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ORDINARY COUNCIL MEETING

24 February 2026

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ANNUAL ELECTORS' GENERAL MEETING 2024/25

MINUTES

5.00PM TUESDAY 16 DECEMBER 2025
SHIRE OF WAROONA COUNCIL CHAMBER

1. DECLARATION OF OPENING / ANNOUNCEMENTS

The meeting was opened, the time being 5.01pm

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

Cr Mike Walmsley	Shire President / Elector
Cr Larry Scott	Deputy Shire President / Elector
Cr Karlie Bartle	Councillor / Elector
Cr John Mason	Councillor / Elector
Cr Karen Odorisio	Councillor / Elector
Cr Julie Rowles	Councillor / Elector
Cr Brad Vitale	Councillor / Elector
Mark Goodlet	Chief Executive Officer
Ashleigh Nuttall	Director Corporate & Community Services / Elector
Kirsty Ferraro	Director Customer & Development Services / Elector
Steven Watson	Director Infrastructure Services / Elector
Kathy Simpson	Manager Corporate Services / Elector
Merrin Kirk	Executive Assistant

There were two (2) members of the public present.

3. CONFIRMATION OF MINUTES FROM PREVIOUS ANNUAL MEETING OF ELECTORS

RESOLUTION

EGM25/12/008

Moved: Kirsty Ferraro

Seconded: Kathy Simpson

That the Minutes of the Annual Electors Meeting held 17 December 2024 be confirmed as being a true and correct record of proceedings.

CARRIED 11/0

4. RECEIPT OF THE ANNUAL REPORT FOR THE 2024/2025 FINANCIAL YEAR.



- Shire President's Report
- Chief Executive Officer's Report
- Strategic Community Plan Overview
- Annual Financial Statements
- Auditor's Report

RESOLUTION

EGM25/12/009

Moved: Cr Mason

Seconded: Cr Odorisio

That the Annual Report for the 2024/2025 Financial Year be accepted.

CARRIED 11/0

5. GENERAL BUSINESS

Nil

6. CLOSURE OF MEETING

The meeting was closed, the time being 5.04pm

I CERTIFY THAT THESE MINUTES WERE CONFIRMED AT THE ANNUAL ELECTORS' GENERAL MEETING HELD 15 December 2026 AS BEING A TRUE AND CORRECT RECORD OF PROCEEDINGS.

.....
PRESIDING MEMBER

.....
DATE



Unconfirmed Minutes

**Shire of Waroona
Local Emergency
Management Committee**

**Third Quarter
Wednesday 11th February 2026**

Local Emergency Management Committee – Wednesday 11th February 2026

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Notice of Meeting

Minutes of the Local Emergency Management Committee meeting held at the Waroona Memorial Hall on Wednesday 11th February 2026. LEMC Chairperson Mike Walmsley declared the meeting open at 10.30am.



Mark Goodlet
Shire of Waroona Chief Executive Officer

1. ATTENDANCES

Mike Walmsley	LEMC Chairperson / Shire President, Shire of Waroona
Brendan Woodford	LEMC Deputy Chairperson / Officer in Charge, Waroona Police
Amber Vincent	LEMC Executive Officer / ESAO, Shire of Waroona
Mark Goodlet	CEO, Shire of Waroona
Rhys Bloxside	Manager Development Services, Shire of Waroona
Dakota Seubert	Casual Ranger / Planning Officer, Shire of Waroona
John Twaddle	CBFCO, Shire of Waroona
Rich Denny	Regional Officer, Department of Communities
Peter Currell	Disaster Preparedness Manager, Department of Health
Aaron Kelly	ESO Supervisor, Alcoa of Australia
Ronan Kelly	Principal, St Joseph's School Waroona
Cate Willey	DEMA, Department of Fire and Emergency Services
Ricky Southgate	District Officer, Department of Fire and Emergency Services
Steve Collins	Operations Manager, Water Corporation
Brenna Geuer	Operational Lead, St John WA

2. APOLOGIES

Katie Leigh	Senior Ranger, Shire of Waroona
Meg Robertson	Ranger, Shire of Waroona
Caroline Henning	Manager, Waroona Community Resource Centre
Bruce Hancock	Asset Management and Operations, Main Roads WA
Kirrily Clarke	Regional Coordinator, Department of Communities
Noel Dew	Community Resident, Shire of Waroona
Jenny McNamara	St John WA
Carla Robson	St John WA
Aaron Dean	St John WA
Robert Deleo	Western Power
Rod Johnson	Harvey Water
Justine Esmonde	NBN Local – Southwest

3. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

LEMC Resolution / Officer Recommendation

LEMC26/02/001

Moved: John Twaddle

Seconded: Brendan Woodford

It is recommended that the minutes of the Shire of Waroona Local Emergency Management Committee Meeting held Wednesday 12th November 2025 be confirmed as true and correct (Appendix 1).

CARRIED UNANIMOUSLY 9:0

4. BUSINESS ARISING**4.1 Shire of Waroona Bushfire Risk Management Plan 2026 - 2028**

The Shire of Waroona's current Bushfire Risk Management Plan expires in May 2026. A draft Bushfire Risk Management Plan 2026-2028 has been prepared based on the latest template provided by the Department of Fire and Emergency Services (DFES).

A bushfire risk management plan helps local government identify and manage bushfire risks within their district, considering all land regardless of tenure. The plan also provides an online treatment strategy for land managed by local government.

The responsibility for managing bushfire risk is shared across the community. Successful bushfire risk management requires local government, State government, industry, private landholders, and other community members to collaboratively identify and assess risk and implement coordinated treatments across the landscape. Local governments are central to the functioning of communities and so play a crucial role in coordinating BRM planning. However, while local governments prepare the BRM Plan, they do so on behalf of all stakeholders and aren't solely responsible for managing the risks identified in the plan.

A copy of the draft Shire of Waroona Bushfire Risk Management Plan 2026-2028 is at **Appendix 2**. It should be noted that DFES has provided feedback to the Shire on the draft plan and all DFES recommendations have been incorporated into the plan.

LEMC Resolution / Officer Recommendation**LEMC26/02/002****Moved: Brendan Woodford****Seconded: John Twaddle**

It is recommended that the Shire of Waroona Local Emergency Management endorse the draft Shire of Waroona Bushfire Risk Management 2026-2028 subject to the following:

- a. request Shire staff to consult with relevant stakeholders for feedback and recommendations;**
- b. require staff to make any necessary modifications; and**
- c. refer the plan to the Department of Fire and Emergency Services for review and final adoption.**

CARRIED UNANIMOUSLY 9:0

5. EVERY MEETING**5.1 Correspondence Received**

Nil.

5.2 Progress on any Funding Applications

Nil.

5.3 Discussion/Review of any Incidents or Exercises

Chief Bushfire Control Officer John Twaddle informed the committee of the incident that occurred at the Buller Road Refuse Site. He advised that the fire was caused by a lithium battery and that there had been two other fires in other local government refuse sites caused by lithium batteries as well.

5.4 Progress on Bushfire Risk Management Plan Treatments

Rhys Bloxsidge advised that Shire was in the process of recruiting a Bushfire Risk Mitigation Coordinator on behalf of DFES.

6. GENERAL BUSINESS

6.1 Cate Willey, DEMA South/East, DFES

Cate Willey's report is attached at **Appendix 3**.

6.2 Aaron Kelly, ESO Supervisor, Alcoa of Australia

Aaron Kelly thanked DFES for their help with the fire at Bancell Road.

6.3 Ricky Southgate, District Officer, DFES

Ricky Southgate thanked Alcoa for their help with the fire at Bancell Road.

6.4 Peter Currell, Disaster Preparedness Manager, Department of Health

Peter Currell informed the committee that Murray Districts Hospital is going to be moved under Peel Health Campus.

6.5 Brendan Woodford, Officer in Charge, WAPOL

Brendan Woodford advised that the volunteers suppressed a vehicle fire on Mayfield Road. The vehicle was stolen from another local government.

6.6 Mike Walmsley, Shire President, Shire of Waroona

Mike Walmsley discussed the load limits being placed on bridges by Water Corporation within the Shire and the potential impact that they could have on emergency services vehicles.

6.7 Mark Goodlet, CEO, Shire of Waroona

Mark Goodlet expressed his thanks to all those involved in the fire at the Buller Road Refuse Site. The Shire will be reviewing their operational processes to address fires at the site in the future, particularly those caused by lithium batteries. Mark advised that there is conjecture about who should supply WAERN radios to volunteer fire brigades. Presently the radios are funded by local government but there is a push for them to be funded by the State under the local government grant scheme.

6.8 Brenna Geuer, St John WA

Brenna Geuer made a comment about a recent incident at Waroona Dam where responders had no communications (radio or mobile phone). Brendan Woodford advised that WAPOL had the same issues around the dam. Brenna informed the committee that St John WA could potentially hold a tabletop exercise.

6.9 Rich Denny, Department of Communities

Rich Denny's report is attached at **Appendix 4**.

6.10 Bruce Hancock, Asset Management and Operations, Main Roads WA

Bruce Hancock's report is attached at **Appendix 5**.

7. NEXT MEETING

The next Local Emergency Management Committee meeting will be held on Wednesday 13th May 2026 commencing at 10:30am. The meeting will be held at the Shire of Waroona Council Chambers.

8. CLOSE OF MEETING

There being no further business Chairperson Mike Walmsley declared the meeting closed at 11:05am.

Unconfirmed Minutes



Appendices

Local Emergency Management Committee Meeting

**Third Quarter
Wednesday 11 February 2026**



Unconfirmed Minutes

**Shire of Waroona
Local Emergency
Management Committee**

**Second Quarter
Wednesday 12 November 2025**

Local Emergency Management Committee – 12 November 2025

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7.	NEXT MEETING	4
8.	CLOSE OF MEETING	4

Notice of Meeting

Minutes of the Local Emergency Management Committee meeting held at the Shire of Waroona Council Chamber – 52 Hesse Street Waroona on Wednesday 12th November 2025. Acting LEMC Chairperson Brendan Woodford declared the meeting open at 10.30am.



Mark Goodlet
Shire of Waroona Chief Executive Officer

1. ATTENDANCES

Brendan Woodford	Acting LEMC Chairperson / Officer in Charge, Waroona Police
Mark Goodlet	CEO, Shire of Waroona
Amber Vincent	LEMC Executive Officer / ESAO, Shire of Waroona
Rhys Bloxside	Manager Development Services, Shire of Waroona
Katie Leigh	Senior Ranger, Shire of Waroona
Meg Robertson	Ranger, Shire of Waroona
Warren Hawkins	Safety Advisor, Alinta Energy
Caroline Henning	Manager, Waroona Community Resource Centre
John Twaddle	CBFCO, Shire of Waroona
Bruce Hancock	Asset Management and Operations, Main Roads WA
Darren O'Hare	Operations Lead, St John WA
Rich Denny	Regional Officer, Department of Communities
Anthony Nemeth	Regional Manager, Department of Communities
Karl Gill	Manager Disaster Preparedness, Department of Health
Aaron Kelly	ESO Supervisor, Alcoa of Australia
Ronan Kelly	Principal, St Joseph's School Waroona

2. APOLOGIES

Mike Walmsley	LEMC Chairperson / Shire President, Shire of Waroona
Cate Willey	DEMA, Department of Fire and Emergency Services
Ricky Southgate	District Officer, Department of Fire and Emergency Services
Kirrily Clarke	Regional Coordinator, Department of Communities
Noel Dew	Community Resident, Shire of Waroona
Jenny McNamara	St John WA
Carla Robson	St John WA
Aaron Dean	St John WA
Jenna Meehan	Water Corporation
Kurt Burg	Water Corporation
Steve Collins	Water Corporation
Robert Deleo	Western Power
Cameron Norris	Harvey Water

3. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

LEMC Resolution / Officer Recommendation

LEMC25/11/001

Moved: John Twaddle

Seconded: Mark Goodlet

It is recommended that the minutes of the Shire of Waroona Local Emergency Management Committee Meeting held 13 August 2025 be confirmed as true and correct (Appendix 1).

CARRIED UNANIMOUSLY 7:0

4. BUSINESS ARISING

4.1 Consolidated Set of Operational Procedures for Volunteer Bush Fire Brigades

The most recent release of the State Emergency Management Committee's State Hazard Plan – Fire now requires Local Governments to maintain documented operational procedures for Volunteer Bush Fire Brigades in Western Australia. The Shire has been advocating for DFES to provide a consolidated set of operational procedures that all Local Governments in Western Australia can adopt as operational policy.

At the previous LEMC meeting a draft consolidated set of procedures prepared by DFES was noted by the LEMC. The local Volunteer Bush Fire Brigades did not provide any feedback.

Further to this WALGA, has now written to the Shire advising that they have requested their own further refinements and it is expected that DFES will release a consolidated set of operational procedures by the end of the year. A copy of WALGA's letter is attached at **Appendix 2**.

LEMC Resolution / Officer Recommendation

LEMC25/11/002

Moved: Mark Goodlet

Seconded: John Twaddle

It is recommended that the Shire of Waroona Local Emergency Management Committee notes the correspondence received from WALGA and progress made by DFES on a consolidated set of operational procedures for Volunteer Bush Fire Brigades.

CARRIED UNANIMOUSLY 7:0

4.2 Alinta Energy Presentation – Responding to Emergencies at the new Wagerup Battery Energy Storage System

Alinta Energy representatives will provide a presentation on responding to emergencies at the new Wagerup Battery Energy Storage System.

Alinta Energy Presentation is attached at **Appendix 3**.

LEMC Resolution / Officer Recommendation

LEMC25/11/003

Moved: Brendan Woodford

Seconded: Ronan Kelly

It is recommended that the Local Emergency Management Committee notes Alinta's presentation on responding to emergencies at the new Wagerup Battery Energy Storage System.

CARRIED UNANIMOUSLY 7:0

4.3 Border Force Presentation – 10 September 2025

On 10 September 2025, Border Force attended the Shire offices and presented information to staff and the Preston Beach Volunteer Rangers. The main topic presented was on suspicious activity at sea and how to identify vessels that may be engaged in drug smuggling behaviour. The presentation was useful for the Preston Beach Volunteer Rangers as they are constantly patrolling the beach and can easily see any suspicious behaviour.

LEMC Resolution / Officer Recommendation

LEMC25/11/004

Moved: Mark Goodlet

Seconded: Brendan Woodford

It is recommended that the Local Emergency Management Committee notes Border Force's presentation on identifying suspicious behaviour at Preston Beach.

CARRIED UNANIMOUSLY 7:0

5. EVERY MEETING

5.1 Correspondence Received

Nil.

5.2 Progress on any Funding Applications

The Shire of Waroona's contractors have recently completed fire mitigation works in Preston Beach. The works entailed the cutting in of new firebreaks in two reserves located in central positions in the town site. The firebreaks will enable a light tanker to access the reserves and defend properties.

5.3 Discussion/Review of any Incidents or Exercises

Brendan Woodford advised the committee that he will be attending an emergency services bushfire exercise hosted by DFES on the 3rd of December 2025.

5.4 Progress on Bushfire Risk Management Plan Treatments

See 5.2 above.

6. GENERAL BUSINESS

6.1 Mark Goodlet, CEO, Shire of Waroona

Mark Goodlet advised that Alcoa is working on an emergency response plan for failure of the residue storage dams. It is intended that DFES endorse the plan prior to it coming back to LEMC for noting.

6.2 Ronan Kelly, Principal, St Joseph's Waroona

Ronan Kelly advised the committee that the St Joseph's staff and students participated in an evacuation exercise with Waroona VFES and Waroona Police. It was identified that some improvements can be made.

6.3 Cate Willey, DEMA South/East, DFES

Cate Willey's report is attached at **Appendix 4**.

6.4 Bruce Hancock, Asset Management & Operations, Main Roads WA

Bruce Hancock's report is attached at **Appendix 5**.

6.5 Kirrily Clarke, Regional Coordinator, Department of Communities

Kirrily Clarke's report is attached at **Appendix 6**.

7. NEXT MEETING

The next Local Emergency Management Committee meeting will be held on Wednesday 11 February 2026.

8. CLOSE OF MEETING

There being no further business Acting Chairperson Brendan Woodford declared the meeting closed at 11:18am.



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

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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. Objective 1.1 of the Shire of Waroona Strategic Community Plan 2024-2034 is to *"create a connected, safe and cohesive community with a strong sense of pride"*. This objective has an underpinning strategy to *"ensure the safety of our 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 can 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*.

Gnaala Karla Booja (GKB) is the local Aboriginal Corporation that the Shire consults with regarding Aboriginal Heritage. The Shire engages with GKB in relation to mitigation works if any works are proposed within Aboriginal Heritage Areas.

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 extraction 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.¹⁰

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. The following graphs reflect the mean temperature, rainfall and wind speed statistics from the Dwellingup AWS.

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, grasses, 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. Significant learnings from the 2016 Waroona/Yarloop Bushfire were underpinned in the Report of the Special Inquiry into the January 2016 Waroona Fire.

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 Bushfire 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. Figure 17 shows the fire scar within the Shire of Waroona's local government boundary which covered over two thirds of the total area burnt.

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 burn options program.	The department's Parks and Wildlife Service conducts approximately 130 prescribed burns each year, which are chosen from around 400 prescriptions within the annual Burn Options Program	Department of Biodiversity, Conservation and Attractions	Fuel reduction in the Northern Jarrah Forest
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	Annual program to reduce fuel loads on Unallocated Crown Land	Department of Fire and Emergency Services	

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 at or 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.

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 Harvey resources to identify the most suitable treatment types, priorities and objectives, ensuring a holistic and locally informed mitigation plan. As there are a high number of assets that are classified extreme, the Shire will analyse each classification for even higher priority on an individual basis year to year, depending on the situation and type of asset.

Complementary non-physical treatment strategies include community engagement and training for staff and volunteers, enhancing preparedness and resilience.

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*



DISTRICT EMERGENCY MANAGEMENT ADVISOR (DEMA) REPORT

Period:

January to March 2026

Updated 02 February 2026 CW

NEW INFORMATION

New or updated information, since the previous DEMA Report, will be shown in **BLACK**. Important information for note will be in **RED**. Retained content will be shown in *BLUE italics*.

LOCAL FOCUS

ACTIVITY *Disability Inclusive Emergency Planning Forums*

Lead DFES & Local Governments

Overview

- The DIEP forums were a series of face-to-face, community-based workshops that bring together people with lived experience of disability, local and state government representatives, emergency services, and key service providers. Their purpose is to improve how we plan for, respond to, and recover from emergencies, ensuring emergency management is inclusive of people with disability and those with additional support needs.*
- This work was delivered in partnership with local governments, facilitated by the University of Sydney's Collaborating 4 Inclusion team, and funded through the Disaster Ready Fund (DRF) in collaboration with the National Emergency Management Agency (NEMA).*

Current Status

- A WA specific synthesis report is being written, informed by the 22 DIEPs.
- Most LGA DIEP reports are published, if not will be made available early 2026.
- Going forward the LG will be leading this work with DFES taking an advisory and advocate role.
- Looking at developing a Community of Practice for PCEP facilitators to begin Feb/March 2026.

Key Dates

Key Takeaways / Next Steps

- How can we embed the key learnings from the Disability Inclusive Emergency Planning Project into our local emergency management planning?
- Have we adequately reflected the needs of people with disability and other vulnerable community members in our Local Emergency Management Arrangements (LEMA)?

Further Information

Please contact Megan Lehaney on 0427752839 or megan.lehaney@dfes.wa.gov.au if you would like further information.

PROJECT *Local Government Emergency Management Knowledge Hub*

Lead DFES

Overview

- In 2020, the State Emergency Management Committee (SEMC) approved a sector-led review of local emergency management arrangements (LEMA). Following extensive sector consultation, a comprehensive LEMA Improvement Program and implementation approach was endorsed by the SEMC in August 2023.
- One of the projects being delivered by the Department of Fire and Emergency Services (DFES) as part of the LEMA Improvement Program, is the development of an online [Local Government Emergency Management Knowledge Hub](#) (EM Hub).

Current Status

- The EM Hub is built around the four phases of emergency management in Western Australia: Prevention, Preparedness, Response, and Recovery (PPRR).



- Each section includes:
 - A short introduction to explain the topic.
 - An overview of the primary requirements of local government under the EM Act and State EM Framework.
 - Advice about practical steps local governments can take to meet their primary requirements.
 - Links to resources such as templates and guidelines.
- It can be navigated sequentially or accessed via hyperlinks and menu bars to efficiently locate specific information.

Key Dates	Feedback open on the EM Hub until 27 March 2026
Key Takeaways / Next Steps	• Explore the EM Hub to ensure it addresses the needs at LEMC / LG / local level • Provide feedback by 27 March 2026 to help shape continuous improvement.
Further Information	Visit Local Government EM Knowledge Hub Engage WA Emergency Management

PROJECT	<i>Local Emergency Management Arrangements (LEMA) Improvement Program</i>
Lead	Joint DFES and WALGA project
<u>Overview</u> • <i>The LEMA Improvement Program is a sector-led reform to address the findings and recommendations of the LEMA Review Project.</i> • <i>The aim of the Program is to design and develop new processes and tools to streamline and enhance the efficiency of preparing LEMA, ensuring they are more suitable for local governments.</i> • <i>The LEMA Improvement Program Board provides strategic oversight and consists of representation from across State government and the WA Local Government Association (WALGA).</i> • <i>The project team comprises a Project Officer employed by WALGA and a Director, Project Manager and supporting staff from DFES.</i>	
LEMA Pilot Project Current • Scope of the Pilot: ○ <i>Develop a Local Government Emergency Management Plan.</i> ○ <i>Create a Local Government and LEMC Work Plan.</i> ○ <i>Develop a Local Government Incident Support Handbook.</i> ○ <i>Review and amend the Local Recovery Plan.</i> ○ <i>Undertake a Local Emergency Risk Workshop.</i> ○ <i>Deliver a presentation to Council on the pilot project and the Local Government Emergency Management Plan.</i> • Project Objectives: ○ <i>Test and refine templates and resources.</i> ○ <i>Identify challenges in achieving LEMA endorsement.</i> ○ <i>Gather input for user guidelines on Local Arrangements.</i> ○ <i>Identify and collect additional support tools/resources used by local governments.</i> • Current Progress: Pilot activities include testing revised templates, hosting Community Emergency Risk Assessment (CERA) workshops, and providing feedback to inform sector-wide guidance. The process involves active engagement from Local Emergency Management Committees, executive teams, and elected members to identify challenges and gather practical insights, supporting the roll-out of the new LEMA model across WA. • Timeline: <i>The pilot is expected to run until mid-April, after which a review and report will be prepared for SEMC on the outcomes.</i>	
LEMA Improvement Project – Other Updates • In October 2025, DFES launched the Local Government Emergency Management Knowledge Hub as part of the LEMA Improvement Project. Hosted on the DFES website, the EM Hub is a digital resource designed to support Local Governments in developing and maintaining their Local Emergency Management Arrangements (LEMA).	



The EM Hub is currently in its engagement phase and welcomes feedback until 27 March 2026.

How can you help Further Information IMPORTANT INFORMATION	Keep up to date by visiting the SEMC website or the WALGA website .
	• LEMA Improvement Program • LEMA Review Project
	Until the reforms of LEMA Improvement Program have been ratified through the SEMC, local governments are advised to proceed with their scheduled LEMA reviews, to remain compliant with their obligations under the <i>Emergency Management Act 2005</i>.

PROJECT	Community Disaster Resilience Strategy Implementation Project
Lead	DFES - Community Preparedness Directorate
Overview <i>In 2019, the State Emergency Management Committee (SEMC) identified a need to improve the coordination of community resilience efforts across the State and called for the development of the WA Community Disaster Resilience Strategy (CDRS).</i>	
The WA Community Disaster Resilience Strategy aims to strengthen the capacity of communities to prepare for, withstand, and recover from disasters by fostering collaboration, reducing vulnerability, and embedding resilience into local planning and decision-making. It provides guidance, priorities, and practical actions to help communities work together before, during, and after emergencies.	
Current Status <i>A draft Implementation Plan has been developed as part of this grant and going to SEMC in March 2026 for endorsement. The Plan includes a gap analysis, recommendations, and sector implementation mapping.</i>	
Next Steps How can we help / contribute?	• Embed resilience thinking in your LEMA: Use the principles of the WA Community Disaster Resilience Strategy to ensure your local arrangements strengthen community capacity before, during, and after emergencies. • Champion collaboration and inclusion: Actively engage with community stakeholders—especially vulnerable groups—to reflect their needs in planning and build shared ownership of resilience initiatives.
	Further Information Please contact Lauren Holmes, Senior Policy and Projects Officer, DFES 0408 296 320, lauren.holmes@dfes.wa.gov.au

DISTRICT FOCUS

ACTIVITY	District Emergency Management Committee Meeting
Lead	<i>DEMC Chairs and DEMC Exec Officers</i>
Current Status <i>A review of the Metro DEMC structure has been conducted by WA Police Force. Recommendations are now progressing through the EM governance structure including DFES & SEMC. No formal communication strategy has been provided to date however briefings have been provided by WA Police at DEMC meetings and progressed in line with the recommendations.</i>	
Please note that the following email accounts have been established and you are requested to use the following for any communications related to the specific DEMC or items specific to an EM District:	
North: demcmtronorth@dfes.wa.gov.au Central: demcmetrocentral@dfes.wa.gov.au East: demcmetroeast@dfes.wa.gov.au South: demcmetrosouth@dfes.wa.gov.au	



NEXT MEETINGS:			
NORTH DEMC	TBA	CENTRAL DEMC	TBA
EAST DEMC	13 May 2026	SOUTH DEMC	27 May 2026
Further Info	Please contact Donna and/or Cate		

ACTIVITY	District Exercises 2026
Lead	DEMC Chairs and DEMC Exec Officers
Overview	State EM Policy, Section 4.8.7.3 states that DEMCs must ensure their emergency management district is incorporate into an annual exercise. Section 4.8.7.2 also states that the DEMC must develop a consolidated three (3) year exercise schedule.
Current Status	Discussions are underway to identify, plan and prepare a 2026 exercise that addresses this requirement of the State Policy.
Next Steps	If you are aware of an event that could address the 'district' exercise requirement, or if you have any suggestions on district level exercises moving forward, please contact Cate or Donna.
Further Info	Please contact Donna and/or Cate for clarification.

STATE FOCUS

The last meeting of the State Emergency Management Committee (SEMC) was held 4 December 2025. SEMC Communiques can be found [here](#). Please note that the SEMC update (communique) from the meeting 7 August is not yet available. **The next meeting of the SEMC is scheduled for 12 March 2026**

PROJECT	SEMC Meeting Dates - 2026
Lead	SEMC & SEMC Business Unit
Current Status	12 March 2026 21 May 2026 30 July 2026 01 October 2026 03 December 2026

PROJECT	SEMC Strategic Plan 2026 - 2029
Lead	SEMC & SEMC Business Unit
Overview	The SEMC have undertaken a review of their Strategic Plan 2022 – 2025.
Current Status	The SEMC Strategic Plan has been released and can accessed here:
	SEMC Strategic Plan 2026-2029
	In the coming months, the SEMC Business Unit will work with SEMC Subcommittees and Local and District Emergency Management Committees to implement the Plan through the development of relevant work plans.

PROJECT	Emergency Preparedness Report 2024 – Release
Lead	DFES
Overview	As required by the <i>Emergency Management Act 2005 (S14 (a))</i> , the SEMC is to advise the Minister on Emergency Management and the preparedness of the State to combat emergencies. One mechanism used to achieve this is via the annual Emergency Preparedness Report.
Current Status	The 2024 Emergency Preparedness Report (EPR) is now available on the SEMC website .



The EPR provides a comprehensive overview of incidents and emergencies that occurred during the reporting period, including systemic risk case studies. It highlights state-level exercising for a novel event, a space weather incident, and an overview of preparedness activities undertaken at both state and local levels. Additionally, the report showcases recent advances in state-level recovery, reflecting ongoing efforts to strengthen resilience and response capabilities across Western Australia.

Further Information If you have any questions, please contact the SEMC Business Unit at info@semc.wa.gov.au

PROJECT **Cyber Security – Prescribed Hazard #29**
Lead SEMC

Overview

At the 5 December 2022 meeting, SEMC endorsed that Cyber Security Incident be incorporated as a Hazard into the State's EM arrangements, and the Director General of the Department of the Premier and Cabinet (DPC) as the preferred HMA for cyber emergencies. On 6 December 2023, SEMC noted the draft SHP – Cyber Security Incident and supported the progress on a legislative proposal for amendments to the Emergency Management Regulations 2006 (EM Regulations) to introduce a Cyber Security Incident as a Hazard.

Current Status

*In collaboration with the Department of Fire and Emergency Services, the Department of the Premier and Cabinet has finalised the legislative proposal to progress the prescription of a Cyber Security Incident as a Hazard in the EM arrangements and formal drafting instructions have been provided to the Parliamentary Counsel's Office.
An interim State Hazard Plan – Cyber Security Incident was approved by SEMC to ensure its publication and release to stakeholders for the 12-week consultation period as soon as the Hazard is prescribed in the EM Regulations.*

Further Info [2024 WA Government Cyber Security Policy](#)

PROJECT **Western Australian Community Evacuation in Emergencies**

Lead DFES - SEMC Policy Branch

Overview

To develop fit-for-purpose and contemporary State EM arrangements for community evacuation that assist Emergency Management Agencies (EMAs) in planning for and conducting community evacuation for all hazards that may impact Western Australia.

Review Principles

- Provides best practice guidance to assist EMAs in planning and conducting community evacuation activities
- Clarifies roles and responsibilities for community evacuation in Western Australia.
- Ensures alignment with nationally agreed principles for evacuation planning and the recognised five-stage evacuation process
- Updates for currency, including consequential and factual amendments
- Improves readability, accessibility and useability

How can you help **Contribute to the consultation period between Tuesday 25 November 2025 and close on Friday 20 February 2026.**

Further Information <https://engagewaem.com.au/evacuation-guideline>



PROJECT	State Hazard Plan (SHP) REVIEW – HAZMAT Annex B Space Re-entry Debris (SPRED)
Lead	WAPF
Overview	The WA Police Force has completed a five yearly review of the State Hazard Plan HAZMAT Annex B Space Re-entry Debris (SPRED). The WA Police Force consultation closed on 02 January 2026.
Next Steps	Consideration of feedback: January 2026 Endorsement: January/February 2026 Submission to SEMC Subcommittees for endorsement Approval: March 2026 Submission to SEMC for approval
How can you help	
Further Information	https://engagewaem.com.au/state-hazard-plan-hazmat-annex-b-space-re-entry-debris-spred

PROJECT	State Recovery Arrangements - Approved
Lead	DFES
Current Status	On 4 December 2025, the State Emergency Management Committee (SEMC) approved the State Recovery Arrangements. Through the comprehensive review process, and based on feedback from the EM sector, DFES recommended amendments to the State EM Policy, Plan, and Procedure to capture lessons learned and clarify State-level roles and responsibilities. Key changes to the Recovery Arrangements include: • State Strategic Recovery Priorities introduced to guide governance, planning, and delivery of recovery in WA. • Model for Recovery Coordination established, outlining a four-tiered framework (R1 – R4) for recovery coordination arrangements between State and local governments. • Clarified roles and responsibilities for the State Government, including DFES, Hazard Management Agencies and other State Agencies. • Defined State-level recovery positions, including a new event-specific State Recovery Coordinator Role. • Clarified arrangements and procedures for transition from response to recovery, community engagement, public information and membership of the State Recovery Coordination Group and State Recovery Domains. The amended State EM Policy, Plan, Procedure and amendment list are now available on the SEMC website.
Further Info	For further information, refer to the State Recovery Arrangements Project page.
IMPORTANT INFORMATION	The proposed amendments do not alter the roles and responsibilities of local government under the Emergency Management Act 2005 or the arrangements for funding provided by the Disaster Recovery Funding Arrangements Western Australia (DRFAWA).



EDUCATION AND RESOURCES

RESOURCES	RECOVERY FUNDING
Lead	DFES – Disaster Recovery Funding Arrangements WA Team
Overview	Natural disasters or terrorist acts can result in large-scale expenditure in the form of emergency and recovery assistance. To assist with this financial burden, the Australian and Western Australian governments have joint arrangements in place to provide financial assistance in certain circumstances. These arrangements are referred to as Disaster Recovery Funding Arrangements (DRFA).
How can you help	
Further Information	https://dfes.wa.gov.au/resilience-and-recovery-funding/recovery-funding

RESOURCES	Emergency Waste Management Plan Template
Lead	WALGA, DFES and Local Government
Overview	WALGA, working with the Department of Fire and Emergency Services and Local Government, has developed a Template Emergency Waste Management Plan. There have been a range of situations in Western Australia where recovery efforts have been hampered by challenges associated with emergency waste management. Ineffective emergency waste management has the potential to significantly delay recovery efforts, present a considerable risk to human health and the environment and increase the costs of recovery. Effective planning for waste likely to be generated by emergency events can assist in addressing this issue. The Plan provides a way for Local Governments to explore, at a high level, the likely types of waste that could be generated from an event and consequent considerations and management options.
Further Information	Better Practice WALGA

CALENDAR OF EVENTS

Item	LG/Agency	Dates	Exercise	Focus
	Dept of Transport – Maritime	March 2026	Maritime Oil Spill	National Exercise actioning national and state procedures
	City of Armadale	01 May 2026	Big Map Exercise	Community resilience
	Shire of Mundaring	May 2026	HAZMAT	Response
	City of Bayswater	May/June 2026	TBA	Animal Welfare Evacuation
	DPIRD	April 2026	Exercise Assisi – Animal Welfare in Emergencies	Engaging key stakeholders to test the provision of animal welfare support services as outlined in the Plan, including agency-specific processes and procedures



	Western Central LEMC	TBC	Aged Care Forum	
	City of Swan	TBC / Planning	TBC	Community Meeting
	Communities	TBC / Planning	TBC	Repatriation
	City of Stirling	TBC / Planning 2026	TBC	Collapse

Compiled by: District Emergency Management Advisor (Metro) - DFES

Date: 02 February 2026



Emergency Relief and Support

LEMC REPORT FOR DISTRIBUTION

3rd Quarter 2025 - 2026

Regional Emergency Relief and Support contact	
Activation of Emergency Relief and Support (ERS) services is via Communities Emergency Operations Coordinator (EOC) M: 0418 943 835 and Email: emergencyservices@communities.wa.gov.au	
Regional Officer	Rich Denny: 0448 704 835
Regional Coordinator	Kirrily Clarke: 0467 615 083
Regional Manager	Anthony Nemeth: 0400 827 563
Emergency Relief and Support update	
State Recovery Changes • The Department of Communities has new roles and responsibilities under the State Emergency Management Arrangements for Recovery, following the changes endorsed by SEMC on 4 December 2025. • To support implementation of these new roles, Communities is actively working with local governments, the Community Services Sector and relevant government agencies to understand the new State Recovery roles and responsibilities to support the delivery of local led recovery programs. • Communities will participate in Local Government recovery planning and activities to ensure services are tailored to the needs and strengths of the community. • Communities can provide support through a range of activities under the State Support Plan, either directly or in collaboration with State and Local partners, to deliver practical assistance, wellbeing services, and social supports. • Communities ERS approach to recovery support considers the psychosocial impacts, complexity, and context of any hazard, ensuring assistance is tailored accordingly along with information and referral services to connect impacted individuals with appropriate assistance and resources.	
Evacuation Centres • The SEMC has the WA Community Evacuation in Emergencies Guideline open for Feedback until 20 February 2026. You can submit your comments through https://engagewaem.com.au/evacuation-guideline	

- The review of community evacuation guidelines has highlighted the need for greater clarity on how evacuation centres are identified, activated, and managed.
- Communities' responsibility is to maintain a register of endorsed community facilities and ensure they are ready to be activated. In collaboration with local government, Communities reviews facilities regularly and manages service delivery within the centre once activated.
- During an emergency event, the Hazard Management Agency engages with Local Government and Communities to assess the risks of and activate an evacuation centre.
- As a suggestion for the LEMC, Communities and the Local Government can review and confirm the register of endorsed communities facilities before the onset of each high threat season, to ensure they meet the needs of all Hazard Management Agencies.

High threat Season

- ERS is actively supporting communities during this high-threat season by assisting with evacuation centres, providing immediate accommodation, and coordinating early recovery planning in alignment with Local Government.
- ERS has commenced supporting community evacuations with the new Go Bags, with positive feedback received to date, noting the hygiene packs are popular to support people to freshen up, and the air bed, pillow and sleeping bag has been a welcome take home pack.



Reminder to all Hazard Management Agencies / Controlling Agencies

- To activate the State Support Plan - Emergency Relief and Support and the Communities team - please call 0418 943 835. All ISG, IMT and other meeting invites can be sent to emergencyservices@communities.wa.gov.au email box.

Response October to January

Activations

ERS were activated for and responded to twenty two (22) incidents as below:

- Four (4) Single House Fire
- Eleven (11) Bushfires
- Five (5) Complex Bushfires
- Two (2) Cyclones

October 2025 - One (1) Incident

- 16/10/2025 AP East Pilbara Complex Fire

November 2025 - Two (2) Incidents

- 4/11/2025 Tammin Bushfire Cunderdin - Nov 25
- 30/11/2025 Green St House Fire

December 2025 - Eleven (11) Incidents

- 01/12/2025 Single House Fire
- 10/12/2025 Single House Fire
- 11/12/2025 Kenwick Bushfire
- 11/12/2025 Upper Swan Bushfire
- 15/12/2025 Eneabba Complex
- 15/12/2025 Gingin Complex Fire
- 15/12/2025 Nambeelup Bushfire
- 16/12/2025 Mindarabin Bushfire
- 25/12/2025 Boddington Bushfire
- 30/12/2025 Wellesley Bushfire
- 29/12/2025 Tropical Cyclone Hayley

January 2026 – Eight (8) Incidents

- 1/01/2026 Kalamunda Bushfire
- 2/01/2026 Boya Bushfire
- 2/01/2026 Yanget House Fire
- 7/01/2026 High Wycombe Bushfire
- 19/01/2026 South Coast (Lake King Newdegate) Complex Fires
- 21/01/2026 Collie Bushfire
- 22/01/2026 Boddington complex Fires
- 23/01/2026 Tropical Cyclone Luana

Main Roads Local Emergency Management Committee Report

1. General

Main Roads South West Region is committed to supporting the relevant agencies involved in Emergencies and Incidents.

It has recently reviewed and restructured its resources to be more responsive to the increasing number of Emergencies and Incidents.

We endeavour to have a representative in attendance at the Oct-Dec and Apr-June LEMC meetings. We will also have a representative at the DEMC meetings and a minimum of 2 at any Exercise.

This ensures our sustainability, rapport and knowledge is spread through the team and does not become person dependent.

We have a Customer Information Centre which is resourced 24 hours a day. They can be contacted on 138 138 for all Emergencies and Incidents.

This team will immediately notify the region of any Emergency/Incident by contacting our 24hr on Call Duty Manager.

The Duty Manager will dispatch resources as required/requested to the Emergency/Incident.

Should the situation warrant, the Duty Manager will activate the On Call Incident Manager.

The Incident Manager may then take charge as the point of contact with IC for the Incident and will activate other resources as required.

2. Resources

2.1 Incident Managers

Main Roads South West Region has 6 Incident Managers (IM) that it can call upon to respond to, manage and support the IC.

Large complex Incidents involving a number of roads may require 2 x IM's to manage the Incident.

2.2 On Scene Liaison Officers

Main Roads South West Region has 8 On Scene Liaison Officers (OSLO) to call upon. The OSLO's are generally dispatched to an Incident to make first point of contact with the IC, assess the situation and report back to the MRWA Duty Manager or IM.

The OSLO's can also assist initially by implementing a VCP as required.

They will also support our Vehicle Control Point (VCP) personnel when they are established for the duration of the Emergency/Incident.

2.3 Rapid Response Crews

Main Roads South West Region has 3 Rapid Response Crews (RRC) to call upon. The RRC's are a 2 person crew. They are designed to respond to Emergencies and Incidents and set up the initial VCP control with limited signage.

They will also support our Vehicle Control Point personnel as required.

2.4 Traffic Management Crews

These are contract resources, Main Roads South West Region generally has 3 of these crews engaged on a daily basis. Further to these crews Main Roads is able to call on additional crews from its Contract Traffic Control providers.

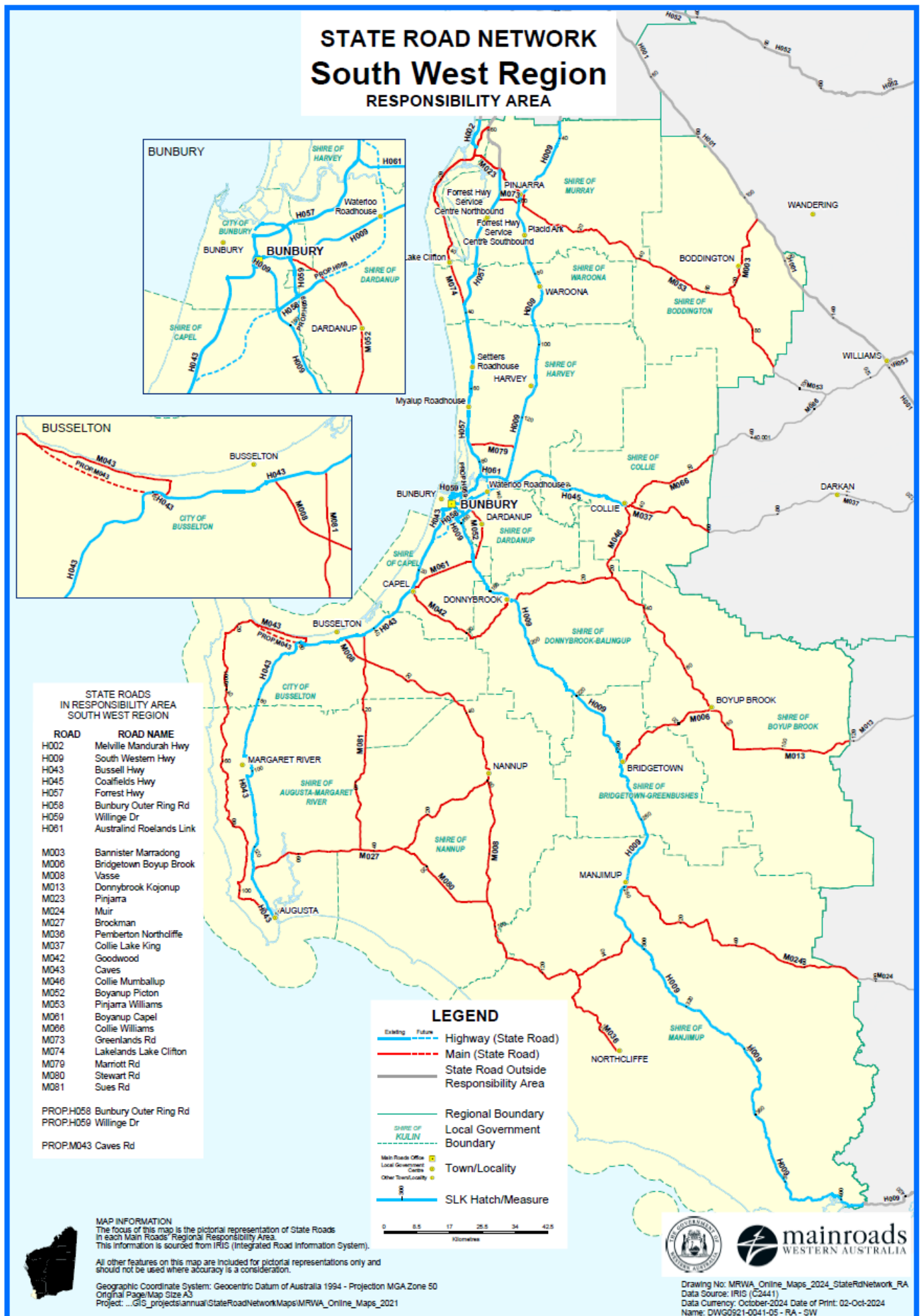
There are 3 companies Main Roads generally uses but can also call on resources outside our Region depending on the scale and location of the Incident.

These crews form the backbone of our VCP resources. Initially Main Roads will operate crews on 12 hour shifts and if the Incident is likely to extend beyond 3 days will reduce the shifts to 8hrs to manage fatigue.

Each VCP would require 4 resources for a 12 hour shift and 6 resources for an 8 Hr shift.

INCIDENT	MANAGEMENT	REGIONAL MANAGEMENT	INCIDENT MANAGER	OPERATIONS OFFICER	PLANNING /LOGISTICS OFFICER	LIAISON OFFICER	ROAD INSPECTION		ONSCENE LIAISON OFFICER	COMMUNICATION OFFICER	LOG KEEPER
Title	Quick Glance Positions (may change month to month)										
A/DSWO	BRUCE WALKER	1									
A/MAMO	JAICE BENZIE	2									
MPM	BRUCE HANCOCK		1	1		1					
MM	ANTHONY WILLETTS		2	2	4	2					
DMM	CHRIS HATHAWAY		3	3	5	3					
RRRCS	KERRIE MCNEVIN		6	6		6					
RPIO	JADE SAUNDERS		7	7		7					
A/MM	BILL LISHMAN		8			8					
VMM	STEVE SHARP					4	1				
VMM	BLAIR BLOOMFIELD					5	2				
MM	AARON MILNE		4			4					
AMO	MICHAEL JORDAN		9	9		9					
RRRCS	KERRIE MCNEVIN				1						
WS	JORDAN PILLAR				2						
MC	JOHN TRELA				3						
RMWM(S)	RON AITKEN							1			
RMWM(N)	BEN PAYNE							1			
NI(S)	BILL LISHMAN							2			
WS	STEWART BRAND							3			
NI	PAUL HILLIS							4			
NI	TY BELLINO							5			
MRWA	CIC OFFICER								1	4	
MA	TRACEY TAME								2	1	
AMO	KAREN HOGAN								3	2	
CSM	TBC								4	3	

EMERGENCY MANAGEMENT		REGIONAL MANAGEMENT	Emergency Manager	Operations Officer	Planning/Logistics Officer	Liaison Officer	Road Inspection	On Scene Liaison Officer	Communication Officer	Log Keeper
Title	Quick Glance Positions (may change month to month)									
A/DSWO	BRUCE WALKER	1								
A/MAMO	JAICE BENZIE	2								
MM	ANTHONY WILLETTS		1	1						
RRRCS	KERRIE MCNEVIN		2	2	1	1				
WS	JORDAN PILLAR		3	3	2	2				
RMWM(S)	RON AITKEN		4			3		1		
RMWM(N)	BEN PAYNE		5			4		1		
MC	JOHN TRELA				3					
VCO	STEVE SHARP						1			
VRO	BLAIR BLOOMEFIELD						2			
NI(S)	BILL LISHMAN							2		
WS	STEWART BRAND							3		
NI	PAUL HILLIS							4		
NI	CRAIG CURTIS							4		
NI	MICK AITKEN							6		
NI	KEITH DAVIS							7		
NI	JYE PREDRETTI							8		
AMO	SCOTT FRATER							9		
AMO	TY BELLINO							9		
MRWA	CIC OFFICER								1	4
MA	TRACEY TAME								2	1
AMO	KAREN HOGAN								3	2
CSM	TBC								4	3





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

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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. Objective 1.1 of the Shire of Waroona Strategic Community Plan 2024-2034 is to *"create a connected, safe and cohesive community with a strong sense of pride"*. This objective has an underpinning strategy to *"ensure the safety of our 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 can 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*.

Gnaala Karla Booja (GKB) is the local Aboriginal Corporation that the Shire consults with regarding Aboriginal Heritage. The Shire engages with GKB in relation to mitigation works if any works are proposed within Aboriginal Heritage Areas.

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 extraction 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.¹⁰

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. The following graphs reflect the mean temperature, rainfall and wind speed statistics from the Dwellingup AWS.

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, grasses, 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. Significant learnings from the 2016 Waroona/Yarloop Bushfire were underpinned in the Report of the Special Inquiry into the January 2016 Waroona Fire.

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 Bushfire 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. Figure 17 shows the fire scar within the Shire of Waroona's local government boundary which covered over two thirds of the total area burnt.

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 burn options program.	The department's Parks and Wildlife Service conducts approximately 130 prescribed burns each year, which are chosen from around 400 prescriptions within the annual Burn Options Program	Department of Biodiversity, Conservation and Attractions	Fuel reduction in the Northern Jarrah Forest
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	Annual program to reduce fuel loads on Unallocated Crown Land	Department of Fire and Emergency Services	

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 at or 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.

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 Harvey resources to identify the most suitable treatment types, priorities and objectives, ensuring a holistic and locally informed mitigation plan. As there are a high number of assets that are classified extreme, the Shire will analyse each classification for even higher priority on an individual basis year to year, depending on the situation and type of asset.

Complementary non-physical treatment strategies include community engagement and training for staff and volunteers, enhancing preparedness and resilience.

