000 (4%) on maintenance depending upon age and condition.

The modelling predicts a 20 year average renewal demand of \$1,340,488 and if it were fully funded, consequential maintenance demand of \$783,525 p.a. (combined maintenance and renewal of \$2,124,013 p.a.).

However, Greenfield Technical Services (Greenfield) noted it is apparent that the current ROMAN database for the Shire does not include all of the signs, grids and floodways in the Shire. This is a significant omission and may result in the valuation and estimated renewals being understated. The Shire intends to capture this information for inclusion in future revisions of the plan.

Subject to the above limitation, the Shire is currently forecasting \$703,263 p.a. expenditure on asset renewal, leaving a renewal funding gap of \$637,225.



Calculated ratios based on the planned and calculated renewals and maintenance expenditure are illustrated as follows:

Asset Sustainability Ratio																				
Target between 90% to 100%																				
$\frac{\text{Capital Renewal Expenditure}}{\text{Depreciation Expense}}$																				
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Capital Renewal (\$000)	703	703	703	703	703	703	703	703	703	703	703	703	703	703	703	703	703	703	703	703
Depreciation Expense (\$000)	1,480	1,446	1,495	1,418	1,347	1,281	1,219	1,161	1,107	1,056	997	950	910	871	836	802	693	664	637	689
Forecast	48%	49%	47%	50%	52%	55%	58%	61%	64%	67%	71%	74%	77%	81%	84%	88%	101%	106%	110%	102%

Asset Consumption Ratio																				
Target 50% - 75%																				
$\frac{\text{Depreciated Replacement Cost of Assets (Written-Down Value)}}{\text{Current Replacement Cost}}$																				
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Depreciated Replacement Cost (\$000)	25,123	24,650	23,830	23,085	22,412	21,805	21,260	20,773	20,340	19,958	19,635	19,358	19,122	18,924	18,762	18,633	18,614	18,624	18,661	18,723
Current Replacement Cost (\$000)	36,913	37,714	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495	39,495
Forecast	68%	65%	60%	58%	57%	55%	54%	53%	52%	51%	50%	49%	48%	48%	48%	47%	47%	47%	47%	47%

Asset Renewal Funding Ratio																				
Target 95% - 105%																				
$\frac{\text{Net Present Value of Planned Renewal Expenditure}}{\text{Net Present Value of Asset Management Plan Projections (Required Renewals)}}$																				
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Planned Renewals (\$000)	14,065	13,362	12,659	11,955	11,252	10,549	9,846	9,142	8,439	7,736	7,033	6,329	5,626	4,923	4,220	3,516	2,813	2,110	1,407	703
Required Renewals (\$000)	26,810	26,106	25,403	24,700	23,997	23,293	22,590	21,887	21,184	20,480	19,777	19,074	18,371	17,667	16,964	16,261	15,558	14,854	14,151	13,448
Forecast	52%	51%	50%	48%	47%	45%	44%	42%	40%	38%	36%	33%	31%	28%	25%	22%	18%	14%	10%	5%

The modelling inputs are a range of variables that influence the predicted renewal and maintenance costs. These include: quantities, asset component lifespan, component condition, component deterioration curves, component replacement cost, current maintenance costs and intervention condition rating.

The output from the model is a predicted cashflow of costs to renew and maintain the asset class to a desired Level of Service.

A range of strategies can be applied to the management of the operations, maintenance and capital expenditure. Where available these are included in this plan.

All figures used in this plan are in 2013 dollars. There is no allowance for inflation.

Details of the five main asset classes – Roads, Buildings, Airport, Parks & Gardens and Sporting Facilities and Other Infrastructure are examined in this section.

7.1 Background Data

The assets covered by this AMP are shown below:

Infrastructure Summary	Renewal Estimate (\$)	%
Roads	59,014,170	81.88%
Buildings	11,048,244	15.33%
Airport	1,560,000	2.16%
Parks & Gardens and Sporting Facilities	309,000	0.43%
Other Infrastructure	143,000	0.20%
Total Infrastructure (Inc. Formation)	72,074,414	100.00%

The Inventory covered by this AMP includes all infrastructure assets. However, Greenfield noted it is apparent that the current ROMAN database for the Shire does not include all of the signs, grids and floodways in the Shire. This is a significant omission and may result in the valuation and estimated renewals being understated. The Shire intends to capture this information for inclusion in future revisions of the plan.

7.2 Economic Life

The level of analysis behind the adopted economic life is a critical indicator of how accurately the lifecycle model will reflect the true position.

Lack of knowledge about economic life creates variation and potential error. The issue to address is not that there is variability, rather the lack of supporting statistical data and analysis to demonstrate the actual economic life.

Depreciation is the measure of the consumption of service potential (the rate at which an asset is “used up”). The two primary variables in the calculation of depreciation are:

- The age of the asset (service potential consumed to date); and
- The remaining life of the asset (how much service potential remains).

Economic life is the sum of these two variables per asset. Average depreciation over the life of the asset is current replacement value per asset divided by economic life. Current depreciation is written down current replacement cost divided by remaining life.

Progressive failure and renewal of assets means renewal expenditure and economic life are distributions and not a single value. Simplicity of reporting means the use of a single value such as the median for economic life, but actual asset behaviour needs to be understood and interpreted for useful asset management and financial reporting.

For infrastructure assets such as roads a number of factors require application of more sophisticated methods to determine annual depreciation and written down value.

Errors likely to materially affect financial reports are caused by:

- Over / underestimating economic life;
- Limits of using condition based analysis to predict future remaining life where there is no statistical basis to determine the relationship between condition and remaining life; and
- Over / understating current replacement cost.

The analysis most likely to reduce these gross errors is breaking assets into components so that assessment of economic life, remaining life and asset depreciation is made at the level where the variation can be analysed and reported.

The lives of each asset element/component utilised in the financial modelling undertaken in developing this AMP are:

Asset Category	Sub Category	Life (Years)
Roads	Signs	20
	Base Course – Unsealed	10
	Base Course – Sealed	40
	Reseal	15
	Asphalt	20
	Culverts – RCP/RCB	80
	Culverts – Helicores	30
	Stock Grids	80
	Footpaths – Concrete	40
	Footpaths – Brick	30
	Footpaths – Asphalt	40
	Footpaths – Slabs	30
	Footpaths – Gravel	20
	Floodways – Concrete	80
	Floodways – Gravel	10
	Floodways – Bitumen	40
	Kerbs	40
Buildings		20 – 50
Airport		20
Parks & Gardens and Sporting Facilities		20 – 30
Other Infrastructure		40

8.1.3 Intervention Levels for Airport

Airport	Intervention Level
Bitumen sealed runway and taxi way with solar lighting, fencing and wind sox	4

8.1.4 Intervention Levels for Parks & Gardens and Sporting Facilities

Parks & Gardens and Sporting Facilities	Intervention Level
Polo Stables	4
Tennis Court	4
Cricket Practice Net	4
Tennis Court Light Towers	4
Tennis Court Fencing	4
Tennis Court Hit-up Wall	4
Cricket Pitch	4
Polo Goalpost	4
Viewing Platform	4
Shade Cloth	4

8.1.5 Intervention Levels for Other Infrastructure

Other Infrastructure	Intervention Level
Water Supply Distribution System	4
Gazebo	4
Caravan Bays	4

8.2 Current and Projected Maintenance Expenditure

Maintenance expenditure over the life of the AMP has been modelled based on an analysis of the Shire's expenditure history. This is summarised in the following table:

Infrastructure Category	Source	Average Maintenance Expenditure P.A. (\$)
Roads	1	999,398
Buildings	2	211,781
Airport	3	2,621
Parks & Gardens and Sporting Facilities	4	6,180
Other Infrastructure	4	2,860
Total		1,222,840

¹ Average Road Maintenance 2007/2008 – 2011/2012 Financial Years.

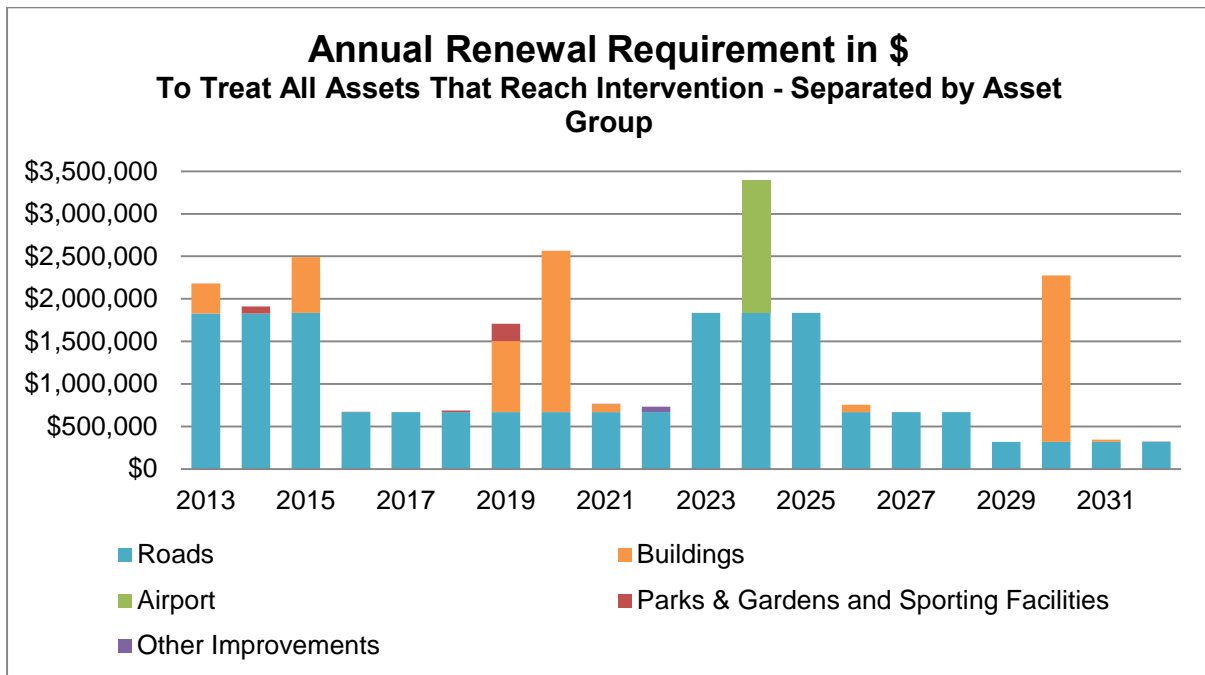
² Average Building Maintenance, Sporting Facilities and Other Infrastructure 2011/2012 – 2011/2012 Financial Years less Parks & Gardens and Sporting Facilities and Other Infrastructure as below.

³ Average 2007/2008 – 2011/2012 Financial Years.

⁴ Equal to 2 per cent of Gross Replacement Cost March 2013. Deducted from Average Building Maintenance costs per general ledger.

8.3 Renewal Demand

Renewal Demand based on the asset life, condition and nominated intervention are modelled as follows:



The above graph represents the renewal funding requirements for the retention of assets at current Levels of Service for the next 20 years and demonstrates the high demand for funds to renew existing assets if they are to be retained in the long term within the nominated modelling parameters detailed in this report. The average Renewal demand over 20 years is \$1,340,488 p.a.

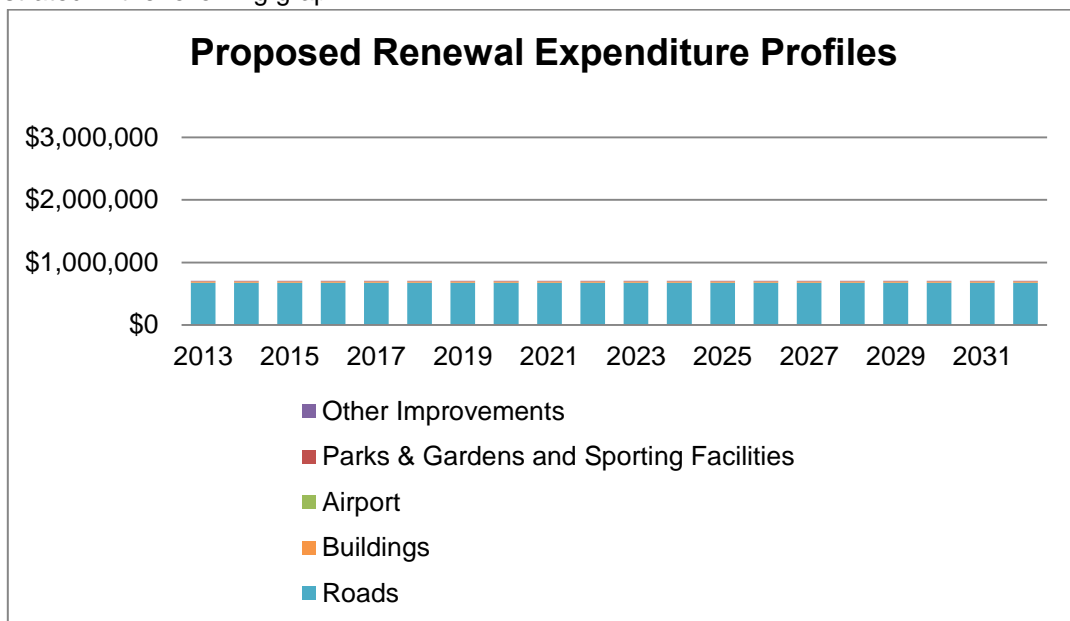
8.4 Forecast Renewal Expenditure

Projected New and Renewal Capital Expenditure has been based on average capital renewals for the period 2007/2008 – 2011/12².

Total New and Renewal Capital Expenditure over the life of this plan is summarised in the following table:

Infrastructure Category	New Capital Expenditure	Renewal Capital Expenditure
Roads	3,235,053	13,475,820
Buildings	805,851	435,900
Airport	-	-
Parks & Gardens and Sporting Facilities	-	85540
Other Infrastructure	-	68000
Total	4,040,904	14,065,260

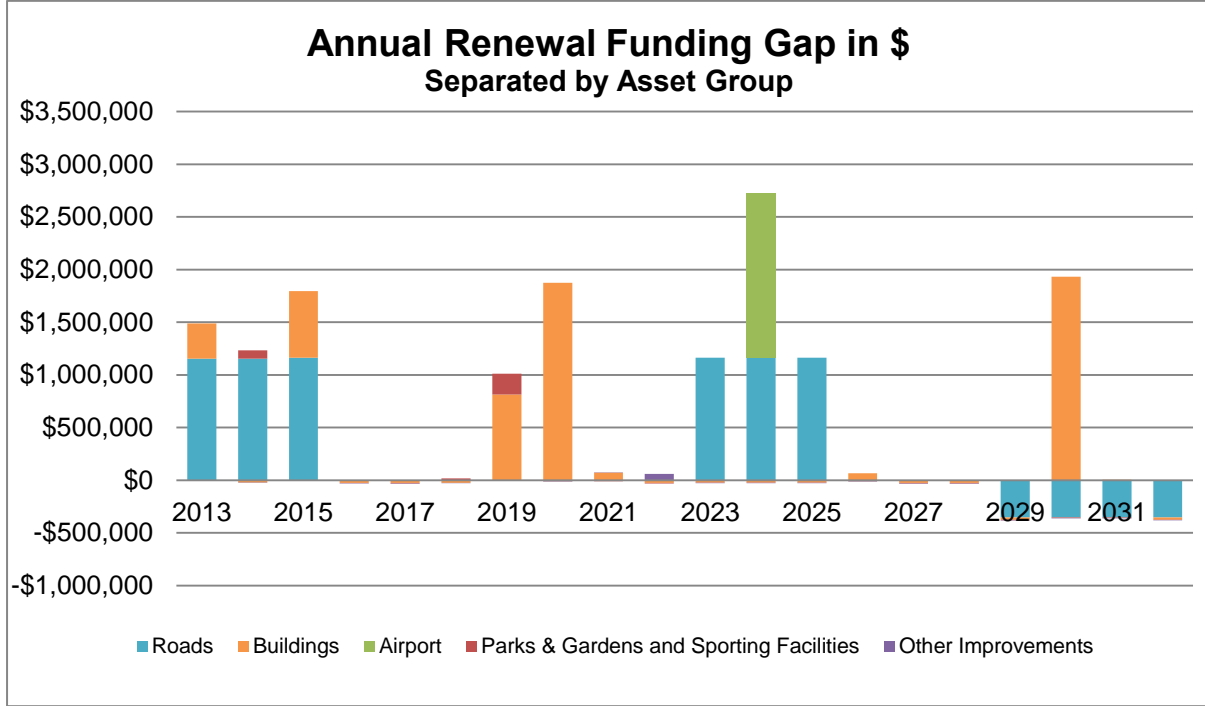
Forecast renewal expenditure over the life of the plan is \$703,263 p.a. The pattern of this expenditure is illustrated in the following graph:



² The Forward Capital Works Plan identifies \$3,500,000 in 2013-2014 and \$1,500,000 in 2014-2015 for Ballinyoo Bridge project. This has been excluded from the forecast renewals as renewal requirement for Ballinyoo Bridge has been omitted from Greenfield forecast renewals. Assuming the renewal requirement is equal to the forecast renewals for Ballinyoo Bridge, there will be no impact on the modeled renewal gap as a result of this omission.

8.5 Renewal Funding Gap

The annual funding gap is calculated by subtracting Forecast Renewal Expenditure from Renewal Demand. The overall average annual funding gap (shortfall in renewal expenditure) is \$637,225 p.a. and is illustrated as follows:



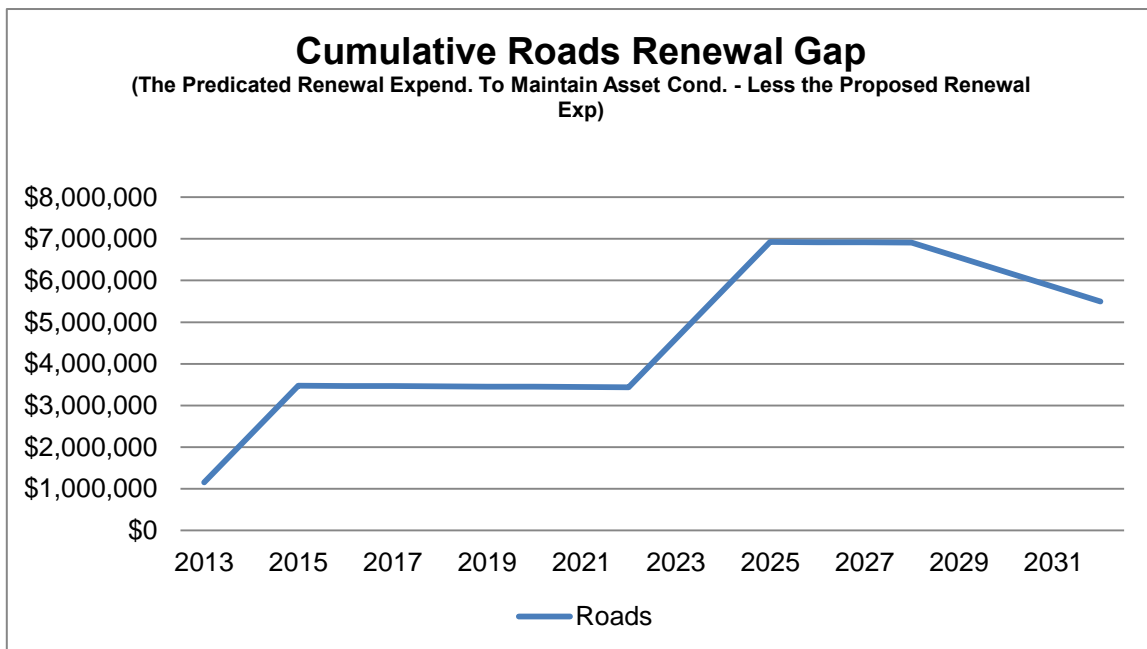
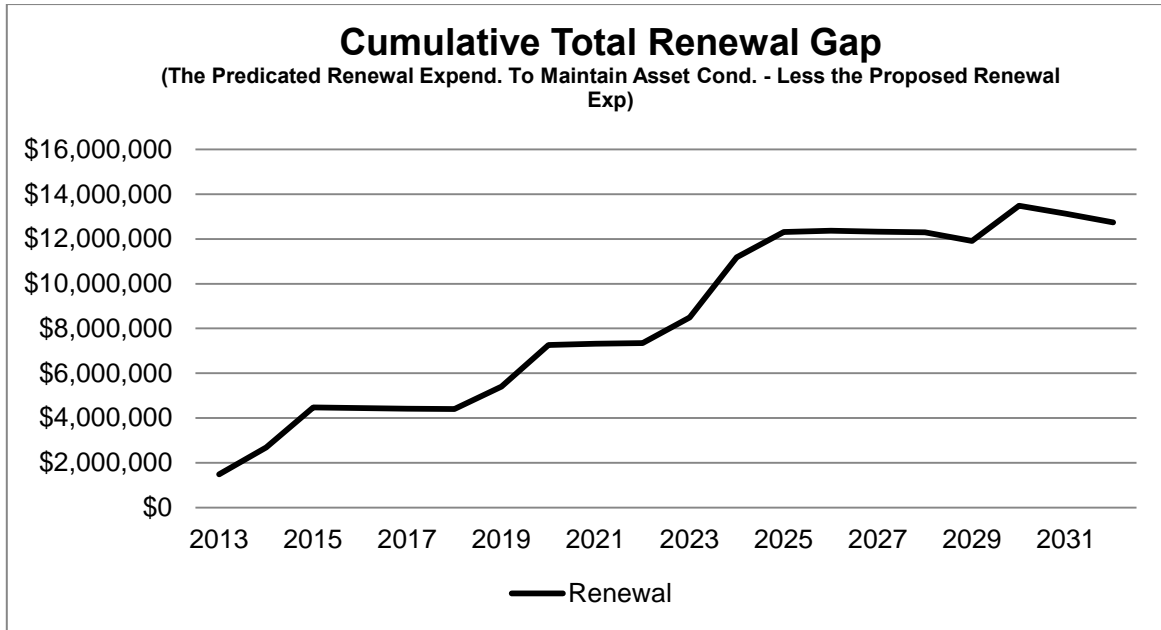
Planned Renewal expenditure in the periods 2016 – 2018, 2027 – 2029 and 2031 - 2032 exceed the required renewals as per the Greenfield Report. This reduces the overall Renewal Gap at 2032 from its peak in 2030.

8.6 Cumulative Renewal Gap

The following Graphs demonstrate the long term cumulative funding impact if the Shire continues to fund asset renewal at current levels. The Renewal Gap peaks at approximately \$13,500,000 in 2030 before reducing to \$12,740,000 over the 20 year modelling period. The reduction between 2030 and 2032 is a result of planned Road Renewal expenditure for this period exceeding the required level forecast by Greenfield. Although not illustrated, the reduction between 2030 and 2032 would be expected to reverse outside the life of this plan as further road components and buildings fall due for renewal.

The average Renewal Gap over the life of this plan is \$637,255 p.a.

However, Greenfield noted it is apparent that the current ROMAN database for the Shire does not include all of the signs, grids and floodways’ in the Shire. This is a significant omission and may result in the valuation and estimated renewals being understated. The Shire intends to capture this information for inclusion in future revisions of the plan.



Road Asset Revaulation 2022

Summary Extract

16.2.2 - November 2022

ROAD ASSET VALUATION SUMMARY

FY2022 ASSET VALUATION			
Asset Description	Replacement Value	Depreciated Replacement Value	Annual Depreciation
Unformed Subgrade	\$ 865,967	\$ 865,967	\$ -
Formed Subgrade	\$ 39,693,410	\$ 39,693,410	\$ -
Unsealed Basecourse	\$ 28,394,622	\$ 10,377,608	\$ 2,094,999
Sealed Pavement	\$ 28,291,398	\$ 19,565,453	\$ 636,556
Seal Surfacing	\$ 15,154,877	\$ 8,778,627	\$ 798,876
Sub-Total All Road Assets	\$ 112,400,273	\$ 79,281,065	\$ 3,530,431
Culverts	\$ 1,282,387	\$ 1,013,169	\$ 18,321
Floodways	\$ 11,444,095	\$ 5,606,157	\$ 593,876
Stock Grids	\$ 3,510,361	\$ 2,627,490	\$ 43,880
Signs	\$ 669,136	\$ 211,931	\$ 33,330
Bridge	\$ 4,658,230	\$ 1,804,759	\$ 24,389
Sub-Total Road-Related Assets	\$ 21,564,210	\$ 11,263,507	\$ 713,795
Total all Road and Road-Related Assets	\$ 133,964,483	\$ 90,544,572	\$ 4,244,226

FY2020 ASSET VALUATION (FOR REFERENCE)		
Replacement Value	Depreciated Replacement Value	Annual Depreciation
\$ 541,124	\$ 542,355	\$ -
\$ 36,371,724	\$ 36,371,724	\$ -
\$ 26,111,924	\$ 10,778,523	\$ 2,163,031
\$ 22,113,935	\$ 15,522,320	\$ 497,564
\$ 7,486,508	\$ 3,195,307	\$ 480,432
\$ 92,625,216	\$ 66,410,230	\$ 3,141,026
\$ 952,375	\$ 791,479	\$ 14,038
\$ 10,423,263	\$ 4,755,307	\$ 689,154
\$ 3,127,017	\$ 2,351,726	\$ 39,088
\$ 600,097	\$ 238,438	\$ 26,964
\$ 4,161,884	\$ 3,849,742	\$ 52,024
\$ 19,264,636	\$ 11,986,692	\$ 821,268
\$ 111,889,852	\$ 78,396,922	\$ 3,962,294

MURCHISON ROAD ASSET VALUATION FY2022		
% CHANGE CURRENT TO PREVIOUS VALUATION		
	Depreciated Replacement Value	Annual Depreciation
-	-	N/A
9%	9%	N/A
9%	-4%	-3%
28%	26%	28%
102%	175%	66%
21%	19%	12%
35%	28%	31%
10%	18%	-14%
12%	12%	12%
12%	-11%	24%
12%	-53%	-53%
12%	-6%	-13%
20%	15%	7%

Road Asset Revaluation 2022

Road List

16.2.2 - November 2022

ROAD LIST - BY ROAD NAME

MURCHISON ROAD ASSET VALUATION FY2022

Road	Road Name	Start Name	End Name	Length (km)	Hierarchy	Owner Type	Funding Weight
03	BERINGARRA - BYRO RD	CARNARVON - MULLEWA RD	BERRINGARRA - CUE RD	89.28	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
31	BERINGARRA - CUE RD	CUE SHIRE BOUNDARY	BERINGARRA - PINDAR RD	108.16	REGIONAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
16	BERINGARRA - MT GOULD RD	BERINGARRA - CUE RD	MEEKATHARRA SHIRE BDY	34.80	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
01	BERINGARRA - PINDAR RD	BERINGARRA - BYRO RD	MULLEWA SHIRE BOUNDARY	317.61	ACCESS ROAD / LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
52	BERINGARRA HOMESTEAD ACCESS RD	BERINGARRA - MT GOULD RD	BERINGARRA HOMESTEAD	0.25	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
07	BILLABALONG - NEW FORREST RD	CARNARVON - MULLEWA RD	NEW FORREST - YALLALONG RD	17.73	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
53	BILLABALONG HOMESTEAD ACCESS RD	CARNARVON - MULLEWA RD	BILLABALONG HOMESTEAD	0.48	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
54	BILUNG POOL ACCESS RD	CARNARVON - MULLEWA RD	BILUNG POOL	0.60	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
05	BOOLARDY - KALLI RD	BERINGARRA - PINDAR RD	CUE - KALLI RD	60.63	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
32	BOOLARDY - WOOLEEN RD	BERINGARRA - PINDAR RD	MEEBERRIE - WOOLEEN RD	19.15	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
24	BOOLARDY STATION ACCESS RD	BERINGARRA - PINDAR RD	BOOLARDY STATION	3.12	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
55	BULLARDOO HOMESTEAD ACCESS RD	CARNARVON - MULLEWA RD	BULLARDOO HOMESTEAD	0.42	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
35	BUTCHERS TRACK	CARNARVON - MULLEWA RD	SHARK BAY SHIRE BOUNDARY	64.33	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
06	BYRO - WOODLEIGH RD	CARNARVON - MULLEWA RD	SHARK BAY SHIRE BOUNDARY	70.50	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
49	BYRO STATION ACCESS RD	CARNARVON - MULLEWA RD	BYRO HSD	0.98	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
43	CARNARVON - MULLEWA RD	UPPER GASCOYNE SHIRE	MULLEWA SHIRE BDY	279.65	REGIONAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
56	CEMETERY RD	CARNARVON - MULLEWA RD	END RD - CARPARK	0.50	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
34	COODARDY - NOONDIE RD	CUE SHIRE BOUNDARY	MEKA NOONDIE RD	20.45	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
10	COOLCALALAYA RD	NEW FORREST - YALLALONG RD	NORTHAMPTON SHIRE BDY	33.51	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
33	CUE - KALLI RD	KALLI - MILEURA RD	CUE SHIRE BDY	21.67	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
57	CURBUR HOMESTEAD ACCESS RD	CARNARVON - MULLEWA RD	CURBUR HOMESTEAD	0.37	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
23	CURBUR WOOLSHED RD	CARNARVON - MULLEWA RD	END OF RD	6.13	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
02	ERONG RD	BERINGARRA - BYRO RD	UPPER GASCOYNE SHIRE BDY	63.40	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
47	ERRABIDY BLUFF RD	CARNARVON - MULLEWA RD	ERRABIDY BLUFF	11.50	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
58	ERRABIDY OUTCAMP ACCESS RD	ERRABIDY BLUFF RD	ERRABIDY OUTCAMP ACCESS RD	0.21	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
22	INNOUENDY RD	ERONG RD	INNOUENDY HOMESTEAD	9.36	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
12	KALLI MILEURA RD	CUE KALLI RD	BERINGARRA - CUE RD	56.25	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
19	KALLI RODERICK RD	BOOLARDY - KALLI RD	MEKA NOONDIE RD	23.60	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
41	KURARA WAY	MULGA RD	MULGA RD	0.42	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
45	LAKE NERRAMYNE RD	MULLEWA SHIRE BDY	END RD - MINE SITE	11.87	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
15	MANFRED RD	BERINGARRA - PINDAR RD	MANFRED HOMESTEAD	34.23	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
09	MCNABB - TWIN PEAKS RD	BERINGARRA - PINDAR RD	TWIN PEAKS - WOOLEEN RD	47.80	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
26	MEEBERRIE - WOOLEEN RD	CARNARVON - MULLEWA RD	TWIN PEAKS - WOOLEEN RD	27.99	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
59	MEEBERRIE ACCESS RD	MEEBERRIE - WOOLEEN RD	MEEBERRIE HOMESTEAD	1.35	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
21	MEKA - NOONDIE RD	YALGOO SHIRE BDY	COODARDY - NOONDIE RD	49.46	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER

Road Asset Revaluation 2022

Road List

16.2.2 - November 2022

ROAD LIST - BY ROAD NAME

MURCHISON ROAD ASSET VALUATION FY2022

Road	Road Name	Start Name	End Name	Length (km)	Hierarchy	Owner Type	Funding Weight
30	MILEURA - MT HALE RD	MILEURA AIRSTRIP ACCESS RD	MEEKATHARRA SHIRE BDY	14.33	ACCESS ROAD	LOCAL AUTHORITY	INELIGIBLE FOR FUNDING
11	MILEURA - NOOKAWARRA RD	BERINGARRA - PINDAR RD	BERINGARRA - CUE RD	49.33	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
60	MILEURA AIRSTRIP ACCESS RD	BERINGARRA - CUE RD	MILEURA AIRSTRIP	3.61	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
48	MT NARRYER ACCESS RD	CARNARVON - MULLEWA RD	MT NARRYER HSD	3.75	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
62	MT WITTENOOM STATION ACCESS RD	MT WITTENOOM RD	MT WITTENOOM STATION HOMESTEAD	0.75	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
28	MT. WITTENOOM RD	YALGOO SHIRE BDY	BERINGARRA - PINDAR RD	38.87	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
13	MUGGON RD	MUGGON STATION RD	CARNARVON - MULLEWA RD	39.00	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
36	MUGGON STATION RD	BUTCHERS TRACK	MUGGON RD	17.50	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
38	MULGA CRESCENT	CARNARVON - MULLEWA RD	CARNARVON - MULLEWA RD	1.55	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
51	MURCHISON AIRSTRIP ACCESS RD	MULGA RD	AIRSTRIP	0.07	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
65	MURCHISON ROADHOUSE ACCESS RD	CARNARVON - MULLEWA RD	RODERICK ST	0.13	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
61	MURGOO HOMESTEAD ACCESS RD	BERINGARRA - PINDAR RD	MURGOO HOMESTEAD	1.55	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
08	NEW FORREST - YALLALONG RD	CARNARVON - MULLEWA RD	COOLCALALAYA RD	37.18	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
50	NOOKAWARRA ACCESS RD	BERINGARRA - PINDAR RD	NOOKAWARRA HOMESTEAD	0.45	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
40	OFFICE RD	CARNARVON - MULLEWA RD	KURARA WAY	0.21	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
63	PIA WADJARRI ACCESS RD	BERINGARRA - PINDAR RD	PIA WADJARRI COMMUNITY	0.28	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
42	PINEGROVE - YALLALONG RD	PINEGROVE HOMESTEAD ACCESS RD	COOLCALALAYA RD	45.10	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
66	PINEGROVE HOMESTEAD ACCESS RD	CARNARVON - MULLEWA RD	PINEGROVE HOMESTEAD	3.12	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
64	REFUSE SITE ACCESS RD	MULGA RD	REFUSE SITE	1.95	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
39	RODERICK STREET	MULGA RD	MULGA RD	0.43	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
67	SHIRE DEPOT ACCESS RD	MULGA RD	DEPOT GATES	0.10	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
17	TARDIE - YUIN RD	BERINGARRA - PINDAR RD	YALGOO SHIRE BDY	11.83	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
04	TWIN PEAKS - WOOLEEN RD	CARNARVON - MULLEWA RD	WOOLEEN - MT WITTENOOM RD	45.56	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
27	WOOLEEN - MT WITTENOOM RD	TWIN PEAKS - WOOLEEN RD	BERINGARRA - PINDAR RD	32.93	LOCAL DISTRIBUTOR	LOCAL AUTHORITY	RESIDENTIAL - OTHER
46	WOOLEEN ACCESS RD	WOOLEEN - MT WITTENOOM RD	WOOLEEN HOMESTEAD	2.49	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
18	WOOLGORONG - YUIN RD	BERINGARRA PINDAR RD	WOOLGORONG RD	37.70	ACCESS ROAD	LOCAL AUTHORITY	INELIGIBLE FOR FUNDING
44	WOOLGORONG RD	CARNARVON - MULLEWA RD	CARNARVON - MULLEWA RD	28.34	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
68	WREATH FLOWERS ACCESS RD	BERINGARRA - PINDAR RD	BERINGARRA - PINDAR RD	2.19	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
69	YUIN HOMESTEAD ACCESS RD	BERINGARRA - PINDAR RD	YUIN HOMESTEAD	0.61	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER
25	YUNDA RD	ERONG RD	YUNDA HOMESTEAD	33.20	ACCESS ROAD	LOCAL AUTHORITY	RESIDENTIAL - OTHER

UNFORMED SUBGRADE

MURCHISON ROAD ASSET VALUATION FY2022

Road Name	Start (m)	End (m)	Length (m)	Length (km)	Width (m)	Area (m2)	Layer Date	RC	DRC	Annual DRC
BILLABALONG - NEW FORREST ROAD	0	17730	17730	17.73	6.0	106380	1/01/1970	\$ 54,966	\$ 54,966	\$ -
COODARDY - NOONDIE ROAD	0	20450	20450	20.45	6.0	122700	1/01/1970	\$ 63,399	\$ 63,399	\$ -
CURBUR HOMESTEAD ACCESS ROAD	0	370	370	0.37	5.0	1850	1/01/1970	\$ 956	\$ 956	\$ -
CURBUR WOOLSHED ROAD	0	6130	6130	6.13	6.0	36780	1/01/1970	\$ 19,004	\$ 19,004	\$ -
ERRABIDY BLUFF ROAD	0	11500	11500	11.50	5.0	57500	1/01/1970	\$ 29,710	\$ 29,710	\$ -
ERRABIDY OUTCAMP ACCESS ROAD	0	205	205	0.21	4.0	820	1/01/1970	\$ 424	\$ 424	\$ -
KALLI - MILEURA ROAD	0	56250	56250	56.25	6.0	337500	1/01/1970	\$ 174,385	\$ 174,385	\$ -
KALLI - RODERICK ROAD	0	23600	23600	23.60	5.0	118000	1/01/1970	\$ 60,970	\$ 60,970	\$ -
MEKA - NOONDIE ROAD	0	49460	49460	49.46	6.0	296760	1/01/1970	\$ 153,335	\$ 153,335	\$ -
MILEURA - MT HALE ROAD	0	14330	14330	14.33	6.0	85980	1/01/1970	\$ 44,426	\$ 44,426	\$ -
MT WITTENOOM STATION ACCESS ROAD	0	750	750	0.75	4.0	3000	1/01/1970	\$ 1,550	\$ 1,550	\$ -
MUGGON STATION ROAD	3400	8500	5100	5.10	5.0	25500	1/01/1970	\$ 13,176	\$ 13,176	\$ -
MUGGON STATION ROAD	11400	17500	6100	6.10	5.0	30500	1/01/1970	\$ 15,759	\$ 15,759	\$ -
PIA WADJARRI ACCESS ROAD	20	270	250	0.25	4.0	1000	1/01/1970	\$ 517	\$ 517	\$ -
PINEGROVE - YALLALONG ROAD	0	45100	45100	45.10	5.0	225500	1/01/1970	\$ 116,515	\$ 116,515	\$ -
WOOLGORONG - YUIN ROAD	0	37700	37700	37.70	6.0	226200	1/01/1970	\$ 116,877	\$ 116,877	\$ -

Total Length (km)	295.03
Total Area (m2)	1,675,970
Total Replacement Cost	\$ 865,967
Total Discounted Replacement Cost	\$ 865,967
Total Annual Depreciation Cost	\$ -

Road Asset Revaulation 2022

Formed Extract

16.2.2 - November 2022

FORMED SUBGRADE

MURCHISON ROAD ASSET VALUATION FY2022

Road Name	Start (m)	End (m)	Length (m)	Length (km)	Width (m)	Area (m2)	Layer Date	Replacement Cost	DRC	Annual DRC
BERINGARRA - BYRO ROAD	0	30	30	0.03	13	390	1/01/2014	\$ 1,034	\$ 1,034	\$ -
BERINGARRA - BYRO ROAD	30	2600	2570	2.57	10	25700	1/01/2011	\$ 68,127	\$ 68,127	\$ -
BERINGARRA - BYRO ROAD	2600	3230	630	0.63	12	7560	1/01/2014	\$ 20,041	\$ 20,041	\$ -
BERINGARRA - BYRO ROAD	3230	8900	5670	5.67	10	56700	1/01/2014	\$ 150,305	\$ 150,305	\$ -
BERINGARRA - BYRO ROAD	8900	9840	940	0.94	11	10340	1/01/2016	\$ 27,410	\$ 27,410	\$ -
BERINGARRA - BYRO ROAD	9840	18070	8230	8.23	10	82300	1/01/2014	\$ 218,167	\$ 218,167	\$ -
BERINGARRA - BYRO ROAD	18070	18900	830	0.83	12	9960	1/01/2012	\$ 26,403	\$ 26,403	\$ -
BERINGARRA - BYRO ROAD	18900	19750	850	0.85	11	9350	1/01/2014	\$ 24,786	\$ 24,786	\$ -
BERINGARRA - BYRO ROAD	19750	43750	24000	24.00	10	240000	1/01/2012	\$ 636,210	\$ 636,210	\$ -
BERINGARRA - BYRO ROAD	43750	44300	550	0.55	11	6050	1/01/2016	\$ 16,038	\$ 16,038	\$ -
BERINGARRA - BYRO ROAD	44300	61790	17490	17.49	10	174900	1/01/2013	\$ 463,638	\$ 463,638	\$ -
BERINGARRA - BYRO ROAD	61790	65400	3610	3.61	10	36100	1/01/2010	\$ 95,697	\$ 95,697	\$ -
BERINGARRA - BYRO ROAD	65400	72500	7100	7.10	9	63900	1/01/2013	\$ 169,391	\$ 169,391	\$ -
BERINGARRA - BYRO ROAD	72500	89275	16775	16.78	9	150975	1/01/2008	\$ 400,216	\$ 400,216	\$ -
BERINGARRA - CUE ROAD	0	85260	85260	85.26	12	1023120	1/01/2006	\$ 2,712,162	\$ 2,712,162	\$ -
BERINGARRA - CUE ROAD	85260	85790	530	0.53	7	3710	1/01/2013	\$ 9,835	\$ 9,835	\$ -
BERINGARRA - CUE ROAD	85790	87913	2123	2.12	6	12738	1/01/2012	\$ 33,767	\$ 33,767	\$ -
BERINGARRA - CUE ROAD	87913	90000	2087	2.09	10	20870	1/01/2016	\$ 55,324	\$ 55,324	\$ -
BERINGARRA - CUE ROAD	90000	94840	4840	4.84	7	33880	1/01/2012	\$ 89,812	\$ 89,812	\$ -
BERINGARRA - CUE ROAD	94840	98640	3800	3.80	8	30400	1/01/2012	\$ 80,587	\$ 80,587	\$ -
BERINGARRA - CUE ROAD	98640	107890	9250	9.25	7	64750	1/01/2010	\$ 171,644	\$ 171,644	\$ -
BERINGARRA - MT GOULD ROAD	0	20	20	0.02	15	300	1/01/2010	\$ 795	\$ 795	\$ -
BERINGARRA - MT GOULD ROAD	20	500	480	0.48	8	3840	1/01/2005	\$ 10,179	\$ 10,179	\$ -
BERINGARRA - MT GOULD ROAD	500	950	450	0.45	10	4500	1/01/2005	\$ 11,929	\$ 11,929	\$ -
BERINGARRA - MT GOULD ROAD	950	2090	1140	1.14	9	10260	1/01/2005	\$ 27,198	\$ 27,198	\$ -
BERINGARRA - MT GOULD ROAD	2090	4650	2560	2.56	11	28160	1/01/2016	\$ 74,649	\$ 74,649	\$ -
BERINGARRA - MT GOULD ROAD	4650	6200	1550	1.55	10	15500	1/01/2014	\$ 41,089	\$ 41,089	\$ -
BERINGARRA - MT GOULD ROAD	6200	6650	450	0.45	9	4050	1/01/2014	\$ 10,736	\$ 10,736	\$ -
BERINGARRA - MT GOULD ROAD	6650	7290	640	0.64	11	7040	1/01/2014	\$ 18,662	\$ 18,662	\$ -
BERINGARRA - MT GOULD ROAD	7290	8070	780	0.78	9	7020	1/01/2009	\$ 18,609	\$ 18,609	\$ -
BERINGARRA - MT GOULD ROAD	8070	9500	1430	1.43	10	14300	1/01/2014	\$ 37,908	\$ 37,908	\$ -
BERINGARRA - MT GOULD ROAD	9500	10700	1200	1.20	9	10800	1/01/2009	\$ 28,629	\$ 28,629	\$ -
BERINGARRA - MT GOULD ROAD	10700	12400	1700	1.70	10	17000	1/01/2009	\$ 45,065	\$ 45,065	\$ -
BERINGARRA - MT GOULD ROAD	12400	13650	1250	1.25	9	11250	1/01/2009	\$ 29,822	\$ 29,822	\$ -
BERINGARRA - MT GOULD ROAD	13650	14150	500	0.50	8	4000	1/01/2009	\$ 10,603	\$ 10,603	\$ -

Road Asset Revaluation 2022

Unsealed Pavement Extract

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ASSET VALUATION - UNSEALED PAVEMENT

Road Name	Start (m)	End (m)	Length (m)	Length (km)	Width (m)	Area (m2)	Constructed	Replacement Year	RUL	Adj. RUL	Adj. Replacement Year	Adj. TUL	Valuation Date	Replacement Cost	DRC	Annual DRC
BERINGARRA - BYRO ROAD	0	30	30	0.03	11	330	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 1,453.04	\$ 406.85	\$ 130.77
BERINGARRA - BYRO ROAD	30	450	420	0.42	7	2940	1/01/2011	2021	-1	5	2027	16	30/06/2022	\$ 12,945.25	\$ 4,935.38	\$ 728.17
BERINGARRA - BYRO ROAD	450	1050	600	0.60	7	4200	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 18,493.22	\$ 5,178.10	\$ 1,664.39
BERINGARRA - BYRO ROAD	1050	1500	450	0.45	7	3150	1/01/2016	2026	4	4	2026	10	30/06/2022	\$ 13,869.91	\$ 6,380.16	\$ 1,248.29
BERINGARRA - BYRO ROAD	1500	2600	1100	1.10	7	7700	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 33,904.23	\$ 9,493.18	\$ 3,051.38
BERINGARRA - BYRO ROAD	3170	4390	1220	1.22	7	8540	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 37,602.87	\$ 10,528.80	\$ 3,384.26
BERINGARRA - BYRO ROAD	4390	4770	380	0.38	7	2660	1/01/2016	2026	4	4	2026	10	30/06/2022	\$ 11,712.37	\$ 5,387.69	\$ 1,054.11
BERINGARRA - BYRO ROAD	4770	8950	4180	4.18	7	29260	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 128,836.08	\$ 36,074.10	\$ 11,595.25
BERINGARRA - BYRO ROAD	8950	9880	930	0.93	7	6510	1/01/2016	2026	4	4	2026	10	30/06/2022	\$ 28,664.49	\$ 13,185.66	\$ 2,579.80
BERINGARRA - BYRO ROAD	9880	10390	510	0.51	7	3570	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 15,719.23	\$ 4,401.39	\$ 1,414.73
BERINGARRA - BYRO ROAD	10390	13200	2810	2.81	7	19670	1/01/2012	2022	0	5	2027	15	30/06/2022	\$ 86,609.90	\$ 34,643.96	\$ 5,196.59
BERINGARRA - BYRO ROAD	13200	15960	2760	2.76	7	19320	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 85,068.80	\$ 23,819.26	\$ 7,656.19
BERINGARRA - BYRO ROAD	16690	17000	310	0.31	7	2170	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 9,554.83	\$ 2,675.35	\$ 859.93
BERINGARRA - BYRO ROAD	19255	24625	5370	5.37	7	37590	1/01/2012	2022	0	5	2027	15	30/06/2022	\$ 165,514.29	\$ 66,205.72	\$ 9,930.86
BERINGARRA - BYRO ROAD	24625	24765	140	0.14	7	980	1/01/2016	2026	4	4	2026	10	30/06/2022	\$ 4,315.08	\$ 1,984.94	\$ 388.36
BERINGARRA - BYRO ROAD	24765	25260	495	0.50	7	3465	1/01/2012	2022	0	5	2027	15	30/06/2022	\$ 15,256.90	\$ 6,102.76	\$ 915.41
BERINGARRA - BYRO ROAD	25260	25915	655	0.66	7	4585	1/01/2016	2026	4	4	2026	10	30/06/2022	\$ 20,188.43	\$ 9,286.68	\$ 1,816.96
BERINGARRA - BYRO ROAD	25915	32700	6785	6.79	7	47495	1/01/2012	2022	0	5	2027	15	30/06/2022	\$ 209,127.46	\$ 83,650.98	\$ 12,547.65
BERINGARRA - BYRO ROAD	32700	34900	2200	2.20	7	15400	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 67,808.46	\$ 18,986.37	\$ 6,102.76
BERINGARRA - BYRO ROAD	34900	35900	1000	1.00	7	7000	1/01/2012	2022	0	5	2027	15	30/06/2022	\$ 30,822.03	\$ 12,328.81	\$ 1,849.32
BERINGARRA - BYRO ROAD	35900	41100	5200	5.20	7	36400	1/01/2016	2026	4	4	2026	10	30/06/2022	\$ 160,274.55	\$ 73,726.29	\$ 14,424.71
BERINGARRA - BYRO ROAD	41100	44440	3340	3.34	7	23380	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 102,945.57	\$ 28,824.76	\$ 9,265.10
BERINGARRA - BYRO ROAD	46300	47000	700	0.70	7	4900	1/01/2012	2022	0	5	2027	15	30/06/2022	\$ 21,575.42	\$ 8,630.17	\$ 1,294.53
BERINGARRA - BYRO ROAD	47400	49050	1650	1.65	7	11550	1/01/2016	2026	4	4	2026	10	30/06/2022	\$ 50,856.35	\$ 23,393.92	\$ 4,577.07
BERINGARRA - BYRO ROAD	49050	50430	1380	1.38	7	9660	1/01/2012	2022	0	5	2027	15	30/06/2022	\$ 42,534.40	\$ 17,013.76	\$ 2,552.06
BERINGARRA - BYRO ROAD	50600	52575	1975	1.98	7	13825	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 60,873.51	\$ 17,044.58	\$ 5,478.62
BERINGARRA - BYRO ROAD	52640	59900	7260	7.26	7	50820	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 223,767.92	\$ 62,655.02	\$ 20,139.11
BERINGARRA - BYRO ROAD	59900	60800	900	0.90	7	6300	1/01/2011	2021	-1	5	2027	16	30/06/2022	\$ 27,739.83	\$ 10,575.81	\$ 1,560.37
BERINGARRA - BYRO ROAD	60800	61380	580	0.58	7	4060	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 17,876.78	\$ 5,005.50	\$ 1,608.91
BERINGARRA - BYRO ROAD	62100	64900	2800	2.80	7	19600	1/01/2010	2020	-2	5	2027	17	30/06/2022	\$ 86,301.68	\$ 31,474.73	\$ 4,568.91
BERINGARRA - BYRO ROAD	65710	69740	4030	4.03	7	28210	1/01/2014	2024	2	2	2024	10	30/06/2022	\$ 124,212.77	\$ 34,779.58	\$ 11,179.15
BERINGARRA - BYRO ROAD	70425	70950	525	0.53	7	3675	1/01/2011	2021	-1	5	2027	16	30/06/2022	\$ 16,181.56	\$ 6,169.22	\$ 910.21
BERINGARRA - BYRO ROAD	71350	72500	1150	1.15	7	8050	1/01/2011	2021	-1	5	2027	16	30/06/2022	\$ 35,445.33	\$ 13,513.53	\$ 1,993.80
BERINGARRA - BYRO ROAD	74750	75050	300	0.30	7	2100	1/01/2011	2021	-1	5	2027	16	30/06/2022	\$ 9,246.61	\$ 3,525.27	\$ 520.12
BERINGARRA - BYRO ROAD	80400	82020	1620	1.62	7	11340	1/01/2013	2023	1	1	2023	10	30/06/2022	\$ 49,931.69	\$ 9,487.02	\$ 4,493.85
BERINGARRA - BYRO ROAD	82700	83320	620	0.62	7	4340	1/01/2009	2019	-3	5	2027	18	30/06/2022	\$ 19,109.66	\$ 6,688.38	\$ 955.48
BERINGARRA - BYRO ROAD	84200	84700	500	0.50	7	3500	1/01/2009	2019	-3	5	2027	18	30/06/2022	\$ 15,411.01	\$ 5,393.85	\$ 770.55
BERINGARRA - BYRO ROAD	86450	86885	435	0.44	7	3045	1/01/2010	2020	-2	5	2027	17	30/06/2022	\$ 13,407.58	\$ 4,889.82	\$ 709.81
BERINGARRA - CUE ROAD	435	510	75	0.08	10	750	1/01/2018	2028	6	6	2028	10	30/06/2022	\$ 3,302.36	\$ 2,113.51	\$ 297.21
BERINGARRA - CUE ROAD	640	675	35	0.04	10	350	1/01/2018	2028	6	6	2028	10	30/06/2022	\$ 1,541.10	\$ 986.30	\$ 138.70
BERINGARRA - CUE ROAD	2180	2240	60	0.06	10	600	1/01/2018	2028	6	6	2028	10	30/06/2022	\$ 2,641.89	\$ 1,690.81	\$ 237.77
BERINGARRA - CUE ROAD	4090	4190	100	0.10	10	1000	1/01/2018	2028	6	6	2028	10	30/06/2022	\$ 4,403.15	\$ 2,818.01	\$ 396.28
BERINGARRA - CUE ROAD	6725	6770	45	0.05	10	450	1/01/2018	2028	6	6	2028	10	30/06/2022	\$ 1,981.42	\$ 1,268.11	\$ 178.33
BERINGARRA - CUE ROAD	8390	8490	100	0.10	10	1000	1/01/2018	2028	6	6	2028	10	30/06/2022	\$ 4,403.15	\$ 2,818.01	\$ 396.28
BERINGARRA - CUE ROAD	15290	15455	165	0.17	10	1650	1/01/2018	2028	6	6	2028	10	30/06/2022	\$ 7,265.19	\$ 4,649.72	\$ 653.87

