



MINUTES

SPECIAL COUNCIL MEETING

Friday 7 August 2026

Shire of Waroona Council Chamber

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UNCONFIRMED

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

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

2. ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

Cr Mike Walmsley
Cr Larry Scott
Cr Karlie Bartle
Cr Karen Odorisio
Cr Brad Vitale

Shire President
Deputy Shire President
Councillor
Councillor
Councillor

Mark Goodlet
Ashleigh Nuttall
Rikki Pulfer
Kathy Simpson
Merrin Kirk

Chief Executive Officer
Director Corporate & Community Services
Executive Manager Infrastructure Services
Manager Corporate Services
Executive Assistant

APOLOGIES

John Mason
Kirsty Ferraro

Councillor
Director Customer & Development Services

LEAVE OF ABSENCE

Cr Julie Rowles for the period 31 July – 10 August 2026 inclusive.

APPLICATIONS FOR LEAVE OF ABSENCE

Nil

There were no members of the public present at the commencement of the meeting.

3. PUBLIC QUESTION TIME

Nil

4. PETITIONS, APPROVED DEPUTATIONS & SUBMISSIONS

Nil

5. DISCLOSURES OF INTEREST

Rhys Bloxsidge, Manager Development Services and author of item 6.1.3. Mr Bloxsidge declared an interest affecting impartiality in this item, as the rodeo site landowner is a close friend.

6. REPORTS OF THE CHIEF EXECUTIVE OFFICER AND OFFICERS

6.1 DIRECTOR CORPORATE & COMMUNITY SERVICES

6.1.1 CGL007 – Corporate Business Plan 2026-2030	
File Ref:	CM.4 – Corporate Management – Planning – Business Plans – Principal Activity Plan
Previous Items:	Nil
Applicant:	Not applicable
Author and Responsible Officer:	Corporate Planning & Governance Officer; Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Absolute Majority
Appendix Numbers:	6.1.1 A – CGL007 - Corporate Business Plan 2026-2030 – with tracked changes 6.1.1 B – CGL007 - Corporate Business Plan 2026-2030 – Proposed

COUNCIL RESOLUTION / OFFICER RECOMMENDATION

SCM26/08/096

Moved: Cr Vitale

Seconded: Cr Bartle

That Council adopts CGL007 - Corporate Business Plan 2026-2030 as per Appendix 6.1.1 B.

CARRIED 5/0

IN BRIEF

Council is requested to consider adopting CGL007 - Corporate Business Plan 2026-2030 in accordance with the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*.

BACKGROUND

In accordance with section 5.56 of the *Local Government Act 1995*, all local governments in Western Australia are required to effectively plan for the future, with guidance outlined in the September 2016 Department of Local Government and Communities' Integrated Planning & Reporting Framework and Guidelines. The intent of the framework is to ensure that priorities and services provided by the local government are aligned with community needs and aspirations and, in doing so, facilitate a shift from a short-term resource focus to long-term sustainability.

CGL007 - Corporate Business Plan 2026-2030 (Corporate Business Plan) is the Shire of Waroona (Shire)'s four-year planning document and one of the core components of the Shire's integrated planning and reporting framework. It addresses the objectives and strategies set out in a four-year period of the Strategic Community Plan 2024-2034 and is pivotal in ensuring that the short and medium-term commitments are both strategically aligned and affordable.

The Corporate Business Plan sits in the centre of the Shire's corporate planning hierarchy and identifies several prioritised services, operations and projects that the Shire plans to undertake between 2026 and 2030. In doing so, the community's main priorities and expectations as identified in the Strategic Community Plan can be delivered.

In accordance with regulation 19DA(4) of the *Local Government (Administration) Regulations 1996*, the Corporate Business Plan must be reviewed every year. Annual reviews ensure that alignment with the short-term Annual Budget and long-term Strategic Community Plan is maintained.

REPORT DETAIL

The 2026-2030 Corporate Business Plan follows the Shire's vision, mission and values as set in its Strategic Community Plan 2024-2034. The actions and projects identified in the Corporate Business Plan align with the objectives and strategies derived from the five key focus areas and aspirations in the Strategic Community Plan:

1. Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

2. Our Economy

To create a diverse economy base that supports opportunity and employment.

3. Our Environment

To continually care for, protect and enhance our environment for the generations to come.

4. Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

5. Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.

Significant amendments made since last publication

Since publication of the 2025-2029 Corporate Business Plan in August 2025, significant amendments have been applied to the following projects and actions, to reflect updated priorities and progress made:

Project / Action	Comments
Focus Area 1. Our Community	
1.1.6.3 Review Local Emergency Management Arrangements	Completed in 2025/2026 - Item removed The Shire's Local Emergency Management Arrangements were endorsed by the Local Emergency Management Committee, and by Council in September 2025.
1.1.6.3 Implement the Local Emergency Management Arrangements	New item added Reflects the active implementation of the reviewed and updated Local Emergency Management Arrangements.

1.2.2.1 Prepare a Business Plan for the implementation of the Drakesbrook Weir Masterplan <u>Amended to read:</u> 1.2.2.1 Review and Update the Drakesbrook Weir Masterplan	Project amended Preparation of a business plan to implement the major components within the Drakesbrook Weir Masterplan has been deprioritised whilst grant funding opportunities continue to be explored. Project amended to reflect redirection of focus towards achievable projects and progress.
Focus Area 3. Our Environment	
3.1.1.3 Support not-for-profit organisations to implement regular litter clean ups	Item removed This initiative forms part of the Shire's day-to-day business operations.
3.1.1.5 Contribute toward the refurbishment of the Department of Agriculture building	Completed in 2025/2026 - Item removed Now known as the 'Enviro Centre', the building has been refurbished to an occupiable standard.
3.1.1.6 Support local Environmental Groups through centralisation of services at the Environmental Centre	Completed in 2025/2026 - Item removed The Enviro Centre is now occupied by four local environmental groups under licence agreements.
3.1.1.4 Support collaboration and service delivery by local environmental groups through the Enviro Centre	New item added Following successful occupation of the Enviro Centre, the Shire will work to enable successful collaboration with and between its occupants, through the provision of a maintained and functioning multi-use facility.
3.1.3.2 Develop an Environmental Management Strategy	Completed - Item removed An Environmental Management Strategy was adopted in 2023/24. Scheduled reviews and implementation is incorporated into item 5.2.2.4
Focus Area 4. Our Built Assets	
4.1.1.1 Implement the concept and design plans for Waroona Community Precinct Phase 2 –Big shed.	Completed in 2025/2026 - Item removed Refurbishment and development of the 'Big Shed', a multi-purpose outdoor function facility was officially opened on 25 September 2025.
4.1.1.2 Develop and implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	Completed in 2025/2026 - Item removed The concept and design plans were developed in 2025/26.
4.1.1.1 Implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	New item added Following the successful development of the concept and design plans for Phase 3, above, the Shire will now plan for the implementation of the plans, commencing 2027/28.
4.1.1.3 Seek funding for the construction of a Waroona Recreation & Aquatic Centre gym extension	New item added Recreation Services to explore and apply for applicable grant funding opportunities in 2025/26.

All amendments to the 2026-2030 Corporate Business Plan have been applied to align with the Shire's business planning for the period 2026-2030 and are presented in a 'tracked changes' version of the final plan at Appendix 6.1.1 A.

This Corporate Business Plan activates the objectives of the 2024-2034 Strategic Community Plan and informs the annual budget process to ensure the priorities of the community are strategically aligned and affordable. The actions and projects identified in the Corporate Business Plan will be reported on quarterly and summarised in the Shire's corresponding Annual Report.

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

- Annual Budget 2026/27
- Resourcing Waroona 2030 – Long Term Financial Plan 2021-2031
- Building Waroona 2030 – Asset Management Strategy 2022-2032

STATUTORY ENVIRONMENT

Local Government Act 1995

s.5.56 Planning for the future

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

Local Government (Administration) Regulations 1996

r.19DA Corporate business plans, requirements for (Act s.5.56)

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
 - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and

- (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
 - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
- *Absolute majority required.*
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

SUSTAINABILITY & RISK CONSIDERATIONS

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

The Corporate Business Plan is the key driver for the Annual Budget and Long Term Financial Plan. This connection ensures that community priorities and projects are adequately funded and that appropriate and endorsed rating strategies are in place to allow careful consideration of potential financial impacts on the community. There are a number of economic initiatives within the Corporate Business Plan which reflect the high priority Council has given to the growth of the Waroona economy.

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

The actions and projects outlined within the Corporate Business Plan will increase alignment with the community's vision and requirements around the provision of services and thereby contribute to quality of life.

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

The Corporate Business Plan details the level of focus dedicated to environmental outcomes and projects.

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 review of the Corporate Business Plan would result in non-compliance with legislation and potential consequences from the relevant State Government department.
Consequence	2 - Minor
Likelihood	2 - Unlikely

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

CONSULTATION

- Projects and actions have been derived from the strategies and objectives outlined in the Strategic Community Plan, following significant engagement with community and key stakeholder in 2024.
- Consultation with staff to review, develop and prioritise actions.
- Public consultation was not required prior to this review.

Aboriginal Consultation

Not applicable for this report.

RESOURCE IMPLICATIONS

Financial

Costs associated with implementing the actions are included within the Long-Term Financial Plan and Annual Budget 2026/27.

Workforce

The strategies outlined within the Corporate Business Plan align with minor amendments to workforce across the four years of the Plan.

CONCLUSION

The Shire of Waroona CGL007 - Corporate Business Plan 2026-2030 forms part of the Shire's overarching integrated planning and reporting framework and is used to drive the development of the Shire's Annual Budget, Workforce Plan, Asset Management Strategy, and Long Term Financial Plan.

The Corporate Business Plan will activate the objectives of the Strategic Community Plan to ensure that priorities and services provided by the Shire are aligned with community needs and visions and in doing so, facilitate a shift from a short-term resource focus to long-term sustainability.

6.1.2 Adoption of the Shire of Waroona 2026/2027 Annual Budget	
File Ref:	FM.6 Financial Management – Budget
Previous Items:	Previous Council briefing items
Applicant:	N/A
Author and Responsible Officer:	Director Corporate & Community Services
Declaration of Interest:	Nil
Voting Requirements:	Absolute Majority
Appendix Numbers:	6.1.2 A – 2026/27 Budget Statements 6.1.2 B – 2026/27 Fees & Charges 6.1.2 C – 2026/27 Rating Information 6.1.2 D – 2026/27 Supporting Information

COUNCIL RESOLUTION / OFFICER RECOMMENDATION

SCM26/08/097

Moved: Cr Odorisio

Seconded: Cr Scott

That Council:

1. Adopts the 2026/27 Municipal Fund Budget

Adopts the 2026/27 Municipal Fund Budget as presented in this report and imposes the following rates and charges:

General rate:

11.3118 cents in the dollar on Gross Rental Values

0.5701 cents in the dollar on Unimproved Values

Differential rate:

0.8550 cents in the dollar on Unimproved Values – Intensive Agriculture

1.1400 cents in the dollar on Unimproved Values – Industrial and Mining

Maximum payment instalment interest: 5.5%

Maximum interest on overdue rates: 11%

Payment of rates are to be offered in three (3) options:

Option 1 – Payment in full;

Option 2 – Payment by two (2) instalments – Instalment charge \$10 on 2nd instalment; and

Option 3 – Payment by four (4) instalments – Instalment charge \$30 on 2nd, 3rd & 4th instalments; and

2. Adoption of Refuse Removal Charges

Adopts the Refuse Removal Charges for the 2026/27 financial year as presented below:

- i. \$208 per annum per 240L general waste and recycling service;
- ii. \$205 per annum per additional 240L general waste charge weekly;
- iii. \$155 per annum per additional 240L recycling charge fortnightly;

- iv. **\$245 waste service levy;**
- v. **Refuse removal – Bulk commercial bins per annum**

Bulk Bin 1.5m once/week	\$4,050
Bulk Bin 1.5m twice/week	\$8,102
Bulk Bin 3.0m once/week	\$4,534
Bulk Bin 3.0m twice/week	\$9,067
Bulk Bin 4.5m once/week	\$5,027
Bulk Bin 4.5m twice/week	\$10,055
Bulk Bin 3.0m recycling skip/fortnightly	\$4,714
Bulk Bin 4.5m recycling skip/fortnightly	\$6,062
Bulk Bin 1.5m recycling skip/fortnightly	\$3,371
Commercial – 1.5m weekly + 1.5m recycling F/N	\$6,814
Commercial – 3.0m weekly + 3.0m recycling F/N	\$8,462
Commercial – 4.5m weekly + 4.5m recycling F/N	\$10,204; and

3. Adoption of Fees & Charges

Adopts the schedule of Fees & Charges for the 2026/27 financial year as per Appendix 6.1.2 B; and

4. Adoption of the Trust Fund Budget

Adopts the Trust Fund Budget for 2026/27 financial year as presented in this report; and

5. Early payment incentive

Offers a \$1,000 cash prize as an incentive for early payment of rates in accordance with Council Policy FP019; and

6. Material Variance Policy

Approves, for the purpose of preparing monthly financial statements and dealing with the Shire of Waroona's Statement of Financial Activity and Statement of Financial Position, the materiality factor for highlighting variances (current budget to actual) to be 10% with a minimum of \$30,000. It is acknowledged that the use of this policy is a guide only and that materiality is a matter of professional judgement; and

7. Elected Members' Remuneration

Adopts the Elected Members Remuneration as stated in Note 11 of the Adopted Budget financial statements at Appendix 6.1.2 D, including superannuation payments; and

8. New Reserve Account

Establishes new Reserve Account "Renewable Energy Reserve" for the purpose of "holding funds raised on GRV rating of Renewable Energy Assessments"; and

9. New Loan

Approves the establishment of a new loan #125 Eastcott Street Development for the amount of \$612,000 – for the purpose of Land Development.

CARRIED 5/0

IN BRIEF

Council is required, in accordance with Section 6.2 of the *Local Government Act 1995 (and Regulations)*, to adopt an annual budget.

The 2026/27 budget represents the second year of the Shire's revised Strategic Community Plan 2024-2034 and subsequent Corporate Business Plan 2026-2030.

BACKGROUND

Attached is a comprehensive summary of the 2026/27 draft budget representing outcomes from the draft budget briefing sessions held with Elected Members through the months of June and July 2026.

The document contains statutory financial statements together with supporting information and full rating information.

The 2026/27 budget represents the second year of the revised strategic direction resulting from community consultation associated with the preparation and adoption of an updated Strategic Community Plan 2024-2034.

A brought forward surplus of \$2,507,232 has been estimated which includes early payment of \$1,539,587 of the Shire's 2026/27 Financial Assistance Grant as well as \$91,322 of carried forward loan funds for further development of Railside Park. As a result of the surplus amount being estimated, there may be a requirement for an amendment of the budget at a later date.

Full details of the surplus is provided in Note 3 of the financial statements.

The Shire's Reserve Account balances have been forecast to increase from \$3,311,432 to \$3,439,477, an increase of \$128,045.

REPORT DETAIL

The following chart highlights the budgeted levels of income/expenditure over the past 4 years alongside the proposed 26/27 budget.

	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$
Operating expenditure	12,409,737	12,801,121	11,886,452	13,517,347	14,197,586
Operating income	8,350,488	8,595,120	10,588,971	10,191,282	10,682,578
Rate revenue	5,389,248	5,812,751	6,305,567	6,525,928	6,798,655
Capital expenditure	9,497,406	9,713,174	3,415,824	4,997,715	6,587,794
Loans raised	0	0	0	0	612,000
Transfer to reserve	159,395	193,538	868,951	279,655	225,045
Transfer from reserve	626,862	383,000	313,412	25,000	97,000
Non-operating grants	7,060,905	7,253,961	2,593,562	3,315,271	4,297,539

The comprehensive income net result reflects a surplus of \$796,469. This figure shows the Shire's ability to cover its operational costs and still have funds available for capital and other funding purposes. The income statement also reflects the level of reliance on grant funding to achieve the forecast capital expenditure.

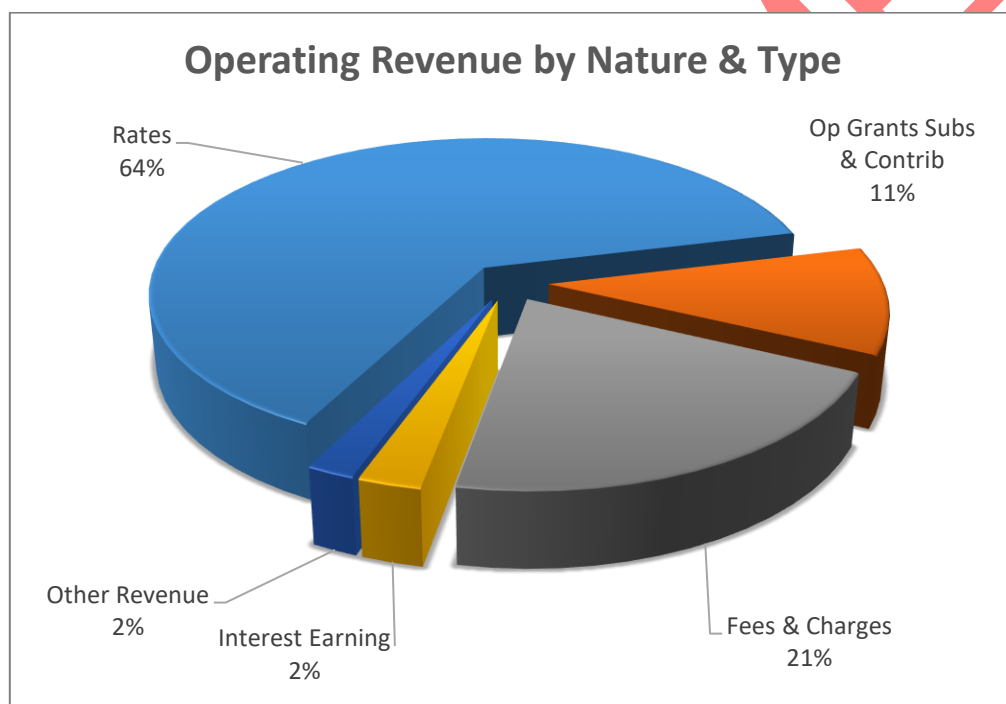
Untied income from Alcoa (effectively an ex-gratia payment) is represented as operating income in the financial statements. This amount (est. \$274,515) equates to 4.03% of rate income based on 2026/27 rating levels.

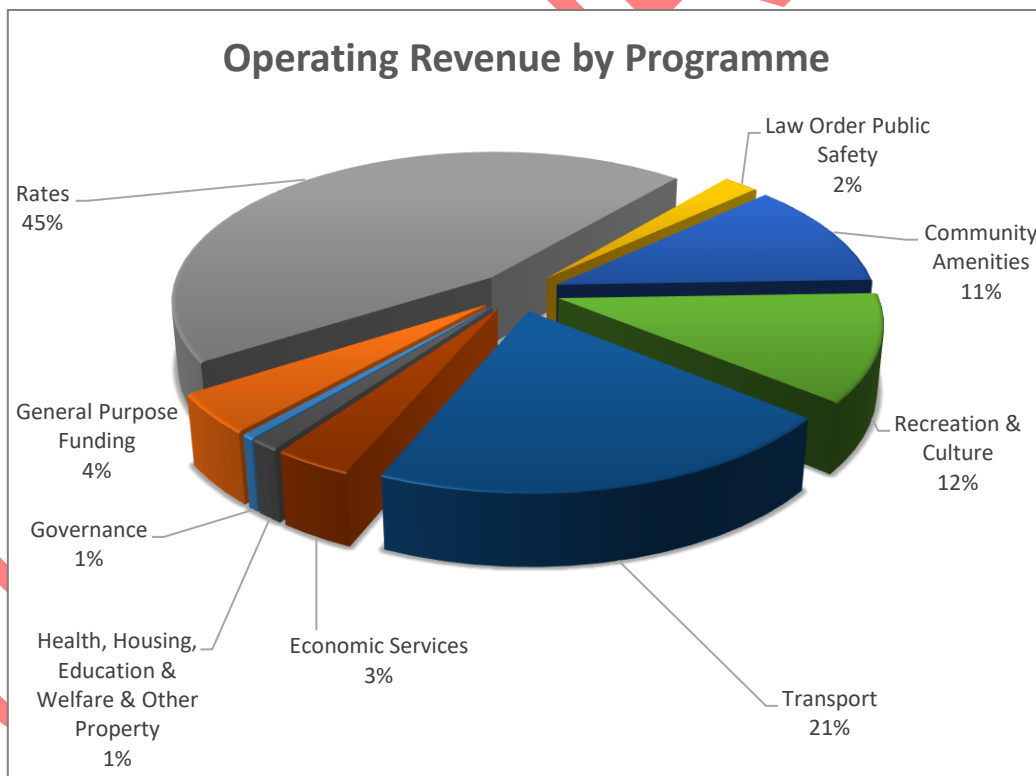
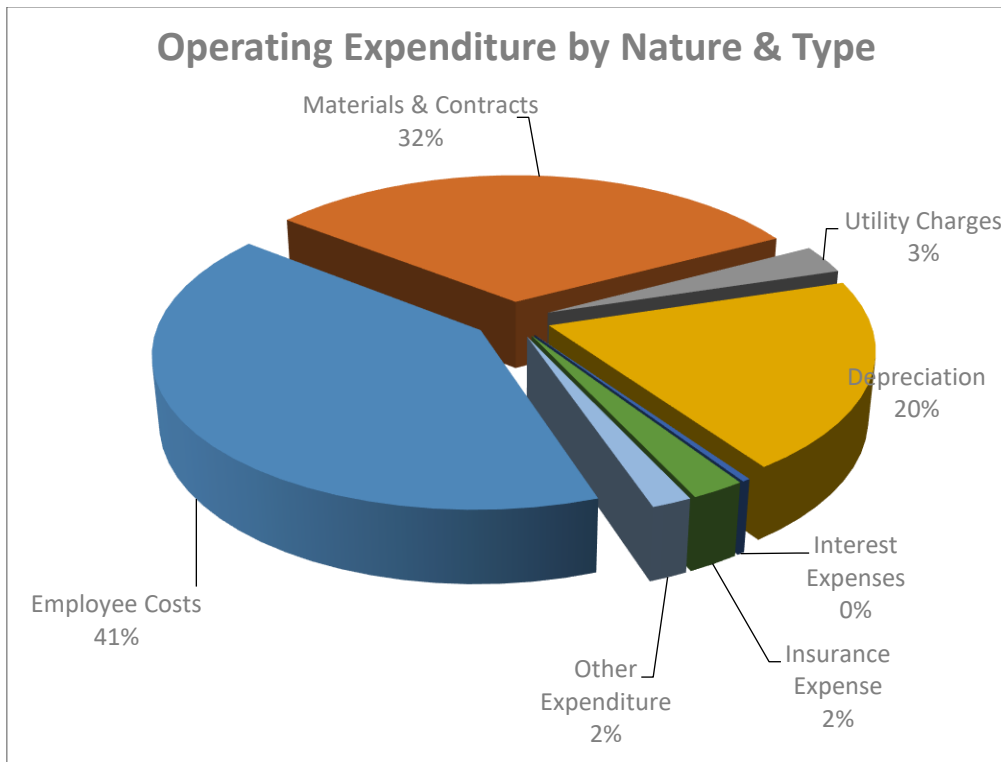
The budget contains a further document that details significant projects together with proposed funding sources. The document is for information purposes only and provides details of grants and other contributions with the balance representing general revenue.

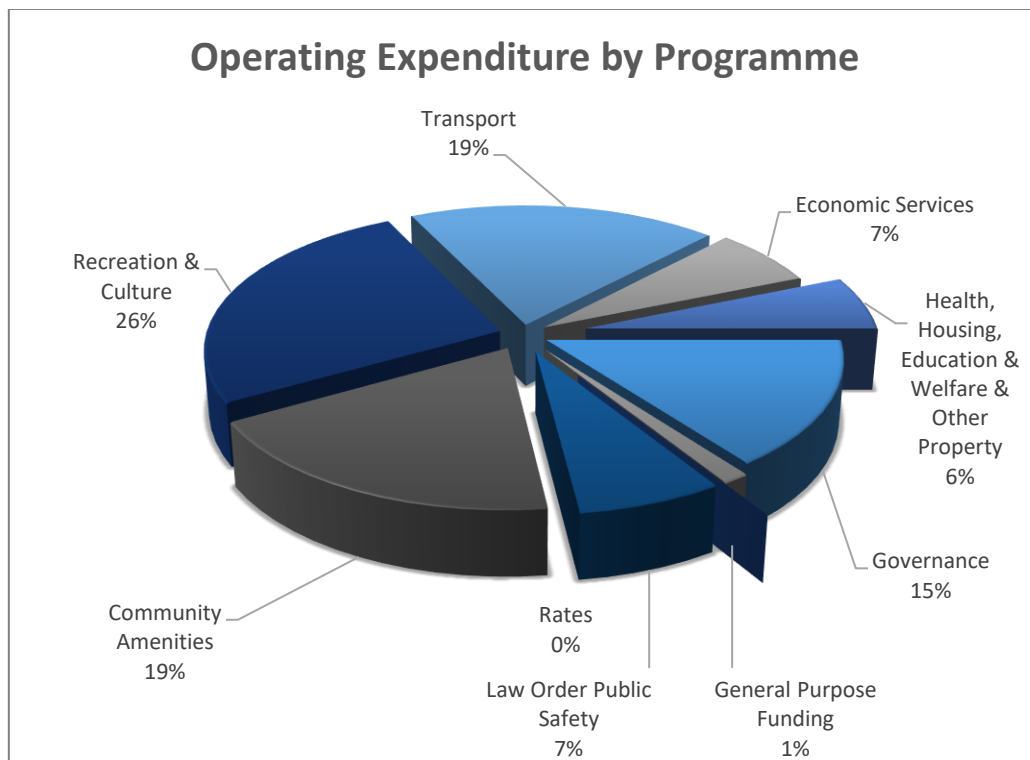
Non-Discretionary Expenditure – Fixed Cost

All expenditure of a “fixed” nature has been included within the budget estimates with a summary of the expenses being included within the statutory financial statements. These costs are largely calculated within sub-budgets. Examples include Salaries & Wages, utility costs, insurance, computer support etc.

The following graphs are provided to assist in understanding the budget operational income and expenditure.







Rating

The 2026/27 draft budget is prepared on a general rate income increase of 3.95%. The general rate increase proposed in the Shire's Long Term Financial Plan was estimated to be 3.25%. The proposed rate increase is considered to be reasonable and fair to the community based on rising costs and inflation rates.

Due to ongoing minimal growth patterns, no allowance has been made in 2026/27 for interim rate income.

UV properties are revalued by Landgate's Valuation Services (Valuer General) every year. UV valuations continue to rise following an 8.86% in 2024/25, a 13.26% in 25/26 and an 11.80% increase in 26/27.

To ensure that rates objectivity and fairness is achieved across the Shire as a whole, and to achieve an equitable level of rating between commercial properties within both the UV and GRV rating categories, in the 2023/24 financial year, Council introduced two new differential rating categories for properties located outside the townsite that are held for light or heavy industry, mining, exploration, extractive industry, renewable energy or intensive agricultural use. Additional funds raised from differential rating provides funding for the maintenance of infrastructure resulting from heavy road use.

GRV revaluations are performed every 5 years. 2021/22 was the most recent GRV revaluation year with an overall increase of approximately 9%. The next GRV revaluation will take place in the 2026/27 financial year with an effective date of 1 July 2027.

Full details of rating methodology are provided as an attachment to the budget document.

Loan Liability

Total loan liability as of 30th June 2027 is forecast at \$1,912,607, compared with an actual of \$1,368,263 at 30th June 2026. The 2026/27 Budget proposed to take out a new loan for the development of Lot 43 Eastcott Street for the amount of \$612,000.

Council Policy FP012 provides guidance to financial decision making in relation to borrowings and will be considered in conjunction with the preparation of future budgets. Total loan repayments (ie. principal and interest) as a percentage of rate income is provided as follows:

Financial Year	Actual/Forecast	Repayments as a % of rates
2016/17	Actual	1.46%
2017/18	Actual	1.14%
2018/19	Actual	1.54%
2019/20	Actual	1.47%
2020/21	Actual	1.91%
2021/22	Actual	2.24%
2022/23	Actual	3.56%
2023/24	Actual	2.30%
2024/25	Actual	2.36%
2025/26	Actual	1.80%
2026/27	Forecast	1.73%

Further details of the Shire's loan liability by individual loans are contained in Note 8 of the financial statements.

Road Construction

Details of the 2026/27 Road Construction Program are contained in Appendix 6.1.2 D 'Supporting Information'. Road grants equate to 79% of the total construction program compared to 67% in 2025/26.

Facility Expenses

Waroona Recreation & Aquatic Centre

The operational deficit for operations at the Waroona Recreation & Aquatic Centre is forecast at \$859,557 inclusive of depreciation (\$194,791) compared with \$889,447 in 2025/26.

Capital expenditure is budgeted at \$162,253, representing 83% of the annual depreciation expense. This demonstrates Council's continued commitment to renewing and maintaining the Centre's assets, with the majority of asset consumption being reinvested through capital renewal and replacement works during the 2026/27 financial year.

A comparison of operating income and expenditure for the previous five years can be viewed below:

Financial Year	Actual / Budget	Operating Expenditure	Operating Income	Deficit
2021/22	Actual	\$1,034,025	\$454,772	(\$579,253)
2022/23	Actual	\$979,852	\$444,720	(\$535,132)
2023/24	Actual	\$1,101,206	\$481,014	(\$620,192)
2024/25	Actual	\$1,205,731	\$515,283	(\$690,448)
2025/26	Actual	\$1,247,740	\$562,149	(\$685,591)
2026/27	Budget	\$1,398,587	\$539,010	(\$859,557)

Waroona Visitor Centre

The operational deficit for operations at the Waroona Visitor Centre is forecast to be \$256,829 inclusive of depreciation (\$28,304) compared with \$269,380 in 2025/26. Increased costs are attributed to a rise in salary and wages expenditure and planned building maintenance.

A comparison of operating income and expenditure for the previous five years can be viewed below:

Financial Year	Actual / Budget	Operating Expenditure	Operating Income	Deficit
2021/22	Actual	\$231,540	\$50,015	(\$181,525)
2022/23	Actual	\$235,487	\$65,408	(\$170,079)
2023/24	Actual	\$261,558	\$59,862	(\$201,696)
2024/25	Actual	\$244,655	\$53,731	(\$190,924)
2025/26	Actual	\$317,487	\$61,316	(\$256,171)
2026/27	Budget	\$321,879	\$65,050	(\$256,829)

Buller Road Refuse Site and Waste Collection

The domestic waste fee is split between a kerbside collection fee of \$205 (for ratepayers who are in a bin service collection area) and a waste management levy of \$245. All properties within the Shire will be charged the waste management levy to assist with the costs and expenditure associated with the operation of the Buller Road Refuse site.

Funds of \$37,000 have been allocated to conduct capital upgrades on the plant items at the Refuse site and an allocation to the Waste Reserve has been calculated at \$130,000 to assist in meeting the Shire's long-term obligations at the tip including eventual closure costs.

The Waste Reserve account balance as at 30th June 2026 is \$1,446,437.

Expenses for the operation of the Buller Road Refuse Site and waste collection totals \$1,242,087 in 2026/27. This is offset by income from the operation of the Buller Road Refuse Site, Waste Levy and Rubbish Collection charges totalling \$1,361,956. Estimated funds are committed to reserve for long term planning for the eventual closure of the Buller Road Refuse Site.

Salaries & Wages (including superannuation)

The overall increase to salaries and wages for the upcoming financial year is projected to be approximately 2.12%. This increase encompasses several key factors including award and EBA rate increases, minimal changes to staff hours, and fewer leave entitlements being paid.

A comparison of salaries & wages from the Statement of Comprehensive Income can be viewed below:

Financial Year	Budget	Actual
2020/21	\$3,192,294	\$3,034,644
2021/22	\$3,213,126	\$3,363,555
2022/23	\$3,944,120	\$3,850,676
2023/24	\$4,352,940	\$4,561,236
2024/25	\$5,090,680	\$4,937,162
2025/26	\$5,538,886	\$5,237,335
2026/27	\$5,656,308	

Statement of Comprehensive Income

This statement represents the 'operating surplus' which is the availability of funds from operations which can be used for asset renewal (capital works) and is a key component of financial performance.

The forecast result for 30th June 2027 of \$796,469. This balance can be distorted by abnormal items such as the early receipt of the Financial Assistant Grant and contributions and/or donations towards operations and projects. This early payment of approximately 85% of the financial assistance grants is reflected in the Shire's end of year surplus/deficit for 30th June 2026.

	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$
General Purpose Funding	\$1,037,445	\$1,103,335	\$1,096,671	\$1,212,885	\$1,212,402
Roads Funding	\$458,754	\$566,493	\$523,195	\$562,744	\$776,452
Total	\$1,496,199	\$1,669,828	\$1,619,866	\$1,775,629	\$1,811,278

Please note that the income budgeted for 2026/27 is based on an early payment of the Financial Assistance Grant being approximately 85% of the total payment. This calculation is estimated each year and is likely to require a budget amendment within the financial year.

Reserve Accounts

The following are the reserve account balances as at 30th June 2026.

Reserve Account	Balance
Sporting reserve	\$86,375
Council Building Maintenance Reserve	\$216,108
Rec Centre Building Maintenance Reserve	\$125,181
Preston Beach Volunteer Reserve	\$77,523
Emergency Assistance Reserve	\$127,384
Works Depot Redevelopment Reserve	\$96,493
Council Building Construction Reserve	\$77,575
Information Technology Reserve	\$162,278
Footpath Construction Reserve	\$38,300
Plant Replacement Reserve	\$469,987
Staff Leave Reserve	\$41,699
Strategic Planning Reserve	\$3,148
Waste Management Reserve	\$1,446,437
History Book Reprint Reserve	\$14,057
Risk & Insurance Reserve	\$11,079
Drakesbrook Cemetery Reserve	\$69,181
Waroona North Reserve	\$248,627
Total	\$3,311,432

Forecast movements to/from reserve accounts are a key component of preparing and managing the annual budget and can represent a component of funding for future infrastructure projects.

The balance of reserve accounts is expected to increase to \$3,439,477 with planned annual transfers to Preston Beach Volunteer Ranger Reserve, Plant Replacement Reserve and Waste Management Reserve.

Cash Surplus Brought Forward

The surplus carried forward to 2026/27 is \$2,507,232 with an additional \$892,979 of contract liability (carried forward unspent grants) which are committed to specific projects and \$91,322 unspent loan funds dedicated to Railside Park.

Please note that the end of year position is subject to adjustment, audit outcomes and may result in a budget amendment at a later date.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

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

OTHER STRATEGIC LINKS

- Shire of Waroona Strategic Community Plan 2024-2034
- Shire of Waroona Corporate Business Plan 2026-2030 (to be adopted)
- Shire of Waroona Workforce Plan 2026-2030

STATUTORY ENVIRONMENT

Section 6.2 of the *Local Government Act 1995* requires that not later than 31 August in each financial year, each Local Government is to prepare and adopt (by Absolute Majority) in the form and manner prescribed, a budget for its municipal fund for the financial year ending on the next following 30 June.

Divisions 5 and 6 of the *Local Government Act 1995* refer to the setting of budgets and raising of rates and charges. The *Local Government (Financial Management) Regulations 1996*, details the form and content of the budget.

SUSTAINABILITY & RISK CONSIDERATIONS

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

This draft budget has been developed based on sound financial management and accountability principles and is considered to support activities that drive a sustainable economic outcome for the community.

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

The draft budget contains financial resourcing for a wide range of programs that deliver important community services to the Shire of Waroona residents. It is based on the principle of maintaining all services that are presently available to the community with an increased focus on efficiency.

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

The proposed budget recognises the leadership role Council, and the Shire has within the community to actively address the impacts of environmental sustainability and to facilitate other levels of government and the community to act in a similar manner.

Policy Implications

The adoption of an annual budget assists in the sound planning for the prudent allocation of Shire resources and is required to meet legislative requirements.

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 Local Government Act 1995 and associated regulations.
Consequence	4 - Major
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	Moderate (4-9)
Key Controls / Treatment	Schedule annual budget review and regular monitoring.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

Community consultation is an ongoing process that culminates in the adoption of the annual budget each financial year.

This is achieved by strategies and projects contained within the Strategic Community Plan and Corporate Business Plan together with various supporting documents. The 2026/27 Annual Budget is essentially a representation of the second year of the Strategic Community Plan.

Elected members and staff have been instrumental in the formation of the annual budget.

Aboriginal Consultation

N/A

RESOURCE IMPLICATIONS

Financial

The draft 2026/27 budget aligns with the Integrated Planning and Reporting Framework established by Council including the Corporate Business Plan and Long Term Financial Plan. The document lists all matters both of an operational and capital nature, together with income sources and supporting information

Workforce

The Chief Executive Officer has established the Shire of Waroona workforce at the levels required to continue its statutory obligations whilst maintaining service levels and focusing on increased efficiencies. Objectives stated within the Strategic Community Plan and subsequent Corporate Business Plan are achieved where possible within these levels.

CONCLUSION

The proposed budget forms an integral part of the Shire of Waroona's overall strategic planning framework and endeavours to resource the direction that has been established in the Strategic Community Plan and the Corporate Business Plan.

The 2026/27 budget presented for adoption is seen as responsible given the impacts of raising inflation and increased costs of wages, utilities, insurance, materials, contracts and other expenses. The document must also recognise the requirement to ensure the long-term sustainability of the Shire.

UNCONFIRMED

6.1.3 Application to Construct a Public Building in Association with Proposed Event (Rodeo) – Lots 39 and 186 Coronation Road, Waroona	
File Ref:	A2811
Previous Items:	Nil
Applicant:	Double Barrel Entertainment
Author and Responsible Officer:	Manager Development Services
Declaration of Interest:	Impartiality interest – The rodeo site landowner is a close friend of the author. The landowner may receive payment from applicant for hire of land for the event. I declare that my association with the landowner has not affected my impartial consideration of the application, this report, or the recommendations contained hereunder.
Voting Requirements:	Simple majority
Appendix Numbers:	6.1.3 A – Location 6.1.3 B – Supporting Documentation

COUNCIL RESOLUTION / OFFICER RECOMMENDATION**SCM26/08/098****Moved: Cr Vitale****Seconded: Cr Odorisio**

That Council approves the Application to Construct a Public Building in association with a rodeo event at Lots 39 and 186 Coronation Road, Waroona subject to the below conditions and advice:

1. prior to commencement of the event, a risk management plan shall be prepared in accordance with AS/NZS ISO31000:2018 to the satisfaction of the local government;
2. the setup, operation and management of the event shall be undertaken in accordance with the requirements and provisions set out in the *Health (Public Buildings) Regulations 1992*. This includes, but is not limited to, seating, steps and landings, sanitary facilities, fires, emergency plans, lighting, stage equipment, switchboards and tents (marquees); and
3. in accordance with the *Public Health Act 2016*, the event organiser must take all reasonable and practical steps to prevent or minimise harm to public health that might foreseeably result from anything done or omitted to be done by the event organiser.

Advice

1. On completion of the building requirements a Certificate of Approval is to be obtained by the Applicant for issue closer to the date of the event.
2. All food vendors must be registered under the Food Act 2008. The Applicant is advised to submit details of all food vendors at least 30 days prior to the event.
3. A separate application will be required under the Environment Health (Noise) Regulations 1997 in regard to exceeding noise standard levels. The applicant is advised that the application should be submitted at least 30 days prior to the event.

CARRIED 5/0

IN BRIEF

Double Barrel Entertainment has proposed to conduct a rodeo event in November at a private property just outside the Waroona townsite on Fawcett Road. A location plan showing the proposed location of the rodeo is at Appendix 6.1.3 A.

The event is expected to attract 4,900 people. It entails competition rodeo in an arena, camping, a licensed area, a stage for live music and food stalls.

- Double Barrel Entertainment has hosted rodeos in other parts of WA such as Harvey, Dickson, Boyup Brook and Wyalkatchem.

BACKGROUND

Double Barrel Entertainment reached out to Shire of Waroona staff in March 2026 to discuss the possibility of the Shire of Waroona hosting the event. Whilst the Shire did not have any available public land, Shire staff worked with Double Barrel Entertainment to find suitable private land. Double Barrel Entertainment and the owners of Lots 39 and 186 Coronation Road, Waroona then came to an agreement.

Subsequently, documentation in support of an Application to Construct a Public Building was lodged for the event – see Appendix 6.1.3 B.

REPORT DETAIL

Administration

Section 176 of the *Health (Miscellaneous Provisions) Act 1911* (the Act) requires that a person who proposes to construct a public building shall make application for that purpose to the local government. Importantly, the Act defines a 'public building' as a building or place where persons may assemble for the entertainment, recreational or sporting purposes. In this case, the rodeo event includes a combination of open areas, marquees, stages and structures for patrons to use and occupy.

Section 177 of the Act states that a local government may issue an approval for an application for a public building in writing and the approval may be accompanied with conditions.

Section 178 of the Act states that the local government must also issue a certificate of approval in relation to the public building that specifies the purpose of the public building and the maximum number of persons that may be accommodated in the public building.

Statutory Requirements

The *Health (Public Buildings) Regulations 1992* (the Regulations) set out requirements for public buildings.

Regulation 4(2) of the Regulations states that an application for a public building where more than 1,000 people may assemble shall be accompanied by a risk management plan prepared in accordance with AS/NZS ISO31000:2009.

Regulation 10 of the Regulations states that a certificate of approval shall not be issued in relation to a public building on which electrical work has been undertaken unless a person authorised to sign a notice of completion under regulation 52 of the *Electricity (Licensing) Regulations 1991* has been issued.

Part 3 of the Regulations sets out miscellaneous requirements for public buildings such as seating, steps and landings, sanitary facilities, general maintenance, fires, emergency plans and risk management plans.

Part 4 of the Regulations sets out requirements for the lighting of public buildings.

