



# Shire of Pingelly

## Attachments

Ordinary Council Meeting  
15 November 2017



# Attachment 1

## 14.2 Better Practice Review 2017 – Shire of Pingelly

**Better Practice Review 2017 – Shire of Pingelly Report and Covering Letter**







Department of  
**Local Government, Sport  
and Cultural Industries**

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SHIRE OF PINGELLY	
FILE	ADM0018
DATE	19 OCT 2017
Officer	CEO
Copy to	ICR 171171

Dear Mr Pollock

**BETTER PRACTICE REVIEW PROGRAM**

I write to you in reference to the Shire of Pingelly's (Shire) participation in the Department of Local Government, Sport and Cultural Industries' (Department) Better Practice Review (BPR) program.

Firstly, I would like to thank you for your participation in the BPR program. The Department is pleased to support the Shire in its endeavours to achieve better practice.

Please find attached a copy of the Department's BPR report for the Shire, to be presented for the Shire Council's consideration.

Although the enclosed report addresses some legislative requirements, it is important to note that the BPR program is not primarily a compliance exercise, with feedback focused on building the capacity of your organisation to achieve better practice across a range of operations into the future.

The review found that the Shire is a proactive organisation that functions well, displaying various strengths and examples of good practice, as well as a focus on continuous improvement, across a range of its operations.

Advice from the Department is available to assist the Shire to address any areas identified for further development. Please do not hesitate to contact Jenni Law on the above contact details if you have any queries or should you wish to discuss the report.

Yours sincerely

Narrell Lethorn  
A/Deputy Director General

12 October 2017

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Department of  
Local Government, Sport  
and Cultural Industries

# Better Practice Review

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## **PART I – BETTER PRACTICE REVIEW**

The Local Government Better Practice Review (BPR) Program was an initiative undertaken by the former Department of Local Government and Communities (as of 1 July 2017, the Department of Local Government, Sport and Cultural Industries) to recognise and promote good practice in Western Australian country local governments. The BPR Program is part of the State Government's Country Local Government Fund (CLGF) Capacity Building Program.

The BPR Program involves a review team assigned to work closely with local governments to review key areas of that local government's activities and operations.

### **Program Objectives**

The BPR Program has been designed to acknowledge areas of better practice whilst encouraging improvement in the way local governments conduct their activities to ensure good governance and build the capacity of the local government sector.

The objectives of the program are to:

- Generate momentum for a culture of continuous improvement and greater compliance across the local government sector.
- Promote good governance and ethical regulation.
- Identify and share innovation and best practice in the local government sector.
- Act as a 'health check' by providing departmental advice and support to local governments that may be experiencing operational problems.

### **Reporting of a BPR**

Through the local government completed self-assessment checklist and the collection and collation of additional relevant information prior to an onsite review, the review team will summarise key findings in the areas of:

- Governance
- Planning and Regulatory functions
- Plan for the Future (strategic and corporate planning)
- Assets and Finance
- Workforce planning and Human Resource (HR) management
- Community and Consultation

The onsite visit can take anywhere between one to five days, depending on the size and location of the local government and the scope of the findings. The onsite review is a key component of a BPR as it presents the review team with an opportunity to further expand upon the knowledge gained from reviewing the local government's documents, which in turn assists in analysing and reporting on the above mentioned areas.

The report aims to highlight areas where a local government is demonstrating better practice, as well as providing constructive feedback on addressing any areas for further development. Where appropriate, the areas recognised as requiring further development will feature suggested recommendations that the local government can aim to address through a documented action plan.



Although the report will address some legislative requirements, it's important to note that this is not solely a compliance exercise, and feedback focuses on building the capacity of the organisation to achieve sector standard across a range of functions and operations.

## **Implementation**

The local government has the opportunity to provide commentary and feedback on any findings of the review and/or a response to each area of the report, ensuring the report captures an accurate reflection of the local government. In particular it is requested that the local government review and complete the draft action plan in this report which identifies recommendations for the areas for further development.

## **PART II – EXECUTIVE SUMMARY**

A BPR took place at the Shire of Pingelly (Shire) during February 2017. The review team wishes to thank the Chief Executive Officer (CEO) Mr Gavin Pollock, Director Corporate and Community Services Mr Stuart Billingham and all other staff for their participation and assistance during the review process, and for providing valuable information on the Shire's practices. The review team also wishes to thank the Shire President, Cr Shirley Lange and all elected members for their cooperation throughout the review.

This report identifies areas of better practice, strengths and areas of further development under the headings of Governance, Planning and Regulatory Functions, Plan for the Future, Workforce Planning and Human Resources Management, and Community and Consultation.

The review found that the Shire is performing and functioning well. It has a positive organisational culture with a strong focus on achieving results — and on continuous improvement — across a wide range of its operations. A cordial and productive working relationship exists between elected members and the administration; a relationship which is based on respect and a mutual desire to achieve positive results for the Shire's community.

Given that the Shire is mostly performing well, areas for further development in this report are generally identified in regards to the Shire's need to further document its practices, policies and procedures; the need to make information available to the community to promote and enhance transparency, openness and accountability across the Shire's operations; and to update/review key Shire documents, practices and processes to either meet legislative requirements, align with general practice across the sector and/or achieve better practice.

Where not already commenced or considered, the Shire should look to address the areas of further development identified within this report, and where already underway, continue progressing these as it seeks to continue achieving good practice, and good governance, into the future.



### PART III – LOCATION AND DEMOGRAPHICS

The Shire of Pingelly (Shire) covers 1,294 square kilometres (km) of land in the southern Wheatbelt of Western Australia (WA), 160km southeast of Perth. It is bounded by a number of other small Wheatbelt local governments including the shires of Brookton, Wandering, Cuballing and Wickiepin.

While the Shire is predominately a farming area, particularly grain growing and livestock farming; the majority of its population resides in the urban area of the town of Pingelly (72% of the Shire's population according to the 2011 Census).



According to the Australian Bureau of Statistics (ABS) the Shire had an Estimated Resident Population (ERP) of 1,188 persons at 30 June 2015 (ABS catalogue 3218.0). Reflecting an overall trend in regional WA — particularly for small rural local governments — the Shire has experienced a small population decline in the last few years. According to ERP figures, between June 2010 (1,215 persons) and June 2015 the Shire's population decreased by around 2%. While this is case, ERP also identifies that in the 12-months to June 2015, the Shire experienced a small population increase of 1.1% (equivalent to 13 persons).

Another issue affecting the Shire along with many other smaller country local governments is an older population structure. As at 30 June 2015, the Shire's population had an average (median) age of 45.4 years (ABS catalogue 3235.0); an increase from 44 years in June 2010. Over this same period of time, the median age of WA as a whole remained the same at 36 years of age; indicating the Shire's population is considerably older than that of the state overall. An ageing/older population structure can have a significant impact on a local government's community, its social fabric and on the services and facilities available and required; including health care requirements (generally more likely to be required) and education facilities (generally more difficult to sustain). These and other consequences of an ageing population are key issues facing the Shire now, and into the future.

At the time of the BPR visit, the Shire had eight elected members including the Shire President. The Shire's 2016/17 Annual Budget projects a total operating revenue of \$3.8 million with a rates income of \$1.86 million.

## PART IV – REVIEW AND ASSESSMENT

### 1. Governance

#### Introduction

Corporate governance is important because it enhances organisational performance; manages and minimises risks; increases the confidence of the community and the local government sector; ensures that the organisation is meeting its legal and ethical obligations; and assists in the prevention and detection of dishonest or unethical behaviour.

#### Legislative and policy framework

- *Local Government Act 1995 (the Act)*
- *Local Government (Administration) Regulations 1996*
- *Local Government (Audit) Regulations 1996*
- *Local Government (Functions and General) Regulations 1996*
- *Local Government (Rules of Conduct) Regulations 2007*
- *State Records Act 2000*
- *State Emergency Management Act 2005*
- *Freedom of Information Act 1992*
- *Public Interest Disclosure Act 2003*

#### Areas of Better Practice

The Shire's governance practices were considered during the review and as a result of the assessment process the following has been identified as demonstrating better practice:

Area of Better Practice	Why the initiative is considered Better Practice
Organisational culture and relationships	<p>The review found that the Shire has a positive organisational culture, with a motivated workforce and a strong focus on accountability, open communication and good governance. It is also evident that a good working relationship exists between the administration and Council; a relationship that is based on mutual respect and an understanding of each entity's role within the organisation. While this is the current situation, during onsite discussions (with both staff and elected members) it was noted this was not always the case; with both parties identifying the fact that noticeable improvements to staff/elected member relationships had been made in recent years.</p> <p>Both staff and elected members identified that these changes were the result of various factors but particularly due the strong and influential leadership of the Shire President and CEO and the introduction of positive initiatives such as offsite, externally facilitated regular Team Building Sessions for Council (and the executive, where required). During discussions, it was also noted that there had been a major cultural change in respect to the provision of information from the administration to elected members; with both parties acknowledging that information now flows more freely across the organisation, contributing to an open and</p>



	collaborative culture. The Shire is commended for the positive steps it has taken to improve overall organisational culture and develop strong and productive relationships between Council and administration. The Shire demonstrates a good example of how effective leadership and a commitment to improvement can have positive results.
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As a result of the assessment process a number of additional strengths were found:

- Complementing its positive organisational culture, the review also found that while the Shire is a small local government, it is an innovative and proactive one — actively seeking out grant funding and opportunities for strategic and collaborative partnerships to benefit its community. The Shire is involved in a number of various strategic alliances to ensure it delivers a high level of service to its community such as its participation in an emergency management alliance with the Shire of Wandering and its involvement with the shires of Beverly and Brookton through the 'BBP Aged Care Alliance' to deliver appropriate services for the local ageing community. The review team commends the Shire (in particular the strong and influential leadership of the Council and CEO) for its positive and proactive approach to serving its community.
- During the onsite visit, the review team attended the February 2017 Council meeting and found that the meeting was run well, and chaired well by the Shire President. During the meeting, there was a good exchange of information between elected members (and the CEO and Shire staff where required) with the meeting focusing on the decision making role of Council and all decisions made in a timely and efficient manner. From the observed Council meeting, the level of rapport and respect between elected members (and administration) was evident making for an effective, positive and productive meeting.
- In addition to the ordinary monthly meeting, the Shire of Pingelly Council also comes together for a monthly 'Corporate Discussion', held prior to the ordinary council meeting. The Corporate Discussion acts as a combined agenda and concept forum where the Council formulates strategic projects and workshops concepts (for e.g. at the February 2017 Corporate Discussion attended by the review team Council workshopped it's proposed aged friendly communities plan with a consultant in attendance); as well as discussing details of, and requesting general information on, upcoming meeting agenda items. The Corporate Discussion is accompanied by an agenda and is chaired by the presiding member.
- The holding of forums is an effective way of providing elected members with detailed background information on matters which will be before them, as well as updating them on matters of significance for the local government. This develops elected member knowledge, can assist Council meetings to be more efficiently run, and help Council make more effective decisions. Notably, if local governments choose to use such forums it is important they follow basic principles of good governance including that elected members do not engage in debate or decision making, they follow agendas/order of business (even though they are more informal than meetings) and notes/minutes are taken. As observed by the review team, the Shire's Corporate Discussions generally display good governance practices. Yet, they could

be further refined and enhanced to achieve even better practice, such as the Shire developing a policy/procedure to provide for the conduct of the corporate discussions. The Department's *Operational Guideline Number 5 - Council Forums* identify best practice guidelines for forums; including explaining the difference between various types of forums, discussing forums held immediately prior to ordinary meetings, and outlining model procedures for forums.

- Recognising the importance of elected member training and development for good governance, the Shire has developed a comprehensive program of induction and ongoing training, to assist elected members to effectively perform their role. Upon commencement, all elected members are provided with an induction which covers a variety of information including roles and responsibilities and legislative requirements of local government. Complementing the induction program, the Shire also provides a good level of information for prospective candidates including formally inviting candidates to attend a council meeting to witness proceedings (and have afternoon tea with council following, to ask questions and get information).
- Enhancing and supporting the Shire's activities to appropriately induct elected members, it has also developed a policy for elected member training, 'Councillor Training' (policy 4.10). The policy outlines that newly elected councillors will undertake at least two training courses within the first six months of taking office to assist them to 'successfully carry out their roles and responsibilities'. During formal and informal onsite discussions with the Shire (both its elected members and staff), it was identified that all elected members have undertaken a number of training courses, above and beyond the policy requirements. It is evident that the Shire's elected members have a strong interest in attending training and are receptive to increasing and improving their knowledge to assist them in fulfilling their roles as elected members. Through its elected member training policy the Shire is also effectively achieving the outcomes of its Strategic Community Plan strategy 4.1.3 'strengthen the governance role of councillors by informing, resourcing, training and supporting their role'.
- Organisational risk management involves the systematic identification, analysis, evaluation, control and monitoring of risk. Although risk cannot be entirely eliminated, local governments are encouraged to establish risk-aware cultures and put in place structures, processes and controls that provide a consistent and effective approach to reducing, and managing risk. One way local governments can achieve this is through the development of an appropriate risk management framework (and associated documentation). The Shire has developed a risk management framework which includes a risk management policy, risk management procedures and risk assessment and acceptance criteria. Through its risk management framework, the Shire clearly identifies its approach to the identification, and management of risk.
- Overall, the Shire's documentation is of a good standard and contains all key elements required to establish a risk-aware organisation. Although this is the case, to achieve better practice, it is recommended that all staff reports to Council include risk implications/considerations. This is important for ensuring that elected members understand

the relevant risks and implications of their decisions, and is recognised good practice for a strategic meeting focus (as noted in the Department's *A Guide to Meetings*).

