



CEO ATTACHMENT BOOKLET FOR ORDINARY COUNCIL MEETING

14 December 2022 at 5:00pm

INDEX

11.1.1 Hobbs Logistics Application – Coalseam, Manarra and Narandagy-Pintharuka Roads	1
11.1.2 Hobbs Logistics – Proposed Route Map	3
11.1.3 RAV Route Assessment Guidelines	4
11.1.4 Prime Mover Trailer Combinations – Vehicle Categories	33
11.2.1 WALGA Best Practice Background Paper	34
11.2.2 WALGA Best Practice Consultation Paper Model Options	54



Application and Road Owner Support to Add or Amend a Road on a Restricted Access Vehicle Network

Main Roads Heavy Vehicle Services will consider adding a road to the Restricted Access Vehicle (RAV) Network provided support from the relevant road owner is obtained. This application must be completed by the applicant and forwarded to Main Roads who will liaise directly with the relevant road owner to ensure they have no objections to the access.

Applicant Details

Operator Name / Company	Troy Hobbs Hobbs Logistics PTY LTD		
Contact Name	Troy Hobbs	Contact Phone Number	
Mobile Phone Number	0427272042	Contact Fax Number	
Email Address	troy@hobbslogistics.com.au		

RAV Length Category to be assessed

Tandem Drive RAV Categories 2-10 Refer to the **Prime Mover, Trailer or Truck, Trailer Operating Conditions** for approved combinations on our website.

RAV Category 7 (36.5m)

Tri Drive Categories 1-5 Refer to the **Tri Drive Prime Mover, Trailer or Tri Drive Truck, Trailer Operating Conditions** for approved combinations on our website.

PBS Categories Refer to the **WA Performance Based Standards (PBS) Scheme - Access Levels & Principles** on the **PBS** page on our website.

Other Categories (i.e. Oversize Road Train) Refer to the operating conditions of the particular **Permit Product** for approved combinations on our website

Concessional Mass Level to be assessed

Level 1 concessional mass is automatically applied when a road is approved on the relevant base Tandem Drive, Tri Drive or PBS Networks listed in the above section.

For Level 2 and 3 concessional mass, please select the requested level below. Refer to the **Operating Conditions** on the AMMS page on our website for approved combinations.

Concessional Mass Levels

	Tandem Axle Group	Tri Axle Group	Quad Axle Group (PBS)
Level 1	17.0t	21.5t	24.0t
Level 2	17.0t	22.5t	27.0t
Level 3	17.5t	23.5t	28.5t

Requested Mass Level

Transport Task Details

Estimated Annual Tonnage (t) Estimated Loaded Movements per day (Please Select)

Roads to be assessed Please list all requested roads where RAV Access is required (including start and end points) and attach maps.

- The roads we are asking to be assessed are
- Indar RD off Nanekine RD (SLK 0.00-14.87) 5110028
 - Heitman RD off Nanekine RD (SLK 0.00-7.84) 5110057
 - Coalseam RD off Nanekine RD (SLK 0.00-14.00)
 - Yandanooka/Melara RD off Morawa/Mingenew RD to Manara RD
 - Manara RD off Yandanooka/Melara RD to Nanekine RD



Application and Road Owner Support to Add or Amend a Road on a Restricted Access Vehicle Network

Main Roads will liaise directly with the relevant road owner to complete this section.

Road Owner

Road Name

Road Number

Contact Details

Contact Name

Position

Contact Phone Number

Contact Fax Number

Mobile Phone Number

Email Address

Required Traffic Data

Please provide the AADT, Speed Limit and if the road is on a School Bus Route. If the application is for more than one road, please provide the AADT, speed limit and if the roads are on a School Bus Route for each road in comments box provided below.

Posted Speed Limit

School Bus Route ?

Yes No

AADT

Annual Average Daily Traffic is determined by the total yearly two-way traffic volume divided by 365, expressed as vehicles per day (VPD). Please tick box below.

0 to 15 vpd
 16 to 30 vpd
 31 to 50 vpd
 51 to 75 vpd
 75 to 150 vpd
 150 to 500 vpd
 500 to 1000 vpd
 1000+ vpd

Comments:

Please detail any community concerns, required conditions and other relevant information. If RAV access is endorsed, as the road owner please specify any access conditions that you would like Main Roads to consider (i.e. No operation on unsealed road when visibly wet, without road owner's approval, Headlights to be switched on at all times etc.)

If RAV access is not endorsed please provide reasoning behind your decision.

NOTE - If condition CA07 (Current written support from the Road Asset Owner, endorsing use of the road, must be obtained, carried in the vehicle and produced upon request.) is required, the road owner is responsible for the administration of condition CA07.

Road Owner Support

As the road owner you are required to conduct a preliminary assessment of the requested road/s to ensure there are no obvious issues that would deem RAV access unsuitable.

I

support the above decisions, subject to Main Roads final approval.

On behalf of

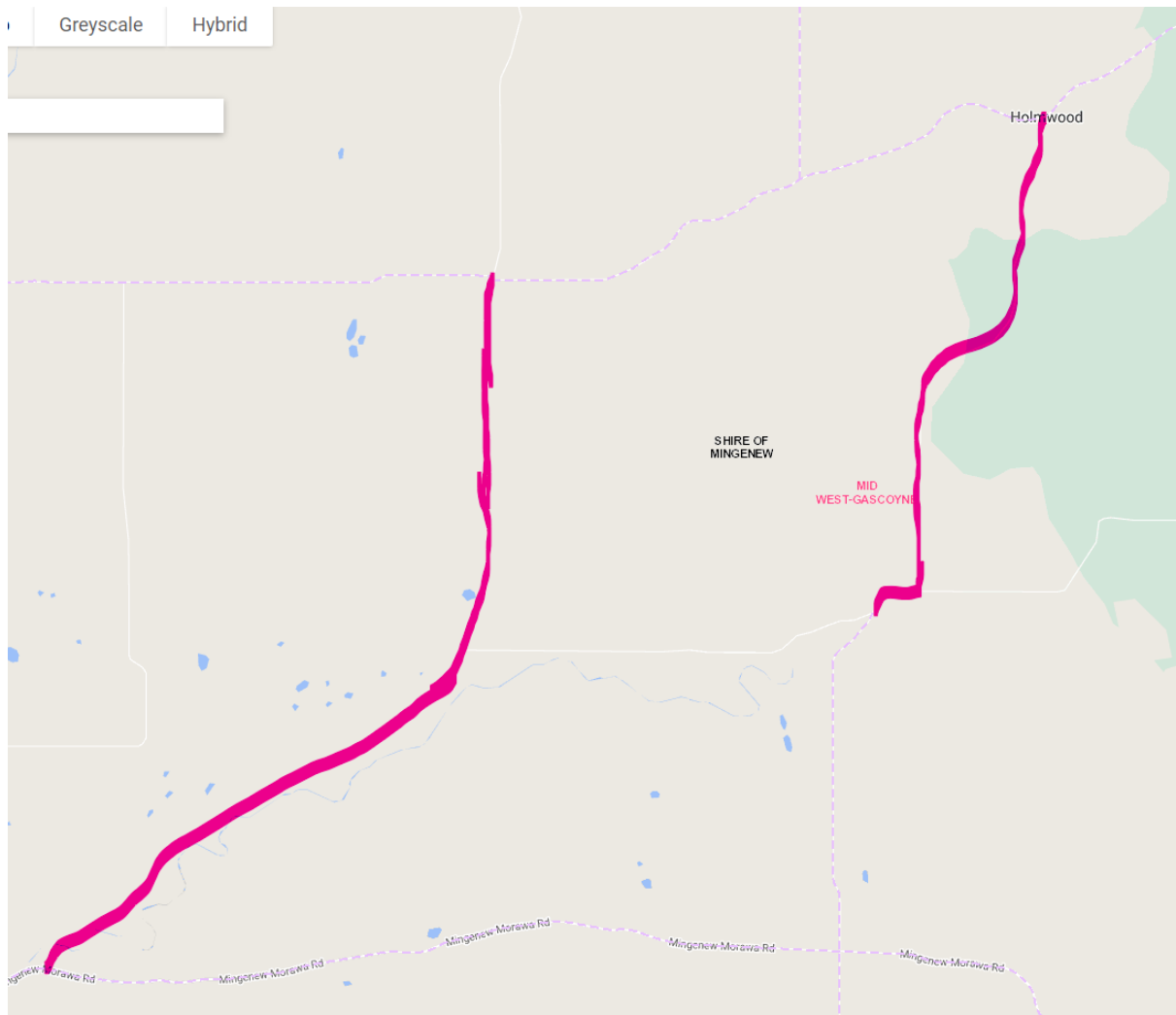
Date

Signature

Email completed form to: hvsrouteassessments@mainroads.wa.gov.au

Heavy Vehicle Services Main Roads WA
 PO Box 374 | WELSHPOOL DC | WA 6986 | Telephone 138 HVO (486) | Fax (08) 9475 8455
www.mainroads.wa.gov.au

Hobbs Logistics – proposed route





mainroads
WESTERN AUSTRALIA

*We're working for
Western Australia.*

Standard Restricted Access Vehicle Route Assessment Guidelines

Printed copies are uncontrolled unless marked otherwise.
Refer to Main Roads website for current version.

D14#493277
May 2022

Contents

REFERENCES AND RELATED DOCUMENTS	6
DEFINITIONS	6
1 INTRODUCTION	8
1.1 Purpose	8
1.2 Application	8
1.3 Assessment Requirements	9
1.4 Planning Evaluation	9
1.5 Further Assistance	10
2 ASSESSMENT CRITERIA	10
2.1 Traffic Data & Accident Statistics	10
2.1.1 Traffic Counts	10
2.1.2 Accident Statistics	10
2.2 Structures	10
2.2.1 Load Capacity	10
2.2.2 Structure Width Requirements.....	10
2.3 Overhead Clearance.....	11
2.4 Rural Road Widths.....	11
2.4.1 Sight Distance Considerations at Curves and Tight Bends.....	12
2.4.2 Low Volume Road Width	12
2.4.3 Traffic Volume Consideration	13
2.4.4 Assessing a Road in Sections	13
2.4.5 Short Sections of Reduced Width.....	13
2.5 Urban and Town Site Road Widths.....	14
2.6 Provision for Overtaking.....	14
2.7 Steep Grades.....	16
2.7.1 RAVs Losing Speed on Grades.....	16
2.7.2 Maximum Grade Requirements for RAVs.....	16
2.8 Turning at Intersections	16
2.8.1 Vehicle Speed While Negotiating the Turn	16
2.8.2 Turning Clearances	17
2.8.3 Intersection Layout.....	18
2.8.4 Approach Sight Distance	18
2.8.5 Entering Sight Distance	19
2.9 Railway Level Crossings.....	19
2.9.1 Inadequate Approach Stacking Distance	19
2.9.2 Inadequate Departure Stacking Distance	20
2.9.3 Adequate Stacking Distance.....	20
2.9.4 RAVs at Crossings Protected by Give Way or Stop Signs	21
2.9.5 RAVs at Railway Crossings Protected by Flashing Lights.....	21

2.10 Off-road Parking 21

2.11 Other Road Users 22

3 COMMUNITY CONSIDERATIONS..... 23

4 RAIL CONTESTABILITY..... 23

5 APPENDICES 23

Appendix A: Rural Road Minimum Width 24

Appendix B Low Volume Rural Road Minimum Widths 25

Appendix C: Town Site Road Minimum Widths 26

Appendix D: Required Sight Distances 27

Appendix E: Operating Conditions 28

Appendix F: RAV Access Assessment Process 29

Document Control

Owner	Director Heavy Vehicle Services
Custodian	Manager Heavy Vehicle Road Network Access
Document Number	D14#493277
Issue Date	13 May 2022
Review Frequency	As required

Amendments

Revision Number	Revision Date	Description of Key Changes	Section / Page No.
1	May 2016	Removed Appendix G 'Turning Radii' Removed Appendix K 'Assessment Form Template' Updated Appendix H 'Low Volume Condition 7' Updated Appendix D to include the wording 'with dedicated cycle lane'. Updated contact details.	Appendices & 1.5
2	July 2016	Updated to include revised minimum road widths for RAV Categories 2-7 and 9-10 & moved Type B traffic volume / road length table. Added Type B traffic volume / road length table.	Appendix C and 2.4.4
3	October 2016	Amended list of standard turning templates. Updated web location for turning templates. Amended low volume condition 1.	Appendix G & H, 2.92
4	March 2017	Remove section.	2.9.5
5	April 2017	Updated Main Roads website details.	1.4
6	May 2017	Amended low volume condition 6.	Appendix H
7	July 2017	Note added relating to private driveways.	1.2
8	December 2017	Amended stopping sight distances. Amended entering sight distances. Amended wording relating to road parking. Amended wording to include load/vehicle height being 4.6m.	Appendix E, F, D, 2.3
9	August 2018	Amended wording relating to provision for overtaking. Amended wording relating to turning at intersections. Amended wording and requirements for railway level crossing. Amended wording relating to off-road parking. Amended appendices, Appendix E, (Templates) & I removed. Added Figure 1 to 8. Incorporated concessional assessment requirements Amended section 2.4.1 Signage, 2.8.1 Acceleration Lanes, 2.9.1 Signage & 2.9.4 Rail Crossings.	2.6, 2.9, 2.10, 2.11, Appendix A, B, C, D, E 1.1, 2.21

10	September 2018	Amended wording relating to turning at intersections. Amended wording relating to provision of overtaking and removed Figure 1. Amended wording relating to Approach Sight Distance and Entering Sight Distance.	2.6, 2.8, 2.84, 2.85
11	November 2019	Amended introduction to clarify the intent of the guidelines.	Page 6
12	13 May 2022	Reviewed entire document and moved onto current branding (no technical changes).	All

REFERENCES AND RELATED DOCUMENTS

The following documents relate to these Guidelines and are available on the Access Requirements in WA page on the Main Roads website.

Document Number	Description
D16#198414	Guidelines for Approving RAV Access
D16#374056	Tri Drive Route Assessment Guidelines
N/A	RAV Route Assessment Form

DEFINITIONS

The following are definitions for terms used in these Guidelines.

Term	Definition
AADT	Annual Average Daily Traffic (AADT) the daily number of vehicles travelling on a road, averaged over one year. It is determined by the total yearly two-way traffic volume divided by 365, expressed as vehicles per day.
Approach Sight Distance (ASD)	The distance required for a driver of a RAV, travelling at a given speed, to observe the approaching intersection, and react or stop if necessary.
Bridge	A structure (with the exception of gantries) having a clear opening in any span of greater than 3 metres measured between the faces of piers and/or abutments or structures of a lesser span with a deck supported on timber stringers.
Carriageway Width	That portion of a road or structure devoted particularly to the use of vehicles that is between guide posts, kerbs or barriers where these are provided, inclusive of shoulders and auxiliary lanes.
Culvert	A structure under a road having only clear openings of less than or equal to 3 metres measured between the faces of piers and/or abutments or a pipe shaped structure of any diameter.
Entering Sight Distance (ESD)	The required sight distance for a RAV driver to see a sufficient gap in oncoming traffic that will allow a RAV, with greater length and lower acceleration capacity, to clear the intersection safely.
HVS	Main Roads Heavy Vehicle Services.
Main Roads website	www.mainroads.wa.gov.au
Passenger Car Equivalence	Passenger Car Equivalence (PCE) factors are a relative measure of the traffic flow impedance effects of different vehicle types. The PCE factor for a particular vehicle type is the equivalent number of passenger cars (AUSTROADS Vehicle Class 1) that would have the same impedance effect as a single vehicle of that type.
Order	An Order issued under the <i>Road Traffic (Vehicles) Act 2012</i> .
RAV	Restricted Access Vehicles (RAV) consists of all combinations of vehicles exceeding 19 metres in length or 42.5 tonnes gross mass including B-Doubles, road trains and truck-and-trailer combinations.