Part 5 of the Regulations sets out special provisions for public buildings relating to safety lighting, emergency lighting, stage equipment and switchboards. Part 5 also sets out requirements for tents (marquees).

Assessment of Application

Double Barrel Entertainment has submitted documentation to support their application, including the following:

- Risk management plan
- Emergency plan
- Site layout plan
- Other general information

Most of the information covers off the statutory requirements listed above, however there is still some information that will be required to ensure the Shire of Waroona can be comfortable in issuing the final certificate of approval. In this regard, a set of recommended conditions have been included under the officer recommendation.

Other Matters

Noise emissions from live music and public announcement systems will need to be addressed under the *Environment Health (Noise) Regulations 1997* under separate application.

Food stall operators will need a current food business registration under the *Food Act 2008*.

STRATEGIC COMMUNITY PLAN & CORPORATE BUSINESS PLAN

Focus Area	Our Economy
Aspiration	To create a diverse economy base that supports opportunity and employment
Objective	2.1 Develop an economy that is focused on growth, knowledge and innovation, and infrastructure, and protects prime agricultural land
Strategy	2.1.1 Maximise the inherent economic opportunities in the Murray Waroona functional economic region
Focus Area	Our Community
Aspiration	To embed strong leadership through good governance, effective communication and ensuring value for money
Objective	1.1 Create a connected, safe and cohesive community with a strong sense of community pride
Strategy	1.1.6 Ensure the safety of our community

OTHER STRATEGIC LINKS

Shire of Waroona Destination Management Action Plan 2025-2030 (DMAP)

One of the short-term goals of the DMAP is to attract events that drive visitation and support the local economy.

STATUTORY ENVIRONMENT

Health (Miscellaneous Provisions) Act 1911

Health (Public Buildings) Regulations 1992

SUSTAINABILITY & RISK CONSIDERATIONS

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

The event is likely to benefit local food and accommodation businesses. The event may also benefit community groups assisting the event organiser with the set up and management of the event.

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

It is likely that the event will cause a level of noise nuisance to nearby landowners on Fawcett Road, Berry Road, George Road and other nearby streets. Under the *Environment Health (Noise) Regulations*, one off approvals can be issued for events that create noise levels above specified decibel levels. This will be dealt with separately.

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

Nil. The event is not expected to impact the environment in any way.

Policy Implications

Nil.

Risk Management Implications

Context / Risk Category	Health - Exposure to health risks, injuries to public or staff with Council buildings or on Council property, personal wellbeing
Risk	There are a number of matters that have the potential cause harm to public health with an event of this scale. Some examples include: • Poor lighting in the camping area and inadequate vehicle/campsite separation • Inadequate security in the camping area at night • into crowd due to inadequate fencing • Staging/seating not meeting structural standards has the potentially to cause injury
Consequence	5 - Catastrophic
Likelihood	2 - Unlikely
Risk Rating, prior to treatment	High (10-19)
Key Controls / Treatment	There is the option of refusing to issue a certificate of approval if the Shire of Waroona is not comfortable with the manner in which the event organiser has address the conditions of the Public Building Approval.
Risk Acceptance	Accept - Risk acceptable

CONSULTATION

Nil.

Aboriginal Consultation

Nil.

RESOURCE IMPLICATIONS**Financial**

The applicant must pay the applicable application fee.

Workforce

Administration and assessment of the application has been undertaken wholly by Customer and Development Services.

CONCLUSION

The event can meet the requirements of the *Health (Public Buildings) Regulations 1992* if some further information is provided by the applicant. There is enough time between now and the event that will allow any issues to be sorted out. In light of this, the Application to Construct a Public Building is recommended to be approved with conditions.

7. CLOSURE OF MEETING

The meeting was closed at 4.14pm

I CERTIFY THAT THESE MINUTES WERE CONFIRMED AT THE ORDINARY COUNCIL MEETING HELD Tuesday 25 August 2026 AS BEING A TRUE AND CORRECT RECORD OF PROCEEDINGS.

.....
PRESIDING MEMBER

.....
DATE



APPENDICES INDEX

SPECIAL COUNCIL MEETING

7 August 2026

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CORPORATE BUSINESS PLAN

2026 - 2030

TOWARDS
2034

Document No: CGL007



About this document

The Corporate Business Plan is the Shire of Waroona's four-year planning document and is a key component of the Shire's Integrated Planning and Reporting Framework.

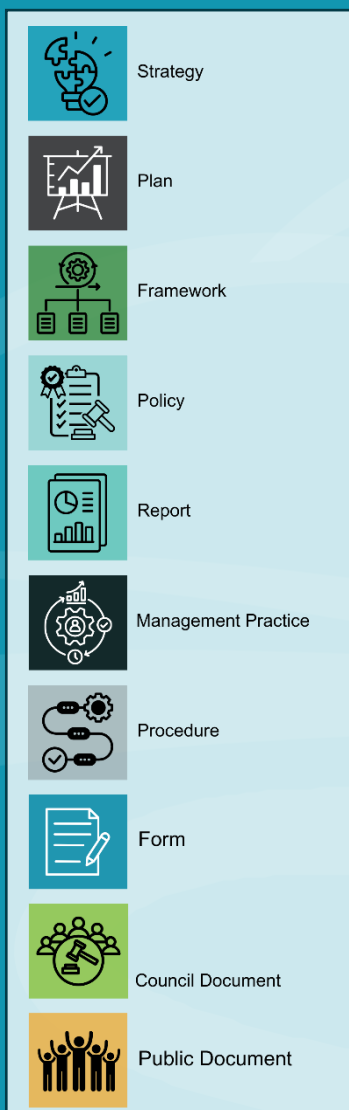
This plan activates the objectives of the Strategic Community Plan and informs the annual budget process to ensure the priorities of the community are strategically aligned and affordable.

Disclaimer

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

Accessibility

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



Document Control

Doc No.	Date Reviewed	Details	Author	File No.
CLG007	<date>	Adopted by Council	Senior Governance Officer	CM.4

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The Shire of Waroona stretches from sea to scarp between the Indian Ocean and the Darling Scarp, featuring pristine beaches, coastal lakes, fertile farmlands and peaceful jarrah forests. Covering a total area of 835km², the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach.

Shire President's Message

It is a privilege to provide a brief statement on our council's Corporate Business Plan. This council plan sets out the direction and responsibilities to our community and the future allocation of resources in delivering projects and programmes to our residents.

These actions that are categorised and recorded, link through to available funding and resolutions that council works towards. The plan is a fundamental cornerstone of the direction of the organisation and is grounded in community consultation and input.

The plan certainly contains a large amount of the functions and aspirations of our Shire. I sincerely thank our councillors and staff for supporting the foundation the Corporate Business Plan sits upon and for collaborating as a sound functioning body that certainly has the interests of our residents and ratepayers as our focus.

Mike Walmsley
Shire President



Chief Executive Officer's Message



The Corporate Business Plan is the document which spells out how we intend to deliver the ideas, aspirations and plans that the community has said it wants to bring about in its Strategic Community Plan (SCP). These activities span the five focus areas of the SCP, namely –

- Our Community
- Our Economy
- Our Environment
- Our Built Assets
- Our Leadership.

The projects and actions show the yearly timelines for planning, implementation and review for the coming four years. We continue to roll out projects for the Shire with the Town to Weir Trail the latest project to be done. At Preston Beach we're consolidating the existing information and consultation into a new document along with new ideas and once adopted this will lead the future of Preston Beach. We will be starting work at the Lake Clifton Community Reserve soon. Tourism has been a focus with the Destination Management Plan now in place and starting to be delivered to bring a themed, positive message to visitors about the Shire.

Please take the opportunity to read this Plan which shows who we are as a local government and what the future holds in the coming years of delivery for the Shire.

Mark Goodlet
Chief Executive Officer

Our Council



Cr Mike Walmsley
Shire President



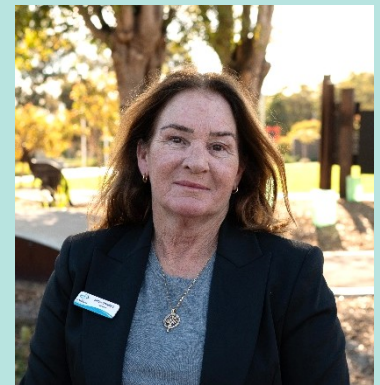
Cr Larry Scott
Deputy Shire President



Cr Karlie Bartle



Cr John Mason



Cr Karen Odorisio



Cr Julie Rowles



Cr Brad Vitale

Our Leadership Team



Mark Goodlet
Chief Executive Officer

- Strategy
- Elections
- Major Projects
- Council Services
- Business Improvement
- Emergency Services

Ashleigh Nuttall
Director Corporate & Community Services

- Community Development Services
- Recreation Services
- Tourism
- Communication & Marketing
- Economic Development
- Finance
- Governance
- Risk Management
- Information Technology



Kirsty Ferraro
Director Customer & Development Services

- Customer Service
- Library Services
- Human Resources
- Ranger Services
- ~~Work Health & Safety~~
- ~~Building Services~~
- Regulatory Services
- Planning Services
- Environmental Management
- - Strategic
- ~~Community Safety & Emergency Services~~

Rikki Pulfer
Executive Manager Infrastructure Services

- Works & Operations
- Environmental Management - Operations
- Technical Services
- Waste Management
- Asset Management Services



Our Purpose

We create environments where community, culture and commerce can flourish

Our Vision

A celebration of natural beauty, country values and vibrant prosperity

Our Values

- 1. We support our community in a collaborative manner with enthusiasm and fairness*
- 2. We commit to building a resilient community*
- 3. We encourage diversity and inclusiveness and celebrate uniqueness*
- 4. We listen to the community and respond to their needs*
- 5. We strive to deliver consistently high*



About the Corporate Business Plan

The Corporate Business Plan is the Shire of Waroona (Shire)'s blueprint for action over the next four years. As an integral part of the Shire's Integrated Planning & Reporting Framework, this plan contains ~~tasks and~~ projects and actions which activate the strategies set inef the Strategic Community Plan. It also plays a vital role in guiding the Shire's annual budget – ensuring that every purchase reflects what is important to the community.

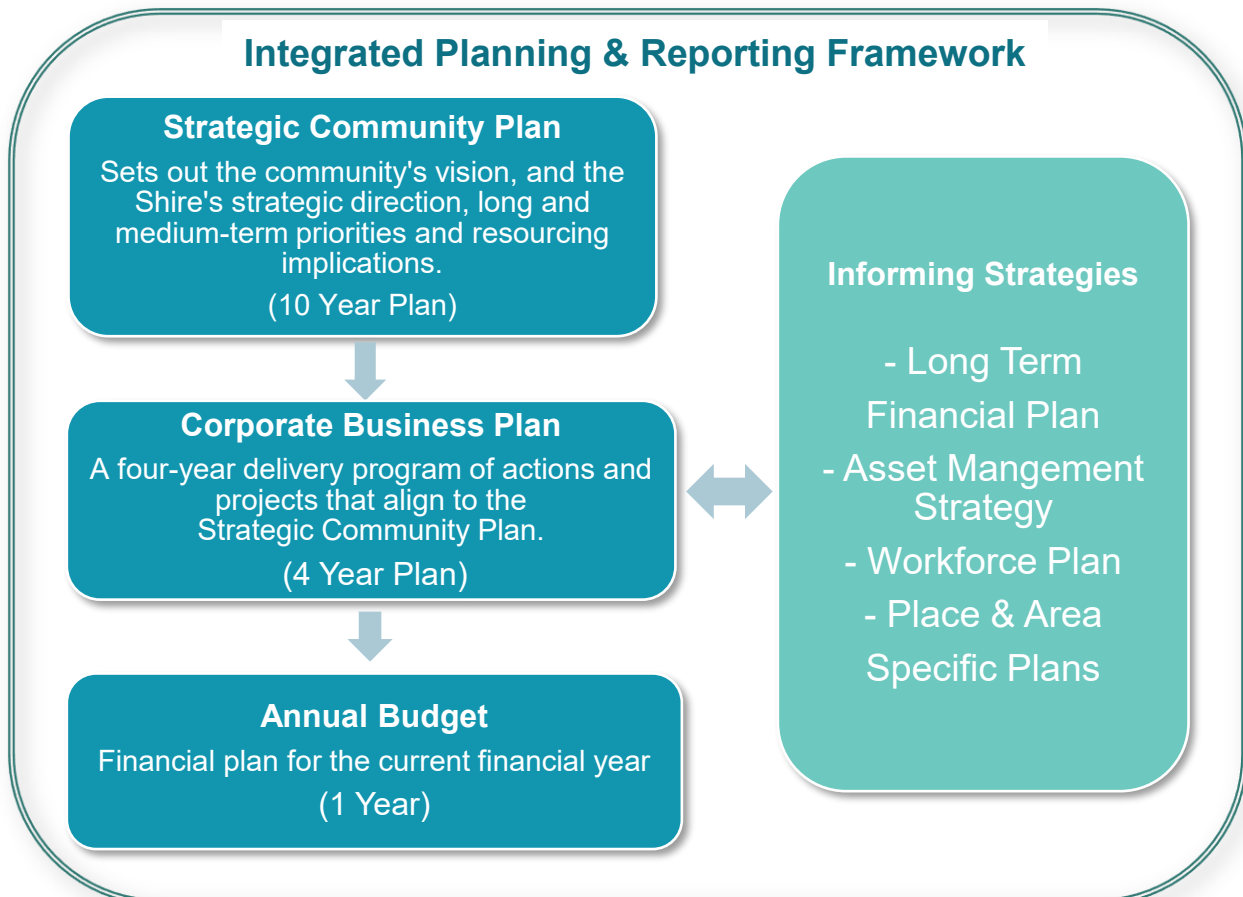


Figure 1: Elements of the Integrated Planning & Reporting Framework. Source: Department of Local Government, Sport & Cultural Industries.



How to Read the Corporate Business Plan

Objectives, Strategies and Actions

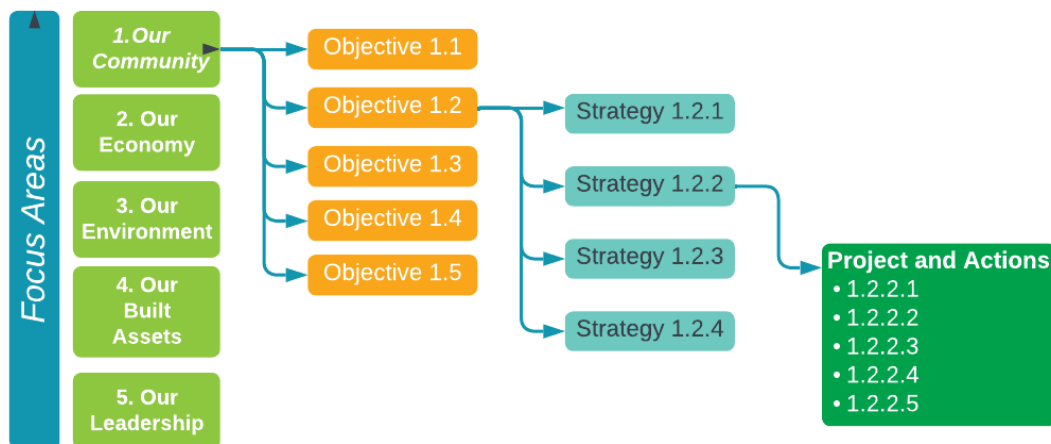


Figure 2: Corporate Business Plan hierarchy

For each focus area, a series of objectives have been developed as targets for the Shire to work towards. The Shire has adopted a number of strategies, and subsequent projects and actions to directly support the achievement of each objective. Each element is assigned a unique reference number to show its relationship to the level above.

Delivery Indicators

The delivery of each project/action over the next four years has been considered and categorised using three indicators:

●
Plan

●
Implement

●
Review



Focus Areas & Aspirations to 2034

Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Our Economy

To create a diverse economy base that supports opportunity and employment.

Our Environment

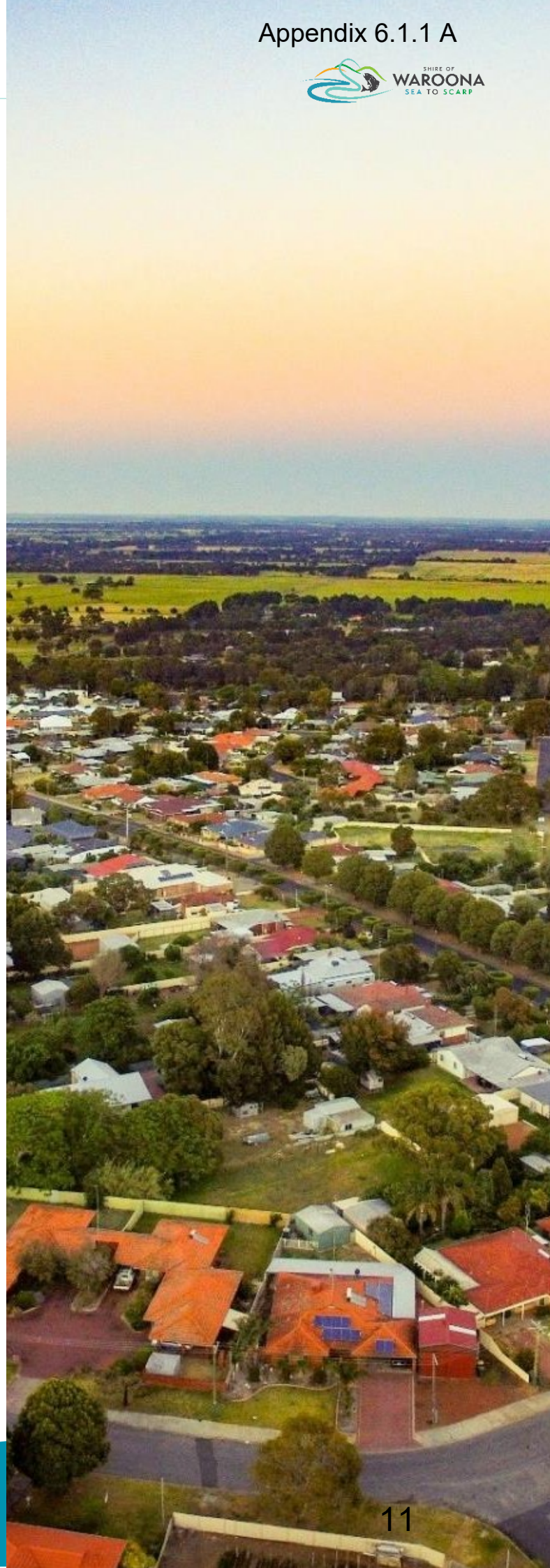
To continually care for, protect and enhance our environment for the generations to come.

Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.



Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Objective 1.1 Create a connected, safe, and cohesive community with a strong sense of community pride

Strategy 1.1.1 Develop an identity for the Shire and the communities it comprises

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.1.1 Implement the Community Development Strategy 2025-2028 through the Community Development annual action plans.	Community Development	● Implement	● Review	● Implement	● Implement
1.1.1.2 Implement priority actions within Undertake a signage audit the -signage strategy and seek funding for signage upgrades and new installs	Development ServicesEconomic Development	● Implement ● Plan	● Implement	● Implement	
1.1.1.3 Undertake a review of town entrances to develop improved and localised character and entrance statements	Development ServicesEconomic Development	● Plan	● Implement		

Strategy 1.1.2 Pursue a social environment that is accessible and inclusive for all ages and abilities

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.2.1 Advocate for and support initiatives that are accessible and inclusive for all community members.	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.2.2 Consider the needs of people of all abilities and backgrounds in the planning and implementation of Community Development initiatives.	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.2.3 Review, implement and report on the Access & Inclusion Plan	Corporate Services	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.3 Grow and develop an age-friendly community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.3.1 Support and facilitate targeted initiatives in response to the needs and aspirations of older people	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.4 Become a youth engaged and supportive community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.4.1 Support and facilitate targeted initiatives in response to the needs and aspirations of young people	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.5 Develop and facilitate events of a local and regional scale

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.5.1 Support or facilitate events in response to the needs and aspirations of the local community	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.6 Ensure the safety of our community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.6.1 Deliver a range of activities that improve the safety of the community as outlined in the Community Development Strategy	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.6.2 Develop, implement and maintain bush fire risk management planning	Safety & Emergency Services	● Implement	● Review	● Implement	● Implement
1.1.6.3 Review Local Emergency Management Arrangements	Safety & Emergency Services		Completed in 2025/26 Review		
1.1.6.3 <u>Implement the Local Emergency Management Arrangements</u>	<u>Safety & Emergency Services</u>	● Implement	● Implement	● Implement	● Implement

Objective 1.2 Maximise and connect our natural assets to the community
Strategy 1.2.1 Connect natural assets, waterways, parks and reserves to the community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.2.1.1 Develop and implement a Public Open Space Strategy	Infrastructure Services	● Plan	● Implement	● Implement	● Implement

Strategy 1.2.2 Upgrade the amenity of the Drakesbrook Weir

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.2.2.1 Review and update Prepare a Business Plan for the implementation of the Drakesbrook Weir Masterplan	Office of the CEO	● Plan	● Plan		
1.2.2.2 Progressively <u>seek grants and</u> implement the Drakesbrook Weir Masterplan	Office of the CEO		● <u>Implement</u> ● Plan	● Implement	● Implement
1.2.2.3 Progressively implement the Drakesbrook Weir Management Plan	Infrastructure Services	● Implement	● Implement	● Implement	● Implement

Objective 1.3 A planning framework that is visionary, supports community connectivity and enables participation that ensures quality, diverse and innovative planning outcomes that meets community aspirations

Strategy 1.3.1 Ensure our Town Planning Scheme and Local Planning Strategy facilitates quality and diverse planning outcomes

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.3.1.1	Prepare a new Local Planning Strategy	<u>Planning Development Services</u>	Plan	Implement	Implement	Implement
1.3.1.2	Prepare a new Town Planning Scheme	<u>Planning Development Services</u>	Plan	Plan	Implement	Implement

Strategy 1.3.2 Consider new growth areas and prepare District Structure Plans

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.3.2.1	Prepare District Structure Plans as required	<u>Planning Development Services</u>			Plan	Plan

Objective 1.4 Encourage an active and healthy community with an improved quality of life

Strategy 1.4.1 Promote a mentally and physically health lifestyle

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.4.1.1	Develop and implement a Recreation Centre Activation Strategy outlining plans for attraction and increased usage of the Waroona Recreation & Sports Centre	Recreation Services	Plan	Implement	Implement	Implement



Strategy 1.4.2 Support local community, sporting and recreational groups and initiatives

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.4.2.1 Develop and implement a Waroona Club Development Program that supports sport and recreation clubs to be sustainable	Recreation Services	● Plan	● Implement	● Implement	● Implement
1.4.2.2 Implement an annual Micro Grants program to support new community led initiatives	Community Development	● Implement	● Implement	● Implement	● Implement
1.4.2.3 Develop a Waroona Sport and Recreation Precinct Masterplan	Office of the CEO	● Plan	● Plan	● Plan	● Plan

Strategy 1.4.3 Actively take opportunities to enhance public health

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.4.3.1 Implement priority actions from the Public Health Plan	Environmental Health Services	● <u>Implement</u> ● Review	● Implement	● <u>Review</u> ● Implement	● <u>Implement</u> ● Review
1.4.3.2 Develop a Library Activation Strategy that provides library programs to reduce social isolation and promote lifelong learning	Library Services	● Plan	● Implement	● Implement	● Implement

Strategy 1.4.4 Foster and value our volunteers

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.4.4.1 Recognise volunteer contributions through awards and functions	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.4.5 Support and enhance health services in Waroona

Projects and Actions	Lead	2025/26	2026/27	2027/28	2028/29
1.4.5.1 Support the community to lead healthy and fulfilling lives through activities outlined in the Community Development Strategy	Community Development	● Implement	● Implement	● Implement	● Implement

Objective 1.5 Value, protect and celebrate our rich history and culture
Strategy 1.5.1 Pursue actions to preserve areas and materials of historical significance

Projects and Actions	Lead	2025/26	2026/27	2027/28	2028/29
1.5.1.1 Support the Waroona Historical Society and maintain the museum facility	Corporate Services / Technical Services	● Implement	● Implement	● Implement	● Implement
1.5.1.2 Review the Local Heritage Survey	Planning & Sustainability Development Services			● <u>Review</u>	● <u>Review</u>

Strategy 1.5.2 Foster arts and culture throughout the Shire

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.5.2.1	Support and facilitate initiatives that showcase the Shire's cultural diversity, heritage, and public art.	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.5.3 Support, embrace and celebrate our local Aboriginal community

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.5.3.1	Support and facilitate targeted initiatives in response to the needs and aspirations of the Aboriginal and Torres Strait Islander community	Community Development	● Implement	● Implement	● Implement	● Implement



Our Economy

To create a diverse economy base that supports opportunity, education, and employment.

Objective 2.1		Develop an economy that is focused on growth, knowledge and innovation, and infrastructure, and protects prime agricultural land				
Strategy 2.1.1		Maximise the inherent economic opportunities in the Waroona functional economic region				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.1.1.1	Regularly meet with and present to state and federal members and government agencies to encourage economic development opportunities and government departments to the Shire	Office of the CEO	● Implement	● Implement	● Implement	● Implement
Strategy 2.1.2		Enhance the agriculture industry in Waroona as a dominant economic sector				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.1.2.1	Prepare and promote business cases for key industries to attract private investment	Office of the CEO	● Implement	● Implement	● Implement	● Implement
2.1.2.2	Support the development of permanent accommodation for seasonal agricultural workers	Office of the CEO	● Plan	● Plan	● Plan	● Plan
Objective 2.2		Develop a locally supported resilient, stable, and innovative business community that embraces creativity, resourcefulness, and originality				
Strategy 2.2.1		Support local businesses, Waroona Business Support Group and initiatives				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.2.1.1	Collaborate with the Waroona Business Support Group and Peel Chamber of Commerce and Industry to develop initiatives	Office of the CEO	● Implement	● Implement	● Implement	● Implement
2.2.1.2	Maintain status as a small business friendly local government	Office of the CEO	● Implement	● Implement	● Implement	● Implement
Objective 2.3		Create a vibrant, inviting and thriving town centre and maximise Waroona's natural assets, culture, and heritage as drivers for tourism development				
Strategy 2.3.1		Encourage community and business initiatives to refresh the appearance of the town centre				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.1.1	Progressively implement the Waroona Revitalisation Strategy and Masterplan	Office of the CEO	● Implement	● Plan	● Implement	● Implement
2.3.1.2	Implement the Townscape Façade grant initiative	<u>Planning Development Services</u>	● Plan	● Plan	● Implement	● Implement

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.1.3	Prepare Streetscape Improvement Plans for South Western Highway within Waroona Town Centre	Office of the CEO	Plan	Plan	Implement	Implement
2.3.1.4	Prepare a Local Planning Policy to guide the design of development within Waroona Town Centre	Planning Services	Completed in 2024/25			
Strategy 2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage						
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.2.1	Support the development of a Preston Beach caravan park	Office of the CEO	Plan Implement	Implement	Implement	Implement
2.3.2.2	Implement the actions from the Destination Management Action Plan to support the Destination Management Strategy .	Community Development	Implement	Implement	Implement	Implement
Strategy 2.3.3 Develop new trails and enhance and promote existing trails						
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.3.1	Develop and implement the Shire of Waroona Trails Plan	Office of the CEO	Plan	Implement	Implement	Implement



Our Environment

To continually care for, protect and enhance our environment for the generations to come.

Objective 3.1 Protect and enhance our existing natural assets, waterways, bushland, and biodiversity

Strategy 3.1.1 Collaborate with local environmental community organisations and volunteers

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
3.1.1.1 Support initiatives and activities implemented by 5 Rivers NRM, Peel Biosecurity Group and other relevant organisations	Environmental Development Services	● Implement	● Implement	● Implement	● Implement
3.1.1.2 Actively participate in the Peron Naturaliste Partnership and associated activities	Environmental Development Services	● Implement	● Implement	● Implement	● Implement
3.1.1.3 Support not for profit organisations to implement regular litter clean ups	Community Development	<i>Item removed – This initiative forms part of day-to-day business operations</i>			
3.1.1.4 Provide ongoing support to Waroona Landcare Harvey River Restoration Taskforce	Corporate Services	● Implement	● Implement	● Implement	● Implement
3.1.1.5 Contribute toward the refurbishment of the Department of Agriculture building	Building Services	<i>Completed in 2025/26</i>			
3.1.1.6 Support local Environmental Groups through centralisation of services at the Environmental Centre	Development Services	<i>Completed in 2025/26</i>			
3.1.1.4 Support collaboration and service delivery by local environmental groups through the Enviro Centre	Development Services	● Implement	● Implement	● Implement	● Implement

Strategy 3.1.2 Develop future plans and strategies to protect and enhance Preston Beach and Yalgorup National Park

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
3.1.2.1 Support the Preston Beach Volunteer Rangers	Safety & Emergency Services	● Implement	● Implement	● Implement	● Implement
3.1.2.2 Develop a Preston Beach Management Plan for tourism and environmental protection.	Development Services	● Plan	● Implement	● Implement	● Implement

Strategy 3.1.3 Advocate for and action protection of the environment

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
3.1.3.1 Advocate for Shire's Mining Statement	Office of the CEO	● Implement	● Implement	● Implement	● Implement
3.1.3.2 Develop an Environmental Management Strategy	Development Services	<i>Strategy adopted in 2023/24 - Review and implementation of Strategy Now incorporated into item 5.2.2.4</i>			

Objective 3.2 Proactively manage resources and practice sustainability through responsible management of water, energy, fire control and waste
Strategy 3.2.1 Secure water resources to ensure water sustainability for agricultural, economic, and recreational needs

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
3.2.1.1 Advocate for Shire's Water Initiatives	Office of the CEO	● Implement	● Implement	● Implement	● Implement

Strategy 3.2.2 Secure energy resources to ensure energy sustainability for community needs

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
3.2.2.1 Progressively install solar panels on all applicable Shire Council buildings	Building Infrastructure Services	● Implement	● Implement	● Implement	● Implement

Strategy 3.2.3 Responsibly manage Council and community water and energy use

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
3.2.3.1 Investigate the feasibility of hybrid vehicles	Asset Management Services	Completed in 2024/25			
3.2.3.1 Monitor water and energy use for Shire facilities	Development Services	● Implement	● Implement	● Implement	● Implement

Strategy 3.2.4 Improve waste management practices through diversion, reuse and recycling

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
3.2.4.1 Implement and manage the actions outlined in the endorsed Waste Plan 2020-2030	Infrastructure Services	● Implement	● Implement	● Implement	● Implement

Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Objective 4.1 Public spaces and infrastructure that are accessible and appropriate for our community, and meet the purpose and needs of multiple users

Strategy 4.1.1 Plan community facilities for current and future generations

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
4.1.1.1	Implement the concept and design plans for Waroona Community Precinct Phase 2 – Big shed.	Office of the CEO		●		
				<i>Implement Completed in 2025/26</i>		
4.1.1.2	Develop and implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	Office of the CEO				
				<i>Concept and design plans developed 2025/26</i>		
4.1.1.1 2	Develop and Implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	Office of the CEO	● Plan	● Implement	● Implement	● Implement
4.1.1.2 3	Implement the Drakesbrook Cemetery Masterplan.	Asset Management Services	● Implement	● Implement	● Implement	● Implement
4.1.1.3	Seek funding for the construction of a Waroona Recreation & Aquatic Centre gym extension.	Recreation Services	● Plan	●● Plan	● Implement	

Objective 4.2 Manage assets in a consistent and sustainable manner

Strategy 4.2.1 Plan and effect appropriate maintenance, renewal, replacement, and disposal of assets

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
4.2.1.1	Renew and upgrade footpaths	Infrastructure Services	● Implement	● Implement	● Implement	● Implement
4.2.1.2	Implement the actions outlined in the Lake Clifton Master Plan.	Office of the CEO	● Plan	● Implement	● Implement	● Implement
4.2.1.3	Develop and implement a long term and funded building renewal program	Asset Management Services	● Plan	● Plan ● Implement	● Implement	● Implement
4.2.1.4	Sewer Infill for Waroona Town	Office of the CEO	● Plan	● Plan	● Plan	● Plan

Objective 4.3 Suitable housing and transport infrastructure to meet the needs of our diverse community

Strategy 4.3.1 Develop and promote diverse and affordable housing and accommodation

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
4.3.1.1 Prepare a Land Rationalisation Strategy for <u>Shire Council</u> reserves, owned land, and property	Office of the CEO	● Plan	● Implement	● Implement	● Implement
<u>4.3.1.2</u> No. 1 Eastcott Street, Waroona Subdivision	<u>Office of the CEO</u>	● <u>Plan</u>	● <u>Implement</u>	● <u>Implement</u>	

Strategy 4.3.2 Develop and promote an efficient, safe, and connected local and regional transport network

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
4.3.2.1 Lobby for a road train assembly and breakdown area	<u>Office of the CEO /</u> Infrastructure Services	● Implement	● Implement	● Implement	



Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.

Objective 5.1 A sustainable future through embracing change, applying technological advancement, and pursuing 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

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.1.1.1 Ensure Councillors complete the required training, and encourage knowledge building through attending courses, <u>workshops, and engaging with the community</u> engagement and workshops	Corporate Services	 Review	 Implement	 Review	 Implement
5.1.1.2 Review all Local Laws	Corporate Services	 Implement			
5.1.1.3 Review the Strategic Community Plan	Corporate Services	 Review		 Review	
5.1.1.4 Review the Corporate Business Plan	Corporate Services	 Review	 Review	 Review	 Review

Strategy 5.1.2 Maintain long term financial sustainability

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.1.2.1 Review the Long Term Financial Plan	Corporate Services	 <u>Implement</u>  Review	 Implement	 <u>Implement</u>  Review	 Implement

Strategy 5.1.3 Consider future technological requirements for the delivery of services and corporate functions

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.1.3.1 Improve communications connectivity to Waroona Recreation and Aquatic Centre for use as an evacuation centre	Corporate Services	 Implement	 Implement		
5.1.3.2 Maintain and improve current corporate management system.	Corporate Services	 Implement	 Implement	 Implement	 Implement

Objective 5.2 Develop a skilled, safe, and compliant organisation

Strategy 5.2.1 Employ, maintain and retain a skilled workforce

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.2.1.1 Review and implement the Workforce Plan	<u>Customer / Development</u> Customer Services	 Implement	 Review	 Implement	 Review

Strategy 5.2.2 Promote an organisational culture of safety, best practice and continuous improvement

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.2.2.1 Review the Business Continuity Plan and Procedures	Corporate Services	● Review		● Review	
5.2.2.2 Review and implement the Risk Management Strategy	Corporate Services	● Review	● Implement	● Implement	● Review
5.2.2.3 Implement and maintain the Work Health and Safety (WHS) Management System	Customer / Development Services	● Implement	● Implement	● Implement	● Implement
5.2.2.4 Implement and Review Council-endorsed Corporate Strategies and Plans	All Departments	● Implement	● Implement	● Implement	● Implement

Objective 5.3 Actively increase the level of engagement with the community, and response efficiently and effectively to the evolving needs of the community
Strategy 5.3.1 Establish and maintain a user focused communication approach that informs, engages, and empowers the community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.3.1.1 Develop and implement a communications and marketing strategy	Corporate Services & Office of the CEO	● Plan	● Implement	● Implement	● Implement

Strategy 5.3.2 Deliver efficient and effective Council services to the community

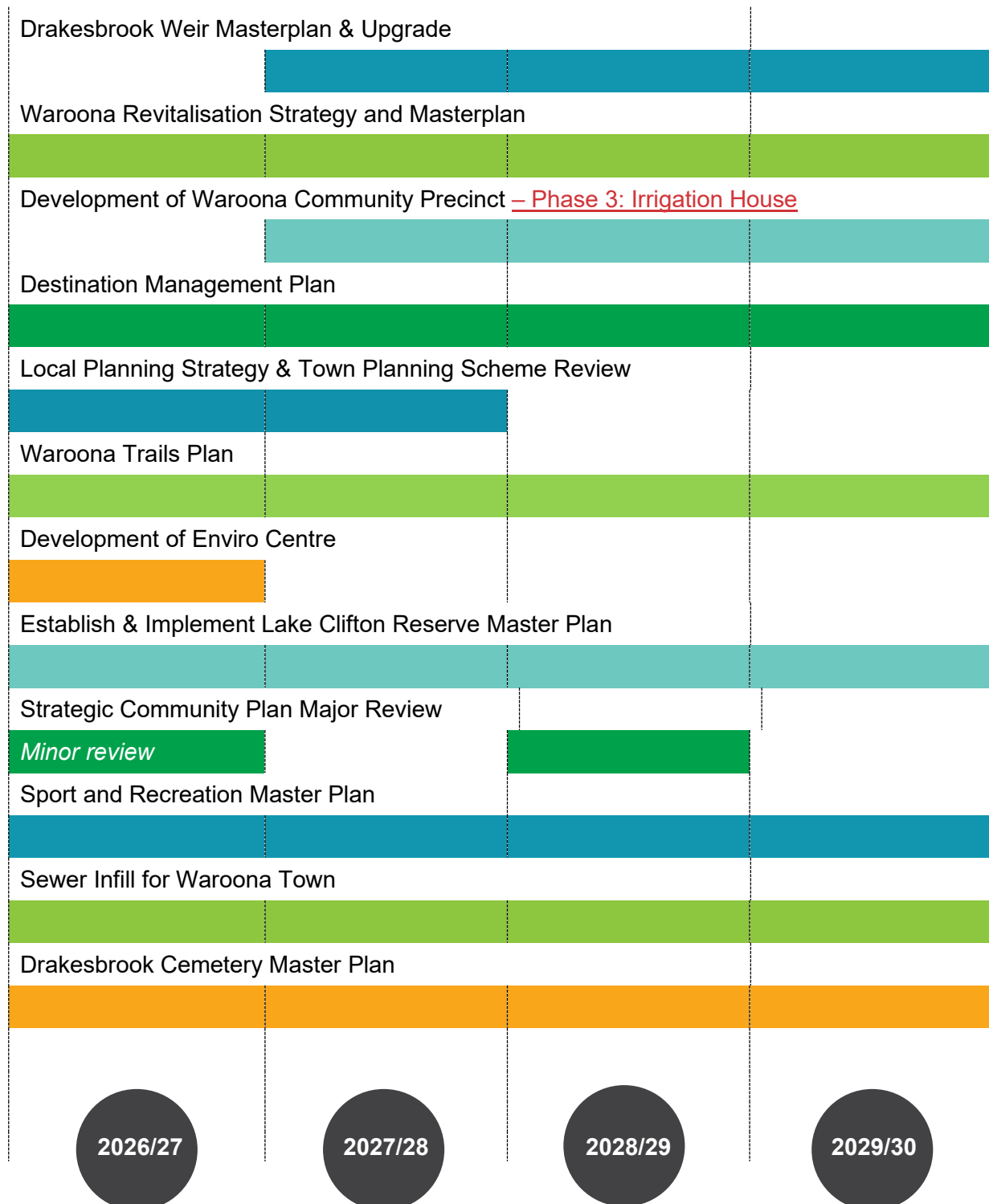
Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
<i>No projects / actions scheduled</i>					

Strategy 5.3.3 Provide community focused customer services and access to information

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.3.3.1 Review the Customer Service Charter	Customer Services	● Review		● Review	



Major Projects



Our Service Areas

The Shire of Waroona is responsible for a range of functions, facilities and services. Services are provided under the following four business areas:

Office of the Chief Executive Officer		
Department	Services	
Strategy	• Strategy • Master planning	• Integrated planning and reporting
Elections	• Elections	
Major Projects	• Major projects	
Council Services	• Council services	
Business Improvement	• Continuous improvement	• Business management
Emergency Services	• Volunteer bush fire brigades	• Emergency services • Bushfire services

Corporate & Community Services		
Department	Services	
Community Development	• Place activation • Community services	• Events • Communications & marketing
Recreation Services	• Recreation services	• Club development
Tourism	• Waroona Visitor Centre	• Tourism
Economic Development	• Economic development	
Finance	• Budgeting • Finance / Accounting • Loans / Investments • Grants management	• Rates • Payroll • Asset accounting / management
Governance	• Policies and procedures • Delegations • Registers	• Audit • Local laws
Risk Management	• Insurance • Risk management	• Business continuity
Information Technology	• Information technology • Records • Freedom of information	• Public information disclosure • Closed circuit television

Customer & Development Services		
Department	Services	
Customer Service	• Customer service • Licensing • Facility bookings	• Marketing / Engagement and media
Library Services	• Library services	
Human Resources	• Human resources management • Recruitment	• Workforce planning • Workplace health and safety
Ranger Services	• Ranger services	
Regulatory Services	• Building approvals • Environmental health services	• Ranger services • Preston Beach volunteer rangers
Planning Services	• Strategic planning • <u>Statutory planning</u> • <u>Extractive industry approvals</u>	• Environmental planning • Heritage services
Environmental Management - <u>Strategic</u>	• Native vegetation & reserves • Biodiversity & conservation	• Foreshores & coastal management • Biosecurity programs
Community Safety & Emergency Services	• Emergency services • Bushfire services	• Closed circuit television • Preston Beach volunteer rangers

Infrastructure Services		
Department	Services	
Technical Services	• Design and investigation • Asset management • Subdivision and development application referrals	• Extractive industry – <u>Road use management</u> • Grants management (assets) • <u>Project management</u>
Works & Operations	• Buildings maintenance • Parks and gardens	• Roads & other infrastructure • Plant and fleet
Waste Management	• Collection services	• Disposal services
Asset Management Services	• Asset management programs	• Building maintenance services
<u>Environmental Management - Operations</u>	• <u>Pest control</u> • <u>Weed management</u>	• <u>Clearing permits</u>

Resourcing the Corporate Business Plan

To facilitate the achievement of the community's visions and long-term goals as reflected in the objectives, strategies and projects presented in the Shire's Strategic Community Plan and Corporate Business Plan, informing plans and strategies have been developed to ensure the required financial, infrastructure and workforce resources are in place.

Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a key informing ~~plan strategy~~ that outlines the Shire's projected financial position over a ten-year period. It supports informed decision-making by identifying the financial resources needed to achieve the community's strategic objectives, while maintaining long-term financial sustainability.

The LTFP is a tool for ensuring the responsible management of community assets and services in an environment of limited resources and increasing cost pressures. It assists in aligning community aspirations with realistic financial ~~capacity, and capacity and~~ ensures that the ~~Shire Council~~ can continue to provide core services and infrastructure into the future.

Key components of the LTFP include:

- The assumptions underpinning financial forecasts (e.g. inflation, growth, grants);
- Projected operating and capital income and expenditure;
- Forecast balance sheet and cash flow projections; and
- Key financial performance indicators and measures.

The ~~LTFP~~ plan began a major review in 25/26 with adoption planned for early in the 26/27 financial year. From this point the plan will become a rolling document undergoing continual reviews prior to each annual budget being adopted is reviewed every two years regularly and updated to reflect changing circumstances, new priorities, or shifts in external economic conditions. While the early years of the ~~P~~plan are presented in greater detail based on more detailed data, projections in ~~the~~ later years are more indicative become more general due to increased uncertainty. The LTFP is an essential part of the Shire's integrated planning and reporting framework and guides the development of the Council's annual budget and Corporate Business Plan.

Asset Management Strategy

The Asset Management Strategy (Strategy) assists ~~the Shire Council~~ in delivering the required level of service in the most cost-effective manner. It guides the creation, acquisition, maintenance, operations, rehabilitation and disposal of assets to meet the needs of current and future community generations.

The Strategy forms part of Council's overarching Asset Management Framework, which outlines asset information, demonstrates responsible asset management and ensures compliance with regulatory requirements. The framework also summarises funding required to maintain assets at the required service levels.

Council applies integrated decision-making to ensure built, social, economic and environmental factors are considered throughout the asset management lifecycle.

Strategic financial planning of asset management will ensure:

- All funding requirements are adequately assessed; and
- Additional funding is identified for investment in new assets, and necessary upgrades.

Workforce Plan

The Workforce Plan 202~~26~~–203~~026~~ is linked directly to the Shire’s Strategic Community Plan and Corporate Business Plans. While the Strategic Community Plan outlines the long-term strategies plan for the Shire of Waroona, the Workforce Plan details the four-year workforce requirements, objectives and initiatives projects to meet the vision of Waroona 2034. In addition, this plan responds to the legislative responsibilities attributed to local government given the human resourcing needs these responsibilities carry.

For both the strategic planning and implementation of the above plans and other responsibilities, it is imperative key that the Shire has a flexible and agile workforce that holds has the skills, capacity, and knowledge to deliver the required outcomes.

Employees Staff require clear personal development goals that align with organisational goals and priorities. To achieve these, the Shire must ~~This requires an investment~~ in develop~~ment~~in g-and training opportunities for its leaders, managers and employees to equip them with the right skills required within the Shire’s for our diverse business areases. In addition, ~~It also requires~~ clear learning pathways are linked to performance ~~development~~development, and an ongoing investment is made in attracting and retaining talented people while maintaining a strong focus on workplace health and wellbeing.

The Shire is committed to the ongoing identification of efficient operating methods and is increasingly using technology to automate processes. The need to minimise financial impact on ratepayers is a priority - Our ongoing continuous improvement program works to improve productivity and reduce costs for the workforce.



Risk Management

The Shire of Waroona is committed to identifying, measuring, and managing risks to capitalise on opportunities and achieve the objectives of the Shire's strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS ISO 31000:2018 Risk Management – Guidelines. The framework is comprised of a Risk Management Policy, Risk Management Strategy & Procedures Manual, Risk Assessment and Acceptance Criteria, and Risk Profiles within the Shire's strategic and operational risk registers.

All components of the framework are integrated and set out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks, which in turn form an essential part of everyday decision making and business planning.

The *Shire of Waroona's ~~Incident Management & Business Continuity Plan~~* compliments this framework, ensuring that the Shire can continue to provide essential services to the community and its stakeholders in the event of a crisis or major incident.

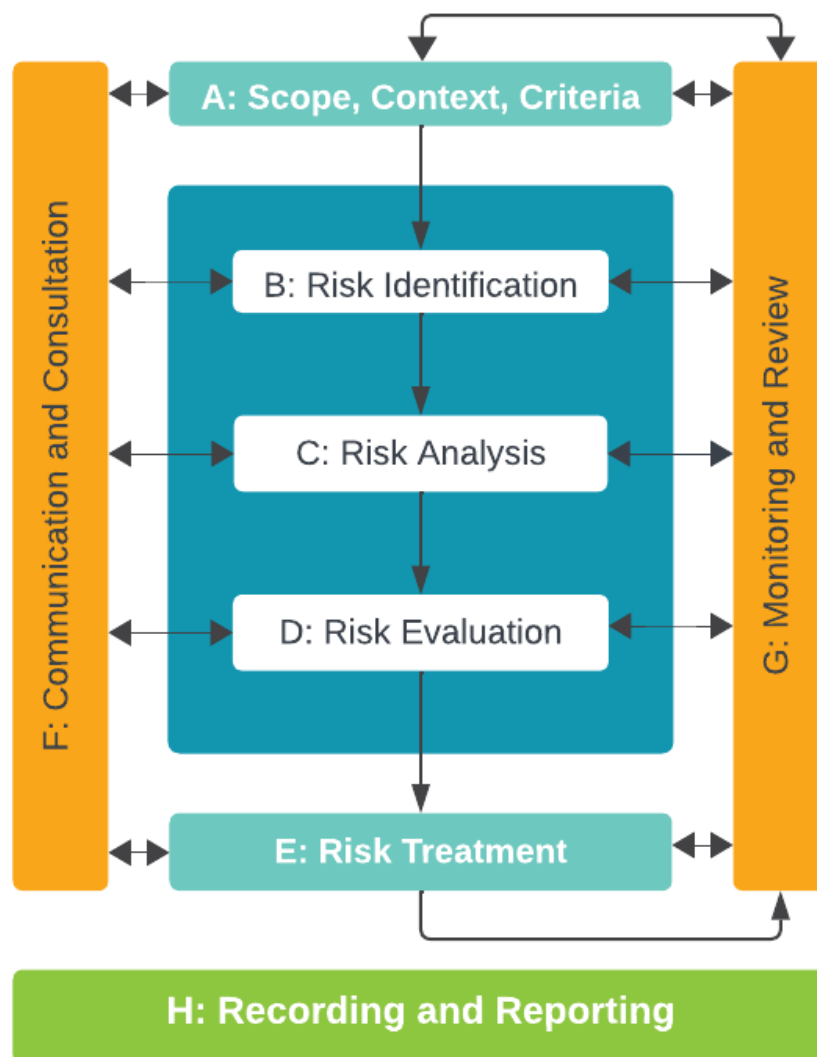


Figure 3. Risk Management Process. Source - ISO 31000:2018 Risk Management - Guidelines

Reviewing & Reporting

The Shire of Waroona has a robust reporting framework in place that tracks key performance indicators at the individual, service area and organisational level. The Chief Executive Officer has targets and objectives that are set and revised by ~~the~~ Council to deliver on key Council priorities.

The Shire's performance data is captured in our corporate records management database, ensuring that appropriate responsibilities, timeframes, measures and progress are accounted for and regularly updated. Another major performance measure is our continued assessment against the [former] Department of Local Government, Sport and Cultural Industries (DLGSC) Integrated Planning and Reporting Framework (IP&RF) - Advisory Standard, with an aim to continuously improve and refine the documents within the our Shire's own Integrated Planning & Reporting P&R framework.

The Shire will measure success and progress of the Corporate Business Plan through the following mechanisms:

- Community perception survey undertaken every two years;
- Delivery of projects on time and on budget;
- Quarterly Regular progress reporting to Council and the community; and
- An Annual Report which reports on the Shire's progress on its delivery of the Corporate Business Plan.



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Greening Australia & Jesse Collins
Hannah Mueller
Russel Ord Photography
Shire of Waroona
Taylor Maree Photography

Appendix 6.1.1 A



52 Hesse Street
PO Box 20
WAROONA WA 6215

Phone: 08 9733 7800
Email: warshire@waroona.wa.gov.au

www.waroona.wa.gov.au
Facebook: /ShireofWaroona



CORPORATE BUSINESS PLAN

2026 - 2030

TOWARDS
2034

Document No: CGL007



About this document

The Corporate Business Plan is the Shire of Waroona's four-year planning document and is a key component of the Shire's Integrated Planning and Reporting Framework.

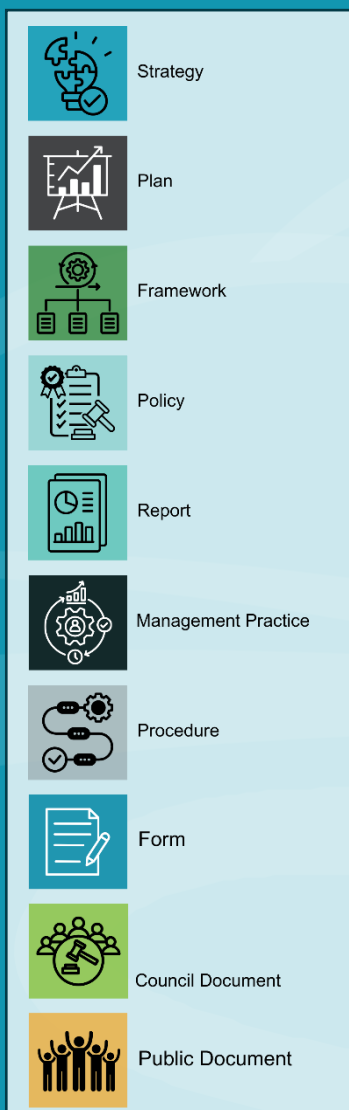
This plan activates the objectives of the Strategic Community Plan and informs the annual budget process to ensure the priorities of the community are strategically aligned and affordable.

Disclaimer

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Accessibility

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



Document Control

Doc No.	Date Reviewed	Details	Author	File No.
CLG007	<date>	Adopted by Council	Senior Governance Officer	CM.4

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The Shire of Waroona stretches from sea to scarp between the Indian Ocean and the Darling Scarp, featuring pristine beaches, coastal lakes, fertile farmlands and peaceful jarrah forests. Covering a total area of 835km², the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach.

Shire President's Message

It is a privilege to provide a brief statement on our council's Corporate Business Plan. This council plan sets out the direction and responsibilities to our community and the future allocation of resources in delivering projects and programmes to our residents.

These actions that are categorised and recorded, link through to available funding and resolutions that council works towards. The plan is a fundamental cornerstone of the direction of the organisation and is grounded in community consultation and input.

The plan certainly contains a large amount of the functions and aspirations of our Shire. I sincerely thank our councillors and staff for supporting the foundation the Corporate Business Plan sits upon and for collaborating as a sound functioning body that certainly has the interests of our residents and ratepayers as our focus.

Mike Walmsley
Shire President



Chief Executive Officer's Message



The Corporate Business Plan is the document which spells out how we intend to deliver the ideas, aspirations and plans that the community has said it wants to bring about in its Strategic Community Plan (SCP). These activities span the five focus areas of the SCP, namely –

- Our Community
- Our Economy
- Our Environment
- Our Built Assets
- Our Leadership.

The projects and actions show the yearly timelines for planning, implementation and review for the coming four years. We continue to roll out projects for the Shire with the Town to Weir Trail the latest project to be done. At Preston Beach we're consolidating the existing information and consultation into a new document along with new ideas and once adopted this will lead the future of Preston Beach. We will be starting work at the Lake Clifton Community Reserve soon. Tourism has been a focus with the Destination Management Plan now in place and starting to be delivered to bring a themed, positive message to visitors about the Shire.

Please take the opportunity to read this Plan which shows who we are as a local government and what the future holds in the coming years of delivery for the Shire.

Mark Goodlet
Chief Executive Officer

Our Council



Cr Mike Walmsley
Shire President



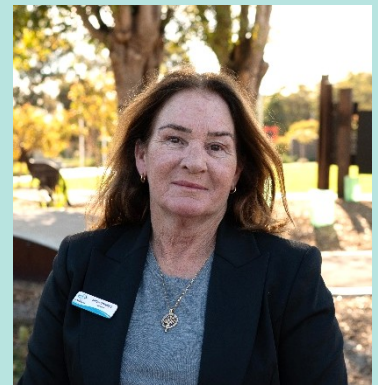
Cr Larry Scott
Deputy Shire President



Cr Karlie Bartle



Cr John Mason



Cr Karen Odorisio



Cr Julie Rowles



Cr Brad Vitale

Our Leadership Team



Mark Goodlet
Chief Executive Officer

- Strategy
- Elections
- Major Projects
- Council Services
- Business Improvement
- Emergency Services

Ashleigh Nuttall
Director Corporate & Community Services

- Community Development
- Recreation Services
- Tourism
- Communication & Marketing
- Economic Development
- Finance
- Governance
- Risk Management
- Information Technology



Kirsty Ferraro
Director Customer & Development Services

- Customer Service
- Library Services
- Human Resources
- Ranger Services
- Regulatory Services
- Planning Services
- Environmental Management - Strategic

Rikki Pulfer
Executive Manager Infrastructure Services

- Works & Operations
- Environmental Management - Operations
- Technical Services
- Waste Management
- Asset Management Services



Our Purpose

We create environments where community, culture and commerce can flourish

Our Vision

A celebration of natural beauty, country values and vibrant prosperity

Our Values

1. *We support our community in a collaborative manner with enthusiasm and fairness*
2. *We commit to building a resilient community*
3. *We encourage diversity and inclusiveness and celebrate uniqueness*
4. *We listen to the community and respond to their needs*
5. *We strive to deliver consistently high*



About the Corporate Business Plan

The Corporate Business Plan is the Shire of Waroona (Shire)'s blueprint for action over the next four years. As an integral part of the Shire's Integrated Planning & Reporting Framework, this plan contains projects and actions which activate the strategies set in the Strategic Community Plan. It also plays a vital role in guiding the Shire's annual budget – ensuring that every purchase reflects what is important to the community.

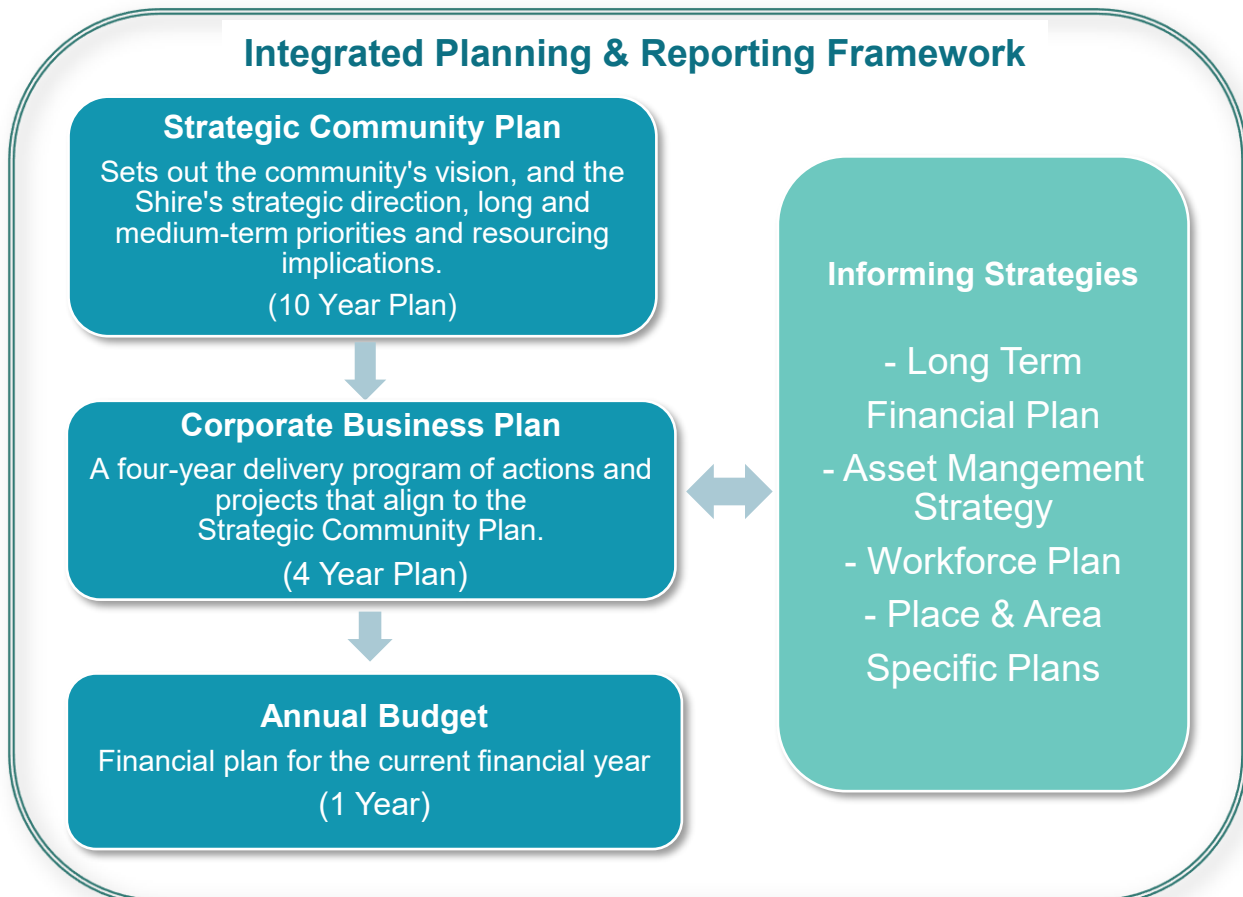


Figure 1: Elements of the Integrated Planning & Reporting Framework. Source: Department of Local Government, Sport & Cultural Industries.



How to Read the Corporate Business Plan

Objectives, Strategies and Actions

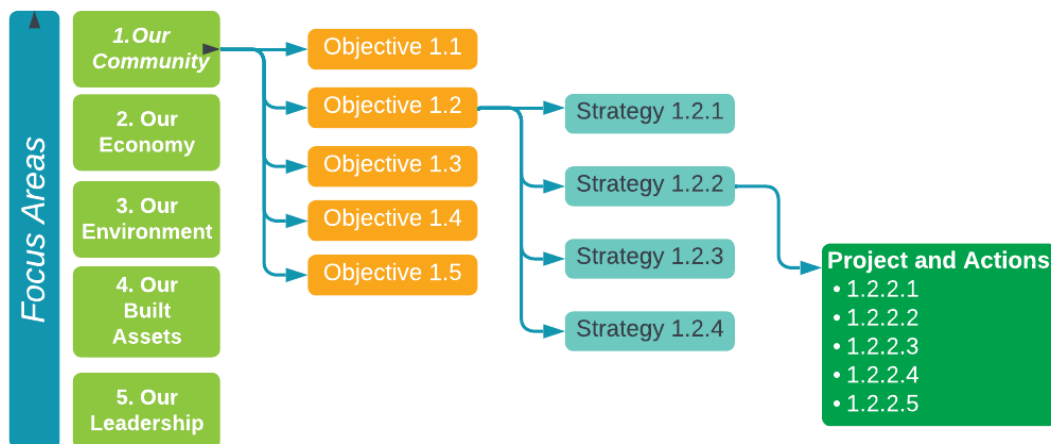


Figure 2: Corporate Business Plan hierarchy

For each focus area, a series of objectives have been developed as targets for the Shire to work towards. The Shire has adopted a number of strategies, and subsequent projects and actions to directly support the achievement of each objective. Each element is assigned a unique reference number to show its relationship to the level above.

Delivery Indicators

The delivery of each project/action over the next four years has been considered and categorised using three indicators:

●
Plan

●
Implement

●
Review



Focus Areas & Aspirations to 2034

Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Our Economy

To create a diverse economy base that supports opportunity and employment.

Our Environment

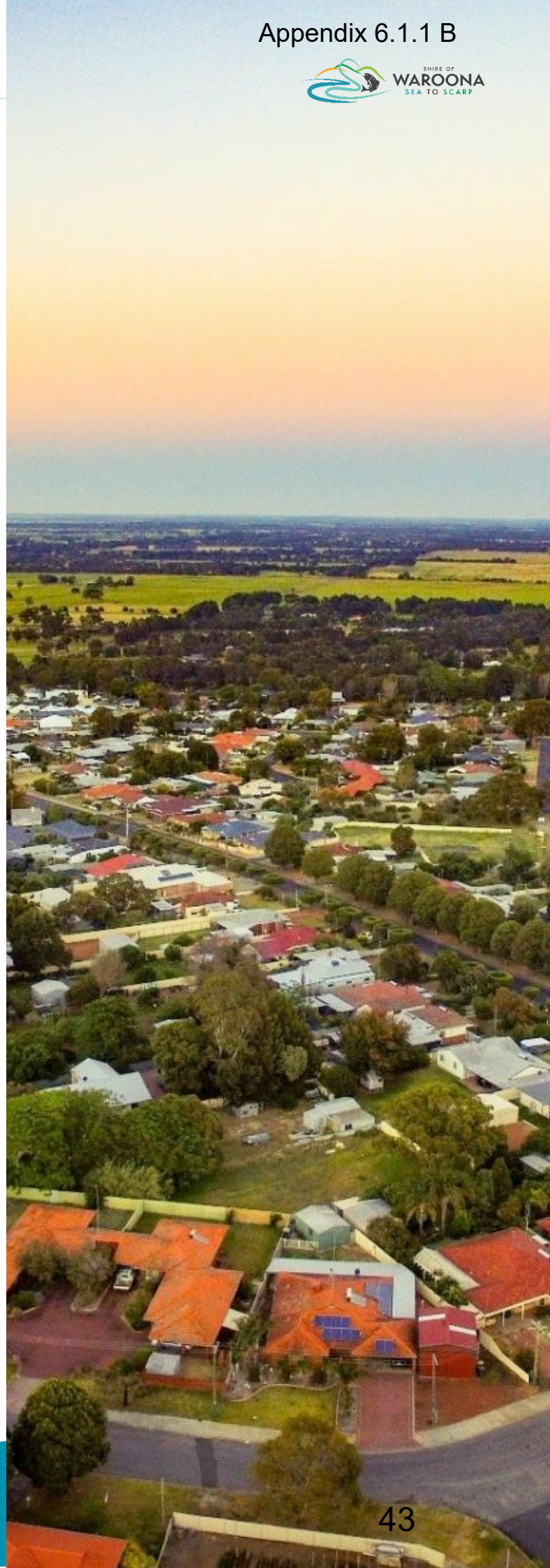
To continually care for, protect and enhance our environment for the generations to come.

Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.



Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Objective 1.1		Create a connected, safe, and cohesive community with a strong sense of community pride				
Strategy 1.1.1		Develop an identity for the Shire and the communities it comprises				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.1.1	Implement the Community Development Strategy 2025-2028 through the Community Development annual action plans.	Community Development	● Implement	● Review	● Implement	● Implement
1.1.1.2	Implement priority actions within the signage strategy and seek funding for signage upgrades and new installs	Economic Development	● Implement	● Implement	● Implement	
1.1.1.3	Undertake a review of town entrances to develop improved and localised character and entrance statements	Economic Development	● Plan	● Implement		
Strategy 1.1.2		Pursue a social environment that is accessible and inclusive for all ages and abilities				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.2.1	Advocate for and support initiatives that are accessible and inclusive for all community members.	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.2.2	Consider the needs of people of all abilities and backgrounds in the planning and implementation of Community Development initiatives.	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.2.3	Review, implement and report on the Access & Inclusion Plan	Corporate Services	● Implement	● Implement	● Implement	● Implement
Strategy 1.1.3		Grow and develop an age-friendly community				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.3.1	Support and facilitate targeted initiatives in response to the needs and aspirations of older people	Community Development	● Implement	● Implement	● Implement	● Implement
Strategy 1.1.4		Become a youth engaged and supportive community				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.4.1	Support and facilitate targeted initiatives in response to the needs and aspirations of young people	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.5 Develop and facilitate events of a local and regional scale

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.5.1 Support or facilitate events in response to the needs and aspirations of the local community	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.6 Ensure the safety of our community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.1.6.1 Deliver a range of activities that improve the safety of the community as outlined in the Community Development Strategy	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.6.2 Develop, implement and maintain bush fire risk management planning	Safety & Emergency Services	● Implement	● Review	● Implement	● Implement
1.1.6.3 Review Local Emergency Management Arrangements	Safety & Emergency Services	<i>Completed in 2025/26</i>			
1.1.6.3 Implement the Local Emergency Management Arrangements	Safety & Emergency Services	● Implement	● Implement	● Implement	● Implement

Objective 1.2 Maximise and connect our natural assets to the community
Strategy 1.2.1 Connect natural assets, waterways, parks and reserves to the community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.2.1.1 Develop and implement a Public Open Space Strategy	Infrastructure Services	● Plan	● Implement	● Implement	● Implement

Strategy 1.2.2 Upgrade the amenity of the Drakesbrook Weir

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.2.2.1 Review and update the Drakesbrook Weir Masterplan	Office of the CEO	● Plan			
1.2.2.2 Progressively seek grants and implement the Drakesbrook Weir Masterplan	Office of the CEO		● Implement	● Implement	● Implement
1.2.2.3 Progressively implement the Drakesbrook Weir Management Plan	Infrastructure Services	● Implement	● Implement	● Implement	● Implement

Objective 1.3 A planning framework that is visionary, supports community connectivity and enables participation that ensures quality, diverse and innovative planning outcomes that meets community aspirations

Strategy 1.3.1 Ensure our Town Planning Scheme and Local Planning Strategy facilitates quality and diverse planning outcomes

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.3.1.1	Prepare a new Local Planning Strategy	Development Services	● Plan	● Implement	● Implement	● Implement
1.3.1.2	Prepare a new Town Planning Scheme	Development Services	● Plan	● Plan	● Implement	● Implement

Strategy 1.3.2 Consider new growth areas and prepare District Structure Plans

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.3.2.1	Prepare District Structure Plans as required	Development Services			● Plan	● Plan

Objective 1.4 Encourage an active and healthy community with an improved quality of life

Strategy 1.4.1 Promote a mentally and physically health lifestyle

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.4.1.1	Develop and implement a Recreation Centre Activation Strategy outlining plans for attraction and increased usage of the Waroona Recreation & Aquatic Centre	Recreation Services	● Plan	● Implement	● Implement	● Implement



Strategy 1.4.2 Support local community, sporting and recreational groups and initiatives

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.4.2.1 Develop and implement a Waroona Club Development Program that supports sport and recreation clubs to be sustainable	Recreation Services	● Plan	● Implement	● Implement	● Implement
1.4.2.2 Implement an annual Micro Grants program to support new community led initiatives	Community Development	● Implement	● Implement	● Implement	● Implement
1.4.2.3 Develop a Waroona Sport and Recreation Precinct Masterplan	Office of the CEO	● Plan	● Plan	● Plan	● Plan

Strategy 1.4.3 Actively take opportunities to enhance public health

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.4.3.1 Implement priority actions from the Public Health Plan	Environmental Health Services	● Implement	● Implement	● Review	● Implement
1.4.3.2 Develop a Library Activation Strategy that provides library programs to reduce social isolation and promote lifelong learning	Library Services	● Plan	● Implement	● Implement	● Implement

Strategy 1.4.4 Foster and value our volunteers

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.4.4.1 Recognise volunteer contributions through awards and functions	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.4.5 Support and enhance health services in Waroona

Projects and Actions	Lead	2025/26	2026/27	2027/28	2028/29
1.4.5.1 Support the community to lead healthy and fulfilling lives through activities outlined in the Community Development Strategy	Community Development	● Implement	● Implement	● Implement	● Implement

Objective 1.5 Value, protect and celebrate our rich history and culture
Strategy 1.5.1 Pursue actions to preserve areas and materials of historical significance

Projects and Actions	Lead	2025/26	2026/27	2027/28	2028/29
1.5.1.1 Support the Waroona Historical Society and maintain the museum facility	Corporate Services / Technical Services	● Implement	● Implement	● Implement	● Implement
1.5.1.2 Review the Local Heritage Survey	Development Services			● Review	

Strategy 1.5.2 Foster arts and culture throughout the Shire

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.5.2.1 Support and facilitate initiatives that showcase the Shire's cultural diversity, heritage, and public art.	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.5.3 Support, embrace and celebrate our local Aboriginal community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
1.5.3.1 Support and facilitate targeted initiatives in response to the needs and aspirations of the Aboriginal and Torres Strait Islander community	Community Development	● Implement	● Implement	● Implement	● Implement



Our Economy

To create a diverse economy base that supports opportunity, education, and employment.

Objective 2.1		Develop an economy that is focused on growth, knowledge and innovation, and infrastructure, and protects prime agricultural land				
Strategy 2.1.1		Maximise the inherent economic opportunities in the Waroona functional economic region				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.1.1.1	Regularly meet with and present to state and federal members and government agencies to encourage economic development opportunities and government departments to the Shire	Office of the CEO	● Implement	● Implement	● Implement	● Implement
Strategy 2.1.2		Enhance the agriculture industry in Waroona as a dominant economic sector				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.1.2.1	Prepare and promote business cases for key industries to attract private investment	Office of the CEO	● Implement	● Implement	● Implement	● Implement
2.1.2.2	Support the development of permanent accommodation for seasonal agricultural workers	Office of the CEO	● Plan	● Plan	● Plan	● Plan
Objective 2.2		Develop a locally supported resilient, stable, and innovative business community that embraces creativity, resourcefulness, and originality				
Strategy 2.2.1		Support local businesses, Waroona Business Support Group and initiatives				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.2.1.1	Collaborate with the Waroona Business Support Group and Peel Chamber of Commerce and Industry to develop initiatives	Office of the CEO	● Implement	● Implement	● Implement	● Implement
2.2.1.2	Maintain status as a small business friendly local government	Office of the CEO	● Implement	● Implement	● Implement	● Implement
Objective 2.3		Create a vibrant, inviting and thriving town centre and maximise Waroona's natural assets, culture, and heritage as drivers for tourism development				
Strategy 2.3.1		Encourage community and business initiatives to refresh the appearance of the town centre				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.1.1	Progressively implement the Waroona Revitalisation Strategy and Masterplan	Office of the CEO	● Implement	● Plan	● Implement	● Implement
2.3.1.2	Implement the Townscape Façade grant initiative	Development Services	● Plan	● Plan	● Implement	● Implement

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.1.3	Prepare Streetscape Improvement Plans for South Western Highway within Waroona Town Centre	Office of the CEO	● Plan	● Plan	● Implement	● Implement
Strategy 2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage						
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.2.1	Support the development of a Preston Beach caravan park	Office of the CEO	● Plan	● Implement	● Implement	● Implement
2.3.2.2	Implement actions from the Destination Management Action Plan.	Community Development	● Implement	● Implement	● Implement	● Implement
Strategy 2.3.3 Develop new trails and enhance and promote existing trails						
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.3.1	Develop and implement the Shire of Waroona Trails Plan	Office of the CEO	● Plan	● Implement	● Implement	● Implement



Our Environment

To continually care for, protect and enhance our environment for the generations to come.

Objective 3.1		Protect and enhance our existing natural assets, waterways, bushland, and biodiversity				
Strategy 3.1.1		Collaborate with local environmental community organisations and volunteers				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.1.1.1	Support initiatives and activities implemented by 5 Rivers NRM, Peel Biosecurity Group and other relevant organisations	Development Services	● Implement	● Implement	● Implement	● Implement
3.1.1.2	Actively participate in the Peron Naturaliste Partnership and associated activities	Development Services	● Implement	● Implement	● Implement	● Implement
3.1.1.3	Support not for profit organisations to implement regular litter clean ups	Community Development	Item removed – This initiative forms part of day-to-day business operations			
3.1.1.3	Provide ongoing support to Harvey River Restoration Taskforce	Corporate Services	● Implement	● Implement	● Implement	● Implement
3.1.1.5	Contribute toward the refurbishment of the Department of Agriculture building	Building Services	Completed in 2025/26			
3.1.1.6	Support local Environmental Groups through centralisation of services at the Environmental Centre	Development Services	Completed in 2025/26			
3.1.1.4	Support collaboration and service delivery by local environmental groups through the Enviro Centre	Development Services	● Implement	● Implement	● Implement	● Implement
Strategy 3.1.2		Develop future plans and strategies to protect and enhance Preston Beach and Yalgorup National Park				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.1.2.1	Support the Preston Beach Volunteer Rangers	Safety & Emergency Services	● Implement	● Implement	● Implement	● Implement
3.1.2.2	Develop a Preston Beach Management Plan for tourism and environmental protection.	Development Services	● Plan	● Implement	● Implement	● Implement
Strategy 3.1.3		Advocate for and action protection of the environment				
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.1.3.1	Advocate for Shire's Mining Statement	Office of the CEO	● Implement	● Implement	● Implement	● Implement
3.1.3.2	Develop an Environmental Management Strategy	Development Services	Strategy adopted in 2023/24 - Review and implementation of Strategy Now incorporated into item 5.2.2.4			

Objective 3.2 Proactively manage resources and practice sustainability through responsible management of water, energy, fire control and waste
Strategy 3.2.1 Secure water resources to ensure water sustainability for agricultural, economic, and recreational needs

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.2.1.1	Advocate for Shire's Water Initiatives	Office of the CEO	● Implement	● Implement	● Implement	● Implement

Strategy 3.2.2 Secure energy resources to ensure energy sustainability for community needs

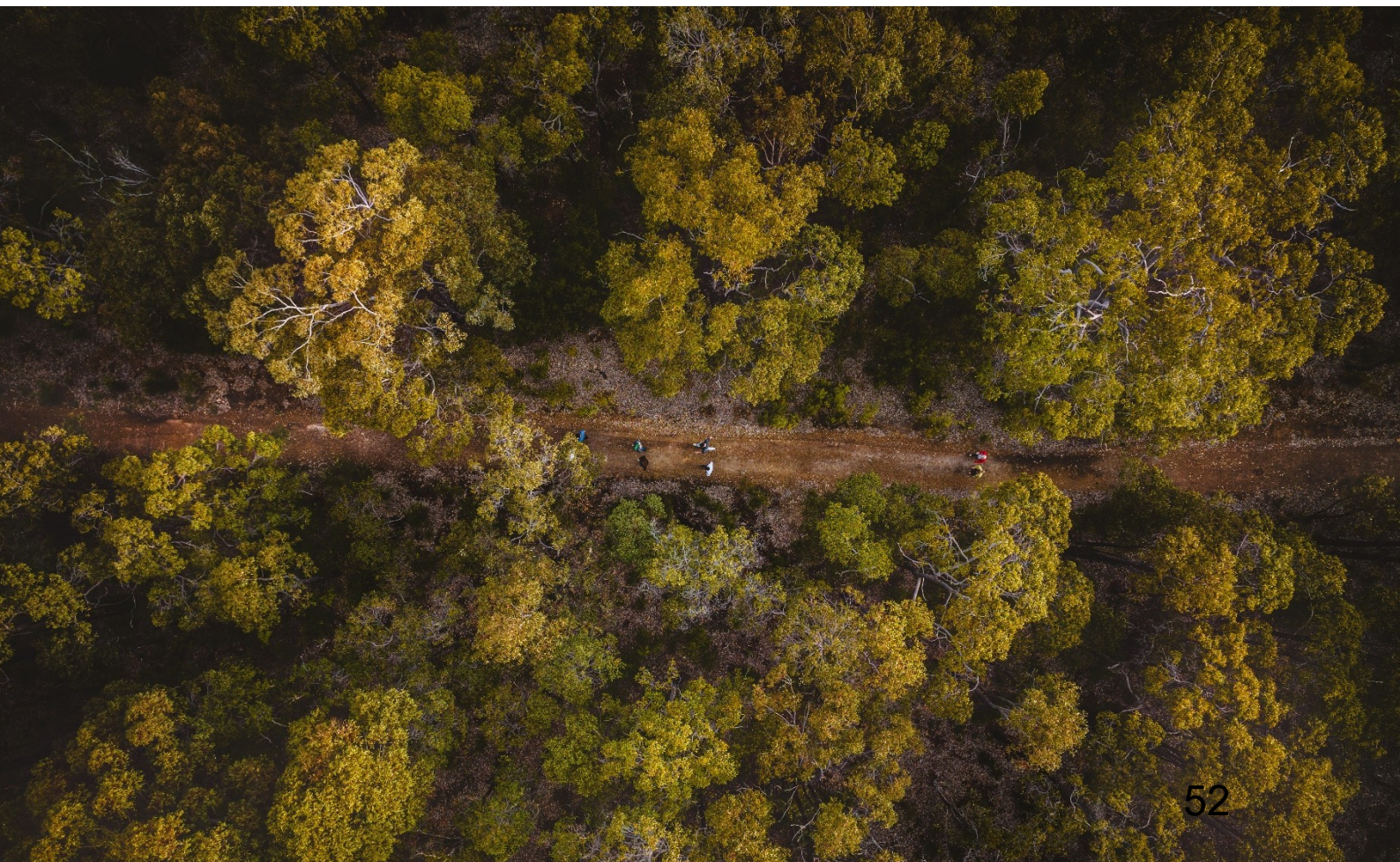
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.2.2.1	Progressively install solar panels on all applicable Shire buildings	Infrastructure Services	● Implement	● Implement	● Implement	● Implement

Strategy 3.2.3 Responsibly manage Council and community water and energy use

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.2.3.1	Monitor water and energy use for Shire facilities	Development Services	● Implement	● Implement	● Implement	● Implement

Strategy 3.2.4 Improve waste management practices through diversion, reuse and recycling

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.2.4.1	Implement and manage the actions outlined in the endorsed Waste Plan 2020-2030	Infrastructure Services	● Implement	● Implement	● Implement	● Implement



Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Objective 4.1 Public spaces and infrastructure that are accessible and appropriate for our community, and meet the purpose and needs of multiple users

Strategy 4.1.1 Plan community facilities for current and future generations

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
4.1.1.1	Implement the concept and design plans for Waroona Community Precinct Phase 2 – Big shed.	Office of the CEO	Completed in 2025/26			
4.1.1.2	Develop and implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	Office of the CEO	Concept and design plans developed 2025/26			
4.1.1.1	Implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	Office of the CEO		● Implement	● Implement	● Implement
4.1.1.2	Implement the Drakesbrook Cemetery Masterplan.	Asset Management Services	● Implement	● Implement	● Implement	● Implement
4.1.1.3	Seek funding for the construction of a Waroona Recreation & Aquatic Centre gym extension.	Recreation Services	● Plan	● Plan	● Implement	

Objective 4.2 Manage assets in a consistent and sustainable manner

Strategy 4.2.1 Plan and effect appropriate maintenance, renewal, replacement, and disposal of assets

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
4.2.1.1	Renew and upgrade footpaths	Infrastructure Services	● Implement	● Implement	● Implement	● Implement
4.2.1.2	Implement the actions outlined in the Lake Clifton Master Plan.	Office of the CEO	● Plan	● Implement	● Implement	● Implement
4.2.1.3	Develop and implement a long term and funded building renewal program	Asset Management Services	● Plan	● Plan	● Implement	● Implement
4.2.1.4	Sewer Infill for Waroona Town	Office of the CEO	● Plan	● Plan	● Plan	● Plan

Objective 4.3 Suitable housing and transport infrastructure to meet the needs of our diverse community

Strategy 4.3.1 Develop and promote diverse and affordable housing and accommodation

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
4.3.1.1 Prepare a Land Rationalisation Strategy for Shire reserves, owned land, and property	Office of the CEO	● Plan	● Implement	● Implement	● Implement
4.3.1.2 No. 1 Eastcott Street, Waroona Subdivision	Office of the CEO	● Plan	● Implement	● Implement	

Strategy 4.3.2 Develop and promote an efficient, safe, and connected local and regional transport network

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
4.3.2.1 Lobby for a road train assembly and breakdown area	Office of the CEO / Infrastructure Services	● Implement	● Implement	● Implement	



Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.