- Business continuity planning forms part of risk management processes as it enables a local government's internal and external services to quickly recover from a range of disasters. In line with this, business continuity plans allow a local government to document how it will prevent, prepare for, respond to, manage and recover from the impacts of unforeseen events and are important complements to any risk management framework. During the onsite visit, the Shire advised it was in the progress of developing a business continuity plan alongside some other work it was undertaking with a records consultant. While the Shire is commended for recognising the importance and need for a business continuity plan, it is reminded that any plan it develops should go beyond being solely a records continuity plan, to one which focuses on all aspects of business continuity, across a range of the Shire's operations. The Shire is encouraged to work towards finalising its business continuity plan and ensuring that once complete, it links with its current emergency management documents and any future risk management documentation it may develop (as noted above).
- Private works can be a useful way for country local governments to supplement their income while also providing a service to ratepayers which may not otherwise exist in the local area (especially so for a small rural community). Notwithstanding these benefits, private works also carry a high risk of fraud if not properly controlled. This is also the cases when local government employees are afforded the opportunity to hire local government plant/equipment for their own personal use (common practice in country local governments). The Shire undertakes private works, as well as permitting its employees to hire Shire plant/equipment outside of work hours.
- To avoid the risk of misuse or fraud in respect to private works and employee use of equipment such activities should be supported by robust policy and/or procedures. Having clear protocols and documentation around these functions is essential to ensure the proper and transparent use of Shire resources. Demonstrating good practice in this regard, the Shire has two policies in place to support these functions — its Private Works policy (policy 12.4) and Private Use of Depot and Plant policy (12.8). Both policies outline the various guidelines and obligations associated with the use of Shire equipment including approval requirements, requests to be made in writing and in the case of the Private Works policy, outline various payment arrangements including the issuing of purchase orders, pre-payments and progress payments. The Shire's website also includes its Private Works Application Form which includes further requirements in respect to quotation and payments.

## Areas for Further Development

As a result of the assessment process the following areas were identified for further development:

- As required by s5.103 of the Act, the Shire has developed a Code of Conduct (Code) for its elected members and employees. As discussed in the Workforce Planning section of this report, the Shire demonstrates good practice by requiring new, and existing, employees to sign a statement acknowledging they have read, understood and agree to abide by the Code.

However, the same process of direct acknowledgement does not apply to elected members. Rather, elected members are requested to sign an acknowledgment form stating that they have received various documents, one of which is the Code (but also includes other key Shire documents such as reports and plans). While this practice is acceptable and does not contravene any legislative requirements, it could be enhanced to achieve better practice — and to align with general practice across the sector. Accordingly, the Shire should consider introducing formal written acknowledgement of the Code by elected members as a separate/stand-alone process; the same way that it applies to employees.

- In addition to considering the above, the Shire should also look to review/update its Code to ensure it is reflective of current legislative requirements as they apply to the Shire; specifically that it appropriately reflects the recent changes to gift and travel requirements such as online gift and travel register requirements. Further, it is recommended that when the Code is next reviewed, it be made available to the public via the Shire's website as way to ensure the community is aware of its existence and content — this will enhance transparency and promote good governance.
- The *Local Government (Audit) Regulations 1996* require CEO's to undertake a review, every two years, of the appropriateness and effectiveness of a local government's systems and procedures in relation to risk management, internal control and legislative compliance (i.e. Regulation 17 review). As advised by the Shire during the onsite visit, it last undertook this review in December 2014. The Shire is reminded of its legislative obligations in respect to undertaking the Regulation 17 review every two years and accordingly is encouraged to commence this process at its earliest convenience.
- The Shire advised that in accordance with section 5.46 of the Act, it reviews its delegations register once every financial year. While this may be the case, upon inspection of the Shire's register it is noted that it does not contain any dates relating to the register and/or delegations contained within it (including dates of commencement and/or date of review). At the next review of its register, the Shire should ensure that it includes dates, so as to determine the currency of the delegations. Further, it is good practice for a delegations register to include a reference to the minutes which record the delegation/s and any conditions relating to said delegation/s. The Department has produced *Operational Guideline Number 17 – Delegations* to provide information and advice on the use of delegations in local government.
- As required by the Act (and associated regulations) the Shire makes its Ordinary and Special council meeting agendas and minutes available to the public at its administration office; as well as providing them on its website. While this is the case, it is noted that the full set of attachments and supporting documentation are not included with the minutes on the Shire's website; rather they are included with the uploaded agenda's only. To achieve better practice, the Shire should include attachments (i.e. supporting documentation) with its online meeting minutes. Including attachments with minutes will ensure that the public has full accessibility to, and awareness of, Council's complete decision making process, and is generally accepted as standard practice across the local government sector.



- As required by section 5.23 of the Act, all meetings of Council are to be open to the public unless the Council resolves to close a meeting (or part of) for any reason in accordance with section 5.23(2) of the Act. Upon reviewing the Shire's minutes it is noted that when a meeting, or part of a meeting, has been closed to the public (such as in April and August 2016 and most recently in March 2017) the minutes simply state that the meeting be closed to the public to 'discuss confidential item/s' or in the case of March 2017 'to close the meeting to the public'. To ensure transparency and clarity to the public around the meeting process, the reasons for closing a meeting should be clearly evident and readily identifiable in the minutes as one of those reasons allowable under section 5.23 of the Act.
- To achieve better practice, align with general practice across the sector, and better meet the intent of section 5.3(3) of the Act (i.e. that the reason for the decision to close a meeting be recorded in the minutes of the meeting) the Shire should avoid using a broad-brush description of 'confidential' when closing meetings. Instead, the minutes should identify the specific reason for closing a meeting, by quoting which part of section 5.23(2) is being used to close the meeting. For example, "that the meeting be closed, in accordance with Section 5.23(2)(a) of the Act as it relates to a matter affecting an employee" — or something similar. It is noted that in December 2015 when the Shire's Ordinary Council meeting was closed to the public to discuss the Australia Day Award recipients; the minutes specifically identified this as the reason for the meeting's closure and referenced section 5.23 of the Act when doing so. The Shire should refer to this example going forward.
- As a result of onsite discussions during the BPR (and general observation by the review team) it is evident that the Shire seeks to provide a high standard of customer service to its community and other stakeholders. While this may be the case, the review team feels that the Shire's approach to customer service could be better articulated to its community; namely through the public availability and/or development of relevant customer service documentation. For example, at the onsite visit the Shire advised that it has a customer service charter, yet upon inspection of the Shire's website no charter is available. A customer service charter is a useful tool to define a local governments customer service standards, provide information to the community on what they should come to expect when dealing with the local government, and outline how the local government will deal with customer requests, feedback and/or complaints; essentially it is a contract/commitment by the local government to the customer. For these reasons, a customer service charter should be made readily available to the community/customer.
- Further to this, the Shire should also consider documenting a complaints handling policy and/or procedure. An effective complaints handling policy/procedure will clearly define a complaint, distinguish customer service requests from complaints, set out clear processes and timeframes for the Shire dealing with complaints, and define responsibilities for dealing with complaints. For additional information on complaints handling for public authorities, the Ombudsman Western Australia website ([www.ombudsman.wa.gov.au](http://www.ombudsman.wa.gov.au)) provides comprehensive information and guidelines on effective complaint handling processes on its '[Guidelines and Information Sheets](#)' and '[Effective handling of complaints](#)' pages. Together, a

customer service charter and complaints handling policy/procedure will provide a quality customer service framework to assist the Shire in delivering a high-level of customer service to its community and stakeholders.

- In October 2015, the Shire of Pingelly Council set out to appoint an auditor through the resolution "That Council endorse the audit committee recommendation of the appointment of AMD Chartered Accountants as the Shire of Pingelly auditors..." While it is evident that the Shire's intent through this resolution was to appoint an auditor on the recommendation of the Audit Committee it does not comply with section 7.3 of the Act for the appointment of an auditor, for two reasons. Firstly, the Act states that a local government is to appoint a named person/s to be its auditor — yet the Shire appointed a company (AMD Chartered Accountants), rather than a registered auditor from that company. Secondly, the Act states that the appointment of a registered auditor be made through an absolute majority decision of Council. While the Council resolution of October 2015 technically achieved an absolute majority vote (8:0) the minutes do not state this voting requirement, instead stating 'Simple Majority'.

### **The Shire's response**

*The Councillor Code of Conduct is now on the Shire Website, all Councillors now need to read and sign the document. At the swearing in of the new councillors this year all new and existing councillors will be provided with an up to date information pack with all relevant information and all required to sign a form stating they have received and understand all information documentation provided to them in the induction.*

*The review of Regulation 17 will commence late 2017 as quotes have been received and a joint project with the surrounding shires is being investigated to see if any cost savings can be identified by partnership.*

*The Delegations Register was presented to Council on the 17 May 2017 and the review date is now added to the document.*

*The Shire now includes all attachments as part of the published minutes and this was implemented in March 2017.*

*The meetings are now closed to the public and reference is made to the section of the Act and the items to be discussed will be added going forward.*

*The Shire provides very good customer service and this has been reflected in many community surveys conducted over the past 5 years with the standards and improving each survey as assessed by the community and stakeholders. The customer service charter will be reviewed and placed on the Shire Website and the requirement for a complaints policy is noted.*

*The clarification to wording when appointing the Shire Auditor in 2015 is noted.*



## 2. Planning and Regulatory Functions

### Introduction

Local governments carry out a number of land-use planning and regulatory functions, the majority of which are enacted by State Government legislation. A number of these functions are also exercised through relevant local laws, planning schemes and policies. The way in which these functions are carried out by a local government, in line with appropriate legislation and in an efficient and effective manner, is important for achieving a wide range of social, economic and environmental outcomes.

### Legislative and policy framework

- *Local Government Act 1995*
- *Planning and Development Act 2005*
- *Planning and Development (Local Planning Schemes) Regulations 2015*
- *Health Act 1911*
- *Building Regulations 2012*
- *Emergency Management Act 2005*

### Areas of strength

- Due to the relatively small size of the Shire, the number of development applications (DAs) it receives on an annual basis is minimal. Although the Shire receives only a small number of DAs, the system it has in place around the DA process is of a good standard and appropriate for a local government of its size and requirements. Notably, the CEO has delegated authority to approve certain DAs — namely those which comply with the Local Planning Scheme — with the others referred to Council for determination. Although the Shire receives an overall small volume of DAs, it is good practice to have a delegations system in place for the determination of DAs for a number of reasons including that as it supports the separation of powers allowing Council to focus on more strategic matters (which is their role) and ensures a faster and more streamlined process for the approval of DAs.
- The Shire provides quality information to the community regarding its planning, building and health services (i.e. 'development' services), ensuring that the lodging of applications and associated complex processes are made as user friendly as possible. It has developed a comprehensive set of information sheets and guidelines covering a broad range of development services (such as carports and garages, ancillary dwellings, septic systems, fences, walls and home occupations) — all available from its website. This is in addition to other useful web-based information including relevant application forms (such as building and demolition permits) and checklists to assist applicants through various development related processes.
- Local governments across the state are faced with a number of different emergencies that require appropriate management to enhance community resilience and preparedness. Accordingly, local governments play a critical role in emergency management and as required by the *Emergency Management Act 2005*, have various obligations and functions placed upon them. These include ensuring that effective and appropriate Local Emergency Management Arrangements (LEMA) are prepared and maintained; managing recovery following an

emergency and the establishment of a Local Emergency Management Committee (LEMC) for the district. The Shire partners with the Shire of Wandering for the establishment and delivery of its emergency management functions, through a joint LEMC and LEMA. The shires have recently updated the Pingelly-Wandering LEMA, with both councils endorsing the updated arrangements in February 2017. Overall, the Shire's approach to emergency management is commended, particularly its demonstration of collaboration with the Shire of Wandering. As two smaller local governments working together, the shires ensure they can meet their legislative obligations more effectively and efficiently than might otherwise be the case if they worked independently — this is good practice.

