



Shire of **Ngaanyatjaraku**
ON A JOURNEY

ATTACHMENTS

**Ordinary Council Meeting
30 October 2024**

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Attachment 10.1 - Investment Register September 2024

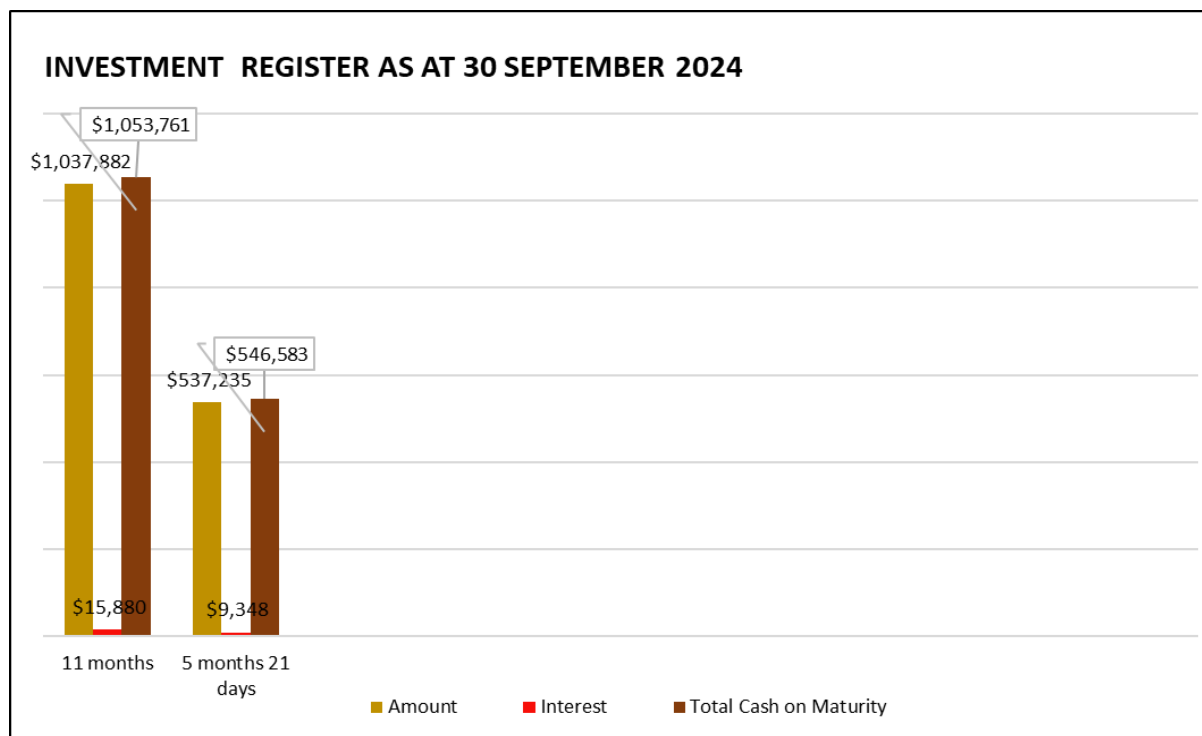
SHIRE OF NGAANYATJARRAKU

CASH POSITION AS AT 30 SEPTEMBER 2024

INVESTMENTS									
Amount	AC	Type	Term	Credit Rating S&P	Institution	Interest Rate	Maturity Date	Interest	Total Cash on Maturity
\$ 1,037,881.79	032108-409680	Reserve	11 months	AA-	Westpac Bank	3.65%	21-Oct-24	\$ 15,879.59	\$ 1,053,761.38
\$ 537,234.91	035102-810004	Mixed	5 months 21 days	AA-	Westpac Bank	3.65%	30-Nov-24	\$ 9,347.89	\$ 546,582.80
\$ 1,575,116.70								\$ 25,227.48	\$ 1,600,344.18

CASH AT BANK		
Account Name	Amount	Interest
WESTPAC BUSINESS ONE ACCOUNT (MUNICIPAL FUNDS)	\$89,170.19	0% interest
WESTPAC BUSINESS PREMIUM CASH ACCOUNT (MUNICIPAL FUNDS)	\$5,265,699.75	2.95 % interest >\$999,999, 0.01% <\$999,999
WESTPAC COMMUNITY SOLUTIONS (RESERVE FUNDS)	\$5,095,749.46	0% interest
Total Cash at Bank	\$ 10,450,619.40	

TOTAL CASH & INVESTMENTS	\$ 12,025,736.10
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Attachment 10.2 – Schedule of Payments Made by Employees via Purchasing Cards – 28 August 2024 to 29 September 2024

**Shire of
Ngaanyatjarraku
Payments by Employees via Purchasing Cards
28 August 2024 to 29 September 2024
Credit Cards**

Date	Description	Value	Card Id
28-Aug-24	Qantas (For training to be reimbursed by DOT)	\$569.24	OM20241014-01
30-Aug-24	Qantas	\$501.23	OM20241014-02
1-Sep-24	Taxi	\$16.90	OM20241014-03
1-Sep-24	Fuel	\$123.01	OM20241014-04
2-Sep-24	Taxi	\$35.18	OM20241014-05
1-Sep-24	Taxi	\$23.84	OM20241014-06
2-Sep-24	Taxi	\$142.42	OM20241014-07
6-Sep-24	Qantas	\$351.68	OM20241014-08
9-Sep-24	National Crime Check (For training to be reimbursed by DOT)	\$59.78	OM20241014-09
9-Sep-24	Qantas (For training to be reimbursed by DOT)	\$353.59	OM20241014-10
9-Sep-24	Qantas	\$351.68	OM20241014-11
15-Sep-24	Taxi (For training to be reimbursed by DOT)	\$142.42	OM20241014-12
15-Sep-24	Taxi (For training to be reimbursed by DOT)	\$65.21	OM20241014-13
15-Sep-24	Meals (For training to be reimbursed by DOT)	\$30.20	OM20241014-14
16-Sep-24	Coles (For training to be reimbursed by DOT)	\$50.64	OM20241014-15
16-Sep-24	Meals (For training to be reimbursed by DOT)	\$21.50	OM20241014-16
16-Sep-24	Meals (For training to be reimbursed by DOT)	\$41.00	OM20241014-17
17-Sep-24	Meals (For training to be reimbursed by DOT)	\$53.00	OM20241014-18
18-Sep-24	Meals (For training to be reimbursed by DOT)	\$41.00	OM20241014-19
19-Sep-24	Meals (For training to be reimbursed by DOT)	\$42.00	OM20241014-20
20-Sep-24	Taxi (For training to be reimbursed by DOT)	\$54.50	OM20241014-21
20-Sep-24	Taxi	\$36.12	OM20241014-22
20-Sep-24	Meals (For training to be reimbursed by DOT)	\$47.30	OM20241014-23

21-Sep-24	Coyles Mower & Chainsaw	\$12.00	OM20241014-24
21-Sep-24	Coyles Mower & Chainsaw	\$143.00	OM20241014-25
21-Sep-24	Taxi	\$23.01	OM20241014-26
21-Sep-24	Fuel	\$76.22	OM20241014-27
21-Sep-24	Fuel	\$84.75	OM20241014-28
21-Sep-24	Golden City Motors - vehicle service & windscreen replacement	\$1,155.00	OM20241014-29
29-Sep-24	Westpac - credit card fee	\$10.00	OM20241014-30
28-Aug-24	Westpac - OM credit card topup	-\$1,837.94	OM20241014-31
16-Sep-24	Westpac - OM credit card topup	-\$2,000.00	OM20241014-32
18-Sep-24	Westpac - OM credit card topup by direct transfer	-\$819.48	OM20241014-33
30-Aug-24	Taxi	\$25.74	CEO20241014-01
30-Aug-24	Longreach Motor Inn	\$293.25	CEO20241014-02
1-Sep-24	North Gregory Hotel	\$125.00	CEO20241014-03
4-Sep-24	Taxi	\$23.83	CEO20241014-04
6-Sep-24	Phone accessories	\$80.82	CEO20241014-05
5-Sep-24	IPWEA Professional membership	\$184.22	CEO20241014-06
5-Sep-24	IPWEA Asset Management session DM	\$75.00	CEO20241014-07
5-Sep-24	IPWEA Asset Management session JK	\$75.00	CEO20241014-08
10-Sep-24	Qantas	\$748.03	CEO20241014-09
11-Sep-24	Qantas	\$576.29	CEO20241014-10
11-Sep-24	Qantas	\$576.29	CEO20241014-11
12-Sep-24	Qantas	\$351.68	CEO20241014-12
16-Sep-24	Virgin	\$353.42	CEO20241014-13
17-Sep-24	Starlink Shire office internet	\$374.00	CEO20241014-14
17-Sep-24	Qantas	\$647.06	CEO20241014-15
20-Sep-24	Uber	\$11.26	CEO20241014-16
20-Sep-24	Uber	\$16.85	CEO20241014-17
20-Sep-24	Uber	\$24.38	CEO20241014-18
20-Sep-24	Uber	\$14.99	CEO20241014-19
20-Sep-24	Uber	\$17.42	CEO20241014-20
22-Sep-24	Starlink Staff house & Shire Landcruiser Mobile subscriptions	\$313.00	CEO20241014-21
23-Sep-24	Adelaide Airport Motel	\$173.00	CEO20241014-22
23-Sep-24	Fuel	\$250.84	CEO20241014-23
25-Sep-24	Qantas	\$501.23	CEO20241014-24
25-Sep-24	Qantas	\$444.86	CEO20241014-25
29-Sep-24	Westpac - credit card fee	\$10.00	CEO20241014-26
Total		\$6,287.46	

Summary Check	OM expenses	\$4,657.42
	CEO expenses	\$6,287.46
	Credit card topups	-\$4,657.42
		<u>\$6,287.46</u>

Attachment 10.4 Outback Way Action Plan 2024

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Outback Way Action Plan – 2024



From across the Outback Way we acknowledge the Koa People, Pitta Pitta People, Kalkadoon People, Yulluna People, Yalarrnga People, Bularnu Waluwarra Wangkayaju People, Wangkamahdla People, Arrernte Nation, Anangu People, Yarnangu People, Wangkatja People as traditional custodians and recognise any other people or families with connection to the lands The Outback Way traverses.

Version 1.2, release date: October 15, 2024

This first draft of the Outback Way Action Plan was developed by the Outback Highway Development Council (OHDC)¹ with contributions from interviews and participants at the Outback Way Forum 2024 held in Canberra in June/July 2024.

- Dignitaries in attendance included:
 - Senator Carol Brown
 - Senator Susan McDonald
 - Mr Rick Wilson MP
 - Shire President & OHDC Chair, Cr Pat Hill, Laverton
 - Mayor Rick Britton, Boulia
 - Deputy Mayor Cr Jack Neilson
 - Mayor Cathy White, Winton
 - Deputy Mayor Cr Tina Elliott
 - Ngaanyatjaraku Council Shire President Damian McLean
 - Councilor Rex Weldon, Laverton
 - Lachlan Millar MP
- Participating attendees, organisations and those involved in developing this action plan are included in the Appendix, 3. *Contributors to the Action Plan*.

To receive updates on or contribute to the action plan, or to participate in upcoming activities, please contact OHDC General Manager: gm@outbackway.org.au

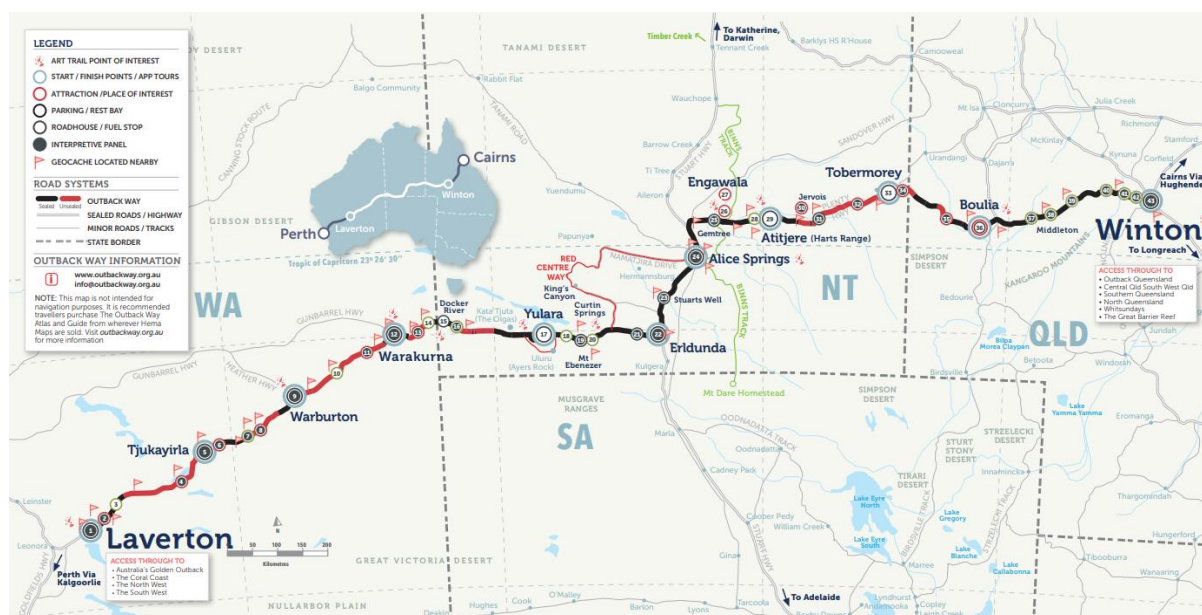
¹ The OHDC comprises the following councils: Shire of Laverton, Shire of Ngaanyatjaraku, Alice Springs Town Council, Boulia Shire Council, Winton Shire Council

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Summary

Championed for more than 20 years by the Outback Highway Development Council (a committed group of local governments) the sealing of the Outback Way has to date secured \$1.2B allocated in funding by the Commonwealth Government with contributions from states and territories. It is anticipated to be completed in 2032. With the sealing underway, there is a continued need to advocate for and coordinate its delivery, and to address the ongoing maintenance requirements of a federal highway. The initiative is also entering a new critical stage where the focus must broaden from road construction, to a range of other requirements that need to be addressed in order to deliver the many benefits the highway offers to regional and remote communities, First Nations, businesses, industry and the nation.



Outback Way Forum 2024

To develop a perspective on this scope of work and requirements, the Outback Highway Development Council committed to an intensive period of stakeholder engagement that culminated in a major collaborative Forum in Canberra, on the 30th of June and 1st of July, 2024. The Forum was well attended, with representatives from government, businesses, First Nations, industry and community. It yielded a large amount of insight and detail regarding the work needing to be done, including infrastructure and planning for rest stops and refuelling, mobility, enhanced communications and connectivity, safety and emergency response, heavy vehicle and commercial needs, as well as considerations and opportunities for community, First Nations and industry.

Outback Way Action Plan

This document presents the contributions from OHDC councils, forum participants and others engaged, along with further refinement by the OHDC team. It is presented as an Action Plan comprising the following Action Areas:

- A. Road Design & Regional Planning
- B. Communications, Connectivity & Energy
- C. Safety & Emergency Response
- D. Food & Water Security
- E. Community & First Nations Participation
- F. Tourism & Regional Economic Growth

Each Action Area forms a scope of interrelated planning and design work, along with a number of Priority Actions.

2032 Brisbane Olympics

The 2032 Olympics represent an enormous opportunity (and risk) for the Outback Way and nation. Poor tourism and traveller experiences could negatively impact Australia's international tourism reputation if adequate services are not in place *before* the Olympics. On the other hand, with effective coordination and delivery of key Priority Actions, the 2032 Olympics could significantly boost the economy and opportunities of the Outback and the nation by attracting many more international visitors over coming years.

Next Steps

1. **Broader and deeper stakeholder engagement** with departments, agencies, organisations, industries and individuals, extending to those not yet involved or under-represented to date
2. **Development of an Outback Way Blueprint** to support the Action Plan and coordination on government, technical, community and commercial requirements
3. **Consideration and advice from government** (esp Federal and state) on issues and tasks that are outside the authority the OHDC's member councils

The Outback Way: Much More than a Road

The Outback Way is much more than a road construction project; it is a nation-building initiative that will transform regional and remote communities and economies, improving Australia's productivity and competitiveness. The sealing of the Outback Way will address many significant challenges the people of the Outback face, across all dimensions of society. It will also open up the Outback as an international destination to the nation and world, showcasing its people, culture, art and environment, and creating many new opportunities for regional growth and development.

While completing the sealing of the highway (and plans for its maintenance) needs continued advocacy and coordination, the Outback Way is also entering a new phase of its delivery. It is transitioning from a capital works project into something that is more complex and involving more stakeholders, to identify and deliver what will be needed in addition to the sealing of the highway to deliver its benefits. The work undertaken in this next phase will ultimately determine what benefits will be delivered at both national and local levels, and how quickly.

Benefits from the Outback Way

A broad range of benefits will result from the construction and activation of the Outback Way.



The following summarises key, high level benefits the Outback Way will deliver, with a more complete and detailed list in the Appendix. These benefits have been compiled from insights gained throughout the course of the OHDC's activities, with considerable development as part

of the recent Outback Way Forum 2024, which was focused on how these benefits will be delivered.

1. **Strengthening supply chain resilience** creating large scale cost efficiencies and opportunities for defence, industry, freight, transport and businesses through opening the central east-west route.
2. **Tourism opportunities and celebration of our environment, culture, heritage and art**, connecting the west and east coasts of Australia through Alice and Uluru providing a significant international tourism experience, celebrating First Nations culture and the natural environment
3. **Opportunities and closing the gap for First Nations people**, through participation and enabling self-determination is critical to the success of the Outback Way
4. **Mobility and connectivity for remote and rural communities** experiencing significant isolation from one another, the nation and the world and improving access to services
5. **Road and community safety** is the foundation to deliver the best experience for visitors and locals
6. **Regional growth, investment and employment opportunities** through securing new investment, business opportunities and training for a skilled workforce
7. **Improving livability in towns and communities** through population growth in regional and remote communities and developing opportunities
8. **Improved cost of living** through transport efficiency and availability of products and produce for regional and remote communities
9. **Equity in the standard of living** and access to broader and improved range of goods and services for regional and remote communities

For a detailed list of benefits, see the Appendix p 62.

The Outback Way Forum 2024

“The road will make a ripple and a ripple will make a wave” – forum participant

A forum was held in June/July 2024 to identify short and medium term needs and opportunities, over and above the sealing of the road, that will be required to be addressed in order to deliver the highway's benefits. Informed by broad-based stakeholder engagement in the lead up to the Forum, the goal was to provide the right people with the right information to deeply engage and identify these key requirements.

Over the course of two days, representatives from impacted communities, First Nations, business, industry and government participated in a range of collegial panels, forum discussions and workshop activities. Open and frank dialogue was encouraged to keep the reality of living in the Outback front of mind, as a large amount of practical and specific ideas, issues and needs for a usable, safe and valuable Outback Way were developed.

Key reflections from participants include:

1. Considerable excitement regarding the opportunities the Outback Way presents
2. Recognition that some of the most important work on the Outback Way hasn't started yet
3. Sequencing will be critical; key services need to be in place ahead of the completion of road construction
4. A triple helix approach is required: government, industry and community
5. Many important voices, perspectives and skill-sets were missing from the room
6. First Nations engagement and story-telling is vital if the Highway's to create a lasting legacy
7. The road is only one part of the regional ecosystem: systems and structures will be important as will engagement, collaboration, a spirit of partnership
8. Adaptive governance will be critical to manage the transition from road construction to benefits realisation
9. There is a need to build on and extend the Outback Way narrative, telling stories that excite, inspire and challenge preconceptions while galvanising stakeholders

Improving Livability in the Outback

A focus for participants was sharing their experiences of what it means to live in the Outback now, *without* an Outback Way, and how challenging this makes most aspects of life. Many of these challenges stem from the very high cost of transporting goods and services on unsealed roads and the knock-on effects this creates. This needs to be addressed to improve equity with those living in the city.