Term	Definition
Remote Road	A general term for a main arterial road carrying mostly long distance traffic.
Rural Road	All roads that provide a secondary network of National, State and local government roads connecting cities and towns.
Seal Width	Width between edges of sealed surface or between edge lines (where installed on undivided carriageways), whichever is less.
Structure	A bridge or culvert.
TPA	Tonnes per annum.
Urban and Town Site Road	All roads within a populated area of established dwellings, a central place of trade and recognised as a distinct place. Generally the area will act as a central hub of activity for the community.
VPD	Vehicles Per Day (VPD) is the number of vehicles observed passing a point on a road in both directions for 24 hours. It is a measure of daily traffic volume, often more relevant to low volume, local government roads, typically rural roads in these guidelines. VPD can differ from AADT in being a better measure of traffic volume during periods of more intensive RAV usage or seasonal tourist traffic.
Vehicle Regulations	The <i>Road Traffic (Vehicles) Regulations 2014</i> .

1 INTRODUCTION

1.1 Purpose

These guidelines have been prepared to provide guidance to a person conducting an onsite assessment, on an existing road, for the purpose of assisting Main Roads Heavy Vehicle Services (HVS) in making an informed decision as to whether a road is suitable for use by a particular category of Restricted Access Vehicle (RAV).

These guidelines are to be read in conjunction with the following documents, available on the Access Requirements in WA page on the Main Roads website:

- *Guidelines for Approving RAV Access*; and
- *Tri Drive Route Assessment Guidelines*;

The *RAV Route Assessment Form* is also available on the Main Roads website to further assist in ensuring the required information is captured during the onsite assessment.

These Guidelines form part of the overall RAV access assessment process, as outlined in [Appendix F](#), to enable HVS to make an informed decision on behalf of the Commissioner of Main Roads, in accordance with the Commissioner's authority to approve RAV access under provisions of the *Road Traffic (Vehicles) Act 2012*.

These guidelines are not road design standards. However, if a road is constructed to the appropriate road design standards for the particular category of RAV and approved by Main Roads, the road will pass the RAV access assessment process.

1.2 Application

For the purpose of these guidelines, "standard" RAVs are those vehicle combinations specified as Category 1 to 10 Approved Vehicle Combinations under the *Prime Mover, Trailers Combinations Order 2017* and *Truck, Trailer Combinations Order 2017*.

For the purpose of these guidelines, the standard RAV Categories have been grouped into four (4) assessment groups, as follows:

- Group 1 - RAVs Categories 2-4 (e.g., pocket road train, B-Double, and other RAVs with a maximum length of 27.5 m);
- Group 2 - RAVs Categories 5-6 (e.g., RAVs with a maximum length of 36.5 m and a maximum mass of 87.5T);
- Group 3 - RAVs Categories 7-8 (e.g., RAVs with a maximum length of 36.5 m and a maximum mass of 107.5T); and
- Group 4 - RAVs Categories 9-10 (e.g., RAVs with a maximum length of 53.5 m).

Note 1: *A road approved for one of the standard RAV Categories, is also approved and added to AMMS level one (1) for the equivalent RAV network.*

Note 2: *Where a RAV route assessment is for operations under a concessional loading scheme, such as the Accredited Mass Management Scheme (AMMS), the assessor must take into account the additional mass when requesting a structures assessment as per Section 2.2.*

Where quantitative limits are recommended, they are intended as a guide only and are no substitute for common sense and judgement based on experience. In certain cases, routes which do not meet the requirements outlined in this document can be accepted as RAV routes by imposing conditions, such as speed restrictions. Refer to the *Guidelines for Approving RAV Access*.

1.3 Assessment Requirements

Route assessments will only be accepted from a suitably qualified person. The assessor should have experience and knowledge of the following:

- The principles of heavy vehicle operations, including vehicle configurations, maximum dimensions and axle load limits;
- Heavy vehicle dynamic performance characteristics, including limitations on the ability of heavy vehicles to accelerate, brake, ascend grades and negotiate intersections;
- Heavy transport issues, legal requirements and permit systems; and
- Road safety concepts and principles.

When considering a potential RAV route, the assessor is advised to initially perform a desktop assessment using all available information. In some cases, this initial assessment will identify physical constraints, such as posted bridge load limits and road width deficiencies, which may render the route unacceptable, without the need for further onsite assessment.

If the applicant is willing to pursue upgrades to the road, then a full assessment is required to identify all deficiencies. This is to alleviate any problems with some upgrades being carried out and then the full assessment conducted, only to then identify additional deficiencies. The assessment will only identify the deficiencies and will not provide upgrade design requirements.

RAV use on a particular route may have some negative impacts on the environment, community and traffic. Assessors must first determine if the proposed route is the most appropriate route for the particular operation(s) and recommend variations to the initially proposed route to reduce such impacts. Consideration should also be given to the impact if RAV access is not approved, i.e. will the operation(s) occur regardless and then be carried out with increased heavy vehicle movements.

As part of any route assessment for a RAV, HVS does not assess any access for driveways adjoining a RAV network road. It remains the responsibility of the property owner to ensure safe ingress and egress to the property.

Before making a decision on an application for RAV access, HVS may deem it necessary to do any or all of the following:

- Perform a further assessment of the route;
- Assess the suitability of the road pavement;
- Assess the suitability of all structures on the proposed route to accommodate the specific vehicle;
- Specify conditions of access, such as speed limits restrictions;
- Obtain local government agreement for the proposed RAV access;
- Recommend road improvements as condition of approval;
- Conduct a Performance Based Standards (PBS) Scheme assessment to assess the proposed vehicle's safety performance.

When assessing a road, all connection points to existing RAV networks must be assessed for suitability and a holistic approach should be taken to ensure overall RAV network connectivity in the area.

1.4 Planning Evaluation

Assessment of a proposed RAV route should be checked against any future planning proposals to evaluate the potential impact of RAVs. The relevant road managers should be consulted as part of the assessment process.

1.5 Further Assistance

Additional information and guidance is available from HVS via telephone 138 486 or hvsrouteassessments@mainroads.wa.gov.au

2 ASSESSMENT CRITERIA

2.1 Traffic Data & Accident Statistics

2.1.1 Traffic Counts

In order to determine the suitability of a road for RAV access, it is essential to obtain current traffic counts for the particular road. The traffic counts must be considered when determining appropriate road widths, potential congestion issues and relevant operating conditions. If traffic data is not available, an estimate from the road manager should be obtained.

2.1.2 Accident Statistics

Consultation with the road manager is necessary to establish if there is an accident history on the particular road that needs to be considered during the assessment process. Consideration should be given to applying conditions to the proposed RAV access to mitigate the risks, such as speed restrictions or curfew conditions, which cannot be applied to general access heavy vehicles.

2.2 Structures

2.2.1 Load Capacity

All bridges and load restrictive culverts on the requested route will be assessed for the proposed RAV access by Main Roads Structures Engineering Branch, via HVS. When carrying out an assessment for Network 2, a separate Structures Engineering assessment must be carried out for the Short B-triple combination.

Any bridge restrictions for the Short B-triple combination must be specified in the access conditions for the relevant road.

Consultation with local governments is required to ensure all culverts on local government roads have been appropriately considered.

2.2.2 Structure Width Requirements

To ensure RAVs can safely pass oncoming vehicles when crossing structures, the minimum width between kerbs on a bridge or over a culvert must not be less than the width specified in Table 1.

Table 1: Minimum Width between Kerbs/Carriageway on a Structure

AADT	Minimum Width Between Kerbs/carriageway (m)	Quality of Approaches
Less than 75	3.5*	Structures with adequate Approach Sight Distance (ASD)**.
75 to 150	5.3	Structures with adequate ASD, clearly signed and road clearly marked.
	7.0	Structures that have inadequate ASD, inadequate signage or no road markings.
150 to 500	5.8	Structures with adequate ASD, clearly signed and road clearly marked.
	7.2	Structures that have inadequate ASD, inadequate signage or no road markings.
More than 500	7.2	All structures at this traffic volume

*Conditions apply; refer to 2.4.2 and [Appendix B](#);

**RAV ASD should be measured from a truck driver's eye height of 2.4 metres. Minimum requirements for ASD refer to [Appendix D](#).

2.3 Overhead Clearance

Standard RAVs are approved to travel with a height of up to 4.6 metres. RAV route assessments must confirm that adequate vertical clearances are available to safely accommodate a load/vehicle height of 4.6 metres. An adequate vertical clearance is considered to be 4.6 metres, plus the following overhead clearance:

- Overhead structures, such as bridges and gantry signs - 300 millimetres overhead clearance; and
- Power lines - the minimum overhead clearance required by telecommunications and electrical transmission cable providers.

Where telecommunications and/or electrical transmission cables cross the route, approval for a load/vehicle height of 4.6 metres must be obtained from the relevant controller(s) listed in the “Contact Details for Other Agency Approvals” located on the Oversize Over-mass Permits page of the Main Roads website.

Where the required load/vehicle height of 4.6 metres is not approved by the cable provider, the cable provider must specify the maximum approved load/vehicle height and the location of the restricting power line. RAV access may still be considered with appropriate height conditions.

2.4 Rural Road Widths

When the hauling unit of a RAV travels along a straight path over an uneven surface, the trailing units do not follow along the same path as the lead unit. This is defined as “off-tracking” and depends on several factors, including:

- The steering actions of the driver;
- Vehicle configuration and coupling arrangements between units;
- Misalignment of the axles;
- Suspension (geometry, bump and roll steer effects) and tyre characteristics;
- Vehicle length;
- External disturbances that include road roughness, cross-slope and side loading from wind-gusts; and
- Speed of travel.

The maximum deviation in tracking over a straight section of road, when added to the width of the RAV, and then a safety margin applied, determines how much road width is needed to safely accommodate the RAV.

To assess the widths of rural roads, tables of minimum carriageway widths and sealed widths to accommodate the RAV are listed at [Appendix A](#).

To be suitable for RAV access, a road should be sealed if AADT is over 150 and annual freight tonnage is over 300,000 tonnes per annum. The requirement for the road to be sealed is partly for safety reasons, but more so for road sustainability.

In the absence of any traffic data, the following parameters may enable a judgement as to whether a road needs to be sealed:

- If the road is unlikely to be used by more than 10 RAVs per day; or
- If the road is unlikely to be used by more than 60 RAVs per day over a seasonal two month period.

When considering whether a road has adequate width, an assessment should also be made in relation to any potential risks posed by:

- Crests;
- Pronounced cambers;
- Poor shoulder condition;
- Surface roughness; and
- Reduced sight distances.

Despite a road's width being above the specified minimum in [Appendix A](#), these factors may require additional width, application of specific RAV operating conditions, or in extreme cases, mean the route is unsuitable for RAV access.

Minor width deficiencies are acceptable, particularly if it is only for a small portion of the road. If width requirements are relaxed, consideration should be given to applying conditions to mitigate risk and to ensure safe operation.

Off-tracking of a vehicle combination is more severe at high speeds; therefore minimum seal width may be reduced where speeds are reduced to 60 km/h or less.

Minimum seal widths may also be reduced on roads where all other road users are familiar with the operation of heavy vehicles e.g., farm access roads, industrial areas and mine access roads.

2.4.1 Sight Distance Considerations at Curves and Tight Bends

When the hauling unit of a RAV travels around a curve or tight bend, the trailing units pull across the curve or tight bend and as such, require additional road width. This is defined as "swept width" and depends on several factors, including:

- Radius of the curve or tight bend;
- Length of vehicle combination;
- Number and type of articulation points; and
- Road surface and geometry.

In instances where it is identified the RAV would be required to utilise additional road width when travelling around a curve or tight bend, potentially encroaching into oncoming traffic, the assessor must ensure there is sufficient visibility on the approach to the curve or tight bend to observe oncoming vehicles, and react or stop if necessary. The table in [Appendix D](#) shows the required sight distance for RAVs, given the speed and the gradient of the road.

It will be necessary for the assessor to conduct swept path assessments on curves to determine if the RAV is likely to encroach into oncoming traffic.

Note: *Access should be declined if the RAV crosses a solid white line when traversing a curve or tight bend, unless there is sufficient sight distance.*

2.4.2 Low Volume Road Width

When assessing road width, where traffic volumes are less than 75 vehicles per day and the road width does not meet the requirements in [Appendix A](#), the width of the road may be assessed in accordance with the requirements in [Appendix B](#) and the relevant conditions in [Appendix E](#) should be applied.

A Type B low volume road should not exceed the maximum road length stipulated in Table 2.

Table 2: Maximum allowable road length for Type B suitability

Daily Traffic Volume	0 to 15 VPD	16 to 30 VPD	31 to 50 VPD	51 to 75 VPD
Max Road Length	5.0 km	2.0 km	1.5 km	1.0 km

2.4.3 Traffic Volume Consideration

It is important to use the most appropriate measure of traffic volume when determining if [Appendix A](#) or [Appendix B](#) should be applied.

AADT is an average daily traffic count for the year, while VPD is an actual measure of the daily traffic count, which is more appropriate for recording seasonal traffic.

[Appendix A](#) road widths should always be used, unless both the AADT and any increased seasonal traffic volumes (measured in VPD) are less than 75, in which case it is appropriate to use [Appendix B](#).

2.4.4 Assessing a Road in Sections

The road may be composed of a number of sections that vary in their standard and that would fall into different categories of RAV suitability, or require different operating conditions (e.g., for low volume roads). Width variation is a typical example of this principle. Where differing sections are reasonably long, it can be beneficial to separately assess each section as to its category of RAV access and any applicable operating conditions. Assessors should only consider applying this method of assessment where there is a likely benefit and a practical start and finish point, otherwise it is extremely difficult for drivers to comply with the changing conditions.

2.4.5 Short Sections of Reduced Width

There may be short narrow sections along the road due to narrow structures, roadside vegetation or short narrow sections of pavement. The entire length of the road does not need to meet the minimum road width requirements, provided the narrow sections comply with paragraphs (a) and (b) below.

(a) Traffic Volume Less than 75 Vehicles per Day

This paragraph only applies to low volume rural roads that do not meet the width requirement in [Appendix A](#), the road width has been assessed in accordance with [Appendix B](#) and the relevant conditions in [Appendix E](#) have been applied.

Where all narrow sections of the low volume rural road meet the following criteria, the narrow sections can be excluded from the overall road width assessment:

- Narrow sections must not be less than 3.5 metres wide;
- Each narrow section must not be more than 100 metres long;
- A combination of narrow points that are all within a single 100 metres length of road can be considered to be one single narrow section;
- Two adjacent narrow sections must not be within 150 metres of each other;
- The approach sight distance from both ends of the narrow section must comply with [Appendix D](#); and

If any narrow section fails to meet the 3.5 metres minimum width criteria, the route shall be considered unsuitable for RAV access.

Where all narrow sections meet the 3.5 metres minimum width criteria, but do not meet all the remaining criteria, the road shall be considered unsuitable for two-way RAV access. However, the

road may still be suitable for one-way RAV access only, provided relevant conditions as per [Appendix B](#) for a Type B road are applied. Type B roads suitability is also subject to traffic volume and road length requirements outlined in Table 2.

