



Date: 19 August 2026

To: Shire President
All Councillors

Copy: Directors
Managers
Staff
Members of the Public

**ORDINARY COUNCIL MEETING
NOTICE AND AGENDA**

An Ordinary Council meeting of the Shire of Waroona will be held at the Shire of Waroona Council Chamber at 4.00 pm Tuesday 25 August 2026 to consider and resolve the matters set out in the attached Agenda.

**MARK GOODLET
CHIEF EXECUTIVE OFFICER**

Please note: all Council meetings are audio recorded and made public
in accordance with r.14J of the *Local Government (Administration) Regulations 1996*.

If you wish to ask a public question, or provide a deputation or submission, please visit
<https://www.waroona.wa.gov.au/council-meetings/>
or contact the Shire on (08) 9733 7800 / warshire@waroona.wa.gov.au



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AGENDA

1. **DECLARATION OF OPENING / ANNOUNCEMENTS OF VISITORS**
2. **ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE**
3. **RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**
4. **PUBLIC QUESTION TIME**
5. **PETITIONS, APPROVED DEPUTATIONS & SUBMISSIONS**

6. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 Ordinary Council Meeting – 28 July 2026

OFFICER RECOMMENDATION

That the Minutes of the Ordinary Council Meeting held 28 July 2026 be confirmed as being a true and correct record of proceedings.

6.2 Special Council Meeting – 7 August 2026

OFFICER RECOMMENDATION

That the Minutes of the Special Council Meeting held 7 August 2026 be confirmed as being a true and correct record of proceedings.

7. **ANNOUNCEMENTS BY THE PRESIDING MEMBER**
8. **ANNOUNCEMENTS BY MEMBERS**
9. **DISCLOSURES OF INTEREST**

(Disclosure of interest MUST ALSO be made by the member or officer immediately prior to a matter, for which an interest is being disclosed, is dealt with.)

10. EXTERNAL COMMITTEES, ASSOCIATIONS AND ADVISORY GROUPS

10.1 Local Emergency Management Committee Unconfirmed Minutes – meeting held 12 August 2026

COMMITTEE RECOMMENDATION



That Council receives and notes the Unconfirmed Minutes of the Local Emergency Management Committee meeting held 12 August 2026 as per Appendix 10.1 A.

[Note that the Appendices to the Unconfirmed Minutes are at Appendix 10.1 B]

10.2 Recreation Advisory Group Unconfirmed Minutes – meeting held 30 July 2026

ADVISORY GROUP RECOMMENDATION

That Council:

- 1. receives and notes the Unconfirmed Minutes of the Recreation Advisory Group held 30 July 2026 as per Appendix 10.2; and**
- 2. notes that Officers will present separate agenda items to Council, where required, to enable formal consideration of recommendations arising from the meeting.**



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

11.1.1 Main Roads Western Australian (MRWA) Application for Speed Zoning James Road, Hamel	
File Ref:	RO.8 – Roads – Maintenance – Rural; GR.16 – Government Relations – State Liaisons – Department of Main Roads
Previous Items:	Nil
Applicant:	Nil
Author and Responsible Officer:	Executive Manager Infrastructure Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	Nil

OFFICER RECOMMENDATION

That Council:

1. endorses the submission of an Application for Speed Zone Review to Main Roads Western Australia for James Road, Hamel, requesting that the existing speed environment be reviewed and an appropriate posted speed limit be determined in accordance with Main Roads Western Australia's speed zoning policy and guidelines; and
2. requests the Chief Executive Officer to seek community feedback on a speed limit change for James Road, Hamel.

IN BRIEF

The purpose of this report is to seek Council endorsement to submit an Application for Speed Zone Review to Main Roads Western Australia (MRWA) for James Road, Hamel.

The application follows a request from a local resident regarding vehicle speeds and the appropriateness of the existing speed environment on James Road. Officers have reviewed the available traffic and road data and consider that the request warrants further consideration by MRWA.

The application would allow MRWA to undertake its formal assessment and determine an appropriate speed zone in accordance with its applicable policy and guidelines. The application does not seek to predetermine a specific posted speed limit.

BACKGROUND

James Road extends between South Western Highway and Fawcett Road, Hamel. The road is currently unzoned, with the applicable default MRWA speed classification being 50 km/h within built-up areas and 110 km/h outside built-up areas.

Following the closure of the Fawcett Road bridge, additional traffic has been using James Road. It is understood that the increase in traffic has contributed to concerns raised by local residents regarding vehicle speeds and the suitability of the existing speed environment.



The current traffic volume on James Road is approximately 264 vehicles per day (Annual Average Daily Traffic). The speed data recorded the highest speed as 109.5km/h and an 85% percentile of 71.18km/h.

REPORT DETAIL

Officers have considered the request against the current MRWA speed zoning policy.

Based on an assessment against the current policy, the characteristics of James Road may support consideration of an 80 km/h posted speed limit. This assessment takes into account factors including the road width, number of residential property accesses and traffic volume.

MRWA is also considering amendments to its speed zoning policy to incorporate a Safer Systems approach. If the proposed approach is adopted, the characteristics of James Road may support consideration of a lower speed environment, potentially resulting in a 60 km/h or 70 km/h speed zone.

The potential difference in outcomes under the current and proposed approaches highlights the importance of the application being assessed by MRWA rather than the Shire seeking to nominate a specific speed limit.

In undertaking its assessment, consideration should also be given to:

- the function and classification of James Road;
- surrounding land use;
- the number and location of residential property accesses;
- road width and geometry;
- pedestrian activity;
- recorded vehicle speeds;
- current traffic volumes; and
- changes in traffic conditions associated with the temporary closure of the Fawcett Road bridge.

The available crash data extends to 2025. One recorded crash was identified on James Road during the 2021–2025 period. The available information records the crash as occurring during the evening in wet road conditions, with a medical severity outcome.

The available information does not indicate a significant crash history on James Road; however, crash history is only one factor considered as part of a speed zoning assessment.

Crash Location	Nature	Time	Road Conditions	Severity
James Road	Not Recorded	Evening	Wet	Medical

