

# Kojonup



## SHIRE OF KOJONUP

### AGENDA

#### Ordinary Council Meeting

*17 October 2017*

**TO: THE SHIRE PRESIDENT AND COUNCILLORS**

NOTICE is hereby given that a meeting of the Council will be held in the Council Chambers, Administration Building, 93 Albany Highway, Kojonup on Tuesday, 17 October 2017 commencing at 3:00pm.

Qualified Persons Advice, etc.

I certify that with respect to all advice, information or recommendation provided to the Council in or with this Agenda:

- i. The advice, information or recommendation is given by a person who has the qualifications or experience necessary to give such advice, information or recommendation; and
- ii. Where any advice is directly given by a person who does not have the required qualifications or experience, that person has obtained and taken into account in that person's general advice the advice from an appropriately qualified or experienced person.

Your attendance is respectfully requested.

**RICK MITCHELL-COLLINS**  
**CHIEF EXECUTIVE OFFICER**

13 October 2017

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## A G E N D A

### 1 **DECLARATION OF OPENING AND ANNOUNCEMENT OF GUESTS**

The Shire President shall declare the meeting open at            pm and alert the meeting of the procedures for emergencies including evacuation, designated exits and muster points and draw the meeting's attention to the disclaimer below:

*Disclaimer*

*No person should rely on or act on the basis of any advice or information provided by a Member or Officer, or on the content of any discussion occurring, during the course of the meeting.*

*The Shire of Kojonup expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any advice or information provided by a member or officer, or the content of any discussion occurring, during the course of the meeting.*

*Where an application for an approval, a license or the like is discussed or determined during the meeting, the Shire warns that neither the applicant, nor any other person or body, should rely upon that discussion or determination until written notice of either an approval and the conditions which relate to it, or the refusal of the application has been issued by the Shire.*

### 2 **ATTENDANCE & APOLOGIES**

Cr Ronnie Fleay	Shire President
Cr Robert Sexton	Deputy Shire President
Cr Frank Pritchard	
Cr Ned Radford	
Cr Jill Mathwin	
Cr Ian Pedler	
Cr Judith Warland	
Cr Graeme Hobbs	
Mr Rick Mitchell-Collins	Chief Executive Officer
Mr Anthony Middleton	Manager Corporate Services
Ms Zahra Shirazee	Manager Community Development & Tourism
Miss Miranda Wallace	Executive Assistant
Mrs Pam Chambers	Senior Administration Officer

### **APOLOGIES**

**3 SUMMARY OF RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**

Nil

**4 PUBLIC QUESTION TIME**

**5 PETITIONS, DEPUTATIONS & PRESENTATIONS**

**6 APPLICATIONS FOR LEAVE OF ABSENCE**

**7 CONFIRMATION OF MINUTES**

ORDINARY MEETING 19 SEPTEMBER 2017

COUNCIL DECISION

/17 Moved Cr \_\_\_\_\_, seconded Cr \_\_\_\_\_ that the Minutes of the Ordinary Meeting of Council held on 19 September 2017 be confirmed as a true record.

CARRIED/LOST /

**8 ANNOUNCEMENTS by the Presiding Member without discussion**

**9 DECLARATIONS OF INTEREST**

## **10 CORPORATE SERVICES REPORTS**

### **10.1 FINANCIAL MANAGEMENT – MONTHLY STATEMENT OF FINANCIAL ACTIVITY (SEPTEMBER 2017)**

AUTHOR: Anthony Middleton – Manager Corporate Services  
DATE: Wednesday, 11 October 2017  
FILE NO: FM.FNR.2  
**ATTACHMENT: 10.1 – Monthly Statement of Financial Activity**

#### **DECLARATION OF INTEREST**

Nil.

#### **SUMMARY**

The purpose of this report is to note the Monthly Financial Statements for the period ending 30 September 2017.

#### **BACKGROUND**

In addition to good governance, the presentation to the Council of monthly financial reports is a statutory requirement, with these to be presented at an ordinary meeting of the Council within two (2) months after the end of the period to which the statements relate.

#### **COMMENT**

The attached Statement of Financial Activity for the period 1 July 2017 to 30 September 2017 represents three (3) months, or 25% of the year. The following items are worthy of noting:

- Surplus position of \$4.04m.
- Operating results:
  - 57% of budgeted operating revenue has been received; and
  - 16% of budgeted operating expenditure spent;
- Capital expenditure achieved 13% of budgeted projects;
- The value of outstanding rates equates to 23.2% of 2017/2018 rates raised, which includes previous years arrears and instalment options but excludes deferred rates;
- Cash holdings of \$6.06m of which \$3.07m is held in cash backed reserve accounts;
- Page 7 & 8 of the statements detail major variations from year to date (amended) budgets in accordance with Council Policy 2.1.6.

#### **CONSULTATION**

Nil.

#### **STATUTORY REQUIREMENTS**

Regulation 34 of the *Local Government (Financial Management) Regulations 1996* sets out the basic information which must be included in the monthly reports to Council.

#### **POLICY IMPLICATIONS**

Council Policy 2.1.6 defines the content of the financial reports.

#### **FINANCIAL IMPLICATIONS**

This item reports on the current financial position of the Shire. The recommendation does not in itself have a financial implication.

**STRATEGIC/CORPORATE IMPLICATIONS**

<b>Community Strategic Plan 2017 – 2027 “Smart Possibilities – Kojonup 2027+”</b>		<b>Corporate Business Plan 2017 – 2021 “Smart Implementation – Kojonup 2021 +”</b>
<b>Key Pillar</b>	<b>Community Outcomes</b>	<b>Corporate Actions</b>
KP – 3. Performance	3.4 – Be organised and transparent with our financial management.	3.4.1 – Increase regularity of readable financial reporting to the community. 3.4.2 – Act with sound long-term and transparent financial management and deliver residents considered value for money.

**RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications for this report.

**ASSET MANAGEMENT PLAN IMPLICATIONS**

There are no asset management implications for this report.

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil.

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

**That the monthly financial statements for the period 1 July 2016 to 30 September 2017, as attached, be noted.**

**COUNCIL DECISION**

/17 Moved Cr , seconded Cr

CARRIED/LOST /

## 10.2 MONTHLY PAYMENTS LISTING

**AUTHOR:** Brodie Potter – Finance Officer  
**DATE:** Monday, 9 October 2017  
**FILE NO:** FM.AUT.1  
**ATTACHMENT:** 10.2 – Monthly Payment Listing 01/09/2017 – 30/09/2017

### **DECLARATION OF INTEREST**

Nil

### **SUMMARY**

To receive the list of payments covering the month of September 2017.

### **BACKGROUND**

Not applicable.

### **COMMENT**

The attached list of payments is submitted for receipt by the Council.

Any comments or queries regarding the list of payments is to be directed to the Manager of Corporate Services prior to the meeting.

### **CONSULTATION**

No consultation was required.

### **STATUTORY REQUIREMENTS**

Regulation 12(1)(a) of the *Local Government (Financial Management) Regulations 1996* provides that payment may only be made from the municipal fund or trust fund if the Local Government has delegated the function to the Chief Executive Officer.

The Chief Executive Officer has delegated authority to authorise payments. Relevant staff have also been issued with delegated authority to issue orders for the supply of goods and services subject to budget limitations.

Regulation 13 of the *Local Government (Financial Management) Regulations 1996* provides that if the function of authorising payments is delegated to the Chief Executive Officer then a list of payments is to be presented to the Council at the next ordinary meeting and recorded in the minutes.

### **POLICY IMPLICATIONS**

Council's Policy 2.1.2 provides authorisations and restrictions relative to purchasing commitments.

### **FINANCIAL IMPLICATIONS**

All payments made in line with Council Policy.

### **STRATEGIC/CORPORATE IMPLICATIONS**

There are no strategic/corporate implications involved with presentation of the list of payments.

**RISK MANAGEMENT IMPLICATIONS**

A control measure to ensure transparency of financial systems and controls regarding creditor payments.

**ASSET MANAGEMENT PLAN IMPLICATIONS**

There are no asset management implications for this report.

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

There are no VROC implications for this report.

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

That in accordance with Regulation 13 (1) of the *Local Government (Financial Management) Regulations 1996*, the list of payments as attached made under delegated authority:

FROM – 1 September 2017		TO – 30 September 2017
<b>Municipal Cheques</b>	<b>13933 – 13944</b>	<b>\$37,359.50</b>
<b>EFTs</b>	<b>19620 – 19787</b>	<b>\$409,172.87</b>
<b>Direct Debits</b>		<b>\$380,978.67</b>
<b>Total</b>		<b>\$827,511.04</b>

be received.

**COUNCIL DECISION**

/17 Moved Cr , seconded Cr

CARRIED/LOST /



**10.3 LEASE OF COUNCIL PROPERTY – LOT 64 HONNER STREET, KOJONUP**

**AUTHOR:** Pam Chambers – Senior Administration Officer  
**DATE:** Monday, 2 October 2017  
**FILE NO:** CP.LEA.1  
**ATTACHMENTS:** Nil.

