



SHIRE OF SANDSTONE
SERVE THE PEOPLE

ATTACHMENTS

Ordinary Council Meeting

Wednesday 24 April 2024
1:00PM

Bush Fire

Delegation BF – D01 Burning – Prohibited and Restricted Times – Variations	
Power/Duty Delegated	Bush Fire Act 1954, s17(7),(8), s18(5).
Description of Power Delegated:	To varying the prohibited burning times and restricted burning times.
Delegated to:	Chief Executive Officer
Sub Delegated to:	Nil
Conditions:	<p>The Chief Bush Fire Control Officer, CEO as the Shire President be delegated jointly the Local Government's powers and duties.</p> <p>Provided that the Officer in charge of the Department of Environment and Conservation is consulted before the authority under this delegation is exercised.</p>
Record Keeping requirements:	Records of correspondence issued are kept under the provisions of GDA for Local Government Records Legislation.
Compliance/Reference link:	Council Policy (Bushfire 3.3).

Delegation BF – D02 Firebreak Order – Variation	
Power/Duty Delegated	Bush Fire Act 1954, s33 (4),(5),(8) Part 1.
Description of Power Delegated:	<p>To provide or refuse application to provide firebreaks in alternative positions and to approve or refuse applications to provide alternative fire protection measures on land.</p> <p>Where a landowner or occupier has failed to comply with the requirements imposed by the Local Government to make and maintain fire breaks or any</p>

	proposal obtained under the act and to invoke the powers enabled by the Act.
Delegated to:	Chief Executive Officer
Sub Delegated to:	Nil
Conditions:	Nil
Record Keeping requirements:	Records of correspondence issued are kept under the provisions of GDA for Local Government Records Legislation.
Compliance/Reference link:	Local Government Act 1995

Delegation BF – D03 Powers and Functions	
Power/Duty Delegated	Bush Fire Act 1954, s48 – Delegation by Local Government.
Description of Power Delegated:	All powers, duties and functions of the local government under the Bush Fires Act 1954.
Delegated to:	Chief Executive Officer
Sub Delegated to:	Nil
Conditions:	Must act in accordance with the Shire of Sandstone's "Standard Conditions Relating to Delegations".
Record Keeping requirements:	Maintain records of activities and decisions made under this delegation. Ensure that evidentiary documents that meet the requirements of Local Government (Administration) Regulations 1996 reg.19 Delegates to keep certain records (Act s5.46(3)), are retained in the Shire of Sandstone's record keeping systems.
Compliance/Reference link:	Bush Fires Act 1954.

From: roadsafetystrategy@infrastructure.gov.au on behalf of Office of Road Safety <roadsafetystrategy@infrastructure.gov.au>
Sent: Tuesday, 23 March 2021 5:24 PM
To: RoadSafetyStrategy
Subject: National Road Safety Strategy 2021-30 - have your say submission - Michael White [SEC=OFFICIAL]
Attachments: m-white-nrss2021-30-submission.docx

Submitted on Tue, 2021-03-23 17:21

Submitted values are:

Name

Michael White

Organisation

School of Psychology, University of Adelaide

Email

State

SA

Which area/s of the draft Strategy are you commenting on (select all that apply):

Risky road use

What is your primary area of interest in road safety?

Enforcement of drug driving

What road safety issues are the most important to address?

The draft strategy covers many important issues. I believe that the two most important are speeding and distraction by mobile devices.

What do you believe are the strengths of this draft Strategy?

The encouragement of buy-in from many sectors.

The understanding that speeding needs to be covered under many headings.

Is there anything important that you think is missing from this draft Strategy?

My particular interest is in the moral credibility of the strategy. With respect to drug driving, I believe that road safety has been prostituted to the war-on-drugs. This is most clearly manifested in Australia's per se drug-driving laws. It can also be seen in the biased membership of the Drug Driving Working Group. Radical changes are needed.

Do you give permission for your submission to be published on this website following the end of the consultation period?

Yes

THE INJUSTICE OF AUSTRALIA'S CANNABIS-PRESENCE DRIVING OFFENCES

Submission in relation to the development of Australia's National Road Safety Strategy 2021-30

Abstract

The purpose of this submission is to demonstrate the injustice of Australia's cannabis-presence (*per se*) driving offences. The scientific evidence shows that the majority of penalised cannabis-positive drivers are not impaired. Australia's roadside drug testing (RDT) programs are therefore so badly targeted as to be morally indefensible.

The scientific evidence

Introduction

In the context of drug-driving enforcement in Australia, the use of cannabis by a driver is determined toxicologically through the detection of delta-9-tetrahydrocannabinol (THC) in oral fluid or blood. Australian drivers commit a zero-tolerance cannabis-presence driving offence if they are detected by the traffic police with any trace of THC in a body fluid. No direct behavioral evidence of impairment is required, because the presence of THC is taken to be indicative of impairment. Two types of scientific evidence will be discussed that clearly show that the detection of THC in oral fluid or blood is a very poor indicator of impairment. The first compares the cannabis-impairment window with the THC-detection window. The second explores the relationship between the concentration of THC and the level of impairment.

The cannabis-impairment window

Many experimental (laboratory, driving-simulator and on-road) studies of the short-term (acute) effects of cannabis on the impairment of driving-related skills have provided evidence about the duration of impairment. However it was not until earlier this year that two systematic reviews of those studies were published (Eadie *et al.*, 2021 and McCartney *et al.*, 2021).

Eadie *et al.* (2021) reviewed studies of the duration of impairment (the 'impairment window') for *medicinal* users of cannabis. They summarised their findings as follows: "Impairment following cannabis inhalation lasts less than or equal to **4 hours** in medical cannabis patients, independent of their dosing regimen (e.g., daily, intermittent, or infrequent). Impairment is THC-dose dependent. Acute impairment was found to be statistically significant in the following domains: immediate and delayed verbal recall; processing speed; task switching; visual attention; fine motor coordination; and working memory."

McCartney *et al.* (2021) reviewed studies of the impairment window for *recreational* users of cannabis. They estimated that the maximum duration of impairment from the acute use of cannabis is **5 hours** for lighter use and **7 hours** for heavier use. In their Abstract, they also noted that regular cannabis users were less impaired than occasional users, that some skill domains were more likely to be affected than others, and that the strength of impairment was THC-dose dependant.

So, the best current scientific evidence indicates that the impairment window for the medicinal use of cannabis, estimated at 4 hours by Eadie *et al.* (2021), is shorter than for the recreational use, estimated at 5 to 7 hours by McCartney *et al.* (2021).

The THC-detection window

Let us now consider the THC-detection window in relation to the enforcement of cannabis-presence driving offences. This is not a simple matter, because the window depends on many factors, the main one of which is the THC cut-off threshold adopted by the jurisdiction. Australia's RDT operations are described as 'zero tolerance', which effectively means that a driver has committed an offence if detected with any level of THC above the limit-of-detection (LOD) of the drug-testing equipment. However, at least some Australian jurisdictions have adopted above-zero THC cut-off thresholds, which they are reluctant to discuss in public. Obviously, a higher THC threshold will result in a shorter THC-detection window. For any jurisdiction that actually adopted a strict 'zero-tolerance' threshold, drivers (and especially if they were heavy users of cannabis) could test positive to THC for many days after last using cannabis (e.g., Odell *et al.*, 2015). Rather than attempting to review any relevant scientific literature, let us see what some Australian road-safety authorities have said about the THC-detection window.

A recent South Australian road-safety TV advertisement involves a young man who is charged by the traffic police for a cannabis-presence driving offence while on his way to work after having smoked marijuana the night before. The advertisement proudly announces that a cannabis-using driver can get caught by the police "long after the high is gone - in fact, for 24 hours after smoking marijuana". A recent Victorian road-safety TV advertisement presents much the same message. In New South Wales (NSW), the Transport Department used to advise that "Cannabis can typically be detected in saliva ... for up to 12 hours after use" (Lawrence & Zhou, 2017). However, the advised 12-hour THC-detection window was criticised in the NSW courts for being unrealistically short and therefore potentially misleading (Lawrence & Zhou, 2017). Consequently, the NSW government is no longer prepared to give any advice on the THC-detection window. For the purpose of this submission, let us assume that the THC-detection window is 24 hours. A driver is, of course, more likely to test positive earlier in the 24-hour period.

Comparing the windows for cannabis-impairment and THC-detection

The evidence provided above shows that the impairing effects of cannabis can last for up to 4, 5 or 7 hours, depending on how it was used, and that THC can probably be detected in oral fluid or blood for up to 24 hours after using cannabis. Because the THC-detection window is much longer than the cannabis-impairment window, a large percentage of drivers who are charged with cannabis-presence driving offences would not have been impaired at the time of their arrest. That percentage is not easy to estimate, but for the purpose of this submission it is taken to be 50%.

Relationship between THC concentration and level of impairment

There is a second reason why a large proportion of those drivers who have been charged with cannabis-presence driving offences were not actually impaired at the time of their arrest. It is that the relationship between the concentration of THC in a body fluid and the degree of impairment is vanishingly weak, such that some drivers with very small concentrations of THC

are impaired, while others with very high concentrations are completely unimpaired. That point can be illustrated using the results of a study by Arkell *et al.* (2021).

The experiment by Arkell *et al.* (2021) was specifically designed to assess the scientific validity of cannabis-presence (*per se*) driving laws. It investigated the relationship between THC concentrations in oral fluid and blood, and levels of impairment. Some Australian road-safety authorities have claimed that the relationship is so strong that every person who is above the THC threshold must be impaired. In contrast, Arkell *et al.* concluded that “There appears to be a poor and inconsistent relationship between magnitude of impairment and THC concentrations in biological samples, meaning that *per se* limits cannot reliably discriminate between impaired and unimpaired drivers” (Abstract). One of their particular findings was that, while all of their subjects exceeded a conventionally-accepted *per se* THC limit of 5 ng/ml in whole blood soon after using cannabis, 46% of them were nevertheless judged to be *not* impaired when assessed on a well-accepted measure of impairment. A second finding may also be of interest: In the case of alcohol, someone who was six times over the legal BAC limit of 0.05 would be severely impaired, and possibly not even able to stand up. However, in the case of cannabis, where a possible *per se* THC limit could be 10.0 ng/ml in oral fluid, Arkell *et al.* (figure 1) reported that one of their subjects was completely unimpaired at about 50 times that limit (500 ng/ml) and another at about 75 times the limit (750 ng/ml).

Studies such as that by Arkell *et al.* (2021) clearly show that not all cannabis users are impaired by their use of cannabis - not even when their blood-THC levels peak soon after use. In one respect the situation for cannabis users is much the same for alcohol users: the drug can be used responsibly without having impairing effects. The proportion of THC-positive drivers who are not impaired in the first few hours after use is not easy to estimate, but for the purpose of this submission it is taken to be 40% (a little lower than the 46% reported by Arkell *et al.*, 2021).

Summary of evidence

There are two reasons why THC-positive drivers may not be impaired. The first relates to the lack of correspondence between the cannabis-impairment and THC-detection windows. For the purpose of this submission, it has been estimated that 50% of THC-positive drivers are apprehended outside their impairment window, and are therefore not impaired. The remaining 50% of drivers who are apprehended within their impairment window are not necessarily all impaired. The reason is that the relationship between the concentration of THC in a body fluid and the level of impairment is very weak. For the purpose of this submission, it has been estimated that 40% of cannabis users are not impaired even in the few hours immediately after using cannabis. It is therefore estimated that, overall, 70% of the drivers who have been charged with cannabis-presence driving offences were not actually impaired at the time that the police arrested them.

Three recommendations

The information and arguments provided above lead me to the purpose of this submission, which is to make three recommendations to anyone who is involved in the development of the drug-driving components of *Australia's National Road Safety Strategy 2021-30* (and especially to the members of the National Drug Driving Working Group).

The first recommendation is that the relevant people ask themselves this moral question: *What is the maximum percentage of THC-positive drivers who are not impaired that a road-safety authority should be prepared to inappropriately penalise in the attempt to appropriately penalise those THC-positive drivers who are actually impaired?*

It is possible, for example, that one might believe it is morally acceptable to unjustly penalise 10% of unimpaired THC-positive drivers in order to justly penalise the remaining 90% of impaired THC-positive drivers.

I urge the people who should be answering this question to not side-step it by entertaining either of the following two weasel arguments.

The first is that a *per se* cannabis-driving offence, by definition, comprises the mere presence of cannabis, such that the question of impairment is irrelevant. That argument denies the underlying justification for *per se* drug-driving offences, which is that the toxicological evidence *takes the place of* behavioural evidence of impairment. Without an assumed causal link between toxicology and impairment, a *per se* offence is groundless. So, it would be disingenuous to pretend that the offence comprises the mere presence of cannabis, when the offence actually comprises the presence of cannabis in its implicit role as a proxy for impairment.

The second weasel argument is that the impairment status of individual drivers is irrelevant because the greater good of general deterrence is being served. The moral vacuity of that argument should be self-evident: innocent (unimpaired) drivers should not be punished in the service of a greater good. In other words, the end of general deterrence cannot justify the means of arbitrary punishment (especially given the complete lack of any direct evidence that Australia's RDT programs actually reduce crash numbers).

The second recommendation is that the relevant people, having considered the facts and arguments presented in this submission, undertake their own calculation of the percentage of THC-positive drivers who have been charged with cannabis-presence driving offences without actually being impaired at the time that the police arrested them. (My estimate was 70%).

The third recommendation is that the relevant people compare the percentages estimated in relation to the first two recommendations. If it is concluded that more THC-positive drivers are unjustly penalised than is morally acceptable, then you should try to influence the developers of the *National Road Safety Strategy 2021-30* to radically change the Nation's approach to the enforcement of cannabis-driving offences. An obvious improvement would be to require behavioral evidence of impairment in addition to toxicological evidence that cannabis had been used.

A first step in the right direction might be to set aside cannabis-presence driving offences for registered users of medicinal cannabis (unless they are judged to be impaired on the grounds of behavioral evidence).

References

Arkell, T. R., Spindle, T. R., Kevin, R. C., Vandrey, R., Irwin, C., & McGregor, I. S. (2021). The failings of *per se* limits to detect cannabis-induced driving impairment: Results from a simulated driving study. *Traffic Injury Prevention*, 22 (2), 102-107.

Eadie, L., Lo, L. A., Christiansen, A., Brubacher, J. R., Barr, A. M., Panenka, W. J., & MacCallum, C. A. (2021). Duration of neurocognitive impairment with medical cannabis use: A scoping review. *Frontiers in Psychiatry, 12*, Article 638962.

Lawrence, S., & Zhou, T. (2017, March). *Drug driving offences (and defences) in New South Wales*. Paper presented at the 2017 Reasonable Cause Conference, Rydges World Square, Sydney.

McCartney, D., Arkell, T. R., Irwin, C., & McGregor, I. S. (2021). Determining the magnitude and duration of acute delta-9-tetrahydrocannabinol-induced driving and cognitive impairment: A systematic and meta-analytic review. *Neuroscience and Biobehavioral Reviews*, in press.

Odell, M. S., Frei, M. Y., Gerostamoulos, D., Chu, M. & Lubman, D. I. (2015). Residual cannabis levels in blood, urine and oral fluid following heavy cannabis use. *Forensic Science International, 249*, 173-180.

Submitted by:

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3.3 BURNING TIMES

COUNCIL MEETING HELD: 26 OCTOBER 2023

DATE TO BE REVIEWED: OCTOBER 2025

RESTRICTED AND PROHIBITED BURNING TIMES

The Gazetted Restricted and Prohibited Burning Times for each year are as follows:

Restricted burning period: 1 November to 11 December and 20 March to 30 April

Permits to burn during this period are required, and must be obtained from a Fire Control Officer

Prohibited Burning Period: 12 December to 19 March

In accordance with Sections 17 and 18 of the Bush Fires Act 1954, Council may, if it considers that seasonal conditions warrant a variation of the prohibited or restricted burning times in its district, vary the prohibited or restricted burning times in respect of that year in the district or a part of the district by –

- a. shortening, extending, suspending or reimposing a period of prohibited or restricted burning times; or
- b. imposing a further period of prohibited or restricted burning times.

This variation can not exceed more than 14 successive days.

In accordance with Sections 17 (10) and 18 (5) (c) of the Bush Fires Act 1954, Council delegates to the Shire President and the Chief Bush Fire Control Officer, jointly its powers and duties to vary Prohibited and Restricted Burning Times, in accordance with the Bush Fires Act 1954, as highlighted in this Policy.

Burning times are to be advertised in the local newsletter prior to November 1st each year.



Rating Strategy

2024/2025

OBJECTIVES

The objectives of the Rating strategy are to:

- Provide a robust and considered framework for Rates categories, Minimum Rates, and Differential Rates that incorporates the principles of:
 - Objectivity;
 - Fairness and Equity;
 - Consistency;
 - Transparency; and
 - Administrative efficiency
- Ensure a stable rates revenue stream for the Shire from year to year;
- Minimise reliance on grants to meet commitments in the Community Plan; and
- Deliver a stable rating price path for our community.

ECONOMIC CONSIDERATIONS

In considering its rates strategy Council is cognisant of the effects of rate increases on all its ratepayers and the capacity to pay. Council also cognisant of its obligations to ensure there is not an unfair reliance on external grants to subsidise its operations.

The current CPI in Western Australia (WA Treasury) is circa 3.4% but Council considering its Long Term Planning strategy has chosen to limit its rate increase 2.5% which is considered sufficient to meet its obligations in the 2024/2025 financial year.

The data provided in this report does not reflect increases or decreases in property valuations and the grant budget is an estimate based on previous Financial Assistance Grant funding for which the 2024/2025 funding is not known at this time.

WHAT ARE RATES?

Rates are levied on all rateable properties within the boundaries of the Shire of Sandstone in accordance with the *Local Government Act 1995*. Rates are a tax, not a fee-for-service; and as such they need to be set in accordance with the principles of taxation – equity, efficiency, simplicity, sustainability and policy consistency.

The overall objective of the proposed rates in the 2024/2025 Budget is to provide for the net funding requirements of the Shire's services, activities and the current and future capital requirements of the Shire, after taking into account all other forms of revenue.