These include but are not limited to²:

1. Extremely high prices for goods, services and groceries
2. Food insecurity and lack of fresh food and produce
3. Unavailability of home and building materials
4. Difficulty in accessing health care, education and other services
5. Unavailability of workforce for all types of construction, education, services and business
6. Inability to attract investment, due to the high costs of doing business and the inability to turn a profit
7. Inability to attract tourism and businesses that support it
8. Dangerous driving conditions and lack of emergency response support when things go wrong
9. Significant difficulty in responding to remote accidents and emergencies including extreme weather events
10. Isolation, loneliness and disconnection from Australia's wider culture and opportunities

The lack of a sealed and maintained corridor connecting Australia's east and west through its centre, is having a devastating socio-economic impact on the Outback, creating negative feedback loops that further entrench regional and remote disadvantage and increasing disparity with people living in the capital cities. This is because our modern day economy is reliant on basic transportation infrastructure. If a basic level of transportation is not available (e.g. a sealed and serviced road), then there is no foundation for participation in the national economy - the infrastructure, services, businesses and industries that create the standard of living most Australians take for granted, cannot be delivered. When this happens, the affected regions are increasingly challenged and left ever further behind.

A Sealed Road is Critical, But Not Sufficient

With the sealing of the Outback Way funded and underway, there was genuine excitement at the Forum at what will be delivered in the coming years. But this excitement was tempered with the

²For further detail, see the Appendix, Benefits a Sealed Outback Way Delivers, compiled during the Outback Way Forum 2024

realisation and recognition that sealing the road is *critical but not sufficient*. There is still significant work to be done to ensure there is adequate infrastructure and services that a national highway requires. This includes refuelling, rest stops, communications, mechanical and emergency services, food, water, power and accommodation needed for safe and efficient travel by commuters, tourists and heavy vehicles.

Above these necessities that need to be planned and coordinated, there is also significant consultation and engagement needed with the communities along the highway. This is to increase awareness of what is coming and to cultivate readiness to take advantage of the many opportunities that will be presented. This is especially important for the many First Nations communities along the highway, especially in the Northern Territory and Western Australia. There are many complex societal issues to be navigated, including supporting permit systems, self-determination, community safety and privacy with more road traffic and tourists, especially with dry communities who do not want uninvited visitors. There is also involvement needed with the Indigenous Business Networks, to ensure that there is awareness of and support for business opportunities for indigenous communities.

In order to address the gap in what is secured (funding for sealing the road) and what is still needed (planning, investment, coordination and collaboration across three jurisdictions, many government agencies, industry, business, communities and First Nations), the overall conclusion is that there is an urgent and essential need for:

- **Broader and deeper stakeholder engagement** including brokering strategic partnerships with departments, agencies, organisations, industries and individuals, extending to those not yet involved or under-represented to date
- **Development of an Outback Way Blueprint & Action Plan** - to enable coordination among government, technical, community and commercial requirements and interests
- **Consideration and advice from government** on potential issues or tasks that fall under their jurisdictional authority, or that require their involvement

The Work to Be Done

The scope of work needed to deliver the benefits of the Outback Way, beyond sealing the road, is large and interconnected, and needs to be delivered in parallel with the sealing of the road. To support coordination and communication towards achieving the Outback Way vision, the activity is grouped into six Action Areas based on the key interdependencies involved and alignment needed for participation, sequencing, planning and/or delivery of the Priority Actions.

The following is a summary of the six Action Areas, including example Priority Actions, with more details and full list provided in the dedicated Action Areas section.

A. Road Design & Regional Planning

Road design decisions made for the Outback Way will influence and impact regional planning and vice versa. These decisions will also have flow on effects for industry, tourism, business operations and opportunities, as well as the communities who live along the highway.

Therefore, coordination across these areas will be essential for positive outcomes.

Consideration of overtaking lanes, places for livestock spelling, clear signage and emergency services access (including airstrips proximate to the Highway that meet emergency services requirements) will help to ensure the road is safer for all users. Coordination of the location, distribution and development of essential infrastructure, amenities, services, tourism experiences, accommodation, biosecurity check-points, water and energy will also be essential to realising the Outback Way benefits.

In the coordinated delivery of road design and regional planning, there are also opportunities to create multi-purpose facilities, services and initiatives, creating efficiencies, cost savings and community co benefits.

Example Priority Actions *(full list provided in Action Areas)*

1. **Create Outback Way Blueprint** - consolidating existing whole-of-highway, state government road design features with regional planning infrastructure, amenities, services and tourism needs, for coordination and planning purposes
2. **Define National Highway Requirements** - including rest stop planning and improvements, road upgrades, level crossing safety, roadside emergency comms, road permits, livestock spelling and biosecurity facilities
3. **Whole of Highway Regional Planning Requirements** - including roadhouses, intermodal hubs, accommodation, network connectivity, power, water, services, sporting venues

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B. Communications, Connectivity & Energy

In order to utilise technology, people, services and businesses must be able to access data and power. Connectivity and energy infrastructure are critical to the delivery of these services and must be coordinated in their delivery - wherever data is needed there must be power.

Currently, telecommunications and data network coverage are largely limited to towns (without coverage between them) and are not always reliable, with long delays in maintenance and repair. Similarly, energy supply is currently located only within communities designed to meet their existing capacity, not an influx of tourists and other road users.

Improved and coordinated coverage and quality of energy and communication services along the highway will be critical to delivering road safety, tourism and community services as well as to supporting EVs, pay wave and other technological advances.

Example Priority Actions *(full list provided in Action Areas)*

1. **Identify Refuelling & Charging Station Locations** - coordinating with all other Action Areas and based on the Outback Way Blueprint.
2. **Develop Improving Communications Options Paper** - to model cost and feasibility of the infrastructure needed (improvements, new requirements, future technology considerations) informed by consultation with end users and the Outback Way Blueprint.
3. **Create Renewable Energy Investment & Implementation Strategy** - to understand suitable technology options and locations for regional and remote communities, informed by engagement with the renewable energy sector, local government, communities and the Outback Way Blueprint.

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C. Safety & Emergency Response

For the Outback Way to be truly successful it will need to be safe, with effective emergency response provided for all road users.

To achieve this, effort needs to be put into road design and amenities, as well as the capability and capacity to respond to emergency situations along the highway and for the communities along the route. It will also be necessary to address biosecurity risks and potential trafficking of prohibited substances and items across borders.

Making a sealed highway safe for communities, tourists and heavy freight vehicles also requires planning, consultation and communication with a range of parties. This includes addressing visitor interests and activities, who will need to understand their responsibilities with regard to respecting First Nations customs, community privacy and Country.

Example Priority Actions *(full list provided in Action Areas)*

1. **Identify Roadside Emergency Response Infrastructure & Service Requirements** - in conjunction with the Outback Way Blueprint, mapping existing and needed services and infrastructure
2. **Develop Biosecurity Infrastructure Requirements & Management Plan** - in conjunction with the Outback Way Blueprint, coordinating across jurisdictions
3. **Develop Tourist Education Program & Outback Way Cultural Passport** - led by First Nations representatives and communities, and to also include road safety campaigns, biosecurity practices and permit registration

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D. Food & Water Security

To provide safe passage for all road users, access to food and water needs to be guaranteed for communities and travellers alike. This is challenging in the Outback where water is only accessible from bore wells that are purpose built to support existing community populations and food security remains an ongoing issue. With no cold storage warehousing available there is only capacity on store shelves for one week's supply of fresh food produce in Alice Springs.

Wet season road closures compound these issues further, at times driving costs so high that basic goods are unaffordable. While Australia has abundant food bowls, they are not directly linked to the communities in central Australia. This results in significantly longer transport routes, with trucks needing to leave empty on the return journey, resulting in at least 400% increase in cost, compared to people living in capital cities. Multiple benefits can be realised in addressing these issues including improved health outcomes, cost of living and Closing the Gap.

Example Priority Actions (full list provided in Action Areas)

1. **Develop Clean Water Accessibility Strategy** - including planning and investment, and investigating new technologies to meet the needs of increased populations
2. **Develop Fresh & Healthy Food Accessibility Strategy** - investigating delivery and distribution agreements and investment strategies that help ensure affordable, year-round access to fresh and healthy food in regional and remote central Australia
3. **Develop Inland Food Production Options paper** - investigating the feasibility and opportunities for food production hubs in central Australia, including hydroponics

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E. Community & First Nations Participation

Supporting well-being, safety and belonging in community requires community participation. It is essential communities in the Outback, including youth, are engaged to ensure their perspectives and needs inform the solutions that will impact them. They should also be involved in developing and delivering these solutions to provide opportunities for self-determination and empowerment.

Self-determination is critical for lasting change and success in bringing equity of access to health, education, housing and services for people living in regional and remote Australia.

One of the Highway's lasting legacies should be improved services for First Nations communities along with celebration of Indigenous culture and Country, with opportunities to tell their stories in ways that are sensitive, respectful and authentic.

Example Priority Actions *(full list provided in Action Areas)*

1. **Establish a Community & First Nations Participation Group** - supporting representation and communication in all Action Area consultation processes and decision-making opportunities
2. **Establish Community Business & Study Hubs** - with funding for training and development in tourism education and business for First Nations and youth
3. **Develop Shared Access Sporting Facilities** - building community connections, reducing isolation and loneliness and supporting youth engagement opportunities

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F. Tourism & Regional Economic Growth

Without a central, east-west route across the nation, freight, industry, business, tourism and transportation face extended routes and inability to access markets. Unlocking this and opening up the Outback Way as an international tourism experience is key to regional growth as it is where the majority of commercial benefit will accrue to communities located along the highway. This will result in improved livability and attraction of people to the regions.

There are many existing iconic Australian tourist attractions that will be connected by the Outback Way, creating cross promotional opportunities, and investment for new attractions.

However, to make this viable, there will need to be new infrastructure and services to support tourists, and a consistent experience across the whole highway that provides authentic and diverse experiences. This will require First Nations and local community involvement in the

development of new and existing business and tourism initiatives, in order for benefit to flow back into these communities.

Example Priority Actions (full list provided in Action Areas)

1. **Develop an International Tourism Experience Strategy** - coordinated by a tourism design group and in reference to the Outback Way Blueprint
2. **Establish New Small Business Initiatives** - with incentives and supports for First Nations people and proximate communities
3. **Develop Policy Incentives** - aimed at attracting and retaining the workforce needed to fill current gaps, and to address demand as it increases

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2032 Brisbane Olympics

During the Forum, it was identified that the 2032 Olympics represent an enormous opportunity and risk for the Outback Way and nation. Without enough progress in the Action Areas, there is a risk that poor tourism experiences along a partially complete and ineffectually coordinated highway could damage Australia's international tourism reputation. On the other hand, if critical infrastructure and sufficient services can be put in place *before* the Olympics, it represents a rare and impactful opportunity to significantly boost the economy of the Outback and regions across Australia, kickstarting many new businesses and investment opportunities, while attracting many more international visitors over coming years.

While this work will take years to deliver, its urgent commencement is important and critical and requires immediate planning and action.

Multi-Stakeholder Coordination

Delivering the Priority Actions will ultimately require long-term, multi-stakeholder coordination and collaboration. This will involve:

1. Increased stakeholder engagement, with a larger group of government agencies, industry players, businesses, communities, First Nations and individuals, who are either not yet involved or who are under-represented

2. Advocating for the interests of the Outback Way and its stakeholders, and the opportunities the Outback Way presents
3. Tracking and communicating progress on Priority Actions and other activities

The OHDC recognises it already plays a role providing some of these supports, however more participation will be required from other organisations and agencies.

Options for Supporting Coordination

The scale of coordination needed to help ensure the Outback Way's benefits are delivered is considerable, and beyond the resourcing the OHDC has available, which comes directly from contributions made by its already resource constrained local government members (the OHDC does not receive any funding associated with sealing the road). Further, the responsibilities entailed in delivering the work outlined in the Action Areas in many cases is outside the remit of a local council.

The following provides several coordination options and assumes the need for activities such as:

1. Tracking and reporting on progress to communities, government and stakeholders
2. Engaging with communities, government and stakeholders to coordinate efforts and identify and address issues and opportunities
3. Facilitating resolution of issues and realisation of opportunities that deliver benefits
4. Advocating for the needs and opportunities that the Outback Way presents now and in the future

Key principles that should guide these activities include:

1. Maintaining a Whole-of-highway Perspective - to deliver equitable trade route outcomes for an east-west link, including safe passage for all travellers and a consistent tourism experience
2. Representation from WA, NT, QLD - to enable whole-of-highway coordination and sharing of, methods, learnings and leverage opportunities
3. Community and First Nations Engagement & Support - to create opportunities and enable self-determination

In all of the following scenarios, the essential role and activities of the OHDC must continue, maintaining its lobbying to continue to progress the sealing of the highway.

Cross-Jurisdictional Agencies

There are existing government agencies and public sector organisations whose focus and mandate aligns with coordinating the delivery of the Action Plan. There is an opportunity to explore their participation and involvement.

The Office of Northern Australia (ONA), “oversees the government’s Northern Australia policy agenda to achieve sustainable and resilient northern economic and social development.’ Working more closely with ONA on the Action Plan and how the work involved may contribute to their objectives could help raise awareness and connection within the Federal Government, especially through its participation in and policy advice to the Northern Australia Ministerial Forum.

The Regional Development Agencies that operate in and around the Outback Way are also key candidates for involvement. Their focus on coordinating regional development across all levels of government and the community gives them a level of insight and capability relevant to the coordination needs of the Outback Way. Beyond involving these RDAs, there may be an opportunity to develop a cross-functional, RDA-led initiative, with help from Regional Development Australia, the RDA peak body.

Informal Coordination

In the face of the Outback Way’s immense opportunities (and risks), and in the absence of a clear coordinating leader-organisation, it is likely that individuals and organisations will self-organise to take on aspects of the Action Plan that relate to their specific interests. In fact, during the forum, a number of independent action groups were proposed and possibly commenced. However, without a central coordinating actor, informal self-organisation creates challenges due to lack of visibility across these efforts.

Outback Way Alliance

There is an opportunity to create an alliance that expands beyond the current OHDC membership of councils, to include more councils and other types of organisations. In this situation, the OHDC as it is currently structured could remain the same and act as the founding member (with increase in resourcing), or it could expand to become the new larger organisation.

Regardless of the role the OHDC plays in an alliance, a larger, structured membership group would create a broader base of support, influence and resourcing for delivering the Outback Way’s benefits. The purpose of the alliance would be to extend the OHDC’s capacity to leverage the resources of a larger group of members to deliver the Action Plan. Members could be drawn from government (all levels), industry, community and business, with different levels of involvement including sponsorship, advocacy, community engagement, information sharing and coordination, research for new technologies and solutions and project delivery.

Role of Government

In delivering the Priority Actions detailed below, the role of government will extend beyond sealing the highway, with all levels of government needing to participate in various ways and at various times:

Federal Government

- Funding critical Priority Actions that align with its consideration or responsibilities
- Progressing Priority Actions that lie within the scope of a given government portfolio
- Continued support through the Parliamentary Friends of the Outback Way

State Governments

- Active contribution from relevant agencies to support the delivery of Priority Actions as relevant
- Continued and deepened communication and coordination as the sealing of the highway progresses

Local Governments

- Continued leadership, participation and support from the current OHDC councils
- Participation from more councils adjacent to or benefiting from the Outback Way

Progressing the Action Plan

Socialising the Action Plan & Blueprint

The OHDC recognises that the insights, information, activity and opportunities represented in this Action Plan may be of relevance and interest to many more stakeholders than those who have participated thus far in its development. To these ends, the OHDC, and its participating councils will explore opportunities to promote the Action Plan and opportunities to participate.

To support participation and coordination, the development of an Outback Way Blueprint will help consolidate what is known and what is needed. It will also create a tangible focus for engaging stakeholders on the progress of sealing and additional planning and coordination through location-based information provided in map formats and aligned with the Action Areas.

The OHDC will also continue its engagement and advocacy with relevant Federal Government departments for guidance on this Action Plan. A priority consideration will be identifying the needs and interests of the Federal Government to participate and stay informed.

Western Engagement

The western drive of the Outback Way, some 1,550 kilometres, from Laverton, WA, to Alice Springs, NT currently includes the largest unsealed portion of the highway, which also faces logistical challenges due to working in remote and arid country. Sealing this portion of the highway also represents some of the greatest benefits to the nation, bringing much needed improvements in not only the living conditions, economic opportunities and empowerment for Outback communities and First Nations, but significant financial opportunities and growth for businesses, industry and the region. This will be progressed through community conversations and a Perth roundtable, bringing together government, industry and community representatives.

Eastern Engagement

The eastern drive of the Outback Way, from Winton, QLD, through to Yulara, NT, some 1635 km currently has the most sealed sections of the highway, putting it in a strong position to begin considering what “Olympic Readiness” should look like for the Outback Way. This includes developing the requirements needed for Tourism Australia to promote the highway internationally *ahead* of the Olympics, as well as what tourism infrastructure, attractions and amenities will need to be in place to support a significant increase in international tourism. In recognition of the opportunities, and as a result of the Outback Way Forum 2024, tourism representatives from across the three jurisdictions (WA, NT, QLD) have begun to formalise a group to progress an Outback Way international tourism strategy.

Continuing the Conversation

The OHDC will continue to convene the conversations needed to progress the sealing of the highway and to better understand what will be needed to deliver the Priority Actions. For more information and opportunities to participate, please contact: OHDC General Manager:

gm@outbackway.org.au

Action Areas

The following Action Areas are intended to be used as a next step in developing, supporting and coordinating the work to be done. This work has been grouped into six Action Areas based on the interdependencies involved and alignment needed for planning, participation, delivery and progress tracking.

Each Action Area provides further detail on the issues, requirements, coordination and participation needed when delivering the Priority Actions. The Appendix provides further detail generated at the Outback Way Forum 2024, on the Priority Actions, Opportunities identified and the Benefits the Outback Way will deliver.

While engagement with a wide range of stakeholders and experts has yielded a significant amount of detailed and important information for each Action Area, this level of detail may not be relevant for all readers. Therefore, the following list of topics has been provided to help you navigate to the Action Area of most interest to you and your contribution.

A. Road Design & Regional Planning

Topics include:

- Documenting and assessing existing and planned infrastructure, services and tourism experiences
- Road design and infrastructure requirements, including rest stops, road upgrades
- Road maintenance planning
- Transport and freight route planning including internodal hubs, livestock spelling
- Natural resource management planning
- Measurement, evaluation and reporting of the Action Plan

See page 22.

B. Communications, Connectivity and Energy

Topics include:

- Mobile and network connectivity infrastructure and locations
- New communication technologies
- Refuelling and charging infrastructure and locations
- Power supply and distribution requirements
- Renewable energy technologies
- Investment, implementation and maintenance strategies for energy and communications

See page 28.

C. Safety & Emergency Response

Topics include:

- Emergency management planning

- First responders and emergency services
- First responder network, requirements and provisions
- Managing safety and heavy vehicle traffic
- Community safety strategies and readiness
- Roadside safety infrastructure
- Safety signage and awareness campaigns
- Outback Way Cultural Passport for tourists and travellers
- Biosecurity management and awareness
- Additional policing supports

See page 32.

D. Food & Water Security

Topics include:

- Accessibility to water across the whole of highway
- Improving connection to Australia's food bowls
- Food transport and storage facilities along the highway
- Development of new approaches, technologies and investment for food and water security
- Opportunities for new markets and food production in central Australia

See page 37.

E. Community & First Nations Participation

Topics include:

- Enabling community participation, networking and opportunities
- First Nations-led participation and representation in the Outback Way
- Improving the standard and cost of living for remote and regional communities
- Improving access to health care, education and other essential services
- Leveraging the Outback Way to help Close the Gap
- Increasing self-determination and future opportunities for First Nations people
- Education and training initiatives delivered locally for locals
- Resourcing well-being initiatives especially for children and youth
- Investing in community recreation and sporting facilities

See page 41.

F. Tourism & Regional Economic Growth

Topics include:

- Tourism experience strategy, design and coordination across whole of highway
- Outback Way branding and marketing
- Celebrating and promoting First Nations, art, culture and environment
- Tourism businesses, initiatives and service requirements
- Regional growth, investment and employment opportunities
- Local and First Nations business support and investment

See page 47.