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

The purpose of this report is to seek approval to lease for five (5) years the industrial estate land at Dorothea Park, also known as the Old Brickworks/ Quin Quin Reserve, Lot 64 Honner Street, Kojonup under Certificate of Title – Volume 1447, Folio 63.

**BACKGROUND**

At its meeting held on 15 March 2016, the Council resolved that:

*“Council offer for lease by public tender the land at Dorothea Park also known as Old Brickworks/Quin Quin Reserve, Lot 64 Honner Street, Kojonup for a three (3) year period.”*

The subject land was advertised for public tender in June 2016, however no tenders were received. The land remains unleased.



## COMMENT

Section 3.58 of the *Local Government Act 1995* clearly states that Council can only dispose of property (including leasing) by either the highest bidder at public auction or by public tender where in the opinion of the local government is the most acceptable tender, whether or not it is the highest tender (see full reference of s3.58 below under Statutory Requirements’).

Provision needs to be made in any lease agreement to allow for the possible use of the land as part of the Shire’s Integrated Water Management Plan.

## CONSULTATION

Nil

## STATUTORY REQUIREMENTS

Section 3.58 of the *Local Government Act 1995* states:

- (1) In this section —  
*dispose* includes to sell, lease, or otherwise dispose of, whether absolutely or not;  
*property* includes the whole or any part of the interest of a local government in property, but does not include money.
- (2) Except as stated in this section, a local government can only dispose of property to —
  - (a) the highest bidder at public auction; or
  - (b) the person who at public tender called by the local government makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.
- (3) A local government can dispose of property other than under subsection (2) if, before agreeing to dispose of the property —
  - (a) it gives local public notice of the proposed disposition —
    - (i) describing the property concerned; and
    - (ii) giving details of the proposed disposition; and
    - (iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given;and
  - (b) it considers any submissions made to it before the date specified in the notice and, if its decision is made by the council or a committee, the decision and the reasons for it are recorded in the minutes of the meeting at which the decision was made.
- (4) The details of a proposed disposition that are required by subsection (3)(a)(ii) include —
  - (a) the names of all other parties concerned; and
  - (b) the consideration to be received by the local government for the disposition; and
  - (c) the market value of the disposition —
    - (i) as ascertained by a valuation carried out not more than 6 months before the proposed disposition; or
    - (ii) as declared by a resolution of the local government on the basis of a valuation carried out more than 6 months before the proposed disposition that the local government believes to be a true indication of the value at the time of the proposed disposition.

- (5) This section does not apply to —
- (a) a disposition of an interest in land under the *Land Administration Act 1997* section 189 or 190; or
  - (b) a disposition of property in the course of carrying on a trading undertaking as defined in section 3.59; or
  - (c) anything that the local government provides to a particular person, for a fee or otherwise, in the performance of a function that it has under any written law; or
  - (d) any other disposition that is excluded by regulations from the application of this section.’

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

The Shire has not previously received an annual payment for the lease of the land.

**STRATEGIC/CORPORATE IMPLICATIONS**

<b>Community Strategic Plan 2017 – 2027 “Smart Possibilities – Kojonup 2027+”</b>		<b>Corporate Business Plan 2017 – 2021 “Smart Implementation – Kojonup 2021 +”</b>
<b>Key Pillar</b>	<b>Community Outcomes</b>	<b>Corporate Actions</b>
3 – Performance	3.4 – Be organised and transparent with our financial management.	Nil.

**RISK MANAGEMENT IMPLICATIONS**

Nil

**ASSET MANAGEMENT IMPLICATIONS**

Nil

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

**That Council offer for lease by public tender the land at Dorothea Park also known as Old Brickworks/ Quin Quin Reserve, Lot 64 Honner Street, Kojonup for a five (5) year period.**

**COUNCIL DECISION**

/17 Moved Cr , seconded Cr

CARRIED/LOST /

## 10.4 VOLUNTEER MANAGEMENT POLICY – REVIEW OF HANDBOOK

**AUTHOR:** Anthony Middleton – Manager Corporate Services  
**DATE:** Monday, 9 October 2017  
**FILE NO:** CM.POL.1  
**ATTACHMENT:** [10.4.1 – Volunteer Handbook 2015](#)  
[10.4.2 – Volunteer Handbook 2015 with Proposed Changes](#)  
[10.4.3 – Volunteer Handbook – October 2017](#)

### **DECLARATION OF INTEREST**

Nil.

### **SUMMARY**

The purpose of this report is review the Volunteer Management Handbook that accompanies Council Policy 2.3.8 (Volunteer Management).

### **BACKGROUND**

The Shire of Kojonup have many volunteers across a range of differing activities. Volunteers work alongside staff to deliver and enhance a diverse number of services and initiatives offered by the Shire. Many of these services and initiatives would not occur or would not be sustainable in the long term without the support and contribution of volunteers. A Volunteer Management Policy and associated handbook is an important tool to ensure that management of volunteers across the Shire’s business areas are consistent.

The Council adopted a policy titled ‘Volunteer Management’ at its meeting held 16 February 2016. At this time, a Volunteer Management Handbook was produced to “provide information on the Shire’s policies and procedures whilst volunteering at the various areas together with Shire supporting documentation including Volunteer Management Handbook, Employee Manual, Risk Management Plan and Business Continuity Plan.”

This handbook is considerably detailed, formal and bureaucratic and this agenda item is the first review of the handbook.

### **COMMENT**

A considerable review has been completed on the handbook to:

1. Simplify the format;
2. Improve integration with other Council documents, policies and plans; and
3. Improve readability for Shire volunteers.

The result is that the handbook is now twenty-seven (27) pages shorter. This handbook will be reviewed annually and it is considered that next year’s review will focus specifically on the content now that the format has undergone significant simplification.

Attached is a copy of:

1. the existing handbook;
2. the existing handbook showing proposed changes; and
3. the proposed updated handbook.

### **CONSULTATION**

Nil.

**STATUTORY REQUIREMENTS***Occupational Safety and Health Act 1984**Local Government Act 1995***POLICY IMPLICATIONS**

Council Policy 2.3.8 outlines the volunteer management system.

**FINANCIAL IMPLICATIONS**

The use of volunteers within the Shire of Kojonup not only has numerous social and community benefits, but can also assist to minimise wages considerably by providing additional value adding services to the Shire's operations.

**STRATEGIC/CORPORATE IMPLICATIONS**

<b>Community Strategic Plan 2017 – 2027 “Smart Possibilities – Kojonup 2027+”</b>		<b>Corporate Business Plan 2017 – 2021 “Smart Implementation – Kojonup 2021 +”</b>
<b>Key Pillar</b>	<b>Community Outcomes</b>	<b>Corporate Actions</b>
1 – Place	1.2 – Be a happy, healthy, connected and inclusive community.	1.1.3 – Grow The Kodja Place to become an iconic WA attraction.
3 – Performance	3.1 – Be a continually engaged and strategic community which leads and organises throughout the entire stakeholder group.	3.1.3 – Encourage interaction and input to the Shire of Kojonup, particularly through contemporary working party teams.

**RISK MANAGEMENT IMPLICATIONS**

The Volunteer Management Policy and handbook assists the Shire to ensure that volunteers are provided with the information necessary to ensure that they undertake duties in a safe manner and are informed of their rights and obligations.

**ASSET MANAGEMENT PLAN IMPLICATIONS**

There are no asset management implications for this report.

**SOUTHERN LINK VROC (VOLUNTARY REGIONAL ORGANISATION OF COUNCILS) IMPLICATIONS**

Nil.

**VOTING REQUIREMENTS**

Simple Majority

**OFFICER RECOMMENDATION**

**That the amended Volunteer Management Handbook, dated October 2017, as attached be adopted.**

**COUNCIL DECISION**

/17 Moved Cr , seconded Cr

CARRIED/LOST /

**11 WORKS & SERVICES REPORTS**

Nil.

**12 REGULATORY SERVICES REPORTS**

Nil.

**13 EXECUTIVE & GOVERNANCE REPORTS**

Nil.

**14 AGED CARE SERVICES REPORTS**

Nil

**15 COMMUNITY DEVELOPMENT & TOURISM REPORTS**

Nil

**16 COMMITTEES OF COUNCIL****16.1 KODJA PLACE ADVISORY COMMITTEE – TERMS OF REFERENCE REVIEW**

AUTHOR: Rick Mitchell-Collins – Chief Executive Officer  
DATE: Monday, 9 October 2017  
FILE NO: GP.CNM.9  
**ATTACHMENTS: Nil.**

**DECLARATION OF INTEREST**

Nil

**SUMMARY**

To review the Kodja Place Advisory Committee's existing terms of reference given Council endorsed "In Principle" the Kodja Place Precinct Master Plan prepared by Gibson International Limited (GIL) in association with FIT Architects at the Council meeting held 21 March 2017.

