SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
GENERAL PURPOSE INCOME						
Rate Revenue						
Rate Instalment Charge		per instalment	10.00	n/a	10.00	10.00
Copy of Rates Notice			10.00	n/a	10.00	10.00
Property Ownership Enquiries - verbal enquiries no charge			15.00	n/a	15.00	15.00
Rates Order & Requisitions (EAS)			100.00	n/a	100.00	85.00
Rate Book - including postage			80.00	n/a	80.00	80.00
Electoral Rolls			At Cost	n/a	At Cost	At Cost
Special Arrangement Fee		per assessment	45.00	n/a	45.00	45.00
Dishonored Payment Administration Fee			6.50	n/a	6.50	6.50
GOVERNANCE						
Administration General						
Katanning Town Maps			0.77	0.08	0.85	0.85
Shire Staff Admin Support		per hour	45.45	4.55	50.00	50.00
Administration Fee for Auspicing Grants			To be Negotiated		To be Negotiated	To be Negotiated
Photocopying Charges						
A4 single sided		per page	0.59	0.06	0.65	0.65
A4 double sided		per page	0.86	0.09	0.95	0.95
A3 up to 100 copies		per page	0.73	0.07	0.80	0.80
A3 double sided		per page	1.05	0.11	1.15	1.15
Not for Profit A4		per page	0.32	0.03	0.35	0.35
Not for Profit A3		per page	0.41	0.04	0.45	0.45
Laminating Fees - A4 per page		per page	2.14	0.21	2.35	2.30
Laminating Fees - A3 per page		per page	3.64	0.36	4.00	4.00
Binding Documents			To be Negotiated		To be Negotiated	To be Negotiated
Bulk Photocopying (greater than 100 copies)			To be Negotiated		To be Negotiated	To be Negotiated
Retrieval and copying of Building Plans* **			40.91	4.09	45.00	45.00
*note photocopying charges apply						
**photocopying will not be permitted where breach of copyright might occur.						
Facsimile Transmissions (within Australia only)						
Outgoing		first page	5.05	0.51	5.55	5.55
Outgoing		page thereafter	2.23	0.22	2.45	2.45
Incoming		page	2.23	0.22	2.45	2.45
Information on Record						
Council Minutes (Hard Copy)		per page	copying charge		copying charge	copying charge
Council Agendas and Minutes (Hard Copy)		per page	copying charge		copying charge	copying charge
Note: Council Agendas and Minutes can be access from the Shire of Katanning Website free of charge						
Postage of Council Documents			At Cost		At Cost	At Cost
Freedom of Information - fees per schedule 1 FOI Regulations						
Application Fee (plus 25-75% of estimated charges as Advance Deposit may be required)		per enquiry	30.00	n/a	30.00	30.00
Charge for time dealing with application		per hour	30.00	n/a	30.00	30.00
Access time supervised by staff		per hour	30.00	n/a	30.00	30.00
Administration - staff time		per hour	30.00	n/a	30.00	30.00
Photocopying charges (Freedom of Information only)		per page	0.20	n/a	0.20	0.20
Transcribing from tape, film or computer		per hour	30.00	n/a	30.00	30.00
Duplicating a tape, film or computer information		actual cost	At Cost		At Cost	At Cost
Delivery, packaging and postage		actual cost	At Cost		At Cost	At Cost
Other Charges						
Key Bond			50.00	n/a	50.00	50.00
Equipment Bond			100.00	n/a	100.00	100.00
Lecturn Hire		per day	50.00	5.00	55.00	55.00
Hire of Unveiling Curtain		per day	50.00	5.00	55.00	55.00
Portable PA System		per day	100.00	10.00	110.00	110.00
Projector and Screen		per day	100.00	10.00	110.00	110.00
Laptop Computer		per day	22.73	2.27	25.00	25.00
Booking Cancellation Fee - all Shire Venues						
- Less than 48 hours Notice			100% of hire fee		100% of hire fee	100% of hire fee
- More than 48 hours Notice			No Charge		No Charge	No Charge
Tablecloths (function)						
- Round			15.45	1.55	17.00	17.00
- Rectangle			13.64	1.36	15.00	15.00
Cleaning/Damages Charges - all Shire Venues						
- Failure to clean and tidy venue and Equipment (chairs & tables)		Per hour	54.55	5.46	60.00	60.00
- Failure to restack tables and chairs at venues		Per hour	54.55	5.46	60.00	60.00
- Damaged or missing Trestle Tables		each	At Cost Plus 15% Admin Fee		At Cost Plus 15% Admin Fee	At Cost Plus 15% Admin Fee
- Damaged or missing Chairs		each	At Cost Plus 15% Admin Fee		At Cost Plus 15% Admin Fee	At Cost Plus 15% Admin Fee
- Other furniture and fittings damaged or missing		each	At Cost Plus 15% Admin Fee		At Cost Plus 15% Admin Fee	At Cost Plus 15% Admin Fee
- Damaged/Broken/Missing Crockery, Cutlery & Glassware		each	At Cost Plus 15% Admin Fee		At Cost Plus 15% Admin Fee	At Cost Plus 15% Admin Fee

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Professional Carpet Cleaning			At Cost Plus 15% Admin Fee		At Cost Plus 15% Admin Fee	At Cost Plus 15% Admin Fee
Advertising Signage		per m²	233.64	23.36	257.00	257.00
LAW & ORDER						
Fire Prevention						
Sale of Fire Maps						
A3 Size		each	13.64	1.36	15.00	12.50
A1 Size		each	27.27	2.73	30.00	27.80
Animal Control						
Statutory Dog Registration Fees						
Unsterilised - 1 year	SF	per dog	50.00	n/a	50.00	50.00
Unsterilised - 1 year (after 31 May)	SF	per dog	25.00	n/a	25.00	25.00
Unsterilised - 3 years	SF	per dog	120.00	n/a	120.00	120.00
Unsterilised - Lifetime	SF	per dog	250.00	n/a	250.00	250.00
Sterilised - 1 year	SF	per dog	20.00	n/a	20.00	20.00
Sterilised - 1 year (after 31 May)	SF	per dog	10.00	n/a	10.00	10.00
Sterilised - 3 years	SF	per dog	42.50	n/a	42.50	42.50
Sterilised - Lifetime	SF	per dog	100.00	n/a	100.00	100.00
Pensioner Rates	SF	per dog	50% discount	n/a	50% discount	50% discount
Replacement of Tag		each	3.00	n/a	3.00	3.00
Dog Fines & Penalties						
Dog Infringements	SF		as per Infringement	n/a	as per Infringement	as per Infringement
Seizure of a dog without impounding it		per dog	28.00	n/a	28.00	28.00
Seizure and Impounding of Registered Dog		per dog	63.50	n/a	63.50	63.50
Seizure and Impounding of Unregistered Dog		per dog	84.00	n/a	84.00	84.00
Daily Keeping Fee (Sustenance)		per day	25.50	n/a	25.50	25.50
Destruction of Dog						
Destruction		per dog	100.00	n/a	100.00	100.00
Veterinary Fees at cost if applicable			at cost	n/a	at cost	at cost
Dog Kennelling						
Kennelling		per dog per day	15.50	n/a	15.50	15.50
Dangerous Dogs Products						
Dog Muzzle (all sizes)		per dog	20.50	n/a	20.50	20.50
Dangerous Dog Signs			20.50	n/a	20.50	20.50
Dangerous Dog Collars - Med			51.00	n/a	51.00	51.00
Dangerous Dog Collars - Lge			56.00	n/a	56.00	56.00
Kennel Licence						
Licence to keep an approved kennel establishment		per application	138.00	n/a	138.00	138.00
Renewal of licence to keep an approved kennel establishment		per application	138.00	n/a	138.00	138.00
Statutory Cat Registration Fees						
Sterilised - 1 year		per cat	20.00	n/a	20.00	20.00
Sterilised - 1 year (after 31 May)		per cat	10.00	n/a	10.00	10.00
Sterilised - 3 years		per cat	42.50	n/a	42.50	42.50
Lifetime registration		per cat	100.00	n/a	100.00	100.00
Pensioner Rate		per cat	50 % discount	n/a	50 % discount	50 % discount
Cat Control						
Seizure and Impounding of Registered Cat (upon completion of Cat Impound Facility)		per cat	63.00	n/a	63.00	63.00
Seizure and Impounding of Unregistered Cat (upon completion of Cat Impound Facility)		per cat	84.00	n/a	84.00	84.00
Daily Keeping Fee (Sustenance)		per day	16.00	n/a	16.00	16.00
Destruction of a cat		per cat	51.00	n/a	51.00	51.00
Licence to keep an approved cat pound			138.00	n/a	138.00	138.00
Veterinary Fees at cost if applicable			at cost	n/a	at cost	at cost
Possum Trap						
Bond - refundable on return. Trap - Ranger can set and monitor on request (for additional charge).		per trap	120.00	n/a	120.00	120.00
Ranger Call Out Fee						56.00
Ranger Attendance - 7am to 7pm		per hour	70.00	n/a	70.00	
Ranger Attendance - 7pm to 7am		per hour	175.00	n/a	175.00	
Impounding Livestock						
(Entire horses, mules, asses, camels, alpacas, bulls, boars, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, rams or pigs)						
Ranger Fee (7.00am - 7.00pm) per head		per hour	45.00	n/a	45.00	45.00
After hours Ranger Fees (7.00pm - 7.00am) per head		per hour	83.00	n/a	83.00	83.00
(Wethers, ewes, lambs, goats)						
Ranger Fee (7.00am - 7.00pm) per head		per hour	20.00	n/a	20.00	20.00
After hours Ranger Fees (7.00pm - 7.00am) per head		per hour	56.00	n/a	56.00	56.00
Float Hire			175.00	n/a	175.00	175.00
Daily Keeping Fee - Entire horses, mules, asses, camels, alpacas, bulls, boars, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, rams or pigs, wethers, ewes, lambs, goats		each	25.50	n/a	25.50	25.50

SCHEDULE OF FEES & CHARGES

Schedule Subprogramme Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Pound Fees - Entire horses, mules, asses, camels, alpacas, bulls, boars, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, rams or pigs, wethers, ewes, lambs, goats		per day	15.50	n/a	15.50	15.50
Other Law, Order & Public Safety						
Fines & Penalties						
Littering Fines			as per Infringement	n/a	as per Infringement	as per Infringement
Illegal Camping Fines			as per Infringement	n/a	as per Infringement	as per Infringement
Sundry Ranger Fines (off-road vehicles, Noise, etc)			as per Infringement	n/a	as per Infringement	as per Infringement
Shopping Trolley Impoundment		per hour	26.50	n/a	26.50	26.50
Ranger Attendance - 7am to 7pm		per hour	70.00	n/a	70.00	59.00
Ranger Attendance - 7pm to 7am			175.00	n/a	175.00	175.00
Abandoned Vehicles						
Impounding Vehicles			150.00	n/a	150.00	150.00
Towing Charge			250.00	n/a	250.00	175.00
Vehicle Disposal		per day	150.00	n/a	150.00	105.00
Daily cost for Impounded Vehicle			15.00	n/a	15.00	9.00
HEALTH						
Health Inspections & Administration						
Health Inspections & Administration						
Health Services to other Shires, including travel time		per hour	90.91	9.09	100.00	80.00
- Travel/km		per kilometre	1.36	0.14	1.50	1.50
- Any disbursement relating to Site Inspections (including travel, accommodation, meals, administration fees etc.)			At Cost		At Cost	At Cost
Food Vendor Fees - mobile food van per annum			270.00	n/a	270.00	270.00
Itinerant Vendor - per annum			270.00	n/a	270.00	270.00
- Community Mobile Van			70.00	n/a	70.00	70.00
Temporary Food Premises Assessment and Application			52.50	n/a	52.50	52.50
Temporary Food Premises Assessment and Application - Non Profit Organisation			31.50	n/a	31.50	31.50
Food Registration						
Food Act Registration Fee (initial application only)	SF		140.00	n/a	140.00	140.00
Food Premises Inspection Fee						
High Risk		per inspection	140.00	n/a	140.00	140.00
Medium Risk		per inspection	140.00	n/a	140.00	140.00
Low Risk		per inspection	140.00	n/a	140.00	140.00
Minimum Risk		per inspection	140.00	n/a	140.00	140.00
Outdoor Eating Areas						
Alfresco Dining Licence - Application			100.00	n/a	100.00	100.00
Alfresco Dining Licence Annual Fee - Per Chair		per chair	25.00	n/a	25.00	25.00
Other						
Follow-up inspection of sub-standard premises		per hour	120.00	n/a	120.00	118.00
Settlement Inspection upon request		per hour	120.00	n/a	120.00	118.00
Re-inspection Fee	SF		120.00	n/a	120.00	118.00
Offensive Trade Licence						
Slaughterhouses	SF		300.00	n/a	300.00	285.00
Poultry Farm	SF		300.00	n/a	300.00	285.00
Poultry Processing Establishment	SF		300.00	n/a	300.00	285.00
Knackeries	SF		300.00	n/a	300.00	not previously shown
All Others As Per Regulations	SF					
Pet Meat						
Notification of Pet Meat Premises	SF		100.00	n/a	100.00	not previously shown
Surveillance Inspection Annual Fee	SF		200.00	n/a	200.00	not previously shown
Liquor Licensing and Gaming Approvals						
Liquor Licensing Section 39 Certificates	SF		120.00	n/a	120.00	not previously shown
Liquor Licensing Section 40 Certificates	SF		120.00	n/a	120.00	not previously shown
Gaming Section 55 Certificates	SF		120.00	n/a	120.00	not previously shown
Caravan Park						
Application for the grant or the renewal of a licence - $6 per long stay site, $6 per short stay site, $3 per camp site & $1.50 per overflow site	SF	minimum fee	200.00	n/a	200.00	200.00
Other Licences & Registration (set by local Laws)						
Morgue Licence	SF		100.00	n/a	100.00	50.00
Registration of Lodging Houses	SF		235.00	n/a	235.00	180.00
Hawkers/Stall/Trading in Public Places Fees						
Application Fee			100.00	n/a	100.00	100.00
License Fee		per week	100.00	n/a	100.00	100.00
Licence Fee		per year	1,250.00	n/a	1,250.00	1,250.00
For footpath adjacent to shop where alfresco dining licence does not apply		per year	400.00	n/a	400.00	400.00

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Septic Tanks Approvals						
Application Fee	SF		118.00	n/a	118.00	118.00
Processing Fee Including Inspections	SF		118.00	n/a	118.00	118.00
Permit to Use Apparatus Fee Including Inspections	SF		118.00	n/a	118.00	118.00
Application and Approval for Department of Health	SF		46.50	n/a	46.50	not previously shown
Other Health Fees and Charges						
Public Building Inspection	SF	per application	300.00	n/a	300.00	300.00
Special Events Public Building Inspection	SF	per application	300.00	n/a	300.00	300.00
EDUCATION & WELFARE						
Community Development & Other Welfare						
Stall Holder Fee			22.73	2.27	25.00	25.00
HOUSING						
Amherst Village						
Weekly Service Fee			63.64	6.36	70.00	67.00
COMMUNITY AMENITIES						
Sanitation, Household Refuse & Recycling						
Domestic Refuse Collection Charges						
Weekly service - 240 litre bin		per bin, per year	350.00	n/a	350.00	346.00
Weekly service - Additional 240 litre bin		per bin, per year	350.00	n/a	350.00	346.00
Weekly Service - 120 litre bin		per bin, per year	265.00	n/a	265.00	263.00
Weekly Service - Additional 120 litre bin		per bin, per year	265.00	n/a	265.00	263.00
Replacement 240 litre bin (includes courier costs ex Perth)			95.45	9.55	105.00	105.00
Replacement 120 litre bin (includes courier costs ex Perth)			88.18	8.82	97.00	97.00
Purchased Bins - 240 litre			114.55	11.46	126.00	126.00
Purchased Bins - 120 litre			97.27	9.73	107.00	107.00
Commercial Refuse Collection Charges						
Weekly service - 240 litre bin		per bin, per year	350.00	n/a	350.00	346.00
Weekly service - Additional 240 litre bin		per bin, per year	350.00	n/a	350.00	346.00
Weekly Service - 120 litre bin		per bin, per year	265.00	n/a	265.00	263.00
Weekly Service - Additional 120 litre bin		per bin, per year	265.00	n/a	265.00	263.00
Street Bin Collection		per bin, per year	165.00	n/a	165.00	165.00
Street Bin Collection - Additional Service		per bin, per year	165.00	n/a	165.00	165.00
Commercial Waste Management Charge (where no bin service)			97.00	n/a	97.00	97.00
Commercial Recycling Bin Collection Charges						
240 litre bin service collected fortnightly		per bin, per year	36.00	n/a	36.00	36.00
Additional 240 litre Bin Service Collected fortnightly		per bin, per year	82.00	n/a	82.00	82.00
Refuse Site Disposal Charges						
Rubbish Bag (Wool Bale) Non recyclable refuse		m^3 or part thereof	22.73	2.27	25.00	24.00
Waste to be land filled		m^3 or part thereof	22.73	2.27	25.00	24.00
Waste to be land filled contaminated with recyclables		m^3 or part thereof	27.27	2.73	30.00	29.00
Builders Rubble		m^3 or part thereof	22.73	2.27	25.00	24.00
Recyclables, not contaminated, residential properties Katanning		m^3 or part thereof	Free		Free	Free
Recyclables, not contaminated, residential properties outside of Katanning		m^3 or part thereof	22.73	2.27	25.00	24.00
Commercial Recycling		m^3 or part thereof	22.73	2.27	25.00	24.00
Asbestos		m^3 or part thereof	90.91	9.09	100.00	65.00
Large consignments and special disposals (separate trench)			POA		POA	POA
Bulk Bins		m^3 or part thereof	22.73	2.27	25.00	24.00
Waste Oil (residential quantities only - commercial quantities by arrangement)		per litre	0.32	0.03	0.35	0.35
Tyres			0.00	0.00		
- each car tyre (only accepted in residential quantities from residents of the Shire of Katanning)		each	5.45	0.55	6.00	5.00
- each small truck tyre/4WD Tyre		each	10.00	1.00	11.00	10.00
- each large truck tyre		each	15.45	1.55	17.00	16.00
- shredded tyres		m^3 or part thereof	20.91	2.09	23.00	22.00
Animal Carcass						
- small animal (dog cat)		per animal	5.45	0.55	6.00	5.50
- large animal eg cattle, horse, sheep, goat,		per animal	15.45	1.55	17.00	16.50
Liquid Waste						
- Septic Tank Waste per load up to and including 3,000lt			41.82	4.18	46.00	45.00
- Grease Trap Waste per load up to and including 3,000lt			41.82	4.18	46.00	45.00
- Loads greater than 3,000lt			POA		POA	POA
Oversized means any goods greater than 3 metre in any direction or a container with a volume greater than 0.5 m3 which is not a white good Oversized good may be refused at the operators discretion if they are considered too difficult to manage within the refuse space						
Fines & Penalties						
Infringements			In accordance with Litter Act	n/a	In accordance with Litter Act	In accordance with Litter Act

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Services Provided						
Hire of Bin for special events - 240 litre bin; including delivery and collection fee		per collection	52.73	5.27	58.00	57.00
Town Planning						
Development Application						
Estimated cost (GST exclusive) of proposed development - not more than $50,000	SF		147.00	n/a	147.00	147.00
- more than $50,000 but not more than $500,000	SF		0.32% of est. code of development	n/a	0.32% of est. code of development	0.32% of est. code of development
- more than $500,000 but not more than $2.5 million	SF		$1700 + 0.257% for every $1 over $500K	n/a	$1700 + 0.257% for every $1 over $500K	$1700 + 0.257% for every $1 over $500K
- more than $2.5 million but not more than $5 million	SF		$7161 + 0.206% for every $1 over $2.5 million	n/a	$7161 + 0.206% for every $1 over $2.5 million	$7161 + 0.206% for every $1 over $2.5 million
- more than $5 million but not more than $21.5 million	SF		$12633 + 0.123% for every $1 over $5 million	n/a	$12633 + 0.123% for every $1 over $5 million	$12633 + 0.123% for every $1 over $5 million
- more that $21.5 million	SF		34,196.00	n/a	34,196.00	34,196.00
Determination of all Retrospective Development Applications (applications submitted after the development or change has commenced, been carried out or otherwise occured)	SF		3x the applicable planning fee	n/a	3x the applicable planning fee	3x the applicable planning fee
Change of Use or the Alteration or Extension of a Non-Conforming Use	SF		295.00	n/a	295.00	295.00
Extractive Industries						
Application Fee	SF		739.00	n/a	739.00	739.00
Annual Licence Fee under Local Law			175.00	n/a	175.00	165.00
Transfer of Licence Fee under Local Law			75.00	n/a	75.00	58.00
Licence Renewal under Local Law			85.00	n/a	85.00	58.00
Performance Guarantee (per hectare or part thereof) under Local Law			2,500.00	n/a	2,500.00	2,350.00
Sub-division Clearance						
Sub-division (not more than 5 lots)	SF		$73 per lot	n/a	$73 per lot	$73 per lot
Sub - division (more the 5 lots not more than 195 lots)	SF		$365 plus $35 per lot	n/a	$365 plus $35 per lot	$365 plus $35 per lot
Sub - division (more the 195 lots)	SF		7,393.00	n/a	7,393.00	7,393.00
Home Occupation						
Initial Application	SF		222.00	n/a	222.00	222.00
Annual Renewal	SF		73.00	n/a	73.00	73.00
Other Charges						
Zoning Certificates	SF		73.00	n/a	73.00	73.00
Property Settlement Questionnaire Response	SF		73.00	n/a	73.00	73.00
Written Planning Advice	SF		73.00		73.00	73.00
Scheme Amendments - Maximum Fees						
Director / City / Shire Planner	SF	per hour	88.00	n/a	88.00	88.00
Manager / Senior Planner	SF	per hour	66.00	n/a	66.00	66.00
Planning Officer	SF	per hour	36.86	n/a	36.86	36.86
Other Staff eg: Environmental Health Officer	SF	per hour	36.86	n/a	36.86	36.86
Secretary / Administrative Clerk	SF	per hour	30.20	n/a	30.20	30.20
Fees for scheme amendment/structure plans						
The fees, charges and costs associated with processing and considering Amendments and Structure Plans are determined using the guidlines and relevant forms set out in the Planning Regulations	SF		As per the Planning & Development Regulations 2009	n/a	As per the Planning & Development Regulations 2009	As per the Planning & Development Regulations 2009
Advertising Charges						
Advertising Newspaper			At Cost Plus 15% Admin Fee		At Cost Plus 15% Admin Fee	*Actual Cost +Admin
Reports						
Scheme Text - Town Planning Scheme No 4/Others			Copying charge		Copying charge	Same as copying charges
Information Research						
Labour Charge - Planner			145.45	14.55	160.00	60.00
Other Planning Fees						
Administration Fee Liquor Licence S40, Planning Certificates			80.00	n/a	80.00	80.00
Cash in Lieu of Car-Parking			2,475.00	n/a	2,475.00	2,475.00
Other Community Amenities						
Cemetery Fees						
Funeral Director Licence Fee		per year	220.00	n/a	220.00	112.00
Funeral Director Licence Fee		per funeral	75.00	n/a	75.00	72.00
Monumental Mason Licence Fee		per year	150.00	n/a	150.00	112.00
Monumental Mason Licence Fee		per monument	50.00	n/a	50.00	42.20
Cemetery Bond			100.00		100.00	new
Grant of Right of Burial 2.4m x 1.2m			308.00	n/a	308.00	308.00
Ordinary Head stone Fee/Administration Fee			67.27	6.73	74.00	74.00

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
RSL Headstone Fee/Administartion Fee			28.18	2.82	31.00	31.00
Re-opening of Existing Grave						
- Re-opening an Ordinary Grave - Adult/Child/Stillborn Interment			909.09	90.91	1,000.00	675.00
- Exhumation (Work carried out by Metropolitan Cemetary Board, excavation by Council)			POA		POA	POA
- Interment of Ashes in grave (by Shire)			POA		POA	POA
- Registration of Ashes			136.36	13.64	150.00	44.30
Burial Fees						
- Adult Burial - grave 1.8m deep (machine dig)			916.36	91.64	1,008.00	1,008.00
- Adult Burial (1.8m hand dig)			1,123.64	112.36	1,236.00	1,236.00
- Child Burial including stillborn			713.64	71.36	785.00	785.00
- Burial deeper that 1.8m (max 2.1m)			136.36	13.64	150.00	128.00
- Metal Marker			27.27	2.73	30.00	11.30
- Additional Fee for each interment in open ground without due notice (2 days)			272.73	27.27	300.00	76.00
- Additional fee for each interment on a Saturday, Sunday or Public Holiday (NB: this fee is at CEO's discretion to cover costs)			481.82	48.18	530.00	530.00
Fee for each interment for Reserve Fund			81.82	8.18	90.00	90.00
Niche Wall						
- Plot Reservation			172.73	17.27	190.00	190.50
- Registration of Ashes			45.45	4.55	50.00	44.50
- Interment by Shire (interment of ashes & installation of plaque by Shire)			145.45	14.55	160.00	160.00
- Purchase of Single Plaque (229mm x 95mm)			POA		POA	POA
- Purchase of Single Plaque (295mm x 225mm)			POA		POA	POA
- Niche Wall Vase			68.18	6.82	75.00	32.00
RECREATION & CULTURE						
Public Halls & Civic Centres						
Town Hall Bonds						
Bond - Without Alcohol			250.00	n/a	250.00	250.00
Bond - With Alcohol			600.00	n/a	600.00	600.00
Key Bond			50.00	n/a	50.00	50.00
Equipment Bond			100.00	n/a	100.00	100.00
Town Hall Hire - Main Hall						
Commercial/Government Functions		per hour	65.45	6.55	72.00	72.00
Commercial/Government Functions		per day	454.55	45.46	500.00	
Non Commercial Functions - discounted rate		per hour	49.09	4.91	54.00	54.00
Non Commercial Functions - discounted rate		per day	340.91	34.09	375.00	
School Functions		per hour	14.09	1.41	15.50	15.50
Rehearsal		per hour	32.73	3.27	36.00	36.00
Town Hall Hire - Kitchen						
Commercial/Government		per hour	22.73	2.27	25.00	
Commercial/Government		per day	154.55	15.46	170.00	
Non Commercial		per hour	16.36	1.64	18.00	
Non Commercial		per day	118.18	11.82	130.00	
Town Hall Hire - Other						
Office Rent		per week or by arrangement	65.45	6.55	72.00	72.00
Chairs		per day	2.00	0.20	2.20	1.85
Piano Hire - Commercial/Government			65.45	6.55	72.00	72.00
Piano Hire - Non Commercial			49.09	4.91	54.00	54.00
Meeting Equipment Hire						
Refer to Admin Section, page 1 of Fees & Charges						
Katanning Aquatic Centre						
Entry Fees						
Adults			5.00	0.50	5.50	5.50
Children			3.64	0.36	4.00	4.00
Pension Card			4.09	0.41	4.50	4.50
Senior Citizen Swimmer			3.64	0.36	4.00	4.00
Spectator			1.82	0.18	2.00	2.00
Spectator (senior Citizen)			0.91	0.09	1.00	1.00
Child (4 years and under)			free		free	2.50
Family Entry 2 adults & up to 3 children			14.09	1.41	15.50	15.50
Concession Entrances (Adult - 10)			45.45	4.55	50.00	50.00
Concession Entrances (Child - 10)			32.73	3.27	36.00	40.00
Season Passes Family (2 adults & upto 3 children <18 years old) + $120 per each additional child <18 Years old			318.18	31.82	350.00	350.00
Half Season Pass - Family (2 adults & upto 3 children <18 years old) + $80 per each additional child <18 Years old			213.64	21.36	235.00	235.00
Season Pass Child >10 years old <18 years old			181.82	18.18	200.00	200.00
Half Season Pass Child >10 years old <18 years old			120.00	12.00	132.00	132.00
Season Pass - Individual			227.27	22.73	250.00	250.00
Half Season Pass - Individual			150.00	15.00	165.00	165.00
Corporate /Group Membership (Groups of 10-20 members = 10% discount on standard charge per member; more than 20 members = 15% discount on standard charge per member)						

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Carers of special needs participants will be granted free access to the centre if they will be looking after their charge at all times whilst in the centre.						
Swimming Carnivals - Full Day exclusive Use						
Pool hire for School Carnivals - hourly rate outside normal opening hours. Does not include child entry fees.			60.91	6.09	67.00	67.00
Child entry fee for children participating in organised activities run by Katanning Educational Departments			2.27	0.23	2.50	2.50
Spectator fee for School Carnivals					free	new
Aquatic Centre Equipment bond.			50.00	n/a	50.00	50.00
25m inflatable balloon - subject to hirer supplying a Bronze Medallion holder to supervise use.			56.36	5.64	62.00	62.00
Other Recreation & Sport						
Treated Waste Water Charge (Effluent)		per kL	0.36	0.04	0.40	0.40
Personal Trainer Use of Parks and Ovals						
Small Group Fitness, $15.00 first client, $7.50 for each consecutive client			13.64	1.36	15.00	15.00
Individual Client			13.64	1.36	15.00	15.00
Katanning Leisure Centre - Entry Fees						
Entry Fees						
Adult (Participant)			5.00	0.50	5.50	5.50
Child (Participant)			4.00	0.40	4.40	4.40
Child (Participant under 5 years)			2.27	0.23	2.50	2.50
Seniors/Aged Pension Card (Participant)			4.00	0.40	4.40	4.40
Seniors/Aged Pension Card (Participant activities run by other organisations)			3.00	0.30	3.30	3.30
Participating in Activities run by Katanning Educational Departments			2.50	0.25	2.75	2.75
Spectator			1.82	0.18	2.00	2.00
Spectator Senior Citizen			0.91	0.09	1.00	1.00
Family Entry 2 Adults & up to 3 Children (Participants)			14.09	1.41	15.50	15.50
Concession Booklets Entrance (Adult - 20)			90.00	9.00	99.00	99.00
Concession Booklets Entrance (Adult - 40)			170.00	17.00	187.00	187.00
Concession Booklets Entrance (Child - 20)			71.82	7.18	79.00	79.00
Concession Booklets Entrance (Child - 40)			136.36	13.64	150.00	150.00
Concession Booklet - Spectator (20 visits)			32.73	3.27	36.00	36.00
Concession Booklet - Spectator (40 visits)			61.82	6.18	68.00	68.00
Fitness Class Booklet (10)			90.00	9.00	99.00	99.00
Senior Over 55 years Concession Fitness Class Booklet (10)			36.36	3.64	40.00	40.00
Creche						
Creche			5.00	0.50	5.50	5.50
Creche - Gold Members holders			3.00	0.30	3.30	3.30
Carers of special needs participants will be granted free access to the centre if they will be looking after their children/particpants at ALL times.						
Fees and Charges for special events and activities run by KLC (Youth events etc) to be set in consultation with CEO and based on costs of equipment and staff req'd to run the event.						
Administration						
Administartion Fee for Katanning Leisure Centre Staff		per hour	45.45	4.55	50.00	50.00
Facility Opening Fees Out of Hours mimimum fee			181.82	18.18	200.00	200.00
Gold Memberships						
Single - monthly			90.00	9.00	99.00	99.00
Single - quarterly			259.09	25.91	285.00	285.00
Single - half year			422.73	42.27	465.00	465.00
Single - full year			627.27	62.73	690.00	690.00
Family - quarterly			309.09	30.91	340.00	340.00
Family - half year			581.82	58.18	640.00	640.00
Family - full year			904.55	90.46	995.00	995.00
Silver Memberships						
Single - quarterly			209.09	20.91	230.00	230.00
Single - half year			336.36	33.64	370.00	370.00
Single - full year			500.00	50.00	550.00	550.00
Off-Peak Membership from 9am-3pm Monday-Friday. Includes Gym, daytime classes, assessment, creche included. Based upon GOLD, less 20% discount.						
Gym Memberships						
Single - quarterly			231.82	23.18	255.00	255.00
Single - half year			372.73	37.27	410.00	410.00
Single - full year			559.09	55.91	615.00	615.00
Corporate/Group Membership (Groups of 10-20 members = 10% discount on standard charge per member; Groups of more than 20 members = 15% discount on standard charge per member)			these fees attract a discount for groups and new members		these fees attract a discount for groups and new members	these fees attract a discount for groups and new members
New Member Discount; 20% discount on all new memberships ONLY during periods endorsed by CEO in a financial year						

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Katanning Leisure Centre - Health & Fitness Programmes						
Health & Fitness						
Casual Gym Usage		per visit	10.00	1.00	11.00	11.00
Fitness Classes			10.00	1.00	11.00	11.00
Express Fitness Classes (30 minutes)			5.00	0.50	5.50	5.50
Fitness Classes students < 18 years			5.00	0.50	5.50	5.50
Fitness Classes & Programs - Seniors			4.00	0.40	4.40	4.40
Personal Fitness Assessment			45.00	4.50	49.50	49.50
Gym Instructor		per hour	60.00	6.00	66.00	66.00
Born To Move, 2-4 year old Fitness Class (45 minutes), parent/guardian free of charge		per participant	3.00	0.30	3.30	3.30
Personal Training						
30 minute session, member			30.00	3.00	33.00	33.00
30 minute session, non-member (includes $10 gym entry)			40.00	4.00	44.00	44.00
3 session 'Tester Pack', member - discounted rate			85.45	8.55	94.00	94.00
3 session 'Tester Pack', non-member - discounted rate			113.64	11.36	125.00	125.00
6 weeks, 1 session per week, member - discounted rate			161.82	16.18	178.00	178.00
6 weeks, 1 session per week, non-member - discounted rate			216.36	21.64	238.00	238.00
6 weeks, 2 sessions per week, member - discounted rate			306.36	30.64	337.00	337.00
6 weeks, 2 sessions per week, non-member - discounted rate			408.18	40.82	449.00	449.00
10 weeks, 1 session/wk, member - discounted rate			255.45	25.55	281.00	281.00
10 weeks, 1 session/wk, non-member - discounted rate			340.00	34.00	374.00	374.00
10 weeks, 2 session/wk member - discounted rate			450.00	45.00	495.00	495.00
10 weeks, 2 session/wk non-member - discounted rate			600.00	60.00	660.00	660.00
Private Personal Trainer						
Small Group Fitness, $15.00 first client, $7.50 for each consecutive client, in addition to client having paid for appropriate gym access			13.64	1.36	15.00	15.00
Individual Client			13.64	1.36	15.00	15.00
Functional Fitness Training						
30 minute Small Group PT Training, 6 people/session, casual			10.00	1.00	11.00	11.00
10 weeks, 1 session/wk, 30 minutes - discounted rate			90.00	9.00	99.00	99.00
10 weeks, 2 session/wk, 30 minutes - discounted rate			160.00	16.00	176.00	176.00
10 weeks, 3 session/wk, 30 minutes - discounted rate			210.00	21.00	231.00	231.00
60 minute Small Group PT Training, 4 people/session, casual			25.00	2.50	27.50	27.50
Massage Therapy						
30 minute massage			50.00	5.00	55.00	55.00
Birthday Parties						
0 - 19 Kids (food etc no longer provided, can be purchased from kiosk at standard prices)			normal entry fee		normal entry fee	normal entry fee
> 20 Kids			10% discount on entry fees		10% discount on entry fees	10% discount on entry fees
Supervision by Junior staff member		per hour	30.00	3.00	33.00	33.00
Youth Zone Room exclusive use for Party		per hour	54.55	5.46	60.00	60.00
Katanning Leisure Centre - Facility Hire						
Bonds						
Bond Without Alcohol			250.00	n/a	250.00	250.00
Bond With Alcohol			600.00	n/a	600.00	600.00
Bond on Equipment Hire			100.00	n/a	100.00	100.00
Key/Swipe Card Bond			50.00	n/a	50.00	new
Pioneer Room - Hire Fees						
Commercial/Government		per hour	70.00	7.00	77.00	77.00
Non Commercial - discounted rate		per hour	52.73	5.27	58.00	58.00
Wedding/Function Room Package (per function) -Std Hirer Set Up			772.73	77.27	850.00	850.00
Wedding/Function Room Package (per function) -Gold KLC Staff Set Up			940.91	94.09	1,035.00	1,035.00
Staff cost to set up/pack up for meetings & extra cleaning costs within Function Area		per hour	30.00	3.00	33.00	33.00
Pioneer Room Bar - Hire Fees						
Commercial/Government		per hour	130.00	13.00	143.00	143.00
Non-Commercial - discounted rate		per hour	97.27	9.73	107.00	107.00
Pioneer Room Kitchen - Hire Fees						
Per Hour			35.45	3.55	39.00	39.00
Per Day			259.09	25.91	285.00	285.00
Non Commercial - discounted rate		per hour	26.36	2.64	29.00	29.00
Non Commercial - discounted rate		per day	194.55	19.46	214.00	214.00
Pioneer Meeting Room - Hire Fees						
Commercial/Government		per hour	31.82	3.18	35.00	35.00
Non-Commercial - discounted rate		per hour	23.64	2.36	26.00	26.00
Upstairs Meeting Room - Hire Fees						
Commercial/Government		per hour	26.36	2.64	29.00	29.00
Non-Commercial - discounted rate		per hour	20.00	2.00	22.00	22.00

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Corporate Box/First Aid Room - Hire Fees						
Commercial/Government		per hour	26.36	2.64	29.00	29.00
Non-Commercial - discounted rate		per hour	20.00	2.00	22.00	22.00
Creche Room - Hire Fees						
Commercial/Government		per hour	31.82	3.18	35.00	35.00
Non-Commercial - discounted rate		per hour	23.64	2.36	26.00	26.00
Crèche Staff Member (1 staff per 10 participants) including room hire		per hour	54.55	5.46	60.00	60.00
Additional Crèche staff member		per hour	25.45	2.55	28.00	28.00
Main Floor - Hire Fees						
All Day (8am - 5pm)		per day	800.00	80.00	880.00	880.00
Entire Main Stadium		per hour	230.00	23.00	253.00	253.00
Individual Courts		per hour	70.00	7.00	77.00	77.00
All Day Non Commercial - discounted rate		per day	600.00	60.00	660.00	660.00
Main Stadium Non Commercial - discounted rate		per hour	172.73	17.27	190.00	190.00
Individual Courts Non Commercial - discounted rate		per hour	52.73	5.27	58.00	58.00
Ram Pavillion - Hire Fees						
All Day (8am - 5pm)		per day	640.91	64.09	705.00	705.00
Entire Main Stadium		per hour	80.00	8.00	88.00	88.00
Individual Courts		per hour	55.45	5.55	61.00	61.00
All Day Non Commercial - discounted rate		per day	480.91	48.09	529.00	529.00
Main Stadium Non Commercial - discounted rate		per hour	60.00	6.00	66.00	66.00
Individual Courts Non Commercial - discounted rate		per hour	41.82	4.18	46.00	46.00
Change Room - Hire Fees						
Casual Bookings		per hour	24.55	2.46	27.00	27.00
Sprig Bar - Hire Fees						
Commercial/Government		per hour	60.00	6.00	66.00	66.00
Non Commercial - discounted rate		per hour	45.45	4.55	50.00	50.00
Top Oval Shelter Kitchen - Hire Fees						
Casual Bookings		per hour	15.45	1.55	17.00	17.00
Casual Bookings		per day	70.00	7.00	77.00	77.00
Shearing Shed						
Flat rate		per day	90.91	9.09	100.00	new
Various Grassed Areas (Excluding Ovals)						
Flat rate		per day	18.18	1.82	20.00	new
Security Call out fee						
Security Call out fee for incorrectly arming the facility by user (Function Hirers Only)		per 1/2 hour	54.55	5.46	60.00	60.00
Community Equipment Hire						
Round Tables		per day	10.00	1.00	11.00	11.00
Trestle Tables		per day	5.00	0.50	5.50	5.50
Chairs		per day	2.00	0.20	2.20	2.20
Crockery		per day	0.59	0.06	0.65	0.65
Cutlery		per day	0.32	0.03	0.35	0.35
Glass Ware		per day	1.32	0.13	1.45	1.45
Electric Urns		per day	6.50	0.65	7.15	7.15
Tablecloths (function)						
- Round		per day	15.45	1.55	17.00	16.50
- Rectangle		per day	13.64	1.36	15.00	14.50
- Table and Stage Skirting		per day	25.00	2.50	27.50	27.50
- Tulle Centre Piece		per day	70.00	7.00	77.00	77.00
Over head projectors/screen per half day		per day	54.55	5.46	60.00	60.00
Over head projectors/screen per day		per day	110.00	11.00	121.00	121.00
Stage Hire (wooden stage pieces)		per day	10.00	1.00	11.00	11.00
Shade Tents - Commercial		per day	100.00	10.00	110.00	110.00
Shade Tents - Non-Commercial		per day	50.00	5.00	55.00	55.00
Shade Tents Bond			110.00		110.00	110.00
Breakages & Other Charges						
Refer to Admin Section, page 1 of Fees & Charges						
Meeting Equipment Hire						
Refer to Admin Section, page 1 of Fees & Charges						
Sporting Equipment Hire (both Leisure Centre & Aquatic Centre)						
All sporting equipment (plus $10 bond) Usage in accordance with Council Policy 7.23		each	2.27	0.23	2.50	2.50
Roller Blade Hire to Shires outside of Katanning						
- Hire/Booking Fee			50.00	5.00	55.00	55.00
- Roller Blade Hire		per pair	2.27	0.23	2.50	2.50
Sports Oval Ground Fees						
Commercial Usage (eg. Circus) per day			422.73	42.27	465.00	465.00
Commercial Usage (eg. Circus) per hour			60.00	6.00	66.00	66.00
Non Commercial - discounted rate		per hour	127.27	12.73	140.00	140.00
Non Commercial - discounted rate		per hour	18.18	1.82	20.00	20.00
Commercial Use of non-grassed areas - Circus etc			by negotiation		by negotiation	new

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
New Sporting Clubs are charged based on the following formula:						
- Senior Teams						
# of teams * number of players per team * # of weeks in season * # uses per week * $0.60						
- Junior teams						
# of teams * number of players per team * # of weeks in season * # uses per week * $0.35						
Seasonal Set Ground Fees						
KWFC			2,181.82	218.18	2,400.00	2,400.00
Katanning Junior Football			181.82	18.18	200.00	350.00
Islanders Cricket - Based on 1 senior team			272.73	27.27	300.00	300.00
Wanderers Cricket - Based on 2 senior teams			545.45	54.55	600.00	600.00
Australs Cricket - Based on 2 senior teams			545.45	54.55	600.00	600.00
Katanning Hockey Club - all club levels			454.55	45.46	500.00	500.00
Equestrian Association			454.55	45.46	500.00	500.00
Katanning Auskick			272.73	27.27	300.00	300.00
Katanning Rugby - Based on 1 team			272.73	27.27	300.00	300.00
Katanning Leisure Centre - Other						
Camping fee for Equestrian Events		per day, per person	9.09	0.91	10.00	10.00
Advertising Signage - to be provided by company						
- Current 60% discount on general advertising rate listed in administration section with minium rate of $398 per annum)		per m²	233.64	23.36	257.00	257.00
Katanning Library						
Overdue account Administration Fee per book			6.14	0.61	6.75	6.75
Loss of Library Books			Replacement value		Replacement value	Replacement value
Replacement of Library Cards			3.41	0.34	3.75	3.75
Printing & Photocopying						
A4 single sided - limit 25 copies		per copy	0.18	0.02	0.20	as per Admin
A4 double sided - limit 25 copies		per copy	0.27	0.03	0.30	as per Admin
A3 single sided - limit 25 copies		per copy	0.36	0.04	0.40	as per Admin
A4 single sided - colour - limit 25 copies		per copy	0.27	0.03	0.30	as per Admin
A4 double sided - colour - limit 25 copies		per copy	0.41	0.04	0.45	as per Admin
A3 single sided - colour - limit 25 copies		per copy	0.55	0.06	0.60	as per Admin
Computer printing (Off Internet)		per page	0.18	0.02	0.20	0.55
Internet & Communication						
Scanning charge		per page	0.18	0.02	0.20	new
Internet access - emails and social media		per half hour	3.00	0.30	3.30	new
Facsimile Transmissions within Australia			as per Admin		as per Admin	as per Admin
Community Room Hire						
Commercial/Government		per hour	31.82	3.18	35.00	35.00
Commercial/Government		per day	159.09	15.91	175.00	new
Non Commercial - discounted rate		per hour	15.91	1.59	17.50	17.50
Non Commercial - discounted rate		per day	79.55	7.96	87.50	new
Security Call out fee for incorrectly arming the facility by user		per half hour	54.55	5.46	60.00	60.00
Other Culture						
Gallery Hire						
Local Artists		per week	90.91	9.09	100.00	180.00
Other		per week	136.36	13.64	150.00	240.00
Exhibition Fees - Commission on Sales		per item sold	30% Commission		30% Commission	22% Commission
Community Arts Development Officer Labour Assistance		per hour	59.09	5.91	65.00	65.00
Sale of History Books			40.91	4.09	45.00	45.00
Pioneer Wall Fees						
Application Fee			300.00	30.00	330.00	330.00
Plaque			POA		POA	POA
TRANSPORT						
Maintance, Streets, Roads, Bridges, Depots						
Roadside Advertising (Approaching Townsite)						
- Current 50% discount on general advertising rate listed in administration section		per m²	116.82	11.68	128.50	128.50
ECONOMIC SERVICES						
Rural Services						
Water from Standpipes per kilolitre (Minimum charge $5.00)		per kilolitre	2.86	0.29	3.15	3.15
Access card for controlled standpipes		each	18.73	1.87	20.60	20.60

SCHEDULE OF FEES & CHARGES

Schedule Subprogramme Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Building Control						
Building Control - Statutory Fees						
(all fees in this category are set by Regulation and are subject to change as and when gazetted)						
Uncertified application for a building permit (s. 6(1))	SF		0.32% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $96.00	n/a	0.32% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $96.00	0.32% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $95.00
Certified application for building permit 16(1) - (a) for building work for Class 1 or Class 10 building or incidental structure (b) for building work for Class 2 to Class 9 building or incidental structure.	SF		0.19% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $96.00	n/a	0.19% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $96.00	0.19% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $95.00
Application for the grant of a building permit to do building work in respect of a building or incidental structure of Class 2 to 9 for a certified application.	SF		0.09% of estimated value(inclusive of GST)of the proposed building work as determined by the permit authority but not less than $96.00	n/a	0.09% of estimated value(inclusive of GST)of the proposed building work as determined by the permit authority but not less than $96.00	0.09% of estimated value(inclusive of GST)of the proposed building work as determined by the permit authority but not less than $95.00
Application for Demolition permit						
- The grant of a demolition permit to do demolition work in respect of a building or incidental structure of Class 1 & 10	SF		96.00	n/a	96.00	95.00
- The grant of a demolition permit to do demolition work in respect of a building or incidental structure of Class 2 to 9	SF	per storey	$96.00 for each storey	n/a	$96.00 for each storey	$95.00 for each storey
- Application to extend the time during which a building or demolition permit has effect (s. 32(3) (f)).	SF		96.00	n/a	96.00	95.00
Application for						
- occupancy permit for a completed building; temporary occupancy permit for an incomplete building, modification of an occupancy permit for additional use of building on temporary basis, replacement occupancy permit for permanent change of building's use or classification and to replace an occupancy permit for an existing building	SF		$96.00 per application	n/a	$96.00 per application	$95.00 per application
- an occupancy permit or building approval certificate for registration of strata scheme, plan of re-subdivision (s. 50(1) and (2))	SF		$105.80 or $10.60 per strata unit, whichever is greater	n/a	$105.80 or $10.60 per strata unit, whichever is greater	$104.65 or $10.50 per strata unit, whichever is greater
- Application for Occupancy Permit for a building in respect of which unauthorised work has been done (s 51 (2)).	SF		0.18% of the estimated value(inclusive of GST) of the building work as determined by the permit authority but not less than $96.00	n/a	0.18% of the estimated value(inclusive of GST) of the building work as determined by the permit authority but not less than $96.00	0.18% of the estimated value(inclusive of GST) of the building work as determined by the permit authority but not less than $95.00
- Application for building approval certificate for a building in respect of which unauthorised work has been done (s. 51(3)).	SF		0.38% of the estimated current value(inclusive of GST) of the unauthorised building work as determined by the permit authority, but not less than $96.00	n/a	0.38% of the estimated current value(inclusive of GST) of the unauthorised building work as determined by the permit authority, but not less than $96.00	0.38% of the estimated current value(inclusive of GST) of the unauthorised building work as determined by the permit authority, but not less than $95.00
- Application for a building approval certificate for an existing building where unauthorised work has not been done	SF		96.00	n/a	96.00	95.00
- Application to extend the time during which as occupancy permit or building approval certificate has effect (s. 65(3) (a))	SF		96.00	n/a	96.00	95.00
- BCITF Levy (applies to all applications for building and demolition permits)			0.2% of the estimated value (GST inclusive) for values over $20,000.00	n/a	0.2% of the estimated value (GST inclusive) for values over $20,000.00	0.2% of the estimated value (GST inclusive) for values over $20,000.00

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Building Services Levy						
- Building permit	SF		0.137% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $61.65	n/a	0.137% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $61.65	0.137% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $40.50
- Application for a demolition permit (s 16(1) 0 - (a) for demolition work in respect of a Class 1 or Class 10 building or incidental structure. (b) for demolition work in respect of a Class 2 to Class 9 building.	SF		0.137% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $61.65	n/a	0.137% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $61.65	0.137% of estimated value (inclusive of GST) of the proposed building work as determined by the permit authority but not less than $40.50
Private Swimming Pool Fence Inspection (once every 4 years)	SF		57.45	n/a	57.45	57.45
Building Control - Certification Fees (By Private Arrangement)						
Sign Licence						
- Application Fee			$20.00	n/a	$20.00	$20.00
- Request for Certificate of Design Compliance - Class 1 and 10 building			0.13% estimated value of construction but not less than *$99.00	n/a	0.13% estimated value of construction but not less than *$99.00	0.13% estimated value of construction but not less than *$99.00
Request for Certificate of Design Compliance - Class 2- 9 buildings			0.11% estimated value of construction but not less than *$99.00	n/a	0.11% estimated value of construction but not less than *$99.00	0.11% estimated value of construction but not less than *$99.00
Inspection Service for Certificate of Construction Compliance, Building Compliance, or other			185.00	n/a	185.00	184.00
Additional or aborted inspections charged at an hourly rate			92.00	n/a	92.00	92.00
When inspection period exceeds 2 hours, additional time charged at an hourly rate			92.00	n/a	92.00	92.00
For applicant requests for inspections out of normal working hours, charged at an hourly rate			140.00	n/a	140.00	140.00
Request seeking confirmation that Planning Environmental Health and Shire Engineering requirements have been met			92.00	n/a	92.00	92.00
Request for additional Building Service/Advice			92.00	n/a	92.00	92.00
ECONOMIC SERVICES						
Saleyards & Markets						
Advertising Signage (at Saleyards)		per m²	233.64	23.36	257.00	257.00
Yarding Fees - Sheep per head			0.73	0.07	0.80	0.80
Pigs Transhipment Fee			By negotiation with CEO		By negotiation with CEO	By negotiation with CEO
Destruction of Sheep per head			13.64	1.36	15.00	12.00
Washbay Keys Bond			0.00	0.00		
Washbay Keys			33.18	3.32	36.50	36.50
Washbay Useage *Charged and Managed by Avdata Minumin $5.00		Per minute - Min $5.00	0.55	0.06	0.60	0.50
Saleyards & Markets - Facilities Hire						
Saleyard Bonds						
Venue Bond Without Alcohol			250.00	n/a	250.00	250.00
Venue Bond With Alcohol			600.00	n/a	600.00	600.00
Equipment Bond			100.00	n/a	100.00	100.00
Key Bond (for use after hours)			50.00	n/a	50.00	50.00
Saleyard Kitchen Hire						
Commercial/Government		per hour	31.82	3.18	35.00	new
Commercial/Government		per day	209.09	20.91	230.00	new
Non Commercial - discounted rate		per hour	23.64	2.36	26.00	26.25
Non Commercial - discounted rate		per day	157.27	15.73	173.00	new
Saleyard Training Room Hire						
Commercial/Government		per hour	31.82	3.18	35.00	32.00
Commercial/Government		per day	209.09	20.91	230.00	new
Non-Commercial - discounted rate		per hour	23.64	2.36	26.00	24.00
Non-Commercial - discounted rate		per day	157.27	15.73	173.00	new
Saleyard Dining Room Hire						
Commercial/Government		per hour	31.82	3.18	35.00	35.00
Commercial/Government		per day	209.09	20.91	230.00	230.00
Non-Commercial - discounted rate		per hour	23.64	2.36	26.00	26.00
Non-Commercial - discounted rate		per day	157.27	15.73	173.00	new

SCHEDULE OF FEES & CHARGES

Schedule / Subprogramme / Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Breakages & Other Charges						
Refer to Admin Section, page 1 of Fees & Charges						
Meeting Equipment Hire						
Refer to Admin Section, page 1 of Fees & Charges						
Meeting Equipment Hire						
Office Rent		per week or by arrangement	186.36	18.64	205.00	200.00
Pop Up Shop						
- Half Day			27.27	2.73	30.00	30.00
- Full Day			45.45	4.55	50.00	50.00
Old Saleyards						
Pop Up Restaurant						
- Full Day			68.18	6.82	75.00	75.00
OTHER PROPERTY & SERVICES						
Private Works						
Hire of Council Equipment (Includes Operator, minimum 1 hour) - Home Rate						
Graders						
- per hour			180.91	18.09	199.00	1,797.00
- per day			1,447.27	144.73	1,592.00	1,576.00
14t Truck (Tipper)						
- per hour			145.45	14.55	160.00	159.00
- per day			1,163.64	116.36	1,280.00	1,272.00
Truck Trailer (side)						
- per hour			59.09	5.91	65.00	64.00
- per day			472.73	47.27	520.00	510.00
Water Truck						
- per hour			158.18	15.82	174.00	172.00
- per day			1,265.45	126.55	1,392.00	1,373.00
Backhoe						
- per hour			134.55	13.46	148.00	146.00
- per day			1,076.36	107.64	1,184.00	1,170.00
Volvo Loader						
- per hour			146.36	14.64	161.00	159.00
- per day			1,170.91	117.09	1,288.00	1,271.00
Cat Loader (2011)						
- per hour			159.09	15.91	175.00	173.00
- per day			1,272.73	127.27	1,400.00	1,387.00
Cat Loader (2011) with Tree Saw						
- per hour			230.00	23.00	253.00	250.00
- per day			1,840.00	184.00	2,024.00	2,997.00
Excavator						
- per hour			180.91	18.09	199.00	197.00
- per day			1,447.27	144.73	1,592.00	1,576.00
Scissor Lift						
- per hour			105.45	10.55	116.00	115.00
- per day			843.64	84.36	928.00	925.00
Telehandler						
- per hour			134.55	13.46	148.00	146.00
- per day			1,076.36	107.64	1,184.00	1,170.00
Multi-tyred self propelled roller						
- per hour			146.36	14.64	161.00	159.00
- per day			1,170.91	117.09	1,288.00	1,271.00
Tractor (Including attachments)						
- per hour			129.09	12.91	142.00	140.00
- per day			1,032.73	103.27	1,136.00	1,119.00
Semi Side - Tipper						
- per hour			196.36	19.64	216.00	214.00
- per day			1,570.91	157.09	1,728.00	1710.00
3t Tip Truck						
- per hour			93.64	9.36	103.00	102.00
- per day			749.09	74.91	824.00	814.00
Ute (without operator subject to approval)						
- per hour			20.91	2.09	23.00	23.00
Ute (with operator)						
- per hour			72.73	7.27	80.00	79.00
- per day			581.82	58.18	640.00	632.00
Ute (with Works Supervisor)						
- per hour			116.36	11.64	128.00	127.00
- per day			930.91	93.09	1,024.00	1,017.00
Sweeper						
- per hour			146.36	14.64	161.00	159.00
- per day			1,170.91	117.09	1,288.00	1,271.00
Skid steer Loader						
- per hour			127.27	12.73	140.00	139.00
- per day			1,018.18	101.82	1,120.00	1,109.00
Ride on Mower						
- per hour			81.82	8.18	90.00	89.00
- per day			654.55	65.46	720.00	712.00

SCHEDULE OF FEES & CHARGES

Schedule Subprogramme Description	Statutory Fee SF	Basis	Net Cost 2016/17 $	GST $	Cost inc GST 2016/17 $	Cost inc GST 2015/16 $
Vibrating Roller						
- per hour			146.36	14.64	161.00	159.00
- per day			1,170.91	117.09	1,288.00	1,271.00
Pedestrian Roller						
- per hour			81.82	8.18	90.00	89.00
- per day			654.55	65.46	720.00	712.00
Sundry Plant						
- per hour			76.36	7.64	84.00	83.00
- per day			610.91	61.09	672.00	660.00
Gravel/Sand (price does not include delivery)		m^3	25.73	2.57	28.30	28.00
Blue Metal		m^3	212.73	21.27	234.00	231.00
Bitumen Truck (without Operator)		m^3	186.36	18.64	205.00	203.00
Bitumen Truck (with 2 Operators)						
- per hour			233.64	23.36	257.00	254.00
- per day			1,869.09	186.91	2,056.00	2,034.00
Bitumen Truck (travel > 100km)		per km	2.16	0.22	2.38	2.35
Emulsion		litre	2.07	0.21	2.28	2.25
Premix (Asphalt)		tonne	313.64	31.36	345.00	341.00
Labour Hire			59.09	5.91	65.00	64.00
S.A.M. trailer (without operator)			174.55	17.46	192.00	190.00
Graffiti Removal Trailer (without operator)			174.55	17.46	192.00	190.00
Bond for Hire of Signs			115.00	n/a	115.00	115.00
Hire of signs(Individual/Company)			Price on application dependent on Number and Values		Price on application dependent on Number and Values	Price on application dependent on Number and Values
Hire of signs(Community group)			Fee may be waived at CEO discretion		Fee may be waived at CEO discretion	Fee may be waived at CEO discretion
Community Groups - Portable Stage Hire						
Commercial/Government		per day	454.55	45.46	500.00	500.00
Non Commercial - discounted rate		per day			Free except installation	Free except installation
Portable Stage - Installation & Removal			280.00	28.00	308.00	308.00
Bond for Portable Stage			500.00	n/a	500.00	500.00
(NB: Weekend rates are at CEO's discretion as this is outside of normal working hours)						
Building Maintenance Services						
Shire Building Maintenance Officer		per hour	95.45	9.55	105.00	103.00

Budget Changes – 19/8/2016

Below is a list of changes made to the budget since the last budget meeting in order to reduce the rates required to $3,605,193 which is an average overall rate increase of approximately 4.77%:

- Correction to linking of works crew leave entitlements in Public Works Overheads sub-programme.
- Removal of the Clive Street Facade expenditure in Supertowns sub-programme. Remaining budget is for already committed funds.
- Removal of $30k in the capital budget for the Christmas Tree.
- Reduction in Drumbeats programme expenditure – grant made provision for some administration costs to the Shire.
- Increased revenue in Administration sub-programme for increased employee contributions to car.
- Removal of TV advertising in Tourism & Area Promotions sub-programme
- Reduction in gifts and presentations, Elected Members sub-programme
- Some changes to administration allocations causing movement throughout schedules and works & building programmes.
- Final balancing adjustments made in the revenue of the KLC sub-programme.
- Amendment to plant replacement – no change to the changeover cost .

SHIRE OF KATANNING

2016/17 BUDGETED CAPITAL ACQUISITIONS, DISPOSALS, & PROJECTS

ACQUISITIONS

General Ledger	Programme / Subprogramme / Acquisitions	2016/17 Budget $	Funding Source: Revenue $	Grants $	Restricted $	Reserves $	Loans $
	GOVERNANCE						
	Elected Members						
0304	Christmas Decorations	9,563	9,563				
	Administration						
5994	Admin Photocopier	35,000	35,000				
5994	Communications (re Computer System) Upgrade - Cabling & Poles for Antennae	22,554	22,554				
	RECREATION & CULTURE						
	Katanning Leisure Centre						
2844	Commercial Oven	14,000	14,000				
	ECONOMIC SERVICES						
	Saleyards						
5854	8000L Water Tank	8,000	8,000				
	TOTAL	**89,117**	**89,117**	-	-		-

DISPOSALS

Programme / Subprogramme / Disposals		WDV $	Reval Res Adj $	Proceeds From Sale $	Profit (Loss) $
GOVERNANCE					
Elected Members					
Old Mill Deli (B2027)		150,000	149,999	1	(299,998)
Lot 964 Grt Southern Hwy (L91)		200,000	(189,000)	360,000	349,000
Annie Street (LB0001)		45,000	(41,836)	48,000	44,836
Hassell St (LB0031 & B09)		340,800	(270,299)	270,000	199,499
	TOTAL	**735,800**	**(351,137)**	**678,001**	**293,338**

PROJECTS

General Ledger	Job	Programme / Subprogramme / Projects	Project Total $	Spend to Date $	2016/17 Budget $	Budget Future Years $	Funding Source (All Years) Revenue $	Grants $	Restricted (Interest) $	Reserves $	Loans $
		GOVERNANCE									
		Other Governance									
0334	C428	Redevelopment of Old Flour Mill	500,000	-	500,000	-				500,000	
0334	various	New Administration Building (inc contr from Supertowns)	6,998,214	698,214	3,923,000	2,377,000		1,101,437		2,398,563	3,498,214
		SuperTown Project Summary									
2659	various	Early Childhood Hub	6,201,395	204,403	3,520,104	2,476,888	377,850	5,725,000	98,545		
2666	various	Clive Street Stage 2	448,391	269,480	178,911	-	95,000	350,000	3,391		
2668		Piesse Park	8,400,000	-	3,765,150	4,634,850		7,770,000		630,000	
2667		Welcome Precinct	9,950,000	1,403	3,205,947	6,742,650		9,950,000			
2638	various	Supertowns (ex contr to New Admin Building)	8,757,228	8,294,825	416,068	-		8,215,000	542,228		
		LAW, ORDER & PUBLIC SAFETY									
		Animal Control									
		Pound	70,000	2,167	67,833	-	70,000				
		COMMUNITY AMENITIES									
		Sanitation Household Refuse									
2484	C421	Regional Waste Initiative	2,237,500	494,157	1,743,343	-		2,237,500			
		RECREATION & CULTURE									
		Public Halls									
9454	C436	Town Hall Façade	38,868	-	38,868	-	38,868				
		Other Recreation & Sport									
		Katanning Non-Potable Water Supply Project	161,000	-	161,000	-	61,000	100,000			
		Katanning Aquatic Centre									
3484		Pumphouse Roof	15,000	-	15,000	-		15,000			
		Katanning Leisure Centre									
1824	C418	Gymnasium Extension	914,366	209,141	705,225	-		251,000		663,365	
		Concrete pad outside of main stadium roller door	17,000	-	17,000	-	17,000				
		TRANSPORT									
		Construction, Roads, Bridges Depots									
4540	various	Piesse Lake Improvement	483,902	289,902	194,000	-	413,402			70,500	
4460	C630	Warren Road - widening seal over crests	189,000	-	189,000	-	63,000	126,000			
4460	C631	Katanning Dumbleyung Road - pavement reconstruction and reseal	42,000	-	42,000	-	14,000	28,000			
4460	C632	Hassell Street - reseal	49,000	-	49,000	-	16,333	32,667			
4460	C633	Arbour Street - reseal railway line to Aberdeen St	72,000	-	72,000	-	24,000	48,000			
4460	C634	Cornwall Street - reconstruct shoulders and reseal	90,000	-	90,000	-	30,000	60,000			
4460	C623	Hogs Head Road - gravel resheeting	154,840	67,592	87,248	-	51,613	103,227			
4460	C635	Lake Coyrecup Road - gravel resheeting	67,500	-	67,500	-		67,500			
4460	C636	Climie Street - resheeting and seal	200,000	-	200,000	-		200,000			
4460	C637	Forrest Hills Road - gravel resheeting	20,000	-	20,000	-		20,000			
4460	C638	Trimmer Road - reconstruct shoulders	196,500	-	196,500	-		196,500			
4460	C639	Greenhills Road - failure repairs, four locations	48,162	-	48,162	-		48,162			
4460	C625	Hood Road - gravel resheeting	55,000	-	55,000	-	55,000				
4460	C640	Police Pools Road - gravel resheeting	142,000	-	142,000	-	142,000				
4460	C641	Lake Coyrecup Road - gravel resheeting	55,000	-	55,000	-	55,000				
		Construction, Roads, Bridges Depots									
4074		Patient Transfer Facility	105,000	3,294	101,706	-	52,500	52,500			
		ECONOMIC DEVELOPMENT									
		Saleyards									
5844	C969	Fibreglass Sheep	4,500	1,500	3,000	-				4,500	
	C970	New Saleyard Enhancements:	425,318	100,318		-	188,199			237,119	
		Tourist Observation Deck			200,000						
		Dirt Trap Floor			10,000						
		Solar Panel Inverter and Storage System			30,000						
		Covered Walkway to Main Saleyard			80,000						
		Canteen Tourism Signage			5,000						
		TOTAL	**47,108,684**	**10,636,396**	**20,194,565**	**16,231,388**	**1,764,765**	**36,697,493**	**644,164**	**4,504,047**	**3,498,214**

SHIRE OF KATANNING

2016/17 PLANT REPLACEMENT BUDGET

Programme / Subprogramme / Description	Plant Number	Asset Number	Asset Class	Replacement Plant Item	WDV $	Reval Res Adj $	Proceeds From Sale $	Profit (Loss) $	Replacement Cost $	NET CHANGEOVER $
LIGHT VEHICLES										
GOVERNANCE										
Other Governance										
Chief Executive Officer vehicle	P769	MV99	MV	Car	52,500	-	50,000	(2,500)	65,000	15,000
Deputy Chief Executive Officer vehicle	P764	MV97	MV	Car	28,000	-	26,000	(2,000)	39,000	13,000
Administration										
Director of Corporate Services vehicle	P760	MV93	MV	Car	23,600	-	25,000	1,400	39,000	14,000
Manager of Finance vehicle	P770	MV100	MV	Car	26,500	-	28,000	1,500	32,000	4,000
Executive Manager of Strategic Projects vehicle	P771	MV101	MV	Car	26,500	-	28,000	1,500	32,000	4,000
RECREATION & CULTURE										
Katanning Leisure Centre										
KLC Manager vehicle	P763	MV96	MV	Car	18,500		19,000	500	32,000	13,000
TRANSPORT										
Plant Purchases										
Director of Engineering Services vehicle	P773	MV103	MV	Car	32,000		30,000	(2,000)	39,000	9,000
Works Operations Manager vehicle	P744	MV83	MV	Utility	10,500		18,000	7,500	32,000	14,000
Works Crew vehcile	P508	MV61	MV	Utility	3,000		10,000	7,000	33,000	23,000
Works Crew vehcile	P119	PE68	MV	Utility	8,100		9,000	900	33,000	24,000
Works Crew vehcile	P507	MV59	MV	Utility	3,700		15,000	11,300	33,000	18,000
Project Manager vehicle	P763	MV98	MV	Car	18,500		20,000	1,500	32,000	12,000
Sale of 2005 Mitsubishi Triton				Utility	-		4,000	4,000	-	(4,000)
Sale of 1995 Holden Rodeo				Utility	-		500	500	-	(500)
PLANT										
TRANSPORT										
Plant Purchases										
Replace Isuzu Tipping Truck	P134	HP12	PLA	Truck	59,964	(58,140)	50,000	48,176	295,000	245,000
Replace Takeuchi Skid Steer	P590	P6165	PLA		16,800	(29,500)	16,000	28,700	38,000	22,000
Replace Isuzu Road Sweeper	P232	HP08	PLA	Truck	20,200	(95,000)	20,000	94,800	330,000	310,000
Replace Kubota Tractor	P213	P6125	PLA	Tractor	-	-	5,000	5,000	32,000	27,000
Replace Flail Mower		E7005	PLA	Mower	-	-	-	-	20,000	20,000
Replace Vertimower & Trailer		P6134	PLA	Mower	-	-	1,000	1,000	20,000	19,000
Replacement water tank (trade 2 small for one 13000 L)	P578	E55	PLA	Tank	5,200	113	8,000	2,687	32,000	16,000
		PE127?	PLA	Tank	9,800	(11,110)	8,000	9,310		
New plant trailer - Cat Skid Steer			PLA		-	-	-	-	25,000	25,000
New Plant Trailer - Mowers			PLA		-	-	-	-	12,000	12,000
New Mulching Head			PLA		-	-	-	-	45,000	45,000
Sale of Scissor Lift	P697	PE129	PLA		15,700	19,000	11,000	(23,700)	-	(11,000)
Sale of Scissor Lift	P698	PE130	PLA		15,700	19,000	11,000	(23,700)	-	(11,000)
Sale of Concrete Pump		PE156	PLA		42,000	(7,578)	18,000	(16,422)	-	(18,000)
Sale of Hydraulic Tree Saw		PE23	PLA		-	(59,100)	8,000	67,100	-	(8,000)
Sale of spare Caterpillar Bucket		n/a	PLA		-	-	2,000	2,000	-	(2,000)
Sale of Kanga Loader	P716	PE165	PLA		5,200	(909)	12,000	7,709	-	(12,000)
Kerbing Machine			PLA		16,132	-	12,000	(4,132)	-	(12,000)
				TOTAL	458,096	(223,224)	464,500	229,628	1,290,000	825,500

BUILDING PROGRAMME - MAINTENANCE BUDGET 2016/17

GL a/c	Job	Description	Hours	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & $	2016/17 BUDGET $
Sch 4 - GOVERNANCE									
7202	***Building Prog/Elected Members***								
	Z001	Committee Rooms & Chambers	0	0	0	0	0	0	0
		TOTAL - ELECTED MEMBERS	**0**	**0**	**0**	**0**	**0**	**0**	**0**
0592	***Building Prog/Admin***								
	Z011	Admin Building	502	11363	12096	365	348	10418	34591
	Z006	Building Maintenance Admin Meetings	528	15047	12732	1726	1644	0	31149
	Z207	Building Maintenance Team Training	199	5657	4786	649	618	6000	17710
		TOTAL - ADMINISTRATION	**1228**	**32067**	**29614**	**2740**	**2610**	**16418**	**83450**
Sch 5 - LAW, ORDER, PUBLIC SAFETY									
1932	***Building Prog/Other Law***								
	Z021	SES Building	6	180	152	21	20	1235	1608
	Z203	Graffitti Removal	0	0	*0*	0	0	2200	2200
	Z206	Abandoned Motor Vehicles	10	285	*241*	33	31	0	590
		TOTAL - OTHER LAW & ORDER	**16**	**465**	**393**	**53**	**51**	**3435**	**4398**
Sch 7 - HEALTH									
2232	***Building Prog/Child Health Centre***								
	Z041	Child Health Centre	60	1673	1450	179	170	3256	6728
		TOTAL - CHILD HEALTH CENTRE	**60**	**1673**	**1450**	**179**	**170**	**3256**	**6728**
Sch 8 - EDUCATION AND WELFARE									
2222	***Building Prog/Kindergarten***								
	Z032	Katanning Community Childcare (Bokorup St)	28	805	681	92	88	1193	2860
	Z035	Katanning Playgroup (Conroy St)	28	805	681	92	88	1193	2860
		TOTAL - KINDERGARTEN	**57**	**1610**	**1362**	**185**	**176**	**2386**	**5719**
3156	***Building Prog/Community Events***								
	Z184	Katanning Show set-up / clean-up	25	712	603	82	78	0	1475
	Z185	Christmas On Clive / Light Up the Night	10	285	241	33	31	0	590
	Z186	Australia Day Breakfast set-up / clean-up	10	285	241	33	31	0	590
	Z187	ANZAC Day set-up / clean-up	10	285	241	33	31	0	590
	Z188	Harmony Festival	25	712	603	82	78	0	1475
	Z189	summer Slam	10	285	241	33	31	0	590
	Z190	Youth Festival	10	285	241	33	31	0	590
	Z191	Banners	25	712	603	82	78	0	1475
	Z194	Lake Ewlyamartup	0	0	0	0	0	0	0
	Z208	Thank a Volunteer Day	10	285	241	33	31	0	590
		TOTAL - COMMUNITY DEVELOPMENT	**135**	**3847**	**3255**	**441**	**420**	**0**	**7964**

GL a/c	Job	Description	Hours	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & $	2016/17 BUDGET $
Sch 9 - HOUSING									
7802	***Building Prog/Housing***								
	Z047	61A Conroy Street	33	886	785	88	84	2256	4099
	Z059	61B Conroy Street	29	772	688	75	72	1331	2938
	Z048	55B Beaufort St	27	715	640	69	66	1306	2795
	Z051	42 Crosby St	27	715	640	69	66	1306	2795
	Z056	17 Marri Drive, Katanning	27	715	640	69	66	1306	2795
	Z057	25 Marmion Drive	29	772	688	75	72	2306	3913
	Z058	Hill Way Units	27	715	640	69	66	2306	3795
		TOTAL - STAFF HOUSING	**196**	**5290**	**4721**	**514**	**490**	**12118**	**23133**
4352	***Building Prog/Other Housing***								
	Z054	Lot 5/6 Hassell St	0	0	0	0	0	0	0
		TOTAL - OTHER HOUSING	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7242	***Building Prog/Amherst Village***								
	Z043	Amherst Village	97	2755	2331	316	301	27348	33051
		TOTAL - AMHERST VILLAGE	**97**	**2755**	**2331**	**316**	**301**	**27348**	**33051**
Sch 10 - COMMUNITY AMENITIES									
7282	***Building Prog/Sanitation***								
	Z071	Refuse Site	36	1019	862	117	111	1470	3580
		TOTAL - REFUSE SITE	**36**	**1019**	**862**	**117**	**111**	**1470**	**3580**
4962	***Building Prog/Salinity***								
	Z075	Salinity	0	0	0	0	0	0	0
		TOTAL - SALINITY	**0**	**0**	**0**	**0**	**0**	**0**	**0**
7302	***Building Prog/Other Community Amenities***								
	Z082	Town Hall Public Toilets	106	3011	2547	345	329	3106	9338
	Z088	Toilets AAPG	106	3011	2547	345	329	3106	9338
	Z097	Toilets - Lions Park	106	3011	2547	345	329	3106	9338
	Z099	Town Square Public Toilets	105	2982	2523	342	326	3106	9279
	Z102	BBQs Lions Park	50	1425	1206	163	156	1862	4812
	Z103	BBQs All Ages Playground	50	1425	1206	163	156	1862	4812
	Z104	BBQs Lake Ewlyamartup	25	712	603	82	78	3000	4474
	Z105	RV Dump Point Maintenance	30	866	733	99	95	4076	5869
	Z106	Street Furniture	136	3871	3276	444	423	2012	10026
	Z107	Lake Ewlyamartup Toilets	70	1985	1679	228	217	2691	6800
	Z108	Statues/Memorials/Street Towers (Build Maint)	25	710	601	81	78	2469	3939
	Z136	Bus Shelter	26	753	637	86	82	2035	3594
		TOTAL - PUBLIC TOILETS	**834**	**23761**	**20105**	**2725**	**2596**	**32430**	**81617**
7312	***Building Prog/Cemetery***								
	Z083	Cemetery	140	3991	3377	458	436	3312	11575
	Z094	ROTUNDA CEMETERY	0	0	0	0	0	0	0
		TOTAL - CEMETERY	**140**	**3991**	**3377**	**458**	**436**	**3312**	**11575**

GL a/c	Job	Description	Hours	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & $	2016/17 BUDGET $
Sch 11 - RECREATION & CULTURE									
7322	***Building Prog/Other Halls***								
	Z092	Mechanics Institute	16	386	377	25	24	212	1024
	Z095	Carrolup Hall	52	1490	1260	171	163	2635	5718
		TOTAL - OTHER HALLS	**68**	**1875**	**1638**	**196**	**187**	**2847**	**6743**
3252	***Building Prog/Town Hall***								
	Z093	Town Hall	225	5528	5422	353	336	3031	14670
		TOTAL - TOWN HALL	**225**	**5528**	**5422**	**353**	**336**	**3031**	**14670**
3342	***Building Prog/Swimming Pool***								
	Z101	Swimming Pool	83	2378	2012	273	260	2770	7692
		TOTAL - SWIMMING POOL	**83**	**2378**	**2012**	**273**	**260**	**2770**	**7692**
7342	***Building Prog/Other Recreation***								
	Z100	Town Square Maint.	85	2410	2039	276	263	749	5738
	Z111	All Ages Playground	115	3277	2773	376	358	1232	8016
	Z112	BLDG - PIESSE PARK	0	0	0	0	0	0	0
	Z113	Town Gardens/Clock	44	1251	1059	144	137	470	3060
	Z114	Kupara Park	30	868	734	100	95	856	2652
	Z115	O'Callaghan Park	0	0	0	0	0	0	0
	Z116	Prosser Park	25	712	602	82	78	0	1473
	Z117	Other Reserves	0	0	0	0	0	0	0
	Z118	Lions Park	45	1288	1089	148	141	73	2738
	Z123	Effluent Treatment	0	0	0	0	0	0	0
	Z126	Thompson Park	0	0	0	0	0	0	0
	Z127	Skate Park	10	290	246	33	32	23	623
	Z129	BMX Track	10	290	246	33	32	23	623
	Z130	Railway Carriages	10	290	246	33	32	23	623
	Z133	Memorials - new job created	0	0	0	0	0	0	0
		TOTAL - OTHER PARKS & RESERVES	**375**	**10676**	**9033**	**1225**	**1167**	**3446**	**25547**
7332	***Building Prog/KLC***								
	Z109	Recreation Centre	89	2526	2137	290	276	29946	35176
	Z110	KLC Outbuildings & Grounds	134	3815	3228	438	417	31747	39644
	Z209	Other Events	32	912	772	105	100	0	1888
		TOTAL - KLC	**255**	**7253**	**6137**	**832**	**793**	**61693**	**76707**
4132	***Building Prog/Library***								
	Z131	Library	479	10706	11540	290	276	19008	41819
	Z132	Language Learning Centre	0	0	0	0	0	0	0
		TOTAL - LIBRARY	**479**	**10706**	**11540**	**290**	**276**	**19008**	**41819**
7372	***Building Prog/Art Gallery***								
	Z143	Art Gallery	27	758	642	87	83	3149	4719
	Z144	ART COLLECTION	0	0	0	0	0	0	0
		TOTAL - ART GALLERY	**27**	**758**	**642**	**87**	**83**	**3149**	**4719**
7432	***Building Prog/Other Culture***								
	Z145	Historical Society Museum & Band Hall	0	0	0	0	0	0	0
	Z154	Xmas Lights	246	7021	5940	805	767	0	14533
		TOTAL - OTHER CULTURE	**246**	**7021**	**5940**	**805**	**767**	**0**	**14533**

GL a/c	Job	Description	Hours	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & $	2016/17 BUDGET $
Sch 12 - TRANSPORT									
7382	***Building Prog/Maintenance Streets & Roads***								
	Z151	Depot Buildings	264	6352	6367	353	336	4008	17417
	Z152	Street Lighting	5	148	125	17	16	423	728
	Z153	Storm Damage	40	1140	965	131	125	0	2360
		TOTAL - MAINTENANCE STREETS & ROADS	**309**	**7639**	**7457**	**501**	**477**	**4431**	**20505**
7392	***Building Prog/Maintenance***								
	Z161	Airport	84	1992	2017	103	98	1418	5629
		TOTAL - AIRPORT	**84**	**1992**	**2017**	**103**	**98**	**1418**	**5629**
Sch 13 - ECONOMIC SERVICES									
8762	***Building Prog/Shire Properties***								
	Z005	Business Incubator Hub Building Programme	154	3370	3711	62	59	1435	8637
	Z197	Railway Station	86	2381	2066	254	242	1261	6203
		TOTAL - SHIRE PROPERTIES	**240**	**5751**	**5777**	**315**	**301**	**2696**	**14839**
9872	***Building Prog/Standpipes***								
	Z180	Standpipe Maintenance	20	570	482	65	62	200	1380
		TOTAL - SALEYARDS	**20**	**570**	**482**	**65**	**62**	**200**	**1380**
5802	***Building Prog/Saleyards***								
	Z155	New Saleyards Building Programme	0	0	0	0	0	0	0
	Z181	OLD SALEYARDS BUILDING PROGRAMME	18	501	424	57	55	1150	2187
		TOTAL - SALEYARDS	**18**	**501**	**424**	**57**	**55**	**1150**	**2187**
TOTAL BUILDING MAINTENANCE BUDGET			**5225**	**139129**	**125991**	**12829**	**12223**	**208013**	**498184**

BUILDING PROGRAMME - CAPITAL BUDGET 2016/17

GL a/c	Job	Description	Hours	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & $	2016/17 BUDGET $
Sch 4 - GOVERNANCE									
	ST48	Business Incubator Hub - Top Floor	380	10829	9163	1242	1183	0	22418
		TOTAL - PUBLIC HALLS (CAPITAL)	**380**	**10829**	**9163**	**1242**	**1183**	**0**	**22418**
Sch 11 - RECREATION & CULTURE									
9454	***Land & Buildings - Public Halls***								
	C436	Town Hall Facade	608	17327	14661	1987	1893	3000	38868
		TOTAL - PUBLIC HALLS (CAPITAL)	**608**	**17327**	**14661**	**1987**	**1893**	**3000**	**38868**
TOTAL CAPITAL BUILDING BUDGET			**988**	**28156**	**23823**	**3229**	**3077**	**3000**	**61286**
2016/17		**TOTAL BUILDING PROGRAMME**	**6213**	**167285**	**149815**	**16059**	**15299**	**211013**	**559470**

SHIRE OF KATANNING

STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY 2015 TO 30 JUNE 2016

Operating	NOTE	2015/16 Adopted Budget $	June 2015/16 Actual $	2016/17 Draft Budget $
Revenues/Sources				
Governance		13,450,806	4,154,493	10,793,438
General Purpose Funding		1,332,052	1,382,865	2,351,621
Law, Order, Public Safety		193,899	182,539	194,786
Health		4,950	3,215	4,950
Education and Welfare		96,658	98,537	149,950
Housing		210,995	208,643	230,565
Community Amenities		940,798	957,613	963,376
Recreation and Culture		465,697	540,401	612,498
Transport		1,624,565	1,343,099	2,126,029
Economic Services		884,409	574,504	888,675
Other Property and Services		55,000	105,546	56,680
		19,259,829	9,551,455	18,372,568
(Expenses)/(Applications)				
Governance		(1,459,468)	(1,100,977)	(1,482,068)
General Purpose Funding		(147,847)	(132,802)	(158,235)
Law, Order, Public Safety		(339,448)	(368,506)	(424,038)
Health		(121,403)	(112,947)	(155,179)
Education and Welfare		(241,991)	(229,089)	(426,650)
Housing		(234,032)	(263,181)	(258,385)
Community Amenities		(1,268,189)	(1,147,983)	(1,250,235)
Recreation & Culture		(2,351,887)	(2,345,721)	(2,575,678)
Transport		(1,951,507)	(1,898,567)	(2,563,916)
Economic Services		(1,602,402)	(1,503,323)	(1,367,637)
Other Property and Services		(39,768)	(107,890)	(63,366)
		(9,757,940)	(9,210,986)	(10,725,386)
Net Operating Result Excluding Rates		9,501,887	340,469	7,647,181
Adjustments for Non-Cash (Revenue) and Expenditure				
(Profit)/Loss on Asset Disposals		(391,417)	(29,575)	(522,965)
Amherst Village Tenants Reducing Equity		0	13,693	0
Movement in Accrued Interest		0	(294)	0
Movement in Accrued Salaries and Wages		0	(434,251)	0
Movement in Deferred Pensioner Rates/ESL		0	(17,535)	0
Movement in Employee Benefit Provisions		0	103,590	0
Budget Imbalance & Rounding		(768)	0	0
Depreciation on Assets		2,118,665	1,940,982	2,181,907
Capital Revenue and (Expenditure)				
Purchase Works In Progress		0	0	0
Purchase Land Held for Resale		0	0	0
Purchase Land and Buildings		(16,791,454)	(3,029,899)	(18,687,155)
Purchase of Plant		(980,000)	(230,162)	(857,000)
Purchase of Motor Vehicles		(363,800)	(260,397)	(441,000)
Purchase of Hire Plant Equipment		0	0	0
Purchase of Equipment		(5,000)	(437)	(81,117)
Purchase of Furniture and Fittings		0	0	0
Purchase of Computer Equipment		0	0	0
Purchase of Office Equipment		0	0	0
Purchase of Paintings & Sculptures		0	0	0
Purchase of Infrastructure Assets - Roads		(1,398,948)	(1,146,286)	(1,313,410)
Purchase of Infrastructure Assets - Footpaths		0	0	0
Purchase of Infrastructure Assets - Drainage		0	(12,182)	0
Purchase of Infrastructure Assets -Bridges		0	0	0
Purchase of Infrastructure Assets - Parks & Ovals		(391,063)	(266,968)	(194,000)
Purchase of Infrastructure Assets - Other		0	(6,972)	0
Proceeds from Disposal of Assets		1,573,803	344,991	1,142,501
Repayment of Debentures		(115,030)	(115,030)	(76,812)
Proceeds from New Debentures		1,500,000	0	2,555,000
Advances to Community Groups		0	0	0
Self-Supporting Loan Principal Income		0	0	0
Transfers to Restricted Assets (Reserves)		(2,605,282)	(1,910,136)	(3,171,449)
Transfers from Restricted Asset (Reserves)		2,931,621	1,316,741	5,912,682
ADD Net Current Assets July 1 B/Fwd		1,983,464	2,264,138	2,300,454
LESS Net Current Assets Year to Date		0	2,300,454	0
Amount Raised from Rates		(3,433,320)	(3,435,973)	(3,605,183)

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF KATANNING

NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY 2015 TO 30 JUNE 2016

	2015/16 Adopted Budget $	June 2016 Actual $	Draft 2016/17 Draft Budget $
6. RESERVES			
Cash Backed Reserves			
(a) Plant Replacement Reserve			
Opening Balance	153,219	153,220	989,843
Amount Set Aside / Transfer to Reserve	827,643	831,971	0
Interest to Reserve	3,830	4,652	22,766
Amount Used / Transfer from Reserve	0	0	(270,500)
	984,692	989,843	742,109
(b) Employee Leave Entitlement Reserve			
Opening Balance	419,405	419,406	432,140
Amount Set Aside / Transfer to Reserve	0	0	100,000
Interest to Reserve	10,485	12,734	9,939
Amount Used / Transfer from Reserve	0	0	0
	429,890	432,140	542,079
(c) Amherst Village Building Maintenance Reserve			
Opening Balance	118,811	118,812	86,712
Amount Set Aside / Transfer to Reserve	0	0	0
Interest to Reserve	2,970	3,607	1,994
Amount Used / Transfer from Reserve	(36,567)	(35,707)	(20,000)
	85,214	86,712	68,706
(d) Amherst Village Refundable Deposits Reserve			
Opening Balance	800,786	800,786	1,087,099
Amount Set Aside / Transfer to Reserve	200,000	330,000	0
Interest to Reserve	20,020	24,313	25,003
Amount Used / Transfer from Reserve	0	(68,000)	0
	1,020,806	1,087,099	1,112,102
(e) Saleyard Reserve			
Opening Balance	928,000	928,000	956,175
Amount Set Aside / Transfer to Reserve	0	0	0
Interest to Reserve	23,200	28,175	21,992
Amount Used / Transfer from Reserve	(200,000)	0	(333,000)
	751,200	956,175	645,167
(f) Waste Management Reserve			
Opening Balance	824,037	824,037	849,056
Amount Set Aside / Transfer to Reserve	0	0	48,725
Interest to Reserve	20,601	25,019	19,528
Amount Used / Transfer from Reserve	0	0	0
	844,638	849,056	917,309
(g) Land & Building Reserve			
Opening Balance	2,474,750	2,474,750	2,821,739
Amount Set Aside / Transfer to Reserve	1,343,532	463,852	2,793,698
Interest to Reserve	61,869	75,137	64,900
Amount Used / Transfer from Reserve	(1,497,372)	(192,000)	(3,086,365)
	2,382,779	2,821,739	2,593,972
(h) Employee Retention Reserve			
Opening Balance	0	0	0
Amount Set Aside / Transfer to Reserve	0	0	0
Interest to Reserve	0	0	0
Amount Used / Transfer from Reserve	0	0	0
	0	0	0
(i) Land & Building Facilities for Seniors Reserve			
Opening Balance	564,515	564,515	581,654
Amount Set Aside / Transfer to Reserve	0	0	0
Interest to Reserve	14,113	17,139	13,378
Amount Used / Transfer from Reserve	0	0	0
	578,628	581,654	595,032
(j) New Saleyard Project Reserve			
Opening Balance	361,014	361,014	182,912
Amount Set Aside / Transfer to Reserve	0	0	0
Interest to Reserve	9,025	10,961	4,207
Amount Used / Transfer from Reserve	(370,039)	(189,063)	(187,119)
	0	182,912	0
(k) New Saleyard Plant Reserve			
Opening Balance	807,457	807,456	0
Amount Set Aside / Transfer to Reserve	0	0	0
Interest to Reserve	20,186	24,515	0
Amount Used / Transfer from Reserve	(827,643)	(831,971)	0
	0	0	0
(l) Gravel Reserve			
Opening Balance	1,912,319	1,912,318	1,970,379
Amount Set Aside / Transfer to Reserve	0	0	0
Interest to Reserve	47,808	58,061	45,319
Amount Used / Transfer from Reserve	0	0	(2,015,698)
	1,960,127	1,970,379	0
Total Cash Backed Reserves	9,037,974	9,957,709	7,216,476

All of the above reserve accounts are to be supported by money held in financial institutions.

SHIRE OF KATANNING

NOTES TO AND FORMING PART OF THE STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY 2015 TO 30 JUNE 2016

5. INFORMATION ON BORROWINGS

(a) Debenture Repayments

Particulars	Principal 1-Jul-16	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		2016/17 Budget $	2015/16 Actual $	2016/17 Budget $	2015/16 Actual $	2016/17 Budget $	2015/16 Actual $	2016/17 Budget $	2015/16 Actual $
Governance									
Loan 156 - New Admin Building		2,000,000		0	0	2,000,000	0	0	0
Housing									
Loan 146 - Conroy St Duplex	52,206			25,168	23,426	27,039	28,780	3,934	5,383
Community Amenities									
Loan 154 - Plant Purchases - Compactor	34,415			16,924	16,374	17,492	18,042	1,359	1,728
Recreation & Culture									
Loan 148 Katanning Aquatic Centre	94,295			21,536	20,306	72,759	73,990	6,116	6,887
Transport									
Loan 149 Plant Purchases	0			0	42,180	0	0	0	1,190
Loan 157 - Tipping Truck		245,000				245,000			
Loan 158 - Road Sweeper		310,000				310,000			
Economic Services									
Loan 155 - Plant Purchase - Road Sweeper	40,938	0		13,185	12,744	27,754	28,194	1,648	1,871
	221,856	2,555,000	0	76,812	115,030	2,700,043	149,005	13,057	17,059

(**) Self supporting loan financed by payments from third parties. All other loan repayments were financed by general purpose revenue.
All other loan repayments were financed by general purpose revenue.

(b) New Debentures - 2015/16

Particulars/Purpose	Amount Borrowed		Term (Years)	Total Interest & Charges $	Interest Rate %	Amount Used		Balance Unspent $
	Budget $	Revised Budget $				Budget $	Revised Budget $	
Loan 156 - Administration Building	2,000,000	0	20	738,000	3.69	2,000,000	0	NIL
Loan 157 - Tipping Truck	245,000	0	5	22,601	3.69	245,000	0	NIL
Loan 157 - Road Sweeper	310,000	0	5	28,598	3.69	310,000	0	NIL

PROJECTS - CARRYOVERS ONLY

General Ledger	Job	Programme / Subprogramme / Projects	Project Total $	Spend to Date $	2016/17 Budget $	Budget Future Years $	Funding Source (All Years) Revenue $	Grants $	Restricted (Interest) $	Reserves $	Loans $
		GOVERNANCE									
		Other Governance									
0334	C428	Redevelopment of Old Flour Mill	500,000	-	500,000	-				500,000	
0334	various	New Administration Building (inc contr from Supertowns)	6,998,214	698,214	3,923,000	2,377,000		1,101,437		2,398,563	3,498,214
		SuperTown Project Summary									
2659	various	Early Childhood Hub	6,201,395	204,403	3,520,104	2,476,888	377,850	5,725,000	98,545		
2666	various	Clive Street Stage 2	448,391	269,480	178,911	-	95,000	350,000	3,391		
2668		Piesse Park	8,400,000	-	3,765,150	4,634,850		7,770,000		630,000	
2667		Welcome Precinct	9,950,000	1,403	3,205,947	6,742,650		9,950,000			
2638	various	Supertowns (ex contr to New Admin Building)	8,757,228	8,294,825	416,068	-		8,215,000	542,228		
		LAW, ORDER & PUBLIC SAFETY									
		Animal Control									
		Pound	70,000	2,167	67,833	-	70,000				
		COMMUNITY AMENITIES									
		Sanitation Household Refuse									
2484	C421	Regional Waste Initiative	2,237,500	494,157	1,743,343	-		2,237,500			
		RECREATION & CULTURE									
		Katanning Leisure Centre									
1824	C418	Gymnasium Extension	914,366	209,141	705,225	-		251,000		663,365	
		TRANSPORT									
		Construction, Roads, Bridges Depots									
4540	various	Piesse Lake Improvement	483,902	289,902	194,000	-	413,402			70,500	
4460	C623	Hogs Head Road - gravel resheeting	154,840	67,592	87,248	-	51,613	103,227			
4460	C625	Hood Road - gravel resheeting	55,000	-	55,000	-	55,000				
		Construction, Roads, Bridges Depots									
4074		Patient Transfer Facility	105,000	3,294	101,706	-	52,500	52,500			
		ECONOMIC DEVELOPMENT									
		Saleyards									
5844	C969	Fibreglass Sheep	4,500	1,500	3,000	-				4,500	
	C970	New Saleyard Enhancements:	425,318	100,318		-	188,199			237,119	
		Tourist Observation Deck			200,000						
		Dirt Trap Floor			10,000						
		Solar Panel Inverter and Storage System			30,000						
		Covered Walkway to Main Saleyard			80,000						
		Canteen Tourism Signage			5,000						

SHIRE OF KATANNING

NOTES TO AND FORMING PART OF THE BUDGETED STATEMENT OF FINANCIAL ACTIVITY

FOR THE PERIOD 1 JULY 2016 TO 30 JUNE 2017

8. RATING INFORMATION

RATE TYPE	Rate in $	Number of Properties	Rateable Value $	2016/17 Budgeted Rate Revenue $	2016/17 Budgeted Interim Rates $	2016/17 Budgeted Back Rates $	2016/17 Budgeted Total Revenue $	2015/16 Actual $
General Rate								
GRV	9.3957	1,411	18,780,968	1,764,603	0	0	1,764,603	1,683,460
UV	1.0603	222	111,581,500	1,183,099	0	0	1,183,099	1,127,456
Sub-Totals		1,633	130,362,468	2,947,702	0	0	2,947,702	2,810,916
	Minimum $							
Minimum Rates								
GRV	915	654	4,202,611	598,410	0	0	598,410	568,110
UV	915	103	5,036,978	94,245	0	0	94,245	89,610
Sub-Totals		757	9,239,589	692,655	0	0	692,655	657,720
Specified Area Rates							0	0
							3,640,357	3,468,636
Interim Rates							4,000	1,270
Ex Gratia Rates							3,826	3,646
Discounts							(40,000)	(36,984)
Rates Adjustments							(4,000)	(1,275)
Back Rates Levied							1,000	681
Totals							3,605,183	3,435,974

All land except exempt land in the Shire of Katanning is rated according to its Gross Rental Value (GRV) in townsites or Unimproved Value (UV) in the remainder of the Shire.

The general rates detailed above for the 2016/17 financial year have been determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates and also bearing considering the extent of any increase in rating over the level adopted in the previous year.

The minimum rates have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of the Local Government services/facilities.

SHIRE OF KATANNING
SCHEDULE 11 - RECREATION & CULTURE
Financial Statement for Period Ended
30-June-2016

KATANNING AQUATIC CENTRE		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
3272 Administration Allocation (Katanning Aquatic)			9,154		9,434		12,095
3342 Bldg Prog/Swim Pool	Jobs		8,254		26,885		7,692
3402 Insurance			5,463		5,187		5,108
3412 Works Prog/Swim Pool	Jobs		10,198		5,556		8,653
3462 Depreciation - Equipment (Kac)			5,562		10,311		8,903
3472 Depreciation - Building (Kac)			15,000		15,000		15,000
6722 Utilities Kac			0		4,265		0
6752 Cleaning Costs (Kac)			0		187		0
6812 Equipment Repairs & Maintenance (Kac)			0		27,720		16,000
6872 Interest On Loan 148			6,658		6,887		6,116
YMCA Operating Expenses							
6814 Centre Manager/Dm Wages (Kac)			53,372		49,182		53,372
6815 Lifeguard Wages (Kac)			32,645		30,135		32,645
6816 Cafe Expense (Kac)			9,185		8,452		9,185
6817 Marketingexpense (Kac)			1,500		1,426		1,500
6818 Insurances (Kac)			1,000		1,702		1,000
6819 Ymca Telephone Expense (Kac)			1,500		1,426		1,500
6820 Ymca Postage & Courier Expense (Kac)			300		285		300
6821 Ymca It Support & Software Expense (Kac)			1,200		1,689		1,200
6823 Ymca Stationery & Printing Expense (Kac)			1,200		1,110		1,200
6824 Ymca Licenses & Subscriptions (Kac)			2,100		1,996		2,100
6825 Ymca Management Fees Expense (Kac)			34,104		32,259		34,104
6826 Ymca - Training, Recruitment & Travel (Kac)			4,300		4,089		4,300
6827 Ymca - Uniforms (Kac)			1,500		1,426		1,500
6828 Ymca - Consumables (Kac)			600		571		600
6829 Ymca - Utilities (Kac)			65,424		62,202		65,424
6830 Ymca - Maintenance Expense (Kac)			21,266		20,219		21,266
6831 Ymca - Pool Chemicals Expense (Kac)			24,996		23,765		24,996
6833 Ymca - Cleaning (Kac)			2,000		1,902		2,000
6834 Ymca - Equipment Replacement (Kac)			4,000		3,803		4,000
6835 Ymca - First Aid & Safety (Kac)			1,500		1,427		1,500
OPERATING REVENUE							
3413 Grant Income		30,000		32,000		31,000	
YMCA Operating Income							
3934 Ymca - Recreation Swimming Income (Kac)		32,304		25,321		32,304	
3935 Ymca - Schools Aquatic Programme Income		17,000		13,325		17,000	
3936 Ymca - Cafe Income (Kac)		18,370		14,399		18,370	
3937 Ymca - Profit Share		0		9,285		0	
SUB-TOTAL		97,674	323,980	95,489	360,113	98,674	343,259
CAPITAL EXPENDITURE							
2614 Principal Repayments Loan 148			20,306		20,306		21,536
3484 Kac - Buildings			0		0		15,000
CAPITAL REVENUE							
SUB-TOTAL		0	20,306	0	20,306	0	36,536
TOTAL - KATANNING AQUATIC CENTRE		97674	344286	95489	380419	98674	379795

SHIRE OF KATANNING
SCHEDULE 11 - RECREATION & CULTURE
Financial Statement for Period Ended
30-June-2016

OTHER RECREATION & SPORT		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0032 Utilities (Ors)			29,345		41,455		40,896
1743 Grant Expenditure Ors			27,660		14,656		20,000
1783 Licences (Ors)			127		0		127
3452 Insurance			1,292		2,395		2,435
3586 Club Development Initiative - Salary Costs (Ors)			20,512		18,444		19,115
3587 Club Development Initiative Expenses (Ors)			7,455		6,242		9,000
3589 Club Development Initiative - Superannuation (Ors)			1,949		924		1,816
3590 Club Development W'Comp			656		638		599
3622 Works Prog/Other Reserves			425,196		476,789		423,932
3623 Works Prog/ Community Projects - Parks & Reserves			2,460		29,982		0
3792 Deprec - Building			14,140		14,148		14,148
3822 Administration Allocation (Other Recreation & Sports)			86,276		78,231		88,981
3892 Printing, Stationery & Postage (Ors)			300		218		300
3912 Deprec - Infrastructure Other			2,760		1,250		1,250
3962 Deprec - Parks & Ovals (Ors)			4,900		4,900		4,800
6832 Recycled Water (Effluent) Charges (Ors)			8,000		7,295		8,000
7342 Bldg Prog/Other Recreat			34,076		11,244		25,547
8633 Cultural Inclusion Strategies For Sporting Clubsý			1,500		1,000		1,000
8634 Community Capacity Building And Trainingý			3,000		0		2,000
8635 Club Evolution			3,000		600		0
OPERATING REVENUE							
1273 Effluent Income (Ors)		1,500		4,050		4,000	
1283 Grant Income (Ors)		40,000		30,000		120,000	
3883 Income - Use Of Parks & Ovals (Ors)		90		12		90	
3923 Grant Income - Kidsport	Jobs	0		0		20,000	
3924 Other Income/Donations (Ors)		0		1,000		0	
SUB-TOTAL		**41,590**	**674,603**	**36,161**	**710,410**	**144,090**	**663,947**
CAPITAL EXPENDITURE							
3094 Land And Buildings	Jobs		20,000		0		161,000
CAPITAL REVENUE							
SUB-TOTAL		**0**	**20,000**	**0**	**0**	**0**	**161,000**
TOTAL - OTHER RECREATION & SPORT		**41,590**	**694,603**	**36,161**	**710,410**	**144,090**	**824,947**

SHIRE OF KATANNING
SCHEDULE 11 - RECREATION & CULTURE
Financial Statement for Period Ended
30-June-2016

LIBRARY		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0192 Security Expenses (Lib)			1,800		420		1,800
0437 Employee Superannuation (Lib)			9,352		7,543		10,441
0637 Workers Compensation Insurance Premium			2,571		2,571		3,136
1282 Deprec - Equipment			3,516		3,517		3,516
1502 Program Expenses (Lib)	Jobs		2,500		2,502		2,500
1503 Regional Library Subsidy			1,439		1,439		1,439
1692 Equipment, Repairs & Maintenance (Lib)			3,000		3,055		3,000
1992 Lib - Works Prog/Library	Jobs		2,269		312		2,933
4032 Administration Allocation (Library)			28,103		28,148		42,837
4042 Seminars & Training (Lib)			2,000		2,715		3,000
4052 Salary Costs (Lib)			90,180		87,343		100,079
4082 Local History Expenditure (Lib)			400		350		400
4092 Insurance			1,851		3,053		2,968
4112 Finding My Place Expenses (Lib)			1,666		1,684		0
4132 Bldg Prog/Library	Jobs		12,614		12,335		41,819
4142 Book Purchases / Replacements			2,000		1,965		2,000
4144 Inter-Library Loans (Lib)			1,100		1,169		1,200
4162 Children'S Book Week (Lib)			2,177		2,698		4,740
4172 Deprec - Furniture & Fittings			1,000		1,000		1,000
4182 Deprec - Building			12,000		12,000		12,000
4184 Computer Expenses (Lib)			1,100		3,704		4,000
4812 Postage & Freight (Lib)			1,500		1,551		1,200
5002 Read Write Now - Resource Support (Lib)			0		0		500
5382 Utilities - Lib			8,095		10,482		11,410
5412 Meeting Expenses (Lib)			250		238		300
5432 Cleaning Costs (Lib)			1,200		1,933		1,200
5462 Subscriptions (Lib)			1,800		1,402		2,000
5712 Advertising, Printing & Stationery (Lib)			1,600		1,622		1,600
5792 Uniforms			300		207		900
OPERATING REVENUE							
2113 Community Room Hire		1,500		1,075		1,000	
4143 Fines & Penalties (Lib)		1,000		534		1,000	
4153 Children Book Week Grant		1,113		2,225		2,600	
4173 Internet Income		400		137		200	
4183 Traineeship Subsidy (Lib)		2,500		0		0	
4263 Photocopy Fees (Lib)		1,000		277		300	
SUB-TOTAL		**7,513**	**197,383**	**4,248**	**196,957**	**5,100**	**264,918**
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - LIBRARY		**7,513**	**197,383**	**4,248**	**196,957**	**5,100**	**264,918**

SHIRE OF KATANNING
SCHEDULE 11 - RECREATION & CULTURE
Financial Statement for Period Ended
30-June-2016

OTHER CULTURE

		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0057 Bank/Transaction Fees - Community Events			50		7		50
0447 Employee Superannuation (Ocu)			2,181		1,685		2,594
0647 Workers Compensation Insurance Premium (			543		543		650
3552 Works Prog/Other Culture	Jobs		2,196		1,826		2,580
3554 Works Prog/Events	Jobs		20,438		12,136		14,857
3992 Community Arts Expenses			200		0		0
4012 Cleaning (Ocu)			0		0		800
4192 Art Gallery Exhibitions (Ocu)			6,000		6,212		6,200
4232 Art Collection Maintenance (Ocu)			1,500		1,212		3,000
4262 Event Promotions			0		0		500
4322 Cost Of History Books Sold			500		119		500
4332 Seminars & Training (Ocu)			1,000		926		1,000
4402 Deprec - Building (Ocu)			500		500		500
4472 Subscriptions & Publications (Ocu)			540		647		650
4652 Deprec - Equipment (Ocu)			0		1,095		2,210
4992 Cmd - Computer Maintenance			0		0		0
5374 Grant Expenditure (Ocu)			0		568		932
7372 Bldg Prog/Art Gallery	Jobs		4,693		4,219		4,719
7432 Bldg Prog/Other Culture	Jobs		8,517		16,042		14,533
7722 Salary Costs (Ocu)			17,452		18,315		20,753
8722 Postage & Freight			0		0		500
8792 Deprec - Paint/Sculpture	Jobs		1,355		2,306		2,306
9002 Utilities - Art Gallery			4,990		6,353		7,500
9022 Meeting Expenses (Ocu)			2,000		2,233		1,750
9072 Administration Allocation (Other Culture)			16,111		14,878		7,846
9312 Minor Asset Purchases			0		0		1,000
9482 Printing & Stationery (Ocu)			1,000		1,253		500
9742 Insurance (Ocu)			1,493		259		371
			93,259		93,334		98,800
Town Hall							
9023 Town Hall Shows & Entertainment (Ocu)			8,000		4,792		0
			8,000		4,792		0
OPERATING REVENUE							
2183 Gallery Hire/Exhibition Fees		1,900		0		2,000	
4313 Sale Of History Books (Ocu)		400		291		400	
4343 Community Arts Project (Ocu)		200		514		200	
5373 Grant Income (Ocu)		0		0		1,500	
5983 Paint/Tickets Commission		1,400		644		1,400	
5985 Town Hall Shows & Entertainment Income (C		3,000		1,886		0	
SUB-TOTAL		6,900	101,259	3,334	98,127	5,500	98,800
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		0	0	0	0	0	0
TOTAL - OTHER CULTURE		6900	101259	3334	98127	5500	98800

SHIRE OF KATANNING
SCHEDULE 11 - RECREATION & CULTURE
Financial Statement for Period Ended
30-June-2016

KATANNING LEISURE CENTRE

		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0012 Deprec - Building (Klc)			100,000		100,969		100,000
0062 Postage & Freight			0		0		1,000
0417 Employee Superannuation (Klc)			23,788		24,856		28,427
0532 Sports Star Of The Year Expense			0		0		500
0562 Promotion Of Seniors (Klc)			750		465		750
0617 Workers Compensation Insurance Premium (I			7,716		7,716		9,376
0852 Deprec - Motor Vehicles (Klc)			0		5,040		6,739
1122 Eftpos & Credit Card Charges (Klc)			900		941		1,000
1472 Equipment Repairs & Maintenance (Klc)			3,500		2,254		7,000
2,705 Grant Expenditure (Klc)			0		1,354		4,216
3112 Salary Costs (Klc)	Jobs		250,397		258,192		299,235
3113 Security Salaries (Klc)			0		458		0
3332 Function Expenses (Klc)	Jobs		4,000		4,301		4,000
3502 Deprec - Furniture & Fittings (Klc)			4,000		2,895		1,380
3752 Works Prog/Reg Rec Centre	Jobs		128,691		110,846		160,669
3762 Deprec - Equipment (Klc)			35,618		35,583		35,618
3842 Subscriptions & Publications (Klc)			6,600		6,431		7,320
3852 Contract Cleaner (Klc)			8,500		10,650		6,000
3932 Motor Vehicle Costs (Klc)			0		3,290		8,000
4752 Other Minor Sundries			300		448		300
6382 Uniforms & Protective Clothing (Klc)			2,000		1,625		2,950
6392 Seminars, Training & Recruitment Expenses (			4,500		2,033		4,500
7332 Bldg Prog/Rrc	Jobs		98,964		40,012		76,707
8862 Program Expenses (Klc)	Jobs		15,000		12,713		15,000
8872 Kiosk Expenses Klc			42,000		44,076		42,000
8882 Security Expense (Klc)			1,600		1,326		2,050
8892 Minor Asset Purchases (Klc)			13,038		9,096		18,113
8912 Printing, Stationery (Klc)			2,000		2,778		1,600
8922 Telephone/Internet Expenses (Klc)			4,345		4,540		4,345
8932 Electricity & Gas (Klc)			88,342		73,607		85,000
8942 Rates & Charges (Klc)			12,810		10,134		12,000
8952 Advertising (Klc)			3,000		1,754		3,000
8972 Insurance			18,764		18,537		18,108
8982 Cleaning Materials (Klc)			0		0		4,500
9052 Administration Allocation (K.L.C)			88,061		87,204		122,508
OPERATING REVENUE							
0013 Other Income Work For The Dole Supervisior		0		273		0	
0023 Entrance Fees (Klc)		55,000		69,235		69,000	
0043 Kiosk Income Klc (Gst Inc)		55,000		61,664		61,500	
0053 Stadium / Court Hire - A/Hrs (Klc)		7,000		6,204		7,000	
0063 Functions - Room Hire & Sundry Charges - Kl		20,000		29,205		25,000	
0073 Public Telephone		0		0		0	
0083 Program Fees (Klc)	Jobs	18,000		21,614		22,000	
0093 Gym Fees (Klc)	Jobs	30,000		28,840		30,000	
0103 Creche Fees (Klc)		2,000		1,251		1,886	
0113 Signage Fees (Klc)		5,000		4,442		5,000	
0123 Office Space Rental (Klc)		4,200		4,094		4,200	
0133 Program Fees		0		0		0	
0143 Gold & Silver Membership Fees (Klc)	Jobs	80,000		88,749		84,000	
1063 Utilities & Other Reimb		0		0		6,000	
1073 Donations - Klc		0		0		0	
1083 Kiosk Income Klc (Gst Free)		6,000		6,699		6,600	
2703 Grants Income (Klc)		0		5,000		0	
2707 Seniors Income (Klc)		3,000		2,941		3,000	
3543 Equipment Hire (Klc)		1,000		1,639		1,510	
3583 Other Income & Reimbursements - Klc		8,000		50,087		8,000	
3753 Profit On Sale Of Asset - Klc		0		0		500	
3763 Sprig Bar Income (Klc)		1,500		962		1,500	
3793 Lease Income (Klc)		7,220		7,220		8,338	
6783 Changeroom Fees (Klc)		1,100		973		1,100	
6793 Ground Fees - Klc		7,000		7,032		7,000	
SUB-TOTAL		**311,020**	**969,182**	**398,124**	**886,123**	**353,134**	**1,093,912**
CAPITAL EXPENDITURE							
1824 Land And Buildings (Klc)	Jobs		597,342		181,271		722,225
2844 Equipment - Klc			0		0		14,000
3854 Motor Vehicles Purchases (Klc)			0		0		32,000
CAPITAL REVENUE							
SUB-TOTAL		**0**	**597,342**	**0**	**181,271**	**0**	**768,225**
TOTAL - KATANNING LEISURE CENTRE		**311,020**	**1,566,524**	**398,124**	**1,067,394**	**353,134**	**1,862,137**

SHIRE OF KATANNING
SCHEDULE 12 - TRANSPORT
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CONST. ROADS, BRIDGES, DEPOTS		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
4550 Deprec - Footpaths			56,290		0		56,290
4560 Deprec - Drainage	Jobs		68,100		251,743		68,100
4633 Grant Expenditure (Dpi - Country Pathways I	Jobs		10,398		3,016		0
5062 Deprec - Bridges (Constr.)			2,952		13,016		2,952
8472 Deprec - Roads			370,800		0		370,800
8473 Deprec - Buildings			900		900		900
8474 Deprec - Other Infrastructure			0		4,189		0
OPERATING REVENUE							
4621 Grant Income (Dpi - Country Pathways Etc)		500		0		500	
4631 Regional Road Group Construct		250,000		250,000		294,667	
4641 Black Spot Funding (R.R.G.)		42,200		46,640		6,600	
5051 Roads To Recovery Funding		788,690		788,322		532,162	
5052 Mrwa - Bridges		21,400		21,400		0	
SUB-TOTAL		**1,102,790**	**509,440**	**1,106,362**	**272,864**	**833,929**	**499,042**
CAPITAL EXPENDITURE							
4460 Works Prog/Road Construct	Jobs		1,398,948		1,146,286		1,313,410
4540 Works Prog / Parks & Gardens Construction	Jobs		391,063		266,968		194,000
4590 Works Prog/Other Infrastructure	Jobs		0		6,972		0
CAPITAL REVENUE							
SUB-TOTAL		**0**	**1,790,011**	**0**	**1,432,409**	**0**	**1,507,410**
TOTAL - CONST. ROADS, BRIDGES, DEPOTS		**1,102,790**	**2,299,451**	**1,106,362**	**1,705,273**	**833,929**	**2,006,452**

SHIRE OF KATANNING
SCHEDULE 12 - TRANSPORT
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30-June-2016

MTCE. ROADS, BRIDGES, DEPOTS		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
4580 Crossovers	Jobs		1,000		640		1,000
4750 Work Prog/Bridge Maintenance	Jobs		13,128		7		15,456
4780 Works Prog/Gen Road Mtce	Jobs		627,045		1,007,546		1,087,439
4840 Street Lighting Costs			107,500		105,078		110,000
4850 Works Prog/F'Path Mtce	Jobs		96,554		58,408		110,150
4880 Works Prog/Drainage Mtce	Jobs		123,254		84,060		127,905
4890 Expendable Stores (Streets)	Jobs		5,000		3,131		5,000
6212 Cleaning Inc Materials (Depot)			500		1,457		1,500
7382 Bldg Prog/Mtce Sts Rds	Jobs		12,959		13,253		20,505
8152 Works Prog/Training	Jobs		70,697		30,786		102,084
8,773 Subdivision And Road Boundaries Expense			0		0		25,000
9672 Administration Allocation (Streets)			62,704		72,592		83,633
OPERATING REVENUE							
4911 Direct Grants		105,900		105,900		114,068	
4941 Street Light Subsidy		4,014		4,019		2,100	
4981 Msr - Mrd Claims Re Storm/Flood		0		0		698,000	
5091 Signage Income		8,473		7,687		8,000	
SUB-TOTAL		**118,387**	**1,120,341**	**117,606**	**1,376,959**	**822,168**	**1,689,672**
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - MTCE. ROADS, BRIDGES, DEPOTS		**118,387**	**1,120,341**	**117,606**	**1,376,959**	**822,168**	**1,689,672**

SHIRE OF KATANNING
SCHEDULE 12 - TRANSPORT
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ROAD PLANT PURCHASES

	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
4902 Loss On Disposal Of Asset		135,976		0		69,954
OPERATING REVENUE						
1404 Profit On Disposal Of Assets	232,639		6,435		299,182	
SUB-TOTAL	**232,639**	**135,976**	**6,435**	**0**	**299,182**	**69,954**
CAPITAL EXPENDITURE						
4214 Trf Interest To Plant Replace Reserve		3,830		4,652		22,766
4215 Trf To Plant Replace Reserve		827,643		831,971		0
4954 Plant Equipment Purchases		980,000		230,162		849,000
4964 Motor Vehicles		104,800		67,752		202,000
4995 Principal Repayments 149 - Plant Purchase		42,180		42,180		0
4999 Principal Repayments 155 - Plant Purchases		12,744		12,744		13,185
CAPITAL REVENUE						
1892 Realisation Of Assets	(507,000)		(33,065)		(288,500)	
4103 Proceeds On Disposal Of Asset	507,000		33,065		288,500	
5015 Plant Loan	0		0		555,000	
SUB-TOTAL	**0**	**1,971,197**	**0**	**1,189,461**	**825,500**	**1,086,951**
TOTAL - ROAD PLANT PURCHASES	**232,639**	**2,107,173**	**6,435**	**1,189,461**	**1,124,682**	**1,156,905**

SHIRE OF KATANNING
SCHEDULE 12 - TRANSPORT
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TRANSPORT LICENSING	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
0832 Licencing Training (Tpl)		3,000		3,801		3,000
3952 Eftpos & Credit Card Charges (Tpl)		4,000		3,378		4,000
5132 Frame Relay Costs (Tpl)		400		398		400
5172 Administration Allocation (Transport)		91,905		110,174		133,047
OPERATING REVENUE						
1103 Commissions & Contributions (Lic)	115,000		109,114		115,000	
1133 Training Reimbursement (Tpl)	3,000		3,101		3,000	
SUB-TOTAL	118,000	99,305	112,216	117,751	118,000	140,447
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL	0	0	0	0	0	0
TOTAL - TRANSPORT LICENSING	118,000	99,305	112,216	117,751	118,000	140,447

SHIRE OF KATANNING
SCHEDULE 12 - TRANSPORT
Financial Statement for Period Ended
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AERODROMES		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0707 Employee Superannuation (Aero)			184		1,800		2,084
0717 Workers Compensation Insurance Premium			58		58		687
1492 Licences & Permits (Aero)			0		0		0
1552 Instrument Approach Training/Maintenance			5,000		2,300		5,000
1553 Consultants Fees (Aero)			5,100		0		5,100
5222 Motor Vehicle Costs			0		2,705		2,400
5232 Consumables & Cleaning Products (Aero)			0		0		200
5242 Deprec - Buildings			3,800		3,800		3,800
5252 Works Prog - Airport Maint	Jobs		38,250		19,050		39,508
5262 Salary Costs (Aero)			1,936		21,119		21,938
5282 Insurance (Aero)			1,357		1,430		1,390
6052 Deprec - Infrastructure Other			16,261		64,950		64,950
7392 Bldg Prog - Maintenance	Jobs		1,870		3,357		5,629
9842 Utilites (Aero)			3,200		529		1,000
9892 Administration Allocation (Aerodrome)			9,429		9,895		11,115
OPERATING REVENUE							
5284 Rads Grant (Aerodrome)		52,500		0		52,500	
5285 Lease Income (Aero)		250		481		250	
SUB-TOTAL		**52,750**	**86,445**	**481**	**130,992**	**52,750**	**164,800**
CAPITAL EXPENDITURE							
4074 Land & Buildings (Aerodrome)	Jobs		105,000		3,294		101,706
CAPITAL REVENUE							
SUB-TOTAL		**0**	**105,000**	**0**	**3,294**	**0**	**101,706**
TOTAL - AERODROMES		**52,750**	**191,445**	**481**	**134,286**	**52,750**	**266,506**

SHIRE OF KATANNING
SCHEDULE 13 - ECONOMIC SERVICES
Financial Statement for Period Ended
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RURAL SERVICES		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
5312 Administration Allocation (Rural Services)			7,689		18,905		5,073
5322 Works Prog/Rural Services	Jobs		48,102		35,284		92,064
5364 Cost Of Standpipe Cards Issued			0		205		200
9352 Advertising/Promotion, Printing & Stationery			500		0		500
9492 Deprec - Equipment (Rur)			14,047		14,047		14,047
9612 Deprec - Other Infrastructure (Rur)			100		400		400
9872 Building Prog/Standpipes	Jobs		0		0		1,380
9902 Utilities-Rural Serv			10,370		11,160		10,370
9932 Print/Copying/Stationery			240		0		240
9962 Insurance			73		80		207
OPERATING REVENUE							
5363 Standpipes - Water		14,000		13,172		14,000	
5365 Standpipe Access Cards		250		219		250	
8873 Property Lease Fees (Rural)		12,700		14,253		15,325	
SUB-TOTAL		26,950	81,120	27,644	80,080	29,575	124,482
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		0	0	0	0	0	0
TOTAL - RURAL SERVICES		26,950	81,120	27,644	80,080	29,575	124,482

SHIRE OF KATANNING
SCHEDULE 13 - ECONOMIC SERVICES
Financial Statement for Period Ended
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TOURISM & AREA PROMOTION		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
1746 Minor Purchases (Tourism)			0		0		2,100
4592 Advertising			1,000		773		1,000
5402 Administration Allocation (Tourism And Area			19,315		25,808		22,164
5442 Tourism Promotions			14,000		10,542		6,500
5454 Purchase Rv Dump			4,281		4,015		0
8762 Bldg Prog/Shire Properties	Jobs		4,395		6,581		14,839
8852 Deprec - Buildings (Tourism)			4,500		4,500		4,500
8853 Depreciation Equipment (Toursim)			535		807		807
9362 Insurance			5,026		2,348		4,336
9382 Utilities-Tourism			9,500		8,785		9,500
9383 Grant Expenditure			270,155		272,675		0
OPERATING REVENUE							
8693 Grant Funds		315,290		0		315,290	
8823 Rental Income - Old Mill Deli		0		3,803		0	
8903 Railway Station		2,600		2,600		2,600	
SUB-TOTAL		317,890	332,706	6,403	336,833	317,890	65,746
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		0	0	0	0	0	0
TOTAL - TOURISM & AREA PROMOTION		317890	332706	6403	336833	317890	65746

SHIRE OF KATANNING
SCHEDULE 13 - ECONOMIC SERVICES
Financial Statement for Period Ended
30-June-2016

BUILDING CONTROL	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
2435 Consultant - Building Licences (Buc)		88,776		64,067		62,400
5512 Administration Allocation (Building Control)		39,179		34,361		35,671
5562 Print/Stationery/Publications		500		467		500
5572 Misc Expenses		1,000		0		1,000
9532 Utilities - Building		0		169		0
OPERATING REVENUE						
5613 Building Fees & Licences (Gst Exempt)	15,000		11,967		15,000	
5614 Building Fees & Licences (Including Gst)	1,500		1,129		1,500	
5615 Swimming Pool Inspection Fee	1,310		1,393		1,310	
SUB-TOTAL	**17,810**	**129,455**	**14,489**	**99,063**	**17,810**	**99,571**
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - BUILDING CONTROL	**17810**	**129455**	**14489**	**99063**	**17810**	**99571**

SALEYARDS & MARKETS

		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
1232 Advertising			0		0		2,000
1272 Avdata Service Fees & Truckwash Keys (Sal)			2,200		2,393		2,400
3902 Utilities-Saleyard			40,000		40,983		40,000
4502 Memberships/Subscriptions			0		2,880		3,000
4563 Ground Water Monitoring			5,250		8,158		6,500
5662 Saleyard Management Contract			20,566		27,244		0
5682 Works Prog/Saleyards	Jobs		21,103		20,032		0
5692 Repairs & Maintenence (Sal)			10,500		2,210		0
5722 Administration Allocation (Saleyards)			48,241		45,706		43,242
5742 Livestock Market Reports			11,000		11,800		11,000
5782 Deprec - Building (Sale)			531,020		534,243		531,020
5802 Bldg Prog/Saleyards	Jobs		5,963		6,555		2,187
5804 Destruction & Disposal Of Livestock (Sale)			900		1,756		2,500
9202 Deprec - Furniture & Fittings			0		0		0
9213 Deprec - Plant (Sale)			1,800		1,800		1,800
9282 Deprec - Equipment (Sale)			0		0		0
9292 Insurance			46,340		48,622		43,219
9322 Licenses (Sale)			1,750		3,389		1,750
9331 Minor Purchases - Saleyards			5,000		1,246		20,500
9332 Cleaning Expenses (Sale)			2,000		555		3,800
9342 Printing & Stationery			0		0		200
9344 Salary (Saleyards)			71,273		109,424		126,658
9345 Superannuation (Saleyards)			6,771		6,390		12,032
9347 Uniforms Expense (Saleyards)			300		0		1,200
9346 staff training			0		0		2,000
9348 Workers Comp Insurance (Saleyards)			2,218		2,218		3,968
9995 Decommission/Post Closure Plan Old Yards			161,815		454		161,361
9996 New Yards Retention Warranty Works (Sale)			48,110		95,096		24,000
9997 Saleyard Plant Expenses (Sale)			15,000		14,194		25,000
9334 Pest Control & Fire Protection			0		0		500
9335 Parks & Landscape Maintenance			0		0		1,000
9336 General Maintenance - Consumables & Contract (Sale)			0		0		5,000
OPERATING REVENUE							
5463 Destruction Of Sheep		1,000		0		1,000	
5773 Saleyard Fees - Sheep		468,379		468,571		470,000	
5783 Office Rentals		13,200		17,177		17,200	
5793 Canteen Rental		4,700		2,200		2,500	
5794 Saleyard Training Room Rental (Sale)		1,100		2,873		3,000	
5803 Reimbursements		10,000		5,701		0	
5813 Truck Wash		21,000		28,244		28,000	
5843 Advertising Signage Income (Sale)		2,000		1,126		1,200	
5883 Washbay Keys		380		77		500	
5885 Profit On Sale Of Asset (Sale)		0		0		0	
SUB-TOTAL		521,759	1,059,121	525,969	987,346	523,400	1,077,838
CAPITAL EXPENDITURE							
5824 Trf Interest To Old Saleyard Rehabilitation Reserve			23,200		28,175		21,992
5844 ,Wks Prog/S'Yard Capital	Jobs		295,000		152,948		328,000
5854 Plant & Equipment (Sale)	Jobs		0		0		8,000
CAPITAL REVENUE							
5825 Trf From Old Saleyard Rehabilitation Reserve		200,000		0		333,000	
5886 Proceeds On Sale Of Asset (Sale)		197,802		196,122		0	
1426 Realisation Of Assets (Syard)		(197,802)		(196,122)		0	
SUB-TOTAL		200,000	318,200	0	181,124	333,000	357,992
TOTAL - SALEYARDS & MARKETS		721,759	1,377,321	525,969	1,168,470	856,400	1,435,830

SHIRE OF KATANNING
SCHEDULE 13 - ECONOMIC SERVICES
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NEW KATANNING REGIONAL SALEYARDS PROJECT	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
OPERATING REVENUE						
SUB-TOTAL	0	0	0	0	0	0
CAPITAL EXPENDITURE						
5829 Trf Interest To New Saleyard Reserve		9,025		10,961		4,207
5833 Trf Interest To New Saleyard Plant Reserve		20,186		24,515		0
5895 Tfr Interest To Gravel Reserve		47,808		58,061		45,319
CAPITAL REVENUE						
5828 Trf From New Saleyard Reserve	370,039		189,063		187,119	
5831 Trf From New Saleyard Plant Reserve	827,643		831,971		0	
5897 Trf From Gravel Reserve	0		0		2,015,698	
4913 Record Not Found	0		0		0	
SUB-TOTAL	1,197,682	77,019	1,021,034	93,537	2,202,817	49,526
TOTAL - NEW KATANNING REGIONAL SALEYARDS PROJECT	1197682	77019	1021034	93537	2202817	49526

SHIRE OF KATANNING
SCHEDULE 14 - OTHER PROPERTY & SERVICES
Financial Statement for Period Ended
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PRIVATE WORKS		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
5912 Works Prog/Private Works	Jobs		4,767		13,870		21,686
OPERATING REVENUE							
5953 Works Prog/Private Works		20,000		22,386		15,000	
SUB-TOTAL		20,000	4,767	22,386	13,870	15,000	21,686
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		0	0	0	0	0	0
TOTAL - PRIVATE WORKS		20,000	4,767	22,386	13,870	15,000	21,686

SHIRE OF KATANNING
SCHEDULE 14 - OTHER PROPERTY & SERVICES
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PUBLIC WORKS OVERHEADS

	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
0335 Housing Subsidy (Pwo)		19,240		26,834		37,960
0457 Employee (Salaried) Superannuation (F		29,770		26,452		31,921
0467 Employee (Wage) Superannuation (Pw		117,703		109,980		115,844
0657 Workers (Salaried) Compensation Insur		9,208		9,208		10,739
0667 Workers (Wages) Compensation Insura		37,012		37,012		36,851
2332 Utilities (Pwo)		24,000		20,989		24,000
3042 Postage/Freight & Other Exp		1,000		0		500
4892 Deprec - Plant Equipment		1,670		1,671		1,671
5922 Meeting Expenses		800		1,241		1,150
6042 Executive Officer Communications (Pw		2,880		2,163		2,880
6072 Medical Checkups		1,000		318		1,000
6362 Advertising (Pwo)		2,000		1,582		2,000
8002 Employee Costs - Salaries		313,373		269,030		336,007
8032 Motor Vehicle Costs		50,000		51,378		55,600
8042 Annual Leave - Works Crew (Pwo)		96,609		125,316		81,388
8052 Sick Leave - Works Crew (Pwo)		26,904		46,277		40,694
8062 Public Holidays - Works Crew (Pwo)		58,088		52,260		48,726
8092 Insurance		1,632		1,703		3,566
8093 Gravel Locating Research (Pwo)		10,000		0		10,000
8162 Uniforms, Protective Clothing, Cleaning		12,500		7,861		12,500
8192 Licences & Permits		700		543		700
8232 Deprec - Building		6,800		6,800		6,800
8242 Deprec - Motor Vehicles		28,630		25,233		40,039
8262 Administration Allocation (Public Works		150,445		159,877		178,329
8272 Consultant Fees		50,000		12,805		10,000
8462 Minor Assets		10,000		7,935		30,000
8502 Seminars & Training		5,000		2,877		5,000
9462 Stationery, Subs & Publications (Pwo)		3,000		8,972		11,261
		1,069,964		1,016,318		1,137,125
Building Maintenance PWO						
0477 Employee (Maint) Superannuation (Pw		11,011		12,737		18,984
0677 Workers (Maint) Compensation Insuran		3,607		3,607		6,261
0722 Expendable Stores		2,900		273		3,000
3922 Administration Allocation (Public Works		26,227		29,019		27,590
6542 Deprec - Equipment (Pwo)		3,931		3,931		3,931
7782 Uniforms & Protective Clothing (Build)		600		505		2,200
8102 Annual Leave - Building Maintenance (F		9,268		9,433		16,078
8112 Sick Leave - Building Maintenance (Pw		2,581		3,200		8,039
8142 Public Holidays - Building Maintenance		5,572		8,052		9,626
8532 Utilities - Bldg		2,470		1,751		2,470
8533 Tools - Building Maintenance		2,900		5,171		5,000
8534 Housing Subsidy - Building Maintenanc		0		0		598
8535 Vehicle Costs - Building Maintenance (F		0		0		16,000
8536 Salaries (Salaried Staff) - Building Main		0		0		14,565
8537 Superannuation (Salaried Staff) - Buildi		0		0		3,471
8538 Workers Comp (Salaried Staff) - Buildin		0		0		802
8539 Meetings - Building Maintenance (Pwo)		0		0		0
8540 Training - Building Maintenance (Pwo)		0		0		10,000
8541 Licences - Building Maintenance (Pwo)		0		0		1,000
8543 Printing & Stationery - Building Mainten		0		0		200
		71,066		77,679		149,816
Recovered amounts						
8222 Works Overheads Allocations		(1,069,964)		(1,000,631)		(1,133,446)
9042 Building Overheads Allocations		(71,066)		(76,039)		(149,816)
OPERATING REVENUE						
5683 Work For The Dole Income (Pwo)	0		14,719		3,680	
SUB-TOTAL	0	0	14,719	17,328	3,680	3,680
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL	0	0	0	0	0	0
TOTAL - PUBLIC WORKS OVERHEADS	0	0	14,719	17,328	3,680	3,680

SHIRE OF KATANNING
SCHEDULE 14 - OTHER PROPERTY & SERVICES
Financial Statement for Period Ended
30-June-2016

PLANT OPERATION COSTS		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0144 Interest On Loan 149 - Plant Purchase			1,317		1,190		0
0147 Interest On Loan 155 (Plant Purchases)			1,770		1,871		1,648
0487 Employee Superannuation (Poc)			10,833		11,621		10,970
0687 Workers Compensation Insurance Premium (			3,421		3,421		3,618
0767 Annual Leave - Mechanic			9,118		21,158		9,486
0777 Sick Leave - Mechanic			2,539		4,647		4,743
0787 Public Holidays - Mechanic			5,482		4,442		5,679
4792 Seminars & Training	Jobs		500		0		500
5010 Tool Replacement/Repairs			4,000		3,693		4,000
5872 Mechanic Motor Vehicle Costs			5,000		3,074		5,000
6862 Leasing Charges	Jobs		5,828		7,920		9,840
7032 Licences			10,200		13,694		13,694
8302 Salary Costs (Mechanics)	Jobs		114,027		80,199		115,469
8312 Uniforms/Protect Clothing			600		594		600
8322 Fuel & Oil			325,000		227,158		275,000
8332 Repairs & Maintenance	Jobs		260,000		273,479		260,000
8342 Insurance			34,567		30,575		63,794
8392 Plant Expendable Stores			7,500		10,978		7,500
8452 Administration Allocation (Plant Operation C			24,899		43,641		31,971
			826,600		745,536		823,510
Plant Depreciation							
8422 Deprec - Plant (Poc)			431,258		401,892		409,457
0522 Deprec - Equipment			3,777		3,777		3,777
8443 Deprec - Motor Vehicles (Poc)			33,020		48,020		48,022
			468,055		453,689		461,256
Recovered amounts							
8372 Plant Operation Allocation			(791,599)		(742,704)		(785,510)
8382 Plant Depreciation Allocation			(468,055)		(452,995)		(461,256)
OPERATING REVENUE							
8383 Fuel/Energy Grants/Rebates (Poc)		35,000		38,876		38,000	
SUB-TOTAL		**35,000**	**35,001**	**38,876**	**3,526**	**38,000**	**38,000**
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - PLANT OPERATION COSTS		**35,000**	**35,001**	**38,876**	**3,526**	**38,000**	**38,000**

SHIRE OF KATANNING
SCHEDULE 14 - OTHER PROPERTY & SERVICES
Financial Statement for Period Ended
30-June-2016