(b) Traffic Volume from 75 to 500 Vehicles per Day

This paragraph only applies to medium volume roads that is having the road width assessed in accordance with [Appendix A](#).

Where all narrow sections of a medium volume road meet the following criteria, the narrow sections can be excluded from the overall road width assessment: :

- Narrow sections should not have a carriageway width more than 1.3 metres below the requirements in [Appendix A](#);
- For a sealed road, narrow sections should not have a sealed width more than 0.2 metres below the requirements in [Appendix A](#);
- Each narrow section should not be more than 2 kilometres long; and
- The combined length of narrow sections should not be more than 15% of total road length.

2.5 Urban and Town Site Road Widths

There are a number of width requirements to be considered for RAVs travelling in urban and town site areas. As well as accommodating the additional swept width of RAVs, the width requirements for activities such as cycling and kerbside parking also need to be taken into account. The minimum road width requirements for town site areas are listed in [Appendix C](#).

2.6 Provision for Overtaking

RAVs tend to operate at lower average speeds than light vehicles. If the road does not have sufficient overtaking opportunities, drivers of light vehicles may experience delays behind slower moving RAVs and in some cases may form queues of vehicles waiting to overtake. This may cause driver frustration and thereby increase the risk of drivers attempting to overtake when it is not safe. Therefore, it is essential, from a road safety perspective, to have adequate overtaking opportunities on a RAV route.

It is recommended that AADT figures are used to assess overtaking opportunities, however the assessor should consider the impact of seasonal traffic during the assessment, as the AADT could be less than seasonal peak traffic volumes.

The volume of traffic and percentage of RAVs on the route affects the requirement for overtaking opportunities. To assess the suitability of overtaking opportunities, an AADT derived using the Passenger Car Equivalence (PCE) factors (refer to Table 3) shall be used. The derived AADT is calculated by multiplying the AADT for each of the Austroads vehicle classes by the PCE factor based on the road's terrain. This derived AADT is the figure to use to determine the maximum distance between overtaking opportunities in Table 4.

An example of calculating the derived AADT is listed below:

	Sum of AVG AADT	PCE Flat Terrain	AADT Flat Terrain
Austroads 1 & 2	3,180	1	3,180
Austroads 3, 4 & 5	1,893	2	3,786
Austroads 6, 7 8 & 9	285	2.5	713
Austroads 10 (RAV 2 - 4)	120	4	480
Austroads 11 (RAV 5 - 8)	117	4	468
Austroads 12 (RAV 9 -10)	2	9	14
		AADT derived	8,640

PCE factors represent the equivalent number of light vehicles for a particular type of RAV or general access heavy vehicle. The use of PCE factors provides a derived AADT value that can then be used to better assess overtaking opportunities.

Table 3: Passenger Car Equivalence Factors for RAVs

Vehicle Types	PCE Factors on Flat Terrain	PCE Factors on Rolling Terrain
Austrroads Class 1	1	1.3
Austrroads Class 2	1	1.3
Austrroads Class 3 to 5	2	3.5
Austrroads Class 6 to 9	2.5	5
Austrroads Class 10 - RAVs Categories 2-4	4	10
Austrroads Class 11 - RAVs Categories 5-8	4	10
Austrroads Class 12 - RAVs Categories 9-10	9	22

The maximum distances between overtaking opportunities are shown in Table 4.

Table 4: Maximum Distances between Overtaking Opportunities

AADT (Derived using PCE Factors)	Maximum average distance between overtaking opportunities	Maximum distance between any two overtaking opportunities	Notes
500 or below	N/A	N/A	Provision of additional opportunities is usually not justified.
501 to 1000	15 km	30 km	
1001 to 1800	8 km	15 km	
1801 and above	5 km	10 km	At AADT > 2700, additional opportunities that exceed the criteria may be necessary.

For each overtaking opportunity, the portion of road available to complete the overtaking opportunity should meet the minimum length shown in Table 5.

Table 5: Minimum Length for Overtaking Opportunities

Road Section Operating Speed (km/h)	Assumed Truck Speed (km/h)	Length (m)		
		RAVs Categories 2-4	RAVs Categories 5-8	RAVs Categories 9-10
70	60	600	640	690
80	69	740	790	860
90	77	890	950	1040
100	86	1070	1130	1240
110	94	1290	1310	1440

Note: The above lengths are generally determined by measuring the length of the divided line where overtaking is permitted.

2.7 Steep Grades

2.7.1 RAVs Losing Speed on Grades

The speed of RAVs ascending long and steep grades can be reduced to the extent that the speed differential is hazardous for vehicles approaching from behind. If possible, steep ascending grades should have overtaking lanes.

In some cases where an overtaking lane is not provided, the drivers of faster following vehicles may become frustrated and attempt an overtaking manoeuvre when unsafe to do so. A RAV speed reduction to 40 km/h is considered the threshold point at which drivers will seek to overtake a slower vehicle, regardless of whether or not adequate sight distance is available.

Table 6 outlines the maximum distance required for a laden RAV travelling up a grade to slow down to 40 km/h. For roads with grades, or consecutive varying grades, exceeding these distances, it is recommended that the road should have an additional climbing lane for RAVs.

Table 6: Maximum distances (m) of uphill travel before RAV speeds are reduced to 40 km/h

Grade %	RAVs Categories 2-6		RAVs Categories 7-8		RAVs Categories 9-10	
	80 km/h Approach Speed	100 km/h Approach Speed	80 km/h Approach Speed	100 km/h Approach Speed	80 km/h Approach Speed	100 km/h Approach Speed
3	*	*	*	*	1080	1650
4	950	1410	900	1350	690	1110
5	640	980	610	960	520	840
6	480	760	470	750	410	680
7	390	630	380	620	340	570
8	330	530	320	530	290	490

* RAV can maintain a higher speed than 40 km/h on these grades.

2.7.2 Maximum Grade Requirements for RAVs

For a route to be suitable for RAV access there must be no steep grades that are in excess of the limits in Table 7.

Table 7: Grades Limits for RAVs

	Sealed Roads	Gravel Roads
RAVs Categories 2-6	8%	5%
RAVs Categories 7-8	6%	4%
RAVs Categories 9-10	5%	3%

2.8 Turning at Intersections

It is essential that intersections can be safely negotiated, with minimal or no interference to other traffic and minimal risk of damage to property.

2.8.1 Vehicle Speed While Negotiating the Turn

The vehicle turning radius is directly related to the maximum turning speed of the vehicle:

- For intersections where the vehicle must always stop before turning (e.g., at a Stop sign), a turning speed of 5-15 km/h is generally sufficient;
- For intersections where the vehicle rarely or never needs to stop before turning, a speed of 20 km/h to 30 km/h can be assumed; and
- A turning speed of 30 km/h or more can be used on roads with high posted speed limits with high traffic volumes, where the RAV is likely to turn at a higher speed.

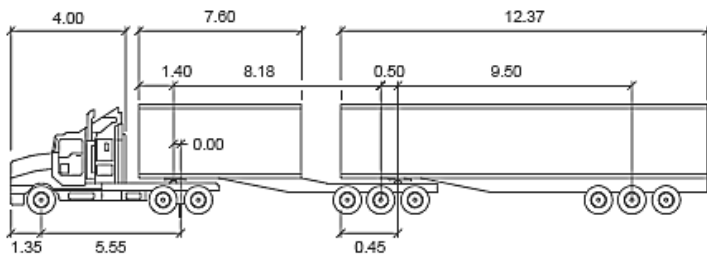
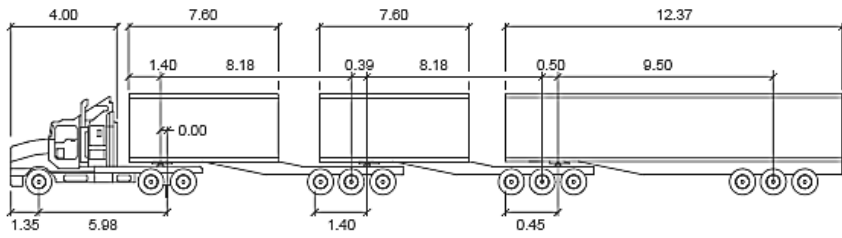
2.8.2 Turning Clearances

Where there is any possibility that the RAV may have insufficient clearance from kerbs or other nearby objects, standard turning templates shall be used to accurately check the swept path of the RAV.

Using a suitable vehicle swept path simulation software, the appropriate vehicle combination must be used to check all turning movements at all required intersections and any clearance problems should be noted on the *RAV Route Assessment Form*. As a rule:

- The wheel paths of the rear trailer of the RAV must not come any closer than 200 millimetres from the face of any kerb, unless the kerb is designed to be mounted, in which case the 200 millimetres clearance is not applied.
- If there is no kerb (such as a gravel road), the edge of the road formation can be taken as the kerb.
- The swept path must not come any closer than 200 millimetres to a nearby object.
- For a left or right turn, the wheel paths must not cross over the centreline of the road, unless the sight distances in all directions of the intersection are adequate according to [Appendix D](#).

Table 8: Vehicle combinations for completing swept path assessments

RAV Categories	Assessment Vehicle	Maximum Length (m)																
<p>2-4</p>	<p>B-double</p>  <p>B-Double HVS meters</p> <table border="0"> <tr> <td>Tractor Width</td> <td>: 2.50</td> <td>Lock to Lock Time</td> <td>: 6.0</td> </tr> <tr> <td>Trailer Width</td> <td>: 2.50</td> <td>Steering Angle</td> <td>: 35.0</td> </tr> <tr> <td>Tractor Track</td> <td>: 2.50</td> <td>Articulating Angle</td> <td>: 70.0</td> </tr> <tr> <td>Trailer Track</td> <td>: 2.50</td> <td></td> <td></td> </tr> </table>	Tractor Width	: 2.50	Lock to Lock Time	: 6.0	Trailer Width	: 2.50	Steering Angle	: 35.0	Tractor Track	: 2.50	Articulating Angle	: 70.0	Trailer Track	: 2.50			<p>27.5</p>
Tractor Width	: 2.50	Lock to Lock Time	: 6.0															
Trailer Width	: 2.50	Steering Angle	: 35.0															
Tractor Track	: 2.50	Articulating Angle	: 70.0															
Trailer Track	: 2.50																	
<p>5-7</p>	<p>B-triple</p>  <p>B-Triple HVS meters</p> <table border="0"> <tr> <td>Tractor Width</td> <td>: 2.50</td> <td>Lock to Lock Time</td> <td>: 6.0</td> </tr> <tr> <td>Trailer Width</td> <td>: 2.50</td> <td>Steering Angle</td> <td>: 35.0</td> </tr> <tr> <td>Tractor Track</td> <td>: 2.50</td> <td>Articulating Angle</td> <td>: 70.0</td> </tr> <tr> <td>Trailer Track</td> <td>: 2.50</td> <td></td> <td></td> </tr> </table>	Tractor Width	: 2.50	Lock to Lock Time	: 6.0	Trailer Width	: 2.50	Steering Angle	: 35.0	Tractor Track	: 2.50	Articulating Angle	: 70.0	Trailer Track	: 2.50			<p>36.5</p>
Tractor Width	: 2.50	Lock to Lock Time	: 6.0															
Trailer Width	: 2.50	Steering Angle	: 35.0															
Tractor Track	: 2.50	Articulating Angle	: 70.0															
Trailer Track	: 2.50																	

9-10	Double B Double	53.5
<p>Double B-Double HVS</p> <p>Track Width 2.50m Trailer Width 2.50m Tractor Width 2.50m Trailer Track 2.50m</p> <p>Lock to Lock Time 6.0 Steering Angle 35.0 Articulating Angle 70.0</p>		

2.8.3 Intersection Layout

To assist in ensuring network performance levels are maintained, the assessor needs to identify if acceleration lanes and turn pockets are present at intersections and the length of these treatments.

Capturing this information in the assessment will assist in determining if network improvements are necessary, in consultation with the road manager.

2.8.4 Approach Sight Distance

The route shall be rejected if the driver of a RAV approaching the intersection has insufficient visibility to observe the intersection, or advance intersection warning, and react or stop if necessary. The table in [Appendix D](#) shows the required sight distances for RAVs, given the vehicle type, speed and the gradient of the road. When measuring the available approach sight distance, the measurement must be taken from a truck driver’s eye height of 2.4 metres.

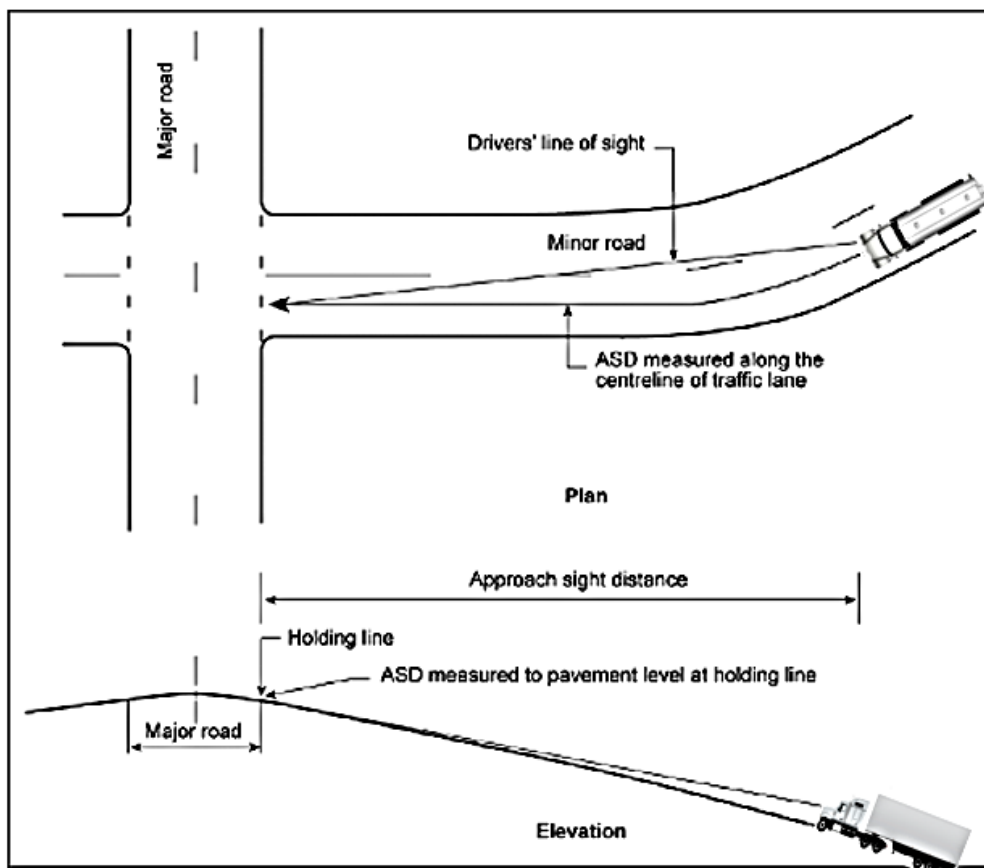


Figure 1: Example of Approach Sight Distance

2.8.5 Entering Sight Distance

The road shall be rejected if the driver of a RAV, entering a through road, does not have appropriate sight distance to see a sufficient gap in oncoming traffic that will allow a RAV, with greater length and lower acceleration capacity, to clear the intersection safely. The table in [Appendix D](#) shows the required sight distances for RAVs, given the vehicle type, speed and the gradient of the road. When measuring the available entering sight distance, the measurement must be taken from a truck driver's eye height of 2.4 metres to a height that considers all traffic.

