



MINUTES

ORDINARY COUNCIL MEETING

Tuesday 28 April 2026

Shire of Waroona Council Chamber

TABLE OF CONTENTS

1.	DECLARATION OF OPENING/ANNOUNCEMENTS OF VISITORS	3
2.	ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE	3
3.	RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE	4
4.	PUBLIC QUESTION TIME	4
5.	PETITIONS, APPROVED DEPUTATIONS & SUBMISSIONS	4
6.	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	4
6.1	Ordinary Council Meeting – 24 March 2026	4
7.	ANNOUNCEMENTS BY THE PRESIDING MEMBER	4
8.	ANNOUNCEMENTS BY MEMBERS	5
9.	DISCLOSURES OF INTEREST	5
10.	EXTERNAL COMMITTEES, ASSOCIATIONS AND ADVISORY GROUPS	5
11.	REPORTS OF THE CHIEF EXECUTIVE OFFICER AND OFFICERS	6
11.1	INFRASTRUCTURE SERVICES	6
11.1.1	Road Maintenance Agreement between Shire of Waroona and Peel Resource Recovery Pty Ltd	6
11.2	CUSTOMER & DEVELOPMENT SERVICES	9
11.2.1	Amendment to Local Planning Policy 18 – Expenditure of Cash-In-Lieu for Clearing Offsets	9
11.2.2	Application of Common Seal – Notification on Certificate of Title Under Section 70A of <i>Transfer of Land Act 1893</i>	13
11.3	CORPORATE & COMMUNITY SERVICES	16
11.3.1	Listing of Payments for the Month of March 2026	16
11.3.2	Statement of Financial Activity for the period ending 31 March 2026	19
11.3.3	Corporate Business Plan – Quarterly Progress Report – January to March 2026	25
11.3.4	FP003 – Purchase Orders Authority, and FP004 Corporate Purchasing & Credit Card Policy Amendments	28
11.4	CHIEF EXECUTIVE OFFICER	31
11.4.1	Shire of Waroona Bushfire Risk Management Plan 2026-2028	31
11.4.2	WALGA Climate Change Advocacy Position Contribution	34
11.5	ITEMS FOR INFORMATION	40
11.5.1	Local Government Professionals WA – Finance Professionals Conference 2026	40
12.	BUSINESS LEFT OVER FROM A PREVIOUS MEETING	44
13.	ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN	44
14.	NOTICE OF MOTIONS FOR CONSIDERATION AT A FOLLOWING MEETING	44
15.	NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PERSON PRESIDING OR BY DECISION OF THE MEETING	44
16.	MEETING CLOSED TO THE PUBLIC	44
16.1	CONFIDENTIAL – Chief Executive Officer Contract Matter	45
17.	MEETING OPENED TO THE PUBLIC	46
18.	CLOSURE OF MEETING	46

MINUTES**1. DECLARATION OF OPENING/ANNOUNCEMENTS OF VISITORS**

Cr Walmsley declared the meeting open at 4.00 pm and welcomed Councillors and staff.

2. ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

Cr Mike Walmsley
Cr Larry Scott
Cr Karlie Bartle
Cr John Mason
Cr Karen Odorisio
Cr Julie Rowles
Cr Brad Vitale

Shire President
Deputy Shire President
Councillor
Councillor
Councillor
Councillor (via Teams)
Councillor

Ashleigh Nuttall
Kirsty Ferraro
Rikki Pulfer
Kathy Simpson
Rhys Bloxsidge
Merrin Kirk

Director Corporate & Community Services
Director Customer & Development Services
Acting Director Infrastructure Services
Manager Corporate Services
Manager Development Services
Executive Assistant

APOLOGIES

Mark Goodlet

Chief Executive Officer

APPLICATIONS FOR LEAVE OF ABSENCE**COUNCIL RESOLUTION**

OCM26/04/036

Moved: Cr Vitale

Seconded: Cr Bartle

That Leave of Absence be granted to Cr Julie Rowles for the period 26 May 2026 inclusive.

CARRIED 6/0

Cr Odorisio entered the meeting, the time being 4.02pm

COUNCIL RESOLUTION

OCM26/04/037

Moved: Cr Bartle

Seconded: Cr Vitale

That Leave of Absence be granted to Cr John Mason for the period 5-15 May 2026 inclusive.

CARRIED 7/0

There were no members of the public present.

3. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

4. PUBLIC QUESTION TIME

Nil

5. PETITIONS, APPROVED DEPUTATIONS & SUBMISSIONS

Nil

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 Ordinary Council Meeting – 24 March 2026

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/038

Moved: Cr Odorisio

Seconded: Cr Mason

That the Minutes of the Ordinary Council Meeting held 24 March 2026 be confirmed as being a true and correct record of proceedings.

CARRIED 7/0

7. ANNOUNCEMENTS BY THE PRESIDING MEMBER

Cr Walmsley congratulated the corporate staff for another “Best Practice” recognition. In local government these things are held in high esteem in that they are presented at state government for all to see and it’s a lovely commendation of what a great job our corporate staff do. This is the third time inside four years, and I believe we were robbed in the fourth year, on a technicality.

Cr Walmsley declared that he would like to move item 16.2 out of confidentiality into item 11.2.2 with the appendix remaining confidential.

COUNCIL RESOLUTION

OCM26/04/039

Moved: Cr Walmsley

Seconded: Cr Scott

That item 16.2 is moved out of confidentiality into item 11.2.2 with the appendix remaining confidential.

CARRIED 7/0

8. ANNOUNCEMENTS BY MEMBERS

Nil

9. DISCLOSURES OF INTEREST

Nil

10. EXTERNAL COMMITTEES, ASSOCIATIONS AND ADVISORY GROUPS

Nil

11. REPORTS OF THE CHIEF EXECUTIVE OFFICER AND OFFICERS**11.1 INFRASTRUCTURE SERVICES**

11.1.1 Road Maintenance Agreement between Shire of Waroona and Peel Resource Recovery Pty Ltd	
File Ref:	TP2684 – Extractive Industry – Carting of Basic Raw Materials
Previous Items:	Nil
Applicant:	Nil
Author and Responsible Officer:	Acting Director Infrastructure Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.1.1 – Road Maintenance Contribution Agreement

OFFICER RECOMMENDATION / COUNCIL RESOLUTION**OCM26/04/040****Moved: Cr Scott****Seconded: Cr Mason****That Council:**

1. agrees to enter into a Road Maintenance Contribution Agreement with Peel Resources Pty Ltd as per Appendix 11.1.1 for the road user to pay annual contribution of funds for the purpose of maintenance, repair and upgrade of the affected roads outlined for the additional freight occurred from the Extractive Facility located at Lot 1 (480) Johnston Road, Wagerup;
2. authorises the application of the Shire of Waroona Common Seal to the Road Maintenance Contribution Agreement; and
3. authorises the Shire President and Chief Executive Officer to sign and execute all matters relating to the Road Maintenance Contribution Agreement.

CARRIED 7/0**IN BRIEF**

An agreement between the Shire of Waroona and Peel Resources Pty Ltd has been developed for the Road Maintenance Contribution Agreement as per condition 4 of the Town Planning application TP2684 conditions of approval.

BACKGROUND

The Shire received an Application for Development Approval from Peel Resources Pty Ltd for an Extractive Facility located at Lot 1 (480) Johnston Road, Wagerup. The application was assessed and approved (under delegated authority from the Waroona Shire Council) subject to conditions.

REPORT DETAIL

The development of the Road Maintenance Contribution Agreement between the Shire of Waroona and Peel Resources Pty Ltd was as per condition 4 of the Development Application conditions.

The Road Maintenance Contribution Agreement was developed to ensure their assets are protected. The operator being Peel Resources Pty Ltd will be required to provide annual contribution as per the Western Australian Local Government Association's document titled Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Task (WALGA User Guide). The funds are set aside within a legitimate trust account and are accessed for the purpose of maintenance, repair and upgrade of the affected roads, which in this case is Johnston Road.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Built Assets
Aspiration	To build and effectively manage our assets to continually improve our standard of living
Objective	4.2 Manage assets in a consistent and sustainable manner
Strategy	4.3.2 Develop and promote an efficient, safe and connected local and regional transport network

OTHER STRATEGIC LINKS

Shire of Waroona Local Planning Scheme No.7

STATUTORY ENVIRONMENT

- *Planning and Development Act 2005*
- *Local Government Act 1995 – Section 6.9*
- *Main Roads Act 1960*
- *Public Works Act 1902*
- *Land Administration Act 1997 – Section 55(2)*

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Nil

Social - (Quality of life to community and/or affected landowners)

Johnston Road is a Road of Significance accessed by industry, farmlands and residential properties and this agreement will ensure adequate funds are available to undertake maintenance, repairs and upgrades to the road.

Environment – (Impact on environment's sustainability and climate change)

Nil

Policy Implications

Nil

Risk Management Implications

Context / Risk Category	Financial - Projects going over budget, legal costs, insurance claims, overpayments, misuse of resources
Risk	To provide maintenance of Johnston Road due to the increase in freight traffic which may result in unpredicted expense on the maintenance budget.
Consequence	3 - Moderate

Likelihood	3 - Possible
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Development of the Road Maintenance Contribution Agreement will reduce the risk and ensure the protection of the Shire's asset.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

- Acting Director Infrastructure Services
- Manager of Development Services

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

Nil – the operator will bear the cost of implementing the agreement.

Workforce

Administration activities related to this matter are within the scope of the current budget.

CONCLUSION

The development of the Road Maintenance Agreement as per condition 4 of the Development Application will ensure the responsibility for the maintenance, repair and upgrade of Johnston Road is partially funded by the road user.

11.2 CUSTOMER & DEVELOPMENT SERVICES

11.2.1 Amendment to Local Planning Policy 18 – Expenditure of Cash-In-Lieu for Clearing Offsets	
File Ref:	LP.11 – Land Use & Planning – Policy
Previous Items:	OCM 25/05/071 – Initiation of Local Planning Policy 18
Applicant:	Shire of Waroona
Author and Responsible Officer:	Director Customer & Development Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.2.1 – LPP018 – Expenditure of Cash-In-Lieu for Clearing Offsets – Reviewed

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/041

Moved: Cr Mason

Seconded: Cr Vitale

That Council:

- 1. initiates the amendment to Local Planning Policy 18 ‘Expenditure of Cash-In-Lieu for Clearing Offsets’ as presented in Appendix 11.2.1, for the purposes of public consultation; and**
- 2. requests the Chief Executive Officer to advertise the amended Local Planning Policy 18 in accordance with Clause 4 Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015.**

CARRIED 7/0

IN BRIEF

- This report seeks Council approve to initiate an amendment to Local Planning Policy 18.
- The amendment expands the scope of eligible expenditure to include flora and fauna studies, ecological assessments and environmental monitoring.
- These additions will support evidence-based environmental management, improve offset delivery, and strengthen long-term outcomes.
- The amendment ensures funds can be used not only for planting, but also for baseline data collection, monitoring, and strategic environmental planning.
- Advertising the amendment will allow community and stakeholder input prior to final adoption.

BACKGROUND

Local Planning Policy 18 ‘Expenditure of Cash-in-Lieu for Clearing Offsets’ was initiated by Council as its Ordinary Meeting on 27 May 2025 to provide clear and transparent framework for the use of funds collected under Local Planning Policy 17 ‘Vegetation’.

The policy was developed in response to the growing value of Cash-in-Lieu (CIL) contributions and the need to ensure funds are allocated in a consistent, strategic, and outcomes focused manner.

An opportunity has been identified to strengthen the Policy by enabling funds to also be used for ecological studies and monitoring, where these directly support offset outcomes.

REPORT DETAIL

The proposed amendment seeks to expand the eligible use of CIL funds to include:

- Flora and fauna surveys;
- Baseline ecological assessments;
- Environmental monitoring of revegetation and rehabilitation projects; and
- Strategic environmental studies that inform offset delivery and long-term land management.

This amendment reflects contemporary best practice in environmental offset management, recognising that:

- Effective offsets require baseline ecological data to inform site selection and design;
- Long-term success depends on monitoring and adaptive management; and
- Measurable outcomes require evidence-based evaluation, not solely activity-based implementation.

The amended Policy will ensure that ecological studies are:

- Directly linked to the objectives of the Policy;
- Used to inform or evaluate on-ground environmental outcomes; and
- Proportionate to the overall funds available.

Importantly, the amendment retains the core intent of the Policy by ensuring that expenditure continues to continue to tangible environmental outcomes, including vegetation planning, rehabilitation, and restoration.

The amendment also introduces provisions to:

- Require that ecological data collected through funded studies be retained the Shire to inform future planning and environmental management;
- Allow funds to be pooled for strategic, Shire-wide environmental studies, where greater environmental benefit can be achieved; and
- Ensure expenditure remains focused on achieving the Policy's environmental objectives.

These changes will improve the Shire's ability to target offset projects more effectively, measure and demonstrate environmental outcomes and support broader strategic initiatives, including coastal and environmental management planning.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Environment
Aspiration	To continually care for, protect and enhance our environment for the generations to come
Objective	3.1 Protect and enhance our natural assets, waterways, bushland and biodiversity
Strategy	3.1.1 Collaborate with local environmental community organisations and volunteers

OTHER STRATEGIC LINKS

- Native Vegetation Policy for Western Australia (DWER)

- State Planning Policy 1 – State Planning Framework (WAPC)
- State Planning Policy 2.0 Environment and natural resources policy (WAPC)
- State Planning Policy 2.1 The Peel Harvey coastal plain catchment (WAPC)
- State Planning Policy 2.5 Rural planning (WAPC)
- State Planning Policy 2.9 Planning for water (WAPC)
- State Planning Policy 3.7 Planning in bushfire prone areas (WAPC)
- Guidance Statement No. 33 Environmental guidance for planning and development (EPA);
- Guidance for planning and development: Protection of naturally vegetated areas in urban and peri-urban areas (EPA);
- Guideline for the Determination of Wetland Buffer Requirements (WAPC).

STATUTORY ENVIRONMENT

- Planning and Development Act 2005;
- Planning and Development (Local Planning Schemes) Regulations 2015; and
- Shire of Waroona Local Planning Scheme No. 7

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Supports efficient and strategic use of funds, ensuring better long-term value through informed project delivery.

Social - (Quality of life to community and/or affected landowners)

Improves transparency and community confidence in how offset funds are used and managed.

Environment – (Impact on environment’s sustainability and climate change)

Enhances environmental outcomes through improved planning, monitoring, and adaptive management of offset projects.

Policy Implications

The proposed amendment enhances the existing Policy by broadening eligible expenditure while maintaining alignment with its original objectives.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Perception that funds may be diverted away from on-ground works.
Consequence	2 - Minor
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	• Clear linkages between studies and environmental outcomes. • Retention of requirement for measurement environmental benefit. • Transparent policy framework and reporting.
Risk Acceptance	Monitor - Risk acceptable with adequate control

CONSULTATION

Should Council resolve to initiate the amendment, the amended Policy will be publicly advertised for a minimum period of 21 days in accordance with the Planning and Development (Local Planning Schemes) Regulations 2015.

Submissions received during the advertising period will be considered and reported back to Council.

Aboriginal Consultation

N/A

RESOURCE IMPLICATIONS***Financial***

No direct cost associated with advertising the amendment.

Workforce

Officer time associated with policy amendment and consultation, within existing resources.

CONCLUSION

The proposed amendment to Local Planning Policy 18 represents a logical and necessary progression in the management of Cash-in-Lieu funds. By enabling the use of funds for ecological studies and monitoring, the Shire will improve its ability to deliver targeted, measurable, and sustainable environmental outcomes. The amendment maintains the original intent of the Policy while strengthening its effectiveness and alignment with contemporary environmental management practices.

11.2.2 Application of Common Seal – Notification on Certificate of Title Under Section 70A of <i>Transfer of Land Act 1893</i>	
File Ref:	SD200897
Previous Items:	NA
Applicant:	Benjamin and Kelli Wright
Author and Responsible Officer:	Director Customer & Development Services; Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirements:	Absolute Majority
Appendix Numbers:	11.2.2 – Confidential Form N1

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/042

Moved: Cr Mason

Seconded: Cr Bartle

That Council:

1. approves the execution of the Transfer of Land Act 1893 form as presented in Confidential Appendix 11.2.2;
2. authorises the application of the Shire of Waroona Common Seal to the Transfer of Land Act 1893 form; and
3. authorises the Shire President and Chief Executive Officer to sign and execute all documents and take all actions necessary to give effect to this resolution.

IN BRIEF

Council is requested to approve the execution of a notification under section 70A of the *Transfer of Land Act 1893* and authorise the application of the Shire of Waroona Common Seal to the relevant form, enabling an environmental health notification to be placed on the certificates of title for newly created lots at 75 Paterson Road, Waroona.

BACKGROUND

The Western Australian Planning Commission (WAPC) recently approved the subdivision of 75 Paterson Road, Waroona into three lots.

As part of this approval, a condition has been imposed requiring a notification to be placed on the certificates of title of the proposed lots prior to the issues of new titles.

REPORT DETAIL

Condition no. 10 of the WAPC approval states:

“A notification, pursuant to section 70A of the Transfer of Land Act 1893 is to be placed on the certificate(s) of title of the proposed lot(s). Notice of this notification is to be included on the diagram or plan of survey (deposited plan). The notification is to state as follows:

A reticulated sewerage service is not available to the lot(s). As such, an on-site secondary treatment and disposal system for sewage (which includes nutrient removal) will be required. Therefore, the developable area of the lot is reduced. There are ongoing landowner obligations to ensure that the treatment and disposal system is regularly maintained in

accordance with the relevant health regulations. Contact the local government for further information.”

This notification advises prospective landowners that:

- reticulated sewerage is not available;
- an on-site secondary treatment system with nutrient removal is required; and
- ongoing maintenance obligations apply, which may constrain the developable area of the lot.

To give effect to this condition, a notification pursuant to section 70A of the Act must be prepared and lodged with Landgate. This requires execution of the prescribed form under the Act, including application of the Shire's Common Seal.

The application of the Common Seal is a statutory requirement to validate the document prior to lodgement and registration on the certificates of title.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Community
Aspiration	To create a diverse economy base that supports opportunity and employment
Objective	4.3 Suitable housing and transport infrastructure to meet the needs of our diverse community
Strategy	4.1.1 Plan community facilities for current and future generations

OTHER STRATEGIC LINKS

Nil

STATUTORY ENVIRONMENT

Transfer of Land Act 1893

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Supports the timely creation of serviced lots, contribution to local land supply and economic activity.

Social - (Quality of life to community and/or affected landowners)

Ensures future landowners are informed of servicing constraints and obligations, supporting informed purchasing decisions.

Environment – (Impact on environment's sustainability and climate change)

Ensure appropriate wastewater management in areas without reticulated sewerage, reducing risk of environmental and groundwater impacts.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Not applying the Common Seal in rudimentary situations may cause public perception risks.
Consequence	1 - Insignificant
Likelihood	3 - Possible
Risk Rating, prior to treatment	Low (1-3)
Key Controls / Treatment	Applying the Common Seal will control the risk.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

Nil.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS***Financial***

Nil.

Workforce

Nil.

CONCLUSION

The execution of the section 70A notification is a standard statutory requirement to satisfy subdivision conditions imposed by the WAPC.

Authorising the application of the Common Seal will enable the Shire to fulfil this requirement, facilitating the timely issue of new certificates of title and ensuring prospective landowners are appropriately informed of site constraints and obligations.

11.3 CORPORATE & COMMUNITY SERVICES

11.3.1 Listing of Payments for the Month of March 2026	
File Ref:	FM.3 – Financial Management – Creditors
Previous Items:	Nil
Applicant:	N/A
Author and Responsible Officer:	Senior Finance Officer; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Number:	11.3.1 – Monthly Creditors Report – March 2026

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/043

Moved: Cr Mason

Seconded: Cr Odorisio

That Council receives the following payments made throughout the month of March 2026:

Municipal	Cheque	10490 – 10498	\$	20,564.81
	EFT	44705 – 44883	\$	1,397,902.33
Direct wages	01/03/2026 – 31/03/2026 inclusive		\$	476,874.54
Direct Debit	01/03/2026 – 31/03/2026 inclusive		\$	192,810.00
Trust	Cheque		\$	-
	EFT		\$	-
GRAND TOTAL			\$	2,088,151.68

as per Appendix 11.3.1.

CARRIED 7/0**IN BRIEF**

The purpose of this report is to present the listing of payments made from the Shire's Municipal and Trust funds throughout the month of March 2026.

BACKGROUND

The attached appendix lists the payments from Council Municipal and Trust funds for the month applicable as per requirements of the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

As per regulation 13 of the *Local Government (Financial Management) Regulations 1996* the following information is required to be presented to Council;

- The Payee's name;
- The amount of the payment;
- The date of the Payment; and
- Sufficient information to identify the transaction.

REPORT DETAIL

As Council has delegated authority to the Chief Executive Officer to execute payments from the municipal fund and the trust fund a list of accounts paid are required to be submitted to Council showing the prescribed information.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.1 A sustainable future through embracing change, applying technological advancement and pursuing efficiencies
Strategy	5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities
Action	

OTHER STRATEGIC LINKS

Nil.

STATUTORY ENVIRONMENT

Local Government (Financial Management) Regulations 1996

r.13 - Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

- (1) *If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared -*
 - (a) *the payee's name; and*
 - (b) *the amount of the payment; and*
 - (c) *the date of the payment; and*
 - (d) *sufficient information to identify the transaction.*
- (2) *A list of accounts for approval to be paid is to be prepared each month showing –*
 - (a) *for each account which requires council authorisation in that month*
 - (i) *the payee's name; and*
 - (ii) *the amount of the payment; and*
 - (iii) *sufficient information to identify the transaction; and*
 - (b) *the date of the meeting of the council to which the list is to be presented.*
- (3) *A list prepared under sub regulation (1) or (2) is to be —*
 - (a) *presented to the council at the next ordinary meeting of the council after the list is prepared; and*
 - (b) *recorded in the minutes of that meeting.*

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Nil.

Social - (Quality of life to community and/or affected landowners)

Nil.

Environment – (Impact on environment's sustainability and climate change)

Nil.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Operational - Adverse effects on core business, business continuity, human resource risks, loss of knowledge
Risk	Non-compliance with the requirements stipulated by the <i>Local Government Act 1995</i>
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Control measures are in place whereby payments are checked and verified by two authorising officers.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

Nil.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS

Financial

Nil.

Workforce

Nil.

CONCLUSION

The listing of payments as per the attached appendix is a true reflection of the expenditure from the Municipal and Trust Fund accounts for the month of March 2026. All expenditure is accordance with the 2025/26 adopted Budget and is presented as prescribed in regulation 13 of the *Local Government (Financial Management) Regulation 1996*.

11.3.2 Statement of Financial Activity for the period ending 31 March 2026	
File Ref:	FM.1 – Financial Management – Creditors
Previous Items:	N/A
Applicant:	N/A
Author and Responsible Officer:	Manager Corporate Services; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Absolute Majority
Appendix Numbers:	11.3.2 – Statement of Financial Activity for the period ending 31 March 2026

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/044

Moved: Cr Vitale

Seconded: Cr Odorisio

That Council:

1. receives the Statement of Financial Activity for the period ending 31 March 2026 as per Appendix 11.3.2; and
2. amends the 2025/26 adopted budget as per below

GL Account	Amount(\$)	Details
3255	(95,647)	Reduce income account for Roads to Recovery funding allocation
3184 (RR57)	27,700	Reduce expenditure for Panorama Drive Roads to Recovery funding allocation
3184 (RR60)	7,677	Reduce expenditure for Fitzpatrick Place Roads to Recovery funding allocation
3184 (RR61)	38,602	Reduce expenditure for Palmerston Street Roads to Recovery funding allocation.
3184 (RR62)	4,149	Reduce expenditure for Waltham Court Roads to Recovery funding allocation.
3184 (RR64)	9,204	Reduce expenditure for DeHamel Street Roads to Recovery
3184 (RR56)	2,550	Reduce expenditure for Armstrong Hills Drive Roads to Recovery
3184 (RR63)	5,765	Reduce expenditure for McLarty/Lyons Road - Roads to Recovery

CARRIED 7/0**IN BRIEF**

The purpose of this report is to present the financial position of Council as at the reporting date as per requirements of the Local Government Act 1995 and the Local Government (Financial Management) Regulation 1996.

Council is also requested to approve (if any) the budget amendments that are detailed in the Budget Amendments section of this report.

BACKGROUND

The Local Government Act 1995 in conjunction with regulation 34(1) of the Local Government (Financial Management) Regulations 1996 requires a monthly Statement of Financial Activity to be presented to Council detailing the prescribed information within 2 months after the end of the month to which the statement relates.

REPORT DETAIL

The monthly financial report recognises the financial position of the Shire of Waroona at the reporting date and contains the following information;

- (a) Annual budget estimates taking any expenditure incurred for an additional purpose under section 6.8(1) (b) or (c) of the Local Government Act 1995 into account;
- (b) Budget estimates to the end of the month to which the statement relates;
- (c) Actual amounts of expenditure, revenue, and income to the end of the month to which the statements relate;
- (d) The material variance between the comparable amounts referred to in paragraphs (b) and (c); and
- (e) The net current assets at the end of the month to which the statement relates.

The following information is included in the report;

- Statement of Financial Activity by nature and type
- Statement of Financial Position
- Note 1: Basis of preparation and significant accounting policies
- Note 2: Statement of Financial Activity Information
- Note 3: Explanation of Material Variances
- Note 4 - Graphical Representation - Source Statement of Financial Activity
- Note 5: Cash and Financial Assets
- Note 6: Cash Backed Reserve
- Note 7: Capital Disposals and Acquisitions
- Note 8: Grants, subsidies, and contributions
- Note 9: Receivables
- Note 10: Payables
- Note 11: Rating Information
- Note 12: Information on Borrowings
- Note 13: Budget Amendments
- Note 14: Trust Fund

BUDGET AMENDMENTS

The following items require the 2025/26 adopted budget to be amended.

GL Account	Amount (\$)	Details
3255	(95,647)	Reduce income account for Roads to Recovery funding allocation
3184 (RR57)	27,700	Reduce expenditure for Panorama Drive Roads to Recovery funding allocation
3184 (RR60)	7,677	Reduce expenditure for Fitzpatrick Place Roads to Recovery funding allocation
3184 (RR61)	38,603	Reduce expenditure for Palmerston Street Roads to Recovery funding allocation.

3184 (RR62)	4,149	Reduce expenditure for Waltham Court Roads to Recovery funding allocation.
3184 (RR64)	9,204	Reduce expenditure for DeHamel Street Roads to Recovery
3184 (RR56)	2,550	Reduce expenditure for Armstrong Hills Drive Roads to Recovery
3184 (RR63)	5,765	Reduce expenditure for McLarty/Lyons Road - Roads to Recovery

Please note the statements are accurate at the time of preparation but remain subject to end-of-month processes, additional checks, regulatory updates, and any end-of-year audit adjustments. At times, agenda deadlines require the report to be finalised before all end-of-month procedures are complete. Any subsequent amendments will be processed and reflected in the accumulated balances presented in the following month's statements.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.1 A sustainable future through embracing change, applying technological advancement and pursuing efficiencies
Strategy	5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities

OTHER STRATEGIC LINKS

Shire of Waroona 2025/26 Annual Budget

STATUTORY ENVIRONMENT

Local Government Act 1995

6.4. Financial report

- (1) *A local government is to prepare an annual financial report for the preceding financial year and such other financial reports as are prescribed.*

6.8. Expenditure from municipal fund not included in annual budget

- (1) *A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expenditure —*
- (a) is incurred in a financial year before the adoption of the annual budget by the local government; or*
 - (b) is authorised in advance by resolution*; or*
 - (c) is authorised in advance by the mayor or president in an emergency.*
- * Absolute majority required.*

- (1a) *In subsection (1) — additional purpose means a purpose for which no expenditure estimate is included in the local government's annual budget.*

Local Government (Financial Management) Regulations 1996**34. Financial activity statement required each month (Act s. 6.4)**

- (1A) *In this regulation — committed assets means revenue unspent but set aside under the annual budget for a specific purpose.*
- (1) *A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for the previous month (the relevant month) in the following detail —*
- (a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and*
 - (b) budget estimates to the end of the relevant month; and*
 - (c) actual amounts of expenditure, revenue and income to the end of the relevant month; and*
 - (d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and*
 - (e) the net current assets at the end of the relevant month and a note containing a summary explaining the composition of the net current assets.*
- (1B) *The detail included under subregulation (1)(e) must be structured in the same way as the detail included in the annual budget under regulation 31(1) and (3)(a).*
- (1C) *Any information relating to exclusions from the calculation of a budget deficiency that is included as part of the budget estimates referred to in subregulation (1)(a) or (b) must be structured in the same way as the corresponding information included in the annual budget.*
- (2) *Each statement of financial activity is to be accompanied by documents containing —*
- [(a)deleted]*
 - (b) an explanation of each of the material variances referred to in subregulation (1)(d); and*
 - (c) such other supporting information as is considered relevant by the local government.*
- (3) *The information in a statement of financial activity must be shown according to nature classification.*
- (4) *A statement of financial activity, and the accompanying documents referred to in subregulation (2), are to be —*
- (a) presented at an ordinary meeting of the council within 2 months after the end of the relevant month; and*
 - (b) recorded in the minutes of the meeting at which it is presented.*
- (5) *Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.*

35. Financial position statement required each month

- (1) *A local government must prepare each month a statement of financial position showing the financial position of the local government as at the last day of the previous month (the previous month) and —*
- (a) the financial position of the local government as at the last day of*

- the previous financial year; or*
- (b) *if the previous month is June, the financial position of the local government as at the last day of the financial year before the previous financial year.*
- (2) *A statement of financial position must be —*
- (a) *presented at an ordinary meeting of the council within 2 months after the end of the previous month; and*
- (b) *recorded in the minutes of the meeting at which it is presented.*

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

The Statement of Financial Activity provides Council with oversight of the Shire's current financial position and supports informed decision-making in relation to resource allocation. Accurate monthly reporting and timely budget amendments ensure the Shire maintains financial sustainability, meets funding obligations, and can continue delivering services and capital works that contribute positively to the local and regional economy.

Social - (Quality of life to community and/or affected landowners)

Regular financial reporting ensures transparency and accountability to the community, providing assurance that public funds are being managed responsibly. The proposed budget amendments (if any) support community outcomes which collectively enhance the quality of life for residents and visitors.

Environment – (Impact on environment's sustainability and climate change)

There are no direct environmental sustainability or climate change impacts arising from the monthly financial statements. Proposed amendments (if any) may indirectly support improved environmental management outcomes.

Policy Implications

All financial policies from FP001 through to FP037 may have impact on the monthly financial statements.

Risk Management Implications

Context / Risk Category	Operational - Adverse effects on core business, business continuity, human resource risks, loss of knowledge
Risk	Failure to monitor and report the Shire's financial position accurately and in a timely manner may result in reduced organisational transparency, misinformed decision-making, budget overruns, and non-compliance with statutory reporting requirements.
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Key controls include monthly legislative-compliant reporting, regular budget monitoring, strong internal controls, annual audits, and ongoing improvements to financial processes.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

All Shire of Waroona Officers share responsibility for sound financial management and are expected to operate in accordance with relevant regulations, policies, and procedures relating to budget allocations. Staff are consulted regarding project timing, progress, and status updates to ensure the accuracy of financial reporting. Their input is essential to maintaining reliable and compliant monthly financial statements.

Aboriginal Consultation

Not applicable for this report. The contents relate solely to financial reporting and internal budget adjustments, with no direct impact on Aboriginal stakeholders or cultural matters.

RESOURCE IMPLICATIONS

Financial

The financial implications (if any) are detailed in the Budget Amendments section of this report. Endorsement of the amendments will ensure the Shire's 2025/26 adopted budget accurately reflects current funding allocations, operational requirements, and project commitments. There is no impact on the overall closing position.

Workforce

There are no direct workforce implications arising from the monthly financial statements. However, the preparation of monthly financial reporting continues to place increasing administrative and audit compliance demands on finance staff.

CONCLUSION

The Statement of Financial Activity provides a comprehensive summary of the Shire's financial performance and position for the reporting period, fulfilling statutory obligations under the Local Government Act 1995 and associated regulations. The recommended budget amendments (if any) ensure that the 2025/26 budget remains accurate and reflective of current activities, grant funding, and operational priorities. It is therefore recommended that Council receives the Statement of Financial Activity and endorses (if any) the proposed amendments to the adopted budget.

Kathy Simpson left and returned to the meeting, the time being 4.21pm.

11.3.3 Corporate Business Plan – Quarterly Progress Report – January to March 2026	
File Ref:	CM.4 – Corporate Management Planning – Business Plans – Principal Activity Plan
Previous Items:	Nil
Applicant:	N/A
Author and Responsible Officer:	Senior Governance Officer; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.3.3 – 2025-2029 Corporate Business Plan – Quarterly Progress Report JAN to MAR 2026

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/045

Moved: Cr Vitale

Seconded: Cr Mason

That Council receives the Corporate Business Plan – Quarterly Progress Report January to March 2026 as per Appendix 11.3.3.

CARRIED 7/0

IN BRIEF

Updates have been provided by responsible officers against Towards Waroona 2034 - Corporate Business Plan 2025 - 2029 projects and actions for the period covering 1 January 2026 to 31 March 2026. Council is requested to review and receive the Corporate Business Plan – Quarterly Progress Report – January to March 2026.

BACKGROUND

In accordance with Section 5.56 of the *Local Government Act 1995*, all local governments in Western Australia are required to effectively plan for the future, with guidance provided in the Department Local Government Industry Regulation & Safety's Integrated Planning & Reporting Framework. The intent of the framework is to ensure that priorities and services provided by the local government are aligned with community needs and aspirations and, in doing so, facilitate a shift from a short-term resource focus to long-term sustainability.

The Corporate Business Plan is the Shire of Waroona's four-year planning document and one of the core components of the Shire's Integrated Planning and Reporting Framework. It gives effect to a four-year period of the Strategic Community Plan and is pivotal in ensuring that the short and medium-term commitments are both strategically aligned and affordable.

A Corporate Business Plan quarterly progress report has been prepared for Council to deliver a brief update against all agreed projects and actions, and to demonstrate that work towards planned objectives is progressing.

REPORT DETAIL

The Progress Report structure reflects that set out in the Towards Waroona 2034 – Corporate Business Plan 2025 - 2029. Actions and projects are grouped under objectives, which align with the strategies from the five key focus areas and aspirations in the Strategic Community

Plan: Our Community, Our Economy, Our Environment, Our Built Assets, and Our Leadership.

A quarterly progress comment has been provided against most projects and actions by the responsible officer and lead department.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.1 A sustainable future through embracing change, applying technological advancement and pursuing efficiencies
Strategy	5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities

OTHER STRATEGIC LINKS

Towards Waroona 2034 – Corporate Business Plan 2025 - 2029

STATUTORY ENVIRONMENT

N/A

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

The Progress Report details current activities and progress against agreed Corporate Business Plan economic objectives.

Social - (Quality of life to community and/or affected landowners)

The progress report details current activities and progress against agreed Corporate Business Plan community objectives.

Environment – (Impact on environment’s sustainability and climate change)

The progress report details current activities and progress against agreed Corporate Business Plan environmental objectives.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	A councillor may subsequently be uninformed in the event they receive an enquiry from a member of the community regarding current Shire projects, as they have not received regular updates against planned corporate business objectives.
Consequence	2 - Minor
Likelihood	2 - Unlikely

Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Council's endorsement of the recommendation of this report will mitigate the likelihood of this risk coming into effect.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

Progress information has been provided by assigned responsible officers across all Shire departments.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS

Financial

Nil.

Workforce

Nil.

CONCLUSION

A Corporate Business Plan progress report has been prepared for council to deliver a brief update against all agreed projects and actions, and to demonstrate that work towards planned objectives is progressing. Council is requested to review and receive the Corporate Business Plan – Quarterly Progress Report January to March 2026.

11.3.4 FP003 – Purchase Orders Authority, and FP004 Corporate Purchasing & Credit Card Policy Amendments	
File Ref:	CM.7 – Corporate Management – Policy – Policy Register – Policy Reviews
Previous Items:	Nil
Applicant:	Not Applicable
Author and Responsible Officer:	Manager Corporate Services; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.3.4 A – FP003 – Purchase Orders Authority with tracked changes 11.3.4 B – FP004 – Corporate Purchasing & Credit Cards with tracked changes

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/046

Moved: Cr Scott

Seconded: Cr Odorisio

That Council approves amendments to Council Policy FP003 – Purchase Orders Authority and FP004 Corporate Purchasing & Credit Cards, as per Appendices 11.3.4 A and 11.3.4 B respectively.

CARRIED 7/0**IN BRIEF**

- FP003 – Purchase Orders Authority policy was last reviewed and adopted by Council in February 2026.
- FP004 – Corporate Purchasing & Credit Cards was last reviewed in and adopted in February 2026.
- Amendments to policies FP003 and FP004 are required to include credit card and purchasing limits for the Bushfire Risk Mitigation Coordinator position.

BACKGROUND

The objectives of the Council's Policies are:

- To provide Council with a formal written record of policy decisions.
- To provide Council staff with clear direction to respond to issues and act in accordance with the Council's direction.
- To enable Councillors to adequately handle general enquiries relating to the role of Council.
- To enable the Council to maintain a process to continually review policy decisions and to ensure they are keeping with the community expectations, current legislation trends and circumstances.
- To enable residents to obtain immediate advice on matters of Council Policy.

Council policies 'FP003 – Purchase Orders Authority' and 'FP004 Corporate Purchasing & Credit Cards' are essential and used daily. These policies ensure strict compliance with accounting regulations and internal controls.

REPORT DETAIL

It is recommended that Council approve the following amendments to FP003 – Purchase Orders Authority:

Recommendation
Add new position and purchasing authority:
<i>Bushfire Risk Mitigation Coordinator</i>
- General authority to issue purchase orders of an operational nature associated with the daily functions of the position up to the value of \$1,000.

It is recommended that Council approve the following amendments to FP004 – Corporate Purchasing and Credit Cards:

Recommendation
Amend list of individual card holders:
Add – Bushfire Risk Mitigation Coordinator
Business Credit Card facility
Increase value to \$78,000

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.1 A sustainable future through embracing change, applying technological advancement and pursuing efficiencies
Strategy	5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities

OTHER STRATEGIC LINKS

Nil

STATUTORY ENVIRONMENT

The *Local Government Act 1995* and the associated subsidiary legislation provide the broad framework within which FP004 operate.

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Changes to purchase order authorities and credit card spending limits will have no effect on budgeted funds and spending.

Social - (Quality of life to community and/or affected landowners)

Nil

Environment – (Impact on environment’s sustainability and climate change)

Nil

Policy Implications

FP003 and FP004 are due to be reviewed again in March 2028 or earlier as required.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Failing to regularly review policies may indicate poor governance, and result in non-compliance with legislative requirements and unclear direction to employees.
Consequence	3 - Moderate
Likelihood	3 - Possible
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Council's endorsement of the recommendation of this report will mitigate the likelihood of this risk coming into effect.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

Nil

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS**Financial**

Nil

Workforce

Not applicable.

CONCLUSION

Council is advised to approve amendments to FP003 – Purchase Orders Authority, and FP004 - Corporate Purchasing & Credit Cards with additional credit card and purchase authority to be issued to the Bushfire Risk Mitigation Coordinator.

11.4 CHIEF EXECUTIVE OFFICER

11.4.1 Shire of Waroona Bushfire Risk Management Plan 2026-2028	
File Ref:	ES.15 – Emergency Services – Emergency Management Plan
Previous Items:	OCM26/02/005
Applicant:	Shire of Waroona
Author and Responsible Officer:	Manager Development Services; Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.4.1 A – Draft Shire of Waroona BRM Plan 2026-2028 11.4.1 B – Asset Register

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/047

Moved: Cr Bartle

Seconded: Cr Rowles

That Council:

1. endorses the draft Shire of Waroona Bushfire Risk Management Plan 2026-2028 as per Appendix 11.4.1 A; and
2. refers the draft Shire of Waroona Bushfire Risk Management Plan 2026-2028 to the Office of Bushfire Risk Management for final adoption.

CARRIED 7/0**IN BRIEF**

The current Shire of Waroona Bushfire Risk Management Plan 2021-2026 expires in May 2026. A review of the current plan has been undertaken and a fresh draft prepared, which is now ready for Council endorsement.

BACKGROUND

The first iteration of the draft Bushfire Risk Management Plan 2026-2028 (draft BRMP) was presented to both the Local Emergency Management Committee and Council in February 2026.

At its Ordinary meeting in February, Council resolved to seek feedback on the draft BRMP from relevant stakeholders. Consultation has been completed and some minor changes were made to the document. The document has also been updated cosmetically.

A copy of the draft BRMP is at Appendix 11.4.1 A.

REPORT DETAIL

The Department of Fire and Emergency Services' Bushfire Risk Management Program is a Statewide initiative to support local governments to reduce the threat posed by bushfire. The State Emergency Management Framework assign responsibility for bushfire risk management to local governments on the most bushfire prone parts of the state. Local

governments identified as having high or extreme bushfire risk under this framework must develop a Bushfire Risk Management Plan and have it endorsed by the Office of Bushfire Risk Management. The Shire of Waroona is obviously identified as having an extreme risk profile and therefore a Bushfire Risk Management Plan is required.

It should be noted that without a Bushfire Risk Management Plan in place, local governments cannot apply for mitigation funding through the Mitigation Activity Fund Scheme. The Shire of Waroona has had a Bushfire Risk Management Plan in place since 2021. As noted previously, this is due to expire in May 2026.

The draft BRMP has been prepared in accordance with guidelines set by the Department of Fire and Emergency Services and should therefore be acceptable to the Office of Bushfire Risk Management. It should be noted that a significant component of the draft BRMP is included within a software program that lists every asset (private and public) within the Shire. A technical risk rating is applied to each asset, and if necessary, a treatment option to mitigate the risk of bushfire on that asset. The detail in the software has been extensively reviewed and updated. A list of each asset assessed in the software program is at Appendix 11.2.1 B.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Community
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	1.1 Create a connected, safe and cohesive community with a strong sense of community pride
Strategy	1.1.6 Ensure the safety of our community

OTHER STRATEGIC LINKS

Nil.

STATUTORY ENVIRONMENT

State Hazard Plan - Fire

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Bushfire can have catastrophic consequences on the economy of the Shire. It can affect all aspects of the economy, from cutting off transport links to decimating the agricultural industry. The adoption of the draft BRMP will assist in the prevention of bushfire spread and negate impacts on the local economy.

Social - (Quality of life to community and/or affected landowners)

Bushfire can have catastrophic impacts on the quality of life of affected residents and landowners. Homes and lives can be lost and even the daily interruptions that bushfire can cause can be very inconvenient. The adoption of the draft BRMP will assist in the prevention of bushfire spread and negate potential impacts on the quality of life the Shire's population.

Environment – (Impact on environment's sustainability and climate change)

Bushfire can have catastrophic impacts on the natural environment, particularly on the jarrah forest and the wetlands and Banksia woodlands on the Swan Coastal Plain. The adoption of the draft BRMP will assist in the prevention of bushfire spread and negate potential impacts on areas of high environmental value within the Shire.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Health - Exposure to health risks, injuries to public or staff with Council buildings or on Council property, personal wellbeing
Risk	Bushfire can have catastrophic consequences. Adoption of the draft BRMP certainly cannot eliminate the risk of bushfire, but it can mitigate its impact.
Consequence	5 - Catastrophic
Likelihood	5 - Almost certain
Risk Rating, prior to treatment	Extreme (20-25)
Key Controls / Treatment	Implementation of the BRMP once adopted can offer controls and treatment to reduce the impact of bushfire on the Shire.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

The draft BRMP was referred directly to all local bushfire brigades, the Local Emergency Management Committee and the Department of Fire and Emergency Services. It was also referred to Alcoa, Alinta Energy and the Department of Biodiversity, Conservation and Attractions.

The Department of Fire and Emergency Services was the only organisation to provide advice. DFES recommended simple changes to the text and these have been undertaken by the author.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS***Financial***

Preparation of the draft BRMP has been undertaken in-house with no expenditure on external consultants or specialists.

Workforce

See above.

CONCLUSION

It is recommended Council endorse the draft BRMP and request the Office of Bushfire Risk Management to adopt it. This will ensure the continuity of the Shire's mitigation program for the next two years at least. It will also ensure that mitigation strategies are applied effectively across the Shire by all responsible organisations and persons.

11.4.2 WALGA Climate Change Advocacy Position Contribution	
File Ref:	GR.22 – Government Relations – State Liaison – Western Australian Local Government Association
Previous Items:	OCM24/02/009 Environmental Management Strategy
Applicant:	Shire of Waroona
Author and Responsible Officer:	Chief Executive Officer
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.4.2 A – WALGA 2026 Climate Change Advocacy Position Consultation Paper 11.4.2 B – Environmental Management Strategy

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/048

Moved: Cr Vitale

Seconded: Cr Scott

That Council:

- 1. resolves to support Advocacy Position 2 of this Report; and**
- 2. requests the Chief Executive Officer to advise the Western Australian Local Government Association of its position.**

CARRIED 7/0

IN BRIEF

The Western Australian Local Government Association (WALGA) is seeking responses from its members on an updated Climate Change advocacy position.

Two responses are presented for consideration. The first is the WALGA draft statement. The second is a Chief Executive Officer (CEO) prepared statement.

BACKGROUND

In January 2026 WALGA issued a Consultation Paper (Appendix 11.4.2A) on a Climate Change Advocacy Position. This Paper provides an update on the array of State and Federal legislative and policy positions which have changed since the last WALGA policy iteration.

REPORT DETAIL

The Paper sets out the evolution of WALGA's advocacy position. The most recent policy statement is from 2018 which says –

Local Government acknowledges:

- 1. The science is clear: Climate change is occurring and greenhouse gas emissions from human activities are the dominant cause.*
- 2. Climate change threatens human societies and the Earth's ecosystems.*
- 3. Urgent action is required to reduce emissions, and to adapt to the impacts from climate change that are now unavoidable.*
- 4. A failure to adequately address this climate change emergency places an unacceptable burden on future generations.*

Local Government is committed to addressing climate change.

Local Government is calling for:

- 1. Strong climate change action, leadership and coordination at all levels of government.*
- 2. Effective and adequately funded Commonwealth and State Government climate change policies and programs.*

WALGA sites significant legislative, policy, technological and scientific changes as the reason an update advocacy policy is needed.

Two options are provided below for Council consideration for a response to the WALGA consultation request on a new climate change advocacy position.

Advocacy Position 1

“Following initial consultation, consideration by State Council in March 2025 and feedback from the Environment Policy Team, WALGA has developed a revised, draft Climate Change Advocacy Position for Local Government feedback:

- 1. Local Government acknowledges the risks associated with, and is committed to, addressing climate change.*
- 2. WALGA calls on the Australian and Western Australian Governments to:*
 - a. Provide the necessary climate leadership, coordination and action to ensure an orderly transition to achieve emission reduction targets and address the impacts of climate change.*
 - b. Provide dedicated funding, guidance and practical support to assist Local Governments to undertake emissions reduction and adaptation actions.*

The Consultation Paper provides an overview of the matters which assisted with the development of the draft position.

Advocacy Position 2

An alternative draft advocacy statement has been drafted by the CEO for consideration.

Local Government confirms:

- I. The Earth's climate has always been changing and will continue to do so, bringing both benefits and challenges.*
- II. Carbon in the atmosphere, water and land is critical and essential to sustaining life on earth. Without it life on earth would cease to exist. It is one of many factors affecting the climate.*
- III. Climate change is driven primarily by natural forces, but also by human activity.*
- IV. Local Government acting in an environmentally and financial sustainable manner can act locally to fulfil its role in contributing to a sustainable planet.*

Local Government is committed to locally addressing climate change impacts by:

- I. Assessing the risk and impacts of climate change;*
- II. Adapting its actions to mitigate risks and impacts;*
- III. Minimising pollution of air, land and water; and*
- IV. Promoting and actioning sustainability measures.*

Local Government is calling for:

- I. Strong evidence-based scientific research and analysis on climate and environmental sustainability; and*
- II. Federal and State Government climate change and other sustainability policies and programs that don't have an inflationary impact, that impact productivity positively and don't impact on the financial sustainability of future generations due to government debt burden.*

Both advocacy positions provide clear intent with respect to climate change and are considered adequate sector messaging. Differences between the two positions are discussed in the following sections.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Environment
Aspiration	To continually care for, protect and enhance our environment for the generations to come
Objective	5.1 A sustainable future through embracing change, applying technological advancement and pursuing efficiencies
Strategy	3.2.3 Responsibly manage Council and community water and energy use

OTHER STRATEGIC LINKS

Council adopted its Environmental Management Strategy in February 2024, as provided in Appendix 11.4.2.B.

The strategy provides strategic and operational structure and guidance in achieving the implementation of aligned deliverables, with regard to Environmental Management objectives. The Environmental Management Strategy encompasses various facets of sustainability and environmental stewardship, aiming to make the Shire of Waroona a model for sustainable living and development in Western Australia. To ensure ongoing progress and to maximise effectiveness toward achieving the outlined objectives and actions, collaboration with relevant stakeholders, agencies, and the community will be essential for the Strategy's successful implementation. Each theme is divided into focus areas, as well as objectives, work programs and initiatives, which are outlined in the Environmental management Strategy.

These four themes within the Environmental Management Strategy are –

1. Shire Council Strategic Environmental Management Objectives
 - a. Decarbonisation
 - b. Revenue generating enterprises - Actuated Carbon Credit programs
 - c. Waste Minimization
 - d. Waste 2 Energy and e-waste recycling programs (rare earth recovery)
 - e. Resource Efficiency
2. Sustainable Business and Green Industry
 - a. Renewable Energy
 - b. Green Industry
 - c. Conversion of existing industries
3. Other Agency and NGO Environmental Partnerships
 - a. Environmental Conservation

- b. Biodiversity and Biosecurity
- c. Coastal Care and Conservation
- 4. Community Environmental Management and Sustainability
 - a. Water-Wise Initiatives
 - b. Climate Change Mitigation
 - c. Sustainable Development
 - d. Community Education and Eco-Tourism
 - e. Bush Fire Mitigation and Vegetation Management

The Shire's Environmental Management Strategy has strong alignment with the intent of a climate change advocacy position for WALGA.

STATUTORY ENVIRONMENT

Local Government Act 1995 section 3.1(1A) General function

- (1) The general function of a local government is to provide for the good government of persons in its district.*
- (1A) Without limiting subsection (1), the general function of a local government must be performed having regard to the following —*
- (a) the need —*
 - (i) to promote the economic, social and environmental sustainability of the district; and*
 - (ii) to plan for, and to plan for mitigating, risks associated with climate change; and*
 - (iii) in making decisions, to consider potential long-term consequences and impacts on future generations;...*

Advocacy Position 2 brings better alignment with a more wholistic approach in the Local Government Act 1995, which requires a local government to have regard for climate change, and sustainability, the latter of which has both environmental and financial elements. Position 1 does not explicitly address financial sustainability.

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Unlike Advocacy Position 1, Advocacy Position 2, links environmental sustainability and financial sustainability, recognizing that without both elements the future of the Shire will be compromised.

Social - (Quality of life to community and/or affected landowners)

Nil.

Environment – (Impact on environment's sustainability and climate change)

Advocacy Position 1 provides direct commentary on the risks that climate change brings, while not explicitly differentiating between natural and human induced climate change.

Mitigation of climate change impacts, whether human induced or through natural causes, is a prudent response to climate variability. This is not new or unusual. There is evidence of significant climate variability over the course of human habitation in Western Australia. Aboriginal communities adjusted their lives to deal with this variability over time, while the Waroona farming community adapted its farming practices for the same reason. For the Shire, as an example, the reduced rainfall that has been experienced has brought about a need to consider adaptation of its bushfire mitigation practices. This is the simple reality of human life on Earth and adaption is an ongoing and normal response to climate change.

The human induced contribution to climate change might be inferred, but it is not explicit in Advocacy Position 1, through point 2. In point 2 it calls on the federal and state governments to lead a transition to set and meet emission targets and to mitigate climate change impacts. It also calls on these governments to support local government in its pursuit of emissions reduction and adaption. In doing so, it recognises that each level of government has different roles to play in addressing climate change.

Advocacy Position 1 is a succinct acknowledgement of climate change and a call for assistance from federal and state governments to help local government address it.

The main points of difference with the Position 1 is that Position 2:

- a. provides a broader context for climate change, acknowledging its complexity and range of influencing factors;
- b. puts context into the role of CO₂ as a critical compound, fundamentally essential for life on earth;
- c. provides specific actions for local governments to undertake;
- d. looks to good science in dealing with climate change and sustainability; and
- e. recognizes that managing this issue must be done in a manner that is both financially and environmentally sustainable at local, state and federal levels.

Policy Implications

Nil

Risk Management Implications

(Please refer to the Shire of Waroona Risk Framework when reviewing this section)

Context / Risk Category	Environmental - Regulatory compliance, contamination, inadequate processes
Risk	Sustainability
Consequence	4 - Major
Likelihood	5 - Almost certain
Risk Rating, prior to treatment	Extreme (20-25)
Key Controls / Treatment	Support for a climate change advocacy position by WALGA
Risk Acceptance	Extreme - Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible

CONSULTATION

Nil

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

There are no direct financial implications in supporting a WALGA climate change advocacy position.

Workforce

There are no direct workforce implications in supporting a WALGA climate change advocacy position.

CONCLUSION

WALGA is seeking to update its advocacy position on climate change and has requested feedback from member Councils.

Advocacy Position 1 is a succinct statement, sufficient to provide a sector position, while Advocacy Position 2 provides more detail and acknowledges the need for both action and financial considerations.

11.5 ITEMS FOR INFORMATION

Kathy Simpson left the meeting, the time being 4.33pm.

Kathy Simpson returned to the meeting, the time being 4.34pm.

11.5.1 Local Government Professionals WA – Finance Professionals Conference 2026	
File Ref:	GR.29 – Government Relations – Local and Regional Liaison – Local Government Professionals Australia
Previous Items:	Nil
Applicant:	N/A
Author and Responsible Officer:	Director Corporate & Community Service; Manager Corporate Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.5.1 – Finance Professionals Conference Program

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/049

Moved: Cr Vitale

Seconded: Cr Scott

That Council notes the information on the 2026 Local Government Finance Professionals WA Annual Finance Professionals Conference.

CARRIED 7/0

IN BRIEF

The Director Corporate & Community Services (LG Professionals WA Finance Network Chair) and Manager Corporate Services attended the 2026 Local Government Finance Professionals WA Annual Conference held on 18–19 March 2026.

The conference program focused on the theme “a game of inches – small margins matter”, highlighting the importance of incremental improvements, innovation and leadership in delivering sustainable outcomes within increasingly complex operating environments

The program explored key issues, including alternative revenue streams, service level planning, artificial intelligence in finance, governance and risk, and leadership in change management. Presentations from industry leaders and sector experts provided practical insights to support improved financial management, service delivery and organisational performance.

BACKGROUND

Local Government Professionals Australia WA is the peak body representing local government professionals in Western Australia, providing advocacy, training and professional development opportunities to strengthen leadership, governance and service delivery across the sector.

The Finance Professionals Network, a key component of the organisation, supports the development and capability of finance professionals through knowledge sharing, training and sector engagement initiatives.

The Director Corporate & Community Services is the current Chair of the Finance Professionals Network and played a key role in the planning and delivery of the 2026 conference, including contributing to the development of the conference theme, program structure and session topics. The Director also facilitated a sector knowledge-sharing session involving representatives from the Office of the Auditor General (OAG) and the Department of Local Government, Industrial Relations and Safety (LGIRS).

REPORT DETAIL

The conference delivered a broad range of sessions relevant to the evolving local government finance environment, with a strong focus on leadership, financial sustainability and innovation.

Breakout Sessions Attended – Director Corporate & Community Services

1. Alternative Revenue Streams
2. Service Level Planning
3. AI in Finance
4. Engagement in Change

Breakout Sessions Attended – Manager Corporate Services

1. Engaging Council during development of the Annual Budget
2. Service Level Planning
3. Implementing No Triangles
4. AI in Finance

The opening keynote by Digby Scott, “Leading Beyond the Numbers: Creating Change in Complex Systems”, reinforced the importance of leadership in navigating complexity and driving change without waiting for ideal conditions. The session introduced practical frameworks, including the SEED model (See, Examine, Experiment, Dial in), encouraging critical thinking and incremental improvement.

An economic update highlighted continued cost pressures, with CPI forecast between 4.5% and 5.0% for Q2 2026, reinforcing the need for careful financial planning and resource management.

Key themes across the conference included:

- **Financial Sustainability and Alternative Revenue**
Exploration of diversified income streams beyond traditional rates, including investment strategies and commercial opportunities, with a focus on incremental improvements and risk management.
- **Service Level Planning and Community Expectations**
Increased emphasis on defining, measuring and communicating service levels, ensuring alignment between community expectations, asset management and financial planning.
- **Artificial Intelligence in Finance**
Practical applications of AI to improve efficiency, reporting, and process optimisation, including automation of routine tasks and enhanced data analysis.
- **Leadership, Culture and Change Management**
Sessions emphasised the importance of respectful communication, accountability and staff engagement in delivering successful organisational change. The “No Triangles”

approach highlighted the benefits of direct communication in improving team performance.

- Governance, Risk and Integrity
Presentations from the Corruption and Crime Commission and on foreign interference risks highlighted the importance of strong governance frameworks, risk awareness and protecting organisational systems and information.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.2 Develop a skilled, safe and compliant organisation
Strategy	5.2.2 Promote an organisational culture of safety, best practice and continuous improvement

OTHER STRATEGIC LINKS

Nil

STATUTORY ENVIRONMENT

Nil

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)

Sessions provided valuable insights into financial sustainability, economic trends and alternative revenue opportunities, supporting informed decision-making and long-term financial planning.

Social - (Quality of life to community and/or affected landowners)

Leadership and service delivery sessions reinforced the importance of aligning services with community expectations, contributing to improved community outcomes and satisfaction.

Environment – (Impact on environment’s sustainability and climate change)

No direct environmental impact. Broader discussions on asset planning and sustainability support informed long-term environmental decision-making.

Policy Implications

Nil

Risk Management Implications

N/A

CONSULTATION

- Local Government Professionals WA
- Local Government Professionals WA – Finance Network

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

All expenses were covered under the annual budget allocation for staff training and conferences.

Workforce

Two-day conference attendance was worked into the Officers annual timetable and contributes to ongoing professional development.

CONCLUSION

Attendance at the 2026 Local Government Finance Professionals WA Annual Conference provided valuable insights into emerging trends, financial sustainability, leadership and governance across the sector. The knowledge gained will support continuous improvement within the organisation, inform decision-making and strengthen the Shire's approach to financial management, service delivery and long-term planning.

The Shire's active involvement in the conference, including sector leadership through the Director Corporate & Community Services role as Chair of the Finance Professionals Network, demonstrates a strong commitment to professional development and contributing to the advancement of the local government sector.

For Council noting only.

12. BUSINESS LEFT OVER FROM A PREVIOUS MEETING

Nil

13. ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

14. NOTICE OF MOTIONS FOR CONSIDERATION AT A FOLLOWING MEETING

Nil

15. NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PERSON PRESIDING OR BY DECISION OF THE MEETING

Nil

16. MEETING CLOSED TO THE PUBLIC

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/050

Moved: Cr Bartle

Seconded: Cr Odorisio

That Council proceeds behind closed doors as per Section 5.23(4) of the *Local Government Act 1995* for the purpose of considering Items 16.1.

CARRIED 7/0

Kirsty Ferraro, Rikki Pulfer, Kathy Simpson and Rhys Bloxsidge left the meeting, the time being 4.36pm.

The audio recording was stopped.

The audio recording was started.

16.1 CONFIDENTIAL – Chief Executive Officer Contract Matter	
File Ref:	HR.1 – Human Resources – Recruitment
Previous Items:	OCM21/10/170
Applicant:	Mark Goodlet
Author and Responsible Officer:	Chief Executive Officer (CEO)
Declaration of Interest:	Financial – relates to the CEO's Contract
Voting Requirements:	Simple Majority
Appendix Numbers:	16.1 – Confidential CEO Contract

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/051

Moved: Cr Mason

Seconded: Cr Scott

That Council notes the request provided in this report.

CARRIED 7/0

A report was provided under confidentiality.

17. MEETING OPENED TO THE PUBLIC

OFFICER RECOMMENDATION / COUNCIL RESOLUTION

OCM26/04/052

Moved: Cr Bartle

Seconded: Cr Scott

That the meeting resume in public.

CARRIED 7/0

The audio recording was stopped.

Kirsty Ferraro, Rikki Pulfer, Kathy Simpson and Rhys Bloxsidge returned to the meeting, the time being 4.40pm.

The audio recording was started.

18. CLOSURE OF MEETING

The meeting was closed, the time being 4.41pm

I CERTIFY THAT THESE MINUTES WERE CONFIRMED AT THE ORDINARY COUNCIL MEETING HELD Tuesday 26 May 2026 AS BEING A TRUE AND CORRECT RECORD OF PROCEEDINGS.

.....
PRESIDING MEMBER

.....TE



APPENDICES INDEX

ORDINARY COUNCIL MEETING

28 April 2026

Item	Appendix Title	Page
11.1.1	Road Maintenance Contribution Agreement	2
11.2.2	LPP018 – Expenditure of Cash-In-Lieu for Clearing Offsets – Reviewed	64
11.3.1	Monthly Creditors Report - March 2026	68
11.3.2	Statement of Financial Activity for the period ending 31 March 2026	81
11.3.3	2025-2029 Corporate Business Plan – Quarterly Progress Report JAN to MAR 2026	102
11.3.4 A	FP003 – Purchase Orders Authority with tracked changes	113
11.3.4 B	FP004 – Corporate Purchasing & Credit Cards with tracked changes	118
11.4.1 A	Draft Shire of Waroona BRM Plan 2026-2028	122
11.4.1 B	Asset Register	144
11.4.2 A	WALGA 2026 Climate Change Advocacy Position Consultation Paper	153
11.4.2 B	Environmental Management Strategy	167
11.5.1	Finance Professionals Conference Program	211

Road Maintenance Contribution Agreement

Shire of Waroona

Peel Resource Recovery Pty Ltd (ACN 149 428 697)



McLEODS
Lawyers

Stirling Law Chambers | 220 Stirling Highway | CLAREMONT WA 6010
Tel: (08) 9383 3133 | Fax: (08) 9383 4935
Email: mcleods@mcleods.com.au
Ref: DFN:MM:WARO-56460

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Table of Contents

Copyright notice	1
Details	4
Agreed terms	5
1. Defined Terms and Interpretation	5
1.1 Definitions	5
1.2 Interpretation	6
2. Term	6
3. Purpose of Agreement	6
4. Provision of information to Shire	7
5. Calculation of Road Maintenance Contribution	7
6. Payment of Road Maintenance Contribution	7
7. Road User's Acknowledgements	7
8. Use of Road Maintenance Contribution	8
9. Notices	8
10. Dispute	9
10.1 Referral of Dispute: Phase 1	9
10.2 Referral of Dispute: Phase 2	9
10.3 Appointment of Independent Mediator: Phase 3	9
10.4 Appointment of Arbitrator: Phase 4	9
10.5 Payment of Amounts by Road User	9
11. Goods and Services Tax	9
11.1 Definitions	9
11.2 Road User to Pay GST	10
11.3 Statement of GST paid is Conclusive	10
11.4 Tax Invoices	10
11.5 Reciprocity	10
12. Assignment	10
13. Severability	10
14. Amendments	10
15. Waiver	11
16. Further Assurance	11
17. Laws of Western Australia apply	11
18. Costs	11
Schedule	12
Signing page	14

Annexure 1: Transportation Plan	15
Annexure 2: WALGA User Guide	20

Details

Parties

Shire of Waroona

of PO Box 20, Waroona, Western Australia 6215
(Shire)

Peel Resource Recovery Pty Ltd (ACN 149 428 697)

of AMD Level 1, 53 Victoria Street, Bunbury, Western Australia 6208
(Road User)

Background

A Subject to the *Main Roads Act 1930* and the *Public Works Act 1902*, the Shire is vested with care, control and management of roads within its district pursuant to section 55(2) of the *Land Administration Act 1997*.

B Development Approval was granted for the Development to be undertaken by the Road User on the Land subject to conditions including the following:

‘4. An annual contribution shall be made to the Shire of Waroona towards the maintenance of the Shire of Waroona Roads used for the carting of basic raw materials. The annual contribution particulars shall be detailed in a Legal Agreement and shall be based on the following:

a. A transportation plan detailing the routes used for carting of the basic raw materials; and

b. The methodology contained in the Western Australian Local Government Association’s document titled ‘Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Tasks’.

All costs associated with the Legal Agreement shall be borne by the operator of the extractive industry on the land adjacent. The Legal Agreement shall be finalised prior to the commencement of carting basic raw materials.’

(Condition).

C The parties enter into this Agreement in satisfaction of the Condition and to provide for a road maintenance contribution to be paid by the Road User toward extraordinary expenses that will be incurred by the Shire in the maintenance and upgrade of the Affected Roads due to use of the Affected Roads in association with the Development.

Agreed terms

1. Defined Terms and Interpretation

1.1 Definitions

Unless otherwise required by the context or subject matter the following words have these meanings in this Agreement:

Affected Roads means the roads affected by the Road Use as specified in **Item 4** of the Schedule;

Agreement means this document as supplemented, amended or varied from time to time;

Amounts Payable means any money payable by the Road User under this Agreement;

Business Day means a day that is not a Saturday, Sunday, bank holiday or public holiday in Western Australia;

Cartage Vehicle means a vehicle used for the cartage of raw material in association with the Development;

CEO means the Chief Executive Officer for the time being of the Shire or any person appointed by the Chief Executive Officer to perform any of her or his functions under this Agreement;

Development means the proposed 'Extractive Industry – Carting of Basic Raw Materials' use approved by the Development Approval;

Development Approval means Development Approval TP2684 issued by the Shire for the use of 'Extractive Industry – Carting of Basic Raw Materials' to be undertaken on the Land;

Freight Task means any movement of a Cartage Vehicle on an Affected Road in association with or relating to the Road User's business operations;

Invoice means a tax invoice which has the meaning which it bears in section 195-1 of the *A New Tax System (Goods and Services Tax) Act 1999* (Cth);

Land means Lot 1 (No. 480) Johnston Road, Waroona;

Notice means each notice, demand, consent or authority given or made to any person under this Agreement;

Party means the Shire or the Road User according to the context;

Road Maintenance Works means the maintenance works to the Affected Roads as specified in **Item 5** of the Schedule;

Road Maintenance Contribution means the Cost Contribution specified in **Item 6** of the Schedule;

Road Use means the use described in **Item 3** of the Schedule;

Road User's Obligations means the agreements and obligations set out or implied in this Agreement or imposed by law to be performed by the Road User or any person on behalf of the Road User;

Schedule means the Schedule to this Agreement;

Shire Road means a road situated within the district of the Shire;

Shire's Obligations means the agreements and obligations set out or implied in this Agreement, or imposed by law to be performed by the Shire;

Transportation Plan means the plan identifying the Affected Roads annexed hereto as **Annexure 1**; and

WALGA User Guide means the Western Australian Local Government Association's document titled "Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Tasks" a copy of which is annexed as **Annexure 2** to this Agreement.

1.2 Interpretation

In this Agreement, unless the context otherwise requires:

- (a) headings, underlining and numbering do not affect the interpretation or construction of this Agreement;
- (b) words importing the singular include the plural and vice versa;
- (c) words importing a gender include any gender;
- (d) an expression importing a natural person includes any company, partnership, joint venture, association, corporation or other body corporate;
- (e) references to parts, clauses, parties, annexures, exhibits and schedules are references to parts and clauses of, and parties, annexures, exhibits and schedules to, this Agreement;
- (f) a reference to any statute, regulation, proclamation, ordinance or local law includes all statutes, regulations, proclamations, ordinances or local law varying, consolidating or replacing them, and a reference to a statute includes all regulations, proclamations, ordinances and local laws issued under that statute;
- (g) no rule of construction shall apply to the disadvantage of a party on the basis that that party was responsible for the preparation of this Agreement or any part of it; and
- (h) a reference to anything (including any real property) or any amount is a reference to the whole and each part of it;
- (i) reference to the parties includes their personal representatives, successors and lawful assigns;
- (j) where a reference to a party includes more than one person the rights and obligations of those persons shall be joint and several; and
- (k) the Schedule and Annexures (if any) form part of this Agreement.

2. Term

This Agreement shall remain in effect for the Term specified in **Item 1** of the Schedule.

3. Purpose of Agreement

- (1) The purpose of this Agreement is to provide for the payment of a Road Maintenance Contribution by the Road User in consideration of extraordinary expenses that will be incurred by the Shire

over time due to extraordinary load on the Affected Roads resulting from the Road User's operations within the district of the Shire.

- (2) The Road Maintenance Contribution shall be calculated in accordance with **clause 5** and the WALGA User Guide, applied in accordance with the Shire's adopted fees and charges, having regard to the Freight Tasks undertaken by the Road User during the Term of the Agreement.

4. Provision of information to Shire

- (1) By 31 July in each year of the Term, the Road User shall provide the following information to the Shire with respect to each Freight Task undertaken within the previous financial year:
 - (a) the type and axle configuration of the vehicles used for the Freight Task;
 - (b) the annual freight tonnage for the Freight Task and the vehicle payload;
 - (c) the number of daily vehicle passes;
 - (d) the duration of each Freight Task;
 - (e) the Freight Task routing and distance including return journeys; and
 - (f) any other information reasonably required by the Shire for the purposes of calculating the Road Maintenance Contribution in relation to the Freight Task.
- (2) The Road User shall ensure that information provided to the Shire pursuant to subclause (1) provides an accurate and correct record of all Freight Tasks undertaken within the previous financial year.
- (3) The Shire may by written notice of 7 days to the Road user request to inspect the Road User's records in relation to Freight Tasks for any period during the Term and the Road User shall comply with such a request.

5. Calculation of Road Maintenance Contribution

- (1) Upon receipt of the information provided by the Road User pursuant to **clause 4(1)**, the Shire shall calculate the Road Maintenance Contribution payable by the Road User for the relevant financial year.
- (2) The Road Maintenance Contribution shall be calculated in accordance with the WALGA User Guide.
- (3) Upon calculation of the Road Maintenance Contribution, the Shire shall provide written notice to the Road User of the amount of the Road Maintenance Contribution payable for the previous financial year together with details of the Shire's calculation of the Road Maintenance Contribution.

6. Payment of Road Maintenance Contribution

The Road User shall in each year of the Term pay the Road Maintenance Contribution to the Shire within 14 days of receipt of the notice referred to in **clause 5(3)** by direct transfer to a bank account nominated by the Shire.

7. Road User's Further Agreements

The Road User acknowledges and agrees:

- (a) this Agreement does not create or confer upon the Road User any tenancy or any other estate or interest in the Affected Roads;
- (b) this Agreement does not confer any exclusive rights of the Road User to the Affected Roads;
- (c) the Shire retains possession and control of the Affected Roads; and
- (d) the Road User shall not vary the cartage route as depicted on the Transportation Plan, without the written approval of the Shire.

8. Use of Road Maintenance Contribution

The Road Maintenance Contribution shall be:

- (a) held in an interest earning reserve account by the Shire in accordance with section 6.9 of the *Local Government Act 1995*; and
- (b) the Road Maintenance Contribution and any accrued interest shall be applied by the Shire for the purposes of maintenance, repair and upgrade of the Affected Roads as deemed necessary by the Shire from time to time.

9. Notices

Any communication under or in connection with this Agreement:

- (a) must be in writing;
- (b) must be addressed in the manner specified in **Item 7** of the Schedule;
- (c) must be signed by the party making the communication or on its behalf by the solicitor for, or by any attorney, director, secretary, or authorised agent or officer of, any party;
- (d) must be delivered or posted by prepaid post to the address, or sent by email to the email address of the addressee, in accordance with **clause 9(b)** of this Agreement;
- (e) will be deemed to be given or made –
 - (i) if by personal delivery, when delivered;
 - (ii) if by leaving the Notice at an address specified in **clause 9(b)** of this Agreement, when left at that address unless the time of leaving the Notice is not on a Business Day or after 5pm on a Business Day, in which case it will be deemed to be given or made on the next following Business Day;
 - (iii) if by post to an address specified in **clause 9(b)** of this Agreement, on the seventh Business Day following the date of posting of the Notice if posted in Australia and on the fourteenth Business Day following the date of posting of the Notice if posted outside of Australia; and
 - (iv) if sent by email, when despatched by email to an email address specified in **clause 9(b)** unless the time of dispatch is not on a Business Day or after 5 pm on a Business Day, in which case it will be deemed to be given or made on the next following Business Day.

10. Dispute

10.1 Referral of Dispute: Phase 1

Except as otherwise provided, any dispute arising out of this Agreement is to be referred in the first instance in writing to the Shire's Representative as nominated in writing by the Shire from time to time (**Shire's Representative**) who shall convene a meeting within 7 days of receipt of such notice from the Road User or such other period of time as is agreed to by the parties between the Shire's Representative and an employee of the Road User for the purpose of resolving the dispute (**Original Meeting**).

10.2 Referral of Dispute: Phase 2

In the event the dispute is not resolved in accordance with **clause 10.1**, then the dispute shall be referred in writing to the CEO of the Shire who shall convene a meeting within 7 days of the Original Meeting or such other date as is agreed to by the parties between the CEO of the Shire and CEO or other authorised senior employee of the Road User for the purpose of resolving the dispute.

10.3 Appointment of Independent Mediator: Phase 3

In the event the dispute is not resolved in accordance with **clause 10.2**, then the dispute shall be referred to mediation conducted by a mediator appointed by the President of the Law Society of Western Australia, the Shire and the Road User may each be represented by a legal practitioner and the mediator shall determine the guidelines for mediation.

10.4 Appointment of Arbitrator: Phase 4

In the event the dispute is not resolved in accordance with **clause 10.3** of this Agreement then the dispute shall be determined by a single arbitrator under the provisions of the *Commercial Arbitration Act 2012* (as amended from time to time) and the Parties may each be represented by a legal practitioner.

10.5 Payment of Amounts by Road User

The Road User must pay the Amounts Payable without deduction to the date of the award of the Arbitrator or the date of an agreement between the Parties whichever event is the earlier, and if any money paid by the Road User is not required to be paid within the terms of the award of the Arbitrator or by agreement between Shire and the Road User then the Shire will refund to the Road User the monies paid.

11. Goods and Services Tax

11.1 Definitions

The following definitions apply for the purpose of this clause:

- (a) **Act** means the Commonwealth's *A New Tax System (Goods and Services Tax) Act 1999* and associated Acts and subsidiary legislation;
- (b) **Consideration** means any money payable to the Shire under this Deed, but does not include the amount of the GST which may apply to such money payable under the Act;
- (c) **GST** means a tax under the Act levied on a Supply including but not limited to the Amounts Payable or other money payable to the Shire for goods or services or property or any other thing under this Licence; and

- (d) **Supply** means a good or service or any other thing supplied by the Shire under this Agreement, if any.

11.2 Road User to Pay GST

- (1) The Consideration will be increased by the amount of the GST, if any, which the Shire is required under the Act to pay on any Supply made under this Agreement.
- (2) The Road User must pay any increase referred to in **clause 11.2(1)** whether it is the Road User or any other person who takes the benefit of any Supply.
- (4) The Road User must pay the amount of the GST to the Shire at the same time and in the same manner as the Road User is required to pay the Consideration under this Deed.

11.3 Statement of GST paid is Conclusive

A written statement given to the Road User by the Shire of the amount of the GST that the Shire pays or is liable to pay or account for is conclusive as between the Parties except in the case of an obvious error.

11.4 Tax Invoices

For each payment by the Road User under this clause the Shire agrees to promptly deliver to the Road User, as required under the Act, tax invoices and adjustment notes in a form which complies with the Act, so as to enable the Road User to claim input tax credits or decreasing adjustments for Supplies.

11.5 Reciprocity

If the Road User furnishes any Supplies to the Shire under this Deed, then the requirements set out in this clause with respect to the Road User will apply to the Shire with the necessary changes.

12. Assignment

The Road User covenants and agrees with the Shire that in the event that it transfers or otherwise disposes of its interest in the Development associated with the Road Use, it shall remain liable to carry out those obligations unless the assignee or transferee of such rights enters into an Agreement of covenant with the Shire at the cost of the Road User whereby the transferee or assignee covenants to observe and perform such of the covenants conditions and stipulations herein contained (including this covenant) as the Shire shall require, as if that person had been a party to this Agreement.

13. Severability

If any provision of this Agreement is void or unenforceable, that provision is void and unenforceable only to the extent of that voidness or unenforceability, without invalidating the remaining provisions which will remain in full force and effect.

14. Amendments

This Agreement can be modified, amended or varied only by a document in writing signed by or on behalf of each of the parties.

15. Waiver

The parties mutually covenant and agree that:

- (a) no right under this Agreement is waived or deemed to be waived except by notice in writing signed by the party waiving the right;
- (b) a waiver by one party under paragraph (a) of this clause does not prejudice its rights in respect of any subsequent breach of this Agreement by the other party; and
- (c) a party does not waive its rights under this Agreement because it grants an extension or forbearance to the other party.

16. Further Assurance

Each party must do everything reasonably necessary to give effect to this Agreement and the transactions provided for by it and use all reasonable endeavours to cause relevant third parties to do likewise.

17. Laws of Western Australia apply

This Agreement is to be construed and interpreted in accordance with the laws of the State of Western Australia and the parties agree to submit to the jurisdiction of the courts of that State and of courts competent to hear appeals from those courts.

18. Costs

The Road User will pay the Shire's legal costs of and incidental to the preparation, negotiation, execution and stamping of this Agreement and all duty payable hereon.

Schedule

Item 1 Term

The period of time for which the Development is undertaken on the Land pursuant to the Development Approval

Item 2 Road User

Peel Resource Recovery Pty Ltd (ACN 149 428 697)

Item 3 Road Use

The use of the Affected Roads for the carting of basic raw material in accordance with Development Approval

Item 4 Affected Roads

The roads identified on the Transportation Plan annexed hereto as **Annexure 1** and any other Shire Roads used by the Road User in association with the Development

Item 5 Road Maintenance Works

Road Maintenance Works mean any works deemed necessary by the Shire (acting reasonably) for maintenance of the Affected Roads, considering the nature and extent of the Road Use and condition of the Affected Roads, including but not limited to the following:

- (a) maintenance grading works to maintain the running surface of the road;
- (b) verge vegetation maintenance works including vegetation pruning and vegetation clearing;
- (c) verge slashing and spraying to maintain weeds on road verge;
- (d) drainage maintenance works including repair and replacement of drainage infrastructure; and
- (e) any other works undertaken within the road reserve or deemed reasonably necessary by the Shire to maintain and improve the road surface and road verge to a standard consistent with applicable Shire or Main Roads specifications for the Affected Roads.

Item 6 Road Maintenance Contribution

The amount determined in accordance with the West Australian Local Government Association document titled 'Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Tasks' (**WALGA User Guide**) annexed hereto as

Annexure 2, to be paid to the Shire on an annual basis in accordance with clause 6 of this Agreement.

Item 7 Notices

Road User:

Address: 49 Munday Avenue
Pinjarra, Western Australia 6230

Email: admin@peelresource.com.au

Attention: Stuart Cross

Shire:

Address: Shire of Waroona
PO Box 20
Waroona, Western Australia 6215

Email: mds@waroona.wa.gov.au

Attention: Manager Development Services

Signing page

Executed on the _____ day of _____ 2026

The **COMMON SEAL** of the **SHIRE OF WAROONA**
was affixed in the presence of:

SHIRE PRESIDENT

(Print Full Name)

CHIEF EXECUTIVE OFFICER

(Print Full Name)

EXECUTED by **PEEL RESOURCE
RECOVERY PTY LTD (ACN 149 428 697)**
pursuant to section 127 of the *Corporations
Act* -



Signature of Director

STUART EDWARD CROSS

Full name of Director

Signature of Director/Secretary
(Delete whichever designation is incorrect)

Full name of Director/Secretary

Annexure 1: Transportation Plan



TRANSPORTATION MANAGEMENT PLAN

LOT 1 (480) JOHNSTON ROAD, WAGERUP WA 6215

[PARTIAL EXTRACTION FROM DOCUMENT: EXTRACTIVE INDUSTRIES LICENCE APPLICATION AND ENVIRONMENTAL MANAGEMENT PLAN FOR A PORTION OF 480 JOHNSTON ROAD (LOT 1 DIAGRAM 32385), WAGERUP WA 6215
Prepared For: PEEL RESOURCE RECOVERY By ABEC ENVIRONMENTAL CONSULTANTS PTY LTD- Report Number: AB192V1_WAROONA (5.02.2025)]

1. PROPOSED OPERATIONS

Peel Resource Recovery (PRR) proposes to extract sand from portions of the Site at Lot 1 (480) Johnston Rd located within the Shire of Harvey, then transport the resource through the northern portion of the Lot into the Shire of Waroona. The volume of sand proposed to be transported is ~250,000m³ (depending upon demand).

PRR plans to conduct the extraction and offsite transport (utilising sub-contractors on an ad-hoc basis if required). The annual extraction will be <75,000 tonnes so as to not overload the local road network. The project life may exceed 5 years, with a renewal planned to be sought to extend the EIL.