PROJECT LABOUR OVERHEADS

	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
Project Team						
0797 Project Team Workers Comp Insurance (Proj)Ý		7,712		7,712		5,076
8033 Vehicle Costs (Proj)		16,000		8,707		6,300
8041 Motor Vehicle Deprec (Proj)		9,850		12,809		6,701
8034 Communications Expenses (Proj)		3,000		983		1,296
8035 Uniforms & Other Employee Expenses (Proj)		2,000		614		0
8053 Staff Training (Proj)		2,000		11,991		0
8036 Project Team Salary (Proj)Ý		248,000		97,120		142,664
8037 Project Team Super (Proj)		28,550		18,803		18,828
8043 Housing Subsidy (Proj)		18,720		8,970		21,528
8056 Printing Stationery And Publications (Proj)		0		1,255		0
8057 Admin Allocation (Proj)		0		19,779		179,663
		335,832		188,741		382,056
Project Crew						
0807 Project Crew Workers Comp Insurance (Proj)Ý		3,034		39,908		464
8044 Unallocated Wages - Projects		0		18,160		0
8047 Project Crew Super (Proj)Ý		130,542		83,069		1,844
8048 Sick Leave (Proj)		37,640		4,514		2,338
8049 Annual Leave (Proj)		135,161		15,167		4,677
8050 Public Holidays (Proj)		81,268		5,081		2,800
8186 Refreshment Expenses (Proj)		500		12		0
		388,145		165,911		12,123
Executive Manager of Stategic Projects						
8193 Executive Manager Of Strategic Projects - Salary		97,500		5,278		0
8194 Executive Manager Of Strategic Projects - Superannuation		9,263		9,667		0
8195 Executive Manager Of Strategic Projects - Sick Leave		2,171		907		0
8196 Executive Manager Of Strategic Projects - Annual Leave		7,796		2,256		0
8197 Executive Manager Of Strategic Projects - Public Holidays		4,688		4,247		0
8198 Executive Manager Of Strategic Projects - Workers Comp		3,034		3,034		0
8191 Executive Manager Of Strategic Projects - Seminars And Training		1,500		866		0
8190 Executive Manager Of Strategic Projects - Communication Expense		1,440		1,219		0
8189 Executive Manager Of Strategic Projects - Motor Vehicle Costs		9,000		8,968		0
8199 Executive Manager Of Strategic Projects - Motor Vehicle Depreciati		0		8,329		0
		136,391		44,771		0
Project Insurance						
8183 Motor Vehicle Insurance (Proj)		1,588		865		0
8188 Contract Works Insurance		36,644		36,644		26,760
		38,233		37,509		26,760
8054 Project Labour Overheads Allocations		(762,209)		(392,161)		(420,939)
8055 Executive Manager Of Strategic Projects Allocations		(136,391)		(41,703)		0
OPERATING REVENUE						
SUB-TOTAL	0	0	0	3,067	0	0
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL	0	0	0	0	0	0
TOTAL - PROJECT LABOUR OVERHEADS	0	0	0	3,067	0	0

SHIRE OF KATANNING
SCHEDULE 03 - GENERAL PURPOSE FUNDING
Financial Statement for Period Ended
30-June-2016

GENERAL PURPOSE GRANTS	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
OPERATING REVENUE						
0181 General Purpose Grant	730,497		730,497		1,482,380	
0201 Untied Road Grants	221,347		221,347		471,015	
0211 Special Project Grant	0		0		0	
0251 Esl Commission	4,000		4,000		4,000	
SUB-TOTAL TO PROGRAMME SUMMARY	955,844	0	955,844	0	1,957,395	0
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL TO PROGRAMME SUMMARY	0	0	0	0	0	0
TOTAL - GENERAL PURPOSE GRANTS	955844	0	955844	0	1957395	0

SHIRE OF KATANNING
SCHEDULE 03 - GENERAL PURPOSE FUNDING
Financial Statement for Period Ended
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RATE REVENUE	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
OPERATING REVENUE						
0021 Back Rates Levied	1,000		681		1,000	
0031 Interim Rates	4,000		1,270		4,000	
0041 Instalment Interest	11,500		11,053		11,500	
0051 Instalment Charge	12,000		10,810		12,000	
0061 Direct Debit Return Fee	200		148		200	
0101 Discount Allowed	(40,000)		(36,984)		(40,000)	
0111 Rate Adjustment	(4,000)		(1,275)		(4,000)	
0121 Rates Levied All Areas	3,468,636		3,466,934		3,640,357	
0161 Ex Gratia Rates	3,685		3,646		3,826	
0171 Late Payment Penalty	17,000		38,919		35,000	
SUB-TOTAL TO PROGRAMME SUMMARY	3,474,021	0	3,495,201	0	3,663,883	0
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL TO PROGRAMME SUMMARY	0	0	0	0	0	0
TOTAL - RATE REVENUE	3474021	0	3495201	0	3663883	0

SCHEDULE 03 - GENERAL PURPOSE FUNDING
Financial Statement for Period Ended
30-June-2016

OTHER GEN. PURPOSE INCOME	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
0182 Printing & Stationery		3,000		0		3,000
0402 Admin Allocation (Gpi)		76,984		84,137		89,361
0752 Bank & Credit Charges		3,500		2,589		3,500
1012 Valuation Expenses		8,000		5,896		8,000
1022 Legal Expenses (Gpi)		50,363		35,339		47,874
1032 Search Fees		2,000		870		2,000
5842 Postage & Freight		3,000		2,678		3,500
5862 Seminars And Training		1,000		1,294		1,000
OPERATING REVENUE						
0131 Special Arrangement Administration Fee	1,200		929		1,200	
0191 Pension Deferred Interest	0		4,105		4,100	
1163 Legal Fees Reimbursement	40,000		22,562		40,000	
1183 Rates Enquiry Commissions	5,000		7,382		6,000	
1184 Rates Enquiries / Notice Reprints (Gst Exempt)	200		200		200	
1253 Interest On Reserve Accts	234,107		255,361		229,026	
9113 Interest On Investments	55,000		77,254		55,000	
SUB-TOTAL TO PROGRAMME SUMMARY	335,507	147,847	367,794	132,802	335,526	158,235
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL TO PROGRAMME SUMMARY	0	0	0	0	0	0
TOTAL - OTHER GEN. PURPOSE INCOME	335507	147847	367794	132802	335526	158235

SHIRE OF KATANNING
SCHEDULE 04 - GOVERNANCE
Financial Statement for Period Ended
30-June-2016

GOVERNANCE - ELECTED MEMBERS		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0202 Travelling Expenses			1,000		0		2,000
0212 Seminars & Training			21,856		22,917		28,000
0214 Advertising - Elected Members			1,000		1,506		3,000
0222 Election Expenses (Gem)			16,500		26,763		0
0232 President & Deputy Allowance			25,000		25,000		25,000
0242 Refreshments/Receptions			16,000		17,416		16,500
0262 Subscriptions/Publications			9,500		9,963		11,294
0281 Councillors Donations			6,000		5,765		7,750
0282 Community Financial Assistance Programme			19,000		18,867		19,000
0285 Consultants - Elected Members			19,000		1,856		19,000
0313 Loss On Sale (Gem)			299,998		0		299,998
0316 Deprec - Motor Vehicles (Gem)			8,072		8,000		7,560
0422 Works Prog/Governance	Jobs		2,269		1,506		2,560
0432 Community Group Assistance Grants (Gem)			9,000		0		9,000
0472 Admin Allocation (Gov - Elected Members)			103,348		107,797		153,446
0632 President Attendance Fee			10,000		10,000		10,000
1842 Minor Asset Purchases			5,000		1,288		5,000
4760 Motor Vehicle Costs (Gem)			3,000		1,355		3,000
7202 Bldg Prog/Governance	Jobs		1,537		6		0
7612 Presentations/Gifts			10,000		6,400		5,000
7902 Councillor Attendance Fee			80,000		75,000		80,000
7912 Childcare Allowance			100		0		100
7952 Telephone/Facsimile Rental			9,900		9,350		9,900
OPERATING REVENUE							
0253 Gem - Profit On Sale Of Asset		593,336		0		593,336	
0293 Gem - Other Reimbursements		15,000		15,000		0	
2600 Clgf Regional Re Regional Waste Initiative		1,799,956		56,707		1,743,249	
SUB-TOTAL		2,408,292	677,079	71,707	350,814	2,336,585	720,728
CAPITAL EXPENDITURE							
0304 Equipment Purchase			20,000		437		9,563
1024 Land & Buildings (Governance)	Jobs		0		0		0
6372 Transfer To Land & Building Reserve			1,343,532		463,852		2,793,698
6274 Trf Interest To Land & Building Reserve			61,869		75,137		64,900
CAPITAL REVENUE							
0475 Realisation Of Assets - Governance		(678,001)		0		(678,001)	
1993 Proceeds On Sale Of Assets (Gem)		678,001		0		678,001	
6333 Tfr From Land & Building Reserve		1,497,372		192,000		3,086,365	
SUB-TOTAL		1,497,372	1,425,401	192,000	539,426	3,086,365	2,868,161
TOTAL - GOVERNANCE - ELECTED MEMBERS		3,905,664	2,102,480	263,707	890,240	5,422,950	3,588,888

SHIRE OF KATANNING
SCHEDULE 04 - GOVERNANCE
Financial Statement for Period Ended
30-June-2016

OTHER GOVERNANCE		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0283 Otg - Housing Subsidy Ceo & Dceo			45,240		45,240		45,240
0482 Administration Allocation(Other Governance)			105,911		115,734		172,837
0842 Seminars And Training			7,000		7,663		7,000
0843 Travel, Accom & Meals (Otg)			8,000		7,241		8,000
0862 Insurances			6,181		6,181		1,226
0863 Minor Asset Purchase (Otg)			2,500		1,320		2,500
0912 Printing, Stationery, Archiving Etc (Otg)			2,250		2,915		2,500
0922 Advertising			1,450		303		1,450
0932 Subscriptions & Publications (Ogov)			0		0		2,750
0982 Deprec - Motor Vehicles (Gov)			22,573		20,941		25,417
1042 Otg - Consultant Fees			38,000		19,091		30,000
1322 Loss On Sale Of Asset (Othg)			1,000		0		4,500
0963 Ceo Communications			2,000		390		2,000
0802 Salary Costs (Otg)			308,324		241,597		295,000
0964 Deputy Ceo Communication Expenses			1,440		2,038		1,440
1312 Uniforms / Protective Clothing (Otg)			800		366		800
0803 Superannuation (Otg)			38,541		30,550		36,875
0953 Motor Vehicle Expenses Ceo			14,000		6,910		14,000
3724 Motor Vehicle Costs Dceo			6,500		5,364		16,000
0804 Workers Compensation (Otg)			9,424		9,424		5,708
7693 Relocation Expenses			0		3,395		0
OPERATING REVENUE							
0264 Grant Income (Ogov)		30,000		30,000		0	
SUB-TOTAL		**30,000**	**621,133**	**31,697**	**526,664**	**0**	**675,243**
CAPITAL EXPENDITURE							
0324 Motor Vehicle Purchase			102,000		64,576		104,000
0334 Land & Buildings (Oth Gov)	Jobs		2,507,677		158,478		4,423,000
CAPITAL REVENUE							
3963 Proceeds On Sale Of Assets (Othg)		73,000		40,455		76,000	
6922 Realisation On Disposal Of Assets (Othg)		(73,000)		(40,455)		(76,000)	
6923 Loan Income (Elected Members)		1,500,000		0		2,000,000	
SUB-TOTAL		**1,500,000**	**2,609,677**	**0**	**223,054**	**2,000,000**	**4,527,000**
TOTAL - OTHER GOVERNANCE		**1,530,000**	**3,230,810**	**31,697**	**749,719**	**2,000,000**	**5,202,243**

SHIRE OF KATANNING
SCHEDULE 04 - GOVERNANCE
Financial Statement for Period Ended
30-June-2016

ADMINISTRATION GENERAL

		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0007 Security Expense			450		811		514
0317 Employee Superannuation (Adm)			89,919		89,749		110,717
0332 Staff Housing Subsidy/Allowance (Adm)			10,400		32,282		30,836
0342 Salary Costs (Adm)			858,156		845,924		1,076,722
0370 Adm - Staff Housing Allocation			15,555		(24,023)		(15,093)
0372 Insurance			67,583		68,826		90,382
0382 Seminars & Training (Adm)			25,000		22,146		16,500
0384 Travel, Accom & Meals (Adm)			7,000		4,658		5,200
0507 Workers Compensation Insurance Premium (Adm)			31,749		31,749		36,923
0512 Computer Software Subscriptions (Admin)			114,500		192,199		58,204
0513 Computer/Phone Purchases			0		0		20,000
0515 It Support (Adm)			0		0		51,345
0582 Cleaning Expenses (Adm)			2,500		3,701		3,000
0592 Bldg Prog/Admin	Jobs		13,978		37,692		83,450
0602 Works Prog/Admin	Jobs		0		0		0
0622 Minor Assets			5,000		4,920		5,000
0712 Printing & Stationery (Adm)			20,000		28,681		27,000
0732 Utilities Admin			37,490		35,607		37,400
0742 Advertising, Marketing & Promotion			10,000		9,483		10,000
0762 Postage & Freight			7,200		9,163		9,200
0772 Subscriptions & Publications (Adm)			11,317		13,137		23,278
0773 Records Management Expenses (Adm)			0		0		1,200
0872 Motor Vehicle Costs			18,000		12,658		15,000
0892 Staff Uniforms			5,400		6,329		5,100
0893 Medical Checks (Adm)			500		402		500
1062 Deprec - Furniture & Fittings (Adm)			400		400		400
1082 Deprec - Building (Adm)			7,000		7,000		7,000
1123 Suspense Account			0		13,391		0
1132 Adm - Lsl Previous Employees			0		4,267		0
1223 Rounding Adjustments (Adm)			0		(26)		0
1342 Audit Fees			30,750		39,717		43,600
1352 Consultant Expenses (Adm)			50,000		45,246		25,000
1362 Bank Charges (Adm)			7,500		8,101		7,500
2052 Movement In Leave Provisions (Adm)			0		103,590		0
3072 Deprec - Equipment (Adm)			59,703		59,705		59,703
3312 Deprec - Motor Vehicle			25,000		26,648		32,000
3862 Refreshment Expenses (Adm)			2,000		1,386		2,000
5932 Executive Officer Communication Expenses (Adm)			2,880		1,905		2,880
5952 Fringe Benefits Tax (Adm)			50,500		59,885		60,000
6002 Loss On Disposal Of Asset - Admin			181		0		0
7692 Other Expenses Inc Oh&S (Adm)			1,000		470		1,000
Asset Management							
0820 Training (Asset Mgt)			0		0		1,500
0821 Printing & Stationery (Asset Mgt)			0		0		2,250
0822 Uniforms (Asset Mgt)			0		0		600
0823 Superannuation (Asset Mgt)			0		0		6,597
0824 Salary (Asset Mgt)			0		0		47,466
0825 Workers Comp (Asset Mgt)			0		0		1,487
0826 Deprec - Motor Vehicle (Asset Mgt)			0		0		372
0827 Motor Vehicle (Asset Mgt)			0		0		300
0828 Communications Expense (Asset Mgt)			0		0		72
Recovered amounts							
0340 Administration Allocation			(1,556,806)		(1,597,328)		(1,962,705)
OPERATING REVENUE							
1113 Miscellaneous Income (Adm)		3,000		12,896		3,000	
1153 Postage/Photocopying/Map Income		800		218		800	
1211 Insurance Scheme Surplus Rebate (Adm)		11,000		30,231		10,000	
1243 Profit On Disposal Of Asset (Admin)		3,596		14,937		4,400	
1313 Traineeship Subsidy (Adm)		2,500		6,182		0	
2063 Insurance Claims (Adm)		0		15,513		0	
2483 Employee Contributions To Car (Adm)		7,091		11,483		19,382	
2513 Employee Contributions To Fuel (Adm)		3,818		3,271		3,818	
SUB-TOTAL		31,805	31,805	95,327	227,282	41,400	41,400
CAPITAL EXPENDITURE							
2204 Motor Vehicle			127,000		95,758		103,000
2494 Tfr Interest To Leave Entitlements			10,485		12,734		9,939
5,994 Equipment (Adm)			0		0		57,554
CAPITAL REVENUE							
0305 Proceeds On Disposal Of Assets Adm		95,000		45,455		81,000	
2475 Realisation Of Assets (Admin)		(95,000)		(45,455)		(81,000)	
SUB-TOTAL		0	137,485	0	108,492	0	270,493
TOTAL - ADMINISTRATION GENERAL		31,805	169,290	95,327	335,774	41,400	311,894

SHIRE OF KATANNING
SCHEDULE 04 - GOVERNANCE
Financial Statement for Period Ended
30-June-2016

SUPER TOWNS PROJECT SUMMARY		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
2625 General Admin Allocation - Supertowns (Faa2)			153,191		70,624		0
2641 Shop Front Enhancement Subsidy			129,451		15,496.87		44,697
2657 Consultant Expense (Supertowns)			20,000		0		0
2656 Reallocation Of Admin Expense (Supertowns)			(173,191)		(89,905)		0
OPERATING REVENUE							
2636 Supertown Funding - Faa2		2,700,613		1,799,012		622,228	
2646 Early Childhood Hub Grant Funds		5,740,303		1,834,525		766,960	
2660 Welcome Precinct Grant Funds (St)		1,040,000		0		3,765,150	
2661 Piesse Lake Development Grant Funds		1,148,858		0		3,207,350	
2665 Main St Stage 2 Grant Funds		350,936		298,439		53,765	
1255 Interest On Supertowns Grant Funding Faa 2		0		(3,454)		0	
1257 Interest On Supertowns Early Childhood Hub Funding		0		5,582		0	
1258 Interest On Supertowns Heritage Centre Funding (St)		0		11,715		0	
1128 Interest On Supertowns Main Street Stage 2 Funding		0		(487)		0	
SUB-TOTAL		10,980,709	129,451	3,955,762	(3,784)	8,415,453	44,697
CAPITAL EXPENDITURE							
2638 Supertown Project Faa2 General	Jobs		2,441,521		19,281		416,068
2648 Town Planning - Supertown Project	Jobs		0		118,287		0
2649 Heritage Precinct - Supertown Project	Jobs		0		339,760		0
2650 Town Centre - Supertown Project	Jobs		0		1,024,532		0
2668 Piesse Lake Development Proj			1,195,370		0		3,765,150
2667 Welcome Precinct Proj Expenditure			1,040,000		1,403		3,205,947
2666 Main St Stage 2 Project	Jobs		443,439		267,919		178,911
2659 Early Childhood Hub	Jobs		5,850,950		204,403		3,520,104
CAPITAL REVENUE							
SUB-TOTAL		0	10,971,279	0	1,975,584	0	11,086,180
TOTAL - SUPER TOWNS PROJECT SUMMARY		10980709	11100730	3955762	1971800	8415453	11130878

SHIRE OF KATANNING
SCHEDULE 05 - LAW, ORDER, PUBLIC SAFETY
Financial Statement for Period Ended
30-June-2016

FIRE PREVENTION		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0327 Employee Superannuation (Fire)			119		451		521
0527 Workers Compensation Insurance Premium (			38		38		172
1522 Works Prog/Fire Preventio	Jobs		18553		7010		19992
1612 Deprec - Building			299		300		299
1622 Salary Costs (Fpv)			1255		6724		5484
1682 Administration Allocation (Fire Prevention)			7689		8973		10552
1731.00 Grant Expenditure (Fire)			0		4685		0
4662 Deprec - Plant (Fire)			33510		33511		33510
4832 Utilities - Broadcasting Site			23105		20810		23105
6082 Fire Break Clearing Exp			0		700		700
9776.00 Bushfire Brigade - Ineligible Expenditure (Fire			5000		2442		5000
			89568		85642		99935
Bush Fire Brigade Expenditure							
1562 Telecommunications Equipment			100		78		100
1372 Other Minor Purchases			5700		3340		2000
1.Purchase of Plant & Equipment (<$1,200 per item)			5800		3419		2100
1652 Health & Safety Costs			400		0		200
1642 Equipment Maintenance (Fpr)			200		0		200
1542 Extinguishments & Absorbents			200		231		200
2.Maint. Plant & Equipment			800		231		600
2692 Bushfire Vehicle Expenses	Jobs		2200		4034		4500
3.Maint. Of Vehicle			2200		4034		4500
2142 Building Maintenance (Fire)			500		0		500
4.Maint. Of Land & Building			500		0		500
6112 Uniforms/Protective Cloth			7000		6890		4000
5.Clothing & Accessories			7000		6890		4000
4822 Utilities Fire Prevention			750		716		750
6.Utilities, Rates & Taxes			750		716		750
6032 Advertising, Printing & Stationery (Fpr)			5400		9348		5400
9082 Postage			750		0		572
9092 Refreshments			1150		487		700
9252 Reference Materials			700		90		350
7.Other Goods & Services			8000		9925		7022
6022 Insurance			11418		10896		17354
8.Insurances			11418		10896		17354
TOTAL BUSHFIRE BRIGADE			36468		36110		36826
CESM Expenditure							
1632 Salary Costs - Cesm (Fire)			78037		78951		91037
0567 Employee Superannuation - Cesm (Fire)			7413		7410		8648
0727 Workers Comp Insurance - Cesm (Fire)			2428		2428		2852
0737 Admin Expenses - Cesm (Fire)			10000		2567		10000
0747 Vehicle Costs (C.E.S.M.)			14000		13611		14000
0757 Admin Allocation - Cesm			4897		5514		5466
			116776		110481		132003
OPERATING REVENUE							
1613 Fire - Fines/Penalties/Misc		500		182		500	
1623 Sale Of Fire Maps		200		0		200	
1653 Block Clearing		500		2064		700	
1724 Broadcasting Site Reimbursements (Fire)		23105		17091		23105	
1725 Grant Income (Including Esl)		36468		41468		36468	
1726 Fesa & Other Shires Contn To C.E.S.M.		99259		90479		112203	
1730 Lease Income (Fire)		3747		3743		3796	
9775 Capital Grant Income (Fire)		12000		10580		0	
SUB-TOTAL		175779	242812	167623	232233	176971	268764
CAPITAL EXPENDITURE							
2054 Fire - Buildings			12000		10580		0
CAPITAL REVENUE							
SUB-TOTAL		0	12000	0	10580	0	0
TOTAL - FIRE PREVENTION		175779	254812	167623	242813	176971	268764

SHIRE OF KATANNING
SCHEDULE 05 - LAW, ORDER, PUBLIC SAFETY
Financial Statement for Period Ended
30-June-2016

ANIMAL CONTROL		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0337 Employee Superannuation (Animal)			435		1803		2084
0537 Workers Compensation Insurance Premium			137		137		687
1382 Licences & Permits (Ani)			180		345		280
1722 Administration Allocation (Animal Control)			23983		31328		35240
1732 Salary Costs (Ani)			4584		20845		21938
1747 Cat Act Sterilisation Project Expenditure			9509		7720		1036
1772 Works Prog/Animal Control	Jobs		15209		6194		7936
1792 Motor Vehicle Expenses			0		0		2400
2102 Animal Disposal By Vet (Ani)			1000		59		1000
4702 Animal Control Products Expenditure (Ani)			1000		3803		4000
6182 Printing, Stationery, Postage & Uniform (Ani)			1200		364		1200
6202 Seminars & Training (Ani)			1200		357		1200
OPERATING REVENUE							
1843 Fines, Penalties & Legal Fee Reimbursemen		4000		0		4000	
1853 Dog Registration Fees (Ani)		10200		8678		10200	
1854 Cat Registration Fees (Ani)		1000		2524		2500	
1893 Animal Control Products Income (Ani)		100		172		200	
1983 Pound Fees (Ani)		2000		2673		0	
SUB-TOTAL		**17300**	**58438**	**14046**	**72955**	**16900**	**79001**
CAPITAL EXPENDITURE							
0476 Land & Buildings (Ani)	Jobs		68998		996		67833
CAPITAL REVENUE							
SUB-TOTAL		**0**	**68998**	**0**	**996**	**0**	**67833**
TOTAL - ANIMAL CONTROL		**17300**	**127436**	**14046**	**73951**	**16900**	**146835**

SHIRE OF KATANNING
SCHEDULE 05 - LAW, ORDER, PUBLIC SAFETY
Financial Statement for Period Ended
30-June-2016

OTHER LAW, ORDER, PUBLIC SAFETY		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0347 Employee Superannuation (Olo)			119		451		521
0547 Workers Compensation Insurance Premium			38		38		172
1102 Printing & Stationery (Olo)			0		466		200
1802 Utilities - Other Law			58		19		58
1902 Motor Vehicle Expenses			0		676		600
1913 Cctv Maintenance Costs			11500		30124		24500
1932 Bldg Prog/Other Law	Jobs		7195		1662		4398
1942 Works Prog/Other Law	Jobs		0		869		2051
1972 Olo - Impounded Vehicle			0		182		500
1982 Deprec - Buildings			500		500		500
2002 Graffitti Trailer Chemical Costs (Olo)			0		0		600
6222 Insurance (Olo)			187		185		129
7702 Employee Costs			1255		5180		5484
9062 Administration Allocation (Oth Law, Order, Pi			17347		22966		36560
OPERATING REVENUE							
2023 Rental S.E.S. Building (Olo)		820		870		915	
SUB-TOTAL		**820**	**38198**	**870**	**63318**	**915**	**76273**
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - OTHER LAW, ORDER, PUBLIC SAFETY		**820**	**38198**	**870**	**63318**	**915**	**76273**

SHIRE OF KATANNING
SCHEDULE 07 - HEALTH
Financial Statement for Period Ended
30-June-2016

MATERNAL & INFANT HEALTH		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
2062 Deprec - Buildings	Jobs		2016		2000		2016
2072 Works Prog/Health Clinic	Jobs		622		634		919
2232 Bldg Prog/Child Health Centre	Jobs		2380		5591		6728
3772 Administration Allocation (Mih)			503		499		1020
6252 Insurance (Mih)			303		342		332
6262 Utilities (Mih)			850		894		900
OPERATING REVENUE							
2073 Mat - Rental Flat / Infant Health Centre		0		1092		0	
SUB-TOTAL		0	6675	1092	9959	0	11915
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		0	0	0	0	0	0
TOTAL - MATERNAL & INFANT HEALTH		0	6675	1092	9959	0	11915

SHIRE OF KATANNING
SCHEDULE 07 - HEALTH
Financial Statement for Period Ended
30-June-2016

PREVENTIVE SERVICES - ADMIN/INSP	Adopted Budget		YTD Actual		Draft Budget 2016/17	
	Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE						
1402 Postage & Freight		300		0		300
2084 Eho Consultant Expenses		66690		74391		92612
2272 Administration Allocation (Health)		38538		23735		40352
2352 Mosquito Control		6500		2620		6500
2422 Analytical Expenditure		2000		1151		2000
6312 Printing & Stationery		300		1189		300
6342 Advertising & Promotion		150		138		150
6402 Field Expenses		250		0		250
6422 Subs & Publications		0		-398		800
OPERATING REVENUE						
2133 Other Licences & Registrations	1000		232		1000	
2143 Septic Tank Application	700		590		700	
2223 Hea Other Reimbursement	400		0		400	
2233 Food Vendor Fees (Inc. Gst)	1100		465		1100	
2234 Food Vendor Fees (Exempt From Gst)	950		837		950	
2803 Septic Tank Inspect Fee	800		0		800	
SUB-TOTAL	**4950**	**114728**	**2123**	**102988**	**4950**	**143264**
CAPITAL EXPENDITURE						
CAPITAL REVENUE						
SUB-TOTAL	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - PREVENTIVE SERVICES - ADMIN/INSP	**4950**	**114728**	**2123**	**102988**	**4950**	**143264**

SHIRE OF KATANNING
SCHEDULE 08 - EDUCATION & WELFARE
Financial Statement for Period Ended
30-June-2016

EDUCATION GENERAL

		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
2022 Deprec - Building			2800		2800		2800
2042 Works Prog / Childcare Centres	Jobs		814		1922		1791
2222 Bldg Prog / Childcare Centres	Jobs		5707		1741		5719
3562 Administration Allocation (Edu)	Jobs		1922		1995		1896
5982 Program Expenses			0		0		1500
6462 Insurance			1021		1089		1059
6472 Utilities - Education			457		429		457
OPERATING REVENUE							
2053 Edu - Property Lease Fees		2086		1998		2086	
SUB-TOTAL		**2086**	**12721**	**1998**	**9975**	**2086**	**15222**
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - EDUCATION GENERAL		**2086**	**12721**	**1998**	**9975**	**2086**	**15222**

SHIRE OF KATANNING
SCHEDULE 08 - EDUCATION & WELFARE
Financial Statement for Period Ended
30-June-2016

COMMUNITY DEVELOPMENT & OTHER WELFARE		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
2472 Deprec - Buildings (Owe - Autumn Club)			2000		2000		2000
3156 Building Program - Community Events	Jobs		11101		6673		7964
3158 Seniors Program Expenses			1000		0		2000
4130 Minor Purchases (Comm Dev)			0		0		1000
4222 Administration Allocation (Community Development & Other Welfare)			63711		84212		95362
4282 Special Projects (Cdw)	Jobs		4000		1030		3500
7232 Bldg Prog/Autumn Club	Jobs		0		204		0
7572 Training/Seminar Expenses (Cdow)			0		0		2000
7573 Uniform Expense (Cdw)			300		0		900
4296 Harmony Festival Grant Expenditure			37000		30984		32000
4345 All Ways 5 Days Project Support (Cdow) Mun			19007		3886		0
4346 All Ways 5 Days Project Implementation (Cdow)			0		19354		0
7574 Disability Awareness Week Expenditure			0		0		2000
7882 Insurance			349		0		0
9692 Subscriptions & Publications (Cdow)			0		0		1000
3163 Aboriginal Engagement Officer			0		0		23231
4349 Disability Access & Inclusion Expenditure			0		0		1500
4350 Drumbeats Grant Expenditure			0		0		62346
			293843		148323		236804
Community & Youth Development Officer							
0497 Employee Superannuation (Cdev)			3947		3926		11326
0697 Workers Compensation Insurance Premium (Cdev)			1293		1293		4359
3142 Salary Costs (Cdow)	Jobs		41546		40056		119218
3171 Smoke-Free Areas Grant Expenditure (Cdow)			0		-131		0
3175 National Youth Week Grant Expenditure (Cdow)			0		2109		1000
4293 Naidoc Week Grant Expenditure			0		5545		2500
4339 Youth Activities Expenses	Jobs		44016		15173		3000
4348 Community Childcare Feasibility Study Grant Expenditure (Cdow)			0		2820		12690
			90802		70791		154093
Exec Mgr Strategic Projects							
3153 Salaries - Mcs (Cdow)			0		0		18750
3154 Superannuation - Mcs (Cdow)			0		0		1781
			0		0		20531
OPERATING REVENUE							
3167 Youth Activities Grant Income		31353		31170		7917	
3168 Youth Activities Other Income		0		482		500	
3173 Seniors Week Grant Income		0		0		1000	
3174 National Youth Week Grant Income		0		1000		1000	
4347 Community Childcare Feasibility Study Grant Income (Cdow)		0		0		15510	
3847 Drumbeats Grant Income (Cdow)		0		0		63606	
4294 Naidoc Week Grant Income		6100		6100		2500	
4333 Grant Income (Cdw)	Jobs	1000		1000		2000	
4337 Harmony Festival Grant Income		35000		30000		30000	
4338 Harmony Festival Other Income		0		639		600	
4344 All Ways 5 Days Project Income (Cdow) Mun		21119		23231		23231	
5333 Other Income (Cdw)	Jobs	0		1100		0	
5913 Donations / Sponsorships (Cdw)		0		1818		0	
SUB-TOTAL		94572	306958	96539	219114	147864	411428
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		0	0	0	0	0	0
TOTAL - COMMUNITY DEVELOPMENT & OTHER WELFARE		94572	306958	96539	219114	147864	411428

SHIRE OF KATANNING
SCHEDULE 09 - HOUSING
Financial Statement for Period Ended
30-June-2016

AMHERST VILLAGE		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0272 Function Expenses			400		573		575
0552 Amv - Profit Share Refund			0		31,000		0
2312 Administration Allocation (Amherst Village)			20,962		22,047		27,826
2412 Deprec - Buildings (Amh)			29,700		29,700		29,700
2492 Works Prog/Amherst Villag	Jobs		13,500		8,945		15,666
6592 Utilities - Amherst			8,665		8,819		8,665
6602 Insurance			3,664		4,117		4,002
7242 Bldg Prog/Amherst Village	Jobs		30,951		32,736		33,051
7492 Advertising/Printing			350		902.45		1,100
OPERATING REVENUE							
2423 Tenants Reducing Equity		43,980		48,307		46,797	
2503 Tenants Charge		41,175		36,720		45,968	
2,506 Cleaning Reimbursements (Amh)		0		73		0	
SUB-TOTAL		**85,155**	**108,192**	**85,100**	**138,839**	**92,765**	**120,585**
CAPITAL EXPENDITURE							
2424 Refund Amherst Capital Deposit - Amv			0		68,000		0
6980 Trf Interest To Amherst Reserve (Building M			2,970		3,607		1,994
6981 Trf To Amherst Reserve (Refundable Deposi			200,000		330,000		0
6992 Trf Interest To Amherst Reserve			20,020		24,313		25,003
9922 Transfer Interest To Land & Buildings Faciliti			14,113		17,139		13,378
CAPITAL REVENUE							
2563 Amv - Refundable Deposits Income		0		130,000		0	
2573 Trf From Reserve A/C (Building Mtce)		36,567		35,707		20,000	
SUB-TOTAL		**36,567**	**237,103**	**233,707**	**443,060**	**20,000**	**40,375**
TOTAL - AMHERST VILLAGE		**121,722**	**345,295**	**318,808**	**581,899**	**112,765**	**160,960**

SHIRE OF KATANNING
SCHEDULE 09 - HOUSING
Financial Statement for Period Ended
30-June-2016

STAFF HOUSING		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
4352 Bldg Prog/Other Housing	Jobs		126		0		0
5122 Utilities Staff Housing			14,000		11,664		14,000
5972 Insurance (Staff Housing)			9,119		9,435		5,169
6012 Deprec - Buildings			49,600		42,500		42,500
6622 Adminstration Allocation (Staff Housing)			8,696		9,588		11,115
6692 Interest On Loan 146			5,218		5,383		3,934
7802 Bldg Prog/Staff Housing	Jobs		28,491		8,946		23,133
7892 Works Prog/Staff Housing	Jobs		26,144		12,803		22,856
Recovered amounts							
0350 Staff Housing Re-Allocated			(15,555)		24,023		15,093
OPERATING REVENUE							
5003 55B Beaufort St (Rental Subsidy)		19,240		19,240		19,240	
5004 U2/6 Hill Way - Dceo Housing		19,240		19,228		19,240	
5005 U1/6 Hill Way - Dir. Engineering		19,240		19,240		19,240	
5013 25 Marmion St - Ceo Residence		26,000		26,000		26,000	
5023 41 Crosby St		11,440		11,440		11,440	
5033 Rent Duplex Conroy Street		11,960		23,920		23,920	
5043 17 Marri Drive		18,720		4,474		18,720	
SUB-TOTAL		**125,840**	**125,840**	**123,543**	**124,342**	**137,800**	**137,800**
CAPITAL EXPENDITURE							
3234 Principal Repayments Loan 146			23,426		23,426		25,168
SUB-TOTAL		**0**	**23,426**	**0**	**23,426**	**0**	**25,168**
TOTAL - STAFF HOUSING		**125,840**	**149,266**	**123,543**	**147,768**	**137,800**	**162,968**

SHIRE OF KATANNING
SCHEDULE 10 - COMMUNITY AMENITIES
Financial Statement for Period Ended
30-June-2016

SANITATION - HOUSEHOLD REFUSE		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue	Expenditure	Revenue	Expenditure	Revenue	Expenditure
		$	$	$	$	$	$
OPERATING EXPENDITURE							
0149 Interest On Loan 154 - Plant Purchase			1,602		1,728		1,359
0367 Employee Superannuation (San)			141		301		347
0517 Workers Compensation Insurance Premium (San)			45		45		115
2092 Recycling Promotion			250		0		250
2342 Deprec - Equipment			32,000		32,000		32,000
2512 San - Promotional Printing/Stationery			1,000		72		1,000
2522 Subs & Publications			500		0		0
2542 Insurance			746		479		359
2582 Domestic Refuse Collection			80,761		85,104		82,405
2591 Private Works - Refuse Site	Jobs		341,780		267,889		279,371
2592 Works Prog/Green Waste	Jobs		12,020		19,466		21,596
2652 Bins - Mobile/Recycling/Sharps			5,000		3,657		5,000
2732 Commercial Refuse Collection			26,695		22,245		26,743
2842 Street Bin Collection Costs			3,724		4,000		4,207
4063 Hard Waste Pick-Up (San)			15,000		15,786		15,000
5042 Bore Monitoring Expense			5,250		1,260		5,250
6612 Household Recycling Service			115,174		115,294		116,164
7112 Deprec - Buildings			1,200		1,200		1,200
7122 Deprec - Plant Equipment			28,000		28,000		28,000
7132 Administration Allocation (Sanitation - House Refuse)			81,836		68,452		105,647
7272 Licences And Permits	Jobs		1,100		809		1,100
7282 Bldg Prog/Sanitation	Jobs		1,725		310		3,580
7482 Waste Oil Facility			4,500		0		4,500
7632 Motor Vehicle Costs			0		0		400
7712 Salary Costs (San)			1,486		3,437		3,656
7713 Consultant Expenses (Sanitation)			30,000		0		15,000
OPERATING REVENUE							
2603 Sanitation Levied Domestic		535,000		546,987		550,000	
2675 Fuel Tax Credit - Refuse Generator		1,000		219		1,000	
2613 Disposal Site		70,000		76,993		77,000	
2615 Disposal Fee - Dead Sheep		1,000		0		1,000	
2617 Sale Of Recyclables		7,000		4,524		5,000	
2633 Sale Of Bins		2,000		238		500	
2683 San - Additional Refuse Service		2,000		2,076		2,100	
2753 Refuse Levied Commercial		51,895		50,345		50,200	
2763 Additional Refuse Commercial		75,779		68,527		69,000	
2773 Infringements		100		0		100	
2783 Recycling Collection Commercial		3,625		3,795		3,775	
2883 Waste Levy		67,187		69,269		69,300	
SUB-TOTAL		816,586	791,535	822,972	671,534	828,975	780,250
CAPITAL EXPENDITURE							
2484 Buildings - Sanitation/Household Refuse	Jobs		1,799,957		59,014		1,743,343
4991 Principal Repayments 154 Plant Purchase			16,374		16,374		16,924
9661 Trf To Waste Management Reserve			0		0		48,725
9662 Trf Interest To Waste Management Res			20,601		25,019		19,528
SUB-TOTAL		0	1,836,932	0	100,407	0	1,828,519
TOTAL - SANITATION - HOUSEHOLD REFUSE		816,586	2,628,467	822,972	771,941	828,975	2,608,769

SHIRE OF KATANNING
SCHEDULE 10 - COMMUNITY AMENITIES
Financial Statement for Period Ended
30-June-2016

PROTECTION OF THE ENVIRONMENT		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
4932 Utilities - Salinity (Poe)			155		148		155
2695 Drummuster Expenditure			2500		1696		2500
7822 Vehicle Lease Costs (Lcdc)			5724		6062		5724
7832 Works Prog/Salinity	Jobs		0		2559		0
7854 Soil Conservation Levy Disbursed (Poe)			60591		58644		63780
7862 Administration Allocation (Protection Of Envi			19132		26191		27577
OPERATING REVENUE							
2693 Drummuster Reimbursement		2500		0		2500	
7795 Commission Re Soil Conservation Levy (Poe		3189		3285		3189	
7823 Other Contributions (Poe)		5724		7313		5724	
7853 Soil Conservation Levy Collected (Poe)		60591		61731		63780	
SUB-TOTAL		**72004**	**88101**	**72329**	**95300**	**75193**	**99736**
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL - PROTECTION OF THE ENVIRONMENT		**72004**	**88101**	**72329**	**95300**	**75193**	**99736**

SHIRE OF KATANNING
SCHEDULE 10 - COMMUNITY AMENITIES
Financial Statement for Period Ended
30-June-2016

TOWN PLANNING & ECONOMIC DEVELOPMENT		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0408 Loss On Sale Of Asset (Tow)			1000		0		0
0662 Advertising			1250		717		1250
2872 Administration Allocation (Town Planning)			48241		47361		31735
3082 Consultant Fees			76950		90106		74750
3085 Exec Mgr Strategic Projects Salary & O/Hs	Jobs		136391		54933		0
4274 Municipal Inventory (Tow)			3000		0		3000
			266832		193117		110735
OPERATING REVENUE							
2893 Town Planning Assessment Fees (Gst Exempt)		20000		12947		20000	
2993 Planning Charges And Reimbursements		2000		0		2000	
SUB-TOTAL		**22000**	**266832**	**19279**	**193117**	**22000**	**110735**
CAPITAL EXPENDITURE							
2824 Motor Vehicles (Town Planning & Reg. Dev.)			30000		32311		0
CAPITAL REVENUE							
0405 Proceeds On Disposal Of Assets (Tow)		23000		29895		0	
0406 Realisation Of Assets (Tow)		-23000		-29895		0	
SUB-TOTAL		**0**	**30000**	**0**	**32311**	**0**	**0**
TOTAL - TOWN PLANNING & ECONOMIC DEVELOPMENT		**22000**	**296832**	**19279**	**225428**	**22000**	**110735**

SHIRE OF KATANNING
SCHEDULE 10 - COMMUNITY AMENITIES
Financial Statement for Period Ended
30-June-2016

OTHER COMMUNITY AMENITIES		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
2322 Works Prog/Cemetery Ops	Jobs		48,666		84,309		115,442
2672 Utilities - Other Commun	Jobs		50		65		60
2992 Salary Costs (Oca)	Jobs		8,890		6,711		0
2996 Superannuation (Oca)			845		449		0
2997 Worker'S Compensation (Oca)			277		277		0
3012 Deprec - Buildings			500		500		500
Cleaning Materials, Printing, Stationery &							
3062 Plaques (Oca)			2,800		3,718		3,500
3063 Cemetery Plan Updates (Oca)			500		340		500
5202 Minor Assets			500		0		500
6662 Contract Cleaners (Oca)			12,000		10,038		0
6672 Insurances			225		291		316
6842 Administration Allocation (Other Community			24,532		27,458		35,763
7302 Bldg Prog/Oth Community Amenit	Jobs		9,482		28,715		81,617
7312 Bldg Prog/Cemetery	Jobs		3,490		15,588		11,575
8842 Deprec - Equipment (Oca)			8,964		8,797		8,964
8843 Deprec - Other Infrastructure (Oca)			0		777		777
OPERATING REVENUE							
3083 Cemetery Charges		28,000		40,933		35,000	
3093 Funeral Director'S Licence		408		218		408	
3123 Oca - Cemetery Reserve Fund		1,800		1,882		1,800	
SUB-TOTAL		30,208	121,720	43,033	188,032	37,208	259,514
CAPITAL EXPENDITURE							
CAPITAL REVENUE							
SUB-TOTAL		0	0	0	0	0	0
TOTAL - OTHER COMMUNITY AMENITIES		30208	121720	43033	188032	37208	259514

SHIRE OF KATANNING
SCHEDULE 11 - RECREATION & CULTURE
Financial Statement for Period Ended
30-June-2016

PUBLIC HALLS AND CIVIC CENTRES		Adopted Budget		YTD Actual		Draft Budget 2016/17	
		Revenue $	Expenditure $	Revenue $	Expenditure $	Revenue $	Expenditure $
OPERATING EXPENDITURE							
0397 Employee Superannuation (Pub)			433		296		0
0597 Workers Compensation Insurance Premium (			142		142		0
1422 Piano Maintenance			0		0		250
2702 Utilities - Public Halls			3,000		2,766		3,000
2922 Cleaning Expenses (Pub)			2,000		2,634		2,500
2962 Licences And Permits			0		0		150
3152 Salary Costs (Pub)			4,556		3,073		0
3192 Insurance			6,280		6,392		6,213
3202 Advertising (Pub)			0		0		480
3232 Deprec - Buildings			13,400		13,400		13,400
3242 Deprec - Furniture/Fittings			1,035		1,035		1,035
3252 Build Prog/Town Hall	Jobs		4,022		9,478		14,670
3264 Town Hall Hire Expenditure	Jobs		0		0		5,000
3282 Administration Allocation (Public Halls)			48,607		54,493		54,187
6712 Minor Purchases (Pub)			0		0		3,215
7322 Bldg Prog/Other Halls	Jobs		2,005		283		6,743
OPERATING REVENUE							
3243 Town Hall Hire Income (Pub)	Jobs	1,000		3,045		3,000	
3244 Town Hall Shows & Entertainment Income (F		0		0		3,000	
SUB-TOTAL		1,000	85,480	3,045	93,990	6,000	110,842
CAPITAL EXPENDITURE							
9454 Land & Buildings (Pub)			399,201		487,733		38,868
CAPITAL REVENUE							
SUB-TOTAL		0	399,201	0	487,733	0	38,868
TOTAL - PUBLIC HALLS AND CIVIC CENTRES		1000	484681	3045	581723	6000	149710

WORKS PROGRAMME - PARKS & GARDENS OPERATING BUDGET 2016/17

GL a/c	Job	Description	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & Contracts $	2016/17 BUDGET $
Sch 4 - GOVERNANCE								
0422	***Works Prog/Administration***							
	R051	Shire Admin Building	853	971	375	217	144	**2560**
		TOTAL - GOVERNANCE	**853**	**971**	**375**	**217**	**144**	**2560**
Sch 7 - HEALTH								
2072	***Works Prog/Health Clinic***							
	D001	Child Health Centre	300	342	130	75	72	**919**
		TOTAL - HEALTH CLINIC	**300**	**342**	**130**	**75**	**72**	**919**
Sch 8 - EDUCATION & WELFARE								
2042	***Works Prog/Kindergarten***							
	F002	Kindergarten Grounds Mtc	493	561	375	217	144	**1791**
		TOTAL - KINDERGARTEN	**493**	**561**	**375**	**217**	**144**	**1791**
Sch 9 - HOUSING								
2492	***Works Prog/Amherst Village***							
	F040	Amherst Village Mtce	5730	6525	1750	1014	648	**15666**
		TOTAL - AMHERST VILLAGE	**5730**	**6525**	**1750**	**1014**	**648**	**15666**
7892	***Works Prog/Staff Housing Front Gardens***							
	K200	55B Beaufort St	1215	1384	100	58	100	**2857**
	K202	42 Crosby St	1215	1384	100	58	100	**2857**
	K203	61A Conroy Street - Duplex	1215	1384	100	58	100	**2857**
	K204	61B Conroy Street - Duplex	1215	1384	100	58	100	**2857**
	K205	Hill Way - DCEO	1215	1384	100	58	100	**2857**
	K206	Hill Way	1215	1384	100	58	100	**2857**
	K207	Marri Drive	1215	1384	100	58	100	**2857**
	K208	25 Marmion St	1215	1384	100	58	100	**2857**
		TOTAL - STAFF HOUSING	**9722**	**11071**	**800**	**464**	**800**	**22856**
Sch 10 - COMMUNITY AMENITIES								
2322	***Works Prog/Cemetery Ops***							
	G081	Cemetery Maintenance	13325	15174	3000	1738	2000	**35237**
	G083	Work for the Dole	22173	25249	0	0	0	**47422**
		TOTAL - CEMETERY	**35498**	**40423**	**3000**	**1738**	**2000**	**82659**
Sch 11 - RECREATION & CULTURE								
3554	***Works Prog/Events Set-up & Pack-up***							
	R033	Australia Day	346	395	0	0	0	**741**
	R034	Harmony Festival	1866	2124	130	75	0	**4195**
	R035	ANZAC Day	346	395	25	14	0	**780**
	R036	Ag Show	1279	1457	35	20	0	**2791**
	R038	Christmas on Clive	933	1062	10	6	0	**2011**
	R039	Carols by Candlelight	400	455	30	17	0	**902**
	R040	Christmas Decorations	1253	1426	10	6	0	**2695**
	R041	Drug Awareness Day	346	395	0	0	0	**741**
		TOTAL - EVENTS	**6769**	**7708**	**240**	**139**	**0**	**14857**
3412	***Works Prog/Swimming Pool***							
	H020	S'Pool Grounds Maintenance	2399	2731	1775	1028	720	**8653**
		TOTAL - AQUATIC CENTRE	**2399**	**2731**	**1775**	**1028**	**720**	**8653**
1992	***Works Prog/Library***							
	R052	Library Gardens	1186	1350	160	93	144	**2933**
		TOTAL - LIBRARY	**1186**	**1350**	**160**	**93**	**144**	**2933**
3752	***Works Prog/KLC Surrounds***							
	R701	KLC Gardens	3971	4522	2450	1420	576	**12938**

GL a/c	Job	Description	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & Contracts $	2016/17 BUDGET $
	R705	Community Services - KLC	0	0	0	0	0	0
	R707	Quartermaine Oval	18868	21486	12575	7286	25000	85215
	R708	Hockey Oval	13765	15675	9650	5591	4456	49137
	R709	Equestrian Centre	3051	3475	2175	1260	1364	11325
	R710	Ram Pavilion	746	850	290	168	0	2054
		TOTAL - KLC	**40401**	**46007**	**27140**	**15725**	**31396**	**160669**
3622		***Works Prog/Other Reserves***						
	R001	All Ages Playground	2669	3039	1500	869	1576	9653
	R002	Town Gardens	13536	15414	2540	1472	2916	35877
	R004	Kupara Park	1049	1194	850	492	0	3585
	R006	Reserves Other	13345	15197	13950	8082	0	50574
	R008	Prosser Park Maintenance	9818	11180	4550	2636	3940	32125
	R011	Power Line Clearing	267	304	0	0	40000	40571
	R017	Police Pools	1716	1954	875	507	1000	6052
	R019	Lions Park	2574	2931	1500	869	1576	9450
	R021	Railway Reserve Austral Tce	2192	2497	1090	632	4000	10411
	R022	Drove Street Oval (Ngala Maya)	1449	1650	810	469	500	4878
	R023	Apex Playground (Carinya Gdns)	934	1064	500	290	692	3480
	R024	Koolbardie Park (Annie St)	991	1129	500	290	1192	4102
	R025	Clarence St Playground	820	934	480	278	192	2703
	R028	Beeck St Park (Baldwin Park - Bowling Club)	896	1020	520	301	692	3430
	R029	Piesse Park	2593	2952	1250	724	4448	11967
	R030	Thompson Park Area	5147	5862	2875	1666	2152	17702
	R042	Town Centre Cleanup	12392	14111	420	243	0	27166
	R043	Planter Boxes & Town Square	7168	8163	250	145	0	15726
	R044	Town Centre Sweeping	6482	7381	3850	2231	0	19944
	R045	Slashing Vacant Shire Land	2860	3256	1720	997	0	8833
	R046	Great Sthn Hwy Roundabout	3336	3799	3500	2028	0	12663
	R048	RV Overnight Stop Point	858	977	870	504	0	3209
	R049	Mosquito Control	515	586	105	61	0	1267
	R050	Lake Ewylamartup	953	1085	630	365	0	3034
	R053	O'Callaghan Park	1334	1520	1050	608	0	4513
	R054	Other Parks & Gardens	13726	15631	6850	3969	11000	51176
	R055	Effluent Maintenance - Parks & Gardens	0	0	0	0	0	0
		TOTAL - PARKS & RESERVES (ORS)	**109619**	**124830**	**53035**	**30728**	**75876**	**394088**
3623		***Works Prog/Community Parks Projects***						
	R200	Friends of Piesse Lake Project		0		0		0
	R201	Wagon Garden - St Pats Project		0		0		0
		TOTAL - COMMUNITY PARKS PROJECTS (ORS)	**0**	**0**	**0**	**0**	**0**	**0**
Sch 12 - TRANSPORT								
4780		***Works Prog/Gen Road Maintenance***						
	M013	Street Tree Maintenance	19348	22033	4975	2882	0	49238
	M703	Depot Maint - Parks & Gardens	2665	3035	150	87	0	5937
		TOTAL - GENERAL ROAD MAINTENANCE	**22013**	**25067**	**5125**	**2969**	**0**	**55175**
4850		***Works Prog/Footpath Maintenance***						
	M702	Town verge spraying (weed control)	17589	20030	6735	3902	0	48256
	M021	Laneways	3998	4552	1535	889	0	10974
		TOTAL - FOOTPATH MAINTENANCE	**21587**	**24582**	**8270**	**4792**	**0**	**59230**
5252		***Works Prog/Airport Grounds Maintenance***						
	M704	Airport Grounds Maintenance	5330	6070	5500	3187	200	20286
		TOTAL - AIRPORT GROUNDS MAINTENANCE	**5330**	**6070**	**5500**	**3187**	**200**	**20286**
8152		***Works Prog/Training***						
	M705	Training - Parks & Gardens	10473	11927	1800	1043	4000	29243
	M706	Meetings - Parks & Gardens	1679	1912	0	0	0	3591
		TOTAL - AIRPORT GROUNDS MAINTENANCE	**12152**	**13839**	**1800**	**1043**	**4000**	**32834**

GL a/c	Job	Description		01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & Contracts $	2016/17 BUDGET $
Sch 13 - ECONOMIC SERVICES									
5682	***Works Prog/ New Saleyards***								
	N002	Saleyard Maintenance inc gardens - now looked after by saleyard staff			0		0		**0**
		TOTAL - SALEYARDS		**0**	**0**	**0**	**0**	**0**	**0**
TOTAL PARKS & GARDENS OPERATING BUDGET			**0**	**274051**	**312078**	**109475**	**63429**	**116144**	**875177**
WORKS PROGRAMME - PARKS & GARDENS CAPITAL BUDGET							**2016/17**		
Sch 04 - SUPERTOWNS									
2650	***Works Prog/Parks & Gardens***								
	ST55	Gt Sthn Hwy/Clive St Roundabout Landscaping - Parks & Gardens		12750	14519	2000	1159	0	**30428**
		TOTAL - SUPERTOWNS		**12750**	**14519**	**2000**	**1159**	**0**	**30428**
TOTAL CAPITAL BUDGET				**12750**	**14519**	**2000**	**1159**	**0**	**30428**
TOTAL PARKS & GARDENS BUDGET			**0**	**286801**	**326597**	**111475**	**64588**	**116144**	**905604**
WORKS PROGRAMME - WORKS CREW OPERATING BUDGET							**2016/17**		
Sch 5 - LAW ORDER PUBLIC SAFETY									
1522	***Works Prog/Fire Prevention***								
	B001	Fire Breaks		5000	5694	2500	1448	2000	**16642**
	B003	Fire Fighting		1000	1139	450	261	500	**3349**
		TOTAL - FIRE PREVENTION		**6000**	**6833**	**2950**	**1709**	**2500**	**19992**
1772	***Works Prog/Animal Control***								
	B020	Animal Control		2000	2278	2000	1159	500	**7936**
		TOTAL - ANIMAL CONTROL		**2000**	**2278**	**2000**	**1159**	**500**	**7936**
1942	***Works Prog/Other Law & Order***								
	B040	Remove Car Bodies		250	285	200	116	1200	**2051**
		TOTAL - OTHER LAW & ORDER		**250**	**285**	**200**	**116**	**1200**	**2051**
Sch 10 - COMMUNITY AMENITIES									
2591	***Works Prog/Refuse Site***								
	G010	Works Prog - Refuse Site		94592	107717	37134	21515	10000	**270957**
	G011	Refuse Site Maintenance		3518	4006	500	290	100	**8413**
		TOTAL - REFUSE SITE		**98109**	**111723**	**37634**	**21805**	**10100**	**279371**
2592	***Works Prog/Sanitation***								
	G007	Greenwaste Pickup		5223	5948	6600	3824	0	**21596**
		TOTAL - GREEN WASTE PICKUP		**5223**	**5948**	**6600**	**3824**	**0**	**21596**
2322	***Works Prog/Cemetery Ops***								
	G080	Cemetery Burials		11993	13657	4200	2433	500	**32782**
		TOTAL - CEMETERY		**11993**	**13657**	**4200**	**2433**	**500**	**32782**
Sch 11 - RECREATION & CULTURE									
3552	***Works Prog/Other Culture***								
	J002	Xmas Decorations		1146	1305	50	29	50	**2580**
		TOTAL - OTHER CULTURE		**1146**	**1305**	**50**	**29**	**50**	**2580**
3622	***Works Prog/Other Reserves***								
	R005	Effluent Maintenance		9328	10622	1200	695	8000	**29845**
		TOTAL - CEMETERY		**9328**	**10622**	**1200**	**695**	**8000**	**29845**
Sch 12 - TRANSPORT									
8152	***Works Prog/Training***								
	L001	Training Maintenance Crew		20947	23853	50	29	17000	**61879**

GL a/c	Job	Description	01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & Contracts $	2016/17 BUDGET $
	L003	Staff Meetings	3358	3824	120	70	0	**7371**
		TOTAL - TRAINING	**24305**	**27677**	**170**	**98**	**17000**	**69251**
4780	***Works Prog/General Road Maintenance***							
	M001	Road Maintenance - Rural	72994	83123	81496	47218	25000	**309831**
	M002	Road Maintenance - Town	27956	31835	35000	20279	15000	**130069**
	M005	Depot Maint/Clean Up	5863	6677	7500	4345	7000	**31385**
	M006	General Street Cleaning	14924	16995	13100	7590	0	**52609**
	M007	Traffic/Street Signs	5330	6070	3000	1738	13000	**29138**
	M008	Linemarking	533	607	975	565	1500	**4180**
	M019	Works Prog/Storm Damage - Streets	0	0	0	0	475052	**475052**
		TOTAL - GENERAL ROAD MAINTENANCE	**127600**	**145305**	**141071**	**81735**	**536552**	**1032264**
Sch 12 - TRANSPORT (Continued)								
4880	***Works Prog/Drainage Mtce***							
	M300	Town Drainage Maintenance	19721	22457	9500	5504	3000	**60183**
	M301	Country Drainage Maintenance	17323	19726	6500	3766	1000	**48315**
	M303	Gully/Stormwater Drain Cleaning	1706	1942	3900	2260	9600	**19407**
		TOTAL - DRAINAGE MAINTENANCE	**38749**	**44126**	**19900**	**11530**	**13600**	**127905**
4850	***Works Prog/Footpath Maintenance***							
	M700	Footpath /Verge Maintenance	17323	19726	7200	4172	2500	**50920**
		TOTAL - FOOTPATH MAINTENANCE	**17323**	**19726**	**7200**	**4172**	**2500**	**50920**
5252	***Works Prog/Airport Maintenance***							
	L500	Airport Reserve Maintenance	5000	5694	3500	2028	3000	**19222**
	L503	Airport Compliance Inspections		0		0	0	**0**
		TOTAL AIRPORT MAINTENANCE	**5000**	**5694**	**3500**	**2028**	**3000**	**19222**
4750	***Works Prog/Bridge Maintenance***							
	BG01	Bridge Maintenance	5170	5887	2500	1448	450	**15456**
		TOTAL - BRIDGE MAINTENANCE	**5170**	**5887**	**2500**	**1448**	**450**	**15456**
Sch 13 - ECONOMIC SERVICES								
5322	***Works Prog/Rural Services***							
	K001	Standpipe Maintenance	1732	1973	100	58	2000	**5863**
	K003	Weed Control - Rural	30115	34293	10000	5794	6000	**86201**
		TOTAL - RURAL SERVICES	**31847**	**36266**	**10100**	**5852**	**8000**	**92064**
5682	***Works Prog/ New Saleyards***							
	N001	Saleyard Effluent/Truckwash Maintenance		0		0		**0**
		TOTAL - SALEYARDS	**0**	**0**	**0**	**0**	**0**	**0**
Sch 14 - OTHER PROPERTY & SERVICES								
5912	***Works Prog/Private Works***							
	X001	Private Works	5783	6585	4000	2318	3000	**21686**
		TOTAL - PRIVATE WORKS	**5783**	**6585**	**4000**	**2318**	**3000**	**21686**
TOTAL WORKS OPERATING BUDGET			**389825**	**443916**	**243275**	**140951**	**606952**	**1824919**

WORKS PROGRAMME - WORKS CREW CAPITAL BUDGET — 2016/17

GL a/c	Job	Description						
Sch 10 - COMMUNITY AMENITIES								
Community Amenities								
2484	*C432*	Tip Transfer area earthworks, drainage and roadworks		0		0		**0**
		TOTAL - COMMUNITY AMENITIES	**0**	**0**	**0**	**0**	**0**	**0**

GL a/c	Job	Description		01 Labour $	99 Overheads $	98 Plant $	96 Deprec $	02 Materials & Contracts $	2016/17 BUDGET $
Sch 12 - TRANSPORT									
Regional Road Group									
4460	***Works Prog/Road Construction***								
	C630	Warren Road - widening seal over crests (Proj $189k; RRG $126k, Council $63k)	0.96-4.79	27733	31581	19333	11201	36151	**126000**
	C631	Katanning Dumbleyung Road - pavement reconstruction and reseal (Proj $42k; RRG $28k, Council $14k)	8.8-9.7	6133	6984	4300	2491	8091	**28000**
	C632	Hassell Street - reseal (Proj $49k; RRG $32,666.67, Council $16,333.33)	0.0-0.69	7187	8184	5020	2909	9368	**32667**
	C633	Arbour Street - reseal from railway line to Aberdeen St (Proj $72k; RRG $48k, Council	0.21-0.41	10560	12025	7373	4272	13770	**48000**
	C634	Cornwall Street - reconstruct shoulders and reseal (Proj $90k, RRG $60k, Council$30k)	0.3-0.33 & 0.47-1.19	13200	15032	9213	5338	17218	**60000**
		TOTAL - REGIONAL ROAD GROUP		**64813**	**73807**	**45239**	**26211**	**84597**	**294667**
Roads to Recovery									
4460	***Works Prog/Road Construction***								
	C623	Hogs Head Road Gravel Resheeting c/o (Proj $154840, R2R $95522; Council $59318)		6478	7376	6250	3621	30099	**53824**
	C635	Lake Coyrecup Road - gravel resheeting (RTR $67,500)	23.83-25.13	18200	20725	1600	927	26048	**67500**
	C636	Climie Street - resheeting and seal (RTR $200k)	0.00-3.76	37000	42134	47300	27405	46161	**200000**
	C637	Forrest Hills Road - gravel resheeting (RTR $20k)	3.30-3.70	5400	6149	4730	2741	980	**20000**
	C638	Trimmer Road - reconstruct shoulders (RTR $196,500)	0.00-7.83	53000	60354	46700	27058	9388	**196500**
	C639	Greenhills Road - failures repairs, four locations (RTR $48,162)		10600	12071	7400	4287	13804	**48162**
		TOTAL - ROADS TO RECOVERY		**130678**	**148810**	**113980**	**66039**	**126480**	**585986**
Council Construction									
4460	***Works Prog/Road Construction***								
	C623	Hogs Head Road Gravel Resheeting c/o (Proj $154840, R2R $95522; Council $59318)		4023	4581	4250	2462	18108	**33424**
	C625	Hood Road gravel resheeting($69440 Council funded)		13000	14804	16000	9270	1926	**55000**
	C630	Warren Road - widening seal over crests (Proj $189k; RRG $126k, Council $63k)	0.96-4.79	13867	15791	9667	5601	18075	**63000**
	C631	Katanning Dumbleyung Road - pavement reconstruction and reseal (Proj $42k; RRG $28k, Council $14k)	8.8-9.7	3067	3492	2150	1246	4045	**14000**
	C632	Hassell Street - reseal (Proj $49k; RRG $32,666.67, Council $16,333.33)	0.0-0.69	3593	4092	2510	1454	4684	**16333**
	C633	Arbour Street - reseal from railway line to Aberdeen St (Proj $72k; RRG $48k, Council	0.21-0.41	5280	6013	3687	2136	6884	**24000**
	C634	Cornwall Street - reconstruct shoulders and reseal (Proj $90k, RRG $60k, Council$30k)	0.3-0.33 & 0.47-1.19	6600	7516	1382	801	13701	**30000**
	C640	Police Pools Road - gravel resheeting (fully Council funded)	0.00-5.67	38400	43728	33600	19468	6804	**142000**
	C641	Lake Coyrecup Road - gravel resheeting (fully Council funded)	to be determined	13400	15259	13000	7532	5809	**55000**
		TOTAL - COUNCIL FUNDED CONSTRUCTION		**101229**	**115275**	**86246**	**49970**	**80037**	**432757**
Council - Subdivisions & Land Boundaries									
4460	***Works Prog/Road Construction***								
	C621	Route Subdivisions and Land Boundaries (Council funded) - move to operating budget		0	0	0	0	0	**0**
		TOTAL - REGIONAL ROAD GROUP		**0**	**0**	**0**	**0**	**0**	**0**
Parks & Gardens									
4540	***Works Prog/Parks & Gardens Construction***								
	C119	Piesse Park Improvement		22000	25053	22482	13026	37440	**120000**
		TOTAL - PARKS & GARDENS CONSTRUCTION		**22000**	**25053**	**22482**	**13026**	**37440**	**120000**
TOTAL CAPITAL BUDGET				**318720**	**362944**	**267947**	**155246**	**328553**	**1433410**
TOTAL WORKS CREW BUDGET				**708545**	**806860**	**511222**	**296197**	**935505**	**3258329**
2016/17 TOTAL WORKS PROGRAMME				**995346**	**1133457**	**622697**	**360784**	**1051649**	**4163933**

ATTACHMENT 1

Australian Business Register

Australian Business Number(ABN)	:	**24 859 842 560**
Legal Name	:	**KATANNING COUNTRY CLUB INC**
Trading Name	:	**THE KATANNING COUNTRY CLUB INC**
ABN Status	:	**Registered**
ABN Registration Date	:	**14 March 2000**
Postal Address	:	**PO BOX 100 KATANNING WA 6317**
Business Address	:	**ROUND DRIVE KATANNING WA 6317**
Type of Entity	:	**Incorporated Entity**
Industry Code (ANZSIC)	:	**57401**
GST Status	:	**Registered**
GST Registration Date	:	**1 July 2000**

Continued ...

ATTACHMENT 2

Department of Consumer & Employment Protection
Government of Western Australia

WESTERN AUSTRALIA

Associations Incorporation Act 1987
(Section 18(6))

Registered No: A0200001F

Certificate of Incorporation on Change of Name

This is to certify that

THE KATANNING GOLF CLUB

which was on the seventh day of January 1920
incorporated under the *Associations Incorporation Act 1987*
changed its name on the eighth day of February 1978 to:

THE KATANNING COUNTRY CLUB

Commissioner for Consumer Protection

This is a **REPLACEMENT CERTIFICATE** issued on the thirty–first day of August 2007

PO Box 1198
NEWCASTLE NSW 2300

ATTACHMENT 3

Australian Taxation Office

GST Registration Number
24 859 842 560

KATANNING COUNTRY CLUB INC
PO BOX 100
KATANNING WA 6317

Date of Issue
16 March 2000

Client Enquiries
Telephone: 13 24 78

Goods and services tax (GST)
Notification of registration

You are now registered for GST purposes. The details of your registration are as follows:

GST Registration Number*	**: 24 859 842 560**
Date registration takes effect	**: 1 July 2000**
GST tax periods	**: Monthly**
GST accounting method	**: Cash**

*Your GST Registration Number is the same as your Australian Business Number (ABN)

As your GST tax periods are monthly, you must lodge a GST return with the ATO for each calendar month.

Your GST return will form part of the Business Activity Statement and will be issued towards the end of your tax period for you to complete and return to the ATO. Your completed Business Activity Statement must be lodged on or before the 21st day of the month following the end of each tax period.

Wine equalisation tax and luxury car tax
If you indicated on your application for registration that you may have obligations under either the wine equalisation tax or luxury car tax legislation, you will be contacted at a later date for further details.

You will soon receive a GST guide and record keeping guide which will provide you with more detailed information. Until you receive these publications, you can get further information from our website at www.taxreform.ato.gov.au or by phoning the Business Tax Reform Infoline on 13 24 78.

Review rights
The following decisions are reviewable GST decisions under the *Taxation Administration Act* 1953:

- registering you
- deciding the date of effect of your registration
- determining that the tax periods that apply to you are each individual calendar month
- deciding the date of effect of the above determination
- refusing to permit you to account on a cash basis, and
- deciding the date of effect of your permission to account on a cash basis.

You may object against these decisions if you are dissatisfied with them. Your objection must:

- be in writing
- stating fully the grounds you are relying on, and
- be lodged with the Commissioner of Taxation within 60 days from the date of service of this notice.

Continued ...

PO Box 1198
NEWCASTLE NSW 2300

Australian Taxation Office

KATANNING COUNTRY CLUB INC
PO BOX 100
KATANNING WA 6317

Date of Issue
16 March 2000

Client Enquiries
Telephone: 13 24 78
Facsimile: 1300 130 911

Australian Business Number
Notification of registration

I am pleased to advise that you are now registered in the Australian Business Register and have been issued with:

Australian Business Number (ABN) **: 24 859 842 560**

Your ABN registration is effective as of **: 14 March 2000**

Enclosed is a list of details recorded on the Australian Business Register about your business or organisation. Please check these details. If there are any errors please telephone 13 24 78.

Information on the Australian Business Register is available to the public as well as other Government agencies and organisations.

You are required to notify the Registrar (Commissioner of Taxation), of any changes to the information on the register within 28 days of becoming aware of the change. This is required according to *A New Tax System (Australian Business Number) Act* 1999.

Please note the following:
Deductible gift recipient and/or income tax exempt charity
If you have indicated that you require endorsement as a deductible gift recipient and/or income tax exempt charity, an application will issue shortly.

Diesel and Alternative Fuels Grants Scheme and Diesel Fuel Rebate Scheme
If you have indicated an intention to claim under either of these schemes, you will be sent further information in the near future.

If you need any further information, please refer to the *Guide to Registering for the New Tax System.* Alternatively, you can get further information from our website at www.taxreform.ato.gov.au or by phoning the Business Tax Reform Infoline on 13 24 78.

Review rights
The date of effect of your registration is a reviewable ABN decision under the *Administrative Appeals Tribunal Act* 1975. If you are dissatisfied with the date of effect, you may request that the Administrative Appeals Tribunal review the decision within 28 days from the date this notice was issued. Please refer to the attachment for further information.

Taxpayers' Charter
The Taxpayers' Charter outlines your rights and obligations under the law as well as the service and standards you can expect when dealing with the ATO. You can obtain a copy of the *Taxpayers' Charter* from our website at www.ato.gov.au or by phoning 1300 720 092.

Michael Carmody
Registrar of the Australian Business Register and
Commissioner of Taxation

ATTACHMENT 4

Hon Terry Waldron MLA

Member for Wagin

Ref: C15/ L12

15 March 2016

The Secretary
Katanning Country Club
KATANNING WA 6317

To whom it may concern

As the local Member of State Parliament in the electorate of Wagin it is my pleasure to support the application from the Katanning Country Club for funding from Royalties for Regions through the Great Southern Development Commission.

The Katanning Country Club are seeking funding to assist in collocating several sports clubs with in the town and are hoping to build a new club house to cater for all the clubs. A new facility will create a fantastic one stop sport & recreation location for the whole community.

The bowling club in Katanning has been requested to vacate the land it is currently on and they are very keen to collocate to the Katanning Country club, this proposed collocation of all the clubs will be ideal for them.

The Katanning Country Club is a proactive and forward thinking club and this innovative and exciting project involving all the different sporting groups to be able to coexist in the one purpose built facility will be a create a great 'hub' for the community.

Katanning is a regional centre in the Great Southern and the Katanning Country Club is a vital part of the community it has been operating for over forty years and I am confident the management committee will manage this project with integrity and professionalism and therefore recommend that you support the application being presented by them on behalf of their community.

Please contact me at the electorate office on 98811 225 if you require further information

Yours sincerely

Hon Terry Waldron MLA
Member for Wagin



PO Box 430 NARROGIN WA 6312 | 83 Federal St NARROGIN WA 6312
terry.waldron@mp.wa.gov.au | www.terrywaldron.com.au
Ph: (08) 9881 1225 Fax: (08) 9881 3082 Freecall: 1800 782 997

Shire of Katanning
heart of the great southern

Our Ref: A2823
File No: C16 6345

Mike Hobley
Chairman
Katanning Country Club
PO BOX 100
KATANNING WA 6317

Dear Mike

The Shire of Katanning wishes to offer its support for the Katanning Country Club's proposed colocation project. The addition of co-located sports including bowls and potentially hockey to the Country Club will assist the club's sustainability and will bring the opportunity of membership growth.

The age and inflexibility of the Katanning Country Club's present facility is increasingly becoming an issue that restricts the club's ability to respond to local need. The new club house facilities and playing surfaces being explored will greatly benefit the people of Katanning. The Shire's support for this project is reflected in the Shire of Katanning Strategic Community Planning. In addition to the support being provided by the Shire in planning for the project, the Shire has also submitted a funding bid through the State Government's Growing Our South Initiative, which if successful will contribute towards this project.

The Shire of Katanning urges favourable consideration of any funding application made by the Katanning Country Club for this important community project.

Should you require any additional information about the Shire's support of the aforementioned project, please contact Mr. Sam Davis, Executive Manager of Strategic Project at the Shire of Katanning.

Yours sincerely

Julian Murphy
CHIEF EXECUTIVE OFFICER
16 March 2016

Tennis West
Victoria Park Drive
Burswood WA 6100
PO Box 116
WA 6100
T +61 8 6462 8300
F +61 8 9361 1500
www.tennis.com.au/wa

14 March 2016

Mike Hobley
Chairman
Katanning Country Club
PO Box 100
Katanning WA 6317

Dear Mike

Proposed Redevelopment at Katanning Country Club

This letter serves to confirm Tennis West's support for Katanning Country Club and its applications for funding to finance the proposed redevelopment at the venue. Katanning Tennis Club, a section of Katanning Country Club, is a current affiliate of Tennis West.

The Katanning Country Club currently accommodates the sports of tennis, golf and squash, and is exploring the possibility of providing facilities for bowls and hockey. In order to cater for this co-location, the club wishes to provide more adequate facilities to be shared by the multiple users.

Co-location offers the opportunity to construct a new multi-use clubhouse at the venue, which is purpose built to accommodate its users. The club has determined that the most suitable location for a new clubhouse is the current site of the tennis courts.

As a result, the Katanning Country Club is considering the construction of a multi-purpose synthetic grass surface, catering to tennis and hockey. Such a surface would allow for eight tennis courts and one hockey pitch. A number of considerations must be taken into account, such as the use of shock pads, pile length and line marking colours; however, shared tennis and hockey surfaces are utilised successfully at other venues throughout Australia, especially at multi-sport facilities in regional areas.

Starz Dance Company

Katanning - Wagin 0439841410 startarz@westnet.com.au

13 March 2016

Mike Hobley
Chairman
Katanning Country Club
Po Box 100
KATANNING WA 6317

Dear Mike,

Re: Co-location of sports at Katanning Country Club

Thank-you for the information regarding the proposed co-location of several sports to the Katanning Country Club and upgrade to the current facilities.

Having run dance classes in Katanning for 8 years as Starz Dance Company, I have found it difficult to secure a suitable space in which to teach on a regular basis. The space we use currently is carpeted, which is far from ideal when trying to dance but was the best we could find when we lost our previous space. It is also on the market and could be sold at any time, which would leave us looking for somewhere else that we could use. Generally running classes only one afternoon/evening a week means it is not financially viable to purchase or lease a space on my own, leaving me to find a space that is available for short term hire or shared.

The proposed new squash courts would provide an ideal space for dancing. The sprung, wooden floor would allow children of Katanning (and surrounding towns who travel for classes) the opportunity to learn and enjoy dance in a space that parallels purpose built facilities in the city.

It would also provide stability for Starz Dance Company, knowing that the building would not be sold.

The co-location project would provide the Katanning and surrounding communities with improved facilities for the sports and groups that already use the club and also provide great opportunities for other clubs and groups (such as Starz Dance Company) to make use of amazing facilities in our town and I would love to provide my support for the project.

Kind regards,

Tara Punch
Starz Dance Company

clubs wa

5th May, 2016

Mr John Goodheart
Secretary/Treasurer
Katanning Country Club
PO Box 100
KATANNING, WA 6317

Dear John,

Re: Katanning Country Club's Proposal

This letter is in support of an initiative proposed by Katanning Country Club to collate local community clubs including the bowling club and hockey club into their club's facilities. Clubs WA believes that this strategy will be in the best interests of the community as it will provide existing members and the community with easy and equitable access to sport and recreation that will meet the needs for members, guests and their families to engage in social and competitive sports. The Katanning Country Club is also best placed to manage the colocation of other sporting bodies as they already manage a number of sports and have long term strategies in place.

Clubs WA believe the proposal will have positive benefits to the Shire of Katanning as it focuses on retention of a longstanding stalwart and character of the local community and will establish a stronger system for local sport and recreation. This will result in the delivery of significant benefits to the region by: reinforcing networks between various clubs to face challenges together, encouraging greater participation, as well as enabling effective and efficient services to the residents of Katanning and the neighbouring regions.

Additionally, financial benefits which may be derived from this initiative will include but not limited to: Lower infrastructure costs as Katanning Country Club is an existing and established premises; greater options for funding grants; and lower maintenance and repair costs as the Shire will only need to focus on one multifaceted sporting and recreation facility.

If you would like to discuss this further, please contact me on 1300 640 616.

Yours sincerely,

Karen Giles
Chief Executive Officer

PO Box 5101
South Lake WA 6164

P: 1300 640 616
F: 1300 503 907

info@clubswa.com.au
www.clubswa.com.au

BOWLS WA
ABN 29 800 355 717

1st Floor, 158 Main Street
Osborne Park WA 6017

Telephone (08) 9340 0800
Facsimile (08) 9340 0880
(08) 9340 0888
Email enquiries@bowlswa.com.au
Web www.bowlswa.com.au

All correspondence to
PO Box 123
Osborne Park WA 6917

9th March 2016

Mike Hobley
Chairman
Katanning Country Club
PO Box 100
KATANNING WA 6317

Dear Mike,

Re: Relocation of the Katanning Bowling Club

Thank you for the information and discussion today on the proposal to seek the co- location of a number of sports, including Bowls, to the Country Club.

The project certainly sounds an exciting one and one that would provide a number of benefits to the bowling club, providing the opportunity for membership growth and an improvement on the available playing and social facilities.

Certainly it is Bowls WA's position that our smaller country clubs seek greater financial security by co-locating with other sports, which has proven popular in a number of similar towns.

Good luck with what is an ambitious project for the Country Club and sports involved.

Best wishes,

Ken Pride
Chief Executive Officer

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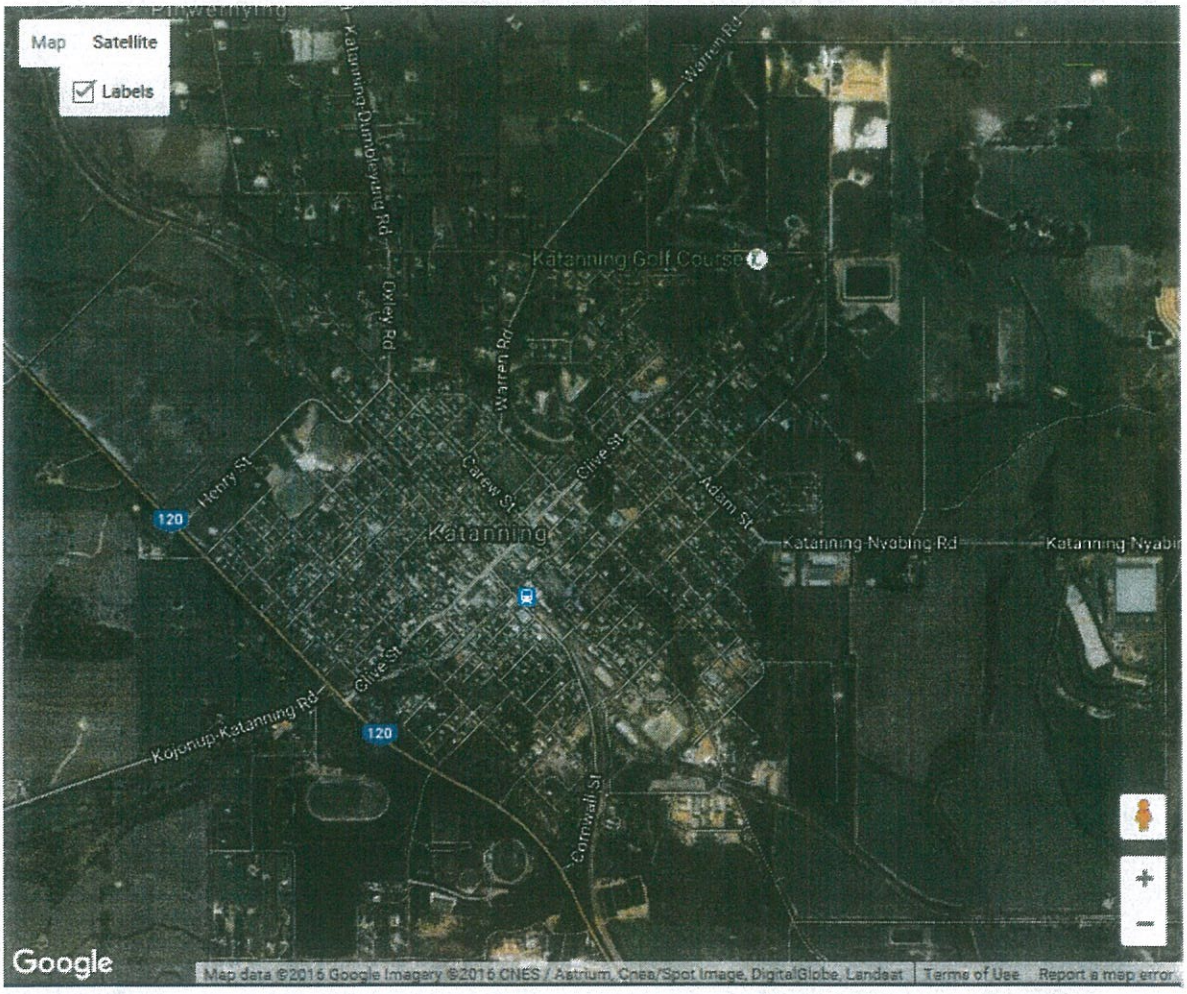
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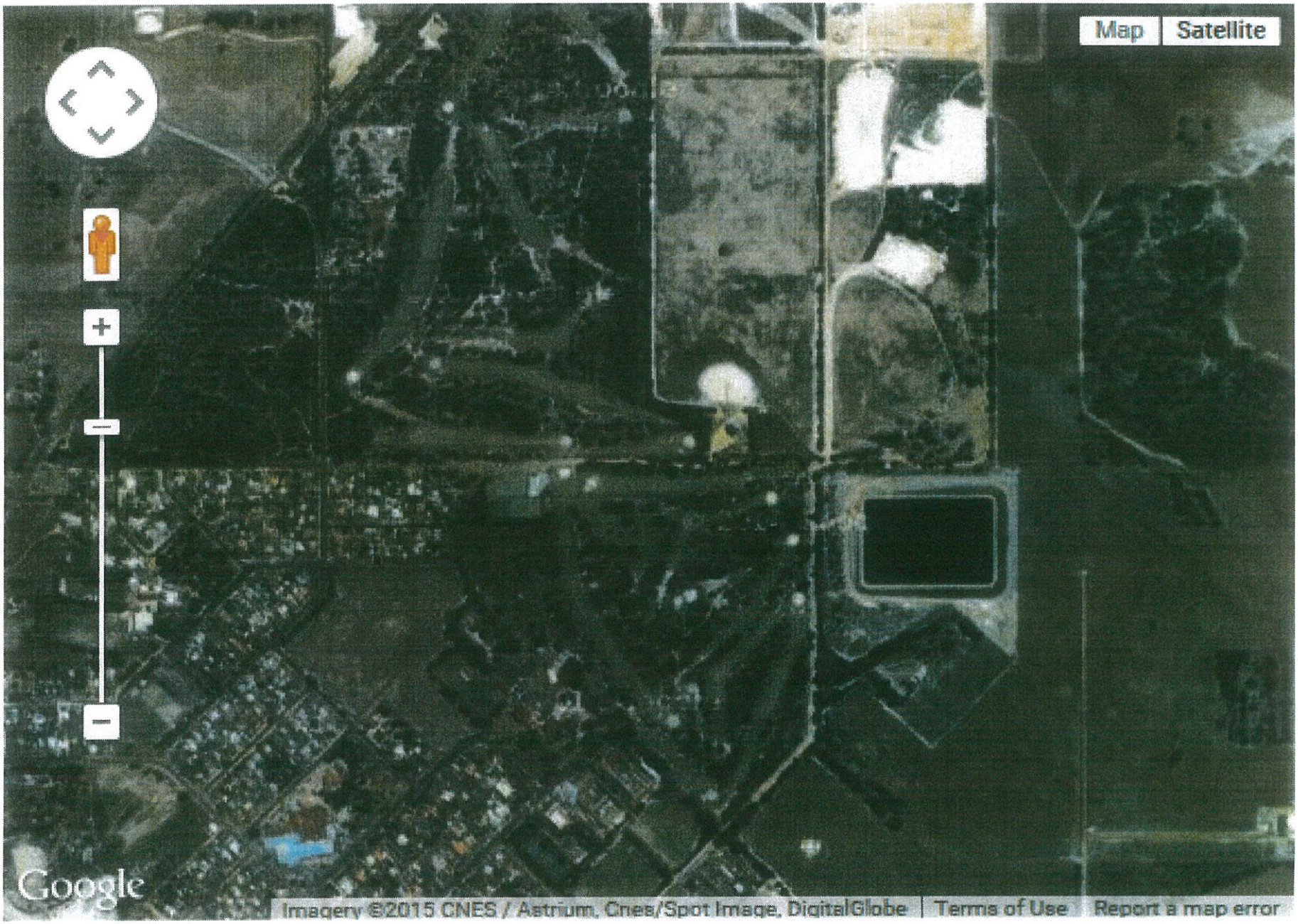
CROWN PERTH

DOMINA GENERAL & BOWLING CLUB INSURANCE BROKERS BCIB

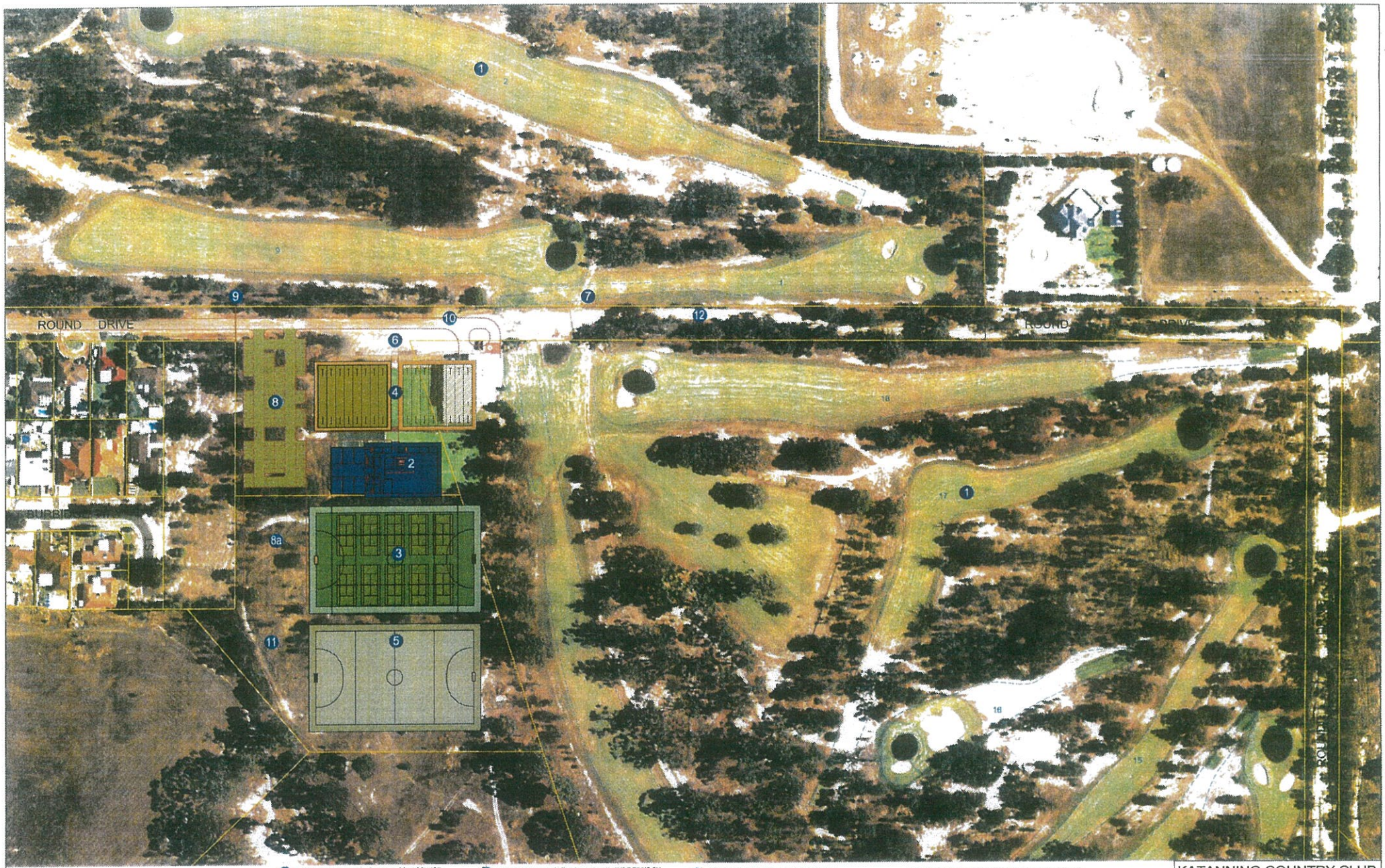
GOVERNMENT OF WESTERN AUSTRALIA
Department of Sport and Recreation

ATTACHMENT 6.




Map
Satellite
Google
Imagery ©2015 CNES / Astrium, Cnes/Spot Image, DigitalGlobe
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Report a map error


Map
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Report a map error



LEGEND

1. EXISTING 18 HOLE RETICULATED GOLF COURSE NUMBERED AS SHOWN.
2. REPLACEMENT CLUBHOUSE SHOWN IS INDICATIVE ONLY. IN THIS LOCATION IT WILL NEED TO BE REDESIGNED TO BETTER SERVE THE REQUIREMENTS OF THE SPORTING FACILITIES SURROUNDING IT.
3. 10 STANDARD COMPETITION TENNIS COURTS. TO ENABLE THE PLACEMENT OF ALL FACILITIES THE EXISTING COURTS WILL NEED TO BE PARTIALLY RELOCATED.
4. 1 x 36m BOWLING GREENS WITH 8 x 5m WIDE RINKS ON EACH GREEN. FUTURE GREEN TO EAST.
5. 1 x STANDARD GRASS HOCKEY PLAYING SURFACE.
6. EXISTING PARKING FACILITY TO BE RETAINED.
7. ROUND DRIVE TO BE CLOSED FROM WESTREN BOUNDARY OF LOT 130 TO EASTERN BOUNDARY OF LOT 4.
8. PARKING FACILITY FOR 90 VEHICLES TO BE CONSTRUCTED AMONG TREES. PROVISION FOR EXPANSION OF CARPARK TO SOUTH ALONGSIDE FUTURE HOCKEY FIELD.
9. ORNAMENTAL ENTRANCE STATEMENT.
10. INTERNAL ROADWAY WITH LANDSCAPED GARDENS AND PATHS TO MAIN ENTRANCE OF CLUB HOUSE.
11. POSSIBLE LAND AQUISITION FROM BAPTISE CHURCH - AREA SHOWN 2.2516ha. THIS EXCEEDS THE PRESENT REQUIREMENTS - RECOMMENDED FOR FUTURE USE IN VIEW OF EXISTING LAND BEING FULLY UTILISED.
12. POTENTIAL ALTERNATIVE PARKING AND OR OVERFLOW TO THE PARKING IN THE CLOSED ROAD RESERVE. WILL ALOS ALLEVIATE POTENTIAL CONFLICTS WITH GOLF ACTIVITIES.

No	Date		
A1	20-06-16	Original Drawing	JBdS

REVISIONS

KATANNING COUNTRY CLUB

ROUND DRIVE - KATANNING
CONCEPT DEVELOPMENT PLAN - CLUB FACILITIES
2016 - LAYOUT PLAN

DESIGNED JBdS	DRAWN JBdS	DRAWING No 475
CHECKED	APPROVED	
EXAMINED	SIGNATURE DATE	SHEET 7

SCALE 1:1000 AT A1 — 10 0 10 30 50 SCALE IN METRES — REV A1

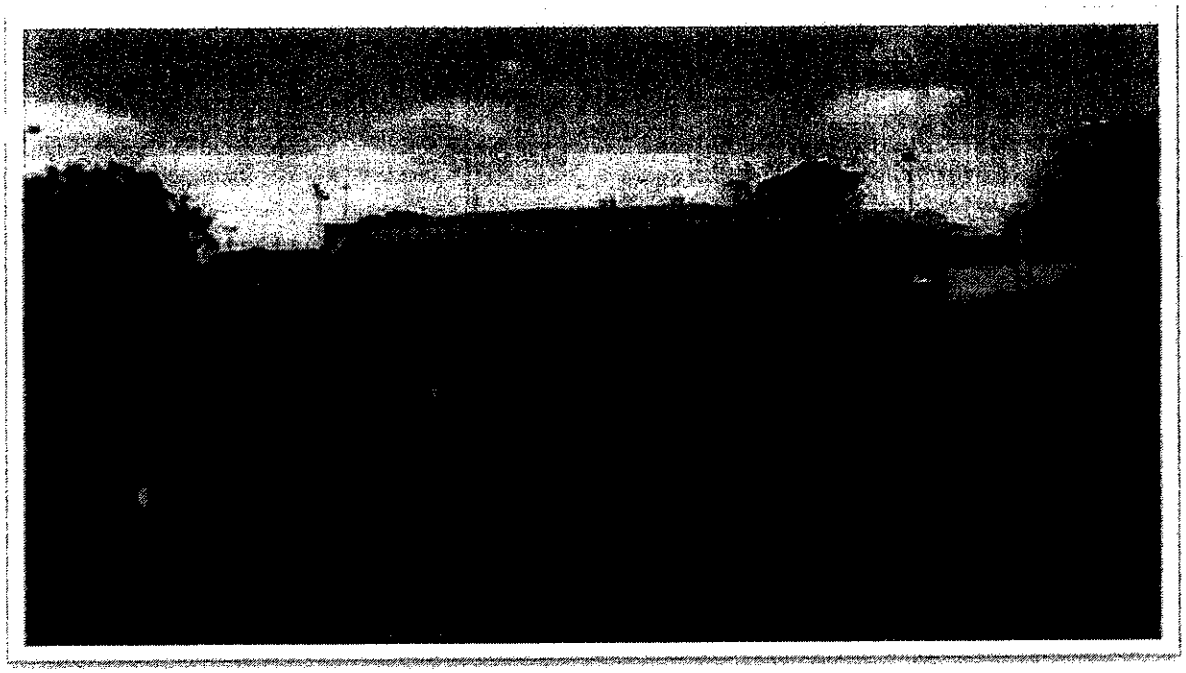
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ATTACHMENT 7.

Confidential

Redevelopment of Katanning Country Club (KCC)

Business Case



12th August 2016

Report prepared by:

Keston Technologies

Keston Technologies Pty Ltd
First Floor, York House
133-135 York Street
Albany, WA 6330
Australia

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E-mail: info@keston-technologies.com

keston technologies

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Executive Summary

This business case has been developed to detail the redevelopment of the Katanning Country Club (KCC) and acquire the necessary funds to extend and re-build their premises and to open them up to a greater range of community sports and participation. The need for the project derives from the unsatisfactory condition of some of the club's facilities and the potential benefits arising from co-location of other sports activities, for example lawn bowls, hockey and dance, which is anticipated to increase the overall attractiveness of the KCC and increase member base to ensure the long-term sustainability of the KCC.

As part of the overall planning process, KCC commissioned a Feasibility Study (2012-2016) to assess the needs of the existing user groups and wider community, examine the various options, identify the preferred developments, and examine their financial feasibility and wider socio-economic impact. The Feasibility Study was supported by the WA Department of Sport and Recreation's (DSR's) CSRFF Small Grants scheme, the Great Southern Development Commission (GSDC) and the Shire of Katanning. The Study identified long-term financial and operational sustainability of the KCC with the incorporation of lawn bowls and hockey with the construction of new facilities and subsequent demolishing of existing facilities.

Needs Assessment

A comprehensive Needs Assessment was carried out through consultations with various stakeholders and both primary and secondary market research activities, involving interviews and surveys among existing and potential users of the KCC. Secondary research was undertaken through the collation and analysis of previous studies and relevant statistics.

Key conclusions from the needs assessment are as follows:

- The proposed redevelopment aligns with a number of local, state and federal strategies and policies, including local strategies focused on improving lifestyle and well-being through increased recreational and leisure opportunities for all residents and the further consolidation of sporting activities at the Katanning Country Club and Katanning Leisure Centre to support existing infrastructure.
- Katanning is the regional centre for the Central Great Southern and provides higher order services to a number of smaller neighbouring towns. The fact that 23% of respondents to the membership survey of the KCC are resident in neighbouring Shires demonstrates the value of the KCC as a cross-regional Sport and Recreation facility.
- Katanning has registered population growth in recent years and this is expected to continue. With a base case population growth rate of 2%, the population of the Central Great Southern region is projected to reach 16,000 (a 20% increase) in the next 10 years and 20,000 (a 50% increase) in 20 years. However, these projections do not take into account substantial potential additional population growth from and the impact of the SuperTowns program, and proposed commercial developments which could see a higher growth rate of 4% per year. The challenges associated with population growth include pressure on the provision of services including sports and recreation. The ageing population will also increase demand for the provision of recreational space and leisure pursuits.
- National participation rates in sports demonstrate that sporting clubs play a central role in encouraging participation in sports in regional communities. Golf, tennis and lawn bowls are in the top ten club-based sports for participation. The Upper Great Southern has one of the top five participation rates for golf in WA. However, the participation rate for lawn bowls in Katanning (60 players) is currently around half of the average rate in country WA (2.34% of the population).
- The survey of current provision of facilities in Katanning demonstrate that there is inadequate capacity for golf (in terms of supporting infrastructure) and squash, but more significantly, the quality of facilities is sub-standard for lawn bowls, hockey, golf (club house), squash and tennis. Without a major upgrade of facilities, the KCC (in conjunction with the KLC) must meet requirements and standard of facilities for Central Great Southern region.
- Although the current membership of the KCC is relatively satisfied with the facilities provided, there is considerable discontent concerning the state of the facilities. Most of the facilities are satisfactory for the current level of members and visitor usage; however, double the participation and many areas would be inadequate or unsatisfactory. Current members highlight improvements required, including the lower level change-rooms and toilets, squash courts and squash deck upgrade; the need for improved tennis club rooms; provision of more storage areas; a more family friendly environment and increased or improved parking facilities. The current facilities also do not cater for the disabled, and cannot have ability to provide for more than one sport or event at a time (when seeking to serve 5 sports and provide an events calendar and serve meals).
- Current users would welcome and support the opportunity to participate in a wider range of sports if the KCC were to extend the range of sports being offered through the co-location of other sport clubs. Bowls attracted the major interest in terms of the preferred sport to co-locate to the KCC.

The outcome of this extensive consultative and research process can be encapsulated in the following **Statement of Need**:

> *"For forty years, the KCC has demonstrated the substantial benefits of co-location of sporting clubs. However, escalating maintenance costs, an increasing gap between the standards considered acceptable in 1976 and minimum expectations today, and capacity constraints, are presenting serious sustainability challenges for the future. The Katanning Bowling Club and Katanning Hockey Club are also facing similar challenges, representing an even greater threat to their survival. These issues are arising as Katanning is entering a significant growth phase and most needs the lifestyle and community benefits of its sporting clubs. Katanning either needs to accept a slow decline in its sporting clubs, or re-invest to sustain them for the future. As in 1976, co-location remains the most cost effective way of achieving this sustainability. A modern sporting facility, incorporating bowls and Hockey will set the KCC up for another forty years of serving the community."*

The current management structure of the KCC is well proven and an example of best practice for the management of co-located sporting clubs. The existing structure and processes are suitable for over-seeing the redevelopment of the KCC facilities and for incorporating other sporting clubs into the KCC as appropriate.

Options Analysis

In response to the needs identified above, a number of potential development options have been considered. Each potential development has a number of factors that need to be taken into consideration, including cost, potential benefits and disadvantages and planning considerations. The proposed redevelopment of the KCC has focused on three principal options to broaden the range of sports and activities on offer; refurbishment of the existing building and construction of new facilities (either single or double storey). With refurbishment, the principles are to provide modern multifunctional facilities whilst retaining as much of the existing building as possible, however the state of the current facilities and level of works required makes this a challenging option with shorter term benefits. Even an extensive refurbishment cannot hide the fact that the building was not designed as a Country Club, is not easily modified to incorporate necessary changes and is landlocked in a way which would make any new sporting bodies second rate citizens of the Country Club with very little direct access to facilities. It is difficult to deny that if tennis players have difficult access to clubhouse, that other sports placed further away would be satisfied with even less access. With a new build (either single or double story), the redevelopment of the site would involve the construction of a new building followed by demolition of the existing facilities and redevelopment of the sports surfaces. These options ensures a long-term vision is facilitated, future proofing the KCC for another 50 years. In particular the single storey new build option is comparable in capital costs to the refurbishment option but provides longer term benefits and vision out to 50 years. It will also meet all requirements of current and proposed co-located organisations and is more likely to attract new members. The KCC Management Committee will need to decide on the basis of the designs, and the financial analyses (which show lower financial risk for the new build), whether the new build option provides sufficient standard of accommodation for the club going forward.

Financial Analysis

An in-depth analysis on the financial viability and benefit of the three options was also undertaken in the detailed Feasibility Study. Conclusions of the financial analysis are as follows:

- The single storey new build option offers the least financial risk to the KCC with the greatest long term benefit, but it is important to ensure that the construction provides the necessary upgraded facilities that are required to attract the membership growth required for financial sustainability.
- The provision of lawn bowls and hockey as a sport appears to be attractive; without bowls and hockey, refurbishment and new build options all remain in deficit for all of the years modelled.
- However, the financial viability depends critically on the number of new bowling and hockey members that can be attracted to the redeveloped facility. The assumptions in the base cases above are that the KCC will attract a total of 60 new bowls members over the two years following completion of the redevelopment and that the membership base will then grow in line with a 2% population growth rate. All things being equal, the KCC cash position remains positive, albeit diminished from current levels, even with no new bowling members, for the new build option.
- Population growth and a 'new facility surcharge' both play a role in increasing revenues for the KCC for the existing (non-bowling) membership base.
- The financial model is highly sensitive to the underlying population growth rate, and the ability of the KCC to grow its existing membership base as a result. However, given that the new facilities will be of a much higher standard than present, it could be expected that the KCC could in any case increase its membership base by 1.5 to 2% year on year despite the underlying population growth.

- The financial model is not overly sensitive to the 'new facility surcharge', but the base case assumes an additional 2% per year is added to the subscription on top of inflation.
- The model is not overly sensitive to the growth in venue hire revenue, but the base case assumes an additional 20% of business year on year for the first four years following completion of the redevelopment followed by an increase in line with inflation.

Operating income estimates have been based on estimates of the usage categories that drive revenue - i.e. subscription fees, facility hire charges, sports-specific fees, including sponsorships and bar sales. Future incomes growth will include restaurant facilities for the wider community and increased social membership coupled with an active events program.

The base case assumes inflation at 3%, an underlying population growth rate of 2%, a 'new facility surcharge' of 2% per year (on top of inflation), a growth in venue hire of 20% year on year for the first four years following the development and the attraction of 60 new bowls and hockey members over the two years following completion of the redevelopment.

Socio-economic Benefits

The analysis demonstrates wide ranging socio-economic for a range of stakeholder groups throughout the community:

- **Increased capacity** – responding to demand and projected population increases in Katanning, the improved clubhouse, larger number of squash courts and improved tennis facilities will provide increased capacity to cater for current members and increased membership.
- **Increased participation in sports** – better facilities will provide an impetus for increased participation in a range of sports. More significantly, co-location of bowls and the provision of enhanced greens will drive increased membership (addressing the under-representation of participation in bowls in Katanning) and also provide a natural sport for members of the KCC to transfer to in later years.
- **Reduced costs** – co-location synergies will reduce costs. KCC has already demonstrated a good management model for the co-location of clubs and this would benefit other sports (bowling, hockey) if they were to co-locate. There would also be reduced maintenance costs with a new facility compared with the current, ageing infrastructure.
- **Increased provision of facilities for the community** – Katanning is undergoing a growth phase, with a number of drivers for increasing population and commercial enterprises. To respond to these drivers, Katanning needs to improve its community sport and recreation infrastructure (as well as other community infrastructure) in order to provide the basis for the attraction and retention of workers in the town.
- **Increased sustainability** – through facilitating membership growth, the developments would lead to a more sustainable, financially healthy KCC. The improved clubrooms would also increase the potential for income generation through, for example, hosting functions, seminars and conferences. While such activities are already hosted, the capacity constraints of the current building restrict the number of functions that can be hosted especially without disruption for members, and decreases the attractiveness of the venue to organisers.

Project Governance, Risk Management and Funding Strategy

A risk management plan has been presented that assesses the major risks identified with the development and the plans for their mitigation. This is supported by a governance structure for the redevelopment project.

The total development cost excluding GST and including all contingencies and professional fees is $6.43m. Project in-kind contributions totalling $285,000 have been confirmed. KCC intend to raise funds via grant application KCC intend to raise funds via grant application. A funding model has been assumed whereby 17% of the total capital expenditure on the new development ($1m) will be secured from the Community Sport and Recreation Facility Fund, approximately one-half from another regional grants scheme (e.g. Royalties for Regions program or National Stronger Regions Fund) and the remaining 35% through the Shire of Katanning, community contributions and the KCC itself (Table 18). KCC will seek a $250,000 loan through the Shire of Katanning which has been assumed to be interest free and repayable over 20 years, though the details would be subject to negotiation with the lender and also depend on the extent to which the KCC can provide funds from its own reserves or to raise funds through other means. The Shire of Katanning have also committed one million dollars in funding previously allocated to the relocation of the bowling club through the Heritage Precinct Project (see letter of commitment attached). Any cost escalation or unforseen issues in obtaining necessary funds has been accounted for in the risk management plan, with other potential sources of funding including LotteryWest, National Court Rebate (Tennis West - up to $200,000), Holden Home Ground Advantage Scheme ($100,000) and/or a staged project approach (Table 24).

1 Introduction

The Katanning Country Club (KCC) is planning to extend and re-build their premises and to open them up to a greater range of community sports and participation. The need for the project derives from the unsatisfactory condition of some of the club's facilities and the potential benefits arising from co-location of other sports activities, for example lawn bowls, hockey and dance, which is anticipated to increase the overall attractiveness of the KCC and increase member base to ensure the long-term sustainability of the KCC.

As part of the overall planning process, KCC commissioned a Feasibility Study (2012-2016) to assess the needs of the existing user groups and wider community, examine the various options, identify the preferred developments, and examine their financial feasibility and wider socio-economic impact. The Feasibility Study was supported by the WA Department of Sport and Recreation's (DSR's) CSRFF Small Grants scheme, the Great Southern Development Commission (GSDC) and the Shire of Katanning. The Study identified long-term financial and operational sustainability of the KCC with the incorporation of lawn bowls and hockey with the construction of new facilities and subsequent demolishing of existing facilities. This Business Case details the plans for the new development and builds upon the Feasibility Study to source the appropriate capital from various funding organisations for the preferred option.

2 Background to the KCC

2.1 History

The Katanning Country Club was formed in 1976 when the Katanning Golf Club, Squash Club and Tennis Club amalgamated. The three clubs have continued to operate under the umbrella of the KCC which owns and manages the facilities. Each club maintains an individual identity (for example with separate, but coordinated, web-sites) but benefit from the co-location synergies. Each sporting club organises its own competitions and social activities.

The eighteen hole golf course is considered to be one of the best sand green courses in country WA and was voted by Golf WA as the Best Regional Golf Course in 2014. The course benefitted from a flagship project by the Water Corporation to install a full reticulation system, fed by treated waste water (TWW) and now operates as the only golf course in the Region which can host year round golfing events. The experience with TWW reticulation at Katanning and elsewhere is that it has increased viability and sustainability, increased participation in sport and recreation, and supported the region's tourism product.

The Country Club currently has approximately 200 active members and 40-50 social non-members (family members, partners, etc.). Full membership subscription was reduced in 2015 to make it more affordable and attractive for all of the community and is presently $100 per annum (plus a $10 nomination fee for new members – which is also under review). Full members have access to all three existing facilities at all times. A junior membership is available to those aged between 12 and 18 years old and entitles them to the same access to the sporting facilities as adult full members for a membership fee of 10% of the adult membership fee. In addition, each of the three sports clubs set their own fees to cover: state affiliation fees (and may include some coaching and insurance, dependent on the sporting body), course management fees, competition and trophy costs. The sporting clubs also may offer discounts to country members for those who live outside the Shire of Katanning.

2.2 Outline Needs Assessment

The needs for undertaking the redevelopment of the Country Club have been assessed as follows:

2.2.1 Inadequate and ageing current infrastructure

The KCC suffers from a number of serious issues due to the age of the facilities, specifically escalating maintenance costs and an increasing gap between building standards in 1976 and modern expectations/requirements. Furthermore, capacity constraints are causing some issues today and will present greater challenges as Katanning grows. The original building was designed as a golf clubhouse in 1962

and is not suited or designed for future expansion, and the result of the various extensions that have been made (such as the addition of the squash courts) is a poorly laid out facility with no practical options for further extension or addition of further sports.

A summary of the issues with the current infrastructure are as follows:

- The building does not comply with current building requirements.
- There is inadequate access and facilities for disabled persons.
- The roofing and box guttering leaks.
- Potential health and safety issues with some of the facilities (e.g. toilets and change rooms).
- The tennis facility is not fit for purpose, is suffering from concrete cancer, rusting lintels, etc.
- The squash club has (60-80) members sharing four courts. This means fixtures need to be scheduled late into the evening - up to 11pm or midnight. Squash membership has declined as a result.
- There is a lack of storage space, for example the golf buggy room is non-existent and the men's and ladies changerooms are undersized and do not conform to Health regulations, kitchen storage and coolroom facilities do not exist, etc.
- The clubroom's 200 person maximum capacity, ageing appearance, and inadequate amenities constrain the ability of the KCC to host larger events such as club open days that could encourage wider community sports participation, inter-club events with other towns, and non-sport community events.
- The clubroom's limitations and the absence of separate function and meeting rooms limits the ability of the facility to attract other uses – for example conferences, training, and other purposes. Lack of options for future expansion.

The building is now at a stage that prohibits further expansion to respond to increasing demands.

2.2.2 Co-location potential

There is the potential for the co-location of other sports at the KCC. Historically, sporting clubs have been dispersed throughout the town, operating from their own stand-alone facilities. With the introduction of the Katanning Leisure Centre there has been a consolidation of some of these sporting clubs which benefits from improved ability to attract funding, economies of scale on capital costs (via sharing of common spaces between members) and operating costs for the operation of the facilities (for example building maintenance and management). The co-location of facilities also raises the profile of the participating clubs, supporting the promotion and community participation in the sporting facilities. Indeed, **the KCC was among the first to recognise the benefits of co-location of squash, golf and tennis, and the advantages from co-location have been key factors in the KCC's successful 40 year-track record of operation.**

The remaining sporting clubs in Katanning that operate as stand-alone facilities are actively being encouraged to consider relocating to consolidated facilities. This will support sustainability of all involved clubs and help attract ongoing government funding for future upgrades. Co-location will also align with the Shire's strategy to focus sports and recreation activities at:

- The Katanning Leisure Centre (swimming, gymnasium, indoor basketball and volleyball, football, cricket, soccer, rugby), and
- The Katanning Country Club (golf, tennis, squash, lawn bowls, and hockey).

The proposal to co-locate bowls and hockey responds to some key issues with the current locations of those sports in Katanning:

- **The Katanning Bowling Club** premises are also inadequate and the greens need to be converted to a synthetic surface to respond to water restrictions and increase sustainability. These issues have restricted membership growth with the result that participation in bowls is grossly under-represented when compared with other regional towns. **The current membership of 60 or so is around half of what it should be given the population of the town.** Co-location at the KCC could provide a greater impetus for

participation and membership growth and would be a good fit for the demographics of the KCC, allowing members to easily transfer from other sports to bowling.

- **The Katanning Hockey Club** is currently located at the Katanning Leisure Centre (owned and managed by the Shire of Katanning), where they share a sports ground with soccer, rugby and cricket and other events such as sheep exhibitions. Soccer and rugby are aggressive sports which contribute a significant wear and tear to the playing surface, to the point where the ground is regarded as the least suitable in the competition by visiting teams. Consequently, **hockey players are also under-represented in the town's demographics with some players opting to represent other towns with better facilities as a result.** There is a small isolated single-room structure which serves as a clubroom, however the structure does not contain change rooms, showers or toilets and players are required to make to 150m journey to the main building for these services. The Katanning hockey Club currently has 30 adult members (15 men & 15 women), and 20 juniors. They play in the Central Great Southern Association against 7 other men's teams, 6 other women's teams, and 6 junior teams from Kojonup, Woodanilling, Broomehill and Tambellup. Teams currently train three nights per week while there is light, with men, ladies and Juniors not necessarily training on the same night. In the order of 6 or 7 senior players have opted to play for other clubs or in other leagues where more appropriate facilities and venues are available for their enjoyment. Only one player from Tambellup has graduated to state league level which is reflective of the opportunity and surface disparity available to local players. There is no intention to rob games from other towns; moreover Katanning would be able to retain their fair share of seasonal games and Finals which in the past have been surrendered due to poor standard of surface following rugby and soccer games and sheep exhibitions. Katanning in the past has also hosted the Great Southern Hockey Carnival with representation from other towns and associations including Esperance, Mt Barker Albany, York, and Pingelly – a total of up to 20 Teams. There would also be the opportunity to host the odd exhibition game (such as Kookaburras, happening in Narrogin this year). In addition the Hockey Club would like to run a Super 8's Competition under lights during the week, this is not possible with current facilities.
- The result of co-location of both lawn bowls and hockey is likely to be better participation rates in both sports. Additionally, particularly for Katanning's growing aged demographic, there is a benefit from membership at a club where participants can graduate through a range of sports over the length on their lives and would benefit considerably from maintaining an active lifestyle.
- There are likely to be other social and community benefits from maximising the diversity of the KCC membership, for example by providing facilities where all ages from the very young to the aged can mingle without playing sport. It allows for a shift to a more family and community friendly environment which incorporates play equipment for younger people (similar to the McDonalds indoor experience), outdoor playground equipment for the older children, outdoor barbeque and garden facilities and perhaps a mini putt-putt layout in due course.

2.3 Summary of benefits

The primary benefit of the proposed project is an increase in participation in sport in Katanning today and in future, as the town grows. Larger, better sporting facilities and a new clubhouse will provide an impetus for increasing participation by:

1. ***Meeting the demand for sports today and in future.*** This will be achieved by removing the capacity constraints, which will become increasingly severe as Katanning grows. Responding to demand and projected population increases in Katanning, the improved clubhouse, larger number of squash courts and improved tennis facilities will provide increased capacity to cater for current members and increased membership.
2. ***Stimulating the demand for sport.*** Demand stimulation will arise due to the benefits of co-location. Co-location enables member clubs to provide more attractive facilities than they could afford on their own, and reduce membership costs via the operating efficiencies of co-location (e.g. economies of scale in maintenance and management costs). Finally, co-location of the three existing KCC clubs and bowls/hockey will stimulate cross-membership and facilitate membership transition between these clubs. Co-location of bowls/hockey and the provision of enhanced greens will drive increased

membership, addressing the under-representation of participation in bowls and hockey in Katanning, and bowls will also provide a natural sport for members of the KCC to transfer to in later years.

3. ***Reduced costs.*** Co-location synergies will reduce costs. KCC has already demonstrated a good management model for the co-location of clubs and this would benefit other clubs (bowling/hockey) if they were to co-locate. There would also be reduced maintenance costs with a new facility compared with the current, ageing infrastructure.
4. ***Increased provision of facilities for the community.*** Katanning is undergoing a growth phase, with a number of drivers for increasing population and commercial enterprises (e.g. SuperTowns initiative, the potential recommencement of mining operations at the Badgebup gold mine, expanded agricultural activities and processing). To respond to these drivers, Katanning needs to improve its community sport and recreation infrastructure (as well as other community infrastructure) in order to provide the basis for the attraction and retention of workers in the town.
5. ***Increased sustainability.*** By facilitating membership growth, the developments would lead to a more sustainable, financially healthy Country Club. The improved clubrooms would also increase the potential for income generation through, for example, hosting functions, seminars and conferences. While such activities are already hosted, the capacity constraints of the current building restrict the number of functions that can be hosted and decreases the attractiveness of the venue to organisers. The increased revenues from hiring out club facilities will also further support the financial viability of the KCC, and ultimately therefore also assist stimulate sporting participation via enabling lower membership fees.
6. ***Community activities support and facilitation.*** With scope for further collocation of sports in the future – consistent with wider strategic planning issues.

2.3.1 Why is sporting participation in Katanning important?

The positive impact of increased participation in sport, particularly in regional communities, is well recognised in Western Australia:

> *"The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flows from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important."*[1]

Participation in sport may also have a positive impact on the local economy. The Economic Value of Sport and Recreation in Western Australia (2004) recognised *"...the significant potential of our industry (the sport and recreation industry) to contribute to our State's economic growth".*

The Future of Sport in Australia[2] was a Federal Government initiative to investigate the reforms required to *"ensure Australian Sporting systems remain prepared for future challenges at both the community and elite levels."* The panel recommended that some priority should be given to those sports played that encourage wide participation around the country and even more to those sports that engage their members through their lifetime. The Panel also found that there is no coherent approach to building community sports and the physical facilities that are required. The report indicated that Governments at all levels will have to increase their investment in community facilities if grass roots sport is to flourish, and that instead of a primarily top-down approach to national sporting organisations and state sporting organisations a more holistic approach, which includes investment at a local level, is needed. The report also recognises that sport can make a significant contribution to improving the health and well-being of the community, and **strongly recommends the development of community based sporting projects that can engage broad sections of the community,** such as multi-sport facilities.

[1] More than winning: The real value of sport and recreation in Western Australia. WA Department of Sport and Recreation.
[2] Australian Government Independent Sport Council – Future on Sport in Australia. 2009.

3 Needs Assessment

This section provides a comprehensive Needs Assessment. The items and topics covered include a review of relevant documents, analysis of current and future sporting trends, socio-economic factors relating to Katanning and its surrounding region, analysis of various stakeholder consultations and surveys and a Statement of Needs.

3.1 Review of Relevant Documents

The following documents have been reviewed to assist the Needs Assessment element of this Business Case:

- Shire of Katanning Strategic Plan 2010 – 2020
- Shire of Katanning Community Plan 2013 - 2023
- Shire of Katanning SuperTowns Growth Plan.
- Great Southern Development Commission Strategic Plan.
- Great Southern Regional Investment Blueprint.
- WA Department of Sport and Recreation Plans.
- Great Southern Regional Plan for Sport and Recreation.
- Review of Sport and Recreation in Western Australia.
- Regional Development Australia Great Southern strategy.
- Australian Government Independent Sport Council – Future on Sport in Australia, 2009.
- Review of Sport and Recreation in Regional Western Australia, July 2008.
- More than winning: the real value of sport and recreation in Western Australia, 2009

3.1.1 Fit of the proposed project with local strategic plans

3.1.1.1 Shire of Katanning Strategic Plan 2010 - 2020

The Shire of Katanning has adopted a forward looking and aspirational strategic plan. The proposed KCC development supports elements of this plan:

Mission

- Progressing our community through the celebration of diversity and achievements.
- Improving our lifestyle and wellbeing, through increased recreational and cultural opportunities, more options for young people and seniors, and safety and security.
- Enhance the community's amenities, by maintaining and improving the Shire's infrastructure.

The proposed project addresses the diversity agenda through encouraging a wider range of age groups to participate in sports and community events. In addition, there is the potential for encouraging greater cultural diversity. Although the sports represented at the KCC are traditional 'European-aligned' sports, the enhanced facilities at the KCC could be leveraged to host, for example, multicultural events such as showcasing ethnic sports (such as Sepak takraw), bilingual coaching days, and non-sporting cultural events. This could also provide other sources of funding for the facility construction and/or membership subsidies.

3.1.1.2 Shire of Katanning Community Plan

The community consultation phase for the Shire of Katanning Growth and Implementation Plan developed this aspirational vision of growth for Katanning. The Plan notes that achieving growth will require a collection of local and district level programs and projects that focus on strengthening our local community and provide growth opportunities and diversification of our economic base.

It includes key aspirations for sports facility consolidation and new development, as well as improvements to recreation amenity, ensuring that all community members have access to diverse and affordable sporting and recreation opportunities. The Plan specifically identifies incentives for the Bowling Club to relocate to the Country Club.

3.1.1.3 *Shire of Katanning– SuperTowns Growth Plan*

As part of the State government's SuperTowns program, a Growth Plan has been developed for the Shire of Katanning. Katanning was chosen as a SuperTown because of its growth potential, central location and demonstrated governance ability. The vision for SuperTowns is to create communities with access to services, affordable housing and a diverse range of lifestyle and job opportunities. An intensive community and agency consultation program was undertaken between November 2011 and February 2012, from which an aspirational vision. One of the recommendations from this process was:

Recommendation 130: Pursue consolidation of sporting activities at the Country Club and Katanning Leisure Centre to support existing infrastructure.

3.1.2 Fit of the proposed project with state strategic plans

3.1.2.1 *Great Southern Regional Investment Blueprint*

The Great Southern Regional Blueprint seeks to plot the region's future out to 2040. It sets out an aspirational vision with short, medium and long term ambitions, including ways to measure progress towards these. It is based on a great deal of research and consultation with various stakeholder groups and individuals.

Four main themes or 'regional imperatives' drive the Blueprint and its vision for the region's future:

- Economic growth and diversification
- Infrastructure and services
- Knowledge and innovation
- Community and environment

Within the Blueprint, a series of aspirational economic, social and environmental indicators, or measures of success, were developed from an analysis of relevant research data, information, consultation and feedback from a wide variety of sources. Notable challenges for example include ensuring that residents are healthy, active and engaged, have a strong sense of wellbeing and excellent opportunities. It goes on to detail the transformational project opportunities and the regional imperatives that drive them that represent the priorities of the Great Southern region to 2040. The Blueprint seeks to engage these priorities in partnership with government, business, community groups and residents through a diverse range of interrelated actions, projects and initiatives.

Of the six Transformation Projects identified in the Blueprint, one is "Strong Communities – Community Development and Amenity". This seeks to maintain and enhance the region's communities to ensure the Great Southern is recognised as a preferred region in which to live, work and invest:

> *"Western Australia's population will continue to grow in decades to come and the Great Southern's population will share in the increase. To retain existing residents and to be recognised as preferred locations for new residents, communities in the region need more than basic infrastructure and services. Communities need to be able to offer a range of employment opportunities, supportive social environments and attractive local amenity."*

The Blueprint also notes that sport and recreation participation is important for sustaining a healthy population and is particularly important for rural and regional communities, for example in attracting and retaining youth.

3.1.2.2 *Great Southern Regional Plan for Sport and Recreation*

The proposal responds to specific issues in the Great Southern Region identified in a 2008 Review of Sport and Recreation in Regional Western Australia including:

- The lack of facilities,
- The poor standard of facilities – old and beyond use by date,
- Heavy focus on traditional sport rather than community participation,

- A substantial increase in maintenance costs due to a number of factors, e.g. as buildings age and costs of upgrading to meet mandatory safety requirements, and
- Water shortages and the challenges of developing new methods of harvesting water for clubs and their facilities.

The Great Southern Regional Plan for Sport and Recreation Report (November 2005), indicates the development of policies that focus on:

- The co-location of compatible entities in shared facility arrangements,
- Sport and recreation activities that have demonstrated their sustainability,
- Developing local facilities across the region (with priority being given to co-located facilities),
- The creation of partnerships between local governments, state associations, regional associations and local clubs regarding the development of regional projects.

3.1.2.3 Department of Sport and Recreation

The WA Department of Sport and Recreation has released several documents that reference the importance of sustainable sport and recreation developments, including the following:

- SD5 - Strategic Directions for the Western Australia Sport and Recreation Industry (2011 – 2015) details its intent to provide vision and direction for WA's sport and recreation industry, increase stakeholder understanding of emerging issues, guide strategic planning processes for organisations, and better inform governments of stakeholder aspirations,
- More than winning: The real value of sport and recreation in Western Australia details that "The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flows from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important",
- Economic Value of Sport and Recreation in Western Australia (2004) gives "an insight into the significant potential of our industry (the sport and recreation industry) to contribute to our State's economic growth", and
- Climate Change: climate change in no longer just a concept (December 2007). This document outlines the direct and indirect impact of climate change, justifying why governments and communities should assess and implement water retention and re-use systems including the management of such systems.

3.1.2.4 Review of Sport and Recreation in Western Australia

In 2007, the WA Government commissioned a dedicated *Review of Sport and Recreation in Regional Western Australia*. The key themes that were raised following the state-wide consultation process included[3] the challenges in progressing capital works projects for sport and recreation facilities, and pressure on community-based organisation to attract and retain volunteers. The four key findings in the report, that are relevant to this Feasibility Study include:

- **Impact of Population Growth:** Due to rapid population growth in key regional centres *"sport and recreation organisations and local governments are struggling to meet the demands in high growth localities."*
- **Financial Disincentives**: that negatively impact on participation and achievement in volunteer sporting clubs, including high intrastate travel costs, GST charged on sport and recreation related sales, impost of fees and charges levied by local governments on community-based sport and recreation and levies charged on clubs by regional and state associations.
- **Increase in Operating and Maintenance Costs:** *"The operating and maintenance costs for sport and recreation facilities have risen significantly in recent years"*. The report indicates that there is a

[3] Review of Sport and Recreation in Regional Western Australia, July 2008.

requirement to improve *"Life of Asset"* planning, adherence to resource sharing and innovative facility design to reduce operating and maintenance expenditure.

- **Impact of Climate Change**: need to be considered when developing sporting facilities.

3.1.3 Fit of the proposed project with federal strategic plans

3.1.3.1 Regional Development Australia Great Southern

The proposal also aligns with a number of areas in the RDA Great Southern WA Regional Plan 2013-2018, which notes that sport and recreation make an important contribution to society and that this is especially relevant to communities within the Great Southern region. The plan recommends region-wide coordination of initiatives, providing more programs for youth and families including sports. The Regional Plan also notes a key strategy being to *"provide regional community sport and recreation opportunities and infrastructure to stimulate participation"*, as well as the importance to develop multi-use facilities in rural towns.

3.1.3.2 The Future of Sport in Australia

The Future of Sport in Australia[4] was a Federal Government initiative to investigate the reforms required to *"ensure Australian Sporting systems remain prepared for future challenges at both the community and elite levels."*

The following general themes were considered paramount for the Australian Sporting Council to consider when developing sport policy:

- Credible performances on the world sporting stage, particularly in sports well-liked by Australians.
- High sport and recreation participation rates across the community.
- Vibrant clubs and local and national competitions.
- The ability of sport to contribute to inclusive and harmonious outcomes in communities.

Interestingly, the Panel found no evidence that high profile sporting events like the Olympics, Wimbledon or the Australian Football League Grand Final have a material influence on sports participation. This finding led the Panel to recommend that some priority should be given to those sports played **that encourage wide participation around the country and even more to those sports that engage their members through their lifetime**.

A summary of the report's findings that impact upon community sporting activities is as follows:

- The Report stated that the ***"infrastructure of community sport, made up of both people and facilities, is under threat."*** This was primarily due to the decline in the number of volunteers, changing lifestyles, flexible working hours, large out of pocket expenses and onerous compliance obligations and duties of care are seen to be the major drivers of a declining volunteer base.
- Further, many sporting organisations are required to operate as a small business, which results in committees having to deal with complex off the field issues. These demands place additional pressure on volunteers who may not be fully equipped to carry out these roles.
- The Panel also found that there is **no coherent approach to building community sports and the physical facilities that are required**. The report indicated that Governments at all levels will have to increase their investment in community facilities if grass roots sport is to flourish.

The report recognises that sport can make a significant contribution to improving the health and well-being of the community as well as the importance of volunteers in the success of community sporting clubs and associations. Finally, the report **strongly recommends the development of community based sporting projects that can engage broad sections of the community, such as multi-sport facilities.**

[4] Australian Government Independent Sport Council – Future on Sport in Australia. 2009.

3.2 The Need for Co-Location

The proposal to increase the level of co-location of sports in the new KCC, and the benefits that are expected to result, are consistent with the policy of the Department of Sport and Recreation. According to DSR's *Facility Planning Guide Sport and Recreation Facilities March 2007,* there are many benefits to joint provision and shared use of sport and recreation facilities including:

- Less duplication and maximum use of community facilities and services.
- Creation of a community hub-a focal point for community activity.
- Shared capital costs, services, resources and expertise.
- Improved relationships between organisations.
- Reduced operating costs.
- Increased community ownership of facilities.
- Access to a broader range of services and expertise.
- Reduced vandalism.

3.3 Current and Future Sporting Trends

3.3.1 National participation rates

The Federal Department of Health and Ageing's Exercise, Recreation and Sport Survey (ERASS)[5] was carried out nationally between 2001 and 2010 and provided annual information on the frequency, duration, nature and type of physical activities in the form of exercise, recreation and sport that are undertaken by persons aged 15 years and above. The most recently available information is from the 2010 survey. ERASS provides statistical data on participation rates for various forms of physical activity in Australia. For 2010, it was estimated that 69.4% (12.2 million) of all Australians, over the age of 15, participated in a form physical activity for exercise, recreation or sport at least once a week. 47.7% (8.3 million) of Australians participated in a physical activity at least 3 times a week. **The regular participation rate for any physical activity among persons living in capital cities was slightly higher than for those living in the rest of the state (49.2% and 44.9% respectively).**

In terms of activities, golf and tennis are among the top ten. An estimated 1.2 million persons aged 15 years and over participated in golf at least once for exercise, recreation or sport in the 12 months prior to interview, and 1.1 million in tennis.

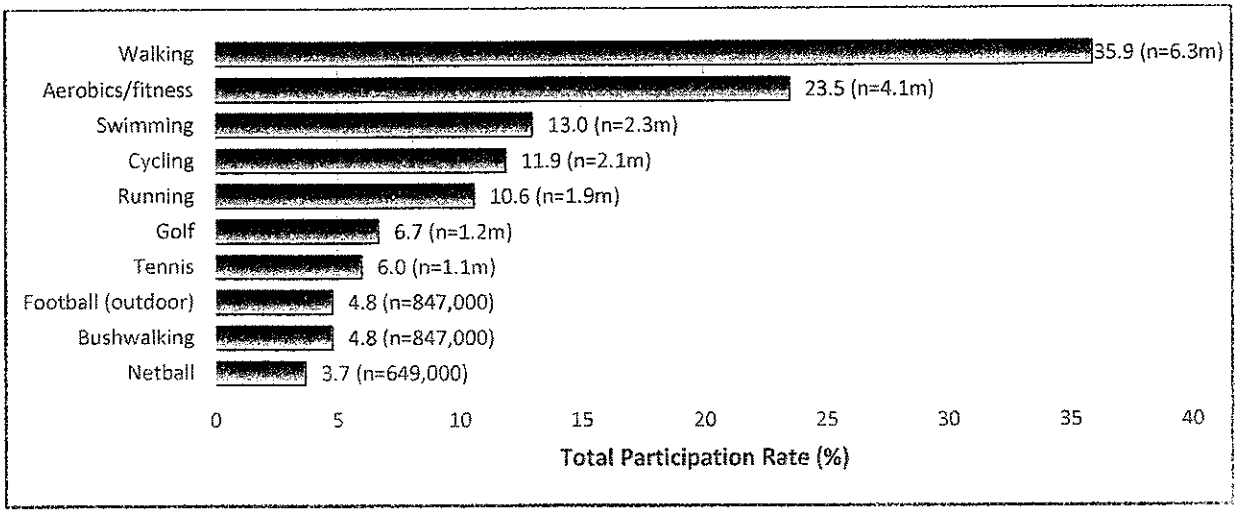


Figure 1. Top ten activities, 2010.

[5] The Exercise, Recreation and Sports Survey, 2010 Report, Australian Sports Commission.

Focusing on club-based physical activities, those aged between 15 to 24 years of age had the highest level of club-based physical activity at 17.7%. Generally, regular participation in club-based physical activity was most common among males (7.9%) than females (4.8%). Capital cities experienced a lower level of regular participation in club-based activities (5.9%) than in regional areas (7.0%).

Therefore, while regular participation rates maybe lower for regional populations compared with metropolitan areas, club-based participation is higher in the regions, implying that sporting clubs play a more central role in encouraging participation in sports.

Australia's top ten club-based physical activities in 2010 were as shown in Table 1. Golf, tennis and lawn bowls are all in the top ten club-based sports for participation. Over the past decade, participation in golf has been relatively static (1% decrease from 2001 to 2010) while tennis has decreased (13% decrease) but lawn bowls has experienced a strong increase (13% increase).

Table 1. Top 10 national club-based physical activities by participation rate,

Activity	Participation Rate
Golf	3.0%
Football (Outdoor)	2.6%
Netball	2.2%
Australian Rules Football	2.1%
Tennis	1.9%
Cricket (outdoor)	1.9%
Lawn Bowls	1.7%
Touch Football	1.6%
Basketball	1.4%
Martial Arts	1.0%

According to the second annual National Golf Census, the decrease in the formal membership of golf clubs is a reflection of: changing Australian demographics, an increasingly time poor population, seeking short, flexible options for keeping fit and recreation, and increasingly wider choices in sport and recreational activity. Non-metropolitan, or country, participation outstrips metropolitan participation in golf. In 2011, over 55% of participants were in country regions (although these country regions accommodate just 38% of Australian residents).

According to Tennis Australia[6], 51% of the population have played tennis regularly at some point in their lives (8.9 million), 22% of the population currently play tennis once a year (3.8 million) and 7% of the population currently play tennis weekly (1.2 million). Participation is consistently high across both genders and geographic locations. Furthermore, it is claimed that there is huge latent demand to participate in tennis, with an estimated additional 17% of the population who aren't currently playing being interested in playing tennis (2.8 million). **Membership of a tennis club dramatically increases with regularity of play.**

3.3.2 Western Australia's participation rate

The ERASS also provides statistical data on participation rates for various forms of physical activity in Western Australia. In WA, the percentage of persons 15 years and over who participated in any physical activity for recreation, exercise or sport in 2010 was 84.5% compared with the national participation rate of 82.3% The percentage of persons regularly (three or more times a week) participating in physical activity for exercise, recreation and sport over a 12-month period prior to interview in 2010 in WA was 51.9% compared with the national participation rate of 47.7%. The level of participation in physical activity for Perth was 53.6% compared with 47.1% in regional areas.

Table 2 compares Western Australia's participation in physical activity by age group in *sport or recreation club or association* with the similar national participation rate.

Table 2. Total participation rate. Western Australia versus National

Age Group	Western Australia Participation Rate (%)	National Participation Rate
15 – 24	35.0	46.1
25 – 34	27.9	26.1
35 – 44	22.9	24.8
45-54	16.6	18.5
55-64	19.8	17.7
65 and over	18.5	19.5
Total	23.7	25.7

These results indicate that for most age groups, Western Australia's participation rate is similar to National averages. **However, the 15 – 24 age group has a significantly lower participation rate than the national average.**

[6] Tennis Participation in Australia 2010, Tennis Australia and Gemba Group 2010.