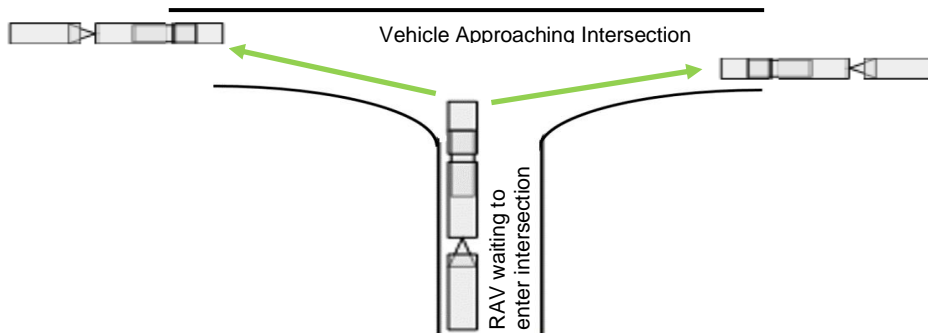


Figure 2: Example of Entering Sight Distance

The angle and gradient of the intersection should also be considered to determine if additional time is required for a RAV to manoeuvre the intersection, for instance a steep upgrade in the direction of travel will adversely affect the RAV's start up and acceleration when entering the through road.

Note: *The entering sight distance requirement is only required for intersections that are not controlled by traffic signals, with the exception of a right turning movement with no right turn arrow.*

2.9 Railway Level Crossings

The various operational requirements at railway crossings are described in the *Railway Crossing Control in Western Australia Policy and Guidelines* found on the Main Roads website.

The following points highlight the main considerations for RAVs at railway crossings for the various levels of protection.

2.9.1 Inadequate Approach Stacking Distance

Inadequate approach stacking distance occurs where the distance between the railway and a nearby intersection is insufficient to enable a vehicle to stop at the crossing without impeding the traffic flow at the intersection.

Approach stacking distance is measured from the vehicle stopping line at the railway crossing to the nearest shoulder edge of the crossroad. The vehicle stopping line at a railway crossing is normally indicated by a painted line or, in the absence of a marked line, it is assumed to be 3.5 metres back from the nearest rail.

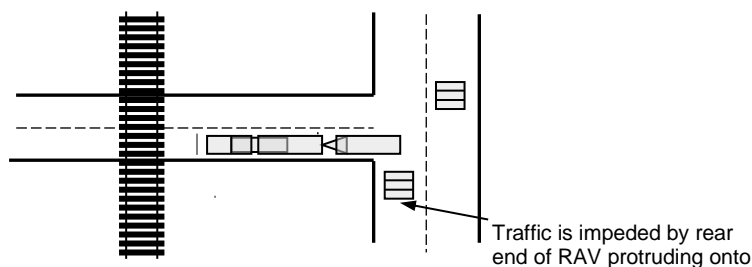


Figure 3: Examples of Inadequate Approach Stacking Distance

2.9.2 Inadequate Departure Stacking Distance

Inadequate departure stacking distance occurs when part of a vehicle would encroach within 3.5 metres of the railway track, while stopped to give way to traffic on the priority road of an adjacent intersection. An exception is in cases where the intersection is controlled by traffic signals that are coordinated with the railway crossing signals.

Departure Stacking Distance is measured from the vehicle stopping line at the intersection to within 3.5 metres of the nearest railway track. In the absence of marked lines, the measurement is to be taken from the edge of the through lane (if there are edge lines) or the edge of the seal.

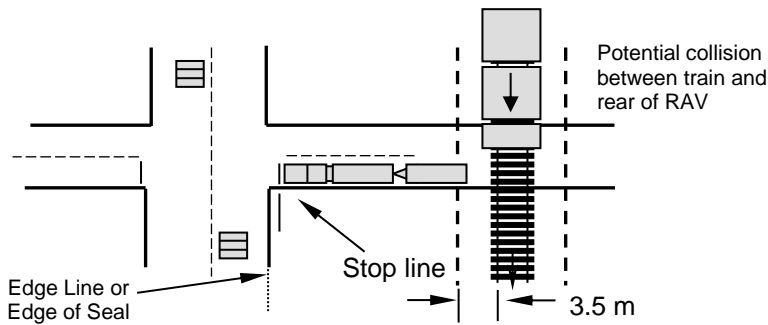


Figure 4: Examples of Inadequate Departure Stacking Distance

2.9.3 Adequate Stacking Distance

Figure 5 shows the methodology for measuring approach and departure stacking distances. Ideally, a clearance of 3.5 metres should be applied when assessing the available approach stacking distance. However, if the approach stacking distance is at least the length of the RAV and there is sufficient ESD for other vehicles departing the intersection, while there is a RAV stopped at the rail, a lesser clearance is acceptable.

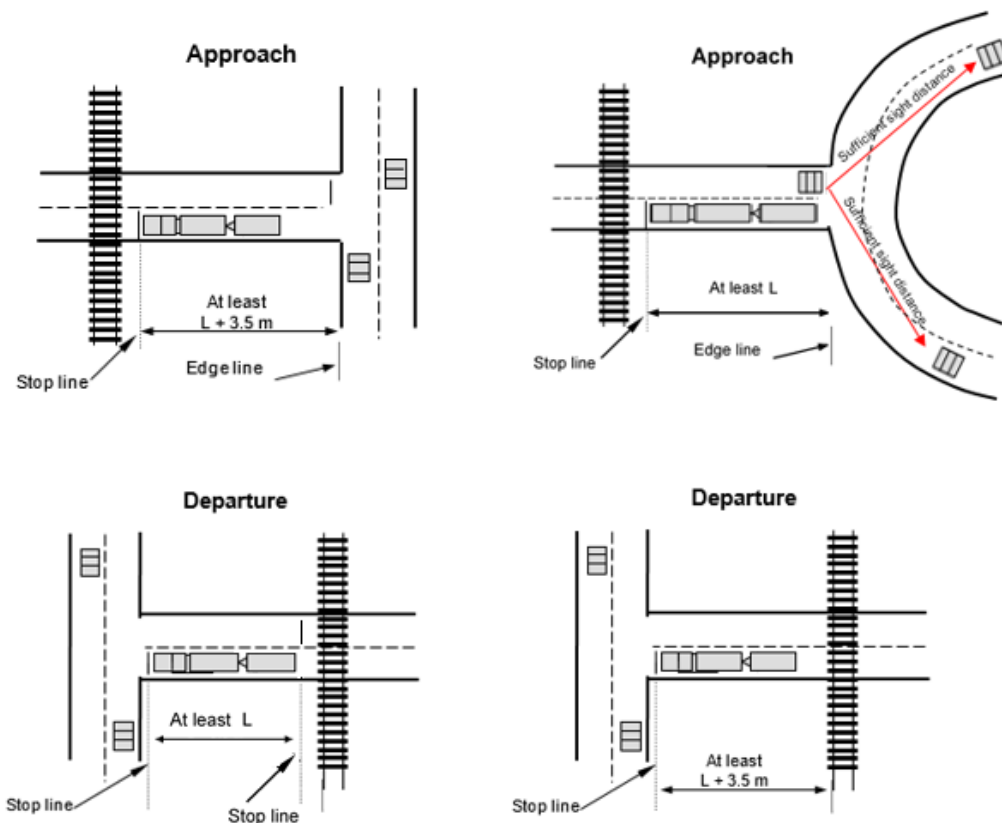


Figure 5: Examples of Adequate Stacking Distances

2.9.4 RAVs at Crossings Protected by Give Way or Stop Signs

The driver of a RAV approaching a railway crossing protected by a GIVE WAY or a STOP sign needs to be able to see the crossing from a sufficient distance to allow enough time to stop the RAV if required. The ASD to a railway crossing must meet [Appendix D](#).

There also needs to be sufficient sight distance for the driver of a RAV, after having stopped at a railway crossing with a GIVE WAY or STOP sign, to see an oncoming train and allow adequate time to safely cross. The required sight distances for RAVs at railway crossings must meet:

- The S3 formula for STOP signs of the Australian Standards AS1742.7-2016 – Manual of Uniform Traffic Control Devices – part 7: Railway Crossings.

The S3 formula determines the minimum distance required for the driver of a vehicle stopped at the railway crossing to be able to see an oncoming train in order to safely cross.

When measuring the available sight distance to all directions at rail crossings, a truck driver's eye height of 2.4 metres is recommended.

Where railway crossings with STOP signs are located along the proposed route, the assessor must record the information shown below in Figure 6 on the *RAV Route Assessment Form*. This information is then used to calculate the S3 formula.

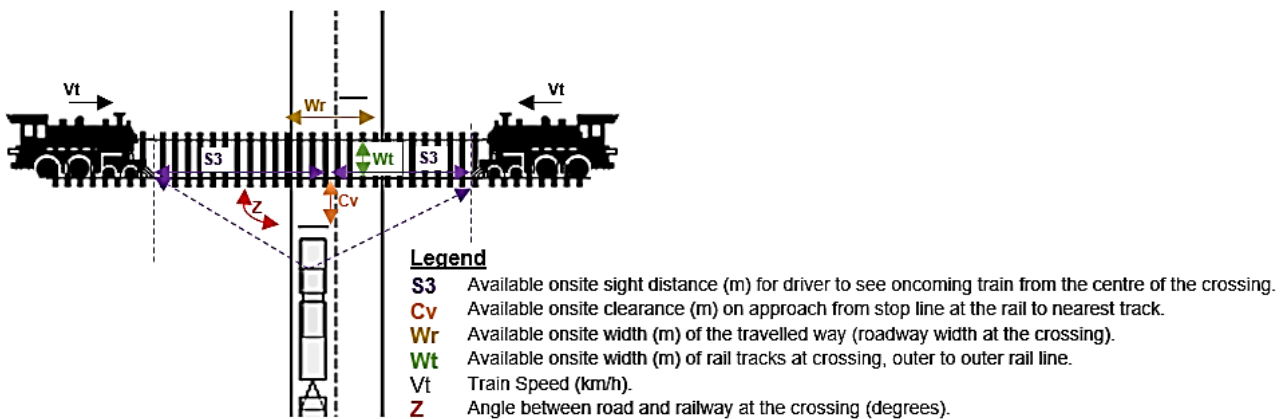


Figure 6: Required Information from Onsite Assessment for S3 Calculation

2.9.5 RAVs at Railway Crossings Protected by Flashing Lights

The visibility of the primary flashing lights and advance flashing yellow warning signs displayed on the approach to crossings, must be assessed so that the driver can safely stop if required. The sight distance to the flashing lights, or alternatively the advance flashing yellow warning signs must meet the minimum requirements in [Appendix D](#).

When measuring the available sight distance to all directions at rail crossings, a truck driver's eye height of 2.4 metres is recommended.

2.10 Off-road Parking

In rural and remote areas, the route should have adequate off-road truck parking facilities at sufficient spacing along the route.

In any one direction of travel, the maximum spacing for off-road parking facilities should be:

- Rural Area roads - 80 kilometres
- Remote Area roads - 120 kilometres

Adequate off-road parking facility is defined as any:

- Service station or roadhouse, (or other commercial establishment), with provision for public truck parking;
- Signed parking bay, truck bay, rest area; or
- Designated road train assembly area.

Which meets the following criteria:

- Minimum approach sight distance (measured from a truck driver’s eye height of 2.4 metres) to the entry/exit point are in accordance with [Appendix D](#); and
- Minimum entering sight distance (measure from a truck driver’s eye height of 2.4 metres to a height that considers all traffic.) from the entry/exit point in accordance with [Appendix D](#); and
- The full length of the RAV can be parked within the parking area, without encroachment onto the carriageway. The ideal minimum clearance between the parked RAV and the adjacent road is shown in Table 9 (as per the example in Figure 7).

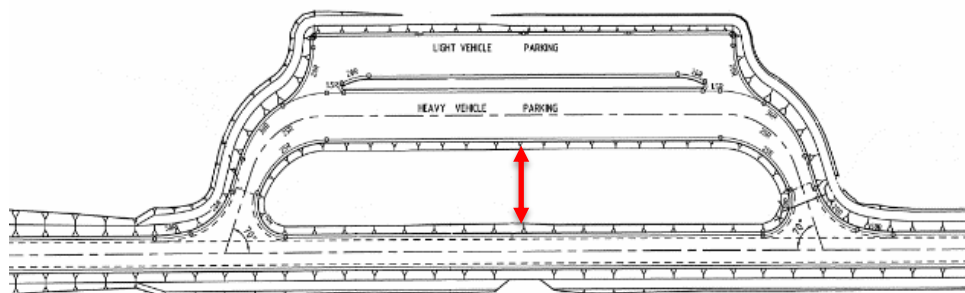


Figure 7: Minimum clearance between road pavement and parking bay

Table 9: Minimum safe clearance distance of parked RAV from road

Speed Limit (km/h)	Minimum Clearance from edge of pavement* (m)
60	5
70	5.7
80	6.2
90	7.6
100	8.8
110	11

2.11 Other Road Users

Consideration must be given to the risks a RAV may pose to more vulnerable road users, such as the following:

- Pedestrians;
- Cyclists;
- Tourists and recreational users (who may be unfamiliar with the conditions);
- School buses, where the buses are dropping children adjacent to the road in a non-dedicated bus stop.

3 COMMUNITY CONSIDERATIONS

HVS will consult with the relevant Local Government and/or Main Roads Region for input in relation to potential adverse impacts on the local community that may result from approving RAV access.

4 RAIL CONTESTABILITY

HVS will consult with the Department of Transport if they consider the proposed RAV access may be contestable with rail.

5 APPENDICES

Appendix	Title
Appendix A	Rural Road Minimum Widths
Appendix B	Low Volume Rural Road Minimum Widths
Appendix C	Townsite Road Minimum Widths
Appendix D	Required Sight Distance
Appendix F	Operating Conditions
Appendix F	RAV Access Assessment Process

Appendix A: Rural Road Minimum Width

	60 to 70 km/h		80 to 100 km/h	
	Carriageway Width (m)	Sealed Width (m)	Carriageway Width (m)	Sealed Width (m)

0 to 150 AADT / VPD***

RAVs Categories 2-4	7.6	3.3	7.9	3.4
RAVs Categories 5-7	7.7	3.4	8.0	3.5
RAVs Categories 8-10	8.2	3.8	8.6	3.9

150 to 500 AADT / VPD

RAVs Categories 2-4	7.6	5.6	7.9	5.9
RAVs Categories 5-7	7.7	5.7	8.0	6.0
RAVs Categories 8-10	8.2	6.1	8.6	6.4

500 to 1 000 AADT

RAVs Categories 2-4	7.9	6.1	8.2	6.4
RAVs Categories 5-7	8.0	6.2	8.3	6.5
RAVs Categories 8-10	8.6	6.6	9.0	6.9

More than 1 000 AADT

RAVs Categories 2-4	9.6	6.8	9.9	7.1
RAVs Categories 5-7	9.7	6.9	10.0	7.2
RAVs Categories 8-10	10.6	7.6	11.0	8.0

Notes:

- The carriageway widths given in the above table should be used for assessing usable width on gravel roads.
- A road should be sealed if the AADT is over 150 and the annual freight tonnage is over 300,000 TPA. In the absence of any traffic data, the following parameters may be a guide: the uniform annual loaded RAV traffic volume exceed 10 vehicles per day; or the loaded RAV traffic volume exceed 60 vehicles per day over a seasonal two month period.

