



TECHNICAL DOCUMENT

APPENDIX C-3

# Remote Essential and Municipal Services REMS

## Municipal Services - General Maintenance **GUIDELINE**

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## 1 Introduction

The Principal, through the Remote Essential and Municipal Services (REMS) Program, and on behalf of the State of Western Australia, funds municipal service delivery (and associated infrastructure management), and environmental management to Remote Aboriginal Settlements across Western Australia.

The Principal seeks to implement best practice procedures for management of these key areas within Remote Aboriginal Settlements.

This Guideline has been developed to support the REMS Program and focuses on the requirements for management of General Municipal Services, as well as management of the general environment in order to provide continual improvements within the settlement setting.

It is noted that this Guideline makes provision for the fact that for many Remote Aboriginal Settlements the Contractor provides a periodic maintenance service in accordance with **Appendix E (REMS Municipal Services Scope and Frequencies)** of the Specifications and does not generally have a day to day presence limiting, to an extent only, what outcomes can be achieved over the period.

This Guideline has been developed with the following values in mind:

1. Sustainability  
Seeking a pragmatic and appropriate balance between social, environmental and financial considerations for best practice outcomes in municipal Services management.
2. Simplicity  
Reducing the complexity of approaches to municipal Services management.
3. Local focus  
Seeking best practice municipal Services management for the benefit and amenity of the settlement.

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## 2 Who is this Guideline applicable to?

This Guideline is applicable to Contractors in regards to General Municipal Services, and the environment within Remote Aboriginal Settlements.

The Contractor shall always act in the best interests of the Principal. The Principal or the Principal's Representative may audit the Contractor's performance in this area.

The purpose of this Guideline is to set out the minimum standards which must be achieved by the Contractor in managing these key areas.

### 2.1 How will the Principal use this Guideline?

The key performance outcome for a settlement shall be the protection of public safety and amenity. This shall be achieved by best practice:

- (a) Maintenance activities designed to preserve municipal infrastructure:
- (b) Maintenance activities designed to protect and enhance the amenity of the settlement;
- (c) Maintenance activities designed to protect, safeguard and enhance the local environment; and
- (d) Maintenance activities designed to protect the health and safety of the operator and settlement residents.

The Principal expects the outcomes detailed in this Guideline to be achieved by Contractors to ensure General Municipal Services are delivered effectively and efficiently and to preserve and protect municipal infrastructure, settlement amenity, public health, safety and the environment. It should be noted that Remote Aboriginal Settlements receive a variable range and frequency of Services and this is usually determined by historic arrangements, settlement size, existing infrastructure and distance from a major regional centre. As such, not all services listed in this Guideline will apply to all settlements.

The Guideline lists the minimum Service delivery tasks / standards which the Contractor must deliver to provide the desired outcome.

- (e) The Contractor must deliver the Services at the ranges and frequencies to individual settlements as specified in **Appendix E (REMS Municipal Services Scope and Frequencies)** of the Specifications and in accordance with **Schedule 11 (Maintenance Services Schedule)** of the Conditions of Contract.

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## 2.2 Risk based approach

The Principal recognises that there are unique constraints and exclusive challenges that may impact upon the ability of the Contractor to provide organised and effective Municipal Services within Remote Aboriginal Settlements.

The structure of this Guideline is set up according to a framework of outcomes and suggested measures for each relevant aspect of the Services. The outcomes must be achieved for each element of the Services, however an outcome may be achieved through different methods and it is the responsibility of the Contractor to ensure that a proposed methodology will achieve the required outcome. The suggested measures represent some of the acceptable methods to aid in achieving the desired outcomes.

Suggested measures may not necessarily be appropriate for every management application. The outcome of a risk based assessment for a management activity may indicate usage of alternative measures to those suggested in order to achieve the required outcomes. Subject to approval of the Principal's Representative, the Contractor can introduce a number of alternative control measures which may be applied to a hazard in order to mitigate a risk.