The following table represents a summary of major participation in Western Australia (organised and non-organised) in the sports of interest.

Table 3. WA participation rates in the sports of interest

Activity/Trend	Total Participation rate 2006 (males & females) %	Total Participation rate 2010 (males & females) %	% change 2006-2010
Bowls (Lawn)	2.0	2.3	+0.3%
Golf	7.0	5.6	-1.4%
Hockey (Indoor)	0.3	0.4	+0.1%
Hockey (Outdoor)	1.5	1.4	-0.1%
Squash / racquetball	2.2	2.3	+0.1%
Tennis	6.0	4.9	-1.1%

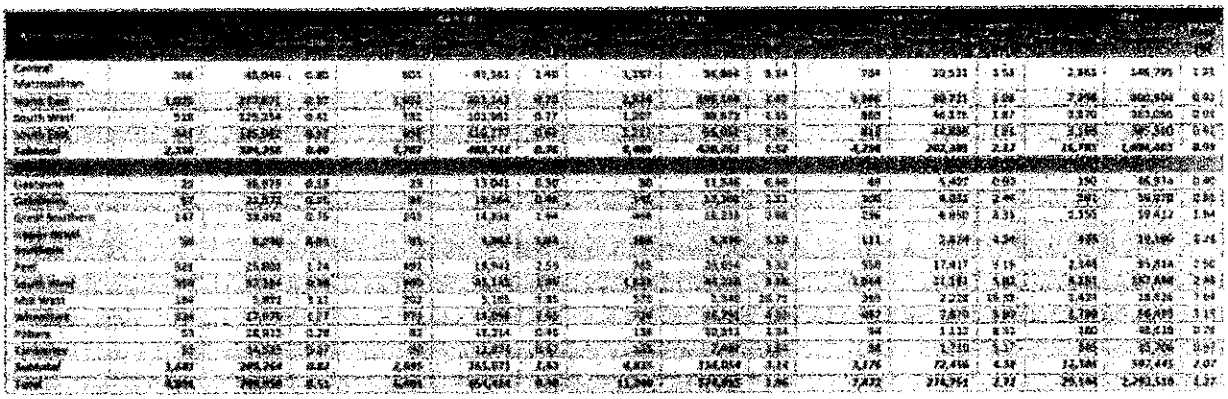
In 2011, Western Australia had an estimated[7] 172 golf clubs, with 34,906 golf club members, 26,337 golf club playing members and 34,136 regular golf participants (3 rounds or more). The age and gender distribution of golf club playing members in WA shows that some 42% of playing members (and 78% of clubs) are in country areas.

Golf participant to population rates are a measure of the extent to which members in each age group and in each region are regularly involved in golf (three rounds or more per annum). For WA, the participant to population rates are presented in Table 4. Western Australian regions with the highest participant to population rates in 2011 were:

- Mid West
- Wheatbelt
- Peel
- Upper Great Southern
- South West

The Upper Great Southern has one of the top five participation rates in the State.

Table 4. Total Participants to Population, Western Australia 2011 – Great Southern 1.94%



Bowls player to population rates show the extent to which people in each region are involved in bowls. The overall player to population rate in WA was 1.42%, the lowest among all the states and territories. The rate in country WA was 2.63% and in metropolitan Perth it was 1.00%[8]. In the Central Great Southern, the overall participation rate was 2.34% (see Table 5). However, for Katanning the participation rate in 2011 was only 1.31%, or around half of that expected for country WA.

The participation rate of bowls players in Katanning is around half of the average rate in country WA.

[7] National Gold Census 2011, Golf Australia.
[8] Bowls WA, Annual Report 2012, p.6.

Table 5. Membership in Country Clubs – % participation/players by town population rates Bowls WA

Club Membership	2010/2011		2011/2012		2011		
Country Clubs	Men	Women	Men	Women	Total # Players	Population	%
Broomehill-Tambellup	14	4	14	4	18	1,282	1.40%
Dumbleyung	15	14	15	12	27	660	4.09%
Gnowangerup	29	18	31	17	48	1,393	3.45%
Katanning	***40***	***18***	***41***	***20***	***61***	***4,653***	***1.31%***
Kent	x	x	x	x	x	601	-
Kojonup	53	36	51	32	83	2,228	3.73%
Wagin	50	36	43	29	72	1,910	3.77%
Woodanilling	x	x	x	x	x	452	X
TOTALS	**201**	**126**	**195**	**114**	**309**	**13,179**	**2.34%**

Base data source: Bowls WA, Annual Report 2012, Town populations: ABS 2009

3.4 Analysis of Social Indicators

This section provides a summary of the Great Southern Region and Katanning's demographic and economic indicators. A review of this information is considered important when analysing the need for regional social infrastructure such as public sporting facilities.

Located 286km south east of Perth, Katanning is one of the district centres within the Great Southern region of Western Australia. The town is situated on the Great Southern Highway and the Northam-Albany rail line, 40 kilometres east of the Albany Highway. The combination of a major railway line and a rich sheep–wheat/grains area surrounding the town has made Katanning an important and thriving centre.

Katanning is the regional centre for what can be termed as the Central Great Southern, comprising the northern Shires of the Great Southern (roughly corresponding to the Australian Bureau of Statistics' statistical sub-division of Pallinup), together with two Shires from the Wheatbelt region that neighbour the Shire of Katanning. Since most of the available economic and demographic information relates either to the Great Southern or to the Wheatbelt, the context described here focuses primarily on the Pallinup statistical sub-division; this will provide a reasonable picture for the pertinent issues across the broader Central Great Southern.

The Great Southern region itself covers an area of approximately 39,000 km^2 (including off-shore islands) of diverse landscape, or around 1.5 % of WA's total area. The region's principal centre is Albany, providing port facilities for some agricultural and forestry produce, with other key regional towns being Mount Barker, Denmark, Kojonup and Katanning. Most people live on the coast with approximately 78% of the region's population living in three of the Local Government Authorities, Albany and Denmark and Plantagenet.

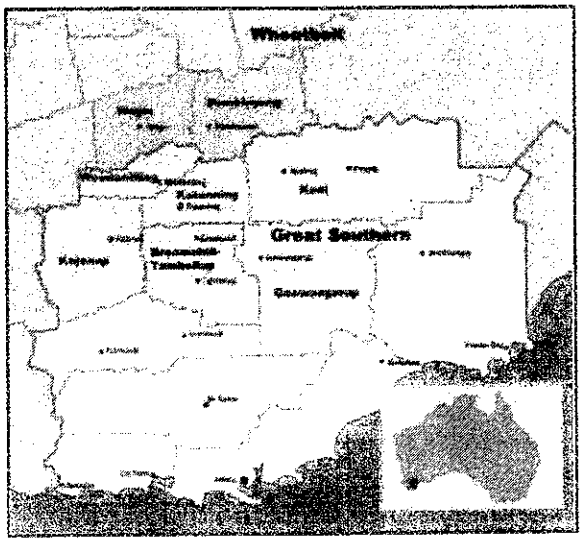


Figure 2. The Central Great Southern

Katanning is a district centre and provides higher order services to a number of smaller neighbouring towns including Kojonup, Woodanilling, Nyabing, Tambellup, Broomehill, Gnowangerup, Wagin, Pingrup and Dumbleyung. These services include the provision of government services such as Police, Hospital, Department of Agriculture and Food. The town also provides regional sporting and recreational facilities.

3.4.1 Population growth

The Central Great Southern region, of which Katanning is the regional centre, comprises the Shires of Broomehill-Tambellup, Dumbleyung, Gnowangerup, Katanning, Kent, Kojonup, Wagin and Woodanilling. Over the years, the general trend in this predominantly rural area has been population decline. The annual growth rate for the whole of WA, for the 12-month period ending in June 2012 (most recent ABS count), was 3.3%. This was, by far, the highest growth rate in Australia. Between 2004 and the latest population estimates in 2014, the AAGR for WA was 2.7%. While the population of WA has consistently grown, the Central Great Southern as a region has experienced slight declines.

Table 6. Central Great Southern AAGR

	2004	2014	% share 2014	AAGR 2004-2014
Broomhill-Tambellup (S)	1,222	1,156	9.4%	-0.55%
Dumbleyung (S)	702	589	4.8%	-1.74%
Gnowangerup (S)	1,478	1,292	10.5%	-1.34%
Katanning (S)	***4,412***	***4,428***	***35.9%***	***0.04%***
Kent (S)	626	524	4.3%	-1.76%
Kojonup (S)	2,288	2,002	16.2%	-1.33%
Wagin (S)	1,916	1,905	15.5%	-0.06%
Woodanilling (S)	404	430	3.5%	0.63%
Central Great Southern	13,048	12,326	100%	-0.57%

AAGR = Average Annual Growth Rate

Generally, the Great Southern as a whole has experienced a consistent pattern of growth for more than a decade. Between 1996 and 2010 the region's population steadily increased by 11.3%. This is an estimated average annual growth rate of 1.2%. The ABS partition during this period included the Pallinup and King statistical divisions, with King including Albany (central), Albany (Balance), Cranbrook, Denmark and Plantagenet. The remaining statistical areas belong to the Pallinup division and experienced an overall decline of 0.98% between 2001 and 2010, and an AAGR of -0.53% between 2008 and 2012. McKenzie *et al*[9] ascribe the decline in Pallinup to be the result of the relatively limited diversification in the sub-region as in most agricultural areas. This is compounded by the 'farm income problem' whereby returns for broadacre produce have diminished while the costs of inputs have increased, requiring more intensive farming and farm amalgamations to achieve economies of scale. These trends have been leading to fewer, larger farms, and fewer people employed in farming. The levels of internal migration are also noteworthy. Compared with WA as a whole, Pallinup has a relatively stable population, which is similar to other broadacre farming regions experiencing youth and employee outmigration.

As in many regional areas, the age structure of Pallinup (and by extension, the Central Great Southern) reflects a general 'out-migration' of young people. When compared with WA as a whole, Pallinup was under-represented in the 15-19 and 20-34 age cohorts at the 2011 census. (For example, the 15-19 age cohort was 4.68% of the population, compared with 11.96% of the WA population). Across the region, the trend is for many younger people to be forced to seek tertiary education, employment and career opportunities in Perth or larger centres. Similar issues are faced by most other regions[10].

As a result, Pallinup had a slightly higher proportion of the population aged between 35 and 55 than WA as a whole at the 2011 census. McKenzie et al. consider that this has two important implications for labour demand in the future:

[9] The Demographic and Economic Dynamics of the Great Southern Region of Western Australia. in Sustaining Gondwana Issue 14 Sep 2008 (Prof Fiona Haslam McKenzie, Prof Matthew Tonts & Dr Amanda Davies).

[10] Regional Development Australia, Great Southern WA *Regional Plan 2010 - 2020* http://www.rdagreatsouthern.com.au/RDAGS_Regional_Plan.pdf

- Over the next decade or so, a relatively large proportion of residents will retire, fuelling demand for 'replacement labour' to fill the gaps.
- The ageing population will increase demands on the local economy and services, in areas such as recreation and leisure, health and social services.

Indigenous Australians account for 3.8% of the total population of the Great Southern. The Central Great Southern has a higher population of Indigenous Australians than the overall Great Southern (7.6% versus 3.8%). The highest representation is in the Shire of Broomehill-Tambellup, where 16.1% of the population is Indigenous, followed by Gnowangerup (11.1%) and Katanning (10.1%).

Katanning is unique in the region as it is known for its multicultural nature which commenced in the 1970s with the influx of Cocos Malays to work at the WAMMCO (previously Metro Meats) abattoir. Katanning now has a large migrant base and accommodates in excess of 50 nationalities. Katanning has 24.6% of its residents born overseas (Census 2011), predominantly Malay, Afghan, Chinese, Burmese, African (various), South African and Filipino. Katanning is a multicultural town of long standing in which multiculturalism works and in which people from a range of backgrounds continue to settle.

Despite only experiencing small growth over the last decade, Katanning is expected to grow significantly in the coming years as WA reaches a projected population of 4.3 million by 2056.[11] The Department of Planning's report *Western Australia Tomorrow* predicts the population of Katanning by 2026 to be 4,960, an 18% increase over the coming 13 years.[12] This number is based on trends of the past 30 years and is a very conservative estimate if some of the major economic drivers for Katanning are realised (e.g. development of a gold mine, expansion of WAMMCO, creation of an agricultural precinct, and promotion of Katanning as a hub for recent immigrants).

Figure 3 has been calculated by projecting 'base case' population growth in Katanning and its neighbouring towns by using a 2% growth rate – considered in light of the average growth rate of WA (2.2%) and regional growth throughout WA in the last ten years (actual figure is 2%).

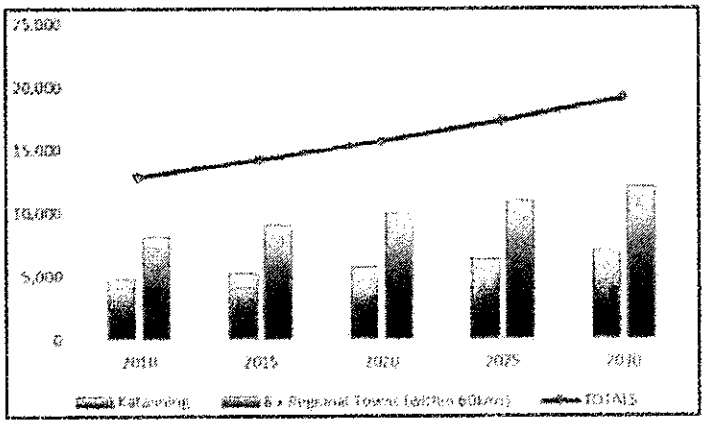


Figure 3. Population projections

The population of the Central Great Southern region is projected to reach 16,000 (a 20% increase) in the next 10 years and 20,000 (a 50% increase) in 20 years, consistent with the most recent projections for WA's population produced by the WA Planning Commission.[13] This population growth will place additional demands on services and infrastructure from the key regional towns. Importantly, these projections can be considered as a "base case" as they do not take into account substantial potential additional population growth from and the impact of the SuperTowns program, and proposed commercial developments.

Through the **SuperTowns program**, Katanning has been identified by the State Government as a target for significant population growth over coming decades, driven by projections of the WA population more than doubling to 4.9 million by 2050, with 1.1 million of this growth needing to be absorbed by regional WA (effectively tripling the regional population as a result of environmental and economic drivers leading to a greater percentage of growth occurring in non-metropolitan areas). Katanning's selection as a SuperTown

[11] 'Western Australia Economic Profile – February 2012', Department of State Development, 2.
[12] *Western Australia Tomorrow Forecast Profile: Katanning (S) Local Government Area*, February 2012, available from http://www.planning.wa.gov.au/publications/6194.asp
[13] Western Australia Tomorrow, Population Report No. 7, 2006 to 2026, Western Australian Planning Commission, February 2012.

reflects the Government's belief that the town will play a pivotal role in absorbing some of this population growth and therefore the need to invest in Katanning's capacity, vibrancy, and commercial and industry base in order to provide an attractive choice for people wanting to live in the region. A range of potential initiatives are identified in the Katanning SuperTown Growth Plan, including potential for a migrant transition centre, food precinct and centre of excellence in engineering. The additional infrastructural investments will provide further incentives for the attraction, and retention, of additional people in the Central Great Southern, and increase the capacity of the town and region to absorb migrants.

Of the proposed **commercial developments**, the highest impact would be from the potential re-commencement by Ausgold of the **gold mine** near to Badgebup. This is would provide a minimum of 200 full-time positions on an on-going basis, with over 250 jobs during the construction phase. The recently completed **Katanning Regional Saleyards** is also having flow-on effects in the attraction of additional livestock-related businesses, together with other investments by the state government in agriculture-related infrastructure in the town.

The influence of these factors would be expected to add to the underlying population growth rate and it is reasonable to project an increase from 2% per year to 4% per year growth (Figure 4).

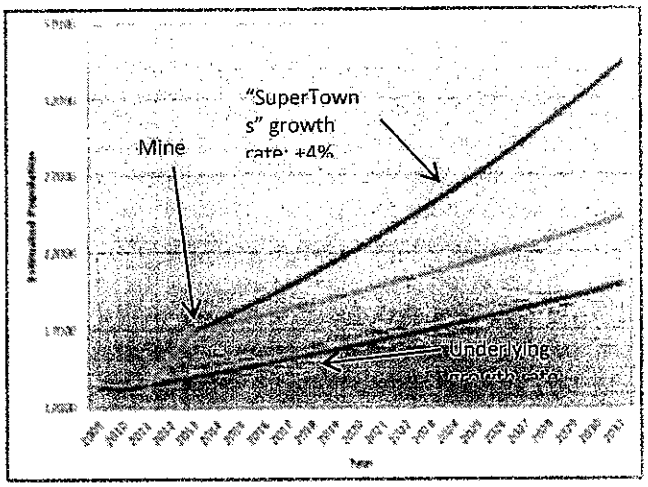


Figure 4. Potential population growth, Central Great Southern

The challenges associated with this population growth include pressure on housing and industrial/commercial land, utilities infrastructure and the provision of community services (education, health, recreation etc.).

3.4.2 Economy

Gross Regional Product (GRP) of the Great Southern has been estimated to be approximately $5.0 billion in 2013/14, which represented 1.9% of Gross State Product for that year. (ABS and Department of Regional Development). The region's GRP per capita is just over $83,500, compared with over $100,400 for WA as a whole[14] (and compared with the national average of $66,900). The preliminary growth rate (adjusted for inflation) increased by 13.8% during the 2013-2014 year. This strong economy derives from the fact that the region's land is among the most productive in the whole of WA, due to its relatively high and consistent rainfall.

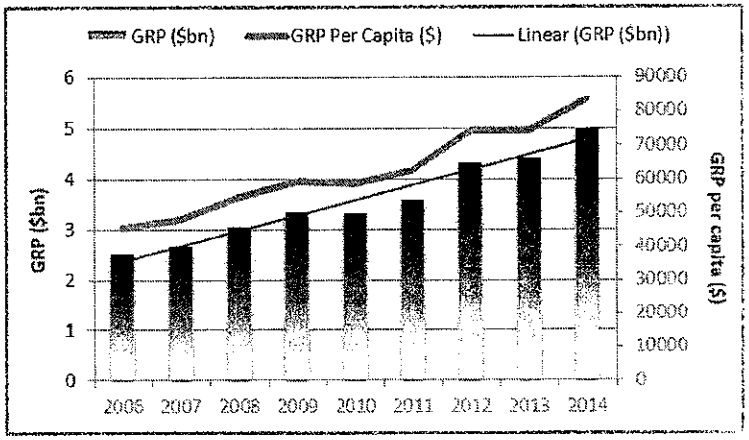


Figure 5. Gross Regional Product, 2001/02 to 2011/12

[14] http://www.treasury.wa.gov.au/uploadedFiles/_Treasury/Economic_Data/gsp_2013-14(4).pdf

Agriculture dominates the regional economy and is valued at $1,042 million (see Figure 6) making the Great Southern the second largest agriculture producing region in WA. Retail, Building and tourism all make a significant contribution to the regional economy. To a lesser extent state fishing and mining also contribute to regional production. The data available for all sectors are the most current, provided by the Department of Commerce.

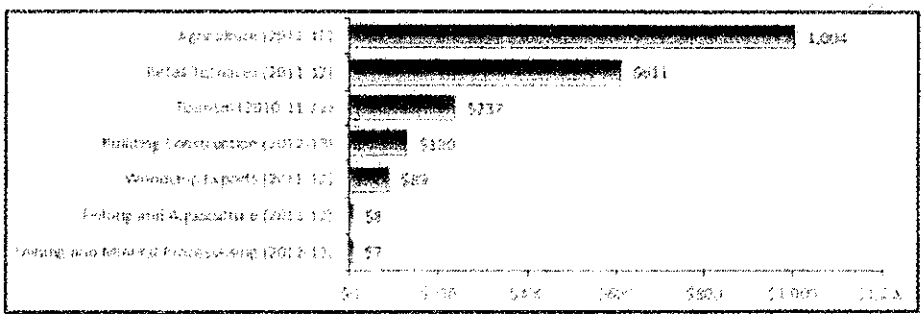


Figure 6. Value of industrial activities in the Great Southern

The economic development of the region builds on its natural and infrastructural assets – climate (for agriculture and tourism) and expanses of cleared agricultural land, forests and natural parks. Capital investment in the areas of power, water and transport infrastructure will attract new industries and expand those already established. McKenzie et al. confirm the picture of the region's strong overall performance but state that the enterprise structure of the Central Great Southern sub-region is generally consistent with similar regions in other parts of Australia. More than 75% of all businesses have four or fewer employees, and half are sole traders. Farming enterprises dominate the business sector, with a range of small and medium enterprises servicing this sector and the broader population. In 2006, some 65% of all enterprises in the sub-region operate in the agricultural sector (compared with 11% across Australia), with the consequence that all other sectors are under-represented by enterprises. According to McKenzie et al.:

> *'The near future is likely to see a degree of inertia, with little change in business numbers, or possibly a marginal contraction as individual farms are amalgamated and expanded. In addition, improving transport links and changing patterns of business interaction are likely to see an increasing number of retail, service and other functions delivered from regional centres'*[9].

In comparison with the eastern states, there is significantly less corporate activity and international investment in agricultural land in the Central Great Southern. Limited numbers of farms (31%) in the region have formal enterprise plans[15].

3.4.3 Ageing population

As is the case nationally in regional areas, the Central Great Southern has contended over the years with out-migration of young people, ageing/retirement of the workforce and difficulties in attracting and retaining labour supply. For example, "Baby Boomers" represent 41.8% of the overall Australian workforce, but 45.2% of the labour force in non-metropolitan areas[16]. Retirement of Baby Boomers means that 40% of workers will leave the workforce in the next two decades. Labour shortages are a major barrier to regional and economic development.

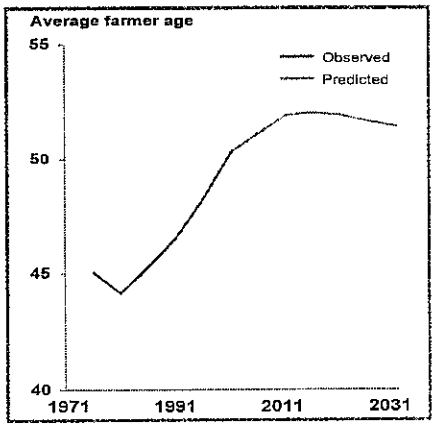


Figure 7. Average farmer age over Australia

Within the Central Great Southern, the agricultural sector will face significant challenges as a result of the loss of skilled workers through the ageing of workforce and outmigration of youth[17]. The ageing of the workforce is a significant issue in a number of sectors in Pallinup.

[9] ABARE.

[15] The Demography of Regional Australia: Current Trends and Impending Change' to Southern Cross University's' Regional Futures. Transformational Economic Development' Symposium in August 2010.

[17] Australia 2020 Summit The Future Of Rural And Regional Australia.

In 2006, those sectors with more than 20% of the workforce over 55 years included: administrative and support services (37.3%); arts and recreational services (30%); agriculture, forestry and fishing (24.4%); accommodation and food services (24.1%), and health care and social assistance (21.6%). Though more recent data is not available at this time, the proportion of aged workforce in these areas is not expected to have changed, and all are important and predominant sectors of the local and regional economy. Retaining youth and young adults in the region and accommodating the growing number of aged people are therefore two challenges that the region will need to address over the coming decade.

As with many OECD countries, one way that Australia will face the challenge of the ageing work force is through overseas immigrants, and this is particularly relevant to the Central Great Southern Region as the percentage of the region's population born overseas is already relatively high. There may be a tendency for migrant professionals to remain in the region for an obligatory two years to secure their permanent resident visas and then move away to larger centres. Therefore, the provision of improved services and infrastructure in the region's towns will be required in order to provide a basis for increasing the retention of these residents. This will include improved and expanded services in leisure, culture, sport and recreation, health and education in addition to industry and commercial development.

The ageing population will increase demand for the provision of recreational space and leisure pursuits. The provision of a variety of sport and recreation options within the Katanning Country Club development, and the linkages to and throughout the community, are key aspects of the proposal that will help service the needs of Katanning's changing demographics.

3.5 Existing and Comparative Provision Review

The provision of facilities for sporting clubs varies considerably throughout regional WA, but the provision of community facilities should be made available and accessible to all residents in the town and surrounding region. A hierarchical facility provision matrix, as shown below, provides definitions for the various different levels of community facilities[18]:

Table 7. Levels of community facilities

	Local	District	Regional
Purpose	Local open spaces are small parklands that service the recreation needs of the immediate residential population.	District open spaces primarily provide for organised formal sport, recreation and conservation protection for the surrounding neighbourhoods. In regional WA, these spaces provide for the wider district.	Regional open space should accommodate significant and important recreation, organised sport, conservation and environmental features. ROS needs to achieve a balance of functions for surrounding districts.

Ratios of facilities per head of population provide useful benchmarks which for the planning of facilities in an area, by identifying areas of potential needs compared to standards applied elsewhere. They are a useful guide for decision making, not an algorithm for calculating exact requirements, as they do not take into account the specific demographic needs of population in the particular community, and they reflect values and community characteristics at a particular period of time, not how these are likely to change over time. Therefore, research on the practices of several other local governments and agency guidelines has been conducted to provide an indication of the community facility provision standards required to adequately meet the requirements of projected population growth. These have then been then modified to reflect the particular conditions of the Shire of Katanning.

Tennis and squash in Katanning is focused at the Katanning Country Club. The KCC is also the principal location for golf. Although there is a second golf course, Forrest Hill Golf Club (FHGC), this is a semi-private golf course with limited opportunities for non-members to play. Also, it is a winter-only (April-October) course and is not

[18] DSR Industry Accepted Classification framework for Open Space – DRAFT (2010).

reticulated. Twenty years ago FHGC had a membership of 100+, today this is down to 15-20 members. The club pays a peppercorn rent to the Shire for use of course and club-house. The FHGC is in decline and is considered to be unviable in the long-term. When it does close, it is likely that a few current members will join KCC, but others will go to Broomehill-Tambellup.

Key points gathered from the community facility standards research of various local government areas are:

Table 8. Community Infrastructure considerations

Sport	Adequate Capacity?	Adequate Standard of Facility?
Bowls (Lawn) grass and synthetic	Yes, but underutilised and the lease on the current facility will not be renewed when it expires in 2016. In addition, the current bowling greens would be unable to handle demand if participation rates were to increase to WA regional average.	No. Lawn surface poor quality with high water consumption. Clubhouse, changerooms, car parking are inadequate.
Hockey	Yes, but shared grounds with more aggressive soccer and rugby see field as the least suitable in the competition by visiting teams.	No. Current facility is a small isolated structure which does not contain change rooms, showers or toilets.
Golf Courses	No. Golf links are adequate but supporting infrastructure is not - limited buggy storage, limited clubhouse capacity for major events.	No. Golf links are high standard but clubhouse facility is aged and does not meet requirements, e.g. leaking roof/gutters, no disabled access or amenities, ageing facilities.
Squash	No. More courts would enable competitions to complete earlier in the evening, attracting more members.	No. Quality of the courts inadequate. Clubhouse facility is aged and does not meet requirements, e.g. leaking roof/gutters, no disabled access or amenities, ageing facilities. Walls no longer suitable for patching (need full replacement) and floors now at stage where they cannot be sanded again to restore to playing condition. A full makeover is due for sustainable future activity.
Tennis (multi surface hard courts and grass)	Yes, however it is possible demand is being suppressed due to the state of the courts. (Only current users were surveyed, not potential users).	No. (Survey). Courts in disrepair, clubhouse facilities as above. Tennis rooms suffer concrete cancer and will need to be replaced shortly for safety reasons.

The current and projected demographic profile will have an impact upon sport and recreation demand in the area. Key population trends are summarized in the previous section. The anticipated impact to sport and recreation participation as a result of the trend has also been provided:

Table 9. Impacts of demographic changes

Trend	Impact
Compared to Western Australia, there is a higher proportion of persons aged 65 plus years of age and a lesser proportion of persons aged between 0-24.	The aging population will create greater demand for the provision of recreational space and leisure pursuits.
Katanning is the inland heart of the Great Southern region and the regional hub for the Central Great Southern.	The KCC (in conjunction with the Katanning Leisure Centre) will need to meet requirements and standard of facilities for Central Great Southern region.
Projected population growth of 2% p.a. increasing Katanning from 4,703 in 2010 to 6,330 in 2025.	Overall demand for all forms of sport and recreation activity will increase as the population increases.
This could be significantly increased through the influence of the SuperTowns program and associated investments and a growth rate of 4% is also possible.	Under representation of Immigrant and indigenous people playing sport.

3.6 Community and Stakeholder Consultations

3.6.1 KCC Consultation Plan

The following tiers of consultation were employed in order to involve the community and various stakeholders in carrying out the needs assessment:

- Assessment of the needs of current sporting user groups via surveys distributed to members (see attached survey: Appendix 1: Questionnaire for Current Users).
- Assessment of the needs of potential user groups by face to face interviews with Committees. (See attached questionnaire: Appendix 2: Questionnaire Sport Club Presidents).
- Assessment of the impacts that an upgrade of KCC facilities may have on non-user stakeholder groups. These assessments were carried out by face to face or telephone interviews.
- Analysis of the various needs assessments and interviews.

The key objectives of the consultation activities were to identify the key wants and needs from various user groups and stakeholders and to identify gaps, or potential duplication in Katanning.

3.6.2 User Group Member Consultation

In order to gather feedback from a wide sample of the users of the KCC, questionnaires were sent to individual members of each user group. The survey was conducted in 2012 and has not been repeated as the results remain fully valid in 2015/16.

The questionnaire used is shown in Appendix 1: Questionnaire for Current Users.

The total number of respondents was 90, all of which are users of the KCC. It should be noted that the **responses of "current users of the facility" may not be representative of the responses of "potential users who do not currently use the facility"**. Current users have, by definition, accepted at least to some degree the current capacity and state of the facilities and their responses may therefore be positively biased towards the facilities. Potential users are an unknown group and could not be surveyed.

The category of membership held by each of the respondents in shown in Figure 8, with the majority holding full membership to the Katanning Country Club.

The duration of membership held by respondents is shown in Figure 9, and demonstrates the longevity of the majority of Katanning Country Club members and is indicative of the social capital established through the long-term commitment to and use of the KCC facilities.

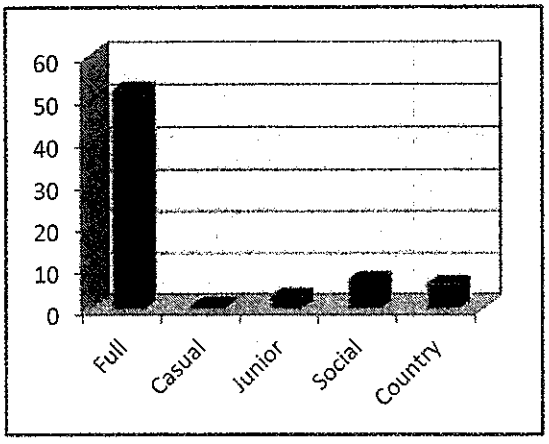


Figure 8. Response to Question 2- What category of membership do you hold?

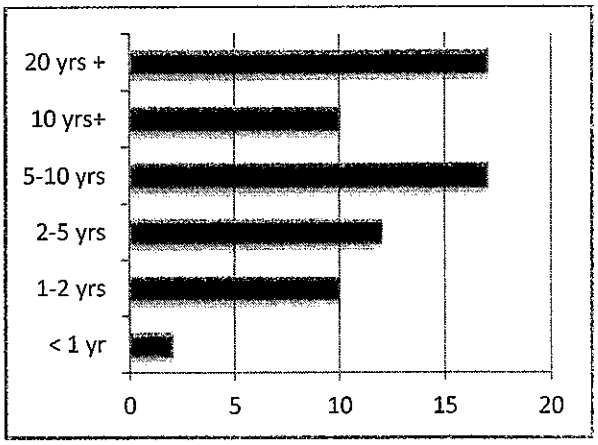


Figure 9. Response to Question 3 - How long have you been a member of KCC?

The modes of transport used by respondents to travel to the KCC show a clear majority of users travel by car and this is reflected in other feedback regarding the inadequacy of car parking facilities. Plans for promoting other forms of transport to and from the facility (e.g. bicycle, team mini-bus or car-pooling of private vehicles) are part of wider community sustainability challenges and are outside of the scope of this proposal.

When asked about their usage of the facilities in Figure 10, respondents indicated that golf was the primary sport undertaken, followed by squash, socialising and tennis.

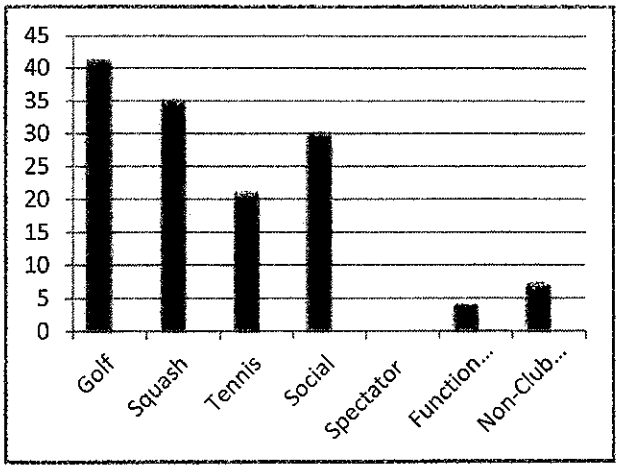


Figure 10. Response to Question 5 - For what purpose do you use the facilities?

A small percentage of respondents specified the purpose of their usage, with the majority either to play sports or socialise (Figure 10). Potential exists to develop the use of KCC facilities for non-Club related activities and also for private and community events, functions and seminars.

Frequency of usage of the KCC facilities as depicted in Figure 11 demonstrates that:

- 36% use the KCC more than once a week,
- 41% use the KCC on a weekly basis,
- 8% use the KCC fortnightly, and
- 14% use the KCC on a monthly basis
- 1% use the KCC on a yearly basis.

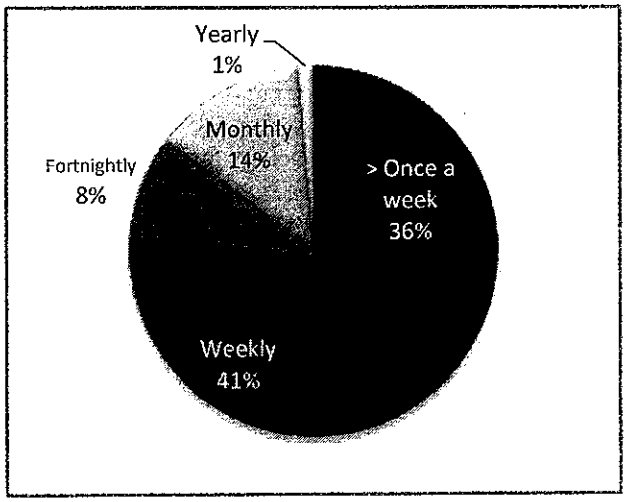


Figure 11. Response to Question 6 - How often do you make use of the facilities?

The majority of respondents use the facilities in the evening, which can be attributed to the popularity of squash, the social benefits that membership affords, and the demographics of members who are not able to use the facilities during weekdays (e.g. those in full time work, students). Weekends and then afternoons follow as the other most frequent times of usage and visitation; with mornings attracting a minority of respondents. All respondents indicated that their times of usage were their preferred times with the exception of one Squash club member. Figure 12 shows that the majority of Golf 33%, Squash 25% and Tennis 17% respondents book the facilities one day in advance, and that 17% of respondents who play Golf book their games one week in advance.

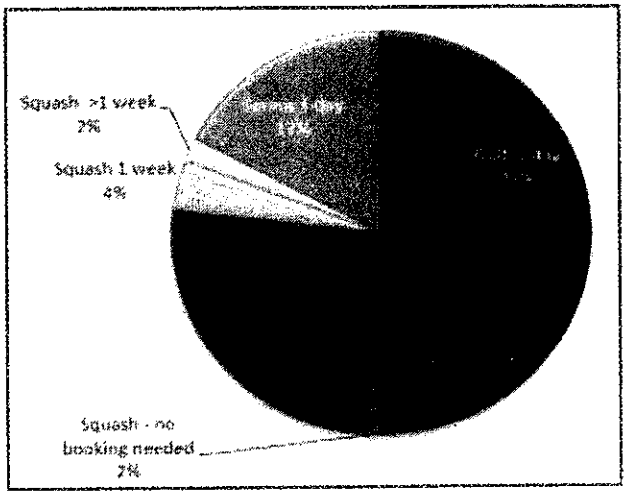


Figure 12. Response to Question 9 - How far in advance do you need to book the facilities?

3.6.2.1 Current infrastructure and capacity

Fifteen areas within existing facilities were rated from Very Good to Very Poor and the results are provided in the table below.

Table 10. Response to Question 10 - Please rate the facilities at the KCC

Please rate the facilities:	Very good	Good	Satisfactory	Poor	Very Poor
Club Bar/Restaurant	28	27	14	0	0
Golf Course	40	16	12	0	0
Squash courts	4	21	19	4	2
Tennis courts	14	28	10	1	0
Club rooms	2	19	22	11	6
Change rooms	0	13	23	20	5
Lockers	0	8	9	16	15
External lighting	2	18	25	7	9
Member Notice Board	3	18	37	3	2
Function room	6	30	23	2	0
Meeting room equipment	4	21	20	8	1
Parking Facilities	4	26	28	13	2
Seating	7	36	22	1	1
Accessibility of facilities	6	32	21	6	0
Availability of facilities	6	35	21	3	0
Total	126	348	306	95	43
% of all responses	14%	38%	33%	10%	5%

Overall, 85% of responses were "satisfactory". This is a good result for the club, and it would suggest that current members are not likely to leave the club in the immediate future due to dissatisfaction with the state of the facilities. However, the potential for significant "sample bias" should be noted. Only *current users* of the facilities were surveyed, and by definition this group has already determined that the facilities are "good enough" for them to use. It would be interesting (but outside the scope of this study) if it were possible to identify and survey the set of respondents who would *like* to be members of the club but who are currently not members, to understand if the state of the current facilities is suppressing demand for membership. Likewise the expectations of potential future members of the club – people who do not yet reside in Katanning – will not necessarily match the expectations of current users.

It would be premature to conclude from the survey ratings that current facilities are adequate for today or for the future.

The areas of the facility with combined ratings of Poor and Very Poor were:

- Lockers 31 (there are no lockers available)
- Change Rooms - 25
- External Lighting - 16
- Parking - 15
- Club Rooms – 17
- Meeting Room Equipment – 9
- Squash Courts - 6
- Accessibility of facilities – 6
- Availability of Facilities – 3

In addition, there was considerable discontent expressed concerning the state of the facilities. For example:

> *"Most of the facilities are satisfactory for the current level of members and visitor usage. Double the participation and many items listed would be found to be inadequate or unsatisfactory".*

Figure 13 demonstrates that the improvements and upgrades considered to be essential by respondents (in descending value) are:

- Upgrade of the aquash courts - 38
- Barbeque area and Childs playground - 39
- Drinking fountain - 31
- Improved lighting - 28
- Additional storage - 25
- Expansion of catering facilities - 24

Followed by:

- Shaded Spectator areas - 17
- Exercise stations - 16
- Upgrade of the tennis courts – 10
- Additional training grounds - 9
- Automated reticulation - 8

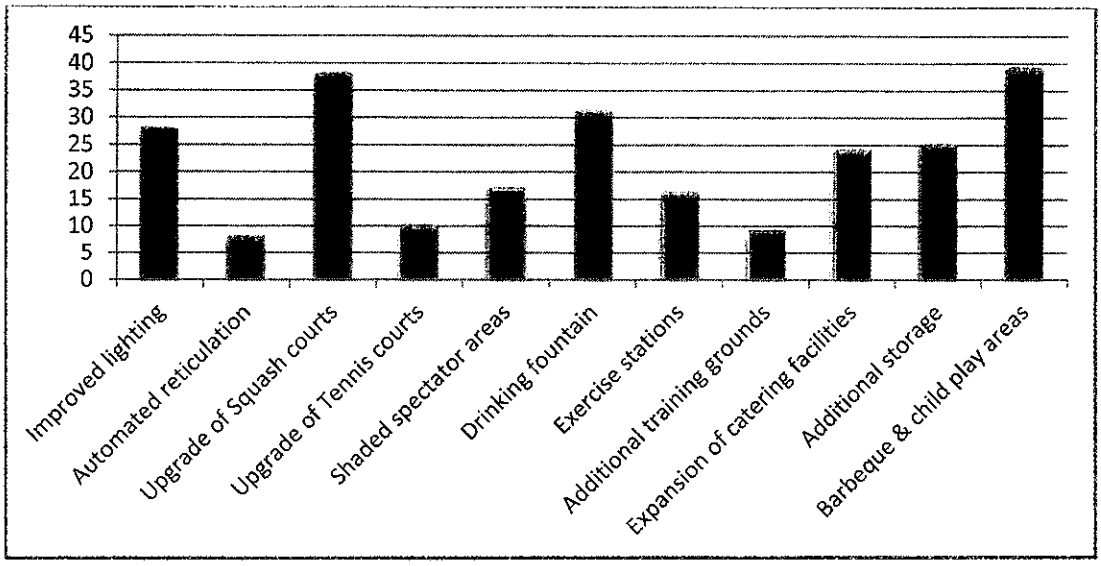


Figure 13. Question Q11 response: Please indicate what improvements you think are necessary at KCC?

Table 11 lists the range of other improvements that respondents suggest would enhance the quality of their experience at the Katanning Country Club the majority of which target the standard of facilities such as the lower level change-rooms and toilets, squash courts and squash deck upgrade; the need for improved tennis club rooms; provision of more storage areas; a more family friendly environment and increased or improved parking facilities.

Table 11. Response to Question Q12 - What other improvements or facilities would you like to see at KCC?

Q12 - What other improvements or facilities would you like to see at KCC?
• More members using the facilities.
• More written information regarding memberships; what it entails and involves.
• Incorporating bowls.
• Tennis room upgrade.
• Squash deck upgrade and glass backed squash courts.
• Club room off tennis courts - what is it used for?
• Buggy shed and storage area for golf
• Water proofing problem areas especially when there are down pours.
• The men's toilet has a putrid smell and needs to be fixed as a high priority - it brings the level of satisfaction with the club down.
• Encourage members to wash hands after playing golf - using signage.
• Improved change rooms and club rooms etc. downstairs.
• Improved Lockers.
• More family friendly environment.
• Child minding facilities would be great for Mums with kids.
• Blocking out of window light to allow for better viewing of screen for power point presentations.
• Increased or improved parking.

A clear majority of respondents (Figure 14) would like to see more sporting events held at the Katanning Country Club.

Squash scored the highest level of interest at 43% (Figure 15) followed by Tennis at 33%. 15% of respondents indicated that they would be happy with 'any and all' events which would increase usage and visitation of the KCC facilities. 10% of respondents cited their preference for Golf and 2% suggested Hockey.

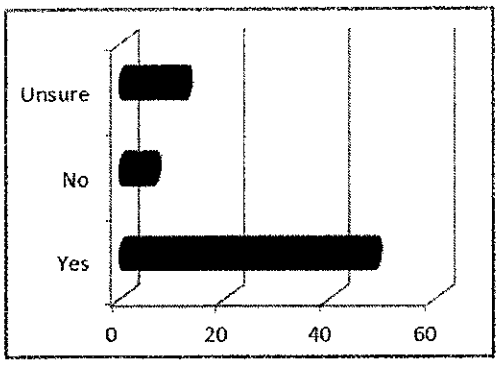


Figure 14. Response to Question 13a - Would you like to see more regional and state games played at the KCC?

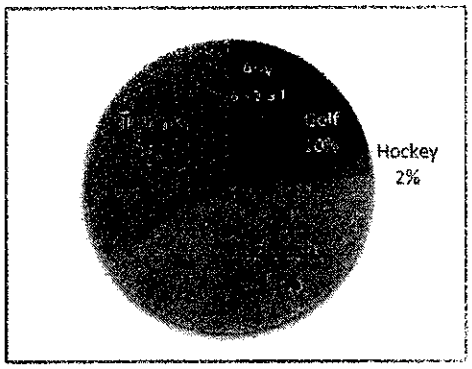


Figure 15. Response to Question 13b – If yes please specify which sports?

3.6.2.2 Co-location Potential

While 62% of respondents use only the Katanning Country Club facilities (Figure 16); 38% indicated that they also use either the Katanning Leisure Centre or another sport facility within 50kms of Katanning. Of the 38% of respondents who use another facility other than the Katanning Country Club, the majority of respondents used the Katanning Leisure Centre for activities not catered for by the Katanning Club. Only a minority (4) use other Golf facilities in adjoining Shires (Figure 17).

Clearly Current Users would welcome and support the opportunity to participate in a wider range of sports if the Katanning Country Club were to extend the range of sports being offered through the co-location of other sport clubs; with 52% supporting the initiative and 36% unsure at this stage.

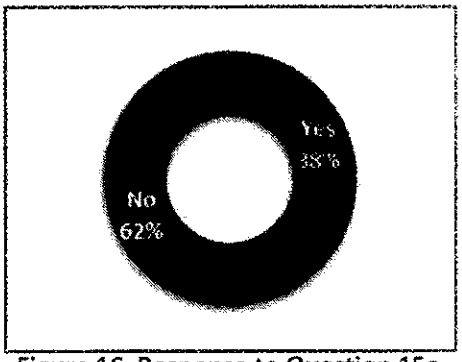


Figure 16. Response to Question 15a - Do you regularly use the Katanning Leisure Centre or other club or sport facility within 50kms of Katanning?

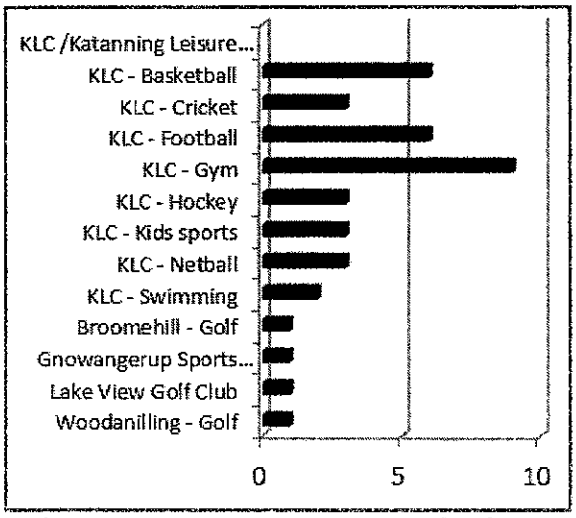


Figure 17. Response to Question 15b - If yes, which ones?

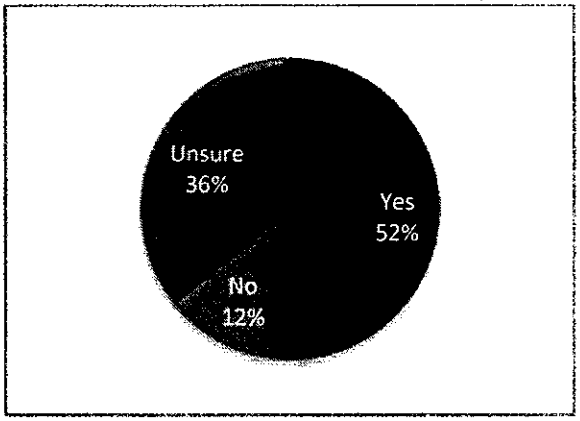


Figure 18. Question 16 Response: Would you engage in physical activity more often at the KCC if the current range of activities were extended through the co-location of other sport clubs?

As Figure 19 shows, Bowls attracted the major interest in terms of the preferred sport to co-locate to the Katanning Country Club; with a Gym and Cardiovascular activities attracting the second highest rating of 20%.

The majority of respondents would not engage in physical activity more often at the KCC if child minding facilities were made available; the score presumably reflects the gender of respondents with males constituting a larger percentage of the membership base at 62%. Again there is potential for significant sample bias, as the set of respondents excluded "potential users" who do not use the club – including any potential users who are put off by the lack of child minding facilities.

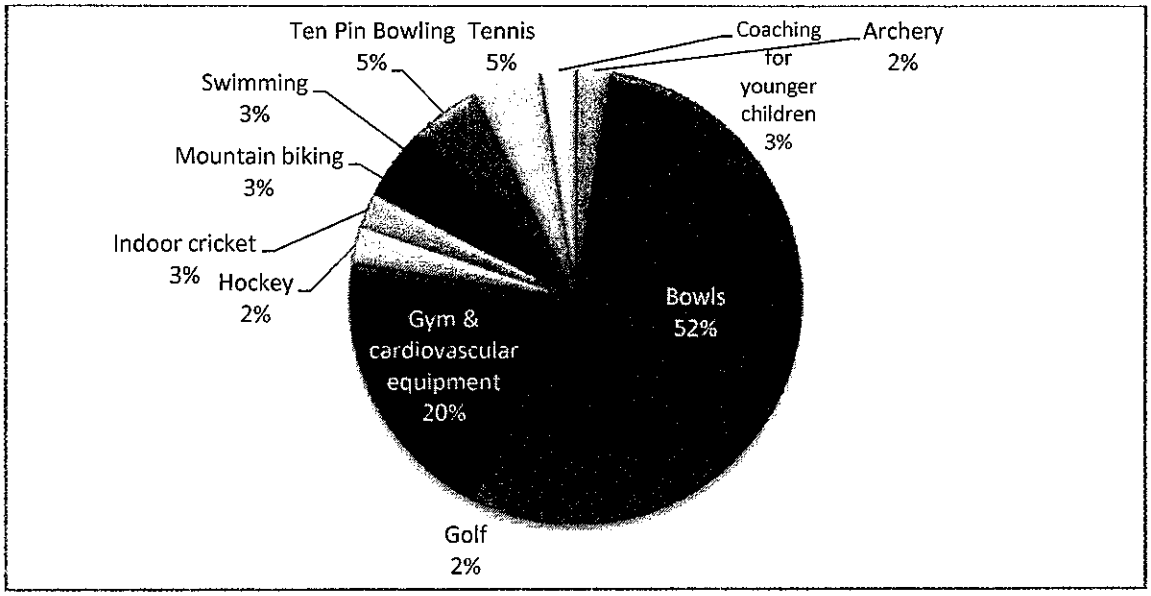


Figure 19. Question 17 response: What other sports would you engage in/ are of most interest to you?

While the majority of respondents at 72% reside in Katanning as shown in Figure 20 above; 23% of respondents as Current Users of the Katanning Country Club are resident in neighbouring Shires. **Such a high level of usage and membership the KCC attracts points to the great value of the KCC as a cross-regional Sport and Recreation facility.**

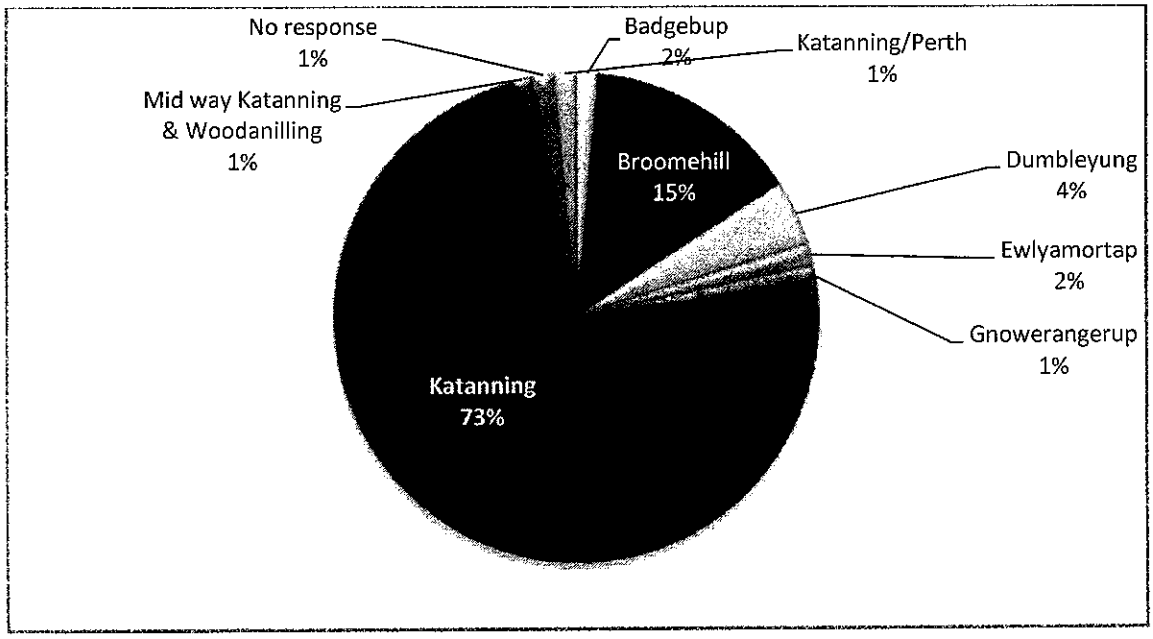


Figure 20. Response to Question 24 - In which suburb or area do you live?

In terms of further feedback, from Table 12, the concerns which attracted the highest ratings were:

- A desire to "upgrade" the facility in either specific or non-specific ways (7 comments).
- A desire to grow membership and/or capacity to service more members (5 comments).
- A desire to rectify poor building maintenance (3 comments).
- A desire to offer more family and youth friendly facilities and services (3).

Table 12. Response to Question 25 - Do you have any other feedback you would like to provide?

Question 25 - Do you have any other feedback you would like to provide?
• The building itself is the greatest problem; the age of the building means we should address replacement and use any opportunity that comes to replace.
• Maintenance of current facility is mediocre; if the facility is upgraded this will need to be improved.
• Most of the facilities are satisfactory for the current level of members and visitor usage. Double the participation and many items listed would be found to be inadequate or unsatisfactory.
• Make sure maintenance, repairs and machinery is up to scratch first, before building new facilities
• We should plan for the next generation and possible increase in population.
• The KCC is not being used to its fullest capacity; the newest residents to Katanning are not interested in playing Golf, Tennis, Squash.
• As a member I feel that the upgrade of the club will extend the financial position of the club much; a small upgrade would be more achievable than a major one.
• Disagree with bar turn over discounting membership fees.
• I support Managements current endeavour to upgrade the facilities.
• Go for it! Good luck to future committee.
• The current management "umbrella" system works very well.
• KCC is an important facility to have in the town.
• Upgrade of children's play areas.
• As a member I feel that the upgrade of the club will extend the financial position of the club much; a small upgrade would be more achievable than a major one.
• Social tennis please.
• The KCC has the best facilities it has ever had, yet our membership and more importantly participation is at its lowest. The changes proposed would certainly attract more patrons.

3.6.2.3 Social capital

The duration of membership held by respondents is shown in Figure 21. It shows that membership tenure is well distributed across all ranges and operating at sustainable levels. In particular, the number of relatively new members (12 members for two years or less), and the even profile of members with longer than five years tenure, suggests an ability of the club replenish members who leave the club.

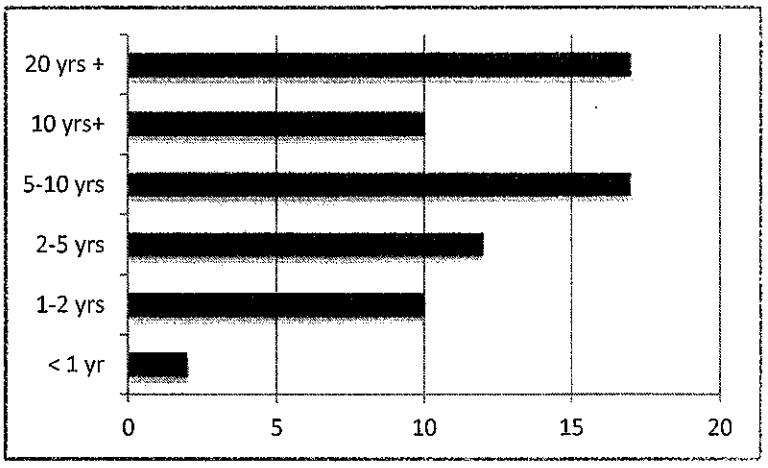


Figure 21. Response to Question 3 - How long have you been a member of KCC?

As Figure 22 shows, 74% of members would be prepared to support an increase in fees and fundraising commitments if the Katanning Country Club were to upgrade and increase their provision of sports and amenities available. This is very encouraging for the club, however further work should be done to confirm and quantify the willingness of members to pay higher fees. (Responses to hypothetical choices often differ from responses to actual choices, especially when there is a personal cost or benefit involved.)

Social interaction and community networking at 33% was the highest rated benefit of membership at the Katanning Country Club; followed by the possibility to enjoy playing Golf all year round on a great standard course (Figure 23).

This response underpins the high level of support and good will that is evident in many of the respondent's feedback and demonstrates the importance of the KCC facility to its members and the community at both a local and regional level.

Participation in sport is not only an important part of rural life but also an activity which plays an integral role in the formation of bonding and bridging social capital.[19] There is a strong argument for the role of sport in developing social capital and *"in this context, there is no doubt that sport is, and should continue to be, valued in rural and regional Australia. The building of this 'social capital' is a community benefit. Social capital is defined as active relationships between people, which engender trust and reciprocity and facilitate cooperation and cohesion in communities"*[20].

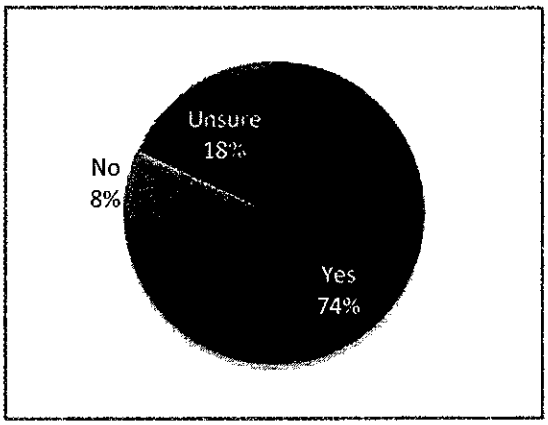


Figure 22. Response to Question 19 - If the KCC renovation results in an increase in membership fees, or the need to increase sport club fundraising activities; would you continue support the KCC upgrade and increase in provision of additional amenities?

This points to a **potential role for an expanded KCC to encourage greater multicultural participation.**

Sport is also a valuable element in Australia's learning culture that builds a wide set of transferable skills that are important in work and life. 'The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flow from participation in organised sport (and recreation) is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important.

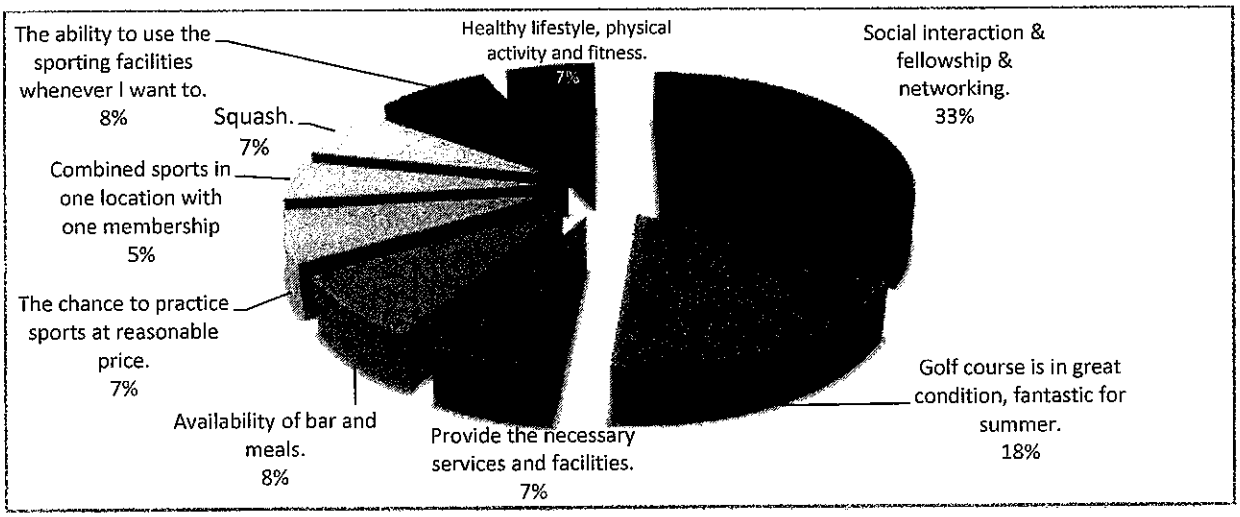


Figure 23. Response to Question 20 - What do you consider the most important benefit of your membership of the KCC?

[19] Kim. M. Atherly, Sport, Localism and Social Capital in Rural Western Australia, School of Earth and Geographical Sciences, The University of Western Australia.

[20] http://www.marion.sa.gov.au/webdata/1resources/files/OS_Strategy_6Section_1__Context[1].pdf City of Marion South Australia – Open Space and Recreation Strategy 2006-2010

3.6.3 Consultations with Sport Club Presidents

Each of the three Sport Club Presidents provided their perspective and feedback on the KCC's current state of membership and infrastructure, and future potential. Each of the three sport Club Presidents agree that the current Management Committee is doing a great job, and they support the Management Committee structure which facilitates representation from each of the Clubs and provides each of the Club Presidents with an added support base.

Feedback regarding the building upgrade and renovation echo concerns regarding the inadequate and ageing infrastructure, and capacity constraints; as well as demonstrating supporting for the co-location of other sports clubs such as Bowls as being of benefit to the KCC and its sustainability.

Summaries of each of the interviews follow:

3.6.3.1 GOLF – ALAN FETHERS

Season – year round
Members – est. 95-105 (all membership categories)

SUMMARY OF TELEPHONE INTERVIEW
• In winter we have full membership; and in summer membership is increasingly popular. Because of the nature of the course we are attracting golfers from outlying areas. A few even travel 120kms to play.
• Membership maintained through year.
• A big element is the course and the use of TWW which enables us to water the course year round. Sometimes numbers are low in winter despite having a full membership as we encourage our members to travel and support other clubs events and open days in the region. So when summer comes and their courses close, we attract a good return crowd.
• We have had minimal increase in numbers in winter but it is up to us - the club - to attract more people in the summer.
• Golf is really a summer sport but because of the problem with water in the country many courses close down. In summer we have a huge potential and we are trying to work on that.
• Need to increase standard of facilities.
• People and community; I will be a member regardless.
• But it is more about the people than facilities and we have a very good outlook.
• Provision of a buggy room and improve the shed which is now external to the club rooms. Maybe the shed could be built in an all in one area if the facility is to be revamped.
• I would love to see a lot of glass and significant viewing areas of each sport from inside the club; at the moment it is more like a boarding house.
• It would be very important for us to be able to stand inside the Club and look out and view all the sport, with glass we could do that. We also have a great view which is not used in current club.
• Not at all age friendly or equipped for disabled.
• Yes, Bowling would be good but anything to get the members in would be welcome. Many of the Golfers would start their own bowling competition if that were to happen.
• It is an ongoing exercise and it is a continual challenge to make $; but have regular spin on wheels on a Saturday and may raise $160.00 and we organise Corporate events which are good earners.
• The structure and communication between people works well.
• Where else can you play on irrigated fairways with sand greens twelve months a year every day of the week? We charge minimal external fees and only $15.00 to play 18 holes. For the facility offered the fees charged are extremely great value.
• We are very fortunate with the level of volunteers we have who offer their time; the work we have done on the course would have cost us probably around $150,000.00.
• We need to foster community co-operation and be conscious of what we have, especially the Golf Club.

"I think anything we do in general to keep people at the Club and using the facilities is great. [We would] increase attendance through cross polarisation between different sports [through co-location]."

"In terms of the standard of the current building: I would love to see a lot of glass and significant viewing areas of each sport from inside the club; at the moment it is more like a boarding house.

It would be very important for us to be able to stand inside the Club and look out and view all the sport, with glass we could do that. We also have a great view which is not used in current club."

Club Usage Grid – current scheduling arrangements are functional for the KCC Golf Club.

CLUB USAGE GRID - GOLF							
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am			x				
09.00 –10.00 am			x				
10.00 –11.00 am			x				
11.00 –12.00 pm			x			x	
12.00 – 1.00 pm			x			x	
01.00 – 2.00 pm			x			x	x
02.00 – 3.00 pm			x	x		x	x
03.00 – 4.00 pm			x	x		x	x
04.00 – 5.00 pm				x		x	x
05.00 – 6.00 pm				x		x	
06.00 – 7.00 pm				x		x	
07.00 – 8.00 pm							
08.00 – 9.00 pm							
09.00 –10.00 pm							
10.00 –11.00 pm							
	Notes:	*Wed is Ladies day*					
		Thurs is Scroungers 9 hole comp					
		Sat is 18 holes; Women also play Sat					
		Sun is Scroungers 9 hole comp					
		Junior coach schedules one off coaching event from time to time					
		& to get players introduced to etiquette & formalities of the game					

David Meyer, Former Chairman, Katanning Country Club describes the importance of the Katanning Country Club's Golf Course as a regional year round quality facility and how the use of treated waste water and subsequent reticulation of the golf course has been 'a turning point for the club'.

"More locals play out of traditional times now because they can."

"Members from other clubs such as Broomehill, Wagin and Dumbleyung (east of Katanning in particular) prioritise their home club during winter and during summers they use the KCC which is easier and more cost effective for them – both ethically and socially."

3.6.3.2 SQUASH – GARRY WOLFE

Season – February - December
Members - est. 80-90 (all membership categories)

SUMMARY OF TELEPHONE INTERVIEW

- For time usage there is no real issue, other than on competition nights often runs very late into the night.
- Over last 5 years membership has increased by 10-15%; prior to this membership was much higher at between 100-120 people, but numbers dropped off as there were issues with squash club committee. The new committee is now slowly rebuilding.
- The incoming committee was able to manage the problems and push things along; we are also working on attracting more juniors.

- We are lucky to have the facilities we do but if we increase the number of courts it would be great; sometimes players have to wait for 1 hr. to get a court on a practice night, but most members are tolerant.
- In winter need heating on squash deck, and in summer there is a real lack of airflow as there is only 1 door which can be opened (we do not want air conditioning but do need increased airflow).
- Definitely upgrade change rooms and improvement of the facilities is needed.
- Increase in number of squash courts; upgrade of club house and larger function area.
- Be able to offer a wider range of sports to members.
- Would definitely help growth.
- Could also hold competitions over 1 night so more sociable and enjoyable.
- Could play a game then have a meal
- Would welcome the co-location of Bowls & Croquet but probably not a lot else.
- Could sustain an increase in fees if necessary -Yes I think so; it all would depend on the Committee to support and encourage members – but members would prefer no increase in fundraising target.
- Everyone chips in so there is no problem.
- Benefits of co-location - having 3 sports clubs provides a bigger membership base to play from Also much cheaper to play the other sports if a KCC member.
- Encourages more people to play sport.
- Lack of promotion of the club as a whole, we could do better.

Club Usage Grid – current scheduling arrangements are functional for the Katanning Squash Club.

However, it is important to note that because there are insufficient courts to accommodate the number of members playing on regular competition nights and after practice on non-competition nights that Squash Club players are impacted and miss out on the benefit of some of the KCC social facilities. For example:

"The bar opens only on squash competition nights. It is closed Mon, opens for a few hours Tuesday and Friday, and then opens on Sat pm for Golf.

If there were more courts more players would be able to play and would then use the bar after practice on non-competition nights. We would attract more members; more people could train at the same time as most like to have a hit and then be home by 7:00pm-7:30pm. They could also have a meal after practice if the facilities stayed open."

CLUB USAGE GRID - SQUASH							
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am							
09.00 –10.00 am							
10.00 –11.00 am							
11.00 –12.00 pm							
12.00 – 1.00 pm							
01.00 – 2.00 pm						x	x
02.00 – 3.00 pm							
03.00 – 4.00 pm							x
04.00 – 5.00 pm							
05.00 – 6.00 pm	x	x	x	x	x	x	x
06.00 – 7.00 pm	x	x	x	x	x	x	
07.00 – 8.00 pm	x	x	x	x	x		
08.00 – 9.00 pm	x		x	x			
09.00 –10.00 pm			x	x			
10.00 –11.00 pm			x				

3.6.3.3 TENNIS – ERIC RAE

Season - October- mid-December/February –mid-April
Members - est. 90 (all membership categories)

SUMMARY OF TELEPHONE INTERVIEW

- Over last 3 years membership has increased by 100% and doubled from 32 to 64; prior to this membership was much higher at around 64 (what it is today) numbers dropped off as there were issues with a former Tennis Club President not being proactive.
- Current President and Committee are much more pro-active. We regularly advertise and the KCC is talking about holding an open day to attract new members; but it is largely through word of mouth that new members arrive. Also a rotation of teachers for example coming and going.
- Slightly dissatisfied with facilities:
  - Tennis clubroom is currently sub-standard compared to the rest of the club facilities.
  - Change-rooms need upgrading
  - Outdoor lighting could be improved
  - More shaded areas
  - Children's playground is very small
  - Entrance to the main club.
- Fees – current fundraising target of $8,000.00 is manageable, but if it were to double would be a real problem
- If money is not an issue it would be best to knock down and start again; renovations will run into a dead end the building has been badly designed and does not use the view. We have a great position and view it would be better to start again.
- We need better facilities for children and a better Tennis clubroom could function as a function room and potentially incorporate a games room with pool table and table tennis.
- No the current structure is not at all age friendly or equipped for disabled, there are stairs everywhere and the doorways are narrow and disjointed.
- Bowls would be good; I would probably play Bowls if they were located here but I would not otherwise. The Broomehill Tennis Club has shut down and we have picked up three of their members.
- Yes I think we could sustain a slight increase in fees but people are price conscious. The Management Committee is good though, as the Tennis season is shorter that the Golf and Squash they let non-KCC members play Tennis in the pennant competitions without joining the KCC otherwise the cost is too high. Our season runs October-mid-December/February –mid-April.
- Fundraising is currently manageable but onerous for the committee.
- If set target too high will burn out committee
- Benefits of co-location would be that it increased the membership base and possibly have better success with the funding mission.
- I would also be more likely to play Bowls if there were here, otherwise I would not.
- May be more complex and tricky with more Clubs.
- A better Tennis Club room and change-rooms would be good; also the renovations would be a major work and the building is aging and there is no room for expansion, the layout is not good so I have reservations.
- It would be good to use the view and restaurant option.
- The big downside long-term are the costs in terms of fees and fundraising as people are quite price conscious.

The sub- standard nature of the Tennis club room was cited as were concerns with regards change rooms and the need for facilities such as more shaded areas and outdoor lighting which would permit the expansion of the number of games which could be played of an evening and during summer months. The co-location of other sports clubs such as Bowls was also cited as being of benefit to the KCC and its overall membership base, as was the importance of creating a more child friendly environment.

Feedback regarding the building upgrade and renovation echo concerns regarding the inadequate and ageing infrastructure:

> *"[A better Tennis Club room and change-rooms would be good; also] the renovations would be a major work and the building is aging and there is no room for expansion, the layout is not good so I have reservations. It would be good to use the view and restaurant option."*

Club Usage Grid

CLUB USAGE GRID - TENNIS							
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am						x	
09.00 –10.00 am			x			x	
10.00 –11.00 am	x		x			x	
11.00 –12.00 pm			x			x	
12.00 – 1.00 pm							
01.00 – 2.00 pm							
02.00 – 3.00 pm							
03.00 – 4.00 pm			x				
04.00 – 5.00 pm			x				
05.00 – 6.00 pm			x				
06.00 – 7.00 pm			x	x			
07.00 – 8.00 pm			x	x			
08.00 – 9.00 pm			x	x			
09.00 –10.00 pm			x	x			
10.00 –11.00 pm							
	Notes:	*Mon 10:00am-11:00am Social*					
		Wed 3:00pm-6:00pm Training					
		Sat 8:00am-12:00pm Training					

Monthly Usage Grid – all clubs

MONTHLY USAGE GRID									
	GOLF			SQUASH			TENNIS		
Month	Training	Comp	Social	Training	Comp	Social	Training	Comp	Social
Jan		x	x	x		x			x
Feb		x	x	x	x	x	x	x	x
Mar		x	x	x	x	x	x	x	x
Apr	x	x	x	x	x	x		x	x
May	x	x	x	x	x	x			x
Jun	x	x	x	x	x	x			x
Jul	x	x	x	x	x	x			x
Aug	x	x	x	x	x	x			x
Sep	x	x	x	x	x	x			x
Oct		x	x	x	x	x	x	x	x
Nov		x	x	x	x	x	x	x	x
Dec		x	x	x	x	x		x	x

3.6.4 Service Club Consultations

Current Club Presidents (or primary contacts) were questioned about their usage of current meeting facilities and the potential for future usage of the Katanning Country Club facilities.

Of the three existing service clubs based in Katanning only the Rotary Club currently uses the KCC for its meetings. KCC's current facilities meet Rotary needs; not all members of Rotary are also members of KCC and the Club pays a fee for service/usage of KCC facilities. Rotary currently has 29 members and meet on a weekly basis and their meeting is conducted over dinner.

The Apex Club currently has 8 members, and they meet twice a month at the Royal Exchange Hotel. Their requirements for their meeting are a private meeting space/area with power and desk and chairs. Their

meeting structure is a combination of social and business; members like to have the option of eating and socialising post meeting. The president believes some of the Apex Club members may be KCC members, and whilst they would consider holding meeting at the KCC in future if their requirements were met, they are not prepared to pay a fee to hold their meetings at KCC as they consider the fact they would use KCC restaurant and bar facilities would be appropriate payment.

Lions International currently has 22 members, and they meet twice a month at the Lions Shed, a property they lease from the Shire. Those who are interested meet first for dinner at the BP roadhouse and then they move on their Club room to conduct their meeting. They are happy with their current facility and also use the Lions Shed for fundraising activities of a Saturday. At this point the Lions would not consider an alternative meeting venue.

Consultations did not show a high demand from service clubs for expanding their use of the KCC.

3.7 Statement of Need

A summary of the conclusions and a Statement of Need are presented in this section of the report.

3.7.1.1 Local, State and Federal strategies

- The proposed redevelopment of the Katanning Country Club **aligns with a number of local, state and federal strategies and policies:**
  - The Shire of Katanning's strategic plan, which includes improving lifestyle and well-being through increased recreational and leisure opportunities for all residents, by encouraging a wider range of age groups to participate in sports and community events.
  - The SuperTowns Growth Plan, by pursuing further consolidation of sporting activities at the Katanning Country Club and Katanning Leisure Centre to support existing infrastructure.
  - WA strategic plans through building the capacity to respond to needs and opportunities for sustainable development and the strategy for encouraging co-location of sporting facilities.
  - Federal strategic plans which look to a coordinated approach to provide more sport, recreation and social infrastructure programs and a focus on sports that encourage wide participation and engage their members through their lifetime, such as multi-sport facilities.

3.7.1.2 Demographics and participation in sports

- **Katanning is the regional centre for the Central Great Southern** and provides higher order services to a number of smaller neighbouring towns including Kojonup, Woodanilling, Nyabing, Tambellup, Broomehill, Gnowangerup, Wagin, Pingrup and Dumbleyung.
- 23% of respondents to the membership survey of the KCC are resident in neighbouring Shires. **This points to the great value of the KCC as a cross-regional Sport and Recreation facility.**
- Although, historically, there has been slight population decline in regional areas of WA, Katanning is expected to experience significant population growth. With a base case population growth rate of 2% (considered in light of the average growth rate of WA (2.2%) and regional growth throughout WA in the last ten years (actual figure is 2%), **the population of the Central Great Southern region is projected to reach 16,000 (a 20% increase) in the next 10 years and 20,000 (a 50% increase) in 20 years.** However, these projections do not take into account **substantial potential additional population growth** from and the impact of the SuperTowns program, and proposed commercial developments which could see a higher growth rate of 4% per year. **The challenges associated with population growth include pressure on the provision of services including sports and recreation).**
- **The ageing population** will also increase demand for the provision of recreational space and leisure pursuits. The provision of a variety of sport and recreation options within the Katanning Country Club development, and the linkages to and throughout the community, are key aspects of the proposal that will **help service the needs of Katanning's changing demographics**.
- National participation rates in sports demonstrate **the importance of club-based activities in regional areas** – while the regular participation rate for physical activities among persons living in capital cities is

slightly higher than for those living in regional areas, capital cities experience a lower level of regular participation in club-based activities than in regional areas. Sporting clubs play a central role in encouraging participation in sports in regional communities.

- Golf, tennis and lawn bowls are in the top ten club-based sports for participation, with golf relatively static over the last decade, lawn bowls strongly increasing but tennis declining. However, it is considered that there is a large latent demand for participation in tennis and membership of a tennis club dramatically increases with regularity of play. In WA, the 15-24 age group has a significantly lower participation rate than the national average and the provision of sporting facilities that encourage a younger demographic (e.g. squash) but can then provide an easy transition to 'older' sports is a positive step forward.
- The Upper Great Southern has one of the top five participation rates for golf in WA. However, the participation rate for lawn bowls in Katanning (60 players) is around half of the average rate in country WA (2.34% of the population).

3.7.1.3 Current provision of facilities

- A survey of current provision of facilities in Katanning demonstrate that there is inadequate capacity for golf (in terms of supporting infrastructure) and squash, but more significantly, the quality of facilities is sub-standard for lawn bowls, hockey, golf (club house), squash and tennis. Without a major upgrade of facilities, the KCC (in conjunction with the KLC) will need to meet requirements and standard of facilities for Central Great Southern region.
- Although the current membership of the KCC are relatively satisfied with the facilities provided, there is considerable discontent concerning the state of the facilities. Most of the facilities are satisfactory for the current level of members and visitor usage; however, double the participation and many areas would be inadequate or unsatisfactory. Current members highlight improvements required, including the lower level change-rooms and toilets, squash courts and squash deck upgrade; the need for improved tennis club rooms; provision of more storage areas; a more family friendly environment and increased or improved parking facilities.
- Current users would welcome and support the opportunity to participate in a wider range of sports if the KCC were to extend the range of sports being offered through the co-location of other sport clubs. Bowls attracted the major interest in terms of the preferred sport to co-locate to the KCC; with a Gym and Cardiovascular activities attracting the second highest rating.
- In summary, the consultations demonstrate concerns regarding the inadequate and ageing infrastructure of the KCC, together with capacity constraints for a number of sports. There is also wide support for the co-location of other sports, particularly lawn bowls and this could be a substantial benefit to the KCC and its sustainability.

Statement of Need

"For forty years, the KCC has demonstrated the substantial benefits of co-location of sporting clubs. However, escalating maintenance costs, an increasing gap between the standards considered acceptable in 1976 and minimum expectations today, and capacity constraints, are presenting serious sustainability challenges for the future. The Katanning Bowling Club and Katanning Hockey Club are also facing similar challenges, representing an even greater threat to their survival. These issues are arising as Katanning is entering a significant growth phase and most needs the lifestyle and community benefits of its sporting clubs. Katanning either needs to accept a slow decline in its sporting clubs, or re-invest to sustain them for the future. As in 1976, co-location remains the most cost effective way of achieving this sustainability. A modern sporting facility, incorporating bowls and hockey will set the KCC up for another fifty years of serving the community."

4 Options Analysis

4.1 Development Components

The proposed redevelopment of the Katanning Country Club has focused on three principal options – refurbishment of the existing building and construction of new facilities (either single or double storey structures). These options are described as follows.

4.1.1 Refurbishment of the Building

The principles behind this option are to provide modern multifunctional facilities whilst retaining as much of the existing building as possible to reduce costs. The refurbishment proposal has been broken down into three stages, these are:

Stage 1:

- Construction of new administration and kitchen facilities on the northern side of the existing building.
- Services upgrade to the site
- Amalgamation of lots and required road closure
- Provision of Fire tanks and pumps

Stage 2:

- Demolition of existing kitchen, toilets and changing rooms.
- Refurbishment of existing dining / club room.
- Construction of new toilets in existing store rooms.
- Construction of new bar, cool room and storage areas.
- Construction of new sports bar and viewing areas.
- Construction of new changing rooms and associated stores / offices
- Construction of new crèche area.
- Provision of lift access between the floors
- Relocation of existing tennis courts and construction of new bowling greens.

Stage 3:

- Construction of 2 new glass back squash courts.

This is no longer the preferred option as the existing building and components do not lend themselves to the creation of a fresh and vibrant new facility for the whole community. Even an extensive refurbishment cannot hide the fact that the building was not designed as a Country Club, is not easily modified to incorporate necessary changes and is landlocked in a way which would make any new sporting bodies second rate citizens of the Country Club with very little direct access to facilities. It is difficult to deny that if tennis players have difficult access to clubhouse, that other sports placed further away would be satisfied with even less access. As a plan for the next 50 years, refurbishment is clearly a second choice option.

4.1.2 Two-storey New Build

The redevelopment of the site would involve the construction of a new building followed by demolition of the existing facilities and redevelopment of the sports surfaces. The proposed new building would contain kitchen facilities, management and meeting areas, separate bar and dining rooms along with squash courts, crèche and children play area and shower and changing facilities for all sports undertaken at the country club.

Also included in this option is the relocation of four tennis courts to accommodate the new building and installation of new bowling and hockey greens adjacent to the new building.

This option also requires new land purchase, services upgrade to the site, amalgamation of lots and required road closure and the provision of fire tanks and pumps.

4.1.3 Single-storey New Build

Like the two-storey option, the redevelopment of the site would involve the construction of a new building followed by demolition of the existing facilities and redevelopment of the sports surfaces. The proposed new building would contain kitchen facilities, management and meeting areas, separate bar and dining rooms along with squash courts, crèche and children play area and shower and changing facilities for all sports undertaken at the country club.

Also included in this option is the relocation of four tennis courts to accommodate the new building and installation of new bowling and hockey greens adjacent to the new building.

This option also requires new land purchase, services upgrade to the site, amalgamation of lots and required road closure and the provision of fire tanks and pumps.

4.2 Key Approvals

The KCC is situated on the southern side of Round Drive in Katanning. The current building is situated on lot 2 Round Drive. Along with lot 2, the Katanning Country Club owns the adjacent lots, lots 130 and 986. There are no easements on the lots.

The refurbishment and both new development projects would require the following approvals:

- The refurbishment and new building extend into the current road reserve of Round Drive. To develop this land, the KCC would have to close this portion of road and amalgamate it with the adjacent lots. The road closure would require the support of the Shire, following which it would require approval of RDL and WAPC. The approximate cost of this approval would be $5,000 - $10,000 plus the cost of purchasing the land. Overall it would be a 6 – 9 month process.
- Development Approval. Development approval from the shire of Katanning will be required for both projects. This would be a 6-8 week process and cost approximately $ 4,000 - $8,000.
- Building Approval. Following documentation of the project, it will require building approval, from the shire of Katanning. Under the building approval are several critical approvals affecting the project:
    - DFES Approval. The department of Fire & Emergency Services will provide comments on any building plans for redevelopment of the KCC. As hydrant pressure is unreliable in the Katanning area it is likely that DFES will require fire tanks and pumps to serve the building. Costs for these have been included in the estimates. DFES approval takes 15 days
    - Water Corp Approval. Any building works require Water Corp approval. Water Corp will probably require a backflow prevention device to be installed at the site and possibly a sewer upgrade. Costing for these are included in the estimate. Water Corp approval would cost approximately $1,000 and take 2 - 4 weeks.

4.3 Critical Success Factors

The critical success factors for the KCC in terms of any redevelopment are:

- Ensure continued use of the sports club facilities during the redevelopment program.
- Providing universal access to all facilities and meeting current building standards throughout.
- Providing a supportive environment to allow the co-location of the KCC and a bowls.
- Minimising disruption for the surrounding residential areas from increased activity on the site.
- Achieving the redevelopment on time and within budget.

4.4 Options Analysis

The alternative options considered for the project were as follows:

1. Continue using existing building ("Do Nothing").

2. Refurbish existing building.
3. Construct double storey new building adjacent to existing building.
4. Construct single storey new building adjacent to existing building.

A summary of the key options analysed in this section is provided in Table 13.

Table 13. Options analysis.

Criteria	Option 1	Option 2	Option 3	Option 4
	No Capital Cost	Bring building up to current access and building standards.	New purpose built facilities meeting clubs full requirements	Moderate and acceptable capital investment.
	No Disruption for Club	Development can be staged as funding becomes available.	New facility will meet all current access and building standards.	New facility will meet all current access and building standards.
		Minimal Disruption to sports surfaces.	Long-term vision out to 50 years	Long-term vision out to 50 years
			More attractive to prospective members	More attractive to prospective members
			No disruption to current building users	No disruption to current building users
				Comparable costs to refurbishment option
	No Improvement on current facilities.	Disruption to current building users	Building cannot be staged.	Building can be staged.
	No Disabled access to the building	Shorter term vision (30 years)	New location requires relocation of tennis courts.	New location requires relocation of tennis courts.
	No ability to accommodate bowls in Club building		High capital cost	

4.5 Summary of Preferred Development Option

On the face of it, the single-storey new build option is the preferred one, given that it will be comparable in capital costs to the refurbishment option but provides longer term benefits and vision out to 50 years. It will also meet all requirements of current and proposed co-located organisations and is more likely to attract new members. The KCC Management Committee will need to decide on the basis of the designs, and the financial analyses (which show lower financial risk for the new build), whether the new build option provides sufficient standard of accommodation for the club going forward.

An in-depth analysis on the financial viability and benefit of the three options was also undertaken in the detailed Feasibility Study. Conclusions of the financial analysis are as follows:

- The single storey new build option offers the least financial risk to the KCC with the greatest long term benefit, but it is important to ensure that the construction provides the necessary upgraded facilities that are required to attract the membership growth required for financial sustainability.
- The provision of lawn bowls and hockey as a sport appears to be attractive; without bowls and hockey, refurbishment and new build options all remain in deficit for all of the years modelled.
- However, the financial viability depends critically on the number of new bowling and hockey members that can be attracted to the redeveloped facility. The assumptions in the base cases above are that the KCC will attract a total of 60 new bowls members over the two years following completion of the redevelopment and that the membership base will then grow in line with a 2% population growth rate. All things being equal, the KCC cash position remains positive, albeit diminished from current levels, even with no new bowling members, for the new build option.
- Population growth and a 'new facility surcharge' both play a role in increasing revenues for the KCC for the existing (non-bowling) membership base.
- The financial model is highly sensitive to the underlying population growth rate, and the ability of the KCC to grow its existing membership base as a result. However, given that the new facilities will be of a

much higher standard than present, it could be expected that the KCC could in any case increase its membership base by 1.5 to 2% year on year despite the underlying population growth.

- The financial model is not overly sensitive to the 'new facility surcharge', but the base case assumes an additional 2% per year is added to the subscription on top of inflation.
- The model is not overly sensitive to the growth in venue hire revenue, but the base case assumes an additional 20% of business year on year for the first four years following completion of the redevelopment followed by an increase in line with inflation.

As in Table 14, which shows the sum of the 8 years of net surplus/deficits for each option, and based on the financial viability analysis/base case presented in Section 6 (Table 22), the preference is for including bowls and hockey (on the basis of the assumptions made) and the preference for the single storey new build option (so long as this option doesn't undermine the club's ability to attract and retain new members). Significantly, the option to build a single storey new building without bowls and hockey associated with it also means that the cash reserves of the KCC will be depleted within a few years of completion of the project as a result of the need to make large repayments for the self-supporting loan.

Table 14. Base case options – sum of net surplus (deficit).

Option	*Sum of net surplus (deficit) over the 8 years following completion of the redevelopment*
Refurbishment option, with bowls/hockey	*- 250,712*
Refurbishment option, without bowls/hockey	*- 496,379*
New double storey build option, with bowls/hockey	*- 464,650*
New double storey build option, without bowls/hockey	*- 710,317*
New single storey build option, with bowls/hockey	***- 126,250***
New single storey build option, without bowls/hockey	*- 371,916*

The inclusion of bowls has a clear influence on the viability of the redevelopment project. The assumptions in the base cases above are that the KCC will attract a total of 60 new bowls and hockey members over the two years following completion of the redevelopment and that the membership base will then grow in line with a 2% population growth rate.

The existing building is shown in Figure 24.

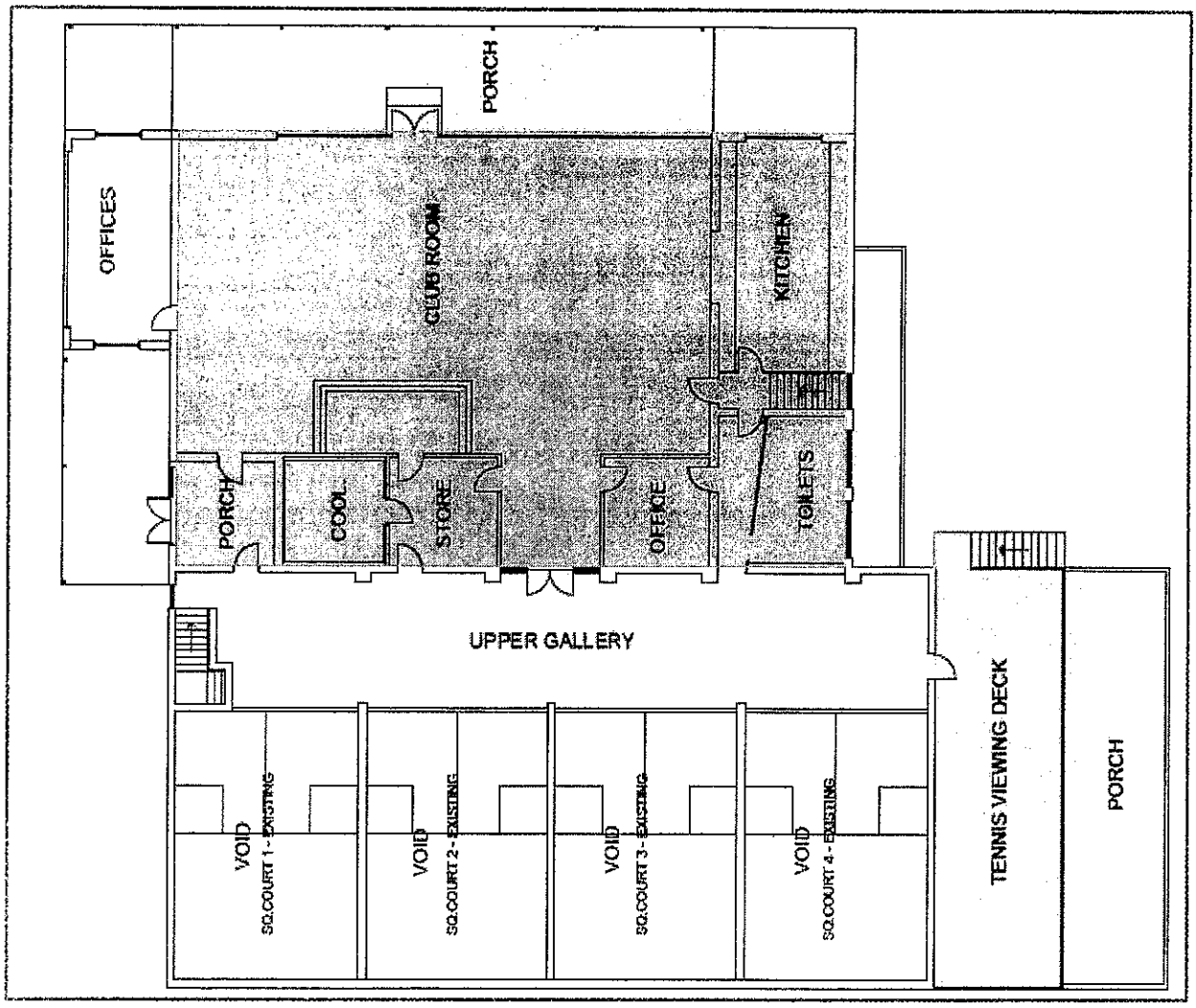


Figure 24. Existing building.

The redevelopment of the site would involve the construction of a new single storey building followed by demolition of the existing facilities and redevelopment of the sports surfaces. The proposed new building would contain kitchen facilities, management areas, bar and dining rooms along with squash courts, crèche area and changing facilities for all sports undertaken at the country club (see Figure 25, Figure 26 and Figure 27). The new build would need to be completed in two phases in order to minimise capital expenditure, but the first phase includes all necessary improvements to achieve medium term goals and support the current and future membership base. The existing building can also be retained until the new building is completed and then demolished.

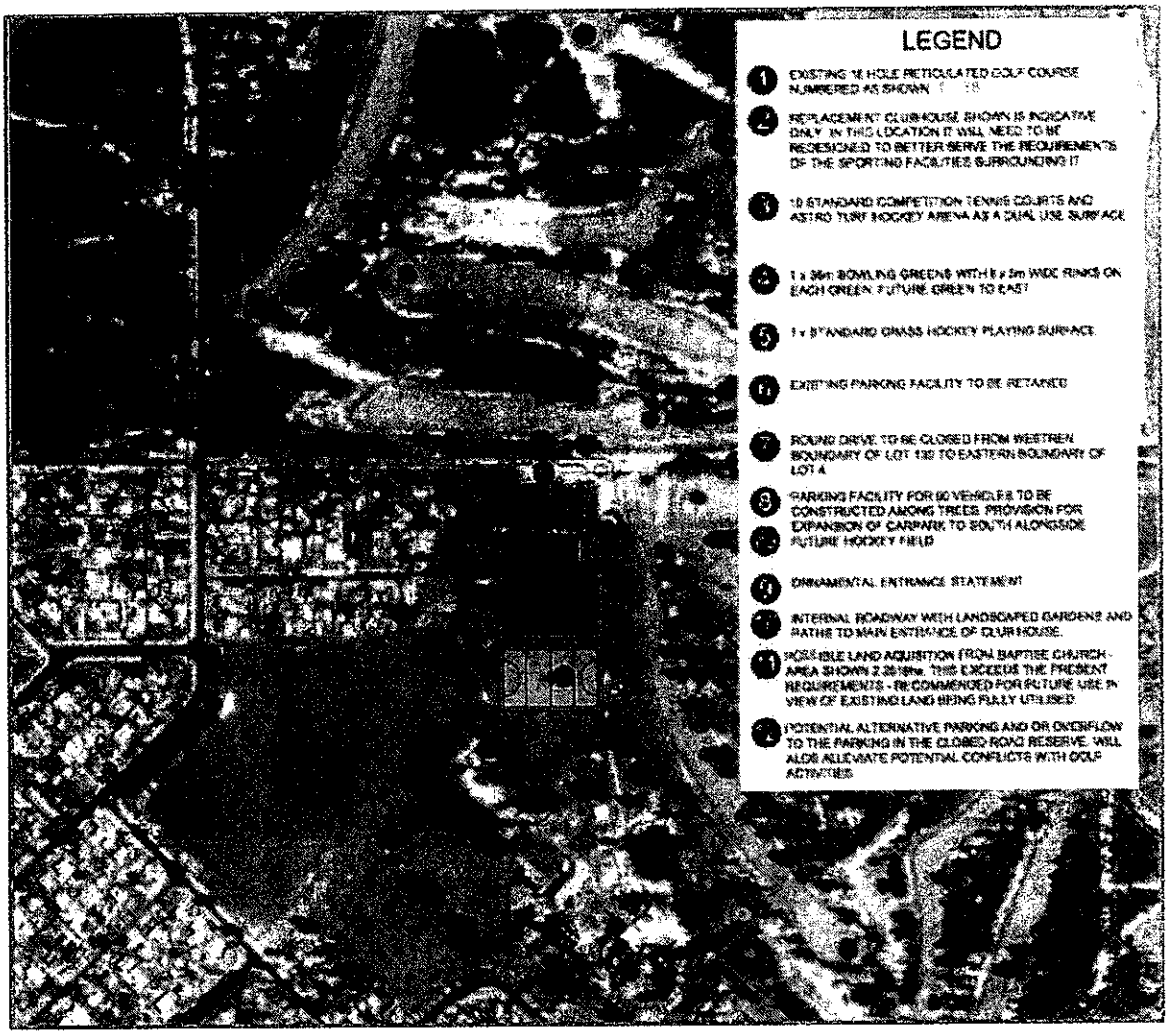


Figure 25. Single storey new build – site plan.

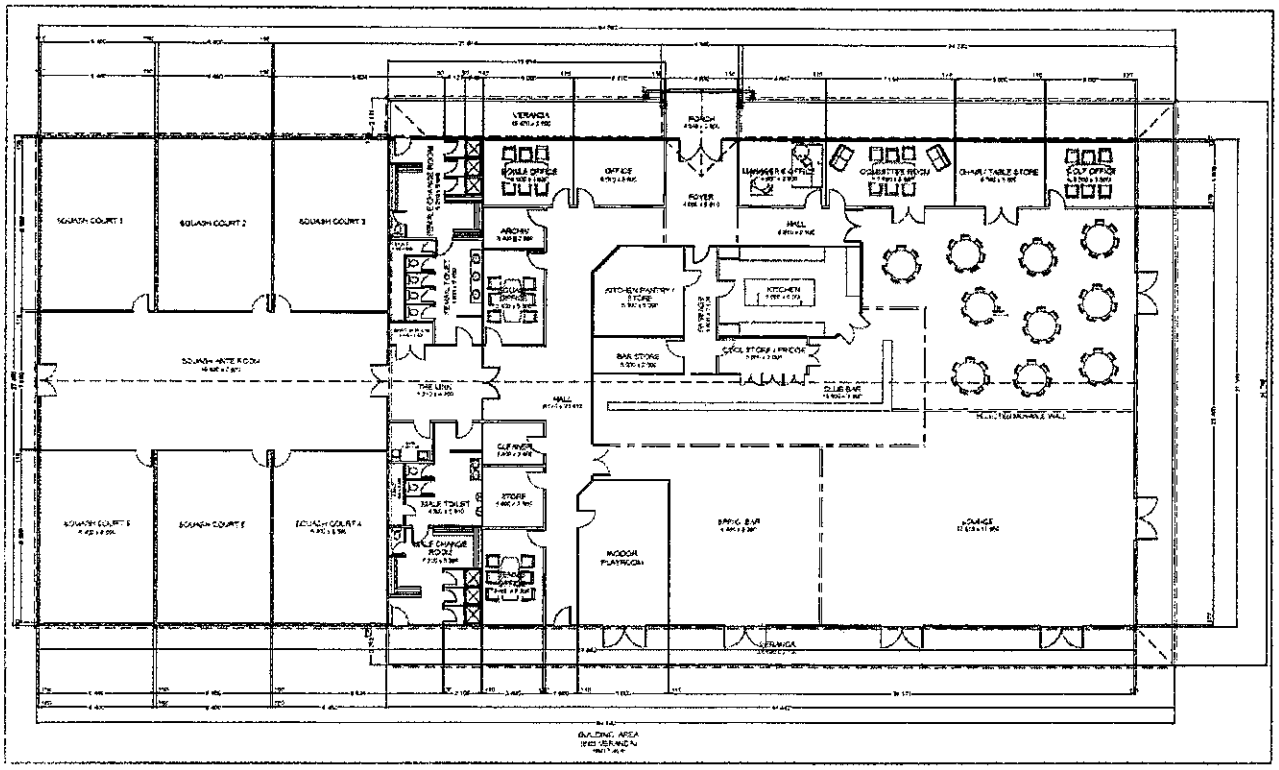


Figure 26. Single Storey New Build - Floor Plan

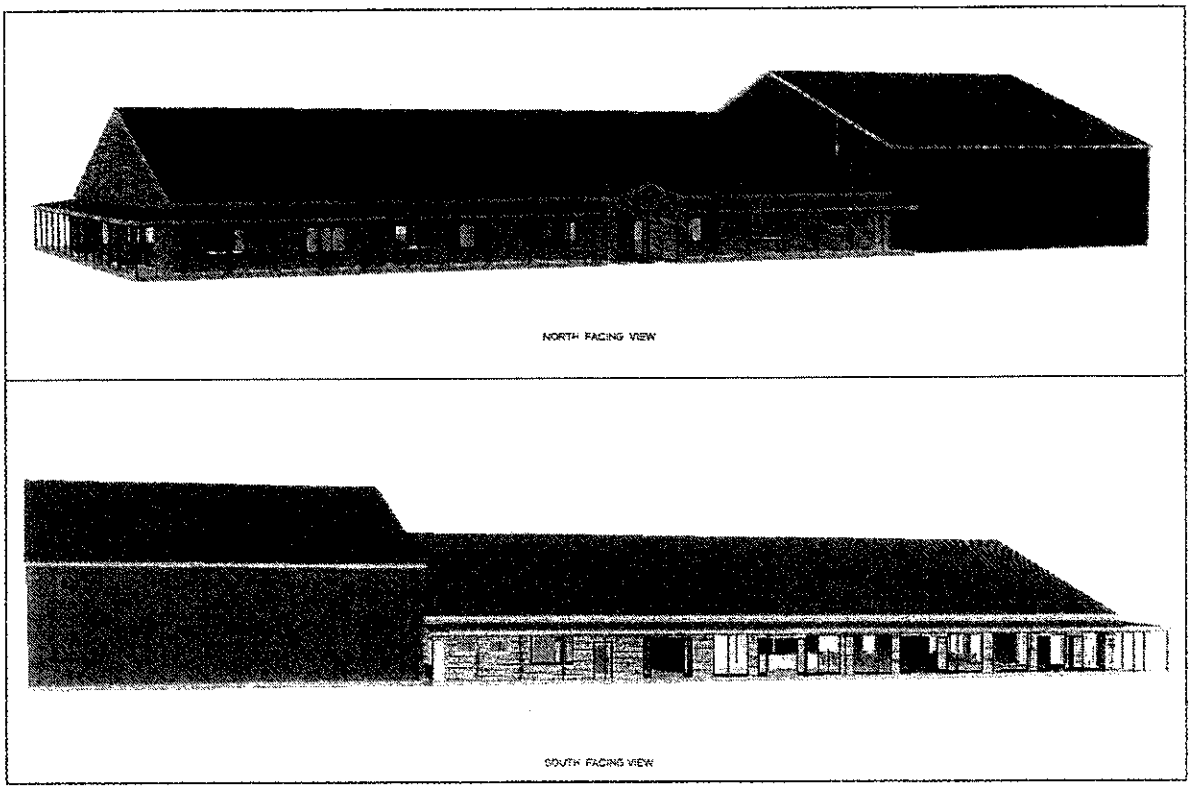


Figure 27. Single Storey New Build - Perspective Views

6 Budget and Funding Strategy

6.1 Detailed budget

The total capital costs, independently costed by a Quantity Surveyor, are summarised in Table 15 and detailed in Table 16. The total development cost excluding GST and including all contingencies and professional fees is $6.16m.

Table 15. Project Cost Summary

Item	Cost
Total Cost Building Works	$2,598,750
Total Cost External Works	$2,462,000
Total Cost External Services	$185,000
Savings – in-kind*	-$285,000
Savings – staged approach	-$273,000
Subtotal	***$4,687,750***
GST	$468,775
Total Cost Professional Fees	$420,410
TOTAL INDICATIVE COST ESTIMATE	**$5,576,935**

** See Section 6.2*

Table 16. Project Detailed Cost Analysis

Item	Notes	Cost (ex GST)	Cost Reduction	Notes
Lobby / Foyer		52,000		
Hallways		80,000		
offices	6 offices at 5mx3.5m each	210,000	-70,000	4 offices only and share space, office, golf, tennis/hockey, bowls/squash
boardroom/meeting room	8mx3.5m	70,000		
Store rooms	cleaner, archive, etc	50,000		
KITCHEN	8mx4m	64,000		
Kitchen store	5mx3m	30,000		
UAT	disabled toilet	13,750		
Dining Room	15mx12m	405,000		
Chair & Table store	5mx3.6m	18,000		
indoor playroom	5mx6m	60,000		
BAR	bar & serving area	67,500		
Sports Bar area	12mx15m	405,000		
Sprig Bar	5mx10m	112,500		
Bar store		27,000		
Bar coolroom		25,000		
Bar - Male toilets	134 male members currently	33,750		
Bar - Female toilets	69 women members currently	41,250		
Change rooms	1 male room 5mx10m	140,000		
Change rooms	1 female room 5mx10m	140,000		
SQUASH	space under main roof for installation of courts	534,000		

squash mezzanine		20,000		
Subtotal		***$2,598,750***		
outside playground		50,000		
siteworks		100,000		
demolition		75,000		
relocate light towers		20,000		
squash courts	6 courts x $40k	240,000		
	Moveable walls - 4 walls x $30k each	120,000	-80,000	4 courts
BOWLS	evergreen unitra plus sand fill carpet	300,000	-60,000	
	Lighting use existing	2,000		
	fencing 140m X$35/m	8,000	-3,000	
HOCKEY/TENNIS	tiger turf	902,000		
	fencing lighting curtain runs extra	350,000		
second hockey ground		35,000		
title amalgamation		10,000		
land purchase		150,000	-20,000	
landscaping		100,000		
Subtotal		***2,462,000***	***-163,000***	
sewer connection		20,000		
electrical services		30,000		
air conditioning		80,000	-40,000	individual split systems - only used when present
Solar power		25,000		
fire tank & pump	fire hydrant	15,000		
	water tanks	15,000		
Subtotal		***185,000***	***-40,000***	
Contingencies	7%	367,203		
District Allowance	7%	392,907		
Professional Fees	7%	420,410		
Signage		3,000		
Subtotal		***1,183,520***	***-$273,000***	
TOTAL (exc. GST and with reductions)		**6,156,270**		

6.2 Programme funding requirements

KCC intend to raise funds via grant application. A funding model has been assumed whereby 17% of the total capital expenditure on the new development ($1m) will be secured from the Community Sport and Recreation Facility Fund, approximately one-half from another regional grants scheme (e.g. Royalties for Regions program or National Stronger Regions Fund) and the remaining 35% through the Shire of Katanning, community contributions and the KCC itself (Table 18). KCC will seek a $250,000 loan through the Shire of Katanning which has been assumed to be interest free and repayable over 20 years, though the details would be subject to negotiation with the lender and also depend on the extent to which the KCC can provide funds from its own reserves or to raise funds through other means. The Shire of Katanning have also committed one million dollars in funding previously allocated to the relocation of the bowling club through the Heritage Precinct Project (see letter of commitment attached). Any cost escalation or unforseen issues in obtaining

necessary funds has been accounted for in the risk management plan, with other potential sources of funding including LotteryWest, National Court Rebate (Tennis West - up to $200,000), Holden Home Ground Advantage Scheme ($100,000) and/or a staged project approach (Table 24).

Project in-kind contributions totalling $285,000 have been confirmed, which will be allocated as follows in Table 17. Table 18 then details the anticipated funding mix.

Table 17. Project in-kind adjustment

	Original Cost (inc. cost reduction)	In-kind (KCC)	In-Kind (Other)	Source (Other)	Remaining Costs
Siteworks/prep	150,000	50,000	100,000	Katanning Waste	0
Demolition	75,000		75,000	Shire of Katanning	0
Second hockey ground	35,000		35,000	*Preliminary estimate	0
Landscaping	30,000	30,000			0
Project Management	150,000	50,000	100,000	Shire of Katanning	0
Subtotal	***440,000***	***130,000***	***310,000***		***0***
All other project costs	5,716,270	0	0		5,716,270
Total	**6,156,270**	-	-		**5,716,270**

Table 18. Funding mix

Funding Source	Amount	Status
Community Sport and Recreation Facility Fund (CSRFF)	1,000,000	Sought
Royalties for Regions	2,766,270	Sought
Katanning Country Club	250,000	Confirmed
Sire of Katanning - self-supporting loan	250,000	Confirmed*
Shire of Katanning - Heritage Precinct Project allocation	1,000,000	Confirmed*
Community Contribution	150,000	Confirmed
Regional Grant Scheme	300,000	Approved (Jul '16)
TOTAL	**5,716,270**	

** See attached Letter of Commitment*

6.3 Sustainability and Viability

Given that the KCC currently makes only a small operating surplus, it is important to examine what the impact would be of the redevelopment options and the organisation's ability to service additional debt incurred through the development and also to set aside funding for future replacement of the building. Good asset management requires that funds (as a balance sheet item) are set aside in reserve accounts to replace the asset at the end of its economic life.

Note that the financial modelling is undertaken to illustrate the impact of various scenarios on the project according to a number of assumptions and models. Keston Technologies Pty Ltd disclaims to the extent permitted by law all liability for all claims, losses, expenses, damages and costs the user may incur as a result of, or associated with, the use of information in this report or associated communication for any reason whatsoever.

6.3.1 Assumptions

The assumptions in the financial analyses, based on the information reported in previous sections are as below. The basis of the revenue and operating expense estimates have come from an understanding of KCC's current operating environment.

6.3.2 Operating income

Operating income estimates have been based on estimates of the usage categories that drive revenue, i.e.: subscription fees, facility hire charges, sports-specific fees, including sponsorships and bar sales. In the calendar year 2016, these income figures are as from the budget, as shown in Table 19. By convention, only the gross operating profit is shown as bar income.

Table 19. Operating income budget for 2016.

Category		Income ($)
Subscriptions		***21,650***
Sports income		
	Net Golf income	32,000
	Net Squash income	13,000
	Net Tennis income	9,000
	Net Bowls income	-
	Sub-Total	***54,000***
	Sales	160,912
	Cost of Goods Sold	76,433
	Direct costs	52,479
	Gross Operating Profit	***32,000***
Other income	Venue hire	4,000
	Co-location contribution fees	25,000
	Miscellaneous (interest, EFTPOS etc.)	3,635
	Sub-Total	***32,635***
TOTAL INCOME		**140,285**

On the basis of an existing KCC membership base of a notional 200 members, the average subscription paid in 2016 is $100.00. This provides a base from which to model future membership scenarios.

6.3.3 Operating expenditure

Operating expenses have been broken down into the following fixed and variable costs:

Fixed Costs: Permanent operational staff, insurance, taxes, and depreciation.

Variable costs: Utilities, casual staff, fuel and supplies, auditing, administration, technical systems and utilities, cleaning/minor building maintenance, maintenance of grounds, minor alterations, cost of goods sold, lease or rental of equipment.

Sinking Fund: An allocation has also been incorporated to provide for major building and systems maintenance. The sinking fund is based on the building component of the capital cost of the proposed improvements amortised over a period of 40 years.

6.3.4 Maintenance assumptions

Current maintenance expenditure is assumed to halve once the decision is made to refurbish/new build and then to scale with inflation. Note that a sinking fund is accounted for separately to provide for major building and systems maintenance.

6.3.5 Revenue assumptions

The viability of the proposed redevelopment options will depend critically on the ability of the KCC to increase revenue, primarily from increased participation in sports. The key drivers are:

Membership growth: This can be achieved through an increase in line with population growth (aided through the improved facilities), together with the potential to increase membership through the provision of lawn bowls and hockey. There will be some overlap of

memberships (i.e. new bowls members may also be existing KCC members), but give the potential in Katanning for growth in the participation in lawn bowls (current active participation is only one half of what would be expected in country WA), it is reasonable to assume that the provision of lawn bowls and hockey would immediately attract 60 new members, spread across the first two years of opening the new facilities. Across all sports, it is reasonable to assume six new members per annum due to the upgraded facilities and broadening of the recreational offerings.

Subscription growth: Subscriptions are assumed to increase in line with inflation (taken as 3% per year). However, provision could be made for an additional annual percentage increase (here termed a 'new facility surcharge').

Sports income: For golf, tennis and squash, this would be expected to scale by the increase in 'base' KCC membership (i.e. membership excluding any influx from bowls). For bowls, this has been estimated to be approximately the average of that achieved for golf, tennis and squash ($10k per year) per 100 bowls and hockey club members.

Bar income: Sales would be expected to scale with membership base and with inflation. Cost of goods sold (COGS) can be conservatively assumed to remain constant at 47.5%. Other direct costs (bar staff, bar running costs), would be expected to scale in line with sales.

Venue hire: This would be expected to increase with new facilities and venue hire (year on year) growth could be projected for the first four years of opening the facility followed by an increase in line with inflation.

A summary of the revenue assumptions is provided in Table 20.

Table 20. Revenue assumptions.

Revenue category		Assumptions
Subscriptions	Base KCC members	Existing members scaled by population growth
	Average subscription	Existing subscription scaled by inflation and 'new facility surcharge'
	New members	Additional members from new sports (bowls and hockey), then scaled by population growth
Sports Income	Net Golf income	Existing net income scaled by 'base' KCC members and inflation
	Net Squash income	Existing net income scaled by 'base' KCC members and inflation
	Net Tennis income	Existing net income scaled by 'base' KCC members and inflation
	Net Bowls and Hockey Income	Assume $10k per 100 members, scale by inflation
Bar Income	Sales	Scale by membership and by inflation
	COGS	47.5% of bar sales
	Direct costs	Scale with sales
Other Income	Venue hire	Scale by inflation and by venue hire growth over first 4 years
	Green fees and court hire	Scale by inflation and by population growth
	Miscellaneous	Insurance recoveries and interest. Scale by inflation

6.3.6 Expenditure assumptions

Table 21 sets out the assumptions used in preparing the financial forecasts.

Table 21. Expenditure assumptions.

Expense category	Assumption
Advertising & Promotion	40% increase first 4 years then scale with inflation

Audit and accountancy	Scale with inflation
Bank Charges	Scale with inflation
Cleaning	Scale with inflation
Club Groceries	Scale with inflation
Clubs WA membership	Scale with inflation
Donations	Scale with inflation
Electricity	Scale with twice rate of inflation
Future fund - fairway devt	Scale with inflation
Fuel, oil and gas	Scale with twice rate of inflation
Insurance	Initial 100% increase then scale with inflation
IT	Scale with inflation
Licenses	Scale with inflation
Printing & Stationary	Scale with inflation
Rates and taxes	Scale with inflation
Repairs & Maintenance	50% reduction in new/refurbished building, scale with inflation
Secretarial costs	Scale with inflation
Security	Initial 100% increase then scale with inflation
Water Rates & Consumption	Scale with inflation
Miscellaneous	Scale with inflation
Superannuation	Scale with inflation
Telephone & Internet	Scale with inflation

6.4 Sources of Funding

KCC intend to raise funds via grant application. A funding model has been assumed whereby 17% of the total capital expenditure on the new development ($1m) will be secured from the Community Sport and Recreation Facility Fund, approximately one-half from another regional grants scheme (e.g. Royalties for Regions program or National Stronger Regions Fund) and the remaining 35% through the Shire of Katanning, community contributions and the KCC itself (Table 18). KCC will seek a $250,000 loan through the Shire of Katanning which has been assumed to be interest free and repayable over 20 years, though the details would be subject to negotiation with the lender and also depend on the extent to which the KCC can provide funds from its own reserves or to raise funds through other means. The Shire of Katanning have also committed one million dollars in funding previously allocated to the relocation of the bowling club through the Heritage Precinct Project (see letter of commitment attached). Any cost escalation or unforseen issues in obtaining necessary funds has been accounted for in the risk management plan, with other potential sources of funding including LotteryWest, National Court Rebate (Tennis West - up to $200,000), Holden Home Ground Advantage Scheme ($100,000) and/or a staged project approach (Table 24).

6.5 Outline Financial Analyses

Based on the assumptions, financial analyses have been performed to model the financial impact on the KCC for a period of ten years following completion of the development (assumed to be two years for construction).

Detailed projections for the base case with the single storey new build option (including the provision of bowls and hockey) are presented in Table 22.

This case assumes inflation at 3%, an underlying population growth rate of 2%, a 'new facility surcharge' of 2% per year (on top of inflation), a growth in venue hire of 20% year on year for the first four years following the development and the attraction of 60 new bowls and hockey members in the first two years following completion of the redevelopment, and 25,000 initial annual revenue from the Community Cropping Program though which KCC has been granted 500 acres of rent free land.

Table 22. Base case projections

Katanning Country Club Inc Forecast Financial Impacts Years 1 to 10											
			Actual	Forecast							
Project Year			0	1	2	3	4	5	6	7	8	9	10
Financial Year			2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Base KCC members		Existing members scaled by population growth	205	210	215	220	225	230	235	240	245	250	255
Average subscription		Existing subscription scaled by inflation and 'new facility surcharge'	109.61	112.35	115.04	117.64	123.53	129.70	136.19	143.00	150.15	157.65	165.54
New members		Additional members from new sports (tennis), then scaled by pop growth	0	0	0	30	60	62	64	66	68	70	72
Total members			205	210	215	250	285	292	299	306	313	320	327
Income													
Subscriptions			**21,850**	**22,397**	**24,699**	**29,411**	**35,206**	**37,873**	**40,720**	**43,757**	**46,994**	**50,448**	**54,130**
Sports Income													
	Net Golf income	Existing net income scaled by 'base' KCC members and inflation	32,000	32,800	33,620	37,526	39,530	41,621	43,801	46,075	48,446	50,918	53,494
	Net Squash income	Existing net income scaled by 'base' KCC members and inflation	13,000	13,325	13,658	15,246	16,059	16,908	17,794	18,718	19,681	20,685	21,732
	Net Tennis income	Existing net income scaled by 'base' KCC members and inflation	9,000	9,225	9,456	10,554	11,116	11,700	12,319	12,959	13,626	14,321	15,045
	Net Bowls income	Assume 45k per 100 members, scale by inflation	-	-	-	4,944	9,666	10,218	10,547	10,877	11,206	11,536	11,866
	Sub-Total		**54,000**	**55,350**	**56,733**	**68,269**	**76,393**	**80,453**	**84,462**	**88,629**	**92,959**	**97,460**	**102,137**
Bar Income													
	Sales	Scale by membership and by inflation	180,912	185,435	190,071	214,430	251,784	265,707	280,039	295,405	311,227	327,730	344,949
	COGS	42.5% of bar sales	76,433	78,344	80,303	101,654	119,597	126,211	133,114	140,317	147,833	155,673	163,851
	Direct costs	Scale with sales	52,479	53,791	55,136	69,993	82,116	86,656	91,396	96,342	101,502	106,885	112,500
	Gross Operating Profit		**52,000**	**53,300**	**54,632**	**42,643**	**50,071**	**52,840**	**55,730**	**58,746**	**61,892**	**65,175**	**68,598**
Other Income													
	Venue hire	Scale by inflation and by venue hire growth over first 4 years	2,000	2,050	2,101	8,245	9,483	9,915	9,904	10,201	10,507	10,822	11,147
	Community Cropping Program	Scale by inflation and by population growth	25,000	25,625	26,266	28,090	30,457	31,998	33,617	35,318	37,106	38,983	40,956
	Miscellaneous	Insurance recoveries and interest. Scale by inflation	5,635	5,776	5,920	5,972	6,091	6,214	6,340	6,471	6,605	6,743	6,885
	Sub-Total		**32,635**	**33,451**	**34,287**	**38,307**	**46,031**	**48,128**	**47,862**	**49,990**	**52,217**	**54,548**	**56,988**
TOTAL INCOME			140,285	144,498	148,853	176,530	202,902	218,591	228,773	241,121	254,045	267,632	281,854
Expenses													
Advertising & Promotion		4% increase first 5 years then scale with inflation	680	700	721	1,010	1,040	1,071	1,103	812	838	561	897
Audit and accountancy		Scale with inflation	6,400	6,592	6,790	6,992	7,206	7,419	7,642	7,871	8,107	8,351	8,601
Bank Charges		Scale with inflation	2,000	2,060	2,122	2,185	2,251	2,318	2,388	2,459	2,534	2,610	2,688
Cleaning		Scale with inflation	15,500	15,965	16,444	16,937	17,445	17,969	18,508	19,063	19,635	20,224	20,831
Club Groceries		Scale with inflation	250	258	265	273	281	290	299	307	317	326	336
Clubs WA membership		Scale with inflation	600	618	637	656	675	696	716	738	760	783	806
Donations		Scale with inflation	250	258	266	273	281	290	299	307	317	326	336
Electricity		Scale with twice rate of inflation	8,800	9,328	9,888	10,481	11,110	11,776	12,483	13,232	14,026	14,867	15,759
Fidelity Bond -Ramsay Govt		Scale with inflation	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720
Fuel - oil and gas		Scale with twice rate of inflation	1,200	1,272	1,348	1,429	1,515	1,606	1,702	1,804	1,913	2,027	2,149
Insurance		Initial 10% increase then scale with inflation	11,000	11,330	11,670	24,040	24,761	25,504	26,269	27,057	27,869	28,706	29,568

IT		Scale with inflation	3,500	3,885	3,974	7,645	7,875	8,114	8,358	8,609	8,867	9,133	9,407
Licenses		Scale with inflation	865	960	981	1,076	1,109	1,142	1,176	1,211	1,248	1,285	1,324
Printing & Stationary		Scale with inflation	1,500	1,665	1,702	1,839	1,895	1,952	2,011	2,071	2,133	2,197	2,263
Rates and taxes		Scale with inflation	2,500	2,775	2,837	2,732	2,814	2,898	2,985	3,075	3,167	3,262	3,360
Repairs & Maintenance		50% reduction on newer pub building; scale with inflation	6,000	3,000	3,066	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032
Secretarial costs		Scale with inflation	34,000	37,740	38,577	37,159	38,267	39,415	40,598	41,816	43,070	44,362	45,693
Security		Initial 100% increase then scale with inflation	500	555	1,135	1,745	1,801	1,855	1,910	1,968	2,027	2,088	2,150
Water Rates & Consumption		Scale with inflation	1,500	1,665	1,702	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016
Miscellaneous		Scale with inflation	3,200	3,552	3,631	3,497	3,602	3,710	3,821	3,936	4,054	4,175	4,301
Superannuation		Scale with inflation	4,000	4,440	4,539	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
Telephone & Internet		Scale with inflation	1,800	1,998	2,043	1,967	2,026	2,087	2,149	2,214	2,280	2,349	2,419
Total Expenses			**111,445**	**111,396**	**113,876**	**134,491**	**140,842**	**145,580**	**150,218**	**154,978**	**160,027**	**165,306**	**170,772**
Operating Profit			**26,840**	**36,774**	**36,794**	**42,039**	**51,859**	**59,861**	**78,456**	**86,193**	**94,037**	**102,328**	**111,082**
Operating Profit %			25%	33%	32%	24%	31%	32%	34%	36%	37%	38%	39%
Cash movements	Opening balance			202,940	239,641	276,277	300,393	340,695	387,529	440,669	500,186	565,562	637,172
	Operating Profit			36,774	36,794	42,039	51,859	59,861	78,456	86,193	94,037	102,328	111,082
	Self-supporting loan repayments			12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
	Additional working capital requirements			2,775	2,843	5,452	6,927	10,706	12,616	14,976	16,221	16,156	20,163
	Closing balance		203,940	239,641	276,277	300,393	340,695	387,529	440,669	500,186	565,562	637,172	710,571
Less Depreciation													
	Existing	Existing depreciation expenditure	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Proposed Improvements	Accumulation of new building over 40 years - balance sheet item	0	0	0	71,523	71,523	71,523	71,523	71,523	71,523	71,523	71,523
	Sub-Total		**25,000**	**25,000**	**25,000**	**96,523**	**96,523**	**96,523**	**96,523**	**96,523**	**96,523**	**96,523**	**96,523**
(Net Surplus (Deficit) after Depreciation and Amortisation of New Asset			**1,840**	**11,774**	**11,794**	**-54,484**	**-44,663**	**-36,662**	**-18,067**	**-10,330**	**-2,486**	**5,805**	**14,559**

Total capital improvements	$240,000
Years on loan (building component)	40 yrs
Population growth rate	1.5%
Inflation rate	2%
Additional fee increase rate	20%
Additional funding available	$0
Rental hire growth	5%

7 Impact and Benefits

The potential benefits of the proposed redevelopment project would be as follows:

- **Increased capacity** – responding to demand and projected population increases in Katanning, the improved clubhouse, larger number of squash courts and improved tennis facilities will provide increased capacity to cater for current members and increased membership.
- **Increased participation in sports** – better facilities will provide an impetus for increased participation in a range of sports. More significantly, co-location of bowls and the provision of enhanced greens will drive increased membership, addressing the under-representation of participation in bowls in Katanning and also provide a natural sport for members of the KCC to transfer to in later years.
- **Reduced costs** – co-location synergies will reduce costs. KCC has already demonstrated a good management model for the co-location of clubs and this would benefit other clubs (bowling, hockey) if they were to co-locate. There would also be reduced maintenance costs with a new facility compared with the current, ageing infrastructure.
- **Increased provision of facilities for the community** – Katanning is undergoing a growth phase, with a number of drivers for increasing population and commercial enterprises (e.g. SuperTowns initiative, the potential recommencement of mining operations at the Badgebup gold mine, expanded agricultural activities and processing (e.g. expansion of operations at the WAMMCO abattoir and the new Katanning Regional Saleyard developments). To respond to these drivers, Katanning needs to improve its community sport and recreation infrastructure (as well as other community infrastructure) in order to provide the basis for the attraction and retention of workers in the town.
- **Increased sustainability** – through facilitating membership growth, the developments would lead to a more sustainable, financially healthy Country Club. The improved clubrooms would also increase the potential for income generation through, for example, hosting functions, seminars and conferences. While such activities are already hosted, the capacity constraints of the current building restrict the number of functions that can be hosted and decreases the attractiveness of the venue to organisers.

More detailed socio-economic benefits are summarised as follows.

7.1 Attraction and retention of residents

The improvement of infrastructure is known to attract and retain residents in the region's towns to support economic and community development. Rural and remote communities experience disadvantage, by definition through their reduced access to goods and services, but also in employment opportunities and income. They include some of Australia's lowest socio-economic areas and have lower overall education achievement[21]. Economic, social and environmental changes affecting Australian agriculture have led to concern for the sustainability of family farming, and rural communities can no longer expect economic security and sustainability from traditional agriculture enterprise[22]. As a result of these considerations, the wellbeing of people living in rural Australia has become an issue of national significance. The growth of vibrant communities within most of the Shires requires enhancement or revitalisation of towns with investments in townscapes and in recreational, cultural and heritage facilities. Katanning is an important service centre to a wide region which includes and number of smaller local government areas and townships. Katanning provides the major retail and commercial service to a region basically 100km in diameter along with housing most of the State government services such and health and education for the region. Whilst Katanning acts as the regional centre, it is suffering from aging infrastructure and its capacity to continue to fulfil this role is dependent upon continued investment that allows for attraction and retention of key staff and services. The KCC development will provide improved infrastructure and co-location potential that will help to meet this need.

With a highly multicultural population in Katanning, the new facilities at the KCC will cater for activities that also support cultural diversity and therefore the long-term sustainability and wellbeing of the community.

[21] (AIHW, 2008)
[22] (Rogers & Walker, 2005)

The facility will respond to the urgent need for accommodation for existing club/groups and will assist to reduce barriers to physical activity among rural residents and support the groups that are working to address specific barriers and challenges physical activity faced by rural residents.

The enhancement sporting, cultural and recreational facilities all set the scene of a vibrant community offering choices of free time activities for all ages.

7.2 Impacts and Benefits from the Provision of Sporting Facilities

The Australian Government's Sports Commission reports that 'Sport is fundamental to Australia's society, culture and economy. Participation in sport improves mental and physical health, enhances community well-being and contributes significantly to employment.'[23] Sport and recreation is part of the fabric of Australian life: it binds and builds communities, 'empowers, inspires and motivates individuals, provides work-life balance and helps shape the national character.'[24] Providing adequate, high quality sporting facilities is fundamental to continuing to build on this 'fabric' – and improving its strength. The latter is needed particularly in light of data from the ABS[25] which states: 'Although most Australians do participate (in Sport), of concern is that less than one-third (30%) did so more than twice a week in 2009-10 and that the majority of Australians had only low or sedentary exercise levels (72% in 2007-08). Many Australians would not be achieving the exercise levels recommended by the National Physical Activity Guidelines'.

Studies in not only Australia, and WA in particular, but also Canada and the UK recognise the contribution sport makes to the building of national pride, plus go further in illuminating what the additional benefits are that sporting activities bring to societies. The Canadian Study[26], *'Strengthening Canada – The Socio-economic Benefits of Sports Participation in Canada'*, and the Western Australian Department of Sport and Recreation's *'More than Winning – The Real Value of Sport and Recreation in Western Australia'* verify these impacts and benefits of sport participation and facilities on individuals and communities, and on the nation's economy and society. The most significant are the following.

Sport touches many aspects of people's lives:

- It changes individuals—including their health and well-being, their social networks and sense of social connection and social inclusion, and their skills.
- It affects communities—including the social cohesion and social capital of communities. Sport can help address anti-social behaviour and can support education plus help sustain the environment through protecting open space and natural areas.
- It has an impact on the economy—by attracting business investment, creating jobs and providing work for thousands.
- It helps to shape national and cultural identities. According to Kelley and Evans (1998) sport has been identified as being 'the most important element contributing to our feelings about our nation'.[27]

The major benefits of sport participation are:

- Improved Physical Fitness and Health.
- Fun, Recreation and Relaxation.
- Sense of Achievement.

[23] http://www.ausport.gov.au/information/nsr/the_future_of_australian_sport 'The Future of Australian Sport' 2011
[24] http://www.dsr.wa.gov.au/assets/files/Advocacy/More%20than%20winning.pdf 'More than Winning – The Real Value of Sport and Recreation in Western Australia', Government of WA, Department of Sport and Recreation: Building Stronger, Healthier, Happier and Safer Communities.
[25] http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Main+Features30Jun+2011 'Looking Forward', Sport & Physical Recreation
[26] http://vancouver.ca/parks/activecommunity/pdf/SportsParticipation.pdf Report August 2005: *'Strengthening Canada – The Socio-economic Benefits of Sports Participation in Canada'* The Conference Board of Canada - Insights You Can Count On.
[27] Kelley, J., Evans, M. (1998). Sources of national pride in 24 nations. *Australian Social Monitor*, (2), 23-30.

- More Opportunities for Shared Family and Household Activities.
- Improved Social, Analytical and Life Skills.
- Opportunities to Socialize and Make New Friends.
- Preparedness for Sport Competition.

The multiple-use nature of the KCC will provide local capacity that will ensure that changes in memberships in local clubs etc. will be able to be catered for by the facility. Co-location of clubs at the KCC will also assist with meeting the future needs of the community. Co-location will also reduce the "volunteer workload" assisting to meet the reducing number of volunteers in many communities and clubs.

7.3 Health Impacts and Benefits

Active participants attach very high levels of importance to sport as a source of relaxation, fun and recreation; physical fitness; improved quality of life due to better health; and stress relief. Individuals can gain significant health benefits from physical activity through sport (or other means) by achieving the right levels of frequency, duration and intensity of activity.

Improving health through sport and other forms of physical activity would significantly reduce health-care costs. In Canada, recent estimates of health-care spending due to physical inactivity range from CAN$2.1 billion to CAN$5.3 billion annually, representing as much as 4.8% of total health-care costs. In Australia, increased participation in sport (and recreation) provides substantial returns to the public and private sectors through improved health. Research done by Econtech, commissioned by Medibank Private (2007)[28], stated: 'If more Australians were physically active for just 30 minutes a day the Australian healthcare system could save $1.5 billion a year'. According to Access Economics (2006) the total economic cost of obesity alone in Australia in 2005 was $21 billion, with the cost to the Western Australian economy $2.1 billion. Nationally, this was expected to increase to $34.6 billion in 2008. On this basis, increasing sport participation could significantly reduce national health-care costs.

7.4 Skills Impacts and Benefits

Sport participation develops a wide range of skills and attitudes, including teamwork, leadership, problem-solving, decision-making, communications, personal management and administrative skills. Sport also builds character and personal qualities, such as courage and the capacity to commit to a goal or purpose, as well as values, such as respect for others, self-discipline, a sense of fair play and honesty. Young people find sport enables them to channel their energy, competitiveness and aggression in socially beneficial ways. For the vast majority of active participants, volunteers and attendees sport is an important source of skills that they can apply away from sport. These skills also help people to play a more positive role in their communities and family life.

7.5 Social Impacts and Benefits

'Sport has the power to unite people in a way little else can. Sport can create hope. Breaks down racial barriers ... laughs in the face of discrimination ... speaks to people in a language they can understand." - Nelson Mandela

Sport improves social cohesion. Sport participants experience a high degree of interaction with other individuals, which improves interpersonal relationships, establishes the basis for trust and builds teamwork skills that generate gains in social cohesion. Social cohesion, in turn, is fundamental to building 'social capital', which is the 'social fabric or glue that ties members together in a given locality[29]. According to Putnam (2000)[30] sports clubs and community organisations are important conduits for developing such capital and are good barometers of community strength.

[28] Medibank Private (2007). The cost of physical inactivity. What is the lack of participation in physical activity costing Australia? Report by Econtech for Medibank Private.
[29] Cox, E. (1995). *A Truly Civil Society*. Sydney: ABC Books.
[30] Putnam, R. (2000). Bowling alone: the collapse and revival of American community. New York, Simon and Schuster.

Sport works by constructing associations of people – participants, volunteers and supporters - that constitute social networks with a defined purpose. These networks generate trust and a willingness to interact with others *outside of sport*. This willingness can be harnessed to social and economic advantage. Sport participation strongly encourages individuals from different backgrounds to work and play together in a positive way. It gives individuals of all ages good opportunities to be actively involved in their communities, which help them learn positive lessons about responsibility and respect for others, and gives them the chance to give back to their communities. Dempsey (1999)[31] highlighted the importance of sport in his 17-year study of a Victorian rural community. His study found that sport and sporting clubs enabled all members of a community to be linked by a common bond: their participation in that club. Similarly, Mahoney (as cited in Townsend, et al., 2002)[32] found in a study of two small Victorian rural communities that at a times of economic hardship, when other institutions and structures were disappearing, physical activity and organised sporting clubs remained, providing a focus within the communities and a sense of community cohesion.[33]

Investment in sports facilities can bolster a community's perception of their local area, restoring pride in their region and improving future social and economic possibilities.

7.6 Economic Impacts and Benefits

Household spending on sport has a significant impact on the Australian economy. Research indicates the biggest spenders participate in sport in more than one way. Volunteers spent the most since they were most frequently multi-participants (as active participants, attendees or both, as well as volunteers). Sport spending is characterized by large numbers of relatively small purchases and expenditures on a variety of different goods and services.

Sport is big business in Australia, generating an estimated net income of approximately $8.8 billion in 2004/05 (ABS, 2005). Australian households spent more than $6.3 billion on sport and recreation in 2003/04 – up from $4.7 billion in 1998/99 (ABS, 2008). Retail sales of sports and physical recreation products in WA are about $409 million. In WA, total income from health and fitness centres and gymnasia alone is approximately $32.3 million (ABS, 2006). According to the ABS, in 2005, there were just under 5000 people employed fulltime in the WA sport and recreation sector. It is estimated this has grown to more than 6000.

Every dollar invested by the WA Government in the Community Sporting and Recreation Facilities Fund generates $2.36 in direct economic activity and $6.51 in total economic activity. On the basis of the current annual commitment of $10.5 million, this equates annually to more than $24.7 million in direct and $68.3 million in total economic activity.

