



Date: 21 October 2025

To: Shire President
All Councillors

Copy: Directors
Managers
Staff

ORDINARY COUNCIL MEETING NOTICE AND AGENDA

An Ordinary Council meeting of the Shire of Waroona will be held in the Council Chamber on 28 October 2025 at 4.00pm to consider and resolve the matters set out in the attached Agenda.

**MARK GOODLET
CHIEF EXECUTIVE OFFICER**

Please be aware that all Council meetings are audio recorded, as required by legislation.

If you wish to ask a public question, or provide a deputation or submission, please contact the Shire on (08) 9733 7800 or warshire@waroona.wa.gov.au.

TABLE OF CONTENTS

1.	DECLARATION OF OPENING/ANNOUNCEMENTS OF VISITORS	3
2.	ELECTION OF SHIRE PRESIDENT	3
3.	SWEARING IN OF SHIRE PRESIDENT	6
4.	ELECTION OF DEPUTY SHIRE PRESIDENT	6
5.	SWEARING IN OF DEPUTY SHIRE PRESIDENT	7
6.	ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE	7
7.	SEATING ALLOCATION FOR COUNCILLORS	7
8.	RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE	7
9.	PUBLIC QUESTION TIME	7
10.	PETITIONS AND APPROVED DEPUTATIONS	7
11.	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	7
	12.1 Ordinary Council Meeting – 30 September 2025	7
12.	ANNOUNCEMENTS BY THE PRESIDING MEMBER	7
13.	ANNOUNCEMENTS BY MEMBERS	7
14.	DISCLOSURES OF INTEREST	7
15.	RECEPTION OF MINUTES AND RECOMMENDATIONS OF COMMITTEES	8
	15.1 Recreation Advisory Working Group Minutes – meeting held 17 June 2025.	8
16.	ELECTION OF COMMITTEE MEMBERS AND REPRESENTATIVES	8
	16.1 Appointment of Members to Committees and Advisory Groups	8
18.	REPORTS OF THE CHIEF EXECUTIVE OFFICER AND OFFICERS	22
	18.1 INFRASTRUCTURE SERVICES	22
	18.1.1 Regional Road Group Funding – RC82 Preston Beach Road – Proposed Loan #125 22	
	18.2 CUSTOMER & DEVELOPMENT SERVICES	27
	18.2.1 User Agreement – Bandicoot Brook Bushland Reserve	27
	18.2.2 Amendment to Local Planning Policy 17 – Vegetation	33
	18.2.3 Adoption of Local Planning Policy 19 – Micro Camping	38
	18.3 CORPORATE & COMMUNITY SERVICES	42
	18.3.1 Listing of Payments for the months of September 2025	42
	18.3.2 Statement of Financial Activity for the period ending 30 September 2025	45
	18.3.3 Council Policy ETP001 – Waroona Visitor Centre (Review and Update)	48
	18.3.4 Amendments to Register of Delegations	51
	18.4 CHIEF EXECUTIVE OFFICER	55
	18.5 ITEMS FOR INFORMATION	55
	18.5.1 2025 Small Towns Reinvention Conference	55
	18.5.2 2025 Community Development Conference	61
19.	BUSINESS LEFT OVER FROM A PREVIOUS MEETING	68
20.	ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN	68
21.	NOTICE OF MOTIONS FOR CONSIDERATION AT A FOLLOWING MEETING	68
22.	NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PERSON PRESIDING OR BY DECISION OF THE MEETING	68
23.	CLOSURE OF MEETING	68

AGENDA

1. DECLARATION OF OPENING/ANNOUNCEMENTS OF VISITORS

2. ELECTION OF SHIRE PRESIDENT

To be conducted by the Chief Executive Office (CEO).

IN BRIEF

Under the *Local Government Act 1995 (as amended)* for the election of President, when elected by the Council, nominations are to be given to the CEO in writing at a time announced by the CEO.

If a Councillor is nominated by another Councillor the CEO is not to accept the nomination unless the nominee has advised the CEO, orally or in writing, that he or she is willing to be nominated for the office.

Voting is by secret ballot as if they were electors voting at an election.

If, when the votes are counted there is an equality of votes, the count is to be discontinued and the meeting is to be adjourned for not more than seven days.

BACKGROUND

As the election for President is to be conducted as if they were electors voting at an election, it is requested that all nominations be received by 3.30pm on Tuesday 28 October 2025. This will then give officers time to have election papers printed prior to the 4.00pm commencement of the meeting.

Note that there will also be a verbal call for nominations by the CEO at this meeting of Council should an elected member wish to provide a late nomination.

STATUTORY ENVIRONMENT

The election elements applicable to the Shire of Waroona are highlighted in yellow.

Local Government Act 1995

Section 2.11 - Alternative methods of filling office of mayor or president

- (1) *When an order is made under section 2.1 declaring an area of the State to be a district, the Governor is, by order, to specify whether the first mayor or president **of the local government is to be** —*
 - (a) ***elected by electors of the district under Part 4; or***
 - (b) ***elected by the council from amongst the councillors** under Schedule 2.3, Division 1.*
- (2) *A local government may change* the method of filling the office of mayor or president used by the local government from the election by the council method to the election by the electors method.*

** Absolute Majority Required*

- (3) *A local government may exercise the power conferred by subsection (2) whether or not a proposal has been made under section 2.12.*
- (4) *The method of filling the office of mayor or president used by a local government is changed from the election by the electors method to the election by the council method if the result of a poll declared under section 2.12A(4) is that a majority of electors of the district who voted at the poll voted in favour of the change.*

Section 2.15 – Filling office of deputy mayor or deputy president

The deputy mayor or deputy president is to be elected by the council under Schedule 2.3, Division 2.

Schedule 2.3 – When and how mayors, presidents, deputy mayors and deputy presidents are elected by council

[Sections 2.11(1)(b) and 2.15]

Division 1 – Mayors and presidents

1. Terms used

In this Division —

extraordinary vacancy means a vacancy that occurs under section 2.34(1);
office means the office of councillor mayor or president.

2. When council elects mayor or president

(1) *The office is to be filled as the first matter dealt with —*

- (a) *at the first meeting of the council after an inaugural election or a section 4.13 or 4.14 election or after an ordinary elections day; and*
- (b) *at the first meeting of the council after an extraordinary vacancy occurs in the office.*
- (2) *If the first ordinary meeting of the council is more than 3 weeks after an extraordinary vacancy occurs in the office, a special meeting of the council is to be held within that period for the purpose of filling the office.*

3. CEO to preside

The CEO is to preside at the meeting until the office is filled.

4. How mayor or president is elected

- (1) *The council is to elect a councillor to fill the office.*
- (2) *The election is to be conducted by the CEO in accordance with the procedure prescribed.*
- (3) *Nominations for the office are to be given to the CEO in writing before the meeting or during the meeting before the close of nominations.*
- (3a) *Nominations close at the meeting at a time announced by the CEO, which is to be a sufficient time after the announcement by the CEO that nominations are about to close to allow for any nominations made to be dealt with.*
- (4) *If a councillor is nominated by another councillor the CEO is not to accept the nomination unless the nominee has advised the CEO, orally or in writing, that he or she is willing to be nominated for the office.*
- (5) *The councillors are to vote on the matter by secret ballot as if they were electors voting at an election.*
- (6) *Subject to clause 5(1), the votes cast under subclause (5) are to be counted, and the successful candidate determined, in accordance with Schedule 4.1*

(which deals with determining the result of an election) as if those votes were votes cast at an election.

- (7) As soon as is practicable after the result of the election is known, the CEO is to declare and give notice of the result in accordance with regulations, if any.

5. Votes may be cast a second time

- (1) If when the votes cast under clause 4(5) are counted there is an equality of votes between 2 or more candidates who are the only candidates in, or remaining in, the count, the count is to be discontinued and the meeting is to be adjourned for not more than 7 days.
- (2) Any nomination for the office may be withdrawn, and further nominations may be made, before or when the meeting resumes.
- (3) When the meeting resumes the councillors are to vote again on the matter by secret ballot as if they were electors voting at an election.
- (4) The votes cast under subclause (3) are to be counted, and the successful candidate determined, in accordance with Schedule 4.1 as if those votes were votes cast at an election.

Division 2 — Deputy mayors and deputy presidents

6. Terms used

In this Division —

extraordinary vacancy means a vacancy that occurs under section 2.34(1);

office means the office of deputy mayor or deputy president.

7. When council elects deputy mayor or deputy president

- (1) If the local government has an elector mayor or president the office of deputy mayor or deputy president is to be filled as the first matter dealt with —
- (a) at the first meeting of the council after an inaugural election or a section 4.13 or 4.14 election or after an ordinary elections day; and
- (b) at the first meeting of the council after an extraordinary vacancy occurs in the office.
- (2) If the local government has a councillor mayor or president the office of deputy mayor or deputy president is to be filled —
- (a) as the next matter dealt with after the mayor or president is elected at the first meeting of the council after an inaugural election or a section 4.13 or 4.14 election or after an ordinary elections day; and
- (b) subject to subclause (3), as the first matter dealt with at the first meeting of the council after an extraordinary vacancy occurs in the office.
- (3) If at a meeting referred to in clause 2(1)(b) the deputy mayor or deputy president is elected to be the mayor or president, the resulting extraordinary vacancy in the office is to be filled as the next matter dealt with at the same meeting.

8. How deputy mayor or deputy president is elected

- (1) The council is to elect a councillor (other than the mayor or president) to fill the office.
- (2) The election is to be conducted in accordance with the procedure prescribed by the mayor or president, or if he or she is not present, by the CEO.
- (3) Nominations for the office are to be given to the person conducting the election in writing before the meeting or during the meeting before the close of nominations.
- (3a) Nominations close at the meeting at a time announced by the person conducting the election, which is to be a sufficient time after the announcement by that person that nominations are about to close to allow for any nominations made to be dealt with.
- (4) If a councillor is nominated by another councillor the person conducting the election is not to accept the nomination unless the nominee has advised the

person conducting the election, orally or in writing, that he or she is willing to be nominated for the office.

- (5) The council members are to vote on the matter by secret ballot as if they were electors voting at an election.*
- (6) Subject to clause 9(1) the votes cast under subclause (5) are to be counted, and the successful candidate determined, in accordance with Schedule 4.1 as if those votes were votes cast at an election.*
- (7) As soon as is practicable after the result of the election is known, the person conducting the election is to declare and give notice of the result in accordance with regulations, if any.*

9. Votes may be cast a second time

- (1) If, when the votes cast under clause 8(5) are counted, there is an equality of votes between 2 or more candidates who are the only candidates in, or remaining in, the count, the count is to be discontinued and, not more than 7 days later, a special meeting of the council is to be held.*
- (2) Any nomination for the office may be withdrawn, and further nominations may be made, before or when the special meeting is held.*
- (3) When the special meeting is held the council members are to vote again on the matter by secret ballot as if they were voting at an election.*
- (4) The votes cast under subclause (3) are to be counted, and the successful candidate determined, under Schedule 4.1 as if those votes were votes cast at an election.*

CONCLUSION

Nominations for Shire President may be made prior to, or at the time of dealing with Item 3 of this Agenda. Nominations will then close and ballot papers will be immediately printed and then the ballot held. A short adjournment will occur while ballot papers are printed.

For the purpose of having ballot papers printed, it is suggested that nominations be provided to the Returning Officer (CEO) prior to this meeting. This may alleviate the need for an adjournment. Council members are to vote on the matter by way of secret ballot.

3. SWEARING IN OF SHIRE PRESIDENT

Mrs Lina Look JP will conduct the Oath or Affirmation of Allegiance and Declaration of office of Shire President.

The Shire President assumes the chair as the presiding member.

4. ELECTION OF DEPUTY SHIRE PRESIDENT

To be conducted by the Shire President.

IN BRIEF

Once nominations close for the position of Deputy President, if there is more than one nomination, there will be a short adjournment to print the ballot papers.

In regard to the election of the Deputy President, Schedule 2.3(2) of the *Local Government Act 1995* states that this election is to be conducted in accordance with the procedure prescribed by the President, or if he or she is not present, by the CEO. Nominations are to be given to the person conducting the election in writing before the meeting or during the

meeting before the close of nominations. Council members are to vote on the matter by way of secret ballot.

5. SWEARING IN OF DEPUTY SHIRE PRESIDENT

Mrs Lina Look JP will conduct the Oath or Affirmation of Allegiance and Declaration of office for Deputy Shire President.

6. ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

7. SEATING ALLOCATION FOR COUNCILLORS

The Shire President will conduct a ballot for the Councillor seating allocation.

As per the Meeting Procedures Local Law 2020:

Part 4—Conduct of Members

4.1 Members to be in their proper places

(1) At the first council meeting held after each ordinary election, the CEO shall allot, by ballot, a position at the council table to each member.

(2) Each member is to occupy his or her allotted position at each council meeting.

8. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

9. PUBLIC QUESTION TIME

10. PETITIONS AND APPROVED DEPUTATIONS

11. CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

12.1 Ordinary Council Meeting – 30 September 2025

OFFICER RECOMMENDATION

That the Minutes of the Ordinary Council Meeting held 30 September 2025 be confirmed as being a true and correct record of proceedings.