A. Road Design & Regional Planning

Context & Insights

While each community and town will have their own priorities and regional plans, it is critical to coordinate and align regional **planning** in combination with the road design across the length of the Outback Way to ensure the required safety, experience and opportunities for community, visitors, business and industry are delivered.

Creating a whole-of-highway **Outback Way Blueprint** that incorporates and consolidates road design, planning and opportunities will significantly improve decision making and support communities in the delivery of the Outback Way. All Action Areas should feed into and draw from this Outback Way Blueprint - it will be a key coordination tool.

Providing opportunities to create efficiencies, cost savings and community benefits in the **coordinated delivery** of road design and regional planning is essential in delivering the priority actions, including seeking to create and utilise multi-purpose facilities, services and initiatives wherever possible.

Road design is the responsibility of government departments in each of the states and territories. The design decisions made can influence and impact the regional planning of state and local governments along with industry, tourism and business operations and opportunities. Simply sealing the highway creates a number of benefits (detailed in the Appendix), but thoughtful design is critical to supporting different users.

One major road design priority relates to how **heavy vehicles and travellers** and tourists interact with each other on the Highway. Consideration for overtaking lanes, places for livestock to be spelled, clear signage and emergency services access (including airstrips proximate to the Highway that meet RFDS requirements) will help to ensure the road safety for all users.

In addition, planning to ensure essential infrastructure, amenities, services and destinations are distributed at appropriate locations across the whole-of-highway, will be critical in achieving a consistent Outback Way experience. This includes accommodation, emergency response, tourism experiences, biosecurity check-points, vehicle rescue and repair, data connectivity, water and energy provisions etc.

Outcomes this Action Area Delivers

1. A national, trans-continental highway that:
 - a. Meets the requirements of it's users and federal standards,
 - b. Is future-proofed, able to support increased demand from road users
2. Safety for travellers, tourists and community using the road with heavy vehicles
3. Faster response times in case of emergency
4. A highway that is resilient to flooding and other natural weather events
5. Maximised flow-on benefits to local companies and communities from the road design and construction process
6. Infrastructure and services are strategically located to support remote communities living off the highway
7. Progress and outcomes are monitored and evaluated to support communications and tracking delivering the Priority actions and benefits.

Priority Actions

1. Create an Outback Way Blueprint for the highway and its communities

- a. Incorporate existing upgrades and required state-based road design, regional planning infrastructure, amenities, services for community, industry and tourism needs
- b. Principles
 - i. Ensure community are included in the design and decision making processes
 - ii. Through coordination in the Blueprint, leverage opportunities and funding to establish multi-purpose hub facilities delivering multiple outcomes
 - iii. Allow access to updated Blueprint to support parallel and asynchronous development

2. Identify whole-of-highway Regional Planning Requirements

- a. Include the below in the Outback Way Blueprint
- b. Additional power and water supply to support increasing population and business
- c. Mobile phone Towers at regular intervals
- d. Roadhouses available at regular intervals (food, water, power, fuel/charging, accommodation, amenities)
- e. Cold storage warehousing hubs
- f. Intermodal Hubs and Depots - Opportunity for east- west trade route connecting to ports north and south (QLD, NSW & WA)
- g. New transport / logistics hubs
- h. Vehicle hire coverage plan
- i. Plan for highway coverage of mobile tire, battery, mechanics, auto shops and parts delivery
- j. Expanded residential and commercial zoning areas to allow for growth
- k. Campsite accommodation at regular intervals
- l. Emergency landing strips
- m. Public Transport Services: New Air, Train and Bus Routes
 - i. Stop Locations
 - ii. Interchange opportunities

- n. Implementation of at least two times commercial air strips Laverton to Warburton
- o. Aged care facilities (keeping loved ones at home)
- p. Youth Services Hubs
- q. Multi-purpose sporting facilities
- r. New government satellite offices

3. Define National Highway Requirements

a. Rest stop planning and improvements:

- i. Distributed at regular intervals for travellers and tourists, e.g. every 30-40 kms
- ii. Availability of communication, wifi etc
- iii. Emergency roadside assistance
- iv. Heavy Vehicle Rest Areas and amenities (male and female) every 2 hours to meet Heavy Vehicle National Law (HVNL)
- v. Inclusive and accessible toilets eg: able for wheelchair access
- vi. Clean water access
- vii. Sheltered eating/seating area
- viii. Location signage, including distance to next fuel, water, food, accommodation, stops
- ix. Rest area upgrade requirements
- x. Cleaning service provider and schedule
- xi. Sustainable waste management system

b. Road upgrades with consideration to safety, increased truck size standards (widths and lengths) and enabling improved productivity:

- i. Road aprons
- ii. Overtaking lanes
- iii. Dual lane opportunities
- iv. Widen roads to meet new truck requirements
- v. Appropriate off ramps for heavy vehicles and parking
- vi. Community safety - consideration and planning for communities already established on or nearby the highway including assessing need for a town by-pass

c. Bridge upgrades infrastructure and weight bearing review

d. Level crossing safety and lighting on locomotives

e. Emergency Roadside communication locations

- i. Coordinate with Action Areas:
 - 1. B. Communications, Connectivity and Energy
 - a. Technology requirements
 - b. Energy source
 - c. Maintenance and service planning
 - 2. C. Safety and Emergency Response
 - f. **Emergency Landing Airfields**
 - i. Coordinate with Action Area C. Safety and Emergency Response
 - g. **Road permits** for travellers, tourists and workforce
 - i. Coordinate with Action Area
 - 1. E. Community & First Nations Participation
 - 2. F. Tourism & Regional Economic Growth
 - h. **Livestock spelling and Quarantine facilities** providing overnight holding yards for the movement of livestock across the outback way.
 - i. Reduces transport fatigue and improves animal welfare
 - ii. Available for organic/non-organic livestock
 - iii. Would need 2 in WA to support needs providing water, feed and quarantine
 - iv. Coordinate with:
 - 1. Action Area – D. Food & Water Security
 - 2. Federal Agriculture and infrastructure
 - 3. High production vehicle industry-livestock
 - 4. Biosecurity agency
 - 5. Need a standalone Federal Minister for the Outback Way to support enabling and coordination
 - i. **Biosecurity** monitoring and protection planning and implementation
 - j. **Policing** monitoring and safety, coordination and infrastructure requirements
4. **Establish a road maintenance plan for a federal highway**
- a. As the road is sealed, review and determine maintenance responsibilities and resourcing between state, federal and local governments
 - b. Timely maintenance of potholes / damage repair after the rain to reduce accidents and requirements for emergency response
 - c. Expansion and widening of the Highway in response to demand
5. **Partner with NRM organisations**

- a. Ensure conservation and repair of natural, cultural and heritage areas is in alignment with NRM planning (natural resource management)

6. Measure and evaluate outcomes and benefits delivered

- a. Using an International Standards rating scheme to drive and measure social, cultural, environmental and economic benefits to assure the outcome for communities.
- b. Include Closing the Gap benefits in the benefit cost analysis in the evaluation reporting for Outback Way Action Plan

7. Local and regional opportunities to explore

- a. Sealing Mereenie loop road
- b. Establish waste management planning and services, including recycling stations and cleaning
- c. Middleton is a part of the council that is very productive for cattle, with a spelling centre in Winton. This would encourage transport and cattle to Winton and then either go north or south.
- d. Measure voluntary contributions in regional centres to start budget submissions
- e. Terrapave Road Surfacing Option (Opportunity - Appendix A1)
- f. Lobby Your Local Politician (Opportunity - Appendix A2)
- g. Establish a Plenty Action Group (Opportunity - Appendix A3)
- h. Establish a Lassetter Action Group (Opportunity - Appendix A4)
- i. WA Regional coordination (Opportunity - Appendix A5)

Coordination & Interdependencies

- Mobile network and data connectivity towers
- Water and power access requirements
- Fresh food distribution network and infrastructure
- Whole-of-highway service requirements eg: vehicle recovery and repair, emergency response, rest stop amenities waste management and cleaning planning
- Food, accommodation, fuel and charging locations
- Biosecurity and policing
- Tourism experience development planning
- Outback Way Cultural Passport - responsible traveller requirements
- Consistent wayfinding and safety signage

Participation

1. Communities, First Nations and local government and regional development councils that are connected to the highway, to understand their interests, requirements and priorities
2. Industry users of the highway including transport, freight, mining, cattle and agriculture companies
3. Road users (particularly industry) to understand their requirements and expectations
4. Emergency services representatives from Federal and state governments
5. Indigenous Business Networks (WA, NT, QLD)
6. Tourism planning representatives
7. Government representatives responsible for the road design and construction from all three jurisdictions (WA, NT, QLD)
8. Regional NRM organisations
9. Road construction and civil engineering experts from across jurisdictions

Questions to clarify

1. What is included in the road design of each state and territory, what is not included, and who needs to be involved to identify gaps?
2. What do potential users of the road consider non-negotiables for the road design in terms of safety?
3. What opportunities exist to influence the design of the Highway where construction has not yet started?
4. Is there capacity to retrofit functionality for parts of the Highway that have already been constructed?

B. Communications, Connectivity & Energy

Context & Insights

Connectivity and energy infrastructure are critical to the availability of services and their **provisioning must be coordinated** - wherever data is needed there must be power.

Telecommunications coverage is currently limited to communities (without coverage between them) and is not always reliable with communications infrastructure and services being funded on a community by community basis (ie no scale economies). It will be important to consider approaches that encourage economies of scale and coordinated planning (e.g. regional collectives) to bring more resources to the table and help address future needs.

Power supply is typically limited to supporting existing community populations and need without additional supply available for new infrastructure, businesses, industry, tourism and residents. There is inconsistent access to power between communities and often no local maintenance crews or help desks available with language translation for locals. This contributes to outages and long time frames for repairs.

Limited and unreliable **access to the internet** for commerce, business, communications, education, entertainment, health and road safety (breakdowns and accident support) challenges daily life for all.

Opportunities for low-medium orbit satellite connectivity may be available through Starlink. **5G satellite coverage** will soon be available to support voice calls across the continent, however **communication towers** are needed to support data communications and internet access. Examples include use of IoT devices in heavy vehicles that monitor driver safety, access to tourism services for travellers and accident response management on the highway.

Due to the rapid pace of technological development, for all communication and energy solutions, consider lead times for procurement and delivery - it is imperative to avoid technologies that may be redundant by the time it is installed and online.

Outcomes this Action Area Delivers

1. No mobile blackspots with satellite service providing whole-of-highway coverage
2. Increased driver safety including faster response times for emergencies and other incidents
3. International standard tourism experience supported by interactive information availability across the Outback Way
4. Improved coverage and quality of communication service for communities along the highway
5. Improved access to government services (remote and hybrid delivery of healthcare, education, justice)
6. Ability to support rising power demands from increasing tourism, business and industry
7. Ability to support increased prevalence of EV and other technologies reliant on energy
8. Renewable energy supply available to all communities, businesses and travellers

Priority Actions

1. **Contribute locations to the Outback Way Blueprint** for communication infrastructure, power stations and energy sources
 - a. Coordinate with all Action Areas especially:
 - i. C. Safety & Emergency Response
 - ii. E. Community and First Nations Participation
 - iii. F. Tourism & Regional Economic Growth
2. **Identify refuelling and charging station location points** needed across the highway, coordinating with main roads, power station locations, roadhouses, communities, businesses, industry and tourism operations
3. **Develop Improving Communications Options Paper**, including cost modelling and feasibility study for improving communications infrastructure, identifying:
 - a. New requirements based on and contributing to the Outback Way Blueprint
 - b. Upgrade requirements to existing communications infrastructure
 - c. New communication and network technologies coming online in the short term
 - d. Potential access to new technologies in the long term
 - e. Technology platform, devices and services required for consumers to utilise communication technology (private and commercial)
 - f. Emergency Response requirements
 - g. Coordinate with Action Areas:
 - i. C. Safety & Emergency Response
 - h. Maintenance and service requirements and availability
4. **Develop Communication & Connectivity Investment Strategy**
 - a. Engage NBNCo, Telstra and Optus
 - b. Mobile service providers investing to keep road users connected
 - c. Investment from satellite service providers
 - d. Sponsorship (Telstra, Starlink)
5. **Develop Renewable Energy Investment & Implementation Strategy**
 - a. Engagement with renewable energy sector and providers
 - b. Understanding of existing and new renewable energy technologies and projects (battery storage, solar arrays and wind farms)
 - c. Options paper on feasible solutions and locations for regional and remote communities and business
 - d. Focus on assessing existing energy supply and opportunities for upgrades:

- i. Power supply is typically limited to supporting existing community populations and need without additional supply available for new infrastructure, businesses, industry, tourism and residents.
 - ii. There is inconsistent access to power between communities and often no local maintenance crews or help desks available with language translation for locals. This contributes to outages and long time frames for repairs.
- 6. **Provide training programs** and develop professional opportunities for local residents to provide maintenance services for communication and energy infrastructure
- 7. **Local and regional opportunities to explore**
 - 1. Additional service and maintenance contractors for communications and energy infrastructure to ensure connectivity and safety
 - 2. Renewable energy manufacturing
 - 3. Renewable energy plant (eg: solar, wind)

Long-Term Goals

- Provide universal access to communications services for rural and remote communities
- Support transport innovation including autonomous features on vehicles that improve safety

Coordination & Interdependencies

- Energy supply and data towers need to be located to support community, business, road rest stops and airstrips both existing and planned
- Communication and energy decisions impact all other action areas, most critically safety and response, regional planning and tourism

Participation

- 1. NBNCo, Telstra and Optus
- 2. Communities, First Nations, local government and regional development councils along the highway
- 3. Industry (telecommunications companies, transport and logistics companies, mining companies, major employers along the Highway in agriculture and tourism)
- 4. Government including those involved in communications network planning, spectrum management, investment decisions and public sector agencies with specific connectivity requirements
- 5. Emergency management agencies and first responder volunteer representatives

6. State and territory power provisioning agencies, Australian Energy Regulator (AER)
7. Renewable Energy sector developers and distributors, [Clean Energy Council](#) (CEC)
8. New technologies research and development institutes [RACE for 2030](#)

Questions

1. What are the specific communications and data network access requirements of major users including transport operators and surrounding communities?
2. What is a reasonable aspiration in terms of coverage and connectivity along the Highway?
3. What available (and future) technologies suit the Highway's profile and topography (e.g. mobile, satellite)?
4. Who are the critical partners and what are the potential roles of NBN, Telstra and government for design, construction and management of communications services?
5. Who will pay for and contribute to the communications and energy infrastructure?
6. What opportunities are there engaging and delivering renewable energy providers including solar, battery, wind?
7. What are the energy supply needs to meet estimated regional growth and demand of business, industry, tourism and community?

C. Safety & Emergency Response

Context & Insights

Sealing the Outback Way will increase the number of people travelling through the Outback, necessitating **safety and emergency response** for those using the road, local communities, emergency responders, support service providers and the natural environment.

Safety of road users and the community is of paramount importance with **signage and awareness campaigns** needed to mitigate risks, accidents and inevitable incidents. Forward planning and infrastructure will also be needed to ensure that emergency and rescue responses are efficient, rapid and do not put responders at risk.

The impact of **heavy vehicle traffic** will need to be considered (appropriate roadside safety features, bypasses, on/off ramps) as well as their support (fuel, rest, maintenance, intermodal hubs and depots) and their location with regard to existing communities and amenities.

Appropriate standards and safety conventions must be determined and developed, in consultation with communities and industry.

Community safety will need careful consideration with the influx of travellers and tourists along the highway, potentially bringing them into unfamiliar and private environments (e.g. Indigenous communities who do not want uninvited visitors, or that are dry communities). Visitors' understanding of expectation for their behaviour and respecting cultural customs and Country are critical, with education campaigns a key aspect to ensure against adverse outcomes.

With increased vehicle travel and movement there is also the need to ensure appropriate **policing and biosecurity** measures are in place. The Outback Way will open up remote areas of pristine environment along with the ability to travel coast to coast. This will create new biological and crime risks to address.

Outcomes this Action Area Delivers

1. Early detection of incidents (supported by access to communications services)
2. Rapid response to incidents (including consideration of airstrips and community-led first response networks)
3. Appropriate medical facilities are available with capacity to transport and receive patients
4. Communities along the highway remain private and safe, with travellers respectful and understanding of culturally appropriate behaviour and expectations
5. Biosecurity incidents are managed and mitigated through collaboration and coordination of appropriate state and territory agencies
6. People who are affected by domestic violence and adverse effects of alcohol and drug use have the appropriate safe houses and support services available in their region

Priority Actions

1. Identify roadside emergency response infrastructure and service requirements

- a. Convene a cross-jurisdictional team of emergency management specialists to ensure clarity of roles, responsibilities and supports across the Outback Way and jurisdictional borders
- b. Emergency response coverage and access routes
- c. Emergency airstrips provisions across whole of highway meeting standards for RFDS including new and upgrade requirements
 - i. Emergency air strips in WA approximately every 200km including, review of current airstrips and understand additional work requirements including Tokaryla upgrade, sealing Cosmo airstrip
- d. Establish helicopter medical service: Trauma Response Unit who respond to major emergencies for distances between the major centres
- e. Roadside stops equipped with emergency provisions with water, communications and emergency flares
- f. SES kits distributed and available across the Outback Way
- g. MOUs are established around equipment and facilities
- h. Touring vehicle rescue services
- i. Road service assistance - call outs are available through distributed local network

2. Establish a first responders network with community and existing volunteers

- a. Ensure first responders have appropriate training, equipment and processes to manage small and large-scale incidents
- b. Establish Disaster Management Hubs distributed across the Outback Way
- c. Improve SES training and capability within communities, to respond to incidents and vehicle recovery
- d. Supporting Local Ranger Program to respond to emergencies
- e. Fund employment roles and cadetships
 - i. Replicate the funding model for Search and Recovery expertise for the Canning Stock Route.
- f. Provide counselling services to support first responders exposed to trauma including mentoring and peer support programs
- g. Provide support through BeyondBlue helpline for central Australia

3. Develop a whole-of-highway emergency management plan

- a. Coordinate to ensure requirements for road safety and emergency response are included in the Outback Way Blueprint and shared with appropriate agencies
- b. Develop emergency and medical evacuation options (e.g. closest hospital with appropriate levels of care and relevant protocols)
- c. Create road closure and detour planning, coordinated with all relevant jurisdictions

4. Develop a Risk Management Plan for incidents that could shut down the Highway

- a. Road closure, communications and detour planning
- b. Hazardous goods transportation and incident response planning
- c. Management plan reviews, updates and communication as infrastructure and road upgrades are delivered
- d. Consider increasing severe weather events due to climate change

5. Develop biosecurity infrastructure requirements and management plan

- a. Biosecurity monitoring and protection planning and implementation
- b. Biosecurity education campaign and signage (i.e. biosecurity issues for pastoral properties and agriculture industries)
- c. Facilities for truck washes to reduce risks
- d. Quarantine infrastructure
 - i. Quarantine infrastructure at Laverton or Leonora may provide a cost effective solution

6. Establish a tourist education program and Outback Way Cultural Passport

- a. Cultural awareness and obligations education campaign for tourists and visitors
 - i. Include awareness of connectivity options (eg. Telstra sim)
- b. Support for the privacy of community from uninvited visitors and tourists
- c. Education programs delivered on social media
- d. Outback Way Cultural Passport (responsible traveller requirements)
 - i. Permits that clearly state responsibilities (stay on track no cross-country etc) plus cultural protocols
 - ii. Consider the responsibilities and resourcing permits will require (staffing, delivery, enforcement, maintenance)
- e. Road safety campaigns
 - i. Involve Aboriginal youth in safety campaigns on road safety etc
- f. Off-road - EPIRB location beacons

- i. An emergency position-indicating radio beacon (EPIRB) a portable, battery-powered radio transmitter used in emergencies to locate boaters in distress and in need of immediate rescue.