Sport is a valuable element in Australia's learning culture that builds a wide set of transferable skills that are important in work and life. 'The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flow from participation in organised sport (and recreation) is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important. In most regional and remote communities, it is the local tennis, football or basketball club that provides and sustains community interaction (Kemp, 2006)[34]. Atherley (2006)[35] identified other research that recognised the following flow-on effects – social ties, power relations

[31] Dempsey, K. (1999). Smalltown - a study of social inequality, cohesion and belonging. Melbourne: Oxford University Press.
[32] Townsend, M., Moore, J., Mahoney, M., (2002). Playing their part: the role of physical activity and sport in sustaining the health and well being of small rural communities. *Rural and Remote Health*. Melbourne: Deakin University.
[33] http://www.dsr.wa.gov.au/assets/files/Advocacy/More%20than%20winning.pdf 'More than Winning – The Real Value of Sport and Recreation in Western Australia', Government of WA, Department of Sport and Recreation: Building Stronger, Healthier, Happier and Safer Communities.
[34] Kemp, R. (2006, 23 June). Speech at 2006 Sport Policy Summit. Retrieved 26 September 2008 from http://www.minister.dcita.gov.au/kemp/media/speeches/2006_sport_policy_summit
[35] Atherley, K. (2006). Sport and community cohesion in the 21st century: understanding linkages between sport, social capital and the community. Perth: WA Department of Sport and Recreation.

and social capital, social networks, community integration, flow of information and creating a sense of belonging.'

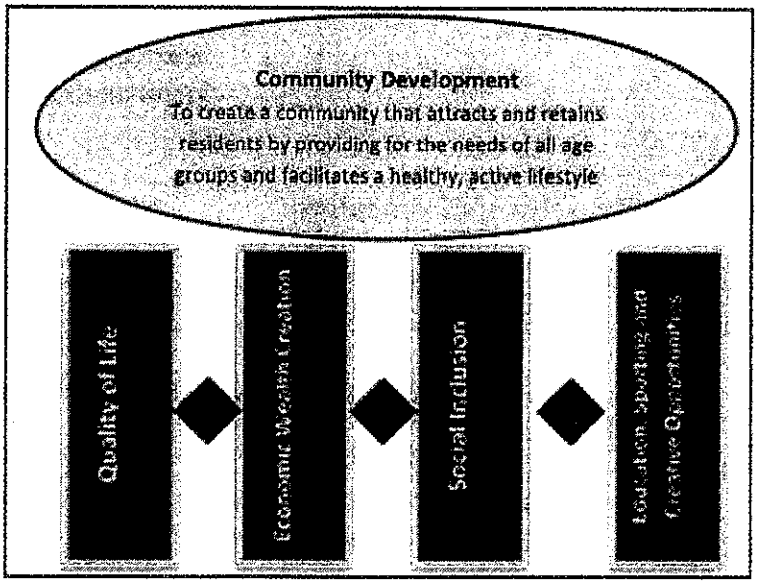
Co-locating more activities at the Katanning Country Club will make these facilities more financially viable as well as promoting high levels of participation. A significant increase in patronage and facilitate the co-location of more sports. In turn this will reduce the need for travel between locations, provide cross marketing/participation in more activity (thus economic benefit) and reduce the cost of participation to families and increase volunteer availability to the community.

7.7 Regional Development

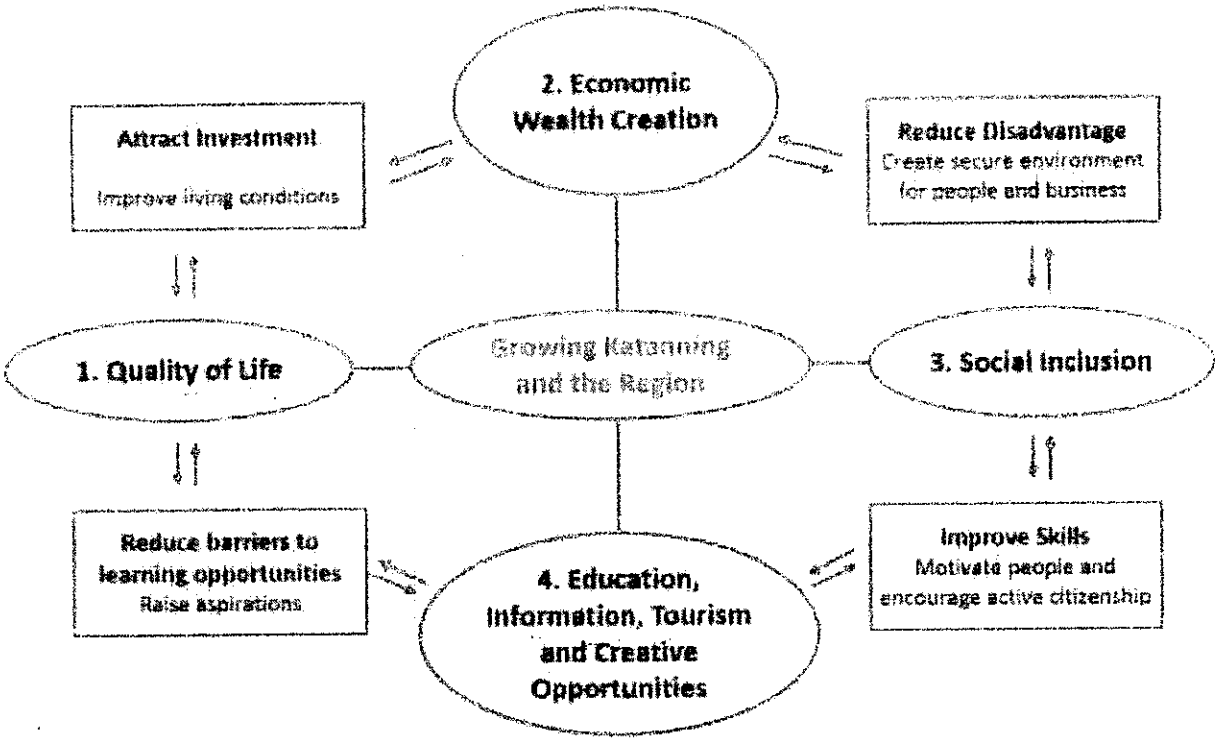
The ways in which these social, educational, and economic objectives interact and reinforce each other is increasingly recognised around the world. Effective communities create synergies between **social, educational and economic development.** These linkages are essential for communities to keep up with the pace of change; **development cannot occur in separate boxes.**

Hence, the imperative is to not see economic and social/cultural endeavours as separate areas of development, but to create ways in which each complements the other.

The KCC development project will contribute to four key pillars for the community of Katanning and its region:



1. **Quality of Life.** The quality of life and health of a community increases when barriers to learning opportunities are reduced and aspirations raised. Attraction of investment and employment growth through concerted economic planning go hand in hand when a community works together for the common good and within the context of environmental sustainability.
2. **Economic Wealth Creation.** Economic wealth is at the core of creating a secure, sustainable environment for people and business to trust each other and reduce disadvantages. It is reduction of competition and the encouragement of collaboration which will bring wealth in many ways to a Community.
3. **Social inclusion.** Once social disadvantage has been reduced and opportunities to develop new skills, knowledge and experience enabled, people are motivated to become proactive in various areas of community life, within a sustainable environment and encouraged to contribute to their community, as a valued member. Sporting and cultural opportunities can play an important part in reengaging disaffected sections of the community, building shared social capital and grass roots leadership though improved cross-cultural action.
4. **Education, sporting and creative opportunities.** The continuum is completed when opportunities to participate in educational, sporting and creative activities are created and made equally accessible to all members of those communities. When elements of choice and trust become core values or rights within communities, vibrancy and sustainability are enhanced.



7.8 Benefits of Co-Location

Joint-use Services or Co-located facilities are ideally suited to the current political climate and can act as drivers for change within society. While being a potentially more efficient means of providing services; joint-use locations can be a strong platform to promote lifelong learning. Co-located or Joint-use facilities can:

- Contain a more comprehensive or better quality of collections, resources, online services and updated facilities
- Enable extended opening hours
- Create a convenient site where all services are readily available
- Provide a single site for archival and local history collections
- Allow flexibility in innovation through ability to provide and support change
- Provide alternate avenues for professional development of staff
- Promote greater community interaction by providing a focal point and mixing of demographics
- Provide greater access to community services information
- Increase exposure to education services to members of the community otherwise not aware
- Promote life-long-learning through the educational role of the library – not just early years learning cycle
- Provide more avenues for the promotion of individual services
- Bring different community groups together as a part of a governing board

7.8.1 The benefits of co-location

Capstone Co-Location[36] researched into the positive impacts of co-location on a range of aspects including funding opportunities, service delivery and cost-effectiveness. They surveyed 100 organisations on current co-location trends. The results are shown in Table 23 below.

Table 23. Benefits of Co-location

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Response Count

[36] http://mccoyouth.blogspot.com/2011/05/capstone-co-location-research-shows.html

Co-location has increased the number of clients we serve	3.2% (1)	3.2% (1)	9.7% (3)	19.4% (6)	61.3% (19)	3.2%(1)	4.37	31
Colocation has increase the number of services each individual client or family uses	3.2% (1)	3.2% (1)	22.6% (7)	25.8% (8)	35.5% (11)	9.7% (3)	3.96	31
Co-location allows us to share ideas with other organisations	0.0% (0)	0.0% (0)	9.7% (3)	38.7% (12)	51.6% (16)	0.0% (0)	4.42	31
Co-location allows us to share resources with other organisations	0.0% (0)	0.0% (0)	12.9% (4)	35.5% (11)	51.6% (16)	0.0% (0)	4.39	31
Co-location is cost-efficient	0.0% (0)	3.2% (1)	16.1% (5)	38.7% (12)	41.9% (13)	0.0% (0)	4.19	31
Co-location reduces duplication of services	0.0% (0)	3.2% (1)	29% (9)	29.0% (9)	35.5% (11)	3.2% (1)	4.00	31
Co-location reduces competition for funding	9.7% (3)	29% (9)	22.6% (7)	25.8% (8)	9.7% (3)	3.2% (1)	2.97	31
Co-location has improved client outcome	0.0% (0)	3.2% (1)	22.6% (7)	29.0% (9)	38.7% (12)	6.5% (2)	4.10	31
The organisations at our site share common goals	0.0% (0)	0.0% (0)	19.4% (6)	41.9% (13)	32.3% (10)	6.5% (2)	4.14	31
The organisations ate our site communicate effectively with each other	0.0% (0)	3.2% (1)	38.7% (12)	38.7% (12)	16.1% (5)	3.2% (1)	3.70	31
The number of services provided at my co-location project is optimal	3.2% (1)	9.7% (3)	38.7% (12)	25.8% (8)	12.9% (4)	9.7% (3)	3.39	31
A coordinating organisation/individual is necessary for a successful co-location project	3.2% (1)	6.5% (2)	12.9% (4)	25.8% (8)	48.4% (15)	3.2% (1)	4.13	31

Further research was carried out by TIDES, in the USA, on 'Measuring Collaboration; The Benefits and Impacts of Non-Profit Centres' in 2010-2011. This research included "a survey of the directors of non-profit centres (146 responses), a survey of tenants of 16 non-profit centres (167 responses), interviews with centre directors in 15 centres, four focus groups of centre directors, and, finally, five in-depth case studies"[37]. The graph in Figure 28 shows the range of benefits from co-locating non-profit organisations according to the TIDES survey.

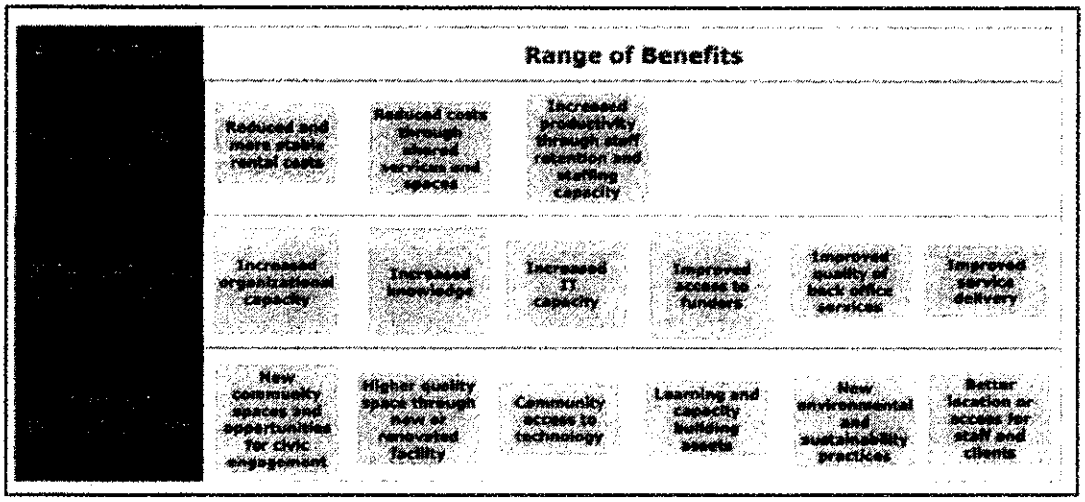


Figure 28. Range of Benefits with Co-Location

7.8.2 Economic Benefits

The TIDES study showed that **financial stability** was a key positive impact of co-location. Spaces in co-location centres are currently in high demand, resulting in low vacancy and turnover rates. 46% of centres had no vacancies in 2010 while less than 1 in 5 had vacancy rates of greater than 10%. 53% of centres also had no turnover in 2010, while less than 1 in 8 had turnover of greater than 10%. 80% of centres kept waiting lists, with almost 40% of co-locations having organisations on these lists. The decline in funding for non-profit organisations has increased such demand for space in shared locations. With these trends being as they are, co-locations are proving themselves to be both financially sustainable and viable. As the research from TIDES indicated, 75% of non-profit centres are able to meet their expenses; a particularly positive figure considering

[37] http://kresge.org/sites/default/files/Uploaded%20Docs/HS%20MeasuringCollaborationExSum051311.pdf

the study was carried out in the heart of the economic recession with several non-profit organisations facing significant fiscal challenges.

Another significant economic benefit of co-location is **cost saving**. Lower lease costs of the building due to shared tenancy, as well as other cost savings relating to shared services, resources and staffing result in a significant positive impact on the finances of each separate organisation. According to directors of these co-location centres, tenants are provided with substantial subsidies through lease rates that are significantly below market rates. 26% of directors reported their lease rates are at almost half of current market rates and only a small 6% claimed to pay lease rates that were higher than their market rate in their community. A substantial 78% of participants of the TIDES study reported that the cost savings associated with co-locating was one of the most important benefits of shared space. Furthermore, respondents to the survey stated that on average they have made annual cost savings of around 7% since the co-location. These various cost-savings made to organisations through co-location has a subsequently significant positive impact on financial conditions.

Through increased accessibility and visibility of organisations through co-location (as is discussed in more depth in the 'Service Delivery Benefits'), the TIDES survey showed that many organisations have experienced an increase in revenue and funding. Around 59% of resident organisations reported moderate to significant improvement in visibility to funders, and about 45% reported improvements in organizational revenues. Figure 29 displays these results.

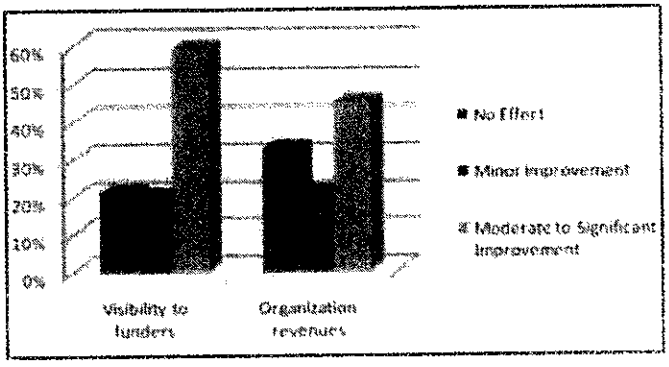


Figure 29. Revenue and Funding Benefits

7.8.3 Community Benefits

7.8.3.1 Improved Service Delivery

It is clear that the overall **effectiveness and efficiency** of organisations experiences a significant boost when location is shared. The study carried out by Tides reported that 56% of participants found that their effectiveness and efficiency had undergone "substantial improvements" and 30% acknowledged "moderate improvements". In addition, 62% of resident organisations responding to the survey reported that collaboration with other tenants led to moderate or significant improvements in their effectiveness and efficiency. With enhanced efficiency and effectiveness within these organisations, the service delivered to clients will undoubtedly be of a higher quality.

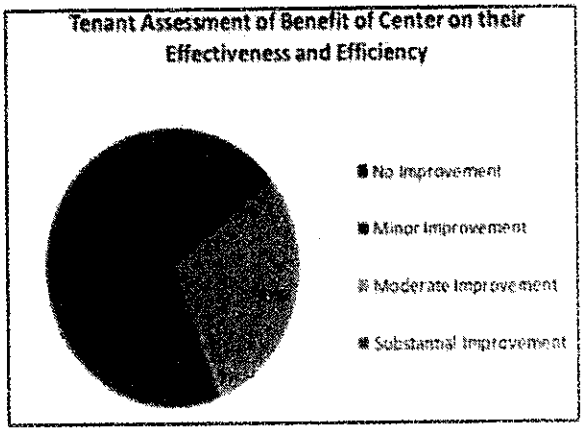


Figure 30. Improvement in Efficiency and Effectiveness

Figure 30 shows the results of the TIDES study on the degree of improvement of efficiency and effectiveness after co-location, according to participants.

An enhanced service is also provided for clients through co-location due to the **improved quality of the space** (84% of resident organisations cited this benefit). In addition, **improved accessibility** and **increased visibility** in the community are two more ways in which co-location can have a positive impact on the delivery of services and client satisfaction within the community. Participants to the TIDES study in fact cited these benefits as two of the most important factors contributing to improved effectiveness and efficiency as "increased awareness and credibility of the organization within the community (72% reporting moderate to significant improvement) and greater accessibility for clients (55%)". These benefits of increased accessibility

and visibility are crucial for organisations to attract new clients, improve their reputation, be seen as a fundamental part of the community and deliver a service that is efficient and effective both for the organisation staff as well as for the clients.

Other benefits to service delivery have resulted from **improved structure, management and access to resources** through co-location. 68% of respondents to the TIDES survey reported a moderate to significant impact in their organisation's ability to achieve its organisational mission, 53% stated that they experienced moderate to significant improvements in the size and scope of their programmes and 38% reported a moderate to significant improvement in the quality of back office services, including availability of communications and office equipment services. In addition, with reductions in expenditure, more money has been able to be injected into improving the range and quality of programmes on offer, and, according to TIDES, 20% of organisations have stated that they used their savings to develop new programs and services. Through the sharing of resources within a co-location, whether that is intellectual, technological or material resources, more organisations are able to access the equipment they need, when they need it, in order to efficiently and effectively serve the community. The ability for these organisations in a co-location to be more organised as well as able to access and/or develop higher-quality equipment and programmes will improve the quality of the service they provide to their clients and the community. In fact, in the TIDES survey, 55% of participating organisations reported that, through a co-location, there has been a moderate to significant improvement in the quality of services to clients and 38% experienced a moderate to significant improvement in the number of clients they serve. It is therefore clear the extent to which co-location between organisations can improve the quality of services on offer and considerably benefit the local community who use these services.

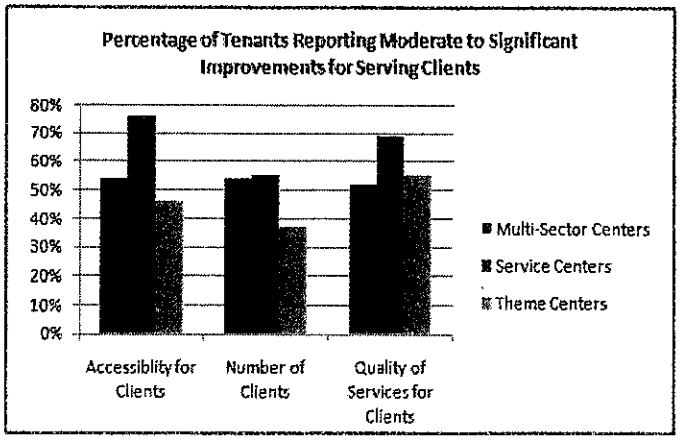


Figure 31. Quality of Service Improvements

Figure 31, from the TIDES survey, shows the extent to which quality of service and number of clients served has improved through co-location.

7.8.3.2 Improved/Enlarged Venue Space for Communities

Many co-locations actually offer facilities and services to the general community beyond their resident organisations. The majority of these shared spaces (56%) provide (often much-needed) **meeting space available for use by communities**. Just over 1/3 of these co-locations actually provide a venue for performances and exhibitions. Many directors of these centres have explained that through the provision of such space, the co-locations have become an important "hub" in the local communities' cultural life.

Local residents are more likely to look at the co-location space as the heart of the community, representing the communities' needs and talents and hosting events that the community can feel a part of. This benefit to the community is particularly important in rural and regional areas, such as Katanning.

7.8.3.3 Development of the Community

According to the TIDES survey, around one-third of the organisation centre directors have reported their investment in the co-location project has had a moderate to strong impact on **new property development and property renovation** in the surrounding area. This effect on the local neighbourhood is particularly important in designated economically distressed areas. In some cases, the co-location has even become *"a critical 'anchor' property that has changed perceptions about a neighbourhood."*[37]

This benefit of co-location does not just positively impact residential property but also small businesses in the surrounding neighbourhood. The TIDES survey has reported that following co-location, some areas have experienced **increased business for local retailers as well as new business development**; 30% of participating centre directors stated that their co-locations have had a moderate to strong impact on both existing business expansion and new business development.

Furthermore, a **strengthening of public infrastructure** in the surrounding community has been a reported impact of the development of co-locations. Examples cited by the centre directors who took part in the TIDES survey include the development of new transit stops, roads, sidewalks, and public parks. These types of investments are important contributors to improved quality of life.

Through improving conditions and developing property in the local area, the community itself will benefit, invigorating the community and helping it to become more prosperous. More business and employment opportunities are likely to be on offer by strengthening of local retailers and new business development and quality of life for the community will be boosted through improvement of public infrastructure.

8 KCC Management and Governance

The current management structure for the KCC is shown in Figure 32. The structure comprises a Management Committee, with four sub-committees and a separate committee for each of the three sports clubs. This structure has been in place since the amalgamation of the Squash and Tennis Clubs with the Golf club in the 1970s. Prior to amalgamation, each club was a completely separate entity.

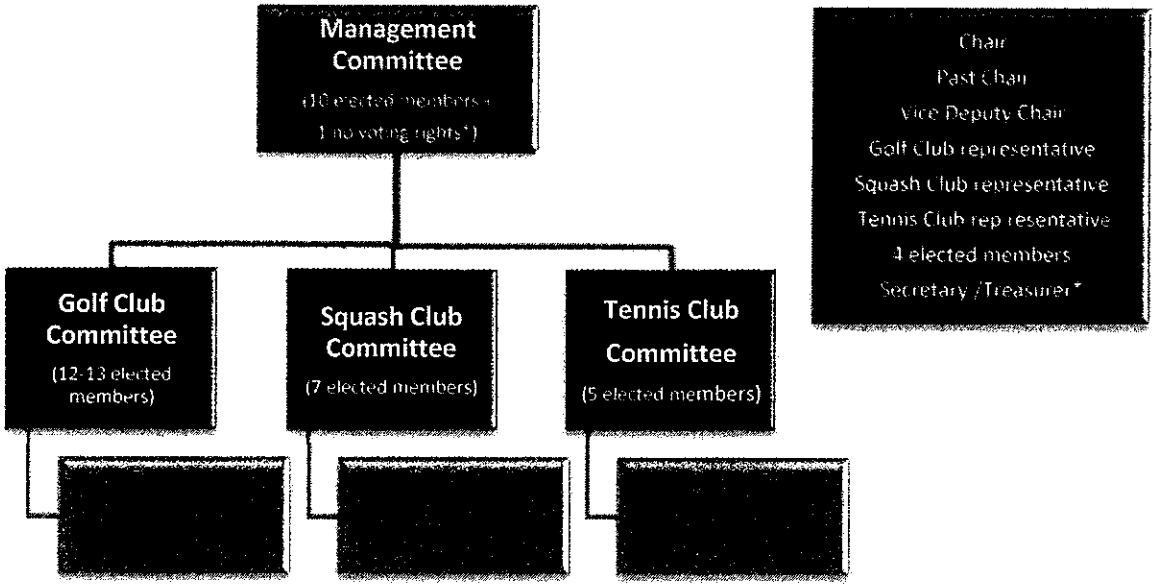


Figure 32. Management structure of the Katanning Country Club

8.1.1.1 Management Committee

The Management Committee has 10 Committee members plus a Secretary/Treasurer (with no voting rights). The positions are: Chair, past Chair, Vice Deputy Chair, a representative from each sports club- Golf, Squash, Tennis (preferably the President), 4 elected (general) members and a Secretary/Treasurer. Committee members are elected in a vote in which all club members are invited to participate for a 2 year term. The Chair holds the position for a 2 year maximum. For the other four elected committee members, these are elected from general membership base – there is a rollover to maintain consistency of representation so that two new members are elected on alternative years. The Management Committee has no direct input into the management of each Club Committee. Management Committee Sub-committees are:

- Bar,
- Building & Maintenance,
- Finance, and
- Social.

The Management Committee meets on monthly basis.

8.1.1.2 Golf Club Committee

Number of committee members: 12-13 committee members.
Positions: President, Vice-President, Secretary/Treasurer.
Members elected yearly.
Sub-Committees: Pro-Am, Greens, Match, By Law (currently under review).
Meets monthly (generally 1 week to 10 days before the Management Committee meetings so updates/any issues reported are current).

8.1.1.3 Squash Club Committee

Number of committee members: 7 committee members.
Positions: President, Vice-President, Secretary/Treasurer.
Members elected yearly.
Meets monthly (generally 1 week to 10 days before the Management Committee meetings so updates/any issues reported are current).

8.1.1.4 Tennis Club Committee

Number of committee members: 5 committee members.
Positions: President, Vice-President, Secretary/Treasurer.
Members elected yearly.
Meets monthly (generally 1 week to 10 days before the Management Committee meetings so updates/any issues reported are current).

The management structure works well and has done for a long period of time. The structure ensures good financial control with all financial issues all managed/ allocated by the Secretary/Treasurer. The Management Committee reviews club finances on monthly basis. Budgets for fund raising are set in consultation with each Club Committee and review during the year. Small expenditures for course maintenance approved by either Club Chairman or Course Manager and major expenditures has to be approved via formal process (submit competitive quotes for approval with preference given to local suppliers). The only weakness in its operation is the small pool of people from which to draw, but this would improve with an expanded membership base.

The current management structure for the Katanning Country Club is well proven and an example of best practice for the management of co-located sporting clubs. The existing structure and processes are therefore suitable for over-seeing the redevelopment of the KCC facilities and for incorporating other sporting clubs into the KCC as appropriate.

9 Project Governance

9.1 Governance

The project will have a management team comprising a Project Manager and Steering Committee. The Project Manager (see below) will have the overall responsibility for ensuring that the project meets the objectives set, dealing with operational day to day project-related issues. The management of the project will be supported by the use of IT tools to facilitate project management, co-ordination and dissemination of information among the project's governance structure and key stakeholders.

The Project Steering Committee is responsible for the high level policy and resourcing decisions essential for the delivery of project outputs and the attainment of project milestones.

The Steering Committee will meet at least bi-monthly to review the progress of the project in accordance with the project plan. The committee will receive regular updates on the development of the project and will communicate with the Project Manager on a more frequent basis, if required via email, or teleconference.

The Project Manager will be contracted by the Steering Committee to deliver the defined project outputs. The Project Manager is responsible for organising the project into one or more sub-projects, managing the day-to-day aspects of the project, developing the Project Management Plan(s), resolving planning and implementation issues, and monitoring progress and budget. The prime roles of the Project Manager are to:

- Develop and maintain the Project Management Plan.
- Manage and monitor the project activity through detailed plans and schedules.
- Manage (client/provider/stakeholder) expectations through formal specification and agreement of goals, objectives, scope, outputs, resources required, budget, schedule, project structure, roles and responsibilities.
- Generate project risk assessment procedures and continually assess and mitigate any potential or identified risks to the project.
- Put in place issue reporting structures and implement change control processes and configuration management.
- Undertake the day to day management of the project, having responsibility for any on-going operational issues and the reporting to the Steering Committee and Council on the progress and achievements of the project

9.2 Performance Measures

Fundamentally, the measure of success for this project will be the construction of the new facilities that meet the specifications defined, on time and within budget. However, it is recognised that there are many elements to this project and areas of learning that can inform the progress of the project during its implementation and to inform future projects. Therefore, formal project evaluations will be undertaken as mid- and post-project reviews. These evaluations will draw from a working definition of evaluation as: *"An objective and considered assessment of the efficiency, effectiveness, and/or appropriateness of the project."*

A report on the evaluation will be prepared and presented to the Steering Committee and relevant stakeholder group(s).

Once the new facilities have been commissioned and opened, the project will be formally closed. This will follow an orderly Project Closure Process:

- Acceptance of the project deliverables by the Project. This will include a formal acceptance that the new facilities have successfully been completed and are fit for purpose and substantially meet the objectives set.
- Risk Management. The risk management plan will be reviewed by the Steering Committee and actions implemented in order to close out any outstanding risks.

- Financial Management. An audit will be undertaken of project expenditure and this will be presented to the Steering Committee and signed off by the Steering Committee
- Asset Management. The company will assume responsibility for the future operation, management and maintenance of the new facilities.
- Post Project Responsibilities. The company will assume responsibility for the future operation, management and maintenance of the new facilities.
- Post-project Review. A post-project review will be undertaken in line with the evaluation process that has been described. This will be presented to the Steering Committee.
- Formal closure by Project Sponsor and disbanding the Steering Committee. On completion of the previous steps, the Steering Committee will be formally disbanded and the project closed.

10 Risk Management Plan

A risk management plan has been defined for the project, including the cost and time plans for which appropriate contingency management strategies need to be agreed to cover uncertainties. The Risk Management Plan for the project:

- Identifies those risks which might impact the project,
- Provides the basis for plans for containment of risks,
- Ensures that each risk is analysed for probability and impact,
- Ensures that there is an agreed mitigation plan for each risk,
- Identifies appropriate contingencies for high risks,
- Allocates ownership for the risks and its mitigation plan to an appropriate member of the project management team (e.g. Project Manager (PM) or Steering Committee (SC),
- Establishes and monitors a procedure for reviewing and evaluating risks on an on-going basis, adding new risks, removing obsolete risks and updating current risks, and
- Reports the status of current risks.

A periodic review by the PM of the risks identified, and any necessary contingency plans will take place. All risks with a score greater than 10 will be allocated to a named member of the SC, who will be take ownership of the risks and take responsibility for implementing and progressing any agreed contingency plan. All other risks will be assessed as part of the periodic review of the Risk Management Plan by the SC.

There are a number of significant factors which impact cost, scope and timing. These have been identified and mitigation strategies will be implemented to manage the development of the facility within the parameters of scope cost and time. The risk matrix in Table 24 considers the key risks that are pertinent to the development project[38].

Table 24. Risk assessment for development.

Risk	Consequences	Probability	Impact	Score P x I	Mitigation
That the design of the development is not suited to deliver intended services	Increased operational costs, further maintenance / redevelopment required. KCC unable to deliver improved facilities and services.	1	4	4	• Design consultation with KCC and third party technical and social consultants undertaken.
The construction of the developments exceed budget or cost escalation increases foreseen costs.	Inability to complete project without securing additional funding.	2	4	8	• The proposed budget includes a reserve. • Other funding sources are available (Holden Home Ground Advantage Scheme ($100,000), National Court Rebate – Tennis West ($200,000), and/or LotteryWest). • A staged approach is possible. • Membership surcharge is an option.

[38] Refer to Risk Analysis Descriptions for weightings.

Adverse weather conditions delay construction	Increased development costs/delays and potential for reduced service offerings from KCC.	2	3	6	• The proposed budget includes a reserve. Design consultation has included the need for KCC to continue operations and to be unaffected by construction.
Adverse weather conditions damage construction/infrastructure	Increased development costs/delays. Remedial work necessary and potential for reduced service offerings from KCC.	2	3	6	• The proposed budget includes a reserve. • Design consultation has included the need for KCC to continue operations unaffected by construction. Private operators to apply regulated practices.
Construction does not meet legislative standards	Delays in completion of project and increased costs.	1	4	4	• Private company to assure quality practices. Construction inspection by qualified practitioner to be undertaken.
Environmental damage as result of construction	Delay to completion and costs of clean-up incurred.	1	4	4	• Private operator to carry suitable insurance.
Access to site limited/restricted	Construction vehicles, contractors and materials have insufficient site access.	2	2	4	• Project Manager provides evaluation prior to commencement and seeks necessary authorisation.
Unpredicted events dictate that KCC may not be utilised during construction	Club would need to find suitable temporary premises.	1	4	4	• Engagement of qualified consultants pre-negates risk. • Project manager to monitor development.
Native title/cultural heritage or natural heritage	Delays to project completion. Possible termination of project.	1	5	5	• Building footprint not affected limiting native title or cultural heritage issues. • Consultation sought and issue identified.
Operator failure	Contractor unable to start/complete work due to financial/other factor causes construction delay.	2	2	4	• Secure the services of suitable qualified replacement contractor.
Design obsolescence	The building would not suit the projected needs requiring further development or redevelopment.	1	5	5	• Analysis of club's needs, projected usage and design assessed by suitably qualified practitioners.
Technical obsolescence	Additional costs incurred to provide remedial solution.	1	4	4	• Project focuses solely on construction using standard and regulated technologies and qualified contractors.
Contractor availability	Delay to completion.	3	2	6	• Project manager to provide direction.
Financial management of project	Budget exceeded jeopardising completion and/or funding.	1	5	5	• Engage suitably qualified project manager.
Timeline management	Possible delays, exceed budget.	1	5	5	• Engage suitably qualified project manager.
Events of force majeure adversely affect the ability to complete project	Delays, failure to complete project, funding withdrawn.	1	5	5	• Private operators & project manager suitably insured.
Industrial relations	Delays to project completion.	2	4	8	• Project manager to monitor and manage communications.
General economic downturn	Demand for contracted services affected.	3	2	6	• Private operators to ensure satisfactory financial structure.
Unforseen events affect sponsor's ability to fund project	Insufficient funding to complete project.	2	4	8	• New funding sources to be secured. Possible re-scope of development.
In-kind pledges rescinded	Alternative service sources required.	3	2	6	• Offers of service from members will supplement paid services.

Risk Analysis Descriptions

Probability		
Level	**Likelihood of occurrence**	**Probability**
0	Almost non-existent	<1%
1	Extremely unlikely	1-10%
2	Unlikely but possible	11-25%
3	Fairly likely	26-50%
4	More likely than not	51-75%
5	Almost certain	>75%

Impact			
Level	**Impact**	**Duration cost**	**Financial cost**
0	Almost non-existent impact.	1-2 days	<1%
1	Minimal loss, delay, inconvenience or interruption. Can be easily remedied	3-10 days	1-5%
2	Minor loss, delay, inconvenience or interruption. Short to medium term effect	11-30 days	6-15%
3	Significant waste of time or resources. Impact on operational efficiency, output and quality. Medium term effect that may be expensive to recover	1-3 months	16-30%
4	Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long- term effect and expensive to recover.	3-6 months	31-50%
5	Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover.	>6 months	>50%

Appendix 1: Questionnaire for Current Users

The KCC is currently carrying out a review of its facilities. As part of this process the Club is investigating whether it may be able to upgrade and provide more amenities based on the needs of existing and potential users. The Management Committee would greatly appreciate your view on the facilities that are available at the Club and if they meet your needs.

Q1 Do you use the facilities at KCC?

Yes No

Q2 What category of membership do you hold?

Full Casual
Social Sub-Junior
Country

Q3 How long have you been a member of KCC?

20 years + 10yrs+
5-10 years 2-5years
1-2 years Less than 1 yr

Q4 How do you travel to KCC?

Car (as driver) Team mini bus or coach
Car (as passenger) Taxi
Bicycle On foot

Q5 For what purpose do you use the facilities?

Golf Squash
Tennis Spectator only
Social Function Room Hire
Non-Club activities

Please specify: _____

Q6 How often do you make use of the facilities?

More than once a week Weekly
Fortnightly Monthly
Yearly Not at all

Q7 What time of day you use the facilities?

Morning Afternoon
Evening Weekdays
Weekends

Q8 Is this your preferred time?

Golf Yes No.....
Squash Yes No.....
Tennis Yes No.....

Q9 How far in advance do you need to book the facilities?

Golf 1 day 1 week >1 week....
Squash 1 day 1 week >1 week...
Tennis 1 day 1 week >1 week....

Q10 Please rate the facilities at the KCC (only tick one rating per item)

	Very Good	Good	Satisfactory	Poor	Very Poor
Club Bar/Restaurant					
Golf Course					
Squash courts					
Tennis courts					
Club rooms					
Change rooms					
Lockers					
External lighting					
Member Notice Board					
Function room					
Meeting room equipment					
Parking Facilities					
Seating					
Accessibility of facilities					
Availability of facilities					

Q11 Please indicate what improvements you think are necessary at KCC?

Improved lighting
Automated reticulation
Upgrade of Squash courts
Upgrade of Tennis courts
Shaded spectator areas
Drinking fountain
Exercise stations
Additional training grounds
Expansion of catering facilities
Additional storage
Facilities such as barbeque areas and children's play areas

Q12 What other improvements or facilities would you like to see at KCC?

_____

Q13 Would you like to see more regional and state games played at KCC?

Yes No Unsure

Please specify which sport/s: _____

_____

Q14 What matches would you be more interested in?

Day Night Does not matter

Q15 Do you regularly use the Katanning Leisure Centre or any other club or sport facility within 50kms of Katanning?

Yes No

If yes please specify the sports you regularly engage in: _____

_____

_____

Q16 Would you engage in physical activity more often at the KCC if the current range of activities were extended through the co-location of other sport clubs?

Yes No Unsure

Q17 What other sports would you engage in/ are of most interest to you?
Please specify: _____

_____

Q18 Would you engage in physical activity more often at the KCC if child minding facilities were available?
Yes No Unsure

Q19 If the KCC renovation results in an increase in membership fees, or the need to increase sport club fundraising activities; would you continue support the KCC upgrade and increase in provision of additional amenities?
Yes No Unsure

Q20 What do you consider the most important benefit of your membership of the KCC?

_____

Q21 What gender are you?
Male Female

Q22 What age group are you?
12-18 18-21 21-30
31-40 41-50 51-60
60+

Q23 Would you attend an open meeting to discuss development proposals for the KCC?
Yes No Unsure

Q24 In which suburb or area do you live?

_____

Q25 Do you have any other feedback you would like to provide?

_____

Appendix 2: Questionnaire Sport Club Presidents

Sports club being interviewed: _____
Interviewee Name & Club Position: _____

KT interviewer _____
Date / Time _____

Q1: For what purpose do you use KCC: (training, competition, social, functions or seminars etc)

Q2: What facilities do you use at KCC?

Q3: When do you use the facilities? (Please provide a detailed timetable or see attached grid)

Q4: Are these times suitable? If not, why?

Q5: What are the tiers of competition in your club?

GOLF:

Men:	A division ❑	B division ❑	C division ❑
Women:	A division ❑	B division ❑	C division ❑
Sub-Juniors:	A division ❑	B division ❑	C division ❑
Other:			

SQUASH:

Men	A grade ❑	B grade ❑	C grade ❑	G grade ❑
Women	A grade ❑	B grade ❑	C grade ❑	
Sub Juniors	A grade ❑	B grade ❑	C grade ❑	
Other:				

TENNIS

Men	A grade ❑	B grade ❑		
Women	A grade ❑	B grade ❑	B grade ❑	
Sub-Juniors	A grade ❑	B grade ❑	B grade ❑	
Night-Pennants (mixed):	Grade 1 ❑	Grade 2 ❑	Grade 3 ❑	Grade 4 ❑
Other:				

Q6: How many members does your club currently have:

Full members: _____
Sub-Juniors: _____
Casuals: _____

Q7: How much has your membership increased over the past 5 years? *(percentage growth/decline)*

Q8: What has influenced this growth/decline?

Q9: What is the outlook for the membership base at your club for the next 10 years?

Q10. How satisfied are you with the KCC facilities?

Q11. What could be improved? (lighting, change rooms, surface, etc)

Q12. What would influence your decision to stay at KCC over the next 10 years?

Q13. How would additional training surfaces/courts at KCC assist your Club?

Q14. What impact do you think an improved sporting facility at KCC would have on your membership base?

Q15. In your view what is the best way to extend KCC's facilities?

Q16. Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?

Q17. Would you support other sport club co-locating to KCC in the future?

Yes No

If yes ,which ones?

_____

Q18. Would you support other community activities co-locating to KCC in the future?

Yes No

If yes, which ones?

_____

Q19. What cost is your Club currently being charged to access KCC?

Q20. Would your Club be able to sustain increased charges if necessary?

Q21: Are all sport club specific fees (affiliation and competition fees) determined by the Club Committee and members? Please detail.

Q22: Are members happy with these current rates?

Q23: Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers? What is fundraising used for?

Q24: Do you have any feedback for the KCC Management Committee with regards costs sharing?

Q25: What do you consider to be the most positive aspect of the co-location arrangement?

Q26: What (if any) do you consider to be the most negative aspect about the co-location arrangement?

Q27: Are you happy with the KCC Management Committee?

Q28: Can you describe the current management structure?

Q29: What works well?

Q30: What would improve it?

Q31. In your view what are the major challenges facing your club?

Standard of facilities	*Yes* ❑	*No* ❑	N/A ❑
Selection criteria for teams /tiers of competition	*Yes* ❑	*No* ❑	N/A ❑
Limited opportunity to participate in competitions	*Yes* ❑	*No* ❑	N/A ❑
Coaching	*Yes* ❑	*No* ❑	N/A ❑
Dress regulations	*Yes* ❑	*No* ❑	N/A ❑
Membership	*Yes* ❑	*No* ❑	N/A ❑
Finances	*Yes* ❑	*No* ❑	N/A ❑
Lack of volunteers	*Yes* ❑	*No* ❑	N/A ❑
Communications	*Yes* ❑	*No* ❑	N/A ❑
Lack of planning	*Yes* ❑	*No* ❑	N/A ❑
Local Government	*Yes* ❑	*No* ❑	N/A ❑
Lack of marketing the sport	*Yes* ❑	*No* ❑	N/A ❑
Lack of promotion of the club	*Yes* ❑	*No* ❑	N/A ❑
State sports association	*Yes* ❑	*No* ❑	N/A ❑

Other: _____

Q32. Are there any other comments you would like to make?

Club Usage Grid

Name of Club: _____

1. Monday to Sunday (Please tick appropriate boxes)

	Mon	Tue	Wed	Thurs	Fri	Sat	Sun
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am							
09.00 –10.00 am							
10.00 –11.00 am							
11.00 –12.00 pm							
12.00 – 1.00 pm							
01.00 – 2.00 pm							
02.00 – 3.00 pm							
03.00 – 4.00 pm							
04.00 – 5.00 pm							
05.00 – 6.00 pm							
06.00 – 7.00 pm							
07.00 – 8.00 pm							
08.00 – 9.00 pm							
09.00 –10.00 pm							

2. Monthly Usage (Please tick appropriate boxes)

Month	Training	Competition	Social
Jan			
Feb			
Mar			
Apr			
May			
Jun			

Jul			
Aug			
Sep			
Oct			
Nov			
Dec			

Appendix 3: Sport Club Presidents Responses

	QUESTIONNAIRE SPORT CLUB PRESIDENTS GOLF	
	QUESTIONS	GOLF
	Interview date:	30/08/2012
	Name	Alan Fethers
	Title	Golf Club President
	Facilities	The eighteen hole golf course is considered to be one of the best sand green courses in country WA and is maintained throughout the year.
	Season	All year round
	For what purpose do you use KCC: (training, competition, social, functions or seminars etc)	All except seminars
2	What facilities do you use at KCC?	Golf Course
3	When do you use the facilities? (Please provide a detailed timetable or see attached grid)	Personally attends as many sessions as possible. *Refer Grid(s) at base of table
	Are these times suitable? If not, why?	Yes.
5	What are the tiers of competition in your sport club?	Men: A and B division. Women play Saturday. Juniors all one level of competitions (need 3 cards submitted when 16-18yrs) they can then play with seniors. We have some great people who do as much as they can to assist junior players.
6	How many members does your club currently have	Men: 50-60 Women: 30 Juniors: 4-5 Sub-Juniors: approx 10
7	How much has your membership increased over the past 5 years? (percentage growth/decline)	Membership maintained through-out the year, as lots of itinerant people in Katanning like teachers who come and go. In Winter we have full membership, and in summer membership is increasingly popular because of the nature of the course and we are attracting golfers from outlying areas. A few even travel 120kms to play.
8	What has influenced this growth/decline?	A big element is the course and the use of TWW which enables us to water the course year round. Sometimes numbers are low in winter as we encourage our membership to travel and support others club events and open days in the region; so when summer comes and their courses close, we attract a good return crowd.
9	What is the outlook for the membership base at your club for the next 10 years?	In summer we have a huge potential and we are trying to work on that. We have had minimal increase in numbers in winter but it is up to us - the club to attract more people in the summer. Golf is really a summer sport but because of the problem with water in the country many courses close down.
10	How satisfied are you with the KCC facilities?	We need to increase the standard of facilities.
11	What could be improved? (lighting, change rooms, surface, etc)	Toilet and facilities are out dated The colour coding needs updating We need a better office and bigger meeting rooms; but it is important to know that they did what they did with what they had at the time and it was a good job.

What would influence your decision to stay at KCC over the next 10 years?	People and community; I will be a member regardless. But it is more about the people than facilities and we have a very good outlook.
How would additional training surfaces/courts at KCC assist your Club?	I think anything we do in general to keep people at the Club and using the facilities is great. For the Golfers we are looking at sand greens to complement the turf greens and increase the putting surfaces for the future. Number 7 is complete but it is a very big task and we have a lot more to do with the few others.
What impact do you think an improved sporting facility at KCC would have on your membership base?	Increase attendance through cross polarisation between different sports.
In your view what is the best way to extend KCC's facilities?	Provision of a buggy room and improve the shed which is now external to the club rooms. Maybe the shed could be built in an all in one area if the facility is to be revamped. I would love to see a lot of glass and significant viewing areas of each sport from inside the club; at the moment it is more like a boarding house. It would be very important for us to be able to stand inside the Club and look out and view all the sport; with glass we could do that. We also have a great view which is not used in current club.
Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?	No, totally not at all.
Would you support other sport club co-locating to KCC in the future? If yes which ones?	Yes, Bowling would be good but anything to get the members in would be welcome. Many of the Golfers would start their own bowling competition if that were to happen.
Would you support other community activities co-locating to KCC in the future? If yes which ones?	Yes, perhaps other Service Clubs. Incorporate a Restaurant if effectively priced. We have to get people and the community in and using the facilities.
What cost is your Club currently being charged to access KCC?	The KCC has set us a fund-raising target of $40,000.00 and we are encouraged to raise over and above this amount; which goes into a golf reserve account and provides us with a buffer to help share costs.
Would your Club be able to sustain increased charges if necessary?	We would yes - we would have to find ways to do it.
Are all sport club specific fees (state affiliation and competition fees) determined by the Club Committee and members? Please detail.	We set our own fees - $75.00 course management fee which helps subsidise work on the course as most is voluntary. It also provides a budget for any large items that may be needed, KCC does fund if they consider items appropriate but it is good to be able to contribute. And there is an affiliation fee so approx. $160.00.
Are members happy with these current rates?	Yes.
Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers?	It is an ongoing exercise and it is a continual challenge to make $; but have regular spin on wheels on a Saturday and may raise $160.00 and we organise Corporate events which are good earners.
Do you have any feedback for the KCC Management Committee with regards costs sharing?	No.
What do you consider to be the most positive aspect of the co-location arrangement?	The potential for wider usage and people

25	What (if any) do you consider to be the most negative aspect about the co-location arrangement?	Sometimes when external clubs come in they find it hard to co-operate and accept our structure and ways of doing things; but we work on it and nurture our members so it is give and take.
26	Are you happy with the KCC Management Committee?	Yes the group is tolerant.
27	Can you describe the current management structure?	Works very well and tolerates any small difference. There is a Chairman a representative for each of the 3 sports paid Secretary who works Mon, Tues & Thurs Accountant Business Manager a few others for social events Both the management committee and sports clubs meet once a month.
28	What works well?	The structure and communication between people
29	What would improve it?	Some of the financial aspects need fine tuning such as budgeting but it is a well-controlled systems and is good.
30	In your view what are the major challenges facing your club?	*Refer response at base of table
32	Are there any other comments you would like to make?	Where else can you play on irrigated fairways with sand greens twelve months a year every day of the week? We charge minimal external fees and only $15.00 to play 18 holes. For the facility offered fees charged it is extremely great value. We are very fortunate with the level of volunteers we have who offer their time; the work we have done of the course would have cost us probably around $150,000.00. We need to foster community co-operation and be conscious of what we have especially the Golf Club.

QUESTIONNAIRE SPORT CLUB PRESIDENT SQUASH		
	QUESTIONS	SQUASH
	Interview date:	14/08/2012
	Name	Garry Wolfe
	Title	Squash Club President
	Facilities	Squash courts x 4
	Season	February-December
1	For what purpose do you use KCC: (training, competition, social, functions or seminars etc.)	All except seminars
2	What facilities do you use at KCC?	Change rooms - very basic; Men: 2 showers, no lockers Toilets (Men) x 2 Also plays Golf
3	When do you use the facilities? (Please provide a detailed timetable or see attached grid)	Competition: Wed & Thurs approx. 6:00pm – 10:00pm (or 11:00pm) Practice: Mon & Tues 4:00pm-8:00pm Friday pm/ Sat pm & Sunday nothing structured; a few members do like to have a hit. *Refer Grids at base of table
4	Are these times suitable? If not, why?	No real issue other than on competition nights often runs very late into the night
5	What are the tiers of competition in your sport club?	Mixed A & B grades Juniors about 30 in total; 15 play in with adults others too young for structured competition; also participate in coaching sessions
6	How many members does your club currently have	Total of 60-70; we do not separate out casuals from full members but perhaps have about 6 casuals; most people are happy to be full

	members. Sub-Juniors x 15
How much has your membership increased over the past 5 years? (percentage growth/decline)	Over last 5 years membership has increased by 10-15%; prior to this membership was much higher at between 100-120 but numbers dropped off as there were issues with squash club committee. The new committee is now slowly rebuilding.
What has influenced this growth/decline?	The incoming committee was able to manage the problems and push things along; also working on attracting more juniors Are 6 committee members who are generally sit on committee for 2 year cycle; but 2/3 have been on committee for a long time.
What is the outlook for the membership base at your club for the next 10 years?	It will all depend on the committee, currently doing well.
How satisfied are you with the KCC facilities?	Pretty good; does the job for now; certainly not outstanding but are lucky to have what we have.
What could be improved? (lighting, change rooms, surface, etc.)	Increase number of courts; sometimes have to wait 1 hr. to get a court on a practice night (most members are tolerant) In winter need heating on squash deck In summer there is a real lack of airflow as there is only 1 door which can be opened (do not want air conditioning but increased airflow) Definitely upgrade change rooms
What would influence your decision to stay at KCC over the next 10 years?	Improvement of the facilities Increase in number of squash courts; upgrade of club house and larger function area Be able to offer a wider range of sports to members Bar opens only on squash competition nights; closed Mon; opens for a few hours Tuesday and Friday; and then opens on Sat pm for Golf; if there were more courts more players would be able to play and would then use bar after practice on non-comp nights
How would additional training surfaces/courts at KCC assist your Club?	Would attract more members More people could train at the same time as most like to have a hit and be home by 7:00pm-7:00pm Could also have a meal after practice if facilities stay open
What impact do you think an improved sporting facility at KCC would have on your membership base?	Would definitely help growth Could also hold competitions over 1 night so more sociable and enjoyable Could play a game then have a meal
In your view what is the best way to extend KCC's facilities?	Either add on to what we already have or knock it all down and start again. It would be good to have new facilities but either way it is OK
Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?	Not really, the club house is OK; but toilet and change rooms are not at all (Change rooms are down a flight of stairs).
Would you support other sport club co-locating to KCC in the future? If yes which ones?	Yes; Bowls & Croquet but probably not a lot else There has been some talk about upgrading the tennis surface so that hockey can use the courts; but hockey is not really what we are about I am open to other ideas.
Would you support other community activities co-locating to KCC in the future? If yes which ones?	Rotary currently use KCC Lions or Apex could also use the facilities but it must be beneficial to the KCC
What cost is your Club currently being charged to access KCC?	There is no charge; each club has a fundraising target, for the Squash Club it is $7,500.00/ year.
Would your Club be able to sustain increased charges if necessary?	Yes I think so; it all would depend on the Committee to support and encourage members
Are all sport club specific fees (state affiliation and competition fees)	Yes our squash club fees are $60.00 year for competition and $30.00 for state affiliation which also includes insurance and access to coaching.

	determined by the Club Committee and members? Please detail.	
2	Are members happy with these current rates?	Yes; but they would always be happy if we could reduce costs
	Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers?	Everyone chips in so there is no problem
2	Do you have any feedback for the KCC Management Committee with regards costs sharing?	No the fundraising target works fine, we are happy
	What do you consider to be the most positive aspect of the co-location arrangement?	Having 3 sports clubs provides a bigger membership base to play from Also much cheaper to play the other sports if a KCC member Encourages more people to play sport
2	What (if any) do you consider to be the most negative aspect about the co-location arrangement?	Personality clashes and different opinions on how things are run; but Management Committee does a good job of handling this.
2	Are you happy with the KCC Management Committee?	Yes they do a great job.
2	Can you describe the current management structure?	Chairman Vice chair Secretary 1 representative from each of the 3 sport clubs, and 3 or 4 club members
2	What works well?	Very good having a representative from each sports club on Management Committee as everyone has a say.
3	What would improve it?	N/A I am happy.
3	In your view what are the major challenges facing your club?	*Refer response at base of table
3	Are there any other comments you would like to make?	Lack of promotion of the club as a whole, could do better.

QUESTIONNAIRE SPORT CLUB PRESIDENT TENNIS		
	QUESTIONS	TENNIS
	Interview date:	22/08/2012
	Name	Eric Rae
	Title	Tennis Club President
	Facilities	Tennis courts (x 8 – synthetic grass);
	Season	October- mid-December/February –mid-April
1	For what purpose do you use KCC: (training, competition, social, functions or seminars etc)	All except seminars
2	What facilities do you use at KCC?	Tennis Squash and also plays Golf Bar Change rooms - very basic (Men: 2 showers, no lockers) Toilets (Men x 2) Bar Change rooms - very basic (Men: 2 showers, no lockers) Toilets (Men x 2)
3	When do you use the facilities? (Please provide a detailed timetable or see attached grid)	Tennis: Wed & Thurs nights Squash in winter play on Wed night *Refer Grids at base of table
4	Are these times suitable? If not, why?	Yes times are suitable.

What are the tiers of competition in your sport club?	Adults pennants - mixed and grades 1,2,3,4; We do allow children to play in pennants of an evening but it is generally too late for them. Juniors have coaching and training programs; there is no junior competition as such.
How many members does your club currently have	Full: 25 / Junior: 36 / Casual: 29
How much has your membership increased over the past 5 years? (percentage growth/decline)	Over last 3 years membership has increased by 100% and doubled from 32 to 64; prior to this membership was much higher at around 64 (what it is today) numbers dropped off as there were issues with Tennis club President not being proactive.
What has influenced this growth/decline?	Current President and Committee are much more pro-active.
What is the outlook for the membership base at your club for the next 10 years?	We regularly advertise and the KCC is talking about holding an open day to attract new members; but it is largely through word of mouth that new members arrive. Also a rotation of teachers for example coming and going.
How satisfied are you with the KCC facilities?	Slightly dissatisfied (refer Q11)
What could be improved? (lighting, change rooms, surface, etc)	Tennis clubroom is currently sub-standard compared to the rest of the facilities. Change-rooms need upgrading Outdoor lighting could be improved More shaded areas Children's playground is very small Entrance to the main club.
What would influence your decision to stay at KCC over the next 10 years?	Fees – current fundraising target of $8,000.00 is manageable, but if it were to double would be a real problem My children heading off to boarding school, I would have more time.
How would additional training surfaces/courts at KCC assist your Club?	Tennis does not require additional surfaces. I think that squash also has sufficient courts with the current number of members; they use 3 courts over 2 nights
What impact do you think an improved sporting facility at KCC would have on your membership base?	It would be positive providing that fees do not go up too high, and the fundraising does not become too onerous.
In your view what is the best way to extend KCC's facilities?	If money is not an issue it would be best to knock down and start again; renovations will run into a dead end the building has been badly designed and does not use the view. We have a great position and view it would be better to start again. We need better facilities for children and a better Tennis clubroom could function as a function room and potentially incorporate a games room with pool table and table tennis.
Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?	No not at all, there are stairs everywhere and the doorways are narrow and disjointed.
Would you support other sport club co-locating to KCC in the future? If yes which ones?	Bowls would be good; I would probably play Bowls if they were located here but I would not otherwise. The Broomehill Tennis Club has shut down and we have picked up three of their members.
Would you support other community activities co-locating to KCC in the future? If yes which ones?	Yes: None come to mind but I have no objection.
What cost is your Club currently being charged to access KCC?	The Tennis fundraising target is $8,000.00/year. We don't really have member support, and it is hard to get them

		motivated. Unless you call people personally and twist their arms, the bulk of the work is done by the Committee.
	Would your Club be able to sustain increased charges if necessary?	Yes but no more than 50% increase in our target up to a maximum of $12,000.
	Are all sport club specific fees (state affiliation and competition fees) determined by the Club Committee and members? Please detail.	State affiliation for the Tennis Club is $1200.00 I think Pay membership of the Country Club, and then to be able to play in all tennis tournaments and competitions there is a 1 up front payment of $100.00/ year. Can't remember what the Casual or non-member charge is.
	Are members happy with these current rates?	Yes I think so but people are price conscious. The Management Committee is good though, as the Tennis season is shorter that the Golf and Squash they let non-KCC members play Tennis in the pennant competitions without joining the KCC otherwise the cost is too high. Our season runs October - mid-December/February - mid-April.
	Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers?	It is currently manageable but onerous for the committee.
	Do you have any feedback for the KCC Management Committee with regards costs sharing?	I think they need to keep in mind that if the target is set too high they run the risk of burning out the committee members. But there is good communication between the Sport Club Presidents and Management Committee, so any concerned are freely discussed.
	What do you consider to be the most positive aspect of the co-location arrangement?	Increase the membership base and possibly have better success with the funding mission. I would also be more likely to play Bowls if there were here, otherwise I would not.
	What (if any) do you consider to be the most negative aspect about the co-location arrangement?	May be more complex and tricky with more Clubs.
	Are you happy with the KCC Management Committee?	Yes, great.
	Can you describe the current management structure?	Management Committee oversees the operations and workings of the three sports clubs Chairman Office Bearers - Building and Improvements / Social & Communications / Secretary-Treasurer 1 representative from each of the 3 sport clubs
	What works well?	Having the Management Committee puts in a second check on the Club Presidents; so if they are not doing a good job possibly the MC can see it and pick it up to address the problem early.
	What would improve it?	Could possibly have Management Committee feedback to the Members as I think that most members are not really aware of the MC or what they do.
	In your view what are the major challenges facing your club?	*Refer response at base of table
	Are there any other comments you would like to make?	A better Tennis Club room and change-rooms would be good, also the renovations would be a major work and the building is aging and there is no room for expansion, the layout is not good so I have reservations. It would be good to use the view and restaurant option. The big downside long term are the costs in terms of fees and fundraising as people are quite price conscious.

Appendix 4: Service Club Responses

ROTARY CLUB OF KATANNING	
How long has Club been established in Katanning?	1956
How many members does Club currently have?	Currently 29
Frequency of meetings?	Meets: every Monday 6:30pm
Where do they hold their meetings?	Katanning Country Club
Are they happy using the Katanning Country Club?	Yes
How long have they been using this venue?	Approx. 3 years
What is the format of their meeting – business followed by social or informal throughout?	Dinner meeting with structured format
What are their requirements in terms of facilities for meetings and events?	Public dining room and being about to have dinner.
Would Rotary be prepared to pay for the use of KCC facilities?	We currently do pay for the use of KCC facilities.
Is there any facility KCC does not currently provide that would enhance their usage of the facility?	No
Are there any existing barriers to using the KCC for the next 5-10 years?	No
Any other comments or feedback regarding the facilities at the KCC?	KCC suits their purposes
Are aware if any of their members are members of KCC?	Not all Rotary Club members are KCC members

APEX CLUB	
How long has Club been established in Katanning?	Established in the 1970's
How many members does Club currently have?	Currently 8 members
Frequency of meetings?	1st and 3rd Thursdays of the month at 7.30pm
Where do they hold their meetings?	Royal Exchange Hotel Katanning
How long have they been using this venue?	Around 3-4 years
What is the format of their meeting – business followed by social or informal throughout?	Meeting format varies but usually social/ business/ social
What are their requirements in terms of facilities for meetings and events?	A private area with power, desk and chairs and being able to have a meal after if required.

Would they consider using the Katanning Country Club?	Yes, they currently don't as KCC does not have facilities they require and they need to be members to use the club
What would they want/ need if they did use KCC?	Private Meeting area power and desk as mentioned above
Are there any existing barriers to using KCC?	None
Would Apex be prepared to pay for the use of KCC facilities?	Would not make sense to pay for use of facilities as they are not paying now at The Royal Exchange Hotel. If they were to hold their meetings at KCC the club would make money from them eating in the restaurant and drinking over the bar.
Are aware if any of their members are members of KCC?	President believes some of the APEX Club members are also KCC members but not all.

LIONS INTERNATIONAL District 201W2	
How long has Club been established in Katanning?	Since the 1950's
How many members does Club currently have?	Currently 22 members
Frequency of meetings?	Meets: 1st and 3rd Tuesdays of the month 6:30pm
Where do they hold their meetings?	Lion's Shed, Cornwall Street, Katanning
How long have they been using this venue?	About 6 yrs; we lease it from the Shire.
What is the format of their meeting – business followed by social or informal throughout?	We meet for tea at the BP Roadhouse 6:30-7:30pm and then the meeting starts at 7:30pm at the Lion's Shed which is only 100yards away.
What are their requirements in terms of facilities for meetings and events?	Meeting room and table/chairs; we also open every Saturday for fundraising -wheat sales and sheep manure for the garden.
Would they consider using the Katanning Country Club?	N/A
What would they want/ need if they did use KCC?	N/A
Are there any existing barriers to using KCC?	N/A
Would Lions International be prepared to pay for the use of KCC facilities?	N/A
Are aware if any of their members are members of KCC?	N/A

ATTACHMENT 8.1

7.2. Capital Costs

The capital costs associated with each option have been assessed by Chris O'Keefe, Construction Cost Consultant. These are shown in the tables below.

Table 15. Project Cost Summary – Refurbishment.

Item	Cost
Total Cost Stage 1	$ 1,537,475
Total Cost Stage 2	$ 2,515,570
Total Cost Stage 3	$ 281,000
Total Cost External Works	$ 1,193,775
Subtotal	$ 5,527,820
GST	$ 552,782
TOTAL INDICATIVE COST ESTIMATE	**$ 6,080,602**

This Estimate excludes the following costs: Cost escalation to date of tender, Loose furniture & equipment.

Table 16. Project Cost Summary - New Build.

Item	Cost
Total Cost Building Works	$ 5,224,915
Total Cost External Works	$ 1,362,085
Total Cost External Services	$ 336,000
Total Cost Professional Fees	$ 602,000
Subtotal	$ 7,525,000
GST	$ 752,500
TOTAL INDICATIVE COST ESTIMATE	**$ 8,277,500**

This Estimate excludes the following costs: Cost escalation to date of tender, Loose furniture & equipment.

Table 17. Project Cost Detail – Refurbishment.

Item			Cost
STAGE 1			
Demolition	0.09	4,725	
Sundries	3.80	210,000	
New Extension to Upper Floor	8.82	487,750	
Fire Services	4.43	245,000	
Sewer Drainage	0.36	20,000	
Electrical Services	0.54	30,000	
Design/Construction Contingency	2.35	130,000	
Professional Fees	7.42	410,000	
Subtotal			1,537,475
STAGE 2			
Demolition	0.31	17,250	
New Internal Fit out to Existing Upper Floor	7.21	398,600	
New Extension to Existing Upper Floor	15.36	848,900	
New Extension to Existing Ground Floor	17.57	971,000	
Design/Construction Contingency	5.07	280,000	

Subtotal			2,515,750
STAGE 3			
New Extension to Existing Ground Floor	4.52	250,000	
Design/Construction Contingency	0.56	31,000	
Subtotal			281,000
EXTERNAL WORKS			
Site works	1.67	92,100	
Bowling Greens	9.95	550,000	
Tennis Courts	7.15	395,000	
Landscaping	0.45	24,675	
Design/Construction Contingency	2.39	132,000	
Subtotal			1,193,775
TOTAL		$	**5,528,000**

Table 18. Project Cost Summary – New Build.

Item			Cost
BUILDING WORKS			
Demolition	1.28	96,390	
Sundries	2.79	210,000	
New Upper Floor	29.95	2,253,400	
New Ground Floor	26.49	1,993,125	
Design/Construction Contingency	8.93	672,000	
Subtotal			5,224,915
EXTERNAL WORKS			
Site works	1.71	128,850	
Bowling Greens	7.31	550,000	
Tennis Courts	5.85	440,000	
Landscaping	0.71	53,235	
Design/Construction Contingency	2.52	190,000	
Subtotal			1,362,085
EXTERNAL SERVICES			
Fire Services	3.26	245,000	
Sewer Drainage	0.27	20,000	
Electrical Services	0.40	30,000	
Design/Construction Contingency	0.54	41,000	
Subtotal			336,000
FEES			
Professional Fees	8.00	602,000	
Subtotal			602,000
TOTAL		$	**7,525,000**

8. Financial Analysis

This section provides a summary of the KCC redevelopment options' capital costs, funding options, cash flow forecasts and sensitivity analyses.

Given that the KCC currently makes only a small operating surplus, it is important to examine what the impact would be of the redevelopment options and the organisation's ability to service additional debt incurred through the development and also to set aside funding for future replacement of the building. Good asset management requires that funds (as a balance sheet item) are set aside in reserve accounts to replace the asset at the end of its economic life.

Note that the financial modelling is undertaken to illustrate the impact of various scenarios on the project according to a number of assumptions and models. Keston Technologies Pty Ltd disclaims to the extent permitted by law all liability for all claims, losses, expenses, damages and costs the user may incur as a result of, or associated with, the use of information in this report or associated communication for any reason whatsoever.

8.1. Assumptions

The assumptions in the financial analyses, based on the information reported in previous sections are as below. The basis of the revenue and operating expense estimates have come from an understanding of KCC's current operating environment.

8.1.1. Capital expenditure

A summary of the development options' capital costs is provided in Table 19. More detailed information on the capital costs is provided in Section 7.2. Two options are provided for each of the refurbishment or new build proposals – with or without provision of lawn bowls facilities. In the case of refurbishment, this would reduce the capital cost by an estimated $1m, since there would be a saving of the bowling greens themselves ($550k) but also the existing tennis courts could be simply re-surfaced (rather than re-located) with further minor savings on site works. In the case of the new build, removing the bowling greens would save an estimated $685k as all but four tennis courts could stay where they are – four would still need to be re-located.

Table 19. Summary of capital costs (excl. GST).

	Refurbishment		New Build	
	Option including bowls provision	Option excluding bowls provision	Option including bowls provision	Option excluding bowls provision
Building component	$3,483,225	$3,483,225	$4,552,915	$4,552,915
External works, fees and contingencies	$2,044,775	$1,044,775	$2,972,085	$2,287,085
Total	**$5,528,000**	**$4,528,000**	**$7,525,000**	**$6,840,000**

8.1.2. Operating income

Operating income estimates have been based on estimates of the usage categories that drive revenue, i.e.: subscription fees, facility hire charges, sports-specific fees, including sponsorships and bar sales. In the calendar year 2011, these income figures are as from the audited accounts, as shown in Table 20. By convention, only the gross operating profit is shown as bar income.

ATTACHMENT 8.2

INDICATIVE COST ESTIMATE

KATANNING COUNTRY CLUB

MID SPLIT LEVEL - OPTION 2

H + H ARCHITECTS

CHRIS O'KEEFE CONSTRUCTION COST CONSULTANT

Jul-15

KATANNING COUNTRY CLUB Ref : A798
MID SPLIT LEVEL - OPTION 2

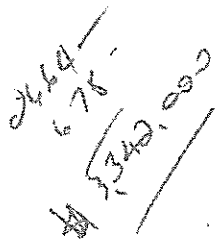
INDICATIVE COST ESTIMATE 15/07/2015

PROJECT COST SUMMARY

Total Cost from Summary	$ 2,664,000
GST	$ 266,400
TOTAL INDICATIVE COST ESTIMATE	$ 2,930,400

Exclusions :
This estimate excludes the following costs :

Cost escalation to date of construction
Design contingency



Full Estimate Summary

Job Name : A798 - KCC SPLIT
Client's Name: Shire of Katanning

Job Description
KATANNING COUNTRY CLUB
MID SPLIT LEVEL
OPTION 2

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
	Ground Floor					
	Demolition Works	0.06		1,650		1,650
	Existing Male & Female Changerooms	2.11		56,250		56,250
	Undercroft	0.77		20,400		20,400
	Subtotal					*78,300*
	Split Lower Level					
	Demolition Works	0.34		9,000		9,000
	Deck	2.33		62,000		62,000
	Club Room	6.76		180,000		180,000
	Subtotal					*251,000*
	Upper Floor					
	Demolition Works	0.88		23,575		23,575
	Verandah	2.25		60,000		60,000
	Store	1.22		32,400		32,400
	Function/ Bar/ Dining Rooms	50.54		1,346,500		1,346,500
	Subtotal					*1,462,475*
	External Works & Services					
	Siteworks	0.44		11,796		11,796
	Fire Services	0.56		15,000		15,000
	Sewer Drainage	0.75		20,000		20,000
	Electrical Services	1.13		30,000		30,000
	Subtotal					*76,796*
	District Allowance	14.02		373,429		373,429
	NET PROJECT COST SUBTOTAL (Total Construction Cost)					*2,242,000*
	Contract Contingency	4.20		112,000		112,000
	Professional Fees	11.64		310,000		310,000
	GROSS PROJECT COST (At Current Prices)					*2,664,000*
		100.00		**2,664,000**		**2,664,000**

Final Total : $ 2,664,000

Trade Breakup

Job Name : A798 - KCC SPLIT

Client's Name: Shire of Katanning

Job Description

KATANNING COUNTRY CLUB
MID SPLIT LEVEL
OPTION 2

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**1 *Ground Floor***					
1						
	Ground Floor				Total :	
Trade :	**2 *Demolition Works***					
1	Demolish existing structure	22.00	m2	75.00		1,650.00
	Demolition Works				Total :	1,650.00
Trade :	**3 *Existing Male & Female Changerooms***					
1	Refubishment & modifications to existing male & female changerooms	75.00	m2	750.00		56,250.00
	Existing Male & Female Changerooms				Total :	56,250.00
Trade :	**4 *Undercroft***					
1	Basic structure to undercroft for future development	102.00	m2	200.00		20,400.00
	Undercroft				Total :	20,400.00
Trade :	**5 *Subtotal***					
	Subtotal				Total :	
Trade :	**6 *Split Lower Level***					
1						
	Split Lower Level				Total :	
Trade :	**7 *Demolition Works***					
1	Demolish existing tennis viewing deck & porch	120.00	m2	75.00		9,000.00
	Demolition Works				Total :	9,000.00
Trade :	**8 *Deck***					
1	New deck structure	62.00	m2	1,000.00		62,000.00
	Deck				Total :	62,000.00

Trade Breakup

Job Name : A798 - KCC SPLIT
Client's Name: Shire of Katanning

Job Description
KATANNING COUNTRY CLUB
MID SPLIT LEVEL
OPTION 2

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade : 9 ***Club Room***						
1	Club room, medium standard construction, no air conditioning	90.00	m2	2,000.00		180,000.00
	Club Room				**Total :**	180,000.00
Trade : 10 ***Subtotal***						
	Subtotal				**Total :**	
Trade : 11 ***Upper Floor***						
1						
	Upper Floor				**Total :**	
Trade : 12 ***Demolition Works***						
1	Demolish existing porch	113.00	m2	75.00		8,475.00
2	Internal demolition & alteration work to existing structure	151.00	m2	100.00		15,100.00
	Demolition Works				**Total :**	23,575.00
Trade : 13 ***Verandah***						
1	Paved verandah	80.00	m2	750.00		60,000.00
	Verandah				**Total :**	60,000.00
Trade : 14 ***Store***						
1	Store	27.00	m2	1,200.00		32,400.00
	Store				**Total :**	32,400.00
Trade : 15 ***Function/ Bar/ Dining Rooms***						
1	New club room, medium standard construction & finshes, ducted air conditioning	182.00	m2	2,250.00		409,500.00
2	Alterations to existing clubrooms, ducted air conditioning	360.00	m2	1,950.00		702,000.00
3	Lift		Item			150,000.00
4	Kitchen fitout		Item			50,000.00
5	Bar fitout		Item			35,000.00

Trade Breakup

Job Name : A798 - KCC SPLIT

Client's Name: Shire of Katanning

Job Description

KATANNING COUNTRY CLUB
MID SPLIT LEVEL
OPTION 2

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	15 ***Function/ Bar/ Dining Rooms***					*(Continued)*
	Function/ Bar/ Dining Rooms				**Total :**	**1,346,500.00**
Trade :	16 ***Subtotal***					
	Subtotal				**Total :**	
Trade :	17 ***External Works & Services***					
1						
	External Works & Services				**Total :**	
Trade :	18 ***Siteworks***					
1	Site clearance	693.00	m2	2.00		1,386.00
2	Site cut/fill	347.00	m3	30.00		10,410.00
	Siteworks				**Total :**	**11,796.00**
Trade :	19 ***Fire Services***					
1	Fire hydrant		Item			15,000.00
	Fire Services				**Total :**	**15,000.00**
Trade :	20 ***Sewer Drainage***					
1	Allowance for upgrading existing sewer drainage		Item			20,000.00
	Sewer Drainage				**Total :**	**20,000.00**
Trade :	21 ***Electrical Services***					
1	Allowance for upgrading existing electrical services		Item			30,000.00
	Electrical Services				**Total :**	**30,000.00**
Trade :	22 ***Subtotal***					
	Subtotal				**Total :**	

Trade Breakup

Job Name : A798 - KCC SPLIT
Client's Name: Shire of Katanning

Job Description
KATANNING COUNTRY CLUB
MID SPLIT LEVEL
OPTION 2

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade : 23 ***District Allowance***						
1	Katanning District Allowance (20%)		Item			373,429.00
	District Allowance				**Total :**	**373,429.00**
Trade : 24 ***NET PROJECT COST SUBTOTAL (Total Construction Cost)***						
	NET PROJECT COST SUBTOTAL (Total Construction Cost)				**Total :**	
Trade : 25 ***Contract Contingency***						
1	Contract Contingency (5%)		Item			112,000.00
	Contract Contingency				**Total :**	**112,000.00**
Trade : 26 ***Professional Fees***						
1	Professional Fees		Item			310,000.00
	Professional Fees				**Total :**	**310,000.00**
Trade : 27 ***GROSS PROJECT COST (At Current Prices)***						
	GROSS PROJECT COST (At Current Prices)				**Total :**	

ATTACHMENT 8.3 .

INDICATIVE COST ESTIMATE

KATANNING COUNTRY CLUB

OPTION 1

2 STOREY — PRICING.

H + H ARCHITECTS

CHRIS O'KEEFE CONSTRUCTION COST CONSULTANT

Jul-15

KATANNING COUNTRY CLUB
OPTION 1

Ref : A798

INDICATIVE COST ESTIMATE

15/07/2015

PROJECT COST SUMMARY

Total Cost from Summary	$ 2,954,000
GST	$ 295,400
TOTAL INDICATIVE COST ESTIMATE	$ 3,249,400

Exclusions :
This estimate excludes the following costs :

Cost escalation to date of construction
Design contingency

Full Estimate Summary

Job Name : A798 - KCC
Client's Name: Shire of Katanning

Job Description
KATANNING COUNTRY CLUB
PROPOSED REFURBISHED BUILDING
FIRST & GROUND FLOOR
OPTION 1

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
	Ground Floor					
	Demolition Works	0.36		10,650		10,650
	Existing Male & Female Changerooms	1.90		56,250		56,250
	Undercroft	0.69		20,400		20,400
	Club Room	6.09		180,000		180,000
	Subtotal					*267,300*
	Upper Floor					
	Demolition Works	0.80		23,575		23,575
	Deck	2.10		62,000		62,000
	Verandah	2.03		60,000		60,000
	Store	1.10		32,400		32,400
	Function/ Bar/ Dining Rooms	52.44		1,549,000		1,549,000
	Subtotal					*1,726,975*
	External Works & Services					
	Siteworks	0.40		11,796		11,796
	Fire Services	0.51		15,000		15,000
	Sewer Drainage	0.68		20,000		20,000
	Electrical Services	1.02		30,000		30,000
	Subtotal					*76,796*
	District Allowance	14.05		414,929		414,929
	NET PROJECT COST SUBTOTAL (Total Construction Cost)					*2,486,000*
	Contract Contingency	4.23		125,000		125,000
	Professional Fees	11.61		343,000		343,000
	GROSS PROJECT COST (At Current Prices)					*2,954,000*
		100.00		**2,954,000**		**2,954,000**

Final Total : $ 2,954,000

Trade Breakup

Job Name : A798 - KCC

Client's Name: Shire of Katanning

Job Description

KATANNING COUNTRY CLUB
PROPOSED REFURBISHED BUILDING
FIRST & GROUND FLOOR
OPTION 1

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**1 *Ground Floor***					
1						
	Ground Floor				Total :	
Trade :	**2 *Demolition Works***					
1	Demolish existing structure	22.00	m2	75.00		1,650.00
2	Demolish existing tennis viewing deck & porch	120.00	m2	75.00		9,000.00
	Demolition Works				Total :	10,650.00
Trade :	**3 *Existing Male & Female Changerooms***					
1	Refubishment & modifications to existing male & female changerooms	75.00	m2	750.00		56,250.00
	Existing Male & Female Changerooms				Total :	56,250.00
Trade :	**4 *Undercroft***					
1	Basic structure to undercroft for future development	102.00	m2	200.00		20,400.00
	Undercroft				Total :	20,400.00
Trade :	**5 *Club Room***					
1	Club room, medium standard construction, no air conditioning	90.00	m2	2,000.00		180,000.00
	Club Room				Total :	180,000.00
Trade :	**6 *Subtotal***					
	Subtotal				Total :	
Trade :	**7 *Upper Floor***					
1						
	Upper Floor				Total :	
Trade :	**8 *Demolition Works***					
1	Demolish existing porch	113.00	m2	75.00		8,475.00

Trade Breakup

Job Name : A798 - KCC

Client's Name: Shire of Katanning

Job Description

KATANNING COUNTRY CLUB
PROPOSED REFURBISHED BUILDING
FIRST & GROUND FLOOR
OPTION 1

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	**8** ***Demolition Works***					
2	Internal demolition & alteration work to existing structure	151.00	m2	100.00		15,100.00
	Demolition Works				Total :	23,575.00
Trade :	**9** ***Deck***					
1	New deck structure	62.00	m2	1,000.00		62,000.00
	Deck				Total :	62,000.00
Trade :	**10** ***Verandah***					
1	Paved verandah	80.00	m2	750.00		60,000.00
	Verandah				Total :	60,000.00
Trade :	**11** ***Store***					
1	Store	27.00	m2	1,200.00		32,400.00
	Store				Total :	32,400.00
Trade :	**12** ***Function/ Bar/ Dining Rooms***					
1	New club room, medium standard construction & finshes, ducted air conditioning	272.00	m2	2,250.00		612,000.00
2	Alterations to existing clubrooms, ducted air conditioning	360.00	m2	1,950.00		702,000.00
3	Lift		Item			150,000.00
4	Kitchen fitout		Item			50,000.00
5	Bar fitout		Item			35,000.00
	Function/ Bar/ Dining Rooms				Total :	1,549,000.00
Trade :	**13** ***Subtotal***					
	Subtotal				Total :	
Trade :	**14** ***External Works & Services***					
1						

Trade Breakup

Job Name : A798 - KCC
Client's Name: Shire of Katanning

Job Description
KATANNING COUNTRY CLUB
PROPOSED REFURBISHED BUILDING
FIRST & GROUND FLOOR
OPTION 1

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
	External Works & Services				**Total :**	
Trade :	**15** ***Siteworks***					
1	Site clearance	693.00	m2	2.00		1,386.00
2	Site cut/fill	347.00	m3	30.00		10,410.00
	Siteworks				**Total :**	**11,796.00**
Trade :	**16** ***Fire Services***					
1	Fire hydrant		Item			15,000.00
	Fire Services				**Total :**	**15,000.00**
Trade :	**17** ***Sewer Drainage***					
1	Allowance for upgrading existing sewer drainage		Item			20,000.00
	Sewer Drainage				**Total :**	**20,000.00**
Trade :	**18** ***Electrical Services***					
1	Allowance for upgrading existing electrical services		Item			30,000.00
	Electrical Services				**Total :**	**30,000.00**
Trade :	**19** ***Subtotal***					
	Subtotal				**Total :**	
Trade :	**20** ***District Allowance***					
1	Katanning District Allowance (20%)		Item			414,929.00
	District Allowance				**Total :**	**414,929.00**
Trade :	**21** ***NET PROJECT COST SUBTOTAL (Total Construction Cost)***					
	NET PROJECT COST SUBTOTAL (Total Construction Cost)				**Total :**	
Trade :	**22** ***Contract Contingency***					

Trade Breakup

Job Name : A798 - KCC

Client's Name: Shire of Katanning

Job Description

KATANNING COUNTRY CLUB
PROPOSED REFURBISHED BUILDING
FIRST & GROUND FLOOR
OPTION 1

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade :	22 ***Contract Contingency***					
1	Contract Contingency (5%)		Item			125,000.00
	Contract Contingency				**Total :**	**125,000.00**
Trade :	23 ***Professional Fees***					
1	Professional Fees		Item			343,000.00
	Professional Fees				**Total :**	**343,000.00**
Trade :	24 ***GROSS PROJECT COST (At Current Prices)***					
	GROSS PROJECT COST (At Current Prices)				**Total :**	

ATTACHMENT. 8.4

H+H Architects
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ALBANY WA 6332
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E admin@hharchitects.com.au
W www.hharchitects.com.au

BUILDING BRIEF

Client: **Shire of Katanning** Date: **10-Sep-15**
Project: **Katanning Country Club** Project No. : **7225-15**

Building Elements	Notes	Area	Cost / sqm	cost
New building (areas based on Refurbishment option)				
Lobby		26	$2,000.00	$52,000.00
Offices		26	$2,000.00	$52,000.00
Kitchen		30	$2,250.00	$67,500.00
Coolroom		14	$2,500.00	$35,000.00
Kitchen Store		14	$2,500.00	$35,000.00
UAT		5.5	$2,500.00	$13,750.00
Male Toilets		13.5	$2,500.00	$33,750.00
Female Toilets		16.5	$2,500.00	$41,250.00
Bar area		130	$2,250.00	$292,500.00
Bar Store		12	$2,250.00	$27,000.00
Coolroom		10	$2,500.00	$25,000.00
Bar		30	$2,250.00	$67,500.00
Dining Room		175	$2,250.00	$393,750.00
Viewing/Event Area		66	$2,250.00	$148,500.00
Lower floor clubroom		61	$2,000.00	$122,000.00
Change rooms		69	$2,800.00	$193,200.00
Squash courts		248	$2,250.00	$558,000.00
Lower Gallery		117	$2,250.00	$263,250.00
Upper Gallery		117	$2,250.00	$263,250.00
Lift		7.5	$2,250.00	$150,000.00
Deck		135	$2,250.00	$150,000.00
Circulation		10%	$2,250.00	$150,000.00
Bar and Kitchen fitout				$100,000.00
External and site works	Based on previous QS figures			
Site works	Indicative figure only			$100,000.00
Fire Services	Hydrant only, does not include tanks and pumps			$15,000.00
Sewer connection				$20,000.00
Electrical Services				$30,000.00
Bowling Greens	indicative cost only for new bowling greens and works to other sports facilities			$500,000.00
Demoltion of ex Building				$75,000.00
Title amalgamation				$10,000.00

		Sub Total	$3,984,200.00
		Contingency	$398,420.00
Katanning district allowance	10%		$438,262.00
Professional fees	12%		$578,505.84
		Sub Total	$5,399,387.84
		GST	$539,938.78
		Total	**$5,939,326.62**

ATTACHMENT 8.5

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E admin@hharchitects.com.au
W www.hharchitects.com.au

BUILDING BRIEF

Client: **Shire of Katanning** Date: **10-Sep-15**
Project: **Katanning Country Club** Project No. : **7225-15**

Building Elements	Notes	Area	Cost / sqm	cost	
New building (areas based on Refurbishment option)					
Lobby		26	$2,000.00	$52,000.00	
Offices		26	$2,000.00	$52,000.00	
Kitchen		30	$2,250.00	$67,500.00	
Coolroom		14	$2,500.00	$35,000.00	
Kitchen Store		14	$2,500.00	$35,000.00	
UAT		5.5	$2,500.00	$13,750.00	
Male Toilets		13.5	$2,500.00	$33,750.00	
Female Toilets		16.5	$2,500.00	$41,250.00	
Bar area		130	$2,250.00	$292,500.00	
Bar Store		12	$2,250.00	$27,000.00	
Coolroom		10	$2,500.00	$25,000.00	
Bar		30	$2,250.00	$67,500.00	
Dining Room		175	$2,250.00	$393,750.00	
Viewing/Event Area		66	$2,250.00	$148,500.00	
~~Lower floor clubroom~~		~~61~~	~~$2,000.00~~	~~$122,000.00~~	
Change rooms		69	$2,800.00	$193,200.00	
Squash courts		248	$2,250.00	$558,000.00	
Lower Gallery		117	$2,250.00	$263,250.00	
~~Upper Gallery~~		~~117~~	~~$2,250.00~~	~~$263,250.00~~	
~~Lift~~		~~7.5~~	~~$2,250.00~~	~~$150,000.00~~	
~~Deck~~		~~135~~	~~$2,250.00~~	~~$150,000.00~~	
Circulation		10%	$2,250.00	$150,000.00	
Bar and Kitchen fitout				$100,000.00	
External and site works	Based on previous QS figures				
Site works	Indicative figure only			$100,000.00	IN KIND
Fire Services	Hydrant only, does not include tanks and pumps			$15,000.00	
Sewer connection				$20,000.00	
Electrical Services				$30,000.00	
~~Bowling Greens~~	~~indicative cost only for new bowling greens and works to other sports facilities.~~			~~$500,000.00~~	
Demoltion of ex Building				$75,000.00	IN KIND
Title amalgamation				$10,000.00	
					$1360.250
			Sub Total	$3,984,200.00	2623.950
			Contingency	$398,420.00	262.395
Katanning district allowance	10%			$438,262.00	288,634.50
Professional fees	~~12%~~ 10			$578,505.84	381,497.95
			Sub Total	$5,399,387.84	$3,492,479.45
			GST	$539,938.78	349,247.55
			Total	**$5,939,326.62**	$ 3,841,725.00

ATTACHMENT 8.6

INDICATIVE COST ESTIMATE

KATANNING COUNTRY CLUB

BOWLING GREEN - TENNIS COURT SITE

H + H ARCHITECTS

CHRIS O'KEEFE CONSTRUCTION COST CONSULTANT

Jul-15

KATANNING COUNTRY CLUB
BOWLING GREEN - TENNIS COURT SITE

Ref : A798

INDICATIVE COST ESTIMATE

15/07/2015

PROJECT COST SUMMARY

Total Cost from Summary	$	678,000
GST	$	67,800
TOTAL INDICATIVE COST ESTIMATE	$	745,800

Exclusions :
This estimate excludes the following costs :

Cost escalation to date of construction
Design contingency

Full Estimate Summary

Job Name : A798 - KCC BOWL 1
Client's Name: Shire of Katanning

Job Description
KATANNING COUNTRY CLUB
ALTERATIONS & ADDITIONS

Trd No.	Trade Description	Trade %	Cost/m2	Sub Total	Mark Up %	Trade Total
	BOWLING GREEN (Tennis Court Site)					
	Siteworks	21.63		146,631		146,631
	Bowling Greens	50.15		340,000		340,000
	Landscaping	2.95		20,000		20,000
	Subtotal					*506,631*
	District Allowance	14.95		101,369		101,369
	NET PROJECT COST SUBTOTAL (Total Construction Cost)					*608,000*
	Contract Contingency	4.42		30,000		30,000
	Professional Fees	5.90		40,000		40,000
	GROSS PROJECT COST (At Current Prices)					*678,000*
		100.00		**678,000**		**678,000**

Final Total : $ 678,000

Trade Breakup

Job Name : A798 - KCC BOWL 1
Client's Name: Shire of Katanning

Job Description
KATANNING COUNTRY CLUB
ALTERATIONS & ADDITIONS

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
Trade : 1 ***BOWLING GREEN (Tennis Court Site)***						
1						
BOWLING GREEN (Tennis Court Site)					Total :	
Trade : 2 ***Siteworks***						
1	Site clearance	563.00	m2	2.00		1,126.00
2	Break up and remove existing tennis court	2,100.00	m2	5.00		10,500.00
3	Break up and remove existing carparking	338.00	m2	10.00		3,380.00
4	Site cut/fill	2,025.00	m3	25.00		50,625.00
5	Retaining wall	180.00	m	450.00		81,000.00
Siteworks					Total :	146,631.00
Trade : 3 ***Bowling Greens***						
1	Supergrasse bowling green including minimal cut/fill, preparation, drainage & edge treatment	1.00	No	225,000.00		225,000.00
2	Lighting	4.00	No	20,000.00		80,000.00
3	Lawn bowls sunshade structures	10.00	No	3,500.00		35,000.00
Bowling Greens					Total :	340,000.00
Trade : 4 ***Landscaping***						
1	Allowance for soft and hard landscaping		Item			20,000.00
Landscaping					Total :	20,000.00
Trade : 5 ***Subtotal***						
Subtotal					Total :	
Trade : 6 ***District Allowance***						
1	Katanning District Allowance (20%)		Item			101,369.00
District Allowance					Total :	101,369.00
Trade : 7 ***NET PROJECT COST SUBTOTAL (Total Construction Cost)***						

Trade Breakup

Job Name : A798 - KCC BOWL 1

Client's Name: Shire of Katanning

Job Description

KATANNING COUNTRY CLUB
ALTERATIONS & ADDITIONS

Item No.	Item Description	Quantity	Unit	Rate	Mark Up %	Amount
	NET PROJECT COST SUBTOTAL (Total Construction Cost)				**Total :**	
Trade :	**8** ***Contract Contingency***					
1	Design Contingency (5%)		Item			30,000.00
	Contract Contingency				**Total :**	**30,000.00**
Trade :	**9** ***Professional Fees***					
1	Professional Fees		Item			40,000.00
	Professional Fees				**Total :**	**40,000.00**
Trade :	**10** ***GROSS PROJECT COST (At Current Prices)***					
	GROSS PROJECT COST (At Current Prices)				**Total :**	

ATTACHMENT 9

FITZSQUASH
Sarah Fitz-Gerald
173 Bay Rd, Sandringham 3191
Victoria, Australia

mobile +61 419 511191
email Fitzsquash@gmail.com
internet www.courttech.biz

COURTTECH AUSTRALIA
WE MAKE COURTS by FITZSQUASH

10th August 2016

Dear John

The sand filled CT walls provide a perfect ball bounce and the wall construction absorbs enormous vibrations. The special tongue and grove connection between the boards guarantees long durability. The coating of the walls on site provides a joint less playing surface for all climate conditions, especially for all humidity levels. CourtTech is granting a 5 year warranty on all parts of the court, independent of the humidity level. The CT Walls, CT movable Side Wall, CT Glass Back Walls, CT Height adjustable Tin and the Sylva Squash Floor are certified and approved by the World Squash Federation (WSF)

For your **costing purposes only** for 6 x CT **FS** squash courts (banks of 3 and 3) including: 2 x moveable walls, 6 x floors, 6 x framed glass backs, 4 x nets, 6 x height adjustable tins and all line markings complete and ready to play... the costing comes in around A$425,000.00 including shipping, labour, insurance, equipment hire etc. (GST not included)
NO masonry walls required. The FS system is free standing.

Please note that this is not a quote but for estimations only.

For your **costing purposes only** for 6 x CT **HS** squash courts (banks of 3 and 3) including: 2 x moveable walls, 6 x floors, 6 x framed glass backs, 4 x nets, 6 x height adjustable tins and all line markings complete and ready to play... the costing comes in around A$399,000.00 including shipping, labour, insurance, equipment hire etc. (GST not included)
Masonry walls ARE required. The HS system is battened out and attaches to tilt up concrete/masonry.

Please note that this is not a quote but for estimations only.

CourtTech can help with lighting layout, but wont be involved with light fittings or fixtures.

Please note that for the delivery of the wall elements into the building an opening of 1.8m in width and 2.7m in height is required. In any case the delivery of the materials to the squash court area has to be clarified.

For the production of the elements you have to calculate 6 weeks and for the shipment of the products from our factory in Germany to Australia with another 6 weeks.

Part of the offer are the CourtTech terms of contract and delivery dd. 01/05/2010.

Established 1996

www.evergreensyntheticgrass.com.au

Email: evergreenwa@bigpond.com

23 Langar Way,Landsdale 6065 WA PHONE (08) 93032130 FAX (08) 93032129

Katanning Bowling Club

Katanning ,WA 6317 30/03/16

Full construction new site

We have pleasure in submitting our quotation for the supply and installation of an **EVERGREEN ULTRA PLUS** surface 40m x 40m (PLINTH TO PLINTH playing surface) constructed to World Bowls Association requirements and all relevant standards and codes.

Evergreen scope of works:

Mobilisation and demobilisation	$ 3,950.00
Laser grade sub base level, compact and water bind	$ 1,450.00
Supply and install (to full perimeter of playing surface) limestone block ditch walls, with treated pine and rubber shock pad dyna bolted to blocks.	$ 16,950.00
Sub Soil Drainage; Supply and install 50mm and 100mm ag pipes, geo fabric and 14mm blue metal. Vertical rammer all drainage outlets .Shape sub base for drainage specs	$ 11,470.00
Supply and install galvanised steel plinths to all sides of the green, laser level and cement in. Set to compliant height	$ 10,800.00
Engineered base: Supply ,deliver and install a **100mm** blue metal (special blended mix) cement stabilized free draining base system, within WBA tolerances(A final levelling layer will be hand screeded to ensure accurate matching with the plinths and to obtain a final flatness tolerance of 1mm under a 3m straight edge)	$ 77,762.00
Supply and install an Evergreen Ultra Plus 12mm synthetic bowls surfacing system using diagonal (45 degrees)installation methodology.	$ 126,720.00
Supply and install a 19mm apron grass 1.85m wide ,glued to top of block and 35cm down the face of the block	$ 19,100.00
Supply and install 33mm long pile synthetic grass in the gutters.	$ 2,192.00
Accommodation and food allowance	$ 8,120.00
Delivery of materials to site	$ 6,500.00

TOTAL inc G.S.T $285,014.00

Provide a written 7 year surface Pro rata warranty, 1 year workmanship warranty, maintenance instructions and club members training, 7 bowls mats

KIND REGARDS MARK FRAZER 0417770010

Established 1996

www.evergreensyntheticgrass.com.au

Email: evergreenwa@bigpond.com

23 Langar Way,Landsdale 6065 WA PHONE (08) 93032130 FAX (08) 93032129

Katanning Bowling Club

Katanning ,WA 6317 30/03/16

Full construction new site

We have pleasure in submitting our quotation for the supply and installation of an **EVERGREEN DRY MAX PRO** surface 40m x 40m (PLINTH TO PLINTH playing surface) constructed to World Bowls Association requirements and all relevant standards and codes.

Evergreen scope of works:

Mobilisation and demobilisation	$ 3,950.00
Laser grade sub base level, compact and water bind	$ 1,450.00
Supply and install (to full perimeter of playing surface) limestone block ditch walls, with treated pine and rubber shock pad dyna bolted to blocks.	$ 16,950.00
Sub Soil Drainage; Supply and install 50mm and 100mm ag pipes, geo fabric and 14mm blue metal. Vertical rammer all drainage outlets .Shape sub base for drainage specs	$ 11,470.00
Supply and install galvanised steel plinths to all sides of the green, laser level and cement in. Set to compliant height	$ 10,800.00
Engineered base: Supply ,deliver and install a **100mm** blue metal (special blended mix) cement stabilized free draining base system, within WBA tolerances(A final levelling layer will be hand screeded to ensure accurate matching with the plinths and to obtain a final flatness tolerance of 1mm under a 3m straight edge)	$ 77,762.00
Supply and install an Evergreen Dry Max Pro 12mm synthetic bowls surfacing system using diagonal (45 degrees)installation methodology.	$ 119,296.00
Supply and install a 19mm apron grass 1.85m wide ,glued to top of block and 35cm down the face of the block	$ 19,100.00
Supply and install 33mm long pile synthetic grass in the gutters.	$ 2,192.00
Accommodation and food allowance	$ 8,120.00
Delivery of materials to site	$ 6,500.00

TOTAL inc G.S.T $277,590.00

Provide a written 7 year surface Pro rata warranty, 1 year workmanship warranty, maintenance instructions and club members training, 7 bowls mats

KIND REGARDS MARK FRAZER **0417770010**

SYNTHETIC BOWLING SOLUTIONS

Estimate

Date	Estimate #
23/03/2016	641

Estimate To:
Katanning Country Club Lot 2 Round Drive Katanning WA 6317 9821 5189 peter@squibbcarpentry.com.au

Estimate Valid for 180 Days

Terms
Progress Payments

Description	GST	Total
12 x Grassman Advantage Pro tennis courts Please Note: This includes an allowance of $15,000 for the removal of existing tennis surfaces and minor base repairs. This estimate does not include tennis nets, lighting or fencing.	30,000.00	330,000.00

Payment Details:

Direct Deposit: Account # 484413898 / BSB # 016745
Please use estimate # as reference

Please make cheques payable to Mallian Group Services Pty Ltd

Subtotal	$300,000.00
GST	$30,000.00
Total	$330,000.00
Deposit	**25% Due On Booking**

PO Box 5, West Perth WA 6872
accounts@syntheticbowling.com.au
ABN 78 531 795 728

SYNTHETIC BOWLING SOLUTIONS

Estimate

Date	Estimate #
23/03/2016	640

Estimate To:
Katanning Country Club Lot 2 Round Drive Katanning WA 6317 9821 5189 peter@squibbcarpentry.com.au

Estimate Valid for 180 Days

Terms
Progress Payments

Description	GST	Total
Prework Information Geotechnical report on sub base required before commencement to ensure all existing base works are suitably stable to build our base on. Quoted works are from specified RL and required additional area fill prepared by other Additional costs are associated with any altering of our base design and construction. Construction and Drainage Survey the existing sub base for shaping for drainage Profile the sub grade to suit new drainage system (as per supplied Bowling Green drain pdf on larger scale) Supply and Install French drainage as per supplied specification, connection to storm water outlet by other. Supply and Install 350 mm by 120 mm concrete perimeter to incorporate drainage grating. Line the sub grade with Geofabric	90,200.00	992,200.00

Payment Details:

Direct Deposit: Account # 484413898 / BSB # 016745
Please use estimate # as reference

Please make cheques payable to Mallian Group Services Pty Ltd

Subtotal	
GST	
Total	
Deposit	**25% Due On Booking**

PO Box 5, West Perth WA 6872
accounts@syntheticbowling.com.au
ABN 78 531 795 728

SYNTHETIC BOWLING SOLUTIONS

Estimate

Date	Estimate #
23/03/2016	640

Estimate To:
Katanning Country Club Lot 2 Round Drive Katanning WA 6317 9821 5189 peter@squibbcarpentry.com.au

Estimate Valid for 180 Days

Terms
Progress Payments

Description	GST	Total
Supply and Installation of graded Base rock Laser Grade to specified datum and Roll Compaction as required New Synthetic Surface Supply and Install Tiger Turf Evo Pro Synthetic surface with 12 full size Tennis Courts built in. Construction times around 5 weeks for all contracted Base and Synthetic Installation. Supply of all required Grand Slam mobile Tennis nets and mobile Hockey nets. Price does not include Fencing, Curtain runs or Lighting. Progress Payment Terms: 25% due on booking of works to order Carpet . Further terms to be advised.		

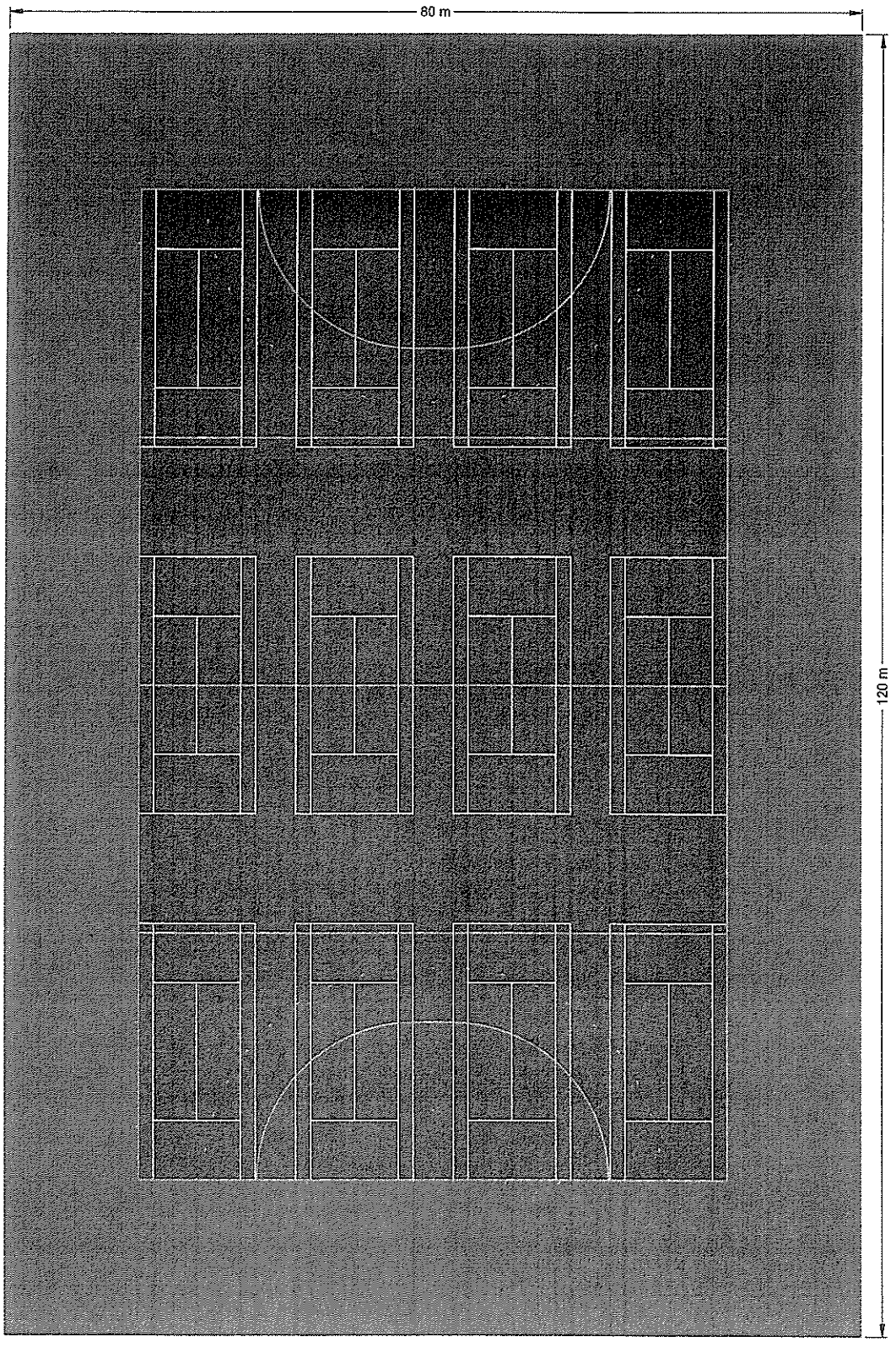
Payment Details:

Direct Deposit: Account # 484413898 / BSB # 016745
Please use estimate # as reference

Please make cheques payable to Mallian Group Services Pty Ltd

Subtotal	$902,000.00
GST	$90,200.00
Total	$992,200.00
Deposit	**25% Due On Booking**

PO Box 5, West Perth WA 6872
accounts@syntheticbowling.com.au
ABN 78 531 795 728



PLAN

SCALE 1:400 (A3)

Conceptual drawing only.
Final design subject to geotechnical and features/levels survey.
Please note that the proposed layout of line marking may be subject to minor changes during the design development phase of this project in order to minimize the number of seams in the synthetic grass carpet.

Line marking layout:
1x Hockey: 91.40m x 55.00m
12x Tennis: 23.77m x 10.97m

Total area: 9,600m²

Conceptual drawing only

TigerTurf
ph. 61 (0) 3 9464 5052
fax: 61 (0) 3 9465 3909
web: tigerturf.com
email: auinfo@tigerturf.com
14 latitude blvd, thomastown, vic 3074

TITLE
Spot On Synthetics
Synthetic Hockey Facility
Proposed Layout

DWG NO	REV	DRAWN	CHECKED
SOS11	A	MC	
ISSUED FOR		DATE	APPROVED
INFORMATION		07/03/16	

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SYNTHETIC BOWLING SOLUTIONS

16 February 2016

QUOTATION FOR THE FULL CONSTRUCTION OF A 40MX40M BOWLING GREEN USING PATENTED SPORTCRETE BASE MATERIALS AND GREENGAUGE NEW GENERATION CARPET AND HEAT-PRESSED UNDERLAY FOR THE KATANNING BOWLING CLUB.

Katanning Bowling Club
Braeside Road
PO Box 248
Katanning WA 6317

Attention: Ernie Maples
9821 8137 / 0419 884 600
utopia@reachnet.com.au

Dear Ernie and Committee members,

Thank you for the opportunity to quote the full construction of your bowling green in Katanning.
Synthetic Bowling Solutions is a leading Builder of Synthetic Bowling Greens in WA, Qld and NZ and we are receiving a great response from the Middleton Beach and Kojonup Clubs as well as their visitors from far and wide.

Specialising in the Supply and Installation of the patented Sportcrete base and latest innovation in Greengauge Carpet (GG3) we are focused on providing the best products, technologies and service to our clients, manufactured and supplied to the highest standards for Quality, and the Australian Environment.

As an agent for Greengauge who are the manufacturer of Greengauge® woven bowls carpet we know the entire manufacturing process, right from the start of creating and spinning the yarn, to weaving and crafting the woven outdoor bowls carpet.
By bringing together the right balance of experience, knowledge and bowling construction technology, we aim to exceed all expectations and deliver the best Synthetic Bowling Green surfaces currently available.

We will source as many products locally as we can and please feel free to suggest areas that you feel assistance can be offered and we can negotiate the price or added services.
Please don't hesitate to call me if you have any questions and I look forward to hearing from you.

Yours sincerely,

Mark Johnson
Director / Installer
0402438333
mark@syntheticbowling.com.au

SPORTCRETE
Engineered for Performance

Greengauge
Official Agent for Greengauge

BOWLS AUSTRALIA
PREFERRED SUPPLIER

SYNTHETIC BOWLING SOLUTIONS

$243,780.00 plus GST

Prework Information

- Geotechnical report on sub base required before commencement to ensure all existing base works are suitably stable to build our base on.
- Quoted works are from specified RL and required additional area fill prepared by other
- Additional costs are associated with any altering of our base design and construction.

Construction and Drainage

- Survey the existing sub base for shaping for drainage
- Profile the sub grade to suit new drainage system
- Supply and Install French drainage as per supplied specification, connection to storm water outlet by other.
- Supply and Install 700mm by 120mm concrete footings with trench mesh to perimeter for ditches and walls.
- Build Ditch walls with structural blocks.
- Line the sub grade with Geofabric
- Supply and Installation of H3/4 timber plinths and smooth edge Gripper strip

New Sportcrete base

- Supply and Installation of Sportcrete graded Base rock
- Laser Grade to specified datum /top of timbers and Roll Compaction as required
- Supply and Installation of Sportcrete graded Top rock
- Laser Grade and hand roll to required tolerances pre final screed.
- Supply and Spray the Top rock with Sportcrete binder base at a rate of 3.5L /m2
- Supply and apply Final screed of washed and graded levelling layer.
- Sportcrete Tack coat at a rate of 1L /m2.

New Synthetic surface

- Supply and Install Greengauge Generation 3 1000 gm / 4.5 mm Woven Bowls surface including Double Needlepunch heat-pressed 6 mm Underlay
- Tension
- Supply and Install Ditch and Droppers synthetic grass to back of ditch wall

Delivery of Carpet / Underlay to site

- 12-14 weeks from receipt of deposit payment
- Delivery and installation times confirmed after order is placed
- Construction times are between 6 to 8 weeks (weather dependant)

SYNTHETIC BOWLING SOLUTIONS

Sportcrete® Bowling Base and Greengauge Woven Bowls surface Size: 40m L x 40m W

Greengauge Woven Carpet

Carpet

Supply only, 9 rolls GG³ woven bowls carpet, 40m L x 40m W

Colour:	GG3 (Australian Green)
Yarn:	Drakes UK Fibre – Tri colour
Yarn Weight:	1000grams per m^2
Weave:	Sateen Wilton

Greengauge Underlay

Supply only, 16 rolls of Greengauge needle-punch underlay

Colour:	GG Green
Yarn:	Virgin polyester
Weight:	1200 grams per square metre
Product:	Double needle-punch

Advantages of Greengauge surface over a sand filled and other synthetic surfaces

- ✓ Bowler satisfaction
- ✓ Comfort - 2 part system (surface & underlay)
- ✓ No sand – does not scratch bowls
- ✓ Minimum maintenance – no watering, no rolling, no grooming.
- ✓ No pile – 100% non-directional
  - Bowls without bias play every shot in the book
  - Both hands draw evenly.
  - It is available for play immediately upon completion.
- ✓ Can be tensioned for speed adjustment Speeds of 14 to 15 seconds.

Advantages of choosing Sportcrete®

- Engineer designed. NATA laboratory tested
- Porous – 200mm/m2/Hour (tested NATA lab)
- Meets W.B.B requirements
- Easily repaired if needed
- Less water, less mould and algae growth.
- Very strong base, equal to 17MPA concrete base
- Shock absorbing, less body stress.

SPORTCRETE
Engineered for Performance

Greengauge
Official Agent for Greengauge

BOWLS AUSTRALIA PREFERRED SUPPLIER

THREE FOURTH (3/4) majority of members present and eligible to vote at a Special General Meeting called for the purpose or at the Annual General Meeting providing FOURTEEN (14) DAYS notice of such alteration or addition to the Constitution is given. Within FOURTEEN (14) DAYS after the making of any amendment or alteration to the rules of the Club Committee of Management shall provide the Director of Liquor Licensing with a certified copy of the amendment or alteration. No effect will be given to any change without the prior approval of the Director.

SOCIAL

Rule 45:
The Management Committee either by itself or by sub-committees shall have power to conduct and organise any entertainments or social functions as it shall deem necessary to conduct in the interests of the Club provided always that all members shall be entitled to attend any such social functions.

MEMBERS EQUITY

Rule 46:
At no time shall it be competent for the Management Committee of the Club or a sub-committee working under its direction or any officer of the Club to pass a resolution or make a decision in respect of any section of members of the Club which does not apply equally to all other sections or members of the Club.

SUSPENSION OF STANDING ORDERS

Rule 47:
It shall be lawful for a TWO THIRDS (2/3) majority of the members present and eligible to vote at any meeting to suspend any standing order herein contained, provided the object of such suspension shall not be the rescinding of any resolution previously adopted by the Club.

COMMON SEAL:

Rule 48:
The Club shall *have* a common seal which shall be kept in the custody of the Secretary and shall be used and affixed only by resolution of the Management Committee. All documents to

which the Common Seal is affixed shall be signed by any two of them, the Chairman, Vice Chairman and Secretary. The Secretary shall keep a record of all documents to which the Common Seal has been affixed.

Rule 49:
A visitor shall not be supplied with liquor in the Club's premises unless on the invitation and in the company of a member.

A guest shall not be supplied with liquor to be consumed other than in the Club premises.

Rule 50:
No liquor shall be removed from the Club except by or on the instructions of the member to whom it was sold.

Rule 51:
No liquor shall be sold or supplied to any person under eighteen (18) years of age and no members under eighteen (18) years of age shall be admitted to any part of the Club where liquor is sold or consumed, with the exception of those areas approved by the Committee and unless that person is accompanied by and under supervision of a responsible adult, or on the premises for the purpose of obtaining a meal.

Rule 52:
No person under eighteen (18) years of age shall be employed in the Club, but this restriction shall not apply to persons employed in the clerical or administrative work of the Club.

Rule 53:
No person under the age of eighteen (18) years shall serve in any bar on the Club premises.

Rule 54:
No person under the age of eighteen (18) years shall be employed in

or about any bar on the Club premises or in the delivery of liquor on the Club premises.

Rule 55:
No steward or cook or other employee of the Club shall be employed for a longer period than is provided in any relative award of the Western Australian Industrial Commission for persons similarly employed.

Rule **56:**
No payment or part payment of any Secretary, Manager or Officer or servant of the Club shall be made by way of commission or allowance from or upon the receipts of the Club for liquor supplied.

1st printed – 1978

Reprinted – 1980

Reprinted – 1985

Reprinted – 1988

Reprinted – 1992

Reprinted – 2009

Reprinted - 2014

Reprinted - 2015

This annexure of 25 pages marked "A" refer to form 5 signed by me and dated

John Christian Goodheart
30/04/2015

ATTACHMENT 10.

The Katanning Country Club
Inc

CONSTITUTION

2015

CONSTITUTION
of
THE KATANNING COUNTRY CLUB (Inc)

Rule 1:

The Club shall be an incorporated Club and shall be called The Katanning Country Club Inc.

OBJECTS AND POWERS

Rule 2:

a) To promote and foster sports of any kind and codes within Katanning and surrounding districts.
b) To promote and advance and control sporting, cultural and social activities of any kind in The Katanning Country Club (hereinafter called "the Club" in Katanning).
c) To promote and organise and conduct entertainments and other functions inclusive of raffles and/or lotteries where legally permitted so to do for the raising of funds, for the purpose of furthering the aims and objects of the Club.
d) To invest the monies of the Club not immediately required for any of its objects upon such securities and in such manner as may from time to time be determined.
e) To borrow or raise money or secure the payment of money in such manner and on such terms as the Club shall think fit and in particular to execute mortgages/bills of sale charges or other securities charged upon all or any of the Club's property (present and future or either) and to purchase/redeem/pay off or agree to a variation of all or any of such securities.
f) To purchase take on lease or in exchange hire or otherwise acquire or deal with for such consideration as may be thought fit any property or assets real or personal or any rights or privileges which may be considered of benefit to the Club.
g) To lay out, construct, maintain and alter any grounds for athletic sports or other pastimes necessary or

convenient for the purpose of the Club. To erect, establish, maintain and conduct a social club for the accommodation of members of the Club and to provide a Clubhouse and other conveniences and generally to afford all the usual privileges, advantages, conveniences and accommodation of a Club to members and their guests.

h) To continue the licensing of the Club as a Club under the Liquor Control Act 1988 and amendments.

i) To do all such other acts, matters and things as are incidental or conductive to the attainment of all or any of the above objects.

j) In these Rules where the context permits the masculine gender includes the feminine and vice versa.

CLUB INCOME

Rule 3:

The income and property of the Club howsoever derived shall be applied solely towards the promotion of the objects of the Club, *and no portion* thereof shall be paid or transferred directly or indirectly by way of dividend, bonus or otherwise howsoever by way of profit to the persons who at any time are or have been members of the Club or to any of them or to any person claiming through any of them. No member shall be entitled to derive any benefit or advantage from the Club which is not shared equally by every other member thereof.

Provided that nothing herein contained shall prevent the payment in good faith, or remuneration to any officer or servants of the Club, or to any member thereof, or other person in return for any services actually rendered or value given to the Club, nor prevent the payment of interest on money borrowed from any member of the Club.

CLUB ACCOUNTING PERIOD

Rule 4:

The current accounting period of the Club shall conclude on 31st December in each year.

MEMBERS

Rule 5:

The Club shall consist of:

a) Ordinary Members.
b) Junior Members.
c) Honorary Members.
d) Life Members.
e) Temporary Members.

whose qualifications and status are hereinafter defined.

ELECTION OF MEMBERS

Rule 6:

Candidates for election being those who seek membership as Ordinary Members shall be balloted for by the Committee on a date to be notified and shall be elected or rejected by a TWO THIRD (2/3) majority of the members present and voting. A record shall be kept by the Secretary of the Club of the members of the Committee present and voting on such day. A candidate must be proposed and seconded by two Ordinary members of the Club, both of whom must be personally acquainted with him and responsible for his eligibility. The proposer shall send in the name of his candidate in writing to the Secretary accompanied by the prescribed nomination fee. The name and address of every candidate with the name of his proposer and seconder shall be displayed in a conspicuous place in the Club premises for at least seven days before the ballot takes place and an interval of not less than TWO (2) WEEKS shall elapse between nomination and election of members.
Candidates balloted for and not elected shall not be proposed

again for election within a period of THREE (3) MONTHS. On the election of a new member the Secretary shall notify him in writing. furnish him with a copy of the rules, and request him to pay his first subscription to the Treasurer. If such payment be not made within ONE (I) CALENDAR MONTH from the date of the Secretary's notice of election, membership shall only be retained at the discretion of the Committee. unless a member shall show sufficient cause for such delay to the satisfaction of the Committee.

ORDINARY MEMBERS
PRIVILEGED MEMBERS and
CASUAL SPORTING MEMBERS

Rule 7;

a) Any person (male or female) over the age of EIGHTEEN (18) YEARS may apply for and be admitted as an Ordinary Member of the Club. They *shall at the date of* their application and with their application signify in writing the particular sporting body or bodies (such body or bodies being under the control and jurisdiction of the Club) in which they wish to participate.
b) (DELETED)
c) (DELETED).
d) (DELETED.

The annual subscription shall be determined by the members at the Annual General Meeting or Special General Meeting called for that purpose of the Club.

SOCIAL MEMBERS

Rule 8:

(DELETED)

JUNIOR MEMBERS

Rule 9:

a) Any person who is under the age of EIGHTEEN (18) YEARS may apply for admission as a Junior Member. Applications shall be in writing on the prescribed form and shall be accompanied by the stipulated nomination fee and shall be endorsed with the recommendation of the President and Vice President of the appropriate sports committee.

b) Junior Members shall pay a subscription each year equal to ONE TENTH (1/10) of that fixed from time to time for ordinary members of the members of the club Subject to Sub Clause (c) of this clause Junior Members shall have no voice in the management of the Club and shall not be entitled to hold office, attend General Meetings or vote at any meeting of the Club, but shall in all other respects conform to and be bound by this Constitution and the by-laws of the Club for the time being in force.

c) A Junior Member may be *elected,* co-opted or appointed to fill any official position on a sporting or similar Committee provided however that no Junior Members shall hold the office of President or Vice President on any Sporting committee.

d) *Junior Members shall only occupy such premises or use such* sporting facilities of the Club as authorised by the Management Committee and by the Liquor Control Act 1988.

OBLIGATIONS OF MEMBERS AND VISITORS

Rule 10:

a) Any person whose application for membership is accepted shall be deemed to have subscribed to this Constitution as from receipt by them of notice of their admission to membership of the Club.

b) The Club shall have power to offset any debts including subscriptions due to it by any member against any monies due by the Club to that member.

c) On any one occasion a member may invite up to but not more than 5 guests to the Club's premises or grounds who shall be

in his company and for whom he shall be responsible.

d) Members may introduce guests to the Club at any time provided that:
   - ❖ A guest shall not be supplied with liquor in the club premises except on invitation and in the company of that member.
   - ❖ A guest shall be supplied with liquor to be consumed on the club premises only.
   - ❖ The member introducing the guest shall be responsible for the proper conduct of that guest whilst on the club premises.
   - ❖ Any person who has been refused membership of the club or who is under the suspension or expulsion from the club shall not be admitted as a guest of any member of the club.
   - ❖ A member may, at their expense, and with the approval of the club committee, supply liquor to guests, without limitation as to number only at a function held by or on behalf of that member, at the club premises.

RIGHT TO VOTE

Rule 11:

All financial members other than Honorary Members and Temporary Members shall be entitled to speak and vote at all meetings of the Club.

HONORARY MEMBERS

Rule 12:

a) No person shall become an Honorary Member of the Club
b) Whose usual place of abode is less than FIFTY (50) KILOMETRES from the Club premises by the shortest route.

c) Who was afforded Honorary Membership of the Club during the period of THREE (3) MONTHS immediately preceding the date of his nomination.
d) Who is under the age of EIGHTEEN (18) YEARS PROVIDED that any person may be elected to be an Honorary Member for such period as the Committee shall determine who possessed any of the special qualifications hereunder mentioned, namely:---
    1) The Governor-General of the Commonwealth or any member of his staff.
    2) The Governor or Lieutenant-Governor or Administrator of any State of the Commonwealth of Australia or any member of his staff.
    3) Any member of the House of Representatives or the Senate of the Commonwealth of Australia, the Legislative Council, or the Legislative Assembly of Western Australia.
    4) Persons of distinguished position or attainment.

ELECTION OF HONORARY MEMBERS

Rule 13:

a) No person shall become an Honorary Member of the Club unless:-
b) He is proposed in writing by a member, in a form setting out that such person is, to the knowledge of the proposer, eligible according to the rules of the Club to be elected an Honorary member, and
c) Notice thereof is posted on the Club premises by *the* Secretary with the date and time of posting endorsed on it, and
d) At least FOUR (4) HOURS elapse between the posting of such notice and the election, and
e) The person proposed as an Honorary Member is duly elected by any two members of the Management Committee neither of whom shall be the Proposer and the Honorary Member is notified in writing.

DURATION OF HONORARY MEMBERSHIP

Rule 14:

a) An Honorary Membership shall last for ONE (1) MONTH from the day of election or for such other period as the Management Committee shall determine.
b) An Honorary Member shall pay no subscription.

CANCELLATION OF HONORARY MEMBERSHIP

Rule 15:

The Committee shall have power, in cases appearing to them to require it, to revoke the admission of any Honorary Member, without any notice and without assigning any reason.

RIGHTS OF HONORARY MEMBERS

Rule 16:

Honorary Members shall not be entitled to vote or be present at any meeting of the members of the Club nor be entitled to hold office in the Club nor have any right, title or interest in or to any property of the Club, nor propose or second any candidate for admission as a member or an Honorary Member nor bring any stranger or visitor into the Club premises but otherwise they shall be afforded all the privileges enjoyed by members.

COUNTRY MEMBERS

Rule 17:

(DELETED

TEMPORARY MEMBERS

Rule 18:

a) A person who is on any day visiting the Club as a

member or an official of or a person assisting a team that is to contest a pre-arranged event in that sport, or

b) A person who has entered for and participates in a pre-arranged sporting event conducted by the Club, or

c) At the invitation of a member to engage in one of the sporting activities of the Club may be accorded Temporary Membership on that day only and his rights shall be similar to those of an Honorary Member as defined in Rule 16.

OFFICERS OF THE CLUB

Rule 19:

The Officers of the Club shall consist of the:

a) Chairman.
b) Vice Chairman.
c) Immediate Past Chairman.
d) Four other members.
e) Secretary.
f) Treasurer.
g) And one delegate from each sporting body.

ELECTION OF OFFICERS

Rule 20:

All Officers of the Club except the Immediate Past Chairman, the Secretary and the Treasurer shall be elected at an Annual General Meeting of the Club in the following manner:-

a) The Chairman and Vice Chairman shall hold office for TWELVE (12) MONTHS but shall be eligible for re-election except that the office of Chairman shall not be held by any one person for more than TWO (2) successive years.

b) TWO (2) of the Committee Members (as per Rule 19 (d) will be elected for a TWO (2) year period on the even numbered

years.

c) In the opposite years (odd numbered years) the other Committee Members (as per Rule 19 (d) will be elected. At the completion of their TWO (2) year terms the Committee Members will retire but shall be eligible for re-election.
d) The delegate from each sporting body shall hold office for TWELVE (12) months but shall be eligible for re-election.
e) Any casual vacancy on the Committee shall be filled by the Committee.
f) The Secretary and the Treasurer shall be appointed by the Committee of the Management.

DUTIES OF OFFICERS

Rule 21:

Chairman: The Chairman shall preside at all General, Special and Committee Meetings of the Club and see that business is conducted in a proper manner. In case the votes shall any time be equal he may exercise a casting vote in addition to his other vote. He may call Committee Meetings and generally shall ensure the well being and objects of the Club. He shall on a written requisition of THIRTY (30) MEMBERS call a Special General Meeting to discuss the business contained in such requisition. Such meeting shall be called within TWENTY EIGHT (28) DAYS FROM THE DATE OF RECEIPT OF THE REQUISITION.

Rule 22:

Vice Chairman: The Vice Chairman shall assist the Chairman at all meetings of the Club and in the absence of

the Chairman, shall occupy the chair and conduct the business of the meeting. He shall perform all the functions indicated for the Chairman pro tern, if the Chairman for any reason is unable to perform them.
The Vice Chairman shall attend all Management Committee Meetings and shall be entitled to exercise an ordinary vote as well as a casting vote should he occupy the chair.

Rule 23:

Secretary: The Secretary shall keep a correct account of all monies received and expended, attend all Management Committee Meetings and take minutes of same, receive all correspondence and answer such questions as may be *asked in* accordance with the Constitution. He shall keep a memorandum book and enter therein the date of postage of all correspondence and of letters received and keep a copy of all outward correspondence.
He shall pay all monies received to the Treasurer and shall obtain from the Treasurer a statement of Income and Expenditure and Balance Sheet to be presented to the Annual or General Meetings and shall present the same at such meeting with the Certificate and Report of the Auditors thereon attached thereto.
He shall have the right to speak but not to vote at all meetings of the Club if he is a paid servant of the Club.
He shall keep a register of members setting forth the name and address and nature of membership of each member and the date of the last payment of each member of his subscription and an up to date copy of such register shall be posted from time to time on the notice board.
At the Annual General Meeting he shall furnish a list of officers and members as at the close of the preceding year with their addresses.
The Club at a Special General Meeting called for the purpose may remove the Secretary for any good reason. At the Annual General Meeting the Secretary shall read to the Meeting the names of persons comprising the Management Committee for the preceding year, with their attendances at Meetings during the year. If the Secretary holds office as a paid servant of the Club he shall not be entitled to vote at a meeting of the Committee even though he is a qualified member of the Club.

If the Secretary holds office as a paid servant of the Club, the Management Committee may delegate to him such additional duties as it may determine from time to time. A Secretary may be called upon to discharge the duties of Treasurer.

Rule 24:

Treasurer: The Treasurer shall receive and pay all monies belonging to the Club into such Bank or Banks as shall be approved by the Management Committee in the name of the Club, He shall balance his *books* previous to the Annual Audit or when required by the Management Committee shall prepare and hand to the Secretary an Income and Expenditure Statement and Balance Sheet to be presented at the Annual General Meeting. The Club at a Special General Meeting called for the purpose may remove the Treasurer for any good reason. It shall be competent for the Club to elect one member to be both Secretary and Treasurer.
If the Treasurer holds office as a paid servant of the Club he shall not be entitled to vote at a meeting of the Committee even though he is a qualified member of the club.

Rule 25:

Auditors: An Auditor or Auditors shall be elected at the Annual General Meeting. They shall examine the books, accounts, receipts, vouchers, etc, for the year following their election and compare the same with the Statement of Income and Expenditure and Balance Sheet.
They shall certify as to the correctness or otherwise of such Statement of Income and Expenditure and Balance Sheet and furnish the Secretary with a report as to the state of the funds, etc. The Auditors finding any deficiency in money or effects shall state the particulars in their report.

MANAGEMENT COMMITTEE

Rule 26:

The Management Committee (hereinafter called "the Committee") which shall comprise those persons referred to in Rule 19 hereof **and shall** meet at least once a month and minutes of all resolutions and proceedings of such meeting shall be entered in a book to be provided for the purpose. The Committee may be removed by a majority vote at a Special General Meeting and a new Committee appointed in its place until the next Annual General Meeting.

The Committee shall control and manage the affairs, concerns and property of the Club, may strike levies to meet deficits or for extraordinary expenditure for special or social functions and such levies shall be payable by all members on demand provided they shall exceed $5.00 per member, without the sanction of a General Meeting.

It shall appoint and dismiss employees or servants and shall at all times promote the interests of the Club. It may appoint sub-committees and may co-opt any members of the Club who may not be committee men for any .purpose whatsoever connected with the affairs or purposes of the Club. It shall fix the amount of the entrance or nomination fees for each category of members.

COMMITTEE MEETINGS

Rule 27:

The Chairman shall have power to call meetings of the Management Committee whenever it is deemed necessary. If a member of the Management Committee absents himself from THREE (3) consecutive meetings and fails to give a satisfactory explanation of his absence the Committee may declare his seat vacant and proceed to fill it as a casual vacancy.

SPORTING SECTIONS AND SPORTS COMMITTEES

Rule 28:

A Committee shall be elected annually by the members of each sporting body within the Club and that Committee (subject to the overall control of the Committee of Management as to finance and otherwise) shall manage and direct the operation of the particular sport concerned. Any casual vacancy on the Committee of any sporting body shall be filled by that body. By-laws shall be drafted for each sporting body.

ANNUAL GENERAL MEETINGS

Rule 29:

The Annual General Meeting of the Club shall be held on such a day and time and place as the Management Committee may determine provided always that the Annual General Meeting shall be held within three months of the close of the accounting period of the Club. Notice of the meeting shall be posted in a prominent position on the Club premises for at least FOURTEEN (14) DAYS before the meeting.
The business of the Annual General Meeting shall be the reception of the Statement of Income and Expenditure, Balance Sheet, Annual Report and Auditors Report, the election of officers requiring to be elected at that particular meeting and Auditors, the fixing of annual subscriptions and the transaction of any other business that may be properly raised at such a meeting.

If a quorum is not present the meeting shall stand adjourned until the same day and hour in the following week, and so on until a quorum is present.

SPECIAL GENERAL MEETING

Rule 30:

The Management Committee may at any time call a Special

General Meeting. Notice of the meeting and a copy of the requisition shall be posted in a prominent place on the Club premises for at least FOURTEEN (14) DAYS before the meeting. Only business which notice has been given shall be dealt with.

QUORUM AND VOTING

Rule 31:

At the Annual General Meeting and all Special General Meetings 25 members present and eligible to vote shall be a quorum.
The quorum at a meeting of the Management Committee shall be FIFTY PER CENT *(50%)* of the elected members.
The quorum at a meeting of any Sports Committee or General Meeting of a sporting section shall be as provided by the by-laws.
Only financial members at the date of notice of meeting are eligible to vote at Annual General or Special General Meetings.
Any member who is also a paid employee of the Club shall be eligible to vote.

NOTICE OF MEETING

Rule 32:
FOURTEEN (14) DAYS notice in writing of all General Meetings shall be given to all members entitled to attend and vote at such meetings by posting the notice to the member at his address recorded in the Register of Members. *If the member has advised the Club of his or her electronic address the notice may be transmitted to that electronic address in lieu of a physical address.*
At least THREE (3) days notice of Management Committee Meetings shall be given to each member.

SUBSCRIPTIONS AND NOMINATION FEES

Rule 33:

Annual subscriptions for each category of members shall be determined by the members at the Annual General Meeting of the

Club. In the event of a member joining the Club after the expiry of EIGHT (8) MONTHS of any ONE (1) Club year the subscription payable for that year shall be one half the annual subscription.

Rule 34:

1) All applications for membership other than Honorary or Temporary Membership shall be accompanied by a nomination fee to be determined from time to time by the Management Committee.
2) Nomination fee shall be paid to the Secretary or Treasurer before any consideration can be given to the application by the Management Committee and should accompany the application for membership.
3) Should the application for membership be refused, the nomination fee shall be returned.

PAYMENT OF FEES

Rule 35:

a) Members' subscriptions shall be paid to the Secretary or Treasurer within THIRTY (30) DAYS from the due date, with or without notice.
b) Should any subscription be not paid after the due date the Secretary shall notify the member concerned that if the fee is not paid within SIXTY (60) DAYS his membership may be cancelled at the discretion of the Management Committee.
c) Should any subscription be not paid for NINETY (90) DAYS the person's membership shall cease but the committee may readmit such person to membership on the receipt of a satisfactory explanation as to the reason for non payment and the subscription. As a condition of re-admittance to membership the Committee may impose a fine of up to TEN PER CENT (10%) of the annual subscription for Ordinary Members.
d) For the purpose of this section any notification shall be sufficient if posted by ordinary mail to the address of the member in the Register of Members.

e) A member resigning from the Club shall pay debts due to the date of resignation. For the purpose of this section a member resigning after the SIXTY (60) DAYS period mentioned above shall be liable to pay half of the annual subscription.
f) Any member whose name is struck off the Register of Members for non payment of subscription shall be deemed to be indebted to the Club for half the sum of the annual subscription to that member.

PAYMENT OF OTHER DEBTS

Rule 36:

a) All debts due to the Club other than subscriptions shall be paid on demand.
b) A demand for payment under this subsection shall be lawful if made by an elected or appointed officer of the Club.
c) Should a member's debt remain outstanding for a period longer than SIX (6) MONTHS, the Management Committee shall have power to cancel the debtor's membership without notice.

LIFE MEMBERS

Rule 37:

On the recommendation of the Committee a member may be elected a life member at any General Meeting of the Club and shall thereafter be entitled to all privileges of membership without paying the annual subscription. A TWO THIRDS *(2/3)* majority of the members present and voting shall be necessary at such election.