12. ANNOUNCEMENTS BY THE PRESIDING MEMBER

13. ANNOUNCEMENTS BY MEMBERS

14. DISCLOSURES OF INTEREST

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

15. RECEPTION OF MINUTES AND RECOMMENDATIONS OF COMMITTEES

15.1 Recreation Advisory Working Group Minutes – meeting held 17 June 2025.

WORKING GROUP RECOMMENDATION

That Council receives and notes the Minutes of the Recreation Advisory Working Group meeting held 17 June 2025 (as per Appendix 15.1);

WORKING GROUP RECOMMENDATION

That Council endorses the following recommendations of the Recreation Advisory Working Group:

1. that Council supports the Waroona Cricket Club in investigation potential improvements to the ablution facilities at the club;
2. that Council supports the Waroona Golf Club in investigating a reticulation project at the Waroona Golf Course; and
3. that Council supports the Drakesbrook Community Gardens Group in investigating a water tank project at the Waroona Recreation and Aquatic Centre Grounds.

16. ELECTION OF COMMITTEE MEMBERS AND REPRESENTATIVES

16.1 Appointment of Members to Committees and Advisory Groups	
File Ref:	GO.3 – Governance - Reporting
Previous Items:	Following 2023 local government elections - OCM23/10/131, OCM23/10/132, OCM23/10/133, OCM23/10/134, OCM23/10/135, OCM23/10/136, OCM23/10/137, OCM23/10/138
Applicant:	Shire of Waroona
Author and Responsible Officer:	Chief Executive Officer
Declaration of Interest:	Impartiality. The Chief Executive Officer is by determination of Council a member of some committees and advisory groups.
Voting Requirements:	Absolute Majority – Recommendation 2 Simple Majority – Recommendations 1, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 & 13
Appendix Numbers:	16.1 - WALGA 2025 Elected Member Prospectus

OFFICER RECOMMENDATION 1

That Council:

1. notes the continuance of the following Committees;
 - a. Finance and Audit Committee;

- b. Alcoa Waroona Sustainability Fund (AWSF) Committee;
 - c. Bush Fire Advisory Committee (BFAC)
 - d. Local Emergency Management Committee (LEMC); and
- 2. constitutes the following Advisory Groups in accordance with Council Policy CGP024 – Advisory and Working Groups and their previously approved Terms of Reference;
 - a. Awards Advisory Group;
 - b. Recreation Advisory Group; and
- 3. disbands the Waroona Visitor Centre Advisory Committee.

OFFICER RECOMMENDATION 2

That Council appoints all Councillors to the Finance and Audit Committee.

OFFICER RECOMMENDATION 3

That Council appointments Councillor _____ to the Bush Fire Advisory Committee (BFAC).

OFFICER RECOMMENDATION 4

That Council appoints Councillor _____ to the Local Emergency Management Committee (LEMC).

OFFICER RECOMMENDATION 5

That Council appoints:

- 1. Councillor _____; and
- 2. Councillor _____;

to the Alcoa Waroona Sustainability Fund (AWSF) Committee.

OFFICER RECOMMENDATION 6

That Council appoints:

- 1. Councillor _____;
- 2. Councillor _____;
- 3. Councillor _____; and
- 4. Councillor _____;

to the Awards Advisory Group.

OFFICER RECOMMENDATION 7

That Council appoints:

1. Councillor _____;
2. Councillor _____;
3. Councillor _____; and
4. Councillor _____;

to the Recreation Advisory Group.

OFFICER RECOMMENDATION 8

That Council appoints to the Regional Joint Development Assessment Panel:

1. as recommended panellists;
 - a. Councillor _____; and
 - b. Councillor _____; and
2. as recommended alternative panellists;
 - a. Councillor _____; and
 - b. Councillor _____.

OFFICER RECOMMENDATION 9

That Council appoints to the Regional Road Group:

1. Councillor _____; and
2. Councillor _____ as proxy.

OFFICER RECOMMENDATION 10

That Council appoints to the Peel Regional Leaders Forum (Peel Alliance):

1. Councillor _____; and
2. Councillor _____ as proxy.

OFFICER RECOMMENDATION 11

That Council appoints to the Western Australian Local Government Association (WALGA) Peel Zone Committee:

1. Councillor _____;
2. Councillor _____;
3. Councillor _____ as deputy delegate;
4. Councillor _____ as deputy delegate; and
5. Chief Executive Officer as proxy.

OFFICER RECOMMENDATION 12

That Council support the appointment or Councillor/s _____ to the Western Australian Local Government Association (WALGA) State Council.

OFFICER RECOMMENDATION 13

That Council appoints to the:

1. (Alcoa) Wagerup Community Consultative Network

- a. Councillor _____; and
- b. Councillor _____;

2. Alcoa Wagerup Environmental Improvement Plan Stakeholder Reference Group;

- a. Councillor _____; and
- b. a Chief Executive Officer appointed officer;

3. Coast Swap, Councillor _____;

4. Harvey River Restoration Taskforce, Councillor _____;

5. Lake Clifton Herron Residents' Association, Councillor _____;

6. Peel Harvey Biosecurity Group, Councillor _____;

7. Peel Mosquito Management Group, Councillor _____;

8. Peron Naturaliste Partnership, Councillor _____;

9. Preston Beach Progress Association, Councillor _____;

10. Waroona Historical Society, Councillor _____;

11. Waroona Interagency Advisory Group;

- a. Councillor _____; and
- b. Councillor _____.

IN BRIEF

This report considers the existing committees and advisory groups of Council. Positions for the Shire committees and advisory groups become vacant and are renewed with local government election cycles. This report recommends the committees and advisory groups to continue and provides an opportunity for Councillor representation on both internal and external committees and advisory groups.

BACKGROUND

Council Committees Versus Advisory Groups.

Committees are formal in nature and are legally governed by the Shire's Standing Orders Local Law 2020 or by enforceable provisions of other applicable legislation.

Advisory Groups are less formal than Committees and are formed by decision of Council to provide specific advice to Council as directed through terms of reference. This advice is presented to a Council meeting through the group's minutes. Council has a policy which guides Advisory groups <https://www.waroona.wa.gov.au/documents/12332/cgp024-advisory-and-working-groups>. Advisory Groups terminate with each local government election cycle.

Mandatory and Discretionary Committees and Advisory Groups

A local government is required by law to appoint an audit committee and a local emergency management committee. All other committees and all advisory groups are constituted at the discretion of the local government. Council has traditionally constituted the following discretionary committees and advisory groups:

- Bush Fire Advisory Committee
- Alcoa Waroona Sustainability Fund Committee (AWSFC)
- Awards Advisory Group
- Recreation Advisory Group
- Waroona Visitor Centre Advisory Group

Apart from the two mandatory committees Council may constitute or disband committees and advisory group as it sees fit to do so. Officer Recommendation 1 proposes to note the continuing committees, and except for the Waroona Visitor Centre Working Group, constitute the Advisory Groups, as these automatically disband at each local government election cycle. Comment on the Waroona Visitor Centre Working Group is made in the Report Details section.

External Committees and Advisory Groups

Council's involvement in the community, region and State means that it is asked to provide Council representation at various external groups. Presently, representation requests are for the following groups:

- Government Affiliated -
 - Regional Joint Development Assessment Panel
 - Regional Road Group (South West)
 - Peel Development Commission
 - Peel Regional Leaders Forum (PRLF) (Peel Alliance)
 - WALGA – Peel Zone
 - WALGA State Council Peel Zone Representative
- Community Affiliated
 - (Alcoa) Wagerup Community Consultative Network
 - Alcoa Wagerup Environmental Improvement Plan Stakeholder Reference Group
 - Coast Swap
 - Harvey River Restoration Taskforce
 - Lake Clifton Herron Residents' Association
 - Peel Harvey Biosecurity Group
 - Peel Mosquito Management Group
 - Peron Naturaliste Partnership
 - Preston Beach Progress Association
 - Waroona Historical Society
 - Waroona Interagency Advisory Group

REPORT DETAIL

A snapshot of each committee and advisory group is provided in the table below. Where necessary further information is provided after the table.

Internal Committee Name	Previous Representatives	Purpose	Time Commitment & Notes
Finance & Audit Committee	All Councillors	To meet local government audit obligations under Part 7 of the LG Act 1995.	2 meetings per year, likely to increase to about 4 - Adjacent to Council meetings
Bush Fire Advisory Committee	SP Walmsley	To meet local government BFAC obligations under Waroona Bush Fires Local Law	- About 4 meetings per year - Meets during work hours
Local Emergency Management Committee (LEMC)	SP Walmsley Chief Executive Officer	To meet local government local emergency management committee obligations under the Emergency Management Act 2005, s38.	- Councillor role chairs the meeting - Meets on the second Wednesday of every February, May, August, and November - Meets during work hours
Alcoa Waroona Sustainability Fund (AWSF) Committee	SP Walmsley DSP Purcell	Assess the minor and major community grants in partnership with Alcoa	2 Councillors - About 3 meetings per year - Meets during work hours
Internal Advisory Group Name	Previous Representatives	Purpose	Time Commitment & Notes
Awards Advisory Group	Cr Clarke DSP Purcell Cr Odorisio Cr Mason	Assesses Australia Day Awards	4 Councillors - About 2 meetings per year - Meets during work hours
Recreation Advisory Group	Cr Scott Cr Pisconeri Cr Odorisio DSP Purcell	Considers strategic and other recreation associated matters raised by Council	4 Councillors - About 4 meetings per year - Meets after work
Waroona Visitor Centre Advisory Group	DSP Purcell Cr Scott Cr Pisconeri	Considers strategic and other visitor centre associated matters raised by Council	3 Councillors - About 3 meeting per year - Recommend disbanding
External Committee / Advisory Group Name	Previous Representatives	Purpose	Time Commitment & Notes
Government Affiliated			
Regional Joint Development Assessment Panel	SP Walmsley DSP Purcell Alternatives - Cr Scott, Cr Mason	Statutory Planning panel which assesses larger scale developments	2 Councillors and 2 alternate delegates are recommended - Minister of Planning appointment - Requires training - Meets as required about 4 meetings per year

			• Remunerated
Regional Road Group (South West)	Cr Mason Proxy – DSP Purcell	Group of local governments and Main Roads WA which deals with grant funding for road projects	• 1 Councillor & 1 proxy • 3 meetings per year • Meets Monday mornings at 9.30 am at Shire of Dardanup, Eaton
Peel Development Commission	SP Walmsley	Provides a liaison between State Government and Peel local governments	• By invitation from PDC • 5-6 meetings per year • Council support for appointment only as required
Peel Regional Leaders Forum (PRLF) (Peel Alliance)	SP Walmsley Vacant	To deal with issues common to the Peel region, including local governments, environmental groups and Chamber of Commerce	• 1 Councillor, generally Shire President, with Deputy as proxy • CEO as non-voting member • About 2 meetings per year • About 4 meetings per year • Meets during work hours
WALGA – Peel Zone	SP Walmsley DSP Purcell Proxy – CEO	Peak regional local government body	• 5 meetings per year • Meets on the third Thursday of the month (in February, April, June, August and November) at 2:00pm
WALGA State Council Peel Zone Representative	City of Mandurah rep.	Peak local government body	• Representative to be recommended by Council • Must be a Zone delegate • Position determined by Zone • 30 - 40 hours plus one full day and one overnight regional visit • Meets during work hours • Remunerated
Community Affiliated			
(Alcoa) Wagerup Community Consultative Network	Cr Odorisio Vacant Vacant	Provides feedback and transparency to Alcoa's environmental reporting for the Wagerup facility	• 2 Councillors • About 2 meetings per year • Meets during work hours • Document heavy
Alcoa Wagerup Environmental Improvement Plan Stakeholder Reference Group	Cr Pisconeri Officer appointed by CEO Vacant	Provides feedback and transparency to Alcoa's environmental reporting	• 1 Councillor • 1 CEO appointed employee • About 2 meetings per year • Meets during work hours • Document heavy
Coast Swap	Vacant Vacant	Conservation of coastal land	• 1 Councillor • About 2 meetings per year
Harvey River Restoration Taskforce	Vacant Vacant	Conservation of Harvey River	• 1 Councillor • About 4 meetings per year

Lake Clifton Herron Residents' Association	Cr Clarke Vacant	Represents the needs of the Lake Clifton area	• 1 Councillor • 1 meeting per month
Peel Harvey Biosecurity Group	DSP Purcell	Deals with biosecurity issues	• 1 Councillor • Unknown meeting frequency
Peel Mosquito Management Group	Vacant Vacant	Deals with Mosquito management issues as a supporting partner with Mandurah and Murray local governments	• 1 Councillor • unknown meetings per year
Peron Naturaliste Partnership	SP Walmsley Proxy – Vacant	Conservation of coastal land	• 1 Councillor & 1 proxy • Unknown meeting frequency
Preston Beach Progress Association	Cr Clarke Vacant	Community Group which deals with Preston Beach issues	• 1 Councillor • 1 meeting per month
Waroona Historical Society	Cr Odorisio	Community Group aimed at preservation of Waroona's history	• 1 Councillor • Monthly meetings at 4.30pm second Tuesday • Councillor role is listening and supporting micro-grants • Councillor representation won't impact the Society's viability
Waroona Interagency Advisory Group	DSP Purcell Vacant	Group which promotes cooperation between community service organisations by sharing knowledge and working collectively to address issues generally around community safety and wellbeing	• 2 Councillors • Meets Bi-monthly, Tuesdays/Wed 11am to 1pm

Finance and Audit Committee

Council can appoint as few as 3 (three) Council members to its mandatory audit committee required under the Local Government Act 1995. Traditionally the Shire of Waroona has elected all of its councillors to this committee, given its importance to the oversight role.