A risk based approach should be used in all aspects of the Service. A risk assessment may be qualitative or quantitative and, as well as considering environmental impacts, should also consider economic, social and other impacts. A risk assessment is a useful tool for identifying the unique risks and developing the potential alternative controls which may be put in place to manage or reduce risk to an acceptable level. The Contractor shall have a risk assessment in place for all activities associated with General Municipal Services.

## 2.3 Structure of the Guideline

This guideline covers the three broad phases of the General Municipal Services operations and maintenance management process:

1. Planning
2. Operating and Maintaining
3. Monitoring

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**SUCCESSFUL GENERAL MUNICIPAL SERVICE OUTCOMES**

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### 3 Maintenance Operations Plans

The Contractor must:

- (a) Develop a Municipal Services **Maintenance Operations Plan** for each settlement. The Maintenance Operations Plan shall include:
  - i. Remote Aboriginal Settlement name;
  - ii. A description of existing settlement municipal service infrastructure and facilities; and
  - iii. A settlement (or site) layout plan showing locations of the municipal service infrastructure, key assets, and settlement public areas which are required to be maintained. The Plan may be quite simple for small settlements and more detailed for larger settlements.
- (b) Develop a **General Maintenance Operations Plan** for inclusion in the Maintenance Operations Plan, describing relevant procedures and outlining, detailing, and scheduling the routine maintenance activities to be undertaken in accordance with **Section 4** of this Appendix C-3, including but not limited to the following:
  - i. Public Area Maintenance;
  - ii. Powerline Service Corridor Maintenance;
  - iii. Firebreak Maintenance;
  - iv. Airstrip Maintenance (where applicable);
  - v. Maintenance Personnel;
  - vi. Maintenance Operations Equipment;
  - vii. Inclement Weather Operations; and
  - viii. Contingency Plans.
- (c) Distribute the Maintenance Operations Plan to all personnel involved with delivering the Services;
- (d) Provide a copy of the Maintenance Operations Plan to the Principal's Representative upon request; and
- (e) Progressively update the Maintenance Operations Plan as Services and infrastructure evolves over time.

**NOTE:** Layout plans can be found at: [www.planning.wa.gov.au](http://www.planning.wa.gov.au) > The Planning System > Aboriginal settlements > Layout Plans.

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## 4 Maintenance Activities

The Contractor is responsible for:

- (a) carrying out the required maintenance activities as listed within this Section 4;
- (b) carrying out maintenance activities in accordance with the Maintenance Operations Plan; and
- (c) Delivering the Services at the ranges and frequencies to individual settlements as specified in **Appendix E (REMS Municipal Services Scope and Frequencies)** of the Specifications and in accordance with **Schedule 11 (Maintenance Services Schedules)** of the Conditions of Contract.
- (d) The Principal acknowledges that the ability of the Contractor to maintain is relative to the scope and frequency of periodic maintenance allowed for in the Contract. However, the Contractor is expected to diligently plan maintenance service visits and make best effort to achieve the required outcomes.

### 4.1 Public Area Management

The Contractor is to:

- (a) Maintain Public Areas in a neat and tidy condition;
- (b) Maintain Public Areas and Municipal infrastructure installations in a condition which reduces the risk of fire;
- (c) Improve the level of safety for settlement members; and
- (d) Improve the amenity of communal areas.

Public Areas are considered to be all those areas within the immediate settlement area between and around residential houses and public buildings or essential facilities however it does not include residential or other property fence lines or the areas within the same.

Where there are no fence lines to a residential house, building or facility Public Areas will not include those areas that would normally be judged to be within a fence line should a fence have existed. In the case of residential houses this would be a typical block size of 680 metres squared (m<sup>2</sup>) although common sense will need to prevail in determining the exact area.

The immediate settlement area does not include all the space up to and including the external settlement firebreak unless the latter is contiguous with the immediate settlement area. This may be the case with some small and self-managed remote settlements.

The immediate settlement area does not include areas to the landfill, bores, airstrip, sewage lagoons or any other facility not within the immediate settlement area.

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Public Areas include parks, ovals, playgrounds, basketball courts, the cemetery, and any area generally set aside for the amenity of the general public or which can be accessed by the public within the immediate settlement area.