*Council Decision 26/17*

*"That Council endorse in principle 'The Kodja Place Master Plan' and develop a Community Consultation Plan and process which could include the following:*

- 1. Seek feedback from Stakeholders and Community as part of the Community Strategic Planning Review regarding;*
  - (a) The recommendations contained within the Master Plan and support for same.*
  - (b) Long Term Financial, Risk and Asset Management, Human Resource implications on Council and ratepayers and consequences of a 'more of the same' approach if the status quo is retained at the Kodja Place.*
  - (c) External funding streams available to realise the design aims.*
  - (d) Community benefits derived from a 'Community Hub' engaging schools, education providers, WA Tourism, WA Museum, Arts & Culture, Youth and Heritage, etc., users*
  - (e) Links with Main Street Development, Sports, Business, Health and Tourism Precincts*
- 2. Align 'The Kodja Place Precinct' with the Great Southern Development Economic Blueprint recognising Kojonup as the "Gateway" to the Great Southern;*
- 3. Branding and marketing Kojonup as a worthwhile destination in its own right;*
- 4. Providing training and career opportunities for our residents, in particular our youth; and*
- 5. Utilising multimedia as an important tool in presenting 'One story, Many voices'."*

**BACKGROUND**

The Kodja Place Advisory Committee is established under Section 5.8 of the *Local Government Act 1995*. Council at its meeting held 22 October 2015 adopted the following terms of reference:

To advise the Council on the following requirements at The Kodja Place Precinct:

- a) Prioritisation of capital works within the Shire of Kojonup budget allocation;
- b) Consider the current purpose and future planning of the Precinct;

- c) The requirements of individual stakeholders within the Precinct;
- d) Improve stakeholder communication;
- e) Identification of opportunities and improvements to current operations; and
- f) Methods to integrate all aspects of the Precinct into one seamless customer experience and a singular attraction.

The Council adopted the Kodja Place Master Plan at its meeting held 21 March 2017 and the following provides the Mission Mandate, Objectives and Recommendations of the Master Plan.

### **THE MISSION OF ‘The Kodja Place’ is**

To tell the stories of Kojonup Shire, and to cultivate the continuing development of its culture and community wellbeing.

### **OUR MANDATE IS**

To collect, preserve and display the oral and visual stories of Kojonup Shire, and provide facilities and services that engage community members and visitors with the historical and contemporary culture of Kojonup.

### **OUR OBJECTIVES ARE**

1. To be sustainable – financially, socially and culturally
2. To be a place of community pride and engagement
3. To nurture our future storytellers and makers

### **THE OUTCOME WILL BE**

A vibrant and thriving community hub that connects people and ideas, encourages participation and allows Kojonup’s cultures to be experienced by a global audience.

**For The Kodja Place to achieve the proposed mission and objectives the following three design aims need to be achieved:**

#### **1. Increase Revenue Opportunities**

- Better leveraging of existing assets is essential. Currently, the highest visitation is to the Black Cockatoo Café and Rose Maze, both of which can be accessed for free, independently of The Kodja Place main entrance. This results in significant lost revenue and visitation opportunities for the Visitor Centre, retail shop, and the Kodj Gallery and StoryPlace exhibition spaces
- The geographical position of Kojonup and underlying quality of the attractions at The Kodja Place provide opportunities to develop visitation and create new product offerings with enhanced facilities that will generate new and increased revenue streams (coach and school tours, meetings and training, etc.)
- Programmed initiatives to increase visitation are essential to revenue and for creating a vibrant precinct for both community and tourist visitation, from school tours to market driven one-off events, e.g. wildflower festival (existing), rose-blooming festival, to farmers’ markets, local art-shows, artists in residence, children’s’ activities, evening films, performances, concerts, etc.

#### **2. Develop a Coherent, Consistent Experience**

- Nine activities are available, but the lack of integration means the current visitor experience is fragmented and confusing. For example, the Kodj Gallery/StoryPlace, the Rose Maze, the Black Cockatoo Café, Yoondi’s Mia Mia, and Jack’s Indigenous Tours are all presented as separate, unrelated



experiences. They need to be made coherent in identity and public perception, as well as community perception

- Visibility of The Kodja Place is poor in every aspect, from the street-presence of the buildings/precinct itself, to visibility in the marketplace. The lack of signage on road approaches to Kojonup extends to the township and precinct, as well as signage within exhibition spaces. What signage there is within the precinct is inconsistent and ad hoc, from A4 printed sheets on stands and doors to the use of a variety of fonts and colours
- Visitor flow within the building and precinct is compromised in numerous areas, with multiple entry points and physical walls between activity areas (e.g. café/retail wall), exacerbating disorientation and disconnection
- Coherence between exhibition display areas is sometimes tenuous, with individual displays and the exhibition environment itself needing enhancement to connect and signify to visitors the interpretive themes and content

### **3. Provide Functional, Flexible Spaces and Supporting Infrastructure**

- There is a need for more and enhanced accommodation and facilities for community and broader programmed activity that will extend The Kodja Place's value to the wider community and increase revenue opportunities
- Equipment and infrastructure is sometimes tired, obsolete or inappropriate
- Environmental issues such as heating, cooling, light spill and outdoor shading are impacting many areas
- There needs to be an appropriate division between the functions of 'back of house' areas, which are currently inappropriately dual purpose, such as the Kojonup Aboriginal Corporation room doubling as a storage area, and the small meeting room doubling as a room for hire and a work space for the curatorial group/gallery co-ordinator and MOSAiC data inputting

These challenges represent an amalgam of the consultants' observations and that of previous commissioned reports and workshop notes. Subsequent design requirements and recommendations of the master plan respond only in part to these design challenges, because some of the identified challenges require programmatic, marketing and management strategies that lie outside the master plan scope and are the responsibility of other work streams.

## **Master Plan Recommendations**

### **1A: DEVELOP MARKETING IMPLEMENTATION PLAN**

- Redevelop The Kodja Place website to reflect the full experience and new product offerings, such as function and event spaces, and the new exhibition content and multimedia.
- Commission professional photography at the completion of The Kodja Place redevelopment for use in marketing material.
- Develop a brand and style guide document so all printed and digital material has continuity across all media platforms and signage.

**ACTION: Elements being progressed by the Manager Community Development & Tourism with external assistance (web site redevelopment) as required.**

### **Considerations & Notes**

*Besides the need to provide a consistent and coherent experience (of which branding and marketing is part), there are interdependencies such as the website and signage that will*

*need to be considered. Therefore, it is pertinent that when branding and marketing work streams are commissioned, they are informed and work in parallel to the appointed visitor experience designers to ensure continuity and integration.*

*Content on the website must be easily updated by staff and volunteers (at low cost), especially current events, promotions and teasers for new exhibition content (see Recommendation 12E).*

## **2A: IMPLEMENT A HIERARCHY OF SIGNAGE**

Tier One: Main Highway/Roads - Identity and High-Level Information

- Out of town approaches to Kojonup and edge of township
- Repeated on each road approach up to three times before arrival to township
- Provide ‘high-level’ messaging – brand, offering, call to action, website address (so passengers can check it out on mobiles and/or look it up for next time they are passing through)
- Potential to change out a section of content to market upcoming events (needs to be cost effective and self-managed)

Tier Two: Township and Precinct Entrance Points – Directional Information

- From all road directions position directional information signage guiding visitors to the precinct (500m on left etc.)
- Large branding signage at critical entrance/turnoff points into precinct

Tier Three: Precinct Way-Finding

- At car park and foot traffic points
- Provide direction for parking for different vehicle types (disabled, coaches, caravan)
- Physically point to main entrance and amenities available
- Use icons as well as text

**ACTION: To be progressed by Community Development & Tourism and Works & Services Divisions in consultation with Council and Community to ensure each Tier links to overall strategy and is appropriately funded.**

### ***Considerations and Notes***

*Continuity of brand and design across all signage (font, colour, contrast).*

*Lighting for night time visibility.*

*Seek permission from WA Main Roads to erect official tourist signage on the road verge.*

## **2B: IMPROVE STREET APPEAL**

- Create a dramatic building facade facing the Albany Highway that increases the profile of the building as a visitor attraction.
- Underscore ‘A Real Australian Story’ brand statement by developing a dramatic garden frontage inspired by the Noongar vision of the local landscape. Use natural materials from Shire of Kojonup, including granite outcrops, native planting and geometric shapes, such as a sloping laterite berm (for further details see Recommendation 11A).
- Light the Albany Highway building frontage, landscaping, entrance and signage (see Recommendation 11G).
- Include a representation of the Three Women (see Recommendation 16A).