Road Asset Revaluation 2022

Sealed Extract

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SURFACING

MURCHISON ROAD ASSET VAL

Road Name	Start (m)	End (m)	Length (m)	Length (km)	Width (m)	Area (m2)	Constructed	Type	Replacement Year	RUL	Adj. RUL	Adj. Replacement Year	Adj. TUL	Valuation Date	RC	DRC
BERINGARRA - CUE ROAD	0	435	435	0.44	8.0	3480	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 27,440.59	\$ 8,624.19
BERINGARRA - CUE ROAD	510	640	130	0.13	8.0	1040	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 8,200.64	\$ 2,577.34
BERINGARRA - CUE ROAD	675	2180	1505	1.51	8.0	12040	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 94,938.14	\$ 29,837.70
BERINGARRA - CUE ROAD	2240	4090	1850	1.85	8.0	14800	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 116,701.36	\$ 36,677.57
BERINGARRA - CUE ROAD	4190	6725	2535	2.54	8.0	20280	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 159,912.41	\$ 50,258.19
BERINGARRA - CUE ROAD	6770	8390	1620	1.62	8.0	12960	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 102,192.55	\$ 32,117.66
BERINGARRA - CUE ROAD	8490	15290	6800	6.80	8.0	54400	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 428,956.36	\$ 134,814.86
BERINGARRA - CUE ROAD	15455	16790	1335	1.34	8.0	10680	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 84,214.23	\$ 26,467.33
BERINGARRA - CUE ROAD	16895	18370	1475	1.48	8.0	11800	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 93,045.68	\$ 29,242.93
BERINGARRA - CUE ROAD	18420	19125	705	0.71	8.0	5640	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 44,472.68	\$ 13,977.13
BERINGARRA - CUE ROAD	19275	22050	2775	2.78	8.0	22200	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 175,052.05	\$ 55,016.36
BERINGARRA - CUE ROAD	22195	23440	1245	1.25	8.0	9960	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 78,536.86	\$ 24,683.01
BERINGARRA - CUE ROAD	23575	26310	2735	2.74	8.0	21880	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 172,528.77	\$ 54,223.33
BERINGARRA - CUE ROAD	26385	28010	1625	1.63	8.0	13000	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 102,507.95	\$ 32,216.79
BERINGARRA - CUE ROAD	28070	28650	580	0.58	8.0	4640	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 36,587.45	\$ 11,498.91
BERINGARRA - CUE ROAD	28770	33700	4930	4.93	8.0	39440	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 310,993.36	\$ 97,740.77
BERINGARRA - CUE ROAD	33800	74900	41100	41.10	8.0	328800	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 2,592,662.73	\$ 814,836.86
BERINGARRA - CUE ROAD	83865	84240	375	0.38	8.0	3000	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 23,655.68	\$ 7,434.64
BERINGARRA - CUE ROAD	85470	85500	30	0.03	8.0	240	1/01/2006	1st Coat	2021	-1	5	2027	21	30/06/2022	\$ 1,892.45	\$ 594.77
BERINGARRA - PINDAR ROAD	149725	150615	890	0.89	5.0	4450	1/01/2014	1st Coat	2029	7	7	2029	15	30/06/2022	\$ 35,089.26	\$ 18,246.42
BERINGARRA - PINDAR ROAD	149725	150615	890	0.89	5.0	4450	1/01/2020	Reseal	2035	13	13	2035	15	30/06/2022	\$ 35,414.16	\$ 31,164.46
BERINGARRA - PINDAR ROAD	259455	259760	305	0.31	6.0	1830	1/01/2014	1st Coat	2029	7	7	2029	15	30/06/2022	\$ 14,429.97	\$ 7,503.58
BERINGARRA - PINDAR ROAD	259455	259760	305	0.31	6.0	1830	1/01/2020	Reseal	2035	13	13	2035	15	30/06/2022	\$ 14,563.58	\$ 12,815.95
BERINGARRA - PINDAR ROAD	259760	259845	85	0.09	8.0	680	1/01/2014	1st Coat	2029	7	7	2029	15	30/06/2022	\$ 5,361.95	\$ 2,788.22
BERINGARRA - PINDAR ROAD	259760	259845	85	0.09	8.0	680	1/01/2020	Reseal	2035	13	13	2035	15	30/06/2022	\$ 5,411.60	\$ 4,762.21
BERINGARRA - PINDAR ROAD	259845	260370	525	0.53	6.0	3150	1/01/2014	1st Coat	2029	7	7	2029	15	30/06/2022	\$ 24,838.47	\$ 12,916.00
BERINGARRA - PINDAR ROAD	259845	260370	525	0.53	6.0	3150	1/01/2020	Reseal	2035	13	13	2035	15	30/06/2022	\$ 25,068.45	\$ 22,060.24
BERINGARRA - PINDAR ROAD	260415	260690	275	0.28	6.0	1650	1/01/2016	1st Coat	2031	9	9	2031	15	30/06/2022	\$ 13,010.63	\$ 8,326.80
BERINGARRA - PINDAR ROAD	260415	260690	275	0.28	6.0	1650	1/01/2020	Reseal	2035	13	13	2035	15	30/06/2022	\$ 13,131.09	\$ 11,555.36
BERINGARRA - PINDAR ROAD	309830	310735	905	0.91	6.0	5430	1/01/2014	1st Coat	2029	7	7	2029	15	30/06/2022	\$ 42,816.78	\$ 22,264.73
BERINGARRA - PINDAR ROAD	309830	310735	905	0.91	6.0	5430	1/01/2020	Reseal	2035	13	13	2035	15	30/06/2022	\$ 43,213.24	\$ 38,027.65
BILLABONG HOMESTEAD ACCESS ROAD	0	50	50	0.05	7.0	350	1/01/2014	1st Coat	2029	7	7	2029	15	30/06/2022	\$ 2,759.83	\$ 1,435.11
BULLARDOO HOMESTEAD ACCESS ROAD	0	30	30	0.03	7.0	210	1/01/2013	1st Coat	2028	6	6	2028	15	30/06/2022	\$ 1,655.90	\$ 761.71
CARNARVON - MULLEWA ROAD	150	170	20	0.02	8.0	160	1/01/2008	1st Coat	2023	1	1	2023	15	30/06/2022	\$ 1,261.64	\$ 201.86
CARNARVON - MULLEWA ROAD	51390	51440	50	0.05	7.0	350	1/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 2,759.83	\$ 840.49
CARNARVON - MULLEWA ROAD	53250	53300	50	0.05	7.0	350	1/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 2,759.83	\$ 840.49
CARNARVON - MULLEWA ROAD	66290	66340	50	0.05	7.0	350	2/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 2,759.83	\$ 840.49
CARNARVON - MULLEWA ROAD	72660	72710	50	0.05	7.0	350	1/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 2,759.83	\$ 840.49
CARNARVON - MULLEWA ROAD	77050	77110	60	0.06	7.0	420	1/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 3,311.80	\$ 1,008.59
CARNARVON - MULLEWA ROAD	85020	85090	70	0.07	7.0	490	2/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 3,863.76	\$ 1,176.69
CARNARVON - MULLEWA ROAD	85600	86050	450	0.45	7.0	3150	1/01/2008	1st Coat	2023	1	1	2023	15	30/06/2022	\$ 24,838.47	\$ 3,974.15
CARNARVON - MULLEWA ROAD	97075	97125	50	0.05	7.0	350	1/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 2,759.83	\$ 840.49
CARNARVON - MULLEWA ROAD	99545	99610	65	0.07	7.0	455	2/01/2005	1st Coat	2020	-2	5	2027	22	30/06/2022	\$ 3,587.78	\$ 1,092.64
CARNARVON - MULLEWA ROAD	101800	102310	510	0.51	7.0	3570	1/07/2020	1st Coat	2035	13	13	2035	15	30/06/2022	\$ 28,150.26	\$ 24,772.23
CARNARVON - MULLEWA ROAD	102310	102790	480	0.48	7.0	3360	1/07/2020	1st Coat	2035	13	13	2035	15	30/06/2022	\$ 26,494.36	\$ 23,315.04



murchisonshire

Ancient land under brilliant skies

Road Asset Management Plan

Early Preliminary Draft Extracts

24 November 2022

Extract 1 - Assumptions & Rates

16.2.3 - November 2022

Assumptions & Rates									
Item	Treatment	Widths (m)	Measure	Raw Rate	Markup	Rate	Cost \$ per km	Life	Comments
Formed & Surfaced Construction									
Conventional Resheet	Resheet		Cost per m2	4.00	15.0%	4.60			150mm compacted thickness.
Resheet Cat A	Resheet Typ 1	9.0	Cost per m2	4.00	15.0%	4.60	41,400		
Resheet Cat B	Resheet Typ 2	8.0	Cost per m2	4.00	15.0%	4.60	36,800		
Resheet Cat C	Resheet Typ 3	7.0	Cost per m2	4.00	15.0%	4.60	32,200		
Resheet Cat D	Resheet Typ 4	6.5	Cost per m2	4.00	15.0%	4.60	29,900		
Resheet Cat E	Resheet Typ 5	6.0	Cost per m2	4.00	15.0%	4.60	27,600		
Floodway Resheet Conventional									150mm compacted thickness. Widths as per Conventional Resheet
Floodway Cement Stab Resheet	Cem Resheet	9.0	Cost per m2	5.00	15.0%	5.75	51,750		150mm compacted thickness cement stabilised. Standard Width
Formed or Unformed Roads	Nil		Cost per m2	0.00	0.0%	0.00			
Intersection Upgrade	Int Upgrade		Cost per Item	60,000	0.0%	60,000			Item
Contractor Markup	Cont		% of cost		100.0%				
SKA Contractor & Supervisor Markup	Cont Sup		% of cost		110.0%				
Sealed / Concrete Pavement Construction									
Pavement New Conventional Standard Construction Width	Pave	9.0	Cost per m2	6.50	15.0%	7.48	67,275		250mm compacted thickness
Pavement Non Cement Stabilised Standard Width	Stab	9.0	Cost per m2	6.00	15.0%	6.90	62,100		75mm overlay onto existing bitumen then stabilised
Pavement Cement Stabilised Standard Width	Cem Stab	9.0	Cost per m2	11.75	15.0%	13.51	121,613		75mm overlay onto existing bitumen then cements stabilised. For floodway areas
Reseal Pavement Standard Width	Reseal Pave	9.0	Cost per m2	0.00	0.0%	0.00			Nil Cost
Pavement Concrete Standard Width	Conc Pave	8.0	Cost per m2	2.50	0.0%	2.50			Bedding for concrete floodway
Seal / Concrete Surfacing Construction									
Two Coat Seal Standard Width	Two Coat Seal	7.2	Cost per m2	9.50	0.0%	9.50	68,400		Sprayed Bituminous Initial Two Coat Seal
Reseal Standard Width	Reseal	7.2	Cost per m2	5.50	0.0%	5.50	39,600		Sprayed Bituminous One Coat Reseal
Concrete Standard Width	Concrete	8.0	Cost per m2	545.00	0.0%	545.00			Concrete Floodway

Extract 1 - Assumptions & Rates

16.2.3 - November 2022

Assumptions & Rates

Item	Treatment	Widths Measure (m)	Raw Rate	Markup	Rate	Cost \$ per km	Life	Comments
Floodway Other Costs								
Rock Protection One Side	Rock 1 Side	Cost per m	50.00	0.0%	50.00			Floodway with protection on one side
Rock Protection Two Sides	Rock 2 Sides	Cost per m	100.00	0.0%	100.00			Floodway with protection on two sides
Concrete Cut-off Wall One Side	Conc Wall 1 Side	Cost per m	100.00	0.0%	100.00			Floodway with cut-off wall on one side
Concrete Cut-off Wall Two Sides	Conc Wall 2 Sides	Cost per m	200.00	0.0%	200.00			Floodway with cut-off wall on two sides
Additional Culverts	Culverts	Cost per item	1.00	0.0%	1.00			Item for culverts associated with major upgrades
Other				0.0%	0.00			
Single Lane Grid Construction	3.8m Grid	Cost per Grid	15,000	0.0%	15,000			Single Lane Grid Construction
Two Lane Grid Construction	7.8m Grid	Cost per Grid	20,000	0.0%	20,000			Two Lane Grid Construction
Useful Lives								
Formed	Nil	No of Years					0	No resheet required
Gravel Resheet Cat A	Resheet Typ 1	No of Years					25	Standard Gravel Resheet Category A Road. Also cement stabilised sections
Gravel Resheet Cat B	Resheet Typ 2	No of Years					30	Standard Gravel Resheet Category B Road. Also cement stabilised sections
Gravel Resheet Cat C	Resheet Typ 3	No of Years					35	Standard Gravel Resheet Category C Road. Also cement stabilised sections
Gravel Resheet Cat D	Resheet Typ 4	No of Years					40	Standard Gravel Resheet Category D Road. Also cement stabilised sections
Gravel Resheet Cat E	Resheet Typ 5	No of Years					45	Standard Gravel Resheet Category E Road. Also cement stabilised sections
Gravel Floodway Resheet Cat A	Fwy Resheet Typ 1	No of Years					20	Gravel Floodway Resheet Category A Road
Gravel Floodway Resheet Cat B	Fwy Resheet Typ 2	No of Years					25	Gravel Floodway Resheet Category B Road
Gravel Floodway Resheet Cat C	Fwy Resheet Typ 3	No of Years					30	Gravel Floodway Resheet Category C Road
Gravel Floodway Resheet Cat D	Fwy Resheet Typ 4	No of Years					35	Gravel Floodway Resheet Category D Road
Gravel Floodway Resheet Cat E	Fwy Resheet Typ 5	No of Years					40	Gravel Floodway Resheet Category E Road
Pavement & Cem Pavement	Pave	No of Years					50	Life irrelevant as this applies to sealed roads which will need resealing prior to
Formed or Unformed Roads	Nil	No of Years					0	Not Applicable
Reseal	Reseal	No of Years					15	
Culverts	Culverts	No of Years					80	
Concrete	Concrete	No of Years					80	
Single Lane Grid Construction	3.8m Grid	No of Years					80	
Two Lane Grid Construction	7.8m Grid	No of Years					80	
Intersection Upgrade	Int Upgrade	No of Years					0	

Extract 2 - Existing Data Consolidated

16.2.3 - November 2022

Murchison Shire - Roads Program Detail

24.11.22

Expenses General Inflation>>>

Data	Data	Data	Data	Data	Data	Data	Data	Data	Data	Data	Data	Data	Data	Data	Data	Data
Road	Start (km)	End (km)	Length (km)	Surface Type	Formation Width (m)	Pavement Width (m)	Floodway Width (m)	Seal Width (m)	Year Formation	Year Pavement	Year Floodway	Year Seal	Floodway Standard	Scour Protections	Edge Walls	Valuation Date
BERINGARRA - BYRO ROAD	0.000	0.030	0.030	Formed & Surfaced	13.0	11.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	0.030	0.360	0.330	Formed & Surfaced	10.0	7.0			2011	2011						30/06/2022
BERINGARRA - BYRO ROAD	0.360	0.460	0.100	Formed & Surfaced	10.0	10.0	10.0		2011	2012	2012		Unsealed floodwayGravel	Scour protection one side	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	0.460	0.850	0.390	Formed & Surfaced	10.0	7.0			2011	2011						30/06/2022
BERINGARRA - BYRO ROAD	0.850	0.880	0.030	Formed & Surfaced	10.0	11.0	11.0		2011	2014	2014		Unsealed floodwayGravel	No scour protection	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	0.880	1.050	0.170	Formed & Surfaced	10.0	7.0			2011	2014						30/06/2022
BERINGARRA - BYRO ROAD	1.050	1.475	0.425	Formed & Surfaced	10.0	7.0			2011	2016						30/06/2022
BERINGARRA - BYRO ROAD	1.475	1.505	0.030	Formed & Surfaced	10.0	10.0	10.0		2011	2012	2012		Unsealed floodwayGravel	No scour protection	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	1.505	2.120	0.615	Formed & Surfaced	10.0	7.0			2011	2014						30/06/2022
BERINGARRA - BYRO ROAD	2.120	2.150	0.030	Formed & Surfaced	10.0	10.0	10.0		2011	2012	2012		Unsealed floodwayGravel	Scour protection one side	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	2.150	2.600	0.450	Formed & Surfaced	10.0	7.0			2011	2016						30/06/2022
BERINGARRA - BYRO ROAD	2.600	3.170	0.570	Formed	12.0	7.0			2014							30/06/2022
BERINGARRA - BYRO ROAD	3.170	3.230	0.060	Formed & Surfaced	12.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	3.230	4.390	1.160	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	4.390	4.770	0.380	Formed & Surfaced	10.0	7.0			2014	2016						30/06/2022
BERINGARRA - BYRO ROAD	4.770	6.470	1.700	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	6.470	6.520	0.050	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	6.520	7.193	0.673	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	7.193	7.253	0.060	Formed & Surfaced	10.0	10.0	10.0		2014	2014	2014		Unsealed floodwayGravel	No scour protection	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	7.253	7.368	0.115	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	7.368	7.398	0.030	Formed & Surfaced	10.0	10.0	10.0		2014	2014	2014		Unsealed floodwayGravel	No scour protection	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	7.398	8.210	0.812	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	8.210	8.290	0.080	Formed & Surfaced	10.0	10.0	10.0		2014	2014	2014		Unsealed floodwayGravel	No scour protection	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	8.290	8.950	0.660	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	8.950	9.105	0.155	Formed & Surfaced	11.0	7.0			2016	2014						30/06/2022
BERINGARRA - BYRO ROAD	9.105	9.345	0.240	Formed & Surfaced	11.0	10.0	10.0		2016	2016	2016		Unsealed floodwayGravel	Scour protection one side	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	9.345	9.840	0.495	Formed & Surfaced	11.0	7.0			2016	2016						30/06/2022
BERINGARRA - BYRO ROAD	9.840	9.880	0.040	Formed & Surfaced	11.0	7.0			2016	2016						30/06/2022
BERINGARRA - BYRO ROAD	9.880	10.390	0.510	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	10.390	11.200	0.810	Formed & Surfaced	10.0	7.0			2014	2012						30/06/2022
BERINGARRA - BYRO ROAD	11.200	11.258	0.058	Formed & Surfaced	10.0	10.0	10.0		2014	2013	2013		Unsealed floodwayGravel	No scour protection	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	11.258	12.000	0.742	Formed & Surfaced	10.0	7.0			2014	2012						30/06/2022
BERINGARRA - BYRO ROAD	12.000	13.200	1.200	Formed & Surfaced	10.0	7.0			2014	2012						30/06/2022
BERINGARRA - BYRO ROAD	13.200	15.960	2.760	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	15.960	16.690	0.730	Formed	10.0				2014							30/06/2022
BERINGARRA - BYRO ROAD	16.690	16.750	0.060	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	16.750	17.000	0.250	Formed & Surfaced	10.0	7.0			2014	2014						30/06/2022
BERINGARRA - BYRO ROAD	17.000	17.500	0.500	Formed & Surfaced	10.0				2014	2012						30/06/2022
BERINGARRA - BYRO ROAD	17.500	17.560	0.060	Formed	10.0				2014							30/06/2022
BERINGARRA - BYRO ROAD	17.560	18.020	0.460	Formed	10.0				2014							30/06/2022
BERINGARRA - BYRO ROAD	18.020	18.070	0.050	Formed	10.0				2014							30/06/2022
BERINGARRA - BYRO ROAD	18.070	18.900	0.830	Formed	12.0				2012							30/06/2022
BERINGARRA - BYRO ROAD	18.900	18.950	0.050	Formed	12.0				2014							30/06/2022
BERINGARRA - BYRO ROAD	18.950	19.255	0.305	Formed	11.0				2014							30/06/2022
BERINGARRA - BYRO ROAD	19.255	19.750	0.495	Formed & Surfaced	11.0	7.0			2014	2012						30/06/2022
BERINGARRA - BYRO ROAD	19.750	19.880	0.130	Formed & Surfaced	10.0	7.0				2012						30/06/2022
BERINGARRA - BYRO ROAD	19.880	19.960	0.080	Formed & Surfaced	10.0	10.0	10.0		2012	2012	2012		Unsealed floodwayGravel	Scour protection one side	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	19.960	21.850	1.890	Formed & Surfaced	10.0	7.0			2012	2012						30/06/2022
BERINGARRA - BYRO ROAD	21.850	24.470	2.620	Formed & Surfaced	10.0	7.0			2012	2012						30/06/2022
BERINGARRA - BYRO ROAD	24.470	24.525	0.055	Formed & Surfaced	10.0	10.0	10.0		2012	2012	2012		Unsealed floodwayGravel	Scour protection one side	No edge wall	30/06/2022
BERINGARRA - BYRO ROAD	24.525	24.625	0.100	Formed & Surfaced	10.0	7.0			2012	2012						30/06/2022
BERINGARRA - BYRO ROAD	24.625	24.765	0.140	Formed & Surfaced	10.0	7.0				2012						30/06/2022
BERINGARRA - BYRO ROAD	24.765	25.140	0.375	Formed & Surfaced	10.0				2012	2012						30/06/2022

Extract 3 - SKA Funded Works

16.2.3 - November 2022

Murchison Shire - Roads Program Detail

24.11.22

Expenses General Inflation>>>

Data	Data	Data	Data	Data	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog
Road	Start (km)	End (km)	Length (km)	Surface Type	Upgrade Program	New Floodways	Funding Source	Contractor Inputs	Pavement Treatment	Seal Concrete Treatment	Pavement Width (m)	Seal / Conc Width (m)	Floodway Length (m)	Cost (\$)	Life	1st Replac
BOOLARDY - KALLI ROAD	55.760	56.070	0.310	Formed & Surfaced					Resheet Typ 1		9.0			12,834	25	2039
BOOLARDY - KALLI ROAD	56.070	59.150	3.080	Formed & Surfaced					Resheet Typ 1		9.0			127,512	25	2039
BOOLARDY - KALLI ROAD	59.150	60.630	1.480	Formed					Resheet Typ 1		9.0			61,272	25	2037
BOOLARDY - WOOLEEN ROAD	0.000	0.230	0.230	Formed	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			19,996	25	2024
BOOLARDY - WOOLEEN ROAD	0.230	0.350	0.120	Formed	SKA Construct new Floodway	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		120.0	13,041	25	2023
BOOLARDY - WOOLEEN ROAD	0.350	0.750	0.400	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			34,776	25	2024
BOOLARDY - WOOLEEN ROAD	0.750	2.140	1.390	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			120,847	25	2024
BOOLARDY - WOOLEEN ROAD	2.140	2.560	0.420	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			36,515	25	2023
BOOLARDY - WOOLEEN ROAD	2.560	2.560	0.000	Formed	SKA Construct new Floodway water pools	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		0.0	0	25	2023
BOOLARDY - WOOLEEN ROAD	2.560	3.880	1.320	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			114,761	25	2023
BOOLARDY - WOOLEEN ROAD	3.880	3.900	0.020	Formed & Surfaced	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			1,739	25	2023
BOOLARDY - WOOLEEN ROAD	3.900	5.600	1.700	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			147,798	25	2024
BOOLARDY - WOOLEEN ROAD	5.600	5.680	0.080	Formed & Surfaced	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			6,955	25	2023
BOOLARDY - WOOLEEN ROAD	5.680	6.030	0.350	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			30,429	25	2023
BOOLARDY - WOOLEEN ROAD	6.030	6.320	0.290	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			25,213	25	2024
BOOLARDY - WOOLEEN ROAD	6.320	6.660	0.340	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			29,560	25	2024
BOOLARDY - WOOLEEN ROAD	6.660	6.775	0.115	Formed & Surfaced	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			9,998	25	2023
BOOLARDY - WOOLEEN ROAD	6.775	8.850	2.075	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			180,401	25	2023
BOOLARDY - WOOLEEN ROAD	8.850	10.330	1.480	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			128,671	25	2024
BOOLARDY - WOOLEEN ROAD	10.330	10.730	0.400	Formed & Surfaced	SKA Box out resheet and lift pavement		SKA	Cont Sup	Resheet Typ 1		9.0			34,776	25	2023
BOOLARDY - WOOLEEN ROAD	10.730	10.790	0.060	Formed	SKA Construct new Floodway	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		60.0	6,520	20	2023
BOOLARDY - WOOLEEN ROAD	10.790	10.880	0.090	Formed	SKA Resheet & raise pavement		SKA	Cont Sup	Resheet Typ 1		9.0			7,825	25	2023
BOOLARDY - WOOLEEN ROAD	10.880	11.670	0.790	Formed	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			68,683	25	2024
BOOLARDY - WOOLEEN ROAD	11.670	11.770	0.100	Formed	SKA Reconstruct Floodway	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		100.0	10,868	20	2023
BOOLARDY - WOOLEEN ROAD	11.770	11.880	0.110	Formed	SKA Resheet & raise pavement		SKA	Cont Sup	Resheet Typ 1		9.0			9,563	25	2023
BOOLARDY - WOOLEEN ROAD	11.880	12.080	0.200	Formed	SKA Reconstruct Floodway	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		200.0	21,735	20	2023
BOOLARDY - WOOLEEN ROAD	12.080	12.230	0.150	Formed	SKA Resheet & raise pavement		SKA	Cont Sup	Resheet Typ 1		9.0			13,041	25	2023
BOOLARDY - WOOLEEN ROAD	12.230	12.285	0.055	Formed	SKA Reconstruct Floodway	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		55.0	5,977	20	2023
BOOLARDY - WOOLEEN ROAD	12.285	12.390	0.105	Formed & Surfaced	SKA Resheet & raise pavement		SKA	Cont Sup	Resheet Typ 1		9.0			9,129	25	2023
BOOLARDY - WOOLEEN ROAD	12.390	12.390	0.000	Formed & Surfaced	SKA Bunding Works		SKA	Cont Sup	Resheet Typ 1		9.0			0	25	2023
BOOLARDY - WOOLEEN ROAD	12.390	12.500	0.110	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			9,563	25	2024
BOOLARDY - WOOLEEN ROAD	12.500	12.650	0.150	Formed & Surfaced	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			13,041	25	2023
BOOLARDY - WOOLEEN ROAD	12.650	12.900	0.250	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			21,735	25	2023
BOOLARDY - WOOLEEN ROAD	12.900	13.020	0.120	Formed	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			10,433	25	2024
BOOLARDY - WOOLEEN ROAD	13.020	13.260	0.240	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			20,866	25	2024
BOOLARDY - WOOLEEN ROAD	13.260	13.330	0.070	Formed	SKA Construct Floodway. Boghole when w	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		70.0	7,607	20	2023
BOOLARDY - WOOLEEN ROAD	13.330	13.410	0.080	Formed & Surfaced	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			6,955	25	2023
BOOLARDY - WOOLEEN ROAD	13.410	14.000	0.590	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			51,295	25	2023
BOOLARDY - WOOLEEN ROAD	14.000	14.170	0.170	Formed	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			14,780	25	2024
BOOLARDY - WOOLEEN ROAD	14.170	15.900	1.730	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			150,406	25	2024
BOOLARDY - WOOLEEN ROAD	15.900	15.950	0.050	Formed & Surfaced	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			4,347	25	2023
BOOLARDY - WOOLEEN ROAD	15.950	16.090	0.140	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			12,172	25	2023
BOOLARDY - WOOLEEN ROAD	16.090	16.200	0.110	Formed	SKA Construct Floodway. Boghole when w	New Floodway	SKA	Cont Sup	Cem Resheet		9.0		110.0	11,954	20	2023
BOOLARDY - WOOLEEN ROAD	16.200	16.300	0.100	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			8,694	25	2023
BOOLARDY - WOOLEEN ROAD	16.300	16.340	0.040	Formed	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			3,478	25	2024
BOOLARDY - WOOLEEN ROAD	16.340	16.420	0.080	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			6,955	25	2024
BOOLARDY - WOOLEEN ROAD	16.420	17.200	0.780	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			67,813	25	2024
BOOLARDY - WOOLEEN ROAD	17.200	17.400	0.200	Formed & Surfaced	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			17,388	25	2023
BOOLARDY - WOOLEEN ROAD	17.400	18.050	0.650	Formed & Surfaced	SKA Yr 2 Works		SKA	Cont Sup	Resheet Typ 1		9.0			56,511	25	2024
BOOLARDY - WOOLEEN ROAD	18.050	19.110	1.060	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			92,156	25	2023
BOOLARDY - WOOLEEN ROAD	19.110	19.150	0.040	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			3,478	25	2023
BOOLARDY - WOOLEEN ROAD	19.150	19.300	0.150	Formed	SKA Yr 1 Works		SKA	Cont Sup	Resheet Typ 1		9.0			13,041	25	2023
BOOLARDY STATION ACCESS ROAD	0.000	1.490	1.490	Formed & Surfaced					Resheet Typ 4		6.5			44,551	40	2053

Extract 4 - Main Roads WA Funded Projects

16.2.3 - November 2022

Murchison Shire - Roads Program Detail 24.11.22

Expenses General Inflation>>>

B															
Data	Data	Data	Data	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog	Prog
Road	Start (km)	End (km)	Length (km)	Upgrade Program	New Floodways	Floodways	Funding Source	Pavement Treatment	Seal Concrete Treatment	Pavement Width (m)	Seal / Conc Width (m)	Floodway Length (m)	Cost (\$)	Life	1st Replac
BUTCHERS TRACK	0.000	0.150	0.150	Butchers Track Interesection			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		20,351	50	2031
CARNARVON - MULLEWA ROAD	138.143	138.173	0.030	Formed & Surface Upgrade		Floodway	Main Roads WA	Pave	Two Coat Seal	9.0	7.2	30.0	4,070	50	2032
CARNARVON - MULLEWA ROAD	138.173	138.283	0.110	Formed & Surface Upgrade		Floodway	Main Roads WA	Pave	Two Coat Seal	9.0	7.2	110.0	14,924	50	2032
CARNARVON - MULLEWA ROAD	138.283	140.980	2.697	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		365,915	50	2032
CARNARVON - MULLEWA ROAD	140.980	141.260	0.280	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		37,989	50	2032
CARNARVON - MULLEWA ROAD	141.260	141.475	0.215	Butchers Track Intersction			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		29,170	50	2032
CARNARVON - MULLEWA ROAD	141.475	142.035	0.560	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		75,978	50	2032
CARNARVON - MULLEWA ROAD	142.035	142.080	0.045	Formed & Surface Upgrade		Floodway	Main Roads WA	Pave	Two Coat Seal	9.0	7.2	45.0	6,105	50	2032
CARNARVON - MULLEWA ROAD	142.080	142.190	0.110	Formed & Surface Upgrade		Floodway	Main Roads WA	Pave	Two Coat Seal	9.0	7.2	110.0	14,924	50	2032
CARNARVON - MULLEWA ROAD	142.190	143.143	0.953	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		129,298	50	2032
CARNARVON - MULLEWA ROAD	143.143	143.203	0.060	Formed & Surface Upgrade		Floodway	Main Roads WA	Pave	Two Coat Seal	9.0	7.2	60.0	8,141	50	2032
CARNARVON - MULLEWA ROAD	143.203	143.313	0.110	Formed & Surface Upgrade		Floodway	Main Roads WA	Pave	Two Coat Seal	9.0	7.2	110.0	14,924	50	2032
CARNARVON - MULLEWA ROAD	143.313	144.200	0.887	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		120,344	50	2031
CARNARVON - MULLEWA ROAD	144.200	144.250	0.050	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		6,784	50	2031
CARNARVON - MULLEWA ROAD	144.250	145.300	1.050	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		142,459	50	2031
CARNARVON - MULLEWA ROAD	145.300	146.074	0.774	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		105,012	50	2031
CARNARVON - MULLEWA ROAD	146.074	146.230	0.156	Formed & Surface Upgrade			Main Roads WA	Pave	Two Coat Seal	9.0	7.2		21,165	50	2031
CARNARVON - MULLEWA ROAD	146.230	146.670	0.440					Reseal Pave	Reseal	9.0	7.0		16,940	15	2031
CARNARVON - MULLEWA ROAD	146.670	146.710	0.040			Floodway		Reseal Pave	Reseal	9.0	7.0	40.0	5,540	15	2031
CARNARVON - MULLEWA ROAD	147.915	149.380	1.465					Reseal Pave	Reseal	9.0	7.0		56,403	15	2031
CARNARVON - MULLEWA ROAD	149.380	149.800	0.420	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	4.0		42,042	0	2031
CARNARVON - MULLEWA ROAD	149.800	150.120	0.320			Floodway		Reseal Pave	Reseal	9.0	7.0	320.0	12,320	15	2031
CARNARVON - MULLEWA ROAD	150.120	150.840	0.720	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	4.0		72,072	0	2031
CARNARVON - MULLEWA ROAD	150.840	151.070	0.230					Reseal Pave	Reseal	9.0	7.0		8,855	15	2031
CARNARVON - MULLEWA ROAD	151.070	151.190	0.120			Floodway		Reseal Pave	Reseal	9.0	7.0	120.0	4,620	15	2031
CARNARVON - MULLEWA ROAD	151.190	152.280	1.090					Reseal Pave	Reseal	9.0	7.0		41,965	15	2031
CARNARVON - MULLEWA ROAD	152.280	153.170	0.890	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	4.0		89,089	0	2031
CARNARVON - MULLEWA ROAD	153.170	153.485	0.315					Reseal Pave	Reseal	9.0	7.0		12,128	15	2031
CARNARVON - MULLEWA ROAD	153.485	153.685	0.200	Murchison Settlement				Reseal Pave	Reseal	9.0	7.0		7,700	15	2020
CARNARVON - MULLEWA ROAD	153.685	154.045	0.360	Murchison Settlement				Reseal Pave	Reseal	9.0	7.0		13,860	15	2020
CARNARVON - MULLEWA ROAD	154.045	154.140	0.095					Reseal Pave	Reseal	9.0	7.0		3,657	15	2020
CARNARVON - MULLEWA ROAD	154.140	154.750	0.610			Floodway		Reseal Pave	Reseal	9.0	7.0	610.0	23,485	15	2035
CARNARVON - MULLEWA ROAD	154.750	154.770	0.020	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	4.0		2,002	0	2020
CARNARVON - MULLEWA ROAD	154.850	154.925	0.075					Reseal Pave	Reseal	9.0	7.0		2,888	15	2035
CARNARVON - MULLEWA ROAD	154.925	155.320	0.395	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	4.0		39,539	0	2020
CARNARVON - MULLEWA ROAD	155.320	155.450	0.130					Reseal Pave	Reseal	9.0	7.0		5,005	15	2035
CARNARVON - MULLEWA ROAD	155.450	155.794	0.344	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	4.0		34,434	0	2012
CARNARVON - MULLEWA ROAD	155.794	155.844	0.050			Floodway		Reseal Pave	Reseal	9.0	7.0	50.0	1,925	15	2035
CARNARVON - MULLEWA ROAD	155.844	155.930	0.086					Reseal Pave	Reseal	9.0	7.0		3,311	15	2035
CARNARVON - MULLEWA ROAD	155.930	156.065	0.135	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	4.0		13,513	0	2020
CARNARVON - MULLEWA ROAD	156.065	156.115	0.050			Floodway		Reseal Pave	Reseal	9.0	7.0	50.0	1,925	15	2035
CARNARVON - MULLEWA ROAD	157.930	158.486	0.556					Reseal Pave	Reseal	9.0	7.0		21,406	15	2029
CARNARVON - MULLEWA ROAD	158.486	158.566	0.080	Seal Rehab & Widening		Floodway	Main Roads WA	Stab	Two Coat Seal	9.0	4.0	80.0	8,008	0	2029
CARNARVON - MULLEWA ROAD	158.566	158.655	0.089					Reseal Pave	Reseal	9.0	7.0		3,426	15	2029
CARNARVON - MULLEWA ROAD	158.655	160.093	1.438	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	7.2		187,659	0	2029
CARNARVON - MULLEWA ROAD	160.093	160.313	0.220			Floodway		Reseal Pave	Reseal	9.0	7.0	220.0	8,470	15	2028
CARNARVON - MULLEWA ROAD	160.313	160.385	0.072					Reseal Pave	Reseal	9.0	7.0		2,772	15	2028
CARNARVON - MULLEWA ROAD	167.300	167.360	0.060					Reseal Pave	Reseal	9.0	7.0		2,310	15	2028
CARNARVON - MULLEWA ROAD	167.360	167.810	0.450	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	7.2		58,725	0	2028
CARNARVON - MULLEWA ROAD	167.810	167.910	0.100	Seal Rehab & Widening	New Floodway	Floodway	Main Roads WA	Cem Stab	Two Coat Seal	9.0	4.0	100.0	15,961	0	2028
CARNARVON - MULLEWA ROAD	167.910	168.610	0.700	Seal Rehab & Widening			Main Roads WA	Stab	Two Coat Seal	9.0	7.2		91,350	0	2028
CARNARVON - MULLEWA ROAD	168.610	168.660	0.050	Seal Rehab & Widening	New Floodway	Floodway	Main Roads WA	Cem Stab	Two Coat Seal	9.0	4.0	50.0	7,981	0	2028

Extract 6 - Works Summary

16.2.3 - November 2022

Murchison Shire - Roads Program Summary		24.11.22	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	
RoadDescription	Funding Source	Cost (\$)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043
BERINGARRA - BYRO ROAD	Resheet Works	2,615,086										12,152	3,208		5,208	71,512	6,394	242,228	119,048	169,516	674,102	63,112	
BERINGARRA - BYRO ROAD	Floodway Works	348,491																					
BERINGARRA - CUE ROAD	Resheet Works	3,853,679														30,574	301,104			112,539		2,737	
BERINGARRA - CUE ROAD	Floodway Works	55,000																					
BERINGARRA - MT GOULD ROAD	Resheet Works	358,526										52,882				51,520		59,562		42,946			
BERINGARRA - PINDAR ROAD	Resheet Works	11,932,163					98,471	11,241	14,707	44,629		86,499	162,984	449,303	1,658,843	381,794	2,604,495	2,771,171	2,048,700	3,478	934,398	276,676	
BERINGARRA - PINDAR ROAD	Formed & Surfaced Construction	246,146									246,146												
BERINGARRA - PINDAR ROAD	Floodway Works	305,490																					
BERINGARRA - PINDAR ROAD	Resheet WorksSKA	2,329,917	88,896	1,405,527	281,686	162,578	21,735	134,757	13,041	221,697													
BERINGARRA - PINDAR ROAD	Floodway WorksSKA	349,790																					
BERINGARRA - PINDAR ROAD	Reseal Works	62,590													62,590								
BERINGARRA HOMESTEAD ACCESS ROAD	Resheet Works	7,475																					
BILLABALONG - NEW FORREST RD	Resheet Works	0																					
BILLABONG HOMESTEAD ACCESS ROAD	Reseal Works	1,925							1,925														
BILLABONG HOMESTEAD ACCESS ROAD	Resheet Works	12,708																					
BILUNG POOL ACCESS ROAD	Resheet Works	17,940																				1,794	
BOOL - WOOLEEN - BERRI-PIDAT INT	Formed & Surfaced ConstructionSKA	0																					
BOOLARDY - KALLI ROAD	Resheet WorksSKA	1,298,799		1,271,630	7,129	5,434	14,606																
BOOLARDY - KALLI ROAD	Resheet Works	1,886,598							6,210			31,050	50,591	171,313			1,021,876	183,485	369,578				
BOOLARDY - WOOLEEN ROAD	Resheet WorksSKA	1,693,483	777,135	916,348																		64,662	
BOOLARDY STATION ACCESS ROAD	Resheet Works	93,139																				3,767	
BULLARDOO HOMESTEAD ACCESS ROAD	Resheet Works	12,667														1,155							
BUTCHERS TRACK	Formed & Surfaced ConstructionMain Roads WA	20,351								20,351													
BUTCHERS TRACK	Resheet Works	1,990,130							13,178	828		539,751		186,507	254,196	111,780	846,009					37,881	
BYRO - WOODLEIGH ROAD	Resheet Works	1,846,982					27,738	22,802	2,898	20,108		130,254	498,580	353,034	142,416	80,316	304,290	214,038	31,878				
BYRO STATION ACCESS ROAD	Resheet Works	40,572					828					39,744											
CARNARVON - MULLEWA ROAD	Resheet Works	5,541,566			69,540		1,656	6,210		442,152		98,433	519,704	21,533	123,682	13,253	769,114	1,316,477	529,848	138,236	199,263	287,026	106,750
CARNARVON - MULLEWA ROAD	Reseal Works	2,559,265	65,715		52,360	32,057	2,117	76,461	112,816	143,383	737,039	40,310	48,283		152,796	958,439	137,491	65,715		52,360	32,057	2,117	76,461
CARNARVON - MULLEWA ROAD	Floodway Works	959,735																					
CARNARVON - MULLEWA ROAD	Floodway WorksMain Roads WA	703,800					703,800																
CARNARVON - MULLEWA ROAD	Formed & Surfaced ConstructionMain Roads WA	2,571,178	603,715	6,173				98,527		525,334	1,130,858	336,141					128,116						
CARNARVON - MULLEWA ROAD	Reseal WorksMain Roads WA	56,479		56,479																		56,479	
CARNARVON - MULLEWA ROAD	Sealed Roads ConstructionMain Roads WA	7,270,496	315,288	911,673	907,686	1,008,425	350,945	1,155,658	1,073,801	986,914	459,104												
CARNARVON - MULLEWA ROAD	Sealed Roads Construction	20,785			11,935	8,850														11,935	8,850		
CARNARVON - MULLEWA ROAD	Formed & Surfaced ConstructionLRCIP	496,796	447,728	49,068																			
CARNARVON - MULLEWA ROAD	Reseal WorksLRCIP	73,612		73,612																		73,612	
CARNARVON - MULLEWA ROAD	Sealed Roads ConstructionLRCIP	736,281	162,473	573,809																			
CARNARVON - MULLEWA ROAD		0																					
CARNARVON - MULLEWA ROAD	Formed & Surfaced Construction	116,061											53,295										
CEMETERY ROAD	Resheet Works	14,950																					
COODARDY - NOONDIE ROAD	Resheet Works	21,114																					
COOLCALALAYA ROAD	Resheet Works	561,429																				59,558	
CUE - KALLI ROAD	Resheet Works	899,812										2,898		30,996		138,069		625,306				90,666	
CURBUR HOMESTEAD ACCESS ROAD	Resheet Works	11,063																					
CURBUR WOOLSHED ROAD	Resheet Works	15,180																					
ERONG ROAD	Resheet Works	2,052,750																				16,261	1,288
ERRABIDDY BLUFF ROAD	Resheet Works	348,600																				19,760	
ERRABIDDY OUTCAMP ACCESS ROAD	Resheet Works	6,130																					
INNOUENDY ROAD	Resheet Works	177,905																				6,429	
JACK HILLS ACCESS RD	Resheet Works	0																					
KALLI - MILEURA ROAD	Resheet Works	0																					
KALLI - RODERICK ROAD	Resheet Works	20,976																					
KURARA WAY	Resheet Works	12,409																					
LAKE NERRAMYNE ACCESS RD	Resheet Works	0																					
LAKE NERRAMYNE ROAD	Resheet Works	118,036																					
MANFRED ROAD	Resheet Works	196,126																					
MCNABB - TWIN PEAKS ROAD	Resheet Works	1,554,660															7,508				16,681	90,707	



murchisonshire

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SHIRE OF MURCHISON

MONTHLY FINANCIAL REPORT

For the Period Ending 31 October 2022

SHIRE OF MURCHISON
MONTHLY FINANCIAL REPORT
For the Period Ending 31 October 2022
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RSM Australia Pty Ltd

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Compilation Report

To the Council

Shire of Murchison

Scope

We have compiled the accompanying special purpose financial statements.

The specific purpose for which the special purpose financial report has been prepared is to provide information relating to the financial performance and financial position of the Shire that satisfies the information needs of the Council and the *Local Government Act 1995* and associated regulations.

The responsibility of the Shire

The Shire is solely responsible for the information contained in the special purpose financial report and have determined that the accounting policies used are consistent and are appropriate to satisfy the requirements of the Council and the *Local Government Act 1995* and associated regulations.

Our responsibility

On the basis of information provided by the Shire, we have compiled the accompanying special purpose financial statements in accordance with the significant accounting policies adopted as set out in Note 1 to the financial statements and APES 315: Compilation of Financial Information.

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the Management provided, into a financial report. Our procedures do not include any verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

To the extent permitted by law, we do not accept liability for any loss or damage which any person, other than the Shire of Murchison, may suffer arising from negligence on our part.

This report was prepared for the benefit of the Council of the Shire of Murchison and the purpose identified above. We do not accept responsibility to any other person for the content of the report.

