



Ordinary Council Meeting (26 August 2026)

ATTACHMENTS

Number	Title
7.1.1(1)	Minutes of Ordinary Council Meeting held 22 July 2026
9.1.1(1)	MRWA DRAFT Speed Zoning Policy and Application Guidelines
9.1.1(2)	Proposed Shire of Donnybrook Balingup Submission for MRWA Speed Zoning Policy Review.
9.2.2(1)	Lucid Economics – Donnybrook Balingup Economic Development & Tourism Strategy – Draft V3
9.3.1(1)	Site Plan
9.3.3(1)	IM – Preston Retirement Village
9.3.4(1)	WALGA AGM Agenda
9.3.5(1)	ICT Strategy
9.3.6(1)	Council Representation – Community Feedback



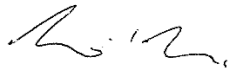
Minutes of Ordinary Council Meeting

Held on 22 July 2026 and commenced at 5:00pm

Held at the Council Chambers in Donnybrook

(1 Bentley Street, Donnybrook)

Authorised:



Nick O'Connor, Chief Executive Officer

Prepared:

28 July 2026

TABLE 2: MEASURES OF CONSEQUENCE

Rating	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Health & Safety	First aid injuries	Medical treatment	Lost time injury of > 5 days	Notifiable incident	Fatality, permanent disability
Financial	Less than \$2,000	\$2,000 - \$20,000 Or < 5% variance in cost of project	\$20,001 - \$100,000 Or > 5% variance in cost of project	\$100,001 - \$1M	More than \$1M
Service Interruption	No material service interruption	Temporary interruption to an activity – backlog cleared with existing resources	Interruption to Service Unit/(s) deliverables – backlog cleared by additional resources	Prolonged interruption of Service Unit core service deliverables – additional resources; performance affected	Indeterminate prolonged interruption of Service Unit core service deliverables
Compliance/ Legal	No noticeable regulatory or statutory impact	Some temporary non compliances	Short term non-compliance but with significant regulatory requirements imposed	Non-compliance results in termination of services or imposed penalties	Non-compliance results in criminal charges or significant damages or penalties
Reputation	Unsubstantiated , localised low impact on community trust, low profile or no media item	Substantiated, localised impact on community trust or low media item	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions
Community	No noticeable effect on constituents, community, organisations, businesses, services, etc.	Limited effect on constituents, community, organisations, businesses, services, etc.	Moderate and manageable effect on constituents, community, organisations, businesses, services, etc.	Substantial effect on constituents, community, organisations, businesses, services, etc.	Devastating effect on constituents, community, organisations, businesses, services, etc.
Property	Inconsequential or no damage.	Localised damage rectified by routine internal procedures	Localised damage requiring external resources to rectify	Significant damage requiring internal & external resources to rectify	Extensive damage requiring prolonged period of restitution. Complete loss of plant, equipment & building
Environment	Contained, reversible impact managed by on site response	Contained, reversible impact managed by internal response	Contained, reversible impact managed by external agencies	Uncontained, reversible impact managed by a coordinated response from external agencies	Uncontained, irreversible impact

TABLE 3: MEASURES OF LIKELIHOOD

Rating	Description	Frequency
Almost Certain (5)	The event is expected to occur in most circumstances	More than once per year
Likely (4)	The event will probably occur in most circumstances	At least once per year
Possible (3)	The event should occur at some time	At least once in 3 years
Unlikely (2)	The event could occur at some time	At least once in 10 years
Rare (1)	The event may only occur in exceptional circumstances	Less than once in 15 years

TABLE 4: RISK MATRIX

		Consequence				
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Likelihood	Almost Certain (5)	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
	Likely (4)	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
	Possible (3)	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
	Unlikely (2)	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
	Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

TABLE 5: RISK TOLERANCE CRITERIA

Risk Rank	Description	Criteria For Risk Tolerance	Responsibility
Low	Tolerated	Risk tolerated with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
Moderate	Monitor	Risk tolerated with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
High	Urgent Attention Required	Risk tolerated with effective controls, managed by senior management / executive and subject to monthly monitoring	Director / CEO
Extreme	Unacceptable	Risk only tolerated with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

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1. Declaration of Opening / Announcement of Visitors

Acknowledgement of Country:

The Presiding Member acknowledged the continuing connection of Aboriginal people to Country, culture and community, including traditional custodians of this land, the Wardandi and Kaneang People of the Noongar Nation, paying respects to Elders, past and present.

The Presiding Member declared the meeting open at 5:00pm and welcomed the public gallery.

The Presiding Member advised that the meeting is being live streamed and recorded in accordance with Council Policy EM/CP-2. The Presiding Member further stated the following:

“This meeting is being livestreamed and digitally recorded in accordance with Council Policy. Members of the public are reminded that no other visual or audio recording of this meeting by any other means is allowed without the permission of the chairperson. Whilst every endeavour has been made to only record those who are actively participating in the meeting, loud comments or noises from the gallery may be picked up on the recording.”

2. Attendance (OCM)

Councillors Present:

Cr John Bailey

Cr Tyler Hall

Cr Reggie Keown

Cr Anita Lindemann

Cr Vivienne MacCarthy

Cr Amanda McNab

Cr Grant Patrick

Cr Leanne Wringe

Cr Alex Purich

Staff Present:

Nick O'Connor, Chief Executive Officer

Colin Young, Director Finance and Community

Ross Marshall, Director Operations

Loren Clifford, Executive Manager Corporate

Samantha Farquhar, Administration Officer
Corporate

Other Members Present:

Public Gallery: No members of the public were in attendance.

2.1. Apologies

Nil.

2.2. Approved Leave of Absence

Nil.

2.3. Application for Leave of Absence

Nil.

3. Announcements from the Presiding Member

Nominations are now open for the 2027 Community Citizen of the Year Awards, supported by Auspire – Australia Day Council WA. The awards seek to recognise outstanding individuals and organisations that have made significant contributions to their local communities during the past year, or those who have given exceptional service over a sustained period. These contributions can take many forms, including but not limited to education, health, fundraising, voluntary services, business, employment, sport, arts, environment, social inclusion, or any other area that contributes to the betterment of the community.

If you know someone who makes a real difference in the community, you can nominate them for one of the four categories:

- Community Citizen of the Year Award,
- Senior Community Citizen of the Year Award
- Young Community Citizen of the Year Award
- Active Citizenship Award (group or event)

The criteria for each category can be found on the Community Citizen of the Year website where you can also nominate your chosen person or group. ([link here](#)).

These awards will be presented on Australia Day 2027, and nominations close 31 October 2026.

4. Declarations of Interest

Division 6: Sub-Division 1 of the *Local Government Act 1995*. Care should be taken by all Councillors, Committee Members and staff to ensure that a financial/impartiality interest is declared and that they refrain from voting on any matter, which is considered to come within the ambit of the Act.

Cr Wringe declared an impartiality interest in relation to item 8.1.1; Bush Fire Advisory Committee Meeting held 30 April 2026.

Nick O'Connor declared an impartiality and financial interest in item 12.1.1; CEO's Annual Performance Review October 2025-May 2026.

Suspension of clause 8.2 (members to rise) of *Meeting Procedures Local Law 2017*.

At the start of each council meeting a resolution should be carried suspending clause 8.2 (members to rise) of the *Meeting Procedures Local Laws 2017*, as having councillors stand when debating interferes with the sound quality for livestream.

COUNCIL RESOLUTION: 112/07-26		
MOVED BY:	Cr Vivienne MacCarthy	SECONDED BY: Cr Anita Lindemann

That Council Suspend clause 8.2 (members to rise) of the *Meeting Procedures Local Law 2017*.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0

5. Public Question Time

5.1. Responses to previous public questions that were taken on notice

Nil.

5.2. Public Question Time

Nil.

6. Presentations

6.1. Petitions

Nil.

6.2. Presentations

Nil.

6.3. Deputations

Please note that no new information is to be raised during the deputation for any matter/s to be determined by Council.

Nil.

6.4. Delegates' Reports

Nil.

Adoption by Exception

COUNCIL RESOLUTION: 113/07-26		
MOVED BY:	Cr Alex Purich	SECONDED BY: Cr Anita Lindemann

That Council adopt the following items 'En-bloc' and resolves in accordance with each of the Executive Recommendations:

7.1.1 Ordinary Council Meeting held on 24 June 2026

7.2.1 Special Council Meeting held on 15 July 2026

8.2.1 Local Emergency Management Committee Meeting held on 19 May 2026

8.3.1 South West Country Zone Committee Meeting held on 19 June 2026

8.4.1 Audit, Risk and Improvement Committee Meeting held on 24 June 2026

9.2.1 Schedule of Accounts Paid as at 30 June 2026

9.3.1 Policy Rescindment – EXE/CP-7 Work Health and Safety

9.3.3 Adopt New Policy – EXE/CP-18-Privacy and Responsible Information Sharing

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0

7. Confirmation of Minutes

7.1 Ordinary Council Meeting Minutes

7.1.1 Ordinary Council Meeting held on 24 June 2026

Minutes of the Ordinary Council Meeting held 24 June 2026 are attached as [Attachment 7.1.1\(1\)](#).

Executive Recommendation:

That the Minutes from the Ordinary Council Meeting held 24 June 2026 be confirmed as a true and accurate record.

COUNCIL RESOLUTION:	114/07-26		
MOVED BY:	Cr Alex Purich	SECONDED BY:	Cr Anita Lindemann

That the Minutes from the Ordinary Council Meeting held 24 June 2026 be confirmed as a true and accurate record.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by en-bloc resolution 113/07-26

7.2 Special Council Meeting Minutes

7.2.1 Special Council Meeting held on 15 July 2026

Minutes of the Special Council Meeting held 15 July 2026 are attached as [Attachment 7.2.1\(1\)](#).

Executive Recommendation:

That the Minutes from the Special Council Meeting held 15 July 2026 be confirmed as a true and accurate record.

COUNCIL RESOLUTION: 115/07-26	
MOVED BY: Cr Alex Purich	SECONDED BY: Cr Anita Lindemann

That the Minutes from the Special Council Meeting held 15 July 2026 be confirmed as a true and accurate record.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by en-bloc resolution 113/07-26

8. Reports of Committees

8.1 Bush Fire Advisory Annual General Meeting Minutes

8.1.1 Bush Fire Advisory Committee Meeting held on 30 April 2026

Minutes of the Bush Fire Advisory Committee Meeting held 30 April 2026 are attached as Attachment 8.1.1(1).

Executive Recommendation:

That Council:

1. Receive the minutes of the 2026 Bush Fire Advisory Committee Annual General Meeting held 30 April 2026, and support all recommendations contained within; and
2. Note that Items 9, 10 and 12.5 below were previously endorsed at the Ordinary Council Meeting held 27 May 2026.

4.1. Bush Fire Advisory Committee Annual General Meeting held 13 October 2025.

That the Minutes from the Bush Fire Advisory Meeting held on 13 October 2025 be confirmed as a true and accurate record.

5. Confirmation of Minutes – Bush Fire Brigade Annual General Meetings

That the Bush Fire Advisory Committee receives the minutes of each of the Shire of Donnybrook Balingup Bush Fire Brigade's 2026 Annual General Meetings

8. Ferndale Stirling Park Bush Fire Brigade

That the Bush Fire Advisory Committee consider the following motions as moved by Stirling Park FCO Max Walker:

1. That Ferndale Stirling Park Bush Fire Brigade name be amended to Ferndale Bush Fire Brigade
2. That the Stirling Park Fire Control Officer position be discontinued
3. That the Stirling Park Brigade area be absorbed by Ferndale Bush Fire Brigade
4. Acknowledge that a Shire-owned trailer/slip on unit remains at the Mader property

9. Endorsement of Nominated Fire Control Officers

That BFAC endorse the nominated Fire Control Officers listed for authorisation by the Shire of Donnybrook Balingup for the 2026/27 financial year.

That Council:

1. Endorse the following persons as Fire Control Officers for the period 30/06/2026 until 01/07/2027 pursuant to section 38 of the *Bush Fires Act 1954*, and the persons to be advertised in accordance with the *Bush Fires Act 1954* subject to the following:

2. Request that the Chief Executive Officer authorise the following persons as Fire Control Officers for their respective brigade areas under Section 38 of the *Bush Fires Act 1954* delegation 3.1.8 *Appoint Bush Fire Control Officer/s and Fire Weather Officer.*

Brigade Area	Officer
Argyle Irishtown	Mr Jayden Hitchcock
Balingup Town	Mr Paul Davis
Beelerup	Mr Stuart Simmonds
Donnybrook Town	Mr David Tooke
Ferndale	Mr Jamie Thomson
Kirup	Mr Chris Wringe
Lowden	Mr Michael Anderson
Mullalyup	TBC
Mumballup / Noggerup	Mr Garth Fitzpartick Mr Brendon Giudici
Thomson Brook	Mr Graham Foan (Thomson Brook) Mr Tim McNab (Brookhampton)
Munro	Mr Tas Thamo
Upper Capel	Mr Bevan Dix

10. Election of BFAC Office Bearers

That BFAC recommend to Council the nominated office bearers for the Shire of Donnybrook Balingup Bush Fire Advisory Committee.

That Council:

1. Endorse the recommended office bearers of the Bush Fire Advisory Committee.

12.5 Fire Prevention Order

That BFAC recommends Council:

1. Endorse the 2026/27 Shire of Donnybrook Balingup Fire Prevention Order as drafted by Ranger Services.
2. Requests that the Chief Executive Officer facilitate the production and distribution of the 2026/27 Shire of Donnybrook Balingup Fire Prevention Order in accordance with Section 33 of the *Bush Fires Act 1954*.

12.6 Shire of Donnybrook Balingup Bush Fire Brigade Local Law and Operational Procedure Update

That BFAC recommends Council:

1. Endorse the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Local Law as per attachment 12.6.1 including the correction of any formatting or grammatical errors.
2. Does not support the proposed change of Brigade AGM month and requests it remain in March annually
3. Request that the CEO facilitate the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Local Law.

4. Endorse the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Operational Procedures as per attachment 12.6.2

5. Request that the CEO facilitate the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Operational procedures.

COUNCIL RESOLUTION:	116/07-26		
MOVED BY:	Cr Alex Purich	SECONDED BY:	Cr Tyler Hall

Executive Recommendation:

That Council:

- 1. Receive the minutes of the 2026 Bush Fire Advisory Committee Annual General Meeting held 30 April 2026, and support all recommendations contained within; and**
- 2. Note that Items 9, 10 and 12.5 below were previously endorsed at the Ordinary Council Meeting held 27 May 2026.**

4.1. Bush Fire Advisory Committee Annual General Meeting held 13 October 2025.

That the Minutes from the Bush Fire Advisory Meeting held on 13 October 2025 be confirmed as a true and accurate record.

5. Confirmation of Minutes – Bush Fire Brigade Annual General Meetings

That the Bush Fire Advisory Committee receives the minutes of each of the Shire of Donnybrook Balingup Bush Fire Brigade's 2026 Annual General Meetings

8. Ferndale Stirling Park Bush Fire Brigade

That the Bush Fire Advisory Committee consider the following motions as moved by Stirling Park FCO Max Walker:

- 1. That Ferndale Stirling Park Bush Fire Brigade name be amended to Ferndale Bush Fire Brigade**
- 2. That the Stirling Park Fire Control Officer position be discontinued**
- 3. That the Stirling Park Brigade area be absorbed by Ferndale Bush Fire Brigade**
- 4. Acknowledge that a Shire-owned trailer/slip on unit remains at the Mader property**

9. Endorsement of Nominated Fire Control Officers

That BFAC endorse the nominated Fire Control Officers listed for authorisation by the Shire of Donnybrook Balingup for the 2026/27 financial year.

That Council:

- 1. Endorse the following persons as Fire Control Officers for the period 30/06/2026 until 01/07/2027 pursuant to section 38 of the *Bush Fires Act 1954*, and the persons to be advertised in accordance with the *Bush Fires Act 1954* subject to the following:**

2. Request that the Chief Executive Officer authorise the following persons as Fire Control Officers for their respective brigade areas under Section 38 of the *Bush Fires Act 1954* delegation 3.1.8 *Appoint Bush Fire Control Officer/s and Fire Weather Officer.*

Brigade Area	Officer
Argyle Irishtown	Mr Jayden Hitchcock
Balingup Town	Mr Paul Davis
Beelerup	Mr Stuart Simmonds
Donnybrook Town	Mr David Tooke
Ferndale	Mr Jamie Thomson
Kirup	Mr Chris Wringe
Lowden	Mr Michael Anderson
Mullalyup	TBC
Mumballup / Noggerup	Mr Garth Fitzpartick Mr Brendon Giudici
Thomson Brook	Mr Graham Foan (Thomson Brook) Mr Tim McNab (Brookhampton)
Munro	Mr Tas Thamo
Upper Capel	Mr Bevan Dix

10. Election of BFAC Office Bearers

That BFAC recommend to Council the nominated office bearers for the Shire of Donnybrook Balingup Bush Fire Advisory Committee.

That Council:

1. Endorse the recommended office bearers of the Bush Fire Advisory Committee.

12.5 Fire Prevention Order

That BFAC recommends Council:

3. Endorse the 2026/27 Shire of Donnybrook Balingup Fire Prevention Order as drafted by Ranger Services.
4. Requests that the Chief Executive Officer facilitate the production and distribution of the 2026/27 Shire of Donnybrook Balingup Fire Prevention Order in accordance with Section 33 of the *Bush Fires Act 1954*.

12.6 Shire of Donnybrook Balingup Bush Fire Brigade Local Law and Operational Procedure Update

That BFAC recommends Council:

1. Endorse the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Local Law as per attachment 12.6.1 including the correction of any formatting or grammatical errors.
2. Does not support the proposed change of Brigade AGM month and requests it remain in March annually
3. Request that the CEO facilitate the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Local Law.

4. Endorse the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Operational Procedures as per attachment 12.6.2

5. Request that the CEO facilitate the proposed updates to the Shire of Donnybrook Balingup Bush Fire Brigade Operational procedures.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0

8.2 Local Emergency Management Committee Meeting Minutes

8.2.1 Local Emergency Management Committee Meeting held on 19 May 2026

Minutes of the Local Emergency Management Committee Meeting held 19 May 2026 are attached as Attachment 8.2.1(1).

Executive Recommendation:

That the Minutes from the Local Emergency Management Committee Meeting held 19 May 2026 be received.

COUNCIL RESOLUTION:		117/07-26	
MOVED BY:	Cr Alex Purich	SECONDED BY:	Cr Anita Lindemann

That the Minutes from the Local Emergency Management Committee Meeting held 19 May 2026 be received.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by en-bloc resolution 113/07-26

8.3 South West Country Zone Committee Meeting Minutes

8.3.1 South West Country Zone Committee Meeting held on 19 June 2026

Minutes of the South West Country Zone Committee Meeting held 19 June 2026 are attached as Attachment 8.3.1(1).

Executive Recommendation:

That the Minutes from the South West Country Zone Committee Meeting held 19 June 2026 be received.

COUNCIL RESOLUTION: 118/07-26	
MOVED BY: Cr Alex Purich	SECONDED BY: Cr Anita Lindemann

That the Minutes from the South West Country Zone Committee Meeting held 19 June 2026 be received.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by en-bloc resolution 113/07-26

8.4 Audit, Risk and Improvement Committee Meeting Minutes

8.4.1 Audit, Risk and Improvement Committee held on 24 June 2026

This report provides the Minutes of the Audit, Risk and Improvement Committee Meeting held 24 June 2026 ([Attachment 8.4.1\(1\)](#)). It is noted that, the Audit, Risk and Improvement Committee members confirmed the accuracy of the Minutes via a flying minute process conducted by email.

Executive Recommendation:

That Council:

1. Receive the confirmed Minutes from the Audit, Risk and Improvement Committee Meeting held on 24 June 2026; and
2. Adopt the recommendations as detailed in the Minutes and summarised in items 7.1-8.1.7.

7.1 Audit and Risk Management Committee Meeting held 5 March 2026

1. That the Minutes from the Audit and Risk Management Committee Meeting held 5 March 2026 be received.

8.1 Audit Findings Progress

1. That the Audit, Risk and Improvement Committee notes the update provided on Audit Findings as outlined in Attachments 8.1.1(1) and 8.1.1(2).

8.2 Interim Audit for the Year Ending 30 June 2026

That the Audit, Risk and Improvement Committee recommends Council to:

1. Receive the Interim Audit Management Letter and Findings Report for the year ending 30 June 2026 in Attachment 8.1.2(1); and
2. Note the Management Comments provided, stating the actions the Chief Executive Officer intends to take with respect to the six matters identified in the attachment to the Interim Audit Management Letter.

8.3 ICT Strategy and Strategic Roadmap

That the Audit and Improvement Committee:

1. Notes the ICT Strategy and Strategic Roadmap prepared by Tango IT; and
2. Recommends that Council:
 - 2.1 Acknowledge the significant financial, resourcing and organisational implications associated with implementation of the strategy;
 - 2.2 Request confirmation of alignment with the Long Term Financial Plan prior to committing to major initiatives, including the ERP replacement project;
 - 2.3 Adopt a staged and prioritised implementation approach, focusing initially on governance, cyber security and risk management improvements;
 - 2.4 Request further detail regarding delivery capability, including internal resourcing requirements and reliance on external providers; and
 - 2.5 Require regular reporting to the Audit, Risk and Improvement Committee on implementation progress, risks and financial impacts.

8.4 Office of the Auditor General – Report 11: Local Government Management of Gifts and Benefits

That the Audit, Risk and Improvement Committee:

1. Notes the Office of the Auditor General's Report 11: *Local Government Management of Gifts and Benefits* (March 2026) and the associated sector-wide findings;
2. Notes the Shire's current practices, policies and procedures relating to gifts and benefits, including EXE/CP-5 Attendance at Events and Functions, the Code of Conduct for Employees, Contractors and Volunteers, and the Code of Conduct for Council Members, Committee Members and Candidates.
3. Notes the proposed process improvements to embed gifts and benefits disclosures within Council reporting and procurement processes; and
4. Recommends that Council support the implementation of the proposed control improvements to strengthen the integration of gifts and benefits disclosures into Council decision-making and procurement processes, consistent with better practice identified by the OAG.

8.5 Office of the Auditor General – Report 12: Information Systems Audit Results (Local Government 2025)

That the Audit, Risk and Improvement Committee:

1. Notes the Office of the Auditor General's Report 12: *Local Government 2025 – Information Systems Audit Results* (March 2026); and
2. Notes the Shire's current information systems governance framework and ongoing improvements identified through the Financial Management Regulation 17 review and audit processes.

8.6 Office of the Auditor General – Report 13: Financial Audit Results (Local Government 2025)

That the Audit, Risk and Improvement Committee:

1. Notes the Office of the Auditor General's Report 13: *Local Government 2025 – Financial Audit Results* (April 2026);
2. Notes the inclusion of the Shire of Donnybrook Balingup as a Top 20 best practice entity (Band 3 and 4 category); and
3. Recommends to Council to Council that it acknowledges that this outcome reflects strong financial management, audit readiness and governance practices, while supporting continued focus on maintaining these standards and addressing emerging sector-wide risks.

8.7 Chief Executive Officer Briefing

1. That the Audit, Risk and Improvement Committee note the update provided to the Committee.

COUNCIL RESOLUTION: 119/07-26		
MOVED BY:	Cr Alex Purich	SECONDED BY: Cr Anita Lindemann

That Council:

1. Receive the confirmed Minutes from the Audit, Risk and Improvement Committee Meeting held on 24 June 2026; and
2. Adopt the recommendations as detailed in the Minutes and summarised in items 7.1-8.1.7.

7.1 Audit and Risk Management Committee Meeting held 5 March 2026

1. That the Minutes from the Audit and Risk Management Committee Meeting held 5 March 2026 be received.

8.1 Audit Findings Progress

1. That the Audit, Risk and Improvement Committee notes the update provided on Audit Findings as outlined in Attachments 8.1.1(1) and 8.1.1(2).