Objective 5.1 A sustainable future through embracing change, applying technological advancement, and pursuing 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

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.1.1.1 Ensure Councillors complete required training, and encourage knowledge building through attending courses, workshops, and engaging with the community	Corporate Services	● Review	● Implement	● Review	● Implement
5.1.1.2 Review all Local Laws	Corporate Services	● Implement			
5.1.1.3 Review the Strategic Community Plan	Corporate Services	● Review		● Review	
5.1.1.4 Review the Corporate Business Plan	Corporate Services	● Review	● Review	● Review	● Review

Strategy 5.1.2 Maintain long term financial sustainability

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.1.2.1 Review the Long Term Financial Plan	Corporate Services	● Implement	● Implement	● Implement	● Implement

Strategy 5.1.3 Consider future technological requirements for the delivery of services and corporate functions

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.1.3.1 Improve communications connectivity to Waroona Recreation and Aquatic Centre for use as an evacuation centre	Corporate Services	● Implement	● Implement		
5.1.3.2 Maintain and improve current corporate management system.	Corporate Services	● Implement	● Implement	● Implement	● Implement

Objective 5.2 Develop a skilled, safe, and compliant organisation

Strategy 5.2.1 Employ, maintain and retain a skilled workforce

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.2.1.1 Review and implement the Workforce Plan	Customer / Development Services	● Implement	● Review	● Implement	● Review

Strategy 5.2.2 Promote an organisational culture of safety, best practice and continuous improvement

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.2.2.1 Review the Business Continuity Plan and Procedures	Corporate Services	● Review		● Review	
5.2.2.2 Review and implement the Risk Management Strategy	Corporate Services	● Review	● Implement	● Implement	● Review
5.2.2.3 Implement and maintain the Work Health and Safety (WHS) Management System	Customer / Development Services	● Implement	● Implement	● Implement	● Implement
5.2.2.4 Implement and Review Council-endorsed Corporate Strategies and Plans	All Departments	● Implement	● Implement	● Implement	● Implement

Objective 5.3 Actively increase the level of engagement with the community, and response efficiently and effectively to the evolving needs of the community
Strategy 5.3.1 Establish and maintain a user focused communication approach that informs, engages, and empowers the community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.3.1.1 Develop and implement a communications and marketing strategy	Corporate Services & Office of the CEO	● Plan	● Implement	● Implement	● Implement

Strategy 5.3.2 Deliver efficient and effective Council services to the community

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
<i>No projects / actions scheduled</i>					

Strategy 5.3.3 Provide community focused customer services and access to information

Projects and Actions	Lead	2026/27	2027/28	2028/29	2029/30
5.3.3.1 Review the Customer Service Charter	Customer Services	● Review		● Review	



Major Projects



Our Service Areas

The Shire of Waroona is responsible for a range of functions, facilities and services. Services are provided under the following four business areas:

Office of the Chief Executive Officer		
Department	Services	
Strategy	• Strategy • Master planning	• Integrated planning and reporting
Elections	• Elections	
Major Projects	• Major projects	
Council Services	• Council services	
Business Improvement	• Continuous improvement	• Business management
Emergency Services	• Volunteer bush fire brigades	• Emergency services • Bushfire services

Corporate & Community Services		
Department	Services	
Community Development	• Place activation • Community services	• Events • Communications & marketing
Recreation Services	• Recreation services	• Club development
Tourism	• Waroona Visitor Centre	• Tourism
Economic Development	• Economic development	
Finance	• Budgeting • Finance / Accounting • Loans / Investments • Grants management	• Rates • Payroll • Asset accounting / management
Governance	• Policies and procedures • Delegations • Registers	• Audit • Local laws
Risk Management	• Insurance • Risk management	• Business continuity
Information Technology	• Information technology • Records • Freedom of information	• Public information disclosure • Closed circuit television

Customer & Development Services		
Department	Services	
Customer Service	• Customer service • Licensing • Facility bookings	• Marketing / Engagement and media
Library Services	• Library services	
Human Resources	• Human resources management • Recruitment	• Workforce planning • Workplace health and safety
Ranger Services	• Ranger services	
Regulatory Services	• Building approvals • Environmental health services	• Ranger services • Preston Beach volunteer rangers
Planning Services	• Strategic planning • Statutory planning • Extractive industry approvals	• Environmental planning • Heritage services
Environmental Management - Strategic	• Native vegetation & reserves • Biodiversity & conservation	• Foreshores & coastal management • Biosecurity programs

Infrastructure Services		
Department	Services	
Technical Services	• Design and investigation • Subdivision and development application referrals	• Extractive industry – Road use management • Grants management (assets) • Project management
Works & Operations	• Buildings maintenance • Parks and gardens	• Roads & other infrastructure • Plant and fleet
Waste Management	• Collection services	• Disposal services
Asset Management Services	• Asset management programs	• Building maintenance services
Environmental Management - Operations	• Pest control • Weed management	• Clearing permits

Resourcing the Corporate Business Plan

To facilitate the achievement of the community's visions and long-term goals as reflected in the objectives, strategies and projects presented in the Shire's Strategic Community Plan and Corporate Business Plan, informing plans and strategies have been developed to ensure the required financial, infrastructure and workforce resources are in place.

Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a key informing plan that outlines the Shire's projected financial position over a ten-year period. It supports informed decision-making by identifying the financial resources needed to achieve the community's strategic objectives, while maintaining long-term financial sustainability.

The LTFP is a tool for ensuring the responsible management of community assets and services in an environment of limited resources and increasing cost pressures. It assists in aligning community aspirations with realistic financial capacity and ensures that the Shire can continue to provide core services and infrastructure into the future.

Key components of the LTFP include:

- The assumptions underpinning financial forecasts (e.g. inflation, growth, grants);
- Projected operating and capital income and expenditure;
- Forecast balance sheet and cash flow projections; and
- Key financial performance indicators and measures.

The LTFP began a major review in 25/26 with adoption planned for early in the 26/27 financial year. From this point the plan will become a rolling document undergoing continual reviews prior to each annual budget being adopted. While the early years of the plan are presented in greater detail, projections in later years are more indicative due to increased uncertainty. The LTFP is an essential part of the Shire's integrated planning and reporting framework and guides the development of the Council's annual budget and Corporate Business Plan.

Asset Management Strategy

The Asset Management Strategy (Strategy) assists the Shire in delivering the required level of service in the most cost-effective manner. It guides the creation, acquisition, maintenance, operations, rehabilitation and disposal of assets to meet the needs of current and future community generations.

The Strategy forms part of Council's overarching Asset Management Framework, which outlines asset information, demonstrates responsible asset management and ensures compliance with regulatory requirements. The framework also summarises funding required to maintain assets at the required service levels.

Council applies integrated decision-making to ensure built, social, economic and environmental factors are considered throughout the asset management lifecycle.

Strategic financial planning of asset management will ensure:

- All funding requirements are adequately assessed; and
- Additional funding is identified for investment in new assets, and necessary upgrades.

Workforce Plan

The Workforce Plan 2026–2030 is linked directly to the Shire’s Strategic Community Plan and Corporate Business Plan. While the Strategic Community Plan outlines the long-term strategies for the Shire of Waroona, the Workforce Plan details the four-year workforce requirements, objectives and initiatives to meet the vision of Waroona 2034. In addition, this plan responds to the legislative responsibilities attributed to local government given the human resourcing needs these responsibilities carry.

For both the strategic planning and implementation of the above plans and other responsibilities, it is imperative that the Shire has a flexible and agile workforce that holds the skills, capacity, and knowledge to deliver the required outcomes.

Employees require clear personal development goals that align with organisational goals and priorities. To achieve these, the Shire must invest in development and training opportunities for its leaders, managers and employees to equip them with the skills required within the Shire’s diverse business areas. In addition, clear learning pathways are linked to performance development, and an ongoing investment is made in attracting and retaining talented people while maintaining a strong focus on workplace health and wellbeing.

The Shire is committed to the ongoing identification of efficient operating methods and is increasingly using technology to automate processes. The need to minimise financial impact on ratepayers is a priority - Our ongoing continuous improvement program works to improve productivity and reduce costs for the workforce.



Risk Management

The Shire of Waroona is committed to identifying, measuring, and managing risks to capitalise on opportunities and achieve the objectives of the Shire's strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS ISO 31000:2018 Risk Management – Guidelines. The framework is comprised of a Risk Management Policy, Risk Management Strategy & Procedures Manual, Risk Assessment and Acceptance Criteria, and Risk Profiles within the Shire's strategic and operational risk registers.

All components of the framework are integrated and set out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks, which in turn form an essential part of everyday decision making and business planning.

The *Shire of Waroona's Business Continuity Plan* compliments this framework, ensuring that the Shire can continue to provide essential services to the community and its stakeholders in the event of a crisis or major incident.

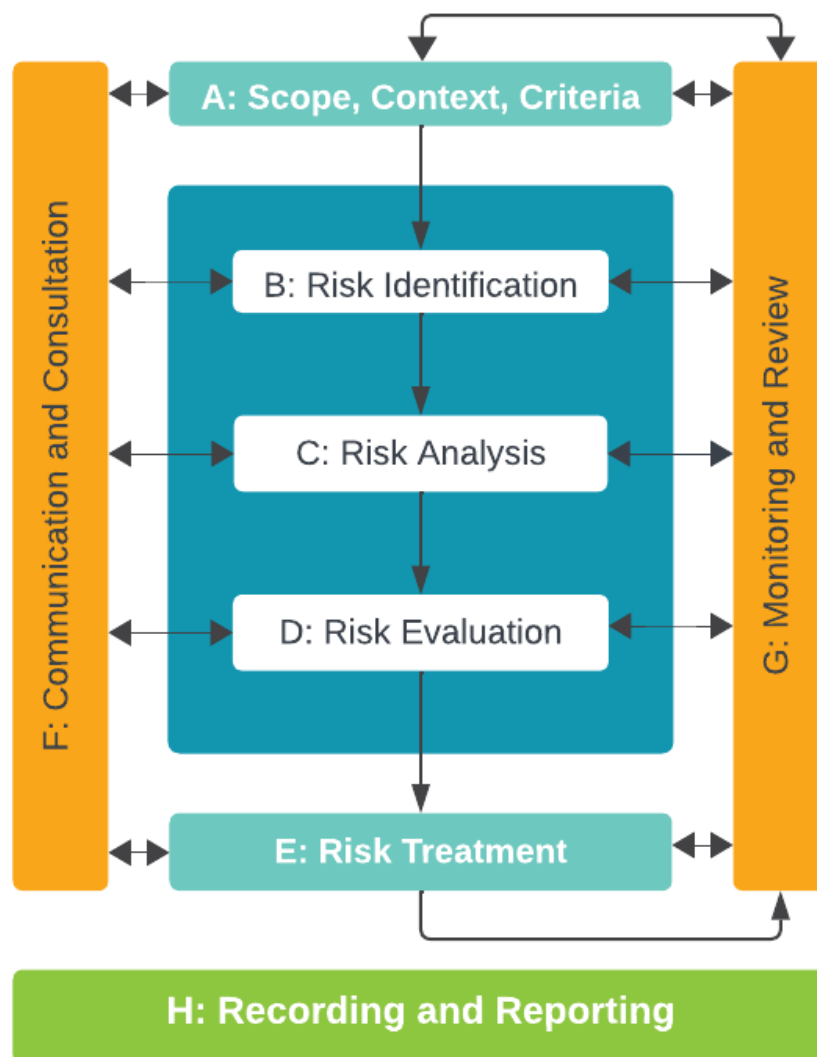


Figure 3. Risk Management Process. Source - ISO 31000:2018 Risk Management - Guidelines

Reviewing & Reporting

The Shire of Waroona has a robust reporting framework in place that tracks key performance indicators at the individual, service area and organisational level. The Chief Executive Officer has targets and objectives that are set and revised by Council to deliver on key Council priorities.

The Shire's performance data is captured in our corporate records management database, ensuring that appropriate responsibilities, timeframes, measures and progress are accounted for and regularly updated. Another major performance measure is our continued assessment against the [former] Department of Local Government, Sport and Cultural Industries (DLGSC) Integrated Planning and Reporting Framework (IP&RF) - Advisory Standard, with an aim to continuously improve and refine the documents within the Shire's own Integrated Planning & Reporting framework.

The Shire will measure success and progress of the Corporate Business Plan through the following mechanisms:

- Community perception survey undertaken every two years;
- Delivery of projects on time and on budget;
- Quarterly progress reporting to Council and the community; and
- An Annual Report which reports on the Shire's progress on its delivery of the Corporate Business Plan.



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Appendix 6.1.1 B



52 Hesse Street
PO Box 20
WAROONA WA 6215

Phone: 08 9733 7800
Email: warshire@waroona.wa.gov.au

www.waroona.wa.gov.au
Facebook: /ShireofWaroona



SHIRE OF WAROONA

ANNUAL BUDGET

FOR THE YEAR ENDED 30 JUNE 2027

LOCAL GOVERNMENT ACT 1995

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The Shire of Waroona a Class 3 local government conducts the operations of a local government with the following community vision:

OUR PURPOSE

We create environments where community, culture and commerce can flourish.

OUR VISION

A celebration of natural beauty, country values and vibrant prosperity.

OUR VALUES

We support our community in a collaborative manner with enthusiasm and fairness

We commit to building a resilient community

We encourage diversity and inclusiveness and celebrate uniqueness

We listen to the community and respond to their needs

We strive to deliver consistently high standards of service

SHIRE OF WAROONA
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2027

	Note	2026/27 Budget	2025/26 Actual	2025/26 Budget
Revenue		\$	\$	\$
Rates	2(a)	6,798,655	6,540,317	6,525,928
Grants, subsidies and contributions		1,164,716	2,530,613	1,127,349
Fees and charges	15	2,234,787	2,301,459	2,066,605
Interest revenue	10(a)	276,375	274,097	271,400
Other revenue		208,045	214,143	200,000
		10,682,578	11,860,629	10,191,282
Expenses				
Employee costs		(5,794,894)	(5,237,335)	(5,332,214)
Materials and contracts		(4,506,388)	(3,970,019)	(4,423,333)
Utility charges		(424,449)	(404,569)	(434,152)
Depreciation	6	(2,845,667)	(2,608,528)	(2,717,486)
Finance costs	10(c)	(50,133)	(52,276)	(52,365)
Insurance		(329,920)	(273,597)	(313,786)
Other expenditure		(246,135)	(226,326)	(256,707)
		(14,197,586)	(12,772,650)	(13,530,043)
		(3,515,008)	(912,021)	(3,338,761)
Capital grants, subsidies and contributions		4,297,539	3,876,531	3,315,271
Profit on asset disposals	5	54,133	2,016	1,032
Loss on asset disposals	5	(40,195)	(10,673)	(31,526)
		4,311,477	3,867,874	3,284,777
Net result for the period		796,469	2,955,853	(53,984)
Total comprehensive income for the period		796,469	2,955,853	(53,984)

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF WAROONA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2027

CASH FLOWS FROM OPERATING ACTIVITIES

Receipts

	2026/27 Budget	2025/26 Actual	2025/26 Budget
Rates	\$ 6,801,115	\$ 6,501,727	\$ 6,590,928
Grants, subsidies and contributions	276,760	3,160,287	982,095
Fees and charges	2,234,787	2,301,459	2,066,605
Service charges	0	0	
Interest revenue	276,375	274,097	271,400
Goods and services tax received	1,232	1,553	2,000
Other revenue	208,045	214,143	200,000
	9,798,314	12,453,266	10,113,028

Payments

Employee costs	(5,798,417)	(5,288,193)	(5,132,599)
Materials and contracts	(4,455,111)	(3,457,769)	(4,109,740)
Utility charges	(424,449)	(404,569)	(434,152)
Finance costs	(50,183)	(50,703)	(52,420)
Insurance paid	(329,920)	(273,597)	(313,786)
Goods and services tax paid	0	0	
Other expenditure	(246,135)	(226,326)	(256,707)
	(11,304,215)	(9,701,157)	(10,299,404)

Net cash provided by (used in) operating activities

4

(1,505,901) 2,752,109 (186,376)

CASH FLOWS FROM INVESTING ACTIVITIES

Payments for purchase of property, plant & equipment	5(a)	(1,565,638)	(484,826)	(535,340)
Payments for construction of infrastructure	5(b)	(5,022,156)	(4,397,662)	(4,396,951)
Proceeds from capital grants, subsidies and contributions		4,297,539	3,876,531	3,315,271
Proceeds from disposal of property, plant and equipment	5(a)	187,000	87,454	140,000
Net cash (used in) investing activities		(2,103,255)	(918,503)	(1,477,020)

CASH FLOWS FROM FINANCING ACTIVITIES

Repayment of borrowings	8(a)	(67,656)	(65,424)	(65,424)
Proceeds from new borrowings	8(a)	612,000	0	0
Net cash provided by (used in) financing activities		544,344	(65,424)	(65,424)

Net increase (decrease) in cash held

(3,064,811) 1,612,209 (1,976,232)

Cash at beginning of year 7,799,739 6,187,530 5,818,686

Cash and cash equivalents at the end of the year 4 **4,734,928** **7,799,739** **3,842,454**

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF WAROONA
STATEMENT OF FINANCIAL ACTIVITY
FOR THE YEAR ENDED 30 JUNE 2027

OPERATING ACTIVITIES

Revenue from operating activities

	Note	2026/27 Budget	2025/26 Actual	2025/26 Budget
General rates	2(a)(i)	\$ 5,771,260	\$ 5,554,807	\$ 5,540,418
Rates excluding general rates	2(a)	1,027,395	985,510	985,510
Grants, subsidies and contributions		1,164,716	2,530,613	1,127,349
Fees and charges	15	2,234,787	2,301,459	2,066,605
Interest revenue	10(a)	276,375	274,097	271,400
Other revenue		208,045	214,143	200,000
Profit on asset disposals	5	54,133	2,016	1,032

Expenditure from operating activities

Employee costs		(5,794,894)	(5,237,335)	(5,332,214)
Materials and contracts		(4,506,388)	(3,970,019)	(4,423,333)
Utility charges		(424,449)	(404,569)	(434,152)
Depreciation	6	(2,845,667)	(2,608,528)	(2,717,486)
Finance costs	10(c)	(50,133)	(52,276)	(52,365)
Insurance		(329,920)	(273,597)	(313,786)
Other expenditure		(354,401)	(226,326)	(256,707)
Loss on asset disposals	5	(40,195)	(10,673)	(31,526)
		(14,346,047)	(12,783,323)	(13,561,569)

Non cash amounts excluded from operating activities

	3(c)	2,789,060	2,552,682	2,871,360
--	------	-----------	-----------	-----------

Amount attributable to operating activities

INVESTING ACTIVITIES

Inflows from investing activities

Proceeds from capital grants, subsidies and contributions		4,297,539	3,876,531	3,315,271
Proceeds from disposal of property, plant and equipment	5(a)	187,000	87,454	140,000
Increase of financial assets at fair values through other comprehensive income		0	(56,668)	
		4,484,539	3,907,317	3,455,271

Outflows from investing activities

Right of use assets received - non cash	5(c)	0	0	(108,125)
Acquisition of property, plant and equipment	5(a)	(1,565,638)	(484,826)	(535,340)
Acquisition of infrastructure	5(b)	(5,022,156)	(4,397,662)	(4,396,951)
		(6,587,794)	(4,882,488)	(5,040,416)

Non-cash amounts excluded from investing activities

	3(d)	0	0	108,125
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Amount attributable to investing activities

FINANCING ACTIVITIES

Inflows from financing activities

Proceeds from new borrowings	8(a)	612,000	0	0
Transfers from reserve accounts	9(a)	97,000	43,353	25,000
		709,000	43,353	25,000

Outflows from financing activities

Repayment of borrowings	8(a)	(67,656)	(65,424)	(65,424)
Transfers to reserve accounts	9(a)	(225,045)	(443,676)	(279,655)
		(292,701)	(509,100)	(345,079)

Amount attributable to financing activities

MOVEMENT IN SURPLUS OR DEFICIT

Surplus remaining at the start of the financial year

Amount attributable to operating activities	3	2,507,232	2,316,146	2,294,994
Amount attributable to investing activities		(820,276)	1,632,004	(497,895)
Amount attributable to financing activities		(2,103,255)	(975,171)	(1,477,020)
		416,299	(465,747)	(320,079)

Surplus remaining after the imposition of general rates

	3	0	2,507,232	0
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This statement is to be read in conjunction with the accompanying notes.

SHIRE OF WAROONA
FOR THE YEAR ENDED 30 JUNE 2027
INDEX OF NOTES TO THE BUDGET

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SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

1 BASIS OF PREPARATION

The annual budget of the Shire of Waroona which is a Class 3 local government is a forward-looking document and has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements

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

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

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

The local government reporting entity

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

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 12 to the annual budget.

2025/26 actual balances

Balances shown in this budget as 2025/26 Actual are estimates as forecast at the time of preparation of the annual budget and are subject to final adjustments.

Budget comparative figures

Unless otherwise stated, the budget comparative figures shown in the budget relate to the original budget estimate for the relevant item of disclosure.

Comparative figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

Rounding off figures

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

Statement of Cashflows

Investing and financing transactions that do not require the use of cash or cash equivalents shall be excluded from a statement of cash flows. Such transactions shall be disclosed elsewhere in the financial statements in a way that provides all the relevant information about these investing and financing activities.

Initial application of accounting standards

During the budget year, the below revised Australian Accounting Standards and Interpretations are expected to be compiled, become mandatory and be applicable to its operations.

- AASB 2026-1 Amendments to Australian Accounting Standards – Disclosures about Uncertainties in the Financial Statements
- AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments
- AASB 2024-3 Amendments to Australian Accounting Standards – Standards – Annual Improvements Volume 11
- AASB 2025-1 Amendments to Australian Accounting Standards – Contracts Referencing Nature-dependent Electricity

It is not expected these standards will have an impact on the annual budget on initial application.

New accounting standards for application in future years

The following new accounting standards will have application to local government in future years:

- AASB 2014-10 Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture
 - AASB 2024-4b Amendments to Australian Accounting Standards – Effective Date of Amendments to AASB 10 and AASB 128 [deferred AASB 10 and AASB 128 amendments in AASB 2014-10 apply]
- It is not expected these standards will have an impact on the annual budget on initial application.

- AASB 18 Presentation and Disclosure in Financial Statements
 - AASB 18 (NFP/super) Presentation and Disclosure in Financial Statements – (Appendix D) [for not-for-profit and superannuation entities]
- These accounting standards will materially change the presentation of the annual financial report and annual budget

Critical accounting estimates and judgements

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

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

The annual budget is a forward-looking statement and is comprised of management estimates. As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the annual budget.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
 - Property, plant and equipment
 - Infrastructure
 - Expected credit losses on financial assets
 - Assets held for sale
 - Impairment losses of non-financial assets
 - Investment property
 - Estimated useful life of intangible assets
 - Measurement of employee benefits
 - Measurement of provisions

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES

(a) Rating Information

Rate Description	Basis of valuation	Rate in dollar	Number of properties	Rateable value*	2026/27 Budgeted rate revenue	2026/27 Budgeted interim rates	2026/27 Budgeted total revenue	2025/26 Actual total revenue	2025/26 Budget total revenue
				\$	\$	\$	\$	\$	\$
(i) General rates									
GRV General	Gross rental valuation	0.113118	1,541	29,534,324	3,340,864	0	3,340,864	3,226,825	3,214,916
UV General	Unimproved valuation	0.005701	503	356,997,488	2,035,243	0	2,035,243	1,954,163	1,951,683
UV Industry & Mining	Unimproved valuation	0.011400	5	30,470,000	347,358	0	347,358	328,269	328,269
UV Intensive Agriculture	Unimproved valuation	0.008550	4	5,590,000	47,795	0	47,795	45,550	45,550
Total general rates			2,053	422,591,812	5,771,260	0	5,771,260	5,554,807	5,540,418
(ii) Minimum payment		Minimum \$							
GRV General	Gross rental valuation	1,445.00	628	5,193,797	907,460	0	907,460	863,190	863,190
UV General	Unimproved valuation	1,445.00	83	10,900,820	119,935	0	119,935	122,320	122,320
UV Industry & Mining	Unimproved valuation	1,445.00	0	0	0	0	0	0	0
UV Intensive Agriculture	Unimproved valuation	1,445.00	0	0	0	0	0	0	0
Total minimum payments			711	16,094,617	1,027,395	0	1,027,395	985,510	985,510
Total general rates and minimum payments			2,764	438,686,429	6,798,655	0	6,798,655	6,540,317	6,525,928
Instalment plan charges							16,500	16,250	18,500
Instalment plan interest							18,995	19,932	17,500
Late payment of rate or service charge interest							48,950	47,058	43,500
							84,445	83,240	79,500

The Shire did not raise specified area rates for the year ended 30th June 2027.

*Rateable Value at time of adopting budget.

All rateable properties within the district used predominately for non-rural purposes are rated according to their Gross Rental Valuation (GRV), all other properties are rated according to their Unimproved Valuation (UV).

The general rates detailed for the 2026/27 financial year have been determined by Council on the basis of raising the revenue required to meet the estimated deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than general rates and also considering the extent of any increase in rating over the level adopted in the previous year.

The minimum payments have been determined by Council on the basis that all ratepayers must make a reasonable contribution to the cost of local government services/facilities.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

(b) Interest Charges and Instalments - Rates and Service Charges

The following instalment options are available to ratepayers for the payment of rates and service charges.

Option 1 (Full Payment)

Full amount of rates and charges including arrears, to be paid on or before 25th September 2026, or 35 days after the date of issue appearing on the rates notice whichever is the later.

Option 2 (Two Instalments)

First instalment to be made on or before 25th September 2026 or 35 days after the date of issue appearing on the rates notice whichever is later including all arrears and half the current rates and service charges; and

Second instalment to be made on or before 27th November 2026, or 2 months after the due date of the first instalment, whichever is later.

Option 3 (Four Instalments)

First instalment to be made on or before 25th September 2026 or 35 days after the date of issue appearing on the rates notice whichever is later including all arrears and a quarter of the current rates and service charges;

Second instalment to be made on or before 27th November 2026, or 2 months after the due date of the first instalment, whichever is later;

Third instalment to be made on or before 29th January 2027, or 2 months after the due date of the second instalment, whichever is later; and

Fourth instalment to be made on or before 26th March 2027, or 2 months after the due date of the third instalment, whichever is later.

Instalment options	Date due	Instalment plan admin charge	Instalment plan interest rate	Unpaid rates interest rates
		\$	%	%
Option one				
Single full payment	25th September 2026	0	0.0%	11.0%
Option two				
First instalment	25th September 2026	0	0.0%	11.0%
Second instalment	27th November 2026	10	5.5%	11.0%
Option three				
First instalment	25th September 2026	0	0.0%	0.0%
Second instalment	27th November 2026	30	5.5%	11.0%
Third instalment	29th January 2027	30	5.5%	11.0%
Fourth instalment	26th March 2027	30	5.5%	11.0%

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

2. RATES AND SERVICE CHARGES (CONTINUED)

(c) Objectives and Reasons for Differential Rating

To provide equity in the rating of properties across the Shire the following rate categories have been determined for the implementation of differential rating.

Differential general rate

Description	Characteristics	Objects	Reasons
GRV General	Properties that are used primarily for residential purposes and located within a townsite.	The objective of this category is to ensure that all residential ratepayers make a reasonable contribution towards the services and facilities provided and maintained by the Shire for the benefits of the residents.	Revenue derived from this category assists in funding the service levels expected by the community, achieving the Strategic Community Plan and minimum standards of performance to which the Council will be measured by the State Government and others.
UV General	Properties that are used primarily for rural and farming purposes.	The objective of this category is to ensure that all residential ratepayers make a reasonable contribution towards the services and facilities provided and maintained by the Shire for the benefits of the residents.	Revenue derived from this category assists in funding the service levels expected by the community, achieving the Strategic Community Plan and minimum standards of performance to which the Council will be measured by the State Government and others.
UV Industry, Mining and Intensive Agriculture (excludes activities where a contribution agreement is in place under the Road Traffic Act 1974).	Properties that are located outside of a townsite that are held for light or heavy industry, mining, exploration, extractive industry or intensive agriculture use.	The object of this category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to properties in this category.	The reason for this rate is the need to offset the higher level of costs associated in servicing these properties, including the costs of transport infrastructure maintenance and renewal/refurbishment, and costs relating to monitoring of land use and environmental impacts.
UV Intensive Agriculture	Properties that are located outside of a townsite that are held for intensive agriculture use.	The object of this category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to properties in this category.	The reason for this rate is the need to offset the higher level of costs associated in servicing these properties, including the costs of transport infrastructure maintenance and renewal/refurbishment, and costs relating to monitoring of land use and environmental impacts.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

3. NET CURRENT ASSETS

(a) Composition of estimated net current assets

Current assets

Cash and cash equivalents
Receivables
Inventories
Other assets

Less: current liabilities

Trade and other payables
Contract liabilities

Net current assets

Less: Total adjustments to net current assets

Net current assets used in the Statement of Financial Activity

(b) Current assets and liabilities excluded from budgeted deficiency

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

Adjustments to net current assets

Less: Reserve accounts

Total adjustments to net current assets

Note	2026/27 Budget 30 June 2027 Carried forward	2025/26 Actual 30 June 2026 Carried forward	2025/26 Budget 30 June 2026 Carried forward
	\$	\$	\$
4	4,734,928	7,799,739	3,842,454
	363,937	302,347	155,047
	12,202	12,202	16,421
	11,831	51,277	171,177
	5,122,898	8,165,565	4,185,099
	(1,450,349)	(1,453,922)	(1,019,334)
	0	(892,979)	
	(1,450,349)	(2,346,901)	(1,019,334)
	3,672,549	5,818,664	3,165,765
3(b)	(3,439,477)	(3,311,432)	(3,165,765)
	233,072	2,507,232	0
9	(3,439,477)	(3,311,432)	(3,165,765)
	(3,439,477)	(3,311,432)	(3,165,765)

EXPLANATION OF DIFFERENCE IN SURPLUS/(DEFICIT)

Items excluded from calculation of budgeted deficiency

When calculating the budget deficiency for the purpose of Section 6.2(2)(c) of the *Local Government Act 1995* the following amounts have been excluded as provided by *Local Government (Financial Management) Regulation 32* which will not fund the budgeted expenditure.

(c) Amounts excluded from operating activities

Less: Profit on asset disposals
Add: Loss on asset disposals
Add: Depreciation
- Employee benefit provisions

Non cash amounts excluded from operating activities

(d) Amounts excluded from investing activities

Right of use assets recognised

Non cash amounts excluded from investing activities

Note	2026/27 Budget 30 June 2027 Carried forward	2025/26 Actual 30 June 2026 Carried forward	2025/26 Budget 30 June 2026 Carried forward
	\$	\$	\$
5	(54,133)	(2,016)	(1,032)
5	40,195	10,673	31,526
6	2,845,667	2,608,528	2,717,486
	(42,669)	(64,503)	123,380
	2,789,060	2,552,682	2,871,360
5(c)	0	0	108,125
	0	0	108,125

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

3. NET CURRENT ASSETS (CONTINUED)

(e) MATERIAL ACCOUNTING POLICIES

CURRENT AND NON-CURRENT CLASSIFICATION

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Shire's operational cycle. In the case of liabilities where the Shire does not have the right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current or non-current based on the Shire's intentions to release for sale.

TRADE AND OTHER PAYABLES

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition. The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.

PREPAID RATES

Prepaid rates are, until the taxable event has occurred (start of the next financial year), refundable at the request of the ratepayer. Rates received in advance are initially recognised as a financial liability. When the taxable event occurs, the financial liability is extinguished and the Shire recognises revenue for the prepaid rates that have not been refunded.

INVENTORIES

General

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

INVENTORY - LAND HELD FOR RESALE

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Inventory - land held for resale is classified as current except where it is held as non-current based on the Shire's intentions to release for sale.

SUPERANNUATION

The Shire contributes to a number of superannuation funds on behalf of employees and council members. All funds to which the Shire contributes are defined contribution plans.

GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

CONTRACT LIABILITIES

Contract liabilities represent the Shire's obligation to transfer goods or services to a customer for which the Shire has received consideration from the customer.

Contract liabilities represent obligations which are not yet satisfied. Contract liabilities are recognised as revenue when the performance obligations in the contract are satisfied.

TRADE AND OTHER RECEIVABLES

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for grants, contributions, reimbursements, and goods sold and services performed in the ordinary course of business.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

Trade receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.

Due to the short-term nature of current receivables, their carrying amount is considered to be the same as their fair value. Non-current receivables are indexed to inflation, any difference between the face value and fair value is considered immaterial.

The Shire applies the AASB 9 simplified approach to measuring expected credit losses using a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, rates receivable are separated from other trade receivables due to the difference in payment terms and security for rates receivable.

PROVISIONS

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

EMPLOYEE BENEFITS

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the determination of the net current asset position.

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the determination of the net current asset position.

Other long-term employee benefits

Long-term employee benefits provisions are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

CONTRACT ASSETS

Contract assets primarily relate to the Shire's right to consideration for work completed but not billed at the end of the period.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

4. RECONCILIATION OF CASH

(a) Reconciliation of cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Estimated cash at the end of the reporting period is as follows:

	Note	2026/27 Budget	2025/26 Actual	2025/26 Budget
Cash and cash equivalents		\$ 4,734,928	\$ 7,799,739	\$ 3,842,454
Restrictions				
The following classes of financial assets have restrictions imposed by regulations or other externally imposed requirements which limit or direct the purpose for which the resources may be used:				
Cash and cash equivalents		3,439,477	4,295,733	3,911,019
		3,439,477	4,295,733	3,911,019
The restricted financial assets are a result of the following specific purposes to which the assets may be used:				
Reserve accounts	9	3,439,477	3,311,432	3,165,765
Contract liabilities		0	892,979	295,254
Unspent borrowings	8(c)	0	91,322	450,000
Total restricted financial assets		3,439,477	4,295,733	3,911,019

(b) Reconciliation of net cash provided by operating activities

Net result		796,469	2,955,853	(53,984)
Non-cash items:				
Depreciation	6	2,845,667	2,608,528	2,717,486
(Profit)/loss on sale of assets	5	(13,938)	8,657	30,494
Changes in assets and liabilities:				
(Increase)/decrease in receivables		8,715	(605)	217,000
(Increase) in inventories		0	(12,202)	(2,500)
Decrease in other assets		51,277	193,180	512,328
Increase/(decrease) in trade and other payables		(3,573)	332,822	(120,055)
Increase/(decrease) in contract liabilities		(892,979)	593,242	(295,254)
Increase/(decrease) in employee related provisions		0	(51,837)	123,380
Capital grants, subsidies and contributions		(4,297,539)	(3,876,531)	(3,315,271)
Net cash provided by/(used in) operating activities		(1,505,901)	2,751,107	(186,376)

MATERIAL ACCOUNTING POLICES

CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks, other short-term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Term deposits are presented as cash equivalents if they have a maturity of three months or less from the date of acquisition and are repayable with 24 hours notice with no loss of interest.

Bank overdrafts are shown as short-term borrowings in current liabilities in Note 3 - Net Current Assets.

FINANCIAL ASSETS AT AMORTISED COST

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

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

Interest received is presented under cashflows from operating activities in the Statement of Cash Flows where it is earned from financial assets that are held for cash management purposes.

5. PROPERTY, PLANT AND EQUIPMENT

The following assets are budgeted to be acquired and/or disposed of during the year.

	2026/27 Budget							2025/26 Actual							2025/26 Budget						
	Additions	In-kind Additions	Disposals - Net Book Value	Transfer to non-current assets classified as held for sale	Disposals - Sale Proceeds	Disposals - Profit	Disposals - Loss	Additions	In-kind Additions	Disposals - Net Book Value	Transfer to non-current assets classified as held for sale	Disposals - Sale Proceeds	Disposals - Profit	Disposals - Loss	Additions	In-kind Additions	Disposals - Net Book Value	Transfer to non-current assets classified as held for sale	Disposals - Sale Proceeds	Disposals - Profit	Disposals - Loss
(a) Property, Plant and Equipment																					
Land - freehold land							0							0							0
Buildings - non-specialised	1,065,638						0	151,062						0	227,500						0
Furniture and equipment	53,000						0	18,905						0	13,900						0
Plant and equipment	447,000		(173,063)		187,000	54,133	(40,196)	314,859		(96,111)		87,454	2,016	(10,673)	293,940		(107,442)		140,000	1,032	31,526
Total	1,565,638	0	(173,063)	0	187,000	54,133	(40,196)	484,826	0	(96,111)	0	87,454	2,016	(10,673)	535,340	0	(107,442)	0	140,000	1,032	31,526
(b) Infrastructure																					
Infrastructure - roads	2,731,962						0	2,659,030						0	2,198,254						0
Infrastructure - footpaths							0							0	251,763						0
Infrastructure - drainage							0							0	155,000						0
Infrastructure - bridges							0							0	0						0
Infrastructure - parks and ovals							0							0	1,737,140						0
Infrastructure - other	2,290,194						0	1,738,632						0	54,794						0
Total	5,022,156	0	0	0	0	0	0	4,397,662	0	0	0	0	0	0	4,396,951	0	0	0	0	0	0
(c) Right of Use Assets																					
Right of use - plant and equipment	0						0							0	108,125						0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	108,125	0	0	0	0	0	0
Total	6,587,794	0	(173,063)	0	187,000	54,133	(40,196)	4,882,488	0	(96,111)	0	87,454	2,016	(10,673)	5,040,416	0	(107,442)	0	140,000	1,032	31,526

MATERIAL ACCOUNTING POLICIES

RECOGNITION OF ASSETS

Assets for which the fair value as at the date of acquisition is under \$5,000 are not recognised as an asset in accordance with *Financial Management Regulation 17A (5)*. These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

GAINS AND LOSSES ON DISPOSAL

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in profit or loss in the period which they arise.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

6. DEPRECIATION

By Class

Buildings - non-specialised
Furniture and equipment
Plant and equipment
Infrastructure - roads
Infrastructure - other
Right of use - plant and equipment

By Program

Governance
General purpose funding
Law, order, public safety
Health
Education and welfare
Housing
Community amenities
Recreation and culture
Transport
Economic services
Other property and services

2026/27 Budget	2025/26 Actual	2025/26 Budget
\$	\$	\$
623,653	571,683	593,932
64,334	58,972	69,160
344,531	315,821	290,796
957,718	877,908	939,002
855,431	784,144	824,596
		0
2,845,667	2,608,528	2,717,486
105,060	96,304	98,618
147,730	135,418	120,065
33,041	30,287	32,997
28,611	26,227	26,276
7,944	7,283	7,944
377,908	346,415	353,079
773,365	708,919	749,608
1,298,164	1,189,984	1,258,037
56,495	51,788	53,513
17,349	15,903	17,349
2,845,667	2,608,528	2,717,486

MATERIAL ACCOUNTING POLICIES

DEPRECIATION

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Major depreciation periods used for each class of depreciable asset are:

Buildings - non-specialised	40 to 60 years
Furniture and equipment	3 to 20 years
Plant and equipment	5 to 20 years
Infrastructure - footpaths	20 to 50 years
Infrastructure - bridges	60 to 90 years
Sealed Roads and Streets	
Construction	45 to 55 years
Bituminous Seals	15 to 25 years
Asphalt Seals	25 to 30 years
Uniformed Roads	
Formed	10 to 15 years
Gravel	12 to 15 years

AMORTISATION

The depreciable amount of all intangible assets with a finite useful life, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held for use.

The assets residual value of intangible assets is considered to be zero and useful life and amortisation method are reviewed at the end of each financial year.

Amortisation is included within Depreciation on non-current assets in the Statement of Comprehensive Income.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

7. LEASE LIABILITIES

Purpose	Lease Number	Institution	Lease Interest Rate	Lease Term	Budget Lease Principal 1 July 2026	2026/27 Budget New Leases	2026/27 Budget Lease Principal Repayments	Budget Lease Principal outstanding 30 June 2027	2026/27 Budget Lease Interest Repayments	Actual Principal 1 July 2025	2025/26 Actual New Leases	2025/26 Actual Lease Principal repayments	Actual Lease Principal outstanding 30 June 2026	2025/26 Actual Lease Interest repayments	Budget Principal 1 July 2025	2025/26 Budget New Leases	2025/26 Budget Lease Principal repayments	Budget Lease Principal outstanding 30 June 2026	2025/26 Budget Lease Interest repayments
Server	SOW01042021A	Vestone	1.7%	60 months	\$ 26,920	\$	\$	\$ 26,920	\$	\$ 26,920	\$	\$	\$ 26,920	\$	\$ 62,281	\$ 0	\$ 0	\$ 62,281	\$ 0
Spin Bike's	E6N0163401	Maia Financial	1.1%	48 months	0			0					0		3,917	0	0	3,917	0
Bushfire Brigade Latops	SOW011020	Vestone	1.2%	48 months	0			0					0		723	0	0	723	0
Rec Centre Solar Panels	SOW01072020	Vestone	1.5%	60 months	0			0		0			0		7,208	0	0	7,208	0
Admin Solar Panels	SOW01042042A	Vestone	1.8%	60 months	4,228			4,228		4,228			4,228		5,358	0	0	5,358	0
Admin Laptops	SOW01072022	Vestone	4.4%	48 months	3,284			3,284		3,284			3,284		9,450	0	0	9,450	0
Gym Equipment 2	SOW03012023	Vestone	4.9%	48 months	21,024			21,024		21,024			21,024		34,224	0	0	34,224	0
New PC & Laptop Lease	SOW010423	Vestone	4.8%	60 months	56,606			56,606		56,606			56,606		92,514	0	0	92,514	0
Photocopiers 2	SOW010724	Vestone	4.8%	60 months	50,662			50,662		50,662			50,662		0	0	0	0	0
Spin Bikes 2	New	CHG Meridian	4.8%	48 months	45,302			45,302		45,302			45,302		0	0	0	0	0
Chambers Recording	New	TBA	4.8%	60 months	25,045			25,045		25,045			25,045					0	
					233,071	0	0	233,071	0	233,071	0	0	233,071	0	215,675	0	0	215,675	0

MATERIAL ACCOUNTING POLICIES

LEASES

At the inception of a contract, the Shire assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement date, a right-of-use asset is recognised at cost and a lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

LEASE LIABILITIES

The present value of future lease payments not paid at the reporting date discounted using the incremental borrowing rate where the implicit interest rate in the lease is not readily determined.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

8. BORROWINGS

(a) Borrowing repayments

Movement in borrowings and interest between the beginning and the end of the current financial year.