**ACTION: Council can prepare new car park layout and design profiles for community consideration during 2017/18 with aim to stage works over next 2 - 3 financial years allowing external funding to be sourced and links with Townscape Improvement Plan**

**for example, Apex Park/RSL Precinct, Benn Parade, Sports Precinct and Main Street. Opportunity exists to use laser cut-outs and lighting in the short term to raise profile of KP. Use of upgraded Banners aligned to various themes in Main Street also a short term option which aligns with actions of recommendation 2A.**

#### *Considerations and Notes*

*Improvements to street appeal to work in conjunction with architectural improvement and lighting schemes detailed in this master plan.*

### **3A: IMPROVE SIGHT LINES**

- Remove the bus stop and reduce the scale of the bus shelter, which is a visual block for sight lines from Apex Park and south along the Albany Highway.
- Position 2nd Tier precinct signage (see signage Recommendation 2A) so it is visible to both pedestrian and vehicle traffic.
- Use Three Women interpretive signage (as detailed in Recommendation 3C & 16A) in Apex Park and Tourist Railway precinct.
- Extend 3rd Tier signage (as detailed in Recommendation 2A) into Apex Park and Tourist Railway precincts so people are informed that there is another visitor attraction close by and vice versa (signage at The Kodja Place should point out the Tourist Railway, Apex Park and distance to township).

**ACTION: Incorporate in Recommendation 2A action as forms part of development planning for signage.**

#### *Considerations and Notes*

Remove bus shelter roof and wall but keep seating.

The Tourist Railway Precinct is situated across a busy state highway. Therefore, encouraging people to cross over to The Kodja Place raises health and safety issues, which must be carefully addressed.

### **3B: VISUALLY AND PHYSICALLY CONNECT THE KODJA PLACE AND APEX PARK PRECINCTS**

- Align pathways between The Kodja Place and Apex Park so they create a strong visual sightline and direct access.
- Install an ‘artwork’ pedestrian crossing across Broomehill Road to connect Apex Park and The Kodja Place precincts.

**ACTION: Incorporate in Recommendation 2B action design profile and layout.**

### **3C: CREATE A PRESENCE AT OTHER TOWN & HISTORICAL SHIRE LOCATIONS**

- Create site specific, professionally designed interpretive signage that utilizes the Three Women’s Stories to tell historical stories that tie into The Kodja Place (see Recommendation 16A for further detail).
- Use a contemporary, repeatable technique that enables text panels to be easily maintained and changed. Consider a more contemporary design than simple flat steel cut-outs as this design approach has been used in a lot of places in WA.

**ACTION: Forms part of Recommendation 1A action Marketing Implementation Plan considerations including further research on symbiotic/interwoven themes that captures Heritage and Cultural significance, branding and marketing attributes.**

**Considerations and Notes**

*Maintain continuity of brand and design elements across all signage. The interpretive stories need to be told in a first-person voice to underscore The Kodja Place visitor experience (see Recommendation 16A).*

**4A: REDEVELOP ENTIRE CAR PARK & LANDSCAPED AREA TO IMPROVE FUNCTIONALITY & TRAFFIC & PEDESTRIAN FLOW**

- Consolidate the vehicle entrance/exit on Broomehill Road to a single entrance/exit located further away from Albany Highway.
- Create a dedicated caravan and mobile-home parking bay located at the northern perimeter between the Rose Maze and Broomehill Road. Use entrance signage to re-direct these vehicles types.
- Link the car parks with a new asphalt road over the drainage channel to afford one way traffic flow.
- Asphalt entire car park and mark angled car parking bays (indicating E-charge and disabled parking).
- Use island traffic controls, signage and painted arrows to direct traffic in one direction.
- Provide pedestrian footpaths from car parking, caravan parking and Apex Park that all lead to a single building entrance.
- Provide marked pedestrian crossings and footpath lighting for night time accessibility (see Recommendation 11G).
- Relocate the TransWA bus stop near the building's front entrance. Provide sheltered seating and tourist information within the building's covered entrance (to meet tourist information accreditation requirements).
- Provide electric car charging points.
- Meet disabled car parking requirements.
- Remove or relocate phone box.
- Existing drainage channel to be covered and landscaped.

**ACTION: Refer Recommendation 2B actions as planned approach and costs required.**

**Considerations and Notes**

*The new bus stop is drop-off/pick up only. Tour buses can also use the space to drop off guests at the entrance and then park at the rear car park on Crescent Road.*

**4B. INTRODUCE LOW-IMPACT, NATURAL BARRIERS & BUILDING SCREENS TO DEFINE THE PRECINCT & GUIDE VISITORS TO A SINGLE ENTRANCE**

- Install an artistically designed gate between the Rose Maze and Café to deter the general public from entering the precinct at this point.
- Fence off service area behind the stage to deter traffic and improve safety. Fit a sliding/hinged gate for ease of access.
- Create a garden service access gate for vehicles between the Rose Maze and the Embankment on the south east side of the maze.
- Create a low level barrier along the top and down the sides of the Embankment between the back of stage and garden service entrances.
- Screen the Café building from the car park to draw attention to the new unified entrance. Integrate hinged doors into screen to allow access to the Cafe's loading dock.
- Remove existing signage promoting free entry to the Rose Maze.

**ACTION: Refer Recommendation 2B actions. Introduce 'gold coin' donation box or similar within Rose Maze rather allowing public to choose if facility is worthy of a donation rather than signage dictating free entry.**

**Considerations and Notes**

*The gate between the Rose Maze and Café remains closed during normal operations but can be used as an alternative entrance into the Cafe/Courtyard when required. It should not be signposted.*

**5A: REDEVELOP THE ENTRANCE INTO A SINGULAR & UNIFIED SPACE**

- Build a prominent building entrance and lobby with a high-quality finish that all visitors enter through, including Cafe patrons.
- Create a lobby space that functions as a welcoming decompression and orientation space, as well as a ticketing and information area serviced from a centralised reception desk.
- Ensure the Lobby provides good sight lines and physical connection to all product offerings, including unimpeded access to toilets near the Cafe.
- Provide static wayfinding signage, as well as information on current events and offerings on a digital information screen so the content can be easily changed and updated.
- Relocate the Kodj display into the new entrance space as a ‘signature’ display that helps to define The Kodja Place.
- Relocate and integrate the Ceremonial Objects display into the new lobby layout.
- Re-purpose the Beyond Marmalade display in the StoryPlace into the lobby experience to highlight the community’s role in the ongoing creation of The Kodj Place.
- Provide a lockable cloakroom for use during school visits, group tours and functions etc. (e.g. school bag storage).
- Place the reception desk in a centralized area to provide the best sight lines for greetings and security (see Recommendation 8 for further detail).
- Include a small conjoined front-of-house office at the reception desk to accommodate staff, enable volunteer support and provide a quiet workspace.
- The design should allow the Lobby to also perform as a secondary function space, either separate from, or in conjunction with, the Function Room and Activity Lounge (see Design Requirement 9).
- Install architectural lighting in the Lobby to create a dramatic and welcoming space that can also be used for evening functions.
- Install a security shutter at entrance to the Kodj Gallery to stop visitors entering the exhibition space after-hours (also see Recommendation 8).

**ACTION: Architectural Plan required to quantify costs allowing Building Better Regions Fund etc., to be prepared and submitted. Councils level of funding/Loan borrowings as well as KP Community Fund Inc. and other fundraising opportunities to be determined.**

**Considerations and Notes**

*The Lobby should be able to accommodate temporary exhibits and displays, such as the annual wildflower festival display.*

*Café patrons will still have free access to Café facilities and toilets.*

*WA Museum conservation requirements for the relocation of the Kodj display need to be incorporated.*

*Visitor Centre accreditation may require that tourist information signage be accommodated in the external environ of the entrance as replacement for the signage at the current bus stop. The external part of the entrance needs to provide shelter and seating for people waiting for the TransWA bus service when the centre is closed.*

**6A: REDEVELOP CAFÉ**

- Create direct access between the Café and new Entrance Lobby by relocating the kitchen.
- Extend the kitchen facilities and capacity to allow for full service.
- Add a servery between the Function Room and Cafe kitchen (see Design Requirement 9C for Function Room detail).
- Create a dry store, chemical store and small office that can all be secured.
- Relocate and integrate cold store into new layout.
- Redevelop the Café interior (due to reoriented kitchen).
- Install a Zincalume balustrade around the existing Café verandah perimeter to stop patrons gaining free access into the Rose Maze and Courtyard area.
- Create booth seating on the verandah deck for ease of service.
- Provide external heating.
- Install a double roller system across the front of the verandah to provide sunshade in summer and acrylic screens to protect diners during colder months and retain heat from heaters.
- Extend verandah roof over a new young children's play area that is visible/accessible from the Café interior and deck.
- Install signage in the Cafe promoting The Kodja Place's other attractions.