Table 1: Crash Map Data for 2021 - 2025



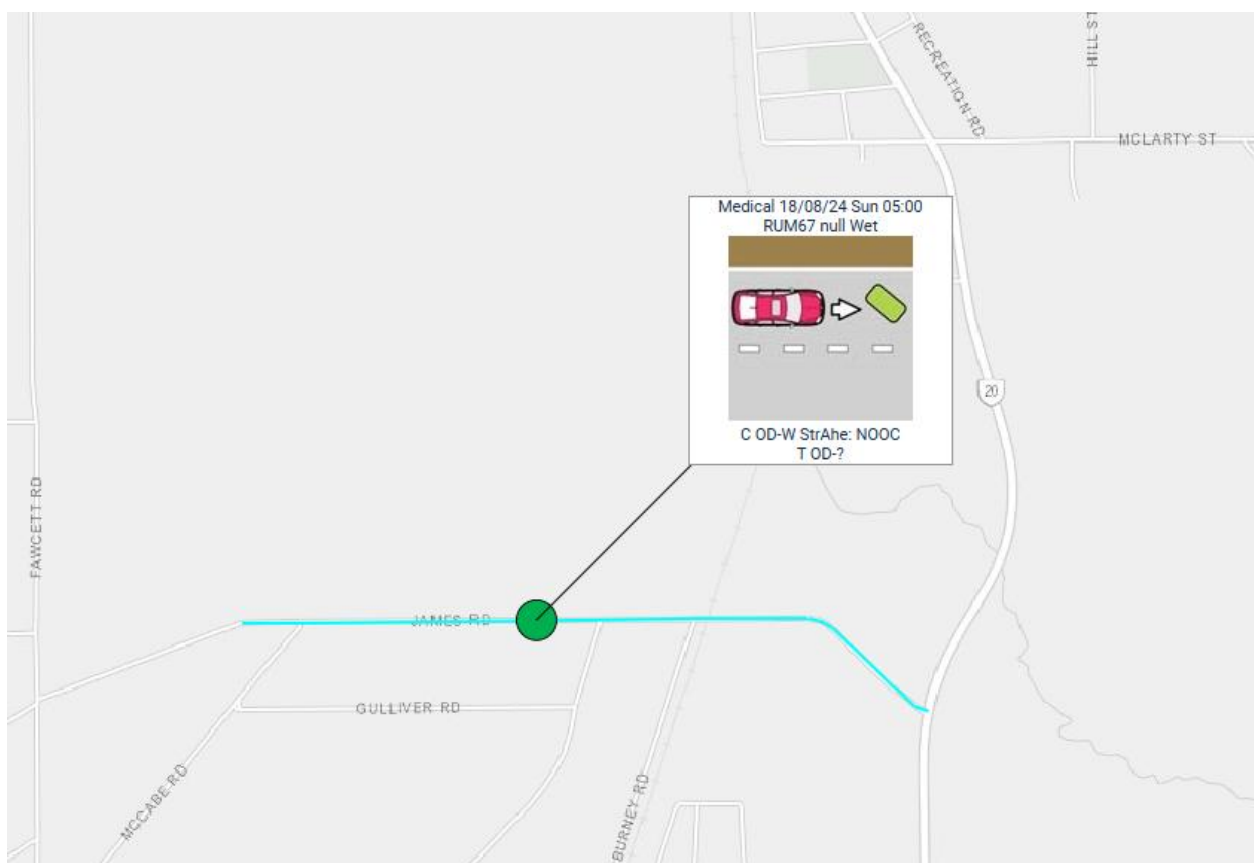


Image 1: Crash map data 2021 to 2025

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Community
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

Nil

STATUTORY ENVIRONMENT

Main Roads Speed Zoning Policy and Application Guidelines
Freedom of Information Act 1982

SUSTAINABILITY & RISK CONSIDERATIONS

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

Nil

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

Supporting the submission of a speed zoning application provides an opportunity for the concerns raised by the local community to be formally considered by the responsible State authority.



A review of the posted speed limit may provide a positive outcome for residents and other road users if MRWA determines that a lower speed environment is appropriate.

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

Nil

Policy Implications

Nil

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Community concerns regarding road safety and vehicle speeds are not adequately addressed.
Consequence	3 - Moderate
Likelihood	3 - Possible
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	The Shire can mitigate this risk by supporting the resident's request and submitting an application to MRWA for formal assessment. This demonstrates that the Shire has considered the concerns raised and is advocating for an appropriate speed environment while recognising that the final determination of the speed zone rests with MRWA.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

- Chief Executive Officer
- Director Corporate and Compliance Services
- Councillors

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS

Financial

Nil

Workforce

Nil

CONCLUSION

Officers consider that the resident's request warrants further consideration by MRWA, having regard to the relatively narrow road environment, residential property access, recorded vehicle speeds and potential for pedestrian movements along and across James Road.

The recent change in traffic conditions associated with the Fawcett Road bridge closure has also increased community concern regarding vehicle speeds on James Road.



Officers do not consider it appropriate for Council to nominate a specific speed limit. Rather, the appropriate posted speed limit should be determined through MRWA's formal speed zoning assessment, having regard to the applicable policy, road environment and available traffic and safety information.

Accordingly, officers recommend that Council endorse the submission of an Application for Speed Zone Review to MRWA for James Road, Hamel.



11.1.2 Waroona Showgrounds – Caravan Sullage Dump Point	
File Ref:	CP29 – Council Properties – Usage – Recreation Grounds and Reserves
Previous Items:	OCM2508120 – Recreational Vehicles (RV) Sites & Temporary Major Event Accommodation
Applicant:	Nil
Author and Responsible Officer:	Executive Manager Infrastructure Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	Nil

OFFICER RECOMMENDATION

That Council:

1. supports the decommissioning of the caravan sullage dump point located at the Waroona Showgrounds;
2. notes that the Railside Caravan Short Term Stay facility provides an alternative compliant caravan sullage dump point within the Waroona townsite;
3. requests the Chief Executive Officer to undertake the required decommissioning work and associated compliance requirements; and
4. requests the Chief Executive Officer to undertake appropriate signage and community communication advising users about the closure and directing them to the Railside facility.

Or

That Council:

1. supports the retention and refurbishment of the sullage dump point located at the Waroona Showgrounds;
2. requests the Chief Executive Officer to undertake the necessary repairs and upgrades to the facility, including replacement or upgrading of the damaged lid to a compliant arrangement;
3. notes that the refurbishment works are to be funded from the Shire's maintenance budget, subject to available funds;
4. notes that the Showgrounds facility will continue to incur ongoing operational and trade waste licensing costs; and
5. requests the Chief Executive Officer to undertake the required compliance and maintenance actions to ensure the facility remains safe and operational.

IN BRIEF

This report seeks Council direction regarding the future of the caravan sullage dump point located at the Waroona Showgrounds.



The Shire currently has two caravan sullage dump points within the Waroona townsite:

- Waroona Showgrounds; and
- Railside Caravan Short Term Stay.

The Railside facility was constructed as the replacement compliant facility, with the original intention that the Showgrounds facility would be decommissioned following its completion and commissioning. The Showgrounds facility has remained operational following requests for both facilities to remain available.

The Showgrounds facility has now sustained damage to its lid and requires expenditure to either rectify and upgrade the facility or decommission it. Officers have assessed both options and consider decommissioning to provide the stronger long-term financial outcome.

BACKGROUND

The caravan sullage dump point at the Waroona Showgrounds was the original facility servicing the townsite.

As part of the development of Railside Park, a new compliant caravan sullage dump point was constructed to provide an alternative facility. The original intention was that, following completion and commissioning of the Railside facility, the Showgrounds caravan dump point would be decommissioned.

The Railside caravan dump point was commissioned approximately 12–14 months ago. Following commissioning, the proposed decommissioning of the Showgrounds facility was placed on hold in response to requests for both facilities to remain operational.

The continued operation of two facilities therefore represents a departure from the original plan to rationalise the Shire's caravan sullage dump-point infrastructure.

REPORT DETAIL

The Shire has recently been made aware of damage to the lid of the Showgrounds caravan sullage dump point. The damaged lid presents a minor risk to users and requires either rectification or removal of the facility.

Officers have obtained pricing for both decommissioning the existing Showgrounds caravan dump point and upgrading the existing facility, including replacement or upgrading of the damaged lid to a compliant arrangement.

The upgrade quotation does not include all Shire costs and materials. An internal cost estimate has therefore been prepared to enable comparison of the two options and consideration of the Benefit Cost Ratio (BCR).

Both options require an initial expenditure by the Shire. The financial assessment undertaken by officers indicates that decommissioning the Showgrounds facility provides the stronger long-term financial outcome.

The assessment has considered ongoing trade waste licensing costs over a 10-year period. On the current assessment, the initial cost of decommissioning the Showgrounds facility is expected to be recovered through ongoing savings within approximately 4.42 years. Following the payback period, the decommissioning option is expected to provide an ongoing saving to the Shire.



Showgrounds Sullage Dump Point



Comparison	Decomission	Upgrade	Annual Savings (Trade Waste)	Long Term Savings (Trade Waste x 10 Yrs)
Initial Cost	\$ 1,175.00	\$ 6,365.00	\$ 265.74	\$ 2,657.40
10 Year financial benefit	\$ 2,657.40	\$ -	\$ 265.74	-\$ 2,657.40
Net benefit	\$ 1,482.40	-\$ 6,365.00		
Benefit Cost Ratio (BCR)	2.26	\$ -		
Payback (Years)	4.42	\$ -		

Image: Benefit Cost Ratio (BCR)

The following options were considered by officers:

Option 1 – Decommission the Showgrounds facility

- Undertake the required decommissioning and associated compliance works.
- Direct users to the Railside Caravan Short Term Stay sullage dump point.
- Avoid ongoing licensing and maintenance costs associated with retaining a second facility.
- Provide a long-term financial saving following the estimated 4.42-year payback period.