Appendix B Low Volume Rural Road Minimum Widths

Type A Road (suitable for two-way RAV traffic)

	40 km/h	60 km/h
	Carriageway Width (m)	Carriageway Width (m)
RAVs Categories 2-7	5.8	6.1
RAVs Categories 9-10	5.9	6.3

Notes:

- This section is not to be used for assessing routes for RAV Category 8.
- For Type A low volume roads, [Appendix E](#) operating conditions 1, 2, 3, 4, 5, 7 and 8 may be applied as a condition;
- If a road is at least 1.0 metre wider than the widths specified for 60km/h, an 80km/h speed restriction should be considered. A speed restriction above 80km/h should only be considered if the road is sealed, has good sight distance and presents no significant safety concern.

Type B Road (unsuitable for two-way RAV traffic)

	40 km/h
	Carriageway Width (m)
RAVs Categories 2-7	3.5*
RAVs Categories 9-10	3.5*

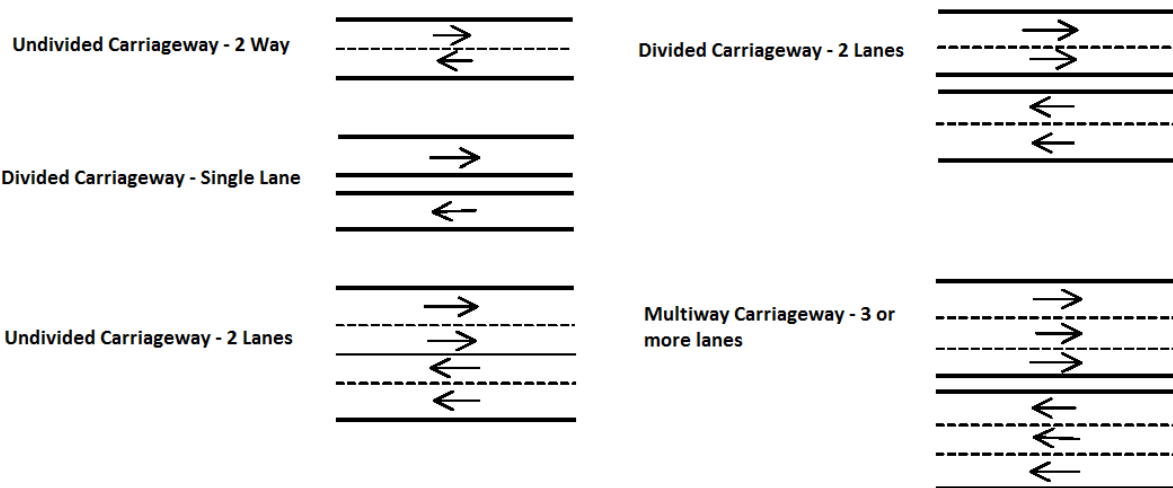
Note:

- For type B low volume roads, [Appendix E](#) operating conditions 1, 2, 3, 4, 5, 6, 7 and 8 may be applied as a condition.

Appendix C: Town Site Road Minimum Widths

Feature	RAVs Categories 2-4		RAVs Categories 5-8		RAVs Categories 9-10	
	60 - 70 km/h	80-100 km/h	60 - 70 km/h	80-100 km/h	60 - 70 km/h	80-100 km/h
(Undivided carriageway – 2 Way) Width between sealed edge and road centre (m)						
Basic / unmarked	3.2	3.5	3.3	3.7	3.6	4.1
with marked separation line	3.5	3.8	3.6	4.0	3.9	4.4
with dedicated cycle lane	4.7	5.5	4.8	5.7	5.1	6.1
with dedicated or regular parallel parking	5.7	NA	5.8	NA	6.1	NA
with dedicated angle (45°) parking	9.2	NA	9.3	NA	9.6	NA
(Divided carriageway – single lane) Width between sealed edge and edge of median or traffic island (m)						
Basic / unmarked	3.5	3.8	3.6	4.0	3.9	4.4
with dedicated cycle lane	5.0	5.8	5.1	6.0	5.4	6.4
with dedicated or regular parallel parking	6.0	NA	6.1	NA	6.4	NA
with dedicated angle (45°) parking	9.5	NA	9.6	NA	9.9	NA
(Undivided carriageway – 2 lanes) Width between sealed edge and road centre (m)						
Basic / unmarked	6.6	7.0	6.7	7.1	7.0	7.5
with dedicated cycle lane	8.1	9.0	8.2	9.1	8.5	9.5
with dedicated or regular parallel parking	9.1	NA	9.2	NA	9.5	NA
(Divided carriageway – 2 lanes) Width between sealed edge and edge of median or traffic island (m)						
Basic / unmarked	6.6	7.0	6.7	7.1	7.0	7.5
with dedicated cycle lane	8.1	9.0	8.2	9.1	8.5	9.5
with dedicated or regular parallel parking	9.1	NA	9.2	NA	9.5	NA
(Multiple Lane Carriageways – 3 or more lanes) Width of additional through lane (m)						
basic	3.2	3.4	3.3	3.5	3.4	3.6

Note: An explanation of road type descriptors is as follows:



Appendix D: Required Sight Distances

Posted Speed km/h	Downhill				Level	Uphill			
	-8%	-6%	-4%	-2%		2%	4%	6%	8%
40	74	72	70	68	66	65	64	62	61
50	102	98	95	92	89	87	85	84	82
60	134	128	123	119	116	112	110	107	105
70	170	162	155	149	144	140	136	133	130
80	209	198	190	182	176	170	165	161	157
90	252	239	228	218	210	203	197	191	186
100	308	290	275	263	252	242	234	227	220

The above values have been derived using the formula given in Austroads Guidelines with following factors:

Reaction Time	4.0 s
---------------	-------

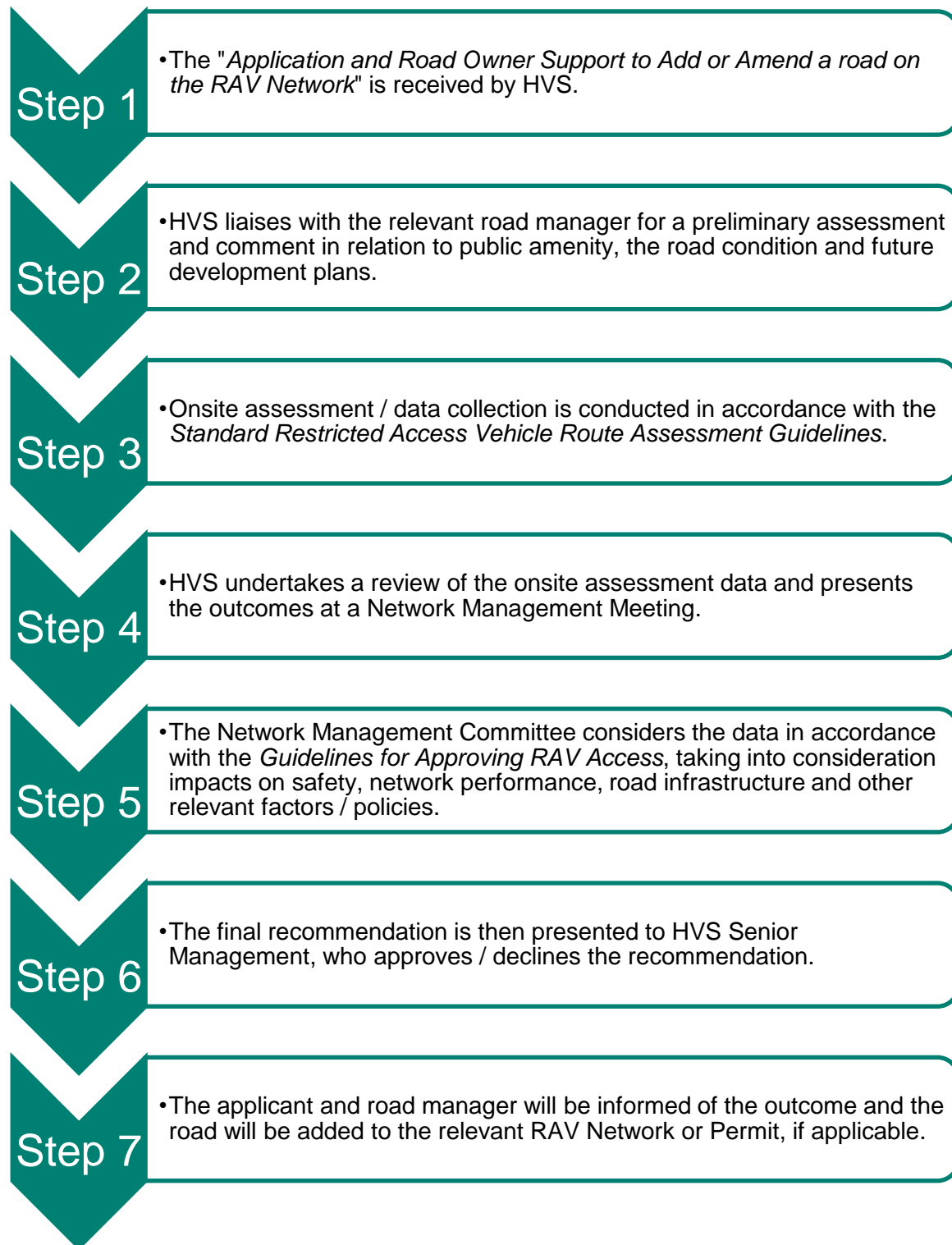
(Deceleration rate of 0.29g up to 90 km/h, 0.28g at 100 km/h.)

Appendix E: Operating Conditions

These and other similar operating conditions may be applied to the assessment of low volume roads.

1. When travelling at night, the RAV must travel at a maximum speed of 40km/h and display an amber flashing warning light on the prime mover.
2. No operation on unsealed road segment when visibly wet, without road owner's approval.
3. Headlights must be switched on at all times.
4. Speed restrictions of 40 km/h or 60 km/h as determined from [Appendix B](#).
5. Direct radio contact must be maintained with other RAVs to establish their position on or near the road (suggested UHF Ch 40).
6. For a single lane road, the road must not be entered until the driver has established via radio contact that there is no other RAV on the road travelling in the oncoming direction.
7. Operation is not permitted while the school bus is operating on the road. Operators must contact the relevant schools directly and obtain school bus timetables; or where direct contact can be made with the school bus driver, operation is permitted once the school bus driver confirms all school drop-offs/ pick-ups have been completed on the road.
8. Current written support from the road asset owner, endorsing use of the road, must be obtained, carried in the vehicle and produced upon request.

Appendix F: RAV Access Assessment Process



Prime Mover, Trailer Combinations

Heavy Vehicle Services

VEHICLE DESCRIPTION AND CONFIGURATION CHART (RAV) – PRIME MOVER, TRAILER COMBINATIONS EXAMPLES				Axle Spacing Table	Length (m)	Mass (T) Maximum Permitted Mass	RAV Network			
Category 1	(A) PRIME MOVER, SEMI TRAILER TOWING A PIG TRAILER 	(B) PRIME MOVER TOWING AN OVERHEIGHT SEMI TRAILER 	(C) SHORT B-DOUBLE 	(D) TWINSTEER PRIME MOVER TOWING SEMI TRAILER 	(A) A (B) A (C) A (D) A	≤20 ≤19 ≤20 ≤19 ≤20 ≤27.5	50 42.5 50 47.5 65.5	Network 1		
Category 2	(A) PRIME MOVER, SEMI TRAILER TOWING A PIG TRAILER 	(B) PRIME MOVER TOWING SEMI TRAILER 	(C) B-DOUBLE 	(D) SHORT B TRIPLE 	(E) CAR CARRIER SEMI TRAILER 	(A) A (B) A (C) A (D) A (E) A	≤20 ≤27.5 ≤27.5 ≤27.5 ≤27.5 ≤25	47.5 67.5 87.5 42.5	Network 2	
Category 3	(A) PRIME MOVER, SEMI TRAILER TOWING A DOG TRAILER 				(A)	B	≤27.5	84	Network 3	
Category 4	(A) PRIME MOVER, SEMI TRAILER TOWING 6 AXLE DOG TRAILER 				(A)	A	≤27.5	87.5	Network 4	
Category 5	(A) PRIME MOVER, SEMI TRAILER TOWING A DOG TRAILER 	(C) B-DOUBLE TOWING A CONVERTER DOLLY 	(D) B-TRIPLE 	(A) (B) (C) (D)	B B A A	>27.5, ≤36.5 >27.5, ≤36.5 >27.5, ≤36.5 >27.5, ≤36.5	84 84+d 67.5+d 84	Network 5		
Category 6	(A) PRIME MOVER, SEMI TRAILER TOWING 6 AXLE DOG TRAILER 	(B) B-TRIPLE 	(C) PRIME MOVER SEMI TRAILER TOWING A 6 AXLE TRAILER & CONVERTER DOLLY 	(A) (B) (C)	A A A	>27.5, ≤36.5 >27.5, ≤36.5 >27.5, ≤36.5	87.5 87.5 87.5+d	Network 6		
Category 7	(A) PRIME MOVER, TOWING SEMI TRAILER AND B DOUBLE 	(B) B-DOUBLE TOWING A DOG TRAILER 	(A) (B)	A A	>27.5, ≤36.5 >27.5, ≤36.5	107.5 107.5	Network 7			
Category 9	(A) PRIME MOVER, SEMI TRAILER TOWING 2 X DOG TRAILERS 	(B) PRIME MOVER, SEMI TRAILER TOWING A DOG TRAILER AND CONVERTER DOLLY 	(C) B DOUBLE TOWING A DOG TRAILER 	(D) PRIME MOVER, SEMI TRAILER TOWING A B-DOUBLE 	(A) (B) (C) (D)	B B A A	>36.5, ≤53.5 >36.5, ≤53.5 >36.5, ≤45 >36.5, ≤45	120.5 84+d 107.5 107.5	Network 9	
Category 10	(A) PRIME MOVER, SEMI TRAILER TOWING 2 X DOG TRAILERS 	(B) B-DOUBLE TOWING A CONVERTER DOLLY CONNECTED TO 2 SEMI TRAILERS 	(C) PRIME MOVER, SEMI TRAILER TOWING B TRIPLE 	(D) B-DOUBLE TOWING 2 DOG TRAILERS 	(E) DOUBLE ROAD TRAIN TOWING B-DOUBLE TRAILERS 	(F)	A A A A A A	>36.5, ≤53.5 >36.5, ≤53.5 >36.5, ≤53.5 >36.5, ≤53.5 >36.5, ≤53.5 >36.5, ≤53.5	127.5 127.5 127.5 147.5 147.5 87.5+d	Network 10

1. Operators using a category of RAV outlined in this document must operate that RAV in accordance with the OPERATING CONDITIONS and only on the network specified.
 2. These diagrams are a visual indication of the vehicle only.
 3. Operators must refer to the OPERATING CONDITIONS for the full vehicle description.

4. The height of the vehicle can exceed 4.3 m but MUST NOT exceed 4.6 m when it is:
 (i) built to carry livestock or; (ii) carrying a crate to carry livestock or; (iii) carrying vehicles on more than one deck or;
 (iv) carrying a multi modal container or; (v) carrying a large indivisible item or; (vi) When operating with an appropriately licenced over height curtain side or pantechon trailer.
 5. Maximum height of Pig Trailer must not exceed 3.5m.