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*

WAROONA RECREATION ADVISORY GROUP

MINUTES

WEDNESDAY 11th FEBRUARY 2026 - WAROONA SHIRE COUNCIL CHAMBERS 5:00pm

1. DECLARATION OF OPENING MEETING

Meeting Open at 5:00pm

2. ATTENDANCE / APOLOGIES

Cr Karlie Bartle*
Bronwyn Chompff-Gliddon*
Joe Dineley*
Andrew Johnson*
Maree Ellis* / Alison Birch
Sharon Williamson*
Dakota Suebert*
Angelina Dimasi*
Damien Stanley*
Christine Chilvers*
Daniel Cools

Councillor
Drakesbrook Community Gardens
Waroona Bowling Club
Drakesbrook Croquet Club
Waroona Agricultural Society
Waroona Golf Club
Waroona Football and Netball Club
Waroona Amateur Basketball Association
Waroona Cricket Club
Waroona Lions Club
Manager Recreation Services

APOLOGIES

Mark Goodlet
Ashleigh Nuttall
Jess Hodge*
Patrick Cole
Cr Larry Scott*
Kara Robson*
Brad Vitale*

Chief Executive Officer
Director Corporate and Community
Waroona Junior Football Club
Manager Community Development
Councillor
Community Resource Centre
Councillor

*Voting Members

3. DECLARATIONS OF INTEREST

Cr Larry Scott – Waroona Golf Club, Waroona Cricket Club, Waroona Lions Club, Waroona Agricultural Society, Waroona Bowling Club, Waroona Football Club
Cr Bradley Vitale – Waroona Amateur Basketball Association, Waroona Agricultural Society, Waroona Community Resource Centre, Waroona Aboriginal and Torres Strait Islander Corporation, Waroona District High School

4. CONFIRMATION OF PREVIOUS MINUTES

Meeting minutes held on November 27th, 2025, confirmed by Joe Dinely and seconded by Andrew Johnson.

5. MEETING BUSINESS

5.1 WAROONA FOOTBALL AND NETBALL CLUB ABLUTION EXTENSION PROJECT	
Author	Manager Recreation Services
Declaration of Interest	Nil
Appendix	Nil

REPORT:

The Waroona Football and Netball Club were granted an election commitment to help extend their club house and include an addition of women's ablutions.

The project will be Shire run and will involve renovating and extending the current ablutions in the area shown in the below aerial image.

The club is seeking the support from the Recreation Advisory Group for this proposed project.



RECOMMENDATION:

That the Recreation Advisory Group:

- a) Supports the renovation and extension of the Football Club change rooms on the northeastern side of the club house to include female ablutions.

Moved: Sharon Williamson Seconded: Carlie Bartle
CARRIED 9/0

RECOMMENDATION TO COUNCIL:

That Council supports the renovation and extension of the Football Club change rooms on the northeastern side of the club house to include female ablutions.

5.2 DRAKESBROOK CROQUET CLUB PROPOSAL FOR NEW CLUBHOUSE AND COURTS	
Author	Andrew Johnson
Declaration of Interest	Nil
Appendix	Nil

REPORT:

The Drakesbrook Croquet Club is requiring a potential clubhouse and permanent playing ground. The previously designated area at the Recreation Centre grounds is no longer appropriate due to the required earthworks and drainage relocation.

The club requests that the following areas be considered as potential sites.

1. Eastern aspect of main oval where the old hockey pitch used to be



2. The southwestern aspect of the oval on the existing tennis courts adjacent to the men's shed.



Please note that as a part of seeking approval the Drakesbrook Croquet Club will liaise with relevant stakeholders effected in each designated area.

RECOMMENDATION:

That the Recreation Advisory Group:

- a) Supports the Drakesbrook Croquet Club in securing the land at the old tennis courts site to investigate building synthetic croquet courts once they have the support of the Youth Advisory Group and the Community Men's Shed.

**Moved: Bronwyn Chompff-Gliddon Seconded: Christine Chilvers
CARRIED 9/0**

RECOMMENDATION TO COUNCIL:

That council supports the Drakesbrook Croquet Club in securing the land at the old tennis courts site to investigate building synthetic croquet courts once they have the support of the Youth Advisory Group and the Community Men's Shed.

5.3 WAROONA CRICKET CLUB ABLUTION EXTENSION PROJECT	
Author	Manager Recreation Services
Declaration of Interest	Nil
Appendix	Nil

REPORT:

The Waroona Cricket Club are investigating a potential project to build a new changeroom and ablution block at the cricket ovals to the east of the Recreation Centre grounds.

The club has significantly grown in recent years especially with the addition of women's sides and the return of junior teams. Currently there is no changing facilities at the club, and the current ablutions are in poor condition and consist of a couple of toilets and a shower.

The club is seeking support from the Recreation Advisory to further investigate this project in the desired location outlined below.

**RECOMMENDATION:**

That the Recreation Advisory Group:

- a) Supports the Cricket Club into investigating a project to include developing a new changeroom facility at the cricket ovals.

Moved: Maree Ellis Seconded: Andrew Johnson
CARRIED 10/0

RECOMMENDATION TO COUNCIL:

- a) *That council supports the Cricket Club into investigating a project to include developing a new changeroom facility at the cricket ovals.*

5.4 CLUB UPDATES	
Author	Manager Recreation Services
Declaration of Interest	Nil
Appendix	Nil

Basketball:

- Annual BWA Country Championships have commenced with the club sending 8 junior and 4 senior teams throughout February. The 70th Anniversary season is in full swing with displays being put up around the Recreation Centre. The Grand final day has been locked in for Saturday the 28th of March.

Community Garden:

- AGM is planned for April the 21st. Quotes for fencing around the garden have increased significantly. Further fundraising through workshops will be required. Next planned workshop is on the 28th of March.

Bowling:

- Resurfacing of the B-Green to occur on the 15th of February and should take 10 days. The club has all men's teams in finals. The club president, Joe Dineley will be stepping down at the end of the season.

Croquet:

- The club has a southern competition coming up in April. They are maintaining membership with 28 currently. They are continuing to fundraise for the construction of some courts and a clubhouse.

Cricket:

- Have had a very successful season with Men sitting 1st in Division 1 and 3, and 3rd in division 2. Should have all men's side and one women's side in finals.

Golf:

- Currently in off season due to dry conditions of the course. The club's main goal is to try and obtain a cheap and reliable water source. Currently working on a project to upgrade retic in the club.

Agricultural Society:

- The club is currently waiting on Shire approval to start demolition of old buildings at new storage shed site. They are currently in conversation with the Bowling Club regarding the new storage shed project. The AGM is scheduled for Thursday the 19th of February.

Lions Club:

- The Lion's Club is still looking for a permanent location. Currently fundraising through cooking projects. Working with Charles Hull Contracting regarding a major project coming up. There focus is currently on tackling the homelessness crisis in Waroona. The club has an ageing membership base of 19 people and so have planned a membership drive in the future.

6 NEXT MEETING

Wednesday May 6th 5:00pm Waroona Shire Council Chamber



7 CLOSURE OF MEETING
5:45pm

UNCONFIRMED

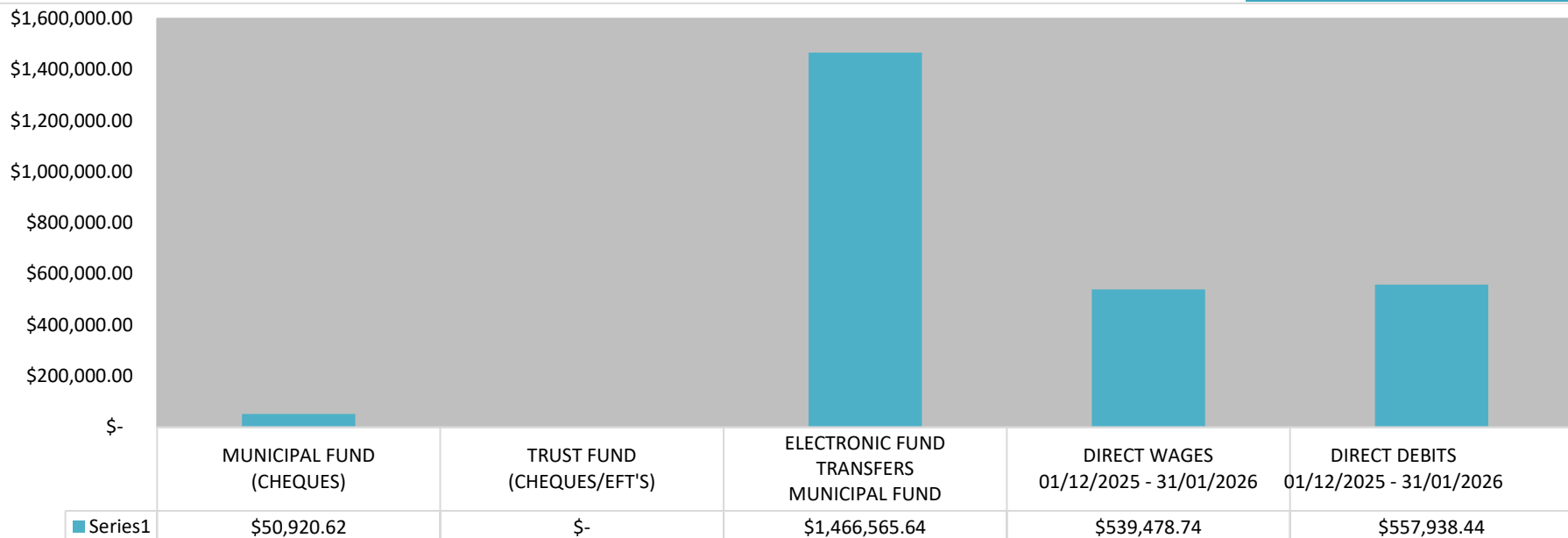


SUMMARY OF PAYMENTS FOR THE PERIOD

01/12/2025 TO 31/01/2026

ACCOUNT	CHEQUE NO'S	TOTAL
MUNICIPAL FUND (CHEQUES)	10461 - 10481	\$ 50,920.62
TRUST FUND (CHEQUES/EFT'S)	N/A	\$ -
ELECTRONIC FUND TRANSFERS MUNICIPAL FUND	44189 - 44537	\$ 1,466,565.64
DIRECT WAGES 01/12/2025 - 31/01/2026	N/A	\$ 539,478.74
DIRECT DEBITS 01/12/2025 - 31/01/2026	N/A	\$ 557,938.44

GRAND TOTAL: \$ 2,614,903.44



List of Accounts Due & Submitted to Committee February 2026				
Municipal Funds Cheques December 2025 - January 2026				
Chq/EFT	Date	Name		Amount
10461	05/12/2025	SYNERGY		-131.30
10462	05/12/2025	SHIRE OF WAROONA		-76.50
10463	05/12/2025	SHIRE OF WAROONA		-68.23
10464	10/12/2025	SHIRE OF WAROONA		-225.00
10465	12/12/2025	SHIRE OF WAROONA - SUNDRY DEBTORS		-699.00
10466	12/12/2025	SHIRE OF WAROONA		-68.23
10467	24/12/2025	SYNERGY		-13931.07
10468	24/12/2025	SHIRE OF WAROONA - SUNDRY DEBTORS		-699.00
10469	24/12/2025	SHIRE OF WAROONA		-68.23
10470	09/01/2026	SHIRE OF WAROONA - SUNDRY DEBTORS		-699.00
10471	09/01/2026	SHIRE OF WAROONA		-68.23
10472	19/01/2026	SYNERGY		-467.98
10473	19/01/2026	SHIRE OF WAROONA		-45.00
10474	19/01/2026	WATER CORPORATION		-8153.48
10475	20/01/2026	SHIRE OF WAROONA		-450.00
10476	23/01/2026	PETTY CASH - please pay cash		-96.40
10477	23/01/2026	SHIRE OF WAROONA - SUNDRY DEBTORS		-699.00
10478	23/01/2026	SYNERGY		-14289.27
10479	23/01/2026	SHIRE OF WAROONA		-68.23
10480	30/01/2026	PETTY CASH - please pay cash		-246.55
10481	30/01/2026	WATER CORPORATION		-9670.92
				-\$ 50,920.62
Trust Fund Cheques/EFTs				
Chq/EFT	Date	Name		Amount
		NIL		
				\$ -
Direct Debit Payments				
Direct Debit	Date	Name		Amount
DD25094.1	02/12/2025	GOGO MEDIA		-75.90
DD25096.1	01/12/2025	DEPARTMENT OF TRANSPORT		-3477.25

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DD25099.1	02/12/2025 DEPARTMENT OF TRANSPORT	-70310.45
DD25113.1	03/12/2025 DEPARTMENT OF TRANSPORT	-2687.65
DD25117.1	04/12/2025 DEPARTMENT OF TRANSPORT	-2472.70
DD25119.1	06/12/2025 FLEET CARE PTY LTD	-2169.92
DD25121.1	05/12/2025 DEPARTMENT OF TRANSPORT	-4150.85
DD25125.1	08/12/2025 DEPARTMENT OF TRANSPORT	-4559.35
DD25130.1	09/12/2025 DEPARTMENT OF TRANSPORT	-4453.75
DD25138.1	10/12/2025 BEAM SUPERANNUATION FUND	-26542.78
DD25144.1	10/12/2025 DEPARTMENT OF TRANSPORT	-5443.45
DD25146.1	12/12/2025 FINES ENFORCEMENT AGENCY	-88.50
DD25148.1	11/12/2025 DEPARTMENT OF TRANSPORT	-3594.30
DD25150.1	12/12/2025 DEPARTMENT OF TRANSPORT	-2155.95
DD25154.1	16/12/2025 TELAIR PTY LTD	-875.01
DD25156.1	16/12/2025 TELAIR PTY LTD	-1100.70
DD25158.1	15/12/2025 DEPARTMENT OF TRANSPORT	-26055.40
DD25165.1	16/12/2025 DEPARTMENT OF TRANSPORT	-3897.60
DD25180.1	17/12/2025 DEPARTMENT OF TRANSPORT	-2230.30
DD25182.1	18/12/2025 DEPARTMENT OF TRANSPORT	-2160.60
DD25184.1	19/12/2025 DEPARTMENT OF TRANSPORT	-7906.65
DD25188.1	23/12/2025 WEX AUSTRALIA PTY LTD (CALTEX STAR CARD)	-5.00
Preston Beach Volunteer Bushfire Brigade		
	30/11/2025 Fuel Card Fee - Ref: 5476	\$ 2.50
	Total	\$ 2.50
Waroona West Volunteer Bushfire Brigade		
	30/11/2025 Fuel Card Fee - Ref: 1369	\$ 2.50
	Total	\$ 2.50
DD25192.1	22/12/2025 DEPARTMENT OF TRANSPORT	-44701.25
DD25199.1	24/12/2025 BEAM SUPERANNUATION FUND	-26332.86
DD25203.1	24/12/2025 FINES ENFORCEMENT AGENCY	-88.50
DD25205.1	23/12/2025 DEPARTMENT OF TRANSPORT	-8762.15
DD25207.1	24/12/2025 DEPARTMENT OF TRANSPORT	-17896.85
DD25209.1	28/12/2025 WA TREASURY CORPORATION	-17799.44
DD25211.1	31/12/2025 DEPARTMENT OF TRANSPORT	-8590.40
DD25213.1	30/12/2025 DEPARTMENT OF TRANSPORT	-3234.00

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DD25215.1	03/01/2026 GOGO MEDIA	-75.90
DD25218.1	06/01/2026 DEPARTMENT OF TRANSPORT	-4843.00
DD25221.1	07/01/2026 BEAM SUPERANNUATION FUND	-25700.93
DD25225.1	08/01/2026 FINES ENFORCEMENT AGENCY	-88.50
DD25227.1	08/01/2026 FLEET CARE PTY LTD	-2169.92
DD25229.1	07/01/2026 DEPARTMENT OF TRANSPORT	-10718.30
DD25237.1	08/01/2026 DEPARTMENT OF TRANSPORT	-6087.40
DD25239.1	09/01/2026 DEPARTMENT OF TRANSPORT	-3135.45
DD25241.1	12/01/2026 DEPARTMENT OF TRANSPORT	-18573.70
DD25244.1	13/01/2026 DEPARTMENT OF TRANSPORT	-1472.25
DD25253.1	14/01/2026 DEPARTMENT OF TRANSPORT	-5445.35
DD25255.1	15/01/2026 DEPARTMENT OF TRANSPORT	-2055.70
DD25257.1	16/01/2026 TELAIR PTY LTD	-875.01
DD25259.1	16/01/2026 TELAIR PTY LTD	-4691.65
DD25261.1	16/01/2026 DEPARTMENT OF TRANSPORT	-11577.20
DD25265.1	19/01/2026 DEPARTMENT OF TRANSPORT	-3041.05
DD25270.1	20/01/2026 DEPARTMENT OF TRANSPORT	-3669.35
DD25276.1	21/01/2026 BEAM SUPERANNUATION FUND	-27061.69
DD25281.1	22/01/2026 AMPOL CARD	-559.04
	Lake Clifton Volunteer Bushfire Brigade	
	09/12/2025 Fuel - Ref: ICVF316	\$ 339.61
	27/12/2025 Fuel - Ref: ICVF316	\$ 137.52
	27/12/2025 Fuel - Ref: ICVF316	\$ 81.91
	Total	\$ 559.04
DD25283.1	21/01/2026 DEPARTMENT OF TRANSPORT	-5276.60
DD25302.1	23/01/2026 IINET TECHNOLOGIES	-89.99
DD25304.1	22/01/2026 DEPARTMENT OF TRANSPORT	-5148.00
DD25307.1	27/01/2026 DEPARTMENT OF TRANSPORT	-4832.85
DD25310.1	28/01/2026 DEPARTMENT OF TRANSPORT	-24821.75
DD25312.1	29/01/2026 DEPARTMENT OF TRANSPORT	-4229.20
DD25314.1	30/01/2026 DEPARTMENT OF TRANSPORT	-69818.20
DD25316.1	02/01/2026 GOGO MEDIA	-75.90
DD25324.1	23/01/2026 DEPARTMENT OF TRANSPORT	-7985.05
		-\$ 557,938.44

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Municipal Electronic Funds Transfers				
Chq/EFT	Date	Name		Amount
EFT44189	03/12/2025	VESTONE CAPITAL		-10702.28
EFT44190	03/12/2025	SHIRE OF WAROONA STAFF LOTTO SYNDICATE		-150.80
EFT44191	05/12/2025	DRAKESBROOK DESPATCH		-110.00
EFT44192	05/12/2025	PETES TREEWORX		-18687.03
EFT44193	05/12/2025	DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION &		-2127.89
EFT44194	05/12/2025	OPTUS BILLING SERVICES		-1707.40
EFT44195	05/12/2025	CITY & REGIONAL FUELS		-10175.92
EFT44196	05/12/2025	WOODLANDS DISTRIBUTORS & AGENCIES PTY LTD		-965.80
EFT44197	05/12/2025	WAROONA COMMUNITY MENS SHED		-381.28
EFT44198	05/12/2025	OFFICE OF THE AUDITOR GENERAL		-44387.20
EFT44199	05/12/2025	HARVEY PLUMBING AND GAS		-1628.48
EFT44200	05/12/2025	AQUAMONIX PTY LTD		-7904.05
EFT44201	05/12/2025	FLICK ANTICIMEX PTY LTD T/A ADVANCED PEST CONTROL		-1109.86
EFT44202	05/12/2025	TIMBER INSIGHT PTY LTD		-10263.00
EFT44203	05/12/2025	THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES		-154.00
EFT44204	05/12/2025	CHG-MERIDIAN AUSTRALIA PTY LTD		-3620.63
EFT44205	05/12/2025	LEEDERVILLE ROOFTOP PRIVATE CLUB PTY LTD		-1949.65
EFT44206	05/12/2025	BCITF		-882.66
EFT44207	05/12/2025	CABLE LOCATES AND CONSULTING		-5240.40
EFT44208	05/12/2025	DEPARTMENT OF FIRE & EMERGENCY SERVICES (DFES)		-94876.60
EFT44209	05/12/2025	LANDGATE		-25.84
EFT44210	05/12/2025	PISCONERI FAMILY TRUST		-14912.40
EFT44211	05/12/2025	ROYAL LIFESAVING SOC OF AUST		-68.64
EFT44212	05/12/2025	ST JOHN AMBULANCE WAROONA		-42.00
EFT44213	05/12/2025	WAROONA RURAL SERVICES		-1681.44
EFT44214	05/12/2025	MITRE 10		-249.75
EFT44215	05/12/2025	WAROONA EARTHWORKS & WAROONA WOOD SUPPLIES		-13750.00
EFT44216	05/12/2025	CAFE WAROONA		-150.00
EFT44217	05/12/2025	THE ESTATE OF THE LATE ROBERT BRUCE		-57.59
EFT44218	05/12/2025	LARRAINE MARGARET WALTON		-484.10
EFT44219	12/12/2025	DEPARTMENT OF BIODIVERSITY, CONSERVATION AND ATTRACTIONS		-268.97

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EFT44220	12/12/2025 SHIRE OF HARVEY	-11640.79
EFT44221	12/12/2025 ROSEANNE KEARING	-86.64
EFT44222	12/12/2025 PINJARRA AUTO GROUP (Auto One)	-39.90
EFT44223	12/12/2025 TOURISM COUNCIL WA	-1100.00
EFT44224	12/12/2025 BULK BILLING CLERK DEPARTMENT OF TRANSPORT	-15.30
EFT44225	12/12/2025 PETES TREEWORX	-16012.71
EFT44226	12/12/2025 RENIER & CHRISTINE THEELEN	-182.45
EFT44227	12/12/2025 PEEL VOLUNTEER RESOURCE CENTRE INC.	-550.00
EFT44228	12/12/2025 DATA 3	-13772.22
EFT44229	12/12/2025 ESTUARY BOBCATS	-5478.00
EFT44230	12/12/2025 HEATLEYS SAFETY & INDUSTRIAL	-118.07
EFT44231	12/12/2025 T-QUIP	-675.76
EFT44232	12/12/2025 JENNIFER ANNE MILLER	-45.50
EFT44233	12/12/2025 CARMEN TYRER	-110.77
EFT44234	12/12/2025 D & E DIESEL SERVICES	-3849.19
EFT44235	12/12/2025 KATHLEEN NORMA KRAUTH	-183.34
EFT44236	12/12/2025 CHELLEW HAWLEY PTY LTD T/AS SIFTING SANDS	-6374.50
EFT44237	12/12/2025 CR KAREN ODORISIO	-6364.37
EFT44238	12/12/2025 EUROFINS ARL	-330.00
EFT44239	12/12/2025 JULIE MARIE ROWLES	-2559.57
EFT44240	12/12/2025 BRADLEY VINCENT VITALE	-2559.57
EFT44241	12/12/2025 KARLIE BARTLE	-2559.57
EFT44242	12/12/2025 SAVAGE ST	-184.88
EFT44243	12/12/2025 TECHNOLOGY ONE	-886.89
EFT44244	12/12/2025 BILL VANDERSTEEN	-18.13
EFT44245	12/12/2025 TRICIA MICHELLE DALLING	-7.25
EFT44246	12/12/2025 SJ TRAFFIC MANAGEMENT	-40837.24
EFT44247	12/12/2025 DAVREY GROWERS	-264.10
EFT44248	12/12/2025 KATHLEEN ELIZABETH COLE	-13.35
EFT44249	12/12/2025 ALANA RAINER	-296.33
EFT44250	12/12/2025 HELEN PEARCE	-119.63
EFT44251	12/12/2025 SCOPE BUSINESS IMAGING	-1659.59
EFT44252	12/12/2025 LITTLE FARM HONEY - MAREE ELLIS	-294.62
EFT44253	12/12/2025 LETITIA CLIFTON	-108.77

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EFT44254	12/12/2025 HARVEY PLUMBING AND GAS	-225.32
EFT44255	12/12/2025 SUNNY INDUSTRIAL BRUSHWARE	-1742.40
EFT44256	12/12/2025 BARBARA MILLAR	-137.77
EFT44257	12/12/2025 LISA GAYE WALKER	-30.82
EFT44258	12/12/2025 HELEN THERESE HENDERSON	-45.68
EFT44259	12/12/2025 FLICK ANTICIMEX PTY PTD T/A ADVANCED PEST CONTROL	-1143.27
EFT44260	12/12/2025 LYNETTE ANNE CLARK	-90.61
EFT44261	12/12/2025 HELEN GRACE PRATT	-20.00
EFT44262	12/12/2025 AUSTRALIA POST (NEW)	-519.60
EFT44263	12/12/2025 GREG LUCAS	-512.50
EFT44264	12/12/2025 WAROONA ROADHOUSE	-872.00
EFT44265	12/12/2025 MAUREEN FORTUNE	-29.00
EFT44266	12/12/2025 EARTHLY RAINBOW CREATIONS	-130.51
EFT44267	12/12/2025 CLAUDIA FRANKS	-23.23
EFT44268	12/12/2025 THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES	-197.40
EFT44269	12/12/2025 FOCUS NETWORKS	-16701.30
EFT44270	12/12/2025 CF BUILDING APPROVALS	-6765.00
EFT44271	12/12/2025 MICHELLE O'NEILE	-73.05
EFT44272	12/12/2025 TREVOR JAMES FLOYD	-145.01
EFT44273	12/12/2025 SKETCHES BY HAYLEY B	-13.05
EFT44274	12/12/2025 JENKINS MECHANICAL	-2062.50
EFT44275	12/12/2025 AMD CHARTERED ACCOUNTANTS	-1760.00
EFT44276	12/12/2025 CHARLES HULL CONTRACTING	-77523.69
EFT44277	12/12/2025 GYMCARE	-594.00
EFT44278	12/12/2025 IT VISION SOFTWARE PTY LTD T/A READYTECH	-554.40
EFT44279	12/12/2025 JASON SIGNMAKERS	-90.98
EFT44280	12/12/2025 LANDGATE	-228.20
EFT44281	12/12/2025 McLEODS LAWYERS PTY LTD	-884.18
EFT44282	12/12/2025 OFFICEWORKS	-683.43
EFT44283	12/12/2025 PLANT INVESTMENTS PTY LTD	-594.00
EFT44284	12/12/2025 PINJARRA BAKERY & PATISSERIE	-316.00
EFT44285	12/12/2025 THE WEST AUSTRALIAN (HARVEY REPORTER)	-4293.05
EFT44286	12/12/2025 SHIRE OF WAROONA STAFF LOTTO SYNDICATE	-149.20
EFT44287	12/12/2025 LARRY RUSSELL SCOTT	-6874.79

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EFT44288	12/12/2025 BJW (WA) PTY LTD T/AS RG UPTON	-166.10
EFT44289	12/12/2025 WORK CLOBBER	-395.10
EFT44290	12/12/2025 IAN DIFFEN CITY DISCOUNT TYRES WAROONA (WAROONA TYRE	-2637.80
EFT44291	12/12/2025 WAROONA IGA	-1368.23
EFT44292	12/12/2025 M. WALMSLEY	-12234.22
EFT44293	12/12/2025 MITRE 10	-567.13
EFT44294	12/12/2025 PAULINE BONNER	-16.02
EFT44295	12/12/2025 JOHN ANTHONY MASON	-6364.37
EFT44296	12/12/2025 JEANETTE AUDINO (Beadsparklez)	-322.71
EFT44297	12/12/2025 CHRISTINE HYDE	-676.88
EFT44298	12/12/2025 SANDRA HEPTON	-41.27
EFT44299	12/12/2025 VICKI MARIE LORRAWAY	-39.88
EFT44300	12/12/2025 JANET BURNE	-130.50
EFT44301	12/12/2025 TAMRA HULL	-101.47
EFT44302	16/12/2025 NATIONAL AUSTRALIA BANK	-12356.61
Chief Executive Officer		
	29/10/2025 Fairfax Media - Ref: 74564725301	\$ 25.99
	28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
	Total CEO	\$ 34.99
Director Corporate and Community Services		
	03/11/2025 Lucid Software - Ref: 24116415304	\$ 120.00
	13/11/2025 Vibe Waroona - Ref: 74564455316	\$ 90.94
	24/11/2025 Waroona Roadhouse - Ref: 24109335326	\$ 75.67
	26/11/2025 The Rec Waroona - Ref: 74064145329	\$ 394.21
	26/11/2025 The Rec Waroona - Ref: 74278245329	\$ 236.73
	28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
	Total DCCS	\$ 926.55
Director Customer and Development Services		
	31/10/2025 Waroona Roadhouse - Ref: 24109335303	\$ 69.57
	03/11/2025 Google Australia - Ref: 74316015306	\$ 354.33
	14/11/2025 Waroona Roadhouse - Ref: 24109335317	\$ 78.59
	19/11/2025 Jaycar Pty Ltd - Ref: 74773885322	\$ 22.90
	20/11/2025 Dell Australia - Ref: 74069885322	\$ 7,421.76
	24/11/2025 EG Group Joondalup - Ref: 74278245326	\$ 82.00

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28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
Total DCDS	\$ 8,038.15
Manager Corporate Services	
03/11/2025 Waroona Roadhouse - Ref: 24109335305	\$ 58.13
26/11/2025 Waroona Roadhouse - Ref: 24109335329	\$ 85.00
28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
Total MCS	\$ 152.13
Executive Assistant	
25/11/2025 Shire of Waroona - Ref: 00764928612	\$ 30.00
25/11/2025 Shire of Waroona - Ref: 02075819336	\$ 150.00
28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
Total EA	\$ 189.00
Building Maintenance Coordinator	
28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
Total BMC	\$ 9.00
Visitor Centre Manager	
18/11/2025 Spotlight - Ref: 03554313303	\$ 73.60
19/11/2025 Red Dot - Ref: 74940525321	\$ 55.86
27/11/2025 Coles Pinjarra - Ref: 74363965330	\$ 65.00
27/11/2025 Coles Pinjarra - Ref: 74363965330	\$ 52.75
28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
Total VCM	\$ 256.21
Manager Community and Communications	
30/10/2025 Vizual Impact - Ref: 74564725302	\$ 374.00
05/11/2025 Pinjarra Bakery - Ref: 74201335308	\$ 294.00
10/11/2025 Waroona Post Office - Ref: 74940525310	\$ 100.00
27/11/2025 Adobe In Design - Ref: 74773885329	\$ 35.99
27/11/2025 Local Government Professionals - Ref: 74940525329	\$ 550.00
28/11/2025 Facebook Meta - Ref: 74313195331	\$ 31.89
28/11/2025 NAB Card Fee - Ref: 74557045332	\$ 9.00
Total MCC	\$ 1,394.88
Manager Development Services	
06/11/2025 Central Regional Tafe - Ref: 74940525308	\$ 100.00
06/11/2025 Police Licensing - Ref: 74940525308	\$ 382.00

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	06/11/2025 Pinjarra Bakery - Ref: 74201335309	\$	186.00
	21/11/2025 Waroona Roadhouse - Ref: 24109335324	\$	72.96
	26/11/2025 Harvey Norman - Ref: 74564455329	\$	58.00
	28/11/2025 Waroona Roadhouse - Ref: 24109335331	\$	94.43
	28/11/2025 NAB Card Fee - Ref: 74557045332	\$	9.00
	Total MDS	\$	902.39
	Manager Recreation Centre		
	30/10/2025 Big W - Ref: 74278245302	\$	79.00
	31/10/2025 The Reject Shop - Ref: 74564455303	\$	20.00
	31/10/2025 Waroona Roadhouse - Ref: 24109335303	\$	75.01
	10/11/2025 Waroona Roadhouse - Ref: 24109335311	\$	95.37
	14/11/2025 Waroona Roadhouse - Ref: 24109335317	\$	77.89
	21/11/2025 Waroona Roadhouse - Ref: 24109335324	\$	54.48
	27/11/2025 Kmart - Ref: 74363965330	\$	38.00
	28/11/2025 NAB Card Fee - Ref: 74557045332	\$	9.00
	Total MRC	\$	448.75
	Other Charges		
	03/11/2025 International Fee - Ref: 74557045307	\$	3.60
	28/11/2025 International Fee - Ref: 74557045332	\$	0.96
	Total Other Charges	\$	4.56
EFT44304	17/12/2025 AUSTRALIAN TAXATION OFFICE		-26763.00
EFT44305	19/12/2025 STANLEY ANTHONY WALL		-500.00
EFT44306	19/12/2025 BUNNINGS MANDURAH		-131.10
EFT44307	19/12/2025 PETES TREEWORX		-54201.80
EFT44308	19/12/2025 D & E DIESEL SERVICES		-35741.67
EFT44309	19/12/2025 SHIFT ENGINEERING		-2068.00
EFT44310	19/12/2025 COASTAL DEMOLITION (WA) PTY LTD		-3740.00
EFT44311	19/12/2025 ANW ENTERPRISES PTY LTD T/AS MUDDY CREEK		-1036.31
EFT44312	19/12/2025 SJ TRAFFIC MANAGEMENT		-8144.20
EFT44313	19/12/2025 LOCKDOWN SECURITY		-220.00
EFT44314	19/12/2025 TEAM GLOBAL EXPRESS PTY LTD		-413.80
EFT44315	19/12/2025 CORSIGN		-147.40
EFT44316	19/12/2025 TOTAL TOOLS MANDURAH		-704.20
EFT44317	19/12/2025 LPD GROUP PTY LTD		-3883.55

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EFT44318	19/12/2025 FLICK ANTICIMEX PTY LTD T/A ADVANCED PEST CONTROL	-248.05
EFT44319	19/12/2025 AMAZON WEB SERVICES AUSTRALIA PTY LTD	-563.74
EFT44320	19/12/2025 SLR CONSULTING AUSTRALIA PTY LTD	-20861.50
EFT44321	19/12/2025 SCAVENGER FIRE & SAFETY	-16.50
EFT44322	19/12/2025 SUCCESSFUL PROJECTS	-3565.22
EFT44323	19/12/2025 THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES	-3190.41
EFT44324	19/12/2025 WEST GIS	-907.50
EFT44325	19/12/2025 FLUIDRA GROUP AUSTRALIA PTY LTD	-13378.93
EFT44326	19/12/2025 JENKINS MECHANICAL	-412.50
EFT44327	19/12/2025 HARRY'S FLY WHIPS	-220.00
EFT44328	19/12/2025 KATIE ADRIGAN-HONDROS	-204.00
EFT44329	19/12/2025 CLEANAWAY	-36135.28
EFT44330	19/12/2025 DRAKESBROOK HOTEL MOTEL	-5369.30
EFT44331	19/12/2025 HARVEY WATER	-199.92
EFT44332	19/12/2025 JETLINE CORPORATION PTY LTD	-7491.00
EFT44333	19/12/2025 LANDGATE	-25.84
EFT44334	19/12/2025 LIONS CLUB OF WAROONA	-450.00
EFT44335	19/12/2025 PRESTIGE PRODUCTS	-759.65
EFT44336	19/12/2025 PFD FOOD SERVICES PTY LTD	-1193.00
EFT44337	19/12/2025 WESTRAC EQUIPMENT PTY LTD	-2256.78
EFT44338	19/12/2025 WAROONA EARTHWORKS & WAROONA WOOD SUPPLIES	-19910.00
EFT44339	24/12/2025 SOUTH WEST RUBBER STAMPS & STAMPERS DEN	-107.90
EFT44340	24/12/2025 BUNNINGS MANDURAH	-642.01
EFT44341	24/12/2025 KLEEN WEST DISTRIBUTORS	-2276.12
EFT44342	24/12/2025 PETES TREEWORX	-13868.91
EFT44343	24/12/2025 DEBRA TYLER	-192.00
EFT44344	24/12/2025 BM & RV WATERS	-1072.68
EFT44345	24/12/2025 ESTUARY BOBCATS	-52747.20
EFT44346	24/12/2025 T-QUIP	-188.19
EFT44347	24/12/2025 HUCKLEBERRY'S TANK AND WATER SERVICE	-520.00
EFT44348	24/12/2025 MANDURAH ROLLER DOOR CENTRE	-550.00
EFT44349	24/12/2025 FLASHBAY PTY LTD	-345.18
EFT44350	24/12/2025 SURVEYING SOUTH	-3300.00
EFT44351	24/12/2025 RON BELLAIRS	-35053.48

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EFT44352	24/12/2025 MCG ARCHITECTS PTY LTD	-3630.00
EFT44353	24/12/2025 LOCKDOWN SECURITY	-220.00
EFT44354	24/12/2025 THE DISTRIBUTORS PERTH	-1109.95
EFT44355	24/12/2025 TEAM GLOBAL EXPRESS PTY LTD	-562.55
EFT44356	24/12/2025 NATALIE WOODS	-300.00
EFT44357	24/12/2025 HARVEY PLUMBING AND GAS	-4630.70
EFT44358	24/12/2025 CORSIGN	-7836.40
EFT44359	24/12/2025 FLICK ANTICIMEX PTY LTD T/A ADVANCED PEST CONTROL	-2154.90
EFT44360	24/12/2025 SAPIO PTY LTD	-9270.49
EFT44361	24/12/2025 SCAVENGER FIRE & SAFETY	-286.00
EFT44362	24/12/2025 PARTY ON THE GREEN PTY LTD	-2695.00
EFT44363	24/12/2025 THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES	-4567.31
EFT44364	24/12/2025 JENKINS MECHANICAL	-1443.75
EFT44365	24/12/2025 DE ROSAS HIGHWAY MOTORS	-22.00
EFT44366	24/12/2025 DOWN TO EARTH TRAINING & ASSESSING	-6254.00
EFT44367	24/12/2025 DORMAKABA AUSTRALIA PTY LTD	-390.50
EFT44368	24/12/2025 HEIDELBERG MATERIALS AUSTRALIA	-3111.96
EFT44369	24/12/2025 JETLINE CORPORATION PTY LTD	-13357.30
EFT44370	24/12/2025 LIONS CLUB OF WAROONA	-100.00
EFT44371	24/12/2025 LAKE CLIFTON - HERRON PROGRESS & SPORTING ASSOCIATION (INC)	-550.00
EFT44372	24/12/2025 PREFET PTY LTD T/A MINUTEMAN PRESS	-93.50
EFT44373	24/12/2025 OFFICEWORKS	-401.67
EFT44374	24/12/2025 PRESTON BEACH PROGRESS ASSOCIATION INC	-550.00
EFT44375	24/12/2025 PRESTIGE PRODUCTS	-681.95
EFT44376	24/12/2025 PFD FOOD SERVICES PTY LTD	-549.65
EFT44377	24/12/2025 PEEL H2O SOLUTIONS	-1116.45
EFT44378	24/12/2025 RIGGS AUTO CENTRE	-296.00
EFT44379	24/12/2025 SYNERGY - STREETLIGHT ACCOUNT	-9341.48
EFT44380	24/12/2025 SIGNARAMA MANDURAH	-345.17
EFT44381	24/12/2025 TELSTRA LIMITED	-989.14
EFT44382	24/12/2025 D & A ENTERPRISES (WA) PTY LTD T/AS T & V FENCING	-1339.71
EFT44383	24/12/2025 MITRE 10	-348.85
EFT44384	24/12/2025 WAROONA EARTHWORKS & WAROONA WOOD SUPPLIES	-20570.00
EFT44385	24/12/2025 SHIRE OF WAROONA STAFF LOTTO SYNDICATE	-154.80

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EFT44386	09/01/2026 ROSEANNE KEARING	-24.61
EFT44387	09/01/2026 LUNA GARDINER	-32.63
EFT44388	09/01/2026 PETES TREEWORX	-1158.30
EFT44389	09/01/2026 RENIER & CHRISTINE THEELEN	-194.91
EFT44390	09/01/2026 ESTUARY BOBCATS	-5280.00
EFT44391	09/01/2026 JENNIFER ANNE MILLER	-9.06
EFT44392	09/01/2026 SEEK	-937.75
EFT44393	09/01/2026 CARMEN TYRER	-74.32
EFT44394	09/01/2026 KATHLEEN NORMA KRAUTH	-206.48
EFT44395	09/01/2026 CITY & REGIONAL FUELS	-5861.47
EFT44396	09/01/2026 BILL VANDERSTEEN	-18.13
EFT44397	09/01/2026 TRICIA MICHELLE DALLING	-123.99
EFT44398	09/01/2026 DAVREY GROWERS	-256.65
EFT44399	09/01/2026 KATHLEEN ELIZABETH COLE	-9.75
EFT44400	09/01/2026 ALANA RAINER	-138.41
EFT44401	09/01/2026 SCOPE BUSINESS IMAGING	-2013.57
EFT44402	09/01/2026 LITTLE FARM HONEY - MAREE ELLIS	-504.75
EFT44403	09/01/2026 LETITIA CLIFTON	-39.88
EFT44404	09/01/2026 BARBARA MILLAR	-63.45
EFT44405	09/01/2026 WILD EYED PRESS	-244.80
EFT44406	09/01/2026 LISA GAYE WALKER	-85.22
EFT44407	09/01/2026 HELEN THERESE HENDERSON	-48.94
EFT44408	09/01/2026 LYNETTE ANNE CLARK	-57.20
EFT44409	09/01/2026 EARTHLY RAINBOW CREATIONS	-130.52
EFT44410	09/01/2026 FULLY PROMOTED MANDURAH	-1401.40
EFT44411	09/01/2026 CLAUDIA FRANKS	-7.98
EFT44412	09/01/2026 DT FAB 4x4	-2260.00
EFT44413	09/01/2026 MICHELLE O'NEILE	-38.28
EFT44414	09/01/2026 TREVOR JAMES FLOYD	-54.39
EFT44415	09/01/2026 SKETCHES BY HAYLEY B	-200.83
EFT44416	09/01/2026 CREATIONS 49	-47.13
EFT44417	09/01/2026 BUNBURY MACHINERY	-23127.93
EFT44418	09/01/2026 LIONS CLUB OF WAROONA	-692.00
EFT44419	09/01/2026 SHIRE OF WAROONA STAFF LOTTO SYNDICATE	-152.00

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EFT44420	09/01/2026 SIGNARAMA MANDURAH	-345.16
EFT44421	09/01/2026 ST JOHN AMBULANCE (BELMONT)	-180.00
EFT44422	09/01/2026 WORK CLOBBER	-854.55
EFT44423	09/01/2026 WAROONA NEWS	-562.24
EFT44424	09/01/2026 WAROONA RURAL SERVICES	-3910.67
EFT44425	09/01/2026 WAROONA IGA	-1723.51
EFT44426	09/01/2026 AUDREY ISOBEL SMITH	-18.13
EFT44427	09/01/2026 PAULINE BONNER	-23.14
EFT44428	09/01/2026 DENISE ANNETTE MASON	-14.14
EFT44429	09/01/2026 JEANETTE AUDINO (Beadsparklez)	-264.03
EFT44430	09/01/2026 GAIL DIANNE CURTIS	-94.51
EFT44431	09/01/2026 CHRISTINE HYDE	-366.73
EFT44432	09/01/2026 SANDRA HEPTON	-54.54
EFT44433	09/01/2026 VICKI MARIE LORRAWAY	-36.26
EFT44434	09/01/2026 JANET BURNE	-145.00
EFT44435	09/01/2026 TAMRA HULL	-66.31
EFT44436	09/01/2026 JENNIFER IRENE STOKES	-10.88
EFT44437	14/01/2026 NATIONAL AUSTRALIA BANK	-9742.07
	Chief Executive Officer	
	01/12/2025 Fairfax Media - Ref: 74564725332	\$ 25.99
	03/12/2025 Landgate - Ref: 74940525335	\$ 32.60
	03/12/2025 Landgate - Ref: 74940525335	\$ 97.80
	12/12/2025 Perth Fibre Cement - Ref: 74201335345	\$ 316.82
	30/12/2025 Fairfax Media - Ref: 74564725363	\$ 25.99
	30/12/2025 NAB Card Fee - Ref: 74557045364	\$ 9.00
	Total CEO	\$ 508.20
	Director Corporate and Community Services	
	01/12/2025 Waroona Roadhouse - Ref: 24109335334	\$ 69.66
	08/12/2025 Waroona Roadhouse - Ref: 24109335340	\$ 77.39
	12/12/2025 Vibe Waroona - Ref: 74564455345	\$ 37.98
	15/12/2025 Waroona Roadhouse - Ref: 24109335348	\$ 89.46
	22/12/2025 Waroona Roadhouse - Ref: 24109335354	\$ 73.44
	29/12/2025 Waroona Roadhouse - Ref: 24109335358	\$ 75.14
	30/12/2025 NAB Card Fee - Ref: 74557045364	\$ 9.00

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	Total DCCS	\$ 432.07
Director Customer and Development Services		
03/12/2025 Google Australia - Ref: 74316015336	\$	429.18
08/12/2025 Dell Australia - Ref: 74069885338	\$	466.80
11/12/2025 BIG W - Ref: 74278245344	\$	90.30
11/12/2025 Vibe Waroona - Ref: 74564455344	\$	81.12
11/12/2025 Open Colleges - Ref: 74201335343	-\$	2,264.40
12/12/2025 Waroona Roadhouse - Ref: 24109335345	\$	85.76
17/12/2025 Waroona Roadhouse - Ref: 24109335350	\$	84.03
30/12/2025 NAB Card Fee - Ref: 74557045364	\$	9.00
	Total DCDS	-\$ 1,018.21
Manager Corporate Services		
16/12/2025 Shire of Waroona Licensing - Ref: 00592347897	\$	52.10
18/12/2025 Waroona Roadhouse - Ref: 24109335351	\$	75.00
30/12/2025 NAB Card Fee - Ref: 74557045364	\$	9.00
	Total MCS	\$ 136.10
Executive Assistant		
03/12/2025 Pinjarra Bakery - Ref: 74773885336	\$	98.00
10/12/2025 Officeworks - Ref: 74039195343	\$	51.76
30/12/2025 NAB Card Fee - Ref: 74557045364	\$	9.00
	Total EA	\$ 158.76
Building Maintenance Coordinator		
30/12/2025 NAB Card Fee - Ref: 74557045364	\$	9.00
	Total BMC	\$ 9.00
Visitor Centre Manager		
30/12/2025 NAB Card Fee - Ref: 74557045364	\$	9.00
	Total VCM	\$ 9.00
Manager Community and Communications		
02/12/2025 Starprint - Ref: 74201335335	\$	1,758.90
03/12/2025 Coles - Ref: 74363965336	\$	107.75
04/12/2025 Vizual Impact - Ref: 74564725337	\$	264.00
05/12/2025 Coles - Ref: 74039195338	\$	169.50
08/12/2025 Coles - Ref: 74363965339	\$	59.85
17/12/2025 St John Ambulance - Ref: 74229855350	\$	180.00

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19/12/2025 Facebook - Ref: 74987505352	\$ 6.00
19/12/2025 Facebook - Ref: 74987505351	\$ 5.00
19/12/2025 Facebook - Ref: 74987505351	\$ 4.00
19/12/2025 Facebook - Ref: 74987505351	\$ 3.00
22/12/2025 Facebook - Ref: 74987505354	\$ 9.00
22/12/2025 Facebook - Ref: 74987505353	\$ 8.00
22/12/2025 Facebook - Ref: 74987505352	\$ 7.00
22/12/2025 Facebook - Ref: 74987505355	\$ 11.00
22/12/2025 Facebook - Ref: 74987505354	\$ 10.00
23/12/2025 Facebook - Ref: 74987505356	\$ 13.00
29/12/2025 Adobe in Design - Ref: 74773885359	\$ 35.99
29/12/2025 Facebook - Ref: 74987505361	\$ 31.89
29/12/2025 Facebook - Ref: 74987505357	\$ 15.00
30/12/2025 NAB Card Fee - Ref: 74557045364	\$ 9.00
Total MCC	\$ 2,707.88
Manager Development Services	
04/12/2025 Reddy Express - Ref: 74363965337	\$ 67.65
12/12/2025 Ampol - Ref: 74940525344	\$ 83.39
24/12/2025 The Shooters Shop - Ref: 02631099001	\$ 1,650.00
29/12/2025 Bunnings - Ref: 74940525358	\$ 57.50
30/12/2025 BP Baldivis - Ref: 01324296153	\$ 85.63
30/12/2025 NAB Card Fee - Ref: 74557045364	\$ 9.00
Total MDS	\$ 1,953.17
Manager Recreation Centre	
01/12/2025 Waroona Roadhouse - Ref: 24109335332	\$ 78.08
04/12/2025 BIG W - Ref: 74278245337	\$ 34.00
05/12/2025 Waroona Roadhouse - Ref: 24109335338	\$ 79.34
10/12/2025 Waroona Roadhouse - Ref: 24109335343	\$ 85.74
17/12/2025 Vibe Waroona - Ref: 74564455350	\$ 85.20
30/12/2025 NAB Card Fee - Ref: 74557045364	\$ 9.00
Total MRC	\$ 371.36
Director Infrastructure Services	
01/12/2025 Proquip - Ref: 74201335332	\$ 94.99
04/12/2025 Stratco -Ref: 74564725337	\$ 399.00