EXPULSION OR FINE OF A MEMBER

Rule 38:

The Committee shall have power to suspend or expel any

member of the Club.

a) *Who* shall become bankrupt, or insolvent, or make assignment for the benefit of his creditors, or compound or arrange with his creditors whether such creditors are his separate creditors or the creditors of any partnership of which he is a member, or

a) Who shall fail in the observance or commit any breach of any Rule of the Club, or any By-law of the Committee, or of any order or direction of the Committee, or of any General Meeting, or

b) Who shall in the sole and absolute judgment and discretion of the Committee have been guilty either in or out of the Club premises of any act, practice, conduct, matter or thing, calculated to bring discredit on the Club or any of its members, or to impair or affect the enjoyment of the Club by the other members.

c) In the event of the Committee acting under the preceding Rule, the following shall be the mode of procedure:-

d) A charge shall be laid against the member complained of. Charges by or on behalf of the Committee shall be laid by the Secretary.

e) The Committee shall then cause a notice to be sent by registered letter to the member complained -against to attend before the Committee to answer the charges, and also to the accuser (if any), and the Secretary must on application by either party send a *notice to any* other member to appear and give evidence provided that such application be made THREE (3) CLEAR DAYS before the date of the hearing of such charge. SEVEN (7) CLEAR DAYS notice must be given of such hearing. Should either of the TWO (2) parties fail to attend the Committee shall take evidence and decide the case as if all parties had been present.

f) If, after hearing the evidence, the Committee shall be of the opinion that the charge is sustained, they shall inflict such penalty *as they shall* think fit, either by fine or expulsion or by suspension from the privileges of membership for a certain time, not exceeding THREE (3) MONTHS, which suspension the Committee shall be empowered to extend from time to time, and by expulsion at the determination of the suspension, and shall thereupon cause notice of such penalty to be sent to the

member charged at his address by registered letter. In case of expulsion, the name of the said member shall be erased from the list of members, and posted on the notice board in the Club premises and he shall cease to enjoy the privileges as a member.

g) Any expelled member of the Club who may be aggrieved by any expulsion by the Committee under the preceding rule may, by written notice lodge with the Secretary within FOURTEEN (14) DAYS of the expulsion, appeal to a Special meeting which shall be called by the Committee, who shall lay the appeal, stating the nature thereof before such meeting. Before any such Special Meeting is called, the person aggrieved must with his notice aforesaid, lodge a sum equivalent to ONE HALF (1/2) of the annual subscription for Ordinary Members with the *Secretary* towards the cost of calling such Special Meeting, which shall be forfeited if such meeting uphold the decision of the Committee, otherwise it shall be returned to him. Until the hearing of any such appeal, the decision of the Committee shall have full effect, but such expelled member shall have the right to attend such Special Meeting.

RESIGNATION OF MEMBER

Rule 39:

A member wishing to resign from the Club shall do so only in writing addressed to the Secretary, however such resignation shall not be binding on the Club until such time as all debts due to the Club have been met in full. A member retiring from the Club or ceasing from any cause to be a member shall not be entitled to, or have any claim upon, any portion whatever of the property of the Club.

BYLAWS

Rule 40:

The Committee shall *have power to* make such by-laws from time to time as may be necessary to carry out the objects of the Club and to vary or rescind such by-laws from time to time as they may consider necessary.

FUNDS AND **BANKING** SYSTEMS

Rule 41:

a) No sum of money in excess of '20.00 shall be paid on account

of the Club, except by cheque or withdrawal form, drawn in the name of the Club upon the Bankers of the Club.

b) All cheques or withdrawal forms drawn on the Bank Accounts of the Club shall be signed by the Secretary, Treasurer, Chairman and Vice Chairman or any TWO (2) of them or in their absence or incapacity by a member of the Committee appointed by the Committee to act in their stead. It shall not be lawful for any meeting of members to vote a sum of money for any purpose other than those prescribed in this Constitution.

c) The Club's Bankers shall only open, close or vary signatories to Bank Accounts iii the Club's name under the written *authority of* the Chairman and the Secretary.

DISSOLUTION

Rule 42:

The Club may be dissolved by a resolution passed at a Special General Meeting by a THREE FOURTHS (3/4) majority of members present and eligible to vote. If upon the winding up or dissolution of the Club there remains after satisfaction of its debts and liabilities any property whatsoever the same shall not be paid or distributed among the members but shall be given or transferred to some other institution or institutions having objects similar (wholly or in part) to the objects of the Club and which shall prohibit the distribution of its or their income and property *amongst its or their* members; *such* institution or institutions to be determined by a majority of the members of the Club. Provided however if the members cannot so determine then by a Judge of The District Court of Western Australia.

INTERPRETATION OF CONSTITUTION

Rule 43:

In case of any question arising not provided for in the Constitution or as the interpretation of the Constitution, the majority decision of the Management Committee shall be taken and acted upon.

ALTERATION TO CONSTITUTION

Rule 44:

Alterations and/or additions to this Constitution shall be effected by a

ATTACHMENT 11

VISION

Strive to make our sporting clubs and facilities comparable to the best possible and ensure that all our social and clubhouse facilities are inviting, functional and well maintained.

MISSION STATEMENT

The Katanning Country Club is dedicated to providing its Members, their families, their guests and the wider community, an exceptional recreational and social private club facility that is perceived as

- *being constantly available;*
- *a high quality and personalised service experience;*
- *having outstanding sporting and clubhouse facilities that features state awarded golf facilities and superior squash and tennis programs;*
- *providing superior dining and social amenities where every Member is treated as a preferred customer*
- *representing good financial value for our Members;*
- *encouraging the formation of enduring friendships; and*
- *having programs and policies which attract, retain and engage Members*

CORE VALUES

INTEGRITY - Our Members are our most important asset. We will act in the best interest of our membership, our conscience and within the law

RESPECT - We are respectful, friendly courteous and honest in our relations. We will be conscious of the impact that our acts and decisions have on our Members, employees and the wider community

EXCELLENCE - We will strive to provide the absolute best services possible for sporting facilities, dining experience and Member comfort and continuously improve upon the Katanning Country Club experience

EMPOWERMENT - We will empower our employees and our Members to act in the best interest of the membership and the Club. We value teamwork and volunteerism in pursuing excellence.

STEWARDSHIP - We will manage all of our resources responsibly - financial, human and natural. Leadership and Management will be open and transparent as we strive to continuously improve our quality customer satisfaction in a fiscally responsible manner.

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (cont.)

(d) Sporting activities

Certain sporting activities of the Club are controlled by specifically appointed Committees with only the net results of those activities being recognised in the financial report. The Club has no present requirements for the financial results of these sporting activities to be audited.

(e) Goods and service tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

2. INCOME TAX

The Club is subject to income tax in accordance with the "principle of mutuality" whereby income derived from non-members visiting the Club and using its facilities is assessable to income tax together with income from the investment of the Club's funds. The Club did not derive a taxable income in the current and previous years.

	2014 $	2013 $
3. CASH AND CASH EQUIVALENT		
Cash on hand	1,500	1,000
Cash at bank	152,998	126,479
	154,498	127,479
4. TRADE AND OTHER RECEIVABLES		
Trade receivables	5,758	7,902
Prepayments	3,191	3,096
GST receivable	384	112
	9,333	11,110
5. INVENTORIES		
Stock on hand	10,236	14,508

		2014 $	2013 $
6.	PROPERTY, PLANT AND EQUIPMENT		
	Land, buildings and improvements		
	Cost	1,031,036	1,031,036
	Accumulated depreciation	(673,900)	(642,114)
		357,136	388,922
	Plant and equipment		
	Cost	293,953	273,442
	Accumulated depreciation	(242,054)	(230,654)
		51,899	42,788
		409,035	431,710
7.	OTHER FINANCIAL ASSETS		
	Shares in unlisted Co-operative company		
	Cost	216	216
8.	TRADE AND OTHER PAYABLES		
	Trade creditors and accruals	8,888	6,378
	GST payable	5,450	3,088
		14,338	9,466

9. PRIOR YEAR RESTATEMENT

The comparative numbers have been restated due to depreciation relating to one asset was underprovided in prior year. As a result, the comparative has been restated.

The summary below provides the amounts adjusted for each financial statement line item affected by the adjustment for the comparative number.

	As previously Reported at 31 December 2013	Depreciation under provided	As Presented at 31 December 2013
	$	$	$
Balance sheet			
NON-CURRENT ASSETS			
Property, plant and equipment	637,961	(206,251)	431,710
MEMBERS' FUND			
Accumulated funds	781,808	(206,251)	575,557
Income statements			
Depreciation and amortisation expenses	32,981	12,267	45,248
Accumulated fund at the beginning of year	793,879	(193,984)	599,895

RSM Bird Cameron

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AUDITOR'S DISCLAIMER TO THE COMMITTEE OF THE KATANNING COUNTRY CLUB INC.

The additional financial data presented on the following pages are in accordance with the books and records of the Club which has been subject to the auditing procedures applied in our audit of the club for the year ended 31 December 2014. It will be accepted that our audit did not cover all details of the additional data and no warranty of accuracy or reliability is given. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than the Katanning Country Club Inc.) in respect of such data, including any errors or omissions therein however caused.

Rsm Bird Cameron

RSM BIRD CAMERON

Perth, WA
Dated: 25 March 2015

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Birdanco Nominees Pty Ltd
ABN 33 009 321 377
Practising as
RSM Bird Cameron
ABN 65 319 382 479

Major Offices in:
Perth, Sydney,
Melbourne, Adelaide,
Canberra and Brisbane

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THE KATANNING COUNTRY CLUB INC.

DETAILED INCOME STATEMENT

For the year ended 31 December 2014

	2014	Restated 2013
	$	$
BAR TRADING ACCOUNT		
Sales	174,785	146,502
Eftpos fees	789	300
	175,574	146,802
Less cost of goods sold		
Opening stock	14,508	11,096
Purchases	78,613	68,321
Freight	906	193
	94,027	79,610
Less closing stock	(10,236)	(14,508)
Total cost of goods sold	83,791	65,102
Gross profit	91,783	81,700
Less direct expenses		
Bar running costs	4,300	2,520
Depreciation	785	661
Licences and permit	564	550
Superannuation	3,246	5,097
Wages	36,644	56,715
Total direct costs	45,539	65,543
Gross operating profit	46,244	16,157
OTHER REVENUE		
Venue hire	7,546	7,055
Green fees and court hire	-	-
Grants received	-	16,022
Insurance recoveries	-	-
Interest	2,724	3,618
Members subscriptions	44,223	38,392
Net income from sporting activities		
- Golf income	58,227	31,724
- Squash	8,137	11,703
- Tennis	12,048	12,693
Nomination fees	328	227
Total other revenue	133,233	121,434
TOTAL REVENUE carried forward	179,477	137,591

These unaudited financial statements have been prepared by us in accordance at the request of and for the purpose of the abovenamed and we accept no responsibility towards any other persons- refer to the preceding auditor's disclaimer.

THE KATANNING COUNTRY CLUB INC.

DETAILED INCOME STATEMENT

For the year ended 31 December 2014

	2014	2013
	$	$
TOTAL REVENUE brought forward	179,477	137,591
Less EXPENSES		
Advertising	867	2,044
Audit and accountancy fees	4,950	5,125
Bank fees	1,721	1,713
Cleaning	14,222	13,196
Consulting fees	-	-
Depreciation of:		
- Buildings and improvements	31,786	35,536
- Plant and equipment	10,615	9,712
Doubtful debts	12,539	-
Electricity	15,203	15,034
Entertainment	573	388
Fuel, oil and gas	3,372	3,755
Fertiliser and seed	805	3,144
Insurance	11,551	11,009
Licenses	1,267	966
Printing, postage and stationery	1,786	840
Rates and taxes	5,567	3,068
Repairs and maintenance:		
– Golf course	16,837	15,543
– Buildings and improvements	15,713	6,300
Secretarial costs	28,267	26,179
Security	1,729	1,699
Staff bonus	-	-
Subscriptions	500	486
Superannuation	3,617	3,569
Telephone	2,567	2,623
TOTAL EXPENDITURE	186,053	161,929
NET (DEFICIT) FOR THE YEAR	(6,577)	(24,338)

These unaudited financial statements have been prepared by us in accordance at the request of and for the purpose of the abovenamed and we accept no responsibility towards any other persons-refer to the preceding auditor's disclaimer.

THE KATANNING COUNTRY CLUB INC.

Special Purpose Financial Report

For the year ended 31 December 2013

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Detailed Income Statement

THE KATANNING COUNTRY CLUB INC.

STATEMENT BY THE COMMITTEE

In the opinion of the Committee of The Katanning Country Club Inc. (the Club):

(i) The Club is not a reporting entity and therefore, there is no requirement to apply Australian Accounting Standards in the preparation of these financial statements;

The Committee has determined that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1;

(ii) The accompanying financial statements for the year ended 31 December 2013 presents fairly the financial position of the Club as at 31 December 2013 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements;

(iii) The operations of the Club have been carried out in accordance with the Constitution of the Club; and

(iv) At the date of this statement, there are reasonable grounds to believe that the Club can meet its debts as and when they fall due.

Signed in accordance with a resolution of the Committee.

Committee Member

Dated this 12th day of March 2014

RSM Bird Cameron

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE KATANNING COUNTRY CLUB INC.

We have audited the accompanying financial report, being a special purpose financial report, of The Katanning Country Club Inc. ("the Club"), which comprises the balance sheet as at 31 December 2013, and the income statement for the year then ended, a summary of significant accounting policies, other explanatory notes and the statement by the committee.

Committee's Responsibility for the Financial Report

The Committee of the Club is responsible for the preparation of the financial report and has determined that the basis of preparation described in Note 1 to the financial statements, is appropriate to meet the requirements of the Club's Constitution and is appropriate to meet the needs of the members. The Committee's responsibility also includes such internal control as the Committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

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RSM Bird Cameron

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Basis for Qualified Opinion

Revenue from sporting activities of $56,120 (2012: $56,597) are a significant source of revenue for the Club. The Club has determined that it is impracticable to establish control over the collection of revenue from sporting activities prior to entry into its financial records. Accordingly, as the evidence available to us regarding revenue from this source was limited, our audit procedures with respect to revenue from sporting activities had to be restricted to the amounts recorded in the financial records. We therefore are unable to express an opinion whether revenue from sporting activities the Club obtained are complete.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial report presents fairly, in all material respects, the financial position of the Club as at 31 December 2013 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Basis of Accounting

Without further modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to meet the requirements of the Club's Constitution. As a result, the financial report may not be suitable for another purpose.

RSM Bird Cameron
RSM BIRD CAMERON

TUTU PHONG
Director

Perth, WA
Dated: 10 March 2014

THE KATANNING COUNTRY CLUB INC.

INCOME STATEMENT

For the year ended 31 December 2013

	2013 $	2012 $
Revenue	268,237	281,132
Raw materials and consumables used	(65,101)	(66,961)
Accounting expenses	(5,125)	(5,350)
Advertising expenses	(2,044)	(619)
Depreciation and amortisation expenses	(32,981)	(35,114)
Lease expenses	(550)	(539)
Employee benefits expenses	(80,179)	(70,329)
Other expenses	(94,328)	(137,215)
(Deficit) attributable to members of the Club	(12,071)	(34,995)
Accumulated funds at the beginning of year	793,879	828,874
Accumulated funds at the end of year	781,808	793,879

The accompanying notes form part of these financial statements.

THE KATANNING COUNTRY CLUB INC.

BALANCE SHEET

As at 31 December 2013

	NOTE	2013 $	2012 $
CURRENT ASSETS			
Cash and cash equivalent	3	127,479	125,893
Trade and other receivables	4	11,110	9,942
Inventories	5	14,508	11,796
TOTAL CURRENT ASSETS		153,097	147,631
NON CURRENT ASSETS			
Property, plant and equipment	6	637,961	663,428
Other financial assets	7	216	216
TOTAL NON CURRENT ASSETS		638,177	663,644
TOTAL ASSETS		791,274	811,275
CURRENT LIABILITIES			
Trade and other payables	8	9,466	17,396
TOTAL CURRENT LIABILITIES		9,466	17,396
TOTAL LIABILITIES		9,466	17,396
NET ASSETS		781,808	793,879
MEMBERS' FUNDS			
Accumulated funds		781,808	793,879
TOTAL MEMBERS' FUNDS		781,808	793,879

The accompanying notes form part of these financial statements.

THE KATANNING COUNTRY CLUB INC.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2013

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Club's Constitution. The Committee has determined that the Club is not a reporting entity and therefore, there is no requirement to apply Australian Accounting Standards in the preparation and presentation of this financial report.

The financial report is also prepared on an accruals basis from the records of the Club. They are based on historic costs and do not take into account changing money values. The accounting policies have been consistently applied, unless otherwise stated.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of the financial report.

(a) Revenue

Revenue is measured at the fair value of the consideration received.

Revenue from the rendering of a service is recognised upon delivery of the service to the customers.

Membership fees are recognised as revenue when received.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

All revenue is stated net of the amount for goods and services tax (GST).

(b) Property, plant and equipment

Plant and equipment are depreciated on a straight line or diminishing value basis, so as to write off the cost of each item of plant and equipment over the period of their expected useful lives.

Buildings and improvements erected upon land owned by the Club, are amortised on a straight line basis so as to also write off their net cost over the period of their expected useful lives.

(c) Inventories

Stock has been valued at the lower of cost and net realisable value. Cost of inventories is determined on a first in first out basis and has been assigned to inventories on the basis of specific identification.

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (cont.)

(d) Sporting activities

Certain sporting activities of the Club are controlled by specifically appointed Committees with only the net results of those activities being recognised in the financial report. The Club has no present requirements for the financial results of these Committees to be subject to audit.

(e) Goods and service tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

2. INCOME TAX

The Club is subject to income tax in accordance with the "principle of mutuality" whereby income derived from non-members visiting the Club and using its facilities is assessable to income tax together with income from the investment of the Club's funds. The Club did not derive a taxable income in the current and previous years.

	2013 $	2012 $
3. CASH AND CASH EQUIVALENT		
Cash on hand	1,000	1,000
Cash at bank	126,479	124,893
	127,479	125,893
4. TRADE AND OTHER RECEIVABLES		
Trade receivables	7,902	6,101
Prepayments	3,096	2,916
GST receivable	112	925
	11,110	9,942
5. INVENTORIES		
Stock on hand	14,508	11,796

		2013 $	2012 $
6.	PROPERTY, PLANT AND EQUIPMENT		
	Land, buildings and improvements		
	Cost	1,031,036	1,030,436
	Accumulated depreciation	(435,863)	(413,255)
		595,173	617,181
	Plant and equipment		
	Cost	273,442	266,528
	Accumulated depreciation	(230,654)	(220,281)
		42,788	46,247
		637,961	663,428
7.	OTHER FINANCIAL ASSETS		
	Shares in unlisted Co-operative company		
	Cost	216	216
8.	TRADE AND OTHER PAYABLES		
	Trade creditors and accruals	6,378	15,804
	GST payable	3,088	1,592
		9,466	17,396

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AUDITOR'S DISCLAIMER TO THE COMMITTEE OF THE KATANNING COUNTRY CLUB INC.

The additional financial data presented on the following pages are in accordance with the books and records of the Club which has been subject to the auditing procedures applied in our audit of the club for the year ended 31 December 2013. It will be accepted that our audit did not cover all details of the additional data and no warranty of accuracy or reliability is given. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than the Katanning Country Club Inc.) in respect of such data, including any errors or omissions therein however caused.

Rsm Bird Cameron

Perth, WA
Dated: 10 March 2014

RSM BIRD CAMERON

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Birdanco Nominees Pty Ltd
ABN 33 009 321 377
Practising as
RSM Bird Cameron
ABN 45 319 382 479

Major Offices in:
Perth, Sydney, Melbourne, Adelaide and Canberra

RSM Bird Cameron is a member of the RSM network. Each member of the RSM network is an independent accounting and advisory firm which practises in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

THE KATANNING COUNTRY CLUB INC.

DETAILED INCOME STATEMENT

For the year ended 31 December 2013

	2013	2012
	$	$
BAR TRADING ACCOUNT		
Sales	146,502	152,675
Eftpos Fees Recoupment	300	-
	146,802	152,675
Less cost of goods sold		
Opening stock	11,096	11,623
Purchases	68,321	65,556
Freight	193	877
	79,610	78,056
Less closing stock	(14,508)	(11,095)
Total cost of goods sold	65,102	66,961
Gross profit	81,700	85,714
Less direct expenses		
Bar running costs	2,520	1,431
Depreciation	661	589
Licences and permit	550	539
Superannuation	5,097	4,223
Wages	56,715	48,539
Total direct costs	65,543	55,321
Gross operating profit	16,157	30,393
OTHER REVENUE		
Venue hire	7,055	9,226
Green fees and court hire	-	15,720
Grants Received	16,022	-
Insurance recoveries	-	1,190
Interest	3,618	5,454
Members subscriptions	38,392	40,143
Net income from sporting activities		
- Golf income	31,724	33,215
- Squash	11,703	15,405
- Tennis	12,693	7,977
Nomination fees	227	127
Total other revenue	121,434	128,457
TOTAL REVENUE carried forward	137,591	158,850

These unaudited financial statements have been prepared by us in accordance at the request of and for the purpose of the abovenamed and we accept no responsibility towards any other persons- refer to the preceding auditor's disclaimer.

THE KATANNING COUNTRY CLUB INC.

DETAILED INCOME STATEMENT

For the year ended 31 December 2013

	2013	2012
	$	$
TOTAL REVENUE brought forward	137,591	158,850
Less EXPENSES		
Advertising	2,044	619
Audit and accountancy fees	5,125	5,350
Bank fees	1,713	1,804
Cleaning	13,196	12,674
Consulting fees	-	24,891
Depreciation of:		
- Buildings and improvements	9,712	23,865
- Plant and equipment	22,608	10,660
Donations	-	256
Electricity	15,034	18,092
Entertainment	388	-
Fuel, oil and gas	3,755	5,287
Fertiliser and seed	3,144	1,320
Insurance	11,009	9,600
Licenses	966	904
Printing, postage and stationery	840	1,496
Rates and taxes	3,068	4,140
Repairs and maintenance:		
– Golf course	15,543	26,219
– Buildings and improvements	6,300	6,980
Secretarial costs	26,840	30,672
Security	1,699	1,451
Staff bonus	-	500
Subscriptions	486	761
Superannuation	3,569	3,824
Telephone	2,623	2,480
TOTAL EXPENDITURE	149,662	193,845
NET (DEFICIT) FOR THE YEAR	(12,071)	(34,995)

These unaudited financial statements have been prepared by us in accordance at the request of and for the purpose of the abovenamed and we accept no responsibility towards any other persons-refer to the preceding auditor's disclaimer.

ATTACHMENT 12

THE KATANNING COUNTRY CLUB INC.

Special Purpose Financial Report

For the year ended 31 December 2015

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Income Statement

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THE KATANNING COUNTRY CLUB INC.

STATEMENT BY THE COMMITTEE

In the opinion of the Committee of The Katanning Country Club Inc. (the Club):

(i) The Club is not a reporting entity and therefore, there is no requirement to apply Australian Accounting Standards in the preparation of these financial statements. The Committee has determined that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements;

(ii) The accompanying financial statements presents fairly the financial position of the Club as at 31 December 2015 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements;

(iii) The operations of the Club have been carried out in accordance with its Constitution; and

(iv) At the date of this statement, there are reasonable grounds to believe that the Club can meet its debts as and when they fall due.

Signed in accordance with a resolution of the Committee.

Committee Member

Dated this 8TH day of March 2016

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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
THE KATANNING COUNTRY CLUB INC.

We have audited the accompanying financial report of The Katanning Country Club Inc. ("Club"), which comprises the balance sheet as at 31 December 2015, and the income statement for the year then ended, a summary of significant accounting policies, other explanatory notes and the statement by the committee.

Committee's Responsibility for the Financial Report

The Committee of the Club is responsible for the preparation of the financial report and has determined that the basis of preparation described in Note 1 to the financial statements, is appropriate to meet the requirements of the Club's Constitution and is appropriate to meet the needs of the members. The Committee's responsibility also includes such internal control as the Committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

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RSM Australia Pty Ltd ACN 009 321 377 atf Birdanco Practice Trust ABN 65 319 382 479 trading as RSM

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Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Basis for Qualified Opinion

Revenue from sporting activities of $100,504 (2013: $78,413) are a significant source of revenue for the Club. The Club has determined that it is impracticable to establish control over the collection of revenue from sporting activities prior to entry into its financial records. Accordingly, as the evidence available to us regarding revenue from this source was limited, our audit procedures with respect to revenue from sporting activities had to be restricted to the amounts recorded in the financial records. We therefore are unable to express an opinion whether revenue from sporting activities the Club obtained are complete.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial report presents fairly, in all material respects, the financial position of the Club as at 31 December 2015 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Basis of Accounting

Without further modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to meet the financial reporting requirements of the Club's Constitution. As a result, the financial report may not be suitable for another purpose.

RSM

RSM AUSTRALIA PTY LTD

TUTU PHONG
Director

Perth, WA
Dated: 11 April 2016

THE KATANNING COUNTRY CLUB INC.

INCOME STATEMENT

For the year ended 31 December 2015

	2015 $	2014 $
Revenue	261,803	308,807
Raw materials and consumables used	(61,884)	(83,792)
Accounting expenses	(5,802)	(4,950)
Advertising expenses	(2,079)	(866)
Depreciation and amortisation expenses	(45,021)	(43,186)
Licences and permits	(794)	(564)
Employee benefits expenses	(75,282)	(84,593)
Other expenses	(79,913)	(97,433)
(Deficit) attributable to members of the Club	(8,972)	(6,577)
Accumulated funds at the beginning of year	568,980	575,557
Accumulated funds at the end of year	560,008	568,980

The accompanying notes form part of these financial statements.

THE KATANNING COUNTRY CLUB INC.

BALANCE SHEET

As at 31 December 2015

	Note	2015 $	2014 $
CURRENT ASSETS			
Cash and cash equivalent	3	150,479	154,498
Trade and other receivables	4	12,739	9,333
Inventories	5	8,626	10,236
TOTAL CURRENT ASSETS		171,844	174,067
NON CURRENT ASSETS			
Property, plant and equipment	6	428,706	409,035
Other financial assets	7	216	216
TOTAL NON CURRENT ASSETS		428,922	409,251
TOTAL ASSETS		600,766	583,318
CURRENT LIABILITIES			
Trade and other payables	8	13,879	14,338
TOTAL CURRENT LIABILITIES		13,879	14,338
NON CURRENT LIABILITIES			
Trade and other payables	9	26,878	-
TOTAL NON CURRENT LIABILITIES		26,878	-
TOTAL LIABILITIES		40,758	14,338
NET ASSETS		560,008	568,980
MEMBERS' FUNDS			
Accumulated funds		560,008	568,980
TOTAL MEMBERS' FUNDS		560,008	568,980

The accompanying notes form part of these financial statements.

THE KATANNING COUNTRY CLUB INC.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2015

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Club's Constitution. The Committee has determined that the Club is not a reporting entity and therefore, there is no requirement to apply Australian Accounting Standards in the preparation and presentation of this financial report.

The financial report is also prepared on an accruals basis from the records of the Club. They are based on historic costs and do not take into account changing money values. The accounting policies have been consistently applied, unless otherwise stated.

The following material accounting policies, which are consistent with the previous financial reporting period unless otherwise stated, have been adopted in the preparation of the financial report.

(a) Revenue

Revenue is measured at the fair value of the consideration received.

Revenue from the rendering of a service is recognised upon delivery of the service to the customers.

Membership fees are recognised as revenue when due.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

All revenue is stated net of the amount for goods and services tax (GST).

(b) Property, plant and equipment

Plant and equipment are depreciated on a straight line or diminishing value basis, so as to write off the cost of each item of plant and equipment over the period of their expected useful lives.

Buildings and improvements erected upon land owned by the Club, are amortised on a straight line basis so as to also write off their net cost over the period of their expected useful lives.

(c) Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership that are transferred to entities in the Company are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the year.

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (cont.)

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

(d) Inventories

Stock has been valued at the lower of cost and net realisable value. Cost of inventories is determined on a first in first out basis and has been assigned to inventories on the basis of specific identification.

(e) Sporting activities

Certain sporting activities of the Club are controlled by specifically appointed Committees with only the net results of those activities being recognised in the financial report. The Club has no present requirements for the financial results of these sporting activities to be audited.

(f) Goods and service tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

2. INCOME TAX

The Club is subject to income tax in accordance with the "principle of mutuality" whereby income derived from non-members visiting the Club and using its facilities is assessable to income tax together with income from the investment of the Club's funds. The Club did not derive a taxable income in the current and previous years.

	2015 $	2014 $
3. CASH AND CASH EQUIVALENTS		
Cash on hand	1,500	1,500
Cash at bank	148,979	152,998
	150,479	154,498

		2015 $	2014 $
4.	TRADE AND OTHER RECEIVABLES		
	Trade receivables	6,509	5,758
	Prepayments	2,450	3,191
	GST Refundable	3,780	-
	GST receivable	-	384
		12,739	9,333
5.	INVENTORIES		
	Stock on hand	8,626	10,236
6.	PROPERTY, PLANT AND EQUIPMENT		
	Land, buildings and improvements		
	Cost	1,031,036	1,031,036
	Accumulated depreciation	(703,732)	(673,900)
		327,304	357,136
	Plant and equipment		
	Cost	358,645	293,953
	Accumulated depreciation	(257,243)	(242,054)
		101,402	51,899
		428,706	409,035
7.	OTHER FINANCIAL ASSETS		
	Shares in unlisted Co-operative company		
	Cost	216	216

		2015 $	2014 $
8.	TRADE AND OTHER PAYABLES - CURRENT		
	Trade creditors and accruals	5,476	8,888
	Leases	8,404	-
	GST payable	-	5,450
		13,880	14,338
9.	TRADE AND OTHER PAYABLES – NON CURRENT		
	Leases	26,878	-

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AUDITOR'S DISCLAIMER
TO THE COMMITTEE OF
THE KATANNING COUNTRY CLUB INC.

The additional financial data presented on the following pages are in accordance with the books and records of Katanning Country Club Inc. which has been subject to the auditing procedures applied in our audit of the club for the year ended 31 December 2015. It will be accepted that our audit did not cover all details of the additional data and no warranty of accuracy or reliability is given. Neither the firm nor any member or employee of the firm undertakes responsibility in any way whatsoever to any person (other than the Katanning Country Club Inc.) in respect of such data, including any errors or omissions therein however caused.

RSM

Perth, WA
Dated: 11 April 2016

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THE KATANNING COUNTRY CLUB INC.

DETAILED INCOME STATEMENT

For the year ended 31 December 2015

	2015	2014
	$	$
BAR TRADING ACCOUNT		
Sales	129,373	174,785
Eftpos fees	1,039	789
	130,412	175,574
Less cost of goods sold		
Opening stock	10,236	14,508
Purchases	59,444	78,613
Freight	830	906
	70,510	94,027
Less closing stock	(8,626)	(10,236)
Total cost of goods sold	61,884	83,791
Gross profit	68,528	91,783
Less direct expenses		
Bar running costs	1,485	4,300
Depreciation	1,512	785
Licences and permits	794	564
Superannuation	2,241	3,246
Wages	24,685	36,644
Total direct costs	30,717	45,539
Gross operating profit	37,811	46,244
OTHER REVENUE		
Venue hire	5,278	7,546
Insurance recoveries	3,823	-
Interest	3,293	2,724
Members subscriptions	18,357	44,223
Net income from sporting activities		
- Golf income	75,779	58,227
- Squash	11,505	8,137
- Tennis	13,220	12,048
Nomination fees	136	328
Total other revenue	131,391	133,233
TOTAL REVENUE carried forward	169,202	179,477

These unaudited financial statements have been prepared by us in accordance at the request of and for the purpose of the abovenamed and we accept no responsibility towards any other persons- refer to the preceding auditor's disclaimer.

THE KATANNING COUNTRY CLUB INC.

DETAILED INCOME STATEMENT

For the year ended 31 December 2015

	2015	2014
	$	$
TOTAL REVENUE brought forward	169,202	179,477
Less EXPENSES		
Advertising	2,079	867
Audit and accountancy fees	5,802	4,950
Bank fees	2,014	1,721
Borrowing	204	-
Cleaning	13,516	14,222
Consulting fees	800	-
Depreciation of:		
- Buildings and improvements	29,832	31,786
- Plant and equipment	13,677	10,615
Doubtful debts	-	12,539
Electricity	14,900	15,203
Entertainment	395	573
Fuel, oil and gas	4,057	3,372
Fertiliser and seed	2,612	805
Insurance	12,278	11,551
Interest	138	-
Licenses and permits	953	1,267
Printing, postage and stationery	3,152	1,786
Rates and taxes	4,206	5,567
Repairs and maintenance:		
– Golf course	22,270	16,837
– Buildings and improvements	4,981	15,713
Secretarial costs	31,324	28,267
Security	1,150	1,729
Subscriptions	964	500
Superannuation	4,415	3,617
Telephone	2,455	2,567
TOTAL EXPENDITURE	178,174	186,053
NET (DEFICIT) FOR THE YEAR	(8,972)	(6,577)

These unaudited financial statements have been prepared by us in accordance at the request of and for the purpose of the abovenamed and we accept no responsibility towards any other persons-refer to the preceding auditor's disclaimer.

THE KATANNING COUNTRY CLUB INC.

Special Purpose Financial Report

For the year ended 31 December 2014

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THE KATANNING COUNTRY CLUB INC.

STATEMENT BY THE COMMITTEE

In the opinion of the Committee of The Katanning Country Club Inc. (the Club):

(i) The Club is not a reporting entity and therefore, there is no requirement to apply Australian Accounting Standards in the preparation of these financial statements. The Committee has determined that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1;

(ii) The accompanying financial statements presents fairly the financial position of the Club as at 31 December 2014 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements;

(iii) The operations of the Club have been carried out in accordance with its Constitution; and

(iv) At the date of this statement, there are reasonable grounds to believe that the Club can meet its debts as and when they fall due.

Signed in accordance with a resolution of the Committee.

Committee Member

Dated this 25th day of March 2015

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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
THE KATANNING COUNTRY CLUB INC.

We have audited the accompanying financial report, being a special purpose financial report, of The Katanning Country Club Inc. ("Club"), which comprises the balance sheet as at 31 December 2014, and the income statement for the year then ended, a summary of significant accounting policies, other explanatory notes and the statement by the committee.

Committee's Responsibility for the Financial Report

The Committee of the Club is responsible for the preparation of the financial report and has determined that the basis of preparation described in Note 1 to the financial statements, is appropriate to meet the requirements of the Club's Constitution and is appropriate to meet the needs of the members. The Committee's responsibility also includes such internal control as the Committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Committee, as well as evaluating the overall presentation of the financial report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

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Practising as
RSM Bird Cameron
ABN 65 319 382 479

Major Offices in:
Perth, Sydney,
Melbourne, Adelaide,
Canberra and Brisbane

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RSM Bird Cameron

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Basis for Qualified Opinion

Revenue from sporting activities of $78,413 (2013: $56,120) are a significant source of revenue for the Club. The Club has determined that it is impracticable to establish control over the collection of revenue from sporting activities prior to entry into its financial records. Accordingly, as the evidence available to us regarding revenue from this source was limited, our audit procedures with respect to revenue from sporting activities had to be restricted to the amounts recorded in the financial records. We therefore are unable to express an opinion whether revenue from sporting activities the Club obtained are complete.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial report presents fairly, in all material respects, the financial position of the Club as at 31 December 2014 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Basis of Accounting

Without further modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to meet the financial reporting requirements of the Club's Constitution. As a result, the financial report may not be suitable for another purpose.

RSM Bird Cameron
RSM BIRD CAMERON

TUTU PHONG
Director

Perth, WA
Dated: 25 March 2015

THE KATANNING COUNTRY CLUB INC.

INCOME STATEMENT

For the year ended 31 December 2014

	2014 $	Restated* 2013 $
Revenue	308,807	268,237
Raw materials and consumables used	(83,792)	(65,101)
Accounting expenses	(4,950)	(5,125)
Advertising expenses	(866)	(2,044)
Depreciation and amortisation expenses	(43,186)	(45,248)
Lease expenses	(564)	(550)
Employee benefits expenses	(60,625)	(80,179)
Other expenses	(121,401)	(94,328)
(Deficit) attributable to members of the Club	(6,577)	(24,338)
Accumulated funds at the beginning of year	575,557	599,895
Accumulated funds at the end of year	568,980	575,557

*Refer to note 9 for details.

The accompanying notes form part of these financial statements.

THE KATANNING COUNTRY CLUB INC.

BALANCE SHEET

As at 31 December 2014

	Note	2014	Restated* 2013
		$	$
CURRENT ASSETS			
Cash and cash equivalent	3	154,498	127,479
Trade and other receivables	4	9,333	11,110
Inventories	5	10,236	14,508
TOTAL CURRENT ASSETS		174,067	153,097
NON CURRENT ASSETS			
Property, plant and equipment	6	409,035	431,710
Other financial assets	7	216	216
TOTAL NON CURRENT ASSETS		409,251	431,926
TOTAL ASSETS		583,318	585,023
CURRENT LIABILITIES			
Trade and other payables	8	14,338	9,466
TOTAL CURRENT LIABILITIES		14,338	9,466
TOTAL LIABILITIES		14,338	9,466
NET ASSETS		568,980	575,557
MEMBERS' FUNDS			
Accumulated funds		568,980	575,557
TOTAL MEMBERS' FUNDS		568,980	575,557

*Refer to note 9 for details.

The accompanying notes form part of these financial statements.

THE KATANNING COUNTRY CLUB INC.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2014

1. STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Club's Constitution. The Committee has determined that the Club is not a reporting entity and therefore, there is no requirement to apply Australian Accounting Standards in the preparation and presentation of this financial report.

The financial report is also prepared on an accruals basis from the records of the Club. They are based on historic costs and do not take into account changing money values. The accounting policies have been consistently applied, unless otherwise stated.

The following material accounting policies, which are consistent with the previous financial reporting period unless otherwise stated, have been adopted in the preparation of the financial report.

(a) Revenue

Revenue is measured at the fair value of the consideration received.

Revenue from the rendering of a service is recognised upon delivery of the service to the customers.

Membership fees are recognised as revenue when due.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

All revenue is stated net of the amount for goods and services tax (GST).

(b) Property, plant and equipment

Plant and equipment are depreciated on a straight line or diminishing value basis, so as to write off the cost of each item of plant and equipment over the period of their expected useful lives.

Buildings and improvements erected upon land owned by the Club, are amortised on a straight line basis so as to also write off their net cost over the period of their expected useful lives.

(c) Inventories

Stock has been valued at the lower of cost and net realisable value. Cost of inventories is determined on a first in first out basis and has been assigned to inventories on the basis of specific identification.

APPENDIX 13

KATANNING COUNTRY CLUB FEES – 2016

Full Katanning Country Club Membership (adult)	$100
Junior (U/18) Katanning Country Club Membership	$ 10

As a private, not-for-profit Club, the Katanning Country Club requires regular players of any sport to be members. Once they are Members of the Country Club, they can then join in any preferred sport (subject to paying any applicable course fees, court hire fees, competition fees, etc). Any fellowship is included in Country Club membership and no further fees are applicable. Members can also enjoy the benefits of reduced venue hire rates, low bar prices and access to meals on days where the services are available.

Conditions.

1. Katanning Country Club now offers a single membership charge for all levels of membership
2. Membership of the Katanning Country Club is compulsory for all sports players
3. Members can bring up to 5 guests/visitors to the Country Club venue
4. It is not a requirement for visitors to sign a visitor book but they should be in company with a member
5. A Junior is defined as a person who has not attained 18 years at 31 March of that year.

GOLF CLUB MEMBERSHIP FEES - 2016

			Total Cost
Full membership	Katanning Country Club Membership	$100	
	Course Management Fee	$100	
	Competition Fees (winter)	$100	
	Golf WA Affiliation Fees	$ 45	
	Golf Club Membership Fee	$200	$545
Summer Membership Only	Katanning Country Club Membership	$100	
	Course Management Fee	$ 75	
	Competition Fees (winter)		
	Golf WA Affiliation Fees	$45	
	Golf Club Membership Fee	$100	$320
Summer Membership for non-Katanning residents, affiliated at other clubs	Katanning Country Club Membership	$100	Payable for Jan to Dec annually
	Green Fees (per game)		
	Competition Fees per game	$10	
	Golf WA Affiliation Fees	n/a	Paid at home club
	Golf Club Membership Fee	$ 50	$150
Competition Fees (summer)			
Full members	Payable on the day	$5	
Summer only members	Payable on the day	$10	
Country Membership	Katanning Country Club Membership	$100	
	Course Management Fee	$100	
	Competition Fees (winter)	$100	
	Golf WA Affiliation Fees	$ 45	
	Golf Club Membership Fee	$100	$445
Junior membership (U/18)	Katanning Country Club Membership	$ 10	
	Course Management Fee	$ 10	
	Competition Fees (winter)	$ 10	
	Golf WA Affiliation Fees	$ 45	
	Golf Club Membership Fee	$ 20	$ 95
Green Fees (casual golf)	9 holes	$ 10	
	18 holes	$ 20	

Conditions

1. Golf Club members must be members of Katanning Country Club
2. All other golf fees and charges for casual golf, scroungers etc, are at the discretion of the Golf Club Committee
3. Summer Members/Country members please note: If you are registered with Golflink, Affiliation Fees are not payable.
4. All players/members must pay Summer Competition Fees on the day
5. A Country member is defined as someone living more than 50 km from Katanning
6. Affiliated Country Members may win trophies and prizes, etc. except perpetual trophies
7. A Junior is defined as a person who has not attained 18 years at 31 March of that year
8. Members playing multiple sports will only pay one Katanning Country Club membership fee
9. New Summer members joining in September/October 2016, will be charged $100 membership which will make them eligible members until 31 December 2017 - the following year.
10. Thereafter, Summer members will pay $100 membership for each calendar year (collected in Sept /Oct annually).

SQUASH CLUB FEES – 2016

MEMBERSHIP & AFFILIATION FEES - SEASON FEES

		Cost	Total Cost
Senior Member	Country Club Membership	$100	
	Squash Affiliation Fees	$ 30	$130
Junior (U/18) Member	Country Club Membership	$ 10	
	Squash Affiliation Fees	$ 20	30

Conditions

1. All Squash Club players must be members of Katanning Country Club
2. Players must also pay any individual Competition Fees for autumn and winter pennants, bumper board and social competitions
3. Affiliation Fees provide insurance cover and enable members to compete in Country Week and/or other competitions and fund coaching support
4. A Junior is defined as a person who has not attained 18 years at 31 March of that year
5. Members playing multiple sports will only pay one Katanning Country Club membership fee

INDIVIDUAL COMPETITION FEES

(Pay membership and affiliation fees annually, plus individual competition fees in lieu of full squash membership)

	Senior Player	Junior Player
Bumper Board	$ 40	$ 20
Autumn Pennants	$ 80	$ 40
Club Championships	No Cost	No Cost
Winter Pennants	$ 80	$ 40
Social Summer Competition	$ 40	$ 20

SUBSTITUTION/VISITORS FEES - $10 PER GAME

TENNIS CLUB FEES 2016

			TOTAL
SENIOR MEMBER	Country Club Membership (mandatory) Tennis Membership Full Package Tennis West Affiliation Fees (includes Social Tennis, 2 night pennant series, Social Saturdays and Championships, free use of courts) OR Night Pennant Tennis 1 round only Country Club Membership (mandatory) Tennis Membership Half Package Tennis West Affiliation Fees (includes Social Tennis, 1 night pennant series, Social Saturdays and Championships, free use of courts)	$ 100 $ 120 $ 15 $100 $ 60 $ 15	$ 235 $ 175
JUNIOR MEMBER (U/18)	Country Club Membership (mandatory) Junior Package Tennis West Affiliation (Includes Tennis West Affiliation, Monday Social Tennis, Saturday Tennis if considered by the Captain to be competent to play with adults)	$ 10 $120 $ 15	$ 145
	Tennis Coaching Fee (if applicable)	$ 110	$ 110
	Court Hire (non-members	$ 7pp	

Conditions

1. All tennis players must be members of Katanning Country Club
2. Members playing multiple sports will only pay one Katanning Country Club membership fee
3. All other tennis fees and charges for casual tennis, junior coaching, court hire etc, are at the discretion of the Tennis Club Committee
4. All players must pay Tennis West Affiliation, this fee will be paid only once and will be paid the first time you play pennants/tennis. All fees must be paid by third playing week.
5. A Junior is defined as a person who has not attained 18 years at 31 March of that year

Katanning Country Club - Venue Hire

BOND

A bond per hire of $200 + GST applies – payable in advance. The bond is forfeit for cancellation of events within 24 hours. The bond will be used to cover cost of any damage or breakages, special cleaning (such as carpet cleaning) and loss of opportunity for venue hire to other customers, and is otherwise fully refundable.

1. Daytime Hire Rates

Full Day Rates (between 08.00am and 17.00pm). The definition of full day includes where the venue cannot be hired out to anyone else on that day due to access restrictions by your booking.

Half Day (morning or afternoon). Where lunch inclusive time is required, the morning session is usually from 08.00am to 13.00pm. Where an afternoon session is required, the session is usually from 12.00 noon to 17.00pm. Maximum time is 5 hours. First booking on any day has priority.

NON-MEMBERS & BUSINESS HIRE	
- Full Day Hire Rate	$250 + GST
- Half Day Hire Rate	$150 + GST
- Hourly Rate	$ 40 + GST
- Kitchen Hire	$ 50 + GST
- Bar Licence including Fee	$110 + GST
- Bar Special Opening (min charge)	$ 50 + GST
MEMBERS & NFP ORGANISATION HIRE	
- Full Day Hire Rate	$120 + GST
- Half Day Hire Rate	$80 + GST
- Hourly Rate	$ 20 + GST
- Kitchen Hire	$ 30 + GST
- Bar Licence including Fee	$110 + GST
- Bar Special Opening (min charge)	$ 30 + GST
- Cleaning per hour	$ 25 + GST

2. Evening Hire Rates

Evening rates are applicable from 18.00pm to midnight. No charge applies for bar opening from 17.00pm. You may also be required to obtain a special liquor licence for the event (this may be organised by the club as a separate cost for the hirer).

Kitchen or Barbeque hire rates apply for the use of facilities where the hirer self caters. Where the hirer requires the Country Club to provide catering, no kitchen or barbeque hire charges are applicable, however a fee for supply and delivery of service (usually per attendee) will be charged - depending on level of catering requirement.

NON-MEMBERS & BUSINESS HIRE	
- Night Hire Rate	$200 + GST
- Hourly Rate	$ 60 + GST
- Kitchen Hire	$ 80 + GST
- Bar Licence including Fee	$110 + GST
MEMBERS & NFP ORGANISATION HIRE	
- Night Hire Rate	$120 + GST
- Hourly Rate	$ 25 + GST
- Kitchen Hire	$ 50 + GST
- Bar Licence including Fee	$110 + GST

OTHER TERMS AND CONDITIONS

Setting up and Cleaning up

Setting up of the venue for events is the responsibility of the hirer. The hirer is also responsible for cleaning after the event and returning the venue to its original condition. Normal cleaning - vacuuming, etc is excluded from any cleaning requirement. Removal of decorations, kitchen cleaning, replacing all furniture, etc remains the responsibility of the hirer and will incur charges deducted from the bond if not completed by the hirer. A minimum cleaning charge of $25 per hour to a maximum of 4 hours may apply where excessive work is required to restore the venue to original condition. This fees may be deducted from the bond. The Country Club can offer a cleaning service to complete these functions for a fee. Please arrange cleaning agreement as part of the hire negotiations.

Bar

Bar opening is by arrangement. No charge applies for bar opening from 17.00pm . If special opening of the bar is required, a small fee to offset cost of bar personnel may be required. You may also be required to obtain a special liquor licence for the event (this may be organised by the club for a fee).

Kitchen and Barbeque

Kitchen or Barbeque hire rates apply for the use of facilities where the hirer self caters. Where the hirer requires the Country Club to provide catering, no kitchen or barbeque hire charges are applicable, however a fee for supply and delivery of service (usually per attendee) will be charged - depending on level of catering requirement

4.6.2.2 Co-location Potential

While 62% of respondents use only the KCC facilities (Figure 18); 38% indicated that they also use either the Katanning Leisure Centre or another sport facility within 50kms of Katanning.

Of the 38% of respondents who use another facility other than the KCC, the majority of respondents used the Katanning Leisure Centre for activities not catered for by the Katanning Club. Only a minority (4) use other Golf facilities in adjoining Shires (Figure 19).

Clearly Current Users would welcome and support the opportunity to participate in a wider range of sports if the KCC were to extend the range of sports being offered through the co-location of other sport clubs; with 52% supporting the initiative and 36% unsure at this stage.

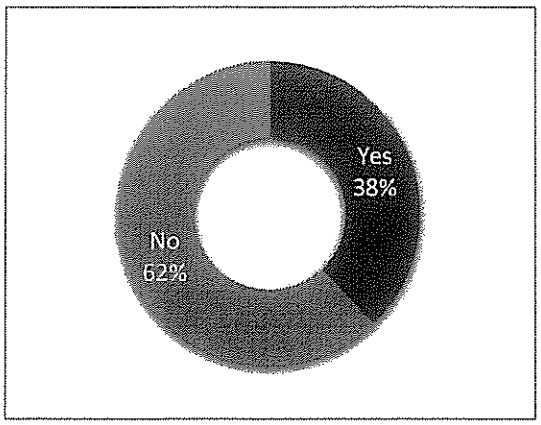


Figure 18. Response to Question 15a - Do you regularly use the Katanning Leisure Centre or any other club or sport facility within 50kms of Katanning?

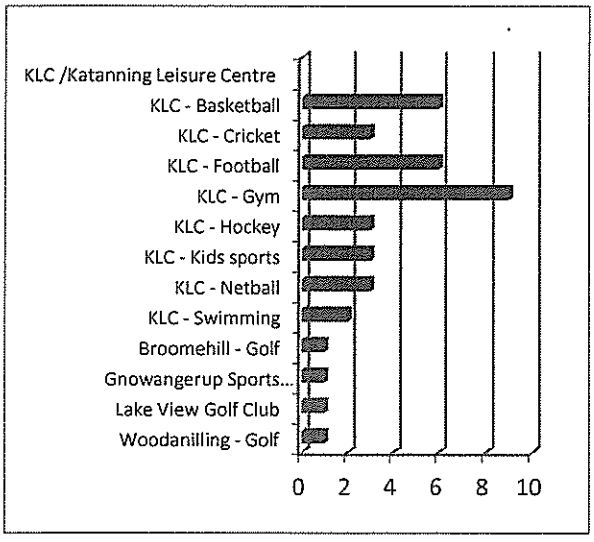


Figure 19. Response to Question 15b - If yes, which ones?

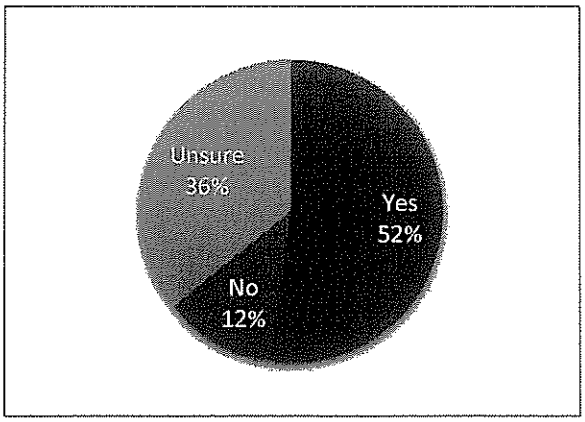


Figure 20 Response to Question 16 - Would you engage in physical activity more often at the KCC if the current range of activities were extended through the co-location of other sport clubs?

As Figure 21 shows, Bowls attracted the major interest in terms of the preferred sport to co-locate to the KCC; with a Gym and Cardiovascular activities attracting the second highest rating of 20%.

The majority of respondents would not engage in physical activity more often at the KCC if child minding facilities were made available; the score presumably reflects the gender of respondents with males constituting a larger percentage of the membership base at 62%. Again there is potential for significant sample bias, as the set of respondents excluded "potential users" who do not use the club – including any potential users who are put off by the lack of child minding facilities.

While the majority of respondents at 72% reside in Katanning as shown in Figure 22; 23% of respondents as Current Users of the KCC are resident in neighbouring Shires. **Such a high level of usage and membership the KCC attracts points to the great value of the KCC as a cross-regional Sport and Recreation facility.**

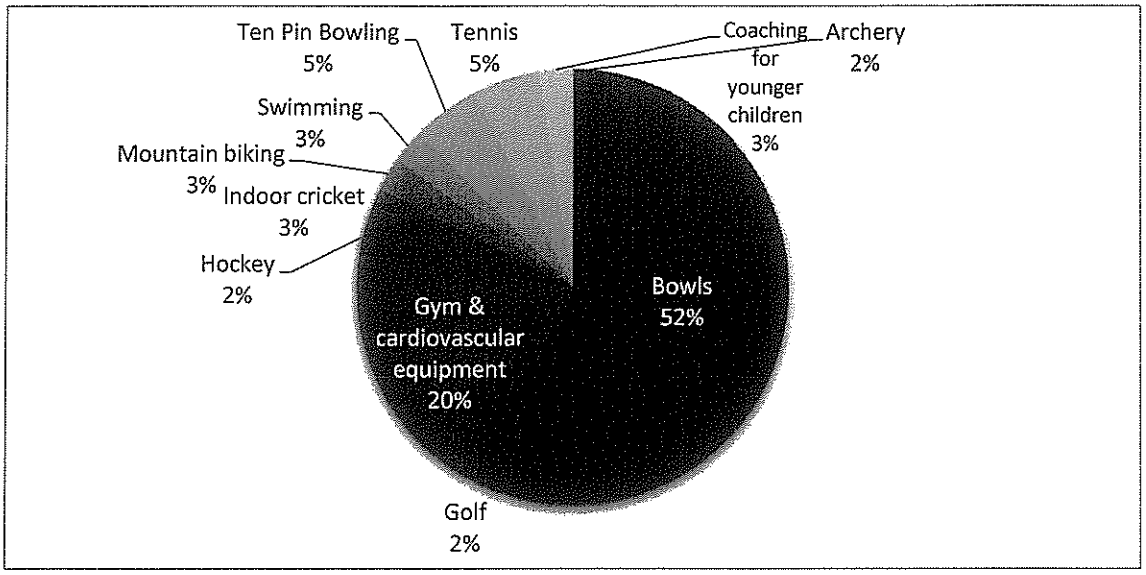


Figure 21. Response to Question 17 - What other sports would you engage in/ are of most interest to you?

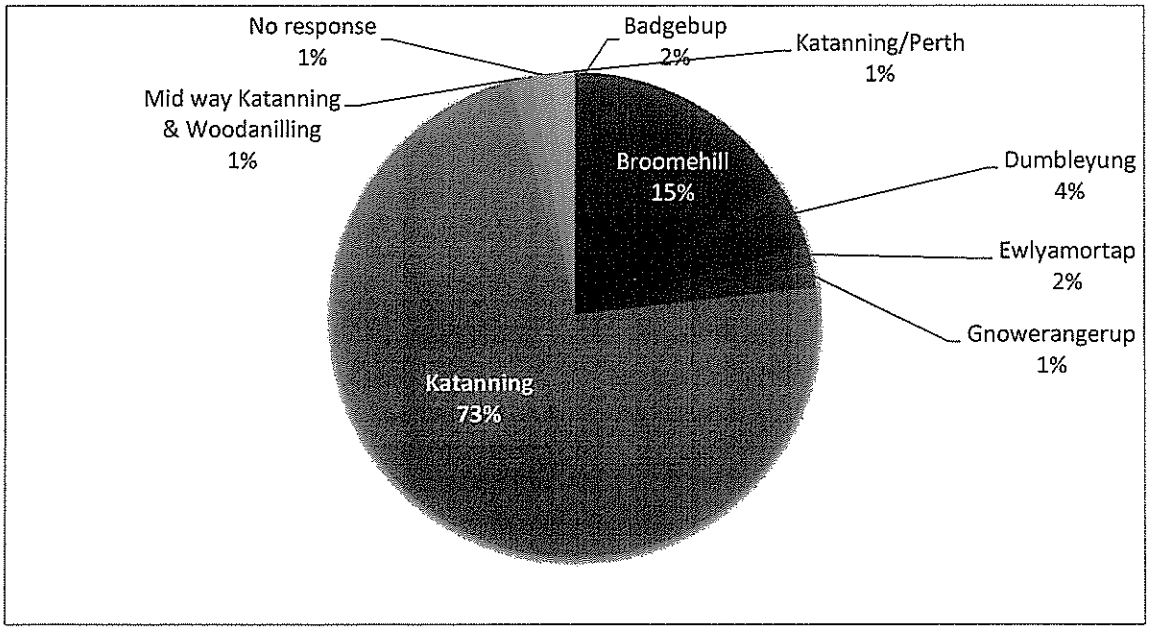


Figure 22. Response to Question 24 - In which suburb or area do you live?

Table 12. Response to Question 25 - Do you have any other feedback you would like to provide?

Question 25 - Do you have any other feedback you would like to provide?
• The building itself is the greatest problem; the age of the building means we should address replacement and use any opportunity that comes to replace. • Maintenance of current facility is mediocre; if the facility is upgraded this will need to be improved. • Most of the facilities are satisfactory for the current level of members and visitor usage. Double the participation and many items listed would be found to be inadequate or unsatisfactory. • Make sure maintenance, repairs and machinery is up to scratch first, before building new facilities • We should plan for the next generation and possible increase in population.
• The KCC is not being used to its fullest capacity; the newest residents to Katanning are not interested in playing Golf, Tennis, Squash.

• As a member I feel that the upgrade of the club will extend the financial position of the club much; a small upgrade would be more achievable than a major one.
• Disagree with bar turn over discounting membership fees.
• I support Managements current endeavour to upgrade the facilities.
• Go for it! Good luck to future committee. • The current management "umbrella" system works very well.
• KCC is an important facility to have in the town. • Upgrade of children's play areas.
• As a member I feel that the upgrade of the club will extend the financial position of the club much; a small upgrade would be more achievable than a major one.
• Social tennis please.
• The KCC has the best facilities it has ever had, yet our membership and more importantly participation is at its lowest. The changes proposed would certainly attract more patrons.

In terms of further feedback, from Table 12, the concerns which attracted the highest ratings were:

- A desire to "upgrade" the facility in either specific or non-specific ways (7 comments).
- A desire to grow membership and/or capacity to service more members (5 comments).
- A desire to rectify poor building maintenance (3 comments).
- A desire to offer more family and youth friendly facilities and services (3).

4.6.2.3 Social capital

The duration of membership held by respondents is shown in Figure 23. It shows that membership tenure is well distributed across all ranges and operating at sustainable levels. In particular, the number of relatively new members (12 members for two years or less), and the even profile of members with longer than five years tenure, suggests an ability of the club replenish members who leave the club.

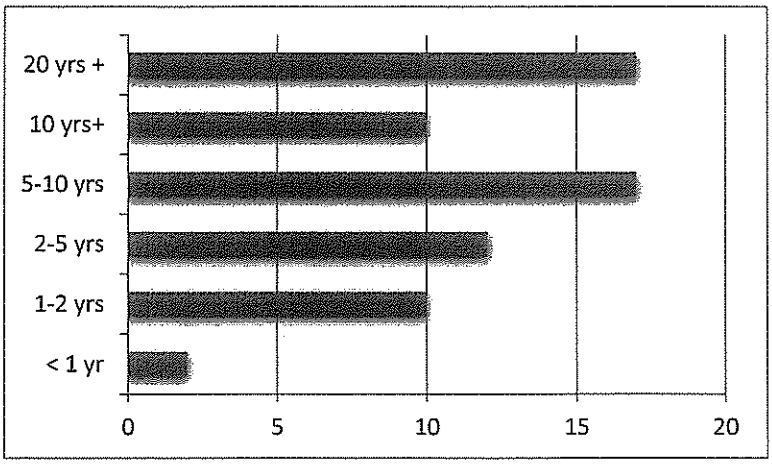


Figure 23. Response to Question 3 - How long have you been a member of KCC?

As Figure 24 shows, 74% of members would be prepared to support an increase in fees and fundraising commitments if the KCC were to upgrade and increase their provision of sports and amenities available. This is very encouraging for the club, however further work should be done to confirm and quantify the willingness of members to pay higher fees. (Responses to hypothetical choices often differ from responses to actual choices, especially when there is a personal cost or benefit involved.)

Social interaction and community networking at 33% was the highest rated benefit of membership at the KCC; followed by the possibility to enjoy playing Golf all year round on a great standard course (Figure 25).

This response underpins the high level of support and good will that is evident in many of the respondent's feedback and demonstrates the importance of the KCC facility to its members and the community at both a local and regional level.

Participation in sport is not only an important part of rural life but also an activity which plays an integral role in the formation of bonding and bridging social capital.[20] There is a strong argument for the role of sport in developing social capital and *"in this context, there is no doubt that sport is, and should continue to be, valued in rural and regional Australia. The building of this 'social capital' is a community benefit. Social capital is defined as active relationships between people, which engender trust and reciprocity and facilitate cooperation and cohesion in communities"*[21].

This points to a **potential role for an expanded KCC to encourage greater multicultural participation.**

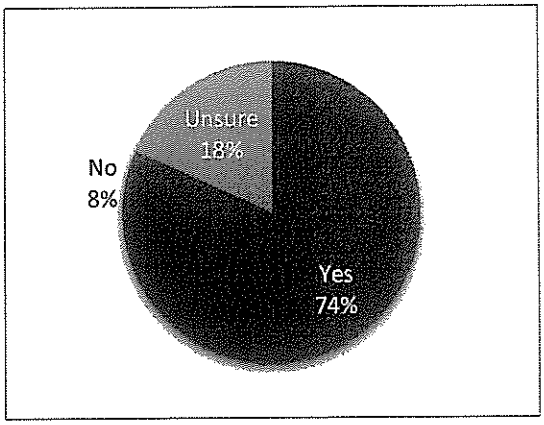


Figure 24. Response to Question 19 - If the KCC renovation results in an increase in membership fees, or the need to increase sport club fundraising activities; would you continue support the KCC upgrade and increase in provision of additional amenities?

Sport is also a valuable element in Australia's learning culture that builds a wide set of transferable skills that are important in work and life. 'The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flow from participation in organised sport (and recreation) is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important.

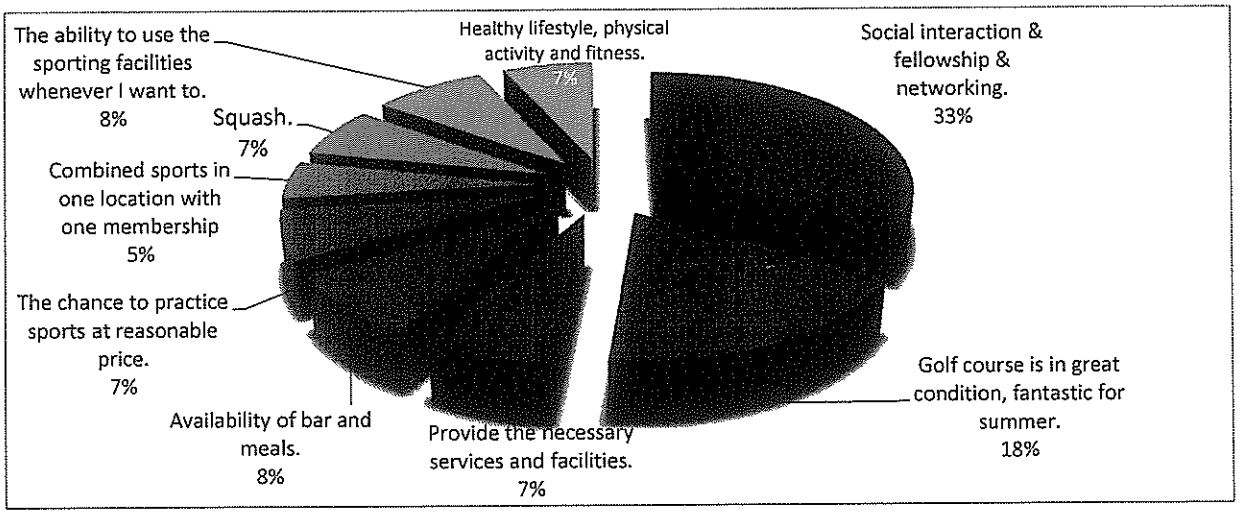


Figure 25. Response to Question 20 - What do you consider the most important benefit of your membership of the KCC?

4.6.3 Consultations with Sport Club Presidents

Each of the three Sport Club Presidents provided their perspective and feedback on the KCC's current state of membership and infrastructure, and future potential. Each of the three sport Club Presidents agree that the current Management Committee is doing a great job, and they support the Management Committee structure which facilitates representation from each of the Clubs and provides each of the Club Presidents with an added support base.

[20] Kim. M. Atherly, Sport, Localism and Social Capital in Rural Western Australia, School of Earth and Geographical Sciences, The University of Western Australia.

[21] http://www.marion.sa.gov.au/webdata/1resources/files/OS_Strategy_6Section_1_-_Context[1].pdf City of Marion South Australia – Open Space and Recreation Strategy 2006-2010

Feedback regarding the building upgrade and renovation echo concerns regarding the inadequate and ageing infrastructure, and capacity constraints; as well as demonstrating supporting for the co-location of other sports clubs such as Bowls as being of benefit to the KCC and its sustainability.

Summaries of each of the interviews follow:

4.6.3.1 GOLF – ALAN FETHERS

Season – year round
Members – est. 95-105 (all membership categories)

SUMMARY OF TELEPHONE INTERVIEW

- In winter we have full membership; and in summer membership is increasingly popular. Because of the nature of the course we are attracting golfers from outlying areas. A few even travel 120kms to play.
- Membership maintained through year.
- A big element is the course and the use of TWW which enables us to water the course year round. Sometimes numbers are low in winter despite having a full membership as we encourage our members to travel and support other clubs events and open days in the region. So when summer comes and their courses close, we attract a good return crowd.
- We have had minimal increase in numbers in winter but it is up to us - the club - to attract more people in the summer.
- Golf is really a summer sport but because of the problem with water in the country many courses close down. In summer we have a huge potential and we are trying to work on that.
- Need to increase standard of facilities.
- People and community; I will be a member regardless.
- But it is more about the people than facilities and we have a very good outlook.
- Provision of a buggy room and improve the shed which is now external to the club rooms. Maybe the shed could be built in an all in one area if the facility is to be revamped.
- I would love to see a lot of glass and significant viewing areas of each sport from inside the club; at the moment it is more like a boarding house.
- It would be very important for us to be able to stand inside the Club and look out and view all the sport, with glass we could do that. We also have a great view which is not used in current club.
- Not at all age friendly or equipped for disabled.
- Yes, Bowling would be good but anything to get the members in would be welcome. Many of the Golfers would start their own bowling competition if that were to happen.
- It is an ongoing exercise and it is a continual challenge to make $; but have regular spin on wheels on a Saturday and may raise $160.00 and we organise Corporate events which are good earners.
- The structure and communication between people works well.
- Where else can you play on irrigated fairways with sand greens twelve months a year every day of the week? We charge minimal external fees and only $15.00 to play 18 holes. For the facility offered the fees charged are extremely great value.
- We are very fortunate with the level of volunteers we have who offer their time; the work we have done on the course would have cost us probably around $150,000.00.
- We need to foster community co-operation and be conscious of what we have, especially the Golf Club.

"I think anything we do in general to keep people at the Club and using the facilities is great. [We would] increase attendance through cross polarisation between different sports [through co-location]."

"In terms of the standard of the current building: I would love to see a lot of glass and significant viewing areas of each sport from inside the club; at the moment it is more like a boarding house.

It would be very important for us to be able to stand inside the Club and look out and view all the sport, with glass we could do that. We also have a great view which is not used in current club."

Club Usage Grid – current scheduling arrangements are functional for the KCC Golf Club.

CLUB USAGE GRID - GOLF							
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am			x				
09.00 –10.00 am			x				
10.00 –11.00 am			x				
11.00 –12.00 pm			x			x	
12.00 – 1.00 pm			x			x	
01.00 – 2.00 pm			x			x	x
02.00 – 3.00 pm			x	x		x	x
03.00 – 4.00 pm			x	x		x	x
04.00 – 5.00 pm				x		x	x
05.00 – 6.00 pm				x		x	
06.00 – 7.00 pm				x		x	
07.00 – 8.00 pm							
08.00 – 9.00 pm							
09.00 –10.00 pm							
10.00 –11.00 pm							
	Notes:	*Wed is Ladies day*					
		Thurs is Scroungers 9 hole comp					
		Sat is 18 holes; Women also play Sat					
		Sun is Scroungers 9 hole comp					
		Junior coach schedules one off coaching event from time to time					
		& to get players introduced to etiquette & formalities of the game					

David Meyer, Former Chairman, KCC describes the importance of the KCC's Golf Course as a regional year round quality facility and how the use of treated waste water and subsequent reticulation of the golf course has been 'a turning point for the club'.

"More locals play out of traditional times now because they can."

"Members from other clubs such as Broomehill, Wagin and Dumbleyung (east of Katanning in particular) prioritise their home club during winter and during summers they use the KCC which is easier and more cost effective for them – both ethically and socially."

4.6.3.2 SQUASH – GARRY WOLFE

Season – February - December
Members - est. 80-90 (all membership categories)

SUMMARY OF TELEPHONE INTERVIEW
• For time usage there is no real issue, other than on competition nights often runs very late into the night.
• Over last 5 years membership has increased by 10-15%; prior to this membership was much higher at between 100-120 people, but numbers dropped off as there were issues with squash club committee. The new committee is now slowly rebuilding.
• The incoming committee was able to manage the problems and push things along; we are also working on attracting more juniors.
• We are lucky to have the facilities we do but if we increase the number of courts it would be great; sometimes players have to wait for 1 hr. to get a court on a practice night, but most members are tolerant.
• In winter need heating on squash deck, and in summer there is a real lack of airflow as there is only 1 door which can be opened (we do not want air conditioning but do need increased airflow).
• Definitely upgrade change rooms and improvement of the facilities is needed.
• Increase in number of squash courts; upgrade of club house and larger function area.
• Be able to offer a wider range of sports to members.
• Would definitely help growth.

- Could also hold competitions over 1 night so more sociable and enjoyable.
- Could play a game then have a meal
- Would welcome the co-location of Bowls & Croquet but probably not a lot else.
- Could sustain an increase in fees if necessary -Yes I think so; it all would depend on the Committee to support and encourage members – but members would prefer no increase in fundraising target.
- Everyone chips in so there is no problem.
- Benefits of co-location - having 3 sports clubs provides a bigger membership base to play from Also much cheaper to play the other sports if a KCC member.
- Encourages more people to play sport.
- Lack of promotion of the club as a whole, we could do better.

Club Usage Grid – current scheduling arrangements are functional for the Katanning Squash Club.

However, it is important to note that because there are insufficient courts to accommodate the number of members playing on regular competition nights and after practice on non-competition nights that Squash Club players are impacted and miss out on the benefit of some of the KCC social facilities. For example:

"The bar opens only on squash competition nights. It is closed Mon, opens for a few hours Tuesday and Friday, and then opens on Sat pm for Golf.

If there were more courts more players would be able to play and would then use the bar after practice on non-competition nights. We would attract more members; more people could train at the same time as most like to have a hit and then be home by 7:00pm-7:30pm. They could also have a meal after practice if the facilities stayed open."

CLUB USAGE GRID - SQUASH							
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am							
09.00 –10.00 am							
10.00 –11.00 am							
11.00 –12.00 pm							
12.00 – 1.00 pm							
01.00 – 2.00 pm						x	x
02.00 – 3.00 pm							
03.00 – 4.00 pm							x
04.00 – 5.00 pm							
05.00 – 6.00 pm	x	x	x	x	x	x	x
06.00 – 7.00 pm	x	x	x	x	x	x	
07.00 – 8.00 pm	x	x	x	x	x		
08.00 – 9.00 pm	x		x	x			
09.00 –10.00 pm			x	x			
10.00 –11.00 pm			x				

4.6.3.3 TENNIS – ERIC RAE

Season – October- mid-December/February –mid-April
Members - est. 90 (all membership categories)

The sub- standard nature of the Tennis club room was cited as were concerns with regards change rooms and the need for facilities such as more shaded areas and outdoor lighting which would permit the expansion of the number of games which could be played of an evening and during summer months. The co-location of other sports clubs such as Bowls was also cited as being of benefit to the KCC and its overall membership base, as was the importance of creating a more child friendly environment.

SUMMARY OFTELEPHONE INTERVIEW

- Over last 3 years membership has increased by 100% and doubled from 32 to 64; prior to this membership was much higher at around 64 (what it is today) numbers dropped off as there were issues with a former Tennis Club President not being proactive.
- Current President and Committee are much more pro-active. We regularly advertise and the KCC is talking about holding an open day to attract new members; but it is largely through word of mouth that new members arrive. Also a rotation of teachers for example coming and going.
- Slightly dissatisfied with facilities:
  - Tennis clubroom is currently sub-standard compared to the rest of the club facilities.
  - Change-rooms need upgrading
  - Outdoor lighting could be improved
  - More shaded areas
  - Children's playground is very small
  - Entrance to the main club.
- Fees – current fundraising target of $8,000.00 is manageable, but if it were to double would be a real problem
- If money is not an issue it would be best to knock down and start again; renovations will run into a dead end the building has been badly designed and does not use the view. We have a great position and view it would be better to start again.
- We need better facilities for children and a better Tennis clubroom could function as a function room and potentially incorporate a games room with pool table and table tennis.
- No the current structure is not at all age friendly or equipped for disabled, there are stairs everywhere and the doorways are narrow and disjointed.
- Bowls would be good; I would probably play Bowls if they were located here but I would not otherwise. The Broomehill Tennis Club has shut down and we have picked up three of their members.
- Yes I think we could sustain a slight increase in fees but people are price conscious. The Management Committee is good though, as the Tennis season is shorter that the Golf and Squash they let non-KCC members play Tennis in the pennant competitions without joining the KCC otherwise the cost is too high. Our season runs October-mid-December/February –mid-April.
- Fundraising is currently manageable but onerous for the committee.
- If set target too high will burn out committee
- Benefits of co-location would be that it increased the membership base and possibly have better success with the funding mission.
- I would also be more likely to play Bowls if there were here, otherwise I would not.
- May be more complex and tricky with more Clubs.
- A better Tennis Club room and change-rooms would be good; also the renovations would be a major work and the building is aging and there is no room for expansion, the layout is not good so I have reservations.
- It would be good to use the view and restaurant option.
- The big downside long-term are the costs in terms of fees and fundraising as people are quite price conscious.

Feedback regarding the building upgrade and renovation echo concerns regarding the inadequate and ageing infrastructure:

> *"[A better Tennis Club room and change-rooms would be good; also] the renovations would be a major work and the building is aging and there is no room for expansion, the layout is not good so I have reservations. It would be good to use the view and restaurant option."*

Club Usage Grid

CLUB USAGE GRID - TENNIS							
Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am						x	
09.00 –10.00 am			x			x	
10.00 –11.00 am	x		x			x	
11.00 –12.00 pm			x			x	
12.00 – 1.00 pm							
01.00 – 2.00 pm							

02.00 – 3.00 pm									
03.00 – 4.00 pm					x				
04.00 – 5.00 pm					x				
05.00 – 6.00 pm					x				
06.00 – 7.00 pm					x	x			
07.00 – 8.00 pm					x	x			
08.00 – 9.00 pm					x	x			
09.00 –10.00 pm					x	x			
10.00 –11.00 pm									
	Notes:	*Mon 10:00am-11:00am Social*							
		Wed 3:00pm-6:00pm Training							
		Sat 8:00am-12:00pm Training							

Monthly Usage Grid – all clubs

MONTHLY USAGE GRID									
	GOLF			SQUASH			TENNIS		
Month	Training	Comp	Social	Training	Comp	Social	Training	Comp	Social
Jan		x	x	x		x			x
Feb		x	x	x	x	x	x	x	x
Mar		x	x	x	x	x	x	x	x
Apr	x	x	x	x	x	x		x	x
May	x	x	x	x	x	x			x
Jun	x	x	x	x	x	x			x
Jul	x	x	x	x	x	x			x
Aug	x	x	x	x	x	x			x
Sep	x	x	x	x	x	x			x
Oct		x	x	x	x	x	x	x	x
Nov		x	x	x	x	x	x	x	x
Dec		x	x	x	x	x		x	x

4.6.4 Service Club Consultations

Current Club Presidents (or primary contacts) were questioned about their usage of current meeting facilities and the potential for future usage of the KCC facilities.

Of the three existing service clubs based in Katanning only the Rotary Club currently uses the KCC for its meetings. KCC's current facilities meet Rotary needs; not all members of Rotary are also members of KCC and the Club pays a fee for service/usage of KCC facilities. Rotary currently has 29 members and meet on a weekly basis and their meeting is conducted over dinner.

The Apex Club currently has 8 members, and they meet twice a month at the Royal Exchange Hotel. Their requirements for their meeting are a private meeting space/area with power and desk and chairs. Their meeting structure is a combination of social and business; members like to have the option of eating and socialising post meeting. The president believes some of the Apex Club members may be KCC members, and whilst they would consider holding meeting at the KCC in future if their requirements were met, they are not prepared to pay a fee to hold their meetings at KCC as they consider the fact they would use KCC restaurant and bar facilities would be appropriate payment.

Lions International currently has 22 members, and they meet twice a month at the Lions Shed, a property they lease from the Shire. They are happy with their current facility and also use the Lions Shed for fundraising activities of a Saturday. At this point the Lions would not consider an alternative meeting venue.

Consultations did not show a high demand from service clubs for expanding their use of the KCC.

4.7 Statement of Need

A summary of the conclusions and a Statement of Need are presented in this section of the report.

4.7.1.1 Local, State and Federal strategies

- The proposed redevelopment of the KCC **aligns with a number of local, state and federal strategies and policies:**
  - The Shire of Katanning's strategic plan, which includes improving lifestyle and well-being through increased recreational and leisure opportunities for all residents, by encouraging a wider range of age groups to participate in sports and community events.
  - The SuperTowns Growth Plan, by pursuing further consolidation of sporting activities at the KCC and Katanning Leisure Centre to support existing infrastructure.
  - WA strategic plans through building the capacity to respond to needs and opportunities for sustainable development and the strategy for encouraging co-location of sporting facilities.
  - Federal strategic plans which look to a coordinated approach to provide more sport, recreation and social infrastructure programs and a focus on sports that encourage wide participation and engage their members through their lifetime, such as multi-sport facilities.

4.7.1.2 Demographics and participation in sports

- **Katanning is the regional centre for the Central Great Southern** and provides higher order services to a number of smaller neighbouring towns including Kojonup, Woodanilling, Nyabing, Tambellup, Broomehill, Gnowangerup, Wagin, Pingrup and Dumbleyung.
- 23% of respondents to the membership survey of the KCC are resident in neighbouring Shires. **This points to the great value of the KCC as a cross-regional Sport and Recreation facility.**
- Although, historically, there has been slight population decline in regional areas of WA, Katanning is expected to experience significant population growth. With a base case population growth rate of 2% (considered in light of the average growth rate of WA (2.2%) and regional growth throughout WA in the last ten years (actual figure is 2%), **the population of the Central Great Southern region is projected to reach 16,000 (a 20% increase) in the next 10 years and 20,000 (a 50% increase) in 20 years.** However, these projections do not take into account **substantial potential additional population growth** from and the impact of the SuperTowns program, and proposed commercial developments which could see a higher growth rate of 4% per year. **The challenges associated with population growth include pressure on the provision of services including sports and recreation).**
- **The ageing population** will also increase demand for the provision of recreational space and leisure pursuits. The provision of a variety of sport and recreation options within the KCC development, and the linkages to and throughout the community, are key aspects of the proposal that will **help service the needs of Katanning's changing demographics.**
- National participation rates in sports demonstrate **the importance of club-based activities in regional areas** – while the regular participation rate for physical activities among persons living in capital cities is slightly higher than for those living in regional areas, capital cities experience a lower level of regular participation in club-based activities than in regional areas. **Sporting clubs play a central role in encouraging participation in sports in regional communities.**
- **Golf, tennis and lawn bowls are in the top ten club-based sports for participation**, with golf relatively static over the last decade, lawn bowls strongly increasing but tennis declining. However, it is considered that there is a large latent demand for participation in tennis and membership of a tennis club dramatically increases with regularity of play. In WA, the 15-24 age group has a significantly lower participation rate than the national average and the provision of sporting facilities that encourage a younger demographic (e.g. squash) but can then provide an easy transition to 'older' sports is a positive step forward.
- **The Upper Great Southern has one of the top five participation rates for golf in WA. However, the participation rate for lawn bowls in Katanning (60 players) is around half of the average rate in country WA (2.34% of the population).**

4.7.1.3 Current provision of facilities

- A survey of current provision of facilities in Katanning demonstrate that there is **inadequate capacity for golf (in terms of supporting infrastructure) and squash**, but more significantly, **the quality of facilities is sub-standard for lawn bowls, hockey, golf (club house), squash and tennis**. Without a major upgrade of facilities, the KCC (in conjunction with the KLC) will need to meet requirements and standard of facilities for Central Great Southern region.
- Although the current membership of the KCC are relatively satisfied with the facilities provided, there is considerable discontent concerning the state of the facilities. Most of the facilities are satisfactory for the current level of members and visitor usage; however, **double the participation and many areas would be inadequate or unsatisfactory**. Current members highlight improvements required, including the lower level change-rooms and toilets, squash courts and squash deck upgrade; the need for improved tennis club rooms; provision of more storage areas; a more family friendly environment and increased or improved parking facilities.
- Current users would welcome and support the opportunity to participate in a wider range of sports if the KCC were to extend the range of sports being offered through the co-location of other sport clubs. Bowls attracted the major interest in terms of the preferred sport to co-locate to the KCC; with a Gym and Cardiovascular activities attracting the second highest rating.
- In summary, the consultations demonstrate concerns regarding the inadequate and ageing infrastructure of the KCC, together with capacity constraints for a number of sports. There is also wide support for the co-location of other sports, particularly lawn bowls and this could be a substantial benefit to the KCC and its sustainability.

Statement of Need

"For forty years, the KCC has demonstrated the substantial benefits of co-location of sporting clubs. However, escalating maintenance costs, an increasing gap between the standards considered acceptable in 1976 and minimum expectations today, and capacity constraints, are presenting serious sustainability challenges for the future. The Katanning Bowling Club and Katanning Hockey Club are also facing similar challenges, representing an even greater threat to their survival. These issues are arising as Katanning is entering a significant growth phase and most needs the lifestyle and community benefits of its sporting clubs. Katanning either needs to accept a slow decline in its sporting clubs, or re-invest to sustain them for the future. As in 1976, co-location remains the most cost effective way of achieving this sustainability. A modern sporting facility, incorporating bowls and hockey will set the KCC up for another fifty years of serving the community."

5 KCC Management and Governance

The current management structure for the KCC is shown in Figure 26. The structure comprises a Management Committee, with four sub-committees and a separate committee for each of the three sports clubs. This structure has been in place since the amalgamation of the Squash and Tennis Clubs with the Golf club in the 1970s. Prior to amalgamation, each club was a completely separate entity.

5.1 Management Committee

The Management Committee has 10 Committee members plus a Secretary/Treasurer (with no voting rights). The positions are: Chair, past Chair, Vice Deputy Chair, a representative from each sports club- Golf, Squash, Tennis (preferably the President), 4 elected (general) members and a Secretary/Treasurer. Committee members are elected in a vote in which all club members are invited to participate for a 2 year term. The Chair holds the position for a 2 year maximum. For the other four elected committee members, these are elected from general membership base – there is a rollover to maintain consistency of representation so that two new members are elected on alternative years. The Management Committee has no direct input into the management of each Club Committee. Management Committee Sub-committees are: Bar, Building & Maintenance, Finance, and Social.

The Management Committee meets on monthly basis.

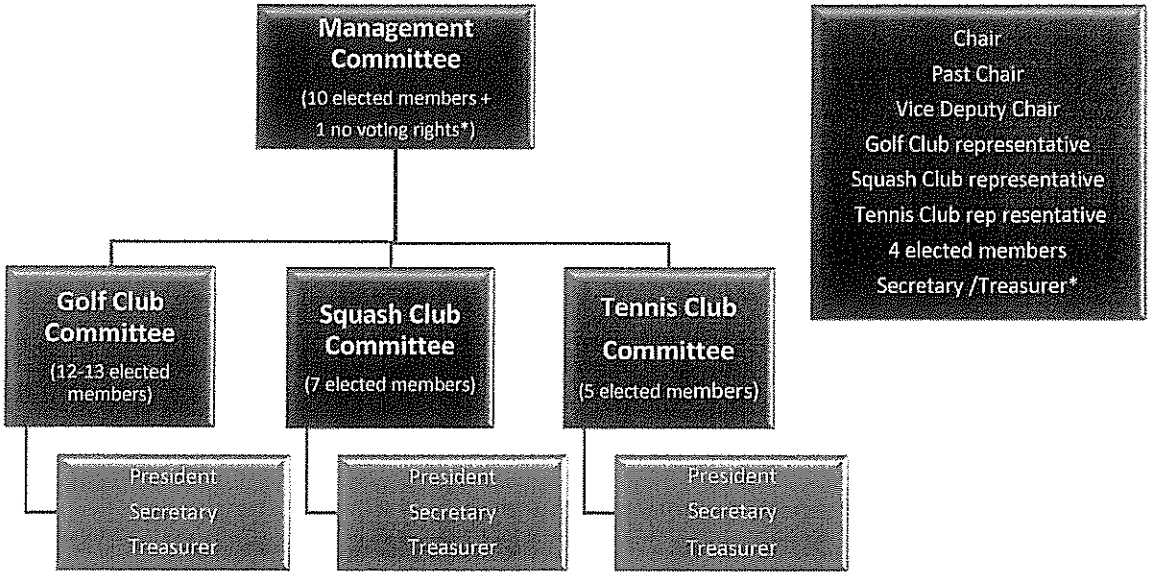


Figure 26. Management structure of the KCC.

5.2 Golf Club Committee

Number of committee members: 12-13 committee members.
Positions: President, Vice-President, Secretary/Treasurer.
Members elected yearly.
Sub-Committees: Pro-Am, Greens, Match, By Law (currently under review).
Meets monthly (generally 1 week to 10 days before the Management Committee meetings so updates/any issues reported are current).

5.3 Squash Club Committee

Number of committee members: 7 committee members.
Positions: President, Vice-President, Secretary/Treasurer.
Members elected yearly.
Meets monthly (generally 1 week to 10 days before the Management Committee meetings so updates/any issues reported are current).

5.4 Tennis Club Committee

Number of committee members: 5 committee members.
Positions: President, Vice-President, Secretary/Treasurer.
Members elected yearly.
Meets monthly (generally 1 week to 10 days before the Management Committee meetings so updates/any issues reported are current).

The management structure works well and has done for a long period of time. The structure ensures good financial control with all financial issues all managed/ allocated by the Secretary/Treasurer. The Management Committee reviews club finances on monthly basis. Budgets for fund raising are set in consultation with each Club Committee and review during the year. Small expenditures for course maintenance approved by either Club Chairman or Course Manager and major expenditures has to be approved via formal process (submit

competitive quotes for approval with preference given to local suppliers). The only weakness in its operation is the small pool of people from which to draw, but this would improve with an expanded membership base.

The current management structure for the KCC is well proven and an example of best practice for the management of co-located sporting clubs. The existing structure and processes are therefore suitable for over-seeing the redevelopment of the KCC facilities and for incorporating other sporting clubs into the KCC as appropriate.

6 KCC Development Options

6.1 Development Components

The proposed redevelopment of the KCC has focused on three principal options – refurbishment of the existing building and construction of new facilities (single or double storey structures):

6.1.1 Refurbishment of the building

The principles behind this option are to provide modern multifunctional facilities whilst retaining as much of the existing building as possible to reduce costs. The refurbishment proposal has been broken down into three stages, these are:

Stage 1:

- Construction of new administration and kitchen facilities on the northern side of the existing building.
- Services upgrade to the site
- Amalgamation of lots and required road closure
- Provision of Fire tanks and pumps

Stage 2:

- Demolition of existing kitchen, toilets and changing rooms.
- Refurbishment of existing dining / club room.
- Construction of new toilets in existing store rooms.
- Construction of new bar, cool room and storage areas.
- Construction of new sports bar and viewing areas.
- Construction of new changing rooms and associated stores / offices
- Construction of new crèche area.
- Provision of lift access between the floors
- Relocation of existing tennis courts and construction of new bowling greens.

Stage 3:

- Construction of 2 new glass back squash courts.

This is no longer the preferred option as the existing building and components do not lend themselves to the creation of a fresh and vibrant new facility for the whole community. Even an extensive refurbishment cannot hide the fact that the building was not designed as a Country Club, is not easily modified to incorporate necessary changes and is landlocked in a way which would make any new sporting bodies second rate citizens of the Country Club with very little direct access to facilities. It is difficult to deny that if tennis players have difficult access to clubhouse, that other sports placed further away would be satisfied with even less access. As a plan for the next 50 years, refurbishment is clearly a second choice option.

6.1.2 Two-storey New build

The redevelopment of the site would involve the construction of a new building followed by demolition of the existing facilities and redevelopment of the sports surfaces. The proposed new building would contain kitchen facilities, management and meeting areas, separate bar and dining rooms along with squash courts, crèche and children play area and shower and changing facilities for all sports undertaken at the country club.

Also included in this option is the relocation of four tennis courts to accommodate the new building and installation of new bowling and hockey greens adjacent to the new building.

This option also requires new land purchase, services upgrade to the site, amalgamation of lots and required road closure and the provision of fire tanks and pumps.

6.1.3 Single-storey New build

Like the two-storey option, the redevelopment of the site would involve the construction of a new building followed by demolition of the existing facilities and redevelopment of the sports surfaces. The proposed new building would contain kitchen facilities, management and meeting areas, separate bar and dining rooms along with squash courts, crèche and children play area and shower and changing facilities for all sports undertaken at the country club.

Also included in this option is the relocation of four tennis courts to accommodate the new building and installation of new bowling and hockey greens adjacent to the new building.

This option also requires new land purchase, services upgrade to the site, amalgamation of lots and required road closure and the provision of fire tanks and pumps.

6.2 Key Approvals

The KCC is situated on the southern side of Round Drive in Katanning. The current building is situated on lot 2 Round Drive. Along with lot 2, the KCC owns the adjacent lots, lots 130 and 986. There are no easements on the lots.

The refurbishment and both new development project would require the following approvals:

- The refurbishment and new building extend into the current road reserve of Round Drive. To develop this land, the KCC would have to close this portion of road and amalgamate it with the adjacent lots. The road closure would require the support of the Shire, following which it would require approval of RDL and WAPC. The approximate cost of this approval would be $5,000 - $10,000 plus the cost of purchasing the land. Overall it would be a 6 – 9 month process.
- Development Approval. Development approval from the shire of Katanning will be required for both projects. This would be a 6-8 week process and cost approximately $ 4,000 - $8,000.
- Building Approval. Following documentation of the project, it will require building approval, from the shire of Katanning. Under the building approval are several critical approvals affecting the project:
  - DFES Approval. The department of Fire & Emergency Services will provide comments on any building plans for redevelopment of the KCC. As hydrant pressure is unreliable in the Katanning area it is likely that DFES will require fire tanks and pumps to serve the building. Costs for these have been included in the estimates. DFES approval takes 15 days
  - Water Corp Approval. Any building works require Water Corp approval. Water Corp will probably require a backflow prevention device to be installed at the site and possibly a sewer upgrade. Costing for these are included in the estimate. Water Corp approval would cost approximately $1,000 and take 2 - 4 weeks.

6.3 Critical Success Factors

The critical success factors for the KCC in terms of any redevelopment are:

- Ensure continued use of the sports club facilities during the redevelopment program.
- Providing universal access to all facilities and meeting current building standards throughout.
- Providing a supportive environment to allow the co-location of the KCC and a bowls.
- Minimising disruption for the surrounding residential areas from increased activity on the site.

- Achieving the redevelopment on time and within budget.

6.4 Options Analysis

The alternative options considered for the project were as follows:

1. Continue using existing building ("Do Nothing").
2. Refurbish existing building.
3. Construct double storey new building adjacent to existing building.
4. Construct single storey new building adjacent to existing building.
5. Combination of refurbishment and new building.

A summary of the key options analysed in this section is provided in Table 13.

Table 13. Options analysis.

Criteria	Option 1	Option 2	Option 3	Option 4
	Do Nothing	**Refurbish Existing**	**Double Storey Building**	**Single Storey Build**
Benefits	No Capital Cost	Bring building up to current access and building standards.	New purpose built facilities meeting clubs full requirements	Moderate and acceptable capital investment.
	No Disruption for Club	Development can be staged as funding becomes available.	New facility will meet all current access and building standards.	New facility will meet all current access and building standards.
		Minimal Disruption to sports surfaces.	Long-term vision out to 50 years	Long-term vision out to 50 years
			More attractive to prospective members	More attractive to prospective members
			No disruption to current building users	No disruption to current building users
				Comparable costs to refurbishment option
Dis-benefits	No Improvement on current facilities.	Disruption to current building users	Building cannot be staged.	Building can be staged.
	No Disabled access to the building	Shorter term vision (30 years)	New location requires relocation of tennis courts.	New location requires relocation of tennis courts.
	No ability to accommodate bowls in Club building		High capital cost	

6.5 Summary of Preferred Development Option

On the face of it, the single-storey new build option appears to be the preferred one, given that it will be comparable in capital costs to the refurbishment option but provides longer term benefits and vision out to 50 years. It will also meet all requirements of current and proposed co-located organisations and is more likely to attract new members. The KCC Management Committee will need to decide on the basis of the designs, and the financial analyses (which show lower financial risk for the new build), whether the new build option provides sufficient standard of accommodation for the club going forward.

7 Concept Plans & Capital Costs

7.1 Facility Components

The Existing building is shown in Figure 27.

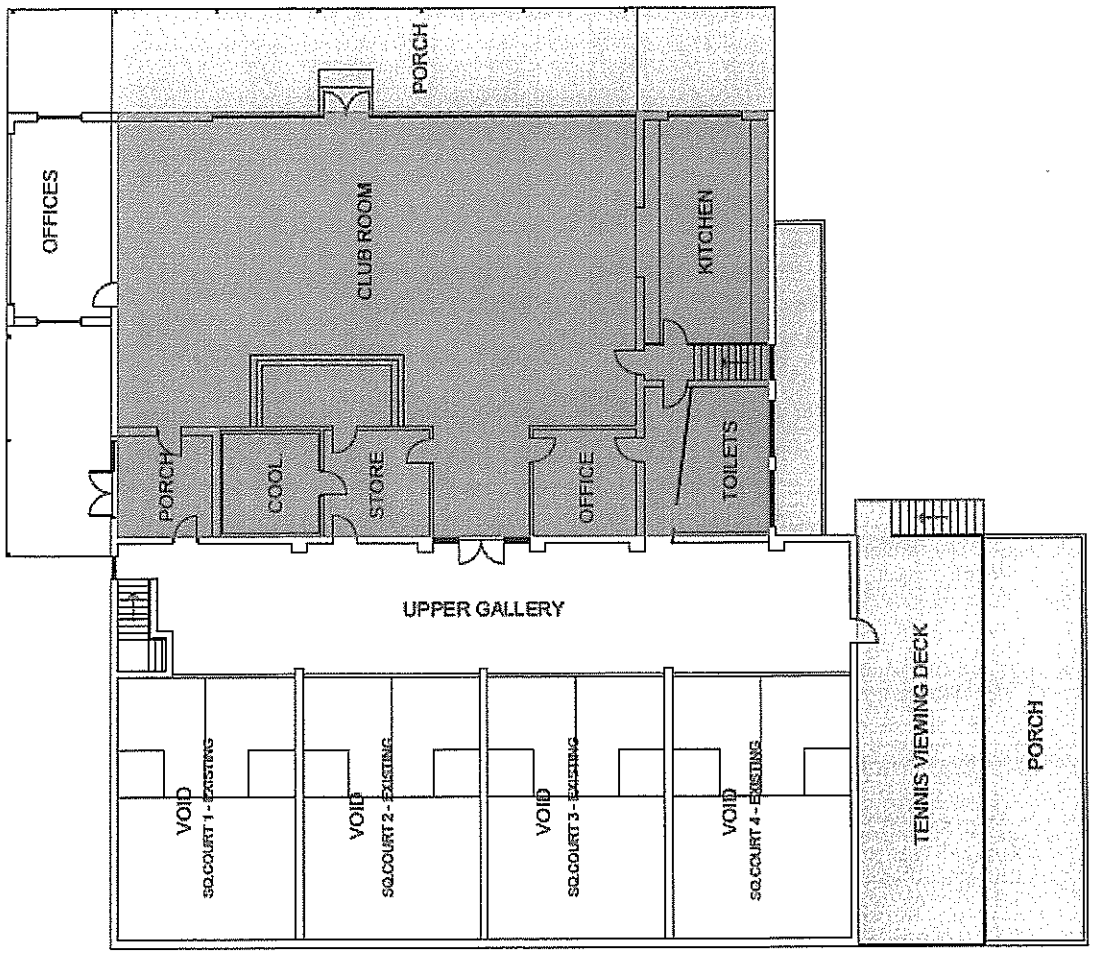


Figure 27. KCC existing building.

The proposed redevelopment of the KCC focuses on two principal options – refurbishment of the existing building and construction of new facilities:

7.1.1 Refurbishment of the building

The refurbishment proposal has been broken down into three stages, these are:

Stage 1: Construction of new administration and kitchen facilities on the northern side of the existing building. Services upgrade to the site. Amalgamation of lots and required road closure. Provision of Fire tanks and pumps. – See Figure 28.

Stage 2: Demolition of existing kitchen, toilets and changing rooms. Refurbishment of existing dining / club room. Construction of new toilets in existing store rooms. Construction of new bar, cool room and storage areas. Construction of new sports bar and viewing areas. Construction of new changing rooms and associated stores / offices. Construction of new crèche area. Provision of lift access between the floors. Relocation of existing tennis courts and construction of new bowling greens. – See Figure 29.

Stage 3: Construction of 2 new glass back squash courts – See Figure 30.

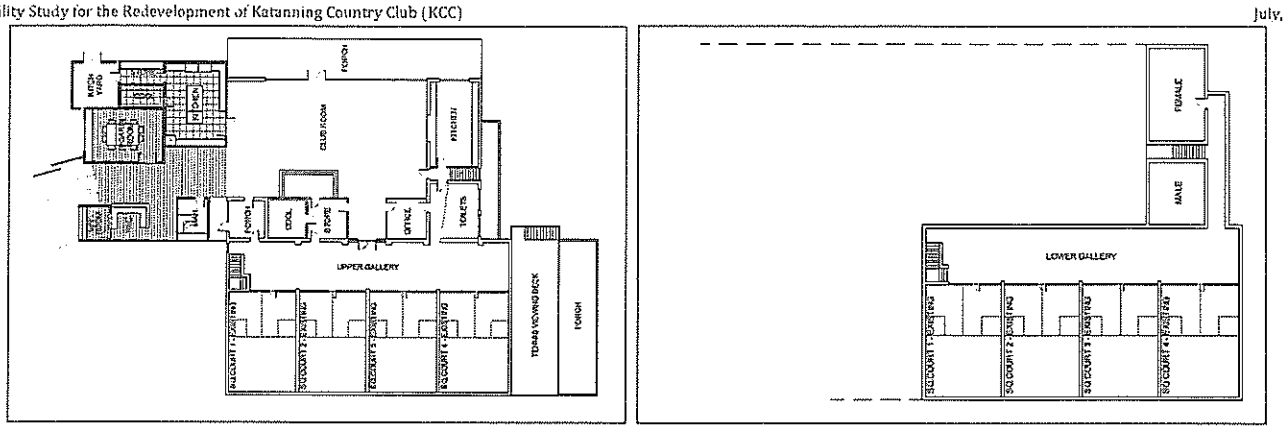


Figure 28. Renovation of existing building – Stage 1.

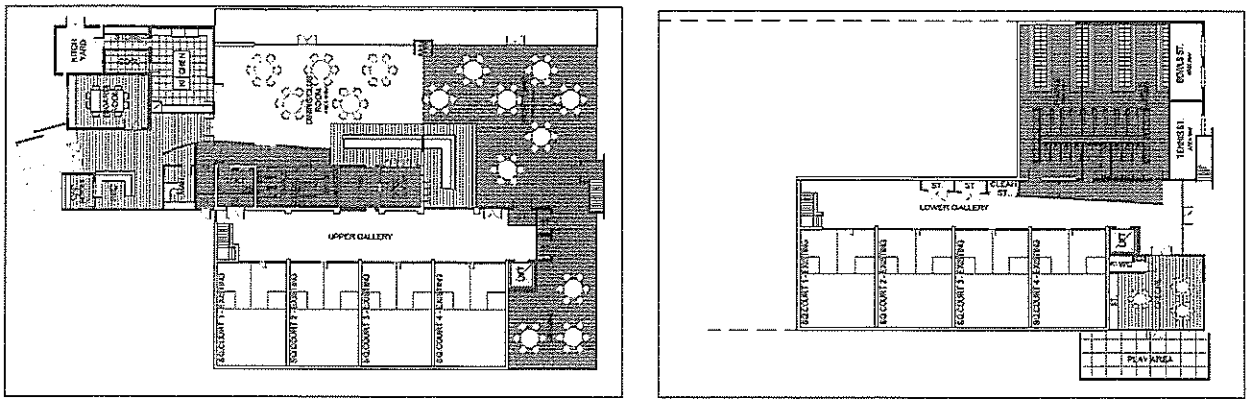
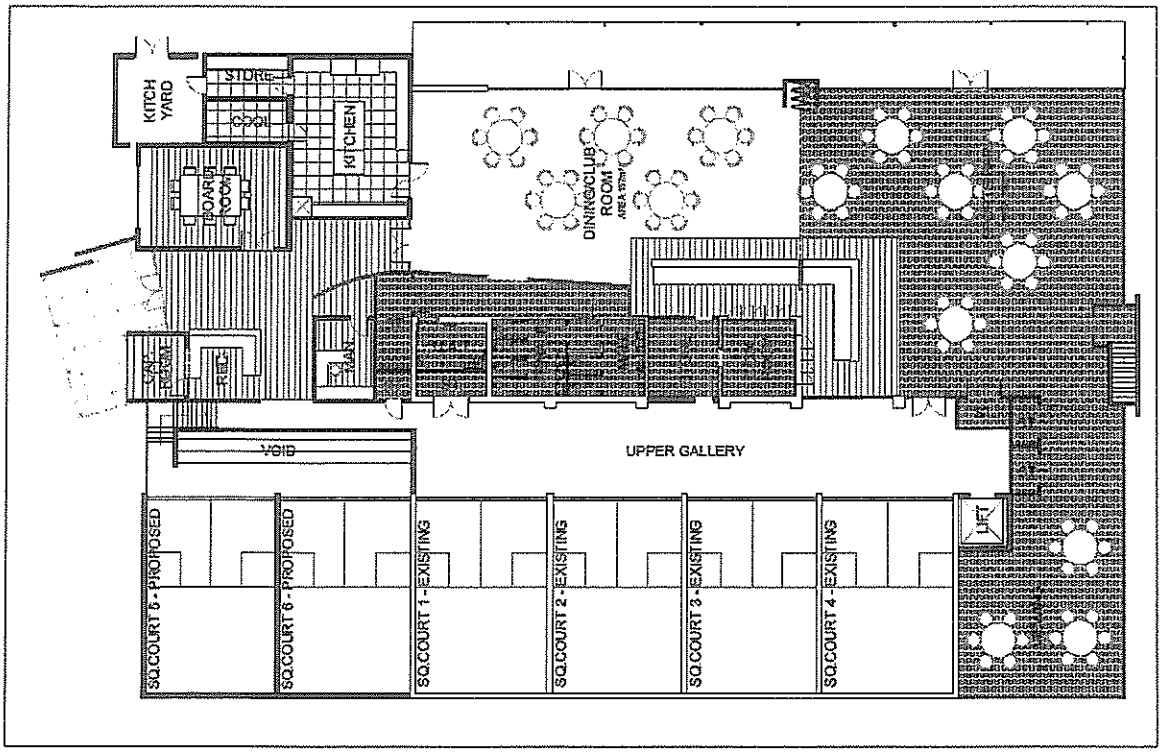


Figure 29. Renovation of existing building – Stage 2.



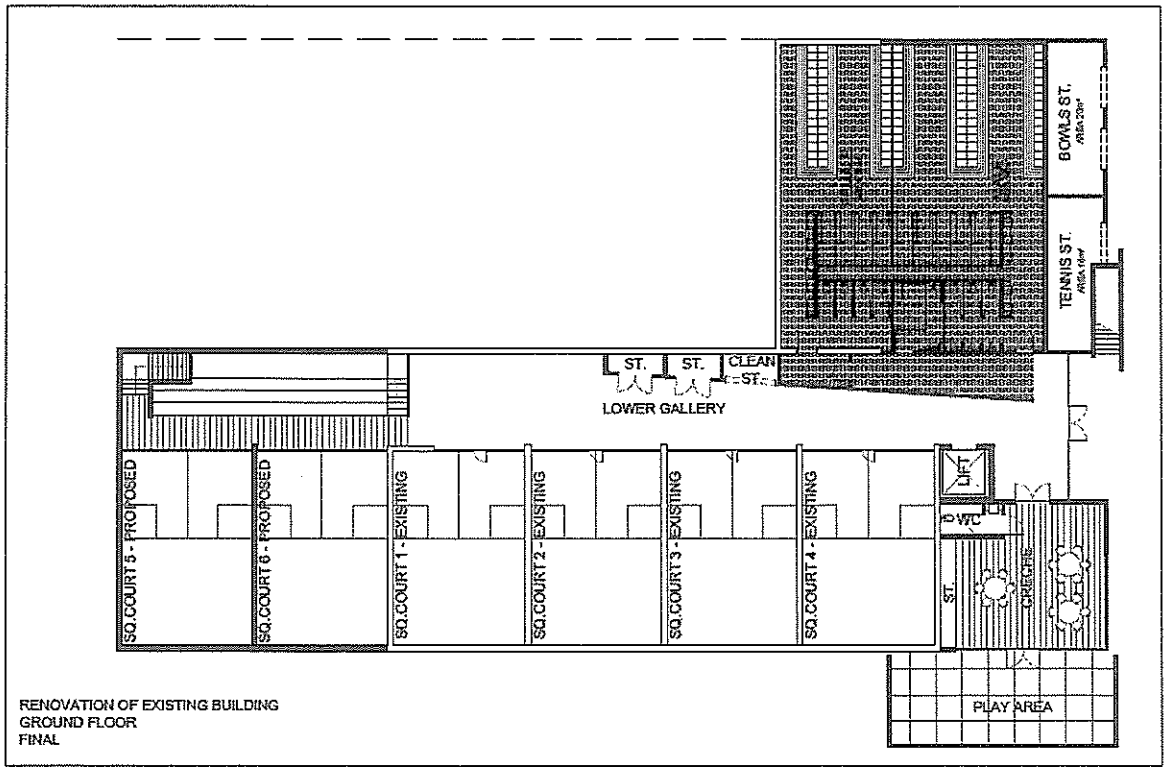


Figure 30. Renovation of existing building – Stage 3 – Final.

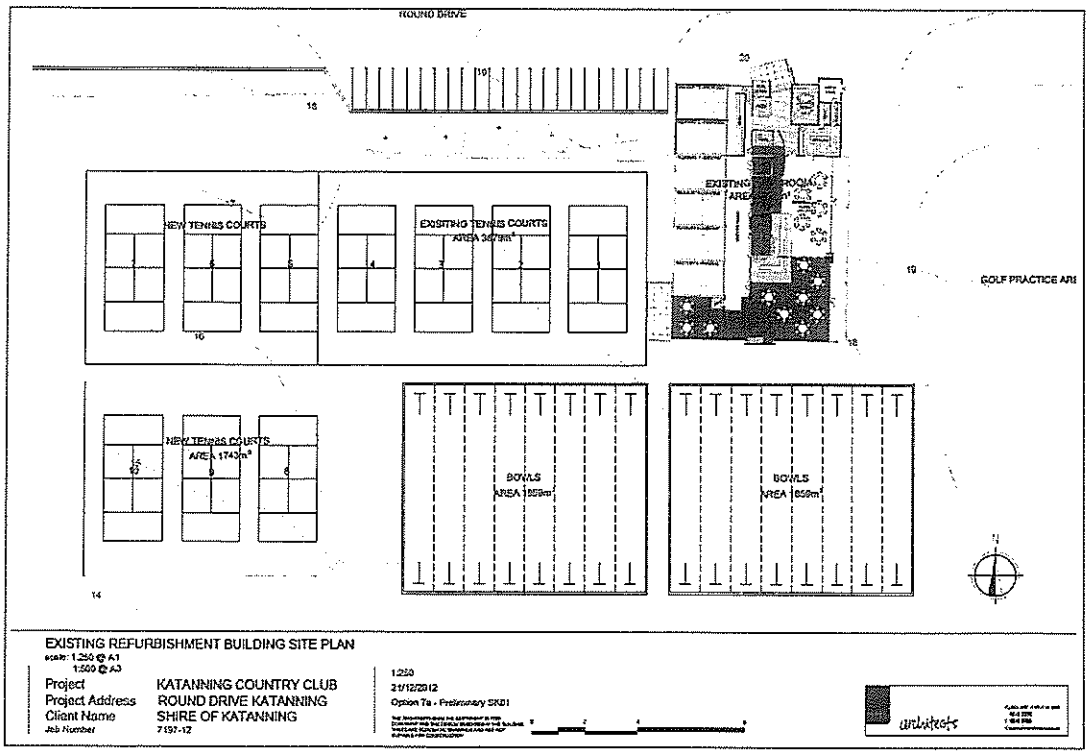


Figure 31. Renovation of existing building – Site Plan.

7.1.2 New build – Double Storey

The redevelopment of the site would involve the construction of a new double storey building followed by demolition of the existing facilities and redevelopment of the sports surfaces. The proposed new building would contain kitchen facilities, management areas, bar and dining rooms along with squash courts, crèche area and changing facilities for all sports undertaken at the country club (see Figure 32, Figure 33 and Figure 34). The new build would need to be completed in one phase, but the existing building can be retained until the new building is completed and then demolished.

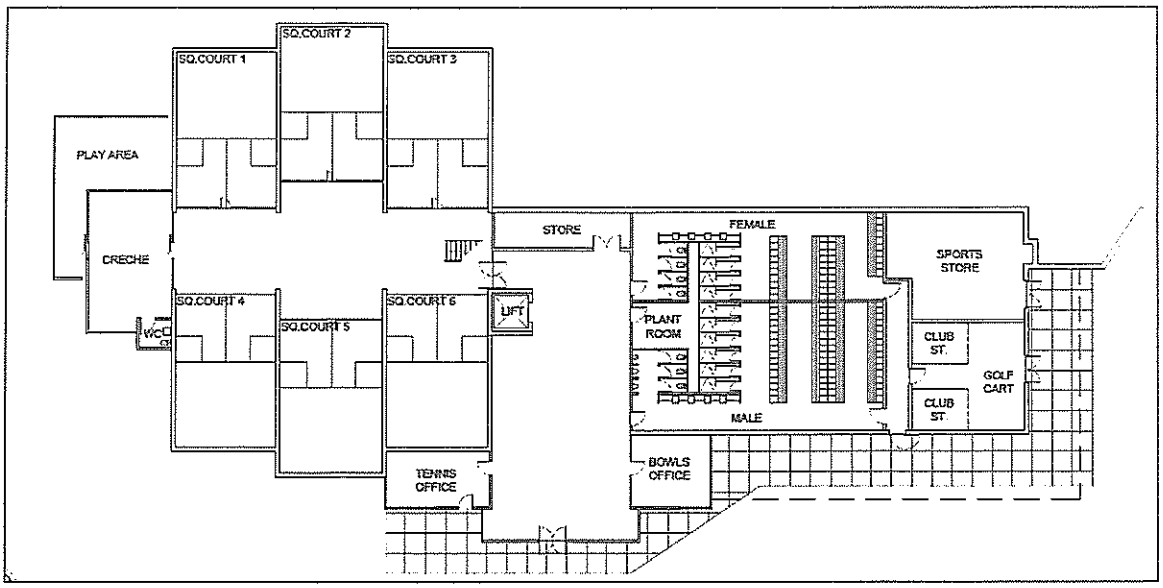


Figure 32. Double Storey New Build – Lower Floor.

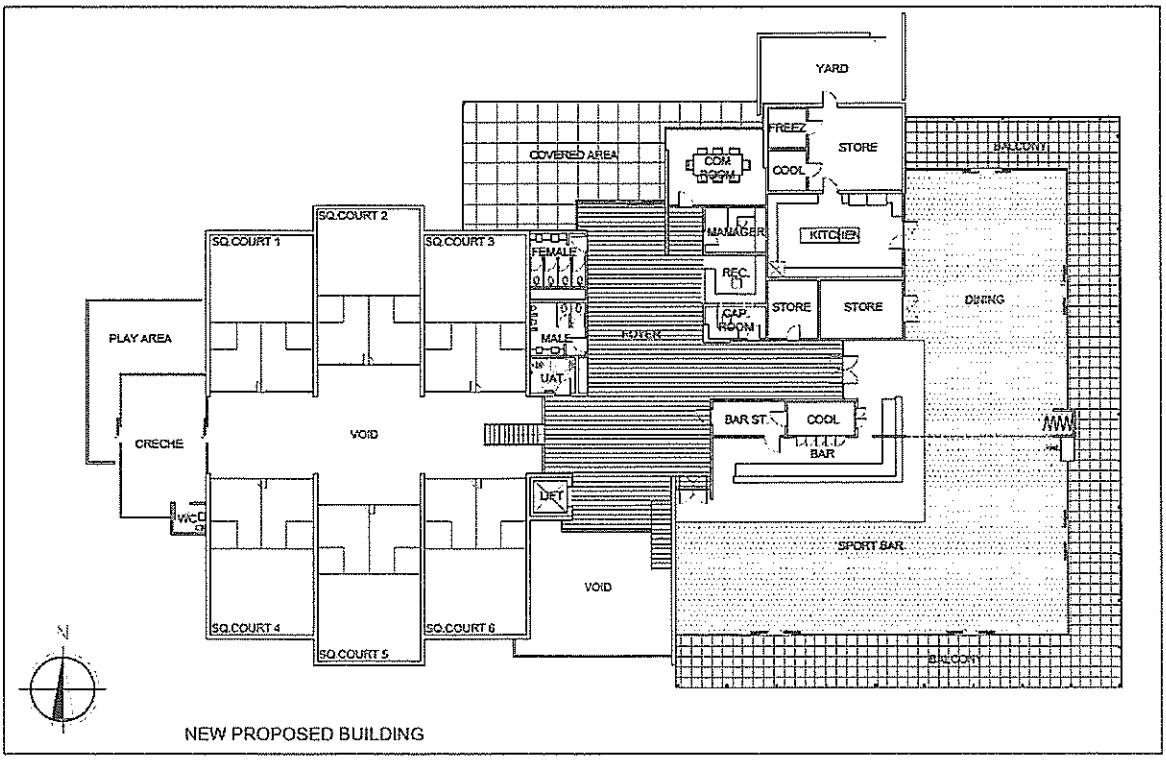


Figure 33. Double Storey New Build – Upper Floor.

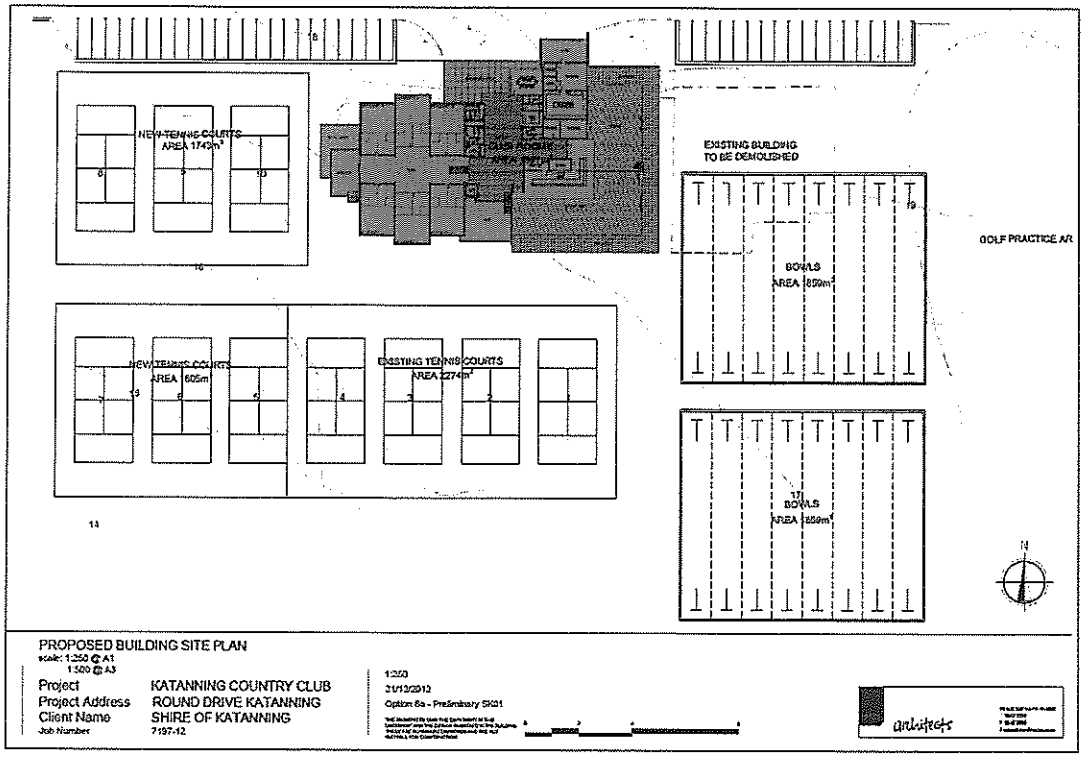


Figure 34. Double Storey New Build – Site Plan.

7.1.3 New Build Single Storey

The redevelopment of the site would involve the construction of a new single storey building followed by demolition of the existing facilities and redevelopment of the sports surfaces. The proposed new building would contain kitchen facilities, management areas, bar and dining rooms along with squash courts, crèche area and changing facilities for all sports undertaken at the country club (see Figure 35, Figure 36 and Figure 37). The new build would need to be completed in two phases in order to minimise capital expenditure, but the first phase includes all necessary improvements to achieve medium term goals and support the current and future membership base. The existing building can also be retained until the new building is completed and then demolished.

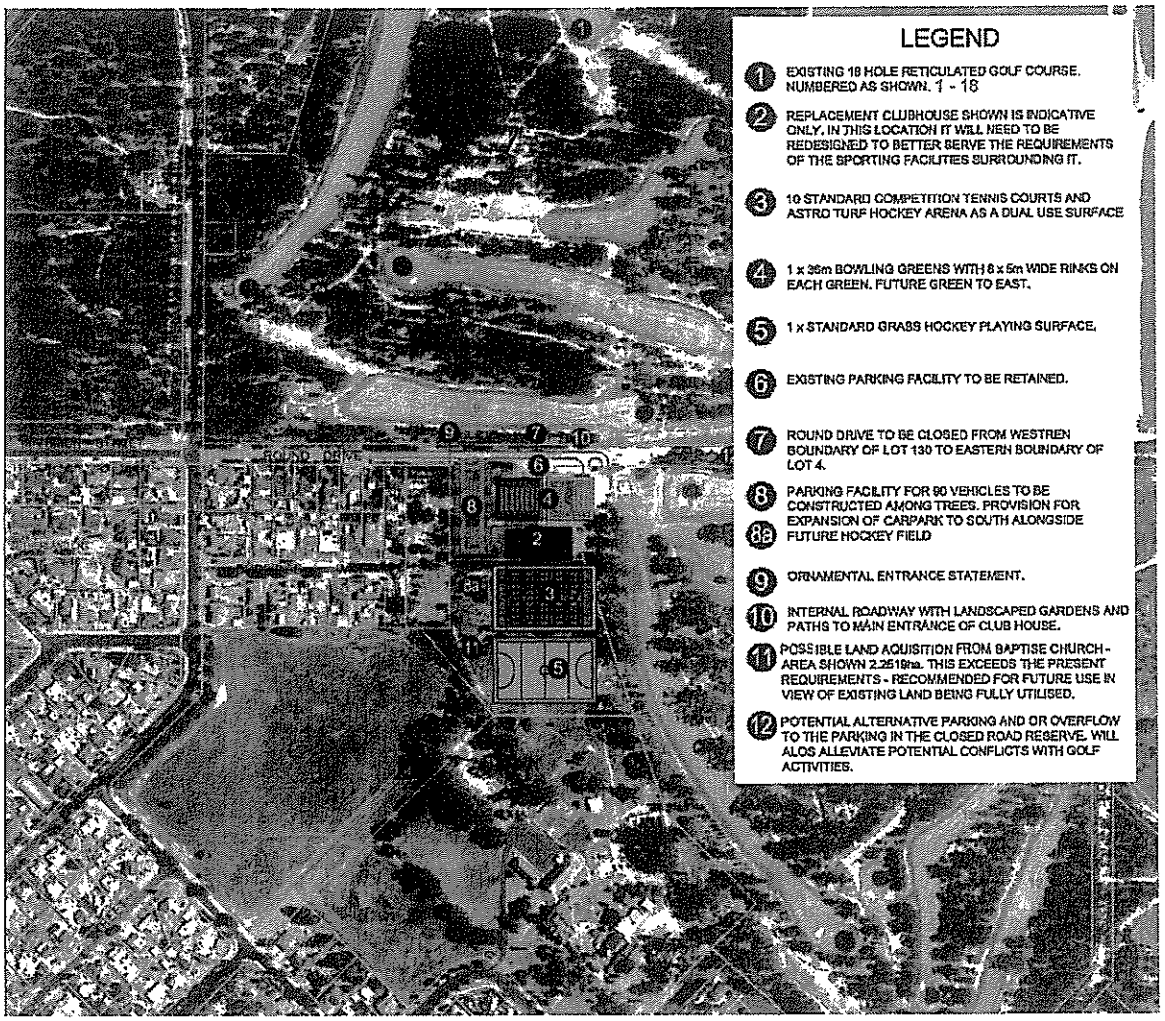


Figure 35. Single Storey New Build – Site Plan.

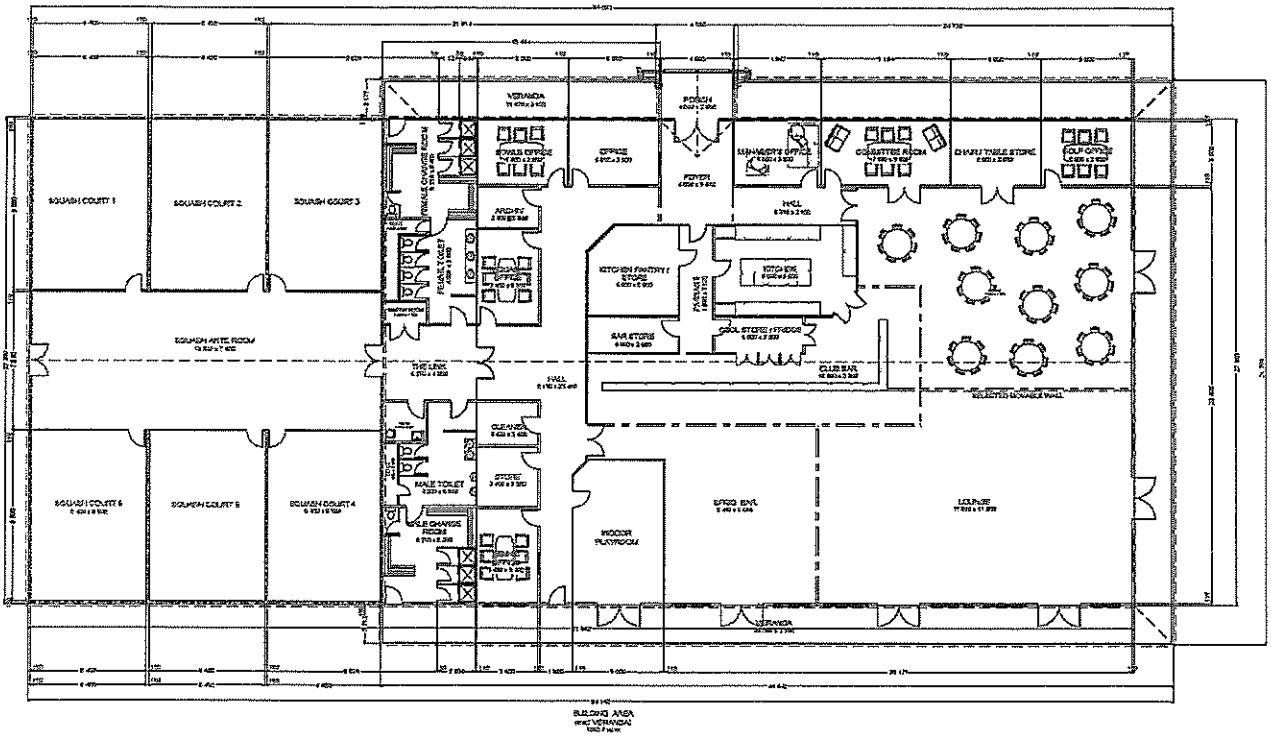
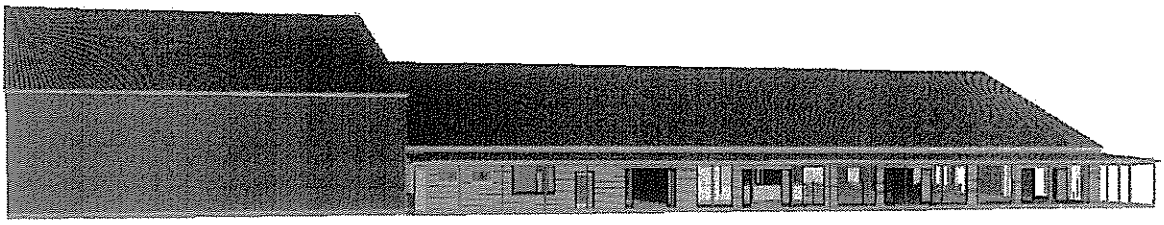


Figure 36. Single Storey New Build - Floor Plan



NORTH FACING VIEW



SOUTH FACING VIEW

Figure 37. Single Storey New Build - Perspective Views

7.2 Capital Costs

The capital costs associated with each option have been assessed by Chris O'Keefe, Construction Cost Consultant. These are shown in the tables below.

Table 14. Project Cost Summary – Refurbishment.

Item	Cost
Total Cost Stage 1	$ 1,537,475
Total Cost Stage 2	$ 2,515,570
Total Cost Stage 3	$ 281,000
Total Cost External Works	$ 1,193,775
Subtotal	$ 5,527,820
GST	$ 552,782
TOTAL INDICATIVE COST ESTIMATE	**$ 6,080,602**

This Estimate excludes the following costs: Cost escalation to date of tender, loose furniture & equipment.

Table 15. Project Cost Summary - New Build – Double Storey.

Item	Cost
Total Cost Building Works	$ 5,224,915
Total Cost External Works	$ 1,362,085
Total Cost External Services	$ 336,000
Total Cost Professional Fees	$ 602,000
Subtotal	$ 7,525,000
GST	$ 752,500
TOTAL INDICATIVE COST ESTIMATE	**$ 8,277,500**

This Estimate excludes the following costs: Cost escalation to date of tender, loose furniture & equipment.

Table 16. Project Cost Summary - New Build – Single Storey.

Item	Cost
Total Cost Building Works	$2,598,750
Total Cost External Works	$2,427,000
Total Cost External Services	$220,000
Savings – in-kind	-$285,000
Savings – staged approach	-$273,000
Subtotal	$4,960,750
GST	$496,075
Total Cost Professional Fees	$846,042
TOTAL INDICATIVE COST ESTIMATE	**$ 6,302,500**

This Estimate excludes the following costs: Cost escalation to date of tender, loose furniture & equipment.

Table 17. Project Cost Detail – Refurbishment.

Item			Cost
STAGE 1			
Demolition	0.09	4,725	
Sundries	3.80	210,000	
New Extension to Upper Floor	8.82	487,750	
Fire Services	4.43	245,000	
Sewer Drainage	0.36	20,000	
Electrical Services	0.54	30,000	
Design/Construction Contingency	2.35	130,000	
Professional Fees	7.42	410,000	
Subtotal			1,537,475
STAGE 2			
Demolition	0.31	17,250	
New Internal Fit out to Existing Upper Floor	7.21	398,600	
New Extension to Existing Upper Floor	15.36	848,900	
New Extension to Existing Ground Floor	17.57	971,000	
Design/Construction Contingency	5.07	280,000	
Subtotal			2,515,750
STAGE 3			
New Extension to Existing Ground Floor	4.52	250,000	
Design/Construction Contingency	0.56	31,000	
Subtotal			281,000
EXTERNAL WORKS			
Site works	1.67	92,100	
Bowling Greens	9.95	550,000	
Tennis Courts	7.15	395,000	
Landscaping	0.45	24,675	
Design/Construction Contingency	2.39	132,000	
Subtotal			1,193,775
TOTAL		$	5,528,000

Table 18. Project Cost Summary – New Build – Double Storey.

Item		Cost
BUILDING WORKS		
Demolition	1.28	96,390
Sundries	2.79	210,000
New Upper Floor	29.95	2,253,400
New Ground Floor	26.49	1,993,125
Design/Construction Contingency	8.93	672,000
Subtotal		5,224,915
EXTERNAL WORKS		
Site works	1.71	128,850
Bowling Greens	7.31	550,000
Tennis Courts	5.85	440,000
Landscaping	0.71	53,235
Design/Construction Contingency	2.52	190,000

Subtotal			1,362,085
EXTERNAL SERVICES			
Fire Services	3.26	245,000	
Sewer Drainage	0.27	20,000	
Electrical Services	0.40	30,000	
Design/Construction Contingency	0.54	41,000	
Subtotal			336,000
FEES			
Professional Fees	8.00	602,000	
Subtotal			602,000
TOTAL		$	7,525,000

Table 19. Project Cost Summary – New Build – Single Storey.

Item		Cost
BUILDING WORKS		
Demolition		75,000
Administrative/Storage areas		480,000
Member Areas		2,118,750
Design/Construction Contingency		187,162
Subtotal		2,860,912
EXTERNAL WORKS		
Site works		120,000
Outside Playground		50,000
Bowling Greens		310,000
Hockey/Tennis/Squash		1,647,000
Landscaping		100,000
Title amalgamation		10,000
Land purchase		150,000
Design/Construction Contingency		167,090
Subtotal		2,554,090
EXTERNAL SERVICES		
Fire Services		30,000
Sewer Drainage		20,000
Electrical Services		135,000
Design/Construction Contingency		12,950
Subtotal		197,950
FEES		
Professional Fees		437,326
Subtotal		437,326
TOTAL	$	6,050,278

8 Financial Analysis

This section provides a summary of the KCC redevelopment options' capital costs, funding options, cash flow forecasts and sensitivity analyses.

Given that the KCC currently makes only a small operating surplus, it is important to examine what the impact would be of the redevelopment options and the organisation's ability to service additional debt incurred through the development and also to set aside funding for future replacement of the building. Good asset management requires that funds (as a balance sheet item) are set aside in reserve accounts to replace the asset at the end of its economic life.

Note that the financial modelling is undertaken to illustrate the impact of various scenarios on the project according to a number of assumptions and models. Keston Technologies Pty Ltd disclaims to the extent permitted by law all liability for all claims, losses, expenses, damages and costs the user may incur as a result of, or associated with, the use of information in this report or associated communication for any reason whatsoever.

8.1 Assumptions

The assumptions in the financial analyses, based on the information reported in previous sections are as below. The basis of the revenue and operating expense estimates have come from an understanding of KCC's current operating environment.

8.1.1 Capital expenditure

A summary of the development options' capital costs is provided in Table 20. More detailed information on the capital costs is provided in Section 7.1.3. Two options are provided for each of the refurbishment or new build proposals – with or without provision of lawn bowls facilities. In the case of refurbishment, this would reduce the capital cost by an estimated $1m, since there would be a saving of the bowling greens themselves ($550k) but also the existing tennis courts could be simply re-surfaced (rather than re-located) with further minor savings on site works. In the case of the new build options, removing the bowling greens would save an estimated $685k as all but four tennis courts could stay where they are – four would still need to be re-located.

Table 20. Summary of capital costs (excl. GST).

	Refurbishment		Double Storey		Single Storey	
	Option including bowls provision	Option excluding bowls provision	Option including bowls provision	Option excluding bowls provision	Option including bowls provision	Option excluding bowls provision
Building component	$3,483,225	$3,483,225	$4,552,915	$4,552,915	$2,860,912	$2,860,912
External works, fees and contingencies	$2,044,775	$1,044,775	$2,972,085	$2,287,085	$3,189,366	$2,504,366
Total	**$5,528,000**	**$4,528,000**	**$7,525,000**	**$6,840,000**	**$6,050,278**	**$5,365,278**

8.1.2 Operating income

Operating income estimates have been based on estimates of the usage categories that drive revenue, i.e.: subscription fees, facility hire charges, sports-specific fees, including sponsorships and bar sales. In the calendar year 2016, these income figures are as from the budget, as shown in Table 21. By convention, only the gross operating profit is shown as bar income.

Table 21. Operating income budget for 2016.

Category		Income ($)
Subscriptions		***21,650***
Sports Income		
	Net Golf income	32,000
	Net Squash income	13,000
	Net Tennis income	9,000
	Net Bowls Income	-
	Sub-Total	***54,000***
Bar Income		
	Sales	160,912
	Cost of Goods Sold	76,433
	Direct costs	52,479
	Gross Operating Profit	***32,000***
Other Income	Venue hire	4,000
	Co-location contribution fees	25,000
	Miscellaneous (interest, EFTPOS etc.)	3,635
	Sub-Total	***32,635***
TOTAL INCOME		**140,285**

On the basis of an existing KCC membership base of a notional 200 members, the average subscription paid in 2016 is $100.00. This provides a base from which to model future membership scenarios.

8.1.3 Operating expenditure

Operating expenses have been broken down into the following fixed and variable costs:

Fixed Costs: Permanent operational staff, insurance, taxes, and depreciation.

Variable costs: Utilities, casual staff, fuel and supplies, auditing, administration, technical systems and utilities, cleaning/minor building maintenance, maintenance of grounds, minor alterations, cost of goods sold, lease or rental of equipment.

Sinking Fund: An allocation has also been incorporated to provide for major building and systems maintenance. The sinking fund is based on the building component of the capital cost of the proposed improvements amortised over a period of 40 years.

8.1.4 Maintenance assumptions

Current maintenance expenditure is assumed to halve once the decision is made to refurbish/new build and then to scale with inflation. Note that a sinking fund is accounted for separately to provide for major building and systems maintenance.

8.1.5 Revenue assumptions

The viability of the proposed redevelopment options will depend critically on the ability of the KCC to increase revenue, primarily from increased participation in sports. The key drivers are:

Membership growth: This can be achieved through an increase in line with population growth (aided through the improved facilities), together with the potential to increase membership through the provision of lawn bowls and hockey. There will be some overlap of memberships (i.e. new bowls members may also be existing KCC members), but give the potential in Katanning for growth in the participation in lawn bowls (current active participation is only one half of what would be expected in country WA), it is

reasonable to assume that the provision of lawn bowls and hockey would immediately attract 60 new members, spread across the first two years of opening the new facilities. Across all sports, it is reasonable to assume six new members per annum due to the upgraded facilities and broadening of the recreational offerings.

Subscription growth: Subscriptions are assumed to increase in line with inflation (taken as 3% per year). However, provision could be made for an additional annual percentage increase (here termed a 'new facility surcharge').