**NOTE:** The immediate settlement area can be determined from settlement layout plans in conjunction with satellite imaging through Google and on the ground observation.

NOTE: Public Areas may be very limited in many Small and Self-Managed Remote Aboriginal Settlements.

## 4.2 General Tasks

The Contractor is to:

- (a) Collect rubbish from public area rubbish bins where they exist (with the regular settlement rubbish collection Service) as specified in **Appendix C-1 (REMS Municipal Services Waste Operational and Maintenance Services Guideline)** and **Appendix E (REMS Municipal Services Scope and Frequencies)** of the Specifications;
  - (b) Clean-up litter / rubbish from public areas;
  - (c) Maintain grass / vegetation at maximum 100mm above ground level by mowing / slashing (collect litter prior to mowing / slashing);
  - (d) Remove trees and shrubs that have died or fallen, or which may present a hazard. (Note: the Contractor is not responsible for lopping of large trees);
  - (e) Control vegetation growth from public areas into fence-lines by mowing / slashing / herbicide application;
  - (f) When spraying herbicides, do not spray on days where wind velocity poses a risk of spray drift. Do not spray near schools during school hours;
  - (g) Remove and dispose of any carcass or dead animals from within public areas immediately upon observation / notification;
  - (h) Inspect recreational infrastructure and attend to any clean-up or rubbish removal required, and report on maintenance issues to the Principal; and
  - (i) Inspect public area lighting equipment and report any issues noted to the settlement representative and Principal's Representative.

**NOTE:** Major repairs or capital item replacement is not the responsibility of the Contractor and any issues noted should be reported to the Remote Settlement Representative or if municipal infrastructure, to the Principal's Representative.

**NOTE:** The Contractor is not responsible for maintenance activities associated with any infrastructure attached to Schools, Police Stations, Medical Centres, or Stores (regardless of whether the public can access them or not).

### 4.2.1 Shrub and Vegetation Control

The Contractor is to:

- (a) Inspect vegetation growth in public areas and advise the Principal's Representative (upon request) of large trees which require lopping;

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- (b) Control the growth of shrubs and large vegetation through cutting, slashing, mowing and / or herbicide application;
- (c) Maintain shrubs and large vegetation growth to provide a minimum 5 metres clearance from service infrastructure, and the outer side of the external boundary of houses, buildings and infrastructure compounds; and
- (d) Maintain shrubs and large vegetation growth to provide clear access to and along service corridors and infrastructure installations.

The Contractor is not responsible under this contract for tree lopping activities but will assist the Principal's Representative to facilitate a tree lopping program per subparagraph (a) above.

#### **4.2.2 Stormwater Drainage Management**

The Contractor is to:

- (a) Maintain settlement stormwater drains in a manner which ensures stormwater drains freely to fixed drainage lines / watercourses;
- (b) Protect services, infrastructure and settlement assets from damage by stormwater; and
- (c) Protect public areas from erosion;

By:

- i. Inspecting existing open swale drains and maintaining the shape, form, and grade;
- ii. Maintaining drains in a condition which is free from vegetation, debris, or other blockage;
- iii. Maintaining culverts and inlet and outlet locations in a condition which is free from vegetation, debris, or other blockage; and
- iv. Protecting inlet and outlet locations as required to minimise undermining, scouring, and erosion.

Note: Refer to 5.6 of the Specification for further clarification of scope of drainage maintenance.

#### **4.2.3 Powerline and Service Corridor Management**

The Contractor is to ensure the following:

- (a) The risk of fire to Services and infrastructure is minimised;
- (b) The risk of storm damage to Services and infrastructure is minimised; and
- (c) Service corridors and infrastructure installations are accessible to authorised utilities providers or the Principal's Essential Services Contractor;

By:

- i. Maintaining small trees, branches, shrubs and large vegetation growth inclusive of vegetation that originates from behind lot boundaries or

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behind domestic or non domestic property fence lines and/or boundaries) where such maintenance can be undertaken up to the applicable lot or property fence line or boundary and, if such maintenance is to be conducted past the lot or fence boundary, subject to the prior approval of the applicable owner/occupier, which the Contractor must make every reasonable effort to secure to provide a minimum 5 metres clearance to both sides of power poles and associated furniture including strainer posts ;