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	15/12/2025 Proquip - Ref: 74466025346	\$	103.00
	24/12/2025 Parabellum - Ref: 74076435357	\$	3,066.06
	29/12/2025 Total Tools - Ref: 74940525358	\$	799.00
	30/12/2025 NAB Card Fee - Ref: 74557045364	\$	9.00
	Total DIS	\$	4,471.05
Other Charges			
	30/12/2025 International Transaction Fees - 29/11/25 to 30/12/25	\$	3.69
	Total Other Charges	\$	3.69
EFT44438	19/01/2026 KATHERINE ANNE SIMPSON		-100.00
EFT44439	19/01/2026 FULTON HOGAN INDUSTRIES		-1900.80
EFT44440	19/01/2026 BULK BILLING CLERK DEPARTMENT OF TRANSPORT		-25.50
EFT44441	19/01/2026 PETES TREEWORX		-2654.42
EFT44442	19/01/2026 DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION &		-1165.82
EFT44443	19/01/2026 NOVUS AUTO GLASS		-1155.00
EFT44444	19/01/2026 MANDURAH TROPHIES		-716.00
EFT44445	19/01/2026 T-QUIP		-71.85
EFT44446	19/01/2026 SHRED X PTY LTD		-820.05
EFT44447	19/01/2026 HAMILTONS LANDSCAPE SUPPLIES		-1005.00
EFT44448	19/01/2026 HARVEY MEDICAL GROUP (WAROONA BRANCH)		-185.00
EFT44449	19/01/2026 BRAD BROOKSBY CONSULTING		-951.50
EFT44450	19/01/2026 WHITCROFT IT		-370.00
EFT44451	19/01/2026 SJ TRAFFIC MANAGEMENT		-74713.97
EFT44452	19/01/2026 LOCKDOWN SECURITY		-825.00
EFT44453	19/01/2026 TEAM GLOBAL EXPRESS PTY LTD		-226.01
EFT44454	19/01/2026 ARTISTRALIA		-550.00
EFT44455	19/01/2026 FLICK ANTICIMEX PTY LTD T/A ADVANCED PEST CONTROL		-5275.70
EFT44456	19/01/2026 CF BUILDING APPROVALS		-3520.00
EFT44457	19/01/2026 WINC AUSTRALIA PTY LIMITED		-113.30
EFT44458	19/01/2026 CABLE LOCATES AND CONSULTING		-10071.05
EFT44459	19/01/2026 ISWEEP TOWN & COUNTRY		-5929.00
EFT44460	19/01/2026 LANDGATE		-126.00
EFT44461	19/01/2026 A1 LOCKSMITHS (MANDURAH LOCK & KEY)		-510.00
EFT44462	19/01/2026 McLEODS LAWYERS PTY LTD		-2424.40
EFT44463	19/01/2026 PISCONERI FAMILY TRUST		-14802.40

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EFT44464	19/01/2026 THE WEST AUSTRALIAN (HARVEY REPORTER)	-3795.63
EFT44465	19/01/2026 SYNERGY - STREETLIGHT ACCOUNT	-9001.36
EFT44466	19/01/2026 SOUTHERN LOCK & SECURITY	-147.00
EFT44467	19/01/2026 WORK CLOBBER	-137.70
EFT44468	19/01/2026 IAN DIFFEN CITY DISCOUNT TYRES WAROONA (WAROONA TYRE	-570.90
EFT44469	19/01/2026 MITRE 10	-127.52
EFT44470	21/01/2026 AUSTRALIAN TAXATION OFFICE	-25912.00
EFT44471	23/01/2026 PRESTON BEACH VOLUNTEER BUSH FIRE BRIGADE	-33.80
EFT44472	23/01/2026 BUNNINGS MANDURAH	-32.22
EFT44473	23/01/2026 KLEEN WEST DISTRIBUTORS	-852.23
EFT44474	23/01/2026 PETES TREEWORX	-22536.37
EFT44475	23/01/2026 ESTUARY BOBCATS	-7700.00
EFT44476	23/01/2026 MANDURAH TROPHIES	-48.00
EFT44477	23/01/2026 T-QUIP	-450.60
EFT44478	23/01/2026 SEEK	-353.93
EFT44479	23/01/2026 SHIFT ENGINEERING	-880.00
EFT44480	23/01/2026 SURVEYING SOUTH	-1237.50
EFT44481	23/01/2026 ITR WESTERN AUSTRALIA	-2763.55
EFT44482	23/01/2026 ANW ENTERPRISES PTY LTD T/AS MUDDY CREEK	-1345.08
EFT44483	23/01/2026 SJ TRAFFIC MANAGEMENT	-4100.37
EFT44484	23/01/2026 FUEL TECHNOLOGY	-1468.50
EFT44485	23/01/2026 SEA 2 SCARP AIR CONDITIONING & REFRIGERATION SERVICES	-1100.00
EFT44486	23/01/2026 WAROONA ABORIGINAL AND TORRES STRAIT ISLANDER	-5000.00
EFT44487	23/01/2026 VESTONE CAPITAL	-27173.96
EFT44488	23/01/2026 METAL ARTWORK BADGES	-93.50
EFT44489	23/01/2026 FLICK ANTICIMEX PTY LTD T/A ADVANCED PEST CONTROL	-1571.72
EFT44490	23/01/2026 AMAZON WEB SERVICES AUSTRALIA PTY LTD	-535.99
EFT44491	23/01/2026 SUCCESSFUL PROJECTS	-122.38
EFT44492	23/01/2026 ROSIE O ENTERTAINMENT	-2023.00
EFT44493	23/01/2026 THE WHEELER FAMILY TRUST ATF WAROONA ELECTRICAL SERVICES	-143.00
EFT44494	23/01/2026 FOCUS NETWORKS	-18968.13
EFT44495	23/01/2026 GOLDEN ROAST PERTH	-500.01
EFT44496	23/01/2026 ALLIGHT PTY LTD	-491.99
EFT44497	23/01/2026 CLEANAWAY	-43960.22

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EFT44498	23/01/2026 COCA -COLA AMATIL (AUST) PTY LTD	-1644.09
EFT44499	23/01/2026 WINC AUSTRALIA PTY LIMITED	-404.12
EFT44500	23/01/2026 CARROLL AND RICHARDSON FLAGS	-645.06
EFT44501	23/01/2026 HARVEY COURIER	-112.07
EFT44502	23/01/2026 HARVEY WATER	-3140.74
EFT44503	23/01/2026 IT VISION SOFTWARE PTY LTD T/A READYTECH	-1100.00
EFT44504	23/01/2026 LGIS INSURANCE BROKING (JLT)	-5291.00
EFT44505	23/01/2026 SHIRE OF WAROONA STAFF LOTTO SYNDICATE	-152.00
EFT44506	23/01/2026 BJW (WA) PTY LTD T/AS RG UPTON	-79.50
EFT44507	23/01/2026 WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	-1133.00
EFT44508	23/01/2026 WAROONA SEPTICS	-5840.00
EFT44509	23/01/2026 MITRE 10	-771.25
EFT44510	28/01/2026 TAMMIE MARIE GREY	-900.00
EFT44511	30/01/2026 PETES TREEWORX	-10296.00
EFT44512	30/01/2026 NOVUS AUTO GLASS	-836.00
EFT44513	30/01/2026 HUCKLEBERRY'S TANK AND WATER SERVICE	-840.00
EFT44514	30/01/2026 HARVEY MEDICAL GROUP (WAROONA BRANCH)	-250.00
EFT44515	30/01/2026 COOINDA GARDEN	-935.00
EFT44516	30/01/2026 Founder Enterprises Pty Ltd t/as Fortus Group	-2342.06
EFT44517	30/01/2026 BLUESTEEL ENTERPRISES PTY LTD (FRONTLINE FIRE & RESCUE	-154.11
EFT44518	30/01/2026 TEAM GLOBAL EXPRESS PTY LTD	-261.67
EFT44519	30/01/2026 VESTONE CAPITAL	-792.06
EFT44520	30/01/2026 AUSTRALIA POST (NEW)	-1232.90
EFT44521	30/01/2026 WAROONA ROADHOUSE	-1055.34
EFT44522	30/01/2026 SUNNY SIGNS T/AS AUS SAFESIGN & PRODUCTS PTY LTD	-968.00
EFT44523	30/01/2026 WAYFOUND	-15730.00
EFT44524	30/01/2026 STATEWIDE GARAGE DOORS AND SHUTTERS	-16000.00
EFT44525	30/01/2026 NICK MORGAN	-200.00
EFT44526	30/01/2026 WA COUNTRY BUILDERS	-2787.24
EFT44527	30/01/2026 CHARLES HULL CONTRACTING	-2503.99
EFT44528	30/01/2026 WA AUTOMOTIVE PTY LTD T/A LANE FORD - MANDURAH MITSUBISHI	-2120.32
EFT44529	30/01/2026 PRESTIGE PRODUCTS	-1602.61
EFT44530	30/01/2026 ROTARY CLUB OF PINJARRA	-560.00
EFT44531	30/01/2026 DEPARTMENT OF PREMIER & CABINET - SLP/GAZETTE	-143.91

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EFT44532	30/01/2026 SOUTHERN STAR CEILINGS	-1100.00
EFT44533	30/01/2026 SOU WESTOS CLEANING SERVICE	-528.00
EFT44534	30/01/2026 TELSTRA LIMITED	-1497.10
EFT44535	30/01/2026 WAROONA NEWS	-705.00
EFT44536	30/01/2026 WAROONA RURAL SERVICES	-3882.08
EFT44537	30/01/2026 MITRE 10	-87.00
		-\$ 1,466,565.64
Electronic Fund Transfer - Direct Salaries & Wages		
Date	Name	Amount
09/12/2025	NATIONAL AUSTRALIA BANK	- 137,374.59
23/12/2025	NATIONAL AUSTRALIA BANK	- 135,549.26
06/01/2026	NATIONAL AUSTRALIA BANK	- 129,061.48
20/01/2026	NATIONAL AUSTRALIA BANK	- 137,493.41
		-\$ 539,478.74
Total Municipal Fund Cheques		- 50,920.62
Total Trust Fund Cheques		-
Total Direct Debit		- 557,938.44
Total Electronic Funds		- 1,466,565.64
Total Direct Wages		- 539,478.74
		-\$ 2,614,903.44



MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 DECEMBER 2025

SHIRE OF WAROONA

MONTHLY FINANCIAL REPORT



SHIRE OF WAROONA MONTHLY FINANCIAL REPORT TABLE OF CONTENTS

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The financial statements presented for the month of December 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 DECEMBER 2025

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	6,530,394	4,466	0%	
Grants, Subsidies and Contributions	8	1,127,349	576,885	634,398	57,513	9%	▲
Fees and Charges		2,066,605	1,659,977	1,788,103	128,126	7%	▲
Interest Earnings		271,400	737	5,511	4,774	87%	▲
Other Revenue		200,000	108,799	77,385	(31,414)	(41%)	▼
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	8,872,326	9,035,790			
Expenditure from operating activities							
Employee Costs		(5,332,214)	(2,629,303)	(2,616,711)	(12,592)	(0%)	
Materials and Contracts		(4,423,333)	(2,272,117)	(1,982,737)	(289,380)	(15%)	▼
Utilities Charges		(434,152)	(230,252)	(180,353)	(49,899)	(28%)	▼
Depreciation (Non-Current Assets)		(2,717,486)	(1,358,730)	(1,423,249)	64,519	5%	▲
Finance Costs		(52,365)	(25,575)	(24,794)	(781)	(3%)	
Insurance Expenses		(313,786)	(313,784)	(273,316)	(40,468)	(15%)	▼
Other Expenditure		(256,707)	(151,716)	(119,142)	(32,574)	(27%)	▼
Loss on Asset Disposal	10	(31,526)	(31,526)	(1,499)	(30,027)	(2003%)	▼
		(13,561,569)	(7,013,003)	(6,621,800)	391,203		
Non-cash amounts excluded from operating activities		2,871,360	0	1,424,748	1,424,748		
Amount attributable to operating activities		(497,895)	1,859,323	3,838,738	1,979,415		
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions		3,315,271	1,774,028	1,044,266	(729,762)	(70%)	▼
Proceeds from disposal of assets	10	140,000	50,000	35,500	14,500	(41%)	
		3,455,271	1,824,028	1,079,766	744,262		
Outflows from investing activities							
Payments for property, plant and equipment		(535,340)	(401,354)	(170,995)	(230,359)	(135%)	▼
Payments for construction of infrastructure		(4,396,951)	(2,158,507)	(892,225)	(1,266,282)	(142%)	▼
		(4,932,291)	(2,559,861)	(1,063,220)	1,496,641		
Non-cash amounts excluded from investing activities		0	233,072	233,072	0		
Amount attributable to investing activities		(1,477,020)	(735,833)	249,618	985,451		
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)	1,859,323	3,838,738	1,979,415		
Amount attributable to investing activities	0	(1,477,020)	(735,833)	249,618	985,451		
Amount attributable to financing activities		(320,079)	0	(265,511)	(265,511)	100%	
Surplus or deficit after imposition of general rates		0	1,123,490	6,138,990	5,015,500		

SHIRE OF WAROONA
STATEMENT OF FINANCIAL POSITION



FOR THE PERIOD ENDED 31 DECEMBER 2025

	Note	30-Jun-25	31-Dec-25
Current Assets			
Cash and cash equivalents	2	6,086,560	9,500,674
Trade and other receivables		560,897	1,534,405
Inventories		19,138	0
Other assets		250,588	83,697
Total Current Assets		6,917,183	11,118,777
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	48,510,030
Infrastructure		109,504,790	109,484,126
Right of use assets		233,072	233,072
Total non-current assets		158,713,992	158,316,965
TOTAL ASSETS		165,631,175	169,435,742
Current Liabilities			
Trade and other payables		1,420,214	1,268,710
Other liabilities		299,737	829,990
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	3,010,174
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	4,633,426
NET ASSETS		161,344,060	164,802,316
Equity			
Retained surplus		20,347,631	23,805,887
Surplus/Defecit Ytd		1,242,146	3,458,256
Revaluation surplus		138,085,320	138,085,320
Total Equity		161,344,060	164,802,316

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 DECEMBER 2025

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 DECEMBER 2025

NOTE 2: Statement of Financial Activity Information

2a. Net current assets used in the Statement of Financial Activity	Last Year Closing 30 June 2025	31/12/2025
Current assets		
Cash and cash equivalents	6,086,560	9,500,675
Trade and other receivables	376,018	1,458,795
Inventories	19,138	0
Contract assets	244,457	83,697
Other assets	2,160	0
Total current assets	6,728,333	11,043,167
Current liabilities		
Trade and other payables	(1,201,342)	(1,163,078)
Contract liabilities	(298,580)	(829,990)
Total current liabilities	(1,499,922)	(1,993,068)
Net current assets	5,228,411	9,050,099
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	6,138,990

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 activitiesYTD
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	1,499
Add: Depreciation	2,717,486	1,423,249
Add: Movement in employee provisions	123,380	0
Total current assets	2,871,360	1,424,748

2d. Non-cash amounts excluded from investing activitiesYTD
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 activitiesYTD
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 DECEMBER 2025

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 higher than budgeted due to higher than expected income for grants including Road Safety Program.

Fees and Charges

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

Interest Revenue

Income is higher than anticipated due additional interest earnings.

Other Revenue

Income is lower than budgeted due to lower than expected income for other revenue including Landcare contribution not yet received.

3.2 Expenditure from operating activities

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

Materials and contracts

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

Utility charges

Utility charges are lower due to budget profile settings.

Depreciation

Depreciation costs are higher than expected due to budget profile settings.

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

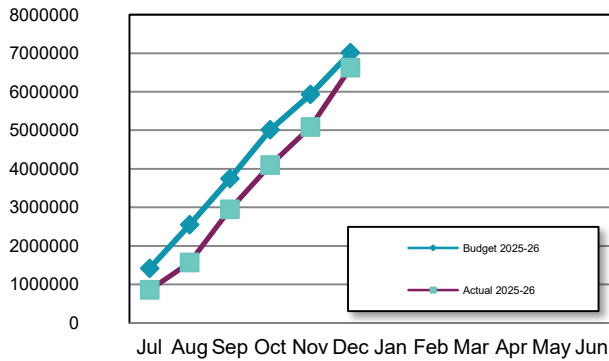


FOR THE PERIOD ENDED 31 DECEMBER 2025

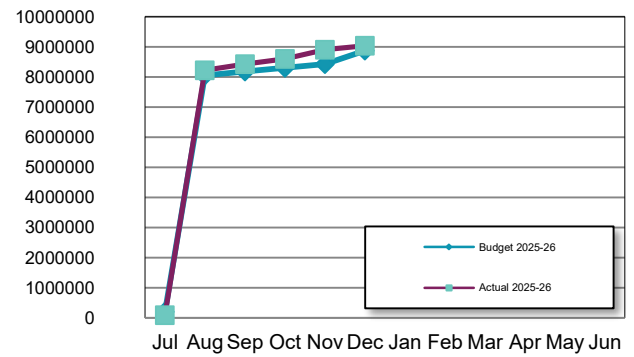
NOTE 4 - Graphical Representation - Source Statement of Financial Activity

OPERATING EXPENSES & REVENUE - GRAPHICAL REPRESENTATION

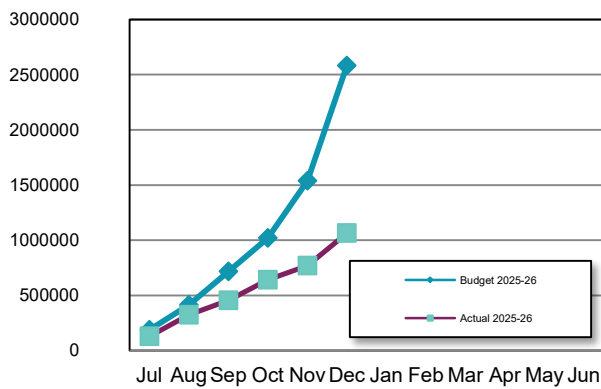
BUDGET OPERATING EXPENSES -v- YTD ACTUAL



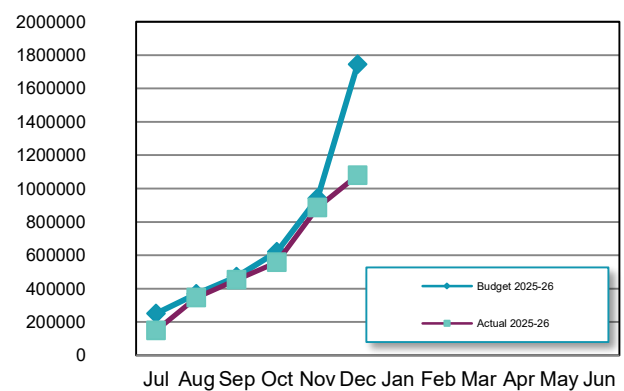
BUDGET OPERATING REVENUES -v- YTD ACTUAL



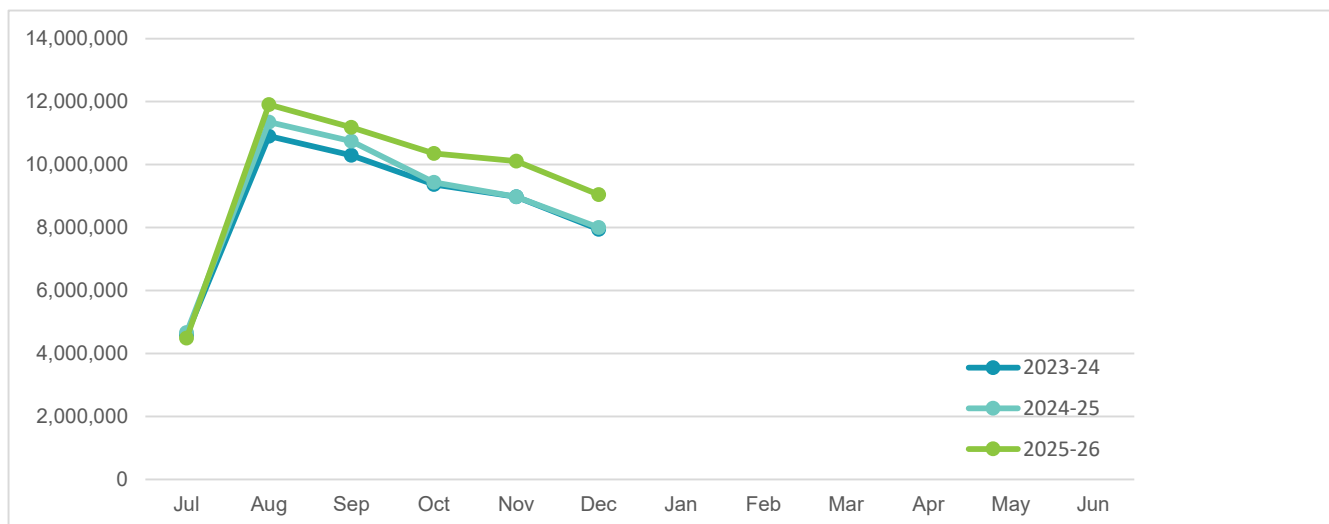
BUDGET CAPITAL EXPENSES -v- YTD ACTUAL



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 DECEMBER 2025

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	801,087	0	0	0	801,087	NAB	N/A
Cash on Hand	N/A	1,750	0	0	0	1,750	NAB	N/A
Trust Account	N/A	0	0	523,766	0	523,766	NAB	N/A
(b) Reserve Term Deposit								
Reserve Term Deposit	4.30%	0	2,911,109	0	0	2,911,109	NAB	2/01/2026
(c) Investments								
Trust Term Deposit 1	4.05%			1,000,000		1,000,000		3/03/2026
Trust Term Deposit 2	4.00%			800,000		800,000		4/05/2026
Muni Term Deposit 1	3.50%				500,000	500,000		16/01/2026
Muni Term Deposit 2	4.10%				500,000	500,000		3/03/2026
Muni Term Deposit 3	4.10%				500,000	500,000		2/04/2026
Muni Term Deposit 4	3.95%				500,000	500,000		5/01/2026
Muni Term Deposit 5	4.00%				1,000,000	1,000,000		3/02/2026
Muni Term Deposit 6	4.25%				1,000,000	1,000,000		18/05/2026
Muni Term Deposit 7	4.10%				500,000	500,000		17/03/2026
Muni Term Deposit 8	4.03%				500,000	500,000		16/02/2026
Muni Term Deposit 9	4.20%				800,000	800,000		28/04/2026
TOTAL		802,837	2,911,109	2,323,766	5,800,000	11,837,711		

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 DECEMBER 2025

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		0	0	82,857
Council Building Maintenance	207,305	0			207,305	207,305		0	0	207,305
Rec Centre Building Maintenance	105,693	0			105,693	105,693		0	0	105,693
Preston Beach Volunteer Rangers	61,039	0	13,905		74,944	61,039		0	0	61,039
Emergency Assistance	122,196	0			122,196	122,196		0	0	122,196
Works Depot Redevelopment	92,563	0			92,563	92,563		0	0	92,563
Council Building Construction	74,415	0			74,415	74,415		0	0	74,415
Information Technology	131,687	0			131,687	131,687		0	0	131,687
Footpath Construction	36,741	0			36,741	36,741		0	0	36,741
Plant Replacement	375,829	0	100,000		475,829	375,829		0	0	375,829
Staff Leave	30,408	0	10,000		40,408	30,408		0	0	30,408
Strategic Planning	3,020	0			3,020	3,020		0	0	3,020
Waste Management	1,278,264	0	135,450	(25,000)	1,388,714	1,278,264		0	0	1,278,264
History Book Reprint	12,787	0	300		13,087	12,787		0	0	12,787
Risk & Insurance	10,628	0			10,628	10,628		0	0	10,628
Drakesbrook Cemetery	47,178	0	20,000		67,178	47,178		0	0	47,178
Waroona North Development	238,500	0	0	0	238,500	238,500		0	0	238,500
Total	2,911,109	0	279,655	(25,000)	3,165,764	2,911,109	0	0	0	2,911,109

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 DECEMBER 2025

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	0	0	0	Rec	Officer vehicle (MRS)	32,500	0	(32,500) ▼
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) ▼
	36,999	35,500	(1,499)		TOTALS	238,000	80,320	(157,680)

Contributions Information				Summary Acquisitions		Current Budget		
Grants	Reserve	Borrow	Total			Budget	Actual	Variance
\$	\$	\$	\$			\$	\$	\$
					Property, Plant & Equipment			
0	0	0	0	0	Land and Buildings	227,500	11,130	(216,370) ▼
0	0	0	0	0	Plant & Equipment	238,000	80,320	(157,680) ▼
0	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	199,580	(1,998,674) ▼
0	0	450,000	450,000		Other Infrastructure	2,160,397	360,436	(1,799,961) ▼
1,615,252	0	450,000	2,065,252		Totals	4,838,051	658,646	(4,179,405)

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	0	(4,000) ▼
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	0	(14,000) ▼
0	0	0	0		Totals	227,500	11,130	(216,370)

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 DECEMBER 2025

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	0	(32,500) ▼
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	80,320	(157,680)

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	180,675	1,568,328	▼
1,615,252	0	0	1,615,252	Totals		2,198,254	199,580	1,998,674	

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	342	(251,421)	▼
0	0	450,000	450,000	Econ	Railside Park - Phase 2	450,000	354,075	(95,925)	▼
1,203,240	0	0	1,203,240	Econ	Peel Regional Trails development	1,203,240	6,019	(1,197,221)	▼
1,388,581	0	450,000	1,838,581	Totals		2,160,397	360,436	(1,799,961)	

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 DECEMBER 2025

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	(8,399)	9,028	2,427	0	0	0
Mitigation Activity Grant Funding RD1	DFES	0	24,750	(49,500)	(24,750)	49,500	0	24,750	24,750
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	0	0	0	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	12,000	(899)	11,101	15,000	0	12,000	3,000
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	58,250	(79,276)	(82)	159,685	0	42,250	52,135

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	(6,019)	80,497	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	30,000	(2,000)	28,000	0	0	30,000	10,000
Roads to Recovery	Main Roads WA	46,369	91,972	(180,675)	(42,334)	449,252	0	0	0
Road Safety Program (Lake Clifton Rd)	Main Roads WA	0	145,424	0	145,424	0	0	145,424	218,136
Road Safety Program (Nanga Brook Rd)	Main Roads WA	0	93,070	0	93,070	0	0	93,070	139,605
Regional Road Group (RC87)	Main Roads WA	0	200,000	(211,323)	(11,323)	375,001	0	200,000	50,000
Regional Road Group (RC05)	Main Roads WA	0	60,000	0	60,000	225,001	0	60,000	90,000
Regional Road Group (RC82)	Main Roads WA	0	200,000	(36,548)	163,452	750,000	0	200,000	300,000
Regional Road Group (RC47)	Main Roads WA	0	80,000	(12,129)	67,871	300,000	0	80,000	120,000
Regional Road Group (RC20)	Main Roads WA	0	26,400	(6,500)	19,900	99,001	0	26,400	39,600
Total		27,980	1,167,233	(455,194)	740,018	3,403,362	0	1,075,261	1,950,470
Total contract asset					(83,697)				
Total contract liability					829,990				

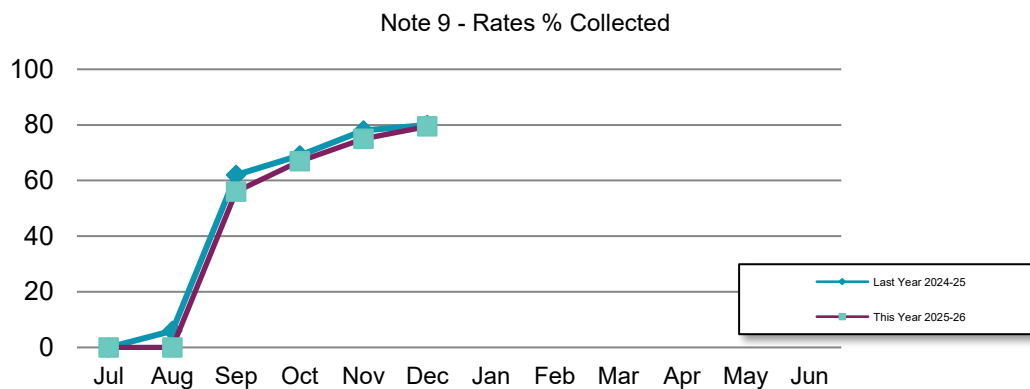
SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 DECEMBER 2025

NOTE 9: Receivables

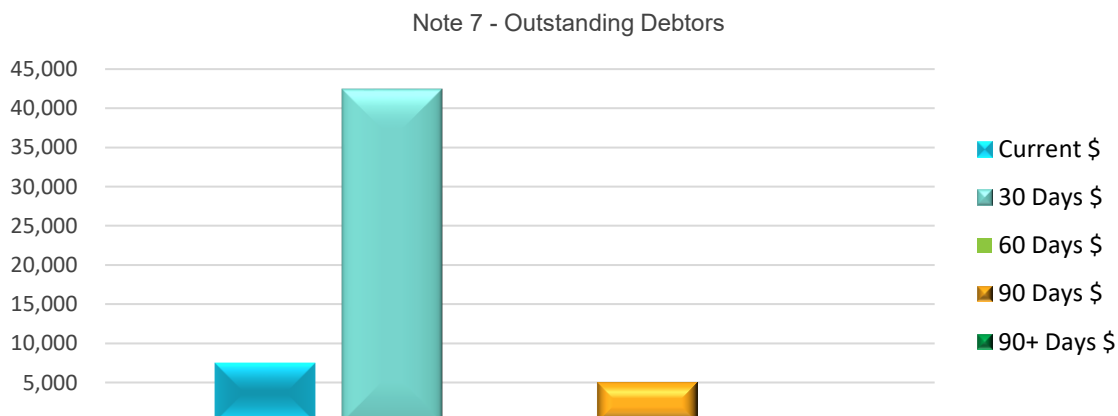
Receivables - Rates & Rubbish	Current 2025-26	Previous 2024-25
	\$	\$
Opening Arrears Previous Years	145,720	151,325
Rates, Service Charges & Waste Levy this year	7,984,309	7,393,609
Less Collections to date	(6,459,327)	(7,247,889)
Equals Current Outstanding	1,524,982	145,720
Net Rates Collectable	1,524,982	145,720
% Collected	79.45%	96.06%



Comments/Notes - Receivables Rates and Rubbish

Receivables - General	Current	30 Days	60 Days	90 Days	90+ Days
	\$	\$	\$	\$	\$
Aged Trial Balance	7,430	42,394	200	5,046	-
Total Outstanding	55,070				

Amounts show above include GST (where applicable).



SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

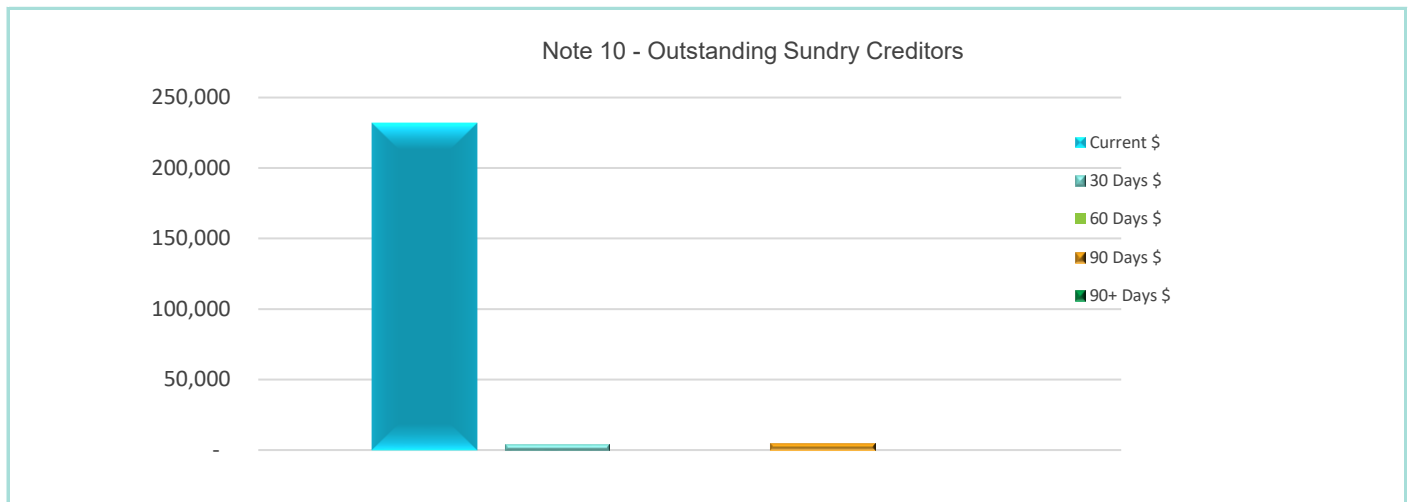


FOR THE PERIOD ENDED 31 DECEMBER 2025

NOTE 10: Payables

Sundry Creditors	Current	30 Days	60 Days	90 Days	90+ Days
	\$	\$	\$	\$	\$
Aged Trial Balance	231,632	4,291	-	4,771	-
Total Outstanding	240,694				

Amounts show above include GST (where applicable).



SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 DECEMBER 2025

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	\$4,292	3,219,207	3,214,916	0	3,214,916	3,189,429
Unimproved valuation	General farming	0.006054	511	322,634,084	1,951,683	\$174	1,951,857	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	\$4,465	5,544,884	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	\$4,465	6,530,394	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 DECEMBER 2025

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 DECEMBER 2025

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

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 DECEMBER 2025

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-Dec-25
ALCOA WAROONA SUSTAINABILITY	2,146,506	2,631	0	2,149,137
PUBLIC OPEN SPACE	140,571	158	0	140,729
EXTRACTIVE INDUSTRIES	19,470	22	0	19,492
COMMERCIAL BOND	15,390	16	0	15,407
SECURITY BOND	0	0	0	0
TOTAL	2,321,937	2,827	0	2,324,764



MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 JANUARY 2026

SHIRE OF WAROONA

MONTHLY FINANCIAL REPORT



SHIRE OF WAROONA MONTHLY FINANCIAL REPORT TABLE OF CONTENTS

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The financial statements presented for the month of January 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 JANUARY 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	6,534,489	8,561	0%	
Grants, Subsidies and Contributions	8	1,127,349	673,755	712,308	38,553	5%	▲
Fees and Charges		2,066,605	1,741,353	1,858,649	117,296	6%	▲
Interest Earnings		271,400	30,993	13,075	(17,918)	(137%)	▼
Other Revenue		200,000	117,757	88,056	(29,701)	(34%)	▼
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	9,089,786	9,206,577			
Expenditure from operating activities							
Employee Costs		(5,332,214)	(3,027,294)	(2,990,929)	(36,365)	(1%)	▼
Materials and Contracts		(4,423,333)	(2,589,988)	(2,224,078)	(365,910)	(16%)	▼
Utilities Charges		(434,152)	(259,972)	(226,413)	(33,559)	(15%)	▼
Depreciation (Non-Current Assets)		(2,717,486)	(1,585,185)	(1,423,249)	(161,936)	(11%)	▼
Finance Costs		(52,365)	(25,575)	(24,794)	(781)	(3%)	
Insurance Expenses		(313,786)	(313,784)	(273,316)	(40,468)	(15%)	▼
Other Expenditure		(256,707)	(171,976)	(128,422)	(43,554)	(34%)	▼
Loss on Asset Disposal	10	(31,526)	(31,526)	(1,499)	(30,027)	(2003%)	▼
		(13,561,569)	(8,005,300)	(7,292,699)	712,601		
Non-cash amounts excluded from operating activities		2,871,360	0	1,424,748	1,424,748		
Amount attributable to operating activities		(497,895)	1,084,486	3,338,626	2,254,140		
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions		3,315,271	2,469,736	1,154,609	(1,315,127)	(114%)	▼
Proceeds from disposal of assets	10	140,000	50,000	35,500	14,500	(41%)	
		3,455,271	2,519,736	1,190,109	1,329,627		
Outflows from investing activities							
Payments for property, plant and equipment		(535,340)	(449,320)	(185,541)	(263,779)	(142%)	▼
Payments for construction of infrastructure		(4,396,951)	(3,202,347)	(1,188,840)	(2,013,507)	(169%)	▼
		(4,932,291)	(3,651,667)	(1,374,381)	2,277,286		
Non-cash amounts excluded from investing activities		0	233,072	233,072	0		
Amount attributable to investing activities		(1,477,020)	(1,131,931)	48,800	1,180,731		
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)	1,084,486	3,338,626	2,254,140		
Amount attributable to investing activities	0	(1,477,020)	(1,131,931)	48,800	1,180,731		
Amount attributable to financing activities		(320,079)	0	(265,511)	(265,511)	100%	
Surplus or deficit after imposition of general rates		0	(47,445)	5,438,060	5,485,505		

SHIRE OF WAROONA
STATEMENT OF FINANCIAL POSITION



FOR THE PERIOD ENDED 31 JANUARY 2026

	Note	30-Jun-25	31-Jan-26
Current Assets			
Cash and cash equivalents	2	6,086,560	9,173,758
Trade and other receivables		560,897	1,383,565
Inventories		19,138	0
Other assets		250,588	73,535
Total Current Assets		6,917,183	10,630,858
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	48,524,576
Infrastructure		109,504,790	109,780,741
Right of use assets		233,072	233,072
Total non-current assets		158,713,992	158,628,125
TOTAL ASSETS		165,631,175	169,258,983
Current Liabilities			
Trade and other payables		1,420,214	1,526,480
Other liabilities		299,737	785,230
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	3,223,184
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	4,846,436
NET ASSETS		161,344,060	164,412,547
Equity			
Retained surplus		20,347,631	23,416,118
Surplus/Defecit Ytd		1,242,146	3,068,486
Revaluation surplus		138,085,320	138,085,320
Total Equity		161,344,060	164,412,547

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 JANUARY 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 JANUARY 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	31/01/2026
Current assets		
Cash and cash equivalents	6,086,560	9,173,758
Trade and other receivables	376,018	1,294,086
Inventories	19,138	0
Contract assets	244,457	73,535
Other assets	2,160	0
Total current assets	6,728,333	10,541,379
Current liabilities		
Trade and other payables	(1,201,342)	(1,406,980)
Contract liabilities	(298,580)	(785,230)
Total current liabilities	(1,499,922)	(2,192,210)
Net current assets	5,228,411	8,349,169
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	5,438,060

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	1,499
Add: Depreciation	2,717,486	1,423,249
Add: Movement in employee provisions	123,380	0
Total current assets	2,871,360	1,424,748

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 JANUARY 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 higher than budgeted due to higher than expected income for grants including Road Safety Program.

Fees and Charges

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

Interest Revenue

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

Other Revenue

Income is lower than budgeted due to lower than expected income for other revenue including Landcare contribution not yet received.

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.

Utility charges

Utility charges are lower due to budget profile settings.

Depreciation

Depreciation costs are higher than expected due to budget profile settings and January 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

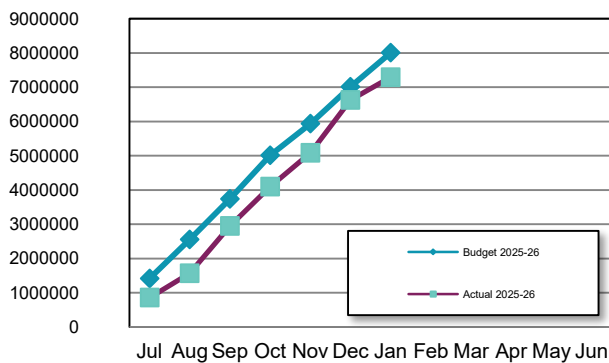


FOR THE PERIOD ENDED 31 JANUARY 2026

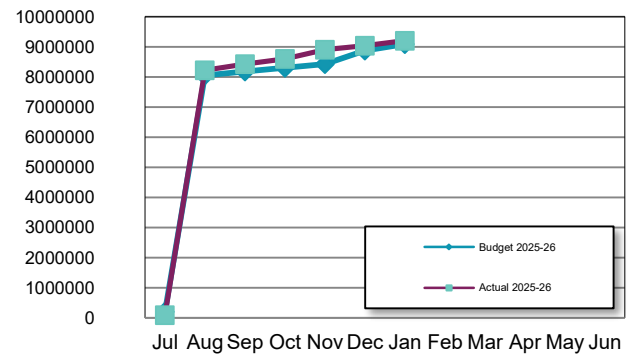
NOTE 4 - Graphical Representation - Source Statement of Financial Activity

OPERATING EXPENSES & REVENUE - GRAPHICAL REPRESENTATION

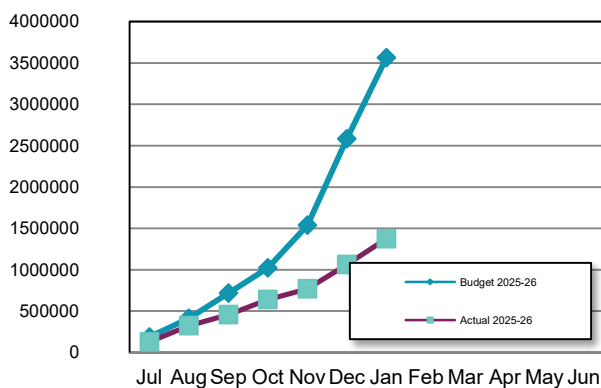
BUDGET OPERATING EXPENSES -v- YTD ACTUAL



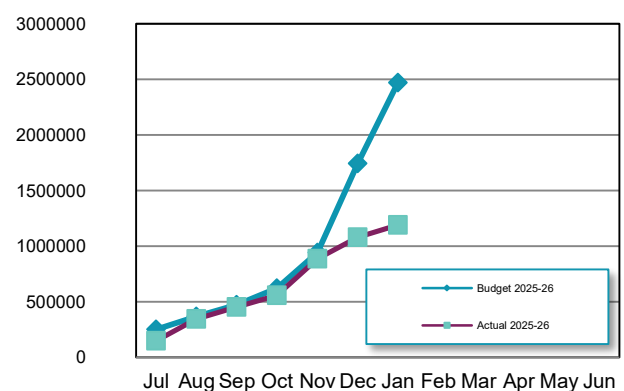
BUDGET OPERATING REVENUES -v- YTD ACTUAL



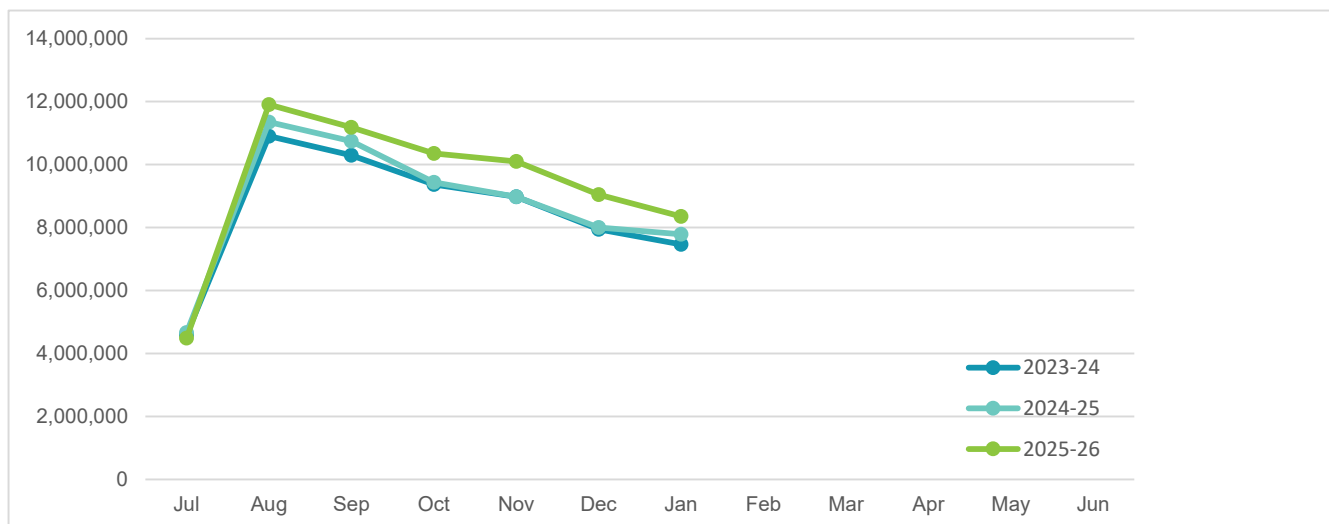
BUDGET CAPITAL EXPENSES -v- YTD ACTUAL



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 JANUARY 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	1,016,887	0	0	0	1,016,887	NAB	N/A
Cash on Hand	N/A	1,750	0	0	0	1,750	NAB	N/A
Trust Account	N/A	0	0	545,291	0	545,291	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	4.05%			1,000,000		1,000,000		3/03/2026
Trust Term Deposit 2	4.00%			800,000		800,000		4/05/2026
Muni Term Deposit 1	4.10%				500,000	500,000		3/03/2026
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	4.00%				1,000,000	1,000,000		3/02/2026
Muni Term Deposit 5	4.25%				1,000,000	1,000,000		18/05/2026
Muni Term Deposit 6	4.10%				500,000	500,000		17/03/2026
Muni Term Deposit 7	4.03%				500,000	500,000		16/02/2026
Muni Term Deposit 8	4.20%				800,000	800,000		28/04/2026
TOTAL		1,018,637	2,973,414	2,345,291	5,300,000	11,637,342		

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 JANUARY 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 JANUARY 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	0	0	0	Rec	Officer vehicle (MRS)	32,500	0	(32,500) ▼
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) ▼
	36,999	35,500	(1,499)		TOTALS	238,000	80,320	(157,680)

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	25,675	(201,825) ▼
0	0	0	0	Plant & Equipment		238,000	80,320	(157,680) ▼
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	199,603	(1,998,651) ▼
0	0	450,000	450,000	Other Infrastructure		2,160,397	360,436	(1,799,961) ▼
1,615,252	0	450,000	2,065,252	Totals		4,838,051	673,214	(4,164,837)

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	14,545	10,545 ▲
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	0	(14,000) ▼
0	0	0	0	Totals		227,500	25,675	(201,825)

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 JANUARY 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	0	(32,500) ▼
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	80,320	(157,680)

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	180,698	1,568,305	▼
1,615,252	0	0	1,615,252	Totals		2,198,254	199,603	1,998,651	

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	342	(251,421)	▼
0	0	450,000	450,000	Econ	Railside Park - Phase 2	450,000	354,075	(95,925)	▼
1,203,240	0	0	1,203,240	Econ	Peel Regional Trails development	1,203,240	6,019	(1,197,221)	▼
1,388,581	0	450,000	1,838,581	Totals		2,160,397	360,436	(1,799,961)	

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 JANUARY 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	(8,899)	8,528	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	0	0	0	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	12,000	(9,403)	2,597	15,000	0	12,000	3,000
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	83,000	(88,280)	15,664	159,685	0	67,000	27,385

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	(6,019)	80,497	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	30,000	(40,000)	(10,000)	0	0	30,000	10,000
Roads to Recovery	Main Roads WA	46,369	91,972	(180,698)	(42,357)	449,252	0	0	0
Road Safety Program (Lake Clifton Rd)	Main Roads WA	0	145,424	0	145,424	0	0	145,424	218,136
Road Safety Program (Nanga Brook Rd)	Main Roads WA	0	93,070	0	93,070	0	0	93,070	139,605
Regional Road Group (RC87)	Main Roads WA	0	200,000	(215,888)	(15,888)	375,001	0	200,000	50,000
Regional Road Group (RC05)	Main Roads WA	0	120,000	0	120,000	225,001	0	120,000	30,000
Regional Road Group (RC82)	Main Roads WA	0	200,000	(104,303)	95,697	750,000	0	200,000	300,000
Regional Road Group (RC47)	Main Roads WA	0	80,000	(12,129)	67,871	300,000	0	80,000	120,000
Regional Road Group (RC20)	Main Roads WA	0	26,400	(6,500)	19,900	99,001	0	26,400	39,600
Total		27,980	1,227,233	(565,537)	689,675	3,403,362	0	1,135,261	1,890,470
Total contract asset					(73,535)				
Total contract liability					785,230				

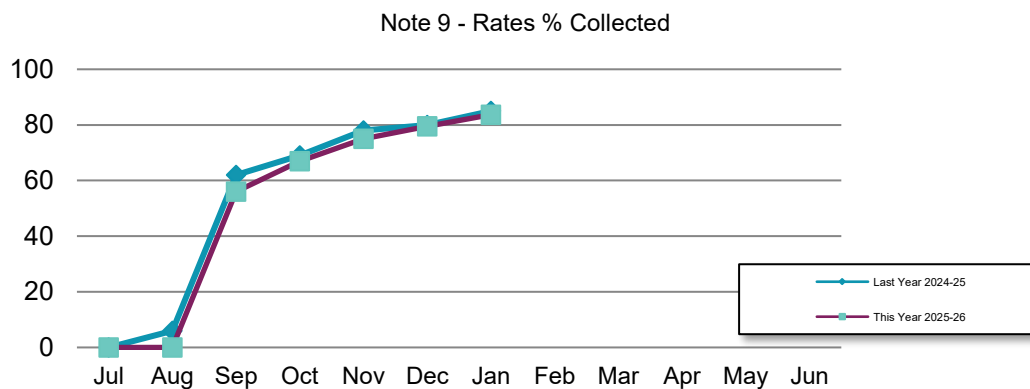
SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 JANUARY 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	(6,803,202)	(7,247,889)
Equals Current Outstanding	1,181,107	145,720
Net Rates Collectable	1,181,107	145,720
% Collected	83.68%	96.06%



Comments/Notes - Receivables Rates and Rubbish

Receivables - General	Current	30 Days	60 Days	90 Days	90+ Days
	\$	\$	\$	\$	\$
Aged Trial Balance	153,213	4,985	17,390	3,981	-
Total Outstanding	179,568				

Amounts show above include GST (where applicable).



SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY

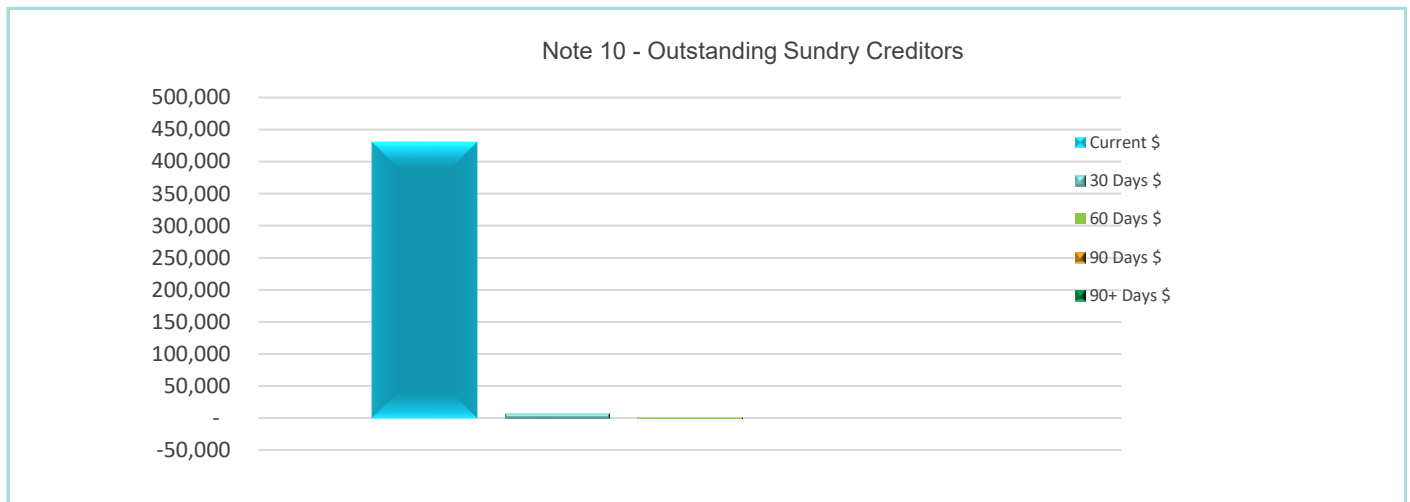


FOR THE PERIOD ENDED 31 JANUARY 2026

NOTE 10: Payables

Sundry Creditors	Current	30 Days	60 Days	90 Days	90+ Days
	\$	\$	\$	\$	\$
Aged Trial Balance	430,341	6,912	1,699	-	62
Total Outstanding	438,891				

Amounts show above include GST (where applicable).



SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 JANUARY 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	\$8,387	3,223,303	3,214,916	0	3,214,916	3,189,429
Unimproved valuation	General farming	0.006054	511	322,634,084	1,951,683	\$174	1,951,857	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	\$8,561	5,548,979	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	\$8,561	6,534,489	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 JANUARY 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 JANUARY 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

SHIRE OF WAROONA
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY



FOR THE PERIOD ENDED 31 JANUARY 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-Jan-26
ALCOA WAROONA SUSTAINABILITY	2,146,506	2,772	0	2,149,278
PUBLIC OPEN SPACE	140,571	167	0	140,738
EXTRACTIVE INDUSTRIES	19,470	23	0	19,493
COMMERCIAL BOND	15,390	18	0	15,409
SECURITY BOND	0	0	0	0
TOTAL	2,321,937	2,980	0	2,324,917

2025-2029 Corporate Business Plan - Quarterly Progress Report

OCT to DEC 2025

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	Development Services	A contractor has been engaged to undertake a tourism signage audit and, subject to available funding, develop a signage style guide. The guide will support consistency and provide direction for future signage works and upgrades across the Shire.
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	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. The review of town entrance statements will continue to be progressed as a key component of this broader framework to ensure a coordinated, consistent, and high-quality approach across all Shire communities. Detailed design and implementation will be considered following completion of the audit and endorsement of the strategic signage framework.

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.

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. A grant application has been submitted to the Department of Communities to deliver a Youth Week event at Railside Park, providing additional engagement opportunities for young people within the Shire. Officers have also worked with local volunteers to deliver youth activities in specific interest groups.

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	The Shire delivered a range of community events including Waroona Troutfest, Youth Week WA activities, ANZAC Day commemorations and a community movie night in partnership with the Preston Beach Progress Association. Support was also provided to NAIDOC Week activities. With funding from ALCOA, a Drive-In Movie Night was delivered in January 2026; however, the event was cancelled partway through due to extreme winds. Funding has been secured to deliver one drive-in event annually over the next two years.

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 including promotion of Secure September and Neighbourhood Watch WA resources such as the Secure Score tool. 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	A draft of the 2026-2028 Bushfire Risk Management Plan was endorsed by the Local Emergency Management Committee in February. The draft will next be presented to Council for public advertising purposes.
1.1.6.3 Review Local Emergency Management Arrangements	Rhys Bloxsidge	Safety & Emergency Services	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.

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	20260201 - No work has been undertaken to date due to competing priorities.

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	As at October 2025, this has been de-prioritised due to other Shire project priorities requiring grant funding. Once this project reaches top priority the business plan will be done.
1.2.2.3 Progressively implement the Drakesbrook Weir Management Plan	Steven Watson	Infrastructure Services	Budget considerations are being developed for Council Members Consideration and if approved, further works will occur in 2026/2027.

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 change in status this quarter. The draft Strategy remains pending endorsement by WAPC prior to progression to public consultation. Upon receipt of endorsement, the document will be released for community and stakeholder feedback before being finalised and presented to Council for adoption.
1.3.1.2 Prepare a new Town Planning Scheme	Kirsty Ferraro, Rhys Bloxsidge	Development Services	A draft version of the Scheme will be presented to Council for consideration following the Western Australian Planning Commission's endorsement of the Strategy. This sequencing ensures consistency between the Strategy's strategic direction and the statutory framework of the Scheme prior to formal advertising and adoption processes. The Shire has recently liaised with the project consultant to confirm a revised and clearly defined timeframe for completion of the Scheme, noting that the initial projected timeframes have not been achieved. The importance of meeting agreed milestones has been reinforced, and the Shire will continue to closely monitor progress to support timely delivery of the project

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 2 activities included group fitness classes, swimming lessons, junior and senior basketball, gymnastics, karate, pickleball, badminton, pickleball and family events such as roller discos and arts and craft play sessions. 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. <i>Club Projects include:</i> - 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 1 of the Micro Grants program. Applications are currently open for Round 2 until February 13 2026. The micro grant program continues to see high utilisation from community groups.
1.4.2.3 Develop a Waroona Sport and Recreation Precinct Masterplan	Kirsty Ferraro, Daniel Cools, Mark Goodlet	Office of the CEO	The draft plan is being finalised, based on the existing background data and analysis and the adopted Waroona North Plan.

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	No change in status this quarter. The Public Health Plan was adopted by Council in November 2025. 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	The development of a Library Activation Strategy is being progressed alongside the Community Development Strategy to ensure alignment with broader community wellbeing and engagement objectives. A community survey was initiated in January to gather feedback from both library users and non-users, with findings to directly inform the preparation of the Library Activation Strategy. This integrated approach will support coordinated delivery of programs aimed at reducing social isolation and promoting life-long learning, with drafting to commence following analysis of survey outcomes and completion of related strategic planning work.

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	The Shire successfully hosted International Volunteer Day Breakfasts in Preston Beach and Waroona in December 2025. Both events were well received by attendees. Planning for the 2026 recognition events has commenced. Officers are also planning the Emergency Services Dinner in May 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	A local art exhibition was successfully delivered as part of the 2026 Australia Day celebrations, showcasing the work of numerous local artists. Officers continue to explore opportunities for dedicated arts programming within the Shire and are actively seeking external funding to support future initiatives.

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	7 October 25 Tourism Leaders Meeting with Basil Zempilas MLA to discuss regional tourism. 14 October 25 Meeting with local governments in the escarpment to discuss a mining of the northern jarrah forests joint position. 15 October 25 – Meeting with DBCA to further the opportunity to establish camping grounds at Waroona Dam. 20 October 25 – Public meeting attendance with Dr Anne Webster MP and Hon. Andrew Hastie MP on cost of living, productivity and economic development. 27 October 25 – Meeting with WALGA to discuss approvals duplication issues. 28 October 25 Meeting with local governments in the escarpment to discuss a mining of the northern jarrah forests joint position. 5 – 6 November 25 – attendance at LG Professionals state conference. 7 November 25 - attendance at LG Professionals CEO forum. 10 November 25 – Meeting with Main Roads WA to discuss various road related issues including matters inhibiting economic development, including bridge load limiting and Johnston Road RAV route.

Progress Comment - continued	
17 November 25 – Meeting with WA Treasury to discuss financial modelling for subdivision opportunity in Waroona. 18 November 25 – attendance at WALGA meeting to discuss regional housing support funding. 19 November 25 – Meeting with DBCA to further the opportunity to establish camping grounds at Waroona Dam. 20 November 25 – attendance at Peel Alliance AGM and general meeting. 20 November 25 – attendance at Peel Zone meeting. 25 November 25 - attendance at Main Roads WA meeting to discuss the Regional Road Safety Program – Local Roads Tranche 2. 28 November 25 David Bolt MLA, local member of Parliament on housing and economic development related matters. 2 December 2025 - NAB 3 December 2025 - Senior Citz Christmas Lunch, David Bolt in attendance 3 December 2025 - DNV Business Assurance Australia Pty Limited - ASI Auditor for Alcoa's WA operations 8 December 2025 - Bindjareb Geopark AGM 9 December 2025 - Meeting with Molly from Lake Navarino 10 December 2025 - Harvey Water re: Waroona Weir & Dam 10 December 2025 - Barry Austin 10 December 2025 - Waroona District High School 11 December 2025 - WA Treasury Corporation re Eastcott Street modelling 11 December 2025 - Peel Development Commission Luncheon 18 December 2025 - Waroona Agricultural Society re: New Shed 19 December 2025 - Peel Regional Leadership Forum (Peel Alliance)	

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	10 November 2025 - Main Roads WA meeting on road related impacts on economic development. 18 November 2025 - Advice in support of major expansion of Quambie. 19 November 2025 - Camping Around Lakes meeting with DBCA to advance Waroona Dam as a camping destination. 26 November 2025 - Anglican Op Shop in Waroona development guidance. 8 December 2025 - Binjareb Geopark Annual General Meeting - in relation to tourism development in Waroona.
2.1.2.2 Support the development of permanent accommodation for seasonal agricultural workers	Mark Goodlet	Office of the CEO	Nil actions in Q2, 25/26. Note that the Waroona North Sports Precinct may present an opportunity.

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	Continued to develop the Visit Waroona website.
2.2.1.2 Maintain status as a small business friendly local government	Mark Goodlet	Office of the CEO	This action is ongoing.

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	Grant funding application for Streetscape remains live and pending assessment. Presently drafting options and liaising with Main Roads WA to improve pedestrian crossing on SW Highway.
2.3.1.2 Implement the Townscape Façade grant initiative	Kirsty Ferraro, Mark Goodlet	Planning Services	No further action in 25/26 Q2.
2.3.1.3 Prepare Streetscape Improvement Plans for South Western Highway within Waroona Town Centre	Mark Goodlet, Kirsty Ferraro	Office of the CEO	No further action in 25/26 Q2.

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	Support for the development of a Preston Beach Caravan Park is being considered as part of the broader Preston Beach Management Plan. The Plan will provide a coordinated strategic framework addressing land use, coastal management, visitor experience and infrastructure planning for the locality, including assessment of caravan park opportunities. The Preston Beach Management Plan is scheduled to be presented to Council for endorsement in March 2026.
2.3.2.2 Develop and implement a Destination Management Action Plan to support the Desitanation Management Strategy	Ash Nuttall, Mark Goodlet	Community Development	Implementation of the Destination Management Plan is underway.

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 construction contract is pending award and will commence in late February / early March 26.

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	Ongoing support provided for activities and initiatives.
3.1.1.2 Actively participate in the Peron Naturaliste Partnership and associated activities	Kirsty Ferraro	Environmental Services	The Shire continues to actively participate in the Peron Naturaliste Partnership and associated activities, including attendance at Partnership meetings and involvement in collaborative initiatives. Ongoing engagement supports regional coordination in biodiversity conservation, coastal management and environmental stewardship, aligned with the Shire's strategic environmental objectives.
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	The Shire is presently pricing up the minimum works needed to re-open the facility.
3.1.1.6 Support local Environmental groups through centralisation of services at the Environment Centre	Ashleigh Nuttall, Kirsty Ferraro, Mark Goodlet	Corporate Services	Preparation of the Envirocentre for use is now underway. A budget allocation for this will be brought to February 26 OCM.

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	The Preston Beach Volunteer Rangers program continues to operate successfully, having been established and supported by the Shire for many years. The program provides valuable assistance in coastal management, visitor education, and environmental stewardship within the Preston Beach area. The Shire maintains ongoing liaison and support to ensure the program's continued success and community benefit.

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 Preston Beach Management Plan is currently in draft form and is being developed to provide a coordinated strategic framework balancing tourism growth with environmental protection and coastal resilience. The Plan addresses visitor management, infrastructure planning, environmental conservation, and long-term land use considerations to support sustainable activation of the precinct. The draft Plan is scheduled to be presented to Council for consideration in March 2026.

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	The Joint Mining Statement has been adopted by the Peel Alliance.
3.1.3.2 Develop an Environmental Strategy	Kirsty Ferraro	Development Services	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.

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	In discussion with Harvey Water about the potential for a pipe up to the Drakesbrook Weir so as to provide for better inter-regional distribution of water and take excess demand away from Waroona Dam.

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	A list of relevant buildings is being developed before quotes will be sought for budget considerations.

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 process 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	Ongoing action to actions outlined within the Waste Plan. Improved material recovery planned for FY25/26 with e-waste forming part of the hard waste collection.

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	Minor improvements are being implemented to improve the visitor experience, including better tap, fans, kitchen security.
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	As at November 2025 - Design and documentation is complete. Waiting for suitable grant funding for construction.
4.1.1.3 Revisit the Drakesbrook Cemetery Masterplan.	Rikki Pulfer, Steven Watson	Infrastructure Services	Master Plan is developing, design to be drafted for end of May 2026. Funds not included in existing budget however funds were allocated to reserve as per OCM item.

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	A review of the Cycle and Footpath Plan is in progress and will proceed through consultation and make it way to Council Members for consideration.
4.2.1.2 Implement the actions outlined in the Lake Clifton Master Plan	Mark Goodlet, Ash Nuttall	Office of the CEO	Project Manager is preparing a project plan.
4.2.1.3 Develop a long term and funded building renewal program	Steven Watson, Kelly Nottle	Asset Management Services	Staff long term leave has prohibited regular progress. Monday board created as a central source of truth for buildings. Importing data has begun.
4.2.1.4 Sewer Infill for Waroona Town	Mark Goodlet	Office of the CEO	No further action Q2 25/26

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	No further action in Q2, 25/26.

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 at	Steven Watson	Infrastructure Services	No work has been undertaken to date due to competing priorities.

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 (By 28 October 2026). Cr Rowles and Cr Vitale have commenced training. 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.
5.1.1.2 Review all Local Laws	Kate Pisconeri, Ash Nuttall	Corporate Services	As at 31 December 2025, Fencing Local Law and Local Government Property & Public Places Local Law remain with Dept. of LG for review and comment. 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	No progress - The Corporate Business Plan Review process will commence in Qtr 2, 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	The Long Term Financial Plan is scheduled for review during the 2025/26 financial year. Officers will commence this process soon, with input from all departments. Councillors will be engaged and updated through briefing sessions as the review progresses.

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	A new telephony system was installed in December 2025, enhancing both internal and external communications at the Waroona Recreation and Aquatic Centre and strengthening its capability to operate effectively 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. System upgrades are implemented as available to maintain functionality and efficiency. With significant change occurring across the local government ERP landscape, officers are monitoring sector developments and implementation outcomes to determine the most suitable path forward for the organisation.

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	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 occurring with Senior Governance Officer and Exec Team. All Risks assessed as at November 2025, and second review cycle has commenced, 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	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	The Department of Customer & Development Services has developed a centralised Control Document System to support the consistent management, review, and implementation of Council-endorsed strategies and plans. This system contributes to improved alignment of organisational control documents, ensuring consistency in formatting, version control, and compliance across all departments. The framework strengthens corporate governance and supports more efficient monitoring and reporting of strategic outcomes. The Department of Corporate & Community Services regularly reviews endorsed strategies and plans in accordance with their scheduled review periods and legislative or policy requirements. Larger action items are actively monitored and progressed through internal collaboration tools, including the Shire's compliance calendar, project management boards, and statutory tracking systems. This approach ensures accountability, timely implementation, and alignment with Council's strategic objectives. The Shire's 2024/25 Annual Report was adopted in Q2 25/26.

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	The State Government is progressing draft regulations requiring all local governments to adopt a communications agreement between Council and the CEO, outlining protocols for information and correspondence. Further regulation amendments are also being developed for the Community Engagement Charter.

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	Scheduled for commencement in the first half of 2026.

LOCAL GOVERNMENT ACT 1995

SHIRE OF WAROONA

FENCING LOCAL LAW 202⁵⁶

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LOCAL GOVERNMENT ACT 1995
SHIRE OF WAROONA
FENCING LOCAL LAW 2025~~6~~

Under the powers conferred by the *Local Government Act 1995* and under all other enabling powers, the Council of the Shire of Waroona resolved on <insert date> to make the following local law.

PART 1 – PRELIMINARY

1.1 Citation ~~and application~~

This local law may be cited as the *Shire of Waroona Fencing Local Law 2025~~6~~*.

1.2 Commencement

This local law will come into operation 14 days after the date of its publication in the *Government Gazette*.

1.3 Application

This local law applies throughout the district.

1.4 Repeal and transitional provisions

- (1) The *Shire of Waroona Fencing Local Law 2014*, published in the *Government Gazette* on 16 January 2015 is repealed.
- (2) A permit or other authorisation under a repealed local law that is in force before the commencement day is to be regarded on and after that day as a permit under this local law and may be dealt with accordingly.

1.5 Definitions and interpretation

- (1) In this local law unless the context requires otherwise:

Act means the *Local Government Act 1995*;

~~**AS/NZS** means an Australian or Australian/New Zealand Standard (as applicable) published by Standards Australia, as amended from time to time;~~ **AS 3700:2018 Masonry Structures** means the Australian Standard for masonry structures, as amended from time to time, published by the Standards Association of Australia.

authorised person means a person authorised by the local government under section 9.10 of the Act to carry out any of the functions of an authorised person under this local law;

barbed wire fence means a wire or strand of wires having small pieces of sharply pointed wire twisted around it at short intervals;

~~**Building Code** has the meaning given to it in regulation 3 of the *Building Regulations 2012*;~~

building permit has the meaning given to it in the *Building Act 2011*;

CEO means the Chief Executive Officer of the Local Government;

commercial lot means a lot zoned commercial, service commercial, mixed use, centre or an equivalent commercial zone under the local planning scheme and/or structure plan, but does not include a lot occupied by a residential building;

dangerous, in relation to any fence, means:

- (a) an electrified fence, or one containing barbed or razor wire, other than a fence that is constructed and maintained in accordance with this local law;
- (b) a fence containing exposed broken glass, asbestos fibre or any other potentially harmful projection or material; or
- (c) a fence which is likely to collapse or fall, or part of which is likely to collapse or fall, from any cause;

district means the district of the Shire of Waroona and includes any area placed under the jurisdiction of the Shire pursuant to any Act or Regulation;

dividing fence has the meaning given to it in the *Dividing Fences Act 1961* (as amended from time to time);

~~Section 5 of the *Dividing Fences Act 1961* defines “dividing fence” to mean “a fence that separates the lands of different owners whether the fence is on the common boundary of adjoining lands or on a line other than the common boundary”.~~

electrified fence means a fence carrying or designed to carry an electric charge;

fence means any structure, not including a retaining wall, that is used or functions as a barrier, irrespective of where it is located, and includes any gate;

front boundary means the boundary that separates a thoroughfare and the front of a lot;

front fence means a fence in the front setback area of a lot;

front setback means the horizontal distance between the front boundary and a wall of a building, measured at a right angle to the front boundary;

height, in relation to a fence, means the vertical distance between:

- (a) the top of the fence at any point; and
- (b) the ground level or, where the ground levels on each side of the fence are not the same, the higher ground level immediately below that point;

industrial lot means a lot situated within an industrial development, light industry, general industry, strategic industry zone or an equivalent industrial zone under the local planning scheme and/or structure plan;

land means land in the district and includes a house, building, work or structure, in or on the land;

local government means the Shire of Waroona

local planning scheme means a local planning scheme made by the local government under the *Planning and Development Act 2005*;

lot has the meaning given to it in the *Planning and Development Act 2005*;

occupier where used in relation to land means the person by whom or on whose behalf the land is actually occupied or, if there is no occupier, the person entitled to possession of the land;

open fence means a fence:

- (a) that has continuous vertical or horizontal gaps of 50 mm or greater width comprising not less than one third of the total surface area; or
- (b) that has continuous vertical or horizontal gaps less than 50 mm in width, comprising at least one half of the total surface area in aggregate; or
- (c) that has a surface offering equal or lesser obstruction to view; and
- (d) the lower portion of which may be closed up to a height of 1.2 m above the natural ground level measured from the primary street side of the fence;

owner, for the purposes of the definition of 'dividing fence', has the meaning given to it in the *Dividing Fences Act 1961*;

owner, for all other purposes, has the meaning given to it in the Act;

~~Section 5 of the *Dividing Fences Act 1961* defines "owner" as follows:~~

~~"owner, in relation to land, includes every person who —~~

~~(a) jointly or severally, whether at law or in equity —~~

~~(i) is entitled to land for any estate of freehold in possession; or~~

~~(ii) is entitled to receive or is in receipt of or if the land were let to a tenant would be entitled to receive the rents and profits of the land, whether as beneficial owner, trustee, mortgagee in possession, or otherwise;~~

~~or~~

~~(b) is the holder of a lease of land the unexpired term of which is not less than 5 years at the time —~~

~~(i) notice to fence is given by or to him pursuant to section 8;~~

~~(ii) he makes application to the court under section 11(1);~~

~~(iii) a copy of an order made pursuant to section 11(2) is given to him;~~

~~(iv) notice is given by or to him pursuant to section 15;~~

~~but does not include any trustees or other persons in whom land is vested as a public reserve, public park or for such other public purposes as may be prescribed, or a person who has the care, control and management of a public reserve, public park or land used for such other public purposes as may be prescribed;"~~

person means any natural person, company, public body, association or body of persons, corporate or unincorporated and includes an owner, occupier, licensee and permit holder (as applicable), but does not include the local government;

public place means a place to which the public has access;

razor wire fence means a coiled strong wire with pieces of sharp cutting edges set across it at close intervals;

reserve means land (including a parkland or foreshore) in or adjoining the district that is:

- (a) set apart for the use and enjoyment of the public; or

- (b) acquired for public purposes and vested in or under the care, control and management of the local government;

residential lot means any lot:

- (a) situated within a residential, urban development or an equivalent residential zone as classified by the local planning scheme and/or structure plan; or
- (b) which is or will be predominantly used for residential purposes;

but does not include a rural lot;

retaining wall means any structure which prevents the movement of soil in order to allow ground levels of different elevations to exist adjacent to one another;

rural lot means any lot situated within a rural, rural residential, special residential, rural smallholdings or an equivalent rural zone as classified by the local planning scheme or structure plan;

structure plan has the meaning given to it in the local planning scheme;

sufficient fence means a fence described in clause 2.1;

thoroughfare has the meaning given to it in the Act, but does not include a private thoroughfare which is not under the management or control of the local government;

uniform fence means a fence erected by a developer or subdivider in accordance with a subdivision approval which divides a residential lot from a public place such as a pedestrian access way, public open space or road reserve.

- (2) Any other expression used in this local law and not defined herein shall have the meaning given to it in the Act or the *Dividing Fences Act 1961* (as applicable).

1.6 Relationship with other laws

- (1) In the event of any inconsistency between the provisions of a local planning scheme and the provisions of this local law, the provisions of the local planning scheme will prevail.
- (2) Except as described below, nothing in this local law affects the need for compliance, in respect of a fence, with any relevant provisions –
 - (a) of a local planning scheme; and
 - (b) that apply if a building permit is required for a fence under the *Building Act 2011* or *Building Regulations 2012*.
- (3) A dividing fence constructed and maintained as a sufficient fence under this local law does not require a building permit.

PART 2 – FENCES

Division 1 – Sufficient Fences

2.1 Sufficient fences

- (1) Subject to subclause (2) and (3), a sufficient fence –

- (a) on a residential lot is a dividing fence constructed and maintained in accordance with the requirements of Schedule 1;
 - (b) on a commercial lot or an industrial lot is a dividing fence constructed and maintained in accordance with the requirements of Schedule 2; and
 - (c) on a rural lot is a dividing fence constructed and maintained in accordance with the requirements of Schedule 3.
- (2) Where a fence is constructed on or near the boundary between a residential lot and any of the following -
- (a) an industrial lot;
 - (b) a commercial lot; or
 - (c) a rural lot,
- a sufficient fence is a dividing fence constructed and maintained in accordance with the requirements of Schedule 1.
- (3) Where –
- (a) the zoning of a lot is changed from 'Rural' to 'Residential' under a local planning scheme; and
 - (b) immediately before that zoning change a dividing fence on that lot is a sufficient fence,
- the requirements of Schedule 1 will not apply to that dividing fence until a residential use becomes the predominant use for that lot.
- (4) A dividing fence or any fence lawfully erected prior to this local law coming into operation constitutes a sufficient fence.
- (5) An asbestos fence, even where it has been erected lawfully and is in a condition that may not present an immediate health or safety risk and where it may comply with all other provisions of this local law, will be deemed an insufficient fence.
- (6) Fencing shall be erected and maintained to adequately contain stock and/or other types of animals on the property where they exist, including but not limited to, cattle, sheep, horses and dogs.
- (7) In respect to Schedules 1, 2 and 3, fencing shall be erected to the following standards:
- (a) to the manufacturer's specifications or to a sufficient structural standard;
 - (b) with new materials;
 - (c) without faded, stained, defaced, damaged, dented, corroded, rusted or rotten materials;
 - (d) in a straight, upwards direction;
 - (e) in a way that will not, or does not, cause stormwater runoff or erosion issues;
 - (f) in a manner that does not prejudice the amenity or safety of the area;
 - (g) to the satisfaction of the local government.

*Division 2 – Fencing General***2.2 Dividing fences**

- (1) Unless by agreement between the owners of adjoining lots, a person must –
 - (a) not construct or alter a dividing fence on a lot so that it does not satisfy the requirements for a sufficient fence as set out in this local law;
 - (b) not attach anything to a dividing fence;
 - (c) maintain a dividing fence in a condition which satisfies the requirements of a sufficient fence; or
 - (d) not alter the level of the ground adjoining the boundary so as to change the height of a dividing fence unless the dividing fence is altered, reconstructed or relocated so as to satisfy the requirements of a sufficient fence.
- (2) An agreement in respect of a dangerous fence is taken not to be an agreement between owners of adjoining lots for the purposes of clause 2.1(1) of this local law.
- (3) Without limiting clause 1.6, an agreement between the owners of adjoining lots does not negate the need to obtain approval under any other written law.

2.3 Compliance with local planning scheme and Residential Design Codes

- (1) Notwithstanding the provisions of clause 2.1, a person shall not erect a fence within the front or rear setback areas, including along the side boundaries, unless the fence complies with the provisions of the local planning scheme or the Residential Design Codes.
- (2) Where there is inconsistency between the standards and requirements of the local planning scheme and those specified in the Residential Design Codes, the standards and requirements of the local planning scheme shall prevail to the extent of the inconsistency.

2.4 Fencing within the front setback area

- (1) On a residential lot, a front fence shall be constructed of face finished brick, concrete, stone or timber palings, or a combination of the aforementioned materials or similar (but excluding fibre cement sheeting or sheet metal), that complement the dwelling and do not detract from the streetscape.
- (2) On an industrial lot, a front fence shall be constructed and maintained as an open 'garrison' style' fence and not exceed a height of 1.8m.
- (3) On a rural lot, a front fence shall be not greater than 1.2m in height and shall be constructed from posts and wire.

2.5 Gates in fences

A person must not construct or maintain a gate that opens into a reserve.

2.6 Sightlines at vehicle access point

A fence adjacent to any vehicle access point, or where two streets intersect, must be truncated with the minimum dimension of the truncation being 1.5m or the fence reduced in height to no more than 0.75m.

2.7 Maintenance of fences

- (1) This clause 2.7 applies to any fence.

- (2) An owner or occupier of a lot on which a fence is constructed must maintain the fence in good condition so as to prevent it from becoming dangerous, dilapidated, unsightly, or prejudicial to the amenity of the locality.
- (3) An owner or occupier of a lot on which a fence is constructed who fails to maintain the fence in good condition so as to prevent it from becoming dangerous, dilapidated, unsightly, or prejudicial to the amenity of the locality, commits an offence under this local law.
- (4) An owner or occupier of a lot adjacent to a uniform fence must, where that fence is damaged, dilapidated or in need of repair, ensure that –
 - (a) it is repaired or replaced with the same or similar materials with which it was first constructed; and
 - (b) so as far as practicable the repaired or replaced section of fence is the same, including of same height, as the original fence.

Division 3 – Fencing Materials

2.8 Prohibited fencing materials

In constructing or maintaining a fence a person must not use –

- (a) except where specifically allowed by this local law, broken glass or any other potentially harmful projection or material;
- (b) asbestos fibre;
- (c) any material that is likely to collapse or fall, or part of which is likely to collapse or fall, from any cause; or
- (d) pre-used materials, unless they are painted or treated to the satisfaction of the local government.

2.9 Barbed and razor wire fences

- (1) On a residential lot or any other lot abutting such a lot, a person shall not erect or affix to any fence any barbed wire, razor wire or other material with spiked or jagged projections.
- (2) On an industrial lot or a commercial lot, a person shall not erect or affix to any fence bounding that lot any barbed wire, razor wire or other materials with spiked or jagged projections unless the wire or materials are not less than 2.0m from ground level.
- (3) If the posts which carry the barbed wire, razor wire or other materials referred to in subclause (2) are angled towards the outside of the lot bounded by the fence, the face of the fence must be set back from the lot boundary a sufficient distance to ensure that the angled posts, barbed wire or other material do not encroach on adjoining land.
- (4) On a rural lot, a person shall not place or affix barbed wire upon a fence on that lot where the fence is adjacent to a thoroughfare or other public place unless the barbed wire is fixed to the side of the fence posts furthest from the thoroughfare or other public place.

2.10 Electrified fences

- (1) On a residential lot or commercial lot or any other lot abutting such a lot, a person shall not erect or affix an electrified fence.

- (2) On a rural lot or industrial lot, an electrified fence shall –
 - (a) comply with any applicable AS/NZS;
 - (b) comply with any requirements of Western Power; and
 - (c) be inoperable during the hours of business, if any.

Part 3 – Approvals

3.1 Application for approval to vary a requirement of this local law

- (1) An owner or occupier of a lot shall not vary the requirements of this local law without obtaining the approval of the CEO.
- (2) Where a person is required to obtain the approval of the CEO to vary a requirement of this local law, that person shall apply for approval in accordance with subclause (3) prior to the fence being erected or the variation occurring, whichever is applicable.
- (3) An application to vary the requirements of this local law shall –
 - (a) be in the form prescribed in Schedule 5;
 - (b) be signed by the applicant and the owner of the lot;
 - (c) provide the information required by the form; and
 - (d) be forwarded to the CEO together with any fee imposed and determined by the local government under sections 6.16 to 6.19 of the Act.
- (4) The CEO may require an applicant to provide additional information reasonably related to an application before determining an application for approval referred to in subclause (1).
- (5) The CEO may refuse to consider an application for approval which is not in accordance with subclauses (3) and (4).

3.2 Decision on application to vary a requirement of this local law

- (1) The CEO shall deal with an application to vary a requirement of the local law or may refer the application to Council for determination.
- (2) The CEO or local government may -
 - (a) approve an application to vary a requirement of this local law unconditionally or subject to any conditions; or
 - (b) refuse to approve an application for variation.
- (3) If the CEO or local government approves an application for approval, it is to issue to the applicant an approval in the form determined by the CEO.
- (4) If the CEO or local government refuses to approve an application for approval, the CEO is to give written notice of that refusal to the applicant.
- (5) Where a clause of this local law refers to conditions which may be imposed on an approval or which are to be taken to be imposed on an approval, the clause does not limit the power of the CEO to impose other conditions on the approval under subclause (1)(a).

3.3 Compliance with approval

Where an application for approval has been approved, the applicant and the owner or occupier of the lot to which the approval relates, shall comply with the terms and any conditions of that approval.

3.4 Duration of approval

Unless otherwise stated in the form of approval, an approval granted under this local law —

- (a) runs with the lot to which it relates;
- (b) may be relied upon by any subsequent occupier or owner of the lot; and
- (c) may be enforced by the local government against a subsequent occupier or owner of the lot.

PART 4 – OFFENCES

4.1 Offences and general penalty

- (1) A person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.
- (2) A person who commits an offence under this local law is liable, on conviction, to a penalty not less than \$3,500 and not exceeding \$5,000 and, if the offence is of a continuing nature, to an additional daily penalty not exceeding \$500 for each day or part of a day during which the offence has continued.

4.2 Prescribed offences

- (1) An offence against a provision of this local law specified in Schedule 4 is a prescribed offence for the purposes of section 9.16(1) of the Act.
- (2) The modified penalty for a prescribed offence is that specified in the fourth column of Schedule 4.

4.3 Form of infringement notices

For the purposes of this local law -

- (a) the form of the infringement notice referred to in section 9.16 of the Act is Form 2 in Schedule 1 of the *Local Government (Functions and General) Regulations 1996*; and
- (b) the form of the infringement withdrawal notice referred to in section 9.20 of the Act is Form 3 in Schedule 1 of the *Local Government (Functions and General) Regulations 1996*.

Schedule 1**A SUFFICIENT FENCE ON A RESIDENTIAL LOT BEHIND THE FRONT SETBACK**

[clause 2.1(1)(a)]

- (1) This Schedule does not apply to a uniform fence or a front fence.
- (2) Refer to clause 2.4 of this local law for fences within the front setback area.
- (3) On a residential lot, a sufficient fence is a dividing fence that –
 - (a) is constructed of:
 - (i) corrugated fibre-reinforced pressed cement sheeting;
 - (ii) timber palings;
 - (iii) masonry (including brick, stone or concrete);
 - (iv) factory coloured sheet metal post and panelled fence;
 - (v) PVC panel (eg. Duralock); or
 - (vi) any combination of the materials described in paragraphs (i)-(v);
 - (b) is between 1.75m and 1.85m in height; and
 - (c) where constructed of masonry, is in accordance with AS 3700:2018 Masonry Structures. ~~NZS for masonry construction that has been adopted by the Building Code at the time of construction.~~

Schedule 2**A SUFFICIENT FENCE ON A COMMERCIAL LOT OR INDUSTRIAL LOT**

[clause 2.1(1)(b)]

- (1) This Schedule does not apply to a uniform fence or a front fence.
- (2) Refer to clause 2.4 of this local law for fences within the front setback area.
- (3) On a commercial lot or industrial lot, a sufficient fence is a dividing fence that –
 - (a) is constructed of:
 - (i) link mesh, chain mesh or steel mesh and is no higher than 2.0m, unless it is topped with up to three strands of barbed wire to a total height of no more than 2.4m;
 - (ii) fibre reinforced cement sheets;
 - (iii) painted or galvanized steel or aluminium sheeting; or
 - (iv) timber or masonry (including brick, stone or concrete);
 - (b) is no more than 2.4m in height; and
 - (c) where constructed of masonry, is in accordance with AS 3700:2018 Masonry Structures. ~~with AS/NZS for masonry construction that has been adopted by the Building Code at the time of construction.~~

Schedule 3**A SUFFICIENT FENCE ON A RURAL LOT**

[clause 2.1(1)(c)]

- (1) This Schedule does not apply to a uniform fence or a front fence.
- (2) On a rural lot, a sufficient fence is a dividing fence that -
 - (a) is at least 1.2m in height; and
 - (b) is constructed of posts and wire.

Schedule 4

PRESCRIBED OFFENCES AND MODIFIED PENALTIES

[clause 3.2]

Item No.	Clause No.	Nature of offence	Penalty
1	2.1(65)	Failing to erect or maintain fencing to adequately contain stock and/or other types of animals on the property where they exist.	\$500
2	2.1(7)	Failing to construct a sufficient fence to standards provided in clause 2.1(76).	\$500
32	2.2(1)(a)	Constructing or altering a dividing fence which is not a sufficient fence.	\$500
43	2.2(1)(b)	Attaching anything to a dividing fence.	\$500
54	2.2(1)(c)	Failing to maintain a dividing fence in a condition which satisfies the requirements of a sufficient fence.	\$500
65	2.2(1)(d)	Altering the ground level of a dividing fence without satisfying the requirement of a sufficient fence.	\$500
76	2.4	Constructing a front fence that does not meet the specifications of fencing within the front setback area of a lot.	\$500
87	2.5	Constructing or maintaining a gate that opens into a reserve.	\$500
98	2.6	Constructing a fence adjacent to a vehicle access point without a truncation.	\$500
109	2.7	Failing to maintain or replace a fence to the same standard as the original fence.	\$500
110	2.8	Using a prohibited material in the construction or maintenance of a fence.	\$500
124	2.9	Using barbed or razor wire in a prohibited location or configuration.	\$500
132	2.10	Having and using an electrified fence in a prohibited manner.	\$500
143	3.1(1)	Failing to obtain approval for a variation of the requirements of this local law	\$500
154	3.3	Failing to comply with terms or conditions of approval	\$500

Schedule 5**APPLICATION FORM TO VARY A REQUIREMENT OF THIS LOCAL LAW**

[clause 3.1(3)(a)]

Owner Details

Given Names: _____

Last Name: _____

Contact number: _____

Email address: _____

Address: _____

Signature: _____ Date: _____

Signature: _____ Date: _____

If the property is owned by multiple owners, ALL signatures are required.
 If the property is owned ~~by~~^{byin} a company, a company resolution
 authorising the signatory is required. The application will NOT be
 processed without ALL signatures and company resolution (if required)

Applicant details (if not the same as above)

Given Names: _____

Last Name: _____

Contact number: _____

Email address: _____

Address: _____

Property details

Address: _____

Suburb: _____ Postcode: _____

Variation to fencing local law

Clause(s) of local law sought to be varied: _____

Detail of proposal: _____

Site plan attached Y/N: _____ Elevation plans attached Y/N: _____

Signature: _____ Date: _____

Dated the _____ day of _____ 202~~5~~6

The Common Seal of the **Shire of Waroona** was affixed by authority of a resolution of the Council in the presence of -

CR JOHN MICHAEL SCOTT WALMSLEY, Shire President

MARK ANDREW GOODLET, Chief Executive Officer

DRAFT

LOCAL GOVERNMENT ACT 1995

SHIRE OF WAROONA

FENCING LOCAL LAW 2026

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LOCAL GOVERNMENT ACT 1995
SHIRE OF WAROONA
FENCING LOCAL LAW 2026

Under the powers conferred by the *Local Government Act 1995* and under all other enabling powers, the Council of the Shire of Waroona resolved on <insert date> to make the following local law.

PART 1 – PRELIMINARY

1.1 Citation

This local law may be cited as the *Shire of Waroona Fencing Local Law 2026*.

1.2 Commencement

This local law will come into operation 14 days after the date of its publication in the *Government Gazette*.

1.3 Application

This local law applies throughout the district.

1.4 Repeal and transitional provisions

- (1) The *Shire of Waroona Fencing Local Law 2014*, published in the *Government Gazette* on 16 January 2015 is repealed.
- (2) A permit or other authorisation under a repealed local law that is in force before the commencement day is to be regarded on and after that day as a permit under this local law and may be dealt with accordingly.

1.5 Definitions and interpretation

- (1) In this local law unless the context requires otherwise:

Act means the *Local Government Act 1995*;

AS 3700:2018 Masonry Structures means the Australian Standard for masonry structures, as amended from time to time, published by the Standards Association of Australia.

authorised person means a person authorised by the local government under section 9.10 of the Act to carry out any of the functions of an authorised person under this local law;

barbed wire fence means a wire or strand of wires having small pieces of sharply pointed wire twisted around it at short intervals;

building permit has the meaning given to it in the *Building Act 2011*;

CEO means the Chief Executive Officer of the Local Government;

commercial lot means a lot zoned commercial, service commercial, mixed use, centre or an equivalent commercial zone under the local planning scheme and/or structure plan, but does not include a lot occupied by a residential building;

dangerous, in relation to any fence, means:

- (a) an electrified fence, or one containing barbed or razor wire, other than a fence that is constructed and maintained in accordance with this local law;
- (b) a fence containing exposed broken glass, asbestos fibre or any other potentially harmful projection or material; or
- (c) a fence which is likely to collapse or fall, or part of which is likely to collapse or fall, from any cause;

district means the district of the Shire of Waroona and includes any area placed under the jurisdiction of the Shire pursuant to any Act or Regulation;

dividing fence has the meaning given to it in the *Dividing Fences Act 1961* (as amended from time to time);

electrified fence means a fence carrying or designed to carry an electric charge;

fence means any structure, not including a retaining wall, that is used or functions as a barrier, irrespective of where it is located, and includes any gate;

front boundary means the boundary that separates a thoroughfare and the front of a lot;

front fence means a fence in the front setback area of a lot;

front setback means the horizontal distance between the front boundary and a wall of a building, measured at a right angle to the front boundary;

height, in relation to a fence, means the vertical distance between:

- (a) the top of the fence at any point; and
- (b) the ground level or, where the ground levels on each side of the fence are not the same, the higher ground level immediately below that point;

industrial lot means a lot situated within an industrial development, light industry, general industry, strategic industry zone or an equivalent industrial zone under the local planning scheme and/or structure plan;

land means land in the district and includes a house, building, work or structure, in or on the land;

local government means the Shire of Waroona

local planning scheme means a local planning scheme made by the local government under the *Planning and Development Act 2005*;

lot has the meaning given to it in the *Planning and Development Act 2005*;

occupier where used in relation to land means the person by whom or on whose behalf the land is actually occupied or, if there is no occupier, the person entitled to possession of the land;

open fence means a fence:

- (a) that has continuous vertical or horizontal gaps of 50 mm or greater width comprising not less than one third of the total surface area; or
- (b) that has continuous vertical or horizontal gaps less than 50 mm in width, comprising at least

one half of the total surface area in aggregate; or

- (c) that has a surface offering equal or lesser obstruction to view; and
- (d) the lower portion of which may be closed up to a height of 1.2 m above the natural ground level measured from the primary street side of the fence;

owner, for the purposes of the definition of 'dividing fence', has the meaning given to it in the *Dividing Fences Act 1961*;

owner, for all other purposes, has the meaning given to it in the Act;

person means any natural person, company, public body, association or body of persons, corporate or unincorporated and includes an owner, occupier, licensee and permit holder (as applicable), but does not include the local government;

public place means a place to which the public has access;

razor wire fence means a coiled strong wire with pieces of sharp cutting edges set across it at close intervals;

reserve means land (including a parkland or foreshore) in or adjoining the district that is:

- (a) set apart for the use and enjoyment of the public; or
- (b) acquired for public purposes and vested in or under the care, control and management of the local government;

residential lot means any lot:

- (a) situated within a residential, urban development or an equivalent residential zone as classified by the local planning scheme and/or structure plan; or
- (b) which is or will be predominantly used for residential purposes;

but does not include a rural lot;

retaining wall means any structure which prevents the movement of soil in order to allow ground levels of different elevations to exist adjacent to one another;

rural lot means any lot situated within a rural, rural residential, special residential, rural smallholdings or an equivalent rural zone as classified by the local planning scheme or structure plan;

structure plan has the meaning given to it in the local planning scheme;

sufficient fence means a fence described in clause 2.1;

thoroughfare has the meaning given to it in the Act, but does not include a private thoroughfare which is not under the management or control of the local government;

uniform fence means a fence erected by a developer or subdivider in accordance with a subdivision approval which divides a residential lot from a public place such as a pedestrian access way, public open space or road reserve.

- (2) Any other expression used in this local law and not defined herein shall have the meaning given to it in the Act or the *Dividing Fences Act 1961* (as applicable).

1.6 Relationship with other laws

- (1) In the event of any inconsistency between the provisions of a local planning scheme and the provisions of this local law, the provisions of the local planning scheme will prevail.
- (2) Except as described below, nothing in this local law affects the need for compliance, in respect of a fence, with any relevant provisions –
 - (a) of a local planning scheme; and
 - (b) that apply if a building permit is required for a fence under the *Building Act 2011* or *Building Regulations 2012*.
- (3) A dividing fence constructed and maintained as a sufficient fence under this local law does not require a building permit.

PART 2 – FENCES

Division 1 – Sufficient Fences

2.1 Sufficient fences

- (1) Subject to subclause (2) and (3), a sufficient fence –
 - (a) on a residential lot is a dividing fence constructed and maintained in accordance with the requirements of Schedule 1;
 - (b) on a commercial lot or an industrial lot is a dividing fence constructed and maintained in accordance with the requirements of Schedule 2; and
 - (c) on a rural lot is a dividing fence constructed and maintained in accordance with the requirements of Schedule 3.
- (2) Where a fence is constructed on or near the boundary between a residential lot and any of the following –
 - (a) an industrial lot;
 - (b) a commercial lot; or
 - (c) a rural lot,

a sufficient fence is a dividing fence constructed and maintained in accordance with the requirements of Schedule 1.
- (3) Where –
 - (a) the zoning of a lot is changed from 'Rural' to 'Residential' under a local planning scheme; and
 - (b) immediately before that zoning change a dividing fence on that lot is a sufficient fence,

the requirements of Schedule 1 will not apply to that dividing fence until a residential use becomes the predominant use for that lot.
- (4) A dividing fence or any fence lawfully erected prior to this local law coming into operation constitutes a sufficient fence.

- (5) An asbestos fence, even where it has been erected lawfully and is in a condition that may not present an immediate health or safety risk and where it may comply with all other provisions of this local law, will be deemed an insufficient fence.
- (6) Fencing shall be erected and maintained to adequately contain stock and/or other types of animals on the property where they exist, including but not limited to, cattle, sheep, horses and dogs.
- (7) In respect to Schedules 1, 2 and 3, fencing shall be erected to the following standards:
 - (a) to the manufacturer's specifications or to a sufficient structural standard;
 - (b) with new materials;
 - (c) without faded, stained, defaced, damaged, dented, corroded, rusted or rotten materials;
 - (d) in a straight, upwards direction;
 - (e) in a way that will not, or does not, cause stormwater runoff or erosion issues;
 - (f) in a manner that does not prejudice the amenity or safety of the area;
 - (g) to the satisfaction of the local government.

Division 2 – Fencing General

2.2 Dividing fences

- (1) Unless by agreement between the owners of adjoining lots, a person must –
 - (a) not construct or alter a dividing fence on a lot so that it does not satisfy the requirements for a sufficient fence as set out in this local law;
 - (b) not attach anything to a dividing fence;
 - (c) maintain a dividing fence in a condition which satisfies the requirements of a sufficient fence; or
 - (d) not alter the level of the ground adjoining the boundary so as to change the height of a dividing fence unless the dividing fence is altered, reconstructed or relocated so as to satisfy the requirements of a sufficient fence.
- (2) An agreement in respect of a dangerous fence is taken not to be an agreement between owners of adjoining lots for the purposes of clause 2.1(1) of this local law.
- (3) Without limiting clause 1.6, an agreement between the owners of adjoining lots does not negate the need to obtain approval under any other written law.

2.3 Compliance with local planning scheme and Residential Design Codes

- (1) Notwithstanding the provisions of clause 2.1, a person shall not erect a fence within the front or rear setback areas, including along the side boundaries, unless the fence complies with the provisions of the local planning scheme or the Residential Design Codes.
- (2) Where there is inconsistency between the standards and requirements of the local planning scheme and those specified in the Residential Design Codes, the standards and requirements of the local planning scheme shall prevail to the extent of the inconsistency.

2.4 Fencing within the front setback area

- (1) On a residential lot, a front fence shall be constructed of face finished brick, concrete, stone or timber palings, or a combination of the aforementioned materials or similar (but excluding fibre cement sheeting or sheet metal), that complement the dwelling and do not detract from the streetscape.
- (2) On an industrial lot, a front fence shall be constructed and maintained as an open 'garrison' style' fence and not exceed a height of 1.8m.
- (3) On a rural lot, a front fence shall be not greater than 1.2m in height and shall be constructed from posts and wire.

2.5 Gates in fences

A person must not construct or maintain a gate that opens into a reserve.

2.6 Sightlines at vehicle access point

A fence adjacent to any vehicle access point, or where two streets intersect, must be truncated with the minimum dimension of the truncation being 1.5m or the fence reduced in height to no more than 0.75m.

2.7 Maintenance of fences

- (1) This clause 2.7 applies to any fence.
- (2) An owner or occupier of a lot on which a fence is constructed must maintain the fence in good condition so as to prevent it from becoming dangerous, dilapidated, unsightly, or prejudicial to the amenity of the locality.
- (3) An owner or occupier of a lot on which a fence is constructed who fails to maintain the fence in good condition so as to prevent it from becoming dangerous, dilapidated, unsightly, or prejudicial to the amenity of the locality, commits an offence under this local law.
- (4) An owner or occupier of a lot adjacent to a uniform fence must, where that fence is damaged, dilapidated or in need of repair, ensure that –
 - (a) it is repaired or replaced with the same or similar materials with which it was first constructed; and
 - (b) so as far as practicable the repaired or replaced section of fence is the same, including of same height, as the original fence.

Division 3 – Fencing Materials

2.8 Prohibited fencing materials

In constructing or maintaining a fence a person must not use –

- (a) except where specifically allowed by this local law, broken glass or any other potentially harmful projection or material;
- (b) asbestos fibre;
- (c) any material that is likely to collapse or fall, or part of which is likely to collapse or fall, from any cause; or

- (d) pre-used materials, unless they are painted or treated to the satisfaction of the local government.