Sports income: For golf, tennis and squash, this would be expected to scale by the increase in 'base' KCC membership (i.e. membership excluding any influx from bowls). For bowls, this has been estimated to be approximately the average of that achieved for golf, tennis and squash ($10k per year) per 100 bowls and hockey club members.

Bar income: Sales would be expected to scale with membership base and with inflation. Cost of goods sold (COGS) can be conservatively assumed to remain constant at 47.5%. Other direct costs (bar staff, bar running costs), would be expected to scale in line with sales.

Venue hire: This would be expected to increase with new facilities and venue hire (year on year) growth could be projected for the first four years of opening the facility followed by an increase in line with inflation.

A summary of the revenue assumptions is provided in Table 22.

Table 22. Revenue assumptions.

Revenue category		Assumptions
Subscriptions	Base KCC members	Existing members scaled by population growth
	Average subscription	Existing subscription scaled by inflation and 'new facility surcharge'
	New members	Additional members from new sports (bowls and hockey), then scaled by population growth
Sports Income	Net Golf income	Existing net income scaled by 'base' KCC members and inflation
	Net Squash income	Existing net income scaled by 'base' KCC members and inflation
	Net Tennis income	Existing net income scaled by 'base' KCC members and inflation
	Net Bowls and Hockey Income	Assume $10k per 100 members, scale by inflation
Bar Income	Sales	Scale by membership and by inflation
	COGS	47.5% of bar sales
	Direct costs	Scale with sales
Other Income	Venue hire	Scale by inflation and by venue hire growth over first 4 years
	Green fees and court hire	Scale by inflation and by population growth
	Miscellaneous	Insurance recoveries and interest. Scale by inflation

8.1.6 Expenditure assumptions

Table 23 sets out the assumptions used in preparing the financial forecasts.

Table 23. Expenditure assumptions.

Expense category	Assumption
Advertising & Promotion	40% increase first 4 years then scale with inflation
Audit and accountancy	Scale with inflation
Bank Charges	Scale with inflation

Cleaning	Scale with inflation
Club Groceries	Scale with inflation
Clubs WA membership	Scale with inflation
Donations	Scale with inflation
Electricity	Scale with twice rate of inflation
Future fund - fairway devt	Scale with inflation
Fuel, oil and gas	Scale with twice rate of inflation
Insurance	Initial 100% increase then scale with inflation
IT	Scale with inflation
Licenses	Scale with inflation
Printing & Stationary	Scale with inflation
Rates and taxes	Scale with inflation
Repairs & Maintenance	50% reduction in new/refurbished building, scale with inflation
Secretarial costs	Scale with inflation
Security	Initial 100% increase then scale with inflation
Water Rates & Consumption	Scale with inflation
Miscellaneous	Scale with inflation
Superannuation	Scale with inflation
Telephone & Internet	Scale with inflation

8.2 Sources of Funding

A funding model has been assumed whereby one-third of the total capital expenditure on the new development will be secured from the Community Sport and Recreation Facility Fund (CSRFF), one-half from another regional grants scheme (e.g. Royalties for Regions program or National Stronger Regions Fund) and the remaining one-sixth from the KCC itself, from reserves plus a self-supporting loan from, for example, the Shire of Katanning. This has been assumed to be interest free and repayable over 20 years, though the details would be subject to negotiation with the lender and will also depend on the extent to which the KCC can provide funds from its own reserves or to raise funds through other means.

8.3 Outline Financial Analyses

Based on the assumptions in Section 8.1, financial analyses have been performed to model the financial impact on the KCC for a period of ten years following completion of the development (assumed to be two years for construction).

Detailed projections for the base case with the single storey new build option (including the provision of bowls and hockey) are presented in Table 24.

This case assumes inflation at 3%, an underlying population growth rate of 2%, a 'new facility surcharge' of 2% per year (on top of inflation), a growth in venue hire of 20% year on year for the first four years following the development and the attraction of 60 new bowls and hockey members in the first two years following completion of the redevelopment.

Table 24. Base case projections for new build option.

Katanning Country Club Inc
Forecast Financial Impacts Years 1 to 10

			Actual	Forecast								
Project Year			0	1	2	3	4	5	6	7	8	9	10
Financial Year			2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Base KCC members		Existing members scaled by population growth	205	210	215	220	225	230	235	240	245	250	255
Average subscription		Existing subscription scaled by inflation and 'new facility surcharge'	105.61	109.78	112.04	117.64	123.53	129.70	136.19	143.00	150.15	157.65	165.54
New members		Additional members from new sports (bowls), then scaled by popn growth	0	0	0	30	60	62	64	66	68	70	72
Total members			205	210	215	250	285	292	299	306	313	320	327
Income													
Subscriptions			*21,650*	*22,843*	*24,089*	*29,411*	*35,205*	*37,873*	*40,720*	*43,757*	*46,996*	*50,449*	*54,130*
Sports Income													
	Net Golf income	Existing net income scaled by 'base' KCC members and inflation	32,000	33,784	35,609	37,526	39,530	41,621	43,801	46,075	48,446	50,918	53,494
	Net Squash income	Existing net income scaled by 'base' KCC members and inflation	13,000	13,717	14,454	15,245	16,059	16,908	17,794	18,718	19,681	20,685	21,732
	Net Tennis income	Existing net income scaled by 'base' KCC members and inflation	9,000	9,496	10,014	10,554	11,118	11,706	12,319	12,959	13,626	14,321	15,045
	Net Bowls income	Assume $10k per 100 members, scale by inflation	-	-	-	4,944	9,868	10,216	10,547	10,877	11,206	11,536	11,866
	Sub-Total		*54,000*	*56,977*	*60,083*	*68,269*	*76,595*	*80,453*	*84,462*	*88,629*	*92,959*	*97,460*	*102,137*
Bar Income													
	Sales	Scale by membership and by inflation	160,912	169,782	179,039	214,430	251,784	265,707	280,239	295,404	311,227	327,733	344,949
	COGS	47.5% of bar sales	76,433	80,646	85,043	101,854	119,597	126,211	133,114	140,317	147,833	155,673	163,851
	Direct costs	Scale with sales	52,479	53,372	56,301	69,933	82,116	86,656	91,396	96,342	101,502	106,885	112,500
	Gross Operating Profit		*32,000*	*33,764*	*35,606*	*42,643*	*50,071*	*52,840*	*55,730*	*58,746*	*61,892*	*65,175*	*68,598*
Other Income													
	Venue hire	Scale by inflation and by venue hire growth over first 4 years	4,000	4,120	4,244	5,245	6,483	8,013	9,904	10,201	10,507	10,822	11,147
	Co-location contribution fees	Scale by inflation and by population growth	25,000	26,265	27,594	28,990	30,457	31,998	33,617	35,318	37,106	38,983	40,955
	Miscellaneous	Insurance recoveries and interest. Scale by inflation	3,635	3,744	3,856	3,972	4,091	4,214	4,340	4,471	4,605	4,743	4,885
	Sub-Total		*32,635*	*34,129*	*35,694*	*38,207*	*41,031*	*44,225*	*47,862*	*49,990*	*52,217*	*54,548*	*56,988*
TOTAL INCOME			140,285	147,713	155,471	178,530	202,902	215,391	228,773	241,121	254,065	267,632	281,854
Expenses													
Advertising & Promotion		40% increase first 4 years then scale with inflation	660	680	700	1,010	1,040	1,071	1,103	812	836	861	887
Audit and accountancy		Scale with inflation	6,400	6,592	6,790	6,993	7,203	7,419	7,642	7,871	8,107	8,351	8,601
Bank Charges		Scale with inflation	2,000	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688
Cleaning		Scale with inflation	15,500	15,965	16,444	16,937	17,445	17,969	18,508	19,063	19,635	20,224	20,831
Club Groceries		Scale with inflation	250	258	265	273	281	290	299	307	317	326	336
Clubs WA membership		Scale with inflation	600	618	637	656	675	696	716	738	760	783	806
Donations		Scale with inflation	250	258	265	273	281	290	299	307	317	326	336

Electricity		Scale with twice rate of inflation	8,800	9,328	9,888	10,481	11,110	11,776	12,483	13,232	14,026	14,867	15,759
Future fund -fairway devt		Scale with inflation	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524	6,720
Fuel, oil and gas		Scale with twice rate of inflation	1,200	1,272	1,348	1,429	1,515	1,606	1,702	1,804	1,913	2,027	2,149
Insurance		Initial 100% increase then scale with inflation	11,000	11,330	11,670	24,040	24,761	25,504	26,269	27,057	27,869	28,705	29,566
IT		Scale with inflation	3,500	3,605	3,713	7,649	7,879	8,115	8,358	8,609	8,867	9,133	9,407
Licenses		Scale with inflation	985	1,015	1,045	1,076	1,109	1,142	1,176	1,211	1,248	1,285	1,324
Printing & Stationary		Scale with inflation	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016
Rates and taxes		Scale with inflation	2,500	2,575	2,652	2,732	2,814	2,898	2,985	3,075	3,167	3,262	3,360
Repairs & Maintenance		50% reduction in new/refurb building, scale with inflation	6,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914	4,032
Secretarial costs		Scale with inflation	34,000	35,020	36,071	37,153	38,267	39,415	40,598	41,816	43,070	44,362	45,693
Security		Initial 100% increase then scale with inflation	800	824	849	1,748	1,801	1,855	1,910	1,968	2,027	2,088	2,150
Water Rates & Consumption		Scale with inflation	1,500	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016
Miscellaneous		Scale with inflation	3,200	3,296	3,395	3,497	3,602	3,710	3,821	3,936	4,054	4,175	4,301
Superannuation		Scale with inflation	4,000	4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
Telephone & Internet		Scale with inflation	1,800	1,854	1,910	1,967	2,026	2,087	2,149	2,214	2,280	2,349	2,419
Total Expenses			111,445	111,998	115,676	136,491	140,943	145,550	150,316	154,928	160,027	165,306	170,772
Operating Profit			28,840	35,714	39,794	42,039	61,959	69,841	78,456	86,193	94,037	102,326	111,082
Operating Profit %			21%	24%	26%	24%	31%	32%	34%	36%	37%	38%	39%
Cash movements	Opening balance			203,992	236,847	276,277	282,444	265,057	273,772	289,193	310,591	337,988	371,739
	Operating Profit			35,714	39,794	42,039	61,959	69,841	78,456	86,193	94,037	102,326	111,082
	Self-supporting loan repayments			0	0	50,419	50,419	50,419	50,419	50,419	50,419	50,419	50,419
	Additional working capital requirements			1059	2,185	5,452	8,927	10,708	12,616	14,376	16,221	18,156	20,183
	Closing balance		203,992	236,847	276,277	282,444	265,057	273,772	289,193	310,591	337,988	371,739	412,219
Less Depreciation													
	Existing	Existing depreciation constant	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	Proposed Improvements	Amortisation of new building over 40 years - balance sheet item	0	0	0	71,523	71,523	71,523	71,523	71,523	71,523	71,523	71,523
	Sub-Total		25,000	25,000	25,000	96,523	96,523	96,523	96,523	96,523	96,523	96,523	96,523
Net Surplus (Deficit) after Depreciation and Amortisation of New Asset			3,840	10,714	14,794	- 54,484	- 34,563	- 26,682	- 18,067	- 10,330	- 2,485	5,803	14,559

Total capital expenditure	4,000,000
Capex on new/refurbished building component	1,500,000
Population growth rate	2.00%
Inflation rate	3%
Additional fee increase rate	10%
Additional bowling members	50
Venue hire growth	5%

8.4 Sustainability of Project

The analysis in Table 24 shows that on the baseline assumptions, the overall impact would be deficit (after depreciation and amortisation of the new asset) for 6 years following completion of the project, but that the KCC could then return to a surplus. In terms of cash, there is sufficient (in this model) to service the self-supporting loan of one-sixth of the capital costs (albeit on an interest-free basis) and also to retain funds in the sinking fund to cover the amortisation of the new facility over a period of 40 years.

Table 25 shows the projections of surplus/deficit for the 8 years following completion of the redevelopment (project year 3 onwards) for the two redevelopment options (refurbishment or new build) with or without the provision of lawn bowls (this still considers the membership to scale with population growth of 2% per year and a 'new facility surcharge' of 2% per year (on top of inflation), plus growth in venue hire. The key conclusions are:

- The provision of lawn bowls and hockey (and the attraction of an additional 60 new members through this) is an attractive addition for all redevelopment options; without bowls, refurbishment and new build options all remain in deficit for all of the years modelled.
- The single storey new build option, as would be expected from the comparative capital costs to refurbishment with longer term benefits, is more attractive financially than the refurbishment option and double storey build options – with lower financial risks.

A further illustration is in Table 26, which shows the sum of the 8 years of net surplus/deficits for each option. This clearly shows the preference for including bowls (on the basis of the assumptions made) and the preference for the single storey new build option (so long as this option doesn't undermine the club's ability to attract and retain new members. Significantly, the option to build a single storey new building without bowls associated with it also means that the cash reserves of the KCC will be depleted within a few years of completion of the project as a result of the need to make large repayments for the self-supporting loan.

Table 25. Base case for the three redevelopment options, with or without bowls.

Option	Project Year							
	3	4	5	6	7	8	9	10
	Net Surplus (Deficit) after Depreciation and Amortisation of New Asset ($)							
Refurbishment option, with bowls	- 70,042	- 50,121	- 42,240	- 33,625	- 25,887	- 18,043	- 9,755	- 999
Refurbishment option, w/out bowls	- 83,632	- 77,962	- 71,718	- 64,817	- 58,873	- 52,906	- 46,583	- 39,887
Double Storey build option, with bowls	- 96,784	- 76,864	- 68,982	- 60,367	- 52,630	- 44,785	- 36,497	- 27,741
Double Storey build option, w/out bowls	- 110,374	- 104,704	- 98,461	- 91,559	- 85,615	- 79,648	- 73,326	- 66,630
Single Storey build option, with bowls	- 54,484	- 34,563	- 26,682	- 18,067	- 10,330	- 2,485	5,803	14,559
Single Storey build option, w/out bowls	- 68,074	- 62,404	- 56,161	- 49,259	- 43,315	- 37,348	- 31,026	- 24,330

Table 26. Base case options – sum of net surplus (deficit).

Option	*Sum of net surplus (deficit) over the 8 years following completion of the redevelopment*
Refurbishment option, with bowls	*- 250,712*
Refurbishment option, without bowls	*- 496,379*
New double storey build option, with bowls	*- 464,650*
New double storey build option, without bowls	*- 710,317*
New single storey build option, with bowls	*- 126,250*
New single storey build option, without bowls	*- 371,916*

The inclusion of bowls has a clear influence on the viability of the redevelopment project. The assumptions in the base cases above are that the KCC will attract a total of 60 new bowls and hockey members over the two years following completion of the redevelopment and that the membership base will then grow in line with a 2% population growth rate.

Looking specifically at the single storey build option including bowls and hockey, the projections of surplus/deficit for the 8 years following completion of the redevelopment (project year 3 onwards) as a function of new bowling members attracted is shown in Table 27.

Table 27. Surplus/deficit as a function of new bowling members attracted.

New bowling members attracted	*Sum of net surplus (deficit) over the 8 years following completion of the redevelopment*
25	*- 267,743*
50	*- 166,612*
75	*- 70,269*
100	*+30,863*
125	*+127,206*

Clearly, the financial projections are highly sensitive to the ability of the club to attract new members as a result of the lawn bowls and hockey facilities. With 50 new members, the annual net surpluses/deficits are as follows:

Project Year							
3	*4*	*5*	*6*	*7*	*8*	*9*	*10*
- 56,749	*- 39,204*	*- 31,912*	*- 23,428*	*- 15,827*	*- 8,125*	*16*	*8,618*

Significantly, all things being equal, the KCC cash position remains positive, albeit diminished from current levels, even with no new bowling and hockey members, indicating again that the single storey new build option provides the lowest financial risk with the highest long term impact. This is because the other factors (population growth and the 'new facility surcharge' both play a role in increasing revenues for the KCC for the existing (non-bowling) membership base.

With the case of 60 new bowling and hockey members attracted and a 2% 'new facility surcharge', then for the single storey build case, the sensitivity to population growth rate is shown in Table 28.

Table 28. Surplus/deficit as a function of population growth rate.

Underlying population growth rate	*Sum of net surplus (deficit) over the 8 years following completion of the redevelopment*
0	*- 356,083*
0.5	*- 267,562*
1.0	*- 224,361*
1.5	- 180,884

2.0	*- 126,250*
3.0	*- 25,030*
4.0	*+ 94,455*

The model is highly sensitive to the underlying population growth rate, and the ability of the club to grow its existing membership base as a result of this. Given that the new facilities will be of a much higher standard than present, it could be expected that the KCC could in any case increase its membership base by 1.5 to 2% year on year despite the underlying population growth. Therefore, although the financial models are highly sensitive to this factor, it is not considered to be an overwhelming risk.

The 'new facility surcharge' represents an increase in subscription fees on top of annual inflation to represent the value in the upgraded facilities.

With no 'new facility surcharge' (0%), the average subscription fees would be as follows, based just on a 3% per year inflation increase (based on $105.61 average subscription in 2016):

Project Year									
1	2	3	4	5	6	7	8	9	10
108.78	112.04	115.40	118.86	122.43	126.10	129.89	133.78	137.80	141.93

With a 2% 'new facility surcharge', the figures are as follows:

Project Year									
1	2	3	4	5	6	7	8	9	10
108.78	112.04	117.64	123.53	129.70	136.19	143.00	150.15	157.65	165.54

With the case of 60 new bowling and hockey members attracted and a 2% population growth rate, then for the single storey new build case, the sensitivity to 'new facility surcharge' is shown in Table 29.

Table 29. Surplus/deficit as a function of 'new facility surcharge'.

'New facility surcharge'	*Sum of net surplus (deficit) over the 8 years following completion of the redevelopment*
0	*- 156,483*
0.5	*-149,190*
1.0	*-141,723*
1.5	*-134,077*
2.0	*-126,250*
3.0	*-110,031*
4.0	*-93,032*

The model is not overly sensitive to the 'new facility surcharge', but the base case assumes an additional 2% per year is added to the subscription.

The final factor in the model is the growth in venue hire business stimulated through the redevelopment. The base case assumes an additional 20% of business year on year for the first four years following completion of the redevelopment followed by an increase in line with inflation. This leads to the following revenues for venue hire (2016 budget revenue: $4,000):

Project Year									
1	2	3	4	5	6	7	8	9	10
4,120	4,244	5,245	6,483	8,013	9,904	10,201	10,507	10,822	11,147

All other assumptions being as for the base case, then for the new single storey build option, the sensitivity to venue hire growth is shown in Table 30.

Table 30. Surplus/deficit as a function of venue hire growth.

Venue hire growth	*Sum of net surplus (deficit) over the 8 years following completion of the redevelopment*
0	*-159,704*
10%	*-145,019*
15%	*-136,189*
20%	*-126,250*
30%	*-102,670*

Again, the model is not overly sensitive to the venue hire growth.

8.5 Conclusions from the financial analyses

The conclusions from the financial analyses are that:

- The single storey new build option offers the least financial risk to the KCC with the greatest long term benefit, but it is important to ensure that the construction provides the necessary upgraded facilities that are required to attract the membership growth required for financial sustainability.
- The provision of lawn bowls and hockey as a sport appears to be attractive; without bowls and hockey, refurbishment and new build options all remain in deficit for all of the years modelled.
- However, the financial viability depends critically on the number of new bowling and hockey members that can be attracted to the redeveloped facility. The assumptions in the base cases above are that the KCC will attract a total of 60 new bowls members over the two years following completion of the redevelopment and that the membership base will then grow in line with a 2% population growth rate. All things being equal, the KCC cash position remains positive, albeit diminished from current levels, even with no new bowling members, for the new build option.
- Population growth and a 'new facility surcharge' both play a role in increasing revenues for the KCC for the existing (non-bowling) membership base.
- The financial model is highly sensitive to the underlying population growth rate, and the ability of the KCC to grow its existing membership base as a result. However, given that the new facilities will be of a much higher standard than present, it could be expected that the KCC could in any case increase its membership base by 1.5 to 2% year on year despite the underlying population growth.
- The financial model is not overly sensitive to the 'new facility surcharge', but the base case assumes an additional 2% per year is added to the subscription on top of inflation.
- The model is not overly sensitive to the growth in venue hire revenue, but the base case assumes an additional 20% of business year on year for the first four years following completion of the redevelopment followed by an increase in line with inflation.

9 Socio-Economic Benefits

The potential benefits of the proposed redevelopment project would be as follows:

- **Increased capacity** – responding to demand and projected population increases in Katanning, the improved clubhouse, larger number of squash courts and improved tennis facilities will provide increased capacity to cater for current members and increased membership.
- **Increased participation in sports** – better facilities will provide an impetus for increased participation in a range of sports. More significantly, co-location of bowls and the provision of enhanced greens will drive increased membership, addressing the under-representation of participation in bowls in Katanning and also provide a natural sport for members of the KCC to transfer to in later years.

- **Reduced costs** – co-location synergies will reduce costs. KCC has already demonstrated a good management model for the co-location of clubs and this would benefit other clubs (bowling, hockey) if they were to co-locate. There would also be reduced maintenance costs with a new facility compared with the current, ageing infrastructure.
- **Increased provision of facilities for the community** – Katanning is undergoing a growth phase, with a number of drivers for increasing population and commercial enterprises (e.g. SuperTowns initiative, the potential recommencement of mining operations at the Badgebup gold mine, expanded agricultural activities and processing (e.g. expansion of operations at the WAMMCO abattoir and the new Katanning Regional Saleyard developments). To respond to these drivers, Katanning needs to improve its community sport and recreation infrastructure (as well as other community infrastructure) in order to provide the basis for the attraction and retention of workers in the town.
- **Increased sustainability** – through facilitating membership growth, the developments would lead to a more sustainable, financially healthy Country Club. The improved clubrooms would also increase the potential for income generation through, for example, hosting functions, seminars and conferences. While such activities are already hosted, the capacity constraints of the current building restrict the number of functions that can be hosted and decreases the attractiveness of the venue to organisers.

More detailed socio-economic benefits are summarised as follows.

9.1 Attraction and retention of residents

The improvement of infrastructure is known to attract and retain residents in the region's towns to support economic and community development. Rural and remote communities experience disadvantage, by definition through their reduced access to goods and services, but also in employment opportunities and income. They include some of Australia's lowest socio-economic areas and have lower overall education achievement[22]. Economic, social and environmental changes affecting Australian agriculture have led to concern for the sustainability of family farming, and rural communities can no longer expect economic security and sustainability from traditional agriculture enterprise[23]. As a result of these considerations, the wellbeing of people living in rural Australia has become an issue of national significance. The growth of vibrant communities within most of the Shires requires enhancement or revitalisation of towns with investments in townscapes and in recreational, cultural and heritage facilities. Katanning is an important service centre to a wide region which includes and number of smaller local government areas and townships. Katanning provides the major retail and commercial service to a region basically 100km in diameter along with housing most of the State government services such and health and education for the region. Whilst Katanning acts as the regional centre, it is suffering from aging infrastructure and its capacity to continue to fulfil this role is dependent upon continued investment that allows for attraction and retention of key staff and services. The KCC development will provide improved infrastructure and co-location potential that will help to meet this need.

With a highly multicultural population in Katanning, the new facilities at the KCC will cater for activities that also support cultural diversity and therefore the long-term sustainability and wellbeing of the community. The facility will respond to the urgent need for accommodation for existing club/groups and will assist to reduce barriers to physical activity among rural residents and support the groups that are working to address specific barriers and challenges physical activity faced by rural residents.

The enhancement sporting, cultural and recreational facilities all set the scene of a vibrant community offering choices of free time activities for all ages.

9.2 Impacts and Benefits from the Provision of Sporting Facilities

The Australian Government's Sports Commission reports that 'Sport is fundamental to Australia's society, culture and economy. Participation in sport improves mental and physical health, enhances community well-

[22] (AIHW, 2008)
[23] (Rogers & Walker, 2005)

being and contributes significantly to employment.'[24] Sport and recreation is **part of the fabric of Australian life**: it binds and builds communities, 'empowers, inspires and motivates individuals, provides work-life balance and helps shape the national character.'[25] Providing adequate, high quality sporting facilities is fundamental to continuing to build on this 'fabric' – and improving its strength. The latter is needed particularly in light of data from the ABS[26] which states: 'Although most Australians do participate (in Sport), of concern is that less than one-third (30%) did so more than twice a week in 2009-10 and that the majority of Australians had only low or sedentary exercise levels (72% in 2007-08). Many Australians would not be achieving the exercise levels recommended by the National Physical Activity Guidelines'.

Studies in not only Australia, and WA in particular, but also Canada and the UK recognise the contribution sport makes to the building of national pride, plus go further in illuminating what the additional benefits are that sporting activities bring to societies. The Canadian Study[27], *'Strengthening Canada – The Socio-economic Benefits of Sports Participation in Canada'*, and the Western Australian Department of Sport and Recreation's *'More than Winning – The Real Value of Sport and Recreation in Western Australia'* verify these impacts and benefits of sport participation and facilities on individuals and communities, and on the nation's economy and society. The most significant are the following.

Sport touches many aspects of people's lives:

- It changes individuals—including their health and well-being, their social networks and sense of social connection and social inclusion, and their skills.
- It affects communities—including the social cohesion and social capital of communities. Sport can help address anti-social behaviour and can support education plus help sustain the environment through protecting open space and natural areas.
- It has an impact on the economy—by attracting business investment, creating jobs and providing work for thousands.
- It helps to shape national and cultural identities. According to Kelley and Evans (1998) sport has been identified as being 'the most important element contributing to our feelings about our nation'.[28]

The major benefits of sport participation are:

- Improved Physical Fitness and Health.
- Fun, Recreation and Relaxation.
- Sense of Achievement.
- More Opportunities for Shared Family and Household Activities.
- Improved Social, Analytical and Life Skills.
- Opportunities to Socialize and Make New Friends.
- Preparedness for Sport Competition.

The multiple-use nature of the KCC will provide local capacity that will ensure that changes in memberships in local clubs etc. will be able to be catered for by the facility. Co-location of clubs at the KCC will also assist with meeting the future needs of the community. Co-location will also reduce the "volunteer workload" assisting to meet the reducing number of volunteers in many communities and clubs.

[24] http://www.ausport.gov.au/information/nsr/the_future_of_australian_sport 'The Future of Australian Sport' 2011
[25] http://www.dsr.wa.gov.au/assets/files/Advocacy/More%20than%20winning.pdf 'More than Winning – The Real Value of Sport nd Recreation in Western Australia', Government of WA, Department of Sport and Recreation: Building Stronger, Healthier, Happier and Safer Communities.
[26] http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Main+Features30Jun+2011 'Looking Forward', Sport & Physical Recreation
[27] http://vancouver.ca/parks/activecommunity/pdf/SportsParticipation.pdf Report August 2005: *'Strengthening Canada – The Socio-economic Benefits of Sports Participation in Canada'* The Conference Board of Canada - Insights You Can Count On.
[28] Kelley, J., Evans, M. (1998). Sources of national pride in 24 nations. *Australian Social Monitor*, (2), 23-30.

9.3 Health Impacts and Benefits

Active participants attach very high levels of importance to sport as a source of relaxation, fun and recreation; physical fitness; improved quality of life due to better health; and stress relief. Individuals can gain significant health benefits from physical activity through sport (or other means) by achieving the right levels of frequency, duration and intensity of activity.

Improving health through sport and other forms of physical activity would significantly reduce health-care costs. In Canada, recent estimates of health-care spending due to physical inactivity range from CAN$2.1 billion to CAN$5.3 billion annually, representing as much as 4.8% of total health-care costs. In Australia, increased participation in sport (and recreation) provides substantial returns to the public and private sectors through improved health. Research done by Econtech, commissioned by Medibank Private (2007)[29], stated: 'If more Australians were physically active for just 30 minutes a day the Australian healthcare system could save $1.5 billion a year'. According to Access Economics (2006) the total economic cost of obesity alone in Australia in 2005 was $21 billion, with the cost to the Western Australian economy $2.1 billion. Nationally, this was expected to increase to $34.6 billion in 2008. On this basis, increasing sport participation could significantly reduce national health-care costs.

9.4 Skills Impacts and Benefits

Sport participation develops a wide range of skills and attitudes, including teamwork, leadership, problem-solving, decision-making, communications, personal management and administrative skills. Sport also builds character and personal qualities, such as courage and the capacity to commit to a goal or purpose, as well as values, such as respect for others, self-discipline, a sense of fair play and honesty. Young people find sport enables them to channel their energy, competitiveness and aggression in socially beneficial ways. For the vast majority of active participants, volunteers and attendees sport is an important source of skills that they can apply away from sport. These skills also help people to play a more positive role in their communities and family life.

9.5 Social Impacts and Benefits

'Sport has the power to unite people in a way little else can. Sport can create hope. Breaks down racial barriers ... laughs in the face of discrimination ... speaks to people in a language they can understand." - Nelson Mandela

Sport improves social cohesion. Sport participants experience a high degree of interaction with other individuals, which improves interpersonal relationships, establishes the basis for trust and builds teamwork skills that generate gains in social cohesion. Social cohesion, in turn, is fundamental to building 'social capital', which is the 'social fabric or glue that ties members together in a given locality[30]. According to Putnam (2000)[31] sports clubs and community organisations are important conduits for developing such capital and are good barometers of community strength.

Sport works by constructing associations of people – participants, volunteers and supporters - that constitute social networks with a defined purpose. These networks generate trust and a willingness to interact with others *outside of sport.* This willingness can be harnessed to social and economic advantage. Sport participation strongly encourages individuals from different backgrounds to work and play together in a positive way. It gives individuals of all ages good opportunities to be actively involved in their communities, which help them learn positive lessons about responsibility and respect for others, and gives them the chance to give back to their communities. Dempsey (1999)[32] highlighted the importance of sport in his 17-year study of a Victorian rural community. His study found that sport and sporting clubs enabled all members of a

[29] Medibank Private (2007). The cost of physical inactivity. What is the lack of participation in physical activity costing Australia? Report by Econtech for Medibank Private.
[30] Cox, E. (1995). *A Truly Civil Society*. Sydney: ABC Books.
[31] Putnam, R. (2000). Bowling alone: the collapse and revival of American community. New York, Simon and Schuster.
[32] Dempsey, K. (1999). Smalltown - a study of social inequality, cohesion and belonging. Melbourne: Oxford University Press.

community to be linked by a common bond: their participation in that club. Similarly, Mahoney (as cited in Townsend, et al., 2002)[33] found in a study of two small Victorian rural communities that at a times of economic hardship, when other institutions and structures were disappearing, physical activity and organised sporting clubs remained, providing a focus within the communities and a sense of community cohesion.[34]

Investment in sports facilities can bolster a community's perception of their local area, restoring pride in their region and improving future social and economic possibilities.

9.6 Economic Impacts and Benefits

Household spending on sport has a significant impact on the Australian economy. Research indicates the biggest spenders participate in sport in more than one way. Volunteers spent the most since they were most frequently multi-participants (as active participants, attendees or both, as well as volunteers). Sport spending is characterized by large numbers of relatively small purchases and expenditures on a variety of different goods and services.

Sport is big business in Australia, generating an estimated net income of approximately $8.8 billion in 2004/05 (ABS, 2005). Australian households spent more than $6.3 billion on sport and recreation in 2003/04 – up from $4.7 billion in 1998/99 (ABS, 2008). Retail sales of sports and physical recreation products in WA are about $409 million. In WA, total income from health and fitness centres and gymnasia alone is approximately $32.3 million (ABS, 2006). According to the ABS, in 2005, there were just under 5000 people employed fulltime in the WA sport and recreation sector. It is estimated this has grown to more than 6000.

Every dollar invested by the WA Government in the Community Sporting and Recreation Facilities Fund generates $2.36 in direct economic activity and $6.51 in total economic activity. On the basis of the current annual commitment of $10.5 million, this equates annually to more than $24.7 million in direct and $68.3 million in total economic activity.

Sport is a valuable element in Australia's learning culture that builds a wide set of transferable skills that are important in work and life. 'The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flow from participation in organised sport (and recreation) is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important. In most regional and remote communities, it is the local tennis, football or basketball club that provides and sustains community interaction (Kemp, 2006)[35]. Atherley (2006)[36] identified other research that recognised the following flow-on effects – social ties, power relations and social capital, social networks, community integration, flow of information and creating a sense of belonging.'

Co-locating more activities at the KCC will make these facilities more financially viable as well as promoting high levels of participation. A significant increase in patronage and facilitate the co-location of more sports. In turn this will reduce the need for travel between locations, provide cross marketing/participation in more activity (thus economic benefit) and reduce the cost of participation to families and increase volunteer availability to the community.

[33] Townsend, M., Moore, J., Mahoney, M., (2002). Playing their part: the role of physical activity and sport in sustaining the health and well being of small rural communities. *Rural and Remote Health*. Melbourne: Deakin University.

[34] http://www.dsr.wa.gov.au/assets/files/Advocacy/More%20than%20winning.pdf 'More than Winning – The Real Value of Sport and Recreation in Western Australia', Government of WA, Department of Sport and Recreation: Building Stronger, Healthier, Happier and Safer Communities.

[35] Kemp, R. (2006, 23 June). Speech at 2006 Sport Policy Summit. Retrieved 26 September 2008 from http://www.minister.dcita.gov.au/kemp/media/speeches/2006_ sport_policy_summit

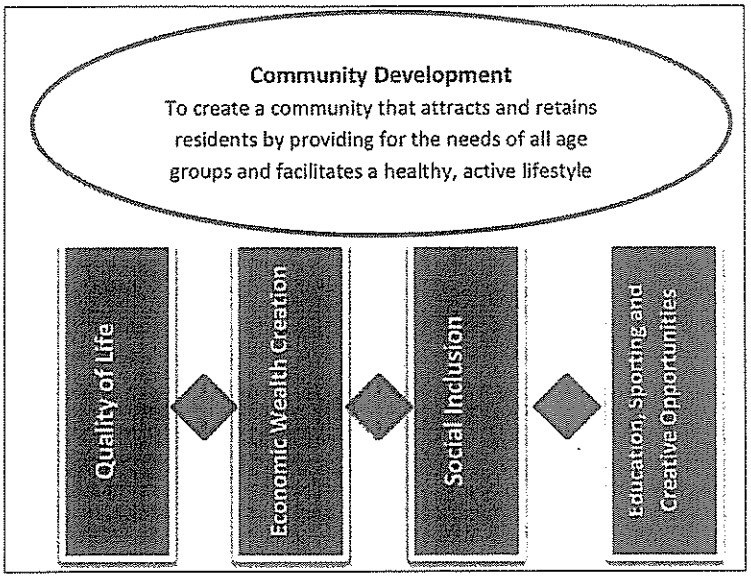
[36] Atherley, K. (2006). Sport and community cohesion in the 21st century: understanding linkages between sport, social capital and the community. Perth: WA Department of Sport and Recreation.

9.7 Regional Development

The ways in which these social, educational, and economic objectives interact and reinforce each other is increasingly recognised around the world. Effective communities create synergies between **social, educational and economic development**. These linkages are essential for communities to keep up with the pace of change; **development cannot occur in separate boxes.**

Hence, the imperative is to not see economic and social/cultural endeavours as separate areas of development, but to create ways in which each complements the other.

The KCC development project will contribute to four key pillars for the community of Katanning and its region:



1. **Quality of Life.** The quality of life and health of a community increases when barriers to learning opportunities are reduced and aspirations raised. Attraction of investment and employment growth through concerted economic planning go hand in hand when a community works together for the common good and within the context of environmental sustainability.
2. **Economic Wealth Creation.** Economic wealth is at the core of creating a secure, sustainable environment for people and business to trust each other and reduce disadvantages. It is reduction of competition and the encouragement of collaboration which will bring wealth in many ways to a Community.
3. **Social inclusion.** Once social disadvantage has been reduced and opportunities to develop new skills, knowledge and experience enabled, people are motivated to become proactive in various areas of community life, within a sustainable environment and encouraged to contribute to their community, as a valued member. Sporting and cultural opportunities can play an important part in reengaging disaffected sections of the community, building shared social capital and grass roots leadership though improved cross-cultural action.
4. **Education, sporting and creative opportunities.** The continuum is completed when opportunities to participate in educational, sporting and creative activities are created and made equally accessible to all members of those communities. When elements of choice and trust become core values or rights within communities, vibrancy and sustainability are enhanced.

9.8 Benefits of Co-Location

Joint-use Services or Co-located facilities are ideally suited to the current political climate and can act as drivers for change within society. While being a potentially more efficient means of providing services; joint-use locations can be a strong platform to promote lifelong learning. Co-located or Joint-use facilities can:

- Contain a more comprehensive or better quality of collections, resources, online services and updated facilities
- Enable extended opening hours
- Create a convenient site where all services are readily available
- Provide a single site for archival and local history collections
- Allow flexibility in innovation through ability to provide and support change

- Provide alternate avenues for professional development of staff
- Promote greater community interaction by providing a focal point and mixing of demographics
- Provide greater access to community services information
- Increase exposure to education services to members of the community otherwise not aware
- Promote life-long-learning through the educational role of the library – not just early years learning cycle
- Provide more avenues for the promotion of individual services
- Bring different community groups together as a part of a governing board

9.8.1 The benefits of co-location

Capstone Co-Location[37] researched into the positive impacts of co-location on a range of aspects including funding opportunities, service delivery and cost-effectiveness. They surveyed 100 organisations on current co-location trends. The results are shown in Table 31 below.

Table 31. Benefits of Co-location.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A	Rating Average	Response Count
Co-location has increased the number of clients we serve	3.2% (1)	3.2% (1)	9.7% (3)	19.4% (6)	61.3% (19)	3.2%(1)	4.37	31
Colocation has increase the number of services each individual client or family uses	3.2% (1)	3.2% (1)	22.6% (7)	25.8% (8)	35.5% (11)	9.7% (3)	3.96	31
Co-location allows us to share ideas with other organisations	0.0% (0)	0.0% (0)	9.7% (3)	38.7% (12)	51.6% (16)	0.0% (0)	4.42	31
Co-location allows us to share resources with other organisations	0.0% (0)	0.0% (0)	12.9% (4)	35.5% (11)	51.6% (16)	0.0% (0)	4.39	31
Co-location is cost-efficient	0.0% (0)	3.2% (1)	16.1% (5)	38.7% (12)	41.9% (13)	0.0% (0)	4.19	31
Co-location reduces duplication of services	0.0% (0)	3.2% (1)	29% (9)	29.0% (9)	35.5% (11)	3.2% (1)	4.00	31
Co-location reduces competition for funding	9.7% (3)	29% (9)	22.6% (7)	25.8% (8)	9.7% (3)	3.2% (1)	2.97	31
Co-location has improved client outcome	0.0% (0)	3.2% (1)	22.6% (7)	29.0% (9)	38.7% (12)	6.5% (2)	4.10	31
The organisations at our site share common goals	0.0% (0)	0.0% (0)	19.4% (6)	41.9% (13)	32.3% (10)	6.5% (2)	4.14	31
The organisations ate our site communicate effectively with each other	0.0% (0)	3.2% (1)	38.7% (12)	38.7% (12)	16.1% (5)	3.2% (1)	3.70	31
The number of services provided at my co-location project is optimal	3.2% (1)	9.7% (3)	38.7% (12)	25.8% (8)	12.9% (4)	9.7% (3)	3.39	31
A coordinating organisation/individual is necessary for a successful co-location project	3.2% (1)	6.5% (2)	12.9% (4)	25.8% (8)	48.4% (15)	3.2% (1)	4.13	31

Further research was carried out by TIDES, in the USA, on 'Measuring Collaboration; The Benefits and Impacts of Non-Profit Centres' in 2010-2011. This research included "a survey of the directors of non-profit centres (146 responses), a survey of tenants of 16 non-profit centres (167 responses), interviews with centre directors in 15 centres, four focus groups of centre directors, and, finally, five in-depth case studies"[38]. The graph in Figure 38 shows the range of benefits from co-locating non-profit organisations according to the TIDES survey.

[37] http://mccoyouth.blogspot.com/2011/05/capstone-co-location-research-shows.html
[38] http://kresge.org/sites/default/files/Uploaded%20Docs/HS%20MeasuringCollaborationExSum051311.pdf

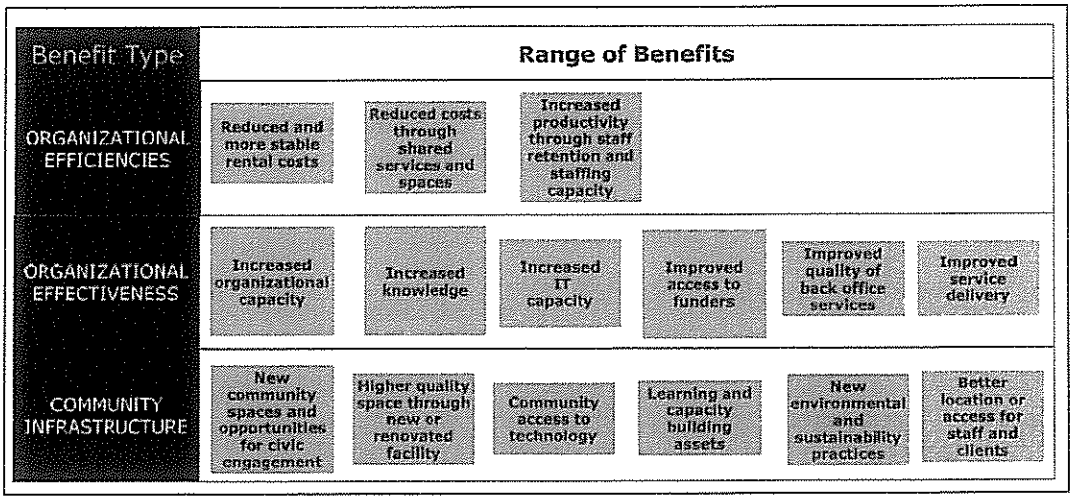


Figure 38. Range of Benefits with Co-Location.

9.8.2 Economic Benefits

The TIDES study showed that **financial stability** was a key positive impact of co-location. Spaces in co-location centres are currently in high demand, resulting in low vacancy and turnover rates. 46% of centres had no vacancies in 2010 while less than 1 in 5 had vacancy rates of greater than 10%. 53% of centres also had no turnover in 2010, while less than 1 in 8 had turnover of greater than 10%. 80% of centres kept waiting lists, with almost 40% of co-locations having organisations on these lists. The decline in funding for non-profit organisations has increased such demand for space in shared locations. With these trends being as they are, co-locations are proving themselves to be both financially sustainable and viable. As the research from TIDES indicated, 75% of non-profit centres are able to meet their expenses; a particularly positive figure considering the study was carried out in the heart of the economic recession with several non-profit organisations facing significant fiscal challenges.

Another significant economic benefit of co-location is **cost saving**. Lower lease costs of the building due to shared tenancy, as well as other cost savings relating to shared services, resources and staffing result in a significant positive impact on the finances of each separate organisation. According to directors of these co-location centres, tenants are provided with substantial subsidies through lease rates that are significantly below market rates. 26% of directors reported their lease rates are at almost half of current market rates and only a small 6% claimed to pay lease rates that were higher than their market rate in their community. A substantial 78% of participants of the TIDES study reported that the cost savings associated with co-locating was one of the most important benefits of shared space. Furthermore, respondents to the survey stated that on average they have made annual cost savings of around 7% since the co-location. These various cost-savings made to organisations through co-location has a subsequently significant positive impact on financial conditions.

Through increased accessibility and visibility of organisations through co-location (as is discussed in more depth in the 'Service Delivery Benefits'), the TIDES survey showed that many organisations have experienced an increase in revenue and funding. Around 59% of resident organisations reported moderate to significant improvement in visibility to funders, and about 45% reported improvements in organizational revenues. Figure 39 displays these results.

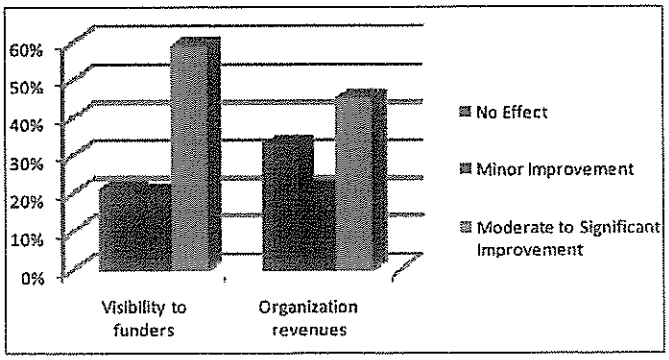


Figure 39. Revenue and Funding Benefits.

9.8.3 Community Benefits

Improved Service Delivery

It is clear that the overall **effectiveness and efficiency** of organisations experiences a significant boost when location is shared. The study carried out by Tides reported that 56% of participants found that their effectiveness and efficiency had undergone "substantial improvements" and 30% acknowledged "moderate improvements". In addition, 62% of resident organisations responding to the survey reported that collaboration with other tenants led to moderate or significant improvements in their effectiveness and efficiency. With enhanced efficiency and effectiveness within these organisations, the service delivered to clients will undoubtedly be of a higher quality.

Figure 40 shows the results of the TIDES study on the degree of improvement of efficiency and effectiveness after co-location, according to participants.

An enhanced service is also provided for clients through co-location due to the **improved quality of the space** (84% of resident organisations cited this benefit). In addition, **improved accessibility** and **increased visibility** in the community are two more ways in which co-location can have a positive impact on the delivery of services and client satisfaction within the community. Participants to the TIDES study in fact cited these benefits as two of the most important factors contributing to improved effectiveness and efficiency as "increased awareness and credibility of the organization within the community (72% reporting moderate to significant improvement) and greater accessibility for clients (55%)". These benefits of increased accessibility and visibility are crucial for organisations to attract new clients, improve their reputation, be seen as a fundamental part of the community and deliver a service that is efficient and effective both for the organisation staff as well as for the clients.

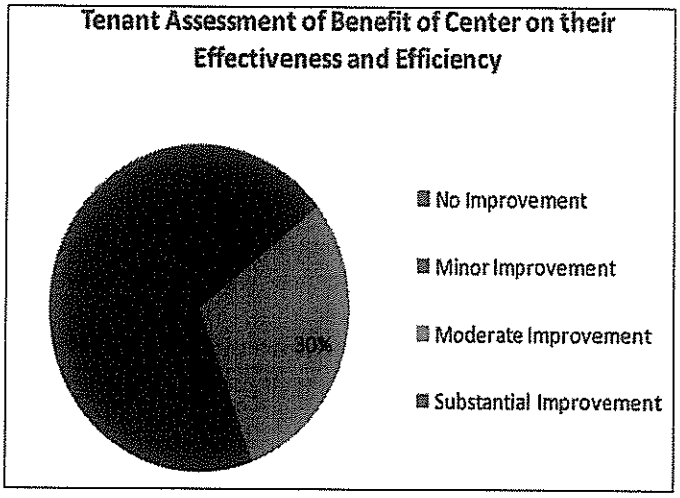


Figure 40. Improvement in Efficiency and Effectiveness.

Other benefits to service delivery have resulted from **improved structure, management and access to resources** through co-location. 68% of respondents to the TIDES survey reported a moderate to significant impact in their organisation's ability to achieve its organisational mission, 53% stated that they experienced moderate to significant improvements in the size and scope of their programmes and 38% reported a moderate to significant improvement in the quality of back office services, including availability of communications and office equipment services. In addition, with reductions in expenditure, more money has been able to be injected into improving the range and quality of programmes on offer, and, according to TIDES, 20% of organisations have stated that they used their savings to develop new programs and services. Through the sharing of resources within a co-location, whether that is intellectual, technological or material resources, more organisations are able to access the equipment they need, when they need it, in order to efficiently and effectively serve the community. The ability for these

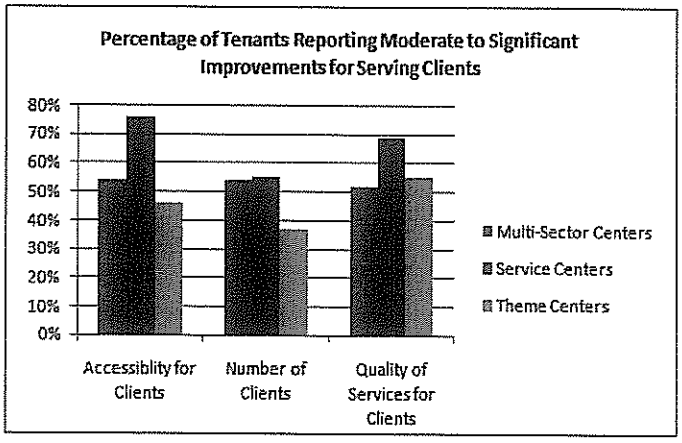


Figure 41. Quality of Service Improvements.

organisations in a co-location to be more organised as well as able to access and/or develop higher-quality equipment and programmes will improve the quality of the service they provide to their clients and the community. In fact, in the TIDES survey, 55% of participating organisations reported that, through a co-location, there has been a moderate to significant improvement in the quality of services to clients and 38% experienced a moderate to significant improvement in the number of clients they serve. It is therefore clear the extent to which co-location between organisations can improve the quality of services on offer and considerably benefit the local community who use these services.

Figure 41, from the TIDES survey, shows the extent to which quality of service and number of clients served has improved through co-location.

Improved/Enlarged Venue Space for Communities

Many co-locations actually offer facilities and services to the general community beyond their resident organisations. The majority of these shared spaces (56%) provide (often much-needed) **meeting space available for use by communities**. Just over 1/3 of these co-locations actually provide a venue for performances and exhibitions. Many directors of these centres have explained that through the provision of such space, the co-locations have become an important "hub" in the local communities' cultural life.

Local residents are more likely to look at the co-location space as the heart of the community, representing the communities' needs and talents and hosting events that the community can feel a part of. This benefit to the community is particularly important in rural and regional areas, such as Katanning.

Development of the Community

According to the TIDES survey, around one-third of the organisation centre directors have reported their investment in the co-location project has had a moderate to strong impact on **new property development and property renovation** in the surrounding area. This effect on the local neighbourhood is particularly important in designated economically distressed areas. In some cases, the co-location has even become *"a critical 'anchor' property that has changed perceptions about a neighbourhood."*[38]

This benefit of co-location does not just positively impact residential property but also small businesses in the surrounding neighbourhood. The TIDES survey has reported that following co-location, some areas have experienced **increased business for local retailers as well as new business development**; 30% of participating centre directors stated that their co-locations have had a moderate to strong impact on both existing business expansion and new business development.

Furthermore, a **strengthening of public infrastructure** in the surrounding community has been a reported impact of the development of co-locations. Examples cited by the centre directors who took part in the TIDES survey include the development of new transit stops, roads, sidewalks, and public parks. These types of investments are important contributors to improved quality of life.

Through improving conditions and developing property in the local area, the community itself will benefit, invigorating the community and helping it to become more prosperous. More business and employment opportunities are likely to be on offer by strengthening of local retailers and new business development and quality of life for the community will be boosted through improvement of public infrastructure.

10 Project Governance

10.1 Governance

The project will have a management team comprising a Project Manager and Steering Committee. The Project Manager (see below) will have the overall responsibility for ensuring that the project meets the objectives set, dealing with operational day to day project-related issues. The management of the project will be supported by the use of IT tools to facilitate project management, co-ordination and dissemination of information among the project's governance structure and key stakeholders.

The Project Steering Committee is responsible for the high level policy and resourcing decisions essential for the delivery of project outputs and the attainment of project milestones.

The Steering Committee will meet at least bi-monthly to review the progress of the project in accordance with the project plan. The committee will receive regular updates on the development of the project and will communicate with the Project Manager on a more frequent basis, if required via email, or teleconference.

The Project Manager will be contracted by the Steering Committee to deliver the defined project outputs. The Project Manager is responsible for organising the project into one or more sub-projects, managing the day-to-day aspects of the project, developing the Project Management Plan(s), resolving planning and implementation issues, and monitoring progress and budget. The prime roles of the Project Manager are to:

- Develop and maintain the Project Management Plan.
- Manage and monitor the project activity through detailed plans and schedules.
- Manage (client/provider/stakeholder) expectations through formal specification and agreement of goals, objectives, scope, outputs, resources required, budget, schedule, project structure, roles and responsibilities.
- Generate project risk assessment procedures and continually assess and mitigate any potential or identified risks to the project.
- Put in place issue reporting structures and implement change control processes and configuration management.
- Undertake the day to day management of the project, having responsibility for any on-going operational issues and the reporting to the Steering Committee and Council on the progress and achievements of the project

10.2 Performance Measures

Fundamentally, the measure of success for this project will be the construction of the new facilities that meet the specifications defined, on time and within budget. However, it is recognised that there are many elements to this project and areas of learning that can inform the progress of the project during its implementation and to inform future projects. Therefore, formal project evaluations will be undertaken as mid- and post-project reviews. These evaluations will draw from a working definition of evaluation as: *"An objective and considered assessment of the efficiency, effectiveness, and/or appropriateness of the project."*

A report on the evaluation will be prepared and presented to the Steering Committee and relevant stakeholder group(s). Once the new facilities have been commissioned and opened, the project will be formally closed. This will follow an orderly Project Closure Process:

- Acceptance of the project deliverables by the Project. This will include a formal acceptance that the new facilities have successfully been completed and are fit for purpose and substantially meet the objectives.
- Risk Management. The risk management plan will be reviewed by the Steering Committee and actions implemented in order to close out any outstanding risks.
- Financial Management. An audit will be undertaken of project expenditure and this will be presented to the Steering Committee and signed off by the Steering Committee
- Asset Management. The company will assume responsibility for the future operation, management and maintenance of the new facilities.
- Post Project Responsibilities. The company will assume responsibility for the future operation, management and maintenance of the new facilities.
- Post-project Review. A post-project review will be undertaken in line with the evaluation process that has been described. This will be presented to the Steering Committee.
- Formal closure by Project Sponsor and disbanding the Steering Committee. On completion of the previous steps, the Steering Committee will be formally disbanded and the project closed.

11 Risk Management Plan

A risk management plan has been defined for the project, including the cost and time plans for which appropriate contingency management strategies need to be agreed to cover uncertainties. The Risk Management Plan for the project:

- Identifies those risks which might impact the project,
- Provides the basis for plans for containment of risks,
- Ensures that each risk is analysed for probability and impact,
- Ensures that there is an agreed mitigation plan for each risk,
- Identifies appropriate contingencies for high risks,
- Allocates ownership for the risks and its mitigation plan to an appropriate member of the project management team (e.g. Project Manager (PM) or Steering Committee (SC),
- Establishes and monitors a procedure for reviewing and evaluating risks on an on-going basis, adding new risks, removing obsolete risks and updating current risks, and
- Reports the status of current risks.

A periodic review by the PM of the risks identified, and any necessary contingency plans will take place. All risks with a score greater than 10 will be allocated to a named member of the SC, who will be take ownership of the risks and take responsibility for implementing and progressing any agreed contingency plan. All other risks will be assessed as part of the periodic review of the Risk Management Plan by the SC.

There are a number of significant factors which impact cost, scope and timing. These have been identified and mitigation strategies will be implemented to manage the development of the facility within the parameters of scope cost and time. The risk matrix in Table 32 considers the key risks that are pertinent to the development project[39].

Table 32. Risk assessment for development.

Risk	Consequences	Probability	Impact	Score P x I	Mitigation
That the design of the development is not suited to deliver intended services	Increased operational costs, further maintenance / redevelopment required. KCC unable to deliver improved facilities and services.	1	4	4	Design consultation with KCC and third party technical and social consultants undertaken.
The construction of the developments exceed budget	Inability to complete project without securing additional funding.	2	4	8	The proposed budget will include a reserve.
Adverse weather conditions delay construction	Increased development costs/delays and potential for reduced service offerings from KCC.	2	3	6	The proposed budget will include a reserve. Design consultation has included the need for KCC to continue operations and to be unaffected by construction.
Adverse weather conditions damage construction/infrastructure	Increased development costs/delays. Remedial work necessary and potential for reduced service offerings from KCC.	2	3	6	The proposed budget will include a reserve. Design consultation has included the need for KCC to continue operations unaffected by construction. Private operators to apply regulated practices.

[39] Refer to Risk Analysis Descriptions for weightings.

Construction does not meet legislative standards	Delays in completion of project and increased costs.	1	4	4	Private company to assure quality practices. Construction inspection by qualified practitioner to be undertaken.
Environmental damage as result of construction	Delay to completion and costs of clean-up incurred.	1	4	4	Private operator to carry suitable insurance.
Access to site limited/restricted	Construction vehicles, contractors and materials have insufficient site access.	2	2	4	Project Manager provides evaluation prior to commencement and seeks necessary authorisation.
Unpredicted events dictate that KCC may not be utilised during construction	Club would need to find suitable temporary premises.	1	4	4	Engagement of qualified consultants pre-negates risk. Project manager to monitor development.
Native title/cultural heritage or natural heritage	Delays to project completion. Possible termination of project.	1	5	5	Building footprint not affected limiting native title or cultural heritage issues. Consultation sought and issue identified.
Operator failure	Contractor unable to start/complete work due to financial/other factor causes construction delay.	2	2	4	Secure the services of suitable qualified replacement contractor.
Design obsolescence	The building would not suit the projected needs requiring further development or redevelopment.	1	5	5	Analysis of club's needs, projected usage and design assessed by suitably qualified practitioners.
Technical obsolescence	Additional costs incurred to provide remedial solution.	1	4	4	Project focuses solely on construction using standard and regulated technologies and qualified contractors.
Contractor availability	Delay to completion.	3	2	6	Project manager to provide direction.
Financial management of project	Budget exceeded jeopardising completion and/or funding.	1	5	5	Engage suitably qualified project manager.
Timeline management	Possible delays, exceed budget.	1	5	5	Engage suitably qualified project manager.
Events of force majeure adversely affect the ability to complete project	Delays, failure to complete project, funding withdrawn.	1	5	5	Private operators & project manager suitably insured.
Industrial relations	Delays to project completion.	2	4	8	Project manager to monitor and manage communications.
General economic downturn	Demand for contracted services affected.	3	2	6	Private operators to ensure satisfactory financial structure.
Unforseen events affect sponsor's ability to fund project	Insufficient funding to complete project.	2	4	8	New funding sources to be secured. Possible re-scope of development.
In-kind pledges rescinded	Alternative service sources required.	3	2	6	Offers of service from members will supplement paid services.

Risk Analysis Descriptions

Probability		
Level	Likelihood of occurrence	Probability
0	Almost non-existent	<1%
1	Extremely unlikely	1-10%
2	Unlikely but possible	11-25%
3	Fairly likely	26-50%
4	More likely than not	51-75%
5	Almost certain	>75%

Impact			
Level	Impact	Duration cost	Financial cost

0	Almost non-existent impact.	1-2 days	<1%
1	Minimal loss, delay, inconvenience or interruption. Can be easily remedied	3-10 days	1-5%
2	Minor loss, delay, inconvenience or interruption. Short to medium term effect	11-30 days	6-15%
3	Significant waste of time or resources. Impact on operational efficiency, output and quality. Medium term effect that may be expensive to recover	1-3 months	16-30%
4	Major impact on costs and objectives. Serious impact on output and/or quality and reputation. Medium to long- term effect and expensive to recover.	3-6 months	31-50%
5	Critical impact on the achievement of objectives and overall performance. Huge impact on costs and/or reputation. Very difficult and possibly long-term to recover.	>6 months	>50%

12 Conclusions and Recommendations

This report has detailed a Feasibility Study that has been undertaken on various options for extending and construction or refurbishing the Katanning Country Club (KCC) facilities in order to address current capacity constraints, ageing infrastructure and to open them up to a greater range of community sports and participation. The Feasibility Study has followed a logical process in line with recommendations from DSR. A comprehensive Needs Assessment has identified the needs of the existing users of the KCC and the wider community. This has been followed by an Options Analysis that has assessed the various options that respond to the identified priority needs. Finally an Outline Financial Analysis has assessed the outline costs, funding sources and financial viability of the preferred option, together with the associated socio-economic benefits.

The outcome of the consultations and research has been encapsulated in the following Statement of Need:

> *"For forty years, the KCC has demonstrated the substantial benefits of co-location of sporting clubs. However, escalating maintenance costs, an increasing gap between the standards considered acceptable in 1976 and minimum expectations today, and capacity constraints, are presenting serious sustainability challenges for the future. The Katanning Bowling Club and Katanning Croquet Club are also facing similar challenges, representing an even greater threat to their survival. These issues are arising as Katanning is entering a significant growth phase and most needs the lifestyle and community benefits of its sporting clubs. Katanning either needs to accept a slow decline in its sporting clubs, or re-invest to sustain them for the future. As in 1976, co-location remains the most cost effective way of achieving this sustainability. A modern sporting facility, incorporating bowls and croquet will set the KCC up for another forty years of serving the community."*

Three principal options have been considered: refurbishment of the existing building, construction of new double storey facilities and construction of new single storey facilities. With refurbishment, the principles are to provide modern multifunctional facilities whilst retaining as much of the existing building as possible, however the state of the current facilities and level of works required makes this a more challenging option with shorter term benefits and limited room for future member and recreational expansion. With both new build options, the redevelopment of the site would involve the construction of a new building followed by demolition of the existing facilities and redevelopment of the sports surfaces, broadening options for future expansion. However, the more modern, complete two-storey build is an expensive option which will likely make it more difficult to secure the necessary funds. The final, single-storey, option provides far greater value for money and still ensures a long-term vision is facilitated, future proofing the KCC for another 50 years.

Outline financial analyses have also been undertaken, projecting income and expenditure for a ten year period. Operating income estimates have been based on estimates of the usage categories that drive revenue, i.e.: subscription fees, facility hire charges, sports-specific fees, including sponsorships and bar sales. A funding model has been assumed whereby one-third of the total capital expenditure on the new development will be secured from CSRFF, one-third from another regional grants scheme (e.g. Royalties for Regions program or National Stronger Regions Fund) and the remaining one-third from the KCC itself, from reserves plus a self-supporting loan from, for example, the Shire of Katanning.

The base case assumes inflation at 3%, an underlying population growth rate of 2%, a 'new facility surcharge' of 2% per year (on top of inflation), a growth in venue hire of 20% year on year for the first four years

following the development and the attraction of 60 new bowls and hockey members over the two years following completion of the redevelopment. The single-storey new build option offers the least financial risk to the KCC with the highest long-term benefits, and the provision of lawn bowls and hockey as a sport appears to be attractive; without them, all options remain in deficit for all of the years modelled. However, the financial viability depends critically on the number of new bowling and hockey members that can be attracted to the redeveloped facility. Population growth and a 'new facility surcharge' also both play a role in increasing revenues for the KCC for the existing (non-bowling) membership base. Given that the new facilities will be of a much higher standard than present, it could be expected that the KCC could in any case increase its membership base by 1.5 to 2% year on year despite the underlying population growth. The base case scenario (single storey new build with bowls and hockey provided) appears to provide a financially sustainable model.

Recommendation

The overall recommendation from the Feasibility Study is that the KCC should pursue the option of constructing new single storey facilities and demolishing its current facilities and incorporating provision for the co-location of lawn bowls and hockey. The single storey new build option provides the lowest financial risk and the longest term benefits. The provision of lawn bowls and hockey would address a key gap in provision in Katanning and also provide a mechanism for membership growth and financial sustainability for the KCC. Grant funding for the development will be required and it is assumed that two-thirds of the required capital could be secured from state and federal funding programs with the remaining third to be funded from the KCC's reserves in combination with a self-supporting loan.

Appendix 1: Questionnaire for Current Users

The KCC is currently carrying out a review of its facilities. As part of this process the Club is investigating whether it may be able to upgrade and provide more amenities based on the needs of existing and potential users. The Management Committee would greatly appreciate your view on the facilities that are available at the Club and if they meet your needs.

Q1 Do you use the facilities at KCC?

Yes No

Q2 What category of membership do you hold?

Full Casual
Social Sub-Junior
Country

Q3 How long have you been a member of KCC?

20 years + 10yrs+
5-10 years 2-5years
1-2 years Less than 1 yr

Q4 How do you travel to KCC?

Car (as driver) Team mini bus or coach
Car (as passenger) Taxi
Bicycle On foot

Q5 For what purpose do you use the facilities?

Golf Squash
Tennis Spectator only
Social Function Room Hire
Non-Club activities

Please specify: _____

Q6 How often do you make use of the facilities?

More than once a week Weekly
Fortnightly Monthly
Yearly Not at all

Q7 What time of day you use the facilities?

Morning Afternoon
Evening Weekdays
Weekends

Q8 Is this your preferred time?

Golf Yes No.....
Squash Yes No.....
Tennis Yes No.....

Q9 How far in advance do you need to book the facilities?

Golf 1 day 1 week >1 week....
Squash 1 day 1 week >1 week...
Tennis 1 day 1 week >1 week....

Q10 Please rate the facilities at the KCC (only tick one rating per item)

	Very Good	Good	Satisfactory	Poor	Very Poor
Club Bar/Restaurant					
Golf Course					
Squash courts					
Tennis courts					
Club rooms					
Change rooms					
Lockers					
External lighting					
Member Notice Board					
Function room					
Meeting room equipment					
Parking Facilities					
Seating					
Accessibility of facilities					
Availability of facilities					

Q11 Please indicate what improvements you think are necessary at KCC?
Improved lighting
Automated reticulation
Upgrade of Squash courts
Upgrade of Tennis courts
Shaded spectator areas
Drinking fountain
Exercise stations
Additional training grounds
Expansion of catering facilities
Additional storage
Facilities such as barbeque areas and children's play areas

Q12 What other improvements or facilities would you like to see at KCC?

_____

Q13 Would you like to see more regional and state games played at KCC?
Yes No Unsure
Please specify which sport/s: _____

_____

Q14 What matches would you be more interested in?
Day Night Does not matter

Q15 Do you regularly use the Katanning Leisure Centre or any other club or sport facility within 50kms of Katanning?
Yes No
If yes please specify the sports you regularly engage in: _____

_____

_____

Q16 Would you engage in physical activity more often at the KCC if the current range of activities were extended through the co-location of other sport clubs?
Yes No Unsure

Q17 What other sports would you engage in/ are of most interest to you?
Please specify: _____

_____

Q18 Would you engage in physical activity more often at the KCC if child minding facilities were available?
Yes No Unsure

Q19 If the KCC renovation results in an increase in membership fees, or the need to increase sport club fundraising activities; would you continue support the KCC upgrade and increase in provision of additional amenities?
Yes No Unsure

Q20 What do you consider the most important benefit of your membership of the KCC?

_____

Q21 What gender are you?
Male Female

Q22 What age group are you?
12-18 18-21 21-30
31-40 41-50 51-60
60+

Q23 Would you attend an open meeting to discuss development proposals for the KCC?
Yes No Unsure

Q24 In which suburb or area do you live?

_____

Q25 Do you have any other feedback you would like to provide?

_____

Appendix 2: Questionnaire Sport Club Presidents

Sports club being interviewed: _____
Interviewee Name & Club Position: _____

KT interviewer _____
Date / Time _____

Q1: For what purpose do you use KCC: (training, competition, social, functions or seminars etc)

Q2: What facilities do you use at KCC?

Q3: When do you use the facilities? (Please provide a detailed timetable or see attached grid)

Q4: Are these times suitable? If not, why?

Q5: What are the tiers of competition in your club?

GOLF:

Men:	A division ❑	B division ❑	C division ❑
Women:	A division ❑	B division ❑	C division ❑
Sub-Juniors:	A division ❑	B division ❑	C division ❑
Other:			

SQUASH:

Men	A grade ❑	B grade ❑	C grade ❑	G grade ❑
Women	A grade ❑	B grade ❑	C grade ❑	
Sub Juniors	A grade ❑	B grade ❑	C grade ❑	
Other:				

TENNIS

Men	A grade ❑	B grade ❑		
Women	A grade ❑	B grade ❑	B grade ❑	
Sub-Juniors	A grade ❑	B grade ❑	B grade ❑	
Night-Pennants (mixed):	Grade 1 ❑	Grade 2 ❑	Grade 3 ❑	Grade 4 ❑
Other:				

Q6: How many members does your club currently have:

Full members: _____
Sub-Juniors: _____
Casuals: _____

Q7: How much has your membership increased over the past 5 years? *(percentage growth/decline)*

Q8: What has influenced this growth/decline?

Q9: What is the outlook for the membership base at your club for the next 10 years?

Q10. How satisfied are you with the KCC facilities?

Q11. What could be improved? (lighting, change rooms, surface, etc)

Q12. What would influence your decision to stay at KCC over the next 10 years?

Q13. How would additional training surfaces/courts at KCC assist your Club?

Q14. What impact do you think an improved sporting facility at KCC would have on your membership base?

Q15. In your view what is the best way to extend KCC's facilities?

Q16. Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?

Q17. Would you support other sport club co-locating to KCC in the future?

Yes No

If yes ,which ones?

Q18. Would you support other community activities co-locating to KCC in the future?

Yes No

If yes, which ones?

Q19. What cost is your Club currently being charged to access KCC?

Q20. Would your Club be able to sustain increased charges if necessary?

Q21: Are all sport club specific fees (affiliation and competition fees) determined by the Club Committee and members? Please detail.

Q22: Are members happy with these current rates?

Q23: Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers? What is fundraising used for?

Q24: Do you have any feedback for the KCC Management Committee with regards costs sharing?

Q25: What do you consider to be the most positive aspect of the co-location arrangement?

Q26: What (if any) do you consider to be the most negative aspect about the co-location arrangement?

Q27: Are you happy with the KCC Management Committee?

Q28: Can you describe the current management structure?

Q29: What works well?

Q30: What would improve it?

Q31. In your view what are the major challenges facing your club?

Standard of facilities	*Yes* ❑	*No* ❑	N/A ❑
Selection criteria for teams /tiers of competition	*Yes* ❑	*No* ❑	N/A ❑
Limited opportunity to participate in competitions	*Yes* ❑	*No* ❑	N/A ❑
Coaching	*Yes* ❑	*No* ❑	N/A ❑
Dress regulations	*Yes* ❑	*No* ❑	N/A ❑
Membership	*Yes* ❑	*No* ❑	N/A ❑
Finances	*Yes* ❑	*No* ❑	N/A ❑
Lack of volunteers	*Yes* ❑	*No* ❑	N/A ❑
Communications	*Yes* ❑	*No* ❑	N/A ❑
Lack of planning	*Yes* ❑	*No* ❑	N/A ❑
Local Government	*Yes* ❑	*No* ❑	N/A ❑
Lack of marketing the sport	*Yes* ❑	*No* ❑	N/A ❑
Lack of promotion of the club	*Yes* ❑	*No* ❑	N/A ❑
State sports association	*Yes* ❑	*No* ❑	N/A ❑

Other:

_____

Q32. Are there any other comments you would like to make?

Club Usage Grid

Name of Club: _____

1. Monday to Sunday (Please tick appropriate boxes)

	Mon	Tue	Wed	Thurs	Fri	Sat	Sun
06.00 – 7.00 am							
07.00 – 8.00 am							
08.00 – 9.00 am							
09.00 –10.00 am							
10.00 –11.00 am							
11.00 –12.00 pm							
12.00 – 1.00 pm							
01.00 – 2.00 pm							
02.00 – 3.00 pm							
03.00 – 4.00 pm							
04.00 – 5.00 pm							
05.00 – 6.00 pm							
06.00 – 7.00 pm							
07.00 – 8.00 pm							
08.00 – 9.00 pm							
09.00 –10.00 pm							

2. Monthly Usage (Please tick appropriate boxes)

Month	Training	Competition	Social
Jan			
Feb			
Mar			
Apr			
May			
Jun			

Jul			
Aug			
Sep			
Oct			
Nov			
Dec			

Appendix 3: Sport Club Presidents Responses

	QUESTIONNAIRE SPORT CLUB PRESIDENTS GOLF	
#	QUESTIONS	GOLF
	Interview date:	30/08/2012
	Name	Alan Fethers
	Title	Golf Club President
	Facilities	The eighteen hole golf course is considered to be one of the best sand green courses in country WA and is maintained throughout the year.
	Season	All year round
1	For what purpose do you use KCC: (training, competition, social, functions or seminars etc)	All except seminars
2	What facilities do you use at KCC?	Golf Course
3	When do you use the facilities? (Please provide a detailed timetable or see attached grid)	Personally attends as many sessions as possible. *Refer Grid(s) at base of table
4	Are these times suitable? If not, why?	Yes.
5	What are the tiers of competition in your sport club?	Men: A and B division. Women play Saturday. Juniors all one level of competitions (need 3 cards submitted when 16-18yrs) they can then play with seniors. We have some great people who do as much as they can to assist junior players.
6	How many members does your club currently have	Men: 50-60 Women: 30 Juniors: 4-5 Sub-Juniors: approx 10
7	How much has your membership increased over the past 5 years? (percentage growth/decline)	Membership maintained through-out the year, as lots of itinerant people in Katanning like teachers who come and go. In Winter we have full membership; and in summer membership is increasingly popular because of the nature of the course and we are attracting golfers from outlying areas. A few even travel 120kms to play.
8	What has influenced this growth/decline?	A big element is the course and the use of TWW which enables us to water the course year round. Sometimes numbers are low in winter as we encourage our membership to travel and support others club events and open days in the region; so when summer comes and their courses close, we attract a good return crowd.
9	What is the outlook for the membership base at your club for the next 10 years?	In summer we have a huge potential and we are trying to work on that. We have had minimal increase in numbers in winter but it is up to us - the club to attract more people in the summer. Golf is really a summer sport but because of the problem with water in the country many courses close down.
10	How satisfied are you with the KCC facilities?	We need to increase the standard of facilities.
11	What could be improved? (lighting, change rooms, surface, etc)	Toilet and facilities are out dated The colour coding needs updating We need a better office and bigger meeting rooms; but it is important to know that they did what they did with what they had at the time and it was a good job.

12	What would influence your decision to stay at KCC over the next 10 years?	People and community; I will be a member regardless. But it is more about the people than facilities and we have a very good outlook.
13	How would additional training surfaces/courts at KCC assist your Club?	I think anything we do in general to keep people at the Club and using the facilities is great. For the Golfers we are looking at sand greens to complement the turf greens and increase the putting surfaces for the future. Number 7 is complete but it is a very big task and we have a lot more to do with the few others.
14	What impact do you think an improved sporting facility at KCC would have on your membership base?	Increase attendance through cross polarisation between different sports.
15	In your view what is the best way to extend KCC's facilities?	Provision of a buggy room and improve the shed which is now external to the club rooms. Maybe the shed could be built in an all in one area if the facility is to be revamped. I would love to see a lot of glass and significant viewing areas of each sport from inside the club; at the moment it is more like a boarding house. It would be very important for us to be able to stand inside the Club and look out and view all the sport, with glass we could do that. We also have a great view which is not used in current club.
16	Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?	No, totally not at all.
17	Would you support other sport club co-locating to KCC in the future? If yes which ones?	Yes, Bowling would be good but anything to get the members in would be welcome. Many of the Golfers would start their own bowling competition if that were to happen.
18	Would you support other community activities co-locating to KCC in the future? If yes which ones?	Yes, perhaps other Service Clubs. Incorporate a Restaurant if effectively priced. We have to get people and the community in and using the facilities.
19	What cost is your Club currently being charged to access KCC?	The KCC has set us a fund-raising target of $40,000.00 and we are encouraged to raise over and above this amount; which goes into a golf reserve account and provides us with a buffer to help share costs.
20	Would your Club be able to sustain increased charges if necessary?	We would yes - we would have to find ways to do it.
21	Are all sport club specific fees (state affiliation and competition fees) determined by the Club Committee and members? Please detail.	We set our own fees - $75.00 course management fee which helps subsidise work on the course as most is voluntary. It also provides a budget for any large items that may be needed, KCC does fund if they consider items appropriate but it is good to be able to contribute. And there is an affiliation fee so approx. $160.00.
22	Are members happy with these current rates?	Yes.
23	Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers?	It is an ongoing exercise and it is a continual challenge to make $; but have regular spin on wheels on a Saturday and may raise $160.00 and we organise Corporate events which are good earners.
24	Do you have any feedback for the KCC Management Committee with regards costs sharing?	No.
25	What do you consider to be the most positive aspect of the co-location arrangement?	The potential for wider usage and people
26	What (if any) do you consider to be the most negative aspect about the co-location arrangement?	Sometimes when external clubs come in they find it hard to co-operate and accept our structure and ways of doing things; but we work on it and nurture our members so it is give and take.

27	Are you happy with the KCC Management Committee?	Yes the group is tolerant.
28	Can you describe the current management structure?	Works very well and tolerates any small difference. There is a Chairman a representative for each of the 3 sports paid Secretary who works Mon, Tues & Thurs Accountant Business Manager a few others for social events Both the management committee and sports clubs meet once a month.
29	What works well?	The structure and communication between people
30	What would improve it?	Some of the financial aspects need fine tuning such as budgeting but it is a well-controlled systems and is good.
31	In your view what are the major challenges facing your club?	*Refer response at base of table
32	Are there any other comments you would like to make?	Where else can you play on irrigated fairways with sand greens twelve months a year every day of the week? We charge minimal external fees and only $15.00 to play 18 holes. For the facility offered fees charged it is extremely great value. We are very fortunate with the level of volunteers we have who offer their time; the work we have done of the course would have cost us probably around $150,000.00. We need to foster community co-operation and be conscious of what we have especially the Golf Club.

QUESTIONNAIRE SPORT CLUB PRESIDENT SQUASH		
#	QUESTIONS	SQUASH
	Interview date:	14/08/2012
	Name	Garry Wolfe
	Title	Squash Club President
	Facilities	Squash courts x 4
	Season	February-December
1	For what purpose do you use KCC: (training, competition, social, functions or seminars etc.)	All except seminars
2	What facilities do you use at KCC?	Change rooms - very basic; Men: 2 showers, no lockers Toilets (Men) x 2 Also plays Golf
3	When do you use the facilities? (Please provide a detailed timetable or see attached grid)	Competition: Wed & Thurs approx. 6:00pm – 10:00pm (or 11:00pm) Practice: Mon & Tues 4:00pm-8:00pm Friday pm/ Sat pm & Sunday nothing structured; a few members do like to have a hit. *Refer Grids at base of table
4	Are these times suitable? If not, why?	No real issue other than on competition nights often runs very late into the night
5	What are the tiers of competition in your sport club?	Mixed A & B grades Juniors about 30 in total; 15 play in with adults others too young for structured competition; also participate in coaching sessions
6	How many members does your club currently have	Total of 60-70; we do not separate out casuals from full members but perhaps have about 6 casuals; most people are happy to be full members. Sub-Juniors x 15

7	How much has your membership increased over the past 5 years? (percentage growth/decline)	Over last 5 years membership has increased by 10-15%; prior to this membership was much higher at between 100-120 but numbers dropped off as there were issues with squash club committee. The new committee is now slowly rebuilding.
8	What has influenced this growth/decline?	The incoming committee was able to manage the problems and push things along; also working on attracting more juniors Are 6 committee members who are generally sit on committee for 2 year cycle; but 2/3 have been on committee for a long time.
9	What is the outlook for the membership base at your club for the next 10 years?	It will all depend on the committee, currently doing well.
10	How satisfied are you with the KCC facilities?	Pretty good; does the job for now; certainly not outstanding but are lucky to have what we have.
11	What could be improved? (lighting, change rooms, surface, etc.)	Increase number of courts; sometimes have to wait 1 hr. to get a court on a practice night (most members are tolerant) In winter need heating on squash deck In summer there is a real lack of airflow as there is only 1 door which can be opened (do not want air conditioning but increased airflow) Definitely upgrade change rooms
12	What would influence your decision to stay at KCC over the next 10 years?	Improvement of the facilities Increase in number of squash courts; upgrade of club house and larger function area Be able to offer a wider range of sports to members Bar opens only on squash competition nights; closed Mon; opens for a few hours Tuesday and Friday; and then opens on Sat pm for Golf; if there were more courts more players would be able to play and would then use bar after practice on non-comp nights
13	How would additional training surfaces/courts at KCC assist your Club?	Would attract more members More people could train at the same time as most like to have a hit and be home by 7:00pm-7:00pm Could also have a meal after practice if facilities stay open
14	What impact do you think an improved sporting facility at KCC would have on your membership base?	Would definitely help growth Could also hold competitions over 1 night so more sociable and enjoyable Could play a game then have a meal
15	In your view what is the best way to extend KCC's facilities?	Either add on to what we already have or knock it all down and start again. It would be good to have new facilities but either way it is OK
16	Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?	Not really, the club house is OK; but toilet and change rooms are not at all (Change rooms are down a flight of stairs).
17	Would you support other sport club co-locating to KCC in the future? If yes which ones?	Yes; Bowls & Croquet but probably not a lot else There has been some talk about upgrading the tennis surface so that hockey can use the courts; but hockey is not really what we are about I am open to other ideas.
18	Would you support other community activities co-locating to KCC in the future? If yes which ones?	Rotary currently use KCC Lions or Apex could also use the facilities but it must be beneficial to the KCC
19	What cost is your Club currently being charged to access KCC?	There is no charge; each club has a fundraising target, for the Squash Club it is $7,500.00/ year.
20	Would your Club be able to sustain increased charges if necessary?	Yes I think so; it all would depend on the Committee to support and encourage members
21	Are all sport club specific fees (state affiliation and competition fees) determined by the Club Committee and members? Please detail.	Yes our squash club fees are $60.00 year for competition and $30.00 for state affiliation which also includes insurance and access to coaching.

22	Are members happy with these current rates?	Yes; but they would always be happy if we could reduce costs
23	Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers?	Everyone chips in so there is no problem
24	Do you have any feedback for the KCC Management Committee with regards costs sharing?	No the fundraising target works fine, we are happy
25	What do you consider to be the most positive aspect of the co-location arrangement?	Having 3 sports clubs provides a bigger membership base to play from Also much cheaper to play the other sports if a KCC member Encourages more people to play sport
26	What (if any) do you consider to be the most negative aspect about the co-location arrangement?	Personality clashes and different opinions on how things are run; but Management Committee does a good job of handling this.
27	Are you happy with the KCC Management Committee?	Yes they do a great job.
28	Can you describe the current management structure?	Chairman Vice chair Secretary 1 representative from each of the 3 sport clubs, and 3 or 4 club members
29	What works well?	Very good having a representative from each sports club on Management Committee as everyone has a say.
30	What would improve it?	N/A I am happy.
31	In your view what are the major challenges facing your club?	*Refer response at base of table
32	Are there any other comments you would like to make?	Lack of promotion of the club as a whole, could do better.

QUESTIONNAIRE SPORT CLUB PRESIDENT TENNIS		
#	QUESTIONS	TENNIS
	Interview date:	22/08/2012
	Name	Eric Rae
	Title	Tennis Club President
	Facilities	Tennis courts (x 8 – synthetic grass);
	Season	October- mid-December/February –mid-April
1	For what purpose do you use KCC: (training, competition, social, functions or seminars etc)	All except seminars
2	What facilities do you use at KCC?	Tennis Squash and also plays Golf Bar Change rooms - very basic (Men: 2 showers, no lockers) Toilets (Men x 2) Bar Change rooms - very basic (Men: 2 showers, no lockers) Toilets (Men x 2)
3	When do you use the facilities? (Please provide a detailed timetable or see attached grid)	Tennis: Wed & Thurs nights Squash in winter play on Wed night *Refer Grids at base of table
4	Are these times suitable? If not, why?	Yes times are suitable.
5	What are the tiers of competition in your sport club?	Adults pennants - mixed and grades 1,2,3,4; We do allow children to play in pennants of an evening but it is

		generally too late for them. Juniors have coaching and training programs; there is no junior competition as such.
6	How many members does your club currently have	Full: 25 / Junior: 36 / Casual: 29
7	How much has your membership increased over the past 5 years? (percentage growth/decline)	Over last 3 years membership has increased by 100% and doubled from 32 to 64; prior to this membership was much higher at around 64 (what it is today) numbers dropped off as there were issues with Tennis club President not being proactive.
8	What has influenced this growth/decline?	Current President and Committee are much more pro-active.
9	What is the outlook for the membership base at your club for the next 10 years?	We regularly advertise and the KCC is talking about holding an open day to attract new members; but it is largely through word of mouth that new members arrive. Also a rotation of teachers for example coming and going.
10	How satisfied are you with the KCC facilities?	Slightly dissatisfied (refer Q11)
11	What could be improved? (lighting, change rooms, surface, etc)	Tennis clubroom is currently sub-standard compared to the rest of the facilities. Change-rooms need upgrading Outdoor lighting could be improved More shaded areas Children's playground is very small Entrance to the main club.
12	What would influence your decision to stay at KCC over the next 10 years?	Fees – current fundraising target of $8,000.00 is manageable, but if it were to double would be a real problem My children heading off to boarding school, I would have more time.
13	How would additional training surfaces/courts at KCC assist your Club?	Tennis does not require additional surfaces. I think that squash also has sufficient courts with the current number of members; they use 3 courts over 2 nights
14	What impact do you think an improved sporting facility at KCC would have on your membership base?	It would be positive providing that fees do not go up too high, and the fundraising does not become too onerous.
15	In your view what is the best way to extend KCC's facilities?	If money is not an issue it would be best to knock down and start again; renovations will run into a dead end the building has been badly designed and does not use the view. We have a great position and view it would be better to start again. We need better facilities for children and a better Tennis clubroom could function as a function room and potentially incorporate a games room with pool table and table tennis.
16	Are KCC's club house facilities age-friendly and appropriately equipped for the disabled?	No not at all, there are stairs everywhere and the doorways are narrow and disjointed.
17	Would you support other sport club co-locating to KCC in the future? If yes which ones?	Bowls would be good; I would probably play Bowls if they were located here but I would not otherwise. The Broomehill Tennis Club has shut down and we have picked up three of their members.
18	Would you support other community activities co-locating to KCC in the future? If yes which ones?	Yes: None come to mind but I have no objection.
19	What cost is your Club currently being charged to access KCC?	The Tennis fundraising target is $8,000.00/year. We don't really have member support, and it is hard to get them motivated. Unless you call people personally and twist their arms, the bulk of the work is done by the Committee.
20	Would your Club be able to sustain increased charges if necessary?	Yes but no more than 50% increase in our target up to a maximum of $12,000-

21	Are all sport club specific fees (state affiliation and competition fees) determined by the Club Committee and members? Please detail.	State affiliation for the Tennis Club is $1200.00 I think Pay membership of the Country Club, and then to be able to play in all tennis tournaments and competitions there is a 1 up front payment of $100.00/ year. Can't remember what the Casual or non-member charge is.
22	Are members happy with these current rates?	Yes I think so but people are price conscious. The Management Committee is good though, as the Tennis season is shorter that the Golf and Squash they let non-KCC members play Tennis in the pennant competitions without joining the KCC otherwise the cost is too high. Our season runs October- mid-December/February –mid-April.
23	Are any difficulties or pressures experienced in terms of fund raising exercises undertaken by members and volunteers?	It is currently manageable but onerous for the committee.
24	Do you have any feedback for the KCC Management Committee with regards costs sharing?	I think they need to keep in mind that if the target is set too high they run the risk of burning out the committee members. But there is good communication between the Sport Club Presidents and Management Committee, so any concerned are freely discussed.
25	What do you consider to be the most positive aspect of the co-location arrangement?	Increase the membership base and possibly have better success with the funding mission. I would also be more likely to play Bowls if there were here, otherwise I would not.
26	What (if any) do you consider to be the most negative aspect about the co-location arrangement?	May be more complex and tricky with more Clubs.
27	Are you happy with the KCC Management Committee?	Yes, great.
28	Can you describe the current management structure?	Management Committee oversees the operations and workings of the three sports clubs Chairman Office Bearers : Building and Improvements / Social & Communications / Secretary-Treasurer 1 representative from each of the 3 sport clubs
29	What works well?	Having the Management Committee puts in a second check on the Club Presidents; so if they are not doing a good job possibly the MC can see it and pick it up to address the problem early.
30	What would improve it?	Could possibly have Management Committee feedback to the Members as I think that most members are not really aware of the MC or what they do.
31	In your view what are the major challenges facing your club?	*Refer response at base of table
32	Are there any other comments you would like to make?	A better Tennis Club room and change-rooms would be good; also the renovations would be a major work and the building is aging and there is no room for expansion, the layout is not good so I have reservations. It would be good to use the view and restaurant option. The big downside long term are the costs in terms of fees and fundraising as people are quite price conscious.

Appendix 4: Service Club Responses

ROTARY CLUB OF KATANNING	
How long has Club been established in Katanning?	1956
How many members does Club currently have?	Currently 29
Frequency of meetings?	Meets: every Monday 6:30pm
Where do they hold their meetings?	KCC
Are they happy using the KCC?	Yes
How long have they been using this venue?	Approx. 3 years
What is the format of their meeting – business followed by social or informal throughout?	Dinner meeting with structured format
What are their requirements in terms of facilities for meetings and events?	Public dining room and being about to have dinner.
Would Rotary be prepared to pay for the use of KCC facilities?	We currently do pay for the use of KCC facilities.
Is there any facility KCC does not currently provide that would enhance their usage of the facility?	No
Are there any existing barriers to using the KCC for the next 5-10 years?	No
Any other comments or feedback regarding the facilities at the KCC?	KCC suits their purposes
Are aware if any of their members are members of KCC?	Not all Rotary Club members are KCC members

APEX CLUB	
How long has Club been established in Katanning?	Established in the 1970's
How many members does Club currently have?	Currently 8 members
Frequency of meetings?	1st and 3rd Thursdays of the month at 7.30pm
Where do they hold their meetings?	Royal Exchange Hotel Katanning
How long have they been using this venue?	Around 3-4 years
What is the format of their meeting – business followed by social or informal throughout?	Meeting format varies but usually social/ business/ social
What are their requirements in terms of facilities for meetings and events?	A private area with power, desk and chairs and being able to have a meal after if required.

Would they consider using the KCC?	Yes, they currently don't as KCC does not have facilities they require and they need to be members to use the Club
What would they want/ need if they did use KCC?	Private Meeting area power and desk as mentioned above
Are there any existing barriers to using KCC?	None
Would Apex be prepared to pay for the use of KCC facilities?	Would not make sense to pay for use of facilities as they are not paying now at The Royal Exchange Hotel. If they were to hold their meetings at KCC the club would make money from them eating in the restaurant and drinking over the bar.
Are aware if any of their members are members of KCC?	President believes some of the APEX Club members are also KCC members but not all.

LIONS INTERNATIONAL District 201W2	
How long has Club been established in Katanning?	Since the 1950's
How many members does Club currently have?	Currently 22 members
Frequency of meetings?	Meets: 1st and 3rd Tuesdays of the month 6:30pm
Where do they hold their meetings?	Lion's Shed, Cornwall Street, Katanning
How long have they been using this venue?	About 6 yrs; we lease it from the Shire.
What is the format of their meeting – business followed by social or informal throughout?	We meet for tea at the BP Roadhouse 6:30-7:30pm and then the meeting starts at 7:30pm at the Lion's Shed which is only 100yards away.
What are their requirements in terms of facilities for meetings and events?	Meeting room and table/chairs; we also open every Saturday for fundraising -wheat sales and sheep manure for the garden.
Would they consider using the KCC?	N/A
What would they want/ need if they did use KCC?	N/A
Are there any existing barriers to using KCC?	N/A
Would Lions International be prepared to pay for the use of KCC facilities?	N/A
Are aware if any of their members are members of KCC?	N/A

ATTACHMENT 5

Feasibility Study for the Redevelopment of Katanning Country Club (KCC)

07th July 2016



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Customer	Katanning Country Club, Inc. (KCC)
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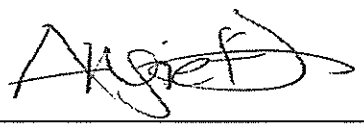
Report Manager	Name	Dr Richard Ball, Managing Director
	Signature	
	Date	07th July 2016
Approved by	Name	Angela Fryer-Smith, Director
	Signature	
	Date	07th July 2016

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Executive Summary

A Feasibility Study has been undertaken to examine various options for redeveloping the Katanning Country Club (KCC) facilities in order to address current capacity constraints, ageing infrastructure and to open the ground and facilities to a greater range of community sports and participation. The Feasibility Study follows a logical process in line with recommendations from the WA Department of Sport and Recreation (DSR): a Needs Assessment – identifying the needs of the existing users and the wider community, an Options Analysis – assessing the various options that respond to the identified priority needs, and Financial Analyses – assessing the outline financial viability of the preferred option(s) and the associated socio-economic benefits.

Needs Assessment

A comprehensive Needs Assessment was carried out through consultations with various stakeholders and both primary and secondary market research activities, involving interviews and surveys among existing and potential users of the KCC. Secondary research was undertaken through the collation and analysis of previous studies and relevant statistics.

Key conclusions from the needs assessment are as follows:

- The proposed redevelopment aligns with a number of local, state and federal strategies and policies, including local strategies focused on improving lifestyle and well-being through increased recreational and leisure opportunities for all residents and the further consolidation of sporting activities at the KCC and Katanning Leisure Centre to support existing infrastructure.
- Katanning is the regional centre for the Central Great Southern and provides higher order services to a number of smaller neighbouring towns. The fact that 23% of respondents to the membership survey of the KCC are resident in neighbouring Shires demonstrates the value of the KCC as a cross-regional Sport and Recreation facility.
- Katanning has registered population growth in recent years and this is expected to continue. With a base case population growth rate of 2%, the population of the Central Great Southern region is projected to reach 16,000 (a 20% increase) in the next 10 years and 20,000 (a 50% increase) in 20 years. However, these projections do not take into account substantial potential additional population growth from and the impact of the SuperTowns program, and proposed commercial developments which could see a higher growth rate of 4% per year. The challenges associated with population growth include pressure on the provision of services including sports and recreation. The ageing population will also increase demand for the provision of recreational space and leisure pursuits.
- National participation rates in sports demonstrate that sporting clubs play a central role in encouraging participation in sports in regional communities. Golf, tennis and lawn bowls are in the top ten club-based sports for participation. The Upper Great Southern has one of the top five participation rates for golf in WA. However, the participation rate for lawn bowls in Katanning (60 players) is currently around half of the average rate in country WA (2.34% of the population).
- The survey of current provision of facilities in Katanning demonstrate that there is inadequate capacity for golf (in terms of supporting infrastructure) and squash, but more significantly, the quality of facilities is sub-standard for lawn bowls, hockey, golf (club house), squash and tennis. Without a major upgrade of facilities, the KCC (in conjunction with the KLC) will need to meet requirements and standard of facilities for Central Great Southern region.
- Although the current membership of the KCC is relatively satisfied with the facilities provided, there is considerable discontent concerning the state of the facilities. Most of the facilities are satisfactory for the current level of members and visitor usage; however, double the participation and many areas would be inadequate or unsatisfactory. Current members highlight improvements required, including the lower level change-rooms and toilets, squash courts and squash deck upgrade; the need for improved tennis club rooms; provision of more storage areas; a more family friendly environment and increased or improved parking facilities; disabled access; the ability to provide for more than one sport or event at a time (when seeking to serve 5 sports and provide an events calendar and serve meals).

- Current users would welcome and support the opportunity to participate in a wider range of sports if the KCC were to extend the range of sports being offered through the co-location of other sport clubs. Bowls attracted the major interest in terms of the preferred sport to co-locate to the KCC.

The outcome of this extensive consultative and research process can be encapsulated in the following:

Statement of Need:

> *"For forty years, the KCC has demonstrated the substantial benefits of co-location of sporting clubs. However, escalating maintenance costs, an increasing gap between the standards considered acceptable in 1976 and minimum expectations today, and capacity constraints, are presenting serious sustainability challenges for the future. The Katanning Bowling Club and Katanning Hockey Club are also facing similar challenges, representing an even greater threat to their survival. These issues are arising as Katanning is entering a significant growth phase and most needs the lifestyle and community benefits of its sporting clubs. Katanning either needs to accept a slow decline in its sporting clubs, or re-invest to sustain them for the future. As in 1976, co-location remains the most cost effective way of achieving this sustainability. A modern sporting facility, incorporating bowls, hockey and other community recreational outlets, such as dance, will set the KCC up for another forty years of serving the community."*

The current management structure of the KCC is well proven and an example of best practice for the management of co-located sporting clubs. The existing structure and processes are suitable for over-seeing the redevelopment of the KCC facilities and for incorporating other sporting clubs into the KCC as appropriate.

Options Analysis

In response to the needs identified above, a number of potential development options have been considered. Each potential development has a number of factors that need to be taken into consideration, including cost, potential benefits and disadvantages and planning considerations. The proposed redevelopment of the KCC has focused on three principal options to broaden the range of sports and activities on offer - refurbishment of the existing building, construction of new two-storey facilities and construction of a simpler single-storey structure. With refurbishment, the principles are to provide modern multifunctional facilities whilst retaining as much of the existing building as possible, however the state of the current facilities and level of works required makes this a more challenging option with shorter term benefits and limited room for future member and recreational expansion. With both new build options, the redevelopment of the site would involve the construction of a new building followed by demolition of the existing facilities and redevelopment of the sports surfaces, broadening options for future expansion. However, the more modern, complete two-storey build is an expensive option which will likely make it more difficult to secure the necessary funds. The final, single-storey, option provides far greater value for money and still ensures a long-term vision is facilitated, future proofing the KCC for another 50 years.

On the face of it, the new single-storey build option appears to be the preferred one, given that it will be comparable in capital costs to the refurbishment options but also presents long-term benefits beyond that which can be experienced through refurbishment. It will also meet all requirements of current and proposed co-located organisations and is more likely to attract new members. The KCC Management Committee will need to decide on the basis of the designs, and the financial analyses (which show lower financial risk for new build), whether the new build option provides sufficient standard of accommodation for the club going forward.

Financial Analysis

Concept plans and outline costings for have been developed. The capital costs (excluding GST) for the three principal options are:

	Refurbishment		Double Storey		Single Storey	
	including bowls provision	excluding bowls provision	including bowls provision	excluding bowls provision	including bowls provision	excluding bowls provision
Building component	$3,483,225	$3,483,225	$4,552,915	$4,552,915	$2,860,912	$2,860,912
External works, fees and contingencies	$2,044,775	$1,044,775	$2,972,085	$2,287,085	$3,189,366	$2,504,366
Total	**$5,528,000**	**$4,528,000**	**$7,525,000**	**$6,840,000**	**$6,050,278**	**$5,365,278**

Outline financial analyses have been undertaken, projecting income and expenditure for a ten year period. Given that the KCC currently makes only a small operating surplus, it is important to examine the impact of the redevelopment options and the KCC's ability to service additional debt incurred through the development and also to set aside funding for future replacement of the building. Good asset management requires that funds (as a balance sheet item) are set aside in reserve accounts to replace the asset at the end of its economic life.

Operating income estimates have been based on estimates of the usage categories that drive revenue - i.e. subscription fees, facility hire charges, sports-specific fees, including sponsorships and bar sales. Future incomes growth will include restaurant facilities for the wider community and increased social membership coupled with an active events program. A funding model has been assumed whereby one-third of the total capital expenditure on the new development will be secured from the Community Sport and Recreation Facility Fund (CSRFF), one-half from another regional grants scheme (e.g. Royalties for Regions program or National Stronger Regions Fund) and the remaining one-sixth from a variety of sources including KCC, Shire of Katanning, community investment (donation), reserves, and a self-supporting loan from, for example, the Shire of Katanning.

The base case assumes inflation at 3%, an underlying population growth rate of 2%, a 'new facility surcharge' of 2% per year (on top of inflation), a growth in venue hire of 20% year on year for the first four years following the development and the attraction of 60 new bowls and hockey members over the two years following completion of the redevelopment.

The conclusions from the financial analyses are that:

- The single-storey new build option offers the least financial risk to the KCC, but it is important to ensure that the new build provide the necessary facilities that are required to attract the membership growth required for financial sustainability.
- The provision of lawn bowls and hockey as a sport appears to be attractive; without them, all refurbishment and new build options remain in deficit for all of the years modelled.
- However, the financial viability depends critically on the number of new bowling and hockey members that can be attracted to the redeveloped facility. However, all other things being equal, the KCC cash position remains positive, albeit diminished from current levels, even with no new bowling and hockey members, for the single-storey new build option.
- Population growth and a 'new facility surcharge' also both play a role in increasing revenues for the KCC for the existing (non-bowling) membership base. The financial model is highly sensitive to the underlying population growth rate, and the ability of the KCC to grow its existing membership base as a result. However, given that the new facilities will be of a much higher standard than present, it could be expected that the KCC could in any case increase its membership base by 1.5 to 2% year on year despite the underlying population growth.
- The financial model is not overly sensitive to the 'new facility surcharge' or to the growth in venue hire revenue.

Socio-economic Benefits

The analysis demonstrates wide ranging socio-economic for a range of stakeholder groups throughout the community:

- **Increased capacity** – responding to demand and projected population increases in Katanning, the improved clubhouse, larger number of squash courts and improved tennis facilities will provide increased capacity to cater for current members and increased membership.
- **Increased participation in sports** – better facilities will provide an impetus for increased participation in a range of sports. More significantly, co-location of bowls and the provision of enhanced greens will drive increased membership (addressing the under-representation of participation in bowls in Katanning) and also provide a natural sport for members of the KCC to transfer to in later years.
- **Reduced costs** – co-location synergies will reduce costs. KCC has already demonstrated a good management model for the co-location of clubs and this would benefit other sports (bowling, hockey) if they were to co-locate. There would also be reduced maintenance costs with a new facility compared with the current, ageing infrastructure.
- **Increased provision of facilities for the community** – Katanning is undergoing a growth phase, with a number of drivers for increasing population and commercial enterprises. To respond to these drivers, Katanning needs to improve its community sport and recreation infrastructure (as well as other community infrastructure) in order to provide the basis for the attraction and retention of workers in the town.
- **Increased sustainability** – through facilitating membership growth, the developments would lead to a more sustainable, financially healthy KCC. The improved clubrooms would also increase the potential for income generation through, for example, hosting functions, seminars and conferences. While such activities are already hosted, the capacity constraints of the current building restrict the number of functions that can be hosted, especially without disruption for members, and decreases the attractiveness of the venue to organisers.

Project Governance and Risk Management

A risk management plan has been presented that assesses the major risks identified with the development and the plans for their mitigation. This is supported by a governance structure for the redevelopment project.

Recommendation

The overall recommendation from the Feasibility Study is that the KCC should pursue the option of new single-storey construction and incorporating provision for the co-location of lawn bowls as well as the potential for co-location of hockey with or without a multipurpose playing surface shared with tennis (similar to Gnowangerup and Merredin). The single-storey new build option provides the lowest financial risk and provides longer term benefits than refurbishment. It will also meet all requirements of current and proposed co-located organisations and is more likely to attract new members. The provision of lawn bowls would address a key gap in provision in Katanning and also provide a mechanism for membership growth and financial sustainability for the KCC. The further injection of hockey can attract a younger age group to the KCC and assist with stimulation of existing tennis, golf and squash programs while also injecting new life into hockey in the town. Grant funding for the development will be required and it is assumed that two-thirds of the required capital could be secured from state and federal funding programs with the remaining third to be funded from the KCC's reserves in combination with a self-supporting loan.

1 Introduction

The Katanning Country Club (KCC) is planning to extend and re-build their premises and to open them up to a greater range of community sports and participation. The need for the project derives from the unsatisfactory condition of some of the club's facilities and the potential benefits arising from co-location of other sports activities, for example lawn bowls.

As part of the overall planning process, KCC has commissioned this Feasibility Study to assess the needs of the existing user groups and wider community, examine the various options, identify the preferred developments, and examine their financial feasibility and wider socio-economic impact. It is intended that the Feasibility Study would ultimately support proposals to various funding organisations for financial support for the preferred option(s). The Feasibility Study has been supported by the WA Department of Sport and Recreation's (DSR's) CSRFF Small Grants scheme, the Great Southern Development Commission (GSDC), and the Shire of Katanning.

2 Objectives and Methodology

2.1 Objectives

The objectives of this Feasibility Study were to:

- Undertake a Feasibility Study, including a Needs Assessment, for the proposed KCC development.
- Undertake operational analyses and business planning to demonstrate financial viability.
- Examine potential management structures.
- Develop concept designs and costings.
- Consult with Stakeholders as appropriate in the development of the Feasibility Study.

2.2 Methodology

2.2.1 Outline process

The project methodology comprised four key elements:

1. Stakeholder Consultations,
2. Feasibility Study,
3. Business Planning, and
4. Concept Designs.

This methodology follows the Facility Planning process recommended by the WA Department of Sport and Recreation (DSR) shown in Figure 1[1].

This includes:

- Needs Assessment,
- Market Analysis,
- Draft Management Plan,
- Financial Viability and
- Risk Management Plan.

The scope of the Feasibility Study encompasses those elements identified as 'proposal' in the diagram below.

[1] Feasibility Study Guide – Sport and Recreation Facilities, Department of Sport and Recreation. July 2007.

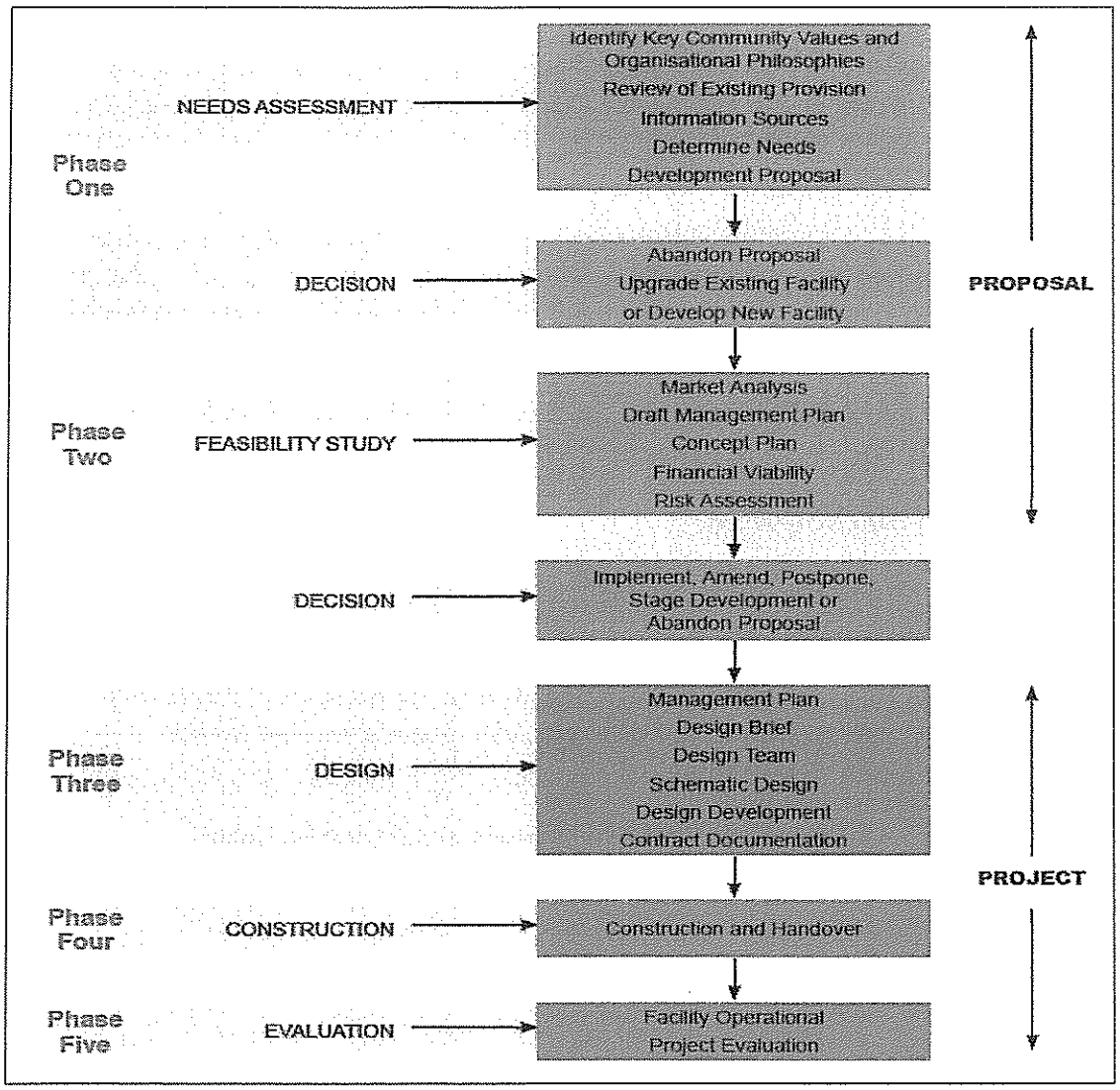


Figure 1. Facility Planning Process recommended by DSR.

The study focuses on the Needs Assessment following the steps recommended by DSR[2] in Figure 2.

[2] Needs Assessment Guide – Sport and Recreation Facilities, Department of Sport and Recreation. March 2007.

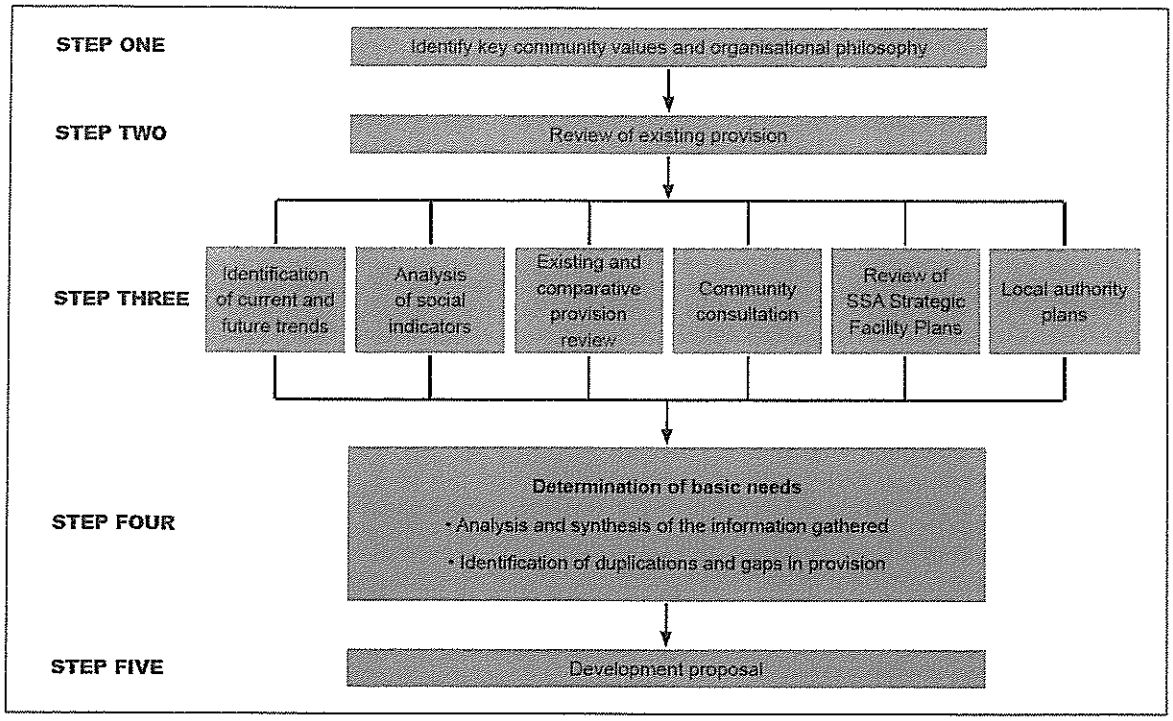


Figure 2. Needs Assessment Process recommended by DSR.

2.2.2 Primary research

The Needs Assessment was conducted via direct consultation with key stakeholders, consultations and surveys of existing and potential users, the community and other stakeholders, and secondary research via the collation and analysis of previous studies and relevant statistics. The Needs Assessment was also assessed against the Vision and Mission Statement for the Club to ensure that outcomes were consistent with the Aims and Objectives of the Country Club.

Broader stakeholder consultations were held with:

- The Katanning Country Club (KCC), and constituent sports clubs,
- Other sports clubs in and around Katanning as appropriate,
- The Shire of Katanning,
- The Department of Sport and Recreation (DSR),
- The Great Southern Development Commission (GSDC), and
- Katanning-based service clubs.

The stakeholder consultations provided:

(a) Key input into the Needs Assessment analysis, including alignment with local, state and federal policies for sports and recreation in the region,
(b) Refinement of the project concept, planning and activities to better meet the needs and fit existing frameworks, and
(c) A review of requirements for securing funding for the proposed development.

The questionnaire used for the face-to-face user group consultations is shown in Appendix 2: Questionnaire Sport Club Presidents. In addition, a survey was circulated to members of the key user groups. The questionnaire used for the survey consultations is shown in Appendix 1: Questionnaire for Current Users.

2.2.3 Secondary research

Secondary research was undertaken through the collation and analysis of previous studies and statistics of relevance to the Feasibility Study. The most recent results were utilised where possible.

2.2.4 Concept designs

Concept designs and costings were undertaken by John De Snoo Drafting, involving the following tasks:

- Preliminary Site Visit.
- Visual assessment and brief report on existing building and grounds including recommended works.
- Consultation with client.
- Site Analysis
- Schedule of spaces within the facility.
- Preparation of conceptual floor/ site.
- Presentation to client.
- Preparation of indicative cost estimates for capital works.
- Finalisation of plans drawing together the above information to be included in the final report.

3 Background to the KCC

3.1 History

The Katanning Country Club was formed in 1976 when the Katanning Golf Club, Squash Club and Tennis Club amalgamated. The three clubs have continued to operate under the umbrella of the KCC which owns and manages the facilities. Each club maintains an individual identity (for example with separate, but coordinated, web-sites) but benefit from the co-location synergies. Each sporting club organises its own competitions and social activities.

The eighteen hole golf course is considered to be one of the best sand green courses in country WA and was voted by Golf WA as the Best Regional Golf Course in 2014. The course benefitted from a flagship project by the Water Corporation to install a full reticulation system, fed by treated waste water (TWW) and now operates as the only golf course in the Region which can host year round golfing events. The experience with TWW reticulation at Katanning and elsewhere is that it has increased viability and sustainability, increased participation in sport and recreation, and supported the region's tourism product.

The Country Club currently has approximately 200 active members and 40-50 social non-members (family members, partners, etc.). Full membership subscription was reduced in 2015 to make it more affordable and attractive for all the community and is presently $100 per annum (plus a $10 nomination fee for new members – which is also under review). Full members have access to all three existing facilities at all times. A junior membership is available to those aged between 12 and 18 years old and entitles them to the same access to the sporting facilities as adult full members for a membership fee of 10% of the adult membership fee. In addition, each of the three sports clubs set their own fees to cover: state affiliation fees (and may include some coaching and insurance, dependent on the sporting body), course management fees, competition and trophy costs. The sporting clubs also may offer discounts to country members for those who live outside the Shire of Katanning.

3.2 Outline Needs Assessment

The needs for undertaking the redevelopment of the Country Club have been assessed as follows:

3.2.1 Inadequate and ageing current infrastructure

The KCC suffers from a number of serious issues due to the age of the facilities, specifically escalating maintenance costs and an increasing gap between building standards in 1976 and modern expectations/requirements. Furthermore, capacity constraints are causing some issues today and will

present greater challenges as Katanning grows. The original building was designed as a golf clubhouse in 1962 and is not suited or designed for future expansion, and the result of the various extensions that have been made (such as the addition of the squash courts) is a poorly laid out facility with no practical options for further extension or addition of further sports.

A summary of the issues with the current infrastructure are as follows:

- The building does not comply with current building requirements.
- There is inadequate access and facilities for disabled persons.
- The roofing and box guttering leaks.
- Potential health and safety issues with some of the facilities (e.g. toilets and change rooms).
- The tennis facility is not fit for purpose, is suffering from concrete cancer, rusting lintels, etc.
- The squash club has (60-80) members sharing four courts. This means fixtures need to be scheduled late into the evening - up to 11pm or midnight. Squash membership has declined as a result.
- There is a lack of storage space, for example the golf buggy room is non-existent and the men's and ladies changerooms are undersized and do not conform to Health regulations, kitchen storage and coolroom facilities do not exist, etc.
- The clubroom's 200 person maximum capacity, ageing appearance, and inadequate amenities constrain the ability of the KCC to host larger events such as club open days that could encourage wider community sports participation, inter-club events with other towns, and non-sport community events.
- The clubroom's limitations and the absence of separate function and meeting rooms limits the ability of the facility to attract other uses – for example conferences, training, and other purposes. Lack of options for future expansion.

The building is now at a stage that prohibits further expansion to respond to increasing demands.

3.2.2 Co-location potential

There is the potential for the co-location of other sports at the KCC. Historically, sporting clubs have been dispersed throughout the town, operating from their own stand-alone facilities. With the introduction of the Katanning Leisure Centre there has been a consolidation of some of these sporting clubs which benefits from improved ability to attract funding, economies of scale on capital costs (via sharing of common spaces between members) and operating costs for the operation of the facilities (for example building maintenance and management). The co-location of facilities also raises the profile of the participating clubs, supporting the promotion and community participation in the sporting facilities. Indeed, **the KCC was among the first to recognise the benefits of co-location of squash, golf and tennis, and the advantages from co-location have been key factors in the KCC's successful 40 year-track record of operation.**

The remaining sporting clubs in Katanning that operate as stand-alone facilities are actively being encouraged to consider relocating to consolidated facilities. This will support sustainability of all involved clubs and help attract ongoing government funding for future upgrades. Co-location will also align with the Shire's strategy to focus sports and recreation activities at:

- The Katanning Leisure Centre (swimming, gymnasium, indoor basketball and volleyball, football, cricket, soccer, rugby), and
- The Katanning Country Club (golf, tennis, squash, lawn bowls, and potentially hockey).

The proposal to co-locate bowls and hockey responds to some key issues with the current locations of those sports in Katanning:

- **The Katanning Bowling Club** premises are also inadequate and the greens need to be converted to a synthetic surface to respond to water restrictions and increase sustainability. These issues have restricted membership growth with the result that participation in bowls is grossly under-represented when compared with other regional towns. **The current membership of 60 or so is around half of what it**

should be given the population of the town. Co-location at the KCC could provide a greater impetus for participation and membership growth and would be a good fit for the demographics of the KCC, allowing members to easily transfer from other sports to bowling.

- **The Katanning Hockey Club** is currently located at the Katanning Leisure Centre (owned and managed by the Shire of Katanning), where they share a sports ground with soccer, rugby and cricket and other events such as sheep exhibitions. Soccer and rugby are aggressive sports which contribute a significant wear and tear to the playing surface, to the point where the ground is regarded as the least suitable in the competition by visiting teams. Consequently, hockey players are also under-represented in the town's demographics with some players opting to represent other towns with better facilities as a result. There is a small isolated single-room structure which serves as a clubroom, however the structure does not contain change rooms, showers or toilets and players are required to make to 150m journey to the main building for these services. The Katanning hockey Club currently has 30 adult members (15 men & 15 women), and 20 juniors. They play in the Central Great Southern Association against 7 other men's teams, 6 other women's teams, and 6 junior teams from Kojonup, Woodanilling, Broomehill and Tambellup. Teams currently train three nights per week while there is light, with men, ladies and Juniors not necessarily training on the same night. In the order of 6 or 7 senior players have opted to play for other clubs or in other leagues where more appropriate facilities and venues are available for their enjoyment. Only one player from Tambellup has graduated to state league level which is reflective of the opportunity and surface disparity available to local players. There is no intention to rob games from other Towns; moreover Katanning would be able to retain their fair share of seasonal games and Finals which in the past have been surrendered due to poor standard of surface following Rugby and Soccer games and sheep exhibitions. Katanning in the past has also hosted the great Southern Hockey Carnival with representation from other towns and associations including Esperance, Mt Barker Albany, York, and Pingelly – a total of up to 20 Teams. There would also be the opportunity to host the odd exhibition game (such as Kookaburras, happening in Narrogin this year). In addition the Hockey Club would like to run a Super 8's Competition under lights during the week, this is not possible with current facilities.
- The result of co-location of both lawn bowls and hockey is likely to be better participation rates in both sports. Additionally, particularly for Katanning's growing aged demographic, there is a benefit from membership at a club where participants can graduate through a range of sports over the length on their lives and would benefit considerably from maintaining an active lifestyle.
- There are likely to be other social and community benefits from maximising the diversity of the KCC membership, for example by providing facilities where all ages from the very young to the aged can mingle without playing sport. It allows for a shift to a more family and community friendly environment which incorporates play equipment for younger people (similar to the McDonalds indoor experience), outdoor playground equipment for the older children, outdoor barbeque and garden facilities and perhaps a mini putt-putt layout in due course.

3.3 Summary of benefits

The primary benefit of the proposed project is an increase in participation in sport in Katanning today and in future, as the town grows. Larger, better sporting facilities and a new clubhouse will provide an impetus for increasing participation by:

1. ***Meeting the demand for sports today and in future.*** This will be achieved by removing the capacity constraints, which will become increasingly severe as Katanning grows. Responding to demand and projected population increases in Katanning, the improved clubhouse, larger number of squash courts and improved tennis facilities will provide increased capacity to cater for current members and increased membership.
2. ***Stimulating the demand for sport.*** Demand stimulation will arise due to the benefits of co-location. Co-location enables member clubs to provide more attractive facilities than they could afford on their own, and reduce membership costs via the operating efficiencies of co-location (e.g. economies of scale in maintenance and management costs). Finally, co-location of the three existing KCC clubs and bowls (and

Hockey) will stimulate cross-membership and facilitate membership transition between these clubs. Co-location of bowls and the provision of enhanced greens will drive increased membership, addressing the under-representation of participation in bowls in Katanning and also provide a natural sport for members of the KCC to transfer to in later years.

3. ***Reduced costs.*** Co-location synergies will reduce costs. KCC has already demonstrated a good management model for the co-location of clubs and this would benefit other clubs (bowling, hockey) if they were to co-locate. There would also be reduced maintenance costs with a new facility compared with the current, ageing infrastructure.
4. ***Increased provision of facilities for the community.*** Katanning is undergoing a growth phase, with a number of drivers for increasing population and commercial enterprises (e.g. SuperTowns initiative, the potential recommencement of mining operations at the Badgebup gold mine, expanded agricultural activities and processing). To respond to these drivers, Katanning needs to improve its community sport and recreation infrastructure (as well as other community infrastructure) in order to provide the basis for the attraction and retention of workers in the town.
5. ***Increased sustainability.*** Through facilitating membership growth, the developments would lead to a more sustainable, financially healthy Country Club. The improved clubrooms would also increase the potential for income generation through, for example, hosting functions, seminars and conferences. While such activities are already hosted, the capacity constraints of the current building restrict the number of functions that can be hosted and decreases the attractiveness of the venue to organisers.
6. ***Community activities support and facilitation.*** With scope for further collocation of sports in the future – consistent with wider strategic planning issues

As well as increasing sporting participation, the proposed project would provide non-sporting benefits via the provision of facilities for non-sporting use in the community. This will include, for example, hosting functions, seminars and conferences. While some events are currently hosted today, the capacity constraints, deficiencies and age of the current building is decreasing the attractiveness of the venue to organisers, and hence restricting demand. The increased revenues from hiring out club facilities will also further support the financial viability of the KCC, and ultimately therefore also assist stimulate sporting participation via enabling lower membership fees.

3.3.1 Why is sporting participation in Katanning important?

The positive impact of increased participation in sport, particularly in regional communities, is well recognised in Western Australia:

> *"The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flows from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important."* (More than winning: The real value of sport and recreation in Western Australia, WA Department of Sport and Recreation.)

Participation in sport may also have a positive impact on the local economy. The Economic Value of Sport and Recreation in Western Australia (2004) recognised *"...the significant potential of our industry (the sport and recreation industry) to contribute to our State's economic growth".*

The Future of Sport in Australia[3] was a Federal Government initiative to investigate the reforms required to *"ensure Australian Sporting systems remain prepared for future challenges at both the community and elite levels."* The panel recommended that some priority should be given to those sports played that encourage wide participation around the country and even more to those sports that engage their members through their lifetime. The Panel also found that there is no coherent approach to building community sports and the physical facilities that are required. The report indicated that Governments at all levels will have to increase their investment in community facilities if grass roots sport is to flourish, and that instead of a primarily top-

[3] Australian Government Independent Sport Council – Future on Sport in Australia, 2009.

down approach to national sporting organisations and state sporting organisations a more holistic approach, which includes investment at a local level, is needed. The report also recognises that sport can make a significant contribution to improving the health and well-being of the community, and strongly recommends the development of community based sporting projects that can engage broad sections of the community, such as multi-sport facilities.

4 Needs Assessment

This section provides a comprehensive Needs Assessment. The items and topics covered include a review of relevant documents, analysis of current and future sporting trends, socio-economic factors relating to Katanning and its surrounding region, analysis of various stakeholder consultations and surveys and a Statement of Needs.

4.1 Review of Relevant Documents

The following documents have been reviewed to assist the Needs Assessment element of this Feasibility Study:

- Shire of Katanning Strategic Plan 2010 – 2020
- Shire of Katanning Community Plan 2013 - 2023
- Shire of Katanning SuperTowns Growth Plan.
- Great Southern Development Commission Strategic Plan.
- Great Southern Regional Blueprint.
- WA Department of Sport and Recreation Plans.
- Great Southern Regional Plan for Sport and Recreation.
- Review of Sport and Recreation in Western Australia.
- Regional Development Australia Great Southern strategy.
- Australian Government Independent Sport Council – Future on Sport in Australia, 2009.
- Review of Sport and Recreation in Regional Western Australia, July 2008.
- More than winning: the real value of sport and recreation in Western Australia, 2009

4.1.1 Fit of the proposed project with local strategic plans

Shire of Katanning Strategic Plan 2010 - 2020

The Shire of Katanning has adopted a forward looking and aspirational strategic plan. The proposed KCC development supports elements of this plan:

Mission:

- Progressing our community through the celebration of diversity and achievements.
- Improving our lifestyle and wellbeing, through increased recreational and cultural opportunities, more options for young people and seniors, and safety and security.
- Enhance the community's amenities, by maintaining and improving the Shire's infrastructure.

The proposed project addresses the diversity agenda through encouraging a wider range of age groups to participate in sports and community events. In addition, there is the potential for encouraging greater cultural diversity. Although the sports represented at the KCC are traditional 'European-aligned' sports, the enhanced facilities at the KCC could be leveraged to host, for example, multicultural events such as showcasing ethnic sports (such as Sepak takraw), bilingual coaching days, and non-sporting cultural events. This could also provide other sources of funding for the facility construction and/or membership subsidies.

Shire of Katanning Community Plan

The community consultation phase for the Shire of Katanning Growth and Implementation Plan developed this aspirational vision of growth for Katanning. The Plan notes that achieving growth will require a collection of local and district level programs and projects that focus on strengthening our local community and provide growth opportunities and diversification of our economic base.

It includes key aspirations for sports facility consolidation and new development, as well as improvements to recreation amenity, ensuring that all community members have access to diverse and affordable sporting and recreation opportunities. The Plan specifically identifies incentives for the Bowling Club to relocate to the Country Club.

Shire of Katanning– SuperTowns Growth Plan

As part of the State government's SuperTowns program, a Growth Plan has been developed for the Shire of Katanning. Katanning was chosen as a SuperTown because of its growth potential, central location and demonstrated governance ability. The vision for SuperTowns is to create communities with access to services, affordable housing and a diverse range of lifestyle and job opportunities. An intensive community and agency consultation program was undertaken between November 2011 and February 2012, from which an aspirational vision. One of the recommendations from this process was:

Recommendation 130: Pursue consolidation of sporting activities at the Country Club and Katanning Leisure Centre to support existing infrastructure.

4.1.2 Fit of the proposed project with state strategic plans

Great Southern Regional Investment Blueprint

The Great Southern Regional Blueprint seeks to plot the region's future out to 2040. It sets out an aspirational vision with short, medium and long term ambitions, including ways to measure progress towards these. It is based on a great deal of research and consultation with various stakeholder groups and individuals.

Four main themes or 'regional imperatives' drive the Blueprint and its vision for the region's future:

- Economic growth and diversification
- Infrastructure and services
- Knowledge and innovation
- Community and environment

Within the Blueprint, a series of aspirational economic, social and environmental indicators, or measures of success, were developed from an analysis of relevant research data, information, consultation and feedback from a wide variety of sources. Notable challenges for example include ensuring that residents are healthy, active and engaged, have a strong sense of wellbeing and excellent opportunities. It goes on to detail the transformational project opportunities and the regional imperatives that drive them that represent the priorities of the Great Southern region to 2040. The Blueprint seeks to engage these priorities in partnership with government, business, community groups and residents through a diverse range of interrelated actions, projects and initiatives.

Of the six Transformation Projects identified in the Blueprint, one is "Strong Communities – Community Development and Amenity". This seeks to maintain and enhance the region's communities to ensure the Great Southern is recognised as a preferred region in which to live, work and invest:

"Western Australia's population will continue to grow in decades to come and the Great Southern's population will share in the increase. To retain existing residents and to be recognised as preferred locations for new residents, communities in the region need more than basic infrastructure and services. Communities need to be able to offer a range of employment opportunities, supportive social environments and attractive local amenity."

The Blueprint also notes that sport and recreation participation is important for sustaining a healthy population and is particularly important for rural and regional communities, for example in attracting and retaining youth.

Great Southern Regional Plan for Sport and Recreation

The proposal responds to specific issues in the Great Southern Region identified in a 2008 Review of Sport and Recreation in Regional Western Australia including:

- The lack of facilities.
- The poor standard of facilities – old and beyond use by date.
- Heavy focus on traditional sport rather than community participation,
- A substantial increase in maintenance costs due to a number of factors, e.g. as buildings age and costs of upgrading to meet mandatory safety requirements, and
- Water shortages and the challenges of developing new methods of harvesting water for clubs and their facilities.

The Great Southern Regional Plan for Sport and Recreation Report (November 2005), indicates the development of policies that focus on:

- The co-location of compatible entities in shared facility arrangements,
- Sport and recreation activities that have demonstrated their sustainability,
- Developing local facilities across the region (with priority being given to co-located facilities),
- The creation of partnerships between local governments, state associations, regional associations and local clubs regarding the development of regional projects.

Department of Sport and Recreation

The WA Department of Sport and Recreation has released several documents that reference the importance of sustainable sport and recreation developments, including the following:

- SD5 - Strategic Directions for the Western Australia Sport and Recreation Industry (2011 – 2015) details its intent to provide vision and direction for WA's sport and recreation industry, increase stakeholder understanding of emerging issues, guide strategic planning processes for organisations, and better inform governments of stakeholder aspirations,
- More than winning: The real value of sport and recreation in Western Australia details that "The beneficial effects on social cohesion, educational outcomes for young people, and the positive impacts on physical and mental wellbeing which flows from participation in organised sport and recreation is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together. At a time when regional communities are under pressure, the value of sport and recreation becomes even more important",
- Economic Value of Sport and Recreation in Western Australia (2004) gives "an insight into the significant potential of our industry (the sport and recreation industry) to contribute to our State's economic growth", and
- Climate Change: climate change in no longer just a concept (December 2007). This document outlines the direct and indirect impact of climate change, justifying why governments and communities should assess and implement water retention and re-use systems including the management of such systems.

Review of Sport and Recreation in Western Australia

In 2007, the WA Government commissioned a dedicated *Review of Sport and Recreation in Regional Western Australia*. The key themes that were raised following the state-wide consultation process included[4] the challenges in progressing capital works projects for sport and recreation facilities, and pressure on community-based organisation to attract and retain volunteers. The four key findings in the report, that are relevant to this Feasibility Study include:

[4] Review of Sport and Recreation in Regional Western Australia, July 2008.

- **Impact of Population Growth:** Due to rapid population growth in key regional centres *"sport and recreation organisations and local governments are struggling to meet the demands in high growth localities."*
- **Financial Disincentives:** that negatively impact on participation and achievement in volunteer sporting clubs, including high intrastate travel costs, GST charged on sport and recreation related sales, impost of fees and charges levied by local governments on community-based sport and recreation and levies charged on clubs by regional and state associations.
- **Increase in Operating and Maintenance Costs:** *"The operating and maintenance costs for sport and recreation facilities have risen significantly in recent years"*. The report indicates that there is a requirement to improve *"Life of Asset"* planning, adherence to resource sharing and innovative facility design to reduce operating and maintenance expenditure.
- **Impact of Climate Change:** need to be considered when developing sporting facilities.

4.1.3 Fit of the proposed project with federal strategic plans

Regional Development Australia Great Southern

The proposal also aligns with a number of areas in the RDA Great Southern WA Regional Plan 2013-2018, which notes that sport and recreation make an important contribution to society and that this is especially relevant to communities within the Great Southern region. The plan recommends region-wide coordination of initiatives, providing more programs for youth and families including sports. The Regional Plan also notes a key strategy being to *"provide regional community sport and recreation opportunities and infrastructure to stimulate participation"*, as well as the importance to develop multi-use facilities in rural towns.

The Future of Sport in Australia

The Future of Sport in Australia[5] was a Federal Government initiative to investigate the reforms required to *"ensure Australian Sporting systems remain prepared for future challenges at both the community and elite levels."*

The following general themes were considered paramount for the Australian Sporting Council to consider when developing sport policy:

- Credible performances on the world sporting stage, particularly in sports well-liked by Australians.
- High sport and recreation participation rates across the community.
- Vibrant clubs and local and national competitions.
- The ability of sport to contribute to inclusive and harmonious outcomes in communities.

Interestingly, the Panel found no evidence that high profile sporting events like the Olympics, Wimbledon or the Australian Football League Grand Final have a material influence on sports participation. This finding led the Panel to recommend that some priority should be given to those sports played **that encourage wide participation around the country and even more to those sports that engage their members through their lifetime.**

A summary of the report's findings that impact upon community sporting activities is as follows:

- The Report stated that the ***"infrastructure of community sport, made up of both people and facilities, is under threat."*** This was primarily due to the decline in the number of volunteers, changing lifestyles, flexible working hours, large out of pocket expenses and onerous compliance obligations and duties of care are seen to be the major drivers of a declining volunteer base.
- Further, many sporting organisations are required to operate as a small business, which results in committees having to deal with complex off the field issues. These demands place additional pressure on volunteers who may not be fully equipped to carry out these roles.

[5] Australian Government Independent Sport Council – Future on Sport in Australia, 2009.

- The Panel also found that there is **no coherent approach to building community sports and the physical facilities that are required.** The report indicated that Governments at all levels will have to increase their investment in community facilities if grass roots sport is to flourish.

The report recognises that sport can make a significant contribution to improving the health and well-being of the community as well as the importance of volunteers in the success of community sporting clubs and associations. Finally, the report **strongly recommends the development of community based sporting projects that can engage broad sections of the community, such as multi-sport facilities.**

4.2 The Need for Co-Location

The proposal to increase the level of co-location of sports in the new KCC, and the benefits that are expected to result, are consistent with the policy of the Department of Sport and Recreation. According to DSR's *Facility Planning Guide Sport and Recreation Facilities March 2007,* there are many benefits to joint provision and shared use of sport and recreation facilities including:

- Less duplication and maximum use of community facilities and services.
- Creation of a community hub-a focal point for community activity.
- Shared capital costs, services, resources and expertise.
- Improved relationships between organisations.
- Reduced operating costs.
- Increased community ownership of facilities.
- Access to a broader range of services and expertise.
- Reduced vandalism.