2. SITE ACCESS

Access to the Site will be via Johnston Road, which is a 'local distributor' road per Main Roads WA road hierarchy (<https://mainroads.maps.arcgis.com/>; accessed 06/10/23). Under the hierarchy, local distributor roads are designed to allow the efficient movement of goods and are managed by Local Governments (<https://www.mainroads.wa.gov.au/globalassets/technical-commercial/planning-development/about-the-western-australian-road-hierarchy-website.pdf?v=4a1d6f>; accessed 05/02/24) and heavy vehicle use is permitted.

3. TRAFFIC IMPACT STATEMENT

3.1. TRANSPORT IMPACT ASSESSMENT (TIA) LEVEL

The Transport Impact Assessment Guidelines (WAPC, 2016), Volume 4, Figure 2, note:

1) For an individual development with a low impact (<10 vehicle trips in the development's peak hour);

a) No transport information is normally required (except 'a brief description of the landuse and proposed development to establish the impact as low').

Based on the EIL, the impact will be LOW, with less than 10 trips in any one hour, including any peak flow hours on Johnston Road. The following sections detail the

project traffic and transport parameters, and no further assessment of traffic is warranted.

3.2. ESTIMATED TRAFFIC TO BE GENERATED

The following estimates are provided:

- Total maximum annual resource extraction and removal of 75,000 tonnes
- Number of working days per month 24 days
- Vehicle Payloads (GVA's) Road Train (40 tonne)
- Proportional Usage 40 tonners (100%)

The above estimates suggest an average of 14 truck trips (7 in and 7 out) per working day. The number of trips will be dependent on demand. Operational times will be Monday to Saturday from 7 am to 7 pm, excluding Sundays and Public Holidays.

3.3. TRANSPORT ROUTE

Loaded trucks exiting the Site will do so via Johnston Rd, turning left, westbound with the flow of traffic. At the end of Johnston Rd (approx. 4.8km), trucks will turn left onto Forrest Highway and continue southbound to Bunbury (PRR Site located at Stanley Road, Wellesley). Impacts on traffic flow are expected to be minimal as the loaded trucks only turn left with the flow of traffic. Inbound trucks will follow the same route, coming south from Bunbury (refer Figure 5.1).

4. INTERNAL ROADS

Existing internal roads will be used to access the pit and remove the resources from the Site.

Internal road improvements will use material removed from the approved EIL pit only if and as required. No clearing is required to develop the roads for use by the vehicle or plant necessary for the proposed works.

5. FIGURES

5.1 MAP SHOWING TRAFFIC ROUTE



LEGEND

-  INBOUND TRAFFIC ROUTE
-  OUTBOUND TRAFFIC ROUTE

5.2 JOHNSTON RD ROAD TRAFFIC SAFETY SIGNAGE



SITE ENTRY/EXIT POINT



EASTERN APPROACH



WESTERN APPROACH

5.3 INTERNAL SITE ROADS



SITE CROSSOVER - ENTRY/EXIT POINT



CAUSEWAY NORTHBOUND (SHIRE OF WAROONA)



CAUSEWAY SOUTHBOUND (SHIRE OF HARVEY)

Annexure 2: WALGA User Guide



Version 2.0, May 2025

User Guide

Estimating the Incremental Cost
Impact on Sealed Local Roads from
Additional Freight Tasks

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Mutton Bird Road, Elleker

Acknowledgements

Acknowledgement of Traditional Owners

WALGA acknowledges the continuing connection of Aboriginal people to Country, culture and community. We embrace the vast Aboriginal cultural diversity throughout Western Australia, including Boorloo (Perth), on the land of the Whadjuk Nyoongar People, where WALGA is located and we acknowledge and pay respect to Elders past and present.

WALGA is committed to supporting the efforts of WA Local Governments to foster respectful partnerships and strengthen relationships with local Aboriginal communities.

This guideline has been prepared by the Western Australian Local Government Association (WALGA) with the assistance of the National Transport Research Organisation (NTRO).

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Contents

Introduction.....4

Development background.....4

What are the limitations of the guide?.....5

WALGA Road Wear Cost Calculator as an alternative.....5

How to use this guide.....6

What information is required?.....6

STEP 1: Determine the Vehicle Type Undertaking the Task.....6

STEP 2: Determine the Annual Freight Loading, Distance and Duration.....7

STEP 3: Select the Cost Zone.....7

STEP 4: Select the Road Category.....8

STEP 5: Calculate Equivalent Standard Axles.....8

STEP 6: Select the Marginal Cost Graph.....11

STEP 7: Determine the Annual Marginal Cost of the Additional Task.....14

STEP 8: Calculate the Annual cost.....14

Example Calculations.....15

Worked Example #1.....15

Worked Example #2.....18

Worked Example #3.....22

Worked Example #4.....26

References.....29

Appendices.....31

Appendix A - Restricted Access Vehicle Classes and Configurations in WA.....32

Appendix B - Marginal Cost Charts.....36

B.1 Cost Zone 1.....36

B.1.1 Cost Zone 1 - Access roads.....36

B.1.2 Cost Zone 1 - Local distributor.....38

B.1.3 Cost Zone 1 - Regional distributor.....40

B.1.4 Cost Zone 1 - District distributor.....42

B.2 Cost Zone 2.....44

B.2.1 Cost Zone 2 - Access roads.....44

B.2.2 Cost Zone 2 - Local distributor.....46

B.2.3 Cost Zone 2 - Regional distributor.....48

B.2.4 Cost Zone 2 - District distributor.....50

B.3 Cost Zone 3.....52

B.3.1 Cost Zone 3 - Access roads.....52

B.3.2 Cost Zone 3 - Local distributor.....54

B.3.3 Cost Zone 3 - Regional distributor.....56

B.3.4 Cost Zone 3 - District distributor.....58

B.4 Cost Zone 4.....60

B.4.1 Cost Zone 4 - Access roads.....60

B.4.2 Cost Zone 4 - Local distributor.....62

B.4.3 Cost Zone 4 - Regional distributor.....64

B.4.4 Cost Zone 4 - District distributor.....66

Appendix C - Technical Background and Explanations.....69

C.1 What is an ESA?.....69

C.2 What is a Marginal Cost?.....69

C.3 Road Category Definitions.....70

Appendix D - User Guide for the WALGA Road Wear Cost Calculator.....71

D.1 Accessing the Calculator.....71

D.2 Enabling the Macros.....71

D.3 Unblocking the File.....71

D.4 Opening the Tool.....73

D.5 Running an Analysis.....75

D.6 General Guidance for File Management.....76

Version	Revision Date	Author	Summary of changes
1	2015	WALGA/ARRB Group	This version represents the initial Guide
2	2025	WALGA/NTRO	Revised content and Unit rates

Introduction

Western Australian local governments face significant costs from road wear as a consequence of unforeseen heavy vehicle traffic triggered by projects, typically in the resources industry. The impacts of additional heavy vehicle traffic on shortening road life and increasing maintenance requirements are greater for roads that were not designed and constructed for this purpose, which is the case for most local government roads.

This guide provides local governments with a tool to quantify the cost of additional wear and damage to affected roads for a defined freight task. It can be used as the basis for negotiation of cost recovery from industry, to ensure that the local community does not bear the costs imposed by private businesses, and to adjust long term financial plans. Substantial cost escalation has occurred since 2015, necessitating a review of the unit rates and calculated marginal costs resulting in the publication of this revised Version 2 (2025).

Methods previously used to estimate the cost impact often required detailed input data, specialised engineering evaluation and modelling skills which are not readily available to local governments. This user guide presents a method for estimating the cost of road wear using simple input parameters. The technical basis is provided in a separate report, *'Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Tasks' (ARRB 2015) and addendum 'Updates to the Incremental Cost Guides on Sealed and Unsealed Local Roads' (NTRO 2025).*

Users of this guide will require a basic understanding of the Western Australian road classification system and will be assisted to select appropriate parameters based on the situation and freight task. The guide is designed to be applied to sealed roads only. Estimating the cost of additional heavy vehicle traffic on unsealed roads is covered by the separate guideline *'Estimating the Incremental Cost Impact on Unsealed Local Roads from Additional Freight Tasks' (WALGA 2025)'.*

Development background

The guide has been developed around the concept of a marginal cost of road wear. The marginal cost of road wear is the difference in cost of maintaining a road in a serviceable condition, between a base traffic loading and an increased traffic loading, comprising the base and additional loading. Analysis has shown that the marginal cost is mostly dependent on:

- the magnitude and duration of the additional loading
- the structural strength of the road
- the cost of road maintenance activities.

Using these variables, a catalogue of charts has been developed to represent the spectrum of scenarios that are likely to be encountered on local government roads across the State.

The marginal cost for each scenario was modelled by using a custom software tool developed by Austroads in 2015 called the 'Freight Axle Mass Limits Investigation Tool' (FAMLIT) and adapted for Western Australian Local Government conditions. FAMLIT models the life of the road based on deterioration curves that were developed by monitoring numerous different types of roads over many years. As the defined road condition and structure deteriorates under specific loading conditions, the model triggers maintenance interventions that are required to keep the road serviceable. FAMLIT then calculates the difference in costs incurred between the base, or normal loading and the base plus the additional loading.

The scenarios are presented by graphs showing marginal cost (in cents per equivalent standard axle repetition) versus load duration. The user needs to define their scenario in terms of the vehicle type undertaking the task, annual tonnage and road category and the guide will then lead the user to the applicable graph. Detailed information on how to use the guide is provided in the following section.

What are the limitations of the guide?

The marginal costs presented in the guide have been developed by modelling a road network intended to represent the majority of scenarios likely to be encountered in WA. **There are many factors that can influence the cost of road wear and the calculated values are only an estimate.** The local situation and scenario may include factors that render the estimate inaccurate. In such cases a first principles approach may be necessary involving specialist assistance.

The guide may be unsuitable when:

- The road has been constructed to a level that is markedly different to the road class design assumptions employed (see Table C.1).
- The road is in a very poor or failed condition and requires an initial capital upgrade to support the proposed traffic volumes.
- Sections of the road are subject to unusual conditions, e.g. flooding or very weak subgrades.
- The scenario factors are well beyond those presented in this guide, e.g. loading durations which exceed 10 years, and more than 200,000 standard axle repetitions per year.

The limitations of the guide are:

- Associated infrastructure such as bridges, culverts and guardrails are not included.
- The calculations assume that the initial condition is suitable to carry the proposed traffic. Initial capital upgrades would be subject of a separate calculation.
- Where the scenario factors lie between or near the given values the user should use the nearest loading scenario and duration.
- The guide is only applicable to sealed local roads comprising sprayed seal unbound granular pavements. .
- The unit rates are current for 2024. Practitioners will need to apply escalation factors in future years and accounting for any variation to these to ensure consistency with costs in local government.

- The guide has been developed for the WA local government road network and the catalogue of solutions (and underlying assumptions) may not be valid in other jurisdictions.
- Due to the large range of heavy vehicle configurations, users may need to refer to the Main Roads WA Vehicle Estimated Equivalent Standard Axles (ESA) Tool at <https://ravrat.au/esa> to determine the correct vehicle parameters.

WALGA Road Wear Cost Calculator as an alternative

A calculator has been developed in an Excel spreadsheet that follows the process, described in *How to use this guide* which can be used as an alternative to the manual chart based method also provided in this guide. Practitioners are able to download the calculator [here](#), and input the variables associated with their loading scenario.

Instructions for accessing and using the calculator are provided in Appendix D.

How to use this guide

The guide is structured around a simple stepped process. Figure 1 presents the eight step procedure to be followed.

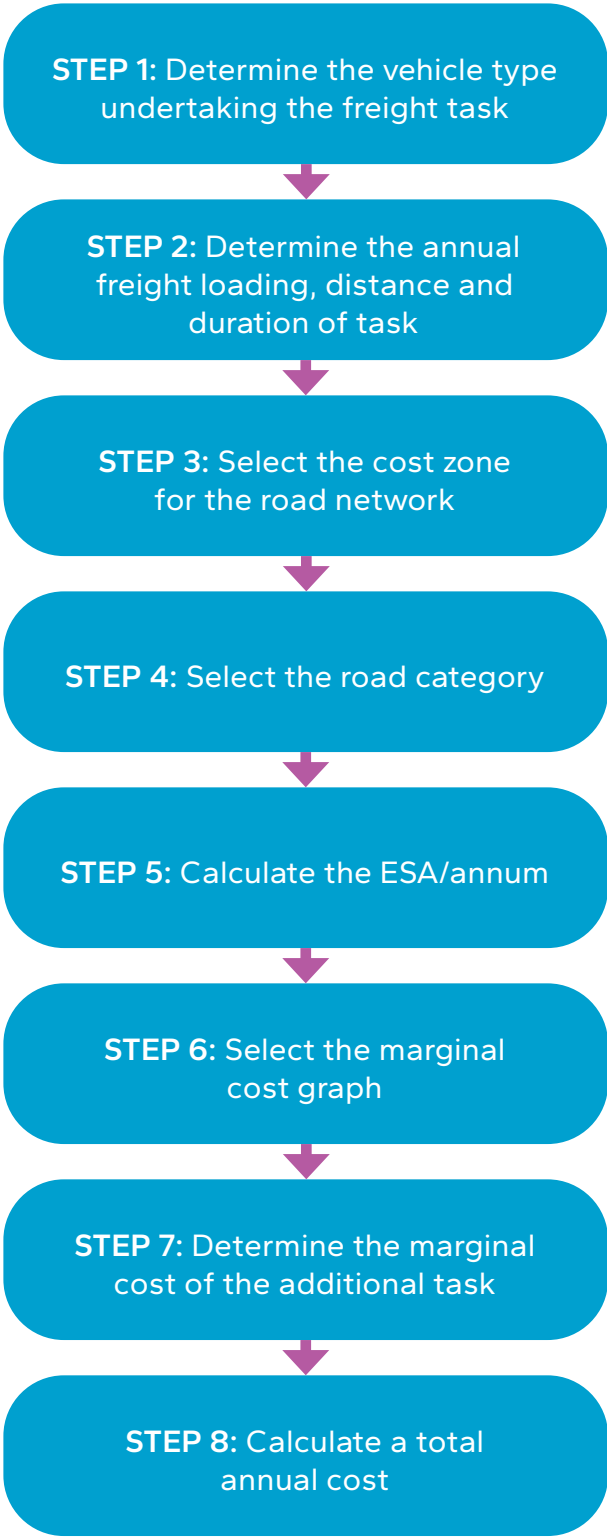


Figure 1: Process for calculating the marginal cost estimate and total annual cost

Details for completing each step are given below. This is followed by a series of typical worked examples.

What information is required?

The user will need the following information:

1. The type of vehicles to be used for the task
2. The annual freight tonnage for the task
3. The duration of the task
4. The task routing and distance.

The following sections outline the sequential steps to determine a marginal cost for a particular additional loading task. Users are able to manually calculate from the guide or use the WALGA Road Wear Cost Calculator tool.

Setup as a downloadable spreadsheet, the WALGA Road Wear Cost Calculator tool follows the steps in the guide and is self-explanatory. The tool is available for download [here](#).

STEP 1: Determine the Vehicle Type Undertaking the Task

The first step is to determine the type of vehicle or vehicles that will be used to undertake the task. The vehicle type will typically be supplied by the freight generator. The vehicle type must then be matched to a Main Roads WA heavy vehicle RAV category and configuration. The RAV types are provided from Main Roads WA in Appendix A.

STEP 2: Determine the Annual Freight Loading, Distance and Duration

To determine the annual freight loading, a good appreciation of the total freight task needs to be gained. This will usually involve discussions with the freight generator to determine the duration of the additional loading and the total loading to be applied. Typically, such requests are well structured, with the proponent possibly having a lease on a mine or similar to extract a certain amount of product over a defined period of time.

An example of a typical total load and duration is shown below:

Iron ore extraction – 600,000 tonnes over 3 years.

In this case, the annual tonnage is determined by dividing the total freight tonnage by the duration:

$$600,000/3 = 200,000 \text{ tonnes per year.}$$

The distance is defined as the road distance to be traversed by the loaded vehicles.

STEP 3: Select the Cost Zone

The appropriate cost zone must be selected from one of the four cost zones shown in Figure 2.

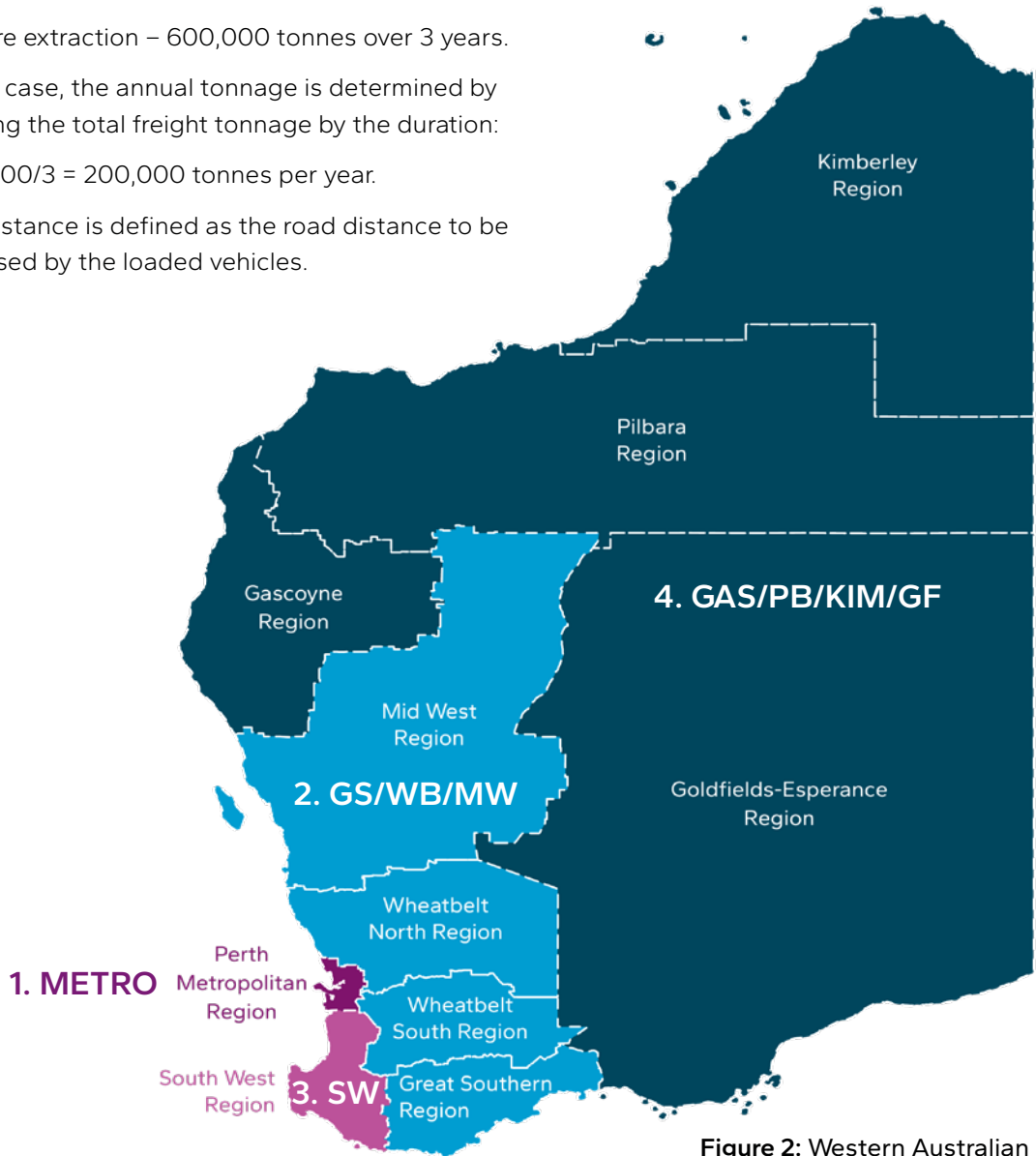


Figure 2: Western Australian cost zones

The cost zones were determined with reference to unit rates collected from a survey conducted by the Department of Local Government in 2011 and 2024.

STEP 4: Select the Road Category

The user must select the road category from the list below:

- access road
- local distributor
- regional distributor
- district distributor.

The road categories are based on the Main Roads WA classification system.

Because of the variability in performance of these four road categories, due in part to design factors and location, users need to determine the exact route associated with the additional freight task. Where the route is well-defined and constrained to only one road category, the analysis produces one cost estimate as demonstrated in *Example Calculations, Worked Example #1*. If the task traverses more than one road category then each section of road must be assessed separately as demonstrated in *Example Calculations, Worked Example #2*.

Appendix C.3 provides details of the design traffic that was assigned to each of these categories for model development. Some roads may be constructed to levels that are markedly different to the road category design assumptions and users must adjust their choice accordingly.

In this step the user must determine the ESA per payload tonne from Figure 4 and then multiply by the annual tonnage to determine the ESA per year. Alternatively the user can determine the ESA and payload per vehicle from Table 1 or Figure 3. Calculate the number of vehicle movements required to move the annual tonnage and multiply by the ESA per vehicle.

STEP 5: Calculate Equivalent Standard Axles

In this step the user must determine the Equivalent Standard Axles (ESA) per vehicle and multiply this by the annual number of vehicle movements to obtain the ESA per year in the loaded direction.

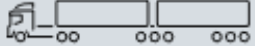
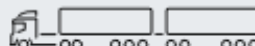
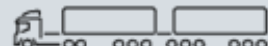
The road wear caused by the movement of a quantity of freight will differ depending on the types of heavy vehicles that are used for the task. That is why the load equivalencies of all heavy vehicles need to be expressed in a common measure that is related to the amount of road wear.

The road wear caused by the passage of a heavy vehicle is proportional to the number and type of axle groupings (e.g. single, double or tri-axle) and the load carried by each of the axle groups. The allowable load on an axle group is strictly controlled in Western Australia and is termed the Regulation Mass Limit (RML). Some vehicles may operate under the Accredited Mass Management Scheme (AMMS) which allows for up to an additional 3.5 tonnes per tri-axle combination and 1.0 tonne per tandem axle combination. The damage caused to the pavement per payload tonne will therefore differ depending on the type of vehicle that is used and the loading scheme that is applied. For design and evaluation purposes, all heavy vehicle loadings are converted to ESA.

Table 1 gives the ESA per vehicle for different vehicle configurations and loads. The values have been extracted from the Main Roads WA Vehicle Estimated Equivalent Standard Axles (ESA) Tool (<https://ravrat.au/esa>). Actual tare weights and loads vary across vehicle configurations and loading schemes and users may choose to use the closest vehicle and load in Table 1 for their calculations, or derive the ESA for their vehicle by referencing the Main Roads WA tool. The ESA per vehicle is shown graphically in Figure 3 and ESA per payload tonne for a range of vehicles is given in Figure 4.

For instance, a fully loaded RAV category 7A operating at RML, has an ESA per vehicle of 10.44. A full list of RAV descriptions is given in Appendix A.

Table 1: Examples of ESA for common RAV configurations

Cat.	Configuration	Max. payload RML (t)	Max payload AMMS 3 (t)	ESA empty	ESA at half load	ESA for RML at max. load	ESA for AMMS 3
1A	Rigid truck, ≤ 12.5 m 	11.6	12.1 ¹	0.51	1.27	5.04	5.30 ¹
2A	Prime mover and trailer, ≤ 20.0 m 	25.6	30.1	1.14	2.19	6.39	8.14
2C	B-Double ≤ 27.5 m 	39.6	47.6	1.17	2.49	7.74	10.73
3A	A-Double (prime mover, trailer, dog trailer), ≤ 27.5 m 	50.1	59.1	1.4	2.89	9.80	13.35
4A/6A	A-Double (prime mover, trailer, 6-axle dog trailer), ≤ 27.5 m / 36.5 m 	53.6	65.1	1.39	2.79	9.09	13.30
7A	AB-Triple (prime mover, trailer, B-Double), ≤ 36.5 m 108.5 t 	67.6	82.6	1.4	2.98	10.44	15.88
10A	A-Triple (prime mover, trailer, 2 dog trailers), ≤ 53.5 m 	83.6	102.1	1.44	3.27	11.79	18.45

Source: Values extracted from Main Roads WA 'Vehicle Estimated Equivalent Standard Axles (ESA) Tool' at <https://ravrat.au/esa>
Note: All values are estimates based on options chosen for each configuration. To identify the specific ESA for a vehicle configuration, refer to the Vehicle Estimated Equivalent Standard Axles (ESA) Tool.
¹ Showing AMMS level 2 values for category 1A vehicles.

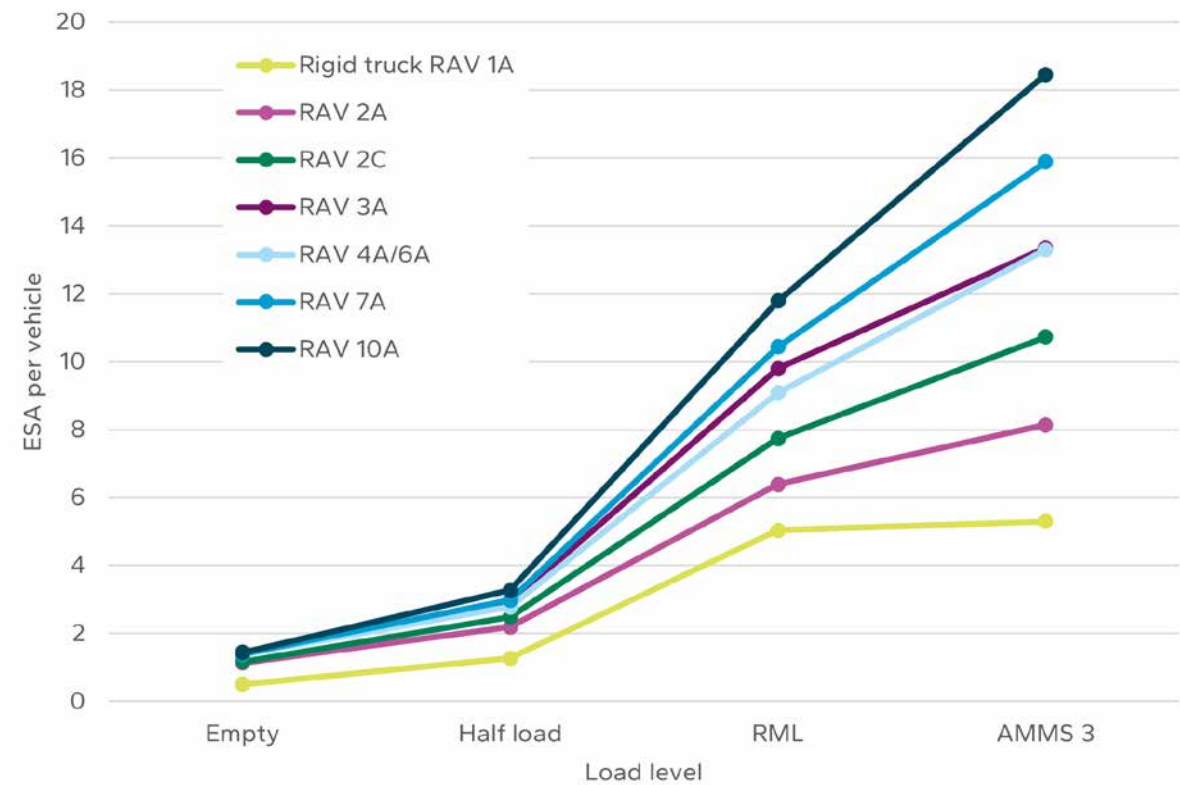


Figure 3: ESA per vehicle for common RAV configurations

Note: The AMMS has three levels. The displayed values are for Level 3. If the vehicle is operating at a lower level then select a proportionate value between the RML value and the AMMS L3 value.

The ESA per payload tonne is provided in Figure 4 for some common vehicle combinations.

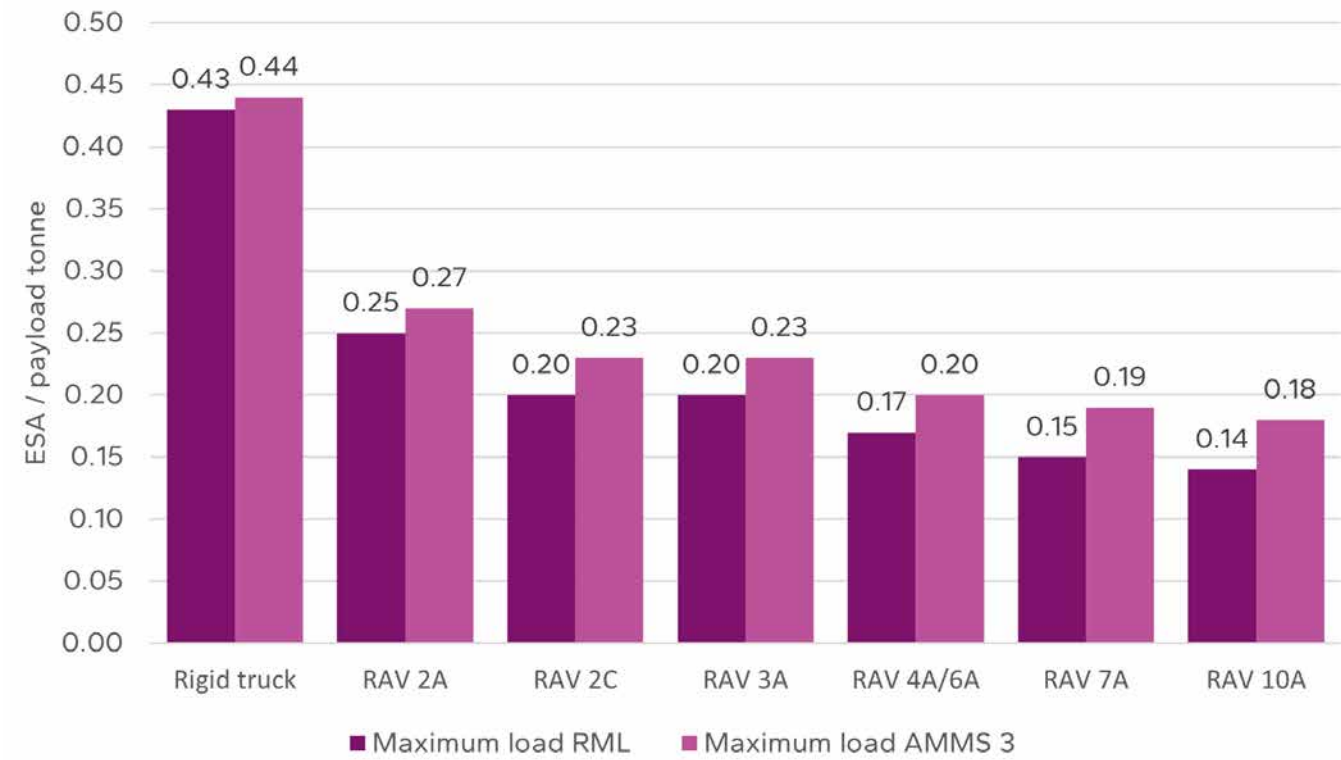


Figure 4: ESA per payload tonne for common RAV configurations

Note: The AMMS has three levels. The displayed values are for Level 3. If the vehicle is operating at a lower level then select a proportionate value between the RML value and the AMMS L3 value.

STEP 6: Select the Marginal Cost Graph

There are 64 output charts representing four cost zones, four road categories and four loading scenarios. Users must select the chart or charts that are relevant to the scenario that is being assessed.

The charts are structured in order of cost zone, then by road category and finally by the modelled loading scenarios. Table 2 facilitates easy access to the generated charts with a series of links to each of the relevant figures. The user must select the loading scenario that is closest to their actual scenario.

Table 2: Table of marginal cost graphs

From STEP 3 Cost Zone	From STEP 4 Road Class	From STEP 5 Loading Scenario (ESA/year)	Refer to Chart
1	Access road	20,000	Figure B 1.1
		60,000	Figure B 1.2
		100,000	Figure B 1.3
		200,000	Figure B 1.4
	Local distributor	20,000	Figure B 2.1
		60,000	Figure B 2.2
		100,000	Figure B 2.3
		200,000	Figure B 2.4
	Regional distributor	20,000	Figure B 3.1
		60,000	Figure B 3.2
		100,000	Figure B 3.3
		200,000	Figure B 3.4
2	District distributor	20,000	Figure B 4.1
		60,000	Figure B 4.2
		100,000	Figure B 4.3
		200,000	Figure B 4.4
	Access road	20,000	Figure B 5.1
		60,000	Figure B 5.2
		100,000	Figure B 5.3
		200,000	Figure B 5.4
	Local distributor	20,000	Figure B 6.1
		60,000	Figure B 6.2
		100,000	Figure B 6.3
		200,000	Figure B 6.4
	Regional distributor	20,000	Figure B 7.1
		60,000	Figure B 7.2
		100,000	Figure B 7.3
		200,000	Figure B 7.4
	District distributor	20,000	Figure B 8.1
		60,000	Figure B 8.2
		100,000	Figure B 8.3
		200,000	Figure B 8.4

From STEP 3 Cost Zone	From STEP 4 Road Class	From STEP 5 Loading Scenario (ESA/year)	Refer to Chart
3	Access road	20,000	Figure B 9.1
		60,000	Figure B 9.2
		100,000	Figure B 9.3
		200,000	Figure B 9.4
	Local distributor	20,000	Figure B 10.1
		60,000	Figure B 10.2
		100,000	Figure B 10.3
		200,000	Figure B 10.4
	Regional distributor	20,000	Figure B 11.1
		60,000	Figure B 11.2
		100,000	Figure B 11.3
		200,000	Figure B 11.4
	District distributor	20,000	Figure B 12.1
		60,000	Figure B 12.2
		100,000	Figure B 12.3
		200,000	Figure B 12.4
4	Access road	20,000	Figure B 13.1
		60,000	Figure B 13.2
		100,000	Figure B 13.3
		200,000	Figure B 13.4
	Local distributor	20,000	Figure B 14.1
		60,000	Figure B 14.2
		100,000	Figure B 14.3
		200,000	Figure B 14.4
	Regional distributor	20,000	Figure B 15.1
		60,000	Figure B 15.2
		100,000	Figure B 15.3
		200,000	Figure B 15.4
	District distributor	20,000	Figure B 16.1
		60,000	Figure B 16.2
		100,000	Figure B 16.3
		200,000	Figure B 16.4

Figure B 1.1 to Figure B 16.4 are located in Appendix B. An example is presented in Figure 5.

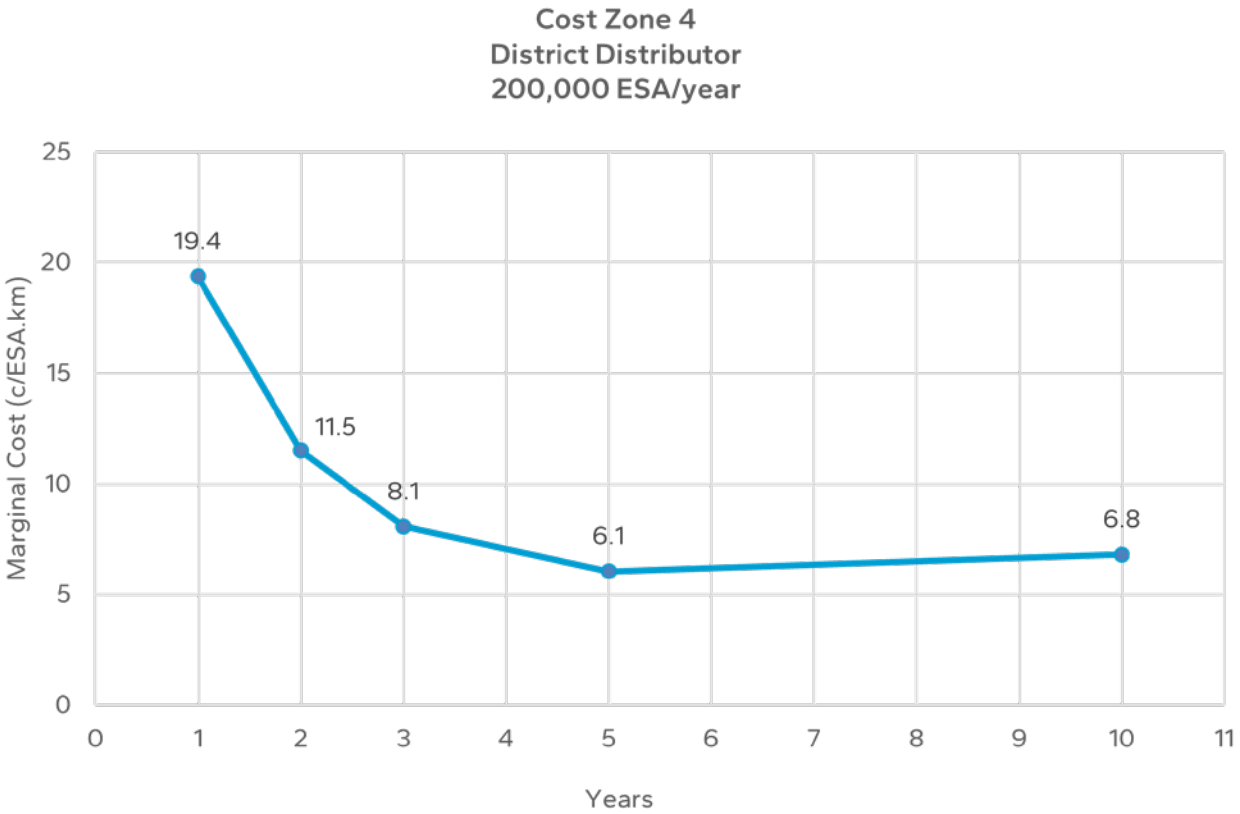


Figure 5: Example chart of estimated marginal costs

It is likely that the requested additional loading calculated in Step 5 will not match one of the four loading scenarios presented in this guide. The user must select the loading scenario that is closest to their calculated value.

For instance, a calculated value of 185,000 ESA/year would result in the selection of a loading scenario of 200,000 ESA/year from Table 1 as this is the closest matching available scenario.



STEP 7: Determine the Annual Marginal Cost of the Additional Task

Using the chart selected in STEP 6, the marginal cost of the additional loading can be determined. An example of how the chart is to be used is presented in Figure 6, which has been selected for a district distributor in cost zone 4 with an additional loading of 200,000 ESA/year.

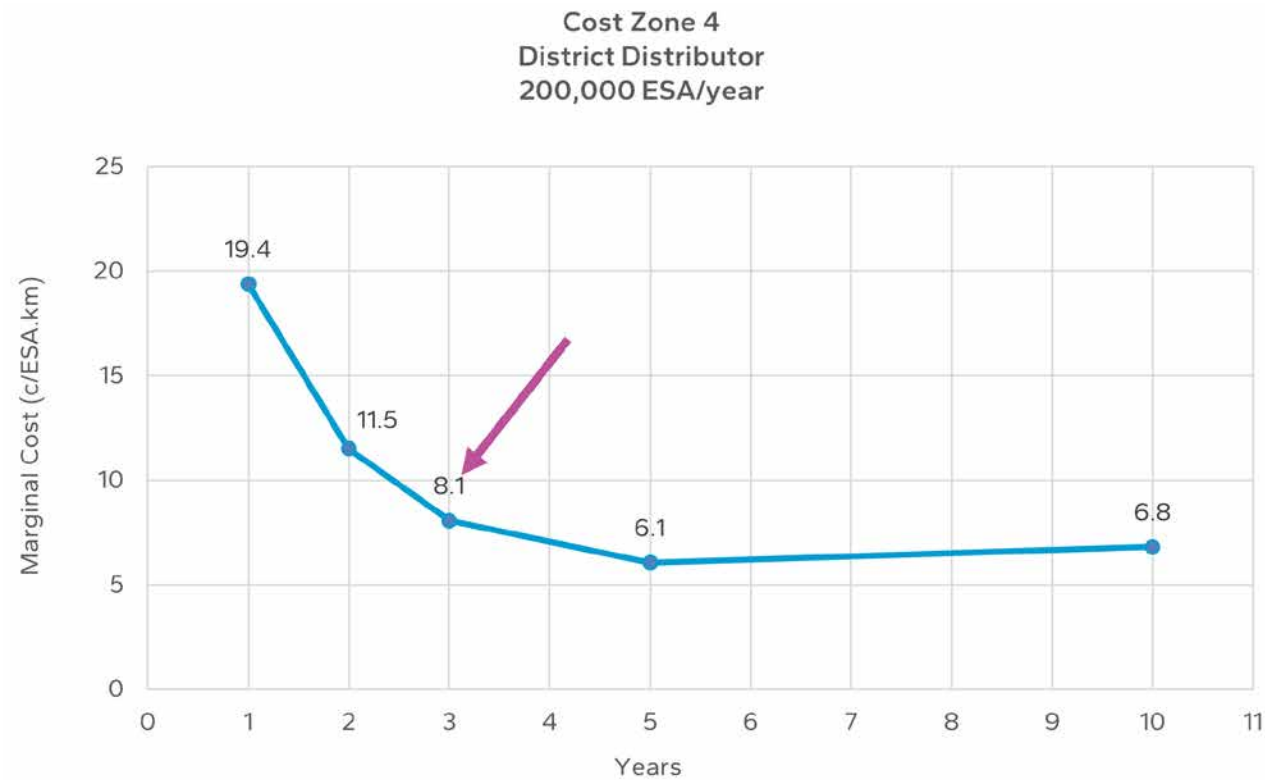


Figure 6: Marginal cost chart of a district distributor in cost zone 4 with an additional 200,000 ESA/year

To evaluate the marginal cost of a particular task, the duration of the task is required. For example in Figure 6, a loading duration of 3 years has been selected, and therefore the annual marginal cost is 8.1 cents per ESA.km/ year or represented in dollars as \$0.081 per ESA.km/year.

STEP 8: Calculate the Annual Cost

The annual total cost is calculated using the annual marginal cost. The relevant equations are as follows:

Annual Cost = Annual Marginal Cost x ESA per year x Distance

Annual Marginal Cost in cents/ ESA.km is determined from Step 7

ESA per year is the actual ESA per year from Step 5.

Distance is the road distance in kilometres

This can be converted back to a cost per tonne as follows:

Cost per tonne = Annual Cost / (Annual Tonnage x Distance)

Due to the inherent assumptions and margins of error in the sources of data, the total annual cost should be rounded to the nearest \$1,000.

The calculated costs are based on 2024 rates with forecasting for future years' costs. If the evaluation is undertaken from 2025 onwards, the user will need to consider applying indexation to update the base rates.

Example Calculations

Worked Example #1

A mining company is developing a mine site in the Mid West and proposes to transport 2 million tonnes of iron ore over a five year period along a local government road to access the state road network. They will be using a prime mover and semi-trailer towing two six axle dog trailers with a concessional loading permit at AMMS 3. The road is a local distributor and is 64 km long.

Calculate the annual cost of road wear resulting from this additional freight task.

Solution:

1. Determine the vehicle type:

Go to Appendix A and select the applicable RAV Configuration.

A prime mover and semi-trailer towing two six axle dog trailers under AMMS 3 is a RAV 10A, with maximum payload of 102.1 t (Table 1).

2. Determine the annual tonnage, distance and duration:

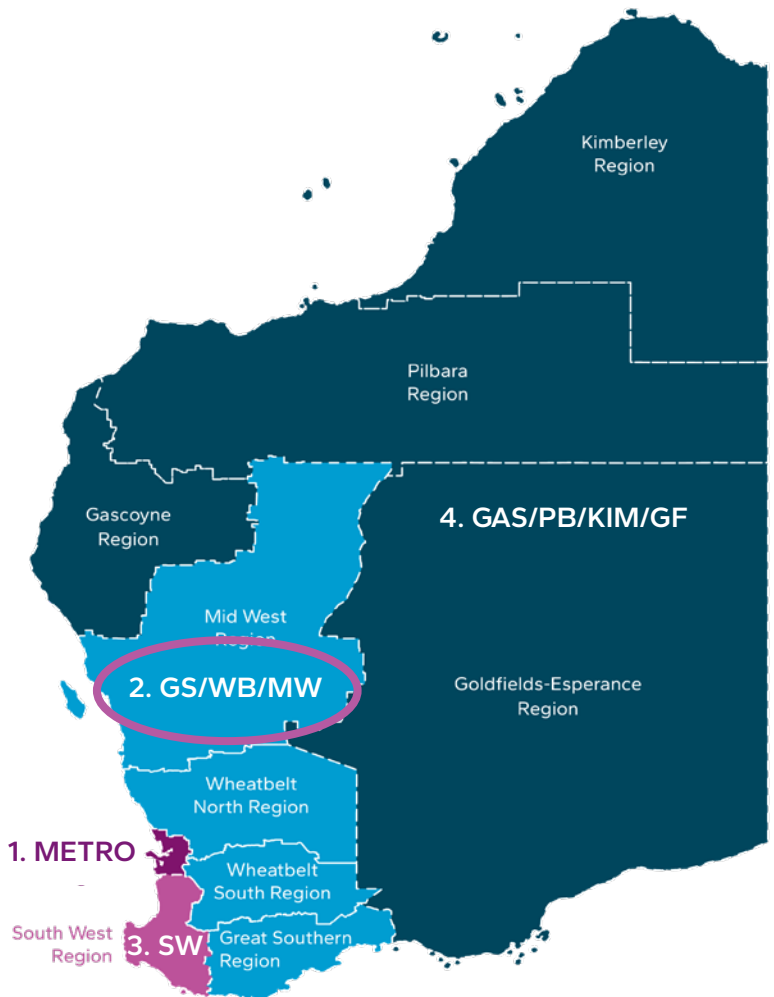
The annual tonnage is 2 000,000 / 5 = 400,000 tonnes per year.

The distance is 64 km.

The duration is 5 years.

3. Select the cost zone:

Go to Figure 2 and select cost zone 2.



4. Select the road class:

As stated , the task is to be undertaken on a local distributor.

5. Calculate the ESA per year:

With reference to Table 1, a RAV category 10A at AMMS 3 has a payload of 102.1 t and ESA of 18.45 per vehicle.

Carrying 400,000 tonnes per year will require $400,000 / 102.1 = 3,918$ trips.

The total ESA is $3,918 * 18.45 = 72,287$ per year.

6. Select the marginal cost graph:

Based on the calculated task of 72,287 ESA/year, the 60,000 ESA/year loading scenario is the closest available value to be applied in this calculation. Therefore all of the required parameters to select a marginal cost graph are available, including:

Cost zone = 2, road class = local distributor, applicable load = 60,000 ESA/year and specified period of additional loading = 5 years

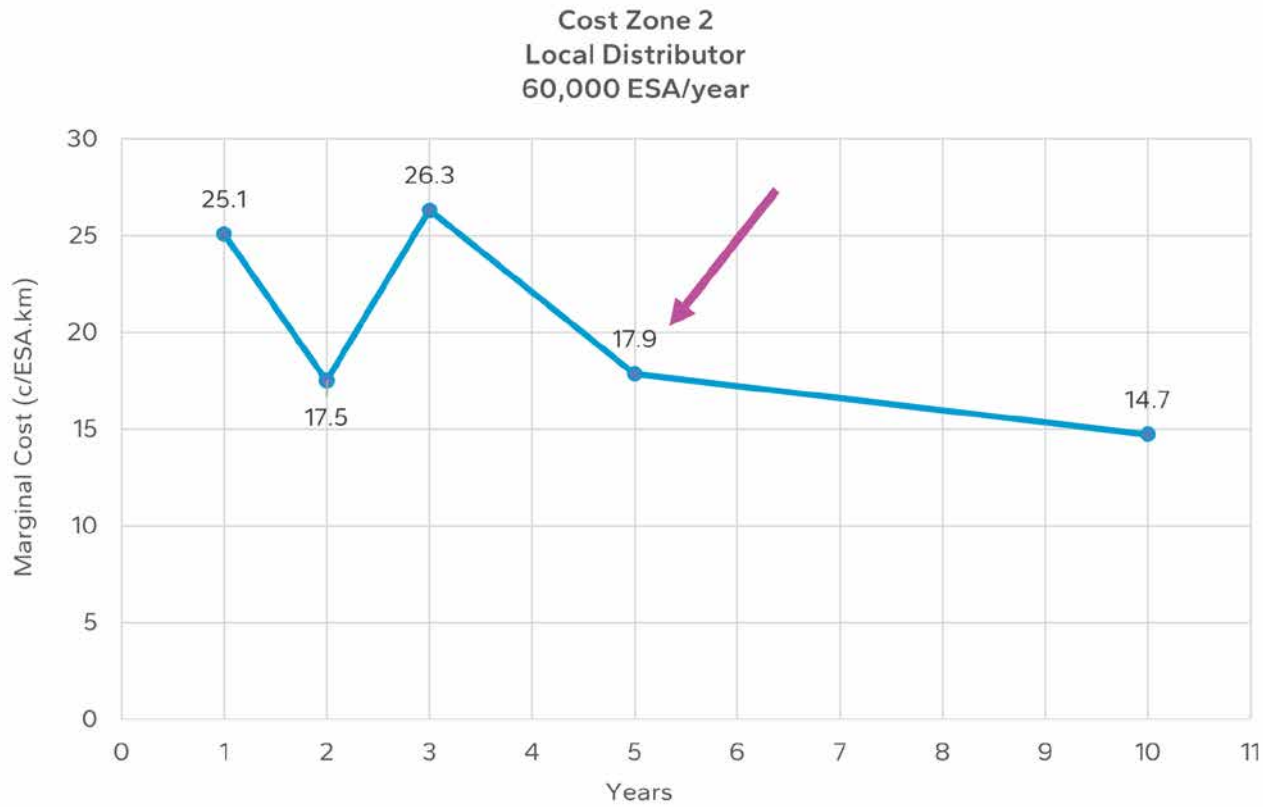
Using these values, Table 1 will lead you to the applicable marginal cost graph.

2	Access road	20,000	Figure B 5.1
		60,000	Figure B 5.2
		100,000	Figure B 5.3
		200,000	Figure B 5.4
	Local distributor	20,000	Figure B 6.1
		60,000	Figure B 6.2
		100,000	Figure B 6.3
		200,000	Figure B 6.4
	Regional distributor	20,000	Figure B 7.1
		60,000	Figure B 7.2
		100,000	Figure B 7.3
		200,000	Figure B 7.4
District distributor		20,000	Figure B 8.1
		60,000	Figure B 8.2
		100,000	Figure B 8.3

With all of the required criteria determined, select the required marginal cost chart from Appendix B. For this example, this is Figure B 6.2 and is shown in Step 7 below.

7. Determine the marginal cost:

With the appropriate marginal cost graph selected in Step 6, read off the marginal cost for the task duration.



Therefore, from the graph, the marginal cost is 17.9 cents per ESA.km/year or \$0.179 per ESA.km/year.

8. Calculate annual cost:

The annual cost can now be calculated from all of the above information.

The total loading task is 72,287 ESA/ year being applied over 64 km, so the total annual cost can be determined by multiplying these together:

Total Annual Cost = $0.179 \times 72,287 \times 64 = \$828,120$ per year, say \$828,000.

Due to the inherent assumptions and margins of error in the sources of data, the total annual cost should be rounded to the nearest \$1,000 as shown.

The cost can be converted into cents per tonne.km:

Cost = $\$828,000 \times 100 / (400,000 \times 64) = 3.23$ cents per tonne.km.

Note 1: This is the estimated cost for the first year of the operation. Increases in the annual charge should be considered during discussions with the freight generator.

Note 2: The Road Wear Cost Calculator uses the ESA/tonne.km rates, which may lead to a small difference in output values when compared with a manual calculation using the ESA per vehicle.

Worked Example #2

A mining company has decided to open up a mine site in the Kimberley region and wishes to transport 3.5 million tonnes of ore over a 5 year period along a Local Government road to access the state road network. Accessing the state road network consists of travelling along a district distributor for 40 km and a regional distributor for another 15 km. They are to use a prime mover and semi-trailer towing a B-double combination operating under the Accredited Mass Management Scheme Level 3.

Calculate the annual cost of road wear resulting from this additional freight task.

Solution:

1. Determine the vehicle type:

Refer to Appendix A for an outline of all defined vehicles in WA.

A prime mover and semi-trailer towing a B-double under AMMS 3 is a RAV 7A with a maximum payload of 82.6 t (Table 1).

2. Determine the annual tonnage, distance and duration:

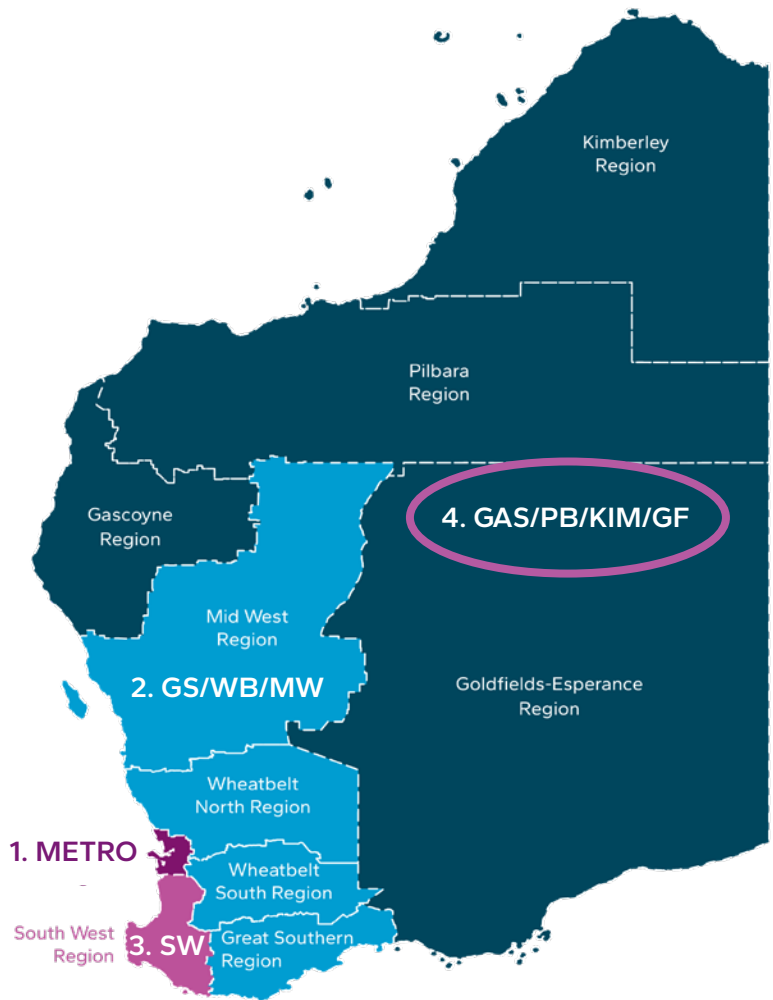
The annual tonnage is 3,500,000 / 5 = 700,000 tonnes per year.

The distances are 40 km and 15 km.

The duration is 5 years.

3. Select the cost zone:

Go to Figure 2 and select cost zone 4.



4. Select the road class:

As outlined previously, both district distributor and regional distributor roads are selected.

5. Calculate the ESA per year:

With reference to Table 1, a RAV category 7A at AMMS 3 has a maximum payload of 82.6 t and ESA of 15.88 per vehicle.

Carrying 700,000 tonnes per year will require 700,000 / 82.6 = 8,475 trips.

The total ESA is 8,475 * 15.88 =134,583 per year.

6. Select the marginal cost graph:

Using the calculated task of 134,583 ESA/year, the 100,000 ESA/year loading scenario is the closest value to be applied in this calculation. Therefore all of the required parameters to select a marginal cost graph are available, including:

Cost zone = 4, road classes = district distributor and regional distributor, applicable load = 100,000 ESA/year and specified period of additional loading = 5 years

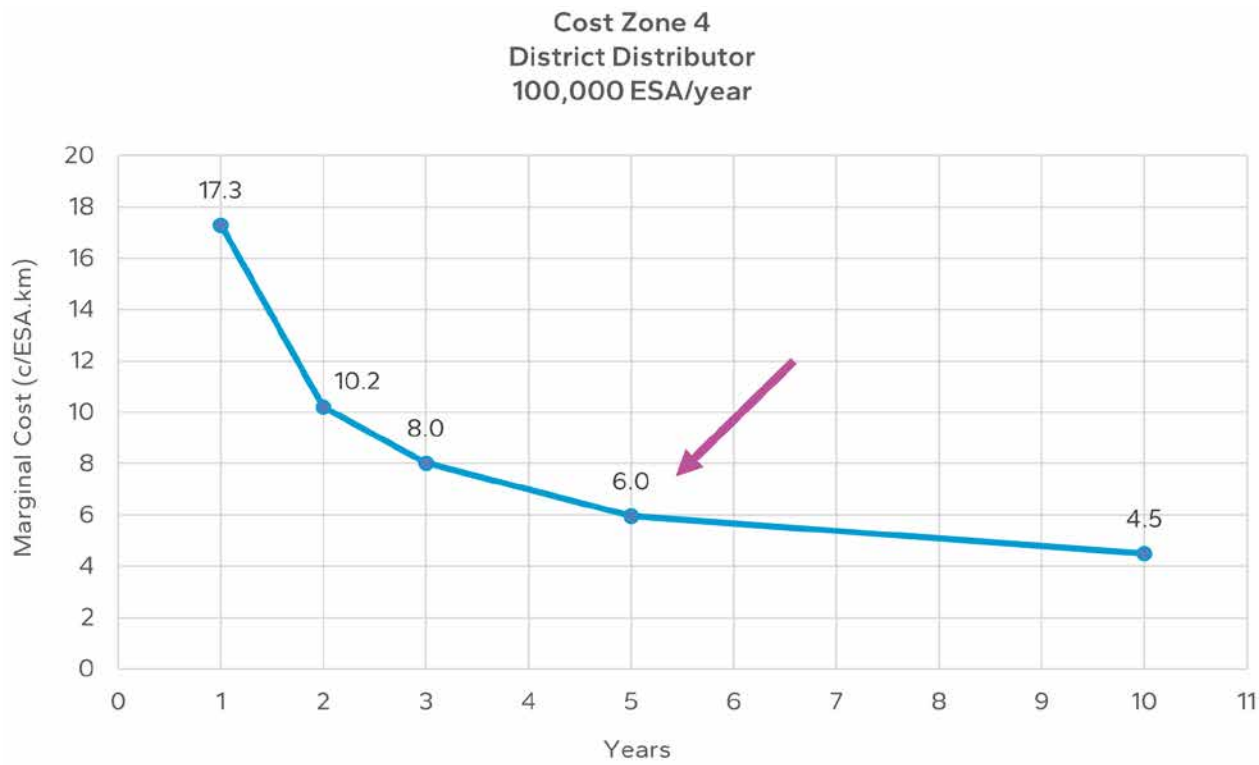
Using these values, Table 1 will lead you to the applicable marginal cost graphs.

4	Access road	20,000	Figure B 13.1
		60,000	Figure B 13.2
		100,000	Figure B 13.3
		200,000	Figure B 13.4
	Local distributor	20,000	Figure B 14.1
		60,000	Figure B 14.2
		100,000	Figure B 14.3
		200,000	Figure B 14.4
	Regional distributor	20,000	Figure B 15.1
		60,000	Figure B 15.2
		100,000	Figure B 15.3
		200,000	Figure B 15.4
	District distributor	20,000	Figure B 16.1
		60,000	Figure B 16.2
		100,000	Figure B 16.3
		200,000	Figure B 16.4

With all of the required criteria determined, select the required marginal cost chart from Appendix B. For this example, this is Figure B 16.3 for the district distributor and Figure B 15.3 for the regional distributor, as shown in Step 7 below respectively.

7. Determine the marginal cost:

With the appropriate marginal cost graphs selected in Step 6, read off the marginal cost for the task duration.



From the graphs, the marginal cost is 6.0 cents per ESA.km/year for the district distributor and 5.8 cents per ESA.km/year for the regional distributor.

8. Calculate annual cost:

The annual cost can now be calculated from all of the above information.

The total loading task of 134,583 ESA/year will be applied to the district distributor for 40 km and then to the regional distributor for another 15 km, therefore the total annual cost can be determined as follows:

$$0.060 \times 134,583 \times 40 = \$322,999 \text{ per year (for the district distributor)}$$

$$0.058 \times 134,583 \times 15 = \$117,087 \text{ per year (for the regional distributor)}$$

The total annual cost is therefore \$440,086 per year, say \$440,000.

Due to the inherent assumptions and margins of error in the sources of data, the total annual cost should be rounded to the nearest \$1,000 as shown.

The cost can be converted into cents per tonne.km:

$$\text{Cost} = \$322,999 \times 100 / (700,000 \times 40) = 1.15 \text{ cents per tonne.km (for the district distributor)}$$

$$\$117,087 \times 100 / (700,000 \times 15) = 1.12 \text{ cents per tonne.km (for the regional distributor)}$$

Note 1: These are the estimated costs for the first year of the operation. Increases in the annual charge should be considered during discussions with the generator.

Note 2: The Road Wear Cost Calculator uses the ESA/tonne.km rates, which may lead to a small difference in output values when compared with a manual calculation using the ESA per vehicle.

Worked Example #3

A sand quarry in the Metropolitan area is applying to transport an estimated 75,000 tonnes per year using a prime mover and triple axle trailer operating under the regulation mass limit (RML). The task route will follow an access road for 1.3 km and then a regional distributor for 2.5 km to access the state road network. The quarry will operate for five years.

Calculate the annual cost of road wear resulting from this additional freight task.

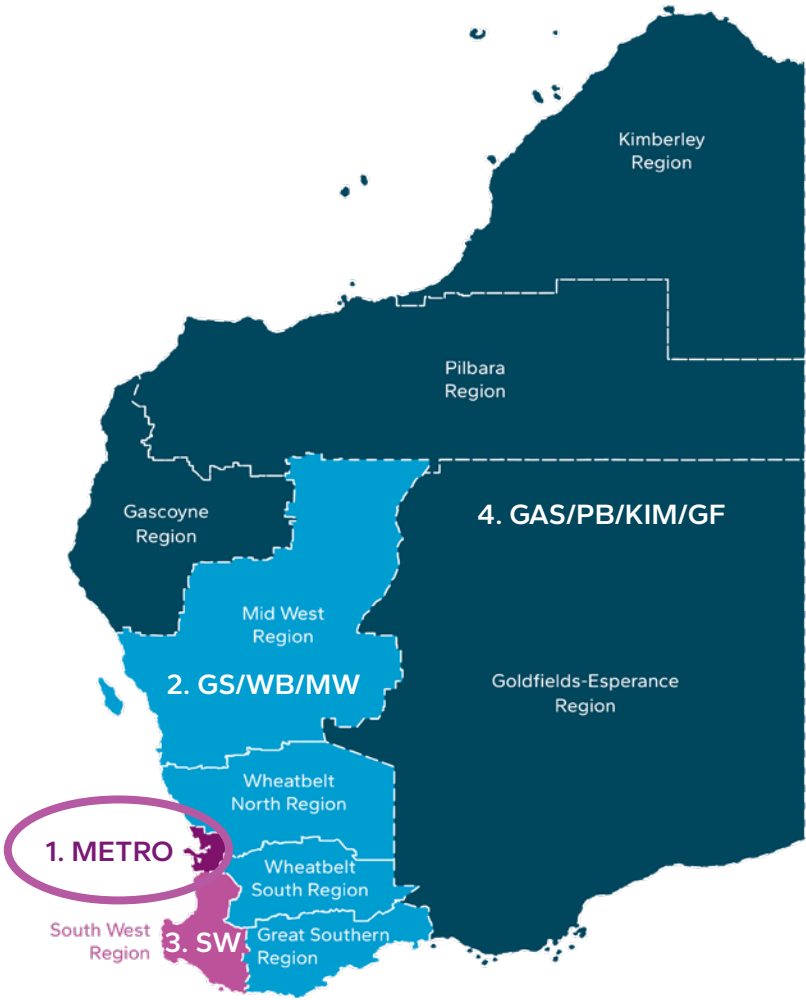
Solution:

1. Determine the vehicle type:
A prime mover and semi-trailer within the RML is a category 2A vehicle with a maximum payload of 25.6 t (Table 1). If not provided by the generator, the loading values need to be identified by using the Main Roads WA *Vehicle Estimated Equivalent Standard Axles (ESA) Tool*.
2. Determine the annual tonnage, distance and duration:
The annual tonnage is 75,000 tonnes per year.
The distances are 1.3 km and 2.5 km.
The duration is 5 years.
3. Select the cost zone:
Go to Figure 2 and select cost zone 1.

4. Select the road class:
As given, both an access road and a regional distributor are to be used in the calculation.
5. Calculate the ESA per year:
From Figure 4, the ESA per payload tonne for a RAV 2A at RML is 0.25.
The ESA is therefore 0.25 x 75,000 = 18,750 per year
Alternatively using Table 1, the prime mover and trailer has a maximum payload of 25.6 t and ESA of 6.39 per vehicle.
Carrying 75,000 tonnes per year will require 75,000 / 25.6 = 2,930 trips.
The total ESA is 2,930 x 6.39 =18,723 per year.
6. Select the marginal cost graph:
Based on the calculated task of 18,723 ESA/year, the 20,000 ESA/year loading scenario is the closest value to be applied in this calculation. Therefore all of the required parameters to select a marginal cost graph are available, including:
Cost zone = 1, road classes = access road and regional distributor, applicable load = 20,000 ESA/year and specified period of additional loading = 5 years
Using these values, Table 1 will lead you to the applicable marginal cost graphs.

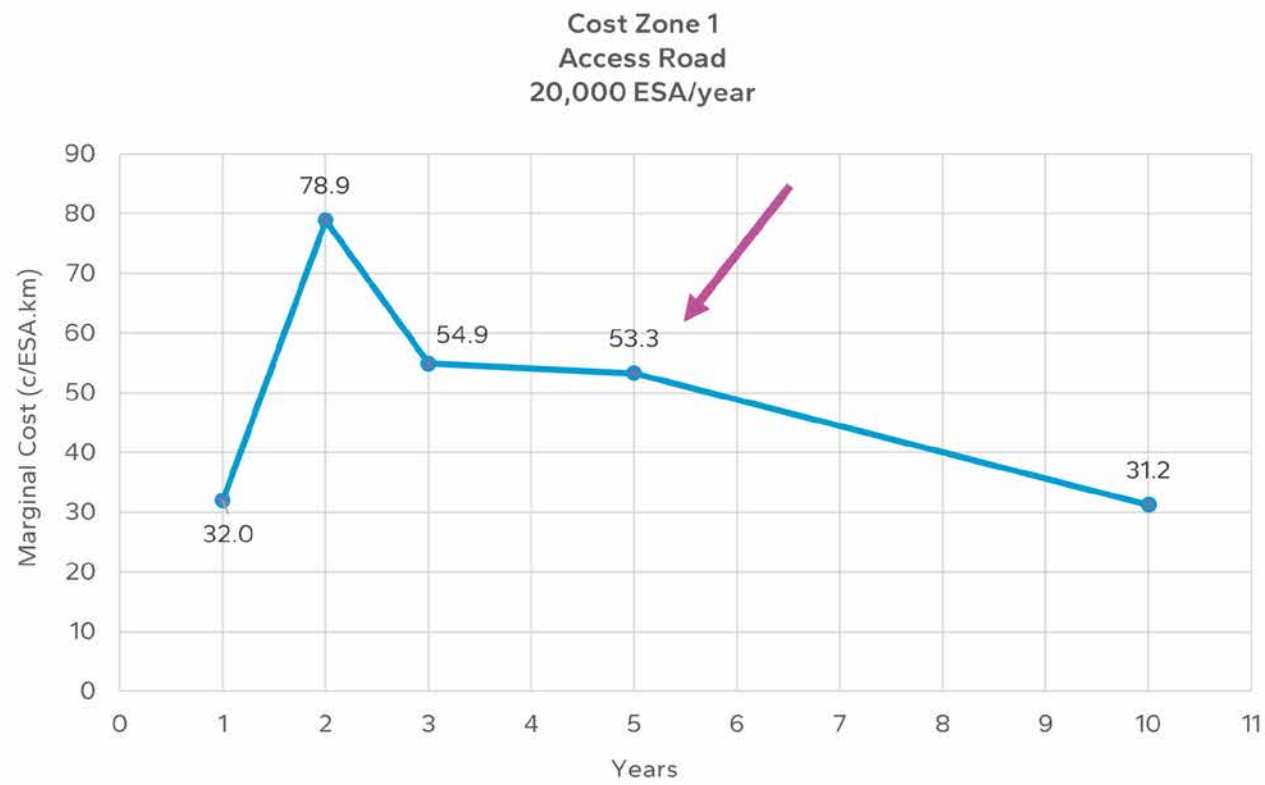
1	Access road	20,000	Figure B 1.1
		60,000	Figure B 1.2
		100,000	Figure B 1.3
		200,000	Figure B 1.4
	Local distributor	20,000	Figure B 2.1
		60,000	Figure B 2.2
		100,000	Figure B 2.3
		200,000	Figure B 2.4
	Regional distributor	20,000	Figure B 3.1
		60,000	Figure B 3.2
		100,000	Figure B 3.3
		200,000	Figure B 3.4
	District distributor	20,000	Figure B 4.1
		60,000	Figure B 4.2
		100,000	Figure B 4.3

With all of the required criteria determined, select the required graphs from Appendix B. For this example, this is Figure B 1.1 for the access road and Figure B 3.1 for the regional distributor, as shown in Step 7 below respectively.



7. Determine the marginal cost:

With the appropriate marginal cost graphs selected in Step 6, read off the marginal cost for the task duration.



From the graphs, the marginal cost is 53.3 cents per ESA.km/year for the access road and 5.4 cents per ESA.km/year for the regional distributor.

8. Calculate annual cost:

The annual cost can now be calculated from all of the above information.

The total loading task is 18,723 ESA/year being applied to the access road for 1.3 km and then to the regional distributor for 2.5 km, so the annual cost can be determined as follows:

$$0.533 \times 18,723 \times 1.3 = \$12,973 \text{ per year (for the access road)}$$

$$0.054 \times 18,723 \times 2.5 = \$2,528 \text{ per year (for the regional distributor)}$$

The total annual cost is therefore \$15,501 per year, say \$16,000.

Due to the inherent assumptions and margins of error in the sources of data, the total annual cost should be rounded to the nearest \$1,000 as shown.

The cost can be converted into cents per tonne.km:

$$\begin{aligned} \text{Cost per tonne} &= \$12,973 \times 100 / (75,000 \times 1.3) \\ &= 13.3 \text{ cents per tonne.km (for the access road)} \end{aligned}$$

$$\$2,528 \times 100 / (75,000 \times 2.5) = 1.3 \text{ cents per tonne.km (for the regional distributor)}$$

Note: These are the estimated costs for the first year of the operation. Increases in the annual charge should be considered during discussions with the generator.

Worked Example #4

A new mining company has decided to open up a mine site in the Gascoyne region. In this case however they are constrained by the number of vehicles they have at their disposal and have calculated that within a year they can deliver 10,000 trips to the site while using only prime movers with a semi-trailer towing two six axle dog trailers. The company is operating their vehicles under the Accredited Mass Management Scheme Level 3. The life of the mine is forecast as 6 years. The company would like access to a 30 km long regional distributor that is managed by the Local Government.

Calculate the annual cost of road wear resulting from this additional freight task.

Solution:

1. Determine the vehicle type:

Refer to Appendix A for an outline of all defined vehicles in WA.

A prime mover and semi-trailer towing two six axle dog trailers under AMMS 3 is a RAV category 10A with maximum payload of 102.1 t (Table 1).

2. Determine the annual tonnage, distance and duration:

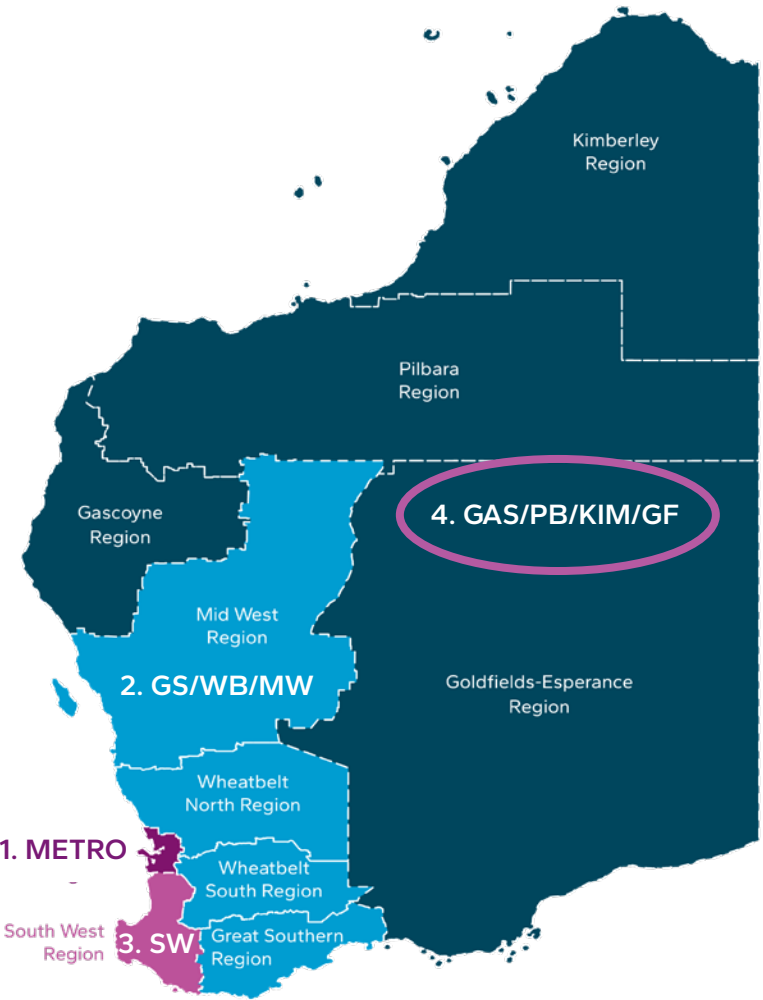
As outlined above, the annual freight loading is unknown but the number of trips with a RAV 10A is estimated to be 10,000 per year.

The distance is 30km.

The duration is 6 years.

3. Select the cost zone:

Go to Figure 2 and select cost zone 4.



4. Select the road class:

As outlined previously, the task is to operate on a regional distributor.

5. Calculate the ESA per year:

Referring to Table 1, an A-Triple (prime mover, semi trailer and 2 dog trailers) under AMMS level 3 has an ESA per vehicle of 18.45.

The total ESA per year is therefore 18.45 x 10,000 trips = 184,500 ESA/year

6. Select the marginal cost graph:

Based on the calculated task of 184,500 ESA/year as outlined Step 5, the 200,000 ESA/year loading scenario is the closest value to be applied in this calculation. Therefore all of the required parameters to select a marginal cost graph are available, including:

Cost zone = 4, road class = regional distributor, applicable load = 200,000 ESA/year and specified period of additional loading = 6 years.

Using these values, Table 1 will lead you to the applicable marginal cost graph as follows:

4	Access road	20,000	Figure B 13.1
		60,000	Figure B 13.2
		100,000	Figure B 13.3
		200,000	Figure B 13.4
	Local distributor	20,000	Figure B 14.1
		60,000	Figure B 14.2
		100,000	Figure B 14.3
		200,000	Figure B 14.4
	Regional distributor	20,000	Figure B 15.1
		60,000	Figure B 15.2
		100,000	Figure B 15.3
		200,000	Figure B 15.4
		20,000	Figure B 16.1
		60,000	Figure B 16.2

With all of the required criteria determined, select Figure B 15.4 from Appendix B.

7. Determine the marginal cost:

With the appropriate marginal cost graph selected in Step 6, read off the marginal cost for the task duration.



Interpolating from the graph, the annual marginal cost is 10.0 cents per ESA.km $(10.8 - (10.8 - 6.7) / 5)$.

8. Calculate annual cost:

The annual cost can now be calculated from all of the above information.

The total loading task was 184,500 ESA/year being applied over 30 km, so the total marginal cost can be determined by multiplying these together:

$$0.1 \times 184,500 \times 30 = \$553,500 \text{ per year, say } \$554,000.$$

Due to the inherent assumptions and margins of error in the sources of data, the total annual cost should be rounded to the nearest \$1,000 as shown.

With the total marginal cost determined, the cost per trip can be calculated:

$$\text{Cost per trip} = \$554,000 / 10,000 = \$55.40 \text{ per trip}$$

Note: These are the estimated costs for one year of operation. Increases in the cost per trip charge should be considered during discussions with the generator for each year of operation.

References

ARRB Group 2015, 'Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Tasks', ARRB Group Contract Report 009335 for Western Australia Local Government Association, Perth, Western Australia.

Bartlett, D, Michell, N, Toole, T 2025, 'Updates to the Incremental Cost Guides for Additional Freight Tasks on Sealed and Unsealed Roads – Technical Basis', National Transport Research Organisation, Melbourne, VIC.

Appendices

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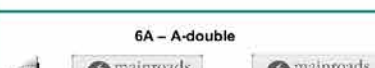
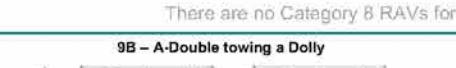
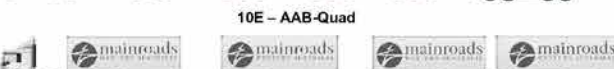
Appendix A

Restricted Access Vehicle Classes and Configurations in WA

Heavy Vehicle Services
May 2022

Accredited Mass Management Scheme (AMMS) Tandem Drive Prime Mover, Trailer Combinations Restricted Access Vehicle (RAV) Categories



RAV Category	RAV Description		Max. Length	Max. Mass & Approved Network			
				Level 1	Level 2	Level 3	
Category 1	1A – Prime Mover & Semi Trailer 		19 m	50 t	-	-	
				N1.1	-	-	
Category 2	2A – Prime Mover & Semi Trailer  2B – Prime Mover, Semi Trailer & Pig Trailer or Dolly  2C – B-double 		2A	20 m	50.5 t	51.5 t	53 t
			2B	27.5 m	68.5 t	69.5 t	71 t
			2C	27.5 m	72 t	74 t	76.5 t
			All	-	N2.1	N2.2	N2.3
Category 3	3A – A-double 		27.5 m	89 t	91 t	94 t	
N3.1	N3.2	N3.3					
Category 4	4A – A-double 		27.5 m	93.5 t	96.5 t	100 t	
N4.1	N4.2	N4.3					
Category 5	5A – B-Double towing a Dolly  5B – A-Double  5C – A-Double towing a Dolly  5D – B-Triple 		5A	27.5 m + Dolly	72 t + Dolly	74 t + Dolly	76.5 t + Dolly
			5B / 5D	36.5 m	89 t	91 t	94 t
			5C	27.5 m + Dolly	89 t + Dolly	91 t + Dolly	94 t + Dolly
			All	-	N5.1	N5.2	N5.3
Category 6	6A – A-double  6B – B-Triple  6C – A-Double towing a Dolly 		6A / 6B	36.5 m	93.5 t	96.5 t	100 t
			6C	27.5 m + Dolly	93.5 t + Dolly	96.5 t + Dolly	100 t + Dolly
			All	-	N6.1	N6.2	N6.3
Category 7	7A – AB-Triple  7B – BA-Triple 		36.5 m	115 t	119 t	123.5 t	
N7.1	N7.2	N7.3					
Category 8	There are no Category 8 RAVs for AMMS						
Category 9	9A – A-Triple  9B – A-Double towing a Dolly  9C – AB-Triple  9D – BA-Triple 		9A	53.5 m	127.5 t	130.5 t	135 t
			9B	36.5 m + Dolly	89 t + Dolly	91 t + Dolly	94 t + Dolly
			9C / 9D	45 m	115 t	119 t	123.5 t
			All	-	N9.1	N9.2	N9.3
Category 10	10A – A-Triple  10B – A-Double towing a Dolly  10C – Double B-Double  10D – ABB-Quad  10E – AAB-Quad 		10A / 10C / 10D	53.5 m	136.5 t	141.5 t	147 t
			10B	36.5 m + Dolly	93.5 t + Dolly	96.5 t + Dolly	100 t + Dolly
			10E	53.5 m	158 t	164 t	170.5 t
			All	-	N10.1	N10.2	N10.3

Source: Reprinted with permission from Main Roads WA Accredited Mass Management Scheme Tandem Drive Prime Mover, Trailer Combinations (2022).

Appendix A

Restricted Access Vehicle Classes and Configurations in WA

Heavy Vehicle Services
May 2022

Accredited Mass Management Scheme (AMMS)
Tandem Drive Truck, Trailer Combinations
Restricted Access Vehicle (RAV) Categories



RAV Category	RAV Description		Max. Length	Max. Mass & Approved Network		
				Level 1	Level 2	Level 3
Category 1	1A – Rigid Truck  1B – Rigid Truck towing a Pig Trailer or Dolly 	1A	12.5 m	29 t	29 t	-
		1B	20 m	47 t	47 t	-
		All	-	N1.1	N1.1	-
Category 2	2A – Rigid Truck  2B – Rigid Truck towing a 4 or 5 Axle Dog Trailer  2C – Rigid Truck towing a 6 Axle Dog Trailer 	2A	12.5 m	-	-	29.5 t
		2B	25 m	67.5 t	68.5 t	70.5 t
		2C	25 m	72 t	74 t	76.5 t
		All	-	N2.1	N2.2	N2.3
Category 3	Refer to AMMS Tandem Drive Prime Mover, Trailer Combinations					
Category 4	Refer to AMMS Tandem Drive Prime Mover, Trailer Combinations					
Category 5	Refer to AMMS Tandem Drive Prime Mover, Trailer Combinations					
Category 6	Refer to AMMS Tandem Drive Prime Mover, Trailer Combinations					
Category 7	7A – Rigid Truck Towing two Dog Trailers 	36.5 m	115 t	119 t	123.5 t	
			N7.1	N7.2	N7.3	
Category 8	There are no Category 8 RAVs for AMMS					
Category 9	Refer to AMMS Tandem Drive Prime Mover, Trailer Combinations					
Category 10	Refer to AMMS Tandem Drive Prime Mover, Trailer Combinations					

Source: Reprinted with permission from Main Roads WA *Accredited Mass Management Scheme Tandem Drive Prime Mover, Trailer Combinations* (2022).

