

10.4.1 – Equine Priorities (SJ3224)

Responsible Officer:	Deputy CEO / Director Community and Organisational Development
Senior Officer:	Chief Executive Officer
Disclosure of Officers Interest:	No officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .

Authority / Discretion

Executive	The substantial direction setting and oversight role of the Council such as adopting plans and reports, accepting tenders, directing operations and setting and amending budgets.
-----------	---

Report Purpose

The purpose of this report is for Council to consider the list of priorities developed by the Equine Advisory Group and consider the provision of resources in order to achieve the priorities.

Relevant Previous Decisions of Council

Ordinary Council Meeting – 17 February 2020 – OCM034/02/20 – EXTRACT

That Council

- 1. ESTABLISHES the Equine Advisory Group as per the Terms of Reference detailed in attachment 1*

Ordinary Council Meeting – 21 September 2020 – OCM305/09/20 – EXTRACT

That Council

- 2. REQUESTS the Chief Executive Officer bring a report outlining the priorities of the Advisory Group to the March 2021 Ordinary Meeting of Council.*

Background

Council considered the formation of an Equine Advisory Group and established the group with a Terms of Reference at its Ordinary meeting on 17 February 2020. The appointment of members to the Equine Advisory Group was delayed due to the COVID-19 pandemic. At the Ordinary Council Meeting held 21 September 2020 Council resolved to appoint 10 external members to the group.

The purpose of the Equine Advisory Group is to provide the Shire with advice in regard to the needs and priorities of the Serpentine Jarrahdale Equine Community and support Council in the delivery of projects to enhance the Serpentine Jarrahdale Equine Industry and Community.

Contact Us

Enquiries

Call: (08) 9526 1111
Fax: (08) 9525 5441
Email: info@sjshire.wa.gov.au

In Person

Shire of Serpentine Jarrahdale
6 Paterson Street, Mundijong WA 6123
Open Monday to Friday 8.30am-5pm (closed public holidays)



www.sjshire.wa.gov.au



The functions of the Equine Advisory Group are to:

- Advocate to the Shire on behalf of the Serpentine Jarrahdale equine industry and community, representing their needs.
- Contribute to the development, implementation and review of projects to enhance and support the Serpentine Jarrahdale equine industry and community.
- Form partnerships with and support the engagement of a broad cross-section of the Shire of Serpentine Jarrahdale equine community.
- Provide recommendations to the Council, as required, in relation to support and development of the equine industry and community in the Shire of Serpentine Jarrahdale based on stakeholder input.

Community / Stakeholder Consultation

Three workshops were undertaken with the Equine Advisory Group. Councillors were provided a copy of the Equine Priorities via email on 23 February 2021.

Statutory Environment

Nil.

Comment

Development of priorities

With the first order of business being to determine priorities of the equine community, three facilitated workshops were held with the Equine Advisory Group.

- Workshop 1 (21 October 2020): A general brainstorm.
- Workshop 2 (24 November 2020): Presentations by Directors relevant to content generated from the brainstorm in the first workshop. Revisit and refine the priorities and assigning timeframes, 1 to 3 years, 3 to 5 years and 5 to 10 years.
- Workshop 3 (8 December 2020): Determine final order of priorities (members who were absent from this meeting were provided the opportunity to undertake this activity after the meeting).
- Advisory Group Meeting (4 March 2021): Final endorsement for recommendation to Council.

Overview of priorities

The equine priorities (statements and descriptors) can be reviewed at **attachment 1**.

The Equine Advisory Group have recommended to Council, 10 priority areas for the 1 to 3 year period, three priority areas for the 3 to 5 year period, and one priority area for the 5 to 10 year period.

The priorities are diverse and cover direct service provision by the Shire to the equine community, planning for future infrastructure, working in partnership with the equine community and advocacy to State Government agencies to enhance the use of equine facilities in the Shire.

Relationship with Shire of Serpentine Jarrahdale strategic documents

The Shire of Serpentine Jarrahdale Equine Strategy was adopted by Council in 2018. The Strategy contains a number of strategic goals and actions to be achieved.



The Shire of Serpentine Jarrahdale Corporate Business Plan 2020-2024 outlines Strategic Operating Projects for the period.

The Shire of Serpentine Jarrahdale Tourism Strategy 2018-2023 outlines key Actions to provide sustainable development of tourism in the Shire.

The priorities of the Equine Advisory Group that align with the Equine Strategy, Corporate Business Plan and Tourism Strategy are shown in table 1 below.