2.9 Barbed and razor wire fences

- (1) On a residential lot or any other lot abutting such a lot, a person shall not erect or affix to any fence any barbed wire, razor wire or other material with spiked or jagged projections.
- (2) On an industrial lot or a commercial lot, a person shall not erect or affix to any fence bounding that lot any barbed wire, razor wire or other materials with spiked or jagged projections unless the wire or materials are not less than 2.0m from ground level.
- (3) If the posts which carry the barbed wire, razor wire or other materials referred to in subclause (2) are angled towards the outside of the lot bounded by the fence, the face of the fence must be set back from the lot boundary a sufficient distance to ensure that the angled posts, barbed wire or other material do not encroach on adjoining land.
- (4) On a rural lot, a person shall not place or affix barbed wire upon a fence on that lot where the fence is adjacent to a thoroughfare or other public place unless the barbed wire is fixed to the side of the fence posts furthest from the thoroughfare or other public place.

2.10 Electrified fences

- (1) On a residential lot or commercial lot or any other lot abutting such a lot, a person shall not erect or affix an electrified fence.
- (2) On a rural lot or industrial lot, an electrified fence shall –
 - (a) comply with any applicable AS/NZS;
 - (b) comply with any requirements of Western Power; and
 - (c) be inoperable during the hours of business, if any.

Part 3 – Approvals

3.1 Application for approval to vary a requirement of this local law

- (1) An owner or occupier of a lot shall not vary the requirements of this local law without obtaining the approval of the CEO.
- (2) Where a person is required to obtain the approval of the CEO to vary a requirement of this local law, that person shall apply for approval in accordance with subclause (3) prior to the fence being erected or the variation occurring, whichever is applicable.
- (3) An application to vary the requirements of this local law shall –
 - (a) be in the form prescribed in Schedule 5;
 - (b) be signed by the applicant and the owner of the lot;
 - (c) provide the information required by the form; and
 - (d) be forwarded to the CEO together with any fee imposed and determined by the local government under sections 6.16 to 6.19 of the Act.
- (4) The CEO may require an applicant to provide additional information reasonably related to an application before determining an application for approval referred to in subclause (1).
- (5) The CEO may refuse to consider an application for approval which is not in accordance with subclauses (3) and (4).

3.2 Decision on application to vary a requirement of this local law

- (1) The CEO shall deal with an application to vary a requirement of the local law or may refer the application to Council for determination.
- (2) The CEO or local government may -
 - (a) approve an application to vary a requirement of this local law unconditionally or subject to any conditions; or
 - (b) refuse to approve an application for variation.
- (3) If the CEO or local government approves an application for approval, it is to issue to the applicant an approval in the form determined by the CEO.
- (4) If the CEO or local government refuses to approve an application for approval, the CEO is to give written notice of that refusal to the applicant.
- (5) Where a clause of this local law refers to conditions which may be imposed on an approval or which are to be taken to be imposed on an approval, the clause does not limit the power of the CEO to impose other conditions on the approval under subclause (1)(a).

3.3 Compliance with approval

Where an application for approval has been approved, the applicant and the owner or occupier of the lot to which the approval relates, shall comply with the terms and any conditions of that approval.

3.4 Duration of approval

Unless otherwise stated in the form of approval, an approval granted under this local law —

- (a) runs with the lot to which it relates;
- (b) may be relied upon by any subsequent occupier or owner of the lot; and
- (c) may be enforced by the local government against a subsequent occupier or owner of the lot.

PART 4 – OFFENCES

4.1 Offences and general penalty

- (1) A person who fails to do anything required or directed to be done under this local law, or who does anything which under this local law that person is prohibited from doing, commits an offence.
- (2) A person who commits an offence under this local law is liable, on conviction, to a penalty not less than \$3,500 and not exceeding \$5,000 and, if the offence is of a continuing nature, to an additional daily penalty not exceeding \$500 for each day or part of a day during which the offence has continued.

4.2 Prescribed offences

- (1) An offence against a provision of this local law specified in Schedule 4 is a prescribed offence for the purposes of section 9.16(1) of the Act.
- (2) The modified penalty for a prescribed offence is that specified in the fourth column of Schedule 4.

4.3 Form of infringement notices

For the purposes of this local law -

- (a) the form of the infringement notice referred to in section 9.16 of the Act is Form 2 in Schedule 1 of the *Local Government (Functions and General) Regulations 1996*; and

- (b) the form of the infringement withdrawal notice referred to in section 9.20 of the Act is Form 3 in Schedule 1 of the *Local Government (Functions and General) Regulations 1996*.

Schedule 1**A SUFFICIENT FENCE ON A RESIDENTIAL LOT BEHIND THE FRONT SETBACK**

[clause 2.1(1)(a)]

- (1) This Schedule does not apply to a uniform fence or a front fence.
- (2) Refer to clause 2.4 of this local law for fences within the front setback area.
- (3) On a residential lot, a sufficient fence is a dividing fence that –
 - (a) is constructed of:
 - (i) corrugated fibre-reinforced pressed cement sheeting;
 - (ii) timber palings;
 - (iii) masonry (including brick, stone or concrete);
 - (iv) factory coloured sheet metal post and panelled fence;
 - (v) PVC panel (eg. Duralock); or
 - (vi) any combination of the materials described in paragraphs (i)-(v);
 - (b) is between 1.75m and 1.85m in height; and
 - (c) where constructed of masonry, is in accordance with AS 3700:2018 Masonry Structures.

Schedule 2**A SUFFICIENT FENCE ON A COMMERCIAL LOT OR INDUSTRIAL LOT**

[clause 2.1(1)(b)]

- (1) This Schedule does not apply to a uniform fence or a front fence.
- (2) Refer to clause 2.4 of this local law for fences within the front setback area.
- (3) On a commercial lot or industrial lot, a sufficient fence is a dividing fence that –
 - (a) is constructed of:
 - (i) link mesh, chain mesh or steel mesh and is no higher than 2.0m, unless it is topped with up to three strands of barbed wire to a total height of no more than 2.4m;
 - (ii) fibre reinforced cement sheets;
 - (iii) painted or galvanized steel or aluminium sheeting; or
 - (iv) timber or masonry (including brick, stone or concrete);
 - (b) is no more than 2.4m in height; and
 - (c) where constructed of masonry, is in accordance with AS 3700:2018 Masonry Structures.

Schedule 3

A SUFFICIENT FENCE ON A RURAL LOT

[clause 2.1(1)(c)]

- (1) This Schedule does not apply to a uniform fence or a front fence.
 - (2) On a rural lot, a sufficient fence is a dividing fence that -
 - (a) is at least 1.2m in height; and
 - (b) is constructed of posts and wire.
-

Schedule 4**PRESCRIBED OFFENCES AND MODIFIED PENALTIES**

[clause 3.2]

Item No.	Clause No.	Nature of offence	Penalty
1	2.1(6)	Failing to erect or maintain fencing to adequately contain stock and/or other types of animals on the property where they exist.	\$500
2	2.1(7)	Failing to construct a sufficient fence to standards provided in clause 2.1(7).	\$500
3	2.2(1)(a)	Constructing or altering a dividing fence which is not a sufficient fence.	\$500
4	2.2(1)(b)	Attaching anything to a dividing fence.	\$500
5	2.2(1)(c)	Failing to maintain a dividing fence in a condition which satisfies the requirements of a sufficient fence.	\$500
6	2.2(1)(d)	Altering the ground level of a dividing fence without satisfying the requirement of a sufficient fence.	\$500
7	2.4	Constructing a front fence that does not meet the specifications of fencing within the front setback area of a lot.	\$500
8	2.5	Constructing or maintaining a gate that opens into a reserve.	\$500
9	2.6	Constructing a fence adjacent to a vehicle access point without a truncation.	\$500
10	2.7	Failing to maintain or replace a fence to the same standard as the original fence.	\$500
11	2.8	Using a prohibited material in the construction or maintenance of a fence.	\$500
12	2.9	Using barbed or razor wire in a prohibited location or configuration.	\$500
13	2.10	Having and using an electrified fence in a prohibited manner.	\$500
14	3.1(1)	Failing to obtain approval for a variation of the requirements of this local law	\$500
15	3.3	Failing to comply with terms or conditions of approval	\$500

Schedule 5**APPLICATION FORM TO VARY A REQUIREMENT OF THIS LOCAL LAW**

[clause 3.1(3)(a)]

Owner Details

Given Names: _____

Last Name: _____

Contact number: _____

Email address: _____

Address: _____

Signature: _____ Date: _____

Signature: _____ Date: _____

If the property is owned by multiple owners, ALL signatures are required.
 If the property is owned by a company, a company resolution authorising
 the signatory is required. The application will NOT be processed without
 ALL signatures and company resolution (if required)

Applicant details (if not the same as above)

Given Names: _____

Last Name: _____

Contact number: _____

Email address: _____

Address: _____

Property details

Address: _____

Suburb: _____ Postcode: _____

Variation to fencing local law

Clause(s) of local law sought to be varied: _____

Detail of proposal: _____

Site plan attached Y/N: _____ Elevation plans attached Y/N: _____

Signature: _____ Date: _____

Dated the _____ day of _____ 2026

The Common Seal of the **Shire of Waroona** was affixed by authority of a resolution of the Council in the presence of -

CR JOHN MICHAEL SCOTT WALMSLEY, Shire President

MARK ANDREW GOODLET, Chief Executive Officer



COUNCIL POLICY

ELP001 – Elected Members Fees, Allowances and Reimbursements



1. Intention

To establish the parameters for the payment of elected members' fees, allowances and reimbursement of expenses.

2. Scope

This policy applies to Elected Members of the Shire of Waroona.

3. Statement

Annual payments are to apply from the third Saturday in October each year or the date the election is held in a local government election year.

Elected members elected at an extraordinary election are to be paid on a pro-rata basis.

3.1 Annual attendance fees

Elected members are to be paid an Annual Attendance Fee in lieu of fees for attending meetings, the amount to be determined in the annual budget.

Attendance fees are to be paid to elected members in two (2) equal instalments during the months of December and June.

Elected members who do not wish to receive attendance fees are to advise the Chief Executive Officer, annually in writing, prior to the payment months.

Elected members who resign or who are disqualified during their term of office are to reimburse Council that portion (if any) of attendance fees that have been paid in advance.

3.2 Shire President's and Deputy Shire President's allowance

The allowance for the Shire President and Deputy Shire President is to be determined in the annual budget and is to be paid biannually in arrears.

3.3 Information and Communications Technology (ICT) allowance

Elected members are to be paid an Information and Communication Technology Allowance in lieu of a reimbursement of expenses, the amount to be determined in the annual budget.

The Information and Communications Technology Allowance is to be paid to elected members biannually in arrears.

3.4 Superannuation

In accordance with sections 5.99B and 5.99E of the *Local Government Act 1995*, the Shire of Waroona, as a Band 3 local government, may resolve to pay superannuation contributions on behalf of elected members.

The decision to make superannuation contributions to elected members will be considered and determined as part of the Shire's annual budget process.

Where such contributions are approved, superannuation payments will be made to a complying superannuation fund nominated by the elected member. Contributions will be calculated on attendance fees and allowances only, and will not apply to ICT allowances or any reimbursement of expenses.

3.5 Taxation

The taxation liability arising from payments received from the Shire of Waroona is the individual responsibility of each elected member.

3.6 Reimbursement of expenses

The reimbursement of elected members' expenses in accordance with section 5.98 (2)(b) of the *Local Government Act 1995* and regulation 32(1) of the *Local Government (Administration) Regulations 1996*, shall be for the following expenses:

- (a) Travel costs in attending meetings as an official Council representative (in accordance with October annual nominations);
- (b) Travel costs, meals, and accommodation in attending Western Australian Local Government Association (WALGA), except during the caretaker period for elected members whose term will end at the end of the caretaker period, for whom the Shire of Waroona will pay direct to suppliers for the costs associated with conference attendance;
- (b)(c) Travel costs, meals, and accommodation in attending or Department of Local Government, Sport & Cultural Industries Regulation & Safety accredited training seminars for elected members, subject to budgetary provisions; and/or
- (e)(d) Travel costs, meals and accommodation in attending Council approved training or events, subject to budgetary provisions.

Travel costs are defined as:

- (a) Travel from the elected member's normal residence within the Shire of Waroona boundary or address within the Shire of Waroona boundary at which the elected member is registered for Council elections;

- (b) Travel to and from meetings where the elected member is a Council representative/delegate and no reimbursements for travel are payable from another source; and
- (c) Vehicle parking costs.

Where practicable, elected members are encouraged to check on the availability (with sufficient notice) of a Shire owned vehicle.

Elected members are to be reimbursed for childcare costs incurred because of attendance at a Council meeting or a meeting of a committee of which he or she is also a member. The maximum amount of reimbursement that may be claimed for childcare costs is to be pursuant to Part 8 of the Determination of the Salaries and Allowances Tribunal for Local Government Chief Executive Officers and Elected Members. Claims under this clause are to be submitted at least quarterly, and within 7 days of the end of each quarter, that is, by 7 October, 7 January, 7 April and 7 July.

3.7 Professional Development Participation Exceptions

In accordance with regulation 37 of the *Local Government (Administrations) Regulations, 1996*, this policy does not allow for the payment or reimbursement of expenses relating to participation in continuing professional development, if the participation occurs -

- (a) during the final three (3) months of an elected member's term for which the council member was elected as an elector mayor or president, or as a councillor;
- (b) upon resignation, during the period beginning on the date of delivery of the notice, and ending the day the resignation takes effect; or
- (c) a period of suspension of the council or council member under Part 8 of the Act.

4. Legislative and Strategic Context

The Local Government Act 1995 and the associated subsidiary legislation, and the Salaries and Allowances Act 1975 provide the broad framework within which this policy operates.

5. Review

This policy is to be reviewed annually.

6. Associated Documents

Other documents that have an association to this policy and that may be useful reference material are:

- Determination of the Salaries and Allowances Tribunal for Local Government Chief Executive Officers and Elected Members.

7. Document Control

Policy Number	ELP001		
Contact Officer	Chief Executive Officer		
Related Legislation	Local Government Act 1995 Local Government (Administration) Regulations 1996 Salaries and Allowances Act 1975		
Related Shire Documents	Elected Member Payment form		
File Number	CR.6		
Risk Rating	Moderate	Review Frequency	Annually
Next Review	May 25	Date Adopted	22/06/2004
OCM Number	OCM04/083	Previous Policy No.	CGP002 CORP004 CORP045 1.6 1.18

8. Amendments

Date	Details of Amendment	Reference	Record Number
22/08/2007	Updated as part of major policy review.	OCM07/146	
22/11/2011	Updated as part of major policy review.	OCM11/11/143	
18/12/2018	Updated as part of major policy review.	OCM18/12/126	
22/06/2021	Consolidated related policies and reformatted.	OCM21/06/071	
24/05/2022	Reviewed without amendment.	OCM22/05/053	
22/08/2023	Reviewed with minor amendments to text.	OCM23/08/101	
23/07/2024	Reviewed with minor amendments to text.	OCM24/07/108	
27/05/2025	Renumbered and reviewed with minor amendment,	OCM25/05/070	CM.7



COUNCIL POLICY

ELP003 – Elected Member Continuing Professional Development



1. Intention

To ensure elected members meet and comply with the prescribed professional development requirements under the *Local Government Act 1995*, and to further encourage participation in other conferences and training specifically designed to enhance skills and knowledge relating to roles and responsibilities, as an elected member of the Shire of Waroona.

2. Scope

This policy applies to Elected Members of the Shire of Waroona.

3. Statement

Elected members must undertake and successfully complete the following prescribed professional development training modules titled “Council Member Essentials” within the period of 12 months from the day the elected member was elected, unless a prescribed exemption applies:

- Understanding Local Government;
- Serving on Council;
- Meeting Procedures;
- Conflicts of Interest; and
- Understanding Financial Reports and Budgets.

Elected members are also encouraged to nominate to attend other conferences and training opportunities to enhance and broaden their knowledge of local government issues to support the community.

The following are examples of other conferences or training opportunities, (the usual number of delegates is shown in parentheses, if applicable):

- National General Assembly of Local Government (Shire President and the Chief Executive Officer);
- WA Local Government Association (WALGA) Convention (no more than four full registrations inclusive of the Shire President is permitted);
- Special “one off” conferences sponsored by WALGA or the Department of Local Government Sport and Cultural Industries on important local government issues;
- Annual conferences of major professions of Local Government;
- The Annual Road Congress;
- Conferences which advance the development of elected members in their role as Councillors; and
- Conferences of organisations on which an elected member has been elected or appointed as a delegate.

Council may authorise attendance at other conferences or training opportunities by more than the number of specified delegates, if a particular purpose or need arises.

Elected members are limited to attending three other conference or training opportunities each financial year, unless authorised by Council.

Requests to attend other conference or training opportunities are to be initiated by the elected members and are to be forwarded to the Chief Executive Officer prior to enrolment or registration.

The Chief Executive Officer is authorised to approve requests from elected members for attendance at other conferences or training opportunities, providing that:

- The cost does not exceed \$3,000 for any single instance and up to a total of \$4,000 in any 12-month period (financial year); and
- The other conference or training is organised by an identified, industry-recognised training provider.

The Chief Executive is authorised to expend funds on prescribed professional development training for elected members to meet statutory obligations.

Note: All monetary amounts where specified are Good and Service Tax (GST) exclusive.

3.1 Travel arrangements

All booking arrangements for other conferences and training for elected members are coordinated through the Chief Executive's Office. Elected members should note the *Local Government Act 1995* precludes an elected member to pre-spend Shire funds.

Any airline travel for an elected member is to be booked at economy level and booking arrangements are to be reviewed upon any improved discount offer being identified. Any upgrade to Business Class is permissible provided the elected member funds the difference in cost.

Other than to amend departure times, tickets provided to representatives of the Shire shall not be exchanged, downgraded or rebated. Tickets or bookings may not be altered to include personal travel that is not part of the scheduled conference itinerary.

The proposed duration of the other conference or training attendance together with travel time and planned supplementary pre or post conference activities relevant to the Shire of Waroona will be notified to Council or Chief Executive Officer for confirmation and/or amendment prior to the delegate's departure for the other conference or training.

3.2 Expenses

Expenses relating to other conferences and training as approved, will be paid direct by the Shire. Expenses may include the following items:

- Air fare;
- Travel insurance;
- Conference registration;
- Copy of conference proceedings;
- Room accommodation;
- Reasonable phone utilisation;
- Reasonable laundry expenses; and
- Meals in the hotel where registered if these are not provided during the course of the conference.

Incidental expenses include:

- Phone calls made outside the accommodation premises and for the purposes of the conference and/or Council business;
- Travel to and from the conference venue; and,
- Travel to and from all airport destinations.

In circumstances where entertainment on behalf of the Shire is expected or otherwise appropriate, the entertainment will be in accordance with guidelines established from time to time by the Chief Executive Officer and as determined by the judgement of the delegate, paid by the delegate, and presented to the Chief Executive Officer for subsequent authorisation for reimbursement upon return.

For other conferences and training that are of a one day or less duration, the previous night's accommodation is available subject to approval by the Chief Executive Officer. No advance is payable and any expenses incurred may be reimbursed on production of sufficient documentation.

All costs associated for prescribed professional development training, including travel, accommodation, meals and incidentals will be fully funded by the Shire. Prescribed training will be arranged by the office of the Chief Executive Officer to ensure statutory timeframes are achieved.

3.3 Cash advances

An advance of \$200 may be made available upon request to the Chief Executive Officer to cover meals not included at other conference of training, or at prescribed professional development training. Alternatively, delegates at other conferences and training or attendees at prescribed training may elect to pay other expenses themselves and claim reimbursement from the Shire on presentation of the receipts.

Advances for expenses will be made no earlier than two weeks prior to the date of the commencement day of the other conferences and training or prescribed professional development training and expenditure reconciliation statements will be required within 14 days of return from the Conference.

3.4 Elected Member / Delegate Accompanying Person

Where an elected member or Shire officer is accompanied to other conferences or training, all costs for/or incurred by the accompanying person are to be borne by the elected member, or Shire officer or accompanying person, and not by the Shire.

The exception to the above being the cost of attending any official event dinner where partners would normally attend. An example of an official event is the Annual Local Government Week or Conference Gala dinner or 'sundowner' drinks at the event opening.

3.5 Professional Development Participation Exceptions

In accordance with regulation 37 of the *Local Government (Administrations) Regulations, 1996*, this policy does not allow for the payment or reimbursement of expenses relating to participation in continuing professional development, if the participation occurs -

- (a) during the final three (3) months of an elected member's term for which the council member was elected as an elector mayor or president, or as a councillor;
- (b) upon resignation, during the period beginning on the date of delivery of the notice, and ending the day the resignation takes effect; or
- (c) a period of suspension of the council or council member under Part 8 of the Act.

4. Reporting and publishing

All elected members attending any other conference or training are expected to report to Council on the benefits achieved by attending and should make the conference papers available to other elected members.

If a report is not received within 30 days, the elected member may be ineligible for attendance at further conferences or training until the report is received.

A record of conferences or other training attended by elected members will be maintained by the Chief Executive Officer.

The Chief Executive Officer is to prepare a report each financial year on prescribed professional development training completed by elected members in the financial year. This report is to be published on the Shire official website within 1 month after the end of the financial year to which the report relates.

5. Legislative and Strategic Context

The *Local Government Act 1995* and the associated subsidiary legislation provide the broad framework within which this policy operates.

6. Review

This policy is to be reviewed annually.

7. Associated Documents

Other documents that have an association to this policy and that may be useful reference material are:

- Determination of the Salaries and Allowances Tribunal for Local Government Chief Executive Officers and Elected Members.

8. Document Control

Division	Elected Members		
Policy Number	ELP003		
Contact Officer	Chief Executive Officer		
Related Legislation	Local Government Act 1995 Local Government (Administration) Regulations 1996		
Related Shire Documents	CG6 – Elected Member Continuing Professional Development Form		
File Number	CR.6		
Risk Rating	Low	Review Frequency	Annually
Next Review	May 25	Date Adopted	17/12/2019
OCM Number	OCM19/12/163	Previous Policy No.	CGP004 CORP014 CORP024 1.15 1.18

9. Amendments

Date	Details of Amendment	Reference	Record Number
22/06/2021	Updated as part of major policy review and reformatted.	OCM21/06/071	
24/05/2022	Reviewed without amendment.	OCM22/05/053	
22/08/2023	Reviewed without amendment.	OCM23/08/101	
23/07/2024	Reviewed without amendment.	OCM24/07/108	
	Renumbered and reviewed with no amendments.		CR.6



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.
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.
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.

Position	Purchase Order Authority
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	COM24/07/105	CM.7
24/02/2026	Addition of Manager Works & Waste Services Removal of Senior Waste & Environment Officer		



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 \$77,000 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;

- 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.

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

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.		



SHIRE OF WAROONA
BUDGET REVIEW REPORT
FOR THE PERIOD ENDED 31 JANUARY 2026

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

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SHIRE OF WAROONA
STATEMENT OF BUDGET REVIEW
FOR THE PERIOD ENDED 31 JANUARY 2026

Note	Budget v Actual			Estimated Year at End Amount (b)	Predicted Variance (b) - (a)	
	Adopted Budget	Updated Budget Estimates (a)	Year to Date Actual			
	\$	\$	\$	\$	\$	
OPERATING ACTIVITIES						
Revenue from operating activities						
General rates	6,525,928	6,525,928	6,534,489	6,525,928		
Grants, subsidies and contributions	1,127,349	1,127,349	712,308	1,336,806	209,457	▲
Fees and charges	2,066,605	2,066,605	1,858,649	2,066,605		
Interest revenue	271,400	271,400	13,075	271,400		
Other revenue	200,000	200,000	88,056	200,000		
Profit on asset disposals	1,032	1,032	0	1,032		
	10,192,314	10,192,314	9,206,577	10,401,771	209,457	
Expenditure from operating activities						
Employee costs	(5,332,214)	(5,332,214)	(2,990,929)	(5,518,814)	(186,600)	▼
Materials and contracts	(4,423,333)	(4,423,333)	(2,224,078)	(4,448,190)	(24,857)	▼
Utility charges	(434,152)	(434,152)	(226,413)	(434,152)		
Depreciation	(2,717,486)	(2,717,486)	(1,423,249)	(2,717,486)		
Finance costs	(52,365)	(52,365)	(24,794)	(52,365)		
Insurance	(313,786)	(313,786)	(273,316)	(313,786)		
Other expenditure	(256,707)	(256,707)	(128,422)	(256,707)		
Loss on asset disposals	(31,526)	(31,526)	(1,499)	(31,526)		
	(13,561,569)	(13,561,569)	(7,292,700)	(13,773,026)	(211,457)	
Non-cash amounts excluded from operating activities	2,871,360	2,871,360	1,424,748	2,871,360	0	
Amount attributable to operating activities	(497,895)	(497,895)	3,338,625	(499,895)	(2,000)	
INVESTING ACTIVITIES						
Inflows from investing activities						
Capital grants, subsidies and contributions	3,315,271	3,315,271	1,154,609	3,315,271		
Proceeds from disposal of assets	140,000	140,000	35,500	140,000		
	3,455,271	3,455,271	1,190,109	3,455,271	0	
Outflows from investing activities						
Purchase of land and buildings	(227,500)	(227,500)	(43,800)	(237,500)	(10,000)	▼
Purchase of plant and equipment	(293,940)	(293,940)	(122,836)	(281,940)	12,000	▲
Purchase of furniture and equipment	(13,900)	(13,900)	(18,905)	(13,900)		
Purchase and construction of infrastructure-roads	(2,198,254)	(2,198,254)	(489,519)	(2,198,254)	0	
Purchase and construction of infrastructure-other	(2,198,697)	(2,198,697)	(699,321)	(2,198,697)		
Purchase of right of use assets	(108,125)	(108,125)	0	(108,125)		
	(5,040,416)	(5,040,416)	(1,374,381)	(5,038,416)	2,000	
Amount attributable to investing activities	(1,585,145)	(1,585,145)	(184,272)	(1,583,145)	2,000	
FINANCING ACTIVITIES						
Cash inflows from financing activities						
Proceeds from new leases liabilities	108,125	108,125	0	108,125		
Transfers from reserve accounts	25,000	25,000	0	25,000		
	133,125	133,125	0	133,125	0	
Cash outflows from financing activities						
Repayment of borrowings	(65,424)	(65,424)	(32,439)	(65,424)		
Transfers to reserve accounts	(279,655)	(279,655)	0	(279,655)		
	(345,079)	(345,079)	(32,439)	(345,079)	0	
Non-cash amounts excluded from financing activities	0	8,870	0	0		
Amount attributable to financing activities	(211,954)	(203,084)	(32,439)	(211,954)	0	
MOVEMENT IN SURPLUS OR DEFICIT						
Surplus or deficit at the start of the financial year	2,294,994	2,286,124	2,316,145	2,286,124	0	
Amount attributable to operating activities	(497,895)	(497,895)	3,338,625	(499,895)	(2,000)	
Amount attributable to investing activities	(1,585,145)	(1,585,145)	(184,272)	(1,583,145)	2,000	
Amount attributable to financing activities	(211,954)	(203,084)	(32,439)	(203,084)	0	
Surplus or deficit after imposition of general rates	0	0	5,438,059	0	0	

1. BASIS OF PREPARATION

This budget review 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 budget review 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 Interpretations 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 considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at 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 Leases* which would have required the Shire of Waroona to measure any vested improvements at zero cost.

Local Government (Financial Management) Regulations 1996, regulation 33A prescribes contents of the budget review.

Accounting policies which have been adopted in the preparation of this budget review have been consistently applied unless stated otherwise. Except for the statement of financial activity, the budget review 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.

Year to Date Actual balances

Balances shown in this budget as Year to Date Actual are based on records at the time of preparation of the budget review and are subject to final adjustments.

Rounding off figures

All figures shown in this statement are rounded to the nearest dollar.

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 estimates and judgements

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 these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the budget review.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the current financial year:

- 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
- estimation of fair values of provisions

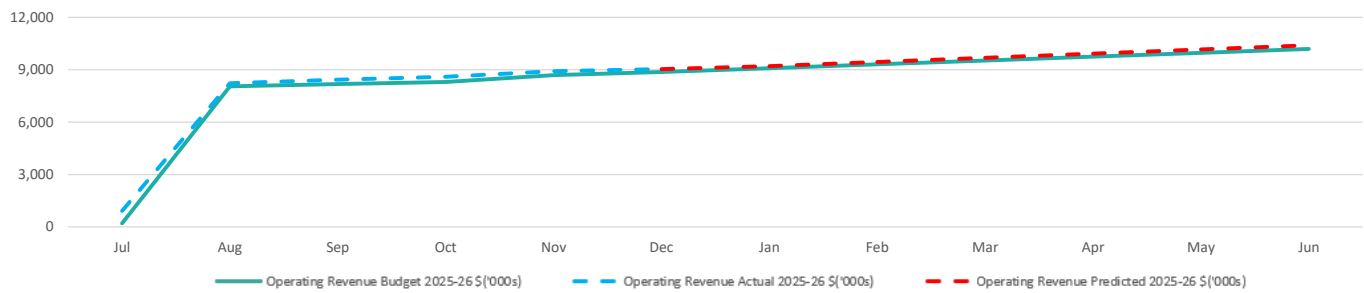
MATERIAL ACCOUNTING POLICIES

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.

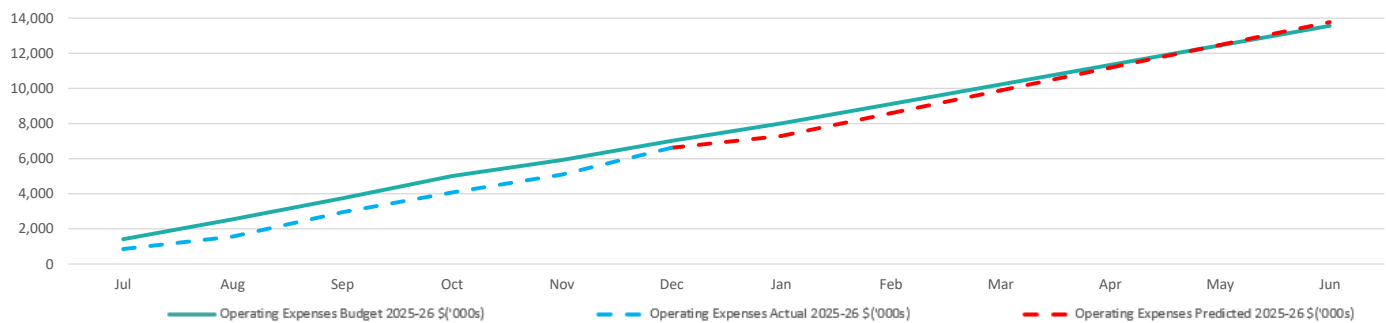
SHIRE OF WAROONA
SUMMARY GRAPHS - BUDGET REVIEW
FOR THE PERIOD ENDED 31 JANUARY 2026

2. SUMMARY GRAPHS - BUDGET REVIEW

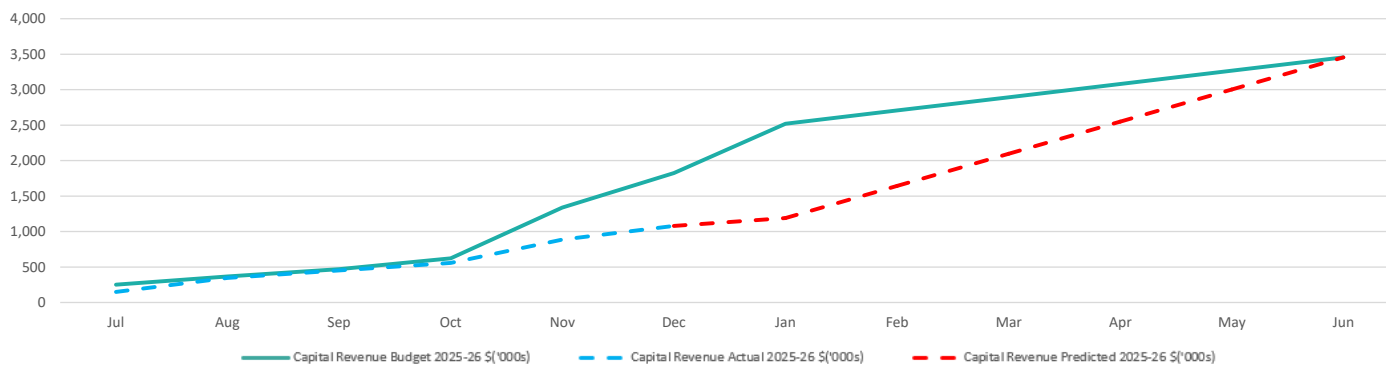
Operating Revenue



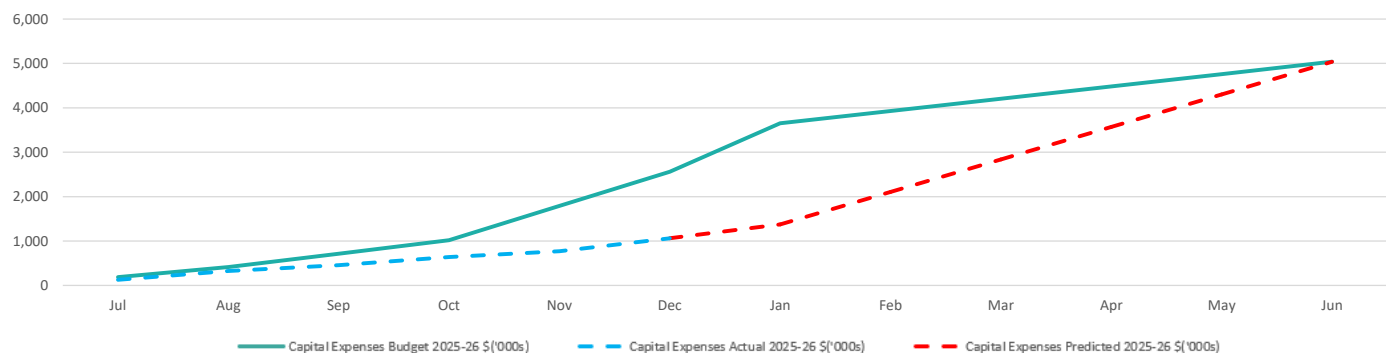
Operating Expenses



Capital Revenue



Capital Expenditure



This information is to be read in conjunction with the accompanying financial statements and notes.

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

	Audited Actual 30 June 2025	Adopted Budget 30 June 2026	Updated Budget Estimates 30 June 2026	Year to Date Actual 31 January 2026	Estimated Year at End Amount 30 June 2026
	\$	\$	\$	\$	\$
(a) Composition of estimated net current assets					
Current assets					
Cash and cash equivalents	3,175,451	3,842,454	3,842,454	9,173,758	3,842,454
Financial assets	2,911,109				0
Trade and other receivables	560,897	155,047	155,047	1,383,565	155,047
Inventories	19,138	16,421	16,421	0	16,421
Other assets	6,131	171,177	171,177	0	171,177
Contract assets	244,457	0	0	73,535	0
	6,917,183	4,185,099	4,185,099	10,630,858	4,185,099
Less: current liabilities					
Trade and other payables	(1,420,214)	(1,019,334)	(1,019,334)	(1,526,480)	(1,019,334)
Contract liabilities	(299,737)	0	0	(785,230)	0
Lease liabilities	(97,433)	0	0	(97,433)	0
Borrowings	(94,441)	0	0	(62,002)	0
Employee related provisions	(752,038)	0	0	(752,038)	0
	(2,663,863)	(1,019,334)	(1,019,334)	(3,223,183)	(1,019,334)
Net current assets	4,253,320	3,165,765	3,165,765	7,407,675	3,165,765
Less: Total adjustments to net current assets	(1,967,196)	(3,165,765)	(3,165,765)	(2,849,107)	(3,165,765)
Closing funding surplus / (deficit)	2,286,124	0	0	4,558,568	0

(b) 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.

	Audited Actual 30 June 2025	Adopted Budget 30 June 2026	Updated Budget Estimates 30 June 2026	Year to Date Actual 31 January 2026	Estimated Year at End Amount 30 June 2026
	\$	\$	\$	\$	\$
Adjustments to net current assets					
Less: Reserve accounts	(2,911,109)	(3,165,765)	(3,165,765)	(2,911,109)	(3,165,765)
Add: Current liabilities not expected to be cleared at end of year					
- Current portion of borrowings	94,441	0	0	62,002	0
- Current portion of lease liabilities	97,433	0	0	0	0
- Employee benefit provisions	752,039	0	0	0	0
Total adjustments to net current assets	(1,967,196)	(3,165,765)	(3,165,765)	(2,849,107)	(3,165,765)

(c) Non-cash amounts excluded from operating activities

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

	Audited Actual 30 June 2025	Adopted Budget 30 June 2026	Updated Budget Estimates 30 June 2026	Year to Date Actual 31 January 2026	Estimated Year at End Amount 30 June 2026
	\$	\$	\$	\$	\$
Adjustments to operating activities					
Less: Profit on asset disposals	(35,162)	(1,032)	(1,032)	0	(1,032)
Less: Fair value adjustments to financial assets at fair value through profit or loss	2,663			0	
Add: Loss on disposal of assets	16,582	31,526	31,526	1,499	31,526
Add: Depreciation on assets	2,825,357	2,717,486	2,717,486	1,423,249	2,717,486
Non-cash movements in non-current assets and liabilities:					
Pensioner deferred rates	30,022				
Employee benefit provisions	(96,674)	123,380	123,380		
Non-cash amounts excluded from operating activities	2,742,788	2,871,360	2,871,360	1,424,748	2,747,980

(d) Investing activities excluded from budgeted deficiency

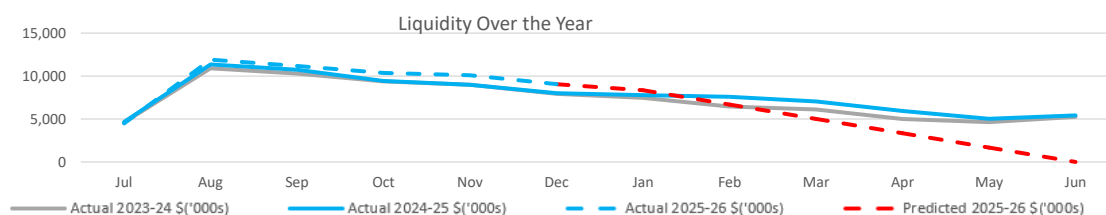
The following non-cash revenue and expenditure has been excluded from investing activities within the Statement of Financial Activity in accordance with *Financial Management Regulation 32*.

	Audited Actual 30 June 2025	Adopted Budget 30 June 2026	Updated Budget Estimates 30 June 2026	Year to Date Actual 31 January 2026	Estimated Year at End Amount 30 June 2026
	\$	\$	\$	\$	\$
Adjustments to investing activities					
Add: Right of use assets received - non cash	(121,480)	108,125	108,125		108,125
Non cash amounts excluded from investing activities	(121,480)	108,125	108,125	0	108,125

(e) Financing activities excluded from budgeted deficiency

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

	Audited Actual 30 June 2025	Adopted Budget 30 June 2026	Updated Budget Estimates 30 June 2026	Year to Date Actual 31 January 2026	Estimated Year at End Amount 30 June 2026
	\$	\$	\$	\$	\$
Adjustments to financing activities					
Non cash proceeds from new leases	121,480			0	
Non cash amounts excluded from financing activities	121,480	0	0	0	0



SHIRE OF WAROONA
NOTES TO THE REVIEW OF THE ANNUAL BUDGET
FOR THE PERIOD ENDED 31 JANUARY 2026

4 PREDICTED VARIANCES & PROPOSED BUDGET AMENDMENTS

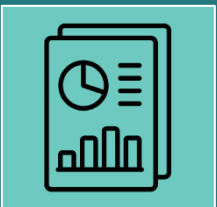
		Variance
		\$
	Revenue from operating activities	
4.1	Grants, subsidies and contributions	209,457 ▲
	GL 4423 - Other Property & Services - Increase income to account for workers compensation reimbursements	120,000
	GL 0503 - Governance - Increase income received from LSL liability owed from other Local Governments	11,700
	GL 0723 - Law & Order - Increase Income for DFES Grant for Bushfire Risk Coordinator	77,757
	Expenditure from operating activities	
4.2	Employee costs	(186,600) ▼
	GL5202 - Education & Welfare - Employee Costs - Reallocate Funds Economic Development	47,359
	GL 0092 - Governance - Employee Costs - Reallocate funds from Project Resources	(47,359)
	GL 7282 - Rec & Culture - Employee Costs - Reallocate resources to Rec Centre Cleaners	10,000
	GL4402 - Other Property & Services - Employee Costs - Reallocation of resources to leave entitlements for PWO	120,000
	GL 0592 - Law & Order - Employee Costs - Increase allocate to account for DFES grant for Bushfire Risk Coordinator	56,600
4.3	Materials and contracts	(24,857) ▼
	GL7772 - Governance - Reallocate funding from Business Case planning	30,000
	GL3564 - Transport - Reallocate Funding to non-capital Plant & Equipment	(12,000)
	GL3812 - Economic Services - Reduce Noxious plant control expenditure	30,500
	GL7762 - Economic Services - Increase expenditure to the Environ Centre building maintenance account	(52,200)
	GL2812 - Economic Services - Decrease in Visitor Centre operation expenditure	750
	GL2772 - Economic Services - Decrease in Visitor Centre project costs	750
	GL2872 - Economic Services - Increase in training and conference expense for Visitor Centre Officers	(1,500)
	GL0592 - Law & Order - Increase in material and contracts associate with Bushfire Risk Coordinator	(21,157)
	Outflows from investing activities	
4.4	Purchase of land and buildings	(10,000) ▼
	GL 0544 - Governance - Reduce Funding for Donga floor repairs	4,000
	GL2474 - Recreation & Culture - Redcue funding to remove wall at Preston Beach Community Hall	6,000
	GL2394 - Community Amenities - Increase funding for installation of waste dump point at Preston Beach car park	(20,000)
	GL 2834 - Recreation & Culture - Reallocate savings from Cricket Club Plumbing project	5,323
	GL 3754 - Recreation & Culture - Increase expenditure to fix drainage surrounding Jim Kitchen	(5,323)
4.5	Purchase of plant and equipment	12,000 ▲
	GL 3524 - Transport - Decrease funding for capital equipment to increase inventory items	12,000
4.6	Purchase and construction of infrastructure-roads	0
	GL3204 (RC89) - Transport - Decrease expenditure to Nanga Brook Road project	93,070
	GL3204 (RC88) - Transport - Increase expenditure to Lake Clifton Road project	(93,070)



SHIRE OF
WAROONA
SEA TO SCARP

Lot 43
Eastcott St,
Waroona
FEASIBILITY REPORT
TOWARDS
2034

Document No: IR001



About this document

This Lot 43 Eastcott St, Waroona Feasibility Report investigates the viability and financial return to the Shire of Waroona on subdivision and / or development of housing on this freehold lot.

Disclaimer

This document has been published by the Shire of Waroona. Any representation, statement, opinion, or advice expressed or implied in this publication is made in good faith and on the basis that the Shire are not liable for any damage or loss whatsoever which may occur as a result of action taken or not taken, as the case may be, in respect of any representation, statement, opinion or advice referred to herein.

Accessibility

This document is available in alternative formats such as large print, electronic, audio or Braille, on request.



Strategy



Plan



Framework



Policy



Report



Management Practice



Procedure



Form



Council Document



Public Document

Document Control

Doc No.	Date Reviewed	Details	Author	File No.
IR001	18 Oc. 25	Document created	CEO	A3738
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1. Executive Summary

The Shire of Waroona has freehold ownership of land in the Waroona Townsite that is suitable for subdivision and housing development. This property is at Lot 43 Eastcott St, Waroona. This report assesses 7 scenarios for the development of this property. These are:

1. Do nothing (rent existing house)
2. Sell full property as is
3. Subdivide and sell, retain existing house
4. Subdivide and sell full property
5. Subdivide and build, sell full property
6. Subdivide and build, sell but retain existing house
7. Subdivide and build, rent full property

This assessment demonstrates that the project is viable in terms of the planning, approvals and financial perspectives.

The preferred scenarios for the Shire are:

- Scenario 3 – lower debt, good net present value, good total net worth
- Scenario 4 – lower debt, best net present value, reasonable total net worth
- Scenario 7 – high debt, negative net present value, clear highest total net worth.

Scenario 7 also has strong alignment with the goal to provide more housing and will be suitable for grant application if the houses are leased to key workers. Demand for key workers is high in Waroona and with a tight rental market the project has good prospects for success.

To determine the best overall value, borrowing costs will be modelled in further work to show the impact of principle and interest, in order to inform a final decision. The three scenarios, 3, 4 & 7 are recommended for inclusion in a business plan.

2. Introduction

The Shire of Waroona has freehold ownership of lot 43 Eastcott St, Waroona and wishes to consider the likely financial return the Shire to develop this land for subdivision only or subdivision and build. Both sell and lease options are considered.

This report provides the background information on this property, the development scenarios and an assessment of the costs and expected returns on each option.

3. Lot 43 Eastcott St, Waroona Property Information

3.1. Land Tenure

Lot 43 Eastcott St, Waroona is owned freehold by the Shire of Waroona. As such it is not Crown land and the Shire therefore is able to sell, subdivide or build on the land, subject to normal approval processes.

The land is an unusual L shape, with an area = 4,102m² and contains an existing fenced house on the lot which yields rental income to the Shire.

A copy of the Certificate of Title Vol 2841 Fol 1000 is in Appendix A.

A copy of the Deposited Plan 72375 is in Appendix B.



Figure 1 - Aerial view of lot 43 Eastcott St, Waroona

3.2. Planning Considerations

3.2.1. Residential Code

The land is code R30. An R30 code provides for a minimum lot size for a single or grouped dwellings of 260m², with an average site area of 300m² per dwelling. This means that for a 4,102m² lot, it would in theory be possible to build as many as thirteen dwellings, each with an average area of 300m². In reality a number of site constraints exist which will reduce the lot yield including;

• public open space provision (min. 410m ²)	418m ²
• the existing house which in the final layout	858m ²
• access driveway for the long leg of the lot to rear houses of	340m ²
Total Reduction	1,676m²

The balance of land remaining is 4,102 less 1,676 = 2,486m². The lot yield for 2,486m² is:

• 1 x strata lot (rear lot 1)	350m ²
• 4 x strata lots (334m ² each – lots 2 to 5)	1,336m ²
• 2 x freehold lots (400m ² each – lots 6 & 7)	800m ²
	2,486m²



Figure 2. Proposed Lot Layout – Lot 43 Eastcott St, Waroona

In determining the lot areas and viability of developing all lots, detailed survey and design will inform the final layout, lot yield and potential economic return. Consideration of planning policies of the Shire including those relating to significant trees will be undertaken. Lots 6 & 7 configuration have the potential to be impacted by this issue and may lead to the removal of lot 7.

3.2.2. Zoning

The land is zoned “Community & Civic”, which provides for the following uses, subject to Council approval.

Permitted Uses at Council's Discretion		
Car park	Exhibition Centre	Reception Centre
Child care premise	Garden Centre	Private or public recreation
Civic use	Group Dwellings	Residential
Club premise	Guest House	Shop
Community purpose	Hospital	Single House
Consulting rooms	Medical Centre	Tourist development
Educational establishment	Office	
Family Day Care	Place of worship	

Table 1. Property Uses

Non-permitted uses include a hotel, tavern and veterinary centre.

In assessing the preferred type of development, the determining factors were:

- Financial Return. This is the primary driver for the development of the property.
- Alignment. The provision of housing aligns with the Shire's economic and social priorities for Waroona and with State and Federal Government housing prioritisation.

- Demand. The commercial demand in Waroona Town is not strong as evidenced by empty retail and commercial lease space on the South Western Highway. This was confirmed by Professionals Waroona.
- Ease of sale. The development of individual lots in preference to group housing makes the sale of the assets a simple and discreet proposition.

4. Approvals

The following approvals will be required:

- Western Australian Planning Commission subdivision approval.
- Aboriginal Heritage. Note that the Department of Planning Lands and Heritage has carried out a Town wide survey to identify Aboriginal heritage sites within Waroona Town to identify and specific Aboriginal heritage within the Town and eliminate the Town wide “heritage site” status currently in place. The report has been written and is due for release. This may mean that Aboriginal heritage approval is not required. Results of this work are imminent.
- Shire development approval for individual houses is not required where they are designed within deemed to comply parameters.
- Utilities approvals for connections to the lots will be required. Refer to the Utilities section of this report.
- The Local Government Act 1995 requires Council to develop a business plan for a major land transaction.
- Building permits for retaining walls and the houses will be required.

4.1. Western Australian Planning Commission (WAPC) Considerations

4.1.1. Subdivision

The WAPC is the regulatory authority which approves subdivisions. In addition to assessing the subdivision against the provisions of the local planning scheme a number of factors are taken into consideration in addition to the provisions of the Shire’s Local Planning Scheme.

4.1.2. Acid Sulphate Soils

The potential for acid sulphate soils at the subject lot is low. No additional costs will be imposed due to acid sulphate soils

4.1.3. Bushfire Risk

Bushfire risk at the subject lot is low. No additional costs will be imposed due to bush fire risk mitigation requirements.

5. Utilities

The subject site is reasonably well serviced, meaning utility costs will not include bringing utilities to the lot. Instead the normal internal utility costs will make up the majority of this component of the works.

5.1. Power

Power is available to the house on site. Further work is required to assess the availability of power to the full subdivision.

5.2. Water

Scheme water is available to the house on site. Further work is required to assess the availability of scheme water to the full subdivision.