Best Practice Governance Review

Background Paper

Contents

Item	Section	Page
1	Background, Approach and Timeline	<u>3</u>
2	Jurisdictional Analysis	<u>6</u>
3	Comparator Organisations	<u>9</u>
4	Governance Principles	<u>17</u>

Best Practice Governance Review

1. Background, Approach and Timeline

Background and Approach

Background and approach that led to the development of the governance principles for the Best Practice Governance Review.

Background

The Western Australian Local Government Association (WALGA) developed its Corporate Strategy 2020-25, and in doing so identified a key strategic priority, to undertake a Best Practice Governance Review. The objective of the review is to ensure WALGA's governance and engagement models are contemporary, agile, and maximise engagement with members. Other drivers for the review included:

- Misalignment between key governance documents; Constitution, Corporate Governance Charter, State Council Code of Conduct, and Standing Orders – stemming from varying amendments.
- State Council's 3 September 2021 resolution requesting amendment to the Constitution to "deal with matters related to State Councillors' Candidature for State and Federal elections".
- Proposed legislative reforms to remove WALGA from being constituted under the *Local Government Act 1995 (WA)*.
- Constitutional requirements for WALGA to become a registered organisation under the *Industrial Relations Act 1979 (WA)*, which would enable WALGA to make applications in its own right to the Western Australian Industrial Relations Commission

In March 2022 State Council commissioned the Best Practice Governance Review (BPGR) and established a Steering Committee to guide the Review.

The BPGR Steering Committee had its first meeting on 5 May 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change. At the meeting, five comparator organisations were identified to be used in a governance model comparative analysis. Steering Committee meetings 2 to 5 had a focus on the development of governance model principles.

This document

This document presents the key insights from the jurisdictional and comparator organisation analysis that supported the development of the governance principles. The final section presents the endorsed governance principles.

Jurisdictional Analysis – This section compares WALGA to equivalent jurisdictional associations (e.g. LGASA). This provides key insights into the size and election processes of WALGA compared to equivalent associations.

Comparator Organisations – This section compares WALGA's governance arrangements to five comparator organisations that were agreed at the BPGR Steering Committee meeting 1. This provides key insights into the size, election processes and recent governance changes of these five comparator organisations.

Governance Model Principles – The governance model principles were developed through BPGR Steering Committee meetings 2 to 5. This provides a structure for understanding how the current governance model of WALGA and any future governance model aligns to these principles.

The following slide outlines the timeline of key events and meetings that formed part of the BPGR.

Timeline

Timeline of key events with a focus on the BPGR Steering Committee meetings throughout May to August 2022

WALGA Corporate Strategy 2020-25

In 2019, a five-year Corporate Strategy was developed and identified that a governance model was key to delivery of the strategy. 19 interviews and 2 workshops covering 20 Local and State Government leaders informed the strategy.

Stakeholder Engagement Project, GRA Partners, 2021

45 responses received from Federal and State Government and Opposition.

WALGA Stakeholder Engagement Project, Marketforce 2021

105 survey responses and 42 interviews were facilitated across 95 Local Governments.

State Council Performance Assessment, 2020

17 survey responses and comments received from State Councillors.

Commissioning of Best Practice Governance Review

In March 2022, WALGA commissioned PwC to support the BPGR Project.

First BPGR Steering Committee meeting held

On 22 May 2022, the first meeting of the BPGR Steering Committee identified five comparator organisations for the Review.

Third BPGR Steering Committee meeting held

On 28 June 2022, an options paper was reviewed.

Second BPGR Steering Committee meeting held

On 8 June 2022, the initial draft of comparator organisations was presented and assessment criteria was identified.

Fourth BPGR Steering Committee meeting held

On 18 July 2022, core principles were decided to guide the BPGR.

Fifth BPGR Steering Committee meeting held

On 10 August 2022, core principles for the BPGR were finalised.

Principles shared

In September 2022 agreement on the next steps for sharing the principles with Local Government members.

State Council updated

On 3 August 2022, an update on the BPGR was provided to State Council.



2019 Governance Review

A governance review was undertaken in 2019 that led to numerous process changes.

Best Practice Governance Review

2. Jurisdictional Analysis

Analysis: Jurisdictional equivalents to WALGA

Jurisdictional equivalents of WALGA have been analysed according to their size and election methods.

Background

Prior to the BPGR Project commencing in March 2022, work was undertaken to understand governance arrangements in other jurisdictions. The focus of this work was on associations from other Australian states, as well as New Zealand.

The full list of associations are:

- Local Government NSW (LGNSW)
- Municipal Association Victoria (MAV)
- Local Government Association of Tasmania (LGAT)
- Local Government Association of South Australia (LGASA)
- Local Government Association of Queensland (LGAQ)
- Local Government Association of Northern Territory (LGANT)
- Local Government Association of New Zealand (LGNZ)

The assessment of these associations focused on providing insights into the following domains:

- **Size of Board:** How many board members are there in comparison to the 25 WALGA board members?
- **Method of Election of President:** How is the President elected to the board?
- **Method of Election of Board Members:** How are board members elected?

Key Insights

Key insights following the comparison of WALGA to equivalent associations are outlined below:

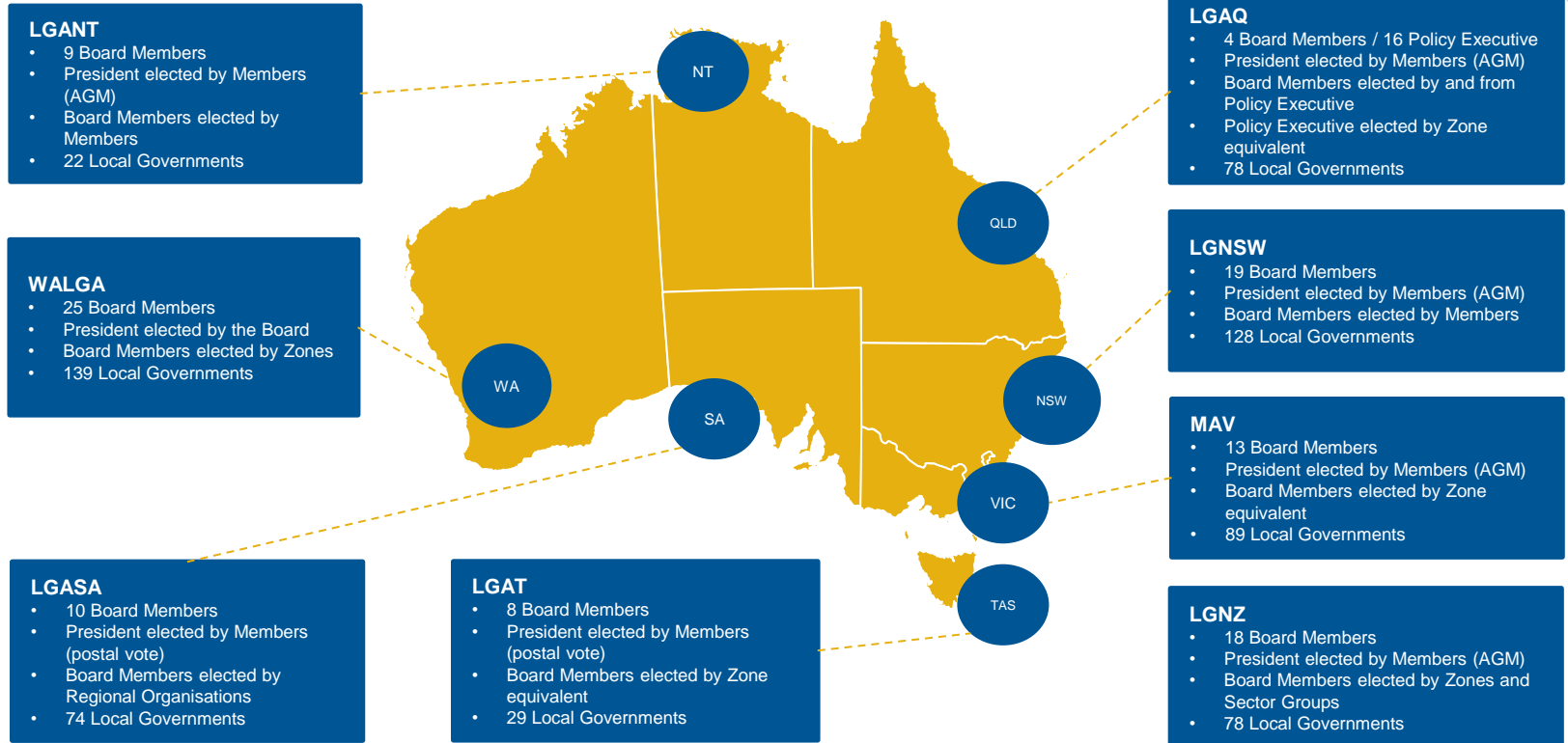
- **Size of Board** – while WALGA's board (State Council) contains the largest number of representatives, it can be seen that boards of Local Government Associations tend to be relatively large. The average board size (using Queensland's policy executive, not board) is 15.4.
- **Method of Election of President** – WALGA is an outlier: all other Presidents are elected directly by the membership. Perhaps this is a reflection of the prevalence of Council elected Mayors and Presidents in WA.
- **Method of Election of Board Members** – The majority of associations use regional groupings (equivalent to our Zones) to elect board members. The New Zealand hybrid model of electing representatives from geographic zones and sector groups (metro, provincial, rural, regional) is of interest.

The following slide presents this information for each of the seven associations.



Summary: Jurisdictional equivalents to WALGA

Summary of jurisdictional analysis of WALGA equivalents in relation to their Board membership, election methods and number of Local Governments.



Best Practice Governance Review

3. Comparator Organisations

Comparator organisations

Comparison of WALGA's governance model to the governance models of five comparator organisations.

Background

The BPGR Steering Committee had its first meeting on the 5 May 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change.

At the meeting, five comparator organisations were identified to be used in a governance model comparative analysis. The organisations were selected on the basis of their similarity to WALGA as WA member-based peak industry organisations.

The selected organisations were: Australian Medical Association (AMA) WA, Chamber of Commerce and Industry (CCI) WA, Chamber of Minerals and Energy (CME), Australian Hotels Association (AHA) WA and Pharmacy Guild (PG) WA Branch.

Process

WALGA supplied a range of background documents to assist in undertaking the initial desktop comparison. This included the Constitution, Corporate Governance Charter, Corporate Strategy 2020-2025, Standing Orders, Elected Member Prospectus, Flow Chart – WALGA Zone and State Council Process, Final Report – State Councils and Zone Structure and Process Working Group.

The documentation used for the comparator organisations were typically the:

- Constitution – which serves as the instrument for establishment of the association;
- Annual reports – which contains information about an association's performance over a 12-month period; and
- Organisational website – which may outline the structure and current composition of the board, council and the leadership team of the organisations.

Interviews were successfully arranged with three of the five organisations. They were AMA WA, CCI WA and CME WA. The document analysis and interviews provided insights into the size, election methods and recent changes within these organisations.

Key insights

Key insights through the comparison of WALGA to the five comparator organisations are outlined below:

- **Size of Board** – WALGA's board (State Council) was larger than all other comparator organisation's boards.
- **Election methods** – election methods varied across the comparator organisations but many involved election through the membership.
- **Change** – three of the five organisations had recently undergone changes or reviews of their governance structures. There were a range of drivers for this change including: to increase the decision making ability of the board; to use specific working groups to focus on specific topics of interest and to increase representativeness of specific groups (e.g. Aboriginal and Torres Strait Islanders).

The following slide presents summary information on the size and election methods of the five comparator organisations. This is then followed by more detailed background into each organisation, their governance structure and any outcomes from conversations with these organisations.



Summary: Governance structure analysis

WALGA's governance structure was analysed in comparison to five comparator organisations

Organisational Comparisons	Number of Board Members	President Elected by	Board Members elected by
WA Local Government Association (WALGA)	25	The Board	Zones
Australian Medical Association (AMA)	9	AMA WA Members	Members of the Association
Chamber of Commerce and Industry WA (CCIWA)	7 to 10	The Board	<ul style="list-style-type: none"> • Up to 12 elected by Members • Up to 8 appointed by the Board • Up to 8 appointed by the Council
Chamber of Minerals and Energy (CME)	6 to 11	Ordinary Members	Executive Councillors
Australian Hotels Association (AHA) WA	17	The Branch Committee of Management	The Branch Committee of Management
Pharmacy Guild (PG) – WA branch	16 to 22	The Branch	Financial Members from the same region as the Branch

Note: The Council, Branch, or Board chosen from the organisations above were chosen for how appropriate their structure is as a comparison to the WALGA State Council.



Organisational Analysis: Australian Medical Association (AMA) WA

With over 5,000 members, the AMA (WA) is the largest independent professional organisation for medical practitioners and medical students in the State. Total revenue and other income for AMA nationally in 2020 was reported as \$21,928,000.

Organisational Information

The AMA (WA) Board was created in 2017 and is comprised of the President, Immediate Past President, two Vice Presidents and five members of Council who are elected to sit on the Board (9 in total).

The AMA (WA) Council consists of four office bearers (President, Immediate Past President, two Vice Presidents). Additionally, there are the Specialty Group Representatives (e.g. General practice, surgery); Practice Group Representatives (e.g. rural doctors, public hospital doctors); Ordinary Council Members; and, Co-opted Council Members. Majority of the representatives and members represent their speciality (e.g. anaesthetics) or group of representative (e.g. medical student society).

The AMA Federal Council meets quarterly and is the AMA's main policy-making body. It is a forum to identify and debate emerging issues of relevance to the membership. The Federal Council's primary role is to: Form the policy of the AMA; Propose changes to existing policy; and Elect representatives to roles and committees. There is one State and one Area nominee from WA on the Federal Council.

The Leadership team consists of seven staff. CEO, CFO, COO, General Manager Training and Recruitment, Operations Manager, General Manager Financial Services and an HR manager.

Governance Structure*

The Board comprises of approximately 9 members.

The Board may increase or decrease the number of Advisory Council members as needed. However, it currently has 4 members.

The Board and Council is also supported by Specialty Group Representatives, Practice Group Representatives, Ordinary Council Members, and Co-Opted Council Members.

The Board focuses on governance, managing the Association's conduct and business, and ensuring conformity with the constitution.

The General Council focuses on advocacy, policy making, and representation of the association.

Outcomes of Organisation Discussion

- **Governance Review:** The 2020 annual report mentions that an organisation-wide review was undertaken with the transformation in the process of being implemented until March 2020 (COVID).
- **Representation:** It is more important to restrict the number of Board members than Councillors. Board members are involved in making policy and governance decisions, requiring a greater decision-making capability; Councillors are more involved in stakeholder engagement and solving specific issues through working groups, therefore Council size has less impact to efficiency and effectiveness of the model.
- **Engagement:** The president is the spokesperson when it comes to policy issues. Councillors represent the views of Specialty Groups, Practice Groups, and the medical profession as a whole.
- **Feedback on the current model:** Board members have previously taken the role because they are passionate, but do not necessarily have the right expertise, resulting in poor governance. Board members who have leadership and governance experience have proven to be effective in the updated model. The Board would benefit from an independent audit partner and increased diversity in speciality, a simplified purpose of the Board and Council Advisory, and a reduced number of meetings each year.

*The AMA WA Constitution does not specify the number of Board or Council members. Member numbers are indicative and have been taken from the current Board & Council.