Appendix B

Marginal Cost Charts

B.1 Cost Zone 1

B.1.1 Cost Zone 1 – Access roads

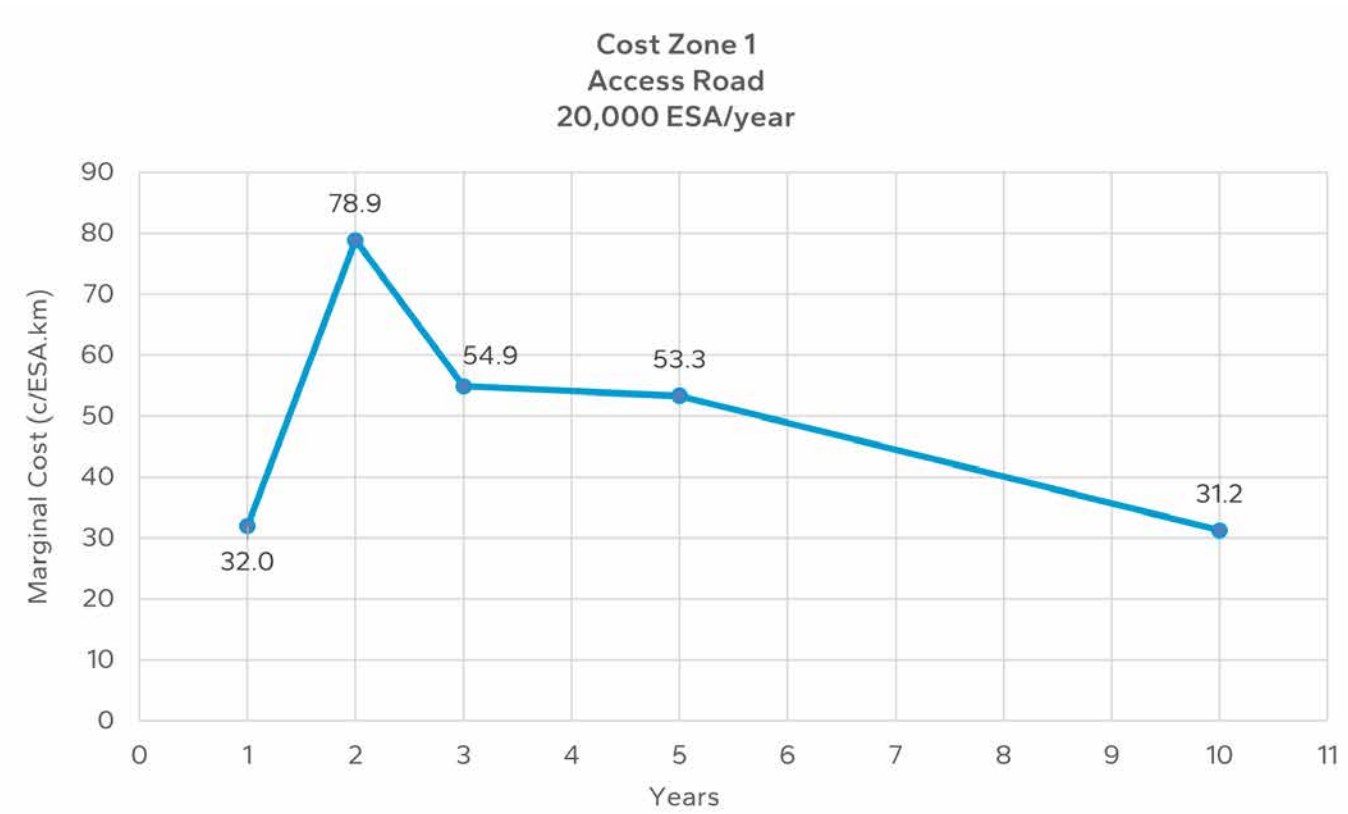


Figure B 1.1: Marginal cost chart for cost zone 1 access roads with 20,000 ESA/year loading



Figure B 1.2: Marginal cost chart for cost zone 1 access roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts



Figure B 1.3: Marginal cost chart for cost zone 1 access roads with 100,000 ESA/year loading

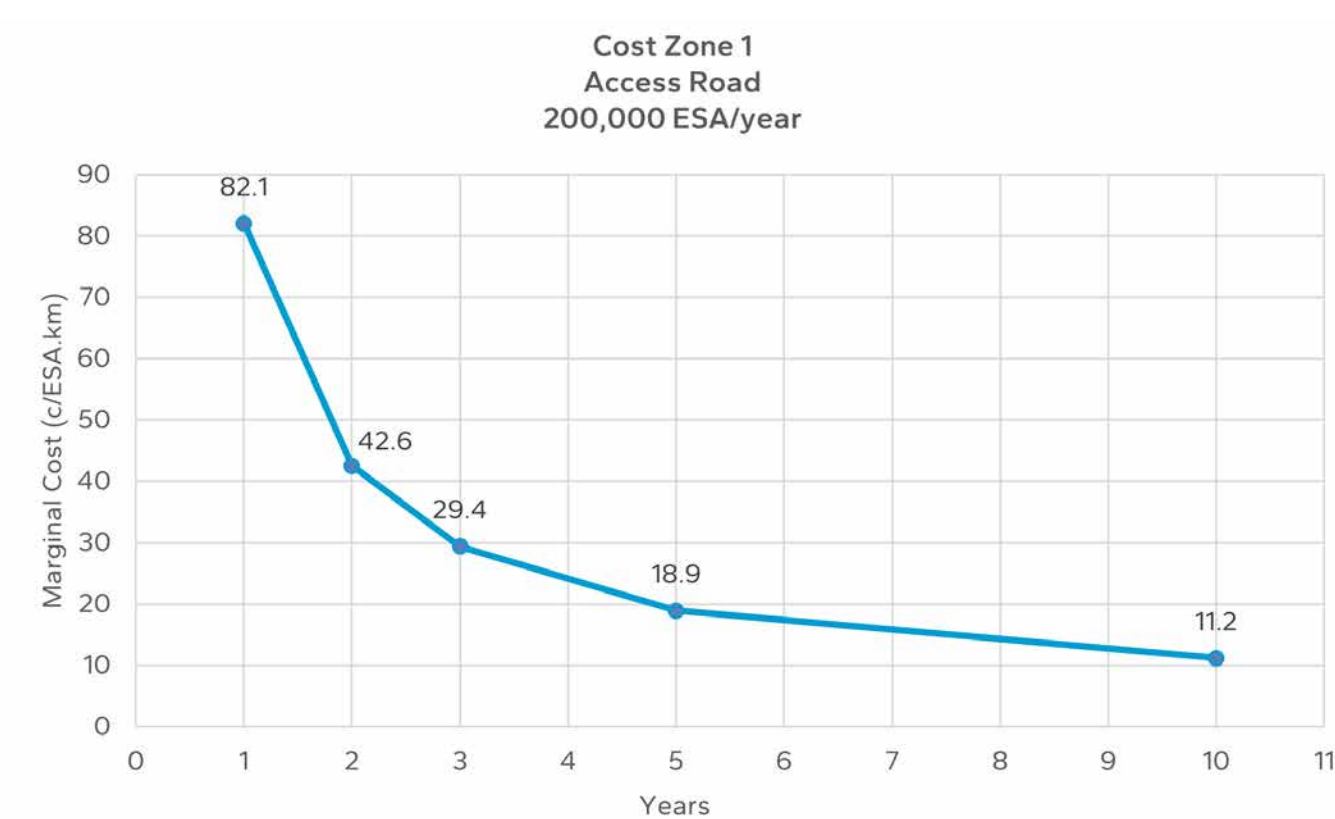


Figure B 1.4: Marginal cost chart for cost zone 1 access roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.1.2 Cost Zone 1 – Local distributor

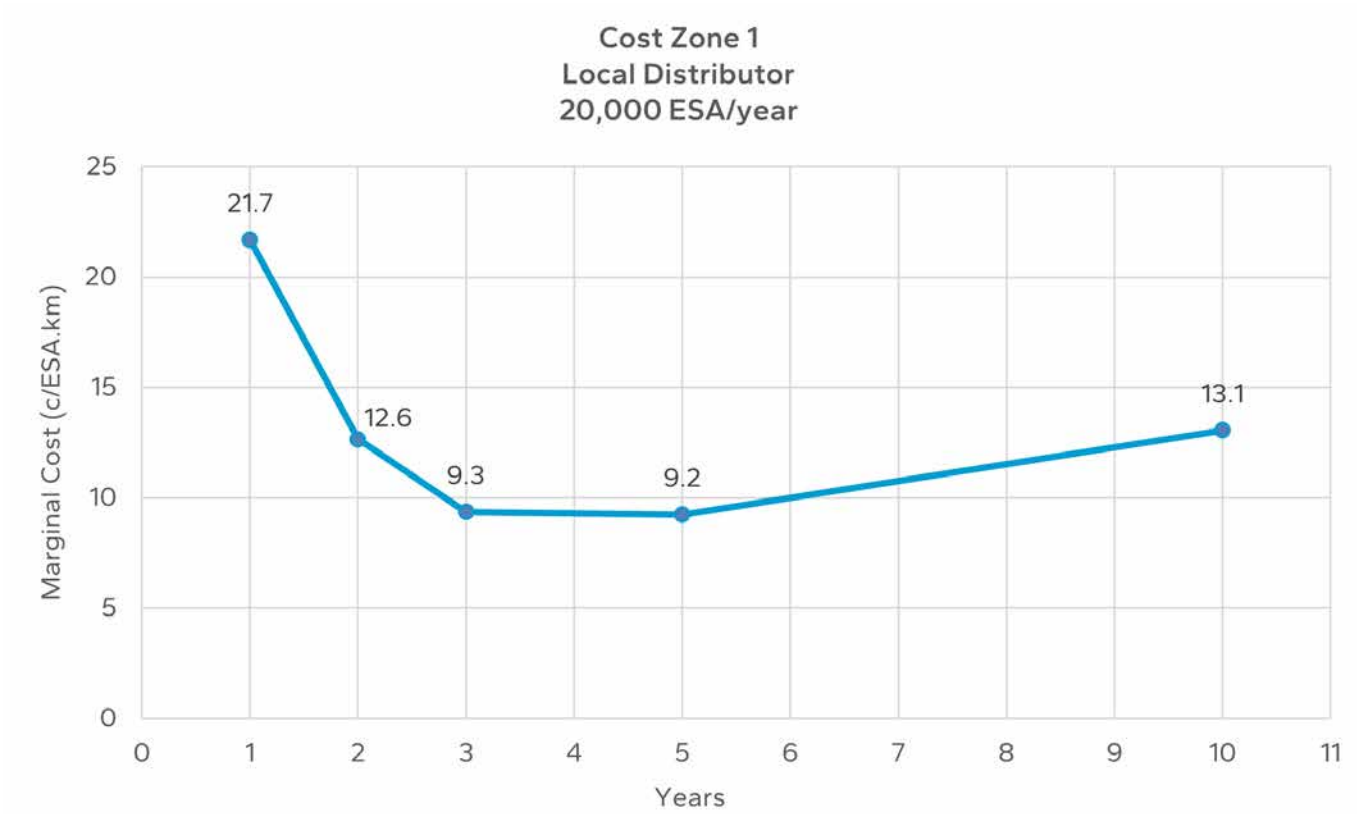


Figure B 2.1: Marginal cost chart for cost zone 1 local distributor roads with 20,000 ESA/year loading

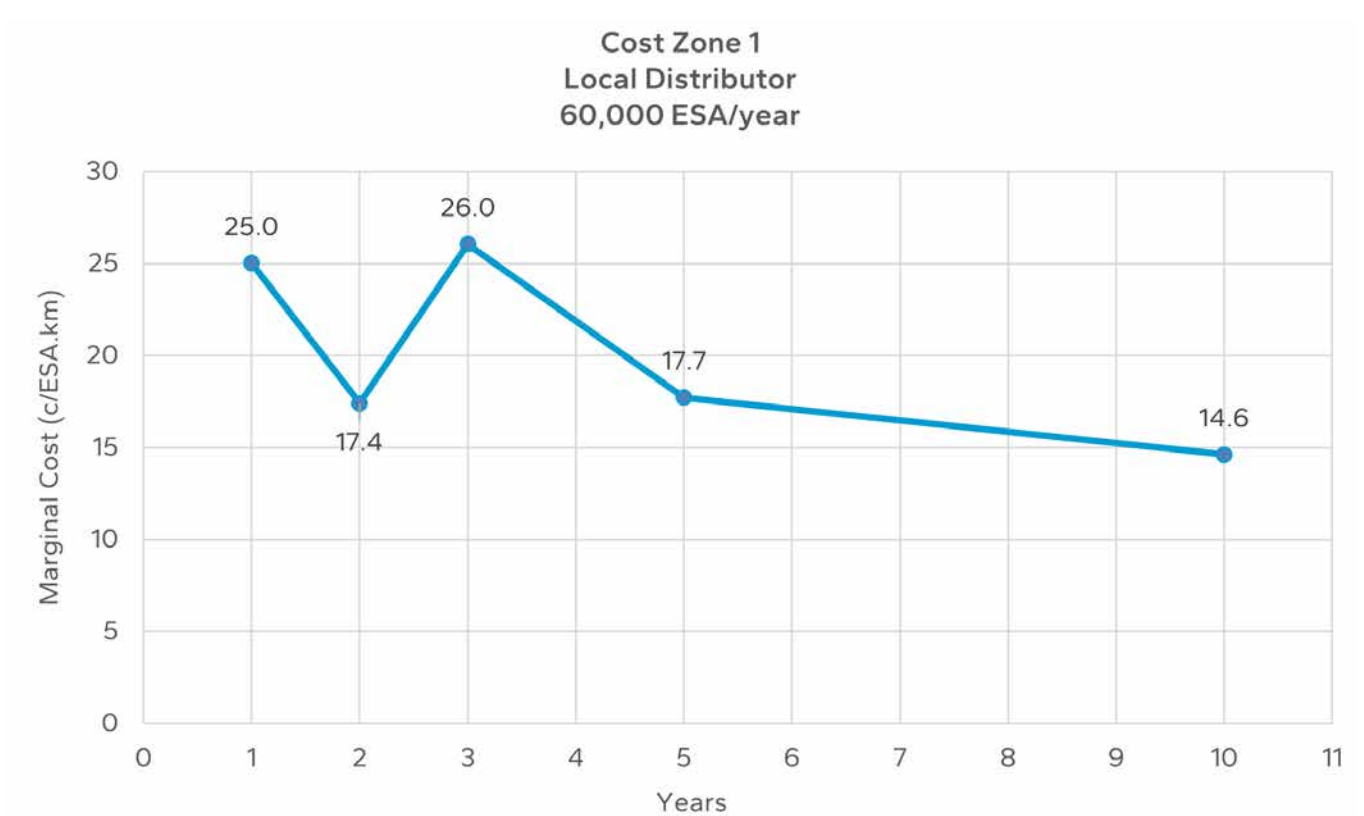


Figure B 2.2: Marginal cost chart for cost zone 1 local distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

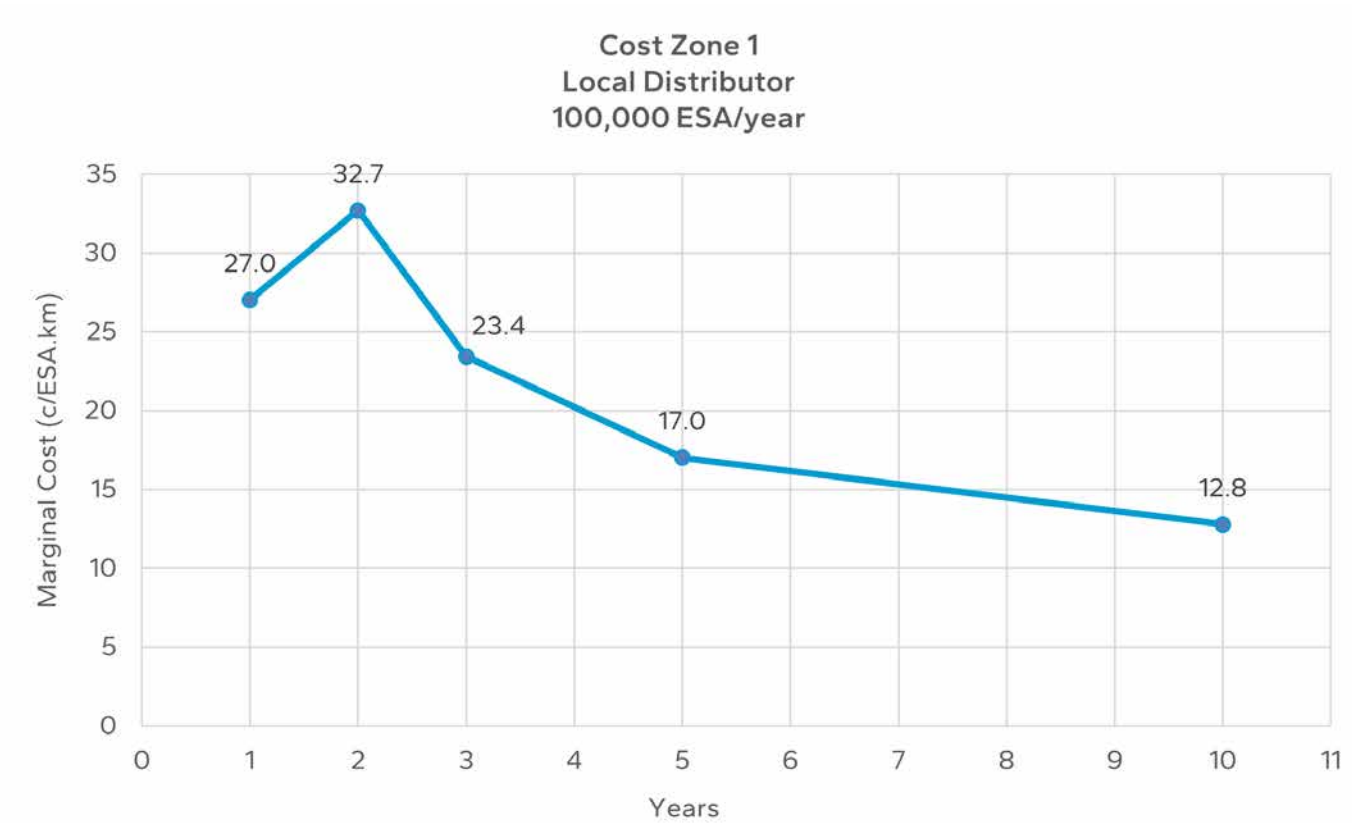


Figure B 2.3: Marginal cost chart for cost zone 1 local distributor roads with 100,000 ESA/year loading

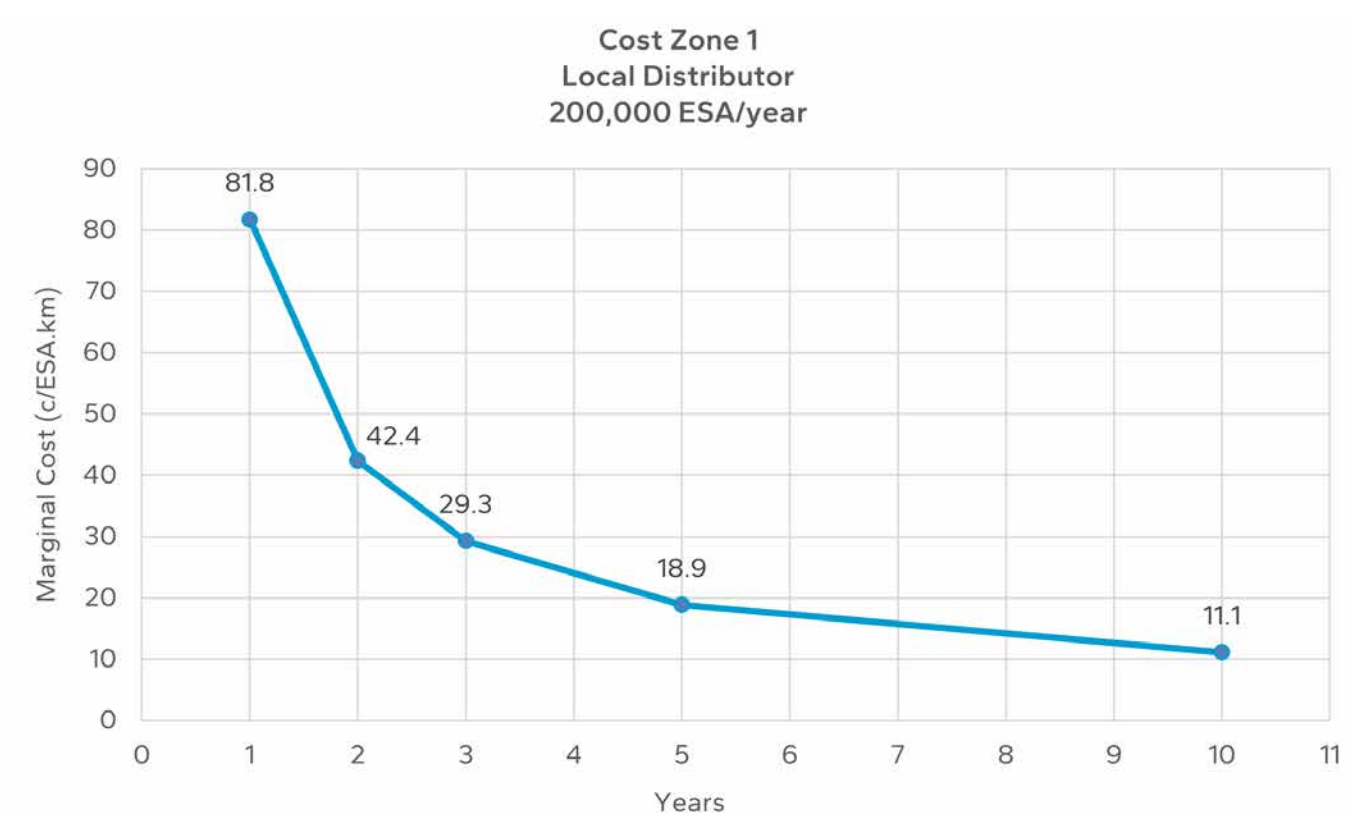


Figure B 2.4: Marginal cost chart for cost zone 1 local distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.1.3 Cost Zone 1 – Regional distributor



Figure B 3.1: Marginal cost chart for cost zone 1 regional distributor roads with 20,000 ESA/year loading

Appendix 11.1.1

Appendix B

Marginal Cost Charts



Figure B 3.3: Marginal cost chart for cost zone 1 regional distributor roads with 100,000 ESA/year loading



Figure B 3.2: Marginal cost chart for cost zone 1 regional distributor roads with 60,000 ESA/year loading



Figure B 3.4: Marginal cost chart for cost zone 1 regional distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.1.4 Cost Zone 1 – District distributor

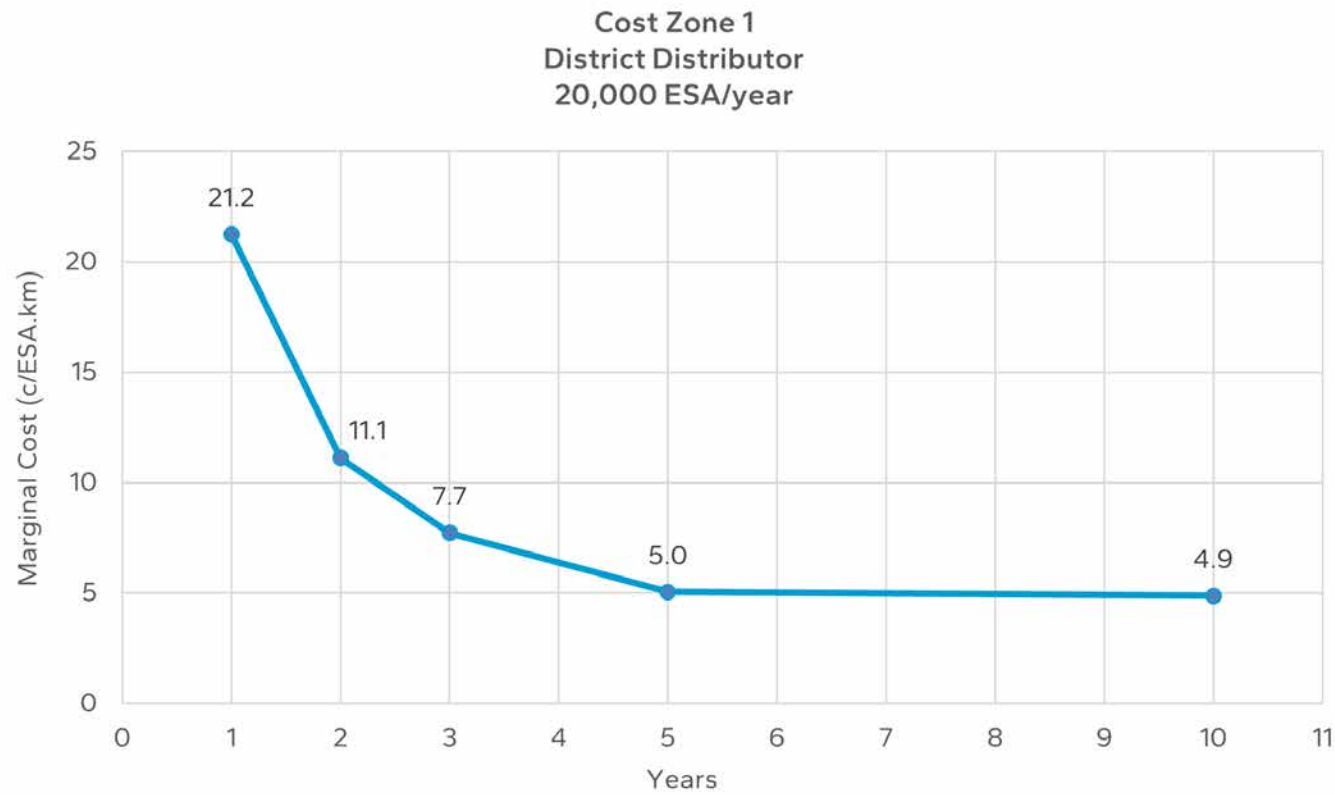


Figure B 4.1: Marginal cost chart for cost zone 1 district distributor roads with 20,000 ESA/year loading



Figure B 4.2: Marginal cost chart for cost zone 1 district distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

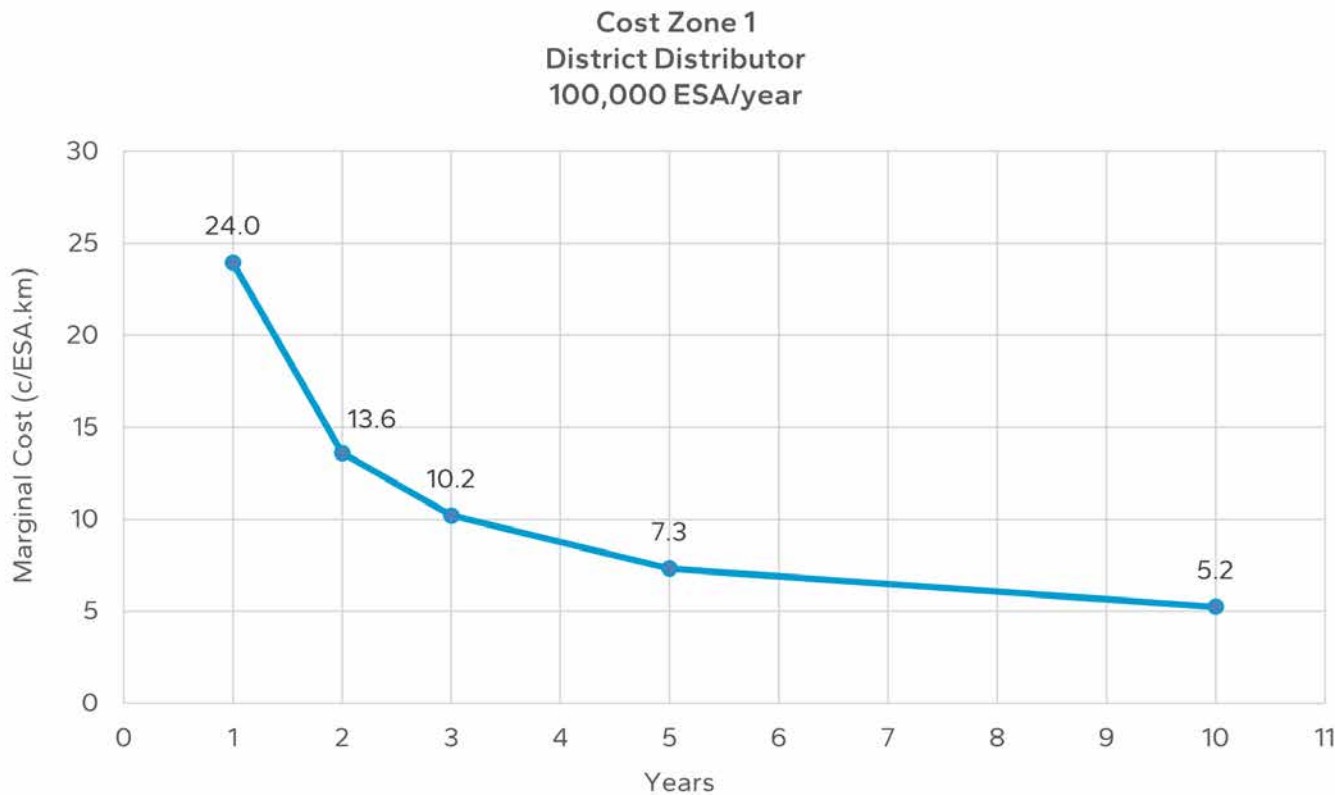


Figure B 4.3: Marginal cost chart for cost zone 1 district distributor roads with 100,000 ESA/year loading

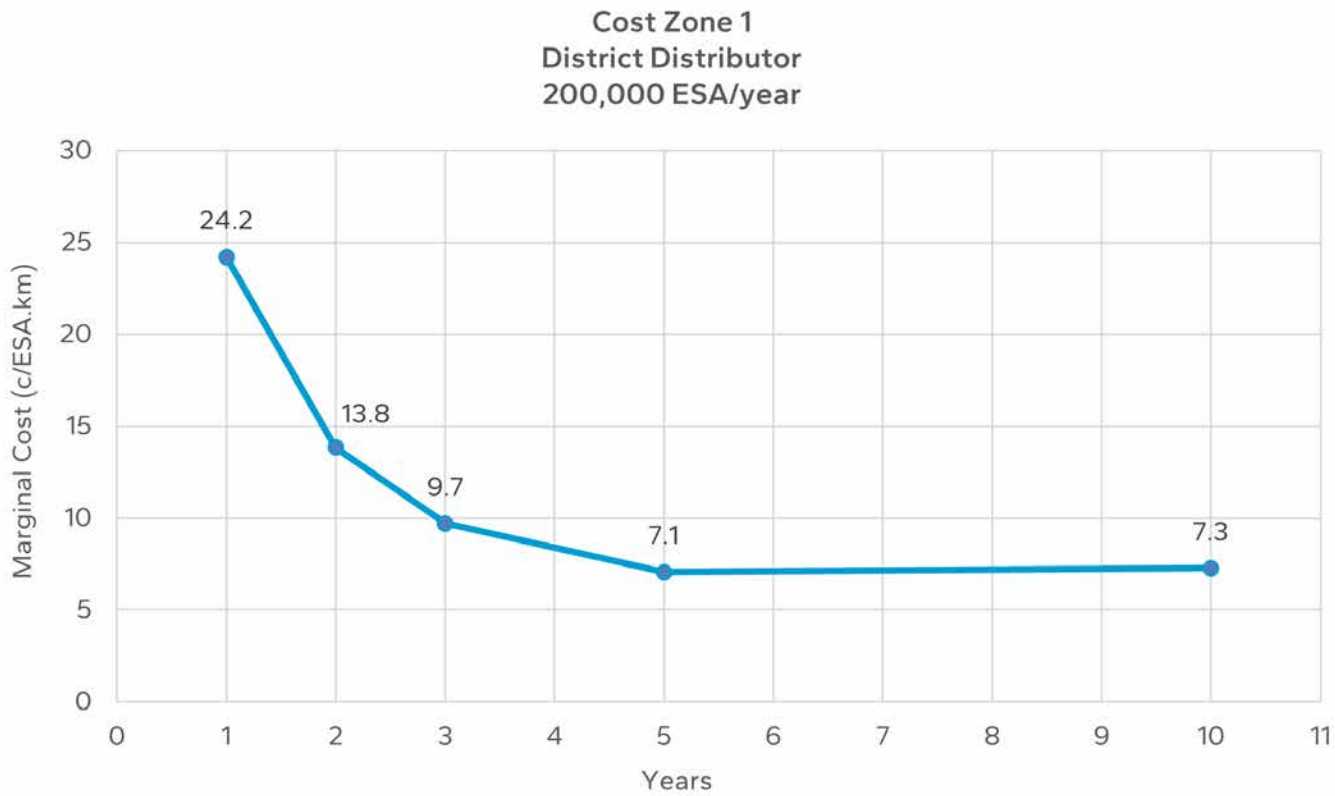


Figure B 4.4: Marginal cost chart for cost zone 1 district distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.2 Cost Zone 2

B.2.1 Cost Zone 2 – Access roads



Figure B 5.1: Marginal cost chart for cost zone 2 access roads with 20,000 ESA/year loading



Figure B 5.2: Marginal cost chart for cost zone 2 access roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts



Figure B 5.3: Marginal cost chart for cost zone 2 access roads with 100,000 ESA/year loading



Figure B 5.4: Marginal cost chart for cost zone 2 access roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.2.2 Cost Zone 2 – Local distributor



Figure B 6.1: Marginal cost chart for cost zone 2 local distributor roads with 20,000 ESA/year loading

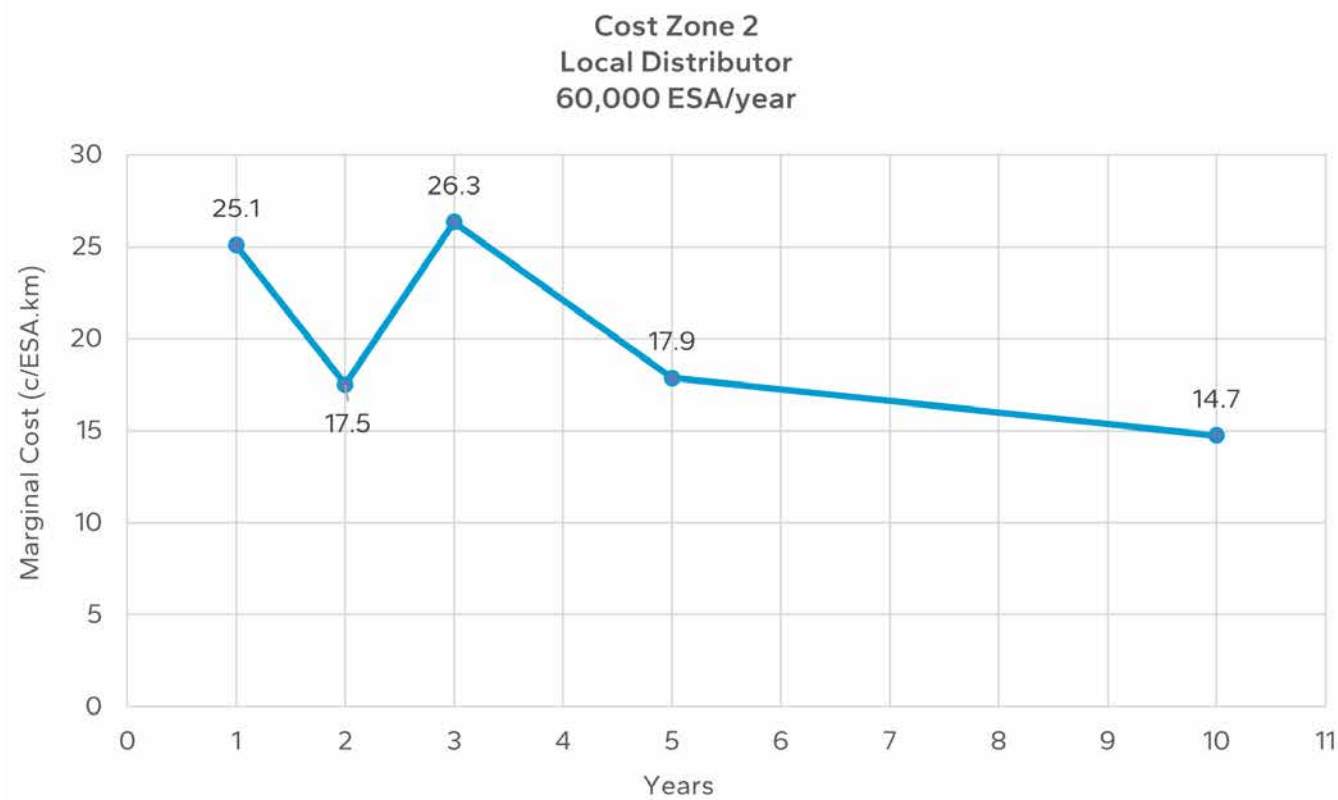


Figure B 6.2: Marginal cost chart for cost zone 2 local distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

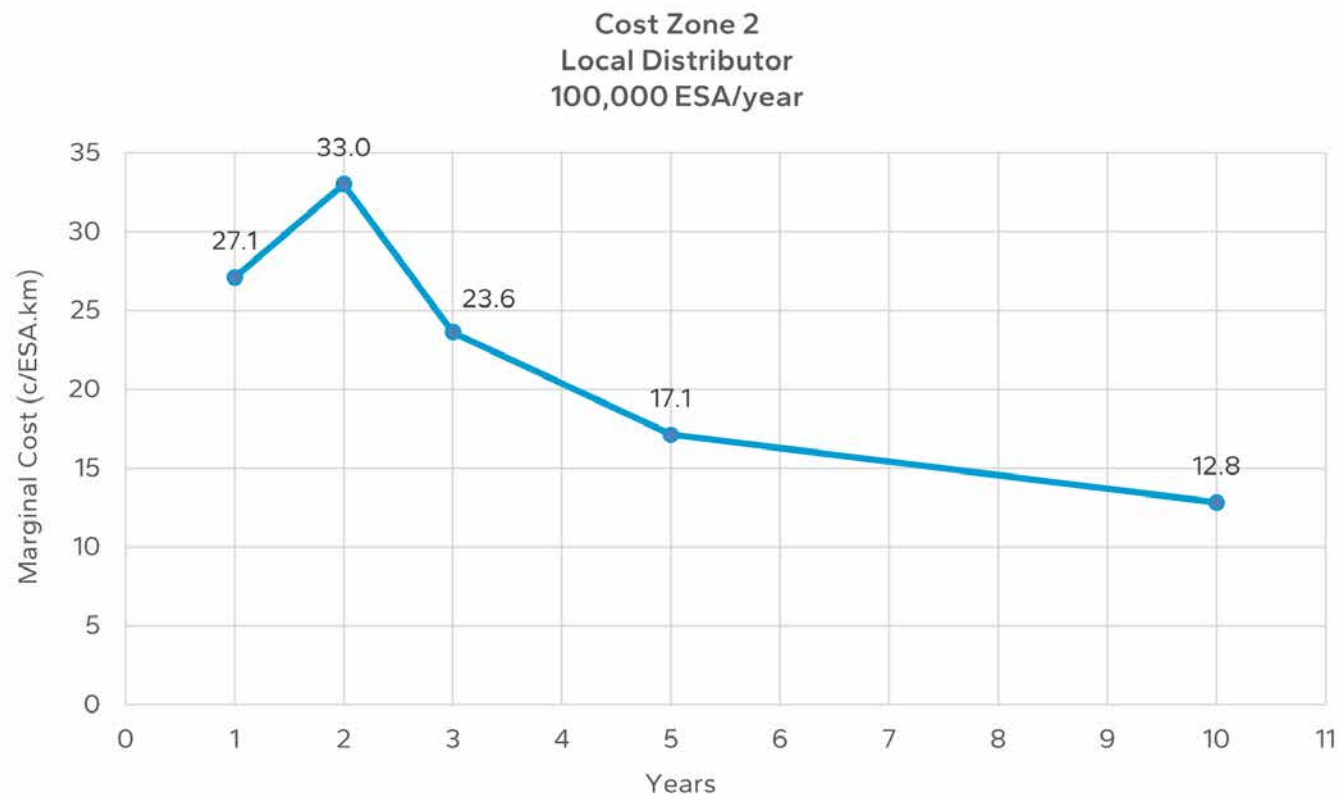


Figure B 6.3: Marginal cost chart for cost zone 2 local distributor roads with 100,000 ESA/year loading



Figure B 6.4: Marginal cost chart for cost zone 2 local distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.2.3 Cost Zone 2 – Regional distributor

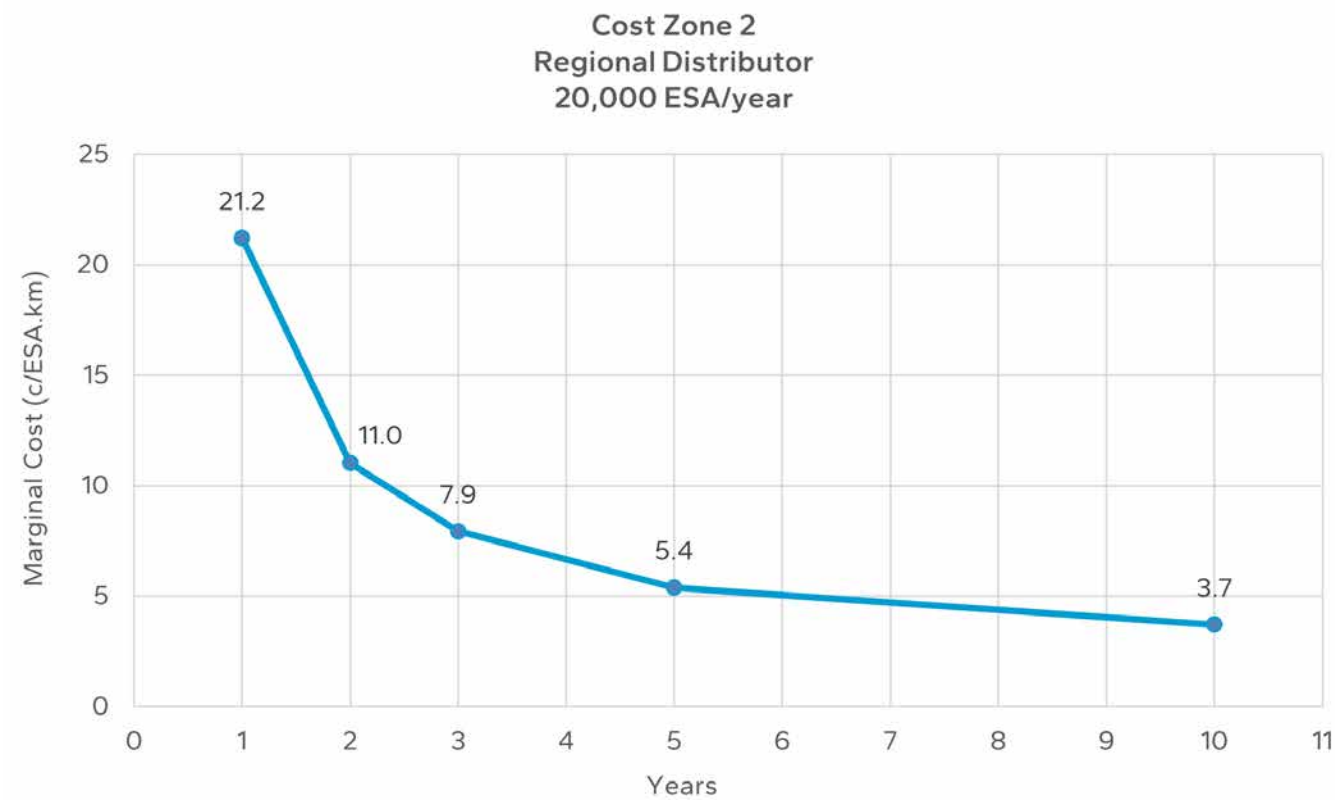


Figure B 7.1: Marginal cost chart for cost zone 2 regional distributor roads with 20,000 ESA/year loading

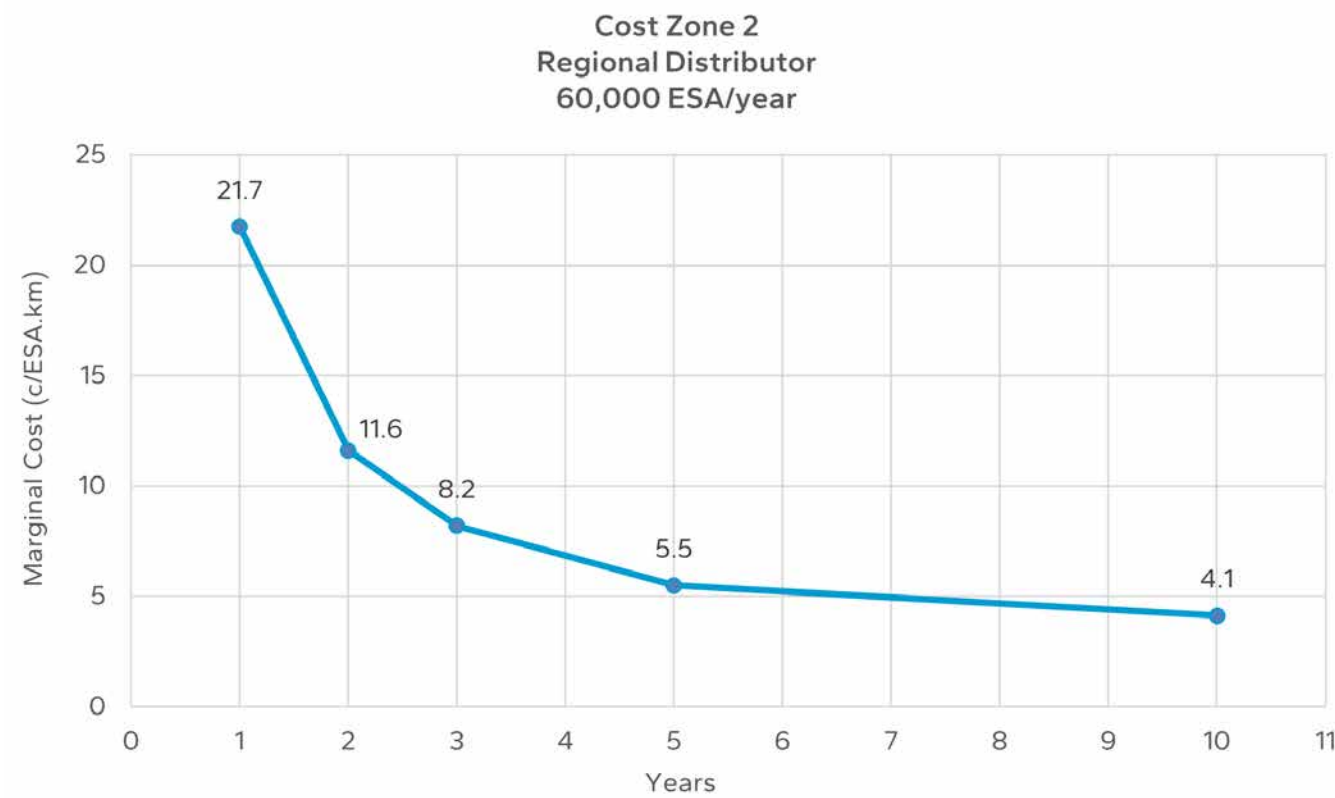


Figure B 7.2: Marginal cost chart for cost zone 2 regional distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

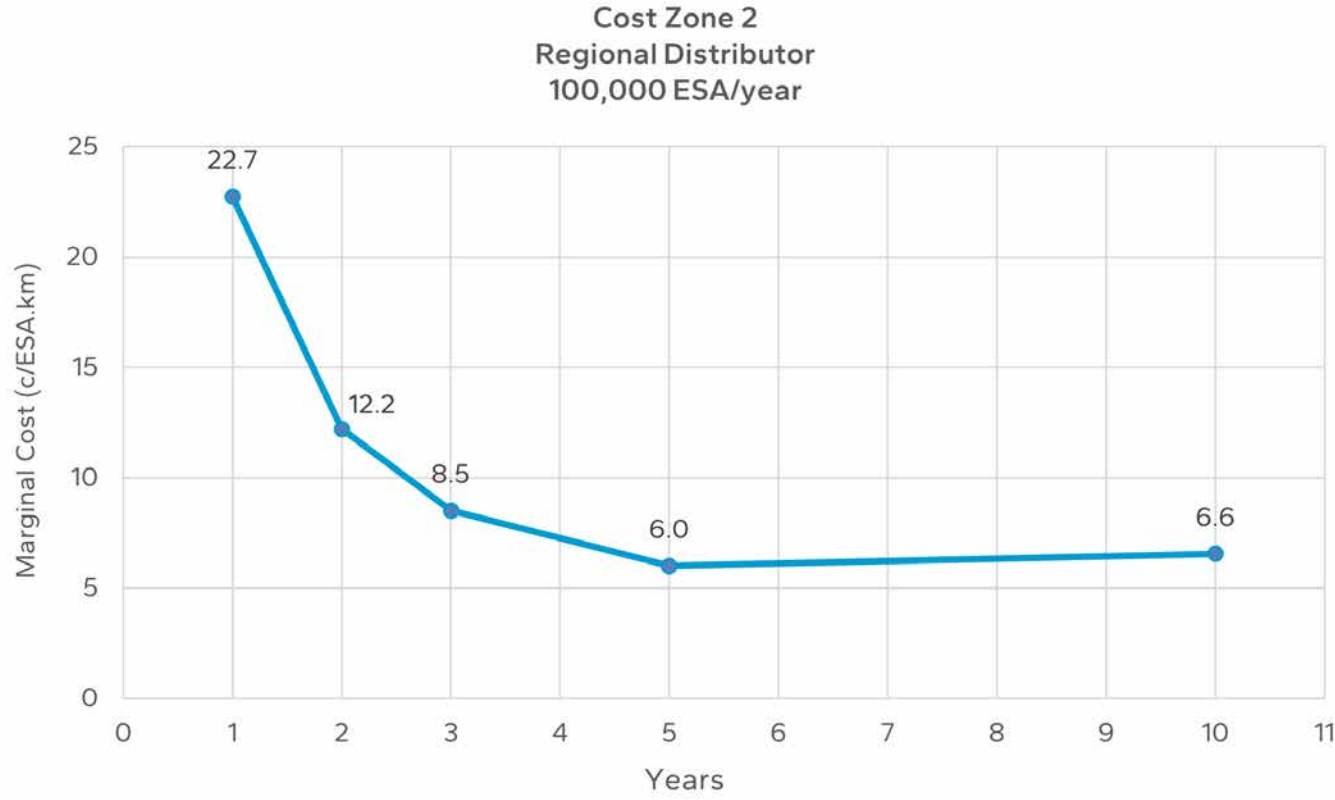


Figure B 7.3: Marginal cost chart for cost zone 2 regional distributor roads with 100,000 ESA/year loading



Figure B 7.4: Marginal cost chart for cost zone 2 regional distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.2.4 Cost Zone 2 – District distributor

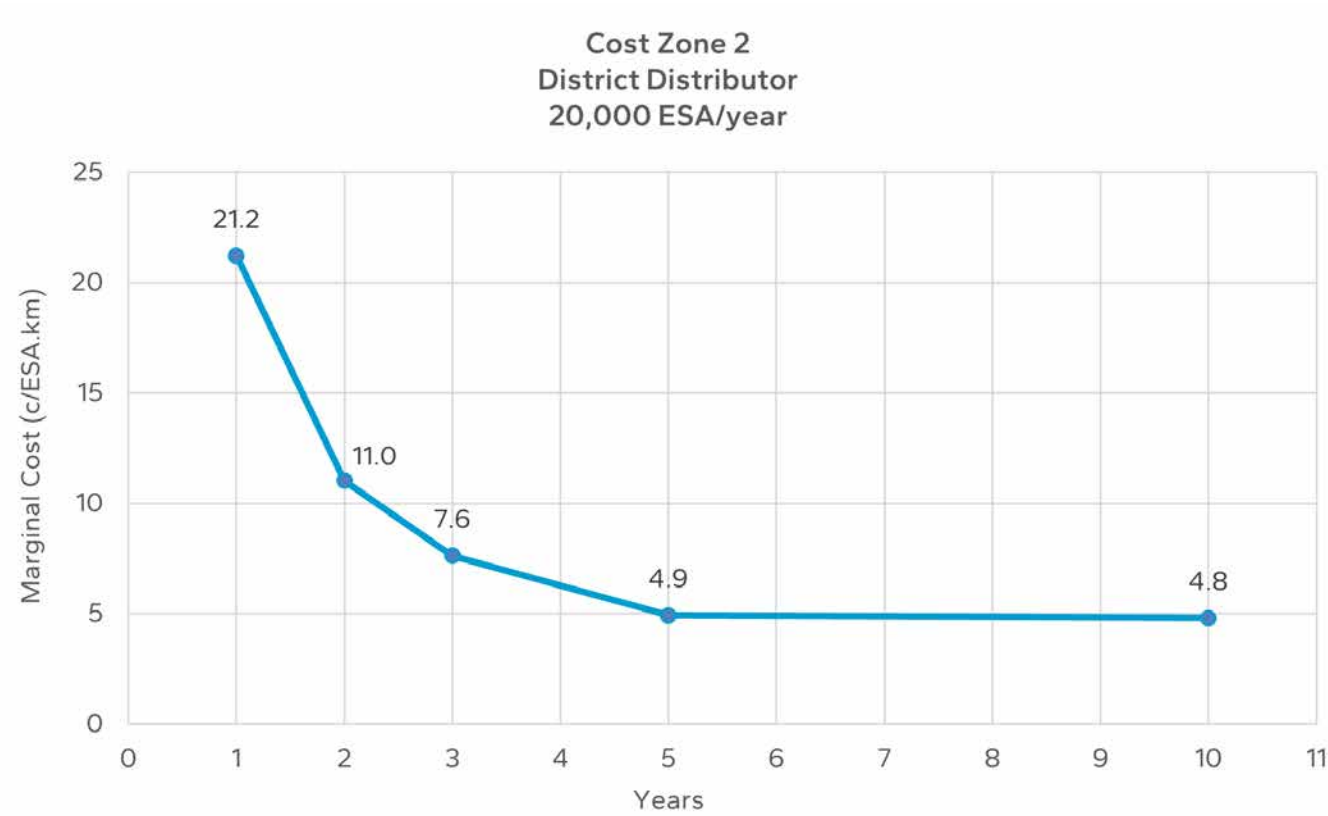


Figure B 8.1: Marginal cost chart for cost zone 2 district distributor roads with 20,000 ESA/year loading

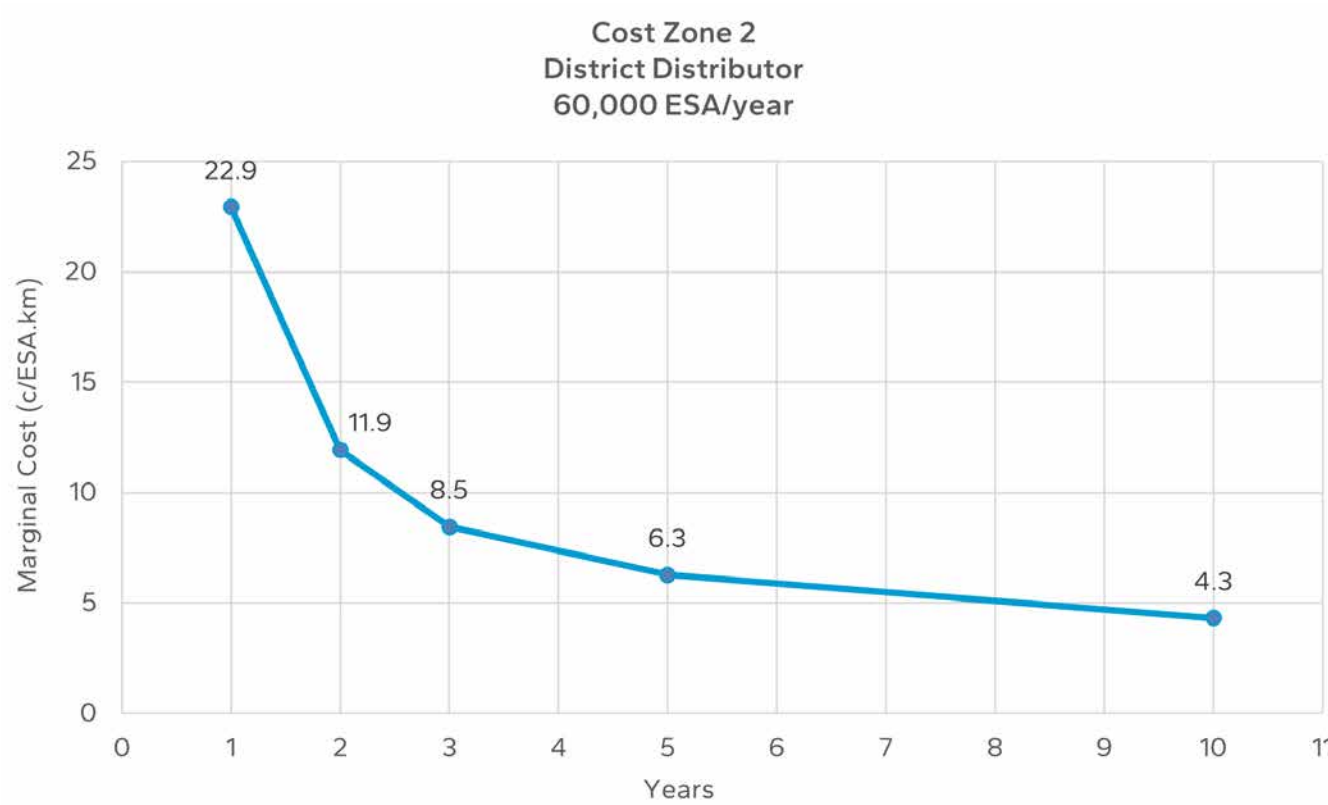


Figure B 8.2: Marginal cost chart for cost zone 2 district distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

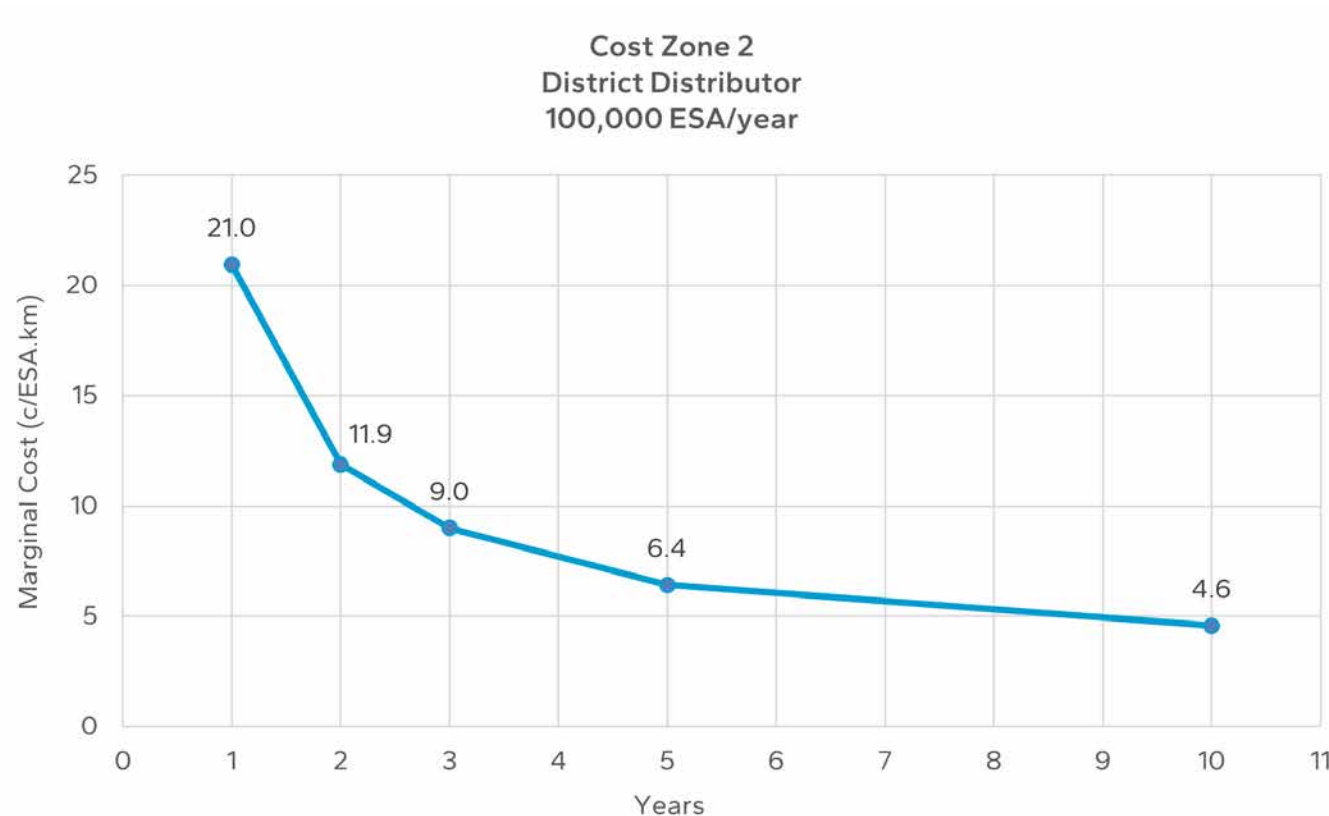


Figure B 8.3: Marginal cost chart for cost zone 2 district distributor roads with 100,000 ESA/year loading

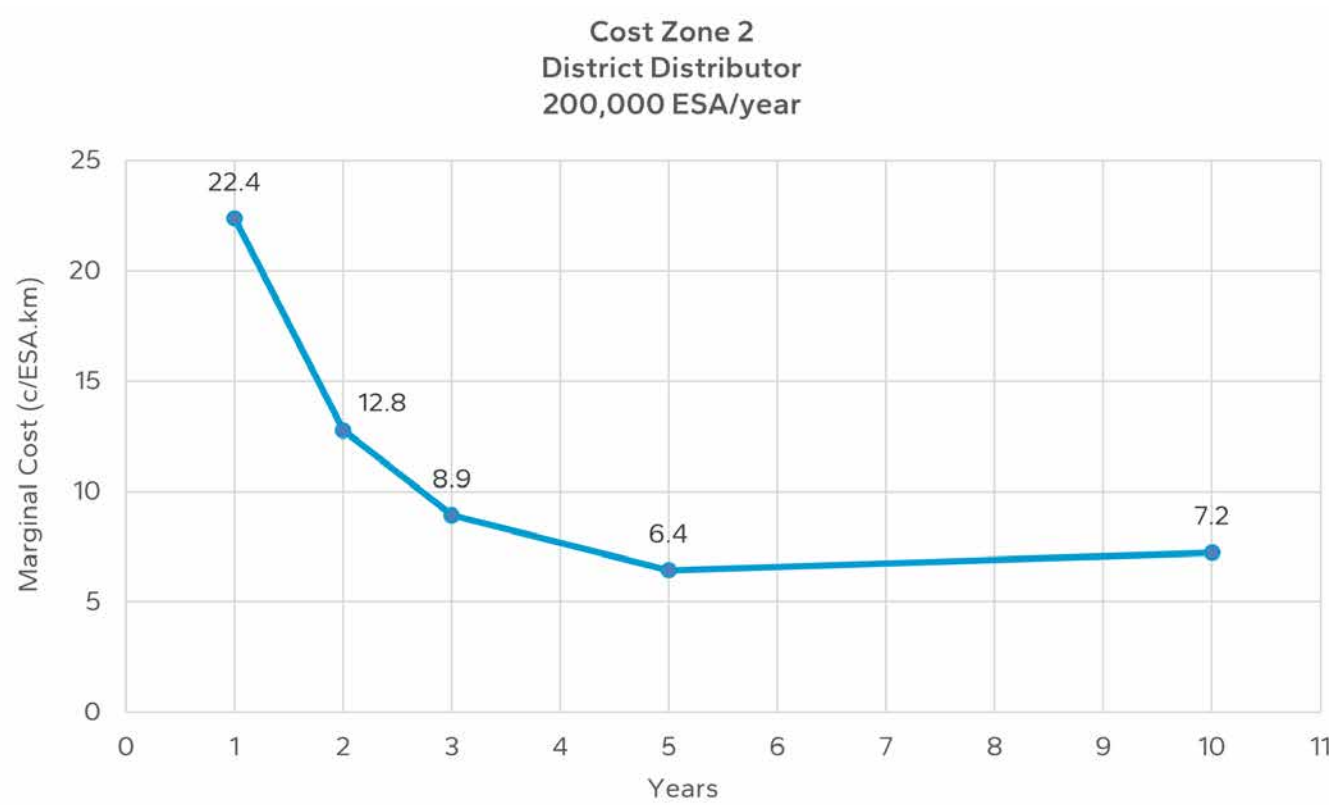


Figure B 8.4: Marginal cost chart for cost zone 2 district distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.3 Cost Zone 3

B.3.1 Cost Zone 3 – Access roads



Figure B 9.1: Marginal cost chart for cost zone 3 access roads with 20,000 ESA/year loading



Figure B 9.2: Marginal cost chart for cost zone 3 access roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

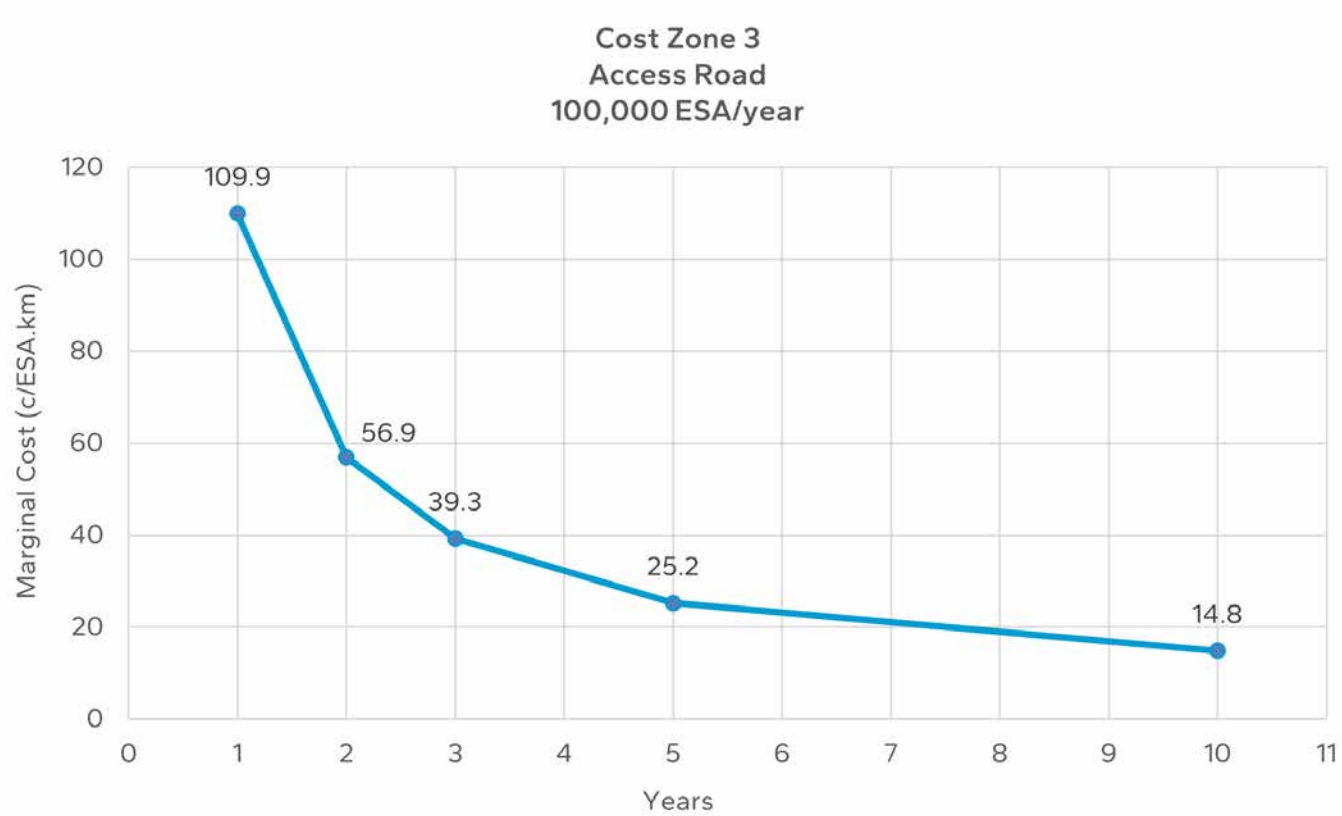


Figure B 9.3: Marginal cost chart for cost zone 3 access roads with 100,000 ESA/year loading



Figure B 9.4: Marginal cost chart for cost zone 3 access roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.3.2 Cost Zone 3 – Local distributor

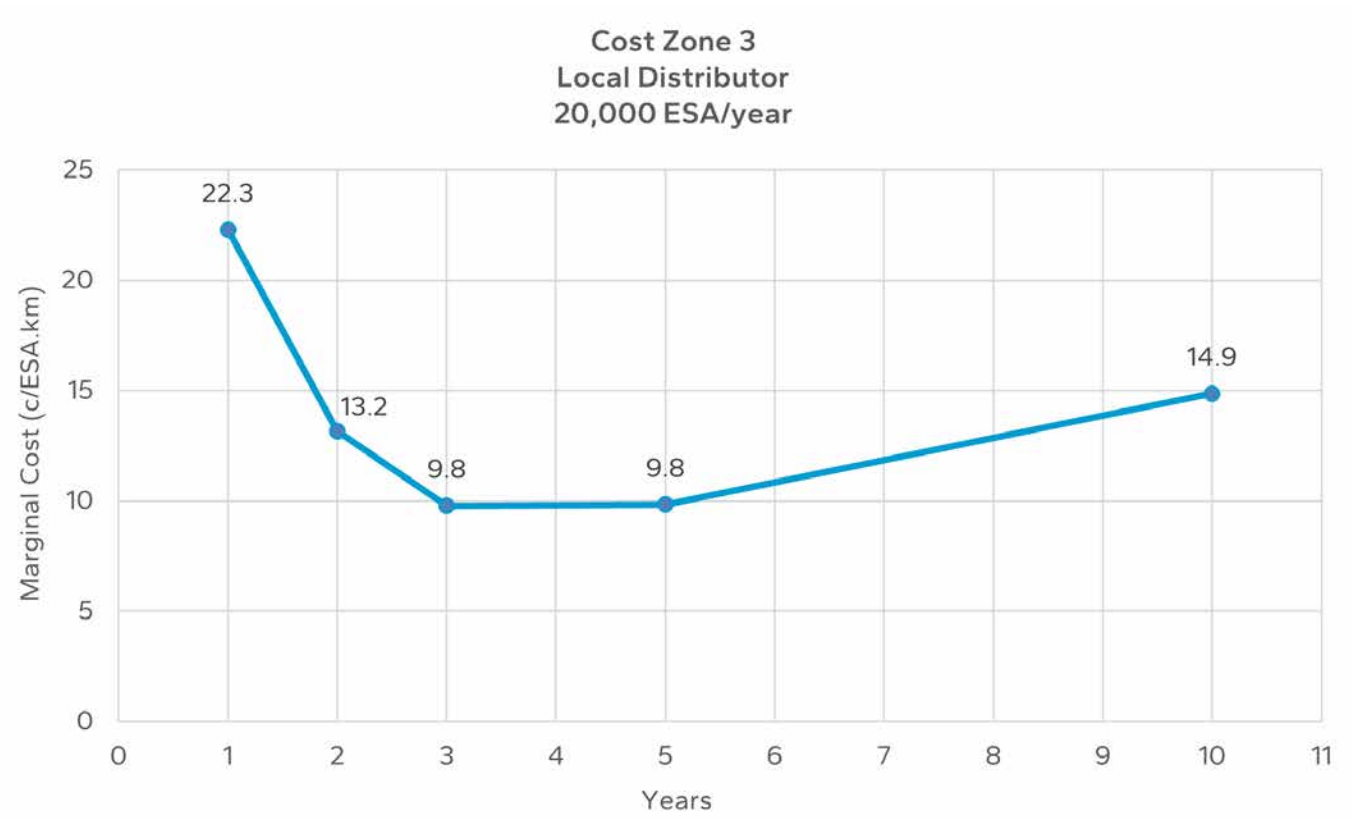


Figure B 10.1: Marginal cost chart for cost zone 3 local distributor roads with 20,000 ESA/year loading

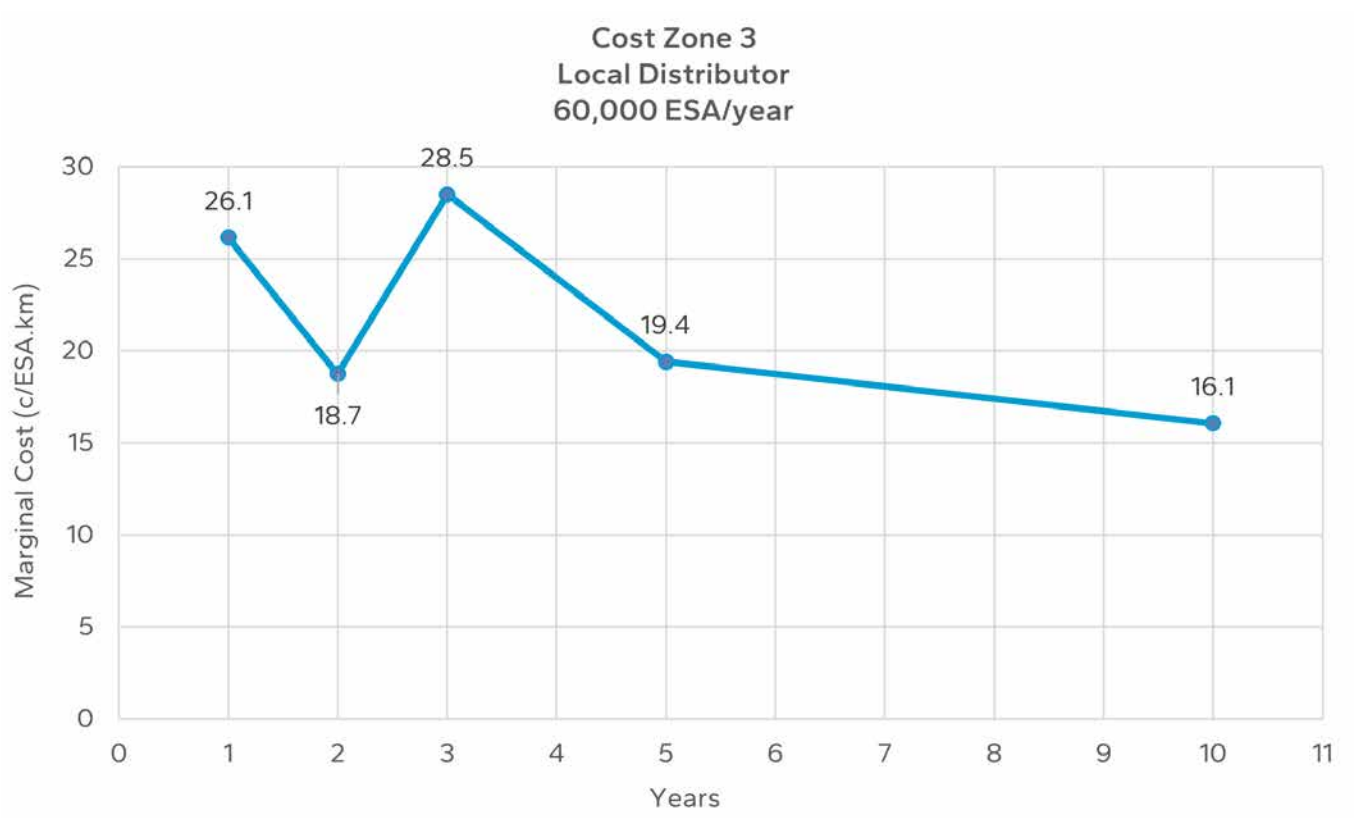


Figure B 10.2: Marginal cost chart for cost zone 3 local distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

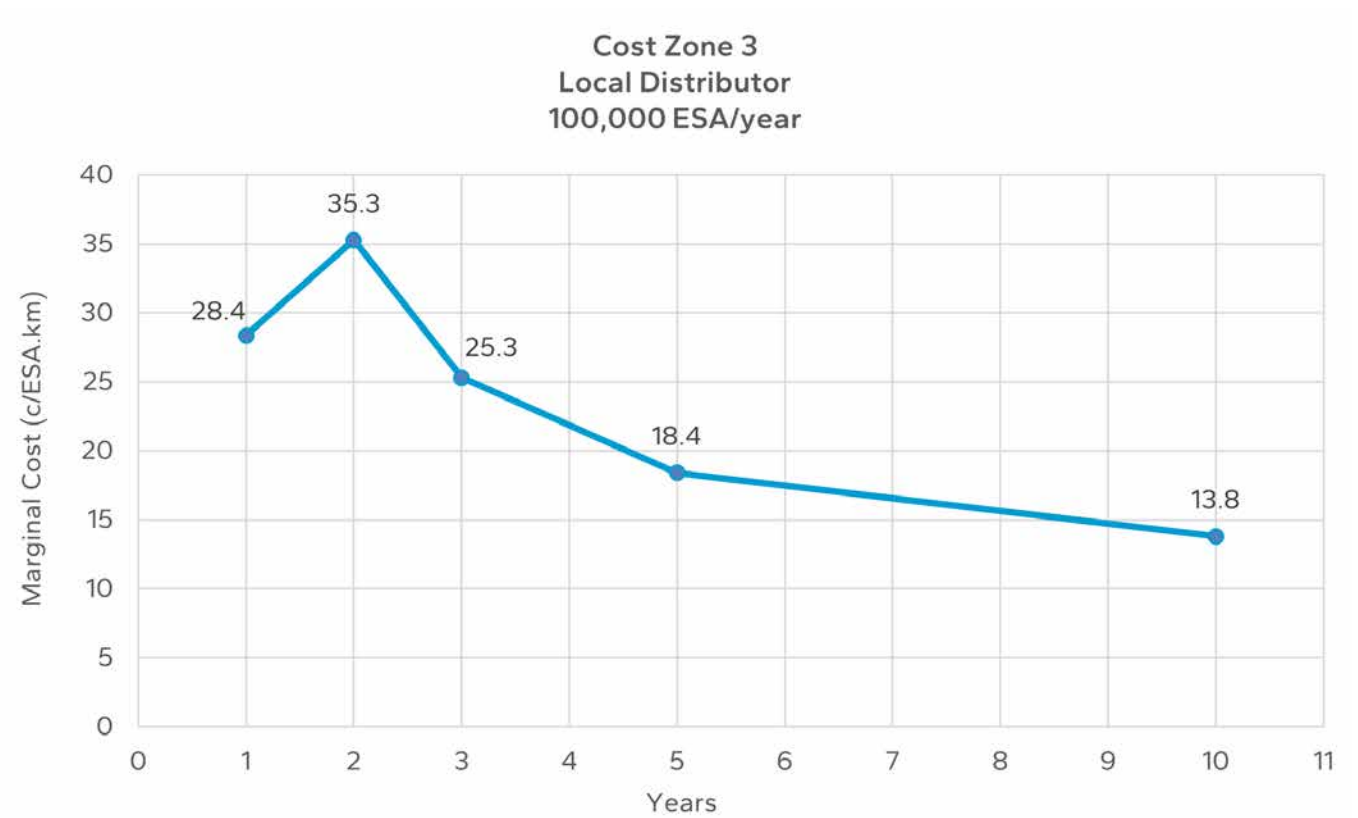


Figure B 10.3: Marginal cost chart for cost zone 3 local distributor roads with 100,000 ESA/year loading



Figure B 10.4: Marginal cost chart for cost zone 3 local distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.3.3 Cost Zone 3 – Regional distributor