8.2 Interim Audit for the Year Ending 30 June 2026

That the Audit, Risk and Improvement Committee recommends Council to:

1. Receive the Interim Audit Management Letter and Findings Report for the year ending 30 June 2026 in Attachment 8.1.2(1); and
2. Note the Management Comments provided, stating the actions the Chief Executive Officer intends to take with respect to the six matters identified in the attachment to the Interim Audit Management Letter.

8.3 ICT Strategy and Strategic Roadmap

That the Audit and Improvement Committee:

1. Notes the ICT Strategy and Strategic Roadmap prepared by Tango IT; and
2. Recommends that Council:
 - 2.1 Acknowledge the significant financial, resourcing and organisational implications associated with implementation of the strategy;
 - 2.2 Request confirmation of alignment with the Long Term Financial Plan prior to committing to major initiatives, including the ERP replacement project;
 - 2.3 Adopt a staged and prioritised implementation approach, focusing initially on governance, cyber security and risk management improvements;
 - 2.4 Request further detail regarding delivery capability, including internal resourcing requirements and reliance on external providers; and
 - 2.5 Require regular reporting to the Audit, Risk and Improvement Committee on implementation progress, risks and financial impacts.

8.4 Office of the Auditor General – Report 11: Local Government Management of Gifts and Benefits

That the Audit, Risk and Improvement Committee:

1. Notes the Office of the Auditor General's Report 11: *Local Government Management of Gifts and Benefits* (March 2026) and the associated sector-wide findings;
 2. Notes the Shire's current practices, policies and procedures relating to gifts and benefits, including EXE/CP-5 Attendance at Events and Functions, the Code of Conduct for Employees, Contractors and Volunteers, and the Code of Conduct for Council Members, Committee Members and Candidates.
 3. Notes the proposed process improvements to embed gifts and benefits disclosures within Council reporting and procurement processes; and
 4. Recommends that Council support the implementation of the proposed control improvements to strengthen the integration of gifts and benefits disclosures into Council decision-making and procurement processes, consistent with better practice identified by the OAG.

8.5 Office of the Auditor General – Report 12: Information Systems Audit Results (Local Government 2025)

That the Audit, Risk and Improvement Committee:

1. Notes the Office of the Auditor General's Report 12: *Local Government 2025 – Information Systems Audit Results* (March 2026); and
2. Notes the Shire's current information systems governance framework and ongoing improvements identified through the Financial Management Regulation 17 review and audit processes.

8.6 Office of the Auditor General – Report 13: Financial Audit Results (Local Government 2025)

That the Audit, Risk and Improvement Committee:

1. Notes the Office of the Auditor General's Report 13: *Local Government 2025 – Financial Audit Results* (April 2026);
2. Notes the inclusion of the Shire of Donnybrook Balingup as a Top 20 best practice entity (Band 3 and 4 category); and
3. Recommends to Council to Council that it acknowledges that this outcome reflects strong financial management, audit readiness and governance practices, while supporting continued focus on maintaining these standards and addressing emerging sector-wide risks.

8.7 Chief Executive Officer Briefing

1. That the Audit, Risk and Improvement Committee note the update provided to the Committee.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe

Against: Nil.

Carried: 9/0 by en-bloc resolution 113/07-26

9. Reports of Officers

9.1. Director Operations

Nil.

9.2. Director Finance and Community

9.2.1 Schedule of Accounts Paid as at 30 June 2026

Report Details:

Prepared by: Finance Officer

Manager: Manager Financial Services

File Reference: FNC 10/2

Voting Requirement: Simple Majority

Attachment(s):

Nil.

Executive Recommendation

That Council receive the schedule of accounts paid as detailed in the report for the period ending 30 June 2026.

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 12 - A well respected, professionally run organisation.

Objective: 12.1 - Deliver effective and efficient operations and service provision.

Item: Nil.

Executive Summary

Council is requested to receive the Schedule of Accounts Paid for the period 1 to 30 June 2026, in accordance with Regulation 13(3) of the *Local Government (Financial Management) Regulations 1996*. The total payments made under delegated authority during this period amount to \$1,755,423.49.

Background

In accordance with Delegation 1.2.23 – *Payments from the Municipal or Trust Funds* adopted by Council on 26 June 2024, the Chief Executive Officer is authorised to incur expenditure in line with the provisions of the adopted Annual Budget, including limited over-expenditure subject to subsequent budget amendments. Pursuant to Regulation 13 of the *Local Government (Financial Management) Regulations 1996* a list of account paid under this delegation is to be prepared and presented to Council on a monthly basis.

Risk Management

Risk:	Likelihood:	Consequence:	Risk Rating:
Financial Impact	Unlikely	Minor	Low (2)
Risk Description:	Additional checks and balances of accounts paid by the Shire.		
Mitigation:	Monthly reporting on accounts paid.		
Compliance	Unlikely	Minor	Low (2)
Risk Description:	Meeting legislative requirement of financial reporting to the Council		
Mitigation:	Monthly reporting on accounts paid.		

Financial Implications

All liabilities settled have been in accordance with the annual budget provisions.

Policy Compliance

All payments have been made in line with Shire policies:

- FIN/CP-4 Purchasing
- FIN/CP-5 Regional Price Preference
- FIN/CP-7 Credit Card

Statutory Compliance

Local Government (Financial Management) Regulations 1996

Where the local government has delegated the CEO the exercise of its power to make payments from the municipal fund or the trust funds, Regulation 13 requires that a list of accounts paid by the CEO is to be prepared each month showing for each account paid:

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

This list of accounts is to be:

- Presented to Council at the next ordinary meeting of the Council after the list is prepared; and
- Recorded in the minutes of that meeting.

Consultation

Relevant staff have been consulted and have confirmed that all payments were authorised in accordance with their delegated authority.

Officer Comment

A detailed listing of payments has been provided below for Council's formal receipt. Elected Members are encouraged to raise any queries prior to the Ordinary Council Meeting to allow sufficient time for investigation and preparation of a response.

SHIRE OF DONNYBROOK BALINGUP
SCHEDULE OF ACCOUNTS PAID UNDER DELEGATION (NO.1.2.23) IS PRESENTED FOR PUBLIC INFORMATION
PAYMENTS FROM 1 JUNE TO 30 JUNE 2026

REFERENCE	DATE	PAYEE	DESCRIPTION	AMOUNT
CREDIT CARD				
	29/04/2026	HUMANITIX	SOUTH WEST STATE BUDGET LUNCH	82.50
	01/05/2026	DFES	FOI REQUEST	30.00
	01/05/2026	SENDGRID	MONTHLY AUTOMATED EMAIL SERVICE, LINKED TO ENVIBE	129.38
	05/05/2026	KEENS DRIVER TRAINING	DRIVER TRAINING	891.00
	08/05/2026	DEPT OF TRANSPORT	VEHICLE PLATE TRANSFERS	252.30
	09/05/2026	MICROSOFT	AZURE USAGE CHARGES	270.09
	09/05/2026	DONNYBROOK FRESH IGA	MITIGATION BURN - LUNCHES FOR VOLUNTEERS	170.48
	14/05/2026	PLANNING INSTITUTE AUSTRALIA	REGIONAL CONFERENCE REGISTRATION	650.00
	19/05/2026	HUMANITIX	RETHINKING BUSINESS AS USUAL	165.00
	19/05/2026	TRIP SAFE AUSTRALIA	CABLE COVER	234.30
	24/05/2026	MAILCHIMP	MONTHLY MARKETING SUBSCRIPTION	37.43
	24/05/2026	DONNYBROOK FRESH IGA	MITIGATION BURN - MEALS FOR VOLUNTEERS	146.98
	25/05/2026	ONE STOP ROADHOUSE	MITIGATION BURN - MEALS FOR VOLUNTEERS	21.00
	25/05/2026	ONE STOP ROADHOUSE	MITIGATION BURN - MEALS FOR VOLUNTEERS	148.24
	27/05/2026	JB HIFI	DBK WMF REPLACEMENT TABLET	618.94
	28/05/2026	HUMANITIX	RETHINKING BUSINESS AS USUAL	82.50
	30/05/2026	BENDIGO BANK	CARD FEES	20.00
DD29214.1	14/06/2026		TOTAL: CREDIT CARD PAYMENTS	3,950.14
EFT PAYMENTS				
EFT33203	04/06/2026	AUSTRALIAN SERVICES UNION WESTERN AUSTRALIAN BRANCH	EMPLOYEE UNION DEDUCTIONS	79.50
EFT33204	04/06/2026	BDA TREE LOPPING	TREE PRUNING	12,980.00
EFT33205	04/06/2026	BETTER TELCO SOLUTIONS PTY LTD - PHONE ACCOUNT	MONTHLY ACCESS FEE & SIP CHARGES	931.94
EFT33206	04/06/2026	CITY & REGIONAL FUELS	PURCHASES ON FUEL CARDS & BULK FUEL - MAY 26	17,785.37
EFT33207	04/06/2026	DUG CROSS ELECTRICS	REPLACE POWER POLE, METER BOX, RCD & EXIT LIGHT TESTING	9,282.00
EFT33208	04/06/2026	AUSTRALIAN GOVERNMENT - SERVICES AUSTRALIA - CHILD SUPPORT	PAYROLL DEDUCTIONS	314.08
EFT33209	04/06/2026	MANJIMUP AUTOS PTY LTD	VEHICLE REPLACEMENT AS PER ASSET MANAGEMENT PLAN	16,093.35
EFT33210	04/06/2026	RECRUITWEST PTY LTD	CASUAL LABOUR HIRE	5,573.87
EFT33211	04/06/2026	S HANSHAW	WORKING WITH CHILDREN & AUSTSWIM TEACHERS LICENCE RENEWALS	462.00
EFT33212	04/06/2026	TELSTRA - MELBOURNE ACCOUNTS	TELEPHONE, MOBILE & INTERNET CHARGES	266.72
EFT33213	04/06/2026	WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	MEETING PROCEDURES TRAINING	407.00
EFT33213A	11/06/2026	SHIRE OF DONNYBROOK BALINGUP	PAYROLL FOR PERIOD ENDING 10.06.26	157,235.92

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EFT33214	18/06/2026	HARMONIC IT	MANAGED MONTHLY SERVICES	10,367.50
EFT33215	18/06/2026	AUSTRALIA POST - ACCOUNTS	SHIRE POSTAGE	351.98
EFT33216	18/06/2026	AUSTRALIAN SERVICES UNION WESTERN AUSTRALIAN BRANCH	EMPLOYEE UNION DEDUCTIONS	79.50
EFT33217	18/06/2026	ALL TECH PLUMBING	SUPPLY & INSTALL NEW FILL LINE FOR BALANCE TANK	817.30
EFT33218	18/06/2026	WINC AUSTRALIA PTY LTD - ACCOUNTS	STATIONERY SUPPLIES	32.99
EFT33219	18/06/2026	ABCO PRODUCTS PTY LTD	CLEANING CONSUMABLES	2,854.00
EFT33220	18/06/2026	AFGRI EQUIPMENT AUSTRALIA PTY LTD	FUEL LINE	194.71
EFT33221	18/06/2026	AGTRAC MACHINERY	MULTI BELT, SEAL & OIL	312.00
EFT33222	18/06/2026	AUSTRALIAN NATIONAL CHARACTER CHECK PTY LTD	AUSTRALIAN NATIONAL CHARACTER CHECK	69.39
EFT33223	18/06/2026	ABLE TRAILERS	PURCHASE OF FLAT TOP TIPPER CAGE & RAMP SINGLE TRACK SET	2,198.00
EFT33224	18/06/2026	BUNNINGS GROUP LIMITED	HARDWARE SUPPLIES	93.61
EFT33225	18/06/2026	BUNBURY & BUSSELTON AIR	SUPPLY & FIT AIR CON FILTER	165.00
EFT33226	18/06/2026	BANKS PEST AND WEED CONTROL	PEST INSPECTION	284.90
EFT33227	18/06/2026	BOYANUP BOTANICAL	TREES & PLANTS	638.45
EFT33228	18/06/2026	BUNBURY TELECOM SERVICE PTY LTD	SUPPLY & INSTALL COPPER CABLE	890.56
EFT33229	18/06/2026	BLUE FORCE PTY LTD	MONTHLY EMERGENCY HELP MONITORING	420.75
EFT33230	18/06/2026	BALINGUP WELDING & CIVIL PTY LTD	MITIGATION TREATMENT - UTE, EQUIPMENT HIRE, DIESEL EXPENSES	2,703.28
EFT33231	18/06/2026	B & B CABINETS	VCMP - OFFICE & HALLWAY CABINETRY, ADMIN - SUPPLY STORAGE CUPBOARD	21,245.40
EFT33232	18/06/2026	BRIGHTMARK GROUP PTY LTD	CLEANING - MAY 26	18,401.78
EFT33233	18/06/2026	BLUE STEEL ROOFING	DBK MUSEUM SHED - ROOF REPAIR	927.85
EFT33234	18/06/2026	V BLACK	REFUND OVERPAYMENT OF RATES	187.24
EFT33235	18/06/2026	CARBONE BROS. PTY LTD	LIMESTONE & BASALT FOR ROAD CONSTRUCTION	5,715.33
EFT33236	18/06/2026	COATES HIRE OPERATIONS PTY LTD - BUNBURY BRANCH	HIRE OF ROLLER	4,826.25
EFT33237	18/06/2026	AUSTRALIAN GOVERNMENT - SERVICES AUSTRALIA - CHILD SUPPORT	PAYROLL DEDUCTIONS	314.08
EFT33238	18/06/2026	CLEANAWAY OPERATIONS PTY LTD.	BLN TRANSFER STATION - RECYCLING	842.80
EFT33239	18/06/2026	CAPEL CRANE HIRE	HIRE OF CRANE AND RIGGER	4,180.45
EFT33240	18/06/2026	CORSIGN WA	TRAFFIC SIGNS & ROAD SIGNS	909.15
EFT33241	18/06/2026	CAFE 48	TRAINING & COUNCIL MTG REFRESHMENTS	1,102.50
EFT33242	18/06/2026	CONNECT CALL CENTRE SERVICES	AFTERHOURS CALL CENTRE - W&S, P&G, RANGERS	311.80
EFT33243	18/06/2026	CS LEGAL	DEBT RECOVERY RATES	352.00
EFT33244	18/06/2026	CLEANAWAY PTY LTD	DBK WMF - RECYCLING BIN TRANSFER/PROCESSING	3,628.23
EFT33245	18/06/2026	CLEANAWAY OPERATIONS PTY LTD	BLN TRANSFER STATION - GENERAL WASTE COLLECTION & TRANSPORTATION	5,311.54

SHIRE OF DONNYBROOK BALINGUP
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EFT33246	18/06/2026	DONNYBROOK MEDICAL SERVICES	PRE EMPLOYMENT MEDICALS	510.00
EFT33247	18/06/2026	DONNYBROOK HARDWARE & GARDEN	SHOWER HEAD, FLOAT FOR BALANCE TANK, KWIKSET	100.77
EFT33248	18/06/2026	DONNYBROOK FRUIT BARN PTY LTD	BFB - DIESEL - MAY 26	84.54
EFT33249	18/06/2026	DONNYBROOK & DISTRICTS PLUMBING SERVICE	UNBLOCK & FIX LEAKING TOILETS, REPLACE TAP, UNBLOCK DRAIN	1,474.00
EFT33250	18/06/2026	TYRES AND MORE DONNYBROOK	SUPPLY & FIT TYRES, HIRE OF MINI EXCAVATOR	3,493.30
EFT33251	18/06/2026	DONNYBROOK FARM SERVICE	STORMWATER PIPE, CEMENT, RETIC COMPONENTS, SECATEURS, POOL CHEMICALS, SOLVENT, PRIMER & BALL VALVE	4,622.08
EFT33252	18/06/2026	DONNYBROOK FRESH SUPA IGA	COUNCIL, ADMIN, W&S & DBK REC CTR - GROCERIES, MTG & TRAINING REFRESHMENTS, COMMUNITY VOLUNTEER GROCERIES	663.79
EFT33253	18/06/2026	DUTCHFIELD DOG TRAINING	ANIMAL HANDLING TRAINING	437.50
EFT33254	18/06/2026	DONNYBROOK MENS SHED (INC)	POSSUM DREYS	600.00
EFT33255	18/06/2026	DONNYBROOK MOBILE WELDING	DBK REC CTR - FABRICATE & INSTALL NEW FRAME - CHEMICAL MIXING AREA	4,345.00
EFT33256	18/06/2026	ERGOLINK	OFFICE DESKS	1,133.00
EFT33257	18/06/2026	FAIRTEL PTY LTD	DONNYBROOK SES - PHONE AND NBN SERVICE	159.97
EFT33258	18/06/2026	GO DOORS PTY LTD	AUTOMATIC - DOOR SERVICING	932.09
EFT33259	18/06/2026	HERSEY'S SAFETY PTY LTD	DEPOT SUPPLIES & CONSUMABLES	434.39
EFT33260	18/06/2026	HASTIE WASTE PTY LTD	DBK WMF, BLN TRANS STATION - MANAGEMENT, SERVICING OF FRONTLINE BINS, PROCESSING OF MATTRESSES	42,290.70
EFT33261	18/06/2026	HARVEY NORMAN AV/IT BUNBURY (ELECTRICAL)	CHEST FREEZER	554.00
EFT33262	18/06/2026	C HARRIS	REFUND OVERPAYMENT OF RATES	808.15
EFT33263	18/06/2026	A HENKE	COUNCIL CROSSOVER CONTRIBUTION	242.50
EFT33264	18/06/2026	IPS MANAGEMENT CONSULTANTS	CEO PERFORMANCE REVIEW 2026	4,911.50
EFT33265	18/06/2026	JACKSON MCDONALD	SALE OF 70 SOUTH WESTERN HWY DONNYBROOK – LEGAL SERVICE FEES	2,183.30
EFT33266	18/06/2026	LIVING SPRINGS WATER PTY LTD	BOTTLED SPRING WATER	14.00
EFT33267	18/06/2026	MALATESTA ROAD PAVING & HOTMIX	HOT BITUMEN SEAL & ROAD REPAIR WORKS	39,664.97
EFT33268	18/06/2026	METAL ARTWORK BADGES	NAME BADGE	15.95
EFT33269	18/06/2026	MCLEODS BARRISTERS & SOLICITORS	LEGAL ADVICE	3,724.60
EFT33270	18/06/2026	MONARCH360 PTY LTD	MONARCH ED RMS	5,169.12
EFT33271	18/06/2026	MANJIMUP AUTOS PTY LTD	VEHICLE REPLACEMENT AS PER ASSET MANAGEMENT PLAN	26,496.55
EFT33272	18/06/2026	NATURALISTE HYGIENE SERVICES	MONTHLY SERVICE	3,746.25
EFT33273	18/06/2026	NESPRESSO AUSTRALIA	COFFEE	480.00
EFT33274	18/06/2026	OFFICEWORKS	OFFICE CHAIR & STATIONERY SUPPLIES	516.82
EFT33275	18/06/2026	OBAN GROUP PTY LTD	DBK REC CTR - DESIGN & DELIVER CHANGING ROOM UPGRADES	287,235.42

SHIRE OF DONNYBROOK BALINGUP
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EFT33276	18/06/2026	PRESTON PRESS	PRESTON PRESS	500.00
EFT33277	18/06/2026	PRESTON VALLEY MAINTENANCE	STORMWATER DRAINAGE REMEDIAL WORKS, REPAIRS TO SHED GUTTER, ROOF TILES & FOOTPATH STEPS SAFETY TAPE, REPLACE ROOF SHEET, INSTALLATION OF LOCK BOX, REPLACE DOOR, REMOVE & REPLACE POST & SIGN, REPLACE BENCH SEAT & TIMBER CHAIR	4,444.00
EFT33278	18/06/2026	PRESTON POWER EQUIPMENT	FILE HOLDER, WRENCH, CHAIN, EDGER BLADES	501.00
EFT33279	18/06/2026	PICTON CIVIL PTY LTD	DRY HIRE WATER CART	4,554.00
EFT33280	18/06/2026	WA DISTRIBUTORS PTY LTD	CLEANING CONSUMABLES	493.10
EFT33281	18/06/2026	J PRITCHARD	REIMBURSE 50% OF INVOICE FOR BLACKBERRY CONTROL	373.40
EFT33282	18/06/2026	J PHILLIPS	REIMBURSE 50% OF INVOICE FOR BLACKBERRY CONTROL	789.20
EFT33283	18/06/2026	PRO-ACTIVE HEALTH	REFUND OVERPAYMENT ON SUNDRY DEBTOR	46.89
EFT33284	18/06/2026	ROYAL LIFE SAVING SOCIETY WA INC.	DBK REC CTR - SWIMMING CERTIFICATES	284.70
EFT33285	18/06/2026	REPCO - DONNYBROOK	AIR FILTER, BATTERY, GAS TORCHES, BRAKE FLUID, CONNECTORS, OIL FILTERS, WHEEL CLAMP, DASH MAT	1,247.16
EFT33286	18/06/2026	RHYTHM CIVIL AND CONTRACTING	UPPER CAPEL RD BRIDGE - EMERGENCY REPAIR WORKS	53,047.50
EFT33287	18/06/2026	RECRUITWEST PTY LTD	CASUAL LABOUR HIRE	14,891.81
EFT33288	18/06/2026	SHIRE OF COLLIE	REIMBURSE 50% INVOICE FOR BLACKBERRY CONTROL	1,100.00
EFT33289	18/06/2026	STEWART & HEATON CLOTHING CO. P/L	BFB - PPE	277.71
EFT33290	18/06/2026	SOUTHERN LOCK & SECURITY	VCMP SHEDS - KEY LOCKS & KEYS, DBK DEPOT - ALARM CALL OUT	660.00
EFT33291	18/06/2026	SURVCON PTY LTD	DBK OLD CARAVAN PARK - KERB & ROAD SETOUT	2,375.45
EFT33292	18/06/2026	SEEK LIMITED	ADVERTISEMENTS - STAFF VACANCIES	2,068.00
EFT33293	18/06/2026	SYKES ENGINEERING PTY LTD TRADING AS SOUTHWEST ELECTRICAL & COMMUNICATION	RELOCATE POWER ELECTRICAL CABLE, CHECK & REPAIR SWITCHBOARD	2,580.60
EFT33294	18/06/2026	SOUTH WEST PROPERTY MANAGEMENT	RENTAL SUBSIDY FOR CHILDCARE WORKER	869.05
EFT33295	18/06/2026	SUPAGAS	GAS SUPPLY	50.60
EFT33296	18/06/2026	SMALL TREE FARM	REIMBURSE 50% OF INVOICE FOR BLACKBERRY CONTROL	424.70
EFT33297	18/06/2026	TELSTRA - MELBOURNE ACCOUNTS	TELEPHONE, MOBILE & INTERNET CHARGES	1,188.83
EFT33298	18/06/2026	TREEHOUSE CHILDCARE CENTRE INC.	CHILDCARE WORKER - REIMBURSE FUEL COSTS (GRANT FUNDED)	2,154.47
EFT33299	18/06/2026	TRANS TANK INTERNATIONAL	SLIP ON WATER CART - FREIGHT	3,410.00
EFT33300	18/06/2026	TOTALLY WORKWEAR BUNBURY	STAFF UNIFORM	184.35