### Areas for Further Development

The following areas were identified for further development and relate to website material:

- As previously identified, the Shire has appropriate emergency management practices in place and demonstrates good practice in respect to its LEMA and LEMC through its collaboration with the Shire of Wandering. While this is the case, it is noted that the Shire does not provide a copy of the LEMA on its website, as is recommended by the Office of Emergency Management (OEM). The OEM website states "it is a requirement for each local government in Western Australia to publish LEMAs on their website" (see: [Office of Emergency Management \(www.oem.wa.gov.au\)](http://www.oem.wa.gov.au)). In line with this, it is recommended that the Shire update its website to include a copy of its LEMA. Further, given that the Shire has recently updated its LEMA (February 2017) it is also reminded of the requirement of s43 of the *Emergency Management Act 2005*; which states that a current copy of a local government's LEMA be made available to the public at the local government's offices.
- Over the last few years the Shire has been undergoing a process to update and consolidate its Local Planning Scheme No. 3. In April and May 2016, the Shire invited submissions from the community regarding the consolidated scheme, requesting feedback on the effectiveness of the consolidated scheme, the need for any amendment and/or the need to make a new scheme. Currently, the Shire's website includes a public notice requesting this feedback (from April 2016), the report which accompanied the public notice (also April 2016) and various other documents relating to amendments to the Local Planning Scheme dating back to 2012. Upon inspection of the Shire's Local Planning Scheme on the Department of Planning (Planning) website, it is noted that the version available from the Shire's website is not the most current — or at least not the same version available from the Planning website which includes an amendment from July 2013 (which is not included in the version on the Shire's website). The Shire is encouraged to critically review its website in respect to its Local Planning Scheme (and associated documentation) to ensure the most up-to-date version is available online, to avoid unnecessary or confusing duplications and remove out of date material where appropriate.



### **The Shire's response**

*The agreement that was in place at the time of the BPR has been further developed and endorsed by both Wandering and Pingelly. The up to date version is now on the Shire website and would be made available to any member of the public that may request a copy.*

*As mentioned the Shire is updating its planning policy that is currently under review and once all approvals are received and approved the Shire Website will be updated with both the Shire Policy and Delegations reviewed to support the new planning policy.*

### 3. Plan for the Future

#### Introduction

The 'Plan for the Future' (Integrated Planning and Reporting (IPR)) requirements for local governments in Western Australia came into effect on 1 July 2013. As a result, all local governments are required to have in place a Strategic Community Plan and Corporate Business Plan, which together, form the 'Plan for the Future'.

#### Policy and legislative framework

- *Local Government Act 1995*
- *Local Government (Administration) Regulations 1996*
- Integrated Planning and Reporting Advisory Standard (IPR Advisory Standard)
- Integrated Planning and Reporting Framework and Guidelines (IPR Guidelines)

#### Summary review of the Shire's Plan for the Future framework

- The Shire's Strategic Community Plan 'Pingelly 2023' (for the period 2013-2023) and Corporate Business Plan 2013-2017 were adopted by Council in October 2013. Both documents contain relevant information for the Shire to effectively plan for its future and meet all legislative requirements as outlined in the Act and the *Local Government (Administration) Regulations 1996*.
- As required by this legislation, a strategic community plan is to be reviewed, in full, every four years and by default, due to the "integrated" nature of IPR, a full corporate business plan review should also occur every four years. In line with these requirements, the Shire (with the assistance of a consultant) is working towards the full review of its plans during 2017. While the Shire is meeting its legislative requirements by reviewing its IPR documents every four years, onsite discussions identified that its plans have not otherwise been formally reviewed since their original adoption in 2013.
- Although not directly legislated for in the Act or regulations, the IPR Guidelines and Advisory Standard state that in addition to the four-yearly review, strategic community plans should also undergo two-yearly desktop reviews (i.e. 'minor' strategic reviews to update and reset priorities). Accordingly, to meet the requirements of the Advisory Standard — and achieve better practice — once developed, the Shire should undertake both a two-year and four-year review of its new Strategic Community Plan.
- During the onsite visit, the Shire advised that it reviews its Corporate Business Plan annually when developing and preparing its annual budget (as required by regulation 19DA of the *Local Government (Administration) Regulations 1996*). While this may be the case, the review team notes this is more of an 'informal' review, with no updated/revised plan produced as a result. The IPR Guidelines and Advisory Standard state that corporate business plans should be reviewed and *updated* every year. Therefore, when the Shire reviews its Corporate Business Plan in the future, it should develop an updated, evolving and "rolling" plan at each annual review. The result being a plan for each upcoming four-year period, which clearly identifies the

Shire's current position in relation to the delivery of outcomes and communicates its direction for the year ahead, with updated resourcing information clearly linked to the current year's annual budget. For example, a plan for 2013-2017 would have been revised to one for 2014-2018 then 2015-2019 (and so on).

- Producing an updated corporate business plan on a rolling annual basis will ensure that elected members, staff and the community are provided with an up-to-date account of what the Shire has achieved to date, in addition to clearly understanding what it is capable of delivering at said point in time. Given that the delivery of projects and programs may be affected by available finances, shifting priorities and/or other external and internal factors it is important that an up-to-date corporate business plan is produced at each review to reflect these circumstances.
- In summary, once the Shire has developed its new IPR documents, it is encouraged to review and update them on a more regular basis to ensure they remain effective and meaningful strategic planning documents. While this is identified as an area where the Shire can improve its IPR practices it is noted that overall, the Shire demonstrates a good understanding on the concepts and practices of integrated planning whereby the programs, services and projects it seeks to deliver are aligned and integrated with community aspirations; and consider financial and asset management implications. The Shire is encouraged to continue reviewing its IPR documents and work towards achieving better practice in its IPR practice.

### **The Shire's response**

*The IPR process is well underway with the Shire keeping the Department regularly informed of its status. If more funding was available to support this process it could be more highly prioritised and the comments are noted.*



## 4. Workforce planning and Human Resources management

### Introduction

Workforce planning can be defined as a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future. Human resources management assists in providing a framework that aims to have the right people in the right place at the right time to facilitate the delivery of organisational goals.

### Legislative and policy framework

- *Local Government Act 1995*
- *Equal Opportunity Act 1984*  
*Occupational Safety and Health Act 1984*
- Workforce Planning Toolkit

### Strengths found as a result of the assessment process

- The Shire's Workforce Plan was prepared in June 2013 for the period 2013-2017 and is a good document, meeting all areas of recommended practice as outlined in the Department's Workforce Planning Toolkit. This includes information on the external and internal operating environment of the Shire and commentary around the Shire's current and potential future workforce. Further, the plan also identifies issues, gaps and risks in respect to the Shire's workforce (e.g. gaps in HR systems and processes, issues around staff capacity and capability, workforce ageing and management of corporate knowledge) and outlines various strategies and actions the Shire will implement to address these, and shape its workforce. Although the Shire's Workforce Plan is a good document, the review team notes it is due to be reviewed and updated; especially relevant as the Shire is currently undertaking the review of its strategic community and corporate business plans.
- Overall, the review found that the Shire has a positive workplace culture with a productive, engaged and motivated workforce. To support and encourage a good workplace culture, the Shire provides various workplace initiatives for its staff to ensure they get the most out of their employment. These include wellness initiatives such as free swimming pool use, vaccinations and health checks; and team building activities such as regular staff breakfasts, morning teas and social events. From onsite discussions and observations, it is evident that the initiatives the Shire has put in place are having a positive effect on its workforce (see more below).
- Employee surveys are a useful way for local governments to collect information on workplace culture and employee attitudes. In order to gauge any change in employee satisfaction and workplace culture it is good practice to undertake surveys on a regular basis. During the onsite visit, employees surveys were discussed, with the Shire noting it conducts surveys on a regular basis; the most recent being in September 2016. Through its employee surveys, improvements in staff perceptions and workplace culture have been identified; indicating that various workforce strategies and programs the Shire has put in place have been effective and achieving desired results — this is a good outcome for the Shire. To continue understanding

its workforce and measuring employee satisfaction levels over time, the Shire is encouraged to continue undertaking surveys on a regular basis.

- The Shire demonstrates a commitment to a healthy and safe workplace in various policy documents, including but not limited to its 'Health, Safety and Environment' policy and the Employee Code of Conduct (for example parts 37, 38 and 39 cover health and safety requirements and procedures for outdoor staff, visitors and contractors). All new employees are provided with an OSH induction upon commencement with the Shire, while existing employees are reminded of their obligations in respect to OSH in various ways, including that important OSH documents are readily accessible throughout the administration centre (such as in the staff kitchen and on noticeboards). While the Shire's current OSH documentation and processes are of a good standard, it has been identified that it would benefit from the development of an overarching OSH policy/framework document — something the Shire is in the process of developing. Accordingly, the Shire is encouraged to continue working towards this to further enhance its OSH practices.
- As required by s5.38 of the Act, the Shire carries out annual performance reviews for all employees. Through its employee performance review process, the Shire displays various examples of recommended good practice, including but not limited to the fact that position descriptions are reviewed as part of the annual review and training needs for employees are also identified (noted in further detail below). Notably, at each performance review, the Shire also requires that employees reacknowledge the Code of Conduct. This ensures that employees are constantly made aware/reminded of their obligations in respect to being an employee of the Shire — this is good and innovative practice.
- The Shire understands the importance of staff development and upskilling for increasing corporate knowledge and building organisational capacity, encouraging its staff to engage in targeted training and development programs where appropriate. Illustrating a positive and proactive approach to the development of its staff, the Shire has developed a comprehensive training and development policy and has a good process in place to determine staff training needs, linked to the annual performance review. The Shire's 'Training and Development' policy (10.15) outlines its commitment to creating a "learning culture" and details the type of assistance and support it will provide for staff who wish to undertake additional studies such as higher education. The policy also outlines the Shire's use of employee development plans; whereby an employee's training needs are initially identified following commencement with the Shire and subsequently reviewed on an annual basis through the employee performance review process. Further, to this, staff training needs (as identified through this process) are incorporated into a training matrix, to identify common needs across the organisation, ensuring that the delivery of training is targeted and relevant to not only the individual, but also adds value to the entire organisation when possible — this, and the Shire's overall approach to staff development and training (for the reasons identified above) is good practice.
- For many smaller rural local governments, the ability to attract, recruit and retain skilled staff can be difficult. Another risk facing these local governments (and the sector overall) is an



ageing workforce. One way that local governments can look to address such issues is through the employment and up-skilling of young, local people through the use of traineeships/apprenticeships. Demonstrating a commitment to providing opportunities for local young people as well as a proactive approach to meeting current, and future workforce needs, the Shire actively encourages the use of traineeships. At the time of the onsite visit, the Shire had a number of trainees employed in various positions throughout the organisation including in the administration and technical services areas. It should also be noted that the Shire has recently received an award recognising its commitment to the employment of trainees. Accordingly, the Shire is commended for its efforts in encouraging, and supporting trainees in its workforce.

- The Shire has a good induction manual which it provides to all new employees as part of their induction process. The 'Staff Induction Manual' includes detailed information on a range of Shire policies and practices including employee conduct, leave entitlements, the role of local government and OSH. The induction manual is supported by an induction checklist, which ensures that all new employees are provided with all relevant information required for them to commence employment with the Shire. In addition to the provision of an induction upon commencement of employment, all new employees are provided with a copy of the Shire's Code of Conduct with their letter of offer for employment. Employees are then requested to sign that they understand, and agree to abide by the Code of Conduct upon commencement. Overall, the Shire's induction process (and supporting documentation) is of a quality standard and it is evident that all new employees of the Shire are provided with a good level of information to be effectively inducted into the organisation.

### **Areas for Further Development**

As a result of the review process, the following areas were identified for further development.

- The Shire has a range of human resources policies, procedures and guidelines located within a number of different documents, including within its policy manual, employee code of conduct document, staff induction manual and the employee collective agreement. While the Shire's policies/procedures generally cover all relevant areas of HR and workforce management for a local government, the review team has identified a potential risk with the Shire's information being located across multiple documents. Specifically, the risk of inconsistency and unnecessary duplication between the various documents is a concern; while the associated additional workload required for the Shire to ensure its documents remain accurate and consistent with no gaps in policy/procedure, another potential risk.
- In summary, while the Shire's suite of policies/procedures as they exist are generally acceptable, it may benefit from critically reviewing them — and their respective locations — to ensure they best meet the current, and future needs of the Shire's HR and workforce needs. Through this process, the Shire may also wish to consider whether it would benefit from the development of an overall HR manual as a location to consolidate the various policies/procedures it has and include those it may still require, where applicable (such as the following example regarding recruitment and selection policy/procedures).



- During the onsite visit, recruitment and selection of staff was discussed. The Shire noted that unlike some smaller local governments, it generally doesn't experience any difficulties in attracting and engaging suitable staff and has been able to recruit good quality staff, relatively easily. Through these discussions it was identified that while the Shire follows sound and appropriate processes in relation to recruitment it does not have a formally documented policy/procedure — rather, it follows informal processes on a case-by-case basis. As required by s5.40 of the Act, employees of a local government should be selected and promoted on the basis of merit and equity. Key to this is the development of appropriate policies, procedures and/or documentation to guide the recruitment, selection and promotion process.
- While it is evident the Shire abides by the principles of the Act in its recruitment activities, it may wish to consider documenting some basic policies and/or procedures to enhance, and ensure, transparency and probity around its current practices. A recruitment/selection policy and/or procedure could include information such as the process for developing selection criteria; requirements for advertising; the need for merit based decisions and confidentiality during the recruitment process; guidance around managing conflict of interests; the need for decisions to be appropriately documented and the use/composition of selection committees, for example.