The formulation of a rating system is about achieving a means by which Council can raise sufficient revenue to pay for the services it provides. Throughout Australia, the basis of using property valuations has been found to be the most appropriate means of achieving rating equity; however, the achievement of a wholly equitable rating system for all properties, in all areas, is a difficult task if it is based on the property valuations alone. For this reason, there are refinement options made available, such as differential rating, which the Shire of Sandstone has elected to use.

In Western Australia, land is valued by Landgate Valuation Services (Valuer-General's Office – a state government agency) and those values are forwarded to each Local Government.

Two types of values are calculated - Gross Rental Value (GRV) which generally applies for urban areas; and Unimproved Value (UV) which generally applies to rural land.

WHAT DO RATES PAY FOR?

Rates revenue represents approximately half of the Shire's operating income each year and it is an income stream that the Shire has a substantial degree of control over. This reliability and control is an important consideration in terms of the Shire's financial flexibility.

General rates revenue supports a broad range of local government infrastructure and services, including building control; animal control; community services; active and passive open space; roads, footpaths and drainage; libraries; sport & recreation; community events; town planning; governance and corporate support; cemeteries; emergency management; public conveniences; economic development; health services; and tourism and regional promotion.

TOTAL OPERATING REVENUE – ALL SOURCES

	2024/25 <i>Budget</i>	2023/24 <i>Actual</i>	2022/23 <i>Actual</i>	2021/22 <i>Actual</i>	2020/21 <i>Actual</i>	2019/20 <i>Actual</i>
Rates	1,537,860	1,481,200	1,329,584	1,189,230	1,101,137	1,015,725
Grants	2,600,000	2,589,541	3,305,360	2,869,958	3,153,163	2,345,626
Fees & Charges	312,275	312,275	425,915	560,955	203,046	112,067
Interest	160,000	187,071	111,638	19,815	37,425	85,117
Other	705,000	700,450	785,730	781,388	704,192	581,712
TOTAL	5,315,135	5,270,537	5,958,227	5,421,346	5,198,963	4,120,247

GENERAL PURPOSE GRANTS

Local Government Financial Assistance Grants are funded through taxation receipts by the Commonwealth Government & distributed among all local governments in Australia each year. The funding is allocated based on horizontal equalisation to ensure that each local government in each State is able to function at a standard not lower than the average standard of other local governments in that state.

All local governments are entitled to receive at least the minimum grant. That minimum grant cannot be less than 30 per cent of what the local government would receive if all grants were allocated on a per capita basis. The Grants Commission calculates the equalisation requirement of each local government by assessing the revenue raising capacity and expenditure need of each local government.

The equalisation requirement is the difference between the assessed expenditure need and the assessed revenue raising capacity of each local government.

The Shire of Sandstone's total general-purpose grant for 2024/2025 is expected to be circa

\$2,600,000 including untied roads grant. If past practice continues a percentage of the 2024/2025 general purpose grant will be pre-paid late in the 2023/3034 financial year.

CURRENT RATING CATEGORIES

The Shire of Sandstone has adopted the following rating categories when adopting the 2024/2025 Budget:

GRV – Gross Rental Value

GRV Townsites

This rating category applies to properties located within the town site boundaries that are used for singular and multi-dwellings and are zoned Residential/Townsite under the Town Planning Scheme. This category is considered by Council to be the base rate by which all other GRV rated properties are assessed.

GRV Transient Workers Facilities

This rating category covers mining leases that have residential improvements on the land and are used by mining companies to provide worker accommodation and are located within the Shire boundaries. The rate reflects the cost of servicing mining activity including road infrastructure and other amenities utilised by mine employees and contractors over and above what could be considered normal use when compared to the general population in the townsite.

UV – Unimproved Value

UV Pastoral

This category is applied to all rural properties which do not fall into one of the other categories and is the base for computing the rate in the dollar for Unimproved Value properties.

UV Mining

The Mining UV rate for leases and licenses is levied on properties with a lease or license on unimproved mining land use.

Minimum Rates

The Shire imposes a minimum rate payment that applies to all rateable properties within the boundaries of the shire. The rate is imposed to discourage holding undeveloped land within the Shire, which reduces the amenity of the area, and thereby encourages early development.

DIFFERENTIAL RATES

A differential rate occurs when categories of property within the UV or GRV land valuation methods are rated differently. The imposition of differential rates represents a policy decision of the Shire to redistribute the rates burden in its local government area by imposing a higher rate on some ratepayers by comparison to others. In doing so, the Shire gives consideration

to the principles of objectivity; fairness; consistency; transparency; and administrative efficiency.

The Shire will also give appropriate consideration to the capacity of particular categories of ratepayers to pay.

As property rates are a form of value or wealth tax, it is not possible to ensure equity between individual property owners, since not all properties will be assessed at the same value. Therefore, our objective is to endeavour to ensure that each rating category bears its fair and reasonable share of the cost of providing local government services.

APPROVAL OF DIFFERENTIAL RATES

The current framework for rates at the Shire of Sandstone necessitates the Shire to seek Ministerial approval each year, prior to the making of the rates. Approval is necessary because the UV Mining category is more than twice the lowest Differential Rate.

LONG TERM FINANCIAL PLAN

The Sandstone Shire Council reviewed the Long-Term Financial Plan in April 2024, which has been considered in preparing this document. The Shire reviews the Long-Term Financial Plan annually pre-budget.

Rates Levied Previous Years

	Budget 24/25 (+2.5%)		Actual 23/24		Actual 22/23		Actual 21/22		Actual 20/21		Actual 19/20	
	RID/Min	Revenue	RID/Min	Revenue	RID/Min	Revenue	RID/Min	Revenue	RID/Min	Revenue	RID/Min	Revenue
Gross Rental Values												
Townsite	7.0812	17,731	6.9085	17,299	6.74	17,040	6.58	14,403	6.576	14,867	6.576	14,369
Transient Workers	40.006	26,555	39.0781	25,908	38.125	25,277	37.195	26,788	37.195	26,788	37.195	26,788
Minimums												
Townsite	200	6,970	200	6,800	200	6,800	200	6,800	220	6,820	220	6,820
Transient Workers	200		200		200	0	200	0	220	0	220	0
Unimproved Values												
Rural	6.5600	45,050	6.40	43,951	6.24	42,792	6.09	36,016	6.088	47,478	6.088	42,960
Mining	28.958	1,411,624	28.2521	1,377,194	27.563	1,228,326	26.891	1,102,594	26.891	1,049,487	26.891	919,160
Minimums												
Rural	400	2,460	400	2,400	355	2,130	345	2,070	335	2,010	335	1,675
Mining	400	27,470	400	26,800	355	22,720	345	20,010	335	18,425	335	17,455
Totals		1,537,860		1,500,352		1,345,085		1,208,681		1,165,875		1,029,227

(+\$37,508)

VALUATIONS

In Western Australia land is valued by Landgate Valuation Services (of the WA Valuer General's Officer) and those values are forwarded to each Local Government for rating purposes.

Two types of values are calculated - Gross Rental Value (GRV) which generally applies for urban areas; and Unimproved Value (UV) which generally applies for rural land. GRV general valuations are currently carried out on a triennial basis in the Perth metropolitan area and every 5 years in country areas of the State. UV's are determined annually.

The most recent revaluation of GRV rated properties has applied from 1 July 2022.

GRV means the gross annual rental that the land might reasonably be expected to realise if let on a tenancy from year to year upon condition that the landlord was liable for all rates, taxes and other charges thereon and the insurance and other outgoings necessary to maintain the value of the land. The GRV normally represents the annual equivalent of a fair weekly rental. For instance, a GRV of \$10,400 represents a weekly rental of \$200.

Proposed Rating Strategy – 2024/2025

GRV Townsite

The Residential/Industrial GRV rate applies to all properties within the townsite and includes all GRV properties that do not fall within the category of Transient Workers Facilities.

The object of the proposed rate is to ensure the proportion of rates raised is consistent with prior years.

The rate in 2023/2024 was 6.9085 cents in the dollar with a minimum rate of \$200.

Recommendation:

That the rate for 2024/2025 for Residential GRV be increased to 7.0812 cents in the dollar with a minimum rate of \$200.

This represents a rate increase of 2.5% from 2023/2024

GRV Transient Workers Facilities

The GRV rate is levied on properties with a Workers Quarters/Mining and use.

The object of the proposed rate in the dollar is to ensure the proportion of rates raised is consistent with prior years and to keep rates to a minimum level to encourage local business to remain competitive and viable.

Council has previously applied a differential rate to Commercial properties by discounting the rate in the dollar applied to residential/industrial properties by approximately 30% to ensure commercial properties operating in the Shire remain competitive and viable.

The rate in 2023/2024 was 39.0871 cents in the dollar with a minimum rate of \$200.

Recommendation:

That the rate for 2023/24 for Transient Workers Facilities GRV properties be 40.0006 cents in the dollar with a minimum rate of \$200.

This represents a rate increase of 2.5% from 2023/2024

UV Pastoral

This rating category applies to all pastoral leases and the proposed rate is comparatively lower.

when compared to the mining / mining tenement and exploration / prospecting categories on the basis that the pastoral industry has minimum impact or requirement on the Shire services and infrastructure.

The object of the proposed rate in the dollar is to ensure the proportion of rates raised is consistent with prior years.

The rate in 2023/2024 was 6.4000 cents in the dollar with a minimum of \$400.

Recommendation:

That the rate in the \$ for 2024/2025 for Pastoral UV be 6.5600 cents in the dollar with a minimum of \$400.

This represents a rate increase of 2.5% from 2023/2024

UV Mining

The Mining UV rate is levied on properties with a prospecting, exploration and UV mining land use.

Mining UV is rated more than twice that of Rural UV because of the greater impact on road infrastructure by way of heavy haulage trucks as well as ancillary use of Shires services and facilities.

The differential rate in the dollar is required to generate revenue to support the large investment that the Shire of Sandstone makes in road and road drainage infrastructure to service remote mining activities on rural roads throughout the Shire and reflects the extra maintenance, impacts and frequency that is required to ensure a minimum level of serviceability above that normally required to meet the needs of pastoralists.

The rate in 2023/2024 was 28.2521 cents in the dollar with a minimum of \$400.

Recommendation:

That the rate for Mining UV for 2024/2025 be 28.958 cents in the dollar with a minimum of \$400.

This represents a rate increase of 2.5% from 2023/2024

LOCAL GOVERNMENT ACT RATING PROVISIONS

The *Local Government Act 1995* sets out the basis on which differential general rates may be based as follows:

6.32. Rates and service charges

- (1) When adopting the annual budget, a local government —
 - (a) in order to make up the budget deficiency, is to impose* a general rate on rateable land within its district, which rate may be imposed either —
 - (i) uniformly; or
 - (ii) differentially; and
 - (b) may impose* on rateable land within its district —
 - (i) a specified area rate; or
 - (ii) a minimum payment; and
 - (c) may impose* a service charge on land within its district.

** Absolute majority required.*

- (2) Where a local government resolves to impose a rate it is required to —
 - (a) set a rate which is expressed as a rate in the dollar of the gross rental value of rateable land within its district to be rated on gross rental value; and
 - (b) set a rate which is expressed as a rate in the dollar of the unimproved value of rateable land within its district to be rated on unimproved value.
- (3) A local government —
 - (a) may, at any time after the imposition of rates in a financial year, in an emergency, impose* a supplementary general rate or specified area rate for the unexpired portion of the current financial year; and
 - (b) is to, after a court or the State Administrative Tribunal has quashed a general valuation, rate or service charge, impose* a new general rate, specified area rate or service charge.

** Absolute majority required.*

- (4) Where a court or the State Administrative Tribunal has quashed a general valuation the quashing does not render invalid a rate imposed on the basis of the quashed valuation in respect of any financial year prior to the financial year in which the proceedings which resulted in that quashing were commenced.

6.33. Differential general rates

- (1) A local government may impose differential general rates according to any, or a combination, of the following characteristics —
 - (a) the purpose for which the land is zoned, whether or not under a local planning scheme or improvement scheme in force under the Planning and Development Act 2005; or
 - (b) a purpose for which the land is held or used as determined by the local government; or
 - (c) whether or not the land is vacant land; or
 - (d) any other characteristic or combination of characteristics prescribed.
- (2) Regulations may —

- (a) specify the characteristics under subsection (1) which a local government is to use; or
 - (b) limit the characteristics under subsection (1) which a local government is permitted to use.
- (3) In imposing a differential general rate a local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it.
- (4) If during a financial year, the characteristics of any land which form the basis for the imposition of a differential general rate have changed, the local government is not to, on account of that change, amend the assessment of rates payable on that land in respect of that financial year but this subsection does not apply in any case where section 6.40(1)(a) applies.
- (5) A differential general rate that a local government purported to impose under this Act before the Local Government Amendment Act 2009 section 39(1)(a) came into operation 1 is to be taken to have been as valid as if the amendment made by that paragraph had been made before the purported imposition of that rate

6.46. Discounts

Subject to the Rates and Charges (Rebates and Deferments) Act 1992, a local government may, when imposing a rate or service charge, resolve* to grant a discount or other incentive for the early payment of any rate or service charge.

** Absolute majority required.*

6.47. Concessions

Subject to the Rates and Charges (Rebates and Deferments) Act 1992, a local government may at the time of imposing a rate or service charge or at a later date resolve to waive* a rate or service charge or resolve to grant other concessions in relation to a rate or service charge.

** Absolute majority required.*

6.35. Minimum payment

- (1) Subject to this section, a local government may impose on any rateable land in its district a minimum payment which is greater than the general rate which would otherwise be payable on that land.
- (2) A minimum payment is to be a general minimum but, subject to subsection (3), a lesser minimum may be imposed in respect of any portion of the district.
- (3) In applying subsection (2) the local government is to ensure the general minimum is imposed on not less than —
- (a) 50% of the total number of separately rated properties in the district; or
 - (b) 50% of the number of properties in each category referred to in subsection (6),
- on which a minimum payment is imposed.
- (4) A minimum payment is not to be imposed on more than the prescribed percentage of —

- (a) the number of separately rated properties in the district; or
- (b) the number of properties in each category referred to in subsection (6),

unless the general minimum does not exceed the prescribed amount.

- (5) If a local government imposes a differential general rate on any land on the basis that the land is vacant land it may, with the approval of the Minister, impose a minimum payment in a manner that does not comply with subsections (2), (3) and (4) for that land.
- (6) For the purposes of this section a minimum payment is to be applied separately, in accordance with the principles set forth in subsections (2), (3) and (4) in respect of each of the following categories —
 - (a) to land rated on gross rental value; and
 - (b) to land rated on unimproved value; and
 - (c) to each differential rating category where a differential general rate is imposed.

Differential Rates 2024/2025

Objects and Reasons

OBJECTS OF AND REASONS FOR PROPOSED DIFFERENTIAL RATES

For the year ending 30 June 2025

Introduction

The following Objects and Reasons are provided in accordance with Section 6.36 of the Local Government Act 1995 (the Act) and Council's "Notice of Intention to Levy Differential Rates" to advertise the Objects and Reasons for the differential rates as part of the 2024/2025 Budget process on various categories of properties within the Shire.

Rates

Rates are levied on all rateable properties within the boundaries of the Shire of Sandstone in accordance with the Local Government Act 1995. The overall objective for the raising of the proposed rates and charges in the 2024/2025 budget is to provide for the funding requirements of the Shire's services, activities, financing costs and the current and future capital requirements of the Shire in light of the Ten-Year Long-Term Financial Plan. The application of differential rating maintains equity in the rating of properties across the Shire.

Council will implement the following differential rating categories:

- Gross Rental Value Residential
- Gross Rental Value Transient Worker Facilities
- Unimproved Values Pastoral
- Unimproved Values Mining

Valuations

Landgate is the statutory authority responsible for the valuation process in accordance with the provisions of the *Local Government Act 1995* and the *Valuation of Land Act 1978* (as amended). The rates in the dollar (RID) will be based on the general valuations as supplied by the Valuer General in respect to Gross Rental Values (GRV) and Unimproved Values (UV) effective from 1 July 2022 and as amended by interim valuations received after this date.

Gross Rental Valuations (GRV)

GRV properties are reviewed every 5 years as per the Valuation of Land Act 1978 (as amended), with the latest review being effective 1 July 2022.

Unimproved (UV)

UV properties are reviewed on an annual basis, effective 1 July each year.

OBJECTS OF AND REASONS FOR PROPOSED

DIFFERENTIAL RATES

For the year ending 30 June 2025

Objections to Valuations

There are provisions for ratepayers to lodge an objection to valuations within 60 days of the issue of the rate notice. Any objection to a valuation should be on the grounds that the valuation is unjust or incorrect and not simply based on the quantum of rates payable.

Further information and brochures on objection procedures are available from Landgate by visiting their website at www.landgate.wa.gov.au. Ratepayers are also encouraged to contact the Shire Office to discuss their valuation concerns prior to lodging any formal objection.

Rating Yield Objective

In setting the rate in the dollar for each category, Council has taken into consideration the following factors:

Main Source of Revenue

Rates are the main source of revenue for the Shire of Sandstone. Given that Grants, Fees and Charges, Investment Earnings and Other Revenue sources are limited it is important the current level of rates revenue is maintained if Council is to continue service delivery and re-new its asset base. The Shire seeks to impose rates for each category in an equitable and principled manner.

Council is also cognisant of its obligation to raise sufficient rate income and not rely on external grants to fund its operations.

Asset Management

The Shire has, under its management, approximately 11 kilometres of sealed roads and 891 kilometres of gravel roads. The Shire also owns numerous public buildings including; Administration Building; Town Halls; Bowls/Tennis facility; Recreation Centre; Public Toilets; Shire Depot; Staff Housing; Medical Centre; Museum; Caravan Park, and numerous sporting and community facilities. Many of these facilities require substantial upkeep due to their age.