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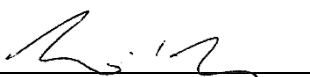
EFT33301	18/06/2026	TELAIR PTY LTD	NBN SERVICES	678.90
EFT33302	18/06/2026	THINK WATER CAPES REGION	POP UP SPRINKLERS	525.50
EFT33303	18/06/2026	TUDOR HOUSE (WA) PTY LTD	FLAGS	1,460.00
EFT33304	18/06/2026	TELAIR PTY LTD.	MOBILE DEVICE PLANS 2	79.99
EFT33305	18/06/2026	TOWIE TIMBER TRAINING	BFM - TRAINING & ASSESSMENT	2,600.00
EFT33306	18/06/2026	LANDGATE - VALUATION SERVICES	INTERIM VALUATIONS	25,496.02
EFT33307	18/06/2026	EARTH 2 OCEAN COMMUNICATIONS	HANDHELD RADIOS, MICROPHONES, CHARGERS	2,590.50
EFT33308	18/06/2026	VOCUS	MONTHLY IP LINE, STANDARD ACCESS & FAST FIBRE	1,304.60
EFT33309	18/06/2026	WATER CORPORATION - ACCOUNTS	WATER & SEWERAGE CHARGES	13,860.20
EFT33310	18/06/2026	SYNERGY	ELECTRICITY CHARGES	20,382.06
EFT33311	18/06/2026	VEOLIA ENVIRONMENTAL SERVICES	STREET CLEANING	2,242.51
EFT33312	18/06/2026	WESTRAC EQUIPMENT PTY LTD	GRADER REPLACEMENT AS PER ASSET MANAGEMENT PLAN	483,648.00
EFT33313	18/06/2026	WORK CLOBBER	PPE	4,193.50
EFT33314	18/06/2026	THE WARREN BLACKWOOD ALLIANCE OF COUNCILS (INC)	CONTRIBUTION WARREN BLACKWOOD ALLIANCE – SUPERANNUATION	16,382.82
EFT33315	18/06/2026	ZONE 50 ENGINEERING SURVEYS PTY LTD	BARRIER ASSESSMENT & REPORT	2,225.30
EFT33315A	25/06/2026	SHIRE OF DONNYBROOK BALLINGUP	PAYROLL FOR THE PERIOD ENDING 24.06.26	162,946.43
EFT33316	30/06/2026	DUG CROSS ELECTRICS	DBK TRANSIT PARK REMEDIAL WORKS	3,509.00
			TOTAL: EFT PAYMENTS	1,591,828.18
CHEQUES				
53854	24/06/2026	DEPARTMENT OF TRANSPORT	CUSTOMER PURCHASE OF SHIRE LOGO NUMBER PLATE	225.00
			TOTAL: CHEQUES	225.00
BANK FEES				
	30/06/2026	BENDIGO	BANK FEES	378.67
	30/06/2026	COMMONWEALTH	BANK FEES	237.13
	30/06/2026	TYRO	BANK FEES	762.21
	30/06/2026	PAYPAL	TRANSACTION FEES	21.23
	30/06/2026	EZIDEBIT	TRANSACTION FEES	5.95
	30/06/2026	SPACETOCO	TRANSACTION FEES	2,621.80
			TOTAL: BANK FEES	4,026.99
DIRECT DEBITS				
DD29186.1	10/06/2026	AWARE SUPER	EMPLOYEE SUPER DEDUCTIONS	20,453.49
DD29186.2	10/06/2026	GESB SUPER SCHEME	EMPLOYEE SUPER DEDUCTIONS	10.17
DD29186.3	10/06/2026	ONEPATH MASTERFUND	EMPLOYEE SUPER DEDUCTIONS	152.01
DD29186.4	10/06/2026	COMMONWEALTH BANK GROUP SUPER	EMPLOYEE SUPER DEDUCTIONS	225.54
DD29186.5	10/06/2026	HOSTPLUS	EMPLOYEE SUPER DEDUCTIONS	339.31
DD29186.6	10/06/2026	AUSTRALIAN RETIREMENT TRUST	EMPLOYEE SUPER DEDUCTIONS	305.52
DD29186.7	10/06/2026	RAIZ SUPER	EMPLOYEE SUPER DEDUCTIONS	143.55
DD29186.8	10/06/2026	HESTA SUPER FUND	EMPLOYEE SUPER DEDUCTIONS	338.59
DD29186.9	10/06/2026	AUSTRALIAN RETIREMENT TRUST	EMPLOYEE SUPER DEDUCTIONS	340.63
DD29186.10	10/06/2026	UNISUPER	EMPLOYEE SUPER DEDUCTIONS	396.92

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PAYMENTS FROM 1 JUNE TO 30 JUNE 2026

DD29186.11	10/06/2026	COLONIAL FIRSTCHOICE WHOLESALE PERSONAL SUPER	EMPLOYEE SUPER DEDUCTIONS	863.90
DD29186.12	10/06/2026	AUSTRALIAN SUPER	EMPLOYEE SUPER DEDUCTIONS	5,091.98
DD29186.13	10/06/2026	REST SUPERANNUATION	EMPLOYEE SUPER DEDUCTIONS	1,581.91
DD29186.14	10/06/2026	AMP LIFE LIMITED	EMPLOYEE SUPER DEDUCTIONS	471.19
DD29186.15	10/06/2026	MERCER SUPER TRUST	EMPLOYEE SUPER DEDUCTIONS	312.19
DD29186.16	10/06/2026	MLC PLUM SUPER	EMPLOYEE SUPER DEDUCTIONS	767.92
DD29186.17	10/06/2026	CBUS SUPER	EMPLOYEE SUPER DEDUCTIONS	417.67
DD29186.18	10/06/2026	BRIGHTER SUPER	EMPLOYEE SUPER DEDUCTIONS	345.60
DD29195.1	03/06/2026	MAGISTRATES COURT OF WESTERN AUSTRALIA	LODGEMENT FEE	194.30
DD29195.2	10/06/2026	SHERIFF'S OFFICE	LODGEMENT FEE	88.50
DD29195.3	11/06/2026	AUSTRALIAN TAX OFFICE	PAYG PE: 10.06.26	45,374.00
DD29195.4	15/06/2026	SG FLEET AUSTRALIA PTY LIMITED	CESM - VEHICLE LEASE PAYMENT	1,140.35
DD29205.1	24/06/2026	AWARE SUPER	EMPLOYEE SUPER DEDUCTIONS	20,510.20
DD29205.2	24/06/2026	GESB SUPER SCHEME	EMPLOYEE SUPER DEDUCTIONS	48.00
DD29205.3	24/06/2026	ONEPATH MASTERFUND	EMPLOYEE SUPER DEDUCTIONS	282.31
DD29205.4	24/06/2026	HOSTPLUS	EMPLOYEE SUPER DEDUCTIONS	560.21
DD29205.5	24/06/2026	AUSTRALIAN RETIREMENT TRUST	EMPLOYEE SUPER DEDUCTIONS	320.12
DD29205.6	24/06/2026	RAIZ SUPER	EMPLOYEE SUPER DEDUCTIONS	132.00
DD29205.7	24/06/2026	HESTA SUPER FUND	EMPLOYEE SUPER DEDUCTIONS	354.42
DD29205.8	24/06/2026	AUSTRALIAN RETIREMENT TRUST	EMPLOYEE SUPER DEDUCTIONS	339.43
DD29205.9	24/06/2026	UNISUPER	EMPLOYEE SUPER DEDUCTIONS	396.92
DD29205.10	24/06/2026	IOOF PORTFOLIO SUPERANNUATION FUND	EMPLOYEE SUPER DEDUCTIONS	110.45
DD29205.11	24/06/2026	COLONIAL FIRSTCHOICE WHOLESALE PERSONAL SUPER	EMPLOYEE SUPER DEDUCTIONS	863.90
DD29205.12	24/06/2026	AUSTRALIAN SUPER	EMPLOYEE SUPER DEDUCTIONS	4,504.96
DD29205.13	24/06/2026	REST SUPERANNUATION	EMPLOYEE SUPER DEDUCTIONS	1,653.21
DD29205.14	24/06/2026	MERCER SUPER TRUST	EMPLOYEE SUPER DEDUCTIONS	380.04
DD29205.15	24/06/2026	MLC PLUM SUPER	EMPLOYEE SUPER DEDUCTIONS	677.44
DD29205.16	24/06/2026	CBUS SUPER	EMPLOYEE SUPER DEDUCTIONS	417.67
DD29205.17	24/06/2026	AMP LIFE LIMITED	EMPLOYEE SUPER DEDUCTIONS	311.06
DD29205.18	24/06/2026	BRIGHTER SUPER	EMPLOYEE SUPER DEDUCTIONS	345.60
DD29213.1	25/06/2026	AUSTRALIAN TAX OFFICE	PAYG PE: 24.06.26	43,830.00
			TOTAL: DIRECT DEBITS	155,393.18
			TOTAL: PAYMENTS MADE FROM MUNICIPAL ACCOUNT	1,755,423.49

CERTIFICATION BY CHIEF EXECUTIVE OFFICER

This Schedule of Accounts Paid is submitted to the Council Meeting on 22 July 2026 in accordance with the *Local Government (Financial Management) Regulations 1996* Section 13. These accounts have been checked and are fully supported by vouchers and invoices, which have been duly certified as to the receipts of goods and the rendition of services and as to prices, computations and costings.


 Chief Executive Officer

COUNCIL RESOLUTION: 120/07-26	
MOVED BY: Cr Alex Purich	SECONDED BY: Cr Anita Lindemann

That Council receive the schedule of accounts paid as detailed in the report for the period ending 30 June 2026.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by en-bloc resolution 113/07-26

9.2.2 Monthly Financial Report for the period ending 30 June 2026

Report Details:

Prepared by: Manager Financial Services

Manager: Director Finance & Community

File Reference: Nil.

Voting Requirement: Simple Majority

Attachment(s):

9.2.2(1) Monthly Financial Report for period ending 30 June 2026

Executive Recommendation

That Council receive the Monthly Financial Report for the period ending 30th of June 2026 as per Attachment 9.2.2(1).

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 12 - A well respected, professionally run organisation.

Objective: 12.1 - Deliver effective and efficient operations and service provision.

Item: Nil.

Executive Summary

Pursuant to Section 6.4 of the *Local Government Act 1995 (the Act)* and *Regulation 34(4) of the Local Government (Financial Management) Regulations 1996 (the Regulations)*, a local government is to prepare, on a monthly basis, a monthly financial report presented to Council details the Shire's performance in relation to its adopted/amended budget and actuals.

This report has been compiled to fulfil the statutory reporting requirements of the Act and associated Regulations, whilst also providing the Council with an overview of the Shire's financial performance for the period ending 30 June 2026.

Background

The Regulations detail the form and manner in which the monthly financial report is to be presented to the Council, and is to include the following:

- Annual budget estimates.
- Budget estimates to the end of the month in which the statement relates.
- Actual amounts of revenue and expenditure to the end of the month in which the statement relates.
- Material variances between budget estimates and actual revenue/expenditure.
- Net current assets at the end of the month to which the statement relates.

Additionally, and pursuant to Regulation 34(5) of the Regulations, a local government is required to adopt a material variance reporting threshold in each financial year.

At its Special Meeting of Council on 6th of August 2025 it was recommended Council adopt the following material variance reporting thresholds for the 2025/26 financial year:

- a) *Variances equal to or greater than 10% of the year-to-date budget amounts detailed in the Statement of Financial Activity, however variances due to timing differences are to be reported only if not to do so would present an incomplete picture of the financial performance for a particular period; and*
- b) *Reporting of variances only applies for amounts greater than \$25,000.*

Risk Management

Risk:	Likelihood:	Consequence:	Risk Rating:
Financial Impact	Unlikely	Moderate	Moderate (6)
Risk Description:	Monetary loss that may or may not be managed within existing budget or may not impact a program or services		
Mitigation:	Reporting financials monthly		
Compliance	Unlikely	Minor	Low (4)
Risk Description:	Meeting legislative requirement of financial reporting to the Council		
Mitigation:	Monthly reporting on financial reports.		

Financial Implications

Budget

There are no financial implications relevant to this proposal.

Long Term

As no assets/infrastructure are being created, there are no long-term financial implications relevant to this proposal.

Policy Compliance

Nil.

Statutory Compliance

Section 6.4 of the *Local Government Act 1995* and Regulation 34 of the *Local Government (Financial Management) Regulations 1996* detail the form and manner in which a local government is to prepare financial activity statements.

Consultation

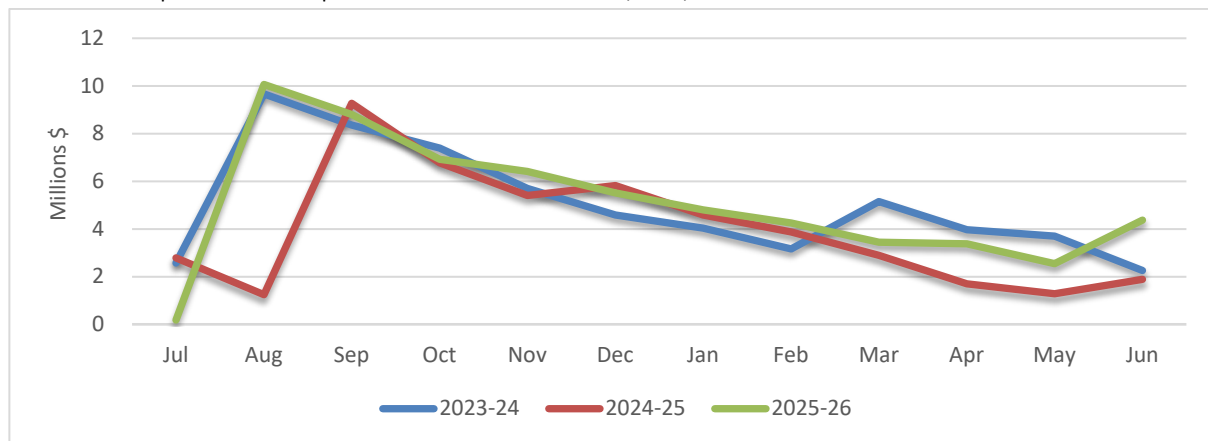
The Shire's Executive Team, Department Managers and Finance staff monitor the Shire's monthly revenue and expenditure.

Approved budget amendments are recorded in the financial statements to always reflect the Shire's current budget and financial position.

Officer Comment

These statements compare year-to-date expenditure and revenue against the 2025/26 Adopted Original Budget which includes further amendments and the Budget review adopted by Council. They are provided in an interim state, as several transactions are still being processed for the financial year. These include but are not limited to committed expenditure relating to outstanding creditor invoices, journal adjustments for employee provisions, accrued income and amortisation entries, stock survey results, finalisation of reserve transfers, and additions to the asset register. These adjustments are necessary to ensure accurate representation of the Shire's financial position prior to audit and final adoption of the Annual Financial Statements.

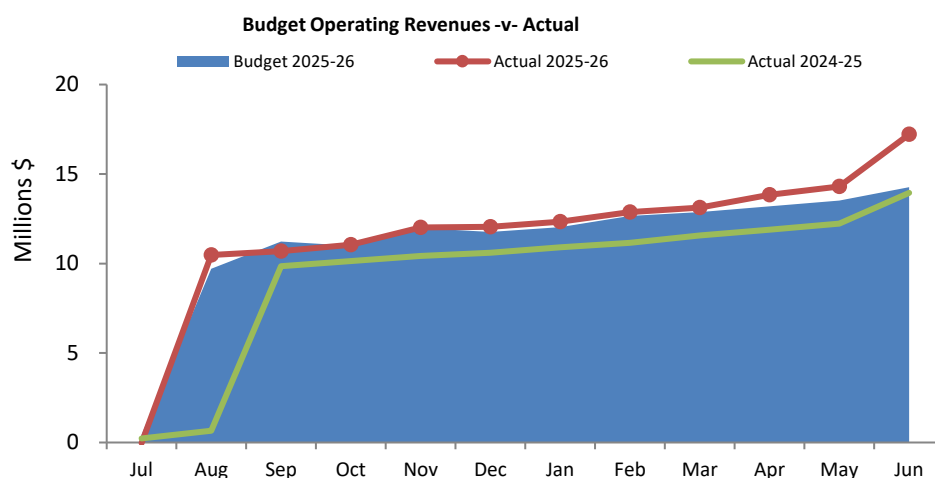
The Shire's surplus after imposition of rates was \$4,366,014.



Operating Activities

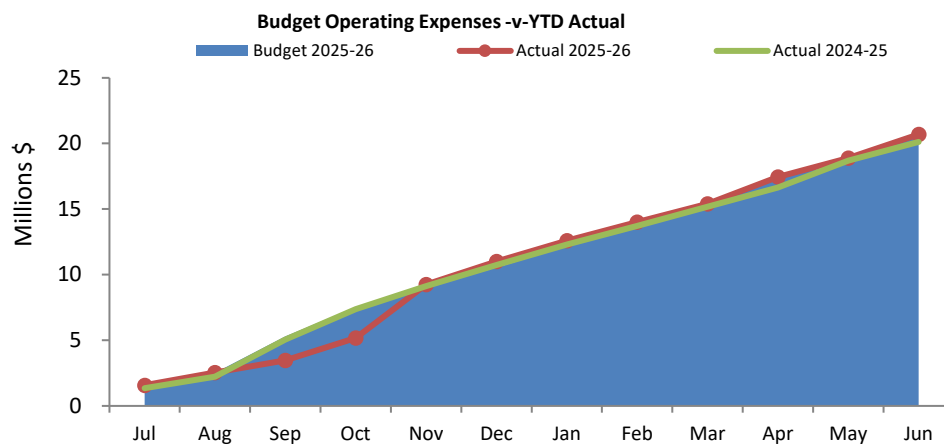
Revenue was \$17,214,004 which is greater than the budget estimate of \$14,265,549. Key areas include:

- Operating grants, subsidies, and contributions is 87% above budget estimates, mainly due to the advance payment of the Financial Assistance Grant being \$1,955,432 which was received in June for the 2026/27 financial year. Reimbursements received from insurance claims were greater than budget by \$168,487.
- Non cash profit on asset disposals is higher than budget estimates and is largely due to the sale of the Bendigo bank building.



Expenditure was \$20,692,635 being 0.3% below budget estimates. Key areas include:

- Materials and contracts 9.2% under budget, driven mostly by the following favourable variances
 - Consultant expenses — \$215,860 below budget due to the landfill closure management plan yet to be completed and carried over into 2026/27.
 - Bushfire mitigation — \$163,503 under budget and offset by an operating grant.
 - Council election - \$50,866 under budget due to charges for extraordinary election yet to be received.
- Finance costs 27.6% below budget due to accrual of interest charges yet to completed as part of year end processing.
- Non cash loss on asset disposals 169.04% above budget due to the disposal of vehicle involved in accident and bridge being moved on to private ownership.



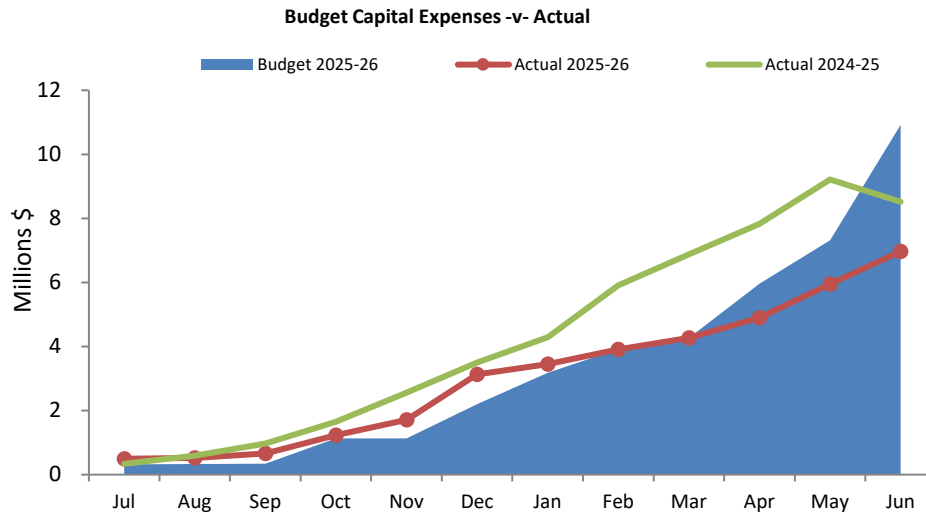
Investing Activities

Inflows from investing activities was \$5,222,229 and is 31.1% below the YTD budget estimates. Key areas include:

- Proceeds from capital grants, subsidies, and contributions: \$4,127,482 being 35.33% below budget, driven mostly by a variance in the recognition of grant income for the Argyle Bushfire Station \$1,033,119 which is carried over into 2026.27. Recognition of grant income for VC Mitchell park is \$555,735 under budget and carried over into 2026.27. Grant income from LGGC for Bridges is below budget by \$335,999 and will be recognised as part of year end adjustments along with relevant expenditure incurred. Grant income for Preston Loop Pathway is \$71,283 below budget and is carried over into 2026.27.

Outflows from investing activities was \$6,972,823 and is 36.1% below the YTD budget estimates. Key areas include:

- Payments for property, plant, and equipment \$2,924,647 and is 51.4% below budget - refer to note 3 for explanation in the attached monthly financial report.
- Payments for construction of infrastructure was \$3,955,825 and is 19.2% below budget - refer to note 3 for explanation in the attached monthly financial report.



Financing Activities

Reserve fund transfers are yet to be processed and will be completed as part of year-end finalisation.

COUNCIL RESOLUTION: 121/07-26		
MOVED BY:	Cr Leanne Wringe	SECONDED BY: Cr Reggie Keown

That Council receive the Monthly Financial Report for the period ending 30th of June 2026 as per Attachment 9.2.2(1).

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0

9.2.3 Use of the Donnybrook Soldiers Memorial Hall for ANZAC Day Commemorations

Report Details:

Prepared by: Senior Community and Economic Development Officer
Manager: Manager Community Services
Applicant: Returned & Services League (RSL), Donnybrook Sub-Branch
Location: Donnybrook Soldiers Memorial Hall, 1 Bentley Street, Donnybrook
Monarch: Monarch-175587964-20 **Voting Requirement:** Absolute Majority
Attachment(s):
 Nil.

Executive Recommendation

That Council:

1. Approves the ongoing use of the Donnybrook Soldiers Memorial Hall by the Donnybrook RSL Sub-Branch for ANZAC Day commemorative activities in perpetuity.
2. Grants the Donnybrook RSL Sub-Branch priority access to the Hall for ANZAC Day each year.
3. Waives all facility hire fees associated with this annual booking in perpetuity.
4. Requires the Donnybrook RSL Sub-Branch to comply with standard facility booking conditions, including insurance and safety requirements; and
5. Authorises the Chief Executive Officer to implement administrative arrangements necessary to give effect to this decision.

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 13 - Increased community capacity.
Objective: 2.1 - Improve access to facilities and services to support community health and wellbeing.
Item: 13.1.1 - Support community initiatives through community grants, donations, and in-kind support via Shire Support Initiatives (SSI).

Outcome: 7 - Heritage assets are valued and respected.
Objective: 7.1 - Identify, preserve and showcase local heritage.
Item: 7.1.1 - Review the Local Heritage Survey, the Shire Heritage List and continue to promote sensitive heritage adaption projects and initiatives.

Executive Summary

The purpose of this report is to seek Council approval to grant the Donnybrook RSL Sub-Branch ongoing use of the Donnybrook Soldiers Memorial Hall for ANZAC Day commemorative activities in perpetuity, including the waiver of all associated hire fees.

Background

The Donnybrook Soldiers Memorial Hall (the hall) was originally proposed during World War One, however, due to the financial pressures present at the time, building the hall was postponed until after the war. In 1919 it was decided that the hall should be a memorial to soldiers lost in the war. When the hall was finally completed in 1921 a room was added for returned servicemen. (Frost, A.C. *Green Gold: A History of Donnybrook WA 1842 to 1974* Donnybrook Balingup Shire Council, 1976, pp 128-129).

On 5 October 1946, there was a “welcome-home dinner” for returned servicemen from World War Two hosted at the hall. Since then, what became the Donnybrook RSL Sub Branch has advocated fundraised and lobbied for returned service members in Donnybrook and beyond including the Donnybrook War Memorial completed in 1953. (Frost, A.C. *Green Gold: A History of Donnybrook WA 1842 to 1974* Donnybrook Balingup Shire Council, 1976, pp 160-161).

The Donnybrook RSL Sub-Branch organises all commemorations for ANZAC Day. This includes the “Gunfire Breakfast” which has been hosted at the Donnybrook Soldiers Memorial Hall for decades. In recent years, the Gunfire Breakfast has been well attended with approximately two hundred people at the 2026 breakfast.

Currently the “Gunfire Breakfast” is subject to annual bookings and applicable fees and/or waiver processes which adds to the organisational burden for the Donnybrook RSL Sub-Branch office bearers.