Purpose	Loan Number	Institution	Interest Rate	Budget Principal 1 July 2026	2026/27 Budget New Loans	2026/27 Budget Principal Repayments	Budget Principal outstanding 30 June 2027	2026/27 Budget Interest Repayments	Actual Principal 1 July 2025	2025/26 Actual New Loans	2025/26 Actual Principal Repayments	Actual Principal outstanding 30 June 2026	2025/26 Actual Interest Repayments	Budget Principal 1 July 2025	2025/26 Budget New Loans	2025/26 Budget Principal Repayments	Budget Principal outstanding 30 June 2026	2025/26 Budget Interest Repayments
Town Centre Land Purchase	122	WATC	1.6%	\$ 498,894	\$	\$ (30,836)	\$ 468,058	\$ (7,843)	\$ 529,244	\$	\$ (30,350)	\$ 498,894	\$ (8,256)	\$ 529,244	\$	\$ (30,350)	\$ 498,894	\$ (8,330)
Railside Park Development	123	WATC	4.9%	391,216		(16,569)	374,647	(19,030)	406,999		(15,783)	391,216	(19,809)	407,000		(15,783)	391,217	(19,816)
Town Centre Land Purchase	124	WATC	4.9%	478,153		(20,251)	457,902	(23,259)	497,444		(19,291)	478,153	(24,211)	497,443		(19,291)	478,152	(24,219)
Eastcott Street Subdivision		WATC		0	612,000		612,000					0					0	
				1,368,263	612,000	(67,656)	1,912,607	(50,132)	1,433,687	0	(65,424)	1,368,263	(52,276)	1,433,687	0	(65,424)	1,368,263	(52,365)

All borrowing repayments will be financed by general purpose revenue.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

8. BORROWINGS (CONTINUED)

(b) New borrowings - 2026/27

Particulars/Purpose	Institution	Loan type	Term (years)	Interest rate	Amount borrowed budget	Total interest & charges	Amount used budget	Balance unspent
Eastcott Street	WATC	Lending	20	5.9%	\$ 612,000	\$ 0	\$ 0	\$ 612,000
					612,000	0	0	612,000

(c) Unspent borrowings

Loan Details	Purpose of the loan	Year loan taken	Amount b/fwd.	Amount used 2026/27 Budget	New loans unspent at 30 June 2027	Amount as at 30 June 2027
Railside Park	Park development	2023	\$ 91,322	\$ 91,322	\$ 0	\$ 0
			91,322	91,322	0	0

(d) Credit Facilities

	2026/27 Budget	2025/26 Actual	2025/26 Budget
Undrawn borrowing facilities credit standby arrangements	\$	\$	\$
Bank overdraft limit	50,000		500,000
Bank overdraft at balance date	0		0
Credit card limit	72,000	68,000	72,000
Credit card balance at balance date			
Total amount of credit unused	122,000	68,000	572,000
Loan facilities			
Loan facilities in use at balance date	1,912,607	1,368,263	1,368,263
Unused loan facilities at balance date	91,323	358,678	450,000

MATERIAL ACCOUNTING POLICIES

BORROWING COSTS

The Shire has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short-term nature.

Borrowings fair values are based on discounted cash flows using a current borrowing rate.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

9. RESERVE ACCOUNTS

(a) Reserve Accounts - Movement

	2026/27 Budget				2025/26 Actual				2025/26 Budget			
	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance	Opening Balance	Transfer to	Transfer (from)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Restricted by council												
(a) Sporting reserve	86,375			86,375	82,857	3,518		86,375	82,857			82,857
(b) Council Building Maintenance Reserve	216,108			216,108	207,305	8,803		216,108	207,306			207,306
(c) Rec Centre Building Maintenance Reserve	125,181			125,181	105,693	19,488		125,181	105,693			105,693
(d) Preston Beach Volunteer Reserve	77,523	14,545		92,068	61,039	16,484		77,523	61,039	13,905		74,944
(e) Emergency Assistance Reserve	127,384			127,384	122,196	5,188		127,384	122,196			122,196
(f) Works Depot Redevelopment Reserve	96,493			96,493	92,563	3,930		96,493	92,563			92,563
(g) Council Building Construction Reserve	77,575			77,575	74,415	3,160		77,575	74,415			74,415
(h) Information Technology Reserve	162,278			162,278	131,687	30,591		162,278	131,687			131,687
(i) Footpath Construction Reserve	38,300			38,300	36,740	1,560		38,300	36,740			36,740
(j) Plant Replacement Reserve	469,987	80,000	(60,000)	489,987	375,829	115,958	(21,800)	469,987	375,829	100,000		475,829
(k) Staff Leave Reserve	41,699			41,699	30,408	11,291		41,699	30,408	10,000		40,408
(l) Strategic Planning Reserve	3,148			3,148	3,020	128		3,148	3,020			3,020
(m) Waste Management Reserve	1,446,437	130,000	(37,000)	1,539,437	1,278,264	189,726	(21,553)	1,446,437	1,278,264	135,450	(25,000)	1,388,714
(n) History Book Reprint Reserve	14,057	500		14,557	12,787	1,270		14,057	12,787	300		13,087
(o) Risk & Insurance Reserve	11,079			11,079	10,628	451		11,079	10,628			10,628
(p) Drakesbrook Cemetery Reserve	69,181			69,181	47,178	22,003		69,181	47,178	20,000		67,178
(q) Waroona North Reserve	248,627			248,627	238,500	10,127		248,627	238,500			238,500
(r) Renewable Energy Reserve	0			0	0	0		0				0
	3,311,432	225,045	(97,000)	3,439,477	2,911,109	443,676	(43,353)	3,311,432	2,911,110	279,655	(25,000)	3,165,765

(b) Reserve Accounts - Purposes

In accordance with Council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Reserve name	Anticipated date of use	Purpose of the reserve
Restricted by council		
(a) Sporting reserve	Ongoing	To provide funds for sporting facilities and equipment as determined by Council together with low interest loans applications
(b) Council Building Maintenance Reserve	Ongoing	To provide funds for future building maintenance.
(c) Rec Centre Building Maintenance Reserve	Ongoing	To be used for future building asset maintenance items at the Recreation Centre, particularly items of plant.
(d) Preston Beach Volunteer Reserve	Ongoing	To provide funds to assist in the operations of the volunteer ranger functions including replacement of equipment.
(e) Emergency Assistance Reserve	Ongoing	To provide funds to assist in emergency situations eg. major fire.
(f) Works Depot Redevelopment Reserve	Ongoing	To provide funds for the provision of vehicle storage bays at Works Depot.
(g) Council Building Construction Reserve	Ongoing	To provide funds for future capital construction works in accordance with Council's Long Term Financial & Community Strategic Plans.
(h) Information Technology Reserve	Ongoing	To be used to ensure that the network computer system is maintained including external site connections.
(i) Footpath Construction Reserve	Ongoing	To provide funds for future extension of dual use path network.
(j) Plant Replacement Reserve	Ongoing	To be used for the purchase and replacement of major plant.
(k) Staff Leave Reserve	Ongoing	To be used to fund annual and long service leave requirements.
(l) Strategic Planning Reserve	Ongoing	To provide funds for the future requirements of Council's Strategic Planning.
(m) Waste Management Reserve	Ongoing	To be used to maintain operations at Buller Road Refuse Site.
(n) History Book Reprint Reserve	Ongoing	To be used to fund the update reprint of the 'Drakesbrook days and Waroona years' historical book.
(o) Risk & Insurance Reserve	Ongoing	To be used for expenses associated with risk assessments and insurance adjustments or unforeseen expenses.
(p) Drakesbrook Cemetery Reserve	Ongoing	To be used for future upgrades of the Drakesbrook Public Cemetery.
(q) Waroona North Reserve	Ongoing	To provide funds for the development of recreation land, infrastructure and facilities in Waroona North
(r) Renewable Energy Reserve	Ongoing	To hold funds raised on GRV rating of Renewable Energy Assessments

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

10. OTHER INFORMATION

	2026/27 Budget	2025/26 Actual	2025/26 Budget
The net result includes as revenues	\$	\$	\$
(a) Interest earnings			
Investments	276,375	274,097	271,400
Other interest revenue	67,945	66,990	61,000
	344,320	341,087	332,400
The net result includes as expenses			
(b) Auditors remuneration			
Audit services	65,600	46,632	51,350
	65,600	46,632	51,350
(c) Interest expenses (finance costs)			
Borrowings (refer Note 8(a))	50,132	52,276	52,365

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

11. COUNCIL MEMBERS REMUNERATION

	2026/27 Budget	2025/26 Actual	2025/26 Budget
	\$	\$	\$
President			
President's allowance	11,477	11,644	11,644
Meeting attendance fees	11,477	11,041	11,041
Annual allowance for ICT expenses	1,647	1,584	1,584
Travel and accommodation expenses		248	
Superannuation contribution payments	2,754	2,722	2,722
	27,355	27,239	26,991
Deputy President			
Deputy President's allowance	3,026	1,954	2,911
Meeting attendance fees	11,477	11,041	11,041
Annual allowance for ICT expenses	1,647	1,584	1,584
Travel and accommodation expenses			
Superannuation contribution payments	1,740	1,559	1,674
	17,890	16,138	17,210
Council member			
Meeting attendance fees	11,477	11,041	11,041
Annual allowance for ICT expenses	1,647	1,584	1,584
Travel and accommodation expenses			
Superannuation contribution payments	1,377	0	1,325
	14,501	12,625	13,950
Council member			
Meeting attendance fees	11,477	11,041	11,041
Annual allowance for ICT expenses	1,647	1,584	1,584
Travel and accommodation expenses			
Superannuation contribution payments	1,377	0	1,325
	14,501	12,625	13,950
Council member			
Meeting attendance fees	11,477	7,714	11,041
Annual allowance for ICT expenses	1,647	1,107	1,584
Travel and accommodation expenses			
Superannuation contribution payments	1,377	0	1,325
	14,501	8,821	13,950
Council member			
Meeting attendance fees	11,477	7,714	11,041
Annual allowance for ICT expenses	1,647	1,107	1,584
Travel and accommodation expenses			
Superannuation contribution payments	1,377	0	1,325
	14,501	8,821	13,950
Council member			
Meeting attendance fees	11,477	7,714	11,041
Annual allowance for ICT expenses	1,647	1,107	1,584
Travel and accommodation expenses			
Superannuation contribution payments	1,377	0	1,325
	14,501	8,821	13,950
Council member - Previous Term			
Meeting attendance fees	0	3,327	
Deputy President Allowance	0	957	
Annual allowance for ICT expenses	0	521	
Superannuation contribution payments	0	514	
	0		
Total Council Member Remuneration	117,750	100,409	113,951
President's allowance	11,477	11,644	11,644
Deputy President's allowance	3,026	1,954	2,911
Meeting attendance fees	80,339	70,633	77,287
Annual allowance for ICT expenses	11,529	10,178	11,088
Travel and accommodation expenses	0	248	0
Superannuation contribution payments	11,379	4,795	11,021
	117,750	100,409	113,951

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

12. TRUST FUNDS

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Detail	Balance 30 June 2026	Estimated amounts received	Estimated amounts paid	Estimated balance 30 June 2027
	\$	\$	\$	\$
Alcoa Waroona Sustainability Fund	2,394,728	357,000	(277,500)	2,474,228
Public Open Space	144,467	5,000	(10,000)	139,467
Extractive Industry	20,010	1,000		21,010
Commercial Bond	15,816	1,000	(1,000)	15,816
Security Deposit - Waroona Energy	0			0
	2,575,021	364,000	(288,500)	2,650,521

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

13. REVENUE AND EXPENDITURE

(a) Revenue and Expenditure Classification

REVENUES

RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specific area rates, minimum payment, interim rates, back rates, ex-gratia rates, less discounts offered.

Exclude administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

GRANTS, SUBSIDIES AND CONTRIBUTIONS

All amounts received as grants, subsidies and contributions that are not capital grants.

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees.

Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. Regulation 54 of the *Local Government (Financial Management) Regulations 1996* identifies the charges which can be raised. These are television and radio broadcasting, underground electricity and neighbourhood surveillance services and water.

Exclude rubbish removal charges which should not be classified as a service charge. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST REVENUE

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE

Other revenue, which cannot be classified under the above headings, includes dividends, discounts, rebates etc.

PROFIT ON ASSET DISPOSAL

Gain on the disposal of assets including gains on the disposal of long-term investments.

EXPENSES

EMPLOYEE COSTS

All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

Note: *AASB 119 Employee Benefits* provides a definition of employee benefits which should be considered.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses (such as telephone and internet charges), advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc.

Local governments may wish to disclose more detail such as contract services, consultancy, information technology and rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER)

Expenditures made to the respective agencies for the provision of power, gas or water.

Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL

Loss on the disposal of fixed assets.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation and amortisation expenses raised on all classes of assets.

FINANCE COSTS

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, provision for bad debts, member's fees or levies including DFES levy and State taxes. Donations and subsidies made to community groups.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

13. REVENUE AND EXPENDITURE (CONTINUED)

(b) Revenue Recognition

Recognition of revenue from contracts with customers is dependant on the source of revenue and the associated terms and conditions associated with each source of revenue and recognised as follows:

Revenue Category	Nature of goods and services	When obligations typically satisfied	Payment terms	Returns/Refunds/Warranties	Determination of transaction price	Allocating transaction price	Measuring obligations for returns	Timing of Revenue recognition
Grant contracts with customers	Community events, minor facilities, research, design, planning evaluation and services	Over time	Fixed terms transfer of funds based on agreed milestones and reporting	Contract obligation if project not complete	Set by mutual agreement with the customer	Based on the progress of works to match performance obligations	Returns limited to repayment of transaction price of terms breached	Output method based on project milestones and/or completion date matched to performance obligations as inputs are shared
Licences/ Registrations/ Approvals	Building, planning, development and animal management, having the same nature as a licence regardless of naming.	Single point in time	Full payment prior to issue	None	Set by State legislation or limited by legislation to the cost of provision	Based on timing of issue of the associated rights	No refunds	On payment and issue of the licence, registration or approval
Waste management entry fees	Waste treatment, recycling and disposal service at disposal sites	Single point in time	Payment in advance at gate or on normal trading terms if credit provided	None	Adopted by council annually	Based on timing of entry to facility	Not applicable	On entry to facility
Airport landing charges	Permission to use facilities and runway	Single point in time	Monthly in arrears	None	Adopted by council annually	Applied fully on timing of landing/take-off	Not applicable	On landing/departure event
Fees and charges for other goods and services	Cemetery services, library fees, reinstatements and private works	Single point in time	Payment in full in advance	None	Adopted by council annually	Applied fully based on timing of provision	Not applicable	Output method based on provision of service or completion of works
Sale of stock	Aviation fuel, kiosk and visitor centre stock	Single point in time	In full in advance, on 15 day credit	Refund for faulty goods	Adopted by council annually, set by mutual agreement	Applied fully based on timing of provision	Returns limited to repayment of transaction price	Output method based on goods

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

14. PROGRAM INFORMATION

Key Terms and Definitions - Reporting Programs

In order to discharge its responsibilities to the community, Council has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the Shire's Community Vision, and for each of its broad activities/programs.

OBJECTIVE

ACTIVITIES

Governance

To provide a decision making process for the efficient allocation of scarce resources.

Includes the activities of members of Council and the administrative support available to the Council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific Council services.

General purpose funding

To collect revenue to allow for the provision of services.

Rates, general purpose government grants and interest revenue.

Law, order, public safety

To provide services to help ensure a safer and environmentally conscious community.

Supervision and enforcement of various local laws relating to fire prevention, animal control, and other aspects of public safety including emergency services.

Health

To provide an operational framework for environmental and community health.

Food control, operation of Child Health Clinic and general health services. Operation of Community Health Resource Centre.

Education and welfare

To provide services to disadvantaged persons, the elderly, children and youth.

Maintenance of child minding centre, playground, senior citizens centre and aged care centres. Provision and maintenance of home and community care programs and youth services.

Housing

To provide and maintain staff and elderly residents housing.

Provision and maintenance of staff and elderly residents housing.

Community amenities

To provide services required by the community.

Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban stormwater drains, protection of the environment and administration of town planning schemes, cemetery and public conveniences.

Recreation and culture

To establish and effectively manage infrastructure and resource which will help the social well-being of the community.

Maintenance of public halls, civic centres, aquatic centres, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.

Transport

To provide safe, effective and efficient transport services to the community.

Construction and maintenance of roads, streets, footpaths, depots, cycle ways, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc.

Economic services

To help promote the shire and its economic wellbeing.

Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and standpipes.

Other property and services

To monitor and control the Shire's overhead operating accounts.

Private works operation, plant repair and operation costs and engineering operating costs.

SHIRE OF WAROONA
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDED 30 JUNE 2027

15. FEES AND CHARGES

	2026/27 Budget	2025/26 Actual	2025/26 Budget
	\$	\$	\$
By Program:			
Governance	43,500	43,002	46,500
General purpose funding	67,450	65,079	58,500
Law, order, public safety	36,400	29,082	49,950
Health	60,395	59,176	57,571
Education and welfare	320	320	312
Housing	28,600	26,300	22,500
Community amenities	1,513,781	1,567,982	1,395,263
Recreation and culture	281,945	314,347	260,370
Transport	550	540	500
Economic services	189,346	183,187	167,639
Other property and services	12,500	12,444	7,500
	2,234,787	2,301,459	2,066,605

The subsequent pages detail the fees and charges proposed to be imposed by the local government.

SHIRE OF WAROONA					
2026/27 BUDGET FEES & CHARGES					
PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
GENERAL PURPOSE FUNDING					
Rates Revenue					
Penalty Interest Rates	Arrears	0031	11%	N	S
	Current	0031	11%	N	S
	Council has adopted Policy FP-014 Financial Hardship. Under that policy, excluded persons will not be charged the above interest on instalments or overdue rates.				
Rate Instalments	Two Instalments	0543	\$10	N	C
	Four Instalments	0543	\$30	N	C
	Instalment Interest	0051	5.5%	N	S
	Special Arrangement Fee	0543	\$40	N	C
GOVERNANCE					
Members of Council					
Newsletter Sponsorship	Annual Sea to Scarp Sponsorship	0113	\$550	Y	C
Other Governance					
Council Minutes	Counter Sales (per set)	0523	\$5	N	C
	Posted (Annually)	0523	\$150	N	C
Council Documents	Council Budget (Free to Electors) - Printed	0523	\$20	N	C
	Annual Report - Printed	0523	\$10	N	C
	Annual Financial Statements - Printed	0523	\$10	N	C
	Electoral Roll - Printed	0523	\$50	N	C
	Electoral Roll - Emailed	0523	\$35	N	C
Rate Book	Full Rate Book - Printed/Emailed	0523	\$80	N	C
	Filtered Rate Book - Printed/Emailed	0523	\$150	N	C
Property Information Requests	Full	0523	\$110	N	C
	Rates Only	0523	\$66	N	C
Other Fees	Photocopying	0523	.50c	Y	C
	Administration Fee	0523	Recovery of Officers time (hrly rate and/or 3%)	Y	C
	Rate Information Search (per hour)	0523	\$55	N	C
	Notice of Discontinuance	0523	As per Schedule Fee	Y	S
	Replying to a Property Settlement Questionnaire	0533	\$73	N	S
Freedom of Information	Application Fee	0523	\$30	N	S
	Access Time by Staff (Per Hour)	0523	\$30	N	S
	Photocopying Charge Per Hour	0523	\$30	N	S
	Photocopying (Per Copy)	0523	.20c	N	S
	Delivery/Postage	0523	At Cost	N	S
	Duplication Tape, Film, Computer Information	0523	At Cost	N	S
	Transcribing Information	0523	\$30	N	S
	Advanced Deposits	0523	25%	N	S
If the estimated fees are greater than \$25, the applicant must be notified and asked if they wish to proceed with the application. The applicant must respond within 30 days.					
Infringements - Fines Enforcement Registry	Infringement Final Demand Fee	0523	\$28	N	S
	Enforcement Certificate Fee	0523	\$24	N	S
	Fee for Registering Infringement Notice with FER	0523	\$91	N	S
History Book - Drakesbrook Day & Waroona Years	Counter Sales	7573	\$25	Y	C
	Posted	7573	\$25 plus actual cost of postage	Y	C
LAW, ORDER & PUBLIC SAFETY					
Fire Prevention					
Fire Breaks	Infringements	0713	As per Act	N	S
	Installing of Fire Breaks	0703	At Cost + 15% Administration Fee	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Administration Fee Firebreaks	0703	\$240	N	C
Rural Street Number Signs					
Rural Road Number	Signs with Star Picket	N/A	No Charge	N	C
Permits					
Miscellaneous Permits			\$66	Y	C
Animal Control Dogs					
Certified Copy of an Entry in the Register		0853	No Charge	N	C
Exemption Application Fee (Dogs)		0833	\$100	N	C
Dog Sale		0833	\$100	Y	C
Dog Surrender Fee (at pound)		0833	\$165	Y	C
Dog Surrender Fee (on pick up)		0833	\$220	Y	C
Dog Impound Fee (unregistered dog)		0833	\$160	N	C
Dog Impound Fee (registered dog)		0833	\$80	N	C
Dog Impound Fee (second occurrence within any twelve month period)		0833	\$250	N	C
Dog Impound Fee (third or more occurrence within any twelve month period)		0833	\$280	N	C
Daily Sustenance		0833	\$33	Y	C
Dog Tags (Transfer)		N/A	No Charge	N	C
Dog Tags (Replacement)		0853	No Charge	N	C
Microchipping of Dog (Ranger Services)		0853	\$55	Y	C
Microchipping of Dog (External Agency)		0853	At Cost	Y	C
Dangerous Dog Equipment		0853	At Cost	Y	C
Registration - Sterilised - 1 Year		0853	\$20	N	S
Registration - Sterilised - 3 Years		0853	\$42.50	N	S
Registration - Sterilised - Lifetime		0853	\$100	N	S
Registration - Sterilised - Lifetime - RSPCA Pet Sterilisation Pet Program		0853	No Charge	N	S
Registration - Unsterilised - 1 Year		0853	\$50	N	S
Registration - Unsterilised - 3 Years		0853	\$120	N	S
Registration - Unsterilised - Lifetime		0853	\$250	N	S
Registration - Working Dog - Sterilised 1 Year		0853	\$5	N	S
Registration - Working Dog - Sterilised 3 Years		0853	\$10.63	N	S
Registration - Working Dog - Sterilised Lifetime		0853	\$25	N	S
Registration - Working Dog - Unsterilised 1 Year		0853	\$12.50	N	S
Registration - Working Dog - Unsterilised 3 years		0853	\$30	N	S
Registration - Working Dog - Unsterilised Lifetime		0853	\$62.50	N	S
Registration - Pensioner Rate - Sterilised 1 year		0853	\$10	N	S
Registration - Pensioner Rate - Sterilised 3 years		0853	\$21.25	N	S
Registration - Pensioner Rate - Sterilised Lifetime		0853	\$50	N	S
Registration - Pensioner Rate - Unsterilised 1 Year		0853	\$25	N	S
Registration - Pensioner Rate - Unsterilised 3 Years		0853	\$60	N	S
Registration - Pensioner Rate - Unsterilised Lifetime		0853	\$125	N	S
Registration - Guide Dogs		N/A	No Charge		S
First Registration after 31 May in any year (1yr Only)		0853	50% of fee	N	S
Animal Control Cats					
Registration - 1 Year		0863	\$20	N	S
Registration - 3 Years		0863	\$42.50	N	S
Registration - Lifetime		0863	\$100	N	S
Registration - Lifetime - RSPCA Pet Sterilisation Pilot Program		0863	No Charge	N	S
Registration - Pensioner Rate - 1 Year		0863	\$10	N	S
Registration - Pensioner Rate - 3 Years		0863	\$21.25	N	S
Registration - Pensioner Rate - Lifetime		0863	\$50	N	S
Cat Breeders Annual Fee - Per Cat		0863	As per Act	N	S

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
Cat Surrender Fee (at pound)		0863	\$165	Y	C
Cat Surrender Fee (on pick up)		0863	\$220	Y	C
Cat Sale		0863	\$99	Y	C
Cat Impound Fee (unregistered cat)		0863	\$187	Y	C
Cat Impound Fee (registered cat)		0863	\$88	Y	C
Cat Impound Fee (second occurrence within any twelve month period)		0863	\$275	Y	C
Cat Impound Fee (third or more occurrence within any twelve month period)		0863	\$330	Y	C
Cat Daily Sustenance		0863	\$33	Y	C
Cat Tags (Transfer)		N/A	No Charge	N	C
Cat Tags (Replacement)		0863	No Charge	N	C
Microchipping of Cat (Ranger Services)		0863	\$55	Y	C
Microchipping of Cat (External Agency)		0863	At Cost + 15% Admin Fee	Y	C
Sterilisation of Cat		0863	At Cost + 15% Admin Fee	Y	C
Exemption Application Fee (Cats)		0863	\$110	Y	C
Cattery Licence Application Fee		0863	\$150	N	C
Annual Cattery Licence - New or Renewal		0863	\$250	N	C
Transfer of current Cattery Licence		0863	\$150	N	C
Animal Control					
Infringements	Infringements, Court Fines & Penalties	0843	As per legislation		S
Kennel Licence	Annual Kennel Licence Renewal or New	0853	\$200	N	S
	Kennel Licence Application Fee	0853	\$120	N	C
	Transfer Fee for Current Kennel Licence	0853	\$150	N	C
Dog Breeders Fee	Dog Breeders Fee - Per Dog	0853	As per Act	N	S
Vermin Trap Hire	Bond	T427	Nil	N	C
	Weekly Hire	0833	Nil	Y	C
	Late Return (per day)	0833	Nil	Y	C
	Lost or Not Returned	0833	At Replacement Cost (Plus 15% Admin and Freight Cost)	Y	C
Livestock Transport Fees	Transportation of animals impounded per vehicle load or part thereof	0833	At Costs + 15% Admin Fee	Y	C
Rangers Attendance Fees after 6am and before 6pm	Entire horses, mules, asses, camels, bulls or boars, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, rams or pigs, wethers, ewes, lambs, goats, alpacas or llamas (per head)	0833	\$200	N	C
Ranger Attendance Fees After 6pm and Before 6am: subject to staffing availability	Entire horses, mules, asses, camels, bulls or boars, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, rams or pigs, wethers, ewes, lambs, goats, alpacas or llamas (per head)	0833	\$400	N	C
	No charges is payable in respect of a suckling animal under the age of six months running with its mother	0833	No Charge	N	C
Sustenance Fees (for each 24 hours and part thereof)	Entire horses, mules, asses, camels, bulls, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, alpacas, llamas	0833	At Cost (min \$ 30) + 15% Admin Fee	N	C
	Pigs of any description (per head)	0833	At Cost (min \$ 30) + 15% Admin Fee	N	C
	Rams, ewes, wethers, lambs, goats (per head)	0833	At Cost (min \$ 20) + 15% Admin Fee	N	C
Livestock Poundage Fees (first 24 hours or part thereof): subject to agistment availability - unclaimed animals will be sold or disposed of after 7 days	Entire horses, mules, asses, camels, bulls, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, alpacas, llamas	0833	At Cost (min \$ 60) + 15% Admin Fee	N	C
	Pigs of any description (per head)	0833	At Cost (min \$ 45) + 15% Admin Fee	N	C
Livestock Poundage Fees (Subsequent 24 hours or part thereof): subject to agistment availability - unclaimed animals will be sold or disposed of after 7 days	Rams, ewes, wethers, lambs, goats (per head)	0833	At Cost (min \$ 45) + 15% Admin Fee	N	C
	Entire horses, mules, asses, camels, bulls, mares, geldings, colts, fillies, foals, oxen, cows, steers, heifers, calves, alpacas, llamas	0833	At Cost (min \$ 35) + 15% Admin Fee	N	C
	Pigs of any description (per head)	0833	At Cost (min \$ 30) + 15% Admin Fee	N	C
	Rams, ewes, wethers, lambs, goats (per head)	0833	At Cost (min \$ 30) + 15% Admin Fee	N	C
Other Law Order & Public Safety					
Abandoned Vehicles	Impound Fee	0903	\$115	N	C
	Towing Fee	0903	At Cost (min \$45) + 15% Admin Fee	N	C
	Storage Fee (Daily)	0903	\$30	N	C
Other Abandoned or Seized Goods	Transport Costs	0903	At Cost (min \$45) + 15% Admin Fee	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Storage Fee (Daily)	0903	\$30	N	C
	Impound Fee (per item)	0903	\$115	N	C
Infringements	Infringements, Court Fines & Penalties	0913	As per legislation		S
HEALTH					
Health/ Resource Centre					
Leases	Weekly Lease - Individual Room/Office (Inclusive of GST, Water & Electricity Charges)	1233	\$177	Y	C
	Drakesbrook Despatch Lease	1233	\$110	Y	C
	St John Ambulance Association WA Lease	1233	\$110		
Health Inspections & Administration					
Food Registration Business - Annual Fee	Commercial Food Preparation in Residential Kitchen	1343	\$55	N	S
	Multiple Area Registration	1343	\$600	N	S
	High Risk (Annual)	1343	\$430	N	C
	Medium Risk (Annual)	1343	\$350	N	C
	Low Risk (Annual)	1343	\$255	N	C
	Very Low Risk or Charity	1343	No Change	N	C
	Transfer of Food Registration Business (once off fee)	1343	\$60	N	C
	Food Act Notification	1343	\$60	N	C
	Re-assessment of Low/Medium or High Risk Food Premises per hour (min 1hr)	1343	\$150	N	C
	Late Payment Fee	1343	\$60	N	C
Licence Fees (Stall Holders, Trading in Public Places & Hawkers)	Volunteer Groups Based in Waroona Hosting an Event in Waroona	1343	No Charge	N	C
	Volunteer Groups Based in Waroona Attending a Commercial Event	1343	No Charge	N	C
	Casual Trading Permit (1 Day)	1343	\$25	N	C
	Weekend Permit (up to 2 consecutive days)	1343	\$40	N	C
	Short Term Permit (Up to 10 days trading within 12 months)	1343	\$100	N	C
	Regular Trader Permit (Up to 24 days trading within 12 months)	1343	\$200	N	C
	Frequent Trader Permit (Unlimited trading for 12 months)	1343	\$400	N	C
Assessment of "Fit out Plans"	Food Premises all Classifications - Excluding Supermarkets	1343	\$220	N	C
	Food Premises - Supermarkets	1343	\$660	N	C
Alfresco Dining Fee	Application Fee	1343	\$220	N	C
	Renewal Fee	1343	\$110	N	C
Water Sampling and Testing Swimming Pools	Water Sampling & Testing Per Year	1373	\$1,250	N	C
	One off Re-sampling (due to failure)	1373	\$250	N	C
Water Sampling and Testing Non Scheme Water (Including Swimming Pools)	Commercial - Per Annum (Sample taken by Shire)	1373	\$1,250	N	C
	Commercial - Per Annum (Sample Provided by Owner, No Later than 10am)	1373	\$660	N	C
	Commercial - Per Quarter (Sample taken by Shire)	1373	\$350	N	C
	Commercial - Per Quarter (Sample Provided by Owner, No Later than 10am)	1373	\$170	N	C
	Once off Sample (Sample taken by Shire)	1373	\$200	N	C
	Once of Sample (Provided by Owner no Later than 10am)	1373	\$110	N	C
Noise Approvals	Regulation 18 Noise Applications	1373	\$604	N	S
	Late Payment Fee	1373	\$55	N	S
	Note the Shire does not provide a noise monitoring service. A private consultant will be required at the owners cost and a report provided to Shire The fee for Community & Not for Profit Groups to be waived.				
Bird Scaring Devices	Application for Approval to use a Bird Scaring Device	1343	\$385	N	C
	Application to Vary or Remove Conditions on an Approval to use a Bird Scaring Device	1343	\$195	N	C
	Application for Renewal of Approval to Use a Bird Scaring Device	1343	\$195	N	C
Public Buildings	Application Public Building	1343	\$220	N	S
	Public Building Inspection Fee (up to 200m ²)	1343	\$275	N	C
	Public Building Inspection Fee (more than 201m ²)	1343	\$385	N	C
	Re-Inspection/Sample Fee (if required)	1373	\$195	N	C
Liquor Act Certification	Liquor Act Certification s39	1343	\$165	N	C
	Liquor Act Certification s55	1343	\$165	N	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
Hairdressing Establishment	Application Fee (Assessment of Application)	1343	\$195	N	C
Skin Penetration Establishment	Application Fee (Assessment of Application)	1343	\$195	N	C
Public Events Approval	Assessment of Event Application	1343	\$30	N	C
Environmental Health Officer	EHO Rate Per Hour (min 1 Hour)	1343	\$150	N	C
	Inspection Fee/Reinspection Fee	1343	\$195	N	C
EDUCATION AND WELFARE					
Senior Citizens Centre					
Annual Building Lease	Senior Citizens Social Centre Building Lease	1673	\$110	Y	C
Annual Building Lease	Waroona Playgroup Building Lease	1413	\$110	Y	C
	Waroona Creative Arts Building Lease	1413	\$110	Y	C
Community and Place					
Events	Community Development Events and Programs	5203	As Approved by CEO / Manager Community Development	Y	C
HOUSING					
Rental Housing					
House Rental	Weekly Rental	1703	At Market Value	N	C
Rental Housing					
Commercial / Rental	Weekly Rental	1703	At Market Value	Y	C
COMMUNITY AMENITIES					
Sanitation - Household Refuse					
Waste Operations Fee (per annum)	Waste Service Levy - applicable to all rateable properties	1803	\$245	N	C
Residential Collection Service (per annum)	240L - Green Waste Removal Weekly & Recycle Bin Remove Fortnightly	1803	\$208	N	C
Waste Operations Fee	Rural Tip Pass 24 x 1m ³	1803	\$300	N	
Residential Service - Additional Bin (per annum)	240L - General Waste Collection (Weekly) - Additional ONLY	1803	\$205	N	C
Residential Service - Additional Bin (per annum)	240L - Recycling Collection (Fortnightly) - Additional ONLY	1803	\$155	N	C
Commercial Service (Includes Levy Charge)	1.5m ³ General Waste Bin Removal Weekly + 1.5m ³ Recycle Fortnightly	1803	\$6,814	N	C
	3m ³ General Waste Bin Removal Weekly + 3m ³ Recycle Fortnightly	1803	\$8,462	N	C
	4.5m ³ General Waste Bin Removal Weekly + 4.5m ³ Recycle Fortnightly	1803	\$10,204	N	C
Supplementary Bulk Bin Service	General Waste Bin 1.5m ³ - Removal Once Per Week	1803	\$4,050	N	C
	General Waste Bin 1.5m - Removal Twice Per Week	1803	\$8,102	N	C
	General Waste Bin 3m ³ - Removal Once Per Week	1803	\$4,534	N	C
	General Waste Bin 3m ³ - Removal Twice Per Week	1803	\$9,067	N	C
	General Waste Bin 4.5m ³ - Removal Once Per Week	1803	\$5,027	N	C
	General Waste Bin 4.5m ³ - Removal Twice Per Week	1803	\$10,055	N	C
	Recyclable Removal Service 3m ³ - Fortnightly	1803	\$4,714	N	C
	Recyclable Removal Service 4.5m ³ - Fortnightly	1803	\$6,062	N	C
	Recyclable Removal Service 1.5m ³ - Fortnightly	1803	\$3,371	N	C
Buller Road Refuse Site Fees					
Domestic Waste Uncompacted (Putrescible & Mixed)	Cars & Station Wagons	1833	\$17	Y	C
	Utilities Standard & Trailers (GVM 750Kg or Less)	1833	\$32	Y	C
	Utilities One Tonner & Trailers (GVM Greater than 750Kg)	1833	\$110	Y	C
	1.5M ³ Bin - Commercial	1833	\$74	Y	C
	3.0M ³ Bin - Commercial	1833	\$149	Y	C
	4.5M ³ Bin - Commercial	1833	\$224	Y	C
	Per M ³ - Commercial	1833	\$71	Y	C
	Per Tonne - Commercial	1833	\$167	Y	C
Domestic Waste Compacted (Putrescible & Mixed)	Per M ³	1833	\$80	Y	C
	Per Tonne	1833	\$184	Y	C
Green Waste Unprocessed	Cars & Station Wagons	1833	\$10	Y	C
	Utilities Standard & Trailers - (GVM 750Km or Less)	1833	\$30	Y	C
	Utilities One Tonner & Trailers (GVM Greater than 750Kg)	1833	\$63	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	1.5M ³ Bin - Commercial	1833	\$39	Y	C
	3.0M ³ Bin - Commercial	1833	\$58	Y	C
	4.5M ³ Bin - Commercial	1833	\$96	Y	C
	Per M ³	1833	\$25	Y	C
	Per Tonne	1833	\$49	Y	C
	Unprocessed & Compacted/Commercial Per M ³	1883	\$36	Y	C
	Unprocessed & Compacted/Commercial Per Tonne	1883	\$124	Y	C
Recycled (Metal, Cardboard)	Cars & Station Wagons	1833	\$6	Y	C
	Utilities Standard & Trailers - (GVM 750Km or Less)	1833	\$37	Y	C
	Utilities One Tonner & Trailers (GVM Greater than 750Kg)	1833	\$60	Y	C
	1.5M ³ Bin - Commercial	1833	\$37	Y	C
	3.0M ³ Bin - Commercial	1833	\$72	Y	C
	4.5M ³ Bin - Commercial	1833	\$109	Y	C
	Per M ³	1833	\$24	Y	C
Inert Waste (Building Rubble)	Utilities Standard & Trailers - (GVM 750Km or Less)	1833	\$7	Y	C
	Utilities One Tonner & Trailers (GVM Greater than 750Kg)	1833	\$25	Y	C
	1.5M3 Bin - Commercial	1833	\$51	Y	C
	3.0M3 Bin - Commercial	1833	\$99	Y	C
	4.5M3 Bin - Commercial	1833	\$109	Y	C
	Per M ³	1833	\$15	Y	C
	per Tonne	1833	\$10	Y	C
Hard Waste (non-recycle)	Uncompacted Per M ³ - Commercial	1833	\$71	Y	C
	Uncompacted Per Tonne - Commercial	1833	\$176	Y	C
	Compacted Per M ³ - Commercial	1833	\$75	Y	C
	Compacted Per Tonne - Commercial	1833	\$135	Y	C
Car Bodies/Tyres (Each)	Car Tyres	1833	\$7	Y	C
	Truck Tyres	1833	\$35	Y	C
	Machine/Tractor Tyre (each)	1833	\$68	Y	C
	Car Bodies - Standard Vehicle	1833	\$15	Y	C
	Truck Bodies	1833	\$40	Y	C
Asbestos	Asbestos Per M ³	1833	\$175	Y	C
	Asbestos Per Tonne	1833	\$153	Y	C
	Class II Asbestos Contaminated Soil Per M3	1833	\$35	Y	C
	Class II Asbestos Contaminated Soil Per Tonne	1833	\$30	Y	C
Metropolitan Waste Levy (Inc. Admin Processing Fee)	Putrescible (per tonne)	1833	\$85	N	S
	Inert (per m ³)	1833	\$129	N	S
Other Tip Fees	Refrigerator/Air Conditioners (each)	1833	\$30	Y	C
	Refrigerator/Air Conditioners - De-gassing Fee (each)	1833	\$25	Y	C
	Mattresses (each)	1833	\$35	Y	C
	Clean Fill (Sand/Gravel)	1833	No Charge	N	C
	Livestock (cow/horse) Each	1833	\$160	Y	C
	After Hours Call Out Fee	1833	\$355	Y	C
	Waste Oil - Per Litre (20L or more)	1833	\$0	Y	C
	Domestic Bulk General Waste (Agreement Only) per tonne	1833	\$65	Y	C
	Neighbouring Shire Bulk General Waste (Agreement Only) per tonne	1833	\$65	Y	C
	Loader Hire - Per Hour (P022)	1833	\$170	Y	C
	Compactor Hire - Per Hour (P163)	1833	\$220	Y	C
Sewerage					
Septic Tank Application	Septic Tank Application Fee	2003	\$118	N	S
	Septic Tank Permit Fee	2003	\$118	N	S
	LG Report Fee	2003	\$118	N	S