Travis Bate
Signed at GERALDTON

RSM Australia Pty Ltd
Chartered Accountants

Date 23RD November 2022

THE POWER OF BEING UNDERSTOOD

AUDIT | TAX | CONSULTING

RSM Australia Pty Ltd is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM Australia Pty Ltd ACN 009 321377 a/l/Birdscoe Practice Trust ABN 63 319 302 479 trading as RSM

Liability limited by a scheme approved under Professional Standards Legislation

SHIRE OF MURCHISON
MONTHLY FINANCIAL REPORT
For the Period Ending 31 October 2022
EXECUTIVE SUMMARY

Statement of Financial Activity

Statements are presented on pages 5 and 6 showing a surplus/(deficit) as at 31 October 2022 of \$550,076

Significant Revenue and Expenditure

	Collected / Completed %	Annual Budget \$	YTD Budget \$	YTD Actual \$
Significant Projects				
Capex - Provision of Solar Power	0%	1,100,000	366,664	-
Capex - Beringarra-Cue Rd - Convert To Gravel	106%	850,000	283,332	899,460
Carn-Mul Rd 245.04 - 254.10 Reconstruct Resheet Prep	118%	640,412	213,456	752,987
Carn-Mul Rd 208.68 - 241.74 Reconstruct & Widen variou	0%	721,203	240,388	-
Road Plant Purchases	56%	610,000	610,000	340,152
Capex Roads Construction General	0%	535,188	178,392	-
	45%	4,456,803	1,892,232	1,992,599
Grants, Subsidies and Contributions				
Operating grants, subsidies and contributions	19%	14,838,098	13,934,198	2,787,902
Non-operating grants, subsidies and contributions	18%	1,938,566	646,180	340,788
	19%	16,776,664	14,580,378	3,128,690
Rates Levied				
	100%	623,919	623,919	623,918

% - Compares current YTD actuals to the Annual Budget

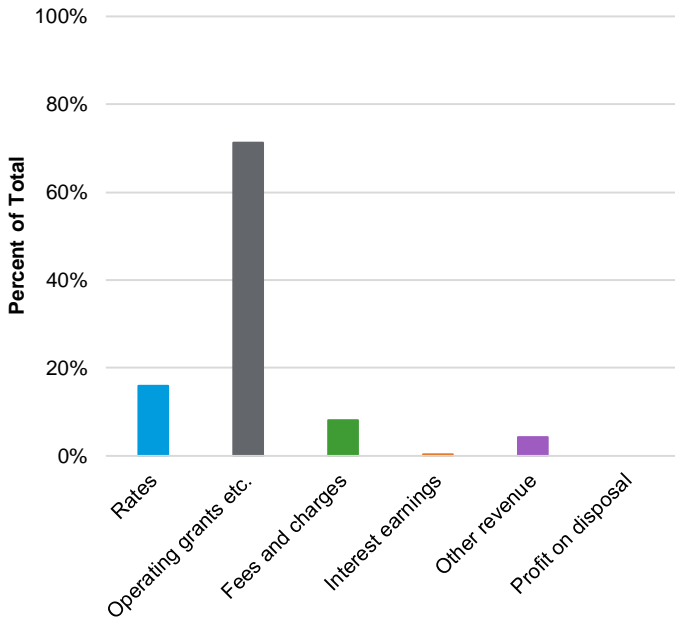
Financial Position

Account	Difference to Prior Year %	Current Year 31 Oct 22 \$	Prior Year 31 Oct 21 \$
Adjusted net current assets	23%	550,076	2,433,105
Cash and equivalent - unrestricted	65%	1,606,338	2,465,267
Cash and equivalent - restricted	145%	10,329,232	7,129,192
Receivables - rates	70%	156,141	221,567
Receivables - other	2%	7,593	479,315
Payables	211%	1,850,702	875,174

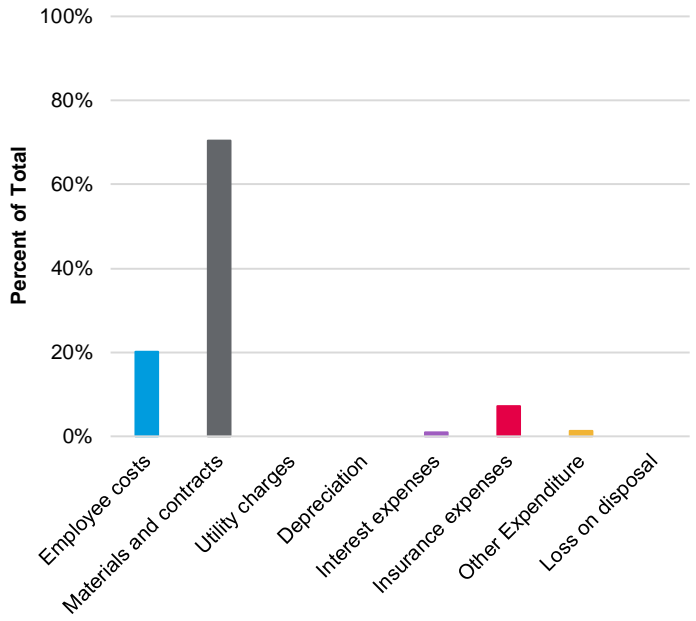
% - Compares current YTD actuals to prior year actuals

SHIRE OF MURCHISON
MONTHLY FINANCIAL REPORT
 For the Period Ending 31 October 2022
SUMMARY GRAPHS

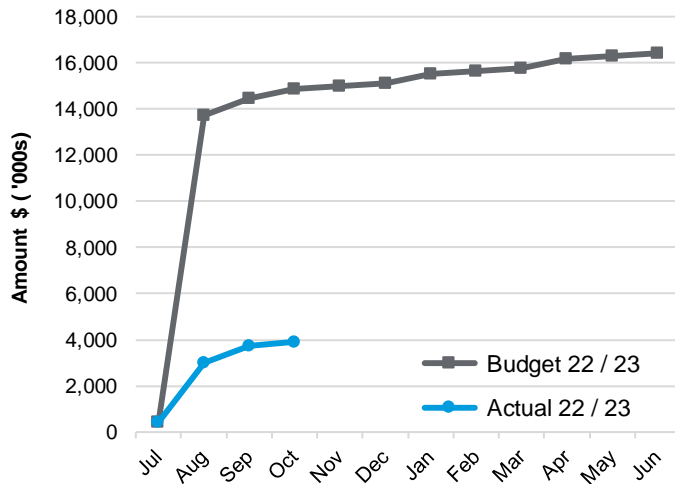
Operating Income



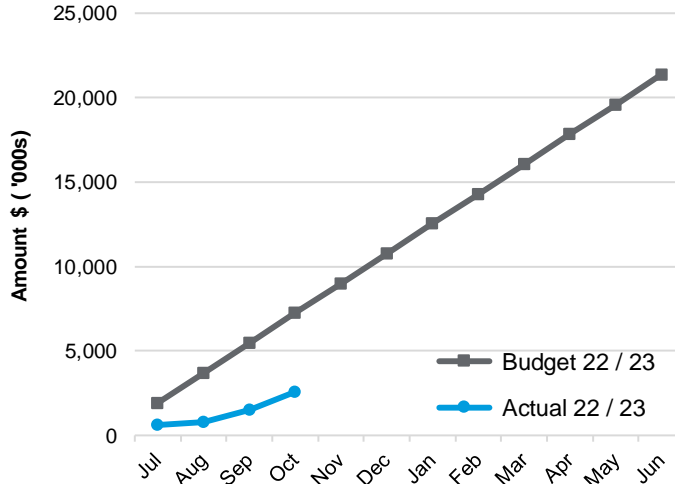
Operating Expenditure



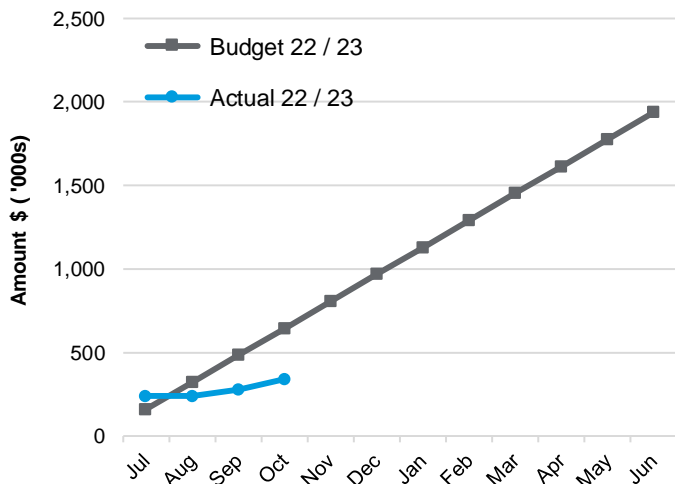
Operating Revenues



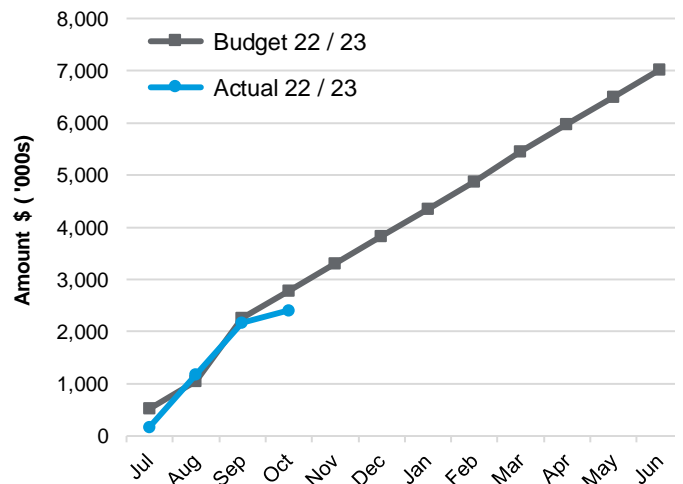
Operating Expenses



Capital Revenues - Investing



Capital Expenses



SHIRE OF MURCHISON
STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

NATURE OR TYPE

	Note	Annual Budget \$	YTD Budget \$	YTD Actual \$	Var* \$	Var* %	Var
Opening Funding Surplus / (Deficit)	3	481,440	481,440	1,400,607			
Revenue from Operating Activities							
Rates	10	623,919	623,919	623,918	(1)	(0%)	
Grants, subsidies and contributions	12(a)	14,838,098	13,934,198	2,787,902	(11,146,296)	(80%)	▼
Fees and charges		625,445	208,472	317,881	109,409	52%	▲
Interest earnings		45,000	13,775	14,463	688	5%	
Other revenue		281,990	94,186	167,322	73,136	78%	▲
Profit on disposal of assets	8	-	-	-	-		
		16,414,452	14,874,550	3,911,486			
Expenditure from Operating Activities							
Employee costs		(1,311,381)	(451,544)	(518,582)	(67,038)	(15%)	▼
Materials and contracts		(16,146,635)	(5,403,652)	(1,812,951)	3,590,701	66%	▲
Depreciation on non-current assets		(3,520,116)	(1,173,324)	-	1,173,324	100%	▲
Interest expenses		(47,061)	(4,160)	(24,462)	(20,302)	(488%)	▼
Insurance expenses		(184,439)	(153,715)	(185,182)	(31,467)	(20%)	▼
Other expenditure		(168,713)	(48,220)	(33,374)	14,846	31%	▲
Loss on disposal of assets	8	-	-	-	-		
		(21,378,345)	(7,234,615)	(2,574,551)			
Excluded Non-cash Operating Activities							
Depreciation and amortisation		3,520,116	1,173,324	-			
(Profit) / loss on asset disposal		-	-	-			
Net Amount from Operating Activities		(1,443,777)	8,813,259	1,336,935			
Investing Activities							
Grants, subsidies and contributions	12(b)	1,938,566	646,180	340,788	(305,392)	(47%)	▼
Proceeds from disposal of assets	8	59,000	4,917	-	(4,917)	(100%)	▼
Land and buildings	9(a)	(1,165,000)	(388,324)	(62,969)	325,355	84%	▲
Plant and equipment	9(b)	(680,000)	(680,000)	(405,952)	274,048	40%	▲
Furniture and equipment	9(c)	(114,000)	(37,992)	(31,502)	6,490	17%	
Infrastructure - roads	9(c)	(3,667,079)	(1,222,308)	(1,881,412)	(659,104)	(54%)	▼
Infrastructure - other	9(d)	(1,395,000)	(448,328)	(26,620)	421,708	94%	
Net Amount from Investing Activities		(5,023,513)	(2,125,855)	(2,067,668)			
Financing Activities							
Proceeds from Long Term Borrowings	11(a)	950,000	-	-			
Repayment of debentures	11(a)	(200,599)	(92,374)	(107,024)	(14,650)	(16%)	▼
Transfer from reserves	7	5,804,223	-	-			
Transfer to reserves	7	(553,800)	-	(12,774)	(12,774)		
Net Amount from Financing Activities		5,999,824	(92,374)	(119,798)			
Closing Funding Surplus / (Deficit)	3	13,974	7,076,470	550,076			

* - Note 2 provides an explanation for the relevant variances shown above.

This statement needs to be read in conjunction with the accompanying Financial Statements and Notes.

SHIRE OF MURCHISON
STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022
REPORTING PROGRAM

	Note	Annual Budget \$	YTD Budget \$	YTD Actual \$	Var* \$	Var* %
Opening Funding Surplus / (Deficit)	3	481,440	481,440	1,400,607		
Revenue from Operating Activities						
Governance		28,000	9,332	15,086	5,754	62%
General purpose funding		1,886,401	1,246,374	942,465	(303,909)	(24%)
Law, order and public safety		9,050	3,012	10,122	7,110	236%
Health		-	-	-	-	
Education and welfare		250	80	-	(80)	(100%)
Housing		-	-	7,437	7,437	
Community amenities		300	100	93	(7)	(7%)
Recreation and culture		8,960	2,956	1,853	(1,103)	(37%)
Transport		13,425,651	13,260,760	2,410,952	(10,849,808)	(82%)
Economic services		955,840	318,604	483,932	165,328	52%
Other property and services		100,000	33,332	39,546	6,214	19%
		16,414,452	14,874,550	3,911,486		
Expenditure from Operating Activities						
Governance		(799,520)	(347,760)	(243,376)	104,384	30%
General purpose funding		(27,168)	(9,044)	(14,170)	(5,126)	(57%)
Law, order and public safety		(88,659)	(31,407)	(25,589)	5,818	19%
Health		(40,939)	(15,628)	(16,970)	(1,342)	(9%)
Education and welfare		(9,827)	(2,288)	(3,263)	(975)	(43%)
Housing		(82,966)	(27,472)	(7,437)	20,035	73%
Community amenities		(180,039)	(49,920)	(39,636)	10,284	21%
Recreation and culture		(415,274)	(138,344)	(89,062)	49,282	36%
Transport		(17,695,659)	(5,896,136)	(1,343,651)	4,552,485	77%
Economic services		(2,038,294)	(680,121)	(773,015)	(92,894)	(14%)
Other property and services		-	(36,495)	(18,383)	18,112	50%
		(21,378,345)	(7,234,615)	(2,574,551)		
Excluded Non-cash Operating Activities						
Depreciation and amortisation		3,520,116	1,173,324	-		
(Profit) / loss on asset disposal	8	-	-	-		
Net Amount from Operating Activities		(1,443,777)	8,813,259	1,336,935		
Investing Activities						
Grants, subsidies and contributions	12(b)	1,938,566	646,180	340,788	(305,392)	(47%)
Proceeds from disposal of assets	8	59,000	4,917	-	(4,917)	(100%)
Land and buildings	9(a)	(1,165,000)	(388,324)	(62,969)	325,355	84%
Plant and equipment	9(b)	(680,000)	(680,000)	(405,952)	274,048	40%
Furniture and equipment	9(c)	(114,000)	(37,992)	(31,502)	6,490	17%
Infrastructure - roads	9(c)	(3,667,079)	(1,222,308)	(1,881,412)	(659,104)	(54%)
Infrastructure - other	9(d)	(1,395,000)	(448,328)	(26,620)	421,708	94%
Net Amount from Investing Activities		(5,023,513)	(2,125,855)	(2,067,668)		
Financing Activities						
Proceeds from long term borrowings	11(a)	950,000	-	-	-	
Repayment of debentures	11(a)	(200,599)	(92,374)	(107,024)	(14,650)	(16%)
Transfer from reserves	7	5,804,223	-	-	-	
Transfer to reserves	7	(553,800)	-	(12,774)	(12,774)	
Net Amount from Financing Activities		5,999,824	(92,374)	(119,798)		
Closing Funding Surplus / (Deficit)	3	13,974	7,076,470	550,076		

* - Note 2 provides an explanation for the relevant variances shown above.

This statement needs to be read in conjunction with the accompanying Financial Statements and Notes.

SHIRE OF MURCHISON
STATEMENT OF CAPITAL ACQUISITIONS AND FUNDING
For the Period Ending 31 October 2022
CAPITAL ACQUISITIONS AND FUNDING

Asset Group	Note	Annual Budget \$	YTD Actual Total \$
Land and buildings	9(a)	1,165,000	62,969
Plant and equipment	9(b)	680,000	405,952
Furniture and equipment	9(c)	114,000	31,502
Infrastructure - roads	9(c)	3,667,079	1,881,412
Infrastructure - other	9(d)	1,395,000	26,620
Total Capital Expenditure		7,021,079	2,408,456
Capital Acquisitions Funded by:			
Capital grants and contributions		1,938,566	340,788
Borrowings		-	-
Other (disposals and c/fwd)		59,000	-
Council contribution - from reserves		2,521,000	-
Council contribution - operations		2,502,513	2,067,668
Total Capital Acquisitions Funding		7,021,079	2,408,456

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996 Regulation 34*.

The material variance adopted by the Shire of Murchison for the 2022/23 year is \$10,000 or 10%, whichever is greater. Items considered to be of material variance are disclosed in Note 2.

The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation. The preparation also requires management to make judgements, estimates and assumptions which effect the application of policies and the reported amounts in the statements and notes. These estimated figures are based on historical experience or other factors believed to be reasonable under the circumstances. Therefore, the actual results may differ from these reported amounts.

Actual and Budget comparatives are presented in year to date format unless otherwise stated. The Adopted Budget is used in the report until superseded by the Budget Review.

Preparation

Prepared by: Kate Peacock
 Reviewed by: Travis Bate
 Date prepared: 23 Nov 22

(a) Basis of Preparation

The following financial statements are special purpose financial statements that have been prepared in accordance with the Australian Accounting Standards, Authoritative Interpretations, the *Local Government Act 1995*, and regulations, within the context in which they relate to local governments and not-for-profit entities.

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996 Regulation 34*.

With the exception of the cash flow statement and rate setting information, the following report has been prepared on an accrual basis with balances measured at historical cost unless subject to fair value adjustments. Items subject to fair value adjustments include certain non-current assets, financial assets, and financial liabilities. Items such as assets, liabilities, equity, income and expenses have been recognised in accordance with the definitions and recognition criteria set out in the Framework for the Preparation and Presentation of Financial Statements.

These financial statements comply with, and supersede, the Australian Accounting Standards with the *Local Government (Financial Management) Regulations 1996* where applicable. Further information is provided in Note 1(i).

The functional and presentation currency of the report is Australian dollars.

(b) The Local Government Reporting Entity

The Australian Accounting Standards define local government as a reporting entity which can be a single entity or a group comprising a parent and all its subsidiaries. All funds controlled by the Shire in order to provide its services have formed part of the following report. Transactions and balances related to these controlled funds, such as transfers to and from reserves, were eliminated during the preparation of the report.

Funds held in Trust, which are controlled but not owned by the Shire, do not form part of the financial statements. Further information on the Shire funds in Trust are provided in Note 5.

(c) Rounding of Amounts

The Shire is an entity to which the *Local Government (Financial Management) Regulations 1996* applies and, accordingly amounts in the financial report have been rounded to the dollar except for amounts shown as a rate in the dollar. Where total assets exceed \$10,000,000 in the prior audited annual financial report, the amounts may be rounded to the nearest \$1,000.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST where applicable.

(e) Cash and Cash Equivalents

Cash and cash equivalents normally include cash on hand, bonds and deposits, overdrafts, excess rates, unspent grant funds, on call deposits and term deposits with maturities equal to or less than three months. Cash and cash equivalents are typically characterised as highly liquid investments with little risk of experiencing material changes in value. Further information is provided in Note 1(f).

(f) Financial Instruments

Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at fair value through profit and loss

The Shire classifies the following financial assets at fair value through profit and loss:

- debt investments which do not qualify for measurement at either amortised cost or fair value through other comprehensive income.
- equity investments which the Shire has not elected to recognise fair value gains and losses through other comprehensive income.

Financial liabilities

Financial liabilities are recognised at fair value when the Shire becomes a party to the contractual provisions to the instrument.

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally through the provision of goods and services to customers but also incorporate other types of contractual monetary assets.

After initial recognition these are measured at amortised cost using the effective interest method, less provision for impairment. Any change in their value is recognised in the statement of comprehensive income.

In some circumstances, the Shire renegotiates repayment terms with customers which may lead to changes in the timing of the payments, the Shire does not necessarily consider the balance to be impaired, however assessment is made on a case-by-case basis.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)
(f) Financial Instruments (Continued)

Impairment of Financial Assets

At the end of the annual reporting period the Shire assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the financial assets original effective interest rate.

Impairment of loans and receivables are reduced through the use of an allowance account, all other impairment losses on financial assets at amortised cost are taken directly to the asset. Subsequent recoveries of amounts previously written off are credited against other expenses in the statement of comprehensive income.

(g) Inventories

General

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs related to completion and its sale.

Land Held for Resale

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed. Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point. Land held for sale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

(h) Fixed Assets

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

Initial recognition and measurement between mandatory revaluation dates

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework, are recognised at cost and disclosed as being at fair value as management believes cost approximates fair value. They are subject to subsequent revaluations at the next anniversary date in accordance with the mandatory measurement framework.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(h) Fixed Assets (Continued)

Revaluation

The fair value of land, buildings, infrastructure and investment properties is determined at least every five years in accordance with the regulatory framework. This includes buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on vested land acquired by the Shire.

At the end of each period the valuation is reviewed and where appropriate the fair value is updated to reflect current market conditions. This process is considered to be in accordance with *Local Government (Financial Management) Regulation 17A (2)* which requires land, buildings, infrastructure, investment properties and vested improvements to be shown at fair value.

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Land under roads

As a result of amendments to the *Local Government (Financial Management) Regulations 1996*, effective from 1 July 2019, vested land, including land under roads, are treated as right-of-use assets measured at zero cost. Therefore, the previous inconsistency with AASB 1051 in respect of non-recognition of land under roads acquired on or after 1 July 2008 has been removed, even though measurement at zero cost means that land under roads is still not included in the statement of financial position.

Vested improvements from 1 July 2019

The measurement of vested improvements at fair value in accordance with *Local Government (Financial Management) Regulation 17A(2)(iv)* is a departure from AASB 16 which would have required the Shire to measure the vested improvements as part of the related right-of-use assets at zero cost.

(i) Depreciation of Non-current Assets

Fixed assets, excluding freehold land, are depreciated on a straight-line basis over the asset's useful life to the Shire, commencing when the asset is ready for use. The estimated useful lives used for each class of depreciable asset are shown below in years:

Asset Class	Useful life
Buildings & Improvements	7 to 90 years
Furniture and equipment	3 to 25 years
Plant and equipment	5 to 20 years
Sealed roads and streets	
formation	not depreciated
pavement	12 years
seal	10 years
- bituminous seals	20 years
- asphalt surfaces	25 years
Gravel roads	
formation	not depreciated
pavement	45 years
Footpaths	10 years
Culverts	60 years
Signs	20 years
Stock Grids	80 years
Floodways	21 years
Water supply piping and drainage systems	75 years
Bridges	80 years

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

Land Under Local Government Control

Regulation 16 in the *Local Government (Financial Management) Regulations 1996* prohibits certain assets to be included in the financial report of a local government and require other assets to be included. The regulation therefore supersedes the reporting requirements of AASB 1051 *Land Under Roads (p.15)* and AASB 116 *Property, Plant and*

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(j) Trade and Other Payables

Trade and other payables are unpaid current liabilities owed for goods and services provided to the Shire prior to the end of the financial year. The amounts are unsecured and are normally paid within 30 days of recognition.

(k) Employee Benefits

Provision is made for the Shire's liability for employee benefits arising from services rendered by employees to the end of the annual reporting period. Employee benefits that are expected to be wholly settled within one year are measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on 10 year Australia Government Bonds. Changes in the measurement of the liability are recognised in the statement of comprehensive income.

(l) Interest-bearing Loans and Borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. Subsequent measurement is at amortised cost using the effective interest method. The annual government guarantee fee is expensed in the year incurred.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

Borrowing Costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset. All other borrowing costs are recognised as an expense in the period in which they are incurred.

(m) Provisions

Provisions are recognised when: The Shire has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one of item included in the same class of obligations may be small.

(n) Contract Liabilities

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

With respect to transfers for recognisable non-financial assets, contract liabilities represent performance obligations which are not yet satisfied.

Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

(o) Current and Non-current Classification

The report classifies current and non-current balances as defined by the *Local Government (Financial Management) Regulations 1996*, AASB 101 *Presentation of Financial Statements*, or by another applicable regulation or interpretation.

(p) Nature or Type Classifications

Rates

All rates levied under the *Local Government Act 1995*. Includes general, differential, specific area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts offered. Exclude administration fees, interest on instalments, interest on arrears and service charges.

Operating Grants, Subsidies and Contributions

Refer to all amounts received as grants, subsidies and contributions that are not non-operating grants.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(p) Nature or Type Classifications (Continued)

Non-operating Grants, Subsidies and Contributions

Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

Profit on Asset Disposal

Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

Fees and Charges

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.

Service Charges

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. Regulation 54 of the *Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Excluding rubbish removal charges, interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

Interest Earnings

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

Other Revenue / Income

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

Employee Costs

All costs associated with the employment of a person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

Materials and Contracts

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

Utilities (Gas, Electricity, Water, etc.)

Expenditures made to the respective agencies for the provision of power, gas, water and communication expenses. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

Insurance

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

Loss on Asset Disposal

Loss on the disposal of fixed assets.

Depreciation on Non-current Assets

Depreciation expense raised on all classes of assets.

Interest Expenses

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

Other Expenditure

Statutory fees, taxes, provision for bad debts, member's fees or State taxes, donations and subsidies made to community groups.

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(q) Program Classifications (Function / Activity)

Council operations as disclosed in these financial statements encompass the following service orientated activities/programs.

GOVERNANCE

Administration and operation of facilities and services to members of Council. Other costs that relate to the task of assisting elected members and electors on matters which do not concern specific Council services.

GENERAL PURPOSE FUNDING

Rates, general purpose government grants and interest revenue.

LAW, ORDER AND PUBLIC SAFETY

Supervision of various by-laws, fire prevention and animal control.

HEALTH

Monitor health control standards within the community, provide support and assistance with airstrips to enable all residents access to the Royal Flying Doctor for regular and emergency health services.

EDUCATION AND WELFARE

Support of education facilities within the Shire and of any external resources necessary to assist with education programmes for all residents.

HOUSING

Provision and maintenance of staff housing.

COMMUNITY AMENITIES

Maintain a refuse site for the settlement.

RECREATION AND CULTURE

Provide a library and museum and operation there of. Maintain recreation centre, sports field, parks, gardens and other recreational facilities.

TRANSPORT

Construction and maintenance of roads, drainage works and traffic signs. Maintenance of the settlement airstrip.

ECONOMIC SERVICES

Building control, provision of power and water supplies. Supply and maintenance of television re-broadcasting installation. Provision of radio communication. Maintenance of caravan park. Vermin control and area promotion.

OTHER PROPERTY AND SERVICES

Private works operations, plant repairs and operation costs.

SHIRE OF MURCHISON

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(r) Revenue Recognition Policy

Recognition of revenue is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns / Refunds / Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Timing of revenue recognition
Rates	General Rates	Over time	Payment dates adopted by Council during the year	None	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Service charges	Charge for specific service	Over time	Payment dates adopted by Council during the year	Refund in event monies are unspent	Adopted by council annually	When taxable event occurs	Not applicable	When rates notice is issued
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants, subsidies or contributions for the construction of non-financial assets	Construction or acquisition of recognisable non-financial assets to be controlled by the local government	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Grants with no contract commitments	General appropriations and contributions with no reciprocal commitment	No obligations	Not applicable	Not applicable	Cash received	On receipt of funds	Not applicable	When assets are controlled
Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	Set by State legislation or limited by legislation to the cost of provision	Based on timing of issue of the associated rights	No refunds	On payment and issue of the licence, registration or approval
Pool inspections	Compliance safety check	Single point in time	Equal proportion based on an equal annually fee	None	Set by State legislation	Apportioned equally across the inspection cycle	No refunds	After inspection complete based on a 4 year cycle

SHIRE OF MURCHISON

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

For the Period Ending 31 October 2022

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(r) Revenue Recognition Policy (Continued)

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns / Refunds / Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Timing of revenue recognition
Other inspections	Regulatory Food, Health and Safety	Single point in time	Full payment prior to inspection	None	Set by State legislation or limited by legislation to the cost of provision	Applied fully on timing of inspection	Not applicable	Revenue recognised after inspection event occurs
Property hire and entry	Use of halls and facilities	Single point in time	In full in advance	Refund if event cancelled within 7 days	Adopted by council annually	Based on timing of entry to facility	Returns limited to repayment of transaction price	On entry or at conclusion of hire
Fees and charges for other goods and services	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Adopted by council annually	Applied fully based on timing of provision	Not applicable	Output method based on provision of service or completion of works
Sale of stock	Roadhouse fuel & kiosk sales.	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Adopted by council policy & annual fees and charges review, set by mutual agreement	Applied fully based on timing of provision	Returns limited to repayment of transaction price	Output method based on goods
Commissions	Commissions on licencing and ticket sales	Over time	Payment in full on sale	None	Set by mutual agreement with the customer	On receipt of funds	Not applicable	When assets are controlled
Reimbursements	Insurance claims	Single point in time	Payment in arrears for claimable event	None	Set by mutual agreement with the customer	When claim is agreed	Not applicable	When claim is agreed

SHIRE OF MURCHISON
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ending 31 October 2022

2. EXPLANATION OF MATERIAL VARIANCES

Variations which have exceeded the thresholds are listed below by Program. Significant variances within the Program are listed underneath it by Nature or Type.

The material variance adopted by Council for the 2022/23 year is \$10,000 and 10%.

Nature or Type	Var	Var	Var	Timing / Permanent	Explanation of Variance
Operating Revenues	\$	%			
Operating Grants, Subsidies and Contributions	(11,146,296)	(80%)	▼	Timing	Budget profile for Flood Damage Grants. Timing issue only.
Fees and Charges	109,409	52%	▲	Timing	Primarily related to above budget Roadhouse Fuel Sales \$86,000 and accommodation and camping \$18,000.
Other Revenue	73,136	78%	▲	Timing	Roadhouse shop sales \$65,000 above budget.
Non Operating Grants, Subsidies and Contributions	(305,392)	(47%)	▼	Timing	MRWA specific grant received \$240,000, offset by budget profile of other grants.

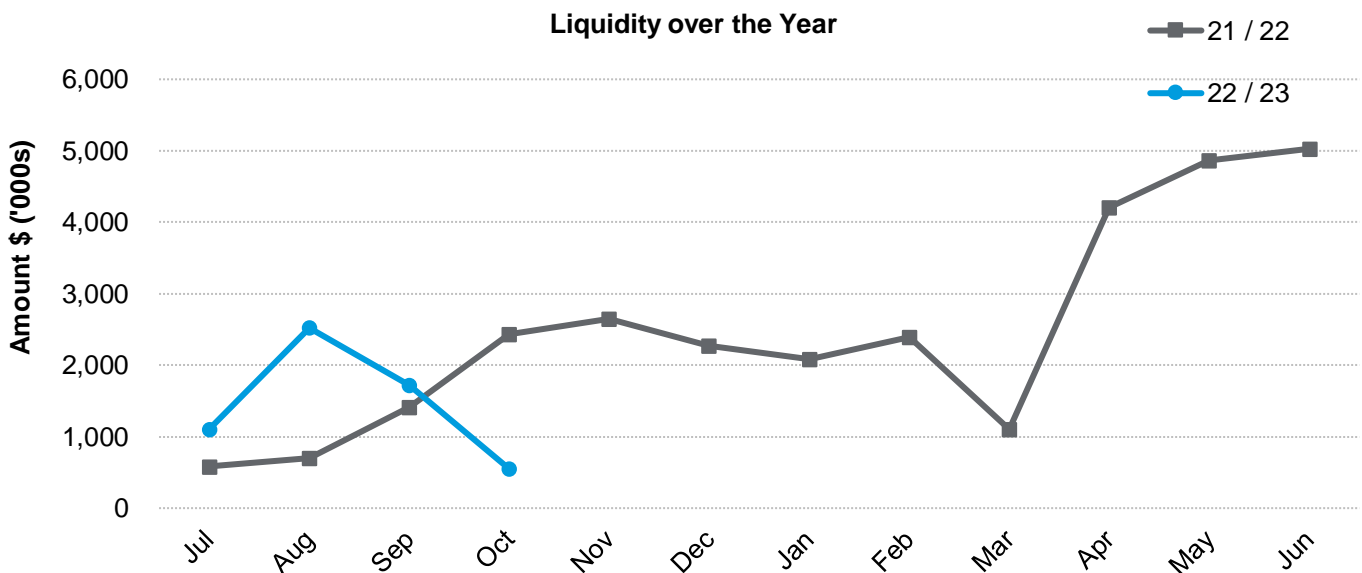
Operating Expense

Employee Costs	(67,038)	(15%)	▼	Timing	Timing of budget profile.
Materials and contracts	3,590,701	66%	▲	Timing	Primarily related to timing of Flood Damage works.
Depreciation on Non-current Assets	1,173,324	100%	▲	Timing	Depreciation will not be run until 2022 audit completed.
Interest Expenses	(20,302)	(488%)	▼	Timing	Budget profile issue only.
Insurance Expenses	(31,467)	(20%)	▼	Timing	Timing of budget profile.
Other expenditure	14,846	31%	▲	Timing	Primarily related to Budget for Rates written off (\$5,000 - no rates have been written off) and timing of payment of Members sitting fees.

SHIRE OF MURCHISON
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ending 31 October 2022

3. NET CURRENT FUNDING POSITION

	Note	Current Month 31 Oct 22 \$	Prior Year Closing 30 Jun 22 \$	This Time Last Year 31 Oct 21 \$
Current Assets				
Cash unrestricted	4	1,606,338	2,239,923	2,465,267
Cash restricted	4	10,329,232	10,316,457	7,129,192
Receivables - rates	6(a)	156,141	74,989	221,567
Receivables - sundry	6(b)	7,593	1,517	479,315
Receivables - other		203,598	71,390	-
Provision for doubtful debts		(16,493)	(16,493)	-
Other current assets		-	-	140,745
Contact assets		182,020	182,020	-
Inventories		174,596	139,172	-
Total Current Assets		12,643,025	13,008,975	10,436,086
Current Liabilities				
Payables - sundry		(859,843)	(332,931)	(873,998)
Payables - other		(102,821)	(158,036)	-
Deposits and bonds		(423,990)	(423,769)	-
Contract liabilities		(377,174)	(377,174)	-
Loan liabilities	11(a)	(86,874)	(187,406)	(1,176)
Total Payables		(1,850,702)	(1,479,316)	(875,174)
Provisions		(183,760)	(183,760)	(134,483)
Total Current Liabilities		(2,034,462)	(1,663,076)	(1,009,657)
Less: cash reserves	7	(10,329,232)	(10,316,457)	(7,128,983)
Less: movement in provisions (non current)		183,759	183,759	134,483
Add: loan principal (current)		86,986	187,406	1,176
Add: trust transactions to municipal		-	-	-
Net Funding Position - Surplus / (Deficit)		550,076	1,400,607	2,433,105



SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

4. CASH AND FINANCIAL ASSETS

	Unrestricted	Restricted	Total	Institution	Interest	Maturity
Cash	\$	\$	\$		Rate	Date
					%	
Murchison Community Fund	415,933		415,933	Westpac	Variable	N/A
Municipal	846,315		846,315	Westpac	Variable	N/A
Cash On Hand	500	-	500	Cash on hand	Nil	N/A
Muni Short Term Investment	152,648		152,648	Westpac	Variable	N/A
Roadhouse	183,535		183,535	Westpac	Variable	N/A
CSIRO	7,406		7,406	Westpac	Variable	N/A
Reserve Funds		10,329,232	10,329,232	Westpac	Variable	N/A
Total Cash and Financial Assets	1,606,338	10,329,232	11,935,570			

5. TRUST FUND

There are no funds held at balance date over which the Shire has no control

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

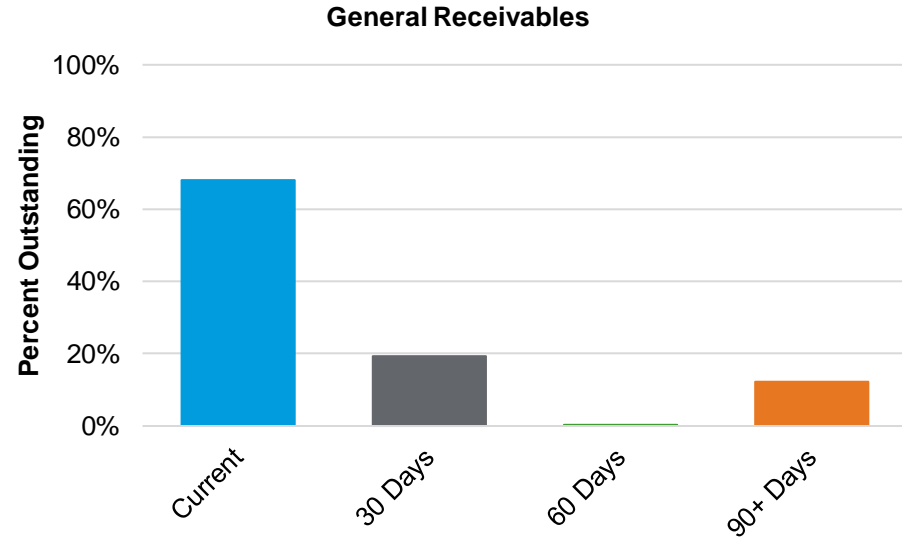
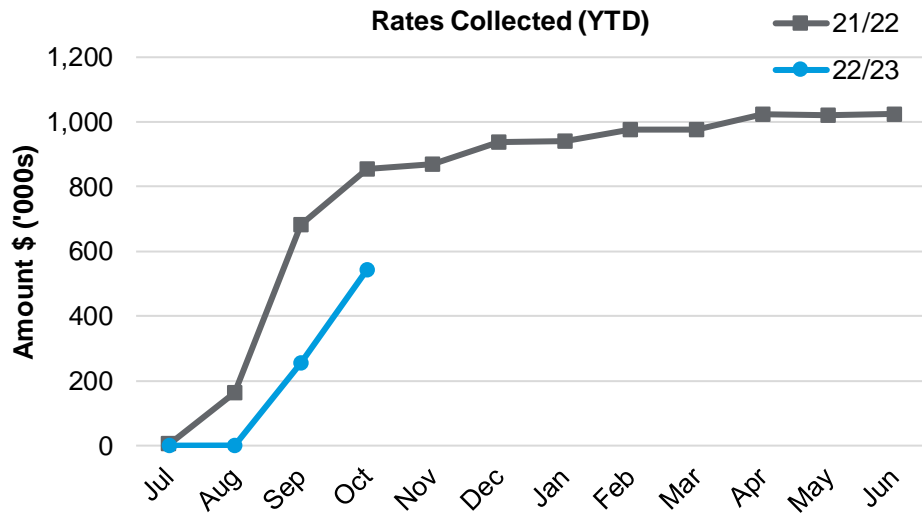
6. RECEIVABLES

(a) Rates Receivable

	31 Oct 22
	\$
Rates receivables	156,141
Total Rates Receivable Outstanding	156,141
Closing balances - prior year	74,989
Rates levied this year	623,918
Closing balances - current month	(156,141)
Total Rates Collected to Date	542,766

(b) General Receivables

	31 Oct 22
	\$
Current	5,169
30 Days	1,468
60 Days	25
90+ Days	931
Total General Receivables Outstanding	7,593



Comments / Notes

Rubbish fees included in YTD graph

Comments / Notes

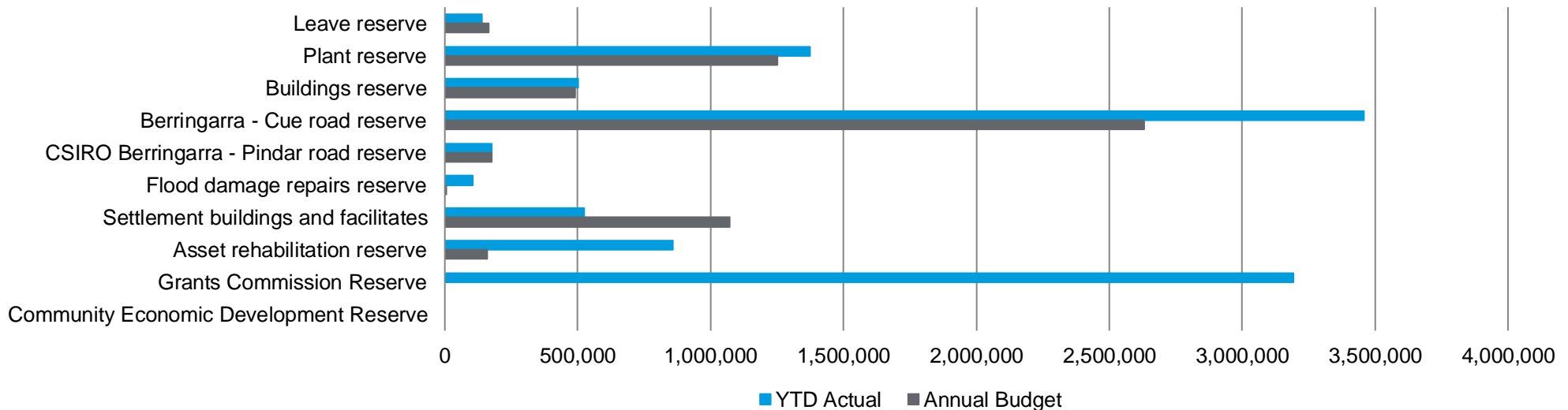
Amounts shown above include GST (where applicable)

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

7. CASH BACKED RESERVES

Reserve Name	Annual Budget				YTD Actual			
	Balance	Transfers	Transfer	Balance	Balance	Transfers	Transfer	Balance
	01 Jul 22	from	to	30 Jun 23	01 Jul 22	from	to	31 Oct 22
	\$	\$	\$	\$	\$	\$	\$	\$
Leave reserve	139,147	-	25,700	164,847	139,148	-	393	139,541
Plant reserve	1,372,758	(621,000)	500,000	1,251,758	1,372,758	-	-	1,372,758
Buildings reserve	488,635	-	2,700	491,335	499,636	-	1,412	501,047
Berringarra - Cue road reserve	3,457,923	(850,000)	24,000	2,631,923	3,457,924	-	-	3,457,924
CSIRO Berringarra - Pindar road reserve	176,024	-	900	176,924	176,024	-	496	176,520
Flood damage repairs reserve	105,969	(100,000)	500	6,469	105,969	-	-	105,969
Settlement buildings and facilities	1,822,857	(750,000)	-	1,072,857	522,857	-	1,478	524,336
Asset rehabilitation reserve	458,912	(300,000)	-	158,912	858,912	-	-	858,912
Grants Commission Reserve	3,183,223	(3,183,223)	-	-	3,183,223	-	8,995	3,192,218
Community Economic Development Reserve	-	-	-	-	-	-	-	-
Total Cash Backed Reserves	11,205,448	(5,804,223)	553,800	5,955,025	10,316,451	-	12,774	10,329,225

Annual Budget v YTD Actual



SHIRE OF MURCHISON
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ending 31 October 2022

8. DISPOSAL OF ASSETS

Annual Budget

	WDV	Proceeds	Profit	(Loss)
	\$	\$	\$	\$
Transport				
Plant and Equipment				
P024 Water Tanker Trailer	24,000	24,000	-	-
P15006 Truck - Isuzu NPR 65/45	10,000	10,000	-	-
P16063 2016 Toyota Prado	25,000	25,000	-	-
Total Disposal of Assets	59,000	59,000	-	-
Total Profit or (Loss)				-

YTD Actual

	WDV	Proceeds	Profit	(Loss)
	\$	\$	\$	\$
Other Property & Services				
Motor Vehicle				
	-	-	-	-
				-
				-
				-
Total Disposal of Assets	-	-	-	-
Total Profit or (Loss)				-

SHIRE OF MURCHISON
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ending 31 October 2022

9. CAPITAL ACQUISITIONS

(a) Land and Buildings

	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Community Amenities						
	Container Deposit Shed	10,000	3,332	-	3,332	0%
Economic Services						
	F Capex - New Caravan Park Ablution Block	350,000	116,664	-	116,664	0%
	Capex - Roadhouse Residence	425,000	141,664	-	141,664	0%
	Staff Accommodation Units	250,000	83,332	-	83,332	0%
Housing						
	Capex - Renovation 6 Kurara Way	115,000	38,332	62,969	(24,637)	55%
Transport						
	Depot Buildings & Improvements	15,000	5,000	-	5,000	0%
Total Land and Buildings		1,165,000	388,324	62,969	325,355	

(a) Furniture & Equipment

	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Governance						
	Council Chambers Communications Gear/Tables	15,000	5,000	1,477	3,523	10%
	Server Replacement	32,000	10,664	30,025	(19,361)	94%
Economic Services						
	Cap Ex Point Of Sale System Roadhouse	22,000	7,332	-	7,332	0%
	Capex - Washing Machines	15,000	5,000	-	5,000	0%
	Roadhouse Appliances	20,000	6,664	-	6,664	0%
	Roadhouse Furniture	10,000	3,332	-	3,332	0%
Total Furniture & Equipment		114,000	37,992	31,502	6,490	

(b) Plant and Equipment

	Funding Source	Annual Budget \$	YTD Budget \$	YTD Actual \$	YTD Variance \$	% Complete
Law, Order and Public Safety						
	Slip on Fire Units	-	-	65,800	(65,800)	#DIV/0!
Transport						
	Road Plant Purchases	610,000	610,000	340,152	269,848	56%
Governance						
	Administration Vehicles Purchases	70,000	70,000	-	70,000	0%
Total Plant and Equipment		680,000	680,000	405,952	274,048	

SHIRE OF MURCHISON
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ending 31 October 2022

9. CAPITAL ACQUISITIONS (Continued)

(b) Infrastructure - Roads	Funding Source	Annual Budget	YTD Budget	YTD Actual	YTD Variance	% Complete
		\$	\$	\$	\$	
Transport						
Tourism Information Bays & Signage		30,000	10,000	-	10,000	0%
Cap Ex - Berringara-Cue Road - Upgrade Floodways		-	-	120,353	(120,353)	
Capex Roads Construction General		535,188	178,392	-	178,392	0%
Carn-Mul Rd 245.04 - 254.10 Reconstruct Resheet Prep for St		640,412	213,456	752,987	(539,531)	118%
Capex Grids General		120,000	40,000	100,244	(60,244)	84%
Carn-Mul Rd 208.68 - 241.74 Reconstruct & Widen various se		721,203	240,388	-	240,388	0%
Beri-Pindar Rd Wreath Flowers Works		152,040	50,672	-	50,672	0%
Beri-Pindar Rd 288.05 - 309.50 Resheet incl Floodways		368,236	122,736	849	121,887	0%
Carn-Mul Rd 82.62 - 83.54 & 86.90 - 88.05 Resheet incl Flood		250,000	83,332	-	83,332	0%
General Road Sealing Works		-	-	7,519	(7,519)	
Capex - Beringarra-Cue Rd - Convert To Gravel		850,000	283,332	899,460	(616,128)	106%
		3,667,079	1,222,308	1,881,412	(659,104)	
Total Infrastructure - Roads		3,667,079	1,222,308	1,881,412	(659,104)	
(d) Infrastructure - Other						
	Funding Source	Annual Budget	YTD Budget	YTD Actual	YTD Variance	% Complete
		\$	\$	\$	\$	
Recreation & Culture						
Sports Club Access Upgrade		15,000	5,000	-	5,000	0%
Economic Services						
Roadhouse & C/V Park Precinct Works		20,000	6,664	-	6,664	0%
Capex - Provision of Solar Power		1,100,000	366,664	-	366,664	0%
Improvements To drinking Water reticulation		180,000	60,000	11,360	48,640	6%
Community Amenities						
Cap-Ex - New Rubbish Tip		50,000	-	-	-	0%
Cap Ex - Niche Wall For Settlement Cemetery		30,000	10,000	15,260	(5,260)	51%
		1,395,000	448,328	26,620	421,708	
Total Infrastructure - Other		1,395,000	448,328	26,620	421,708	
Total Capital Expenditure		7,021,079	2,776,952	2,408,456	368,496	

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

10. RATING INFORMATION

	Rateable Value \$	Rate in \$	Number of Properties #	Annual Budget Revenue \$	Rate Revenue \$	Interim Rates \$	Back Rates \$	YTD Actual Revenue \$
General Rates								
UV Pastoral	1,232,909	0.048626	22	59,952	59,956	-	-	59,956
UV Mining	1,624,078	0.245523	11	398,748	398,744	-	-	398,744
UV Prospecting and exploration	1,486,430	0.093391	44	138,819	138,818	-	-	138,818
Total General Rates				597,519	597,518	-	-	597,518
Minimum Rates								
UV Pastoral	17,304	800	6	4,800	4,800	-	-	4,800
UV Mining	-	800	0	-	-	-	-	-
UV Prospecting and exploration	112,974	800	27	21,600	21,600	-	-	21,600
Total Minimum Rates				26,400	26,400	-	-	26,400
Total General and Minimum Rates				623,919	623,918	-	-	623,918
Other Rate Revenue								
Facilities fees (Ex Gratia)								-
Total Rate Revenue				623,919				623,918

SHIRE OF MURCHISON
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
 For the Period Ending 31 October 2022

11. INFORMATION ON BORROWINGS

(a) Debenture Repayments

(i) Loan 1 Purchase of Road Plant

	Annual Budget \$	YTD Budget \$	YTD Actual \$
Transport			
Opening balance	15,000	15,000	15,002
Principal payment	(15,000)	-	(14,650)
Principal Outstanding	-	15,000	352
Interest payment	(490)	-	-
Guarantee fee	-	-	-
Total Principal, Interest and Fees Paid	(15,490)	-	(14,650)

(ii) Loan 2 Roadworks in 2020-21

	Annual Budget \$	YTD Budget \$	YTD Actual \$
Transport			
Opening balance	1,908,469	1,908,469	1,908,469
Principal payment	(185,599)	(92,374)	(92,374)
Principal Outstanding	1,722,870	1,816,095	1,816,096
Interest payment	(34,305)	-	(17,578)
Service fee	-	-	-
Total Principal, Interest and Fees Paid	(219,904)	(92,374)	(109,952)

(iii) Loan 3 MicroGrid Power

	Annual Budget \$	YTD Budget \$	YTD Actual \$
Economic Services			
Opening balance	-	-	-
New Loans	950,000	-	-
Principal payment	-	-	-
Principal Outstanding	950,000	-	-
Interest payment	-	-	-
Service fee	-	-	-
Total Principal, Interest and Fees Paid	-	-	-

Total Principal Outstanding	2,672,870	1,831,095	1,816,447
Total Principal Repayments	(200,599)	(92,374)	(107,024)

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

12. GRANTS, SUBSIDIES AND CONTRIBUTIONS

(a) Operating Grants, Subsidies and Contributions

Program / Details	Grant Provider	Annual Budget \$	YTD Budget \$	YTD Actual \$
General Purpose Funding				
F.A.G Grant - General	WALGGC	998,722	499,360	249,681
F.A.G. Grant - Roads	WALGGC	217,085	108,542	54,271
Law, Order and Public Safety				
DFES Operating Grant	DFES	8,800	2,932	9,216
Education and Welfare				
Education & Welfare Revenue		250	80	-
Community Amenities				
Other Community Amenities Revenue		300	100	-
Transport				
MRWA Direct	MRWA	246,431	82,140	251,732
WANDRRA Flood Damage	MRWA	13,178,320	13,178,320	2,158,457
Economic Services				
Tour Area Prom Revenue		87,690	29,228	25,000
Roadhouse - Other Revenue		500	164	-
Other Property & Services				
Diesel Fuel Rebate		100,000	33,332	39,546
Total Operating Grants, Subsidies and Contributions		14,838,098	13,934,198	2,787,902
(b) Non-operating Grants, Subsidies and Contributions				
Transport				
MRWA Specific	MRWA	360,000	120,000	240,000
Roads to Recovery		565,000	188,332	-
MRWA Black Spot		101,360	33,784	40,544
LRCIP		910,206	303,400	60,244
Law, Order and Public Safety				
Fire Prevention Grant		2,000	664	-
Total Non-Operating Grants, Subsidies and Contributions		1,938,566	646,180	340,788
Total Grants, Subsidies and Contributions		16,776,664	14,580,378	3,128,690

SHIRE OF MURCHISON
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ending 31 October 2022

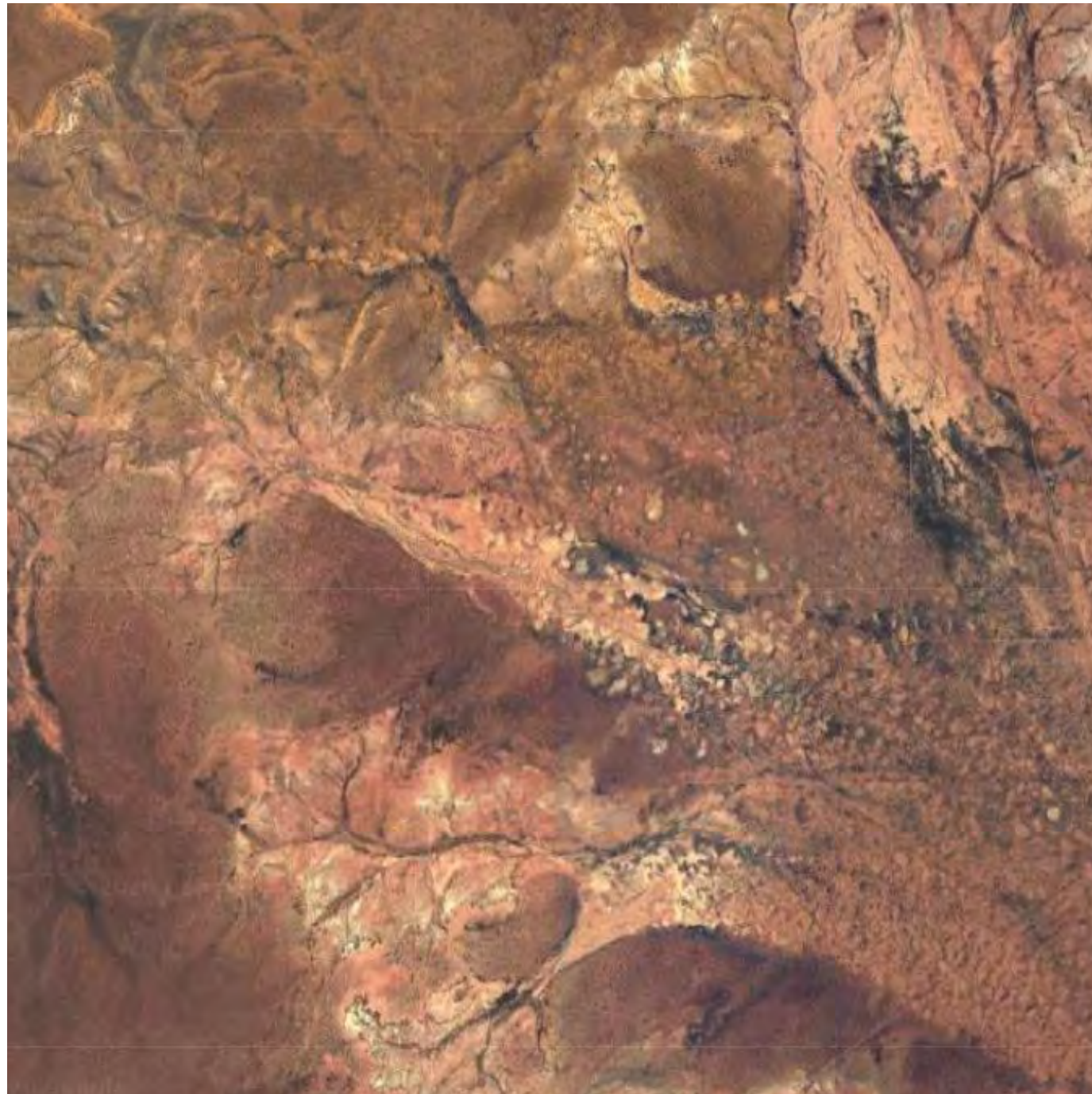
13. BUDGET AMENDMENTS

GL Code	Job Code	Description	Council Resolution	Classification	Increase in Cash	Decrease in Cash	Running Balance
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MURCHISON VAST SKY EXPERIENCE BUSINESS CASE





We acknowledge the Wajarri Yamatji people as the Traditional Owners of the land on which the Murchison Settlement site stands today. We pay respect to the Wajarri Yamatji people, the Pia Wadjari Community, and Elders both past and present whose knowledge and wisdom has and will ensure the continuation of cultural and traditional practices.