The Donnybrook RSL Sub-Branch has requested formal recognition of its ongoing use of the Donnybrook Soldiers Memorial Hall for ANZAC Day each year.

The proposal includes:

- Ongoing use of the Hall in perpetuity for ANZAC Day commemorations.
- Priority access to ensure certainty of availability; and
- A waiver of all associated hire fees.

Risk Management

Risk is considered low, as:

- The RSL is experienced in delivering the event.
- Events are well established.
- Standard safety and insurance requirements will continue to apply.
- The numbers that attend do not exceed the hall’s capacity under its public building approval.

Risk:	Likelihood:	Consequence:	Risk Rating:
Financial Impact	Unlikely	Insignificant	Low (1)
Risk Description:	The loss of fees associated with hiring the hall.		
Mitigation:	The financial loss will be insignificant, and it is highly unlikely that there will be another group seeking hall hire on ANZAC Day.		
Risk:	Likelihood:	Consequence:	Risk Rating:

Reputational	Unlikely	Insignificant	Low (1)
Risk Description:	Perceived unfairness at a special arrangement for the Donnybrook RSL Sub-Branch on ANZAC Day.		
Mitigation:	This is unlikely due to wider community sentiment concerning the importance of ANZAC Day.		

Financial Implications

The waiver of fees will result in a minor loss of revenue. The Donnybrook RSL Sub-Branch will require the hall for approximately five hours for setup on 24 April and five hours for the gunfire breakfast on the 25 April. For these two dates (according to the fees and charges for 2025/2026), the cost would be \$335. This is considered acceptable given the significant cultural and community benefit of ANZAC Day and the associated commemorations.

Policy Compliance

The arrangement will reduce administrative processes by removing the need for annual booking approvals while maintaining compliance with standard conditions. This proposal is consistent with community facility use and community support practices. No conflicts with existing Council policies have been identified.

Statutory Compliance

Nil.

Consultation

On the 8 April 2026, a meeting was held to discuss a formal letter that had been sent by the Donnybrook RSL Sub-Branch to the Shire offices in February. Attendees included the Donnybrook RSL Sub-Branch office bearers and Shire officers, the Senior Community and Economic Development Officer and Manager of Community Services. The proposal is supported.

Officer Comment

Formalising the Donnybrook RSL Sub-Branch's ongoing use of the Soldiers Memorial Hall for ANZAC Day, together with a waiver of associated fees, recognises the significance of the day and reinforces the commemorative purpose of the facility.

COUNCIL RESOLUTION:	122/07-26		
MOVED BY:	Cr Alex Purich	SECONDED BY:	Cr Vivienne MacCarthy

That Council:

1. Approves the ongoing use of the Donnybrook Soldiers Memorial Hall by the Donnybrook RSL Sub-Branch for ANZAC Day commemorative activities in perpetuity.
2. Grants the Donnybrook RSL Sub-Branch priority access to the Hall for ANZAC Day each year.
3. Waives all facility hire fees associated with this annual booking in perpetuity.
4. Requires the Donnybrook RSL Sub-Branch to comply with standard facility booking conditions, including insurance and safety requirements; and

5. Authorises the Chief Executive Officer to implement administrative arrangements necessary to give effect to this decision.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe

Against: Nil.

Carried: 9/0 by absolute majority vote

9.2.4 Community Engagement Framework

Report Details:

Prepared by: Manager Recreation Centre

Manager: Director Finance and Community

File Reference: MONARCH-1278560804-140

Voting Requirement: Simple Majority

Attachment(s):

- 9.2.4(1) Community Engagement Framework Consultation – Council Report
- 9.2.4(2) Community Engagement Framework (final draft V2) June 2026
- 9.2.4(3) COMP/CP-7 Community Engagement Framework (new)
- 9.2.4(4) COMP/CP-3 Community Engagement Framework (Rescind)

Executive Recommendation

That Council:

1. **Rescind Council Policy COMD/CP-3 Community Engagement Framework** (Attachment 9.2.4(4))
2. **Adopt the new Council Policy COMD/CP-7 Community Engagement** (Attachment 9.2.4(3))
3. **Endorse the Community Engagement Framework Attachment 9.2.4(2) as the Shire’s formal approach to community engagement; and**
4. **Adopt the Framework as a mandatory, organisation-wide standard to guide engagement planning, delivery, and reporting across all projects and services.**

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 11 - Strong, visionary leadership.

Objective: 11.2 - Improve community consultation and engagement.

Item: 11.2.1 - Develop a Community Engagement Plan.

Executive Summary

This report seeks Council endorsement of the Community Engagement Framework as the Shire’s formal, organisation-wide approach to community engagement. The Framework has been developed to provide a clear, consistent and structured approach to engaging with the community across all projects and services. It outlines the principles, processes and responsibilities that will guide how engagement is planned, delivered, and reported, with a focus on inclusiveness, transparency and accountability.

Following Council’s endorsement of the draft Framework for public consultation in February 2026, feedback was sought from the community to inform its finalisation. Consultation results indicate general support for the Framework’s intent and principles; however, feedback emphasised that community confidence is dependent on consistent implementation, effective communication, and clear reporting of outcomes. The final Framework has been refined in response to this feedback, including strengthening requirements for reporting back to the community (“closing the loop”),

clarifying roles and responsibilities, and broadening accessibility to include both digital and non-digital participation.

Endorsing the Framework will establish a consistent standard for engagement across the organisation, supporting improved decision-making, stronger community relationships, and increased trust over time. The report also recommends rescinding the existing Community Engagement Policy and replacing it with a new policy aligned to the updated Framework.

Background

At the Ordinary Council Meeting held on 24 February 2026, Council considered a report seeking endorsement of the Draft Community Engagement Framework for the purpose of public consultation prior to adoption.

"COUNCIL RESOLUTION 16/02-26

That Council endorses the Draft Community Engagement Framework for the purpose of public consultation and invites community feedback to inform the final version prior to adoption."

Following this resolution, the draft Framework was released for public comment from 11 March to 8 April 2026. Consultation was undertaken to test the clarity, accessibility, and suitability of the Framework, and to identify any improvements required before final adoption.

The Framework establishes a consistent, organisation-wide approach to community engagement, outlining principles, roles and responsibilities, and a structured process to guide engagement across all Shire activities.

Consultation results indicate general support for the Framework's intent; however, feedback was clear that community confidence depends on consistent implementation, improved communication, and stronger "closing the loop" practices. Key themes also highlighted the need to broaden accessibility and strengthen accountability across the organisation.

The Framework has been refined in response to this feedback to improve clarity, strengthen reporting expectations, and ensure it is practical for application across the organisation. This report is presented to Council to seek endorsement of the final Community Engagement Framework following completion of the consultation process.

Risk Management

Risk:	Likelihood:	Consequence:	Risk Rating:
Reputational	Possible	Moderate	Moderate (8)
Risk Description:	There is a risk that the Community Engagement Framework is not applied consistently across departments and projects. This may result in variability in engagement quality, reduced transparency, and continued community perceptions of inconsistent or ineffective consultation practices.		
Mitigation:	The Framework has been structured to clearly define roles, responsibilities and minimum expectations for engagement across the organisation. Implementation will be supported through:		

	• Communication of the Framework as a mandatory organisational standard • Integration of the Framework into project planning and reporting processes • Use of the Community Engagement Toolkit to support consistent application • Ongoing monitoring and evaluation, including reporting of engagement outcomes to Council • Periodic review of the Framework to ensure it remains effective and aligned with community expectations		
Risk:	Likelihood:	Consequence:	Risk Rating:
Reputational	Possible	Moderate	Moderate (6)
Risk Description:	There is a risk that adoption of the Community Engagement Framework does not lead to an improvement in community trust or confidence in the Shire's engagement practices. This may occur if the Framework is applied inconsistently, or if engagement outcomes are not clearly communicated, reinforcing existing perceptions that consultation does not influence decision-making.		
Mitigation:	The Framework includes strengthened requirements for transparency and accountability, with a specific focus on improving how engagement outcomes are communicated. This includes: Clear expectations for "closing the loop" with both Council and the community • Improved reporting on how feedback has influenced decisions • Consistent application of the Framework across all departments and projects • Ongoing evaluation of engagement practices to identify gaps and drive improvement • Reinforcement of leadership accountability in supporting genuine and visible engagement outcomes • Periodic review of the Framework to ensure it remains effective and aligned with community expectations		

Financial Implications

Nil.

Policy Compliance

The Framework aligns with and supports the Shire's existing policy and governance framework, including:

- Strategic Community Plan
- Code of Conduct
- Customer Service Charter
- Risk Management Framework

- Disability Access and Inclusion Plan
- Corporate communication and branding standards

In conjunction with adoption of the Framework, it is also proposed that the existing Community Engagement Policy (COMD/CP-3) be rescinded and replaced with a new policy (COMD/CP-7) aligned to the updated Framework. The current policy relates to a previous engagement approach and no longer reflects the Shire's contemporary engagement principles, processes and governance requirements.

Endorsing the Framework and associated policy changes will establish a consistent standard for engagement across the organisation, supporting improved decision-making, stronger community relationships, and increased trust over time.

Statutory Compliance

Nil.

Consultation

Public consultation was undertaken following Council's resolution at the Ordinary Council Meeting on 24 February 2026 to release the Draft Community Engagement Framework for feedback prior to adoption. Consultation was conducted from 11 March to 8 April 2026. An online survey was the primary feedback mechanism, supported by printable surveys and hard copy submissions to allow non-digital participation. The draft Framework and supporting materials were made available via the Shire website and at key Shire facilities.

The consultation was promoted through the Shire website, social media, E-Connect email distribution, printed notices, and the Preston Press to maximise awareness across the community. A total of 13 submissions were received (10 online and 3 printed). Participation was low; however, overall awareness of the consultation was considered high based on engagement metrics. Feedback was generally high-level and reflected broader perceptions of engagement rather than detailed commentary on the document.

Feedback indicated general support for the Framework's intent and principles. However, responses were consistent in identifying that confidence in the Framework depends on implementation. Key issues raised included inconsistent application of engagement practices, limited visibility of outcomes, and a lack of clarity on how feedback influences decisions.

"Closing the loop" was identified as a critical gap, with respondents expecting clearer and more consistent communication on outcomes. Accessibility was also raised, with feedback indicating that engagement should extend beyond digital platforms and better accommodate different locations, timeframes, and participation preferences.

The Framework has been updated in response to this feedback, including strengthening reporting expectations, clarifying roles and accountability, and broadening accessibility provisions. These changes are intended to support consistent application across the organisation and improve transparency and community confidence.

Officer Comment

The Community Engagement Framework represents a significant step forward in improving how the Shire engages with its community. Consultation findings indicate that while the principles of the Framework are supported, community confidence is closely tied to how consistently and transparently engagement is carried out in practice. The final Framework responds directly to this feedback by strengthening accountability, clarifying expectations, and embedding processes that ensure engagement outcomes are communicated effectively to both Council and the community.

Adoption of the Framework will provide a clear, consistent and organisation-wide approach to engagement, supporting improved decision-making, stronger community relationships, and increased trust over time.

MOVED BY:	Cr Vivienne MacCarthy	SECONDED BY:	Cr Alex Purich

That Council:

1. **Rescind Council Policy COMD/CP-3 Community Engagement Framework** (Attachment 9.2.4(4))
2. **Adopt the new Council Policy COMD/CP-7 Community Engagement** (Attachment 9.2.4(3))
3. **Endorse the Community Engagement Framework Attachment 9.2.4(2) as the Shire's formal approach to community engagement; and**
4. **Adopt the Framework as a mandatory, organisation-wide standard to guide engagement planning, delivery, and reporting across all projects and services.**

Cr Purich put the following amendment to Council:

MOVED BY:	Cr Alex Purich	SECONDED BY:	Cr Anita Lindemann

Amend point 3 of the motion to read as follows:

3. **Update Community Engagement Framework (final draft V2) June 2026 to include "Empower" (and a suitable description), on page 10, step 2 Design, Determine the Level of Engagement.**

For: Cr Purich
Against: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Wringe
Lost: 1/8

The amendment was defeated and the substantive motion was put to Council:

COUNCIL RESOLUTION: 123/07-26		
MOVED BY:	Cr Vivienne MacCarthy	SECONDED BY: Cr Alex Purich

That Council:

1. **Rescind Council Policy COMD/CP-3 Community Engagement Framework** (Attachment 9.2.4(4))
2. **Adopt the new Council Policy COMD/CP-7 Community Engagement** (Attachment 9.2.4(3))
3. **Endorse the Community Engagement Framework Attachment 9.2.4(2) as the Shire's formal approach to community engagement; and**
4. **Adopt the Framework as a mandatory, organisation-wide standard to guide engagement planning, delivery, and reporting across all projects and services.**

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Wringe
Against: Cr Purich
Carried: 8/1

9.3. Chief Executive Officer

9.3.1 Policy Rescindment – EXE/CP-7 Work Health and Safety

Report Details:

Prepared by:	Work Health and Safety Officer		
Manager:	Executive Manager Corporate		
File Reference:	MONARCH-853412802-98	Voting Requirement:	Simple Majority
Attachment(s):			
9.3.1(1)	EXE/CP-7 Work Health and Safety		
9.3.1(2)	EXE/OP-27 Health and Safety Responsibilities		
9.3.1(3)	LGIS 2024 Work Health & Safety Assessment 2024		

Executive Recommendation

That Council:

- 1. Rescinds policy EXE/CP-7 Work Health and Safety, noting its intent and content are now fully addressed in the Shire's operational procedures.**

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome:	12 - A well respected, professionally run organisation.
Objective:	12.1 - Deliver effective and efficient operations and service provision.
Item:	12.1.5 - Review plans for appropriate Shire administration facilities to meet Council, employee and customer needs.

Executive Summary

Council is requested to rescind Council Policy EXE/CP-7 – Work Health and Safety on the basis that it has been superseded by Operational Procedure EXE/OP-27 – Health and Safety Responsibilities.

Background

Council Policy EXE/CP-7 – Work Health and Safety was adopted to provide a high-level statement of the Shire's commitment to workplace health and safety and compliance with relevant legislation. Since its adoption, the legislative and governance framework for work health and safety has evolved, including the introduction of the *Work Health and Safety Act 2020 (WA)* and the strengthening of operational WHS management systems within the Shire.

In November 2023, Operational Procedure EXE/OP-27 – Health and Safety Responsibilities was approved by the CEO. This procedure provides a comprehensive, contemporary and legislatively aligned framework that clearly articulates work health and safety responsibilities across all levels of the organisation, including councillors, executive officers, managers, workers, Health and Safety Representatives and Health and Safety Committees. EXE/OP-27 sets out detailed, role-specific duties

and due diligence obligations, consistent with the requirements of the *Work Health and Safety Act 2020*.

In May 2024, the Shire participated in the LGIS 2024 Work Health and Safety Assessment, which identified an overall maturity score of 86 %. As part of that assessment, LGIS recommended that the Shire:

“Review procedures EXE/OP-7 and EXE/OP-27 to eliminate duplication and potential confusion. Once documentation has been updated, the contents should be communicated to all relevant stakeholders.”

As part of responding to this recommendation, the Shire has consolidated and clarified WHS documentation. Operational Procedure EXE/OP-27 has replaced earlier responsibility-based documentation and now functions as the single, authoritative source for defining WHS roles and duties. In this context, Council Policy EXE/CP-7 no longer provides additional governance value and duplicates principles and obligations that are already comprehensively addressed in EXE/OP-27.

Risk Management

Risk:	Likelihood:	Consequence:	Risk Rating:
Compliance	Possible	Minor	Moderate (6)
Risk Description:	Confusion among internal stakeholders if the transition from Council Policy to Operational Procedure is not clearly communicated.		
Mitigation:	Planned internal communication to confirm that WHS obligations continue uninterrupted and are governed operationally through EXE/OP-27.		

Financial Implications

Nil.

Policy Compliance

This recommendation has been assessed against the Shire of Donnybrook Balingup Policy Framework (EXE/CP-8).

The proposed rescindment is consistent with the Policy Framework, which requires:

- Council Policies to remain high-level and strategic in nature; and
- Operational detail, procedures and responsibilities to be contained in Operational Procedures where appropriate.

EXE/OP-27 appropriately fulfils this role by setting out detailed health and safety responsibilities, making EXE/CP-7 redundant within the current framework. No other Council policies are adversely affected by this recommendation.

Statutory Compliance

There is no statutory requirement for a local government to maintain a standalone Council policy specifically addressing work health and safety under the:

- *Local Government Act 1995*; or
- *Work Health and Safety Act 2020*

Compliance with the *Work Health, Safety Act 2020* is achieved through effective management systems, procedures and due diligence, all of which are supported by EXE/OP-27.

Consultation

The following consultation has been undertaken or is proposed:

Internal consultation undertaken:

- Executive Manager Corporate
- Work Health and Safety Officer
- Human Resources Officer
- Review of LGIS audit recommendations

Internal consultation to be undertaken:

- Notification to Executive and Managers following Council resolution

Communication to workers, Health and Safety Representatives and Health and Safety Committee members confirming rescindment of EXE/CP-7; and continued governance of WHS responsibilities under EXE/OP-27. No external consultation is required for this recommendation.

Officer Comment

EXE/CP-7 – Work Health and Safety is a high-level policy that broadly commits the Shire to maintaining health and safety. While appropriate historically, its intent and content are now fully addressed and exceeded by Operational Procedure EXE/OP-27 – Health and Safety Responsibilities, which was approved by the CEO in 2023.

EXE/OP-27 provides:

- Clear, role-specific articulation of WHS responsibilities;
- Alignment with the Work Health and Safety Act 2020;
- Improved clarity for officers, managers, workers and councillors; and
- A single source of truth for WHS responsibilities.

Retaining both documents introduces duplication and the potential for confusion regarding statutory and organisational responsibilities. Rescinding EXE/CP-7 simplifies the Shire's governance framework and reflects contemporary best practice, audit expectations and legislative alignment.

COUNCIL RESOLUTION: 124/07-26		
MOVED BY:	Cr Alex Purich	SECONDED BY: Cr Anita Lindemann

That Council:

- 1. Rescinds policy EXE/CP-7 Work Health and Safety, noting its intent and content are now fully addressed in the Shire's operational procedures.**

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by en-bloc resolution 113/07-26

9.3.2 Council Plan 2026-2036 - Major Review and Adoption

Report Details:

Prepared by: Executive Manager Corporate

Manager: Chief Executive Officer

File Reference: MONARCH-1278560804-82 **Voting Requirement:** Absolute Majority

Attachment(s):

- 9.3.2(1) Council Plan 2026-2036 (semi-final)
- 9.3.2(2) DRAFT Council Plan 2636 - consultation markup
- 9.3.2(3) CP 2636 - Detailed consultation Notes
- 9.3.2(4) Community Submissions

Executive Recommendation

That Council:

1. **Adopts the Council Plan 2026–2036, following completion of the major review;**
 - 1.1. **Endorses the strategic vision, objectives and priorities contained within the Plan Attachment 9.3.2(1); and**
 - 1.2. **Notes that the Council Plan reflects community priorities identified through consultation undertaken as part of the major review process;**
2. **Notes that the adoption of the Council Plan 2026–2036 establishes the Shire’s long-term strategic direction and informs future corporate planning, resourcing and service delivery decisions;**
3. **Authorises the Chief Executive Officer to make minor administrative amendments to the Council Plan 2026–2036 Attachment 9.3.2(1) where required.**

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 11 - Strong, visionary leadership.

Objective: 11.1 - Provide strategically focused, open and accountable governance.

Item: 11.1.1 - Provide an annual review of key informing strategies to the Integrated Planning and Reporting Framework to inform the Annual Budget.

Executive Summary

This report presents the Council Plan 2026–2036 for adoption following the completion of a comprehensive major review.

The Council Plan is the Shire’s primary long-term strategic document, outlining the community’s vision, priorities and desired outcomes over a 10-year period. The major review process has ensured that the Plan remains contemporary, aligned with community expectations and responsive to the evolving operating environment.

Council is requested to adopt the updated Council Plan to enable implementation through the integrated planning and reporting framework, including corporate business planning and financial planning processes.

Background

At its Ordinary Council Meeting held on 27 May 2026, Council considered the draft Council Plan 2026–2036, presented as a single integrated document combining the Strategic Community Plan, Corporate Business Plan and Public Health Plan. The draft Plan provides the Shire's long-term strategic direction through a 10-year vision, supported by strategic objectives, priorities and delivery actions. Council was advised that the Plan had been developed through an extensive program of community engagement, elected member workshops and internal staff collaboration, representing a comprehensive major review of the Shire's strategic planning framework. This report represented the first formal decision point in the process leading to adoption of the Plan.

At the same meeting, Council resolved to endorse the draft Council Plan 2026–2036 for public consultation and invited community submissions prior to final adoption. Following Council's endorsement, the draft Plan was released for public exhibition from 29 May to 19 June 2026. The consultation process sought feedback on the proposed priorities, projects, overall direction and readability of the Plan, with submissions accepted through an online survey and written responses. This consultation phase built upon the significant engagement already undertaken during the development of the Plan, including the MARKYT® Community Scorecard survey, community workshops held in Donnybrook and Balingup, Elected Member workshops and internal planning sessions.

The purpose of the consultation was to ensure the final Council Plan reflects community aspirations, priorities and expectations while supporting informed decision-making by Council prior to adoption.

Risk Management

Risk:	Likelihood:	Consequence:	Risk Rating:
Compliance	Unlikely	Major	Moderate (8)
Risk Description:	Non-compliance with statutory planning requirements.		
Mitigation:	Comprehensive consultation undertaken; ongoing monitoring and review.		
Risk:	Likelihood:	Consequence:	Risk Rating:
Community	Possible	Major	High (12)
Risk Description:	Council Plan does not align with community expectations.		
Mitigation:	Plan developed in accordance with legislative requirements and governance oversight.		
Risk:	Likelihood:	Consequence:	Risk Rating:
Reputational	Possible	Moderate	Moderate (9)
Risk Description:	Community dissatisfaction with adopted direction.		

Mitigation:	Transparent engagement and communication of outcomes.		
Risk:	Likelihood:	Consequence:	Risk Rating:
Financial Impact	Possible	Major	High (12)
Risk Description:	Strategic priorities not financially sustainable.		
Mitigation:	Alignment with long-term financial planning and staged implementation.		

Financial Implications

The adoption of the Council Plan does not directly commit the Shire to specific expenditure.

However, the Plan will:

- Guide future budget development and capital works programming;
- Influence long-term financial planning decisions; and
- Require ongoing alignment of priorities with available financial resources.

Policy Compliance

Nil.

Statutory Compliance

Local Government Act 1995

Section 5.56 requires local governments to plan for the future in accordance with the *Local Government (Administration) Regulations 1996*.

Local Government (Administration) Regulations 1996

Regulation 19C requires a local government to maintain a Strategic Community Plan covering at least 10 years, setting out the vision, aspirations and objectives of the community. The Plan must be reviewed at least once every four years and developed in consultation with electors and ratepayers. Council is required to consider and adopt the Plan by absolute majority.

The Council Plan 2026–2036 has been prepared and reviewed in accordance with these requirements and incorporates the Strategic Community Plan component of the Shire's Integrated Planning and Reporting Framework.

Consultation

Public consultation on the latest draft of the Council Plan 2026-2036 was conducted over a three-week period from 29 May to 19 June 2026. This final consultation phase built on earlier engagement, including the 2025 MARKYT Community Scorecard, which provides the foundational evidence base for the Plan's overall direction and priorities. The purpose of this process was to gather targeted community feedback to refine the draft document and ensure it reflects local expectations, priorities, and lived experiences.

Changes and recommendations have been informed by the submissions received through this survey, focusing on identifying consistent themes, strengthening clarity, and aligning the Plan with both the

strategic insights captured in the Scorecard and the community's most recent feedback. See [Attachment 9.3.2\(3\)](#) for detailed consultation analysis.