**ACTION: New Lessee occupied café mid-September 2017 and need to 'drill down' whether café or café/restaurant should be incorporated in the new entry to KP and existing space becomes the function Centre? Opportunity to extend verandah as well as open up eastern doors to Visitor Centre rather than existing doors can be undertaken now as an interim measure. Noise attenuation of internal toilets next to CDO office also an immediate priority.**

**Considerations and Notes**

*These recommendations (and those addressing Design Requirement 9) mean the toilets will become internal and will require mechanical ventilation.*

*Relocation and possible expansion of kitchen extractors.*

*After-hours guest access to the Cafe (e.g. for dinner or a private function) will be via a gated entrance between the Cafe and Rose Maze (see Recommendation 4B) and a lockable gate near the south-east corner of the Cafe deck.*

*After-hours, the Cafe can be secured from other indoor spaces (e.g. Function Room and Activity Lounge) in which events may be taking place (access to these events will be via the main entrance).*

**7A: REDEVELOP ADMINISTRATION SPACES**

- Relocate all administration functions to the offices in the south-west corner of the building.
- Convert the existing Community Room to office space.
- Retain the office functionality of the current Kojonup Aboriginal Corporation (KAC) office and adjacent office.
- Upgrade the Small Meeting Room (MOSAiC/Curatorial Room) to also function as a computer training room (see Recommendation 9D).
- Convert current Community Room/Visitor Centre storage space into a dedicated meeting/lunch room.

**ACTION: Forms part of Architectural Design considerations regarding layout and functionality as part of Recommendation 5A & 6A**

**Considerations and Notes**

*Office One and Office Two shown on the plan are existing and include the Kojonup Aboriginal Corporation office.*

*The administration spaces need to be remodelled with appropriate furniture, lighting, wall storage, data and power reticulation.*

*Additional soundproofing is required between the men's toilet and Office One.*

*Retain the server room in Office One.*

*Reduce kitchen facilities in current Community Room to a kitchenette for Office Three.*

*Meeting/lunch room requires larger external window for light.*

**7B: CREATE NEW ADMIN, COLLECTION & GENERAL STORAGE SPACE**

- Create a new storage space at the end of the StoryPlace exhibition hall.
- Retain internal access from the StoryPlace to the new storage area, but build double doors with roller door positioned above and then use the StoryPlace side of the double doors as a new display area (see Recommendation 12F).
- Provide external access into the new storage area too.
- Install heavy-duty shelving in the Collections Store.
- Install document storage in the Admin Store.

**ACTION: As per Recommendation 5A action regarding layout and functionality****Considerations and Notes**

*Storage space extension must still allow vehicle access between itself and the adjacent stage area.*

**8A: VISITOR CENTRE AND RETAIL AREA**

- Expand and reconfigure the Visitor Centre and Retail Area.
- Include two-sided reception functionality (welcome and point of sale) with low desk-end for visitor servicing so that all functions can be managed by one staff member when required.
- Allow for display of visitor information brochures and maps as per requirements for visitor centre accreditation.
- Design and install display shelving that has lockable storage in its base.
- Include a lockable stock room that is directly accessible from the Retail Area.
- Promote retail sales by providing a display window facing the entrance.
- Install roll-up security screens so the Visitor Centre and Retail Area can be cordoned off after hours or when a function is on.

**ACTION: Forms part of design elements referred to in actions required for Recommendation 5A****Considerations and Notes**

*The Visitor Centre needs a discreet, compact kitchenette for staff/ volunteer use and provision of 'free coffee for drivers' service as part of accreditation. This facility must be separate to the kitchen facilities in the Community Room.*

*For the provision of information services to visitors, the reception desk needs to have a low desk and chairs at one end to allow maps to be laid out (see Lobby - indicative illustration Page 21).*

*Prevent northern and western sun from damaging retail stock.*

*Sound proofing is needed due to proximity to the Albany Highway and heavy vehicle traffic.*

*The existing stonewalls that are incorporated into the structure of the Visitor Centre and Retail Area have local, cultural and aesthetic significance and must be retained.*

**9A: NEW COMMUNITY ROOM**

Relocate and redevelop the Community Room so that it is at the heart of the precinct.

Provide a separate entrance for after-hours access from the car park (or when a function is being held in the lobby).

**Considerations and Notes**

*The Community Room must have:*

- *Audio-visual capacity (e.g. Digital projector and screen)*
- *Dimmable lighting*
- *Self-contained toilets*
- *Kitchen facilities*
- *General equipment store for folding tables, chairs etc.*

**ACTION: Forms part of design elements referred to in actions required for Recommendation 5A**

**9B: ACTIVITY LOUNGE**

- Create a free-to-access lounge/hang-out area between the Lobby and Café where visitors can rest and wait. Also, local children/teenagers can gather in the Activity Lounge after school and during holidays, yet still be supervised by staff at the reception desk.
- Ensure comfortable, demountable and movable seating for small groups.
- Install Kiosk Touchscreen facilities for visitors and community members to access a selection of The Kodja Place digital story collection (see Recommendation 13A for details).
- Provide community members and visitors with computer access to The Kodja Place MOSAiC collections database (read-only ‘visitor’ version), which can be easily supported by trained staff and volunteers at the reception desk.

**ACTION: Forms part of design elements referred to in actions required for Recommendation 5A**

**Considerations and Notes**

*Contiguous with Entrance and Lobby so a minimal number of reception staff/ volunteers can easily supervise the area.*

*Shares operable/movable, acoustic wall with the Function Room so larger functions can expand into the Activity Lounge.*

*Free access to toilets and the Café.*

*Can be used as a temporary exhibition space too.*

**9C: NEW FUNCTION ROOM**

Create a new purpose-built function space for a range of activities and group sizes, including banquets, bus-tours, movie nights, parties, wedding receptions, exhibitions etc.

Create a general equipment store for folding tables, chairs, staging, exhibition panels etc.

Install an operable/movable wall to allow expansion into the adjacent Activity Lounge.

**ACTION: Forms part of design elements referred to in actions required for Recommendation 5A**

**Considerations and Notes**

*Direct access from the Lobby.*

*Access to the Cafe toilets and Cloakroom*



*Service access to Servery/Kitchen.*

*Flexible lighting arrangements that can accommodate an exhibition and other purposes.*

#### **9D: UPGRADE MOSAIC/CURATORIAL WORKSPACE TO INCLUDE AUDIO-VISUAL & COMPUTER TRAINING FUNCTIONALITY**

- Redevelop the MOSAiC/Curatorial Room to also function as an audio-visual and computer training space, as well as a small meeting room.
- Provide a movable desk and chair system to allow reconfiguration of the room for different functions.
- Install multiple power and data outlets at desktop height for laptops and screens for a minimum of six (6) workstations.
- Install an AV projection screen and ceiling mounted projector for presentations and training workshops.
- Install daylight mitigation.
- Provide permanent access to the MOSAiC digital collection for researchers, students and community members etc.

**ACTION: Upgrade can proceed once Curatorial Committee/Community Fund, KAC, Council etc., access funds to address storage room off back community room. A community focussed project that does not rely on major building redevelopment to occur in order to progress MOSAiC/Curatorial workspaces.**

#### *Considerations and Notes*

*Additional ventilation may be required.*

*Retain the core MOSAiC/Curatorial functionality and workstations.*

#### **10A: MAKER SPACE & MESSY EDUCATION SPACE**

- Redevelop and extend the Stage area to include a Maker Space/ Viewing Room and a room for messy and noisy education activities.
- Include large window openings that make the internal spaces visible and accessible from the Courtyard.
- Provide functionality for wet/messy work with sinks.
- Provide storage for stage and artist equipment and education materials.

**ACTION: Forms part of design elements referred to in actions required for Recommendation 5A and can form part of Stage 1 development plan as a high priority for delivering improved functional space.**

#### *Considerations and Notes*

*Data connectivity and lighting for temporary gallery displays.*

*Ventilation, insulation and power sockets for specialist power tools/ equipment.*

*Movable workbenches and shelving.*

*Operable/movable wall or doors between Maker Space and Messy Education Space.*

#### **10B: STAGE**

- Provide a demountable screen that creates a back drop and conceals the doors into the Messy Education Space when required. The backdrop also creates a space for performers to enter/exit stage.

**ACTION: As per Recommendation 10A action.**

**Considerations and Notes**

*Not using the screen allows you to use the double doors and the Messy Education Space as part of the stage and set.*

**10C: OUTDOOR KITCHEN**

- Provide an Outdoor BBQ/Kitchen area for casual use, events and activities, such as Jack's Indigenous Tours.
- Provide sink for food preparation and cleaning.
- Provide shade for visitors and community members using the Courtyard.
- Use same stone as on the wall of the stage.

**ACTION: As per Recommendation 10A action.**

**Considerations and Notes**

*Stone from partly demolished stage wall, bus shelter and entrance wall could be reused.*

**11A: COURTYARD LANDSCAPING & FUNCTIONALITY**

- The Courtyard should be upgraded to emphasise 'A Real Australian Story' brand statement, with landscaping inspired by the Noongar vision of the local landscape using natural materials from the Shire of Kojonup.
- The Courtyard should reflect/complement the Albany Highway frontage landscaping (see Recommendation 2B) and stand as a counterpoint to the 'European' Rose Maze. Concepts to be incorporated are:
  - ✓ No straight lines
  - ✓ Natural earth colours
  - ✓ Local stone and gravels (laterite and granite)
  - ✓ Native species and bush pockets
  - ✓ Create seating using local rocks to reflect the rock escarpments and outcrops seen across the shire (great for children to climb too).
- Connect the Courtyard to the Rose Maze with a visually strong, formed pathway that represents the railway line that used to run across the site. It also represents the physical change to the local landscape due to European settlement, from the natural landscape of the Courtyard towards the formal Rose Garden with interspersed bush pockets along its route.
- Improve the lighting across the Courtyard and pathways.
- Address drainage issues on grass and areas around the Courtyard.