7. Develop community safety strategies

- a. Privacy for Indigenous communities
- b. Support for dry communities to remain dry

8. Establish a Community Readiness initiative to support updates to licencing, road changes and safety awareness

- a. Consider unregistered vehicles and drivers amnesty to support transition for community drivers of unregistered vehicles to update their registration and licence
 - i. Indigenous people driving on Sealed Road WA how is this going to impact them most vehicles are not roadworthy impact this will most likely push indigenous people to go off road onto more tracks currently anyone with the vehicle needs to travel to Yulara or Alice Springs to get vehicles serviced, fixed etc
 - ii. Is Department of Justice going to come out to the lands more than a couple of times a year to do driver training licensing for indigenous people/ community people /agencies
- b. Review regulation and policing considerations
 - i. Approach and technology for monitoring new or increased activity from criminal using the highway (transporting illicit goods cross-country)
 - ii. Utilising Australian number plate recognition (ANPR) Network with CCTV
 - iii. Biggest challenge is monitoring with multiple entry points

9. Identify safety signage information and location requirements

- a. Signage for high productivity vehicles (HPVs / road trains)
- b. Instructions for caravanning and light vehicle interactions with HPVs
- c. Add ABC radio frequencies used during safety emergency info broadcasts at times of Fire flood and other events.
- d. Signs should provide for multi-language support for non-English speaking locals
- e. Signage for community privacy and permits
- f. Signage for community support infrastructure, services and information (e.g. safe refuge from domestic violence)

10. Increase in-community, culturally appropriate and dedicated harm reduction and AOD facilities and services

- a. Ensure independence from, but coordination with policing
- b. Designed and implemented with the participation of First Nations and people with lived experience

11. Local and regional opportunities to explore

- a. Road service assistance through a distributed local network
- b. Road safety and truck / single lane rules campaigns at caravan shows
- c. Portable and combined trauma response and age care facilities in places like Warburton and Boulia (e.g. Blackwater model)
- d. Road and travel education through the RAC and other automobile clubs
- e. Improve health services: Laverton Hospital upgrade needs to progress

Long-Term Goals

- Safety Incident monitoring and warning system
 - Opportunities include satellite data observation and assessment utilising AI technology (similar to wildfire surveillance systems employed in eastern states)
- Leverage the emergency management infrastructure to improve the lives of those living along the highway, including improving their access to healthcare

Coordination & Interdependencies

- Critical coordinate with Road Design and the Outback Way Blueprint, providing ongoing updates across the Action Areas for emerging considerations
- Coordination with Communications & Energy Action Area to ensure communications between the long distances that separate communities, airstrips for emergency access and road maintenance
- Engage Community & First Nations Action Area in all aspects of planning, as first responder volunteers will be drawn from those who reside along the road
- Engage with Tourism Action Area so visitors to be prepared and understand their responsibilities in undertaking the journey through Country

Participation

1. National Emergency Management Agency (NEMA)
2. Emergency services representatives from state and territory governments
3. Communities and councils that are connected to the highway
4. State emergency agencies:

- a. Department of Fire and Emergency Services, WA ([DFES](#))
 - b. NT Police, Fire and Emergency Services ([PFES](#))
 - c. Emergency Management and Coordination and Command, Queensland Police Service ([EMCC](#))
5. Fire response
 6. Dangerous goods transportation specialists
 7. Australian Border Force
 8. Biosecurity planning agencies
 9. Regional NRM organisations
 10. Local police
 11. Health representatives from ED departments in secondary and tertiary hospitals
 12. Health department representatives
 13. Indigenous leaders and cultural representatives
 14. Indigenous health service representatives
 15. Mental health and AOD
 16. Social services
 17. Womens' and youth support services
 18. Emergency services representatives from all impacted jurisdictions including specialist services such as SES, CFA/CFS, ambulance, police and volunteer groups.

Questions to clarify

1. What capacity will exist to use technology to monitor the Highway and incidents that occur?
2. Where do airstrips and other emergency infrastructure need to be located?
3. Which jurisdiction is responsible for medical evacuation and providing hospital facilities in case of serious accidents? (e.g. in some cases this may be South Australia even though the Outback Way does not run through this jurisdiction)
4. Who will bear the cost of additional emergency management (infrastructure and personnel) from serious incidents to simple extraction of bogged vehicles?

D. Food & Water Security

Context & Insights

Food and water security is essential to supporting populations, especially for those living in arid and remote regions. Improving food and water security also has many flow-on effects, such as better diet, health and other *Closing the Gap* outcomes.

Contributing to lack of food security, the **food bowls of Australia are not connected to Outback communities**, requiring it to travel twice as far and only one-way, with trucks leaving empty for their return journey. This results in an +400% cost increase, compared to people living in capital cities. Low community and tourist population numbers also limit demand and the ability to order / deliver items in bulk. Current cold storage facilities only support capacity for 1 week's worth of fresh food in Alice Springs.

Wet season road closures compound these issues, at times driving costs so high that basic goods and groceries are not affordable for many people. Unsealed roads are often closed due to weather events, further isolating communities and at times, threatening food and water security for communities that are located across central Australia.

Water security is a major challenge as access is limited and costly, only through bore wells or transportation. Currently water is only available where existing communities and towns have bore wells, which is also supplemented by being trucked in. To provide safe passage for all road users, water will need to be provisioned at key locations across the whole highway, (accommodation, roadhouses, rest stop amenities, heavy vehicles, agriculture transportation etc). Solving these water security issues is urgent, and will require new research, technology and partnerships. However, these solutions may also create opportunities for addressing water security issues in other parts of Australia and the world.

Outcomes this Action Area Delivers

1. Communities across central Australia have reliable access to affordable fresh and healthy food and drinking water all year round, comparable to people living in urban environments
2. Fresh food and water is available along the whole highway, year-round
3. Water security includes planning for an increase in transient population (roadcrews, industry workforce, tourists and growing regional populations)
4. Communities along the highway are resilient to the impacts of major weather events on food and water availability

Priority Actions

1. **Develop clean water accessibility planning and investment strategy**
 - a. Plan for additional bore water access points
 - b. Identify new technologies and processes for water security in arid regions
 - c. Develop partnerships with water security research groups
 - d. Identify funding avenues to deliver water security to support growing populations and influx in tourism
2. **Develop fresh food delivery and distribution investment strategy**
 - a. Providing affordable, reliable, fresh and healthy food for regional and remote central Australia all year round
 - i. Business case for major supermarkets to use the shortcut to supply Northern Australia
 - b. New food delivery and distribution initiatives to provide fresh food to remote communities via distributed network of cold storage facilities across the highway
 - c. Cold food storage warehousing planning and investment
 - d. Additional and/or adjusted food distribution routes
 - e. Encourage new food and water business through Indigenous Business Networks
 - f. Capability to provide additional cold storage when flooding occurs
3. **Develop Inland Food Production Options paper**
 - a. Research opportunities
 - b. Growing hubs for agriculture and horticulture production - eg: hydroponics tomatoes
 - c. Building community nurseries
 - d. Community Gardens
4. **Local and regional opportunities to explore**
 - a. Huckilta and Atinla Station as a potential place for Agriculture growing hubs
 - b. Business initiatives identified in the options paper

Long-Term Goals

- A network of alternative routes that can be used to maintain connections to communities on the Highway impacted by road closures.

Coordination & Interdependencies

- Align with Outback Way Blueprint and Energy planning to ensuring cold storage hubs requiring power and management are distributed along the highway to support remote community access
- Align with Safety and emergency response to ensure locations for food and water are appropriate and support requirements
- Align with safety and emergency response, road design and regional planning for road closure planning and management to ensure planning is in place for food and water supplies
- Align with tourism experience and planned regional growth areas, ensuring decisions are future thinking and reducing the need for costly retrospective updates, especially with regard to food and water location

Participants

1. Water agencies responsible for provisioning
2. Civil engineering representatives from all impacted jurisdictions
3. Partner research groups and organisations innovating in water stewardship
4. Coles and Woolworths
5. Food distribution companies
6. Alice Springs Town Council
7. MacDonnell Regional Council
8. Local Government Council representatives
9. Land Council representatives
10. First nations community representatives
11. Indigenous Business Networks (WA, NT, QLD)
12. Point of sale store owners

Questions to clarify

- What capacity exists or should exist to re-route traffic in the case of major incidents (e.g. flood event) to ensure food delivery to Alice Springs year round?
- How will alternative route infrastructure be funded including the role of industry?
- What new technologies exist for ensuring access to clean drinking water in arid areas? (e.g. Replenish Africa Initiative (RAIN), World Bank: Cooperation in International Waters in Africa (CIWA), CSIRO partnerships)
- How might Coles and Woolworths shoulder more social responsibility for providing subsidised food delivery and cold storage facilities, given the duopoly they represent.

E. Community & First Nations Participation

Context & Insights

The standard of living for remote and regional communities is significantly impacted in many ways by the lack of efficient transport connectivity. It creates high costs for freight and shipping which are passed on to all parts of the community, making everything more expensive. This includes, but is not limited to: goods and groceries, business costs, housing and building materials and labour, fuel, vehicle repairs, insurance, et cetera.

Access to health, education and employment opportunities are also limited without connectivity, leading to scarcity and higher prices, with goods needing to be flown in. The high costs of living and increased isolation this brings makes **positive futures feel out of reach** and limits these regions' ability to attract new residents. It also limits the ability to retain teachers and healthcare workers, who are unwilling to endure the hardships created by this isolation and the lack of affordable goods and services.

People are often forced to drive long distances to outpatient and healthcare appointments in major towns and cities, because flights only available to passengers who are able to board and disembark light planes independently. However, **travelling unsealed roads to access healthcare is fraught** with long travel times and breakdowns, often resulting in missed appointments. Improving access to healthcare will contribute to many Closing the Gap outcomes.

Remote and rural communities experience significant **isolation** from one another, the rest of the nation and the world, due to a lack of sealed roads, creating many issues. Lack of access to other communities, facilities and sporting clubs negatively affects the wellbeing of those living in regional and remote areas, through increased isolation, loneliness and lack of opportunities for social interaction and self-development.

Without access via a sealed highway, the ability for **Indigenous communities** to share their culture, showcase their art and offer tourism experiences, products and services is currently very limited. This is due to the small number of tourists, who can access communities along unsealed roads. The Outback Way will change this, bringing regular visitors and tourists, which will make new businesses viable, and create development opportunities for existing ones, such

as the [Warakurna Art Centre](https://www.warakurnaartists.com.au/).³ However, to realise these positive outcomes, **integrated, First Nations-led participation and representation** in both the planning and delivery of the Outback Way, will be essential.

Objectives for this Action Area

- Significant improvements to cost and standard of living, including:
 - Access to fully funded and resourced training and education
 - Access to health, mental health, aged care and youth support services in the community
 - Improved access to quality and fit for purpose housing
 - Improved access to local well-being and support networks and services
 - Increased availability of sport and recreation activities and facilities
- Strengthened sense of community across the Outback Way through collaboration, partnerships and communication in delivering community-led initiatives and activities
- Equitable services and opportunities are available for First Nations communities which include celebrating and sharing their culture and stories in ways that are sensitive, respectful and authentic.
- Improved outcomes for First Nations communities of central Australia with significant improvements achieved in the *Closing the Gap* report.
- First Nations entrepreneurs are able to leverage opportunities to secure investment, develop sustainable businesses and create employment for First Nations people
- Children and youth living in the Outback experience improved well-being and opportunities through:
 - Increased availability of sport and recreational activities
 - Improved and increased school attendance, enrollments and completion rates for education, training and tertiary education
 - Reducing suicide and incarceration rates among youth and particularly Indigenous youth

³ <https://www.warakurnaartists.com.au/>

Priority Actions

- 1. Ensure community and First Nations representation in all Action Areas**
- 2. Convene a representative group from First Nations for whole-of-highway**
- 3. Develop a reconciliation action plan for the whole-of-highway**
- 4. Fund training and development for First Nations in tourism and business**
 - a. Support two-way cultural capability building
 - b. Incorporate sharing of stories and truth telling
- 5. Build awareness of Indigenous procurement requirements and opportunities**
 - a. Involve and employ new and existing Indigenous businesses
 - b. Comply with Australian Government's Indigenous Procurement Policy (IPP)
Australian Government Department of Finance
 - c. Partner with the WA, NT and QLD Indigenous Business Networks
 - d. Build partnerships with Indigenous communities to support employing Indigenous community including:
 - i. Training, Tickets and Qualifications
 - ii. Community liaison officers
 - iii. Emergency Management
 - iv. Communications
 - v. Safety and essential services such as police
 - vi. Safety messaging, signage and art
 - vii. Roadworks - construction and maintenance
 - viii. Earthworks
- 6. Report on Closing the Gap benefits in Outback Way Action Plan evaluation**
- 7. Develop policy incentives to improve housing quality and quantity**
 - a. Additional incentives for the first home buyers including real regional incentive for people to buy a block in a community and build a business/house
 - b. Offer an ATO zone rebate incentive for living in remote towns
- 8. Work with communities to review and improve government services**
 - a. Increase access to government services (e.g. healthcare)
 - b. Invest in government services delivered in communities
 - c. Opportunities for new services:
 - i. Safe passage service agencies, police, teachers, nurses
 - ii. New medical road transport service to enable those who are unable to fly to access healthcare
 - d. Improve availability to the community safe refuge housing from domestic violence situations
 - e. NDIS return to country respite eg: safer for wheelchair accessible vans

- f. Access to virtual services based on improved connectivity infrastructure (e.g. education, healthcare, justice)
- g. Local Aged Care Services
- h. Long term sustainable funding approach

9. Create new education and training facilities and programs with communities

- a. New distributed Study Hubs providing increased access to education services, training and community hubs
- b. Upskill Locals – Training programs to upskill First Nations people and local community members.
 - i. Keeping skilled people in communities is a struggle, with more successful locals needed to come back home to train others who would stay if training opportunities were available locally. There would be less chance of them moving away and staying away.
 - ii. Once skilled they can then start businesses locally improve economic outcomes for self and community
- c. Training and upskilling that provides legacy opportunities (train the trainer)
- d. Capacity and skill building - training delivered in regional / remote areas
- e. Tap into current training facilities for indigenous youth or driving instructors at Yulara training academy
- f. Increased youth engagement, support and opportunities for skills training initiatives, especially on Country and delivered with community
- g. Assist Communities in attracting services
- h. Youth Traineeships
 - i. Employment and education for youth (Warburton, Warakurna) demonstrated at Fitzroy Valley after the Kimberley floods
 - ii. National Competency in road building functions: roller operator, grader driver, water tankers

10. Develop policy and initiatives to improve living standards and attract workforce

- a. Subsidise cost of travel for locals to help retain workforce
- b. Introduce zonal taxation rebate that is enough to move a family
- c. New policies and programs to attract and retain education and health professionals and trainees
- d. Housing for government workers
- e. Improve safety and services to improve workforce living conditions
- f. Improve the quality of health care and education facilities

11. Funding and support First Nations-led initiatives and businesses

- a. Business education for First Nations

- b. Establish the Business Hubs on the Outback Highway
- c. Identify prescribed body corporates (PBCs) interested in tourism development and service provision and support their aspirations
 - i. Hakata Station PBC
 - 1. Accessing support services to generate:
 - a. Business planning
 - b. Feasibility work
 - 2. Funding
 - ii. Issues to address-lack of services and development of service hubs in regional remote Australia
- d. Increased funding for Indigenous Business Networks to support growth of remote indigenous businesses
- e. Create seed funding initiative for Indigenous tourism startups
- f. Networked cultural tours and art centres
 - i. Create Plenty Highway culture and tourism opportunities for native title holders and traditional owners to establish cultural tours and art centres
 - 1. Plenty Pathways, Plenty People, Plenty Proud
 - 2. Haekilta Native title holders call to discuss further: Roxanne Highfold - Senior Venture Development PBC, Central Land Council (CLC), (8951 6381)
- g. Mentoring and training for indigenous business owners and start ups
 - i. Link successful business owners from across the regions and capital cities as mentors

12. Develop existing and create new well-being programs

- a. Identify well-being programs and services in the Outback Way Blueprint
- b. Develop youth engagement activities for children living in central Australia
- c. Improve funding and increase programs provided by Isolated Children's Parents' Association (ICPA) - a voluntary, non-profit, apolitical parent body dedicated to ensuring all geographically isolated children's educational needs and aspirations are not disadvantaged because of where they live. Branches include WA, NT, QLD

13. Develop shared-access recreation and sporting facilities

- a. Build a whole community with long-term viability
- b. Identify opportunities in the Outback Way Blueprint
 - i. Youth Centre Hubs
 - 1. Central Desert Council priority

- ii. Cattle drafting facilities
- c. Identify funding opportunities including:
 - i. Grants
 - ii. Business Sponsorship
 - iii. Government initiatives

14. Local and regional opportunities to explore

- a. Sponsorship of local sporting teams and clubs by industry and business who gain from using the highway
- b. Tap into current training facilities for indigenous youth or driving instructors at Ulara training academy.
 - i. Culture and heritage (local mentors)
- c. Inexpensive earth bricks can be made from local soils with Terrapave (for housing)
- d. Iwaree Mwerre Ingwarre – “Hands Together Everyone” – Productive Partnerships (Opportunity - Appendix E1)
- e. More Building the Outback Way funding opportunities (Opportunity - Appendix E2)
- f. Community Correspondence and Emergency Communicators (Opportunity - Appendix E3)

Long-Term Goals

- The Highway becomes synonymous with First Nations achievement and culture and directly benefits First Nations communities that are proximate

Coordination & Interdependencies

- Community and First Nations communities must be included in the design and decision making processes in all Action Areas and invited to lead in opportunities that will improve livability across the Outback Way
- Via the Outback Way Blueprint and Action Area A, identify locations and distribution across whole-of-highway for co-located, multi-purpose infrastructure and facilities
- Identifying networking opportunities across communities and organisations can help leverage limited funding and resources to provide broad benefit along the highway
- Coordinate with Action Area F. Tourism and Regional Economic Growth, to improve the cost and standard of living so tourists and residents with business and employment opportunities will be attracted

Participation required

1. First Nations community representatives and organisations
2. Local councils
3. Community representatives
4. Community networks and organisations
5. State government agencies and departments responsible for resourcing and delivering services

Questions to clarify

1. Who and how to engage with First Nations communities for highway related issues?
2. How can the Highway connect and celebrate places of significance to First Nations in a way that is sensitive and sustainable?
3. What risks are posed to First Nations communities by Highway construction and how can they be mitigated?

F. Tourism & Regional Economic Growth

Context & Insights

Tourism and regional growth is where the majority of **commercial benefit will accrue** for communities located along the highway. Tourism and economic development needs to be coordinated and well planned to support marketing the Outback Way as an international experience where tourists and travellers expectations are met and attract people to the region to benefit from the opportunities on offer.

However, **economic growth in the Outback and along the highway is challenged in many ways**. Transport on unsealed roads makes development and investment unprofitable, due to the high costs of freight and labour. There are lower delivery rates and longer waits for parts and products needed. This puts downward pressure on population growth through lack of access to housing, food, business opportunities, healthcare, education and services. Longer driving times and increased costs due to the need for heavier vehicles, more fuel, maintenance and insurance, discourages the growth of workforce from other regions, making it difficult to find enough staff for business, services, health and education.

The Outback Way presents many opportunities to begin addressing these challenges, however **new and coordinated approaches for identifying opportunities, securing investment and attracting workforce** for new enterprises will still be needed to support economic growth. These same challenges also exist for establishing and delivering the additional government services that will be needed to support growth.

Tourism is limited, seasonal and intermittent due to road access and weather. Without easy access for tourists, regional and remote communities are unable to attract visitors and showcase their strengths and entice visitors to become residents. Currently restricted to those with four wheel drives and specialised automobiles, sealing the Outback Way will open up many tourism and cultural opportunities by making it accessible to standard cars.

One of Australia's most **iconic tourist attractions, Uluru**, has the potential to drive significant tourism, commerce and development across the nation via the Outback Way. Regional Australia can become more sustainable, through the development of major hubs with international appeal. Tourists and visitors will increase with the ability to travel from Perth to Cairns via Alice Springs. There are many existing iconic Australian tourist attractions that will be connected by the Outback Way, creating cross promotional opportunities, and investment for new attractions. Cross-promoted, complimentary tourist attractions along the Outback Way will support growth year-round, helping sustain tourism infrastructure and new business opportunities.