4.3 Current and Future Sporting Trends

4.3.1 National participation rates

The Federal Department of Health and Ageing's Exercise, Recreation and Sport Survey (ERASS)[6] was carried out nationally between 2001 and 2010 and provided annual information on the frequency, duration, nature and type of physical activities in the form of exercise, recreation and sport that are undertaken by persons aged 15 years and above. The most recently available information is from the 2010 survey. ERASS provides statistical data on participation rates for various forms of physical activity in Australia. For 2010, it was estimated that 69.4% (12.2 million) of all Australians, over the age of 15, participated in a form physical activity for exercise, recreation or sport at least once a week. 47.7% (8.3 million) of Australians participated in a physical activity at least 3 times a week. **The regular participation rate for any physical activity among persons living in capital cities was slightly higher than for those living in the rest of the state (49.2% and 44.9% respectively).**

In terms of activities, golf and tennis are among the top ten. An estimated 1.2 million persons aged 15 years and over participated in golf at least once for exercise, recreation or sport in the 12 months prior to interview, and 1.1 million in tennis.

Focusing on club-based physical activities, those aged between 15 to 24 years of age had the highest level of club-based physical activity at 17.7%. Generally, regular participation in club-based physical activity was most common among males (7.9%) than females (4.8%). **Capital cities experienced a lower level of regular participation in club-based activities (5.9%) than in regional areas (7.0%).**

Therefore, while regular participation rates maybe lower for regional populations compared with metropolitan areas, club-based participation is higher in the regions, implying that sporting clubs play a more central role in encouraging participation in sports.

[6] The Exercise, Recreation and Sports Survey, 2010 Report, Australian Sports Commission.

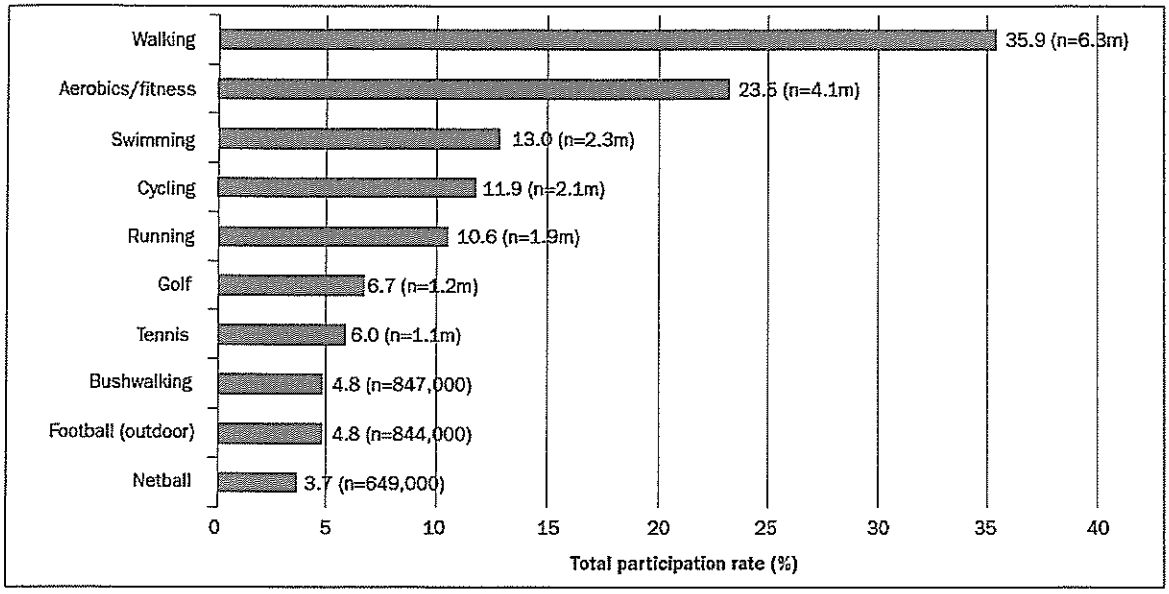


Figure 3. Top ten activities, 2010.

Australia's top ten club-based physical activities in 2010 were as shown in Table 1. Golf, tennis and lawn bowls are all in the top ten club-based sports for participation. Over the past decade, participation in golf has been relatively static (1% decrease from 2001 to 2010) while tennis has decreased (13% decrease) but lawn bowls has experienced a strong increase (13% increase).

Table 1. Top 10 national club-based physical activities by participation rate, 2010.

Activity	Participation Rate
Golf	3.0%
Football (Outdoor)	2.6%
Netball	2.2%
Australian Rules Football	2.1%
Tennis	1.9%
Cricket (outdoor)	1.9%
Lawn Bowls	1.7%
Touch Football	1.6%
Basketball	1.4%
Martial Arts	1.0%

According to the second annual National Golf Census, the decrease in the formal membership of golf clubs is a reflection of: changing Australian demographics, an increasingly time poor population, seeking short, flexible options for keeping fit and recreation, and increasingly wider choices in sport and recreational activity. Non-metropolitan, or country, participation outstrips metropolitan participation in golf. In 2011, over 55% of participants were in country regions (although these country regions accommodate just 38% of Australian residents).

According to Tennis Australia[7], 51% of the population have played tennis regularly at some point in their lives (8.9 million), 22% of the population currently play tennis once a year (3.8 million) and 7% of the population currently play tennis weekly (1.2 million). Participation is consistently high across both genders and geographic locations. Furthermore, it is claimed that there is huge latent demand to participate in tennis, with an estimated additional 17% of the population who aren't currently playing being interested in playing tennis (2.8 million). **Membership of a tennis club dramatically increases with regularity of play.**

4.3.2 Western Australia's participation rate

The ERASS also provides statistical data on participation rates for various forms of physical activity in Western Australia. In WA, the percentage of persons 15 years and over who participated in any physical activity for recreation, exercise or sport in 2010 was 84.5% compared with the national participation rate of 82.3% The percentage of persons regularly (three or more times a week) participating in physical activity for exercise, recreation and sport over a 12-month period prior to interview in 2010 in WA was 51.9% compared with the national participation rate of 47.7%. The level of participation in physical activity for Perth was 53.6% compared with 47.1% in regional areas.

[7] Tennis Participation in Australia 2010, Tennis Australia and Gemba Group 2010.

Table 2 compares Western Australia's participation in physical activity by age group in *sport or recreation club or association* with the similar national participation rate.

Table 2. Total participation rate, Western Australia versus national.

Age Group	Western Australia Participation Rate (%)	National Participation Rate
15 – 24	35.0	46.1
25 – 34	27.9	26.1
35 – 44	22.9	24.8
45-54	16.6	18.5
55-64	19.8	17.7
65 and over	18.5	19.5
Total	23.7	25.7

These results indicate that for most age groups, Western Australia's participation rate is similar to National averages. **However, the 15 – 24 age group has a significantly lower participation rate than the national average.**

The following table represents a summary of major participation in Western Australia (organised and non-organised) in the sports of interest.

Table 3. WA participation rates in the sports of interest.

Activity/Trend	Total Participation rate 2006 (males & females) %	Total Participation rate 2010 (males & females) %	% change 2006-2010
Bowls (Lawn)	2.0	2.3	+0.3%
Golf	7.0	5.6	-1.4%
Hockey (Indoor)	0.3	0.4	+0.1%
Hockey (Outdoor)	1.5	1.4	-0.1%
Squash / racquetball	2.2	2.3	+0.1%
Tennis	6.0	4.9	-1.1%

In 2011, Western Australia had an estimated[8] 172 golf clubs, with 34,906 golf club members, 26,337 golf club playing members and 34,136 regular golf participants (3 rounds or more). The age and gender distribution of golf club playing members in WA shows that some 42% of playing members (and 78% of clubs) are in country areas.

Golf participant to population rates are a measure of the extent to which members in each age group and in each region are regularly involved in golf (three rounds or more per annum). For WA, the participant to population rates are presented in Table 4. Western Australian regions with the highest participant to population rates in 2011 were:

- Mid West,
- Wheatbelt,
- Peel,
- Upper Great Southern, and
- South West.

The Upper Great Southern has one of the top five participation rates in the State.

Surveys of golf players in the USA has also shown that the people most likely to become regular golf players and members of golf clubs are those people who play 3-5 games per annum, and with some support (lessons, friendships, social life, family involvement) would increase the number of games played each year. They are considered the prime target group for increased club memberships.

[8] National Gold Census 2011, Golf Australia.

Table 4. *Total Participants to Population, Western Australia 2011 – Great Southern 1.94%.*

Metropolitan	4-24 years			25-44 years			45-64 years			65+ years			Total		
	Participants	Population	Rate (%)	Participants	Population	Rate (%)	Participants	Population	Rate (%)	Participants	Population	Rate (%)	Participants	Population	Rate (%)
Central Metropolitan	366	46,049	0.80%	605	43,361	1.40%	1,157	36,864	3.14%	734	20,521	3.58%	2,663	146,795	1.95%
North East	1,025	277,871	0.37%	1,622	233,143	0.70%	2,824	199,169	1.42%	1,885	90,721	2.08%	7,356	800,904	0.92%
South West	518	125,254	0.41%	782	101,961	0.77%	1,207	89,675	1.35%	863	46,176	1.87%	3,370	363,066	0.93%
South East	441	135,082	0.33%	698	110,277	0.63%	1,217	95,052	1.28%	812	44,888	1.81%	3,168	385,300	0.82%
Sub Total	2,350	584,256	0.40%	3,707	488,742	0.76%	6,405	420,761	1.52%	4,295	202,305	2.12%	16,758	1,696,065	0.99%
Country															
Gascoyne	23	16,979	0.13%	39	13,041	0.30%	80	11,546	0.69%	48	5,407	0.90%	190	46,974	0.40%
Goldfields	57	22,572	0.25%	89	19,364	0.46%	145	13,102	1.11%	100	4,032	2.48%	391	59,070	0.66%
Great Southern	147	19,492	0.75%	245	14,838	1.64%	468	16,233	2.88%	296	8,850	3.35%	1,155	59,412	1.94%
Upper Great Southern	59	6,240	0.95%	95	4,892	1.94%	169	5,339	3.16%	111	2,629	4.24%	435	19,100	2.28%
Peel	321	25,801	1.24%	491	18,942	2.59%	785	23,654	3.32%	550	17,417	3.16%	2,148	85,814	2.50%
South West	559	57,164	0.98%	900	45,143	1.99%	1,628	44,210	3.68%	1,064	21,181	5.02%	4,151	167,698	2.48%
Mid West	184	5,893	3.11%	302	5,165	5.85%	573	5,340	10.73%	365	2,228	16.38%	1,424	18,626	7.64%
Wheatbelt	224	17,676	1.27%	373	14,098	2.65%	726	16,791	4.32%	457	7,870	5.80%	1,780	56,435	3.15%
Pilbara	53	18,913	0.28%	82	18,214	0.45%	138	10,351	1.34%	94	1,132	8.33%	368	48,610	0.76%
Kimberley	53	14,535	0.37%	80	11,974	0.67%	123	7,427	1.64%	88	1,710	5.17%	345	35,706	0.97%
Sub Total	1,681	205,264	0.82%	2,695	165,671	1.63%	4,635	154,054	3.14%	3,176	72,456	4.38%	12,386	597,445	2.07%
Total	4,031	789,520	0.51%	6,401	654,414	0.98%	11,240	574,815	1.96%	7,472	274,761	2.72%	29,144	2,293,510	1.27%

Bowls player to population rates show the extent to which people in each region are involved in bowls. The overall player to population rate in WA was 1.42%, the lowest among all the states and territories. The rate in country WA was 2.63% and in metropolitan Perth it was 1.00%[9]. In the Central Great Southern, the overall participation rate was 2.34% (see Table 5). However, for Katanning the participation rate in 2011 was only 1.31%, or around half of that expected for country WA.

The participation rate of bowls players in Katanning is around half of the average rate in country WA.

Table 5. Membership in Country Clubs – % participation/players by town population rates Bowls WA

Club Membership	2010/2011		2011/2012		2011		
Country Clubs	Men	Women	Men	Women	Total # Players	Population	%
Broomehill-Tambellup	14	4	14	4	18	1,282	1.40%
Dumbleyung	15	14	15	12	27	660	4.09%
Gnowangerup	29	18	31	17	48	1,393	3.45%
Katanning	40	18	41	20	61	4,653	1.31%
Kent	x	x	x	x	x	601	-
Kojonup	53	36	51	32	83	2,228	3.73%
Wagin	50	36	43	29	72	1,910	3.77%
Woodanilling	x	x	x	x	x	452	X
TOTALS	**201**	**126**	**195**	**114**	**309**	**13,179**	**2.34%**

Base data source: Bowls WA, Annual Report 2012, Town populations: ABS 2009

4.4 Analysis of Social Indicators

This section provides a summary of the Great Southern Region and Katanning's demographic and economic indicators. A review of this information is considered important when analysing the need for regional social infrastructure such as public sporting facilities.

Located 286km south east of Perth, Katanning is one of the district centres within the Great Southern region of Western Australia. The town is situated on the Great Southern Highway and the Northam-Albany rail line, 40 kilometres east of the Albany Highway. The combination of a major railway line and a rich sheep–wheat/grains area surrounding the town has made Katanning an important and thriving centre.

[9] Bowls WA, Annual Report 2012, p.6.

Katanning is the regional centre for what can be termed as the Central Great Southern, comprising the northern Shires of the Great Southern (roughly corresponding to the Australian Bureau of Statistics' statistical sub-division of Pallinup), together with two Shires from the Wheatbelt region that neighbour the Shire of Katanning. Since most of the available economic and demographic information relates either to the Great Southern or to the Wheatbelt, the context described here focuses primarily on the Pallinup statistical sub-division; this will provide a reasonable picture for the pertinent issues across the broader Central Great Southern.

The Great Southern region itself covers an area of approximately 39,000 km^2 (including off-shore islands) of diverse landscape, or around 1.5 % of WA's total area. The region's principal centre is Albany, providing port facilities for some agricultural and forestry produce, with other key regional towns being Mount Barker, Denmark, Kojonup and Katanning. Most people live on the coast with approximately 78% of the region's population living in three of the Local Government Authorities, Albany and Denmark and Plantagenet.

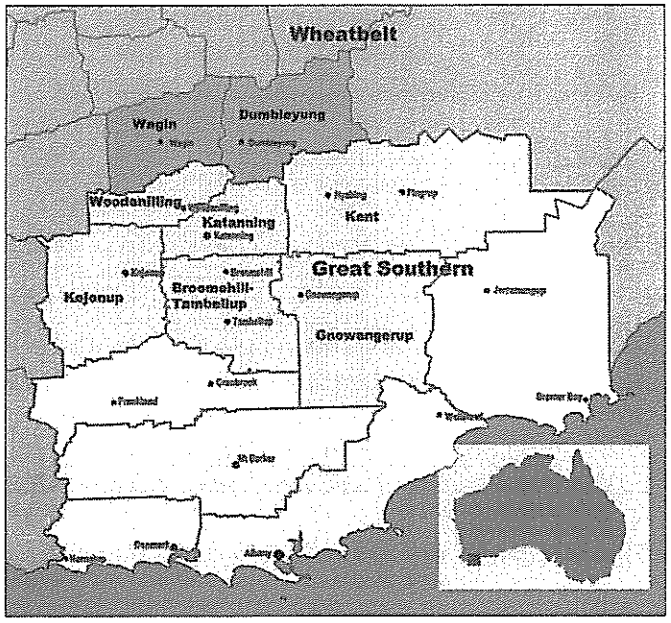


Figure 4. The Central Great Southern.

Katanning is a district centre and provides higher order services to a number of smaller neighbouring towns including Kojonup, Woodanilling, Nyabing, Tambellup, Broomehill, Gnowangerup, Wagin, Pingrup and Dumbleyung. These services include the provision of government services such as Police, Hospital, Department of Agriculture and Food. The town also provides regional sporting and recreational facilities.

4.4.1 Population growth

The Central Great Southern region, of which Katanning is the regional centre, comprises the Shires of Broomehill-Tambellup, Dumbleyung, Gnowangerup, Katanning, Kent, Kojonup, Wagin and Woodanilling. Over the years, the general trend in this predominantly rural area has been population decline. The annual growth rate for the whole of WA, for the 12-month period ending in June 2012 (most recent ABS count), was 3.3%. This was, by far, the highest growth rate in Australia. Between 2004 and the latest population estimates in 2014, the AAGR for WA was 2.7%. While the population of WA has consistently grown, the Central Great Southern as a region has experienced slight declines.

Table 6. Central Great Southern AAGR.

	2004	2014	% share 2014	AAGR 2004-2014
Broomhill-Tambellup (S)	1,222	1,156	9.4%	-0.55%
Dumbleyung (S)	702	589	4.8%	-1.74%
Gnowangerup (S)	1,478	1,292	10.5%	-1.34%
Katanning (S)	4,412	4,428	35.9%	0.04%
Kent (S)	626	524	4.3%	-1.76%
Kojonup (S)	2,288	2,002	16.2%	-1.33%
Wagin (S)	1,916	1,905	15.5%	-0.06%
Woodanilling (S)	404	430	3.5%	0.63%
Central Great Southern	13,048	12,326	100%	-0.57%

*AAGR = Average Annual Growth Rate

Generally, the Great Southern as a whole has experienced a consistent pattern of growth for more than a decade. Between 1996 and 2010 the region's population steadily increased by 11.3%. This is an estimated average annual growth rate of 1.2%. The ABS partition during this period included the Pallinup and King statistical divisions, with King including Albany (central), Albany (Balance), Cranbrook, Denmark and Plantagenet. The remaining statistical areas belong to the Pallinup division and experienced an overall decline of 0.98% between 2001 and 2010, and an AAGR of -0.53% between 2008 and 2012. McKenzie *et al*[10] ascribe the decline in Pallinup to be the result of the relatively limited diversification in the sub-region as in most agricultural areas. This is compounded by the 'farm income problem' whereby returns for broadacre produce have diminished while the costs of inputs have increased, requiring more intensive farming and farm amalgamations to achieve economies of scale. These trends have been leading to fewer, larger farms, and fewer people employed in farming. The levels of internal migration are also noteworthy. Compared with WA as a whole, Pallinup has a relatively stable population, which is similar to other broadacre farming regions experiencing youth and employee outmigration.

As in many regional areas, the age structure of Pallinup (and by extension, the Central Great Southern) reflects a general 'out-migration' of young people. When compared with WA as a whole, Pallinup was under-represented in the 15-19 and 20-34 age cohorts at the 2011 census. (For example, the 15-19 age cohort was 4.68% of the population, compared with 11.96% of the WA population). Across the region, the trend is for many younger people to be forced to seek tertiary education, employment and career opportunities in Perth or larger centres. Similar issues are faced by most other regions[11].

As a result, Pallinup had a slightly higher proportion of the population aged between 35 and 55 than WA as a whole at the 2011 census. McKenzie et al. consider that this has two important implications for labour demand in the future:

- Over the next decade or so, a relatively large proportion of residents will retire, fuelling demand for 'replacement labour' to fill the gaps.
- The ageing population will increase demands on the local economy and services, in areas such as recreation and leisure, health and social services.

Indigenous Australians account for 3.8% of the total population of the Great Southern. The Central Great Southern has a higher population of Indigenous Australians than the overall Great Southern (7.6% versus 3.8%). The highest representation is in the Shire of Broomehill-Tambellup, where 16.1% of the population is Indigenous, followed by Gnowangerup (11.1%) and Katanning (10.1%).

Katanning is unique in the region as it is known for its multicultural nature which commenced in the 1970s with the influx of Cocos Malays to work at the WAMMCO (previously Metro Meats) abattoir. Katanning now has a large migrant base and accommodates in excess of 50 nationalities. Katanning has 24.6% of its residents born overseas (Census 2011), predominantly Malay, Afghan, Chinese, Burmese, African (various), South African and Filipino. Katanning is a multicultural town of long standing in which multiculturalism works and in which people from a range of backgrounds continue to settle.

Despite only experiencing small growth over the last decade, Katanning is expected to grow significantly in the coming years as WA reaches a projected population of 4.3 million by 2056.[12] The Department of Planning's report *Western Australia Tomorrow* predicts the population of Katanning by 2026 to be 4,960, an 18% increase over the coming 13 years.[13] This number is based on trends of the past 30 years and is a very conservative estimate if some of the major economic drivers for Katanning are realised (e.g. development of

[10] The Demographic and Economic Dynamics of the Great Southern Region of Western Australia, in Sustaining Gondwana Issue 14 Sep 2008 (Prof Fiona Haslam McKenzie, Prof Matthew Tonts & Dr Amanda Davies).
[11] Regional Development Australia, Great Southern WA *Regional Plan 2010 - 2020* http://www.rdagreatsouthern.com.au/RDAGS_Regional_Plan.pdf
[12] 'Western Australia Economic Profile – February 2012', Department of State Development, 2.
[13] *Western Australia Tomorrow Forecast Profile: Katanning (S) Local Government Area*, February 2012, available from http://www.planning.wa.gov.au/publications/6194.asp

a gold mine, expansion of WAMMCO, creation of an agricultural precinct, and promotion of Katanning as a hub for recent immigrants).

Figure 5 has been calculated by projecting 'base case' population growth in Katanning and its neighbouring towns by using a 2% growth rate – considered in light of the average growth rate of WA (2.2%) and regional growth throughout WA in the last ten years (actual figure is 2%).

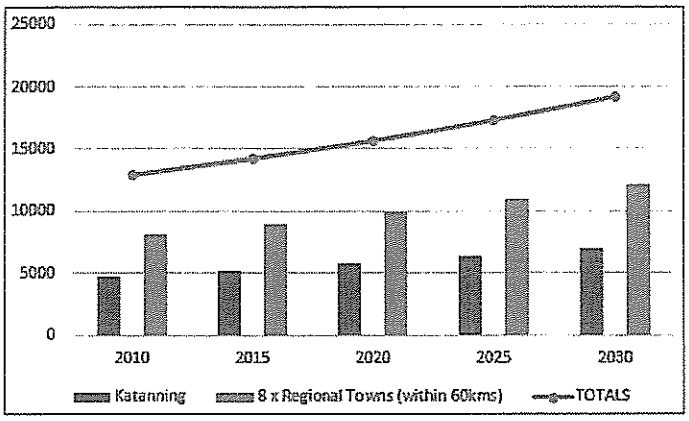


Figure 5. Population projections.

The population of the Central Great Southern region is projected to reach 16,000 (a 20% increase) in the next 10 years and 20,000 (a 50% increase) in 20 years, consistent with the most recent projections for WA's population produced by the WA Planning Commission.[14] This population growth will place additional demands on services and infrastructure from the key regional towns. Importantly, these projections can be considered as a "base case" as they do not take into account substantial potential additional population growth from and the impact of the SuperTowns program, and proposed commercial developments.

Through the **SuperTowns program**, Katanning has been identified by the State Government as a target for significant population growth over coming decades, driven by projections of the WA population more than doubling to 4.9 million by 2050, with 1.1 million of this growth needing to be absorbed by regional WA (effectively tripling the regional population as a result of environmental and economic drivers leading to a greater percentage of growth occurring in non-metropolitan areas). Katanning's selection as a SuperTown reflects the Government's belief that the town will play a pivotal role in absorbing some of this population growth and therefore the need to invest in Katanning's capacity, vibrancy, and commercial and industry base in order to provide an attractive choice for people wanting to live in the region. A range of potential initiatives are identified in the Katanning SuperTown Growth Plan, including potential for a migrant transition centre, food precinct and centre of excellence in engineering. The additional infrastructural investments will provide further incentives for the attraction, and retention, of additional people in the Central Great Southern, and increase the capacity of the town and region to absorb migrants.

Of the proposed **commercial developments**, the highest impact would be from the potential re-commencement by Ausgold of the **gold mine** near to Badgebup. This is would provide a minimum of 200 full-time positions on an on-going basis, with over 250 jobs during the construction phase. The recently completed **Katanning Regional Saleyards** is also having flow-on effects in the attraction of additional livestock-related businesses, together with other investments by the state government in agriculture-related infrastructure in the town.

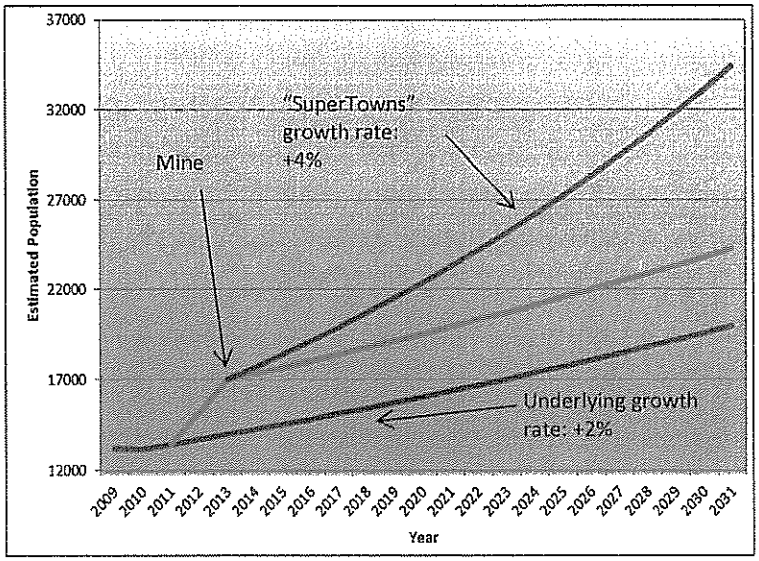


Figure 6. Potential population growth, Central Great Southern.

[14] Western Australia Tomorrow, Population Report No. 7, 2006 to 2026, Western Australian Planning Commission, February 2012.

The influence of these factors would be expected to add to the underlying population growth rate and it is reasonable to project an increase from 2% per year to 4% per year growth (Figure 6).

The challenges associated with this population growth include pressure on housing and industrial/commercial land, utilities infrastructure and the provision of community services (education, health, recreation etc.).

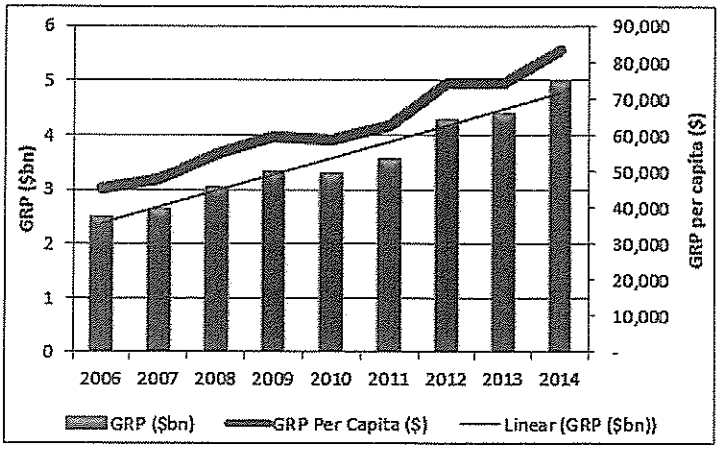


Figure 7. Gross Regional Product, 2001/02 to 2011/12

4.4.2 Economy

Gross Regional Product (GRP) of the Great Southern has been estimated to be approximately $5.0 billion in 2013/14, which represented 1.9% of Gross State Product for that year. (ABS and Department of Regional Development). The region's GRP per capita is just over $83,500, compared with over $100,400 for WA as a whole[15] (and compared with the national average of $66,900). The preliminary growth rate (adjusted for inflation) increased by 13.8% during the 2013-2014 year. This strong economy derives from the fact that the region's land is among the most productive in the whole of WA, due to its relatively high and consistent rainfall.

Agriculture dominates the regional economy and is valued at $1,042 million (see Figure 8) making the Great Southern the second largest agriculture producing region in WA. Retail, Building and tourism all make a significant contribution to the regional economy. To a lesser extent state fishing and mining also contribute to regional production. The data available for all sectors are the most current, provided by the Department of Commerce.

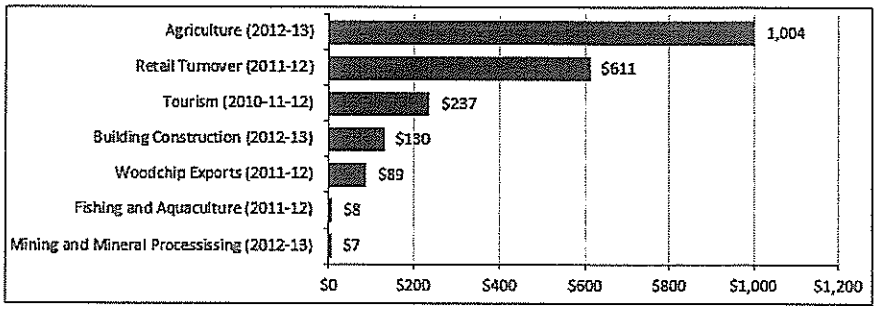


Figure 8. Value of industrial activities in the Great Southern.

The economic development of the region builds on its natural and infrastructural assets – climate (for agriculture and tourism) and expanses of cleared agricultural land, forests and natural parks. Capital investment in the areas of power, water and transport infrastructure will attract new industries and expand those already established. McKenzie et al. confirm the picture of the region's strong overall performance but state that the enterprise structure of the Central Great Southern sub-region is generally consistent with similar regions in other parts of Australia. More than 75% of all businesses have four or fewer employees, and half are sole traders. Farming enterprises dominate the business sector, with a range of small and medium enterprises servicing this sector and the broader population. In 2006, some 65% of all enterprises in the sub-region operate in the agricultural sector (compared with 11% across Australia), with the consequence that all other sectors are under-represented by enterprises. According to McKenzie et al.:

> *'The near future is likely to see a degree of inertia, with little change in business numbers, or possibly a marginal contraction as individual farms are amalgamated and expanded. In addition, improving transport links and changing patterns of business interaction are likely to see an increasing number of retail, service and other functions delivered from regional centres'*[10].

[15] http://www.treasury.wa.gov.au/uploadedFiles/_Treasury/Economic_Data/gsp_2013-14(4).pdf

In comparison with the eastern states, there is significantly less corporate activity and international investment in agricultural land in the Central Great Southern. Limited numbers of farms (31%) in the region have formal enterprise plans[16].

4.4.3 Ageing population

As is the case nationally in regional areas, the Central Great Southern has contended over the years with out-migration of young people, ageing/retirement of the workforce and difficulties in attracting and retaining labour supply. For example, "Baby Boomers" represent 41.8% of the overall Australian workforce, but 45.2% of the labour force in non-metropolitan areas[17]. Retirement of Baby Boomers means that 40% of workers will leave the workforce in the next two decades. Labour shortages are a major barrier to regional and economic development.

Within the Central Great Southern, the agricultural sector will face significant challenges as a result of the loss of skilled workers through the ageing of workforce and outmigration of youth[18]. The ageing of the workforce is a significant issue in a number of sectors in Pallinup. In 2006, those sectors with more than 20% of the workforce over 55 years included: administrative and support services (37.3%); arts and recreational services (30%); agriculture, forestry and fishing (24.4%); accommodation and food services (24.1%), and health care and social assistance (21.6%). Though more recent data is not available at this time, the proportion of aged workforce in these areas is not expected to have changed, and all are important and predominant sectors of the local and regional economy. Retaining youth and young adults in the region and accommodating the growing number of aged people are therefore two challenges that the region will need to address over the coming decade.

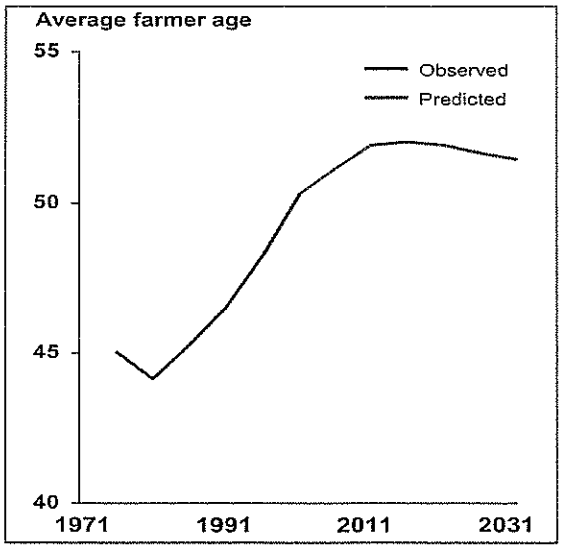


Figure 9. Average farmer age over Australia.

As with many OECD countries, one way that Australia will face the challenge of the ageing work force is through overseas immigrants, and this is particularly relevant to the Central Great Southern Region as the percentage of the region's population born overseas is already relatively high. There may be a tendency for migrant professionals to remain in the region for an obligatory two years to secure their permanent resident visas and then move away to larger centres. Therefore, the provision of improved services and infrastructure in the region's towns will be required in order to provide a basis for increasing the retention of these residents. This will include improved and expanded services in leisure, culture, sport and recreation, health and education in addition to industry and commercial development.

The ageing population will increase demand for the provision of recreational space and leisure pursuits. The provision of a variety of sport and recreation options within the KCC development, and the linkages to and throughout the community, are key aspects of the proposal that will help service the needs of Katanning's changing demographics.

[16] ABARE.

[17] The Demography of Regional Australia: Current Trends and Impending Change' to Southern Cross University's' Regional Futures. Transformational Economic Development' Symposium in August 2010.

[18] Australia 2020 Summit The Future Of Rural And Regional Australia.

4.5 Existing and Comparative Provision Review

The provision of facilities for sporting clubs varies considerably throughout regional WA, but the provision of community facilities should be made available and accessible to all residents in the town and surrounding region. A hierarchical facility provision matrix, as shown below, provides definitions for the various different levels of community facilities[19]:

Table 7. Levels of community facilities.

	Local	District	Regional
Purpose	Local open spaces are small parklands that service the recreation needs of the immediate residential population.	District open spaces primarily provide for organised formal sport, recreation and conservation protection for the surrounding neighbourhoods. In regional WA, these spaces provide for the wider district.	Regional open space should accommodate significant and important recreation, organised sport, conservation and environmental features. ROS needs to achieve a balance of functions for surrounding districts.

Ratios of facilities per head of population provide useful benchmarks which for the planning of facilities in an area, by identifying areas of potential needs compared to standards applied elsewhere. They are a useful guide for decision making, not an algorithm for calculating exact requirements, as they do not take into account the specific demographic needs of population in the particular community, and they reflect values and community characteristics at a particular period of time, not how these are likely to change over time. Therefore, research on the practices of several other local governments and agency guidelines has been conducted to provide an indication of the community facility provision standards required to adequately meet the requirements of projected population growth. These have then been then modified to reflect the particular conditions of the Shire of Katanning.

Tennis and squash in Katanning is focused at the KCC and it is also the principal location for golf. Although there is a second golf course, Forrest Hill Golf Club (FHGC), this is a semi-private golf course with limited opportunities for non-members to play. Also, it is a winter-only (April-October) course and is not reticulated. Twenty years ago FHGC had a membership of 100+, today this is down to 15-20 members. The club pays a peppercorn rent to the Shire for use of course and club-house. The FHGC is in decline and is considered to be unviable in the long-term. When it does close, it is likely that a few current members will join KCC, but others will go to Broomehill-Tambellup.

Key points gathered from the community facility standards research of various local government areas are:

Table 8. Community Infrastructure considerations

Sport	Adequate Capacity	Adequate Standard of Facility?
Bowls (Lawn) grass and synthetic	Yes, but underutilised and the lease on the current facility will not be renewed when it expires in 2016. In addition, the current bowling greens would be unable to handle demand if participation rates were to increase to WA regional average.	No. Lawn surface poor quality with high water consumption. Clubhouse, changerooms, car parking are inadequate.
Hockey	Yes, but shared grounds with more aggressive soccer and rugby see field as the least suitable in the competition by visiting teams.	No. Current facility is a small isolated structure which does not contain change rooms, showers or toilets.

[19] DSR Industry Accepted Classification framework for Open Space – DRAFT (2010).

Golf Courses	No. Golf links are adequate but supporting infrastructure is not - limited buggy storage, limited clubhouse capacity for major events.	No. Golf links are high standard but clubhouse facility is aged and does not meet requirements, e.g. leaking roof/gutters, no disabled access or amenities, ageing facilities.
Squash	No. More courts would enable competitions to complete earlier in the evening, attracting more members.	No. Quality of the courts inadequate. Clubhouse facility is aged and does not meet requirements, e.g. leaking roof/gutters, no disabled access or amenities, ageing facilities. Walls no longer suitable for patching (need full replacement) and floors now at stage where they cannot be sanded again to restore to playing condition. A full makeover is due for sustainable future activity.
Tennis (multi surface hard courts and grass)	Yes, however it is possible demand is being suppressed due to the state of the courts. (Only current users were surveyed, not potential users).	No. (Survey). Courts in disrepair, clubhouse facilities as above. Tennis rooms suffer concrete cancer and will need to be replaced shortly for safety reasons.

The current and projected demographic profile will have an impact upon sport and recreation demand in the area. Key population trends are summarized in the previous section. The anticipated impact to sport and recreation participation as a result of the trend has also been provided:

Table 9. Impacts of demographic changes.

Trend	Impact
Compared to Western Australia, there is a higher proportion of persons aged 65 plus years of age and a lesser proportion of persons aged between 0-24.	The aging population will create greater demand for the provision of recreational space and leisure pursuits.
Katanning is the inland heart of the Great Southern region and the regional hub for the Central Great Southern.	The KCC (in conjunction with the Katanning Leisure Centre) will need to meet requirements and standard of facilities for Central Great Southern region.
Projected population growth of 2% p.a. increasing Katanning from 4,703 in 2010 to 6,330 in 2025.	Overall demand for all forms of sport and recreation activity will increase as the population increases.
This could be significantly increased through the influence of the SuperTowns program and associated investments and a growth rate of 4% is also possible.	Under representation of Immigrant and indigenous people playing sport.

4.6 Community and Stakeholder Consultations

4.6.1 KCC Consultation Plan

The following tiers of consultation were employed in order to involve the community and various stakeholders in carrying out the needs assessment:

- Assessment of the needs of current sporting user groups via surveys distributed to members (see attached survey: Appendix 1: Questionnaire for Current Users).
- Assessment of the needs of potential user groups by face to face interviews with Committees. (See attached questionnaire: Appendix 2: Questionnaire Sport Club Presidents).
- Assessment of the impacts that an upgrade of KCC facilities may have on non-user stakeholder groups. These assessments were carried out by face to face or telephone interviews.
- Analysis of the various needs assessments and interviews.

The key objectives of the consultation activities were to identify the key wants and needs from various user groups and stakeholders and to identify gaps, or potential duplication in Katanning.

4.6.2 User Group Member Consultation

In order to gather feedback from a wide sample of the users of the KCC, questionnaires were sent to individual members of each user group. The survey was conducted in 2012 and has not been repeated as the results remain fully valid in 2015/16.

The questionnaire used is shown in Appendix 1: Questionnaire for Current Users.

The total number of respondents was 90, all of which are users of the KCC. It should be noted that the **responses of "current users of the facility" may not be representative of the responses of "potential users who do not currently use the facility"**. Current users have, by definition, accepted at least to some degree the current capacity and state of the facilities and their responses may therefore be positively biased towards the facilities. Potential users are an unknown group and could not be surveyed.

The category of membership held by each of the respondents in shown in Figure 10, with the majority holding full membership to the KCC.

The duration of membership held by respondents is shown in Figure 11, and demonstrates the longevity of the majority of KCC members and is indicative of the social capital established through the long-term commitment to and use of the KCC facilities.

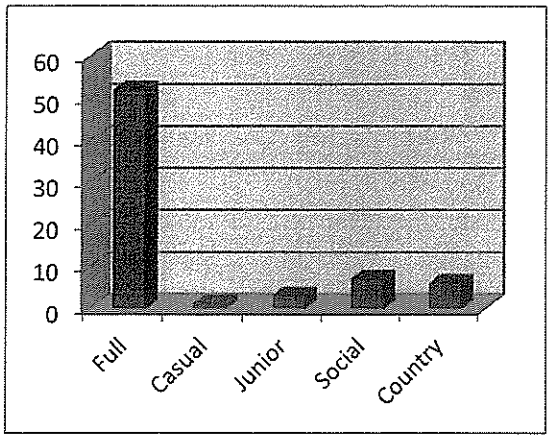


Figure 10. Response to Question 2- What category of membership do you hold?

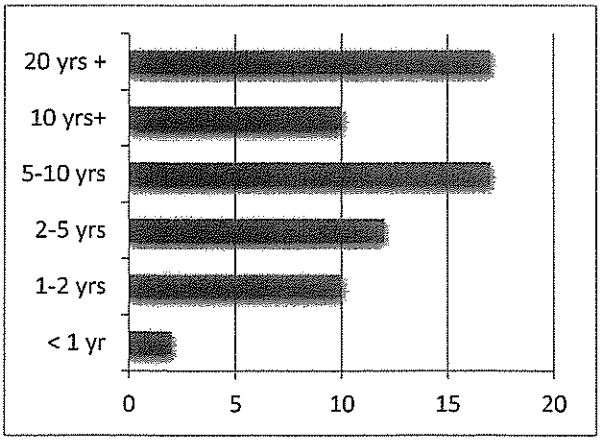


Figure 11. Response to Question 3 - How long have you been a member of KCC?

The modes of transport used by respondents to travel to the KCC show a clear majority of users travel by car and this is reflected in other feedback regarding the inadequacy of car parking facilities. Plans for promoting other forms of transport to and from the facility (e.g. bicycle, team mini-bus or car-pooling of private vehicles) are part of wider community sustainability challenges and are outside of the scope of this proposal.

When asked about their usage of the facilities in Figure 12, respondents indicated that golf was the primary sport undertaken, followed by squash, socialising and tennis.

A small percentage of respondents specified the purpose of their usage, with the majority either to play sports or socialise (Figure 12). Potential exists to develop the use of

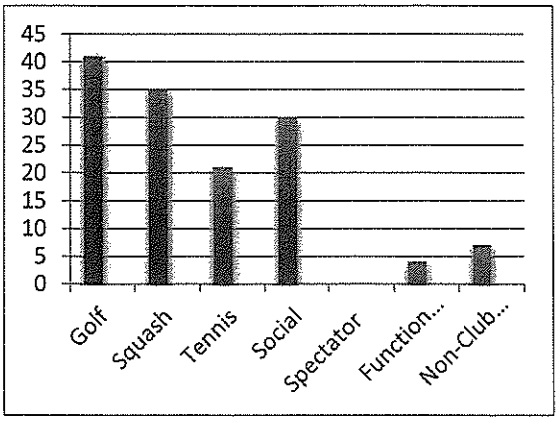


Figure 12. Response to Question 5 - For what purpose do you use the facilities?

KCC facilities for non-Club related activities and also for private and community events, functions and seminars.

Frequency of usage of the KCC facilities as depicted in Figure 13 demonstrates that:

- 36% use the KCC more than once a week,
- 41% use the KCC on a weekly basis,
- 8% use the KCC fortnightly, and
- 14% use the KCC on a monthly basis
- 1% use the KCC on a yearly basis.

The majority of respondents use the facilities in the evening, which can be attributed to the popularity of squash, the social benefits that membership affords, and the demographics of members who are not able to use the facilities during weekdays (e.g. those in full time work, students). Weekends and then afternoons follow as the other most frequent times of usage and visitation; with mornings attracting a minority of respondents. All respondents indicated that their times of usage were their preferred times with the exception of one Squash club member. Figure 14 shows that the majority of Golf 33%, Squash 25% and Tennis 17% respondents book the facilities one day in advance, and that 17% of respondents who play Golf book their games one week in advance.

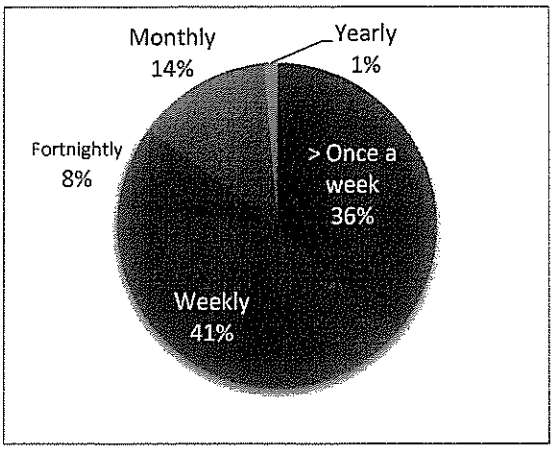


Figure 13. Response to Question 6 - How often do you make use of the facilities?

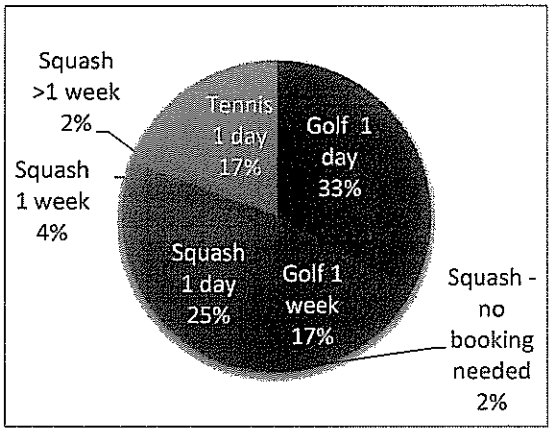


Figure 14. Response to Question 9 - How far in advance do you need to book the facilities?

4.6.2.1 Current infrastructure and capacity

Fifteen areas within existing facilities were rated from Very Good to Very Poor and the results are provided in the table below.

Table 10. Response to Question 10 - Please rate the facilities at the KCC

Please rate the facilities:	Very good	Good	Satisfactory	Poor	Very Poor
Club Bar/Restaurant	28	27	14	0	0
Golf Course	40	16	12	0	0
Squash courts	4	21	19	4	2
Tennis courts	14	28	10	1	0
Club rooms	2	19	22	11	6
Change rooms	0	13	23	20	5
Lockers	0	8	9	16	15
External lighting	2	18	25	7	9
Member Notice Board	3	18	37	3	2
Function room	6	30	23	2	0
Meeting room equipment	4	21	20	8	1
Parking Facilities	4	26	28	13	2
Seating	7	36	22	1	1
Accessibility of facilities	6	32	21	6	0
Availability of facilities	6	35	21	3	0
Total	126	348	306	95	43
% of all responses	14%	38%	33%	10%	5%

Overall, 85% of responses were "satisfactory". This is a good result for the club, and it would suggest that current members are not likely to leave the club in the immediate future due to dissatisfaction with the state of the facilities. However, the potential for significant "sample bias" should be noted. Only *current users* of the facilities were surveyed, and by definition this group has already determined that the facilities are "good enough" for them to use. It would be interesting (but outside the scope of this study) if it were possible to identify and survey the set of respondents who would *like* to be members of the club but who are currently not members, to understand if the state of the current facilities is suppressing demand for membership. Likewise the expectations of potential future members of the club – people who do not yet reside in Katanning – will not necessarily match the expectations of current users.

It would be premature to conclude from the survey ratings that current facilities are adequate for today or for the future.

The areas of the facility with combined ratings of Poor and Very Poor were:

- Lockers - 31 (there are no lockers available)
- Change Rooms - 25
- External Lighting - 16
- Parking - 15
- Club Rooms - 17
- Meeting Room Equipment - 9
- Squash Courts - 6
- Accessibility of facilities - 6
- Availability of Facilities - 3

In addition, there was considerable discontent expressed concerning the state of the facilities. For example:

> *"Most of the facilities are satisfactory for the current level of members and visitor usage. Double the participation and many items listed would be found to be inadequate or unsatisfactory".*

Figure 15 demonstrates that the improvements and upgrades considered to be essential by respondents (in descending value) are:

- Upgrade of the aquash courts - 38
- Barbeque area and Childs playground - 39
- Drinking fountain - 31
- Improved lighting - 28
- Additional storage - 25
- Expansion of catering facilities - 24

Followed by:

- Shaded Spectator areas - 17
- Exercise stations - 16
- Upgrade of the tennis courts – 10
- Additional training grounds - 9
- Automated reticulation - 8

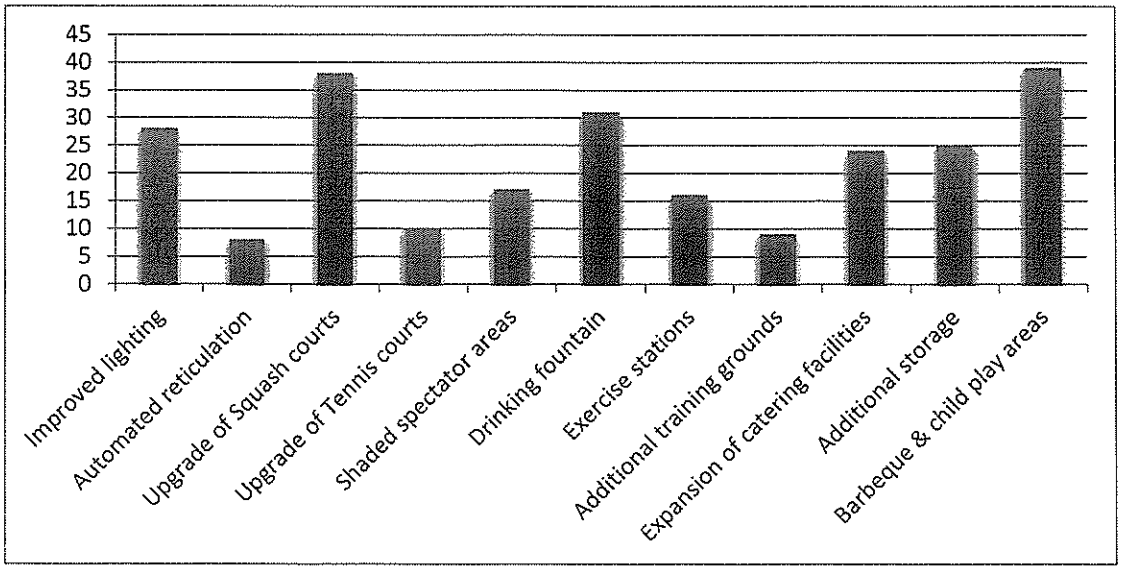


Figure 15. Response to Question Q 11 Please indicate what improvements you think are necessary at KCC?

Table 11 lists the range of other improvements that respondents suggest would enhance the quality of their experience at the KCC the majority of which target the standard of facilities such as the lower level change-rooms and toilets, squash courts and squash deck upgrade; the need for improved tennis club rooms; provision of more storage areas; a more family friendly environment and increased or improved parking facilities.

Table 11. Response to Question Q12 - What other improvements or facilities would you like to see at KCC?

Q12 - What other improvements or facilities would you like to see at KCC?
• More members using the facilities.
• More written information regarding memberships; what it entails and involves.
• Incorporating bowls.
• Tennis room upgrade.
• Squash deck upgrade and glass backed squash courts.
• Club room off tennis courts - what is it used for? • Buggy shed and storage area for golf
• Water proofing problem areas especially when there are down pours.
• The men's toilet has a putrid smell and needs to be fixed as a high priority - it brings the level of satisfaction with the club down.
• Encourage members to wash hands after playing golf - using signage.
• Improved change rooms and club rooms etc. downstairs.
• Improved Lockers. • More family friendly environment. • Child minding facilities would be great for Mums with kids.
• Blocking out of window light to allow for better viewing of screen for power point presentations. • Increased or improved parking.

A clear majority of respondents (Figure 16) would like to see more sporting events held at the KCC.

Squash scored the highest level of interest at 43% (Figure 17) followed by Tennis at 33%. 15% of respondents indicated that they would be happy with 'any and all' events which would increase usage and visitation of the KCC facilities. 10% of respondents cited their preference for Golf and 2% suggested Hockey.

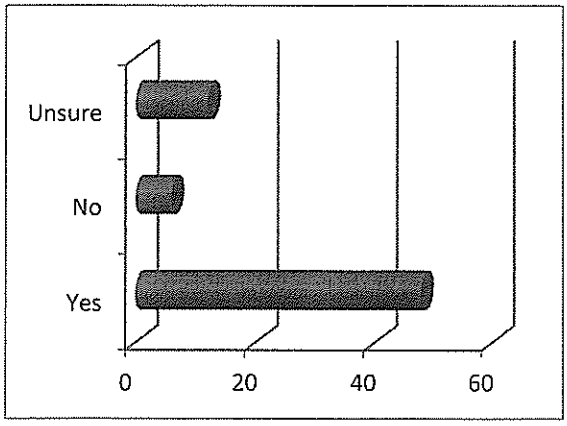


Figure 16. Response to Question 13a - Would you like to see more regional and state games played at the KCC?

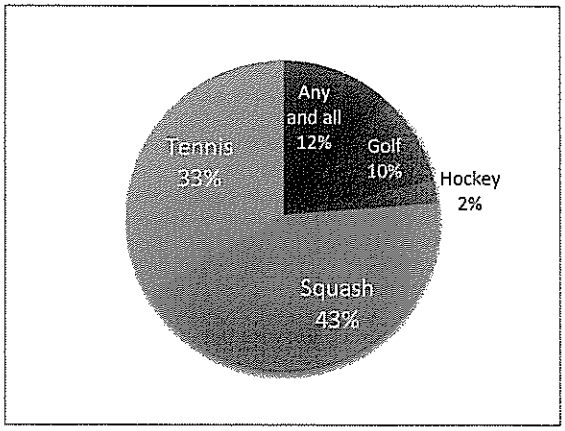


Figure 17. Response to Question 13b – If yes please specify which sports?

		Current		Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Yr8	Yr9	Yr10	Yr11	Yr12
inflation		3%		$3,458.55	$3,562.31	$3,669.18	$3,779.25	$3,892.63	$4,009.41	$4,129.69	$4,253.58	$4,381.19	$4,512.62	$4,648.00	$4,787.44
annual		$115,285.00		$118,743.55	$122,305.86	$125,975.03	$129,754.28	$133,646.91	$137,656.32	$141,786.01	$146,039.59	$150,420.78	$154,933.40	$159,581.40	$164,368.84
			Loan	$26,000.00	$26,000.00	$26,000.00	$26,000.00	$26,000.00	$26,000.00	$26,000.00	$26,000.00	$26,000.00	$26,000.00		
				$144,743.55	$148,305.86	$151,975.03	$155,754.28	$159,646.91	$163,656.32	$167,786.01	$172,039.59	$176,420.78	$180,933.40	$159,581.40	$164,368.84

				3%	yr 1	yr2	yr 3	yr 4	yr 5	yr 6	yr 7	yr 8	yr 9	yr 10	yr 11	yr 12
Budget	Golf		$32,000		$32,960	$33,949	$34,967	$36,016	$37,097	$38,210	$39,356	$40,537	$41,753	$43,005	$44,295	$45,624
	Squash		$13,000		$13,390	$13,792	$14,205	$14,632	$15,071	$15,523	$15,988	$16,468	$16,962	$17,471	$17,995	$18,535
	Tennis		$9,000		$9,270	$9,548	$9,835	$10,130	$10,433	$10,746	$11,069	$11,401	$11,743	$12,095	$12,458	$12,832
	Bar		$32,000		$32,960	$33,949	$34,967	$36,016	$37,097	$38,210	$39,356	$40,537	$41,753	$43,005	$44,295	$45,624
	Club															
	Bowls			$10,000	$10,300	$10,609	$10,927	$11,255	$11,593	$11,941	$12,299	$12,668	$13,048	$13,439	$13,842	$14,258
	Hockey			$10,000	$10,300	$10,609	$10,927	$11,255	$11,593	$11,941	$12,299	$12,668	$13,048	$13,439	$13,842	$14,258
			$86,000	$20,000	$109,180	$112,455	$115,829	$119,304	$122,883	$126,570	$130,367	$134,278	$138,306	$142,455	$146,729	$151,131
	$100	Adult		3%												
Membership	Golf	85	$8,500		$8,755	$9,018	$9,288	$9,567	$9,854	$10,149	$10,454	$10,768	$11,091	$11,423	$11,766	$12,119
	Squash	50	$5,000		$5,150	$5,305	$5,464	$5,628	$5,796	$5,970	$6,149	$6,334	$6,524	$6,720	$6,921	$7,129
	Tennis	50	$5,000		$5,150	$5,305	$5,464	$5,628	$5,796	$5,970	$6,149	$6,334	$6,524	$6,720	$6,921	$7,129
	Bar		$0		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Club	20	$2,000		$2,060	$2,122	$2,185	$2,251	$2,319	$2,388	$2,460	$2,534	$2,610	$2,688	$2,768	$2,852
	Bowls	30		$3,000	$3,090	$3,183	$3,278	$3,377	$3,478	$3,582	$3,690	$3,800	$3,914	$4,032	$4,153	$4,277
	Hockey	30		$3,000	$3,090	$3,183	$3,278	$3,377	$3,478	$3,582	$3,690	$3,800	$3,914	$4,032	$4,153	$4,277
	NEW (PA)	6		$600	$600	$1,200	$1,800	$2,400	$3,000	$3,600	$4,200	$4,800	$5,400	$6,000	$6,600	$7,200
			$20,500	$6,600	$27,895	$29,314	$30,757	$32,226	$33,721	$35,242	$36,792	$38,369	$39,976	$41,614	$43,282	$44,983
			$106,500	$26,600	$137,075	$141,769	$146,586	$151,530	$156,604	$161,812	$167,158	$172,647	$178,282	$184,069	$190,011	$196,113

OTHER - venue hire	103%		$8,500		$8,755	$9,018	$9,288	$9,567	$9,854	$10,149	$10,454	$10,768	$11,091	$11,423	$11,766	$12,119
Kitchen / Dining	10%		0		$5,000	$5,500	$6,050	$6,655	$7,321	$8,053	$8,858	$9,744	$10,718	$11,790	$12,969	$14,266
Fundraising / Raffles, etc			0		$2,000	$2,060	$2,122	$2,185	$2,251	$2,319	$2,388	$2,460	$2,534	$2,610	$2,688	$2,768
TOTAL Revenue pa					$152,830	$158,347	$164,046	$169,937	$176,029	$182,332	$188,858	$195,618	$202,625	$209,891	$217,434	$225,266
Profit					**$8,086**	**$10,041**	**$12,071**	**$14,183**	**$16,382**	**$18,676**	**$21,072**	**$23,578**	**$26,204**	**$28,958**	**$57,852**	**$60,897**

Government of **Western Australia**
Department of **Sport and Recreation**

Office Use Only
TRIM: _____
Grant No: _____
Project Coordinator._____

CSRFF Grant Application Form

Year 2017/18 – 2019/20 Triennium

This application form can only be used for applications to be submitted in the 2016/17 funding round. No other forms will be accepted.

You MUST discuss your project with an officer from your nearest Department of Sport and Recreation office before completing and submitting your application. Failure to do so will render your project ineligible.

All applications MUST be submitted to your local government. Contact your local government to determine the cut off date for the submission of applications.

DSR Contact: Chris Thompson	Date: 08 August 2016	Office: Albany

TYPE OF GRANT:

☐ **ANNUAL GRANT $66,666–$166,666 (Up to $250,000 with development bonus)**
The total project cost (GST exclusive) is between $200,001 and $500,000.

☒ **FORWARD PLANNING GRANT $166,667–$2 million**
The total project cost (GST exclusive) exceeds $500,000.
Note: Where the grant requested is $166,667 or less but the total project cost is over $500,000, applicants are to follow the criteria for a Forward Planning grant but will be funded as an Annual grant.

Year of Claim (Applicable to forward planning grants only):
Please indicate the year that you would prefer to claim a grant, taking into account the CSRFF Acquittal Requirements. Only indicate first preference for funding in 2017/18 if all planning is finalised.

☒ **2017/18**	☒ **2018/19**	☐ **2019/20**

Would the project proceed if funding was allocated in a later year? ☒ Yes ☐ No
If yes, how would the project be impacted (e.g. – delayed etc)?

If the Project funding allocations were spread over more than a single year, the project can be staged. There is capacity to stage parcels of work as the Clubhouse will not be demolished until the new facility is complete. Hockey/ Tennis, Bowls and the new clubhouse projects can all be completed as standalone projects, however the location of new clubhouse is pivotal to sporting club access and improved community use, and failure to secure further funding for completion of the clubhouse could adversely affect revenue and membership projections as well as longer term viability (see Section 6 of the Business Case).

How would the resulting cost escalation be funded?

Escalation of cost will be covered using a number of options. These include additional fundraising activities, seeking of additional grants in subsequent stages of the project, such as LotteryWest, National Court Rebate (Tennis West), Holden Home Ground Advantage Scheme (options for additional funding are listed in the Business Case Sections 6.2 and 6.4 Source of funding (pages 43-47), additional self supporting loans as required, KCC cash reserves, modest surcharges for members, membership drives and Corporate donations.

Applicant's Details:

Organisation Name:	Katanning Country Club Inc				
Postal Address:	PO Box 100				
Suburb:	Katanning	State:	WA	Postcode:	6317
Street Address:	LOT 2 Round Drive				
Suburb:	Katanning	State:	WA	Postcode:	6317

Preferred Contact Person:
All application correspondence will be directed to this person

Name:	John Goodheart	Title:	Dr ☐ Mr ☒ Mrs ☐ Ms ☐
Position Held:	Secretary		
Business Phone:	98211817	Facsimile:	N/A
Mobile Phone:	0407 193 118	Email:	kcclub@westnet.com.au

Organisation Business Details:

Does your organisation have an ABN?	Yes ☒ No ☐	ABN: 24 859 842 560 - Attachment 1
Is your organisation registered for GST?	Yes ☒ No ☐	Copy of Incorporation - attachment 2 GST Certificate - Attachment 3 KCC is not for profit as stated under rule 3 of the Club Constitution (see attachment 10)
Is your organisation not-for-profit?	Yes ☒ No ☐	
Is your organisation incorporated?	Yes ☒ No ☐	Incorporation #:A0200001F
Bank details:	Bank: Westpac	BSB: 036153 A/c: 199705

Local Government Authority Details:

LGA:	Shire of Katanning		
Contact:	Sam Davis	Title:	Dr ☐ Mr ☒ Mrs ☐ Ms ☐
Position Held:	Executive Manager - Strategic Projects		
Business Phone:	08 9821 9999	Facsimile:	08 9821 9998
Mobile Phone:	04 2957 1007	Email:	mcs@katanning.wa.gov.au

PROJECT DETAILS

Project Description:

The Katanning Country Club (KCC) is planning to extend and re-build their premises and to open them up to a greater range of community sports and participation. The need for the project derives from the unsatisfactory condition of some of the club's facilities and the potential benefits arising from co-location of other sports activities, for example lawn bowls, hockey and dance, which is anticipated to increase the overall attractiveness of the KCC and increase member base to ensure the long-term sustainability of the KCC.

As part of the overall planning process, KCC commissioned a Feasibility Study (2012-2016) to assess the needs of the existing user groups and wider community, examine the various options, identify the preferred developments, and examine their financial feasibility and wider socio-economic impact. The Feasibility Study was supported by the WA Department of Sport and Recreation's (DSR's) CSRFF Small Grants scheme, the Great Southern Development Commission (GSDC) and the Shire of Katanning. The Study identified long-term financial and operational sustainability of the KCC with the incorporation of lawn bowls and hockey with the construction of new facilities and subsequent demolishing of existing facilities. A Business Case has now been developed which details the plans for the new development and builds upon the Feasibility Study to source the appropriate capital from various funding organisations for the preferred option.

Project location:	Shire of Katanning
Land ownership:	Who owns the land on which your facility will be located? The primary land identified as Lots 2,4 and 130 Round Drive Katanning in the Local Planning Scheme #5, and shown as Private Club, are owned by the Katanning Country Club. It is intended as part of this co-location bid, that the northern portion of Lot 131 on Plan 52651 , Volume 1674, Folio 497 - currently zoned SR1 in the Local Planning Scheme #5 and comprising approximately 2.16 Ha, will be purchased to provide the additional space required for the addition of hockey and bowls.

We have also written to the Shire of Katanning requesting whether Crown Land immediately to our West (Lot 986, Reserve 32627 - as shown on Local Planning Scheme #5) can be made available for purchase or lease as part of this major redevelopment. A response is pending.

As part of our submission to the Shire of Katanning, we have also requested rezoning of part of Round drive which currently divides our land (shown as SU5 on the Local Planning Scheme #5) be considered for road closure and be available for purchase or lease into our land.

Lease Expiry (if applicable): N/A at this time

Planning approvals	With formal appointment of the architect, all planning approvals will be pursued. This is likely as and when milestone funding levels are achieved and formalisation of concept designs are required.	If no, provide the date it will be applied for: Intention to apply by 30/06/2017 Currently have concept designs and costs. for the clubhouse. Building plans may be modified before finalisation with architect. The project is dependent on funding approval from a number of sources. Once a realistic level of funding is achieved, an architect and project manager will be formally sourced through tender and appointed to manage these planning approval requirements

Where applicable, has planning permission been granted? (LGA)	Yes	☐ No	☒
Department of Aboriginal Affairs?	Yes	☐ No	☒
Department of Parks and Wildlife? (Environmental, Swan River)	Yes	☐ No	☒
Native Vegetation Clearing Permit?	Yes	☐ No	☒
Please list any other approvals that are required? • Planning Scheme Consent • Building Licence	Yes	☐ No	☒

What discussions have been held with adjoining local authorities?
Have discussed our project with Joanne Trezona at shire of Broomehill / Tambellup on their project and sought advice and support on their successful applications and the benefits to their community and the issues they had with construction.

Have visited Manjimup and held lengthy discussions with them on their sporting club complex

Have visited Cranbrook and met with the Club management team to discuss business management and facilities.

Have also visited Plantagenet and discussed sports facilities and funding opportunities

Have visited Gnowangerup to view and trial the co-located hockey/tennis playing surface to determine suitability for use at Katanning. The sports club model in Gnowangerup is different to Katanning in that the complex is Shire owned and leased to the complex management committee, whereas the KCC is a private not for profit Club.

The existing sports clubs arrange cross shire competitions (squash with Kojonup and Narrogin, Golf with most other clubs especially during summer, and tennis for social rounds particularly during the week for women). There is minimal if any, impact on other local authorities.

Updates on the progress of the project development have also been given at the Great Southern Regional Advisory meetings which adjoining local authorities attend.

Approximate distance from proposed project to nearest adjoining council boundary: 20 km

Have you discussed this project with Department of Infrastructure and Regional Development (Federal Government)? Yes ☒ No ☐

If so, are you seeking funding from them? Yes ☒ No ☐

Contact: Simon Lyas, Regional Development Australia, - 0417 417 897 - eo@rdagreatsouthern.com.au, -

How will your project increase physical activity?

Improved facilities will provide an impetus for increased participation in all our existing sports (such as golf, tennis and squash). More significantly, co-location of bowls and hockey will drive increased membership, addressing the under-representation of participation in bowls and hockey in Katanning . The provision of enhanced artificial playing surfaces for bowls, as well as a modern artificial surface to be shared between tennis and hockey will create a positive and enjoyable environment in which to play all these sports. Add a modern attractive new clubhouse facility and opportunity for more community based activities such as junior dance classes, badminton, etc, and the whole precinct will provide opportunity for a much larger community participation. The addition of hockey and bowls is also seen as promoting greater cross sport participation as well as inter generational graduation from active to more sedentary sports as members age. We currently have members who play more than one sport and enjoy the social scene. Addition of these two additional sports will provide an appeal for a wider age group as well as for multi-sport activity.

The Katanning Hockey Club has also indicated they have a significant spectator following, particularly during junior events and competition days and this provides additional opportunity for encouraging participation and membership.

With the intended addition of indoor and outdoor playground facilities as part or redevelopment, there will be additional opportunity to attract people to the Club and enjoy the facilities. It is expected that a mini golf course (putt putt) may also provide the natural family environment needed to make the KCC a place of choice for participation and activity.

Local schools also use the clubhouse and sporting facilities for events such as cross country and bring groups of students to play squash and tennis as part of the school sports program. It is envisaged that a similar outcome can be expected for hockey when a modern artificial surface is available to learn the skills.

Upgraded playing surfaces for tennis and hockey, new artificial surface for bowls and modern squash facilities will allow local players to develop their skills and be competitive at state level competitions - an issue which has restricted some players and has seen some players drift to other towns where state of the art facilities already exist.

Do you share your facility with other groups? Yes ☒ No ☐ If so, who:

Currently

- Katanning Golf Club
- Katanning Squash Club
- Katanning Tennis Club

The Rotary Club of Katanning holds weekly meetings at the KCC and also uses the rooms for interviews - Apprentice of the Year, Rotary exchange candidates, etc.

The KCC clubhouse is also provides a community resource for weddings , 21st birthdays, etc and strives to maintain a viable cheap alternative for the wider community while still being able to cater for its members and sporting Clubs. The new clubhouse design specifically incorporates meeting rooms and the ability to provide member services when other functions use the main rooms.

The Katanning Bowls Club currently provides regular service for wakes and they anticipate that this business will follow them to the new co-located facility. This service will not only enhance service to the community but be a readymade income source for their club.

List up to three sport and recreation activities which will **directly benefit** from your proposal. Please indicate the approximate % usage of the facility (or part of the facility relating to this proposal).

Sport/community organisation	% use of the facility	Hours per week
Katanning Golf Club	22.5	25
Katanning Bowls Club	18.0	20
Katanning Squash Club	24.3	27

Activity/sport membership numbers over the past three years relevant to your project. For example, if a bowls project, golf members not relevant; social membership numbers not applicable.

Note: if membership is not applicable, ie recreation facility or aquatic centre, please enter the number of users of the facility.

2013/14	280	**2014/15**	255	**2015/16**	246

It should be noted that casual users of the facility for sporting purposes would increase membership numbers by nearly 30%. This target group has also been flagged for future membership and regular participation, and will add to the new Bowls and Hockey members and the increased spectator numbers already indicated above.

State Sporting Associations are involved in the assessment of applications and may be able to provide valuable information when planning you project, particularly in relation to technical design issues. They should be consulted as part of the application process. A complete list of State Sporting Associations and their contact details are is available on the departments website: http://www.dsr.wa.gov.au/contact-us/find-a-sport-or-recreation-association

What is the name of the State Sporting Association for your activity/sport?

Clubs WA
Bowls WA
Golf Western Australia Inc
Hockey WA
WA Squash
Tennis West

Have you discussed your project with your State Sporting Association? Yes ☒ No ☐

Contact Name: Karen Giles (Clubs WA)
Ken Pride (Bowls WA)
Geoff Quinlan (Tennis West)
Copies at attachment 4

Date of contact: 5 March 2016
9 March 2016
14 March 2016
Copies at attachment 4

We also have letters of support from

1. The Hon Terry Waldren MLA (Member for Wagin),
2. The Hon Rick Wilson MP for O'Connor,
3. Starz Dance Academy, and
4. Julian Murphy CEO at the Shire of Katanning

PLANNING

You need to demonstrate that you have undertaken an appropriate level of planning for your project. Questions 1 – 24 must be completed for all applications. Forward Planning grant applications must complete all the questions in detail. Annual grant applications must provide responses where appropriate and relative to the project.

Attach your responses (in numerical order) to the application form. If you believe that you have a valid reason for answering in the negative to a question please detail that reason.

Ensure that you have addressed the Key Principles of Facility Provision (see Guidelines for a CSRFF application), as they apply to your project. Questions 1 to 24 below relate directly to these principles.

You are expected to provide detail on the planning, management and financial viability of your project. Where research findings are used to justify a project a range of research techniques should be evident in the methodology used. When using comparative analysis local conditions must be considered.

All assumptions must be clearly stated.

1. **When did you complete your needs assessment?** (This is a formal analysis required for projects over $500,000).

   2011-2012 for original assessment. The report was refreshed and completed for second time in July 2016 (See Feasibility at attachment 5)

How has the need for your project been identified and assessed?

The items and topics covered include a review of relevant documents, analysis of current and future sporting trends, socio-economic factors relating to Katanning and its surrounding region, analysis of various stakeholder consultations and surveys. (Refer to Feasibility Study at Attachment 5, Section 4, pages 8-37). In addition to the above and comprehensive desktop research, the following documents were reviewed to assist the Needs Assessment:

- Shire of Katanning Strategic Plan 2010 – 2020
- Shire of Katanning Community Plan 2013 - 2023
- Shire of Katanning SuperTowns Growth Plan.
- Great Southern Development Commission Strategic Plan.
- Great Southern Regional Investment Blueprint.
- WA Department of Sport and Recreation Plans.
- Great Southern Regional Plan for Sport and Recreation.
- Review of Sport and Recreation in Western Australia.
- Regional Development Australia Great Southern strategy.
- Australian Government Independent Sport Council – Future on Sport in Australia, 2009.
- Review of Sport and Recreation in Regional Western Australia, July 2008.
- More than winning: the real value of sport and recreation in Western Australia, 2009

In summary, key aspects to validate the need are:

1. The clubhouse itself is approaching 60 years old and standard maintenance activities will no longer produce a ROI for members.
2. The Clubhouse was built as a standalone golf clubhouse and does not easily cater for other existing sports
3. There is no room around the Clubhouse for expansion or addition of new sports. Essentially the Clubhouse is landlocked and needs to be relocated to provide space for expansion. The new proposed location not only allows for the addition of Bowls and Hockey, there remains an option for future expansion and inclusion.
4. The tennis rooms attached to the back of the Clubhouse has concrete cancer and must be replaced in any event. Any replacement strategy should look for greater inclusion into the main clubrooms.
5. The squash court walls and floors have reached end of life and urgently reed a complete refurbish. The wooden floors in particular have become paper thin after multiple refurbishments in the past.
6. In order to attract cross regional and state events, squash requires a minimum of 6 courts (currently have 4), all sports require suitable change rooms and toilet facilities.
7. The Clubhouse and two sports (tennis and squash) do not provide reasonable access for the disabled. In fact access to change rooms and toilets in all instances does not meet current legislative requirements (due to 1960 build).
8. These points are in addition to the needs assessments included in the Feasibility Study (at attachment 5).

Is the need or a part of the need that you have identified already being catered for?

To some extent the existing facility can cater for the current participation in golf, tennis and squash but particularly tennis, squash and the Clubhouse itself needs a complete refurbishment.

The existing facility does not allow for any expansion of membership base and nor is it attractive for any members besides the golfing members. In particular, the current layout and single room format of the facility does not allow the catering of larger events and functions that will ensure the ongoing viability of the club, and it does not allow us to cater for our members when the facility is holding an external event. The current state and declining quality of facilities has also been responsible for some loss of member numbers in the last 5 years (note the gradual decline in numbers above).

The new proposed clubhouse and facility addresses each of these issues and aligns with community expectations of 2016 rather than the existing 1960 expectation for golf alone.

2. **Have you undertaken a feasibility study?**

Yes ☒ No ☐ See Attachment 5

If not, how have you assessed the feasibility of your project?

N/A

3. **What alternatives were considered and why were they rejected?**

The options analysis undertaken include options to do nothing, two options to refurbish and extend existing facilities (See Feasibility Study page 42), construct new two storey building (see Feasibility Study page 46), and the preferred option to construct a single storey building (see Feasibility Study page 48). On the face of it, the single-storey new build option is the preferred one, given that it will be comparable in capital costs to the refurbishment option but provides longer term benefits and vision out to 50 years. It will also meet all requirements of current and proposed co-located organisations and is more likely to attract new members.

An in-depth analysis on the financial viability and benefit of the three options was also undertaken in the detailed Feasibility Study. Conclusions of the financial analysis are as follows:

- The single storey new build option offers the least financial risk to the KCC with the greatest long term benefit, but it is important to ensure that the construction provides the necessary upgraded facilities that are required to attract the membership growth required for financial sustainability and to provide the space for any potential future growth.
- The provision of lawn bowls and hockey as a sport is an attractive fit for KCC; without bowls and hockey, refurbishment and new build options all remain in deficit for all of the years modelled.
- The financial viability depends critically on the number of new bowling and hockey members that can be attracted to the redeveloped facility. The assumptions in the base cases above are that the KCC will attract a total of 60 new bowls members over the two years following completion of the redevelopment and that the membership base will then grow in line with a 2% population growth rate. All things being equal, the KCC cash position remains positive, albeit diminished from current levels, even with no new bowling members; for the new build option. However the offer of 500 acres for a community cropping program has the capacity to substantially improve the cash position over many years. An MOU for formalizing an agreement is under way.
- Population growth and a 'new facility surcharge' both play a role in increasing revenues for the KCC for the existing (non-bowling) membership base.
- The addition of two new sports is expected to realise a natural membership growth at KCC, of the current membership at those clubs. Furthermore, the new and state of the art facilities are expected to naturally attract the next level of membership prior to any recruitment drives for members.
- The financial model is highly sensitive to the underlying population growth rate, and the ability of the KCC to grow its existing membership base as a result. However, given that the new facilities will be of a much higher standard than present, it could be expected that the KCC would increase its membership base by 1.5 to 2% year on year despite the underlying population growth.
- The financial model is not overly sensitive to the 'new facility surcharge', but the base case assumes an additional 2% per year is added to the subscription on top of inflation.
- The model is not overly sensitive to the growth in venue hire revenue, but the base case assumes an additional 20% of business year on year for the first four years following completion of the redevelopment followed by an increase in line with inflation.

Did you consider sharing with another group? (Please detail).
The proposed project hinges critically on the co-location of bowls and hockey to the Katanning Country Club. The Katanning Golf Club, Tennis Club and Squash Club already successfully share the current facilities and this co-location has always been the basis behind a successful and viable Country Club. The inclusion of Bowls and Hockey in a new fit-for-purpose building is anticipated to greatly improve the sustainability of the Katanning Country Club through cost and service efficiencies, attractiveness, and service provision.

4. **How does your project fit into your:**

- **Club's strategic plan or development plan?** The Katanning Country Club Strategic Development Plan focuses on increasing viability and sustainability of the Club. Further co-location and increased member base are key elements identified in the Plan and are also identified as key outcomes of the Business Case and Feasibility Study.
- **State Sporting Association's strategic or development plan?** All sporting association Plans relevant to this project (Golf, Tennis, Squash, Bowls and Hockey) include ambitions to increase participation throughout WA and the Nation. The proposed project is expected to increase participation in all sports throughout the Great Southern region.
- **Local authority's strategic or development plan?** The Shire of Katanning Community Plan, Strategic Plan and SuperTowns Growth Plan all include key ambitions for improved livability, health outcomes and opportunity, all with a broader goal to stimulate and support population and economic growth in Katanning in line with future projections. The provision of attractive and multi-use facilities, as proposed through this project, will help to provide new recreational opportunities for residents, improve health outcomes (through increased participation in sports, engagement and social cohesion), and increase the attractiveness of Katanning as a place to live, work and invest.

5. **What impact is your project likely to have on other facilities and services in your local and regional area?**

The future viability of the Katanning Bowls Club and Katanning Hockey Club is uncertain due to the lack of adequate facilities and cost/service inefficiencies. Co-location through the proposed development will ensure these clubs can continue to operate and service the community into the future. The new development is also likely to increase the attractiveness of Katanning as a place to live, work and invest, with flow on benefits to local businesses, community and government. Further to this, increased participation in sport is likely to improve both mental and physical health of residents, which in turn will reduce burden on health care and other relevant systems (such as unemployment/welfare).

Potential growth for bowls and hockey, coupled with the benefits for the community and for improved participation, is detailed in the Business Case under 2.2.2 Co-location Potential - pages 2-3 and in the Feasibility Study Section 9 Socio-Economic Benefits Pages 63-72 where impact on the community is discussed in detail.

6. **Is your facility multi-purpose** (i.e. caters for a variety of activities at one time)**?** Yes ☒ No ☐

If so, does it service more than one LGA?

Many of the LGAs in the region do not have the population base or resources to provide adequate sporting and recreational infrastructure. Many of these Shires and their residents already utilize the Katanning Country Club for Golf, Tennis and Squash. Increasing the attractiveness and availability of the Club and increasing the sport and recreational opportunities on offer is expected to increase use and membership from outlying LGAs. Katanning is the regional centre of the Upper/Central Great Southern region, providing higher order services to a number of smaller neighbouring towns including Kojonup, Woodanilling, Nyabing, Tambellup, Broomehill, Gnowangerup, Wagin, Pingrup and Dumbleyung.

Site and locality maps should be included with all applications outlining where the proposed facility is located in relation to other sport and recreation infrastructure (where applicable).

See attachment 6 for locality and site maps

7. **Describe the consultation process undertaken for the project. For example, have you:**

• **Invited public submissions**	Yes ☒	No ☐
• **Conducted a survey**	Yes ☒	No ☐
• **Coordinated a public meeting**	Yes ☒	No ☐
• **Held forums with key groups**	Yes ☒	No ☐
• **Nominated a community representative to the project team;**	Yes ☒	No ☐

Other, please detail
Members are informed of progress on a regular basis and frequent feedback is sought from them on ideas developments and changes to the project. As required, announcements are made in the press and through social media and in wider social environments, club notice boards. Weekly email to members.

A range of resources regarding the development of sporting facilities are available on the website. DSR's Decision-Making Guide for Community Facilities and Services is useful to assist in determining the need for, and feasibility of, community and recreation services. The Guide is designed in such a way that it can be entered at any point in the planning process and used by planners for user groups with a range of skills and experiences.

MANAGEMENT

8. **Have you developed a management plan for your facility?** Yes ☒ No ☐

Please attach a copy with this application. –

The detailed Business Case is at attachment 7.

The Management structure and the Operating Guidelines for the Club are detailed in the KCC Constitution 2015. see Attachment 10

A copy of the Vision and Mission Statement for the Club is at attachment 11

KCC Management and Governance is also covered in the Business Case Section 8 page 60

Financial return and audited statements for the last three years are at attachment 12

Asset management - The Business Case at 6.3.3 on page 45, details the operating expenditure, the plan for variable cost and the application of the sinking fund for maintenance and replacement.

Revenue Assumptions are also detailed in the Business Case in Section 6.3.5 on page 45 and are linked to revenue assumptions table 20 on page 46.

Life of assets costs will be based on recommended manufacturer periods and will be factored into annual budgets for the relevant sporting groups. Artificial playing surfaces and hardstand surfaces will be independently assessed and an appropriate depreciation rate set to ensure that replacement or repair funding remains available from club accounts wherever possible. Relevant insurance coverage will also complement unforeseen accident or damage. Existing procedure is that clubs all have an annual savings target for their sinking fund for such an eventuality.

If not, please explain how you plan to address management issues i.e. attracting new members, building maintenance and repairs, replacement of broken or stolen items and/or raise sufficient revenue to cover operating costs? An asset management plan detailing provisions for life of asset costs should be provided for projects over $500,000.

N/A

9. **How have you catered for management needs in your design (if required)?** Consider access, usage and supervision.

The detailed design of the new facility includes new office space to cater for the needs of the Katanning Country Club management team and the management of all co-located sporting clubs. This space and relevant additional facilities (such as board room/meeting room, store rooms, etc.) will fulfil the management needs of all involved parties and ensure the Club is run efficiently.

10. **Was an experienced facility manager, builder or technical expert involved in planning the design of your project?** Please outline their experience.

The project design and budget of all options is informed and developed through consultation with Quantity Surveyor Chris O'Keefe, Construction Cost Consultant, H + H Architects, and John de Snoo. All involved parties have extensive experience in the design and costing of large scale projects throughout the Great Southern region. As local organisations and individuals, these parties have invaluable expertise and insight into the needs and impacts of significant regional development projects.

11. **If you propose to share a facility, have other groups been asked what features they need?**

List these needs and describe how they will be accommodated, either through your project's location, design or the way in which it will be managed.

All clubs to be co-located at the facility (Golf, Tennis, Hockey, Squash and Bowls) are involved with the planning and decision making. Working parties have been established for each sport and for the clubhouse precinct and those working parties investigate options and report to the main committee. Consultation with each club has formed the basis for the needs assessment. As sporting organisations with similar goals, the overall needs and impacts identified through the Feasibility Study and Business Case are very similar, with key needs identified as increased participation, increased member base, ensuring ongoing club viability and sustainability, and providing appropriate and attractive infrastructure and services to the community.

The Business Case (Section 3.6 pages 19-32) defines this consultation in detail, identifying the smaller and separate desires and needs of each Club through a survey and consultation with the club presidents .

12. **Have you considered:**

• **child care facilities**	Yes ☒	No ☐
• **access for low income earners**	Yes ☒	No ☐
• **access for people with a disability**	Yes ☒	No ☐
• **access for seniors**	Yes ☒	No ☐
• **access on a casual and short-term basis**	Yes ☒	No ☐

Please attach a copy of the proposed fee structure.
See Table 22 page 48 of the Business Case. Membership currently is $100 per annum and projections for income revenue are based on inflation rate per annum and a modest 'surcharge'. There is also a possibility that Hockey will be co-located at the KCC and membership revenue for hockey will increase Club revenues by values similar to the inclusion of Bowls.

Membership fees and venue hire charges documents are at Appendix 13

DESIGN

Grant applications are required to provide a **locality map, site map** and **building plans**. Plans are to be submitted in **A3 format.**

13.	**Have you written a design brief for your project?** ☒ Yes ☐ No If yes, please respond to the following points:
	Describe the process used to obtain an estimate of construction cost. Chris O'Keefe Construction Cost Consultant was appointed to identify the likely costs of the proposed development based on designs provided by H + H Architects and John de Snoo. Attachment 8 includes concept design estimates for building costs for each of the below 1. calculated in 2012 by H&H for a new building 2. calculated in July 2015 by H&H for refurbishment (split level) of the existing building 3. calculated in July 2015 by H&H for refurbishment (two storey) of the existing building 4. calculated in July 2015 by H&H for a new two storey building 5. an amendment to the H&H concept design for a new 2 storey building, but reverting the design to a single storey and removing the cost of high rise. 6. calculated in July 2015 by H&H for the construction of a bowling green on the existing tennis court site. Attachment 9 includes as part of the project budget, supplier quotes for construction of bowling greens, new tennis courts and new squash courts have been included.
	An estimate from a qualified consultant in the building industry (e.g. architect, quantity surveyor, builder, engineer, etc.) must be provided with your application.

14. **What design features will allow your facility to meet changing needs over time?**

The design has been established based on the identified needs of all Clubs co-located / to be co-located at the Katanning Country Club, as well as the KCC itself. The preferred option, as detailed in the Business Case at Section 4.1.3 page 35 - single storey, ensures long-term benefits out to fifty years with the provision of infrastructure for Bowls and Hockey, increased space and services that are sufficient to support regional/LGA population growth and increased KCC member base, and services and opportunity to support and address an ageing population, outmigration of youth, and regional disadvantage.

Site maps provided as attachment 6 page 3, clearly shows the landlocked nature of the existing clubhouse - currently surrounded by golf course, access road, tennis courts and squash courts with little room to expand or add additional sports. With the acquisition of land to the south of the existing tennis courts, it enables the clubhouse to be more centrally located and at ground level, so that new sporting facilities can gain ready access while also allowing for future expansion of clubhouse and/or sports as required. Attachment 6 page 4 clearly shows the proposed new layout with the clubhouse located approximately 40 metres to the south west which creates space for the bowling surfaces and allows future expansion to the west into the proposed car park if required. The land to the immediate east and directly opposite side of the building to the car park is the proposed mini golf area and outdoor entertainment playground strip. This future proofing of access, space and facility is essential to the longer term sustainability and also ensures that aged and disabled access can be maximised through siting the clubhouse, car park and bowls arena at the same level.

The intention for the combined tennis / hockey playing surface is to maximise use through multpurposing the surface while still minimising the required space required.

Similarly the squash courts will have moveable walls so that the ground space can be used for junior dance classes, badminton and other leisure pursuits. It also provides suitable space for breakout areas when larger conferences are held in the facility. It allows the squash club to widen courts and introduce doubles squash - a feature they have not had before and can provide a refreshing new game for the squash players to enjoy. Doubles squash is still played competitively at international level.

Is your current proposal likely to limit any future development on your site? ☐ Yes ☒ No

If yes, how?

The location for the new building will enhance future development opportunities rather than limit them. The current location of the clubhouse along with the locations of existing sports facilities and services to the site, currently preclude any major future development.

15. **How have you determined the most appropriate technical specification for the equipment and systems for your facility (i.e. filtration, lighting, water heating, air quality – as required)?**

All designs, including the specification for equipment and systems, have been developed through extensive consultation with experienced architects located in the region, who are familiar with the needs of Great Southern communities, the KCC, and all associated sporting Clubs relevant to the project. H + H Architects and John de Snoo have been responsible for the designs detailed in the Business Case and Feasibility Study.

Sample lighting data specifications at attachment 14.

Further technical sampling will occur with the appointment of the architect, however water and water heating (including tanks and pumps for consistent water pressure to change rooms) has been discussed with the local plumber, and power and supply issues have been discussed with the local electrician including solar, and current supply levels fall within anticipated requirements.

Do they meet Australian Design Standards for your sport or recreation needs? This will be an assessment factor. ☒ Yes ☐ No

Please refer to DSR's Asset Management Guide on the website for a list of common standards and **note that projects that do not meet Australian Design Standards are ineligible for funding.**

16.	**What energy and water efficient products or design considerations will be included in your facility or project?** (e.g. solar hot water, natural light, geothermal, water recycling etc.). The design includes water tanks for storage of water for fire safety needs, separate water tanks with pumps for showers, solar panels and power to offset grid electricity usage, and incorporated natural lighting design specifications (large windows and appropriate facing) and double glazing for all glass areas and suitability of lights and lighting towers for tennis, hockey and bowls. We are committed to environmentally sustainable process including solar energy, double glazing, zoned air conditioning and led lighting options and that all design elements will meet the best available Australian design standard technical specification.
17.	**If your project involves floodlighting, have you determined whether there is a need to upgrade your power supply?** If so, is this allowed for in your application? Existing lighting towers will be relocated where appropriate. All new lighting and power supply needs, including the provision of solar energy, have been factored into the design and development of the new facility. Power supply at the current building is 3 phase and 100Amp which is deemed sufficient for all our power requirements for clubhouse and for flood lights. The power to the Club has upgraded in the last 6-7 years for this reason.

FINANCIAL VIABILITY

It is understood that some facilities will operate at a loss. It is not necessary to suggest that all facilities will break even or make a profit. The intent of this assessment is to be sure that applicants have a realistic understanding of the impact of their project on the operational budget, membership costs or entry fees and an appreciation of the funding requirements over the life of the facility.

18.	Signage in accordance with the current CSRFF Signage Style Guide must be erected during construction periods for all **projects that have a total project cost of over $250,000 or those deemed necessary by DSR. Has this cost been incorporated into estimated project costs ($3,000)?** ☒ Yes ☐ No
19.	**Have you applied a Life Cycle Cost Analysis to your project?** This is mandatory **for projects that have a total project cost over $500,000.** ☒ Yes ☐ No
DSR's Life Cycle Cost Guidelines are available on the website. Developing a life cycle cost approach when considering your project's parameters will assist to make effective financial, economic and operationally sustainable decisions. Applicants may use alternative computer programs to demonstrate compliance.	
20.	**Is your organisation able to meet the ongoing operating costs of your project**? (e.g. wages, power) ☒ Yes ☐ No
	For **Annual Grant applications** please attach a projected income and expenditure statement for the first year of operation, detailing operating costs, and user fees.

Forward Planning applications are to provide income and expenditure statements for the first three years of operation, and include an assessment of the potential impact on the project of social trends, competition, the strategic plans of neighboring local authorities and other factors.

Applicants are to consider the financial impact the development of the project will have on existing facilities within the identified catchment area. Applications to include details of a number of scenarios related to projected income and expenditure. This type of sensitivity analysis based on worst, average, and best-case performance should be used to inform proponents of the project development to the variables and consequent implications. A list of assumptions should be included with all analyses.

Attach your audited income and expenditure statements for the last three years (LGAs exempted).

Audit reports are at Attachment 12

21. **Who will be responsible for any operational deficit and how will it be funded?**

The Katanning Country Club and associated sporting Clubs (Golf, Hockey, Bowls, Tennis and Squash) will be responsible for the ongoing viability and sustainability of the project. Any deficit is expected to be covered by the projected years of profit and reserve funds that have been established as part of the Asset and Operations Management Plan. Any unforeseen deficit that cannot be funded in this way will be addressed through fundraising and/or community support.

We don't have a current operational deficit and never have. For the project we anticipate that community support on other grant funding sources will be able to assist especially if the project is staged over a number of grant funding cycles. Member support would also assist through fundraising activities. We also have been offered 500 acres for a community cropping program to support this project and expect this additional revenue stream will significantly enhance financial situation. As already noted, an MOU is being drafted for the use of the land. It is also expected that with suitable clubhouse, opportunity for bingo social events and sports fundraisiers will ensure any financial deficit is positively managed. We have also indicated there are further grant funding opportunities available which have as yet, not been approached See the Business Case Section 6.4 Funding Sources on page 47

22. **Will an Asset Replacement Fund be created to ensure the ongoing maintenance of the facility**

☒ Yes ☐ No

If yes, how have you determined the required annual contributions? If no, why not?

The asset replacement fund is included in the base case projections of the Business Case and Feasibility Study. These are noted as repairs and maintenance with the assumption of 50% initial reduction of current costs with a new build and then scaled with inflation. Due to the designs of the new facility, no significant infrastructure replacement is expected within the next 50 years.

Each sporting club is already expected to manage and anticipate the depreciation of their sports assets and make provision in their annual budgets and fundraising activities to ensure they are financial for replacement and repair. The outcome of their efforts is managed and banked through the KCC. They are strongly supported in this process by the KCC Management team and to date have not experienced undue difficulty. The process and amounts will be reviewed once co-location is achieved and any change to funding requirement will be incorporated into subsequent budgets.

Where the facility is owned by an LGA, how will the funds be accounted for and what agreement exists with the council?

N/A

PROJECT DELIVERY

23. **Please indicate key milestones of your project. The key milestones need to be realistic and demonstrate that the project can be delivered in the timeframe.**

Task	Date
Attainment of Council approvals	30 Sept 2017
Preparation of tender/quotes for the major works contract	30 Oct 2017
Issuing of tender for major works	30 Dec 2017
Signing of major works contract	30 Jan 2018
Site works commence	Feb 2018
Construction of project starts	April 2018
Project 50% complete	December 2018
Project Completed	September 2019
Project hand over and acquittal	September 2019

24.	**Are there any operational constraints that would impact on the construction phase of your project?** (such as your sporting season or major annual event, i.e. if your sport is a winter sport, when will the project commence to ensure that inclement weather does not hinder progress) – provide details. No – N/A. There are no operational constraints which will affect existing sports or the Club. Planning of work cycles to replace existing playing surfaces with new playing surfaces before removal of existing playing surfaces is a cornerstone of successful outcomes for this project. With a new build proposed on a new site, existing services and sports should see minimal impact to continued play. The major sport likely to be impacted is tennis as the existing court area is the primary proposed area for development. However if we can include the construction of the new tennis/hockey surfaces in stage 1 of the project, then they can move to the new facilities during demolition of their courts and subsequent construction of the bowling green. Squash will remain in the old building until the new building is complete, as will all member dining and lounge services. Hockey and Bowls have a current home and are not expected to be forced from those sites until new facilities become available. The old clubhouse will only be demolished at the completion of this project.

GST

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the Australian Taxation Office (ATO). Please note depending upon the value of the project and/or grant, the ATO may require an organisation be registered for GST. If the applicant is registered for GST, the grant is grossed up with the GST amount.

PRIVACY STATEMENT AND STATEMENT OF DISCLOSURE

The Organisation acknowledges and agrees that this Application and information regarding it is subject to the *Freedom of Information Act 1992* and that the Grantor may publicly disclose information in relation to this Application, including its terms and the details of the Organisation.

Any information provided by you to DSR can be accessed by you during standard office hours and updated by writing to DSR or calling (08) 9492 9700. All information provided on this form and gathered throughout the assessment process will be stored on a database that will only be accessed by authorised departmental personnel and is subject to privacy restrictions.

DSR may wish to provide certain information to the media for promotional purposes. The information will only include the applicant's club name, sport, location, grant purpose and grant amount.

APPLICANT'S CERTIFICATION

I certify that the information supplied is to the best of my knowledge, true and correct.

Name: _____

Position Held: _____

Signature: _____

Date: _____

LODGEMENT OF YOUR APPLICATION

- Applications are to be received in **hard copy** and should be clipped at the top left-hand corner, please do not bind. In **addition to the hard copy an electronic copy is encouraged** to be provided.
- It is recommended that you **photocopy your completed application form**, including attachments for your own records and future audit purposes.
- All **attachments** and supporting documentation (see next section) should be **clearly identified** and securely attached to the application form.
- **Applications must be submitted to your Local Government Authority** by the Local Government's advertised cut-off date to ensure inclusion at the relevant Council Meeting.

The following documentation must be included with your application. Applicants may wish to supply additional RELEVANT information.

Grants $66,666–$166,666 (where the total project cost is $500,000 or less):

☒	**Application form** (including any attachments).
☒	**Incorporation Certificate.**
☒	**Two written quotes**. Quantity Surveyor costs will be accepted; however the responsibility lies with the applicant to ensure the validity of the information. DSR accepts no responsibility for cost variations to projects that were provided a grant based on submitted Quantity Surveyor costs.
☒	If your project involves the upgrade of an existing facility, include **photograph/s** of this facility.
☒	**Locality map, site map and building plans** (in relevant constructions projects), including where the proposed facility is located in relation to other sport and recreation infrastructure.
☒	**Income and expenditure statements** for the current and next financial years. (LGAs exempted). See Attachment 15
☐	**Written confirmation of financial commitments** from other sources including copies of **council minutes.** (If a club is contributing financially then evidence of their cash at hand must be provided).
☒	For resurfacing projects, a written guarantee from the supplier of the product that clearly identifies the product's life expectancy.
☒	**Itemised project cost for components** and identified on the relevant quote for each (including cost escalation). Also construction signage costs if relevant.
☒	For floodlighting projects, a **lighting plan** must be supplied showing lux, configuration and sufficient power supply

Grants $166,667–$2 million (where the total project cost exceeds $500,000) including the above:

☒	Needs assessment
☒	Management plan
☒	Locality map, site map and building plans (in relevant constructions projects) in AutoCad or similar format with an additional electronic version Locality and site maps included. We currently only have concept designs. Autocad drawings or similar will be finalised with the architect after the tender process is complete. Concept design drawings are attached
☒	Feasibility study
☒	Concept design
☒	Life Cycle Cost Analysis

Your application will be considered not eligible if:

- You have not discussed your project with the Department of Sport and Recreation and your State Sporting Association.
- You do not meet the eligibility criteria for the grant category to which you are applying.
- You have not included with your application all the relevant required supporting documentation. There is no onus on department staff to pursue missing documentation.
- Applicants/projects that have received a CSRFF grant in the past and have not satisfactorily acquitted that grant. In some cases this may apply to localities where other significant projects have not been progressed or have not completed a previous project in accordance with the conditions of the grant

provided. An assessment will be made and if no physical progress has occurred, new applications may not be recommended.

- It is not on the 2017/18 CSRFF application form.
- The project for which application is made is specifically excluded from receiving CSRFF support.

DEVELOPMENT BONUS APPLICANTS ONLY

If you applied for a CSRFF grant for more than one third of the cost of the project, please provide evidence of meeting at least one of the following criteria.

You MUST contact your local DSR office to determine eligibility before applying.

Category		Details
Geographical location	☐ Regional/Remote location ☐ Growth Local Government	
Co-location	☐ New ☐ Existing	
Sustainability initiative	☐ Water saving ☐ Energy reduction ☐ Other	
Increased participation	☐ New participants ☐ Existing participants – higher level ☐ Special interest ☐ Other	

PROJECT BUDGET

ESTIMATED EXPENDITURE

Please itemise the components of your project in the table below, indicating their cost and which quote or part of quote was used to estimate this. Quantity Surveyor costs will be accepted however the responsibility lies with the applicant to ensure the validity of the information. A contingency allowance is considered an acceptable component.

Project Description (detailed breakdown of project to be supplied	**$ Cost ex GST**	**$ Cost inc GST**	**Quote Used (list company name and quote no)**
Lobby / Foyer	52,000	57,200	H + H Architects - 7225-15
Hallways	80,000	88,000	H + H Architects - 7225-15
offices	210,000	231,000	H + H Architects - 7225-15
boardroom/meeting room	70,000	77,000	H + H Architects - 7225-15
Store rooms	50,000	55,000	H + H Architects - 7225-15
KITCHEN	64,000	70,400	H + H Architects - 7225-15
Kitchen store	30,000	33,000	H + H Architects - 7225-15
UAT	13,750	15,125	H + H Architects - 7225-15
Dining Room	405,000	445,500	H + H Architects - 7225-15
Chair & Table store	18,000	19,800	H + H Architects - 7225-15
indoor playroom	60,000	66,000	H + H Architects - 7225-15
BAR	67,500	74,250	H + H Architects - 7225-15
Sports Bar area	405,000	445,500	H + H Architects - 7225-15
Sprig Bar	112,500	123,750	H + H Architects - 7225-15
Bar store	27,000	29,700	H + H Architects - 7225-15
Bar coolroom	25,000	27,500	H + H Architects - 7225-15
Bar - Male toilets	33,750	37,125	H + H Architects - 7225-15
Bar - Female toilets	41,250	45,375	H + H Architects - 7225-15
Change rooms	140,000	154,000	H + H Architects - 7225-15
Change rooms	140,000	154,000	H + H Architects - 7225-15
SQUASH	534,000	587,400	H + H Architects - 7225-15

squash mezzanine	20,000	22,000	H + H Architects - 7225-15
outside playground	50,000	55,000	H + H Architects - 7225-15
siteworks	100,000	110,000	H + H Architects - 7225-15
demolition	75,000	82,500	H + H Architects - 7225-15
relocate light towers	20,000	22,000	H + H Architects - 7225-15
squash courts	360,000	396,000	H + H Architects - 7225-15
Bowls	310,000	341,000	H + H Architects - 7225-15
Hockey/Tennis	1,252,000	1,377,200	H + H Architects - 7225-15
second hockey ground	35,000	38,500	H + H Architects - 7225-15
title amalgamation	10,000	11,000	H + H Architects - 7225-15
land purchase	150,000	165,000	H + H Architects - 7225-15
landscaping	100,000	110,000	H + H Architects - 7225-15
sewer connection	20,000	22,000	H + H Architects - 7225-15
electrical services	30,000	33,000	H + H Architects - 7225-15
air conditioning	80,000	88,000	H + H Architects - 7225-15
Solar power	25,000	27,500	H + H Architects - 7225-15
fire tank & pump	30,000	33,000	H + H Architects - 7225-15
Project Signage	3,000	3,300	Allow $3,000 ex GST if your project exceeds $250,000
Donated materials (Cost breakdown must be attached)			
Volunteer Labour (Cost breakdown must be attached)			
Sub Total	**5,248,750**	**5,773,625**	
Cost escalation	1,180,520	1,298,572	**Contingencies (7%), District allowance (+7%), and Professional fees (+7%)**
a) Total project expenditure	**6,429,270**	**7,072,197**	

- At least **two written quotes** are required for each component.
- If your project is a floodlighting installation or upgrades, please ensure that the power supply is sufficient and no upgrade will be required. If upgrade is required and not budgeted for, the grant will immediately be withdrawn. A **lighting plan** must be supplied showing lux and configuration.
- Projects that do not meet **Australian Standards** are ineligible for funding.

PROJECT FUNDING

Source of funding	$Amount ex GST	$ Amount inc ST		Funding confirmed Y / N	Comments to support claim (please attach relevant support)
Local government	1,000,000	1,100,000	**State Govt allocation to Heritage precinct for relocation of the Bowling Club**		**Requested from Shire**
Local government	250,000	275,000	**LGA cash and in-kind**		Requested
Katanning Country Club (cash)	250,000	275,000	**Low interest loan through Shire**		Requested
CSRFF	1,000,000	1,100,000	**DSR Funding**		This application
Community Contribution	150,000	165,000	**Donations & fundraising**		Under way
Regional Grant Scheme	300,000	330,000	**GSDC**		New application being lodged by end August 2016
National Stronger Regions funding	2,766,270	3,131,898	**Federal Government funding**		Application to be prepared early 2018 when partner funding complete
SUB-TOTAL CASH FUNDING	5,716,270	6,287,897			
Local government – in kind	175,000	192,500	**In kind**	Y	See attached letter of commitment (Shire of Katanning)
Katanning Waste	100,000	275,000	**Donation in site works and land fill**	Y	See attached letter of commitment (Shire of Katanning)
Katanning Country Club	130,000	143,000	**In kind**		
Second Hockey Ground	35,000	38,5000	**Volunteer donations**		
Volunteer labour	-	-	**Cannot exceed applicant cash and LGA contribution – max $50,000**	-	
Donated materials	-	-	**Cannot exceed applicant cash and LGA contribution**	-	
Other State Government funding	-	-		-	
Other funding – to be listed	-	-	**Loans, sponsorship etc**	-	
Development Bonus	-	-	**Up to ½ project cost**		
SUB-TOTAL IN-KIND	440,000	484,000			
SUB-TOTAL FUNDING per Business case	6,156,270	**6,771,897**	**Up to ½ project cost**	-	

Lottery West	150,000	**165,000**	**Playground equipment and some internal fitment for boardroom/offices**		
Community members	123,000	**135,300**	**Tradesmen members (plumbers, electricians) voluntary contribution**		
TOTAL PROJECT FUNDING	6,429,270	7,072,197			
***Note: If the funding approved is less than funding requested for this project, or the project is more expensive than indicated in this budget, where would the extra funds be sourced from?**					
Depending on success of grant applications and whether staged funding and works is required, other funding sources have been identified in the Business Case. Coupled with a broad trade based membership and strong community support, additional funding may be achieved from other sources and from the level of membership surcharge as required.					

GST

Grant payments are payable to the applicant/grantee only. This may have taxation implications for grantees. If grantees wish specific advice relating to their grant, this can be obtained from the Australian Taxation Office (ATO). Please note depending upon the value of the project and/or grant, the ATO may require an organisation be registered for GST. If the applicant is registered for GST, the grant is grossed up with the GST amount.

FINANCIAL SUMMARY

a) Total project expenditure (ex GST)	6,429,270
b) Total project funding (ex GST)	6,429,270
c) Project variance*	0

- ***Balance between a) and b) should equal $0**

PROJECT ASSESSMENT SHEET

This page is for the use of the relevant Local Government Authority to be used for both community and LGA projects. Please **attach copies of council minutes** relevant to the project approval.

Name of Local Government Authority:
Name of Applicant:

Note: The applicant's name cannot be changed once the application is lodged at DSR.

Section A

The CSRFF principles have been considered and the following assessment is provided:
(Please include below your assessment of how the applicant has addressed the following criteria)

All applications

	Satisfactory	Unsatisfactory	Not relevant
Project justification	☐	☐	☐
Planned approach	☐	☐	☐
Community input	☐	☐	☐
Management planning	☐	☐	☐
Access and opportunity	☐	☐	☐
Design	☐	☐	☐
Financial viability	☐	☐	☐
Co-ordination	☐	☐	☐
Potential to increase Physical activity	☐	☐	☐
Sustainability	☐	☐	☐

Development applications only

	Satisfactory	Unsatisfactory	Not relevant
Location	☐	☐	☐
Sustainability	☐	☐	☐
Co-Location	☐	☐	☐
Special Interest Group	☐	☐	☐

Section B

LGA – priority ranking of this project Priority ranking of no of applications received	of applications received
Is this project consistent with the	☐ Local Plan ☐ Regional Plan ☐ State Plan
Have all planning and building approvals been given for this project?	☐ Yes ☐ No
If no, what approvals are still outstanding?	

Project Rating (Please tick the most appropriate box to describe the project)

A	Well planned and needed by municipality	☐
B	Well planned and needed by applicant	☐
C	Needed by municipality, more planning required	☐
D	Needed by applicant, more planning required	☐
E	Idea has merit, more planning work needed	☐
F	Not recommended	☐

LGA comments (Required):

Signed **Position** **Date**

Applications for CSRFF funding must be submitted to your Department of Sport and Recreation office by **4pm on 16 September 2016.** Late applications cannot be accepted in any circumstances.

DSR OFFICES

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Leederville WA 6007
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Leederville WA 6903
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Fax: (08) 9492 9711

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Karratha WA 6714
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SOUTH WEST
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Bunbury WA 6230
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GREAT SOUTHERN
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Albany WA 6330
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GASCOYNE
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PO Box 140
Carnarvon WA 6701
Tel: (08) 9941 0900
Fax: (08) 9941 0999

GOLDFIELDS
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PO Box 1036
Kalgoorlie WA 6430
Tel: (08) 9022 5800
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KIMBERLEY – Broome
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PO Box 1476
Broome WA 6725
Telephone (08) 9195 5750
Facsimile (08) 9166 4999
Mobile 0438 916 185

WHEATBELT - NORTHAM
298 Fitzgerald Street
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Tel: (08) 9690 2400
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WHEATBELT – NARROGIN
Government Offices
Level 2, 11-13 Park Street Narrogin
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MID-WEST
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Foreshore Drive
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Geraldton WA 6531
Tel: (08) 9956 2100
Fax: (08) 9956 2199

THE KATANNING COUNTRY CLUB
PO Box 100
KATANNING WA 6317
ABN: 248 598 425 60
Ph 9821-1817 Fax: 9821-8288

Chairman: Richard Kowald
Secretary: John Goodheart

www.katanningcountryclub.com
Email: kcclub@westnet.com.au

The Chief Executive Office
Shire of Katanning

Dear Julian

RE: CO-LOCATION OF SPORTS TO THE KATANNING COUNTRY CLUB

We wrote by email to the Shire on 9 June 2016 seeking support and assistance with the co-location of two new sporting bodies to the Katanning Country Club (KCC) - The Katanning Bowling Club and the Katanning Hockey Club.

In our correspondence we cited five areas where we sought the support, assistance or funding;

1. A request for a Shire cash contribution towards the cost of co-location. We believe a minimum contribution in the order of $250,000 is needed to co-locate the two sports and to ensure that grant bodies identify Shire support for the project.
2. An additional request for a Shire contribution in kind towards the project in the order of $250,000 (for works such as demolition of the existing clubhouse in due course, etc). As the project commences, either the KCC itself or the Shire may be able to undertake further works in kind, including project management, site preparation and clearing, waste removal and reinstatement of walkways, etc.
3. A request for a low interest loan to the KCC through the Shire, which will allow the KCC to make a cash contribution towards the cost of the project (in the order of $250,000). We have already received some information on cost and repayment options from the Shire without any commitment for undertaking the loan, however would now like to confirm in writing that such a loan would be supported by the Shire for the purpose of further grant writing. This loan would be subject to the project proceeding.
4. A request for ongoing annual financial support from the Shire. We seek recognition of the community benefit offered through co-location of two more sports at KCC and the additional costs incurred by KCC as well as the potential savings realised by the Shire.
5. An indication of Shire support should the required level of grant funding not be realised. Is the Shire prepared to assist with funding shortfalls to ensure the quality and scope of the project required for co-location is not compromised?

We also request confirmation from the Shire that should co-location of Bowls to the KCC proceed, the recent funding announcement under the Katanning Super Town Heritage Centre Project for $1,000,000 for relocation of the Bowling Club, can be directed to the KCC.

We have recently applied for grant funding of $300,000 through the Regional Grant Scheme. This first application was not successful as we were not able to demonstrate commitment from partners to the required levels. The requests listed above comprise the first steps in establishing more clearly, the required partnerships, and will form part of our next bid for funding through the Regional Grant Scheme which closes 15 September 2016. We request that a written commitment be provided by the Shire of Katanning which can be included with future grant funding applications.

Per advice received to date, attached please find a copy of our Project Business Case, which clearly outlines our intent, likely costs and concept designs for co-location.

Yours faithfully,

Richard Kowald
Chairman
The Katanning Country Club Inc

Michael Hobley
Chairman
KCC Co-location Committee

08/08/16

SUMMARY OF PIESSE LAKE WORKS

PHASE 1	**FY 2016/17**				
Scope of works		Budget	Source of fund	Resource	Timeline
MAIN LAKE	Repair & key in GCL, Fix slope, Clean site surrounds, install jute mattress, install rock pitching, install pipe provisions for recirculating pumps	$ 50,560.00	Shire	Shire Civil Crew	September 2016- March 2017
	Supply of riparian zone plants	$ 43,200.00	Shire	RFT 1- Supply of plants	November 2016 Call for tender. Tender to include succeeding years
	Plant vegetation at riparian zone	$ 4,200.00	Shire	RFQ 1- Manage Volunteer programme & busy bee programme (volunteer management)	May 2017- June 2017
REED BED 1	Install drain coil & core to main lake, install maintenance pits, access ramp, GCL & 1st layer of gravel	$ 82,250.00	Shire	Shire Civil Crew	September 2016- March 2017
REED BED 2	General tidy & place clay to top of concrete footing	INC.	Shire	Shire Civil Crew	September 2016- March 2017
WEIR	Modification to weir	$ 3,400.00	Shire	Shire Civil Crew	September 2016- March 2017
		$ 183,610.00			
Ongoing maintenance cost	WQ & Mosquito monitoring reports	$ 9,400.00		RFQ 2- Water Quality monitoring & Mosquito monitoring (or internal?)	
	FY 2016/17 Independent risk assessment	$ 800.00			
		$ 10,200.00			
PHASE 1 (FY 2016/17 OPEX)	Shire	$ 10,200.00			
PHASE 1 (FY 2016/17 CAPEX)	Shire	$ 183,610.00			
PHASE 1 (FY 2016/17 TOTAL BUDGET)		$ 193,810.00			

PHASE 2	**FY 2017/18**				
Scope of works					
MAIN LAKE	Supply of low shrubland plants	$ 42,000.00	Piesse Park	RFT 1- Supply of plants	
	Plant vegetation at low shrubland	$ 5,640.00	Piesse Park	RFQ 1- Manage Volunteer programme & busy bee programme (volunteer management)	
	Irrigation control at low shrubland	$ 8,000.00	Piesse Park	RFQ 2- Supply & install irrigation at low shrubland	
		$ 55,640.00	Piesse Park		
REED BED 1	Install up to filter media	$ 140,900.00	Shire	Shire Works Manager (arrange supply & install of materials)	
	Supply of reeds	$ 36,000.00	Shire	RFT 1- Supply of plants	
	Planting of reeds	$ 3,360.00	Shire	RFQ 1- Manage Volunteer programme & busy bee programme (volunteer management)	
		$ 180,260.00	Shire		
REED BED 2	No works				
SWALE & CULVERT	Install swale & culvert from residential & rock spall	$4,040	Piesse Park	Shire Civil Crew	
	Rain garden plants	$ 4,680.00	Piesse Park	RFT 1- Supply of plants	
	Rain garden planting	$ 1,040.00	Piesse Park	RFQ 1- Manage Volunteer programme & busy bee programme (volunteer management)	
		$ 9,760.00	Piesse Park		
SURROUND- TURF	Turf installation & irrigation	$ 105,000.00	Piesse Park		
FLOATING VEGETATION- TRIAL	Floating vegetation	$ 9,600.00	Piesse Park		
LIVING LAKES UPSTREAM	Living lakes upstream- Civil works	$ 31,890.00	Integrated water		* Subject for funding grant
	Living lakes upstream- Vegetation supply	$ 12,000.00	Integrated water		* Subject for funding grant
	Living lakes upstream- Planting	$ 2,160.00	Integrated water		* Subject for funding grant
		$ 46,050.00			
Ongoing maintenance cost	WQ & Mosquito monitoring reports	$ 9,400.00		RFQ 2- Water Quality monitoring & Mosquito monitoring (or internal?)	
PHASE 2 (FY 2017/18 OPEX)	Shire fund	$ 9,400.00			
PHASE 2 (FY 2017/18 CAPEX)		$ 406,310.00			
	Shire fund	$ 180,260.00			
	Piesse Park fund	$ 180,000.00			
	Integrated Water Mgt fund (Subject for grant approval)	$ 46,050.00			
PHASE 2 (FY 2017/18 TOTAL BUDGET)		$ 415,710.00			

PHASE 3	**FY 2019/20**				
Scope of works					
MAIN LAKE	No works				
REED BED 1	No works				
REED BED 2	Civil works & supply up to filter media	$ 129,500.00	Shire	Shire Civil Crew	
	Supply of Plant	$ 10,800.00	Shire	RFT 1- Supply of plants	
	Planting of vegetation	$ 1,680.00	Shire	RFQ 1- Manage Volunteer programme & busy bee programme (volunteer management)	
		$ 141,980.00			
FLOATING VEGETATION	Floating vegetation	$ 86,400.00	Piesse Park		Subject to success of phase 2- floating vegetation
LAKE INFRASTRUCTURE	Recirculating pump	$ 9,600.00	Shire		
	Salt water extraction	$ 1,450.00	Shire		
		$ 11,050.00	Shire		
SPILL WAY		$ 65,000.00	Piesse Park		Subject to Piesse Park Master Landscape Plan, might have boardwalk.
Ongoing maintenance	WQ & Mosquito monitoring reports	$ 9,400.00	Shire	RFQ 2- Water Quality monitoring & Mosquito monitoring (or internal?)	
PHASE 3 (FY 2018/19 OPEX)	Shire fund	$ 9,400.00			
PHASE 3 (FY 2018/19 CAPEX)		$ 304,430.00			
	Shire fund	$ 153,030.00			
	Piesse Park fund	$ 151,400.00			
PHASE 3 (FY 2018/19 TOTAL BUDGET)		$ 313,830.00			

ONGOING MAINTENANCE COST FROM FY 2019/20 ONWARDS

	Planting infill				
	Plant supply	$ 5,034.00	Shire	RFT 1- Supply of plants	
	Planting- busy bee programme	$ 840.00	Shire	RFQ 1- Manage Volunteer programme & busy bee programme (volunteer management)	
	WQ & Mosquito monitoring reports	$ 9,400.00	Shire	RFQ 2- Water Quality monitoring & Mosquito monitoring (or internal?)	
	Flow control, weed, rubbish, sediment control	$ 4,080.00	Shire	Shire Parks & Garden crew	
	Pump maintenance & operation	$ 600.00	Shire	Shire Parks & Garden crew	
		$ 19,954.00			
TO PLACE IN THE PIESSE LAKE RESERVE EVERY YEAR FROM FY 2019/20 ONWARDS		$ 27,905.00			
TOTAL ANNUAL OPEX (FY 2019/20 ONWARDS)		**$ 47,859.00**			

PHASE 1 - WORKS (FY 2016/17)
(Main lake up to Riparian+ rock pitching, Weir, Drain coil, maintenance pit & 1st layer of gravel @ reed bed 1)

	Description	Qty		Sercul estimate	Steve's estimate
1	**Weir modification**				$ 3,400.00
2	**Main lake- Civil works & vegetation to riparian zone**				
	Main lake- Civil works	1	lot		$ 40,560.00
	Main lake- Riparian zone planting (9000 sqm- 4plants/sqm@ 36000)	36000	plants		
	Jute mat 800 GSM m2 (2000 sqm)	2000	m2		
	Volunteer programme allowance (food/ give away) 5 days @ $200/day	5	days		
	Supervision (5 days @ $80/hr @ 8 hrs/days)	5	days		
	Main lake- Phase 1 (Erosion control, civil works, riparian vegetation)				$ 40,560.00
3	**Subsurface flow wetland 1**				
	Subsurface flow wetland 1- Phase 1 up to gravel. (cut pipe) Civil works including rock pitching, dewatering, access ramp	1	lot		$32,160
	Plus- Drain coil, maintenance pit, sewer gate valve, plumbing, core through wall, bentonite layer+gravel, install the provision for salt water monitoring & circulating pumps	1	lot		
					$ 32,160.00
4	**Subsurface flow wetland 2**				?
	TOTAL CAPITAL COST				
	MAINTENANCE COST				
	Independent risk assessment	1	report		
	Piesse lake annual WQ monitoring and report (Every quarter)	4	reports		
	Piesse lake- mosquito monitoring	4	reports		
	TOTAL FOR PHASE 1 (FY 2016/17)				$ 76,120.00
	Current budget left				
	Budget left from Fibreglass				

Plants required 36,000

PHASE 2 - WORKS (FY 2017/18)
Swale, Reed bed 1 filter

	Description	Qty		Sercul estimate	Steve's estimate
1	**Subsurface flow wetland 1** (from gravel up)				
	Gravel layer- 25-40mm	110	cum		
	Coarse clean sand	480	cum		
	Importing material	37.5	?		
	Supply filter media	1900			
	Plants @ 6 plants/m2	30000	plants		
	Planting labour (Say 4 volunteers @ 4 days @$200 allowance/day)	4			
	Supervision ($80/hr)	4			
					$ -
					Sub-Total Phase 2 W
	MAINTENANCE COST				
	Piesse lake annual WQ monitoring and report (Every quarter)	4	reports		
	Piesse lake- mosquito monitoring	4	reports		
	Sub-Total Phase 2 Works Cost (Shire Money)				$ -
	AT PIESSE PARK PROJECT BUDGET (INCLUSIVE AT BOTANIC GARDENS)				
1	**Main Lake- Low shrubland**				
	Irrigation supply & install				
	Plants @ 4 plants/m2	35000			
	Volunteer programme (6 volunteers/ 6 days) allowance $50/pax/day	1800			
	Volunteer supervisor	6			
					$ -
2	**Erosion control**				
	Turf installation and irrigation	4200			
2	**Floating vegetation island trial**				
	10% floating vegetation trial				
3	**Rain Garden @ swale**				
	Civil works				$4,040
	Rock spall, gravel	1	lot		
	Plants 3/sqm (3900 plants)	3900	plants		
	Volunteer programme allowance (food/give away) 1 day- 4 volunteers	2	day		
	Supervision (1 day @ $80/hr @ 8 hrs/day)	2	day		
					$4,040
	Sub-Total Phase 2 Works Cost (Piesse Park fund)				$ 4,040.00
	AT INTEGRATED WATER MANAGEMENT PLAN BUDGET (When approved for funding)				
1	**Living Lakes**				
	Living lakes- upstream (regrade, stone riffle, maintenance access, jute matting material & install included) Civil work	1	lot		$ 31,890.00
	Living lakes- vegetation- Plants at 4/plants/m2- 10,000	10000			
	Volunteer programme allowance (food/ give away) 3 days @ $80/day, 4 volunteers	3			
	Supervision (3 days @ $80/hr @ 8 hrs/days)	3			
					$ 31,890.00
	Sub-Total Phase 2 Works Cost (Integrated Water Mgt fund)				$ 31,890.00
	TOTAL PHASE 2 WORKS				
	Plants required	38900			

PHASE 3 - WORKS (FY 2018/19)
Reed bed 2 works

	Description	Qty	Sercul estimate	Steve's estimate
1	**Subsurface flow wetland 2** (from gravel up)			
	Civil works (dewater, claybund, rock spoil, install geofab & clay liner)			$31,800
	Geofabric	10	$ 17,508.20	
	Drain coil 100x100	2		
	Gravel 15-25 laterite	300		
	Geofabric 3200	1		
	Coarse clean sand	300		
	Filter media supply	800		
	Importing material	37.5		
	Rocked spillway to biofilter	16		
	Plants @ 6plants/sqm	9000		
	Planting volunteer @4 volunteers @ 2 days @$200/day allowance	2		
	Planting supervision	2		
				$31,800
2	**Recirculating pump**			
	Supply & install twin submersible pump with alarm	2		
	Pump fixtures & fittings	2		
	Electrician mains connection	2		
	Remote s/s 50mm float valve assembly	2		
3	**Salt water extraction well**			
	Supply & install twin submersible pump with alarm	1		
	Remote S/S 50mm float valve assembly	2		

MAINTENANCE COST

Piesse lake annual WQ monitoring and report (Every quarter)	4	reports
Piesse lake- mosquito monitoring	4	reports

Sub-Total Phase 3 Works Cost (Shire Cost)	$	31,800.00

AT PIESSE PARK PROJECT BUDGET (INCLUSIVE AT BOTANIC GARDENS)

1	**Floating vegetation island trial**	
	90% floating vegetation trial	
2	**Spillway**	

Sub-Total Phase 3 Works Cost (Piesse Park Project Fund Cost)	$	-
Total Phase 3 Works Cost		

Total plants	9000

1	**ONGOING OPERATIONS & MAINTENANCE COST**	Qty		U/Rate	Contractor cost
	Planting infill allowance for 10 years (FY 19/20 to FY 24/25) 10% of total plants				
	Total plants	83900			
	5% mortality rate	4195		$ 1.20	$ 5,034.00
	Busy bee programme w/ volunteer (1 day @ 4 volunteers) allowance	1			$ 200.00
	Volunteer supervisor	1			$ 640.00
					$ 5,874.00
	Piesse lake annual WQ monitoring and report (Every quarter)	4	reports	$ 1,500.00	$ 6,000.00
	Piesse lake- mosquito monitoring	4	reports		$ 3,400.00
	Flow control structures operations & maintenance	8	hrs	$ 60.00	$ 480.00
	Rubbish, weed control, sediment removal (2 men every month @ 3 hrs)	72	hrs	$ 50.00	$ 3,600.00
	Salt water extraction & recirculating pump inspection (1 man every month @0.5 hr)	6		$ 60.00	$ 360.00
	Salt water extraction & recirculating pump operation cost (power supply)	1	lot	240	$ 240.00
					$ 19,954.00

2	**REPLACEMENT COST (Piesse Lake Reserve)**	Useful life	Capital cost	Annual depreciation cost
	Trouble shooting- consultant advice	15	$ 42,000.00	$ 2,800.00
	Salt water extraction & recirculating pump	10	$ 11,050.00	$ 1,105.00
	Floating vegetation	10	$ 96,000.00	$ 9,600.00
	Filtration reedbed 1	15	$ 114,000.00	$ 7,600.00
	Filtration reedbed 2	15	$ 48,000.00	$ 3,200.00
	Sediment removal at weir pool & surcharge pit at every 5 years	5	$ 18,000.00	$ 3,600.00
				$ 27,905.00

TOTAL ANNUAL COST	**$**	**47,859.00**

Piesse Lake Master Plan



Version 2
July 2016

Disclaimer

SERCUL has made every effort to certify that the information described in this document is accurate, but cannot guarantee, express or imply its currency, accuracy or flawlessness as new information becomes available since the time of its writing.

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Document Control

#	Purpose	Version Date	Prepared By	Reviewed By
1	Draft Internal Review	27/05/16	Glen Byleveld	Brett Kuhlman
2	Final Draft External Review	5/7/16	Glen Byleveld	

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Executive Summary

The Shire of Katanning engaged SERCUL in March 2016 to produce a Master plan for Piesse Lake. The Master plan provides the Shire with guidance regarding water management with the aim of maintaining Piesse Lake as a healthy permanent water body.

SERCUL conducted a site assessment and review of existing site information provided by the Shire of Katanning. The assessment concluded that the key issues affecting the Lake include sustainability of water supply and water quality. Issues include high levels of salinity, nutrients, groundwater interception, erosion and mosquito breeding.

The Saleyard dams were also assessed as a potential water source to be pumped back to Piesse Lake when required to maintain Lake water levels. SERCUL conducted a microbial analysis of the Saleyard supply dams' water and detected contamination levels which pose a threat to human health in three of the five dams sampled. The report concluded that water supplied from the contaminated Saleyard dams will require pre-treatment to remove microbial contamination.

Piesse Lake has undergone various stages of construction and design review over the past 3 years. The Shire ceased site works in 2015 following the near completion of bulk earthworks for the Main Lake and construction of a weir and concrete compound to act as a biofilter. This Master plan incorporates some of these existing features and proposes some key changes to the sites water quality interventions and water supply management.

The key proposed changes include;

- Construction of two sub surface flow wetlands on the Main Lake inlets to provide pre-treatment of water entering the Lake. Water from the Main Lake will then be recirculated through the treatment wetlands to increase nutrient removal.
- Restoration of Katanning Creek upstream of the Main Lake incorporating a riffle-pool sequence to improve water quality allowing sediment capture and access for removal of gross pollutants.
- Currently, Katanning Creek's base flow is diverted around the Main Lake in a pipe, re-entering the original Piesse Dam downstream. This plan proposes to divert more of the creeks base flow back through the proposed sub surface flow wetland and into the Main Lake. An adjustable weir will be installed to allow manipulation of water levels for site maintenance and water quality control. This change will allow onsite treatment of water and decrease dependence on importing water to maintain lake levels to help address supply issues.
- The completion of earthworks around the perimeter of the Main Lake excluding the proposed concrete retaining wall to create a more natural appearance. The existing concrete compound exposed wall will be lowered to the existing overflow notches and a combination of rock pitching and landscaping will be used to improve aesthetics.

An outline of SERCULs proposal is provided in Plan 1 with cost estimates of implementation provided in Table 6.

Introduction

The following plan provides guidance to the Shire of Katanning to complete the construction and revegetation of Piesse Lake. It also provides recommendations for the ongoing maintenance of Piesse Lake.

Objectives

The principal objective of this plan is to provide guidance to the Shire of Katanning regarding water management with the aim of constructing and maintaining Piesse Lake as a healthy permanent water body. SERCUL understands that the main objective for constructing Piesse Lake is to improve aesthetics and public amenity for local residents. Other key objectives' this plan addresses includes improving water quality and biodiversity. While this plan makes provision for some passive recreation features, recreational infrastructure is outside the scope of this plan. The Shire of Katanning is preparing a Piesse Park Development plan that will address recreational and public access objectives.



Figure 1 Project Boundary Piesse Lake Lot 1 Warren Rd Katanning

Site Assessment

SERCUL completed the following tasks in preparation of this plan;

- Review of existing site information including previously proposed designs for Piesse Park provided by the Shire of Katanning
- Topographic feature survey to capture the sites features as of the 14th of April 2016
- Local Water Quality Assessment (See Attachment 1)
- Mosquito risk Assessment
- Community Consultation

The following section will summarise the key findings from the site assessment that informed the proposed design.

Feature Survey

A feature survey was conducted by Savage surveying on the 14th of April 2016. The survey recorded finish levels of key features affecting hydrology. As constructed feature survey is provided in Attachment 7 to 12.

Key features affecting flow dynamics within the Lake system have been highlighted in Figure 1. Features include;

1. Katanning Creek invert under Warren Rd Bridge
2. Rock drop structure invert between Warren rd and the new footbridge
3. New weir structure under the footbridge overflow height
4. Top of the concrete compound
5. Invert of overflow castellation's within the concrete compound wall
6. Bubble up pit, invert of overflow
7. Main lake water level control liner height
8. Low flow bypass pipe invert
9. Katanning Creek invert at Clive Street Bridge

***The only height change proposed in this plan is to item 4 where it is recommended the wall be lowered to improve aesthetics.

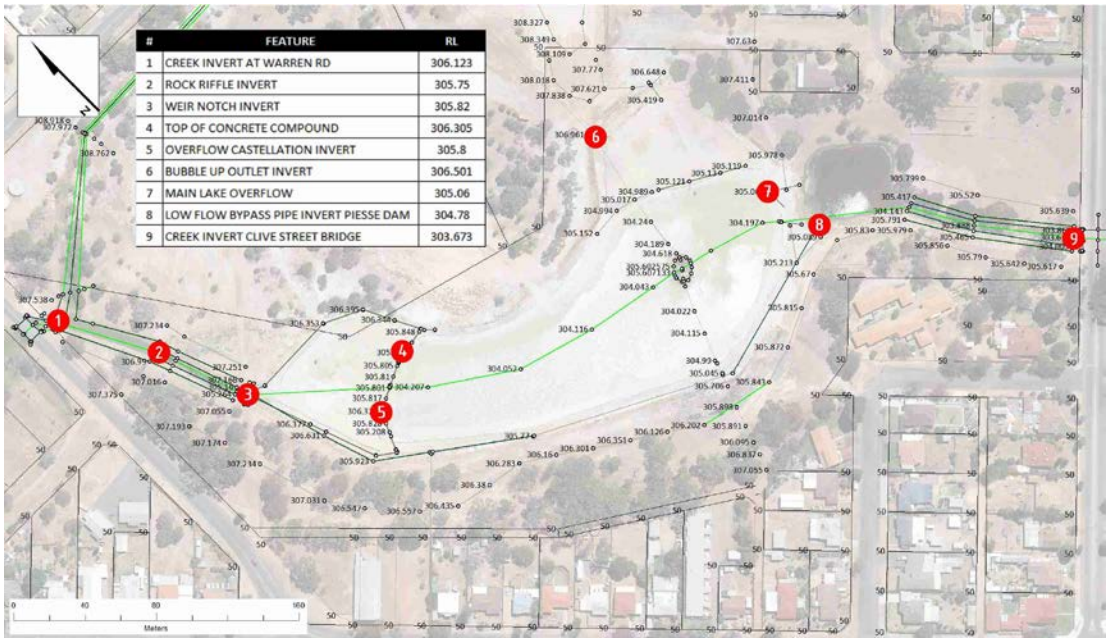


Figure 1 Piesse Lake Feature survey 14th April 2016

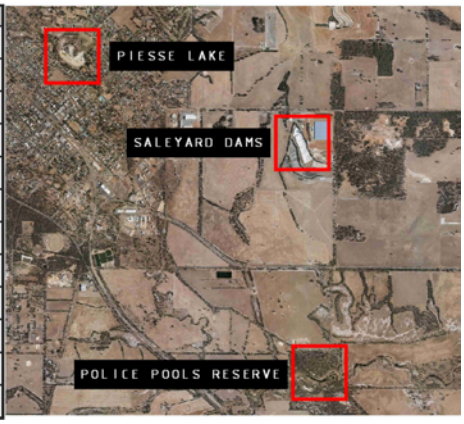
Surface Water Quality

SERCUL conducted a water quality assessment of Piesse Lake on the 31st of March 2016 (See detailed report Attachment 1). Sites were selected to measure the quality of the water entering the Lake system from the surrounding area (two sites up-stream of the wetland), the quality of the water flowing through Main Lake and leaving system (three sites within the wetland itself and the downstream dam). Water quality was also assessed within the Saleyard Dams as they are a potential source of water to be used to maintain water levels within Piesse Lake during the drier periods. The Saleyard assessment included measures of microbial health due to suspicions of faecal contamination from the Saleyards.

Samples were also taken from Police Pools, a remnant wetland south east of Katanning town centre, as a reference site.
Table 1 provides the names and locations of sample sites which are illustrated in Figure 2.

Table 1 Water Quality and Mosquito Larvae Sampling locations

Site Code	Site name	Location	East	South
OX	Oxley Road drain	Drain sampled on the upstream side of Oxley road	117.32.59.124	33.40.53.128
PLIN	Piesse Lake Inlet Weir	Located in the main inlet channel in to Piesse Lake, just upstream of the weir.	117.33.23.371	33.41.1.406
PLRB1	Piesse Lake Reed Bed 1	Piesse Lake reed bed, sampled just past the inlet weir on the south west side of the lake.	117.33.23.598	33.41.1.841
PLMN	Piesse Lake Main	Piesse Lake main pond sampled at the south east corner of the lake near outlet and access road.	117.33.33.758	33.41.6.447
LCSIN	Landcorp Side Inlet	North East corner of the Lake. Sample to be taken from bubble up inlet structure.	117.33.32.856	33.41.2.522
PDOUT	Piesse Dam Outlet	Outlet of the Dam downstream of the constructed Piesse Lake.	117.33.36.018	33.41.7.171
SLSYD1	Sales Yard Dam 1	First sales yard dam, closest to the Road and entrance to the yard.	117.35.11.346	33.41.3.275
SLSYD2	Sales Yard Dam 2	Next dam along	117.35.13.507	33.41.34.394
SLSYD3	Sales Yard Dam 3	Next dam along	117.35.14.762	33.41.36.8
SLSYD4	Sales Yard Dam 4	Next dam along	117.35.13.723	33.41.37.491
SLSYD5	Sales Yard Dam 5	Last dam at the back (south side) of the sales yard.	117.35.14.805	33.41.39.741
PPREF	Police Pools reference	Sampled at the end of the board walk.	117.35.22.31	33.43.0.437



The following summary of the assessments the key findings is taken from Attachment 1.