**ACTION: Can occur once proposed building footprint determined with community assistance as was achieved when constructing the Rose Maze.**

**Considerations and Notes**

*Retain the Three Women's storylines going through the Courtyard.*

**11B: EXTEND VERANDAHS**

- Create a verandah for shelter and shade at the new Lobby/Courtyard entrance.
- Widen the verandah running in front of the Kodj Gallery by approximately 3m to increase its utility and help protect the exterior rammed earth wall at the south end of the gallery.
- Ensure a continuous verandah around the entire internal courtyard frontage (from the Café to the StoryPlace).

**ACTION: Forms part of design elements and works that could proceed referred as listed in Recommendation 6A.**

#### **11C: SIGNAGE**

- Redevelop way-finding and informational signage so it fits new branding and has continuity with all other exterior and interior signage.

**ACTION: Presently being progressed by Community Development & Tourism and Works & Services Divisions via MCD&T**

#### **11D: EMBANKMENT**

- Landscape the Embankment as a rock garden with a ramped zig zag pathway to a viewing platform looking over the Rose Maze.
- Under the platform, design and build a teaching area (see Recommendation 11E).
- Install lighting (see Recommendation 11G).
- The top of the Embankment needs a barrier to stop children running onto the car park and to deter foot access to the precinct from the rear car park on Crescent Road (see Recommendation 4B).

**ACTION: Preliminary designs can be undertaken for this area with input from Rose Maze volunteers, KAC and Senior Horticulturist for consideration and once adopted can proceed via a series of working bees similar to Rose Maze development.**

#### **11E: VIEWING PLATFORM AND OUTDOOR TEACHING AREA**

- Install an iconic viewing platform that is accessible from the top of the Embankment pathway.
- Under the platform, design and build a teaching area with shade, seating and hardstand.

**ACTION: Forms part of design elements referred to in actions required for Recommendation 5A but including considerations emanating from Recommendation 11D actions.**

#### *Considerations and Notes*

*Provide wheelchair access to the platform and ensure wheelchair users on the platform have sight lines to the Rose Maze and surrounds.*

*Address drainage in front of the outdoor teaching area and at the bottom of the Embankment.*

#### **11F: ROSE MAZE**

- Install a new entrance pergola to attract visitor attention and define the entrance.
- Redevelop the central area of the Rose Maze with a new perimeter pergola that will provide additional shade.
- Install a large sculptural focal point visible from the Café, Courtyard and car park.
- Develop the grass area so it can continue to be used for small events (weddings etc.).
- Augment existing interpretive signage for the audio guide (see Recommendation 13C).

**ACTION: Preliminary designs can be undertaken for this area and important any considerations depict theme for KP and links with the Shire of Kojonup.**

#### **11G: EXTERIOR LIGHTING**

- Install a cohesive lighting system for all exterior spaces across the entire precinct (signage, pathways, landscaping, sculptures, building etc.)

**ACTION: Forms part of design elements referred to in actions required for Recommendation 5A****Considerations and Notes**

*Solar energy options should be considered for lighting to reduce operational costs.*

**12A: IMPROVE BUILDING FABRIC OF EXHIBITION SPACES**

- Upgrade thermal insulation to the roof and complete ceiling.
- Add acoustic panels to the ceiling and possibly external walls to mitigate sound noise from new digital and multimedia installations and group gatherings/events.
- Overhaul the clerestory windows so they close properly.
- Consider addition of space-heating for winter months.
- Install discreet security shutters between the Kodj Gallery and StoryPlace entrance so toilets can be used by guests during after-hours events in the Courtyard.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.****Considerations and Notes**

*Security shutters should allow ease of access for staff and volunteers who need to move through the building during after-hours events.*

**12B: MITIGATE DAYLIGHT ISSUES**

- Blackout the clerestory windows to reduce daylight.
- Install a decorative film on glass windows and doors facing the Courtyard to reduce sunlight and create visual interest inside and out (from Café and Courtyard). Consider a design that complements the Australian Garden concept (see Recommendation 11A), the Noongar Storytelling Circle floor painting in the StoryPlace and the gallery being lit at night.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.****12C: REPAINTING**

- The floor graphics will need refurbishment and repainting once the StoryPlace has been remodelled.
- Repaint Noongar Storytelling Circle floor painting with a hard wearing product.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.****12D: RELOCATE, REBUILD, REFRESH & REALIGN DISPLAYS****i. Relocate School Bus**

- Shift the school bus to the north east edge of the verandah to free up interior floor space and create a visual link/attraction to the StoryPlace exhibition from the Courtyard/Rose Maze and Café.
- Enclose the bus with double-glazed external partitions.

- Provide a multi-functional Children’s Activity Area in the vacated school bus display space with movable chairs and low tables for children’s activities and facilitated teaching sessions.
- ii. Relocate Landscapes and Landcare display to coalesce with Farming display**
- Currently a large display area that is better used for a children’s activity area. Also, the existing display is orphaned from the rest of the landscape stories.

*Considerations and Notes*

*Power and data supply chasing across floor.*

- iii. Revision and realign Bush and Fire display so it is more accessible and faces out to visitors (currently too hard to get to)**
- iv. Rebuild and reposition Spring Bar**
- The Spring Bar is a multipurpose display that contains recessed display units for objects and can also be used for informal meetings and small structured events which will need separate lighting to any display lighting.
  - There is a disconnection between the interactive controls on the bar and the ployout of videos across the floor on a large screen. Incorporating a Display Touchscreen (see Recommendation 13A1) with video content at the bar would resolve this.

*Considerations and Notes*

*Power and data supply chasing across floor.*

- v. Relocate Beyond Marmalade display to lobby. (see Recommendation 5)**
- vi. Remodel Office display**
- vii. Dismantle Office display, block off stairs, raise and infill floor to same height as Shearing Shed display and then rebuild office display to connect directly from the Shearing Shed.**

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

*Considerations and Special Notes:*

*Ear tag display may require re-staging.*

**12E: CREATE A TEMPORARY EXHIBIT & PRESENTATION/EVENT AREA**

- Between the StoryPlace windows mount a large (65”+) touchscreen for presentations and temporary exhibitions (see Recommendation 13A).
- Provide a sliding/hinged display screen mounted on a wall-hung track, which will be stacked along the wall when unused.
- Provide mobile exhibit cases on wheels for display of objects.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

*Considerations and Notes*

*The space can also be configured for small events/presentations.*

*The touchscreen will require switchable display inputs to plug in laptops/devices for presentations etc.*

*Display panels will need to be lit (see Recommendation 12I for details).*

*Panels and mobile exhibits can be removed/reduced in scale to fit exhibition content, and stored in display storage when not required.*

*Content for temporary exhibitions and presentations to be promoted on the website.*

#### **12F: INCREASE EXHIBITION DISPLAY AREA**

- Install removable display panels in front of the roller door in the StoryPlace. (See Recommendation 7B).
- Remodel, resize, re-purpose, re-orientate displays to create space for larger content text and new topics and stories.
- Use vertical height of the StoryPlace to increase display areas.
- Create a display space between the Kodj Gallery and Shearing Shed entrance using projections (see Recommendation 13) and highlight the changes from natural landscape to farmland using an animation of historical topographic maps (re-purposed from Farm Office and Beyond Marmalade display). Install this projection opposite a new display (possibly another projection) that highlights the continuation of Noongar culture, customs and beliefs.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

#### **Considerations and Notes**

*The stage set and existing style of the display structures are preferred by the client instead of flat display panels.*

*Consider relocating some bush poles.*

*Power and data supply chasing across floor.*

*Consider relocating Location Map to new display at end of Kodj Gallery.*

#### **12G: IMPROVE COMPREHENSION & LEGIBILITY OF WRITTEN & VISUAL CONTENT**

- Increase text sizes for content across all displays to a minimum of 18pt font.<sup>10</sup>
- Contain text on panelling to a nominal zone of 1300mm-1650mm.
- Use colour and hue to signify different display area themes.
- Use high level text titles and sub-titles to inform visitor of theme and context.
- Remove the large acrylic panels and replace with new techniques to increase image and text legibility.
- Consider using more objects in StoryPlace displays to signify themes.
- Change titles of some display themes to better reflect content (e.g. ‘School Display’ to ‘Country Childhood’).

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

#### **13A: INSTALL TOUCHSCREEN TECHNOLOGY**

- Provide touchscreen experiences to allow visitors to drill down into more stories from the digital collection.
- **Display Touchscreens** – Touchscreens that have stories associated with a particular theme and are installed in the physical display that corresponds to that theme.