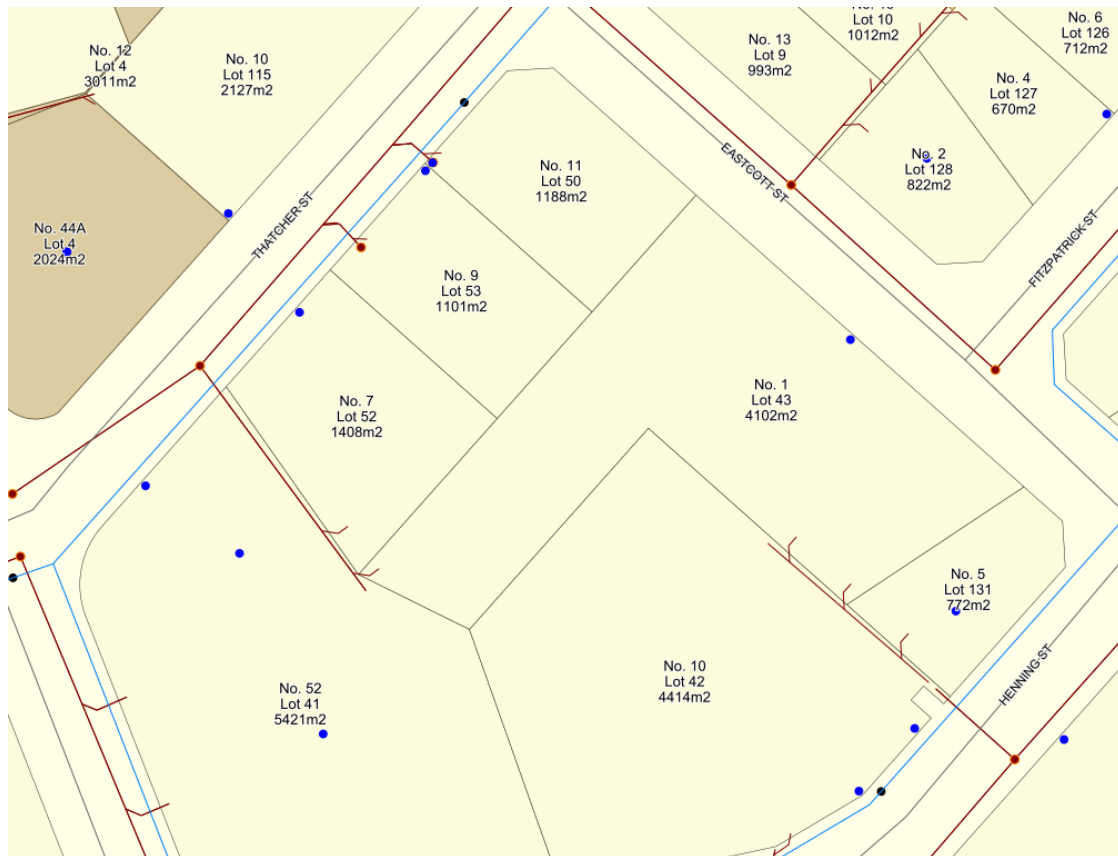


Figure 3. Scheme Water and Sewer

Plan Legend

Water = blue

Sewer = red

5.3. Sewer

Scheme sewer mains are currently available to the lot in three locations. Further work is required to assess the internal distribution of piped sewer to the full subdivision.

5.4. Telecommunications

NBN service is available to the house on site. Further work is required to assess the availability of NBN to the full subdivision.

5.5. Gas

Underground gas is not available and will not be considered for the subdivision in alignment with the State and Federal Governments' preference for full electrification of houses.

6. Real Estate Demand

6.1. Monetisation / Yield Options

This report has taken the following advice from the Professionals Waroona real estate.

- Housing is in strong demand in Waroona and is expected to continue this way. Only sellers setting unrealistic prices are not finding buyers presently. Prices are likely to continue to rise.
- Rental demand is in strong demand in Waroona and is expected to continue this way. Rent yields may continue to rise.

- The proposed lot sizes are suitable for Waroona, particularly in Eastcott St, which is walking distance to the main street.
- While small, there is a older demographic which is looking for smaller houses with less maintenance needs. A similar example exists at 14 Thatcher St. The 3 x 2 housing option is very likely to be in demand.
- Properties 1 to 5, which are proposed as strata lots, will be in demand, though the ultimate sale prices will be less than for freehold.
- Properties 6 and 7, which are freehold, could be subdivided into a battleaxe formation, however, this should be guided by the location of the existing trees on site and how this would impact the houses to be built on the properties.

In summary the housing and rental market is strong in Waroona and is likely to remain so for the foreseeable future.

6.1.1. Scenarios - Value Realisation Options

A number of options have been considered to realise the property's value:

1. **Do nothing and continue to rent existing house.** This provides a baseline comparison between the current situation and all other options.

It is important to include this option as it shows what the financial outcome will be if no action is taken.

Advantages

- Option 1 is the easiest option administratively.
- It provides a steady rental income and continuing capital growth for the land and house.

Disadvantages

- This option doesn't capitalise on the R30 residential code of the land and its location in Town, which make it suitable for subdivision.
- It may also be seen as a wasted opportunity to meet housing demand.
- No rates are collected on this property given it is Shire owned.

2. **Sell full property 'as is'.** This is the easiest alternative action to option 1, giving the value of the property were it to go to the market in its current condition as one lot.

Advantages

- Option 2 is the easiest option in terms of realising an immediate cash windfall.
- Private ownership of the land will mean rates can be collected on the property.

Disadvantages

- This option leaves the opportunity for others to realise further value adding to the land through subdivision and building houses.
- On sale of the property, the new owner may elect not to subdivide and build, leaving an unmet housing supply opportunity.
- Sale of the existing house means no further rental income will be paid to the Shire.

3. **Subdivide and sell vacant lots but retain existing house.** The Shire pays for the subdivision costs and benefits from the sale of the vacant lots, while continuing to rent out the existing house.

Advantages

- The Shire realises the value add of subdivision.
- Serviced lots are created that allow for housing to be built.

- It provides a steady rental income and continuing capital growth for the existing house.
- Private ownership of the lots will mean rates can be collected on the property.

Disadvantages

- Potential full value adding of the lots is not realised by building the houses and selling them. This opportunity goes to the new owners.
- Keeping the existing house does not yield a capital profit or the subsequent ability to rate the property once it is in private ownership.
- There is potential for the private owners to land bank, leaving an unfulfilled housing supply opportunity.

- 4. Subdivide and sell all lots.** This is an extension of option 3, except that the lot containing the existing house is also sold.

Advantages

- The Shire realises the value add of subdivision.
- Serviced lots are created that allow for housing to be built.
- Private ownership of the lots will mean rates can be collected on the property.
- Selling the existing house yields a capital profit as well as the subsequent ability to rate the property once it is in private ownership.

Disadvantages

- Potential full value adding of the lots is not realised by building the houses and selling them. This opportunity goes to the new owners.
- There is potential for the private owners to land bank, leaving an unfulfilled housing supply opportunity.

- 5. Subdivide, build all houses and sell all lots.** This option represents full development of the site and full sale of all developed lots. Along with option 7 it is the most expensive option, but may produce the highest financial return.

Advantages

- The Shire realises the value add of subdivision and new house builds.
- Private ownership of the lots will mean rates can be collected on the property.
- Selling the existing house yields a capital profit as well as the subsequent ability to rate the property once it is in private ownership.
- Selling the new house and land properties meets housing demand.

Disadvantages

- Selling the properties deprives the Shire of a steady rental yield.
- Selling the properties deprives the Shire of capital growth.

- 6. Subdivide, build all houses and sell all but the existing house.** This option is the same as option 5 except for retention of the existing house which continues to be rented out.

Advantages

- The Shire realises the value add of subdivision and new house builds.
- Private ownership of the lots will mean rates can be collected on the property.
- Retaining the existing house yields a steady rent and capital growth of this property.
- Selling the new house and land properties meets housing demand.

Disadvantages

- Selling the properties deprives the Shire of a steady rental yield.
- Selling the properties deprives the Shire of capital growth.

- Keeping the existing house does not yield a capital profit or the subsequent ability to rate the property once it is in private ownership.

7. Subdivide, build all houses and rent all houses. This option considers the rent option by the Shire, which is currently being done for several properties that the Shire owns in Waroona. It reflects the “build to rent” model that the State and Federal Governments are presently socialising as housing options.

Advantages

- The build to rent model works well in the key worker sector, particularly where an employee may be on a defined term deployment to a location, such as may be the case with police officers.
- Retaining ownership provides a steady, significant rental income to the Shire and capital growth of the properties.
- This model meets housing demand.
- This option allows the Shire to sell one or more properties at any time in the future should the need arise to raise funds.

Disadvantages

- Retaining the properties deprives the Shire of immediate financial yield and leaves the Shire subject to long term debt.
- Retaining the properties deprives the Shire of rates income.

7A. Option 7, without the most southern lot (7). This option is the same as Scenario 7 except that it has six new lots and houses but removes lot 7, which is impacted by a large significant tree. Costs and yields are estimated to impact on the project proportionate to 6/7th of Option 7.

6.1.2. Sale and Rent Expectations

An appraisal of market price of the lots as land value only and with houses has been carried out through Professionals Waroona real estate company and comparison to the market estimates provided by the Real Estate Institute of Western Australia (REIWA).

The following are the assessed sales and rental prices currently for Waroona. They do not capture likely price rises for the Town during the subdivision and construction phases, which will be taken into account in the financial modelling.

Professionals Waroona (Appendix C) have provided the following price estimates, current in November 2025. In undertaking this work the estimates have been based on the following information:

- Reviewing the property’s features and its benefits to potential buyers;
- The current market climate;
- Comparable recent sales in the area; and
- Extensive local knowledge of the area.

DESCRIPTION	PRICE (\$)
Sell House and total block ‘As Is’	\$850,000 to \$900,000
Sell Existing house only: 700m ² 4 x 2	\$680,000 to \$700,000
Subdivide & Sell Strata Lots 1 to 5	\$150,000 each
Subdivide & Sell Lots 6 & 7	\$200,000 each
Subdivide and Sell with House: Lots 1 to 5 – 3 x 2 brick & tile	\$545,000 each

Subdivide and Sell with House: Lots 6 & 7 – 3 x 2 brick & tile	\$545,000 each
Subdivide and Sell with House: Lots 6 & 7 – 4 x 2 brick & tile	\$800,000 each
Rent per week/house for new builds	\$550 to \$600

Table 2. Anticipated Sale Prices (source Waroona real estate agent)

An initial check of current Waroona suburb data to gauge likely sale and rental values was carried out through REIWA/realstate.com.au, which shows Waroona median sales and rentals useful for benchmarking. [REIWA Public Website+1](#)

The following Waroona real estate insights were provided on 14 November 2025:

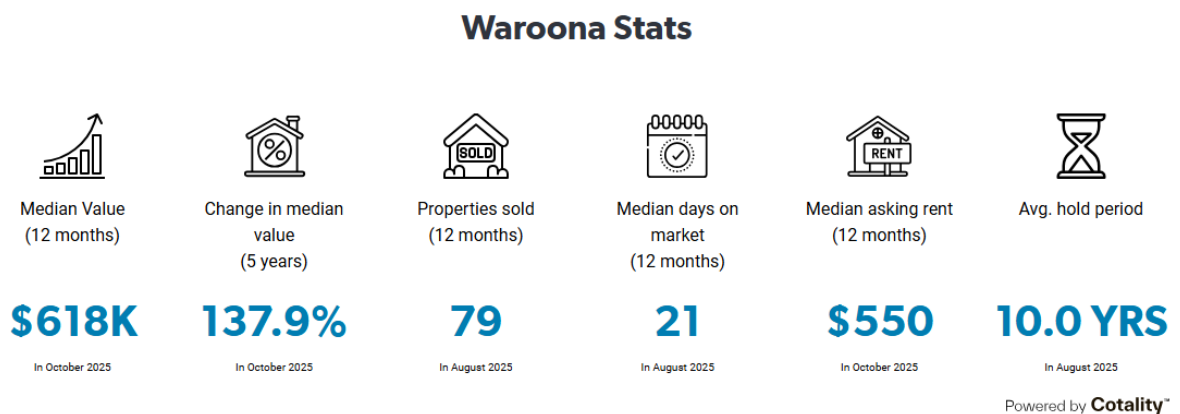


Figure 4. Waroona Statistics at a Glance

Further validation the estimates was provided through REIWA's property report system. For the existing house and land the sales and rental estimate was the following:

- **Property Value:** Low: \$623k Average \$770k High \$915k
- **Suburb Performance Potential:**
 - Change in Rental Rate (5 years) 77.4%
 - Change in Median Value (3 months) 5.1%

The sale and rent expectations provided by Professionals Waroona have been used as inputs for the financial model.

6.1.3. Subdivision Costs

A breakdown of subdivision costs is proved in Appendix D. This includes fees and charges for approvals and clearances, subdivision works such as retaining walls, fencing, the strata driveway and provision of utilities to the subdivision.

6.1.4. House Costs

The Rawlinsons 33rd Edition "The Cost Guide" provides 2025 cost guidance for Waroona indicates \$2,300–\$4,000/m² depending on the house specifications for a single build house. There are typically cost savings for multiple project home builds which is reflected in the table below.

For estimation purposes it is assumed that house construction will commence in 2 years, in January 2028.

Item – 3x2 House	Area (m ²)	Rate (excl. GST)	Price (excl. GST)
Perth Build Price, Single Unit Project House, Medium Finish, Full brick (pg 20)	140	1,940 (\$/m ²)	\$ 271,600
Regional index		1.1	\$ 298,760
Escalation from Dec 2024 to Nov 25		1.08	\$ 322,661
Escalation from Nov 25 to Jan 28		1.10 (assumed)	\$ 354,927

Item – 4x2 House	Area (m ²)	Rate (excl. GST)	Price (excl. GST)
Perth Build Price, Single Unit Project House, Medium Finish, brick veneer (pg 20)	175	1,860 (\$/m ²)	\$ 325,500
Regional index		1.1	\$ 358,050
Escalation from Dec 2024 to Nov 25		1.08	\$ 386,694
Escalation from Nov 25 to Jan 28		1.10 (assumed)	\$ 425,363

Table 3. Rawlinson's House Cost to Build Figures

Based on **local** knowledge the Professionals Waroona have recommended allowing \$400,000 (excl. GST) per **3x2 house** for building costs at today's figures. Using the same 2-year escalation of 10% this comes to **\$440,000** (excl. GST). This is a little higher than the Rawlinson's figures, though the difference is likely to be due to the single build versus a multiple build scenario, which is more likely. For a **4x2 house** the cost is estimated at **\$550,000** (excl. GST).

The local advice has been used as the base line pricing in the financial model.

6.1.5. Other Inputs and Costs

Project Scheduling

Project scheduling inputs for the Financial Model are provided below. A full project schedule is provided at Appendix E.

In short, the significant project milestones are:

- Subdivision construction commencing in March 2027
- Subdivision construction complete at end December 2027
- Housing construction commencing in March 2028
- Housing construction complete by October 2029

Inputs

Property Redevelopment Options Analysis

Timing

Model

Start	Date	1-Jul-25
Duration	Year(s)	10.0
End	Date	30-Jun-35

Subdivision

Start	Date	1-Jan-26	Note: If there are any change
Duration	Month(s)	25.0	
End	Date	31-Jan-28	

Build

Start	Date	1-Mar-28
Duration	Month(s)	15.0
End	Date	31-May-29

Rent

	Existing House	New Houses
Start	Date	1-Jul-25
Duration	Year(s)	10.0
End	Date	30-Jun-35

Sale

Estimated time on market	Month(s)	2.50
--------------------------	----------	------

	Listing Start	Sale Date
Current Whole Lot	Date	1-Mar-26
Existing House Lot	Date	1-Feb-28
New Houses	Date	1-Jul-29
Vacant Land	Date	1-Feb-28

Table 4. Inputs for Project Scheduling

Price Escalation and Discount Rates

The financial model acknowledges price rise over time through the escalation parameters of Consumer Price Index from the Department of Treasury December 2025 forecasts. The medium-term projection of housing prices has been based on CPI rather than State Government house price projections which only extends to 2029.

Escalation

Financial year		FY 2026	FY 2027	FY 2028	FY 2029	FY 2030+
CPI	% p.a.	2.75%	2.75%	2.50%	2.50%	2.50%
Perth Median House Price	% p.a.	4.30%	(1.60%)	(2.50%)	(0.60%)	

Discount rate

Real Discount Rate	%	7.00%
Long Term Forecast Inflation	%	2.50%
Nominal Discount Rate	%	9.67%

Table 5. Inputs for Escalation and Discount Rate

With respect to GST and capital gains tax, Western Australian Local Government Association has provided guidance on the implications for this project. This advice is included in also Appendix C and has been incorporated into the finance model where applicable.

Revenue Inputs

Revenue inputs are as follows.

Revenue

Council Rates

Sensitivity factor % Sensitivity factor can be updated

Annual rates

		FY 2026	Adjusted Rates
House	\$/unit	1,667	1,667
Vacant Land	\$/unit	1,390	1,390
Transition to Full Rate	Year(s)	2.50	

Rent

Sensitivity factor % Sensitivity factor can be updated

Weekly rent

		FY 2026	Adjusted Rent
Existing House	\$/week	500	500
4x2	\$/week	600	600
3x2	\$/week	550	550

Table 6. Revenue inputs other than land / house sale

Cost Inputs

Cost Inputs are as follows.

Costs

Subdivision cost

		FY 2026	
Other subdivision costs	\$	351,944	Source: 260109 Eastcott Subdivision
Engineering design	\$	60,000	

Project management costs

Subdivision	\$	50,000
-------------	----	--------

Housing project management

		4x2	3x2
Cost per unit	\$/unit	8,750	7,500
Total costs	\$	17,500	37,500

Sensitivity

Sensitivity factor	%	-	Sensitivity factor can be updated from
Other subdivision costs	\$	351,944	
Engineering design	\$	60,000	
Project management costs	\$	105,000	
Total subdivision costs	\$	516,944	
Contingency	%	15.00%	

Construction cost

Escalation

Regional index	#	1.10	Source: Rawlinsons WA 2025
Escalation 1	#	1.08	
Escalation 2	#	1.10	

Fixed

Construction Costs

		4x2	3x2	
Area	m ²	175	140	FY 2028
Quote (Perth, Dec 2024)	\$/m ²	2,405	2,405	
Quote (Local, Jan 2028)	\$/m ²	3,143	3,143	
Construction Costs	\$/unit	549,999	440,000	

Variable		% of Fixed Costs	
Project management	%		3.00%
[Spare 1]	%		
[Spare 2]	%		
Total	%		3.00%

Rental cost		FY 2026		
Fixed		Existing House	4x2	3x2
Utilities	\$ p.a./unit	2,300	2,300	1,970
Maintenance	\$ p.a./unit	800	800	690
Insurance	\$ p.a./unit	820	820	705
[Spare 1]	\$ p.a./unit			
[Spare 2]	\$ p.a./unit			
Total Fixed Costs	\$ p.a./unit	3,920	3,920	3,365
Sensitivity factor	%	-		
Adjusted total fixed costs	\$ p.a./unit	3,920	3,920	3,365

Variable (% of Rental Revenue)		Existing House	4x2	3x2
Property management	%	15.00%	15.00%	15.00%
[Spare 1]	%			
[Spare 2]	%			
[Spare 3]	%			
Total	%	15.00%	15.00%	15.00%

Selling cost		% of Sale Revenue	
Selling cost %	%		2.75%
Sensitivity factor	%	-	
Adjusted Selling cost %	%		2.75%

Sensitivity factor can be updated from the "Sensitivities" s

Table 7. Cost Inputs

7. Development Scenarios for Financial Modelling

In order to determine the most financially beneficial option the seven scenarios below will be modelled.

- 1. Do nothing and continue to rent existing house.** This provides a baseline comparison between the current situation and all other options.
- 2. Sell full property 'as is'.** This is the easiest alternative action to option 1, giving the value of the property were it to go to the market in its current condition as one lot.
- 3. Subdivide and sell vacant lots but retain existing house.** The Shire pays for the subdivision costs and benefits from the sale of the vacant lots, while continuing to rent out the existing house.
- 4. Subdivide and sell all lots.** This is an extension of option 3, except that the lot containing the existing house is also sold.
- 5. Subdivide, build all houses and sell all lots.** This option represents full development of the site and full sale of all developed lots. Along with option 7 it is the most expensive option, but may produce the highest financial return.
- 6. Subdivide, build all houses and sell all but the existing house.** This option is the same as option 5 except for retention of the existing house which continues to be rented out.
- 7. Subdivide, build all houses and rent out all houses.** This option does not provide a capital return, but is an investment with rental dividend and capital gains on the properties. A subset of this Scenario is also considered, 7A, being the development of one less lot, six (6) rather than seven (7).

8. Financial Modelling

Financial modelling of the seven scenarios has been undertaken by the Department of Treasury WA, to identify the best value outcome for the Shire. Costs and revenues have been identified and a timeline which then provides yearly inputs to each scenario. The following yearly outputs are shown as tables and graphs:

- revenue and cost totals;
- net cash flows;
- net present value; and
- cumulative net cash flow.

Also provided are scenario comparisons for

- unrealised property value at forecast end (FY 2035);
- revenue and cost breakdown and.
- Shire net wealth in 2035.

9. Financial Model Outputs

The financial outputs for each Scenario are presented below in table and chart format.

The financial outputs in sections 9.1 to 9.7 below provide outputs on the basis of cash flows and property values without the impact of principle and interest repayments from borrowing. This allows for a comparison of the value of the scenarios on a like for like basis.

The impact of borrowing is dealt with in section 9.8 by estimating the likely loan amount, term and interest rates based on current WA Treasury borrowing terms. Further assessment of the scenarios will be undertaken based on borrowing costs.

9.1. Net Cash Flow and Net Present Value

\$	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Total Revenue	292,895	892,329	1,457,243	1,905,065	5,606,637	5,158,814	1,691,876
Total Costs	96,744	24,063	799,541	722,781	4,631,391	4,708,150	4,991,578
Net Cash Flow	196,151	868,267	657,702	1,182,284	975,246	450,663	(3,299,701)
Net Present Value	119,929	786,050	400,711	823,847	260,549	(162,586)	(2,645,047)

Table 8. Net Cash Flow and Net Present Value

The best NPV and Net Cash Flow returns are Scenario 4.

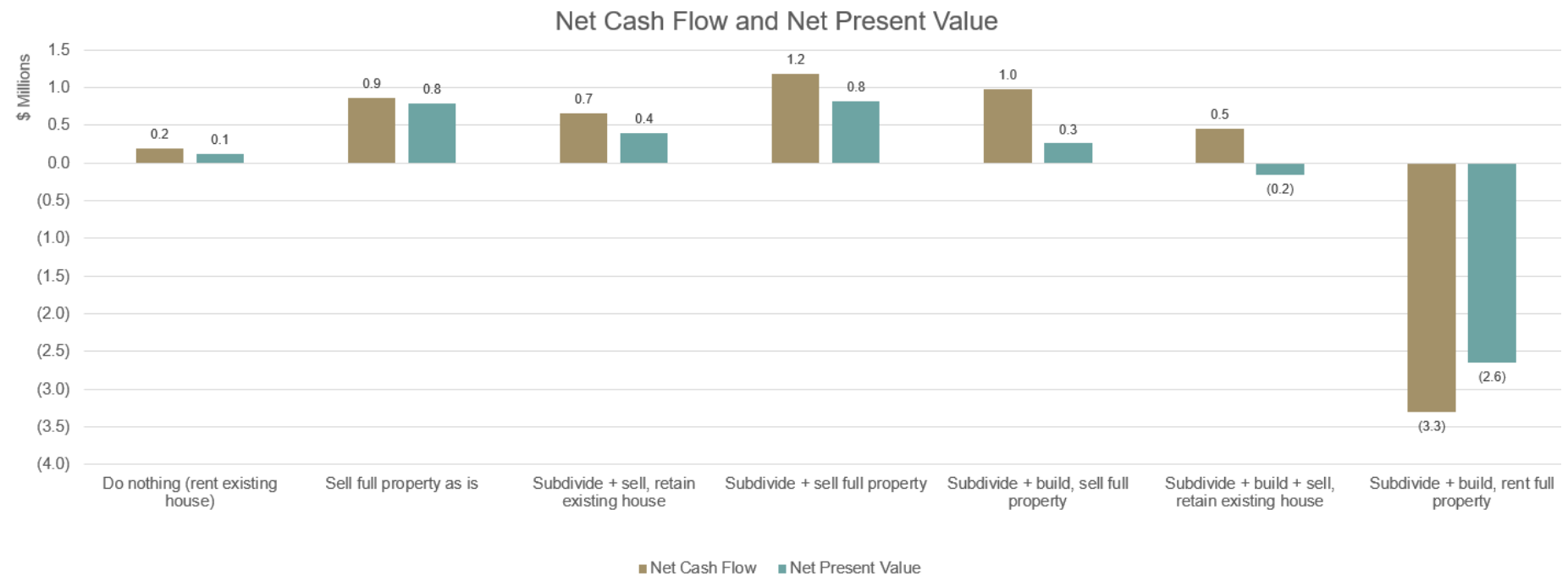


Figure 5. Net Cash Flow and Net Present Value

9.2. Annual Net Cash Flow

\$	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
FY 2026	17,458	851,216	(138,077)	(155,535)	(155,535)	(138,077)	(138,077)
FY 2027	17,938	1,713	(304,335)	(322,273)	(322,273)	(304,335)	(304,335)
FY 2028	18,449	1,756	867,526	1,556,229	(485,556)	(1,174,259)	(1,174,259)
FY 2029	18,846	1,800	29,350	12,303	(2,807,486)	(2,790,440)	(2,790,440)
FY 2030	19,317	1,845	30,083	12,611	4,666,593	4,684,065	139,194
FY 2031	19,800	1,891	32,480	14,571	15,125	33,034	184,083
FY 2032	20,364	1,938	33,930	15,503	15,503	33,930	189,302
FY 2033	20,802	1,986	34,707	15,891	15,891	34,707	193,402
FY 2034	21,322	2,036	35,575	16,288	16,288	35,575	198,237
FY 2035	21,855	2,087	36,464	16,695	16,695	36,464	203,193

Table 9. Annual Net Cash Flow

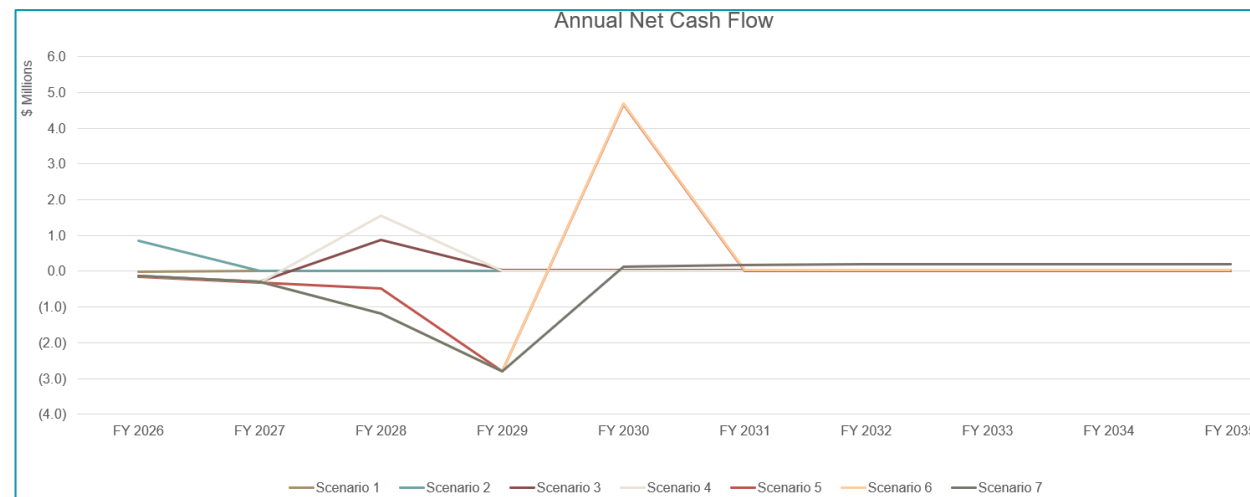


Figure 6. Annual Net Cash Flow

9.3. Cumulative Annual Net Cash Flow

\$	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
FY 2026	17,458	851,216	(138,077)	(155,535)	(155,535)	(138,077)	(138,077)
FY 2027	35,395	852,929	(442,413)	(477,808)	(477,808)	(442,413)	(442,413)
FY 2028	53,844	854,685	425,114	1,078,421	(963,364)	(1,616,672)	(1,616,672)
FY 2029	72,690	856,484	454,463	1,090,724	(3,770,850)	(4,407,111)	(4,407,111)
FY 2030	92,007	858,329	484,546	1,103,335	895,743	276,954	(4,267,917)
FY 2031	111,807	860,219	517,027	1,117,906	910,868	309,988	(4,083,834)
FY 2032	132,171	862,157	550,956	1,133,409	926,371	343,918	(3,894,532)
FY 2033	152,974	864,144	585,663	1,149,300	942,262	378,625	(3,701,131)
FY 2034	174,296	866,180	621,238	1,165,589	958,550	414,200	(3,502,894)
FY 2035	196,151	868,267	657,702	1,182,284	975,246	450,663	(3,299,701)

Table 10. Cumulative Annual Net Cash Flow

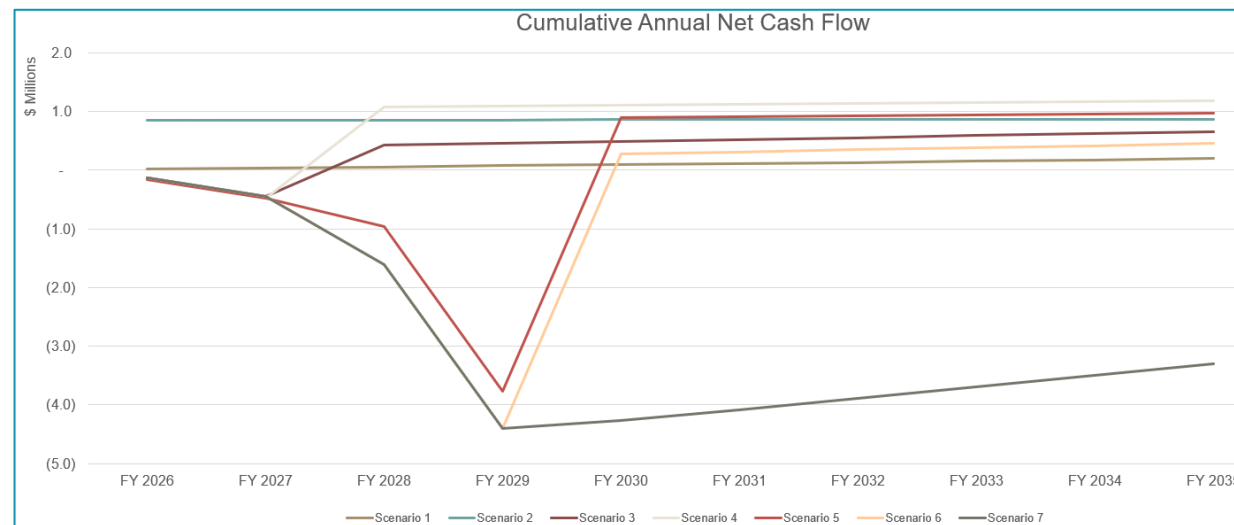


Figure 7. Cumulative Annual Net Cash Flow

9.4. Unrealised Property Value at Forecast End (FY 2035)

Consumer Price Index is assumed as the annual price increase in property values. This is a conservative estimate of long-term housing values increases.

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
\$	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Unrealised Property Value	1,095,420	-	863,817	-	-	863,817	6,278,324
Net Present Value	434,795	(0)	342,867	(0)	(0)	342,867	2,491,997

Table 11. Unrealised Property Value at Forecast End (FY 2035)

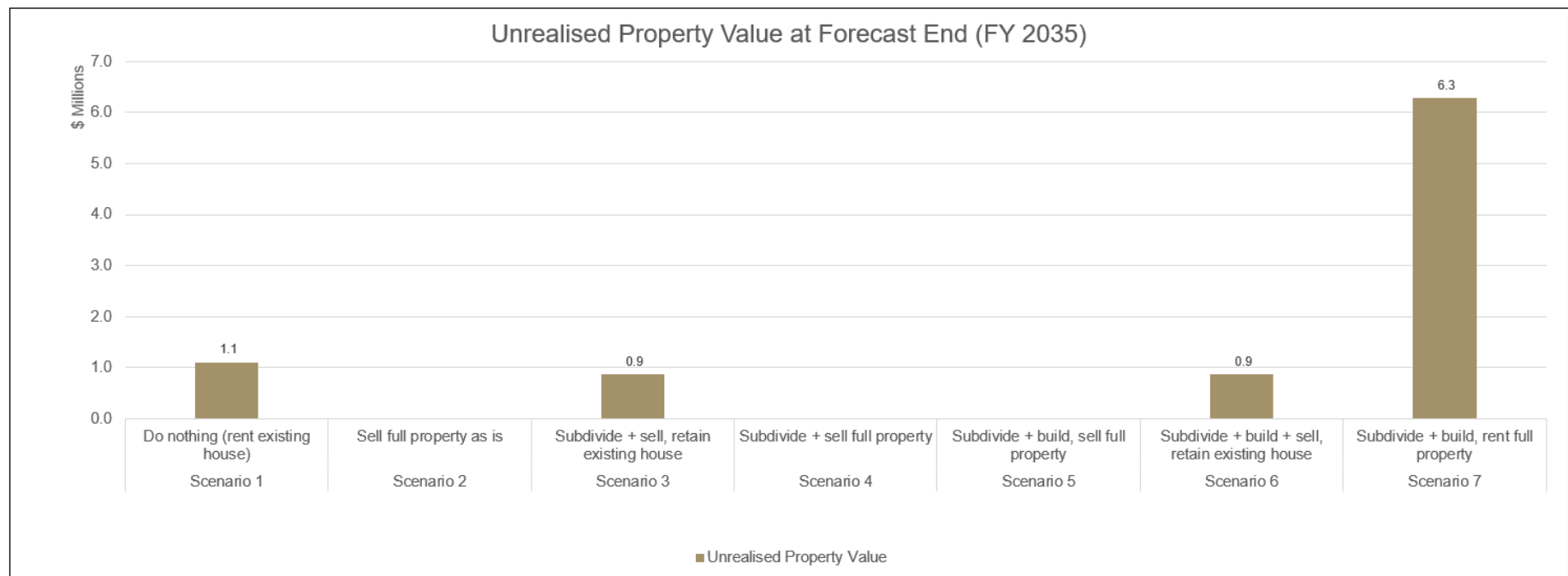


Figure 8. Unrealised Property Value at Forecast End (FY 2035)

9.5. Revenue and Cost Breakdown

\$	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
<i>Council Rates</i>	-	17,329	92,829	106,848	94,303	80,284	-
<i>Rent</i>	292,895	-	292,895	-	-	292,895	1,691,876
<i>Sale</i>	-	875,000	1,105,847	1,832,546	5,512,334	4,785,635	-
Total Revenue	292,895	892,329	1,457,243	1,905,065	5,606,637	5,158,814	1,691,876
<i>Subdivision cost</i>	-	-	672,386	672,386	672,386	672,386	672,386
<i>Construction cost</i>	-	-	-	-	3,807,415	3,807,415	3,807,415
<i>Rental cost</i>	96,744	-	96,744	-	-	96,744	511,776
<i>Selling cost</i>	-	24,063	30,411	50,395	151,589	131,605	-
Total Costs	96,744	24,063	799,541	722,781	4,631,391	4,708,150	4,991,578

Table 12. Revenue and Cost Breakdown. Note that figures are GST inclusive.

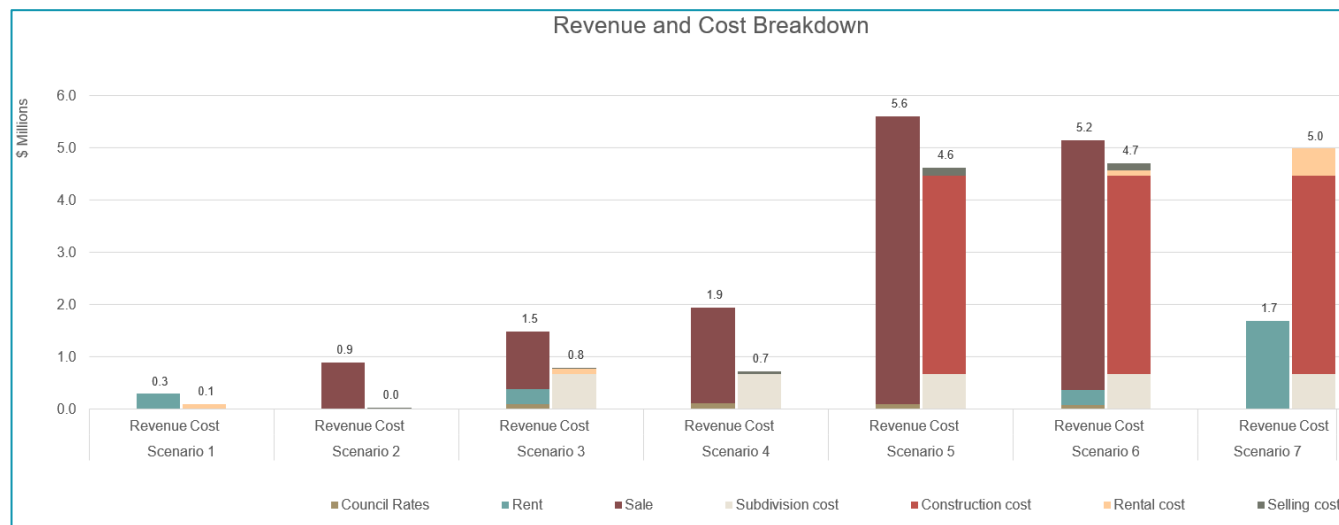


Figure 9. Revenue and Cost Breakdown

9.6. Shire Net Wealth in 2035

Scenario 7 provides the clear best outcome for Shire net wealth in 2035. This is a sum of net cash position and property owned.

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Net Cash (incl. costs & revenue)	196,151	868,267	657,702	1,182,284	975,246	450,663	(3,299,701)
Held Property Value at 2035	1,095,420	-	863,817	-	-	863,817	6,278,324
Net Worth in 2035 incl. net cash and property	1,291,572	868,267	1,521,519	1,182,284	975,246	1,314,481	2,978,622

Table 13. Shire Net Wealth in 2035

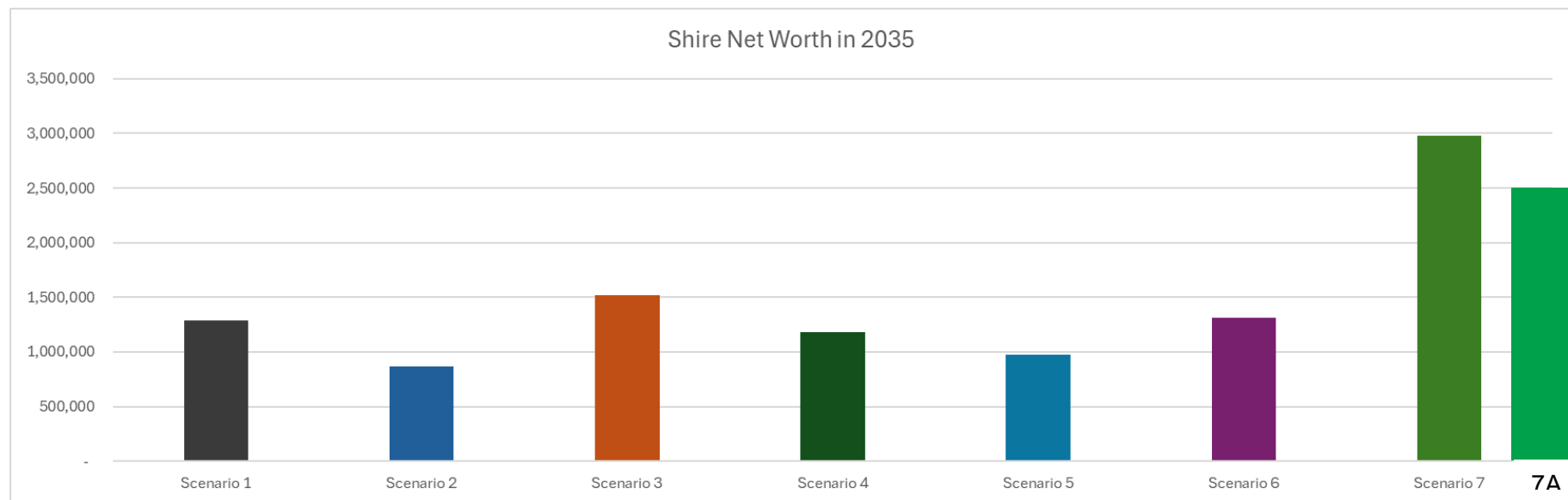


Figure 10. Shire Net Wealth in 2035

Scenario 7A, with 6 lots rather than 7, will provide an overall Shire Net Worth position of approximately \$2,500,000 in 2035 on the basis of 6/7 costs and yield in comparison to Scenario 7.

9.7. Preferred Scenario

	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
\$	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Net Present Value							
NPV – Unrealised Property Value	434,795	-	342,867	-	-	342,867	2,491,997
NPV – Net Cash Flow	119,929	786,267	400,711	823,847	260,549	(162,586)	(2,645,047)
Total Net Present Value	554,724	786,267	743,578	823,847	260,549	180,281	(153,050)
Net Wealth							
Total Revenue	292,895	892,329	1,457,243	1,905,065	5,606,637	5,158,814	1,691,876
Total Cost	(96,744)	(24,063)	(799,541)	(722,781)	(4,631,391)	(4,708,150)	(4,991,578)
Net Cash Flow	196,151	868,266	657,702	1,182,284	975,246	450,664	(3,299,702)
Unrealised Property Value	1,095,420	-	863,817	-	-	863,817	6,278,324
Total Net Wealth (Cash Flow & Unrealised Property Value)	1,291,571	868,266	1,521,519	1,182,284	975,246	1,314,481	2,978,622

Figure 11. Best Scenario Outcomes

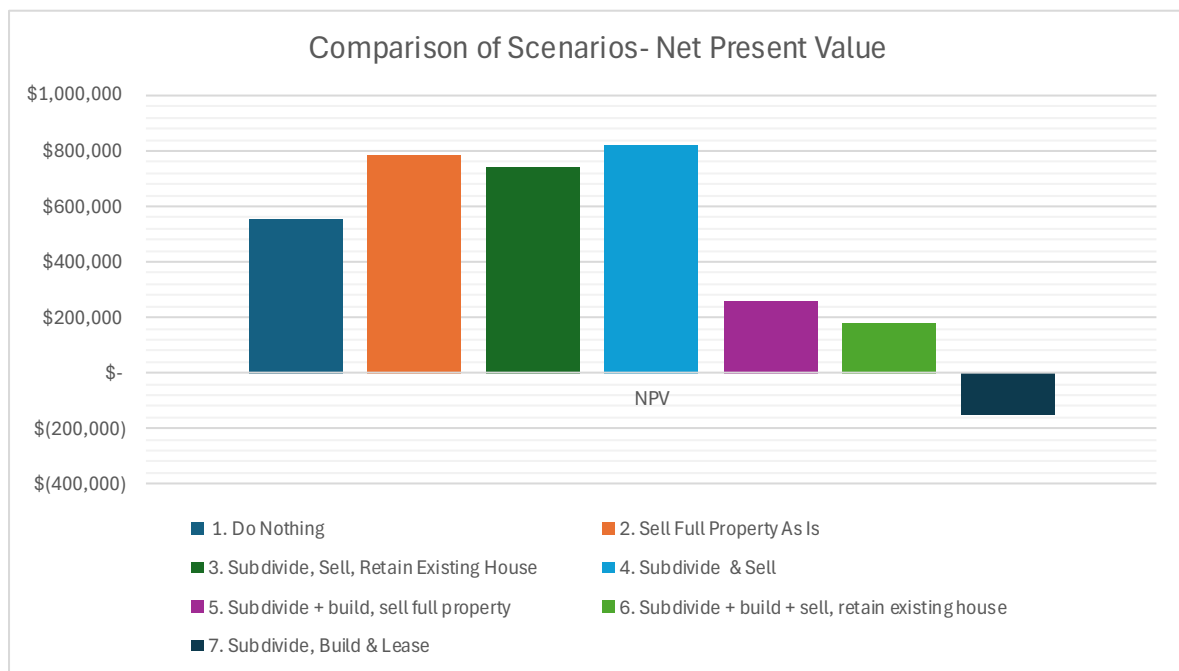


Figure 12. Comparison of Scenarios - Net Present Value

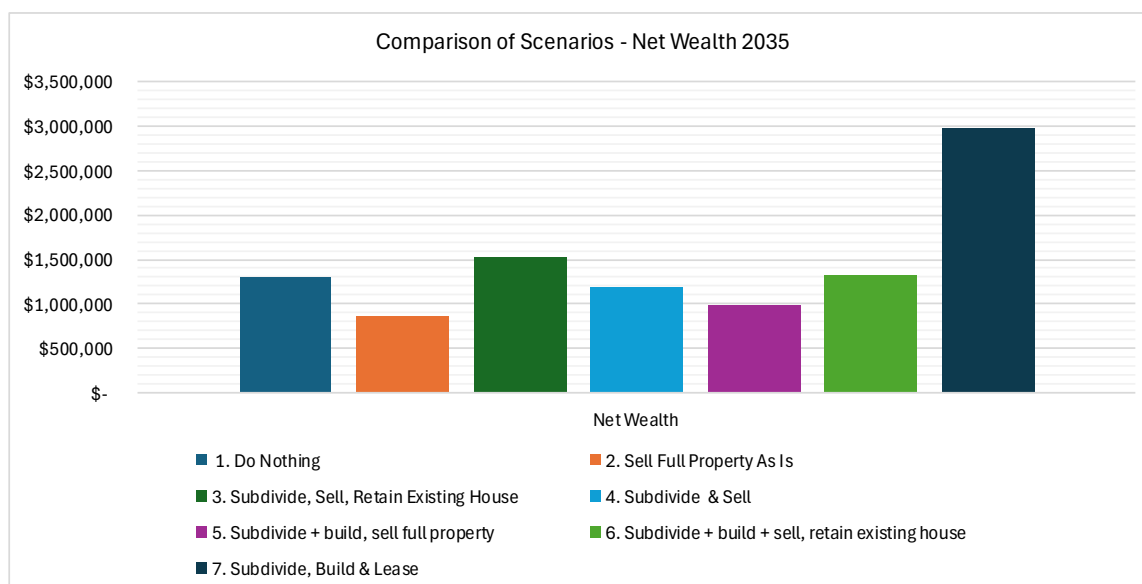


Figure 13. Comparison of Scenarios - Total Net Wealth (2035)

Should debt servicing capacity be the primary constraint, then Scenario 4 - Subdivide + Sell Full Property returns the best net present value with a more modest subdivision cost of \$672k. With a low debt option, Scenario 3 – Subdivide + Sell, Retain Existing House, provides the best total net worth position.

To maximise the overall wealth position of the Shire, Scenario 7 - Subdivide + Build, Rent Full Property is clearly the best outcome at \$2,978,622 in terms of net wealth in 2035 in comparison to Scenarios 1 to 6. After 2035 Scenario 7 continues to generate in the order of \$196,000 annually in net rental. It is recommended that this outcome be the adopted outcome should the Shire's debt servicing capacity be sufficient to deliver the subdivision and houses. From a Net Present Value position Scenario 7 is the worst option.

Scenario 7A with one less lot will yield approximately \$2,500,000 net worth in 2035, making this option the best should environmental constraints eliminate proposed lot 7.

9.8. Borrowings, Debt Servicing Capacity and Rates Impact

The following section assesses the Shire's borrowings against rates impact and debt servicing capacity.

9.8.1. Borrowings

On the basis that the Shire carries the full cost of the project, the borrowings needed to support each Scenario are as follows.