### **The Shire's response**

*The Shire may not have a documented process as such but robust steps are followed and administered directly by the CEO to ensure transparency and confidentiality. The recruitment process used by the Shire is that consistent for the past 4 years that it happens seamlessly.*

*The Shire is continuing to document and develop procedures for each position that support the staff roles and responsibility matrix and the above comments will be noted as this process continues.*

## 5. Community and Consultation

### Introduction

Delivering appropriate services to the community is one of the fundamental roles of local government. Effective community engagement and consultation allows local governments to interact with the local community to better understand community needs and expectations, assisting in the delivery of services. Consultation and engagement better positions local governments to develop appropriate policies and procedures that will best serve the local community now and into the future.

### Legislative and policy framework

- *Disability Services Act 1993*
- International Association for Public Participation (IAP2) spectrum
- Western Australian Charter of Multiculturalism

### Areas of Better Practice

An assessment of the Shire's community and consultation activities were considered during the review and the following is identified as an example of better practice:

Area of Better Practice	Why the initiative is considered Better Practice
Community Engagement initiatives	<p>Engaging with the local community is something that the Shire does well and is to be commended for. It undertakes a broad level of consultation and engagement and works collaboratively with its community, through various methods. One specific example of this is its work with the community through focus/reference groups.</p> <p>During onsite discussions, the Shire noted that engaging with, and involving the community from the beginning, and throughout the life of a project has been a key approach it has taken to ensure that its projects are a success, have community 'buy-in' and a sense of ownership. To achieve this, the Shire has established a number of focus/reference groups — made up of key individuals from across the community — which allow the community to come together and work closely with the Shire, providing input into major projects and initiatives.</p> <p>By way of example, for the development of the new Pingelly Recreation and Culture Centre (PRACC), representatives of sport and community organisations were initially consulted by the Shire about what their respective organisations would like to see in a new centre. This then evolved into a formalised PRACC Focus Group, who along with representatives of the Shire, have been involved in the decision making on all aspects of the project including its design and choice of building materials. It is intended that members of the focus group will also be involved in the management of the new PRACC once constructed.</p> <p>Through the use of community focus groups, the Shire demonstrates a commitment to actively involving its community in the decision making</p>

	<p>process, recognised as an important element for good and mutually beneficial decision making.</p> <p>In summary, it is evident that the Shire places a strong emphasis on working closely with its community and as a result, is achieving positive outcomes across a range of projects — representing an example of better practice.</p>
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- While the Shire's use of focus/reference groups is identified as a specific example of better practice, it also utilises a number of other mechanisms to consult with the local community, including through regular surveys. Over the course of the last few years, the Shire has undertaken a resident's survey to determine community priorities and satisfaction with the services and facilities it provides. It is good practice to undertake community surveys on a regular basis, as it allows the Shire to identify and measure any changes in community satisfaction levels as a result of its programs, services etc. Also demonstrating good practice, it is clear that the Shire undertakes the survey with the intent that the results and outcomes be used to actively improve the services and programs it delivers. For example, the Shire noted that the surveys identified a gap in the recreation, culture and community development space (such as more activities for young people); an outcome which led it to employ a community development officer.
- Complementing its community engagement and consultation program the Shire also understands the importance of building a connected and informed community; interacting with the community through various mechanisms including its website and a newsletter. 'The Pingelly Times' newsletter is produced multiple times each month and provides varied information about the Shire. Of note, the newsletter provides detail on the agenda and minutes for the monthly Ordinary Council meeting, including a summary of each report and the resolution/decision for each item considered — this is an innovative and good practice to inform the community. During the onsite visit, the Shire and review team discussed the fact that the Shire's community surveys found around 70% of residents read this information and found it a useful way to be informed about Council and its decisions.
- Further to these methods of communication the Shire also has a Facebook page to connect with the local community. The use of social media is a positive initiative for the Shire, allowing it to potentially connect with a broader segment of the community who it may otherwise not engage with it through more "traditional" means of communication, such as its newsletter.
- As earlier identified in this report, the Shire's population has an older demographic. While it is not alone in this respect, the Shire's population is considerably older, on average, than that of WA overall and of regional WA (excluding 'Greater Perth'). As of June 2015, the median age of the estimated resident population of the Shire was 45.5 years compared to 36.1 and 37.7 years for WA and regional WA respectively. Accordingly, the provision of appropriate services, facilities and support for the local aged population are key focus areas of the Shire's Strategic Community Plan; with the supply of aged-persons housing, and ageing in place identified priorities. At the time of the onsite visit, the Shire had a number of projects underway to achieve

its outcomes, including but not limited to the construction of aged-persons housing and developing an age friendly community plan.

- Illustrating its commitment to providing facilities and services for the local ageing population the Shire partners with the shires of Beverley and Brookton, as the 'BBP Aged Care Alliance', for the delivery of aged care health services in the region. In late 2016, the alliance received funding through Royalties for Regions to assist with the construction of 27 independent living units (ILUs) across the three shires — seven will be located in the Shire. The seven ILUs in the Shire will be co-located with an additional five units already under construction (funded by the Southern Inland Health Initiative through WA Country Health Service). At the time of the onsite visit, in addition to its involvement with the construction of housing, the Shire was also working with a consultant to develop an age friendly communities plan. The plan will exist as an informing strategy of the Shire's strategic community and corporate business plans and detail various ways that the Shire will seek to provide support to an ageing community. The Shire is commended for its commitment to seeking out funding and partnership opportunities for age-friendly initiatives (in addition to providing its own funding and in-kind support); achieving its strategic outcomes.
- To support the role of its volunteers, the Shire has developed a policy 'Volunteer Management'. The policy is a comprehensive document stating the Shire's position to manage its volunteers in line with best practice standards/the national standards for volunteering. It outlines the Shire's various responsibilities to its volunteers including that they will be provided with appropriate insurance coverage, an induction, clearly defined roles and job descriptions, appropriate information on grievance and disciplinary policies and procedures, and that the Shire will keep a register of all volunteers. The Shire also actively recognises the role of volunteers within its community through various 'Thank a Volunteer' initiatives — the most recent being the 'Thank a Volunteer Sundowner' it held in February 2017. While the Shire's volunteer policy is a good document, the review team notes its relatively unusual location within the 'Works, Services and Plant' section of the policy manual. At the next review of the policy manual, the Shire may wish to consider a different and more appropriate location for the policy such as in the 'Community', 'General' or even 'Staff' sections.
- According to the 2011 Census figures, 11.5% of the Shire's population was of Aboriginal and Torres Strait Islander descent. During onsite discussions, the Shire advised it aims to be as active as possible in supporting and engaging with local Aboriginal people. This includes recognising the aboriginal community at Council meetings and public events through an acknowledgment of country; partnering with 'Nyoongar Wellbeing and Sports' (a group that runs school holiday and sports programs in the Shire for Aboriginal youth); flying the Aboriginal and Torres Strait Islander flags at the administration centre; and regularly meeting with the Pingelly Aboriginal Progress Association and local elders. During the onsite visit, the Shire advised it was investigating a new project to increase its engagement with the local Aboriginal community, in particular with Aboriginal youth. The project would see Aboriginal employees from the Shire provide mentoring/support to Aboriginal children at the local school. The Shire



is commended for its efforts and is encouraged to continue the good work it is doing in this space.

### Areas for Further Development

As a result of the assessment process, addressing community (and Shire) concerns in respect to economic development — or lack of — was identified for further development:

- As already identified, the Shire undertakes regular surveys of its residents; the purpose of which are to measure community satisfaction levels with the services, facilities and programs it provides, while also identifying short term priorities, future vision and direction. In its most recent survey economic development was identified by the community as a priority focus area, as well as the area it rated the Shire to be performing poorest in (Shire of Pingelly Residents Survey Report, July 2016). During onsite visit discussions, the Shire also identified economic development (including business support and tourism) as a key issue facing it. While the review team understands the Shire is considering how it best responds to these issues, it is noted that its Strategic Community Plan currently identifies a number of strategies to support and enhance local economic development outcomes. These include strategies such as 'Explore ways to attract value adding and compatible new industries in Pingelly while nurturing and supporting the growth of existing businesses' (Strategy 3.1.2), 'Promote Pingelly as a good business destination' (Strategy 3.2.2) and 'Support employment and training programs for local business' (Strategy 3.2.4). Accordingly, to address identified concerns in regard to economic development the Shire should continue working toward achieving its strategic outcomes in this space. Or, commence work on these, if not already underway.

### The Shire's response

*The Shire has been very proactive in trying to develop economic growth and has \$20 million worth of infrastructure been delivered in Pingelly in 2017. It should be noted this is a massive achievement as a result of lots of hard work that is based on the Shire Community Strategic Plan.*

## PART V – ACTION PLAN

The below action plan presents an opportunity for positive improvement and change by identifying areas of further development for the Shire.

Area for Further Development	Recommendation / Action	Timeframe	Responsibility	Progress Report
<b>Governance</b>				
Corporate Discussions/Council Forums	1. Consider developing a policy and/or procedure to provide for the conduct/running of the Shire's corporate discussions.	April 2018	CEO	Will work with New Council to develop procedure
Risk Management (council reports)	2. Include risk implications/considerations in staff reports to Council meetings.	April 2018	CEO	Under Review
Code of Conduct	3. Consider requiring elected members to provide direct written acknowledgment of the Code of Conduct.	October 2017	CEO	As part of swearing in process for new and existing councillors
	4. Update the Code of Conduct, where required in line with recent legislative changes (e.g. gift requirements) and consider making updated version available to the public via the Shire's website.		Completed	
dRegulation 17 review	5. Undertake the next two-year review of local government systems as required by Local Government (Audit) Regulation 17.	November 2017	CEO	In progress



Delegations Register	6. When next updating the Shire's delegation register ensure dates relating to the issuing of delegated authority are included (i.e. date of commencement and/or review) as well as other best practice recommendations as outlined in the Departments Operational Guideline Number 17.	Completed	
Website minutes	7. Include attachments with online/website Council meeting minutes.	Completed	
Closed meetings	8. Ensure that when meetings are closed to the public, the minutes clearly state the reasons for closing the meeting.	October 2017	CEO
Appointment of Auditor	9. Correctly appoint auditor in line with section 7.3 of the Act, ensuring that a person (registered auditor) is appointed as the Shire's auditor by an absolute majority vote.	Noted	No Further Action and the Shire will no longer need to engage its own Auditor Services
Customer Service Charter	10. Ensure the Shire's customer service charter is readily available to the public, including being uploaded to the website.	May 2018	CEO
Complaints Handling	11. Consider documenting a complaints handling policy and/or procedure.	May 2018	CEO
<b>Planning and Regulatory</b>			
Local Emergency Management	12. Publish a copy of the Shire's LEMA on the Shire's website as required by the Office of Emergency Management (OEM).	Completed	
Local Planning Scheme (and associated web documents)	13. Review the Shire's website (and update where required) in relation to land-use planning documentation; in particular ensuring the correct version of the Shire's Local Planning Scheme is available online.	December 2017	CEO
<b>Plan for the Future</b>			
			Under Review

Strategic Community Plan review	14. Undertake a review of the Strategic Community Plan in line with legislative requirements and best practice recommendations as outlined in the Act, associated regulations, IPR Guidelines and IPR Advisory Standard.	December 2017	CEO	Under Review
Corporate Business Plan review	15. Undertake a review of the Corporate Business Plan in line with legislative requirements and best practice recommendations as outlined in the Act, associated regulations, IPR Guidelines and IPR Advisory Standard.	December 2017	CEO	Under Review
<b>Workforce and HR Management</b>				
HR policies and procedures	16. Critically review the Shire's HR policies and procedures to identify any gaps and ensure the right policies are in place (and in the most appropriate location) into the future.	May 2018	CEO	Under Review
Recruitment and selection	17. Consider developing recruitment, selection and appointment procedures and/or a recruitment, selection and appointment policy.	May 2018	CEO	Under Review
<b>Community and Consultation</b>				
Economic Development	18. Continue working towards developing appropriate, and achievable initiatives to address identified issues relating to economic development.	Ongoing	CEO	Ongoing



# **Attachment 2**

## **14.3 Pingelly Hospital Site Future – Lot 852, Reserve 23668**

**Letter Western Australia Country Health Services and Site Plan**





Government of Western Australia  
WA Country Health Service

Your Ref :  
Our Ref :  
Enquiries to : Graeme Leverington (08) 9621 7807

SHIRE OF PINGELLY	
FILE	A1392
DATE	02 NOV 2017
Officer	CEO
Copy to	KR171247

**Gavin Pollock**  
**Chief Executive Officer**  
**Shire of Pingelly**  
**17 Queen Street**  
**PINGELLY WA 6308**

Dear Gavin,

**Pingelly Hospital Site (Lot 852, Reserve 23668)**

Further to our previous discussions and correspondence concerning the option of the Shire of Pingelly to acquire the current hospital site.