EQUINE ADVISORY GROUP PRIORITY	CORPORATE BUSINESS PLAN STRATEGIC OPERATING PROJECT	TOURISM STRATEGY	EQUINE STRATEGY STRATEGIC GOALS AND ACTIONS
Equine Events are supported.	Explore options for a Horse and Pony Signature Event / Expo.	Develop equine activities as a tourism priority though assisting equestrian organisations and operators of equine businesses to target specific key markets.	Organise an Equine Festival to celebrate the equine culture within the Shire of Serpentine Jarrahdale. Further promote local equine events via the Shire's website.
Ensure appropriate trails development and use.	Trails Master Planning Develop a Masterplan for Equine Trails and a Design and Implementation Plan for the Bibbulmun Track Loop.		Implement a Trails Maintenance Program based on priorities identified in Community Survey.
Ensure the equine community is aware of current funding opportunities.			Support, assist and promote local community based equine organisations where possible via ordinary Shire programs and activities.
Provide good trails linkages, through safe road crossing facilities.			Early consideration towards equine connection (including underpasses), with the planning of roads, pathways and trail infrastructure projects.
Increase opportunities for use and improve the user experience at the Byford Trotting Complex.			Continued protection and recognition of the key role of the Byford Trotting Complex in



EQUINE ADVISORY GROUP PRIORITY	CORPORATE BUSINESS PLAN STRATEGIC OPERATING PROJECT	TOURISM STRATEGY	EQUINE STRATEGY STRATEGIC GOALS AND ACTIONS
			<p>Planning Strategy and Scheme.</p> <p>Advocate for an Equine Business Forum, aimed to further develop the industry within the Shire of Serpentine Jarrahdale.</p>
<p>Support business development that enhances bridle trails and facility use in the Shire.</p>		<p>Encourage rural properties involved in the equine industry to add short-stay motel-style rooms, cabins, caravan and camping sites and glamping tent accommodation to their facilities to encourage overnight visitation.</p> <p>Advocate for horse friendly accommodation options and venues for people to bring horses to the Oakford, Byford and Serpentine Jarrahdale bridle trails, stabling and accommodation.</p>	<p>Promote/advocate further equine investment and the establishment of businesses in the Shire of Serpentine Jarrahdale.</p>
<p>Design and deliver a multidisciplinary equine facility.</p>	<p>Advocate for the relocation of the State Equestrian Centre Facility into the Shire</p>	<p>Develop an Equine Centre of Excellence.</p>	



EQUINE ADVISORY GROUP PRIORITY	CORPORATE BUSINESS PLAN STRATEGIC OPERATING PROJECT	TOURISM STRATEGY	EQUINE STRATEGY STRATEGIC GOALS AND ACTIONS
	of Serpentine Jarrahdale.		

Table 1: Relationship between Advisory Group Priorities and adopted Strategic Outcomes

Whilst not all priorities align with adopted Strategic Outcomes, there is consistency in some areas between the priorities of the Advisory Group and those which have been adopted by Council.

Delivery of the priorities

Officers have considered the ability to deliver the priorities within the timeframes and if the delivery can be accommodated through existing resources or if additional resourcing and/or budget will be required.

Those priorities that can be delivered within the time frames and using existing internal resources are indicated in the comments section for each priority in **attachment 1**.

The following priorities will require additional resources/budget to deliver:

Ensure existing equine facilities are fit for purpose - Ensure Shire owned equine facilities are easy to access and meet the needs of user groups (1-3 years)

It will be necessary for Officers to consult with users of the equine facilities to understand the needs of user groups in relation to the facilities. This process can be undertaken in financial year 2021/2022 and once this process has been completed, Officers will better understand any facility improvements required and any associated budget requirements. This information can then be provided to Council for consideration. Until the initial consultation is completed it is unknown if this priority can be achieved in the 1-3 year time frame.

Equine events are supported - Develop, promote and run an equine showcasing event in the Shire (1-3 years)

The Shire of Serpentine Jarrahdale Corporate Business Plan lists 'explore options for a horse and pony signature event/expo' as an outcome to be achieved in the 2021/2022 financial year, using existing internal resources. The delivery of an event will require consideration of funds within the annual budget process, and consideration of opportunities to attract funding through grants and sponsorship. It is anticipated that additional staffing would be required to deliver such an event, as this could not be accommodated with existing staff resources. The costs of delivering such an event are unknown at this time, until the initial exploratory work is completed in the 2021/2022 financial year. Once this has been completed, a proposal will be presented to Council for consideration and decision of whether to proceed with the event. This priority could be met within the 1-3-year time period with appropriate financial and staff resourcing; however, this will be dependent on Council's decision whether to proceed.