Outcomes this Action Area Delivers

- Commercial benefits for local communities located along the Highway
- The marketing promise is matched by the experience for tourists, travellers and residents alike (including access to accommodation, services)
- New tourism ventures are made possible by increased economies of scale
- Business continuity across the year (for along or near the highway)
- Regional economic growth in central Australian communities and businesses is measurable, delivering significantly improved standard of living and Closing the Gap outcomes.
- New business and markets contribute to National productivity driving more investment and growth in regions across Australia
- Productivity savings for transport operators and primary producers are passed on to those living on the Highway

Priority Actions

1. Convene a tourism and marketing team

- a. Develop international Outback Way experiences supported by communities, business, government and endorsed by the relevant tourism departments
- b. Identify key tourism locations and experiences in the Outback Way Blueprint

2. Develop tourist experience design

- a. Engage with Tourism Australia and put Outback Way on Tourism Australia's agenda to be included in the suite of offerings at international tourism trade shows
- b. Coordinate tourism interests and opportunities across jurisdictions
- c. Leverage showcase moments and campaigns for:
 - i. The loop - Cairns to Uluru to the Brisbane Olympics, 2032
 - ii. The stretch - Perth to Uluru to the Brisbane Olympics, 2032
- d. Rejuvenating existing attractions and supplementing with new experiences
- e. Establish attractions of international standard, planning regular and diverse experiences to encourage stopping often and for longer. Consider / integrate:
 - i. Australian Age of Dinosaurs' Museum of Natural History (Opportunity - Appendix F3)
 - ii. Inland Treasure trail, geocaching, gold, opals, gems, fossils
 - iii. Dinosaur trail extended to megafauna
 - 1. Eg Engawala
 - iv. Desert education and ecotourism
 - 1. Events connecting town and state
 - v. Geo regions across the three states?
 - vi. Keep the 'Romance of Dirt' alive with unsealed road experiences:
 - 1. eg: Binns Track development (Tower Rock)
 - 2. East macs loop Arltunga Gemtree, Ross River
 - 3. Dulcies
 - vii. Indigenous Protected Areas
 - 1. Katiti-Petermann IPA
 - 2. Angas Downs IPA
 - 3. Simpson Desert IPA
- f. Investment in growth tourism sectors: Egypt, Active and Cultural Tourism
- g. Experiment with placemaking to curate visitor and community experiences

3. Coordinate across regions for events and activities

- a. Year round festival calendar
- b. Visitor centres talking more to each other
- c. Sharing and easy to find information to promote each other
- d. Share website links on each others sites and itineraries
- e. Ensure maps, safety and information are updated regularly, including the Outback Way Blueprint

4. Review and consolidate the Outback Way Brand

- a. Brand clarity - Ensure everyone sings from the same song book. Core element is the Outback Way - how we live, who we are etc.
 - i. One name: not Great Central, not Outback Highway, use "Outback Way"
- b. Undertake research strategy to ensure clarity of story Outback Way
 - i. Consider who is the experience for, e.g. "Longest shortcut" is corporate branding. It is important to develop tourism branding to speak to experience regional highlights. Get a strong story with creativity and sell it to Australia as a concept.
- c. Create promotional media for international audiences
- d. Create media for Australian audiences
 - i. ABC Back Roads
- e. "We made it" certificate for completing the highway

5. Celebrate and showcase First Nations culture and art

- a. Signposting as you enter each acknowledging traditional owners of Country displayed in language with site specific display of culturally appropriate artwork
- b. A sound trail podcast for travellers exploring country and stories, produced in association with First Nation media organisations
- c. Create and support First Nation hosting experiences
- d. Advertising in language and english
- e. Extend Camping with Custodians for whole-of-highway
- f. Art galleries and artists along the route at communities
- g. Working with mainstream tourism businesses to tell stories authentically
- h. New art and craft centres (outside of communities if appropriate)
- i. Hotel and motel accommodation

6. Develop and coordinate Art, Culture & Environment experiences and ventures with opportunities identified for:

- a. Education of the *Outback way of life*
- b. New gallery opportunities
- c. Outdoor cinema festival
- d. Develop digital storytelling to publish on the Outback Way app
- e. Work with local ABC reporters and radio teams to tell good stories; Longreach, Alice and Kalgoorlie
- f. Biosecurity education program for tourists
- g. Guiding

7. Develop new and existing accommodation options

- a. Support travelling across whole-of-highway including motels, camping, eco-stays, First Nation hosting, campervan stops
- b. Dark Sky experiences
- c. First Nation hosting experiences
- d. Eco resort
- e. Camping Grounds
- f. Caravan parks

8. Identify and establish new tourism services including

- a. Roadhouses and refuelling/charging stations
- b. Opportunities for indigenous communities
- c. Touring rescue services
- d. Mobile tire, battery, mechanics, auto shops and parts delivery
- e. Mobile business opportunities, e.g. food trucks, water etc
- f. Visitor centres led and operated by indigenous people

9. Develop initiatives to coordinate across the region

- a. Diversify transport delivery options to improve cost effectiveness
- b. Manufacturing and delivery of housing and building materials and labour to reduce residential and commercial building costs and availability
- c. Establish new selling hubs and markets distributed across the route to support remote and local communities

10. Improve and increase travel options

- a. Hire Vehicles
- b. Air flights at reasonable prices
- c. New air travel destinations
- d. New bus routes, e.g. central east-west, Cairns-Uluru loop, etc.

11. Identify employment opportunities during sealing

- a. Ensuring training and skills development is available locally for locals

12. Identify employment opportunities for ongoing maintenance

- a. Ensuring training and skills development is available locally for locals

13. Develop incentives and supports for new and existing small businesses

- a. Innovation Pilots

- i. Local trials of innovative approaches to

1. the obsolescence of outdated technology
2. develop evidence before scaling
3. funding to test ideas
4. find funders whose strategic priorities align with project learning and outcomes
5. new science and advocacy programs
6. research and technology partnerships

- ii. Projects can relate to communications, energy transition, climate solutions, service delivery, tourism experiences, employment and training, housing, camping, first Nations businesses events, transport logistics and food security etc

14. Identify and develop new maintenance programs, business and employment requirements

- a. Partner with Indigenous Business Network organisations to employ local indigenous job seekers in remote community projects

15. Establish and support new and existing business and service initiatives needed to develop regional economic growth and the experience of those visiting and living in central Australia including:

- a. Staffing and recruitment services - to support the many jobs available along the route
- b. Road maintenance crew requirements and business opportunities
- c. Rest stop amenities maintenance businesses
- d. Service and maintenance contractors for communications and energy infrastructure
- e. Establish waste management planning and services, including recycling stations and cleaning

16. Local and regional opportunities to explore

- a. Sealing Mereenie Loop Road
- b. Roadhouse and caravan park at Middleton

- c. Current state of what is actually available in each community:
 - i. Wanarn - Farm project - Smillion - NG Health - 23 Aged Care
 - ii. Warakurna - Art
 - iii. Walkabout Indigenous
 - iv. Tjkula - Water Hole - Camping at
- d. Central Australia West – Alice to Docker River tourism nodes (Opportunity - Appendix F1)
- e. Central Australia East – Land of Plenty Tours (Opportunity - Appendix F2)
- f. Australian Age of Dinosaurs' Museum of Natural History - For all of regional Australia (Opportunity - Appendix F3)
- g. Create a volunteer experience – Warburton Arts Centre (Opportunity - Appendix F4)
- h. Dark-Sky Highway (Opportunity - Appendix E5)
- i. Min Min Lights – Night Sky Experience (Opportunity - Appendix E6)
- j. Middleton Roadhouse caravan park truck stop (Opportunity - Appendix E7)
- k. Digital Storytelling & Cultural Awareness (Opportunity - Appendix E8)
- l. Alcoota Fossil Silt – Active fossil site with infrastructure and interpretation.
 - i. Site is under utilised. Great opportunity to create linkages to the Age of Dinosaurs and Alice Springs Megafauna.
 - ii. Partnership with Engawala community
- m. Make border crossings appealing as well as quarantine by providing photo ops
- n. The Outback Way Platform (Opportunity - Appendix E9)
- o. Anthill near Tarlton Downs and Jevois on Plenty Highway (Opportunity - Appendix E10)
- p. Geology Boards (Opportunity - Appendix E11)

Long-Term Goals

- The Outback Way is internationally recognised as a unique and accessible tourist experience
- A supportive and viable investment environment to foster new enterprises and vibrant communities
- Build a whole community with long-term viability
- Utilise social media to attract international workers

Considerations & Interdependencies

- Ensure contributions are included in Outback Way Blueprint with regular updates and checks to ensure coordination and alignment across all Action Areas
- Coordination is needed to develop the tourist and traveller Outback Way Cultural Passport, road signage, communication and information to ensure safety
- Location dependencies are critical including water, power, connectivity and fuel stops
- Communicating business and investment opportunities locally and more broadly is essential to developing regional economic growth

Participation

- Economic development and tourism agencies from WA, QLD and NT
- Communities and First Nations representatives
- Major tourism operators from private industry
- Local councils
- Regional Development councils
- Collaboration and partnerships
 - Interstate coordination
 - MOUs between tourism bodies
 - Coordinate all the Destination Management Plans (DMPs)
- Indigenous Tourism Providers
- Airline, Bus companies and vehicle hire companies

Questions to clarify

- What aspects of marketing need to be integrated vs locally-driven (e.g. branding, campaigns, activations)?
- Who makes decisions about the Outback Way brand and positioning?
- How can the highway's construction be used to attract more investment into major tourism ventures and points of interest located on or at either end of the highway?
- How to ensure tourism infrastructure is in place ahead of demand so that tourists have positive experiences?
- How to ensure local communities benefit from the Highway in terms of cost of living reductions?

Appendix

1. Outback Way Opportunities, from the Outback Way Forum 2024

A. Road Design & Regional Planning

1. Terrapave Road Surfacing Option

- a. A robust, resilient road that provides extra width for safety along with vastly reduced cost and speed of construction using in situ materials.
- b. Funding is a major hurdle. Terrapave can create roads for less than half the normal cost; this allows more road to be built - width and length – for the same cost.
- c. Because Terrapave roads are more resilient they require less maintenance which further reduces the overall cost in time.
- d. Terrapave roads do not degrade into potholes or ruts which helps prevent vehicle damage and increases speed of commerce.
- e. The challenge is: how best to create the outback way with the resources available in the time frame? Current approaches offer a limited solution destined to be repeated endlessly.

2. Lobby Your Local Politician

- a. Get in the ear of your local member of the opposition or Senator
- b. Focus on the more ongoing social and community issues
- c. Election in less than 12 months: what is the commitment you are seeking from both parties ?

3. Establish a Plenty Action Group

- a. Hewitt
- b. NTCA
- c. Boulia mob
- d. MAGNT
- e. Police
- f. NTES
- g. OWDC
- h. CLC
- i. CDRC
- j. All business
- k. DIPL, TNT, TCA, DITT in the plural OHDT NT Rep(Mark Coffey)
- l. NITON, CMC, DKA, CFAT
- m. Parks at Wildlife
- n. NT Health
- o. Remote Health
- p. RFDS

4. Establish a Lassetter Action Group
 - a. MRC, MCACA, Voyagers, Parks Australia, CLC, Curtin Springs, Erlunduenely, Imanpa Community, Docker River Community
 - b. OHDC NT Rep (Mark Coffey)
5. WA Regional coordination
 - a. DLF, RDA/GEDC (DPIRD)
 - b. LGA
 - c. STATE (AGO /, MRW WAPol, Doc, ED, DPC)
 - d. NG LANDS
 - e. HEALTH
 - f. MINING (INico, BHP, GF)
 - g. Needs:
 - i. Social and economic Impact Assessment
 - ii. Biggest challenge: Coordinated effort
 - iii. Laverton to Docker River:
 1. Who is overseeing the road from?.
 2. Who is taking the lead on tourism, infrastructure, and community engagement.

E. Community & First Nations Participation

1. Iwaree Mwerre Ingwarre – “Hands Together everyone” Productive Partnerships
 - a. Indigenous Enterprise Hub (out bush somewhere)
 - i. As opposed to “Youth Rehab Centre”
 - b. Offering training and skills programs including:
 - i. Hospitality-cooking, serving, bar
 - ii. Radio station - broadcast on tourism 3k radius channel
 1. DJ
 - iii. Music / Arts
 - iv. Star res.
 - v. Mechanics – Tyres – caravan repairs
 - vi. Beauty - hair slash day spa
 - vii. Bush medicine eg: Bloodwood bushbats
 - viii. Road Crew tickets
 - ix. SES/St John's
 - x. Wholesale and artwork shops -
 - xi. Tour guides and storytelling
 - c. Tours of the hub for tourists
 - d. Make sure it has a accommodation, along with accommodation for family to stay a few nights to see them
 - e. Don't fly them away to Melbourne on charter planes where they isolated
2. More Building the Outback Way funding opportunities
 - a. Inclusive relationships
 - b. High social media
 - c. Movie nights under the stars
 - d. Community events with facilitators to support actions

- e. Celebrate milestones to generate the interest
- 3. Community Correspondence and Emergency Communicators
 - a. Local people paid and trained by the ABC to be reporting during emergency events and preparing community in other times
 - b. Locally base communicators who act as a point of contact to be localised when an emergency event is underway (providing local intel on terrain roads needs understanding)
 - c. ABC employee / funded and trained
 - d. Help community prepare and recover
 - e. Share information and real story of community i.e not an outsiders point of view
 - f. Followup with Theresa & ABC - rockley-hogan.theresa@abc.net.au

F. Tourism & Regional Economic Growth

- 1. Central Australia West – Alice to Docker River tourism nodes
 - a. Key visitor experience
 - i. Camel farms
 - ii. Henbury meteorite crater
 - iii. Swap well
 - iv. Rainbow Valley
 - v. Lasseter Cave
 - vi. Uluru and Matigulu
 - vii. Docker River
 - viii. Imampa
 - ix. Gredundo
- 2. Central Australia East – Land of Plenty Tours
 - a. Working Together - integrated experiences services
 - b. Commercial operators - Adventure Rentals
 - c. Places
 - i. Baton Hill and Aya and Tarlton (Ant Hill)
 - ii. Taboururce
 - iii. Jervois - truck stop, shop, campgrounds
 - iv. Bonya
 - v. Atrela - thicketta sub leased
 - vi. Thicketta
 - vii. Eaglebeak
 - viii. Mt. Riddock
 - ix. Engouala
 - x. Gem Tree
 - 1. Campgrounds
 - 2. shop
 - 3. Café into
 - 4. Fossicking
 - xi. Tower Rock
 - d. Attractions
 - i. Ab Outdoor art gallery
 - ii. Dinosaur story (palaeontology)

- iii. Garnets, gold, stones and gems (geology)
 - iv. Blended story: Pastoral, station life, migration, immigrant history
 - e. Action
 - i. Plenty Highway Interest Group
 - ii. To catch up:
 - 1. DIPC, CDRC, Tourism Central meeting NTIBN, CLC office, Boulia, Atjitera
 - 2. Chandon Kalase, DIPL
 - 3. Lesley Manda CDRC
 - 4. Jill Catagrove NT Tourism
 - 5. Janet Mackay, TRC Tourism
 - 6. Dan, Tourism Central
 - 7. Cherry - NTIBN
 - iii. Add emails on the distribution list
3. Australian Age of Dinosaurs' Museum of Natural History - For all of regional Australia

An internationally relevant Natural History Museum that represents the Australian continent's 4.5 million years journey through deep time, this is Australia's Pioneer Natural History Museum. The Museum of Natural History will be a major attraction that also has a relevance to the education of children on their continent; they are our future custodians. The more they understand where our nation has come from the more they will know where it's going and how to care for it. Nothing is more important.

The Museum of Natural History is the final stage of the Australian Age of Dinosaur Museum. Located on 4,200 acres, just 25 kilometres south east of Winton it is 12 kilometres off the winter Wolverine Highway.

The Museum of Natural History will be additional to approximately the 14 million dollars of assets at the museum. It is a 120 million dollar project and is intended for completion by 2032 as a Queensland celebration for the Olympic Games when Queensland is on the world stage.

No further research is needed, all planning is complete, with only exhibition development left to do before construction can commence. The museum is seeking national support for funding from state and federal governments, corporations and philanthropists. This is a Nationwide project.

Business case, feasibility plan and schematic plans are complete and now seeking: local, state, federal, funding and philanthropic support to raise \$120 million dollars over several years. Investment of \$120m required with cost-benefit capable of sustaining a year-round economy in regional Australia. This opportunity encourages overnight stays through diverted income streams EG walking trails, nature/biodiversity, Dark Skies, school camps, preparation opportunities, volunteer centres. Regional Australia has unique selling points found nowhere else on earth. It is time for Australia to have a major hub, focused on Australian Natural History- that is authentically Outback. If we can drive international visitation then regional tourism would be sustainable year-round - encouraging further investment and facilities.

Needed:

- a. Supporting infrastructure EG shops in accommodation
- b. Seed funding to establish exhibitions
- c. Widespread advocacy and support

Biggest challenge: the lack of widespread support and funding commitment.

Without this the museum will not be sustainable long term and without a catalyst dynamic destination along the outback way complementing Uluru, the region remains the same, the existing museum becomes stagnant and smaller attractions and towns continue to struggle.

Regional Australia can be sustainable, through the development of major hubs with international appeal. Without International visitors over summer the regions will continue to struggle to survive long-term. Regional towns that rely on tourism and primary industry for sustainability are struggling to remain viable. Domestic tourism is very seasonal and only lasts for a few months. We need to attract international tourists through these regions as they visit in summer. The outback already has the infrastructure required and it is all under utilised during this time.

We need growth year round through summer tourism in order to sustain tourism infrastructure and new business opportunities. We need funding to develop complementary, not conflicting tourism initiatives.

Regional Australia requires large-scale tourism infrastructure on par with Uluru to drive demand year round. This infrastructure can then attract large-scale visitation and the growth of supporting services and smaller tourism initiatives.

Catalyst projects capable of driving self-drive to rest to the region

4. Create a volunteer experience – Warburton Arts Centre

- a. Focus on backpackers, and Metropolitan people
 - i. Sell the experience
 - ii. Embrace the new interaction of opportunity with tourism and community
 - iii. Open the Warburton Arts Centre through this strategy etc

5. Dark-Sky Highway

- a. The one thing the entire Outback way has in common is skies
- b. Dark sky or astro tourism is and will be a valuable commodity rarely seen around the world. It also critically encourages overnight stays. This means additional spend in accommodation, food etc.
- c. Every region can use their night sky as a canvas to reflect their unique selling points eg; cultural, scientific, narratives, geology, orientation etc.
- d. Visitors can move across the Outback Way experiencing the same sky but a difference story
- e. The Outback needs to be the place for Dark Skies

6. Min Min Lights – Night Sky Experience

- a. A night sky viewing centre in Boulia showcasing the night sky
- b. Themes
 - i. Min Min in Boulia
 - ii. Ranges of Gemtree
 - iii. Vastness of WA

- c. Showcasing the beauty and remote unpolluted sky
- d. Tourism Queensland Government small requirement for infrastructure
- e. A model of this could be rolled out across all parts of the outback way where we could showcase the unique qualities of each area.

7. Middleton Roadhouse caravan park truck stop

This will be a vital link upgrade between Boulia and Winton at the moment there is a pub which is open as part of agreement. We identified that this is not enough to support future growth. This area also has also had films made in it and there is more interest at the moment for more to be made. The government needs to free land up more easily.

8. Digital Storytelling & Cultural Awareness

A sound trail of first nations and other stories available for download to listen to while driving into areas; explanations, interpretation and audio travel guide downloaded along the way to play in your car

Local first Nations people I have spoken with want their stories told, I'm sure we all do but they are also keen for people to understand their story land connection and cultural protocols and audio story might assist.