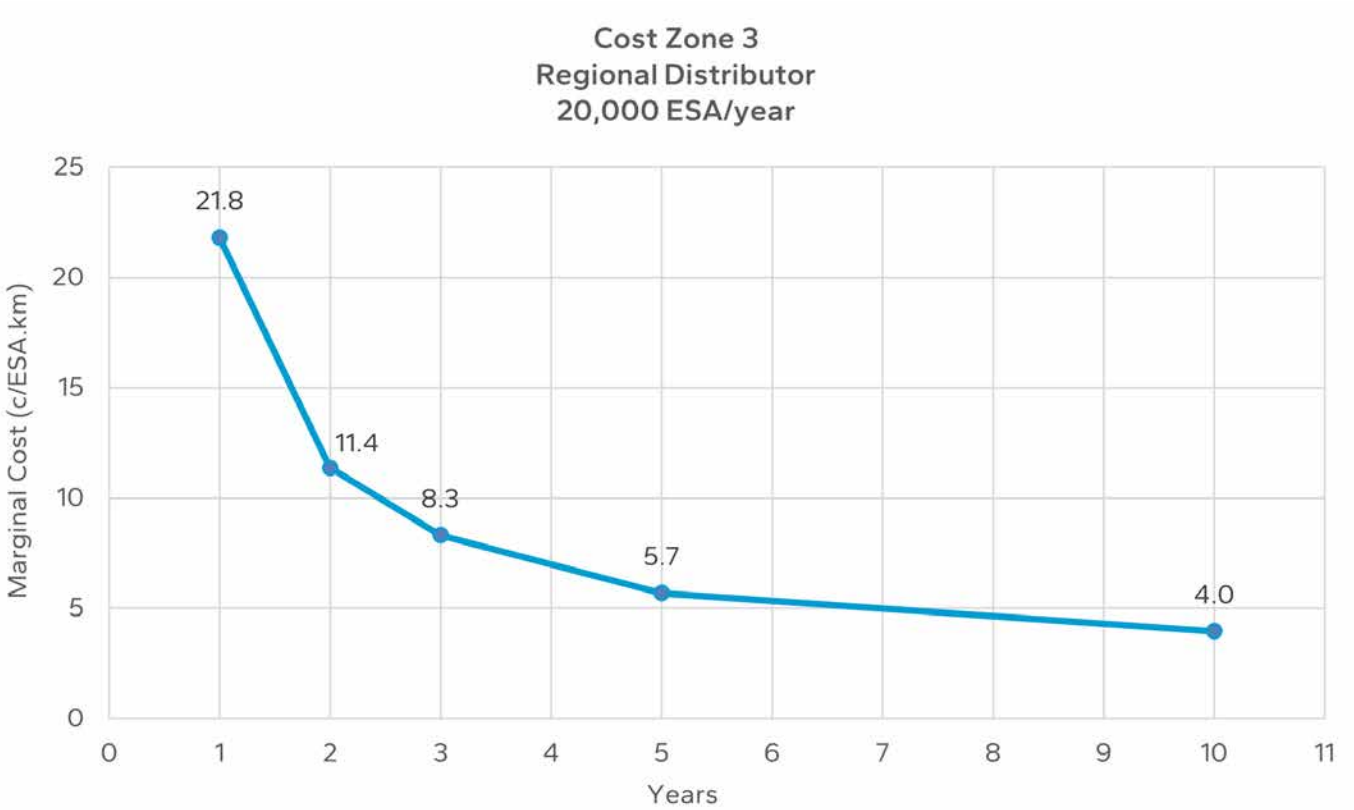


Figure B 11.1: Marginal cost chart for cost zone 3 regional distributor roads with 20,000 ESA/year loading

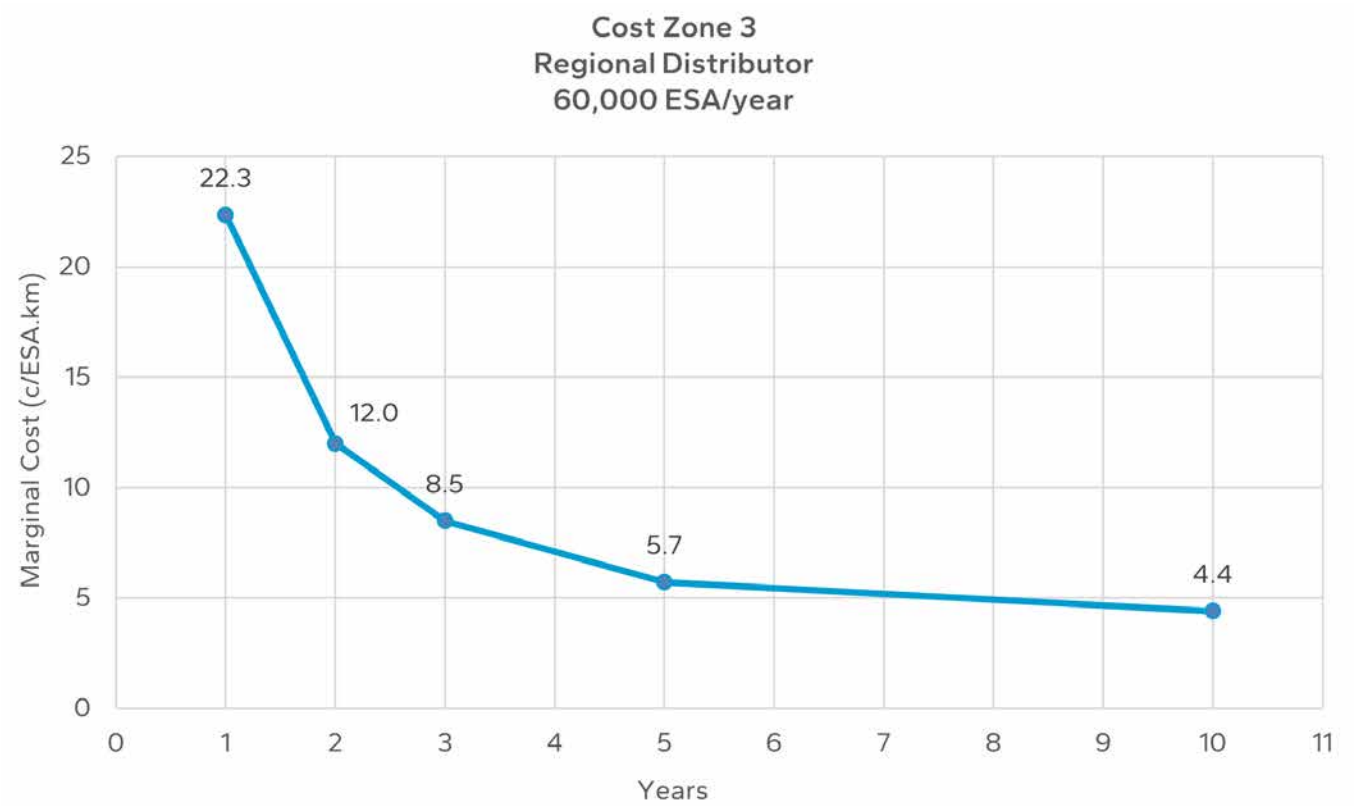


Figure B 11.2: Marginal cost chart for cost zone 3 regional distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts



Figure B 11.3: Marginal cost chart for cost zone 3 regional distributor roads with 100,000 ESA/year loading



Figure B 11.4: Marginal cost chart for cost zone 3 regional distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.3.4 Cost Zone 3 – District distributor

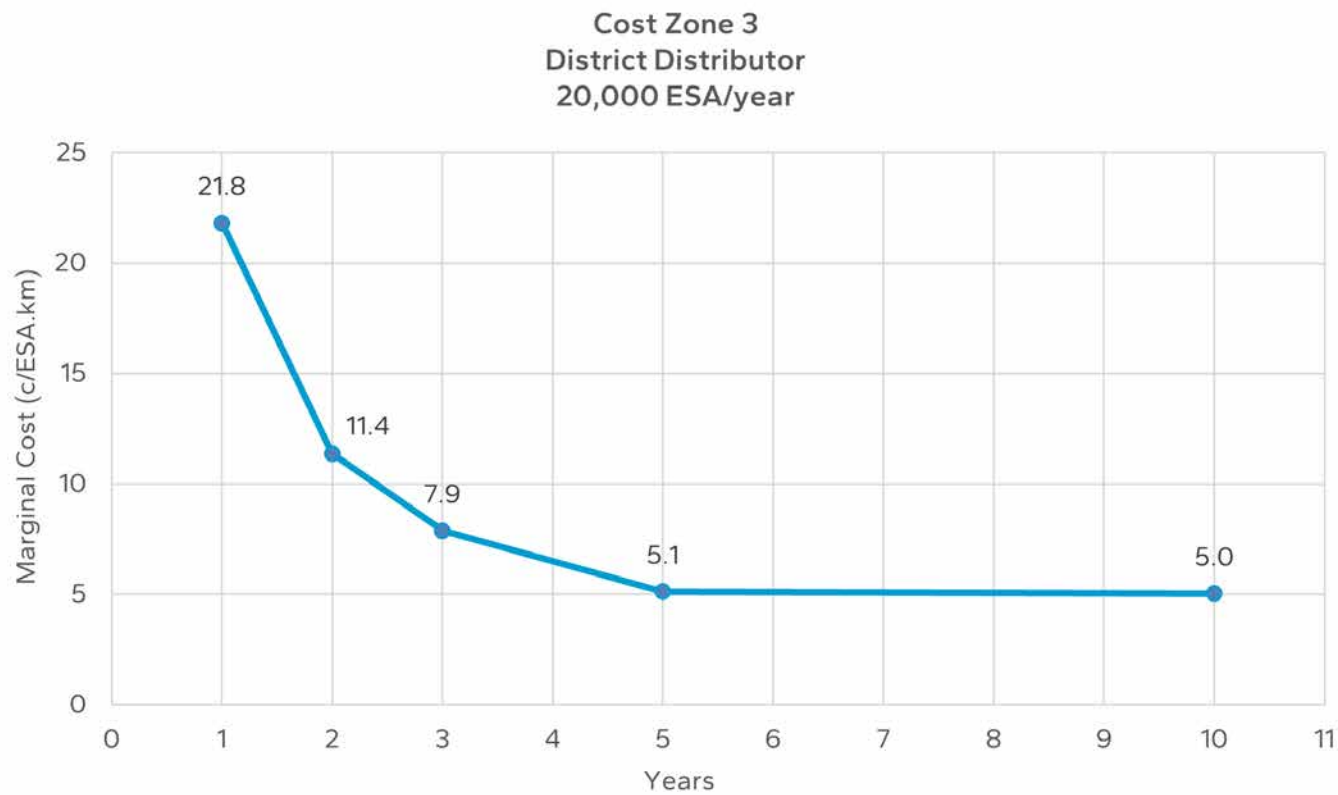


Figure B 12.1: Marginal cost chart for cost zone 3 district distributor roads with 20,000 ESA/year loading

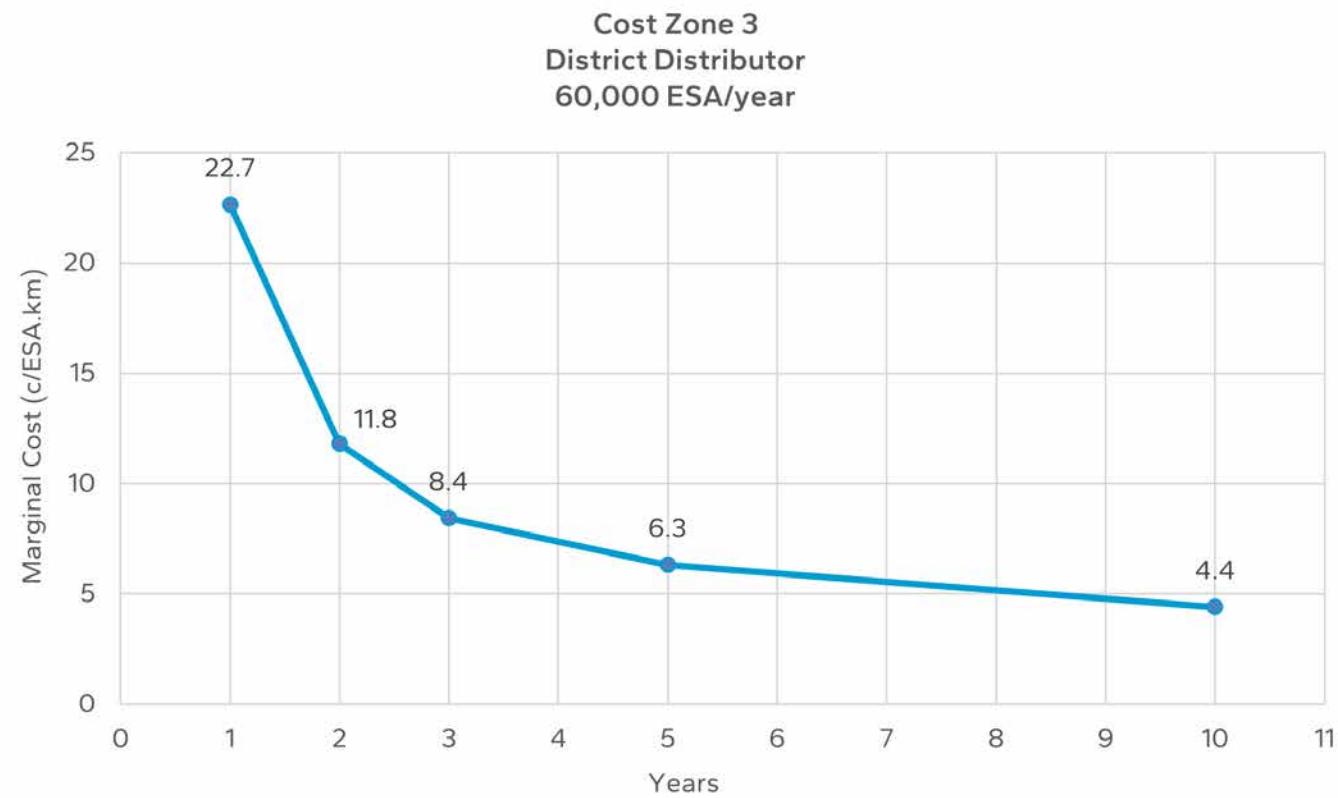


Figure B 12.2: Marginal cost chart for cost zone 3 district distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

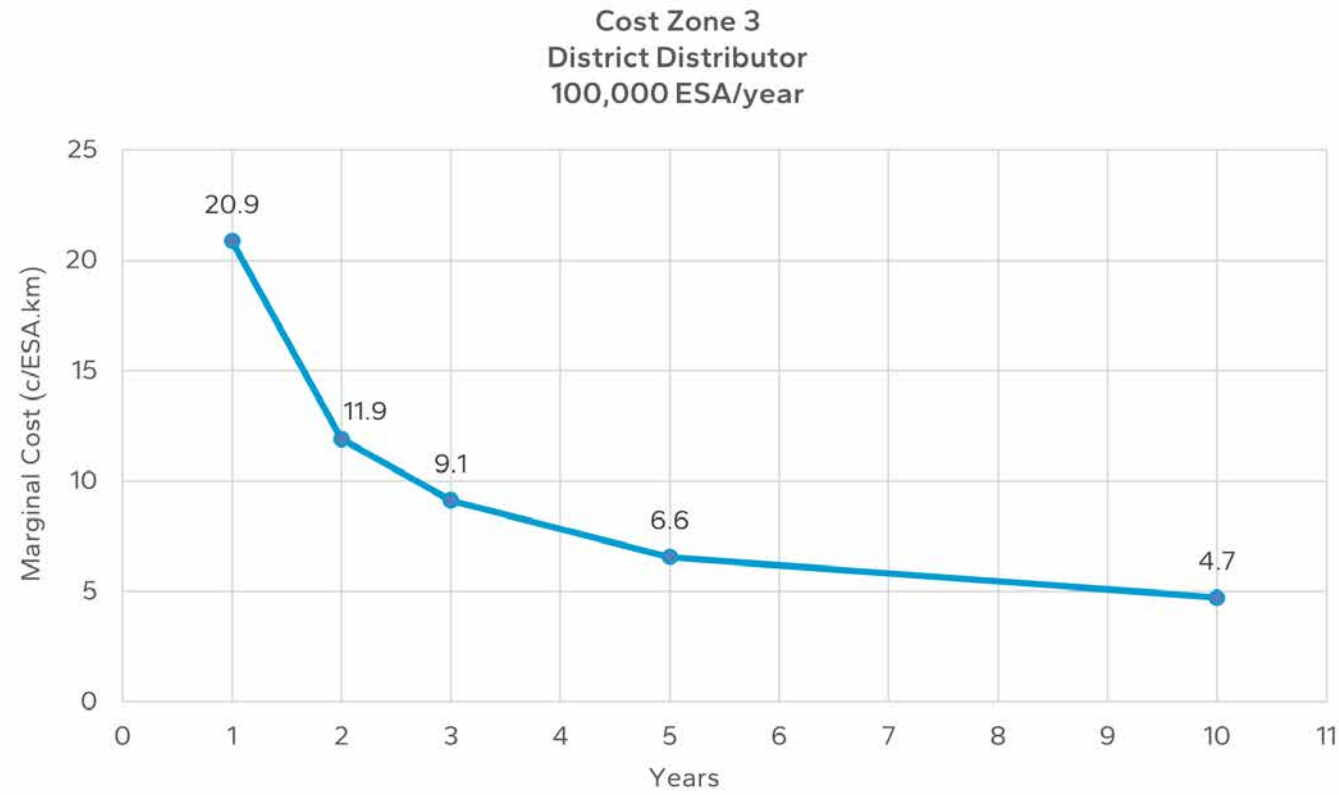


Figure B 12.3: Marginal cost chart for cost zone 3 district distributor roads with 100,000 ESA/year loading

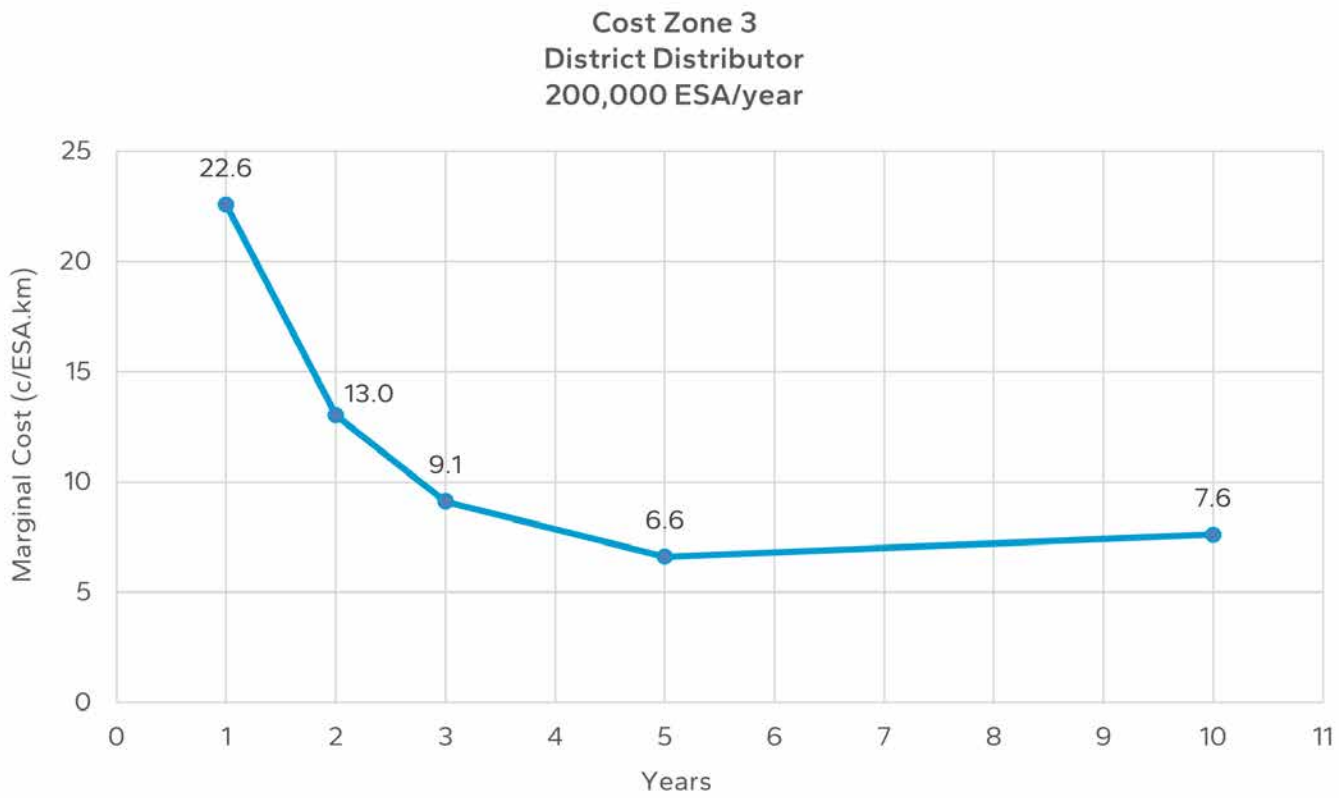


Figure B 12.4: Marginal cost chart for cost zone 3 district distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.4 Cost Zone 4

B.4.1 Cost Zone 4 – Access roads

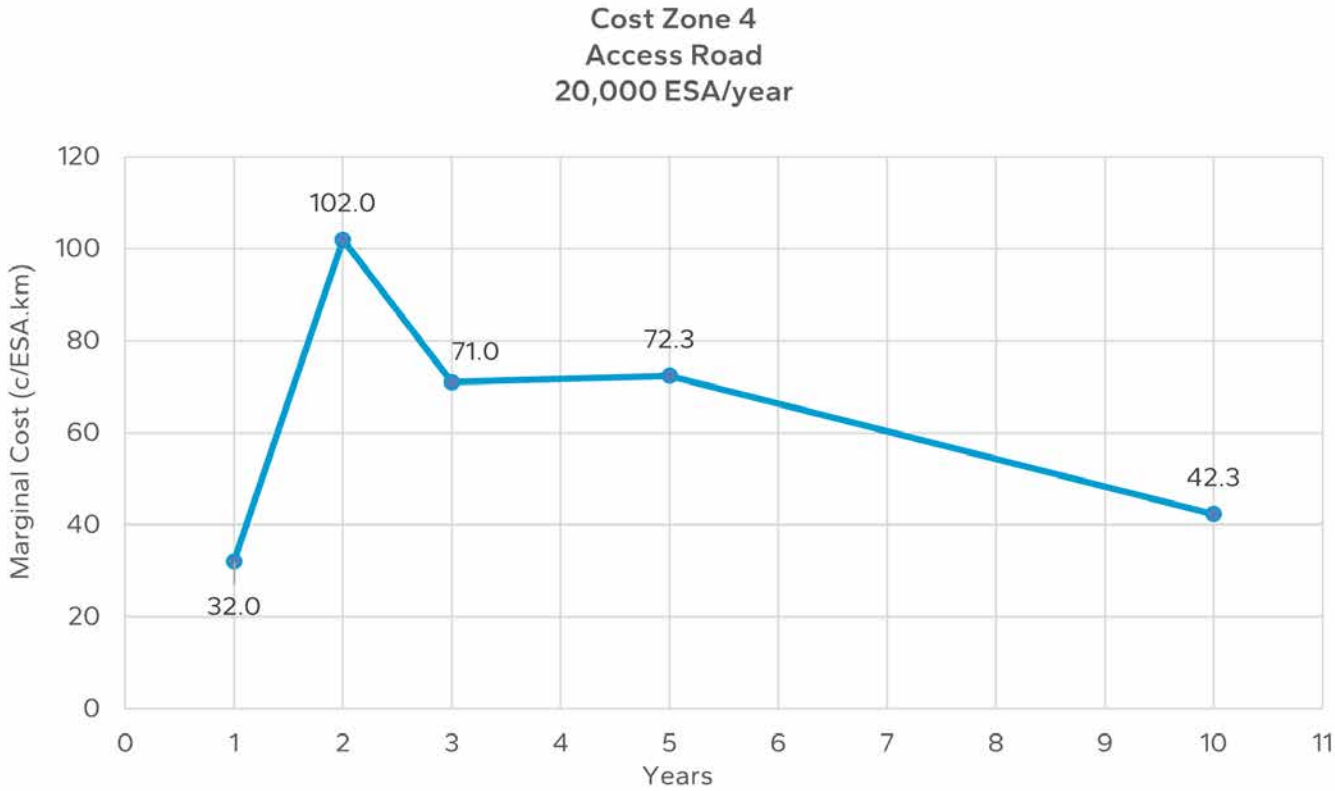


Figure B 13.1: Marginal cost chart for cost zone 4 access roads with 20,000 ESA/year loading



Figure B 13.2: Marginal cost chart for cost zone 4 access roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

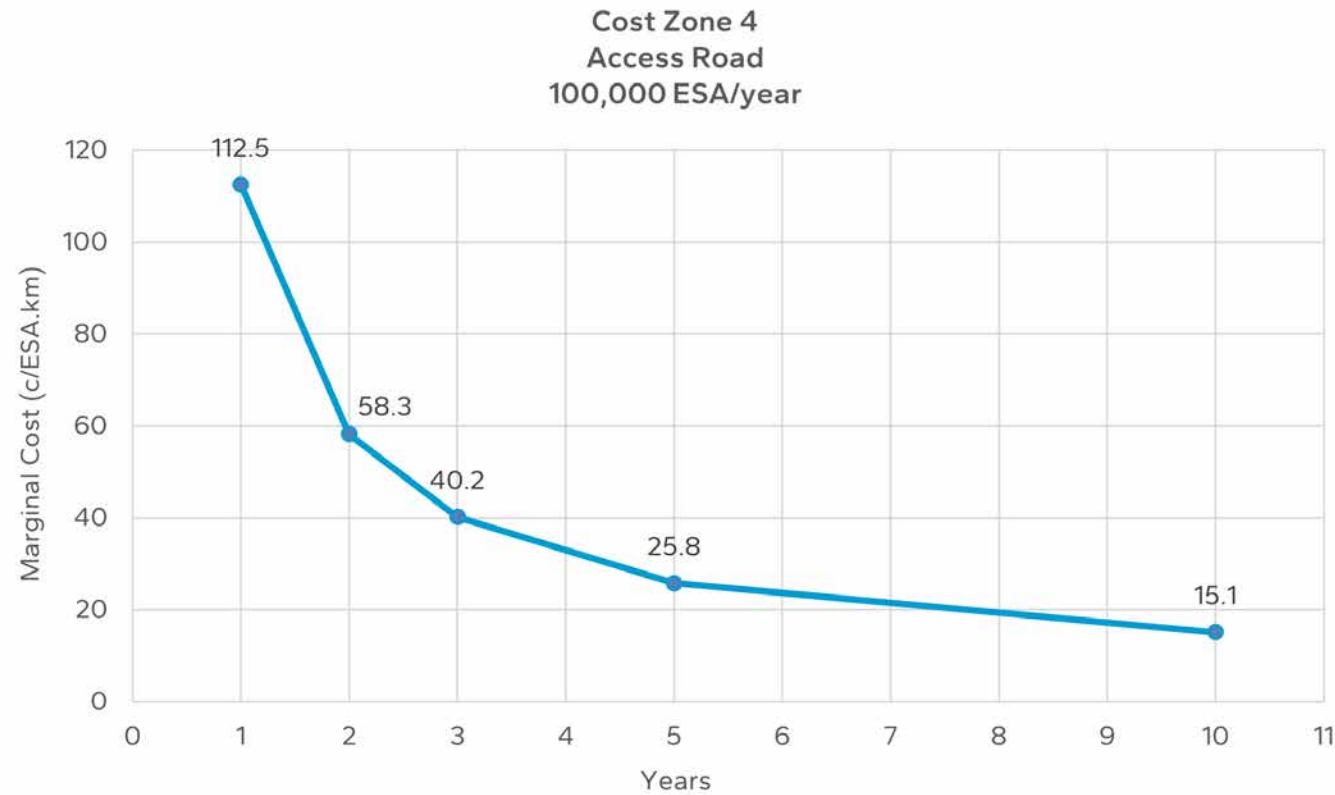


Figure B 13.3: Marginal cost chart for cost zone 4 access roads with 100,000 ESA/year loading

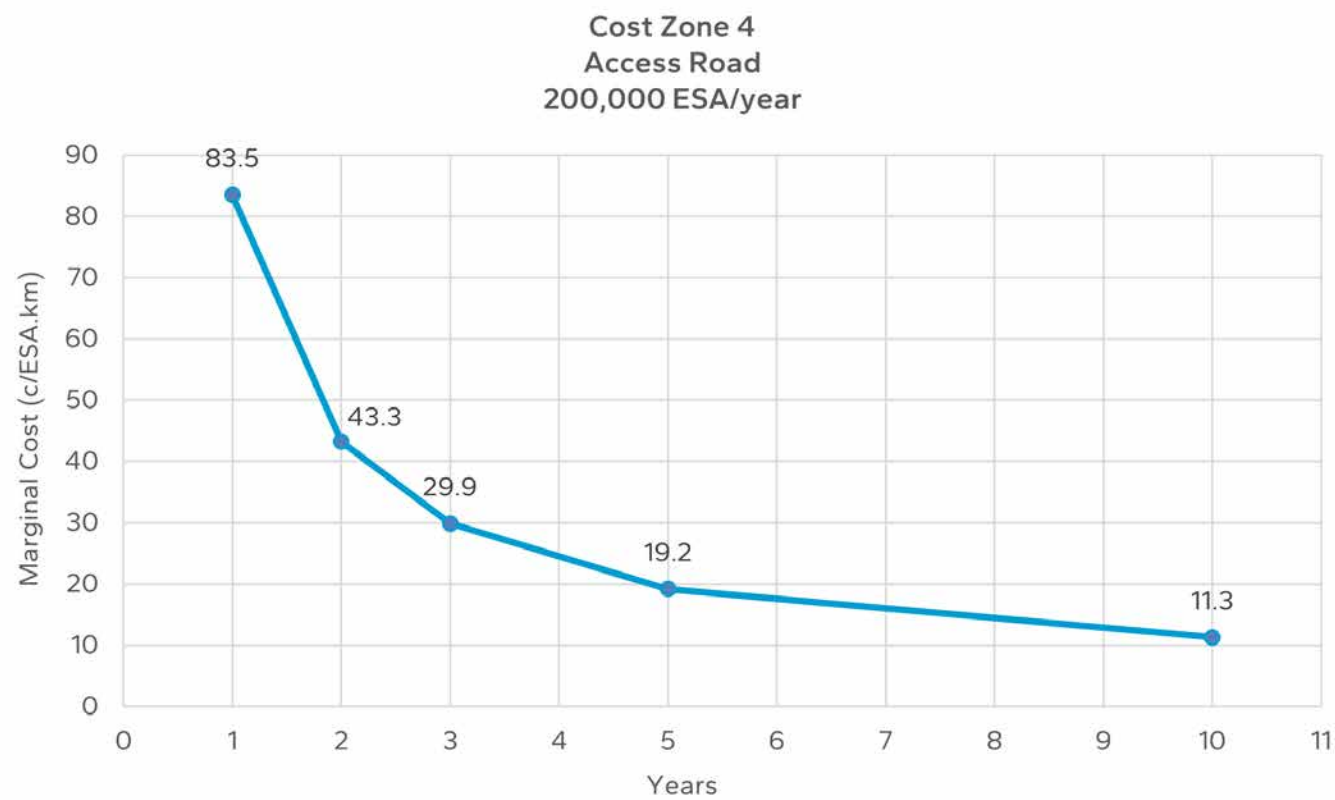


Figure B 13.4: Marginal cost chart for cost zone 4 access roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.4.2 Cost Zone 4 – Local distributor

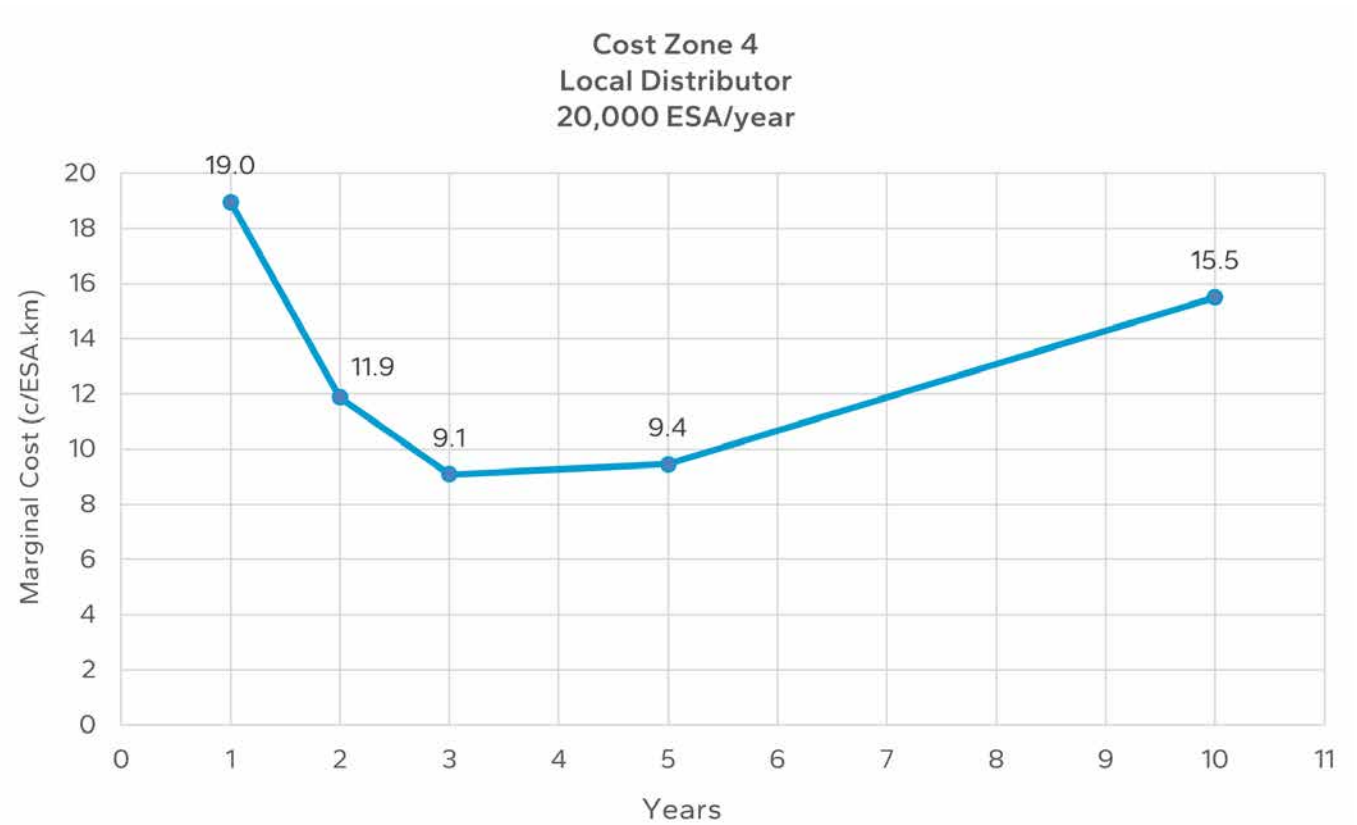


Figure B 14.1: Marginal cost chart for cost zone 4 local distributor roads with 20,000 ESA/year loading

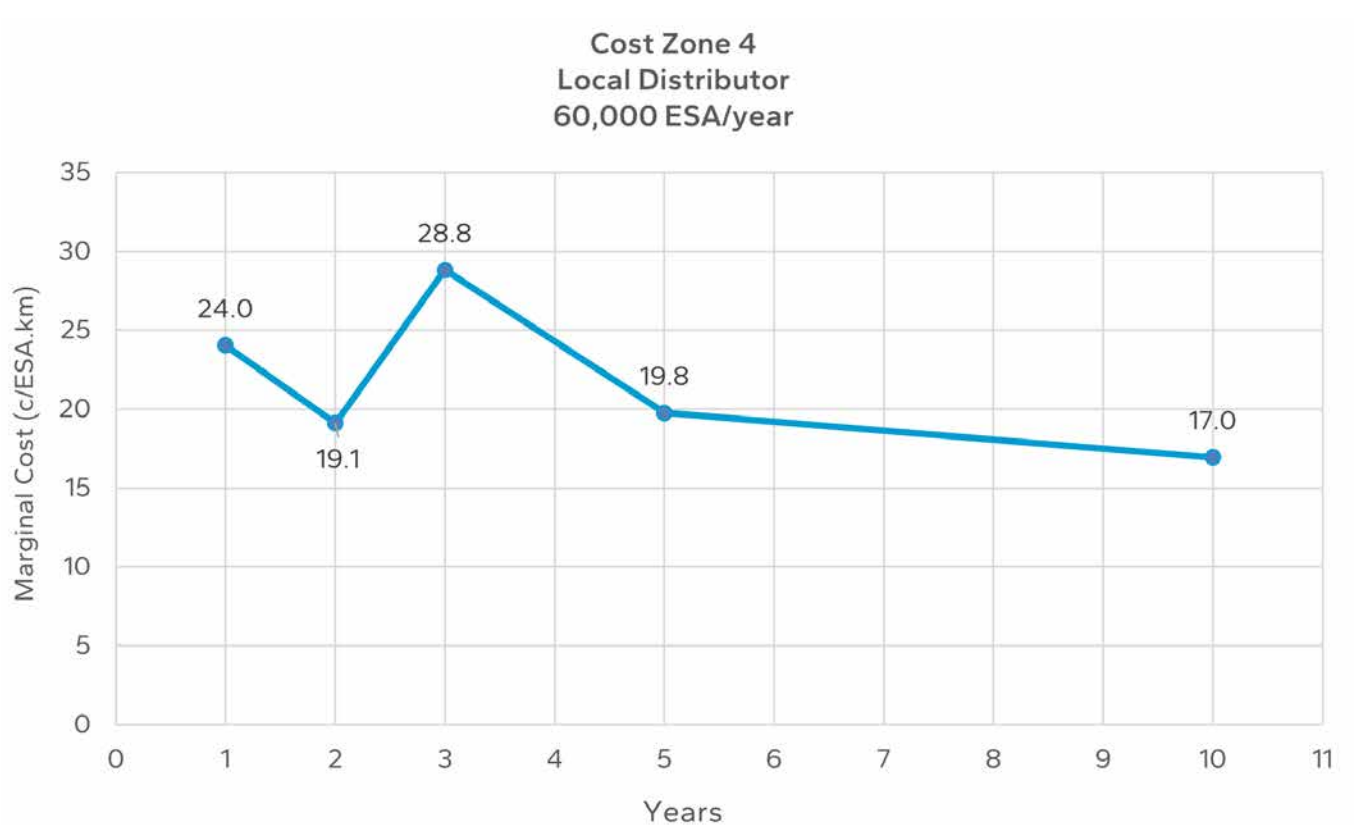


Figure B 14.2: Marginal cost chart for cost zone 4 local distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

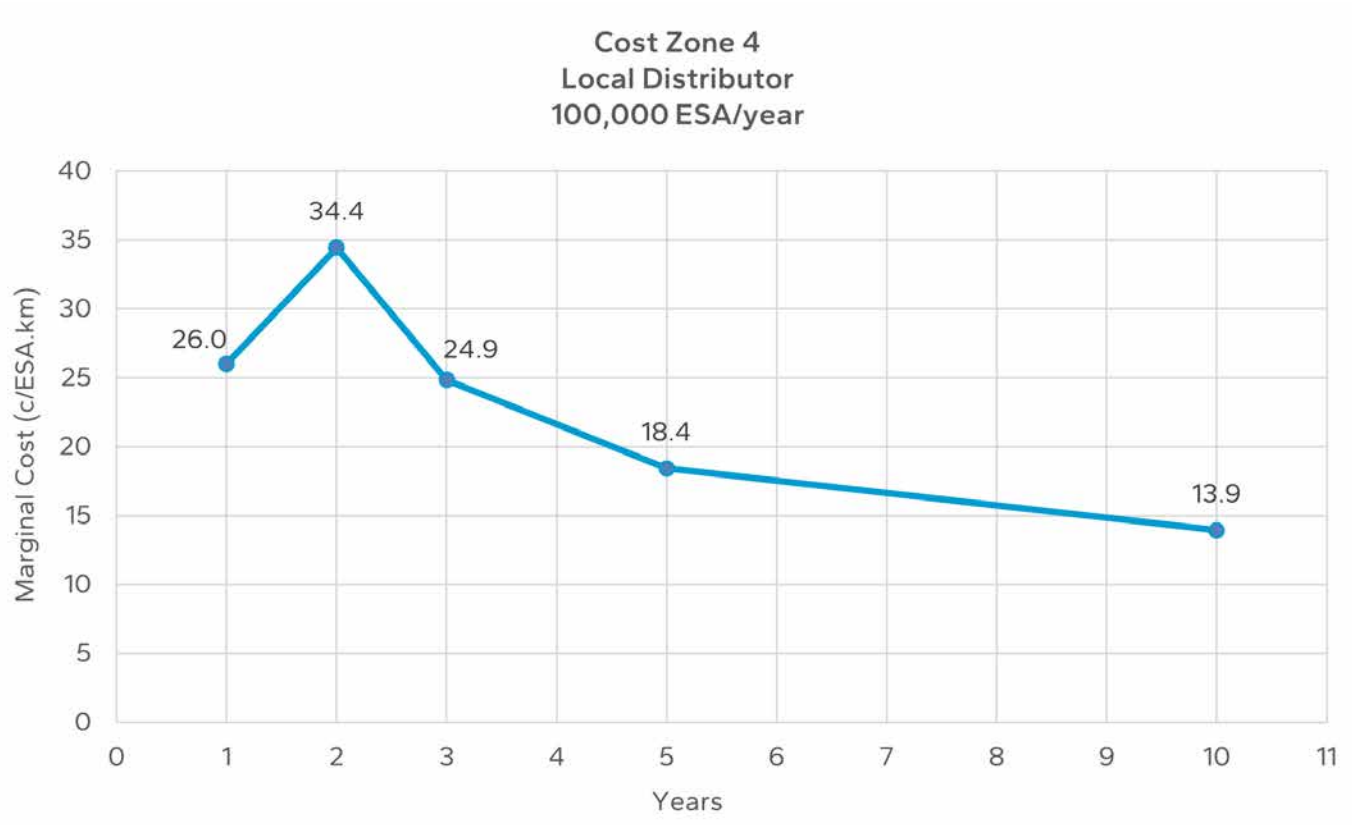


Figure B 14.3: Marginal cost chart for cost zone 4 local distributor roads with 100,000 ESA/year loading

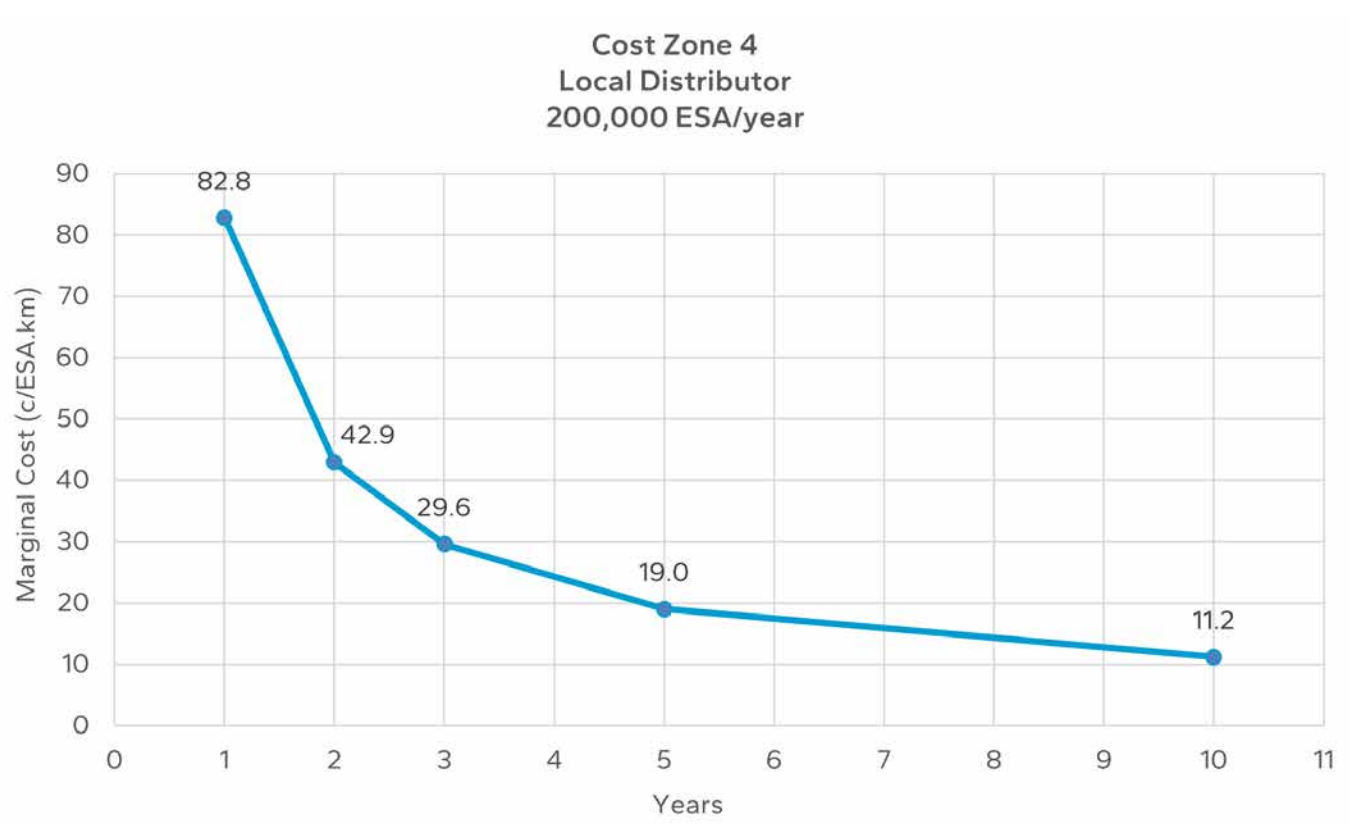


Figure B 14.4: Marginal cost chart for cost zone 4 local distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.4.3 Cost Zone 4 – Regional distributor

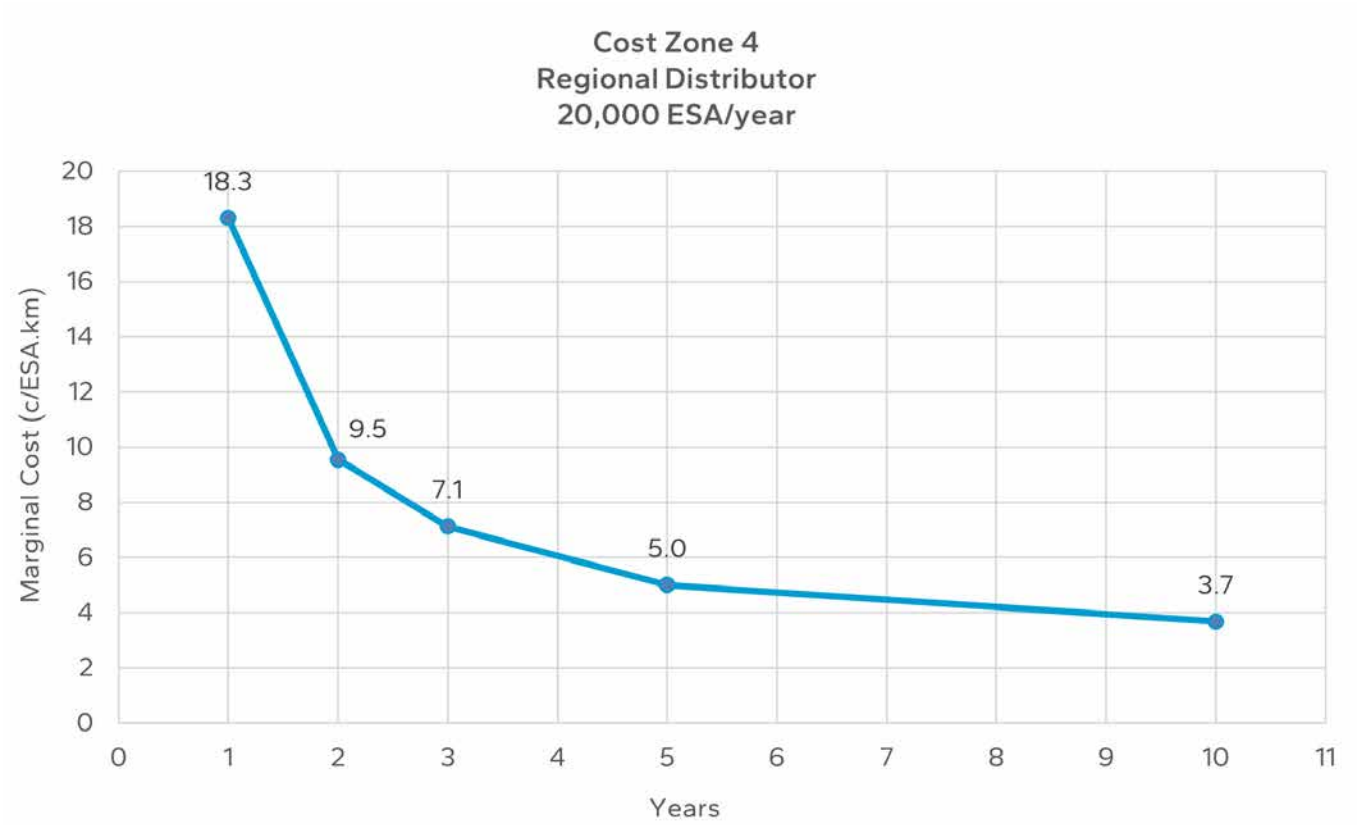


Figure B 15.1: Marginal cost chart for cost zone 4 regional distributor roads with 20,000 ESA/year loading

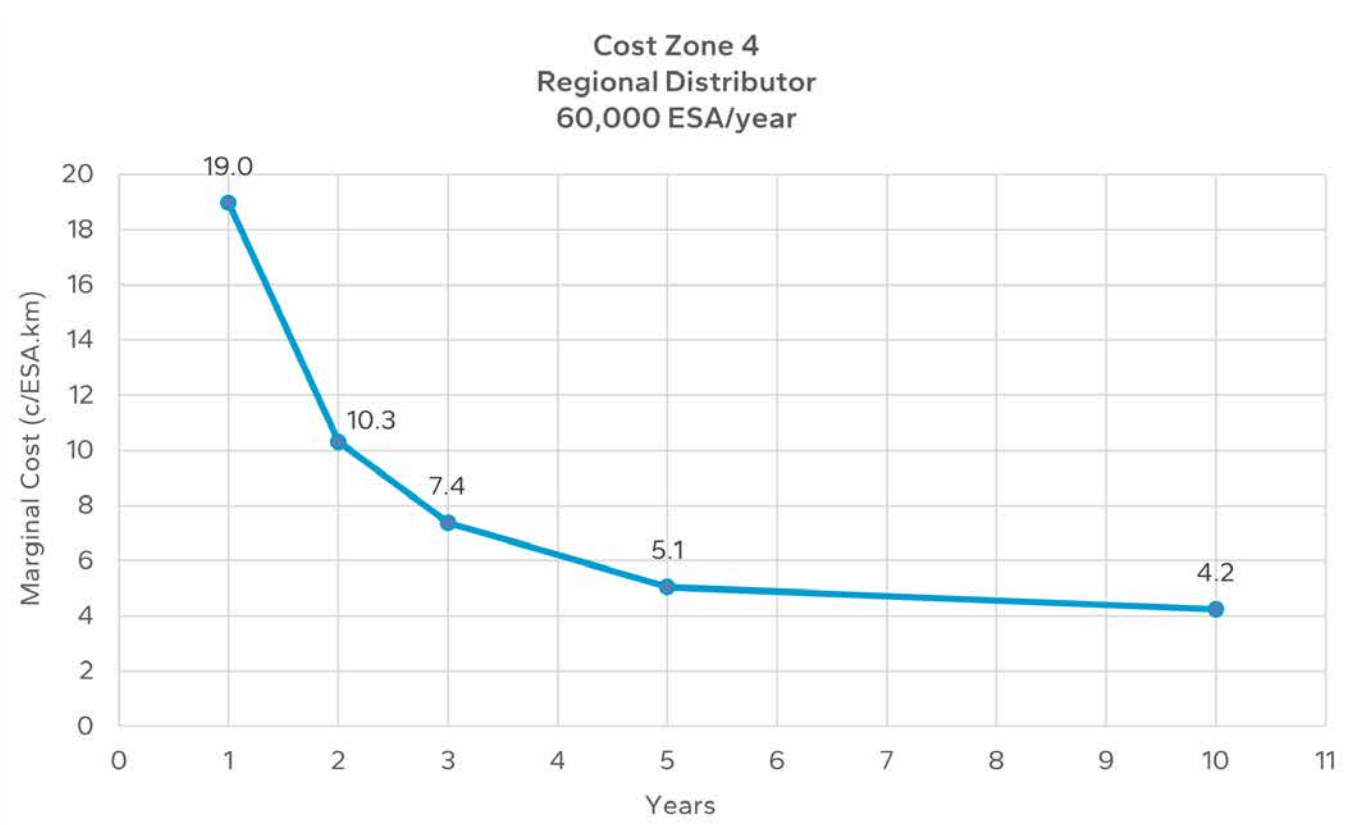


Figure B 15.2: Marginal cost chart for cost zone 4 regional distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

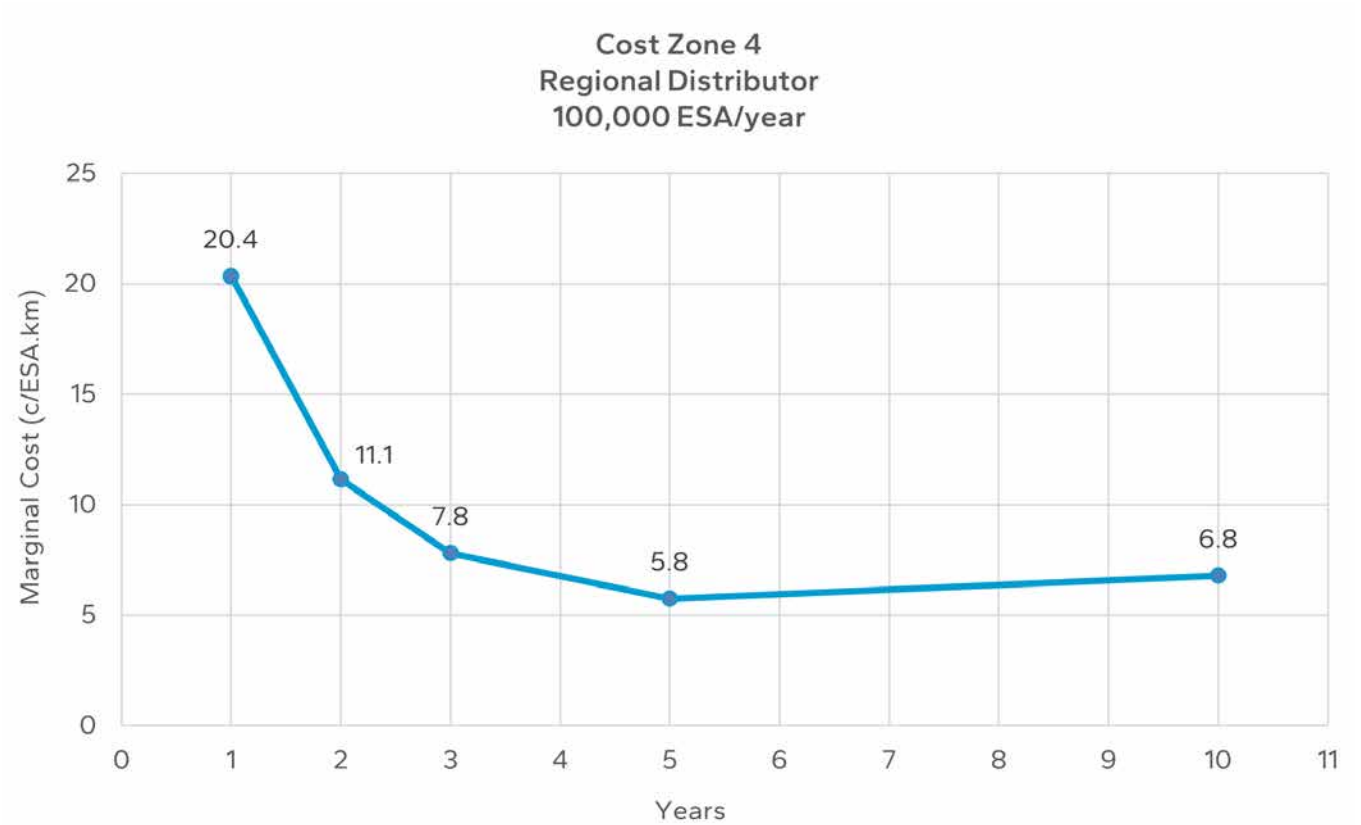


Figure B 15.3: Marginal cost chart for cost zone 4 regional distributor roads with 100,000 ESA/year loading



Figure B 15.4: Marginal cost chart for cost zone 4 regional distributor roads with 200,000 ESA/year loading

Appendix B

Marginal Cost Charts

B.4.4 Cost Zone 4 – District distributor

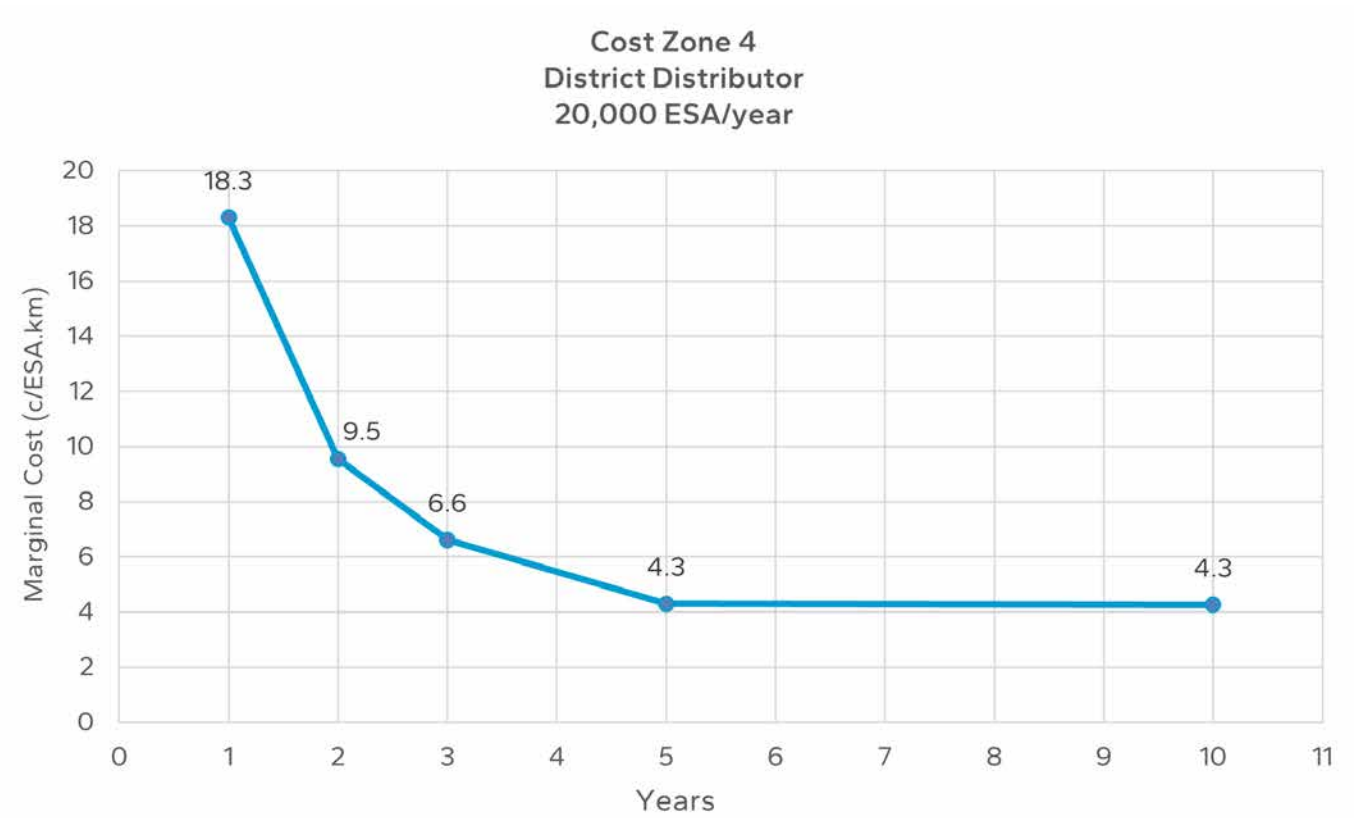


Figure B 16.1: Marginal cost chart for cost zone 4 district distributor roads with 20,000 ESA/year loading

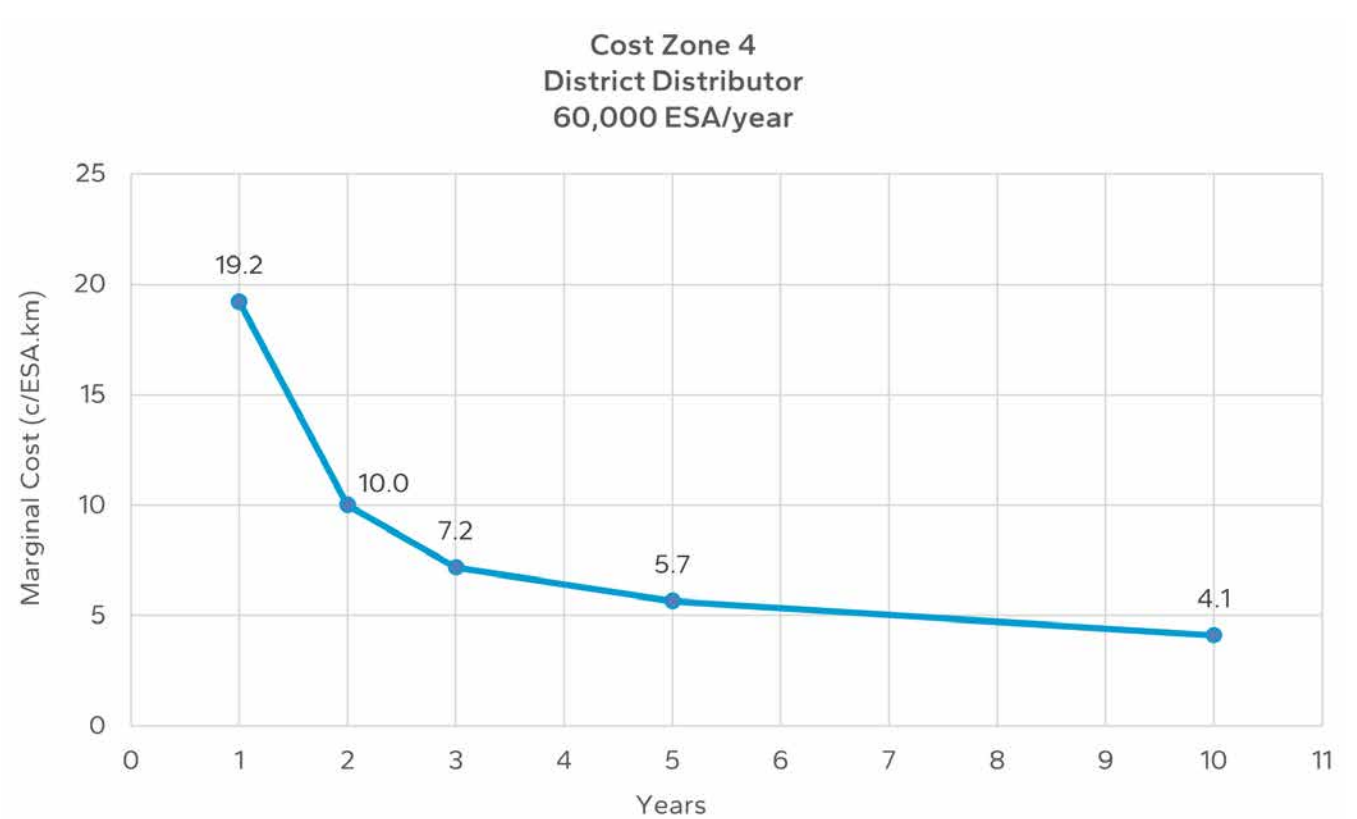


Figure B 16.2: Marginal cost chart for cost zone 4 district distributor roads with 60,000 ESA/year loading

Appendix B

Marginal Cost Charts

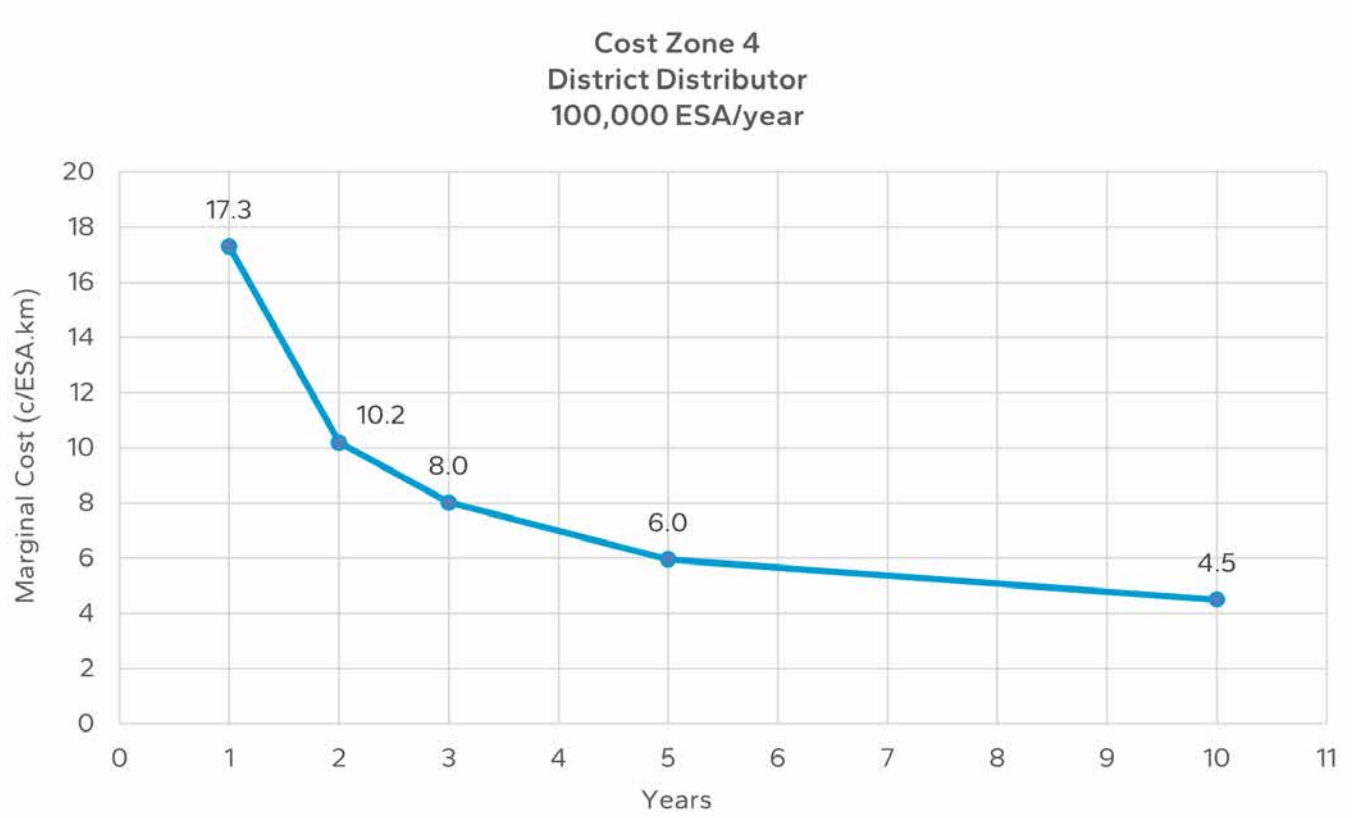


Figure B 16.3: Marginal cost chart for cost zone 4 district distributor roads with 100,000 ESA/year loading

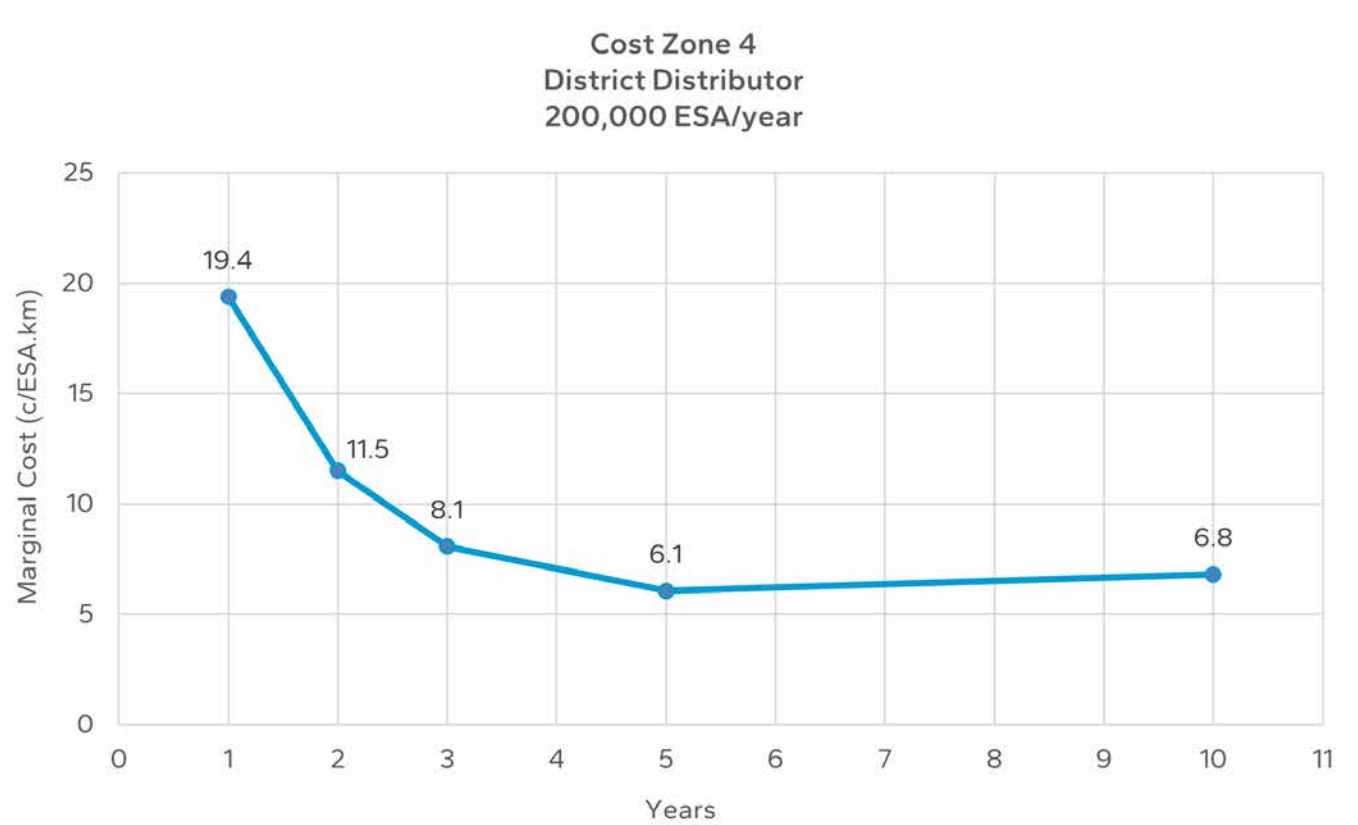


Figure B 16.4: Marginal cost chart for cost zone 4 district distributor roads with 200,000 ESA/year loading



Appendix C

Technical Background and Explanations

This appendix outlines some of the more relevant technical background that is associated with the development of the content presented in this user guide.

C.1 What is an ESA?

An Equivalent Standard Axle (ESA) is a measure which standardises the damage done to a road pavement by an axle group of a heavy vehicle.

For simplicity, design traffic loading is often described as the number of Standard Axle Repetitions (SAR) that a pavement structure will carry. To calculate the design SAR for a pavement, the damage associated with each axle group of each vehicle configuration is estimated in terms of Standard Axle Repetitions.

A standard axle is a single axle with dual tyres (referred to as SADT) applying an axle load of 80 kN (approximately 8.16 tonne) to the pavement. The number of SARs that an axle group with a certain load applies to a pavement can be determined using Equation 1:

$$SARm_{ij} = \left[\frac{L_{ij}}{SL_i} \right]^m$$

where

- SARm_{ij} = number of Standard Axle Repetitions (or passages of the Standard Axle) which causes the same amount of damage as a single passage of axle group type _i with load L_{ij}, where the load damage exponent is m
- SL_i = Standard Load for axle group type _i
- L_{ij} = _jth load magnitude on the axle group type _i
- m = load damage exponent for the damage type.

The SAR calculated with a load damage exponent of 4 is commonly referred to as an ESA and is applied to granular pavements with a thin bituminous surfacing designed using an empirical methodology, which forms the basis for the examples in this guide. Throughout this guide ESA are used, but if the type of pavements differs from that used in this guide the SAR should be determined using an alternative load exponent of 5 for asphalt surfaced pavements and 12 for cement stabilised pavements. It is evident therefore that, axle mass applications in excess of standard axle masses have an exponentially increasing effect on pavement wear.

For different axle configurations, the Austroads *Guide to Pavement Technology Part 2: Pavement Structural Design* shows how to convert the different loadings into a unit that is equivalent across all axle groups.

C.2 What is a Marginal Cost?

Marginal costs are associated with the difference in expenditure required to maintain a pavement under different loading. The base traffic represents a traffic volume that would consume the structural capacity of the selected pavement structures over a 50 year period, i.e. the pavement's service life. A road may be subjected to a defined period of additional loading (see Figure C.1.). This user guide has been developed by modelling the effect of four typical additional loading scenarios.

The effects of this additional loading on costs to the agency to meet and deliver the same levels of services as determined for the base traffic are estimated by modelling the structural performance of the road over time. The costs included provision for routine maintenance, resurfacing, and pavement rehabilitation and reconstruction activities to be undertaken by the road agency to deliver these levels of service.

Appendix C

Technical Background and Explanations

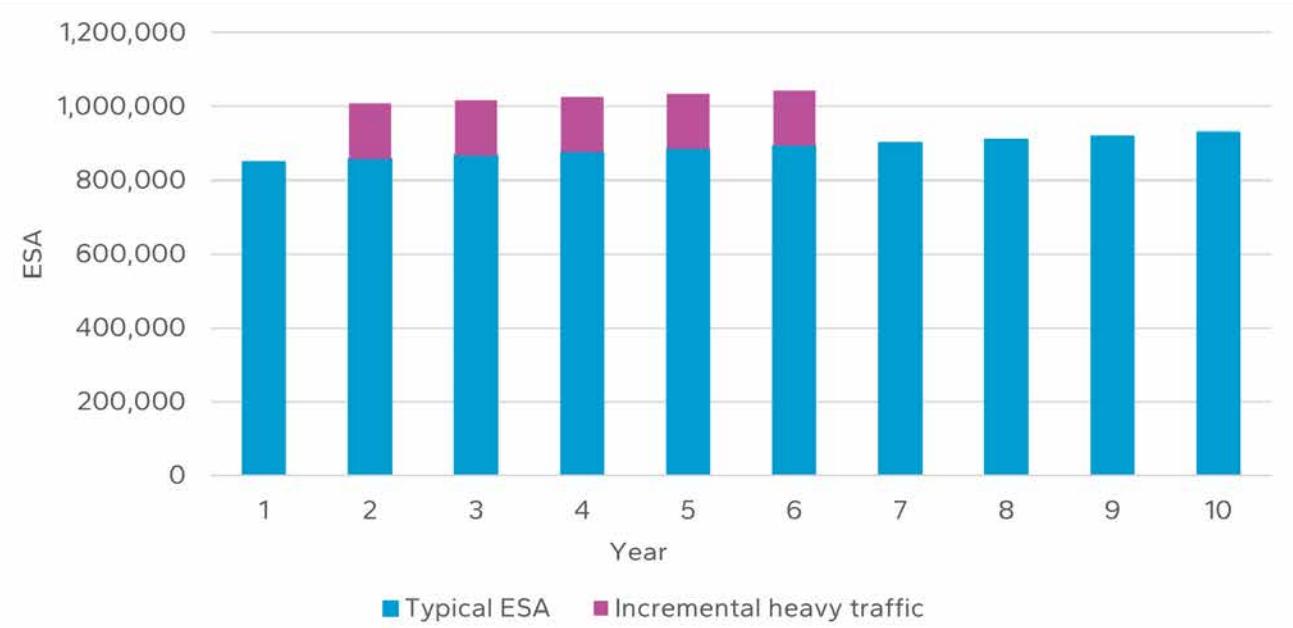


Figure C.1: Traffic load versus time showing a typical additional load for a set duration

The marginal cost of road wear in this context, is defined as the difference in cost of maintaining a road in a serviceable condition, between an increased load of traffic and a base traffic load.

C.3 Road Category Definitions

The road categories applied in this analysis have been nominally designed to accommodate a range of traffic loadings relative to their different service levels. Therefore, the higher order roads should be capable of accommodating larger cumulative loading than the lower order road types. Table C.1 shows the different design traffic ranges anticipated on these road categories and the mid-point cumulative design ESA for each of the road types that were selected for inclusion in the analyses.

Table C.1: Design ESA and adopted mid-point ESA

Road Category	Design traffic (ESA x 10 ⁶)	Adopted design traffic (ESA x 10 ⁶)
Access road	< 0.08	0.04
Local distributor	0.08 – 0.4	0.2
Regional distributor	0.4 – 2.0	1.2
District distributor	2.0 – 6.0	4.0

In some cases, a road may have been designed and constructed to a level that is different to the adopted design traffic and the user should then adjust the selected category accordingly.

Appendix D

User Guide for the WALGA Road Wear Cost Calculator

D.1 Accessing the Calculator

To effectively use the newly released WALGA Marginal Cost Calculator v1.0, users are recommended to download a copy [here](#).

This file should be saved to a known location, users should check the link to ensure it is the current version of the tool.

D.2 Enabling the Macros

The WALGA MC Calculator consists of some Visual Basic Applications (VBA) code to enable the various functionality and features that are contained within the tool. These need to be **enabled** on the computer for the tool to work correctly.

If the MC Calculator has been sourced from an email or as a download from the WALGA website, based on general IT protocols to protect users, files with Macros may be automatically blocked to prevent malicious software from operating.

When a file sourced from the internet is opened, such as from an email attachment, and that file contains macros, the following message is generally displayed:



The ‘Learn More’ button will open an article that explains the security risk of enabling Macros, safe practices to prevent any malicious activity and instructions on how to enable these Macros (if it is needed). The article is available through this link:

<https://support.microsoft.com/en-us/topic/a-potentially-dangerous-macro-has-been-blocked-0952faa0-37e7-4316-b61d-5b5ed6024216>

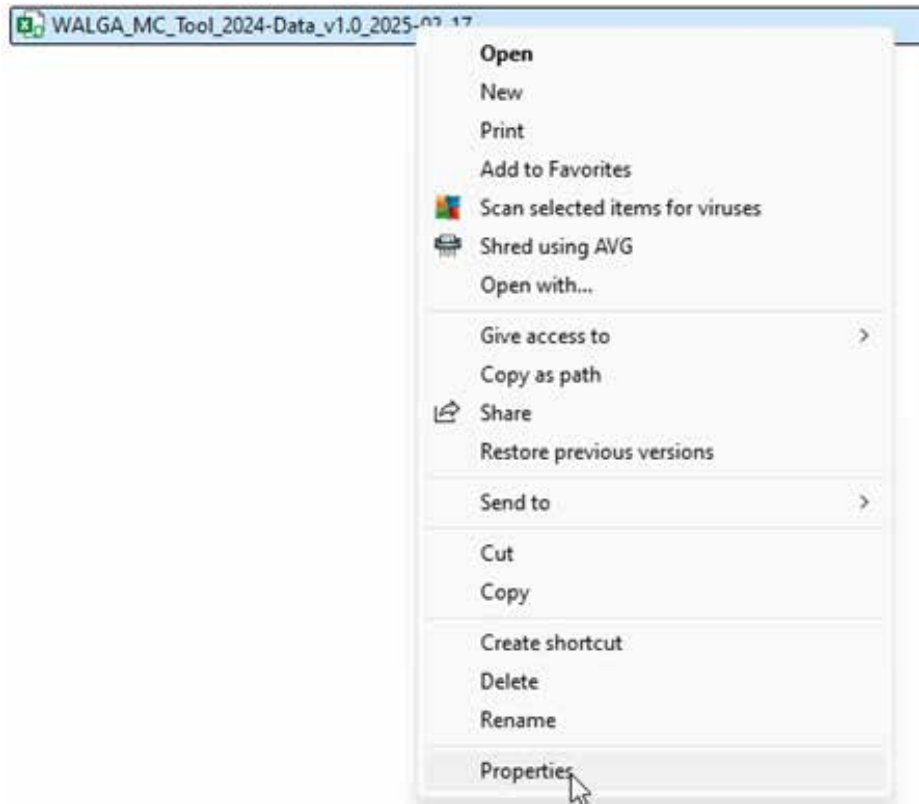
D.3 Unblocking the File

For files that are blocked, the most common way to unblock the file is by modifying the properties of the file as follows:

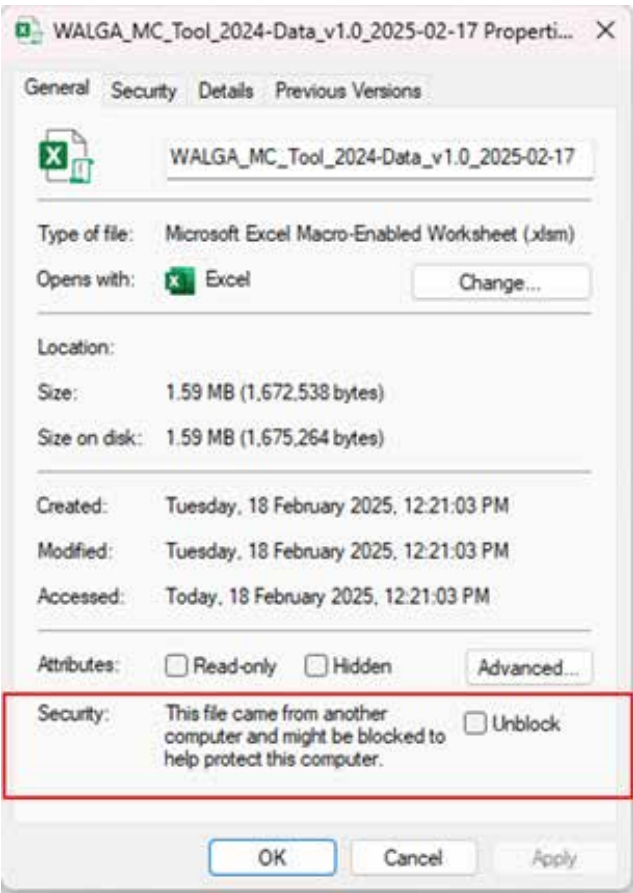
1. Open Windows File Explorer and go to the folder where the file is saved.
2. Right-click the file and choose ‘Properties’ from the context menu.