COVER IMAGE: A 20-SECOND EXPOSURE SHOWING THE MILKY WAY OVERHEAD A TEST ARRAY OF SKA-LOW ANTENNAS. CREDIT: MICHAEL GOH AND ICRAR/CURTIN.

ABOVE IMAGE: MURCHISON AERIAL (MNG)

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EXECUTIVE SUMMARY

The Murchison Vast Sky Experience has been conceived as a 'wide-net, light-touch' approach that combines **flexibility, place-appropriateness, scalability** and **modularity** with the strategic placement of multiple buildings, spaces and components that require minimal reliance on ongoing staffing.

This Business Case describes the proposed development of the Murchison Vast Sky Experience ('Vast Sky Project')—an Interpretive Experience with related accommodation and amenities to cater for tourism, education, recreation, civic, cultural and community activities for visitors and locals at Murchison Settlement. Included in this document is information about the proposed facilities' outcomes, options, financial information and economic benefits.



IMAGE: VIEW OF THE VAST SKY PROJECT FROM THE SETTLEMENT'S MAIN POLO-CROSSE FIELD

EXECUTIVE SUMMARY (CONT.)

The proposed facilities will be constructed in Murchison Settlement, which is the nearest accessible tourism-appropriate location to the Australian component of the Square Kilometer Array (SKA). The SKA is a global project to build one of the world's largest and most sensitive radio telescopes. It will revolutionise our understanding of the Universe and operate for at least 50 years. The SKA-Low telescope is being built in the Shire of Murchison, in the heart of Wajarri Country. Combined with the other precursor instruments at CSIRO's Murchison Radio-astronomy Observatory (MRO), the SKA project is helping spotlight the Murchison and Mid West region of Western Australia to the world.

The purpose of the proposed facilities of the Vast Sky Project' is to create a series of external and internal spaces and places to support and enable a range of visitor interpretation experiences to provide compelling information about the unique qualities and ways of life of the Murchison region, including but not limited to information about the significance of Wajarri Country, the SKA, the MRO, the area's Radio-Quiet Zone status.

The Vast Sky Project builds on the Murchison Masterplan (2021) and leverages the tourism opportunity presented by the Settlement's proximity to the SKA-Low. Delivered in 3 stages, the Vast Sky Project has been conceived as a 'wide-net, light-touch' approach that combines **flexibility, place-appropriateness, scalability** and **modularity** with the strategic placement of multiple experiences that require minimal reliance on ongoing staffing. Once complete, the Vast Sky Project will comprise:

- A multi-functional Interpretive Centre that doubles as a large, shaded gathering and event space;
- A "Skybox" facility that is equipped with interactive multimedia capabilities and doubles as a viewing deck;
- A dorm-style shared accommodation facility to cater for

- larger groups including tour groups and school groups;
- 15 glamping-style 'immersive accommodation' cabins to cater for a higher-spend visitor type not currently catered for in the Settlement;
- Extensions to the Oasis Caravan Park to provide additional camp sites and ablutions;
- Multiple "sky-view" camp fire seating nodes;
- Multiple interpretive nodes of signage, replica SKA-Low antennas and/or site responsive sculptural artworks;
- Trails and pathways to connect and extend the experiences provided for.

The Vast Sky Project is expected to provide a number of tangible economic and social benefits for the Settlement, the Shire of Murchison, the Mid-West Region and the state more broadly. In particular, the Vast Sky Project will:

- Attract domestic and international visitors;
- Encourage overnight stays in the Settlement, generating new accommodation demands and economic opportunities for the Shire and community;
- Provide State and National-level interpretive educational facilities that builds on the Shire's unique existing relationship with CSIRO and the MRO;
- Provide employment and volunteer opportunities, as well as smaller-scale private business opportunities;
- Attract and retain staff for Murchison Settlement and nearby stations;
- Increase capacity and skillset building in the region;
- Increase opportunities for residents to have dual jobs;
- Improve facilities and amenities in the community for wide-ranging events, tours and programs that could be leveraged by existing and future locals as micro businesses;
- Improve community amenity, positively contributing to livability for current and future residents; and
- Increase appreciation for the Settlement, the community and the region.

On the 5th of November 2022, an Indigenous Land Use Agreement (ILUA) with the Wajarri people and the Commonwealth government was signed in relation to the building of the SKA-Low on Wajarri land. **Consultation and engagement with the Pia Wadjari Community in relation to the multiple opportunities presented by the Vast Sky Project has taken place during the drafting of this Business Case, and is expected to continue to ensure ongoing agreement and trust.** Appendix 1 'Pia Wadjari Opportunities' is included to communicate an overview of these potential impacts and opportunities. This same document was sent to Pia Wadjari Community members in November 2022. Feedback is pending and will be incorporated into future stages.

The total estimated cost of the Vast Sky Project is \$21,840,000 (ex GST). The project has been designed to be scalable. Stage 1, which is intended to be operational by 2025, has been estimated to cost \$10,396,000 (ex GST) to build. Stage 2 is intended to be operational by 2028 and has been estimated to cost \$6,208,000 (ex GST) to build. Stage 3 has been estimated to cost \$5,236,000 (ex GST) to build. Project completion is anticipated to be by 2032.

An indicative 10 year financial analysis carried out by MCA in October 2022 demonstrates that the Vast Sky Project achieves an operating profit from its second year of operation (or its fourth year when asset maintenance costs are taken into account). The same financial analysis indicates that the activity at Murchison enabled by the Vast Sky Project boosts total output by an estimated \$1.546 million in year one, increasing to \$6.822 million in year ten.

Detailed design, approvals and tendering of works are planned to be undertaken following the endorsement of this business case.

EXECUTIVE SUMMARY (CONT.)

The below table summarises the Vast Sky Project stages and estimated costs.

STAGE	DESCRIPTION	COST (EX GST)
Preliminary Masterplan	<p>The Masterplan is guided by the aim of establishing assets, facilities and site works that complement the existing Settlement, with particular focus given to the pedestrian-friendly civic-spine that spans the Oasis Roadhouse and the Museum and Council Chambers. These initiatives will assist in attracting and retaining Shire staff as well as encouraging longer visitation by visitors.</p> <p>Key components:</p> <ul style="list-style-type: none"> • SKA / Space-themed playground; • Swimming Pool and splashpad; • Community Centre upgrades; • Caravan Park Extensions; • Museum Extension; and • Public open spaces and pathways. 	<p>Costed at \$3,101,770 in early 2021.</p> <p>Note: Not part of this Business Case. See Appendices..</p>
Stage 1	<p>Stage 1 aims to complement the priority assets and facilities within the Masterplan, with particular focus given to the creation of two key interpretive facilities and the provision of some new accommodation within the Settlement to both service the expected increase in visitation and, in the case of the glamping-style 'immersive accommodation' cabins, extend the interpretive experience and attract new visitors.</p> <p>Key components:</p> <ul style="list-style-type: none"> • A multi-functional Interpretive Centre that doubles as a large, shaded gathering and event space in the centre of the Settlement; • A "Skybox" facility that is equipped with interactive multimedia capabilities and doubles as a viewing deck; • A "Skybox Out of Place" facility that can be toured around places other than Murchison Settlement to communicate about the Murchison 'Vast Sky' Experience; • 5x glamping-style 'immersive accommodation' cabins; • An extension to the Oasis Caravan Park to provide additional camp sites and ablutions; • 2x "sky-view" camp fire seating nodes; • Multiple interpretive nodes of signage, replica SKA-Low antennas; • An "...-in-residence' program that situates artists, scientists, chefs, researchers and more within the Settlement and results in artworks, events, guided tours and the sharing of specialist knowledge; and • Trails and pathways to connect and extend the experiences provided for. 	\$10,396,000
Stage 2	<p>Stage 2 predominantly focuses on the provision of additional accommodation options to cater for the expected uplift in overnight visitors.</p> <p>Key components:</p> <ul style="list-style-type: none"> • The large roof, slab, ablutions and kitchen of a dorm-style shared accommodation facility; • 5x glamping-style 'immersive accommodation' cabins with central "sky-view" camp fire seating node; • Another extension to the Oasis Caravan Park to provide additional camp sites and ablutions; and • Site responsive sculptural artwork/s - an output of the inaugural '...-in-residence' program. 	\$6,208,000
Stage 3	<p>Stage 3 looks to complete the accommodation and experience mix.</p> <p>Key components:</p> <ul style="list-style-type: none"> • The room 'pods' of the dorm-style shared accommodation facility; • 5x glamping-style 'immersive accommodation' cabins with central "sky-view" camp fire seating node; and • Final extension to the Oasis Caravan Park to provide additional camp sites and ablutions; 	\$5,236,000
Total cost		\$21,840,000



1.0 INTRODUCTION



1.0 INTRODUCTION

1.1 BUSINESS CASE PURPOSE

UDLA (in collaboration with TRCB, TRC, HWA and MCA) was engaged to develop and implement a collaborative design process and prepare a business case to guide decision making. The business case process assisted the Shire of Murchison and other stakeholders in deciding on the preferred scenario to deliver an Interpretive Experience and related accommodation facilities and amenities within the Murchison Settlement. Extensive stakeholder input, gathered via a three workshop process, along with additional direct input from The Shire of Murchison and the Mid-West Development Commission, supported the development of this business case.

The business case seeks to:

- Describe the background to the Vast Sky Project;
- Describe the Vast Sky Project components and staging rationale;
- Demonstrate the key benefits expected from the development of the Vast Sky Project;
- Describe the alignment of the Vast Sky Project with relevant government policy and stakeholder aspirations;
- Describe the funding and operating budget considerations; and
- Outline how the Vast Sky Project can be delivered.

1.2 BUSINESS CASE STRUCTURE

This business case includes the following sections:

- **Project Purpose:** Description of the Vast Sky Project's vision, background, context and opportunity.
- **Investment Proposal:** Description of the Vast Sky Project's objectives, the expected benefits to be delivered, identification of the partners and stakeholders involved and a summary of how the Vast Sky Project could support the objectives of national, state and local government strategies and policies.
- **Project Scope:** Description of the Vast Sky Project, its stages and components.
- **Scenario Identification and Analysis:** Description and analysis of the options considered in the development of the proposal.
- **Impacts:** Identification and description of the expected visitation, construction, operational and social impacts of the Vast Sky Project.
- **Implementation Plan:** Overview of implementation actions to deliver the Vast Sky Project.
- **Recommendation.**

The Murchison Settlement Masterplan (2021) and additional materials which informed this business case are appended to this document.

IMAGE PREVIOUS PAGE: THE APERTURE ARRAY VERIFICATION SYSTEM 2.0 (AAVS2.0), A DEMONSTRATOR FOR SKA-LOW AT THE MURCHISON RADIO-ASTRONOMY OBSERVATORY IN WESTERN AUSTRALIA. (CREDIT: MICHAEL GOH/ICRAR-CURTIN)

1.0 INTRODUCTION

1.3 BUSINESS CASE PROCESS

The process for developing the spatial scenario options, preferred scenario concept design and Business Case has been structured around three workshops.

These workshops were centred on collaboratively sharing progress to facilitate engagement with the multiple stakeholders involved. The focus of each workshop is outlined in the diagram to the right.

Workshop 1

- Early May 2022
- Held in Murchison Settlement and online
- The focus was on background information analysis, sense checking, confirmation of intent and benchmark analysis of WA, National and International astrotourism facilities.

Workshop 2

- Mid June 2022
- Held online
- The focus was on presenting three possible scenarios and unpacking the opportunities and constraints of each, relative to the Vast Sky Project's brief and aims. Feedback given during and following this workshop led to the confirmation of a preferred option.

Workshop 3

- Mid August 2022
- Held online
- The focus was on communicating the various aspects and impacts of the preferred scenario, and its development into a concept design, with CapEx and Economic Impact Analysis.

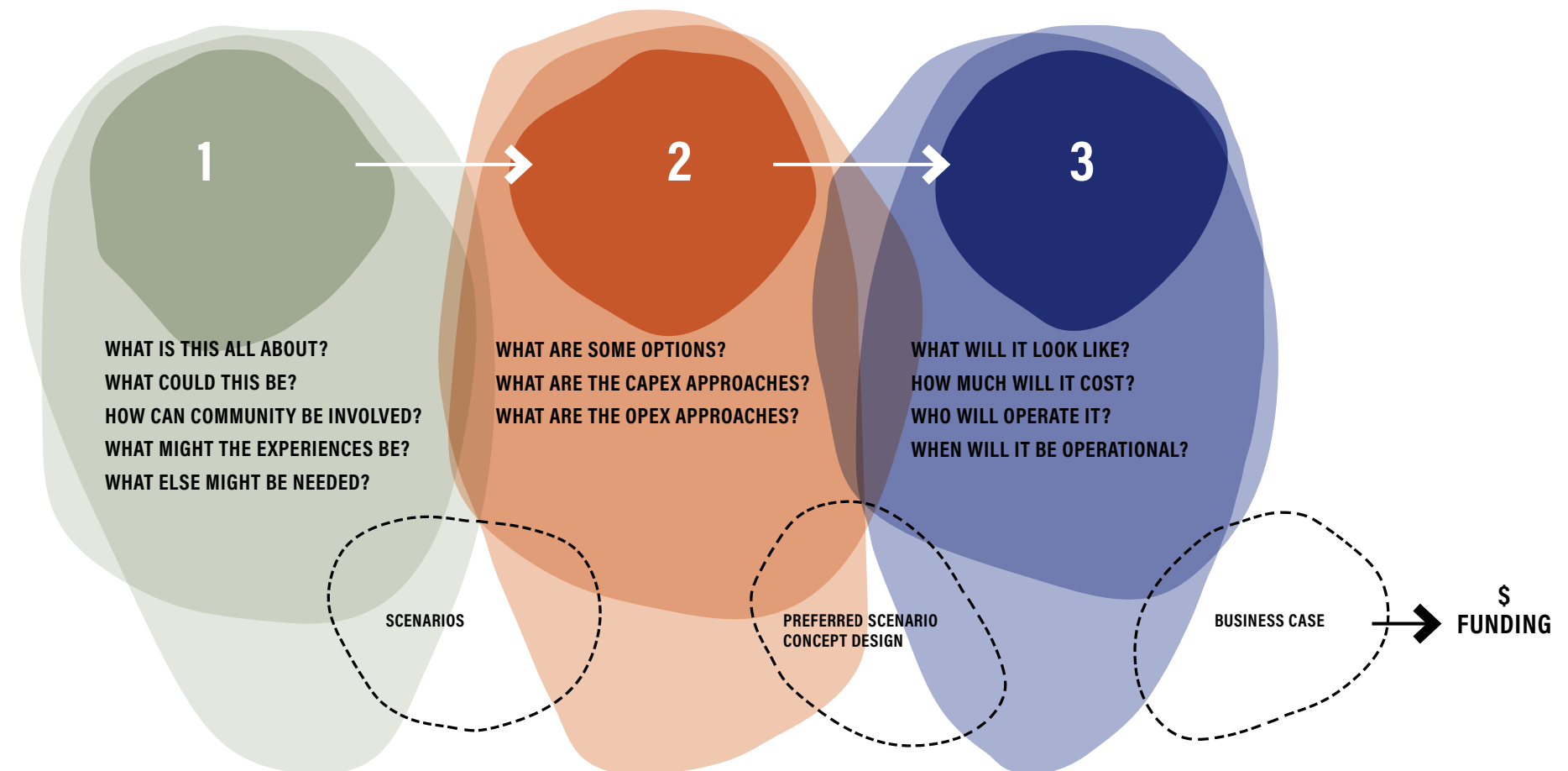
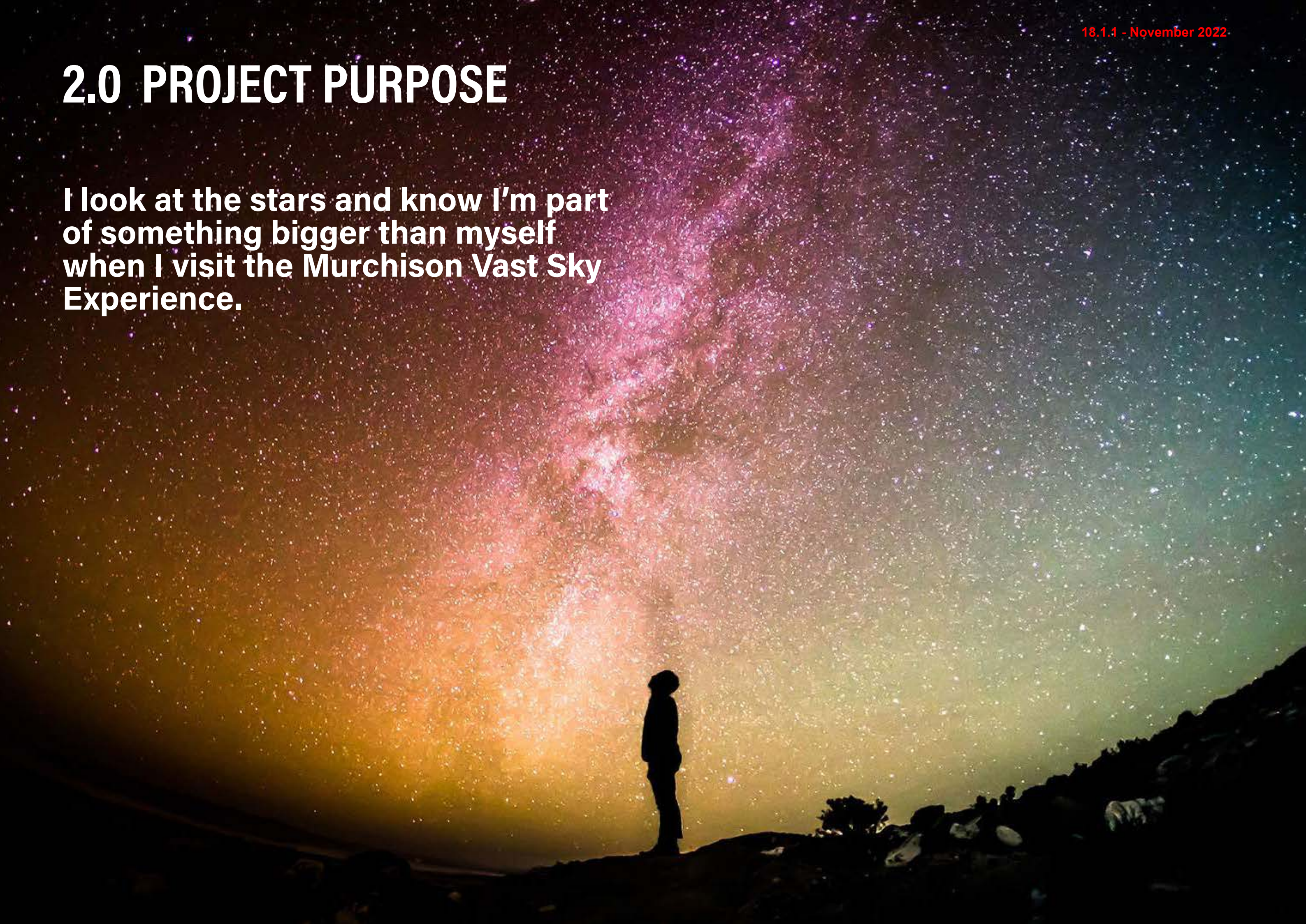


IMAGE: THREE WORKSHOP PROCESS (SOURCE: UDLA)

2.0 PROJECT PURPOSE

I look at the stars and know I'm part of something bigger than myself when I visit the Murchison Vast Sky Experience.



2.0 PROJECT PURPOSE

2.1 VISION

The Murchison Vast Sky Experience (the Vast Sky Project) will create an out-of-the-ordinary immersive experience that sparks feelings and understandings of being connected to something bigger. The sum of its parts will celebrate and share knowledge about the MRO and SKA, Wajarri Yamatji Culture, as well as the Murchison landscape and lifestyle. A connected network of 'of-the-place' experiences will facilitate the direct and indirect communication of Space Science, Universal Knowledge and Metaphysical Wellness.

Set within the Murchison Settlement, the Vast Sky Project will result in the provision of a suite of distinctive 'iconic' activities that are reliable, accessible and well-regarded accommodation options that make Murchison Settlement a memorable and attractive option for a broad spectrum of overnight visitors.

To summarise, the Vast Sky Project will:

- Create a 'must do' set of experiences that are unique to Murchison Settlement;
- Attract domestic and international visitors, leveraging off the proximity to the SKA;
- Communicate compelling information about the science being carried out at the MRO and SKA ;
- Holistically present Murchison life in addition to the SKA eg pastoralism, Wajarri* culture, Wajarri* art, geotourism, astrotourism etc;
- Facilitate broader local tourism priorities such as Wajarri* cultural tourism, Wajarri* artworks, astrotourism, geotourism, agritourism and station stay tourism;
- Incentivise local micro business opportunities; and
- Encourage overnight stays in the Settlement, generating new accommodation demands, economic opportunities and benefits for the Shire and community.

*Note: So far only early engagement with the Pia Wadjari Community has been possible. Further conversations required to ascertain level of interest in involvement.



IMAGE: STILL FROM STAR DREAMING OF AN ANIMATION OF THE EMU IN THE SKY BY MARGARET WHITEHURST

2.0 PROJECT PURPOSE

2.2 BACKGROUND

The SKA is a global mega-science project to build one of the world's largest and most sensitive radio telescopes. It will revolutionise our understanding of the Universe and operate for at least 50 years. The SKA-Low telescope is being built in the Shire of Murchison, in the heart of Wajarri country. Combined with the other precursor instruments at CSIRO's Murchison Radio-astronomy Observatory (MRO) - including the ASKAP radio telescope and the Curtin University-led Murchison Widefield Array (MWA), the SKA project is helping spotlight the Murchison and Mid West region of Western Australia to the world. Construction on SKA-Low began in 2022 and it is expected that it will begin being operational in 2030.

Murchison Settlement is the closest publicly accessible accommodation precinct to the MRO and the instruments on site, including the upcoming SKA.

Working towards the realisation of the Council's Strategic Community Plan, the Shire completed a Masterplan for the Murchison Settlement in 2021. Included within this plan is the intention for the Interpretive Experience to be integrated into the redevelopment to help create a 'must do' experience that is unique to the Murchison Settlement.

Located 644 km from Perth and 355 km from Geraldton, Murchison Settlement is a rural community, and like many rural communities, the Settlement experiences challenges in the attraction and retention of staff.



IMAGE: COMPOSITE IMAGE OF THE SKA COMBINING ALL ELEMENTS IN SOUTH AFRICA AND AUSTRALIA. (SOURCE: [HTTPS://WWW.SKATELESCOPE.ORG/THE-SKA-PROJECT/](https://www.skatelescope.org/the-ska-project/))

2.0 PROJECT PURPOSE

DRAFT

2.3 CONTEXT

Murchison Settlement is within the Shire of Murchison. The Shire covers a land area of 49,500 square kilometers. It is located within the Murchison subregion of the Mid West region. The Murchison subregion includes the Shires of Cue, Meekatharra, Mount Magnet, Murchison, Sandstone, Wiluna and Yalgoo.

The Shire of Murchison is in the process of upgrading and/or delivering several infrastructural assets within and around Murchison Settlement, including an Aarnet optic fibre cable (expected implementation late 2023-early 2024), a water supply upgrade (mid-2023), a Microgrid Power Upgrade (late 2023) and an ongoing road surfacing project. The Vast Sky Project that is the subject of this business case will connect up to, and where appropriate, capitalise on these infrastructural upgrades.

Other context considerations include:

- Murchison Settlement is within the Murchison **GeoRegion** and part of a self-drive trail visits 21 sites of national and international, natural and cultural significance.
- With brilliantly clear dark skies and minimal light spill, combined with the conceptual and locational link to the Astro Science being conducted at the MRO, Murchison Settlement has the potential to play a role as a key destination with AstroTourismWA's strategy to establish Western Australia as a **Dark Sky Tourism Destination**.
- Murchison Settlement is well placed to be a recognised destination of Western Australia's **wildflower tourism**.
- Located amongst large pastoral stations, and in close proximity to Wooleen Station, Murchison Settlement is well placed to be a destination within Western Australia's **agritourism**.

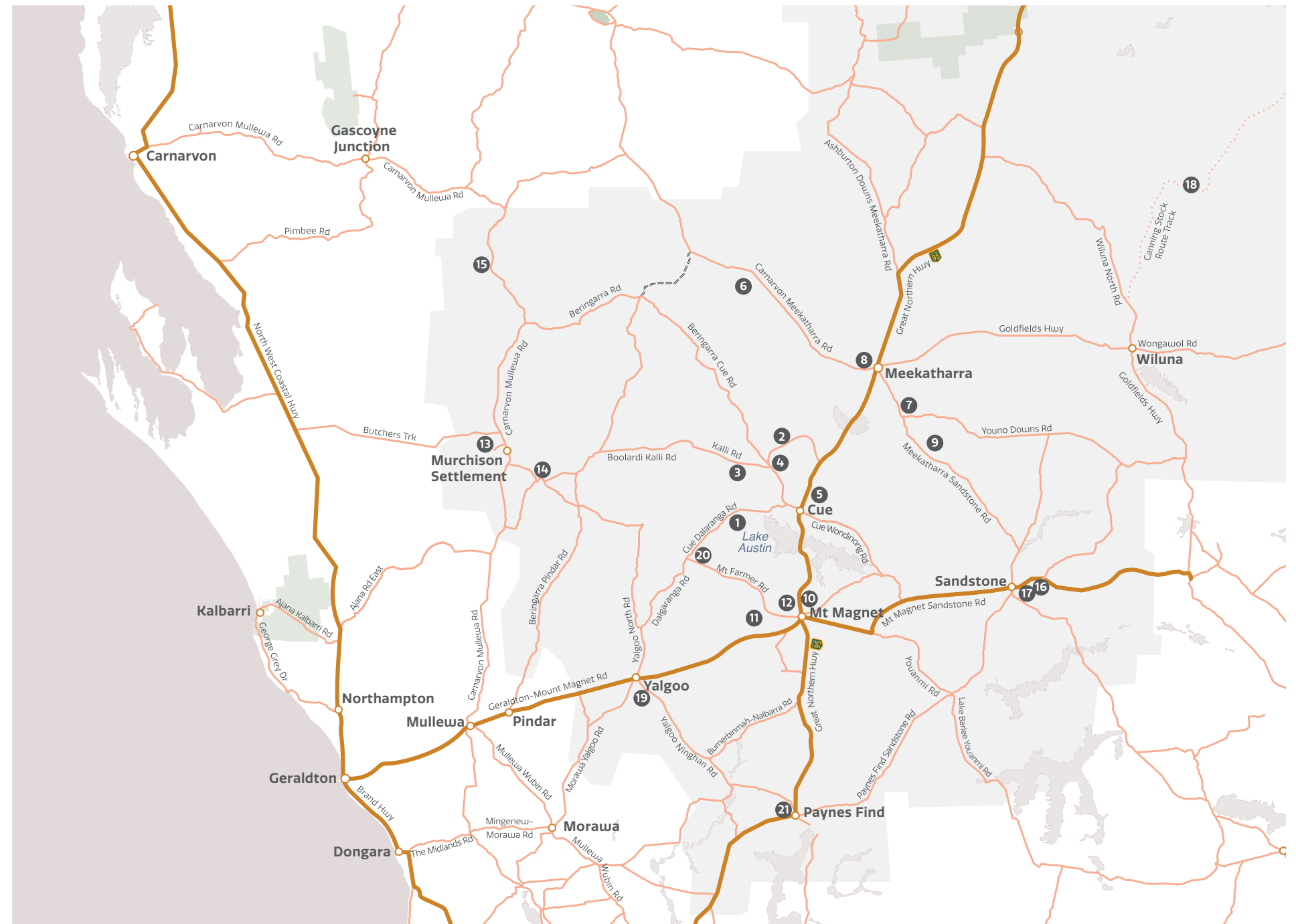


IMAGE: MURCHISON GEOREGION TRAIL (SOURCE: [HTTP://WWW.MURCHISONGEOREGION.COM/](http://www.murchisongeoregion.com/))

2.0 PROJECT PURPOSE

2.4 OPPORTUNITY (WHY MURCHISON SETTLEMENT)

Murchison Settlement presents a compelling opportunity for the siting of a series of Interpretive Experience and related accommodation and amenity facilities. While proximity to the MRO will be the 'anchor' experience in the overall offer, the real opportunity presented by the proposed Project is the attraction of domestic and international visitors to Murchison Settlement to enjoy a range of memorable and unique experiences. Collectively, what this Project presents is a unique package of experiences with broad appeal.

Specifically, the proposed experiences and related offer will leverage the following:

- Murchison Settlement's proximity to the MRO and SKA-Low;
- Murchison Settlement's connection to multiple tourism strategies (Dark Sky Tourism, GeoRegion Tourism, Wildflower Tourism and Agritourism);
- Murchison Settlement's connection and proximity to the Pia Wadjari community;
- Murchison Settlement's already established unique local character and events (eg. the yearly Polocrosse tournament) and
- A distinct lack of accommodation provisions and options within a 250km radius (with the exception of Wooleen Station, which is regularly and consistently fully booked).

Murchison Settlement is exceptionally well positioned to service, contribute to and benefit from several key investment priorities and opportunities for Western Australia, including those listed below.

A Cutting-Edge Space Science Industry

Western Australia is a strategic location for space industry investment. We are home to world-class space science projects with international links. These include:

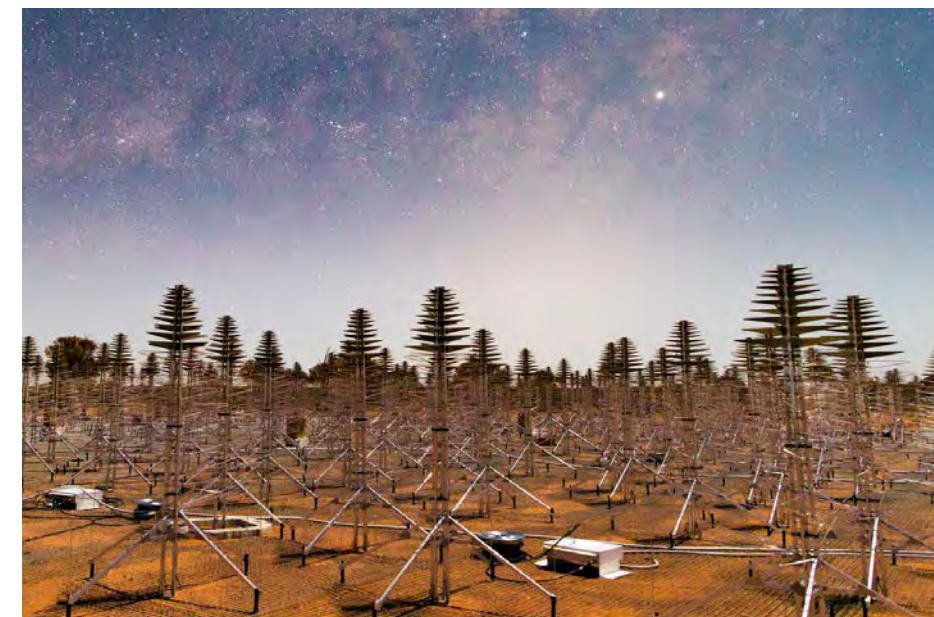
- The \$1.3B SKA radio telescope being built at the MRO in the Mid West will look back 13 billion years to discover how stars and black holes formed;
- International Centre for Radio Astronomy Research (ICRAR) is a multi-disciplinary research centre for science, engineering and data intensive astronomy supporting the SKA.

The Vast Sky Project is the closest serviced publicly accessible location to the MRO and future SKA and is uniquely positioned to communicate the importance of the research being undertaken by the MRO and SKA.

Astrotourism and Dark-Sky Tourism Economy

Western Australia has the right conditions for optimal stargazing and astronomy-related tourism activities, as recognised by DPLH's and WAPC's Position Statement on Dark Sky and astrotourism (2022) and AstroTourism WA's Strategic Plan (2019-2023). Western Australia's strengths in the context of astrotourism include:

- Low artificial light pollution for a dark night sky;
- Low air pollution for a clean atmosphere to look through;
- Clear and dry weather for good access to the night sky;
- Wide open landscapes and space for a big dark night sky stretching from horizon to horizon;
- Low noise pollution for peaceful contemplation of the landscape and night sky;
- Radio quietness for an ideal location to build the Square Kilometre Array (SKA) radio telescope mega science project; and



IMAGES: SKA-LOW (SOURCE: MICHAEL GOH, CURTIN UNIVERSITY NODE OF THE INTERNATIONAL CENTRE OF RADIO ASTRONOMY RESEARCH), POLO-CROSSE, VAST NIGHT SKY (SOURCE: MICHAEL GOH)

2.0 PROJECT PURPOSE

DRAFT

2.4 OPPORTUNITY (WHY MURCHISON SETTLEMENT)

- Position within the Southern Hemisphere resulting in the ability to look into the heart of the Milky Way Galaxy, see the Magellanic Clouds, the Southern Cross, the Jewel Box star cluster and much more.

Whilst not unique to the above, when considering its close proximity to the MRO and SKA, the Vast Sky Project will be a priority for International Dark Sky Association accreditation as WA's first 'Dark Sky Sanctuary'.

Western Australian Aboriginal Tourism

In May 2021, Tourism WA launched 'Jina: Western Australian Aboriginal Tourism Action Plan 2021-2025'. The plan, backed by the \$20 million Aboriginal Tourism Fund, will help position WA as the nation's premier destination for authentic Aboriginal tourism, create exciting new Aboriginal tourism experiences and help to grow the number of Aboriginal people participating in the tourism industry. To note: continued and ongoing conversations with the Pia Wadjari community needs to be incorporated into this Project moving forward if the Aboriginal Tourism market is to be a part of the overall strategy. As the saying goes – "Nothing about us without us".

"Walking On A Dream"

In September 2022, Tourism WA launched "Walking On A Dream" – a new campaign that promotes Western Australia to the world. The campaign invites travellers to visit Western Australia to explore the awe-inspiring attributes that make Western Australia a wondrous, otherworldly, and dream-like place. Walking On A Dream was built upon the four destination-defining pillars of Time, Space, Connection and Freedom – a metaphor for the natural, deep connection to the landscapes, wildlife, coastline, people and culture, that is felt by those who come here.

The Vast Sky Project will be an important and engaging experience that complements the "Walking On A Dream" messages.

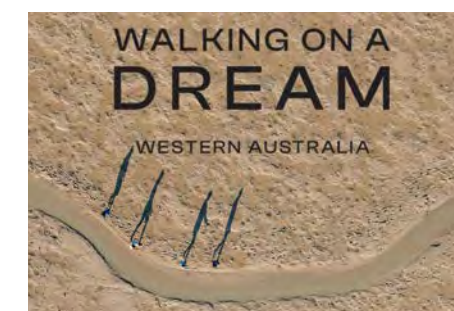
Unique Immersive Accommodation Market

The Grand View Research 'Glamping Market -Market Analysis Report 2020' estimates that growth in the global glamping and unique accommodation market is exponential as people look for immersive accommodation and engaging experiences on their travels. This research report indicated that the global glamping market is expected to experience continued growth in the future, at a rate of 14.1% Compound Annual Growth Rate (CAGR). This growth is driven by consumer willingness to spend on modern amenities while camping, high disposable income among consumers, a rising need for getaways from the stresses of daily life, an increasing desire to unwind in healthy ways and a desire for eco-friendly vacations.

The unique integration of the 'wide net light touch' approach associated with the Vast Sky Project includes a variety of new accommodation options, including 15 new cabin-like pods providing a unique, high quality and immersive day and night time accommodation experience.

Wildflower Tourism Market

Western Australia is famous for its wildflowers and is home to one of the largest collections on Earth, more than half of which cannot be found anywhere else on the planet. Murchison Settlement is located within a wildflower hotspot. In October 2021, Tourism WA engaged Metrix to undertake research to inform the strategic development of WA as a wildflower destination across domestic and international markets. Overall, the research found that there is broad interest in wildflower tourism. Growth audiences often take a simple view of wildflower tourism and consider it as part



IMAGES: REGIONAL WILDFLOWERS (SOURCE: WOOLEEN), BILLUNG POOL (SOURCE: WWW.MURCHISON.WA.GOV.AU), WALKING ON A DREAM STILL (SOURCE: TOURISM WA)

2.0 PROJECT PURPOSE

2.4 OPPORTUNITY (WHY MURCHISON SETTLEMENT)

of a broader tourism offering. Tourism facilities, amenities, quality accommodation and complementary experiences are an important consideration for the growth audience.

The Vast Sky Project will provide interpretation and accommodation experiences that complement the growing awareness and visitation relating to Wildflower tourism.

The Murchison GeoRegion

Interest in geotourism is growing. Launched in September 2020, The Murchison GeoRegion is Australia's first major geotourism development. It highlights the abiotic, biotic and cultural features of significant sites in the region to encourage a deeper understanding of, and connection with, the land.

The Vast Sky Project will provide interpretation and accommodation experiences that complement the growing awareness and visitation relating to GeoRegion tourism.

Agritourism

Interest in unique country holiday experiences is growing, as indicated in Tourism WA's 'Agritourism Market Segmentation Key Findings' document of November 2021. Wooleen Station is one of Australia's most widely recognised regenerative pastoral stations. Wooleen is investing in a new visitor and arrival centre that will complement the Vast Sky Project. Visitation to Wooleen has increased such that bookings for all accommodation types are required at least six months in advance. The Vast Sky Project will be a complementary interpretation and accommodation option being located less than an hour's drive from Wooleen.



IMAGES: MURCHISON SETTLEMENT (SOURCE: JARRAD SENG), WOOLEEN STATION (SOURCE: VISITWA.COM.AU)

2.0 PROJECT PURPOSE

2.5 RATIONALE FOR STATE INVESTMENT

As a globally significant project with the potential to answer some of humanity's biggest questions, interest in the SKA-Low project and the MRO are escalating rapidly will continue to increase.

Without the Vast Sky project, there will be no opportunity for the State, CSIRO, SKAO, the Shire of Murchison, the Wajarri community and community members to showcase the SKA in its remote, host environment.

Without the Vast Sky project:

1. Capacity for Murchison residents to participate in, and benefit from, the SKA in a proactive and meaningful way will be minimal;
2. The ability to share the SKA (in as close a proximity as possible) in its remote context with visitors, and inspire young people to pursue careers in the SKA realm will be diminished;
3. The ability for Western Australia to showcase its role in the globally important project, again in its remote host locale, will be limited;
4. The gradual and sustainable new employment potential for the Murchison community, in diversified economic sectors, will be tragically lost; and
5. The strong partnership built with the Shire, CSIRO, SKAO, Wajarri, residents, Mid West Development Commission and others through development of the Project will fail.

All funding for the SKA-Low and MRO is from Government agencies (primarily Commonwealth, as part of the international collaboration (~15 countries)), and the budget for the project already exceeds available funds. The SKAO is already having to seek additional funds from member nations to enable the preferred model to be delivered.

In its early years the Vast Sky Project is unlikely to generate sufficient private investment to initiate the project. The

Shire of Murchison has only 164 residents (2021 Estimated Resident Population), most of whom reside at Pia Wadjari Aboriginal Community or work as pastoralists. The rate base of the Shire is very low with minimal growth, and is very reliant on grant funds for capital works eg road sealing, power plant upgrade etc.

Due to the remote nature of the Settlement, being the only local government in Australia without a town, the Shire of Murchison spends around \$900k more than other local governments to deliver basic services. The Murchison is also one of the largest shires geographically in Australia, with its landmass and isolation being a key factor in the site being selected for the MRO and SKA-Low. The financial constraints on this local government shouldn't be underestimated.

Recognising the State's strong focus on tourism and TWA's 'living on a dream' campaign, the Shire is looking to be a partner in this vision rather than just a recipient of funds. Without seed funding the Vast Sky project can't proceed, representing a missed opportunity for the State to establish of an engaging public 'home' for the SKA project that celebrates the site and its nearby community.

Visitors can't get any closer to the site than the Settlement, meaning if the Vast Sky experience isn't realised, enthusiasts will have to seek information and interpretation 500km away in Geraldton or further away in Perth. This would be a huge lost opportunity.

The benefits of this Vast Sky project are skewed heavily to other parts of the region and State, with revenue expected in nearby towns through travel, accommodation, food and experiences in transit to and from the Settlement. Clearly, the focus of the Project isn't just on radio-astronomy, meaning surrounding communities can benefit through

agritourism, dark sky tourism, geotourism and of course genuine Aboriginal cultural experiences. Obviously the Vast Sky project also creates a rare opportunity for the new social and economic development benefits to be realised by Murchison community members. The loss of the SKA component severely diminishes the Murchison's strategy to build a diverse tourism brand and appeal (SKA, dark sky, geo, Wajarri, agri, wildflower etc). The SKA is clearly the Murchison's point of difference and failure to invest in this elements would again be a significant loss.

This is a rare opportunity for Wajarri people to engage meaningfully in the SKA project and be the 'face' of the SKA's public engagement effort. Without a significant public offering at the Settlement (the Vast Sky project), there will be little to draw visitors to the area and a huge lost opportunity for Wajarri people to engage and benefit economically. The Wajarri community are critical to the success of the SKA.

The request to government is for capital only, with business modelling indicating the project will become revenue-positive within around three years.

The Shire of Murchison has asked for very little from government in recent years and hence, has received very little public investment. The Shire has committed to sealing the road between the Settlement and its southern boundary, and without the Vast Sky investment, the value of this road (in part to deliver tourists to the Settlement) will be diminished.

2.0 PROJECT PURPOSE

2.6 TIMING CONSIDERATIONS

In the interests of the state of Western Australia, the Mid-West region, the Murchison sub-region and Murchison Settlement and the multiple stakeholders involved, now is an ideal time to realise the Vast Sky Project in Murchison Settlement. Key reasons are as follows:

Alignment with SKA-Low Timeline

The multi-billion dollar SKA-Low project is currently in construction at the MRO, with an expected completion date of 2030. Interest in it is only going to grow, given its international significance and growing publicity. Whilst physically visiting it is not a possibility for the vast majority of people (given the requirement for radio quietness), the experience of arriving within 100 kilometers of the SKA-Low, spending time in landscapes similar to the landscapes that the SKA-Low is positioned within, looking at the 'same sky' that it does and being immersed in a series of interpretive displays, spaces and activities related to what it is, what it does, how it does it and how the context relates will be increasingly appealing to growing audiences.

Alignment with growing interest in Astro-tourism

There is demonstrable growing interest in Astro-tourism. The Vast Sky Project has been designed to capitalise on this interest, linking up to the other dark sky attractions in the region, and complementing the region's collective offering by presenting something of a scale and significance that stands out from the crowd.

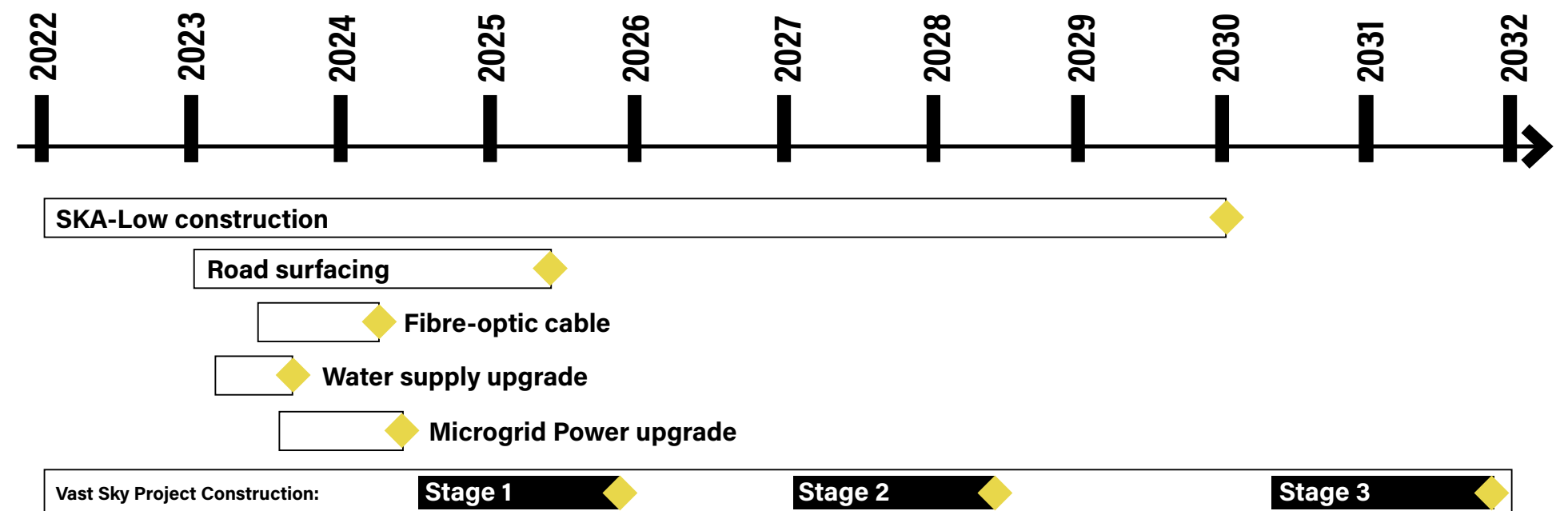
Alignment with existing activities at MRO

The yearly open day tour to the MRO, which attracted ~110 people over 2 days in 2018, is set to depart from Murchison Settlement for some participants in 2022/23, with most departing from Geraldton. Increased accommodation

options, F&B capabilities and bolstered community amenities - like those presented in this business case - will support the case for Murchison Settlement being the main departure point for these tours. This is favourable for several reasons, including that it will allow more time for the tour, with less time spent driving from Geraldton.