- Important to provide Heritage and history values we create local audio guides. Audio could deliver user-friendly details of geography, history Heritage, pastoral history etc.
- Could be located across the whole of the outback way on strategic points but specifically for first nation perspectives.
- Also possible to deliver critical cultural messages “stay on the road” etc.
- Funding in partnership with local media organizations along the highway route.
 - funding required to achieve the outcome.
- Partnership with Telstra or others to provide download of audio at and visuals at key stopping points along the route.
- Technology exists already, research into the advantage of providing information in this way
- Limitations digital download capability on Route
- Provided by Martin, NG media

9. The Outback Way Platform

- a. An interlinked digital platform for stories bookings experiences.
- b. Create one platform that does all the following and start selling, adding to it over time.
 - i. Map
 - ii. Activities, experiences, product availability
 - iii. Accommodation, food and campsite etc
 - iv. Booking
 - v. Storytelling e.g oral stories by TOs as you travel through their country, local pastoralists
 - vi. linkages to sign on country.
 - vii. Naming of Clan country

10. Anthill near Tarlton Downs and Jevois on Plenty Highway

- a. Huge insta presence for stop
- b. Every car stops there.
- c. Recommendation public toilet(flash one).
- d. Signage - “Ants”

- i. 5 ants plus five ants = “tenants”
- ii. to bring one ant from another land into your land = “important”
- iii. ant that goes to school = “brilliant”
- iv. ant looking for a job = “applicant”
- v. spy ant = informant
- vi. little ant - infant
- vii. ant with gun militant
- viii. ant that is specialist = consultant
- e. ~I have more statues or signs with cartoons

11. Geology Boards

- a. Similar to Cawnpore at Winton
- b. Eg: explain landforms layout of rivers and where does the Plenty end
- c. Homeschoolers families on the road really love these share in their social media networks

2. Benefits a Sealed Outback Way Delivers

1. National Security & Productivity

The lack of a sealed Outback Way has negative impacts on the nation as a whole including our security and productivity.

Benefits a sealed the road delivers:

- Provides for strategically significant, defence capable roads for movement of security infrastructure, linking three over-the-horizon (OTH) radar facilities
- Increases the redundancy of our critical national infrastructure in times of crisis, providing multiple routes available for the movement of personnel, supplies, and equipment, enhancing the agility and responsiveness of our defence forces
- Faster, cheaper more reliable and viable transport nationally
- Improved margins on product creating new viable business resulting in attractive investment opportunities
- A new trans-national highway to increase freight and transport
 - Provides redundancy when SA floods. Currently it is a 5k detour
- ADL- PE
- New and reliable access to markets
- Connecting up food bowls across the nation: NSW & QLD to WA & SA
- Potential for unlocking central Australia to viable new markets

- Increased industry and agriculture activity and investment in central Australia
- Reliable delivery and increased productivity
- Improved market competition with wider variety of vehicles able to utilise the road, more competition for freight and transport
 - Increased truck widths and lengths increases productivity and sustainability
- Loaded trucks: unsealed 16-20 hours, sealed 10-12 hours (Boulia to Alice?)

2. Tourism opportunities and celebration of our environment, culture, heritage and art

Due to the lack of a sealed highway connecting east and west coasts through the centre of the nation, tourism and cultural expression opportunities are greatly restricted.

Benefits a sealed the road delivers:

- Increased tourist and visitor numbers
- Access to new experiences
- Reliable new routes opened connecting:
 - Perth to Alice and then Cairns
 - Cairns to Uluru
- Additional vehicle varieties are able to traverse east-west

3. Opportunities and closing the gap for First Nations people

Without access via a sealed highway, First Nations people living in remote and regional areas experience challenges accessing healthcare, education, government services and entrepreneurial opportunities.

Benefits a sealed the road delivers:

- Physical time to get services to these communities is reduced
- Improved ability to attend outpatient services and healthcare provided at secondary, tertiary and quaternary hospitals along with health, services, allied health, dental and AOD services and supports
- Opportunities to share art and culture, while creating economic opportunities

4. Mobility and connectivity for remote and rural communities

The lack of connectivity via sealed roads create many hardships across all dimensions of Outback life.

Benefits a sealed the road delivers:

- Provides easier access to services and care in larger towns and cities
- A useable road available year-round providing access to travel between communities
- Faster and more reliable driving times
- Ability to provide existing services more reliably and frequently (eg: health and education)
- NDIS easier return to country for respite once roads are better
- Reduces maintenance costs
- Brings remote communities closer

5. Road and community safety

While unsealed roads are more dangerous than sealed roads for drivers, pedestrians and wildlife, to make a sealed highway safe for communities, tourists and heavy freight vehicles requires planning and consultation with a range of parties.

Benefits a sealed the road delivers:

- Sealed roads reduce the amount of breakdowns and accidents
- National highway design provides appropriate rest stops and amenities to reduce fatigue
- Community are able to access healthcare, emergency services and police faster

6. Regional growth, investment and employment opportunities

The lack of access and connectivity in the Outback makes it very difficult to secure investment and skilled workforce, restricting economic growth and development.

Benefits a sealed the road delivers:

- Tourists and visitors increase with the ability to travel from Perth to Cairns via Alice Springs and impacts of seasonal road closures are reduced
- Road maintenance crew requirements increase

7. Population growth in regional and remote communities

The lack of a sealed Outback Way severely restricts tourism, freight, transport, investment and development, all needed for population growth in regional and remote communities.

Benefits a sealed the road delivers:

- Communities will immediately feel less isolated able to move more freely and cheaply
- More tourists experiencing the outback can attract more people to become residents

- Resources for young people to stay in remote communities
- increased employment/business opportunities and
- Last mile seal will be important. communities can't be accessed if access Road can't be sealed as well
- Workforce training
- Increased tourism=greater opportunity to showcase the communities and attract people to stay/to move to the area.

8. Improved cost of living regional and remote communities

Regional and remote communities along the Outback way do not have efficient and effective transportation, making goods, services and labour harder to access and more costly (eg ~400%).

Benefits a sealed the road delivers:

- Reduced cost in transporting goods and services
- Faster, shorter and consistent delivery of food all year round
- Access to key food bowls and markets reducing cost and access to fresh food
- Opportunity for new and improved east-west trade route connecting to ports north and south (QLD, NSW and WA) reducing costs while increasing availability and reliability of deliveries
- Reduced oncost of vehicle wear and tear for transporting goods
- Reduced costs on fuel
- Reduced cost on car repair, replacement costs and insurances

9. Equity in the standard of living

The standard of living for remote and regional communities is negatively impacted in many ways by the lack of efficient transport, freight and shipping connectivity.

Benefits a sealed the road delivers:

- Improved availability of services
- Improved mobility reduces isolation improving wellbeing
- Increase connectedness to communities
- Cost decrease in services - less excuses
- Ease or lessen disaster management

3. Contributors to the Action Plan

The following people and organisations were represented in the interviews and participants at the forum held in Canberra June30/July 1, 2024

Participants at the forum:

- Sharon Henderson - Director, Regional Development Australia Goldfields Esperance
- Lee Jacobsen - Chairperson, Regional Development Australia Goldfields Esperance
- Leslie Manda - Chief Executive Officer, Central Desert Regional Council
- Ty Matson - CEO, Shire of Leonora, WA
- Roxanne Highfold - Senior Venture Development PBC, Central Land Council
- Mischa Cartwright - General Manager Regional And Development Services, Central Land Council
- Sharon Goddard - General Manager Social Performance & External Relations, Gold Road Resources
- Jessica Jones - Social Performance & Community Coordinator, Gold Road Resources
- Chandan Kalase - Executive Director Transport Planning, Department of Infrastructure, Planning and Logistics
- Cr Cathy White - Mayor, Winton Shire Council
- Tina Elliott - Deputy Mayor, Winton Shire Council
- Dirk Dowling - CEO, Winton Shire Council
- Kris Starcevich - CEO, Goldfields-Esperance Development Commission
- Marcus Falconer - CEO, Australia's Golden Outback
- Danial Rochford - CEO, Tourism Central Australia
- Rachel Smith - Executive Director, Australian Livestock and Rural Transporters Association (ALRTA)
- Alison Smith - CEO, Local Government Association of Queensland
- David Elliott OAM - Executive Chairman, Australian Age of Dinosaurs Museum
- Naomi Miles - Head of Development, Australian Age of Dinosaurs Museum
- Russell Cole - GM, Gold Fields Australia
- Jill Karena - Place Lead, Foundation for Rural and Regional Renewal
- Sarah Cook - Ambalindum Aggregation Manager, Hewitt Agribusiness Pty Ltd
- Kate Collins - A/Superintendent, Western Australian Police
- Brad Sorrell - Commander, Western Australian Police
- Mark Wilkes - Pre-Contracts Manager (Civil), Sitzler P/L
- Kate McMaster - Owner, Gemtree and Territory True

- Janet Mackay - Director, TRC Tourism
- Roger Herbert - Partner, Terra Pave Australia
- Christina Cawkell - Regional Engagement Manager, Telstra
- Donna Malec - Manager, Kalgoorlie Boulder Visitor Centre
- David Mosel - CEO, Shire of Ngaanyatjaraku
- Damien Mclean - President, Shire of Ngaanyatjaraku
- Jill Catchlove - Manager Tourism Regions, Tourism NT
- Lachlan Millar MP, Gregory
- Rick Britton - Mayor, Boulia Shire Council
- Jack Neilson - Deputy Mayor, Boulia Shire Council
- Cr Rex Weldon - Councillor, Shire of Laverton
- Cr Rachael Cruwys - Councillor, Central Highlands Regional Council
- Cr Patrick Hill - Shire President, Shire of Laverton
- Cr Karen Newman - Councillor, Central Highlands Regional Council
- Symone Mercer - Director/Consultant, SBH Consultancy Pty Ltd
- Patrick Hastings - Chief Executive Officer (Acting), Infrastructure Sustainability Council
- Tammy Graham - EA Operations Hewitt Agribusiness Pty Ltd
- Rod Jeffrey - Project Director Civil, Sitzler Pty Ltd
- Denise Brown - CEO, Outback Queensland Tourism Association Inc.
- Theresa Rockley-Hogan, ABC Emergency Broadcast lead
- Peter Dash - Ag Superintendent, NT Police
- Eleanor Bates - Director QLD, NT & WA, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Tom Mullins - Assistant Director North Queensland, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Dan Backhouse - Policy Officer North Queensland, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Jacqui McKinnon - Assistant Director Western Australia, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Michelle Boag - Assistant Director Northern Territory, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Graeme Hoare - Compliance Manager, Martins Stock Haulage Pty Ltd
- Frank Medve - Contract Manager, Service Stream
- Kathy Anderson - GM, NG Media
- Martin Corben - Advisor on Content & Strategy, NG Media
- Professor John Cole , University of Southern Queensland

- Cherie Reid - Indigenous Enterprise Consultant - Team Leader, Northern Territory Indigenous Business Network
- Rick Wilson MP - Member for O'Connor, Federal Member in House of Representatives
- Senator Susan McDonald, Senator for Queensland
- Gary Nelson - CEO, Terra Pave Australia
- Claudia Shepherd - Acting Director Engagement, Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Dr. Mark Elliott - Managing Director & Founder, Collabforge
- Trish Cave - Collaboration, Design and Innovation Specialist, Collabforge
- Mel Forbes - GM, Outback Highway Development Council Inc (OHDC)
- Kylie Stoneman - Owner, Waste Knot What Knot

Interviewees prior to the forum:

- Belinda Urquhart, Chief Executive Officer, Macdonnell Regional Council
- Matt Paterson - Mayor, Alice Springs Town Council
- Dirk Dowling - CEO, Winton Shire Council, QLD
- Gavin Baskett - Mayor, Winton Shire Council, QLD
- Shannon Van Bael, Winton Shire Council, QLD
- Brenton Hall, Winton Shire Council, QLD
- Helen Fogarty, Winton Shire Council, QLD
- Kirby Reents, Winton Shire Council, QLD
- Kristi Minehan, Winton Shire Council, QLD
- Roger Naidoo, Winton Shire Council, QLD
- Cathy White, Winton Shire Council, QLD
- Frank Standfast, Winton Shire Council, QLD
- Vimla Naidoo, Winton Shire Council, QLD
- Tina Elliott, Winton Shire Council, QLD
- Leslie Manda - Chief Executive Officer, Central Desert Regional Council, NT
- Lynn Moore - CEO, Boulia Shire Council, QLD
- Rick Britton - Mayor, Boulia Shire Council, QLD
- Phil, Paul, Laverton Regional Council, WA
- David Mosel - CEO, Shire of Ngaanyatjarraku, WA
- Damien Mclean - President, Shire of Ngaanyatjarraku, WA
- Cr Rex Weldon - Councillor, Shire of Laverton
- Cr Patrick Hill - Shire President, Shire of Laverton

- Max Bushell - Senior Policy advisor Road Safety and Infrastructure, WA LGA,
- Romy Carey - Dep. CEO, NT Cattlemans Association
- Denise Brown - CEO, Outback Queensland Tourism Association Inc.
- Kathy Anderson - GM, NG Media
- Martin Corben - Advisor on Content & Strategy, NG Media
- Ben Hewitt - Hewitt Agribusiness Pty Ltd
- Tammy Graham - EA Operations Hewitt Agribusiness Pty Ltd
- David Elliott OAM - Executive Chairman, Australian Age of Dinosaurs Museum
- Naomi Miles - Head of Development, Australian Age of Dinosaurs Museum
- Professor John Cole , University of Southern Queensland
- Janet Mackay - Director, TRC Tourism
- Cherie Reid - Indigenous Enterprise Consultant - Team Leader, Northern Territory
Indigenous Business Network
- Jessica Wishart, Northern Territory Indigenous Business Network
- Cherisse Buzzacott, Northern Territory Indigenous Business Network

Operations Report – September/October 2024

Status	Subject	Action Taken
Ongoing	Compliance	<p>Electrical testing and tagging of Shire supplied appliances: Completed</p> <ul style="list-style-type: none"> Nil for reporting period. <p>Action: Operations Team to continue progressively testing Shire supplied electrical appliances in all Shire owned/managed properties.</p>
Ongoing	Fleet and Vehicle Management	<p>Vehicles Serviced Isuzu D-Max Rego: 1HMJ403.</p> <p>Vehicles Repaired Isuzu D-Max Rego: 1HMJ403. Cracked front windscreen replaced. Damaged rear bumper wiring harness replaced.</p> <p>Ford Ranger Rego: 1HTZ 233. Auxiliary power supply installed to rear of vehicle.</p> <p>New Fleet/Vehicles Rubbish Truck –Major Motors Isuzu engaged to supply new truck - purchase order raised and sent to supplier. Construction of custom motor-body inclusive of bin lifter anticipated to be completed by end of October 2024.</p> <p>Multiple trailer manufacturers have been contacted to discuss option for rubbish trailers. Quote received from Papas Trailers, awaiting quotes from CE Body Builders and Jakoma Custom Trailers.</p> <p>Other The following vehicles/plant have been sold via public auction at Pickles in Perth:</p> <ul style="list-style-type: none"> Isuzu NQR450 Garbage Compactor truck 2014 Toyota Dyna II 6500 3-tonne tip truck 2002 Ford PJ Ranger Super Cab Chassis XL 4x4 Manual Diesel Utility 2007 Nissan Navara Dual Cab Utility (Manual Diesel) 2010 Trailer - ex Environmental Health Trailer - dual axle tipping <p>The following vehicle has been delivered to Pickles for sale via public auction:</p> <ul style="list-style-type: none"> Toyota Prado Rego: 1HFB600 <p>Action: Fleet utilisation being monitored to ensure all vehicles are serviced within manufacturers recommended service intervals. Ad-hoc repairs to be undertaken as necessary.</p>
Ongoing	Property Maintenance	<p>Warburton Playgroup</p> <ul style="list-style-type: none"> Removal and disposal of food items and rubbish. Gardening and yard maintenance. <p>152 Motel Street, Warburton</p> <ul style="list-style-type: none"> Gardening and yard maintenance. <p>154 Motel Street, Warburton</p> <ul style="list-style-type: none"> Gardening and yard maintenance. Internal painting. Rubbish removal. Internal cleaning. <p>255A Motel Street, Warburton</p> <ul style="list-style-type: none"> Gardening and yard maintenance. <p>255B Motel Street, Warburton</p> <ul style="list-style-type: none"> Internal cleaning.

		<ul style="list-style-type: none"> Gardening and yard maintenance. <p>153 Cultural Centre Street, Warburton</p> <ul style="list-style-type: none"> Gardening and yard maintenance. <p>367 Ninth Street, Warburton</p> <ul style="list-style-type: none"> Internal electrical repairs Fence repairs following vandalism <p>97 Fifth Street, Warburton</p> <ul style="list-style-type: none"> Repairs to external security cage following vandalism <p>11A Sixth Street, Warakurna</p> <ul style="list-style-type: none"> Plumbing repairs to toilet <p>11B Sixth Street, Warakurna</p> <ul style="list-style-type: none"> Plumbing repairs to toilet <p>Action: Operations Team to continue to undertake yard & building maintenance as required</p>
Ongoing	Roads	<p>Construction Works - Breakaway Earthmoving Works Great Central Road reconstruction works.</p> <ul style="list-style-type: none"> SLK 146.8 – 157 Project was completed on 17 October. <p>September Maintenance Works - Breakaway Earthmoving</p> <ul style="list-style-type: none"> Great Central Road – 67km Mantamaru Road – 4km Irruntja Road – 3km Papulankutja – 22km Tjirrkarli - 9km Wingelina Community Road – 2km Kanpa Road – 3km Jameson Community Roads -2km <p>October Maintenance Works - Breakaway Earthmoving</p> <ul style="list-style-type: none"> Great Central Road – 43km Mantamaru Road – 4km Irruntja Road - 7km Papulankutja - 2km Tjirrkarli - 4km Wanarn Access Road - 2km Tjukurla - 8km Warakurna Access Road - 3km Warburton Access Roads - 4km
Ongoing	Warburton Sport & Recreation	<p>Activities undertaken during reporting period:</p> <ul style="list-style-type: none"> No information available for reporting period.
Ongoing	Warburton Waste Management	<p>Collection and disposal of general waste from all commercial, communal, and residential rubbish bins completed.</p> <p>Damaged waste bins swapped out at multiple residential properties with 'new' recycled 44-gallon drum waste bins.</p> <p>Non-commercial waste collection scheduled every Saturday.</p> <p>Action: Operations Team to continue waste collection and disposal</p>

Attachment 11.2 - Environmental Health and Building Services Action Report

EHO's Report October 2024

Date	Subject	Action Taken
Ongoing	Shire Registers	<p>Each site visit usually identifies more buildings or activities to be recorded in the Shire's registers. If any serious health risks are identified, they will be addressed but the current priority is to update and develop accurate registers that the shire is required to maintain.</p> <p>Action – EHO to: continue the process of collecting information so accurate registers can be maintained.</p>
Ongoing	General Food Premises	<p>Site visits to food premises and discussions with food premises managers has resumed in October and as most premises are quite clean and well maintained, the emphasis is on finding out how well the food handlers understand how to manage food safety risks.</p> <p>Action - EHO to:</p> <ul style="list-style-type: none"> • continue assisting the operators of food premises to ensure they provide suitable training to staff as required. • Complete the development of a register of food premises
Ongoing	Kanpa Community - Water Quality	<p>Drinking water source from the community bore sampled for chemical and biological parameters as Kanpa is not on NCAC's drinking water sampling program. However, frequency of sampling is to be checked as results are limited in frequency. NO FURTHER ACTION TAKEN IN THE REPORTING PERIOD.</p> <p>Action: EHO to monitor drinking water safety in Kanpa.</p>
Ongoing	Community Water Sampling Results	<p>The Shire is now included on the mailing list and receives water sample results from Water Corp.</p> <p>General Where water quality is substandard (primarily because of high nitrate levels) the Water Corp are providing bottled drinking water for vulnerable people.</p> <p>Discussions continue with the Corporation's ACWS Water Quality Team about future water quality planning for all the communities within the Shire.</p> <p>Action: EHO will continue liaison with the responsible agencies and contractors. Action: The EHO will continue to monitor the quality and safety of the drinking water provided in the Shire.</p>
Ongoing	Covid-19	<p>Restrictions removed except for particular locations (e.g. hospitals, special care facilities etc).</p> <p>Action: EHO to continue to monitor Covid-19 requirements.</p>
Ongoing	Mosquito-Borne Diseases (MBDs)	<p>The EHO continues informal discussions with Health WA to remain informed of the potential options for preventative actions and assistance available in the event of future or more frequent heavy rainfall events.</p>

		Action: The EHO to continue to monitor reported MBD incidents and Liaise with HDWA concerning any possible preventative actions.
Ongoing	Public Swimming Pools	Pre-season water tests at the pool and Laboratory examination of water samples has been done in preparation for the season. The required water quality has been achieved to allow the season to commence and throughout the season the EHO will work with the Pool Managers to identify any maintenance issues or potential health risks that could reduce their ability to operate in accordance with the Health Aquatic Facilities Regulations.
Ongoing	Public Health Act Implementation	<p>A discussion paper has basically been drafted and when some of the information has been confirmed with the HDWA and other local government EHOs, the shire will be able to commence changes required by the Act, which in many cases can be achieved by simply working closer with Ng Health Services that already plays the major role in Public Health in our communities.</p> <p>Action: EHO to complete the briefing paper and to continue monitoring how other shires manage the roll out of the legislation and explore the best options for the shire without duplicating any of the disease prevention work done by Ng Health Services etc</p>
Ongoing	Building Works	<p>As previously reported a residential (Staff Accommodation) development commenced without a building permit or approval to dispose of sewage and liquid waste, in the compound adjacent to the Warburton Caravan Park and Shire staff housing.</p> <p>At a meeting with the contractor and NCAMS' project coordinator an agreement was reached on how to compile an application the Shire can assess and approve.</p> <p>Action – EHO to:</p> <ul style="list-style-type: none"> • Continue to work with NCAMS and contractors etc to compile a completed application that can be approved by the Shire. • Develop a simple information package to assist contractors and agencies when applying for building permits and approvals.