Water Quality Summary

Total Nitrogen (TN) and Total Phosphorous (TP) exceeded the trigger values at eight of the sites sampled. Sites PLRB1 and SLSYD3 did not exceed TN trigger value for wetlands; and sites PLMN and LCSIN did not exceed TP trigger value for wetlands. Low oxygen saturations and high levels of electrical conductivity were also recorded at most sampling sites. Piesse Lake reed bed and main basin (PLRB1 and PLMN) recorded the highest saturations in the catchment. The two Piesse Lake inlets (PLIN and LCSIN), the main basin (PLMN), Piesse dam outlet (PDOUT) and the Police Pools reference site (PPREF) were all classified as saline (>8.835 mS/cm). pH was within the acceptable range at the majority of sites, only three sites exceeded (PLRB1, PLMN and SLSYD3).



Figure 2 Piesse Lake and Saleyard sampling locations

The report concluded that the results from the March 2016 monitoring program are somewhat concerning, particularly the high nutrient concentrations and low oxygen levels in the surface waters of the surrounding areas. The Lake itself however was well oxygenated and nutrients were relatively low, as was Saleyard dam 3 (SLSYD3). LCSIN did however exceed the total nitrogen trigger value and of that nearly 40% was represented as nitrogen as ammonia/ammonium, recording a concentration exceeding the trigger value for both wetlands and 95% level of protection. The pH at LCSIN was between 5 and 8 therefore it is likely that the nitrogen as ammonia/ammonium species was predominantly ammonium (NH_4^+) the less toxic form. However the high levels at this site are concerning particularly in the event of a pH increase >8 causing an increase in toxicity. Further investigation into the source is recommended.

The consistently high levels of electrical conductivity are also worth noting. The majority of sites have been classified as saline or brackish and it is recommended that the restoration/revegetation works are in accommodate a saline environment (i.e. use of salt tolerance species) with the objective to prevent the transition to a 'less desirable' state, rather than the reduction of salinity

Saline environments with minimal flow and low oxygen encourage the breeding and development for both fresh and salt water mosquitos, some of which may be vector species that are cause for concern in the area of human health. Large populations of mosquito larvae were recorded at the majority of sites (Dr Rose Weerasinghe conducted a mosquito dipping survey, identifying both salt and fresh water vector species).

Microbial analysis was conducted at the Saleyard dams and Piesse Lake main basin. PLMN, SLSYD1 and SLSYD3 all had relatively low enterococci organism count (Most Probable Number – MPN/100mL), typical of natural water bodies. SLSYD2, SLSYD4 and SLSYD5 all recorded very high enterococci counts exceeding the ANZECC recreational trigger value for secondary contact (>230 enterococci/100mL). Although the enterococci would be more than likely associated with animal faecal material (the lesser risk to human health via enteric virus) it is still an important source of pollution and still poses a threat to human health. SLSYD3 and PLMN, although below the trigger value for secondary contact, both recorded a count exceeding primary contact (>35 enterococci/100mL). It is therefore recommended that recreational activities that may result in direct water contact (such as swimming, bathing and other direct water-contact sports) are absolutely restricted.

Key findings for each Parameter

pH: The pH of the surface water of Piesse Lake and surrounding area where predominantly within the acceptable range for wetlands. Only 4 sites recorded pH outside the acceptable range; site OX was the only site to record pH below the acceptable range (6.97 mg/L) and sites PLRB1, PLMN and SLSYD3 all recorded pH above the acceptable range for wetlands, which also exceeded the recreational value (PLRB1 recorded 8.75, PLMN recorded 9.16 and SLSYD3 recorded 8.73).

Dissolved oxygen: Dissolved oxygen saturations were generally low. Only three sites recorded DO within the acceptable range for wetlands: PLRB1, SLSYD1 and SLSYD5. Site PLMN recorded DO above the acceptable range (123.6%). The other eight sites all recorded DO saturations below the acceptable range.

Electrical conductivity (salinity): Eight sites recorded EC above the ANZECC trigger value for wetlands, five of which were classified as saline (PLIN, PLMN, LCSIN, PDOUT and PPREF) and three were brackish (OX, PLRB1 and SLSYD1). SLSYD2, 3 and 4 were all below the acceptable range.

Total suspended solids: Five sites recorded TSS above the interim guideline (PLRB1, LCSIN, SLSYD2, SLSYD3 and SLSYD4). The worst sites were the sales yard dams which were visibly turbid and milky coloured. These sites were 8-34 times greater than the trigger value.

Total nitrogen: Eight out of ten sites recorded TN concentrations exceeding the trigger value for wetlands. Only PLRB1 and SLSYD3 recorded acceptable TN concentrations (1.4 and 1.1 mg/L respectively).

Nitrogen as ammonia/ammonium: LCSIN recorded a NH3/NH4 concentration of 1mg/L which exceeded the ANZECC trigger value for wetlands, recreation and the 95% level of protection. All sites exceeded the recreational value and six sites exceeded the trigger value for wetlands (OX, LCSIN, PPREF, SLSYD2, SLSYD3 and SLSYD4).

Total oxidised nitrogen: Only two out of ten sites recorded NOx concentrations exceeding the trigger value for wetlands (SLSYD2 and SLSYD4). Five sites recorded concentrations below the limit of reporting (OX, PLRB1, PLMN, PDOUT and SLSYD3).

Total phosphorous: Eight out of ten sites recorded TP concentrations exceeding the trigger value for wetlands. Only PLMN and LCSIN recorded acceptable TP concentrations.

Soluble reactive phosphorous: Seven out of ten sites recorded SRP concentration exceeding the trigger value. Only PLRB1, PLMN and LCSIN recorded acceptable SRP concentrations (PLMN and LCSIN were below the LOR).

Recommendations

SERCULs water quality assessment provides a snapshot of physical readings, nutrient concentrations and microbiological colonies to gauge approximate health/condition of Katanning Creek and its local catchment within the vicinity of Piesse Lake.

As the results and findings are based on only one sampling event conducted in Autumn (end of March) it cannot provide any insight into the health and condition of the catchment at different times of the year when flow rates and temperatures may change, which can have a profound effect on the water quality and functioning of a catchment. It is therefore recommended that further monitoring is conducted quarterly to record seasonal fluctuations.

Water quality improvement can be achieved through catchment specific hydraulic design, revegetation and ongoing weed management. Quarterly monitoring will also provide insight into the water quality during and post construction, and whether the restoration/revegetation works have been successful in improving the water quality and overall health and ecological value of the catchment.

Integrated catchment management actions:

1. Implement nutrient stripping strategies to improve the water quality of the Piesse Lake catchment and to avoid eutrophication events caused through excessive bioavailable nitrogen and phosphorous in the system.
2. Based on the Electrical conductivity readings throughout the catchment suggest a saline environment and revegetation and restoration works should be in accordance with this type of environment (i.e. use of salt tolerant vegetation species) with the object to prevent the transition to a 'less desirable' state, rather than the reduction of salinity. Although in a different ecological state, these saline systems represent viable, functioning ecosystems.
3. Based on the results of the microbiological analysis of Enterococci, it is recommended that recreational activities that may involve direct water contact be

strictly prohibited at the lake to reduce the risk to human health via enteric virus or other potential pathogens that may exist in the water body.

4. As recommended in the Department of Environment *Stormwater Management Manual for Western Australia* (2004) to coordinate road sweeping with maintenance activities (i.e. road or construction works) and specific events (i.e. storm events or public major events). Best results can be achieved by focusing on 'hot spots' rather than routinely sweeping all streets;
5. Continue to regularly remove accumulated pollutants (e.g. sediment and gross pollutants) from nodes in the stormwater network, such as pits and infiltration sumps;
6. Incorporate water sensitive urban design techniques into management practices when upgrading the catchment (e.g. permeable paving, bio-retention swales, pipe-less streets and rain gardens);
7. Use native vegetation along roadsides, paths and in swales.
8. Revegetate natural areas and remove weeds to increase biodiversity.

The following examples of structural and non-structural interventions are recommended to be incorporated into future management plans where appropriate;

- Onsite detention;
- Stormwater infiltration systems;
- Buffer strips;
- Pollutant traps;
- Grass or reed swale drains;
- Broken or flush kerbing;
- Pervious paving materials
- Education of residents on appropriate plant species, fertiliser and water use (community events, brochures, mail outs and work with community groups);
- Nutrient intervention installation
- Native landscaping; and
- Shire Park and gardens officers receive fertilise wise, fertiliser training to learn current fertilise BMP;
- Review the ongoing street sweeping regimes to reduce the impact of road run off on the water quality of the stormwater system.

Mosquito Risk Assessment

The Shire of Katanning and local residents have raised concerns regarding Mosquitos being a nuisance and public health risk within the area. SERCUL conducted a Mosquito larvae survey concurrently during the Water Quality sampling to determine what sites were encouraging mosquito breeding and what species were present.

Ten samples were collected using a standard 350 ml ladle at each site. Larval numbers were recorded for each dip and representative samples of advanced larvae were collected for larval identification. On each sampling occasion, the average

number of larvae and pupae per dip was calculated. The larval numbers and mosquito species found at each sites are shown in Table 2.

Results Discussion

This survey found that Katanning Creek (PLIN) and the concrete compound structure (PLRB) had high levels of mosquito breeding. Both sites recorded five or more dips with mosquito larvae or pupae out of 10 dips. No mosquito larvae were recorded within the Main Lake.

The original Piesse Dam also provides suitable habitat for mosquito breeding, especially within the vicinity of the low flow bypass pipe outfall.

Samples were collected from temporary small pools surrounding the Main Lake. High levels of mosquito larvae were recorded with most samples recording over 50 larvae.

Table 2 Assessment of mosquito breeding and potential risk

SITE	# of dips with larvae	Average # larvae/dip	Species	Public health risk
PLIN	6	1.2	*Aedes camptorhynchus*	Yes
			Culex quinquefasciatus	
PLRB	8	1.8	*Aedes camptorhynchus*	Yes
TLMN	0	0		No
Inlet-Original Dam	7	4.4	*Culex quinquefasciatus*	Yes
			Culex australicus	
PD Out	1	0.1	*Culex quinquefasciatus*	Yes
LCSIN	0	0		No
Surround Pools	10	43	*Aedes camptorhynchus*	Yes
Police Pool	0	0		No
Oxley drain	10	29.2	*Aedes ratcliffei*	No

Southern salt marsh mosquito, *Aedes camptorhynchus* is the dominant mosquito species in sample area. This species prefers saline as well as brackish-freshwater habitats and has ability to desiccate their eggs up to 15 months. *Aedes camptorhynchus* is severe nuisance biting pest and vector of Ross River Virus (RRV) and Barmah Forest Virus. This species is one of the most important pest species in the region.

Culex quinquefasciatus is nuisance biting pests and may play a role in transmission of RRV and BFV. This species prefers to breed in fresh water with high organic contents. Sites: PLIN, original dam-inlet and PD out provide suitable breeding conditions for this species.

Culex australicus is a bird biting mosquito that does not pose risk to humans but larvae can be abundant in permanent wetlands and ephemeral ground pools.

Katanning Creek structure and vegetation cover encourages the breeding and development of mosquitos. Typical habitat is featured at the Oxley Road site where isolated pools provide hot spots for mosquito breeding. However, the *Aedes ratcliffei* species which breed in this habitat is not considered as a pest or vector species.

No mosquito larvae were recorded at the Police pools although lots of adult mosquitos were observed. Mosquito fish, Gambusia which prey on mosquito larvae were abundant in the pool and may explain the absence of mosquito larvae.

Recommendations

Katanning Creek, upstream of the Main Lake and the original Piesse dam both require modification to reduce suitable conditions for mosquito breeding. The permanent low base flows over summer months combined with excessive vegetation growth creates a long corridor of shallow, warm and stagnant water which is difficult to access by mosquito predators. Algal blooms and shallow, still water was observed at both sites which supports mosquitos' breeding.

It is very important to remove all unnecessary temporary pools surrounding Piesse Lake. These pools are supporting the development of *Aedes camptorhynchus*.

Stormwater structures such as overflows, pits, liners, junctions can all potentially hold stagnant water and increase mosquito breeding. Structures need to be screened, sealed or re-moved where possible to limit opportunity for pest mosquitoes.

The minimisation of mosquito populations associated with the lake will not only reduce the potential nuisance-biting and/or public health risks but will greatly improve the amenity of the lake and surrounding areas.

Hydrology

SERCUL engaged Wheatbelt Hydrology to produce a water and salt balance for Piesse Lake (See Attachment 13). The model included an assessment of the Saleyard Dam as a potential water source to maintain water levels within Piesse Lake. An ex-

planation of the models assumptions and limitations area provided in Attachment 13. The following summary results and conclusions are taken from Attachment 13.

Lake Details

Survey data and aerial imagery were used to estimate the surface area and volume of Piesse Lake. The data indicates that Piesse Lake is only just over 1 m in depth from the floor to the overflow sill. At this depth, the volume and surface area are approximately 13760 m^3 and 18180 m^2 respectively.

Low Flow Bypass

A 600 mm pipe runs around the west side of the lake to divert low flows away from the lake. The intention of this was to minimise the amount of salt entering the lake from surface water.

A peak discharge hydrograph was produced for the low flow bypass pipe to estimate the volume of water being diverted around the Lake. The model estimated that any flow less than 11448m^3 would completely bypass the lake.

Closing the bypass will reduce the required draw from the Saleyards to around 9300 kL/year, (compared to 15800 kL/year in the current situation), though this is still more than what the Saleyard tank overflow dam can supply at times. Thus the forecourt runoff dam was also included in a final scenario. In this case, lake levels stay within the desired 0.9 – 1 m range and salinity ranges between 8000 and 15000 mg/L though may sometimes be higher than the current situation.

Results from the model recommend that the bypass pipe should be closed to reduce the amount of water required from the Saleyards to maintain a water level in Piesse Lake.

Saleyard Water Supply

A model was developed to estimate the current demands on water use at the Saleyards and the potential of water stored at the Saleyards to be used to maintain water levels in Piesse Lake. The results indicate that;

- Water will be required from the Saleyards to maintain a water level in Piesse Lake.
- In the current situation, Piesse Lake water level cannot be maintained with top-up from the Saleyard tank overflow dam alone, and as a result water levels will drop to below 0.5 m for periods and salinity may rise above 35000 mg/L (sea water equivalent), though most of the time salinity may be between 8000 and 15000 mg/L.
- With extraction from the Saleyard dam for Piesse Lake, there will be occasions when there is no water available for stock and truck wash with the current storage volume.
- It is recommended to add at least 250 kL rainwater storage to the Saleyards rainwater harvesting system
- The forecourt runoff dam (north) should be included in the system to draw from when the tank overflow dam drops to less than 25 % full (maintaining emergency stock and truck wash supplies).

Groundwater

The data suggests that the interaction between the lake and shallow groundwater may not be a concern as the lake level and water table level may be similar, thus no hydraulic gradient occurs.

Community Consultation Summary

The Shire of Katanning released a survey on the 11th of April 2016 to seek input from the local community regarding their current use of the Park and how they would like to see the Park developed in the future.
A consultation report is provided in Attachment 12 which collates and summarises responses from the 38 respondants.
Feedback was also received directly from Shire of Katanning staff and local residents who attended a presentation of a draft concept Master plan on the 2nd of May 2016.
A lot of respondants identified recreational features and opportunities they would like to see within the Parks development. Addressing these themes is outside the scope of this plan but is currently being addressed by the Piesse Park Development plan being prepared by the Shire of Katanning.

Recurring Themes
Overall responses were positive with a general theme being that local residents are keen to see the Piesse Park development complete and appreciate being consulted by the Shire. The key recurring themes among survey responses are summarised below under the headings Likes, Dislikes and Expectations; followed by an explanation of how they have been addressed within the Master Plan.

Likes
Residents enjoy walking, riding and exercising their dogs in the Park. They enjoy the natural aesthetic of the Park, especially the open views of the Piesse Lake and the waterbirds it attracts. It provides a place to rest and relax. Respondants enjoy the opportunity is provides for their children to play in a natural setting. Residents are excited by the potential of the Parks development and want to ensure that the open, peaceful setting, with clear views of the Lake is retained.

Response/ Amendment to Plan
The plan recommends formalising a pedestrian trail which completes a full circuit of the Lakes perimeter. Interpretation nodes highlighting the natural and cultural heritage value of the sites have been recommended to provide safe public access through natural areas. The Revegetation plan emphasises protecting the clear views

of the Lakes open water and maintaining the Open woodland structure within the Arboretum.

Dislikes

Respondants key concerns with Piesse Park relate mainly to the site works being incomplete. Respondants view the Park as unsafe in its current state and keen to see works complete.

Respondants often referred to the concrete compound constructed at the Northern end of the Main Lake as an eyesore due to the exposed concrete.

Some respondants expressed concern about the ongoing health of the waterway. Mosquitos were also highlighted as a concern for local resident with over 70% claiming mosquitos were a nuisance in their local area.

Response/ Amendment to Plan

The plan attempts to minimise any additional hard infrastructure and obscure existing concrete works to create a more natural setting.

This plans key focus is on improving water quality and reducing mosquito breeding habitat. Katanning Creek Catchment exhibits poor water quality and provides conditions that increase mosquito breeding. It is the catchments influence rather than the Main Lake itself that is causing nuisance mosquito outbreaks. No mosquito larvae were observed within the Main Lake water body during SERCULs assessment. Hydraulic design within this plan has reduced the surface area of standing water, increased connectivity between water bodies so mosquito predators can access larvae and included a suite of water quality improvement measures.

Expectations

The main suggested features for the Lake from respondants include;

- Nature play options stay within the rural, rustic feel making use of the open woodland.
- Picnic and BBQ areas
- Lighting and Safe access
- Green Lawn and gardens
- Better Paths
- More shade, more Trees
- Art and Interpretation
- Amenities
- Vandal proof infrastructure
- Research and Education opportunities
- Keep the setting open and rural
- Provide Dog waste bins
- Viewing Platforms
- Fountain and water features
- Improve Mosquito control
- Improve Water Quality

Response/ Amendment to Plan

As previously stated, recreation features are beyond the scope of this plan and are being addressed within the pending Piesse Park Development Plan. This plan does however provide a record of the respondants expectations for the Shire of Katanning to reference in their preparation of the Piesse Park Development Plan.

This plan does accommodate some of the suggested recreational features made by respondents into the Concept Plan (See Plan 1). Features include provision of recreation nodes, turfed areas, picnic areas, interpretation nodes, walkways and a boardwalk. The boardwalk will provide safe access over a water feature to allow park users to complete a full circuit of the Lake and surrounding parkland.

SERCULs water quality and mosquito risk assessment concluded that artificial aeration of the Lake is unnecessary with the Lake recording high dissolved oxygen levels and no mosquito larvae detected.

Proposed Design and Implementation

Living stream

Structure

The plan recommends converting the section of Katanning Creekline between Warren road and the newly constructed footbridge from a rock pitched drain into a Living Stream. The conversion will involve bulk earthworks to change channel morphology and construction of a rock riffle as detailed in Attachment 4.
The main feature of the Living Stream section is the construction of a riffle - pool sequence. There is an existing rock spall drop structure that requires repair and is covered in weed growth (See Figure 4).
This structured will be repaired as illustrated in Attachment 4, to create a rock riffle without changing the existing maximum invert height of the riffle weir.

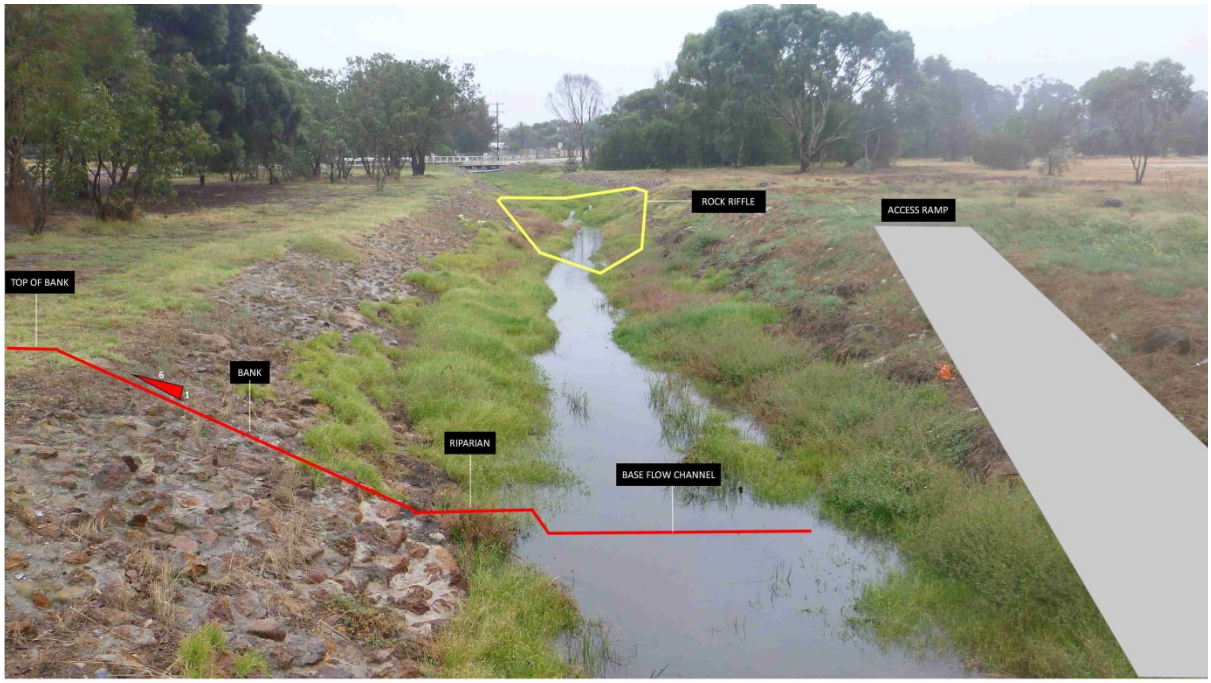


Figure 3 Katanning Creek photo taken from footbridge north to Warren Road

Downstream of the repaired rock riffle the bank slope will be lowered to a safe access/egress grade and the channel profile modified to incorporate a vegetated bench and lowered base flow channel. These changes will create a small pool upstream of the newly constructed weir. The changes in channel profile will increase the overall hydraulic capacity of this creek section to accommodate the backwater created by the existing weir structure.
All channel changes will involve removal of the existing rock pitching which currently stabilises the banks. The rock pitching should only be removed where the bank slope is being reduced and the revegetation plan provides for long term bank stabili-

sation. Jute matting or coir mesh will be required for some exposed bank sections while vegetation becomes established.



Figure 4 Drop structure in Katanning Creek covered in weeds

On the north bank adjacent to their weir and footbridge, an access ramp will be constructed suitable for a 5 tonne excavator to access and remove sediment from the pool area.

Function

Improved Water Quality

The proposed works will remove excessive weed growth and control its reinvasion through a combination of structural, revegetation and maintenance controls. This will reduce organic load and biological oxygen demand depleting dissolved oxygen levels. The rock riffle will create turbulence and aerate the surface flow before entering the downstream pool. The pool will then act as an oxygen store for aquatic fauna.

The pool will allow gross pollutants and sediment to settle upstream of the new weir. The access ramp will allow bulk removal of sediment and maintenance of the trash rack and weir.

Increased Biodiversity

This section of Katanning Creek is devoid of native vegetation due to rock pitching of the banks and invasive weeds dominating the base flow channel. A key focus of the bulk earthworks will be to remove this excessive vegetation growth and the revegetation plan allows for reinstating native vegetation to stabilise banks and provide habitat for native fauna.

Reduce mosquito breeding

Poor water quality, low dissolved oxygen and dense vegetative cover of shallow water provide ideal conditions for mosquito breeding. These conditions are typical of Katanning Creek throughout the town site. The proposed works will remove invasive vegetation and lower the invert of the base flow channel. The Rock riffle will increase channel roughness and water turbulence that will increase dissolved oxygen levels entering the pool before the weir. The pool will provide a refuge for mosquito predators and access to any mosquito larvae.

Maintenance access

The adjustable weir will allow opening of the 600mm bypass and draining of the pool so sediment and gross pollutants can be safely removed.



Figure 5 Weir and trash rack arrangement

Weir Modification

Structure

Install a corrosion resistant mesh (40mm square grate) within the weir notch to provide an additional screen of surface water entering the sub surface wetland.

Install a square galvanised sleeve between the weir and existing trash rack covering the 600mm low flow bypass (See Figure 6). The frame will match the dimensions of the existing trash rack and fix to both the rack and weir wall, providing a secure slot for a removable timber board to be inserted. The board should be easily removed and provide a seal over the pipe.

Function

This arrangement will allow the diversion of creek flow over the weir and into the subsurface wetland and Main Lake. The weir board can be removed to allow access for maintenance of the Living stream.

It is recommended that during summer base flow periods, if water quality declines or algal growth appears upstream of the weir in the pool section, the weir boards should be removed and the Main Lake water be supplemented by water pumped back from the Saleyards.

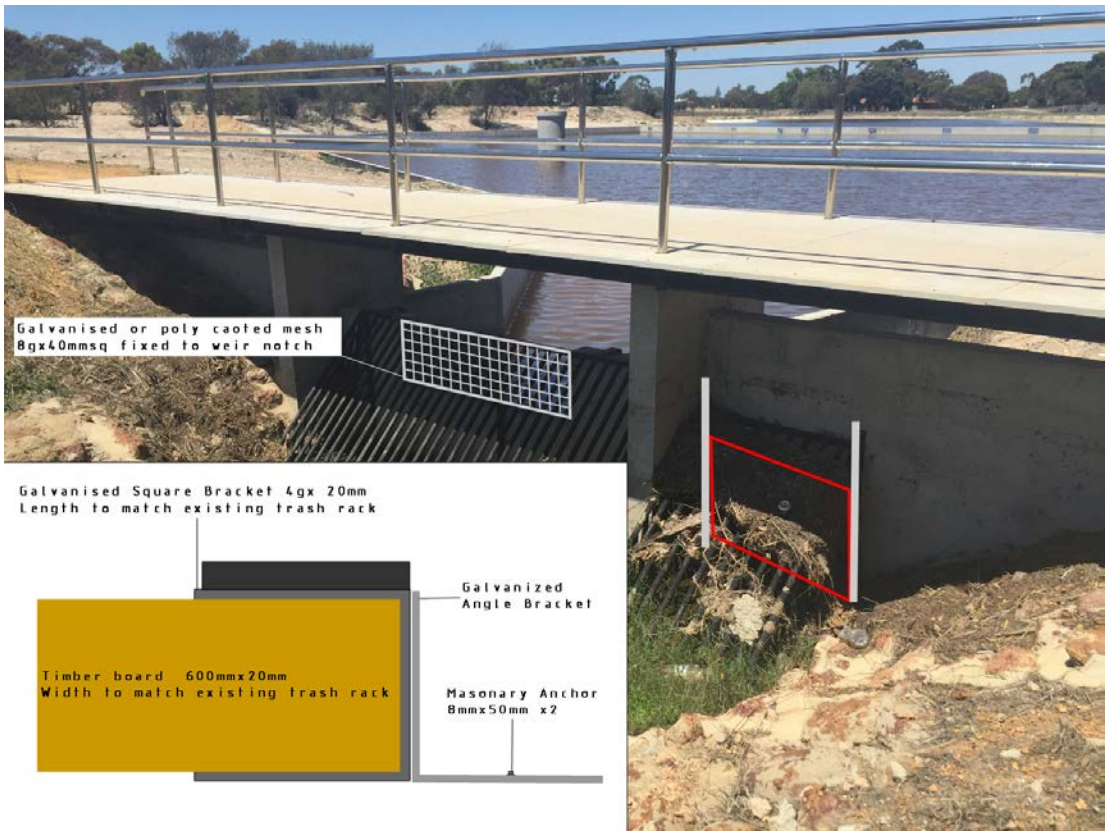


Figure 6 Weir Modifications

Sub Surface Flow Wetland 1

Structure

The existing concrete compound constructed downstream between the inlet weir and Main Lake will be used to house a subsurface flow wetland (SSFW).

Construction will include the following key steps;

1. Remove weir boards to open the low flow bypass to divert water around the SSFW.
2. Dewater the concrete compound
3. Cut the front face of the concrete compound, lowering the wall level to the invert of the 13 castellation's (Optional).

4. Install drainage material behind the north and south concrete wall of the compound (See Figure 8). Carry out this task concurrently with maintenance pit weir board installation.
5. Backfill to the existing concrete wall allowing 50mm of exposed concrete edge to reduce erosion.
6. Install maintenance access ramp into compound. Ramp to be 4 metres wide, grade of 1:8, Road base or gravel compacted too 8 blows per 300 mm. Allow 300mm cover over the top of the concrete wall.
7. Stabilise backfill areas with dense low profile vegetation.
8. Remove existing clay material and vegetation from inside the concrete compound

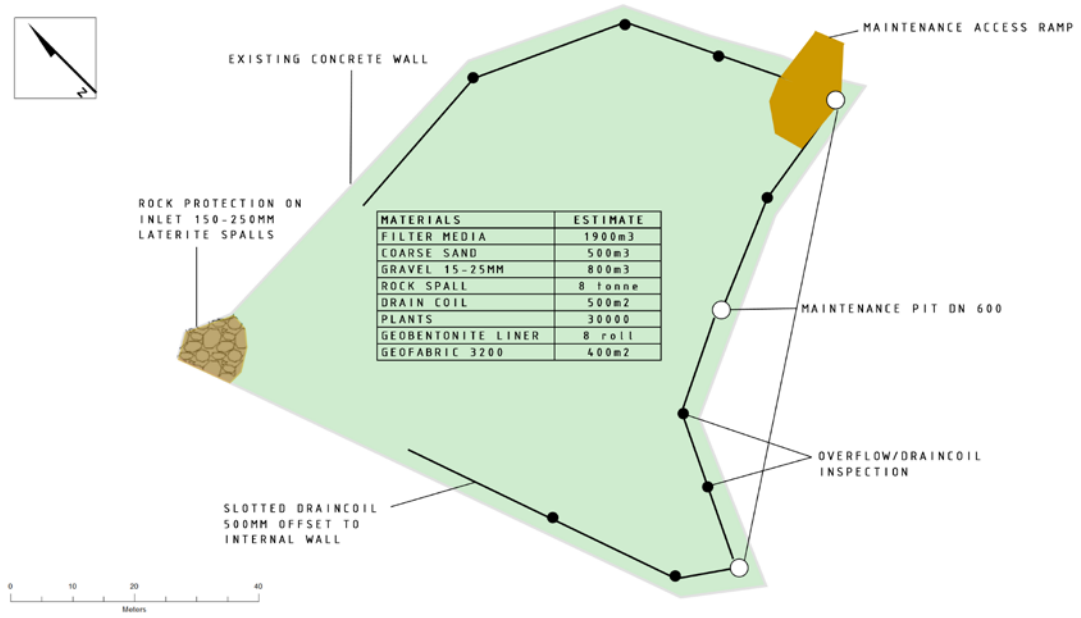


Figure 7 Sub-surface wetland 1 Site Plan and materials estimate

9. Repair bentonite geotextile liner, ensure seal to compound walls
10. Install salt water extraction system within existing well liner and reduce height of liner if required
11. Install maintenance pits (Iplex EZI Pit DN 600) and core through the concrete wall to provide three low flow outlets (See Plan 4).
12. Install drainage layer including 100mm drainage coil. Drainage layer to be 150mm cover of clean laterite gravel 15-25mm (~ 800m^3). Install overflow/drain coil inspections and connect to low flow outlets.
13. Install layer laterite rock spall 150-250mm over Geo fabric (G -rating 3200) within compound on downstream side of weir wall to create 15m^2 spillway at inlet.
14. Install transitional layers 100mm of coarse sand (< 2% fines)

15. Import filter media: Depth of Filter media is restricted to 350mm. Use loamy sand with hydraulic conductivity of 100 – 200mm/hr (Typical composition 98% Loamy sand/5% Low nutrient carbon source/1.5% coarse wood chips). Filter media to meet FAWB (2009) Guidelines specification version 3 June 2009. The top of the Filter media layer to be installed RL 305.75 or 50mm below castellation inverts. Lightly compact the filter media with a single pass of drum lawn roller, no heavy compaction or multiple passes.
16. Install Laterite filter rock 25-40 mm on for a 1.5m wide section by 150 mm deep on the upstream face of the concrete compound wall instead of filter media to prevent erosion and provide ease of access to maintenance pits
17. Re-insert weir boards to divert Katanning creek flow into SSFW1.
18. Adjust the 100mm tee piece extension within each maintenance pit to achieve saturated zone 100 mm below the surface level of the filter media
19. Revegetate the filter media area with 6 plants/m^2 . Ensure that the tubestock root ball is bedded in the saturated zone (excavate a hole until open water is visible, plant native tubestock and backfill).
20. Ensure that open water is minimized by backfilling any depressions and adjusting levels within the maintenance pits.

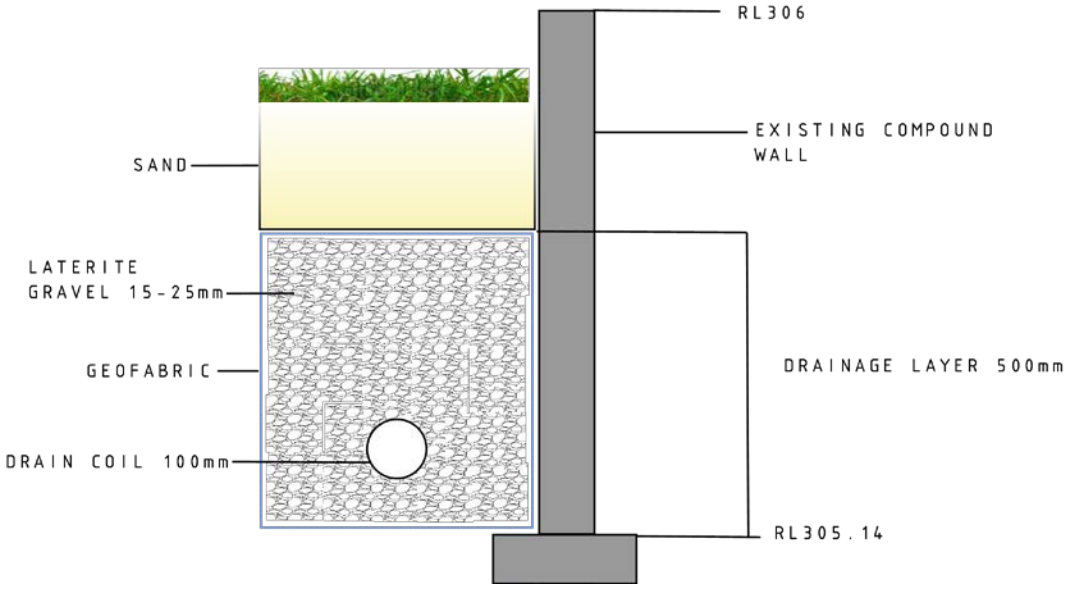


Figure 8 Cross section Proposed drainage behind concrete compound wall

Function

The existing concrete compound was constructed to function as a vegetated biofilter. It is not currently providing this function because the compound structure;

- Only captures a portion of high flow events
- Does not include a filter media
- Provides no horizontal or vertical draw to allow the water too pass through a filter
- Has open water levels that vary between 500-700mm which are drowning the existing native sedges

- The only loss of water from the compound following a high flow event is through evaporation. This has the potential to increase salt concentration overtime if the salt cannot be extracted and also increase the potential for mosquito breeding.

The changes proposed above will address the points outlined above by adapting the existing concrete structure to achieve the following objectives.

Improved Water Quality
The proposed works will create a SSFW with a permanent saturated zone as recommended by FAWB (2009). This will reduce contaminants; particularly nutrients prior to entering the Main Lake. A recirculating pump will also draw water from the Main Lake back into the SSFW to provide ongoing filtration. Ongoing monitoring will be required to assess water quality performance as outlined in Section Water Quality Monitoring page 46.

Improved Aesthetics
Local residents have indicated their dislike of the exposed concrete wall referring to it as an eyesore (See Attachment 12). The proposed changes will help obscure the concrete wall from view by reducing the height of the downstream face by ~ 500mm. The exterior walls will be buried by a combination of rock pitching and native landscaping. The internal wall exposure will be obscured by native plants.

Reduce mosquito breeding
SERCUL's mosquito risk assessment recorded high levels of mosquito larvae within the open water of the existing concrete compound. Implementing the proposed SSFW will reduce periods of open water which should only feature during high flow periods when the filter system is being bypassed. During base flow periods a permanent saturated zone should be maintained 100mm below filter media surface level. Overflow pipes will be installed just below finished surface level to prevent open water.

Maintenance access
The proposed Maintenance pits within the SSFW allow for manipulation of water levels for maintenance and water quality improvement. A 100mm gate valve allows managers to control discharge rate. The height of the 100mm tee piece can be adjusted to determine the depth of the saturated zone within the SSFW. The overflow pipes provide inspection and cleaning points for the subsoil drainage pipe.

Sub Surface Flow Wetland 2

Structure

A bubble up overflow pit has been installed at the on stormwater pipe which captures runoff from a proposed residential site north east of Piesse Park. An area of ~4800m^2 has been excavated downstream of the outfall structure where another

concrete compound was intended to be built. A concrete footing has been installed on its Southern face and a pvc liner has been installed around its perimeter for the concrete formwork. This plan proposes avoiding installation of the concrete compound. SERCULs estimates that a surface area of between 1500-1800m^2 is required to treat run off from the pipes catchment area. Given that less area is required for biofiltration it is proposed that the area be regraded and a dam lined with Geosynthetic clay liner be constructed along the southern end of the site to house another sub surface flow wetland to provide treatment of runoff prior to entering the Main Lake. A reinforced outfall will be installed in front of the bubble up pit to reduce erosion and convey run off into the SSFW. There is a side entry open drain that will also require reinforcement.

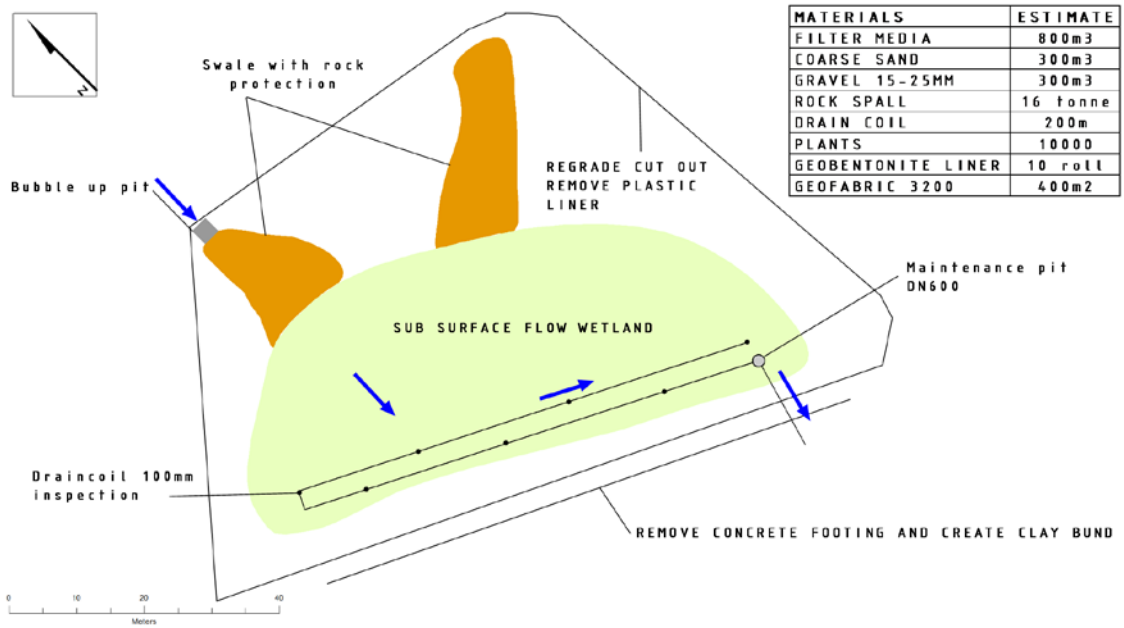


Figure 9 Sub Surface Wetland 2 Site Plan

Construction will include the following key steps;

1. Install erosion and sediment control measures to prevent discharge of sediment into the Main Lake and Katanning Creek during the proposed site works
2. Bury the concrete footing and poly form work liner
3. Create a swale with rock reinforcement connecting both outfalls to the proposed SSFW
4. Regrade area and create a clay bund at the Southern end of the site using the alignment of the existing concrete footing.
5. Install the Maintenance pit (See Plan 6) within the clay bund.
6. Install Geosynthetic clay liner covering the estimated 1600m^2 including the dam wall to 1 metre above the invert of the SSFW Dam.
7. Install maintenance pit and draincoil with inspections.
8. Install drainage layer laterite gravel 15-25mm (~300m^3)
9. Install transitional layer 150mm of coarse sand (~300m^3)

10. Install filter media ~800m^3: Depth of Filter media is 500mm. Use Loamy sand with hydraulic conductivity of 100 – 200mm/hr (Typical composition 98% Loamy sand/5% Low nutrient carbon source/1.5% coarse wood chips). Filter media to meet FAWB (2009) Guidelines specification version 3 June 2009. The top of the Filter media layer to be installed RL 306.00. Lightly compact the filter media with a single pass of drum lawn roller, no heavy compaction or multiple passes.
11. Revegetate the SSFW ~9000 stems. SSFW stem density 6 plants/m^2
12. Revegetate the regraded area surrounding the SSFW as per Revegetation Plan 9
13. Adjust the 100mm tee piece extension within each maintenance pit to achieve saturated zone 100 mm below the surface level of the filter media.

Function

Improved Water Quality

The proposed works will create a SSFW with a permanent saturated zone as recommended by FAWB (2009). This will reduce contaminants; particularly nutrients prior to entering the Main Lake. A recirculating pump will also draw water from the Main Lake back into the SSFW to provide ongoing filtration. Ongoing monitoring will be required to assess water quality performance as outlined in Section Water Quality Monitoring page 46.

Improved Aesthetics

The concrete compound site preparations will be removed and the area regraded to a more natural form. Using the area to create a clay dam and landscaping the remainder of the site will create a natural appearance that will blend with fringing vegetation of the Main Lake.

Reduce mosquito breeding

SERCUL's mosquito risk assessment recorded high levels of mosquito larvae within the open water and temporary pools surrounding the Lake. Implementing the proposed SSFW will reduce periods of open water which should only feature during high flow periods when the filter system is being bypassed. During base flow periods a permanent saturated zone should be maintained 100mm below filter media surface level. Overflow pipes will be installed just below finished surface level to prevent open water.

Maintenance access

The proposed Maintenance pits within the SSFW allow for manipulation of water levels for maintenance and water quality improvement. A 100mm gate valve allows managers to control discharge rate. The height of the 100mm tee piece can be adjusted to determine the depth of the saturated zone within the SSFW. The overflow pipes provide inspection and cleaning points for the subsoil drainage pipe.

Main Lake

Structure

Preparations have been made for the installation of a concrete retaining wall around the perimeter of the Main Lake including excavation and installation of poly formwork sheeting. This plan proposes to retain the existing Main lake structure and not install the concrete wall.

Key construction steps include;

1. Complete installation of Geosynthetic clay liner where required.
2. Remove poly sheet installed for the concrete wall formworks
3. Regrade the Main Lake bank to ensure there is a slight but constant grade into the Lake body (See cross section Figure 10). Grade to be not great than 1:6.
4. Fill temporary pools around the fringing area of the lake.
5. Redirect surface water flow on the North east into the Living stream section. This will require installation of a shallow culvert to allow for pedestrian access (See Plan 11).
6. Backfill with suitable local topsoil for revegetation of the lake fringe where require.
7. Revegetate Lake Fringe. An effort should be made to protect open water view by planting low salt tolerant sedge species.
8. Make provision for public access nodes within revegetation area.

Function

Aesthetics

Community consultation findings identify the Main Lake as the most important feature for Piesse Park with residents highly anticipating its completion. This plan outlined above includes natural fringing vegetation around the perimeter of the Lake and retains the Lakes open water views.

Biodiversity

The fringing vegetation will be composed of local native plant species that will provide habitat for native fauna including refuge for Mosquito predators.

Water Quality

Revegetating the Lakes fringe will help stabilise the banks prevent erosion and sediment entering the Lake.

SERCUL measured Dissolved oxygen levels in the Lake exceeding 100%. This is predominantly due to a lack of organic material entering the Lake and vegetation within the Lake. Prevailing winds create turbulence and wave action which also increases dissolved oxygen levels. It is important to maintain these high dissolved oxygen levels to support aquatic fauna and reduce mosquito breeding. This plan proposes revegetation the Lakes fringe with non-invasive low lying sedges that can only tolerate part inundation. This will prevent intrusion of vegetation into the Lake.

Mosquito Control

Creating a deliberate grade into the Lake body is integral to reducing mosquito breeding. The Main Lake water level will fluctuate seasonally causing temporary inundation of the fringing vegetation zone. Shallow pools in dense vegetation create conditions which promote mosquito breeding. It is important that as the Lake water level recedes, isolated pools are not left within the riparian zone. There are currently multiple temporary pools located around the perimeter of the Lake which have high levels of mosquito breeding of both salt and freshwater species. These pools need to be able to drain into the Lake or be filled.

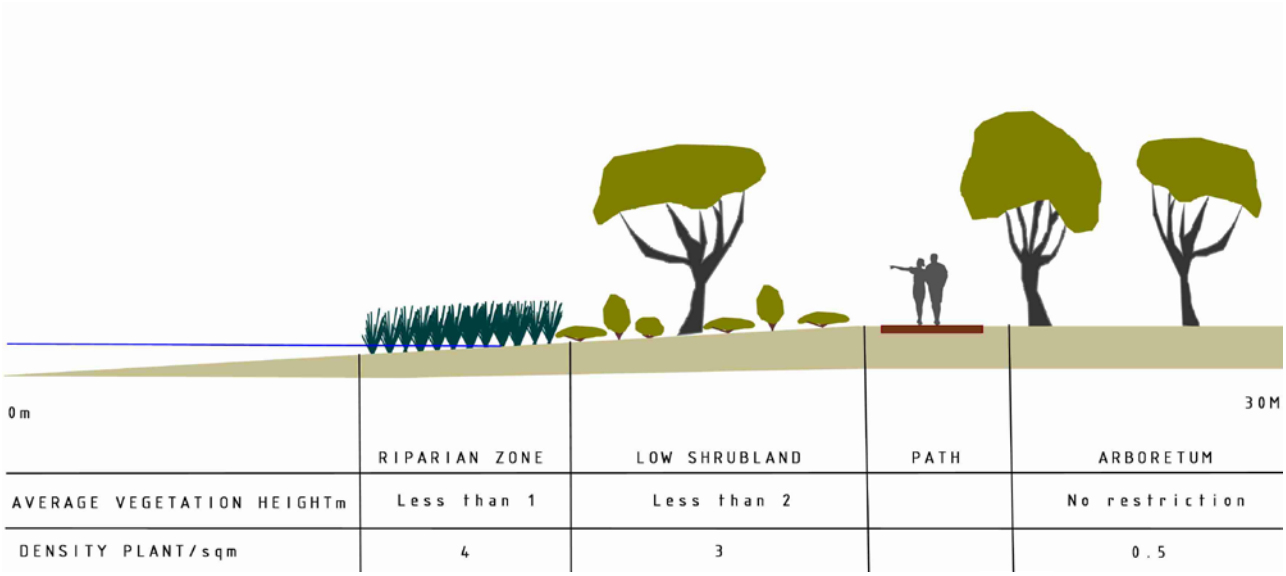


Figure 10 Main Lake Foreshore cross section vegetation structure

Island – Floating Vegetated raft

Structure

An island has been constructed towards the south east end of the Main Lake (See Figure 11). The island has a concrete lining around its perimeter to prevent erosion. It also has an electrical feed pipe for the future install of a sculpture or water feature. The concrete lining prevents the islands edge from being vegetated and with Lake water level fluctuations it will be exposed regularly. The island provides perfect anchoring point for floating vegetated islands where public access is restricted and water depth is suitable.

Key constructions steps include;

1. Install secure anchor points on island to tether floating rafts (Anchors Stainless steel 50mmx 150mm long U bolt cast into concrete footing)
2. Plant floating islands (SPEL Waterclean Recycled PET floating rafts 2x4m, Supplied by Allied Pumps, Canningvale) with *Juncus Kraussii* on the main land before transporting to the island, 3-4 plants /m^2

3. Tether rafts to the island
4. Monitor plant health and maintain

Function

Aesthetics
The current island is a bare clay mound with a concrete skirt. It is small in proportion to the Lake. The proposed floating raft will obscure the concrete skirting and give the appearance of fringing vegetation around the island that will make the island appear larger and in scale with the Main Lake.

Biodiversity
The floating rafts will provide refuge for birds and aquatic fauna. It will be safe from public access and predators such as foxes.

Water Quality
The floating vegetated rafts will provide an additional ~180m^2 of biofilter to the Lake system. Modelling estimates that 180m^2 of floating vegetated rafts can treat runoff captured from catchment of ~2 hectares.

Mosquito Control
Floating vegetated rafts create large dense root mats below the surface that become covered in biofilms which are integral for food exchange for aquatic biota. This is the most productive habitat in an aquatic ecosystem and provides a significant refuge for macroinvertebrates that prey on Mosquito larvae. The pool around the island is approximately 1.5 metres deep. At the height of summer it will provide a reserve of oxygen and cooler temperatures to support aquatic fauna which prey on mosquito larvae.

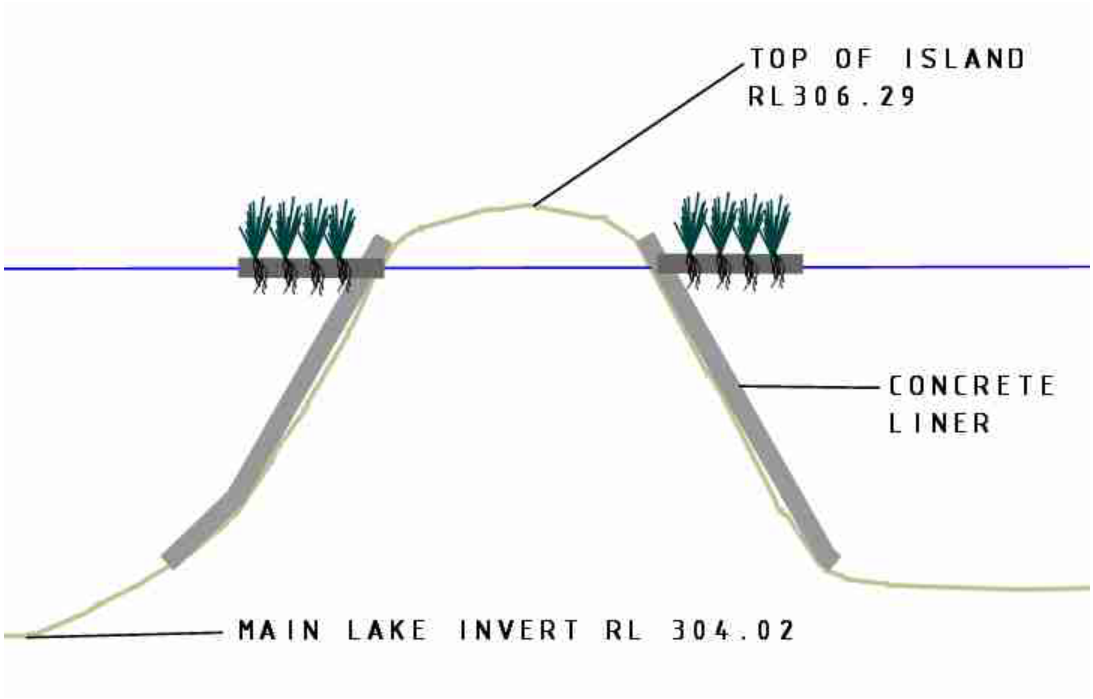


Figure 11 Island cross section with floating vegetated rafts

Salinity Management

Piesse Lake is a brackish to saline system typical of the Katanning Creek catchment. Efforts to reduce salinity within the initial design have been unsuccessful with water quality assessment conducted by Katanning landcare and SERCUL showing that the Main Lake and Biofilter compound are the more saline than surrounding catchment samples (See Figure 8, page 19, Attachment 1).

Anecdotal evidence suggests that the geotextile bentonite lining underneath the Lake and concrete compound has not been installed properly and therefore groundwater intrusion and recharge may affect the overall water balance and salinity levels. Neighbouring residents have also reported that saline clay sourced from the Park was reimported into the Lake to help seal its base. Surface water flowing into the Lake from Katanning Creek is brackish to begin with and evaporation of this water overtime will concentrate salt levels within the Lake.

This plan accommodates that the Lake system will be a brackish to saline system unless salinity is addressed at a regional catchment scale. However, a salt water monitoring and extraction system will be required to protect the Lake and subsurface flow wetland filter media from becoming hypersaline as salts concentrate in the system overtime.

The following control measures have been included to manage salinity levels within the Lake and sub surface flow wetlands;

Rediverting flows through the Lake

Diverting a larger proportion of flows from Katanning Creek through the biofilters and Main Lake will provide a flushing of salts from the system. Late summer during periods of low base flow where Katanning Creek is predominantly groundwater fed it is recommend that the weir boards be removed and allow this saline water to bypass the main Lake. It is recommended that these management options be support-

ed by monitoring Lake and creek water quality with the installation of Insitu monitoring stations. The water quality monitoring stations will track basic physiochemical parameters such as electrical conductivity. This will allow monitoring of salinity levels and trigger management options such as weir board manipulation, salt water extraction or pumping in water from an external source such as the Saleyards to flush salt from the system.

Salt water extraction wells

More information is required regarding the intended structure and function of the two existing salt water extraction wells. They have been installed within the concrete compound and Main Lake. They are 1050mm wide by 4metres deep concrete liners. They have been constructed to house a solar pumping system and monitoring instruments. Local supplier BTW pumps were engaged at short notice to install the pump system within the wells during initial construction. The supplier reported that the wells should have a submersible pump, solar panel and battery pack. SERCUL inspected the well within the SSFW 1 and found the housing empty except for a mounting board and 50mm poly pipe. More anecdotal evidence from neighbouring residents suggests the two wells are connected by a subsoil trench that intercepts groundwater.

SERCUL recommends that the existing wells be used to construct a new salt water extraction system. The existing wells are protruding ~ 1.2metres above water level within the concrete compound and Main Lake creating an unnecessary eyesore. It is recommended that the wells be lowered to RL 306.00 and house a submersible pump and monitoring instruments that are connected to secure monitoring station outside the Lake perimeter for ease of access. Solar panels can be utilised to power the pump but mains power should be provided to the station as a back-up (See general arrangement on Figure 12).

The timing and volume of salt water extraction needs to consider the health of receiving water body being the Katanning Creek. Monitoring conductivity levels using the Insitu gauging stations will tell managers when salt water extraction is required. Pumping should be timed to coincide with high flow levels during mid-winter so salt levels can be diluted downstream in Katanning Creek. Alternatively, the weir boards can be removed to divert water around the Main lake system to coincide with pumping, while freshwater is pumped back into the subsurface flow wetlands from the Saleyards.

Import water from the Saleyard

During low flow periods or salt water extraction, water harvested from the Saleyards could be used to maintain Lake Levels and flush salts from the SSFW's. Saleyard water quality will require analysis to determine if it's fit for purpose.



Figure 12 Salt water extraction and monitoring station general arrangement

Recirculating pump

Structure

Both subsurface flow wetlands require a constant water supply to maintain a saturated zone which supports vegetative growth within the biofilter. When surface water run-off from the catchment cannot maintain the saturated zone the water will need to be imported from another source. It is recommended that two recirculating pump systems be installed to draw water from the Main Lake back into the SSFW's (See general arrangement in Figure 13). The pump system can be solar powered but it is recommended that mains power be supplied as a back source.
Draw distance for SSFW 1 is 155metres. Draw distance for SSFW 2 is 80metres. Estimated draw rates required are 40-50litres/minute.

Function

The recirculating pump system will keep the SSFW's functioning by maintaining a saturated zone to support vegetation. The system will also provide additional water quality treatment as water from the Main Lake is continual recirculated through the biofilter system.

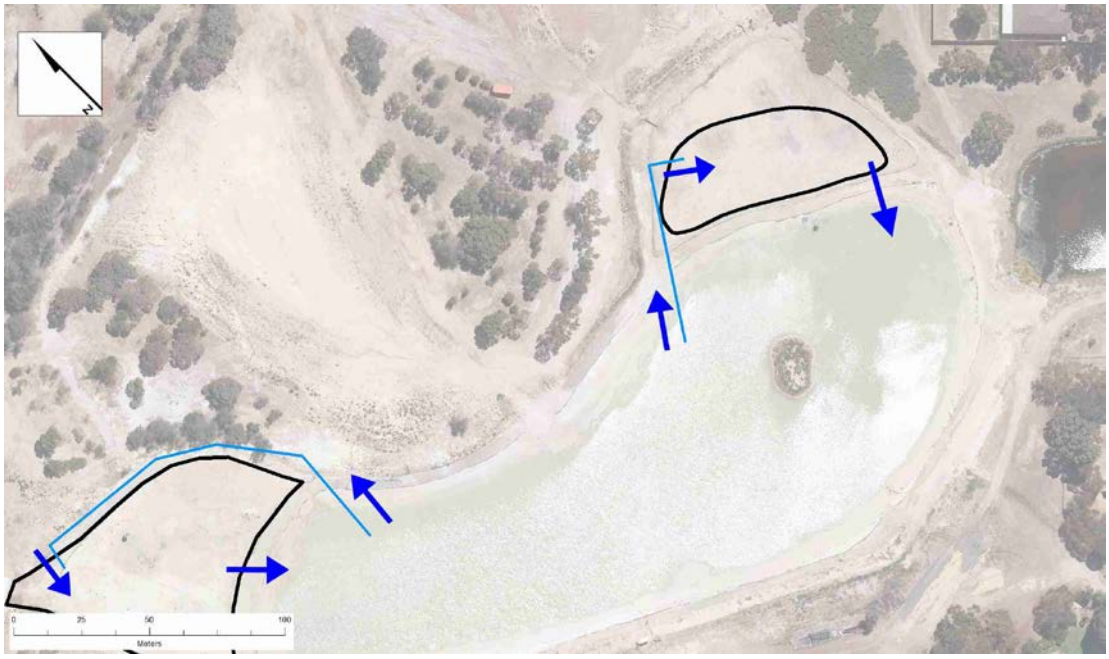


Figure 13 Recirculation system general arrangement

Spillway

Structure

The existing lake water level control consists of two 1050mm concrete liners with grates which convey any overflow into the original Piesse Dam through 600mm pipe (See Figure 14). This plan recommends that a spillway be constructed as a lake level control. It is important that the profile of the spillway be 'V' shaped to concentrate flow to the centre of the spillway and that there is a constant fall from the Main lake to the original Piesse Dam (RL 305.10 Main Lake to RL304.50 on Piesse Dam end)
The invert of the spillway can be raised to slightly from the existing overflow height for ease of construction and to increase overall volume of the Main Lake.

Function

Aesthetics and Access

This will create a cascade with the intention of having a boardwalk constructed over the spillway to allow pedestrian access. Flow over the spillway will be modest for the majority of the year but during high flow events it will create a water fall feature with a near vertical drop of 1.1metres.

Water Quality

Turbulence created by surface flow over the rock pitching and fall into Piesse Dam will increase dissolved oxygen levels within Piesse Dam.

Biodiversity

The existing overflow grates are trapping native turtles during over flow. Replacing the overflows with an open spillway will solve this issue. If the existing overflow ar-

rangement is retained then the grates need to be installed flush with the top of the concrete liner so that fauna do not get trapped.

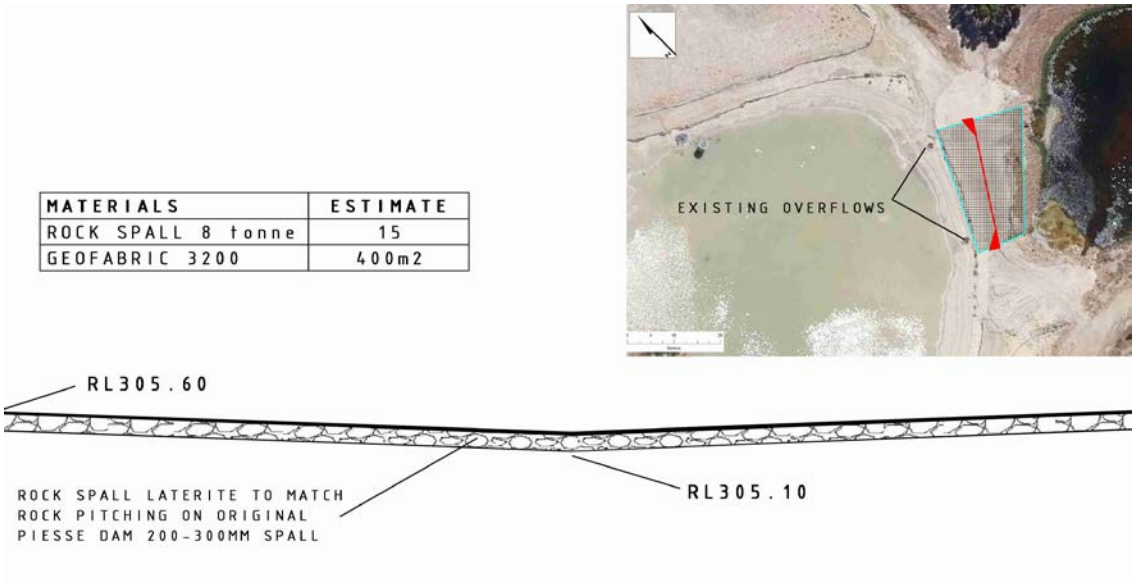


Figure 14 Spillway cross section

Swale

Structure

Figure 15 illustrates the location of an open drainage channel that conveys storm-water from the adjacent residential area. This will be converted into a vegetated swale with laterite rock spall and gravel filter media providing water quality improvement before entering the Main Lake and improving aesthetics. The swale will flow under a pedestrian access. The swale will be modelled on the raingarden created by the Friends of Piesse Lake.

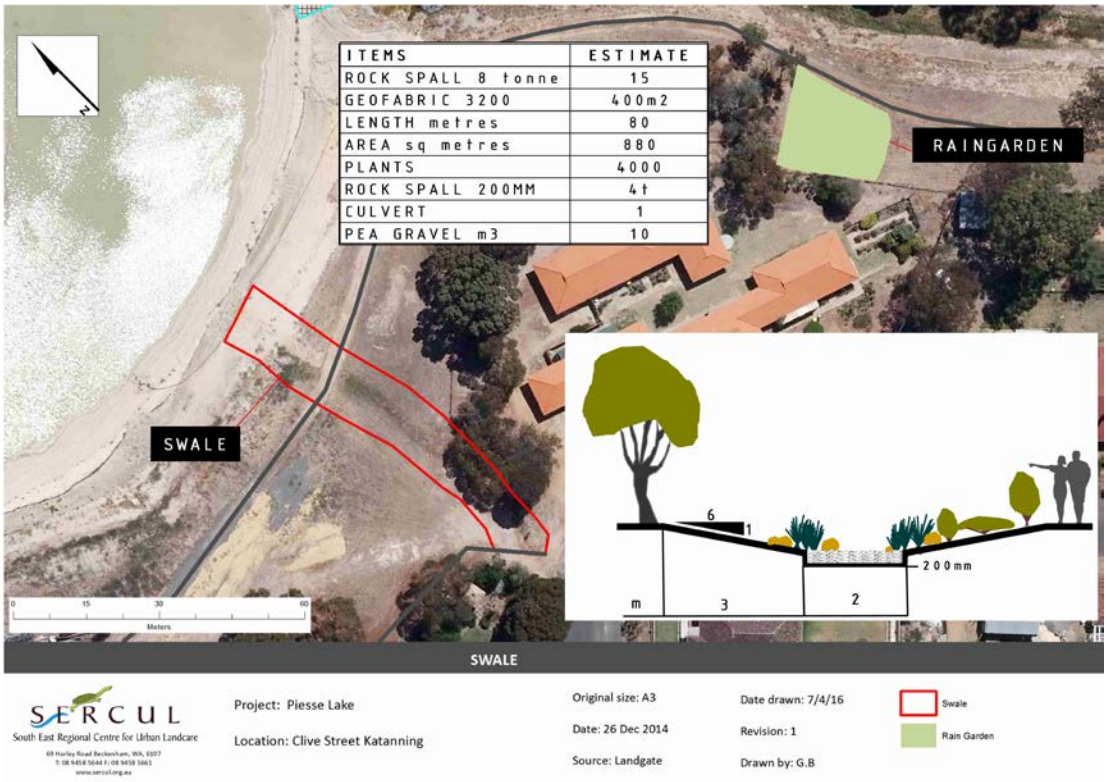


Figure 15 Swale Cross section concept

Revegetation Plan

Plan 9 identifies planting zones within Piesse Park. Table 3 provides a list of suitable plant species and there growth habit. Local native species have been chosen which tolerate brackish to saline conditions, heavy clay and laterite duplex soil. Table 4 provides estimates of numbers of native tubestock required for each zone including estimates for infill planting a subsequent 2 years.

Key considerations

Figure 10 provides a general cross section from the Main lake water level to the proposed Arboretum. Average height of vegetation has been provided to guide the structure of plantings throughout the Park. The average heights have been provided with the aim of maintaining open views of the water body as was expressed by residents during the community consultation. Large to medium trees can be planted within the Riparian and Low shrubland zone but should only be sparsely placed and where there is a deliberate need for shade or habitat for native fauna. This is not the case for the Living stream section between Warren road and the new footbridge. Large to Medium trees should be incorporated into the riparian and Low shrubland zones to create habitat and shade the creekline to improve water quality. It is recommended that the proposed Arboretum retain its Open woodland structure and an emphasis be placed on increasing diversity of medium tree species rather than overall density of vegetation.

Table 3 Plant species for Revegetation

GENUS	SPECIES	COMMON NAME	HABIT	HEIGHT	RIPARIAN	SHRUBLAND	BIOFILTER	Saline Tolerant	Drought Tolerant
Acacia	*bidentata*		Shrub	0.1-1	N	Y	N	Y	y
Acacia	*lasiocarpa*	Panjang	Shrub	0.15-1.5	Y	Y	N	Y	Y
Acacia	*redolens*		Shrub	0.5-1 m	Y	Y	N	Y	Y
Acacia	*redolens*	Maslin	Shrub	0.5-3m	Y	Y	Y	Y	Y
Acacia	*acuminata*	Jam Wattle	Tree	2-7m	Y	Y	N	Y	Y
Acacia	*mircobotrya*		Tree	7 m	Y	Y	N	Y	Y
Adenanthos	*cygnorum*	Woolly bush	Shrub	4	Y	Y	N	N	y
Allocasuarina	*lehmanniana*	Dune Sheoak	Shrub	4	N	Y	N	Y	Y
Allocasurina	*huegelina*	Rock Sheoak	Tree	0.2 - 2	Y	Y	N	N	Y
Anigozanthos	*humilis*	Catspaw	herb	1	N	Y	N	N	Y
Atriplex	*semibaccata*	Berry saltbush	Herb	0.1-0.5	Y	Y	Y	Y	Y
Beaufortia	*incana*		Shrub	0.5-2	N	Y	N	N	Y
Billardiera	*lehmannian*	Kurup	Shrub	0.2-1.5	Y	Y	Y	Y	Y

Billardiera	*fusiformis*	Australian Bluebell	Climber	NA	Y	Y	N	Y	Y
Bolboschoenus	*caldwellii*	Marsh Club rush	Sedge	0.3-1.2	Y	N	Y	Y	N
Boronia	*ramosa*		Shrub	0.6	N	y	N	N	Y
Bossiaea	*eriocarpa*	Brown Pea	Shrub	0.5-1m	Y	Y	N	Y	Y
Callistemon	*phoeniceus*	Lesser Bottle-brush	Shrub	6	Y	Y	N	N	N
Calothamnus	*quadrifidus*	one sided bot-tlebrush	Shrub	1.5	N	Y	N	N	Y
Casuarina	*obesa*	Swamp sheoak	Tree	10	Y	Y	N	Y	Y
Casuarina	*obesa*	Salt Sheoak	Tree	1.5-10m	Y	Y	N	Y	Y
Chloris	*truncata*	Windmill Grass	Grass	0.15-.45	N	Y	N	Y	Y
Chorizandra	*enodis*	Black Bristle-rush	Sedge	1	Y	Y	N	N	N
Conostylis	*aculeata*	Spiny cotton heads	Herb	0.5	Y	Y	N	N	Y
Cotula	*cotuloides*	Smooth cotula	Herb	0.2	Y	Y	N	Y	Y
Cythochaeta	*avenacea*		Sedge	1.6	Y	Y	N	N	N
Dampieria	*linearis*	Common Dam-piera	Herb	0.6	Y	Y	N	N	Y
Dianella	*revoluta*	Blueberry Lily	Herb	1	N	Y	N	N	Y
Eleocharis	*acuta*	Common Spik-erush	Sedge	0.7	Y	Y	N	Y	N
Enchylaena	*tomentosa*		Shrub	0.1-0.6	Y	Y	Y	Y	Y
Eremophila	*glabra*	Tar bush	Shrub	3	N	Y	N	N	Y
Eucalyptus	*loxophleba*	York Gum	Tree	15	Y	Y	N	Y	Y
Eucalyptus	*rudis*	Flooded gum	Tree	20	Y	Y	N	N	N
Eucalyptus	*accedens*	Powderbark Wandoo	Tree	2.5-15	N	Y	N	N	Y
Eucalyptus	*longicornis*	Red Morrel	Tree	2-20 m	N	Y	N	Y	Y
Eucalyptus	*wandoo*	Wandoo	Tree	10-25 m	N	Y	N	Y	Y
Eucalyptus	*occidentalis*	Yate	Tree	4-20m	Y	Y	N	Y	Y
Eucalyptus	*salmonphloia*	Salmon Gum	Tree	4-30 m	Y	Y	N	Y	Y
Eucalyptus	*spathulata*	Mallet	Tree	8 m	Y	Y	N	Y	Y
Eucalyptus	*occidentalis*	Flat-topped Yate	Tree	20	Y	Y	N	Y	Y
Eucalyptus	*falcata*	Silver Mallet	Tree	6	N	Y	N	N	Y
Eucalyptus	*rudis*	Flooded gum	Tree	20m	Y	Y	N	N	N
Ficinia	*Nodosa*	Knotted Club Rush	Sedge	1	N	Y	Y	Y	y
Guichenotia	*ledifolia*		Shrub	2	N	Y	N	N	Y
Hakea	*prostrata*	Harsh Hakea	Shrub	3	N	Y	N	N	Y
Hakea	*varia*	Variable-leaved Hakea	Shrub	4	Y	y	N	N	Y
Hakea	*lissocarpha*	Honey Bush	Shrub	0.4-1.5	N	Y	N	N	Y
Hakea	*corymbosa*	Cauliflower Hakea	Shrub	0.5-2 m	Y	Y	N	Y	Y

Hakea	*laurina*	Pin cushion Hakea	Tree	6	N	Y	N	N	Y
Hakea	*lehmanniana*	Blue hakea	Shrub	06 - 1m	Y	Y	N	Y	Y
Hakea	*undulata*	Wavy Leaved Hakea	Tree	2	N	Y	N	N	Y
Hypocalymma	*angustifolium*	White Mrytle	Shrub	1.5 m	Y	Y	N	Y	N
Jacksonia	*sternbergiana*	Stinkwood	Shrub	1.5	Y	Y	N	Y	Y
Juncus	*kraussii*	Sea Rush	Sedge	1.2	Y	N	Y	Y	N
Juncus	*pallidus*	Pale Rush	Rush	1.5	Y	Y	N	Y	Y
Leptospermum	*erubescens*	roadside tea tree	Shrub	3	N	Y	N	N	y
Melaleuca	*viminea*		Tree	5	Y	Y	N	N	Y
Melaleuca	*rhaphiophylla*	Freshwater paperbark	Tree	10	Y	Y	N	Y	N
Melaleuca	*cuticularis*	Saltwater paperbark	Tree	7	N	Y	N	Y	y
Melaleuca	*lanceolata*	Rottnest Tea tree	Tree	5	Y	Y	N	Y	Y
Melaleuca	*atroviridis*		Shrub	6	Y	Y	N	N	Y
Melaleuca	*spathulata*		Shrub	0.2-2	Y	Y	Y	N	y
Melaleuca	*cordata*		Shrub	0.3-2 m	Y	Y	Y	Y	Y
Melaleuca	*thymoides*		Shrub	0.4-2	Y	Y	Y	N	Y
Melaleuca	*uncinata*	Broom bush	Shrub	0.5-5	Y	Y	Y	Y	Y
Melaleuca	*viminea*		Shrub	0.6-5	Y	Y	Y	Y	Y
Melaleuca	*cuticularis*	Saltwater paperbark	Tree	1-7 m	Y	Y	N	Y	Y
Melaleuca	*atroviridis*		Shrub	6 m	Y	Y	N	Y	Y
Neurachne	*alopecuroidea*		Grass	0.15-.5	N	Y	N	N	y
Patersonia	*occidentalis*	Purple Flag	Herb	0.5-1 m	Y	Y	Y	N	N
Pimelea	*angustifolia*	Narrow-leaved Pimelea	Shrub	0.1	Y	Y	N	Y	Y
Santalum	*acuminatum*	Tree	Tree	7	Y	Y	N	Y	Y
Sporobolus	*virginicus*	Marine Couch	Grass	0.5	N	Y	N	Y	N
Suaeda	*australis*	Seablite	Herb	0.1-0.9	Y	Y	Y	Y	Y
Tecticornia	*halocnemoides*	Shrubby Samphire	samphire	1	Y	N	Y	Y	Y

Zones should be clearly delineated based on their different management requirements. The riparian and low shrubland zone will require a natural area management approach while recreational zones including turfed areas, amphitheatre and sections of the Arboretum will require different techniques and levels of management. Delineation of management areas will be outlined in the Piesse Park Development plan that is currently under preparation by the Shire of Katanning.

All zones would benefit from irrigation during the first two years of establishment. The SSFW will be irrigated by recirculation of water from the Main Lake. It in integral that the system is as failsafe as possible with regular inspections made to ensure the saturated zone is maintained to prevent significant losses. Any turf areas will require ongoing irrigation. The Low Shrubland should not require ongoing irri-

gation and can be established without irrigation. However, a long dry summer will stress this zone and can result in significant losses.
The heavy clay soils surrounding the Lake have little to no organic content. Plant growth rates are typically slow within this soil type with high risk of plant losses during extended dry periods. It is recommended that following completion of earthworks that soil be tested within all revegtation zones to identify any amendments required to assist revegetation efforts.

Riparian zone

Plants within the riparian zone require some moisture and can tolerate moderate inundation. This zone should be dominated by sedges, groundcovers and small shrubs under 1 metre in height with the occasional medium tree where required for shade for users of the Park.

Low Shrubland

This zone is composed of a diverse range of growth forms that can tolerate part inundation and long dry periods.

Turfed Area

This zone could be a low shrubland if turf management and irrigation requirements are too costly.

Sub surface flow Wetland

The area is dominated by sedges and small shrubs that can tolerate permanent shallow inundation and require constant moisture. Plant tubestock at densities of 6-8 plants/m^2 within this area. A diverse range of species and growth habit will help build resilience to variations in water quality and quantity within the biofilter. *Juncus Kraussii* is an effective nutrient stripping species. It is important to backfill any depressions or hollows on the filter media surface following planting to reduce mosquito breeding in shallow pools.
Vegetation guidelines for biofilters in the south-west (Monash, 2014), provides a good reference for the practical considerations in managing this zone.

Table 4 Planting zones and estimates

ZONE	AREAm2	PLANTS /m2	TOTAL	INFILL 1ST YEAR	INFILL 2ND YEAR
LOW SHRUBLAND	25000	3	75000	15000	7500
RIPARIAN	9000	4	36000	7200	3600
BIOFILTER	6400	6	38400	1280	640
TURF	3500	NA	NA	NA	NA
ARBORETUM	19000	NA	NA	NA	NA

Local Resources

The Shire of Katanning is fortunate to have outstanding local resources to provide advice regarding natural area management and revegetation. The Katanning Landcare Centre, members of Friends of Piesse Lake and local nurseries should be engaged to identify suitable species and assist with the implementation of the plan.

Maintenance and Monitoring

The following section provides details of maintenance and monitoring requirements for Piesse Lake. Plan 10 identifies management, inspection and access points and Table 5 summarises actions and scheduling. Plan 12 provides an additional Maintenance and Monitoring summary with targets, triggers and estimated costings for each item.

Weed control

Effective weed control will involve regular weed surveys to identify priority species followed by manual removal (hand weeding) or chemical treatment by an approved and licensed herbicide contractor. Particular care needs to be taken if herbicides are chosen as a weed control method due to potential contamination of Katanning Creek and Lake System.

The site should be inspected seasonally to determine treatment requirements. Weeds identified by SERCUL staff during a site assessment in March 2016 include African Lovegrass (*Eragrostis Curvula*), Kikuyu grass (*Pennisetum clandestinum*), Couch Grass (*Cynodon dactylon*), Caltrop (*Tribulus terrestris*) , *Puccinellia ciliata, Limonium sinuatum*, *Chenopodium glaucu* and *Paspalum distichum*.
Aquatic environments receive a constant inflow of weed seed and biomass from the catchment and growth rates are accelerated in this ecosystem. It is therefore recommended that intensive surveillance and management systems be implemented. Working from Warren Road following the water flow downstream to Clive Street will more effectively prevent weed invasion through the site.

Native Vegetation

Native vegetation management at the site will involve weed eradication and replanting where required to achieve the composition and density outlined in Table 3&4. Native vegetation should be replanted, as required, according to the revegetation plan.

Regular assessment of plant health and survival will be required. Growth/dormancy cycles need to be considered during vegetation assessment, as these cycles affect the appearance of plants. This assessment should be conducted concurrently with the weed survey

When native vegetation is damaged or removed during site maintenance activities such as Filter Media exchange within the SSFW's, the vegetation should be re planted as per the revegetation plan.

Rubbish and sediment removal

Routine inspection and removal of rubbish and sediment from the site will maintain environmental health, water flow and treatment efficiency. Check inlets, outlets, pits and drop structures for gross pollutants, litter and any debris that could impede flow or alter the flow dynamics of the system.

A trash rack has been installed against the inlet weir beneath the new footbridge. This rack will require regular inspection and maintenance to ensure debris does not enter the SSFW or accumulate for extended periods in the sedimentation pond. Inspect annually in March- April and following large rainfall events exceeding 25mm.

Upstream of the trash rack is a sedimentation bay constructed to allow sediment to settle prior to the weir and prevent the SSFW clogging. Inspect the bay annually following weir board removal to measure sediment depth. When sediment has accumulated raising the invert 150mm from the as constructed level, remove the sediment to achieve the original as constructed depth RL 305.50.

A bubble up overflow pit has been installed at the end of a 600mm pipe which conveys run off from the proposed Landcorp development area. The pit will accumulate sediment, litter and organic materials overtime. The pit should be inspected annually and cleaned as required to prevent discharge into the proposed SSFW.

The SSFW includes a drainage layer consisting of slotted drainage pipe covered in laterite gravel. Regular overflow pipes are connected to this drainage pipe to ensure open water is drained from the SSFW surface to prevent mosquito breeding. The overflow points need to be inspected annually and kept clear. They also provide and access point to clean the subsoil drainage pipe which will need clearance of plant roots and debris as required to maintain flow.

The rock riffle drop structure may need additional rock added over the first year as the weir beds down into the creekline. Following construction the riffle may accumulate debris and sediment on the front face of the weir. The riffle will require annual inspection to check its height does not exceed as constructed levels and removal of debris as required.

Erosion Control

Sediment and erosion controls will be required during the construction phase to protect the banks Lake infrastructure and downstream receiving environment of Katanning creek from sediment discharge. Where diversion of water flow around site works is not possible it is recommended that a silt and sediment traps be installed to prevent sediment discharge from site.
Following completion of earthworks, exposed slopes will require stabilisation while vegetation becomes established. A combination of coir mesh(Biotek 700GSM), jute matting (Biotek 800 GSM pre slit) and rock spall over geotextile (Grading 3200) may be required.

Filter Media Exchange

The SSFW's are comprised of layers of materials in increasing grade which provide physical, chemical and biological filtration of the water as it passes through the system. The layers accumulate silt, salts and nutrients which reduces its filtration capacity slowly overtime. The estimated lifespan of the Filter media in SSFW 1 is 15-20 years and SSFW 2 20-25 years. Accurately determining the SSFW performance will require ongoing seasonal monitoring using SERCULs water quality sampling and analysis plan as a guide for conducting one sweep assessment (See Attachment 1). Another measure of Filter media performance will be assessing the health and vig-

our of vegetation during seasonal inspections of the site. While the filter medias' capacity for removing contaminants may reduce overtime, the biological filtration can persist as long as plants retain a healthy biomass and root stock.
It is recommended that field testing of hydraulic conductivity be carried out at least twice:
1. one month following commencement of operation, and
2. in the second year of operation to assess the impact of vegetation on hydraulic conductivity.

The hydraulic conductivity of the filter media should be checked at a minimum of three points within the system. The single ring, constant head infiltration test method (shallow test), as described by Le Coustumer *et al.* (2007), should be used. Given the inherent variability in hydraulic conductivity testing and the heterogeneity of the filter media, the laboratory and field results are considered comparable if they are within 50% of each other. However, even if they differ by more than 50%, the system will still function if both the field and laboratory results are within the relevant recommended range of hydraulic conductivities (FAWB v3.01 2009).
Exchanging and replacing the filter media will require diversion of water (For SSFW 1 opening the low flow bypass weir) and opening maintenance pit valve to allow the compounds to drain. The compound will then need to be dewatered and the material removed and disposed of safely. New drainage, transitional and filter media layer will need to install and the filter revegetated.

Salt Water Extraction system

Fixtures such as pumps, valves, mounts, monitoring instruments and solar panels will require regular inspection, maintenance and replacement when required.

Recirculating Pump system

The pump system is integral to maintaining the vegetation within the SSFW during long dry periods. The system will need to be inspected and tested each spring. An alert system should be installed to notify managers if the system malfunctions. In addition, it is recommended that the SSFW overflow points be inspected routinely over to ensure that the saturated zone remains full.

Floating vegetated rafts

Suppliers claim that the raft itself will last 50years before any breakdown of the base material occurs. They are typically constructed of UV stabilised plastics which are inert to the environment. Vegetation will require inspection and replacement as required. Anchor points will require annual inspection to ensure the integrity or following severe rain or wind events. Suppliers have advised that turtles enjoying eating the plants roots below the vegetated rafts, sometimes resulting in the death of plants. It is therefore recommended that the Shire trial one section of raft for a year before installing a complete perimeter of vegetated rafts in case the impact is too costly.

Water Quality Monitoring

Water quality, sediment and flow monitoring is required to determine the efficiency of the site in treating stormwater. A water quality sampling and analysis plan as implemented by SERCUL could be conducted seasonally to measure and model the systems performance. In addition it is recommended that permanent data logger stations be installed upstream and downstream of Piesse Lake to measure basic physiochemical parameters such as pH, electrical conductivity, temperature and dissolved oxygen. This will help managers assess more accurately to determine when to open and close the low flow bypass pipe to reduce saline water entering the Lake.

Table 5 Maintenance features and schedule

#	FEATURE	ACTION	WHEN
1	Inlets/outlets and drop structures	Inspect and remove rubbish as required	Annually and following large rain events
2	Rock riffle	Inspect annually and remove sediment and debris as required	Annual inspection, clear as required
3	Sedimentation bay	Inspect and measure sediment. If exceeding 100mm remove to achieve as constructed depth RL 305.00	Annual inspection remove sediment as required
4	Trash rack	Inspect and remove rubbish as required	Annually and following large rain events
5	Weir board maintenance pit	Ensure pit is clear of debris, remove and replace boards as determine by water quality and quantity analysis	Remove Jan-Mar, or as determined by Monitoring triggers
6	SSFW filter media	Inspect and replace as required	Annual inspection, exchange media as required
7	SSFW maintenance pits and inspection overflows	Inspect to ensure pit fixtures are functional and saturated zone if full. Ensure overflows are clear and	Annual inspection, clear as required
8	Recirculating pump infrastructure	Inspect Pump and pipe fixtures in spring, Inspect SSFW overflows over summer	Annual inspections spring, monthly inspection from Dec - Mar repair as required
9	Bubble up Pit	Inspect and remove any rubbish or debris	Annual inspection, clear as required
10	Floating vegetated rafts	Conduct trial, Inspect annually and repair or replace as required	Annual inspection, clear as required
11	Native vegetation	Seasonal inspection, infill planting as required as per revegtation plan	Seasonal inspection, replace as required
12	Turf	Inspect and Maintain turf and irrigation infrastructure	Annual inspection, seasonal maintenance

Costing and Implementation

Table 6 provides the estimated cost of implementing and maintaining features proposed within this plan. Table 6 is divided into lump sum costs, annual maintenance and monitoring costs and an estimated 10 year costs for replacement of Filter media within the SSFW's. A broad schedule and prioritisation of items is also provided. Plan 12 provides a detailed breakdown of Maintenance and Monitoring recommendations, targets and cost estimates. Plan 13 provides detailed implementation cost estimates and suppliers.

Table 6 Cost estimates for Master Plan implementation and maintenance

ITEM DESCRIPTION	COST	YEAR	PRIORITY
Main Lake	$ 153,698	2017	Medium
Sub surface flow wetland 1	$ 296,477	2017	High
Sub surface flow wetland 2	$ 174,283	2017	High
Living stream	$ 59,485	2016	Medium
Weir Modifications	$ 550	2016	High
Low shrubland	$ 89,700	2017	Medium
Rock pitching	$ 27,225	2017	Medium
Spillway	$ 40,800	2017	Medium
Recirculating Pump	$ 11,875	2016	Medium
Floating vegetated Island	$ 90,180	2018	Low
Swale	$ 12,670	2017	Low
Salt water extraction wells	$ 2,350	2017	High
Erosion Control	$ 185,125	2016	High
Monitoring station	$ 15,000	2017	Medium
As constructed plans	$ 16,000	2017	High
Lump Sum (excl GST)	**$1,175,418**		
Monitoring and Evaluation	$ 37,400	2017	High
Maintenance cost annual fee	$ 64,780	2017	High
Ongoing Annual Cost	**$ 102,180**		
Sub surface wetland Filter media replacement 10 year	$ 445,850	2026	High

Plans

SERCUL

Plan 1 Concept Master Plan



1 **Main Lake**
Retain the existing Lake structure. Complete installation of Geosynthetic clay liner and backfill with suitable local topsoil for revegetation of the lake fringe. Fringing vegetation shall be dominated by salt tolerant sedge species, maintaining a low profile so the view of the Lake is not impeded. Public access nodes will provide an open view of the Lake, seating and interpretation of the sites features.

2 **Island**
The island has been constructed with a concrete lining and electrical feed for the future install of a sculpture or water feature.

3 **Sub surface flow wetland**
Filter media will be installed within the existing concrete compound to provide a planting medium for local native sedges. The feature will function as a biofilter to improve water quality before it enters the main open water body.

4 **Living Stream**
Change the channel profile to create a more natural form and installation of a riffle/pool sequence prior to the Piesse Lake Bridge. The sections capacity will be increased to accommodate a backwater caused by proposed changes to the existing weir. The pool will provide a sedimentation point and gross litter deposition. An access ramp to the pool will be constructed to allow maintenance of the weir and removal of accumulated sediment.

5 **Weir Modification**
Install a removable check plate on the 600mm low flow bypass

6 **Bridge**
Existing footbridge will be retained. The adjoining path to be formalised

7 **Recreational node**
The recreational node will include bbqs, playground, amenities, seating shelter and a turfed lawn area. The lawn area will provide erosion control along the wall of the sub surface flow wetland and provide a rest area for users of the park.

8 **Interpretation node**
These nodes will provide controlled public access to the Parks features. Nodes can include information regarding the safe access of the Park as well as its cultural and natural heritage.

9 **Arboretum**
Retain the existing open woodland and increase canopy cover with additional local native tree species where the Lake view is not impeded.

10 **Boardwalk**
Install pedestrian access over rock pitched spillway. This will allow a visitors to circuit the entire lake and experience the water cascading under their feet.

11 **Viewing Platform**
The Friends of Piesse Lake have installed seating and revegetated the elevated platform. This area should be maintained and provides an opportunity for the creation of a viewing platform providing visitors with information, or potential bird hide.

12 **Low shrubland**
Low shrubs, groundcovers and herbs will dominate this vegetation unit to stabilise soil and provide habitat for native fauna. Vegetation will not impede Lake views, however sparse medium tree species such as Sheoak and Melaleuca should be installed near the access points for shade

13 **Rock Pitching**
Rock pitch the outer face of the concrete wall surrounding the sub surface flow wetland. This will improve aesthetics by obscuring the exposed concrete wall and provide a cascade spillway for the overflow cut outs within the wall. The wall could also be incorporated into a boardwalk or maintenance access with installation of culverts over the outfalls.

14 **Spillway**
Rock pitched spillway installed over the clay bund between the main Lake and Piesse Dam will function as the main Lake water level control. The spillway will be constructed with a shallow grade to a v notch weir with removable boards anchored at the invert so the Lake height can be manipulated. The Spillway will oxygenate the water over a rock cascade and create a small waterfall feature during periods of high flow.

15 **Recirculating Pump**
Draw water from Piesse Dam utilising a solar pump to keep the sub surface flow wetland submerged zone full. This will ensure the biofilter vegetation has a sustained water supply whilst treating the systems outflow.

X **Existing Feature**

X **Proposed Feature**

16 **Floating Vegetated Island**
Floating vegetated rafts will be anchored to the existing island to provide additional biofiltration and a habitat refuge for native fauna.

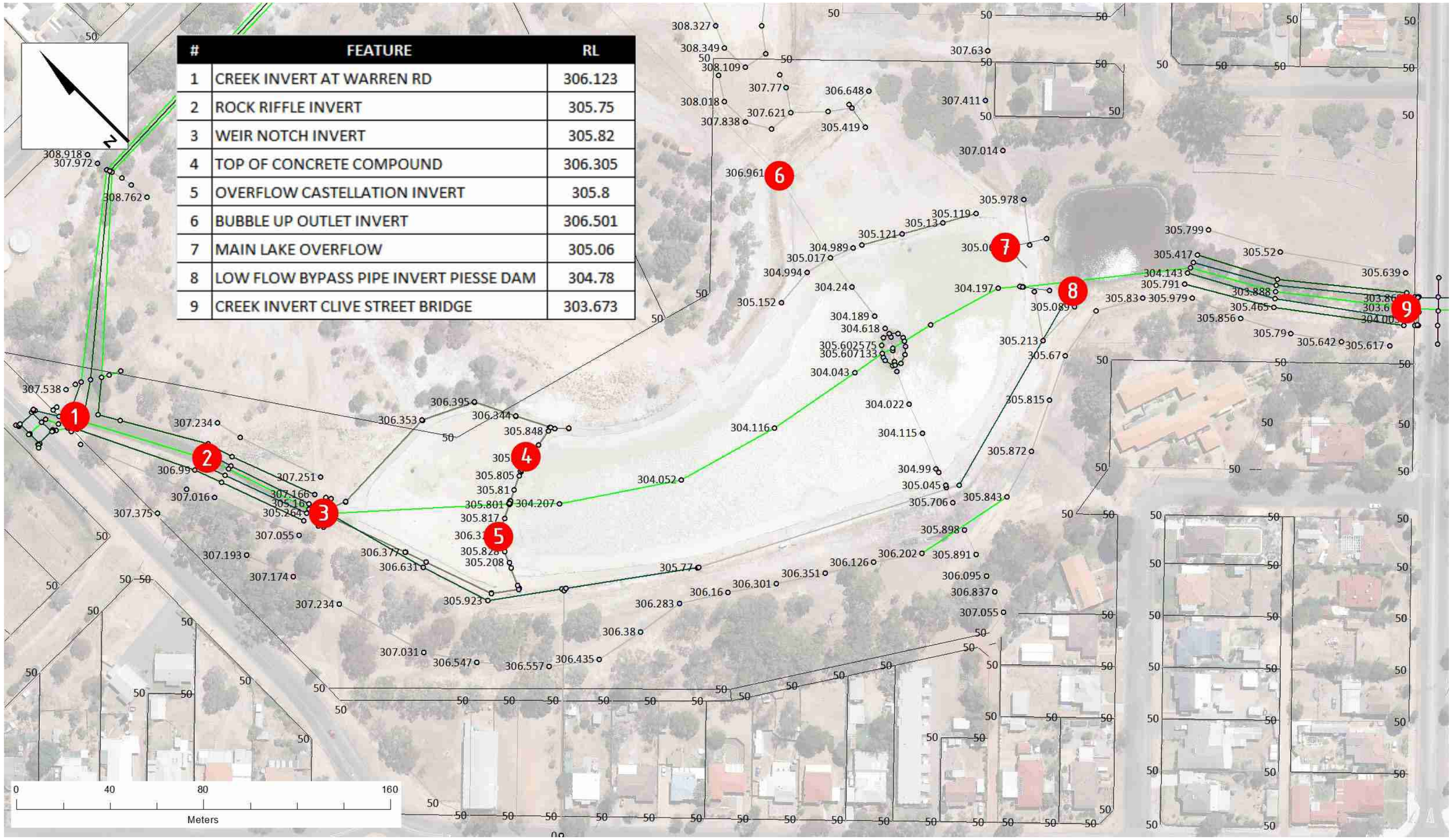
17 **Swale**
An existing open drainage channel will be converted into a vegetated swale with laterite rock spall and gravel filter media providing water quality improvement before entering the main lake. The swale will be modelled on the raingarden created by the Friends of Piesse Lake

18 **Raingarden**
The Friends of Piesse Lake have constructed a raingarden to treat stormwater outflow from the adjacent residential area. The raingarden will be maintained and it is recommended that similar water sensitive urban design measures be implemented throughout the Katanning townsite as part of a wider integrated catchment management approach.

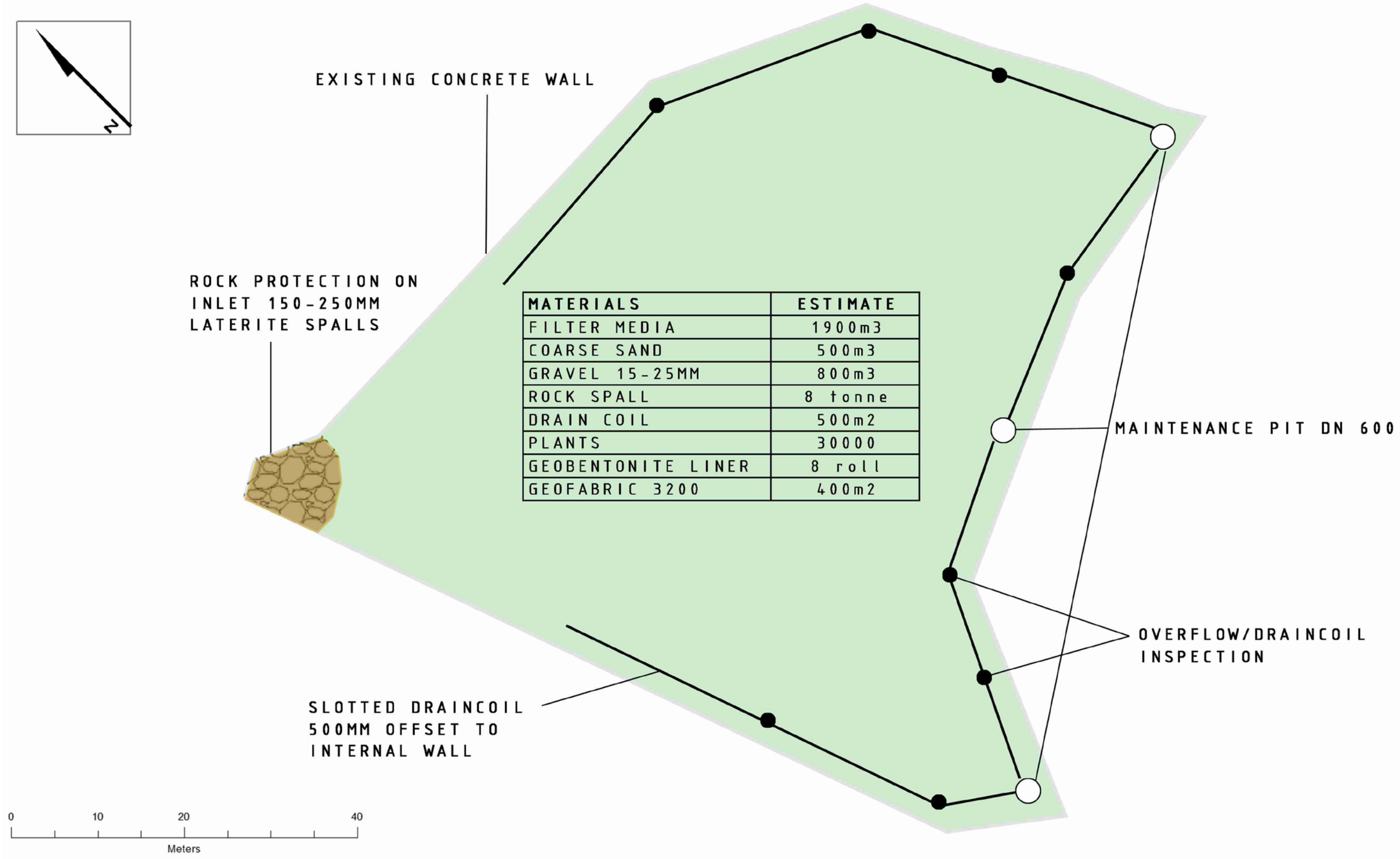
19 **Event Node**
This amphitheatre area can be utilised for temporary events such as open air market, concerts and fairs. A small stage with electricity supply and amenities would assist hosting events to activate this space.

Plan 2 Piesse Lake Feature Survey 14th of April 2016

#	FEATURE	RL
1	CREEK INVERT AT WARREN RD	306.123
2	ROCK RIFFLE INVERT	305.75
3	WEIR NOTCH INVERT	305.82
4	TOP OF CONCRETE COMPOUND	306.305
5	OVERFLOW CASTELLATION INVERT	305.8
6	BUBBLE UP OUTLET INVERT	306.501
7	MAIN LAKE OVERFLOW	305.06
8	LOW FLOW BYPASS PIPE INVERT PIESSE DAM	304.78
9	CREEK INVERT CLIVE STREET BRIDGE	303.673

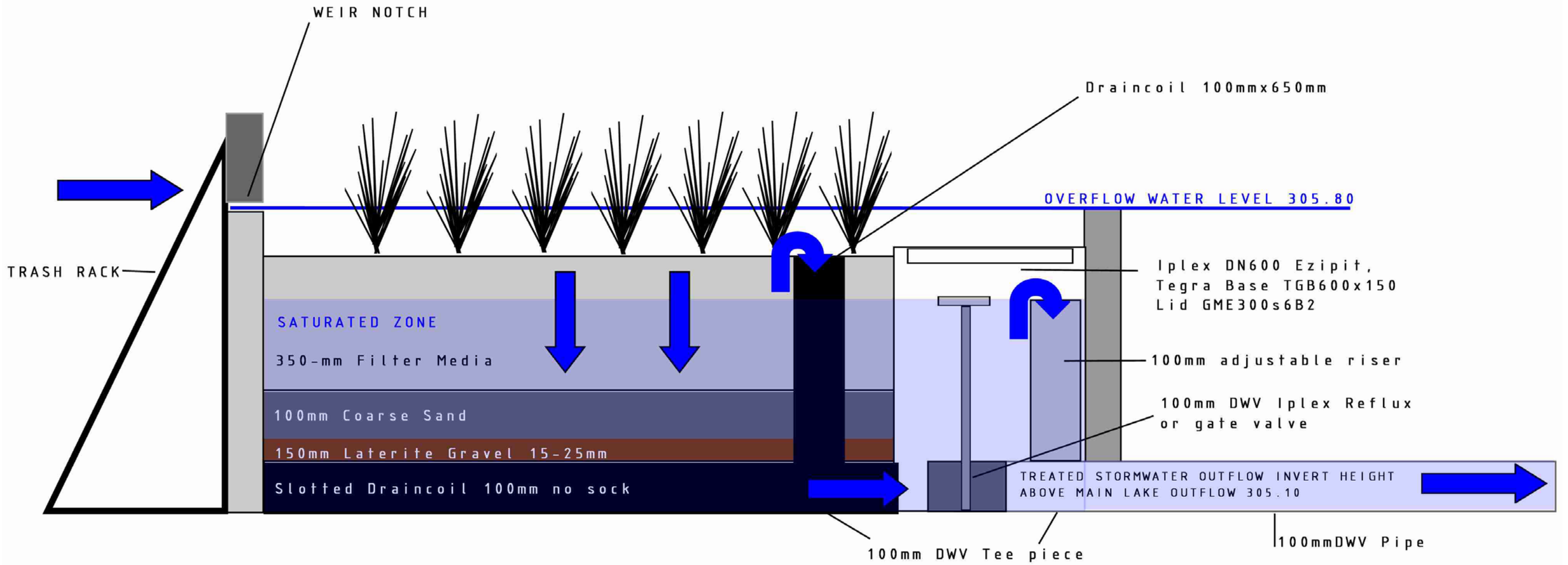


Plan 3 Sub-surface flow wetland 1 - Site plan with estimates

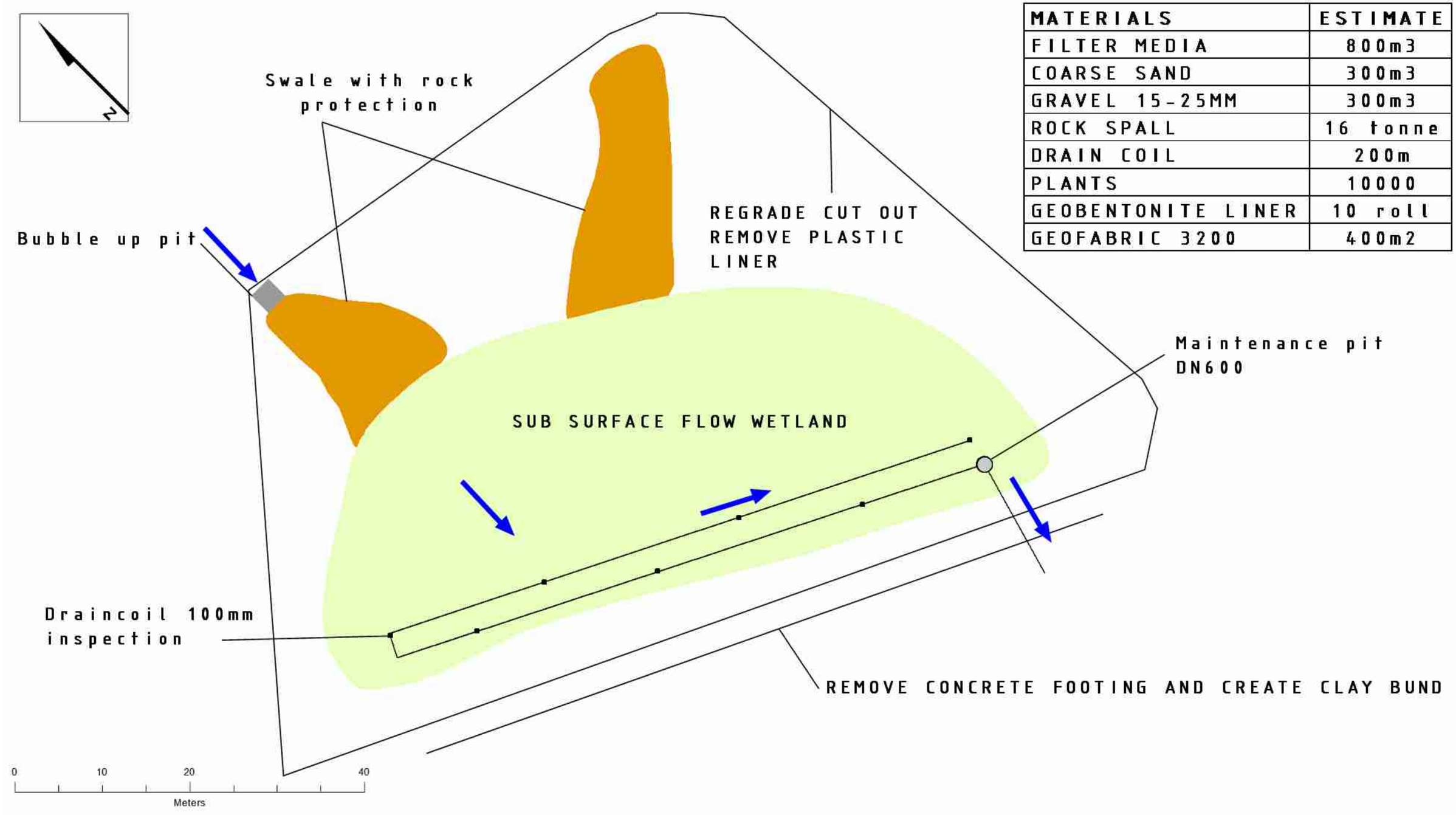


MATERIALS	ESTIMATE
FILTER MEDIA	1900m3
COARSE SAND	500m3
GRAVEL 15-25MM	800m3
ROCK SPALL	8 tonne
DRAIN COIL	500m2
PLANTS	30000
GEOBENTONITE LINER	8 roll
GEOFABRIC 3200	400m2

Plan 4 Sub-surface flow wetland 1 reduced cross section

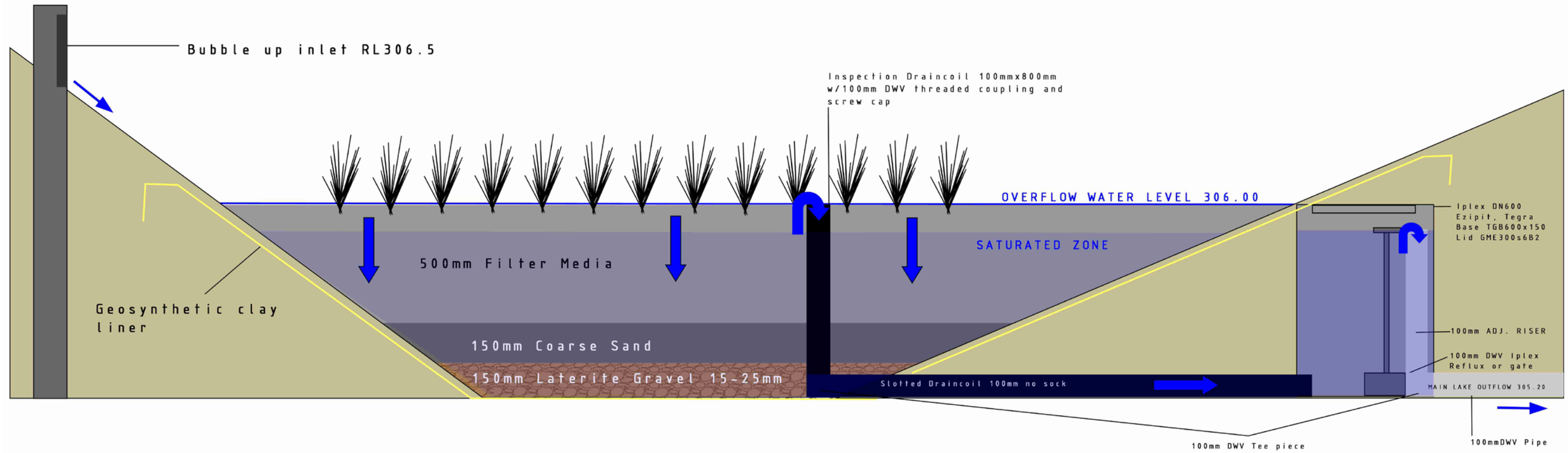


Plan 5 Sub-surface flow wetland 2 site plan with materials estimates



MATERIALS	ESTIMATE
FILTER MEDIA	800m3
COARSE SAND	300m3
GRAVEL 15-25MM	300m3
ROCK SPALL	16 tonne
DRAIN COIL	200m
PLANTS	10000
GEOBENTONITE LINER	10 roll
GEOFABRIC 3200	400m2

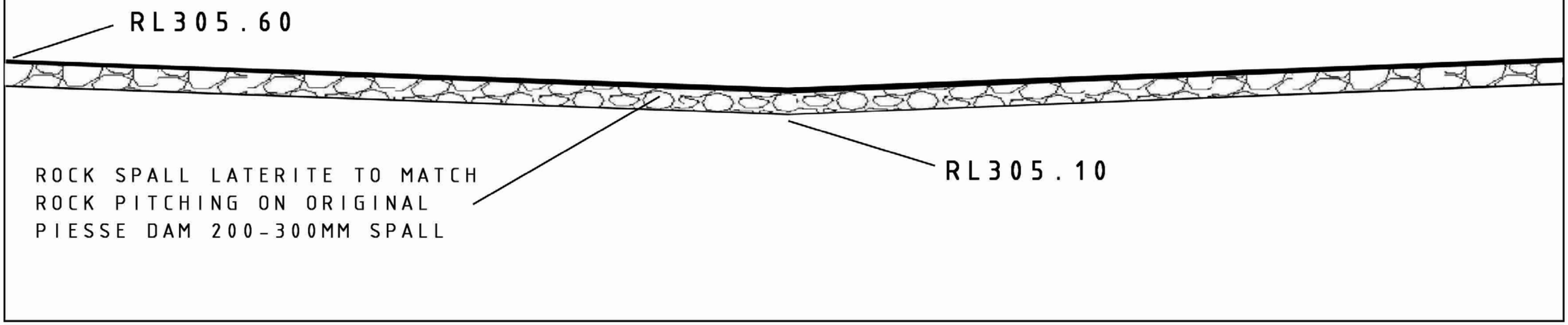
Plan 6 Sub-surface flow wetland 2 cross section



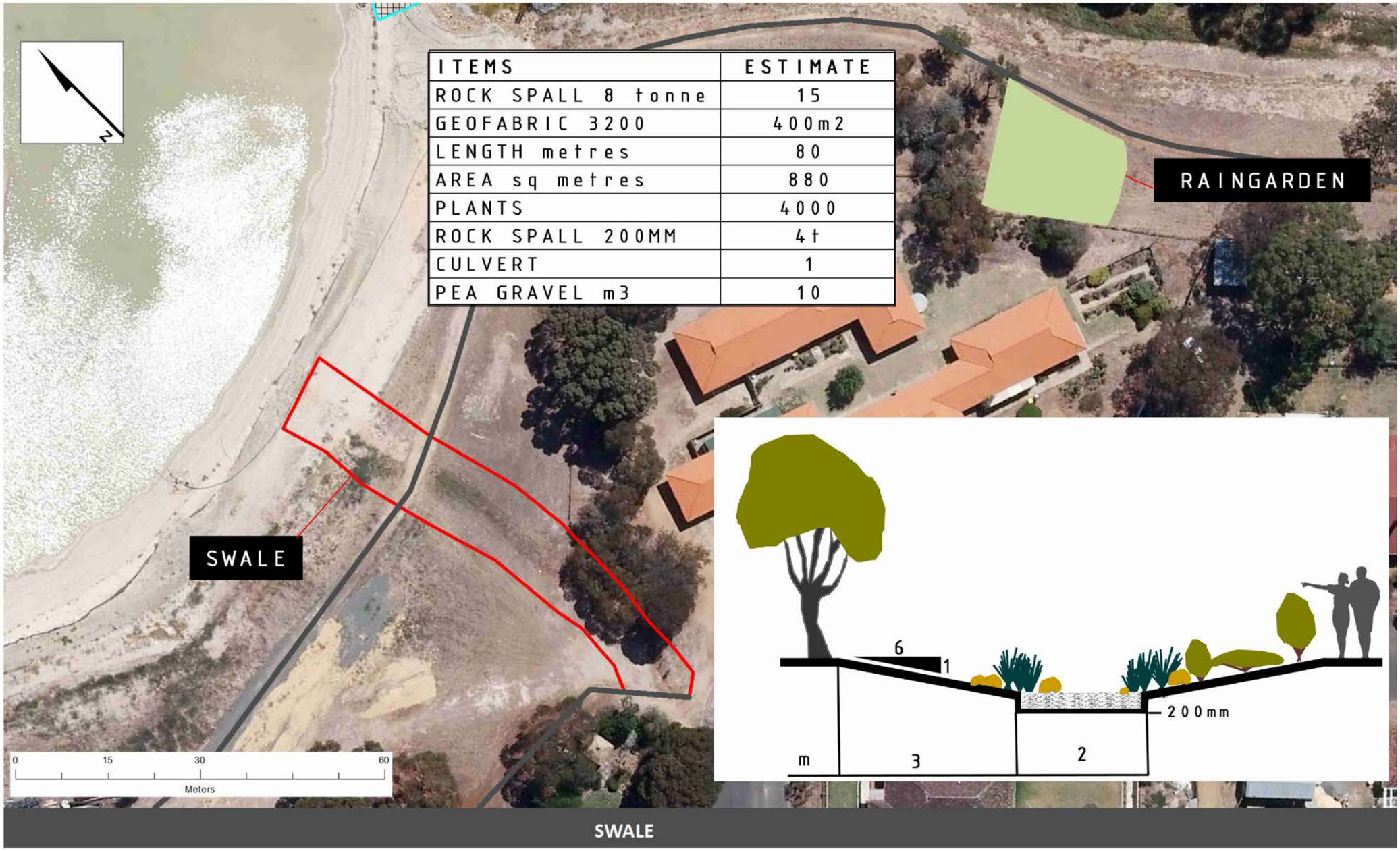
Plan 7 Spillway cross section

MATERIALS	ESTIMATE
ROCK SPALL 8 tonne	15
GEOFABRIC 3200	400m2





Plan 8 Swale Cross section



SERCUL
South East Regional Centre for Urban Landcare
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www.sercul.org.au

Project: Piesse Lake

Location: Clive Street Katanning

Original size: A3

Date: 26 Dec 2014

Source: Landgate

Date drawn: 7/4/16

Revision: 1

Drawn by: G.B

Swale

Rain Garden

Plan 9 Revegetation Plan



PLANTING ZONES

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Source: Landgate

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Drawn by: G.B

Plan 10 Maintenance and Access Points



#	FEATURE	ACTION	WHEN
1	Inlets/outlets and drop structures	Inspect and remove rubbish as required	Annually and following large rain events
2	Rock riffle	Inspect annually and remove sediment and debris as required	Annual inspection, clear as required
3	Sedimentation bay	Inspect and measure sediment. If exceeding 100mm remove to achieve as constructed depth RL 305.00	Annual inspection remove sediment as required
4	Trash rack	Inspect and remove rubbish as required	Annually and following large rain events
5	Weir board maintenance pit	Ensure pit is clear of debris, remove and replace boards as determine by water quality and quantity analysis	Remove Jan-Mar, or as determined by Monitoring triggers
6	SSFW filter media	Inspect and replace as required	Annual inspection, exchange media as required
7	SSFW maintenance pits and inspection overflows	Inspect to ensure pit fixtures are functional and saturated zone if full. Ensure overflows are clear and	Annual inspection, clear as required
8	Recirculating pump infrastructure	Inspect Pump and pipe fixtures in spring, Inspect SSFW overflows over summer	Annual inspections spring, monthly inspection from Dec - Mar repair as required
9	Bubble up Pit	Inspect and remove any rubbish or debris	Annual inspection, clear as required
10	Floating vegetated rafts	Conduct trial, Inspect annually and repair or replace as required	Annual inspection, clear as required
11	Native vegetation	Seasonal inspection, infill planting as required as per revegtation plan	Seasonal inspection, replace as required
12	Turf	Inspect and Maintain turf and irrigation infrastructure	Annual inspection, seaosnla maintenance

MAINTENANCE AND INSPECTION FEATURES

SERCUL
South East Regional Centre for Urban Landcare
69 Horley Road Beckenham, WA, 6107
T: 08 9458 5644 F: 08 9458 5661
www.sercul.org.au

Project: Piesse Lake

Location: Clive Street Katanning

Original size: A3

Date: 26 Dec 2014

Source: Landgate

Date drawn: 7/4/16

Revision: 1

Drawn by: G.B

Plan 11 Drain realignment and culvert location



Plan 12 Maintenance and Monitoring Recommendations, Targets and Cost Estimates

#	ITEM	RECOMMENDATION	TARGET/ TRIGGER	WHEN	RATE	DETAIL	QTY	RATE	EST COST.
1	Weed Control	Conduct Weed Survey and Vegetation Condition Mapping	NA	Sep	Annually	Vegetation condition and weed mapping spring	1	$ 6,500.00	$ 6,500.00
2		Conduct Weed Control and Site Inspection	≤10% Weed Cover	Seasonally	~6 times /year	Herbicide treatment at $1500/day	12.00	$ 1,500	$ 18,000.00
3	Native Vegetation	Inspect revegetation areas	NA	Sep	Annually	See item 1	0.00	$ -	$ -
4		Conduct Infill planting	Achieve density and composition as per revegetation plan	Riparian Oct-Dec Dryland May-Jul	Annually	Plants 7500/year , $2/tube	7500.00	$ 2	$ 13,500.00
5						labour 70 plants /hr	105.00	$ 40	$ 4,200.00
6	Rubbish and sediment removal	Rubbish removal	Visual Inspection as per Plan 10 and remove rubbish as required	Ongoing	Monthly	Rubbish removal 12 inspections 2 ppl/ 4 hrs	96.00	$ 40	$ 3,840.00
7		Inspect sediment levels in weir pool and surcharge pit and remove as required	When sediment has raised the invert level ≥150mm remove	As required ~5years	Annual Inspection	8t Excavator/tipper/hr	20.00	$ 300	$ 6,000.00
9						Disposal / 8 tonne	2.00	$ 1,000	$ 2,000.00
10						Pit clean and disposal	2.00	$ 5,000	$ 10,000.00
11						5 year total/ year	0.20	$ 18,000	$ 3,600.00
12	Filter Media Exchange	Conduct Water Quality Monitoring Program	NA	Feb/Jul/Oct	Annually	See item 24	0.00	$ -	$ -
13		Inspect vegetation and replace as req'd	≤10% Standing dead vegetation ≤10% Weed Cover	Feb/Jul/Oct	Annually	See items 4&5	0.00	$ -	$ -
14		Test Hydraulic Conductivity Le Coustumer *et al.* (2007)	Hydraulic Conductivity is 100-300mm/hr	Mar	Annually	Single ring, constant head infiltration test method (shallow test)	1.00	$ 300	$ 300.00
15		Consider Exchanging the Filter Media if	1. Filter Media Hydraulic Conductivity is <100mm/hr 2. Electrical conductivity within the Main Lake is ≥ 1800mS/m 3. Nutrient levels within Main Lake record levels of: a. Total oxidised Nitrogen ≥ 0.10mg/L b. Soluble Reactive Phosphorus ≥ 0.03mg/L	Mar	As Req'd	See item 14 & 24	0.00	$ -	$ -
16	Salt water extraction system operation and maintenance	Inspect and Maintain salt water extraction system	1. Saturated zone maintained ≤100mm below filter media finished surface level 2. Pump and alarm system functional	Feb-Mar Jul – Aug	Biennially	Inspection and operation pumps	12.00	$ 85	$ 1,020.00
17		Turn on Salt Water extraction system	When the EC readings within the Main Lake are >1500mS/m	Jul- Aug When Lake levels can be maintained by natural inflow during pumping	Annually	Pump repair and replacement	2.00	$ 1,000	$ 2,000.00

18		Open the 600mm bypass pipe	When Katanning Creek upstream of weir records Electrical conductivity >1500mS/m	Dec-Mar	Annually	Weir board removal and replacement	8.00	$ 40	$ 320.00
19	Recirculating Pump system	Inspect overflow points	Saturated zone maintained ≤100mm below filter media finished surface level	Jan/Mar/Oct	Annually	See Item 16	0.00	0.00	$ -
20						See Item 16	0.00	0.00	$ -
21		Inspect and maintain pump system	Pump and alert system functional	Sep-Oct	Annually	See Item 16	0.00	0.00	$ -
22	Floating Vegetated rafts	Inspect vegetation and replace	≥95% healthy native sedge cover	Sep/Mar	Annually	See item 4&5	0.00	$ -	$ -
23		Inspect anchor points and base material for wear and replace	Anchor points secure and base intact	Sep/Mar	Annually	NA	0.00	$ -	$ -
24	Water Quality Monitoring	Conduct Water Quality Monitoring Program	NA	Feb/Jul/Oct	Annually	Seasonal sampling and analysis modelled on SERCUL report	4	$ 6,000.00	$ 24,000.00
25	Mosquito Risk Assessment	Mosquito Seasonal Larvae survey and analysis	Risk Rating 13-24	Seasonally	Annually	Just Larvae dips sample and analysis concurrently with Water quality	4	$ 850.00	$ 3,400.00
26	Fire Risk Assessment	Conduct a Fuel load and fire risk assessment	Fuel load hazard rating Low -Moderate	Oct	Every 5 years	Fuel load and risk assessment 5yr reduced to annual fee	1	$ 3,500.00	$ 3,500.00
27								**TOTAL ANNUAL COST EXC**	**$102,180.00**
28		As constructed plans	Survey, drafting, report	1	$ 16,000.00				$ 16,000.00
29		Data Logger Basic Physio Chemical	Capital cost for hardware and install	1	$ 15,000.00				$ 15,000.00
30								**LUMP SUM**	**$ 31,000.00**

Plan 13 Detailed Implementation Cost Estimates

Main Lake

ITEM	QTY	RATE	TOTAL	SOURCE
Plant Mobilisation	1	$1,500.00	$ 1,500.00	URBAN EARTHMOVING
Excavator 8 tonne	37.5	$ 160.00	$ 6,000.00	URBAN EARTHMOVING
Positrack	37.5	$ 95.00	$ 3,562.50	URBAN EARTHMOVING
Loader	37.5	$ 130.00	$ 4,875.00	URBAN EARTHMOVING
Repair and key bentonite liner	22	$ 130.00	$ 2,860.00	
Labour remove and disposal pvc liner	55	$ 40.00	$ 2,200.00	
Topsoil supply m3	1200	$ 20.00	$ 24,000.00	ECLIPSE SOILS
Plants@ 4/plants/m2	40000	$ 1.80	$ 72,000.00	PLANTRITE
Planting LABOUR @ $35/hr and 70plants /hr	1000	$ 35.00	$ 35,000.00	
SITE SUPERVISOR	40	$ 80.00	$ 3,200.00	
		TOTAL	$153,697.50	

Subsurface Flow Wetland 1

ITEM	QTY	RATE	TOTAL	SOURCE
Filter media supply	1900	$ 60.00	$ 114,000.00	ECLIPSE SOILS
Drain coil 100mm x100m	5	$ 350.00	$ 1,750.00	SAMIOS PLUMBING SUP-PLIES
Geotextile bentonite liner	8	$ 1,750.82	$ 14,006.56	GEOFABRICS AUSTRALIA
Dewatering concrete compound	1	$ 500.00	$ 500.00	URBAN EARTHMOVING
Excavating and disposal clay	22	$ 300.00	$ 6,600.00	URBAN EARTHMOVING
Rock spillway at inlet	1	$ 900.00	$ 900.00	REDSANDS
Drain coil 100mm x100m	2	$ 350.00	$ 700.00	SAMIOS PLUMBING SUP-PLIES
Gravel 25-40 mm	110	$ 55.00	$ 6,050.00	CATALANOS
Geofabric filter wrap 2x50m roll	8	$ 130.00	$ 1,040.00	SAMIOS PLUMBING SUP-PLIES
Excavation of trench	22	$ 160.00	$ 3,520.00	URBAN EARTHMOVING
Maintenance pit IPLEX ezi pit	1	$ 850.00	$ 850.00	SAMIOS PLUMBING SUP-PLIES
Sewer gate valve 100mm	1	$ 200.00	$ 200.00	SAMIOS PLUMBING SUP-PLIES
Pipe sewer 100mm DWV	1	$ 50.00	$ 50.00	SAMIOS PLUMBING SUP-PLIES
Plumbing installation	7.5	$ 80.00	$ 600.00	
Coring through wall	5	$ 180.00	$ 900.00	
Clean gravel 15-25 mm laterite	800	$ 55.00	$ 44,000.00	CATALANOS
Coarse clean sand	480	$ 20.00	$ 9,600.00	CATALANOS
Importing material	37.5	$ 300.00	$ 11,250.00	URBAN EARTHMOVING
Relaying bentonite liner	22	$ 130.00	$ 2,860.00	
Plants @ 6/plants/m2	30000	$ 1.80	$ 54,000.00	PLANTRITE
Planting Labour @ $35/70/hr	500	$ 35.00	$ 17,500.00	
Site supervision	70	$ 80.00	$ 5,600.00	
		TOTAL	$ 296,476.56	

Subsurface Flow Wetland 2

ITEM	QTY	RATE	TOTAL	SOURCE
Filter media supply	800	$ 60.00	$ 48,000.00	ECLIPSE SOILS
Coarse clean sand	300	$ 20.00	$ 6,000.00	CATALANOS
Gravel 15-25mm laterite	300	$ 55.00	$ 16,500.00	CATALANOS
Drain coil 100mm x100	2	$ 350.00	$ 700.00	SAMIOS PLUMBING SUPPLIES
Geofabric Bentonite liner	10	$ 1,750.82	$ 17,508.20	GEOFABRICS AUSTRALIA
Rocked spillway to biofilter	16	$ 900.00	$ 14,400.00	REDSANDS
Manhole with gate valve and syphon	1	$ 1,600.00	$ 1,600.00	SAMIOS PLUMBING SUPPLIES
Importing material	37.5	$ 300.00	$ 11,250.00	URBAN EARTHMOVING
Laying bentonite liner	37.5	$ 230.00	$ 8,625.00	
Topsoil supply m^3	1500	$ 15.00	$ 22,500.00	CATALANOS
Plants @ 6/plants/m^2	9000	$ 1.80	$ 16,200.00	PLANTRITE
Planting labour @ $35/70/hr	130	$ 35.00	$ 4,550.00	
Site supervisor	70	$ 80.00	$ 5,600.00	
Geofabric 3200	1	$ 850	$ 850.00	SAMIOS PLUMBING SUPPLIES
		TOTAL	$ 174,283.20	

Living Stream

ITEM	QTY	RATE	TOTAL	SOURCE
Excavator 8-14t	15	$ 160.00	$ 2,400.00	URBAN EARTHMOVING
Rock spall 8 tonne 150-250mm	13	$ 900.00	$ 11,700.00	REDSANDS
Geofabric 3200	1	$ 850.00	$ 850.00	SAMIOS PLUMBING SUPPLIES
Base flow channel clearing	22	$ 300.00	$ 6,600.00	URBAN EARTHMOVING
Excavation of basin	15	$ 300.00	$ 4,500.00	URBAN EARTHMOVING
Jute matting 800gms pre slit	35	$ 160.00	$ 5,600.00	GREENWAY ENTEPRISES
Design and approvals	22	$ 80.00	$ 1,760.00	
Plants @ 4/plants/m2	10000	$ 1.80	$ 18,000.00	PLANTRITE
Labour @ $35/70/hr	145	$ 35.00	$ 5,075.00	
Site supervisor	37.5	$ 80.00	$ 3,000.00	
		TOTAL	$ 59,485.00	

Weir Modifications

ITEM	QTY	RATE	TOTAL	SOURCE
Bracket, board and fixings	1	$ 250	$ 250	
Labour	7.5	$ 40.00	$ 300	
		TOTAL	$ 550	

Low Shrubland

ITEM	QTY	RATE	TOTAL	SOURCE
Irrigation supply install w mains available	1	$ 8,000.00	$ 8,000.00	TOTAL EDEN
Plants @ 4/plants/m2	35000	$ 1.80	$ 63,000.00	PLANTRITE
Labour @ $35/70/hr	500	$ 35.00	$ 17,500.00	
Site supervisor	15	$ 80.00	$ 1,200.00	
		TOTAL	$ 89,700.00	

Rock Pitching

ITEM	QTY	RATE	TOTAL	SOURCE
Rock spall 8 tonne	5	$ 900.00	$ 4,500.00	REDSANDS
Geofabric 3200	1	$ 850.00	$ 850.00	GEOFABRICS AUSTRALIA
Labour Rock Mortar	200	$ 40.00	$ 8,000.00	
Concrete	150	$ 10.00	$ 1,500.00	
Import and grade fill Loader	38	$ 130.00	$ 4,875.00	
Positrack	38	$ 90.00	$ 3,375.00	URBAN EARTHMOVING
Plant Mobilisation	1	$ 1,500.00	$ 1,500.00	URBAN EARTHMOVING
Site supervision	38	$ 70.00	$ 2,625.00	
		TOTAL	$ 27,225.00	

Spillway

ITEM	QTY	RATE	TOTAL	SOURCE
Rock spall 8 tonne	20	$ 900.00	$ 18,000.00	REDSANDS
Labour Rock Mortar	150	$ 40.00	$ 6,000.00	
Concrete	160	$ 10.00	$ 1,600.00	
Import and grade fill Loader	37.5	$ 130.00	$ 4,875.00	URBAN EARTHMOVING
Positrack	37.5	$ 90.00	$ 3,375.00	URBAN EARTHMOVING
SITE SUPERVISOR	37.5	$ 70.00	$ 2,625.00	
Geofabric 3200	2	$ 850.00	$ 1,700.00	SAMIOS PLUMBING SUPPLIES
Site supervision	37.5	$ 70.00	$ 2,625.00	
		TOTAL	$ 40,800.00	

Recirculating Pump

ITEM	QTY	RATE	TOTAL	SOURCE
Supply and install Twin submersible pump with alarm	2	$ 1,150.00	$ 2,300.00	BTW PUMPS
Pipe CL 12 50mm x6m	350	$ 6.50	$ 2,275.00	BTW PUMPS
Pump fixtures and fittings	2	$ 300.00	$ 600.00	BTW PUMPS
Electrician mains connection	2	$ 3,200.00	$ 6,400.00	BTW PUMPS
Remote S/S 50mm Float valve assembly	2	$ 150.00	$ 300.00	BTW PUMPS
		TOTAL	$ 11,875.00	

Floating Vegetated Island

ITEM	QTY	RATE	TOTAL	SOURCE
Supply Vegetated Island 450m2/m2	170	$ 500.00	$ 85,000.00	ALLIED PUMPS
Plants @ 6/plants/m2	100	$ 1.80	$ 180.00	PLANTRITE
Labour Installation	112	$ 40.00	$ 4,480.00	
Anchor fixtures, UV ties	8	$ 65.00	$ 520.00	SAMIOS PLUMBING SUPPLIES
		TOTAL	$ 90,180.00	

Swale

ITEM	QTY	RATE	TOTAL	SOURCE
Rock spall 8 tonne mixed	0.5	$ 900.00	$ 450.00	REDSANDS
Plants 3/ m2	3900	$ 1.80	$ 7,020.00	PLANTRITE
Gravel 15-25mm cm	10	$ 60.00	$ 600.00	CATALANOS
Excavator	15	$ 160.00	$ 2,400.00	URBAN EARTHMOVING
Labour @ $35/70/hr	55	$ 40.00	$ 2,200.00	
		TOTAL	$ 12,670.00	

Salt water Extraction well

ITEM	QTY	RATE	TOTAL	SOURCE
Supply and install Twin submersable pump with alarm	1	$ 1,150.00	$ 1,150.00	BTW PUMPS
Poly cl12 blue	150	$ 6.00	$ 900.00	BTW PUMPS
Remote S/S 50mm Float valve assembly	2	$ 150.00	$ 300.00	BTW PUMPS
		TOTAL	$ 2,350.00	

Erosion Control

ITEM	QTY	RATE	TOTAL	SOURCE
Jute mat 800GSM m2	2000	$ 5.00	$ 10,000.00	GREENWAY ENTEPRISES
Turf installation and irrigation m2	4200	$ 25.00	$ 105,000.00	
Rock Pitching $150/m2	400	$ 150.00	$ 60,000.00	
labour	37.5	$ 40.00	$ 1,500.00	
Excavator	37.5	$ 130.00	$ 4,875.00	
Positrack	37.5	$ 100.00	$ 3,750.00	
		TOTAL	$ 185,125.00	

Suppliers

SUPPLIER	PHONE
ALLIED PUMPS	1800 335 550
BTW PUMPS	(08) 98214844
CATALANOS	(08) 9726 8100
ECLIPSE SOILS	(08) 9380 3333
GEOFABRICS AUSTRALIA	(08) 6305 0561
GREENWAY ENTEPRISES	1300866367
PLANTRITE	(08) 95713055
REDSANDS	0418953591
SAMIOS PLUMBING SUPPLIES	(08) 9317 7899
URBAN EARTHMOVING	(08) 94595362

Attachments

Attachment 1 Piesse Lake Water Quality Assessment (SERCUL), 2016

Attachment 2 Site Plan with Section Locations – Piesse Lake

Attachment 3 Site Plan and Long Section – Sub surface wetland 2

Attachment 4 Site Plan and Long Section – Living Stream with riffle detail

Attachment 5 Site Plan and Long section -Sub surface Wetland 1, with Inlet weir as constructed

Attachment 6 Site Plan Piesse Lake with volume estimates

Attachment 7 Feature Survey – Main Lake Cross section Alignment 1

Attachment 8 Feature Survey – Piesse Park Long Section, Warren Road to Clive Street Alignment 2

Attachment 9 Alignment 2 – Cross sections

Attachment 10 Alignment 3 – Long Sections

Attachment 11 Alignment 3 Cross section

Attachment 12 Community consultation survey results 11th April 2016

Attachment 13 Piesse Lake, Katanning Water and Salt Balance, Wheatbelt Hydrology 13 June 2016

References

1. SERCUL (2009) Piesse Lake Water Quality Assessment 2016
1. FAWB (2009) GUIDELINES FOR FILTER MEDIA IN BIOFILTRATION SYSTEMS (Version 3.01) June 2009
2. Le Coustumer, S., T. D. Fletcher, A. Deletic and S. Barraud (2007). Hydraulic performance of biofilters for stormwater management: first lessons from both laboratory and field studies. Water Science and Technology 56(10): 93-100.
3. Monash University (2014) Vegetation guidelines for stormwater biofilters in the south-west of Western Australia, Oversby B, Payne E, Fletcher T, Byleveld G, Hatt B
4. Mudgeway. L (2016) Piesse Lake, Katanning, Water & Salt Balance, Wheatbelt Hydrology, 13 June 2016