- ii. Maintaining a minimum of 2.5 metres vertical clearance from overhead services;
- iii. Maintaining a clear route along the power / utilities distribution lines; and
- iv. Maintaining small trees, branches, shrubs and large vegetation growth and/or boundaries where such maintenance can be undertaken up to the applicable lot or property fence line or boundary and, if such maintenance is to be conducted past the lot or fence boundary, subject to the prior approval of the applicable owner/occupier, which the Contractor must make every reasonable effort to secure to provide a minimum 5 metres clearance to both sides of above-ground utilities lines.

NOTE: The Contractor is not responsible for lopping of large trees. “Lopping is considered to be the removal of branches or limbs from the main body of a tree in order to reduce height or spread, or removal of tree by mechanical cutting of the trunk above the ground, but does not include removal of the stump or roots from below the ground. “Large trees” are considered to be those trees which cannot be reasonably or safely maintained when working from or near the ground level and where a risk assessment identifies that the only way that the tree can safely be maintained is through the use of an EWP or cherry picker.

#### **4.2.4 Firebreak Management**

The Contractor is to ensure they minimise the risk of fire to the settlement, infrastructure, and environment by:

- (a) Maintaining a firebreak around the outside perimeter of the settlement. The firebreak shall be a minimum of 5 metres wide and have a minimum vertical clearance of 5 metres from overhead vegetation / tree branches;
- (b) Maintaining a firebreak around the perimeter of all infrastructure assets and security compounds. The firebreak shall be a minimum of 5 metres wide and have a minimum vertical clearance of 5 metres from overhead vegetation / tree branches;
- (c) Controlling vegetation growth going into public area and infrastructure compound fence-lines with regular mowing / slashing / herbicide application;
- (d) Disposing of vegetation material removed from firebreak installation at the settlement landfill;

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- (e) Controlling potential stormwater flow and erosion along firebreaks with earth drainage structures to suit (such as berms or v drains);
- (f) Ensuring the finished firebreak surface is trafficable at a consistent speed;
- (g) Where a fence-line or structure is inadvertently damaged during his firebreak installation operations the Contractor must notify the Principal's Representative immediately and ensure the damage is made good as soon as possible to the satisfaction of the Principal's Representative.

#### 4.2.5 Airstrip Management

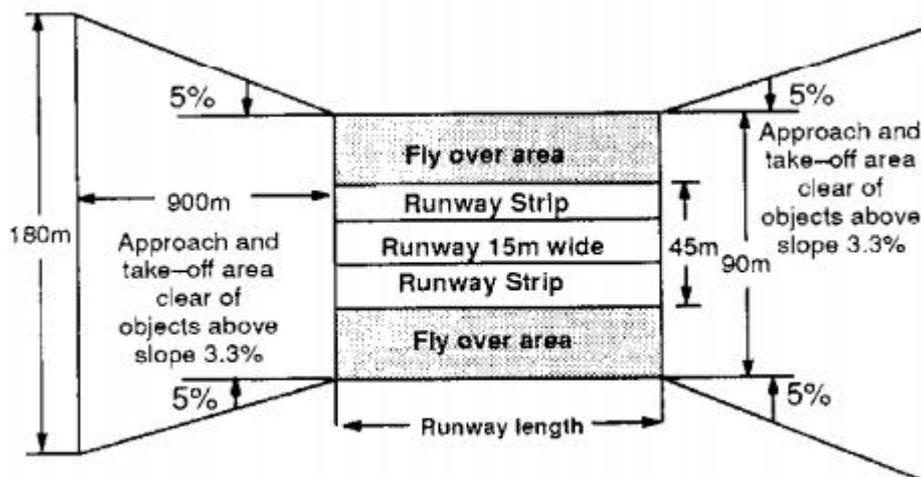
The Contractor, in maintaining the airstrip, shall undertake each of the following activities:

- (a) Inspecting the condition of the boundary fencing and gates and attending to any maintenance issues required to ensure the fencing structure is secure and livestock and wild animals are unable to access the airstrip;
- (b) Controlling vegetation growth into fence-lines with mowing / slashing / herbicide application and removing all waste materials from the area;
- (c) Turning on landing lights (where in place) and inspecting to confirm working condition and immediately reporting any issues noted to the Principal's Representative. The Contractor shall not be responsible for turning on landing lights for any activity other than its routine maintenance checks;
- (d) Inspecting the windsock and runway markers to ensure all are operative and clearly visible. Re-paint markers to ensure they are effective as required. Check luminosity of reflectorized-markers and clean or replace as required. Maintain markers at maximum 90 metre intervals along the edge of the landing strip which is 45 metres wide (refer to **Figure 3** dimensions on following page);
- (e) Inspecting the runway surface (particularly after heavy rain). Maintain the centre section (minimum of 15 metres wide), which is used by the aircraft to land in normal conditions, in a firm and smooth condition and free of holes, cracks, ruts and depressions so that a heavily sprung vehicle can be driven over the surface at a speed no less than 80 kilometres per hour (kph) without undue discomfort to the occupant (refer to **Figure 3** dimensions on following page);
- (f) Maintaining the area to a minimum of 45 metres wide each side of the centre of the runway (and from each end of the runway) in a condition which is free of termite mounds, tree stumps, large rocks, fencing wire and any other obstacles / hazards above ground level but may include drainage structures below ground level. Maintain grass and vegetation at a maximum height of

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150 millimetres (mm) above ground level by mowing / slashing operations (refer to **Figure 3** dimensions on following page);

- (g) Maintaining the approach and take-off areas at either end of the strip to a length of 900 metres which is clear of objects including fences, trees and any other objects above a slope of 3.3%. This means that a tree 100 metres from the strip end must not be any higher than 3.3 metres (refer to **Figure 3** dimensions on following page);
- (h) Maintaining drainage structures to ensure the airstrip is not eroded by stormwater flows;
- (i) Use best endeavours in planning all maintenance activities around aircraft movements.



**Figure 3 - Dimensions (night operations)**

### 4.3 Maintenance Personnel

The Contractor must:

- (a) Establish an adequate and suitable maintenance operations staff and systematic qualifications, responsibilities and duties, and lines of authority; and
- (b) Train and develop maintenance operations personnel in the communications skills, responsibilities and duties which are essential for the delivery of high quality and effective municipal services management and maintenance.

### 4.4 Maintenance Operations Equipment

The Contractor must:

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- (a) Maintain adequate and suitable maintenance operations plant and machinery and equipment. The equipment types should be consistent with the relevant operational criteria and with protection of the health and safety of the operator; and
- (b) Clean plant and machinery and equipment in a manner and in a location which prevents cross-contamination of sites – i.e. weeds and seeds.

#### **4.5 Inclement Weather Operations**

The Contractor must:

- (a) Maintain as far as possible the continuity of Service delivery during inclement weather; and
- (b) Ensure personnel can work safely;

By:

- i. Developing procedures for inclement weather maintenance activities including operating in extreme hot and dry conditions or when dust emissions are excessive, and in extreme wet weather conditions when access to and around the settlement is affected; and
- ii. Implementing the procedures when required.

#### **4.6 Contingency Plans**

The Contractor must:

- (a) React quickly to urgent Health Safety and Environment issues;
- (b) React quickly to municipal service developing issues or service disruptions; and
- (c) Develop, and implement when required, contingency plans that include procedures for dealing with:
  - i. On-site personal injuries;
  - ii. Municipal services disruptions and outages;
  - iii. Uncontrolled fires;
  - iv. Cyclones and extreme weather events; and
  - v. Explosions, accidents, and other emergency response.

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#### **4.7 Emergency Repairs and Other Works**

The Contractor must perform Emergency Repairs and / or Other Works (other than standard maintenance works) as required from time to time to maintain, make safe or restore a service or ensure continuity of service. Where works are required, such works shall be carried out at the direction and discretion of the Principal's Representative and in accordance with the Schedule of Rates contained in Attachment 1 to Schedule 1 (Pricing Schedule) of the Conditions of Contract.