As previously advised WACHS Wheatbelt is willing to do a land swap for part of the current hospital site in exchange for part Lot 493 Somerset Street that the Shire made available for the construction of the new Pingelly Health Centre.

Please find attached the planned subdivision of Lot 852 which is currently being progressed by WACHS Wheatbelt to create 2 separate Lots to facilitate the future use of the land.

Lot A which houses the staff accommodation complex will be retained by WACHS Wheatbelt.

Lot B comprising approximately 1.06 ha of land that houses the main hospital and its support buildings is the area that is subject to the proposed land swap.

The new Pingelly Health Centre construction is scheduled for completion in February 2018 and it is anticipated that the new health centre will be fully operational by April 2018.

At this time the current hospital will be decommissioned by WACHS Wheatbelt and both the land and buildings will become surplus to our needs.

To formalise our previous discussions the conditions of the land swap are:

(1) Lot B part of current Lot 852 which is Crown Reserve land under Management Order to the Health Department of Western Australia could be made available to the Shire of Pingelly.

WACHS Wheatbelt would support the Management Order to be changed to the Shire of Pingelly and likewise WACHS Wheatbelt would support any request by the Shire to acquire the land freehold. It needs to be noted that as WACHS Wheatbelt does not own the land we could only support the application for freehold title, however, precedents exist to support negotiation by the Shire with the Department of Lands.

(2) The land is offered either complete with the existing buildings or alternatively WACHS Wheatbelt will demolish the existing buildings and clear the site.

(3) There is no option for any additional cash component by WACHS as part of the land swap

(4) Should the Shire wish to accept the current buildings as part of the land swap they must give this option careful consideration and due diligence, as neither current or

SIHI Infrastructure & Planning Wheatbelt Office  
254 Fitzgerald Street, NORTHAM WA 6401  
Letters: PO Box 269, NORTHAM WA 6401  
Tel: (08) 9621 7800 Fax: (08) 9621 7899  
ABN 28 680 145 816  
[www.wacountry.health.wa.gov.au](http://www.wacountry.health.wa.gov.au)






Government of **Western Australia**  
**WA Country Health Service**

future compliance or maintenance issues will be the responsibility of the WA Country Health Service.

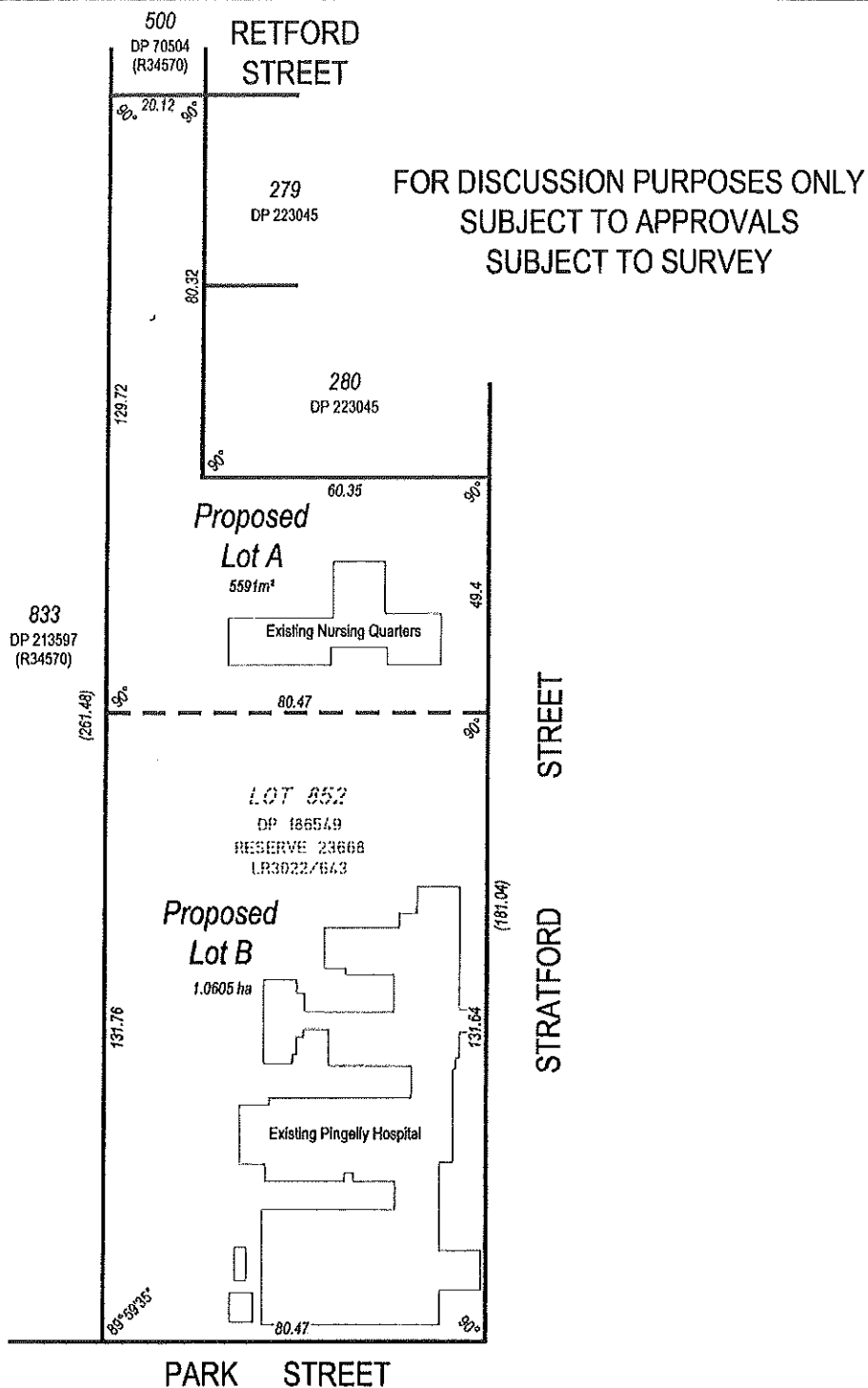
(5) The Shire of Pingelly needs to inform WACHS Wheatbelt of their intentions by 15 December 2017 to allow for the programmed demolition of buildings in a timely manner, should this prove to be the case.

I am happy to meet with yourself or the Shire if you require any further information

  
Yours sincerely

**Graeme Leverington**  
**SENIOR PROJECT MANAGER – INFRASTRUCTURE & PLANNING**  
**WA COUNTRY HEALTH SERVICE - WHEATBELT**  
31 October 2017

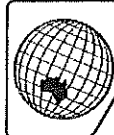
(attachment – Proposed Crown Subdivision Lot 852 – Pingelly)



- Existing Boundary  
- - - Proposed Boundary  
— Existing Building / Structure

0	APPROVED & ISSUED TO CLIENT		10/03/2017	T. PIZZI
No.	DETAILS		DATE	CHECKED

#### REVISIONS



**Brown McAllister Surveyors**  
Licensed Surveyors | Land Development & Strata Consultants | Engineering Surveyors

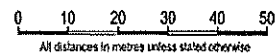
Email : [admin@brownmcallister.com.au](mailto:admin@brownmcallister.com.au)

Tel: (08) 9386 9688

43 Broadway, Nedlands, Western Australia, 6009

Fax: (08) 9386 9677

SCALE  
1 : 1000



THE BOUNDARIES WERE NOT RE-ESTABLISHED  
AS PART OF THIS SURVEY THEREFORE THIS  
PLAN DOES NOT GUARANTEE THEIR ACCURACY

FIELD INSPECTION IS RECOMMENDED  
FOR LOCATION OF SERVICES PRIOR  
TO ANY EXCAVATION

EXISTING BOUNDARY DIMENSIONS AND LOT AREAS  
TAKEN FROM LANDGATE RECORD DP186549

ALL AREAS AND DIMENSIONS ARE SUBJECT  
TO SURVEY AND EXAMINATION

**PROPOSED CROWN SUBDIVISION OF  
LOT 852 ON DP186549 (RESERVE 23668)  
No. 34 STRATFORD STREET, PINGELLY**

**Client** | **WA COUNTRY HEALTH SERVICE WHEATBELT**

**DATUM**  
HORIZONTAL - ASSUMED  
VERTICAL - N/A

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SHEET	A3
SURVEYED	
FIELD NOTES	
DRAWN	T. PIZZI - 10/03/2017
CHECKED	
REFERENCE	17524-1SK





# **Attachment 3**

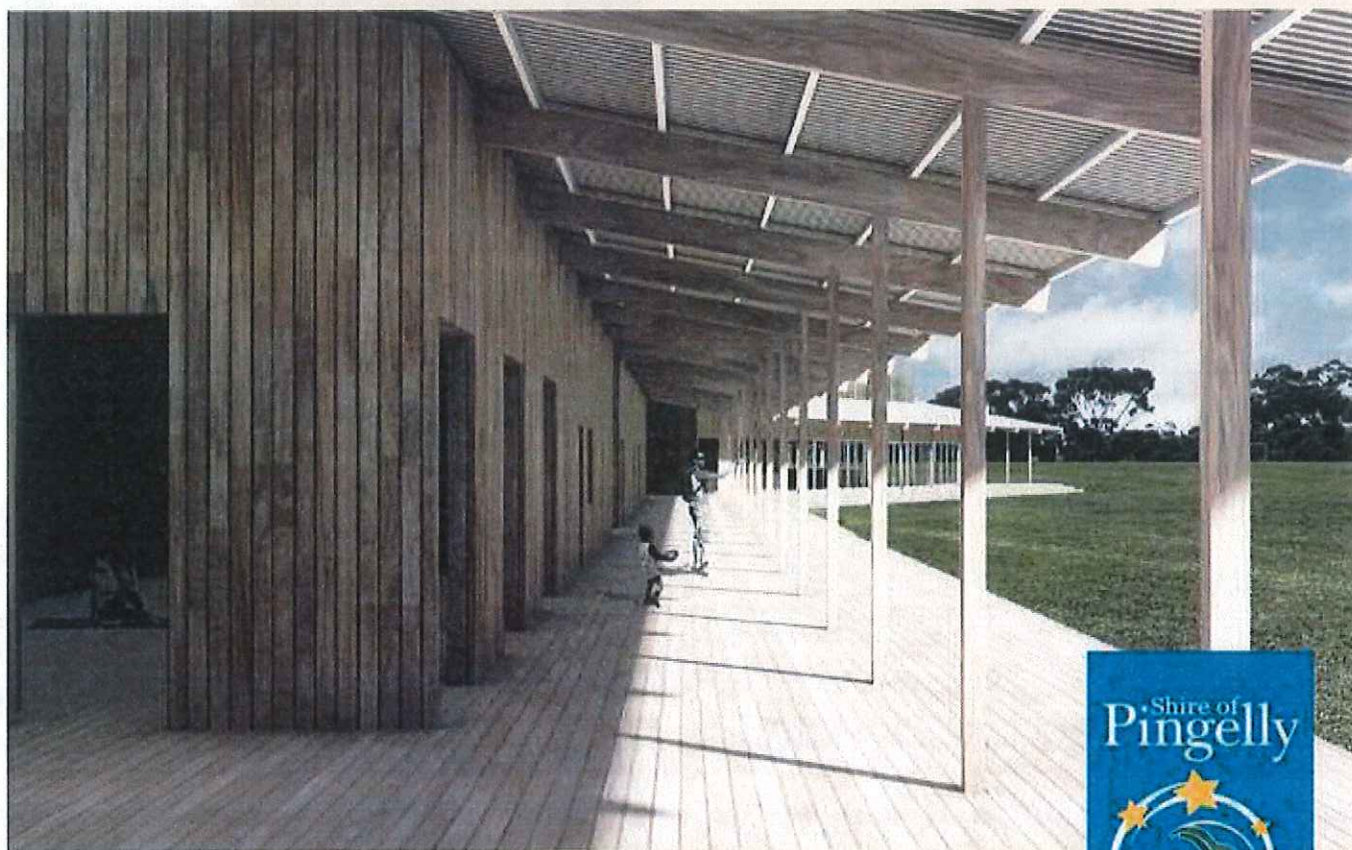
## **14.4 Shire of Pingelly – PRACC Sponsorship Package**

### **PRACC Sponsorship Package**



SPONSORSHIP PACKAGE

# PINGELLY RECREATION AND CULTURAL CENTRE



**SHIRE OF PINGELLY**

17 QUEEN STREET  
PINGELLY WA 6308





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# INTRODUCTION



The Shire of Pingelly is offering a rare and unique opportunity for organisations to partner with us through the sponsorship of an iconic building in a prime Wheatbelt location. The Pingelly Recreation and Cultural Centre is currently being constructed using an innovative construction method that has never been undertaken in Western Australia. This \$9 million building will be the centre of social, cultural and sporting life in the southern Avon region and is within an easy drive from the centre of Perth.