Alignment with infrastructural investments in the region

- Road surfacing Carnarvon Mullewa Road (fully sealed from Perth to Murchison Settlement) - contingent on final kms to be funded by City of Greater Geraldton
- Fibre-optic cable
- Water supply upgrade
- Provision of solar power
- Settlement amenities and facilities upgrades
- Space Science Education and capacity building facility in Geraldton



3.0 INVESTMENT PROPOSAL



3.0 INVESTMENT PROPOSAL

3.1 OBJECTIVES

The following objectives were developed in consultation and collaboration with the Vast Sky Project stakeholders before and during the three workshop process.

Create a 'must do' experience that is unique to the Murchison Settlement

Attract domestic and international visitors to enjoy a range of world class experiences, leveraging off the proximity to the SKA.

Holistically present Murchison life in addition to the SKA eg pastoralism, Wajarri culture, Wajarri art, geotourism, astrotourism etc.

Align with CSIRO's vision for sharing the SKA, SKAO (and other applicable MRO projects) and their outputs with the public.

Involve management and operating models that suit the remote location and limited human resourcing (at least in the short term).

Facilitate broader local tourism priorities such as Wajarri tourism, Wajarri artworks, astrotourism, geotourism, agritourism and station stay tourism.

Incentivise and/or enable local micro business opportunities.

Encourage overnight stays in the Settlement, generating new accommodation demands, economic opportunities and benefits for the Shire and community.

Visitor Experience Think:

- Know what the SKA is, does and is producing.
- Leave with an increased appreciation for the jobs, skills and infrastructure that hosting the Vast Sky Project brings.
- Understand that big projects like the SKA generate spinoff technologies that change the world.
- Gain appreciation for the linkages with Wajarri culture and other unique aspects of the Murchison.
- See the support for the SKA project locally, from traditional owners (Wajarri) through to neighbouring community members.
- Recognise the long Wajarri history of the local area and leave with a greater appreciation for long-standing Wajarri astronomy knowledge.

Visitor Experience Feel:

- Be inspired by the aspirational scale of the SKA and feel proud of Australia's / WA's / the Murchison's / the Mid West's participation and investment in science.
- Feel a positive connection to the MRO and SKA project.
- Feel connected to something bigger, to ourselves, to each other

Visitor Experience Do (whilst there):

- Stay longer to enjoy other aspects of the Murchison community, culture and way of life
- Slow down
- Look at the night sky
- Sit around a fire
- Spend time in Murchison Settlement (eg. Interp and Cultural Experiences, Art, Events, Museum, Flora trail, community facilities, Oasis)
- Do something nearby (Station stay, Errabiddy Bluff, Bilung Pool, Wooleen Lake, etc)

Visitor Experience Do (after the visit):

- Tell people about Murchison
 - Share some information about the SKA or the experiences they've had at the Murchison Settlement via word of mouth or social media.
 - Learn more about The SKA project by reading more online and Indigenous Astronomy by researching online.
 - Engage in another astronomy-themed experience in another part of WA eg An Indigenous night sky tour, a public lecture, a visit to an observatory or the planetarium.
-

3.0 INVESTMENT PROPOSAL

3.2 BENEFITS TO BE DELIVERED

BENEFIT	DESCRIPTION
Boost Shire Tourism Attractions	<ul style="list-style-type: none"> Elements of the Vast Sky Project will be of a calibre and subject matter to attract people from Perth, Geraldton and regional neighbours, as well as intrastate, interstate and international visitors.. This aligns with the Shire of Murchison's 'Local Planning Strategy' (2014) objective to facilitate growth with the tourism industry to diversify the local economic base for the area, to facilitate a progressive expansion of the Shire's 'tourism offer' through the promotion of existing attractions, to leverage the potential for tourism associated with radio-astronomy and space science activities.
Bolster Accommodation Provisions and Accommodation Options	<ul style="list-style-type: none"> This Project responds to the distinct lack of accommodation provision and options within a 250km radius from Murchison Settlement, especially 'dorm style' accommodation that caters for groups (eg. school groups and tours with international tourists) and 'glamping-style' accommodation that caters for higher spend visitors. In its combination of Interpretive Experience facilities with accommodation facilities, this Project looks to provide incremental increases in accommodation to support the growth in visitation to the interpretation experiences.
Improve Community Facilities and Amenities	<ul style="list-style-type: none"> This Project, combined with the Masterplan, and in alignment with the infrastructural and road improvements that are being carried out by the Shire, will result in a series of adaptable, place-appropriate assets for the local community. Specific to this project, those assets that will directly benefit the community include: A multi-functional Interpretive Centre that can double as a large shaded gathering space for community events; a "Skybox" AV facility with viewing deck; multiple camp fire seating nodes, trails and pathways, site-responsive artworks, an accommodation facility within the caravan park with shared amenities including a camp kitchen.
Support and Grow the Local Economy	<ul style="list-style-type: none"> The Vast Sky Project is directly aligned with the Federal government's Smart Cities Plan to prioritise investment that will meet broader economic opportunities, infrastructure that provides amenity, and creates job opportunities in regional tourism and services. With its mix of facilities and amenities, including places to sell local products and flexible external and internal places and amenities to run tours or hold events, the Vast Sky Project facilitates local microbusiness opportunities. The Vast Sky Project will provide significant construction phase and ongoing employment benefits.
Attract and Retain Staff in the Region	<ul style="list-style-type: none"> In bringing a greater diversity of job and business opportunities and improved community facilities and amenities, the Vast Sky Project will, in effect, help to make Murchison Settlement a viable and enjoyable place for current and future staff and their families to live and prosper.

3.0 INVESTMENT PROPOSAL

3.3 ALIGNMENT TO POLICIES AND STRATEGIES

The Vast Sky Project was identified as a key initiative to fill a gap in the provision of culture, education and tourism-related facilities in the Shire, and to respond to the Settlement's unique location in proximity to the globally-significant research institution of the MRO and SKA-Low - knowledge of and interest in which is expected to increase in the lead up to the SKA-Low's 'switch-on' date in 2030.

Importantly, the Vast Sky Project will support and form a key implementation measure for a range of national, state and local government objectives, ensuring the delivery of important infrastructure that meets community needs provided that adequate levels of government support can be secured.

Specifically, the Murchison Vast Sky Experience Project would help deliver the aims of the following policies;

State Government Policies

- Foundations for a Stronger Tomorrow State Infrastructure Strategy (Draft, 2021);
- Regional Development Strategy 2016-2025;
- Our Priorities Sharing Prosperity, 2019
- Strategic Directions: 2020-2023 (DLGSC); and
- Community Infrastructure and Open Space Strategy and Community Infrastructure Implementation Plan (DLGSC).

Shire of Murchison Policies

- Shire of Murchison Strategic Community Plan 2016/16 - 2026/27

POLICY / STRATEGY	RELEVANCE TO THE VAST SKY PROJECT
Foundations for a Stronger Tomorrow State Infrastructure Strategy (Draft, 2021)	<ul style="list-style-type: none"> • The long-term success of WA relies on generating strong and inclusive growth across the State's regions. • Investment in cultural infrastructure and tourism experiences that recognise and celebrate the world's oldest continuous culture and develop pathways for Aboriginal enterprise in domestic and international markets • Expand industry co-contributions to improve regional education and training opportunities
Regional Development Strategy 2016-2025, Government of Western Australia	<ul style="list-style-type: none"> • Capacity building: Develop people's capability to drive growth and prosperity • Integrated common-use infrastructure: Invest in economic infrastructure to drive growth • Microbusiness opportunities: Identify and promote opportunities for private sector capital and capability. • Commitment to communities
Our Priorities Sharing Prosperity, Government of Western Australia, 2019	<ul style="list-style-type: none"> • Job creation and economic diversification in regional economies • Partnerships between local government, industry and local businesses in regional economies
Strategic Directions: 2020-2023 (DLGSC)	<ul style="list-style-type: none"> • Promote participation and achievement in culture and arts • Local Government capability building
Community Infrastructure and Open Space Strategy and Community Infrastructure Implementation Plan (DLGSC)	<ul style="list-style-type: none"> • Consider shared use/co-location of open spaces and community infrastructure facilities and develop appropriate procedures and management requirements
Shire of Murchison Strategic Community Plan 2016/16 - 2026/27	<ul style="list-style-type: none"> • Interpretive centre and decentralisation of tourism infrastructure were featured as high priorities with community members • Develop the region's economic potential to encourage families and businesses to stay in the area. • Develop tourism in the Settlement, building on the presence of SKA. More economic activity = more people = more opportunities for the Murchison.

3.0 INVESTMENT PROPOSAL

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3.4 PARTNERS AND STAKEHOLDERS

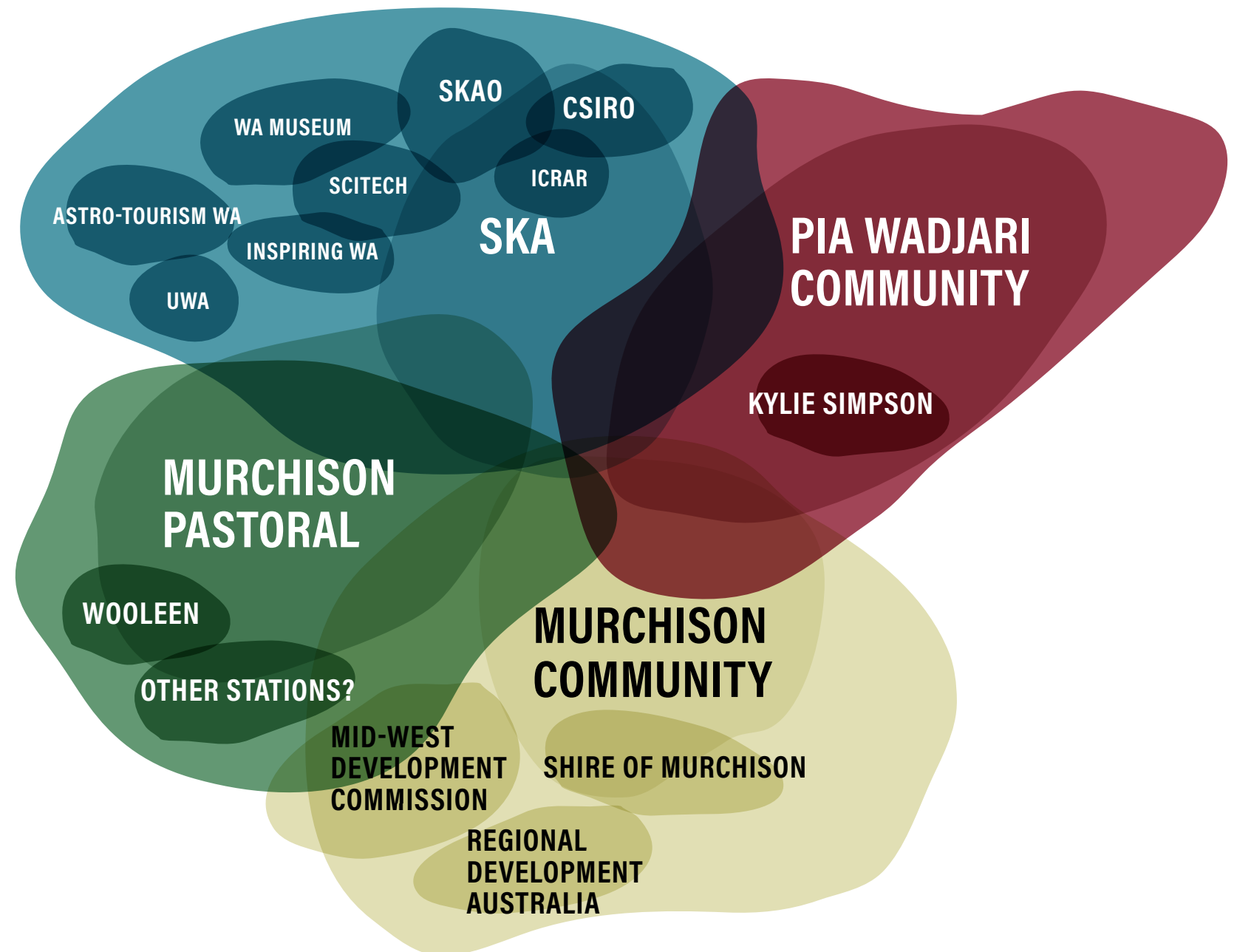
The nature of this project means that buy-in and ongoing participation from key stakeholders is critical to its success in meeting its objectives.

Stakeholders contacted and consulted with as part of the process of this business plan include:

- Shire of Murchison / Murchison Community
- Mid West Development Commission
- Regional Development Australia
- Pia Wadjari Community*
- International Centre for Radio Astronomy Research
- CSIRO
- Astrotourism WA
- Tourism WA
- SKAO
- Scitech
- WA Museum
- Inspiring Australia / WA
- Frances Pollock, Wooleen Station

The table overleaf summarises their respective roles in the development, implementation and operation of the Vast Sky Project.

*Note: So far only early engagement with the Pia Wadjari Community has been possible. See Appendix 1 for more information on the potential opportunities that have been communicated with the community in relation to the Vast Sky Project.



3.0 INVESTMENT PROPOSAL

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3.4 PARTNERS AND STAKEHOLDERS

Key Stakeholder Roles

STAKEHOLDER	POTENTIAL ROLES/OPPORTUNITIES
Shire of Murchison, Murchison Community	<ul style="list-style-type: none"> • Ensure Murchison Settlement feature survey is carried out prior to detailed design of the Vast Sky Project • Ensure continuation of delivery of services and infrastructure upgrades • Lead and manage the development of the Murchison Vast Sky Interpretive Experience Project • Manage the ongoing staffing requirements • Commit to yearly commissioning of "...-in-residence" participants • Engage with the "...-in-residence" participants • Support and participate in voluntary roles in existing and new facilities eg. Museum and Interpretive Centre • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance
Mid West Development Commission	<ul style="list-style-type: none"> • Assist with securing funding and contributing to / direct funding additional research / investigations for the Vast Sky Project
Regional Development Australia	<ul style="list-style-type: none"> • Assist with securing funding and contributing to / direct funding additional research / investigations for the Vast Sky Project
Pia Wadjari Community	<ul style="list-style-type: none"> • Engage with the potential opportunities when and if they're ready. This could include direct employment in the construction and/or ongoing operations of the facilities and/or micro-business opportunities eg. cultural tours, events, market days and/or in the appropriate incorporation of Cultural Knowledge within the Interpretive displays. • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance (if desired)
International Centre for Radio Astronomy Research	<ul style="list-style-type: none"> • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance • Potential ongoing financial contributions
CSIRO, MRO	<ul style="list-style-type: none"> • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance • Assist with the development of Space Science content for the interpretive displays and signs, including their ongoing updates • Provide funding for the Space Themed Playground, as per Murchison Settlement Masterplan (2021) • Potential ongoing financial contributions • Plan MRO Open Days to have main departure point as Murchison Settlement, increase quantity of Open Days in alignment with construction outages • Sell products in Oasis Shop eg. Wajarri Astronomy Planisphere • Engage with the "...-in-residence" participants
SKAO	<ul style="list-style-type: none"> • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance • Assist with the development of Space Science content for the interpretive displays and signs, including their ongoing updates • Engage with the "...-in-residence" participants • Potential ongoing financial contributions
Astrotourism WA	<ul style="list-style-type: none"> • Assist in the coordination of achieving 'International Dark Sky Place' 'Sanctuary Accreditation' with the International Dark-Sky Association • Include Murchison Settlement in the 'Rockstars' touring route • Include Murchison Settlement in the list of Astrotourism Towns • Promote the "...-in-residence" programme
Inspiring Australia / WA, Scitech	<ul style="list-style-type: none"> • Assist in the coordination or hosting of science engagement activities and events (eg. National Science Week) in Murchison Settlement • Promote the "...-in-residence" programme • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance
Geraldton Regional Art Gallery (GRAG)	<ul style="list-style-type: none"> • Partner with the Murchison Vast Sky Interpretive Experience Project and its exhibition and digital display capabilities to display artworks of curatorial relevance • Engage with the "...-in-residence" participants • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance
Pastoral Stations (including Wooleen)	<ul style="list-style-type: none"> • Communicate to visitors about what's on offer in Murchison Settlement • Sell produce/products in Oasis Shop • Engage with the "...-in-residence" participants • Offer 'station stays' accommodation, tours and events • Sit on the Advisory Board of this Project - see 7.2 Project Management and Governance

4.0 PROJECT SCOPE



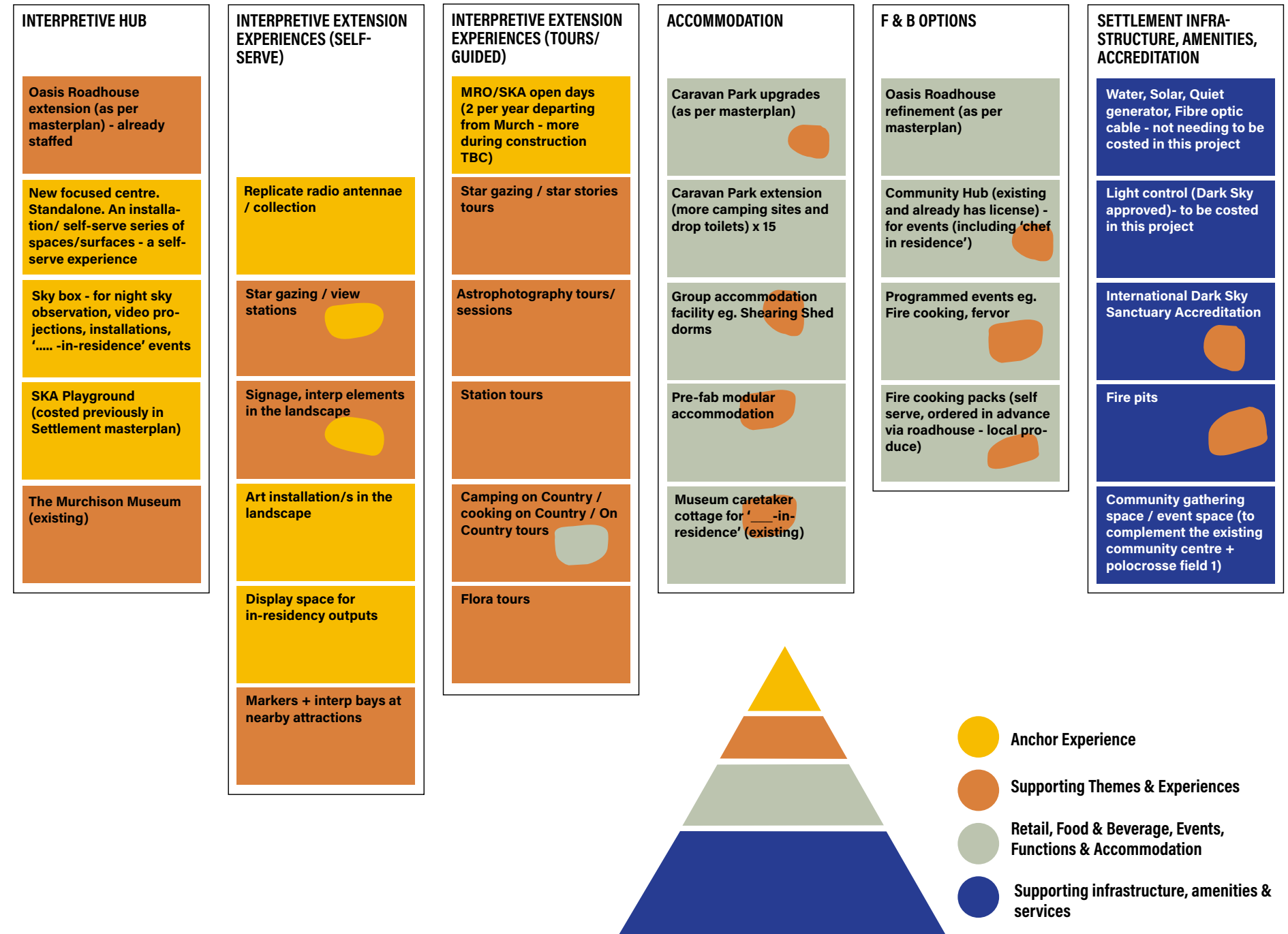
4.0 PROJECT SCOPE

4.1 PROJECT APPROACH

The approach for the proposed Project is a 'wide-net, light-touch' scenario that builds on the Murchison Masterplan and connects with the existing assets and attractions in and around Murchison Settlement. It locates a number of different spaces and built forms in a connected network of new elements that complement and connect to existing assets, attractions and amenities of Murchison Settlement to collectively provide for a series of experiences and opportunities. It has been conceived to be delivered in three stages.

The scenario has been configured as follows:

- The SKA Interpretive Experience is the anchor experience, presenting the components that are essential for a quality experience.
- The infrastructure, services, and amenities need to meet the basic needs of visitors and make it easy to get around.
- The retail and food offering and accommodation provisions make it accessible, encourage longer visitation (and spend) and further enrich the experience.
- The supporting and anchor experiences create an emotional connection, and act as key drivers of visitation, creating awareness of the Murchison and the SKA, nationally and internationally.



4.0 PROJECT SCOPE

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4.2 PROJECT SUMMARY: ALL STAGES INCLUDING MASTERPLAN

DESCRIPTION	RATIONALE	SPATIALISATION
<p>Masterplan components:</p> <ul style="list-style-type: none"> • SKA / Space-themed playground; • Swimming Pool and splashpad; • Community Centre upgrades; • Caravan Park Extensions; • Museum Extension; and • Public open spaces and pathways. <p>Stage 1 components:</p> <ul style="list-style-type: none"> • A multi-functional Interpretive Centre; • A "Skybox" AV facility with viewing deck; • A "Skybox Out of Place" facility that exists elsewhere • 5 glamping-style accommodation cabins; • Oasis Caravan Park extension; • 2x "sky-view" camp fire seating nodes; • Multiple interpretive nodes of signage, replica SKA-Low antennas; • An "...-in-residence' program; and • Trails and pathways. <p>Stage 2 components:</p> <ul style="list-style-type: none"> • The large roof, slab, ablutions and kitchen of a dorm-style accommodation facility; • 5 glamping-style accommodation cabins; • 1x "sky-view" camp fire seating node; • Oasis Caravan Park extension; and • Site responsive sculptural artwork/s - an output of the inaugural '...-in-residence' program. <p>Stage 3 components:</p> <ul style="list-style-type: none"> • The room 'pods' of the dorm-style shared accommodation facility; • 5 glamping-style accommodation cabins; • 1x "sky-view" camp fire seating node; and • Final extension to the Oasis Caravan Park. 	<p>Estimated total cost:</p> <ul style="list-style-type: none"> • \$21,840,000 (Masterplan not included) <p>Required to:</p> <ul style="list-style-type: none"> • Provide multiple opportunities, spaces and facilities to communicate and present compelling, educational and insightful information about the science being carried out at the MRO and SKA ; • Holistically present Murchison life in addition to the SKA eg pastoralism, Wajarri culture, Wajarri art, geotourism, astrotourism etc; • Boost Shire tourism attractions to attract domestic and international visitors to the region and to the Settlement; • Bolster accommodation provisions and accommodation options; • Improve community facilities and amenities for locals and visitors of all ages; • Support and grow the local economy; and • Attract and retain staff in the region. 	<p>The masterplan map shows the spatial layout of the project. It is divided into three stages of development:</p> <ul style="list-style-type: none"> STAGE 1: Includes an Interpretive Centre (1), Sky box (2), Stars and fires pathway (4), Caravan Park Additional Extension Stage 1 (5), Glamping cabins Stage 1 (6), and Flora + SKA Discovery Trail (7). STAGE 2: Includes Shared Accommodation (8), Caravan Park Additional Extension Stage 2 (9), Glamping cabins Stage 2 (10), and Art + Interpretation Installation (11). STAGE 3: Includes Shared Accommodation Rooms (12), Caravan Park Additional Extension Stage 3 (13), and Glamping cabins Stage 3 (14). <p>The MASTERPLAN legend includes:</p> <ul style="list-style-type: none"> A: SKA Playground B: Swimming Pool and Splashpad C: Community Centre D: Caravan Park Extension E: POS / Community Space Park F: Perimeter Walk and Road Realignment G: Oasis Roadhouse / Motel - extension + external space H: Carpark and vehicular access to polocrosse fields I: Main loop walk J: Parking Edge K: Museum Extension & Viewing Lawn <p>The map also features a scale bar (0 to 200m) and a north arrow.</p>

4.0 PROJECT SCOPE

4.2 PROJECT SUMMARY: ALL STAGES INCLUDING MASTERPLAN



- 1 Interpretive Centre (right) - Stage 1
- 2 Sky box In-place (left) - Stage 1
- A SKA Playground (behind) - Masterplan



- 1 Interpretive Centre (left) - Stage 1
- 2 Sky box In-place (right) - Stage 1
- A SKA Playground (right) - Masterplan



- 1 Interpretive Centre (left) - Stage 1
- 2 Sky box In-place (right) - Stage 1
- A SKA Playground (right) - Masterplan



- 8 12 Shared Accom. Roof + Kitchen + Ablutions (Stage 2) + Room Pods (Stage 3)



- 8 12 Shared Accom. Roof + Kitchen + Ablutions (Stage 2) + Room Pods (Stage 3)



- 2 Sky box In-place



- 4 'Sky view' campfire seating node (multiple locations, multiple stages)



- 10 Glamping Immersive Accommodation Cabin (multiple stages)

4.0 PROJECT SCOPE

DRAFT

4.3 STAGE 1

COMPONENTS	RATIONALE	SPATIALISATION
<p>Components include:</p> <ul style="list-style-type: none"> • A multi-functional, largely self-service Interpretive Centre that doubles as a large, shaded gathering and event space in the centre of the Settlement; • A "Skybox" facility that is equipped with interactive multimedia capabilities and doubles as a viewing deck; • A "Skybox Out of Place" facility that is located in places other than Murchison Settlement to communicate about the Murchison 'Vast Sky' Experience • 5 glamping-style accommodation cabins; • An extension to the Oasis Caravan Park to provide additional camp sites and ablutions; • 2x "sky-view" camp fire seating nodes; • Multiple interpretive nodes of signage, replica SKA-Low antennas; • An "....-in-residence" program that situates artists, scientists, chefs, researchers and more within the Settlement and results in artworks, events, guided tours and the sharing of specialist knowledge; and • Trails and pathways to connect and extend the experiences provided for. 	<p>Estimated total cost:</p> <ul style="list-style-type: none"> • \$10,396,000 <p>Required to:</p> <ul style="list-style-type: none"> • Bolster the priority assets and facilities within the Masterplan, with particular focus given to multi-purpose interpretive and community amenity spaces within the civic spine between Oasis Roadhouse and the Council Chambers; • Meet accommodation demands from growth in tourism; and • Extend the range of accommodation options within the Settlement <p>Operational by:</p> <ul style="list-style-type: none"> • 2025 	<p>STAGE 1</p> <ul style="list-style-type: none"> 1 Interpretive Centre 2 Sky box (in place) 3 Sky box (out of place - exists elsewhere) 4 Stars and fires pathway 5 Caravan Park Additional Extension Stage 1 6 Glamping Stage 1 7 Flora + SKA Discovery Trail <p>STAGE 2</p> <ul style="list-style-type: none"> 8 Shared Accom. Roof + Kitchen + Ablutions 9 Caravan Park Additional Extension Stage 2 10 Glamping Stage 2 11 Art + Interpretation Installation <p>STAGE 3</p> <ul style="list-style-type: none"> 12 Shared Accom. Rooms 13 Caravan Park Additional Extension Stage 3 14 Glamping Stage 3

4.0 PROJECT SCOPE

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4.4 STAGE 2

COMPONENTS	RATIONALE	SPATIALISATION
<p>Key components:</p> <ul style="list-style-type: none"> The large roof, slab, ablutions and camp kitchen of a dorm-style shared accommodation facility; 5 glamping-style accommodation cabins, with central "sky-view" camp fire seating node; Another extension to the Oasis Caravan Park to provide additional camp sites and ablutions; and Site responsive sculptural artwork/s - the first output of the inaugural '...in-residence' program. 	<p>Estimated total cost:</p> <ul style="list-style-type: none"> \$6,208,000 <p>Required to:</p> <ul style="list-style-type: none"> Meet accommodation demands from growth in tourism; and Broaden the appeal of Murchison Settlement to potential visitors - with contemporary art and further accommodation choice added to the mix. <p>Operational by:</p> <ul style="list-style-type: none"> 2028 	

4.0 PROJECT SCOPE

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4.5 STAGE 3

COMPONENTS	RATIONALE	SPATIALISATION
<p>Key components:</p> <ul style="list-style-type: none"> The room 'pods' of the dorm-style shared accommodation facility (placed beneath the large roof of Stage 2); 5 glamping-style accommodation cabins with central "sky-view" camp fire seating node; and Final extension to the Oasis Caravan Park to provide additional camp sites and ablutions. 	<p>Estimated total cost:</p> <ul style="list-style-type: none"> \$5,236,000 <p>Required to:</p> <ul style="list-style-type: none"> Meet accommodation demands from growth in tourism Boost Shire tourism attractions to attract domestic and international visitors to the region and to the Settlement; Support and grow the local economy <p>Operational by:</p> <ul style="list-style-type: none"> 2032 	<p>STAGE 1</p> <ul style="list-style-type: none"> 1 Interpretive Centre 2 Sky box (in place) 3 Sky box (out of place - exists elsewhere) 4 Stars and fires pathway 5 Caravan Park Additional Extension Stage 1 6 Glamping Stage 1 7 Flora + SKA Discovery Trail <p>STAGE 2</p> <ul style="list-style-type: none"> 8 Shared Accomm. Roof + Kitchen + Ablutions 9 Caravan Park Additional Extension Stage 2 10 Glamping Stage 2 11 Art + Interpretation Installation <p>STAGE 3</p> <ul style="list-style-type: none"> 12 Shared Accomm. Rooms 13 Caravan Park Additional Extension Stage 3 14 Glamping Stage 3

4.0 PROJECT SCOPE

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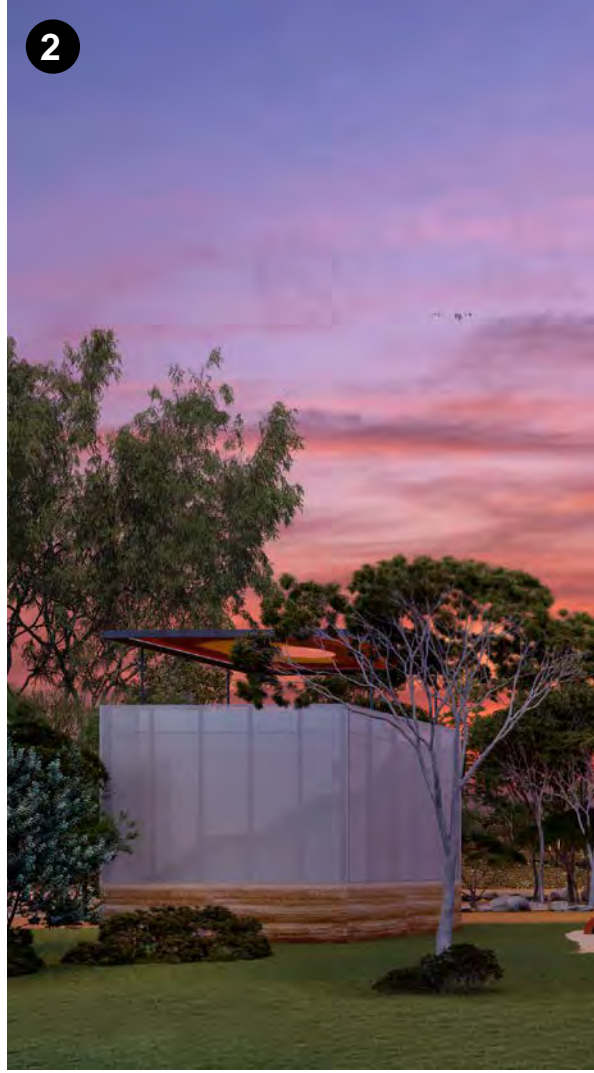

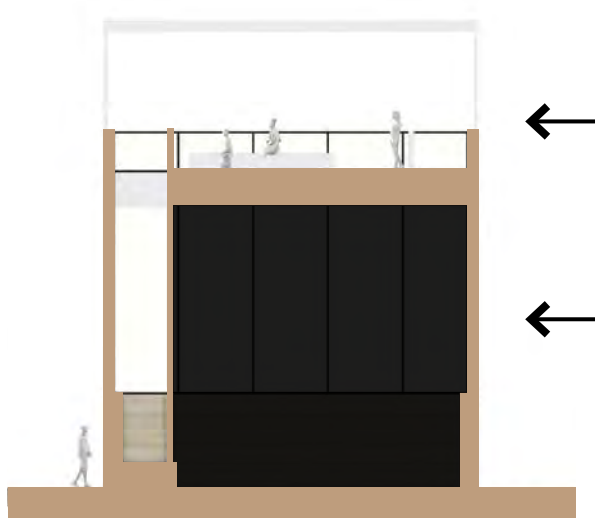
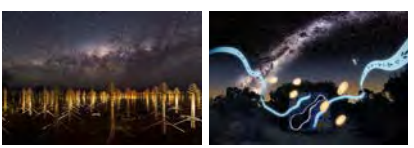
4.6 COMPONENTS: 1 INTERPRETIVE CENTRE

DESCRIPTION	RATIONALE	VISUALISATION
<p>A multi-functional, largely self-service Interpretive Centre that doubles as a large, shaded gathering and event space in the centre of the Settlement.</p> <p>The interpretive centre comprises a large roof and a couple of rooms underneath which can be closed and climate-controlled to make them able to display digital and interactive interpretive content.</p> <p>The open spaces beneath the large roof can flexibly function as an semi indoor-outdoor display space for larger, non-digital interpretive content, or as an event space for community gatherings or regional events.</p> <p>The Interpretive Centre's location along the civic spine of the Settlement, in close proximity to the community centre and the polo-crosse field, means that it is well placed to serve the community in a variety of ways, including as a complementary amenity to existing events like the yearly Polo-crosse tournament, which currently attracts more than a hundred visitors over 2 days.</p>	<p>Required to:</p> <ul style="list-style-type: none"> Facilitate the display of varying types of interpretive content. Potentially display outputs of / provide space for events from the 'in-residence' program Add multi-pronged value to the community, as a flexible, comfortable and inclusive amenity space. Boost Shire tourism attractions to attract domestic and international visitors to the region and to the Settlement. <p>Operational by:</p> <ul style="list-style-type: none"> 2025 (Stage 1) 	
		<div style="display: flex; justify-content: space-around; align-items: flex-end;"> <div style="text-align: center;">  <div style="background-color: black; color: white; padding: 5px; width: 150px;">Flexible, shaded areas with direct connection to Skybox, SKA space-themed playground, polocrosse fields and community centre</div> </div> <div style="text-align: center;">   <div style="background-color: black; color: white; padding: 5px; width: 150px;">Rooms that can be closed and climate-controlled</div> </div> </div>

4.0 PROJECT SCOPE

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4.6 COMPONENTS: 2 SKYBOX IN-PLACE

DESCRIPTION	RATIONALE	VISUALISATION
<p>A "Skybox" facility that is equipped with interactive multimedia capabilities and doubles as a viewing deck for spectacular sunset and night sky views.</p> <p>The Skybox in-place facility comprises a climate-controlled 'black-box' room underneath an open air roof deck with shade canopy configured to allow for views to the night sky.</p> <p>The 'black-box' internal space allows for the display of digital media, such as the 360 degree immersive films 'Beyond the Milky Way' and 'Star Dreaming'. This space could also be used for sound, music and smaller-scale theatre performances, as well as art exhibitions.</p> <p>The roof deck is a space to capture views of the sky and across the landscape and Settlement from an elevated position. Its size caters for small groups to gather and smaller events to take place. The shade canopy is an opportunity for integrated artwork - it could potentially be a large-scale canvas for a local artist's work.</p>	<p>Required to:</p> <ul style="list-style-type: none"> Facilitate the display of varying types of interpretive content, especially interactive digital displays, immersive media and artworks within its interior. Potentially display outputs of / provide space for events from the 'in-residence' program Add multi-pronged value to the community, as a view point and collective gathering place. Instill pride in the community, especially if the opportunity to integrate artwork in the canopy is taken on. <p>Operational by:</p> <ul style="list-style-type: none"> 2025 (Stage 1) 	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;">  <p style="text-align: center; margin-top: 10px;">↑ Flexible, shaded areas with direct connection to Skybox, SKA space-themed playground, polocrosse fields and community centre</p> </div> <div style="width: 50%;">  <p style="margin-top: 10px;">← Integrated artwork opportunity</p>  <p style="margin-top: 10px;">← Expansive views</p> <p style="margin-top: 10px;">← Immersive media</p>  </div> </div>

4.0 PROJECT SCOPE

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4.6 COMPONENTS: 3 SKY BOX OUT-OF-PLACE (EXISTS ELSEWHERE)

DESCRIPTION	RATIONALE	VISUALISATION
<p>The 'Sky Box Out-of-place' is configured to be a touring component of the Vast Sky experience - generating intrigue and interest in the project from a distance, be that from places within the region (eg. Geraldton), within the state (eg. Perth) or further afield within Australia.</p> <p>It is a straight-forward structure that can be assembled, dismantled and reassembled in multiple places over its lifetime.</p> <p>Its interior is configured to cater for small groups of people to view and experience immersive digital media that tells stories and reveals information.</p>	<p>Required to:</p> <ul style="list-style-type: none"> Generate intrigue and interest about the Vast Sky Project, the SKA-Low, the MRO, the Mid-West region and local characters and communities to entice more visitation. <p>Operational by:</p> <ul style="list-style-type: none"> 2025 (Stage 1) 	 <div data-bbox="2285 1543 2846 1768" style="border: 1px solid black; background-color: black; color: white; padding: 5px; margin-top: 10px;"> <p>Smaller in scale than the 'Sky Box In-place', the 'Sky Box Out-of-place' is configured to be a touring component of the Vast Sky experience - generating intrigue and interest in the project from a distance.</p> </div>

4.0 PROJECT SCOPE

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4.6 COMPONENTS: GLAMPING (IMMERSIVE ACCOMMODATION CABINS)

DESCRIPTION	RATIONALE	VISUALISATION
<p>The Vast Sky Project includes a total of 15 'glamping-style' 'immersive accommodation' cabins, located within the boundary of Murchison Settlement, but at enough of a distance that they prioritise the feeling of being surrounded by the sky and landscape.</p> <p>The cabins are planned to be implemented across all three proposed stages (5 cabins each stage), with each grouping of 5 being connected to a central 'sky-view campfire node' that facilitates memorable shared sky view experiences.</p>	<p>Required to:</p> <ul style="list-style-type: none"> • Bolster accommodation provisions and accommodation options within the Settlement, and to capitalise on the increased interest in 'glamping-style,' 'immersive accommodation' experiences. • Meet accommodation demands from growth in tourism; and <p>Operational by:</p> <ul style="list-style-type: none"> • 2025 (Stage 1), 2028 (Stage 2), 2032 (Stage 3) 	 <div data-bbox="1519 1654 1783 1730" style="background-color: black; color: white; padding: 5px;"> <p>Configured to facilitate sky views</p> </div> <div data-bbox="2027 1644 2564 1740" style="background-color: black; color: white; padding: 5px;"> <p>Immersive accommodation cabins, positioned within the settlement, but at enough of a distance that they enable the feeling of being surrounded by sky and landscape.</p> </div>

4.0 PROJECT SCOPE

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4.6 COMPONENTS: SKY-VIEW CAMPFIRE NODES, PATHWAYS

DESCRIPTION	RATIONALE	VISUALISATION
<p>The Vast Sky Project includes a total of 4 Sky-View campfire nodes - one positioned to the east of the main Polo-crosse field, for use by locals and visitors, including caravan park users and people who are in Murchison Settlement for events. The three other campfire nodes are positioned in the centre of each of the 5 glamping cabin groupings to facilitate memorable shared sky view experiences for visitors to the cabins.</p> <p>The nodes consist of reclining chairs that allow sitters to focus on the sky, around a central campfire made from local stone.</p>	<p>Required to:</p> <ul style="list-style-type: none"> • Add multi-pronged value to the community, as a sky-focused gathering place, potentially adding opportunities for microbusinesses (eg. tours) • Boost Shire tourism attractions to attract domestic and international visitors to the region and to the Settlement. • Service the new accommodation types, adding value to their offer. <p>Operational by:</p> <ul style="list-style-type: none"> • 2025 (Stage 1), 2028 (Stage 2), 2032 (Stage 3) 	

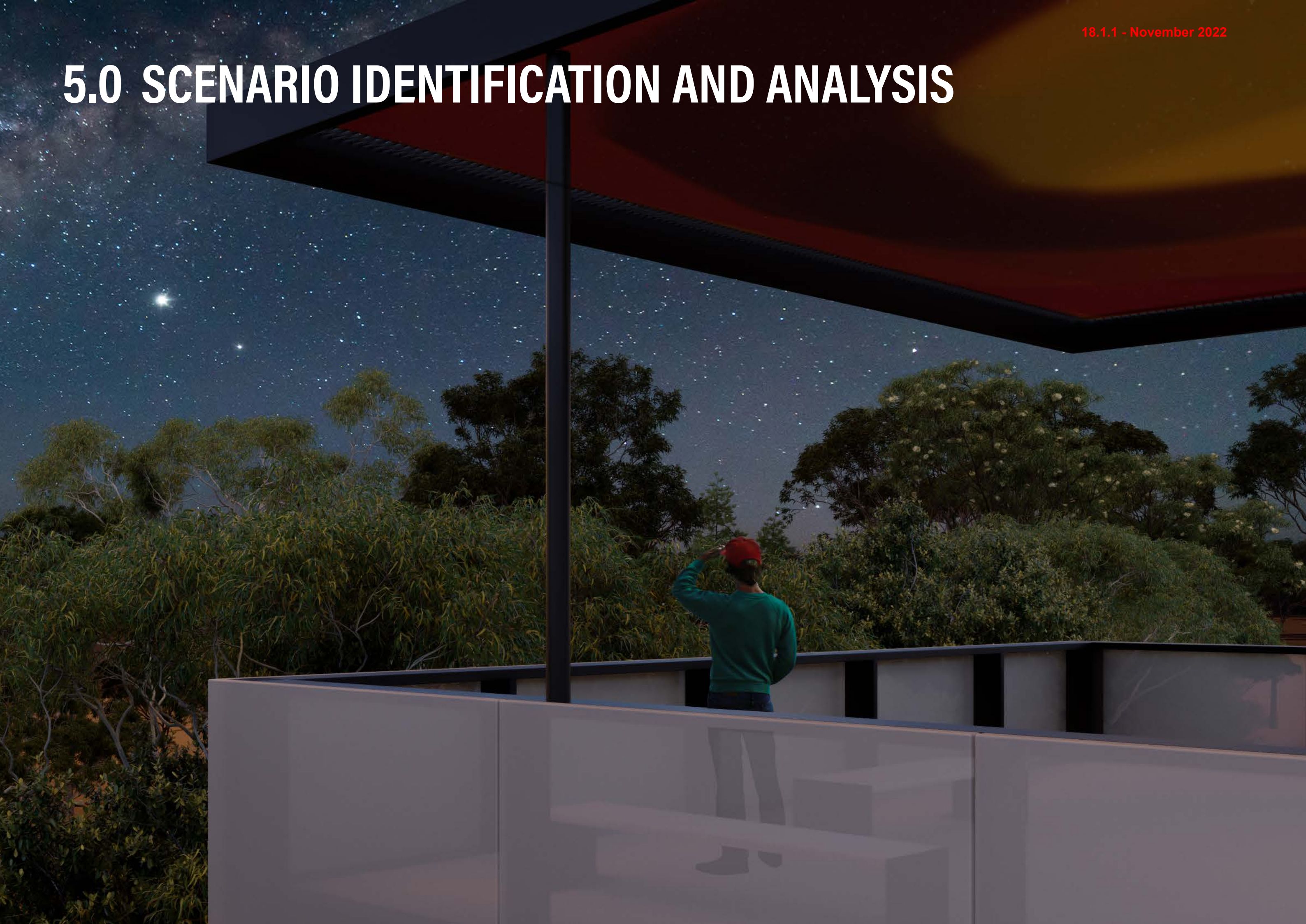
A series of reclining chairs that allow sitters to focus on the sky, around a central campfire made from local stone.

4.0 PROJECT SCOPE

4.6 COMPONENTS: SHARED ACCOMMODATION

DESCRIPTION	RATIONALE	VISUALISATION
<p>Designed to be delivered in two stages, the shared accommodation is essentially a large roof with a shared 'camp kitchen,' ablutions and a series of room pods placed underneath, located in close proximity to the Oasis Caravan Park and main Polo-Crosse field.</p> <p>In Stage 2, the large roof and slab, shared kitchen and ablutions are constructed. The space under the roof could become a place for people to pull up their own swag during this time.</p> <p>In Stage 3, room pods are placed underneath.</p>	<p>Required to:</p> <ul style="list-style-type: none"> • Bolster accommodation provisions and accommodation options within the Settlement, particularly the group tour, bus tour and education group markets. • Provide amenity to the Caravan Park and large-scale local events (eg. Polo-crosse tournaments) <p>Operational by:</p> <ul style="list-style-type: none"> • 2028 (Stage 2), 2032 (Stage 3) 	 <div data-bbox="1724 1640 2326 1743" style="border: 1px solid black; padding: 5px; text-align: center;"> <p>A large roof with a shared 'camp kitchen,' ablutions and a series of room pods placed underneath, located in close proximity to the Oasis Caravan Park and main Polo-Crosse field</p> </div>

5.0 SCENARIO IDENTIFICATION AND ANALYSIS



5.0 SCENARIO IDENTIFICATION AND ANALYSIS

5.1 CONSIDERED SCENARIOS OVERVIEW

Multiple scenarios were considered by the Vast Sky Project team in the lead up to the second workshop, and three were identified, spatialised and discussed with the Working Group in June 2022. Common to each scenario is the aim of complementing and connecting to the Murchison Settlement Masterplan components and Murchison Settlement Infrastructure upgrades with a mixture of interpretive provisions, accommodation provisions, F&B provisions and additional public open space amenities.

The three scenarios presented and discussed were:

- Scenario 1: A 'Wide Net, Light Touch' scenario delivered in three stages. This scenario proposed the addition multiple smaller-scale interventions, including modular accommodation and a series of self-serve interpretive hubs and elements.
- Scenario 2: A 'Bold' scenario that proposed a single-stage delivery of two permanent new built facilities – a staffed Interpretive Hub and Visitor Centre and a dorm-style accommodation building added to the Oasis Caravan Park.
- Scenario 3: A scenario termed 'Opal' that proposed a single-stage delivery of one permanent new built facility that integrated an iconic interpretive experience centre with a limited offering of boutique accommodation.