Option 2 – Retain and refurbish the Showgrounds facility

- Undertake repairs and upgrade works, including addressing the damaged lid and associated compliance requirements.
- Continue operating two sullage dump points within the Waroona townsite.
- Continue to incur ongoing operating and trade waste licensing costs associated with the Showgrounds facility.
- Fund the refurbishment from the Shire's maintenance budget.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Built Assets
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	4.1 Public spaces and infrastructure that are accessible and appropriate for our community, and meet the purpose and needs of multiple users
Strategy	4.1.1 Plan community facilities for current and future generations

OTHER STRATEGIC LINKS

Nil

STATUTORY ENVIRONMENT

Nil

SUSTAINABILITY & RISK CONSIDERATIONS

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



The availability of a caravan sullage dump point provides a convenience for visitors to the Shire. While the facility does not generate direct income for the Shire, its availability may provide a minor indirect economic benefit to local businesses and the community. Given the Railside Caravan sullage dump point will remain operation it is expected the decommissioning of the Showgrounds caravan sullage dump point will be unlikely to impact the town's economy.

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

The availability of a caravan sullage dump point provides a service to facility users. Decommissioning the Showgrounds facility will reduce the number of available facilities from two to one; however, the Railside facility provides an alternative within the Waroona townsite.

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	If the Showgrounds facility is upgraded, the expenditure is not offset by income generated by the facility and ongoing licensing and maintenance costs will remain.
Consequence	2 - Minor
Likelihood	3 - Possible
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Decommissioning the Showgrounds facility removes the need to fund the refurbishment and ongoing operation of the second facility. An alternative sullage dump point remains available at Railside.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

- Chief Executive Officer
- Director Corporate and Compliance Services
- Council
- Community Member – Record I39600

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

The recommended option requires expenditure to undertake the decommissioning works and associated compliance requirements. This initial expenditure is expected to be recovered through ongoing savings within approximately 4.42 years.

If Council instead resolves to retain and refurbish the Showgrounds facility, the refurbishment expenditure will need to be funded from the Shire's maintenance budget, together with the ongoing operating and trade waste licensing costs.



Workforce

Nil

CONCLUSION

The Showgrounds caravan sullage dump point was originally intended to be decommissioned following the construction and commissioning of the compliant Railside facility.

With the Railside facility now operational and the Showgrounds facility requiring expenditure to address the damaged lid, Council has an opportunity to rationalise the Shire's caravan sullage dump-point infrastructure.

The financial assessment indicates that decommissioning provides the stronger long-term financial outcome, with the initial expenditure expected to be recovered within approximately 4.42 years. The Railside facility provides an alternative caravan sullage dump point within the Waroona townsite.

On this basis, officers recommend that Council support the decommissioning of the Showgrounds caravan sullage dump point and authorise officers to undertake the required works, compliance actions, signage and community communication.



11.2 CUSTOMER & DEVELOPMENT SERVICES



11.3 CORPORATE & COMMUNITY SERVICES

11.3.1 Listing of Payments for the Month of July 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 – July 2026

OFFICER RECOMMENDATION

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

Municipal	Cheque	10514 – 10523	\$	139,234.69
	EFT	45531 – 45715	\$	826,860.94
Direct wages		01/07/2026 – 31/07/2026 inclusive	\$	281,809.77
Direct Debit		01/07/2026 – 31/07/2026 inclusive	\$	326,846.71
Trust	Cheque		\$	-
	EFT	45549	\$	962.50
GRAND TOTAL			\$	1,575,714.61

as per Appendix 11.3.1.

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 July 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 July 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 Audit Risk and Improvement Committee – Amendment to Terms of Reference	
File Ref:	FM.9 – Financial Management – Audit – Reports
Previous Items:	OCM26/05/063 - Audit Risk & Improvement Committee (ARIC) Establishment, Terms of Reference, Meetings Fees, and Independent Members
Applicant:	N/A
Author and Responsible Officer:	Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.3.2 – Terms of Reference – Audit Risk & Improvement Committee (Tracked Changes)

OFFICER RECOMMENDATION

That Council adopts the amended Audit, Risk and Improvement Committee Terms of Reference, as presented in Appendix 11.3.2.

IN BRIEF

The Audit, Risk and Improvement Committee (ARIC) Terms of Reference have been reviewed to provide greater clarity around the Committee's ordinary meeting cycle.

It is proposed that the Committee ordinarily meet twice each financial year, in September and February, with the timing aligned to the Shire's key audit, financial management, compliance and risk reporting requirements.

BACKGROUND

The Audit, Risk and Improvement Committee is established in accordance with section 7.1A of the Local Government Act 1995 and performs the functions prescribed by regulation 16 of the Local Government (Audit) Regulations 1996.

Council previously adopted Terms of Reference governing the membership, functions and operation of the Committee.

Following consideration of the Shire's annual audit and compliance reporting cycle, Officers have reviewed the meeting frequency provisions to establish a more structured and predictable meeting program.

REPORT DETAIL

The principal amendment relates to Section i – Meeting Frequency of the Terms of Reference.

The existing provision broadly provides that the Committee meets on dates and times determined by Council and at least twice each year. It is proposed to provide greater structure by specifying that the Committee will ordinarily meet twice each financial year, with meetings generally scheduled for:

- September; and
- February.



These months have been selected to align the Committee's consideration of matters with the Shire's key audit, financial management, compliance and risk reporting cycles.

The Terms of Reference will retain flexibility for additional meetings to be convened where required to enable the Committee to effectively discharge its functions or consider matters requiring attention outside the ordinary meeting cycle. Meeting dates and times will continue to be determined by Council.

No changes are proposed to the Committee's purpose, statutory functions, membership arrangements or quorum requirements.

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

Local Government Act 1995

Section 5.8 – Establishment of committees;
 Section 5.9 – Committee membership;
 Section 5.11 – Committee membership tenure;
 Section 5.19 – Quorum for meetings; and
 Section 7.1A – Audit, Risk and Improvement Committee.

Local Government (Audit) Regulations 1996

Regulation 16 – Functions of audit, risk and improvement committee.

An audit, risk and improvement committee has the following functions —

- (a) to receive and review reports on, and recommend to the council actions to be taken in relation to —
 - (i) audits under Part 7 of the Act; and
 - (ii) compliance audits; and
 - (iii) reviews under regulation 17;
- (b) to otherwise receive and review reports on the appropriateness and effectiveness of, and recommend to the council improvements to, the local government's systems and procedures in relation to —



- (i) *financial management; and*
 - (ii) *legislative compliance; and*
 - (iii) *risk management;*
- (c) *to receive and review reports on, and recommend to the council improvements to, the implementation of any actions that the local government —*
- (i) *is required to take under section 7.12A(3); and*
 - (ii) *has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and*
 - (iii) *has otherwise decided to take in response to a report or recommendation referred to in paragraph (a) or (b); and*
 - (iv) *has stated it has done or proposes to do in written advice prepared under section 8.6(1)(a) or 8.23(4)(a);*
- (d) *any other function conferred on the audit, risk and improvement committee under these regulations or another written law.*

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	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Inadequate scheduling of Audit, Risk and Improvement Committee meetings may result in key audit, compliance, financial management and risk matters not being considered by the Committee in a timely manner.
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Establishing an ordinary meeting cycle in September and February will align Committee consideration with the Shire's key audit, financial management, compliance and risk reporting cycles. The Terms of Reference also provide flexibility for additional meetings to be convened where matters require consideration outside the ordinary meeting cycle.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

- Elected Members - Audit, Risk and Improvement Committee members



- Chief Executive Officer

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS***Financial***

No material financial implications are anticipated. Costs associated with Committee meetings and remuneration of independent members are provided for through the annual budget.

Workforce

Preparation and administration of Committee meetings will be undertaken within existing staff resources. Establishing a regular meeting cycle will assist Officers in coordinating reports and statutory matters for consideration by the Committee.