2024/2025 Budget Proposal

The following are the proposed Differential General Rates and Minimum Payments for the Shire of Sandstone for the 2024/2025 financial year, with a 2.5% rate in the dollar, to be effective from 1 July 2024:

Land Category	Rate – Cents in the Dollar	Minimum Payment
GRV Townsite	7.0812	\$200
GRV Transient Workers Facilities	40.006	\$200
UV Pastoral	6.5600	\$400
UV Mining	29.958	\$400

GRV – Gross Rental Value

Townsite GRV

The Residential GRV rate category applies to all properties zoned residential and includes all GRV properties that do not fall within the categories of Transient Workers Facilities.

OBJECT: The object of this differential is to ensure that all residential ratepayers make a reasonable contribution towards the services and facilities provided and maintained by the Shire for the benefit of residents. This differential rate is to be the base rate by which all other GRV rated properties are assessed.

REASONS (why the rate differs from other categories): Revenue derived from this category assists in funding the service levels expected of the community, achieving the Strategic Community Plan upholding the minimum standards of performance to which the Council will be measured by the State Government and others.

The proposed rate of 7.0812 cents in the dollar represents a 2.5% increase on those imposed in 2023/2024.

Transient Workers Facilities GRV

The Transient Workers Facilities GRV rate category is levied on properties with a Transient Workers Facilities land use.

OBJECT: The object of this differential rate is to apply rates to all income producing facilities, raising revenue to fund costs associated with the service provided to these properties.

REASONS (why the rate differs from other categories): Additional costs associated with servicing commercial activity including car parking, landscaping and other amenities. Other costs associated with tourism, recreation facilities and economic development activities have a benefit to these ratepayers. This category is a small source of income which barely reflects the cost of extra service provisions.

The proposed rate of 40.006 cents in the dollar represents a 2.5% increase on those imposed in 2023/2024.

UV – Unimproved Value

Pastoral UV

The Pastoral UV rate category is applied to all rural properties which do not fall into one of the other categories. The valuations of UV properties are reviewed on an annual basis by Landgate.

OBJECT: The object of this differential rate is to be the base rate by which all other UV rated properties are assessed.

REASONS (why the rate differs from other categories): Raises revenue to provide for rural infrastructure and services in addition to supporting the Town services, facilities and infrastructure which are available to be accessed by the properties in this category. The Shire has a continuing focus on development and diversification of agricultural properties in the region, encouraging development of tourism and land care activities to further diversify the local economy from the effects of the downturns associated with mining activity.

The proposed rate of 6.5600 cents in the dollar represents a 2.5% increase on those imposed in 2023/2024.

Mining UV

The Mining UV rate category is levied on properties with a prospecting, exploration and mining land use.

OBJECT: The object of this differential rate is to raise additional revenue to fund cost impacts to the Shire from the mining sector.

REASONS (why the rate differs from other categories): Supports the large investment that the Shire of Sandstone makes in road and road drainage infrastructure to service remote mining activities on rural roads throughout the municipality and reflects the extra maintenance, impacts and frequency that is required to ensure a minimum level of serviceability above that normally required to meet the needs of the rural sector (Rural UV). There are additional costs associated with monitoring of environmental impacts of clearing, noise, dust and smell.

The proposed rate of 29.958 cents in the dollar represents a 2.5% increase on those imposed in 2023/2024.

Minimum Rates

The setting of minimum rates within rating categories is an important method of ensuring that all properties contribute an equitable rate amount.

A minimum rate of \$200 has been set for all GRV rating categories.

The Shire imposes one general minimum rate payment that applies to all GRV rateable properties within the boundaries of the town site. The rate is imposed to discourage holding undeveloped land within the Shire, which reduces the amenity of the area, and thereby encourages early development.

The UV minimum rate of \$400 is applied to ensure that the rate burden is distributed equitably between all property owners. UV Mining and Pastoral fall under this category.

It is proposed that there will be no increase to any minimum rate category for 2024/2025.

Submissions

Submissions addressed to the Chief Executive Officer, Shire of Sandstone, Hack Street, Sandstone 6639 by electors or ratepayers in respect of the Intention to Levy Differential Rates maybe made to Council within twenty-one (21) days of this notice and close 4pm on Monday 31st May 2022.

Wording for 'The Adelaide' mine - @ Paynes Find-Sandstone Road.

Historic Gold Mine – 'The Adelaide'

This location is where gold was first discovered in 1903, close to the now town of Sandstone.
'The Adelaide' gold mine is attributed to the existence of Sandstone.

In 1896, George Perkins Dent aged 22 years, together with 2 friends & equal partners, Wilton Robson & Theodore William Hack (brothers), aged 29 & 23 years respectively, departed from the town of Naracoorte in South Australia to travel to this area to prospect for gold. They worked in extremely harsh conditions for eight years without any significant findings.

In 1903, on New Year's Day, they finally hit a vein of gold and pegged the site, which was only a few hundred metres south of the now town of Sandstone and called it '**The Adelaide**' – also commonly known as '**Hacks Mine**'. The Gold Mining Lease was GML669.

The Hack brothers and George Dent worked '**The Adelaide**' mine for just one year. However, because they couldn't dig deeper without machinery, the friends sold the mine in early 1904 to Hans Irvine for a good price.

Hans Irvine bought other mines in the vicinity and in 1910, it became known as the Black Range Gold Mining Company.

'**The Adelaide**' (now most commonly known as '**Hacks Mine**'), produced 200,600 ounces of gold from 260,000 tons of ore (24 grams gold per tonne), in its initial 13 year history, from 1903 to 1916.

From 1917 until 1923, the vicinity of '**The Adelaide /Hacks Mine**' continued to be mined by various prospectors and companies.

In 1936, The DeBernales Group, under Atlas Gold Mines Ltd acquired mines in the area. The original site of '**The Adelaide/Hacks Mine**' was again worked - 40 men were employed and some gold was produced in 1939 & 1940.

In 1992, Herald Resources entered into a venture with Spargo's Mining NL in leases to the south-east of the town of Sandstone, including the Black Range Gold Mine (formerly '**The Adelaide/Hacks Mine**').

Include a photo of George Dent & Hack brothers & picture of a mining camp early 1900's.

Wording for Dent & Hack Plaque @ Memorial Park Sandstone.

<i>George Perkins Dent</i>	<i>Wilton Robson Hack</i>	<i>Theodore William Hack</i>
<i>1874 (SA) – 1930 (WA).</i>	<i>1867 (SA) – 1938 (NSW)</i>	<i>1873 (SA) – 1969 (NSW)</i>

These men were the first to strike gold in close vicinity to the now town of Sandstone.

In 1896, George Dent, at age 22, together with 2 friends & equal partners, Wilton and Theodore Hack, aged 29 and 23 years respectively, left the South Australian town of Naracoorte and travelled to this area to seek their fortunes prospecting for gold.

In 1903, on New Year's Day, after many years of prospecting in terribly harsh conditions and finding nothing significant, they finally hit a vein of gold. They pegged the site, less than 1 kilometre south of the now town of Sandstone and called it the 'The Adelaide' – also commonly known as 'Hacks Mine'.

This was the first gold strike here, and virtually overnight, the settlement of Sandstone was crawling with hopeful prospectors who had heard about their luck.

The town of Sandstone was gazetted in 1906. The town prospered and in its boom time, Sandstone had a population of over 8,000 people.

In early 1904, because George and the Hack brothers couldn't dig deeper without machinery, the 3 friends sold their mine for a good price.

The friends returned to farming.

George Dent moved to Boyup Brook in Western Australia (and later to Jacobs Well, near Beverley).

He married Eileen O'Callaghan in 1910 and they had 7 children.

George was tragically killed on his farm, in a shooting accident, aged 56 years.

Both Hack brothers moved to adjoining farms at Pooliajelo, in Victoria (near the SA border).

Wilton Hack married Catherine Macleod in and they had 5 children.

Wilton died at age 71 in the town of Forbes, NSW.

Theodore Hack married Elizabeth Furguson in 1913 and they had 2 children.

Theodore died at age 95 years, probably at his farm in Pooliajelo, NSW.

Include a picture of George Dent, Hack brothers and Hack Street in boom time.



GREAT AUSSIE ROAD TRIPS TELEVISION SERIES





ABOUT

GREAT AUSSIE ROAD TRIPS is all about the adventure, on and off the road.

Appealing to all ages, and both a domestic and international audience, this series will take you on the iconic route trips Australia is famous for, plus we will go to places less travelled, whichever way we drive we want to take our viewers along for the journey.

This is an opportunity to profile the best that Australia has to offer and showcase the many diverse road trips this beautiful country provides.

Everyone loves a road trip and this series will appeal to sole travellers and backpackers, couples, families, retirees, and groups - GREAT AUSSIE ROAD TRIPS will bring together some fantastic stories to complement the Australian drive market.

We are lucky to be blessed with some of the best road trips and tourist drives on the planet and GREAT AUSSIE ROAD TRIPS will take people on a journey of discovery and showcase everything about why so many people enjoy getting on the road.



UNIQUE AND ENRICHING ROAD TRIP ADVENTURES ... IN AUSTRALIA'S OWN BACK YARD

OUR INTERNATIONAL BROADCAST PARTNERS



Outdoor

17 COUNTRIES

10+ MILLION SUBSCRIBERS



13+ MILLION SUBSCRIBERS



**CONNECT WITH
USERS ACROSS
ALL PLATFORMS**



OUR PRESENTER **CHRIS PARSONS**

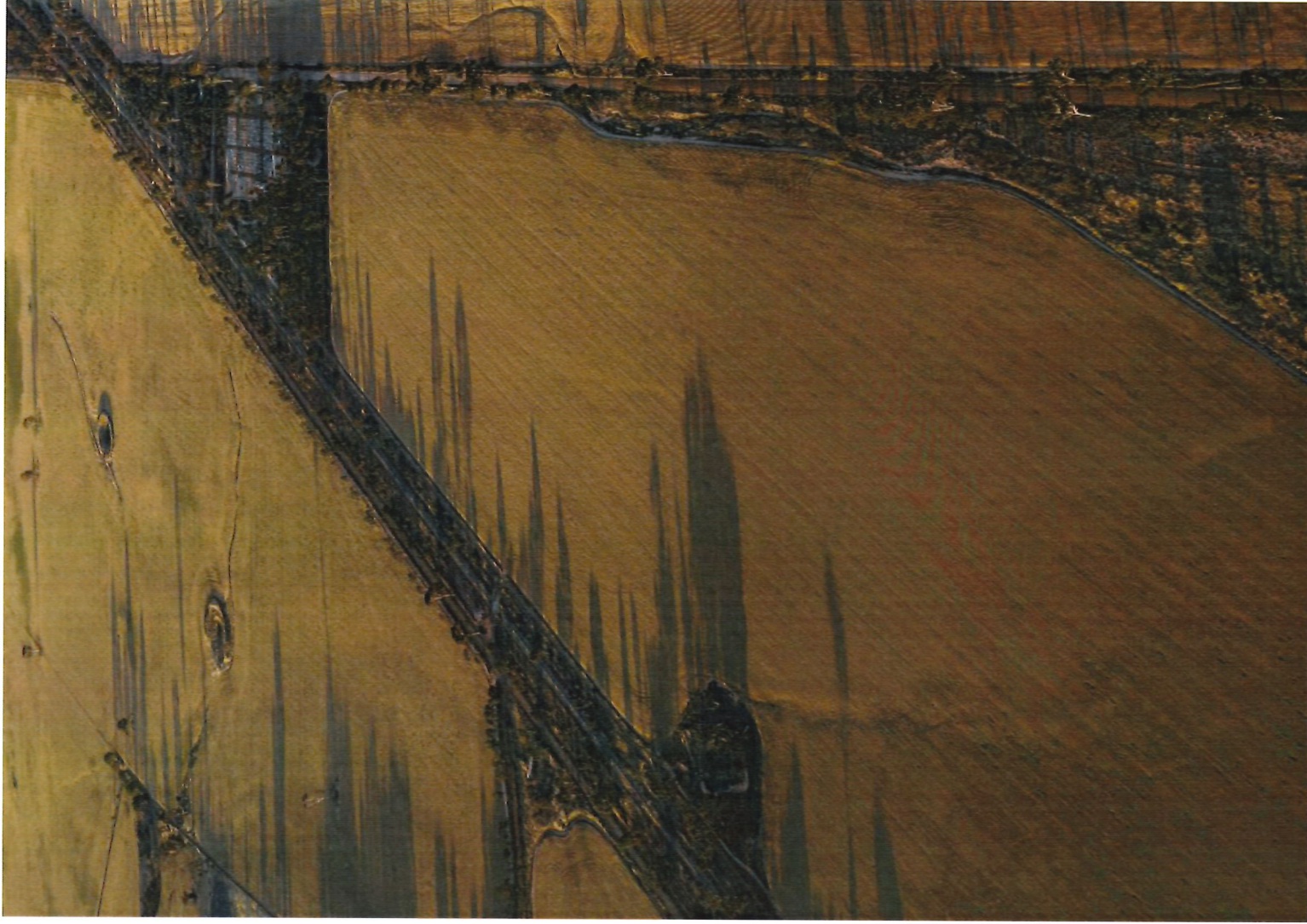


Queensland based Chris is no stranger to television, a career that has seen him present and produce numerous episodes of popular Channel Seven travel programs 'Queensland Weekender', 'The Great South East' and 'Creek to Coast'.

Media was always on the cards for Chris - he has a journalism degree from the University of Queensland.

But no degree can deliver the kind of unstoppable energy, youthful charisma and lightning-quick humour Chris naturally brings to GREAT AUSSIE ROAD TRIPS.

While Chris can regularly be seen on Queensland Weekender and hosting Gold Lotto each week, he is also the Ambassador for Bare-boating in the Whitsundays, commentator of the Queensland Ocean Swim Series, and hosts numerous events and functions around Queensland.



VISAGE PRODUCTIONS

Along our journey we've been lucky to meet and work with some amazing people and companies, many we have developed long term relationships with. We work very closely with our clients, which results in them getting the best possible video presentation possible.

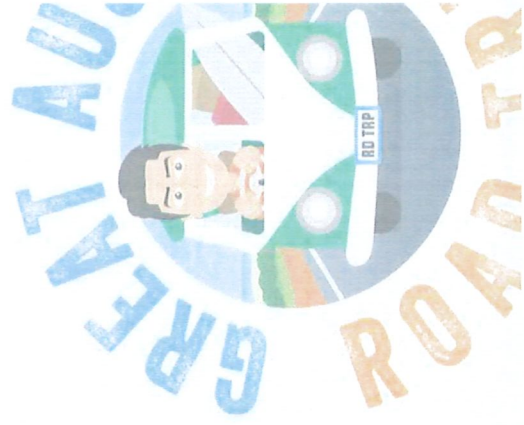
Our client base stretches far and wide, and we're most grateful to the people who make our job easy.

Lee Loraine is the Company Director of VISAGE Productions. In total Lee has over 35 years' experience in the film and television industry and has travelled the globe gaining knowledge and experience for his chosen profession, for which he has a passion. Lee heads a creative team who specialise in original, creative concepts, with the company having developed an extremely successful reputation world-wide, over many years of expertise.

The VISAGE team consists of a creative number of personnel focusing on original creative concepts which are practical and cost effective, ensuring that all deadlines are met - VISAGE provides professional standards, second to none. We offer the complete package from original concept design through to the final presentation, so you are dealing with the same person throughout, offering a personal approach, so you don't have to deal with several people with different ideas during the duration of the project.

In all VISAGE have produced over 90 hours of on-air television and are currently working on creating and developing new diverse projects and concepts for the broader market.

www.visageproductions.com.au





Contact: Lee Loraine Producer/Director 0419 967 806 lee.loraine@outlook.com

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CONSTITUTION

OF

MURCHISON GEOREGION & GEOPARKS INCORPORATED

1. Name of Association

Murchison GeoRegion & Geoparks Incorporated

Trading as Murchison GeoRegion

2. Objectives and purposes of the Association

- The ancient lands and brilliant skies of the Murchison GeoRegion are recognised around the world as a premier tourism experience
- Showcasing the Murchison GeoRegion to create sustainable economic and social development by implementing the structures, systems and processes, inclusive of Ambassadors, that will support global recognition of the Murchison GeoRegion
- Enable and promote development of the Murchison GeoRegion through Geoparks, Geotrails and Geotourism within the seven Murchison Shires of Cue, Meekatharra, Mount Magnet, Murchison, Sandstone, Wiluna and Yalgoo
- Develop a Stakeholder Engagement Plan, encourage and enable stakeholder participation and collaboration in the establishment of the Murchison GeoRegion Geoparks, Geotrails and Geotourism
- Facilitate Marketing and Communications Plan encompassing geotourism features within the Murchison GeoRegion
- Facilitate consistent Geosite Infrastructure and Maintenance Plan, providing levels of engagement by the Shires
- Foster and support capabilities for research and education, including production of educational materials, to enhance and share the unique and interconnected Abiotic, Biotic and Cultural aspects of the Murchison GeoRegion
- Become active within the Global Geopark network
- Develop boundaries for geoparks within the Murchison GeoRegion in established categories (State, Australian (National) and International)
- Enable at least one geopark to be designated as a fully accredited UNESCO Global Geopark, based on boundaries to be determined by the Association, in consultation with recognised geological bodies such as the Geological Survey of Western Australia and the Shires

- Co-operate with like-minded entities and individuals locally, nationally and internationally in revealing and promoting all aspects of tourism visitation related to the A (Abiotic) B (Biotic) and C (Cultural) aspects of the Murchison GeoRegion environment
- Enhance education and sharing of knowledge through storytelling, exhibitions and events that encourage appreciation, care of, and protection through conservation, of unique aspects of the Murchison GeoRegion for both current and future generations

PART 1 — PRELIMINARY

3. Terms used

In these rules, unless the contrary intention appears —

Act means the *Associations Incorporation Act 2015*

Affiliate association means those associations invited by the board to affiliate with the Association

associate member means a member with the rights referred to in rule 8(6)

Association means the incorporated association to which these rules apply

board means the management board of the Association

board meeting means a meeting of the board

board member means a member of the board

books, of the Association, includes the following:

- (a) a register
- (b) financial records, financial statements or financial reports, however compiled, recorded or stored
- (c) a document
- (d) any other record of information
- (e) recorded digitally or in print formats

by-laws means by-laws made by the Association under rule 72

chairperson means the Committee member holding office as the chairperson of the Association

Commissioner means the person for the time being designated as the Commissioner under section 153 of the Act

financial records include:

- (a) invoices, receipts, orders for the payment of money, bills of exchange, cheques, promissory notes and vouchers; and
- (b) documents of prime entry; and
- (c) working papers and other documents needed to explain —
 - (i) the methods by which financial statements are prepared; and
 - (ii) adjustments to be made in preparing financial statements

financial report of a tier 2 association or a tier 3 association, has the meaning given in section 63 of the Act

financial statements mean the financial statements in relation to the Association required under Part 5 Division 3 of the Act

financial year, of the Association, has the meaning given in rule 4

general meeting of the Association, means a meeting of the Association that all members are entitled to receive notice of and to attend

GeoRegion means a single, unified geographical area where sites and landscapes of geological significance are linked together around a central natural or cultural value, of which sustainable development, including conservation, aims to involve local communities

geopark means a unified area of geological heritage as defined by United Nations Educational, Scientific and Cultural Organisation (UNESCO)

geotourism means tourism that sustains or enhances the distinctive geographical character of a place; its environment, heritage, aesthetics, culture and the well-being of its residents, and ties sustainability to all aspects of the region through A (abiotic), B (Biotic) and C (Cultural) features, inclusive of astronomy.