Subdivision and House Build Costs (excl. GST)							
Excludes rental and selling costs as these are paid after rent / sale of property.							
Includes subdivision and house build costs only.							
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Subdivision	\$ -	\$ -	\$ 611,260	\$ 611,260	\$ 611,260	\$ 611,260	\$ 611,260
House Build	\$ -	\$ -	\$ -	\$ -	\$ 3,461,287	\$ 3,461,287	\$ 3,461,287
Total	\$ -	\$ -	\$ 611,260	\$ 611,260	\$ 4,072,547	\$ 4,072,547	\$ 4,072,547

Table 14. Subdivision and House Build Costs for All Scenarios

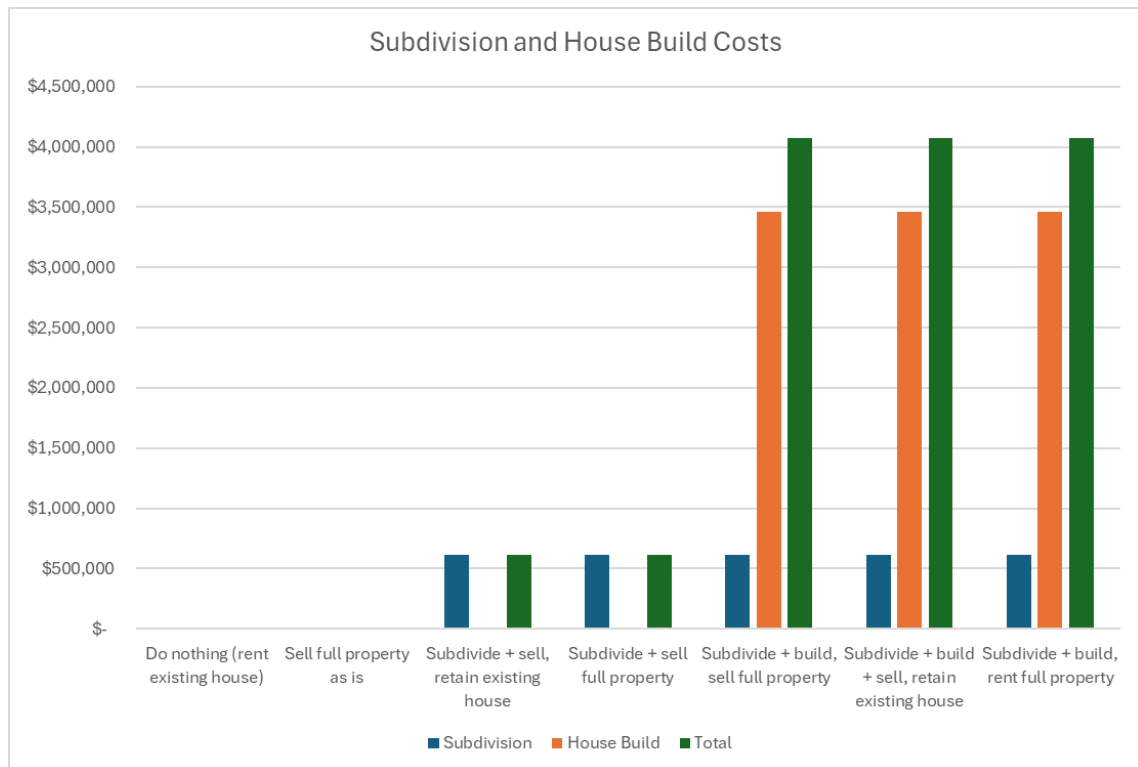


Figure 14. Subdivision and House Build Costs for All Scenarios

For the two preferred Scenarios the rounded borrowings are as follows. Scenario 7A is also shown, with a reduced borrowing compared to Scenario 7.

Scenario	Borrowing Purpose	Amount (incl. GST)	Amount (excl. GST)
4.	Subdivision	\$ 673,200	\$ 612,000
7.	Subdivision & Build Housing	\$4,480,300	\$4,073,000
7A.	Subdivision and Build Housing on 6 lots	\$3,840,100	\$3,491,000

Table 15. Preferred Scenarios Borrowings

9.8.2. Grant Funds

Grant funds have the potential to lower borrowing costs and will be sought where available. There is alignment with Federal and State Governments' objectives in bringing houses to the market and grants are made available from time to time which may assist the Shire is achieving its objectives for this property.

Financial project viability is provided showing the positive impact of grant funds for the project in order to minimising the financial impost on rates and maintaining a sustainable debt service coverage ratio.

The section below, in addition to providing analysis on 100% Shire funded loans, adds the beneficial impact of grant funding on the Shire.

Grant funding of 31% of the project (Scenario 7), at \$1,262,630, will leave the Shire in close to a net cash neutral position in the event that it subdivides, builds and leases the properties to earn rental income. Details are shown in Table 16 below. The Shire has applied for grant funding for this development.

9.8.3. Debt Service Coverage Ratio (DSCR) and Rates Impact

An assessment of the Shire's Debt Service Coverage Ratio as of 2024/25 has been undertaken. The Shire's Debt Service Coverage stands at 13.07, well above the benchmark basic score of 2.0 and the advanced score of 5.0. The Shire's Financial Health Index (FHI) score is 100/100, indicating the Shire is presently in a sound financial position.

Details of the DSCR, FHI and other Ratios are provided in Appendix F.

The Shire's loan Size, capacity and impact on rates is modelled below for where no grant funding is provided and where grant funding is provided.

LOAN CAPACITY - SCENARIOS 3 & 4 - NO GRANT FUNDING			
	Loan \$	\$	672,386
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	33,619
	Interest Repayment	\$	39,671
	P + I	\$	73,290
New Income Needed, or Reduced Services Amount		\$	73,290
Rate Increase Needed to Service Loan			1.13%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>		10.45	6.17
LOAN CAPACITY - SCENARIO 7 - NO GRANT FUNDING			
	Loan \$	\$	4,073,000
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	203,650
	Interest Repayment	\$	240,307
	P + I	\$	443,957
New Income Needed, or Reduced Services Amount		\$	443,957
Rate Increase Needed to Service Loan			6.83%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>		5.19	2.93
From 2030 Following Start of Full Rental Income			
Scenario 7 Rental Income from 2030 onwards (13% rental escalation & 75% yield)		\$	196,000
New Income Needed, or Reduced Services Amount Post 2030		\$	247,957
Rate Increase Needed to Service Loan Post 2030			3.81%

LOAN CAPACITY - SCENARIO 7 - WITH 31% GRANT FUNDING			
	Project Cost	\$	4,073,000
	Grant % of Total Cost		31%
	Grant Amount	\$	1,262,630
	Shire Loan	\$	2,810,370
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	140,519
	Interest Repayment	\$	165,812
	P + I	\$	306,330
New Income Needed, or Reduced Services Amount		\$	306,330
Rate Increase Needed to Service Loan			4.71%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>			
		6.39	3.64
From 2030 Following Start of Full Rental Income			
Scenario 7 Rental Income from 2030 onwards (13% rental escalation & 75% yield)		\$	196,000
New Income Needed, or Reduced Services Amount Post 2030		\$	110,330
Rate Increase Needed to Service Loan Post 2030			1.70%
LOAN CAPACITY - SCENARIO 7A - NO GRANT FUNDING			
	Loan \$	\$	3,491,000
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	174,550
	Interest Repayment	\$	205,969
	P + I	\$	380,519
New Income Needed, or Reduced Services Amount		\$	380,519
Rate Increase Needed to Service Loan			5.85%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>			
		5.68	3.22
From 2030 Following Start of Full Rental Income			
Scenario 7A Rental Income from 2030 onwards (13% rental escalation & 75% yield)		\$	170,000
New Income Needed, or Reduced Services Amount Post 2030		\$	210,519
Rate Increase Needed to Service Loan Post 2030			3.24%
LOAN CAPACITY - SCENARIO 7A - WITH 31% GRANT FUNDING			
	Project Cost	\$	3,491,000
	Grant % of Total Cost		31%
	Grant Amount	\$	1,082,210
	Shire Loan	\$	2,408,790
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	120,440
	Interest Repayment	\$	142,119
	P + I	\$	262,558
New Income Needed, or Reduced Services Amount		\$	262,558
Rate Increase Needed to Service Loan			4.04%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>			
		6.89	3.94
From 2030 Following Start of Full Rental Income			
Scenario 7 Rental Income from 2030 onwards (13% rental escalation & 75% yield)		\$	170,000
New Income Needed, or Reduced Services Amount Post 2030		\$	92,558
Rate Increase Needed to Service Loan Post 2030			1.42%

Table 16. Shire Loan Size, Capacity and Rates Impact

Scenarios 3 & 4 present affordable loan borrowings at an amount of \$73,290 per annum principle and interest repayment, which is equivalent to 1.13% rates income.

Under Scenario 7, without grant funding the Shire's annual expenses for principle and interest repayments are \$203,650 and \$240,307 respectively, or \$443,957 combined. During this period the Shire would need to curtail other expenditure in order to afford this loan. These expenses are equivalent to about a 6.83% rate increase. At this level of borrowing, the Shire's debt service ratio remains above the benchmark requirement. Once the houses are built and leased the Shire will net approximately \$196,000 annually in rent, which will go a significant way to offsetting the loan costs, leaving an annual balance of approximately \$247,957, or 3.81% of rates needed to fund the loan.

Under Scenario 7, with grant funding the Shire's annual expenses for principle and interest repayments are \$140,519 and \$165,812 respectively each year, or \$306,330 combined. During this period the Shire would need to curtail other expenditure in order to afford this loan, though to a lesser extent than if no grant funding were available. These expenses are in equivalent to about a 4.71% rate increase. At this level of borrowing, the Shire's debt service ratio remains comfortably above the benchmark requirement. Once the houses are built and leased the Shire will net approximately \$196,000 annually in rent, which will go most of the way to offsetting the loan costs, leaving an annual balance of approximately \$110,330, or 1.70% of rates needed to fund the loan.

Under Scenario 7A the principle and interest repayments are reduced by approximately \$63,438 per annum where no grant is available, and by approximately \$43,773 per annum where a grant is available.

9.9. Project Budget

The project budget is as follows for approvals, design and construction.

LOT 43 EASTCOTT ST		BUDGET	15/01/2026	
STAGE	ITEM		AMOUNT (excl. GST)	
Initiation				
Information	Survey/Utilities		\$	58,000
	Layout			
Project Development	Project Management			
Sub-total			\$	58,000
Planning				
Subdivision	Plan and Application		\$	239,000
Engineering	Design and Approvals - includes Utilities			
Housing	Procurement D&C			
Project Management	Project Management			
Sub-total			\$	239,000
Execution				
Subdivision	Site Works Construction		\$	302,000
	Utilities Construction			
	Project Management			
Housing (Design & Construct)	Housing Construction		\$	3,461,000
	Project Management			
Sub-total			\$	3,763,000
Handover				
Houses	Occupancy		\$	13,000
	Project Management			
Sub-total			\$	13,000
TOTAL			\$	4,073,000

Figure 15. Project Budget

9.10. Sensitivity and Risk

The project has added a 15% contingency margin for the subdivision costs.

To arrive at a figure for the housing build a more conservative estimate of housing costs has been used based on local real estate expertise, in comparison to the Rawlinson's standard price estimates for housing in regional areas of WA.

An inherent risk mitigation for the project is that the properties can be sold at any stage post subdivision or post build, to recoup funds should there be a cash flow need or other priorities for Shire funds. For Scenario 7 the construction of the houses would be ordered so that the freehold lot houses are built first, so that should the need to sell arise there are houses ready for sale. It is noted that Scenario 7A is a subset of Scenario 7 in that it will carry less overall borrowings while still retaining the ability to sell lots should the need arise.

To quantify financial risk associated with the project, sensitivity assessment has been undertaken, which looks at a worst- and best-case outcomes. Sensitivity inputs are shown below, and outcomes are shown on the following pages. Scenarios 3, 4, 7, & 7A remain the preferred scenarios under sensitivity and risk assessment.

Sensitivities

Selected Case

Select

Case 2

		Case 2	Case 1	Case 2	Case 3
		Base Case	Worst Case	Base Case	Best Case
Rates revenue	%	-	(3.00%)	-	2.00%
Weekly rent	%	-	(10.00%)	-	5.00%
Sale price	%	-	(10.00%)	-	5.00%
Subdivision cost	%	-	15.00%	-	(10.00%)
Construction cost	%	-	15.00%	-	(10.00%)
Rental cost	%	-	10.00%	-	(5.00%)
Selling cost (additional to 2.75%)	x%+y%	-	1.00%	-	(1.00%)

Table 17. Sensitivity Inputs

9.10.1. Sensitivity Analysis - Net Present Value

Net Present Value (\$)	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
Worst Case	102,016	700,977	222,890	605,201	(607,948)	(990,259)	(3,218,482)
Base Case	119,929	786,050	400,711	823,847	260,549	(162,586)	(2,645,047)
Best Case	128,886	833,424	507,667	954,556	768,621	321,732	(2,276,962)

Table 18. Sensitivity Analysis - Net Present Value

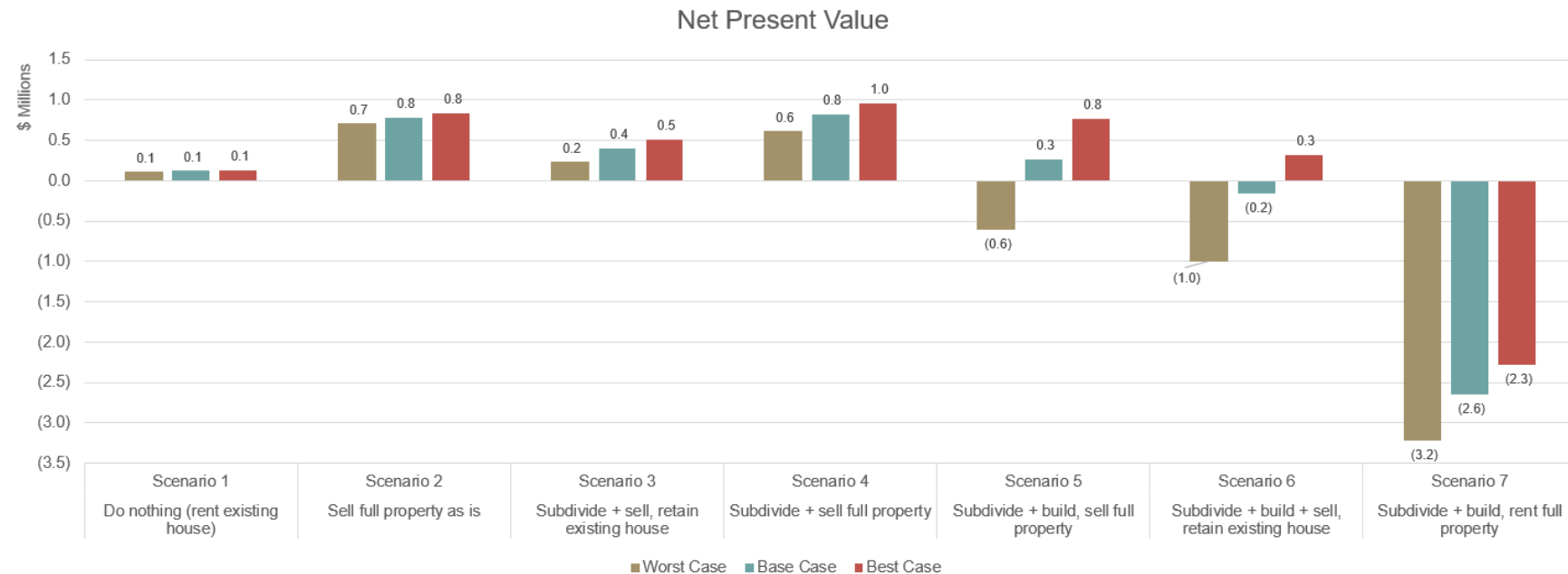


Figure 16. Sensitivity Analysis - Net Present Value

9.10.2. Sensitivity Analysis - Net Cash Flow

Net Cash Flow (\$)	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
Worst Case	166,853	774,778	425,979	902,227	(285,239)	(761,487)	(4,136,205)
Base Case	196,151	868,267	657,702	1,182,284	975,246	450,663	(3,299,701)
Best Case	210,800	920,348	795,944	1,349,124	1,704,717	1,151,537	(2,769,454)

Table 19. Sensitivity Analysis - Net Cash Flow

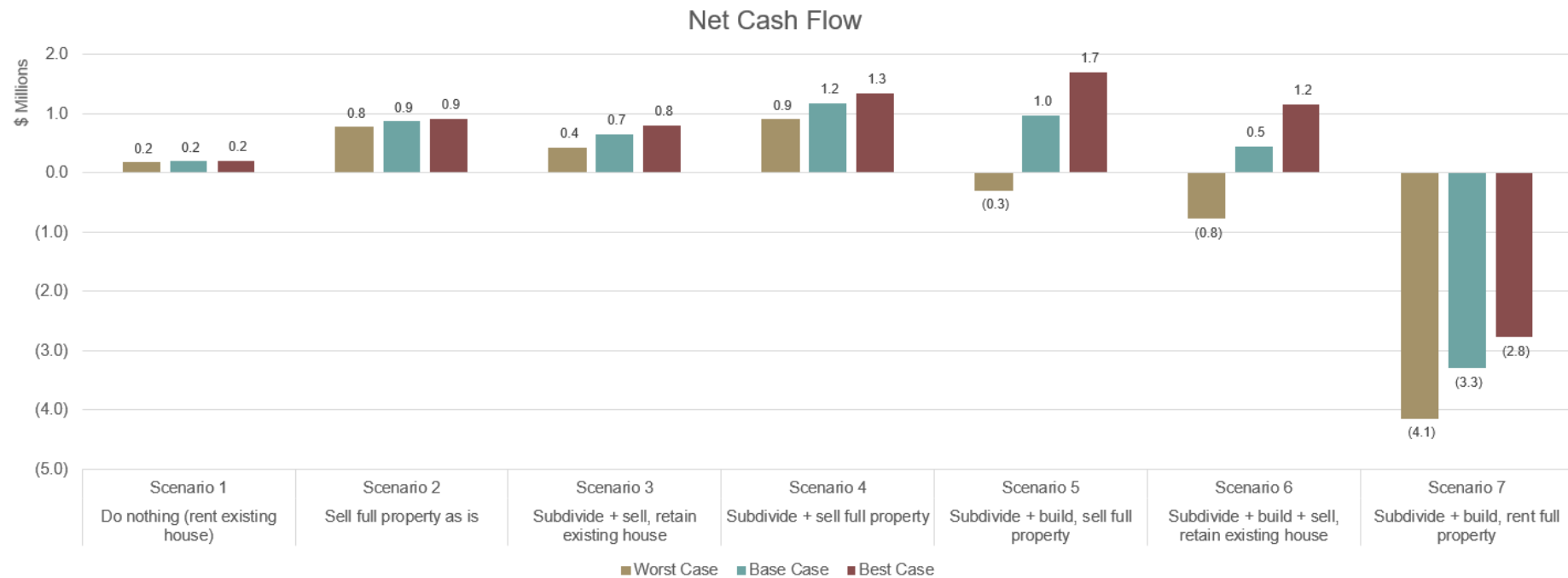


Figure 17. Sensitivity Analysis - Net Cash Flow

9.10.3. Sensitivity Analysis - Summary

Case 1	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
Worst Case	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Total Revenue	263,606	804,309	1,333,298	1,737,320	5,052,574	4,648,552	1,522,689
Total Cost	96,753	29,531	907,319	835,092	5,337,813	5,410,040	5,658,894
NCF	166,853	774,778	425,979	902,227	(285,239)	(761,487)	(4,136,205)
NPV	102,016	700,977	222,890	605,201	(607,948)	(990,259)	(3,218,482)

Case 2	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
Base Case	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Total Revenue	292,895	892,329	1,457,243	1,905,065	5,606,637	5,158,814	1,691,876
Total Cost	96,744	24,063	799,541	722,781	4,631,391	4,708,150	4,991,578
NCF	196,151	868,267	657,702	1,182,284	975,246	450,663	(3,299,701)
NPV	119,929	786,050	400,711	823,847	260,549	(162,586)	(2,645,047)

Case 3	Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5	Scenario 6	Scenario 7
Best Case	Do nothing (rent existing house)	Sell full property as is	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, sell full property	Subdivide + build + sell, retain existing house	Subdivide + build, rent full property
Total Revenue	307,540	936,426	1,518,151	1,987,944	5,837,828	5,368,034	1,776,470
Total Cost	96,740	16,078	722,207	638,821	4,133,110	4,216,497	4,545,925
NCF	210,800	920,348	795,944	1,349,124	1,704,717	1,151,537	(2,769,454)
NPV	128,886	833,424	507,667	954,556	768,621	321,732	(2,276,962)

Table 20. Sensitivity Analysis - Summary

10. Project Delivery

Project delivery will be directed by the Shire with full internal accounting. Professional project management, design and construction capabilities will be outsourced through Shire procurement processes.

Project Director / Design Lead:

Name: Mark Goodlet
Company: Shire of Waroona
Qualifications: Civil Engineering Degree
 Master of Project Management
 Post-graduate Certificate of Business
Membership: Chartered Professional Engineers 2029851 Engineers Australia
Recent Projects:

The Shire of Waroona has strong project delivery capabilities, having delivered the \$7m award winning (Planning Institute of WA https://www.linkedin.com/posts/mark-goodlet-48b2935a-waroonaisprettychuffedwiththisoneactivity-7399672503859703808-jalD?utm_source=share&utm_medium=member_desktop&rcm=ACoAAAx_5-sB3zHL8HayXOJk6VY5zElfOmpBVXq) Waroona Community Precinct in 2025.

Project Manager:

Company Name: Successful Projects
Company Overview: at Website link <https://successfulprojects.com.au/project-management/>

Project Management Perth

Successful Projects provide project management services in Perth metropolitan and regional areas in WA. We have provided services in Albany, Broome, Pt Hedland. We cover areas of Kimberley, Pilbara, Gascoyne, Mid West, Wheatbelt, Peel, South West, Great Southern, Goldfields–Esperance and Perth across commercial, health, residential, local and state government and land development sectors



Client Side Project Managers

As experienced client side project managers, we act as the client's representative to oversee the successful delivery of their projects from initiation to practical completion. Our comprehensive service includes stakeholder communications, consultant coordination, procurement, tender management, contract administration, and project delivery.



Project SuperIntendent

Our **Superintendent services** provide expert administration of the Contract in accordance with AS4000 AS2124 AS 4902 AS4300 contracts and others. We provide independent assessments in quality of workmanship, assess progress claims, variations, extensions of time and issue progress certificates.



Program Management And Controls

We bring the tools and expertise to develop and maintain an integrated master program for the portfolio of projects providing program advice at each stage of the project including schedule management, program change, impacts of risks and constraints, and staging and buildability considerations.



Project Management Systems

We setup the Project Management Framework, establish Project Management Office and implement Project Management Systems tools and processes to guide the project from concept development through to project handover and final completion.



Procurement Advice

We advise on the right contract for the project following Australian Standards – AS4000, AS2124, AS4902, amended contracts, GMP, Managing Contractor, ECI, Alliance Contracting.

Construction Project Management

At Successful Projects, our client side project managers are experienced in construction project management. Our project managers are registered builders, and/or have extensive Construction industry experience. We specialise in providing project management consultancy services for companies small, medium to complex, large-scale construction projects within the construction industry and we have the skills and experience necessary to bring the construction process to success.

Our Experience



Commercial Construction

We are experienced across a range of projects for commercial office buildings, sporting centres and clubrooms, aquatic centres, parks, ovals, carparking, foreshore redevelopments, mall upgrades, and administration buildings, providing project management and clerk of works services.



Health

We project manage hospital refurbishments, ward upgrades and extensions, laboratory processing centres, and project manage aged care centres.



Residential

We have teams with extensive experience in delivering apartment blocks ranging from state housing projects, community housing, high rise residential apartments and luxury private residence.



Local Government

We work with our clients in local government to develop a program of works to support forward estimating, planning and stakeholder communications. This includes business cases, feasibility studies, funding applications and alignment with budgets, masterplans and community needs and expectations.



State Government

We deliver project management and Inspector of Works services for various government agencies including health, education, sport and recreation, environmental approvals (native title, flora and fauna), biodiversity, subdivisions, single and multi-storey residential housing.



Subdivision

We manage consultant teams to complete environmental studies and native title requirements to gain clearances and approvals, including and installation of utilities and infrastructure (power, communications, water, sewer, roads) and coordinate the issuance of titles.



ASIC
Australian Securities & Investments Commission

Record of Registration for Business Name

Business name information for:

SUCCESSFUL PROJECTS

This Record of Registration contains information recorded on the Australian Securities and Investments Commission's (ASIC) register under section 33(8) of the Business Names Registration Act 2011.

Date: 8 August 2011

Next renewal date: 8 August 2026

Record of registration issued by the Australian Securities and Investments Commission on 10 July 2023

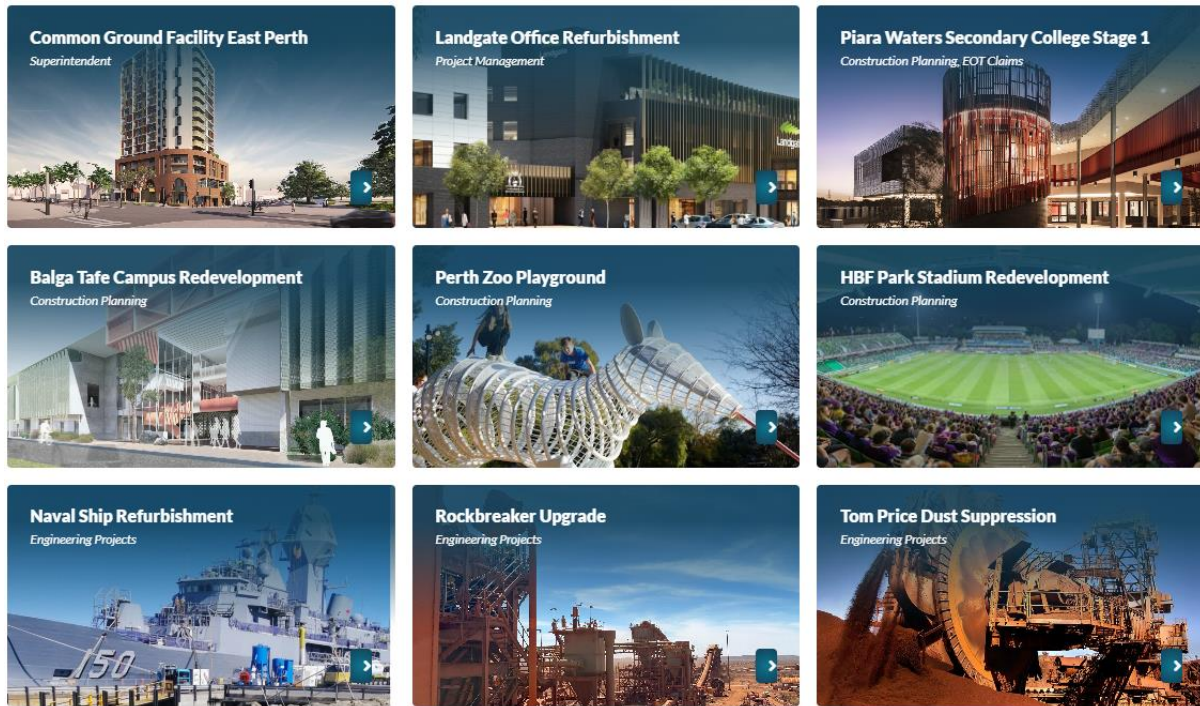
Registry
Officer
Registry Services
On behalf of Australian Securities and Investments Commission

RECORD OF REGISTRATION

Examples of Projects

Project Management Highlights





Construction procurement will be tendered and carried out through Successful Projects, to acquire reputable and suitably qualified contractors, as well as to ensure accountable and transparent tender processes. The Shire has made initial contact with potential companies including the Rural Building Company (<https://www.ruralbuilding.com.au/?region=perth-metro>) to understand regional building availability and capabilities.

11. Summary and Recommendations

The analysis undertaken for the development of lot 43 Eastcott St, Waroona has assessed not only the costs and benefits of development in various scenarios, but also the impact of continuing on the same path (Scenario 1). There is a clear financial benefit to the Shire to develop and lease the property. Risk can be mitigated should there be the need to liquidate through sale of individual lots.

Importantly this development provides housing potentially for key workers, which aligns with the needs of the district and the goals of the State Government.

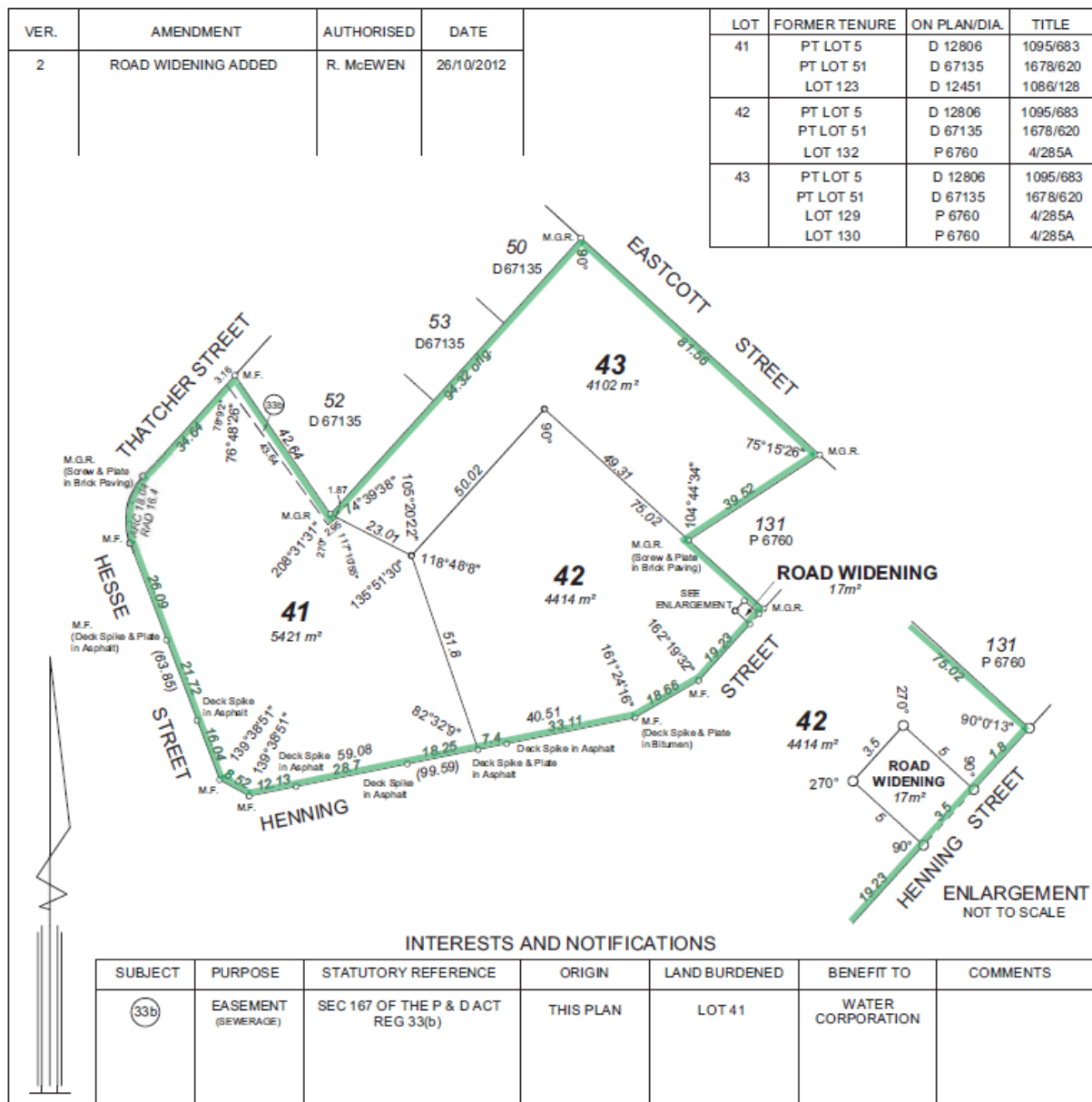
It is recommended that the Shire undertake consultation on a business plan based on Scenarios 3, 4 & 7 or 7A where the seventh lot is not able to be developed. While a like-for-like financial assessment of the project has been modelled it is recommended that the impact of borrowing costs be assessed and included in the business plan when available.

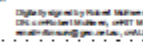
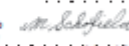
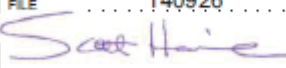
Appendices

Appendix A – Certificate of Title

 WESTERN AUSTRALIA	TITLE NUMBER Volume Folio 2841 1000
RECORD OF CERTIFICATE OF TITLE UNDER THE TRANSFER OF LAND ACT 1893	
The person described in the first schedule is the registered proprietor of an estate in fee simple in the land described below subject to the reservations, conditions and depth limit contained in the original grant (if a grant issued) and to the limitations, interests, encumbrances and notifications shown in the second schedule.	
 REGISTRAR OF TITLES 	
LAND DESCRIPTION:	
LOT 43 ON DEPOSITED PLAN 72375	
REGISTERED PROPRIETOR: (FIRST SCHEDULE)	
SHIRE OF WAROONA OF 52 HESSE STREET, WAROONA	
(AF M792927) REGISTERED 10/10/2014	
LIMITATIONS, INTERESTS, ENCUMBRANCES AND NOTIFICATIONS: (SECOND SCHEDULE)	
Warning: A current search of the sketch of the land should be obtained where detail of position, dimensions or area of the lot is required. Lot as described in the land description may be a lot or location.	
-----END OF CERTIFICATE OF TITLE-----	
STATEMENTS:	
The statements set out below are not intended to be nor should they be relied on as substitutes for inspection of the land and the relevant documents or for local government, legal, surveying or other professional advice.	
SKETCH OF LAND: PREVIOUS TITLE: PROPERTY STREET ADDRESS: LOCAL GOVERNMENT AUTHORITY:	DP72375 1086-128, 1095-683, 1678-620, 2850-396 1 EASTCOTT ST, WAROONA. SHIRE OF WAROONA

Appendix B – Deposited Plan



TYPE FREEHOLD		HELD BY LANDGATE IN DIGITAL FORM ONLY.
PURPOSE SUBDIVISION		
PLAN OF LOTS 41, 42, 43, ROAD WIDENING AND EASEMENT		
DISTRICT MURRAY FILE TOWNSITE WAROONA LOCAL AUTHORITY SHIRE OF WAROONA LOCALITY WAROONA		SPECIAL SURVEY AREA NO
FORMER TENURE SEE TABLE	ON INDEX BG 32 (2) 17.06 & BG 32 (2) 18.06	FIELD BOOK 118263
SCALE: 1 : 1,000 AT A3 SIZE  ALL DISTANCES ARE METRES		
SURVEYOR'S CERTIFICATE - Reg 54 I, ROBERT I.T. McEWEN , hereby certify that this plan is accurate and is a correct representation of the - (a) survey; and/or (b) calculations from measurements, undertaken for the purposes of this plan and that it complies with the relevant written law(s) in relation to which it is lodged.  Licensed Surveyor  Date 25-10-2012		
LODGED DATE: 21-Sep-12 FEE PAID: \$440.00 ASSESSOR NO.: 11413823	TYPE OF VALIDATION FULL AUDIT LEGAL COMMENT: M. Schofield DOCKET: TRIM CERTIFIED CORRECT:  DATE: 16-10-12 U.S.C.: P.S.C.:	 R.I.T. McEWEN LICENSED SURVEYOR  Penny Lane HARVEY 620 Phone 043881006 Fax 9326807 APPROVED BY WESTERN AUSTRALIAN PLANNING COMMISSION FILE: 140926  22-Nov-2012 DELEGATED UNDER S.16 P & D ACT 2005
IN ORDER FOR DEALINGS SUBJECT TO <i>Section 167 of the P & D Act.</i> <i>Section 168(3) of the P & D Act.</i>  23-Nov-2012 DATE		DATE
APPROVED  10/10/2014 DATE		DEPOSITED PLAN 72375 SHEET 1 OF 1 VERSION 2

Appendix C – WALGA GST and Capital Gains Tax Advice

From: The WALGA Tax Team <walgatax@moore-australia.com.au>

Sent: Tuesday, 28 October 2025 8:27 AM

To: xxx <xxx>

Subject: I32184 - FM.20 - RE: Shire of Waroona - Advice on GST and Capital Gains Tax

Hi xxx,

Thank you for submitting your support request to the WALGA Tax Service.

Local governments are income tax exempt and therefore also not subject to capital gains tax. The GST treatment of property transactions can hinge on subtle differences in the nature and history of the property, but we've outlined below the general principles to help guide your understanding.

- **Vacant Land:** The sale of vacant land is generally subject to GST.
- **New Residential Premises:** If new houses are constructed on the land, their sale will also be subject to GST.
- **Existing Residential Premises:** The sale of existing residential premises (typically held for more than five years) is generally input taxed. This means GST is not charged on the sale, and GST credits cannot be claimed on associated costs.

Assuming Lot 43 Eastcott Street, Waroona, has been held by the Shire since before 1 July 2000, the **margin scheme** may be available to calculate any GST liability. Broadly, this allows GST to be calculated as 1/11th of the difference between the land's value as at 1 July 2000 and the sale price. Where the land is subdivided, the value can be apportioned across the lots. The margin scheme has specific eligibility requirements, so please let us know if you'd like more details.

Based on this framework, here is how GST would generally apply to the scenarios you outlined:

1. **Subdivide and sell the lots unbuilt, retaining the existing house**
 - GST applies to the sale of the vacant lots.
 - If eligible, the margin scheme may be used.
2. **Subdivide and sell the lots unbuilt, and sell the existing house**
 - GST applies to the sale of the vacant lots.
 - If eligible, the margin scheme may be used.
 - The sale of the existing house is input taxed.
3. **Subdivide, build houses on the lots, and sell all including the existing house**
 - GST applies to the sale of the new houses as they are "new residential premises".
 - If eligible, the margin scheme may be used.
 - GST credits should be available on construction costs.
 - The sale of the existing house is input taxed.
4. **Subdivide, build houses on the lots, and sell only the new houses**
 - GST applies to the sale of the new houses.
 - If eligible, the margin scheme may be used.

- GST credits should be available on construction costs.

Please let us know if you'd like to explore any of these scenarios further or require assistance with applying the margin scheme.

We hope that this general information meets your needs. If your issue requires comprehensive tax advice, a private ruling, or a tax compliance review; subscribers can access these services by contacting the WALGA Tax Team at Moore Australia direct.

Kind regards

The WALGA Tax Team

Moore Australia (WA) Pty Ltd



+61 8 9225 5355

Level 15 Exchange Tower
2 The Esplanade, Perth WA 6000

www.moore-australia.com.au

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From: xxx

Sent: Friday, 24 October 2025 4:01 PM

To: walgatax@moore-australia.com.au

Subject: Shire of Waroona - Advice on GST and Capital Gains Tax

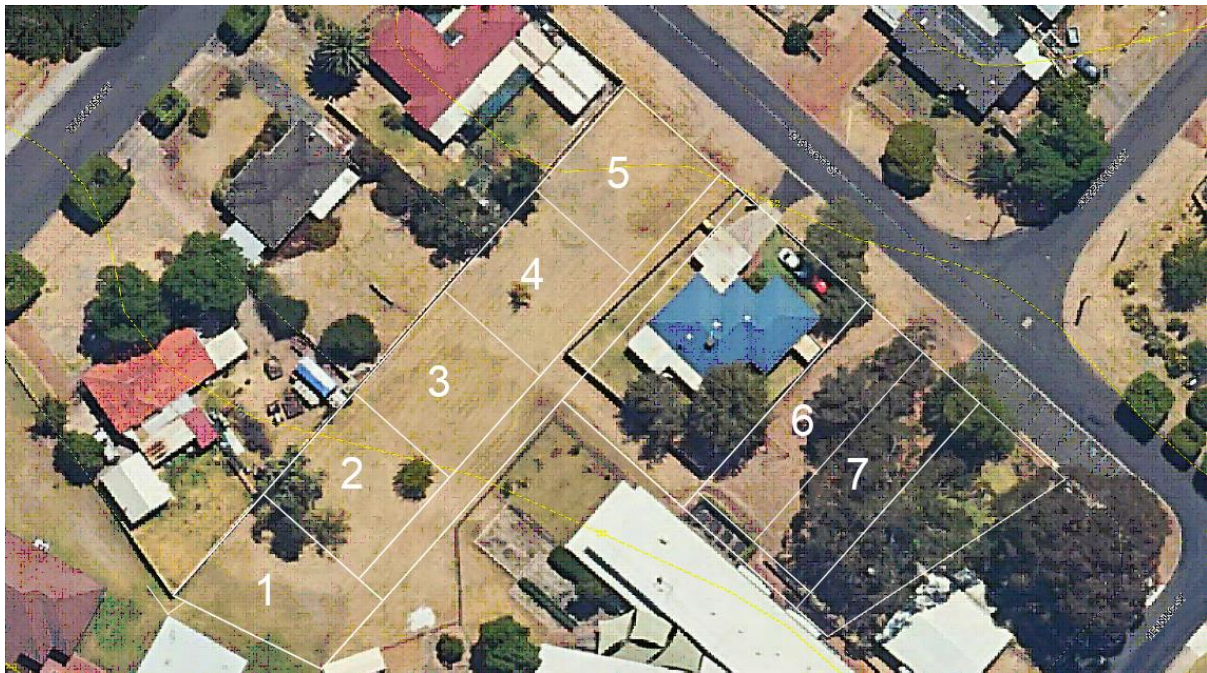
Good afternoon

I am seeking some advice on GST and capital gains tax when subdividing a property.

The Shire of Waroona is considering subdividing, building housing and selling Lot 43 Eastcott Street, Waroona, which it owns freehold. This site is 4,102m², R30, and contains an existing house, which is currently tenanted.



The lot layout option under consideration is for 5 strata lots (1 to 5) and two green title lots (6 & 7) as depicted below.



The lot sizes are in approximately as follows:

Strata lot 1	= 350 m ²
Strate lots 2 to 5	= 334 m ² each
Green title lots 7 & 8	= 365 m ² each

The Shire wishes to understand the GST and any capital gains tax implications for the following scenarios –

- Subdivide and sell the lots unbuilt and retain the existing house
- Subdivide and sell the lots unbuilt and sell the existing house
- Subdivide and build houses on the lots and sell, including the existing house
- Subdivide and build houses on the lots and sell, excluding the existing house

Can you please advise if you are able to assist with this?

Your help would be greatly appreciated.

Kind regards
xxx

xxxx
Manager Corporate Services
52 Hesse Street | PO Box 20 Waroona WA 6215



T: +61 8 9733 7800
E: xxx
W: www.waroona.wa.gov.au

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Appendix D - Subdivision Costs

LOT 43 EASTCOTT STREET SUBDIVISION ONLY COSTS					
https://www.landdivision.com.au/resources/subdivision-costs/					
Item	Req'd for this Property	Quantity	Units	Rate (excl. GST)	Price (excl. GST)
Lands					
Certificate of Title	Yes	1		\$ 29.64	\$ 29.64
Deposited Plan	Yes	1		\$ 29.64	\$ 29.64
Stamp Duty on Property	No	0		\$ 17,765.00	\$ -
Mortgage Registration	No	0		\$ 216.60	\$ -
Transfer Fee	No	0		\$ 306.60	\$ -
Project Management					
	Yes	1	%	3%	\$ 105,000.00
Civils				\$ 264.00	
Site Inspection	Yes	1	hr	\$ 264.00	\$ 264.00
Dial-Before-U-Dig	Yes	1	ea.	\$ 100.00	\$ 100.00
Locate Existing Services	Yes	1	ea.	\$ 1,500.00	\$ 1,500.00
Design	Yes	1	ea.	\$ 60,000.00	\$ 60,000.00
Footpath	No	0	m ²	\$ 100.00	\$ -
Crossover	Yes	28	m ²	\$ 110.00	\$ 3,080.00
Driveway	Yes	304	m ²	\$ 110.00	\$ 33,440.00
Relocate Fence	Yes	58	m	\$ 70.00	\$ 4,060.00
New Fence	Yes	70	m	\$ 85.00	\$ 5,950.00
Retaining Walls	Yes	104.9	m ²	\$ 450.00	\$ 47,205.00
Site Works	Yes	8	ea.	\$ 3,500.00	\$ 28,000.00
Drainage pits & Pipes	Yes	4	ea.	\$ 3,500.00	\$ 14,000.00
ASS - Desktop assessment and site inspection					
ASS - Desktop assessment and site inspection	Yes	1	ea.	\$ -	\$ -
Geotech Assessment	Yes	1	ea.	\$ 5,000.00	\$ 5,000.00
Power					
Design information package	Yes	1	ea.	\$ 264.00	\$ 264.00
Design conformance review per stage	Yes	1	ea.	\$ 264.00	\$ 264.00
plus per lot/streetlight	No	0	ea.	\$ 264.00	\$ -
Design re-conformance review per stage	No	0	ea.	\$ 264.00	\$ -
plus per lot/streetlight	No	0	ea.	\$ 264.00	\$ -
Site Plan with Green Dome Location	Yes	3	ea.	\$ 350.00	\$ 1,050.00
Site Photos	Yes	10	ea.	\$ -	\$ -
Single Line Diagram	Yes	1	ea.	\$ 1,320.00	\$ 1,320.00
Neighbours Authority (if it affects them)	No	0	ea.	\$ 264.00	\$ -
Strata Company Permission (if applicable)	No	0	ea.	\$ 264.00	\$ -
Application fee - \$497.42	Yes	1	ea.	\$ 497.42	\$ 497.42
Design fee*:	Yes	1	ea.	\$ 5,000.00	\$ 5,000.00
Standard - \$1,320	Yes	1	ea.	\$ 264.00	\$ 264.00
Detailed - \$3,300	No	0	ea.	\$ 264.00	\$ -
Complex - \$6,600	No	0	ea.	\$ 264.00	\$ -
Construction - we will provide you with a quote	Yes	1	ea.	\$ 25,000.00	\$ 25,000.00
Cancellation fee - \$550	No	0	ea.	\$ 264.00	\$ -
Stata Lots Switchboard	No	0	ea.	\$ 1,500.00	\$ -
Electrical Consultant	Yes	1	ea.	\$ 15,000.00	\$ 15,000.00

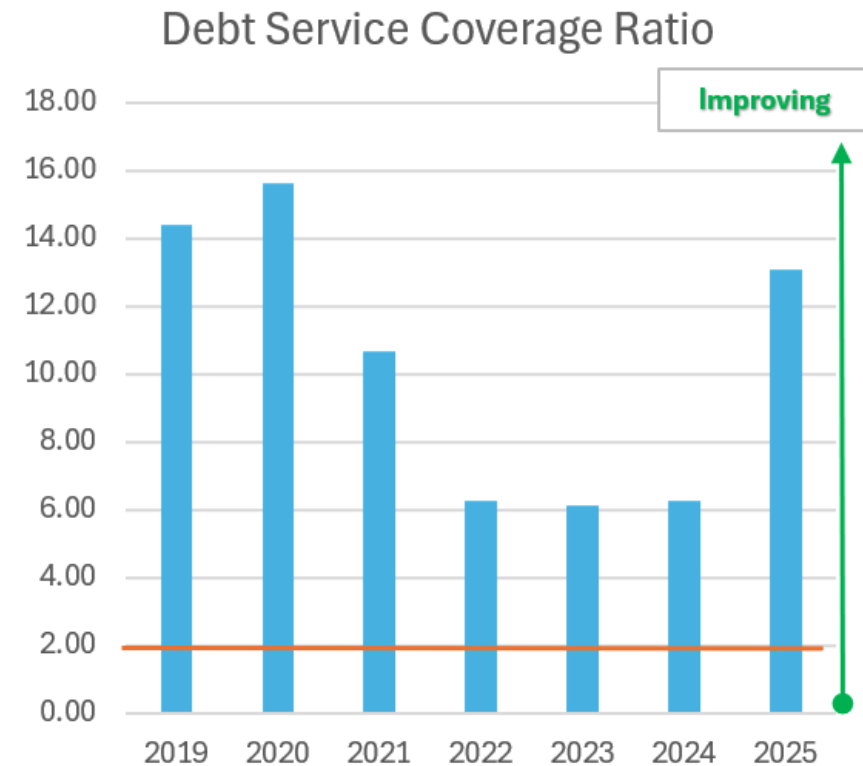
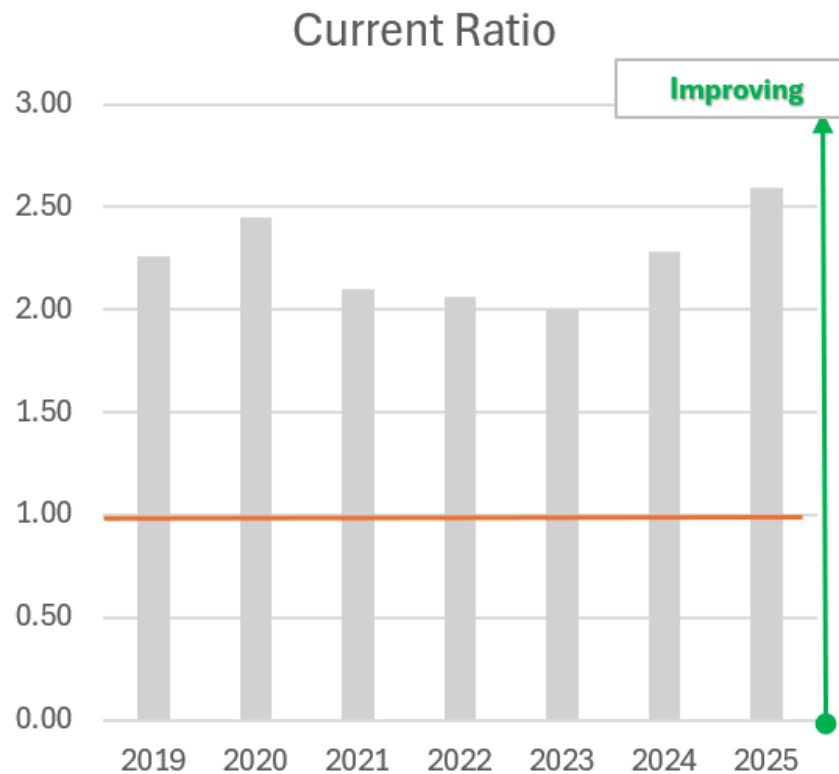
Local Government Fees and Charges					
Demolition	No	0	ea.	\$ -	\$ -
Application Fees					
Development Planning Application Fee	No	0	ea.	\$ -	\$ -
Building Permit Application Fee	No	0	ea.	\$ 115.50	\$ -
Building Services Levy and the Building Construction Training Fund Levy	Yes	5500000	ea.	0.182%	\$ 10,000.00
Subdivision Clearance	Yes	1	ea.	\$ 470.00	\$ 470.00
Determining an Application for Home Occupation Application	No	0	ea.	\$ 222.00	\$ -
Demolition Cost	No	0	ea.	\$ 25,000.00	\$ -
Rates (GST exempt)	No	0	ea.	\$ 2,000.00	\$ -
Water	Yes	8	ea.	\$ 727.27	\$ 5,818.18
Survey					
Site Survey and Peg	Yes	1		\$ 3,500.00	\$ 3,500.00
Subdivision Plan	Yes	1		\$ 10,000.00	\$ 10,000.00
Application to Lands	Yes	1		\$ 500.00	\$ 500.00
Western Australian Planning Commission (GST exempt)					
WAPC Form 1A - Application for Approval of freehold, survey-strata or leasehold (survey-strata) subdivision					
Amalgamation only	No	0	ea.	\$ 2,700.00	\$ -
2 lots up to and including 100 lots \$3,743 plus \$83 per lot	Yes	1		\$ 3,743.00	\$ 3,743.00
No. of Lots	Yes	8		\$ 83.00	\$ 664.00
101 lots and greater \$12,043 plus \$28 per lot for every lot in excess of 100 lots	No	0		\$ 12,043.00	\$ -
No. of Lots	No	0		\$ 28.00	\$ -
WAPC Form 2A - Amended plan/s for application for approval of freehold, survey-strata or leasehold (survey-strata) subdivision					
Amalgamation \$919	No	0		\$ 919.00	\$ -
2 lots up to and including 100 lots \$1,364 plus \$27 per lot	No	0		\$ 1,364.00	\$ -
No. of Lots	No	0		\$ 27.00	\$ -
101 lots and greater \$4,064 plus \$4 per lot for every lot in excess of 100 lots	No	0		\$ 4,064.00	\$ -
No. of Lots	No	0		\$ 4.00	\$ -
Form 3A – Request for reconsideration of WAPC decision to approve/refuse a freehold, survey-strata or leasehold (survey-strata) subdivision					
Amalgamation \$1,257	No	0		\$ 1,257.00	\$ -
2 lots up to and including 100 lots \$1,540 plus \$33 per lot	No	0		\$ 1,540.00	\$ -
No. of Lots	No	0		\$ 33.00	\$ -
101 lots and greater \$4,840 plus \$6 per lot for every lot in excess of 100 lots	No	0		\$ 4,840.00	\$ -
No. of Lots	No	0		\$ 6.00	\$ -
Form 1C – Application for endorsement of deposited plan, survey-strata plan, or leasehold (survey-strata) plan					
Amalgamation \$627	No	0		\$ 627.00	\$ -
2 lots up to and including 100 lots \$701 plus \$8 per lot	Yes	1		\$ 701.00	\$ 701.00
No. of Lots	Yes	8		\$ 8.00	\$ 64.00
101 lots and greater \$1,501 plus \$5 per lot for every lot in excess of 100 lots	No	0		\$ 1,501.00	\$ -
No. of Lots	No	0		\$ 5.00	\$ -