The mark-up of the Draft Council Plan [Attachment 9.3.2\(2\)](#) that was advertised for feedback has been included alongside this analysis. The nature of the edits made have been highlighted as follows:

- **Yellow** = Technical edits (general corrections, visual/layout adjustments for accessibility, etc.)
- **Blue** = Clarification (additional supporting information added, descriptions updated, language improvements, etc.)
- **Pink** = Critical changes (significant updates informed by community feedback, further adjustments may be required, etc.)
- **Green** = Strategic adjustments (new items, key description/timing/resource updates, or other changes made directly per community feedback)

Officer Comment

The public feedback received [Attachment 9.3.2\(4\)](#) generally supported the strategic direction of the Draft Council Plan and did not identify any issues requiring a fundamental change in intent or purpose. Feedback highlighted opportunities to improve the Plan's clarity, prioritisation, transparency, and alignment with community expectations.

In response, a range of refinements were made throughout the document, particularly where feedback was consistent with the findings of the 2025 Community Scorecard. These changes focused on improving readability and understanding by strengthening links between activities and outcomes, refining the document structure, providing additional explanatory content where required, and reviewing the alignment between activities, projects and supporting strategies. These changes have been detailed in [Attachment 9.3.2\(3\)](#) and marked up in [Attachment 9.3.2\(2\)](#).

New Projects Added in Response to Community Feedback

Following consideration of public submissions, two additional projects have been incorporated into the Draft Council Plan. Both initiatives align with community feedback and can be delivered within existing operational resources and budgets, as confirmed by the Executive Leadership Team, no Council decision required.

Project 1 – Containers for Change Expansion (Location: Page 38 – Outcome 5, Objective 5.3)

A new initiative has been added to continue implementing Containers for Change exchange points throughout the Shire.

This addition responds to community feedback requesting expansion of the program beyond Donnybrook following the positive reception of the existing exchange point. The initiative was included in the previous Council Plan and remains supported by the community.

Project 2 – Communications Plan: 5-Year Forward Roadworks Program (Location: Page 40 – Outcome 8, Objective 8.1)

A new initiative has been added to develop and implement a communications plan for the 5-Year Forward Roadworks Program, providing clear information and regular community updates through the Shire website and other communication channels.

This addition responds to community feedback seeking greater visibility of roadwork priorities, delivery timeframes and project progress. Roads continue to be one of the community's highest priorities, however the technical nature of existing planning and budgeting documents can make it difficult for community members to easily understand planned works and delivery timelines. Staff consider that a dedicated communications approach will improve transparency, accessibility of information and community understanding of the Shire's road investment program.

Community Suggestions Requiring Strategic Direction

[Attachment 9.3.2\(1\)](#) has been amended to reflect the changes recommended by the Executive Leadership Team following public consultation. Community suggestions requiring a strategic decision by Council (Items A–E below) have not yet been incorporated into the document. Subject to Council's resolution at the Ordinary Council Meeting, the Council Plan will be finalised and updated to reflect any approved changes prior to publication.

A. Heritage Reference Group and Donnybrook Museum Relocation Project (Location: Page 26 – Outcome 2, Objective 2.1)

Consultation feedback identified a need for greater clarity regarding community involvement in heritage-related initiatives and the role of volunteers and community champions. In response, it is recommended that the existing strategic initiative be separated into two distinct projects to provide clearer purpose and accountability.

Current Initiative (As published in the draft Council Plan)

Form a Donnybrook Museum working group to provide advice on required projects and volunteer training to recognise historical artefacts, people and places across the Shire, and to relocate the museum contents to an appropriate venue.

Recommended CP Update

1. Form a working group to support the relocation of the Donnybrook Museum contents to an appropriate venue.
2. Establish a heritage reference group to provide advice on heritage projects and volunteer training to recognise historical artefacts, people and places across the Shire.

The proposed amendment reflects community feedback seeking broader community participation in heritage initiatives and recognises the value of an ongoing heritage reference group to support future projects, planning and decision-making across the Shire, beyond the Donnybrook Museum relocation project. There are no changes to project timing or resourcing proposed.

Council Plan Update One (1) – DECISION REQUIRED

Council's decision is limited to whether the current initiative remains as a single project or is separated into the two recommended initiatives to improve clarity and community focus.

B. Mining Activity Risk Register (Location: Page 38 – Outcome 5, Objective 5.2)

The consultation process identified support for the development of a risk register to identify and manage potential conflicts associated with mining activities, with several submissions requesting that the initiative be brought forward given the current relevance of the issue.

The feedback is consistent with broader community priorities identified through the Community Scorecard and demonstrates support for proactive planning that balances land use considerations with environmental sustainability outcomes.

Current Initiative (As published in the draft Council Plan)

Planned for 2029/2030.

Recommended CP Update

Following review, it is recommended that no change be made to the Council Plan at this time. The proposed timing and resourcing of the initiative can be further investigated and considered as part of future annual Council Plan reviews and budget deliberations.

Council Plan Update Two (2) – DECISION REQUIRED

Council's decision is limited to whether the current initiative remains in 2029/2030 or is brought forward.

C. Natural Resources Management Officer (Location: Page 38 – Outcome 5, Objective 5.2)

Consultation feedback demonstrated strong support for the recruitment of a Natural Resources Management Officer and requested that the initiative be brought forward to accelerate delivery of environmental and biodiversity-related projects. Several submissions also sought greater clarity regarding the proposed timeframe, noting that the position would ideally be established prior to the development and implementation of the Biodiversity Strategy.

The feedback aligns with priorities identified through the Community Scorecard and reflects a desire for earlier investment in environmental planning and project delivery.

Current Initiative (As published in the draft Council Plan)

Planned for 2029/2030.

Recommended CP Update

Following review, it is recommended that no change be made to the Council Plan at this time. The timing, funding and resourcing requirements associated with the position can be further considered through future annual Council Plan reviews and budget deliberations.

No amendment to the Council Plan is proposed. Should Council wish to bring forward the initiative, minor amendments to the project delivery schedule would be required. However,

further consideration may be necessary where any changes impact the sequencing, funding or resourcing of related projects within Outcome 5.2

Council Plan Update Three (3) – DECISION REQUIRED

Council's decision is limited to whether the current initiative remains in 2029/2030 or is brought forward.

D. Biodiversity Strategy / Environmental Sustainability Planning (Location: Page 38 – Outcome 5, Objective 5.2)

Consultation feedback demonstrated strong support for environmental sustainability initiatives and generally aligned with priorities identified through the Community Scorecard. While there was broad support for the development of a Biodiversity Strategy, respondents raised concerns regarding the proposed timing, resourcing and overall strategic approach.

Feedback indicated a desire for greater clarity regarding the long-term direction and implementation of environmental initiatives. Suggestions received included bringing the Biodiversity Strategy forward for earlier delivery, subject to appropriate resourcing, and considering a broader Environmental Sustainability Strategy to provide an overarching framework for future environmental, biodiversity and natural resource management initiatives.

Council may wish to consider whether the current Biodiversity Strategy initiative remains the preferred standalone project or whether a broader Environmental Sustainability Strategy would provide greater strategic direction, with biodiversity forming a key component of that work. Council has the following options:

- Option 1 – Change the strategic approach - Replace the Biodiversity Strategy with an Environmental Sustainability Strategy as the primary deliverable; or
- Option 2 – Change the strategic approach - Introduce an Environmental Sustainability Strategy as the overarching project, with biodiversity-related actions or a Biodiversity Strategy delivered as a subsequent initiative.

Recommended CP Update

Retain the current Council Plan wording and address timing, sequencing and resourcing through future annual reviews and budget deliberations.

Council Plan Update Four (4) – DECISION REQUIRED

Council's decision is limited to whether the current initiative remains or is changed to Option 1 or Option 2.

E. Sustainable Landscaping Program (Location: Page 47 – Outcome 7, Objective 7.2)

Consultation feedback demonstrated support for the development of a sustainable landscaping program and reinforced broader environmental priorities identified through the Community Scorecard. Feedback also highlighted opportunities to strengthen alignment between this initiative and other environmental and sustainability projects across the Council Plan.

Several submissions suggested related initiatives and potential synergies with projects in Outcome 5, noting that a coordinated approach may assist in achieving multiple strategic objectives and maximise the value of future investment in environmental outcomes.

Current Initiative (As published in the draft Council Plan)

Planned for 2027/2028.

Recommended CP Update

Following review, it is recommended that no change be made to the Council Plan at this time. The sequencing, scope and resourcing requirements of related environmental projects will be considered through future annual reviews.

Council Plan Update Five (5) – DECISION REQUIRED

Council's decision is limited to whether the current initiative remains in 2027/2028 or reschedule to a later date.

General Community Feedback – Project Deliver and Timing

A common theme arising from the consultation was concern regarding the number of projects proposed for delivery in the early years of the Council Plan. While respondents generally supported the strategic priorities, outcomes and objectives contained within the Plan, many questioned the timing and sequencing of initiatives, noting that delivering too many projects simultaneously may impact organisational capacity and the quality of outcomes achieved.

This feedback is acknowledged and will be considered as part of the Plan's ongoing implementation and review process. The Council Plan is intended to be a living document and is subject to annual review, providing Council with the opportunity to reassess project timing, priorities and delivery schedules as funding opportunities, resource availability and competing strategic commitments become clearer. While no broad changes to project timelines are proposed at this stage, future reviews may consider re-sequencing initiatives to ensure resources are focused on delivering the community's highest priorities in a sustainable and effective manner.

General Community Feedback – Values and Vision

A number of submissions commented on the Draft Council Plan's vision, values and broader community identity. While these perspectives are valuable, they sit outside the primary purpose of this consultation, which was focused on reviewing the draft document, refining strategic initiatives and activities, and identifying any final technical or structural amendments prior to adoption.

The vision and values included within the Draft Council Plan were informed through an extensive consultation process undertaken during the development of the Plan, facilitated by an external consultant. The adopted vision statement, "Discover the Magic", was selected following community engagement and reflects the themes and aspirations identified through that process. Notably, this vision differs from the alternative wording originally proposed by Council, demonstrating the influence of community feedback in shaping the final direction.

The feedback received as part of this consultation reinforces the ongoing challenge of balancing local community identity with a broader Shire-wide identity. While the comments provide useful insights, they largely reflect the views of particular individuals or groups and did not identify a clear alternative

approach that represented the Shire as a whole. Accordingly, no changes to the vision or values are recommended as part of this adoption process. The feedback will instead be considered separately to inform future communications, branding and community engagement activities.

The adoption of the Council Plan 2026–2036 represents a significant governance milestone following completion of the major review.

The Plan will provide a clear and structured framework for guiding Council’s strategic direction, decision-making and service delivery over the next decade. Ongoing monitoring and periodic review will ensure the Plan remains responsive to changing community needs and external factors.

MOVED BY:	Cr Vivienne MacCarthy	SECONDED BY:	Cr Tyler Hall

That Council:

- 1. Adopts the Council Plan 2026–2036, following completion of the major review;**
 - 1.1. Endorses the strategic vision, objectives and priorities contained within the Plan Attachment 9.3.2(1); and**
 - 1.2. Notes that the Council Plan reflects community priorities identified through consultation undertaken as part of the major review process;**
- 2. Notes that the adoption of the Council Plan 2026–2036 establishes the Shire’s long-term strategic direction and informs future corporate planning, resourcing and service delivery decisions;**
- 3. Authorises the Chief Executive Officer to make minor administrative amendments to the Council Plan 2026–2036 Attachment 9.3.2(1) where required.**

Cr Hall put the following amendment to Council, and Cr Lindemann advised the President that she foreshadowed an amendment:

MOVED BY:	Cr Tyler Hall	SECONDED BY:	Cr John Bailey

Amend the motion to add point 4 as follows:

4. Requests the Chief Executive Officer to undertake an internal desktop review of the Council Plan no later than two months following the release of the Australian Bureau of Statistics 2026 Census data, or the July 2027 Ordinary Council Meeting, whichever occurs first, and present a report to Council that:

- 4.1 updates the demographic, population and community profile information contained within the Council Plan;**
- 4.2 recommends any amendments to improve the clarity, readability and accessibility of the document;**
- 4.3 assesses whether the Council Plan clearly communicates Council's long-term strategic direction and the distinct governance responsibilities of the elected Council and the Chief Executive Officer;**
- 4.4 provides options to more clearly distinguish within the integrated Council Plan the components that establish Council's long-term strategic direction from those that communicate the organisation's planning, resourcing and delivery responsibilities, recognising the distinct governance purposes formerly served by the Strategic Community Plan and Corporate Business Plan;**
- 4.5 recommends any legislative, governance or best-practice improvements identified since the adoption of the Council Plan.**

For: Cr Bailey, Cr Hall, Cr Keown, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Cr Lindemann, Cr MacCarthy,
Carried: 7/2 by absolute majority vote

Cr McNab left the Council Chamber at 6:09pm.

The substantive motion, inclusive of the amendment was put to Council.

MOVED BY:	Cr Tyler Hall	SECONDED BY:	Cr John Bailey

That Council:

- 1. Adopts the Council Plan 2026–2036, following completion of the major review;**
 - 1.1. Endorses the strategic vision, objectives and priorities contained within the Plan Attachment 9.3.2(1); and**
 - 1.2. Notes that the Council Plan reflects community priorities identified through consultation undertaken as part of the major review process;**
- 2. Notes that the adoption of the Council Plan 2026–2036 establishes the Shire’s long-term strategic direction and informs future corporate planning, resourcing and service delivery decisions;**
- 3. Authorises the Chief Executive Officer to make minor administrative amendments to the Council Plan 2026–2036 Attachment 9.3.2(1) where required.**
- 4. Requests the Chief Executive Officer to undertake an internal desktop review of the Council Plan no later than two months following the release of the Australian Bureau of Statistics 2026 Census data, or the July 2027 Ordinary Council Meeting, whichever occurs first, and present a report to Council that:**
 - 4.1 updates the demographic, population and community profile information contained within the Council Plan;**
 - 4.2 recommends any amendments to improve the clarity, readability and accessibility of the document;**
 - 4.3 assesses whether the Council Plan clearly communicates Council's long-term strategic direction and the distinct governance responsibilities of the elected Council and the Chief Executive Officer;**
 - 4.4 provides options to more clearly distinguish within the integrated Council Plan the components that establish Council's long-term strategic direction from those that communicate the organisation's planning, resourcing and delivery responsibilities, recognising the distinct governance purposes formerly served by the Strategic Community Plan and Corporate Business Plan;**
 - 4.5 recommends any legislative, governance or best-practice improvements identified since the adoption of the Council Plan.**

Cr McNab re-entered the Council Chamber at 6:10pm

Cr Lindemann put the following amendment to Council:

MOVED BY:	Cr Anita Lindemann	SECONDED BY:	Cr Alex Purich

Amend the motion to add point 5: On page 38 of the Council Plan, rename; Natural Resource Management Officer to read the Natural Resource and Climate Resilience Officer and bring forward the initiative to 27/28; and

Note that this would need to be considered as part of the workforce plan review and 2027/28 budget deliberations.

For: Cr Lindemann, Cr MacCarthy, Cr McNab
Against: Cr Bailey, Cr Hall, Cr Keown, Cr Patrick, Cr Purich, Cr Wringe
Lost: 3/6

Cr Bailey left the Council Chamber at 6:31pm

Cr Bailey re-entered at 6:32pm

The amended to the motion was defeated, and the substantive motion was put to Council:

COUNCIL RESOLUTION: 125/07-26	
MOVED BY: Cr Tyler Hall	SECONDED BY: Cr John Bailey

That Council:

- 1. Adopts the Council Plan 2026–2036, following completion of the major review;**
 - 1.1. Endorses the strategic vision, objectives and priorities contained within the Plan Attachment 9.3.2(1); and**
 - 1.2. Notes that the Council Plan reflects community priorities identified through consultation undertaken as part of the major review process;**
- 2. Notes that the adoption of the Council Plan 2026–2036 establishes the Shire’s long-term strategic direction and informs future corporate planning, resourcing and service delivery decisions;**
- 3. Authorises the Chief Executive Officer to make minor administrative amendments to the Council Plan 2026–2036 Attachment 9.3.2(1) where required.**
- 4. Requests the Chief Executive Officer to undertake an internal desktop review of the Council Plan no later than two months following the release of the Australian Bureau of Statistics 2026 Census data, or the July 2027 Ordinary Council Meeting, whichever occurs first, and present a report to Council that:**

- 4.1 updates the demographic, population and community profile information contained within the Council Plan;
- 4.2 recommends any amendments to improve the clarity, readability and accessibility of the document;
- 4.3 assesses whether the Council Plan clearly communicates Council's long-term strategic direction and the distinct governance responsibilities of the elected Council and the Chief Executive Officer;
- 4.4 provides options to more clearly distinguish within the integrated Council Plan the components that establish Council's long-term strategic direction from those that communicate the organisation's planning, resourcing and delivery responsibilities, recognising the distinct governance purposes formerly served by the Strategic Community Plan and Corporate Business Plan;
- 4.5 recommends any legislative, governance or best-practice improvements identified since the adoption of the Council Plan.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by absolute majority vote

9.3.3 Adopt New Policy – EXE/CP-18-Privacy and Responsible Information Sharing

Report Details:

Prepared by: Community Housing Officer

Manager: Executive Manager Corporate

File Reference: [MONARCH-1222330857-123](#)

Voting Requirement: Simple Majority

Attachment(s):

9.3.3(1) EXE-CP-18-Privacy and Responsible Information Sharing

Executive Recommendation

That Council:

1. **Adopts the Privacy and Responsible Information Sharing Policy (EXE/CP-18) (Attachment 1);**
 - 1.1. **In accordance with the requirements of the *Privacy and Responsible Information Sharing Act 2024 (WA)*;**
 - 1.2. **To establish the Shire’s governance framework for the collection, use, disclosure and management of personal information;**
2. **Authorises the Chief Executive Officer to:**
 - 2.1. **Implement the Policy and supporting operational frameworks;**
 - 2.2. **Develop and amend procedures, systems and administrative processes required to support compliance with the Policy and relevant legislation.**

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 12 - A well respected, professionally run organisation.

Objective: 12.1 - Deliver effective and efficient operations and service provision.

Item: Nil.

Executive Summary

This report presents the Privacy and Responsible Information Sharing Policy (EXE/CP-18) for Council’s consideration and adoption.

The policy formalises the Shire’s commitment to protecting personal information and complying with the *Privacy and Responsible Information Sharing Act 2024 (WA)* (PRIS Act).

The policy establishes a governance framework to:

- Ensure lawful and appropriate information sharing;
- Promote transparency in information handling practices;
- Support the progressive implementation of privacy and information management systems.

Adoption of the new policy will support improved governance, compliance, and risk management across all Shire operations.

Background

The PRIS Act introduces significant new obligations for local governments in relation to privacy protection and responsible information sharing.

To meet these legislative requirements, the Shire has developed the Privacy and Responsible Information Sharing Policy (EXE/CP-18), which:

- Establishes the Shire's commitment to protecting personal information;
- Applies to all Elected Members, employees, contractors, volunteers and operational functions;
- Provides guidance on the lawful collection, storage, use, disclosure and disposal of personal information.

The Policy adopts a staged and risk-based implementation approach, acknowledging that full compliance with the PRIS Act will require:

- Development of governance frameworks;
- Information breach response processes;
- Privacy impact assessment processes;
- Staff training and awareness programs;
- Reporting and monitoring mechanisms.

The Policy provides the overarching framework, with supporting procedures and operational documents to be progressively implemented under the authority of the Chief Executive Officer

Risk Management

Risk:	Likelihood:	Consequence:	Risk Rating:
Compliance	Possible	Major	High (12)
Risk Description:	Failure to comply with PRIS Act requirements		
Mitigation:	Adoption of Policy, staged implementation, development of procedures and governance frameworks.		
Risk:	Likelihood:	Consequence:	Risk Rating:
Community	Possible	Major	High (12)
Risk Description:	Unauthorised access, disclosure or loss of personal information (information breach)		
Mitigation:	Implement breach response processes, staff training, secure systems and governance controls.		
Risk:	Likelihood:	Consequence:	Risk Rating:
Reputational	Unlikely	Major	Moderate (8)
Risk Description:	Loss of community trust due to poor handling of personal information.		
Mitigation:	Transparent practices, compliance with legislation and continuous improvement.		
Risk:	Likelihood:	Consequence:	Risk Rating:
Financial Impact	Likely	Moderate	High (12)

Risk Description:	Additional costs associated with implementing PRIS compliance requirements, including system upgrades and cleansing of personal information, estimated at \$50,000–\$80,000.
Mitigation:	Allocate funding through budget review process, stage implementation, prioritise high-risk data sets, and seek efficiencies through existing ICT resources.

Financial Implications

There are no immediate financial implications associated with the adoption of the Policy. However, implementation may require future resourcing for:

- System improvements,
- Staff training,
- Development of supporting frameworks and procedures.

These will be addressed through the annual budget and operational planning processes.

Policy Compliance

The Policy aligns with the Shire’s existing governance framework and is supported by related policies, including:

- Records Management Policy
- ICT User Access Policy
- ICT Acceptable Use Policy
- Information Security Policy

The Policy will operate as part of the broader corporate governance and information management framework.

Statutory Compliance

Privacy and Responsible Information Sharing Act 2024 (WA)

Requires the local government to implement lawful, transparent systems for the collection, use, disclosure and sharing of personal information, including compliance with Information Privacy Principles and the establishment of governance frameworks.

Local Government Act 1995

Requires the local government to ensure proper governance, accountability and administration of its operations, including adopting policies that guide responsible decision-making and organisational practices.

Section 2.7(2)(b) provides Council with the function of determining policies for the local government, and Section 5.41(g) requires the Chief Executive Officer to implement Council decisions, including adopted policies.

The adoption of this Policy does not fall within any category requiring an absolute majority decision under the *Local Government Act 1995*

Freedom of Information Act 1992

Requires the local government to provide public access to documents while protecting personal information and ensuring access decisions are made in accordance with statutory processes.

State Records Act 2000

Requires the local government to create, maintain and manage records appropriately, including records containing personal information, in accordance with approved recordkeeping standards and practices.

Consultation

Internal Consultation:

- Executive Leadership Team
- Relevant operational staff involved in information governance

External Consultation

- Nil

The Policy has been developed internally to align with legislative requirements. External consultation is not required at the adoption stage.

Officer Comment

The policy adopts a transitional implementation approach, recognising that compliance with the PRIS Act will occur progressively over time. This approach ensures:

- Practical implementation aligned with organisational capacity;
- Ongoing refinement through continuous improvement;
- Flexibility to adapt to evolving legislative and operational requirements.

The proposed Privacy and Responsible Information Sharing (PRIS) Policy establishes the Shire's commitment to implementing the requirements of the *Privacy and Responsible Information Sharing Act 2024 (WA)* through a staged and practical implementation program. The policy acknowledges that full compliance will require the progressive development of governance frameworks, operational procedures, registers, staff capability and supporting systems over time.

The policy adopts a transitional implementation approach, recognising that compliance with the PRIS Act will occur progressively as supporting frameworks and guidance continue to be developed by the State Government and relevant statutory authorities. This approach ensures:

- Practical implementation aligned with organisational capacity;
- Ongoing refinement through continuous improvement;
- Flexibility to adapt to evolving legislative, regulatory and operational requirements; and
- Integration with existing governance, records management, information security and risk management practices.

To support the implementation of the PRIS Policy, the Shire has developed a PRIS Implementation Plan which establishes a structured roadmap for achieving compliance. The implementation program includes:

- Appointment of PRIS Champions, Privacy Officers and Information Sharing Officers;
- Completion of a PRIS Readiness Assessment and Action Plan;

- Development of an Information Asset Register to identify and manage information holdings across the organisation;
- Establishment of privacy governance frameworks, including privacy policies, collection notices and privacy complaint procedures;
- Development of information breach management processes, including breach policies, registers and response plans;
- Review of contracted service provider arrangements and information sharing practices;
- Development of procedures for access to and correction of personal information;
- Delivery of staff training and awareness programs; and
- Ongoing monitoring, compliance reporting and continuous improvement activities.

Implementation of these activities will occur progressively and be prioritised according to organisational risk, available resources and legislative commencement requirements. Regular progress reporting will be provided to Executive and Council as required.