Geotrail means guided and self-guided trails interpreting geology and landscapes in the context of geotourism

member means a person (including a body corporate) who is an ordinary member or an associate member of the Association

ordinary board member means a board member who is not an office holder of the Association under rule 34(3)

ordinary member means a member with the rights referred to in rule 8 (1) and 11 (1) (a)

chairperson means the board member holding office as the chairperson of the Association

deputy chairperson means the board member holding the office as the deputy chairperson of the Association

secretary means the board member holding office as the secretary of the Association

treasurer means the board member holding office as the treasurer of the Association

returning officer means the person nominated to oversee the elections at the annual general meeting

register of members means the register of members referred to in section 53 of the Act

rules means these rules of the Association, as in force for the time being

special general meeting means a general meeting of the Association other than the annual general meeting

special resolution means a resolution passed by the members at a general meeting in accordance with section 51 of the Act

subcommittee means a subcommittee appointed by the board under rule 56 (1) (a)

tier 1 association means an incorporated association to which section 64(1) of the Act applies

tier 2 association means an incorporated association to which section 64(2) of the Act applies

tier 3 association means an incorporated association to which section 64(3) of the Act applies

4. Financial year

- (1) The first financial year of the Association is to be the period notified to the Commissioner under section 7(4) (c) or, if relevant, section 29(5) (c) of the Act.

(2) Each subsequent financial year of the Association is the period of 12 months commencing at the termination of the first financial year or the anniversary of that termination, being June 30th.

PART 2 — ASSOCIATION TO BE NOT FOR PROFIT BODY

5. Not-for-profit body

- (1) The property and income of the Association must be applied solely towards the promotion of the objects or purposes of the Association and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to any member, except in good faith in the promotion of those objects or purposes.
- (2) A payment may be made to a member out of the funds of the Association only if it is authorised under subrule (3).
- (3) A payment to a member out of the funds of the Association is authorised if it is —
 - (a) for the purposes of the Association; the payment in good faith to the member as reasonable remuneration for any services provided to the Association, or for goods supplied to the Association, in the ordinary course of business; or
 - (b) the payment of interest, on money borrowed by the Association from the member, at a rate not greater than the cash rate published from time to time by the Reserve Bank of Australia; or
 - (c) the payment of reasonable rent to the member for premises leased by the member to the Association; or
 - (d) the reimbursement of reasonable expenses properly incurred by the member on behalf of the Association.

6. Powers

The Association has the power to do all such lawful things as are necessary, incidental, or conducive and with due diligence, to the attainment of the aims and objects of the Association. Such powers include:

- (a) the leasing of property for any purpose deemed proper by the board and consistent with the objects and purposes of the Association. Any lease negotiated shall be supported by a properly prepared lease agreement
- (b) acquiring by purchase, lease, exchange or otherwise: land, buildings and hereditaments of any tenure or description, wherever situated, and any estate or interest therein and all rights over or connected therein deemed proper by the board and consistent with the objects and purposes of the Association
- (c) selling, improving, managing, letting, disposing of, or turning to account all or any part of the real or personal property of the Association
- (d) the borrowing and raising of monies by means of mortgage, or other loan, for any purpose deemed proper by the board and consistent with the objects and purposes of the Association, at a commercial interest rate prevailing at the time, and under terms which are not onerous to the Association and are within the Association's reasonable limits of repayment
- (e) the investing of funds in any security in which monies may be invested
- (f) entering into any arrangements with any government or authority, whether federal, state, local or otherwise, that may seem conducive to any of the objects of the Association, and to apply for and obtain from any such government or authority any grants, rights, privileges or concessions which the Association may think it desirable to obtain and carry out, exercise and comply with any such arrangements, rights, privileges and concessions
- (g) Negotiating with any person or company to secure grants, donations, sponsorship monies or services in kind, as contributions to the Association's operations or one or more of its projects, or in exchange for advertising or promotion of that person's or company's products and services for the duration of any event held by the Association or on its behalf.

- (h) Appointing, employing, or removing or suspending such secretaries, managers, clerks, servants, consultants, or other persons on such terms as necessary or convenient, and in line with the appropriate industrial instruments

PART 3 — MEMBERS

Division 1 — Membership

7. Eligibility for membership

- (1) Any person who supports the objects or purposes of the Association is eligible to apply to become a member.
- (2) An individual who has not reached the age of 18 years is not eligible to apply for a class of membership that confers full voting rights.

8. Applying for membership

- (1) A person who wants to become a member must complete the membership nomination form specified by the board.
- (2) The application must include a member's nomination of the applicant for membership.
- (3) The application must be signed by the applicant and the member nominating the applicant.
- (4) The applicant must specify in the application the class of membership, if there is more than one, to which the application relates.

9. Dealing with membership applications

- (1) The board, or its delegated subcommittee, must consider each application for membership of the Association and decide whether to accept or reject the application.
- (2) Subject to subrule (3), the board must consider applications in the order in which they are received by the Association.
- (3) The board may delay its consideration of an application if the board considers that any matter relating to the application needs to be clarified by the applicant or that the applicant needs to provide further information in support of the application.
- (4) The board must not accept an application unless the applicant —
 - (a) is eligible under rule 7; and
 - (b) has applied under rule 8.
- (5) The board may reject an application even if the applicant —
 - (a) is eligible under rule 7; and
 - (b) has applied under rule 8.
- (6) The board must notify the applicant of the board's decision to accept or reject the application as soon as practicable after making the decision.
- (7) If the board rejects the application, the board is not required to give the applicant its reasons for doing so.

10. Becoming a member

An applicant for membership of the Association becomes a member when:

- (a) the board accepts the application; and
- (b) the applicant pays any membership fees payable to the Association under rule 15

11. Classes of membership

(1) The Association shall consist of

- (a) a member nominated as representative by each of the Cue, Meekatharra, Mount Magnet, Murchison, Sandstone, Yalgoo and Wiluna Shires.
- (b) Ordinary members: Those members who have paid an ordinary member subscription
- (c) Associate members comprised of:
 - Honorary Life members: those members whose appointment as such has been endorsed by two – thirds majority of members at a general meeting.
 - Life members: those members who have paid a life membership subscription.
 - Honorary members: persons whose involvement with the Association warrants their appointment as honorary members by the board for a term not exceeding one year. Honorary members do not have voting rights.
 - Affiliate members: those persons who have elected to be affiliated with the Association, paid an affiliate membership fee and whose affiliated association has one delegate member elected to the Association board under rule 18. Affiliate members do not have voting rights.
 - Corporate members: those organisations which have paid a corporate membership fee.
 - Junior members: those members who have not reached the age of 18 years. Junior members do not have voting rights.

- (2) The Association may approve other classes of associate members by resolution at a general meeting.
- (3) All members have full voting rights, and any other rights conferred on members by these rules or approved by resolution at a general meeting or determined by the board, except as specifically provided elsewhere in these rules.
- (4) The number of members of any class is not limited unless otherwise approved by resolution at a general meeting.

12. When membership ceases

- (1) A person ceases to be a member when any of the following take place:
 - (a) for a member who is an individual, the individual dies
 - (b) the person resigns from the Association under rule 13
 - (c) the person is expelled from the Association under rule 22
 - (d) the person ceases to be a member under rule 15(4)
 - (e) The person ceases to be an associate member under rule 20
 - (f) The member who is a body corporate, the body corporate is wound up.
- (2) The secretary must keep a record, for at least one year after a person or corporation ceases to be a member, of:
 - (a) the date on which the membership ceased and
 - (b) the reason why the membership ceased.

13. Resignation

- (1) A member may resign from membership of the Association by giving written notice of the resignation to the secretary.
- (2) The resignation takes effect:
 - (a) when the secretary receives the notice or
 - (b) if a later time is stated in the notice, at that later time.
- (3) A person who has resigned from membership of the Association remains liable for any fees that are owed to the Association (the **owed amount**) at the time of resignation.
- (4) The owed amount may be recovered by the Association in a court of competent jurisdiction as a debt due to the Association.

14. Rights not transferable

The rights of a member are not transferable and end when membership ceases.

Division 2 — Membership fees

15. Membership fees

- (1) The board must determine in the Annual Budget, the entrance fee (if any) and the annual membership fee (if any) to be paid for membership of the Association.
- (2) The fees determined under subrule (1) may be different for different classes of membership.
- (3) A member must pay the annual membership fee to the treasurer, or another person authorised by the committee to accept payments, by the date (the **due date**) determined by the committee.
- (4) If a member has not paid the annual membership fee within the period of 3 months after the due date, the member ceases to be a member on the expiry of that period.
- (5) If a person or corporation has ceased to be a member under subrule (4) offers to pay the annual membership fee after the period referred to in that subrule has expired —
 - (a) the board may, at its discretion, accept that payment; and

- (b) if the payment is accepted, the person's membership is reinstated from the date the payment is accepted.

Division 3 — Register of members

16. Register of members

- (1) The secretary, or another person authorised by the board, is responsible for the requirements imposed on the Association under section 53 of the Act to maintain the register of members and record in that register any change in the membership of the Association.
- (2) In addition to the matters referred to in section 53(2) of the Act, the register of members must include the class of membership (if applicable) to which each member belongs and the date on which each member becomes a member.
- (3) The register of members must be kept at the secretary's place of residence, or at another place determined by the committee.
- (4) A member who wishes to inspect the register of members must contact the secretary to make the necessary arrangements.
- (5) If —
 - (a) a member inspecting the register of members wishes to make a copy of, or take an extract from, the register under section 54(2) of the Act; or
 - (b) a member makes a written request under section 56(1) of the Act to be provided with a copy of the register of members,

the board may require the member to provide a statutory declaration setting out the purpose for which the copy or extract is required and declaring that the purpose relates to the affairs of the Association.

- (6) The personal details of members listed in the register will not be made available under any such request.

Division 4 — Affiliated associations

17. Affiliated associations

The board may, at its sole discretion, invite an incorporated association that it considers shares the objects and purposes of the Association as set out in preamble to these rules, to become an affiliated association. The affiliation will take effect from the date the invitation is formally accepted by the invited association.

18. Board delegate

An affiliated association shall have the right to nominate one person to serve on the board to be appointed in terms of rule 34 of these rules. This right will continue for as long as the affiliated association remains affiliated.

19. Members of affiliated associations

Financial members of an affiliated association will have the rights of associate membership of the Association as set out in rule 11 (1). Members of affiliated associations may become ordinary members of the Association in terms of rules 7 & 8.

20. Termination of affiliation

The affiliation of an affiliated association may be terminated by either party providing the other with one month's notice in writing of their intention to end the affiliation. From the date of termination, the affiliated association will no longer have the right to be represented on the board, and its members will no longer have the rights of associate membership of the Association.

PART 4 — DISCIPLINARY ACTION, DISPUTES AND MEDIATION

Division 1 — Term used

21. Term used: member

In this Part —

member, in relation to a member who is expelled from the Association, includes former member.

Division 2 — Disciplinary action

22. Suspension or expulsion

- (1) The board may decide to suspend a member's membership or to expel a member from the Association if:
 - (a) the member contravenes any of these rules; or
 - (b) the member acts detrimentally to the interests of the Association.
- (2) The secretary must give the member written notice of the proposed suspension or expulsion at least 28 days before the board meeting at which the proposal is to be considered by the board.
- (3) The notice given to the member must state:
 - (a) when and where the board meeting is to be held; and
 - (b) the grounds on which the proposed suspension or expulsion is based; and
 - (c) that the member, or the member's representative, may attend the meeting and will be given a reasonable opportunity to make written or oral (or both written and oral) submissions to the board about the proposed suspension or expulsion.
- (4) At the board meeting, the board must:
 - (a) give the member, or the member's representative, a reasonable opportunity to make written or oral (or both written and oral) submissions to the committee about the proposed suspension or expulsion; and
 - (b) give due consideration to any submissions so made; and
 - (c) decide:
 - (i) whether or not to suspend the member's membership and, if the decision is to suspend the membership, the period of suspension; or
 - (ii) whether or not to expel the member from the Association.
- (5) A decision of the board to suspend the member's membership or to expel the member from the Association takes immediate effect.
- (6) The board must give the member written notice of the committee's decision, and the reasons for the decision, within 7 days after the board meeting at which the decision is made.
- (7) A member whose membership is suspended, or who is expelled from the Association may, within 14 days after receiving notice of the Committee's decision under subrule (6), give written notice to the secretary requesting the appointment of a mediator under rule 30.
- (8) If notice is given under subrule (7), the member who gives the notice and the board are the parties to the mediation.

23. Consequences of suspension

- (1) During the period a member's membership is suspended, the member —
 - (a) loses any rights (including voting rights) arising as a result of membership; and
 - (b) is not entitled to a refund, rebate, relief or credit for membership fees paid, or payable, to the Association.
- (2) When a member's membership is suspended, the secretary must record in the register of members:
 - (a) that the member's membership is suspended; and
 - (b) the date on which the suspension takes effect; and
 - (c) the period of the suspension.
- (3) When the period of the suspension ends the secretary must record in the register of members that the member's membership is no longer suspended.

Division 3 — Resolving disputes

24. Terms used

In this Division —

grievance procedure means the procedures set out in this Division;

party to a dispute includes a person:

- (a) who is a party to the dispute; and
- (b) who ceases to be a member within 6 months before the dispute has come to the attention of each party to the dispute.

25. Application of Division

The procedure set out in this Division (the grievance procedure) applies to disputes:

- (a) between members; or
- (b) between one or more members and the Association.

26. Parties to attempt to resolve dispute

The parties to a dispute must attempt to resolve the dispute between themselves within 14 days after the dispute has come to the attention of each party.

27. How grievance procedure is started

- (1) If the parties to a dispute are unable to resolve the dispute between themselves within the time required by rule 26, any party to the dispute may start the grievance procedure by giving written notice to the secretary of:
 - (a) the parties to the dispute; and
 - (b) the matters that are the subject of the dispute.
- (2) Within 28 days after the secretary is given the notice, a board meeting must be convened to consider and determine the dispute.

- (3) The secretary must give each party to the dispute written notice of the board meeting at which the dispute is to be considered and determined at least 7 days before the meeting is held.
- (4) The notice given to each party to the dispute must state:
 - (a) when and where the board meeting is to be held; and
 - (b) that the party, or the party's representative, may attend the meeting and will be given a reasonable opportunity to make written or oral (or both written and oral) submissions to the board about the dispute.
- (5) If-
 - (a) the dispute is between one or more members and the Association; and
 - (b) any party to the dispute gives written notice to the secretary stating that the party:
 - (i) does not agree to the dispute being determined by the board; and
 - (ii) requests the appointment of a mediator under rule 30,the board must not determine the dispute.

28. Determination of dispute by board

- (1) At the board meeting at which a dispute is to be considered and determined, the board must:
 - (a) give each party to the dispute, or the party's representative, a reasonable opportunity to make written or oral (or both written and oral) submissions to the board about the dispute; and
 - (b) give due consideration to any submissions so made; and
 - (c) determine the dispute.
- (2) The board must give each party to the dispute written notice of the board's determination, and the reasons for the determination, within 7 days after the board meeting at which the determination is made.
- (3) A party to the dispute may, within 14 days after receiving notice of the board's determination under subrule (1)(c), give written notice to the secretary requesting the appointment of a mediator under rule 30.
- (4) If notice is given under subrule (3), each party to the dispute is a party to the mediation.

Division 4 — Mediation

29. Application of Division

- (1) This Division applies if written notice has been given to the secretary requesting the appointment of a mediator;
 - (a) by a member under rule 22 (7); or
 - (b) by a party to a dispute under rule 27(5)(b)(ii) or 28(3).
- (2) If this Division applies, a mediator must be chosen or appointed under rule 30.

30. Appointment of mediator

- (1) The mediator must be a person chosen;
 - (a) if the appointment of a mediator was requested by a member under rule 22(7) — by agreement between the Member and the board; or
 - (b) if the appointment of a mediator was requested by a party to a dispute under rule 27(5)(b)(ii) or 28(3) — by agreement between the parties to the dispute.
- (2) If there is no agreement for the purposes of subrule (1)(a) or (b), then, subject to subrules (3) and (4), the board must appoint the mediator.
- (3) The person appointed as mediator by the board must be a person who acts as a mediator for another not-for-profit body, such as a community legal centre, if the appointment of a mediator was requested by —
 - (a) a member under rule 22(7); or
 - (b) a party to a dispute under rule 27(5)(b)(ii); or
 - (c) a party to a dispute under rule 28(3) and the dispute is between one or more members and the Association.
- (4) The person appointed as mediator by the board may be a member or former member of the Association but must not:
 - (a) have a personal interest in the matter that is the subject of the mediation; or
 - (b) be biased in favour of or against any party to the mediation.