CONCLUSION

The proposed amendment provides greater clarity and structure around the ordinary meeting cycle of the Audit, Risk and Improvement Committee and aligns meetings with the Shire's key audit, compliance, financial management and risk reporting periods.

It is recommended that Council adopt the amended Terms of Reference as presented in Appendix 11.3.2.



11.3.3 Review of Closed-Circuit Television (CCTV) Policy – CGP030	
File Ref:	ET.1 – Energy Supply & Telecommunications – Service Provision – CCTV; CM.7 – Corporate Management – Policy – Policy Register
Previous Items:	OCM24/07/111
Applicant:	N/A
Author and Responsible Officer:	Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.3.3 A – CGP030 Closed-Circuit Television (CCTV) Policy – Revised Policy 11.3.3 B – Previous CGP030 Closed Circuit Television (CCTV) Policy – Current Policy

OFFICER RECOMMENDATION

That Council adopts the revised CGP030 – Closed-Circuit Television (CCTV) Policy, as presented at Appendix 11.3.3 A.

IN BRIEF

The Shire's existing Closed-Circuit Television (CCTV) Policy has been reviewed to ensure it remains appropriate for the Shire's current CCTV operations and legislative requirements. The revised Policy establishes clearer governance for the operation of CCTV, including separate definitions and access arrangements for Public-facing CCTV and Internal Facility CCTV.

The Policy formalises the existing arrangement that provides authorised Waroona Police personnel with direct access to designated Public-facing CCTV through a secure third-party portal.

Privacy requirements have been updated to reflect the Privacy and Responsible Information Sharing Act 2024 (PRIS Act), together with existing obligations relating to surveillance, freedom of information and records management.

Detailed operational requirements will be addressed separately through a CCTV Management Practice and an agreement with Waroona Police.

BACKGROUND

The Shire operates CCTV systems across a number of Shire facilities and public areas to support community and employee safety, assist in the prevention and investigation of crime and antisocial behaviour, respond to incidents and protect Shire facilities and assets. The Shire's existing CCTV Policy provides the overarching governance framework for these systems. A review has been undertaken to ensure that the Policy reflects the Shire's current CCTV operations and contemporary legislative requirements.

The review has also considered the commencement of privacy obligations applying to Local Governments under the Privacy and Responsible Information Sharing Act 2024.

As part of its public-facing CCTV network, the Shire provides authorised Waroona Police personnel with direct access to designated cameras through a secure portal provided by the



Shire's third-party CCTV service provider. The revised Policy formally recognises this arrangement and establishes the parameters within which direct access is provided.

The revised Policy is presented at Appendix 11.3.2 A for Council consideration.

REPORT DETAIL

The review has sought to maintain the CCTV Policy as a high-level Council governance document while providing sufficient clarity regarding why CCTV is operated, how information is protected and who may access CCTV systems and footage.

CCTV Purpose and Classification

The revised Policy confirms that the Shire may operate CCTV for legitimate purposes including:

- community, visitor and employee safety;
- prevention, detection and investigation of crime and antisocial behaviour;
- incident and emergency response;
- protection of Shire facilities and assets;
- workplace health and safety;
- investigation of damage, theft and unlawful activity; and
- supporting lawful investigations and proceedings.

A key change is the distinction between Public-facing CCTV and Internal Facility CCTV.

Public-facing CCTV primarily monitors public places and publicly accessible areas for community safety, crime prevention and detection, incident response and asset protection.

Internal Facility CCTV is installed within or immediately associated with Shire facilities and is primarily used for the safety and security of employees, customers, visitors, facilities and Shire assets.

This distinction allows access arrangements to be appropriately aligned with the purpose of each CCTV system.

Shire Officer Access

Access to CCTV is restricted to authorised Shire officers and may only occur where reasonably required for a legitimate Shire purpose.

This may include responding to safety or security incidents, investigating damage, theft or unlawful activity, workplace health and safety matters, complaints, insurance matters, legal proceedings or responding to a lawful request from an authorised agency.

The revised Policy specifically provides that CCTV must not be accessed for personal purposes or general observation of individuals.

Waroona Police Access

The Shire's Public-facing CCTV network provides an important resource for Waroona Police in responding to incidents and investigating crime.



Authorised Waroona Police personnel currently have direct access to designated Public-facing CCTV through a secure portal provided by the Shire's third-party CCTV service provider.

The revised Policy formalises this arrangement and provides that authorised Police personnel may independently view and extract footage through the portal in accordance with the legislative powers, policies and procedures applying to the WA Police Force. Individual access or extraction through the authorised portal does not require separate approval from the Shire.

Direct Police access is limited to CCTV systems specifically authorised by the Shire and does not extend to Internal Facility CCTV unless separately authorised. Where Police require footage that is not available through the direct-access portal, a request may be made to the Shire for footage relevant to a lawful policing purpose.

Detailed operational arrangements, responsibilities and controls associated with Police access will be established through the CCTV Management Practice and an agreement with Waroona Police.

Public Access to CCTV

Members of the public do not have a general right to view live CCTV or obtain footage directly from Shire officers.

Requests for access to CCTV records will be considered under the Freedom of Information Act 1992 or another applicable legal right of access.

When considering release of CCTV footage, the Shire must also consider the privacy and safety of other identifiable individuals, the integrity of investigations and any applicable statutory exemptions or restrictions.

Privacy, Information Security & Records

CCTV footage may contain personal information and is therefore subject to the Shire's privacy, information security and records management obligations.

The revised Policy incorporates requirements arising from the Privacy and Responsible Information Sharing Act 2024, including the appropriate collection, use, disclosure, security and management of personal information. CCTV is to be operated only for legitimate Shire purposes and in a manner that avoids unnecessary collection or observation of personal information.

Appropriate signage will be displayed at or near areas where overt CCTV surveillance operates, including key entry points where practicable. Cameras must not be deliberately positioned to observe locations where people would ordinarily expect their activities to remain private, including toilets, bathrooms and change areas.

CCTV systems and records are to be protected against unauthorised access, use, alteration, loss or disclosure. CCTV records will be managed in accordance with the State Records Act 2000, the Shire's Recordkeeping Plan and applicable records disposal authorities.

Relevant footage may be preserved where required for an incident, investigation, Police request, legal or regulatory process, complaint, insurance matter, Freedom of Information request or another lawful Shire purpose.



Supporting Operational Framework

The revised Policy has intentionally been maintained as a Council-level governance document rather than incorporating detailed operational procedures.

Following adoption of the Policy, a CCTV Management Practice will establish operational requirements including authorised access, footage extraction and release, records management, security, retention, signage, maintenance and privacy controls.

An agreement with Waroona Police will also document the operational arrangements associated with Police access to the Shire's Public-facing CCTV network.

This approach enables operational processes to be reviewed and amended as technology, legislative requirements and operational circumstances change without requiring amendment of the Council Policy.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Community
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning
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

- Strategic Community Plan 2024-2034
- Corporate Business Plan 2026-2030

STATUTORY ENVIRONMENT

The operation and management of CCTV by the Shire occurs within a broader statutory framework, including:

- Privacy and Responsible Information Sharing Act 2024;
- Surveillance Devices Act 1998;
- Freedom of Information Act 1992;
- State Records Act 2000;
- Security and Related Activities (Control) Act 1996;
- Security and Related Activities (Control) Regulations 1997;
- Work Health and Safety Act 2020; and
- General Retention and Disposal Authority for Local Government Information (GRDALG) DA 2023-005.

The Privacy and Responsible Information Sharing Act 2024 establishes requirements relating to the Shire's collection, use, disclosure, security and management of personal information, including personal information captured by CCTV.

The Surveillance Devices Act 1998 regulates the use of surveillance devices and is relevant to the manner and locations in which CCTV may be operated.



The Freedom of Information Act 1992 provides a statutory mechanism through which a person may seek access to documents held by the Shire, subject to applicable exemptions and protections.

The State Records Act 2000 establishes requirements for the appropriate management of Shire records.