Organisational Analysis: Chamber of Commerce and Industry (CCI) WA

CCIWA is a not-for-profit member organisation providing information, professional services and support for businesses in Western Australia, with over 2,000 WA members. Total revenue and other income for 2021 was reported as \$34,270,130.

Organisational Information

The CCIWA operates as a company limited by guarantee. This came into effect on 11 January 2019. The change in status means that CCIWA is now incorporated under the *Corporations Act 2001* (Cth) rather than the State legislation covering incorporated associations.

Based on the constitution, the number of board members can be between 9-12 (including President & Vice President). The current board has only 6 members including the President and Vice President.

There is a General Council. The constitution states that Councillors can be up to certain numbers depending on who they were elected by. The resulting effect is a council that does not have consistent numbers of members and does not need to fill all positions. This is unlike WALGA's governance model where representatives are elected by zones.

The Board is responsible for the sound governance of the organisation, whereas the General Council provides input to the organisations policy; provides advice to the Board; acts as a point of interface; elects and appoints Council Elected Directors; and passes resolutions relating to specific handling of assets and raising and borrowing funds.

Governance Structure

The Board comprises of 9 – 12 members.

The Board focuses on strategic priorities, financial performance and compliance issues.

The General Council consists of up to 28 Councillors.

The General Council focuses on developing and being spokespersons on public policy frameworks and positions.

The governance structure is supported by bespoke working groups, formed from Councillors as relevant for specific strategic and policy issues.

Outcomes of Organisation Discussion

- **Governance Review:** CCIWA conducted a review of their 2018 Constitution, resulting in changes contained in the 2021 Constitution, including: The governance model was revised to increase the decision-making capability of the board; The structure of the General Council was determined to be too generic causing low Councillor attendance. After the review, Councillors were split into bespoke working groups for specific policy issues for the upcoming 12-month period. This resulted in higher councillor attendance, than the previous governance model.
- **Representation:** In the new revision of the constitution, two new types of Councillors were included to increase representation for their respective groups. Future Leader Councillors, from members of University business schools; and First Nations Business Councillors, elected from First Nations Members.
- **Feedback on the current model:** In the current governance model, when a board member leaves, a temporary team member is appointed since board members can only be elected in general meetings.



Organisational Analysis: The Chamber of Minerals and Energy (CME) WA

CME WA is the peak resources sector representative body in Western Australia whose member companies generate 95% of all mineral and energy production and employ 80% of the sector's workforce in the State.

Organisational Information

The Corporate Governance Charter (Charter) provides guidance on the respective roles, responsibilities and authorities of members of the Executive Council (Executive Councillors) and members of the Advisory Board (Advisory Board Members) in setting the direction, management and control.

The number of Vice Presidents is determined by the Executive Council, the constitution contains no limit on the number of Vice Presidents and so the number of Vice Presidents is excluded from the diagram to the right.

Executive Councillors are elected by Ordinary Members, and there can be no less than 10.

The Role of the Advisory Board is to act as a traditional board providing strategic oversight on behalf of the Chamber. Key interface with the Executive Management Team on organisational matters, including strategy, operating accounts, governance and risk.

Governance Structure

Advisory Board comprises of 5-10 members.

The Advisory Board provides strategic oversight and acts as the key interface with the Executive Management team on strategy, operating accounts, governance and risk.

Executive Council (10+ members).

The Executive Council most senior interface to guide and prioritise the agenda of the Chamber and its respective committees and holds final decision-making authority re: annual financial reports/statements.

The governance structure is supported by committees including bespoke working groups, appointed by Executive Council as relevant for specific strategic and policy issues.

Outcomes of Organisation Discussion

- **Governance Review:** CME recently engaged in a governance review. In April 2020, CME put in place a governance charter. This codified processes and structures, clarified lines of accountability and included a director's code of conduct.
- **Representation:** Members who express an interest, get a seat at the table for the Executive Council. There are approximately 60 ordinary members with 16-20 regularly attending council meetings. This group is intended to provide a litmus check that the broader membership needs are being met.
- **Engagement:** Although the board is strongly engaged in the work and responsibilities it holds, there is the varying engagement of the executive council – this is broadly because due to the large array of issues it covers – the organisation would love to see stronger engagement in this area.
- **Feedback on the current model:** Based on the age of the organisation, the current pyramid structure works. This is successful largely due to the governance charter which provides clarity in role and structure for the organisation.



Organisational Analysis: Australian Hotels Association (WA)

The Australian Hotels Association (AHA) represents more than 5,000 members across Australia serviced by a network of branches based in every state and territory, plus a Canberra-based National Office. Total revenue and other income for AMA nationally in 2020 was reported as \$2,257,963.

Organisational Information

AHA was founded in 1892 and now represents more than 80% of the Western Australian hotel and hospitality industry.

The organisation has a branch in each state and territory, including a division in each branch known as the National Accommodation Hotels Division. The organisation and each of its branches have their own set of rules by which they are governed. However, ultimate authority is deferred to the National Board of the organisation.

All issues and opportunities are addressed by The Branch Committee of Management (The Branch). Consisting of six ordinary members, elected by members of the branch, and the president from each of the Territorial and Non-Territorial Divisions of the Branch. This includes a President, Senior Vice President, Vice President, Treasurer, Accommodation President and Country Representative. The President, Senior Vice President (SVP) and Vice President (VP) are elected by The Branch.

AHA developed a subsidiary known as 'Tourism Accommodation Australia (TAA)'. TAA publicly represents and lobbies specifically for accommodation hotels separately from the AHA's general hospitality members. However, membership to both AHA and TAA is granted to accommodation properties. There are 11 Divisional Presidents – 7 represent different Areas/Regions and 4 represent different membership groups.

Governance Structure*

Branch Committee of Management has 6 Ordinary members & the president of each Territory/Non-Territory Division (11).

Focuses on staff remuneration/conditions, branch transactions, disbursements, funds and resolves delegated Commonwealth industrial disputes.

There is no council or other governing entity to provide support to the Branch Committee of Management.

Relevance to WALGA BPR

AHA was contacted to schedule an interview; however, there was no response following multiple requests. The following insights have been made by research on their publicly available governance information and documentation.

- **Composition:** Similar to WALGA's State Council, the AHA Governance structure only has one governing entity, The Branch Committee of Management. The number of branch members (17) is smaller than WALGA (25).
- **Responsibilities:** The AHA Branch Committee of Management is responsible for financial activities; however, the Rules document does not mention that they are responsible for activities that other comparator organisations governing entities are, such as policy creation or ensuring compliance.
- **Lack of compliance with constitution:** The Rules of the AHA WA Branch document acts as the Association's constitution. However, there are many conflicts between the governance structure in the Branch Rules document, and the governance structure depicted on AHA WA's website. For example, in the document the supreme governing body of the Branch is the Branch Committee of Management, whereas on the website it is the Executive Management team. Additionally, there is no mention of a board in the Rules document, but there is a Board of Management on the website.

**The governance structure has been taken from the Rules of the AHA WA Branch document instead of the current governance structure depicted on the website, due to conflicting information.*



Organisational Analysis: Pharmacy Guild (WA Branch Focus)

Pharmacy Guild supports over 5,800 pharmacies across Australia. It is broken up into Territory Branches with more than 600 pharmacies as members in WA (est. 2017).

Organisational Information

The Pharmacy Guild's WA Branch's Annual Report can only be viewed by Members of the Organisation.

The Branch consists of the Branch Executive, and the Branch Committee. Where the Branch Executive consists of the Branch President, Branch Vice President(s) and the National Councillor(s). Additionally, in the Branch Executive, the position of Branch President and Vice President can also be held by a National Councillor, resulting in different numbers of Branch Executives between states.

The National council has the power to determine and direct policy, settle disputes, control the national fund, appoint an auditor and other activities relating to being the supreme governing entity.

The constitution does not specify who exactly elects the Branch President, or the Branch Vice Presidents, only that they are elected from the Branch. Whereas Branch Committee Members are elected by financial members in that region.

The Branch and the National Council shall appoint their own auditor. Resulting in potential conflicts of interest, as hypothetically the Branch and the National Council can appoint an auditor who audits in their favour.

Governance Structure*

Branch Executive consists of 2 – 6 Executive Members.

All powers and functions of the Branch Committee between meetings of the Branch Committee.

Branch Committee consists of 7 - 14 committee members (excluding the Branch executive).

Control the Branch fund, decide the agenda for and attend special meetings.

There is only one governing entity in WA for Pharmacy Guild, however the WA Branch consists of National Councillors, from the National Council which is the supreme governing body for the Pharmacy Guild. However, the Branch Committee can create subcommittees to carry out particular functions.

Relevance to WALGA BPGR

Pharmacy Guild WA was contacted to schedule an interview; however, they responded that they do not have time to discuss their governance model. The following insights have been made by research on their publicly available governance information and documentation.

- **Representation:** The interests of members are represented by the Branch Committee Members who are elected by the financial members of the same regions. Additionally, the interests of the National Council are represented in Branches by the National Councillors appointed in each Branch.
- **Composition:** The governance structure of the Branches of the Pharmacy Guild is adaptable to the needs of the Branch. Since the Branch Committee members can decide the number of Committee members needed in their branch, they can do so based on the needs of the Branch at any point in time, making the composition and size of the Branch adaptable to emerging needs. Also, the creation of additional branches and amalgamations of current branches is up to the decision of the National Council, enabling the National Council to alter the composition of the governance model nation-wide as needed. Branches can also create subcommittees as needed.

*Since the number of members in governance entities is mentioned in the Constitution, the numbers have been estimated based on the current membership as per the Guild's website.



Best Practice Governance Review

4. Governance Principles

Development of Governance Principles

BPGR Steering Committee (SC) meetings and how they lead to the development of the proposed governance principles.

BPGR Steering Committee meetings

The BPGR Steering Committee (SC) was established by State Council to guide the review. SC Meetings 2 through to 5 acted as key inputs into the development of the Governance Model principles. The focus of SC Meetings two through to five led to the development of the governance principles.

SC Meeting 2 - On 8 June 2022, the initial draft of the comparator organisations and their governance structures was presented. The SC identified four assessment criteria for the purposes of assessing potential governance models. The assessment criteria were: (1) representation, (2) efficiency, (3) contemporary, and (4) sustainable. An Options Paper was then developed, using the assessment criteria against two governance model options.

SC Meeting 3 - On 28 June 2022, a discussion of the DRAFT Options Paper took place. The SC decided that a workshop was required to take a step back and develop the core governance principles (rather than assessment criteria) that needed to underpin any future governance model for WALGA.

SC Meeting 4 - On 18 July 2022, the SC discussed the principles and identified four principles that should guide WALGA's governance. They were Representative, Responsive, Results Oriented and Renewal. Renewal was the principle that some SC members deemed as optional and is not included as a separate principle. Some elements of renewal are incorporated into the other three principles.

SC Meeting 5 - On 10 August 2022, the SC discussed and finalised the proposed principles. Discussion focused on the principle components and their likely governance implications. Several activities also occurred around this SC meeting. This include an update to State Council at the Information Forum on 3 August 2022, finalisation of principles on 17 August 2022 to inform AGM Item and finalisation of Agenda Item for 2022 AGM, including approval by State Council.

Key outcomes

The SC agreed on the proposed governance model principles, their component parts and the implications of these principles. Specifically:

- **Principle definition** – the definition of each of the three principles.
- **Principle component** – the key component parts of each principle.
- **Principle component description** – a description of each principle component.
- **Governance implications** – the governance implications of each of the principle components.

The following slide presents the principles, their components and a description and their governance implications.



Endorsed Governance Principles

The principles for assessing WALGA's governance model options and governance implications

Principle	Principle component	Component description	Governance implications
Representative	Composition	The composition of WALGA's governance model represents Local Government members from metropolitan and country councils.	The governing body will maintain equal country and metropolitan local government representation.
	Size	An appropriate number of members/representatives oversees WALGA's governance.	Potential reduction in the size of the overarching governing body.
	Diversity	WALGA's governance reflects the diversity and experience of its Local Government members.	Potential for the introduction of a mechanism to ensure the governance model comprises an appropriate diversity of skills and experience.
	Election Process	Considers the processes by which WALGA's governance positions are elected and appointed.	Consideration of alternative election and appointment arrangements, with the President to be elected by and from the governing body.
Responsive	Timely Decision Making	WALGA's governance supports timely decision making.	WALGA's governance model facilitates responsive decision making.
	Engaged Decision Making	WALGA's Local Government members are engaged in decision making processes.	WALGA's governance model facilitates clear and accessible processes for Local Government members to influence policy and advocacy with consideration to alternatives to the existing zone structure.
	Agility	Considers the flexibility of WALGA's governance to adapt to changing circumstances.	WALGA's governance model is agile and future proofed for external changes.
Results Oriented	Focus	Considers the clarity and separation of responsibilities and accountabilities of WALGA's governance.	Governance bodies have clearly defined responsibilities and accountabilities, with the capacity to prioritise and focus on strategic issues.
	Value Added Decision Making	Facilitates opportunities for value to be added to decision making.	Adoption of best practice board processes, and introduction of governance structures that are empowered to inform decisions.
	Continuous Improvement	Considers regular review processes for components of the governance model, their purpose and achieved outcomes.	WALGA's governance is regularly reviewed every 3 to 5 years to ensure the best outcomes are achieved for Local Government members.

Thank you

For more information, visit our [website](#) or contact Tim Lane, Manager Association and Corporate Governance, at tlane@walga.asn.au or 9213 2029.

Best Practice Governance Review

Consultation Paper – Model Options

Contents

Item	Section	Page
1	Introduction	3
2	Governance Principles	5
3	Options and Current Model	7
4	Alignment to Principles	14
5	Consultation Process and Next Steps	20

Best Practice Governance Review

1. Introduction

Introduction

Background

The Western Australian Local Government Association (WALGA) developed its Corporate Strategy 2020-25, and in doing so identified a key strategic priority, to undertake a Best Practice Governance Review. The objective of the review is to ensure WALGA's governance and engagement models are contemporary, agile, and maximise engagement with members.

Other drivers for the review included: misalignment between key governance documents; constitution amendments for State Councillors' Candidature for State and Federal elections; and legislative reforms for the *Local Government Act 1995*, and for the *Industrial Relations Act 1979*.

In March 2022, State Council commissioned the Best Practice Governance Review (BPGR) and established a Steering Committee to guide the Review.

The BPGR Steering Committee had five meetings between 5 May 2022 and 10 August 2022. There was wide-ranging discussion on WALGA's current governance model, the need to engage broadly with the membership, and opportunities for change. Key outputs from the BPGR Steering Committee meetings included:

- Agreement on five comparator organisations – Australian Medical Association (AMA) WA, Chamber of Commerce and Industry (CCI) WA, Chamber of Minerals and Energy (CME), Australian Hotels Association (AHA) WA and the Pharmacy Guild (PG).
- Review of governance models of Local Government Associations in other Australian States and Territories, and New Zealand.
- Drafting of governance principles that will underpin future governance models.
- Finalisation of governance principles and principle components across the domains of: **Representative, Responsive and Results Oriented**.

These activities are outlined in more detail in the Background Paper.

This document

This document outlines:

Principles: The governance model principles and principle components across the domains of: Representative, Responsive and Results Oriented. The principles were endorsed at the WALGA AGM on 3 October 2022.