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	WA Department of Health Admin Fee	2003	\$79	N	S
	Inspection Fee/Reinspection Fee	2003	\$250	Y	C
Protection of Environment					
Environmental Centre	Annual Lease of Environmental Centre	2103	As per Lease Agreement	Y	C
TOWN PLANNING					
Protection of Environment					
Revegetation Bond Administration Fee		2253	As determined (basis estimated cost of restoration plus 25%)	N	C
Cash in Lieu for restoration (as per LPP 17 - Vegetation)		T432	As determined (basis estimated cost of restoration plus 25%)		C
Determining a Development Application - (other than for an Extractive Industry) where the development has not commenced or been carried out and the estimated cost of the development is-					
Not more than \$50,000		2253	\$147	N	S
More than \$50,000 but not more than \$500,000		2253	0.32% of the estimated cost	N	S
More than \$500,000 but not more than \$2.5 million		2253	\$1,700 + 0.257% for every \$1 in excess of \$500,000	N	S
More than \$2.5 million but not more than \$5 million		2253	\$7,161 + 0.206% for every \$1 in excess of \$2.5m	N	S
More than \$5 million but not more than \$21.5 million		2253	\$12,633 + 0.123% for every \$1 in excess of \$5m	N	S
More than \$21.5 million		2253	\$34,196	N	S
Discretionary Application under R-Codes or Local Development Plan		2253	\$147	N	S
Development Application Fee (other than for Extractive Industry) where the development has commenced or been carried out		2253	The fee as above plus, by way of penalty, twice that fee	N	S
Determining a Development Application for an Extractive Industry					
Development has not commenced		2253	\$739	N	S
Development has commenced (Fee as indicated above, plus, by way of penalty twice that fee)		2253	The fee as above plus, by way of penalty, twice that fee (\$2217)	N	S
Determining an Application to Amend or Cancel a Development Application					
Fee to amend or cancel Development Application		2253	\$295	N	S
Determining an Application for Advice made under the Planning and Development (Local Planning Schemes) Regulations Sch 2 cl 61A					
Application Fee		2253	\$295	N	S
Providing a Subdivision Clearance					
Not more than 5 lots		2253	\$73 per lot	N	S
More than 5 lots but not more than 195 lots		2253	\$73 per lot for first 5 lots and then \$35 per lot	N	S
More than 195 lots		2253	\$7,393	N	S
Determining an Application for Relocation of Building Envelope					
Application Fee		2253	\$385	N	C
Determining an Application for Home Occupation Application					
Determining an initial application for approval of a home occupation/home business/ commercial vehicle parking/holiday home where the use has not commenced		2253	\$222	N	S
Determining an initial application for approval of a home occupation/home business/ commercial vehicle parking/holiday home where the use has commenced		2253	\$666	N	S
Determining an application for the renewal of an approval of a holiday home where the application is made before the approval expires		2253	\$73	N	S
Determining an application for the renewal of an approval of a holiday home where the application is made after the approval has expired		2253	\$219	N	S
Determining an application for a Change in Use or for an Alteration or Extension or Change of a Non-conforming Use to which Standard Development Application Does Not Apply					
Application for a change of use or for an alteration or extension of change of a non-conforming use to which the Standard Development Application for does not apply, where the change or the alteration, extension or change has not commenced or been carried out		2253	\$295	N	S
Application for a change of use or for an alteration or extension of change of a non-conforming use to which the fee for development already commenced does not apply, where the change or the alteration, extension or change has commenced or been carried out		2253	\$885	N	S
Other Planning Application Fee					
Additional costs for specialist review and/or consultation. Actual costs payable, upfront payment of estimates may be required		2253	At Cost (as per regulation 49)	N	S
Planning Information Search (Per Hour/Minimum)			As per hourly rate in Regs 48, P&D Regs 2009	N	S
Providing Written Planning Advice		2253	\$73	N	S
Scheme Amendments/Structure Plans/Local Development Plans (including amendments to Structure Plans & Local Development Plans)		2253	As per regulation 48 & 49: at cost of officers time and administration costs	N	S
Advertising on Application (Dev or Amend)		2253	At Cost (as per regulation 49)	N	S
Regulatory or compliance matter requiring re-inspection Fee Minimum - Under 3 hours of officer time - then at cost senior officer rate per hour		2253	\$150	N	C
Development Regulatory or Compliance matter - Fees and Charges Other: Payment Plan Administration Fee for Infringements and Fines		2253	11% per annum	N	C
Extractive Industry Licence					
Extractive Industry Bond		2253	As determined (basis estimated cost of restoration plus 25%) plus annual bank interest earned	N	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
Extractive Industry Licence - Initial Application (includes first yr of annual licence)		2253	\$3,500	N	C
Extractive Industry Licence - Renewal/Annual licence fee		2253	\$3,500	N	C
Extractive Industry Licence - Renewal/Annual licence fee - non compliant		2253	At Cost of Senior Officers charge of \$150 per hour PLUS the cost incurred by the Shire of Waroona for consultants or technical experts to prepare remediation plans needed to achieve compliance and/or undertake reassessment for the Extractive Industry as required. Minimum cost \$4500	N	C
Extractive Industry - Compliance follow up / verification fees per hour		2253	At cost per hour for Senior Officer - \$150 per hour	N	C
Extractive Industry - Transfer of Licence		2253	\$1,650	N	C
Advertising Sign on a Thoroughfare					
Application Fee		2323	\$350	N	C
Certificates					
Providing a Zoning Certificate or Property Settlement Questionnaire		2253	\$73	N	S
Liquor Control/Gaming & Wagering/ Vehicle Workshop/Dangerous Goods etc. Application Fee		2253	\$200	N	C
Development Assessment Panels					
DAP Application Fee (Shire Fees)		2243	As per development application fees	N	S
DAP Application Fee (DAP Fees)		2243	As per schedule 1 DAP Regs	N	S
OTHER COMMUNITY AMENITIES					
Drakesbrook Public Cemetery Fees					
Burials	Reservation for Burial (Non Refundable)	2363	\$330	Y	C
	Grant of Right - Land Fee (2.4m x 1.2m Standard)	2363	\$1,900	Y	C
Interment Fees - Original Grave	Interment - Original Grave - Standard	2363	\$2,500	Y	C
	Interment - Cremated Ashes	2363	\$300	Y	C
	Re-interment of Grave after Exhumation - Adult	2363	\$2,100	Y	C
Interment Fees - Reopening	Interment - Reopening Grave - Standard	2363	\$2,200	Y	C
	Reopen Grave for Exhumation	2363	\$3,100	Y	C
Niche Wall	Single Reservation (non refundable)	2363	\$80	Y	C
	Double Reservation (non refundable)	2363	\$165	Y	C
	Crematorium Ashes into Niche Wall	2363	\$500	Y	C
	Installation of Plaque Only into Niche Wall (No Ashes)	2363	\$300	Y	C
	Relocation of Ashes from Old to New Niche Wall	2363	\$500	Y	C
	Plaques & Vases	2363	At Cost + 15% admin fee	Y	C
	Refurbishment of Plaques	2363	At Cost + 15% admin fee	Y	C
	Removal of Ashes	2363	\$300	Y	C
Memorial Garden	Reservation (non refundable)	2363	\$80	Y	C
	Install plaque only	2363	\$50	Y	C
	Interment Fees	2363	\$395	Y	C
Funeral Directors & Monumental Mason Fees	Funeral Directors Annual Licence	2363	\$216	N	C
	Funeral Directors Single Funeral Permit	2363	\$108	N	C
	Non Funeral Directors Single Funeral Permit	2363	\$432	N	C
	Monumental Masons Annual Licence Fee	2363	\$108	N	C
	Monumental Masons Single Permit Fee	2363	\$57	N	C
	Permission to Erect a Monument	2363	\$220	N	C
Other Cemetery Fees	Interment Without Due Notice (24Hrs)	2363	At cost + 15%	Y	C
	Interment not in usual hours	2363	At cost + 15%	Y	C
	Interment on Saturday	2363	At cost + 15%	Y	C
	Interment on Sunday or a Public Holiday	2363	At cost + 15%	Y	C
	Memorial Service held in Parks & Gardens - 3hour Crew	3613	\$750	Y	C
	Copy of Local Laws	2363	\$36	N	C
	Copy of Grant of Burial	2363	\$93	N	C
	Renewal of Expired Grant of Right of Burial (does not include interment charges)	2363	\$220	N	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Plastic Urns for Niche Wall	2363	At Cost + 15%	Y	C
	Life Chronicle Submission (Payment submitted to Chronicle - \$39 Chronicle / \$26 Shire)	2363	\$65	Y	C
RECREATION AND CULTURE					
Public Halls					
Please NOTE: The Memorial Hall & Hamel Hall are not to be hired out on New Years Day, Good Friday, Christmas Day or Boxing Day					
Memorial Hall - Commercial Hire					
Main Hall (Inclusive of set-up & take down time)	Main Hall - Per Day (9am to 12am)	2423	\$187	Y	C
	Main Hall - Half Day (4 hour Slots)	2423	\$118	Y	C
	Main Hall - Per Hour	2423	\$40	Y	C
Supper Room (Inclusive of set-up & take down time)	Supper Room - Per Day (9am to 12am)	2423	\$144	Y	C
	Supper Room - Half Day (4 hour slots)	2423	\$90	Y	C
	Supper Room - Per Hour	2423	\$32	Y	C
Kitchen Fees	Kitchen - Per Day (9am to 12am)	2423	\$128	Y	C
	Kitchen - Half Day (4 hour slots)	2423	\$75	Y	C
	Kitchen - Per Hour	2423	\$43	Y	C
Memorial Hall - Non Commercial					
Main Hall (Inclusive of set-up & take down time)	Main Hall - Per Day (9am to 12am)	2423	\$139	Y	C
	Main Hall - Half Day (4 hour Slots)	2423	\$83	Y	C
	Main Hall - Per Hour	2423	\$28	Y	C
Supper Room (Inclusive of set-up & take down time)	Supper Room - Per Day (9am to 12am)	2423	\$107	Y	C
	Supper Room - Half Day (4 hour slots)	2423	\$64	Y	C
	Supper Room - Per Hour	2423	\$13	Y	C
Kitchen Fees	Kitchen - Per Day (9am to 12am)	2423	\$92	Y	C
	Kitchen - Half Day (4 hour slots)	2423	\$56	Y	C
	Kitchen - Per Hour	2423	\$20	Y	C
Memorial Hall Bond	Memorial Hall - With Alcohol	T400	\$214	N	C
	Memorial Hall - With No Alcohol	T400	\$160	N	C
	Kitchen Bond	T400	\$104	N	C
	Key Deposit	T400	\$52	N	C
Other Memorial Hall Fees	Rehearsals (Per Hour)	2423	\$6	Y	C
	Setup Fee (Per Hour)	2423	\$11	Y	C
	Setup Fee - Per Day	2423	\$78	Y	C
	Setup Fee - Half Day	2423	\$40	Y	C
Non-for-profit organisations that conduct "community markets" such as Lions Club of Waroona are exempt from the fees and charges relating to the hire of the Memorial Hall and associated facilities. The CEO has authority to approve or disapprove applications for Memorial Hall hire exemptions from organisation not					
Hamel Hall					
Hamel Hall - Commercial Hire	Hamel Hall - Per Day (9am to 12am)	2423	\$88	Y	C
	Hamel Hall - Half Day (4 hour slots)	2423	\$53	Y	C
	Hamel Hall - Per Hour	2423	\$31	Y	C
Hamel Hall - Non-Profit Organisation	Hamel Hall - Per Day (9am to 12am)	2423	\$66	Y	C
	Hamel Hall - Half Day (4 hour slots)	2423	\$53	Y	C
	Hamel Hall - Per Hour	2423	\$31	Y	C
Hamel Hall Bond	Hamel Hall - With Alcohol	T400	\$160	N	C
	Hamel Hall - With No Alcohol	T400	\$107	N	C
	Hamel Hall - Key Deposit	T400	\$52	N	C
Railside Park - Big Shed					
Big Shed Hire - Commercial (Other than non-profit organisation)	Shed Hire - Per Day	2423	\$150	Y	C
	Shed Hire - Half Day (4 Hours)	2423	\$100	Y	C
	Shed Hire - Per Hour	2423	\$30	Y	C
	Bin Hire and Disposal - Per 240L Bin	2423	\$30	Y	C
	Shed Hire - Bond	T400	\$500	N	C
Big Shed Hire - Non Profit Organisation	Shed Hire - Per Day	2423	\$100	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Shed Hire - Half Day (4 Hours)	2423	\$75	Y	C
	Shed Hire - Per Hour	2423	\$20	Y	C
	Bin Hire and Disposal - Per 240L Bin	2423	\$30	Y	C
	Shed Hire - Bond	T400	\$250	N	C
Other Fees					
Other Hall Fees	Cleaning Fee (If hall is not cleaned at an acceptable standard) Min 3 Hours	2423	\$200	Y	C
	Damages to Council Property / Halls from Hire	2423	At Cost		
Caravan/Motor Home Clubs	Hire of Hamel Hall - (Per Night/Per Van)	2423	\$15	Y	C
	Hire of Town Oval - (Per Night/Per Van) Includes use of Change rooms & Memorial Hall Kitchen Only. Other Facility Hire as per Fees	2423	\$23	Y	C
	Key Deposit	T400	\$50	N	C
Building Leases - Annual Fee	Lake Clifton Community Centre	2433	\$110	Y	C
	Waroona Opportunity Shop Building	2433	\$110	Y	C
	Youth Centre	2433	\$110	Y	C
Land Lease	Drakesbrook Community Garden Inc	2433	\$110	Y	C
Use of Shire Land	Charge for Use of Shire Land for Offset Planting (May 25 OCM)		<i>To be charged per case</i>	Y	
Other Recreation & Sport					
Building Leases - Annual Fee	Council leased facilities - annual fee	Various	As per lease agreement plus annual CPI increase	Y	C
	Waroona Football Club	2783	\$110	Y	C
	Waroona Junior Football Club	2783	\$110	Y	C
	Waroona Bowling & Social Club	2783	\$110	Y	C
	Waroona Cricket Club	2783	\$110	Y	C
	Waroona Golf Club	2783	\$110	Y	C
	Preston Beach Golf Club	2783	\$110	Y	C
	Waroona Community Mens Shed	2783	\$110	Y	C
	Waroona Agricultural Society Facility and Sheds	2783	\$110	Y	C
	Preston Beach Community Centre	2783	\$110	Y	C
	Lions Storage Shed - Jim's Kitchen	2783	\$110	Y	C
Libraries					
Library Photocopying	A4 Copying per photocopied page	3003	\$0.30	Y	C
	A4 Copying per photocopied page - Using Own Paper	3003	\$0.25	Y	C
	A3 Copying per photocopied page	3003	\$0.60	Y	C
	Printing - Black and White Only	3003	\$0.30	Y	C
Lost Books	Minimum Charge for Lost Books	2993	\$20	Y	C
	Lost Books Valued Over \$20	2993	At Replacement Cost	Y	C
Sale of Books	Sale of Second Hand Books	2993	\$0.50 to \$5.00	Y	C
Waroona Recreation & Aquatic Centre					
Adult Swim Fees (16yrs and older)	Casual Entry	7063	\$6	Y	C
	3 Day Swim Pass	7063	\$15	Y	C
	7 Day Swim Pass	7063	\$29	Y	C
	10 Passes	7063	\$51	Y	C
	30 Passes	7063	\$127	Y	C
	One Month Membership	7063	\$61	Y	C
	Three Month Membership	7063	\$160	Y	C
	Six Month Membership	7063	\$274	Y	C
	Twelve Month Membership	7063	\$365	Y	C
	Late Payment Fee on Payment Plans	7063	\$18	Y	C
	Payment Plan Cancellation - Three Months	7063	\$82	Y	C
	Payment Plan Cancellation - Six Months	7063	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7063	\$164	Y	C
Children/Student/ Pensioner Swim	Casual Entry	7063	\$5	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	3 Day Swim Pass	7063	\$12	Y	C
	7 Day Swim Pass	7063	\$23	Y	C
	10 Passes	7063	\$41	Y	C
	30 Passes	7063	\$102	Y	C
	One Month Membership	7063	\$49	Y	C
	Three Month Membership	7063	\$128	Y	C
	Six Month Membership	7063	\$219	Y	C
	Twelve Month Membership	7063	\$292	Y	C
	Late Payment Fee on Payment Plans	7063	\$18	Y	C
	Payment Plan Cancellation - Three Months	7063	\$82	Y	C
	Payment Plan Cancellation - Six Months	7063	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7063	\$164	Y	C
Family Swim Fees (4 Immediate Family Members)	Casual Entry	7063	\$16	Y	C
	Six Month Membership	7063	\$585	Y	C
	Twelve Month Membership	7063	\$936	Y	C
	Late Payment Fee on Payment Plans	7063	\$18	Y	C
	Payment Plan Cancellation - Six Months	7063	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7063	\$164	Y	C
Swimming Lessons	Child Swim Lessons x 8 (per school term)	7143	\$108	N	C
	Child Swim Lessons x 4 (express term)	7143	\$54	N	C
	Individual 30 Minutes Swim Lesson (per school term)	7143	\$24	N	C
Gymnasium Adult Fees	Casual Entry	7073	\$15	Y	C
	3 Day Gym Pass	7073	\$36	Y	C
	7 Day Gym Pass	7073	\$62	Y	C
	10 Passes	7073	\$119	Y	C
	30 Passes	7073	\$297	Y	C
	One Month Membership	7073	\$101	Y	C
	Three Month Membership	7073	\$285	Y	C
	Three Month Membership Inc. Crèche (Regardless of use of Crèche)	7073	\$435	Y	C
	Six Month Membership	7073	\$427	Y	C
	Six Month Membership Inc. Crèche (Regardless of use of Crèche)	7073	\$652	Y	C
	Twelve Month Membership	7073	\$569	Y	C
	Twelve Month Membership Inc. Crèche (Regardless of use of Crèche)	7073	\$869	Y	C
	Late Payment Fee on Payment Plans	7073	\$18	Y	C
	Payment Plan Cancellation - Three Months	7073	\$82	Y	C
	Payment Plan Cancellation - Six Months	7073	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7073	\$164	Y	C
Gymnasium Fees Student/Pensioner	Casual Entry	7073	\$12	Y	C
	3 Day Gym Pass	7073	\$30	Y	C
	7 Day Gym Pass	7073	\$52	Y	C
	10 Passes	7073	\$99	Y	C
	30 Passes	7073	\$247	Y	C
	One Month Membership	7073	\$84	Y	C
	Three Month Membership	7073	\$237	Y	C
	Three Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Crèche)	7073	\$387	Y	C
	Six Month Membership	7073	\$356	Y	C
	Six Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Crèche)	7073	\$581	Y	C
	Twelve Month Membership	7073	\$475	Y	C
	Twelve Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Crèche)	7073	\$775	Y	C
	Late Payment Fee on Payment Plans	7073	\$18	Y	C
	Payment Plan Cancellation - Three Months	7073	\$82	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
Kindy Group Fitness Classes (per school term)	Payment Plan Cancellation - Six Months	7073	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7073	\$164	Y	C
	Casual Entry	7073	\$4	Y	C
	10 Visit Kindy Group Fitness Pass	7073	\$30	Y	C
	Kindy Party Fee	7073	\$9	y	C
Teen Fit Group Fitness Classes (per school term)	Casual Entry	7123	\$10	Y	C
	Term Membership (school term) 1 session a week	7123	\$72	Y	C
	School Term Membership	7123	\$115	Y	C
Group Fitness Classes Adults (16 yrs. & Older)	Casual Entry	7123	\$17	Y	C
	3 Day Group Fitness Pass	7123	\$42	Y	C
	5 Day Group Fitness Pass	7123	\$61	Y	C
	Casual Adult Group Fitness - 45 Minute hour class, spin class	7123	\$14	Y	C
	Casual Adult Group Fitness - half hour class,	7123	\$12	Y	C
	10 Passes Express	7123	\$108	Y	C
	30 Passes Express	7123	\$270	Y	C
	10 Passes	7123	\$138	Y	C
	30 Passes	7123	\$346	Y	C
	One Month Membership	7123	\$118	Y	C
	Three Month Membership	7123	\$332	Y	C
	Three Month Membership Inc. Crèche (Regardless of use of Crèche)	7123	\$482	Y	C
	Six Month Membership	7123	\$498	Y	C
	Six Month Membership Inc. Crèche (Regardless of use of Crèche)	7123	\$723	Y	C
	Twelve Month Membership	7123	\$665	Y	C
	Twelve Month Membership Inc. Crèche (Regardless of use of Crèche)	7123	\$965	Y	C
	Late Payment Fee on Payment Plans	7123	\$18	Y	C
	Payment Plan Cancellation - Three Months	7123	\$82	Y	C
Group Fitness Classes Student/Pensioners	Payment Plan Cancellation - Six Months	7123	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7123	\$164	Y	C
	Casual Entry	7123	\$14	Y	C
	3 Day Group Fitness Pass	7123	\$33	Y	C
	5 Day Group Fitness Pass	7123	\$48	Y	C
	Casual Student / Pensioner Group Fitness - half hour class	7123	\$10	Y	C
	Casual Student / Pensioner Group Fitness - 45 Minute Class	7123	\$11	Y	C
	10 Passes	7123	\$109	Y	C
	30 Passes	7123	\$272	Y	C
	10 Passes Express	7123	\$92	Y	C
	30 Passes Express	7123	\$229	Y	C
	One Month Membership	7123	\$92	Y	C
	Three Month Membership	7123	\$261	Y	C
	Three Month Student/Pensioner Group Fitness Membership Inc. Crèche (Regardless of use of Crèche)	7123	\$411	Y	C
	Six Month Membership	7123	\$391	Y	C
	Six Month Student/Pensioner Group Fitness Membership Inc. Crèche (Regardless of use of Crèche)	7123	\$616	Y	C
	Twelve Month Membership	7123	\$522	Y	C
	Twelve Month Student/Pensioner Group Fitness Membership Inc. Crèche (Regardless of use of Crèche)	7123	\$822	Y	C
	Late Payment Fee on Payment Plans	7123	\$18	Y	C
	Payment Plan Cancellation - Three Months	7123	\$82	Y	C
	Payment Plan Cancellation - Six Months	7123	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7123	\$164	Y	C
Adult Silver Membership Inc. 2 Activities (Gym, Group Fit, Aqua)	Casual Entry	7073	\$20	Y	C
	3 Day Silver Pass	7073	\$48	Y	C
	6 Day Silver Pass	7073	\$83	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	One Month Membership	7073	\$135	Y	C
	Three Month Membership	7073	\$380	Y	C
	Three Month Membership Inc. Crèche (Regardless of use of Creche)	7073	\$530	Y	C
	Six Month Membership	7073	\$570	Y	C
	Six Month Membership Inc. Crèche (Regardless of use of Creche)	7073	\$795	Y	C
	Twelve Month Membership	7073	\$760	Y	C
	Twelve Month Membership Inc. Crèche (Regardless of use of Creche)	7073	\$1,060	Y	C
	Late Payment Fee on Payment Plans	7073	\$18	Y	C
	Payment Plan Cancellation - Three Months	7073	\$82	Y	C
	Payment Plan Cancellation - Six Months	7073	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7073	\$164	Y	C
Student/Pensioners Silver Membership Inc. 2 Activities (Gym, Group Fit, Aqua)	Casual Entry	7073	\$16	Y	C
	3 Day Silver Pass	7073	\$39	Y	C
	6 Day Silver Pass	7073	\$67	Y	C
	One Month Membership	7073	\$109	Y	C
	Three Month Membership	7073	\$309	Y	C
	Three Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Creche)	7073	\$459	Y	C
	Six Month Membership	7073	\$463	Y	C
	Six Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Creche)	7073	\$688	Y	C
	Twelve Month Membership	7073	\$617	Y	C
	Twelve Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Creche)(Crèche limited to 2 directly related children & crèche operational hours)	7073	\$917	Y	C
	Late Payment Fee on Payment Plans	7073	\$18	Y	C
	Payment Plan Cancellation - Three Months	7073	\$82	Y	C
	Payment Plan Cancellation - Six Months	7073	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7073	\$164	Y	C
Adult Gold Membership Inc. Gym, Swim & Group Fitness	Casual Entry	7073	\$22	Y	C
	3 Day Gold Pass	7073	\$53	Y	C
	3 Day Gold Pass	7073	\$93	Y	C
	One Month Membership	7073	\$151	Y	C
	Three Month Membership	7073	\$427	Y	C
	Three Month Membership Inc. Crèche (Regardless of use of Creche)(Crèche limited to 2 directly related children & crèche operational hours)	7073	\$577	Y	C
	Six Month Membership	7073	\$641	Y	C
	Six Month Membership Inc. Crèche (Regardless of use of Creche)(Crèche limited to 2 directly related children & crèche operational hours)	7073	\$866	Y	C
	Twelve Month Membership	7063	\$855	Y	C
	Twelve Month Membership Inc. Crèche (Regardless of use of Creche) (Crèche limited to 2 directly related children & crèche operational hours)	7073	\$1,155	Y	C
	Late Payment Fee on Payment Plans	7073	\$18	Y	C
	Payment Plan Cancellation - Three Months	7073	\$82	Y	C
	Payment Plan Cancellation - Six Months	7073	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7073	\$164	Y	C
Student/Pensioner Gold Membership - Inc. Gym, Swim & Group Fitness	Casual Entry	7073	\$17	Y	C
	3 Day Gold Pass	7073	\$42	Y	C
	3 Day Gold Pass	7073	\$73	Y	C
	One Month Membership	7073	\$118	Y	C
	Three Month Membership	7073	\$332	Y	C
	Three Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Creche)(Crèche limited to 2 directly related children & crèche operational hours)	7073	\$482	Y	C
	Six Month Membership	7073	\$498	Y	C
	Six Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Creche)(Crèche limited to 2 directly related children & crèche operational hours)	7073	\$723	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Twelve Month Membership	7073	\$665	Y	C
	Twelve Month Student/Pensioner Membership Inc. Crèche (Regardless of use of Crèche)(Crèche limited to 2 directly related children & crèche operational hours)	7073	\$965	Y	C
	Late Payment Fee on Payment Plans	7073	\$18	Y	C
	Payment Plan Cancellation - Three Months	7073	\$82	Y	C
	Payment Plan Cancellation - Six Months	7073	\$123	Y	C
	Payment Plan Cancellation - Twelve Months	7073	\$164	Y	C
Group Fitness, Swim, Gym Challenge	5 Week Group Fitness, Swim, Gym Challenge	7073	\$72	Y	C
	5 Week Group Fitness, Swim, Gym Challenge Inc. Creche (Regardless of use of Creche)(Creche limited to 2 directly related children to the membership holder and creche operational hours)	7073	\$102	Y	C
	8 Week Group Fitness, Swim, Gym Challenge	7073	\$103	Y	C
	8 Week Group Fitness, Swim, Gym Challenge + Creche	7073	\$153	Y	C
	Bring a Friend Incentive - When a current Member encourages a new or a returning member (inactive for 2+ years) to sign up to a promotional event, the current member will receive a 10% discount on their next membership. If the new member signs up to a membership at the conclusion of the promotional event, the existing member will receive a 20% discount instead.	7073	10-20% discount on full price memberships	Y	C
	Bring a Friend Incentive - When a returning member (inactive for 2+ years) signs up to a membership at the conclusion of a promotional event, the new member will receive a 10% discount on membership	7073	10% discount on full price memberships	Y	C
	Instructor Scan & Weigh x 3 Sessions (1 Evolt Scan)	7073	\$49	Y	C
Personal Training	30 Minute Personal Training Session (Up to 5 Participants)	7073	\$49	Y	C
	60 Minute Personal Training Session (Up to 5 Participants)	7073	\$87	Y	C
Court Hire Adult - Team Sport	Casual Per Person	7053	\$5	Y	C
	Team Training - 60 Minutes Half Court (non refundable)	7053	\$23	Y	C
	Team Training - 30 Minutes Half Court (non refundable)	7053	\$16	Y	C
Court Hire Juniors - Team Sport	Casual Per Person	7053	\$4	Y	C
	Team Training - 60 Minutes Half Court (non refundable)	7053	\$17	Y	C
	Team Training - 30 Minutes Half Court (non refundable)	7053	\$12	Y	C
Court Hire - Sporting Organisations based in the Shire of Waroona	Junior Game - Per Game	7053	\$36	Y	C
	Senior Game - Per Game	7053	\$36	Y	C
Court Hire - Sporting Organisations based in the Shire of Waroona	Junior Game - Per Game outside of operational hours	7053	\$54	Y	C
	Senior Game - Per Game outside of operational hours	7053	\$65	Y	C
Basketball Court	Junior Game - Per Game	7053	\$62	Y	C
	Senior Game - Per Game	7053	\$74	Y	C
Netball Court	Junior Game - Per Game	7053	\$62	Y	C
	Senior Game - Per Game	7053	\$74	Y	C
Netball Competition Fee (Centre Run)	Team Fee - Per Player (Maximum Team Fee of \$84)	7053	\$12	Y	C
	Team Sport (5 Aside) Competition Fee (Max \$60 per team)	7053	\$12	Y	C
Court Hire Adult - Racquet Sport	Court Hire - 30 Minutes	7053	\$12	Y	C
	Court Hire - 60 Minutes	7053	\$17	Y	C
	Competition Night - All Ages	7053	\$10	Y	C
Court Hire Juniors - Racquet Sport	Court Hire - 30 Minutes	7053	\$6	Y	C
	Court Hire - 60 Minutes	7053	\$9	Y	C
Centre Run Sports Clinics/Coaching	Coaching Fee per Person - 30 min (No Court Hire Fee)	7053	\$9	Y	C
	Coaching Fee per Person - 60min (No Court Hire Fee)	7053	\$12	Y	C
Crèche - Operational Hours 9am to 11am Monday - Friday	1 Child (directly related to parent using facility at the same time)	7053	\$10	Y	C
	2 Children (directly related to parent using facility at the same time)	7053	\$15	Y	C
	3 Children (directly related to parent using facility at the same time)	7053	\$18	Y	C
	10 Passes (directly related to parent using facility at the same time)	7053	\$80	Y	C
	30 Passes (directly related to parent using facility at the same time)	7053	\$200	Y	C
School Holiday Program Fee	Centre Organised Holiday Program	7053	As approved by department head	Y	C
Room Facility Hire	School Groups & Non-for-profit based in Town Hire - 60min Court 1 Only	7053	\$31	Y	C
	School Hire Annual Fee (excl Aquatic) per annum	7053	\$2,472	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	School Participation in Gym - No Instructor Required - Up to 20 Students (12 for Spin Room)	7053	\$47	Y	C
	School Participation in Gym - Instructor Required - Up to 20 Students (12 for Spin Room)	7053	\$85	Y	C
	Shower Facility	7053	\$3	Y	C
	Entire Facility Hire - up to 4 hours	7053	\$479	Y	C
	Entire Facility Hire - 4 to 8 Hours	7053	\$863	Y	C
	Entire Facility Hire - 8 - 12 Hours	7053	\$1,150	Y	C
	Meeting Room Per Hour - Clubs based at the centre have one free use of meeting room per month (Clubs with senior and junior teams)	7053	\$31	Y	C
	Kitchen - (4 hour time slots)	7053	\$43	Y	C
	Multi-purpose Room - 60 Minutes	7053	\$31	Y	C
	Event Hire (Court 1, Kitchen, Tables, Chairs, Stage) - up to 4 Hours	7053	\$250	Y	C
	Event Hire (Court 1, Kitchen, Tables, Chairs, Stage) - 4-8 Hours	7053	\$450	Y	C
	Event Hire (Court 1, Kitchen, Tables, Chairs, Stage) - 8-12 Hours	7053	\$600	Y	C
	Party Package (Kids under 12 - Kitchen, Court 1, Kindy Gym Equipment) Max 3 Hours	7053	\$124	Y	C
Equipment Hire	Deep Fryer Hire for Event (Max 2 Units or 4 Fryers)	7043	\$56	Y	C
	Toasted Sandwich Press Hire for Event (Max 1)	7043	\$28	Y	C
	Speaker Hire for Event (Max 2)	7043	\$56	Y	C
	Table Tennis Hire for Event (Max 2) - External hire per 24 hrs	7043	\$112	Y	C
	Pickleball Court Hire with Rackets - External hire per 24 hrs	7043	\$112	Y	C
	Equipment Hire Bond	T400	\$50	N	C
Other Fees	Business Advertising	7113	\$241	Y	C
	Corporate Membership & Sponsorships - Diamond Package	7073	\$23,375	Y	C
	Corporate Membership & Sponsorships - Platinum Package	7073	\$16,363	Y	C
	Corporate Membership & Sponsorships - Gold Package	7073	\$11,687	Y	C
	Corporate Membership & Sponsorships - Silver Package	7073	\$7,012	Y	C
	Corporate Membership & Sponsorships - Bronze Package	7073	\$4,091	Y	C
	Kiosk Items		cost + 60% or as per RRP		C
	Emergency Services Discount (includes non-residents)	7073	50% discount on all memberships	Y	C
	Alcoa Employee Discount	7073	50% discount on all 12 month memberships	Y	C
	Waroona Community Centre Employee Discount	7073	25% Discount on all 12 month Memberships	Y	C
	Centre Run Promotions as per CEO's Approval from MRS/DCCS	7073	As Approved by Department Head	Y	C
Other Culture					
Equipment Hire	Chair Hire (each)	7633	\$1	Y	C
	Trestle Table Hire (each)	7633	\$5	Y	C
	Stage Hire	7633	\$200	Y	C
	Hire Movie Screen & Set - Commercial Rate (includes staff setup/pack down) (per day)	7633	\$525	Y	C
	Hire Movie Screen & Set - Local not-for-profit groups running a non-ticketed event within the Shire (per day)	7633	No Charge	N	C
	Hire Popcorn Machine (per day)	7633	\$50	Y	C
	Hire Giant Chess Set (per day)	7633	\$20	Y	C
	Hire Giant Connect Four (per day)	7633	\$20	Y	C
	Hire Giant Jenga (per day)	7633	\$15	Y	C
	Hire Giant Checkers (per day)	7633	\$20	Y	C
	Hire Giant Snakes and Ladders (per day)	7633	\$15	Y	C
	Hire Giant Dominoes (per day)	7633	\$15	Y	C
	Hire Noughts & Crosses (per day)	7633	\$15	Y	C
	Hire Hopscotch (per day)	7633	\$15	Y	C
	Hire Beanbag Toss (per day)	7633	\$15	Y	C
	Hire Djembe Drum (per day)	7633	\$10	Y	C
	Hire 6 Panel Cario Exhibit Boards (per day)	7633	\$25	Y	C
	Hire Exhibit Hooks and Line (each)	7633	\$1	Y	C
	Hire Chafing Dishes (per day)	7633	\$10	Y	C
	Hire Marquee 6x3 (per day)	7633	\$20	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Hire Marquee 3x3 (per day)	7633	\$15	Y	C
	Hire PA System (per day)	7633	\$20	Y	C
	Hire Projector (per day)	7633	\$50	Y	C
	Hire Projector Screen (per day)	7633	\$20	Y	C
	Hire Urn (per day)	7633	\$20	Y	C
	Hire Bar Tables (per day)	7633	\$15	Y	C
	Bond - Private & Commercial Use	T400	\$100	N	C
	Bond - Non for Profit & Community Groups	T400	No Charge	N	C
Ovals					
Annual Oval Users Fees	Waroona Senior Football Club	3713	\$3,735	Y	C
	Waroona Junior Football Club	3713	\$1,850	Y	C
	Waroona Senior Cricket Club	3713	\$1,370	Y	C
	Waroona Junior Cricket Club	3713	\$690	Y	C
	Waroona Croquet Club	3713	\$690	Y	C
	Waroona Soccer Club	3713	\$478	Y	C
	Waroona Agricultural Society	3713	\$3,660	Y	C
	Commercial Events	3713	\$795	Y	C
	Not for Profit / Community event	3613	\$160	Y	C
	Local School Sports Carnival & School Events - Incl sand if applicable	3613	No Charge	N	C
	Bond - Commercial Events	T400	\$2,650	N	C
	Bond - Not for Profit / Community Event	T400	\$265	N	C
Parks & Gardens					
Events Held in Parks & Garden	Cat 1 - Private Use Permit - Non-exclusive use (birthday parties, family BBQ's, picnics, reunions or small gatherings where the reserve remains open to the public. May include use of a gazebo, small marquee or sectioned area.	3613	No Charge	Y	C
	Cat 2 - Commercial Activity Permit - Low impact commercial activities conducted on a shire reserve or public space, including fitness classes, yoga, Pilates, personal training, photography sessions, educational workshops and similar activities.	3613	\$12 per hour	Y	C
	Cat 3 - Community Event Permit - Events organised by local community, volunteer or not-for-profit organisations that provide a social, cultural, recreational or charitable benefit to the community.	3613	\$15 per hour	Y	C
	Cat 4 - Private Use Permit - Weddings, private functions, large family reunions or celebrations where an area of the reserve is roped off by the permit holder and public access to that area is restricted.	3613	\$50 per hour	Y	C
	Cat 5 - Public Event Permit - Events organised by private individuals, businesses or commercial event organisers that are open to the public, including food truck events, markets, small festivals, promotional activities and similar events.	3613	\$50 per hour	Y	C
	Cat 6 - Major Event Permit - Large-scale public events requiring significant use of Shire reserves or facilities and additional Council assessment, coordination or support, including circuses, carnivals, concerts, festivals, major sporting events, exhibitions and other high-attendance events.	3613	\$500 Initial Day \$100 each Additional Day	Y	C
	Bond - Categories 3 to 4	T400	\$200	N	C
	Bond - Category 5	T400	\$250	N	C
	Bond - Category 6	T400	\$2,000	N	C
TRANSPORT					
Maintenance Streets, Roads, Bridges, Depot					
Heavy Vehicle Permits	Restricted Access - Vehicle permit for vehicles to travel on unauthorised roads within the Shire of Waroona boundaries - to be granted in conjunction with Main Roads Permit. At Cost Administration Fee rate for the first hour and half rate per hour thereafter. Local Government Act Section 6.16	3543	Administration Fee \$66 first hour and \$33 per hour thereafter plus Actual	Y	C
	Concessional Loading Administration Fees - At cost fee to recoup technical consultation and administration costs of approving concessional loading applications including an onsite assessment of related locations. Local Government Act Section 6.16	3545	At cost fee to recoup technical consultation and administration costs of approving concessional loading applications including onsite assessment of related locations	Y	C
Administration and record keeping fees	Annual Grazing Permit on Shire Unmade Road Reserve	3543	\$66	Y	C
Existing User Agreements pre- 2023 agreements until expires	Regional Distributor Road- Road Contribution Payments. (WALGA "User Guide - Estimating the Incremental Cost Impact on Sealed Local Distributor Road -Road Contribution Payments. (WALGA "User Guide - Estimating the Incremental Cost Impact on Sealed Local Roads from Additional Freight Tasks" plus CPI index number 3101 Road and Bridge construction WA).	Muni Bond #	\$0	Y	C
		Muni Bond #	\$0	Y	C

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
NEW USER AGREEMENTS post 2023 - Road Contribution Payments.	Regional Distributor Road - Accelerated Pavement Depreciation Fee due to Extractive Industry Operations. Fee calculated based on quantity of material extracted from the quarry and the distance travelled on the Shire of Waroona roads (Cost/Ton/Km) Local Government Act Section 6.16.	Muni Bond #	To be determined at cost of accelerated Pavement Depreciation for road type and remainder of useful life calculation	Y	C
	Local Distributor Road - Accelerated Pavement Depreciation Fee due to extractive Industry Operations. Fee calculated based on quantity of material extracted from the quarry and the distance travelled on the Shire of Waroona roads (Cost/Ton/Km) Local Government Act Section 6.16.	Muni Bond #	To be determined at cost of accelerated Pavement Depreciation for road type and remainder of useful life calculation	Y	C
DEVELOPMENT AND MAINTENANCE BONDS - ROADS AND FOOTPATHS (IP021)					
Contribution for sealed roads in Residential Areas Bond (km)	The Shire will calculate road and footpath maintenance bonds in accordance with the methodologies outlined in Policy IP012 - Items 4.2.1, 4.2.2, 4.2.3 and 4.2.4. The per lineal metre and metre rates referenced in the following examples are subject to variation in accordance with the Shire's adopted Fees and Charges Schedule. Rates are exempt from GST.		\$605	N	C
Contributions for sealed roads in Rural, Rural Residential and Rural Living areas bond (km)	The Shire will calculate road and footpath maintenance bonds in accordance with the methodologies outlined in Policy IP012 - Items 4.2.1, 4.2.2, 4.2.3 and 4.2.4. The per lineal metre and metre rates referenced in the following examples are subject to variation in accordance with the Shire's adopted Fees and Charges Schedule. Rates are exempt from GST.		\$420	N	C
Contributions for gravel roads bond (km)	The Shire will calculate road and footpath maintenance bonds in accordance with the methodologies outlined in Policy IP012 - Items 4.2.1, 4.2.2, 4.2.3 and 4.2.4. The per lineal metre and metre rates referenced in the following examples are subject to variation in accordance with the Shire's adopted Fees and Charges Schedule. Rates are exempt from GST.		\$120	N	C
Contributions per square metre (m2) for footpath upgrading bond - Asphalt	The Shire will calculate road and footpath maintenance bonds in accordance with the methodologies outlined in Policy IP012 - Items 4.2.1, 4.2.2, 4.2.3 and 4.2.4. The per lineal metre and metre rates referenced in the following examples are subject to variation in accordance with the Shire's adopted Fees and Charges Schedule. Rates are exempt from GST.		\$110	N	C
Contributions per square metre (m2) for footpath upgrading bond - Brick Paved	The Shire will calculate road and footpath maintenance bonds in accordance with the methodologies outlined in Policy IP012 - Items 4.2.1, 4.2.2, 4.2.3 and 4.2.4. The per lineal metre and metre rates referenced in the following examples are subject to variation in accordance with the Shire's adopted Fees and Charges Schedule. Rates are exempt from GST.		\$160	N	C
Contributions per square metre (m2) for footpath upgrading bond - Concrete	The Shire will calculate road and footpath maintenance bonds in accordance with the methodologies outlined in Policy IP012 - Items 4.2.1, 4.2.2, 4.2.3 and 4.2.4. The per lineal metre and metre rates referenced in the following examples are subject to variation in accordance with the Shire's adopted Fees and Charges Schedule. Rates are exempt from GST.		\$160	N	C
Contributions per square metre (m2) for footpath upgrading bond - Gravel	The Shire will calculate road and footpath maintenance bonds in accordance with the methodologies outlined in Policy IP012 - Items 4.2.1, 4.2.2, 4.2.3 and 4.2.4. The per lineal metre and metre rates referenced in the following examples are subject to variation in accordance with the Shire's adopted Fees and Charges Schedule. Rates are exempt from GST.		\$50	N	C
ENVIRONMENTAL SERVICES (NATURAL RESOURCES)					
Native Seed Collection					
Not for Profit Organisations (University's, Schools, Charities, Churches)	Application Fee		\$55	Y	C
	Seed Collection Fee - for NFP but No Commercial Gain		Based on ha size of requested reserve. ((Cost Per Ha x Ha Size) x 0) \$0	Y	C
	Seed Collection Fee - for NFP and Commercial Sale / use within the district		Based on ha size of requested reserve. ((Cost Per Ha x Ha Size) + 3)	Y	C
	Seed Collection Fee - For NFP Commercial Sale / use outside of the district		Based on ha size of requested reserve. ((Cost Per Ha x Ha Size)+3)x2	Y	C
Community Service / Social Enterprise (Bindjareb Rangers, HRRTF, PHCC etc)	Application Fee		\$55	Y	C
	Seed Collection Fee - CS/SE but No Commercial Gain		Based on ha size of requested reserve. ((Cost Per Ha x Ha Size) x 0) \$0	Y	C
	Seed Collection Fee - CS/SE Commercial Sales /use within the district		Based on ha size of requested reserve. ((Cost Per Ha x Ha Size) + 3)	Y	C
	Seed Collection Fee - CS/SE Commercial Sales /use outside the district		Based on ha size of requested reserve. ((Cost Per Ha x Ha Size)+3)x2	Y	C
Commercial Enterprises	Application Fee		\$110	Y	C
	Seed Collection Fee - Commercial Sale / use within the district		Based on ha size of requested reserve. ((Cost Per Ha x Ha Size) + 3)x2	Y	C
	Seed Collection Fee - Commercial Sale / use outside of the district		Based on ha size of requested reserve. (Cost Per Ha x Ha Size)	Y	C
ECONOMIC SERVICES					
Rural Services					
Water Charges	Standpipe Water Charges - minimum charge up to and including 2KL of Water	3813	\$22	N	C
	Demonstrated potable water supply to residents of Shire of Waroona for non-commercial use - per Kilolitre (over the 2KL min)	3813	\$7	N	C
	Standpipe Water Charges - per Kilolitre (Over 2KL min)	3813	\$11	N	C
Area Promotion					
Bed & Breakfast & Lodging House Registration Fee and Annual Licence	Bed & Breakfast Holiday Accommodation (If not a registered food premise, if a registered food premise then add applicable food premise assessment fee)	3993	\$75	N	S