Appendix D

User Guide for the WALGA Road Wear Cost Calculator



3. At the bottom of the ‘General’ tab, select the ‘Unblock’ checkbox and select ‘OK’.



Once the file is unblocked, it will then become a trusted source, and users of the file will not be required to complete this step again.

Appendix D

User Guide for the WALGA Road Wear Cost Calculator

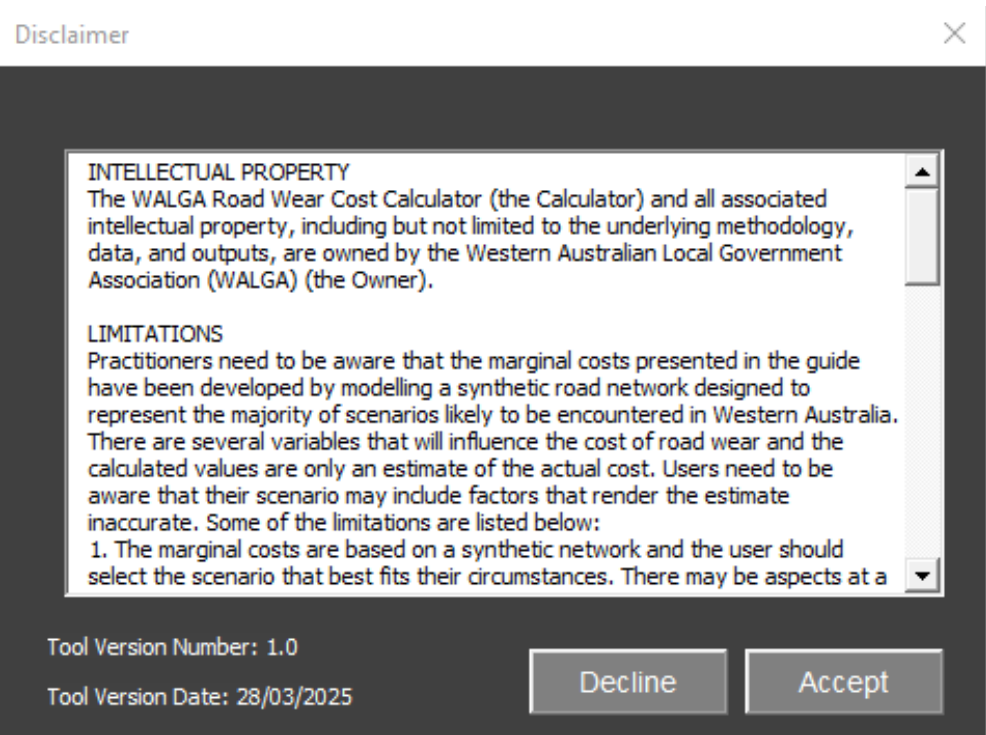
D.4 Opening the Tool

With an unblocked file, opening the MC Calculator is like opening any standard Excel file.

If the following message appears below the Excel ribbon, select ‘Enable Editing’.



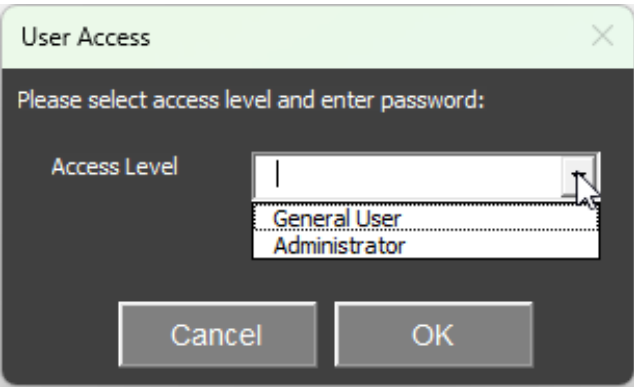
Once the file is opened in Excel, users will be presented with the WALGA Road Wear Cost Calculator disclaimer as shown.



To gain access to the tool, users will need to accept the disclaimer.

Declining the disclaimer will automatically close the Excel application and it will need to be restarted/re-launched to progress to undertake an analysis.

Once accepted, users will be prompted with a ‘User Access’ interface as shown.

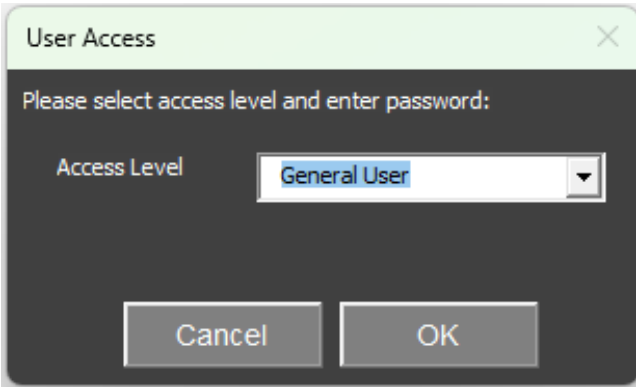


Appendix D

User Guide for the WALGA Road Wear Cost Calculator

Select “General User” from the Access Level drop down menu.

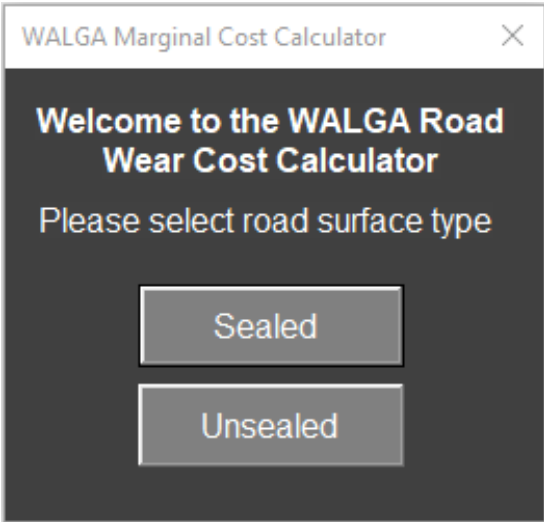
Note that a password is not required to gain access to the tool as as general user.



Once ‘General User’ is selected, press ‘OK’ to continue to launch the application.

If ‘Cancel’ is pressed at this point, users will not be authenticated, and the workbook will close automatically.

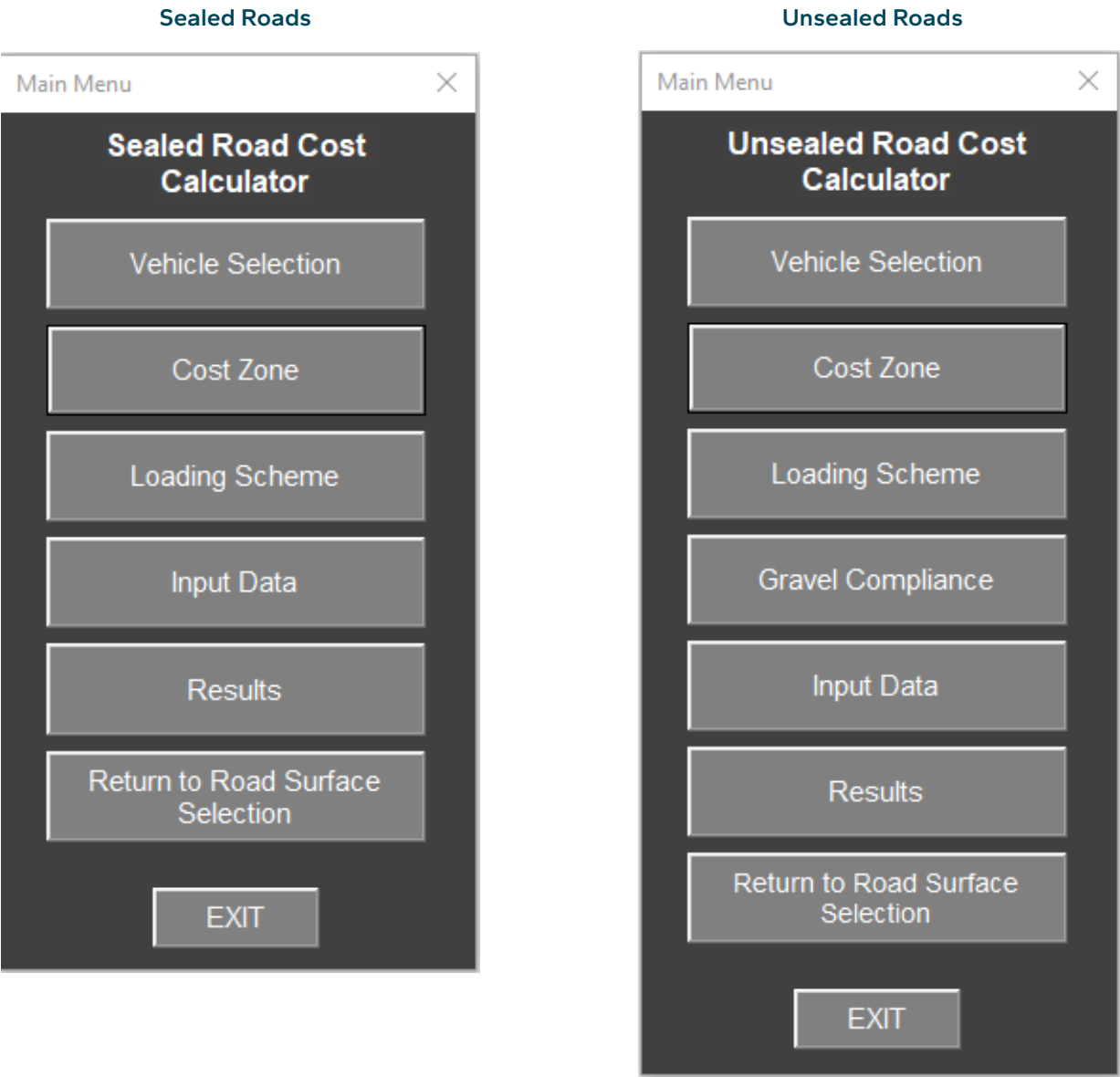
To ensure that users can undertake their desired analysis, each time the application is opened, users are prompted to select the type of analysis they are undertaking i.e., either for a sealed road or for an unsealed road analysis as shown.



Once the analysis type is selected, the tool will display the appropriate menu to guide the user through the analysis as shown.

Appendix D

User Guide for the WALGA Road Wear Cost Calculator



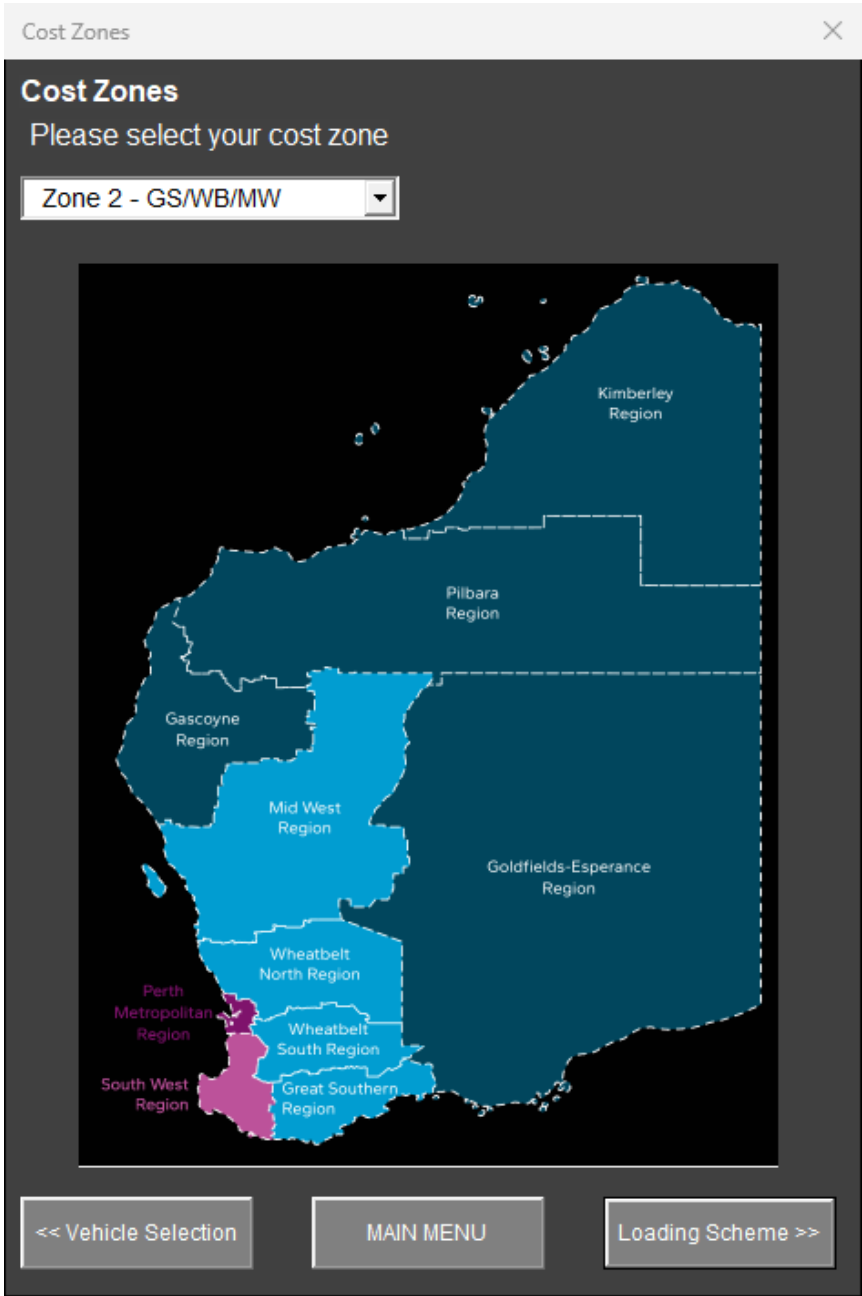
D.5 Running an Analysis

The WALGA MC Calculator has been developed to digitise the hardcopy form of the updated user guides for both sealed roads and unsealed roads, being *Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Tasks* and *Estimating the Incremental Cost Impact on Unsealed Local Roads from Additional Freight Tasks*.

The simple user menu created in the tool facilitates logical data entry and user selections that are aligned with the manual processes defined in the relevant User Guide. Navigation through the various menu and data entry forms is facilitated through the easy click buttons provided at the bottom of the form.

Appendix D

User Guide for the WALGA Road Wear Cost Calculator



Users of the WALGA MC Calculator are recommended to familiarise themselves with the appropriate User Guide to confirm data entry and user selection requirements to generate an analysis outcome.

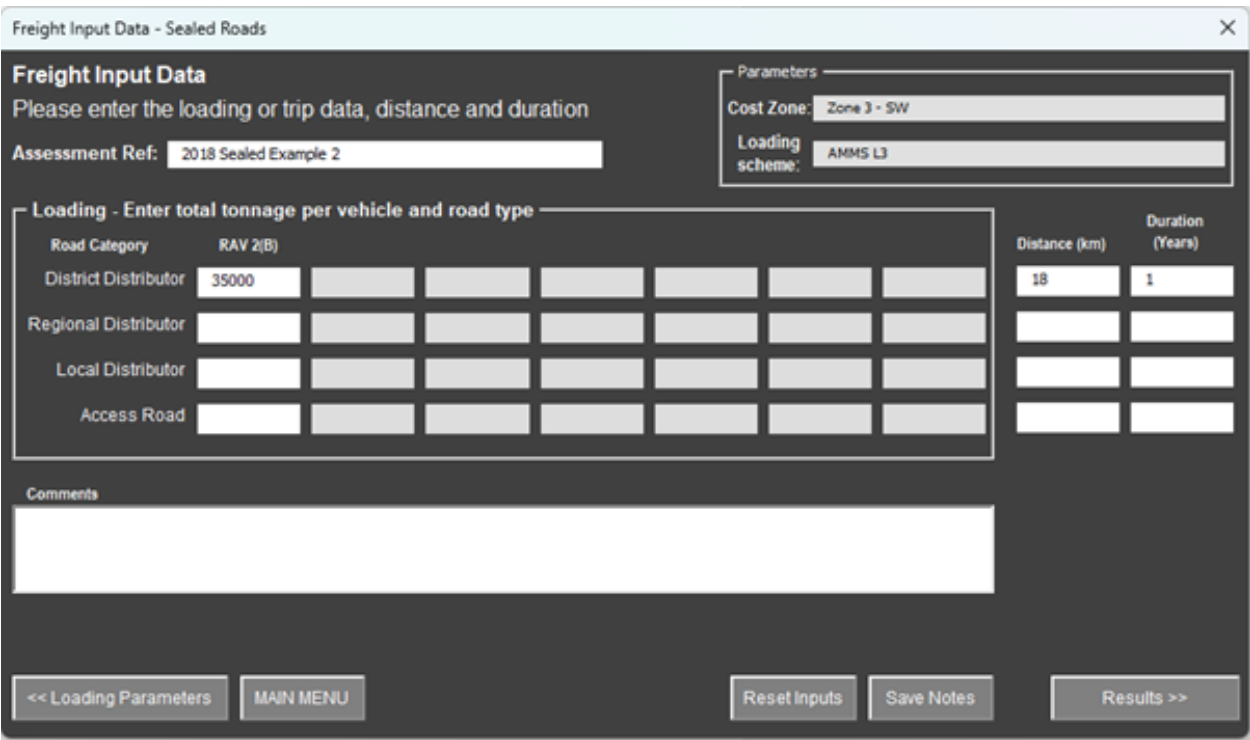
D.6 General Guidance for File Management

The WALGA MC calculator is a standalone Excel Application and so it is recommended that users apply the following good practices in terms of both file management and naming convention, to ensure that multiple analyses undertaken are organised and managed adequately:

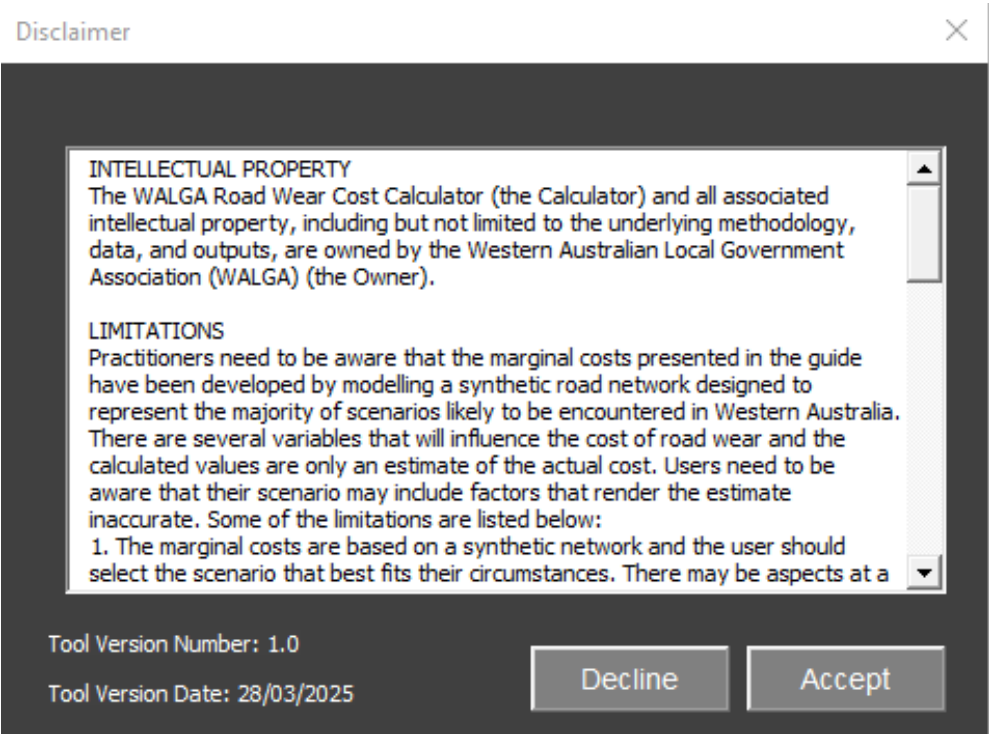
1. Always keep a blank tool as a backup.
2. Adopt clear file naming conventions to differentiate between files/analyses.
3. Always use the blank tool to create a new analysis.
4. Ensure to always document the substance of the analysis undertaken in the 'Comments' section provided in the Input Data form of the analysis setup for either sealed or unsealed analyses.

Appendix D

User Guide for the WALGA Road Wear Cost Calculator



5. Always check the currency of the version and release date to ensure that the most up to date tool is being applied (visible on the Disclaimer and the Welcome page).



Appendix D

User Guide for the WALGA Road Wear Cost Calculator

WALGA Road Wear Cost Calculator

Version 1.0
Release 19/05/2025

Run





Local Planning Policy 18 – Expenditure of cash-in-lieu for clearing offsets



1. Citation

This is a Local Planning Policy prepared under Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015* (Regulations). This Policy may be cited as Local Planning Policy 18 *Expenditure of cash-in-lieu for clearing offsets*.

2. Purpose

The purpose of this Policy is to guide the requirements for the use of Cash-In-Lieu (CIL) funds for clearing of vegetation, collected under *Local Planning Policy 17 Vegetation* (LPP17). It encourages the use of funds for the provision and betterment of vegetation.

3. Objectives

The objectives of this Policy are to improve:

- Ecological linkages;
- Tree canopy in urban areas;
- Habitat for threatened ecological communities; and
- Endemic native vegetation condition and extent.

4. Policy application

This Policy applies to the use, expenditure, allocation, granting or transfer of CIL funds collected under *LPP17 Vegetation*.

5. Policy provisions

Funds collected are currently held in Municipal Bonds Account T432. They shall be held for the purposes outlined in the Objectives of this Policy, consistent with *LPP17 Vegetation*.

5.1 What can CIL funds be spent on

Funds may be used in the following manner:

- In urban areas, for the installation of trees to improve canopy coverage. Other incidental expenses may be covered, including but not limited to: tree protection, mulch, soil conditioner, water, labour, equipment/plant hire or purchase.

Local Planning Policy 18 – Expenditure of cash-in-lieu for clearing offsets



- In rural areas, for the installation of endemic native vegetation (trees, shrubs and ground covers). Other incidental expenses may be covered, including but not limited to: plant protection, mulch, soil conditioner, watering, labour, equipment/plant hire or purchase.
- Rehabilitation and/or restoration of endemic native vegetation, natural areas or a threatened ecological community.
- For the purchase of land for rehabilitation and/or restoration projects to occur, including any associated costs and for repaying loans raised by the local government for the purchase of such land.

Flora and Fauna surveys, ecological assessments, and environmental monitoring programs, where:

- The study directly supports the objectives of this policy; and
- The outcomes are used to inform, implement, or evaluate vegetation planting, rehabilitation, or restoration projects; and
- The study contributes to establishing baseline ecological data, identifying priority areas for offset delivery, or measuring the success of offset outcomes over time.

This may include (but is not limited to):

- Baseline flora fauna surveys of proposed offset sites;
- Monitoring of revegetation or rehabilitation projects (e.g. species richness, vegetation condition, habitat usage);
- Identification of threatened species, ecological communities, or habitat corridors;
- Development of site-specific management plans informed by ecological data.

- Cash-in-lieu contributions may be pooled and applied to strategic shire-wide ecological studies or environmental projects where this is considered to provide a greater environmental benefit than site-specific works.

In all instances, there must be a planting component to access and use any funds. In all instances, expenditure must contribute to planting, rehabilitation, restoration, or ecological outcomes, which may include supporting studies and monitoring where directly linked to those outcomes.

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5.2 Where can CIL funds be spent

Funds shall only be used within the Shire of Waroona local government area and where there is a high degree of certainty in achieving the following:

- The objectives and provisions of this Policy will be met;
- The greatest chance of success and longevity in a project; and
- The project will be maintained and protected in perpetuity.



5.3 Who can use and access CIL funds

Shire of Waroona

The Shire may use the funds collected, however these shall not be used as a substitute to capital works or operational expenditure.

Others

Where more effective or efficient use of funds may occur, or where they may support or compliment an existing project, they may be used by one or more of the following persons or entities:

- Community groups or organisations;
- Natural Resource Management groups or organisations;
- State or Federal Government, where the Government spends an equivalent or greater amount; or
- Individuals (e.g. plant giveaway, verge planting, rehabilitation/restoration of remnant bushland, connection or extension of ecological corridors).

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Local Planning Policy 18 – Expenditure of cash-in-lieu for clearing offsets



To access funding, any one of the persons or entities listed above must make an application to the Shire, detailing:

- Objectives and purpose of the project;
- Value of funds sought;
- Itemised breakdown of funds;
- Quantifiable completion targets;
- Monitoring and reporting; and
- Any other information the Shire requires.

Applications may be made at any time and will be assessed on a case-by-case basis. The Chief Executive Officer is authorised to approve eligible applications for funding (with the exception of major land transactions and major undertakings) as determined by the approved budget. Eligible applications that have not been approved as part of the annual budget are to be referred to Council for determination. In addition to the open application process, the Shire may offer special funding rounds for targeted projects, themes, or locations, subject to available funds and Council priorities.

All ecological data and reports generated through the use of cash-in-lieu funds shall be provided to the Shire of Waroona and may be used to inform future strategic planning, environmental management, and offset delivery.

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6. Document Control

Division	Planning		
Policy Number	LPP 18		
Contact Officer	Coordinator Regulatory & Development Services		
Related Legislation	Planning and Development (Local Planning Schemes) Regulations 2015		
Related Shire Documents	LPP17 - Vegetation		
File Number			
Risk Rating	Low	Review Frequency	Triennially
Next Review	July 28	Date Adopted	22/07/2025
OCM Number	OCM25/07/100	Previous Policy No.	Nil

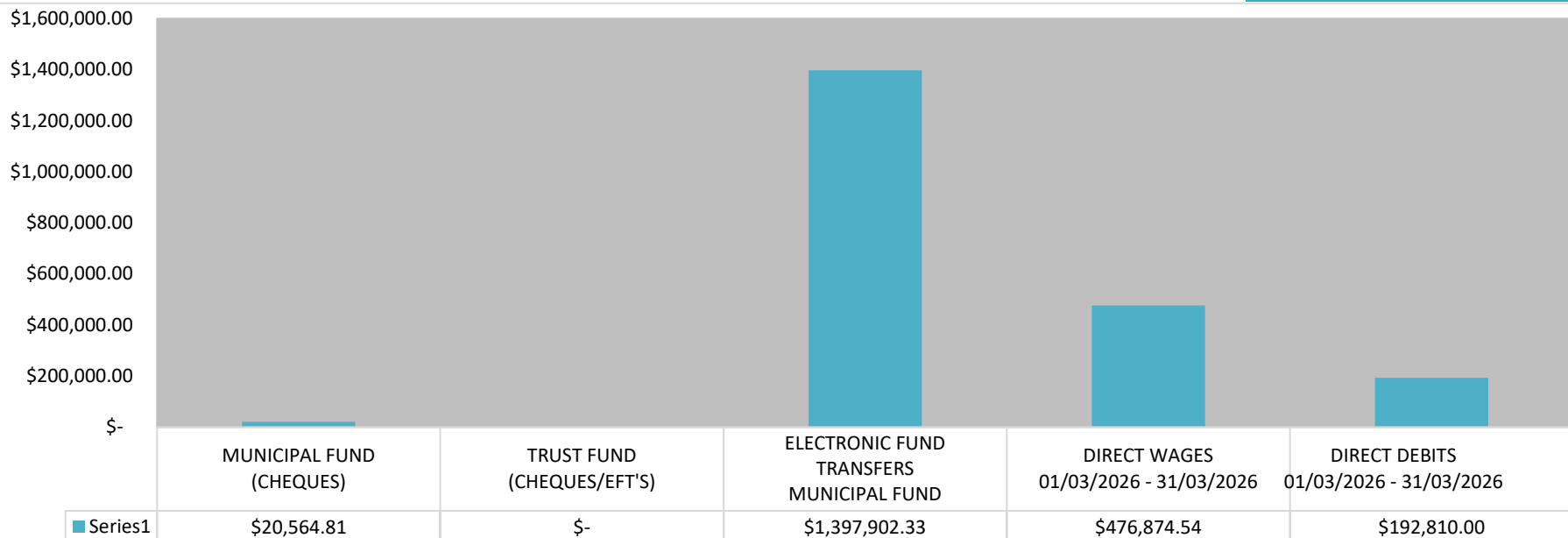


SUMMARY OF PAYMENTS FOR THE PERIOD

01/03/2026 TO 31/03/2026

ACCOUNT	CHEQUE NO'S	TOTAL
MUNICIPAL FUND (CHEQUES)	10490 - 10498	\$ 20,564.81
TRUST FUND (CHEQUES/EFT'S)	N/A	\$ -
ELECTRONIC FUND TRANSFERS MUNICIPAL FUND	44705 - 44883	\$ 1,397,902.33
DIRECT WAGES 01/03/2026 - 31/03/2026	N/A	\$ 476,874.54
DIRECT DEBITS 01/03/2026 - 31/03/2026	N/A	\$ 192,810.00

GRAND TOTAL: \$ 2,088,151.68



List of Accounts Due & Submitted to Committee April 2026			
Municipal Funds Cheques March 2026			
Chq/EFT	Date	Name	Amount
10490	06/03/2026	SHIRE OF WAROONA	-699.00
10491	06/03/2026	SHIRE OF WAROONA	-68.23
10492	13/03/2026	SHIRE OF WAROONA	-80.00
10493	13/03/2026	WATER CORPORATION	-1999.66
10494	13/03/2026	GILLIAN BERNADETTE MITCHELL	-749.00
10495	19/03/2026	SHIRE OF WAROONA	-699.00
10496	19/03/2026	SYNERGY	-492.39
10497	19/03/2026	WATER CORPORATION	-10839.49
10498	26/03/2026	WATER CORPORATION	-4938.04
			-\$ 20,564.81
Trust Fund Cheques/EFTs			
Chq/EFT	Date	Name	Amount
NIL			
			\$ -
Direct Debit Payments			
Direct Debit	Date	Name	Amount
DD25435.1	27/03/2026	COLONIAL FIRST STATE FIRSTCHOICE WHOLESALE PERSONAL SUPER	-514.13
DD25437.1	29/03/2026	HESTA SUPERANNUATION FUND	-60.00
DD25440.1	03/03/2026	GOGO MEDIA	-75.90
DD25442.1	03/03/2026	DEPARTMENT OF TRANSPORT	-12072.95
DD25447.1	04/03/2026	BEAM SUPERANNUATION FUND	-28933.75
DD25450.1	04/03/2026	DEPARTMENT OF TRANSPORT	-5604.30
DD25455.1	05/03/2026	DEPARTMENT OF TRANSPORT	-5873.05
DD25457.1	07/03/2026	FLEET CARE PTY LTD	-2169.92

Appendix 11.3.1

DD25459.1	06/03/2026 DEPARTMENT OF TRANSPORT	-3283.90
DD25466.1	09/03/2026 DEPARTMENT OF TRANSPORT	-4100.75
DD25480.1	10/03/2026 DEPARTMENT OF TRANSPORT	-8869.30
DD25483.1	11/03/2026 DEPARTMENT OF TRANSPORT	-9972.30
DD25485.1	12/03/2026 DEPARTMENT OF TRANSPORT	-3837.80
DD25487.1	13/03/2026 DEPARTMENT OF TRANSPORT	-7365.05
DD25491.1	18/03/2026 TELAIR PTY LTD	-875.01
DD25493.1	18/03/2026 TELAIR PTY LTD	-2580.50
DD25495.1	16/03/2026 DEPARTMENT OF TRANSPORT	-3331.00
DD25499.1	17/03/2026 DEPARTMENT OF TRANSPORT	-9298.70
DD25503.1	18/03/2026 BEAM SUPERANNUATION FUND	-26573.64
DD25506.1	18/03/2026 DEPARTMENT OF TRANSPORT	-5955.75
DD25512.1	19/03/2026 DEPARTMENT OF TRANSPORT	-4140.20
DD25514.1	20/03/2026 DEPARTMENT OF TRANSPORT	-4943.85
DD25516.1	24/03/2026 IINET TECHNOLOGIES	-89.99
DD25518.1	23/03/2026 DEPARTMENT OF TRANSPORT	-3183.30
DD25520.1	24/03/2026 DEPARTMENT OF TRANSPORT	-3295.45
DD25524.1	25/03/2026 DEPARTMENT OF TRANSPORT	-8990.15
DD25528.1	27/03/2026 FINES ENFORCEMENT AGENCY	-88.50
DD25530.1	26/03/2026 DEPARTMENT OF TRANSPORT	-12097.40
DD25533.1	27/03/2026 DEPARTMENT OF TRANSPORT	-3194.40
DD25537.1	24/03/2026 WEX AUSTRALIA PTY LTD (CALTEX STAR CARD)	-233.90
Preston Beach Bushfire Brigade		
	01/02/2026 Fuel - Ref: 1EGZ071	\$ 228.90
	28/02/2026 Fuel Card Fee - Ref: 5476	\$ 2.50
	Total	\$ 231.40
Waroona West Bushfire Brigade		
	28/02/2026 Fuel Card Fee - Ref: 1369	\$ 2.50
	Total	\$ 2.50

Appendix 11.3.1

DD25539.1	31/03/2026	DEPARTMENT OF TRANSPORT	-1210.00
DD25541.1	31/03/2026	DEPARTMENT OF TRANSPORT	-9895.35
DD25543.1	24/03/2026	AMPOL CARD	-99.81
Lake Clifton Volunteer Bushfire Brigade			
	10/02/2026	Fuel - Ref: ICVF316	\$ 99.81
Total			\$ 99.81
			-\$ 192,810.00
Municipal Electronic Funds Transfers			
Chq/EFT	Date	Name	Amount
EFT44705	06/03/2026	PINJARRA AUTO GROUP (Auto One)	-655.00
EFT44706	06/03/2026	BUNNINGS MANDURAH	-325.24
EFT44707	06/03/2026	KLEEN WEST DISTRIBUTORS	-1221.99
EFT44708	06/03/2026	FULTON HOGAN INDUSTRIES	-66198.68
EFT44709	06/03/2026	PETES TREEWORX	-3603.60
EFT44710	06/03/2026	STRATAGREEN	-63.36
EFT44711	06/03/2026	HEATLEYS SAFETY & INDUSTRIAL	-73.76
EFT44712	06/03/2026	NOVUS AUTO GLASS	-1250.00
EFT44713	06/03/2026	D & E DIESEL SERVICES	-6776.24
EFT44714	06/03/2026	SHIFT ENGINEERING	-462.00
EFT44715	06/03/2026	BUNBURY CITY MOTORCYCLES	-55.00
EFT44716	06/03/2026	NAPA AUTO PARTS	-113.98
EFT44717	06/03/2026	CORSIGN	-408.10
EFT44718	06/03/2026	DA CHRISTIE PTY LTD	-188.10
EFT44719	06/03/2026	WAROONA CARPET CARE	-95.00
EFT44720	06/03/2026	FLICK ANTICIMEX PTY PTD T/A ADVANCED PEST CONTROL	-358.05
EFT44721	06/03/2026	SAPIO PTY LTD	-324.01
EFT44722	06/03/2026	SCAVENGER FIRE & SAFETY	-286.00
EFT44723	06/03/2026	THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES	-1690.17

Appendix 11.3.1

EFT44724	06/03/2026 CLARK RUBBER HALLS HEAD	-155.00
EFT44725	06/03/2026 BOODJA VENTURES	-407.00
EFT44726	06/03/2026 GUARDIAN TACTILE SYSTEMS PTY LTD	-489.64
EFT44727	06/03/2026 DAVLEY BUILDING PTY LTD T/AS GRANNY FLATS WA	-338.73
EFT44728	06/03/2026 BUNBURY BEARINGS	-231.00
EFT44729	06/03/2026 WINC AUSTRALIA PTY LIMITED	-146.50
EFT44730	06/03/2026 DEPARTMENT OF FIRE & EMERGENCY SERVICES (DFES)	-94876.60
EFT44731	06/03/2026 HARVEY MEDICAL GROUP (HARVEY BRANCH)	-185.00
EFT44732	06/03/2026 ISWEEP TOWN & COUNTRY	-1232.00
EFT44733	06/03/2026 JASON SIGNMAKERS	-834.72
EFT44734	06/03/2026 KENNARDS HIRE	-628.80
EFT44735	06/03/2026 MALATESTA GROUP HOLDINGS PTY LTD	-1080.00
EFT44736	06/03/2026 OFFICEWORKS	-75.95
EFT44737	06/03/2026 PRESTIGE PRODUCTS	-664.24
EFT44738	06/03/2026 PEEL H2O SOLUTIONS	-3855.85
EFT44739	06/03/2026 SHIRE OF WAROONA STAFF LOTTO SYNDICATE	-164.00
EFT44740	06/03/2026 BJW (WA) PTY LTD T/AS RG UPTON	-854.10
EFT44741	06/03/2026 WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	-973.50
EFT44742	06/03/2026 WAROONA SEPTICS	-165.00
EFT44743	06/03/2026 MITRE 10	-104.20
EFT44744	13/03/2026 REBEKAH DINAH REED	-45.00
EFT44745	13/03/2026 FULTON HOGAN INDUSTRIES	-246989.71
EFT44746	13/03/2026 PETES TREEWORX	-10204.62
EFT44747	13/03/2026 RENIER & CHRISTINE THEELEN	-542.90
EFT44748	13/03/2026 DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION & SAFETY	-1699.41
EFT44749	13/03/2026 JENNIFER ANNE MILLER	-8.63
EFT44750	13/03/2026 SEEK	-500.50
EFT44751	13/03/2026 SHRED X PTY LTD	-173.25
EFT44752	13/03/2026 KATHLEEN NORMA KRAUTH	-39.16

Appendix 11.3.1

EFT44753	13/03/2026 AMY WELSH	-100.00
EFT44754	13/03/2026 SURVEYING SOUTH	-6050.00
EFT44755	13/03/2026 VIDA HILL	-217.50
EFT44756	13/03/2026 HELLO PERTH	-1072.50
EFT44757	13/03/2026 TRICIA MICHELLE DALLING	-46.41
EFT44758	13/03/2026 PETER FOEKEN	-42.78
EFT44759	13/03/2026 DAVREY GROWERS	-42.76
EFT44760	13/03/2026 KATHLEEN ELIZABETH COLE	-17.76
EFT44761	13/03/2026 ALANA RAINER	-34.71
EFT44762	13/03/2026 WYLD TRIBE PTY LTD	-847.00
EFT44763	13/03/2026 HELEN PEARCE	-199.38
EFT44764	13/03/2026 SCOPE BUSINESS IMAGING	-1602.91
EFT44765	13/03/2026 NAPA AUTO PARTS	-1013.33
EFT44766	13/03/2026 LITTLE FARM HONEY - MAREE ELLIS	-328.93
EFT44767	13/03/2026 LETITIA CLIFTON	-90.63
EFT44768	13/03/2026 BARBARA MILLAR	-362.50
EFT44769	13/03/2026 LISA GAYE WALKER	-144.30
EFT44770	13/03/2026 HELEN THERESE HENDERSON	-68.88
EFT44771	13/03/2026 MONIKA ERNA MURFITT	-462.16
EFT44772	13/03/2026 LYNETTE ANNE CLARK	-27.56
EFT44773	13/03/2026 HELEN GRACE PRATT	-5.00
EFT44774	13/03/2026 JANICE GAYE BATHURST	-35.89
EFT44775	13/03/2026 AUSTRALIA POST (NEW)	-1358.09
EFT44776	13/03/2026 NATASHA KIMBERLEY CARLA-ROSE COLLINGS	-804.00
EFT44777	13/03/2026 CLAUDIA FRANKS	-9.43
EFT44778	13/03/2026 THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES	-608.83
EFT44779	13/03/2026 FOCUS NETWORKS	-2661.29
EFT44780	13/03/2026 WAROONA ENERGY PTY LTD	-271.00
EFT44781	13/03/2026 MASON JAMES DENT	-195.00

Appendix 11.3.1

EFT44782	13/03/2026 CF BUILDING APPROVALS	-8305.00
EFT44783	13/03/2026 MICHELLE O'NEILE	-26.06
EFT44784	13/03/2026 TREVOR JAMES FLOYD	-141.39
EFT44785	13/03/2026 SKETCHES BY HAYLEY B	-4.35
EFT44786	13/03/2026 CREATIONS 49	-12.69
EFT44787	13/03/2026 PM TREASURE	-20086.00
EFT44788	13/03/2026 TANIA O'GORMAN - ROYALTY DANCE COMPANY	-200.00
EFT44789	13/03/2026 DE ROSAS HIGHWAY MOTORS	-77.00
EFT44790	13/03/2026 HOBSONS FURNITURE STORE	-1972.00
EFT44791	13/03/2026 LIONS CLUB OF WAROONA	-40.00
EFT44792	13/03/2026 PLANT INVESTMENTS PTY LTD	-891.00
EFT44793	13/03/2026 PFD FOOD SERVICES PTY LTD	-593.85
EFT44794	13/03/2026 PISCONERI FAMILY TRUST	-14032.40
EFT44795	13/03/2026 SOU WESTOS CLEANING SERVICE	-330.00
EFT44796	13/03/2026 D & A ENTERPRISES (WA) PTY LTD T/AS T & V FENCING	-3921.04
EFT44797	13/03/2026 TERRACE ART FRAMERS	-255.61
EFT44798	13/03/2026 MOORE AUSTRALIA (WA) PTY LTD	-2090.00
EFT44799	13/03/2026 WORK CLOBBER	-678.60
EFT44800	13/03/2026 WAROONA COMMUNITY RESOURCE CENTRE INC -TELECENTRE	-1100.00
EFT44801	13/03/2026 WESTRAC EQUIPMENT PTY LTD	-361.28
EFT44802	13/03/2026 WAROONA RURAL SERVICES	-8117.74
EFT44803	13/03/2026 MITRE 10	-2890.45
EFT44804	13/03/2026 DENISE ANNETTE MASON	-14.14
EFT44805	13/03/2026 JEANETTE AUDINO (Beadsparklez)	-211.76
EFT44806	13/03/2026 GAIL DIANNE CURTIS	-74.61
EFT44807	13/03/2026 CHRISTINE HYDE	-233.19
EFT44808	13/03/2026 SANDRA HEPTON	-10.68
EFT44809	13/03/2026 JANET BURNE	-108.75
EFT44810	13/03/2026 TAMRA HULL	-31.15

Appendix 11.3.1

EFT44811	18/03/2026 NATIONAL AUSTRALIA BANK		-8240.64
	Chief Executive Officer		
	29/01/2026 Fairfax Media - Ref: 74564726028	\$	25.99
	04/02/2026 Ampol Forrest Hwy - Ref: 74940526033	\$	32.00
	04/02/2026 Ampol Forrest Hwy - Ref: 74940526033	\$	73.00
	05/02/2026 Vibe Waroona - Ref: 74564456035	\$	9.49
	13/02/2026 Vibe Waroona - Ref: 74557046058	\$	5.50
	27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
	Total CEO	\$	154.98
	Director Corporate and Community Services		
	09/02/2026 Waroona Roadhouse - Ref: 24109336038	\$	88.20
	23/02/2026 Vibe Waroona - Ref: 74564456051	\$	62.05
	27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
	Total DCCS	\$	159.25
	Director Customer and Development Services		
	02/02/2026 Survey Monkey - Ref: 74987506031	\$	1,003.64
	03/02/2026 Google Australia - Ref: 74773886032	\$	429.18
	09/02/2026 United Pinjarra - Ref: 02697575709	\$	73.41
	13/02/2026 Waroona Roadhouse - Ref: 24109336043	\$	82.62
	27/02/2026 University of New England - Ref: 00128565739	\$	2,000.00
	27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
	Total DCDS	\$	3,597.85
	Manager Corporate Services		
	12/02/2026 Waroona Roadhouse - Ref: 24109336042	\$	74.58
	27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
	Total MCS	\$	83.58
	Executive Assistant		
	03/02/2026 Pinjarra Bakery - Ref: 74201336033	\$	100.00
	06/02/2026 Vibe Waroona - Ref: 74564456036	\$	119.25

Appendix 11.3.1

23/02/2026 Try Booking Alcoa Wagerup - Ref: 74229856051	\$	21.00
23/02/2026 Shire of Waroona - Ref: 01711028257	\$	75.00
27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
Total EA	\$	324.25
Building Maintenance Coordinator		
27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
Total BMC	\$	9.00
Visitor Centre Manager		
27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
Total VCM	\$	9.00
Manager Community and Economic Development		
30/01/2026 KMART - Ref: 74039196029	\$	42.00
30/01/2026 Facebook Ads - Ref: 74987506028	\$	29.00
02/02/2026 The Reject Shop - Ref: 74564456031	\$	30.00
02/02/2026 JB-HiFi - Ref: 74564456031	\$	114.75
03/02/2026 Tuckeys Hardware - Ref: 01110546171	\$	103.94
24/02/2026 Alltrails - Ref: 24011346055	\$	79.99
27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
Total MCED	\$	408.68
Manager Development Services		
02/02/2026 Vizual Impact - Ref: 74564726030	\$	165.00
04/02/2026 Drakesbrook Hotel - Ref: 74466026034	\$	909.00
13/02/2026 Harvey Norman Online - Ref: 74564456043	\$	197.95
19/02/2026 Paypal - Ref: 74245376048	\$	634.00
27/02/2026 NAB Card Fee - Ref: 74557046058	\$	9.00
Total MDS	\$	1,914.95
Manager Recreation Centre		
30/01/2026 Waroona Roadhouse - Ref: 24109336029	\$	73.13
05/02/2026 Waroona Roadhouse - Ref: 24109336035	\$	83.93

Appendix 11.3.1

	12/02/2026 Waroona Roadhouse - Ref: 24109336042	\$ 29.98	
	13/02/2026 Shire of Waroona - Ref: 01795589232	\$ 38.80	
	25/02/2026 Waroona Roadhouse - Ref: 24109336055	\$ 94.10	
	25/02/2026 Coles - Ref: 74363966055	\$ 72.60	
	27/02/2026 Shire of Waroona - Ref: 00126093365	\$ 48.20	
	27/02/2026 NAB Card Fee - Ref: 74557046058	\$ 9.00	
	Total MRC	\$ 449.74	
	Director Infrastructure Services		
	09/02/2026 Retravisio - Ref: 74773886036	\$ 967.00	
	26/02/2026 Godfrey Commercial - Ref: 01140935691	\$ 119.98	
	27/02/2026 NAB Card Fee - Ref: 74557046058	\$ 9.00	
	Total DIS	\$ 1,095.98	
	Other Charges		
	27/02/2026 International Transaction Fees - Ref: 74557046055	\$ 33.38	
	Total Other Charges	\$ 33.38	
EFT44812	19/03/2026 ESTUARY BOBCATS		-55183.70
EFT44813	19/03/2026 DEPARTMENT OF PLANNING, LANDS AND HERITAGE		-271.00
EFT44814	19/03/2026 RON BELLAIRS		-41382.00
EFT44815	19/03/2026 SJ TRAFFIC MANAGEMENT		-117187.27
EFT44816	19/03/2026 ARC INFRASTRUCTURE PTY LTD		-2750.00
EFT44817	19/03/2026 AMPAC DEBT RECOVERY		-11692.85
EFT44818	19/03/2026 YASMIN BEGANOVIC		-200.00
EFT44819	19/03/2026 C.Y. MINI DIGGER SERVICES		-1815.00
EFT44820	19/03/2026 KING BLAST CLEANING SERVICES		-650.00
EFT44821	19/03/2026 DANS WELDING SERVICES		-1237.50
EFT44822	19/03/2026 CLEANAWAY		-36601.73
EFT44823	19/03/2026 COCA -COLA AMATIL (AUST) PTY LTD		-1071.34
EFT44824	19/03/2026 CHARLES HULL CONTRACTING		-343752.59
EFT44825	19/03/2026 GOLDEN GLASS		-132.00

Appendix 11.3.1

EFT44826	19/03/2026 JR & A HERSEY PTY LTD	-389.40
EFT44827	19/03/2026 LANDGATE	-528.89
EFT44828	19/03/2026 OFFICEWORKS	-223.95
EFT44829	19/03/2026 ROYAL LIFESAVING SOC OF AUST	-51.70
EFT44830	19/03/2026 THE WEST AUSTRALIAN (HARVEY REPORTER)	-1837.60
EFT44831	19/03/2026 SHIRE OF WAROONA STAFF LOTTO SYNDICATE	-156.00
EFT44832	19/03/2026 SYNERGY - STREETLIGHT ACCOUNT	-9277.40
EFT44833	19/03/2026 SHIRE OF WAROONA	-268.23
EFT44834	19/03/2026 MOORE AUSTRALIA (WA) PTY LTD	-1485.00
EFT44835	19/03/2026 MITRE 10	-473.81
EFT44836	19/03/2026 AUSTRALIAN TAXATION OFFICE	-15762.00
EFT44837	26/03/2026 MARNIE & PRESTON BRETT	-800.00
EFT44838	26/03/2026 BUNNINGS MANDURAH	-128.94
EFT44839	26/03/2026 SNAP PRINTING MANDURAH	-1013.38
EFT44840	26/03/2026 FULTON HOGAN INDUSTRIES	-7969.50
EFT44841	26/03/2026 TOURISM COUNCIL WA	-2368.43
EFT44842	26/03/2026 COATES CIVIL CONSULTING	-11990.00
EFT44843	26/03/2026 HEATLEYS SAFETY & INDUSTRIAL	-18.34
EFT44844	26/03/2026 SEEK	-374.00
EFT44845	26/03/2026 CITY & REGIONAL FUELS	-18604.99
EFT44846	26/03/2026 THE DISTRIBUTORS PERTH	-273.15
EFT44847	26/03/2026 NAPA AUTO PARTS	-458.85
EFT44848	26/03/2026 TEAM GLOBAL EXPRESS PTY LTD	-125.82
EFT44849	26/03/2026 NATALIE WOODS	-200.00
EFT44850	26/03/2026 AMPAC DEBT RECOVERY	-3567.00
EFT44851	26/03/2026 VESTONE CAPITAL	-17962.91
EFT44852	26/03/2026 WAROONA ROADHOUSE	-1162.84
EFT44853	26/03/2026 AMAZON WEB SERVICES AUSTRALIA PTY LTD	-533.23
EFT44854	26/03/2026 SCAVENGER FIRE & SAFETY	-432.30

Appendix 11.3.1

EFT44855	26/03/2026 SUCCESSFUL PROJECTS	-1927.22
EFT44856	26/03/2026 SIMPLE BEN STORIES	-412.50
EFT44857	26/03/2026 THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES	-286.00
EFT44858	26/03/2026 FOCUS NETWORKS	-15873.06
EFT44859	26/03/2026 CHG-MERIDIAN AUSTRALIA PTY LTD	-3620.63
EFT44860	26/03/2026 COMMERCIAL AQUATICS AUSTRALIA (WA) PTY LTD	-37966.50
EFT44861	26/03/2026 TYRECYCLE PTY LTD	-1038.17
EFT44862	26/03/2026 PM TREASURE	-18392.00
EFT44863	26/03/2026 CARROLL AND RICHARDSON FLAGS	-1639.00
EFT44864	26/03/2026 GOLDEN GLASS	-242.00
EFT44865	26/03/2026 HARVEY COURIER	-81.46
EFT44866	26/03/2026 HARVEY WATER	-3223.85
EFT44867	26/03/2026 ISWEEP TOWN & COUNTRY	-2002.00
EFT44868	26/03/2026 KENNARDS HIRE	-110.00
EFT44869	26/03/2026 A1 LOCKSMITHS (MANDURAH LOCK & KEY)	-699.50
EFT44870	26/03/2026 MCCALL BROS. ENGINEERING	-275.00
EFT44871	26/03/2026 MJB INDUSTRIES	-5925.21
EFT44872	26/03/2026 PRESTIGE PRODUCTS	-715.50
EFT44873	26/03/2026 PFD FOOD SERVICES PTY LTD	-1254.20
EFT44874	26/03/2026 REPCO AUTO PARTS	-2125.59
EFT44875	26/03/2026 SYNERGY	-13528.96
EFT44876	26/03/2026 TELSTRA LIMITED	-627.31
EFT44877	26/03/2026 BJW (WA) PTY LTD T/AS RG UPTON	-95.40
EFT44878	26/03/2026 MOORE AUSTRALIA (WA) PTY LTD	-2310.00
EFT44879	26/03/2026 WORK CLOBBER	-621.00
EFT44880	26/03/2026 WA TREASURY CORPORATION	-22880.00
EFT44881	26/03/2026 IAN DIFFEN CITY DISCOUNT TYRES WAROONA (WAROONA TYRE	-538.45

Appendix 11.3.1

EFT44882	26/03/2026 WAROONA IGA	-1276.73
EFT44883	26/03/2026 MITRE 10	-265.25
		-\$ 1,397,902.33
Electronic Fund Transfer - Direct Salaries & Wages		
Date	Name	Amount
03/03/2026	NATIONAL AUSTRALIA BANK	- 167,659.17
17/03/2026	NATIONAL AUSTRALIA BANK	- 152,884.80
31/03/2026	NATIONAL AUSTRALIA BANK	- 156,330.57
		-\$ 476,874.54
Total Municipal Fund Cheques		- 20,564.81
Total Trust Fund Cheques		-
Total Direct Debit		- 192,810.00
Total Electronic Funds		- 1,397,902.33
Total Direct Wages		- 476,874.54
		-\$ 2,088,151.68



MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 MARCH 2026

SHIRE OF WAROONA

MONTHLY FINANCIAL REPORT



SHIRE OF WAROONA MONTHLY FINANCIAL REPORT TABLE OF CONTENTS

FOR THE PERIOD ENDED 31 MARCH 2026

Statement of Financial Activity by nature & type	2
Statement of Financial Position	3
Note 1 Basis of preparation	4
Note 2 Statement of Financial Activity Information	5 - 6
Note 3 Explanation of material variances	7
Note 4 Graphical Representation	8
Note 5 Cash and financial assets	9
Note 6 Reserve accounts	10
Note 7 Capital disposals and acquisitions	11 - 12
Note 8 Grants, subsidies and contributions	13
Note 9 Receivables	14
Note 10 Payables	15
Note 11 Rating information	16
Note 12 Information on borrowings	17
Note 13 Budget amendments	18 - 19
Note 14 Trust fund	20

The financial statements presented for the month of March are in draft format and are subject to amendments. All reasonable care is taken to ensure these statements reflect accurate records at the time of preparation; however, they remain subject to adjustment as the month has not yet been finalised and further checks, reconciliations and end of month review processes may identify amendments. The finalised financial results, including a true and complete reflection of the Shire's financial activity and year-end position, will be provided in the audited Financial Statements.

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

SHIRE OF WAROONA
STATEMENT OF FINANCIAL ACTIVITY BY NATURE OR TYPE



FOR THE PERIOD ENDED 31 MARCH 2026

Details	Note	Original Budget	YTD Budget	YTD Actual	Var. \$ (b)-(a)	Var. % (b)-(a)/(b)	Var.
		\$	\$	\$			
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates	8	6,525,928	6,525,928	6,539,594	13,666	0%	
Grants, Subsidies and Contributions	8	1,127,349	1,334,722	890,893	(443,829)	(50%)	▼
Fees and Charges		2,066,605	1,904,632	2,067,825	163,193	8%	▲
Interest Earnings		271,400	79,172	30,903	(48,269)	(156%)	▼
Other Revenue		200,000	154,423	152,400	(2,023)	(1%)	
Profit on Asset Disposal	10	1,032	0	0	0		
Fair value adjustments to financial assets at fair value		0	0	0	0		
		10,192,314	9,998,877	9,681,615			
Expenditure from operating activities							
Employee Costs		(5,332,214)	(4,069,227)	(3,911,890)	(157,337)	(4%)	▼
Materials and Contracts		(4,423,333)	(3,238,663)	(2,808,696)	(429,967)	(15%)	▼
Utilities Charges		(434,152)	(305,582)	(315,607)	10,025	3%	
Depreciation (Non-Current Assets)		(2,717,486)	(2,038,095)	(1,879,204)	(158,891)	(8%)	▼
Finance Costs		(52,365)	(25,575)	(24,794)	(781)	(3%)	
Insurance Expenses		(313,786)	(313,784)	(273,597)	(40,187)	(15%)	▼
Other Expenditure		(256,707)	(189,196)	(140,188)	(49,008)	(35%)	▼
Loss on Asset Disposal	10	(31,526)	(31,526)	(5,715)	(25,811)	(452%)	▼
		(13,561,569)	(10,211,648)	(9,359,690)	851,958		
Non-cash amounts excluded from operating activities		2,871,360	0	1,884,919	1,884,919		
Amount attributable to operating activities		(497,895)	(212,771)	2,206,844	2,419,615		
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions		3,315,271	4,154,823	2,204,451	(1,950,372)	(88%)	▼
Proceeds from disposal of assets	10	140,000	50,000	57,318	(7,318)	13%	
		3,455,271	4,204,823	2,261,769	1,943,054		
Outflows from investing activities							
Payments for property, plant and equipment		(535,340)	(540,597)	(311,621)	(228,976)	(73%)	▼
Payments for construction of infrastructure		(4,396,951)	(5,292,294)	(2,740,382)	(2,551,912)	(93%)	▼
		(4,932,291)	(5,832,891)	(3,052,003)	2,780,888		
Non-cash amounts excluded from investing activities		0	233,072	233,072	0		
Amount attributable to investing activities		(1,477,020)	(1,628,068)	(557,161)	1,070,907		
FINANCING ACTIVITIES							
Inflows from financing activities							
Proceeds from new debentures		0	0	0	0		
Lease liabilities recognised		0	0	0	0		
Transfer from reserve		25,000	0	0	0		
		25,000	0	0	0		
Outflows from financing activities							
Repayment of borrowings		(65,424)	0	(32,439)	(32,439)	100%	▼
Payments for principal portion of lease liabilities		0	0	0	0		
Transfer to reserves		(279,655)	0	0	0		
		(345,079)	0	(32,439)	(32,439)	100%	
Non-cash amounts excluded from financing activities		0	(233,072)	(233,072)	0		
Amount attributable to financial activities		(320,079)	0	(265,511)	(265,511)	100%	
MOVEMENT IN SURPLUS DEFICIT							
Surplus or deficit at the start of the financial year		2,294,994	0	2,316,145	2,316,145		
Amount attributable to operating activities		(497,895)	(212,771)	2,206,844	2,419,615		
Amount attributable to investing activities	0	(1,477,020)	(1,628,068)	(557,161)	1,070,907		
Amount attributable to financing activities		(320,079)	0	(265,511)	(265,511)	100%	
Surplus or deficit after imposition of general rates		0	(1,840,839)	3,700,317	5,541,156		

SHIRE OF WAROONA
STATEMENT OF FINANCIAL POSITION



FOR THE PERIOD ENDED 31 MARCH 2026

	Note	30-Jun-25	31-Mar-26
Current Assets			
Cash and cash equivalents	2	6,086,560	8,392,030
Trade and other receivables		560,897	871,204
Inventories		19,138	0
Other assets		250,588	259,626
Total Current Assets		6,917,183	9,522,860
Non-Current Assets			
Trade and other receivables		30,022	30,022
Other financial assets		59,715	59,715
Property, plant and equipment		48,886,393	48,461,385
Infrastructure		109,504,790	111,039,564
Right of use assets		233,072	233,072
Total non-current assets		158,713,992	159,823,758
TOTAL ASSETS		165,631,175	169,346,618
Current Liabilities			
Trade and other payables		1,420,214	2,013,379
Other liabilities		299,737	928,077
Lease liabilities		97,433	97,433
Borrowings	12	94,441	62,002
Employee related provisions		752,038	752,038
Total Current Liabilities		2,663,863	3,852,930
Non-current Liabilities			
Lease liabilities		135,639	135,639
Borrowings	12	1,339,246	1,339,246
Employee related provisions		148,367	148,367
Total non-current Liabilities		1,623,252	1,623,252
TOTAL LIABILITIES		4,287,115	5,476,183
NET ASSETS		161,344,060	163,870,435
Equity			
Retained surplus		20,347,631	22,874,006
Surplus/Defecit Ytd		1,242,146	2,526,374
Revaluation surplus		138,085,320	138,085,320
Total Equity		161,344,060	163,870,435

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 1 - Basis of preparation and significant accounting policies

Basis of preparation

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

Section 6.4(2) of the *Local Government Act 1995*, read with the *Local Government (Financial Management) Regulations 1996*, prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretation of the Australian Accounting Standards Board were applied where no inconsistencies exist.

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

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supporting information does not form part of the financial report.

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

The Local Government Reporting Entity

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

All monies held in the trust fund are excluded from the financial statements.

Critical accounting and judgement estimates

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

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

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, infrastructure and investment property
- estimation uncertainties made in relation to lease accounting
- estimated useful life of intangible assets

MATERIAL ACCOUNTING POLICIES

Material accounting policies utilised in the preparation of these statements are as described within the 2025-26 annual budget. Please refer to the adopted budget document for details of these policies.

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 2: Statement of Financial Activity Information

2a. Net current assets used in the Statement of Financial Activity	Last Year Closing 30 June 2025	31/03/2026
Current assets		
Cash and cash equivalents	6,086,560	8,392,030
Trade and other receivables	376,018	743,747
Inventories	19,138	0
Contract assets	244,457	259,626
Other assets	2,160	0
Total current assets	6,728,333	9,395,403
Current liabilities		
Trade and other payables	(1,201,342)	(1,855,900)
Contract liabilities	(298,580)	(928,077)
Total current liabilities	(1,499,922)	(2,783,977)
Net current assets	5,228,411	6,611,426
Less: Total adjustments to net current assets	(2,941,131)	(2,911,109)
Net current assets used in the Statement of Financial Activity	2,287,280	3,700,317

2b. Current assets and liabilities excluded from budgeted deficiency

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets

Less: Cash - reserve accounts	(2,911,109)	(2,911,109)
Add: Deferred pensioners	(30,022)	0
less: Total adjustments to net current assets	(2,941,131)	(2,911,109)

EXPLANATION OF DIFFERENCE IN NET CURRENT ASSETS AND SURPLUS/(DEFICIT)

Items excluded from calculation of budgeted deficiency

When calculating the budget deficiency for the purpose of Section 6.2 (2)(c) of the *Local Government Act 1995* the following amounts have been excluded as provided by the *Local Government (Financial Management) Regulation 32*.

2c. Non-cash amounts excluded from operating activities**YTD
Budget (a)****YTD
Actual (b)**

The following non-cash revenue or expenditure has been excluded from amounts attributable to operating activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

Adjustments to operating activities

Less: Profit on asset disposals	(1,032)	0
Less: Fair value adjustment to financial assets	0	0
Add: Loss on asset disposals	31,526	5,715
Add: Depreciation	2,717,486	1,879,204
Add: Movement in employee provisions	123,380	0
Total current assets	2,871,360	1,884,919

2d. Non-cash amounts excluded from investing activities**YTD
Budget (a)****YTD
Actual (b)**

The following non-cash revenue or expenditure has been excluded from amounts attributable to investing activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

Adjustments to investing activities

Right of use assets recognised	233,072	233,072
Total current assets	233,072	233,072

2e. Non-cash amounts excluded from financing activities**YTD
Budget (a)****YTD
Actual (b)**

The following non-cash revenue or expenditure has been excluded from amounts attributable to financing activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

Adjustments to financing activities

Less: Lease liability recognised	(233,072)	(233,072)
Total current assets	(233,072)	(233,072)

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation 32* to agree to the surplus/(deficit) after imposition of general rates.

Adjustments to net current assets

Less: Reserve accounts	(2,911,109)	(2,911,109)
Total adjustments to net current assets	(2,911,109)	(2,911,109)

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or a liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated, assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 3: Explanation of Material Variances

Comments/Reason for Variance

Council policy in relation to materiality states that for highlighting variances (budget to actual) the factor shall be 10% with a minimum of \$30,000.

3.1 Revenue from operating activities

The following activities were identified as having a material variance in accordance with Council Policy:

Grants, subsidies and contributions

Income is lower than budgeted due to lower than expected income for grants.

Fees and Charges

Income is higher than budgeted due to higher than expected income from fees and charges including payment of Planning fines and refuse site fees

Interest Revenue

Income is lower than anticipated due municipal term deposits not yet matured.

3.2 Expenditure from operating activities

The following activities were identified as having a material variance in accordance with Council Policy:

Employee costs

Employee costs are lower than budgeted due budget profile settings.

Materials and contracts

Expenses are lower than budgeted due to lower than expected expenditure for materials and contracts.

Depreciation

Depreciation costs are lower than expected due March depreciation not yet calculated.

Insurance

Insurance costs are lower due to insurance expenditure for Plant Operations Costs allocated in different IE code.

Other expenditure

Other expenditure are lower than budgeted due to lower than expected expenditure.

Loss on asset disposal

Expenditure funds are lower than budgeted due to delay in sale of assets.

3.3 Inflows from investing activities

The following activities were identified as having a material variance in accordance with Council Policy:

Proceeds from capital grants, subsidies and contributions

Income is lower than budgeted due to lower than expected proceeds from capital grants, subsidies and contributions.

3.4 Outflows from investing activities

The following activities were identified as having a material variance in accordance with Council Policy:

Payments for property, plant and equipment

Expenditure is lower than budgeted due to lower than expected expenditure and delay in purchase of plant.

Payments for construction of infrastructure

Expenditure is lower than budgeted due to lower than expected expenditure.

3.5 Inflows from financing activities

The following activities were identified as having a material variance in accordance with Council Policy:

Nil

3.6 Outflows from financing activities

The following activities were identified as having a material variance in accordance with Council Policy:

Nil

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

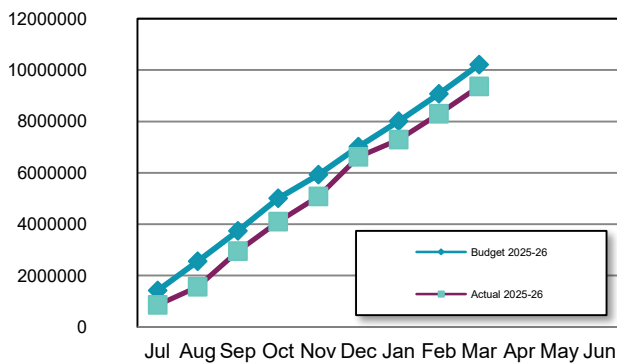


FOR THE PERIOD ENDED 31 MARCH 2026

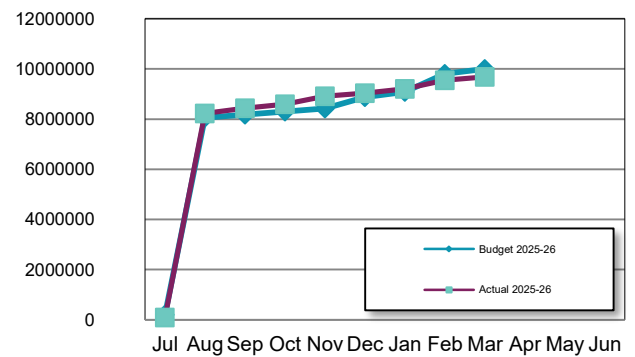
NOTE 4 - Graphical Representation - Source Statement of Financial Activity

OPERATING EXPENSES & REVENUE - GRAPHICAL REPRESENTATION

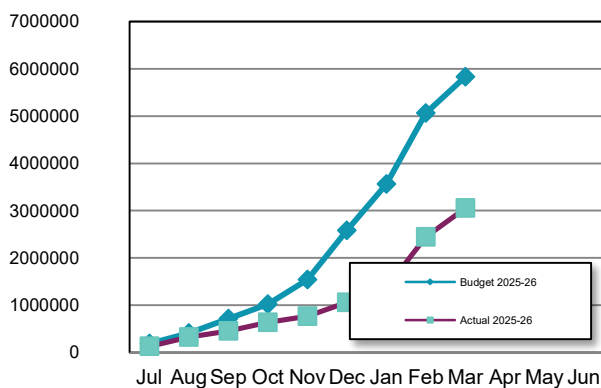
BUDGET OPERATING EXPENSES -v- YTD ACTUAL



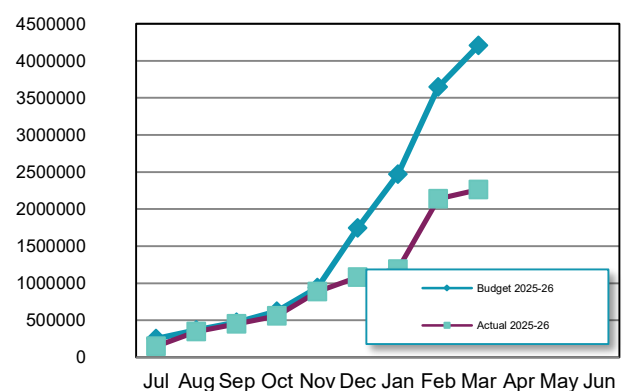
BUDGET OPERATING REVENUES -v- YTD ACTUAL



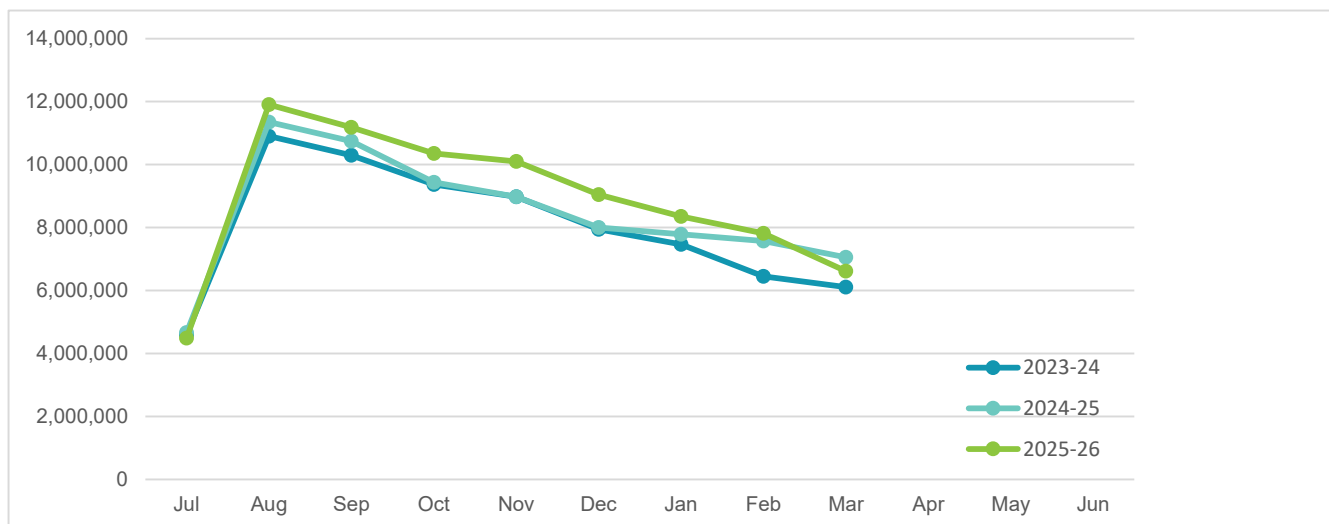
BUDGET CAPITAL EXPENSES -v- YTD ACTUAL



BUDGET CAPITAL REVENUES -v- YTD ACTUAL



NET CURRENT FUNDING POSITION (Note 2a)



SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 5: Cash and Financial Assets

Details	Interest Rate	Unrestricted \$	Restricted \$	Trust \$	Investments \$	Total Amount \$	Bank	Maturity Date
(a) Cash Deposits								
Municipal Account	N/A	1,391,745	0	0	0	1,391,745	NAB	N/A
Cash on Hand	N/A	1,750	0	0	0	1,750	NAB	N/A
Trust Account	N/A	0	0	759,295	0	759,295	NAB	N/A
(b) Reserve Term Deposit								
Reserve Term Deposit	4.30%	0	2,973,414	0	0	2,973,414	NAB	26/06/2026
(c) Investments								
Trust Term Deposit 1	4.40%			1,000,000		1,000,000		22/06/2026
Trust Term Deposit 2	4.00%			800,000		800,000		4/05/2026
Muni Term Deposit 1	4.30%				500,000	500,000		2/06/2026
Muni Term Deposit 2	4.10%				500,000	500,000		2/04/2026
Muni Term Deposit 3	4.00%				500,000	500,000		10/04/2026
Muni Term Deposit 4	4.20%				1,000,000	1,000,000		4/05/2026
Muni Term Deposit 5	4.25%				1,000,000	1,000,000		18/05/2026
Muni Term Deposit 6	4.20%				800,000	800,000		28/04/2026
TOTAL		1,393,495	2,973,414	2,559,295	4,300,000	11,226,205		

KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of six months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give us rise to cash flows that are solely payments of principal and interest.

Please note: All Reserve accounts have been placed into one term deposit. All interest accrued will be split propositionally over the individual reserves once received.