The opportunity to have your organisation associated with such an iconic, exciting and important building within regional Western Australia is not often available. The sponsorship options are varied and range from the naming of the road leading to the facility or rooms within the building to artwork being placed on display.



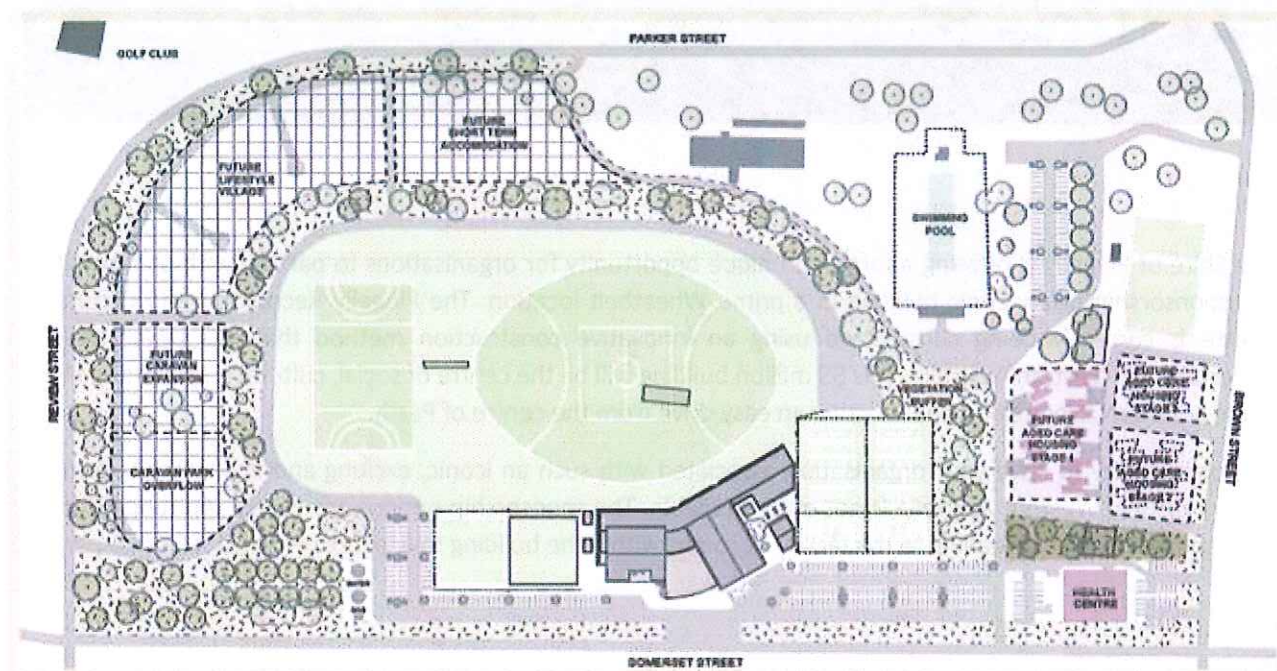
# PINGELLY RECREATION AND CULTURAL CENTRE INFORMATION

The Pingelly Recreation and Cultural Centre (PRACC) will create a better place for the community to move, work, interact and live. The PRACC will provide Pingelly with a multipurpose facility adequate for regional sports games, large functions, conferences, visiting services and as an emergency evacuation centre. The PRACC will be a year-round facility available to continually engage local and regional communities in sport, recreation, cultural and community activities, thereby increasing the regional economy by drawing in players, events and spectators. The PRACC is expected to make a valuable contribution to the local economy with the injection of new employment and tourist visitation.

Potential new activities for the venue include both regional and local visiting services including Aboriginal and culturally momentous events, playgroups, corporate and charity challenges, school holiday clinics, arts performances, concerts, school graduation ceremonies, sporting events and much more.


The PRACC will be situated within the new precinct that incorporates the existing town oval, tennis courts, swimming pool, Age Appropriate Housing Cluster and Pingelly Health Centre, which will shortly be replacing the existing Pingelly Hospital.

The facility will be a 5,114sqm multipurpose venue in the sporting precinct, comprising of multi-use building and an indoor court as shown in the concepts and floor plan below:



RECREATION AND CULTURAL CENTRE (PRACC)





The PRACC presents a fantastic and unique opportunity to promote your business and build your brand. Pingelly and the Southern Wheatbelt lack a signature event to attract people to the region, mostly due to the inability to offer infrastructure that will cope with a large number of attendees. This Project will construct a venue of regional significance within only 90 minutes from Perth and with the capacity to accommodate more than 600 people seated for conferences, large civic events and functions, performances, concerts and regional sporting championships. The nearest similar large multipurpose facility is in Narrogin which is an additional 40km away from Perth and 50km from Pingelly.

The low reverberation acoustics to be included in this Project will encourage performing arts and other forms of art and culture such as comedy, musicals and dances, which are all events sought by the community. The facility will be used for events such as regional sporting events, concerts, conferences, cultural and art exhibitions, school events, sport or community presentations, markets, school holiday clinics and events to be held within the facility, as well as its use as an emergency evacuation centre. Sponsors of the PRACC will be well exposed to the entire Pingelly community and to visiting sporting teams, event attendees and tourists from surrounding Wheatbelt towns, Perth and other areas. Pingelly and the PRACC provide several key features that can be used to a Sponsor's advantage, including:

- It will be the main social, sporting and cultural venue in the Southern Wheatbelt region and the Pingelly area. The Pingelly Town Hall, as the only other venue for hire in town, is in poor condition and not an attractive social venue.
- The construction method being used for the PRACC has never been used in Western Australia before. It is a tried and tested method interstate and overseas that involves a mix of prefabricated, preassembled elements and modular components, wall panels and structural frames. The PRACC will be a building with the lowest possible carbon footprint that will meet the highest environmental ratings. It will be an icon of rural architecture in Western Australia, putting the Shire of Pingelly 'on the map' for innovative community architecture and design. The introduction of this construction method to WA has resulted in a significant amount of interest in the project by those involved in the building and construction industry. Many have expressed a desire to view the building, once it is completed.
- The oval is one of the best in the region and will have its sporting boundaries slightly reoriented to better address the proposed social and spectator accommodations.
- Pingelly has a very social and active lifestyle and are great participants in team sports.
- The PRACC will be a facility in accordance with Western Australian Football League (WAFL) requirements for fixture games to be played in Pingelly. The WA Football Commission has provided a letter in support for this Project and the South Fremantle Football Club have indicated their support for playing a game at the facility. The average crowd number for WAFL games in the 2014 season was 1,978, with spectators travelling from across the State.



There is a strong Aboriginal community in town that is looking for a venue to place static displays of local history and artefacts. They want to run traditional activities and a playgroup.

Pingelly is currently without an emergency evacuation centre and the new complex will serve that purpose.

As designed, the Centre will qualify for the highest energy rating and will meet the highest level of green star assessment given by the Green Building Council of Australia.

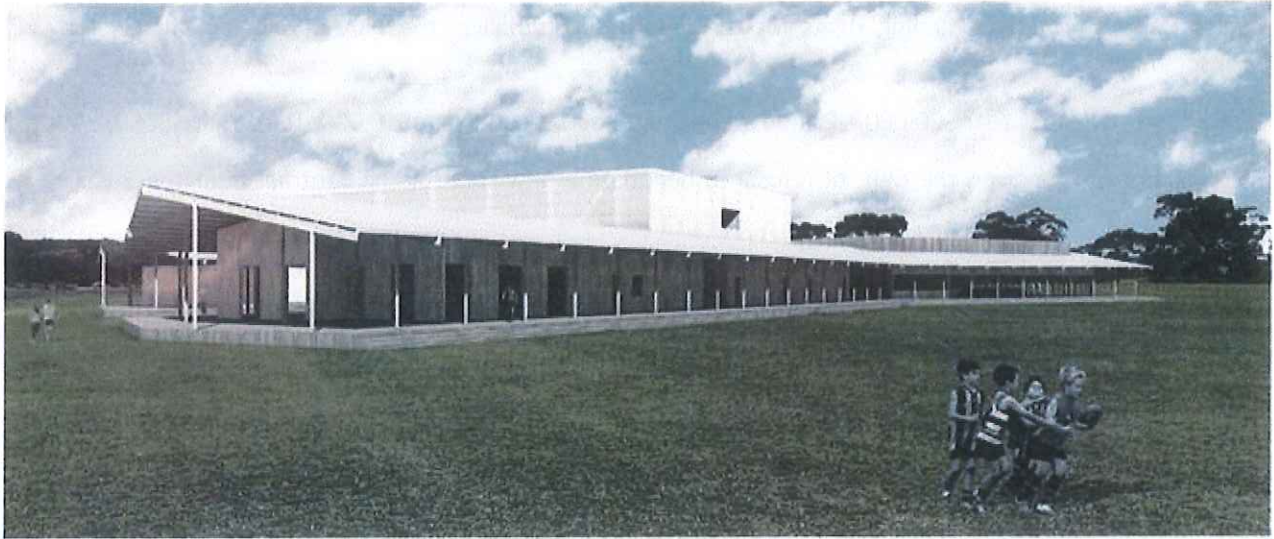
The Shire hosts an annual Shearer's Event which is unique to the Southern Wheatbelt region. Each year, this event attracts shearers from interstate and internationally. This Project will enable growth of this event to maximise its potential and attract people to the region. Consultation has confirmed that the facility will be used by several organisations that do not currently travel to Pingelly or use existing buildings, including Bendigo Bank, University of Western Australia (Institute of Agriculture), Forestry Products Commission WA, Department of Health, MYFAC, West Australian Football League, Department of Sport & Recreation, Shire of Brookton, Shire of Wandering, State Emergency Services and Tennis West.

Indicative usage numbers for the PRACC, listed in the below table, indicate that a minimum of 1,815 people will use the facility per month in summer, with an increase to 4,135 people in winter. This equates to around 35,700 people per annum.

Activity	Times per month	Est. number of people each time	Total person usage per month
LGA meetings	4	15	60
UWA meetings	1	20	20
Conference/Seminars	2	30	60
Bendigo Bank activities	1	15	15
Special events	4	30	120
Playgroup	8	20	160
Arts/Performances	1	80	80
Assemblies/Graduations	1	200	200
SES Training	1	20	20
Bowls Club	20	40	800
games/events			
Netball Club	4 (winter season)	50	200
games/events			
Football Club games	4 (winter season)	350	1,400
Football Club training	8 (winter season)	100	800
Hockey Club	4 (winter season)	40	160
games/events			
Badminton Club	4 (winter season)	10	40
games/events			
Tennis Club	4 (summer season)	50	200
games/events			
Cricket Club games	1 (summer season)	40	40
Cricket Club training	4 (summer season)	10	40
<b>Total:</b>			<b>4,135 (winter)</b> <b>1,815 (summer)</b>







# SPONSORSHIP OPTIONS

The Shire of Pingelly is offering 3 Sponsorship Packages for the PRACC; Platinum, Gold and Silver. Sponsorship doesn't just have to be cash; a donation of goods could also be negotiated to the same value. We are hoping to be able to work with our sponsors throughout the future of the PRACC and both enjoy the rewards. Details of the sponsorships are outlined below.

## Platinum Package

The Platinum Package will be restricted to only 1 sponsor per option.

### Platinum Option 1:

Road Naming. The naming rights for the road leading to the PRACC from Community Place is being offered for sponsorship.

5-year contract: (First Year \$20,000 + Road Sign cost, Second Year \$15,000, Third Year \$10,000, Fourth Year \$5,000, Fifth Year \$2,500). The Shire is also willing to negotiate for the permanent naming of the road.

The Sponsor will be given the right of refusal to negotiate a new sponsorship contract after the 5-year period.

Sponsorship benefits include;

- An opening event will be held when the road sign is erected, and event photos, details and the Sponsor's name and logo will be placed in the local newspaper, the Pingelly Times.
- The Sponsor's Name/Logo will be included under the Shire of Pingelly Logo in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website
  - A notification of the sponsorship deal and the new road name will be placed in the Pingelly Times
- One free facility hire per year. Pending notice and availability, any room in the facility will be able to be hired by the Sponsor for an event free of charge, once per year during the contract.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 4 people.

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### **Platinum Option 2:**

Sports Hall Naming. The naming rights for the indoor sports hall in the PRACC is being offered for sponsorship.

3 Year Contract: (First Year \$20,000 + Plaque and signage cost, Second Year \$10,000, Third Year \$5000).

The Sponsor will be given the right of refusal to negotiate a new sponsorship contract after the 3-year period.