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Lodging House (If not a registered food premise, if a registered food premise then add applicable food premise assessment fee)	3993	\$75	N	S
Caravan Parks Including Park Homes Registration	Park Home Fee	3983	\$110	N	S
	Solid Annex Fee	3983	\$55	N	S
	Minimum Fee per Caravan Park	3983	\$200	N	S
	Long Stay (Minimum Fee \$200)	3983	\$6	N	S
	Short Stay (Minimum Fee \$200)	3983	\$6	N	S
	Camp Site (Minimum Fee \$200)	3983	\$3	N	S
	Overflow Site (Minimum Fee \$200)	3983	\$2	N	S
	Additional Fee for Renewal After Expiry Date	3983	\$20	N	S
	Temporary Licence	3983	\$100	N	S
	Transfer of Licence	3983	\$100	N	S
	Annual Application for Temporary Accommodation	3983	\$200	N	C
	Retrospective Approval of Application for Temporary Accommodation	3983	\$550	N	C
Visitor Centre Stock					
Volunteer Contributors		3943	Commission 10% of retail	Y/N	C
Non-Volunteer Contributors		3943	Commission 25% of retail	Y/N	C
Non-Consignment Stock		3943	Mark up of min 30% up to 150% If a higher mark up is deemed appropriate written approval up to 300% can be granted by DCCS	Y	C
Damaged/Shop Soiled Stock (Non-Consignment Stock)		3943	If a mark down due to damaged or unpopular stock is deemed appropriate, written approval of a mark down of up to 75% below cost can be granted by DCCS	Y	C
Exhibit Entry Fees		3943	Up to \$15 for Exhibitions & up to 33.33% commission added to wholesale price of works	Y/N	C
Vehicle Registration Plates					
Shire of Waroona Number Plates		3973 & T426	\$280	N	S
Building Control					
Please note: Building Services Levy to be added to all building applications					
Building Permits	BP1U - Uncertified Application - Classes 1 & 10 Only (BA2)	4143	0.32% of the estimated value (min \$121)	N	S
	BP1C - Certified Application - Class 1 or Class 10 or incidental structure (BA1)	4143	0.19% of the estimated value (min \$121)	N	S
	BP2C - Certified Application - Class 2 to Class 9 or incidental structure (BA1)	4143	0.09% of the estimated value (min \$121)	N	S
Demolition Permit (BA5)	DP1 - Class 1 or Class 10 or incidental structure (s16(1)) (plus BSL)	4163	\$121	N	S
	DP2 - Class 2 to Class 9 building (s16(1)) (plus BSL)	4163	\$121 for each storey of the building	N	S
Building Approval Certificates (BA13)	BAC1 - Application for BAC for a building in respect of which unauthorised work has been done (S51(3))	4143	0.38% of the estimated value of the unauthorised work as determined by the	N	S
	BAC2 - Application for BAC for an existing building where unauthorised work has not been done (s52(2))	4143	\$121	N	S
	Application to extend time during which an occupancy permit or building approval certificate has effect	4143	\$121	N	S
Occupancy Permits (BA9)	OP1 - Application for an occupancy permit for a completed building (S46)	4143	\$121	N	S
	OP2 - Application for a temporary occupancy permit for an incomplete building (S47)	4143	\$121	N	S
	OP3 - Application for modification of an occupancy permit for additional use of a building on a temporary basis (S48)	4143	\$121	N	S
	OP4 - Application for a replacement occupancy permit for permanent change of the building's use classification (S49)	4143	\$121	N	S
	OP6 - Application for an occupancy permit for a building in respect of which unauthorised work has been done (S51(2))	4143	0.18% of the estimated value of unauthorised work as determined by the relevant permit	N	S
	OP7 - Application to replace an occupancy permit for an existing building (S52(1))	4143	\$121	N	S
Building Services Levy (Applicable to all Building Applications)	BSL1 - Building projects less than \$45,000 (Building and/or Demolition)	T402	\$62	N	S
	BSL2 - Building projects above \$45,000 (Building and/or Demolition)	T402	0.137% of the estimated value	N	S
	BSL3 - Application for Occupancy Permit or Building Approval Certificate for approved building work under section s47,49,50 or 52	T402	\$62	N	S
	BSL4 - Occupancy Permit of Building Approval Certificate for unauthorised building work under Section 51 of the Building Act	T402	\$123.30 if the value of the unauthorised work is less than \$45,000; or 0.274% of the current value of the work	N	S
	Occupancy permit under section 46 of the Building Act	T402	No Levy is Payable	N	S
	Modification of occupancy permit for additional use of building on temporary basis under S48 of the Building Act	T402	No Levy is Payable	N	S
	BCITF - Payable to the collection agency when a construction project is greater than \$100,000. Payment of the levy must be	T401	Estimate value (over \$100,000) x 0.2%	N	S
	Application to Amended Building Permit - Form BA19 (If the estimated value has changed, the BSL & BCITF must be	4143	Same calculation as for application for building permit based on change to contract	N	S
	Application to Extend a Building or Demolition Permit - Form BA22	4143	\$121	N	S
Other Building Fees	Swimming Pool Inspection Fee - Annual Fee (\$168/4Yrs)	4153	\$42	N	S

PROGRAM	DETAILS	G/L	2026/27 Fee/Charge	GST	Stat / Council
	Swimming Pool Re-inspection Fee (Swimming Pool Barriers & all Other)	4153	\$135	N	C
	Building Statistics (Annual Fee)	4163	\$150	Y	C
	Copies of Permits, Building Approval Certificates in Register	4163	\$110	Y	C
	Copies of Building Records to an Interested Person	4163	\$110	Y	C
	Kerb Deposit	4163	\$550	N	S
	Request for Additional building service/advice from a qualified Building Surveyor - Per Hour	4163	st of external consultant plus 15% administration fee	N	S
	Local Government Approval of Battery Powered Smoke Alarms (r61)	4163	At cost of external consultant plus 15% administration fee	N	S
	Local Government Approval of Alternative sw.p Safety Barrier (r51)	4163	At cost of external consultant plus 15% administration fee	N	S
OTHER PROPERTY & SERVICES					
Private Works					
Sale of Scrap	Sand per 6x4 Trailer (subject to change if market conditions alter). No site delivery included.	4323	\$30	Y	C
	Sand per 8x5 Trailer (subject to change if market conditions alter). No site delivery included.	4324	\$40		
	Gravel per M ³ (subject to change if market conditions alter). No site delivery included.	4323	\$70	Y	C
	Aggregate 10mm per M ³ (subject to change if market conditions alter). No site delivery included.	4323	\$55	Y	C
	Aggregate 10 mm per Tonne (subject to change if market conditions alter). No site delivery included.	4323	\$85	Y	C
	Cracker Dust per M ³ (2mm Aggregate) (subject to change if market conditions alter). No site delivery included.	4323	\$45	Y	C
	Limestone M3 (subject to change if market conditions alter). No site delivery included.	4323	\$55	Y	C
Private Works on Shire Road Reserves	Gravel - Per M ³ (subject to change if market conditions alter). No site delivery included.	4323	\$70	Y	C
	Limestone - Per M ³ (subject to change if market conditions alter). No site delivery included.	4323	\$55	Y	C
Labour Hire Only - Per Hour (External Charges)	Final Grade Operator	4323	\$310	Y	C
	Operator/Labourer	4323	\$160	Y	C
	Labourer	4323	\$140	Y	C
Plant - Per Hour (External Charges) Inc. Operator and 20% Admin Fee	Mitsubishi Tandem Tip Truck (WR399 - P40)	4323	\$310	Y	C
	Fuso Shogun Tip Truck (WR7686 - P128)	4323	\$310	Y	C
	Graffiti Trailer (P90)	4323	\$150	Y	C
	Isuzu Tip Truck (WR553 - P0104)	4323	\$310	Y	C
	Isuzu 87-190 MWB (P0318)	4323	\$310	Y	C
	Caterpillar 12G Grader - Final Grade (P0324)	4323	\$350	Y	C
	Caterpillar 120H Grader (P25)	4323	\$350	Y	C
	Volvo L60 Front End Loader (P021)	4323	\$320	Y	C
	Caterpillar Backhoe (P0327)	4323	\$320	Y	C
	Bomag Multi T Roller (P0316)	4323	\$280	Y	C
	Caterpillar Vib-Roller CS64B (P323)	4323	\$280	Y	C
	Caterpillar 926H Loader (P022)	4323	\$320	Y	C
	Caterpillar 816F Compactor (P163)	4323	\$320	Y	C
	New Holland Tractor (P016)	4323	\$280	Y	C
	New Holland Tractor T4.65 (P84)	4323	\$280	Y	C
	Final Grade Operator	4323	\$310	Y	C
	Caterpillar CS4B STD Roller (P0323)	4323	\$280	Y	C

2026/27 BUDGET RATING INFORMATION

The attached documentation is circulated for the information of Councillors and should be read in conjunction with the 2026/27 budget notes.

VALUATIONS

GRV – GROSS RENTAL VALUE

GRV revaluations are performed every 5 years. 2021/22 was the most recent GRV revaluation year with an overall increase of approximately 9%. The next GRV revaluation will take place in the 2026/27 financial year with an effective date of 1 July 2027.

UV – UNIMPROVED VALUE

UV properties are revalued by Landgate's Valuation Services (Valuer General) every year. UV valuations continue to rise following an 8.86% in 2024/25, a 13.26% in 25/26 and a 11.80% increase in 26/27.

To ensure that rates objectivity and fairness is achieved across the Shire as a whole, and to achieve an equitable level of rating between commercial properties within both the UV and GRV rating categories, in the 2023/24 financial year, Council introduced two new differential rating categories for properties located outside the townsite that are held for light or heavy industry, mining, exploration, extractive industry, renewable energy or intensive agricultural use. Additional funds raised from differential rating provides funding for the maintenance of infrastructure resulting from heavy road use.

OBJECTIVES AND REASONS

Objectives and reasons for each rate code are detailed below:

UV

Desc.	Characteristics	Objects	Reasons
UV General	Properties that are used primarily for rural and farming purposes.	The objective of this category is to ensure that all ratepayers make a reasonable contribution towards the services and facilities provided and maintained by the Shire for the benefit of the residents.	Revenue derived from this category assists in funding the service levels expected by the community, achieving the Strategic Community Plan and minimum standards of performance to which the Council will be measured by the State Government and others.
UV Industry and Mining (excludes activities where a contribution agreement is in place under the Road Traffic Act 1974)	Properties located outside of a townsite that are held for light or heavy industry, mining, exploration, extractive industry and renewable energy facilities.	The object of this category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to properties in this category.	The reason for this rate is the need to offset the higher level of costs associated in servicing these properties, including the costs of transport infrastructure maintenance and renewal/refurbishment, and costs relating to monitoring of land use and environmental impacts.
UV Intensive Agriculture	Properties located outside of a townsite that are held intensive agriculture use.	The object of this category is to raise additional revenue to offset the costs associated with increased maintenance of infrastructure and higher levels of service provided to properties in this category.	The reason for this rate is the need to offset the higher level of costs associated in servicing these properties, including the costs of transport infrastructure maintenance and renewal/refurbishment, and costs relating to monitoring of land use and environmental impacts.

GRV

Desc.	Characteristics	Objects	Reasons
GRV General	Properties that are used primarily for residential purposes and located within a townsite.	The objective of this category is to ensure that all residential ratepayers make a reasonable contribution towards the services and facilities provided and maintained by the Shire for the benefits of the residents.	Revenue derived from this category assists in funding the service levels expected by the community, achieving the Strategic Community Plan and minimum standards of performance to which the Council will be measured by the State Government and others.

MINIMUM RATES

The Shire imposes a single minimum payment across all rating categories. The minimum payment recognises that all ratepayers have an equal opportunity to enjoy the facilities and services provided by Council, regardless of the value of their property. The recommended model proposes an increase in the minimum rate for both GRV and UV.

- **GRV** from \$1,390 to \$1,445
- **UV** from \$1,390 to \$1,445

A comparison of values at rates billing can be seen in the table detailed below:

	2022/23	2023/24	2024/25	2025/26	2026/27	Difference
GRV	32,500,424	32,766,841	33,311,911	35,515,588	36,094,269	+1.6294%
UV	258,801,475	298,721,836	325,217,267	368,336,928	405,449,966	+10.0758%

Percentage movements for the previous reporting period were +1.6294% GRV and +10.0758% UV.

RATING

The overall rates increase equates to 3.95% for 2026/27, 0.70% more than that forecast in Council's Long-Term Financial Plan (LTFP).

Additionally, elevated inflation and rising service delivery costs—particularly increases in wages, materials, and insurance—have placed additional pressure on operating expenditure, necessitating a modest adjustment above the LTFP forecast to maintain financial sustainability and service levels.

Attached is a summary of the model by which the 2026/27 budget is based. The model reflects an income ratio of 37.51% of income from UV and 62.49% income from GRV.

TOTAL INCOME	2022/23	2023/24	2024/25	2025/26	2026/27
GRV	\$3,357,335	\$3,492,891	\$3,805,021	\$4,078,106	\$4,248,324
UV	\$2,031,914	\$2,319,860	\$2,283,627	\$2,447,822	\$2,550,330

Rates income increases from rates raised 25/26 to rates raised 26/27 is \$272,727.

2026/27 RATES MODEL

Method	Code	Total Props	UV Value	GRV Value	Min Amt	UV %	GRV	Calculated Rates	Props on Min	Actual Rates to Raise
UV	02	517	\$341,853,308	\$0	\$1,445.00	0.5701		\$1,948,906.36	69	\$1,987,463.38
	06	56	\$26,045,000	\$16,620	\$1,445.00	0.5701		\$148,482.68	1	\$148,930.00
	07	13	\$199,658	\$0	\$1,445.00	0.5701		\$1,138.25	13	\$18,785.00
	09	5	\$30,470,000	\$0	\$1,445.00	1.1400		\$347,358.00	0	\$347,358.00
	12	4	\$5,590,000	\$0	\$1,445.00	0.8550		\$47,794.50	0	\$47,794.50
GRV	01	1197	\$0	\$21,033,510	\$1,445.00		11.3118	\$2,379,268.45	302	\$ 2,496,194.02
	03	37	\$0	\$461,870	\$1,445.00		11.3118	\$52,245.80	19	\$57,012.73
	04	468	\$0	\$6,008,812	\$1,445.00		11.3118	\$679,704.90	139	\$777,882.54
	05	94	\$0	\$1,824,511	\$1,445.00		11.3118	\$206,385.02	18	\$211,077.95
	08	294	\$0	\$4,796,332	\$1,445.00		11.3118	\$542,551.45	73	\$586,375.82
	10	79	\$0	\$603,086	\$1,445.00		11.3118	\$68,219.64	77	\$119,780.87
NR	00	260	\$824,000	\$1,336,278				\$0	0	\$0
	77	9	\$468,000	\$13,250				\$0	0	\$0
										\$6,798,654.81

UV properties on Minimum	16.05%
GRV properties on Minimum	28.95%

Total Income		
UV	\$2,550,330.88	37.51%
GRV	\$4,248,323.93	62.49%

Minimum		
UV	\$1,990 to \$1,445	3.95%
GRV	\$1,390 to \$1,445	3.95%

2026/27 LIST OF SAMPLE PROPERTIES

Ass	Property Type	GRV/UV	Current Valuation	2024/25		2025/26 Proposed		2026/27 Proposed		Difference
				\$1,343 Minimum		\$1,390 Minimum		\$1,445 Minimum		
				Rate in \$	Rates	Rate in \$	Rates	Rate in \$	Rates	
A3124	Residential 4 x 2	GRV	\$ 19,760	10.9170	\$ 2,157.20	10.9905	\$ 2,171.72	11.3118	\$ 2,235.21	\$ 63.49
A828	Residential 3 x 1	GRV	\$ 14,560	10.9170	\$ 1,589.51	10.9905	\$ 1,600.22	11.3118	\$ 1,647.00	\$ 46.78
A1586	Vacant Land	GRV	\$ 3,660	10.9170	\$ 1,343.00	10.9905	\$ 1,390.00	11.3118	\$ 1,445.00	\$ 55.00
A452	Residential 4 x 2	GRV	\$ 18,980	10.9170	\$ 2,072.05	10.9905	\$ 2,085.99	11.3118	\$ 2,146.98	\$ 60.99
A1283	Residential 3 x 2	GRV	\$ 15,340	10.9170	\$ 1,674.67	10.9905	\$ 1,685.94	11.3118	\$ 1,735.23	\$ 49.29
A3403	Rural	UV	\$ 710,000	0.6410	\$ 3,775.49	0.6054	\$ 3,771.64	0.5701	\$ 4,047.71	\$ 276.07
A3956	Rural	UV	\$ 190,000	0.6410	\$ 1,343.00	0.6054	\$ 1,390.00	0.5701	\$ 1,445.00	\$ 55.00
A3968	Rural	UV	\$ 425,000	0.6410	\$ 2,143.53	0.6054	\$ 2,246.03	0.5701	\$ 2,422.93	\$ 176.90
A413	Rural	UV	\$ 340,000	0.6410	\$ 1,653.78	0.6054	\$ 1,791.84	0.5701	\$ 1,938.34	\$ 146.50
A500	Rural	UV	\$ 1,730,000	0.6410	\$ 8,384.28	0.6054	\$ 9,492.67	0.5701	\$ 9,862.73	\$ 370.06
A2930	Industry & Mining	UV	\$ 480,000	1.2815	\$ 6,061.49	1.2107	\$ 5,314.97	1.1400	\$ 5,472.00	\$ 157.03
A396	Industry & Mining	UV	\$ 480,000	1.2815	\$ 4,664.66	1.2107	\$ 5,109.15	1.1400	\$ 5,472.00	\$ 362.85
A3974	Intensive Agriculture	UV	\$ 1,560,000	0.9615	\$ 12,345.66	0.9081	\$ 12,559.02	0.8850	\$ 13,806.00	\$ 1,246.98
A3929	Intensive Agriculture	UV	\$ 2,580,000	0.9615	\$ 18,585.79	0.9081	\$ 21,049.75	0.8850	\$ 22,833.00	\$ 1,783.25

PAST RATING STATISTICS

Year	GRV	UV	GRV %	UV %	GRV General	UV General	UV Ind/Mining	UV Agriculture	GRV Min	UV Min	Increase %
2013/14	\$2,148,528.00	\$1,332,456.00	61.72%	38.28%	8.3555	0.5445	0	0	\$800.00	\$800.00	7.95
2014/15	\$2,339,404.00	\$1,453,826.00	62.14%	37.86%	9.0273	0.6017	0	0	\$880.00	\$880.00	8.95
2015/16	\$2,530,028.00	\$1,562,658.00	61.80%	38.20%	9.7211	0.6482	0	0	\$940.00	\$940.00	7.95
2016/17	\$2,724,562.00	\$1,666,356.00	62.05%	37.95%	10.3535	0.7182	0	0	\$1,010.00	\$1,010.00	6.95
2017/18	\$2,900,651.00	\$1,766,712.00	62.15%	37.85%	9.7477	0.7369	0	0	\$1,065.00	\$1,065.00	5.95
2018/19	\$3,034,865.00	\$1,838,960.00	62.27%	37.73%	10.0863	0.7580	0	0	\$1,115.00	\$1,115.00	3.95
2019/20	\$3,119,565.02	\$1,898,349.69	62.17%	37.83%	10.3248	0.7783	0	0	\$1,145.00	\$1,145.00	2.64
2020/21	\$3,128,997.54	\$1,894,648.63	62.29%	37.71%	10.3248	0.7783	0	0	\$1,145.00	\$1,145.00	0.11
2021/22	\$3,195,647.78	\$1,934,704.21	62.29%	37.71%	10.5083	0.8055	0	0	\$1,175.00	\$1,175.00	2.00
2022/23	\$3,357,335.00	\$2,031,914.00	62.30%	37.70%	10.0964	0.7687	0	0	\$1,230.00	\$1,230.00	4.95
2023/24	\$3,492,890.88	\$2,319,860.00	60.09%	39.91%	10.4568	0.6942	1.3883	1.0413	\$1,280.00	\$1,280.00	3.95
2024/25	\$3,805,021.10	\$2,283,626.63	62.49%	37.51%	10.9170	0.6410	1.2815	0.9615	\$1,343.00	\$1,343.00	4.95
2025/26	\$4,078,105.74	\$2,447,822.46	62.49%	37.51%	10.9905	0.6054	1.2107	0.9081	\$1,390.00	\$1,390.00	3.50
2026/27	\$4,248,323.93	\$2,550,330.88	62.49%	37.51%	11.3118	0.5701	1.1400	0.8550	\$1,445.00	\$1,445.00	3.95

**2026/27 BUDGET
SUPPORTING INFORMATION**

The attached documentation is circulated for the information of Councillors and should be read in conjunction with the 2026/27 budget notes. This document provides information on:

1. Fixed Asset Purchases
2. Works & Construction Program
3. Plant Purchases and Upgrades
4. Significant Project Funding

FIXED ASSET PURCHASES				
Programme	COA	Details	Asset Type	Amount
Governance	0544	Asbestos Management Plan on all Council Facilities	Buildings	\$ 35,000
	0544	Install Ramp and Veranda - Records Donga	Buildings	\$ 10,000
	0554	Furniture - Reconfigure Top Office to Add Workstations	F & E	\$ 4,000
Law, Order & Safety	0924	Changeover Ranger Vehicle	P & E	\$ 47,500
	0934	Replacement of Faulty Camera - CCTV Infrastructure	F & E	\$ 7,500
Education & Welfare	1034	Playgroup Grounds Improvements	Infrast Other	\$ 6,000
	1044	Arts & Craft Building - Insurance Claim - Partial Kitchen Refurbishment	Buildings	\$ 12,000
	1044	Playgroup - Paint Eves and Window Frames	Buildings	\$ 2,000
	1414	Senior Citizens - Repairs to Failing Brickwork on Western Wall	Buildings	\$ 8,000
	5204	Changeover MCED Vehicle (P0038)	P & E	\$ 55,000
Health	1054	Waroona Community Centre - Replace Flooring within Palmerston Office	Buildings	\$ 1,000
	1054	Waroona Community Centre - Upgrade Alarm/Emergency System	Buildings	\$ 32,000
Community Amenities	1524	Upgrade Tyres – Thick Wall	P & E	\$ 12,000
	1524	Purchase New Fire Tender	P & E	\$ 25,000
	2014	Waroona Townsite - Replace Various Kerbing (US01)	Infrast Other	\$ 12,000
	2014	Preston Beach Townsite - Replace Various Kerbing (US04)	Infrast Other	\$ 12,000
	2014	Preston Beach Drainage Upgrade	Infrast Other	\$ 45,000
Housing	1714	Eastcott Street Development	Infrast Other	\$ 612,000
Recreation & Culture	2474	Lake Clifton Community Centre - Toilet Upgrades	Buildings	\$ 4,200
	2474	Preston Beach Community Centre and Golf Club - Colocation Assessment Concept Plan	Buildings	\$ 20,000
	2474	Memorial Hall - Internal Painting	Buildings	\$ 15,000
	2834	Waroona Senior Football Club - Minor Building Improvements – Kitchen and Flooring	Buildings	\$ 15,000
	2834	Waroona Senior Football Club - Replacement of 4 Sliding Windows	Buildings	\$ 12,500
	2834	Waroona Senior Football Club Upgrades	Buildings	\$ 785,685
	3624	Preston Beach Golf Course - Installation of New Pathway	Infrast Other	\$ 80,000

	3634	Parks and Gardens Upgrades	Infrast Other	\$ 502,135
	3724	Install New Retic Wiring to Upgrade Systems	Infrast Other	\$ 35,000
	7104	Recreation & Aquatic Centre - Fans	Buildings	\$ 19,000
	7104	Recreation & Aquatic Centre - Repair Roof Leaks	Buildings	\$ 9,753
	7104	Recreation & Aquatic Centre - Gym Extension Concept Drawings	Buildings	\$ 5,000
	7104	Recreation & Aquatic Centre - Ceiling Repairs	Buildings	\$ 5,000
	7104	Recreation & Aquatic Centre - Install Patio and Outdoor BBQ	Buildings	\$ 30,000
	7104	Recreation & Aquatic Centre - Squash Court Resurfacing	Buildings	\$ 2,500
	7104	Recreation & Aquatic Centre - Basketball Court Resurfacing	Buildings	\$ 10,000
	7104	Recreation & Aquatic Centre - Replace Pool Barrier	Buildings	\$ 20,000
	7104	Recreation & Aquatic Centre - Painting of Foyer Area	Buildings	\$ 5,000
	7104	Recreation & Aquatic Centre - Painting of Gym	Buildings	\$ 4,000
	7104	Recreation & Aquatic Centre - Group Fitness Room Floor Resurfacing	Buildings	\$ 3,000
	7114	Recreation & Aquatic Centre - Chairs	F & E	\$ 10,000
	7114	Recreation & Aquatic Centre - Poolside Furniture and Pool Blankets	F & E	\$ 15,500
	7114	Recreation & Aquatic Centre - Baine Marie Replacement for Kitchen	F & E	\$ 11,000
	7114	Recreation & Aquatic Centre - Scoreboard Replacement Court 3	F & E	\$ 5,000
	7154	Recreation & Aquatic Centre - Dolphin Cleaner	P & E	\$ 7,500
Transport	3184	Roads to Recovery	Infrast Roads	\$ 383,000
	3204	Road Works Total Construction	Infrast Roads	\$ 2,348,962
	3274	Recreation Road - Footpath Upgrade (R105)	Infrast Other	\$ 45,000
	3514	Depot - Installation of CCTV	Infrast Other	\$ 15,000
	3514	Lake Clifton Bridge Main Roads Safety Project	Infrast Other	\$ 514,000
	3524	Replace Minor Plant	P & E	\$ 25,000
	3534	Changeover Mitsubishi Triton (P0057)	P & E	\$ 55,000
	3554	Changeover Holden Colorado (P0107)	P & E	\$ 50,000
	3554	Changeover Mitsubishi Triton (P0118)	P & E	\$ 50,000
	3554	New Holland Tractor T6020	P & E	\$ 20,000
	3554	Mew Rotary Hoe	P & E	\$ 25,000
	3554	Mini Digger	P & E	\$ 60,000
	3554	Isuzu 3 Way Tipper (P0104)	P & E	\$ 15,000
Economic Services	7714	Waroon Community Precinct Project - Railside Park	Infrast Other	\$ 91,323
	3944	Peel Regional Trails	Infrast Other	\$ 320,736
TOTAL				\$ 6,587,794

WORKS CONSTRUCTION PROGRAM

ROADS TO RECOVERY - \$383,000 RTR FUNDING

Job No	Project	Project Description	Labour	O/Heads	Plant	Material	Contract	Total
			I/E 701	I/E 99	I/E 98	I/E 710	I/E 711	
RR65	Gaston Crescent	Removal of Tree Roots and Reconstruct of Damaged Sections of Road				\$16,000	\$24,000	\$40,000
RR66	Wildcat Way	Asphalt Intersection onto Mitchell Road					\$15,000	\$15,000
RR67	Clements Place	Resurface Cul-De-Sac, Modify Drainage and Reseal Road Surface				\$20,000	\$30,000	\$50,000
RR68	Wass Street	Road Reseal					\$8,000	\$8,000
RR69	Willy Wag Tail Close	Removal of Tree Roots and Reconstruct Damaged Sections of Road				\$16,000	\$24,000	\$40,000
RR70	Yalgorup Court	Cul-De-Sac Reconstruction and Reseal				\$20,000	\$30,000	\$50,000
RR71	Oceanview Road	Drainage Improvements and Reinstate Shoulders				\$16,000	\$24,000	\$40,000
RR52	Mitchell Road	Speed Mitigation				\$2,500	\$22,500	\$25,000
RR72	Bradford Street	Shoulder Repairs and Reseal				\$6,000	\$9,000	\$15,000
RR51	Hill Street	Drainage and Kerbing Stage 1 (Logue St to McLarty St)				\$16,000	\$24,000	\$40,000
RR64	Dehamel Street, Waroona	Kerbing Repairs and Road Reseal on Section from SW Highway to Fouracre St				\$24,000	\$36,000	\$60,000
TOTAL						\$136,500	\$246,500	\$383,000

REGIONAL ROAD GROUP - \$1,363,333 RRG FUNDING

Job No	Project	Project Description	Labour	O/Heads	Plant	Material	Contract	Total
			I/E 701	I/E 99	I/E 98	I/E 710	I/E 711	
RC87	Dorsett Road, Waroona	Reconstruct failing shoulder widening				\$80,000	\$120,000	\$200,000
RC54	Dorsett Road, Waroona	Realign S Bends					\$150,000	\$150,000
RC05	Nanga Brook Road	Apply Bitumen Reseals					\$225,000	\$225,000
RC82	Preston Beach Road	Reconstruct Failing and Narrow Sections	\$50,000	\$65,000	\$30,000	\$187,500	\$417,500	\$750,000
RC75	Johnston Road	Surface Widening and Sealing Works				\$90,000	\$135,000	\$225,000
RC90	Wagerup-Willowdale Road	Shoulder Reinstatement				\$90,000	\$135,000	\$225,000
RC47	McNeil / Mayfield Roads	Upgrade Intersection – Rollover of Funds	\$35,000	\$45,500	\$27,620	\$144,161	\$108,121	\$360,402
TOTAL			\$85,000	\$110,500	\$57,620	\$591,661	\$1,290,621	\$2,135,402

OTHER ROAD CONSTRUCTION

Job No	Project	Project Description	Labour	O/Heads	Plant	Material	Contract	Total
			I/E 701	I/E 99	I/E 98	I/E 710	I/E 711	
RC88	Lake Clifton Road	Edge Widening and Audible Edge Lines (Fully Funded)					\$363,560	\$363,560
RC74	Fawcett Road	Boxout and Reinststate Shoulders				\$20,000	\$30,000	\$50,000
TOTAL						\$20,000	\$393,560	\$413,560

STORM WATER DRAINAGE

Job No	Project	Project Description	Labour	O/Heads	Plant	Material	Contract	Total
			I/E 701	I/E 99	I/E 98	I/E 710	I/E 711	
US01	Waroona Townsite	Replace Various Kerbing	\$1,877	\$2,440		\$483	\$7,200	\$12,000
US04	Preston Beach Townsite	Replace Various Kerbing				\$4,800	\$7,200	\$12,000
US15	Preston Beach Drainage	Drainage Improvements within Wildcat Way and Bouvard Place				\$18,000	\$27,000	\$45,000
TOTAL			\$1,877	\$2,440	\$0	\$23,283	\$41,400	\$69,000

FOOTPATHS

Job No	Project	Project Description	Labour	O/Heads	Plant	Material	Contract	Total
			I/E 701	I/E 99	I/E 98	I/E 710	I/E 711	
R105	Recreation Road	Pathway Repairs – Removal of Obsolete Slabs and Reinstate Pathway	\$1,000	\$1,300	\$1,500	\$18,000	\$23,200	\$45,000
TOTAL			\$1,000	\$1,300	\$1,500	\$18,000	\$23,200	\$45,000

OTHER INFRASTRUCTURE

Job No	Project	Project Description	Labour	O/Heads	Plant	Material	Contract	Total
			I/E 701	I/E 99	I/E 98	I/E 710	I/E 711	
PK01	Playground Equipment (3634)	Various Refurbishment	\$1,250	\$1,625		\$875	\$1,250	\$5,000
TOTAL			\$1,250	\$1,625		\$875	\$1,250	\$5,000

PLANT PURCHASES UPGRADES & SALES

Vehicle	Plant No.	Description	Program	Cap Ex COA	Gross	Sale COA	Sale	Council Exp	Reserve	WDV	P/L	P/L COA	Profile
Officer	P0057	2023 Mitsubishi Triton D/Cab (WR104)	Engineering	3534	\$55,000		\$25,000	\$30,000		\$29,989	-\$4,989	3602	Sept
	P0107	2015 Holden Colorado (WR150)	Transport	3554	\$50,000		\$10,000	\$40,000		\$6,915	\$3,085	3602	Sept
	P0118	Mitsubishi Triton 4x4 Single Cab (105WR)	Transport	3554	\$50,000		\$25,000	\$25,000		\$26,191	-\$1,191	3602	Apr
	P0038	Mazda CX-5 (110WR MCED)	Community	5204	\$55,000		\$25,000	\$30,000		\$23,952	\$1,048	5382	May
	P0069	2026 Subaru Crosstrek AWD 2.0R (103WR)	Recreation				\$30,000			\$36,584	-\$6,584	7312	Oct
	P0076	Mitsubishi Triton GLX 4x4 (Ranger 107WR)	Other Law Order	0924	\$47,500		\$22,000	\$25,500		\$49,431	-\$27,431	0832	June
Plant	P25	Caterpillar 120H Grader (Maintenance)	Transport	3554			\$50,000				\$50,000	3602	Oct
	P016	New Holland Tractor T6020 – Capital Upgrade	Transport	3554	\$20,000			\$20,000				3603	Oct
	NEW	Rotary Hoe	Transport	3554	\$25,000			\$25,000					Nov
	NEW	Mini Digger (Grave Digging & Drains)	Transport	3554	\$60,000			\$60,000	\$60,000				Nov
	P0104	Isuzu FRR500 3 Way Tipper – Capital Upgrade	Transport	3554	\$15,000			\$15,000					Jan
Minor	P101	Replace Minor Plant	Transport	3524	\$25,000			\$25,000				3602	Various
		Various Workshop Tools	Transport	3564	\$25,000			\$25,000				-	Various
					\$427,500		\$187,000	\$320,500	\$60,000	\$173,062	\$13,938		

Total Plant Replacement Expenditure	\$427,500
Total Trade Income	\$187,000
Expense for 2026/27	\$240,500

SIGNIFICANT PROJECTS FUNDING

Project / Purchase	COA	Total Project Cost	Income								
			Federal Govt Grant		State Govt Grant		Cont / Sale Proceeds	Loan Funds	Council Reserve	Alcoa Sust.	General Revenue
Total road construction program	3184/3204	\$3,050,962	1	\$382,992	2-5	\$2,034,152	\$0	\$0	\$0	\$0	\$633,818
Railside Park - Phase 2	TC06	\$91,323		\$0		\$0	\$0	7 \$91,323	\$0	\$0	\$0
Peel Regional Trails Project	TR01	\$320,736	6	\$320,736		\$0	\$0	\$0	\$0	\$0	\$0
Eastcott Street Development	1714	\$612,000		\$0		\$0	\$0	\$612,000	\$0	\$0	\$0
Waroona Senior Football Club Upgrades	2834	\$785,685		\$0		\$785,685	\$0	\$0	\$0	\$0	\$0
WRAC - Install patio and BBQ	7104	\$30,000		\$0		\$0	\$0	\$0	\$0	\$0	\$30,000
Lake Clifton Bridge Main Roads Safety Project	3514	\$514,000	10	\$514,000		\$0	\$0	\$0	\$0	\$0	\$0
Preston Beach Golf Course - New Pathway	3624	\$80,000		\$0		\$0	\$0	\$0	\$0	\$0	80,000
Preston Beach Drainage Upgrade	2014	\$45,000		\$0		\$0	\$0	\$0	\$0	\$0	\$45,000
Waroona CRC Upgrade Alarm/Emergency System	1054	\$32,000		\$0		\$0	\$0	\$0	\$0	\$0	\$32,000
Install New Retic Wiring to Upgrade Systems	3724	\$35,000		\$0		\$0	\$0	\$0	\$0	\$0	\$35,000
Recreation Road - Footpath Upgrade (R105)	3274	\$45,000		\$0		\$0	\$0	\$0	\$0	\$0	\$45,000
Total		\$5,641,706		\$1,217,728		\$2,819,837,	\$0	\$703,323	\$0	\$0	\$900,818

1	Roads to Recovery	\$382,992
2	Regional Road Group & Direct Grants	\$1,363,333
3	MRWA - Regional Road Safety	\$363,560
4	MRWA – Direct Grant	159,814
5	Path Network Funding (Previous year expenditure)	147,4445
6	Peel Development Commission on behalf of the Cth	\$320,736
7	Remaining Loan Funds	\$91,323
8	Loan #125 – Eastcott Street Development	\$612,000
9	Waroona Football Club Changeroom upgrade	\$785,685
10	Federal Special Roads Funding	\$514,000



Charla Downs Waroona Rodeo

Saturday 21 November 2026



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EVENT DETAILS

Date:	Saturday, 21 November 2026
Venue:	Snell Farm – Charla Downs, Fawcett Road, Waroona
Public Event Hours:	9am – 11.59pm
Maximum Capacity:	4900 at any one time (4000 within the licensed area)
Camping:	Friday 20 & Saturday 21 November 2026

PURPOSE

The Charla Downs Waroona Rodeo is a public event conducted by Double Barrel Entertainment at Charla Downs, Waroona. Sanctioned by the Australian Bushmen's Campdraft and Rodeo Association (ABCRA), the event features rodeo competition, licensed entertainment, camping and associated activities. The Event Management Plan outlines the operational arrangements required to safely manage the event, protect patrons, competitors, volunteers, contractors, livestock and neighbouring properties while ensuring compliance with relevant legislation and local government requirements.

DBE CONTACT INFORMATION

NAME	CONTACT NUMBER	EMAIL
Jo Kestel	0429 037 778	info@doublebarrelentertainment.com.au
Mark Kestel	0429 031 778	
Heidi Bibby	0457 261 441	eventdbe@gmail.com

EVENT PROGRAM

DATE	TIME	ACTION
20/11	12pm	Camping check in time
21/11	7am	Camping check in time
21/11	8.30am	Public gates open
21/11	9am – 6pm	Rodeo competition
21/11	6 – 11.59pm	Evening entertainment
21/11	11am – 11.59pm	Liquor service
21/11	11.59am	Event closes
22/11	12pm	Camping check out
25/11	5pm	Cleanup and pack down complete

INSURANCE

INSURED	POLICY NUMBER	PERIOD OF INSURANCE	TOTAL LIMIT OF INDEMNITY
Australian Bushmen's Campdraft & Rodeo Association Ltd	BL504259	31/05/2026 to 31/05/2027	20,000,000

EMERGENCY CONTACTS

ORGANISATION	NAME	ROLE	CONTACT
Double Barrel Entertainment	Mark Kestel Jo Kestel	Chief Ground Steward	0429 031 778 0407 984 473
Shire of Waroona	Cassey Butler Petrina Oremek	Public Events	0430 393 377 0424 572 396
Waroona Volunteer Fire & Emergency Services	John Twaddle	Emergency response to fire and other threats	0417 974 611
Complete Medical Solutions	Michael Murphy	Onsite first aid and emergency transport	0499 840 370
Waroona Police	Sgt Brendan Woodford	Enforce law and order	9733 7400
ICP Security	Nick Chan	Crowd control and security	0411 429 817
Bar Manager	Dave Rear	Management of bar services	0447 670 500
IT/Communications	Chuck Thomas	Wifi and communications systems	0417 249 075

EMERGENCY MANAGEMENT PLAN

Please see attached Emergency Plan.

EVENT CAPACITY

The maximum number of persons permitted onsite at any one time will be 4,900 people in total. This overall capacity includes:

- spectators;
- competitors;
- staff;
- volunteers;
- contractors and vendors; and
- registered campers who remain onsite during the event.

These categories are not additional to the 4,900-person limit. The number in each category will fluctuate throughout the day, but the combined number onsite will not exceed 4,900.

Ticket scanning and sales records will be used to monitor public attendance. Separate competitors, contractors, vendors, staff, volunteer and camping registers will also be maintained.

FIRST AID

COMPANY	CONTACT NAME	CONTACT NUMBER
Complete Medical Solutions	Michael Murphy	0499 840 370

Complete Medical Solutions will provide medical coverage from **7:30am until 11:59pm**. The proposed team is:

- 1 paramedic;
- 3 emergency medical technicians/emergency medical assistants; and
- 4 first aiders.

There will be:

- one primary medical and first-aid post;
- direct communications with Event Control;
- access to all public, camping and competition areas;
- an onsite event ambulance;
- a clear emergency-vehicle route; and
- escalation to 000 and the public ambulance service where additional emergency transport is required.

The primary medical post will be positioned near the arena and will be accessible to emergency vehicles. Its location is shown on the current site map.

EMERGENCY EVACUATION

Mark and Jo Kestel, as the nominated Chief Ground Stewards/Event Controllers, will be authorised to initiate an evacuation, in consultation with the relevant emergency-service lead agency.

Evacuation instructions will be communicated using:

- the PA system;
- staff and security radios or mobile phones;
- ground stewards;
- security personnel; and
- direct notification within camping and competitor areas.

The plan identifies:

- evacuation routes;
- emergency exits;
- muster points;
- emergency-vehicle access;
- camping evacuation routes.

FIRE AND BUSHFIRE MANAGEMENT

COMPANY	CONTACT NAME	CONTACT NUMBER
Waroona Volunteer Fire and Emergency Services	John Twaddle	0417 974 611

DBE will provide appropriately located and serviced fire extinguishers at:

- generators and switchboards;
- fuel or gas storage areas;
- cooking areas;
- stage and backstage areas;

Monitoring will include official weather and emergency-warning services and liaison with local emergency responders. Operations may be suspended or the site evacuated where a bushfire warning threatens the venue or access route, emergency egress cannot be maintained, or an emergency authority directs that the event cannot safely continue.

SITE PLAN

The current site plan attached includes:

- rodeo arena (incl chutes, livestock holding yards and loading areas)
- bucking and timed-event chutes;
- competitor-only areas;
- spectator areas;
- licensed and unlicensed areas;
- stage;
- speaker locations and orientation;
- food vendors;
- primary first-aid post and emergency-medical vehicle location;
- toilets, and handwashing facilities;
- accessible amenities;
- day parking and ACROD parking;
- emergency access;
- evacuation routes;
- emergency exits; and
- muster points.
- bar and free drinking-water location
- waste skip bins;
- camping areas

SECURITY AND CROWD CONTROL

COMPANY	CONTACT NAME	CONTACT NUMBER
ICP Security	Nick Chan	0411 429 817

NUMBER OF SECURITY PERSONNEL	
SHIFT TIMES	
SUPERVISOR NAME	
SUPERVISOR CONTACT	
AREAS COVERED AND NUMBER OF PERSONNEL IN EACH AREA	

Security numbers and deployment will comply with liquor-license conditions.