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 6: Cash Backed Reserve

Reserve Name	Budget Opening Balance	Budget Interest Earned	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Actual Opening Balance	Actual Interest Earned	Actual Transfers In (+)	Actual Transfers Out (-)	Actual YTD Closing Balance
	\$	\$	\$			\$	\$	\$	\$	\$
Sporting	82,857	0	0	0	82,857	82,857	1,773	0	0	84,630
Council Building Maintenance	207,305	0			207,305	207,305	4,437	0	0	211,742
Rec Centre Building Maintenance	105,693	0			105,693	105,693	2,262	0	0	107,955
Preston Beach Volunteer Rangers	61,039	0	13,905		74,944	61,039	1,306	0	0	62,345
Emergency Assistance	122,196	0			122,196	122,196	2,615	0	0	124,811
Works Depot Redevelopment	92,563	0			92,563	92,563	1,981	0	0	94,544
Council Building Construction	74,415	0			74,415	74,415	1,593	0	0	76,008
Information Technology	131,687	0			131,687	131,687	2,818	0	0	134,505
Footpath Construction	36,741	0			36,741	36,741	786	0	0	37,527
Plant Replacement	375,829	0	100,000		475,829	375,829	8,044	0	0	383,873
Staff Leave	30,408	0	10,000		40,408	30,408	651	0	0	31,058
Strategic Planning	3,020	0			3,020	3,020	65	0	0	3,084
Waste Management	1,278,264	0	135,450	(25,000)	1,388,714	1,278,264	27,358	0	0	1,305,623
History Book Reprint	12,787	0	300		13,087	12,787	274	0	0	13,060
Risk & Insurance	10,628	0			10,628	10,628	227	0	0	10,855
Drakesbrook Cemetery	47,178	0	20,000		67,178	47,178	1,010	0	0	48,188
Waroona North Development	238,500	0	0	0	238,500	238,500	5,105	0	0	243,605
Total	2,911,109	0	279,655	(25,000)	3,165,764	2,911,109	62,306	0	0	2,973,415

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 7: Capital Disposals and Acquisitions

Profit(Loss) of Asset Disposal				Disposals		Current Budget		
Account	WDV	Proceeds	(Loss)			Budget	Actual	Variance
\$	\$	\$	\$	Prog		\$	\$	\$
0574	0	0	0	Gov	Officer vehicle (MCS)	39,500	0	(39,500) ▼
4164	20,203	20,000	(203)	Econ	Officer vehicle (BMC)	55,000	43,795	(11,205) ▼
7154	35,724	21,818	(13,906)	Rec	Officer vehicle (MRS)	32,500	38,152	5,652 ▲
3554	0	0	0	Trans	Toro 3280 Mower (P71)	62,000	0	(62,000) ▼
3554	16,796	15,500	(1,296)	Trans	Toro PLH800 Mower (P73)	49,000	36,525	(12,475) ▼
72,723	57,318	(15,405)		TOTALS		238,000	118,472	(119,528)

Contributions Information				Summary Acquisitions		Current Budget		
Grants	Reserve	Borrow	Total			Budget	Actual	Variance
\$	\$	\$	\$			\$	\$	\$
				Property, Plant & Equipment				
0	0	0	0	Land and Buildings		227,500	46,154	(181,346) ▼
0	0	0	0	Plant & Equipment		238,000	118,472	(119,528) ▼
0	0	0	0	Furniture & Equipment		13,900	7,179	(6,721) ▼
				Infrastructure				
1,615,252	0	0	1,615,252	Roadworks		2,198,254	312,519	(1,885,735) ▼
0	0	450,000	450,000	Other Infrastructure		2,160,397	376,944	(1,783,453) ▼
1,615,252	0	450,000	2,065,252	Totals		4,838,051	861,268	(3,976,783)

Contributions				Land & Buildings		Current Budget		
Grants/Cont	Reserve	Borrow	Total			This Year		
\$	\$	\$	\$	Prog	Description	Budget	Actual	Variance
\$	\$	\$	\$			\$	\$	\$
0	0	0	0	Gov	Administration Office - disability access etc	42,600	0	(42,600) ▼
0	0	0	0	Health	Community Resource Centre - Internal repairs	9,200	0	(9,200) ▼
0	0	0	0	E & W	Playgroup Roof Repairs	10,000	0	(10,000) ▼
0	0	0	0	Comm	PB Toilets - Plumbing Upgrades	10,000	11,130	1,130 ▲
0	0	0	0	R & C	Football Club, PB Golf Club Repairs	43,000	0	(43,000) ▼
0	0	0	0	R & C	Jims Kitchen - Remove Gutters	4,000	26,932	22,932 ▲
0	0	0	0	R & C	PB Community Hall - Remove interal wall	14,000	0	(14,000) ▼
0	0	0	0	R & C	WRAC - Install patio, repair leaks, painting etc	80,700	0	(80,700) ▼
0	0	0	0	Trans	Depot - Replace roller doors	14,000	8,093	(5,907) ▼
0	0	0	0	Totals		227,500	46,154	(181,346)

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 7: Capital Disposals and Acquisitions

Contributions				Plant & Equipment		Current Budget			
						This Year			
Grants	Reserve	Borrow	Total			Budget	Actual	Variance (Under)Over	
\$	\$	\$	\$	Prog	Description	\$	\$	\$	
0	0	0	0	Gov	Replace MCS Vehicle	39,500	0	(39,500)	▼
0	0	0	0	Econ	Replace BMC Vehicle	55,000	43,795	(11,205)	▼
0	0	0	0	Rec	Replace MRS Vehicle	32,500	38,152	5,652	▲
0	0	0	0	Trans	Replace Toro 3280 Mower	62,000	0	(62,000)	▼
0	0	0	0	Trans	Replace Toro PLH800 Mower	49,000	36,525	(12,475)	▼
0	0	0	0		Totals	238,000	118,472	(119,528)	

Contributions				Furniture & Equipment		Current Budget			
						This Year			
Grants	Reserves	Borrow	Total			Budget	Actual	Variance (Under)Over	
\$	\$	\$	\$	Prog	Description	\$	\$	\$	
0	0	0	0	L,O & PS	Law, Order, Public Safety	0	0	0	
0	0	0	0	R & C	WRAC - Replace various equipment	13,900	7,179	(6,721)	▼
0	0	0	0	Econ	Visitor Centre	0	0	0	
0	0	0	0	L,O & PS	Law, Order, Public Safety	0	0	0	
0	0	0	0		Totals	13,900	7,179	(6,721)	

Contributions				Infrastructure - Roads		Current Budget		
						This Year		
Grants	Reserves	Borrow	Total			Budget	Actual	Variance (Under)Over
\$	\$	\$	\$	\$			\$	\$
449,252	0	0	449,252	Trans	Roads to Recovery	449,251	18,905	430,346 ▼
1,166,000	0	0	1,166,000	Trans	Roads Works Total Construction	1,749,003	293,614	1,455,389 ▼
1,615,252	0	0	1,615,252	Totals		2,198,254	312,519	1,885,735

Contributions				Other Infrastructure		Current Budget		
						This Year		
Grants	Reserve	Borrow	Total			Budget	Actual	Variance (Under)Over
\$	\$	\$	\$			\$	\$	\$
18,885	0	0	18,885	L,O & PS	Evacuation Centre Upgrade (grant dependent)	54,794	0	(54,794) ▼
0	0	0	0	CA	Buller Rd - Transfer Station construction	0	0	0
0	0	0	0	CA	Townsite drainage works	155,000	0	(155,000) ▼
0	0	0	0	R & C	Parks - Capital upgrades	22,800	0	(22,800) ▼
0	0	0	0	R & C	Ovals - New pump & extend reticulation	0	0	0
166,456	0	0	166,456	R & C	Drakesbrook Weir Upgrades / PB Carpark	22,800	0	(22,800) ▼
0	0	0	0	Trans	Footpath construction & upgrades	251,763	6,611	(245,152) ▼
0	0	450,000	450,000	Econ	Railside Park - Phase 2	450,000	357,375	(92,625) ▼
1,203,240	0	0	1,203,240	Econ	Peel Regional Trails development	1,203,240	12,958	(1,190,282) ▼
1,388,581	0	450,000	1,838,581	Totals		2,160,397	376,944	(1,783,453)

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 8: Grants, subsidies and contributions (Contract Liabilities & Contract Assets)

NOTE 8a: Operating grants subsidies and contributions

Name of Grant	Provider	Liability at 1 July 2025	Increase in liability	Spent Funds	Current Contract Asset/Liability	Annual Budget	Budget variations	YTD Revenue Actual	Remaining expected funds
		\$	\$	\$	\$	\$	\$	\$	\$
Library LBW Trust Learning	Friends of Libraries	0	500	(475)	25	500	0	500	0
Technology and Digital Inclusion Grant	State Library WA	0	5,000	(5,000)	0	0	0	5,000	0
Community Engagement Program	Alcoa of Australia	2,427	15,000	(14,412)	3,015	2,427	0	0	0
Mitigation Activity Grant Funding RD1	DFES	0	49,500	(49,500)	0	49,500	0	49,500	0
Evacuation Centre Backup Power Supply	DFES	(4,090)	0	(1,200)	(5,290)	57,794	0	0	18,885
Streets Alive - Safer Crossings	Town Team Movement	200	0	0	200	200	0	0	0
Urban Greening Program	WALGA	3,775	0	0	3,775	3,775	0	0	0
Waste Sorted Community Education	Waste Sorted	697	0	(697)	0	697	0	0	0
Seniors Week	COTA WA	0	0	0	0	1,000	0	0	1,000
Youth Week	Dept of Communities	0	3,000	(2,350)	650	3,000	0	0	3,000
Volunteer Breakfast	Dept of Communities	0	1,000	(1,000)	0	1,500	0	0	1,500
Public Health Initiative	Public Health	12,103	0	(8,606)	3,497	12,103	0	0	0
Australia Day 2025	Australia Day Council	0	12,736	(12,736)	0	15,000	0	12,736	0
Ebb & Flow	Ebb & Flo	2,331	0	0	2,331	2,332	0	0	0
Drakebrook Cemetery NRM Funding	DPIRD	9,856	0	(3,500)	6,356	9,856	0	0	0
Total		27,300	86,736	(99,476)	8,204	159,685	0	67,736	24,385

NOTE 8b: Capital grants subsidies and contributions

Name of Grant	Provider	Liability at 1 July 2025	Increase in liability	Spent Funds	Current Contract Asset/Liability	Adopted budget revenue	Budget variations	YTD Revenue Actual	Remaining expected funds
		\$	\$	\$	\$	\$	\$	\$	\$
Peel Regional Trails Grant - Start Up	Peel Development Comm	86,516	0	(12,236)	74,280	1,203,240	0	0	983,129
Peel Regional Trails Grant - Milestone 2	Peel Development Comm	133,595	0	0	133,595	0	0	0	0
LRCI Phase 4	Dept Infrastructure	(182,498)	182,498	0	0	0	0	182,498	0
LRCI Phase 3	Dept Infrastructure	(57,869)	57,869	0	0	0	0	57,869	0
Pinjarra Community Grant - BF Brigades	Bendigo Bank	1,867	0	0	1,867	1,867	0	0	0
Shared Path Upgrade	Dept of Transport	0	35,000	(40,000)	(5,000)	40,000	0	35,000	5,000
Lake Clifton Bridge (BR03)	Main Roads WA	0	385,500	0	385,500	0	514,000	385,500	128,500
Roads to Recovery	Main Roads WA	46,369	222,109	(293,614)	(25,136)	449,252	0	0	0
Road Safety Program (Lake Clifton Rd)	Main Roads WA	0	238,494	0	238,494	0	238,494	238,494	0
Road Safety Program (Nanga Brook Rd)	Main Roads WA	0	0	0	0	0	0	0	0
Regional Road Group (RC87)	Main Roads WA	0	225,800	(250,000)	(24,200)	375,001	0	225,800	24,200
Regional Road Group (RC05)	Main Roads WA	0	151,370	(151,370)	0	225,001	0	151,370	0
Regional Road Group (RC82)	Main Roads WA	0	800,000	(1,000,000)	(200,000)	750,000	0	800,000	200,000
Regional Road Group (RC47)	Main Roads WA	0	80,000	(29,408)	50,592	300,000	0	80,000	120,000
Regional Road Group (RC20)	Main Roads WA	0	52,800	(28,900)	23,900	99,001	0	52,800	13,200
Total		27,980	2,431,440	(1,805,528)	653,892	3,443,362	752,494	2,209,331	1,474,029
Total contract asset					(259,626)				
Total contract liability					928,077				

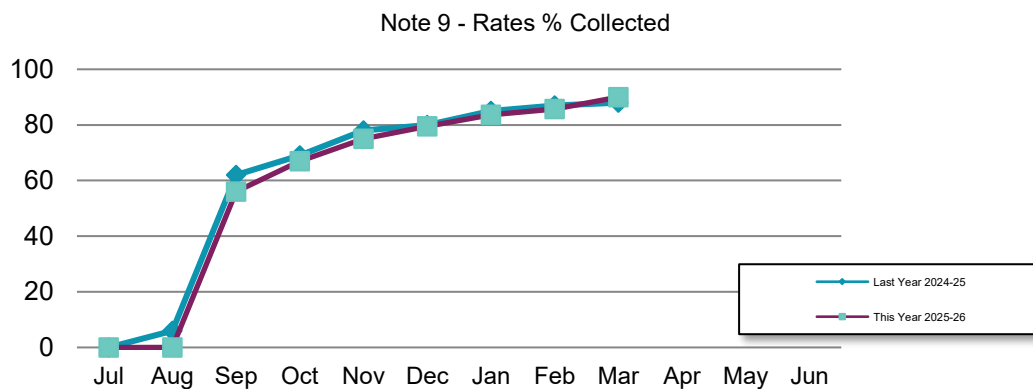
SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 9: Receivables

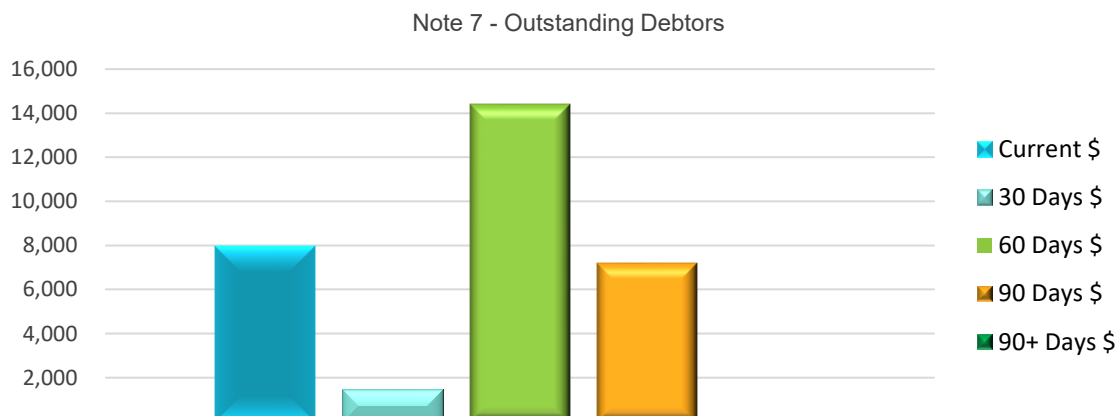
Receivables - Rates & Rubbish	Current 2025-26	Previous 2024-25
	\$	\$
Opening Arrears Previous Years	145,720	151,325
Rates, Service Charges & Waste Levy this year	7,984,309	7,393,609
Less Collections to date	(7,327,857)	(7,247,889)
Equals Current Outstanding	656,452	145,720
Net Rates Collectable	656,452	145,720
% Collected	90.13%	96.06%



Comments/Notes - Receivables Rates and Rubbish

Receivables - General	Current	30 Days	60 Days	90 Days	90+ Days
	\$	\$	\$	\$	\$
Aged Trial Balance	7,973	1,466	14,418	7,199	
Total Outstanding					31,055

Amounts show above include GST (where applicable).



SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

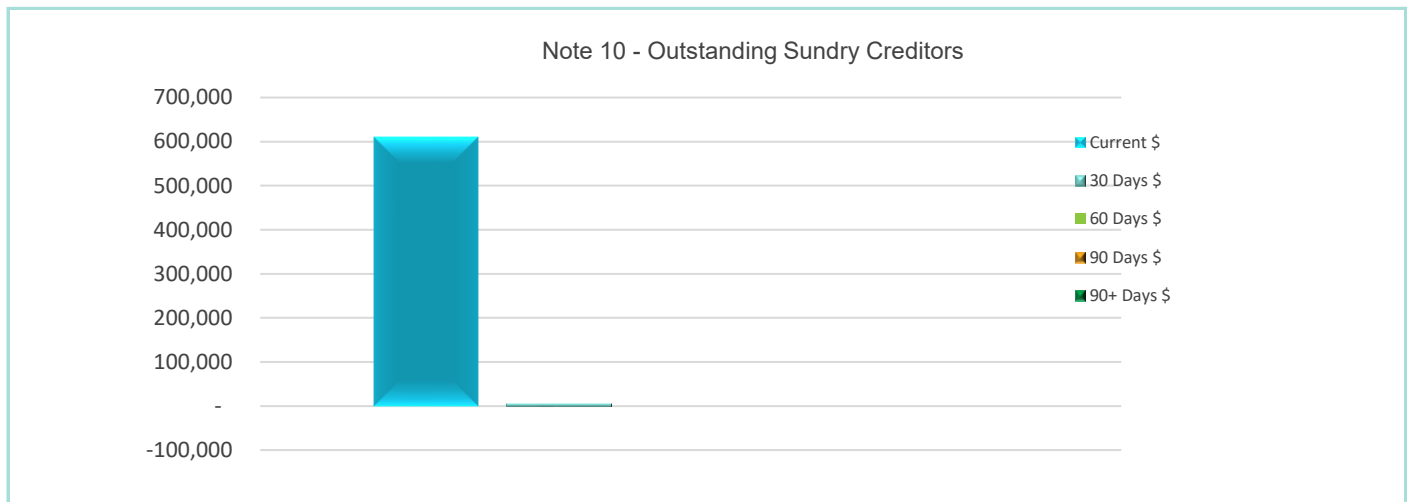


FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 10: Payables

Sundry Creditors	Current	30 Days	60 Days	90 Days	90+ Days
	\$	\$	\$	\$	\$
Aged Trial Balance	610,393	5,271	199	-	468
Total Outstanding	615,395				

Amounts show above include GST (where applicable).



SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 11: Rating Information

Rate Type	Basis of valuation	Rate in	Number of Properties	2025/26 Actual Rateable Value	2025/26 Actual Rate Revenue	2025/26 Actual Interim Rates	2025/26 Actual Total Revenue	2025/26 Budget Rate Revenue	2025/26 Budget Interim Rate	2025/26 Budget Total Revenue	2024/25 Actual Total Revenue
		\$	\$	\$	\$	\$	\$	\$		\$	\$
General rates											
Gross rental valuation	Gross rental value	0.109905	1,533	29,268,384	3,214,916	\$12,485	3,227,401	3,214,916	0	3,214,916	3,189,429
Unimproved valuation	General farming	0.006054	511	322,634,084	1,951,683	\$1,181	1,952,864	1,951,683	0	1,951,683	1,825,255
Unimproved valuation	Industry and mining	0.012107	5	27,114,000	328,269	\$0	328,269	328,269	0	328,269	301,384
Unimproved valuation	Intensive agriculture	0.009081	4	5,016,000	45,550	\$0	45,550	45,550	0	45,550	42,710
Total general rates			2,053	384,032,468	5,540,418	\$13,666	5,554,084	5,540,418	0	5,540,418	5,358,778
Minimum payment											
		Minimum									
Gross rental valuation	Gross rental value	1,390	607	4,897,676	863,190	\$0	863,190	863,190	0	863,190	821,890
Unimproved valuation	Unimproved value	1,390	91	10,839,844	122,320	\$0	122,320	122,320	0	122,320	124,899
Total general rates			698	15,737,520	985,510	\$0	985,510	985,510	0	985,510	946,789
Total rates			2,751	399,769,988	6,525,928	\$13,666	6,539,594	6,525,928	0	6,525,928	6,305,567

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

Note 12: Information on Borrowings

(a) Debenture Repayments

Loan Details	Loan No.	Principal 1-Jul-25	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
			Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
			\$	\$	\$	\$	\$	\$	\$	\$
Town Centre Park Land Purchase	122	529,244	0	0	(15,115)	(30,350)	514,129	498,894	(4,225)	(8,330)
Waroona Community Precinct Development	123	406,999	0	0	(7,796)	(15,783)	399,203	391,216	(10,004)	(19,816)
Town Centre Land Purchase 26 & 28 Fouracre Street	124	497,444	0	0	(9,528)	(19,291)	487,916	478,153	(12,227)	(24,219)
TOTAL		1,433,687	0	0	(32,439)	(65,424)	1,401,248	1,368,263	(26,455)	(52,365)

All debenture repayments were financed by general purpose revenue.

(b) Unspent borrowings

Particulars	Date Borrowed	Unspent Balance 30 June 2023	Borrowed During the Year	Expended During the Year	Unspent Balance 30 June 2025
Loan 123 - Waroona Community Precinct		450,000	0	(354,075)	95,925
TOTAL		450,000	0	(354,075)	95,925

KEY INFORMATION

Borrowing costs are recognised as an expense when incurred.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Non-current borrowings fair values are based on discounted cash flows using a current borrowing rate.

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 13: Budget Amendments

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Description	Council Resolution	Classification	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$
	Opening Balance - Difference between budget surplus and actual surplus					21,147
3585	Increase transfer of funds from plant reserve for repairs to CAT 120H Grader	OCM25/08/119	Reserve Transfer	21,800	0	42,947
3554	Increase capital expenditure for repairs to CAT 120H Grader	OCM25/08/119	Capital Expenses	0	(21,800)	21,147
3275	Increase capital income to account for additional income from Regional Road Group	OCM25/10/166	Capital Revenue	500,000	0	521,147
3355	Increase capital income to account for loan income for Preston Beach Road	OCM25/10/166	Capital Revenue	250,000	0	771,147
3204 (RC82)	Increase capital expenditure to account for increase in road expenditure for Preston Beach Road	OCM25/10/166	Capital Expenses	0	(750,000)	21,147
0091	Adjustment of General purpose Financial Assistance grant	OCM25/11/185	Operating Revenue	112,867	0	134,014
3265	Adjustment of Local Roads Financial Assistance grant	OCM25/11/185	Capital Revenue	25,768	0	159,782
3295	Increase income for the inclusion of special project Lake Clifton Bridge works	OCM25/11/185	Capital Revenue	514,000	0	673,782
3514 (BR03)	Increase in expenditure to account for Lake Clifton Bridge works	OCM25/11/185	Capital Expenses	0	(514,000)	159,782
2353	Increase in planning fines and infringement income	OCM25/11/185	Operating Revenue	67,000	0	226,782
3514 (BR03)	Increase expenditure for Lake Clifton Bridge propping and safety	OCM25/11/185	Capital Expenses	0	(20,000)	206,782
0452	Decrease expenditure to move funds from audit expenses to other expenses	OCM25/11/185	Operating Expenses	5,000	0	211,782
0432	Increase expenditure to move funds from audit expenses to other expenses	OCM25/11/185	Operating Expenses	0	(5,000)	206,782
3203	Reduction of reimbursement income from 23/24 LGGS overspend	OCM25/11/185	Operating Revenue	0	(3,114)	203,668
0544	Increase capital expenditure to replace ducted air conditioning system in Administration Office.	OCM25/11/185	Capital Expenses	0	(15,000)	188,668
2983	Income received from Library grant.	OCM25/11/185	Operating Revenue	2,500	0	191,168
3014	Increase expenditure for Library inventory to satisfy grant co-funding	OCM25/11/185	Operating Expenses	0	(5,000)	186,168
3002	Increase IT expenditure for Library to cover imaging and install of PC's	OCM25/11/185	Operating Expenses	0	(2,500)	183,668
0582	Increase expenditure for new chairs for staff as per ergonomic assessment	OCM25/11/185	Operating Expenses	0	(5,600)	178,068
0544	Funding for donga power, air con, data and electrical at Depot	OCM25/11/185	Capital Expenses	0	(15,000)	163,068
2162	Increase expenditure to complete Planning Strategy and Scheme	OCM25/11/185	Operating Expenses	0	(8,000)	155,068
2052 (C005)	Increase expenditure for dune brushing at Preston Beach	OCM25/11/185	Operating Expenses	0	(8,000)	147,068
3634 (PK04)	Increase expenditure for Lake Clifton master plan and works	OCM25/11/185	Capital Expenses	0	(80,000)	67,068
7104	Increase expenditure for roof fans for stadium courts	OCM25/11/185	Capital Expenses	0	(19,000)	48,068
3912	Increase expenditure to host industry and community motivational workshops (C1.2.3)	OCM25/11/185	Operating Expenses	0	(10,000)	38,068
3912	Increase expenditure for digital content creation (photos, videos) (D1.1.2)	OCM25/11/185	Operating Expenses	0	(3,068)	35,000
4794	Transfer to IT Reserve	OCM25/11/185	Reserve Transfer	0	(25,000)	10,000
7144	Increase expenditure for new chairs for the Recreation Centre	OCM25/11/185	Capital Expenses	0	(10,000)	0
3225	Increase income for regional road safety program - Nanga Brook Road	OCM25/11/185	Capital Revenue	93,070	0	93,070
3225	Increase income for regional road safety program - Lake Clifton Road	OCM25/11/185	Capital Revenue	145,424	0	238,494
3204 (RC89)	Increase expenditure for Nanga Brook Road - Install AEC & ACL	OCM25/11/185	Capital Expenses	0	(93,070)	145,424
3204 (RC88)	Increase expenditure for Lake Clifton Road - Seal shoulder	OCM25/11/185	Capital Expenses	0	(145,424)	0
7162 (AQ02)	Transfer funding from Rec Centre maintenance to capital account for plant repairs	OCM25/11/185	Operating Expenses	18,875	0	18,875
7154	Increase expenditure for Rec Centre plant upgrade	OCM25/11/185	Capital Expenses	0	(18,875)	0
2983	Increase income for Library grant	OCM25/12/201	Operating Revenue	2,500		2,500
3044	Increase expenditure for Library grant	OCM25/12/201	Capital Expenses		-2,500	0
3014	Move funds from operating expenses to capital expenses for Library grant	OCM25/12/201	Operating Expenses	5,000		5,000

NOTE 13: Budget Amendments (cont)

GL Account Code	Description	Council Resolution	Classification	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
3044	Move funds from operating expenses to capital expenses for Library grant	OCM25/12/201	Capital Expenses		(5,000)	0
5202	Reallocate funding from Project Officer to Community & Economic Development	OCM26/02/018	Operating Expenses		(47,359)	(47,359)
0092	Reallocate funding from Project Officer to Community and Economic Development	OCM26/02/018	Operating Expenses	47,359		0
7282	Reallocate funding from building maintenance to Cleaner wages	OCM26/02/018	Operating Expenses		(10,000)	(10,000)
0544	Reduce funding for Donga floor repair	OCM26/02/018	Capital Expenses	4,000		(6,000)
2474	Reduce funding for Preston Beach Community Hall - Remove Non-compliance internal wall (Old Fire Shed)	OCM26/02/018	Capital Expenses	6,000		0
4423	Increase income account to workers compensation reimbursements received from LGIS	OCM26/02/018	Operating Revenue	120,000		120,000
4402	Increase PWO leave expense to allow for substantial Workers Compensation expenditure	OCM26/02/018	Operating Expenses		(120,000)	0
3564	Reallocate funding from capital P&E to non-capital P&E - Infrastructure expenses	OCM26/02/018	Operating Expenses		(12,000)	(12,000)
3524	Reallocate funding from capital P&E to non-capital P&E - Infrastructure expenses	OCM26/02/018	Capital Expenses	12,000		0
7772	Reduce business case funding account to reallocate funds to the Enviro Centre	OCM26/02/018	Operating Expenses	30,000		30,000
3812	Reduce Noxious Plant Control expenditure	OCM26/02/018	Operating Expenses	30,500		60,500
0503	Increase income received from other LG's for LSL entitlements paid out	OCM26/02/018	Operating Revenue	11,700		72,200
2394	Increase funding for installation of a dump at Preston Beach	OCM26/02/018	Capital Expenses		(20,000)	52,200
7762	Increase expenditure to the Enviro Centre building maintenance account	OCM26/02/018	Operating Expenses		(52,200)	0
2812	Decrease in Visitor Centre operation expenditure	OCM26/02/018	Operating Expenses	750		750
2772	Decrease in Visitor Centre project costs	OCM26/02/018	Operating Expenses	750		1,500
2872	Increase in training and conference expenses for Visitor Centre	OCM26/02/018	Operating Expenses		(1,500)	0
3204 (RC89)	Decrease expenditure for Nanga Brook Road	OCM26/02/018	Capital Expenses	93,070		93,070
3204 (RC88)	Increase expenditure to Lake Clifton Road	OCM26/02/018	Capital Expenses		(93,070)	0
0592	Increase in expenditure for Bushfire Mitigation Risk Coordinator	OCM26/02/018	Operating Expenses		(77,757)	(77,757)
0723	Increase income received for Bushfire Mitigation Risk Coordinator	OCM26/02/018	Operating Expenses	77,757		0
2834	Reallocate project savings from Cricket Club plumbing	OCM26/02/018	Capital Expenses	5,323		5,323
3754	Increase expenditure to fix drainage surrounding Jims Kitchen	OCM26/02/018	Capital Expenses		(5,323)	0
2835	Increase grant income funding received for Waroona Football Club upgrades	OCM26/03/031	Capital Revenue	100,000		100,000
2834	Increase capital expenditure for Waroona Football Club upgrades	OCM26/03/031	Operating Expenses		(100,000)	0

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 MARCH 2026

NOTE 14: Trust Fund

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance	Amount	Amount	Closing Balance
	1-Jul-25	Received	Paid	31-Mar-26
ALCOA WAROONA SUSTAINABILITY	2,146,506	238,107	0	2,384,613
PUBLIC OPEN SPACE	140,571	201	0	140,772
EXTRACTIVE INDUSTRIES	19,470	28	0	19,498
COMMERCIAL BOND	15,390	22	0	15,412
SECURITY BOND	0	0	0	0
TOTAL	2,321,937	238,358	0	2,560,295

2025-2029 Corporate Business Plan - Quarterly Progress Report JAN to MAR 2026

Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town

Objective 1.1 Create a connected, safe and cohesive community with a strong sense of community pride

Strategy 1.1.1 Develop an identity for the Shire and the communities it comprises

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.1.1.1 Implement the Community Development Strategy 2025-2028 through community development annual action plans.	Trick Cole	Community Development	Implementation of the Community Development Strategy remains ongoing. Officers are progressing actions across priority areas including community engagement, events, partnerships and place-based initiatives. A range of programs and community events have been delivered, with additional activities currently in development to further strengthen community connection, participation and overall wellbeing.
1.1.1.2 Undertake a signage audit and seek funding for signage upgrades and new installs.	Rhys Bloxsidge, Kirsty Ferraro, Ashleigh Nuttall	Development Services	The tourism signage audit and strategy is progressing, with a consultant engaged and the first draft of the signage audit received. Officers are currently reviewing the draft and will use the outcomes to inform future funding opportunities for signage upgrades and new installations.
1.1.1.3 Undertake a review of town entrances to develop improved and localised character and entrance statements	Rhys Bloxsidge, Kirsty Ferraro	Development Services	As at 31 Dec 2025 - <i>No change in strategic direction this quarter. The project remains contingent on the completion of the Shire-wide signage audit, which will inform the development of the overarching Signage and Wayfinding Plan.</i>

Strategy 1.1.2 Pursue a social environment that is accessible and inclusive for all ages and abilities

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.1.2.1 Advocate for and support initiatives that are accessible and inclusive for all community members.	Trick Cole, Ash Nuttall	Community Development	Officers continue to prioritise accessibility and inclusion across programs, events and infrastructure improvements.
1.1.2.2 Consider the needs of people of all abilities and backgrounds in the planning and implementation of Community Development initiatives.	Trick Cole, Ash Nuttall	Community Development	Inclusive practice remains embedded in the planning and delivery of Community Development initiatives. Officers consistently assess activities and projects to ensure they are responsive to the diverse needs of community members across varying abilities and backgrounds.
1.1.2.3 Review, implement and report on the Disability Access Inclusion Plan	Kate Pisconeri	Corporate Services	Access and Inclusion Plan Progress Report due July 2026. Quarterly reporting occurs by all responsible officers to track progress against AIP items.

Appendix 11.3.3

Strategy 1.1.3 Grow and develop an age friendly community

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.1.3.1 Support and facilitate targeted initiatives in response to the needs and aspirations of older people	Trick Cole, Ash Nuttall	Community Development	Officers in the Community Development Team meet regularly with stakeholders such as Quambie Park and Waroona Seniors Group to remain aware of community need and support when required. Adaptations to existing events and projects are regularly considered to improve accessibility to seniors in our community.

Strategy 1.1.4 Become a youth engaged and supportive community

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.1.4.1 Support and facilitate targeted initiatives in response to the needs and aspirations of young people	Trick Cole, Ash Nuttall	Community Development	Support for youth-focused initiatives continues in alignment with identified community needs. Officers are currently delivering activities for Youth Week including a Community Movie Night and a fun day at the Waroona Recreation Centre.

Strategy 1.1.5 Develop and facilitate events of a local and regional scale

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.1.5.1 Support or facilitate events in response to the needs and aspirations of the local community	Trick Cole, Ash Nuttall	Community Development	Officers continue to support and facilitate local events in response to community need while investigating opportunities for new or touring events and activities to visit our region.

Strategy 1.1.6 Ensure the safety of our community

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.1.6.1 Deliver a range of activities that improve the safety of the community as outlined in the Community Development Strategy	Trick Cole, Ash Nuttall	Community Development	Community safety initiatives continue through online awareness campaigns and promotion of community safety initiatives. Officers maintain regular liaison with local police to identify emerging safety concerns and coordinate targeted communication campaigns where required.
1.1.6.2 Develop, implement and maintain bush fire risk management planning	Rhys Bloxsidge	Safety & Emergency Services	The draft Shire of Waroona Bushfire Risk Management 2026-2028 was endorsed by Council, subject to stakeholder consultation for feedback and recommendations.
1.1.6.3 Review Local Emergency Management Arrangements	Rhys Bloxsidge	Safety & Emergency Services	As at 31 Dec 2025 - <i>The Local Emergency Management Arrangements were reviewed in 2024/2025. The State Emergency Management Committee is reviewing the framework for LEMAs and it is expected a new framework will be released in 2026. This may require the Shire to undertake another review of the LEMA.</i>

Objective 1.2 Maximise and connect our natural assets to the community

Strategy 1.2.1 Connect natural assets and waterways, parks and reserves to the community

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.2.1.1 Develop and implement a Public Open Space Strategy	Steven Watson	Infrastructure Services	No work has been undertaken to date due to competing priorities.

Appendix 11.3.3

Strategy 1.2.2 Upgrade the amenity of the Drakesbrook Weir

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.2.2.1 Prepare a Business Plan for the implementation of the Drakesbrook Weir Masterplan	Mark Goodlet	Office of the CEO	On 9 April 26 CEO met with Lotterywest to discuss opportunities for grant funding. Feedback will be used to prepare grant application.
1.2.2.3 Progressively implement the Drakesbrook Weir Management Plan	Steven Watson	Infrastructure Services	No Update provided

Objective 1.3 A planning framework that is visionary, supports community connectivity and enables participation that

Strategy 1.3.1 Ensure our Town Planning Scheme and Local Planning Strategy facilitates quality and diverse planning outcomes

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.3.1.1 Prepare a new Local Planning Strategy	Kirsty Ferraro, Rhys Bloxsidge	Development Services	No Update provided this quarter
1.3.1.2 Prepare a new Town Planning Scheme	Kirsty Ferraro, Rhys Bloxsidge	Development Services	No Update provided this quarter

Objective 1.4 Encourage an active and healthy community with an improved quality of life

Strategy 1.4.1 Promote a mentally and physically healthy lifestyle

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.4.1.1 Develop and implement a Recreation Centre Activation Strategy outlining plans for attraction and increased usage of the Waroona Recreation & Aquatic Centre	Daniel Cools	Recreation Services	A range of programs and activities continue to be delivered to encourage community participation and increase usage of the Waroona Recreation & Aquatic Centre. Quarter 3 activities included group fitness classes, swimming lessons, junior and senior basketball, gymnastics, karate, badminton, pickleball and family events such as roller discos and arts and craft play sessions. Holiday activity consisted of Mini Golf. These initiatives support the ongoing activation of the facility and engagement across diverse community groups.

Strategy 1.4.2 Support local community, sporting and recreational groups and initiatives

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.4.2.1 Develop and implement a Waroona Club Development Program that supports sport and recreation clubs to be sustainable	Daniel Cools, Ash Nuttall	Recreation Services	Recreation Advisory Meetings still planned quarterly Club Projects include: - Development of Cricket Ablutions and Changerooms - Development of New Football Club Changerooms - Development of an automatic irrigation system at the Golf Club - Development of a potential clubhouse and playing facility on the main oval for the Croquet Club
1.4.2.2 Implement an annual Micro Grants program to support new community led initiatives	Trick Cole, Ash Nuttall	Community Development	Officers have successfully delivered Round 2 of the Micro Grants program.
1.4.2.3 Develop a Waroona Sport and Recreation Precinct Masterplan	Kirsty Ferraro, Daniel Cools, Mark Goodlet	Office of the CEO	Final draft is presently being prepared.

Appendix 11.3.3

Strategy 1.4.3 Actively take opportunities to enhance public health

1.4.3.1 Implement priority actions from the Public Health Plan	Aishling Kelly, Kirsty Ferraro	Environmental Health Services	Implementation planning will progress in accordance with the Plan's identified priorities and available budget allocations, with actions to be undertaken in a staged and strategic manner.
1.4.3.2 Develop a Library Activation Strategy that provides library programs to reduce social isolation and promote life-long learning	Kirsty Ferraro	Library Services	No update provided this quarter

Strategy 1.4.4 Foster and value our volunteers

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.4.4.1 Recognise volunteer contributions through awards and functions	Trick Cole, Ash Nuttall	Community Development	Officers are currently working on the Emergency Services Dinner event for May 2026 and planning for the International Volunteer Day Breakfast event for December 2026.

Strategy 1.4.5 Support and enhance health services in Waroona

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.4.5.1 Support the community to lead healthy and fulfilling lives through activities outlined in the Community Development Strategy	Trick Cole, Ash Nuttall	Community Development	Development of a Community Services Directory is progressing, aimed at improving awareness and access to local health and support services. Officers are working closely with the Waroona Community Resource Centre and other stakeholders to produce both online and printed versions. Ongoing promotion of national initiatives and the Shire's partnership with Act Belong Commit continues through social media and other communication channels.

Objective 1.5 Value, protect and celebrate our rich history and culture

Strategy 1.5.1 Pursue actions to preserve areas and materials of historical significance

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.5.1.1 Support the Waroona Historical Society and maintain the museum facility	Ashleigh Nuttall, Steven Watson, Clayton McAlinden	Infrastructure Services	No work has been undertaken to date due to competing priorities.

Strategy 1.5.2 Foster arts and culture throughout the Shire

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.5.2.1 Support and facilitate initiatives that showcase the Shire's cultural diversity, heritage, and public art.	Trick Cole, Ash Nuttall	Community Development	Officers continue to explore opportunities for initiatives that showcase local arts and heritage.

Strategy 1.5.3 Support, embrace and celebrate our local Aboriginal community

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
1.5.3.1 Support and facilitate targeted initiatives in response to the needs and aspirations of the Aboriginal and Torres Strait Islander community	Trick Cole, Ashleigh Nuttall	Community Development	Progress continues on the development of a dedicated Aboriginal Engagement Framework, which will form part of a broader Community Engagement document. Local stakeholders have been consulted during its development. Officers are currently working to coordinate further meetings with key stakeholders to review and refine the final draft.

Our Economy

To create a diverse economy base that supports opportunity, education and employment.

Objective 2.1 Develop an economy that is focused on growth, knowledge and innovation, and infrastructure, and protects*Strategy 2.1.1 Maximise the inherent economic opportunities in the Murray Waroona functional economic region*

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
2.1.1.1 Regularly meet with and present to state and federal members and government agencies to encourage economic development opportunities and government departments to the Shire	Mark Goodlet	Office of the CEO	26 submission to the Federal parliamentary inquiry into local government sustainability. 23 Jan 26 Meeting with local member David Bolt MLA. 30 Jan 26 Response to Inquiry into Local Government Funding and Fiscal Sustainability – Parliament of Australia. 5 Feb 26 Northern Water Bodies Workshop #1 with DBCA. 24 Feb 26 Correspondence to Auditor General on Water Corporation bridges impact. 3 March 26 meeting with Hon Michelle Boylan MLC 20 March 26 CEO Connections Forum - LGIRS Director General /

Strategy 2.1.2 Enhance the agriculture industry in Waroona as a dominant economic sector

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
2.1.2.1 Prepare and promote business cases for key industries to attract private investment	Mark Goodlet	Office of the CEO	20 Jan 26 Preston Beach Caravan Park - RAC - site visit. 20 Jan 26 Wildereid Wetlands (Lake Clifton) business opportunity meeting. 27 Feb 26 Meet & Greet - Robyn Fenech Harvey Water 18 March 26 Alcoa Business After Hours 21 Jan 26 Japan Chamber of Commerce and Industry in Perth
2.1.2.2 Support the development of permanent accommodation for seasonal agricultural workers	Mark Goodlet	Office of the CEO	Nil actions this quarter.

Appendix 11.3.3

Objective 2.2 Develop a locally supported, resilient stable and innovative business community that embraces creativity,

Strategy 2.2.1 Support local businesses, Waroona Business Support Group and initiatives

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
2.2.1.1 Collaborate with the Waroona Business Support Group and Peel Chamber of Commerce and Industry to develop initiatives	Mark Goodlet	Office of the CEO	Nil actions this quarter.
2.2.1.2 Maintain status as a small business friendly local government	Mark Goodlet	Office of the CEO	Nil actions this quarter.

Objective 2.3 Create a vibrant, inviting and thriving town centre and maximise Waroona's natural assets, culture and

Strategy 2.3.1 Encourage community and business initiatives to refresh the appearance of the town centre

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
2.3.1.1 Progressively implement the Waroona Revitalisation Strategy and Masterplan	Mark Goodlet	Office of the CEO	Nil actions this quarter.
2.3.1.2 Implement the Townscape Façade grant initiative	Kirsty Ferraro, Mark Goodlet	Planning Services	No update provided this quarter
2.3.1.3 Prepare Streetscape Improvement Plans for South Western Highway within Waroona Town Centre	Mark Goodlet, Kirsty Ferraro	Office of the CEO	Nil actions this quarter. Subject to grant success.

Strategy 2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
2.3.2.1 Support the development of a Preston Beach caravan park	Mark Goodlet, Kirsty Ferraro	Office of the CEO	As at 31 Dec 2025 - Support for the development of a Preston Beach Caravan Park is being considered as part of the broader Preston Beach Management Plan.
2.3.2.2 Develop and implement a Destination Management Action Plan to support the Destination Management Strategy	Ash Nuttall, Mark Goodlet	Community Development	Staff continue to implement priority actions from the adopted Destination Management Action Plan. Current projects include ongoing community workshops, development of a draft tourism statement of commitment, and progression of the tourism signage strategy, with the first draft of the signage audit received from the consultant.

Strategy 2.3.3 Develop new trails and enhance and promote existing trails

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
2.3.3.1 Develop and implement Shire of Waroona Trails Plan	Mark Goodlet, Merrin Kirk	Office of the CEO	Town to Weir trail is under construction. Presently investigating the potential for recreational offroad motorcycle trails.

Our Environment

To continually care for, protect and enhance our environment for the generations to

Objective 3.1 Protect and enhance our existing natural assets, waterways, bushland and biodiversity

Strategy 3.1.1 Collaborate with local environmental community organisations and volunteers

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.1.1.1 Support initiatives and activities implemented by Peel Harvey Catchment Council, Peel Biosecurity Group and other relevant organisations	Rikki Pulfer, Kirsty Ferraro	Environmental Services	As at 31 Dec 2025 - <i>The Shire continues to support initiatives and activities delivered by Peel Harvey Catchment Council, Peel Biosecurity Group and other relevant organisations through annual budget allocations. ...</i>
3.1.1.2 Actively participate in the Peron Naturaliste Partnership and associated activities	Kirsty Ferraro	Environmental Services	As at 31 Dec 2025 - <i>The Shire continues to actively participate in the Peron Naturaliste Partnership and associated activities,</i>
3.1.1.3 Support not-for-profit organisations to implement regular litter clean ups	Trick Cole	Community Development	Officers continue to work with community groups to promote activities for Clean Up Australia Day.
3.1.1.4 Provide ongoing support to Waroona Landcare	Kirsty Ferraro	Corporate Services	The Shire continues to support Waroona Landcare through an auspicing agreement with the Harvey River Restoration Taskforce, providing human resources and operational assistance to enable effective delivery of environmental programs and community initiatives.
3.1.1.5 Contribute toward the refurbishment of the Department of Agriculture building	Kirsty Ferraro, Mark Goodlet	Building Services	Works are underway to bring the Envirocentre up to standard for use.
3.1.1.6 Support local Environmental groups through centralisation of services at the Environment Centre	Ashleigh Nuttall, Kirsty Ferraro, Mark Goodlet	Corporate Services	WAATSIC have been invited to site to consider joint occupancy along with the other environmental not for profits.

Strategy 3.1.2 Develop future plans and strategies to protect and enhance Preston Beach and Yalgorup National Park

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.1.2.1 Support the Preston Beach Volunteer Rangers	Kirsty Ferraro, Rhys Bloxsidge	Safety & Emergency Services	<i>No Update provided this quarter</i>

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.1.2.2 Implement priority actions from the Preston Beach Foreshore Management Plan	Kirsty Ferraro	Planning Services	The DRAFT Preston Beach Management Plan was endorsed by Council in March 2026 for the purpose of public consultation. The Plan addresses visitor management, infrastructure planning, environmental conservation, and long-term land use considerations to support sustainable activation of the precinct.

Strategy 3.1.3 Advocate for and action protection of the Environment

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.1.3.1 Advocate for Shire's Mining Statement	Mark Goodlet	Office of the CEO	Nil actions this quarter.
3.1.3.2 Develop an Environmental Strategy	Kirsty Ferraro	Development Services	<i>The development of an Environmental Strategy is identified as a future strategic initiative. Progression of this project will be considered in line with corporate priorities, resourcing capacity and budget allocations. Timing and scope will be further defined through future strategic planning and Council consideration.</i>

Appendix 11.3.3

Objective 3.2 Proactively manage resources and practice sustainability through responsible management of water,

Strategy 3.2.1 Secure water resources to ensure water sustainability for agricultural, economic and recreational needs

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.2.1.1 Advocate for Shire's water initiatives	Mark Goodlet	Office of the CEO	Continue to liaise with Harvey Water on non-potable water supply to Waroona. Lobbied Senator Ellie Whitaker on water issues for the region.

Strategy 3.2.2 Secure energy resources to ensure energy sustainability for community needs

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.2.2.1 Progressively install solar panels on all applicable Council buildings	Steven Watson, Kelly Nottle	Building Services	No update provided this quarter

Strategy 3.2.3 Responsibly manage Council and community water and energy use

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.2.3.1 Monitor water and energy use for Shire Facilities	Steven Watson, Kelly Nottle	Development Services	Power and Water usage data are closely monitoring whilst processing utility accounts and investigation of anomalies are promptly carried out to check for water leaks etc.

Strategy 3.2.4 Improve waste management practices through diversion, reuse and recycling

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
3.2.4.1 Implement and manage the actions outlined in the endorsed Waste Plan 2020-2030	Steven Watson, Rikki Pulfer	Infrastructure Services	No update provided this quarter

Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Objective 4.1 Public spaces and infrastructure that are accessible and appropriate for our community, and meet the purpose and

Strategy 4.1.1 Plan community facilities for current and future generations

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
4.1.1.1 Develop and implement the concept and design plans for the Waroona Community Precinct Phase 2 - Big Shed	Mark Goodlet	Office of the CEO	Procurement of fans, cameras and bi-folds for kitchen area underway.
4.1.1.2 Develop and implement the concept and design plans for the Waroona Community Precinct Phase 3 - Irrigation House building	Mark Goodlet	Office of the CEO	Design complete. Seeking funding.
4.1.1.3 Revisit the Drakesbrook Cemetery Masterplan.	Rikki Pulfer, Steven Watson	Infrastructure Services	No update provided this quarter

Objective 4.2 Manage assets in a consistent and sustainable manner

Strategy 4.2.1 Plan and effect appropriate maintenance, renewal, replacement and disposal of assets

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
4.2.1.1 Renew and upgrade footpaths	Steven Watson, Rikki Pulfer	Infrastructure Services	No update provided this quarter
4.2.1.2 Implement the actions outlined in the Lake Clifton Master Plan	Mark Goodlet, Ash Nuttall	Office of the CEO	Procurement of project manager complete. Design and construct RFQ under development.
4.2.1.3 Develop a long term and funded building renewal program	Steven Watson, Kelly Nottle	Asset Management Services	No update provided this quarter
4.2.1.4 Sewer Infill for Waroona Town	Mark Goodlet	Office of the CEO	Nil actions this quarter.

Objective 4.3 Suitable housing and transport infrastructure to meet the needs of our diverse community

Strategy 4.3.1 Develop and promote diverse and affordable housing and accommodation

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
4.3.1.1 Prepare a Land Rationalisation Strategy for Council reserves, owned land and property	Mark Goodlet	Office of the CEO	Nil actions this quarter.

Strategy 4.3.2 Develop and promote an efficient, safe and connected local and regional transport network

Projects & Actions	Responsible Officer	Lead Dept.	Progress Comment
4.3.2.1 Lobby for a road train assembly and breakdown	Steven Watson	Infrastructure Services	Nil actions this quarter.

Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.

Objective 5.1 A sustainable future through embracing change, applying technological advancement and pursuing efficiency

Strategy 5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue

Name	Responsible Officer	Lead Dept.	Progress Comment
5.1.1.1 Ensure Councillors complete the required training, and encourage knowledge building through attending courses, community engagement and workshops	Kate Pisconeri, Ash Nuttall	Corporate Services	Newly elected Councillors (October 2025) are required to complete mandatory training modules prescribed under the Local Government Act 1995 within 12 months of Election day (By 28 October 2026). Cr Bartle is due to complete all mandatory training by the due date. Additional training opportunities, workshops, and community engagement sessions relevant to local government governance and leadership will continue to be circulated to Elected Members as they become available, to support ongoing professional development and capacity building.

Appendix 11.3.3

Name	Responsible Officer	Lead Dept.	Progress Comment
5.1.1.2 Review all Local Laws	Kate Pisconeri, Ash Nuttall	Corporate Services	The Fencing Local Law was adopted by Council in February 2026, following a review and minimal recommendations received from Dept. LGIRS, and gazetted on 6 March 2026. Following receipt of the draft Local Government Property & Public Places Local Law from Dept LGIRS, the draft has been returned to seek Governor approval to extend the Local Law application area beyond the district boundary - 200 meters seaward. Activities in Thoroughfares and Trading in Thoroughfares and Public Places Local Law, as well as Local Government Property Local Law, will both be repealed when LGP&PPLL comes into operation.
5.1.1.4 Review the Corporate Business Plan	Kate Pisconeri, Ash Nuttall	Corporate Services	Review of the 2025-2029 CBP is due to commence in May 2026.

Strategy 5.1.2 Maintain long term financial sustainability

Name	Responsible Officer	Lead Dept.	Progress Comment
5.1.2.1 Review the Long Term Financial Plan	Ashleigh Nuttall	Corporate Services	Officers have sought quotations from external consultants to assist with the review of the Long Term Financial Plan. Submissions are currently being assessed, and an appropriate provider will be engaged to commence the review process.

Strategy 5.1.3 Consider future technological requirements for the delivery of services and corporate functions

Name	Responsible Officer	Lead Dept.	Progress Comment
5.1.3.1 Improve communications connectivity to Waroona Recreation and Aquatic Centre for use as an evacuation centre	Ashleigh Nuttall	Corporate Services	NBN connectivity across all sites is currently being assessed following the availability of upgraded fibre to the premises within the townsite. Where suitable, upgrades will be incorporated into the 2026/27 ICT budget to support improved communications capability at the Waroona Recreation and Aquatic Centre, including its function as an evacuation centre.
5.1.3.2 Maintain and improve current corporate management system	Ashleigh Nuttall	Corporate Services	Staff continue to review and assess the Shire's corporate management system to identify opportunities for improvement. With significant change occurring across the local government ERP landscape, officers are monitoring sector developments and implementation outcomes to inform the most suitable path forward. Upgrades and changes to ICT applications are assessed and implemented where budget allows, improving efficiencies and enabling better utilisation of existing subscribed systems.

Objective 5.2 Develop a skilled, safe and compliant organisation

Strategy 5.2.1 Employ, maintain and retain a skilled workforce

Name	Responsible Officer	Lead Dept.	Progress Comment
5.2.1.1 Review and implement the Workforce Plan	Kirsty Ferraro	Development / Customer Services	As at 31 Dec 2025 - The review and implementation of the Workforce Plan was completed in late 2025. The Plan now provides a contemporary framework to guide workforce planning, capability development and succession planning, and will continue to inform organisational priorities through ongoing implementation and review.

Strategy 5.2.2 Promote an organisational culture of safety, best practice and continuous improvement

Name	Responsible Officer	Lead Dept.	Progress Comment
5.2.2.2 Review and implement the Risk Management Strategy	Kate Pisconeri, Ash Nuttall	Corporate Services	Risk Management Strategy and Procedures Manual is continuously implemented, with monthly Strategic Risk Review meetings are occurring with the Risk Management Committee (RMC) - Senior Governance Officer and Exec Team. The RMC's second strategic risk review cycle is progressing, focusing on progress of corrective actions and identified improvement opportunities.
5.2.2.3 Implement and maintain the Work Health and Safety (WHS) Management System	Kirsty Ferraro, Workplace Services Officer	Corporate Services	As at 31 Dec 2025 - The implementation and maintaining the Work Health and Safety Management System is an ongoing process. Procedures are currently being reviewed and updated.
5.2.2.4 Implement & Review Council endorsed Strategies and Plans	Kirsty Ferraro, Ash Nuttall, Steven Watson, Rikki Pulfer, Kate Pisconeri	Corporate Services	Plans and strategies are reviewed regularly by officers throughout the organisation whilst delivering on the actions of the Plans and Strategies.

Objective 5.3 Actively increase the level of engagement with the community, and respond efficiently and effectively to the

Strategy 5.3.1 Establish and maintain a user focused communication approach that informs, engages and empowers the community

Name	Responsible Officer	Lead Dept.	Progress Comment
5.3.1.1 Develop and implement a Communications & Marketing Strategy	Ashleigh Nuttall, Mark Goodlet	Corporate Services/ CEO	Communications and marketing incorporated into the Destination Management Plan.

Strategy 5.3.3 Provide community focused customer service and access to information

Name	Responsible Officer	Lead Dept.	Progress Comment
5.3.3.1 Review the Customer Service Charter	Kirsty Ferraro	Corporate Services	No Update provided this quarter



COUNCIL POLICY

FP003 – Purchase Orders Authority



1. Intention

To provide clear guidance to officers of their purchasing limits for goods and services and whether their authority extends to capital items in addition to operational items.

2. Scope

This policy applies to Elected Members and employees of the Shire of Waroona.

3. Statement

The following employee authorities shall exist for the issue of purchase orders for the supply of goods and services in accordance with Council's adopted budget, policies and statutory requirements.

Position	Purchase Order Authority
Chief Executive Officer	General authority.
Director Corporate & Community Services	Specific authority to purchase budgeted directorate requirements up to \$149,999, including capital works. General Authority (outside of Directorate) to purchase up to \$24,999
Director Customer & Development Services	Specific authority to purchase budgeted directorate requirements up to \$149,999, including capital works. General Authority (outside of Directorate) to purchase up to \$24,999
Director Infrastructure Services	Specific authority to purchase budgeted directorate requirements up to \$149,999, including capital works. General Authority (outside of Directorate) to purchase up to \$24,999
Manager Corporate Services	Specific authority to issue orders of an operational and capital nature within the Directorate to the value of \$24,999. General Authority (outside of Directorate) up to \$7,500.
Manager Development Services	Specific authority to issue orders of an operational and capital nature within the Directorate to the value of \$24,999. General Authority (outside of Directorate) up to \$7,500.

Position	Purchase Order Authority
Manager Works & Waste Services	Specific authority to issue orders of an operational and capital nature within the Directorate to the value of \$24,999. General Authority (outside of Directorate) up to \$7,500.
Manager Recreation Services	Authority to issue orders of an operational nature associated with daily functioning of Recreation Services, up to \$7,500. Authority does not extend to capital equipment purchases.
Manager Community & Economic Development	Authority to issue orders of an operational nature with relation to place & community development up to \$10,000 Authority does not extend to capital purchases.
Senior Finance Officer	Authority to issue orders of an operational nature with relation to corporate services up to \$2,000
Coordinator Works & Services	Authority to issue orders of an operational nature with relation to works and services up to \$2,000
Building Maintenance Coordinator	Authority to issue orders of an operational or capital nature with relation to building maintenance up to \$2,000
Plant Mechanic	Authority to issue orders of an operational nature with relation to plant repairs, depot and workshop maintenance up to \$2,000
Parks & Gardens Co-ordinator	Authority to issue orders of an operational nature with relation to parks & gardens maintenance up to \$2,000
Visitor Centre Manager	Authority to issue orders of an operational nature associated with the function of the Waroona Visitor Centre up to \$5,000. Authority does not extend to capital purchases.
<u>Bushfire Risk Mitigation Coordinator</u>	<u>Authority to issue purchase orders of an operational nature associated with daily functions of the position up to the value of \$1,000.</u>
Community Development Officer	Authority to issue purchase orders of an operational nature associated with the daily function of Community Development up to the value of \$1,000.
Asset Services Officer	Authority to issue purchase orders of an operational nature associated with the daily operations of the Works Depot to a maximum of \$1,000.
Works Depot Administration Officer	Authority to issue purchase orders of an operational nature associated with the daily operations of the Works Depot to a maximum of \$1,000.

Position	Purchase Order Authority
Executive Assistant	Authority to issue purchase orders of an operational nature associated with the daily function of the position up to the value of \$1,000.
Building Maintenance/Handyman	Authority to issue orders for the purchase of minor supplies/equipment associated with the position to a maximum of \$200.
Ranger & Ranger Support and Emergency Services Administration Officer	Authority to issue orders for the purchase of supplies/equipment associated with emergency management, ranger services up to a maximum of \$550 Authority does not extend to capital purchases.

4. Legislative and Strategic Context

The *Local Government Act 1995* and the associated subsidiary legalisation provide the broad framework within which this policy operates.

5. Review

This policy is to be reviewed triennially or as required.

6. Associated Documents

Nil

7. Document Control

Division	Finance		
Policy Number	FP003		
Contact Officer	Director Corporate & Community Services		
Related Legislation	Local Government Act 1995 Local Government (Financial Management) Regulations 1996		
Related Shire Documents	Nil		
File Number	CM.7 – Corporate Management – Policy – Policy Register – Policy Reviews		
Risk Rating	Moderate	Review Frequency	Triennially
Next Review	June 28	Date Adopted	Click or tap to enter a date.
OCM Number	<<enter OCM no>>	Previous Policy No.	3.7 / FIN011 – Purchase Orders – Authority for Issue

8. Amendments

Date	Details of Amendment	Reference	Record Number
23/09/2008	Amended to reflect current employees.	OCM08/172	
24/11/2009	Amended to reflect current employees.	OCM09/197	
17/12/2009	Amended to reflect current employees.	OCM09/215	
26/10/2010	Amended to reflect current employees.	OCM10/10/163	
23/10/2012	Amended to reflect current employees.	OCM12/10/123	
24/11/2015	Amended to reflect current employees.	OCM15/11/138	
22/12/2015	Amended to reflect current employees.	OCM15/12/164	
25/10/2016	Amended to reflect current employees.	OCM16/10/115	
26/09/2017	Amended to reflect current employees.	OCM17/09/091	
18/12/2018	Updated as part of major review.	OCM18/12/126	
17/12/2019	Updated as part of major review.	OCM19/12/163	
24/03/2020	Amended to reflect current employees.	OCM20/03/039	
27/04/2021	Amended to reflect current employees.	OCM21/04/045	
22/06/2021	Amended to reflect current employees and reformatted.	OCM21/06/071	
24/08/2021	Amended to increase Visitor Centre Manager limit.	OCM21/08/125	
22/02/2022	Amended to reflect current employees.	OCM22/02/011	
27/09/2022	Amended to: - Update Coordinator Building Maintenance's purchasing authority to include both operational and capital expenditure. - add purchasing authority to the Asset and Waste Support Officer. - reword the purchase order authority clause for the Depot Administration Officer to ensure clarity. - update position titles to reflect the current organisational corporate structure.	OCM27/09/125	
22/08/2023	Amendments to: Manager of Community & Communication's title and purchase order authority, Executive Assistant's purchase order authority and confirm current Shire of Murray Officer's responsible for Ranger Services.	OCM23/08/101	
22/10/2024	Remove Shire of Murray resource Ranger, Ranger administration and Manager Rangers positions and replace with updated Shire of Waroona equivalent positions. Update Senior Asset Services Officer title.	OCM24/10/163	
25/03/2025	Remove Manager Works & Waste Services, and Director Infrastructure & Development Services and add Director Infrastructure Services, and Director Customer & Development Services positions. Update Building Maintenance Coordinator title.	OCM25/03/034	CM.7
24/06/2025	Addition of Senior Waste & Environment Officer	OCM25/06/090	
22/07/2025	Addition of Manager Development Services Removal of Coordinator Ranger & Community Safety	OCM25/07/105	CM.7

FP003 – Purchase Orders Authority



24/02/2026	Addition of Manager Works & Waste Services Removal of Senior Waste & Environment Officer	OCM26/02/017	CM.7
28/04/2026	Addition of Bushfire Risk Mitigation Coordinator		



COUNCIL POLICY

FP004 – Corporate Purchasing and Credit Cards



1. Intention

The intention of this policy is to:

- Provide guidance in the issue and use of corporate purchasing and credit cards in order to ensure good governance and compliance with Council's purchasing policies.
- Reduce the risk of fraud and misuse of corporate purchasing and credit cards and minimise the Shire's financial and reputational risk.
- Fulfil all statutory requirements of the *Local Government Act 1995* with respect to the use of corporate purchasing and credit cards.
- Adopt best practice in developing a clear and comprehensive policy on the use of corporate purchasing and credit cards.

2. Scope

This policy applied to all Shire employees that are issued with and/or use a corporate purchasing and/or credit card.

3. Statement

The Shire of Waroona is committed to delivering best practice in the approval, issuing and use of corporate purchasing and credit cards with the principles of transparency, probity, and good governance in compliance with the *Local Government Act 1995* and the *Local Government Financial Management Regulations 1996*.

It is expected that the following principles, standards and behaviours must be observed by cardholders:

- Full accountability by the cardholder for all purchasing decisions and the efficient, effective and proper expenditure of funds based on achieving value for money.
- All purchasing practices shall be transparent, free from bias, fully documented and in compliance with relevant legislation, regulations, and requirements consistent with the Shire of Waroona's purchasing policies and code of conduct.
- All purchases using Shire of Waroona corporate purchasing and credit cards should be for Shire approved activities only.

Approval for the issue of corporate purchasing and credit cards will be determined by Council as part of this policy.

Council approves the issue of a Business Credit Card facility to the value of \$778,000 per month for ease of on-line purchases, limited operational and other incidental purchases where other payment methods are not practicable. Individual cards holders are as follows;

FP004 – Corporate Purchasing & Credit Cards



- Chief Executive Officer with a limit of \$15,000.
- Director Corporate and Community Services with a limit of \$10,000.
- Director Customer and Development Services with a limit of \$10,000.
- Director Infrastructure Services with a limit of \$10,000.
- Manager Corporate Services with a limit of \$5,000.
- Manager Works and Waste Services with a limit of \$5,000.
- Manager Community & Economic Development with a limit of \$5,000.
- Manager Recreation Services with a limit of \$5,000.
- Manager Development Services with a limit of \$5,000.
- Building Maintenance Coordinator with a limit of \$5,000.
- Visitor Centre Manager with a limit of \$1,000.
- Executive Assistant with a limit of \$1,000.
- Bushfire Risk Mitigation Coordinator with a limit of \$1,000.

Council approves the issue of Purchasing Cards (Fuel Cards) for the purchase of fuel for Volunteer Bushfire Emergency Vehicles and equipment for bushfire activities only. Fuel cards will be issued to a custodian who will be responsible for the cards use.

The Chief Executive Officer shall determine and implement systems and procedures adequate to ensure:

- That there is adequate controls in place surrounding the issuing and use of corporate purchasing and credit cards.
- There are effective acquittal practices in place surrounding the use of corporate purchasing and credit cards including a clear separation of duties between the cardholder purchasing goods and services and the officer approving acquittals of the expenditure.
- Purchases made on corporate purchasing and credit cards adhere to procurement policies.
- Purchases made on corporate purchasing and credit cards are as transparent as those passed through accounts payable.
- Cardholders understand the obligations of being a cardholder.
- There are strict controls to limit the use of corporate purchasing and credit cards.
- There are strict internal controls to review, monitor and report on the use of corporate purchasing and credit cards.

Operational guidance is provided through the implementation of Management Practice 'FMP006 Corporate Purchasing & Credit Cards'.

4. Legislative and Strategic Context

The *Local Government Act 1995* and the associated subsidiary legislation provide the broad framework within which this policy operates.

5. Review

This policy is to be reviewed triennially.

6. Associated Documents

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FP004 – Corporate Purchasing & Credit Cards



Nil

7. Document Control

Division	Finance		
Policy Number	FP004		
Contact Officer	Director Corporate & Community Services		
Related Legislation	Local Government Act 1995 Local Government (Financial Management) Regulations 1996		
Related Shire Documents	Nil		
File Number	CM.7		
Risk Rating	Moderate	Review Frequency	Triennially
Next Review	March 28	Date Adopted	
OCM Number	<<enter OCM no>>	Previous Policy No.	FIN028 – Corporate Credit Card 3.15 – Corporate Credit Card

8. Amendments

Date	Details of Amendment	Reference	Record Number
27/03/2007	Amended to reflect current employees.	OCM07/049	
25/09/2007	Amended to reflect current employees.	OCM07/160	
28/10/2014	Amended to reflect current employees.	OCM14/10/127	
25/10/2016	Amended to reflect current employees.	OCM16/10/115	
18/12/2018	Updated as part of major review.	OCM18/12/126	
17/12/2019	Updated as part of major review.	OCM19/12/163	
25/02/2020	Amended to reflect current employees.	OCM20/02/019	
23/06/2020	Amended to reflect current employees.	OCM20/06/106	
27/04/2021	Amended to reflect current employees.	OCM21/04/053	
22/06/2021	Amended to reflect current employees and reformatted.	OCM21/06/071	
14/12/2021	Amended to reflect current employees.	OCM21/12/203	
22/02/2022	Amended to reflect current employees.	OCM22/02/011	
27/09/2022	Amended to include issue of credit card for administration purposes to the Manager Works and Waste Services. Updated title changes.	OCM22/09/124	
23/07/2024	Reviewed with significant amendments and addition of up-to-date content	OCM24/07/108	

FP004 – Corporate Purchasing & Credit Cards



27/04/2024	Amended to add equipment to the approved uses of a volunteer bush fire brigade fuel card.	OCM24/08/128	
25/03/2025	Added Director Customer & Development Services, Changed Director Infrastructure & Development Services to Director Infrastructure, removed Manager Works & Waste Services.	OCM25/03/034	CM.7
22/07/2025	Minor amendments and addition of Manger Development Services and Manager Recreation Services.	OCM25/07/105	CM.7
24/02/2026	Add Manager Works and Waste Services.	OCM26/02/017	CM.7



Shire of Waroona

Bushfire Risk Management Plan

2026 – 2028



Office of Bushfire Risk Management
Bushfire Risk Management (BRM Plan)
endorsed **XX Month 20XX**

Local Government Council BRM Plan
approval **XX Month 20XX**

Table of Contents

Chapter 1 Introduction	1
1.1. Background	1
1.2. Objective of the Bushfire Risk Management planning program	1
1.3. Legislation, policy and standards	1
Chapter 2 The risk management process	2
2.1. Roles and responsibilities	2
2.2. Stakeholder engagement	3
Chapter 3 Establishing the context	4
Chapter 4 Asset identification and risk assessment	15
4.1. Identifying and assessing cascading risk	15
Chapter 5 Risk evaluation	16
5.1. Risk acceptance criteria	16
5.2. Treatment Priorities	16
Chapter 6 Risk treatment	17
6.1. Treatment Strategy	17
6.2. Treatment Schedule	18
Chapter 7 Monitoring and review	19
7.1. Monitoring and review	19
7.2. Reporting	19

Document control

Document name	Shire of Waroona Bushfire Risk Management Plan	Current version	1.1
Document owner	CEO Shire of Waroona	Issue date	DD/MM/YYYY
Document location	Shire of Waroona Administration Office	Next review date	DD/MM/YYYY

Document endorsements

This Bushfire Risk Management Plan has been endorsed by the Office of Bushfire Risk Management as consistent with the standards detailed in the *Guidelines for Preparing a Bushfire Risk Management Plan 2024*.

The approval of the Bushfire Risk Management Plan by the Shire of Waroona Council signifies support of the plan's implementation and commitment to working with risk owners to manage bushfire risk. Approval does not signify acceptance of responsibility for risk, treatments or outcomes on land that is not managed by the Shire of Waroona.

Local Government	Representative	Signature	Date
Shire of Waroona	Mark Goodlet, CEO		

Publication information

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Chapter 1 Introduction

1.1. Background

This Bushfire Risk Management (BRM) Plan provides contextual information to inform a structured approach to identifying, assessing, prioritising, monitoring and treating bushfire risk. The BRM Plan has been prepared by the Shire of Waroona, encompasses all land within the Shire of Waroona and has been written on behalf of all stakeholders within that area. The BRM Plan is informed by consultation and communication with land and asset managers that has occurred throughout its development to ensure an informed and collaborative approach to managing bushfire risk.

The BRM plan has been prepared with due consideration of the requirements stated in the *Guidelines for Preparing a Bushfire Risk Management Plan* (the Guidelines) published by the Office of Bushfire Risk Management (OBRM) including the principles described in *ISO 31000:2018 Risk Management*.

1.2. Objective of the Bushfire Risk Management planning program

The BRM planning program supports local governments to reduce the threat posed by bushfire. The Shire of Waroona BRM Plan will contribute to achieving the objective of the BRM program by:

- Guiding and coordinating a cross-tenure, multi-stakeholder approach to BRM planning.
- Facilitating the effective use of the financial and physical resources available for BRM activities.
- Supporting integration between risk owners, strategic objectives and tactical outcomes.
- Documenting processes used to monitor and review the implementation of treatments to ensure risk is managed to an acceptable level.

1.3. Legislation, policy and standards

Legislation, policy and standards that were applied in the development of this BRM Plan can be found in the *Bushfire Risk Management Planning Handbook – Appendix 1 – Summary of Related Legislation, Policy and Guidelines*.

Chapter 2 The risk management process

The BRM planning process is a cycle of understanding the context and assessing and treating risks. Each of these steps is informed by communication and consultation and supported by monitoring and review. The three products produced during the BRM planning process are the BRM Plan, Asset Risk Register and Treatment Schedule.

2.1. Roles and responsibilities

The roles and responsibilities of the key stakeholders involved in the development of the BRM Plan are outlined in Table 1.

Table 1: Roles and responsibilities in the Bushfire Risk Management (BRM) planning process

Stakeholder*	Roles and responsibilities
Local government	• Custodian of the BRM Plan. • Coordinate the development and ongoing review of the BRM Plan. • Undertake bushfire risk assessment of local government area. • Submit the draft BRM Plan to OBRM for review and endorsement. • Develop and implement a Treatment Schedule for local government managed land. • Encourage risk owners to treat identified risks. • Communicate the plan to the community.
DFES	• Contribute to the development and implementation of the BRM Plan. • Facilitate involvement of state and federal government agencies in the BRM planning process. • Undertake treatments on unmanaged reserves and unallocated Crown land within gazetted town sites. • By agreement, implement treatment strategies for other land managers. • Endorse BRM Plans as consist with the Guidelines, BRM Program and dynamic risk environment. • Administer the Mitigation Activity Fund Grants Program.
Department of Biodiversity, Conservation and Attractions (DBCA)	• Contribute to the development of the BRM Plan. • Implement their treatment program on DBCA managed land. • Provide advice on environmental assets and appropriate treatment strategies for their protection.
Department of Planning, Lands and Heritage	• Identify managed assets. • Provide advice on management of Aboriginal Cultural Heritage.

Stakeholder*	Roles and responsibilities
Other State and Commonwealth Government agencies and public utilities	- Identify managed assets. - Provide advice on current risk treatment programs. - Contribute to the development of BRM Plans. - Undertake treatments on lands they manage.
Corporations and private landowners	- Identify managed assets. - Provide advice on current risk treatment programs. - Undertake treatments on lands they manage.

2.2. Stakeholder engagement

Engagement with stakeholders during the development, implementation and review of the BRM Plan ensures planning is based on comprehensive information and considers the values and objectives of the entire community.

The following table identifies key stakeholders in the BRM planning process. These are stakeholders that are identified as having a significant role or interest in the planning process or are likely to be significantly impacted by the outcomes.

Table 2: Key stakeholders identified in the BRM planning process for the Shire of Waroona

Stakeholder	Role or interest	Level of impact of outcomes	Level of engagement
Who is the stakeholder? Consider government agencies, interest groups and service providers.	What is their role or interest that makes them a stakeholder? Consider if they are an asset owner, landowner or manager, treatment manager or interested party.	Consider how the implementation of the BRM Plan will impact each stakeholder and then assign them a rating of High, Medium or Low.	What level of engagement is necessary for the stakeholder? Inform, consult, involve, collaborate or empower?
Shire of Waroona	Manager of allocated crown land, asset owner, treatment manager	High	Empower
Department of Fire and Emergency Services	Manager of unallocated crown land, treatment manager	High	Collaborate
Department of Biodiversity, Conservation and Attractions	Manager of State forest, treatment manager	High	Collaborate
Forest Products Commission	Manager of plantations and native forestry lands,	Low	Inform

	treatment manager, asset owner		
Department of Planning, Lands and Heritage	Manager of unallocated crown land	Medium	Involve
Corporations and Private Landowners	Asset owner, treatment manager	High	Consult

Chapter 3 Establishing the context

Strategic and corporate framework

The Shire of Waroona's Development Services team is responsible for the development and implementation of the bushfire risk management planning. The Shire of Waroona Strategic Community Plan 2024-2034 provides Council's direction for bushfire risk management planning and includes a strategy to ensure the safety of the community.

With a significant area of the Shire of Waroona designated as bush fire prone, managing bush fire risk is a critical component of the Shire's service to the community. Management of bushfire risk is, however, a shared responsibility with collaboration essential across all agencies, stakeholders and the essential.

The BRM Plan provides a focused supporting document to the Shire of Waroona Strategic Community Plan 2024-2034 and clarifies the responsibilities of the Shire of Waroona and other stakeholders in managing bush fire risk.

Land use and tenure

In the Shire of Waroona municipal area, the Department of Biodiversity, Conservation and Attractions (DBCA) is the largest government entity land manager. Most of DBCA-managed land falls within State Forest in the Darling Scarp, however Yalgorup National Park also falls within their remit. The DBCA applies its own risk management process to collate and present information to internal fire managers to develop a fuel management program across its district areas.

47.3% of land in the Shire of Waroona is privately owned and the Shire is responsible for directly managing 1.1% of land (reserves, freehold land).

Table 3 Summary of land management responsibilities within the Shire of Waroona

Land Manager	Local Government Area (%)
Local Government	1.1%
Private	47.3%
Department of Biodiversity, Conservation and Attractions	43%
Department of Planning, Lands and Heritage	0.1%
Other	8.5%
Total	100%

Community demographics and values

The Australian Bureau of Statistics (ABS) in 2024 estimated the Shire of Waroona had a population of 4,537 people. Since 2006, the population has increased by 26%. The median age of Waroona residents is 49 years, which is considerably higher than the State average of 38 years. This can be attributed to a much higher proportion of residents within the 50-54, 55-59, 60-64, 65-69 and 70-74 age brackets. Other important demographic statistics include:

- Nearly 20% of persons have a disability of some kind;
- 5.7% of people with a disability require assistance with core activities;
- 18% of people were born overseas;
- 6% of people speak another language in their home;

Cultural heritage

The Shire of Waroona contains a number of places that are registered as Aboriginal Cultural Heritage sites by the Department of Planning, Lands and Heritage (DPLH). The location of these sites are contained within the DPLH Aboriginal Cultural Heritage Inquiry System. This system should be used by the Shire or other agencies when planning bush fire risk mitigation activities. Some mitigation activities within Aboriginal Cultural Heritage sites may require approval under the *Aboriginal Heritage Act 1972*.

Economic activities and industry

The Shire of Waroona sits within the Peel district which is one of the nine regions of Western Australia. It consists of the City of Mandurah, and the Shires of Boddington, Murray, Serpentine Jarrahdale and Waroona. The region is primarily plateau with large expanses of native forest and farmlands. It is characterised by coastal, farming and native areas, estuaries, dams and escarpments. The diversity of natural resources, including fertile farmlands as well as access to markets, presents opportunities for the development of a wide range of industries.

Locally, the exploitation and development of natural resources as well as resource processing has underpinned the local economy from the beginning of settlement. Timber harvesting and milling, agriculture with dairying and horticulture and a condensed milk factory were key local industries in the past. However, these activities have given way to the alumina refinery at Wagerup and the associated mining and earthmoving businesses that support the local natural resource industry, as well as agriculture, retailing and services to support the population base.

The Shire of Waroona generates an estimated \$2.165 billion in output which accounts for 11.2% of total economic output for the Peel region. The industry sector with the largest contribution to economic output is manufacturing with \$1.122 billion followed by mining with \$624 million.

Manufacturing and mining industries make up almost 50% of the total jobs in Waroona.

In 2016, the industry employing the most Waroona residents was manufacturing, which provided 12.9% of the total jobs held by residents in the Shire.

The next largest industry was construction and mining, accounting for 12.2% and 12% respectively. The Wagerup Alumina refinery accounts for a portion of these manufacturing jobs. Reduced production or loss of mines from fire would have a significant impact on the local community employed in this industry and would also drive other sectors associated with this industry resulting in an economic loss locally, regionally and potentially internationally.

Mining can create significant challenges for responders in bushfire settings due to extremely difficult, uneven terrain to navigate as a result of rehabilitation practices. Additionally, the pattern of mining has resulted in a patchy and varied landscape with large areas undergoing different stages of land rehabilitation.

51% of Waroona's employed residents work within the Shire. Over a third of the employed residents travel to neighbouring LGA's in Peel (overwhelmingly Murray and Mandurah) and the South West (the majority to Harvey) for work. The remaining proportion work in the Perth metropolitan area. These statistics show that in the event of a major bushfire such as the Waroona Fire 2016, many employed residents of Waroona were directly impacted due to major road closures and initially were not able to return home.

Services located within the Shire are well represented across government, community, cultural, recreational and personal services sectors. Services and facilities include local government administration, Police Station, a recreation and aquatic centre, primary schools, high school, self-care units for aged persons and a nursing home. Services are supplemented by those found in the near-by local centres of Pinjarra and Harvey, located to the north and south of the Shire.

Agriculture (beef, dairy, fresh produce and crops) are important contributors to the local economy. An important element for Waroona's future is seasonal labour imported into the Shire to service agricultural producers. One producer alone, imports approximately 200 casual seasonal workers over a 32-36 week period annually. This is expected to increase as they increase their growing capacity. The consequences of this in the event of a fire impacting on the producer could be higher given the casual workers may have language barriers, limited knowledge of the local area and bushfire risk.

A brief synthesis of Waroona's economic, environmental and social factors show that the Shire is primed for agricultural growth.

Aside from beef and dairy, the majority of agricultural activities on hobby farms and larger farming properties consist of hay crops mainly for livestock feed. Seeding generally occurs in April/May after the first rains while hay cutting is harvested in September/October. These pursuits are generally outside of the Limited Burning Times however occasionally, due to unseasonal weather conditions these dates may vary.

The Local Government may impose a Harvest and Vehicle Movement Ban (HVMB) in these instances if prevailing and/or anticipated weather conditions and the use of engines, vehicles, plant or machinery is likely to cause a bush fire. The impact to producers is generally minimal as HVMB's are generally issued for the "heat of the day".

Topography and landscape features

Topography has a significant effect on bushfire behaviour and its management. Steep valleys can create localised wind patterns which make predicting fire behaviour more challenging while also limiting access to the landscape which can reduce suppression efforts. Topography also affects bushfire behaviour with increased rates of spread, large flame length and increased radiant heat when travelling upslope. With these factors affecting bushfire behaviour and management, exposed assets in these areas are at an increased likelihood of damage or loss.

The Shire of Waroona extends from the Darling Plateau in the east, through the Swan Coastal Plain to the Indian Ocean in the west. Because of its breadth, the Shire contains a vast spectrum of physical environments. The Darling Plateau and the Swan Coastal Plain are the two principal geological and geomorphic areas separated by the Darling Escarpment which rises about 300m above the Plain. The Darling Fault divides the geology into two parts:

Phanerozoic (540 to 2 million years old) sedimentary rocks of the Perth Basin to the west. These are overlain by younger sedimentary rocks consisting mainly of sands, limestones, clays and gravels that form the surface landforms of the Swan Coastal Plain. The much older, Archean (over 2500 million years old) granites and gneisses of the Yilgarn Craton to the east which form the Darling Plateau.

Darling Plateau

The Darling Plateau is an undulating lateric upland at an elevation of 300-340m above sea level with occasional higher points exceeding 450m elevation at Mt William and Mt Keats, south east of Waroona. The Plateau is dissected by the Murray River which trends roughly north-south and has localised slopes up to 20° and outcropping of the basement igneous rock. The Plateau has deeply weathered bauxitic soils and supports native forest dominated by Jarrah. The vegetation within these landforms present a bushfire risk, with fires occurring here moving rapidly due to the steep slopes and often spotting across the valley. This risk is further exacerbated by access challenges presented by the steep slopes, valleys and vehicle crossing points are limited with some areas more than 20km between them.

Darling Escarpment

The Darling Escarpment rises about 300m above the Swan Coastal Plain and has localised areas of steep and rugged terrain. It is deeply dissected by the drainage line of Drakes Brook and further south to other water systems within the Shire of Harvey being the Samson and Logue Brook.

Drakes Brook starts on the Darling Plateau in the Dwellingup State Forest and flows into two catchment areas being Lake Moyanup and Lake Navarino. The town of Waroona lies at the foot of the escarpment with private agricultural land, reserves and other land tenures to the east of the townsite.

The steepness of topography, especially around river valleys and drainage lines are a challenge for fire management. Limitations arising from access and egress for fire fighters as well as localised weather patterns and wind effects can make fires hard to predict and control. Additionally, fuel reduction and mitigation strategies may be limited due to inaccessibility and/or environmental considerations around waterways and catchment areas.

Swan Coastal Plain

The Swan Coastal Plain consists of a series of distinct landforms, roughly parallel to the coast. The most easterly landform comprises the colluvial slopes which form the foothills of the Darling Plateau and which represent dissected remnants of a sand-covered, wave-cut platform known as the Ridge Hill Shelf. To the west of the colluvial slopes lies the Pinjarra Plain, a piedmont and valley flat alluvial plain consisting predominately of clayey alluvium that has been transported by rivers and streams from the Darling Plateau.

The terrain is generally flat west of the Waroona townsite and elevation varies by only a few metres between Waroona and the coast. The majority of the land use being small rural holding lots and agricultural pursuits such as perennial horticulture. On the western edge of the Swan Coastal Plain are the settlements of Lake Clifton and Preston Beach. The elevation can vary from a gradual slope to increases of 0-5% -5-10% in the sand dunes at Preston Beach.

Landforms and Soils

The soil landscape systems within the Shire run from west to east from the coastline to the Darling Plateau. The unique elevation profiles, soil types and broad vegetation types associated with each mapped soil-subsystem can influence a fire's rate of spread (ROS), intensity and also create limitations when implementing treatments to manage bushfire risk and limit suppression activities.

To the west of the Pinjarra Plain, the Bassendean Dune System forms a gently undulating Aeolian sand plain consisting of sand flats, seasonal swamps and a series of low hills. West of the Bassendean Dune System are two systems of dunes which fringe the coastline. The most easterly of these is the Spearwood Dune System, which consists of slightly calcareous Aeolian sand remnant from leaching of the underlying Pleistocene Tamala limestone.

The most westerly dune system, which flanks the ocean, is the Quindalup Dune system, consisting of wind-blown lime and quartz beach sand forming dunes or ridges that are generally oriented parallel to the present coast. The dunes are susceptible to wind erosion, however act as barrier dunes that filter rain to replenish the underground water lens and to protect the Yalgorup Lakes.

Acid sulphate soils and peat soils are common in the Swan Coastal Plain. Fires in peat soils are extremely difficult to extinguish and burn for long periods of time. Increasing aridity from climate change may make peat soils more prone to fire.

Acid sulphate soils contain iron sulphides that have not been exposed to air. These soils react when exposed to air from sulphuric acid. When burnt, this acidity releases elements such as metals and nutrients from the soil profile that can be transported to waterway, wetlands and groundwater systems, often with harmful environmental impacts.

Climate and weather

The Shire is located in the temperate zone and enjoys a Mediterranean type climate with cool, moist winters and warm to hot, dry summers that are typically dry and have median monthly rainfall below 20mm from December to March.

The prevailing winds are the rain bearing South Westerly's to North Westerly's over the winter periods and dry Easterly's in the summer period.

The average annual maximum temperature in the township of Waroona is 23.2oC and the average annual minimum temperature is 11.7oC. The warmest month is February with July being the coldest. Mean monthly temperatures are 1-2oC cooler on the plateau than on the coastal plain.

The average rainfall is 840mm on the Plains and 1100mm to 1200mm in the Darling Range.

The Bureau of Meteorology's Automatic Weather Station (AWS) is located at Dwellingup along the Darling Scarp at an elevation of 267m ASL. The AWS is located approximately 19.7km north

east of the town of Waroona and is considered to represent climatic conditions on the Darling Plateau.

Bushfires can happen all year round but the risk is much higher during the hotter and drier times of the year. Generally, the bushfire season for Southern WA is from October through to April, however seasonal factors may influence and vary these times.

During the summer months anti-cyclones move along the southern edge of the continent directing easterly winds across the south-west, accompanied by the development of a west coast trough. Winds associated with this synoptic pattern are predominately easterly overnight and during the morning, and may be strong and gusty close to the escarpment and on adjacent parts of the coastal plain.

A sea breeze from the South to South West is common during the afternoon, with the influence zone dependent on the temperature gradient and strength of the easterly gradient. Summer sea breezes commonly reach the escarpment and may influence Dwellingup and the Murray Valley under favourable circumstances. Winds typically return to the East and increase in strength after sundown.

Vegetation and fuel

The Shire of Waroona is located within the Swan Coastal Plain and the Northern Jarrah Forest subregions of the Interim Biogeographic Regionalisation for Australia.

Vegetation (Swan Coastal Plain)

Large amounts of the Swan Coastal Plain native vegetation has been cleared due to extensive agricultural activities. This has led to the loss of many vegetation complexes, making the remaining patches of native vegetation regionally and nationally significant.

Vegetation Types

Banksia Woodlands: These woodlands are dominated by low banksia trees with a dense understorey of small shrubs, grasstrees, and sedge-like plants. Banksia woodlands are listed as a Threatened Ecological Community (TEC) under national legislation.

Tuart Woodlands and Forests: Comprising multiple tuart trees, these woodlands feature an understorey containing a minimum number of plant species. Tuart woodlands and forests are listed as a Threatened Ecological Community (TEC) under national legislation.

Wetlands and Swamps: The region includes national significant water ways and wetland areas such as Benger Swamp, Brunswick, Collie and Wellesley Rivers, Cathedral Avenue Wetlands and the Yalgorup Lakes System, which are critical for biodiversity and are subject to various environmental threats.

Coastal heath: A diverse mix of low shrubs, small trees, and ground covers, often dominated by species such as Banksia, Hakea, Grevillea, and Grass Trees.

Fire Behaviour Characteristics

High Fuel Loads: Vegetation types like banksia woodlands and tuart forests often have high fuel loads, due to conservation constraints, including dry fine fuels, which can facilitate rapid spread of fires.

Understorey Influence: Dense understoreys in these vegetation types can contribute to the vertical and horizontal continuity of fuels, increasing the potential for fires to reach the canopy and spread more intensely.

Implications for Fire Management

The combination of high fuel loads, dense understoreys, and the presence of Threatened Ecological Communities and significant wetland areas necessitates careful fire management strategies in the Swan Coastal Plain section of the Shire of Harvey. Implementing prescribed burns, monitoring fuel loads, and prioritising environmental considerations are essential components of an effective fire management plan.