31. Mediation process

- (1) The parties to the mediation must attempt in good faith to settle the matter that is the subject of the mediation.
- (2) Each party to the mediation must give the mediator a written statement of the issues that need to be considered at the mediation at least 5 days before the mediation takes place.
- (3) In conducting the mediation, the mediator must:
 - (a) give each party to the mediation every opportunity to be heard; and
 - (b) allow each party to the mediation to give due consideration to any written statement given by another party; and
 - (c) ensure that natural justice is given to the parties to the mediation throughout the mediation process.
- (4) The mediator cannot determine the matter that is the subject of the mediation.
- (5) The mediation must be confidential, and any information given at the mediation cannot be used in any other proceedings that take place in relation to the matter that is the subject of the mediation.

- (6) The costs of the mediation are to be paid by the party or parties to the mediation that requested the appointment of the mediator.

32. If mediation results in decision to suspend or expel being revoked

If —

- (a) mediation takes place because a member whose membership is suspended or who is expelled from the Association gives notice under rule 22(7); and
- (b) as the result of the mediation, the decision to suspend the member's membership or expel the member is revoked,

that revocation does not affect the validity of any decision made at a board meeting or general meeting during the period of suspension or expulsion.

PART 5 — BOARD

Division 1 — Powers of Board

33. Board

- (1) The board members are the persons who, as the management board of the Association, have the power to manage the affairs of the Association.
- (2) Subject to the Act, these rules, the by-laws (if any) and any resolution passed at a general meeting, the board has power to do all things necessary or convenient to be done for the proper management of the affairs of the Association.
- (3) The board must take all reasonable steps to ensure that the Association complies with the Act, these rules and the by-laws (if any).

Division 2 — Composition of Board and duties of members

34. Board members

- (1) The board consists of:
 - (a) the office holders of the Association
 - (b) at least one member representative of each participating Shire
 - (c) up to three nominated delegates of affiliated organisations
- (2) The following are the office holders of the Association:
 - (a) the chairperson
 - (b) the deputy chairperson
 - (c) the secretary
 - (d) the treasurer
- (3) A person may be a board member if the person is:
 - (a) an individual who has reached 18 years of age; and
 - (b) an ordinary member
 - (c) a nominated delegate of an affiliate organisation
- (4) A person must not hold 2 or more of the offices mentioned in subrule (3) at the same time, with exception of the secretary and treasurer position which may be combined.

35. Chairperson

- (1) It is the duty of the chairperson to consult with the secretary regarding the business to be conducted at each committee meeting and general meeting.
- (2) The chairperson has the powers and duties relating to convening and presiding at board meetings and presiding at general meetings provided for in these rules.
- (3) In the absence of the chairperson, the deputy chairperson shall assume the powers and duties of the chairperson.

36. Secretary

The Secretary has the following duties:

- (a) dealing with the Association's correspondence
- (b) consulting with the chairperson regarding the business to be conducted at each board meeting and general meeting
- (c) preparing the notices required for meetings and for the business to be conducted at meetings
- (d) unless another member is authorised by the board to do so, maintaining on behalf of the Association the register of members, and recording in the register any changes in the membership, as required under section 53(1) of the Act
- (e) maintaining on behalf of the Association an up-to-date copy of these rules, as required under section 35(1) of the Act
- (f) unless another member is authorised by the board to do so, maintaining on behalf of the Association a record of committee members and other persons authorised to act on behalf of the Association, as required under section 58(2) of the Act
- (g) ensuring the safe custody of the books (formal collection of records inclusive of minutes) of the Association, other than the financial records, financial statements and financial reports, as applicable to the Association
- (h) maintaining full and accurate minutes of board meetings and general meetings
- (i) carrying out any other duty given to the secretary under these rules or by the board.

37. Treasurer

The treasurer has the following duties:

- (a) ensuring that any amounts payable to the Association are collected and issuing receipts for those amounts in the Association's name
- (b) ensuring that any amounts paid to the Association are credited to the appropriate account of the Association, as directed by the board
- (c) ensuring that any payments to be made by the Association, that have been authorised by the board, or at a general meeting, are made on time
- (d) ensuring that the Association complies with the relevant requirements of Part 5 of the Act
- (e) ensuring the safe custody of the Association's financial records, financial statements and financial reports, as applicable to the Association
- (f) if the Association is a tier 1 association, coordinating the preparation of the Association's financial statements before their submission to the Association's annual general meeting
- (g) if the Association is a tier 2 association or tier 3 association, coordinating the preparation of the Association's financial report before its submission to the Association's annual general meeting
- (h) providing any assistance required by an auditor or reviewer conducting an audit or review of the Association's financial statements or financial report under Part 5 Division 5 of the Act
- (i) carrying out any other duty given to the treasurer under these rules or by the board.

Division 3 — Election of committee members and tenure of office

38. How members become board members

A member becomes a board member if the member:

- (a) is elected to the board at a general meeting; or
- (b) is appointed to the board by the board to fill a casual vacancy under rule 45 or by an affiliate organisation and accepted by the board
- (c) is nominated as a delegate by an affiliate organisation and accepted by the board

39. Nomination of board members

- (1) At least 28 days before an annual general meeting, the secretary must send written notice to all the members:
 - (a) calling for nominations for election to the board; and
 - (b) stating the date by which nominations must be received by the secretary to comply with subrule (2).
- (2) A member who wishes to be considered for election to the committee at the annual general meeting must nominate for election by sending written notice of the nomination to the secretary at least 14 days before the annual general meeting.
- (3) The written notice must be signed by/ include a statement by another member in support of the nomination.
- (4) A member may nominate for one specified position of office holder of the Association or to be an ordinary board member.
- (5) A member whose nomination does not comply with this rule is not eligible for election to the board unless the member is nominated under rule 40 (2) or 41 (2) (b)
- (6) An affiliate delegate must be duly elected by an affiliate association to represent that body to be nominated as a board member of the Association.
- (7) The board may determine, and alter, the format of the nomination form from time to time.
- (8) Persons may not nominate as board members if, as stated in the Act under section 39 1 (a) and (b), they are bankrupts or have some other prior conviction at the time of this nomination.
- (9) Limitation of period for which section 39 in the Act applies to a person referred to in subsection (1) (b) of that section, in relation to the person's conviction of an offence only for a period of five years:
 - (a) From the time of the person's conviction: or
 - (b) If the conviction results in a term of imprisonment, from the time of the person's release from custody.

40. Election of office holders

- (1) At the annual general meeting, a separate election must be held for each position of office holder of the Association.
- (2) If there is no nomination for a position, the chairperson of the meeting may call for nominations from the ordinary members at the meeting.

- (3) If only one member has nominated for a position, the chairperson of the meeting must declare the Member elected to the position.
- (4) If more than one member has nominated for a position, the ordinary members at the meeting must vote in accordance with procedures that have been determined by the board to decide who is to be elected to the position.
- (5) Each ordinary member present at the meeting may vote for one member who has nominated for the position.
- (6) A member who has nominated for the position may vote for himself or herself.
- (7) On the member's election, the new chairperson of the Association may take over as the chairperson of the meeting.

41. Election of ordinary board members

- (1) At the annual general meeting, the Association must decide by resolution the number of ordinary board members (if any) to hold office for the next year.
- (2) If the number of members nominating for the position of ordinary board member is not greater than the number to be elected, the chairperson of the meeting;
 - (a) must declare each of those members to be elected to the position; and
 - (b) may call for further nominations from the ordinary members at the meeting to fill any positions remaining unfilled after the elections under paragraph (a).
- (3) If —
 - (a) the number of members nominating for the position of ordinary board member is greater than the number to be elected; or
 - (b) the number of members nominating under subrule (2)(b) is greater than the number of positions remaining unfilled,

the ordinary members at the meeting must vote in accordance with procedures that have been determined by the board to decide the members who are to be elected to the position of ordinary board member.

- (4) A member who has nominated for the position of ordinary board member may vote in accordance with that nomination.

42. Term of office

- (1) The term of office of a board member begins when the member:
 - (a) is elected at an annual general meeting or under subrule 43 (3)(b); by an affiliate association in terms of rule 18; or
 - (b) is nominated as a delegate; or
 - (c) is appointed to fill a casual vacancy under rule 45.
- (2) Subject to rule 44, a board member holds office until the positions on the board are declared vacant at the next annual general meeting.
- (3) A board member may be re-elected.

43. Resignation and removal from office

- (1) A committee member may resign from the committee by written notice given to the secretary or, if the resigning member is the secretary, given to the chairperson.
- (2) The resignation takes effect:
 - (a) when the notice is received by the secretary or chairperson; or
 - (b) if a later time is stated in the notice, at the later time.
- (3) At a general meeting, the Association may by resolution:
 - (a) remove a board member from office; and
 - (b) elect a member who is eligible under rule 34 (4) to fill the vacant position.
- (4) A board member who is the subject of a proposed resolution under subrule (3)(a) may make written representations (of a reasonable length) to the secretary or chairperson and may ask that the representations be provided to the members.
- (5) The secretary or chairperson may give a copy of the representations to each member or, if they are not so given, the board member may require them to be read out at the general meeting at which the resolution is to be considered.

44. When membership of board ceases

A person ceases to be a committee member if the person:

- (a) dies or otherwise ceases to be a member; or
- (b) resigns from the board or is removed from office under rule 43; or
- (c) becomes ineligible to accept an appointment or act as a board member under section 39 of the Act;
- (d) becomes permanently unable to act as a board member because of a mental or physical disability; or
- (e) fails to attend 3 consecutive board meetings, of which the person has been given notice, without having notified the board that the person will be unable to attend.

45. Filling casual vacancies

- (1) The board may appoint a member who is eligible under rule 34(4) to fill a position on the board that:
 - (a) has become vacant under rule 44; or
 - (b) was not filled by election at the most recent annual general meeting or under rule 43 (3)(b).
- (2) If the position of secretary becomes vacant, the board must appoint a member who is eligible under rule 34 (4) to fill the position within 14 days after the vacancy arises.
- (3) Subject to the requirement for a quorum under rule 53, the committee may continue to act despite any vacancy in its membership.
- (4) If there are fewer board members than required for a quorum under rule 53, the committee may act only for the purpose of:
 - (a) appointing committee members under this rule; or
 - (b) convening a general meeting.

46. Validity of acts

The acts of a board or subcommittee, or of a board member or member of a subcommittee, are valid despite any defect that may afterwards be discovered in the election, appointment or qualification of a board member or member of a subcommittee.

47. Payments to board members

- (1) In this rule:
 - board member* includes a member of a subcommittee;
 - board meeting* includes a meeting of a subcommittee.
- (2) A board member is entitled to be paid out of the funds of the Association for any out-of-pocket expenses for travel and accommodation properly incurred:
 - (a) in attending a board meeting or
 - (b) in attending a general meeting; or
 - (c) otherwise in connection with the Association's business.

but shall be subject to ratification and agreement by the board should the amount exceed a previously nominated amount.

48. Indemnity

- (1) No member of the board or member of the Association shall be personally liable for any liability incurred on behalf of the Association, or for any default, loss or damage resulting in the performance of any person employed by or working in a volunteer capacity on behalf of the Association.
- (2) No person shall be entitled to be indemnified out of the funds of the Association for any liability, except for customary and legitimate expenses incurred in the course of their normal activities on behalf of the Association.

Division 4 — Board meetings

49. Board meetings

- (1) The board must meet at least 3 times in each year on the dates and at the times and places determined by the board.
- (2) The date, time and place of the first board meeting must be determined by the board members as soon as practicable after the annual general meeting at which the board members are elected.
- (3) Special board meetings may be convened by the chairperson or any 2 board members.

50. Notice of board meetings

- (1) Notice of each board meeting must be given to each board member at least 48 hours before the time of the meeting.
- (2) The notice must state the date, time and place of the meeting and must describe the general nature of the business to be conducted at the meeting.
- (3) Unless subrule (4) applies, the only business that may be conducted at the meeting is the business described in the notice.
- (4) Urgent business that has not been described in the notice may be conducted at the meeting if the board members at the meeting unanimously agree to treat that business as urgent.

- (5) Matters of urgency arising between scheduled meetings may be dealt with by the secretary by electronic communications between board members to discuss and resolve such matters and such decisions as determined by a quorum of board members will be deemed to be carried and reported at the next board meeting.

51. Procedure and order of business

- (1) The chairperson or, in the chairperson's absence, the deputy-chairperson must preside as chairperson of each board meeting.
- (2) If the chairperson and deputy chairperson are absent or are unwilling to act as chairperson of a meeting, the committee members at the meeting must choose one of them to act as chairperson of the meeting.
- (3) The procedure to be followed at a board meeting must be determined from time to time by the board.
- (4) The order of business at a board meeting may be determined by the board members at the meeting.
- (5) A member or other person who is not a board member may attend a board meeting if invited to do so by the board.
- (6) A person invited under subrule (5) to attend a board meeting:
 - (a) has no right to any agenda, minutes or other document circulated at the meeting; and
 - (b) must not comment about any matter discussed at the meeting unless invited by the board to do so; and
 - (c) cannot vote on any matter that is to be decided at the meeting.

52. Use of technology to be present at board meetings

- (1) The presence of a board member at a board meeting need not be by attendance in person but may be by that board member, and each other board member at the meeting, being simultaneously in contact by telephone or other means of instantaneous communication.
- (2) A member who participates in a board meeting as allowed under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, the member is taken to have voted in person.

53. Quorum for board meetings

- (1) Subject to rule 45 (4), no business is to be conducted at a board meeting unless a quorum of 5 is present.
- (2) If a quorum is not present within 30 minutes after the notified commencement time of a board meeting:
 - (a) in the case of a special meeting — the meeting lapses; or
 - (b) otherwise, the meeting is adjourned to the same time, day and place in the following week.
- (3) If —
 - (a) a quorum is not present within 30 minutes after the commencement time of a board meeting held under subrule (2)(b); and
 - (b) at least 2 board members are present at the meeting,

those members present are taken to constitute a quorum.

54. Voting at board meetings

- (1) Each board member present at a board meeting has one vote on any question arising at the meeting.
- (2) A motion is carried if a majority of the board members present at the board meeting vote in favour of the motion.
- (3) If the votes are divided equally on a question, the chairperson of the meeting has a second or casting vote.
- (4) A vote may take place by the board members present indicating their agreement or disagreement or by a show of hands, unless the board decides that a secret ballot is needed to determine a particular question.
- (5) If a secret ballot is needed, the chairperson of the meeting must decide how the ballot is to be conducted.

55. Minutes of board meetings

- (1) The board must ensure that minutes are taken and kept of each board meeting.
- (2) The minutes must record the following:
 - (a) the names of the board members present at the meeting;
 - (b) the name of any person attending the meeting under rule 51 (5);
 - (c) the business considered at the meeting;
 - (d) any motion on which a vote is taken at the meeting and the result of the vote.
- (3) The minutes of a board meeting must be entered in the Association's formal records within 30 days after the meeting is held.
- (4) The chairperson must ensure that the minutes of a board meeting are reviewed and signed as correct by:
 - (a) the chairperson of the meeting; or
 - (b) the chairperson of the next board meeting.
- (5) When the minutes of a board meeting have been signed as correct they are, until the contrary is proved, evidence that:
 - (a) the meeting to which the minutes relate was duly convened and held; and
 - (b) the matters recorded as having taken place at the meeting took place as recorded; and
 - (c) any appointment purportedly made at the meeting was validly made.

Division 5 — Subcommittees and subsidiary offices

56. Subcommittees and subsidiary offices

- (1) To help the board in the conduct of the Association's business, the board may, in writing, do either or both of the following —
 - (a) appoint one or more subcommittees
 - (b) create one or more subsidiary offices and appoint people to those offices.

- (2) A subcommittee may consist of the number of people, whether or not members, that the board considers appropriate.
- (3) A person may be appointed to a subsidiary office whether or not the person is a member.
- (4) Subject to any directions given by the board:
 - (a) a subcommittee may meet and conduct business as it considers appropriate; and
 - (b) the holder of a subsidiary office may carry out the functions given to the holder as the holder considers appropriate.

57. Delegation to subcommittees and holders of subsidiary offices

- (1) In this rule —

non-delegable duty means a duty imposed on the board by the Act or another written law.
- (2) The board may, in writing, delegate to a subcommittee or the holder of a subsidiary office the exercise of any power or the performance of any duty of the board other than:
 - (a) the power to delegate; and
 - (b) a non-delegable duty.
- (3) A power or duty, the exercise or performance of which has been delegated to a subcommittee or the holder of a subsidiary office under this rule, may be exercised or performed by the subcommittee or holder in accordance with the terms of the delegation.
- (4) The delegation may be made subject to any conditions, qualifications, limitations or exceptions that the board specifies in the document by which the delegation is made.
- (5) The delegation does not prevent the board from exercising or performing at any time the power or duty delegated.
- (6) Any act or thing done by a subcommittee, or by the holder of a subsidiary office, under the delegation has the same force and effect as if it had been done by the board.
- (7) The board may, in writing, amend or revoke the delegation.

PART 6 — GENERAL MEETINGS OF ASSOCIATION

58. Annual general meeting

- (1) The board must determine the date, time and place of the annual general meeting.
- (2) If it is proposed to hold the annual general meeting more than 6 months after the end of the Association's financial year, the secretary must apply to the Commissioner for permission under section 50(3)(b) of the Act within 4 months after the end of the financial year.
- (3) The ordinary business of the annual general meeting is as follows:
 - (a) to confirm the minutes of the previous annual general meeting and of any special general meeting held since then if the minutes of that meeting have not yet been confirmed
 - (b) to receive and consider:
 - (i) the board's annual report on the Association's activities during the preceding financial year; and
 - (ii) if the Association is a tier 1 association, the financial statements of the Association for the preceding financial year presented under Part 5 of the Act; and

- (iii) if the Association is a tier 2 association or a tier 3 association, the financial report of the Association for the preceding financial year presented under Part 5 of the Act;
 - (iv) if required to be presented for consideration under Part 5 of the Act, a copy of the report of the review or auditor's report on the financial statements or financial report;
 - (c) to elect the office holders of the Association and other board members;
 - (d) if applicable, to appoint or remove a reviewer or auditor of the Association in accordance with the Act;
 - (e) to confirm or vary the entrance fees, subscriptions and other amounts (if any) to be paid by members.
- (4) Any other business of which notice has been given in accordance with these rules may be conducted at the annual general meeting.