Bush Fire Advisory Committee (BFAC) Appointments

The BFAC is constituted under the Bush Fires Act 1954 and continues indefinitely until such time as Council determines otherwise.

Only the Councillor appointment needs to be dealt with post Shire elections. The other appointments to BFAC are made following the annual general meetings of the Shire's Bush Fire Brigades and they remain in effect for two years. Refer to the Statutory Requirements section of this report for further detail on these legislative requirements.

Local Emergency Management Committee (LEMC) Appointments

The LEMC is constituted under the Emergency Management Act 1954 and continues indefinitely as a mandatory committee of Council. It is subject to the direction and rules of the State Emergency Management Committee.

Only the Councillor appointment needs to be dealt with post Shire elections. The other appointments to LEMC are made in accordance with the Terms of Reference. Refer to the Statutory Requirements section of this report for further detail on these legislative requirements.

Waroona Visitor Centre Advisory Working Group

The Waroona Centre Advisory Working Group has met infrequently and not within the past 18 months. Council's focus on developing and implementing the Destination Management Plan has largely superseded the need for this group, with a heavy focus on tourism and reach out to existing tourism related businesses across the district. As such, it is recommended that this group be disbanded.

Peel Zone Representatives and Western Australian Local Government Association (WALGA) State Representatives

The Peel Zone is made up of the Peel region's local governments. The Peel Zone committee provides regional representation to WALGA, the peak local government association in WA.

State Council is the decision-making, representative body of WALGA, responsible for sector-wide policy making and strategic planning.

The relationship between State Council and Zones is critical as it underpins WALGA's advocacy on behalf of Local Government at the State and Federal Government levels. Zones have an integral role in shaping the political and strategic direction of WALGA.

Delegates are appointed to represent their Local Government on the Zone and make decisions at a regional level. Individual Zones determine how many Delegates represent each member Local Government and are responsible for electing a Zone Chair and Deputy Chair.

When a Delegate is appointed to a Zone, they become eligible to nominate for State Council. As this is an election year, November Zone meetings will hold elections for State Council representatives and Zone Chair.

There are no sitting fees or reimbursements paid to Zone Delegates. State Councillors are entitled to travel reimbursement related to meeting attendance and are paid an annual sitting fee.

Peel Country Zone

There are five Local Governments in the Peel Country Zone.

Hosting of Peel Country Zone meetings is rotated between each member Local Government to provide an opportunity to showcase their area for every alternate meeting and the other is held via Teams.

Each member Local Government on the Peel Country is entitled to appoint two voting Delegates and as many Deputy Delegates as they see fit. It is recommended that the Chief Executive Officer be appointed as an additional Deputy Delegate where it may be beneficial, to ensure that representation from each member Local Government can always be achieved at Zone meetings.

At the November Zone meeting, an election will be held for the positions of State Councillor (one position) and Deputy State Councillor (one position).

The next meeting of the Peel Country Zone is on Thursday, 20 November at 2:00pm hosted by the Shire of Boddington.

For more information about the role of a Zone Delegate and State Councillor please refer to the 2025 Elected Member Prospectus in Appendix 16.1.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.2 Develop a skilled, safe and compliant organisation
Strategy	5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities

OTHER STRATEGIC LINKS

Nil.

STATUTORY ENVIRONMENT

Local Government Act 1995

Part 5 Administration

Division 2 Council meetings, committees and their meetings and elector's meetings

Subdivision 2 — Committees and their meetings

5.8. Establishment of committees

A local government may establish committees of 3 or more persons to assist the council.*

** Absolute majority required.*

5.9. Committees, types of

(1) *In this section —*

other person means a person who is not a council member or an employee.

(2) *A committee is to comprise —*

- (a) *council members only; or*
- (b) *council members and employees; or*
- (c) *council members, employees and other persons; or*
- (d) *council members and other persons; or*
- (e) *employees and other persons; or*
- (f) *other persons only.*

5.10. Appointment of committee members

(1) *A committee is to have as its members —*

- (a) *persons appointed* by the local government to be members of the committee (other than those referred to in paragraph (b)); and*
- (b) *persons who are appointed to be members of the committee under subsection (4) or (5).*

** Absolute majority required.*

(2) *At any given time each council member is entitled to be a member of at least one committee referred to in section 5.9(2)(a) or (b) and if a council member nominates himself or herself to be a member of such a committee or committees, the local government is to include that council member in the persons appointed under*

subsection (1)(a) to at least one of those committees as the local government decides.

- (3) Section 52 of the Interpretation Act 1984 applies to appointments of committee members other than those appointed under subsection (4) or (5) but any power exercised under section 52(1) of that Act can only be exercised on the decision of an absolute majority of the council.*
- (4) If at a meeting of the council a local government is to make an appointment to a committee that has or could have a council member as a member and the mayor or president informs the local government of the mayor or president's wish to be a member of the committee, the local government is to appoint the mayor or president to be a member of the committee.*
- (5) If at a meeting of the council a local government is to make an appointment to a committee that has or will have an employee as a member and the CEO informs the local government of the CEO's wish —*
 - (a) to be a member of the committee; or*
 - (b) that a representative of the CEO be a member of the committee, the local government is to appoint the CEO or the CEO's representative, as the case may be, to be a member of the committee.*

5.11. Committee membership, tenure of

- (1) Where a person is appointed as a member of a committee under section 5.10(4) or (5), the person's membership of the committee continues until —*
 - (a) the person no longer holds the office by virtue of which the person became a member, or is no longer the CEO, or the CEO's representative, as the case may be; or*
 - (b) the person resigns from membership of the committee; or*
 - (c) the committee is disbanded; or*
 - (d) the next ordinary elections day,**whichever happens first.*
- (2) Where a person is appointed as a member of a committee other than under section 5.10(4) or (5), the person's membership of the committee continues until —*
 - (a) the term of the person's appointment as a committee member expires; or*
 - (b) the local government removes the person from the office of committee member or the office of committee member otherwise becomes vacant; or*
 - (c) the committee is disbanded; or*
 - (d) the next ordinary elections day,**whichever happens first.*

5.12. Presiding members and deputies

- (1) The local government must appoint* a member of a committee to be the presiding member of the committee.*
** Absolute majority required.*
- (2) The local government may appoint* a member of a committee to be the deputy presiding member of the committee.*
** Absolute majority required.*

7.1A. Audit committee

- (1) A local government is to establish an audit committee of 3 or more persons to exercise the powers and discharge the duties conferred on it.*
- (2) The members of the audit committee of a local government are to be appointed* by the local government and at least 3 of the members, and the majority of the members, are to be council members.*

** Absolute majority required.*

Bush Fires Act 1995**s.67. Advisory committees**

- (1) A local government may at any time appoint such persons as it thinks fit as a bush fire advisory committee for the purpose of advising the local government regarding all matters relating to the preventing, controlling and extinguishing of bush fires, the planning of the layout of fire-breaks in the district, prosecutions for breaches of this Act, the formation of bush fire brigades and the grouping thereof under group brigade officers, the ensuring of co-operation and co-ordination of bush fire brigades in their efforts and activities, and any other matter relating to bush fire control whether of the same kind as, or a different kind from, those specified in this subsection.
- (2) A committee appointed under this section shall include a member of the council of the local government nominated by it for that purpose as a member of the committee, and the committee shall elect one of their number to be chairman thereof.

Bush Fire Brigades Local Law 2024**Cl. 7.1 Appointment of Bush Fire Advisory Committee**

- (1) Pursuant to section 67 of the Act, the local government may at any time appoint such number of nominees of the bush fire brigades as the local government thinks fit as a Bush Fire Advisory Committee, including voting members –

- (a) a member of Council;
- (b) the Chief Bush Fire Control Officer;
- (c) the Bush Fire Control Officer of each brigade area;
- (d) a Shire officer nominated by the PCBU Officer;

and non-voting members;

- (e) any Department of Fire and Emergency Services representatives deemed appropriate to the local government; and
- (f) any Department of Biodiversity, Conservation and Attractions representatives deemed appropriate to the local government; and
- (g) any other persons the local government deems to have specialist capabilities in relation to bush fires.

- (2) The appointments referred to in subclause (1) –

- (a) become effective at the completion of the meeting of Council at which the appointments are made; and
- (b) despite being nominally for a two (2) year term, expire at the completion of the meeting of Council at which the new appointments are made.

- (3) If a position referred to in subclause (1) becomes vacant prior to the expiry of the nominal two (2) year term, then the local government may appoint a person to fill the vacancy.

Emergency Management Act 2005**38. Local emergency management committees**

- (1) A local government is to establish one or more local emergency management committees for the local government's district...

- (3) A local emergency management committee consists of —
- (a) a chairman and other members appointed by the relevant local government in accordance with subsection (4); and
 - (b) if the local emergency coordinator is not appointed as chairman of the committee, the local emergency coordinator for the local government district.
- (4) Subject to this section, the constitution and procedures of a local emergency management committee, and the terms and conditions of appointment of members, are to be determined by the SEMC.

SUSTAINABILITY & RISK CONSIDERATIONS

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

Council's participation in committees and advisory group enables it to provide district leadership and representation on behalf of the community in development of the economy of the district.

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

Council's participation in committees and advisory group enables it to provide district leadership and representation on behalf of the community in supporting the social fabric of the district.

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

Council's participation in committees and advisory group enables it to provide district leadership and representation on behalf of the community in protecting the district's environment.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Lack of Council leadership
Consequence	4 - Major
Likelihood	4 - Likely
Risk Rating, prior to treatment	High (10-19)
Key Controls / Treatment	Constitution of relevant committees and advisory groups. Appointment of members.
Risk Acceptance	Monitor - Risk acceptable with adequate control

CONSULTATION

Nil

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

The committees and advisory groups are within present funded budget arrangements.

Workforce

Administration of the committees and advisory groups are within present funded budget arrangements.

CONCLUSION

The operation of committees and advisory groups provides Council with a structured and accountable leadership approach to its role. These committees and advisory groups allow the community to participate in the life of a local government and provide for a two-way flow of information. Importantly they also formalise Council decision-making in a fair and transparent way.

18. REPORTS OF THE CHIEF EXECUTIVE OFFICER AND OFFICERS**18.1 INFRASTRUCTURE SERVICES**

18.1.1 Regional Road Group Funding – RC82 Preston Beach Road – Proposed Loan #125	
File Ref:	GS.3 – Grants and Subsidies – Programs – Special Purpose – Special Direct and Regional Road Group
Previous Items:	Nil
Applicant:	Nil
Author and Responsible Officer:	Senior Waste & Environment Officer; Director Infrastructure Services
Declaration of Interest:	Nil
Voting Requirements:	Absolute Majority
Appendix Numbers:	Nil

OFFICER RECOMMENDATION

That Council:

1. endorses the request for additional funding of \$500,000 through the South West Regional Road Group for Preston Beach Road;
2. proposes to raise a short-term loan from Western Australian Treasury Corporation (WATC) for the purpose of Preston Beach Road Reconstruction, for the amount of \$250,000, for a term of 12 months;
3. in accordance with section 6.20(2) of the Local Government Act 1995, authorises the Chief Executive Officer to give local public notice, for a minimum of one month of its intention to borrow funds from the Western Australian Treasury Corporation (WATC);
4. amends the 2025/26 adopted budget as follows:
 - a. Increase capital expenditure account 132040 (RC82) by \$750,000 to account for the increase in roads expenditure
 - b. Increase capital income account 132750 by \$500,000 to account for the additional income from Regional Road Group
 - c. Increase capital income account 133550 by \$250,000 to account for loan income; and
5. proposes to include in the 2026/27 budget the full repayment of loan funds for the Preston Beach Reconstruction project – Loan 125.

IN BRIEF

Formal request for out of session additional funds for Regional Road Group (RRG) project 30004195 Preston Beach Road.

BACKGROUND

Main Roads Western Australia recently approached the South West Regional Road Group regarding the total pool of unallocated funds available for the 2025/26 Financial Year. As part of this communication, local governments were asked to review their approved road projects for the 2025/26 year to confirm that allocated funding is on track for delivery.

In addition, Councils were given the opportunity to request additional funding for existing approved projects, subject to the availability of unallocated funds within the Regional Road Group program.

The following is a list of the approved road project grants and funding allocated:

Project Number	Name	Grant Funds (2/3)	Council (1/3)	Total
30004194	Nanga Brook Road	\$150,000	\$75,000	\$225,000
30004195	Preston Beach Road	\$500,000	\$250,000	\$750,000
30004192	Dorsett Road	\$250,000	\$125,000	\$375,000
30004193	Mayfield/ McNeil Road	\$200,000	\$100,000	\$300,000
30004529	Lake Clifton Road	\$66,000	\$33,000	\$99,000
		\$116,6000	\$583,000	\$1,749,000

REPORT DETAIL

Officers reviewed and discussed the opportunity to apply for additional funding from the unallocated South West Regional Road Group (RRG) pool. While three of the Shire's currently approved projects are multi-year undertakings, Preston Beach Road has been identified as the highest priority due to its critical role as the primary access route into and out of the coastal community, and the high level of community expectation surrounding its upgrade.