Vegetation (Northern Jarrah Forest)

The Darling Plateau's vegetation is characterized by various eucalypt forests and woodlands, and agricultural land, each with distinct fire behaviour implications:

Vegetation Types

Western Plateau (Jarrah-Marri Forests): Dominated by *Eucalyptus marginata* (jarrah) and *Corymbia calophylla* (marri), these forests can reach heights of 25–30 meters.

Valleys and Fertile Sites: Support stands of *Eucalyptus megacarpa* (bullich) and *Eucalyptus patens* (blackbutt), which thrive in moister and more fertile conditions.

Eastern Plateau (Woodlands): Features *Eucalyptus wandoo* (wandoo) woodlands, often found on skeletal soils associated with the escarpment.

Understorey Vegetation: Ranges from scattered low shrubs (<0.5m) to dense stands of taller shrubs (>1.5m), particularly in fertile sites near streams and swamps.

Fire Behaviour Characteristics

High Fuel Loads: These forests often have high to extreme fuel loads, with dry fine fuels making up a significant portion. This composition facilitates the rapid spread of fires.

Understorey Influence: In areas with dense understorey, fires can reach the canopy due to the horizontal distribution of fuels.

Spot Fires: The presence of fine, fibrous, loose bark on trees allows for spotting, where burning material is carried by wind to ignite new fires ahead of the main front.

Topographical Impact: The varied topography of the Darling Plateau, including the escarpment, contributes to the fire rate of spread.

Important species and communities

Flora and Fauna represent particular significance for the Shire as they are not only recognised environmental assets in their own right, but also impact the treatment options available for identified risks in relation to other assets.

All treatments need to be assessed in line with the requirements of the identified flora and/or fauna detailed below with care given to ensure appropriate authorities are consulted prior to any mitigation work commencing. The Shire will, where possible, remind landowners/managers of their obligation to obtain appropriate clearances and approvals prior to commencing vegetation based treatments. This includes:

- Environmentally Sensitive areas (ESA's)
- Declared Rare Flora and Fauna (DRF's)
- Threatened Ecological Communities (TEC's)

A further consideration in relation to both bushfire protection and response strategies is the potential spread of weeds or diseases such as *Phytophthora Cinnamomi* (Dieback). Dieback has infected large areas of Jarrah forest. It is easily spread through soil movement from vehicles,

animals, water and feet. Other fungal-borne diseases can also be spread through these pathways. This risk must be considered in the context of planned prevention and response strategies and the risk minimised wherever possible.

Flora

The Department of Biodiversity, Conservation and Attractions NatureMap database has recorded over 1600 conservation status species and currently lists six species of Declared Rare Flora (DRF) within the Shire of Waroona. The DRF designator reflects that the plant needs to be specifically protected because they are under identifiable threat of extinction, are rare, or otherwise in need of special protection.

The Shire of Waroona is within the catchment of the nationally registered Threatened Ecological Community (TEC) – Banksia Woodlands of the Swan Coastal Plain. A TEC is a community presumed to be totally destroyed or at risk of becoming totally destroyed. Being listed as a TEC offers the vegetation protections under the Environment Protection and Biodiversity Conservation Act 1999.

Historically, large areas within the Shire of Waroona have been cleared for agricultural activities particularly on the Swan Coastal Plain where an estimated 10% of the ecological community of the Banksia Woodlands still remain.

Banksia Woodlands is typically a prominent tree layer of Banksia sometimes with scattered eucalypts and other tree species present within or emerging above the Banksia canopy. The understorey is species rich and has many wildflowers, including sclerophyllous shrubs, sedges and forbs. Banksia Woodlands vary in their structure (height, cover, density) and species composition across the area in which they occur.

The ecological community provides habitat for many native plants and animals that rely on Banksia Woodlands for their homes and food. Remaining patches of the ecological community provide important wildlife corridors and refuges in a mostly fragmented landscape. Fire management regimes should ensure that life cycles of the component species of the ecological community are not disrupted such as using mosaic burning techniques, applied in a variety of seasons and intensities. Retain a range of vegetation age classes throughout the mosaic ensures diversity.

Fauna

The Biodiversity Conservation Act 2016 provides for native fauna (and flora) to be protected where they are under an identifiable threat of extinction and, as such, are considered to be “threatened”. Data sourced from DBCA’s ‘Nature Map’ identifies species of threatened and priority fauna recorded or sighted throughout the Shire of Waroona.

- Mammals

- o Brush Tailed Bettong
- o Chuditch, Western Quoll
- o Numbat, Walpurti
- o Western Ringtail Possum

- Birds

- o Noisy Scrub Bird
- o Australasian Bittern
- o Great Knot

- o Forest Red-Tailed Black Cockatoo
- o Baudin's Cockatoo
- o Carnaby's Cockatoo
- o Peregrine Falcon

Historical bushfire occurrence

Over the last two decades, the Shire of Waroona has been subjected to several significant fire events that impacted the community. The most notable are:

- Murray River/Lane Poole Reserve Bushfire – 23 January 2006 (deliberate)
- Dwellingup Fire – 26 January 2007 (lightning)
- Lake Clifton Bushfire – 10 January 2011 (accidental/vehicle)
- Waroona Bushfire – 29 January 2015 (lightning)
- Waroona/Yarloop Bushfire – 6 January 2016 (lightning)

Interestingly, these fires all occurred in January of their respective years when rainfall is at a minimum and there is an increased risk of thunderstorm activity. Three of the five large fires listed above were caused by lightning.

Lake Clifton Bushfire 2011

Occurring around midday on 10th January from multiple ignition points near Forrest Highway, the fire travelled rapidly in a north westerly direction towards the Armstrong Hills and Tuart Grove subdivisions in Lake Clifton. It burnt through approximately 1600 hectares, destroying 10 homes. 110 properties were fire affected with losses of sheds, vehicles and livestock.

Waroona Bushfire 2015

Occurred on 29th January by a lightning strike approximately 2.5km east of Waroona townsite in the Darling Escarpment. The fire travelled west and burnt through over 330 hectares of freehold land. The fire continued for several days with approximately 100 residents evacuating/relocating and 40 residents registering at the evacuation centre located in Harvey. One house and five outbuildings were destroyed and many in the Moyanup Heights estate were fire affected with losses consisting of vehicles, fencing, water tanks, wildlife, flora and fauna.

Waroona/Yarloop Fire 2016

In January 2016, the devastating bushfire known as the Waroona Bushfire swept down the Darling Escarpment and across the Swan Coastal Plain severely impacting communities within the Shires of Waroona and Harvey.

Prior to the fire, BOM had reported a well below average rainfall in the South West of WA with Dwellingup experiencing its warmest year in 75 years of records. As a result, forest fuels were significantly drier than average for that time of year. This was a continuation of the trend of the last five years, where fuels have been the driest or very close to the driest over the last 23 years.

The fire burnt a total area of 69,165 hectares comprising of 31,180 hectares of freehold land and 37,985 hectares of public land making it the second largest individual fire in Western Australia since the Dwellingup fire of January 1961. Tragically, during the fire, two people lost their lives and 181 properties were destroyed.

Bushfire risk controls

Table 4: Current bushfire risk controls in the Shire of Waroona

Control	Action or activity description	Lead agency	Notes and comments
Issuing of infringements under the <i>Bush Fires Act 1954</i>	Implementation of Shire of Waroona Firebreak Notice	Shire of Waroona	Requirement for landowner to maintain property to reduce fuel loads during bush fire season
Restricted and Prohibited Burning Times	Shire of Waroona Bushfire Prevention Information pamphlet and Shire website	Shire of Waroona	Restriction and prohibition of burning during hotter and drier periods of the year
Harvest Vehicle Movement Bans	Enaction of Harvest Vehicle Movement Ban to prevent farmers, business and industry from using plant, machinery and equipment in paddocks and land with vegetation	Shire of Waroona	Applied by Chief Bush Fire Control Officer when certain weather triggers are met (wind, humidity, etc.)
Implementation of State Planning Policy 3.7 Planning for Bushfire Prone Areas	Require development in bushfire prone areas to meet construction and planning standards	Shire of Waroona	Applied by development services during development and building application process
Mitigation Activity Fund Grant Program	Apply for grants to carry out mitigation activities on Shire-managed land to improve protection to assets (residential, commercial, environmental, etc.)	Shire of Waroona	The Bushfire Risk Management System contains all recommended mitigation activities
Volunteer Bush Fire Brigades	Fire suppression and fire mitigation services throughout the Shire	Shire of Waroona, DFES	Lake Clifton, Waroona West and Preston Beach Volunteer Bush Fire Brigades provide this service
The Department of Biodiversity, Conservation and Attractions annual	The department's Parks and Wildlife Service conducts approximately 130 prescribed burns	Department of Biodiversity, Conservation and Attractions	Fuel reduction in the Northern Jarrah Forest

burn options program.	each year, which are chosen from around 400 prescriptions within the annual Burn Options Program		
Forest Products Commission's program to maintain firebreaks	Compliance with the Shire of Waroona Firebreak Notice	Forest Products Commission	Ensuring firebreaks in plantations are cut in and maintained
Department of Fire and Emergency Services' management of Unallocated Crown Land within townsites	Annual program to reduce fuel loads on Unallocated Crown Land	Department of Fire and Emergency Services	
Department of Biodiversity, Conservation and Attractions management of Unallocated Crown Land outside of townsites	Annual program to reduce fuel loads on Unallocated Crown Land	Department of Biodiversity, Conservation and Attractions	

Chapter 4 Asset identification and risk assessment

Assets at risk from bushfire in the Shire of Waroona are recorded in the Asset Risk Register in the BRMS. Assets are divided into four categories: human settlement, economic, climate, and cultural. Each asset has been assigned a bushfire risk rating between low and extreme based on the risk assessment methodology described in the Guidelines and Handbook.

4.1. Identifying and assessing cascading risk

Cascading risk refers to the impacts of a bushfire on the interconnected systems and networks that sustain communities. The concept recognises that a bushfire event can set off a chain reaction with impacts that extend beyond the fire's location. These may affect the social fabric, economy, and environment of the district and can persist long after the fire has been extinguished.

Cascading risks considered relevant to BRM for the Shire of Waroona are considered in the Shire of Waroona Local Emergency Management Arrangements.

4.2. Local government asset risk profile

A summary of the risks assessed in the Shire of Waroona is shown in Table 5. This table shows the proportion of assets at risk from bushfire in each risk category at the time the BRM Plan was endorsed. This table was correct at the time of publication but may become outdated as risks are treated or additional risks are identified and assessed. A report may be generated from the BRMS to provide the most current risk profile.

Table 5: Local Government Asset Risk Summary

Asset Category	Risk Rating					
		Low	Medium	High	Very High	Extreme
	Human Settlement	22	49	96	45	76
	Economic	0	3	5	15	10
	Environmental	0	1	0	1	0
	Cultural	3	1	2	1	3

Chapter 5 Risk evaluation

5.1. Risk acceptance criteria

The acceptable level of risk for each asset category is shown in Table 6. A risk that is assessed as exceeding these limits will be considered for treatment.

Table 6: Risk acceptance criteria for bushfire risk in the Shire of Waroona

	Asset category			
	Human settlement	Economic	Environmental	Cultural
Acceptable risk level	Medium	Medium	Medium	Medium

Risks below the acceptable level do not require treatment during the life of this BRM Plan. They will be managed by routine bushfire risk controls and monitored to detect any increase in their risk rating.

5.2. Treatment Priorities

Through the BRMS, assets are assigned a treatment priority based on the identified risk rating. Table 7 shows how consequence and likelihood combine to assign the risk rating. Currently, the Shire will only consider mitigation treatments in locations that are influencing assets being assigned a risk rating that exceeds the limits identified in Table 6.

Table 7: Risk assessment matrix

Likelihood	Consequence				
		Minor	Moderate	Major	Catastrophic
	Almost Certain	3	2	1	1
	Likely	4	3	2	1
	Possible	5	4	3	2
	Unlikely	5	5	4	3

Chapter 6 Risk treatment

The purpose of risk treatment is to reduce the potential impact of bushfire on the community, economy and environment. This is achieved by implementing treatments that modify the characteristics of the hazard, the community or the environment to make bushfires less likely or less harmful.

6.1. Treatment Strategy

The Treatment Strategy describes the overall approach to managing bushfire risk in the medium to long term in the Shire of Waroona. The strategy is shaped by factors such as the distribution of risk in the landscape, the community's values and objectives, stakeholders' mitigation programs and constraints on treatment options. The Treatment strategy helps guide the development of integrated annual treatment schedules.

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Unacceptable risks are identified via BRMS, with priority given to Extreme, Very High and High rated areas, supported by community concerns and local knowledge.

Treatment decisions are guided by risk ratings and asset categories. Assets classified Extreme take ultimate priority, however priority is also given to Very High and High classifications. Topography, land use, strategic roads, vegetation, climate, and sensitive industries considerations are incorporated by multiple Shire of Waroona resources to identify the most suitable treatment types, priorities and objectives, ensuring a holistic and locally informed mitigation plan.

Complementary non-physical treatment strategies include community engagement and training for staff and volunteers, enhancing preparedness and resilience.

Cascading risk management controls are implemented through strategic treatment aim to limit fire spread, protect assets, and reduce impact severity through targeted mitigation.

Initial treatments are funded through MAFGP, with ongoing maintenance supported by the Shire of Waroona's budgeted works and mitigation programs. Where seasonal constraints affect planned burns, alternative methods are applied.

The Shire of Waroona Treatment Strategy has four key focus areas:

Shire-owned Assets

The strategy applies a focus on protection of critical community assets owned or managed by the Shire where the current risk rating exceeds the acceptable risk level.

Shire-managed Reserves

The mitigation focus for Shire-managed Reserves will be to maintain and improve existing firebreaks and tracks within the reserves. Fuel reduction whether by mechanical means or through prescribed burns will be considered on a case-by-case basis.

Human Settlements

The program focuses on providing tactical protection to the most at-risk human settlements and

economic assets where risk ratings above the accepted levels are adversely affected by vegetation on Shire-managed land. Treatments will aim to create hazard separation around each respective urban settlement within the Shire.

Actions within the strategy can be targeted at a whole of local government level, a community specific level, or an asset specific level. Actions fall within one or more of the below categories:

Fuel management: Treatment reduces or modifies the bushfire fuel through manual, chemical and prescribed burning methods.

Ignition management: Treatment aims to reduce potential human and infrastructure sources of ignition in the landscape.

Response preparedness: Treatment aim to improve access and water supply arrangements to assist firefighting operations.

Community preparedness planning: Treatment focus on developing plans to improve the ability of firefighters and the community to respond to bushfire; and

Community engagement and education: Treatment seek to build relationships, raise awareness and change the behaviour of people exposed to bushfire risk.

6.2. Treatment Schedule

The Treatment Schedule is a list of bushfire risk treatments recorded in the BRMS. It is developed regarding the outcome of the risk assessment process and Treatment Strategy and in consultation with stakeholders.

A treatment schedule for the Shire of Waroona has been entered to BRMS. This is a live document and will be regularly updated throughout the life of the BRM Plan.

Land managers are responsible for implementing agreed treatments on their own land. This includes costs associated with the treatment and obtaining the relevant approvals, permits or licences to undertake an activity. Where agreed, another agency may manage a treatment on behalf of a land manager.

Chapter 7 Monitoring and review

Monitoring and review processes are in place to ensure that the BRM Plan remains current and considers the best available information.

7.1. Monitoring and review

The Shire of Waroona will monitor the BRM Plan and BRMS data to identify any need for change. The Plan and BRMS data will be reviewed at least every two years to ensure they continue to reflect the local context, assets at risk, level of risk and treatment priorities.

7.2. Reporting

The Shire of Waroona CEO or their delegate will provide to OBRM the outcomes of the two-year review of the BRM Plan. This is required to maintain OBRM endorsement of the Plan.

The Shire of Waroona will contribute information about their BRM Program to the annual OBRM *Fuel Management Activity Report*



Asset ID	Asset Name	Asset Owner	Local Government	Asset Category
WRNWAR0348	Preston Beach Townsite and Yalgorup National Park	Private	Waroona	Human Settlement
WRNWAR0332	Waroona District High School	Department of Education	Waroona	Human Settlement
WRNWAR0331	Peel Road West (Lot 957, 56, 61), Waroona	Private	Waroona	Human Settlement
WRNWAR0330	McFarlane Road (Lot 20) / Roberts Road (Lot 26)	Private	Waroona	Human Settlement
WRNWAR0329	South Western Highway (Lot 12, 15, 41, 42), Waroona	Private	Waroona	Economic
WRNWAR0328	Willy Wagtail Close (Lot 15), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0327	Peppermint Drive (Lot 24 - 27), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0326	Peppermint Drive (Lot 20 - 23) / Tuart Grove Avenue (Lot 19) / Willy Wagtail Close (Lot 16 - 18), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0325	Bandicoot Brook Bushland - Reserve R31437 - South Western Highway (Lot 1599 - 1602), Waroona	Other State Govt	Waroona	Environmental
WRNWAR0324	Lake Clifton Community Centre - Reserve R40086 - Tuart Grove Avenue, Lake Clifton	Local Government	Waroona	Human Settlement
WRNWAR0323	Lake Clifton Volunteer Bush Fire Brigade - Reserve R40086 - Tuart Grove Avenue, Lake Clifton	Local Government	Waroona	Human Settlement
WRNWAR0322	Road Bridge Timber 4827A - Old Bunbury Road, Lake Clifton	Local Government	Waroona	Economic
WRNWAR0321	Lake Clifton Road (Lot 60), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0320	Waroona Cemetery - Reserve R4835 - Mitchell Avenue, Waroona	Local Government	Waroona	Cultural
WRNWAR0319	Waroona Ensuite Caravan Village - Logue Street (Lot 311), Waroona	Private	Waroona	Human Settlement
WRNWAR0318	McDowell Street (Lot 8) / South Western Highway (Lot 7, 19, 20, 38, 39, 58, 501, 502), Waroona	Private	Waroona	Human Settlement
WRNWAR0317	South Western Highway (Lot 14), Waroona	Private	Waroona	Economic
WRNWAR0316	South Western Highway (Lot 221), Waroona	Private	Waroona	Human Settlement
WRNWAR0315	South Western Highway (Lot 2, 104), Waroona	Private	Waroona	Economic
WRNWAR0314	Waroona Child Care Centre - South Western Highway (Lot 222), Waroona	Private	Waroona	Human Settlement
WRNWAR0313	Waroona Visitor Centre - South Western Highway (Lot 223), Waroona	Local Government	Waroona	Cultural
WRNWAR0312	Fawcett Road (Lot 21), Hamel	Private	Waroona	Economic
WRNWAR0311	Coronation Road (Lot 510), Wagerup	Private	Waroona	Human Settlement
WRNWAR0310	Electrical Substation - Landwehr Road (Lot 4), Waroona	Western Power	Waroona	Economic
WRNWAR0309	Railway Cottages - Fouracre Street (Lot 501), Waroona	Public Transport Authority	Waroona	Cultural
WRNWAR0308	Waroona Scout and Guide Hall - Reserve R14841 - Fouracre Street, Waroona	Local Government	Waroona	Cultural
WRNWAR0307	Willowdale Mine Site - Wagerup-Willowdale Road, Wagerup	Private	Waroona	Economic
WRNWAR0306	Paterson Road (Lot 4, 5, 58, 59), Waroona	Private	Waroona	Human Settlement
WRNWAR0305	Paterson Road (Lot 1, 2, 7), Waroona	Private	Waroona	Human Settlement
WRNWAR0304	McNeill Road (Lot 101), Waroona	Private	Waroona	Human Settlement
WRNWAR0303	Fawcett Road (Lot 5, 401), Hamel	Private	Waroona	Human Settlement
WRNWAR0302	Fawcett Road (Lot 451), Hamel	Private	Waroona	Human Settlement
WRNWAR0301	Fawcett Road (Lot 450), Hamel	Private	Waroona	Human Settlement
WRNWAR0300	McClure Road (Lot 7), Waroona	Private	Waroona	Human Settlement
WRNWAR0299	Fawcett Road (Lot 1, 16, 82, 185, 600) / Hainge Road (Lot 104 - 107) / McClure Road (Lot 4, 5) / Riley Road (Lot 1, 83, 100, 101, 103), Hamel	Private	Waroona	Human Settlement
WRNWAR0298	Brockman Road North (Lot 6) / Coronation Road (Lot 7, 8, 13, 31, 37, 38) / Fawcett Road (Lot 5), Waroona	Private	Waroona	Human Settlement

WRNWAR0297	Brockman Road North (Lot 101) / Buller Road (Lot 17) / Coronation Road (Lot 15), Waroona	Private	Waroona	Human Settlement
WRNWAR0296	Somers Road (Lot 339), Waroona	Private	Waroona	Human Settlement
WRNWAR0295	Coronation Road (Lot 11, 12), Waroona	Private	Waroona	Human Settlement
WRNWAR0294	Coronation Road (Lot 192), Waroona	Private	Waroona	Human Settlement
WRNWAR0293	Somers Road (Lot 988), Waroona	Private	Waroona	Human Settlement
WRNWAR0292	Appleby Road (Lot 100), Waroona	Private	Waroona	Human Settlement
WRNWAR0291	Appleby Road (Lot 502), Waroona	Private	Waroona	Human Settlement
WRNWAR0290	Coronation Road (Lot 800), Waroona	Private	Waroona	Human Settlement
WRNWAR0289	Coles Road (Lot 101) / Coronation Road (Lot 551, 1198), Waroona	Private	Waroona	Human Settlement
WRNWAR0288	Buller Road (Lot 1, 344, 1011), Waroona	Private	Waroona	Human Settlement
WRNWAR0287	Peppermint Grove Road (Lot 1, 1241, 3194, 4439), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0286	Mitchells Transport - McNeill Road (Lot 364, 365), Waroona	Private	Waroona	Economic
WRNWAR0285	Coronation Road (Lot 908), Waroona	Private	Waroona	Human Settlement
WRNWAR0284	Fruitico - Buller Road (Lot 1,2, 20, 270 - 272), Hamel	Private	Waroona	Economic
WRNWAR0283	Capogreco Farms - McClure Road (Lot 57, 58, 301), Hamel	Private	Waroona	Human Settlement
WRNWAR0282	McNeill Road (Lot 10), Waroona	WA Planning Commission	Waroona	Economic
WRNWAR0281	Coronation Road (Lot 2, 9), Waroona	WA Planning Commission	Waroona	Human Settlement
WRNWAR0280	Fire Tanks - Reserve 17318 - Southern Road, Lake Clifton	Local Government	Waroona	Economic
WRNWAR0279	Lake Clifton Tavern - Old Coast Road (Lot 19), Lake Clifton	Private	Waroona	Economic
WRNWAR0278	Martins Tank Campsite - Reserve 11710 - Preston Beach Road North, Preston Beach	Other State Govt	Waroona	Cultural
WRNWAR0277	Old Coast Road (Lot 20), Lake Clifton	Private	Waroona	Economic
WRNWAR0276	Lake Clifton Caravan Park - Old Coast Road (Lot 21), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0275	Ellis Road (Lot 3913), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0274	Waroona West Volunteer Bush Fire Brigade - Peppermint Grove Road (Lot 511), Waroona	Local Government	Waroona	Human Settlement
WRNWAR0273	Coronation Road (Lot 1331), Waroona	Private	Waroona	Human Settlement
WRNWAR0272	Coronation Road (Lot 1499), Waroona	Private	Waroona	Human Settlement
WRNWAR0271	Coronation Road (Lot 500), Waroona	Private	Waroona	Human Settlement
WRNWAR0270	Alexander Road (Lot 342), Waroona	Private	Waroona	Human Settlement
WRNWAR0269	Buller Road (Lot 358), Waroona	Private	Waroona	Human Settlement
WRNWAR0268	South Western Highway (Lot 158), Wagerup	Private	Waroona	Human Settlement
WRNWAR0267	NBN Co - South Western Highway (Lot 100), Wagerup	National Broadband Network (NBN)	Waroona	Economic
WRNWAR0266	Bristol Road (Lot 16), Waroona	Private	Waroona	Human Settlement
WRNWAR0265	Bristol Road (Lot 102), Waroona	Private	Waroona	Human Settlement
WRNWAR0264	Wagerup Refinery - Willowdale Road (Lot 701), Wagerup	Private	Waroona	Human Settlement
WRNWAR0263	South Western Highway (Lot 14), Wagerup	Private	Waroona	Human Settlement
WRNWAR0262	Waterous Road (Lot 883), Wagerup	Private	Waroona	Human Settlement
WRNWAR0261	Waterous Road (Lot 51), Waroona	Private	Waroona	Human Settlement
WRNWAR0260	Logue Street (Lot 36), Waroona	Private	Waroona	Human Settlement
WRNWAR0259	South Western Highway (Lot 3, 31, 32, 86), Waroona	Private	Waroona	Human Settlement
WRNWAR0258	Fouracre Street (Lot 1, 5, 6, 418), Waroona	Private	Waroona	Human Settlement
WRNWAR0257	Birch Street (Lot 3, 17) / De Hamel Street (Lot 11), Waroona	Private	Waroona	Human Settlement
WRNWAR0256	De Hamel Street (Lot 362) / Logue Street (Lot 9), Waroona	Private	Waroona	Human Settlement
WRNWAR0255	Fouracre Street (Lot 7, 22, 140, 141, 353 - 356), Waroona	Private	Waroona	Human Settlement

WRNWAR0254	Fouracre Street (Lot 1, 2, 9, 10, 15, 16, 360), Waroona	Private	Waroona	Human Settlement
WRNWAR0253	South Western Highway (Lot 6), Waroona	Private	Waroona	Human Settlement
WRNWAR0252	Recreation Road (Lot 309), Waroona	Private	Waroona	Human Settlement
WRNWAR0251	McLarty Street (Lot 400, 401), Waroona	Private	Waroona	Economic
WRNWAR0250	McLarty Street (Lot 405 - 411), Waroona	Private	Waroona	Human Settlement
WRNWAR0249	Hodge Close (Lot 2, 42) / McLarty Street (Lot 13, 41), Waroona	Private	Waroona	Economic
WRNWAR0248	McLarty Street (Lot 9), Waroona	Private	Waroona	Human Settlement
WRNWAR0247	McLarty Street (Lot 30 - 32), Waroona	Private	Waroona	Human Settlement
WRNWAR0246	South Western Highway (Lot 34), Waroona	Private	Waroona	Human Settlement
WRNWAR0245	South Western Highway (Lot 4), Waroona	Private	Waroona	Human Settlement
WRNWAR0244	South Western Highway (Lot 5), Waroona	Private	Waroona	Economic
WRNWAR0243	James Road (Lot 50), Waroona	Private	Waroona	Human Settlement
WRNWAR0242	South Western Highway, (Lot 3), Waroona	Private	Waroona	Human Settlement
WRNWAR0241	James Road (Lot 20, 142), Hamel	Private	Waroona	Human Settlement
WRNWAR0240	Roberts Road (Lot 26), Hamel	Private	Waroona	Human Settlement
WRNWAR0239	McFarlane Road (Lot 1, 20), Hamel	Private	Waroona	Human Settlement
WRNWAR0238	Burney Road (Lot 46), Hamel	Private	Waroona	Human Settlement
WRNWAR0237	Cornucopia Street (Lot 156), Hamel	Private	Waroona	Human Settlement
WRNWAR0236	Cullinga Street (Lot 117, 118), Hamel	Private	Waroona	Human Settlement
WRNWAR0235	Cullinga Street (Lot 700, 701), Hamel	Private	Waroona	Human Settlement
WRNWAR0234	Cullinga Street (Lot 122, 123), Hamel	Private	Waroona	Human Settlement
WRNWAR0233	Cullinga Street (Lot 124, 125), Hamel	Private	Waroona	Human Settlement
WRNWAR0232	Cullinga Street (Lot 126), Hamel	Private	Waroona	Human Settlement
WRNWAR0231	Cullinga Street (Lot 101 - 103), Hamel	Private	Waroona	Human Settlement
WRNWAR0230	Allowrie Street (Lot 135 - 138), Hamel	Private	Waroona	Human Settlement
WRNWAR0229	Allowrie Street (Lot 133, 134), Hamel	Private	Waroona	Human Settlement
WRNWAR0228	Hamel Hall - R16978 - Cornucopia Street (Lot 130), Hamel	Other State Govt	Waroona	Cultural
WRNWAR0227	Cullinga Street (Lot 104 - 108), Hamel	Private	Waroona	Human Settlement
WRNWAR0226	Cullinga Street (Lot 109, 110), Hamel	Private	Waroona	Human Settlement
WRNWAR0225	Cullinga Street (Lot 114, 115), Hamel	Private	Waroona	Human Settlement
WRNWAR0224	Cullinga Street (Lot 116), Hamel	Private	Waroona	Human Settlement
WRNWAR0223	Pitt Street (Lot 22, 47, 86), Hamel	Private	Waroona	Human Settlement
WRNWAR0222	Pitt Street (Lot 167, 168), Hamel	Private	Waroona	Human Settlement
WRNWAR0221	Pitt Street (Lot 93 - 100), Hamel	Private	Waroona	Human Settlement
WRNWAR0220	McLarty Street (Lot 101, 103, 104), Waroona	Private	Waroona	Human Settlement
WRNWAR0219	Butler Retreat (Lot 65, 67 - 70) / Elliott Street (Lot 71) / Robbie Court (Lot 59, 66), Waroona	Private	Waroona	Human Settlement
WRNWAR0218	Clements Place (Lot 165) / Lyons Road (Lot 102) / Russell Drive, Waroona	Private	Waroona	Human Settlement
WRNWAR0217	Cox Place / Knight Place / Lyons Road / Russell Drive / Williams Place, Waroona	Private	Waroona	Human Settlement
WRNWAR0216	Clements Place (Lot 162 - 164) / Lyons Road (Lot 101) / Russell Drive (Lot 104, 105, 108 - 113, 149, 152, 153), Waroona	Private	Waroona	Human Settlement
WRNWAR0215	Clements Place (Lot 160, 161) / Russell Drive (Lot 157 - 159), Waroona	Private	Waroona	Human Settlement
WRNWAR0214	Water Tank - Reserve R37791 - Russell Drive (Lot 1704), Waroona	Water Corporation	Waroona	Economic
WRNWAR0213	Lyons Road (Lot 214 - 219, 221, 223, 225, 226), Waroona	Private	Waroona	Human Settlement
WRNWAR0212	Lyons Road (Lot 210 - 213), Waroona	Private	Waroona	Human Settlement

WRNWAR0211	Waroona Golf Club - Hill Street (Lot 1), Waroona	Local Government	Waroona	Cultural
WRNWAR0210	Lyons Road (Lot 202 - 205, 208), Waroona	Private	Waroona	Human Settlement
WRNWAR0209	Lyons Road (Lot 184), Waroona	Private	Waroona	Human Settlement
WRNWAR0208	Elliott Street (Lot 544), Waroona	Private	Waroona	Economic
WRNWAR0207	Nanga Brook Road (Lot 201), Waroona	Private	Waroona	Human Settlement
WRNWAR0206	Nanga Brook Road (Lot 202), Waroona	Private	Waroona	Economic
WRNWAR0205	Farrington Heights (Lot 48), Waroona	Private	Waroona	Economic
WRNWAR0204	Nanga Brook Road (Lot 1), Waroona	Private	Waroona	Human Settlement
WRNWAR0203	Elliott Street (Lot 51) / Forrington Heights (Lot 42, 43, 45, 47, 50) / Nanga Brook Road (Lot 2, 3, 7 - 9, 35, 41) / Robbie Court (Lot 36, 37), Waroona	Private	Waroona	Human Settlement
WRNWAR0202	Nanga Brook Road (Lot 49), Waroona	Private	Waroona	Human Settlement
WRNWAR0201	Banbar View (Lot 51, 55), Waroona	Private	Waroona	Economic
WRNWAR0200	Banbar View (Lot 53) / Forrington Heights (Lot 46) / Leavy Road (Lot 103 - 106, 108, 209) / Woodley Heights (Lot 4 - 6, 8 - 10), Waroona	Private	Waroona	Human Settlement
WRNWAR0199	Leavy Road (Lot 102, 110), Waroona	Private	Waroona	Human Settlement
WRNWAR0198	Nanga Brook Road (Lot 162), Waroona	Private	Waroona	Economic
WRNWAR0197	Paterson Road (Lot 79) / Peel Road (Lot 283, 1235), Waroona	Private	Waroona	Human Settlement
WRNWAR0196	Nanga Brook Road (Lot 482), Waroona	Private	Waroona	Human Settlement
WRNWAR0195	Nanga Brook Road (Lot 10), Waroona	Private	Waroona	Human Settlement
WRNWAR0194	Scarp Road (Lot 101) / Weller Road (Lot 161), Waroona	Private	Waroona	Human Settlement
WRNWAR0193	Nanga Brook Road (Lot 182), Waroona	Private	Waroona	Human Settlement
WRNWAR0192	Nanga Brook Road (Lot 2), Waroona	Private	Waroona	Human Settlement
WRNWAR0191	Nanga Brook Road (Lot 1), Waroona	Private	Waroona	Human Settlement
WRNWAR0190	Weir Road (Lot 194, 195), Waroona	Private	Waroona	Human Settlement
WRNWAR0189	Forest Edge Recreation Camp - Weller Road (Lot 9501), Waroona	Private	Waroona	Human Settlement
WRNWAR0188	Pagannini Road (Lot 500, 501), Waroona	Private	Waroona	Human Settlement
WRNWAR0187	Drakesbrook Wines - Prince Road (Lot 23, 102, 103), Waroona	Private	Waroona	Human Settlement
WRNWAR0186	Lake Navarino Holiday Park - Invarell Road, Waroona	Other State Govt	Waroona	Human Settlement
WRNWAR0185	Prince Road (Lot 2), Waroona	Private	Waroona	Human Settlement
WRNWAR0184	Invarell Road (Lot 10), Waroona	Private	Waroona	Human Settlement
WRNWAR0183	Hall Road (Lot 1, 4, 6, 11) / Talathalla Road (Lot 10), Waroona	Private	Waroona	Human Settlement
WRNWAR0182	Hall Road (Lot 2), Waroona	Private	Waroona	Human Settlement
WRNWAR0181	Nanga Brook Road (Lot 169, 242), Waroona	Private	Waroona	Human Settlement
WRNWAR0180	Nanga Brook Road (Lot 5), Waroona	Private	Waroona	Human Settlement
WRNWAR0179	Nanga Brook Road (Lot 480), Waroona	Private	Waroona	Human Settlement
WRNWAR0178	Nanga Road (Lot 233), Waroona	Private	Waroona	Human Settlement
WRNWAR0177	Nanga Road (Lot 1), Waroona	Private	Waroona	Human Settlement
WRNWAR0176	Hilla Waters Road (Lot 2), Waroona	Private	Waroona	Human Settlement
WRNWAR0175	Nanga Brook Road (Lot 3), Waroona	Private	Waroona	Human Settlement
WRNWAR0174	Nanga Brook Road (Lot 4, 522), Waroona	Private	Waroona	Human Settlement
WRNWAR0173	Camarri Road (Lot 1), Waroona	Private	Waroona	Human Settlement
WRNWAR0172	Nanga Brook Road (Lot 21), Waroona	Private	Waroona	Human Settlement
WRNWAR0171	Nanga Bush Camp and Forest Retreat - Nanga Road (Lot 2), Waroona	Private	Waroona	Human Settlement

WRNWAR0170	Nanga Brook Road (Lot 2, 499), Waroona	Private	Waroona	Human Settlement
WRNWAR0169	Camarri Road (Lot 2, 3), Waroona	Private	Waroona	Human Settlement
WRNWAR0168	Scarp Road (Lot 102), Waroona	Private	Waroona	Economic
WRNWAR0167	Woodside Road (Lot 101), Waroona	Private	Waroona	Human Settlement
WRNWAR0166	Nanga Brook Road (Lot 507), Waroona	Private	Waroona	Human Settlement
WRNWAR0165	Bristol Road (Lot 248), Waroona	Private	Waroona	Human Settlement
WRNWAR0164	Coronation Road (Lot 495), Waroona	Private	Waroona	Human Settlement
WRNWAR0163	Doresett Road (Lot 23), Waroona	Private	Waroona	Human Settlement
WRNWAR0162	Surf Street (Lot 44 - 46), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0161	Preston Beach Carpark - R 32010 - Mitchell Road (Lot 5099), Preston Beach	Local Government	Waroona	Cultural
WRNWAR0160	Lake View Road (Lot 53) / Siesta Street (Lot 54 - 58, 60), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0159	Siesta Street (Lot 40) / Southern Road (Lot 41, 42), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0158	Lake View Road (Lot 22, 100) / Styles Road (Lot 10, 11), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0157	Lake View Road (Lot 25, 27, 4874), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0156	Mitchell Road (Lot 2, 4, 5), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0155	Lake View Road (Lot 30) / Siesta Street (Lot 29, 31 - 37, 39) / Southern Road (Lot 38), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0154	Styles Road (Lot 1, 85, 86), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0153	Lake View Road (Lot 18, 19) / Styles Road (Lot 12, 13) / Surf Street (Lot 70 - 74), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0152	Ocean View Road (Lot 15, 63 - 68) / Southern Road (Lot 61, 62) / Styles Road (Lot 14), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0151	Southern Road (Lot 76, 78 - 82), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0150	Preston Beach General Store - Panorama Road (Lot 500), Preston Beach	Private	Waroona	Economic
WRNWAR0149	Footprints Preston Beach - Panorama Drive, Preston Beach	Private	Waroona	Human Settlement
WRNWAR0148	Fairway Terrace (Lot 80 - 92), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0147	Beachcast Close (Lot 285, 286) / Panorama Drive (Lot 271 - 273), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0146	Waterway Road (Lot 169 - 174), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0145	Lakeside Terrace (Lot 103 - 106, 108 - 111), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0144	Lakeside Terrace (Lot 100), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0143	Lakeside Terrace (Lot 98, 99), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0142	Lakeside Terrace (Lot 150) / Waterway Road (Lot 153), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0141	Bouvard Place (Lot 270, 333, 1334) / Panorama Drive (Lot 268), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0140	Drakesbrook Close (Lot 192) / Panorama Drive (Lot 183 - 185, 187) / Waterway Road (Lot 175 - 178, 180), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0139	Beachcast Close (Lot 289) / Panorama Drive (Lot 275), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0138	Beachcast Close (Lot 304 - 307) / Bouvard Place (Lot 308 - 313), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0137	Bouvard Place (Lot 1), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0136	Bouvard Place (Lot 324, 326 - 331), Preston Beach	Private	Waroona	Human Settlement

WRNWAR0135	Bouvard Place (Lot 318, 505), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0134	Beachcast Close (Lot 300 - 302) / Bouvard Place (Lot 315), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0133	Beachcast Close (Lot 292 - 294), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0132	Beachcast Close (Lot 296 - 299), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0131	Panorama Drive (Lot 278 - 281, 283, 284), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0130	Fairway Terrace (Lot 94, 95) / Tuart Court (Lot 11, 12, 96), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0129	Fairway Terrace (Lot 78, 79), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0128	Hillview Court (Lot 162) / Waterway Road (Lot 163 - 165, 167, 168), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0127	Hide-A-Way Vale (Lot 131 - 138) / Lakeside Terrace (Lot 97, 129), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0126	Panorama Drive (Lot 69), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0125	Fairway Terrace (Lot 75, 76) / Panorama Drive (Lot 74), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0124	Fairway Terrace (Lot 9) / Tuart Court (Lot 13, 21), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0123	Fairway Terrace (Lot 8) / Preston Drive (Lot 14, 15, 17, 18, 20), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0122	Fairway Terrace (Lot 27) / Forrest Grove (Lot 26), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0121	Fairway Terrace (Lot 50, 53, 54, 57, 58, 61, 62, 65, 68) / Panorama Drive (Lot 70) / Wildcat Way (Lot 41), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0120	Clifton Court (Lot 45) / Fairway Terrace (Lot 43, 44, 49) / Wildcat Way (Lot 42), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0119	Mitchell Road (Lot 33, 39, 51, 52, 55, 56, 59, 60, 63, 64, 67, 72) / Wildcat Way (Lot 40, 47), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0118	Mitchell Road (Lot 31, 32), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0117	Clifton Court (Lot 34, 35) / Forrest Grove (Lot 25, 38) / Preston Drive (Lot 7) / Southway Close (Lot 4, 5, 28, 29), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0116	Mitchell Road (Lot 1 - 3, 22, 23, 30), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0115	Preston Beach Golf Club - Panorama Drive (Lot 360), Preston Beach	Local Government	Waroona	Cultural
WRNWAR0114	Preston Beach Community Centre - Panorama Drive (Lot 360), Preston Beach	Local Government	Waroona	Human Settlement
WRNWAR0113	Stables Road (Lot 105), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0112	Stables Road (Lot 101, 102), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0111	Hide-A-Way Vale (Lot 1, 139, 141, 142, 144, 146 - 149) / Hillview Court (Lot 159, 161), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0110	Water Tank - Beachcast Close (Lot 356), Preston Beach	Water Corporation	Waroona	Economic
WRNWAR0109	Meadowview Court (Lot 195, 204, 206, 207) / Yalgorup Court (Lot 215 - 217, 219, 220), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0108	Chalet Vale Close (Lot 222, 224, 226, 227, 229), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0107	Chalet Vale Close (Lot 243 - 252) / Lakeside Terrace (Lot 254 - 260) / Panorama Drive (Lot 261 - 263), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0106	Lakeside Terrace (Lot 230 - 233), Preston Beach	Private	Waroona	Human Settlement

WRNWAR0105	Panorama Drive (Lot 266), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0104	Water Corporation - Lakeside Terrace (Lot 503), Preston Beach	Water Corporation	Waroona	Economic
WRNWAR0103	Panorama Drive (Lot 13), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0102	Panorama Drive (Lot 12), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0101	Panorama Drive (Lot 11), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0100	Preston Beach Road (Lot 1331), Preston Beach	Private	Waroona	Economic
WRNWAR0099	Preston Beach Road (Lot 121), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0098	Preston Beach Road (Lot 1), Preston Beach	Private	Waroona	Human Settlement
WRNWAR0097	Preston North Road (Lot 1001, 1002), Preston Beach	Private	Waroona	Economic
WRNWAR0096	Yalgorup National Park - Reserve R 11710 - Old Coast Road, Waroona	Other State Govt	Waroona	Environmental
WRNWAR0095	Old Bunbury Road (Lot 27), Waroona	Private	Waroona	Human Settlement
WRNWAR0094	Kularda Road (Lot 29), Lake Clifton	Private	Waroona	Economic
WRNWAR0093	Kularda Road (Lot 24), Lake Clifton / Old Bunbury Road (Lot 25), Waroona	Private	Waroona	Economic
WRNWAR0092	Lake Clifton Road (Lot 10), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0091	Lake Clifton Road (Lot 501), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0090	Forrest Highway (Lot 12, 205) / Haub Road (Lot 127) / Knox Road (Lot 128, 129, 200 - 202) / Old Coast Road (Lot 130, 131, 133), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0089	Haub Road (Lot 9, 10), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0088	Haub Road (Lot 125), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0087	Haub Road (Lot 4 - 6), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0086	Haub Road (Lot 7), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0085	Haub Road (Lot 2, 3), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0084	Haub Road (Lot 1), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0083	Holmes Road (Lot 23 - 25), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0082	Holmes Road (Lot 102), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0081	Holmes Road (Lot 20), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0080	Old Coast Road (Lot 2, 3), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0079	Newnham Road (Lot 16), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0078	Newnham Road (Lot 17, 18), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0077	Newnham Road (Lot 104), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0076	Newnham Road (Lot 11), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0075	Newnham Road (Lot 7 - 9), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0074	Newnham Road (Lot 2), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0073	Lake Clifton Winery - Newnham Road (Lot 10), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0072	Newnham Road (Lot 5, 6), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0071	Newnham Road (Lot 3, 4), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0070	Newnham Road (Lot 1), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0069	Newnham Road (Lot 9 - 13), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0068	Newnham Road (Lot 7), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0067	Newnham Road (Lot 1), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0066	Newnham Road (Lot 2, 5, 6), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0065	Newnham Road (Lot 1), Lake Clifton	Private	Waroona	Human Settlement

WRNWAR0064	Newnham Road (Lot 2, 3), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0063	Lake Clifton Road (Lot 500), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0062	Lake Clifton Road (Lot 61) / Southern Estuary Road (Lot 52 - 55), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0061	Southern Estuary Road (Lot 101), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0060	Peel Archery Club - Southern Estuary Road (Lot 77), Lake Clifton	Private	Waroona	Cultural
WRNWAR0059	Southern Estuary Road (Lot 60), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0058	Rakali Drive (Lot 58), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0057	Rakali Drive (Lot 57, 59), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0056	Lake Clifton Road (Lot 231), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0055	Lake Clifton Road (Lot 24) / Ramahan Rise (Lot 137), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0054	Stacey Rise (Lot 109 - 111), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0053	Ramahan Rise (Lot 127, 131 - 133, 135, 136, 138, 139) / Stacey Rise (Lot 130), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0052	Stacey Rise (Lot 115, 122), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0051	Southern Estuary Drive (Lot 101, 103 - 108) / Stacey Rise (Lot 111 - 114, 116, 117, 119 - 121, 123 - 125), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0050	Southern Estuary Road (Lot 26, 29, 30) / Stacey Rise (Lot 951), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0049	Southern Estuary Road (Lot 104, 106 - 109, 111), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0048	Stacey Rise (Lot 959), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0047	Tuart Grove Avenue (Lot 73), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0046	Tuart Grove Avenue (Lot 12, 113) / Willy Wagtail Close (Lot 13, 14), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0045	Tuart Grove Avenue (Lot 67) / Willy Wagtail (Lot 68 - 70), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0044	Teakwood Close (Lot 61, 62) / Tuart Grove Avenue (Lot 45 - 48, 65, 66, 71), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0043	Peppermint Drive (Lot 51 - 54, 57) / Teakwood Close (Lot 55, 56, 63) / Tuart Grove Avenue (Lot 63), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0042	Tuart Grove Avenue (Lot 72), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0041	Teakwood Close (Lot 60) / Tuart Grove Avenue (Lot 41 - 43), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0040	Sharee Close (Lot 2, 35 - 37) / Tuart Grove Avenue (Lot 3, 4, 38), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0039	Teakwood Close (Lot 58, 59) / Tuart Grove Avenue (Lot 39, 40), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0038	Peppermint Drive (Lot 28 - 30) / Sharee Close (Lot 1, 31 - 34), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0037	Tuart Grove Avenue (Lot 9), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0036	Tuart Grove Avenue (Lot 111, 112), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0035	Tuart Grove Avenue (Lot 10), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0034	Southern Estuary Road (Lot 1 - 3, 5 - 8, 34, 35, 42) / Stacey Rise (Lot 37, 41), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0033	Old Coast Road (Lot 18, 535), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0032	Southern Estuary Road (Lot 13), Lake Clifton	Private	Waroona	Human Settlement

WRNWAR0031	Blackbrim Entrance (Lot 1, 2), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0030	Southern Estuary Road (Lot 245), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0029	Blackbrim Entrance (Lot 12), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0028	Southern Estuary Road (Lot 246), Lake Clifton	Other State Govt	Waroona	Human Settlement
WRNWAR0027	Southern Estuary Road (Lot 247), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0026	Southern Estuary Road (Lot 244), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0025	Armstrong Hills Estate - Armstrong Hills Drive / Corker Vale / Gaston Crescent / Seery Court / Southern Estuary Road / Thompson Crescent / Tognela Court, Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0024	Old Coast Road (Lot 5), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0023	Armstrong Hills Drive (Lot 136) / Gaston Crescent (Lot 165 - 168) / Tuart Grove Avenue (Lot 5 - 8), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0022	Armstrong Hills Estate - Armstrong Hills Drive (Lot 107, 200, 201) / Corker Vale (Lot 205 - 208, 211) / Dods Retreat (Lot 202, 203, 213, 214) / Old Coast Road (Lot 19) / Pitman Road (Lot 204, 210, 212) / Seery Court (Lot 110, 111) / Thompson Crescent (Lot 108, 109), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0021	Armstrong Hills Drive (Lot 215), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0020	Armstrong Hills Drive (Lot 137) / Thompson Crescent (Lot 151), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0019	Old Coast Road (Lot 4), Lake Clifton	Private	Waroona	Human Settlement
WRNWAR0018	Nanga Brook Road (Lot 392), Waroona	Private	Waroona	Human Settlement
WRNWAR0017	Nanga Brook Road (Lot 1520), Waroona	Private	Waroona	Human Settlement
WRNWAR0016	Hilla Waters Road (Lot 20), Waroona	Private	Waroona	Human Settlement
WRNWAR0015	Hilla Waters Road (Lot 11), Waroona	Private	Waroona	Human Settlement
WRNWAR0014	Hilla Waters Road (Lot 314), Waroona	Private	Waroona	Human Settlement
WRNWAR0013	Hall Road (Lot 101, 547), Waroona	Private	Waroona	Human Settlement
WRNWAR0012	Hall Road (Lot 52, 60 - 61), Waroona	Private	Waroona	Human Settlement
WRNWAR0011	Hall Road (Lot 104), Waroona	Private	Waroona	Human Settlement
WRNWAR0010	Bowles Road (Lot 246, 493), Waroona	Private	Waroona	Human Settlement
WRNWAR0009	Look Road (Lot 524), Waroona	Private	Waroona	Human Settlement
WRNWAR0008	Bowles Road (Lot 245) / Hall Road (Lot 159, 517, 1182, 1277) / South Western Highway (Lot 214, 228, 400, 523) / Wealand Road (Lot 2-3, 216, 520), Waroona	Private	Waroona	Human Settlement
WRNWAR0007	Drakesbrook Weir - Weir Road (Lot 600), Waroona	Water Corporation	Waroona	Human Settlement
WRNWAR0006	Water Treatment Plant - South Western Highway (Lot 31), Waroona	Water Corporation	Waroona	Economic
WRNWAR0005	Alcoa Social Club - Bancell Road (Lot 1170), Waroona	Private	Waroona	Human Settlement
WRNWAR0004	Hoffman Road (Lot 853) / Scarp Road (Lot 1), Waroona	Private	Waroona	Human Settlement
WRNWAR0003	Bancell Road (Lot 657), Waroona	Private	Waroona	Economic
WRNWAR0002	Willowdale Road (Lot 626, 1344), Waroona	Private	Waroona	Human Settlement
WRNWAR0001	Wagerup-Willowdale Road (Lot 2143), Waroona	Private	Waroona	Human Settlement

WALGA Climate Change Advocacy Position

Consultation Paper

January 2026

Table of Contents

1.	Introduction	3
2.	Legislation and Policy	5
3.	Technology	8
4.	Climate Change projections and economic impact	9
5.	Local Government activities and barriers.....	10
6.	WALGA Advocacy	12
7.	Draft Advocacy Position	14

1. Introduction

Climate change, and related legislation, policy and action, have implications for many aspects of Local Governments' operations and services. More frequent and severe droughts, heatwaves, bushfires, extreme rainfall events and warming, rising sea levels are increasing the costs and complexity of delivering critical services, infrastructure and ensuring community wellbeing.

The impacts and implications of climate change and opportunities for action differ depending on a Local Government's location, size and capacity. For example, coastal Local Governments are managing erosion and inundation risks, urban Local Governments are seeking to mitigate the impact of prolonged periods of heat on the liveability and health of their communities and in regional areas, water availability, heat stress and the transition to renewable energy are key concerns.

WALGA's policy and advocacy on climate change is longstanding, with the Association's first Climate Change Policy Statement adopted in 2009. In 2018 a new [Climate Change Policy Statement](#) and advocacy position were endorsed by WALGA State Council following extensive sector consultation. The 2018 Advocacy Position states:

Local Government acknowledges:

1. *The science is clear: Climate change is occurring and greenhouse gas emissions from human activities are the dominant cause.*
2. *Climate change threatens human societies and the Earth's ecosystems.*
3. *Urgent action is required to reduce emissions, and to adapt to the impacts from climate change that are now unavoidable.*
4. *A failure to adequately address this climate change emergency places an unacceptable burden on future generations.*

Local Government is committed to addressing climate change.

Local Government is calling for:

1. *Strong climate change action, leadership and coordination at all levels of government.*
2. *Effective and adequately funded Commonwealth and State Government climate change policies and programs.*

July 2018 – 72.5/2018

Since the 2018 Advocacy Position was adopted there have been significant legislative, policy, technological and scientific changes, including:

- The national *Climate Change Act 2022* and the Western Australian Climate Change Bill 2023.
- The *Local Government Amendment Act 2023*, which expanded Western Australian Local Governments' general function to include planning for, and mitigating, the risks associated with climate change.

- The release of the Australian Government's [National Climate Risk Assessment](#) and [National Adaptation Plan](#) in 2025.
- Escalation of the transition to renewable energy, uptake of electric vehicles and energy efficiency standards under the National Construction Code.
- Climate science and projections ([international](#), [national](#) and [WA specific](#)) have also become clearer regarding the risks posed by climate change and the need for action to address the consequential impacts.

It is important that the WALGA climate change advocacy position is updated to reflect these changes and the consequent needs and priorities of Local Governments. An updated climate change advocacy position, which complements other WALGA advocacy positions, will provide a sound basis for WALGA's advocacy.

Following initial consultation, consideration by State Council in March 2025 and feedback from the Environment Policy Team, WALGA has developed a revised, draft Climate Change Advocacy Position for Local Government feedback:

1. *Local Government acknowledges the risks associated with, and is committed to, addressing climate change.*
2. *WALGA calls on the Australian and Western Australian Governments to:*
 - a. *Provide the necessary climate leadership, coordination and action to ensure an orderly transition to achieve emission reduction targets and address the impacts of climate change.*
 - b. *Provide dedicated funding, guidance and practical support to assist Local Governments to undertake emissions reduction and adaptation actions.*

WALGA is seeking Council endorsed feedback on the draft Climate Change Advocacy Position by **COB Friday, 1 May 2026**. Feedback can be provided to environment@walga.asn.au.

This Paper provides an overview of matters which were considered in the development of the updated draft Advocacy Position including the legislation and policy (Section 2), technological changes (Section 3), climate science information (Section 4), feedback from Local Government on their needs, activities and barriers in relation to climate change (Section 5), and WALGA advocacy (Section 6). Section 7 provides detail on the rationale for the draft Advocacy Position.

2. Legislation and Policy

Since WALGA's Climate Change Policy Statement was endorsed in 2018, there have been significant Australian and Western Australian legislative and policy changes, these are outlined in Table 1.

Table 1: Government climate legislation and policy

Document	Summary
Climate Change Legislation	
Climate Change Act 2022	The Australian Government <i>Climate Change Act 2022</i> establishes a national framework for reducing greenhouse gas (GHG) emissions and enhancing climate resilience in Australia. It mandates setting emission reduction targets, annual reporting to Parliament and developing policies to support the transition to a low-carbon economy. Australia's Nationally Determined Contribution (NDC) under Article 4 of the Paris Agreement commits to reducing greenhouse gas emissions to 43% below 2005 levels by 2030.
Annual Climate Change Statement 2025	The Annual Climate Change Statement is a requirement under the <i>Climate Change Act 2022</i>. It provides an overview of the country's progress in reducing GHG emissions and enhancing climate resilience. The Statement includes updates on emission reduction targets, government initiatives and programs supporting the transition to a low-carbon economy. The Statement also identifies additional areas for further action.
WA Climate Change Bil 2023	The WA Climate Change Bill was introduced to Parliament in November 2023. The Bill sought to commit to net zero GHG emissions by 2050 and an interim whole of WA Government 2030 reduction target of 80% below 2020 levels. It also focuses on adapting to climate change impacts through sectorial adaptation planning and ensuring transparent progress reporting to the community and Parliament. The Bill has not progressed. In May 2025 the Premier indicated that climate change legislation introduced in WA would need to be carefully considered, particularly in regard to net zero targets, as WA is captured by national net zero legislation.

<u>Local Government Amendment Act 2023</u>	Amendments made to the <i>Local Government Act 1995</i>, under the first tranche of changes in the <i>Local Government Amendment Act 2023</i>, expanded the requirements for Local Government in regard to their general functions to ensure good governance outcomes for their communities. Under Part 3 s3.1(1A) General Function, Local Governments are now required (change in bold): a. <i>to promote the economic, social and environmental sustainability of the district; and</i> b. to plan for, and to plan for mitigating, risks associated with climate change; and c. <i>in making decisions, to consider potential long-term consequences and impacts on future generations.</i> These legislative changes were made without any sustainable investment model, or tools, to support the new responsibility.
<u>State Public Health Plan 2025 - 2030</u>	Under Stage 5 of the <i>Public Health Act 2016</i>, which commenced in June 2024, Local Governments are required to prepare and publish local public health plans by 4 June 2026 that consider the State Public Health Plan objectives and priorities. The objectives for the State Public Health Plan include “Protect against public and environmental health risks, effectively manage emergencies, reduce impacts of disaster, and lessen the health impacts of climate change”.
Climate Change Mitigation	
<u>Paris Agreement (2022 update)</u>	The Paris Agreement, under the United Nations Framework Convention on Climate Change, aims to limit global warming to 1.5°C by the end of this Century, requires a 43% cut in global GHG emissions by 2030.
<u>6th Intergovernmental Panel on Climate Change (IPCC) Report (2023)</u>	The 6th IPCC Report summarises the state of knowledge of climate change, its widespread impacts and risks, and climate change mitigation and adaptation.
<u>United Nations Climate Change Conference (COP 28) 2023</u>	The COP 28 Agreement calls for a tripling of renewable energy capacity and doubling of energy efficiency improvements by 2030.

Net Zero Plan 2025	The Australian Government's Net Zero Plan guides Australia's transition to the legislated target of net zero emissions by 2050, covering all major parts of the economy and is consistent with international and domestic targets. The Plan sets out Government priorities, establishes policies and measures to reduce emissions and support ongoing and new investment in low emissions and renewable activities. The Plan is supported by Treasury Modelling on the impact of the transition.
Western Australian Climate Change Policy 2020	The Western Australian Climate Change Policy outlines the State Government's plan for a climate-resilient future. It highlights actions to be taken in collaboration with all sectors of the economy to achieve net zero emissions by 2050. Key programs include: • Low carbon transition • Clean Energy Future Fund • Electric Vehicle (EV) Strategy • Building WA's climate resilient future • Sectoral Emissions Reduction Strategy (SERS).
Climate Change Adaptation	
National Climate Resilience and Adaptation Strategy 2021-2025	The National Climate Resilience and Adaptation Strategy 2021-2025 outlines how the Australian Government will fulfil its 2012 COAG Roles and Responsibilities through three objectives for effective adaptation across Australia: 1. Drive investment and action through collaboration 2. Improve climate information and services 3. Assess progress and improve over time.
National Climate Risk Assessment (NCRA) 2025	The NCRA is the first comprehensive evaluation of how climate change will impact key systems and regions across Australia and provides a solid evidence base for coordinated adaptation planning. The assessment identified 63 nationally significant risks with a more detailed analysis of 10 priority hazards.
National Adaptation Plan 2025	The Plan builds on the National Climate Resilience and Adaptation Strategy and forms Australia's new framework for preparing for and responding to climate change impacts. The Plan represents the 'prioritise and plan' steps in the adaptation cycle, following the 'understand and assess' steps outlined in the NCRA.

Council of Australian Governments (COAG) Roles and Responsibilities for Climate Change Adaptation in Australia	The Council of Australian Governments (previously COAG, now known as National Cabinet) defined roles and responsibilities for managing climate risk and adaptation across all levels of government. This highlighted that all levels of government play a significant role in climate change adaptation and risk management. Whilst this was agreed to in 2012, it is still referred to in national and state climate adaptation policy.
Western Australian Climate Adaptation Strategy 2023	Sets out directions to support climate adaptation in WA: 1. Produce and communicate credible climate information and resources 2. Build public sector climate capability and strengthen accountability 3. Enhance sector-wide and community partnerships 4. Empower and support the climate resilience of Aboriginal people.
Australian Local Government Association (ALGA) Policy and Advocacy	
Advocacy	ALGA has positions on both Climate Adaptation and Emissions Reduction and calls for a range of funding Programs and support for Local Government.
Adapting Together – Local Government Leadership in a Changing Climate Report 2025	The Report uses more than 200 examples of Local Governments showing leadership and taking action to address climate impacts, and five case studies to model the national value of Local Government climate adaptation.

3. Technology

Technological changes most relevant to Local Government include the transition to renewable energy, uptake of electric vehicles and changes to energy efficiency standards under the National Construction Code.

In line with legislated net zero targets, the [Australian Government](#) is also targeting 82% renewable energy in the country's electricity grids by 2030. It is essential that the energy transition currently underway delivers economic opportunities, ensures reliable and affordable electricity and benefits for the local community. In 2024 WALGA developed a suite of advocacy positions (see Section 6) related to the renewable energy transition, forming the basis of WALGA's advocacy on behalf of the sector on this issue.

4. Climate Change projections and economic impact

Analysis of [historic trends](#) indicates Western Australia is already experiencing the impacts of climate change:

- Western Australia has warmed since 1910, with an average temperature increase of 1.3 °C.
- Since 1900, rainfall has increased over most of Western Australia, apart from the far west and southwest where it has declined; the decline in southwest Western Australia has been larger than anywhere else in Australia.
- The number of days with dangerous weather conditions for bushfires increased in nearly all locations.

In 2025, the Australian Climate Service released the first [National Climate Risk Assessment](#) (NCRA) in conjunction with the Bureau of Meteorology, CSIRO, the Australian Bureau of Statistics and Geoscience Australia, which provides an important evidence base on climate risks across Australia. The NCRA assembles data and analysis in a nationally consistent way to be used by Government and community to inform adaptation at a national, regional and local level. It identifies and assesses the impact of 10 priority hazards, over four time horizons, under emissions scenarios of 1.5°C, 2°C and 3°C for 11 geographic regions (including Western Australia north and south). The NCRA also considers the key risks to various systems, including communities in urban, regional and remote areas, primary industries and food, health and social support and the natural environment.

The most up to date projections of WA's climate up to 2100 are being produced by the Western Australian Department of Water and Environmental Regulation (DWER) as part of the State Government's [Climate Science Initiative \(CSI\)](#). The CSI is intended to provide a better understanding of climate change at a local level by producing climate projections at smaller scales (20 km and 4 km resolution). At these scales, regional influences like topography, land use and coastlines can be better understood, as well as extreme events like storms.

Statewide temperature and rainfall climate projections have been produced for the whole of WA at a grid resolution of 20 km up to 2099 under low and high emissions scenarios. Projections at a grid scale of 4 km are anticipated to be available for the South West in early 2026 and for the North West, covering the Pilbara and Kimberly regions, in late 2026.

There is significant [evidence](#) identifying the negative impact on the economy from increasing climate change risks and hazards ([Productivity Commission Inquiry](#)) with [infrastructure and agricultural](#) sectors likely to face some of the most significant challenges. The [Insurance Council of Australia](#), reports that the cost of extreme weather events has resulted in payments to policy holders impacted by extreme weather events rising from an average of \$2.1 billion p.a. in real terms over the last 30 years to an average

of \$4.5 billion p.a. over the last five years. [Deloitte Access Economics](#) (2022), estimate that climate change will cost the nation up to \$1 trillion by 2050 and that \$380 billion of these costs could be avoided if immediate action is taken to reduce emissions and adapt.

5. Local Government activities and barriers

Reflecting the requirements of the *Local Government Act 1995*, as of July 2025, 79 Local Government's Strategic Community Plans make specific reference to climate change, with a further 40 mentioning sustainability more broadly. Of these, 50 have targeted climate change plans or strategies.

Figure 1 identifies metrics relating to Local Governments' climate change related commitments and activities.

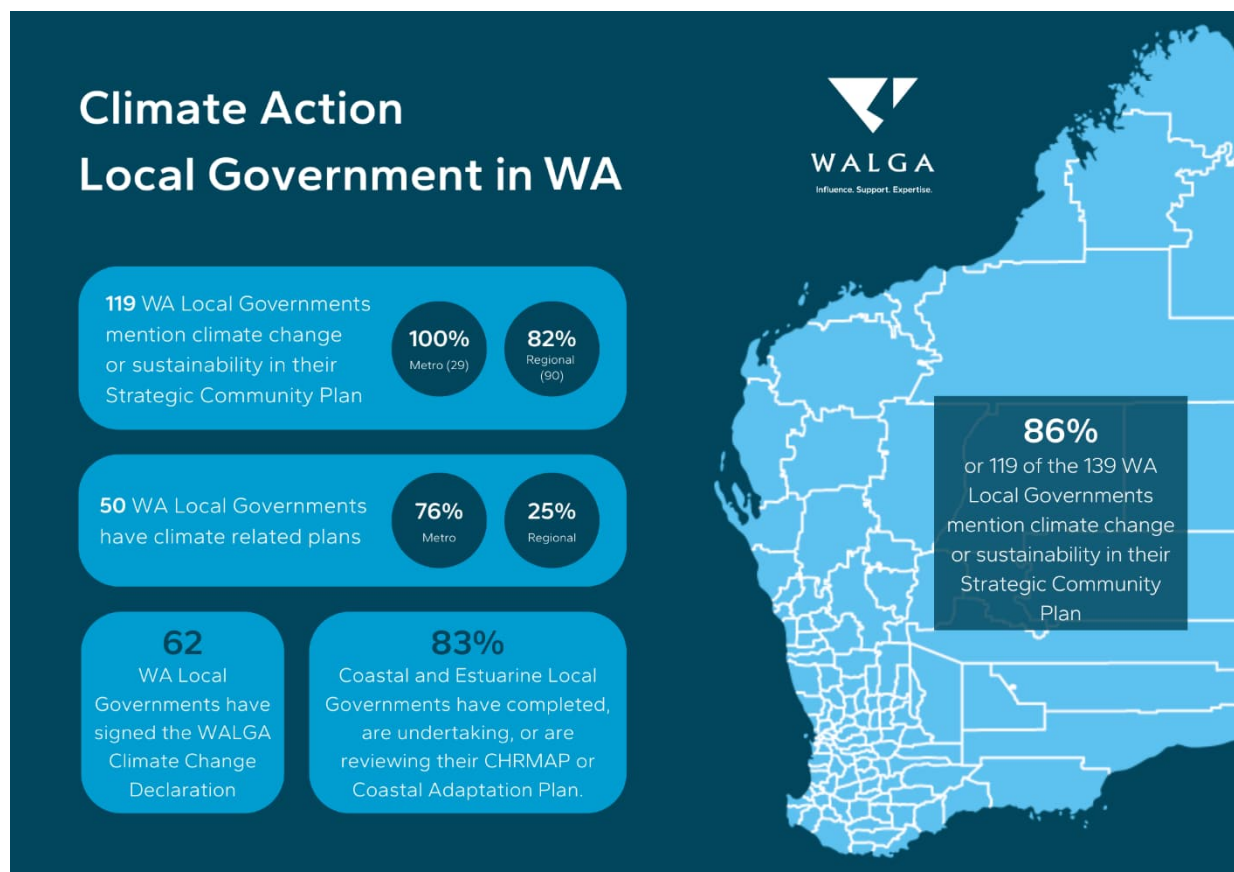


Figure 1: Local Government Climate Change commitments and activities

WALGA has undertaken a regular Climate Change Survey of Local Governments since the 2018 position was adopted, with surveys undertaken in 2020, 2022 and 2024 (see Table 2).

Table 2: Snapshot of WALGA climate change survey responses

<i>Year</i>	<i>Metropolitan (no. and % of respondents)</i>	<i>Regional (no. and % of respondents)</i>	<i>Total Respondents</i>
2020	29 (79.1%)	110 (79.1%)	139
2022	16 (32.6%)	33 (67.3%)	49
2024	27 (31.3%)	59 (68.6%)	86

These surveys consistently identify the main barriers to undertaking emissions reduction and adaptation actions for Local Government as **limited capacity, expertise, funding and support**. These issues are particularly significant for smaller, regional Local Governments, whose assets and communities are more vulnerable to the [impacts of climate change](#), such as extreme weather events.

Findings from the 2024 climate change survey reinforced that these issues remain the main barriers for Local Governments and are compounded by the many **competing priorities** within Local Governments. Survey respondents understood requirements for Local Government to incorporate climate change considerations into their operational planning, however reported limited knowledge or resources to undertake change. The Australian Local Government Climate Review identified that this is a critical issue for the sector in relation to emergency management. When emergency events occur, [Local Governments](#) have the most significant and immediate burden of managing the consequences compared to other levels of Government (Figure 2).

Coastal erosion is an example of the inequitable cost burden placed on Local Government. The State Government has identified 55 coastal erosion 'hotspots' (15 metropolitan, 40 regional) and flagged an additional 31 locations (8 metropolitan and 23 regional) for future consideration. 23 Local Government areas have been recognised as requiring active management over the next 25 years.

Under State Planning Policy 2.6, Local Government is responsible for planning and addressing predicted erosion and inundation hazards, through the preparation of Coastal Hazard Risk Management and Adaptation Plans (CHRMAP). Through the CoastWA Program, the State Government has delivered funding and support to Local Governments to manage current impacts of coastal erosion and inundation and to plan and prepare for increased impacts in the future. However, the level of funding provided for the CoastWA Program is inadequate and is due to expire in 2025-26. Only \$33.5 million was allocated to the Program over five years to 2025-26, despite the State Government estimating in 2019 that the cost to manage the 55 hotspots was \$110 million over the same period – with more funding required over the medium to long-term.



Figure 2: Snapshot of 2024 WALGA Local Government Climate Change Data in relation to main barriers faced by Local Government in addressing climate change.

6. WALGA Advocacy

WALGA's 2025 [State Election Priorities](#) and [2026-27 State Budget Submission](#) advocates for State Government support and investment under Climate Resilience, Low Carbon and Disaster Ready themes including funding for emergency management, waste, water availability and infrastructure, coastal erosion and inundation, urban tree canopy and EV charging infrastructure.

WALGA has a suite of [Advocacy Positions](#) that relate to these priority areas and are supported by WALGA's current Climate Change Policy Position, including:

- Water Management (4.3)
- Urban Forest (4.5)
- Street Lighting (5.5)
- Vehicle Emissions (5.14)
- Renewable Energy (6.16, 6.17, 6.18)
- Building Act and Regulations (6.6)
- Coastal Planning (6.8)
- Emergency Management (8.1, 8.2, 8.11).

In 2021-23, WALGA secured State Government funding to deliver a [Regional Climate Alliance \(RCA\) Pilot Program](#), an initiative under the [Western Australian Climate Policy](#).

Modelled on successful programs in other jurisdictions, two groupings of Local Governments, the South Coast Alliance and Goldfields Voluntary Regional Organisation of Councils (GVROC), focused on accelerating climate action at the regional scale. WALGA continues to advocate to the State Government to implement a statewide program to assist to Local Governments, particularly in regional communities, and secure State Government investment in the management of climate risks.

Local Governments own energy use provides an opportunity for renewable energy and enhanced disaster resilience, with many Local Governments upgrading their assets and facilities with solar and battery storage capabilities. In April 2022, WALGA commenced an aggregated purchase arrangement on behalf of the sector to deliver both economic savings and emission reductions to participating Local Governments. It is estimated that the first three-year term of the contract collectively delivered cost savings of approximately \$34 million and sustainability benefits through carbon offsets. The second iteration of the project, involving 50 Local Governments, commenced in early 2025 has projected savings of \$34 million to participating members in addition to substantial renewable energy and sustainability co-benefits.

The uptake of electric vehicles has also gained momentum with the Australian and State Governments investing in charging infrastructure and implementing programs to encourage the adoption of electric vehicles. Many Local Governments have also been transitioning their fleets and installing corporate and public use charging infrastructure.

In 2024, after two years of project development, WALGA successfully secured \$4.51 million (\$3.51 million funding from the Australian Renewable Energy Agency (ARENA) and \$1 million from the State Government) to fund charging infrastructure and energy upgrades to support the transition to electric vehicles across 22 Local Governments. 105 charging stations were delivered under the project and participating Local Governments co-invested \$7.68 million to roll out more than 140 Electric Vehicles to replace petrol and diesel vehicles.

In May 2025, [changes](#) to the National Construction Code came into effect. These changes included a strong focus on energy efficiency of new builds and expanding requirements for commercial buildings to facilitate electric vehicle charging infrastructure, solar and battery storage.

Local Governments play a role in the compliance and uptake of these standards both with industry and their communities. To support this, WALGA developed a discussion paper in 2022 to explore the opportunities for Local Government in supporting the Trajectory for Low Energy Buildings. The Trajectory is a national plan to achieve net zero carbon and energy residential and commercial buildings and provides recommendations to improve energy efficiency in existing buildings. WALGA's State Council endorsed its support of the Trajectory in 2021.

WALGA also provides secretariat support to the Western Australian Local Government Climate and Sustainability Alliance (WASCA), a growing sector-led officer network with over 100 officers from 45 Local Governments seeking to share knowledge and build capacity across the sector in climate related activities.

7. Draft Advocacy Position

The current climate change [Advocacy Position](#) reflects the policy and legislative environment and lower level of political consensus regarding the science of climate change at that time.

Importantly, the Australian Government has legislated Australia's emissions reductions targets of 43 per cent below 2005 by 2030 and net zero by 2050, consistent with Australia's commitments under the Paris Agreement. The Western Australian Government has indicated that it is committed to achieving net zero emissions by 2050 in line with the national legislated target, although it has not committed to progressing with legislating this target.

Local Governments' general function under the *Local Government Act 1995* has also been expanded to include planning for, and mitigating, the risks associated with climate change.

Climate analysis and projections emphasise the need for action to adapt to the escalating impacts from climate change on Australia and Western Australia, including more frequent and severe disaster events, as well as more heatwaves and rising sea levels.

Taking these factors into consideration, along with the feedback provided by the sector regarding the need for dedicated funding and support for emissions reduction and adaptation, WALGA has developed the following revised, draft Climate Change Advocacy Position:

1. *Local Government acknowledges the risks associated with, and is committed to, addressing climate change.*
2. *WALGA calls on the Australian and Western Australian Governments to:*
 - a. *Provide the necessary climate leadership, coordination and action to ensure an orderly transition to achieve emission reduction targets and address the impacts of climate change.*
 - b. *Provide dedicated funding, guidance and practical support to assist Local Governments to undertake emissions reduction and adaptation actions.*

WALGA is seeking Council endorsed feedback on the draft Climate Change Advocacy Position by **COB Friday, 1 May 2026**. Feedback can be provided to environment@walga.asn.au.

**Environmental
Management Strategy
2023 – 2033**

SHIRE OF WAROONA

About this document

The Environmental Management Strategy incorporates all the functions and land related asset classes as a part of an overall framework that provides for the sustainable management of the natural environment.

The objective of the Strategy is to present information about the Shire's natural and land assets, provide evidence of responsible management and compliance, and summarise required resourcing to meet the communities' environmental goals, in addition to the Shire of Waroona's legislated obligations.

This document is available in alternative formats such as large print, electronic, audio or Braille, on request.

“The Shire of Waroona stretches from sea to scarp between the Indian Ocean and the Darling Scarp, featuring pristine beaches, coastal lakes, fertile farmlands and peaceful jarrah forests. Covering a total area of 835km², the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach”.

Document Control		
Date	Details	Author
19/12/2023	Draft for Adoption by Council	Karen Oborn

Contents

Waroona – Past, Present & Into the Future.....	5
Chief Executive Officer's Message.....	6
About the Environmental Management Strategy	8
Our Shire	9
Our Council.....	10
Our Staff	11
Service Areas	12
Links to Corporate Strategies.....	14
Vision, Mission & Values.....	15
Vision	15
Mission.....	15
Values	15
Focus Areas & Aspirations.....	16
Environmental Management Overview.....	17
Purpose.....	17
Asset Valuation Summary.....	18
Leased Assets.....	18
Vested Land	18
Theme One: 'Shire Council Strategic Environmental Management Objectives'	19
Decarbonisation:	19
Revenue generating enterprises from Actuated Carbon Credit programs;	19
Waste Minimization	20
Waste 2 Energy and e-waste recycling programs (rare earth recovery):.....	20
Resource Efficiency:.....	20
Theme Two: Sustainable Business and Green Industry	21
Renewable Energy:	21
Green Industry:.....	21
Conversion of existing industries:	22

Theme Three: 'Other Agency and NGO Environmental Partnerships'	23
Environmental Conservation:.....	23
Biodiversity and Biosecurity:.....	24
Coastal Care and Conservation:.....	24
Theme Four: 'Community Environmental Management and Sustainability'	25
Water-Wise Initiatives:.....	25
Climate Change Mitigation:.....	26
Sustainable Development:.....	26
Community Education and Eco-Tourism:.....	26
Bush Fire Mitigation and Vegetation Management:.....	26
Biodiversity Strategy for the Shire of Waroona.....	27
Future Demand.....	30
Political Factors	30
Economic Factors.....	30
Social Factors.....	30
Demographic Change.....	31
Changes in Technology.....	32
New Assets from Growth.....	32
Legislation	32
Tourism Growth.....	32
Climate Change.....	32
Demand Planning.....	32
Demand Management Strategies	33
Risk Management	34
Risk Management Guide	34
Sustainability Principles	37
Program Actions	38



Waroona – Past, Present & Into the Future

Waroona has provided a home for generations, from the days when Indigenous Australians roamed the coastal areas in spring and summer, and the hills in autumn and winter.

Settlers began to arrive in the area in the late 1830's, although Drakesbrook (later to be known as Waroona) did not come into its own until the Pinjarra to Picton railway line was opened in 1893. The town catered to the needs of the mill workers with a post office, general store, blacksmith, a number of hotels come boarding houses, churches, doctor and dentist.

The farms supplied butter, fruit and vegetables for the men of the mills, and chaff for the horse teams that hauled the logs. As is many of the small towns of the time, dances, picnics and football formed the core of social life within the community and to this day Waroona still proves to be a successful sporting and extremely social community.

Today, agriculture, mining, manufacturing and tourism are important contributors to the local economy.

Waroona is an evolving district that services the diverse, social and economic needs of a growing community. The strong agricultural heritage will continue to guide any future district developments, particularly in Waroona and Hamel, and its enviable location on the Indian Ocean and along with the Yalgorup National Park will, influence future considerations for Preston Beach and Lake Clifton.

The population is expected to grow over the next thirty years. With this growth comes challenges, but smart planning and a focus on broadening the economic base will open up significant opportunities for tourism, commercial investment, employment and education.

The long-term vision for Waroona is to create a district distinctive by its creativity, liveliness, activity and vibrancy, attracting new investment, seizing opportunities to develop and expand its business sector, and encourage innovation and collaboration, while providing an enticing array of lifestyle attractions.

The Shire of Waroona is excited about its future.

Chief Executive Officer's Message

The Shire of Waroona provides assets for the community including roads, bridges, buildings, drainage, footpaths and public open space. The Shire also manages the natural environment. Careful planning and coordination of local government assets is fundamental to the economic and social wellbeing of our communities. Sustainably managed and diverse natural ecosystems, coastal areas and public open spaces, make possible our wide range of lifestyle choices and standards of living. The Environmental Management Strategy is a summary of the functions and land related asset classes, forming a part of an overall framework that provides for the sustainable management of the natural environment.



The objective of the Strategy is to present information about the Shire's natural and land assets, provide evidence of responsible management and compliance, and summarise required resourcing to meet the communities' environmental goals, in addition to the Shire of Waroona's legislated obligations.

To ensure progress toward the outlined objectives and actions, collaboration with relevant stakeholders, agencies, and the community will be essential for successful implementation. The organisational structure for the Environmental portfolio, is designed to be customer centric, with four thematic sub-portfolios, focused on who is coordinating the related objectives. This plan also outlines the Shire of Waroona's implementation actions.

These four themes are –

1. **Shire Council Strategic Environmental Management Objectives**
2. **Sustainable Business and Green Industry**
3. **Other Agency and NGO Environmental Partnerships**
4. **Community Environmental Management and Sustainability**

The Environment Management Strategy is reviewed annually, at which time it is amended and extended as new issues are identified and priorities change. Once again, I would like to acknowledge the input received from individuals within our organisation who have assisted greatly in the preparation of this document. The Council and Staff remain committed to creating an environment that supports moderate, high quality, sustainable growth, whilst seeking to *“Protect and Enhance our existing Natural Assets, Waterways, Bushland, and Biodiversity”*.

Mark Goodlet
Chief Executive Officer



About the Environmental Management Strategy

The Environmental Management Strategy incorporates all the functions and related land use asset classes, as part of an overall framework that provides for the sustainable management of the environment. The objective of the Strategy is to present information about the Shire's natural and land assets, provide evidence of responsible management and compliance, and summarise required resourcing to meet the communities' environmental goals, in addition to the Shire of Waroona's legislated obligations.

Integrated Planning & Reporting Framework	
Strategic Community Plan	Community vision, strategic direction, long and medium-term priorities and resourcing implications with a horizon of 10 years.
Corporate Business Plan	4-year delivery program, aligned to the Strategic Community Plan and accompanied by 4-year financial projections.
Annual Budget	Financial plan for the current year.

Informing Strategies	
Long Term Financial Plan	10-year financial plan.
Asset Management Plans	Approach to managing assets to deliver chosen service levels.
Workforce Plan	Shaping the workforce to deliver organisational objectives now and in the future.
Place & Area Specific Plans	Any other informing strategies – including this Environmental Management Strategy.