COUNCIL RESOLUTION: 126/07-26	
MOVED BY: Cr Alex Purich	SECONDED BY: Cr Anita Lindemann

That Council:

- Adopts the Privacy and Responsible Information Sharing Policy (EXE/CP-18) (Attachment 1);**
 - In accordance with the requirements of the *Privacy and Responsible Information Sharing Act 2024 (WA)*;**
 - To establish the Shire's governance framework for the collection, use, disclosure and management of personal information;**
- Authorises the Chief Executive Officer to:**
 - Implement the Policy and supporting operational frameworks;**
 - Develop and amend procedures, systems and administrative processes required to support compliance with the Policy and relevant legislation.**

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0 by en-bloc resolution 113/07-26

9.3.4 Agenda Briefing Session Date Change – September 2026

Report Details:

Prepared by: Administration Officer Corporate

Manager: Executive Manager Corporate

File Reference: MONARCH-857934545-1963 **Voting Requirement:** Simple Majority

Attachment(s):

Nil.

Executive Recommendation

That Council:

1. Notes that the September 2026 Agenda Briefing Session will be rescheduled from 5.00pm on Wednesday 16 September 2026, to 5.00pm on Tuesday 15 September 2026; and
2. Requests the Chief Executive Officer to advertise the changed date through Council's external communication channels.

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 11 - Strong, visionary leadership.

Objective: 11.2 - Improve community consultation and engagement.

Item: Nil.

Executive Summary

Council is requested to note a change of date for the September 2026 Agenda Briefing Session due to coincide with the WALGA Local Government Convention being held from 16 to 18 September 2026.

Background

The usual meeting schedule places the September Agenda Briefing Session on the 3rd Wednesday of the month, which in 2026 is 16 September. However, due to the WALGA Local Government Convention occurring from 16 to 18 September 2026, a conflict arises. To avoid this conflict and ensure full attendance, it is proposed to move the meeting to 5pm, Tuesday 15 September 2026. The Ordinary Council Meeting will remain on the 4th Wednesday of the month, 23 September 2026.

Risk Management

Risk:	Likelihood:	Consequence:	Risk Rating:
Service Interruption	Rare	Minor	Low (2)
Risk Description:	Delayed decisions may affect service delivery, project approvals, and statutory compliance timelines.		
Mitigation:	Change the date of the September Agenda Briefing Session, and timely advertising/communications of the date change.		

Financial Implications

Nil.

Policy Compliance

Council Policy EM/CP-2 – Live Streaming and Recording of Council Meetings

Statutory Compliance

Local Government (Administration) Regulations 1996, R.12(3)

Consultation

The Shire's website will be updated to reflect the change of meeting date.

Officer Comment

The proposed change supports Council's commitment to accessible governance by ensuring all Elected Members can attend the September Agenda Briefing Session. The adjustment accommodates the WALGA Local Government Convention and ensures all Councillors can attend the Agenda Briefing Session. Timely statutory advertising will ensure transparency and public awareness, and the Agenda Briefing remains unaffected.

COUNCIL RESOLUTION:	127/07-26		
MOVED BY:	Cr Grant Patrick	SECONDED BY:	Cr Anita Lindemann

That Council:

1. Notes that the September 2026 Agenda Briefing Session will be rescheduled from 5.00pm on Wednesday 16 September 2026, to 5.00pm on Tuesday 15 September 2026; and
2. Requests the Chief Executive Officer to advertise the changed date through Council's external communication channels.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0

10. Elected Member Motions

10.1.1 Sport and Recreation Master plan for Balingup

Report Details:

Prepared by: Councillor John Bailey

Manager: Chief Executive Officer

Monarch: **Voting Requirement:** Simple Majority

Attachment(s):

Nil.

Elected Member Recommendation

That Council place the Sport and Rec Master Plan on hold for 90 days.

Strategic Alignment

The following outcomes from the Council Plan relate to this proposal:

Outcome: 12 - A well respected, professionally run organisation.

Objective: 12.1 - Deliver effective and efficient operations and service provision.

Outcome: 10 - A popular destination for visitors and tourists.

Objective: 10.2 - Improve visitor infrastructure and services.

Item: 10.1.5 - Develop a marketing campaign to promote Shire facilities and services (such as the heated pool in Donnybrook Recreation Centre) to visitors and residents in neighbouring communities.

Outcome: 1 - A diverse and growing population.

Objective: 1.1 - Attract and retain more families with children, and younger adults.

Item: Nil.

Elected Member Summary

Nil.

Elected Member Background

The community of Balingup request council to place the sport and Rec master plan on hold for 90 days. The Balingup community appreciates the foresight and effort of the executive team and Council for the opportunity to plan for the future. There is broad support for a plan, and the community wish to get it right. 90 days will allow the community to come together and workshop a plan that truly reflects the needs of the community and how the plan will be funded. We don't envisage any further cost of consultants as we feel confident that with guidance from time to time from the executive team, we could create a truly a community driven plan. The Community representatives have advised that they

have the support of the BPA, the medieval carnival, and the bib track foundation as well as numerous individuals with regards to more time for internal community engagement regarding the master plan.

Risk Management

Nil.

Financial Implications

Nil.

Policy Compliance

Nil.

Statutory Compliance

Nil.

Consultation

Nil.

Elected Member Comment

Nil.

MOVED BY:	Cr John Bailey	SECONDED BY:	Cr Alex Purich

That Council place the Sport and Rec Master Plan on hold for 90 days.

Cr Purich put the following amendment to Council.

MOVED BY:	Cr Alex Purich	SECONDED BY:	Cr John Bailey

Amend the motion to include point 2 as follows:

2.The Balingup community is to provide monthly progress reports to the Shire on the 28th day of each month for the duration of the 90 day extension. Should a progress report fail to be submitted, the 90 day extension will be revoked and the Shire will proceed as originally planned.

For: Cr Bailey, Cr Purich
Against: Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Wringe
Lost: 2/6

The amendment to the motion was defeated, and the substantive motion was put to Council.

MOVED BY:	Cr John Bailey	SECONDED BY:	Cr Alex Purich

That Council place the Sport and Rec Master Plan on hold for 90 days.

For: Cr Bailey, Cr Purich,
Against: Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Wringe
Lost: 2/6

11. New Business of an urgent nature introduced by Decision of the Meeting
Nil.

12. Meeting Closed to the Public

12.1. Matters for which the Meeting may be closed

12.1.1 CEO's Annual Performance Review October 2025 – May 2026 (7 Months)

This report is confidential in accordance with Section 5.23(2)(a) of the *Local Government Act 1995*, which permits the meeting to be closed to the public.

(a) a matter affecting an employee or employees; and

The Presiding Member put to the Council that the meeting be closed to the public to address the confidential report.

COUNCIL RESOLUTION: 128/07-26	
MOVED BY: Cr Tyler Hall	SECONDED BY: Cr Reggie Keown

That the meeting be closed in accordance with section 5.23(c) of the *Local Government Act 1995* to discuss the following confidential item:

12.1.1 CEO's Annual Performance Review October 2025 – May 2026 (7 Months)

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0

Nick O'Connor, Ross Marshall, Colin Young, and Samantha Farquhar left the Council Chamber at 7:05pm.

The meeting was closed to the public at 7:05pm.

The Presiding Member put to the Council that the meeting be re-opened to the members of the public following consideration of the confidential item.

COUNCIL RESOLUTION: 130/07-26		
MOVED BY:	Cr Grant Patrick	SECONDED BY: Cr Reggie Keown

That Council re-open the meeting to the public.

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe
Against: Nil.
Carried: 9/0

The meeting was re-opened to the public at 7:17pm.

Nick O'Connor, and Samantha Farquhar re-entered the Council Chamber at 7:18pm.

12.2. Public reading of Resolutions that may be made public

COUNCIL RESOLUTION: 129/07-26		
MOVED BY:	Cr Vivienne MacCarthy	SECONDED BY: Cr Anita Lindemann

That Council:

1. **Receives the Confidential CEO Performance Review Report prepared by IPS Management Consultants for the review period (October 2025 – May 2026)** Confidential Attachment 12.1.1(1).
2. **Notes that the CEO Performance Review has been conducted in accordance with:**
 - 2.1. **Section 5.38 of the *Local Government Act 1995*;**
 - 2.2. **Clauses 16–19 of the *Local Government (Administration) Regulations 1996*;**
 - 2.3. **The Shire of Donnybrook Balingup Standard for CEO Recruitment, Performance Review and Termination;**
 - 2.4. **The CEO's employment contract; and**
 - 2.5. **The agreed 2026 CEO Performance Review Process.**

3. **Notes that the CEO was provided with an opportunity to respond to the draft review findings prior to finalisation of the report, and that any response received has been considered.**
4. **Endorses the CEO performance review outcome and overall rating of Competent and Effective for the review period.**
5. **Endorses the key findings, development areas and recommended performance objectives for the next review period, as set out in Confidential Attachment 12.1.1(1).**
6. **Endorses the Total Benefits Package recommendation set out in Section 10 of the report Confidential Attachment 12.1.1(1), effective from 1st July 2026.**
7. **Authorises the Shire President to issue the written performance review outcome letter to the CEO, incorporating:**
 - 7.1. **The endorsed performance outcome;**
 - 7.2. **Key strengths and development areas;**
 - 7.3. **Agreed key performance indicators for the next review period; and**
 - 7.4. **Any endorsed remuneration outcome.**
8. **Authorises the preparation of any required contract variation arising from the endorsed Total Benefits Package recommendation, subject to legal review and execution in accordance with the Shire's governance requirements.**

For: Cr Bailey, Cr Hall, Cr Keown, Cr Lindemann, Cr MacCarthy, Cr McNab, Cr Patrick, Cr Purich, Cr Wringe

Against: Nil.

Carried: 9/0

13. Closure

The Presiding Member advised that the next Agenda Briefing Session will be held on 19 August 2026 at 5:00PM, in the Shire of Donnybrook Balingup Council Chamber.

The Presiding Member declared the meeting closed at 7:21pm.



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Speed Zoning

Policy and Application Guidelines

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Amendments

Revision Number	Revision Date	Description of Key Changes	Section / Page No.
0	July 2026	1 st Draft	

POLICY STATEMENT

This document comprises both the Speed Zoning Policy (Part I) and the Speed Zoning Application Guidelines (Part II). Together these establish the principles, approval framework, and practical guidance for speed zoning on all public roads in Western Australia.

All speed limit changes must be approved by Main Roads Western Australia (Main Roads) in accordance with the Road Traffic Code 2000 and this Policy.

Part I: Speed Zoning Policy sets out the principles and requirements for reviewing, setting, and approving Regulatory Speed Limits. The policy is guided by Safe System principles and informed by a movement and place approach, recognising that speed zoning decisions must respond to the context of each road or street. In doing so, it supports clear, consistent and evidence-based decisions that align speeds with corridor function, surrounding land use and activity context, community expectations, prioritise the safety of all users, particularly vulnerable road users, and contribute to broader wellbeing and transport choice outcomes.

Part II: Application Guidelines provides detailed procedures for the application, review, and implementation of speed zones, including guidance for specific use cases, signage requirements, supporting infrastructure, compliance and review processes, and stakeholder engagement. These guidelines must be read and applied in conjunction with the Policy to ensure transparency, consistency, and best practice in speed management across Western Australia.

Part III: Speed Zoning Review Process and Responsibilities establishes a consistent, transparent and robust framework for the review, approval and implementation of speed zoning across the Western Australia. It defines the roles and responsibilities of MRWA and asset owners, outlines application and assessment requirements, and sets expectations for community engagement from initial application through to assessment, approval, implementation and ongoing maintenance.

DEFINITIONS

The definitions for terms and acronyms used in this document are listed below.

Term	Definition
Access Road	Under the Western Australian road hierarchy, these are roads managed by local government that only provide access to abutting properties (e.g., not designed or intended for through-traffic).
Advisory speed	A recommended travel speed for a particular road environment or hazard, indicated by a supplementary speed advisory sign, which is not legally enforceable.
Area speed limit	A speed limit that applies to all roads within a defined geographic area, as indicated by area speed limit gateway signs (refer Road Traffic Code 2000).
ATLM	Audio-tactile line marking
AusRAP	The Australian Road Assessment Program, which provides star ratings and risk metrics for road infrastructure safety.
Australian Standard (AS)	A technical specification or guideline published by Standards Australia, referenced for compliance in design, engineering and operational requirements.
Average Annual Daily Traffic (AADT)	The average number of vehicles passing a point on a road in a 24-hour period, averaged over a year.
Built-Up Area (BUA)	An area that has buildings on land next to the road, or as otherwise defined in the Road Traffic Code 2000.
Built-Up Area speed limit	The default Regulatory Speed Limit that applies within a built-up area, unless otherwise signed.
Children's crossing zone (CCZ)	Linear speeds zones with Variable Speed Limits applied specifically to roads with designated children's crossings.
Corridor function	The role a road or street performs within the transport network, including its road hierarchy, traffic role, strategic movement role for different modes, and the extent to which it supports local, district, regional or inter-regional travel.
Design speed	The speed which is adopted for geometric design of either new roadways, or upgrades to existing roadways.
Default speed limit	The speed limit that applies in the absence of any Posted Speed Limit signs, as specified in the Road Traffic Code 2000.

Term	Definition
District Distributor	Under the Western Australian road hierarchy, this describes roads that run between Built-Up Areas and generally not through them. There are 2 types of District Distributor: - District Distributor A roads carry traffic between industrial, commercial and residential areas and generally connect to Primary Distributors. They are often truck routes and provide limited access to adjoining property. - District Distributor B roads are similar to District Distributor A but with reduced capacity due to flow restrictions caused by frequent property accesses and roadside parking in many instances.
Dividing line	A road marking formed by a line, or 2 parallel lines, whether broken or continuous, intended to divide a road lengthways to separate vehicles travelling in opposite directions.
Fatal and/or serious injury (FSI)	A crash outcome that results in a fatality or serious injury to one or more road users.
Greenhouse gas (GHG) emissions	Emissions of gases – including carbon dioxide, methane and nitrous oxide – that contribute to climate change. Transport GHG emissions arise from vehicle use, road construction, maintenance and operations.
Impact speed	The speed of a vehicle at the moment of impact during a crash.
Infrastructure Risk Rating (IRR)	A nationally consistent Australasian measure of road infrastructure safety risk, based on the International Road Assessment Programme (iRAP) Star Rating methodology.
Land use and activity context	The surrounding land uses, level of activity, built form, access patterns, and degree of interaction between road users and adjacent places, including the extent to which the road or street supports local access, community activity, vulnerable road user movement, and place-based functions.
LG Stars	Local Government Star Ratings, a simplified risk assessment tool derived from the AusRAP model for use on local roads.
Local Area Traffic Management (LATM)	A planning approach that uses measures to manage traffic speeds and volumes within a defined local area, often through physical treatments.
Local Distributor	Under the Western Australian road hierarchy, these are roads connect Distributors and Access Roads. They generally only carry traffic belonging to or servicing the immediate area.
Mean operating speed	The average speed of vehicles travelling under free-flowing conditions.
Movement	The role of roads and streets for journeys to, through and from destinations for people and goods by multiple modes of transport. Movement is about enabling safe, convenient, efficient and affordable travel across a network and between places.

Term	Definition
Movement and Place	A concept that recognises roads and streets perform two key roles: Movement (getting from one place to another) and Place (destinations where people spend time and undertake activities). These roles have different objective and involve multiple users competing for limited space. A Movement and Place approach requires balanced and coordinated consideration of both roles to better achieve integrated coordinated transport and land use outcomes that meet current and future community needs.
Movement and Place approach	A Movement and Place approach requires balanced consideration of both roles (Movement and Place) to better achieve coordinated transport and land use outcomes that meet current and future community needs and aspirations.
Net zero	The state in which the amount of greenhouse gas emissions produced are balanced by an equivalent volume of emissions removed from the atmosphere. Western Australia is committed to achieving net zero greenhouse gas emissions by 2050 under the Climate Change Act 2023 (WA) and associated State Government policy.
Place	The role of roads and streets as places where people spend time and undertake everyday activities. It encompasses the social, environmental, community and economic functions of a space, its interaction with surrounding land uses, and its importance to the community, including how it is experienced and valued by people.
Posted Speed Limit	The maximum lawful speed indicated by speed limit signs installed in accordance with Main Roads requirements.
Primary Distributor	Under the Western Australian road hierarchy, this road classification provides for major regional and inter-regional traffic movement and carry large volumes of generally fast-moving traffic. Only state roads can be classified as Primary Distributors.
Regional Distributor	Under the Western Australian road hierarchy, these are roads that are not Primary Distributors but which link significant destinations and are designed for efficient movement of people and goods within and beyond regional areas. They are managed by local government and are generally only found in rural areas.
Regulatory Speed Limit	A legally enforceable maximum speed applying to a length of road, either by a default speed limit or as indicated by speed limit signs.
Road users	People who use or travel within the road or street environment, including those moving to, from or through a location by any transport mode.

Term	Definition
ROSMA	The Road Safety Management System (ROSMA) is Main Roads' framework for applying Safe System principles to all projects and activities affecting the state road network.
Safe Speed	The speed at which vehicles can travel while keeping crash forces within human tolerances, having regard to the road or street's function, surrounding land use and activity context, modal priorities, design features, road use and safety risks, so that the likelihood of fatal or serious injury is minimised.
Safe System	A road safety philosophy and framework aimed at eliminating fatal and serious injuries on the road network. It is built on the premise that humans are fallible, make mistakes, and have limited physical tolerance to impact forces, meaning the road transport system must be designed to be forgiving of these errors.
Speed zone	A length of road to which a Posted Speed Limit applies.
Street environment classification	Street environment classifications provide a consistent and practical method for categorising roads and streets for speed zoning purposes. They reflect both the role of the corridor in the transport network and the surrounding land use, activity, and level of interaction with the street.
Threshold treatment	A design intervention at the entry to an area or zone intended to influence driver behaviour, often through physical or visual cues that signal a change in environment or speed expectation.
Urban Centres and Localities (UCL)	Urban Centres and Localities (UCLs) are defined by the Australian Bureau of Statistics and represent areas of concentrated urban development. UCLs are identified using dwelling and population density criteria and data from the Census of Population and Housing.
Users	People who interact with a road or street environment, including those travelling to, from or through a location by any transport mode, and those staying within or adjacent to the corridor to undertake activities.
Variable Speed Limit (VSL)	Speed limits that only apply at specific times, either during defined periods (e.g. school zones) or when explicitly activated (e.g. intersection speed zones).
Vehicles per day (VPD)	A measure of daily traffic volume expressed as the number of vehicles using a road in a 24-hour period.
Vulnerable road user	A road user who is at greater risk of harm due to having little or no physical protection, including pedestrians, cyclists, motorcyclists, micromobility and mobility device users.
Western Australian road hierarchy	The hierarchy currently used by Main Roads to define the function of different types of roads. For more information: Western Australia Road Hierarchy

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Part I:

Speed Zoning Policy

1 PURPOSE

The purpose of this Policy is to establish a clear, consistent, and evidence-based framework for setting, reviewing, and approving Regulatory Speed Limits on all public roads in Western Australia, ensuring transparency and best practice in decision-making. It supports the State's road safety strategy and targets, including the vision of zero deaths and serious injuries by 2050, and contributes to broader goals such as climate action and community wellbeing.

The Policy is informed by five guiding principles, summarised below and explained in detail in Section 5. These principles are to:

1. **Minimise harm to all road users** by aligning speed zoning decisions with the Safe System approach, prioritising survivable impact speeds and infrastructure that protects road users.
2. **Apply a Movement and Place approach to set speed limits** that reflect the corridor function of the road or street, the surrounding land use and activity context, and the needs and priorities of road users.
3. **Ensure speed limits are credible and self-explaining**, matching road design features and user expectations to promote compliance, safety and consistency across the network.
4. **Promote wellbeing and transport mode choice** by supporting speed limits that encourage active travel, improve community amenity, and deliver broader social, environmental, and economic benefits.
5. **Base speed zoning decisions on robust data and transparent processes**, incorporating quantitative safety risk assessments, road use data, and community engagement.

Main Roads will apply these principles to support the safe and efficient use of roads and streets in a manner that provides for the movement of people and goods and supports the place-based activities that occur adjacent to roads and streets and that support communities. The Policy also provides clear direction to local governments and stakeholders for preparing and submitting applications for speed zone changes, fostering collaboration and consistency.

2 SCOPE

This Policy applies to all roads open to public use in Western Australia, including roads managed by local government authorities, state government departments, federal government departments, and private authorities where relevant. It covers all Regulatory Speed Limits, including default, posted, variable, and area speed limits, and applies to any proposal to introduce, amend, or remove a Regulatory Speed Limit.

The setting and management of speed limits in Western Australia is undertaken by Main Roads as the delegated authority under the Road Traffic Code 2000. All proposed speed zone changes must be submitted to Main Roads for review and approval using the prescribed application form and process. No Regulatory Speed Limit can legally be installed or amended without formal approval from Main Roads.

The application of speed zones under this Policy must be consistent with the guiding principles outlined in this Policy. This ensures decisions are evidence-based, transparent, and aligned with the Safe System and Movement and Place approaches.

The Policy must be read in conjunction with (where applicable):

- Part II: Speed Zoning Application Guidelines (contained within this document)
- Part III: Speed Zoning Review Process and Responsibilities (contained within this document)
- Main Roads *Technical Guidelines – Speed Zoning*
- Road Traffic Code 2000 and Road Traffic Act 1974
- Austroads Guides to Road Safety and Traffic Management
- Relevant Australian Standards (specifically AS 1742.4 – Speed Controls) and any relevant Main Roads supplements.

Temporary speed limits implemented for roadworks, events, or emergency management are excluded from this Policy and are governed by separate operational procedures. For further guidance, refer to Main Roads' *Traffic Management for Works on Roads Code of Practice*.

Guidance on advisory speeds for horizontal and vertical curves (including LATM devices) is covered in Main Roads *Technical Guidelines – Speed Zoning*.

Where roads cross jurisdictional boundaries or are subject to shared management, practitioners must ensure that speed zoning decisions are coordinated and consistent with relevant policies, standards, and guidelines.

The scope of this Policy will be reviewed periodically to ensure alignment with legislative changes, updates to technical standards, and evolving best practice in speed management.

3 ROLES AND RESPONSIBILITIES

Both the Western Australian Government and local governments share a duty of care to provide a road network that is reasonably safe for all users. They are not expected to guarantee absolute safety but must take reasonable steps to identify, assess, and address foreseeable risks to road users through appropriate speed limits, road design and road management practices.

Main Roads is the delegated authority responsible for setting and managing Regulatory Speed Limits under the *Road Traffic Code 2000*. Local governments support this by identifying local safety issues, initiating speed limit reviews, and maintaining road environments that align with Posted Speed Limits. Together, both levels of government ensure speed environments support safe and sustainable outcomes for all road users.

For specific roles and responsibilities within the Speed Zone Review and Implementation Process refer to Part III: Review and Implementation Responsibility Guide

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4 POLICY CONTEXT

Speed zoning is a critical tool to assist in achieving national and state road trauma reduction targets for 2030 and 2050. By setting credible, context-appropriate speed limits and supporting them with infrastructure, enforcement, and education – speed zoning helps save lives, reduce injuries, and lower the societal costs of road trauma. Its role is central to the broader strategy of making the Western Australian roads safer for all users.

This Policy is grounded in the guiding principles set out in Section 5. These require that speed zoning decisions minimise harm, reflect the corridor function of the road or street, its surrounding land use and activity context and the needs and priorities of road users, ensure credibility and compliance, promote wellbeing and transport mode choice, and are based on robust data and transparent processes.

4.1 Road safety strategies and targets

4.1.1 National Road Safety Strategy 2021–30

The *National Road Safety Strategy 2021–30* recognises the interwoven role of speed management in delivering the vision of zero roads deaths and serious injuries by 2050 with speed management embedded across the 3 themes of safe roads, safe vehicles as safe road use (Figure 4.1).