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## 5 Monitor and Report

Regular, formal inspections play a vital role in the successful management of municipal Services. A settlement that has no regular inspection regime is at high risk of deterioration.

The Contractor must provide the following:

- (a) Monitor the General Municipal Services activities and the municipal services infrastructure;
- (b) Based on the maintenance activities and procedures identified in the Maintenance Operations Plan, develop and maintain an inspection schedule for all components and items which require periodic inspection;
- (c) Develop and implement an internal system for monitoring the condition of municipal facilities / infrastructure and recording the condition of municipal infrastructure and maintenance activities undertaken; and
- (d) Prepare an **Annual Municipal Audit Report** for each settlement which contains the following:
  - i. Identifies the overall status of the municipal services infrastructure;
  - ii. Details maintenance works, including location, which have been carried out;
  - iii. Outlines the condition of the existing individual municipal facilities / infrastructure, planned future programmed maintenance, and any developing or urgent issues which require the attention of the Principal; and
  - iv. Makes recommendations to the Principal;
- (e) The responsible person for the **Annual Municipal Audit Report** is a member of the Contractor's Contract Manager; and
- (f) The **Annual Municipal Audit Report** must be provided to the Principal's Representative.

The purpose of the report is to identify existing issues and developing issues in order to provide for the effective strategic planning of the municipal services for the settlement.

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## 5.1 Field Surveys

Field Surveys are undertaken by the Principal's Representative for the purpose of assessing compliance by the Contractor with the Municipal Services tasks and frequency required to be undertaken.

The Principal's Representative will endeavour to align surveys where possible with planned maintenance activities undertaken by the Contractor in accordance with the approved **Schedule 11 (Maintenance Services Schedule)** of the Conditions of Contract.

The Contractor must appoint a responsible officer, agreed by the Principal, to represent the Contractor and attend field surveys with the Principal's Representative as requested, and any works being undertaken to an unsatisfactory level will be noted and result in an agreed action to be undertaken by the Contractor within a specified timeframe to rectify the issue noted. Surveys on any Remote Aboriginal Settlement are generally but not always separated by a period of approximately 4 - 6 months depending on Remote Aboriginal Settlement size.

The Field Surveys may also identify additional work outside of the Contract that the Contractor may be required to complete, as directed by the Principal's Representative and agreed with the Contractor in accordance with the Schedule of Rates contained in Attachment 1 to Schedule 1 (Pricing Schedule) of the Conditions of Contract.

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## 6 Values

The values of *stewardship*, *communication*, and *process* are important to the Principal.

The principle of *stewardship* is of utmost importance to the Principal – it requires the Contractor to always act professionally in the best interests of the Principal, such that funds are wisely invested and the asset is maintained accordingly.

The principle of *communication* means an effective transfer of captured knowledge between the Contractor and the Principal; and between the Contractor and the Remote Settlement Representative, such that a high level of trust and mutual respect is developed.

The principle of *process* requires the Contractor to maintain a systematic approach to management of municipal Services, including process driven activities such as the identification of required tasks and the subsequent undertaking of the involved tasks to resolve the issue.

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## 7 Definitions

Where the Definitions contained in this Appendix conflicts with the Definitions specified in the Glossary of the Conditions of Contract, the Definitions in the Conditions of Contracts will prevail.

<b>Contractor</b>	The appointed Contractor (also referred to as the Regional Service Provider) or his authorised nominee, who carries out the required works.
<b>Municipal Infrastructure</b>	Has the meaning given to it in the Specifications.  For avoidance of doubt, the term refers to both the infrastructure and the public areas where Municipal Services Delivery Services are to be undertaken under this Contract.
<b>Principal</b>	The Housing Authority.
<b>Principal's Representative</b>	An officer appointed by the Principal to manage the Contractor.
<b>REMS Program</b>	Remote Essential and Municipal Services Program.
<b>REMS Manager</b>	The appointed Manager for the REMS Program.
<b>Remote Settlement Representative</b>	The individual or individuals who represent the governing body of the Remote Aboriginal Settlement.