- **A Temporary Exhibition Touchscreen** – A large (65”+) touchscreen against the north wall of the StoryPlace with specific content prepared for presentations and temporary exhibitions (see Recommendation 12E).
- **Kiosk Touchscreens** – A consolidated collection of digital stories from Display Touchscreens and the Temporary Exhibition Touchscreen. Kiosk Touchscreens are available in the StoryPlace. They will also be built into bespoke furniture pods in the Activity Lounge (see Recommendation 9B). The latter has a limited amount of content to promote and entice visitors and community members into the StoryPlace and Kodj Gallery.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

#### *Considerations and Notes*

*Unified usability and functionality for all touchscreens (no matter the content) so that visitors need only learn one interface for all displays.<sup>11</sup>*

*Provide a mechanism to update and change content easily across all touchscreens (see Recommendation 14).*

*With the interface design, consider allowing visitors to leave comments, such as leaving a tribute at the Acknowledgment Wall display.*

#### **13B: IMPROVE EXHIBITION LIGHTING**

- Lighting is a critical means to create ambience and mood. Use gobo lighting effects (stencil or template that is placed inside or in front of a light source to create patterns of light) to fill in blank and underutilized spaces and enhance hero objects like the ute.
- Remove wall-mounted lights in the StoryPlace and the wall lights on the rammed earth wall at the south end of the Kodj Gallery to make provision for the projection (see Recommendation 12F)
- Install ceiling-mounted lighting in the StoryPlace to create controllable zones for different functional areas, such as the temporary exhibition zone, children’s activity space or during evening courtyard events.
- Upgrade and improve display case lighting for objects and graphics.
- Install a DALI (Digital Addressable Lighting Interface) or similar digital lighting control system (see Recommendation 15).

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

#### **13C: AUDIO GUIDE<sup>12</sup>**

- To enhance oral storytelling and the number and variety of voices, provide an audio guide that individual visitors can use across all interpretive areas (Rose Maze, Kodj Gallery and StoryPlace).

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

#### *Considerations and Notes*

*Ensure the audio guide system provides a client-side Content Management System to allow staff and volunteers the ability to change and update audio content.*

*We do not recommend commissioning a bespoke mobile app because the costs of creating and maintaining a version that works for all mobile phones will be expensive. If a bring your own device (BYOD) policy is adopted for an audio guide then using an established platform as a software as a service (SaaS) model should be considered.*

*However, be aware that it can be difficult to convince visitors to download an app onto their own device to participate in museum experiences. Providing audio guide hardware, such as an audio guide pen, can reduce the barrier to participation.*

*Install security reader and alarm at the entrance and/or take a cash bond or driver's license to ensure people return their audio guide hardware.*

### **13D: USE PROJECTION**

- Consider projecting quotes, images and animations onto exhibition surfaces to create movement and variety of scale for content displays.
- Provide a mechanism to update and change projection content easily (see Recommendation 14).
- Places to consider for projections:
  - Segue between the Kodj Gallery and Shearing Shed entrance (see Recommendation 12F)
  - Internal Workshop wall (corrugated wall to left of Ute)
  - High southern wall space above MOSAiC/Curatorial Room
  - Ceiling
  - Reserve House interior
  - Up high across the exterior of the Shearing Shed
  - Noongar Storytelling Circle with fire effects onto the fire sculpture above
- Consider installing an interactive game-type experience for children in the children's activity area. Using projection allows the area to change quickly to other functional requirements (see Recommendation 12D)

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

### **Considerations and Notes**

*Reserve House east window could have a screen placed behind it instead to show a view from within the Reserve.*

*Projection must be used judiciously. Maintaining 'white space' to prevent information and visual overload is still important.*

### **13E: Broadcast and reactive audio zones**

- Create broadcast audio zones that are triggered by visitors entering a space. For example, down the long ramp from the Workshop/Shearing Shed and when walking under the Noongar storytelling circle (so people look up at fire sculpture above), or oral histories that you can hear are triggered when you sit down on the bed in the Reserve House.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**



**13F: CONNECT DIGITAL COLLECTION TO EXHIBITION & COMMUNITY FACILITIES**

- Install a Kiosk Touchscreen in the front-of-house Activity Lounge (see Recommendation 9B) to allow browsing of a selection of digital stories (see Recommendation 14 for further detail). Kiosk Touchscreens are also used in the StoryPlace but with extended content available (see Recommendation 13A).
- Provide continuing and increased access for researchers, students, Noongar and other community members (with training opportunities) to the Collections MOSAiC database in the MOSAiC/Curatorial Room (“read only” version).
- Update and purchase additional audio video equipment for the collection of community stories.

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

**13G: INSTALL A UNIFIED MEDIA PLAYER SYSTEM**

- Install a networked BrightSign media player system for all multimedia systems - projectors, audio speakers and touch screens. <https://www.brightSign.biz/digital-signage-products>
- These media players are very robust and cost effective and are used in museums and media displays across the world. They are easily sourced and replaced, and simple to operate.
- Additionally, they support touchscreen interactivity using HTML5 which allows a simplified content delivery platform (see Recommendation 14).

**ACTION: Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

***Considerations and Notes***

*The Workshop display interactives should be upgraded with this technology too so they can be centrally controlled (see Design Requirement 15).*

**14A: A NETWORKED WEB SERVICE**

- Use an externally provided secure web service (available only in The Kodja Place) for hosting all story content media that is to be displayed on digital and multimedia devices (see Recommendation 13).
- Network all digital and multimedia devices in The Kodja Place that deliver story and media content so they can access the web host via the ultra-broadband service.

**ACTION: MCD&T to progress in liaison with key stakeholders**

***Considerations and Notes***

*With limited locally-based IT and audio-visual support, an external web hosting service is the best way to keep a secure web-server maintained and up to date cost effectively.*

*This recommendation depends on a reliable connection to the Internet via the new NBN fixed line network which will be more than suitable.*

**14B: TEMPLATE CONTENT APPROACH13**

- Content on all digital and multimedia devices will be created and managed by means of fixed templates developed for each content type and digital or multimedia device (touchscreen, projector, audio player).
- Templates are interactive pages empty of content but populated by containers for pictures, text, video and audio, complete with controls to navigate and view.
- Curators use the templates to create new stories by copying the appropriate templates and filling them with content which they then publish to the target device in the order they want them displayed.
- The templates and the content/media that populates them are housed on a web based Content Management System. We recommend using a fully featured CMS platform such as SilverStripe or Wagtail.

**ACTION: MCD&T to progress in liaison with key stakeholders*****Considerations and Notes***

*It may seem unusual to manage a projector or audio source by means of a web interface, but the advantages are clear. One place to manage everything means less to learn, and less to forget. It also taps into web-based skills that many people are acquiring.*

*This recommendation does not apply to the use of MOSAiC or the Audio Guides, which are separate content systems.*

**15A: CREATE A WEB-BASED SHOW CONTROL SYSTEM**

- Create a single show control interface managed through a secure web page.
- Can be accessed from a desktop or portable device by authorised staff or volunteers.
- Controls all AV equipment and lighting.
- Design a primary interface with a set of pre-programmed scenes that change lighting, and audio-visual settings and states with one button.
- Design a secondary interface to give granular control over individual devices and lights.
- Install a computer in the existing server room for master show control and systems monitoring.

**ACTION: MCD&T to progress in liaison with key stakeholders*****Considerations and Notes***

*All controllable audio-visual devices need to be networked.*

*Lighting needs Digital Addressable Lighting Interface DALI (or similar digital lighting control system).*

*Provide manual override DALI switches in the exhibition space for basic scenes/functions (cleaning, exhibition on/off).*

**16A: EXPAND THREE WOMEN'S NARRATIVE**

- Use the Three Women concept as a binding visual for interpretive signage at historical sites across the shire (see Recommendation 3A).
- Use the Three Women storytelling framework (of first person voice) to tell the stories on the interpretive signage at these historical sites.
- Consider using the Three Women's narrative concept for the Rose Maze Sculpture (see Recommendation 11F).
- Consider creating a Three Women's presence at the main Kodja Place entrance exterior, perhaps at the site of the existing information bay/ bus shelter, which will be relocated (see Recommendation 3A).

- Clarify and highlight the Three Women’s storylines from the Kodj Gallery to the Rose Maze.

**ACTION: MCD&T to progress in liaison with key stakeholders. Upgrade can proceed once Curatorial Committee, Community Fund, KAC and Council etc., access funds to address Master Plan and Curatorial Audit suggestions/recommendations.**

A number of actions can be progressed “In House;” whereas others require specialised input from Architects, Quantity Surveyors, Engineers, IT/Multi Media professionals aligned to external funding opportunities in order to progress. Possession of the KP Master Plan effectively fulfils the 2015 Advisory Committee Terms of Reference.

Emphasis should now be placed on the Community, KAC and KP Community Fund Inc. focussing its efforts on the Story Place and Gallery to address and achieve Recommendations 12A – 16A above as the building footprint of the Story Place and Gallery is generally unchanged in the Master Plan other than converting the community room into office space and extending storage capacity.

The Curatorial aspects have and should continue to be undertaken by an appointed Curator such as Margaret Robertson who can coordinate volunteers and liaise with the Community Fund Inc. KAC and Council to develop a prioritised projects/actions plan that can be supported by accessing external funds as a reliance on rates is not realistic.