SUSTAINABILITY & RISK CONSIDERATIONS

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

Nil

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

CCTV supports community safety and assists in the prevention and investigation of crime, antisocial behaviour and damage to public facilities and assets. The revised Policy seeks to balance these community safety benefits with the privacy of individuals using Shire facilities and public spaces.

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

Nil

Policy Implications

Adoption of the revised CGP030 – Closed Circuit Television (CCTV) Policy will replace the Shire's existing CCTV Policy. A supporting CCTV Management Practice and Waroona Police CCTV User Agreement will subsequently be developed to give operational effect to the Policy.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Inadequate governance or inappropriate access, use or disclosure of CCTV information may result in non-compliance with legislative requirements, privacy or information security breaches, compromised investigations and reputational damage to the Shire.
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Adoption of the revised CCTV Policy; restricted authorised access; appropriate privacy and information security controls; CCTV signage; records management requirements; development of a CCTV Management Practice; and formalisation of Waroona Police access arrangements.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

The Policy review has considered contemporary CCTV guidance and the approaches adopted by other Western Australian local governments.

Internal consultation has been undertaken with relevant Shire officers involved in the administration and operation of CCTV systems. Further consultation will be undertaken with



Waroona Police in developing the agreement governing Police access to the Shire's Public-facing CCTV network.

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

There are no direct financial implications arising from the adoption of the revised Policy. Existing costs associated with CCTV licensing, telecommunications, maintenance, storage and equipment replacement are managed through the Shire's annual budget.

Any significant future expansion or upgrade of the CCTV network would be considered through the Shire's normal budget and procurement processes.

Workforce

The Policy can be implemented within existing workforce resources. Development and implementation of the supporting Management Practice and Police agreement will require Officer resources but is expected to be accommodated within existing operations.

CONCLUSION

The review of CGP030 – Closed Circuit Television (CCTV) Policy provides an updated governance framework for the Shire's CCTV systems and reflects changes to the legislative and operational environment.

The revised Policy more clearly establishes the purpose of CCTV, distinguishes between Public-facing and Internal Facility CCTV, defines appropriate access by Shire officers, Waroona Police and members of the public, and strengthens privacy, information security and records management requirements.

The Policy has been maintained at an appropriate Council governance level, with detailed operational requirements to be addressed through a CCTV Management Practice and agreement with Waroona Police.

It is recommended that Council adopt the revised CGP030 – Closed Circuit Television (CCTV) Policy.



11.3.4 Destination Management Action Plan 2026–2031 (Desktop Review)	
File Ref:	ED.7 – Economic Development – Industries – Tourism - Waroona
Previous Items:	OCM25/05/068 – Destination Management Action Plan – Stakeholder Consultation OCM25/08/127 – Destination Management Action Plan – Final Adoption
Applicant:	N/A
Author and Responsible Officer:	Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.3.4 – Destination Management Action Plan 2026-2031 Desktop Review

OFFICER RECOMMENDATION

That Council endorses the updated Destination Management Action Plan 2026–2031, as presented in Appendix 11.3.4.

IN BRIEF

The Destination Management Action Plan (DMAP) provides the implementation framework for the Shire’s Destination Management Strategy and identifies actions across the three key areas of Capability, Demand and Supply.

A desktop review has been undertaken to assess progress against the actions identified for 2025/26 and to review the timing and sequencing of future actions. The review identifies actions that have commenced or been completed and updates future delivery timeframes to better reflect current organisational priorities, available resources and emerging opportunities.

The review also provides an opportunity to ensure future tourism initiatives remain focused on practical, value-add outcomes for the Shire, local tourism operators and the broader community.

BACKGROUND

The Shire’s inaugural Destination Management Strategy (DMS) was prepared by INK Strategies and adopted by Council in December 2024. The DMS established the strategic framework for the development of Waroona’s visitor economy, with a focus on building destination capability, increasing demand and strengthening tourism supply.

To translate the strategic direction of the DMS into practical actions, the Destination Management Action Plan 2025–2030 was subsequently developed. Following stakeholder consultation, the DMAP was adopted by Council in August 2025.

The DMAP contains a substantial program of actions to be delivered over a five-year period. Each action is assigned a priority, responsible lead area and indicative implementation timeframe. The document is intended to remain responsive to changing priorities, available resources, funding opportunities and the maturity of Waroona’s tourism sector.



A desktop review has now been undertaken following the first year of implementation to assess progress and ensure the sequencing of future actions remains achievable and appropriately aligned with the Shire's strategic and operational priorities.

REPORT DETAIL

The desktop review considered each action contained within the DMAP against work undertaken during 2025/26, current organisational priorities, available resources and the practical sequencing of future initiatives.

The review demonstrates that implementation of the DMAP has commenced across a number of areas. Actions identified as completed, partially completed or progressing include stakeholder mapping and engagement, cross-departmental support for tourism-related proposals, tourism promotion and success stories, the Shire-wide tourism signage audit, and review of the current visitor servicing model.

Work has also commenced on strengthening Waroona's tourism positioning and supporting future destination marketing. This includes development of clearer tourism messaging, the Visit Waroona digital presence, improved marketing assets and greater coordination of tourism and economic development activities.

The review has also identified a number of actions that are more appropriately delivered over a longer timeframe or following completion of prerequisite work. The timing of these actions has therefore been adjusted to provide a more realistic implementation pathway and avoid progressing initiatives before the necessary planning, data, partnerships or resources are in place.

Particular consideration has been given to the relationship between destination development and the Shire's broader strategic projects. This includes the Tourism Signage Strategy and signage audit, visitor servicing review, Town Centre Revitalisation Strategy, Sport and Recreation Precinct planning and opportunities to strengthen regional partnerships and advocacy.

The desktop review also recognises the importance of ensuring tourism capacity-building and business support activities respond to demonstrated industry demand. Recent engagement with local tourism businesses has highlighted that participation in Shire-facilitated initiatives can vary despite direct consultation and promotion. Officers will therefore continue to assess the priorities within the DMAP to ensure future initiatives provide value-add outcomes and are responsive to the needs of local tourism operators.

The DMAP will continue to operate as a living implementation document. Progress will be monitored through regular desktop reviews, allowing completed actions to be recorded and future actions to be adjusted where priorities, resources, funding opportunities or industry needs change.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Economy
Aspiration	To create a diverse economy base that supports opportunity and employment
Objective	2.3 Create a vibrant, inviting and thriving town centre and maximise Waroona's natural assets, cultural and heritage as drivers for tourism development
Strategy	2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage



OTHER STRATEGIC LINKS

Destination Management Strategy

STATUTORY ENVIRONMENT

Nil

SUSTAINABILITY & RISK CONSIDERATIONS

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

The DMAP supports the development of the local visitor economy by providing a coordinated framework for tourism development, investment attraction, destination marketing and support for existing and prospective tourism businesses. Regular review assists in directing available resources towards initiatives that provide the greatest potential economic benefit.

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

Tourism development can contribute to community vibrancy, local events, improved facilities and increased opportunities for local businesses and community organisations. Maintaining a flexible implementation approach assists the Shire in balancing tourism development with community expectations and local priorities.

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

A number of actions within the DMAP relate to nature-based tourism and the promotion of the Shire's natural assets. Individual projects arising from the DMAP will be assessed for environmental impacts as part of their planning and implementation.

Policy Implications

Nil

Risk Management Implications

Context / Risk Category	Operational - Adverse effects on core business, business continuity, human resource risks, loss of knowledge
Risk	Failure to regularly review and appropriately prioritise the actions contained within the DMAP may result in resources being directed towards initiatives that are no longer achievable, appropriately sequenced or aligned with industry and community needs.
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Regular monitoring and desktop review of the DMAP, alignment of actions with annual budget processes, ongoing engagement with tourism operators and key stakeholders, and adjustment of implementation timeframes in response to available resources and emerging priorities.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

The desktop review has been informed by feedback from internal Shire staff responsible for the delivery of actions within the DMAP, together with participation rates and community and



stakeholder feedback received through tourism initiatives and activities delivered during 2025/26.