59. Special general meetings

- (1) The board may convene a special general meeting.
- (2) The board must convene a special general meeting if at least 20% of the members require a special general meeting to be convened.
- (3) The members requiring a special general meeting to be convened must:
 - (a) make the requirement by written notice given to the secretary; and
 - (b) state in the notice the business to be considered at the meeting; and
 - (c) each sign the notice.
- (4) The special general meeting must be convened within 28 days after notice is given under subrule (3)(a).
- (5) If the board does not convene a special general meeting within that 28-day period, the members making the requirement (or any of them) may convene the special general meeting.
- (6) A special general meeting convened by members under subrule (5) —
 - (a) must be held within 3 months after the date the original requirement was made; and
 - (b) may only consider the business stated in the notice by which the requirement was made.
- (7) The Association must reimburse any reasonable expenses incurred by the members convening a special general meeting under subrule (5).

60. Notice of general meetings

- (1) The secretary or, in the case of a special general meeting convened under rule 59(5), the members convening the meeting, must give to each member:
 - (a) at least 28 days' notice of any general meeting.
- (2) The notice must:
 - (a) specify the date, time and place of the meeting; and
 - (b) indicate the general nature of each item of business to be considered at the meeting; and
 - (c) if the meeting is the annual general meeting, include the names of the members who have nominated for election to the board under rule 39 (2); and
 - (d) if a special resolution is proposed:
 - (i) set out the wording of the proposed resolution as required by section 51(4) of the Act; and

- (ii) state that the resolution is intended to be proposed as a special resolution;
and
- (iii) comply with rule 61(7).

A resolution is a special resolution if it is passed:

- (a) at a general meeting of the Association; and
- (b) by the votes of not less than three quarters of the members of the Association who cast a vote at the meeting.

61. Proxies

- (1) Subject to subrule (2), an ordinary member may appoint an individual who is an ordinary member as his or her proxy to vote and speak on his or her behalf at a general meeting.
- (2) An ordinary member may be appointed the proxy for not more than 5 other members.
- (3) The appointment of a proxy must be in writing and signed by the member making the appointment.
- (4) The member appointing the proxy may give specific directions as to how the proxy is to vote on his or her behalf.
- (5) If no instructions are given to the proxy, the proxy may vote on behalf of the member in any matter as the proxy sees fit.
- (6) If the board has approved a form for the appointment of a proxy, the member may use that form or any other form:
 - (a) that clearly identifies the person appointed as the member's proxy; and
 - (b) that has been signed by the member.
- (7) Notice of a general meeting given to an ordinary member under rule 60 must:
 - (a) state that the member may appoint an individual who is an ordinary member as a proxy for the meeting; and
 - (b) include a copy of any form that the board has approved for the appointment of a proxy.
- (8) A form appointing a proxy must be given to the secretary before the commencement of the general meeting for which the proxy is appointed.
- (9) A form appointing a proxy sent by post or electronically is of no effect unless it is received by the Association not later than 24 hours before the commencement of the meeting.

62. Use of technology to be present at general meetings

- (1) The presence of a member at a general meeting need not be by attendance in person but may be by that member and each other member at the meeting being simultaneously in contact by telephone or other means of instantaneous communication.
- (2) A member who participates in a general meeting as allowed under subrule (1) is taken to be present at the meeting and, if the member votes at the meeting, the member is taken to have voted in person.

63. Presiding member and quorum for general meetings

- (1) The chairperson or, in the chairperson's absence, the deputy chairperson must preside as chairperson of each general meeting.
- (2) If the chairperson and deputy chairperson are absent or are unwilling to act as chairperson of a general meeting, the board members at the meeting must choose one of them to act as chairperson of the meeting.
- (3) No business is to be conducted at a general meeting unless a quorum of five (5) is present.
- (4) If a quorum is not present within 30 minutes after the notified commencement time of a general meeting —
 - (a) in the case of a special general meeting — the meeting lapses; or
 - (b) in the case of the annual general meeting — the meeting is adjourned to —
 - (i) the same time and day in the following week; and
 - (ii) the same place, unless the chairperson specifies another place at the time of the adjournment or written notice of another place is given to the members before the day to which the meeting is adjourned.
- (5) If —
 - (a) a quorum is not present within 30 minutes after the commencement time of an annual general meeting held under subrule (4)(b); and
 - (b) at least 5 ordinary members are present at the meeting,those members present are taken to constitute a quorum.

64. Adjournment of general meeting

- (1) The chairperson of a general meeting at which a quorum is present may, with the consent of a majority of the ordinary members present at the meeting, adjourn the meeting to another time at the same place or at another place.
- (2) Without limiting subrule (1), a meeting may be adjourned —
 - (a) if there is insufficient time to deal with the business at hand; or
 - (b) to give the members more time to consider an item of business.
- (3) No business may be conducted on the resumption of an adjourned meeting other than the business that remained unfinished when the meeting was adjourned.
- (4) Notice of the adjournment of a meeting under this rule is not required unless the meeting is adjourned for 14 days or more, in which case notice of the meeting must be given in accordance with rule 60.

65. Voting at general meeting

- (1) On any question arising at a general meeting —
 - (a) subject to subrule (6), each ordinary member has one vote unless the member may also vote on behalf of a body corporate under subrule (2); and
 - (b) ordinary members may vote personally or by proxy.
- (2) An ordinary member that is a body corporate may, in writing, appoint an individual, whether or not the individual is a member, to vote on behalf of the body corporate on any question at a particular general meeting or at any general meeting, as specified in the document by which the appointment is made.

- (3) A copy of the document by which the appointment is made must be given to the secretary before any general meeting to which the appointment applies.
- (4) The appointment has effect until —
 - (a) the end of any general meeting to which the appointment applies; or
 - (b) the appointment is revoked by the body corporate and written notice of the revocation is given to the secretary.
- (5) Except in the case of a special resolution, a motion is carried if a majority of the ordinary members present at a general meeting vote in favour of the motion.
- (6) If votes are divided equally on a question, the chairperson of the meeting has a second or casting vote.
- (7) If the question is whether or not to confirm the minutes of a previous general meeting, only members who were present at that meeting may vote.
- (8) For a person to be eligible to vote at a general meeting as an ordinary member, or on behalf of an ordinary member that is a body corporate under subrule (2), the ordinary member:
 - (a) must have been an ordinary member at the time notice of the meeting was given under rule 60; and
 - (b) must have paid any fee or other money payable to the Association by the member.

66. When special resolutions are required

- (1) A special resolution is required if it is proposed at a general meeting:
 - (a) to affiliate the Association with another body; or
 - (b) to request the Commissioner to apply to the State Administrative Tribunal under section 109 of the Act for the appointment of a statutory manager.
- (2) Subrule (1) does not limit the matters in relation to which a special resolution may be proposed.

67. Determining whether resolution carried

- (1) In this rule —

poll means the process of voting in relation to a matter that is conducted in writing.
- (2) Subject to subrule (4), the chairperson of a general meeting may, on the basis of general agreement or disagreement or by a show of hands, declare that a resolution has been:
 - (a) carried; or
 - (b) carried unanimously; or
 - (c) carried by a particular majority; or
 - (d) lost.
- (3) If the resolution is a special resolution, the declaration under subrule (2) must identify the resolution as a special resolution.
- (4) If a poll is demanded on any question by the chairperson of the meeting or by at least 3 other ordinary members present in person or by proxy:
 - (a) the poll must be taken at the meeting in the manner determined by the chairperson;
 - (b) the chairperson must declare the determination of the resolution on the basis of the poll.

- (5) If a poll is demanded on the election of the chairperson or on a question of an adjournment, the poll must be taken immediately.
- (6) If a poll is demanded on any other question, the poll must be taken before the close of the meeting at a time determined by the chairperson.
- (7) A declaration under subrule (2) or (4) must be entered in the minutes of the meeting, and the entry is, without proof of the voting in relation to the resolution, evidence of how the resolution was determined.

68. Minutes of general meeting

- (1) The secretary, or a person authorised by the board from time to time, must take and keep minutes of each general meeting.
- (2) The minutes must record the business considered at the meeting, any resolution on which a vote is taken and the result of the vote.
- (3) In addition, the minutes of each annual general meeting must record:
 - (a) the names of the ordinary members attending the meeting; and
 - (b) any proxy forms given to the chairperson of the meeting under rule 61(8); and
 - (c) the financial statements or financial report presented at the meeting, as referred to in rule 58 (3)(b)(ii) or (iii); and
 - (d) any report of the review or auditor's report on the financial statements or financial report presented at the meeting, as referred to in rule 58(3)(b)(iv).
- (4) The minutes of a general meeting must be entered in the Association's formal collection of records within 30 days after the meeting is held.
- (5) The chairperson must ensure that the minutes of a general meeting are reviewed and signed as correct by:
 - (a) the chairperson of the meeting; or
 - (b) the chairperson of the next general meeting.
- (6) When the minutes of a general meeting have been signed as correct they are, in the absence of evidence to the contrary, taken to be proof that:
 - (a) the meeting to which the minutes relate was duly convened and held; and
 - (b) the matters recorded as having taken place at the meeting took place as recorded;
and
 - (c) any election or appointment purportedly made at the meeting was validly made.

PART 7 — FINANCIAL MATTERS

69. Source of funds

The funds of the Association may be derived from entrance fees, annual subscriptions, donations, fund-raising activities, grants, interest, and any other sources approved by the board.

70. Control of funds

- (1) The Association must open an account, or accounts, in the name of the Association with a financial institution from which all expenditure of the Association is made and into which all funds received by the Association are deposited.
- (2) Subject to any restrictions imposed at a general meeting, the board may approve expenditure on behalf of the Association.
- (3) The board may authorise the treasurer to expend funds on behalf of the Association up to a specified limit without requiring approval from the board for each item on which the funds are expended.
- (4) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments of the Association must be signed by
 - (a) 2 board members; or
 - (b) one board member and a person authorised by the board
- (5) All electronic (by telephone, mobile, online) banking transactions and credit card transactions not requiring signatures are subject to
 - a) approval in the budget
 - b) prior authorisation by the Board; subrule (2) (3)
 - c) where applicable, a Purchase Order
- (6) All funds of the Association must be deposited into the Association's account within 5 working days after their receipt.

71. Financial statements and financial reports

- (1) For each financial year, the board must ensure that the requirements imposed on the Association under Part 5 of the Act relating to the financial statements or financial report of the Association are met.
- (2) Without limiting subrule (1) those requirements include
 - a) correctly record and explain its transactions and financial position and performance; and
 - b) enable true and fair financial statements to be prepared in accordance with Division 3
 - c) and if required, the review or auditing of the financial statements or financial report, as applicable; and
 - d) the presentation to the annual general meeting of the financial statements or financial report, as applicable; and
 - e) if required, the presentation to the annual general meeting of the copy of the report of the review or auditor's report, as applicable, on the financial statements or financial report.

PART 8 — GENERAL MATTERS

72. By-laws

- (1) The Association may, by resolution at a general meeting, make, amend or revoke by-laws.
- (2) By-laws may:
 - (a) provide for the rights and obligations that apply to any classes of associate membership approved under rule 11 (1) (c) and rule 11 (2); and
 - (b) impose restrictions on the board's powers, including the power to dispose of the association's assets; and
 - (c) impose requirements relating to the financial reporting and financial accountability of the Association and the auditing of the Association's accounts; and
 - (d) provide for any other matter the Association considers necessary or convenient to be dealt with in the by-laws.
- (3) A by-law is of no effect to the extent that it is inconsistent with the Act, the regulations or these rules.
- (4) Without limiting subrule (3), a by-law made for the purposes of subrule (2)(c) may only impose requirements on the Association that are additional to, and do not restrict, a requirement imposed on the Association under Part 5 of the Act.
- (5) At the request of a member, the Association must make a copy of the by-laws available for inspection by the member.

73. Executing documents and common seal

- (1) The Association may execute a document without using a common seal if the document is signed by:
 - (a) 2 board members; or
 - (b) one board member and a person authorised by the board.
- (2) If the Association has a common seal:
 - (a) the name of the Association must appear in legible characters on the common seal; and
 - (b) a document may only be sealed with the common seal by the authority of the board and in the presence of:
 - (i) 2 board members; or
 - (ii) one board member and a person authorised by the board,and each of them is to sign the document to attest that the document was sealed in their presence.
- (3) The secretary must make a written record of each use of the common seal.
- (4) The common seal must be kept in the custody of the secretary or another board member authorised by the board.

74. Giving notices to members

- (1) In this rule —

recorded means recorded in the register of members.

- (2) A notice or other document that is to be given to a member under these rules is taken not to have been given to the member unless it is in writing and:
- (a) delivered by hand to the recorded address of the member; or
 - (b) sent by prepaid post to the recorded postal address of the member; or
 - (c) sent by facsimile or electronic transmission to an appropriate recorded number or recorded electronic address of the member.

75. Custody of books (formal collection of records including minutes) and securities

- (1) Subject to subrule (2), the books (formal collection of records including minutes) and any securities of the Association must be kept in the secretary's custody or under the secretary's control.
- (2) The financial records and, as applicable, the financial statements or financial reports of the Association must be kept in the treasurer's custody or under the treasurer's control.
- (3) Subrules (1) and (2) have effect except as otherwise decided by the board.
- (4) The books (formal collection of records including minutes) of the Association must be retained for at least 7 years.

76. Record of office holders

The record of board members, and other persons authorised to act on behalf of the Association, that is required to be maintained under section 58(2) of the Act must be kept in the secretary's custody or under the secretary's control.

77. Inspection of records and documents

- (1) Subrule (2) applies to a member who wants to inspect:
 - (a) the register of members under section 54(1) of the Act; or
 - (b) the record of the names and addresses of board members, and other persons authorised to act on behalf of the Association, under section 58(3) of the Act; or
 - (c) any other record or document of the association.
- (2) The member must contact the secretary to make the necessary arrangements for the inspection.
- (3) The inspection must be free of charge.
- (4) If the member wants to inspect a document that records the minutes of a board meeting, the right to inspect that document is subject to any decision the board has made about minutes of committee meetings generally, or the minutes of a specific committee meeting, being available for inspection by members.
- (5) The member may make a copy of, or take an extract from, a record or document referred to in subrule (1)(c) but does not have a right to remove the record or document for that purpose or access the personal details of any members.
- (6) The member must not use or disclose information in a record or document referred to in subrule (1)(c) except for a purpose:
 - (a) that is directly connected with the affairs of the Association; or
 - (b) that is related to complying with a requirement of the Act.

78. Publication by committee members of statements about Association business is prohibited

A board member must not publish, or cause to be published, any statement about the business conducted by the Association at a general meeting or board meeting unless:

- (a) the board member has been authorised to do so at a board meeting; and
- (b) the authority given to the board member has been recorded in the minutes of the board meeting at which it was given.

79. Distribution of surplus property on cancellation of incorporation or winding up

- (1) In this rule —

surplus property, in relation to the Association, means property remaining after satisfaction of:

- (a) the debts and liabilities of the Association; and
- (b) the costs, charges and expenses of winding up or cancelling the incorporation of the Association,

but does not include books relating to the management of the Association.

- (2) On the cancellation of the incorporation or the winding up of the Association, its surplus property must be distributed as determined by special resolution by reference to the persons mentioned in section 24(1) of the Act.

80. Alteration of rules

If the Association wants to alter or rescind any of these rules, or to make additional rules, the Association may do so only by special resolution and by otherwise complying with Part 3 Division 2 of the Act.



SHIRE OF SANDSTONE
SERVE THE PEOPLE

Plan for the Future

STRATEGIC COMMUNITY PLAN AND
CORPORATE BUSINESS PLAN



2021-2031

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Foreword

We are pleased to present the Shire of Sandstone Plan for the Future: Strategic Community Plan and Corporate Business Plan.

This Plan is part of our continued commitment and focus to ensure the Shire of Sandstone will strive to work with the community to fulfil their needs and support their aspirations, while leading with fairness.



"A welcoming and friendly community, recognising our rich heritage and embracing economic opportunity, whilst nurturing our natural and built environment"

Our Sandstone Vision

This Plan shares our vision and objectives, aligned to the community's expressed visions and aspirations for the future, outlining how we will work towards achieving these over the next decade.

This Plan could not have been produced without the valued input of the local community. We are grateful to the community for their response and especially to those who took the time to provide input into the strategic community planning process. Your responses gave us valuable insight into your vision for the future of the Shire of Sandstone.

We believe we have continued to capture the community's aspirations and have reflected these in our vision and desired outcomes. As a local government we will work in partnership with the community, and other key stakeholders, to deliver these outcomes.

During the development of this Plan, we recognised our progress and identified the need to ensure the Shire has the resource capacity to maintain our infrastructure and continue current levels of services to the community.

As a Council we look forward to continuing our progress and supporting our community.

Beth Walton, President
Charlie Brown, Chief Executive Officer

Our Plan at a Glance

Our Vision

"A welcoming and friendly community, recognising our rich heritage and embracing economic opportunity, whilst nurturing our natural and built environment"



Key Objective 1: Social

A safe, welcoming and resilient community

Outcomes:

- 1.1: A welcoming and resilient community
- 1.2: A healthy and safe community

Key Objective 2: Economic

A prosperous, diverse and thriving local economy

Outcomes:

- 2.1: An attractive destination for visitors
- 2.2: A diverse and stable economy
- 2.3: An effective transport network



Key Objective 3: Environment

Recognising our heritage, with a natural and built environment for the benefit of present and future generations

Outcomes:

- 3.1: An effectively managed natural environment
- 3.2: A built environment supporting the community and retaining our heritage

Key Objective 4: Leadership

Strong governance and leadership

Outcomes:

- 4.1: A strategically focused Council
- 4.2: An efficient and effective organisation



Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and Corporate Business Plan.