Sponsorship benefits include;

- Erection of a plaque or equivalent above the entrance to the sports hall with the name of the hall. The plaque will be in the same style and size as all PRACC plaques, to ensure consistency.
- An opening event will be held when the plaque is erected, and event photos, details and the Sponsor's name and logo will be placed in the local newspaper, the Pingelly Times.
- A large sign erected on the wall within the sports hall, size and location to be negotiated with the sponsor.
- The Sponsor's Name/Logo will be included under the Shire of Pingelly Logo in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website
  - A notification of the sponsorship deal and the new hall's name will be placed in the Pingelly Times
- All official mentions of the sports hall will refer to the full name of the hall, including sponsor's name.
- Three free indoor court hires (pending availability) per year during the contract.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 4 people.

### **Platinum Option 3:**

Gymnasium Naming. The naming rights for the gym in the PRACC is being offered for sponsorship.

3 Year Contract: (First Year \$15,000 + Plaque and signage cost, Second Year \$10,000, Third Year \$5000).

The Sponsor will be given the right of refusal to negotiate a new sponsorship contract after the 3-year period.

Sponsorship benefits include;

- Erection of a plaque or equivalent above the entrance to the gym with the name of the gym.
- An opening event will be held when the plaque is erected, and event photos, details and the Sponsor's name and logo will be placed in the local newspaper, the Pingelly Times.
- A large sign erected on the wall within the sports hall, size and location to be negotiated with the sponsor.
- The Sponsor's Name/Logo will be included under the Shire of Pingelly Logo in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website
  - A notification of the sponsorship deal and the new gym name will be placed in the Pingelly Times
- All official mentions of the gym will refer to the full name of the gym, including sponsor's name.
- Two free adult gymnasium memberships per year during the contract.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 4 people.





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#### Platinum Option 4:

Function Room Naming. The naming rights for the function room in the PRACC is being offered for sponsorship.

3 Year Contract: (First Year \$15,000 + Plaque cost, Second Year \$10,000, Third Year \$5000).

The Sponsor will be given the right of refusal to negotiate a new sponsorship contract after the 3-year period.

Sponsorship benefits include;

- Erection of a plaque or equivalent above the entrance to the function room with the name of the room.
- An opening event will be held when the plaque is erected, and event photos, details and the Sponsor's name and logo will be placed in the local newspaper, the Pingelly Times.
- The Sponsor's Name/Logo will be included under the Shire of Pingelly Logo in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website
  - A notification of the sponsorship deal and the new room name will be placed in the Pingelly Times
- All official mentions of the function room will refer to the full name of the room, including sponsor's name.
- One free function room hire (1 months' notice) per year during the contract.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 4 people.

#### Platinum Option 5:

Bar Naming. The naming rights for the bar in the PRACC is being offered for sponsorship.

3 Year Contract: (First Year \$15,000 + Plaque cost, Second Year \$10,000, Third Year \$5000).

The Sponsor will be given the right of refusal to negotiate a new sponsorship contract after the 3-year period.

Sponsorship benefits include;

- Erection of a plaque or equivalent above the bar with the name of the bar.
- An opening event will be held when the plaque is erected, and event photos, details and the Sponsor's name and logo will be placed in the local newspaper, the Pingelly Times.
- A notification of the sponsorship deal and the new gym name will be placed in the Pingelly Times
- All official mentions of the bar will refer to the full name of the bar, including sponsor's name.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 4 people.
- The Sponsor's Name/Logo will be included under the Shire of Pingelly Logo in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website

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## Gold Package

### Gold Option 1:

Tree of Life. Lifetime sponsorship of the Tree of Life sponsors art piece (\$15,000).

See attached example picture of the Tree of Life to be erected in the PRACC entrance. Sponsorship of the Tree will provide the sponsor with an engraved plaque acknowledging their sponsorship, erected beneath the tree, for the lifetime of the Tree of Life.

Engraved leaves for the Tree of Life will be sold for community sponsorship. As such, the tree will be a focal and talking point in the PRACC, with people keen to see and show visitors their names engraved on it.

Sponsorship benefits include;

- The erection of an engraved plaque beneath the Tree of Life for the entire lifetime of the tree
- The Sponsor's Name/Logo will be included as a footer in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website
  - A general notification of all sponsors will be placed in the Pingelly Times. This will include the sponsor's name listed after the Platinum sponsors.
- 2-year gym membership for 2 people.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 4 people.

### Gold Option 2:

Indoor Sports Hall Signage


3 Year Contract: (First year \$2,500 + Signage cost, Second Year \$1,500, Third Year \$1,000).

The Sponsor will be given the right of refusal to negotiate a new sponsorship contract after the 3-year period.

Sponsorship benefits include;

- The erection of 1 Sports Hall Sponsorship Sign (max size 1800mm x 900mm)
- The Sponsor's Name/Logo will be included as a footer in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website
  - A general notification of all sponsors will be placed in the Pingelly Times. This will include the sponsor's name listed after the Platinum sponsors.
- 20 Court Hire Vouchers - 50% Discount. Valid for 1 year, can use for employees or business customers.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 2 people





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### Gold Option 3:

Outdoor Car park/Bowling green Signage

3 Year Contract: (First year \$1000 + Signage cost, Second Year \$600, Third Year \$400).

The retaining wall visible from the car park entry to the PRACC and from the Bowling Green is approximately 2 metres in height and will be available for displaying sponsor's signage. Signage will need to comply with the Shire's set requirements for this location, given it will be one of the first sights for all visitors to the PRACC.

The Sponsor will be given the right of refusal to negotiate a new sponsorship contract after the 3-year period.

Sponsorship benefits include;

- The erection of 1 Sponsorship Sign (max size 1800mm x 900mm and compliant with Shire requirements)
- The Sponsor's Name/Logo will be included as a footer in:
  - All PRACC news letters
  - The PRACC website, with links to the Sponsor's website
  - A general notification of all sponsors will be placed in the Pingelly Times. This will include the sponsor's name listed after the Platinum sponsors.
- An invitation to our sponsor's and stakeholder's night at the PRACC for up to 2 people.

## **Silver Package**

The Silver Package provides several low-cost sponsorship options for community members and businesses.

### Silver Option 1:

#### *Purchase a Tree*

This option will provide the sponsor with an engraved plaque on a newly planted tree lining the new road, Community Place. (\$1000 per tree and plaque).

The Sponsor will be provided with a form to complete to select the wording they would like on their plaque, within reasonable guidelines and limits set by the Shire and the producer of the plaques.

There is no expiry date to this sponsorship. The Shire will undertake maintenance on the trees and plaques but will not replace any damaged plaques, unless the sponsor elects to pay the cost price of purchasing a replacement plaque.

### Silver Option 2:

#### *Tree of Life – Engraved Leaf*

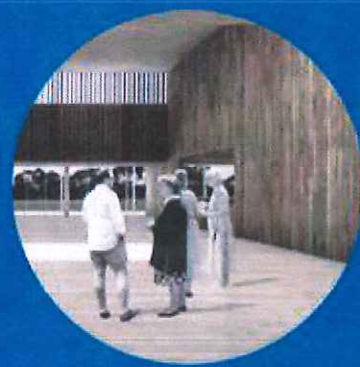
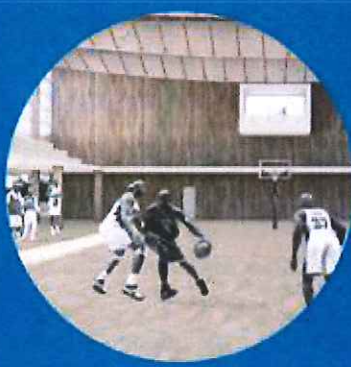
This option will provide the sponsor with an engraved leaf on the Tree of Life art piece erected in the PRACC entrance. (\$300 per leaf). Each leaf includes up to 4 lines of inscription. The number of leaves available will be dependent on the chosen design and amount of sponsorship secured for the Tree of Life itself.

This option is dependent on engaging a sponsor for the Tree of Life, under Gold Option 1. The Sponsors of the engraved leaves will be provided with forms to complete to select the wording they would like on their plaque, within reasonable guidelines and limits set by the Shire and the producer of the plaques.

This option provides a payment plan of 3 payments of \$100 each to enable individual community members to purchase.

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# ENGAGEMENT PROCESS



The Shire of Pingelly can tailor the Sponsorship Packages to suit an individual Sponsor's needs via formal request.

If you require more information regarding the Sponsorship Packages please connect with the Shire of Pingelly contact person as per below.

Sponsorship agreements entered in to by the Shire of Pingelly are guided by our Sponsorship Policy, which can be viewed at [www.pingelly.wa.gov.au](http://www.pingelly.wa.gov.au) or provided upon request.

All sponsorship arrangements will be formal business agreements, documented in writing between the two parties. The nature of the written agreement will depend on the Sponsor's legal requirements, the amount and the nature of the sponsorship.

## CONTACT PERSON

Please contact Chief Executive Officer, Gavin Pollock to discuss the PRACC sponsorship options.

**Gavin Pollock, Chief Executive Officer**

Phone: (08) 9887 1066 Fax: (08) 9887 1453

Mobile: 0428 871 453

Email: [ceo@pingelly.wa.gov.au](mailto:ceo@pingelly.wa.gov.au)



**ARROW BRONZE**



Matthews Bronze Pty. Ltd.  
A.C.N. 007 171 486  
Trading as:  
Arrow Bronze  
Po Box 4576  
Dandenong South Vic 3164  
(03) 9794 2922 Fax (03) 9769 2424

Price effective from 1<sup>st</sup> July 2017 to 30<sup>th</sup> June 2018

Tree of Remembrance

The product has three tiers –  
Middle 1<sup>st</sup> tier 279 leaves  
2 sides (2<sup>nd</sup>) tier 191 leaves  
Top 3<sup>rd</sup> tier 104 leaves  
Total of 574 leaves

Weight:

Main trunk weighs 30kgs  
Main branch 190kgs  
2 Side branches 65kgs each (only for larger version)  
Top branch 70kgs (only for larger version)

Size:

Main trunk & Main Branch 63" x 72"  
With side branches added 97" x 72"  
With Top Branch added 97" x 87"

Pricing: \$14,928.00 plus GST - 279 leaf version  
\$6,211.00 plus GST for both side branches  
\$3,414.00 plus GST for the top branch

\$71.00 plus GST for each leaf (this charge is only levied upon the subscription order of the cast leaf plaque with inscription – price includes 4 lines of inscription)





ABN NUMBER: 12 115 273 722;

THE STAINLESS STEEL MONUMENT COMPANY PTY LTD.

## QUOTE

JULY 6, 2017

QUOTE#PINTOL1

Unit 6/13 Port Kembla Drive, Bibra Lake – 6163. WA.

PO BOX 1268 Bibra Lake WA 6965

PH: 1300 851 181 Mob: 0419 945 950. Fax 6191 0396

Email: [Forevershining@optusnet.com.au](mailto:Forevershining@optusnet.com.au)

30 days.

TO Tara Whitney

REF: Tree of Life

QTY	ITEM #	DESCRIPTION	UNIT PRICE	LINE TOTAL
1		1x Granite Tree of life as per shown image, with 200x spaces for Black Granite leaves	\$10300	\$10300
200		Premium Black Granite leaves (Blank, Laserable)	\$30 ea	\$6000 (When Blank)
200		Laser etched leaves	\$85 ea	
NB: We can keep your blanks in stock at our premises, and as you require them, simply pay \$55 for 2 proofs and etching. Also note this includes motifs/Images/text.				
			<b>SUB-TOTAL</b>	\$16300
			<b>GST</b>	\$1630
Total inclusive of GST			<b>TOTAL</b>	\$17930

This is an invoice on the goods named, subject to the conditions noted below

50% Deposit required before we start manufacturing your order

Orders **under \$1000AUD must be paid in full** before we commence work.

PLEASE NOTE: ALL GRANITE IS NATURAL STONE AND GRAIN/FLECK CANNOT BE DETERMINED

Any problems please contact us. Thanking you

Bank Account:

The Stainless Steel Monument Company Pty Ltd

Westpac

BSB - 034 604

ACC - 192 715

We also accept credit card Visa/ Master Card, Bpay and Cheque payment methods

**THANK YOU FOR YOUR BUSINESS!**







*Artist's impression of the complete Tree of Remembrance.*

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## **Attachment A – Costing Information**

This document is not to be included in the package that is sent to potential sponsors. It details the cost to the Shire of each of the Sponsorship options.

In addition to the below detailed costs and resource implications for each option, the Shire will be required to plan, hold and cater a sponsor's and stakeholder's night at the PRACC for all Platinum and Gold sponsors, as well as grant funding bodies.

### **Platinum Option 1: Road Naming.**

The cost of producing the sign for the road has been included in the sponsorship. As such this option is cash cost neutral to the Shire.

The resource implications for the Shire include;

- Planning and holding a road naming event
- Placing photos and a summary of the event and a notification of the sponsorship deal and the new road name in the Pingelly Times

In-kind contribution by the Shire to this option include;

- Providing any room in the PRACC facility for hire by the Sponsor for an event free of charge, once per year during the 5 year contract.