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

There are no direct financial implications associated with undertaking or endorsing the desktop review. Implementation of individual DMAP actions may have future financial implications and will be considered through Council's annual budget process, subject to available resources, identified priorities and external funding opportunities. The review assists in ensuring future expenditure is appropriately sequenced and directed towards initiatives that provide value to the Shire and local tourism industry.

Workforce

The desktop review has been undertaken within existing staff resources. Delivery of the DMAP represents an ongoing workload across several areas of the organisation, with the majority of tourism-related actions coordinated through Corporate & Community Services. The revised implementation timeframes assist in balancing delivery expectations against available workforce capacity, with additional resources to be considered where required for individual projects.

CONCLUSION

The desktop review provides an opportunity to assess the first year of implementation of the Destination Management Action Plan and ensure its future program remains practical, responsive and aligned with Council priorities.

The review demonstrates that progress has been made across a number of actions while also recognising that the DMAP represents a significant multi-year program that must be delivered within the Shire's available financial and workforce capacity. Updating the timing and status of individual actions provides a more realistic pathway for implementation and enables the Shire to respond to emerging opportunities and changing industry needs.

Ongoing monitoring will remain important to ensure the DMAP continues to deliver meaningful and value-add outcomes for Waroona's tourism industry and broader community. It is therefore recommended that Council endorse the updated Destination Management Action Plan 2026–2031.



11.3.5 Shire of Waroona - Tourism Statement of Commitment	
File Ref:	ED.7 – Economic Development – Industries – Tourism – Waroona
Previous Items:	OCM25/08/127 – Destination Management Action Plan – Final Adoption
Applicant:	N/A
Author and Responsible Officer:	Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.3.5 – Shire of Waroona Tourism Statement of Commitment

OFFICER RECOMMENDATION

That Council:

- 1. endorses the Shire of Waroona Tourism Statement of Commitment, as presented in Appendix 11.3.5; and**
- 2. authorises the publication of the Tourism Statement of Commitment on the Shire of Waroona website and other relevant tourism communication platforms.**

IN BRIEF

As an action arising from the Shire's Destination Management Action Plan 2025–2030, officers have developed a Tourism Statement of Commitment to clearly communicate the Shire's role in supporting and facilitating the development of the local visitor economy.

The Statement provides a concise, public-facing commitment outlining how the Shire will work with tourism operators and stakeholders and the areas in which the Shire will provide leadership, support, advocacy and facilitation.

BACKGROUND

The Shire's Destination Management Strategy (DMS) provides the strategic direction for the development of Waroona's visitor economy, supported by the Destination Management Action Plan (DMAP), which identifies the actions required to progress this direction.

Under the Capability pillar of the DMAP, Action C3.1.1 identifies the development of a Tourism Servicing Charter or Statement of Commitment through the creation of a clear, public facing document outlining the Shire's role in supporting tourism businesses.

The action recognises the importance of providing clarity to existing and prospective tourism operators regarding the role of the Local Government in tourism development and the nature of the support that can reasonably be provided by the Shire of Waroona.

Officers have subsequently prepared the Shire of Waroona Tourism Statement of Commitment, presented at Appendix 11.X.X, for Council's consideration.

REPORT DETAIL

The Tourism Statement of Commitment has been developed as a concise and accessible public-facing document rather than a formal Council policy. Its purpose is to clearly



communicate the Shire's role in supporting a sustainable and vibrant visitor economy and establish reasonable expectations regarding how the Shire will work with tourism businesses and stakeholders.

Importantly, the Statement establishes that the Shire's role is primarily to enable and support tourism development rather than duplicate the role of individual tourism operators. This provides an important distinction between the Shire's strategic and facilitative responsibilities and the commercial responsibilities of individual businesses.

The Shire of Waroona is recognised as a Small Business Friendly Local Government, reflecting its commitment to supporting local businesses, maintaining open communication and creating an environment that enables businesses to establish, operate and grow. The Tourism Statement of Commitment is consistent with these principles by clearly defining the Shire's role in supporting tourism operators through accessible information, collaboration, advocacy, capacity building and practical assistance, while recognising that successful tourism development requires a partnership between local government and industry.

The Statement identifies a number of areas in which the Shire will contribute to the development of the visitor economy, including:

- providing strategic direction through implementation of the DMAP;
- supporting tourism operators through guidance, networking, tools and resources;
- collecting and assessing tourism data;
- managing and promoting the Visit Waroona brand and associated platforms;
- facilitating collaboration between businesses, community groups and neighbouring local governments;
- promoting tourism investment and supporting accommodation development;
- advocating for tourism priorities, infrastructure and asset improvements;
- facilitating investment in tourism infrastructure and place activation;
- providing relevant capacity-building opportunities; and
- monitoring progress and encouraging sustainable tourism development.

The Statement also establishes broader commitments around sustainability, visitor experience, collaboration, tourism asset improvement, value for money, sustainable growth and being accessible and responsive to tourism stakeholders. A Partnership Statement reinforces that development of the visitor economy requires collaboration, shared responsibility and open communication between the Shire, tourism operators and other stakeholders.

Once endorsed by Council, the Statement will be made available through the Shire's website and can be provided to existing and prospective tourism operators as a clear reference point regarding the Shire's approach to supporting tourism development.

The Statement will also support implementation of the broader DMAP by providing a framework against which future tourism initiatives, partnerships and capacity-building activities can be considered.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Economy
Aspiration	To create a diverse economy base that supports opportunity and employment



Objective	2.3 Create a vibrant, inviting and thriving town centre and maximise Waroona's natural assets, cultural and heritage as drivers for tourism development
Strategy	2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage

OTHER STRATEGIC LINKS

- Destination Management Strategy
- Destination Management Action Plan 2025–2030 – Action C3.1.1
- Small Business Friendly Local Government Charter

STATUTORY ENVIRONMENT

Nil

SUSTAINABILITY & RISK CONSIDERATIONS

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

Clearly defining the Shire's role in supporting tourism provides greater certainty for existing and prospective operators and assists in developing productive partnerships, attracting investment and supporting sustainable growth of the local visitor economy.

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

A collaborative approach to tourism development can support local businesses, community organisations, events and visitor experiences, contributing to community vibrancy and pride in the district.

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

The Statement includes a commitment to support tourism development that encourages environmental stewardship, respects the Shire's natural assets and contributes to sustainable visitor experiences.

Policy Implications

Nil

Risk Management Implications

Context / Risk Category	Operational - Adverse effects on core business, business continuity, human resource risks, loss of knowledge
Risk	A lack of clarity regarding the Shire's role in tourism development may result in differing stakeholder expectations and resources being directed towards activities that do not align with the Shire's strategic role.
Consequence	2 - Minor
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Adoption and publication of the Tourism Statement of Commitment, ongoing stakeholder engagement and regular review of priorities through implementation of the DMAP.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION



The Statement has been developed having regard to feedback and engagement undertaken with tourism operators and stakeholders through development and implementation of the Destination Management Strategy and Action Plan.

Internal consultation has also occurred with relevant Shire officers to ensure the commitments appropriately reflect the Shire's role, available resources and existing tourism activities.

Aboriginal Consultation

No specific Aboriginal consultation was required in preparing the Statement. Engagement with Aboriginal stakeholders will continue to occur where relevant to individual tourism initiatives and actions.

RESOURCE IMPLICATIONS

Financial

There are no direct financial implications associated with adopting and publishing the Tourism Statement of Commitment. Individual initiatives arising from the Statement or DMAP will continue to be considered through Council's annual budget process and subject to available resources and external funding opportunities.

Workforce

Preparation and ongoing implementation of the Statement will be undertaken within existing staff resources. The Statement assists in establishing clear parameters around the Shire's role and will support officers when engaging with existing and prospective tourism operators.