Ensure appropriate trails development and use - Install awareness signage to inform people using bridle trails that there are horses in the area and other etiquette for sharing the trails (1-3 years)

There is currently no budget provision for the installation of signage on equine trails. It is anticipated this would cost \$10,000 in each financial year. Officers recommend Council consider



this project in the annual Corporate Business Plan Review for the 2021/2022 and 2022/2023 financial years to allow for signage to be installed.

Ensure appropriate support for management of horse in an emergency - Raise awareness with residents, stakeholders, and community equine groups regarding options for safe places and evacuation of horses in an emergency; Raise awareness with residents to encourage them to have bush fire ready plan and know how to prepare their horses and carry out their plan, prior to bushfire season; and Identify and communicate dedicated evacuation centres suitable for horses (1-3 years)

Officers consider that these three priorities could be achieved through an Equine Emergency Preparedness project to develop specific educational resources for horse owners and equine properties in the Shire. Such a project could consider the different locations and terrain in the Shire and how to prepare and respond in an emergency. The project would also consider safe evacuation points within the Shire and arrangements for evacuating outside of the Shire. This project could not be accommodated with existing resources within the 1-3 year time period, and additional resourcing and support would be required. Given the high bushfire risk in the Shire and the high levels of horse ownership, Officers consider this an important project to be undertaken. This cost to deliver this project would be approximately \$30,000. There may be an opportunity to secure external funding to support the project, however this would need to be explored further with Department of Fire and Emergency Services and the Western Australian Local Government Association.

Provide good trails linkages, through safe road crossing facilities: Design and construct safe road crossing that link all bridle trails from north to south, east to west in the Shire (1-3 years)

The scope of the Equine Masterplan includes consideration of safe road crossing locations within the Shire, and consideration of the mechanisms by which safe crossing can be achieved. Once the Equine Masterplan is completed the locations will be known and further work can be undertaken to explore associated costs. There is currently not a budget provision for such works, and crossings may need to be retrofitted to existing roads. It is unknown at this stage if this priority can be achieved during the 1-3 year timeframe until the Equine Masterplan document is complete and further work can be undertaken to establish costs.

Increase opportunities for use and improve the user experience at the Byford Trotting Complex - Advocate to divert Marri Grove Primary School traffic away from Byford Trotting complex by extending Alexander Road and/or creating traffic calming on South Western Highway (1-3 years)

The Byford District Structure Plan 2020 identifies the need to transition road user options as part of the delivery of key infrastructure for the Shire. Specifically, with the extension of Tonkin Highway south of Byford, Abernethy Road will lose direct connectivity with Hopkinson Road and Thomas Road, and thus Tonkin Highway. Traffic emanating in the Byford district will be inclined to find alternative north south routes, which could place at risk traffic running through roads through the trotting complex like Briggs Road and Malarkey Road.

Equally however, it is not possible to immediately close through roads without such traffic causing other inadvertent impacts on other primary and secondary land uses in the area. This requires a careful plan around transition of local road changes, in line with transition of key infrastructure and delivery of new infrastructure for Byford.

A connection for example of Orton Road between South Western Highway and Tonkin Highway, and completion of strong north south links between Abernethy Road and Orton Road, would be



a key enabler. Additionally, the completion of Sansimeon Boulevard connection between Abernethy Road and Thomas Road would act as a strong new north south connector between Thomas Road and Abernethy Road.

Once these enablers have been delivered, it would be appropriate to plan how north south road routes through the trotting complex can be modified as depicted on the Byford District Structure Plan 2020 (image one). This may include closures of local roads surrounding the trotting complex to limit traffic running through these areas.