Securing additional funding would enable an expansion of the current scope of works — increasing the reconstruction area from the planned 1.4 km to approximately 2.8 km. This would not only improve infrastructure resilience but also deliver long-term efficiencies by reducing the overall project timeframe, minimising disruption to the community, and achieving a more comprehensive upgrade in a single construction phase.

Given the above officers formally requested additional funds to increase the financial year 2025/26 allocation as follows.

	<u>Current Road Project Allocation</u>	<u>Proposed Road Project Allocation</u>
Project Number:	30004195: Preston Beach Road	30004195: Preston Beach Road
Total Allocation:	\$750,000	\$1,500,000
State Contribution:	\$500,000	\$1,000,000
LG Contribution:	\$250,000	\$500,000

The formal request was sent to the RRG Electorate for endorsement. The Shire received formal endorsement of the approved additional funds on Tuesday 30th September 2025.

To meet the required one-third Council contribution associated with the additional RRG funding, the Shire will need to allocate an additional \$250,000 in 2025/26. Officers have reviewed available funding options and determined that this can be achieved through a short-term loan from the Western Australian Treasury Corporation (WATC).

The short-term borrowing approach allows the project to proceed in full without reducing other capital works commitments or impacting existing reserve funds. Repayment of the loan will be scheduled within the 2026/27 financial year, minimising long-term debt exposure.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Built Assets
Aspiration	To build and effectively manage our assets to continually improve our standard of living
Objective	4.1 Public spaces and infrastructure that are accessible and appropriate for our community, and meet the purpose and needs of multiple users
Strategy	4.2.1 Plan and effect appropriate maintenance, renewal, replacement and disposal of assets

OTHER STRATEGIC LINKS

IS001 – Asset Management Strategy 2022 - 2032

IL001 – Road Hierarchy Management Plan

STATUTORY ENVIRONMENT

Local Government Act 1995 Local Government

Part 6 Financial management - Division 5 Financing local government activities
Subdivision 3 — Borrowings

6.20. Power to borrow

- (1) Subject to this Act, a local government may —
 - (a) borrow or re-borrow money; or
 - (b) obtain credit; or
 - (c) arrange for financial accommodation to be extended to the local government in ways additional to or other than borrowing money or obtaining credit, to enable the local government to perform the functions and exercise the powers conferred on it under this Act or any other written law.
- (2) Where, in any financial year, a local government proposes to exercise a power under subsection (1) (power to borrow) and details of that proposal have not been included in the annual budget for that financial year —
 - (a) unless the proposal is of a prescribed kind, the local government must give one month's local public notice of the proposal; and
 - (b) the resolution to exercise that power is to be by absolute majority.

6.21. Restrictions on borrowing

- (2) Where, under section 6.20(1), a local government borrows money, obtains credit or arranges for financial accommodation to be extended to the local government that money, credit or financial accommodation is only to be secured by giving security over the general funds of the local government.
- (4) In this section and in section 6.23 — general funds means the revenue or income from —
 - (a) general rates; and

- (b) Government grants which were not given to the local government for a specific purpose; and
- (c) such other sources as are prescribed.

SUSTAINABILITY & RISK CONSIDERATIONS

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

The increase in funds will impact local contractors which may be contracted to complete works on the road reconstruction. (drainage, materials etc.)

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

Increasing the overall project funding to enable the reconstruction of a longer section than initially planned will allow the Shire to improve the delivery timeframe and minimise long-term impacts on the community.

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

Nil

Policy Implications

Nil

Risk Management Implications

Context / Risk Category	Project - Delays to start or completion, variations to scope or budget, insufficient funds
Risk	The request for additional funds will require a variation to the budget which results in additional funds being sourced in the 2025/26 financial year.
Consequence	3 - Moderate
Likelihood	3 - Possible
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	The allocation of additional funds will result in an earlier overall project completion date, which in kind will mean future budgets may not be impacted.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

- Chief Executive Officer
- Director Infrastructure Services
- Director Corporate & Community Services

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

The total project value for the Preston Beach Road reconstruction will increase from \$750,000 to \$1,500,000, supported by an additional \$500,000 in grant funding from the South West Regional Road Group and a corresponding \$250,000 Shire contribution.

The Shire's contribution is proposed to be funded through a short-term loan from the Western Australian Treasury Corporation (WATC) for a 12-month term, with repayment to be included in the 2026/27 Budget.

This approach allows the project to proceed in full during 2025/26 without affecting other capital works or reserve balances, with the financial impact considered low and manageable within the Shire's overall capacity. This will, however, mean that the capital works program is curtailed by \$250,000 next financial year in order to repay the loan.

The Shire's financial position remains strong, with sufficient capacity to service this temporary borrowing.

While there is interest to pay on the loan, there is also an avoidance of cost escalation were the project constructed next year. There is also a contractor saving on mobilisation and demobilisation through one larger contract.

Workforce

The additional funds will reduce the reliance on the Shire's maintenance budget by enabling more of the works to be delivered underfunded capital works projects. This will, in turn, allow the Shire to reallocate internal resources and maintenance funds toward other priority repair works that may have otherwise been deferred to the following financial year.

CONCLUSION

The opportunity to secure additional funding of \$500,000 and expand the reconstruction area from the currently planned 1.4 km to a potential 2.8 km presents a significant benefit to the Shire. This expanded scope would enhance infrastructure resilience, deliver long-term efficiencies, reduce the overall project timeframe, minimise community disruption, and enable a more comprehensive upgrade to be completed in a single construction phase.

Given these benefits, the Shire considers the impact of the additional Council contribution to be minor and well within its financial capacity to manage.

18.2 CUSTOMER & DEVELOPMENT SERVICES

18.2.1 User Agreement – Bandicoot Brook Bushland Reserve	
File Ref:	LD264 – Legal Documents – User Agreement (WAATSIC Bandicoot Bushland Reserve)
Previous Items:	Nil
Applicant:	WAATSIC
Author and Responsible Officer:	Director Customer & Development Services
Declaration of Interest:	Nil.
Voting Requirements:	Absolute Majority
Appendix Numbers:	18.2.1 – WAATSIC – Bandicoot Brook Bushland Reserve – User Agreement – Final

OFFICER RECOMMENDATION

That Council:

1. approved the User Agreement between the Shire of Waroona and Waroona Aboriginal and Torres Strait Islander (WAATSIC), for the management and conservation use of Bandicoot Brook Bushland Reserve (Reserve 31437), as presented in Appendix 18.2.1 of this report; and
2. approves the waiver of refuse gate fees at the Buller Road Refuse site for the disposal of environmental waste generated by WAATSIC's approved management activities within Bandicoot Brook Bushland Reserve, in accordance with the terms of the User Agreement.

IN BRIEF

Council is recommended to approve a User Agreement between the Shire of Waroona and the Waroona Aboriginal and Torres Strait Islander Corporation (WAATSIC) for the management and conservation use of the Bandicoot Brook Bushland Reserve (Reserve 31437). The Agreement formalises WAATSIC's role in supporting on-ground conservation, cultural and ecological training, and community engagement activities within the Reserve, consistent with the *Management Plan for Bandicoot Brook Bushland* prepared by Ironbark Environmental in August 2007.

BACKGROUND

Bandicoot Brook Bushland Reserve (Reserve 31437) is a 55-hectare area of native vegetation located north of Waroona along South Western Highway. The Reserve contains bushland of regional and national significance and forms part of a broader ecological corridor that also includes land managed by the Shire of Murray and Main Roads WA.

The Reserve is vested with the Shire of Waroona for the purposes of 'Parkland and Conservation' and supports four Threatened Ecological Communities (TEC's), one of which, the *Marri Kingia* community, is listed under the *Environmental Protection and Biodiversity Conservation Act 1999 (Cth)*. The site contains over 400 identified flora species, including 57 of conservation significance, and provides important habitat for native flora.

The *Management Plan for Bandicoot Brook Bushland* prepared by Ironbark Environmental outlines the management objectives, threats and recommended actions for the long-term protection and restoration of the site. The plan highlights the need for cooperative

management between local state, and community organisations to mitigate threats such as weed encroachment, rubbish dumping, and unauthorised vehicle access.

The Shire has been working with local stakeholders to promote greater community involvement in the care of the Reserve. WAATSIC has expressed a strong interest in using the site for environmental conservation, cultural education, and ecological training programs. The proposed Agreement provides a formal mechanism for WAATSIC's involvement while ensuring ongoing protection of the site's high ecological values.

REPORT DETAIL

The User Agreement establishes a partnership between the Shire and WAATSIC for the use and management of Bandicoot Brook Bushland Reserve. The key objectives of the Agreement are to:

- Enable WAATSIC to undertake activities that support environmental conservation, ecological restoration, and cultural education within the Reserve;
- Ensure all conservation and management activities are undertaken in alignment with the *Management Plan for Bandicoot Brook Bushland* (Ironbark Environmental), appended to the Agreement;
- Clarify the roles and responsibilities of both parties in maintaining and protecting the Reserve's environmental and cultural values; and
- Reinforce compliance with all relevant environmental, land management and health legislation.

Under the agreement:

- WAATSIC will carry out weed management, rubbish removal, and habitat restoration works, recognising that these activities will be undertaken progressively and within the capacity of the organisation.
- Any commercial activity such as seed collection or cultural tours will require prior written approval from the Shire (and, where applicable, the Minister for Lands).
- The Shire will continue to hold the care, control and management responsibility for the Reserve and may grant access to other agencies or environmental groups for specific management purposes.
- Waste generated through conservation activities may be disposed of at the Buller Road Refuse Site free of charge, in accordance with the conditions set out in the agreement.

The Agreement formalises a community led approach to conservation and cultural land care, fostering collaboration between the Shire and WAATSIC to commence environmental and cultural management activities at Bandicoot Brook Bushland Reserve.

 Agreed Area – Bandicoot Brook Bushland Reserve



Figure 1. Agreed Area, shown in Red

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

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

OTHER STRATEGIC LINKS

Nil.

STATUTORY ENVIRONMENT

Local Government Act 1995

6.12(1)(c) Power to defer, grant concessions, waive or write off debts

- (1) Subject to subsection (2) and any other written law, a local government may –
- (a) when adopting the annual budget, grant a discount or other incentive for the early payment of any amount of money; or
 - (b) waive of grant concessions in relation to any amount of money; or

(c) *write off any amount of money*

which is owed to the local government.

SUSTAINABILITY & RISK CONSIDERATIONS

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

The User Agreement provides a low cost, high value model for the sustainable management of Bandicoot Brook Bushland Reserve. By leveraging community capacity and Aboriginal led stewardship, the Agreement enables ongoing environmental management of a reserve that would otherwise require resources for management control.

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

The User Agreement supports social sustainability by empowering community-led stewardship, strengthening cultural connection to country, and creating opportunities for local training, education and community participation.

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

The User Agreement enhances environmental sustainability by enabling proactive bushland management, weed control, and habitat restoration. It supports the long-term protection of threatened ecological communities through community-led conservation and collaboration with environmental agencies.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Environmental - Regulatory compliance, contamination, inadequate processes
Risk	The primary risk is that inadequate implementation or monitoring of management activities could lead to unintended disturbance or degradation of the bushland’s ecological values, including impacts on threatened species and habitats.
Consequence	2 - Minor
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Environmental risks are mitigated through DBCA support, Shire oversight, and WAATSIC’s compliance with the Bandicoot Brook Management Plan and relevant environmental legislation.
Risk Acceptance	Monitor - Risk acceptable with adequate control

CONSULTATION

Prior to the development of the User Agreement, targeted consultation was undertaken with key agencies, land management groups and community stakeholders with an interest in Bandicoot Brook Bushland Reserve. Written invitations were issued to:

- Coolup Landcare;
- Department of Biodiversity, Conservation and Attractions (DBCA);
- Department of Water and Environmental Regulation (DWER);
- Harvey River Restoration Taskforce (HRRT);
- Peel Harvey Catchment Council (PHCC);

- Shire of Murray;
- Water Corporation; and
- Main Roads Western Australia (MRWA).

Responses were received from all but three stakeholders, with all respondents expressing support for the User Agreement. Specific comments and recommendations are summarised below:

- Shire of Murray – Strongly supported the proposal and acknowledged the Reserve's significant environmental and cultural values. Recommended collaboration with relevant land managers (including MRWA and DBCA) for any proposed works. Clarified mapping details between Bandicoot Brook Bushland Reserve and neighbouring reserves. Considered the initiative an excellent opportunity to deliver environmental, cultural, and community benefits.
- Main Roads Western Australia (MRWA) – No objection in principle, subject to conditions. Supported the proposal on the condition that no vehicle access to South Western Highway be permitted. Advised that any maintenance or activity-related access should be configured via the local road network or rail reserve, consistent with highway safety and planned future upgrades. Recommended inclusion of provisions in the Agreement to restrict public access to the Primary Regional Roads (PRR) reservation to prevent encroachment and potential environmental impacts.
- Peel-Harvey Biosecurity Group (PHBG) – Commended the proposal and WAATSIC's motivation, offering practical assistance through access to equipment (weed sprayers, cameras, traps) and participation in workshops and demonstrations to support invasive species management. Highlighted the benefits of collaborative pest control for both the Reserve's biodiversity and the surrounding agricultural landscape.
- Peel Harvey Catchment Council (PHCC), Harvey River Restoration Taskforce (HRRT), Department of Water and Environmental Regulation (DWER) – Expressed full support for WAATSIC's proposed use of Bandicoot Brook Bushland Reserve.
- Water Corporation, Coolup Landcare, DBCA – No response received, however, ongoing liaison with DBCA officers will continue as management activities progress.