Figure 4.1: Key themes underpinning Australia's National Road Safety Strategy 2021–30

By 2030, the *National Road Safety Strategy 2021–30* aims to reduce the annual number of fatalities by at least 50% (an estimated reduction in the fatalities per capita of 55%) and reduce the annual number of serious injuries by at least 30% (an estimated reduction in serious injuries per capita of 38%). As part of the commitment to the 2050 target of zero roads deaths and serious injuries, the strategy promises to demonstrate success by targets zero deaths

- of children 7-years and under
- in central business districts
- on all national highways and high-speed roads that represent 80% of travel across the network.

The focus on speed is a critical component in achieving these targets, as reflected by several lead indicators in the national strategy.

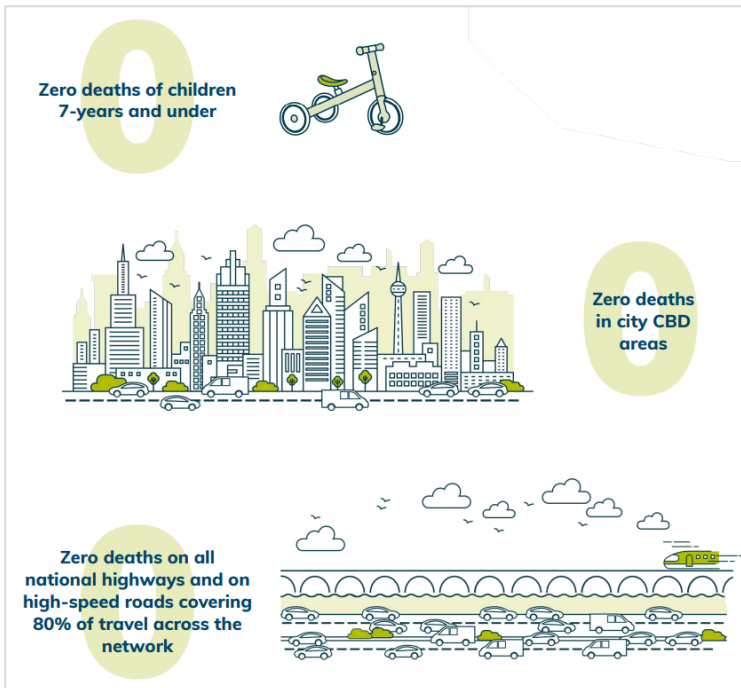


Figure 4.2: Targeted zero deaths by 2030 (source: National Road Safety Strategy 2021–2030)

4.1.2 Driving Change: Road Safety Strategy for Western Australia 2020–2030

Driving Change, the road safety strategy for Western Australia 2020–2030, highlights the importance of speed management in reducing road trauma. The Strategy prioritises the 5 pillars of the Safe System and takes a holistic approach to achieving their target of reducing the number of people fatally and severely injured by 50–70% by 2030 to help achieve the vision of zero deaths and severe injuries by 2050 (Figure 4.3).



Figure 4.3: Western Australia's Road Safety Framework (source: Road Safety Commission, 2020)

4.2 Road trauma in Western Australia: the challenge

Western Australia continues to face significant road safety challenges. While the total number of people killed and seriously injured has declined in recent years, 2024 saw a concerning spike in fatalities. Data from the Bureau of Infrastructure and Transport Research Economics (BITRE) show that regional and remote areas remain disproportionately affected with higher rates of fatal and serious injury per capita compared to cities.

Figure 4.4 shows the total number of people killed and seriously injured on Western Australia roads between 2020 and 2024 and reconciles this against the *Driving Change* target of a 50–70% reduction by 2030. This figure shows that more action is needed if the target is to be achieved. Speed zoning decisions that minimise harm are a key way of achieving this.

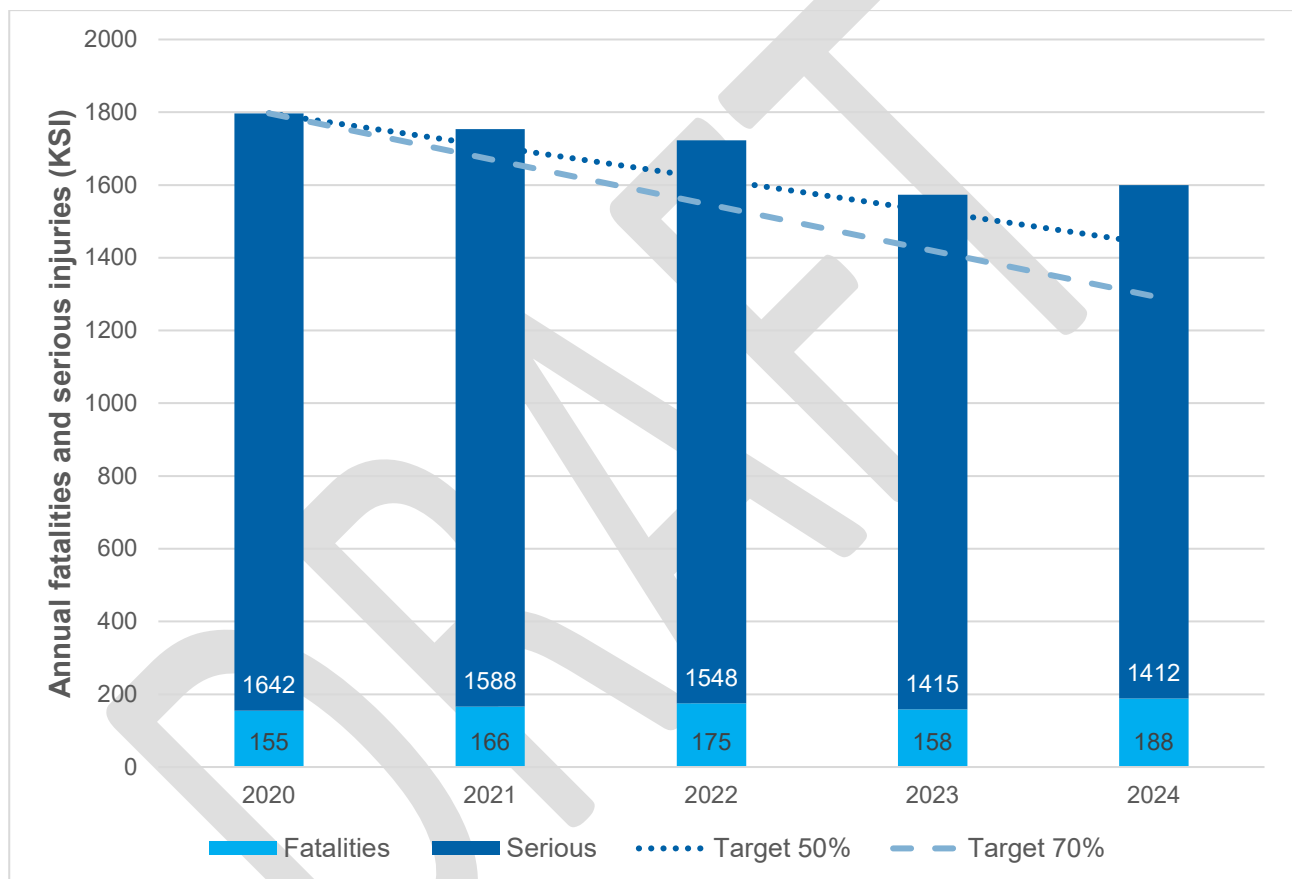


Figure 4.4: Fatalities and serious injuries on Western Australia roads 2020–2024 compared with Driving Change targets

4.3 The Safe System approach

The Safe System approach acknowledges the physiological and psychological limitations of humans. At the centre of the Safe System is human fallibility and the fact that people make mistakes, and no one should be fatally or seriously injured when using roads.

The key principles in the Safe System approach are:

- **People make mistakes that can lead to crashes.** Humans will continue to make mistakes, and the transport system needs to accommodate human error and unpredictability. The transport system should not result in fatal or serious injury because of human error.

- **The human body has a limited physical ability to tolerate crash forces before harm occurs.** Speed and impact forces resulting from a collision must be managed so that people are not exposed to impact forces beyond their physical tolerance. System designers and operators need to consider the limits of the human body in designing and maintaining roads, vehicles, and speeds.
- **A shared responsibility exists among those who plan, design, build and use roads and vehicles.** Whilst individual road users are obligated to act with care and obey traffic laws, the burden of road safety responsibility no longer rests solely with the individual road user. System managers have a primary responsibility to provide a safe operating environment for road users and ensuring that the system is forgiving when people make mistakes.
- **All parts of the system must be strengthened to multiply their effects;** so that if one part fails, road users are still protected. There are 5 pillars in the Safe System, and they are inter-related. These pillars are:
 - Safe roads and roadsides: Roads and roadsides are designed and maintained to reduce the risk of crashes occurring, and to lessen the severity of injury if a crash does occur.
 - Safe vehicles: Vehicles lessen the likelihood of a crash and protect occupants and other road users.
 - Safe speeds: Speeds are managed to complement the road environment and ensure crash impact forces are within human tolerances.
 - Safe road users: Road users are skilled, competent, alert, and unimpaired.
 - Post crash care: Crash victims are provided with quality care and transported from the crash site to the hospital door in a timely manner.



The Safe System approach is adopted throughout Australia and is the foundation of local, state and national road safety strategies and action plans. Because speed is at the core of the Safe System, this means:

- a Safe System cannot be delivered without the effective management of speed
- all activities across the Safe System pillars must work in unison towards achieving safe speeds.

The Safe System approach directly supports the guiding principle of minimising harm by ensuring that speed limits are set to reduce the risk of fatal and serious injury for all road users. The emphasis on shared responsibility, credible limits, and evidence-based interventions is reflected throughout the guiding principles.

4.4 The role of speed in road trauma

Speed is at the core of a safe road system as it influences whether a collision occurs – and if it does, the degree of injury sustained by those involved. Effective speed management is therefore essential to achieving a Safe System

Crash outcomes are strongly shaped by the forces generated at impact. As collision speeds increase, the chance of a fatal or serious injury rises sharply. This relationship is illustrated by the Wramborg curves (Figure 4.5), which show that small increases in speed can produce disproportionately higher fatality risk.

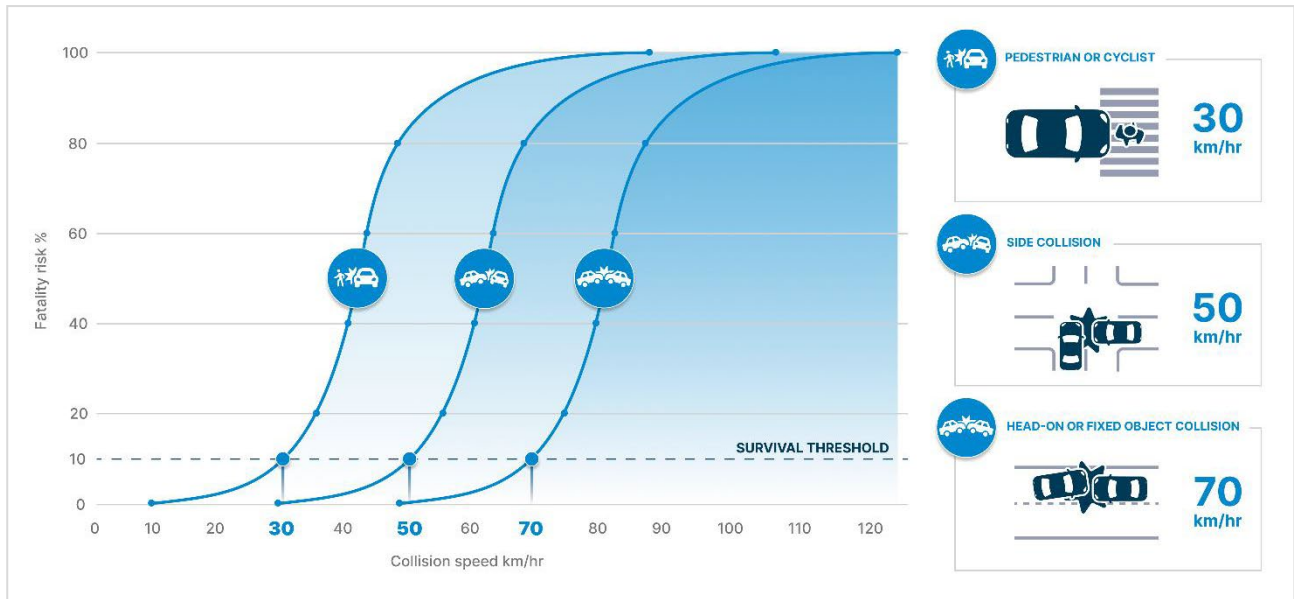


Figure 4.5: Probability of fatal injury as a function of collision speed
(adapted from Wramborg, 2005)

The 10% threshold for a fatality, as indicated by the dashed lines in Figure 4.5, is widely adopted internationally as the Safe System benchmark for a 'survivable' operating speed. These are described further in Table 4.1.

Table 4.1: Safe System survivable impact speeds

Survivable impact speed	Road environment
30 km/h	Roads where crashes between cars and vulnerable road users may occur, including 2- and 3- wheeled vehicles.
50 km/h	Roads with intersections where side-on crashes between vehicles are possible.
70 km/h	Road environments where head-on crashes between vehicles are possible.
100 km/h	Road environments where there is no likelihood of side-on or head-on crashes between vehicles, as well as limited access.

The survivable impact speed thresholds differ for vehicle occupants and vulnerable road users. Vehicle occupants benefit from protective structures such as crumple zones, airbags and restraint systems, which can keep physical forces within human tolerance even at higher speeds. Vulnerable road users, including pedestrians, cyclists, motorcyclists and micromobility users, lack equivalent protection, making their survivable impact speeds significantly lower.

Where higher travel speeds are desired, the road environment must be designed to provide appropriate protection. This may include separation between road users, facilities for safer crossing, or barrier systems that reduce the risk of high-severity crashes.

4.5 Main Roads road safety framework (ROSMA)

The Road Safety Management System (ROSMA) is Main Roads' framework for applying Safe System principles to all projects and activities affecting the state road network. ROSMA supports the consistent assessment and management of road safety risk across planning, design, operations and maintenance. This Policy aligns with ROSMA by embedding Safe System thinking into speed zoning decisions and by supporting a consistent, evidence-based approach to speed management across Western Australia.

4.6 Climate change and net zero

Western Australia's Climate Change Act establishes a whole-of-government commitment to achieve net zero greenhouse gas emissions by 2050. Transport is a major contributor to state emissions, particularly through private vehicle use and road freight.

Speed management plays a measurable role in reducing fuel consumption and transport emissions. Lower, smoother and more consistent travel speeds reduce aerodynamic drag, improve engine efficiency, and minimise braking and acceleration cycles.

Through this Policy, Main Roads contributes to Western Australia's net zero objective by:

- supporting speed limits that reduce emissions and fuel use
- enabling mode shift to walking, wheeling, riding and public transport
- integrating climate and emissions considerations into the assessment of speed zone proposals.

Considering climate impacts in speed zoning ensures that decisions not only minimise road trauma but also support wider environmental and sustainability outcomes for Western Australia's communities.

5 GUIDING PRINCIPLES

This section sets out the 5 guiding principles of this Policy (Figure 5.1). These principles underpin speed zoning decisions in Western Australia and are designed to ensure that speed limits are set and reviewed in a manner that is safe, consistent, evidence-based, and responsive to the corridor function, the surrounding land use and activity context, road user needs, and the broader goals of community wellbeing, environmental sustainability, and efficient movement.

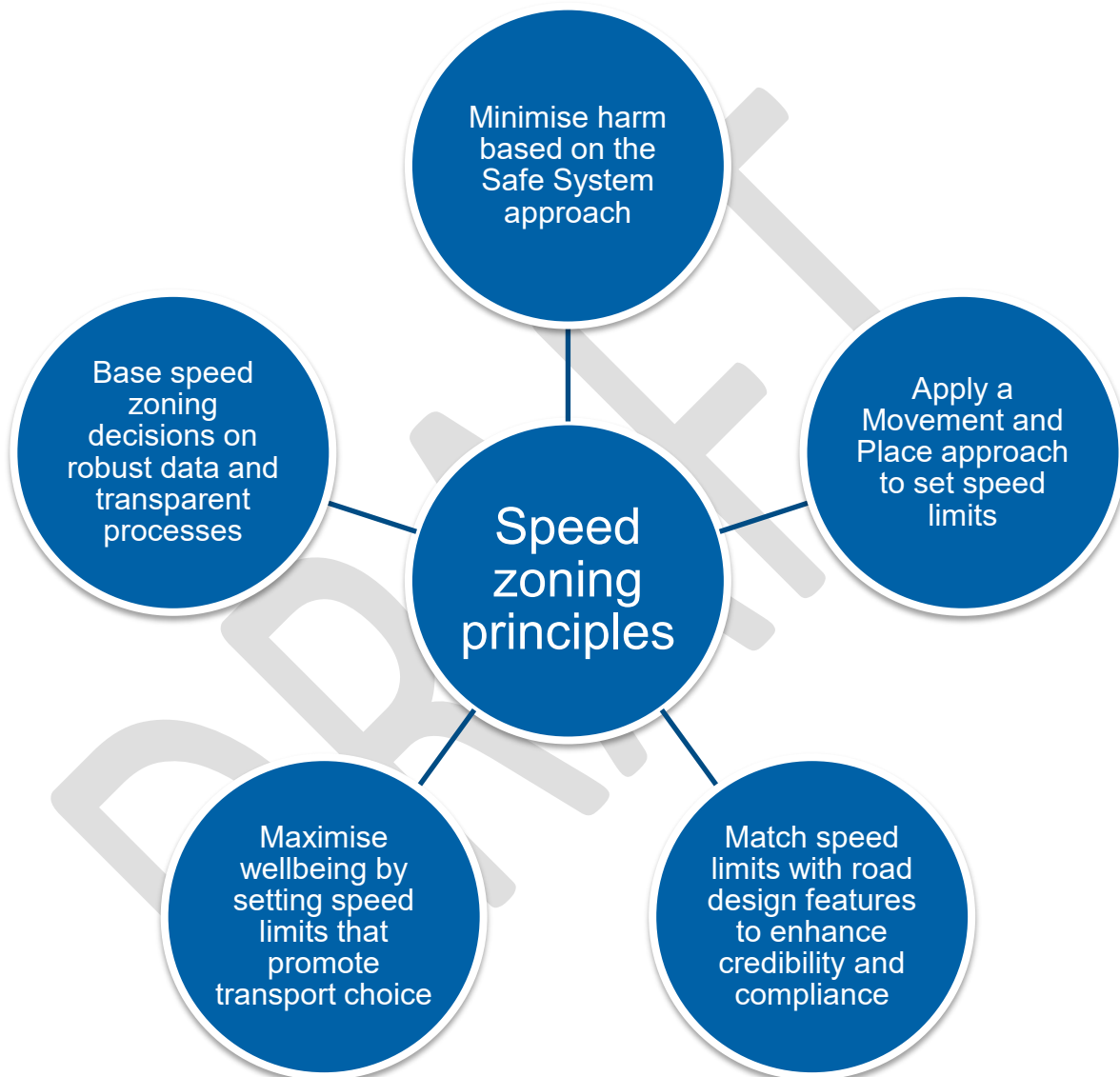


Figure 5.1: Speed zoning guiding principles

If a deviation from these principles is proposed for any reason, practitioners must document the rationale for this and provide supporting data and evidence. Balancing competing priorities (such as movement versus place, or safety versus efficiency) should be guided by the overarching goal of minimising harm and maximising community benefit. Any exceptions must be justified with reference to this Policy's compliance and review framework, and all decisions must be transparent and evidence based.

5.1 Minimise harm based on the Safe System approach

Speed zoning must prioritise the minimisation of fatal and serious injuries for all road users, following the Safe System philosophy.

Speed limits are selected to minimise the risk of fatal and serious injury by reducing impact speeds and crash forces. Speed limits must align with, or transition towards, Safe System survivable impact speeds for different crash scenarios. Higher speeds are only considered where safety infrastructure is implemented to protect road users. This principle is foundational to this Policy's commitment to road safety.

5.2 Apply a Movement and Place approach to set speed limits

Speed limits must be informed by a Movement and Place approach so they reflect the corridor function of the road or street, the surrounding land use and activity context, and the needs and priorities of road users.

The Movement and Place approach supports a proactive understanding of roads and streets by recognising both their role in enabling movement and their role as places used by people and communities. Speed limits should reflect a balanced consideration of the corridor function of the road or street within the network, the surrounding land use and activity context, and the needs and priorities of all road users.

5.3 Match speed limits with road design features to enhance credibility and compliance

Speed limits should be credible and self-explaining – matching road design features and user expectations to promote compliance.

Road user behaviour is influenced by the design of the road. Speed zones must be clearly indicated through appropriate signage and supporting infrastructure. Changes in speed zones along a route should be minimised and should coincide with clear changes in the road environment. This principle supports consistency, compliance, and public acceptance of speed zoning decisions.

5.4 Maximise wellbeing by setting speed limits that promote transport mode choice

Speed zoning should support wellbeing and transport mode choice by encouraging active travel, improving community amenity, and contributing to social, environmental and economic outcomes.

Safe speed limits generate positive outcomes for wellbeing at city, regional, and local levels. Speed limits affect safety, transport choices, noise, air pollution, amenity, and accessibility to local facilities. This principle ensures that speed zoning decisions contribute to improved health, accessibility, and environmental sustainability.

5.5 Base speed zoning decisions on robust data and transparent processes

Speed zoning decisions should be grounded in robust data, transparent processes and documented rationale, including consideration of safety risk, road use and community engagement where relevant.

Decisions must be informed by a comprehensive assessment of all relevant impacts, including road safety, journey times, environmental outcomes, and community wellbeing. Quantitative evidence (e.g., corridor function, land use and activity context, road design features, road safety risk metrics) and qualitative factors (e.g., road user expectations, design credibility, community engagement) must be considered where it is available. The process must be transparent, with clear documentation and communication of the rationale for each decision.

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6 BROADER OUTCOMES SUPPORTED BY SPEED ZONING

This section explains the broader outcomes that can be influenced by speed zoning decisions. Its purpose is to support the guiding principles in Section 5 by showing why speed zoning should be considered as part of a wider transport, safety, environmental and community wellbeing framework, rather than only as a road safety or travel time issue. The matters discussed in this section provide policy context for speed zoning decisions and should inform, but do not replace, the application process set out in Part II.

6.1 Journey time impacts

In urban areas, congestion and frequent stops at intersections mean that speed limits often have little effect on actual travel times – traffic volumes and intersection controls are the main determinants. Even with a 50 km/h speed limit, average speeds during peak hours can drop to 20–30 km/h or less. Studies confirm that under congested conditions, changing speed limits does not meaningfully alter travel times.

On rural and high-speed roads, speed limits can influence travel time when traffic is flowing freely, but the effect is usually small. For example, travelling 100 km at 100 km/h instead of 110 km/h adds only about 5.5 minutes. In reality, factors such as road geometry, surface condition, and other constraints often prevent drivers from reaching the posted limit, meaning that changes to Posted Speed Limits typically have even less impact on overall journey times.

Higher speeds on busy roads can also destabilise traffic flow, cause delays and longer journey times. This is why smart freeways use Variable Speed Limits to reduce vehicle speeds and optimise traffic flow as congestion increases.

6.2 Emissions and fuel consumption

Given transport's significant contribution to Western Australia's emissions profile, speed zoning that lowers and smooths vehicle speeds plays an important role in supporting the State's legislated Net Zero target.

Lower and smoother speeds help reduce greenhouse gas emissions and fuel use, supporting climate goals. Fuel efficiency is highest at steady speeds (typically 50–80 km/h); above this range, fuel consumption and emissions rise due to increased aerodynamic drag. Lower speed limits can also reduce costs for commercial operators and lower insurance premiums by reducing crash rates.

On high-speed roads, reducing speed limits has been shown to significantly cut CO₂ emissions (e.g. a 25% reduction when limits dropped from 130 km/h to 100 km/h in Australia). In urban areas, the relationship is more complex: while smoother, lower speeds can reduce emissions, the greatest gains come from reducing vehicle demand – encouraging walking, wheeling and riding.