CONCLUSION

The Tourism Statement of Commitment delivers Action C3.1.1 of the Destination Management Action Plan and provides a clear and accessible statement of the Shire's role in supporting tourism development.

The Statement establishes an appropriate balance between providing leadership, facilitation, advocacy and support while recognising the role and responsibilities of individual tourism operators. It also reinforces the importance of collaboration, value for money and ongoing engagement in developing Waroona's visitor economy.

Following Council endorsement, the Tourism Statement of Commitment will be published on the Shire's website and used as a reference document when engaging with existing and prospective tourism operators and other stakeholders.



11.3.6 Tourism Signage Strategy and Signage Style Guide	
File Ref:	ED.7 – Economic Development – Industries Tourism Waroona
Previous Items:	Nil
Applicant:	Shire of Waroona
Author and Responsible Officer:	Manager Community and Economic Development; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	11.3.6 A – Shire of Waroona Tourism Signage Strategy 11.3.6 B – Shire of Waroona Signage Style Guide

OFFICER RECOMMENDATION

That Council:

1. adopts the Shire of Waroona Tourism Signage Strategy, attached as Appendix 11.3.6 A, as the guiding framework for the future planning, prioritisation and delivery of tourism, visitor servicing and wayfinding signage across the Shire of Waroona;
2. adopts the Shire of Waroona Signage Style Guide, attached as Appendix 11.3.6 B, as the guiding standard for the design, specification and delivery of Shire-managed signage; and
3. notes that implementation of the Tourism Signage Strategy and Signage Style Guide will occur progressively, subject to available resources, operational requirements, external approvals, grant funding opportunities and Council-approved budgets.

IN BRIEF

- The Shire of Waroona has developed a Tourism Signage Strategy and Signage Style Guide to provide a coordinated approach to the future planning, design and delivery of signage across the Shire.
- The Tourism Signage Strategy provides the strategic framework for tourism, visitor servicing and wayfinding signage, including the identification and prioritisation of future signage improvements.
- The Signage Style Guide establishes the visual and technical standards for Shire-managed signage, including colours, typography, logos, symbols, directional arrows, materials, dimensions, construction and installation.
- Together, the two documents provide a consistent framework for determining where and why signage is required, and how that signage should be designed and delivered.
- Adoption of both documents will assist with future planning, budgeting and grant funding opportunities while supporting a more consistent, accessible and recognisable signage network across the Shire.

BACKGROUND

The Shire of Waroona Tourism Signage Strategy and Signage Style Guide have been developed to provide a coordinated framework for the future planning, design and delivery of signage across the district.



The Tourism Signage Strategy responds to actions identified through the Shire's tourism planning, including the need for improved signage to key destinations, attractions, visitor services, entry points and tourism experiences.

The Strategy considers existing signage, visitor movement, destination branding, relevant signage standards and opportunities to improve signage consistency across Waroona, Hamel, Lake Clifton, Preston Beach and the wider district.

The Signage Style Guide complements the Strategy by establishing a consistent framework for the planning, design, specification, manufacture and installation of Shire-managed signage. It applies broadly to directional and wayfinding signs, facility identification, parks and reserves, tourism, community, regulatory, hazard, interpretive, project and internal building signage.

Together, the documents provide both the strategic direction for future signage improvements and the practical standards to be applied when signage projects are developed and implemented.

REPORT DETAIL

The Tourism Signage Strategy provides the strategic framework for improving tourism, visitor servicing and wayfinding signage throughout the Shire.

It identifies opportunities to improve tourism signage, visitor information, town and local government entry statements, directional signage, service signage, interpretive signage and destination branding. The Strategy will assist the Shire in prioritising future works and provide a basis for budget consideration and external grant funding applications.

The Signage Style Guide provides the detailed design and technical standards to support the delivery of signage projects.

The Guide establishes the Shire's approved visual system, including logo treatment, typography, colour palette, directional arrows and supporting graphic elements. It also provides specifications for a range of sign types including:

- entry and welcome signs;
- vehicle and pedestrian wayfinding signs;
- facility and building identification;
- internal directional signage;
- parks and amenity signage;
- project signage;
- interpretive signage;
- regulatory and hazard signage; and
- approved symbols and icons.

The Style Guide establishes a decision-making framework which encourages signage to only be installed where there is a demonstrated need, considers whether existing signs can be modified, and seeks to minimise unnecessary duplication and visual clutter.

It also establishes governance arrangements to support a consistent approach across Shire business units and identifies signage as a corporate asset rather than an individual project or departmental responsibility.

Importantly, adoption of the Strategy and Style Guide does not commit Council to the immediate implementation of all identified works or replacement of existing signage. The



documents provide a framework for signage to be progressively improved through future projects, asset replacement programs, grant opportunities and Council budget processes. This approach allows ageing or inconsistent signage to be replaced over time while ensuring that new signage contributes to a coordinated and recognisable Shire-wide signage network.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Economy
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning
Objective	1.1 Create a connected, safe and cohesive community with a strong sense of community pride
Strategy	2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage

OTHER STRATEGIC LINKS

- Destination Management Plan
- Destination Management Action Plan

STATUTORY ENVIRONMENT

The Tourism Signage Strategy and Signage Style Guide do not create new statutory obligations.

Individual signage projects will continue to be required to comply with relevant Australian Standards, the National Construction Code, applicable Western Australian legislation, Shire policies and any requirements of external authorities.

External approvals, including from Main Roads Western Australia or other land management authorities, may be required depending on the location and nature of individual signage projects.

The Style Guide specifically requires signage to comply with relevant Australian Standards, legislation and Shire policies, and incorporates accessibility considerations including typography, colour contrast, symbols, tactile information and Braille where required.

SUSTAINABILITY & RISK CONSIDERATIONS

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

Improved tourism and wayfinding signage can support the visitor economy by encouraging visitors to stop, explore and access local businesses, attractions and services.

A consistent signage system also supports the presentation of the Shire as an attractive and well-managed destination.

Standardised signage specifications may provide efficiencies in future procurement, asset management and whole-of-life maintenance.

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

Clear, consistent and accessible signage assists residents and visitors to navigate Shire facilities, attractions and public spaces.



A coordinated signage network can also contribute to community pride and provide a stronger and more recognisable civic identity.

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

The Strategy and Style Guide support a coordinated approach to signage which seeks to minimise unnecessary signs and visual clutter.

The Style Guide encourages consideration of whether existing signage can be modified or reused before additional signage is installed, supporting more efficient use of existing infrastructure.

Policy Implications

Nil

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Without an adopted strategic and design framework, signage may continue to be planned, designed and installed in an ad-hoc or inconsistent manner across Shire facilities, destinations and business units.
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Adoption of the Tourism Signage Strategy and Signage Style Guide provides a coordinated framework for the planning, prioritisation, design and delivery of future signage.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

The Tourism Signage Strategy was prepared following a review of existing signage, visitor routes, tourism destinations, signage standards and relevant Shire tourism planning documents.

The Signage Style Guide has been developed having regard to the Shire's existing signage network, corporate branding, signage requirements and relevant standards and guidelines.

The Style Guide is intended to provide a common reference for Shire officers, consultants, designers, fabricators and contractors involved in future signage projects.

Further consultation may occur as individual signage projects are developed and implemented, including consultation with relevant landowners, stakeholders and external approval authorities where required.

Aboriginal Consultation

N/A

RESOURCE IMPLICATIONS

Financial

There are no immediate financial implications associated with adoption of the Tourism Signage Strategy or Signage Style Guide.



Adoption does not require the immediate implementation of identified projects or replacement of existing signage.

Implementation will occur progressively through future signage projects, asset replacement programs and other Council-approved works, subject to available budgets, grant funding opportunities and external approvals.

Workforce

Officers do not foresee any workforce resourcing implications as a result of this decision.

CONCLUSION

The Tourism Signage Strategy and Signage Style Guide provide a coordinated framework for the future planning and delivery of signage across the Shire of Waroona.