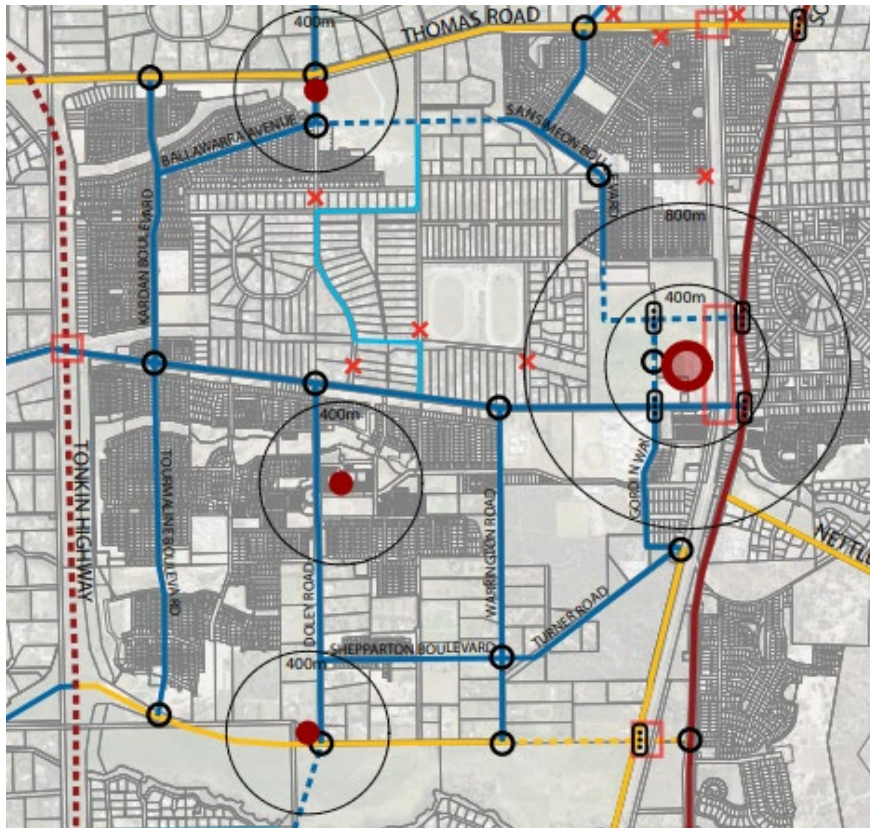


Image One: Byford District Structure Plan 2020 – page 93, Proposed Vehicle Movement Network
Employ a part-time Equine Officer (3-5 years)

This would be a new position within the organisation and is not currently budgeted for. A part-time Equine Officer would require a budget commitment of approx. \$39,000 per annum commencing in financial year 2023/2024. External funding for this position has not been identified.

An Equine Officer position would work to support the delivery of the Equine Priorities specifically:

- Support residents in undertaking business with the Shire;
- Increase the understanding by Shire Officers of equine uses, priorities and requirements;
- Provide guidance to the Operations team on appropriate maintenance standards for equine facilities;
- Work with equine groups and businesses to enhance and build their capacity; and
- Attract and facilitate additional equine events in the Shire.

**Design and deliver a multidisciplinary equine facility (5-10 years)**

The Shire's Corporate Business Plan 2020-2024 lists 'advocate for the relocation of the State Equestrian Centre Facility into the Shire of Serpentine Jarrahdale as an advocacy project to be achieved. The Shire President has written to Hon Mick Murray MLA, Minister for Seniors and Ageing; Volunteering; Sport and Recreation, and Peter Collier MLC Shadow Minister for Disability Services; Sport and Recreation; LC Opposition Policy Coordinator, advocating for the relocation of the facility to the Shire. A response has been received from Minister Murray indicating the Western Australian Government does not support the relocation of the State Equestrian Centre Facility at this time, as there is work currently being undertaken to address Equestrian WA's long-term viability at the State Equestrian Centre. A response has not been received from Peter Collier MLC.

To deliver this priority a significant commitment of funds will need to be made by the Shire, from the exploratory stage through to construction and operations of such a facility. Whilst it is unclear what the costs of such a facility will be until further discovery work is undertaken, depending on the scope of the facility the budget commitment could be within the range of \$2 million to \$10 million to construct. External funding options may exist through the Community Sporting and Recreation Facilities Fund and Building Better Regions Fund. Due consideration would also be required to be given to the operating costs of such a facility, and opportunities to generate an income to off-set operational expenditure. Additionally, there is a need to consider the location of such a facility and there may be a need to purchase land, further adding to project costs.

Officers recommend that an initial exploratory stage be undertaken with the development of a feasibility study and business case, enabling the Shire to work with the community to ascertain the required functionalities and consider infrastructure requirements, operating models and costs and timing of such a facility. The feasibility may also identify how an existing or new facility could be developed in stages over a longer period of time.

This work cannot be accommodated within current resourcing or budget, and Officers recommend an amount of \$60,000 be considered to resource the initial stage of feasibility study and business case development. An opportunity may exist to approach Peel Development Commission to invite them to partner with the Shire in the delivery of this stage of the project, through a financial contribution to the feasibility study and business case development.