Similarly works on the Rose Maze can be coordinated by Cathy Wright and volunteers via Marina Murray (Senior Horticulturist) and Craig McVee (Manager Works & Services) to ensure Council complies with works program, Occupational Health & Safety, Workplace Safety requirements.

### **CONSULTATION**

A number of combined KPAC and Shire meetings have taken place in relation to Gibson’s master planning process, namely:

- Visioning workshop with Gibson International (9 August)
- Wrap-up session with Gibson (11 August)
- Discussion of Gibson’s draft Reverse Brief (6 September)
- Gibson’s presentation of options (21 September)
- Follow-up Gibson presentation (22 September)
- Follow-up Gibson liaison (2 December)
- Follow-up Gibson liaison (20 December)
- Endorsement “In Principle’ of the Master Plan – Council Meeting 21 March 2017
- Council Briefing Session 4 October 2017

### **STATUTORY REQUIREMENTS**

*Associations Incorporation Act 1987*

*Local Government Act 1995*

*Occupational Safety and Health Act 1984*

*Building Code of Australia Building Regulations 2012*

*Food Act 2008*

*Disability Discrimination Act 1992*

*Commercial Tenancy (Retail Shops) Agreements Act 1985*

## POLICY IMPLICATIONS

The objectives of The Kodja Place precinct, as defined by The Kodja Place Master Plan (p.5), are:

1. To be sustainable – financially, socially and culturally
2. To be a place of community pride and engagement
3. To nurture our future storytellers and makers

Policy 1.2 – Community Funding Program (Capital & Operating) which aims to provide a framework for the provision of funding which meets Council’s Strategic objectives in facilitating community development initiatives.

Policy 3.16 – Community Consultation Charter which aims to reflect Council’s commitment to open and effective consultation with the community in the process of making important decisions about the wellbeing of the community.

## FINANCIAL IMPLICATIONS

The Shire of Kojonup as owner of the precinct must ensure that ratepayer funds and external income via grants is correctly recorded and acquitted. If a project is subject to external funding, Council’s allocation will only commence upon the external funds being received or the Grant Agreement executed by all parties. There have been recent occasions where Council’s allocation for MOSAiC has been spent on the premise that external funds will be sourced which has not eventuated.

On other occasions such as the Kodj Stone Axe display and Six Season seat, Council has incurred additional costs due to change in project scope or contractors incurring additional time to answer queries or provide comment. When a budget allocation is made it is based on known costs and any variation above the budget allocation requires council approval as other projects have to be amended, deferred or cancelled.

There also needs to be improved controls when a volunteer becomes a contractor and the responsibility/conditions attached to using Council equipment such as camera, video, sound recording equipment and the storage of same.

## STRATEGIC/CORPORATE IMPLICATIONS

<b>Community Strategic Plan 2017 – 2027 “Smart Possibilities – Kojonup 2027+”</b>		<b>Corporate Business Plan 2017 – 2021 “Smart Implementation – Kojonup 2021 +”</b>
<b>Key Pillar</b>	<b>Community Outcomes</b>	<b>Corporate Actions</b>
1 – Place	1.1 – Have maximised our ‘One Community’ program through specific events, celebration of built form and enhancement of our environment.	1.1.2 – Celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups. 1.1.3 – Grow the Kodja Place to become an iconic WA attraction.
	1.4 – Be enjoying a Main Street which is an inviting meeting place where we celebrate our history and heritage in a modern way.	Nil.

2 – Connected	2.1 – Be growing our state-wide and local tourism and shopping capabilities through regional alliances.	2.1.1 – Build partnerships with WA recreation, business and tourism. 2.1.5 – Foster a strong relationship with Kojonup’s Aboriginal community to further recognise and grow the recognition of Aboriginal culture and leadership in the Shire.
3 – Performance	3.2 – Be exceptional in two-way communication within our community and market our brand outside of our community.	3.2.3 – Develop and implement a formal media and two-way communication strategy. 3.2.6 – Define and grow our brand and continually promote and activate the diverse features of Kojonup.
	3.3 – Use a Building Assessment Framework and control our investment in building maintenance.	3.3.1 – Implement an asset rationalisation process based on the Building Assessment Framework. 3.3.3 – Develop a Capital Assessment Framework for all new asset decisions
5 – Digital	5.1 – Be fuelling our analytical knowledge to support business growth, operational excellence and farming productivity.	Nil.
	5.4 – Have used technology to become a smart, safe, collaborative and informed region.	5.4.2 – Set up Kojonup so industry can increase productivity, better connect to the global market place or work remotely, through enhanced technology provisions.

### **RISK MANAGEMENT IMPLICATIONS**

Progressing Governance and Compliance requirements to ensure activities/events/displays/functions/marketing and promotion meet regulatory, policy and reporting requirements. There needs to be a clearer understanding of the distinction between volunteers and contractors and channels of communication and authorisation with Council and Staff. Good intentions must be formally recorded to reduce ambiguity.

### **ASSET MANAGEMENT IMPLICATIONS**

Whole of Life considerations, Integrated planning, Structural Integrity, “Fit for Purpose”, Insurance and Public Liability considerations, Business continuity and rates impact aligned with Master Plan and Business Plan.

Section 12 of the Shire’s Asset Management Plan provides information regarding buildings and associated structures and acknowledges that *‘renewal has regard to the ability to service current demands and be fit for purpose, with a significant component of renewal due to changing needs, expectations and regulations that can often render buildings obsolete and bring forward replacement discussions.’*

### **SOUTHERN LINK VROC IMPLICATIONS**

Regional Economic Development Goal – Stimulate economic growth and business opportunity. Strategy – S1: Support the implementation of wider regional initiatives.

**VOTING REQUIREMENTS**

Absolute Majority

**OFFICER RECOMMENDATION**

That the Kodja Place Advisory Committee be replaced by a Storyplace/Gallery Work Group whose Membership, Terms of Reference and Meeting Schedule are as follows:

**MEMBERSHIP**

Shire President	(Presiding Member)
Deputy Shire President	(Proxy for Shire President)
Ms Zahra Shirazee	Manager Community Development & Tourism (MCDT)
Mr Rick Mitchell-Collins	CEO (Proxy for MCDT)
Mr Craig McVee	Kojonup Aboriginal Corporation
Mrs Barbara Hobbs	Kojonup Historical Society
Mr Alan Egerton-Warburton	Kodja Place Community Fund Inc. - Chairman
Mrs Wendy Thorn	Kodja Place Community Fund Inc. - Vice Chair (Proxy for Chairman)
Mrs Margaret Robertson	Kodj Gallery/Storyplace Coordinator
Miss Cassandra Fletcher	Visitor Services Officer (Admin support)

**TERMS OF REFERENCE**

To advise and assist the Chief Executive Officer to implement aspects of the adopted Kodja Place Master Plan and adopted Curatorial Audit recommendations prepared by Dr Sue Graham-Taylor as they relate specifically to the Storyplace/Gallery at The Kodja Place by:

- Planning projects;
- Capturing the stories of our residents; and
- Identifying resources (plant, equipment, human) and funding required to enhance the curatorial/multi-media and MOSAiC aspects of the Storyplace/Gallery

**MEETING SCHEDULE**

Meetings to be held at least quarterly unless otherwise required. Meetings to occur in the Community Room at The Kodja Place from 7:00pm on the following dates proposed for 2018:

- 8 February
- 10 May
- 9 August
- 8 November

**COUNCIL DECISION**

/17 Moved Cr , seconded Cr

CARRIED/LOST BY ABSOLUTE MAJORITY /

**17 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil

**18 NEW BUSINESS**

Nil

**19 CONFIDENTIAL REPORTS**

Nil.

**20 NEXT MEETING**

The next ordinary meeting of Council is scheduled for 21 November 2017. One current Councillor and one candidate to be sworn in as a Councillor are both going to be absent. Given the need to elect a Shire President at this meeting as well as other duties, it is proposed that the November meeting take place one week prior on 14 November 2017 so that all current Councillors and those to be sworn in are able to attend.

**OFFICER RECOMMENDATION**

**That Council's Ordinary Meeting for November 2017 be held on Tuesday, 14 November 2017 at 3:00pm in the Council Chambers and that appropriate public notice be given as per the *Local Government Act 1995*.**

**COUNCIL DECISION**

/17 Moved Cr , seconded Cr

CARRIED/LOST /

**21 CLOSURE**

There being no further business to discuss, the President thanked the members for their attendance and declared the meeting closed at pm.

**22 ATTACHMENTS (SEPARATE)**

- Item 10.1 Monthly Statement of Financial Activity
- Item 10.2 Monthly Payment Listing 01/09/2017 – 30/09/2017
- Item 10.4
  - 10.4.1 – Volunteer Handbook 2015
  - 10.4.2 – Volunteer Handbook 2015 with Proposed Changes
  - 10.4.3 – Volunteer Handbook – October 2017