SCENARIO 1

SCENARIO 1 (SMALL) - THE PARTS

Interpretive Hub Dash Roadhouse extension (as per masterplan) - already staffed New focused centre, Standalone. An interactive self-serve series of spaces/experiences - a self-serve experience. New focused centre, Standalone, a building - requires upgrade. New focused centre, small-scale accommodation integrated.	Interpretive Extension Experiences (self-serve) Sky box Replicate radio antennae / collection Star gazing / view stations Signage, interpretive elements in the landscape Art installation/s in the landscape Display space for in-residency outputs Markers + interpretive at nearby locations. (to be done in the context of Murchison Settlement, see also in a nearby plan sheet)	Interpretive Extension Experiences (staffed) MRO/SKA open days (2 per year departing from March) Star gazing / star stories tours Astrophotography tours / sessions Station tours Camping on Country Flora tours	Accommodation Caravan Park upgrades (as per masterplan) Caravan Park extension (more camping sites and sleep hatches) Group accommodation facility eg. Shearing Shed dorms Pre-fab modular accommodation Museum caretaker cottage for "in-residence" Small-scale accommodation integrated with interpretive centre.	F & B options Dash Roadhouse extension (as per masterplan) Community Hub (already has license), for events (including "shed in residence") Programmed events eg. Fire cooking, forer Fire cooking packs (self-serve, ordered in advance via roadside - local produce) Small-scale provider integrated with interpretive centre - day cafe / coffee / light food for proximity Small-scale accommodation integrated with interpretive centre.	Settlement Infrastructure, amenities, accreditation Water Solar, Quiet generator Fibre optic cable Light control International Dark Sky Sanctuary Accreditation Fire pits Community gathering space / event space
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SCENARIO 1 (MED) - THE PARTS

Interpretive Hub Dash Roadhouse extension (as per masterplan) - already staffed New focused centre, Standalone. An interactive self-serve series of spaces/experiences - a self-serve experience. New focused centre, Standalone, a building - requires upgrade. New focused centre, small-scale accommodation integrated.	Interpretive Extension Experiences (self-serve) Sky box Replicate radio antennae / collection Star gazing / view stations Signage, interpretive elements in the landscape Art installation/s in the landscape Display space for in-residency outputs Markers + interpretive at nearby locations. (to be done in the context of Murchison Settlement, see also in a nearby plan sheet)	Interpretive Extension Experiences (staffed) MRO/SKA open days (2 per year departing from March) Star gazing / star stories tours Astrophotography tours / sessions Station tours Camping on Country / On Country tours Flora tours	Accommodation Caravan Park upgrades (as per masterplan) Caravan Park extension (more camping sites and sleep hatches) Group accommodation facility eg. Shearing Shed dorms Pre-fab modular accommodation Museum caretaker cottage for "in-residence" Small-scale accommodation integrated with interpretive centre.	F & B options Dash Roadhouse extension (as per masterplan) Community Hub (already has license), for events (including "shed in residence") Programmed events eg. Fire cooking, forer Fire cooking packs (self-serve, ordered in advance via roadside - local produce) Small-scale provider integrated with interpretive centre - day cafe / coffee / light food for proximity Small-scale accommodation integrated with interpretive centre.	Settlement Infrastructure, amenities, accreditation Water Solar, Quiet generator Fibre optic cable Light control International Dark Sky Sanctuary Accreditation Fire pits Community gathering space / event space
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SCENARIO 1 (LARGE) - THE PARTS

Interpretive Hub Dash Roadhouse extension (as per masterplan) - already staffed New focused centre, Standalone. An interactive self-serve series of spaces/experiences - a self-serve experience. New focused centre, Standalone, a building - requires upgrade. New focused centre, small-scale accommodation integrated.	Interpretive Extension Experiences (self-serve) Sky box Replicate radio antennae / collection Star gazing / view stations Signage, interpretive elements in the landscape Art installation/s in the landscape Display space for in-residency outputs Markers + interpretive at nearby locations. (to be done in the context of Murchison Settlement, see also in a nearby plan sheet)	Interpretive Extension Experiences (staffed) MRO/SKA open days (2 per year departing from March) Star gazing / star stories tours Astrophotography tours / sessions Station tours Camping on Country / On Country tours Flora tours	Accommodation Caravan Park upgrades (as per masterplan) Caravan Park extension (more camping sites and sleep hatches) Group accommodation facility eg. Shearing Shed dorms Pre-fab modular accommodation Museum caretaker cottage for "in-residence" Small-scale accommodation integrated with interpretive centre.	F & B options Dash Roadhouse extension (as per masterplan) Community Hub (already has license), for events (including "shed in residence") Programmed events eg. Fire cooking, forer Fire cooking packs (self-serve, ordered in advance via roadside - local produce) Small-scale provider integrated with interpretive centre - day cafe / coffee / light food for proximity Small-scale accommodation integrated with interpretive centre.	Settlement Infrastructure, amenities, accreditation Water Solar, Quiet generator Fibre optic cable Light control International Dark Sky Sanctuary Accreditation Fire pits Community gathering space / event space
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SCENARIO 2

SCENARIO 2 - THE PARTS

Interpretive Hub Dash Roadhouse extension (as per masterplan) - already staffed New focused centre, Standalone. An interactive self-serve series of spaces/experiences - a self-serve experience. New focused centre, Standalone, a building - requires upgrade. New focused centre, small-scale accommodation integrated.	Interpretive Extension Experiences (self-serve) Sky box Replicate radio antennae / collection Star gazing / view stations Signage, interpretive elements in the landscape Art installation/s in the landscape Display space for in-residency outputs Markers + interpretive at nearby locations. (to be done in the context of Murchison Settlement, see also in a nearby plan sheet)	Interpretive Extension Experiences (staffed) MRO/SKA open days Star gazing / star stories tours Astrophotography tours / sessions Station tours Camping on Country Flora tours	Accommodation Caravan Park upgrades (as per masterplan) Caravan Park extension (more camping sites and sleep hatches) Group accommodation facility eg. Shearing Shed dorms Pre-fab modular accommodation Museum caretaker cottage for "in-residence" Small-scale accommodation integrated with interpretive centre.	F & B options Dash Roadhouse extension (as per masterplan) Community Hub (already has license), for events (including "shed in residence") Programmed events eg. Fire cooking, forer Fire cooking packs (self-serve, ordered in advance via roadside - local produce) Small-scale provider integrated with interpretive centre - day cafe / coffee / light food for proximity Small-scale accommodation integrated with interpretive centre.	Settlement Infrastructure, amenities, accreditation Water Solar, Quiet generator Fibre optic cable Light control International Dark Sky Sanctuary Accreditation Fire pits Community gathering space / event space
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SCENARIO 3

SCENARIO 3 - THE PARTS

Interpretive Hub Dash Roadhouse extension (as per masterplan) - already staffed New focused centre, Standalone. An interactive self-serve series of spaces/experiences - a self-serve experience. New focused centre, Standalone, a building - requires upgrade. New focused centre, small-scale accommodation integrated.	Interpretive Extension Experiences (self-serve) Sky box Replicate radio antennae / collection Star gazing / view stations Signage, interpretive elements in the landscape Art installation/s in the landscape Display space for in-residency outputs Markers + interpretive at nearby locations. (to be done in the context of Murchison Settlement, see also in a nearby plan sheet)	Interpretive Extension Experiences (staffed) MRO/SKA open days Star gazing / star stories tours Astrophotography tours / sessions Station tours Camping on Country Flora tours	Accommodation Caravan Park upgrades (as per masterplan) Caravan Park extension (more camping sites and sleep hatches) Group accommodation facility eg. Shearing Shed dorms Pre-fab modular accommodation Museum caretaker cottage for "in-residence" Small-scale accommodation integrated with interpretive centre.	F & B options Dash Roadhouse extension (as per masterplan) Community Hub (already has license), for events (including "shed in residence") Programmed events eg. Fire cooking, forer Fire cooking packs (self-serve, ordered in advance via roadside - local produce) Small-scale provider integrated with interpretive centre - day cafe / coffee / light food for proximity Small-scale accommodation integrated with interpretive centre.	Settlement Infrastructure, amenities, accreditation Water Solar, Quiet generator Fibre optic cable Light control International Dark Sky Sanctuary Accreditation Fire pits Community gathering space / event space
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180 PEOPLE PER NIGHT 300 PEOPLE PER NIGHT 300 PEOPLE PER NIGHT

5.0 SCENARIO IDENTIFICATION AND ANALYSIS

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5.2 CONSIDERED SCENARIO SPATIALISATIONS

Scenario 1 Components

Scenario 1: 'Wide Net, Light Touch' proposed the addition multiple smaller-scale interventions, including modular accommodation and a series of self-serve interpretive hubs and elements, delivered in three stages.

Once Stage 3 is complete and in operation, this scenario provides accommodation for 190 people within the Murchison Settlement.

Stage 1 (Small)

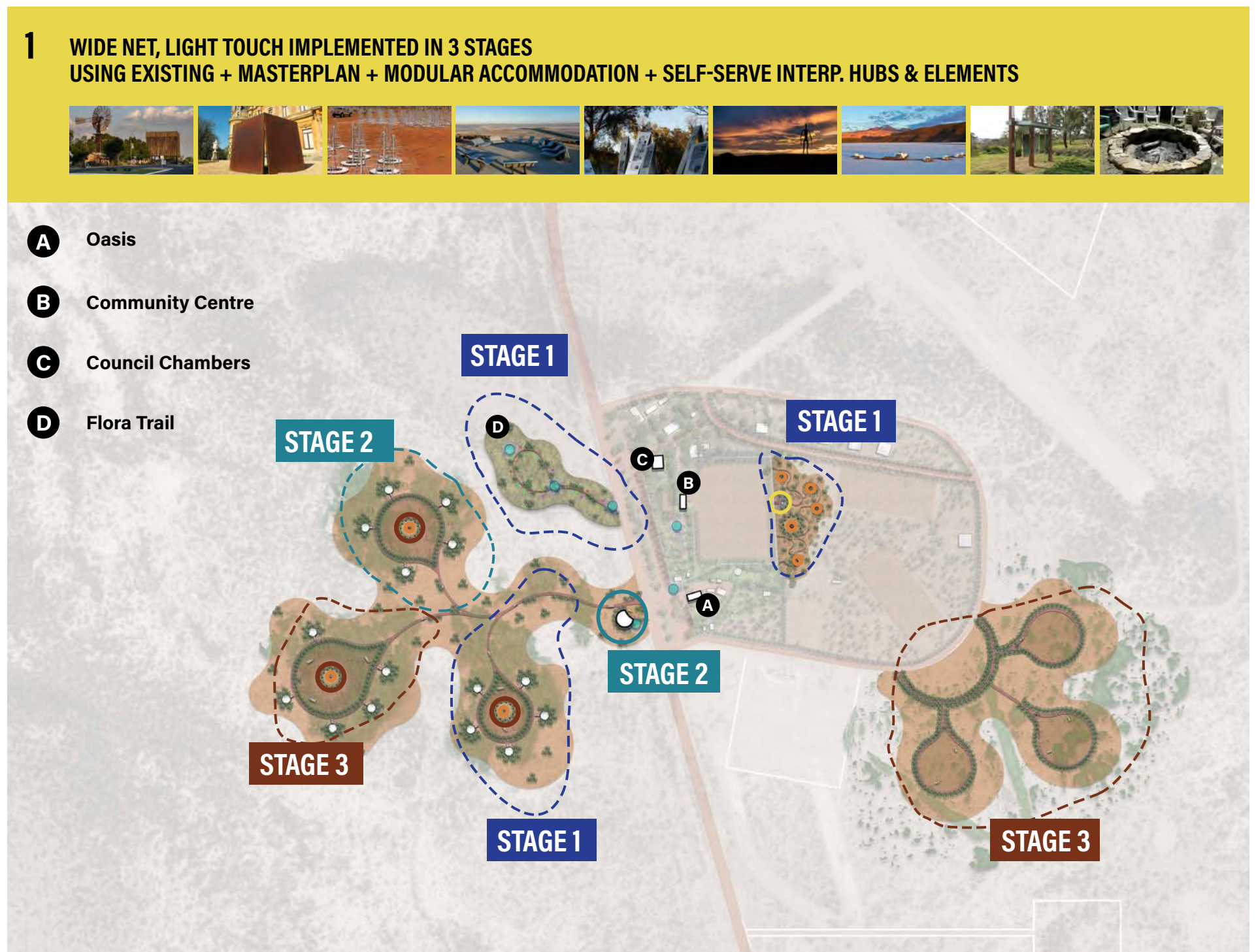
- Interpretive Info Station within Oasis Roadhouse
- Sky Box
- Firepits and stargazing stations / sky seats
- SKA Replica Antenna / Interp markers
- 5 Pre-fabricated Glamping domes
- Artist-in-residence sculptural installations

Stage 2 (Med)

- Standalone Interpretive Installation (self-serve)
- 5 Pre-fabricated Glamping domes

Stage 3 (Large)

- Camping sites and drop toilets
- 5 Pre-fabricated Glamping domes



5.0 SCENARIO IDENTIFICATION AND ANALYSIS

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5.2 CONSIDERED SCENARIO SPATIALISATIONS

Scenario 2: 'Bold'

This scenario proposed a single-stage delivery of two permanent new built facilities – a staffed Interpretive Hub and Visitor Centre and a dorm-style accommodation building added to the Oasis Caravan Park.

Once in operation, this scenario provides accommodation for 170 people within the Murchison Settlement.

Components

- Standalone Interpretive Centre (staffed)
- Shearer's Quarters Style Dorms
- Firepits and stargazing stations / sky seats
- SKA Replica Antenna / Interpretive markers
- Artist-in-residence sculptural installations
- Camping sites and drop toilets

2 BOLD USING EXISTING + MASTERPLAN + 2X PERMANENT, NEW BUILDINGS



5.0 SCENARIO IDENTIFICATION AND ANALYSIS

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5.2 CONSIDERED SCENARIO SPATIALISATIONS

Scenario 3: 'Opal'

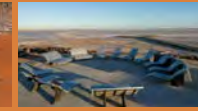
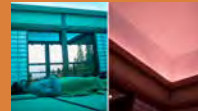
This scenario proposed a single-stage delivery of one permanent new built facility that integrates an iconic interpretive experience centre with a limited offering of boutique accommodation.

Components

- Integrated interp + accom + daytime cafe (staffed)
- Firepits and stargazing stations / sky seats
- SKA Replica Antenna / Interpretive markers

Once in operation, this scenario provides accommodation for 150 people within the Murchison Settlement.

3 OPAL INTEGRATED INTERP WITH ACCOMMODATION



5.0 SCENARIO IDENTIFICATION AND ANALYSIS

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5.3 CONSIDERED SCENARIO ANALYSIS

	SCENARIO				
	1 SMALL	1 MED	1 LARGE	2	3
Capital Cost (Masterplan + Roadhouse + Interp Facilities)	\$7.5 - 8.5M	\$8 - 9M	\$9 - 10M	\$20 - 25M	\$15 - 18M
Operating Costs (Labour + Lifecycle + Gen Maintenance)	\$0.5M	\$0.55M	\$0.6M	\$1.5 - \$2M	\$1 - 1.5M
Potential Revenue	\$0.7-1M	\$0.8-1M	\$1 - 1.2M	\$1.2 - 1.5M	\$1.5 - \$1.8M

REVENUE ASSUMPTIONS:

Peak Season - 100 nights

All visitors stay overnight

100% Capacity during peak

\$50, \$80, \$100pp/pn net spend

Lifecycle calculated at 4% Capital cost averaged annually

5.0 SCENARIO IDENTIFICATION AND ANALYSIS

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5.3 CONSIDERED SCENARIO ANALYSIS

Based on feedback for the presented scenarios, this table represents a straightforward 'scoring' in relation to the Vast Sky Project's brief.

	SCENARIO				
	1 SMALL	1 MED	1 LARGE	2	3
Create a 'must do' experience that is unique to the Murchison Settlement	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
Attract domestic and international visitors to enjoy a range of world class experiences, leveraging off the proximity to the SKA.	✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓
Holistically present Murchison life in addition to the SKA eg pastoralism, Wajarri culture, Wajarri art, geotourism, astrotourism etc.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	
Align with CSIRO's vision for sharing the SKA, SKAO (and other applicable MRO projects) and their outputs with the public.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓
Involve management and operating models that suit the remote location and limited human resourcing (at least in the short term).	✓ ✓	✓ ✓	✓ ✓		
Facilitate broader local tourism priorities such as Wajarri tourism, Wajarri artworks, astrotourism, geotourism, agritourism and station stay tourism.	✓	✓	✓	✓	✓
Incentivise and/or enable local micro business opportunities.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	
Encourage overnight stays in the Settlement, generating new accommodation demands, economic opportunities and benefits for the Shire and community.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓
Slow down, look at the night sky, sit around a fire	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓

Shortlisted scenario:

Via consensus with the Working Group, it was decided to take forward a hybrid of mostly Scenario 1 with the addition of the shared accommodation component from Scenario 2. For the modular accommodation component, it was decided to include glamping-style 'immersive accommodation' cabins, as opposed to domes.

6.0 IMPACT EVALUATION








6.0 IMPACT EVALUATION

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6.1 VISITATION AND SPENDING IMPACT - VISITOR PROFILES AND EXPERIENCES

During the scenario testing process, different visitor profiles were identified to test the feasibility of the proposed accommodation and experience offerings. These conceptual visitor profiles were developed with reference to Tourism WA research, but also expanded to include overseas visitation opportunities, especially given the international gravitas of the SKA project.

WHO	PROFILE	TARGET MARKET	ACCOM. + STAY DURATION	EXPERIENCES	OTHER PURCHASES/SUPPLIES
BOB & SHIRLEY 	<ul style="list-style-type: none"> 2 people Grey nomads late 60s Very budget conscious From SA 	<ul style="list-style-type: none"> Relax & rewind "Let's stay a while" 	<ul style="list-style-type: none"> 3 NIGHTS: Oasis caravan park - unpowered site 	<ul style="list-style-type: none"> SKA interp. experience - shed \$ SKA interp. experience - skybox Flora trail Art installations \$ Movie Night \$ Weaving session Museum 	<ul style="list-style-type: none"> \$ BBQ pack \$ Locally-made gifts \$ Fuel \$ Food supplies
BEK & JO 	<ul style="list-style-type: none"> 2 people Digital nomads Early 50s Budget aware From Norway 	<ul style="list-style-type: none"> Off the beaten track "Getting away from it all" 	<ul style="list-style-type: none"> 5 NIGHTS: Wooleen Station river campsite 	<ul style="list-style-type: none"> \$ Erabiddy Bluff Tour \$ Stargazing session \$ Movie Night SKA interp. experience - shed \$ SKA interp. experience - skybox Flora trail 	<ul style="list-style-type: none"> \$ Oasis Burgers \$ Stubby Holder \$ Locally-made socks \$ Fuel \$ Food supplies
JONES FAMILY 	<ul style="list-style-type: none"> Young family of 4 Budget aware From VIC 	<ul style="list-style-type: none"> Family fun "Extended family roadtrip" 	<ul style="list-style-type: none"> 2 NIGHTS: Oasis caravan park - powered site 	<ul style="list-style-type: none"> SKA interp. experience - shed SKA interp. experience - skybox SKA playground Flora trail Fire pits 	<ul style="list-style-type: none"> \$ BBQ pack \$ Astrophotography book \$ Learning Packs \$ Wajarri Yamatji Astronomy Planisphere \$ Fuel \$ Food supplies \$ Some meals at Oasis
SONYA 	<ul style="list-style-type: none"> Women in stem network coordinator 100 girls, 20 teachers, 10 specialist lecturers, 7 statewide STEM curriculum leaders, 6 reps from our industry sponsors 	<ul style="list-style-type: none"> Niche market (Education) ICRAR/UWA STAR GIRLS STEM-SATIONAL CAMP "STEM-sational camping fun and learning" 	<ul style="list-style-type: none"> 4 NIGHTS Oasis caravan park - powered campsites (students + teachers) Oasis caravan park - Shearer's Quarters (students + teachers) Oasis caravan park - Cabins (teachers) Glamping Pods (specialist lecturers and industry sponsors) 	<ul style="list-style-type: none"> \$ MRO Open Day Telescopes \$ Evening Tour at Wooleen \$ Stargazing session with Wajarri Elder SKA interp. experience - shed \$ SKA interp. experience - skybox 	<ul style="list-style-type: none"> Camp kitchen Fuel Snacks Some meals at Oasis
SAJITH 	<ul style="list-style-type: none"> 1 person on a photo workshop with others Astro Enthusiast / Hobby photographer Happy to invest in premium experiences From Singapore 	<ul style="list-style-type: none"> Niche market (Astrotourism) Astrophotographer Dream Weekend 	<ul style="list-style-type: none"> 2 NIGHTS : Glamping Pods 1 NIGHT : Wooleen Station Guesthouse 	<ul style="list-style-type: none"> \$ Astrophotography workshop \$ Plating up WA regional event series Wooleen Lake \$ SKA interp. experience - skybox 	<ul style="list-style-type: none"> \$ Fuel \$ Snacks \$ Some meals at Oasis

6.0 IMPACT EVALUATION

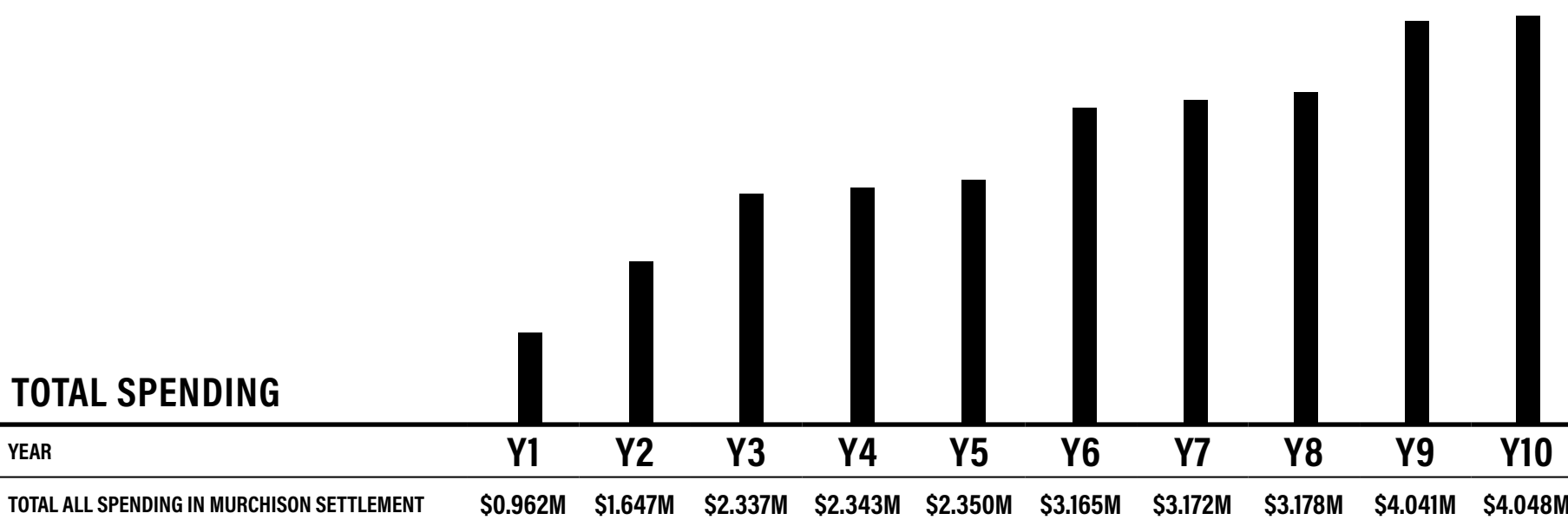
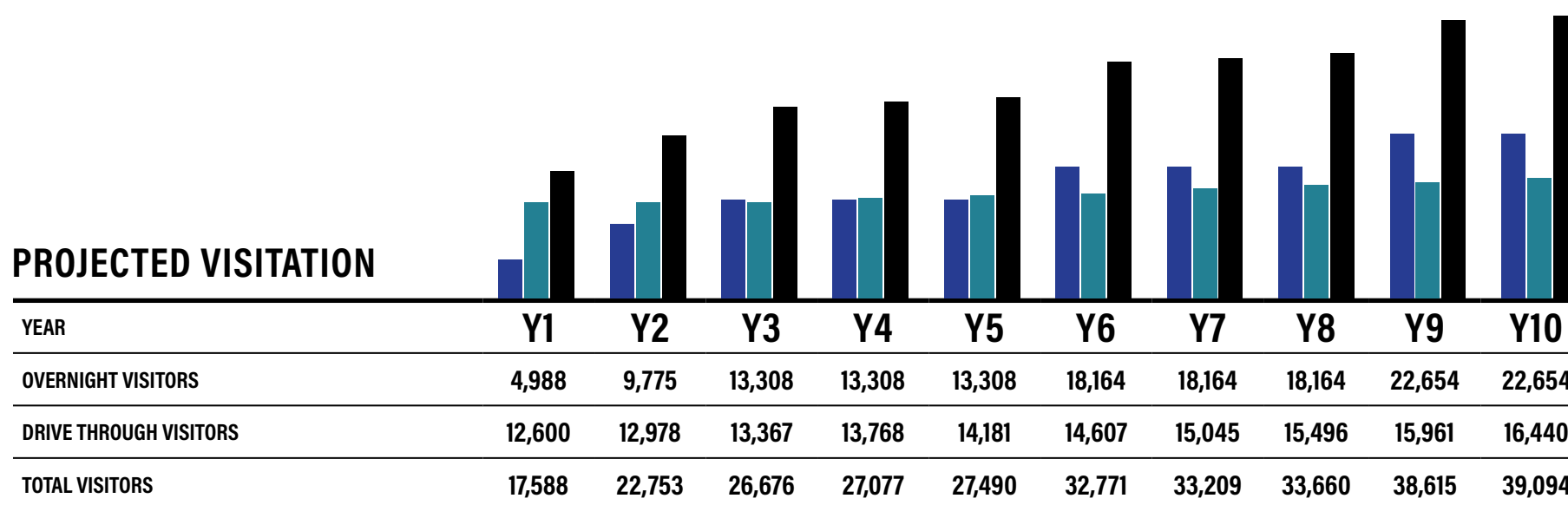
6.2 VISITATION AND SPENDING IMPACT

Preliminary indicative economic analysis of the proposed Project was undertaken. Impact relating to visitation and spending is summarised below.

Key Findings

Based on estimates of visitor numbers and spending over a 10 year period of operations (taking account of the three stages of development) key findings include:

- Accommodation data from the Murchison Roadhouse indicates approximate baseline current overnight visitors totalling 7560 visitors per annum
- Existing data on day visitors travelling through Murchison Settlement to Mt Augustus was reviewed and an annual growth rate of 3% was modelled. These day visitor estimates were used in modelling spending by those that stop at Murchison Settlement. The current estimate is 6300 vehicles (12,600 persons), increasing to 8220 vehicles (16,440 persons) in year 10.
- The increases to visitor modelling was the basis for estimating spending in Murchison by both overnight and day visitors. Total spending increases from around \$962,100 in year 1 to \$4.048 million in year 10 (this includes spending by Murchison overnight visitors elsewhere in the broader region).
- Spending on programs associated with the Vast Sky Project in around the Murchison Settlement by programs would increase from around \$82,700 in year 1 to \$253,200 in year 10.
- Overnight visitors staying at Murchison Settlement in the existing and new accommodation would also visit other locations. A conservative estimate is used, which assumes 1 night elsewhere within the region and average spending of \$100 per person. This spending by overnight visitors increases from around \$498,800 in year 1 to \$2.265 million in year 10.



6.0 IMPACT EVALUATION

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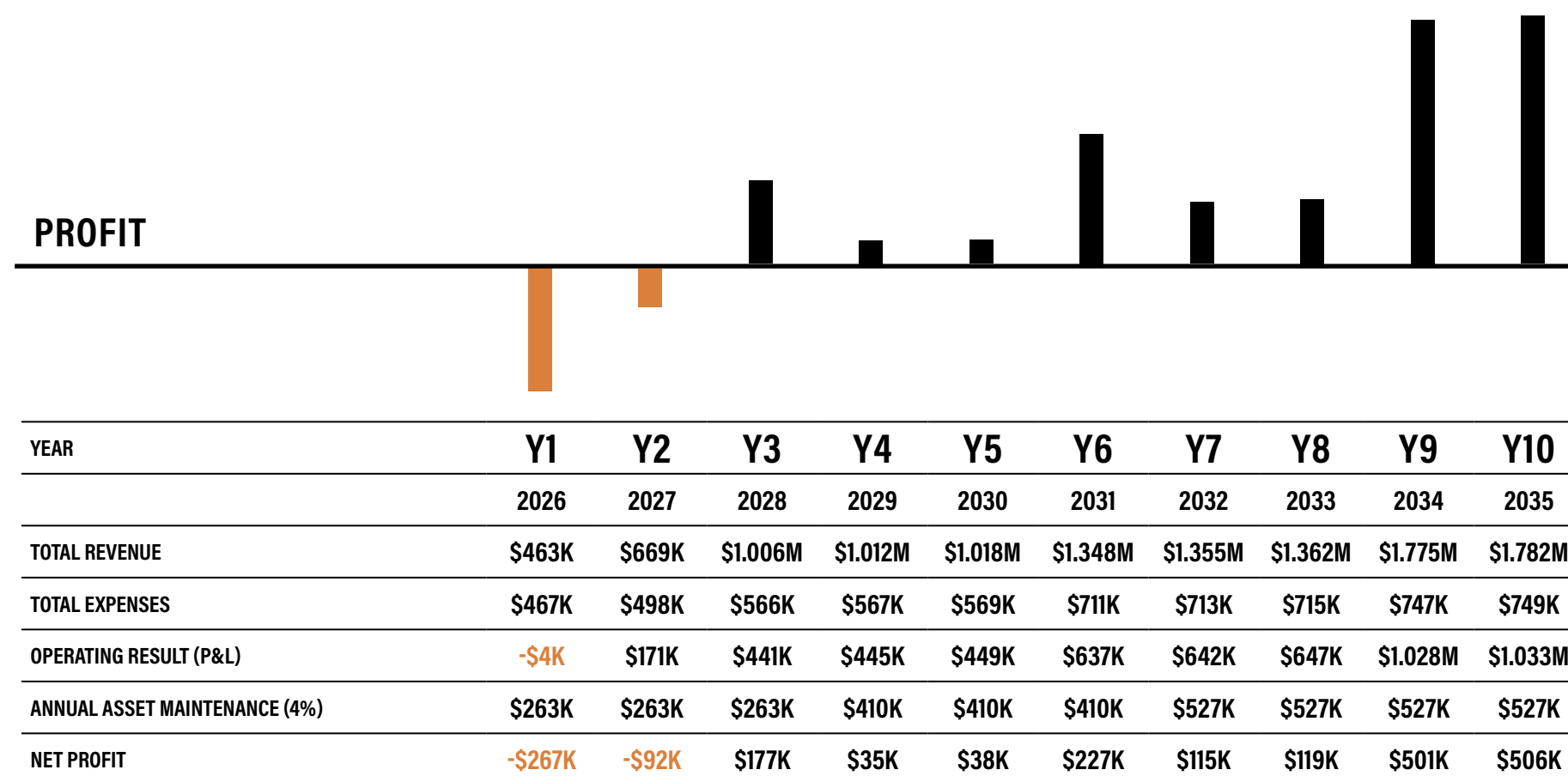
6.3 FINANCIAL ANALYSIS

Key Findings

- An indicative 10 year financial analysis was prepared. The Project achieves an operating profit from year 2, however when asset maintenance costs are taken into operating profit is achieved in year 3.

Notes to accompany the graph to the right

- Revenue includes Accommodation, Programs, and sales from overnight visitors and drive through visitors.
- Expenses includes staffing wages and salaries and operating expenses.



SOURCE: MCA MODELLING & ANALYSIS, AUGUST 2022

6.0 IMPACT EVALUATION

6.4 JOBS AND OUTPUT - CONSTRUCTION & OPERATION

An economic impact assessment of the construction phase and the operations phase. In general conservative assumptions have been used in modelling visitors and spending and key findings include:

Construction

- In Stage 1, 23.2 Full Time Equivalent jobs (FTE) would be generated – 18.7 direct jobs and 4.5 indirect/induced jobs. Of the direct jobs, 13.5 FTE would be in onsite construction, 1.9 professional jobs and 3.2 in materials and equipment supply.
- In Stage 2, 13.0 FTE jobs would be generated – 10.5 direct jobs and 2.5 indirect/induced jobs. Of the direct jobs, 7.6 FTE would be in onsite construction, 1.1 professional jobs and 1.8 in materials and equipment supply.
- In Stage 3, 10.3 full time equivalent jobs would be generated – 8.3 direct jobs and 2.0 indirect/induced jobs. Of the direct jobs, 6.0 FTE would be in onsite construction, 0.9 professional jobs and 1.4 in materials and equipment supply.

Operation

- Jobs – Murchison Settlement : When the impacts of employee spending are taken into account (indirect/ induced jobs) total jobs increase from 4.0 FTE in year 1 to 5.8 jobs in year 10.
- Jobs - Broader Region: Spending by Murchison Settlement overnight visitors in the broader region will generate additional employment. The modelling indicates that 2.5 FTE jobs would be generated in year 1 increasing to 11.1 jobs in year 10.
- Total Jobs – Murchison Settlement & Broader Region: The jobs total 6.5 FTE in year 1 increasing to 16.9 jobs in year 10.
- Total Output (Murchison and State level): the activity at Murchison Settlement resulting from this project boosts total output (assuming constant \$2022 prices) by an estimated \$1.546 million in year 1 and increasing to \$6.822 million in year 10.

CONSTRUCTION JOBS	DIRECT JOBS	18.7 STAGE 1	13.0 STAGE 2	10.3 STAGE 3
	INDIRECT JOBS	4.5 STAGE 1	2.5 STAGE 2	2.0 STAGE 3
OPERATION JOBS	MURCHISON SETTLEMENT	4.0 YEAR 1		5.8 YEAR 10
	BROADER REGION	2.5 YEAR 1		11.1 YEAR 10
	TOTAL OUTPUT		\$1.546M YEAR 1	\$6.822M YEAR 10

6.0 IMPACT EVALUATION

DRAFT

6.5 SOCIAL IMPACT

Key Findings

The Vast Sky Project is expected to provide several social benefits for Murchison Settlement, the Shire of Murchison, the Mid-West Region and the state more broadly. In particular, the Vast Sky Project will:

- Encourage overnight stays in the Settlement, generating new accommodation demands and economic opportunities for the Shire and community;
- Provide State and National-level interpretive educational facilities that will attract visitors and tourists to the Shire and build on the unique existing relationship with CSIRO and the MRO;
- Provide employment and volunteer opportunities, as well as smaller-scale private business opportunities.
- Attract and retain staff for Murchison Settlement and nearby stations;
- Increase capacity and skillset building for community members;
- Increase opportunities for residents to have dual jobs;
- Improve facilities and amenities in the community for wide-ranging events, tours and programs that could be leveraged by existing and future locals as micro businesses;
- Improve community amenity, positively contributing to livability for current and future residents; and
- Increase appreciation for the Settlement, the community and the region.

There are also numerous potential opportunities and social impact benefits for the Pia Wadjari Community. See Appendix 1 for more information on the potential opportunities that have been communicated with the community in relation to the Vast Sky Project.



IMAGE: INTERPRETIVE CENTRE (LEFT), "SKYBOX IN-PLACE" (RIGHT, BACK), SKA / SPACE PLAYGROUND (FOREGROUND, RIGHT).

7.0 IMPLEMENTATION PLAN



7.0 IMPLEMENTATION PLAN

7.1 PROJECT PLAN

Key milestones and anticipated timeframes were identified to support the delivery of the Vast Sky Project.

Key tasks include:

- Endorsement of this business case;
- Ongoing engagement with the community, stakeholders and potential funding partners;
- Technical investigations and detailed design;
- Building and site works approvals;
- Contract procurement and award; and
- Construction of preferred option.

A more detailed timeline is appended to this business case and this will be further refined following endorsement of the business case.

MILESTONE	TIMING	STATUS
Shire of Murchison Interpretive Centre Community Workshop and Summary Report	2016	Completed
Murchison Settlement Masterplan	2020-21	Completed
Murchison Settlement Roadhouse Precinct Detailed Concept Design	2021	Completed
Murchison Interpretive Experience Working Group Established	2022	Ongoing
Stakeholder Engagement Workshops 1, 2 & 3, including scenario option testing and preliminary cost estimations	May-Aug 2022	Completed
Concept Design of Preferred Scenario	Aug-Sept 2022	Completed
Preparation of Business Case and supporting communication materials	Sept-Nov 2022	Ongoing
Endorsement of Business Case and Concept Design	Nov 2022	-
Feature survey of Murchison Settlement and Additional Studies (to be determined)	Dec-Feb 2023	-
Detailed Design procurement	Mar 2023	-
Approvals (eg. site works, building, etc)	Apr 2023 - Aug 2024	-
Detailed design	Apr-Nov 2023	-
Initial site preparation works	Sept-Nov 2023	-
Tender Stage 1	Dec 2023 - Mar 2024	-
Construction Stage 1 commences	Apr 2024	-
Stage 1 operational	Apr 2025	-
Stage 2 operational	2028	-
Stage 3 operational	2032	-

7.0 IMPLEMENTATION PLAN

7.2 PROJECT MANAGEMENT AND GOVERNANCE

The Shire of Murchison (Shire) has significant experience in delivering a variety of projects of a range of sizes, scope and complexity, including projects that utilise significant portions of grant funding. With excellent internal controls and best practice approaches in place, the Shire is confident it possesses the staff skills and resources to deliver the proposed project in a timely manner.

As indicated in the Project Governance Structure diagram to the right, the management and success of The Vast Sky Project will rely on a relationship between the Shire and an Advisory Board. The Project's owner will be the Shire, and the Project's ongoing management will be led by the Community Development Manager, who will be in direct communication with the Shire's CEO and the Advisory Board, to ensure the Vast Sky Project team remains accountable to its primary stakeholders.

As indicated, the Advisory Board will consist of representatives from the key stakeholders involved in the project. The role of the Advisory Board is to be a sounding board, an advisory group, and a bank of wisdom for the project. Members of the Advisory Board who have suggested financial stakes in the project are indicated with a (*).

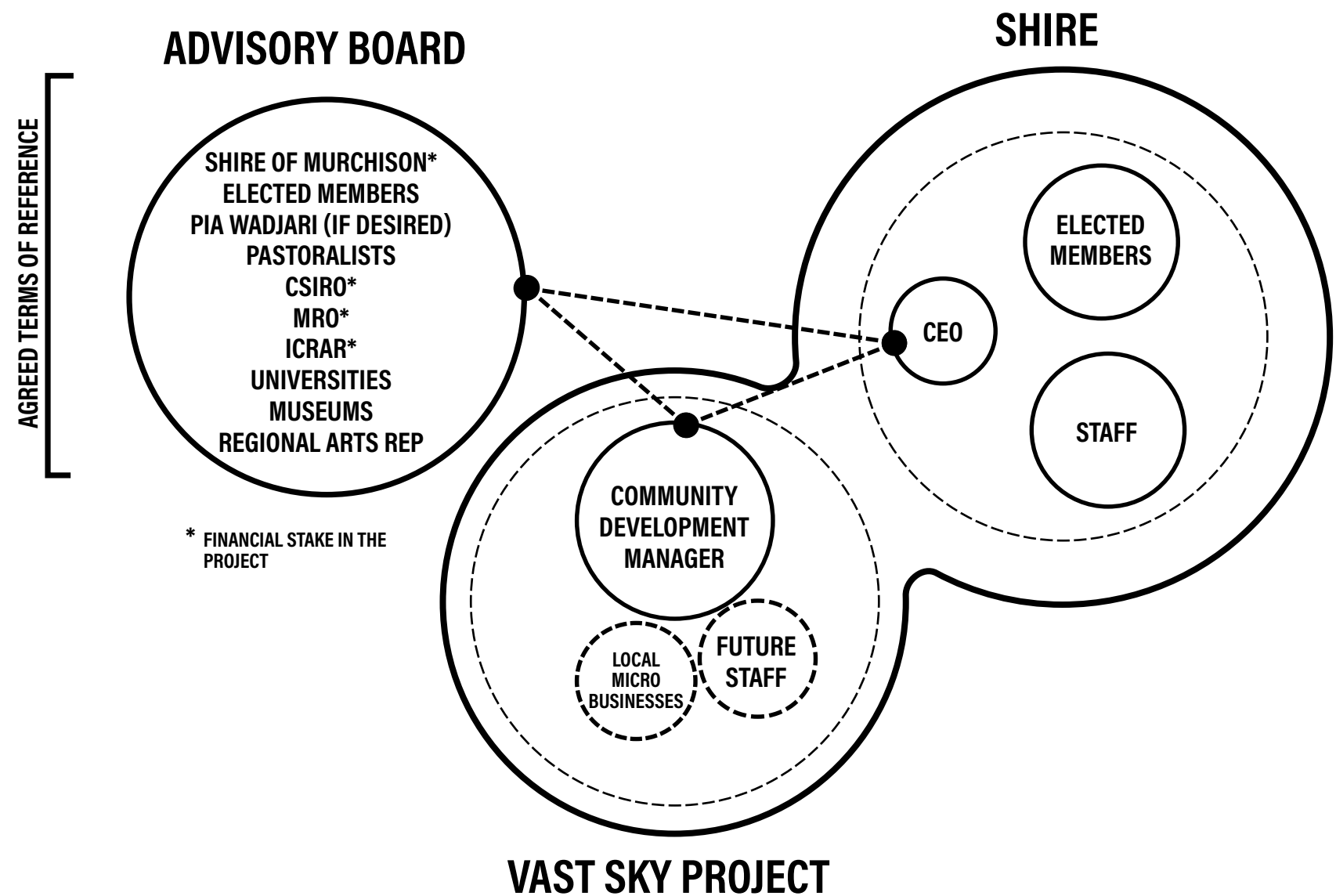


IMAGE: PROJECT GOVERNANCE STRUCTURE

7.0 IMPLEMENTATION PLAN

7.3 PROCUREMENT PLAN

The Shire of Murchison is committed to delivering best practice in the purchasing of goods, services and works that align with the principles of transparency, probity and good governance. The Shire has an established Purchasing Policy (2015). The purpose of this policy is to ensure openness, transparency, fairness and equity through the purchasing process to all potential suppliers and to ensure efficient and consistent purchasing processes are implemented and maintained across the organisation.

Purchasing that is below \$100,000 in total value (excluding GST) must utilise a Request for Quotation process, either direct to the market to through a panel of pre-qualified suppliers (such as a WALGA Preferred Supply Contract). Purchasing that exceeds \$100,000 in total value (excluding GST) must be put to a public Tender, except in a few instances as outlined in the Policy.

The services and roles expected to deliver the Vast Sky Project outlined in this Business Case are listed in the table to the right.

SERVICE REQUIRED	SERVICE PROVIDERS
Additional Stakeholder Engagement	Shire officers or external engagement consultant
Project Management	Shire officers or external project management consultant
Lead Consultant	External consultant (e.g. Landscape Architect, Architect, Environmental, Civil, Structural, Mechanical)
Building works supervisor/superintendent	Shire officers or external consultant
Head contractor	Shire officers or external project management consultant
Community Development Manager	Added roles and responsibilities to existing Shire position
Artist/chef/scientist etc (first '...in-residence' resident)	New 0.5 FTE role within Shire

7.0 IMPLEMENTATION PLAN

7.4 NEXT STEPS

Engagement with:

- Pia Wadjari. Ongoing conversations around the potential opportunities presented by the Vast Sky Project, when and if ready. This could include direct employment in the construction and/or ongoing operations of the facilities and/or micro-business opportunities eg. cultural tours, events, market days
- Broader Murchison Community, including Pastoralists
- Wajarri Yamatji Aboriginal Corporation (WYAC)
- Aarnet
- City of Greater Geraldton (CGG)
- Department of Science, Energy and Resources (DISER)

Other actions:

- Dark Sky accreditation - 'Sanctuary'
- Continued sealed road negotiations with City of Greater Geraldton
- Further alignment with GeoRegion WA Tourism messaging + actions
- Strategic communications (re. political landscape)
- Marketing



IMAGE: "SKY-VIEW" CAMP FIRE SEATING NODES

8.0 RECOMMENDATION

The Shire of Murchison, and the Vast Sky Project working group recommends this project and is seeking funding for the capital cost of the project only. This recommendation is based on the following:

- Land is secured, presenting no encumbrances to starting work;
- Concept design scope for all aspects of the Vast Sky Project are specified in this report. Additional information regarding servicing will be available at the next stage;
- Cost and time have been estimated, including contingencies;
- Present understanding is that major approvals are not required;
- Key stakeholders are aware and accepting of the proposal.
- An early draft of this Business Case was presented to the Murchison Shire Council on the 27th October, 2022. All attendees were in support of the proposed Vast Sky Project.
- On the 5th of November 2022, an Indigenous Land Use Agreement (ILUA) with the Wajarri people and the Commonwealth government was signed in relation to the building of the SKA-Low on Wajarri land. Consultation and engagement with the Pia Wadjari Community in relation to the multiple opportunities presented by the Vast Sky Project has taken place during the drafting of this Business Case, and is expected to continue to ensure ongoing agreement and trust. Appendix 1 'Pia Wadjari Opportunities' is included to communicate an overview of these potential impacts and opportunities.



IMAGE: "SKYBOX IN-PLACE" (BACK), SKA/SPACE PLAYGROUND (FOREGROUND)

APPENDICES

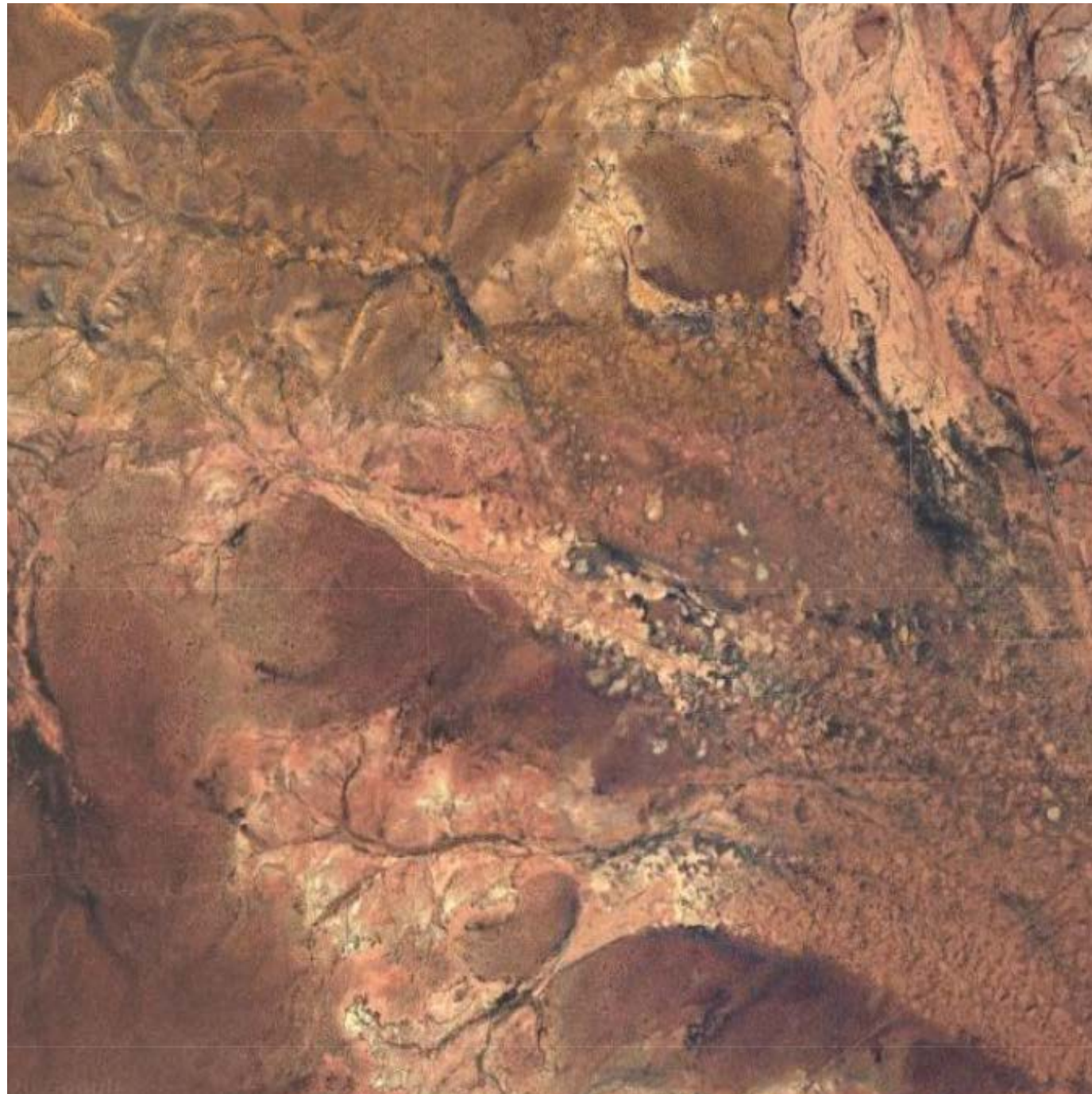
- 1 PIA WADJARI OPPORTUNITIES (UDLA, 2022)
- 2 ECONOMIC IMPACT REPORT (MCa, 2022)
- 3 CAPEX ESTIMATE (HWA, 2022)
- 4A MURCHISON ROADHOUSE FINAL (DRAFT)
- 4B MASTERPLAN (UDLA, 2021)
- 4C UPDATED MASTERPLAN (UDLA, 2022)
- 5 WORKSHOP 1 (UDLA, 2022)
- 6 WORKSHOP 2 (UDLA, 2022)
- 7 WORKSHOP 3 (UDLA, 2022)
- 8 INTERPRETIVE CENTRE WORKSHOP FINAL REPORT (NAJA, 2016)



MURCHISON VAST SKY PIA WADJARI OPPORTUNITIES

NOVEMBER 2022





We acknowledge the Wajarri Yamatji people as the Traditional Owners of the land on which the Murchison Settlement site stands today. We pay respect to the Wajarri Yamatji people, the Pia Wadjari Community, and Elders both past and present whose knowledge and wisdom has and will ensure the continuation of cultural and traditional practices.

COVER IMAGE: PROPOSED VAST SKY INTERPRETIVE CENTRE

ABOVE IMAGE: MURCHISON AERIAL (MNG)

THE VAST SKY PROJECT

DRAFT

Multiple new buildings and spaces in Murchison Settlement

More opportunities for the communication of information about astrology (with a focus on what's being done at MRO and SKA)

More opportunities for the presentation of Murchison life (eg. Wajarri Country, Culture and Knowledge, Wajarri art, pastoralism, geology, flora and fauna etc.)