Attachment 12.1 - Payment Listing September 2024

Payment Listing September 2024				
Chq/EFT	Date	Name	Description	Payment
EFT5566	06/09/2024	WARAKURNA ROADHOUSE	Diesel for Shire Prado 1HLA156	216.80
EFT5567	06/09/2024	GTN Services	Supply of battery for Toyota Prado 1HLA156	259.80
EFT5568	06/09/2024	Focus Networks	Monthly Saas agreement for August 2024	3,347.41
EFT5569	06/09/2024	Ingot Hotel	Accommodation in Perth for RM, CEO & UHY	471.00
EFT5570	06/09/2024	Local Government Professionals Australia WA	2024-2025 Full Membership & sponsorship	1,110.00
EFT5571	06/09/2024	BREAKAWAY C-/ KEY FACTORS	Hire of plant and equipment	287,990.95
EFT5572	06/09/2024	PIVOTEL SATELLITE PTY LTD	Satellite phone and tracker charges 15/07/2024 - 14/09/2024	398.32
EFT5573	06/09/2024	MOORE AUSTRALIA (WA) Pty Ltd	Compilation of statement of financial activity and report to CEO June 2024	2,530.00
EFT5574	09/09/2024	NATS	Supply of goods and freight	2,861.47
EFT5575	09/09/2024	MILY (WARBURTON) STORE	Milk and supplies for Shire office	140.60
EFT5576	09/09/2024	LOCAL HEALTH AUTHORITIES ANALYTICAL COMMITTEE (LHAAC)	Analytical services 2024-2025	526.90
EFT5577	09/09/2024	Focus Networks	Monthly MPS devices for August 2024	1,996.50
EFT5578	09/09/2024	AUSTRALIA POST	Postage August 2024	18.95
EFT5579	09/09/2024	NGAANYATJARRA Services (ELEC a/c)	Electricity account for July - August 2024	2,689.82
EFT5580	09/09/2024	Bob Waddell & Associates Pty Ltd	Rates services including rates billing 2024/2025	1,320.00
EFT5581	09/09/2024	CARDILE INTERNATIONAL FIREWORKS PTY LTD	Shire contribution towards Desert Dustup	13,200.00
EFT5582	09/09/2024	BREAKAWAY C-/ KEY FACTORS	Hire of plant and equipment	212,393.18
EFT5583	09/09/2024	MILLS OAKLEY LAWYERS	General Industrial Relations and Employment Law	1,327.70
EFT5584	09/09/2024	UHY HAINES NORTON	Daily Operational Financial Management Support - August 2024	18,458.68
EFT5585	09/09/2024	LG TALENT PTY LTD	Shortlist retainer for recruitment services for Administration Coordinator	2,016.66
EFT5586	09/09/2024	MCLEODS LAWYERS PTY LTD	Proposed road user agreement with Oz Minerals	1,543.30
EFT5587	09/09/2024	AUSTRALIA'S GOLDEN OUTBACK	Annual contribution towards the Goldfields Tourism Development	16,500.00

			Manager partnership initiative for 2024/2025	
EFT5588	09/09/2024	MOORE AUSTRALIA (WA) Pty Ltd	Assistance with various financial and reporting items	15,412.29
EFT5589	09/09/2024	LAVERTON SUPPLIES MOTORS	Diesel for Shire vehicles	365.62
EFT5590	11/09/2024	BREAKAWAY C-/ KEY FACTORS	Hire of plant and equipment	296,502.26
EFT5591	12/09/2024	BREAKAWAY C-/ KEY FACTORS	Hire of plant and equipment	113,814.90
EFT5592	18/09/2024	WARBURTON ROADHOUSE	Catering for Shire Council Meeting 28th August 2024	275.00
EFT5593	18/09/2024	Focus Networks	Monthly Saas agreement and various IT services for September 2024	4,681.00
EFT5594	18/09/2024	Ingot Hotel	Accommodation in Perth for BMO, OM & CEO	565.10
EFT5595	18/09/2024	Vocus Pty Ltd	Shire Office internet 01/09/2024 - 30/09/2024	935.00
EFT5596	18/09/2024	WESTERN DESERT MECHANICAL	Repairs to Ford Ranger 1HTZ233	848.65
EFT5597	18/09/2024	BREAKAWAY C-/ KEY FACTORS	Hire of plant and equipment	272,773.13
EFT5598	18/09/2024	Mercure Alice Springs Resort (Iris Stott Terrace Operations Pty Ltd Trading as)	Accommodation in Alice Springs for RM 05/09/2024	190.00
EFT5599	18/09/2024	MICHELLE BLACKHURST CONSULTANCY	Development of the August Council Agenda and attachments	396.00
EFT5600	18/09/2024	C.L BURSEY & T.R SARGENT (TERRY SARGENT AND ASSOCIATES)	Environmental Health external contractor August 2024	16,704.60
EFT5601	18/09/2024	JEAN-PIERRE KOEKEMOER	Reimbursement to RM for taxis	102.10
EFT5602	18/09/2024	Department of Mines, Industry Regulation and Safety	Building services levy remittance for August 2024	269.00
EFT5603	25/09/2024	DAMIAN MCLEAN	OCM fee for 25/09/2024 and Shire President allowance for September quarter 2024	2,155.00
EFT5604	25/09/2024	Julie Porter	OCM fee for 25/09/2024	260.00
EFT5605	25/09/2024	JOYLENE FRAZER	OCM fee for 25/09/2024	260.00
EFT5606	25/09/2024	DEBRA FRAZER	OCM fee for 25/09/2024 and Deputy Shire President allowance for September quarter 2024	760.00
EFT5607	25/09/2024	BREAKAWAY C-/ KEY FACTORS	Hire of plant and equipment	25,445.86
EFT5608	27/09/2024	NATS	Fence droppers and guide posts for Papulankutja Road	5,226.32
EFT5609	27/09/2024	WARBURTON ROADHOUSE	Accommodation at the Warburton Roadhouse for UHY consultant 26/08/2024 - 30/08/2024	720.00
EFT5610	27/09/2024	MILY (WARBURTON) STORE	Lot 154 Warburton LPG gas cylinder changeover	425.00

EFT5611	27/09/2024	Tecsec Security Solutions	IFOB Control Software with unlimited Push Notifications per Year 01/10/2024 - 01/10/2025	108.90
EFT5612	27/09/2024	The Trustee for Integrated Human Resourcing Trust	HR Support August 2024	904.42
EFT5613	27/09/2024	BREAKAWAY C-/ KEY FACTORS	Hire of plant and equipment	230,530.93
EFT5614	27/09/2024	LG SOLUTIONS PTY LIMITED	Cloud YE for 2023/24 reporting and Month End YE - License & support to 30/06/2025	16,830.00
PAY	11/09/2024	Payroll Direct Debit Of Net Pays	Payroll Direct Debit Of Net Pays	27,559.34
DD3094.1	11/09/2024	Aware Super	Superannuation contributions	1,276.05
DD3094.2	11/09/2024	PANORAMA SUPER	Superannuation contributions	476.17
DD3094.3	11/09/2024	HOST PLUS	Superannuation contributions	1,515.77
DD3094.4	11/09/2024	CBUS SUPERANNUATION	Superannuation contributions	842.74
DD3094.5	11/09/2024	Brighter Super	Superannuation contributions	703.57
PAY	25/09/2024	Payroll Direct Debit Of Net Pays	Payroll Direct Debit Of Net Pays	37,905.68
DD3103.1	25/09/2024	Aware Super	Superannuation contributions	1,306.27
DD3103.2	25/09/2024	HOST PLUS	Superannuation contributions	1,940.90
DD3103.3	25/09/2024	PANORAMA SUPER	Superannuation contributions	1,097.26
DD3103.4	25/09/2024	CBUS SUPERANNUATION	Superannuation contributions	842.74
DD3103.5	25/09/2024	Brighter Super	Superannuation contributions	703.57
DD3104.2	11/09/2024	Westpac Credit Card CEO	Westpac credit card direct debit	6,671.83
DD3105.1	02/09/2024	WESTPAC BANK	Westpac Activity and Merchant fees for August 2024	49.72
DD3105.2	03/09/2024	COMMONWEALTH BANK OF AUSTRALIA	CBA Merchant fee for August 2024	20.18
DD3105.3	06/09/2024	Telstra Limited	Telstra landline and mobile accounts 17/07/2024 - 16/08/2024	1,252.97
DD3105.4	16/09/2024	Westpac Credit Card OM	Westpac - OM credit card topup by direct transfer 16/09/2024	2,000.00
DD3105.5	18/09/2024	Westpac Credit Card OM	Westpac - OM credit card topup by direct transfer 18/09/2024	2,000.00
DD3105.6	25/09/2024	Navman Wireless Australia Pty Ltd	Satellite tracker and SatComm service fees 05/08/2024 - 04/09/2024	771.54

TOTAL 1,667,715.42

Attachment 12.2 - Monthly Financial Report September 2024

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Shire of Ngaanyatjaraku

FINANCIAL REPORT

for the period from 01/07/24 to 30/09/24

Financial Report

for the period from 01/07/24 to 30/09/24

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Content Overview

The **Shire** of Ngaanyatjaraku conducts the operations of a local government with the following community vision:

The Shire of Ngaanyatjaraku - On a journey

- Our Land - Looking after our Land
- Our People - Looking after our People
- Leadership - Showing the way for our Community

Principal place of business:
Great Central Road
Warburton Aboriginal Community
Western Australia

Statement of Comprehensive Income

for the period from 01/07/24 to 30/09/24

		01/07/24 to 30/09/24 YTD Actual \$	01/07/24 to 30/09/24 YTD Budget \$	YTD Actual vs. YTD Budget Variance \$	YTD Actual vs. YTD Budget Variance %
	Note				
Revenue					
Rates	13	485,477	488,640	(3,163)	(1)%
Grants, subsidies and contributions		990,343	951,514	38,829	4%
Fees and charges		2,709	146,387	(143,678)	(98)%
Interest revenue		36,196	90,250	(54,054)	(60)%
Other revenue		188,559	37,552	151,007	402%
Non-Operating Grants, Subsidies and Contributions		—	100,792	(100,792)	(100)%
Proceeds On Asset Disposal		—	33,750	(33,750)	(100)%
		<u>1,703,284</u>	<u>1,848,885</u>	<u>(145,601)</u>	<u>(8)%</u>
Expenses					
Employee costs		237,008	642,355	405,347	63%
Materials and contracts		818,489	2,037,004	1,218,515	60%
Utility charges		2,690	5,033	2,343	47%
Depreciation	7	—	1,945,175	1,945,175	100%
Insurance		70,210	138,284	68,074	49%
Other expenditure		15,198	57,868	42,670	74%
		<u>1,143,595</u>	<u>4,825,719</u>	<u>3,682,124</u>	<u>76%</u>
Operating result from continuing operations					
		<u>559,689</u>	<u>(2,976,834)</u>	<u>3,536,523</u>	<u>(119)%</u>
Capital grants, subsidies and contributions		436,982	—	436,982	∞
Profit on asset disposals		—	—	—	∞
		<u>436,982</u>	<u>—</u>	<u>436,982</u>	<u>∞</u>
Net result for the period					
		<u>996,671</u>	<u>(2,976,834)</u>	<u>3,973,505</u>	<u>(133)%</u>
Other comprehensive income for the period					
<i>Items that will not be reclassified subsequently to profit or loss</i>					
Total comprehensive income for the period					
		<u>996,671</u>	<u>(2,976,834)</u>	<u>3,973,505</u>	<u>(133)%</u>

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

Statement of Financial Position

for the period from 01/07/24 to 30/09/24

		01/07/24 to 30/09/24 YTD Actual \$	01/07/24 to 30/09/24 YTD Budget \$	YTD Actual vs. YTD Budget Variance \$	YTD Actual vs. YTD Budget Variance %
	Note				
Assets					
Current assets					
Cash and cash equivalents	2	12,860,933	14,258,306	1,397,373	10%
Trade and other receivables	3	1,470,954	918,738	(552,216)	(60)%
Inventories	4	13,659	13,659	–	0%
Other assets		5,000	–	(5,000)	∞
Total current assets		14,350,546	15,190,703	(840,157)	(6)%
Non-current assets					
Other financial assets		40,745	40,745	–	0%
Property, plant and equipment	5	12,853,783	12,695,259	(158,524)	(1)%
Infrastructure	6	178,057,289	176,442,825	(1,614,464)	(1)%
Other assets		–	–	–	100%
Total non-current assets		190,951,817	189,178,829	1,772,988	1%
Total assets		205,302,363	204,369,532	932,831	0%
Liabilities					
Current liabilities					
Trade and other payables	8	1,253,942	1,317,783	63,841	5%
Other liabilities	9	–	–	–	∞
Employee related provisions		107,544	107,544	–	0%
Total current liabilities		1,361,486	1,425,327	(63,841)	(4)%
Non-current liabilities					
Other liabilities	9	–	–	–	100%
Employee related provisions		16,693	16,693	–	0%
Total non-current liabilities		16,693	16,693	–	0%
Total liabilities		1,378,179	1,442,020	63,841	4%
Net assets		203,924,184	202,927,512	996,672	0%
Equity					
Retained surplus		(161,799)	73,643,438	73,805,237	100%
Reserve accounts	14	214,431	8,293,678	8,079,247	97%
Revaluation surplus	10	–	120,990,396	120,990,396	100%
Total equity		52,632	202,927,512	(202,874,880)	(100)%

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

Statement of Changes in Equity

for the period from 01/07/24 to 30/09/24

	Note	Retained Surplus \$	Reserve Accounts \$	Total Equity \$
Comprehensive income for the period				
Net result for the period		(944,039)	—	(944,039)
Total comprehensive income for the period		(944,039)	—	(944,039)
Transfers from reserve accounts	14	(214,431)	—	(214,431)
Transfers to reserve accounts	14	—	214,431	214,431
Balance as at 30 June 2024		(1,158,470)	214,431	(944,039)
 Balance as at 1 July 2024		 (1,158,470)	 214,431	 (944,039)
Comprehensive income for the period				
Net result for the period		996,671	—	996,671
Total comprehensive income for the period		996,671	—	996,671
Transfers to reserve accounts	14	—	—	—
Balance as at 30 June 2025		(161,799)	214,431	52,632

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

Statement of Cash Flows

for the period from 01/07/24 to 30/09/24

	YTD Actual 01/07/24 to 30/09/24 \$	YTD Budget 01/07/24 to 30/09/24 \$	\$ Variance YTD Actual vs. YTD Budget \$	% Variance YTD Actual vs. YTD Budget %
Note				
Cash flows from operating activities				
Receipts				
Rates	(382)	488,635	(489,017)	128,015%
Grants, subsidies and contributions	235,336	251,704	(16,368)	(7)%
Fees and charges	2,709	3,409	(700)	(26)%
Interest revenue	36,196	30,021	6,175	17%
Goods and services tax received	41,157	–	41,157	100%
Other revenue	188,559	8,384	180,175	96%
Total receipts	503,575	782,153	(278,578)	(55)%
Payments				
Employee costs	(268,632)	(2,079,881)	1,811,249	(674)%
Materials and contracts	(990,467)	(1,356,366)	365,899	(37)%
Utility charges	(2,690)	(5,034)	2,344	(87)%
Insurance paid	(70,210)	(140,000)	69,790	(99)%
Other expenditure	119,563	(6,000)	125,563	105%
Total payments	(1,212,436)	(3,587,281)	2,374,845	(196)%
Net cash provided by operating activities	(708,861)	(2,805,128)	2,096,267	(296)%
Cash flows from investing activities				
Payments				
Payments for financial assets at amortised cost	840	–	840	100%
Payments for purchase of property, plant & equipment 5a	(185,689)	–	(185,689)	100%
Payments for construction of infrastructure 6a	(4,792,180)	967,761	(5,759,941)	120%
Receipts				
Capital grants, subsidies and contributions	436,982	–	436,982	100%
Proceeds from sale of property, plant & equipment	3,204,883	–	3,204,883	100%
Net cash (used in) investing activities	(1,335,164)	967,761	(2,302,925)	172%
Net increase /(decrease) in cash held	(2,044,025)	(1,837,367)	(206,658)	10%
Cash at beginning of year	14,258,306	–	14,258,306	100%
Cash and cash equivalents at the end of the year 11a	12,214,281	(1,837,367)	14,051,648	115%

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

Statement of Financial Activity

for the period from 01/07/24 to 30/09/24

		01/07/24 to 30/09/24 YTD Actual	01/07/24 to 30/09/24 YTD Budget	YTD Actual vs. YTD Budget Variance	YTD Actual vs. YTD Budget Variance
	Note	\$	\$	\$	%
OPERATING ACTIVITIES					
Revenue from operating activities					
General rates	13	485,477	—	(485,477)	∞
Rates excluding general rates	13	—	488,640	488,640	100%
Grants, subsidies and contributions		990,343	951,514	(38,829)	(4)%
Fees and charges		2,709	146,387	143,678	98%
Interest revenue		36,196	90,250	54,054	60%
Other revenue		188,559	37,552	(151,007)	(402)%
Profit on asset disposals		—	—	—	∞
		1,703,284	1,714,343	(11,059)	(1)%
Expenditure from operating activities					
Employee costs		237,008	642,355	405,347	63%
Materials and contracts		818,489	2,037,004	1,218,515	60%
Utility charges		2,690	5,033	2,343	47%
Depreciation		—	1,945,175	1,945,175	100%
Insurance		70,210	138,284	68,074	49%
Other expenditure		15,198	57,868	42,670	74%
		1,143,595	4,825,719	3,682,124	76%
Non-cash amounts excluded from operating activities		840	—	(840)	∞
Amount attributable to operating activities		560,529	(3,111,376)	(3,671,905)	118%
INVESTING ACTIVITIES					
Inflows from investing activities					
Capital grants, subsidies and contributions		436,982	100,792	(336,190)	(334)%
Proceeds from disposal of assets		3,204,883	33,750	(3,171,133)	(9,396)%
		3,641,865	134,542	3,507,323	2,607%
Outflows from investing activities					
Purchase of property, plant and equipment	5a	(185,689)	283,750	469,439	165%
Purchase and construction of infrastructure	6a	(4,792,180)	323,699	5,115,879	1,580%
		(4,977,869)	607,449	(5,585,318)	(919)%
Amount attributable to investing activities		(1,336,004)	741,991	2,077,995	280%
FINANCING ACTIVITIES					
Outflows from financing activities					
Transfers to reserve accounts	14	—	—	—	∞
		—	—	—	∞
Amount attributable to financing activities		—	—	—	∞
MOVEMENT IN SURPLUS OR DEFICIT					
Surplus or deficit at the start of the financial year		4,824,205	24,630,055	19,805,850	80%
Amount attributable to operating activities		560,529	3,111,376	2,550,847	82%
Amount attributable to investing activities		(1,336,004)	(472,907)	863,097	(183)%
Amount attributable to financing activities		—	—	—	∞
Surplus/(deficit) after imposition of general rates		4,048,730	27,268,524	23,219,794	85%

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

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

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Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 1. Basis of preparation

The financial report of the Shire which is a Class 3/4 local government comprises general purpose financial statements which have been prepared in accordance with the *Local Government Act 1995* and accompanying regulations

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995* read with the *Local Government (Financial Management) Regulations 1996* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the *Local Government Act 1995*, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board except for disclosure requirements of:

- AASB 7 *Financial Instruments Disclosures*
- AASB 16 *Leases paragraph 58*
- AASB 101 *Presentation of Financial Statements paragraph 61*
- AASB 107 *Statement of Cash Flows paragraphs 43 and 45*
- AASB 116 *Property, Plant and Equipment paragraph 79*
- AASB 137 *Provisions, Contingent Liabilities and Contingent Assets paragraph 85*
- AASB 140 *Investment Property paragraph 75(f)*
- AASB 1052 *Disaggregated Disclosures paragraph 11*
- AASB 1054 *Australian Additional Disclosures paragraph 16*

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical accounting estimates and judgements

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment - note 7
 - Infrastructure - note 8
 - Expected credit losses on financial assets - note 5
 - Impairment losses of non-financial assets - note 7 and 8
 - Measurement of employee benefits - note 12

The local government reporting entity

All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 33 of the financial report.