Plan for the Future

The Shire of Sandstone's Plan for the Future is the integrated approach to combining the Strategic Community Plan and Corporate Business Plan into one document, reflecting their strategic alignment and integration.

Strategic Community Planning Component

The Strategic Community Plan is Council's principal 10-year strategy and planning tool, guiding the remainder of the Shire's strategic planning. Community engagement underpins the Strategic Community Plan.

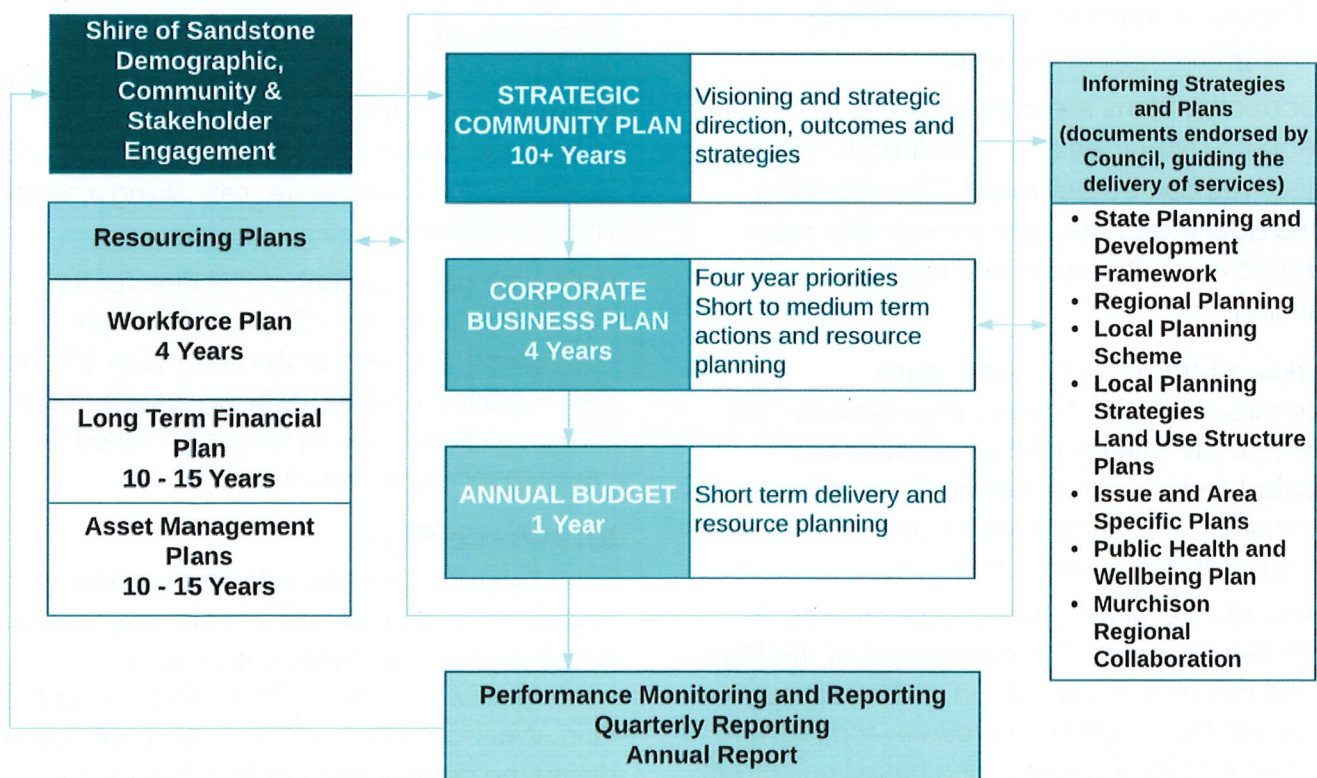
An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

Corporate Business Planning Component

Achieving the community's vision and the Shire's strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan.

A core component of Corporate Business Planning includes a 4-year service delivery program, aligned to the strategic direction identified during the Strategic Community Planning, and accompanied by financial projections.

The Integrated Planning Structure



Integrated Planning and Reporting Framework

Strategic Community Planning

The Shire of Sandstone intends to use the Strategic Community Plan in several ways, including:

- Guide Council's priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensure objectives can be delivered. The informing plans detailed to the right provide this more detailed level of service and resource planning.

Review of the Plan for the Future

In accordance with statutory requirements, the Strategic Community Plan is reviewed and updated on a 4-year review cycle including community consultation, with a desktop review being undertaken every 2 years.

In accordance with statutory requirements, the Corporate Business Plan component of this Plan for the Future is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

Strategic Resource Planning

The Shire took a combined approach to asset management and long term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plan is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

Asset Management Planning Component

The Shire has developed an Asset Management Plan for major asset classes. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets. Capital renewal requirements are contained within the Asset Management Plan and have been planned for to the extent the financial and workforce resources are available to enable the renewals to occur.

Long Term Financial Planning Component

The Shire of Sandstone is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Plan for the Future, the Long Term Financial Plan was considered. A review of the Long Term Financial Plan is planned, where detailed results of capital works program updates will be prepared for future reporting and planning.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan. Workforce issues have been considered during the development of this Plan for the Future.

The Shire of Sandstone

Sandstone lies in the heart of the spectacular Murchison region, 742 km north east of Perth. Sandstone is where you've got the action of gold prospecting, the mining industry and pastoral stations, all coexisting with a growing tourism industry.



Heritage

From little to large and back again:

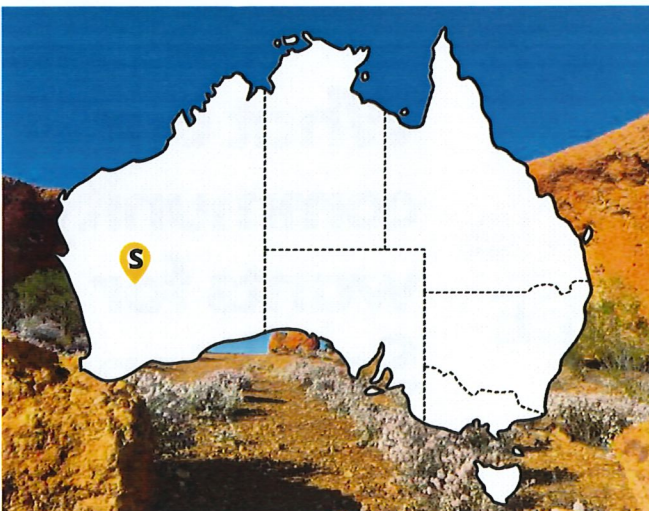
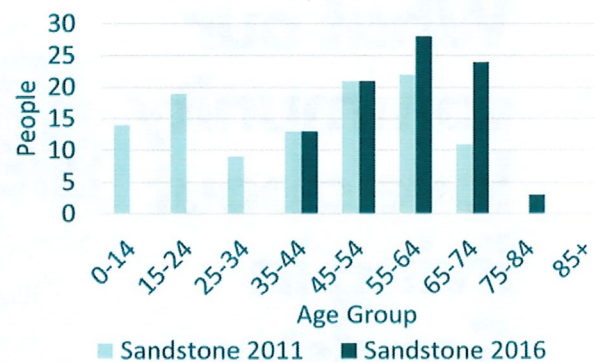
- **1894** Gold found
- **1907** Population spike of 6-8,000
- **1910** Railway arrives
- **1919** Population down to 200
- **2021** Mining, pastoral and tourism

People

- **2021** 52 est. resident population
- **April - September** 2-3,000 prospectors in residence
- **2016** 89 resident population
- **2013** school closed
- **2011** 109 resident population

While the resident population has declined, the visitor population has grown significantly.

Resident Population by Age



Landscape

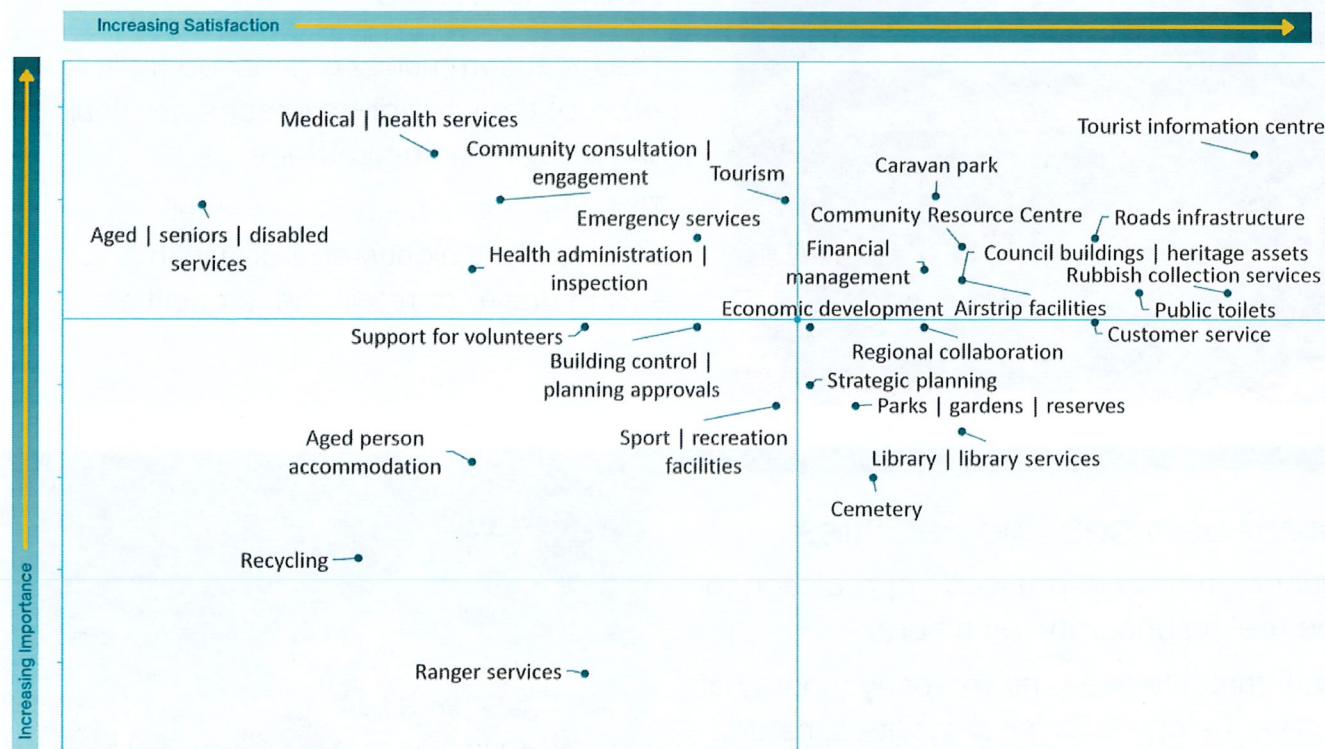
In the heart of the Murchison region of Western Australia:

- **32,605** square kilometres
- **742** kilometres north east of Perth
- **9 months** sensational weather
- **Clear blue skies** and wildflowers
- **Amazing** breakaways and waterholes

Our Community's Voice

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services, facilities and support. Based on the survey results, the importance and satisfaction of various Shire services, community facilities and infrastructure were determined, relative to each other.

Importance and Satisfaction with current services



How these results are calculated:

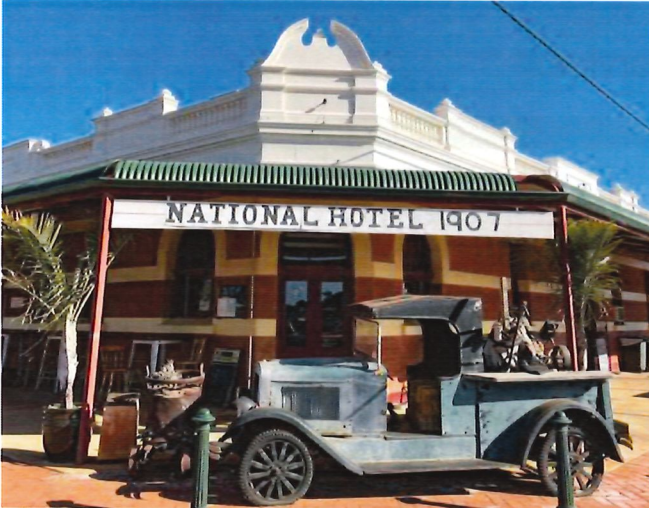
By calculating the difference between the average importance and satisfaction ratings, an importance and satisfaction gap is able to be determined.

Services and facilities with a higher than average importance to the community are reflected in the top half of the chart. Services and facilities the community is most satisfied with are reflected in the right half of the chart.

The overall satisfaction and importance averages have increased from 2017, when a similar survey was undertaken. The ratings are also included on page 18.

Our Aspirations and Values

The feedback received during this engagement process, continues to align with the engagement responses received in 2017 during the previous iteration of the Strategic Community Plan. Our community identified the following aspirations and values.



Social Cohesion

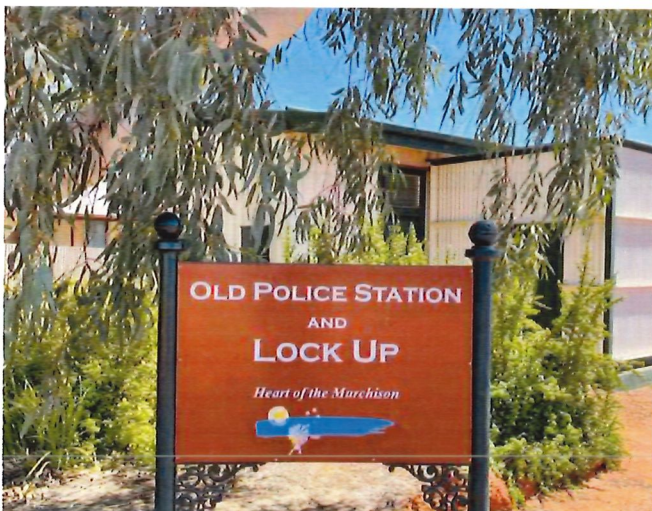
The local community expressed their value of the wide open spaces, fresh air and amazing natural attractions.

The peace and quiet of this small community is highly regarded with a strong desire to retain these qualities.

Great Services and Facilities

Our community expressed appreciation for the feeling of safety living here.

With fantastic weather for many months of the year along with great facilities, natural attractions and rich heritage, there is a desire to attract increased visitor numbers to support our resident small business and local services.



Economic Prosperity

Creating economic growth and employment opportunities is challenging for the district, with increased promotion of the region seen as a priority.

Maintaining and improving the transport and communication networks throughout the district is essential to continued prosperity.

Strategic Direction

The Shire of Sandstone delivers services to its community in line with the vision, values and the four key themes and strategic objectives set out below. While all are important and interrelated, Council's role may vary from being the doer, collaborating, to advocating on behalf of the community.



Key Objective 1: Social

A safe, welcoming and resilient community

Outcomes:

- 1.1: A welcoming and resilient community
- 1.2: A healthy and safe community

Key Objective 2: Economic

A prosperous, diverse and thriving local economy

Outcomes:

- 2.1: An attractive destination for visitors
- 2.2: A diverse and stable economy
- 2.3: An effective transport network



Key Objective 3: Environment

Recognising our heritage, with a natural and built environment for the benefit of present and future generations

Outcomes:

- 3.1: An effectively managed natural environment
- 3.2: A built environment supporting the community and retaining our heritage

Key Objective 4: Leadership

Strong governance and leadership

Outcomes:

- 4.1: A strategically focused Council
- 4.2: An efficient and effective organisation



Service Delivery

As shown above, each of the four key strategic objectives has several outcomes the Shire will seek to achieve over the 10+ years of the Strategic Community Plan.

Strategies and detailed actions to achieve these have been developed as part of the Corporate Business Planning process and are detailed on the following pages.

The prioritisation of the actions is reflected by the sliding scale bar, indicating when the action is planned to be undertaken, if all three markers are shown the action is ongoing.