More tourism drawcards to attract visitors to the region and to the Settlement

More accommodation (with greater variety of choices)

More jobs, training and business opportunities for locals

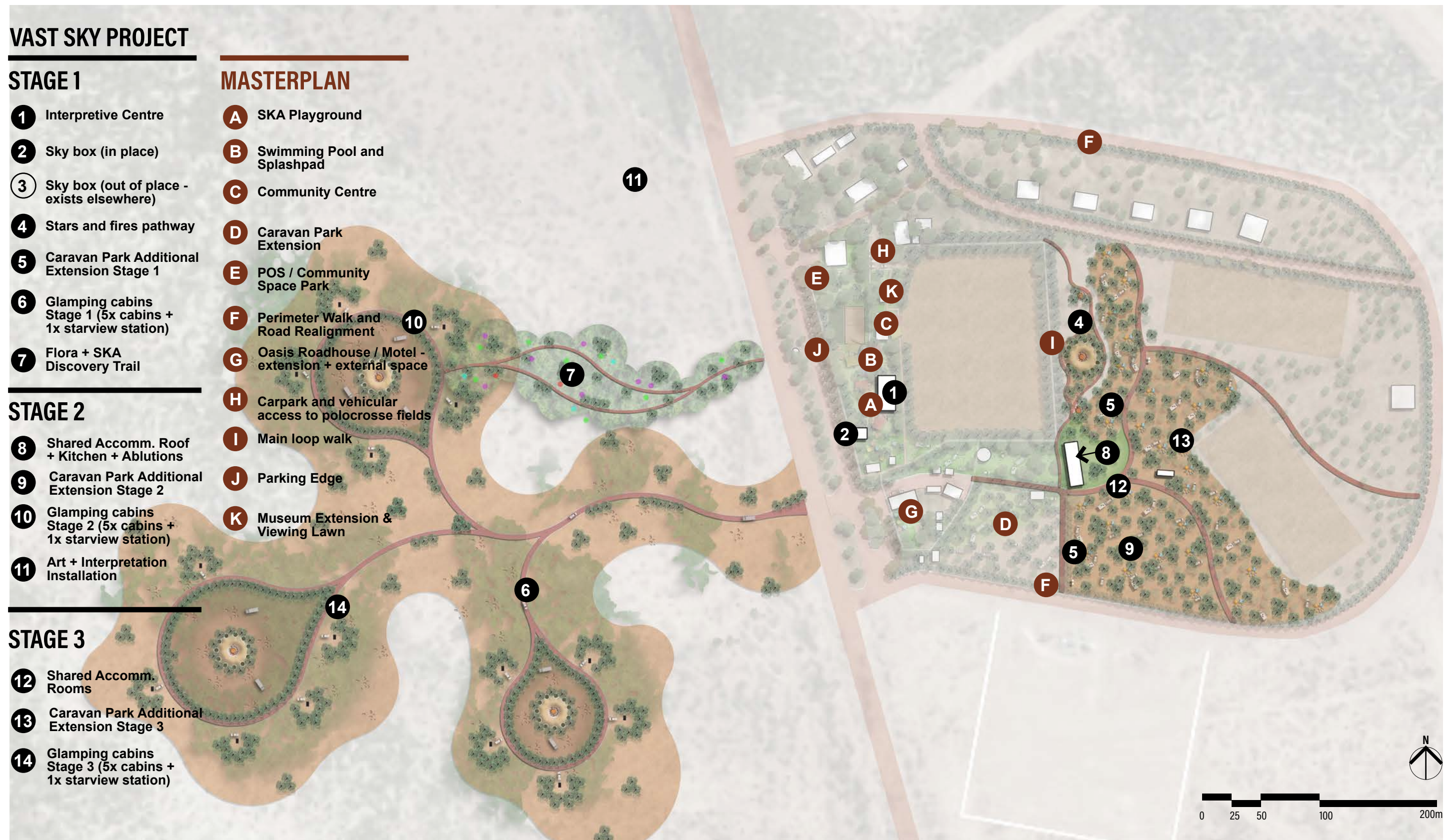
Improved community facilities and amenities for locals and visitors of all ages



IMAGES: VIEWS OF VARIOUS ELEMENTS FROM THE VAST SKY PROJECT

THE VAST SKY PROJECT (STAGES 1, 2, & 3) + MASTERPLAN

DRAFT



THE VAST SKY PROJECT (STAGES 1, 2, & 3) + MASTERPLAN

DRAFT

THE NEW BUILDINGS AND SPACES



- 1 Interpretive Centre (right) - Stage 1
- 2 Sky box In-place (left) - Stage 1
- A SKA Playground (behind) - Masterplan



- 1 Interpretive Centre (left) - Stage 1
- 2 Sky box In-place (right) - Stage 1
- A SKA Playground (right) - Masterplan



- 1 Interpretive Centre (left) - Stage 1
- 2 Sky box In-place (right) - Stage 1
- A SKA Playground (right) - Masterplan



- 8 12 Shared Accom. Roof + Kitchen + Ablutions (Stage 2) + Room Pods (Stage 3)



- 8 12 Shared Accom. Roof + Kitchen + Ablutions (Stage 2) + Room Pods (Stage 3)



- 2 Sky box In-place - Stage 1



- 4 'Sky view' campfire seating node (multiple locations, multiple stages)



- 6 5x Glamping Immersive Accommodation Cabins (Stage 1)
- 10 5x Glamping Immersive Accommodation Cabins (Stage 2)
- 14 5x Glamping Immersive Accommodation Cabins (Stage 3)

1 INTERPRETIVE CENTRE

WHAT IS IT?	WHAT'S IT FOR?	WHAT COULD IT LOOK LIKE?
-------------	----------------	--------------------------

A big, shaded, semi-open building in the middle of Murchison Settlement.

- The building is open at the sides and has a large roof with spaces that could be used to display non-digital interpretive content, or as an event space for community gatherings or regional events. It is surrounded by lawns and trees.
- A couple of smaller, air-conditioned rooms can be closed and made dark for them to be able to display digital and interactive interpretive content.
- This building is located in the centre of town, in close proximity to the community centre and the main polo-crosse field. It's also near the proposed new playground.

Operational by:

- 2025 (Stage 1)

Benefits:

- Allows for the display of varying types of interpretive content.
- Allows for the display of artworks and research from / provide space for events from the '....-in-residence' program.
- Adds multi-pronged value to the community, as a flexible, comfortable and inclusive amenity space.
- Boosts Shire tourism attractions to attract domestic and international visitors to the region and to the Settlement.

Potential Opportunities for Pia Wadjari community:

- Large shaded area could be a space for events hosted or attended by Pia Wadjari community members (eg. Market Days or Art Fairs or food events).
- Community members from Pia Wadjari could be involved in deciding and producing what's displayed in the Interpretive Centre (eg. Traditional Astrological Knowledge, Expertise about the local area, artworks, illustrations, audio and visual recordings).
- Community members from Pia Wadjari could take people on guided tours through this space (and others throughout the Settlement).



↑
Flexible, shaded areas with direct connection to Skybox, SKA space-themed playground, polocrosse fields and community centre

↑ ↑
Smaller rooms that can be closed and climate-controlled for digital and interactive content

2 SKYBOX IN-PLACE

WHAT IS IT?

A “Skybox” that has an interior space for the display of videos and multimedia. The rooftop is a viewing deck.

- The ‘black-box’ internal space allows for the display of digital media, such as the 360 degree immersive films ‘Beyond the Milky Way’ and ‘Star Dreaming’. This space could also be used for sound, music and smaller-scale theatre performances, as well as art exhibitions.
- The roof deck gives people a chance to view the sky and look across the landscape and Settlement from an elevated position. Its size allows for small to medium sized groups to gather and smaller events to take place.
- The shade canopy is an opportunity for integrated artwork - it could potentially be a canvas for a local artist’s work.

Operational by:

- 2025 (Stage 1)

WHAT’S IT FOR?

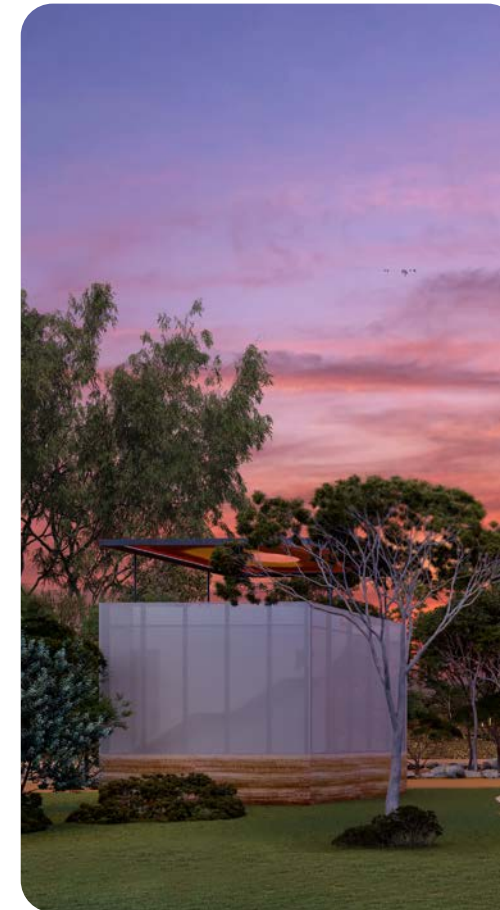
Benefits:

- Can display varying types of interpretive content - eg. interactive displays, immersive media and artworks.
- Allows for the display of outputs from / provide space for events from the ‘....-in-residence’ program.
- Adds multi-pronged value to the community, as an elevated view point and collective gathering place.
- Instills pride in the community, especially if the opportunity to integrate artwork in the canopy is taken on.

Potential Opportunities for Pia Wadjari community:

- Roof deck could hold smaller gatherings and events hosted or attended by Pia Wadjari community members.
- Artworks from Pia Wadjari artists could be incorporated into the canopy.
- Community members from Pia Wadjari could be involved in deciding and producing what’s displayed in the skybox (eg. Traditional Astrological Knowledge, Expertise about the local area, artworks, illustrations, audio and visual recordings).
- Community members from Pia Wadjari could take people on guided tours through this space (and others throughout the Settlement).

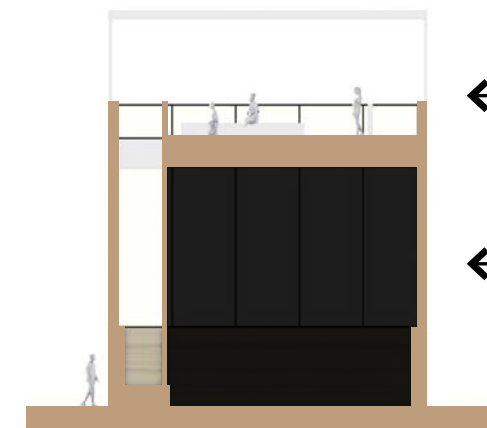
WHAT COULD IT LOOK LIKE?



Flexible, shaded areas with direct connection to Skybox, SKA space-themed playground, polocrosse fields and community centre



Artwork opportunity for an artist from Pia Wadjari community



Expansive views from roof deck

Immersive media inside skybox



3 SKYBOX OUT-OF-PLACE

WHAT IS IT?

The 'Sky Box Out-of-place' is a touring component of the Vast Sky experience - generating intrigue and interest in the project from a distance, be that from places within the region (eg. Geraldton), within the state (eg. Perth) or further afield within Australia.

- It is a straight-forward structure that can be assembled, dismantled and reassembled in multiple places over its lifetime.
- It is sized to be able to fit small groups of people to view and experience immersive digital media which tells stories and reveals information.

Operational by:

- 2025 (Stage 1)

WHAT'S IT FOR?

Benefits:

- Generates intrigue and interest about the Vast Sky Project, the SKA-Low, the MRO, the Mid-West region and local characters and communities to entice more visitation to the Settlement.

Potential Opportunities for Pia Wadjari community:

- Community members from Pia Wadjari could be involved in deciding and producing what's displayed in the skybox (eg. Traditional Astrological Knowledge, Expertise about the local area, artworks, illustrations, audio and visual recordings).

WHAT COULD IT LOOK LIKE?



Smaller in scale than the 'Sky Box In-place', the 'Sky Box Out-of-place' is configured to be a touring component of the Vast Sky experience - generating intrigue and interest in the project from a distance.

6 10 14 GLAMPING (IMMERSIVE ACCOMMODATION CABINS)

DRAFT

WHAT IS IT?

A total of 15 'glamping-style' 'immersive accommodation' cabins are located within Murchison Settlement. They are positioned at enough of a distance to give the feeling of being surrounded by the sky and landscape.

- The cabins are planned to be built across all three proposed stages (5 cabins each stage).
- Each grouping of 5 cabins is connected to a central 'sky-view campfire node' (see next page for more details).

Operational by:

- 2025 (Stage 1), 2028 (Stage 2), 2032 (Stage 3)

WHAT'S IT FOR?

Benefits:

- Bolsters accommodation provisions and options within the Settlement.
- Capitalises on the increased interest in 'glamping-style', 'immersive accommodation' experiences.
- Meets accommodation demands from growth in tourism.
- Boosts the Western Australian local economy (the modular units will be constructed in Western Australia and then trucked into Murchison).

Potential Opportunities for Pia Wadjari community:

- Community members from Pia Wadjari could be employed to help run and service this accommodation.
- Community members from Pia Wadjari could run cultural tours or Cultural Knowledge Sharing events in partnership with this accommodation.

WHAT COULD IT LOOK LIKE?



Each grouping of 5 cabins is connected to a skyview campfire node



A window in the roof allow for night sky views

Immersive accommodation cabins, positioned within the settlement, but at enough of a distance that they enable the feeling of being surrounded by sky and landscape.

4 SKYVIEW CAMPFIRE NODES AND PATHWAYS

WHAT IS IT?

The Vast Sky Project includes a total of 4 Sky-View campfire nodes, each with a stone campfire in the centre of a circle of reclining seats.

- One node is positioned to the east of the main Polo-crosse field, for use by locals and visitors.
- The three other campfire nodes are positioned in the centre of each of the 5 glamping cabin groupings.
- The reclining chairs allow sitters to look up at the sky.

Operational by:

- Two operational by 2025 (Stage 1), another operational by 2028 (Stage 2), another operational by 2032 (Stage 3).

WHAT'S IT FOR?

Benefits:

- Adds multi-pronged value to the community, as a sky-focused gathering place, potentially adding opportunities for microbusinesses (eg. tours).
- Boosts Shire tourism attractions to attract domestic and international visitors to the region and to the Settlement.
- Services the new accommodation types, adding value to their offer.

Potential Opportunities for Pia Wadjari community:

- Community members from Pia Wadjari could be involved in deciding and producing the information, artworks and illustrations included in the signs located in or near these campfire nodes.
- Community members from Pia Wadjari could run Cultural Knowledge Sharing events from these campfire nodes.
- Community members from Pia Wadjari could gather in these spaces to sit around a fire and watch the sky.

WHAT COULD IT LOOK LIKE?



Multiple reclining timber chairs that allow sitters to focus on the sky, positioned in a circle around a central campfire made from local stone.

8 12 SHARED ACCOMMODATION

DRAFT

WHAT IS IT?

The shared accommodation building has a big roof with a 'camp kitchen,' toilets and a multiple room pods (each with multiple beds) placed underneath.

- This building is located in close proximity to the Oasis Caravan Park and main Polo-Crosse field.
- In Stage 2, the large roof and slab, shared kitchen and ablutions are constructed. The space under the roof could become a place for people to pull up their own swag during this time.
- In Stage 3, the modular room pods are placed underneath.

Operational by:

- 2028 (Stage 2), 2032 (Stage 3).

WHAT'S IT FOR?

Benefits:

- Bolsters accommodation provisions and options within the Settlement, particularly the group tour, bus tour and education group markets.
- Provides amenity to the Caravan Park and large-scale local events (eg. Polo-crosse tournaments).

Potential Opportunities for Pia Wadjari community:

- Community members from Pia Wadjari could use the 'camp kitchen.'
- Community members from Pia Wadjari could be employed to help run and service this accommodation.
- Community members from Pia Wadjari could run cultural tours or Cultural Knowledge Sharing events in partnership with this accommodation.

WHAT COULD IT LOOK LIKE?



A large roof with a shared 'camp kitchen,' ablutions and a series of room pods placed underneath, located in close proximity to the Oasis Caravan Park and main Polo-Crosse field

Modular room pods that are slotted in under the big roof during Stage 3. They provide affordable accommodation options, including for groups like school camps and bus tour groups.

OTHER POSSIBLE OPPORTUNITIES FOR PIA WADJARI COMMUNITY

Employment and training opportunities (operation)



Image ref: National Indigenous Training Academy



Image ref: Astrotours Broome

Tourism-related micro-business opportunities. Eg. Cultural Tours, Stargazing Tours, food events

A 'Camping with Custodians' business could be set up and run by Pia Wadjari community members, utilising some of the proposed Settlement amenities (eg. camp kitchen, camp toilets)

Employment and training opportunities (during construction)



Image ref: Sebenico Indigenous Solutions

The funded '...in-residence' (eg. Artist, Chef, Tour Guide, Astrologist, Knowledge Holder) programme running from Murchison Settlement could be something that Pia Wadjari community members are interested in applying for or being involved in



Image ref: Djarindjin Campground



Image ref: 'Australia on a plate' article in The Guardian (11/07/2018) Chef Clayton Donovan with native bush tomatoes, lemon myrtle leaves and pepper berries

OTHER POSSIBLE OPPORTUNITIES FOR PIA WADJARI COMMUNITY

DRAFT

Pia Wadjari Elders, Knowledge Holders and community members could be engaged as expert consultants for the development, curation and production of information and interpretive content throughout (displays within the Interpretive Centre, signs, artworks, illustrations, audio and visual recordings, etc)



Miriwoong signage at the Kununurra Airport



Ngalang Koort Boodja Wirn, Western Australian Museum



Image ref: Margaret Whitehurst's art at Pawsey

Artworks from Pia Wadjari artists could be exhibited within some of the new spaces

Products created by Pia Wadjari community members could be sold in the shop



Interpretive artwork by Sharyn Egan at Wajemup



Commissioned artworks from Pia Wadjari artists could be printed onto items and sold in the shop



4.3 Purchasing

Well-being

Civic Leadership

Overview

This policy applies to situations where the Shire is required to purchasing goods, services or works in order to achieve the Shire's strategic and operational objectives.

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1 Purchasing

The Shire of Murchison is committed to delivering the objectives, principles and practices outlined in this Policy, when purchasing goods, services or works to achieve the Shire's strategic and operational objectives.

This policy complies with the *Local Government (Functions and General) Regulations 1996 (The Regulations)*.

1.1 Objectives

The Shire's purchasing activities will achieve:

- ~ The attainment of best value for money.
- ~ Sustainable benefits, such as environmental, social, local economic and locational factors including the remote nature of the Shire in relation to potential suppliers being considered.
- ~ Consistent, efficient and accountable processes and decision-making.
- ~ Fair and equitable competitive processes that engage potential suppliers impartially, honestly and consistently.
- ~ Probity and integrity, including the avoidance of bias and of perceived and actual conflicts of interest.
- ~ Compliance with *the Local Government Act 1995, Local Government (Functions and General) Regulations 1996*, as well as any relevant legislation, Codes of Practice, Standards and the Shire's Policies and procedures.
- ~ Risks identified and managed within the Shire's Risk Management framework.
- ~ Records created and maintained to evidence purchasing activities in accordance with the State Records Act and the Shire's Record Keeping Plan.
- ~ Confidentiality protocols that protect commercial-in-confidence information and only release information where appropriately approved.

1.2 Ethics & Integrity

The Shire's Code of Conduct applies when undertaking purchasing activities and decision making. Elected Members and employees must observe the highest standards of ethics and integrity and act in an honest and professional manner at all times.

1.3 Value for Money

Value for money is achieved through the critical assessment of price, risk, timeliness, environmental, social, economic and qualitative and locational factors including the remote nature of the Shire in relation to potential suppliers who are willing to service the Shire to determine the most advantageous supply outcome that contributes to the Shire achieving its strategic and operational objectives.

The Shire will apply value for money principles when assessing purchasing decisions and acknowledges that the lowest price may not always be the most advantageous.

1.3.1 Assessing Value for Money

Assessment of value for money will consider:

- ~ All relevant Total Costs of Ownership (TCO) and benefits including transaction costs associated with acquisition, delivery, distribution, as well as other costs such as but not limited to holding costs, consumables, deployment, training, maintenance and disposal.
- ~ The technical merits of the goods or services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality. This includes but is not limited to an assessment of compliances, tenderers resources available, capacity and capability, value-adds offered, warranties, guarantees, repair and replacement policies, ease of inspection, ease of after sales service, ease of communications etc.

- ~ Financial viability and capacity to supply without the risk of default (competency of the prospective suppliers in terms of managerial and technical capabilities and compliance and where applicable performance history);
- ~ The element of competition by obtaining a sufficient number of competitive quotations wherever practicable and in context of the remote nature of the Shire in relation to potential suppliers consistent with this Policy.
- ~ The safety requirements and standards associated with both the product design and the specification offered by suppliers and the evaluation of risk arising from the supply, operation and maintenance.
- ~ The environmental, economic and social benefits arising from the goods, services or works required, including consideration of these benefits in regard to the supplier's operations, in accordance with this Policy and any other relevant Shire Policy; and
- ~ Providing opportunities for businesses within the Shire's boundaries to quote wherever possible.

1.4 Purchasing Thresholds and Practices

The Shire must comply with all requirements, including purchasing thresholds and processes, as prescribed within the Regulations, this Policy and associated purchasing procedures in effect at the Shire.

1.4.1 Policy Purchasing Value Definition

Purchasing value for a specified category of goods, services or works is to be determined upon the following considerations:

- ~ Exclusive of Goods and Services Tax (GST); and
- ~ Where a contract is in place or proposed, the actual or expected value of expenditure over the full contract period, including all options to extend specific to a particular category of goods, services or works. OR
- ~ Where there is no existing contract arrangement, the Purchasing Value will be the estimated total expenditure for a category of goods, services or works over a one (1) year period. Where the supply category has a high risk of change i.e. to technology, specification, availability or the Shire's requirements (Regulation 12) the period may be extended to a maximum of 5 years.

The calculated estimated Purchasing Value will be used to determine the applicable threshold and purchasing practice to be undertaken.

1.4.2 Purchasing from Existing Contracts

The Shire will ensure that any goods, services or works required that are within the scope of an existing contract will be purchased under that contract.

1.4.3 Table of Purchasing Thresholds and Practices

This table prescribes Purchasing Value Thresholds and the applicable purchasing practices which apply to the Shire's purchasing activities:

Purchase Value Threshold (excl GST)	Purchasing Practice Required
Up to \$5,000	<ol style="list-style-type: none"> 1 Purchase directly from a supplier using a Purchasing or Corporate Credit Card issued by the Shire, OR 2 Purchase from a WALGA Preferred Supplier Arrangement; OR 3 Seek at least one (1) verbal or written quotation from a suitable supplier; OR 4 Purchase from a Panel of Pre-Qualified Suppliers relevant to the required purchasing category. <p>The rationale for the procurement decision should be documented and recorded in accordance with the Shire Records Management Policy.</p> <p>An official purchase order should be raised for all such purchases unless a credit card has been used to pay for the goods and services.</p>
From \$5,001 and up to \$20,000	<ol style="list-style-type: none"> 1 Seek at least one (1) verbal or written quotation from a WALGA Preferred Supplier Arrangement; OR 2 Seek at least one (1) verbal or written quotation from a suitable supplier; OR 3 Purchase from a Panel of Pre-Qualified Suppliers relevant to the required purchasing category. <p>The rationale for the procurement decision and price benchmarking activities undertaken for each procurement transaction should be documented and recorded in accordance with the Shire Records Management Policy.</p> <p>An official purchase order should be raised for all such purchases.</p>
From \$20,001 and up to \$50,000	<ol style="list-style-type: none"> 1 Seek at least (2) verbal or written quotations from a WALGA Preferred Supplier Arrangement; OR 2 Seek at least two (2) written quotation from a suitable supplier; OR 3 Seek at least one (1) verbal or written quotations from a suitable supplier; where it has been determined through a review of local historical practices only one (1) suitable supplier has consistently been able to service the Shire and meet the Shire's needs 4 Purchase from a Panel of Pre-Qualified Suppliers relevant to the required purchasing category. <p>The rationale for the procurement decision including price benchmarking activities undertaken and recording local historical practices where only one (1) suitable supplier has consistently been able to service the Shire for each procurement transaction should be documented and recorded in accordance with the Shire Records Management Policy.</p> <p>An official purchase order should be raised for all such purchases, unless a credit card has been used to pay for the goods and services.</p>
\$50,001 and up to \$150,000	<ol style="list-style-type: none"> 1 Seek at least two (2) written quotations from a WALGA Preferred Supplier Arrangement; OR 2 Seek at least three (3) written quotations from a suitable supplier OR 3 Seek at least one (1) verbal or written quotation from a suitable supplier; where through review of local historical practices only one (1) suitable supplier has consistently been able to service the Shire 4 Seek at least two (2) written quotations from a Panel of Pre-Qualified Suppliers relevant to the required purchasing category. <p>The purchasing decision is to be based upon assessment of the supplier's response to:</p> <ul style="list-style-type: none"> ~ a brief outline of the specified requirement for the goods; services or works required; and ~ value for money criteria, not necessarily the lowest quote.

Purchase Value Threshold (excl GST)	Purchasing Practice Required
	<p>The procurement decision is to be represented using a Brief Evaluation Report including price benchmarking activities undertaken and recording of local historical practices where only one (1) suitable supplier has consistently been able to service the Shire with the procurement transaction being documented and recorded in accordance with the Shire Records Management Policy.</p> <p>An official purchase order or contract should be raised for all such purchases.</p>
Over \$150,000	<ol style="list-style-type: none"> 1 Seek at least two (2) written quotations from a WALGA Preferred Supplier Arrangement and / or another tender exempt arrangement; OR 2 Seek at least two (2) written quotations from a Panel of Pre-Qualified Suppliers relevant to the required purchasing category; OR 3 Conduct a Public Request for Tender process in accordance with the Local Government Act 1995 and relevant Shire Policy requirements. <p>The purchasing decision is to be based upon the supplier's response to:</p> <ul style="list-style-type: none"> ~ a specification of the goods, services or works (for a tender exempt process including the WALGA Preferred Supplier Arrangement); or a detailed specification for the open tender process; and ~ pre-determined evaluation criteria that assesses all best and sustainable value considerations. <p>An official purchase order or contract should be raised for all such purchases.</p>
Emergency Purchases and those outside of Policy Guidelines <i>(Within Budget)</i>	<p>Must be approved by the Chief Executive Officer and the reasons for not complying with the policy documented.</p>
Emergency Purchases <i>(Not Included in Budget)</i>	<p>Only applicable where, authorised in advance by the President in accordance with s.6.8 of the <i>Local Government Act 1995</i> and reported to the next available Council Meeting.</p> <p>Where the Shire has an established Panel of Pre-Qualified Suppliers relevant to the required purchasing category, the emergency supply must be obtained from the Panel suppliers.</p> <p>If however, no member of the Panel of Pre-qualified Suppliers or a suitable supplier from WALGA Preferred Supplier Arrangement is available, then the supply may be obtained from any supplier capable of providing the emergency purchasing requirement, and to the extent that it is reasonable in context of the emergency requirements, with due consideration of best and sustainable consideration.</p>
WALGA Services (excluding Preferred Supplier Program)	<p>For the purchasing of WALGA Services, a minimum of one (1) written quotation is to be sought and appropriately recorded. Recording is to be in accordance with the threshold levels outlined above. Confirmed via Purchase Order or Contract/Agreement.</p>
Insurance Services	<p>LGIS Services are provided as part of a mutual, where WALGA Member Local Governments are the owners of LGIS. Therefore, obtaining insurance services from LGIS is not a procurement activity and is not subject to this Policy.</p> <p>The Council may however resolve to seek quotations from other insurance suppliers and this activity will be subject to the above listed Purchase Value Thresholds.</p>

1.4.4 Exemptions

An exemption from the requirement to publicly invite tenders may apply when the purchase is:

- ~ obtained from a pre-qualified supplier under the WALGA Preferred Supplier Arrangement or other suppliers that are accessible under another tender exempt arrangement.
- ~ from a pre-qualified supplier under a Panel established by the Shire;

- ~ from a Regional Local Government or another Local Government;
- ~ acquired from a person/organisation registered on the WA Aboriginal Business Directory, as published by the Small Business Development Corporation, where the consideration under contract is worth \$250,000 or less (exc GST) and represents value for money;
- ~ acquired from an Australian Disability Enterprise and represents value for money;
- ~ the purchase is authorised under action by Council under delegated authority;
- ~ within 6 months of no tender being accepted;
- ~ where the contract is for petrol, oil, or other liquid or gas used for internal combustion engines; or
- ~ the purchase is covered by any of the other exclusions under Regulation 11 of the *Regulations*.

1.4.5 Inviting Tenders Under the Tender Threshold

The Shire may determine to invite Public Tenders, despite the estimated Purchase Value being less than the \$250,000 threshold.

This decision will be made after considering:

- ~ Whether the purchasing requirement can be met through the WALGA Preferred Supplier Program or any other tender exemption arrangement; and
- ~ Any value for money benefits, timeliness, risks; and
- ~ Compliance requirements.

A decision to invite Tenders, though not required to do so, may occur where an assessment has been undertaken and it is considered that there is benefit from conducting a publicly accountable and more rigorous process. In such cases, the Shire's tendering procedures must be followed in full.

1.4.6 Other Procurement Processes

A Expressions of Interest

Expressions of Interest (EOI) are typically considered in situations where the project is of a significant value or contains significant complexity of project delivery that may solicit responses from a considerable range of industry providers.

In these cases, the Shire may consider conducting an EOI process, preliminary to any Request for Tender process, where the purchasing requirement is:

- ~ Unable to be sufficiently scoped or specified;
- ~ Open to multiple options for how the purchasing requirement may be obtained, specified, created or delivered;
- ~ Subject to a creative element; or
- ~ To establish a procurement methodology that allows for an assessment of a significant number of tenderers leading to a shortlisting process based on non-price assessment.

All EOI processes are conducted as a public process and similar rules to a Request for Tender apply. However, the EOI should not seek price information from respondents, seeking qualitative and other non-price information only. All EOI processes should be subsequently followed by a Request for Tender through an invited process of those shortlisted under the EOI.

A Request for Proposal

As an alternative to a Request for Tender, the Shire may consider conducting a Request for Proposal where the requirements are less known, or less prescriptive and detailed. In this situation, the Request For Proposal would still be conducted under the same rules as for a Request For Tender but would seek responses from the market that are outcomes based or that outline solutions to meet the requirements of the Shire.

1.4.7 Emergency Purchases

An emergency purchase is defined as an unanticipated purchase which is required in response to an emergency situation as provided for in the Act. In such instances, quotes and tenders are not required to be obtained prior to the purchase being undertaken.

Time constraints are not a justification for an emergency purchase. Every effort must be made to anticipate purchases in advance and to allow sufficient time to obtain quotes and tenders, whichever may apply.

1.4.8 Sole Source of Supply

A sole source of supply arrangement may only be approved where the:

- ~ Purchasing value is estimated to be over \$5,000; and
- ~ purchasing requirement has been documented in a detailed specification; and
- ~ specification has been extensively market tested and only one potential supplier has been identified as being capable of meeting the specified purchase requirement; and
- ~ market testing process and outcomes of supplier assessments have been documented, inclusive of a rationale for why the supply is determined as unique and cannot be sourced through more than one supplier.
- ~ A sole source of supply arrangement will only be approved for a period not exceeding three (3) years. For any continuing purchasing requirement, the approval must be re-assessed before expiry to evidence that a Sole Source of Supply still genuinely exists.

1.4.9 Anti-Avoidance

The Shire will not conduct multiple purchasing activities with the intent (inadvertent or otherwise) of "splitting" the purchase value or the contract value, avoiding a particular purchasing threshold or the need to call a Public Tender. This includes the creation of two or more contracts or creating multiple purchase order transactions of a similar nature.

Utilising rolling contract extensions at the end of a contract term without properly testing the market or using a Tender exempt arrangement, will not be adopted as this would place this Local Government in breach of the Regulations (Regulation 12).

The Shire will conduct regular periodic analysis of purchasing activities within supply categories and aggregating expenditure values in order to identify purchasing activities which can be more appropriately undertaken within the Purchasing Threshold practices detailed in clause 1.4.3 above.

2 Sustainable Procurement

The Shire is committed to implementing sustainable procurement by providing a preference to suppliers that *demonstrate* sustainable business practices (social advancement, environmental protection and local economic benefits).

The Shire will embrace Sustainable Procurement by applying the value for money assessment to ensure that wherever possible our suppliers demonstrate outcomes which contribute to improved environmental, social and local economic outcomes. Sustainable Procurement can be demonstrated as being internally focussed (i.e. operational environmental efficiencies or employment opportunities and benefits relating to special needs), or externally focussed (i.e. initiatives such as corporate philanthropy).

Requests for Quotation and Tenders will include a request for information from Suppliers regarding their sustainable practices and/or demonstrate that their product or service offers enhanced sustainable benefits.

2.1. Local Economic Benefit

The Shire encourages the development of competitive local businesses within its boundary first, and second within its broader region. As much as practicable, the Shire will:

- ~ where appropriate, consider buying practices, procedures and specifications that do not unfairly disadvantage local businesses;
- ~ consider the local economic factors including the remote nature of the Shire in relation to potential purchasers;
- ~ consider indirect benefits that have flow on benefits for local suppliers (i.e. servicing and support);
- ~ ensure that procurement plans address local business capability and local content;
- ~ explore the capability of local businesses to meet requirements and ensure that Requests for Quotation and Tenders are designed to accommodate the capabilities of local businesses;
- ~ avoid bias in the design and specifications for Requests for Quotation and Tenders – all Requests must be structured to encourage local businesses to bid; and
- ~ provide adequate and consistent information to local suppliers.

To this extent, a qualitative weighting will be included in the evaluation criteria for quotes and Tenders where suppliers are located within the boundaries of the Shire, or substantially demonstrate a benefit or contribution to the local economy or meeting the ongoing needs of the Shire. These criteria will relate to local economic benefits that result from Tender processes.

The Shire has adopted a Regional Price Preference Policy, which will be applied when undertaking all purchasing activities.

2.2. Socially Sustainable Procurement

The Shire will support the purchasing of requirements from socially sustainable suppliers such as Australian Disability Enterprises and Aboriginal businesses wherever a value for money assessment demonstrates benefit towards achieving the Shire's strategic and operational objectives.

A qualitative weighting will be used in the evaluation of Requests for Quotes and Tenders to provide advantages to socially sustainable suppliers in instances where the below tender exemptions are not exercised.

2.1.1 Aboriginal Businesses

Functions and General Regulation 11(2)(h) provides a tender exemption if the goods or services are supplied by a person on the Aboriginal Business Directory WA published by the Chamber of Commerce and Industry of Western Australia, or Australian Indigenous Minority Supplier Office Limited (trading as Supply Nation), where the consideration under contract is \$250,000 or less, or worth \$250,000 or less.

The Shire will first consider undertaking a quotation process with other suppliers (which may include other registered Aboriginal Businesses as noted in F&G Reg.11(2)(h)) to determine overall value for money for the Shire.

Where the Shire makes a determination to contract directly with an Aboriginal Business for any amount up to and including \$250,000 (ex GST), it must be satisfied through alternative means that the offer truly represents value for money.

If the contract value exceeds \$50,000 (ex GST), a formal Request for Quotation will be issued to the relevant Aboriginal business. The rationale for making the purchasing decision must be recorded in accordance with the Shire's Record Keeping Plan.

The Shire has adopted an Aboriginal Price Preference Policy, which will be applied when undertaking all purchasing activities.

3 Panels of Pre-qualified Suppliers

3.1. Objectives

The Shire will consider creating a Panel of Pre-qualified Suppliers ("Panel") when a range of similar goods and services are required to be purchased on a continuing and regular basis.

Part of the consideration of establishing a panel includes:

- ~ there are numerous potential suppliers in the local and regional procurement related market sector(s) that satisfy the test of 'value for money';
- ~ the purchasing activity under the intended Panel is assessed as being of a low to medium risk;
- ~ the Panel will streamline and will improve procurement processes; and
- ~ the Shire has the capability to establish a Panel and manage the risks and achieve the benefits expected of the proposed Panel through a Contract Management Plan.

3.2. Establishing and Managing a Panel

If the Shire decides that a Panel is to be created, it will establish the panel in accordance with the Regulations.

Panels will be established for one supply requirement, or a number of similar supply requirements under defined categories. This will be undertaken through an invitation procurement process advertised via a state-wide notice.

Panels may be established for a maximum of three (3) years. The length of time of a Local Panel is decided with the approval of the CEO.

Evaluation criteria will be determined and communicated in the application process by which applications will be assessed and accepted.

In each invitation to apply to become a pre-qualified supplier, the Shire will state the expected number of suppliers it intends to put on the panel.

If a Panel member leaves the Panel, the Shire will consider replacing that organisation with the next ranked supplier that meets/exceeds the requirements in the value for money assessment – subject to that supplier agreeing. The Shire will disclose this approach in the detailed information when establishing the Panel.

A Panel contract arrangement needs to be managed to ensure that the performance of the Panel Contract and the Panel members under the contract are monitored and managed. This will ensure that risks are managed and expected benefits are achieved. A Contract Management Plan should be established that outlines the requirements for the Panel Contract and how it will be managed.

3.3. Distributing Work Amongst Panel Members

To satisfy Regulation 24AD(5) of the Regulations, when establishing a Panel of pre-qualified suppliers, the detailed information associated with each invitation to apply to join the Panel will prescribe one of the following as to whether the Shire intends to:

- ~ obtain quotations from each pre-qualified supplier on the Panel with respect to all discreet purchases; or
- ~ purchase goods and services exclusively from any pre-qualified supplier appointed to that Panel, and under what circumstances; or
- ~ develop a ranking system for selection to the Panel, with work awarded in accordance with the Regulations.

In considering the distribution of work among Panel members, the detailed information will also prescribe whether:

- ~ each Panel member will have the opportunity to bid for each item of work under the Panel, with pre-determined evaluation criteria forming part of the invitation to quote to assess the suitability of the supplier for particular items of work. Contracts under the pre-qualified panel will be awarded on the basis of value for money in every instance; or
- ~ work will be awarded on a ranked basis, which is to be stipulated in the detailed information set out under Regulation 24AD(5)(f) when establishing the Panel. The Shire will invite the highest ranked Panel member, who is to give written notice as to whether to accept the offer for the work to be undertaken. Should the offer be declined, an invitation to the next ranked Panel member is to be made and so forth until a Panel member accepts a Contract. Should the list of Panel members invited be exhausted with no Panel member accepting the offer to provide goods/services under the Panel, the Shire may then invite suppliers that are not pre-qualified under the Panel, in accordance with the Purchasing Thresholds stated in section 5.5 of this Policy. When a ranking system is established, the Panel will not operate for a period exceeding 12 months.

In every instance, a contract must not be formed with a pre-qualified supplier for an item of work beyond 12 months, which includes options to extend the contract.

3.4. Purchasing from the Panel

The invitation to apply to be considered to join a panel of pre-qualified suppliers must state whether quotations are either to be invited to every Panel member (within each category, if applicable) of the Panel for each purchasing requirement, whether a ranking system is to be established, or otherwise.

Each quotation process, including the invitation to quote, communications with Panel members, quotations received, evaluation of quotes and notification of award communications must all be made through eQuotes (or other nominated electronic quotation facility).

Each quotation process, including the invitation to quote, communications with Panel members, quotations received, evaluation of quotes and notification of award communications must all be captured on the Shire's electronic records system. A separate file is to be maintained for each quotation process made under each Panel that captures all communications between the Shire and Panel members.

4 Purchasing Policy Non-Compliance

Purchasing Activities are subject to financial and performance audits, which review compliance with legislative requirements and also compliance with the Shire's policies and procedures.

A failure to comply with the requirements of this policy will be subject to investigation, with findings to be considered in context of the responsible person's training, experience, seniority and reasonable expectations for performance of their role.

Where a breach is substantiated it may be treated as:

- ~ an opportunity for additional training to be provided;
- ~ a disciplinary matter, which may or may not be subject to reporting requirements under the Public Sector Management Act 1994;
- ~ misconduct in accordance with the Corruption, Crime and Misconduct Act 2003.

5 Record Keeping

All purchasing activity, communications and transactions must be evidenced and retained as local government records in accordance with the State Records Act 2000 and the Shire's Record Keeping Plan. This includes those with organisations involved in a tender or quotation process, including suppliers.

6 Previous

2005 Policy Manual - 25 November 2020 Update
12 December 2020



Policy

24 November 2022

4.8 Aboriginal Price Preference

Well-being

Social

Objective

To promote Aboriginal business and those businesses who have Aboriginal employees or sub-contractors by giving preferential consideration of such suppliers in the Shire's procurement of goods and/or services.

Details

Definitions

In this policy the following words have the following meanings:

- 1 A supplier of goods or services who submits a tender with Indigenous or Aboriginal content is regarded as eligible under this policy if —
 - (a) that supplier is registered on the WA Aboriginal Business Directory and Supply Nation; or
 - (b) some or all of the persons or subcontractors are of Aboriginal of Torres Strait Islander descent.
- 2 Goods or services that form a part of a tender submitted by a tenderer with Indigenous Aboriginal content (who by virtue of definition 1(b) may be wholly or partly supplied from persons of Aboriginal Torres Strait Islander descent) but only amounts identified in the tender as being from Aboriginal Torres Strait Islander descent may be included in the discounted calculations that form a part of the assessments of a tender when the aboriginal price preference policy is in operation.

Policy Application

This Price Preference Policy will apply to all tenders and quotations invited by the Shire of Murchison for the supply of goods and services and construction (building) services, unless Council resolves that this Policy does not apply to a particular tender or quotation.

Levels of Preference to be Applied Under This Policy

For comparative purposes as part of the consideration a preference will be given to a tenderer who includes Aboriginal sources in the submission by assessing the tender submission as if the price bids were as prescribed below:

- (a) Goods and services reduced by 2.5%, up to a maximum price reduction of \$25,000
- (b) Construction (building) services, reduced by 2.5%, up to a maximum price reduction of \$25,000;
or
- (c) Goods and or services (including construction (building) services) up to 5% - where the contract is for goods or services, up to a maximum price reduction of \$250,000, if the local government is seeking tenders for the provision of those goods or services for the first time, due to those goods or services having been, until then, undertaken by the local government.

Competitive Purchasing

Whilst price is a consideration in the provision of goods and/or services it is only one aspect of the tender evaluation process. Value for money principles, as described section 4 of the Shire of Murchison Purchasing Policy will be employed by assessing the price component in conjunction with the tender selection criteria and requirements.

The tender that is determined to be both cost effective and advantageous to the Shire of Murchison will be the most likely to be accepted.

For the purchase of goods and/or services outside of the tender process, consideration should be given to Council's desire to purchase from Aboriginal suppliers, where possible. The decision to purchase from an Aboriginal supplier is to be left to the responsible officer's judgement, ensuring that the Shire's policies and guidelines are observed.

Previous

2005 Policy Manual - 25 November 2020 Update

12 December 2020

23 September 2021



Information Statement 2022

Freedom of Information Act 1992
Adopted by Council 24 November 2022

Introduction

The *Freedom of Information Act 1992* (FOI Act) that came into effect on 1 November 1993, created a general right of access to documents held by state and local government agencies. The FOI Act requires agencies, including local governments, to make available details about the kind of information they hold and enables persons to ensure that personal information held by government agencies about them is "accurate, complete, up to date and not misleading".

Section 96(1) of the Freedom of Information Act 1992 requires each government agency, including local governments, to prepare and publish annually an Information Statement. The Information Statement must set out:-

- ~ The Agency's Mission Statement.
- ~ Details of legislation administered.
- ~ Details of the agency structure.
- ~ Details of decision-making functions.
- ~ Opportunities for public participation in the formulation of policy and performance of agency functions.
- ~ Documents held by the agency.
- ~ The operation of FOI in the agency

It is the aim of the Murchison Shire to make information available promptly, at the least possible cost and wherever possible, documents will be provided outside the freedom of information (FOI) process.

An updated information statement will be published at least every twelve months. At a summary of any activities under this the statement will be included in the Annual Report.

Raison D'etre

Vision *Working together to preserve the unique character of the shire, supporting diverse and sustainable lifestyle and economic opportunities*

Key Result Areas Objectives

Economic *To develop the region's economic potential to encourage families and businesses to stay in the area.*

Environmental *To improve the sustainability of land use and improve the condition of the environment.*

Social *To develop co-ordinate. Provide and support services and facilities which enhance the quality of community life in the Shire by*

- ~ *Supporting and assisting in coordinating projects and events as required*
- ~ *Providing information on services (funding opportunities, Grant processes etc)*
- ~ *Supporting community groups*
- ~ *Supporting and maintaining social infrastructure (ie Parks, Gardens, Cemetery) and support those groups that use them*

Civic Leadership *To provide Good Governance through*

- ~ *Regional collaboration where possible*
- ~ *Detailed and professional administration*
- ~ *High levels of accountability*
- ~ *Compliance with statutory requirements*
- ~ *High-quality forward planning, particularly for assets and finances*
- ~ *Openness and transparency and enhanced consultation and public participation*
- ~ *Provision of quality customer services, good financial management and pursuit of excellence in professional administration and communication*

Structure and Functions of Council

1 Establishment

The Murchison Shire is constituted as a Local Authority under the Local Government Act, 1995. The general function of a Local Government is to provide for the good government of people living and working within its district and includes legislative and executive powers and responsibilities.

Other major legislation which creates a duty or an authority for Council to act includes –

- ~ Agriculture and Related Resources Protection Act 1976
- ~ Building Act 2011
- ~ Bush Fires Act 1954
- ~ Caravan Parks and Camping Grounds Act 1995
- ~ Cat Act 2011
- ~ Cemeteries Act 1986
- ~ Disability Discrimination Act 1992
- ~ Dog Act 1976
- ~ Equal Employment Opportunity Act 1984
- ~ Environmental Protection Act 1986
- ~ Food Act 2008
- ~ Freedom of Information Act 1992
- ~ Health Act 1911
- ~ Heritage of Western Australia Act 1990
- ~ Industrial Awards
- ~ Land Administration Act 1997
- ~ Library Board of Western Australia Act 1951
- ~ Litter Act 1979
- ~ Liquor Control Act 1988
- ~ Local Government Act 1995
- ~ Local Government (Miscellaneous Provisions) Act 1960
- ~ Main Roads Act
- ~ Occupational Safety and Health Act 1984
- ~ Public Interest Disclosure Act 2003
- ~ Racial Discrimination Act 1976
- ~ Sex Discrimination Act 1984
- ~ Shire of Murchison Town Planning Scheme
- ~ State Records Act 2000
- ~ Strata Titles Act 1985
- ~ Town Planning and Development Act 2005
- ~ Western Australia Disability Services Act 1993
- ~ Workers Compensation and Assistance Act 1981

2 Structure

Council's affairs are managed by six people elected by the community. The Shire President is elected by the councillors. Council acts as a "community board", establishing policies and making decisions in accordance with the Local Government Act 1995.

The following Statutory Committees have been established:

- ~ Audit Committee
- ~ Local Emergency Management Committee
- ~ Murchison Community Fund Management Committee

The following working groups and committees have been established to assist with the sound governance of the Shire:

- ~ Plant Working Group
- ~ Settlement Drinking Water Working Group
- ~ Settlement Power Supply Working Group
- ~ Wild Dog Control Working Group
- ~ Settlement Redevelopment Working Group
- ~ Information Bay Working Group

3 Function

Roles of Council, the Shire President, Councillors and the CEO Council

- (a) governs the local government's affairs.
- (b) is responsible for the performance of the local government's functions.
- (c) oversees the allocation of the local government's finances and resources; and
- (d) determines the local government's policies.

The Shire President

- (a) presides at meetings in accordance with the Local Government Act.
- (b) provides leadership and guidance to the community in the district.
- (c) carries out civic and ceremonial duties on behalf of the local government.
- (d) speaks on behalf of the local government.
- (e) performs such other functions as are given to the president by the Local Government Act or any other written law; and
- (f) liaises with the CEO on the local government's affairs and the performance of its functions.

Councillors

- (a) represent the interests of electors, ratepayers and residents of the district.
- (b) provide leadership and guidance to the community in the district.
- (c) facilitate communication between the community and the Council.
- (d) participate in the Local Government's decision-making processes at Council and Committee Meetings.

The CEO

- (a) advises the council in relation to the

functions of a local government under the Local Government Act and other written laws.

- (b) ensures that advice and information is available to the council so that informed decisions can be made;
- (c) causes council decisions to be implemented.
- (d) manages the day-to-day operations of the local government;
- (e) liaises with the mayor or president on the local government's affairs and the performance of the local government's functions.
- (f) speaks on behalf of the local government if the president agrees.
- (g) is responsible for the employment, management supervision, direction and dismissal of other employees.
- (h) ensures that records and documents of the local government are properly kept for the purposes of the Local Government Act and any other written law; and
- (i) performs any other function specified or delegated by the local government or imposed under the Local Government Act or any other written law as a function to be performed by the CEO.

Council makes decisions which give strategic direction to the organisation. Such decisions include the development of comprehensive business plans, budgets, financial plans and policies with the aim of good governance.

The Chief Executive Officer has delegated authority to make decisions on a number of specified administration and policy matters. These delegations are listed in the Delegations Register and are reviewed annually by Council.

Meetings of Council and Committees are advertised at least once each year. Unless changed, Ordinary Meetings of Council are held on the fourth Thursday of each month commencing at 12.00 noon, except for the month of January, when there is a traditional recess. All members of the public are welcome to attend. Local public notice is given before any change of date of a meeting.