### **Platinum Option 2: Sports Hall Naming**

The cost of producing the name plaque and sign for the hall has been included in the sponsorship. As such this option is cash cost neutral to the Shire.

The resource implications for the Shire include;

- Planning and holding a sports hall naming event
- Placing photos and a summary of the event and a notification of the sponsorship deal and the new sports hall name in the Pingelly Times

In-kind contribution by the Shire to this option include;

- Providing up to three free indoor court hires to the Sponsor per year during the 3 year contract.

### **Platinum Option 3: Gymnasium Naming**

The cost of producing the name plaque and sign for the gym has been included in the sponsorship. As such this option is cash cost neutral to the Shire.

The resource implications for the Shire include;

- Planning and holding a gym naming event



- Placing photos and a summary of the event and a notification of the sponsorship deal and the new gym name in the Pingelly Times

In-kind contribution by the Shire to this option include;

- Providing two free adult gymnasium memberships per year during the 3 year contract.

#### **Platinum Option 4: Function Room Naming**

The cost of producing the name plaque for the function room has been included in the sponsorship. As such this option is cash cost neutral to the Shire.

The resource implications for the Shire include;

- Planning and holding a function room naming event
- Placing photos and a summary of the event and a notification of the sponsorship deal and the new gym name in the Pingelly Times

In-kind contribution by the Shire to this option include;

- Providing one free function room hire per year during the 3 year contract.

#### **Platinum Option 5: Bar Naming**

The cost of producing the name plaque bar has been included in the sponsorship. As such this option is cash cost neutral to the Shire.

The resource implications for the Shire include;

- Planning and holding a bar naming event
- Placing photos and a summary of the event and a notification of the sponsorship deal and the new gym name in the Pingelly Times

#### **Gold Option 1: Tree of Life**

The resource implications for the Shire include;

- Placing a general notification of all sponsors in the Pingelly Times. This will not be a notification specific to this sponsorship deal so will result in limited resource implications.
- It is intended that the sponsorship will cover the entire cost of the base tree of life. There may be a small amount of cash input required by the Shire, depending on which option is chosen. This expenditure is considered acceptable as it will enable the sale of engraved leaves, which will bring funds into the PRACC project.

Quotes received –

1. See Appendix A quote and photo from Arrow Bronze. \$14,928 plus GST for a 279 leaf version.

2. See Appendix B quote and photo from Forever Shining. \$17,930

Note that quotes are preliminary and indicative only and would be adjusted to suit our final choice of design.

In-kind contribution by the Shire to this option include;

- 2 years gym membership for 2 people.

#### **Gold Option 2:** Indoor Sports Hall Signage

The cost of producing the signage for the sports hall has been included in the sponsorship. As such this option is cash cost neutral to the Shire.

The resource implications for the Shire include;

- Placing a general notification of all sponsors in the Pingelly Times. This will not be a notification specific to this sponsorship deal so will result in limited resource implications.

In-kind contribution by the Shire to this option include;

- Providing 20 court hire vouchers for a 50% discount to the sponsor.

#### **Gold Option 3:** Outdoor Car park/Bowling green Signage

The cost of producing the signage for the retaining wall has been included in the sponsorship. As such this option is cash cost neutral to the Shire.

The resource implications for the Shire include;

- Placing a general notification of all sponsors in the Pingelly Times. This will not be a notification specific to this sponsorship deal so will result in limited resource implications.

#### **Silver Option 1:** Purchase a Tree

It is intended that the sponsorship will cover the cost of the tree and plaque with additional funds made available to the Shire for the purposes of PRACC fit out and other related PRACC expenditure.

The estimated cost per tree is \$200 and the quoted cost per engraved plaque ranges from \$150 to \$215 per plaque.

Quotes received –

1. Phoenix Foundry - A common plaque on a stake size is 150 x 100mm and will be around \$150.00 each plaque.

2. Brass Plaques Australia - A5 plaques with 2 lines of text would cost Laser Marked - \$149 ea. inc. GST, Deep Engraved - \$215 ea. inc. GST. A6 plaques with 2 lines of text would cost Laser Marked - \$71 ea. inc. GST, Deep Engraved - \$156 ea. inc. GST.

The resource implications for the Shire include;

- Sourcing individual payments and forms for the engraving
- Sourcing and planting all trees
- Sourcing and erecting all plaques
- Maintenance of the trees and plaques

**Silver Option 2: Tree of Life – Engraved Leaf**

It is intended that the sponsorship will cover the cost of the engraved leaves with additional funds made available to the Shire for the purposes of PRACC fit out and other related PRACC expenditure.

Quotes received –

1. See Appendix A quote and photo from Arrow Bronze. \$71 plus GST per engraved leaf. This includes 4 lines of inscription.
2. See Appendix B quote and photo from Forever Shining. \$55 plus GST for each leaf etching (the leaves are pre purchased as part of the \$17,930 for the tree. Etching of the leaves is an additional \$55 per leaf).

The resource implications for the Shire include;

- Sourcing individual payments and forms for the engraving
- Sourcing and erecting all leaf plaques

## Attachment A – Arrow Bronze Tree of Life quote



Tree of  
Remembrance 1.pdf

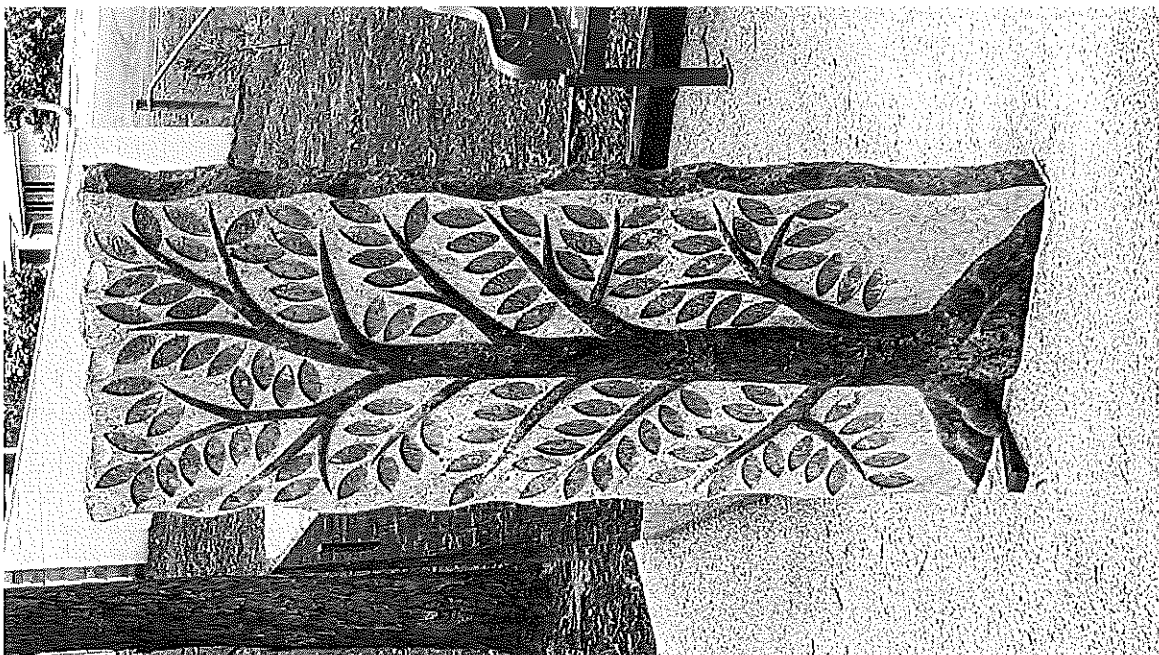


Tree of  
Remembrance July 2

## Attachment B Forever Shining Tree of Life quote



PINTOL1 - Pingelly  
Tree of Life.pdf





## Attachment C – Potential Sponsors

Potential Sponsor	Target Package	Communication Strategy
<b>Sporting Organisations</b>		
Fremantle Dockers Foundation	Platinum/Gold	
West Coast Eagles	Platinum/Gold	
Netball WA	Gold	
Hockey WA	Gold	
AFL	Platinum/Gold	
WAFL	Platinum/Gold	
Tennis WA	Gold	
Lawn Bowls WA	Gold	
<b>Large Private Companies</b>		
Coca Cola	Platinum/Gold	
Afrgi	Platinum/Gold	
Private Health Funds	Platinum/Gold	
Toll Company	Platinum/Gold	
Brookfield Rail	Platinum/Gold	
Caravan producers e.g. Jayco	Platinum/Gold	
Telstra/Optus/Vodafone	Platinum/Gold	
Boddington Mining Companies	Platinum/Gold	
BHP	Platinum/Gold	
FMG	Platinum/Gold	
CBH	Platinum/Gold	
RIO Tinto	Platinum/Gold	
<b>Government related</b>		
Australia Post	Platinum/Gold	
Healthways	Platinum/Gold	
WA Universities	Platinum/Gold	
Tourism WA	Platinum/Gold	
RAC	Platinum/Gold	
VenuesWest	Platinum/Gold	
WaterCorp	Platinum/Gold	
LandCorp	Platinum/Gold	
Road safety council	Platinum/Gold	
Crimestoppers	Gold/Silver	
GWN/WIN/Westlink	Platinum/Gold	
<b>Regional Organisations</b>		
Blue Lake Milling	Gold/Silver	
CW Imports	Gold/Silver	
Wheatbelt Steel	Gold/Silver	
Birds Silos and Shelters	Gold/Silver	
AgImplements	Gold/Silver	
Byfields	Gold/Silver	
Mathews Realty	Gold/Silver	

Heartlands WA	Gold/Silver	
WBN	Gold/Silver	
Max Employment	Gold/Silver	
Forrest Personnel	Gold/Silver	
SportsPower	Gold/Silver	
Yerecoin Traders	Gold/Silver	
Betta Home Living	Gold/Silver	
Brookton Rural Traders	Gold/Silver	
BW James	Gold/Silver	
Rosalie Pech Eva Architect	Silver	
Farm Weekly	Gold/Silver	
Agrimaster	Gold/Silver	
Lazeaway Popanyinning	Silver	
Tianco Transport	Gold/Silver	
<b>Pingelly businesses</b>		
IGA	Gold/Silver	
Pingelly Transport	Gold/Silver	
Mooterdine Transport	Gold/Silver	
Pingelly Trading Co.	Gold/Silver	
Pingelly Hotel	Gold/Silver	
Pingelly Roadhouse/Motel	Gold/Silver	
Exchange Tavern	Gold/Silver	
Pingelly Quality Meat	Gold/Silver	
Pingelly Chiropractic	Silver	
Bowen Therapy Plus	Silver	
Muscle Ease	Silver	
Evolve Kinesiology	Silver	
Craig Hean Shearing Company	Gold/Silver	
Pingelly Shearing Contractors	Gold/Silver	
J.Mac Engineering	Gold/Silver	
Ian Hastings Ag Mechanical Repairs	Gold/Silver	
Dews Excavations	Gold/Silver	
Wheatbelt Electrics	Gold/Silver	
Goldy's Electrics	Gold/Silver	
Parson Bros Shearing Service	Gold/Silver	
Keith the Maintenance Man	Gold/Silver	
Bruce Sewell CPA	Gold/Silver	
Pingelly Garage	Gold/Silver	
Pingelly Tyre Service	Gold/Silver	
Turton Rural Agencies	Gold/Silver	
Pingelly Rural Supplies	Gold/Silver	
Steve Davis Builder	Gold/Silver	
Stuarts Carpentry Services	Gold/Silver	
Pingelly Pharmacy	Gold/Silver	
Rural PC	Gold/Silver	

Pingelly Hairdressing	Silver	
Jim's Pest Control	Gold/Silver	
Mystical Presents	Silver	
Next Generation TV Film Memorabilia	Silver	
Novus Autoglass	Silver	
<b>Pingelly community members</b>	Silver	



## **Attachment D – Engagement Approach**

Upon approval of the Sponsorship Pack by Council, the below approach is proposed;

### Platinum Sponsors

All organisations identified as potential Platinum sponsors will receive a phone call from the Shire to arrange a meeting between them and the Shire CEO. If the organisation is not amenable to a meeting, we will request the address of their Sponsorship Manager/Corporate Services Manager to send a copy of the Sponsorship Pack.

Organisations that are sent a Pack will then be called within a week after receipt of the pack to discuss.

### Gold Sponsors

All potential Gold sponsors will receive a call from the Shire to determine who to address the Sponsorship Pack to. Organisations that are sent a Pack will then be called within a week after receipt of the pack to follow up.

### Silver Sponsors

Potential Silver organisations will be contacted later than Platinum and Gold due to the need to secure a sponsor to fund the Tree of Life in the first instance.

Silver organisations will receive a letter, which includes an order form for the Tree of Life leaves (if a Tree of Life sponsor has been secured) and an order form for the purchase of a tree and plaque.

The opportunity to be a sponsor and the ability to purchase an engrave leaf or a tree and plaque will also be advertised in the Pingelly Times and Facebook with order forms available at the Shire office.