Governance model options: Presents four potential governance model options and the structure and roles associated with each option. The four options are:

- **Option 1:** Two tier model, existing zones
- **Option 2:** Board, regional bodies
- **Option 3:** Board, amalgamated zones
- **Option 4:** Member elected board, regional groups
- **Option 5:** Current model

Alignment to principles: Each of these options are then assessed as to whether they align with the principles and their components. The assessment considers the option and whether it meets, partially meets or does not meet the principle component. Alongside this assessment are some discussion points. An example of this relates to diversity.

Diversity is a component of the governance model being representative. Diversity here may include consideration of whether the governance model comprises an appropriate diversity of skills and experience. It also provides opportunity to consider whether the governance model provides opportunity for members of diverse backgrounds e.g. people of Aboriginal and Torres Strait Islander descent, people with Culturally and Linguistically Diverse backgrounds.

Within all the model options, direct relationship with WALGA and regional / subregional collaboration would continue to be encouraged.

Best Practice Governance Review

2. Governance Principles

Governance Principles

The following Governance Principles were endorsed by members at the 2022 AGM

Representative

Responsive

Results Oriented
















Principle	Principle component	Component description	Governance implications
WALGA unites and represents the entire local government sector in WA and understands the diverse nature and needs of members, regional communities and economies.	Composition	The composition of WALGA's governance model represents Local Government members from metropolitan and country councils.	The governing body will maintain equal country and metropolitan local government representation.
	Size	An appropriate number of members/representatives oversees WALGA's governance.	Potential reduction in the size of the overarching governing body.
	Diversity	WALGA's governance reflects the diversity and experience of its Local Government members.	Potential for the introduction of a mechanism to ensure the governance model comprises an appropriate diversity of skills and experience.
	Election Process	Considers the processes by which WALGA's governance positions are elected and appointed.	Consideration of alternative election and appointment arrangements, with the President to be elected by and from the governing body.
WALGA is an agile association which acts quickly to respond to the needs of Local Government members and stakeholders.	Timely Decision Making	WALGA's governance supports timely decision making.	WALGA's governance model facilitates responsive decision making.
	Engaged Decision Making	WALGA's Local Government members are engaged in decision making processes.	WALGA's governance model facilitates clear and accessible processes for Local Government members to influence policy and advocacy with consideration to alternatives to the existing zone structure.
	Agility	Considers the flexibility of WALGA's governance to adapt to changing circumstances.	WALGA's governance model is agile and future proofed for external changes.
WALGA dedicates resources and efforts to secure the best outcomes for Local Government members and supports the delivery of high-quality projects, programs and services.	Focus	Considers the clarity and separation of responsibilities and accountabilities of WALGA's governance.	Governance bodies have clearly defined responsibilities and accountabilities, with the capacity to prioritise and focus on strategic issues.
	Value Added Decision Making	Facilitates opportunities for value to be added to decision making.	Adoption of best practice board processes, and introduction of governance structures that are empowered to inform decisions.
	Continuous Improvement	Considers regular review processes for components of the governance model, their purpose and achieved outcomes.	WALGA's governance is regularly reviewed every 3 to 5 years to ensure the best outcomes are achieved for Local Government members.

Best Practice Governance Review

3. Options and Current Model




Options and Current Model

Five options, including the Current Model, with details of each of their key governance bodies

Option 1 – Two tier model, existing Zones	Option 2 – Board, Regional Bodies	Option 3 – Board, Amalgamated Zones	Option 4 – Member elected Board, Regional Groups	Option 5 – Current Model
 <p>Board (11 members) 8 elected from Policy Council, incl. Board elected President Up to 3 independents</p>	 <p>Board (11 members) 8 elected from Regional Bodies, incl. Board elected President Up to 3 independents</p>	 <p>Board (15 members) 12 elected from Zones, incl. Board elected President Up to 2 independents</p>	 <p>Board (11 members) 8 elected via direct election, incl. Board elected President Up to 3 independents</p>	 <p>State Council (25 members) 24 State Councillors 1 President</p>
 <p>Policy Council (25 members) 24 members plus President</p>	 <p>Regional Bodies (4 metro, 4 country)</p>	 <p>Zones (6 metro, 6 country)</p>	 <p>Policy Teams / Forums / Committees</p>	 <p>Zones (5 metro, 12 country)</p>
 <p>Zones (5 metro, 12 country)</p>	 <p>Policy Teams / Forums / Committees</p>	 <p>Policy Teams / Forums / Committees</p>	 <p>Regional Groups</p>	 <p>Policy Teams / Forums / Committees</p>




Option 1 – Two Tier Model, Existing Zones

A description of the governance body structure and role for Option 1

Governance Body	Structure	Role
 Board	11 members: 8 representative members elected from and by the Policy Council (4 Metro, 4 Country). The Board then elect the President from the representative members. The Board will appoint up to 3 independent, skills or constituency directors.	Meet 6 times per year. Responsible for governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.
 Policy Council	24 members plus President. Members elected by and from the Zones (12 from 5 Metro Zones, 12 from 12 Country Zones).	Meet at least 2 times per year to contribute to policy positions and advocacy for input into Board, and to liaise with Zones on policy and advocacy. The Policy Council can form Policy Teams, Policy Forums and Committees, which would have responsibility for specific functions, such as policy development.
 Zones	5 Metro, 12 Country.	Meet at least 2 times per year to raise policy issues, elect representatives to the Policy Council, and undertake regional advocacy and projects as directed by the Zone.




Option 2 – Board, Regional Bodies

A description of the governance body structure and role for Option 2

Governance Body	Structure	Role
 Board	11 members: 8 representative members elected from and by the Regional Bodies (4 Metro, 4 Country). The Board then elect the President from the representative members. The Board will appoint up to 3 independent, skills or constituency directors.	Meet 6 times per year responsible for governance of WALGA including strategy, financial oversight, policy development, advocacy priorities, employment of CEO, etc.
 Regional Bodies	Metro: North, South, East and Central. Country: Mining & Pastoral, Agricultural, Peel/South West/Great Southern, Regional Capitals. <i>Note: Local Governments can nominate their preferred regional body, with membership of the regional bodies to be determined by the board.</i>	Meet at least 2 times per year to contribute to policy development and advocacy, and to elect Board members (1 from each of the Metro Regional Bodies and 1 from each of the Country Regional Bodies).
 Policy Teams / Forums / Committees	Membership drawn from the Board and Regional Bodies with some independent members.	Responsible for specific functions – such as policy development – as determined by the Board.




Option 3 – Board, Amalgamated Zones

A description of the governance body structure and role for Option 3

Governance Body	Structure	Role
 <p>Board</p>	<p>15 members: 12 elected from the Zones (6 from Metro/Peel, 6 from Country). President to be elected by the Board. The Board will appoint up to 2 independent, skills or constituency directors.</p>	<p>Meet 6 times per year. Responsible for the governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.</p>
 <p>Zones</p>	<p>Metro/Peel:</p> <ul style="list-style-type: none"> • Central Metropolitan • East Metropolitan • North Metropolitan • South Metropolitan • South East Metropolitan • Peel <p>Country*:</p> <ul style="list-style-type: none"> • Wheatbelt South • Wheatbelt North • Mid West / Murchison / Gascoyne • Pilbara / Kimberley • South West / Great Southern • Goldfields / Esperance <p><i>*indicative, re-drawing required</i></p>	<p>Meet at least 2 times per year to contribute to policy development and advocacy, and to elect Board members.</p>
 <p>Policy Teams / Forums / Committees</p>	<p>Membership drawn from Board with some independent members.</p>	<p>Responsible for specific functions – such as policy development – as determined by the Board.</p>




Option 4 – Member Elected Board, Regional Groups

A description of the governance body structure and role for Option 4

Governance Body	Structure	Role
 Board	11 members: 8 representative members elected via direct election, with each member Local Government to vote (4 elected by and from Metropolitan Local Governments, 4 elected by and from Country Local Governments). President elected by the Board from among the representative members. The Board will appoint up to 3 independent, skills or constituency directors.	Meet 6 times per year and responsible for governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy priorities, employment of CEO, etc.
 Policy Teams / Forums / Committees	Membership drawn from Board with some independent members.	Meet at least 2 times per year. Responsible for specific functions – such as contributing to policy development – as determined by the Board.
 Regional Groups	Determined by members to suit needs. E.g. Regional Capitals, GAPP, VROCs, CEO Group, existing Zones.	Feed into policy development processes and undertake advocacy and projects as determined by the groups.

Option 5 – Current Model

A description of the governance body structure and roles for the Current Model

Governance Body	Structure	Role
 State Council	24 members plus the President. Members elected by and from the Zones (12 from 5 Metropolitan Zones, 12 from 12 Country Zones).	Responsible for the governance of WALGA including strategy, financial oversight, policy development and endorsement, advocacy, employment of CEO, etc.
 Zones	5 Metro, 12 Country.	Consider the State Council Agenda, elect State Councillors, and undertake regional advocacy / projects as directed by the Zone.
 Policy Teams / Forums / Committees	Membership drawn from State Council with some independent members.	Responsible for specific functions – such as contributing to policy development, financial oversight etc. – as determined by State Council.






Best Practice Governance Review

4. Alignment to Principles

Option 1 – Two Tier Model, Existing Zones

Option 1 and its alignment to the principles

Option 1 – Two tier model, existing Zones


	Board (11 members) 8 elected from Policy Council, incl. Board elected President Up to 3 independents
	Policy Council (25 members) 24 members plus President
	Zones (5 metro, 12 country)

Principle & component		Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Meets	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership
	Size	Meets	<ul style="list-style-type: none"> Board is smaller
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
Responsive	Election Process	Meets	<ul style="list-style-type: none"> Board to be elected from Policy Council
	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are not dependent on other governing body meetings
	Agility	Partial	<ul style="list-style-type: none"> Board is future-proofed from external changes Zone structures still underpin Council
	Focus	Partial	<ul style="list-style-type: none"> Prioritisation and focus may be a challenge
Results Oriented	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> Board would be responsible for ongoing reviews of governance body roles in consultation with members


Option 2 – Board, Regional Bodies

Option 2 and its alignment to the principles


Option 2 – Board, Regional Bodies



Board
(11 members)
8 elected from Regional Bodies, incl. Board elected President
Up to 3 independents



Regional Bodies
(4 metro, 4 country)




Policy Teams / Forums / Committees

	Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Meets	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership How to establish regional body membership is a consideration
	Size	Partial	<ul style="list-style-type: none"> Board is smaller Number of regional bodies is a consideration
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
	Election Process	Meets	<ul style="list-style-type: none"> Board election from regional bodies
Responsive	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are not dependent on regional body meetings
	Agility	Meets	<ul style="list-style-type: none"> Board and regional bodies are future proofed from external changes
	Focus	Partial	<ul style="list-style-type: none"> There may be challenges defining accountabilities and responsibilities of regional bodies
Results Oriented	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> Board will be responsible for ongoing reviews of governing body roles in consultation with members


Option 3 – Board, Amalgamated Zones

Option 3 and its alignment to the principles


Option 3 – Board, Amalgamated Zones



Board
(15 members)
12 elected from Zones, incl. Board elected President
Up to 2 independents



Zones
(6 metro, 6 country)




Policy Teams / Forums / Committees

	Principle & component	Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Partial	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership There may be composition challenges for amalgamated zones
	Size	Partial	<ul style="list-style-type: none"> Board is smaller Amalgamation of zones to 12 in total
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
	Election Process	Meets	<ul style="list-style-type: none"> Board election from zones
Responsive	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are aligned to zone meetings
	Agility	Meets	<ul style="list-style-type: none"> Board is future proofed from external changes
Results Oriented	Focus	Partial	<ul style="list-style-type: none"> Prioritisation and focus may be a challenge
	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> The Board would be responsible for ongoing reviews of governance body roles in consultation with members


Option 4 – Member Elected Board, Regional Groups

Option 4 and its alignment to the principles


Option 4 – Member elected Board, Regional Groups



Board
(11 members)
8 elected via direct election, incl. Board elected President
Up to 3 independents



Policy Teams / Forums / Committees




Regional Groups

Principle & component		Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Partial	<ul style="list-style-type: none"> Board will have equal metropolitan and country membership Membership of regional groups dynamic and ad hoc
	Size	Partial	<ul style="list-style-type: none"> Board is smaller
	Diversity	Meets	<ul style="list-style-type: none"> Consideration of appointment processes for independent members
	Election Process	Meets	<ul style="list-style-type: none"> Board election from a general meeting
Responsive	Timely Decision Making	Meets	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> Board meetings are not dependent on policy teams / regional group meetings
	Agility	Meets	<ul style="list-style-type: none"> Board is future-proofed from external changes
Results Oriented	Focus	Partial	<ul style="list-style-type: none"> Policy teams / Regional Group meetings to influence priorities
	Value Added Decision Making	Meets	<ul style="list-style-type: none"> Best practice board approaches will be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> Board would be responsible for ongoing reviews of governing body roles in consultation with members


Option 5 – Current Model

Current model and its alignment to the principles


Option 5 – Current Model



State Council
(25 members)
24 State Councillors
1 President



Zones
(5 metro,
12 country)



Policy Teams
/ Forums /
Committees

Principle & component		Principle alignment (Meets, partial, does not meet)	Discussion points
Representative	Composition	Meets	<ul style="list-style-type: none"> State Council has equal metropolitan and country membership
	Size	Partial	<ul style="list-style-type: none"> State Council will retain 25 members
	Diversity	Partial	<ul style="list-style-type: none"> No control of diversity of State Council
	Election Process	Meets	<ul style="list-style-type: none"> State Council election from zones
Responsive	Timely Decision Making	Partial	<ul style="list-style-type: none"> Meeting frequency aligned to governing body roles
	Engaged Decision Making	Meets	<ul style="list-style-type: none"> State Council meetings are aligned to zone meetings
	Agility	Partial	<ul style="list-style-type: none"> State Council is not future proofed from external changes
	Focus	Partial	<ul style="list-style-type: none"> Prioritisation and focus may remain a challenge
Results Oriented	Value Added Decision Making	Partial	<ul style="list-style-type: none"> Best practice board approaches will not be adopted
	Continuous Improvement	Meets	<ul style="list-style-type: none"> State Council would continue to be responsible for ongoing reviews of governance body roles in consultation with members

Best Practice Governance Review

5. Consultation Process and Next Steps

WALGA Best Practice Governance Review

Consultation Process and Next Steps

Consultation Process

Council Position

Member Local Governments are asked to consider this paper and the governance model options put forward and provide a Council endorsed position to WALGA.

It is suggested that Councils endorse a preferred model (which could be the Current Model) and provide a ranking in terms of an order of preference.

Submissions to WALGA are sought by **23 December 2022**.

Supplementary Market Research

An independent market research company has been engaged to ascertain insights from Elected Members and Chief Executive Officers about WALGA's governance model. Qualitative interviews and a quantitative survey will be undertaken to supplement Council positions.

Workshops and Forums

Requests for presentations on the work undertaken by the Steering Committee and the model options, as well as facilitation of workshops and discussions will be accommodated where practicable.

Next Steps

Timetable

- Consultation and engagement with Members on this paper and governance model options will be undertaken from October 2022 until 23 December 2022.
- The Steering Committee will consider the outcomes of the consultation process during January 2023.
- A Final Report with a recommended direction will be the subject of a State Council Agenda item for the March 2023 State Council meeting.

Thank you

For more information, visit our [website](#) or contact Tim Lane, Manager Association and Corporate Governance, at tlane@walga.asn.au or 9213 2029.