Regional Involvement

Elected members are involved with many organisations within the community, and also actively represent the community at a regional or state level. Council's nominations include –

- ~ Murchison Country Zone of the WA Local Government Association (regional)
- ~ Mid-West Regional Road Group Murchison Sub-Group
- ~ Murchison GeoRegion

Agendas

To ensure that all items are included in the agenda, matters for consideration should reach the Council office at least 7 days before the Council meeting date as agendas are prepared for distribution 72 hours in advance. A copy of the agenda is available to the public before the meeting.

Minutes

The un-confirmed Minutes are made available to the public within ten business days of a Council Meeting as required by the Local Government (Administration) Regulations 1996. All Minutes are subject to confirmation by Council at the following meeting.

Service to the Community

Council provides an extensive variety of services for the community under authority of a wide range of legislation. Services provided include –

- ~ building control
- ~ cemetery
- ~ bush fire control
- ~ citizenship ceremonies
- ~ dog control
- ~ electricity supply to Murchison Settlement
- ~ environmental health
- ~ demolition permits
- ~ drainage
- ~ parks & reserves
- ~ fire prevention
- ~ playground equipment
- ~ library services
- ~ public toilets
- ~ media releases
- ~ planning control
- ~ public buildings for hire
- ~ recreational /sporting facilities
- ~ street lighting
- ~ roads / footpaths /kerbing
- ~ vehicle licencing agency
- ~ street tree planting
- ~ non potable water supply to Murchison Settlement

Public Participation

Members of the public have a number of opportunities to put forward their views on particular issues before Council. These include:

- ~ Deputations – With the permission of the President, a member of the public may address Council personally, on behalf of another or on behalf of an organisation.
- ~ Submissions – Some development applications do not require special approval of Council. Where special approval is required, residents are notified by advertising in the local newspaper, and in some instances they may also be notified individually by Council or the developer. When an application is advertised, residents have the opportunity to make a written submission to Council expressing their views regarding the application.
- ~ Petitions – Written petitions can be addressed to Council on any issue within the Council's jurisdiction.
- ~ Written request – Members of the public can write to Council on any Council policy, activity or service.
- ~ Elected members – Members of the public can contact any of the elected members to discuss any issue relevant to Council.
- ~ Council meetings – public question time.

Access to Council Documents

Many documents are available for public inspection free of charge at the Council office or on the website. Copies of some documents can be made available, although some will incur a charge to cover photocopying. Information that is available includes –

- ~ Annual Budget
- ~ Annual Report
- ~ Annual Financial Statement
- ~ Code of Conduct
- ~ Committee Agendas
- ~ Council Agendas
- ~ Council Local Laws
- ~ Delegations Manual
- ~ Disability and Inclusion Plan
- ~ Freedom of Information Statement
- ~ Minutes of Committee Meetings
- ~ Minutes of Council Meetings
- ~ Minutes of Electors Meetings
- ~ Plan for the Future made in accordance with s 5.56
- ~ Policy Manual
- ~ Rates Schedule
- ~ Register of Complaints
- ~ Register of Financial Interests
- ~ Register of owners & occupiers and electoral roles
- ~ Schedule of Fees & Charges

- ~ Town Planning Strategy & Scheme
- ~ Such other information relating to the Local Government:
- ~ Required by a provision of this Act to be available for public inspection.
- ~ As may be prescribed.

Requests for other information will be considered in accordance with the Freedom of Information Act. Under this legislation, an application fee and search fee must be submitted with the completed request form unless the information required is personal or an exemption is granted.

Freedom of Information Operations

Procedures and Access Arrangements

It is the aim of the Shire of Murchison to make information available promptly and at the lowest cost. Documents will therefore be provided outside the FOI process where possible. If information is not routinely available, the *Freedom of Information Act* 1992 provides the right to apply for documents held by the agency and to enable the public to ensure that personal information in documents is accurate, complete, up to date and not misleading.

While the Act provides for general right of access to documents it also recognises that some documents require protection – these exemptions are listed in Schedule 1 of the Act and include:

- ~ Personal information.
- ~ Information concerning trade secrets.
- ~ Other commercially valuable information; or
- ~ Any other information concerning the business, professional, commercial or financial affairs of a third party who is not the applicant.

FOI applications are to:

- ~ be in writing.
- ~ proof of identity may be required eg drivers licence
- ~ give enough information so that the documents requested can be identified.
- ~ give an Australian address to which notices can be sent; and
- ~ be lodged at the agency with any application fee payable.

FOI applications, payments, correspondence and general inquiries may be directed to:

Chief Executive Officer
Shire of Murchison PO Box 61
MULLEWA WA 6630

T 9963 7999
F 9963 7966
E ceo@murchison.wa.gov.au

An application form is attached to this statement or they are available on the website at www.murchison.wa.gov.au.

FOI Charges:

The scale of fees and charges is set under the FOI Act Regulations. Apart from the application fee for non-personal information all charges are discretionary. The charges are as follows.

Charges

~ Personal information about the applicant	No fee
~ Application fee (for non-personal information)	\$30.00
~ Charge for time dealing with the application (per hour, or pro rata)	\$30.00
~ Access time supervised by staff (per hour, or pro rata)	\$30.00
~ Photocopying staff time (per hour, or pro rata)	\$30.00
~ Per photocopy	\$0.20
~ Transcribing from tape, film or computer (per hour, or pro rata)	\$30.00
~ Duplicating a tape, film or computer information	Actual Cost
~ Delivery, packaging and postage	Actual Cost

Deposits

~ Advance deposit may be required of the estimated charges	25%
~ Advance deposit may be required of the estimated charges	75%
~ Advance deposit may be required of the estimated charges	25%

Access Arrangements

Access to documents can be granted by way of inspection, a copy of a document, a copy of an audio or video tape, a computer disk, a transcript of a recorded, shorthand or encoded document from which words can be reproduced.

Notice of Decision

As soon as possible but in any case, within 45 days you will be provided with a notice of decision which will include details such as -

- ~ the date which the decision was made;
- ~ the name and the designation of the officer who made the decision;
- ~ if the document is an exempt document the reasons for classifying the matter exempt; or the fact that access is given to an edited document;
- ~ Information on the right to review and the procedures to be followed to exercise those rights.

Refusal of Access

Applicants who are dissatisfied with a decision of the agency are entitled to ask for an internal review by the agency. Application should be made in writing within 30 days of receiving the notice of decision.

You will be notified of the outcome of the review within 15 days.

If you disagree with the result you then can apply to the Information Commissioner for an external review:

Office of the Information Commissioner Albert Facey House
469 Wellington Street
PERTH WA 6000

P 6551 7888 or 1800 621 244
F 6551 7889
E info@foi.wa.gov.au
W www.oic.wa.gov.au

From: [Kathy Robertson](#)
To: [Bill Boehm](#)
Subject: WALGA Best Practice Governance Review | Council Feedback Requested
Date: Monday, 24 October 2022 1:45:03 PM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)

Sent on behalf of Nick Sloan, Chief Executive Officer, WALGA

Bill Boehm
Chief Executive Officer
Shire of Murchison

Dear Bill

WALGA Best Practice Governance Review | Council Feedback Requested

As you would be aware, WALGA is undertaking a Best Practice Governance Review to ensure our governance model is contemporary, agile and maximises engagement with members.

A significant body of work, which is summarised in the [Background Paper](#), has been undertaken by the Project's Steering Committee.

Member feedback, in the form of a Council decision, is requested from Local Governments on the governance model options presented in the [Consultation Paper](#) by **23 December 2023**.

In addition, to supplement Council feedback, WALGA will be undertaking independent consultation to gain deeper insights from the perspective of CEOs and Elected Members. Look out for more details and a link to the online survey in the coming weeks.

For more information visit our [Best Practice Governance Review website](#) or contact [Tim Lane, Manager Association and Corporate Governance via email or on 9213 2029](#).

We would also be happy to present on the material in the Papers or facilitate workshops to assist in deliberations.

Kind regards

Nick Sloan | Chief Executive Officer | WALGA
(p) (08) 9213 2025 | (e) nsloan@walga.asn.au



Our work regularly takes us across the State and as such WALGA would like to acknowledge the many traditional owners of the land on which we work throughout Western Australia. We pay our respects to their Elders, past, present and emerging.

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Best Practice Governance Review

Consultation Paper – Model Options

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Best Practice Governance Review

1. Introduction

Background

The Western Australian Local Government Association (WALGA) developed its Corporate Strategy 2020-25, and in doing so identified a key strategic priority, to undertake a Best Practice Governance Review. The objective of the review is to ensure WALGA's governance and engagement models are contemporary, agile, and maximise engagement with members.

Other drivers for the review included: misalignment between key governance documents; constitution amendments for State Councillors' Candidature for State and Federal elections; and legislative reforms for the *Local Government Act 1995*, and for the *Industrial Relations Act 1979*.

In March 2022, State Council commissioned the Best Practice Governance Review (BPGR) and established a Steering Committee to guide the Review.

The BPGR Steering Committee had five meetings between 5 May 2022 and 10 August 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change. Key outputs from the BPGR Steering Committee meetings included:

- Agreement on five comparator organisations – Australian Medical Association (AMA) WA, Chamber of Commerce and Industry (CCI) WA, Chamber of Minerals and Energy (CME), Australian Hotels Association (AHA) WA and the Pharmacy Guild (PG).
- Review of governance models of Local Government Associations in other Australian States and Territories, and New Zealand.
- Drafting of governance principles that will underpin future governance models.
- Finalisation of governance principles and principle components across the domains of: **Representative, Responsive and Results Oriented**.

These activities are outlined in more detail in the Background Paper.

This document

This document outlines:

Principles: The governance model principles and principle components across the domains of: Representative, Responsive and Results Oriented. The principles were endorsed at the WALGA AGM on 3 October 2022.

Governance model options: Presents four potential governance model options and the structure and roles associated with each option. The four options are:

- **Option 1:** Two tier model, existing zones
- **Option 2:** Board, regional bodies
- **Option 3:** Board, amalgamated zones
- **Option 4:** Member elected board, regional groups
- **Option 5:** Current model

Alignment to principles: Each of these options are then assessed as to whether they align with the principles and their components. The assessment considers the option and whether it meets, partially meets or does not meet the principle component. Alongside this assessment are some discussion points. An example of this relates to diversity.

Diversity is a component of the governance model being representative. Diversity here may include consideration of whether the governance model comprises an appropriate diversity of skills and experience. It also provides opportunity to consider whether the governance model provides opportunity for members of diverse backgrounds e.g. people of Aboriginal and Torres Strait Islander descent, people with Culturally and Linguistically Diverse backgrounds.

Within all the model options, direct relationship with WALGA and regional / subregional collaboration would continue to be encouraged.

Best Practice Governance Review

2. Governance Principles

Governance Principles

The following Governance Principles were endorsed by members at the 2022 AGM

19.4.1 - November 2022

Representative

Responsive

Results Oriented
















Principle	Principle component	Component description	Governance implications
WALGA unites and represents the entire local government sector in WA and understands the diverse nature and needs of members, regional communities and economies.	Composition	The composition of WALGA's governance model represents Local Government members from metropolitan and country councils.	The governing body will maintain equal country and metropolitan local government representation.
	Size	An appropriate number of members/representatives oversees WALGA's governance.	Potential reduction in the size of the overarching governing body.
	Diversity	WALGA's governance reflects the diversity and experience of its Local Government members.	Potential for the introduction of a mechanism to ensure the governance model comprises an appropriate diversity of skills and experience.
	Election Process	Considers the processes by which WALGA's governance positions are elected and appointed.	Consideration of alternative election and appointment arrangements, with the President to be elected by and from the governing body.
WALGA is an agile association which acts quickly to respond to the needs of Local Government members and stakeholders.	Timely Decision Making	WALGA's governance supports timely decision making.	WALGA's governance model facilitates responsive decision making.
	Engaged Decision Making	WALGA's Local Government members are engaged in decision making processes.	WALGA's governance model facilitates clear and accessible processes for Local Government members to influence policy and advocacy with consideration to alternatives to the existing zone structure.
	Agility	Considers the flexibility of WALGA's governance to adapt to changing circumstances.	WALGA's governance model is agile and future proofed for external changes.
WALGA dedicates resources and efforts to secure the best outcomes for Local Government members and supports the delivery of high-quality projects, programs and services.	Focus	Considers the clarity and separation of responsibilities and accountabilities of WALGA's governance.	Governance bodies have clearly defined responsibilities and accountabilities, with the capacity to prioritise and focus on strategic issues.
	Value Added Decision Making	Facilitates opportunities for value to be added to decision making.	Adoption of best practice board processes, and introduction of governance structures that are empowered to inform decisions.
	Continuous Improvement	Considers regular review processes for components of the governance model, their purpose and achieved outcomes.	WALGA's governance is regularly reviewed every 3 to 5 years to ensure the best outcomes are achieved for Local Government members.

Best Practice Governance Review

3. Options and Current Model

Options and Current Model




Five options, including the Current Model, with details of each of their key governance bodies

Option 1 – Two tier model, existing Zones	Option 2 – Board, Regional Bodies	Option 3 – Board, Amalgamated Zones	Option 4 – Member elected Board, Regional Groups	Option 5 – Current Model
 <p>Board (11 members) 8 elected from Policy Council, incl. Board elected President Up to 3 independents</p>	 <p>Board (11 members) 8 elected from Regional Bodies, incl. Board elected President Up to 3 independents</p>	 <p>Board (15 members) 12 elected from Zones, incl. Board elected President Up to 2 independents</p>	 <p>Board (11 members) 8 elected via direct election, incl. Board elected President Up to 3 independents</p>	 <p>State Council (25 members) 24 State Councillors 1 President</p>
 <p>Policy Council (25 members) 24 members plus President</p>	 <p>Regional Bodies (4 metro, 4 country)</p>	 <p>Zones (6 metro, 6 country)</p>	 <p>Policy Teams / Forums / Committees</p>	 <p>Zones (5 metro, 12 country)</p>
 <p>Zones (5 metro, 12 country)</p>	 <p>Policy Teams / Forums / Committees</p>	 <p>Policy Teams / Forums / Committees</p>	 <p>Regional Groups</p>	 <p>Policy Teams / Forums / Committees</p>

Option 1 – Two Tier Model, Existing Zones

19.4.1 - November 2022




A description of the governance body structure and role for Option 1

Governance Body	Structure	Role
 Board	11 members: 8 representative members elected from and by the Policy Council (4 Metro, 4 Country). The Board then elect the President from the representative members. The Board will appoint up to 3 independent, skills or constituency directors.	Meet 6 times per year. Responsible for governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.
 Policy Council	24 members plus President. Members elected by and from the Zones (12 from 5 Metro Zones, 12 from 12 Country Zones).	Meet at least 2 times per year to contribute to policy positions and advocacy for input into Board, and to liaise with Zones on policy and advocacy. The Policy Council can form Policy Teams, Policy Forums and Committees, which would have responsibility for specific functions, such as policy development.
 Zones	5 Metro, 12 Country.	Meet at least 2 times per year to raise policy issues, elect representatives to the Policy Council, and undertake regional advocacy and projects as directed by the Zone.






Option 2 – Board, Regional Bodies

A description of the governance body structure and role for Option 2

Governance Body	Structure	Role
 <p>Board</p>	<p>11 members: 8 representative members elected from and by the Regional Bodies (4 Metro, 4 Country). The Board then elect the President from the representative members. The Board will appoint up to 3 independent, skills or constituency directors.</p>	<p>Meet 6 times per year responsible for governance of WALGA including strategy, financial oversight, policy development, advocacy priorities, employment of CEO, etc.</p>
 <p>Regional Bodies</p>	<p>Metro: North, South, East and Central.</p> <p>Country: Mining & Pastoral, Agricultural, Peel/South West/Great Southern, Regional Capitals.</p> <p><i>Note: Local Governments can nominate their preferred regional body, with membership of the regional bodies to be determined by the board.</i></p>	<p>Meet at least 2 times per year to contribute to policy development and advocacy, and to elect Board members (1 from each of the Metro Regional Bodies and 1 from each of the Country Regional Bodies).</p>
 <p>Policy Teams / Forums / Committees</p>	<p>Membership drawn from the Board and Regional Bodies with some independent members.</p>	<p>Responsible for specific functions – such as policy development – as determined by the Board.</p>




Option 3 – Board, Amalgamated Zones

A description of the governance body structure and role for Option 3

Governance Body	Structure	Role
 <p>Board</p>	<p>15 members: 12 elected from the Zones (6 from Metro/Peel, 6 from Country). President to be elected by the Board. The Board will appoint up to 2 independent, skills or constituency directors.</p>	<p>Meet 6 times per year. Responsible for the governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.</p>
 <p>Zones</p>	<p>Metro/Peel:</p> <ul style="list-style-type: none"> • Central Metropolitan • East Metropolitan • North Metropolitan • South Metropolitan • South East Metropolitan • Peel <p>Country*:</p> <ul style="list-style-type: none"> • Wheatbelt South • Wheatbelt North • Mid West / Murchison / Gascoyne • Pilbara / Kimberley • South West / Great Southern • Goldfields / Esperance <p><i>*indicative, re-drawing required</i></p>	<p>Meet at least 2 times per year to contribute to policy development and advocacy, and to elect Board members.</p>
 <p>Policy Teams / Forums / Committees</p>	<p>Membership drawn from Board with some independent members.</p>	<p>Responsible for specific functions – such as policy development – as determined by the Board.</p>




Option 4 – Member Elected Board, Regional Groups

A description of the governance body structure and role for Option 4

Governance Body	Structure	Role
 <p>Board</p>	<p>11 members: 8 representative members elected via direct election, with each member Local Government to vote (4 elected by and from Metropolitan Local Governments, 4 elected by and from Country Local Governments). President elected by the Board from among the representative members. The Board will appoint up to 3 independent, skills or constituency directors.</p>	<p>Meet 6 times per year and responsible for governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.</p>
 <p>Policy Teams / Forums / Committees</p>	<p>Membership drawn from Board with some independent members.</p>	<p>Meet at least 2 times per year. Responsible for specific functions – such as contributing to policy development – as determined by the Board.</p>
 <p>Regional Groups</p>	<p>Determined by members to suit needs. E.g. Regional Capitals, GAPP, VROCs, CEO Group, existing Zones.</p>	<p>Feed into policy development processes and undertake advocacy and projects as determined by the groups.</p>

Option 5 – Current Model

A description of the governance body structure and roles for the Current Model

Governance Body	Structure	Role
 <p>State Council</p>	<p>24 members plus the President. Members elected by and from the Zones (12 from 5 Metropolitan Zones, 12 from 12 Country Zones).</p>	<p>Responsible for the governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy, employment of CEO, etc.</p>
 <p>Zones</p>	<p>5 Metro, 12 Country.</p>	<p>Consider the State Council Agenda, elect State Councillors, and undertake regional advocacy / projects as directed by the Zone.</p>
 <p>Policy Teams / Forums / Committees</p>	<p>Membership drawn from State Council with some independent members.</p>	<p>Responsible for specific functions – such as contributing to policy development, financial oversight etc. – as determined by State Council.</p>

Best Practice Governance Review




4. Alignment to Principles

Option 1 – Two Tier Model, Existing Zones

19.4.1 - November 2022

Option 1 and its alignment to the principles

Option 1 – Two tier model, existing Zones

	Board (11 members) 8 elected from Policy Council, incl. Board elected President Up to 3 independents
	Policy Council (25 members) 24 members plus President
	Zones (5 metro, 12 country)

	Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Meets	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership
	Size	Meets	<ul style="list-style-type: none"> Board is smaller
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
Responsive	Election Process	Meets	<ul style="list-style-type: none"> Board to be elected from Policy Council
	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are not dependent on other governing body meetings
	Agility	Partial	<ul style="list-style-type: none"> Board is future-proofed from external changes Zone structures still underpin Council
	Focus	Partial	<ul style="list-style-type: none"> Prioritisation and focus may be a challenge
Results Oriented	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> Board would be responsible for ongoing reviews of governance body roles in consultation with members






Option 2 – Board, Regional Bodies

Option 2 and its alignment to the principles

19.4.1 - November 2022

Option 2 – Board, Regional Bodies

	Board (11 members) 8 elected from Regional Bodies, incl. Board elected President Up to 3 independents
	Regional Bodies (4 metro, 4 country)
	Policy Teams / Forums / Committees

	Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Meets	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership How to establish regional body membership is a consideration
	Size	Partial	<ul style="list-style-type: none"> Board is smaller Number of regional bodies is a consideration
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
	Election Process	Meets	<ul style="list-style-type: none"> Board election from regional bodies
Responsive	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are not dependent on regional body meetings
	Agility	Meets	<ul style="list-style-type: none"> Board and regional bodies are future proofed from external changes
Results Oriented	Focus	Partial	<ul style="list-style-type: none"> There may be challenges defining accountabilities and responsibilities of regional bodies
	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> Board will be responsible for ongoing reviews of governing body roles in consultation with members

Option 3 – Board, Amalgamated Zones

19.4.1 - November 2022

Option 3 and its alignment to the principles

Option 3 – Board, Amalgamated Zones



Board
(15 members)
12 elected from Zones, incl. Board elected President
Up to 2 independents



Zones
(6 metro, 6 country)



Policy Teams / Forums / Committees

	Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Partial	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership There may be composition challenges for amalgamated zones
	Size	Partial	<ul style="list-style-type: none"> Board is smaller Amalgamation of zones to 12 in total
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
	Election Process	Meets	<ul style="list-style-type: none"> Board election from zones
Responsive	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are aligned to zone meetings
	Agility	Meets	<ul style="list-style-type: none"> Board is future proofed from external changes
	Focus	Partial	<ul style="list-style-type: none"> Prioritisation and focus may be a challenge
Results Oriented	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> The Board would be responsible for ongoing reviews of governance body roles in consultation with members




Option 4 – Member Elected Board, Regional Groups


19.4.1 - November 2022

Option 4 and its alignment to the principles


Option 4 – Member elected Board, Regional Groups



Board
(11 members)
8 elected via direct election, incl. Board elected President
Up to 3 independents



Policy Teams / Forums / Committees



Regional Groups




	Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Partial	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership Membership of regional groups dynamic and ad hoc
	Size	Partial	<ul style="list-style-type: none"> Board is smaller
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
	Election Process	Meets	<ul style="list-style-type: none"> Board election from a general meeting
Responsive	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are not dependent on policy teams / regional group meetings
	Agility	Meets	<ul style="list-style-type: none"> Board is future-proofed from external changes
Results Oriented	Focus	Partial	<ul style="list-style-type: none"> Policy teams / Regional Group meetings to influence priorities
	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> Board would be responsible for ongoing reviews of governing body roles in consultation with members

Option 5 – Current Model

Current model and its alignment to the principles

19.4.1 - November 2022

Option 5 – Current Model

	State Council (25 members) 24 State Councillors 1 President
	Zones (5 metro, 12 country)
	Policy Teams / Forums / Committees

Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points	
Representative	Composition	Meets	<ul style="list-style-type: none"> State Council has equal metropolitan and country membership
	Size	Partial	<ul style="list-style-type: none"> State Council will retain 25 members
	Diversity	Partial	<ul style="list-style-type: none"> No control of diversity of State Council
	Election Process	Meets	<ul style="list-style-type: none"> State Council election from zones
Responsive	Timely Decision Making	Partial	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> State Council meetings are aligned to zone meetings
	Agility	Partial	<ul style="list-style-type: none"> State Council is not future proofed from external changes
	Focus	Partial	<ul style="list-style-type: none"> Prioritisation and focus may remain a challenge
Results Oriented	Value Added Decision Making	Partial	<ul style="list-style-type: none"> Best practice board approaches will not be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> State Council would continue to be responsible for ongoing reviews of governance body roles in consultation with members

Best Practice Governance Review

5. Consultation Process and Next Steps

Consultation Process

Council Position

Member Local Governments are asked to consider this paper and the governance model options put forward and provide a Council endorsed position to WALGA.

It is suggested that Councils endorse a preferred model (which could be the Current Model) and provide a ranking in terms of an order of preference.

Submissions to WALGA are sought by **23 December 2022**.

Supplementary Market Research

An independent market research company has been engaged to ascertain insights from Elected Members and Chief Executive Officers about WALGA's governance model. Qualitative interviews and a quantitative survey will be undertaken to supplement Council positions.

Workshops and Forums

Requests for presentations on the work undertaken by the Steering Committee and the model options, as well as facilitation of workshops and discussions will be accommodated where practicable.

Next Steps

Timetable

- Consultation and engagement with Members on this paper and governance model options will be undertaken from October 2022 until 23 December 2022.
- The Steering Committee will consider the outcomes of the consultation process during January 2023.
- A Final Report with a recommended direction will be the subject of a State Council Agenda item for the March 2023 State Council meeting.

Thank you

For more information, visit our [website](#) or contact Tim Lane, Manager Association and Corporate Governance, at tlane@walga.asn.au or 9213 2029.

Best Practice Governance Review

Background Paper

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Best Practice Governance Review

1. Background, Approach and Timeline

Background and Approach

Background and approach that led to the development of the governance principles for the Best Practice Governance Review.

Background

The Western Australian Local Government Association (WALGA) developed its Corporate Strategy 2020-25, and in doing so identified a key strategic priority, to undertake a Best Practice Governance Review. The objective of the review is to ensure WALGA's governance and engagement models are contemporary, agile, and maximise engagement with members. Other drivers for the review included:

- Misalignment between key governance documents; Constitution, Corporate Governance Charter, State Council Code of Conduct, and Standing Orders – stemming from varying amendments.
- State Council's 3 September 2021 resolution requesting amendment to the Constitution to "deal with matters related to State Councillors' Candidature for State and Federal elections".
- Proposed legislative reforms to remove WALGA from being constituted under the *Local Government Act 1995 (WA)*.
- Constitutional requirements for WALGA to become a registered organisation under the *Industrial Relations Act 1979 (WA)*, which would enable WALGA to make applications in its own right to the Western Australian Industrial Relations Commission

In March 2022 State Council commissioned the Best Practice Governance Review (BPGR) and established a Steering Committee to guide the Review.

The BPGR Steering Committee had its first meeting on 5 May 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change. At the meeting, five comparator organisations were identified to be used in a governance model comparative analysis. Steering Committee meetings 2 to 5 had a focus on the development of governance model principles.

This document

This document presents the key insights from the jurisdictional and comparator organisation analysis that supported the development of the governance principles. The final section presents the endorsed governance principles.

Jurisdictional Analysis – This section compares WALGA to equivalent jurisdictional associations (e.g. LGASA). This provides key insights into the size and election processes of WALGA compared to equivalent associations.

Comparator Organisations – This section compares WALGA's governance arrangements to five comparator organisations that were agreed at the BPGR Steering Committee meeting 1. This provides key insights into the size, election processes and recent governance changes of these five comparator organisations.

Governance Model Principles – The governance model principles were developed through BPGR Steering Committee meetings 2 to 5. This provides a structure for understanding how the current governance model of WALGA and any future governance model aligns to these principles.

The following slide outlines the timeline of key events and meetings that formed part of the BPGR.

Timeline

19.4.1 - November 2022

Timeline of key events with a focus on the BPGR Steering Committee meetings throughout May to August 2022

WALGA Corporate Strategy 2020-25

In 2019, a five-year Corporate Strategy was developed and identified that a governance model was key to delivery of the strategy. 19 interviews and 2 workshops covering 20 Local and State Government leaders informed the strategy.

Stakeholder Engagement Project, GRA Partners, 2021

45 responses received from Federal and State Government and Opposition.

WALGA Stakeholder Engagement Project, Marketforce 2021

105 survey responses and 42 interviews were facilitated across 95 Local Governments.

State Council Performance Assessment, 2020

17 survey responses and comments received from State Councillors.

Commissioning of Best Practice Governance Review

In March 2022, WALGA commissioned PwC to support the BPGR Project.

First BPGR Steering Committee meeting held

On 22 May 2022, the first meeting of the BPGR Steering Committee identified five comparator organisations for the Review.

Third BPGR Steering Committee meeting held

On 28 June 2022, an options paper was reviewed.

Second BPGR Steering Committee meeting held

On 8 June 2022, the initial draft of comparator organisations was presented and assessment criteria was identified.

Fourth BPGR Steering Committee meeting held

On 18 July 2022, core principles were decided to guide the BPGR.

Fifth BPGR Steering Committee meeting held

On 10 August 2022, core principles for the BPGR were finalised.

State Council updated

On 3 August 2022, an update on the BPGR was provided to State Council.

Principles shared

In September 2022 agreement on the next steps for sharing the principles with Local Government members.

2019 ····· 2020 ····· 2021 ····· 2022 ····· NOW ·····▶

2019 Governance Review

A governance review was undertaken in 2019 that led to numerous process changes.



Best Practice Governance Review

2. Jurisdictional Analysis

Analysis: Jurisdictional equivalents to WALGA

19.4.1 - November 2022

Jurisdictional equivalents of WALGA have been analysed according to their size and election methods.

Background

Prior to the BPGR Project commencing in March 2022, work was undertaken to understand governance arrangements in other jurisdictions. The focus of this work was on associations from other Australian states, as well as New Zealand.

The full list of associations are:

- Local Government NSW (LGNSW)
- Municipal Association Victoria (MAV)
- Local Government Association of Tasmania (LGAT)
- Local Government Association of South Australia (LGASA)
- Local Government Association of Queensland (LGAQ)
- Local Government Association of Northern Territory (LGANT)
- Local Government Association of New Zealand (LGNZ)

The assessment of these associations focused on providing insights into the following domains:

- **Size of Board:** How many board members are there in comparison to the 25 WALGA board members?
- **Method of Election of President:** How is the President elected to the board?
- **Method of Election of Board Members:** How are board members elected?

Key Insights

Key insights following the comparison of WALGA to equivalent associations are outlined below:

- **Size of Board** – while WALGA's board (State Council) contains the largest number of representatives, it can be seen that boards of Local Government Associations tend to be relatively large. The average board size (using Queensland's policy executive, not board) is 15.4.
- **Method of Election of President** – WALGA is an outlier: all other Presidents are elected directly by the membership. Perhaps this is a reflection of the prevalence of Council elected Mayors and Presidents in WA.
- **Method of Election of Board Members** – The majority of associations use regional groupings (equivalent to our Zones) to elect board members. The New Zealand hybrid model of electing representatives from geographic zones and sector groups (metro, provincial, rural, regional) is of interest.

The following slide presents this information for each of the seven associations.



Summary: Jurisdictional equivalents to WALGA

19.4.1 - November 2022

Summary of jurisdictional analysis of WALGA equivalents in relation to their Board membership, election methods and number of Local Governments.



Best Practice Governance Review

3. Comparator Organisations

Comparator organisations

19.4.1 - November 2022

Comparison of WALGA's governance model to the governance models of five comparator organisations.

Background

The BPGR Steering Committee had its first meeting on the 5 May 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change.

At the meeting, five comparator organisations were identified to be used in a governance model comparative analysis. The organisations were selected on the basis of their similarity to WALGA as WA member-based peak industry organisations.

The selected organisations were: Australian Medical Association (AMA) WA, Chamber of Commerce and Industry (CCI) WA, Chamber of Minerals and Energy (CME), Australian Hotels Association (AHA) WA and Pharmacy Guild (PG) WA Branch.

Process

WALGA supplied a range of background documents to assist in undertaking the initial desktop comparison. This included the Constitution, Corporate Governance Charter, Corporate Strategy 2020-2025, Standing Orders, Elected Member Prospectus, Flow Chart – WALGA Zone and State Council Process, Final Report – State Councils and Zone Structure and Process Working Group.

The documentation used for the comparator organisations were typically the:

- Constitution – which serves as the instrument for establishment of the association;
- Annual reports – which contains information about an association's performance over a 12-month period; and
- Organisational website – which may outline the structure and current composition of the board, council and the leadership team of the organisations.

Interviews were successfully arranged with three of the five organisations. They were AMA WA, CCI WA and CME WA. The document analysis and interviews provided insights into the size, election methods and recent changes within these organisations.

Key insights

Key insights through the comparison of WALGA to the five comparator organisations are outlined below:

- **Size of Board** – WALGA's board (State Council) was larger than all other comparator organisation's boards.
- **Election methods** – election methods varied across the comparator organisations but many involved election through the membership.
- **Change** – three of the five organisations had recently undergone changes or reviews of their governance structures. There were a range of drivers for this change including: to increase the decision making ability of the board; to use specific working groups to focus on specific topics of interest and to increase representativeness of specific groups (e.g. Aboriginal and Torres Strait Islanders).

The following slide presents summary information on the size and election methods of the five comparator organisations. This is then followed by more detailed background into each organisation, their governance structure and any outcomes from conversations with these organisations.



Summary: Governance structure analysis

19.4.1 - November 2022

WALGA's governance structure was analysed in comparison to five comparator organisations

Organisational Comparisons	Number of Board Members	President Elected by	Board Members elected by
WA Local Government Association (WALGA)	25	The Board	Zones
Australian Medical Association (AMA)	9	AMA WA Members	Members of the Association
Chamber of Commerce and Industry WA (CCIWA)	7 to 10	The Board	<ul style="list-style-type: none"> Up to 12 elected by Members Up to 8 appointed by the Board Up to 8 appointed by the Council
Chamber of Minerals and Energy (CME)	6 to 11	Ordinary Members	Executive Councillors
Australian Hotels Association (AHA) WA	17	The Branch Committee of Management	The Branch Committee of Management
Pharmacy Guild (PG) – WA branch	16 to 22	The Branch	Financial Members from the same region as the Branch

Note: The Council, Branch, or Board chosen from the organisations above were chosen for how appropriate their structure is as a comparison to the WALGA State Council.



Organisational Analysis: Australian Medical Association (AMA) WA 19.A.1 - November 2022

With over 5,000 members, the AMA (WA) is the largest independent professional organisation for medical practitioners and medical students in the State. Total revenue and other income for AMA nationally in 2020 was reported as \$21,928,000.

Organisational Information

The AMA (WA) Board was created in 2017 and is comprised of the President, Immediate Past President, two Vice Presidents and five members of Council who are elected to sit on the Board (9 in total).

The AMA (WA) Council consists of four office bearers (President, Immediate Past President, two Vice Presidents). Additionally, there are the Specialty Group Representatives (e.g. General practice, surgery); Practice Group Representatives (e.g. rural doctors, public hospital doctors); Ordinary Council Members; and, Co-opted Council Members. Majority of the representatives and members represent their speciality (e.g. anaesthetics) or group of representative (e.g. medical student society).

The AMA Federal Council meets quarterly and is the AMA's main policy-making body. It is a forum to identify and debate emerging issues of relevance to the membership. The Federal Council's primary role is to: Form the policy of the AMA; Propose changes to existing policy; and Elect representatives to roles and committees. There is one State and one Area nominee from WA on the Federal Council.

The Leadership team consists of seven staff. CEO, CFO, COO, General Manager Training and Recruitment, Operations Manager, General Manager Financial Services and an HR manager.

Governance Structure*

The Board comprises of approximately 9 members.

The Board may increase or decrease the number of Advisory Council members as needed. However, it currently has 4 members.

The Board and Council is also supported by Specialty Group Representatives, Practice Group Representatives, Ordinary Council Members, and Co-Opted Council Members.

The Board focuses on governance, managing the Association's conduct and business, and ensuring conformity with the constitution.

The General Council focuses on advocacy, policy making, and representation of the association.

Outcomes of Organisation Discussion

- **Governance Review:** The 2020 annual report mentions that an organisation-wide review was undertaken with the transformation in the process of being implemented until March 2020 (COVID).
- **Representation:** It is more important to restrict the number of Board members than Councillors. Board members are involved in making policy and governance decisions, requiring a greater decision-making capability; Councillors are more involved in stakeholder engagement and solving specific issues through working groups, therefore Council size has less impact to efficiency and effectiveness of the model.
- **Engagement:** The president is the spokesperson when it comes to policy issues. Councillors represent the views of Specialty Groups, Practice Groups, and the medical profession as a whole.
- **Feedback on the current model:** Board members have previously taken the role because they are passionate, but do not necessarily have the right expertise, resulting in poor governance. Board members who have leadership and governance experience have proven to be effective in the updated model. The Board would benefit from an independent audit partner and increased diversity in speciality, a simplified purpose of the Board and Council Advisory, and a reduced number of meetings each year.

**The AMA WA Constitution does not specify the number of Board or Council members. Member numbers are indicative and have been taken from the current Board & Council.*



Organisational Analysis: Chamber of Commerce and Industry (CCI) WA 19.4.1 - November 2022

CCIWA is a not-for-profit member organisation providing information, professional services and support for businesses in Western Australia, with over 2,000 WA members. Total revenue and other income for 2021 was reported as \$34,270,130.

Organisational Information

The CCIWA operates as a company limited by guarantee. This came into effect on 11 January 2019. The change in status means that CCIWA is now incorporated under the *Corporations Act 2001* (Cth) rather than the State legislation covering incorporated associations.

Based on the constitution, the number of board members can be between 9-12 (including President & Vice President). The current board has only 6 members including the President and Vice President.

There is a General Council. The constitution states that Councillors can be up to certain numbers depending on who they were elected by. The resulting effect is a council that does not have consistent numbers of members and does not need to fill all positions. This is unlike WALGA's governance model where representatives are elected by zones.

The Board is responsible for the sound governance of the organisation, whereas the General Council provides input to the organisations policy; provides advice to the Board; acts as a point of interface; elects and appoints Council Elected Directors; and passes resolutions relating to specific handling of assets and raising and borrowing funds.

Governance Structure

The Board comprises of 9 – 12 members.

The Board focuses on strategic priorities, financial performance and compliance issues.

The General Council consists of up to 28 Councillors.

The General Council focuses on developing and being spokespersons on public policy frameworks and positions.

The governance structure is supported by bespoke working groups, formed from Councillors as relevant for specific strategic and policy issues.

Outcomes of Organisation Discussion

- **Governance Review:** CCIWA conducted a review of their 2018 Constitution, resulting in changes contained in the 2021 Constitution, including: The governance model was revised to increase the decision-making capability of the board; The structure of the General Council was determined to be too generic causing low Councillor attendance. After the review, Councillors were split into bespoke working groups for specific policy issues for the upcoming 12-month period. This resulted in higher councillor attendance, than the previous governance model.
- **Representation:** In the new revision of the constitution, two new types of Councillors were included to increase representation for their respective groups. Future Leader Councillors, from members of University business schools; and First Nations Business Councillors, elected from First Nations Members.
- **Feedback on the current model:** In the current governance model, when a board member leaves, a temporary team member is appointed since board members can only be elected in general meetings.



Organisational Analysis: The Chamber of Minerals and Energy (CME) WA

19.4.1 – November 2022

CME WA is the peak resources sector representative body in Western Australia whose member companies generate 95% of all mineral and energy production and employ 80% of the sector's workforce in the State.

Organisational Information

The Corporate Governance Charter (Charter) provides guidance on the respective roles, responsibilities and authorities of members of the Executive Council (Executive Councillors) and members of the Advisory Board (Advisory Board Members) in setting the direction, management and control.

The number of Vice Presidents is determined by the Executive Council, the constitution contains no limit on the number of Vice Presidents and so the number of Vice Presidents is excluded from the diagram to the right.

Executive Councillors are elected by Ordinary Members, and there can be no less than 10.

The Role of the Advisory Board is to act as a traditional board providing strategic oversight on behalf of the Chamber. Key interface with the Executive Management Team on organisational matters, including strategy, operating accounts, governance and risk.

Governance Structure

Advisory Board comprises of 5-10 members.

The Advisory Board provides strategic oversight and acts as the key interface with the Executive Management team on strategy, operating accounts, governance and risk.

Executive Council (10+ members).

The Executive Council most senior interface to guide and prioritise the agenda of the Chamber and its respective committees and holds final decision-making authority re: annual financial reports/statements.

The governance structure is supported by committees including bespoke working groups, appointed by Executive Council as relevant for specific strategic and policy issues.

Outcomes of Organisation Discussion

- **Governance Review:** CME recently engaged in a governance review. In April 2020, CME put in place a governance charter. This codified processes and structures, clarified lines of accountability and included a director's code of conduct.
- **Representation:** Members who express an interest, get a seat at the table for the Executive Council. There are approximately 60 ordinary members with 16-20 regularly attending council meetings. This group is intended to provide a litmus check that the broader membership needs are being met.
- **Engagement:** Although the board is strongly engaged in the work and responsibilities it holds, there is the varying engagement of the executive council – this is broadly because due to the large array of issues it covers – the organisation would love to see stronger engagement in this area.
- **Feedback on the current model:** Based on the age of the organisation, the current pyramid structure works. This is successful largely due to the governance charter which provides clarity in role and structure for the organisation.



Organisational Analysis: Australian Hotels Association (WA) 19.4.1 - November 2022

The Australian Hotels Association (AHA) represents more than 5,000 members across Australia serviced by a network of branches based in every state and territory, plus a Canberra-based National Office. Total revenue and other income for AMA nationally in 2020 was reported as \$2,257,963.

Organisational Information

AHA was founded in 1892 and now represents more than 80% of the Western Australian hotel and hospitality industry.

The organisation has a branch in each state and territory, including a division in each branch known as the National Accommodation Hotels Division. The organisation and each of its branches have their own set of rules by which they are governed. However, ultimate authority is deferred to the National Board of the organisation.

All issues and opportunities are addressed by The Branch Committee of Management (The Branch). Consisting of six ordinary members, elected by members of the branch, and the president from each of the Territorial and Non-Territorial Divisions of the Branch. This includes a President, Senior Vice President, Vice President, Treasurer, Accommodation President and Country Representative. The President, Senior Vice President (SVP) and Vice President (VP) are elected by The Branch.

AHA developed a subsidiary known as 'Tourism Accommodation Australia (TAA)'. TAA publicly represents and lobbies specifically for accommodation hotels separately from the AHA's general hospitality members. However, membership to both AHA and TAA is granted to accommodation properties. There are 11 Divisional Presidents – 7 represent different Areas/Regions and 4 represent different membership groups.

Governance Structure*

Branch Committee of Management has 6 Ordinary members & the president of each Territory/Non-Territory Division (11).

Focuses on staff remuneration/conditions, branch transactions, disbursements, funds and resolves delegated Commonwealth industrial disputes.

There is no council or other governing entity to provide support to the Branch Committee of Management.

Relevance to WALGA BPR

AHA was contacted to schedule an interview; however, there was no response following multiple requests. The following insights have been made by research on their publicly available governance information and documentation.

- **Composition:** Similar to WALGA's State Council, the AHA Governance structure only has one governing entity, The Branch Committee of Management. The number of branch members (17) is smaller than WALGA (25).
- **Responsibilities:** The AHA Branch Committee of Management is responsible for financial activities; however, the Rules document does not mention that they are responsible for activities that other comparator organisations governing entities are, such as policy creation or ensuring compliance.
- **Lack of compliance with constitution:** The Rules of the AHA WA Branch document acts as the Association's constitution. However, there are many conflicts between the governance structure in the Branch Rules document, and the governance structure depicted on AHA WA's website. For example, in the document the supreme governing body of the Branch is the Branch Committee of Management, whereas on the website it is the Executive Management team. Additionally, there is no mention of a board in the Rules document, but there is a Board of Management on the website.

**The governance structure has been taken from the Rules of the AHA WA Branch document instead of the current governance structure depicted on the website, due to conflicting information.*



Organisational Analysis: Pharmacy Guild (WA Branch Focus) 19.4.1 - November 2022

Pharmacy Guild supports over 5,800 pharmacies across Australia. It is broken up into Territory Branches with more than 600 pharmacies as members in WA (est. 2017).

Organisational Information

The Pharmacy Guild's WA Branch's Annual Report can only be viewed by Members of the Organisation.

The Branch consists of the Branch Executive, and the Branch Committee. Where the Branch Executive consists of the Branch President, Branch Vice President(s) and the National Councillor(s). Additionally, in the Branch Executive, the position of Branch President and Vice President can also be held by a National Councillor, resulting in different numbers of Branch Executives between states.

The National council has the power to determine and direct policy, settle disputes, control the national fund, appoint an auditor and other activities relating to being the supreme governing entity.

The constitution does not specify who exactly elects the Branch President, or the Branch Vice Presidents, only that they are elected from the Branch. Whereas Branch Committee Members are elected by financial members in that region.

The Branch and the National Council shall appoint their own auditor. Resulting in potential conflicts of interest, as hypothetically the Branch and the National Council can appoint an auditor who audits in their favour.

Governance Structure*

Branch Executive consists of 2 – 6 Executive Members.

All powers and functions of the Branch Committee between meetings of the Branch Committee.

Branch Committee consists of 7 - 14 committee members (excluding the Branch executive).

Control the Branch fund, decide the agenda for and attend special meetings.

There is only one governing entity in WA for Pharmacy Guild, however the WA Branch consists of National Councillors, from the National Council which is the supreme governing body for the Pharmacy Guild. However, the Branch Committee can create subcommittees to carry out particular functions.

Relevance to WALGA BPGR

Pharmacy Guild WA was contacted to schedule an interview; however, they responded that they do not have time to discuss their governance model. The following insights have been made by research on their publicly available governance information and documentation.

- **Representation:** The interests of members are represented by the Branch Committee Members who are elected by the financial members of the same regions. Additionally, the interests of the National Council are represented in Branches by the National Councillors appointed in each Branch.
- **Composition:** The governance structure of the Branches of the Pharmacy Guild is adaptable to the needs of the Branch. Since the Branch Committee members can decide the number of Committee members needed in their branch, they can do so based on the needs of the Branch at any point in time, making the composition and size of the Branch adaptable to emerging needs. Also, the creation of additional branches and amalgamations of current branches is up to the decision of the National Council, enabling the National Council to alter the composition of the governance model nation-wide as needed. Branches can also create subcommittees as needed.

**Since the number of members in governance entities is mentioned in the Constitution, the numbers have been estimated based on the current membership as per the Guild's website.*



Best Practice Governance Review

4. Governance Principles

Development of Governance Principles

19.4.1 - November 2022

BPGR Steering Committee (SC) meetings and how they lead to the development of the proposed governance principles.

BPGR Steering Committee meetings

The BPGR Steering Committee (SC) was established by State Council to guide the review. SC Meetings 2 through to 5 acted as key inputs into the development of the Governance Model principles. The focus of SC Meetings two through to five led to the development of the governance principles.

SC Meeting 2 - On 8 June 2022, the initial draft of the comparator organisations and their governance structures was presented. The SC identified four assessment criteria for the purposes of assessing potential governance models. The assessment criteria were: (1) representation, (2) efficiency, (3) contemporary, and (4) sustainable. An Options Paper was then developed, using the assessment criteria against two governance model options.

SC Meeting 3 - On 28 June 2022, a discussion of the DRAFT Options Paper took place. The SC decided that a workshop was required to take a step back and develop the core governance principles (rather than assessment criteria) that needed to underpin any future governance model for WALGA.

SC Meeting 4 - On 18 July 2022, the SC discussed the principles and identified four principles that should guide WALGA's governance. They were Representative, Responsive, Results Oriented and Renewal. Renewal was the principle that some SC members deemed as optional and is not included as a separate principle. Some elements of renewal are incorporated into the other three principles.

SC Meeting 5 - On 10 August 2022, the SC discussed and finalised the proposed principles. Discussion focused on the principle components and their likely governance implications. Several activities also occurred around this SC meeting. This include an update to State Council at the Information Forum on 3 August 2022, finalisation of principles on 17 August 2022 to inform AGM Item and finalisation of Agenda Item for 2022 AGM, including approval by State Council.

Key outcomes

The SC agreed on the proposed governance model principles, their component parts and the implications of these principles. Specifically:

- **Principle definition** – the definition of each of the three principles.
- **Principle component** – the key component parts of each principle.
- **Principle component description** – a description of each principle component.
- **Governance implications** – the governance implications of each of the principle components.

The following slide presents the principles, their components and a description and their governance implications.



Endorsed Governance Principles

The principles for assessing WALGA's governance model options and governance implications

19.4.1 - November 2022

Representative

Responsive

Results Oriented

Principle	Principle component	Component description	Governance implications
WALGA unites and represents the entire local government sector in WA and understands the diverse nature and needs of members, regional communities and economies.	Composition	The composition of WALGA's governance model represents Local Government members from metropolitan and country councils.	The governing body will maintain equal country and metropolitan local government representation.
	Size	An appropriate number of members/representatives oversees WALGA's governance.	Potential reduction in the size of the overarching governing body.
	Diversity	WALGA's governance reflects the diversity and experience of its Local Government members.	Potential for the introduction of a mechanism to ensure the governance model comprises an appropriate diversity of skills and experience.
	Election Process	Considers the processes by which WALGA's governance positions are elected and appointed.	Consideration of alternative election and appointment arrangements, with the President to be elected by and from the governing body.
WALGA is an agile association which acts quickly to respond to the needs of Local Government members and stakeholders.	Timely Decision Making	WALGA's governance supports timely decision making.	WALGA's governance model facilitates responsive decision making.
	Engaged Decision Making	WALGA's Local Government members are engaged in decision making processes.	WALGA's governance model facilitates clear and accessible processes for Local Government members to influence policy and advocacy with consideration to alternatives to the existing zone structure.
	Agility	Considers the flexibility of WALGA's governance to adapt to changing circumstances.	WALGA's governance model is agile and future proofed for external changes.
WALGA dedicates resources and efforts to secure the best outcomes for Local Government members and supports the delivery of high-quality projects, programs and services.	Focus	Considers the clarity and separation of responsibilities and accountabilities of WALGA's governance.	Governance bodies have clearly defined responsibilities and accountabilities, with the capacity to prioritise and focus on strategic issues.
	Value Added Decision Making	Facilitates opportunities for value to be added to decision making.	Adoption of best practice board processes, and introduction of governance structures that are empowered to inform decisions.
	Continuous Improvement	Considers regular review processes for components of the governance model, their purpose and achieved outcomes.	WALGA's governance is regularly reviewed every 3 to 5 years to ensure the best outcomes are achieved for Local Government members.

Thank you

For more information, visit our [website](#) or contact Tim Lane, Manager Association and Corporate Governance, at tlane@walga.asn.au or 9213 2029.