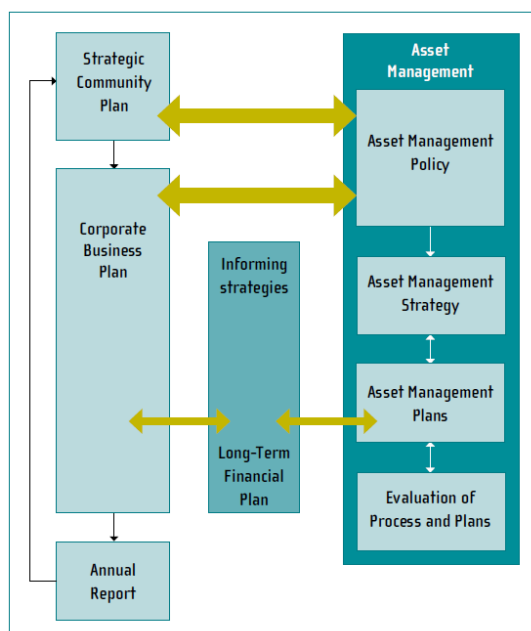


Figure 1: Elements of the Integrated Planning & Reporting Framework. Source: Department of Local Government, Sport & Cultural Industries.

Our Shire

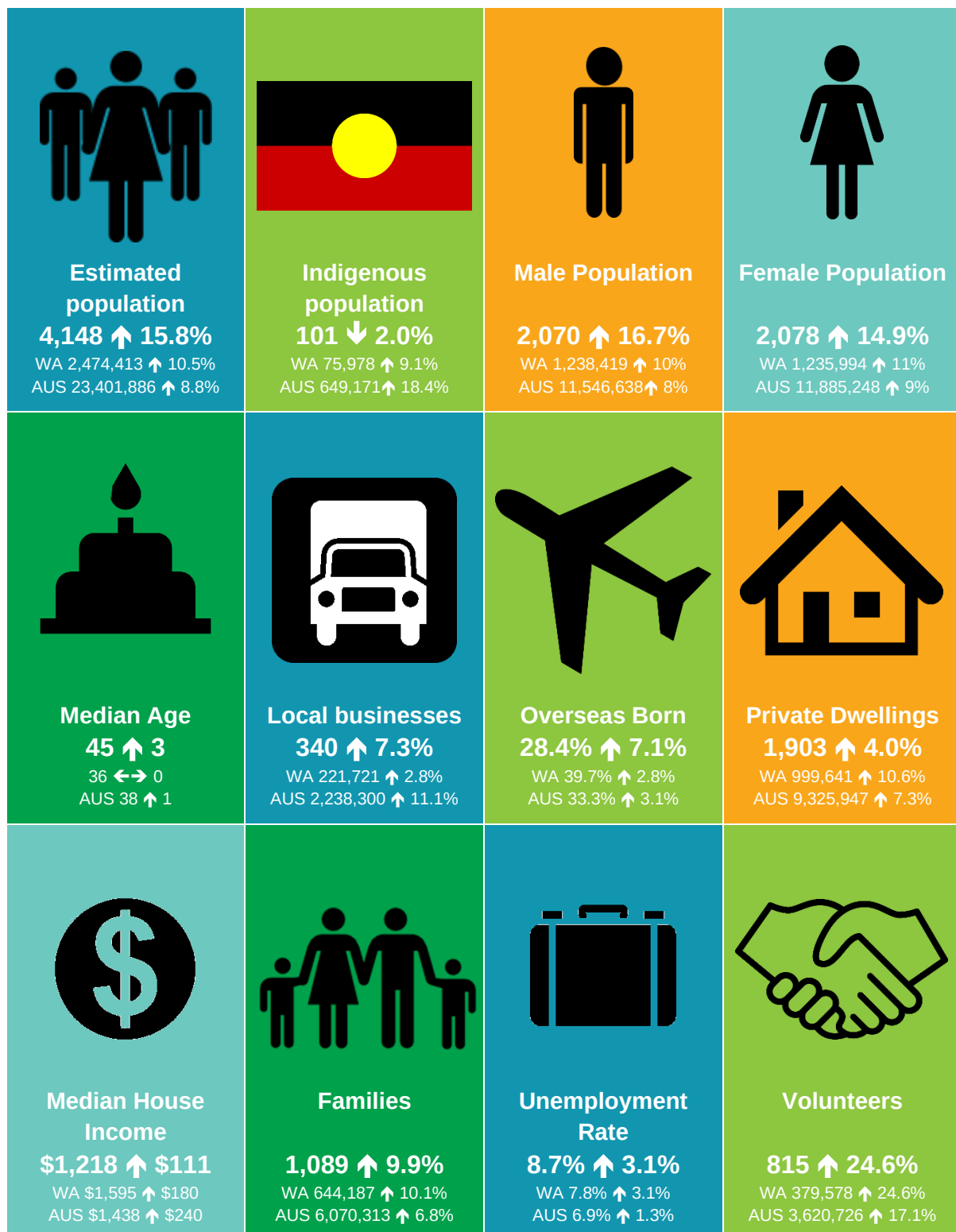


Figure 2: Shire of Waroona Statistics. Source: Australian Bureau of Statistics 2016 Census.

Our Council



Cr Mike Walmsley
Shire President



Cr Naomi Purcell
Deputy Shire President



Cr John Mason



Cr Karen Odorisio



Cr Dion Pisconeri



Cr Laurie Snell



Cr Vince Vitale

Our Staff



Mark Goodlet

Chief Executive Officer

- Strategy
- Elections
- Major Projects
- Council Services
- Business Improvement



Ashleigh Nuttall

Director Corporate & Community Services

- Finance
- Human Resources
- Governance
- Risk Management
- Information Technology
- Customer Service
- Library Services
- Community Development
- Recreation Services
- Tourism



Karen Oborn

Director Infrastructure & Development Services

- Technical Services
- Works & Services
- Waste Management
- Community Safety & Rangers
- Planning & Development Services
- Regulatory & Building Services
- Environmental Services
- Asset Management

Service Areas

The Shire of Waroona is responsible for a range of functions, facilities and services including:

- Services to properties and the community;
- Regulatory services;
- General administration; and
- Process of government

Office of the Chief Executive Officer		
Department	Services	
Strategy	• Integrated planning and reporting	• Master planning
Elections	• Elections	
Major Projects	• Major projects	
Council Services	• Council services	
Business Improvement	• Continuous improvement	• Business management
Corporate & Community Services		
Department	Services	
Finance	• Budgeting • Finance / Accounting • Loans / Investments • Grants management	• Rates • Payroll • Asset accounting / management
Human Resources	• Human resources management • Recruitment	• Workforce planning • Workplace health and safety
Governance	• Policies and procedures • Delegations • Registers	• Audit • Local laws
Risk	• Insurance • Risk management	• Business continuity
Information Technology	• Information technology • Records • Freedom of information	• Public information disclosure
Customer Service	• Customer service • Licensing • Facility bookings	• Marketing / Engagement and media
Library Services	• Library services	
Community Development	• Place attraction • Community development	• Events
Recreation Services	• Recreation services	• Club development
Tourism	• Visitor Centre	• Tourism

Infrastructure & Development Services		
Department	Services	
Technical Services	• Design and investigation • Asset management • Subdivision and development application referrals	• Project management • Extractive industry • Grants management (assets)
Works & Operations	• Buildings • Parks and gardens • Maintenance, capital and operations	• Infrastructure • Plant and fleet
Waste Management	• Collection services	• Disposal services
Community Safety	• Emergency services • Bushfire Mitigation • Bush Fire Brigades	• Closed circuit television • Community Safety Services
Planning Services	• Strategic planning • Statutory planning	• Environmental planning • Heritage services
Regulatory Services	• Building approvals • Environmental health services	• Ranger services • Preston Beach volunteer rangers
Environmental Services	• Reserves, Native Vegetation and Foreshore Management	• Biosecurity and pest control • Biodiversity and Conservation
Asset Management	• Asset Management Planning & Programming	• Asset Management Program Delivery

In order to develop the Shire of Waroona's strategic vision to ***continually care for, protect and enhance our environment for the generations to come, by seeking to protect and Enhance our existing Natural Assets, Waterways, Bushland, and Biodiversity.*** This strategy provides guidance and direction for Environmental Services such as

- **Biosecurity and Pest Control**
- **Biodiversity and Conservation**
- **Street Trees, Verges, Parks and Gardens**
- **Reserves, Native Vegetation and Foreshore Management**

The Shire of Waroona Environmental Management themes align with the Shire of Waroona's organisational structure in figure 3 below, indicating the flow of aligned strategic decision making;

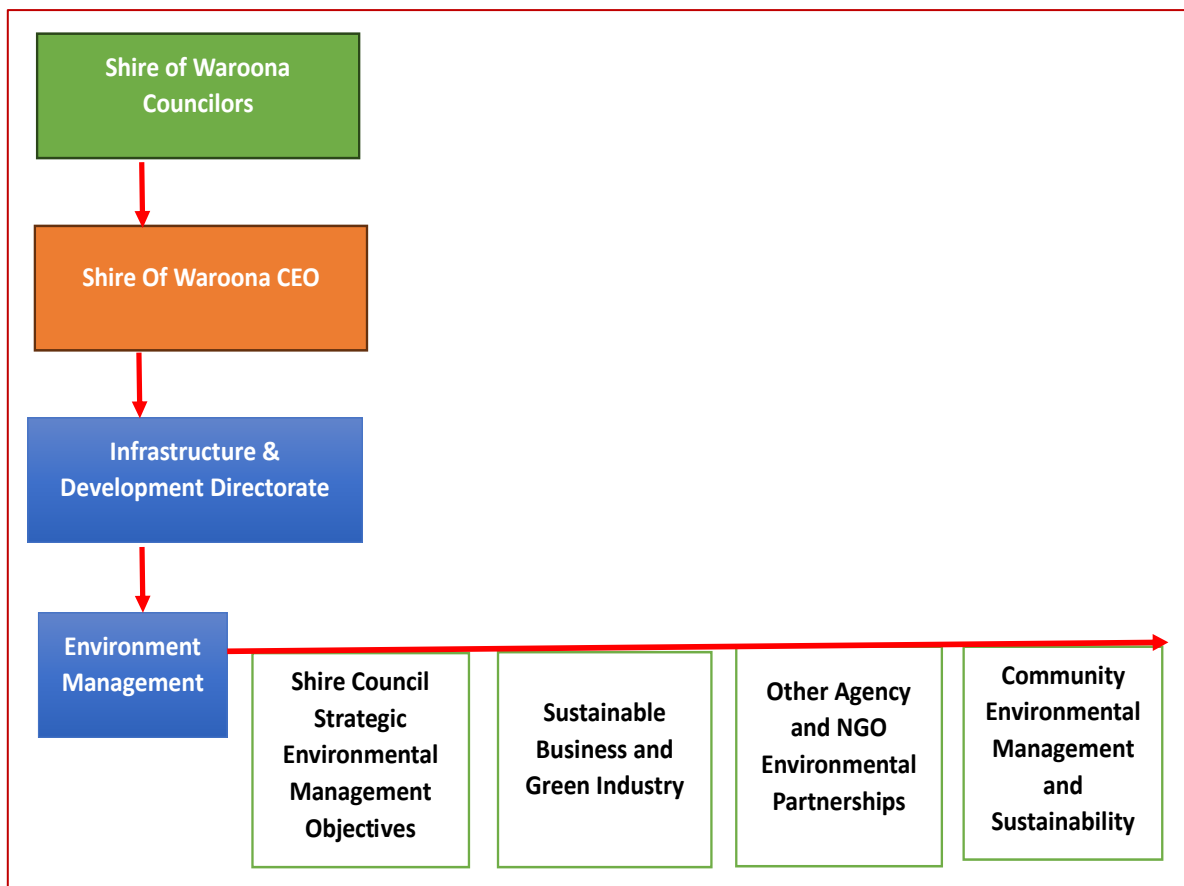


Figure 3: Shire of Waroona's organisational structure – extract.

Links to Corporate Strategies

The Environmental Management Strategy is prepared under the direction of the vision, goals and objectives in the Strategic Community Plan. This Strategy is a crucial component of the Shire planning process, linking with the following documents:

- Strategic Community Plan 2020 – 2030;
- Corporate Business Plan 2022 – 2026;
- Long Term Financial Plan 2022 – 2032;
- Workforce Plan 2020 – 2024;
- Preston Beach Foreshore Management Plan
- Related Shire Policies and Local Laws; and
- Asset Management Plans and Delivery Programs.

Vision, Mission & Values

Vision

The Shire of Waroona will create a sense of place and identity, embracing creativity, our natural environment and a strong and diverse economy.

Mission

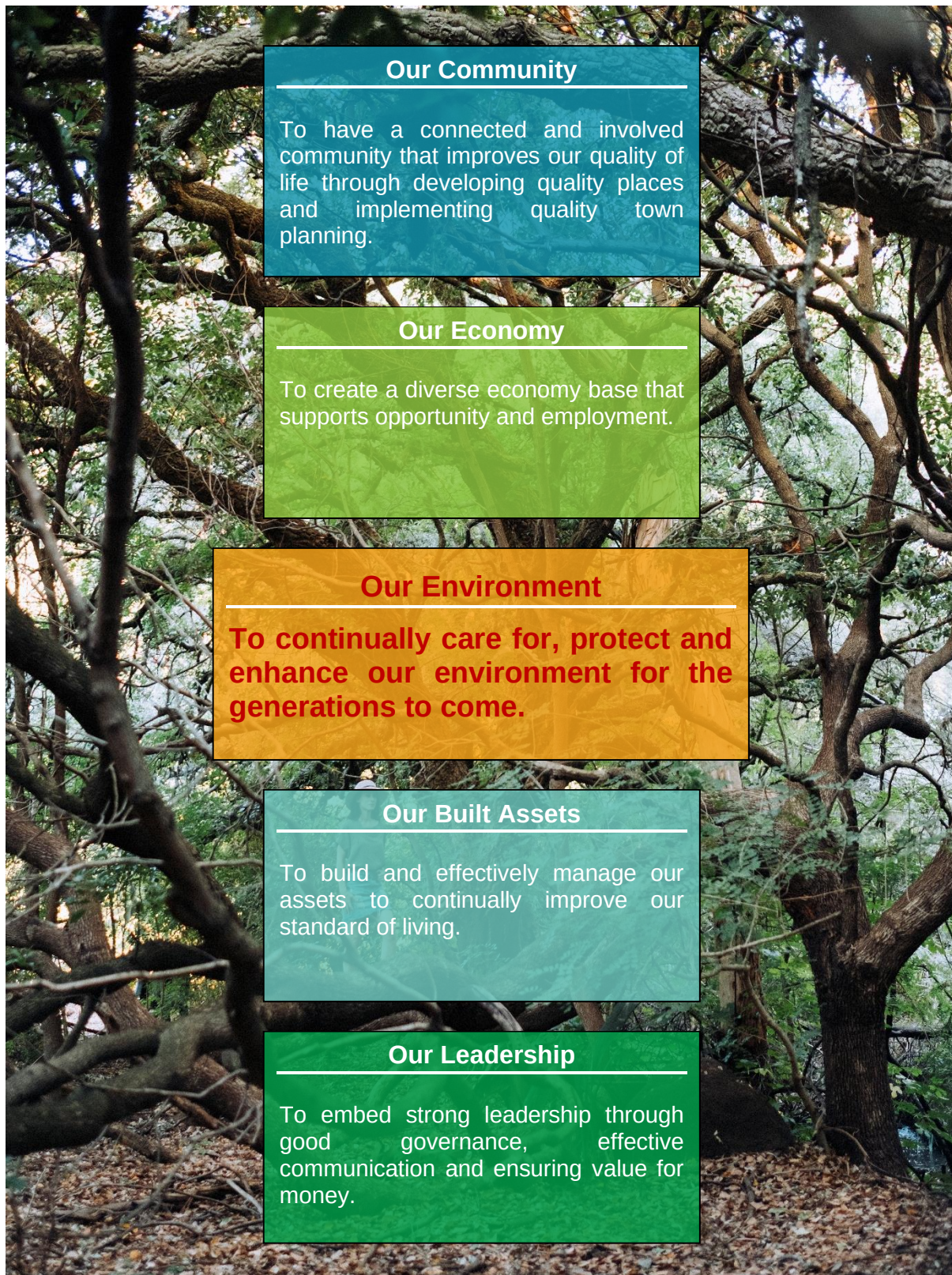
We will be an organisation, with a can-do attitude that strives for service excellence, continued improvement and a commitment to outcomes.

Values

Our values are A REALITY:

- A** – Accountable
- R** – Respect
- E** – Excellence
- A** – Accessible
- L** – Leadership
- I** – Innovative
- T** – Transparent
- Y** – Yours

Focus Areas & Aspirations



Environmental Management Overview

The Shire of Waroona is responsible for providing a number of community focused services. In doing so, the Shire must ensure that its assets and community facilities are maintained in accordance with well-developed asset management programs and strategic forward plans to enable these services to meet community needs. Asset management is recognised as a practicable and financially responsible means of managing Council's assets by ensuring that the assets continue to provide a specified level of service delivery to defined standards over their entire life. Each Asset Management Plan informs the works program for that Asset class. The works programs are reviewed as a part of the budget planning process.

The Shire of Waroona plans for and implements a range of local Strategic Community Objectives, as well as Federal State and Regional Environmental outcomes. This **Environmental Management Strategy** forms an informing Strategy in the Shire of Waroona's *'Integrated Planning and Reporting'* framework. Forming the - Land, Reserves, Native Vegetation & Foreshore Asset Management Plan, which includes assets such as the Drakesbrook Weir, Waterways, Camping Grounds, Reserves, Native Vegetation, Woodlands, Coastal dunes and Foreshores.

Purpose

The purpose of the Environmental Management Strategy is two- fold:

1. To plan for and implement Strategic Community Objectives:
 - **SCP Objective 3.1:** Protect and Enhance our existing Natural Assets, Waterways, Bushland, and Biodiversity.
 - **SCP Objective 3.2:** Proactively manage resources and practice sustainability through responsible management of water, energy, fire control and waste.

And

2. To plan for and implement as Federal State and Regional Environmental priorities within the Local Governments remit.

This strategy provides strategic and operational structure and guidance, in achieving the implementation of aligned deliverables, with regard to Environmental Management objectives. This Environmental Management Strategy encompasses various facets of sustainability and environmental stewardship, aiming to make the Shire of Waroona a model for sustainable living and development in Western Australia. Regular monitoring and evaluation should be conducted. To ensure progress toward the outlined objectives and actions. Collaboration with relevant stakeholders, agencies, and the community will be essential for successful implementation. The organisational structure for the Environmental portfolio, is designed to be customer centric, with four thematic sub-portfolios, focused on who is coordinating the related objectives. This plan also outlines the Shire of Waroona's implementation actions.

These four themes are –

1. **Shire Council Strategic Environmental Management Objectives**
2. **Sustainable Business and Green Industry**
3. **Other Agency and NGO Environmental Partnerships**
4. **Community Environmental Management and Sustainability**

Asset Valuation Summary

Asset Group	Replacement Cost	Fair Value (Depreciated Value)	Annual Depreciation Expense 21/22
Plant & Equipment	\$3,860,779	\$2,851,672	\$216,785
Land	\$20,051,000	\$20,051,000	0
Buildings (revalued)	\$42,847,500	\$24,345,505	\$369,774
Roads Infrastructure	\$82,279,385	\$75,801,295	\$1,684,241
Furniture & Equipment	\$352,498	\$170,203	\$44,508
Other Infrastructure	\$18,282,348	\$15,551,142	\$699,414
TOTAL	\$167,673,510	\$138,770,817	\$3,014,772

Table 1: Summary of asset costs, values and expenses 21/22 Asset register. Source: Shire of Waroona.

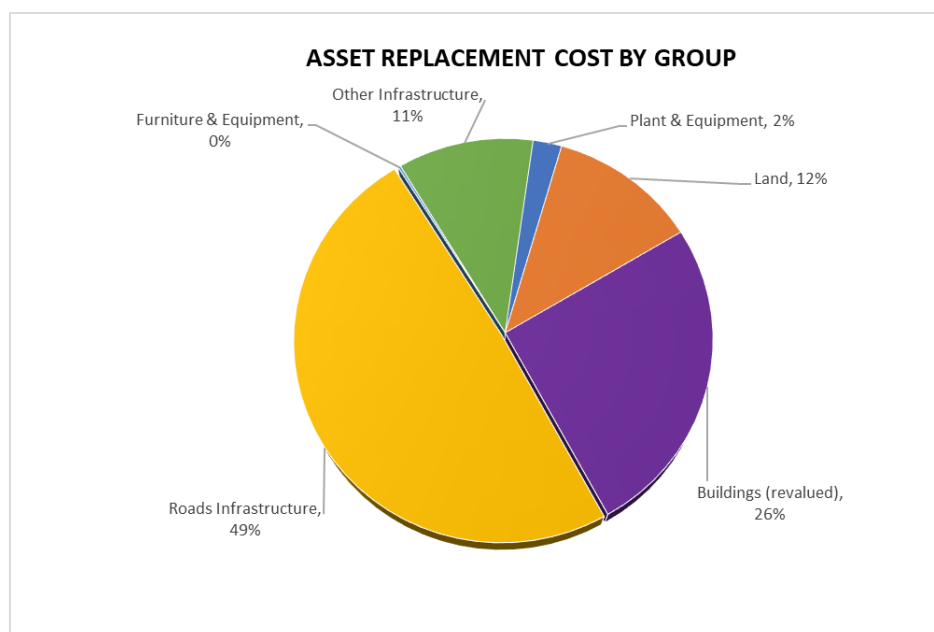


Figure 4: Graph of asset replacement costs by asset type in Asset Register. Source: Shire of Waroona.

Leased Assets

The Shire leases a number of land and building assets to third parties, predominantly community groups and sporting clubs.

Vested Land

The Shire has a number of Crown reserves for which it holds management orders. All improvements on vested land are accounted for in the appropriate asset register.

Theme One: 'Shire Council Strategic Environmental Management Objectives'

The first theme in the Environmental Management Portfolio is - 'Shire Council Strategic Environmental Management Objectives'.

Focus Areas:

The focus areas for this theme within the Shire of Waroona's Environmental Management Strategy are;

- a) decarbonisation, lowering carbon emissions and increasing offsets to achieve neutral carbon level in the community and region;
- b) revenue generating enterprises from Actuated Carbon Credit programs;
- c) achieving waste minimization targets through reducing reusing and recycling of inert waste;
- d) waste to energy and e-waste recycling programs; and
- e) reducing organisational and community consumption of water, fuel and energy resources.

Programs and initiatives

Each focus area has an objective, work program and initiatives. These include;

Decarbonisation:

Objective: To reduce carbon emissions and achieve carbon neutrality in the community and region.

Actions -

1. Conduct a greenhouse gas emissions inventory for the Shire.
2. Develop a Climate Action Plan to set emission reduction targets.
3. Promote energy efficiency and renewable energy adoption in the community.

Revenue generating enterprises from Actuated Carbon Credit programs;

Objective: To reduce carbon emissions and restore the natural environment, while generating income from Carbon Credits.

Actions -

1. Explore carbon offset projects such as reforestation and wetland restoration.
2. Participate in carbon credit markets to generate revenue.

Waste Minimization

Objective: To achieve waste minimization targets through the 3Rs - Reduce, Reuse, and Recycle.

Actions -

1. Support waste reduction campaigns and education programs.
2. Expand recycling and composting infrastructure and progress towards landfill closure.
3. Support businesses in adopting sustainable packaging practices.
4. Support and Establish recycling programs.
5. Promote the circular economy and local recycling industries.

Waste 2 Energy and e-waste recycling programs (rare earth recovery):

Objective: To achieve waste minimization targets through the 3Rs - Reduce, Reuse, and Recycle.

Actions -

1. Implement waste reduction campaigns and education programs.
2. Establish e-waste collection and recycling programs.
3. Promote the circular economy and local recycling industries.
4. Implement and support Waste 2 Energy initiatives.

Resource Efficiency:

Objective: To reduce water, fuel, and energy consumption in the Shire's operations and in the community.

Actions -

1. Retrofit Shire buildings with energy-efficient technologies.
2. Encourage water-saving practices in landscaping and agriculture.
3. Support community energy efficiency programs.
4. Invest in renewable energy for Shire facilities.
5. Support incentives for electric vehicle adoption.

Theme Two: Sustainable Business and Green Industry

The second theme in the Environmental Management Portfolio is – **‘Sustainable Business and Green Industry’**.

Focus Areas:

The focus areas for this theme within the Shire of Waroona’s Environmental Management Strategy are;

- a) promoting and supporting the development of renewable energy and renewable energy facilities;
- b) supporting the development of green industries; and
- c) promoting and supporting the conversion of existing industries to renewable energy and environmentally friendly practices.

Programs and initiatives

Each focus area has an objective, work program and initiatives. These include;

Renewable Energy:

Objective: To support the development of renewable energy projects and facilities.

Actions -

1. Develop and implement Renewable Energy Facilities Policy and Guidelines.
2. Identify suitable sites for renewable energy projects and include in Planning Strategy and Scheme.
3. Facilitate permits and approvals for renewable energy installations.
4. Attract renewable energy companies to the Shire.
5. Encourage microgrid development for energy resilience.

Green Industry:

Objective: To support the development of renewable industries and eco-friendly practices.

Actions -

1. Support incentives and grants for green technology development.
2. Identify suitable sites for green industry development and include in Planning Strategy and Scheme.
3. Advocate for sustainable manufacturing and production methods.
4. Support and Facilitate workforce training in eco-friendly practices.
5. Develop green industrial zones.

Conversion of existing industries:

Objective: To support the transition of existing industries to renewable and eco-friendly practices.

Actions -

1. Support incentives and grants for green technology adoption.
2. Collaborate with local industries to reduce environmental impact.
3. Promote sustainable manufacturing and production methods.
4. Facilitate workforce training in eco-friendly practices.
5. Promote solar panel installations in residential and commercial areas.



Theme Three: 'Other Agency and NGO Environmental Partnerships'

The third theme in the Environmental Management Portfolio is - **'Other Agency and NGO Environmental Partnerships'**.

Focus Areas:

The focus areas for this theme within the Shire of Waroona's Environmental Management Strategy are;

- a) promoting and supporting local and regional environmental conservation restoration and protection that supports the retention, conservation and protection of Peel waterways as well as native flora and fauna:
 - *including the species within the Northern Jarrah Forrest including rare and endangered endemic orchids, and Threatened Ecological Communities (TEC's) such as:*
 - *Tuart woodlands,*
 - *Banksia woodlands,*
 - *Northern Jarrah Forrest*
 - *Endemic Kingias,&*
 - *all three species of black cockatoos, possums, bats, frogs, snakes, and birds which are listed under Migratory Bird Agreements as well as Ramsar Wetland Agreements.*
- b) promoting and supporting local and regional biodiversity and biosecurity; and
- c) promoting and supporting Coastal care and conservation including dune protection and restoration, managing vehicles accessing the beach.

Programs and initiatives

Each focus area has an objective, work program and initiatives. These include;

Environmental Conservation:

Objective: To support local and regional environmental conservation efforts.

Actions -

1. Collaborate with environmental organisations for conservation and protection projects and programs.
2. Support and collaborate on the restoration and protection of Peel waterways and native flora and fauna habitats.
3. Support conservation initiatives for rare and endangered and endemic flora and fauna, as well as habitats for black cockatoos, possums, bats, frogs, snakes, and migratory birds under agreements – including RAMSAR Listed Wetlands
4. Enhance conservation efforts and protection mechanisms in Tuart woodlands, Northern Jarrah Forest, and Banksia woodlands.

Biodiversity and Biosecurity:

Objective: To enhance local and regional biodiversity and address biosecurity challenges.

Actions -

1. Develop and implement biodiversity strategy and enhancement programs.
2. Support and collaborate with local biosecurity agencies to prevent and manage invasive species.
3. Monitor and manage pest species and diseases within Local Governments remit.
4. Policies and local laws to support biodiversity and biosecurity initiatives.

Coastal Care and Conservation:

Objective: To protect manage and restore the coastal environment.

Actions -

1. Implement dune protection and restoration programs.
2. Regulate vehicle access to beaches to minimize environmental impact.
3. Develop and enforce beach conservation policies and local laws.
4. Educate the community on coastal conservation.



Theme Four: 'Community Environmental Management and Sustainability'

The fourth theme in the Environmental Management Portilio is - '**Community Environmental Management and Sustainability**'.

Focus Areas:

The focus areas for this them within the Shire of Waroona's Environmental Management Strategy are;

- a) implementing and supporting local and regional water wise initiatives, including waterwise streetscape planning;
- b) implementing and supporting climate change mitigation and cooling programs including increasing urban tree canopy levels and replacing roadside lawn verges with native gardens;
- c) developing a local planning strategy, scheme and policy's that support the sustainable development of the built and natural environment. Conservation and protection of landscape and waterways as well as native flora and fauna, for future generations;
- d) the development and implementation of an eco-tourism strategy with trails and nature based recreation developments; and
- e) undertaking Bush Fire mitigation and vegetation management that protects the built and natural assets as well as conserves native vegetation.

Noting that the Shire of Waroona requires that all 'burning off' is conducted via, 'cool', controlled, low impact burns to preserve native flora and fauna, as well as tree canopy. Empirical evidence has clearly shown that 'hot' burns can kill off trees as well as native vegetation and fauna. Resulting in an increase in 'weed' and understory density and therefore increase future fuel loads. "Hot" burns, are considered 'clearing', which is 'works' under the planning regulations and requires a written approved development application. Where the burn area is in an area of native vegetation, mosaic style 'cool' burns are also mandatory.

Programs and initiatives

Each focus area has an objective, work program and initiatives. These include;

Water-Wise Initiatives:

Objective: To promote water conservation in the community.

Actions -

1. Encourage water-efficient landscaping and irrigation practices.
2. Support incentives for rainwater harvesting and greywater reuse.
3. Implement water-wise education programs.
4. Monitor and protect water catchment zones.
5. Develop and implement waterwise streetscape programs.

Climate Change Mitigation:

Objective: To mitigate the impacts of climate change and enhance urban greenery.

Actions -

1. Increase urban tree canopy through tree planting programs.
2. Support the replacement of roadside lawn verges with native gardens.
3. Develop and promote climate-resilient landscaping practices.
4. Engage in climate adaptation planning aligning the local planning policies, scheme and strategy.

Sustainable Development:

Objective: To support sustainable development in the built and natural environment.

Actions -

1. Develop a local planning strategy and policy that promotes sustainability, preserves remnant vegetation and water catchment zones through zoning regulations - including townscape revitalisation and planning, preserving remnant vegetation and water catchment zones as well as protecting the amenity of the Darling Scarp, Coastline and townsite areas;
2. Foster sustainable urban design and townscape revitalization.
3. Encourage sustainable building practices and materials.

Community Education and Eco-Tourism:

Objective: To provide community education and promote environmental values through eco-tourism and nature-based recreation.

Actions -

1. Develop eco-tourism trails and recreational facilities.
2. Promote local attractions, natural beauty, and wildlife.
3. Collaborate with tourism operators to enhance eco-friendly tourism.
4. Educate tourists on responsible nature engagement.

Bush Fire Mitigation and Vegetation Management:

Objective: To protect lives as well as both built and natural assets while conserving native vegetation.

Actions -

1. Develop and implement bushfire mitigation strategies and ongoing mitigation.
2. Support the BFB's and DFES in undertaking controlled burns and vegetation management for ecosystem health, based on current best practice information.
3. Collaborate with fire authorities for coordinated responses.
4. Support programs and projects to educate the community on bushfire preparedness.

Biodiversity Strategy for the Shire of Waroona

Biological diversity or “biodiversity” is the variety of life forms, including plants, animals, microorganisms and the ecosystems of which they are a part. Biodiversity encompasses all living things and, importantly, the functions and processes that link and sustain them. At a visual level, we see biodiversity in our local landscapes, natural systems, vegetation and wildlife. Biodiversity is part of all life on earth and is essential for life. It provides us with the foundation of our health and wellbeing as well as shaping our quality of life, providing recreation opportunity, economic sustainability, social values, visual aesthetics, amenity and by connecting us with our cultural history.

The Shire of Waroona recognises that all life has intrinsic value, is interconnected and that biodiversity and ecological integrity are part of the irreplaceable life support systems upon which the earth depends. Council is therefore committed to using its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

The Shire of Waroona’s key objectives are:

1. To ensure an integrated proactive approach to managing population growth and providing a high quality sustainable built environment for future generations.
2. To ensure an integrated approach to protecting the natural environment that safeguards biodiversity and provides a sustainable natural environment for future generations.
3. To enhance the quality of community life in the Shire characterised by vibrant participation, cohesiveness, increased social capital and recognition of the need for social justice and community safety.
4. To foster economic prosperity in the Shire and South West Region.
5. To strengthen the Shire’s position as an innovative, independent local government achieving business excellence.

The Shire of Waroona strives to achieve these objectives by:

- Ensuring that the way we govern as a Council is driving the transition to a sustainable future;
- Leading by example and playing our part in solving the global challenges of sustainability;
- Valuing and protecting our environment and ensuring the sustainable management and use of natural resources;
- Planning and encouraging our community to reduce its ecological footprint and enhance its quality of life at the same time;
- Supporting our community to fully participate in achieving a sustainable future;
- Assisting business to benefit from and contribute to sustainability.

(sourced from Shire of Augusta Margaret River - <https://www.amrshire.wa.gov.au/environment-and-sustainability/sustainability/our-sustainability-statement>)

Actions:

The following steps outline the approach the Shire of Waroona will undertake to Protect and Enhance our existing Natural Assets, Waterways, Bushland, and Biodiversity.

1. Assessment and Mapping of Biodiversity

- Conduct a comprehensive biodiversity assessment and mapping exercise to identify key areas of biodiversity significance within the Shire of Waroona, including the Northern Jarrah Forest, Tuart woodlands, Banksia woodlands, Endemic Kingias, and other threatened ecological communities.

2. Conservation and Management of Priority Species

- Support the identifying and prioritizing of the conservation and management of key native flora and fauna species, including the three species of black cockatoos, possums, bats, frogs, snakes, and birds listed under Migratory Bird Agreements and Ramsar Wetland Agreements.
- Support the implementation of habitat restoration and protection measures tailored to the specific needs of each priority species, considering their ecological requirements and migration patterns.

3. Protected Areas and Reserves

- Establish and expand protected areas and reserves within the Shire of Waroona to safeguard critical habitats and ensure the preservation of biodiversity.
- Collaborate with landholders, conservation organizations, and government agencies to secure conservation easements and acquire land for these protected areas.

4. Community Engagement and Education

- Raise awareness and foster a sense of responsibility among the local community for the conservation of biodiversity.
- Raise awareness and foster a sense of responsibility among the local community for the conservation of the 'urban canopy' and verge vegetation to provide habitat for native flora and fauna, promoting "every tree matters" and "waterwise" initiatives.
- Support workshops, educational programs, and community events to inform residents about the importance of protecting native flora and fauna.
- Encourage citizen science initiatives to involve the community in data collection and monitoring efforts.

5. Threat Mitigation

- Develop strategies to mitigate potential threats to biodiversity, such as habitat loss, invasive species, pollution, and climate change.
- Implement measures to reduce human-wildlife conflicts, especially in areas where human activities overlap with critical wildlife habitats.

6. Sustainable Land Management

- Promote sustainable land management practices among landowners, farmers, and other stakeholders to minimize negative impacts on biodiversity.
- Encourage the adoption of eco-friendly farming methods and habitat restoration techniques.

7. Collaboration and Partnerships

- Collaborate with local, regional, and national conservation organizations, research institutions, and government agencies to share resources, expertise, and data.
- Engage in partnerships to fund and implement conservation projects.

8. Monitoring and Evaluation

- Establish a robust monitoring and evaluation framework to track the effectiveness of the biodiversity strategy.
- Regularly assess the status of priority species and ecological communities to make informed decisions about the need for adaptive management.

9. Policy and Legislation

- Advocate for the implementation and strengthening of policies and legislation that support biodiversity conservation at the local, regional, and national levels.
- Engage with policymakers to ensure that biodiversity concerns are adequately addressed in all relevant planning processes.

10. Sustainable Tourism

- Develop and promote ecotourism opportunities that highlight the Shire's unique biodiversity.
- Ensure that tourism activities are conducted sustainably and do not negatively impact native flora and fauna.
- By implementing this Biodiversity Strategy for the Shire of Waroona, the community can actively contribute to the retention, conservation, and protection of native flora and fauna, safeguarding the region's biodiversity for future generations.

Future Demand

The Environmental Management Strategy considers a 10 year planning horizon and therefore the factors that may influence the potential demand of assets must be recognised over this time. The ability to predict future demand for services enables the Shire to plan ahead and identify the best way of meeting that demand. This section identifies the effect of expected growth and consequent demand on the Shire's environmental assets and provides commentary on the varying factors that may be subject to change and affect the demand for services that rely on this network.

Drivers affecting demand include political factors, economic factors, social factors, changes in demographics, changes in technology, new assets from growth, legislation changes, tourism growth and climate change.

Political Factors

Local government policy changes, as well as State government service reallocation, can often affect the demand for community services, including environmental management. These services then often require infrastructure and compliance services to support them. Whilst several policies could potentially affect demand, it is thought that those concerning infrastructure funding would potentially have the greatest impact on the Shire.

For example, a cut in funding would place more pressure on municipal revenue to maintain biosecurity and public facilities in natural areas. This could result in lower levels of service being delivered to the community. Conversely, increases in funding could also have a distinct effect, as they often require construction of new assets.

Economic Factors

The Shire currently features a relatively small residential population, with the majority of residents located in Waroona. The economic base of the Shire is strongly influenced by alumina refining at Wagerup, with other important industries including agriculture, mining, manufacturing and aged care service.

Predicted growth in the Peel region will see increased demand for new infrastructure, and greater wear on existing infrastructure as the population expands, as well as impacts on the natural environment. This will likely result in higher costs to the Shire as asset lives will be reduced, and the costs of administering sustainable environmental services increases.

Social Factors

The last national census revealed that the population of the Shire is 4,148. It is expected to increase to 4,340 by 2021, 4,485 by 2026, and 4,700 by 2031, at an annual growth rate of approximately 0.85%. The WA Planning Commission predicts that the population will increase to 18,230 by 2050.

The statistical data suggests that an 8% population growth will occur in the Shire of Waroona over the life of this asset management plan. Therefore, it is expected that due to an increase in population, there will be an effect on existing infrastructure and service demand. This may result in assets not providing an appropriate level of service to the community if it is not managed correctly.

Demographic Change

Factors affecting demand for infrastructure include population growth, changes in demographics, seasonal factors, vehicle ownership, customer preferences and expectations. If the Shire does not plan for population growth and manage the future urban form of the Shire, growth pressures and unfavourable patterns of development can have serious impacts on the community. These include a lack of access to essential infrastructure and services and increased response times for emergency services.

Age Group	2016		2031		Difference between 2016 and 2031
	#	%	#	%	#
0 – 4	223	5.4	320	6.8	+97
5 – 9	254	6.1	290	6.2	+36
10 – 14	296	7.2	260	5.5	-36
15 – 19	245	5.9	240	5.1	-5
20 – 24	178	4.3	230	4.9	+52
25 – 29	177	4.3	260	5.5	+83
30 – 34	220	5.3	270	5.7	+50
35 – 39	217	5.3	270	5.7	+53
40 – 44	227	5.5	270	5.7	+43
45 – 49	296	7.2	270	5.7	-26
50 – 54	326	7.9	230	4.9	-96
55 – 59	311	7.5	250	5.3	-61
60 – 64	304	7.4	300	6.4	-4
65 – 69	295	7.1	310	6.6	+15
70 – 74	179	4.3	300	6.4	+121
75 – 79	186	4.5	240	5.1	+54
80 – 84	102	2.5	205	4.4	+103
85+	96	2.3	185	3.9	+89
TOTAL	4,148	100.0	4,700	100.0	+552

Table 2: Comparison of ages between 2016 and 2031. Source: WA Planning Commission.

With an increase in the number of retirees moving to the area and the increase in life expectancy, the ageing population is expected to increase the Shire's need for appropriate facilities and infrastructure to cater for this age demographic. This may necessitate significant upgrade or development of infrastructure, as well as possible greater maintenance requirements. An ageing population will mean a greater need for aged care facilities and disability access. Increase in age of population will also require improvements to public transport infrastructure and services.

Changes in Technology

Changes in material and construction techniques could lead to improved service levels and asset standards, and ultimately reduced maintenance requirements. However, it is difficult to predict whether newer materials, construction and maintenance techniques will affect demand.

New Assets from Growth

The new assets required to meet growth will be acquired from land developments and constructed by the Shire. Acquiring these new assets will commit the Shire to fund ongoing operations and maintenance costs for the period that the service provided from the asset is required.

Legislation

The Shire is bound to meet a range of legislative requirements which if altered, could affect the Shire's management obligations. A current legislative driver of change is the amendment of the *Local Government Act 1995*. The Act promotes integrated planning and ensures that long term financial planning, asset management planning and workforce planning become standard business practices for all local governments. This means that a majority of WA local governments will have to notably improve their current practices and processes, which the Shire is currently working towards.

Tourism Growth

Tourism can have a significant effect on assets. An increase in tourism will result in higher utilisation of assets, and this in turn would mean the Shire will incur higher costs for asset maintenance, upgrade and replacement.

Climate Change

There is increasing evidence that the Earth's climate is changing, which will have direct and indirect impacts on assets. This could be from a range of factors including changing climatic conditions, increasing rainfall, rising sea levels, and fluctuations in seasons.

Demand Planning

Demand management actively seeks to modify customer demands for services in order to:

- Optimise the utilisation / performance of existing assets;
- Reduce or defer the need for new assets;
- Meet the organisation's strategic objectives;
- Deliver a more sustainable service; and
- Respond to stakeholder needs

It is vital to the success of this strategy that demand factors be analysed comprehensively, and their impact quantified in terms of the following:

- The effect of the growth of the asset network;
- Any possible future need to increase or decrease infrastructure; and
- The implementation of non-asset solutions, such as managing demand.

In addition to the factors mentioned above, risk affects demand for services and consequently the following must be taken into account:

- The methodology and accuracy of forecasts;
- The currency of forecasts;
- The uncertainty of forecasts; and
- Any unforeseen natural factors.

The forecasts for the Shire of Waroona indicate steady population growth in the area. This growth trend is expected to cause an increase in the asset base due to the creation of new assets, as a result of increased demand.

Demand Management Strategies

Demand management strategies provide alternatives to the creation of new assets through modifying customer demands. A key long-term strategy is to manage demand so that there are funds in place for the renewal, operation and maintenance of future services. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Effective strategies maximise the utilisation of existing assets through consolidating services or disposing of assets that are surplus to requirements, and are discussed in later in this strategy.

The Shire of Waroona may need to carefully analyse and establish alternatives to the use of traditional assets in some circumstances where the relative demand cannot justify the replacement of some assets.

Risk Management

The Shire of Waroona is committed to identifying, measuring and managing risks in order to capitalise on opportunities and achieve the objectives of the Council's strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS/NZS ISO 31000.2018 Risk Management – Principles and Guidelines. The framework, which is comprised of a Risk Management Policy and Strategy, provides a coordinated and systematic process for managing risks, integrating risk management into everyday decision making and business planning.

A Business Continuity Plan also compliments this framework, ensuring that the Shire can continue to provide essential services to stakeholders in the event of a crisis or major incident.

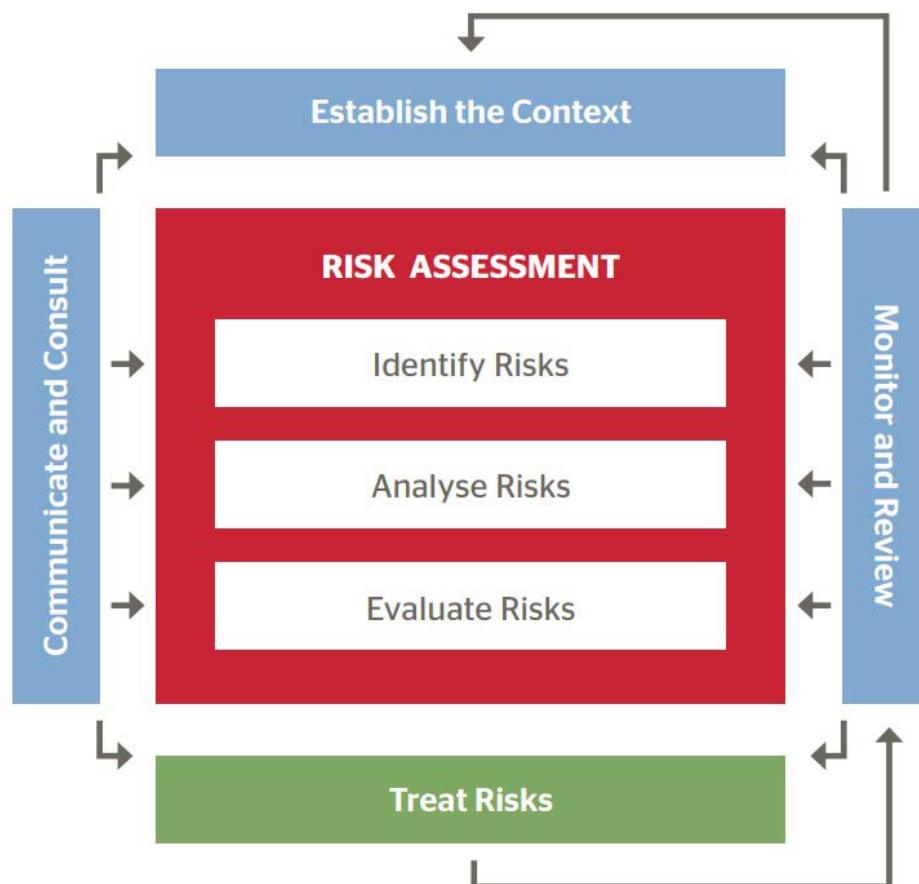


Figure 3: Risk Management Framework. Source: AS/NZS ISO 31000.2018 Risk Management - Principles and Guidelines.

Risk Management Guide

The following guide summarises the Shire's risk management framework

Risk Management Guide



Introduction to Risk Management

The Shire of Waroona has adopted an organisational enterprise risk management approach. Risks must be managed during day to day operations to ensure objectives are achieved and exposure to liability is minimised. Effective management of risk provides assurance to stakeholders that there is:

- A reduced likelihood of litigation
- Adequate controls to regulate the Shire's risk exposure
- Protection of the community's health and safety
- Strategies in place to minimise disruption to core services

Responsibilities

The adopted Risk Management Policy ensures an organisational approach through the delegation of responsibility to all levels.

Council: Provision of adequate resources to implement risk process and strategies.

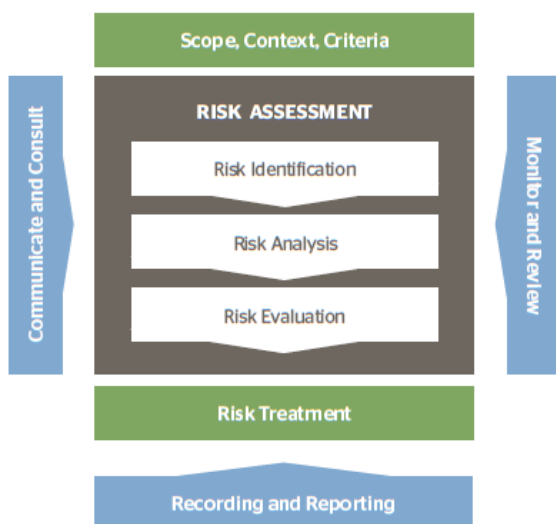
CEO and Executive: Recommending the risk tolerance level of the Shire to Council. Establishment of a Risk Management Committee. Ensuring the development and management of the Shire's risk.

Managers: Identifying and assessing all potential risks within their area.

All Staff: Active participation in the risk management program. Conducting risk assessments during the performance of their daily duties.

Risk Framework

The Shire of Waroona has embraced risk management through a Risk Management Policy, procedures and reporting mechanisms. Risk management processes are guided by ISO 31000:2018. The following diagram illustrates the full risk management cycle according to this standard:



Risk Control Rating

Excellent: Doing more than would reasonably be expected under the circumstances.

Adequate: Doing what would be reasonably be expected under the circumstances.

Inadequate: Doing less than would reasonably be expected under the circumstances.

Risk Management Process

1 | Establish the Context

Define the subject of the risk assessment, i.e. the activity, strategy, service, function etc. and determine the level of context, i.e. Strategic, operational or project. Identify the stakeholders who should be included and/or consulted during the risk assessment.

2 | Identify Risks

What can happen that could:

- Impede the achievement of the organisation's objectives
- Cause a stakeholder to lodge a complaint or initiate legal action
- Result in a financial loss
- Comprise the safety or health of the community
- Damage the environment now or in the future

Where and when could these events occur?

Why and how could they happen?

3 | Analyse Risks

Evaluate existing controls:

- Are there any current practices that might prevent the risk from occurring or lower the consequence of that risk?

Determine the consequence and likelihood of the risk occurring after any current controls.

Assess the overall risk level using the risk matrix.

4 | Evaluate Risks

With regard to the organisational risk tolerance level, decide if further treatments are necessary to reduce the risk to an acceptable level.

5 | Treat Risks

- Identify options for treating risks with negative outcomes
- Assess risk treatment options
- Prepare and implement treatment plans

6 | Monitor and Review

Record the risk management process, monitor and review regularly to ensure that the treatments are still effective and are still within the risk tolerance level.

Shire of Waroona's General Categories of Risk

Category	Possible Risk Area
Financial	Projects going over budget, legal costs, insurance claims, overpayments, inappropriate use of resources
Environmental	Regulatory compliance, contamination, inadequate environmental practices in processes and procedures
Operational	Adverse effects on core business, business continuity, human resource risks, loss of knowledge
Reputational	Public perception, poor customer service, sub standard works, corruption, misuse of confidential information
Health	Exposure to health risks, injuries to the public within Council buildings or on Council property
Project	Delays start or completion, variations to scope or budget, insufficient funds

Reviewed December 2020

Consequence Rating

Level	Description	Financial Impact	Health	Reputation	Operation	Environment	Project
1	Insignificant	Less than \$10 000	Near miss/ negligible injuries or health effect	Low impact, low profile, minor complaint	Little impact - objectives still achieved with minimum extra cost or inconvenience	Contained, little and reversible impact managed by on site personnel	Insignificant impact on the project. It is not possible to measure the impact on the project as it is minimal
2	Minor	\$10 000 to \$50 000	Minor injury or health effect/First aid treatment	Heightened concern by community, several complaints	Inconvenient delays - partial achievement of objectives with some compensating action taken	Contained, minor damage or contamination that is reversible and managed by on site personnel	<5% deviation in scope, scheduled end-date or project budget requiring manager approval
3	Moderate	\$50 000 to \$250 000	Moderate injury or health effect/Medical treatment	Low level local news profile	Significant delays to major deliverables - additional costs required and or time delays to achieve objectives. Adverse impacts on KPIs and targets	Contained, significant contamination and damage that is reversible, managed by on site personnel	5-10% deviation in scope, scheduled end-date or project budget requiring senior management approval
4	Major	\$250 000 to \$1 million	Serious health effect, death or extensive injuries	Major coverage in local media, low profile in state media	Unable to achieve corporate objectives or statutory obligations resulting in significant visible impact on service provision such as closure of facilities	Uncontained, significant contamination and damage that is reversible but requires third party assistance, minor breach of legislation	10-25% deviation in scope, scheduled end-date or project budget requiring restructuring of project and senior management or Council approval
5	Catastrophic	More than \$1 million	Multiple deaths or severe permanent disabilities	High state or national news profile	Organisation unable to function	Extensive contamination and damage that is irreversible, major breach of legislation	>25% deviation in scope, scheduled end-date or project budget requiring the project to be deferred or redeveloped

Level of Risk (Risk Matrix)

Level	Description	Probability
5	Almost Certain	Expected to occur in most circumstances > More than once per year or greater than 90% chance
4	Likely	Will probably occur in most circumstances > At least once per year or between 60% and 90%
3	Possible	Should occur at some time > At least once in three years or between 30% and 60%
2	Unlikely	Could occur at some time > At least once in ten years or between 5% and 30%
1	Rare	May occur, only in exceptional circumstances > Less than once in fifteen years or less and 5%

Level of Risk (Risk Matrix)

		Consequence				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5	M (5)	H (10)	H (15)	E (20)	E (25)
	Likely 4	M (4)	M (8)	H (12)	H (16)	E (20)
	Possible 3	L (3)	M (6)	M (9)	H (12)	H (15)
	Unlikely 2	L (2)	M (4)	M (6)	M (8)	H (10)
	Rare 1	L (1)	L (2)	L (3)	M (4)	M (5)
L Low		M Moderate	H High	E Extreme		

Risk Acceptance Criteria

Risk Level	Descriptor	Action Required	Criteria for Risk Acceptance	Review Frequency		Risk Owner	
				Strategic/ Operational	Project Risks	Strategic/ Operational	Project Risks
Low	Acceptable	Accept the risk	Risk acceptable	Annual	If the scope/ context changes	Operational Manager	Project Manager
Moderate	Monitor	Monitor the risk but consider risk treatments	Risk acceptable with adequate controls	Semi-annual	If the scope/ context changes	Operational Manager	Project Manager
High	Treat	Treat the risk. Reduce either the likelihood, consequence or both by improving existing controls or adding new controls	Risk acceptable with excellent controls	Quarterly	Monthly	Executive Management	Steering Committee where relevant or Project Director
Extreme	Treat	Treat the risk. Reduce either the likelihood, consequence or both by improving existing controls or adding new controls	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible	Monthly	Monthly	CEO	Steering Committee where relevant or Project Director

Sustainability Principles

When assessing risks and making land use decision, based on the “Natural Step Framework”, risk framework, sustainability principle will be applied to any action by asking –

Q: is this action going to do harm to the environment in any of these four ways?

Sustainability Principle ... Ensuring the Tasks or Activities <u>do not</u> result in systematically increasing:	
1. concentrations of substances [taken] from the earth’s crust	
2. concentrations of substances produced by society [that are not organic and / or cannot be recycled]	
3. degradation of [native flora, fauna, and or ecosystems and or landscapes, including townscapes and urban canopy] by physical means [or result in their decline]	
4. [social or economic injustice] and in that society, there are no structural obstacles to people’s health, influence, competence, impartiality and meaning.	

If the answer is Yes to any of these four questions –

Then avoidance or mitigation strategies, must be developed and assessed by the Shire of Waroona’s environmental and development team prior to any activity occurring. The principal-based risk assessment also aligns with the Shire of Waroona’s existing Risk Framework.

Program Actions

REF	Theme	Details of Actions	Actions Taken – as at 9/10/2023
T1A	Decarbonisation	Conduct a greenhouse gas emissions inventory for the Shire.	Commenced reviewing the WALGA template. Will develop a plan and delivery project.
T1A	Decarbonisation	Develop a Climate Action Plan to set emission reduction targets.	Have started reviewing practices and working on planning options.
T1A	Decarbonisation	Promote energy efficiency and renewable energy adoption in the community.	
T1B	Revenue generating enterprises	Explore carbon offset projects such as reforestation and wetland restoration.	
T1B	Revenue generating enterprises	Participate in carbon credit markets to generate revenue.	
T1C	waste	Support waste reduction campaigns and education programs.	
T1C	waste	Expand recycling and composting infrastructure and progress towards landfill closure.	
T1C	waste	Support businesses in adopting sustainable packaging practices.	
T1C	waste	Support and Establish recycling programs.	
T1C	waste	Promote the circular economy and local recycling industries.	
T1D	waste	Support waste reduction campaigns and education programs.	
T1D	waste	Establish e-waste collection and recycling programs.	
T1D	waste	Promote the circular economy and local recycling industries.	
T1D	waste	Implement and support Waste 2 Energy initiatives.	
T1E	Resource Efficiency	Retrofit Shire buildings with energy-efficient technologies.	
T1E	Resource Efficiency	Encourage water-saving practices in landscaping and agriculture.	
T1E	Resource Efficiency	Support community energy efficiency programs.	
T1E	Resource Efficiency	Invest in renewable energy for Shire facilities.	

T1E	Resource Efficiency	Support incentives for electric vehicle adoption.	
T2A	Renewable Energy:	Develop and implement Renewable Energy Facilities Policy and Guidelines.	Shire Renewable Energy Facilities Policy and Guidelines have been implemented.
T2A	Renewable Energy:	Identify suitable sites for renewable energy projects and include in Planning Strategy and Scheme.	
T2A	Renewable Energy:	Facilitate permits and approvals for renewable energy installations.	Shire Renewable Energy Facilities Policy and Guidelines have been implemented.
T2A	Renewable Energy:	Attract renewable energy companies to the Shire.	CEO and Shire President advocating for district.
T2A	Renewable Energy:	Encourage microgrid development for energy resilience.	
T2B	Green Industry	Support incentives and grants for green technology development.	
T2B	Green Industry	Identify suitable sites for green industry development and include in Planning Strategy and Scheme.	
T2B	Green Industry	Advocate for sustainable manufacturing and production methods.	
T2B	Green Industry	Support and Facilitate workforce training in eco-friendly practices.	
T2B	Green Industry	Develop green industrial zones.	To be included in new Local Scheme & Strategy
T2C	Conversion of existing industry	Support incentives and grants for green technology adoption.	
T2C	Conversion of existing industry	Collaborate with local industries to reduce environmental impact.	
T2C	Conversion of existing industry	Promote sustainable manufacturing and production methods.	
T2C	Conversion of existing industry	Facilitate workforce training in eco-friendly practices.	
T2C	Conversion of existing industry	Promote solar panel installations in residential and commercial areas.	
T3A	Conservation Partnerships	Collaborate with environmental organisations for conservation and protections projects and programs.	The Shire partners with a number of environmental organisations.
T3A	Conservation Partnerships	Support and collaborate on the restoration and protection of Peel waterways and native flora and fauna habitats.	The Shire partners with a number of environmental organisations.

T3A	Conservation Partnerships	Support conservation initiatives for rare and endangered and endemic flora and fauna, as well as habitats for black cockatoos, possums, bats, frogs, snakes, and migratory birds under agreements – including RAMSAR Listed Wetlands	The Shire partners with a number of environmental organisations.
T3A	Conservation Partnerships	Enhance conservation efforts and protection mechanisms in Tuart woodlands, Northern Jarrah Forest, and Banksia woodlands.	The Shire partners with a number of environmental organisations.
T3B	Biodiversity and Biosecurity	Develop and implement biodiversity strategy and enhancement programs.	Developed
T3B	Biodiversity and Biosecurity	Support and collaborate with local biosecurity agencies to prevent and manage invasive species.	The Shire partners with a number of environmental organisations.
T3B	Biodiversity and Biosecurity	Monitor and manage pest species and diseases within Local Governments remit.	The Shire partners with a number of environmental organisations.
T3B	Biodiversity and Biosecurity	Policies and local laws to support biodiversity and biosecurity initiatives.	
T3C	Coast Care & Conservation	Implement dune protection and restoration programs.	The Shire undertakes dune protection works and partners with a number of environmental organisations.
T3C	Coast Care & Conservation	Regulate vehicle access to beaches to minimize environmental impact.	A management option study has been undertaken. This will be reviewed and presented to Council for their consideration.
T3C	Coast Care & Conservation	Develop and enforce beach conservation policies and local laws.	The public place local law addresses these matters and has been implemented. These regulations are enforced by Ranger Services.
T3C	Coast Care & Conservation	Educate the community on coastal conservation.	The volunteer Rangers and other groups deliver ongoing public information and education.
T4A	Water Wise	Encourage water-efficient landscaping and irrigation practices.	
T4A	Water Wise	Support incentives for rainwater harvesting and greywater reuse.	
T4A	Water Wise	Implement water-wise education programs.	
T4A	Water Wise	Monitor and protect water catchment zones.	
T4B	Climate Change Mitigation	Increase urban tree canopy through tree planting programs.	
T4B	Climate Change Mitigation	Support the replacement of roadside lawn verges with native gardens.	
T4B	Climate Change Mitigation	Develop and promote climate-resilient landscaping practices.	
T4B	Climate Change Mitigation	Engage in climate adaptation planning aligning the local planning policies, scheme and strategy.	To be included in new Local Scheme & Strategy

T4C	Sustainable Development	Develop a local planning strategy and policy that promotes sustainability, preserves remnant vegetation and water catchment zones through zoning regulations - including townscape revitalisation and planning, preserving remanent vegetation and water catchment zones as well as protecting the amenity of the Darling Scarp, Coastline and townsite areas;	To be included in new Local Scheme & Strategy
T4C	Sustainable Development	Foster sustainable urban design and townscape revitalization.	To be included in new Local Scheme & Strategy
T4C	Sustainable Development	Encourage sustainable building practices and materials.	To be included in new Local Scheme & Strategy
T4D	Community Education & Eco-tourism	Develop eco-tourism trails and recreational facilities.	
T4D	Community Education & Eco-tourism	Promote local attractions, natural beauty, and wildlife.	
T4D	Community Education & Eco-tourism	Collaborate with tourism operators to enhance eco-friendly tourism.	
T4D	Community Education & Eco-tourism	Educate tourists on responsible nature engagement.	
T4E	Bush Fire Mitigation and Vegetation Management	Develop and implement bushfire mitigation strategies.	The Shire undertakes bush fire mitigation works on an ongoing basis.
T4E	Bush Fire Mitigation and Vegetation Management	Support the BFB's and DFES in undertaking controlled burns and vegetation management for ecosystem health, based on current best practice information.	
T4E	Bush Fire Mitigation and Vegetation Management	Collaborate with fire authorities for coordinated responses.	
T4E	Bush Fire Mitigation and Vegetation Management	Educate the community on bushfire preparedness.	
BDS1	Assessment and mapping	Conduct biodiversity assessment and mapping exercise to identify key areas of biodiversity significance within the Shire of Waroona, including the Northern Jarrah Forest, Tuart woodlands, Banksia woodlands, Endemic Kingias, and other threatened ecological communities.	Some GIS mapping is in place. In addition mapping has been completed detailing the % of vegetation types remaining in the Shire and their locations.
BDS2	Conservation and Management of Priority Species	Support the identifying and prioritizing of the conservation and management of key native flora and fauna species, including the three species of black cockatoos, possums, bats, frogs, snakes, and birds listed under Migratory Bird Agreements and Ramsar Wetland Agreements.	

BDS2	Conservation Management of Priority Species	Support habitat restoration and protection measures tailored to the specific needs of each priority species, considering their ecological requirements and migration patterns.	
BDS3	Protected Areas and Reserves	Establish and expand protected areas and reserves within the Shire of Waroona to safeguard critical habitats and ensure the preservation of biodiversity.	
BDS3	Protected Areas and Reserves	Collaborate with landholders, conservation organizations, and government agencies to secure conservation easements and acquire land for these protected areas.	
BDS4	Community Engagement and Education	Raise awareness and foster a sense of responsibility among the local community for the conservation of biodiversity.	
BDS4	Community Engagement and Education	Support workshops, educational programs, and community events to inform residents about the importance of protecting native flora and fauna.	
BDS4	Community Engagement and Education	Encourage citizen science initiatives to involve the community in data collection and monitoring efforts.	
BDS5	Threat Mitigation	Develop strategies to mitigate potential threats to biodiversity, such as habitat loss, invasive species, pollution, and climate change.	
BDS5	Threat Mitigation	Implement measures to reduce human-wildlife conflicts, especially in areas where human activities overlap with critical wildlife habitats.	
BDS6	Sustainable Land Management	Promote sustainable land management practices among landowners, farmers, and other stakeholders to minimize negative impacts on biodiversity.	
BDS6	Sustainable Land Management	Encourage the adoption of eco-friendly farming methods and habitat restoration techniques.	
BDS7	Collaboration Partnerships	Collaborate with local, regional, and national conservation organizations, research institutions, and government agencies to share resources, expertise, and data.	
BDS7	Collaboration Partnerships	Engage in partnerships to fund and implement conservation projects.	
BDS8	Monitoring and Evaluation	Establish a robust monitoring and evaluation framework to track the effectiveness of the biodiversity strategy.	
BDS8	Monitoring and Evaluation	Regularly assess the status of priority species and ecological communities to make informed decisions about the need for adaptive management.	
BDS9	Policy and Legislation	Advocate for the implementation and strengthening of policies and legislation that support biodiversity conservation at the local, regional, and national levels.	

BDS9	Policy and Legislation	Engage with policymakers to ensure that biodiversity concerns are adequately addressed in all relevant planning processes.	
BDS10	Sustainable Tourism	Develop and promote ecotourism opportunities that highlight the Shire's unique biodiversity.	
BDS10	Sustainable Tourism	Ensure that tourism activities are conducted sustainably and do not negatively impact native flora and fauna.	
BDS10	Sustainable Tourism	By implementing this Biodiversity Strategy for the Shire of Waroona, the community can actively contribute to the retention, conservation, and protection of native flora and fauna, safeguarding the region's biodiversity for future generations.	

REF:

- <https://walga.asn.au/policy-advocacy/our-policy-areas/environment/climate-change/templates-and-tools>
- Shire of Waroona Strategic Community Plan.
- Shire of Waroona Corporate Business Plan.
- Shire of Waroona Renewable Energy Policy & Guidelines.
- WALGA Carbon Assessment Guidelines & Template.
- Shire of Wyndam – biodiversity policy
- City of Bunbury – biodiversity strategy
- Chat GPT 2023
- <https://www.amrshire.wa.gov.au/environment-and-sustainability/sustainability/our-sustainability-statement>





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Speaker Highlights

Paul Huschilt

Thursday 19 March

3.20 pm – Closing Keynote



Paul is an award-winning resilience and wellness speaker who is passionate about inspiring people to be the best that they can be.

From the big stage or from the small screen of any device, he delivers important messages—in Perth WA and around the globe—in fun and funny ways

Paul holds degrees in Management and Acting, a diploma in Career Counselling, training in Adult Education, and has sung with the Canadian Opera Company. This varied background and 25 years of professional speaking give Paul a one-of-a-kind style and the ability to promote learning and excite audiences everywhere.

Paul is an inductee into the Canadian Speaking Hall of Fame.

Digby Scott

Wednesday 18 March

9.00 am – Opening Keynote



Digby is a leadership consultant and executive coach originally from Western Australia, now based in New Zealand. A former Chartered Accountant who 'recovered' into leadership development, Digby specialises in facilitative leadership—helping leaders shift from being the hero with all the answers to the host who creates conditions for collective success.

Digby's 'Hero to Host' framework has been embraced by senior leaders across Australia and New Zealand, from corporate boardrooms to government agencies. Known for his authentic, story-driven speaking style and willingness to challenge conventional thinking, Digby brings both technical credibility and fresh perspectives on what it means to lead in complex, resource-constrained environments.

When he's not working with leaders, you'll find Digby windsurfing at Gnarlloo north of Carnarvon, or snowboarding in New Zealand's Southern Alps, living out his philosophy of 'life by design.'

Tony Brown

Thursday 19 March

10.30 am – Plenary Session



Tony has dedicated over 40 years to the Local Government sector, serving across a diverse range of councils including small rural shires, larger regional councils, and metropolitan local governments.

His career has spanned finance, administration, and community service portfolios, with a notable tenure as CEO of the Shire of Wyndham East Kimberley in the late 1990s and early 2000s.

Following this, Tony joined the Western Australian Local Government Association (WALGA) as Executive Director of Member Services. In this role, he oversaw key services such as governance and procurement advice, employee relations, training, commercial services including collective purchasing arrangements for WA local governments and, WALGA's internal governance.

In August 2025, Tony was appointed as Western Australia's inaugural Local Government Inspector. This independent role was established as part of the State Government's local government reforms, designed to strengthen accountability, decision-making, and transparency across the sector. Tony is responsible for overseeing all 139 local governments in Western Australia and the Indian Ocean Territories. His five-year appointment formally commenced on 20 October 2025, with the Office having legal effect from 1 January 2026.

Outside of local government, Tony spent several years as a business owner, establishing and operating two successful café-restaurants—an experience that broadened his perspective on community engagement and service delivery.

Rachael Robertson

Thursday 19 March

8.30 am – Opening Keynote



Rachael's work responds to an exponential demand in the business world for real, practical tools backed by solid theory based on personal, successful leadership experience.

After 15 years leading diverse and remote teams and business units, including serving as Victoria's youngest ever Chief Ranger at just 32 years old, Rachael was selected to lead the 58th annual expedition to Antarctica. The intensity of this leadership role, where the leader is on-duty all day, every day, for 12 months with no respite, gave Rachael the opportunity to road test leadership ideas the hard way—without the luxury of peers, a desk, or any way out! It was a 'leadership laboratory' in the most extreme, hostile environment on Earth.

Her book, *Respect Trumps Harmony*, presents the business case for building a resilient, innovative and high performing team built on a foundation of respect.

Rachael Robertson CSP, MBA is the most booked female speaker in the Asia-Pacific region. She has worked with more than 500 organisations globally to share her research and leadership insights.

Wednesday 18 March 2026

MC Robbie Figg

7.45am	Arrival coffee and Registration
8.30am	Opening and Welcome — Welcome to Country Walter McGuire LG Professionals WA Welcome Ash Nuttall MLGP, Chair, Finance Professionals Network Moore Australia, Conference Naming Rights Partner
9.00am	Opening Keynote: Leading Beyond the Numbers: Creating Change in Complex Systems Digby Scott LIVE STREAM Finance leaders in local government face a unique challenge: driving innovation and change whilst navigating resource constraints, risk-averse cultures, and layers of bureaucracy. But what if the path forward isn't about waiting for perfect conditions? What if instead it was about taking deliberate responsibility for the change you can create right now? In this engaging and challenging keynote, Digby Scott draws on his background as a Chartered Accountant and leadership consultant to explore how technical excellence and facilitative leadership combine to create lasting impact. Through personal stories and practical frameworks, you'll discover how small, strategic shifts in how you lead can create the momentum that complex systems resist—and why the questions you ask matter more than the answers you give. This isn't your typical leadership talk. Expect to be challenged, inspired, and equipped with fresh thinking about your role as a leader in local government.
10.00am	Networking session Start the new year strong by making new and valuable connections. Join this interactive opportunity to network, connect with colleagues, explore exhibitor offerings and shake hands with sponsors.
10.30am	Morning Tea — Trade Display Area
11.00am	Economic Update Trent Saunders, Senior Economist Commonwealth Bank Dive into the emerging themes and trends of our economy with this economic update. Explore the influences and forecasts shaping our financial landscape and discover key insights to help you anticipate challenges, seize opportunities and make informed decisions in your role within local government finance with a holistic understanding of the economic forces shaping our community's financial future.
11.45am	Driving Local Government outcomes with the Aware Investment Fund Panelists: Colin Cameron MLGP, CEO City of Subiaco, Grant Bradbrook MLGP, Director Business Services City of Gosnells, Dan Hunt, Portfolio Manager Aware Super Facilitated by Stacey Hutt, CEO LG Professionals WA This panel will explore how the Aware Investment Fund supports local governments in achieving strategic financial and community outcomes. Featuring insights from City of Gosnells and City of Subiaco on why they adopted the fund, the benefits realised, and measurable success stories—alongside expert insights from Aware's Dan Hunt on leveraging professional investment strategies for sustainable growth.
12.30pm	Lunch — Trade Display Area Finance Network update — everyone welcome
1.30pm	LIVE STREAM Panel session Assets and infrastructure Panelists: Luke McGurk, President IPWEA WA, Darren Kennedy MLGP, Director Corporate Services, Shire of Ashburton, Katrina Crute, ARIC Shire of West Arthur Facilitated by Ashay Prabhu, Co-Founder Modelve and International Advisor GFOA Long Term Financial Plans are more than numbers: they tell the story of community priorities, sustainability, and financial stewardship. The panel will explore how local governments are integrating Strategic Asset Management and Asset Accounting to produce plans that are both fiscally responsible and meaningful to the community. Discussions will focus on balancing budgets within constraints, communicating complex financial and asset information in an accessible way, and creating public-centric plans that support informed choices for the future. Attendees will gain insights into achieving efficiency in asset reporting, aligning accounting with planning, and making long-term financial plans a tool for transparency, accountability, and community engagement.

Wednesday 18 March 2026 (continued)

2.20pm	SESSION 1 Alternative Revenue Streams Tony Rocca, Director / Chief Financial Officer, Maroondah City Council As local governments face increasing demands on services and constrained budgets, exploring alternative revenue streams has become essential for sustainable and resilient community development. This session will examine innovative approaches beyond traditional rates and grants.	SESSION 2 Engaging Council during development of the annual budget Russell Barnes, Director Local Government Services, Moore Australia Adoption of the budget is the time when council members provide the most input into the financial management of a local government, often with significant long-term financial consequences. This session explores some different methods local government officers may use to engage their council in the formation of the annual budget.	SESSION 3 Disaster Recovery Funding in WA—Process, Risks and Key Considerations Jill Brazil, Shire of Derby-West Kimberley and Somya Chaudhary, Shire of Meekatharra This session outlines how local governments can access Disaster Recovery Funding Arrangements, highlighting key process steps, common pitfalls, and compliance risks. It will provide practical guidance on eligibility, documentation, and coordination with DFES and the Commonwealth to support successful funding outcomes.
3.05pm	Afternoon Tea — Trade Display Area		
3.30pm	SESSION 4 Case study City of Vincent—Tracking Emissions, Shaping Practice: COV's Sustainability Journey and Roadmap Tim Elliott, Coordinator Strategic Planning, City of Vincent City of Vincent shares its sustainability framework, early emissions work (Scope 1 & 2), initial lessons and a roadmap for progressing climate action in local government.	SESSION 5 Modernising Rates Receivables in 12 Weeks with Payble Elliott Donazzan, Founder of Payable, Catherine Chick, Coordinator Business Systems City of Wanneroo, Steven Williams, City of Wanneroo Join the City of Wanneroo for an unfiltered, behind-the-scenes look at its rates receivable transformation with Payble. This session unpacks why change was necessary, the key lessons from a fast-paced 12-week implementation, and how effective change management aligned finance, customer service and executive leadership around a new operating model. With more than 12,000 hours of manual work on track to be reclaimed, stronger on-time payment performance, a 4.7/5 resident rating, and significant financial benefits expected from reduced arrears and operational efficiencies, the session concludes with what's next as Payble becomes the City's primary rates platform. Ideal for local government finance professionals seeking to reduce manual effort, lift payment performance and modernise the ratepayer experience.	SESSION 6 Service Level Planning Russell Barnes, Moore Australia As other Australian states and territories mandate service level planning, we'll explore what these requirements look like across different jurisdictions and discuss how similar requirements could impact Western Australian local governments.
4.15pm	Conversation with the Corruption and Crime Commission Daniel Parker, Director Investigations, CCC		
5.00pm–6.00pm	Welcome Reception – Sponsors' Cocktail Hour and Sponsors' Prizes Trade Exhibition area		
7.00pm–11.00pm	Dinner—Retro Summer Night 80's or 90's Join us as Retro Summer Night brings the best of the 80s and 90s together with classic hits, throwback style and a relaxed summer vibe.		

Thursday 19 March 2026

8.00am Arrival Coffee and Registration

8.30am **Respect Trumps Harmony**LIVE
STREAM

Rachael Robertson

In 2005 Rachael Robertson was chosen to lead an expedition to Davis Station, Antarctica. One of the youngest leaders ever to do so, and tasked with leading a group of people she had never met, Rachael transformed a group of diverse individuals into a high-performing team—with their lives in Antarctica depending on their teamwork.

Her book, *Respect trumps Harmony* presents the quantified business case for building resilient, innovative and high performing teams from a foundation of respect, drawing on leadership lessons and insights from this unique experience. Rachael will share insights into developing a culture allowing people to speak up, speak out, raise issues, deal with them and move on in this inspiring opening keynote.

9.30am **Foreign interference**

Rebecca Chow, Director CFI Partnerships WA, Counter Foreign Interference Coordination Centre, Department of Home Affairs

This presentation provides local government with a clear understanding of foreign interference—how it differs from legitimate foreign influence and the current threat landscape. We will explore how foreign interference can appear in local government operations, including practical examples relevant to procurement, partnerships, and sensitive information management. Attendees will learn strategies for managing risks, implementing mitigation measures, and reporting potential concerns to NITRO. The session will include case studies tailored to the audience, highlighting key areas of focus and practical safeguards.

10.00am Morning Tea — Trade Display Area

10.30am **Establishing the Inspectorate**LIVE
STREAM

Inspector Tony Brown

Tony Brown is the first appointee to the newly created role of Local Government Inspector, established as part of the State Government's ongoing local government reform initiatives.

He has extensive experience within the local government sector, having worked in both rural and urban settings in a wide range of roles from admin officer to CEO.

Recognised by most for his tireless work at WALGA in supporting both elected members and staff in the pursuit of good governance and better practice, Tony has played a significant role in representing the sector in advocacy campaigns at both the State and national levels.

Tony will join us to outline his process for establishing the new Inspectorate and discuss his approach to dealing with the immense expectations that exist for this critical new function.

11.20am

SESSION 7

AI in finance

Dan Hookham

AI is rapidly transforming the way finance teams work. This session will demonstrate how AI can enhance everyday finance tasks, from boosting personal productivity through smarter use of Excel and AI, to accelerating report writing and checking while maintaining accuracy and consistency. The session will also explore how AI can be applied to process optimisation, using debt recovery as a practical example streamlining workflows, improving effectiveness as well as tender response management and evaluation support.

SESSION 8

Negotiating Essentials

Todd Hutchison

Balancing a win-win approach with maintaining strong relationships is vital to effective negotiation. This session will give you fast-paced insights on preparing for and approaching negotiations, key negotiation techniques, balancing assertiveness and cooperation, building rapport and reaching agreement to impact and improve your negotiations.

SESSION 9

Implementing No Triangles

Rachael Robertson

No Triangles, the practice of direct conversations, measurably improves team productivity, morale, creativity and performance. Backed by her research of more than 200 teams and insights gained as one of the youngest leaders of Davis Station, Antarctica, Rachael will guide this session on the No Triangles tool. Learn how to stop gossip, improve accountability and quality of feedback and drive innovation in your team with this impactful action.

12.20pm Lunch — Trade Display Area

Thursday 19 March 2026 (continued)

	SESSION 10	SESSION 11	SESSION 12
1.15pm	AI in finance Dan Hookham AI is rapidly transforming the way finance teams work. This session will demonstrate how AI can enhance everyday finance tasks, from boosting personal productivity through smarter use of Excel and AI, to accelerating report writing and checking while maintaining accuracy and consistency. The session will also explore how AI can be applied to process optimisation, using debt recovery as a practical example streamlining workflows, improving effectiveness as well as tender response management and evaluation support.	Negotiating Essentials Todd Hutchison Balancing a win-win approach with maintaining strong relationships is vital to effective negotiation. This session will give you fast-paced insights on preparing for and approaching negotiations, key negotiation techniques, balancing assertiveness and cooperation, building rapport and reaching agreement to impact and improve your negotiations.	Engagement in Change Joel Levin 'Change is easy, transition is hard'—Too often the structural changes become the focus for any program implementation, but what gets missed is the physiological transition required for the people involved. This session will explore the role of engagement in improving the quality of project implementation from scoping through to closeout.
2.20pm	Knowledge Sharing Across the Sector: Key Insights from OAG and LGIRS Facilitated by Ash Nuttall MLGP, Chair, Finance Professionals Network Knowledge sharing across local government provides valuable insights to strengthen governance, financial management and accountability. In this joint session, representatives from the Office of the Auditor General (OAG) and Department of Local Government, Industrial Relations, and Safety (LGIRS) will provide a high-level update on key issues and emerging themes identified through financial audits and sector-wide risk observations across local and regional governments. The session will highlight common challenges, areas of improvement and practical insights to help local governments remain informed and responsive to current and evolving sector expectations.		
3.20pm	Closing Keynote—Humour Resilience and Change Paul Huschilt As a sector, we face lots of stress—urgent demands, constant change, and a never-ending stream of pressures and responsibilities. Humour Resilience & Change gives us a chance to step back, regroup, and think about strategies for our own well-being. Paul Huschilt will make us laugh and help us with ways to create a new relationship with stress and our own resilience. He will share his techniques on how to get the most out of life with humour, keep the tides of change in perspective, and smile through just about anything. This talk is guaranteed to leave you laughing and you won't even realise you learned a thing or two.		
4.05pm	Closing remarks		

Delegate Registration

Closing date for registrations is 6 March 2026,

however late registrations can be accepted and negotiated with the LG Professionals WA office.

Registration Costs (Note: all prices include GST)

Registration Type	Member	LGWA Member	Non-Member	Local Government Subscriber*		
				Gold	Silver	Bronze
Early Bird (close 18 Feb)	\$1,560	\$1,855	\$1,950	\$1,560	\$1,660	\$1,755
Full Conference	\$1,720	\$2,045	\$2,150	\$1,720	\$1,830	\$1,935
One Day Conference	\$1,035	\$1,230	\$1,290	\$1,035	\$1,100	\$1,160
Live Streaming	\$400	\$475	\$500	\$400	\$425	\$450

*Please email events@lgprofessionalswa.org.au for your Local Government Subscriber discount code.

Conference Dinner (Wednesday 18 March 2026) — Registration Fee \$60 | Partner Registration \$130

Register online: <https://www.lgprofessionalswa.org.au/Finproconference>

Accommodation

LG Professionals WA has secured a group booking at the Crown for the duration of the Conference.
The group rate is only available through direct online booking.

The weblinks will close 7 days prior to the Conference.

Crown Towers Perth
<https://reservations.travelclick.com/131392?groupID=5066607>

Crown Metropol Perth
<https://reservations.travelclick.com/76836?groupID=5066605>

Crown Promenade Perth
<https://reservations.travelclick.com/76838?groupID=5066604>

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