Key Objective 1: Social



A safe, welcoming and resilient community

Outcome 1.1 A welcoming and resilient community

Strategies	Actions	Timing
1.1.1 Support for community events and groups	1.1.1.1 Support and promote community events	
	1.1.1.2 Provide facilities, services and support for community and sporting groups	
	1.1.1.3 Support local emergency services and encourage community volunteers	

Outcome 1.2 A healthy and safe community

Strategies	Actions	Timing
1.2.1 Maintain and improve health care facilities and services	1.2.1.1 Continue to support provision of health services and facilities to meet community needs	
	1.2.1.2 Advocate for improved access to health and medical service by use of new technologies	
1.2.2 Maintain and promote a safe community	1.2.2.1 Maintain community safety infrastructure in line with asset management planning	
	1.2.2.2 Support and participate in the local emergency management committee	
	1.2.2.3 Advocate and lobby for improved telecommunication services in the region	
1.2.3 Support and plan for a healthy, active community	1.2.3.1 Implement Public Health and Wellbeing Plan actions in line with annual budget	

Key Objective 2: Economic



A prosperous, diverse and thriving local economy

Outcome 2.1 An attractive destination for visitors

Strategies	Actions	Timing
2.1.1 Provide quality tourism facilities, events and information	2.1.1.1 Promote our district in collaboration with the Murchison and wider regions	
	2.1.1.2 Maintain quality tourism assets in line with asset management planning	
	2.1.1.3 Continue to fund and manage the Visitors Centre	
	2.1.1.4 Provide and enhance visitor accommodation in line with asset management planning	
	2.1.1.5 Support local event initiatives and promote our local attractions	
	2.1.1.6 Upgrade trails interpretive signage and develop walk trails in line with asset management planning	
	2.1.1.7 Seek RV friendly status and provide associated services	

Key Objective 2: Economic



A prosperous, diverse and thriving local economy

Outcome 2.2 A diverse and stable economy

Strategies	Actions	Timing
2.2.1 Support local business and open to new local start up initiatives	2.2.1.1 Explore availability of commercial, industrial and residential land	
2.2.2 Explore opportunities to partner with industry for the development of the district	2.2.2.1 Maintain relationships with mining operators for the communities benefit	
2.2.3 Maintain key stakeholder and industry relationships for the benefit of Sandstone	2.2.3.1 Continue to engage with and participate on relevant boards and committees	

Outcome 2.3 An effective transport network

Strategies	Actions	Timing
2.3.1 Enhance and maintain our transport network	2.3.1.1 Continue to seek funding for transport network	
	2.3.1.2 Maintain, renew and upgrade transport network in line with asset management planning	
	2.3.1.3 Upgrade/seal airstrip subject to funding	
2.3.2 Advocate for adequate road infrastructure	2.3.2.1 Advocate for upgrades to Main Roads infrastructure to support and maintain transport safety associated with increased usage and heavy loads	

Key Objective 3: Environment



A natural and built environment, recognising our heritage for the benefit of present and future generations

Outcome 3.1 An effectively managed natural environment

Strategies	Actions	Timing
3.1.1 Support environmental diversity and bio-security of the district	3.1.1.1 Support the improved conservation of our natural environs, bio-security measures and control of domestic and feral animals	
3.1.2 Effective and efficient resource utilisation	3.1.2.1 Maintain and seek efficient use of energy sources	
	3.1.2.2 Promote and maintain efficient use and management of water resources including rainfall harvesting	
3.1.3 Efficient and effective waste management	3.1.3.1 Continue to provide an effective waste management service	
	3.1.3.2 Promote waste minimisation strategies	
	3.1.3.3 Investigate and provide liquid waste disposal options	

Key Objective 3: Environment



A natural and built environment, recognising our heritage for the benefit of present and future generations

Outcome 3.2 A built environment supporting the community and retaining our heritage

Strategies	Actions	Timing
3.2.1 Maintain community and heritage infrastructure	3.2.1.1 Maintain and implement asset management planning in line with annual budget	
	3.2.1.2 Enhance and provide well maintained and presented town gardens, parks and verges, with the development and implementation of a Street Tree Master Plan	
	3.2.1.3 Regular inspection and maintenance of community buildings and infrastructure	
	3.2.1.4 Support maintenance of heritage assets	
	3.2.1.5 Develop the geo trail	
	3.2.1.6 Install interpretive panels in collaboration with Murchison regional tourism group	
3.2.2 Provide multi-purpose community facilities	3.2.2.1 Redevelop and maintain multi-use community facilities, seeking to maximise asset usage	

Key Objective 4: Leadership



Strong governance and leadership

Outcome 4.1 A strategically focused Council

Strategies	Actions	Timing
4.1.1 Engage and communicate with the community	4.1.1.1 Ongoing communication and engagement with the community	
	4.1.1.2 Provide and encourage leadership within the community	
	4.1.1.3 Provide long term strategic leadership	
4.1.2 Strongly advocate for the Shire's interests	4.1.2.1 Continue to lobby and advocate on behalf of the community	
	4.1.2.2 Advocate for maintenance and improvement of government services	
	4.1.2.3 Participate in regional collaboration for the benefit of the district	

Outcome 4.2 An efficient and effective organisation

Strategies	Actions	Timing
4.2.1 Provide appropriate services to the community in a professional and efficient manner	4.2.1.1 Continue to deliver quality local government services and facilities and maintain a high level of compliance	
	4.2.1.2 Provide professional development opportunities for elected members and staff	
	4.2.1.3 Maintain long term strategic planning and management	
	4.2.1.4 Maintain a safe work environment	
	4.2.1.5 Provide effective regulatory and compliance services	

Funding

The following Forecast Statement of Funding is extracted from the Strategic Resource Plan 2017-2032 (integrated Long Term Financial and Asset Management Plan) to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Strategic Resource Plan 2017-2032 (integrated long term financial and asset management plan), and its underlying assumptions and predictions.

	2022-23	2023-24	2024-25	2025-26
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	1,181,461	1,210,997	1,241,272	1,272,305
Operating grants, <u>subsidies</u> and contributions	3,532,841	3,603,498	3,675,569	3,749,081
Fees and charges	213,126	217,390	221,738	226,172
Interest earnings	142,808	149,260	155,803	161,117
Other revenue	366,869	374,207	381,689	389,323
	<u>5,437,105</u>	<u>5,555,352</u>	<u>5,676,071</u>	<u>5,797,998</u>
Expenses				
Employee costs	(1,271,265)	(1,296,692)	(1,322,623)	(1,349,075)
Materials and contracts	(1,886,520)	(1,924,262)	(1,962,738)	(2,001,992)
Utility charges (electricity, gas, water etc.)	(137,062)	(139,804)	(142,592)	(145,443)
Depreciation on non-current assets	(3,040,837)	(3,103,319)	(3,165,261)	(3,229,756)
Insurance expense	(109,271)	(111,458)	(113,687)	(115,962)
Other expenditure	(76,999)	(78,540)	(80,109)	(81,712)
	<u>(6,521,954)</u>	<u>(6,654,075)</u>	<u>(6,787,010)</u>	<u>(6,923,940)</u>
	<u>(1,084,849)</u>	<u>(1,098,723)</u>	<u>(1,110,939)</u>	<u>(1,125,942)</u>
Funding Position Adjustments				
Depreciation on non-current assets	3,040,837	3,103,319	3,165,261	3,229,756
Net Funding <u>From</u> Operational Activities	<u>1,955,988</u>	<u>2,004,596</u>	<u>2,054,322</u>	<u>2,103,814</u>
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	354,741	258,454	374,931	274,871
Non-operating grants, <u>subsidies</u> and contributions	732,573	734,824	737,120	739,462
Outflows				
Purchase of property plant and equipment	(1,001,622)	(760,061)	(1,316,943)	(927,834)
Purchase of infrastructure	(1,611,686)	(1,801,367)	(1,495,377)	(1,742,010)
Net Funding <u>From</u> Capital Activities	<u>(1,525,994)</u>	<u>(1,568,150)</u>	<u>(1,700,269)</u>	<u>(1,655,511)</u>
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	0	0	90,000	0
Outflows				
Transfer to reserves	(429,994)	(436,446)	(444,053)	(448,303)
Net Funding <u>From</u> Financing Activities	<u>(429,994)</u>	<u>(436,446)</u>	<u>(354,053)</u>	<u>(448,303)</u>
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0
Estimated Surplus/Deficit June 30 C/Fwd	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Capital Projects

A number of projects are forecast to be undertaken during the life of the Corporate Business Plan 2022-2025, which result in additional capital expenditure.

The projects include new, expansion, upgrade and renewal of assets and are detailed in the forecast capital expenditure provided in the Long Term Financial Plan (LTFP) 2017-2032.

A number of the projects listed in the LTFP are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Project	Forecast Timing	Project Value
Plant, Furniture and Equipment	2022 - 2026	\$3,406,460
Road Program - Roads to Recovery	2022 - 2026	\$2,000,000
Road Program - Regional Road Group	2022 - 2026	\$720,000
Road Program - MRWA	2022 - 2026	\$463,979
General Road Renewals	2022 - 2026	\$2,648,204
Building renewals and upgrades	2022 - 2026	\$600,000
Other Infrastructure Renewals	2022 - 2026	\$160,000
Water Park Renewal	2024 - 2025	\$658,257
Total	2022 - 2026	\$10,656,900

We want Sandstone to:

*Continue to be a safe,
welcoming and well maintained
place for both residents and
visitors to enjoy.*



Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies identified in the Strategic Community Plan, providing a connection with the desired outcomes and community vision. The average rating of importance and satisfaction from survey respondents in 2021 is also included, with a scale of 1 being not important/satisfied, 2 being important/satisfied and 3 being very important/satisfied.

Services	Responding Strategies	Average Rating	
		Importance	Satisfaction
Facilities Infrastructure			
Aged person accommodation	4.1.2	2.3	1.7
Airstrip facilities	2.3.1	2.7	2.3
Caravan park	2.1.1 3.2.1	2.9	2.3
Cemetery	3.2.1	2.3	2.2
Council buildings maintenance heritage assets	3.2.1	2.7	2.3
Library library services	4.2.1	2.4	2.3
Parks gardens reserves	3.2.1	2.5	2.2
Public toilets	3.2.1	2.7	2.6
Roads infrastructure	2.3.1	2.8	2.5
Sport recreation facilities	3.2.1 3.2.2	2.5	2.1
Tourist information centre	2.1.1	3.0	2.7
Shire Services			
Building control planning approvals	4.2.1	2.6	2.0
Community consultation	4.1.1	2.9	1.8
Customer service	4.2.1	2.6	2.5
Economic development	2.2.1 2.2.2	2.6	2.1
Emergency services	1.1.1 1.2.2	2.8	2.0
Financial management	4.1.1 4.2.1	2.8	2.3
Health administration inspection	4.2.1	2.8	1.7
Ranger services	4.2.1	1.9	1.9
Strategic planning	4.1.1 4.2.1	2.5	2.1
Rubbish collection services	3.1.3	2.7	2.7
Community Support Advocacy			
Aged seniors disabled services	1.1.1 1.2.1	2.9	1.4
Medical health services	1.2.1	3.0	1.7
Recycling	3.1.3	2.1	1.6
Regional collaboration	2.1.1 3.2.1	2.6	2.3
Support volunteers	1.1.1 4.2.1	2.6	1.9
Tourism	2.1.1	2.9	2.1

Resources

This Plan for the Future was developed with an understanding of the Shire’s current resource capacity, including financial, workforce and asset resources. There are a number of projects forecast to be undertaken during the life of the Corporate Business Plan, which result in additional capital expenditure. A number of the projects are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

As at 30 June 2020, the Shire had the following estimated current resource profile. Future resource capacity is not currently known and is partially dependent on other levels of government. The expected future resource capacity and trend was considered in the development of this Plan for the Future.



Measuring our Progress

The following key measures have been identified in line with our strategic objectives, the Shire will monitor and report our progress using these measures.

Key Objective 1 Social: A safe, welcoming and resilient community

Measure

Desired Trend

Website activity	Increase level of posts and engagement rates
Provision of health services	Maintain level of service

Key Objective 2 Economic: A prosperous, diverse and thriving local economy

Visitor numbers	Increasing
Road expenditure	In line with budget
Statutory asset management ratios	Maintain healthy ratios

Key Objective 3 Environment: Recognising our heritage, with a natural and built environment for the benefit of present and future generations

Compliance with waste management regulations	Maintain compliance
Building maintenance and renewal	In line with budget

Key Objective 4 Leadership: Strong governance and leadership

Statutory financial ratios	Maintain healthy ratios
Currency of strategic plans and reports	Maintain currency

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Sandstone operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

External Factors	Internal Factors
<ul style="list-style-type: none"> Increasing community expectations in relation to service levels and delivery 	<ul style="list-style-type: none"> The objectives and strategies contained in the Council’s current Strategic Community Plan
<ul style="list-style-type: none"> Demand for resourcing due to potential expansion in service delivery 	<ul style="list-style-type: none"> The timing and actions contained in the Council’s Corporate Business Plan
<ul style="list-style-type: none"> Rapid changes in information technology changing the service delivery environment 	<ul style="list-style-type: none"> Organisational size, structure, activities and location
<ul style="list-style-type: none"> Increased compliance requirements due to Government Policy and Legislation 	<ul style="list-style-type: none"> Human resourcing levels and staff retention
<ul style="list-style-type: none"> Cost shifting by Federal and State Governments 	<ul style="list-style-type: none"> The financial capacity of the Shire
<ul style="list-style-type: none"> Reducing external funding for infrastructure and operations 	<ul style="list-style-type: none"> Allocation of resources to achieve strategic outcomes
<ul style="list-style-type: none"> Changes in mining and pastoral practices and the associated social impacts 	<ul style="list-style-type: none"> Maintenance of corporate records
<ul style="list-style-type: none"> Climate change and subsequent response 	
<ul style="list-style-type: none"> COVID-19 Pandemic 	

References

Acknowledgement and appreciation are expressed to the ratepayers and residents of the Shire of Sandstone, for their time and effort in being a part of the community engagement process and for their invaluable input into the Strategic Community Plan.

The Shire of Sandstone Plan for the Future: Strategic Community Plan and Corporate Business Plan, has been developed by engaging the community and other stakeholders. Council's Elected Members, management and staff also provided input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

Reference to the following documents or sources were made during the preparation of the Plan for the Future:

- Shire of Sandstone Strategic Community Plan 2017 - 2027;
- Shire of Sandstone, Corporate Business Plan 2017 - 2021
- Council website: www.sandstone.wa.gov.au;
- Australian Bureau of Statistics, Sandstone (S) (LGA57630), 2016 Census of Population and Housing General Community Profile, 12 July 2017;
- Shire of Sandstone Annual Financial Report 2019-20;
- *Local Government Act 1995*, Section 5.56(1);
- Local Government (Administration) Regulations 1996, Paragraph 19BA; and
- Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016.

Document Management

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Prepared with the assistance of:

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Email: localgov-wa@moore-australia.com.au

Disclaimer

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Key Objective 3: Environment



A natural and built environment, recognising our heritage for the benefit of present and future generations

Outcome 3.2 A built environment supporting the community and retaining our heritage

Strategies	Actions	Timing
3.2.1 Maintain community and heritage infrastructure	3.2.1.1 Maintain and implement asset management planning in line with annual budget	
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Strong governance and leadership

Outcome 4.1 A strategically focused Council

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Outcome 4.2 An efficient and effective organisation

Strategies	Actions	Timing
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\$2.6M (pointing to 2022-23 Rates)
Currently \$1,480,000 (pointing to 2023-24 Operating grants, subsidies and contributions)

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The projects include new, expansion, upgrade and renewal of assets and are detailed in the forecast capital expenditure provided in the Long Term Financial Plan (LTFP) 2017-2032.

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Building renewals and upgrades	2022 - 2026	\$600,000
Other Infrastructure Renewals	2022 - 2026	\$160,000
Water Park Renewal	2024 - 2025	\$658,257
Total	2022 - 2026	\$10,656,900

We want Sandstone to:

*Continue to be a safe,
welcoming and well maintained
place for both residents and*



Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies identified in the Strategic Community Plan, providing a connection with the desired outcomes and community vision. The average rating of importance and satisfaction from survey respondents in 2021 is also included, with a scale of 1 being not important/satisfied, 2 being important/satisfied and 3 being very important/satisfied.

Services	Responding Strategies	Average Rating	
		Importance	Satisfaction
Facilities Infrastructure			
Aged person accommodation	4.1.2	2.3	1.7
Airstrip facilities	2.3.1	2.7	2.3
Caravan park	2.1.1 3.2.1	2.9	2.3
Cemetery	3.2.1	2.3	2.2
Council buildings maintenance heritage assets	3.2.1	2.7	2.3
Library library services	4.2.1	2.4	2.3
Parks gardens reserves	3.2.1	2.5	2.2
Public toilets	3.2.1	2.7	2.6
Roads infrastructure	2.3.1	2.8	2.5
Sport recreation facilities	3.2.1 3.2.2	2.5	2.1
Tourist information centre	2.1.1	3.0	2.7
Shire Services			
Building control planning approvals	4.2.1	2.6	2.0
Community consultation	4.1.1	2.9	1.8
Customer service	4.2.1	2.6	2.5
Economic development	2.2.1 2.2.2	2.6	2.1
Emergency services	1.1.1 1.2.2	2.8	2.0
Financial management	4.1.1 4.2.1	2.8	2.3
Health administration inspection	4.2.1	2.8	1.7
Ranger services	4.2.1	1.9	1.9
Strategic planning	4.1.1 4.2.1	2.5	2.1
Rubbish collection services	3.1.3	2.7	2.7
Community Support Advocacy			
Aged seniors disabled services	1.1.1 1.2.1	2.9	1.4
Medical health services	1.2.1	3.0	1.7
Recycling	3.1.3	2.1	1.6
Regional collaboration	2.1.1 3.2.1	2.6	2.3
Support volunteers	1.1.1 4.2.1	2.6	1.9
Tourism	2.1.1	2.9	2.1

Resources

This Plan for the Future was developed with an understanding of the Shire’s current resource capacity, including financial, workforce and asset resources. There are a number of projects forecast to be undertaken during the life of the Corporate Business Plan, which result in additional capital expenditure. A number of the projects are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

As at 30 June 2020, the Shire had the following estimated current resource profile. Future resource capacity is not currently known and is partially dependent on other levels of government. The expected future resource capacity and trend was considered in the development of this Plan for the Future.

Workforce

14 FTE

Stable

Infrastructure Assets

\$38.8m

Stable

Property, Plant, Equipment

\$8.6m

Stable

Cash Backed Reserves

\$3.9m

\$5m Increasing

Borrowings

Nil

Stable

Annual Rates Revenue

\$1.0m *\$1.4m*

Stable | Increasing

Annual Revenue
(excluding Rates)

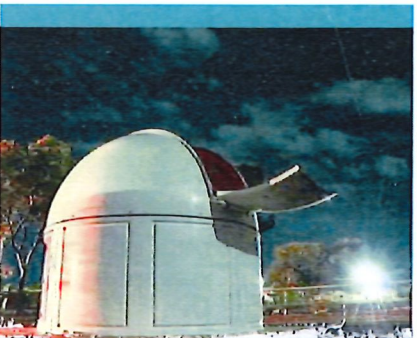
\$3.1m

Stable | Increasing

Annual Expenditure
(excluding Depreciation)

\$2.7m

Stable | Increasing



Measuring our Progress

The following key measures have been identified in line with our strategic objectives, the Shire will monitor and report our progress using these measures.

Key Objective 1 Social: A safe, welcoming and resilient community

Measure	Desired Trend
Website activity	Increase level of posts and engagement rates
Provision of health services	Maintain level of service

Key Objective 2 Economic: A prosperous, diverse and thriving local economy

Visitor numbers	Increasing
Road expenditure	In line with budget
Statutory asset management ratios	Maintain healthy ratios

Key Objective 3 Environment: Recognising our heritage, with a natural and built environment for the benefit of present and future generations

Compliance with waste management regulations	Maintain compliance
Building maintenance and renewal	In line with budget

Key Objective 4 Leadership: Strong governance and leadership

Statutory financial ratios	Maintain healthy ratios
Currency of strategic plans and reports	Maintain currency