The Tourism Signage Strategy provides the strategic direction for identifying and prioritising tourism, visitor servicing and wayfinding signage improvements, while the Signage Style Guide establishes the visual and technical standards to be applied when those projects, and other Shire signage projects, are delivered.

Adoption of both documents will provide Council and officers with clear direction for future signage investment, support future budget and grant funding decisions, improve consistency across Shire facilities and destinations, and progressively establish a more coordinated, accessible and recognisable signage network.



11.4 CHIEF EXECUTIVE OFFICER

11.4.1. Tender – RFT 2526-03 Lake Clifton Design and Construction Redevelopment	
File Ref:	CM.8 – Corporate Management
Previous Items:	OCM24/08/134
Applicant:	N/A
Author and Responsible Officer:	Chief Executive Officer
Declaration of Interest:	N/A
Voting Requirements:	Simple Majority
Appendix Numbers:	11.4.1 A – Tender 11.4.1 B – Confidential Tender Response 11.4.1 C – Confidential Tender Evaluation

OFFICER RECOMMENDATION

That Council:

1. agrees to award Tender RFT 2526-03 Lake Clifton Design and Construction Redevelopment, to GE Contracting Pty Ltd based on their tender submission; and
2. requests the Chief Executive Officer to accept their offer;
 - a. subject to any minor negotiations;
 - b. with Principal directed works up to the 26/27 budgetted project amount of \$421,035 (excl.GST).

IN BRIEF

The purpose of this item is to present to Council for its consideration the submission received in response to Request for Tender (RFT) 2526-03 Lake Clifton Design and Construction Redevelopment.

BACKGROUND

Procurement in excess of \$250,000 requires the use of statewide tenders. As the total cost of the Lake Clifton Design and Construction Redevelopment project is estimated to be above this threshold, a tender process was necessary.

Advertising of the tender documentation commenced on 26 May 2026. The closing date of the tender was 13 August 2026. Refer to Appendix 11.4.1 A Tender.

The contract will commence upon execution and run until September 2027, followed by a twelve-month defects liability period during which the contractor will address any workmanship-related issues. The tender is based on a schedule of rates arrangement with an estimated total cost and will be administered by a Contract Superintendent. The schedule of rates and designed material quantities will be provided to support cost control and enable accurate verification of claims.

Additionally, the project is design and construction, so the specific works to be undertaken will be subject to further estimation as detailed design is completed. There will be variations to the design quantities based on the actual conditions on site and its topography. There will also be what are termed latent conditions, which are works carried out due to unforeseen items such as underground rock or overly soft soil which needs to be reinforced. The project



will account for variations and latent conditions and these will be managed within the approved budget as the project proceeds.

The Principal has adopted a best value for money approach to this tender evaluation. This means that, although price is considered, the tender containing the lowest price will not necessarily be accepted, nor will the tender ranked the highest on the qualitative criteria. The extent to which a tenderer demonstrates greater compliance with each of these will result in a greater score.

The project forms an important component of the Shire's ongoing investment in community infrastructure and recreation assets, enhancing accessibility, usability and visitor experience within the Lake Clifton precinct.

REPORT DETAIL

A scoring system was used for the assessment of the qualitative criteria and the tendered price which included allowance for the buy local policy. Tenders were evaluated in accordance with the evaluation criteria, being:

Compliance (Non-Weighted)

Tenderer's Offer Form completed.
Acknowledgement of Addenda.
Organisational Profile.
ASIC Documentation.
Relevant Experience.
Subcontractor Information.
Conflict of Interest Declaration.
Work Health and Safety Documentation.
Financial Position.
Insurance Requirements.

- Qualitative Assessment (30%)
 - Relevant Experience.
 - Key Personnel Skills and Experience.
 - Tenderer's Resources.
 - Demonstrated Regional Capacity.
 - Safety and Quality Management Systems

Price (70% quantitative measure)

GE Contracting was the only organisation to submit a price for the project despite Statewide advertising and extra exposure through an electronic tendering site run by Successful Projects.

Their submission is provided in Appendix 11.4.1 B Tender Response Confidential. An assessment of the value for money for their tender was carried out and is contained in confidential Appendix 11.4.1 C – Tender Evaluation Confidential. The attachment refers to the evaluation by Successful Projects. The Chief Executive Officer also reviewed the tender response and agrees with the recommendation of Successful Projects.

To maximise community benefit and ensure the available funding is allocated to the highest-priority outcomes, the tender was structured as a Design and Construct procurement process.



The contract is proposed to be delivered in two separable portions. The first portion comprises the detailed design, stakeholder consultation and preparation of cost estimates for the priority elements identified through previous community engagement. Upon completion, the design and associated costings will be presented to the community and Council for review and endorsement. The tender has prioritised the tennis court upgrade and the relocation of the existing sheltered BBQ area. Should there be funds available following these elements then they will be added to the project.

The second portion will comprise the finalisation and construction of the approved scope of works, informed by the outcomes of the community consultation and budget review undertaken during the first stage. This staged approach provides flexibility in delivery, ensures alignment with community expectations and enables the available funding to be directed towards the elements that provide the greatest value to the Lake Clifton community

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	4.3 Suitable housing and transport infrastructure to meet the needs of our diverse community
Strategy	4.3.2 Develop and promote an efficient, safe and connected local and regional transport network

OTHER STRATEGIC LINKS

The Lake Clifton Master Plan was approved by Council in August 2024 (OCM24/08/134).

The development of the Lake Clifton Community Reserve is an action of the Corporate Business Plan 2026 – 2030.

- 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
- Action 4.2.1.2 Implement the actions outlined in the Lake Clifton Master Plan.

STATUTORY ENVIRONMENT

Local Government Act 1995
s,3.57. Tenders for providing goods or services

Local Government (Functions and General) Regulations 1996
Part 4 – Provision of Goods & Services

SUSTAINABILITY & RISK CONSIDERATIONS

Economic - (Impact on the Economy of the Shire and Region)
Increased tourism activity and local business visitation.

Social - (Quality of life to community and/or affected landowners)
Increased community access to recreation and nature-based activities with improved safety and accessibility for walkers, cyclists and visitors.

Environment - (Impact on the environment's sustainability)



Protection of native vegetation, waterways, and habitat areas through responsible design and construction.

Policy Implications

This tender was conducted in compliance with Council Policy FP001 'Purchasing and Procurement Policy'.

Risk Management Implications

Context / Risk Category	Financial - Projects going over budget, legal costs, insurance claims, overpayments, misuse of resources
Risk	Best value for the Shire not achieved
Consequence	3 - Moderate
Likelihood	3 - Possible
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	The provision of professional superintendence of the design and construct contract will enable the project to be managed within budget provisions.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

Chief Executive Officer - tender evaluation and reference checks.

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

The Lake Clifton Design and Construction Redevelopment is funded through the Alcoa Sustainability Fund (\$350,000) and Shire of Waroona funds (\$71,035 – carry over from \$80,000 total), totalling \$421,035 (excl. GST).

Workforce

Nil

CONCLUSION

Tender RFT 2526-03 – Lake Clifton Master Plan Design and Construction Redevelopment was released to the market and submissions were evaluated against the advertised assessment criteria. Following evaluation of the submissions received, GE Contracting was determined to represent the best overall value-for-money outcome for the Shire of Waroona based on its demonstrated experience, local capability, available resources, financial capacity and ability to successfully deliver the project.

It is therefore recommended that the contract for RFT 2526-03 – Lake Clifton Master Plan Design and Construction Redevelopment be awarded to GE Contracting.



11.5 ITEMS FOR INFORMATION



- 12. BUSINESS LEFT OVER FROM A PREVIOUS MEETING**
- 13. ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
- 14. NOTICE OF MOTIONS FOR CONSIDERATION AT A FOLLOWING MEETING**

Cr Mike Walmsley:

That in light of the further information provided by the WA Police at the July 2026 briefing session on CCTV, that Council requests the Chief Executive Officer to review and report on the vGRID SaferCity Project previously considered by Council at the December 2025 and March 2026 ordinary Council meetings.

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