The conditions related to highway access control and protection of the Primary Regional Roads (PRR) reservation, have been addressed through specific provisions in the User Agreement.

Aboriginal Consultation

The Waroona Aboriginal and Torres Strait Islander Corporation (WAATSIC) has been directly involved in the development of the User Agreement as the prospective Lessee and lead Aboriginal organisation for on-ground management of the Bandicoot Brook Bushland Reserve. WAATSIC represents local Aboriginal interests and has a strong cultural and community presence within the Shire of Waroona.

RESOURCE IMPLICATIONS

Financial

The financial implications of this Agreement are minimal and can be managed within existing operational budgets.

The only direct financial consideration for the Shire is the waiver of refuse gate fees for the disposal of environmental waste generated through WAATSIC's on-ground management activities. This cost is expected to be negligible, as waste volumes will primarily consist of green waste and materials arising from small-scale weed control and restoration works.

There is no proposal for a user agreement fee, in recognition of the significant community and environmental benefits that will result from WAATSIC's stewardship of the Reserve.

Workforce

The establishment of the User Agreement with the WAATSIC is expected to have minimal workforce implications for the Shire. Shire staff involvement will primarily consist of oversight of compliance of the terms of the agreement and potential administrative support for inter-agency communication.

CONCLUSION

This Agreement is an example of the constructive working relationship between the Shire and WAATSIC. The User Agreement between the Shire of Waroona and the Waroona Aboriginal and Torres Strait Islander Corporation (WAATSIC) represents a proactive, community-led approach to the conservation and cultural management of Bandicoot Brook Bushland Reserve. The User Agreement formalises WAATSIC's role in caring for this ecologically and culturally significant reserve, providing social, environmental and educational benefits to the community at minimal cost to the Shire. Adoption of the User Agreement will enable coordinated stewardship of the reserve in alignment with the *Management Plan for Bandicoot Brook Bushland*, while strengthening local partnerships and advancing shared conservation goals.

18.2.2 Amendment to Local Planning Policy 17 – Vegetation	
File Ref:	LPP017 – Local Planning Policy – Vegetation
Previous Items:	OCM25/08/121
Applicant:	Shire of Waroona
Author and Responsible Officer:	Manager Development Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	18.2.2 – LPP017 – Local Planning Policy – Vegetation

OFFICER RECOMMENDATION

That Council, pursuant to Regulation 4, Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015:

- 1. resolves to adopt the amendment to Local Planning Policy 17 – Vegetation, with modifications as per Appendix 18.2.2; and**
- 2. authorises the Chief Executive Officer to publish notice of the amendment to Local Planning Policy 17 – Vegetation.**

IN BRIEF

- At the August Ordinary Council Meeting, Council resolved to publicly advertise an amendment to Local Planning Policy 17 – Vegetation.
- One submission on the amended local planning policy was received. A copy of the submission is at Appendix 18.2.2.
- Council is requested to consider adopting the amended local planning policy with modification due to the submission.
- A copy of the local planning policy is at Appendix 18.2.2.

BACKGROUND

In May 2022, the State Government released its '*Native vegetation policy for Western Australia*', establishing a whole-of-government approach to achieving better outcomes for native vegetation and improved clarity and certainty for stakeholders. The policy sets:

- Statewide and regional policy settings to be applied by all agencies;
- Consistent and transparent decision-making practices; and
- Accessible, reliable information and systems for vegetation data.

The State Government's intent is to encourage the protection of vegetation through a clear planning framework that guides land use planning decisions.

Council initially adopted Local Planning Policy 17 – Vegetation (LPP 17) in June 2023 to align with the objectives of the State Policy and to fulfil the Shire's regulatory responsibilities in this area.

This agenda item proposes an amendment to LPP 17 to incorporate the WALGA model framework, strengthen policy clarity and consistency, and ensure ongoing alignment with contemporary planning and environmental objectives.

REPORT DETAIL

The Shire of Waroona contains significant natural areas that support a number of critically endangered plants and animals found in few other locations. These species depend on remnant vegetation and landscapes, which are now fragmented and greatly reduced compared to their pre-European extent.

Within the urban environment, the Shire benefits from a high level of canopy coverage, due in part to wide verges, large residential lots, and a strong community value placed on green spaces. Preserving and enhancing this vegetation is essential to maintaining local biodiversity, community amenity, and environmental resilience.

Local Planning Policy 17 – Vegetation was originally adopted by Council at the June 2023 OCM to provide a clear framework for guiding development and land use proposals that may disturb or clear vegetation, in both rural and urban areas. The policy assists developers, landowners, and prospective purchasers to understand the Shire's expectations, navigate the planning framework more efficiently, and increase transparency in governance.

The objectives of LPP 17 are to:

1. Encourage development that responds to and enhances existing vegetation.
2. Balance vegetation protection with desired built form and land use outcomes from the earliest planning stages.
3. Protect and enhance vegetation extent and coverage to support outcomes such as reducing urban heat, improving air and water quality, sequestering carbon, and providing wildlife habitat and ecological corridors.
4. Maintain and enhance local amenity, character, and sense of place.
5. Apply a mitigation hierarchy: avoid, minimise, rehabilitate, and offset vegetation loss.
6. Ensure land use near natural areas is compatible with their long-term conservation and does not detrimentally impact biodiversity.

The policy applies to all proposals involving vegetation clearing, including rural properties and urban areas. Key urban provisions include:

- Requiring approval for the clearing of vegetation over a specified size.
- Ensuring development incorporates tree planting.
- Protecting significant WA Peppermint (*Agonis flexuosa*) trees in Preston Beach, particularly the most mature examples.

These provisions are consistent with State Planning Policies (including the Residential Design Codes) and align with practices adopted by other local governments. The policy also enables flexibility through a Cash-in-Lieu (CIL) mechanism, allowing developers to contribute towards Shire-led planting or rehabilitation projects elsewhere (e.g. river reserves) where on-site replacement is not feasible.

The proposed amendment to LPP 17 is recommended in line with the model framework provided by the Western Australian Local Government Association (WALGA). WALGA's framework incorporates best-practice policy structure, updated definitions, and strengthened alignment with State Government planning and environmental objectives.

Adopting these refinements will:

- Improve clarity and consistency in policy interpretation.
- Ensure alignment with current State and regional vegetation management priorities.
- Support better environmental outcomes through clearer guidance and application requirements.

The amendment will also ensure the Policy remains contemporary, legally robust, and effective in achieving the Shire's Strategic Community Plan goals relating to environmental sustainability, biodiversity protection, and community amenity.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Environment
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning
Objective	3.1 Protect and enhance our natural assets, waterways, bushland and biodiversity
Strategy	1.3.1 Ensure our Town Planning Scheme and Local Planning Strategy facilitates quality and diverse planning outcomes

OTHER STRATEGIC LINKS

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

STATUTORY ENVIRONMENT

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

SUSTAINABILITY & RISK CONSIDERATIONS

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

Encourages innovative and resilient built form that integrates vegetation protection, supporting sustainable development and enhancing the Shire's visual appeal as an attractive place to live, work and invest.

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

Provides regular and accessible opportunities for the community, landowners, and stakeholders to participate in policy development and decision-making, ensuring transparency, accountability, and genuine two-way engagement.

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

Strengthens protection, enhancement, and long-term management of vegetation, improving biodiversity, amenity, and rural character while contributing to climate resilience and ecological activity.

Policy Implications

The proposed amendment to the local planning policy will require public advertising and stakeholder consultation in accordance with the *Planning and Development (Local Planning Schemes) Regulations 2015* to gauge the level of support and identify any further refinements needed before final adoption

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	If the policy is seen as overly restrictive or unclear, the Shire may be perceived by developers and landowners as obstructive to reasonable development, potentially discouraging investment. Conversely, if the policy is viewed as too lenient or inconsistently applied, the Shire may be criticised by the community, environmental groups, and State agencies for failing to adequately protect vegetation and biodiversity. Clear, transparent objectives, consistent decision-making, and genuine public engagement will help manage this risk and reinforce the Shire's reputation as an environmentally responsible and development-friendly local government.
Consequence	2 - Minor
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Although this risk will remain with the adoption of the officer's recommendation, the reputation risk would be greater if no policy was adopted.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

In accordance with the planning and Development (Local Planning Schemes) Regulations 2015, the policy was publicly advertised by way of a notice in the local newspaper, for a period of no less than 21 days. The advertisement invited submissions and one was received. The submission is at Appendix 18.2.3. The submission was provided by an expert in the field and the policy has been adjusted accordingly to factor in the recommendations provided.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS**Financial**

There are no financial costs associated with the preparation of the amended policy.

Workforce

Officer time associated with the preparation of the amended policy is within the Shire's existing operating expenditure.

CONCLUSION

Local Planning Policy 17 – Vegetation, provides clear guidance for assessing proposals involving vegetation clearing and achieves a level of consistency with other local government authorities. Through appropriate design and siting of development, the policy supports the

preservation of rural character and urban amenity, retention of landscape values, and protection of vegetation and associated fauna.

The proposed amendment, incorporating the WALGA model framework, will strengthen the policy's clarity, consistency, and alignment with the State's *Native Vegetation Policy for Western Australia*. This will assist developers, landowners, and prospective purchasers to better understand the Shire's expectations, navigate the planning process more efficiently, and ensure transparent, well-informed decision-making that delivers positive environmental and community outcomes.

18.2.3 Adoption of Local Planning Policy 19 – Micro Camping	
File Ref:	LPP019 – Local Planning Policy – Micro Camping
Previous Items:	OCM28/08/122
Applicant:	Shire of Waroona
Author and Responsible Officer:	Manager Development Services
Declaration of Interest:	Nil
Voting Requirements:	Simply Majority
Appendix Numbers:	18.2.3 – LPP019 – Local Planning Policy – Micro Camping

OFFICER RECOMMENDATION

That Council, pursuant to Regulation 4, Schedule 2 of the Planning and Development (Local Planning Schemes) Regulations 2015:

- 1. resolves to adopt Local Planning Policy 19 – Micro Camping, without modification; and**
- 2. authorises the Chief Executive Officer to publish notice of the Local Planning Policy 19 – Micro Camping.**

IN BRIEF

- At the August Ordinary Council Meeting, Council resolved to publicly advertise draft Local Planning Policy 19 – Micro Camping.
- No submissions on the draft local planning policy were received.
- Council is requested to consider adopting the local planning policy without modification.
- A copy of the local planning policy is at Appendix 18.2.3.

BACKGROUND

Micro camping is defined under this policy as a campground on private land with no more than five (5) sites for caravans or recreational vehicles. Micro camping has grown in popularity in recent years and is commonly advertised via online platforms such as Hipcamp, WikiCamps, and CamperMate, reflecting an increasing demand for flexible, low-impact tourism experiences.

The Shire has prepared this policy to provide clear guidance on the appropriate location, scale, design, and management of micro-camping, ensuring that activities are compatible with surrounding land uses, low-impact, and consistent with community expectations and statutory requirements. The policy aligns with the Shire's recently adopted Destination Management Strategy, supporting sustainable tourism, protecting the environment and residential amenity, and providing clarity and consistency in the assessment of development applications.

By establishing a clear framework, the policy encourages micro camping in suitable settings while managing risks associated with bushfire, waste, and other environmental and amenity considerations. It also promotes small-scale tourism initiatives that contribute to the local economy without compromising the Shire's natural and social values.

REPORT DETAIL

The objectives of the Local Planning Policy for micro camping are to:

- Ensure micro camping is located and managed to prevent adverse impacts on the amenity of surrounding areas, including noise, traffic, and visual quality.
- Provide clarity and consistency in the assessment of development applications for micro camping.
- Encourage sustainable, low-impact visitor accommodation that aligns with the Shire's environmental, social, and cultural values.
- Support small-scale tourism initiatives that contribute to the local economy without compromising environmental or residential amenity.
- Ensure micro camping developments incorporate appropriate bushfire risk management and environmental protection measures.
- Promote best-practice waste management and self-contained camping to protect the Shire's natural assets.

To achieve these objectives, the policy establishes clear requirements for the design and operation of micro camping sites.

Key provisions include:

- All recreational vehicles must be self-contained, with systems to capture and store wastewater.
- Sites are limited to a maximum of five (5) locations per property, with no permanent occupation.
- A caretaker must be stationed on site to oversee operations and maintain compliance.
- Micro camping developments are not required to provide ablution blocks, camp kitchens, or other facilities typically associated with caravan parks, reflecting the low-impact nature of this activity.
- Additional requirements address bushfire risk, waste management, vehicle access, on-site parking, noise, signage, and the protection of environmental and amenity values.

Micro camping has become an increasingly popular form of tourism across Western Australia, with travellers seeking flexible, low-impact, and authentic experiences that connect them with the natural environment. By providing clear guidance and facilitating responsible micro camping, the Shire can attract this growing market segment, increase overnight visitation, and diversify the local tourism offering. This approach aligns directly with the Shire's Destination Management Strategy, supporting sustainable tourism development, enhancing the Shire's appeal as a destination, and delivering economic benefits while ensuring environmental protection and the preservation of community amenity.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Economy
Aspiration	To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning
Objective	2.1 Develop an economy that is focused on growth, knowledge and innovation, and infrastructure, and protects prime agricultural land
Strategy	2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage

OTHER STRATEGIC LINKS

Nil.