Initial application of accounting standards

During the current year, the following new or revised Australian Accounting Standards and Interpretations were applied for the first time.

- AASB 2021-2 *Amendments to Australian Accounting Standards - Disclosure of Accounting Policies or Definition of Accounting Estimates*

This standard resulted in terminology changes relating to material accounting policies (formerly referred to as significant accounting policies).

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 *Amendments to Australian Accounting Standards-Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*
- AASB 2020-1 *Amendments to Australian Accounting Standards -Classification of Liabilities as Current or Non-current*
- AASB 2021-7c *Amendments to Australian Accounting Standards - Effective Date of Amendments to AASB 10 and AASB 128 and Editorial Corrections [deferred*

Notes to and forming part of the financial report for the period from 01/07/24 to 30/09/24

Note 1. Basis of preparation (continued)

AASB 10 and AASB 128 amendments in AASB 2014-10 apply

- *AASB 2022-5 Amendments to Australian Accounting Standards -Lease Liability in a Sale and Leaseback*
- *AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*

These amendments are not expected to have any material impact on the financial report on initial application.

- *AASB 2022-10 Amendments to Australian Accounting Standards -Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities*

These amendment may result in changes to the fair value of non-financial assets. The impact is yet to be quantified.

- *AASB 2023-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements*

These amendments may result in additional disclosures in the case of applicable finance arrangements.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 2. Cash and cash equivalents

	Note	01/07/24 to 30/09/24 \$	2024 \$
Cash at bank and on hand		12,414,095	13,811,468
Term deposits		446,838	446,838
Total cash and cash equivalents	11a	12,860,933	14,258,306
Held as			
- Unrestricted cash and cash equivalents		4,567,255	6,411,466
- Restricted cash and cash equivalents	11a	8,293,678	7,846,840
Total		12,860,933	14,258,306

MATERIAL ACCOUNTING POLICIES

Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

Restricted financial assets

Restricted financial asset balances are not available for general use by the local government due to externally imposed restrictions.

Restrictions are specified in an agreement, contract or legislation.

This applies to reserve accounts, unspent grants, subsidies and contributions and unspent loans that have not been fully expended in the manner specified by the contributor, legislation or loan agreement and for which no liability has been recognised.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 3. Trade and other receivables

	01/07/24 to 30/09/24	2024
	\$	\$
Current		
Rates and statutory receivables	497,416	11,557
Trade receivables	973,538	1,068,531
GST receivable	–	41,157
Receivables for employee related provisions	–	–
	<u>1,470,954</u>	<u>1,121,245</u>

MATERIAL ACCOUNTING POLICIES

Rates and statutory receivables

Rates and statutory receivables are non-contractual receivables arising from statutory requirements and include amounts due from ratepayers for unpaid rates and service charges and other statutory charges or fines.

Rates and statutory receivables are recognised when the taxable event has occurred and can be measured reliably.

Trade and other receivables

Trade receivables are amounts receivable from contractual arrangements with customers for goods sold, services performed or grants or contributions with sufficiently specific performance obligations as part of the ordinary course of business.

Other Receivables

Other receivables are amounts receivable from contractual arrangements with third parties other than contracts with customers including grants for the construction of recognisable non financial assets.

Measurement

Trade and other receivables are recognised initially at the amount of the transaction price, unless they contain a significant financing component, and are to be recognised at fair value.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial..

Notes to and forming part of the financial report
for the period from 01/07/24 to 30/09/24

Note 4. Inventories

	01/07/24 to 30/09/24	2024
	\$	\$
Current		
Fuel and materials	13,659	13,659
Total current inventories	13,659	13,659

MATERIAL ACCOUNTING POLICIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 5. Property, plant and equipment

(a) Movements in balances

Movement in the balances of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Note	Assets not subject to operating lease - Buildings non-specialised \$	Total Property \$	Plant and equipment Furniture and equipment \$	Plant and equipment \$	Total property, plant and equipment \$
Balance at 1 July 2023		—	—	—	—	—
Additions		—	—	—	154,434	154,434
Disposals		—	—	—	(64,210)	(64,210)
Depreciation	7	(251,833)	(251,833)	(14,525)	(116,949)	(383,307)
Transfers		—	—	—	—	—
Balance at 30 June 2024		(251,833)	(251,833)	(14,525)	(26,725)	(293,083)
Comprises:						
Gross balance amount at 30 June 2024		12,591,698	12,591,698	110,351	987,050	13,689,099
Accumulated depreciation at 30 June 2024		(503,666)	(503,666)	(79,809)	(410,365)	(993,840)
Balance at 30 June 2024		12,088,032	12,088,032	30,542	576,685	12,695,259
Balance at 1 July 2024		(251,833)	(251,833)	(14,525)	(26,725)	(293,083)
Additions		—	—	—	—	—
Disposals		—	—	—	—	—
Depreciation	7	—	—	—	—	—
Transfers		—	—	—	—	—
Balance at 30 June 2025		(251,833)	(251,833)	(14,525)	(26,725)	(293,083)
Comprises:						
Gross balance amount at 30 June 2025		12,591,698	12,591,698	110,350	1,145,575	13,847,623
Accumulated depreciation at 30 June 2025		(503,666)	(503,666)	(79,809)	(410,365)	(993,840)
Balance at 30 June 2025		12,088,032	12,088,032	30,541	735,210	12,853,783

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 5. Property, plant and equipment (continued)

(b) Carrying Amount Measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair Value - as determined at the last valuation date					
Buildings - non-specialised	Level 3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2022	Construction costs based on recent contract prices, current condition, residual values and remaining useful life assessments.

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of property, plant and equipment using either level 2 or level 3 inputs. The valuation techniques applied to property subject to lease was the same as that applied to property not subject to lease.

Asset class	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(ii) Cost				
Furniture and equipment	N/A	Cost	Not applicable	N/A
Plant and equipment	N/A	Cost	Not applicable	N/A

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 6. Infrastructure

(a) Movements in balances

Movement in the balances of each class of infrastructure between the beginning and the end of the current financial year.

	Note	Infrastructure roads \$	Other infrastructure - recreation \$	Other Infrastructure \$	Work in progress \$	Total infrastructure \$
Balance as at 1 July 2023		175,105,674	443,813	323,636	—	175,873,123
Additions *		—	—	—	—	—
Revaluation increments transferred to revaluation surplus		—	—	—	—	—
Revaluation decrements transferred to revaluation surplus		—	—	—	—	—
Depreciation	7	(7,361,574)	(12,651)	(13,728)	—	(7,387,953)
Transfers		—	—	—	—	—
Balance at 30 June 2024		167,744,100	431,162	309,908	—	168,485,170
Comprises:						
Gross balance amount at 30 June 2024		235,387,277	621,676	372,964	7,957,657	244,339,574
Accumulated depreciation at 30 June 2024		(67,643,177)	(190,514)	(63,056)	—	(67,896,747)
Balance at 30 June 2024		167,744,100	431,162	309,908	7,957,657	176,442,827
Balance as at 1 July 2024		167,744,100	431,162	309,908	—	168,485,170
Additions *		—	—	—	—	—
Revaluation increments transferred to revaluation surplus		—	—	—	—	—
Revaluation decrements transferred to revaluation surplus		—	—	—	—	—
Depreciation	7	—	—	—	—	—
Transfers		—	—	—	—	—
Balance at 30 June 2025		167,744,100	431,162	309,908	—	168,485,170
Comprises:						
Gross balance amount at 30 June 2025		243,344,933	621,676	372,964	1,614,463	245,954,036
Accumulated depreciation at 30 June 2025		(67,643,177)	(190,514)	(63,056)	—	(67,896,747)
Balance at 30 June 2025		175,701,756	431,162	309,908	1,614,463	178,057,289

Notes to and forming part of the financial report
for the period from 01/07/24 to 30/09/24

Note 6. Infrastructure (continued)

(b) Carrying Amount Measurements

Asset class	Fair value hierarchy	Valuation technique	Basis of valuation	Date of last valuation	Inputs used
(i) Fair Value - as determined at the last valuation date					
Infrastructure - roads	Level 3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2023	Construction costs based on recent contract prices, current condition, residual values and remaining useful life assessments.
Other infrastructure - recreation	Level 3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2023	Construction costs based on recent contract prices, current condition, residual values and remaining useful life assessments.
Other infrastructure	Level 3	Cost Approach Using Current Replacement Cost	Management Valuation	June 2023	Construction costs based on recent contract prices, current condition, residual values and remaining useful life assessments.

Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

During the period there were no changes in the valuation techniques used by the local government to determine the fair value of infrastructure using level 3 inputs.

Notes to and forming part of the financial report
for the period from 01/07/24 to 30/09/24

Note 7. Fixed assets

Depreciation

Depreciation rates

Typical estimated useful lives for the different asset classes for the current and prior years are included in the table below:

Asset Class	Useful life
Buildings	50 years
Furniture and equipment	4 years
Plant and equipment	3 to 7 years
Sealed roads and streets:	
-Formation	not depreciated
-Pavement	8 to 31 years
Seal	
- bituminous seals	3 to 20 years
- asphalt surfaces	3 to 20 years
Gravel roads	
-formation	not depreciated
-pavement	8 to 31 years
-kerb	6 to 14 years
Other infrastructure	20 to 50 years

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 7. Fixed assets (continued)

MATERIAL ACCOUNTING POLICIES

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

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

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

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses.

Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Revaluation

Land and buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls and measured at reportable value, are only required to be revalued every five years in accordance with the regulatory framework. This includes

buildings and infrastructure items which were pre-existing improvements (i.e. vested improvements) on land vested in the Shire.

Whilst the regulatory framework only requires a revaluation to occur every five years, it also provides for the Shire to revalue earlier if it chooses to do so.

For land, buildings and infrastructure, increases in the carrying amount arising on revaluation of asset classes are credited to a revaluation surplus in equity.

Decreases that offset previous increases of the same class of asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Subsequent increases are then recognised in profit or loss to the extent they reverse a net revaluation decrease previously recognised in profit or loss for the same class of asset.

Depreciation

The depreciable amount of all property, plant and equipment and infrastructure, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Depreciation on revaluation

When an item of property, plant and equipment and infrastructure is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- (i) The gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset.
- (ii) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Impairment

In accordance with *Local Government (Financial Management) Regulations 17A(4C)*, the Shire is not required to comply with *AASB136 Impairment of Assets* to determine the recoverable amount of its non-financial assets that are land or buildings classified as property, plant and equipment, infrastructure or vested improvements that the local government controls in circumstances where there has been an impairment indication of a general decrease in asset values.

In other circumstances where it has been assessed that one or more of these non-financial assets are impaired, the asset's carrying amount is written down immediately to its

Notes to and forming part of the financial report for the period from 01/07/24 to 30/09/24

Note 7. Fixed assets (continued)

recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains or losses on disposal

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 8. Trade and other payables

	01/07/24 to 30/09/24	2024
	\$	\$
Current		
Sundry creditors	997,413	1,169,391
Prepaid rates	2,827	2,827
Accrued payroll liabilities	(2,387)	29,237
ATO liabilities	97,836	–
Other payables	158,253	158,253
Accrued Expenses	–	56,417
Total current trade and other payables	1,253,942	1,416,125

MATERIAL ACCOUNTING POLICIES

Financial liabilities

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

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

Trade and other payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services.

The amounts are unsecured, are recognised as a current liability and are usually paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 9. Other liabilities

	01/07/24 to 30/09/24	2024
	\$	\$
(a) Other liabilities		
Current		
Contract liabilities	—	850,000
	—	850,000
Reconciliation of changes in contract liabilities		
Opening balance	—	496,792
Additions	—	(496,792)
	—	—

The aggregate amount of the performance obligations unsatisfied (or partially unsatisfied) in relation to these contract liabilities was \$0,000,000 (2023: \$496,792)

The Shire expects to satisfy the performance obligations, from contracts with customers unsatisfied at the end of the reporting period, within the next 12 months.

MATERIAL ACCOUNTING POLICIES

Contract Liabilities

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

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

Capital grant/contribution liabilities

Capital grant/contribution liabilities represent the Shire's obligations to construct recognisable non-financial assets to identified specifications to be controlled by the Shire which are yet to be satisfied. Capital grant/contribution liabilities are recognised as income when the obligations in the contract are satisfied.

Fair values for non-current capital grant/contribution liabilities, not expected to be extinguished within 12 months, are based on discounted cash flows of expected cashflows to satisfy the obligations using a current borrowing rate. They are classified as level 3 fair values in the fair value hierarchy (see Note 18(i)) due to the unobservable inputs, including own credit risk.

Notes to and forming part of the financial report
for the period from 01/07/24 to 30/09/24

Note 10. Revaluation surplus

Revaluation surplus is NIL. Council can choose to print NIL lines or make this note not applicable.

To print NIL lines, add some N/A text or to EXCLUDE this Note completely, just go to the **Home** page & choose one of the alternatives for this Note.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 11. Restrictions over financial assets

		01/07/24 to 30/09/24 Actual \$	01/07/24 to 30/09/24 YTD Budget \$	2024 Actual \$
	Note			
Restrictions				
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
- Cash and cash equivalents	2	8,293,678	—	7,846,840
- Financial assets at amortised cost		—	—	446,838
		8,293,678	—	8,293,678
The restricted financial assets are a result of the following specific purposes to which the assets may be used:				
Restricted reserve accounts	14	8,293,678	—	7,443,678
Contract liabilities	9	—	—	850,000
Total restricted financial assets		8,293,678	—	8,293,678

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 12. Other Material Accounting Policies

a) Goods and services 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 Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

b) Current and non-current classification

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

c) Rounding off figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar. Amounts are presented in Australian Dollars.

d) Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Shire applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements that has a material effect on the statement of financial position, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial report is presented.

e) Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

f) Superannuation

The Shire contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Shire contributes are defined contribution plans.

g) Fair value of assets and liabilities

Fair value is the price that the Shire would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset or liability (i.e. the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

h) Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset measured at amortised cost except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

i) Fair value hierarchy

AASB 13 Fair Value Measurement requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one

Notes to and forming part of the financial report for the period from 01/07/24 to 30/09/24

Note 12. Other Material Accounting Policies (continued)

or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Shire selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Shire are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of the service capacity of an asset.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Shire gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

j) Impairment of assets

In accordance with Australian Accounting Standards, the Shire's assets are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount except for non-financial assets that are:

- land and buildings classified as property, plant and equipment;
- infrastructure; or
- vested improvements that the local government controls, in circumstances where there has been an impairment indication of a general decrease in asset values.

These non-financial assets are assessed in accordance with the regulatory framework detailed in Note 10.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard (e.g. *AASB 116 Property, Plant and Equipment*) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other Standard.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 13. Rating information

Rate type	Basis of valuation	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	2024
		Rate in \$	Number of properties	Actual Rateable value *	Actual Rate revenue	Actual Interim rates	Actual Back rates	Actual Total revenue	Budget rate revenue	Budget interim rate	Budget back rate	Budget total revenue	Actual Total revenue
			\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
General Rates													
Rate Description													
Mining Tenements	Unimproved valuation	-	-	-	488,640	(3,163)	-	485,477	-	-	-	-	-
Total general rates			-	-	488,640	(3,163)	-	485,477	-	-	-	-	-
Minimum payment													
Mining Tenements	Unimproved valuation	-	-	-	-	-	-	-	-	-	-	-	-
Total minimum payments			-	-	-	-	-	-	-	-	-	-	-
Total general rates and minimum payments			-	-	488,640	(3,163)	-	485,477	-	-	-	-	-
Total rates								485,477				-	-

The rate revenue was recognised from the rate record as soon as practicable after the Shire resolved to impose rates in the financial year as well as when the rate record was amended to ensure the information in the record was current and correct.

(*) Rateable Value at time of raising of rate.

Notes to and forming part of the financial report

for the period from 01/07/24 to 30/09/24

Note 14. Reserve accounts

	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	01/07/24 to 30/09/24	2024	2024	2024	2024
	Opening Balance Actual	Transfer to Actual	Transfer (from) Actual	Closing Balance Actual	Opening Balance Budget	Transfer to Budget	Transfer (from) Budget	Closing Balance Budget	Opening Balance Actual	Transfer to Actual	Transfer (from) Actual	Closing Balance Actual
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by council												
(a) Employee Entitlement Reserve	333,206	–	–	333,206	–	–	–	–	324,523	8,683	–	333,206
(b) Asset Replacement, Acquisition and Development Reserve	6,990,740	–	–	6,990,740	–	–	–	–	6,808,565	182,175	–	6,990,740
(c) Cultural Centre Reserve	297,225	–	–	297,225	–	–	–	–	289,480	7,745	–	297,225
(d) Strategic Reserve	672,507	–	–	672,507	–	–	–	–	656,679	15,828	–	672,507
	8,293,678	–	–	8,293,678	–	–	–	–	8,079,247	214,431	–	8,293,678

All reserves are supported by cash and cash equivalents and financial assets at amortised cost and are restricted within equity as Reserve accounts.

In accordance with Council resolutions or adopted budget in relation to each reserve account, the purpose for which the reserves are set aside and their anticipated date of use are as follows:

Name of Reserve	Purpose of the reserve
(a) Employee Entitlement Reserve	Established to fund a portion of future commitments for employee entitlements incurred as a result of employing staff and workers in relation to leave entitlements.
(b) Asset Replacement, Acquisition and Development Reserve	To provide and replace the necessary equipment, furniture, plant, buildings and infrastructure comprising of roads, drains, footpaths and recreational reserves.
(c) Cultural Centre Reserve	To provide for the successful operation of the Cultural Centre as provided for in clause 8.2 of the management deed between the Shire of Ngaanyatjaraku, Warburton Community Incorporated and the Ngaanyatjarra Council (Aboriginal Corporation), transfers to the reserve represent surplus funds from the day to day operations of the Cultural Centre after deducting costs incurred by the Shire.
(d) Strategic Reserve	To provide for the reduction of financial risk of unanticipated events in the occurrence of a natural disaster. To provide for strategic actions in support of identified activities that cannot be funded in the one budget period. To provide for the capacity to take-up unanticipated strategic opportunities.