CAMPING

CAMPING CAPACITY	
CAMPING BUMP IN TIMES FRIDAY 20 NOV	From 12pm
CAMPING BUMP IN TIMES SATURDAY 21 NOV	From 7am
NUMBER OF TOILETS IN THE CAMPING AREAS	
CAMPING BUMP OUT TIME SUNDAY 22 NOV	Up to 12pm

Temporary camping forms part of the event. The site plan separates:

- rooftop tents, swags and conventional tents;
- caravans, campers and buses;
- competitor camping; and
- staff camping.

The different camping areas will be delineated using bunting, signage and internal access lanes. Caravan and vehicle-based camping will remain separate from tent and swag areas, as shown on the site plan. All campers will

be required to register. The register will record the booking holder, contact details, number of occupants, camping type and vehicle registration. Camping arrangements will include:

- designated check-in and check-out times;
- controlled entry and registration;
- an internal speed limit of 8 km/h;
- designated vehicle and pedestrian routes;
- staff or volunteers managing camping arrivals;
- overnight security patrols;
- lighting towers and illuminated access routes;
- no open campfires;
- controlled generator use only;
- potable drinking water;
- toilets, and handwashing facilities;
- waste and wastewater collection;
- unobstructed emergency-vehicle access;
- emergency-exit signage; and
- evacuation to the nominated muster points.

Generators will be positioned away from sleeping areas where practicable, secured against public access and operated in accordance with electrical and fire-safety requirements. Refueling will occur only within controlled areas and away from patrons.

STRUCTURES

STRUCTURE TYPE	DIMENSIONS	SUPPLIER	INSTALLER	ANCHORING METHOD	WIND RATING	CERTIFICATION
Marquee	30m x 6m					
Stage						
Seating						

TOILETS AND AMENITIES

For planning purposes, DBE proposes to meet or exceed the WA Health recommended ratio for a high-profile event involving alcohol.

NUMBER OF TOILETS TO BE SUPPLIED	2x 16 pan toilets 28x single toilets
TOILET TYPE	
QUANTITY WITHIN LICENSED AREA	
QUANTITY WITHIN CAMPING AREAS	
QUANTITY WITHIN UNLICENSED AREAS	

Amenities will be inspected and serviced at least every two hours, and more frequently where required. Consumables will be replenished throughout the event. Wastewater will be retained in approved holding tanks and removed by the contracted provider.

DRINKING WATER

Free potable drinking water will be available for the entire event at the Bar and for purchase at Food Vendors. Additionally, campers are instructed to bring their own water via their ticketing instructions and the DBE Website.

WASTE MANAGEMENT

NUMBER OF SKIP BINS	
NUMBER OF 240L BINS	

Waste skips and 240l wheelie bins will be positioned at:

- food-vendor areas;
- the bar and licensed area;
- spectator areas;
- entrance and exit points;
- toilet groups;
- camping areas;
- competitor areas; and
- staff and contractor areas.

Bins will be monitored and emptied throughout the event. All competitors are informed to manage and remove their own stock animal manure prior to leaving the grounds. A final clean-up of the venue, camping areas, entrances, parking areas and adjoining roadside areas will be undertaken following the event.

PARKING AND TRAFFIC MANAGEMENT

The existing plan provides:

- day parking;
- accessible parking;
- ticket entry;
- separate or controlled entry and exit movements;
- camping-vehicle routes.

Traffic and parking personnel will direct vehicles during peak arrival and departure times. Pedestrian areas will be separated from vehicle routes using bunting, fencing, signage and staff.

No road closure is proposed, and DBE does not presently anticipate changing or interrupting the normal operation of Fawcett Road. Directional signage and event ahead signage will be utilised for the event.

LIQUOR MANAGEMENT

COMPANY	CONTACT NAME	CONTACT NUMBER
DBE	Dave Rear	0447 670 500

The licensed area is identified on the site plan and will be physically delineated using temporary fencing or crowd-control barriers. A copy of the liquor license will be supplied to the Shire upon approval.

The final licensed area occupancy will not exceed 4,000 people as approved under the liquor license. Controls will include:

- controlled entry and exit;
- appropriately licensed security;
- responsible-service-of-alcohol-trained staff;
- an approved manager;

- free drinking water;
- food and non-alcoholic drinks;
- no glass;
- monitoring for intoxication;
- refusal of service where required;
- removal or assistance of intoxicated patrons;
- access to medical support; and
- compliance with all liquor-license conditions.

NOISE MANAGEMENT

AMPLIFIED SOUND USE	Rodeo announcements; safety and emergency announcements; background music; competition music; and evening entertainment.
SOUND CHECK	Friday 20 Nov 5pm
RODEO AND MUSIC	Saturday 21 Nov from 8am
EVENING ENTERTAINMENT	Saturday 21 Nov from 5pm
AMPLIFIED SOUND FINISHES	Saturday 21 Nov no later than 11.59pm

STAGE AND SPEAKER LOCATIONS

The stage is positioned on the eastern side of the licensed event area. The principal sound system will be directed across the licensed spectator areas and over rural farming areas. All sound will be away from Fawcett Road and nearby residences as far as reasonably practicable. The stage, speaker direction and licensed area are identified on the current site plan.

SOUND-SYSTEM DETAILS

The indicative system includes:

- an Allen & Heath digital mixing console;
- a ground-stacked EV Xlc-DVX concert line-array system;
- six EV Xlc127DVX mid/high cabinets;
- six EV double 18-inch subwoofers;
- digital loudspeaker processing;
- professional front-of-house sound control;
- stage-monitoring equipment; and
- professional sound and lighting operators.

The final 2026 Waroona equipment list, stage specification and operator details will be provided once confirmed.

SOUND MONITORING AND CONTROLS

Noise-control measures will include:

- speakers directed into the event site;
- locating the stage as far from sensitive premises as practicable;
- professional control of the sound system;
- agreed maximum mixing-desk levels;
- monitoring at the mixing desk;
- reduction of low-frequency output where necessary;
- recording of monitoring results;

- immediate investigation of complaints; and
- an event contact telephone number for neighbouring residents.

COMMUNITY NOTIFICATION AND COMPLAINTS

DBE will distribute event information to adjoining and nearby properties within the area. The notice will contain:

- event date;
- operating times;
- entertainment times;
- an event contact number; and
- the procedure for lodging a concern during the event.

A complaints register will record the complainant's details, time, location, nature of concern, investigation and action taken.

FOOD AND NON-FOOD VENDORS

VENDOR BUMP IN TIME	
VENDOR BUMP OUT TIME	

All vendor certifications can be found using the following links

<https://www.jotform.com/tables/261579061869875> and <https://www.jotform.com/tables/261599223567872>.

VENDOR NAME	CONTACT NAME	CONTACT NUMBER	SUPPLYING	PUBLIC LIABILITY RECEIVED	FOOD BUSINESS REGISTRATION RECEIVED	FOOD SAFETY SUPERVISOR RECEIVED

ANIMAL WELFARE MANAGEMENT

ONSITE VETERINARIAN NAME	VETERINARIAN CONTACT NUMBER

The rodeo will operate in accordance with:

- the WA Code of Practice for the Conduct of Rodeos;
- ABCRA rules;
- the ABCRA Animal Welfare Code (as per attached);
- the Animal Welfare Act requirements; and
- applicable livestock-transport requirements.

The ABCRA Animal Welfare Code requires inspection of livestock, stock-proof yards, safe chutes and loading facilities, restricted animal use, removal of injured animals and access to a recognised veterinarian provided by DBE. The current site plan shows the location of the Arena which includes the stock yards, chutes, loading area, restricted access, animal routes and separation from spectators.

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EVENT KEY

	Traffic Direction		Exit / Entry
	Area Indication		Lighting Tower
	Bunting / Flagging		Picnic Bench
	Toilet		First Aid
	Showers		No Smoking
	Hand Washing Station		Marshallled Exits during Emergency
	Disability Toilet		Speaker & Sound Direction
	Fire Extinguisher		Muster Point
	Skip Bin		Potable Water Tap
	Vendor		Generator
	Licenced Area		Crowd Control or Temp Fencing



EMERGENCY PLAN

CHARLA DOWNS WAROONA RODEO



PAGE 2	Event Details
PAGE 3	Emergency Contacts
PAGE 4	First Aid/Medical Plan, and Fire Prevention Plan
PAGE 5	Crowd Response Plan
PAGE 6	Control/Security & Emergency Communication Plan
PAGE 7	Weather monitoring and Response Plan
PAGE 8	Event Contingency & Other Emergencies
PAGE 9	Testing, Training Briefing Post Event Evaluation
PAGE 10	Grounds Map

EVENT DETAILS

EVENT NAME	Charla Downs Waroona Rodeo
ORGANISATION NAME	Double Barrel Entertainment
CONTACT DETAILS	
NAME	Jo Kestel
EMAIL	info@doublebarrelentertainment.com.au
MOBILE	0429 037 778
DATE/S OF EVENT	Saturday 2 ^{1st} November 2026
LOCATION/ADDRESS	Snell Farm, Fawcett Road, Waroona
MAXIMUM ATTENDANCE	4,900
EVENT TIME	Saturday: 8:00am – 11.59pm
EVENT DESCRIPTION	Rodeo & Evening Entertainment
COMMUNICATION DETAILS	Shire of Waroona: 9733 7800 Complete Medical Solutions 0499 840 370 Waroona Fire Brigade: 0417 974 611 Waroona Police: 9733 7400



EMERGENCY CONTACTS

NAME	POSITION/ ORGANISATION	ROLE	CONTACT (EVENT DAY)
Mark Kestel Jo Kestel	Double Barrel Entertainment	Chief Ground Steward	0429 031 778 0407 984 473
John Twaddle	Waroona Vol Fire & Rescue	Emergency response to fire and other threats	0417 974 611
Michael Murphy	Complete Medical Solutions	Onsite first aid and emergency transport	0499 840 370
Officer in Charge	Waroona Police Force	Oversee and enforce law and order	9733 7400
Nick Chan	ICP Security	Oversee and control crowds & Security	0411 429 817
Dave Rear	Bar Manager	Oversee and Control the Management of the Bar	0447 670 500
Chuck Thomas	IT / Communications	Oversee all WiFi & communications systems	0417 249 075



FIRST AID/MEDICAL:

Provider/Service:	Contact Name:	Phone:	Arrival Time	Departure Time
Complete Medical Services	Michael Murphy	0499 840 370	7.30am	12.00pm
First Aid Medical Emergency response	Ambulance will be available on grounds and on call Ground Stewards have access to mobile phones to communicate and get immediate assistance. PA System to announce emergencies/seek help			

FIRE PREVENTION:

Provider/Service:	Contact Name:	Phone:	Arrival Time	Departure Time
Waroona Vol Fire & Rescue	John Twaddle	0417 974 611	On Call	On Call
Fire Prevention response	Ground Stewards have access to mobile phones to communicate and get immediate assistance. PA System to announce emergencies/seek help			



CROWD RESPONSE PLAN:

Provider/Service:	Contact Name:	Phone:	Arrival Time	Departure Time
ICP Security	Nick Chan	0411 429 817	8.00am	12.00pm
Waroona Police	Officer in Charge	9733 7400	On Call	On Call
Chief Ground Steward	Mark Kestel Jo Kestel	0429 031 778 0407 984 473	7.00am	12.00pm
Crowd Control/ Security Plan	Security: Oversee and control situations Police: Enforce law and order as needed Ground Stewards: Oversee and seek Police/Security where needed			



CONTROL/SECURITY PLAN:

Emergency evacuation procedures	Mark & Jo Kestel (Chief Ground Steward) will authorise an evacuation Evacuation notice will be broadcast over the PA System Patrons evacuated to Muster Points or safe areas
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EMERGENCY COMMUNICATION PLAN:

Communication Plan	Ground stewards will be notified via mobile phone Event visitors and traders will be notified via the PA system If these systems do not work, the Ground Stewards will divide and notify sections of the Event
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WEATHER MONITORING AND RESPONSE PLAN:

Weather Monitoring	Mark & Jo Kestel (Chief Grounds Steward)
Weather Conditions	Response
Extreme Heat	Water bottles and water points around event Patrons encouraged to bring their own camping chairs and water
Lightning	If lightning is occurring at a rate less than 5 seconds between the lightning strike and the thunder outdoor activities are delayed i.e horse/rodeo activities



EVENT CONTINGENCY - CANCELLATION OR POSTPONEMENT PLAN:

Event contingency plan	Should the Charla Downs Waroona Rodeo need to be cancelled/postponed: 1. All Participants and ticket holders will be called/emailed 2. Notification will be posted on all social media platforms 3. An announcement on our Website 4. Signs will be installed on the showground gates advising
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OTHER EMERGENCIES:

Event specific plans	Injured Animals: DBE have a Vet in attendance at the Rodeo Entry Gate Injury: vehicle speed restricted, security on grounds, more than one person manning each gate Theft: Security and police on grounds, more than one person manning monies at all times Injury to workers/volunteers: regular refreshment breaks, sunscreen, ambulance on grounds, first aid kit available, mechanical devices (for heavy lifting etc).
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EMERGENCIES:

Emergency testing, training and briefing details	Ground Stewards, DBE Staff are briefed prior to the Rodeo. Staff manning the PA System are briefed prior to the Rodeo. Ambulance, Fire Brigade and Police are briefed and aware of event risks and procedures
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TESTING, TRAINING, BRIEFING POST EVENT EVALUATION:

Post event evaluation details	Contact with the Shire, Ambulance, Fire Brigade, Police and Security prior the Event. A meeting with the Shire is held after the Event, if required
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Risk Assessment and Control Plan

1. GENERAL INFORMATION

Event Name and Location:	Charla Downs Waroona Rodeo 2026	Date completed:	7/07/2026
Prepared by: Heidi Bibby	Affiliate/Organiser Name: Double Barrel Entertainment	Next review:	July 2027

2. RISK ASSESSMENT

Assess the consequence (C) and likelihood (L) of the inherent risk score (before treatment) and residual risk score (after treatments) using the risk assessment matrix in section 3.

Ref No:	Risks: (what could happen or go wrong)	Inherent Risk: (what is the risk before controls)			Risk Treatments and Controls: (how are the risks managed)	Residual Risk: (what is the risk after controls)			Responsibility: (who is responsible)
		C	L	Risk		C	L	Risk	
1	Event permits and approvals not obtained prior to the event resulting in significant delays or cancellation of the event.	C4	L4	High	- Complete Event permit approval early - Check Occupancy numbers - Road / traffic management approvals - Liquor licence approvals applied for	C3	L1	Low	Event organiser
2	Event insurances not in place exposing the organiser to potential or actual direct financial and legal liability for harm and property damage.	C4	L4	High	- Public liability insurance renewed - Personal accident insurance renewed	C3	L1	Low	Event organiser
3	Risk management plan and event risk assessment not completed or effectively implemented resulting in liability exposures, risk of harm and risk of property damage.	C4	L4	High	- Risk management plan and risk assessment reviewed, developed, communicated and implemented - Pre-event risk and safety checklists completed - Event delivery risk and safety checklists completed	C3	L2	Moderate	Event organiser Internal and external stakeholders
4	Emergency management plans, resources (police, ambulance, first aid, fire) and infrastructure not established or effective resulting in delays to emergency response and coordination.	C5	L4	Extreme	- Emergency management procedures - Medical plan written - Emergency services personnel contacted and engaged - Communication devices and command centre	C3	L2	Moderate	Event organiser Emergency services stakeholders
5	Contractor and third party (riders, officials, and vendors) not established or effectively implemented resulting in parties operating without the required safe systems or works, qualifications or insurance coverage.	C4	L4	High	- Engagement or reputable providers - Contracts, agreements, terms / conditions - Insurances and risk documentation - Inspections and approvals	C3	L2	Moderate	Event organiser Contractors and third parties

Ref No:	Risks: (what could happen or go wrong)	Inherent Risk: (what is the risk before controls)			Risk Treatments and Controls: (how are the risks managed)	Residual Risk: (what is the risk after controls)			Responsibility: (who is responsible)
		C	L	Risk		C	L	Risk	
6	Contractor and third party (riders, officials, and vendors) not established or effectively implemented resulting in parties operating without the required safe systems or works, qualifications or insurance coverage.	C4	L4	High	- Engagement or reputable providers - Contracts, agreements, terms / conditions - Insurances and risk documentation - Inspections and approvals	C3	L2	Moderate	Event organiser Contractors and third parties
7	Slips, trips and falls of patrons	C5	L4	Extreme	- Designated walkways and paths, signage - Adequate lighting - Pre inspection and maintenance of areas - First aid on site	C3	L2	Moderate	Event organiser, property owner, patrons security and staff
8	People, vehicle and animal risk control and segregation provisions not established or effective resulting in unsafe interactions (close proximity), injury or property damage.	C4	L4	High	- Designated zones and operational areas - Fencing, barriers and other delineation - Dedicated personnel (traffic, parking, security) - Gate latches checked and double checked - No spectators in arena	C3	L1	Low	Event organiser
9	Unauthorised access of vehicles or stock in public areas resulting in injury or property damage.	C4	L4	High	- Fencing and physical barriers inspected - Staff and security monitoring - Evacuation and arena clowns	C3	L1	Low	Event organiser
10	Unauthorised access of people in competition, stock and vehicle / plant movement areas resulting in injury or property damage.	C4	L4	High	- Fencing and physical barriers - Staff and security monitoring	C3	L1	Low	Event organiser
11	Security incident, event or public threat resulting in public disturbance, harm, property damage or event disruption.	C4	L3	High	- Security and police resources and monitoring - Placement at access points and crowded areas - Incident response and escalation procedures	C3	L2	Moderate	Event organiser Security provider
12	Severe weather compromising the integrity of temporary structures (including inflatables) or the safety of staff, contractors and the public such as high winds, storm or lightening.	C4	L3	High	- Monitor weather with emergency services - Implement response or evacuation plans - Enact contingency planning arrangements - Cancel event	C3	L2	Moderate	Event organiser Command centre
13	Civil disturbance by animal activist activity	C2	L3	Moderate	- Use of security - Call 000 for WAPOL - Awareness of any activity on Facebook	C2	L2	Minor	Event organiser and security

Ref No:	Risks: (what could happen or go wrong)	Inherent Risk: (what is the risk before controls)			Risk Treatments and Controls: (how are the risks managed)	Residual Risk: (what is the risk after controls)			Responsibility: (who is responsible)
		C	L	Risk		C	L	Risk	
14	Public safety, lost child, first aid or serious incident (injury, personal health, fire) requiring a general or emergency response.	C4	L3	High	- Incident reporting procedures - PA used to make announcements - Response and management procedures - Emergency equipment (fire, medical) - First aid post on site	C3	L2	Moderate	Event organiser Staff and emergency services
15	Venue, grounds, public areas, facilities and pathways not managed and monitored for hazards, housekeeping and cleanliness resulting in harm or poor patron experience.	C3	L3	High	- Safety sweeps, inspections and monitoring - Hazard reporting and resolution processes - Cleaning contractors and schedule - Safety officer authority stop activities	C3	L2	Moderate	Event organiser Safety officers Cleaning contractor
16	Hazardous substances and dangerous goods storage not appropriately managed or monitored resulting in unauthorised access, theft, security threat, exposure, harm or environmental contamination.	C3	L3	High	- Designated storage areas - Fencing and controlled access - Safety data sheets and reduce qty's	C3	L1	Low	Event organisers
17	Bush fire resulting in cancellation of event and putting people, stock and property at risk.	C5	L3	High	- Monitor BOM for weather in lead up - Monitor emergency WA app for warnings - Liaise with local DFES - Consider fire unit onsite - Activity risk assessment - Implement emergency and fire response plan	C3	L2	Moderate	Event organiser
18	Food handling and storage practices compromise health and hygiene requirements resulting in contamination and or food poisoning.	C4	L3	High	- Licensed/approved vendors and catering contractors - Safe food handling certification and licence - PPE provisions (gloves, hair nets, sanitisation)	C3	L1	Low	Event organiser Vendors and catering contractors
19	Stock escapes yard into the crowd resulting in near miss, harm (public and animal) or property damage.	C4	L3	High	- Pre event inspection of all enclosures - Gates and latches in working order - Stock management and monitoring - Authorised access only - Stock escape response procedures	C3	L2	Moderate	Event organiser Stock contractors
20	Inadequate amenities including toilets and access to water resulting in patron complaints, poor experience, dehydration and related incidents.	C2	L3	Moderate	- Amenities aligned to event capacity - Compliance with shire and permit requirement - Water provisions aligned to event capacity - Additional rubbish bins provided	C2	L2	Low	Event organiser
21	Broken glass and litter causing risk lacerations or general pollution to the amenity	C3	L3	Moderate	- Waste management in place - No Glass permitted - Cleaners monitoring areas - Bins provided	C2	L2	Minor	Event organiser

Ref No:	Risks: (what could happen or go wrong)	Inherent Risk: (what is the risk before controls)			Risk Treatments and Controls: (how are the risks managed)	Residual Risk: (what is the risk after controls)			Responsibility: (who is responsible)
		C	L	Risk		C	L	Risk	
22	Event fails to cater for people with disability resulting in disability access non-compliance, poor customer experience and possible reputational damage.	C2	L3	Moderate	- Disability access planning and compliance - Site maps to identify access arrangements - Access, amenities, parking and viewing areas - Info on web site and Facebook (limited capacity)	C2	L2	Low	Event organiser
23	Patrons cause disruption/injury due to being drunk and disorderly	C4	L4	High	- Responsible service of alcohol - Trained bar staff and Approved Bar Manager - Security on entry to licenced area - Water available, no glass & recycling of cans - Under 18 identified with coloured wrist bands - Compliance with conditions of licence - Paramedic on site for duration - Briefing of security & bar staff – actions on "poor behaviour" - Location of bar away from main arena	C3	L4	Moderate	Event organiser/Approved Bar Manager/security
24	Electrical power, cords and leads contributing to trips and electrical injury	C2	L2	High	- Inspection by electrician (form 5 issued) - Leads tested and tagged	C5	L1	Moderate	Event organiser, vendors, electrician
25	Dust contributing to poor vision, breathing difficulties, discomfort to stock, competitors and patrons	C2	L3	High	- Watering down of areas - Use of water holding sand - Medical onsite if required	C2	L3	Moderate	Property owner, event organiser and staff
26	Failure of structures, fences and barriers	C2	L4	High	- Inspection prior to event - Repairs and maintenance program - Ongoing inspections - Compliance with LG regulations	C4	L1	Moderate	Property owner, event organiser.

27	Patrons crossing the main road to camping sites, trips or falls, contact with motor vehicle	C4	L3	High	- Adequate lighting a crossing location - Security guard in place for initial surge - TMP in place inc reduce speed - Medical team on site until 100am	C3	L2	Moderate	Event Organiser, security
28	Campfires/BBQs or hot ash causing burns, grass fire or bushfire.	C5	L3	High	Total Fire Ban compliance; no open fires unless permitted; designated gas-only cooking areas; fire extinguishers/buckets at camp kitchens; hot-ash disposal drums; push notifications if fire danger changes.	C3	L2	Moderate	Event organiser; campground manager; security; patrons
29	Vehicle movements in camping area (reversing, towing vans) striking pedestrians.	C4	L3	High	5–10 km/h limit; one-way loop and marked bays; marshals during bump-in/out; pedestrian-only corridors; curfew on vehicle movements after hours except emergency.	C3	L2	Moderate	Event organiser; traffic marshals; security; patrons
30	Wildlife & insects (snakes, bees, ants) causing bites/stings.	C4	L2	High	Mow/slash grass and clear debris; keep food sealed; snake awareness signage; first aiders trained incl. pressure-immobilisation; lighting along paths.	C3	L1	Moderate	Event organiser; first aid provider; patrons

3. RISK ASSESSMENT MATRIX - The risk assessment matrix is used to assess the inherent and residual risk score using the consequence and likelihood risk criteria.

CONSEQUENCE					
Risk Categories	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Strategy & Financial	Negligible impact on strategic objectives. Financial impact less than \$20,000.	Minor impact or disruption to a single strategic objective. Financial impact between \$20,000 and \$50,000.	Moderate impact or disruption to multiple strategic objectives. Financial impact between \$50,000 and \$200,000.	Strategic failure of one strategic objective and serious disruption to other strategic objectives. Financial impact between \$200,000 and \$500,000.	Strategic failure of multiple strategic objectives. Financial impact greater than \$500,000.
People	Unexpected loss of a single staff member.	Unexpected loss of a senior staff member.	Unexpected loss of multiple staff or senior staff members.	Unexpected loss of a business critical senior staff member.	Unexpected loss of multiple business critical senior staff members, executive or Board.
Health, Safety & Environment	Treatment of a minor injury with first aid and no medical treatment. Negligible environmental impact.	Treatment of a reversible injury with no hospitalisation. Minor environmental impact with short-term effects.	Hospitalisation due to a reversible injury. Serious environmental impact with medium-term effects.	Single death or reversible injury. Serious environmental impact with long-term effects.	Multiple deaths or irreversible injury to more than one person. Serious environmental impact with irreversible significant effects.
Governance, Legal & Compliance	Minor legal, regulatory or internal policy failure.	Minor legal issues, non-compliance with regulations.	Serious breach of regulation with investigation or report to authority with possible fine.	Major breach of regulation with considerable fine, likely prosecution and litigation.	Regulatory prohibition to operate, significant prosecution and fines and very serious litigation.
Reputation	Minimal adverse local and public attention and complaints.	Minor adverse local public and media attention and complaints.	Significant adverse regional media, public attention and community concern.	Serious public and community concern with national adverse media exposure.	Major and permanent reputation damage impacting the ability to continue to operate.
Business Operations & Systems	Negligible consequences or brief business disruption.	Minimal localised business disruption with minor delays or impacts on service delivery.	Serious business disruption with moderate delays or impacts on service delivery.	Critical business disruption with major delays or impacts on service delivery.	Critical service loss, service delivery failure and significant threat to business continuity.

LIKELIHOOD		
Descriptor		Description
5	Almost certain	The event is expected to occur in most circumstances and the risk realised in the next 3-6 months.
4	Likely	The event will probably occur in most circumstances and the risk realised in the next 6-12 months.
3	Possible	The event should occur in some circumstances and the risk realised in the next 12-18 months.
2	Unlikely	The event could occur in some circumstances and the risk realised in the next 2-3 years.
1	Rare	The event may only occur in some exceptional circumstances and the risk is not likely to be realised in the next 5 years.

		Consequence					
		Descriptor	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Extreme (5)
Likelihood	5	Almost certain	Moderate	High	High	Extreme	Extreme
	4	Likely	Moderate	High	High	High	Extreme
	3	Possible	Low	Moderate	High	High	High
	2	Unlikely	Low	Low	Moderate	High	High
	1	Rare	Low	Low	Low	Moderate	Moderate



Appendix 6 – Animal Welfare Code

The ABCRA supports and adheres to the Australian Rodeo Association's (ARA) Code of Conduct for the Care and Treatment of Rodeo Livestock.

The following are some general rules for guidance but, the ARA Code of Practice is to be read in conjunction with the ABCRA Rodeo Rules.

CODES OF PRACTICE PERTAINING TO THE USE OF LIVESTOCK

AWC.1. Selection of Stock

- 1) All animals shall be bovine or equine species.
- 2) All horses used in Rodeo to be sound and healthy and of mature age.
- 3) Dangerously horned stock to be avoided. All bulls used in bull riding events to have their horns tipped to a minimum diameter equivalent to a 20 cent piece. If requirements are not met, animal may be removed from competition until requirement met.
- 4) All stock, either bovine or equine, which are used for an Open Riding event, must have the permanent incisor teeth at the time of their use.
- 5) All stock used in roping events to be sound, healthy and strong. Weight to be minimum of 100 kilos and a maximum of 140 kilos. Stock in fat body condition should not be used.
- 6) All Steer wrestling and Team Roping steers to be sound and healthy with minimum weight being 180 kilos and the maximum being 300 kilos. Steer Undecorating steers to be minimum weight of 300 kilos.
- 7) Female stock which are in an obvious pregnant condition must not under any circumstances be used in any Rodeo or Campdrafting event.
- 8) The minimum weight applying to cattle used in riding events is 200kg with a maximum rider weight of 40kg. (This is a legislative requirement under the Prevention of Cruelty to Animals Act)

AWC.2. Assembly of Stock

- 1) Assembly of stock must be carried out in stock proof yards and all chutes and loading ramps are to be leg proof.
- 2) If animals remain in yards for more than 24 hours before loading or if animals are to travel for 24 hours, feed as well as water should be provided.
- 3) Shelter from heat, wind and cold is not considered necessary for cattle and horses except in extreme conditions of climate.

AWC.3. Care and Treatment of Animals

- 1) At the completion of unloading stock a representative of the promoting committee to inspect stock and any injured animals to be treated and placed in a situation to relieve stress as soon as practical.
- 2) During each and every event, a representative of the committee will supervise the use of stock to ensure the continued suitability of stock for use during such event.
- 3) No artificial stimulants or drugs to be used unless prescribed by a Veterinary Surgeon.



Appendix 6 – Animal Welfare Code

- 4) Contract cattle used for steer wrestling and roping may be used on no more than three occasions in each day. Non contract cattle used for steer wrestling and roping may be used on no more than two occasions in each day. Cattle used for camp drafting may be used on no more than one occasion per day excepting Team/Penning/Yard drafting.
Non contract bucking animals may be used no more than twice in one day, with the exception of re-rides. Bucking animals owned by contractors approved by the A.B.C.R.A. may be used no more than four times in one day.
- 5) All bucking horses and bucking bulls used in NSW Rodeos must be supplied by a stock contractor approved by the A.B.C.R.A.
- 6) Committees must ensure that they have access to a recognised veterinarian (NSW, QLD or WA) or D.P.I. Inspector (QLD), Stock Squad Inspector (QLD) or Department of Agriculture WA Stock Inspector.
- 7) At the completion of each event and prior to the loading of stock for transport to respective return destination all stock will be inspected by a representative of the committee to ensure stock are healthy and sound and suitable for such transportation.
- 8) If available, services of a veterinary surgeon will be procured to provide the humane destruction of any animal which is deemed to be in a state of distress requiring such treatment. If a veterinary surgeon is not available, any competent paramedic and/or stock contractor may be procured to provide such services.

AWC.4. Loading and Unloading of Stock

- 1) Loading facilities should be constructed so that they are not likely to cause injury to animals.
- 2) The ramp should be wide enough to allow for the hips of mature animals, but narrow enough to prevent animals turning around. The inner rails should be smooth with no sharp projections which may injure animals.
- 3) Animals should be loaded in a way that does not cause them injury.
- 4) One standard electric prod only shall be used as little as possible and may be powered by battery or dynamo only.
- 5) Flappers are ideal as they encourage movement in response to sound.
- 6) The use of sticks, metal piping, and wood or heavy leather belts should not be permitted as methods of encouraging stock to move.
- 7) Different animal species i.e. horses and cattle should not mix during transport.
- 8) Loading should be supervised by experienced personnel. Supervisors should ensure that spectators do not interfere with the smooth loading of animals.

AWC.5. Humane Treatment of Livestock

- 1) Animals for all events will be inspected before the draw and no sore, lame, sick or injured animals shall be permitted in the draw at any time. Should an animal become sick or injured between the time it is drawn and the time it is scheduled for competition, that animal shall be withdrawn from competition.
- 2) No animals shall be cruelly prodded or beaten. Standard electric prods shall be used as little as possible and shall only be used by an experienced operator. Only one (1) prod to be used on any bull or horse in the chutes, on the area of the animal as designated in the Code of Practice. Animals shall only be touched on the hip or shoulder area with the prod. Prod must not be used inside the arena.



Appendix 6 – Animal Welfare Code

- 3) Chutes must be constructed as to prevent injury to stock. Maintenance men shall be stationed at chutes to assist in removal of any animal should it become caught.
- 4) Any animal that becomes excessively excited so that it gets down in the chute repeatedly, or tries repeatedly to jump out of the chute or in any way appears to be in danger of injuring itself should be released immediately.
- 5) No stock shall be confined in vehicles beyond a period of 24 hours without being unloaded, properly fed and watered. When animals are carried in conveyances in which they do have proper food, water, space and opportunity to rest, the provision for unload shall not apply.
- 6) A conveyance must be available and used to remove animals from the arena in case of injury.
- 7) Livestock are to be removed from the arena after completion of contest.
- 8) No small animal or pets allowed in arena where restraint is necessary or subject to injury or attack by another animal.
- 9) No dogs or 'hot shots' will be allowed in the arena at any time during the contests.
- 10) Use of fireworks to frighten animals is prohibited. Should fireworks be used, all livestock must be removed from inside the arena.
- 11) The arena shall be free of holes, rocks and obstacles.
- 12) Weights - refer 'selection of stock'.
- 13) Any contestant, stock contractor, pick up man guilty of mistreatment of livestock, may be fined by the Board of the Association with the fine not to exceed \$500. Contestants will be disqualified for any mistreatment of livestock.
- 14) The Association recognises the R.S.P.C.A., the Animal Welfare Advisory Councils of NSW, QLD and WA and the N.S.W. Animal Welfare League as the sole authorities for the Humane Treatment of Animals in Australia.

These rules are intended to ensure the humane treatment of rodeo animals and shall be in effect for all ABCRA sanctioned events. No animal shall be treated inhumanely by any member.

AWC.6. Contract Stock. All stock for Bareback, Bronc Ride, Bull Ride, Steer Wrestling, Rope and Tie, Team Roping and Breakaway Roping must be supplied by approved stock contractors.

AWC.7. Stock Numbering. All contest stock must be numbered by either ear tag or freeze, fire brand after being tried and proven with a minimum of three runs with paint brand numbering. Failure of contractors in possession of livestock to meet this criteria, will result in \$10 fine per animal. Fine to progressively double. After 3 infringements in one rodeo year (per rodeo), contractor will be suspended.

Animals for all events will be inspected before the draw, and no sore, lame, sick or injured animal, or animal with defective eyesight, shall be permitted in the draw at any time. Should an animal become sick or incapacitated between the time it is drawn and the time it is scheduled to be used in competition, that animal shall not be used in competition and another animal shall be drawn for the contestant.



Appendix 6 – Animal Welfare Code

Committees must ensure that they have access to a recognised veterinarian (NSW, QLD or WA) or DPI inspector (QLD), Stock Squad Inspector (QLD) or Department of Agriculture WA Stock Inspector.

Any injured livestock shall be humanely removed from the arena before continuing the rodeo contest or performance.

No locked rowels, or rowels that will lock on spurs may be used on bareback or saddle bronc horses. Spurs must be dulled. Violation of this rule shall result in a \$100 fine, immediate disqualification and/or expulsion from the ABCRA.

All flank straps to be lined with sheepskin or approved lining. Flank straps shall be placed on the animal so the covered portion is over both flanks and belly of animal.

Only stock contractors, or a competent person duly appointed by same, shall be allowed to pull flank straps.

The use of electric prods is restricted to the minimum for effective handling of livestock. Prods may only be used once loading of chutes has occurred on known chute stalling animals. Cattle and horses may only be prodded on the shoulder in this instance, and then only by the stock contractor or his nominee (with contestant consent). Violation of this rule will result in a \$200 fine upon the stock contractor.

AWC.8. Arena. Chutes must be constructed as to prevent injury to stock. Maintenance men shall be stationed at chutes to assist in removal of any animal shall it be entangled.

The arena shall be free of holes, rocks and obstacles. The arena surface should be suitable and should also be softened to a minimum depth of approximately 75 mm to provide a shock absorbing surface for bucking and timed event stock. The arena shall be no smaller than the minimum size of 35 metres from bucking chutes to the opposite fence and a minimum of 70 metres from time event box to opposite fence.

No small animals or pets allowed in arena, unless part of a contract act.

Animals must be removed from the arena after the completion of entry in contest, except in the case of steer riding, where used animals may remain if the contractor, or owner of the animals, so requests. Campdrafting cattle may remain if the committee or owner so decides.

AWC.9 Rope and Tie

A neck rope on a contestant's horse must be used in the rope and tie event. The placement of such a neck rope must be in the vicinity from the head, to no more than half-way down the roping horse's neck. Neck rope, rope, reins and jerk line must be adjusted in a manner that will prevent the horses from dragging the calf.

Approved roping devices must be used in rope & tie to avoid abrupt stopping of calves. If a "jerk down" occurs, that contestant involved will be fined \$50 and disqualified. (A jerk



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down will be designated as a calf coming vertically over backwards with all four feet leaving the ground simultaneously, irrespective of how the calf lands.)

AWC.10 Ladies Barrel Race

Use of whip – More than two (2) whips between barrels and four whips coming home, or more than two (2) contacts between barrels and four (4) contacts coming home with an over and under will result in disqualification. To be ruled by the judge. Drugs and welfare policy applies to all horses used in barrel racing.

AWC.11. Rodeo Stock

Any animal that becomes excessively excited or gets down in the chute repeatedly, or tries repeatedly to jump out of the chute, or in any way appears to be in danger of injuring itself should be released immediately.

If animals remain in yards for more than 24 hrs before loading, or if animals are to travel for 24 hrs, feed as well as water, must be provided. Failure to abide by this rule shall subject the stock contractor or person involved to a \$250 fine for first offence and a progressive doubling for offences thereafter.

If a member abuses an animal by any unnecessary non-competitive or competitive action they may be disqualified for the remainder of the rodeo and fined \$100 for the first offence with that fine progressively doubling with each offence thereafter.

All timed event stock shall run through the event chutes and through the arena prior to the start of the contest, where conditions permit.

AWC.12. Stock Status. All stock used in open rough stock events must be tried and proven in three novice events before being eligible for open event status.

In the event of stock shortage the stock contractor or rodeo committee shall be fined as follows. First offence of the rodeo year - \$25 for each animal short. Second offence - \$50 for each animal short. Third offence - \$100 for each animal short.

An event representative may declare particular animals unsatisfactory. Upon notification, either written or verbal, the stock contractor or rodeo committee shall eliminate such animal(s) from competition draw. Continued use of said animal(s) after notification shall result in a \$50 fine per competition levied against offending party.

If an animal has been declared unsatisfactory for an event, that animal may not be used for another event without the approval of event representative.

An animal used in the contest events of a ABCRA rodeo may not be used in any other way until after the last time that animal has been used in the contest events of that rodeo. Failure to abide by this rule shall result in \$25 fine per head per competition, levied against the party concerned.

All horses used in roughstock events must have been tried at least once as a bucking animal before being put in the draw.



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AWC.13. DRUGS and WELFARE POLICY FOR HORSES USED IN RODEO

The Australian Bushmen's Campdraft & Rodeo Association recognises the importance of sound animal welfare policies, which prevent the use of animals which are not fit for competition. Fitness may be gauged as appropriate physical fitness or lack of suitability for competition due to injury or disease.

The ABCRA recognises that animals used in competition must be treated in a humane manner and that the ABCRA does not condone the ill treatment or abuse of any animals whilst competing at campdrafts or rodeos.

1. The following provisions regarding conduct shall apply to any event whether in competition or practice.
 - 1(a) Inhumane treatment or abuse of a horse in any manner whilst in the arena or on the grounds is prohibited. Inhumane treatment includes, but is not limited to, the following:
 - (i) Riding of a crippled, injured or lame animal.
 - (ii) Riding of a horse with a health abnormality, which could result in the horse's undue discomfort or distress.
 - (iii) Abuse of an animal which includes excessive jerking, spurring, whipping or any other act intended to cause trauma or injury to the animal.
 - (b) Any act of abuse or intent to abuse an animal whilst in the campdraft or rodeo arena or on the grounds or the vicinity which could also endanger the safety of other persons or animals will not be tolerated and the persons may be subject to disciplinary action.
2. If the Campdrafting and Rodeo Committee discovers inhumane treatment or abuse of a horse it may immediately bar the responsible party and horse from further participation from the event. This decision should be based on consultation with a veterinary surgeon.
In the event that a Veterinary Surgeon is not available then the committee shall consult with the judge(s) of the event before any action is taken under this rule.
3. Administration of a drug or drugs while on the grounds or the vicinity of campdrafting and rodeo grounds, including the arena, practice area or stables is strictly prohibited with following provisos:
 - (i) Any horse winning an event may be swabbed. Other horses will be chosen at random before the running of an event and they will be swabbed at the completion of the event. The number chosen will depend on the number of entries in the event.
 - (ii) All testing will be by blood sample. Entry to any event will be contingent on permission for such blood samples to be obtained. The blood test will be an accurate determination of drug levels in the blood stream (not a screening



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test). A registered drug-testing laboratory will perform the test. Blood samples will only be taken by veterinarians using tamper proof sample kits supplied by the testing laboratory.

- (iii) A veterinarian must gazette all drugs that he has prescribed and administered to a horse up to 10 days prior to competition. This information must include a statement that the horse is fit for competition, the reason the drug has been given, the drug administered. The dose, the route of administration and the date and time that the last dose of the drug was administered.
All of these conditions are mandatory. Any horse found to have a positive swab in the absence of a Veterinarian's certificate will be reported to the governing Associations Drug Committee.
- (iv) The result of drug tests will be reported to the governing Associations Drug Committee who on advice from the testing laboratory will determine whether any offence has been committed and what penalty will be imposed. Drug levels that are not high enough to have influenced the performance of the horse will not attract any penalty. These levels will be taken from internationally published data. All results of negative tests will be destroyed.
- (v) The cost of these tests will be borne by the governing Associations except where such a test is positive in which case the cost will be borne by the Owner. In the event that a committee discovers or has a complaint made to them regarding inhumane treatment, abuse or any drug administration not in accordance with the above rules, the governing Associations shall be notified and a hearing to consider disciplinary action against the responsible party (s) shall be scheduled.