STATUTORY ENVIRONMENT

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

SUSTAINABILITY & RISK CONSIDERATIONS

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

The policy should reduce red tape for proponents and potentially unlock another form of income.

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

The policy ensures that micro camping is low scale and low impact, therefore any impact on affected landowners should be negligible.

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

The policy requires recreational vehicles to entail wastewater capturing systems to prevent any contamination of the environment.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Requiring the full suite of legislative requirements for a basic, low scale campground may cause public perception issues
Consequence	2 - Minor
Likelihood	4 - Likely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Implementation of the local planning policy will reduce the risk of any negative public perception issues
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

In accordance with the planning and Development (Local Planning Schemes) Regulations 2015, the policy was publicly advertised by way of a notice in the local newspaper, for a period of no less than 21 days. The advertisement invited submissions, however no submissions were received.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS

Financial

There are no financial costs associated with the preparation of the local planning policy.

Workforce

Officer time associated with the preparation of the policy is within the Shire's existing operating expenditure.

CONCLUSION

There is currently a gap in the Shire's local planning framework for the development of micro camps. The policy establishes a set of reasonable requirements for small scale, low impact campgrounds. Given the rise in popularity of micro camping, and the number of enquiries being received regarding this type of land use, the policy will be beneficial for both Shire officers and proponents alike.

18.3 CORPORATE & COMMUNITY SERVICES

18.3.1 Listing of Payments for the months of September 2025	
File Ref:	FM.3 – Financial Management – Creditors
Previous Items:	N/A
Applicant:	N/A
Author and Responsible Officer:	Senior Finance Officer; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendices:	18.3.1 - Monthly Creditor Reports – September 2025

OFFICER RECOMMENDATION

That Council receives the following payments made throughout the month of September 2025;

Municipal	Cheque	10417 – 10428	\$	21,878.31
	EFT	43577 – 43775	\$	992,660.07
Direct wages	01/09/2025 – 30/09/2025 inclusive		\$	430,648.13
Direct Debit	01/09/2025 – 30/09/2025		\$	243,880.20
Trust	Cheque		\$	-
	EFT		\$	-
GRAND TOTAL			\$	1,689,066.71

as per Appendix 18.3.1.

IN BRIEF

The purpose of this report is to present the listing of payments made from the Shire's Municipal and Trust funds throughout the month of September 2025.

BACKGROUND

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

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

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

REPORT DETAIL

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

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

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

OTHER STRATEGIC LINKS

Nil

STATUTORY ENVIRONMENT

As per Regulation 13 of the *Local Government (Financial Management) Regulations 1996* the following is required;

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

SUSTAINABILITY & RISK CONSIDERATIONS

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

Nil

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

Nil

Environment – (*Impact on environment's sustainability*)

Nil

Policy Implications

Nil

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

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

CONSULTATION

Nil

Aboriginal Consultation**RESOURCE IMPLICATIONS****Financial**

Nil

Workforce

Nil

CONCLUSION

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

18.3.2 Statement of Financial Activity for the period ending 30 September 2025	
File Ref:	FM.1 – Financial Management – Creditors
Previous Items:	N/A
Applicant:	N/A
Author and Responsible Officer:	Manager Corporate Services; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Number:	18.3.2 – Monthly Agenda Report 2025/26 September 2025

OFFICER RECOMMENDATION

That Council receives the Statement of Financial Activity for the period ending 30 September 2025 as per Appendix 18.3.2.

IN BRIEF

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

BACKGROUND

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

REPORT DETAIL

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

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

The following information is included in the report;

- Statement of Financial Activity by Programme
- Statement of Financial Activity by Nature and Type, and
- Statement of Financial Position
- Note 1 – Significant Accounting Policies
- Note 2 – Graphical Representation
- Note 3 – Net Current Funding Position
- Note 4 – Cash and Investments
- Note 5 – Major Variances
- Note 6 – Budget Amendments

- Note 7 – Receivables
- Note 8 – Grants & Contributions
- Note 10 – Capital Disposals and Acquisitions
- Note 11 – Significant Capital Projects
- Note 12 – Trust
- Note 13 - Borrowings

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

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

OTHER STRATEGIC LINKS

Shire of Waroona 2025/26 Annual Budget

STATUTORY ENVIRONMENT

Local Government Act 1995 – Section 6.4

Local Government (Financial Management) Regulations 1996 – Section 34

SUSTAINABILITY & RISK CONSIDERATIONS

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

Nil

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

Nil

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

Nil

Policy Implications

All financial policies from Policy FIN002 through to Policy FIN035

Risk Management Implications

Context / Risk Category	Operational - Adverse effects on core business, business continuity, human resource risks, loss of knowledge
Risk	Non-compliance with the requirements stipulated by the <i>Local Government Act 1995</i>
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)

Key Controls / Treatment	Monthly scheduled review of statements.
Risk Acceptance	Accept - Risk acceptable with adequate controls

CONSULTATION

Nil

Aboriginal Consultation

N/A

RESOURCE IMPLICATIONS***Financial***

Nil

Workforce

Nil

CONCLUSION

That Council receives the monthly financial statements prepared in accordance with the *Local Government Act 1995*, section 6.4, and *Local Government (Financial Management) Regulations 1996*, section 34.

18.3.3 Council Policy ETP001 – Waroona Visitor Centre (Review and Update)	
File Ref:	ED.7 – Economic Development – Industries – Tourism – Waroona CM.7 – Corporate Management Policy – Policy Register
Previous Items:	OCM25/04/054 – Council Policy ETP001 – Waroona Visitor Centre (Major Review)
Applicant:	Nil
Author and Responsible Officer:	Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	18.3.3 – ETP001 – Waroona Visitor Centre

OFFICER RECOMMENDATION

That Council approves an amendment to Council Policy ‘ETP001 – Waroona Visitor Centre’ as per Appendix 18.3.3.

IN BRIEF

- Council Policy ETP001 – Waroona Visitor Centre was last reviewed and adopted in April 2025 following a major update and renumbering.
- A further minor review has been undertaken to include provisions for the sale of donated goods for charitable purposes and fundraising items for community groups and not-for-profit entities.

BACKGROUND

The Waroona Visitor Centre operates under Council Policy ETP001, which provides the governance framework for product procurement, consignment management, and retail operations.

During the April 2025 review, significant updates were made to align the policy with the Shire’s strategic priorities and operational values. Since its adoption, additional opportunities have been identified to strengthen guidance around community participation and fundraising initiatives linked to the Visitor Centre’s operations.

This current review (September 2025) has been undertaken to ensure the policy remains contemporary, consistent with Council’s values, and responsive to community expectations.

REPORT DETAIL

The updated policy retains the core principles established in the previous version—supporting the local economy, promoting regional identity, ensuring quality and ethical sourcing, and fostering community engagement—while introducing several key refinements:

Donated Items for Charitable Purposes

A new section has been added, allowing donated items to be sold through the Visitor Centre, with all proceeds directed to approved local charitable or not-for-profit organisations that provide direct community benefit (e.g. emergency services, welfare, or health initiatives).

Sales will be processed under a designated “Charity” Point-of-Sale category to ensure clear separation from regular consignment sales, and no commission will apply.

The Chief Executive Officer will review and approve nominated beneficiaries annually.

Sale of Items on Behalf of Community Groups and NFP Entities

A new clause provides a framework for the Visitor Centre to assist community organisations with the sale of approved items (such as Lions Club Christmas cakes).

These sales will occur at the discretion of the Visitor Centre Manager, with no commission charged, and all proceeds remitted in full to the organisation.

Annual review and reconciliation requirements have been introduced for accountability.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

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

OTHER STRATEGIC LINKS

- Council Policy FP001 – Purchasing and Procurement
- Council Policy FP003 – Purchase Orders Authority
- Council Policy FP004 – Corporate Purchasing and Credit Cards
- Destination Management Strategy and Action Plan

STATUTORY ENVIRONMENT

Local Government Act 1995

SUSTAINABILITY & RISK CONSIDERATIONS

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

Supports local producers, artisans, and businesses by maintaining a clear preference for local procurement and consignment.

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

Enhances community engagement and strengthens partnerships with charitable and not-for-profit groups, fostering civic pride and participation.

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

Encourages sustainable purchasing practices, waste reduction, and environmentally responsible sourcing.

Policy Implications

This item updates Council Policy ETP001 – Waroona Visitor Centre.

Risk Management Implications

Context / Risk Category	Reputation - Public perception, poor customer service, sub standard work, corruption
Risk	Inconsistent or unclear policy direction may result in inequitable application or reputational impacts.
Consequence	3 - Moderate
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Regular policy review, staff training, and clear operational procedures.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

- Chief Executive Officer
- Director Corporate & Community Services
- Visitor Centre Manager

Aboriginal Consultation

N/A

RESOURCE IMPLICATIONS

Financial

No direct financial implications. Revenue and expenditure associated with Visitor Centre operations continue to be managed within the approved annual budget.

Workforce

Existing staff and volunteer resources are sufficient to administer the updated policy provisions.

CONCLUSION

The review of Council Policy ETP001 – Waroona Visitor Centre ensures that governance arrangements remain contemporary, transparent, and reflective of Council's objectives to support tourism, local business, and community development.

The inclusion of clear provisions for charitable and community sales further strengthens the Visitor Centre's role as a community hub and enhances its contribution to local social and economic outcomes.

18.3.4 Amendments to Register of Delegations	
File Ref:	GO.4 – Governance – Authorisations – Delegations and Authorisations
Previous Items:	11.3.6 – Amendments to Register of Delegations - OCM25/09/140
Applicant:	Nil
Author and Responsible Officer:	Senior Governance Officer; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	18.3.4 – Register of Delegations – Amended October 2025, with Tracked Changes

OFFICER RECOMMENDATION

That Council:

1. amends delegation 2.2.12 to add Director Customer & Development Services, Director Corporate & Community Services, Manager Development Services, and Rangers as delegates; and
2. endorses the revised and amended Register of Delegations as per Appendix 18.3.4.

IN BRIEF

Amendments to the Register of Delegations – Council to Committees and Chief Executive Officer are required to add delegations to Director Customer & Development Services, Director Corporate & Community Services, Manager Development Services, and Rangers to delegation 2.2.12 under the *Bush Fires Act 1954*.

BACKGROUND

The aim and purpose of delegated authority is to assist with the efficiency of the local government activities by way of quicker decisions. In accordance with the *Local Government Act 1995* and other legislation, Council may delegate its functions, duties and powers to the Chief Executive Officer (CEO) to assist with efficient and timely decision making.

At its ordinary council meeting on 30 September 2025, Council resolved to amend the Register of Delegations to remove delegations to Director Customer & Development Services, Director Corporate & Community Services, Coordinator Rangers & Community Safety, and Rangers from several delegations, including delegation number 2.2.12 under the *Bush Fires Act 1954*.

These amendments were made to simplify the delegation process by ensuring that, aside from delegations under the *Food Act 2008*, all delegations from Council are made directly to the Chief Executive Officer (CEO).

Following this amendment to the Register of Delegations however, it was found that by removing delegations to the above-mentioned positions under the *Bush Fires Act 1954*, the ability for Rangers, Manager of Development Services and senior executive officers to prosecute offences under section 59(3) and serve infringements under section 59A(2) of the *Bush Fires Act 1954* was incorrectly removed.

REPORT DETAIL

It is proposed to reinstate delegations to the Director Customer & Development Services, Director Corporate & Community Services, Manager Development Services, and Rangers under delegation number 2.2.12. Doing so, would delegate express powers for Rangers, Manager of Development Services and senior executive officers to:

1. serve infringement notices for an offence against the *Bush Fires Act 1954* under section 59A(2); and
2. consider allegations of offences alleged to have been committed against the *Bush Fires Act 1954* in the Shire and, where necessary, to institute and carry on proceedings in the name of the Shire, under section 59.

Such powers are exercised when Rangers perform routine firebreak inspections and serve infringements, or represent the Shire in court, where property owners have failed to/failed to attempt to install a firebreak by the commencement of the Shire's prohibited burning period.

Following their removal in September 2025, it is recommended that Council reinstate delegations to Director Customer & Development Services, Director Corporate & Community Services, Manager Development Services, and Rangers under delegation number 2.2.12, to allow Shire Rangers to continue conducting routine firebreak inspections and managing firebreak compliance.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

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

OTHER STRATEGIC LINKS

Nil

STATUTORY ENVIRONMENT

Bush Fires Act 1954
59. Prosecution of offences

- (3) *A local government may, by written instrument of delegation, delegate authority generally, or in any class of case, or in any particular case, to its bush fire control officer, or other officer, to consider allegations of offences alleged to have been committed against this Act in the district of the local government and, if the delegate thinks fit, to institute and carry on proceedings in the name of the local government against any person alleged to have committed any of those offences in the district, and may pay out of its funds any costs and expenses incurred in or about the proceedings.*
- (4) *A local government may by written instrument cancel, or from time to time vary, any instrument of delegation conferred under subsection (3).*

SUSTAINABILITY & RISK CONSIDERATIONS

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

Nil

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

Nil

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

Nil

Policy Implications

Nil

Risk Management Implications

Context / Risk Category	Operational - Adverse effects on core business, business continuity, human resource risks, loss of knowledge
Risk	Failing to endorse the amendments would result in non-compliance with legislation and potential consequences from the relevant State Government department where delegations r express powers do not reflect current practice.
Consequence	1 - Insignificant
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Low (1-3)
Key Controls / Treatment	Council's endorsement of the recommendation of this report will mitigate the likelihood of this risk coming into effect.
Risk Acceptance	Monitor - Risk acceptable with adequate control

CONSULTATION

Nil

Aboriginal Consultation

Nil

RESOURCE IMPLICATIONS

Financial

Nil

Workforce

Reinstating delegated powers to Director Customer & Development Services, Director Corporate & Community Services, Manager Development Services, and Rangers would result in a nil effect on officer duties and responsibilities. Delegation provides for the efficient discharge of duties and responsibilities by appropriate personnel.