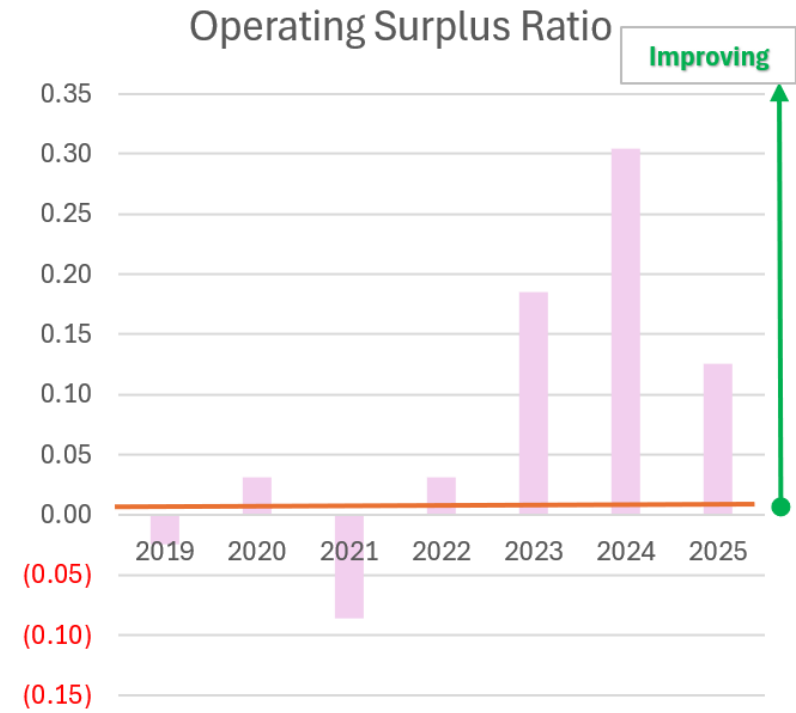
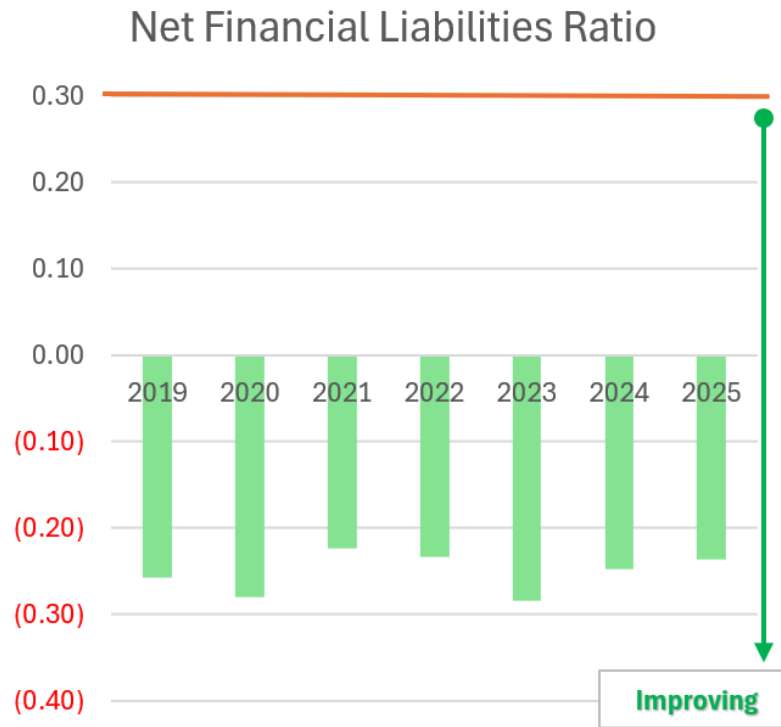
Telecommunications					
NBN Extension / headworks	Yes	8		\$ 300.00	\$ 2,400.00
Developer contributions charge					
New dwellings or lots being constructed, typically new buildings requiring a new mailing address (excludes Building a single dwelling on a vacant block of land, where there is no existing nbn connection)					
Additional services (also known as non-premises services) such as fire alarm, security systems, and elevator phone lines.					
Broadacre subdivisions					
Newly constructed apartments, townhouses or villa units					
Commercial premises – only for new lots or tenancies created, either within an existing building or as part of an expansion.					
Subdivisions – only for the new lots that are created					
Granny flats/outbuildings – only if they are newly constructed and have a separate address from the primary residence (these instances will require a unique lead in conduit).					
Conversion of a warehouse into new apartments					
Knock down rebuild – only if a new address is created					
This is a charge applied only to developers and builders for:					
Single Dwelling Units (SDUs): An SDU is typically a building with single premises including free standing and terrace housing or a building with two premises on one lot such as a duplex.	Yes	8		\$ 545.45	\$ 4,363.64
Multi Dwelling Units (MDUs): An MDU is typically a building with three or more separate premises, or any form of strata, group, company or community title development.	No	0		\$ 363.64	\$ -
Backhaul contributions for medium to large developments (incl. GST)					
Backhaul contributions may apply if the nbn™ access network infrastructure required to connect the new development is not available.	No	0		\$ -	\$ -
No Charge for nbn™ access network backhaul already available	No	0		\$ -	\$ -
Backhaul contribution of up to \$1,000 per premises. Up to 50% of costs.	No	0		\$ -	\$ -
Backhaul contribution of more to \$1,000 per premises. Up to 100% of costs over \$1,000.	No	0		\$ -	\$ -
End User Contributions Charge					
No. of New Users	Yes	8		\$ 272.73	\$ 2,181.82
Pre-install Connection (No fee)	No	0		\$ -	\$ -
Telstra					
Standard connection to existing premise	No	0		\$ 90.00	\$ -
New Service connection fee to existing premise	No	0		\$ 219.09	\$ -

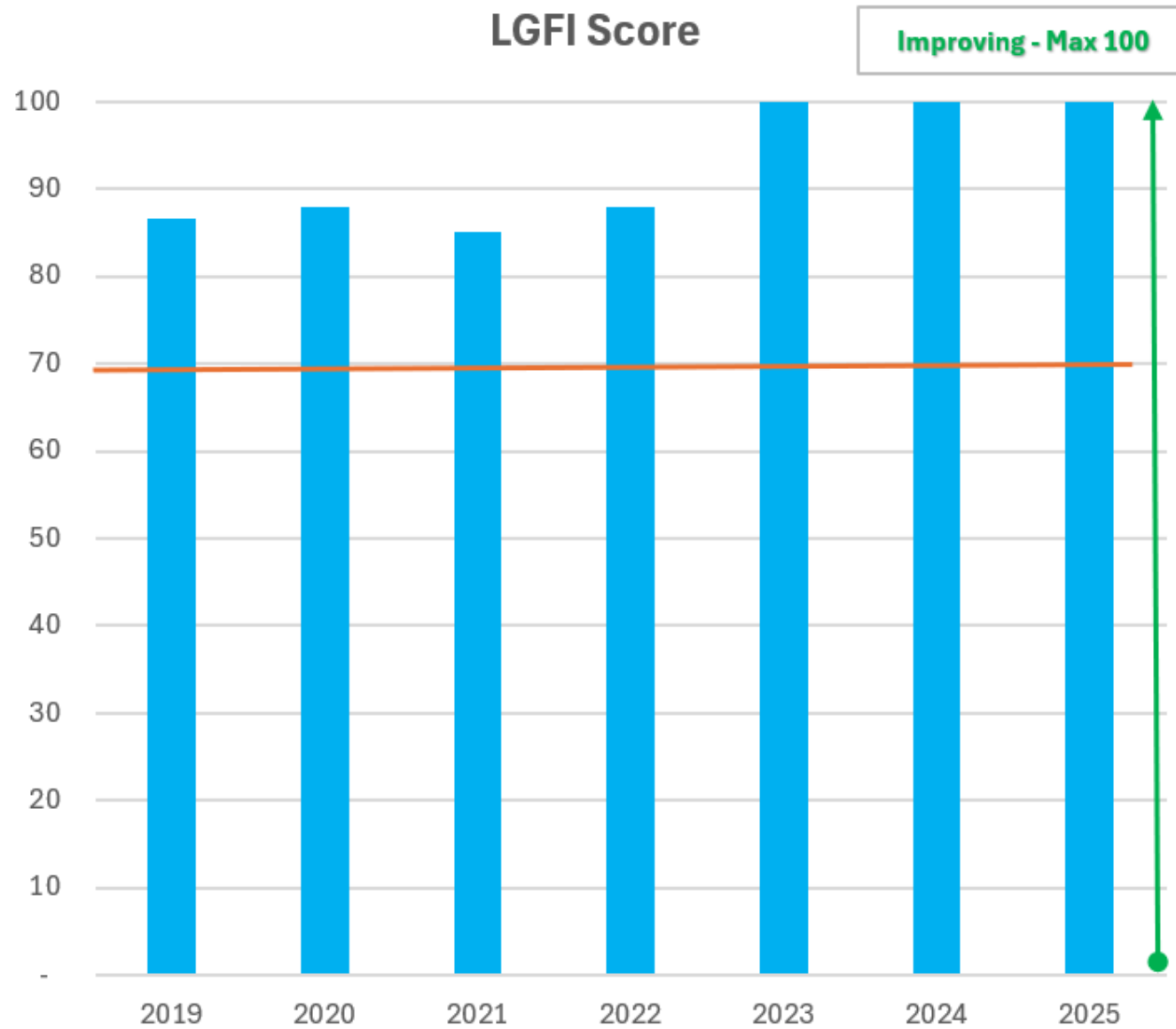
Water & Sewer					
Infrastructure Contributions for creation of new lots (GST does not apply) Standard infrastructure contribution					
Water	Yes	8	No. of New Lots	\$ 2,756.00	\$ 22,048.00
Wastewater	Yes	8	No. of New Lots	\$ 4,542.00	\$ 36,336.00
Drainage	No	0	No. of New Lots	\$ 37.00	\$ -
Mains Extension - Water	Yes	1	ea.	\$25,000.00	\$ 25,000.00
Mains Extension - Sewer	No	0	ea.	\$25,000.00	\$ -
Land Servicing Connections					
Single Residential application fees					
Application fee	Yes	7	No. of New Lots	\$ 116.59	\$ 816.13
Sewer connection fee	No	0	No. of New Lots	\$ 116.59	\$ -
Water service activation fee	No	0	No. of New Lots	\$ 116.59	\$ -
Multi residential application fees					
Application fee	Yes	3	ea.	\$ 213.24	\$ 639.72
Non-residential and mixed use application fees					
Application fee	No	0	ea.	\$ 273.67	\$ -
Additions/ alterations					
Single Residential	No	0	ea.	\$ 116.59	\$ -
Multi residential	No	0	ea.	\$ 213.24	\$ -
Non-residential / Mixed Use	No	0	ea.	\$ 273.67	\$ -
Future water service connection (20mm)	Yes	3		\$ 1,826.69	\$ 5,480.07
Meter relocation fee – more than 0.5m (20mm service)	No	0		\$ 2,016.71	\$ -
Cut in sewer junction (100mm)	Yes	2		\$ 950.43	\$ 1,900.86
Cut in sewer junction (150mm)	No	0		\$ 1,164.81	\$ -
Deferring Infrastructure Costs (see conditions)					
Deferral secured by a memorial preparation charge (Fee per lot) under Regulation 29 Water Services Regulations 2013	No	0		\$ 293.15	\$ -
Deferral secured by a memorial removal charge (Fee per lot) under Regulation 29 Water Services Regulations 2014	No	0		\$ 252.67	\$ -
Financial Guarantee - Agreement fee for deferral by Financial Guarantee	No	0		\$ 1,117.93	\$ -
Interest rate	No	0		11.330%	\$ -
Preparing and handling documents					
Memorials - (Fee per document) under Section 128 Water Services Act 2012	No	0		\$ 266.50	\$ -
Notifications – (Fee per document) under S70A of Transfer of Land Act	No	0		\$ 266.50	\$ -
Performance Agreements / early clearances					
Fee per design accepted for early clearances	No	0		\$ 267.20	\$ -
Staged or revised land development agreements					
Additional staged or revised agreement fee (per agreement)	No	0		\$ 247.60	\$ -
Water Service to Freehold lots	Yes	2	ea.	\$ 1,000.00	\$ 2,000.00
Water Service to Strata lots	Yes	5	ea.	\$ 2,000.00	\$ 10,000.00
Sewer Service to Freehold lots	Yes	2	ea.	\$ 1,000.00	\$ 2,000.00
Sewer Service to Strata lots	Yes	5	ea.	\$ 2,000.00	\$ 10,000.00
Gas					
Mains Extension	No	0		\$ -	\$ -
New connection administration fee (Kleanheat)	No	0		\$ -	\$ -
Trenching Fee (over 20m) per metre (incl. GST)	No	0		\$ 42.58	\$ -
SUB-TOTAL					\$ 516,944.11
CONTINGENCY					
	Yes	1		15%	\$ 77,541.62
TOTAL					\$ 594,485.73

[illegible]

Appendix F - Shire of Waroona Financial Ratios







127 Waroona Shire
2025

Current Assets	\$	6,917,183
Current Liabilities	\$	2,663,863
<i>Benchmark Score is 1.0</i>		2.60

2025

Operating Revenue	\$	10,868,877
Less: Federal Assistance Grants (FA Grants) Current Year	\$	(900,347)
Plus: Federal Assistance Grants (FA Grants) Prior Year		1,428,390
Adjusted Operating Revenue - 1	\$	11,396,920
Operating Expenses	\$	(12,215,295)
Add Back: Depreciation	\$	2,825,357
Add back: Finance Costs*	\$	64,032
Adjusted Operating Expenses	\$	(9,325,906)
Adjusted Operating Surplus w/exclusions	\$	2,071,014
Finance Costs*	\$	64,032

Plus: Repayment of Borrowings**	\$	94,441
Less: Debt refinancing	\$	0
Debt Service Costs	\$	158,473
Benchmark Score is 2.0		13.07

*Note: Finance Costs data sources include lease interest costs

**Note: Current data sources exclude lease principal repayments

2025

Total Liabilities	\$	4,287,115
Less: Current - Cash & Cash Equivalents	\$	(6,086,560)
Less: Current - Trade & Other Receivables**	\$	(560,897)
Less: Current - Other Financial Assets**	\$	(250,588)
Less: Non-Current - Trade & Other Receivables**	\$	(30,023)
Less: Non-Current - Financial Assets	\$	(59,715)
Net Financial Liabilities	\$	(2,700,668)
Operating Revenue	\$	10,868,877
Plus: FA Grants Adjustment (Prior year less current year)	\$	528,043
Adjusted Operating Revenue - 1	\$	11,396,920
Benchmark Score is 0.30. 0.6 is low (bad). 0.0 is high (good)		(0.24)

**Note: Other Financial Assets and Current/Non-Current - Trade & Other Receivables data to be validated by LGA

2025

Operating Revenue	\$	10,868,877
Plus: FA Grants Adjustment (Prior year less current year)	\$	528,043
Plus: Grants, contributions for asset renewal*	\$	2,568,826
Adjusted Operating Revenue - 2	\$	13,965,746
Less: Operating Expenses	\$	(12,215,295)
Adjusted Operating Surplus	\$	1,750,451
Operating Revenue	\$	10,868,877
Plus: FA Grants Adjustment (Prior year less current year)	\$	528,043
Plus: Grants, contributions for asset renewal*	\$	2,568,826
Adjusted Operating Revenue - 2	\$	13,965,746
<i>Benchmark Ratio is 0.0</i>		0.13

Metric	FY 2025
Current Ratio	2.60
LGFI Score	10.00
LGFI Weight	10%
Weighted LGFI Score	1.00
Debt Service Coverage Ratio	13.1
LGFI Score	10.00
LGFI Weight	20%
Weighted LGFI Score	2.00
Operating Surplus Ratio	0.13
LGFI Score	10.00
LGFI Weight	40%
Weighted LGFI Score	4.00
Net Financial Liability Ratio	(0.24)
LGFI Score	10.00
LGFI Weight	30%
Weighted LGFI Score	3.00
Total Weighted LGFI Score	10.00
	100

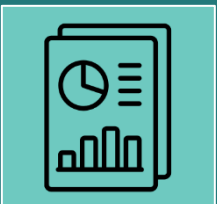




Lot 43
Eastcott St,
Waroona
BUSINESS PLAN

TOWARDS
2034

Document No: IR002



About this document

This Lot 43 Eastcott St, Waroona Feasibility & Report investigates the viability and financial return to the Shire of Waroona on subdivision and / or development of housing on this freehold lot.

Disclaimer

This document has been published by the Shire of Waroona. Any representation, statement, opinion, or advice expressed or implied in this publication is made in good faith and on the basis that the Shire are not liable for any damage or loss whatsoever which may occur as a result of action taken or not taken, as the case may be, in respect of any representation, statement, opinion or advice referred to herein.

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Strategy



Plan



Framework



Policy



Report



Management Practice



Procedure



Form



Council Document



Public Document

Document Control

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1. Executive Summary

The Shire of Waroona has freehold ownership of land in the Waroona Townsite that is suitable for subdivision and housing development. This property is at Lot 43 Eastcott St, Waroona.

Under section 3.59 of the Local Government Act 1995, before the Shire of Waroona Council makes a determination to develop this land, it is required to produce a business plan and undertake public consultation for the proposal.

The proposal is to undertake one of the following:

- subdivide the land and sell the land only, retaining the existing house
- subdivide the land and sell the land and the existing house
- subdivide the land, build houses on the land and lease the houses.

Once subdivided or with houses built the Shire may elect to sell any of the properties under their own title.

This proposal has strong alignment with the Shire's aims for economic development of Waroona, and of the State and Federal Governments' drive to provide more housing and will be suitable for grant application if the houses are leased to key workers. Demand for key workers is high in Waroona and with a tight rental market the project has good prospects for success.

2. Introduction

The Shire of Waroona has freehold ownership of land in the Waroona Townsite that is suitable for subdivision and housing development. This property is at Lot 43 Eastcott St, Waroona.

Before the Shire of Waroona Council makes a determination to develop this land it is required to produce a business plan and undertake public consultation for the proposal.

The Shire of Waroona is considering subdividing the lot, building housing on the subdivided lots and leasing or selling the properties under three (3) options:

- subdivide the land and sell the land only, retaining the existing house
- subdivide the land and sell the land and the existing house
- subdivide the land, build houses on the land and lease the houses.

3. Statutory Requirements

This report meets the Shire's obligations under the Local Government Act 1995 section 3.59, when considering a major land transaction. These obligations require the local government to prepare a business plan before entering into a major land transaction. The legislation is as follows.

Major Land Transaction Threshold

The major land transaction threshold is dealt with in the Local Government (Functions and General) Regulations 1996, Regulation 8A - Amount prescribed for major land transactions; exempt land transactions prescribed.

Reg 8A.(2) states that a major land transaction is the lesser of \$2,000,000 or 10% of previous year's operating expenditure (10% of \$11,886,452 = \$1,188,645).

The development of the subject properties is a "land transaction" and also a "major land transaction", as the development price is more than \$1,188,645. A business case is therefore required.

Local Government Act 1995, section 3.59. Commercial enterprises by local governments

Land transaction means an agreement, or several agreements for a common purpose, under which a local government is to —

- (a) acquire or dispose of an interest in land; or
- (b) develop land;

Major land transaction means a land transaction other than an exempt land transaction if the total value of —

- (a) the consideration under the transaction; and
 - (b) anything done by the local government for achieving the purpose of the transaction, is more, or is worth more, than the amount prescribed for the purposes of this definition...
- (2) Before it ... enters into a major land transaction; or ... enters into a land transaction that is preparatory to entry into a major land transaction, a local government is to prepare a business plan.
- (3) The business plan is to include an overall assessment of the major trading undertaking or major land transaction and is to include details of —
- (a) its expected effect on the provision of facilities and services by the local government; and
 - (b) its expected effect on other persons providing facilities and services in the district; and
 - (c) its expected financial effect on the local government; and
 - (d) its expected effect on matters referred to in the local government's current plan prepared under section 5.56; and
 - (e) the ability of the local government to manage the undertaking or the performance of the transaction; and
 - (f) any other matter prescribed for the purposes of this subsection.

The prescribed matter of the above subsection (3)(f) is Regulation 10 of the Local Government (Functions and General) Regulations 1996 which requires that the Shire identifies joint venturer in the major land transaction where there is any joint venture ownership, interests, benefits or liabilities from the property will arise or become an entitlement to a joint venturer as a result of this major land transaction.

4. Lot 43 Eastcott St, Waroona Property Information

4.1. Land Tenure and Planning

4.1.1. Land Tenure

Lot 43 Eastcott St, Waroona is owned freehold by the Shire of Waroona. As such it is not Crown land and the Shire therefore is able to do anything lawful in respect to this lot, including selling, subdividing or building on the land, subject to normal approval processes.

The land is an unusual L shape, with an area = 4,102m² and contains an existing fenced house on the lot which yields rental income to the Shire.



Figure 1 - Aerial view of lot 43 Eastcott St, Waroona

4.1.2. Residential Code

The land is code R30. Council has discretion to approve single houses on lots in this Zone. An R30 code provides for a minimum lot size for a single or grouped dwellings of 260m², with an average site area of 300m² per dwelling.

5. The Proposal

This proposal examines three options for the site:

- subdivide the land and sell the land only, retaining the existing house
- subdivide the land and sell the land and the existing house
- subdivide the land, build houses on the land and lease the houses.

The following lot arrangement, subject to survey, is proposed.

• Public open space provision (min. 410m ²)	418m ²
• Existing house lot	858m ²
• Strata access driveway	340m ²
• 1 x strata lot (rear – lot 1)	350m ²
• 4 x strata lots (334m ² each – lots 2 to 5)	1,336m ²
• 2 x freehold lots (400m ² each – lots 6 & 7)	<u>800m²</u>
	4,102m²



Figure 2. Proposed Lot Layout – Lot 43 Eastcott St, Waroona

In determining the lot areas and viability of developing all lots, detailed survey and design will inform the final layout, lot yield and potential economic return. Consideration of planning policies of the Shire including those relating to significant trees will be undertaken. Lots 6 & 7 configuration have the potential to be impacted by this issue and may lead to the removal of lot 7.

6. Expected effect on the provision of facilities and services by the local government

The subject land is largely unused civic land, apart from the single house presently on this lot. Development of the site with housing will add residential lots and housing stock to the Shire and increase the Shire's housing rental on this lots from one (1) existing houses to up to eight (8). This proposal does not add new services, but rather it expands on the existing accommodation portfolio of the Shire from an existing 3 properties being leased by the Shire.

This development is a positive use of an under-utilised Shire land asset with potential for a financial return. This aligns with the Shire's strategic aspiration of building and effectively managing Shire assets to continually improve our standard of living. The Shire will have the option of providing the housing as its own key worker accommodation should this be a limiting factor in attracting staff. Alternatively, it may lease the properties for key accommodation or general rental accommodation.

In the short term while the planning and capital works are underway for this development the loan needed for the works will impact on the Shire's overall expenditure. Once complete the property rentals will offset against the loan repayment largely restoring the Shire's expenditure capacity. The amount by which this is restored is subject to grant funding which may help reduce the overall level of borrowings. The financial considerations are detailed in the section 8 of this report dealing with the financial effects of this major land transaction.

In the medium to long term this development has the potential to provide a rental income stream to the Shire and eventually a capital return should the lots be sold. This will improve the Shire's ability to provide services to the district.

7. Expected effect on other persons providing facilities and services in the district

The Professionals Waroona real estate firm has provided the following information about the Waroona real estate market.

- Housing is in strong demand in Waroona and is expected to continue this way. Only sellers setting unrealistic prices are not finding buyers presently. Prices are likely to continue to rise.
- Rental demand is in strong demand in Waroona and is expected to continue this way. Rent yields may continue to rise.
- The proposed lot sizes are suitable for Waroona, particularly in Eastcott St, which is walking distance to the main street.
- While small, there is a older demographic which is looking for smaller houses with less maintenance needs. A similar example exists at 14 Thatcher St. The 3 x 2 housing option is very likely to be in demand.
- Properties 1 to 5, which are proposed as strata lots, will be in demand, though the ultimate sale prices will be less than for freehold.
- Properties 6 and 7, which are freehold, could be subdivided into a battleaxe formation, however, this should be guided by the location of the existing trees on site and how this would impact the houses to be built on the properties.

The housing and rental market is strong in Waroona and is likely to continue this way for the foreseeable future. This development will be able to provide key worker accommodation for the aged care and public service sectors. The Shire has received formal support from the local aged care service, Quambie Park, and from the Waroona High School for this initiative, as it assists them with accommodation for staff who may not wish to purchase property here but wish to live in Town during their tenure. The build-to-rent model works well in the key worker sector, particularly where an employee may be on a defined term deployment to a location, such as may be the case with police officers and other public sector roles.

Given the housing and rent demand in Waroona Town, the Shire's provision of an extra seven (7) properties into the Waroona Town is very unlikely to significantly lessen housing demand and the competition effect on other persons providing similar facilities cannot be described as monopolistic or anti-competitive.

8. Expected financial effect on the local government

8.1. 2035 Net Shire Worth

An assessment of the Shire's financial position has been carried out for 2035, post development of the site and leasing of the properties in contrast to the present position which leases the existing house on this large lot.

	Do nothing (rent existing house)	Subdivide + sell, retain existing house	Subdivide + sell full property	Subdivide + build, rent full property (8 houses)	Subdivide + build, rent full property (7 houses) Approx.
Net Present Value					
NPV – Unrealised Property Value	434,795	342,867	-	2,491,997	2,135,997
NPV – Net Cash Flow	119,929	400,711	823,847	(2,645,047)	(2,267,183)
Total Net Present Value	554,724	743,578	823,847	(153,050)	(131,186)
Net Wealth					
Total Revenue	292,895	1,457,243	1,905,065	1,691,876	1,450,179
Total Cost	(96,744)	(799,541)	(722,781)	(4,991,578)	(4,278,495)
Net Cash Flow	196,151	657,702	1,182,284	(3,299,702)	(2,828,316)
Unrealised Property Value	1,095,420	863,817	-	6,278,324	5,381,421
Total Net Wealth (Cash Flow & Unrealised Property Value)	1,291,571	1,521,519	1,182,284	2,978,622	2,553,105

Table 1. Comparison of Net Present Value and Total Net Wealth

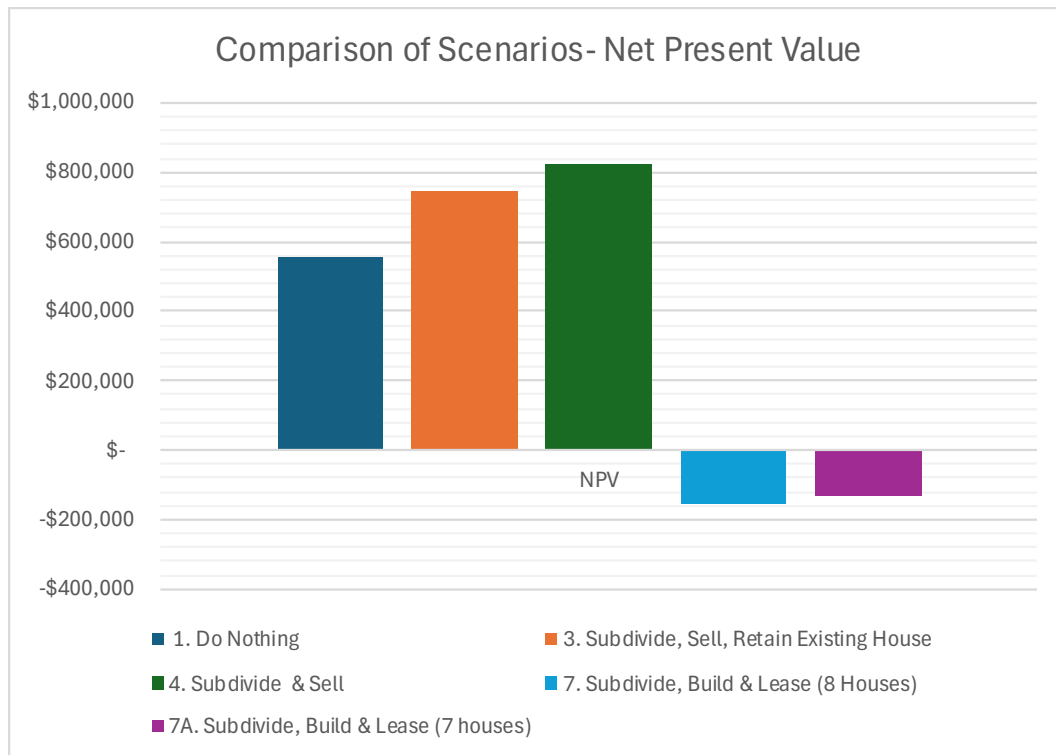


Figure 3. Comparison of Net Present Value

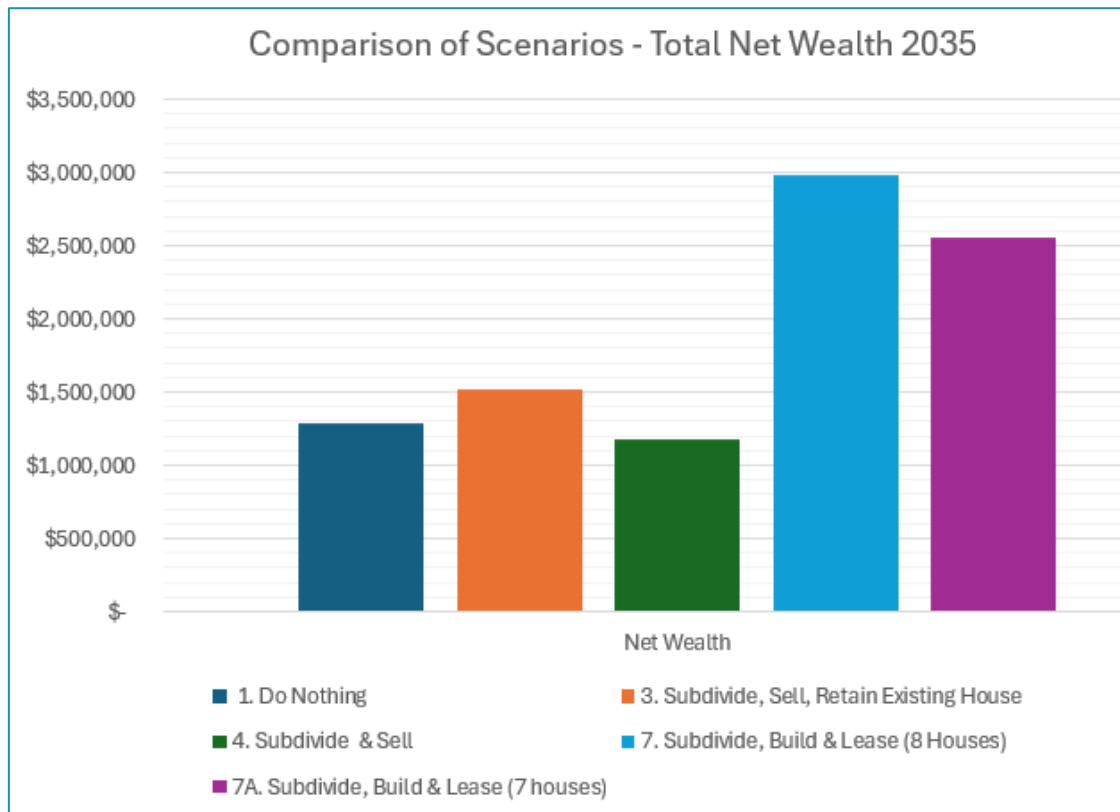


Figure 4. Comparison of Total Net Wealth 2035

The financial model and inputs are included in the Lot 43 Eastcott St, Feasibility Report which is to be read in conjunction with this Plan.

8.2. Borrowings, Debt Servicing Capacity and Rates Impact

The following section assesses the Shire's borrowings against rates impact and debt servicing capacity.

8.2.1. Debt Service Coverage Ratio (DSCR) and Rates Impact

An assessment of the Shire's current Debt Service Coverage Ratio for the most recent financial year 2024/25 has been undertaken. The Shire's Debt Service Coverage stands at 13.07, well above the benchmark basic score of 2.0 and the advanced score of 5.0. The Shire's Financial Health Index (FHI) score is 100/100, indicating the Shire is presently in a sound financial position.

Details of the Shire's financial health are provided in Appendix F.

8.2.2. Borrowings and Grant Funding

In order to proceed with this major land transaction, the Shire will need to borrow funds. On the basis that the Shire carries the full cost of the project, the loan needed to support subdivision and housing build is \$4,073,000 (excl. GST).

The Shire has also applied for a State Government Regional Housing Fund grant of \$1,262,630, approximately 31% of the total project cost. This grant is conditional on the Shire making the houses available for key workers, however as demand is solid in Waroona Town this is achievable.

Grant funds have the potential to lower borrowing costs and will be sought where available during the life of the project.

A scenario is also provided in which six (6) rather than seven (7) lots are developed.

The Shire's loan size, capacity and impact on rates is modelled below for the subdivision option and the full subdivision and house build options. For the subdivide and full build option, modelling is provided for where no grant funding is provided and where grant funding is provided, for both the development of seven (7) lots and the development of six (6) lots.

LOAN CAPACITY - SUBDIVISION ONLY - NO GRANT FUNDING			
	Loan \$	\$	672,386
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	33,619
	Interest Repayment	\$	39,671
	P + I	\$	73,290
New Income Needed, or Reduced Services Amount		\$	73,290
Rate Increase Needed to Service Loan			1.13%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>		10.45	6.17
LOAN CAPACITY - 7 LOT DEVELOPMENT - WITH 31% GRANT FUNDING			
	Project Cost	\$	4,073,000
	Grant % of Total Cost		31%
	Grant Amount	\$	1,262,630
	Shire Loan	\$	2,810,370
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	140,519
	Interest Repayment	\$	165,812
	P + I	\$	306,330
New Income Needed, or Reduced Services Amount		\$	306,330
Rate Increase Needed to Service Loan			4.71%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>		6.39	3.64
From 2030 Following Start of Full Rental Income			
Scenario 7 Rental Income from 2030 onwards (13% rental escalation & 75% yield)		\$	196,000
New Income Needed, or Reduced Services Amount Post 2030		\$	110,330
Rate Increase Needed to Service Loan Post 2030			1.70%
LOAN CAPACITY - 6 LOT DEVELOPMENT - NO GRANT FUNDING			
	Loan \$	\$	3,491,000
	Loan Interest Rate %		5.9%
	Term of Loan (yrs)		20
	Principal Repayment	\$	174,550
	Interest Repayment	\$	205,969
	P + I	\$	380,519
New Income Needed, or Reduced Services Amount		\$	380,519
Rate Increase Needed to Service Loan			5.85%
Debt Service Coverage Ratio			
<i>Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.</i>		5.68	3.22
From 2030 Following Start of Full Rental Income			
Scenario 7A Rental Income from 2030 onwards (13% rental escalation & 75% yield)		\$	170,000
New Income Needed, or Reduced Services Amount Post 2030		\$	210,519
Rate Increase Needed to Service Loan Post 2030			3.24%

LOAN CAPACITY - 6 LOT DEVELOPMENT - WITH 31% GRANT FUNDING		
Project Cost	\$	3,491,000
Grant % of Total Cost		31%
Grant Amount	\$	1,082,210
Shire Loan	\$	2,408,790
Loan Interest Rate %		5.9%
Term of Loan (yrs)		20
Principal Repayment	\$	120,440
Interest Repayment	\$	142,119
P + I	\$	262,558
New Income Needed, or Reduced Services Amount	\$	262,558
Rate Increase Needed to Service Loan		4.04%
Debt Service Coverage Ratio		
Benchmark Score is 2.0. First Score excludes principle repayment. Second Score includes principle repayment.	6.89	3.94
From 2030 Following Start of Full Rental Income		
Scenario 7 Rental Income from 2030 onwards (13% rental escalation & 75% yield)	\$	170,000
New Income Needed, or Reduced Services Amount Post 2030	\$	92,558
Rate Increase Needed to Service Loan Post 2030		1.42%

Table 2. Loan Borrowings

Grant funds have the potential to lower borrowing costs and will be sought where available. There is alignment with Federal and State Governments' objectives in bringing houses to the market and grants are made available from time to time which may assist the Shire is achieving its objectives for this property.

Financial project viability is improved due to the positive impact of grant funds for the project as they lessen the financial impost on rates and maintaining a sustainable debt service coverage ratio.

Grant funding of 31% of the project will leave the Shire in close to a net cash neutral position in the event that it subdivides, builds and leases the properties to earn rental income. The Shire has applied for grant funding for this development.

Under the seven (7) lot development proposal, without Grant Funding the Shire's annual expenses for interest and principle repayments are \$203,650 and \$240,307 respectively each year, or \$443,957 combined. During this period the Shire would need to curtail other expenditure in order to afford this loan. These expenses are in equivalent to about a 6.83% rate increase. At this level of borrowing, the Shire's debt service ratio remains above the benchmark requirement. Once the houses are built and leased the Shire will net approximately \$250,000 annually in rent, which will go a significant way to offsetting the loan costs, leaving an annual balance of approximately \$193,957, or 2.98% of rates to fund the loan.

Under the seven (7) lot development proposal, with Grant Funding the Shire's annual expenses for interest and principle repayments are \$140,519 and \$165,812 respectively each year, or \$306,330 combined. During this period the Shire would need to curtail other expenditure in order to afford this loan, though to a lesser extent than if no grant funding were available. These expenses are in equivalent to about a 4.71% rate increase. At this level of borrowing, the Shire's debt service ratio remains comfortably above the benchmark requirement. Once the houses are built and leased the Shire will net approximately \$250,000 annually in rent, which will go most of the way to offsetting the loan costs, leaving an annual balance of approximately \$56,330, or 0.87% of rates to fund the loan.

The above outcomes are repeated for the six (6) lot development proposal, however, in this case the loan is smaller, the repayments less and the financial impact on the Shire is less, in particular, when a grant is available.

8.3. Risk and Sensitivity

8.3.1. Risk Contingencies

The project has added a 15% contingency margin for the subdivision costs. To arrive at a figure for the housing development costs a more conservative estimate of housing costs has been used based on local real estate expertise, in comparison to the Rawlinson's standard price estimates for housing in regional areas of WA.

The risk profile increases with the amount of debt incurred. An inherent risk mitigation for the project will be that the properties can be sold at any stage to recoup funds should there be a cash flow need or other priorities for Shire funds. The construction of the houses would be ordered so that the freehold lot houses are built first, so that should the need to sell arise there are houses ready for sale.

To quantify financial risk associated with the project sensitivity assessment has been undertaken, which looks at a worst- and best-case outcomes. Sensitivity inputs are shown below, and outcomes are shown on the following pages.

8.3.2. Sensitivity Analysis Outcomes

Sensitivity inputs are provided below.

Sensitivities

Selected Case	Select	Case 2		
		Case 2 Base Case	Case 1 Worst Case	Case 2 Base Case
Rates revenue	%	-	(3.00%)	-
Weekly rent	%	-	(10.00%)	-
Sale price	%	-	(10.00%)	-
Subdivision cost	%	-	15.00%	-
Construction cost	%	-	15.00%	-
Rental cost	%	-	10.00%	-
Selling cost (additional to 2.75%)	x% + y%	-	1.00%	-
				Case 3 Best Case
				2.00%
				5.00%
				5.00%
				(10.00%)
				(10.00%)
				(5.00%)
				(1.00%)

Table 3. Sensitivity Inputs

The following table provides the worst, base and best case outcomes for the proposed scenarios.

2035 Sensitivity Outcomes	"Do Nothing" Scenario		
	Worst Case (\$)	Base Case (\$)	Best Case (\$)
Net Present Value			
NPV – Unrealised Property Value	391,316	434,795	456,535
NPV – Net Cash Flow	102,016	119,929	128,886
Total NPV	493,332	554,724	585,421
Net Wealth			
Total Revenue	263,606	292,895	307,540
Total Cost	(96,753)	(96,744)	(96,740)
Net Cash Flow	166,853	196,151	210,800
Unrealised Property Value	985,878	1,095,420	1,150,191
Total Net Wealth	1,152,731	1,293,571	1,360,991

2035 Sensitivity Outcomes	Subdivide & Sell Full Property		
	Worst Case (\$)	Base Case (\$)	Best Case (\$)
Net Present Value			
NPV – Unrealised Property Value	308,580	342,867	360,010
NPV – Net Cash Flow	605,201	823,847	954,556
Total NPV	935,781	1,166,714	1,314,566
Net Wealth			
Total Revenue	1,737,320	1,905,065	1,987,944
Total Cost	(835,092)	(722,781)	(638,821)
Net Cash Flow	902,228	1,182,284	1,349,123
Unrealised Property Value	773,435	863,817	907,008
Net Wealth	1,675,663	2,046,101	2,256,131

2035 Sensitivity Outcomes	Subdivide & Sell, Retain Existing House		
	Worst Case (\$)	Base Case (\$)	Best Case (\$)
Net Present Value			
NPV – Unrealised Property Value	308,580	342,867	360,010
NPV – Net Cash Flow	222,890	400,711	507,667
Total NPV	531,470	743,578	867,677
Net Wealth			
Total Revenue	1,333,298	1,457,243	1,518,151
Total Cost	907,319	799,541	722,207
Net Cash Flow	425,979	657,702	795,944
Unrealised Property Value	773,435	863,817	907,008
Net Wealth	1,199,414	1,521,519	1,702,952

2035 Sensitivity Outcomes	Subdivide, Build and Lease Full Property Seven Lot Development		
	Worst Case (\$)	Base Case (\$)	Best Case (\$)
Net Present Value			
NPV – Unrealised Property Value	2,242,797	2,491,997	2,616,597
NPV – Net Cash Flow	(3,218,482)	(2,645,047)	(2,276,962)
Total NPV	(975,685)	(153,050)	339,635
Net Wealth			
Total Revenue	1,522,689	1,691,876	1,776,470
Total Cost	(5,658,894)	(4,991,578)	(4,545,925)
Net Cash Flow	(4,136,205)	(3,299,701)	(2,769,454)
Unrealised Property Value	5,650,491	6,278,324	6,592,240
Net Wealth	1,514,286	2,978,623	3,822,786

Table 4. Sensitivity Outcomes

8.3.3. Financial Inputs and Modelling

The Financial Inputs and Modelling are provided in the Lot 43 Eastcott St Feasibility Report as a reference to this business plan.

9. Expected effect on matters referred to in the local government's current plan prepared under section 5.56

Section 5.56 of the Local Government Act 1995 states:

5.56. Planning for the future

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

This proposal meets the aims of the Shire's Strategic Community Plan, which has a focus and aspiration area to "build and effectively manage our assets to continually improve our standard of living". in the following areas.

Strategic Community Plan 2034		
Strategy No.	Strategy	Comment
2.1.1	Maximise the inherent economic opportunities in the Shire	The provision of additional housing supports economic activity with the Shire.
4.3.1	Develop and promote diverse and affordable housing and accommodation	The subdivision and smaller houses provide a more affordable option for Waroona Townsite.
5.1.2	Maintain long term financial sustainability	The proposal has the potential to boost income to the Shire in the long term and to invest into land and housing to yield a capital return to the Shire as the properties appreciate.

Figure 5. Proposal Alignment with the Strategic Community Plan 2034

10. The ability of the local government to manage the undertaking or the performance of the transaction

The Shire of Waroona routinely delivers an annual civil and facilities capital works program of \$4 million, and a \$7 million Community precinct project in 2024/25. The Shire has strong project management and financial capabilities to execute a subdivide and built project such as lot 43 Eastcott St, Waroona.

Nominated project competencies include:

Project Director / Design Lead:

Name: **Mark Goodlet**

Company: Shire of Waroona

Qualifications: Civil Engineering Degree
Master of Project Management
Post-graduate Certificate of Business

Membership: Chartered Professional Engineers 2029851 Engineers Australia

Project Manager:

The Shire has procured the services of a professional project management firm to undertake various projects on the Shire's behalf. Successful Projects, or another suitably qualified and experienced firm will provide project management for this project.

Company Name: Successful Projects

Company Overview: see Website link <https://successfulprojects.com.au/project-management/>

Competencies: Successful projects are experienced in project management of subdivisions and in residential buildings.

Design:

Denada Surveys are a licenced surveyor and have been engaged to undertake field survey for this project. They will also provide Western Australian Planning Commission subdivision application support for this project.

Subdivision design will entail a number of separate engineering disciplines, headlined by civil engineering. Procurement of suitably qualified and experienced firms to undertake engineering design will be undertaken.

Construction:

Construction procurement will be tendered and carried out through Successful Projects, to acquire reputable and suitably qualified builders, as well as to ensure accountable and transparent tender processes. The Shire has made initial contact with potential regionally active residential building companies to understand regional building availability and capabilities.

11. Joint Venture Considerations

Regulation 10 of the Local Government (Functions and General) Regulations 1996 requires that the Shire identifies joint venture interests in the major land transaction.

No joint venture ownership, interests, benefits or liabilities from the property will arise or become an entitlement to a joint venturer as a result of this major land transaction.

12. Summary and Recommendations

The proposal is to undertake one of the following:

- subdivide the land and sell the land only, retaining the existing house
- subdivide the land and sell the land and the existing house
- subdivide the land, build houses on the land and lease the houses.

Once subdivided or with houses built the Shire may elect to sell any of the properties under their own title.

This proposal has strong alignment with the Shire's aims for economic development of Waroona, and of the State and Federal Governments' drive to provide more housing and will be suitable for grant application if the houses are leased to key workers. Demand for key workers is high in Waroona and with a tight rental market the project has good prospects for success.

This development is a positive use of an under-utilised Shire land asset with potential for a financial return. This aligns with the Shire's strategic aspiration of building and effectively managing Shire assets to continually improve our standard of living. The Shire will have the option of providing the housing as

its own key worker accommodation should this be a limiting factor in attracting staff. Alternatively, it may lease the properties for key accommodation or general rental accommodation.

Given the housing and rent demand in Waroona Town, the Shire's provision of an extra seven (7) properties into the Waroona Town is very unlikely to significantly lessen housing demand and the competition effect on other persons providing similar facilities cannot be described as monopolistic or anti-competitive.

The proposal is within the Shire's financial capacity to debt fund, although the house build option places a burden on the Shire initially until the income stream through leasing comes on line. Grant funding if successful would assist in the project financial viability.

The Shire has delivered significant capital works in the past and this proposal is well within its capabilities to manage.

This project will not be carried out as a joint venture.

To determine the best overall value, borrowing costs will be modelled in further work to show the impact of principle and interest, in order to inform a final decision. Once available this work will be included in the assessment.