Once this work has been completed it would be presented to Council for consideration of both the document and next steps of the project.

Review of the priorities

It is anticipated that the priorities will be reviewed on an annual basis for ongoing relevance with the Equine Advisory Group. A major review of the process will need to be undertaken prior to the end of the first three-year period.

Options and Implications**Option1**

That Council:

1. RECEIVES the Equine Advisory Group priorities as contained in **attachment 1**;
2. NOTES the Officers comments as contained in the report and **attachment 1** in regard to the ability to achieve priorities;
3. CONSIDERS the following projects through the annual Corporate Business Plan review;



- a) Signage on equine trails;
 - b) Equine Emergency Preparedness program;
 - c) Equine Officer position (0.5 FTE); and
 - d) Equine Facility Feasibility and Business Case.
4. NOTES that there will be a need to consider an allocation of funds in future budgets to meet priorities as described in this report; and
 5. THANKS the Equine Advisory Group for their efforts to deliver the priorities.

Option 2

That Council:

1. DOES NOT receive the Equine Advisory Group priorities as contained in **attachment 1**; and
2. REQUESTS the Equine Advisory Group reconsider the priorities and specifies the reasons for this decision.

Option 3

That Council:

1. RECEIVES the Equine Advisory Group priorities as contained in **attachment 1**;
2. RESOLVES not to proceed with the achievement of the priorities; and
3. THANKS the Equine Advisory Group for their efforts to deliver the priorities.

Option 1 is recommended.

Conclusion

The Equine Advisory Group has undertaken a process of determining the Equine Priorities as requested by Council. Council are asked to consider the priorities and provision of required resourcing to delivery the priorities.

Attachments (available under separate cover)

- **10.4.1 - attachment 1** – Equine Advisory Group Priorities (E20/14425)

Alignment with our Strategic Community Plan

Outcome 1.1	A healthy, active, connected and inclusive community
Outcome 1.1.1	Provide well planned and maintained public open space and community infrastructure
Outcome 1.1.2	Provide a healthy community environment
Outcome 4.2	A commercially diverse and prosperous economy
Strategy 3.1.1	Actively support new and existing local business within the district
Outcome 4.2	A strategically focused Council
Strategy 4.2.1	Build and promote strategic relationships in the Shire's interest

Financial Implications

The delivery of a number of the priorities can be accommodated through business as usual activities.



Progression with the priorities discussed in this report in 2021/2022 will require an initial budget commitment of \$100,000.

Council is requested to consider the priorities and associated budget allocations through the annual Corporate Business Plan review.

Risk Implications

Risk has been assessed on the Officer Options and Implications:

Officer Option	Risk Description	Controls	Principal Consequence Category	Risk Assessment			Risk Mitigation Strategies (to further lower the risk rating if required)
				Likelihood	Consequence	Risk Rating	
1	<i>That the Shire is under resourced to deliver the priorities.</i>	<i>Where possible priorities will be delivered through business as usual activities, Council to consider a budget allocation of funds as detailed in this report.</i>	<i>Organisational Performance</i>	<i>Unlikely</i>	<i>Moderate</i>	<i>MODERATE</i>	<i>Nil</i>
2	<i>The expertise of the Advisory Group members is not acknowledged and respected by Council.</i>	<i>The Advisory Group has a diverse range of members ensuring the priorities presented are well thought through and reflect the needs of the equine community.</i>	<i>Reputation</i>	<i>Rare</i>	<i>Moderate</i>	<i>LOW</i>	<i>Nil</i>
3	<i>Advisory Group Members resign.</i>	<i>Nil</i>	<i>Reputation</i>	<i>Rare</i>	<i>Major</i>	<i>LOW</i>	<i>Nil</i>



Voting Requirements: Simple Majority

Officer Recommendation

That Council:

1. **RECEIVES** the Equine Advisory Group priorities as contained in attachment 1;
2. **NOTES** the Officers comments as contained in the report and attachment 1 in regard to the ability to achieve priorities;
3. **CONSIDERS** the following projects through the annual Corporate Business Plan review;
 - a) **Signage** on equine trails;
 - b) **Equine Emergency Preparedness** program;
 - c) **Equine Officer position (0.5 FTE);** and
 - d) **Equine Facility Feasibility and Business Case.**
4. **NOTES** that there will be a need to consider an allocation of funds in future budgets to meet priorities as described in this report; and
5. **THANKS** the Equine Advisory Group for their efforts to deliver the priorities.