CONCLUSION

Delegation of Council duties and powers to the Chief Executive Officer and delegates where applicable, is a proven effective organisational tool that enhances productivity, supports timely decision-making and ensures responsive customer service.

Amendments to the *Register of Delegations – Council to Committees and Chief Executive Officer* are required to reinstate delegation 2.2.12 – Prosecution of Offences, under the *Bush Fires Act 1954*, to Director Customer & Development Services, Director Corporate & Community Services, Manager Development Services, and Rangers to allow Shire Rangers to continue conducting routine firebreak inspections and managing firebreak compliance.

18.4 CHIEF EXECUTIVE OFFICER

18.5 ITEMS FOR INFORMATION

18.5.1 2025 Small Towns Reinvention Conference	
File Ref:	GO.3 – Governance Reporting
Previous Items:	Nil
Applicant:	Shire of Waroona
Author and Responsible Officer:	Manager Community Development; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	Nil

OFFICER RECOMMENDATION

That Council notes the information provided in this report in regard to learnings from the 2025 Small Town Reinvention Conference held in Kapunda on 22 – 25 September 2025.

IN BRIEF

This report provides information on the 2025 Small Town Reinvention Conference and learnings of the Manager Community Development.

Key Takeaway Points

- **Collaboration and Consolidation:** There is strong value in the amalgamation or closer collaboration of community groups in small towns to streamline effort, reduce duplication and maximise collective community benefit. This is currently a conversation being held with community groups in Preston Beach.
- **Local Ownership To Drive Change:** Successful reinvention comes from within communities themselves, led by local champions and supported by a positive, can-do mindset.
- **Placemaking to Build Identity:** Events, art and storytelling can strengthen town pride and attract visitors by celebrating what makes each community unique.
- **Co-operatives:** The co-operative model remains an effective tool for retaining essential services and promoting community-led economic development.
- **Innovation vs Scale:** Progress does not require large budgets. Instead, it depends on trusting local people to lead, experiment and take ownership of small, achievable projects that build momentum over time.
- **The Wow Factor:** Creative projects like *The Giants of Mandurah* can reinvigorate community pride and tourism, and the economic benefit of these projects often far outweigh infrastructure projects of similar scale. While not every town can host large-scale art, even small creative activations can help residents see their place differently.

BACKGROUND

The 2nd Small Town Reinvention Conference brought together local government representatives, community leaders, business owners and regional development professionals from across Australia to explore innovative approaches to revitalising rural and regional communities.

Australia is home to 1,614 officially recognised country towns with populations under 5,000 people. Of these, 1,088 towns have fewer than 1,000 residents. Despite their small size, these communities play a vital role in supporting key national industries such as agriculture, mining and tourism, and collectively represent home and livelihood to more than 1.13 million Australians.

The conference provided a platform for passionate advocates of small-town Australia to share stories, strategies and successes through conversation and collaboration. Participants explored practical approaches to community-led change, leadership development and sustainable economic growth, with the shared goal of ensuring that small towns not only survive, but thrive into the future.

REPORT DETAIL

Masterclasses

Community-Led Innovation in Practice

Facilitators: Kerry Jones and Chris Vanstone (Australian Centre for Social Innovation), Dr Lucy Maynard (Our Town Lead)

This session explored the growing movement of community-led innovation and how it can empower rural communities to create change from within, regardless of available funding or resources. Participants were introduced to tools that encourage collaboration, trust and inclusive decision-making.

The masterclass highlighted how small, visible wins can build momentum and confidence, and how reframing local challenges as opportunities can unlock creativity. It emphasised that lasting innovation comes from creating space for local people to lead, rather than importing external solutions.

Using the Co-operative Model to Retain or Return Services to Small Towns

Facilitators: Peter Kenyon (Bank of I.D.E.A.S.) and Molly Kendell (Co-op Federation)

The afternoon workshop examined the use of the co-operative model as a community-owned solution for retaining essential services such as bakeries, childcare centres and local fuel outlets. Participants heard practical examples of how towns have successfully applied this model to rebuild services and strengthen social connection.

The session focused on co-operatives as sustainable, values-based business structures that prioritise both economic outcomes and community wellbeing. It also provided guidance on governance, community engagement and how to align local enterprise with long-term prosperity.

Conference Day One

Opening and Keynote Addresses

The conference commenced with reflections from *Tony Piccolo MP, Hon. Nat Cook MP, Andrew Leigh MP* and *Mayor Bill Close*, each reinforcing the importance of local leadership, volunteering and collaboration in ensuring the ongoing vitality of small towns.

Reinventing Our Small Towns – The Answers Come from Within

Speaker: Peter Kenyon, Director, Bank of I.D.E.A.S.

Peter Kenyon encouraged communities to take ownership of their futures rather than wait for external assistance. He emphasised that every small town has assets that can be harnessed to drive renewal and that confidence, creativity and collaboration are essential for long-term success. The keynote reinforced that sustainable solutions are most effective when they originate from within the community.

The Big Picture for Regional Australia – Where Do Small Towns Fit?

Speaker: Liz Ritchie, CEO, Regional Australia Institute

Liz Ritchie provided a national perspective on how small towns fit within Australia's regional development landscape. She discussed population trends, migration patterns and the growing appeal of regional living. Her presentation highlighted the critical role small towns play as connectors within the national economy and encouraged communities to invest in liveability, innovation and leadership.

Inspirational Stories of Small Town Reinvention

Delegates heard case studies from *Gnowangerup*, *Pingelly* and *Uraidla*, which illustrated how communities can lead renewal through co-operative enterprises, aged-care models and creative placemaking. These stories demonstrated how local leadership and collaboration create meaningful and lasting change.

Learning Excursion 1 – Kapunda to Nuriootpa

The first learning excursion explored Kapunda, Seppeltsfield and Marananga, showcasing how heritage, tourism and local enterprise can combine to create regional resilience and economic diversity.

Community Collaboration in the Barossa

Short presentations from *Barossa Co-op*, *Vine Inn Community Hotel* and *Barossa Foundation* demonstrated the strength of community-owned businesses and philanthropic partnerships in supporting employment, social wellbeing and long-term sustainability.

Redefining Community: Planning and Practice in Action

Speakers: Ben Hall and Bec Normington, Barossa Village

This keynote focused on the Barossa Village model for ageing well in small towns. Ben Hall and Bec Normington explained how community-led planning, collaboration and adaptive service design allow residents to remain active and independent. Their presentation illustrated how a balance between social purpose and commercial sustainability can support long-term community health and connection.

Conference Day Two

Creating WOW Factor in Small Towns

Speaker: Rhys Williams, Member for Mandurah

Rhys Williams shared insights into how towns can create a sense of “wow factor” through imagination, storytelling and collaboration. Using the *Giants of Mandurah* project as an example, he showed how public art and local identity can attract tourism and civic pride. His presentation encouraged towns to identify and celebrate what makes them unique and/or build on what's around you, rather than trying to replicate others' success.

Economic Development and Reinvention Initiatives

Delegates heard from programs including the *South Australian Regional Leadership Program*, *Regional Changemakers*, *Town Teams Movement*, *Our Town Initiative* and *Mable Platform*. Each presentation offered a different approach to empowering communities, developing leaders, strengthening wellbeing and building local enterprise. Together they reinforced that reinvention depends on inclusive leadership and practical support for community-led action.

Learning Excursion 2 – Mintaro and the Clare Valley

The second excursion highlighted Mintaro's *Festival of the Lamb*, a community initiative that connects agriculture, tourism and local celebration. The presentation by *Simon Millcock* and the *Mintaro Progress Association* showed how creative events can foster economic growth and strengthen identity.

Learning Excursion 3 – Burra and Farrell Flat

Delegates visited Farrell Flat's community-led *Silo Art Project* before travelling to Burra to learn about heritage-driven renewal. The session *Building on Heritage Assets in Small Towns*, led by *Barb Button*, *Holly Cowan* and *Chris Reed OAM*, examined how Burra and Moonta are leveraging their Cornish mining history to drive tourism and community pride. Key initiatives included the *World Heritage nomination*, the *Burra Heritage Passport* and heritage festivals such as *Kernewek Lowender*.

This presentation highlighted how heritage can act as a living community asset when managed collaboratively between councils, volunteers and local organisations.

Community Reflections – Watervale

The day concluded with reflections from the *Watervale Community Association* and the *Gonna Group in Clare*, both of whom shared examples of volunteer-driven collaboration and problem-solving. Their stories reinforced that resilience is built through shared purpose and active local involvement.

Conference Day Three

Morning Presentations

The final day began with the *Kapunda Silo Art Project*, which demonstrated how community-led art can strengthen civic pride and attract visitors. *Bridget Ransome*, CEO of the *Northern & Yorke Local Government Association*, welcomed delegates and reflected on the conference themes of optimism and innovation.

Inspirational Stories of Small Town Reinvention

The final presentation series featured examples of resilience and collaboration from across Australia.

- *Balingup, WA – Wendy Trow, Balingup Progress Association*: This session was particularly informative, showing how multiple community groups can unite under one organisation to streamline communication, reduce duplication and improve advocacy. This model may provide a useful example for groups within the Shire of Waroona.
- *Kangaroo Island, SA – Our Town Team*: Discussed recovery and renewal through storytelling, creativity and collective action.
- *William Creek, SA – Kirty and Hollie Williams*: Highlighted how small, remote communities can sustain tourism through adaptability and partnerships.
- *Paterson, NSW – Julie Overton*: Shared strategies for community-led placemaking and heritage preservation.

Conversation Café and Open Space Workshops

Facilitated by *Paul Gravett* (Bank of I.D.E.A.S.) and *Charles Adler* (Rebuilding Australia), these sessions encouraged participants to share practical ideas, identify collaboration opportunities and build networks beyond the conference.

Closing Reflections

Richard Dodson (CEO, Light Regional Council) and *Tony Piccolo MP* summarised the key insights of the four-day event, acknowledging the creativity and determination of small-town leaders across Australia. They reiterated that reinvention starts with people, pride and collaboration.

Post-Conference Session – Engaging Men in Rural Communities

Speakers: David Pointon (The Men's Table) and James Wild (Men's Sheds Australia)

This closing session explored ways to strengthen men's wellbeing and connection in rural settings. The presenters shared approaches that use conversation, shared projects and peer networks to reduce isolation and support mental health.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.2 Develop a skilled, safe and compliant organisation
Strategy	5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities

OTHER STRATEGIC LINKS

Nil.

STATUTORY ENVIRONMENT

Nil

SUSTAINABILITY & RISK CONSIDERATIONS

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

Nil.

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

Nil.

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

Nil.

Policy Implications

Nil.

Risk Management Implications

Nil.

CONSULTATION

Nil.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS

Financial

The attendance of the staff is within budgeting allowance.

Workforce

The attendance of the staff is within existing workforce resourcing provisions.

CONCLUSION

The Small Town Reinvention Conference provided a valuable opportunity to explore how communities across Australia are reimagining what it means to live, work and thrive in small towns. Presentations and workshops consistently emphasised that successful reinvention is

not driven by external funding or policy alone, but by local leadership, collaboration and community confidence.

Across four days, participants shared inspiring examples of resilience, creativity and innovation. From co-operative enterprises and heritage revitalisation to mental health programs and placemaking projects, the recurring message was clear: small towns flourish when they work together, celebrate their uniqueness and take ownership of their future.

For the Shire of Waroona, these learnings highlight the importance of continuing to support and invest in local leadership and volunteer capacity, encourage collaboration between community groups under shared visions or structures, celebrate local identity through creative initiatives that attract visitors and build pride and explore co-operative or community-led models for sustaining essential services.

The conference demonstrated that the spirit of small-town Australia remains strong. With the right mindset, shared purpose and willingness to innovate, even the smallest communities can achieve meaningful, lasting change.

18.5.2 2025 Community Development Conference	
File Ref:	GO.3 – Governance Reporting
Previous Items:	Nil
Applicant:	Shire of Waroona
Author and Responsible Officer:	Manager Community Development, Community Development Officer, Community Development Officer (Events); Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Simple Majority
Appendix Numbers:	Nil

OFFICER RECOMMENDATION

That Council notes the information provided in this report in regard to learnings from the 2025 Community Development Conference held in Perth on 10 – 11 September 2025.

IN BRIEF

This report provides information on the 2025 Community Development Conference content and learnings of the Community Development Team.

Key Takeaway Points

- Accessible Grant Processes: Local government grant programs should be simple, transparent and accessible for applicants, focusing on building capacity rather than compliance.
- Grants as Relationship Builders: Grant programs provide an opportunity for officers to work collaboratively with applicants, supporting them through the process and strengthening council–community relationships.
- Embedding Social Impact: Effective community development involves linking funding, engagement and evaluation to measurable social outcomes and long-term community wellbeing.

BACKGROUND

The Community Development Conference brings together the professionals and the projects shaping resilient communities across our state. Through a thoughtful program of presentations, masterclasses and networking opportunities, community development professionals share the knowledge, insights and inspiration currently benefitting local communities in Western Australia. The annual general meeting of the Community Development Network is also held during the convention.

REPORT DETAIL

Day One:

Damien Mander – ‘The Brave Ones’ Akashinga – nature protected by women

In his talk, Damien introduced us to The Akashinga Project, which means “the brave ones” in Shona. He shared his military background and the journey that led him to establish and lead this pioneering, all-female, community-driven conservation initiative in Zimbabwe. The project empowers women from disadvantaged backgrounds—many of whom are survivors of abuse, abandonment, or marginalisation—by training them as wildlife rangers to protect natural ecosystems. Unlike traditional militarised anti-poaching strategies, Akashinga centres

on community engagement, sustainable development, and women's empowerment in conservation leadership. Damien highlighted how the program has not only reduced poaching in the areas it protects but also created employment, education, and stability for local families.

Andrew Brien – Report Presentation: City of Kalgoorlie-Boulder Anti-social Behaviour and Transitional Aboriginal Homelessness Study Project

Andrew talked us through the City of Kalgoorlie-Boulder's recently released report addressing the complex Aboriginal anti-social behaviour issues and homelessness within their community. The six-month project engaged over 30 stakeholders across WA, SA, and the NT, with case studies from Broome, Ceduna, Alice Springs, Darwin, and Kununurra. The report highlights underlying social, cultural, and economic factors that contribute to these challenges, including intergenerational disadvantage, limited access to housing, and gaps in support services. It emphasizes the need for a collaborative, whole-of-community approach that involves all levels of government, service providers, and Aboriginal leaders to develop sustainable solutions. The report acknowledges that punitive measures alone are ineffective, instead recommending strategies that focus on culturally appropriate support, early intervention, and strengthening connections between Aboriginal people and community resources. The findings will inform the City's advocacy, including a motion to Government, calling for a coordinated nationwide framework to address Aboriginal homelessness and deliver more effective place-based solutions across regional Australia.

Circuitwest – A Night Out

This presentation explored how local governments and community groups throughout Western Australia had been bringing professional performing arts to their own regions. It showcased the success of the Shows on the Go program, which had supported local presenters to host theatre, comedy, and music events in venues such as town halls, recreation centres, and community amphitheatres. The session outlined how involvement in the program had helped organisations build valuable networks, develop event management skills, and gain the confidence to deliver high-quality performances. It also provided guidance on how communities could begin their own journey with Shows on the Go, creating opportunities for residents to enjoy professional arts experiences close to home.

Town Team Movement – Creating Vibrant and Welcoming Places for Business Growth and Community Well-being: The Power of Placemaking and Active Citizenship

In their presentation, the Town Team Movement highlighted the importance of harnessing placemaking and active citizenship to create positive change. They explained how bringing local people, organisations, and businesses together can reimagine and revitalise town centres and public spaces. This collaborative approach not only builds pride and belonging within the community but also drives economic growth, attracts investment, and supports local enterprises. At its core, the movement is founded on the belief that vibrant and welcoming places are essential for thriving businesses and strong, connected communities.

Paul Gravett and Rosalie Foss – Piece by Piece: The Town of Victoria Park Social Impact Approach

In their presentation, Paul and Rosalie explained how the Town of Victoria Park uses Social Impact Statements as a key decision-making tool, ensuring that council projects and proposals are assessed not just on financial and operational grounds, but also on their effects on people, wellbeing, and social cohesion. These statements outline both risks and benefits, supporting evidence-based decisions and providing transparency to the community. They also introduced the use of storyboards and scorecards as practical tools—storyboards visually communicate a project's purpose, activities, and community benefits, while scorecards measure performance against set criteria or outcomes. Together, these approaches give council, staff, and the community a clear, accessible picture of how initiatives contribute to broader goals and strategies.

Jose Cicilamma – Every Piece Matters: Re-envisioning Civic Engagement Through an Equity Lens at the Local Level

This presentation, delivered by Jose Cicilamma from the City of Swan, explored how local governments and communities could reimagine civic engagement by placing equity, inclusion and representation at the centre of their approach. It emphasised the importance of valuing every voice, particularly those from historically underrepresented or marginalised groups, and ensuring that all community members have meaningful opportunities to participate in shaping local governance.

The session encouraged attendees to consider practical ways to create more inclusive, accessible and responsive engagement processes that reflect the diversity of their communities and strengthen trust between local governments and residents.

Jess Black – Reimagining grants programs as dynamic tools for Community Development

This workshop reframed grant programs as dynamic tools for community development rather than simple funding mechanisms. It explored how grants could be used to strengthen connections between local governments and community members by embedding capacity-building and social capital strategies throughout every phase, from design to evaluation, to achieve meaningful and lasting social impact.

The session also highlighted inequities and unnecessary complications within many existing grant processes, prompting participants to reflect on the real questions that need to be asked and answered. Officers were encouraged to view the grant process not as a transactional exchange but as an opportunity to build genuine relationships with applicants. The discussion focused on how a more collaborative and supportive approach could simplify applications and acquittals while fostering trust, capability and shared outcomes between officers and community groups.

Volunteering WA – Spontaneous Emergency Volunteer Project

Volunteering WA presented on the Spontaneous Emergency Volunteer Project, which focuses on effectively coordinating community members who step forward to help during emergencies. The project provides systems and processes to register, train, and manage spontaneous volunteers, ensuring their skills are matched with community needs in a safe and organised way. By supporting local governments and emergency services, the initiative strengthens community resilience and ensures that the goodwill of volunteers can be harnessed quickly and effectively in times of crisis.

Day Two:**Peter Kenyon – Building Strong and Resilient Communities through the lens of Asset Based Community Driven (ABCD) Development**

Peter Kenyon's session explored the Asset-Based Community-Driven (ABCD) approach, emphasising the shift from doing "to" or "for" communities toward doing "with," and ultimately creating initiatives "of" and "by" the community. He highlighted the importance of recognising community members as active citizens with strengths, skills, and passions, rather than as passive consumers of services.

Through stories and humour, Peter demonstrated how focusing on community assets—abilities, capacities, relationships, and passions—can foster stronger, more resilient, and inclusive communities. Practical methods included asking questions that uncover what people care about, their gifts and skills, and their dreams, rather than concentrating on problems or deficits. He shared techniques for mobilising community members to connect, collaborate, and take ownership of local initiatives.

The session also presented the “six critical questions” for community development, guiding practitioners to consider what the community can do independently, what requires support, and how services can be adapted to strengthen local capacity. Peter’s approach reinforced that stepping back, listening, and enabling participation creates sustainable outcomes and a more empowered, connected community.

Abbie Jane – Shoelace Project

Abbie Jane joined us via Teams to share the story behind The Rainbow Shoelace Project. She explained how the idea was born from her own experience of feeling anxious and alone when she wanted to wear Pride flag–coloured beads on her shoes at school, fearing she might be bullied. Realising that other queer students may feel the same way, Abbie created the project to offer visible support through the simple act of wearing Pride-coloured beads on shoelaces. The initiative encourages both LGBTQI+ individuals and their allies to participate, helping foster a sense of solidarity and inclusion.

Ruth Callahan – Getting AI to supercharge your community development plan

Ruth Callaghan delivered a practical and engaging session on using generative AI to support community development. She emphasised that AI is not a replacement for human connection, but a tool to reduce busywork, streamline tasks, and free up staff to focus on meaningful engagement with the community.

Practical tips included breaking problems down, building solutions step by step, providing feedback, asking AI to check its work, and prompting it to “make this better.” Ruth demonstrated how AI can assist with emails, planning, note-taking, reporting, social media, marketing, and creative content, improving efficiency and supporting stronger team outcomes.

The key takeaway was that AI is most effective when used strategically to enhance productivity and creativity, allowing staff to concentrate on what they do best: connecting with people and driving positive community outcomes.

Michael Hayes – Together We Achieve: Empowering Teams through Collaborative Leadership

Michael Hayes, Manager at the City of Kwinana, delivered a highly engaging masterclass that showed how small shifts in leadership style can have a big impact on workplace culture. Rather than focusing on restructures or major changes, he emphasised the power of clear, consistent communication and staying connected with staff. His approach encouraged leaders to recognise each person’s strengths and weaknesses, and to guide them toward goals that are realistic and achievable. In doing so, he showed how teams can achieve more collectively by building on individual progress.

Hayes introduced the 1-3-1 Coaching Framework, where staff bring one issue, explore three possible solutions, and commit to one action, with follow-up to track progress. This model encourages independent problem-solving while keeping leaders in a supportive, guiding role. He also shared solution-focused coaching, using a 0-10 scale to help people think about small, practical steps to move forward, rather than striving for unattainable “perfect” outcomes.

The masterclass highlighted that collaborative leadership is less about having all the answers, and more about creating space for staff to find their own. This practical, people-focused approach left a strong impression of how achievable communication-driven change can be.

Peter Kenyon – Rural Revitalisation

In his talk, Peter Kenyon emphasised that the foundations of a strong town lie in recognising and building on local strengths. He highlighted the value of local leadership, a strong sense of identity, and meaningful community participation, supported by collaboration between residents, businesses, and organisations. Creativity, innovation, and celebrating local stories, he explained, not only build resilience but also attract visitors and investment, helping communities thrive.

Several examples of towns coming back from the brink brought these ideas to life. Kulin, in Western Australia, has revitalised itself through community-driven initiatives, local leadership, and tourism, with attractions like the Tin Horse Highway and events such as the Kulin Races fostering pride, creativity, and economic growth. In Gnowangerup, the 360 Co-op has strengthened collaboration among farmers, businesses, and residents, supporting sustainable agriculture, new market opportunities, and community-led projects that enhance both economic resilience and social wellbeing. Meanwhile, Kaikōura in New Zealand has leveraged its unique marine environment to develop a world-class eco-tourism industry. Through whale watching, sustainable tourism, and strong community leadership, the town has built resilience, strengthened local business, and showcased its cultural and environmental assets on the global stage.

Francine Bayet – ReconciliACTION in Local Government

This session focused on how local governments can move beyond symbolic gestures to genuinely activate, engage and amplify their reconciliation goals. It explored practical and intentional ways to shift from a "tick-box" approach to authentic engagement through reconciliACTION, encouraging participants to embed reconciliation principles into everyday decision-making and community practice. The presentation also introduced Kolbang Yanginy, a new Local Government Reconciliation Resource designed to bring together tools for education, truth-telling, place-making, planning and legislative alignment on a single, accessible platform. While the resource has not yet been officially released, officers are on the list to receive it once it becomes available, ensuring they are well-positioned to apply its guidance and strengthen reconciliation initiatives within the organisation.

Prina Shah – Who Am I, How Do I Sustain Myself, and What Legacy Do I Want to Leave?

Prina Shah's session focused on the personal and professional sustainability of community development professionals. She highlighted the challenges of working in local government, including navigating bureaucracy, managing competing priorities, and maintaining energy while striving to make a meaningful impact.

Through practical tools and reflective exercises, Prina encouraged participants to reconnect with their purpose, identify strategies for protecting their wellbeing, and consider the legacy they want to leave in their work and communities. The session reinforced that sustaining oneself is essential to sustaining the community, and that clear intention, self-awareness, and purposeful action enable professionals to maximise their impact over the long term.

Jordana Borensztajn – The Magic of Connection

In her dynamic and engaging keynote, Jordana shared her journey and how it taught her powerful lessons about authentic human connection. Through stories of performing magic for strangers across Australia, she highlighted how genuine interactions can quickly shift fear into trust, laughter, and creativity. Demonstrating magic and mentalism live, Jordana showed how presence and connection can spark thinking, break down limiting beliefs, and inspire collaboration. She shared practical tips for connecting genuinely, welcoming change with energy, and using creativity and play to inspire new ideas and teamwork.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Leadership
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Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	5.2 Develop a skilled, safe and compliant organisation
Strategy	5.1.1 Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities

OTHER STRATEGIC LINKS

Nil

STATUTORY ENVIRONMENT

Nil

SUSTAINABILITY & RISK CONSIDERATIONS

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

Nil.

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

Nil.

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

Nil.

Policy Implications

Nil.

Risk Management Implications

Nil.

CONSULTATION

Nil.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS

Financial

The attendance of the staff is within budgeting allowance.

Workforce

The attendance of the staff is within existing workforce resourcing provisions.

CONCLUSION

The 2025 Community Development Conference provided a valuable learning experience, with distinguished speakers sharing their expertise and lived experiences. The sessions encouraged reflection and innovation across a range of community development areas, inspiring new approaches to local government practice. In particular, officers are now working towards improving community engagement methods and updating grant processes to make them more accessible and collaborative. These learnings will help strengthen relationships

between councils and communities, ensuring programs and initiatives deliver meaningful and lasting impact.

- 19. BUSINESS LEFT OVER FROM A PREVIOUS MEETING**
- 20. ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
- 21. NOTICE OF MOTIONS FOR CONSIDERATION AT A FOLLOWING MEETING**
- 22. NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PERSON PRESIDING OR BY DECISION OF THE MEETING**
- 23. CLOSURE OF MEETING**