6.3 Optimum travel speeds

Economic assessments that compare the benefits and costs of implementing safer speeds (including speed increases, where justified when suitable infrastructure is provided) consistently find that lower speeds generate net benefits or savings to society – in both rural and urban environments. Considering the wider benefits and costs associated with travel times, road trauma, vehicle emissions and vehicle operating costs – studies have found that the most efficient and cost-effective cruise speeds are often lower than current limits: for example, 70–75 km/h for light vehicles and 65–70 km/h for trucks on straight highways, and 95–100 km/h for light vehicles on divided rural roads.

6.4 Health, accessibility and active travel

Lower vehicle speeds make streets safer and more attractive for walking, wheeling and riding, which improves public health and community wellbeing. Traffic calming and lower limits increase perceptions of safety, leading to more walking, wheeling and riding trips. Children especially benefit from safer streets, gaining more independence and opportunities for active transport.

Reducing speeds also lowers traffic noise, which benefits mental and physical health and further encourages active travel. For example, a 10 km/h reduction in speed can cut noise levels by 40%. Lower speeds make it easier to walk across roads and access local services, enhancing neighbourhood amenity and social interaction.

6.5 Commercial activity

Evidence shows that safer, more walkable environments increase foot traffic and economic activity in commercial centres. Improved safety and amenity can also raise property values and foster public trust in speed zoning. Ensuring speed limits are credible and matched to the corridor function and the surrounding land use and activity context supports the creation of place, compliance and community acceptance.

7 POLICY APPLICATION AND COMPLIANCE

The process for reviewing and setting speed limits is outlined in *Part II Application Guidelines*. Compliance with this process is mandatory for all applications to review existing and set new speed limits.

The process is underpinned by the Safe System and Movement and Place approaches, providing step-by-step guidance to ensure that recommendations are transparent, evidence-based, and consistent across Western Australia.

Recommendations must be based on the data and factors outlined in Section 8, including:

- **Quantitative data** – including corridor function, land use and activity context, and the road design, road use and road safety risk factors that guide the selection of the indicative safe speed for each street environment.
- **Qualitative factors** – including road user expectations, design credibility, local context and documented community engagement.

Where a proposed speed zone change does not comply with the guidance, applicants must provide evidence of why the proposed speed zone change better meets the guiding principles of this Policy than indicated by the process.

Local governments must ensure that proposals for speed zone changes include evidence of community engagement where relevant. Community engagement can be documented through surveys, public meetings, or other appropriate methods, and should reflect the views and concerns of affected stakeholders.

Main Roads will assess all applications using a consistent methodology, referencing supporting technical guidelines and forms, and will communicate outcomes transparently to applicants and stakeholders.

The Policy will be reviewed at least every 5 years, or sooner if required to reflect updates to national guidance, legislation, significant crash trends, or emerging research. Out-of-cycle reviews may be triggered by changes in statutory requirements, major incidents, or substantial shifts in community expectations.

Main Roads will maintain a public record of approved speed zones and periodically report on performance indicators, including compliance rates, crash outcomes, progress toward state road safety targets, and community satisfaction. Performance reports will be published annually and made available on the Main Roads website to support transparency and accountability.

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WA Moving*

Part II:

Application Guidelines

Part II Application Guidelines provides detailed procedures for the application, review, and implementation of speed zones. It includes guidance on specific use cases, signage requirements, supporting infrastructure, compliance and review processes, and stakeholder engagement. These guidelines must be read and applied in conjunction with Part I: Policy to ensure transparency, consistency, and best practice in speed management across Western Australia.

The assessment process should also consider environmental outcomes, including impacts on fuel consumption and greenhouse gas emissions, consistent with Western Australia's Net Zero 2050 target.

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8 REVIEWING AND SETTING SPEED LIMITS

This section describes the process for reviewing and setting speed limits in Western Australia. This process ensures the steps, analysis and decision-making involved in reviewing and implementing speed limits are transparent and well documented. It is designed to promote consistency in the approach to speed zoning in Western Australia and give effect to the 5 guiding principles of the Policy set out in Section 5.

The process for reviewing and setting speed limits in Western Australia is shown in Figure 8.1. Details of each step are provided in Sections 8.1 – 8.9.

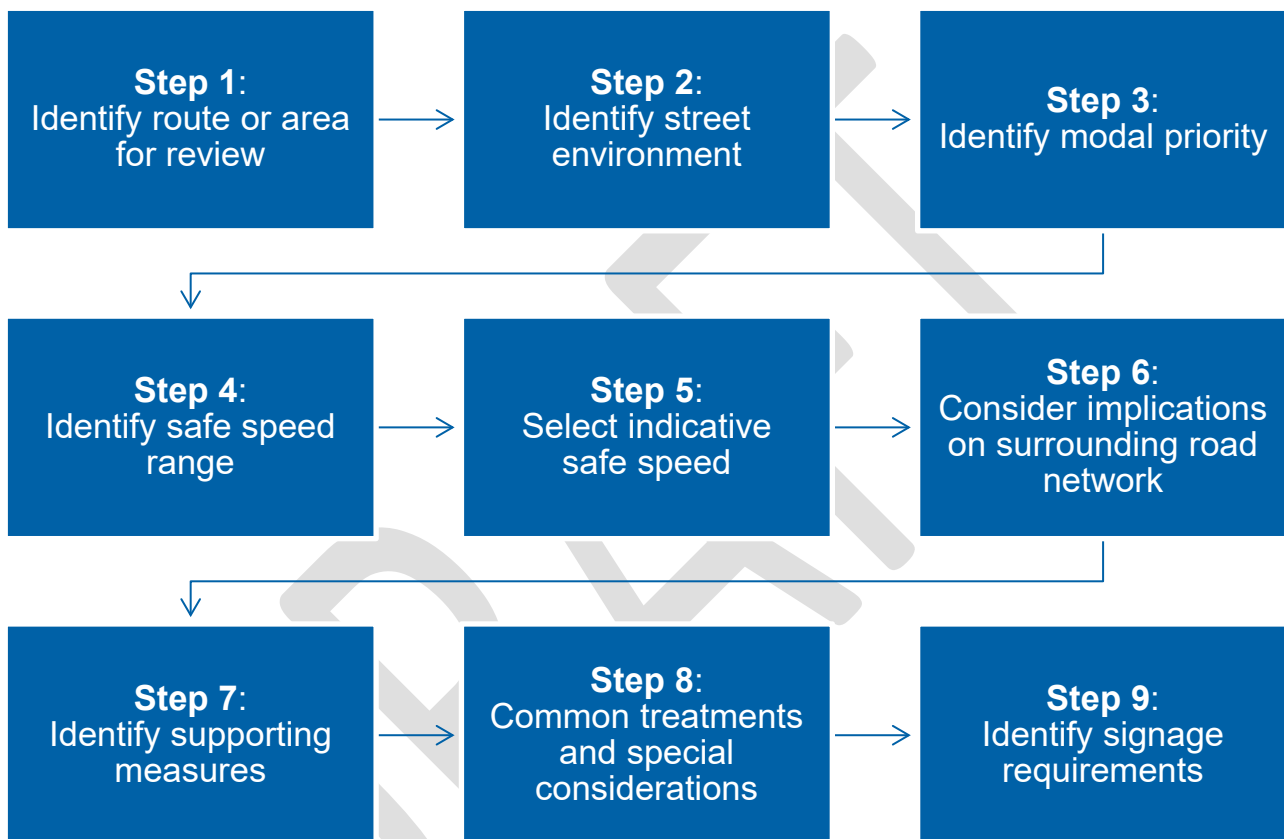


Figure 8.1: Process for reviewing and setting speed limits

The process applies to both state and local government roads and can be applied to:

- existing roads
- new and upgraded roads
- roads subject to adjacent land development activities.

The process can be applied proactively to identify the speed limit that should be implemented for a new or upgraded road upon completion, and on existing roads where adjacent land development activities change the land use and activity context, street environment classification and/or factors used in the selection of the indicative safe speed.

8.1 Step 1: Identify route or area for review

The first step in the speed zoning process is to identify the route or area to be reviewed. This should be done strategically so that the review extent reflects the broader network context, supports a coherent and self-explaining speed environment, and avoids isolated or reactive changes. Once the need for review has been considered in this way, practitioners should determine whether the review is best undertaken as a route review or an area review.

8.1.1 Adopting a strategic approach

Speed zone reviews should be undertaken strategically rather than reactively, with practitioners considering the broader road network to improve consistency and clarity for road users. A network-wide perspective enables the implementation of speed limits that minimise harm, reflect corridor function, land use and activity context, user needs, and community expectations at scale.

A strategic approach involves:

- coordinating changes across groups of similar streets or precincts, rather than modifying isolated segments
- prioritising routes or areas with high crash risk, high levels of vulnerable road user activity, or current speed limits outside the safe speed range
- applying consistent principles across neighbouring roads to avoid confusion, inconsistencies, or unintended shifts in traffic
- ensuring outcomes contribute to a self-explaining network, where changes in speed limits align with observable road and roadside characteristics.

Strategic reviews enable:

- greater predictability for road users
- reduced need for extensive supporting infrastructure
- efficient communication and engagement with communities
- more coherent outcomes across both urban and rural settings.

In urban areas, strategic prioritisation should focus on:

- higher-volume roads with elevated crash risk
- streets or precincts with a high land use and activity context, especially where vulnerable road users are not adequately protected from faster moving traffic
- locations where lower travel speeds would support active travel, accessibility, and community wellbeing.

In rural areas, strategically reviewing clusters of roads with similar traffic volumes or road quality helps ensure that speed limits reflect the corridor function and safety risk, and avoids unintentionally diverting traffic to less suitable roads.

8.1.2 Types of speed zone reviews

Having considered the broader network context, practitioners should determine whether the review is best undertaken as a **route review** or an **area review**.

Route reviews

A **route review** is applied to a specific corridor or connected sequence of road segments that operate collectively as a movement route. A route review examines the corridor as a whole to identify appropriate and consistent speed limits that respond to variations in land use, road design, traffic conditions, and safety risk.

Route reviews are generally appropriate where:

- the road or street performs an important corridor function
- multiple adjoining segments form a continuous travel corridor
- speed limit consistency along the corridor is important for understanding and compliance
- the land use and activity context changes along the corridor, meaning different speed limits along its length may be justified
- a route-based review is needed to determine logical speed zone transition points along a corridor.

The extent of a route review should follow logical transition points in the physical or operational environment, such as changes in land-use intensity, access patterns, cross-section, vulnerable road user activity, or geometry. Change points should align with perceptible shifts in the road environment and be intuitive and easily understood by road users.

Area reviews

An area review assesses a defined geographic precinct comprising streets with similar corridor function, land use and activity context, or community context. Instead of considering each street separately, an area review evaluates the precinct holistically to determine a coherent and predictable speed environment across the network.

Area reviews can be appropriate where:

- roads or streets across an area have a consistent street environment classification (Section 8.2)
- a consistent area-wide speed limit would improve safety, amenity and legibility
- streets share similar land use context, neighbourhood form, or levels of vulnerable road user activity
- the street network primarily supports local access rather than through-movement
- there is a need to create a more coherent and self-explaining speed environment across a defined precinct
- speed zoning is being considered across a precinct of streets with similar function and context
- adjacent land use change or redevelopment is affecting the broader street environment across multiple streets

Boundaries for area reviews should align with clear physical or functional edges so the resulting speed environment is credible and easily understood, and area speed zones can be clearly defined at entry points.

8.2 Step 2: Identify street environment classification

The second step in the speed zoning process is to identify the street environment classification. Street environment classifications are an operational tool that provide a consistent and practical method for categorising roads and streets for speed zoning purposes. They reflect the combined influence of:

- the role of the corridor in the transport network; and
- the surrounding land use, activity, and level of interaction with the street.

For speed zoning purposes, street environment classifications are grouped into urban and rural contexts. This distinction recognises that roads and streets in urban and rural areas perform different functions, serve different land use patterns, and involve different levels of interaction between road users and surrounding activities.

While informed by the Movement and Place approach, the street environment classifications are an operational tool for speed zoning and do not constitute a formal Movement and Place classification.

The **urban street environment classifications** (Section 8.2.1) apply to roads and streets that are either:

- within the 'Urban Centres and Localities' (UCL) boundary as defined by the [Australian Bureau of Statistics](#)
- within a Built-Up Area (BUA) as defined in the Road Traffic Code 2000.

The **rural street environment classifications** (Section 8.2.2) is applied to roads and streets that do not meet the criteria for urban classifications.

Practitioners can access UCL boundary information on Main Roads Open Data Portal.

The street environment classification for each road or street subject to a speed zone review must be determined using the relevant urban or rural street environment descriptions. Practitioners should select the classification that best reflects the corridor function and the surrounding land use, activity, and level of interaction with the street.

Note 1: If a road or street subject to a speed zone review is within the UCL but the adjacent land is more akin to a rural environment, then practitioners select a rural street environment classification, and vice versa.

Note 2: All roads and streets subject to a speed zone review must be segmented into different street environment classification where there is a change in the corridor function or the land use and activity context, as safe speed ranges and the indicative safe speed vary by street environment classification.

Note 3: Street environment classifications determined in Note 2 must be segmented further where factors that influence the selection of the indicative safe speed, such as the median treatment or cycling provision, change along the corridor. Refer to Step 5: Select Indicative Safe Speed.

8.2.1 Urban street environment classifications

There are nine street environment classifications used for speed zoning in urban contexts, as presented in Table 8.1. Corridor function and land use and activity context are each described using three broad categories (High, Moderate and Low) to support consistent classification of urban street environments. More information on these categories can be found in Table 8.2 and Table 8.3 for corridor function and land use and activity context respectively.

Table 8.1: Urban street environment classification descriptions

Urban street environment classification	Description	Corridor function	Land use and activity context
Urban freeways	High-capacity corridors for fast, efficient movement for general vehicles and freight across metropolitan areas with no direct access and negligible land use and activity context.	High	Low
Urban arterials	Major roads that support significant vehicle, freight and public transport movement while connecting key centres and destinations.	High	Moderate
Town centre main streets	Streets in town centres where pedestrian activity, local access and street life take priority over through movement for general vehicles.	High	High
Urban connectors	Streets that link neighbourhoods and local destinations, balancing moderate movement for general vehicles, with local access and safety.	Moderate	Low
Activity streets	Streets serving local centres where moderate movement for general vehicles is balanced with frequent access, activity and interaction.	Moderate	Moderate
Commercial streets or areas	Streets with retail, office or service activity where pedestrian movement and local access are important.	Moderate	High
Neighbourhood local streets	Low movement streets for general vehicles that primarily provide access within residential neighbourhoods and support local community activity.	Low	Low
Recreation / active streets	Streets near parks, schools or sports facilities where safe walking, cycling and crossing activity is prominent.	Low	Moderate

Urban street environment classification	Description	Corridor function	Land use and activity context
Shared spaces	Streets or precincts prioritising walking and social activity, with restricted or managed vehicle access.	Low	High

Practitioners should use these descriptions together with the corridor function and land use and activity context guidance to determine the classification that best matches the road or street under review.

Corridor function

In urban contexts, the corridor function is informed by the Western Australian road hierarchy, as set out in Table 8.2.

Table 8.2: Definitions for corridor function – urban street environment classifications

Corridor function	Hierarchy*
High	Primary Distributor
Moderate to High¹	District Distributor A
Moderate	District Distributor B
Low	Local Distributor
	Access Road

* Indicative application only – exceptions may apply

Note 1: Where a corridor also performs a strategic public transport function, practitioners may elevate the corridor function by one category to reflect its important role in moving people efficiently at a network level.

Note 2: The corridor function may also be elevated by one category where traffic volumes are substantially higher than anticipated for the road hierarchy category. The traffic volume thresholds for lifting the corridor function are:

- District Distributor A ≥ 12,000 VPD
- District Distributor B ≥ 9,000 VPD
- Local Distributor ≥ 6,000 VPD
- Access Road ≥ 3,000 VPD

¹ The 'High' corridor function should be selected for District Distributor A roads that have a raised central median and at least 2 lanes in each direction. All other District Distributor A roads have a 'Moderate' corridor function.

Land use and activity context

To support classification, the land use and activity context is informed by the descriptions set out in Table 8.3.

Table 8.3: Urban land use and activity context descriptions

Urban land use and activity context	Common characteristics
High	- Precincts within cities and towns that have: - a mix of land uses – commonly including one or more of retail, service commercial, entertainment, office, health, education and multiple dwelling residential - medium to high land use density - an interface between public and private areas with on street activity.
Moderate	- Local or neighbourhood centres that have: - a lower mix of land uses or a single category of land use – this commonly includes service industry, office commercial, other retail (e.g. large format), industrial/manufacturing, storage and distribution, grouped dwelling residential - low to medium land use density - a mix of active and passive interface between public and private areas. - Areas adjacent to parks, schools, or sporting facilities.
Low	- For streets with a Low or Moderate corridor function, this is defined by: - lower density residential activity – predominantly single house dwellings - passive interface between public and private areas. - For streets with a High corridor function, there is no direct interaction between adjacent land and the movement corridor, i.e. no direct access.

8.2.2 Rural street environment classifications

There are four street environment classifications used for speed zoning in rural contexts, as presented in Table 8.4. For the purposes of this guidance, corridor function and land use and activity context are each described using two broad categories (High and Low) to support consistent classification of rural street environments. More information on these categories can be found in Table 8.5 and Table 8.6 for corridor function and land use and activity context respectively.

Table 8.4: Rural street environment classification descriptions

Rural street environment classification	Description	Corridor function	Land use and activity context
Rural connectors	Roads that link cities, regional centres and rural towns, and are designed for the efficient movement of people and goods.	High	Low
Local rural roads	Low-volume local roads primarily enabling property access and local travel in farming and lifestyle areas with limited through-movement for general vehicles.	Low	Low
Peri-urban connectors	Connector roads at the interface/transition of rural and urban areas. These roads also include the continuation of rural connectors through settlements and townships that are outside of UCLs but not within a BUA. They balance through-traffic of general vehicles with access to emerging residential developments, employment hubs and services.	High	High
Peri-urban local roads	Local roads are at the interface/transition of rural and urban areas. These roads are also located within settlements and townships that are outside of UCLs but not within a BUA. These roads provide direct property access, where local character and community use are prioritised over movement for general vehicles.	Low	High

Practitioners should use these descriptions together with the corridor function and land use and activity context guidance to determine the classification that best matches the road or street under review.

Corridor function

To support classification, the corridor function is informed by the Western Australian road hierarchy, as set out in Table 8.5.

Table 8.5: Definitions for corridor function – rural street environment classifications

Corridor function	Hierarchy*
High	Primary Distributor
	Regional Distributor
Low	Local Distributor
	Access Road

* Indicative application only – exceptions may apply

Land use and activity context

For speed zoning purposes, the land use and activity context is informed by the descriptions set out in Table 8.6.

Table 8.6: Rural land use and activity context descriptions

Rural land use and activity context	Common characteristics
High	Typically: • near the boundary of UCLs or BUAs • characterised by the transition from an urban environment to rural fringe/peri-urban landscapes • featuring a diversity of land uses, including rural residential properties, small scale light industrial or agricultural business activities.
Low	Sparsely populated areas characterised by agricultural, industrial (e.g. mining) and forestry activity, or unproductive landscapes.

8.3 Step 3: Identify modal priority context

Practitioners must identify the modal priority for the corridor. Modal priority describes which modes the corridor is intended to serve from a movement perspective, which in turn helps determine the most appropriate speed outcomes within the identified street environment classification. Modal priority does not change the street environment classification. Instead, it informs the selection of appropriate speeds within the identified safe speed range, including where lower speeds may be required.

For the purposes of this step, modal priority considers the movement role of the following modes: general traffic, freight, public transport, cycling and walking.

Modal priority shall be categorised as one of the following:

- **Vehicle-based priority**, where the corridor's strategic role and supporting infrastructure indicate that it is intended to serve general traffic and/or freight, noting that these modes are considered together as vehicle movement.
- **Multimodal priority**, where the corridor's strategic role and supporting infrastructure indicate that it is intended to serve both vehicle movement and one or more other modes (public transport, cycling or walking) at a similar level of importance.
- **Vulnerable Road User (VRU)-based priority**, where the corridor's strategic role and supporting infrastructure indicate that movement of pedestrian walking or cycling is intended to be a primary function of the corridor.

For clarity, general traffic and freight are both considered components of vehicle movement and do not, on their own, constitute multimodal priority. Multimodal priority arises where vehicle movement is complemented by another mode with a comparable strategic movement role, such as public transport, cycling or walking.

It is important that modal priority is not determined by observed volumes alone. It should reflect the strategic movement role of the corridor for each mode, together with the infrastructure and operating context provided to support that role.

In rural street environments, vehicle-based priority will apply in most cases. Multimodal priority may apply where corridors serve strategically important cycling routes or other non-vehicle movements. VRU-based priority is generally limited to localised environments with high pedestrian or cyclist activity, such as settlements or recreational areas.

Note: Not all modal priority categories are applicable to every street environment classification. Practitioners should refer to Step 4 to confirm which modal priorities are relevant and how they influence the selection of safe speeds.

8.4 Step 4: Identify safe speed range

This step involves identifying the range of safe speeds that apply to each street environment classification. Safe speed is the speed at which vehicles can travel while keeping crash forces within human tolerances, reflecting the corridor function, land use and activity context, modal priority, design features, road use and safety risks, so that the likelihood of fatal or serious injury is minimised. Safe speeds align with Safe System survivable impact thresholds (refer Section 4.4) and support a self-explaining and credible speed environment that promotes community wellbeing, active travel and environmentally sustainable transport outcomes.

The safe speed range is determined primarily by the street environment classification. Modal priority is then used to refine this range by identifying which speeds are appropriate for the intended corridor function. In some cases, modal priority will limit the available safe speed range.

The safe speed ranges for all street environment classifications and modal priority combinations are shown in Table 8.7. A dash (–) indicates that the modal priority category is not applicable to the street environment classification and therefore does not have an associated safe speed range.

Table 8.7: Safe speed ranges

Environment	Street environment classification	Safe speed range (km/h)		
		Vehicle-based priority	Multimodal priority	VRU-based priority
Urban	Urban freeways	80 – 100	80 – 100	–
	Urban arterials	60 – 80	50 – 70	–
	Town centre main streets	–	30 – 40	–
	Urban connectors	50 – 70	40 – 60	30 – 40
	Activity streets	50 – 60	40 – 50	30 – 40
	Commercial streets or areas	–	30 – 40	30 – 40
	Neighbourhood local streets	–	30 – 50	30 – 40
	Recreation / active streets	–	30 – 40	30
	Shared spaces	–	10 – 20	10
Rural	Rural connectors	70 – 110	60 – 90	–
	Local rural roads	60 – 100	60 – 80	60 – 80
	Peri-urban connectors	60 – 90	50 – 80	–
	Peri-urban local roads	60 – 80	50 – 70	50 – 70

Note: The safe speed ranges specified in this section apply to generic street environment classifications and do not reflect speed zones that are applied for special features within the road environment, such as school zones, shared zones, heavy vehicle zones, intersections and railway crossings. Refer to Step 8 for guidance on the speed zones that apply to these features.

8.5 Step 5: Select indicative safe speed

Once the safe speed range is determined, the next step is to select an indicative safe speed within this range, considering location-specific road design, road use, and road safety risk factors. These factors, and how they influence the recommended indicative safe speed, are described below.

8.5.1 Design factors

Design factors refer to the infrastructure and geometric elements of a road that influence safety outcomes, operational performance, and the interactions between different road users.

In urban environments – indicative safe speeds at the higher end of the safe speed range can be appropriate where there is infrastructure that protects vulnerable road users, such as separated cycling facilities and raised crossings. Conversely, indicative safe speeds at the lower end of the safe speed range can be appropriate if there are design features that encourage slower vehicle travel speeds, such as a Local Area Traffic Management (LATM) schemes and traffic calming infrastructure.

In rural environments – indicative safe speeds at the higher end of the safe speed range can be appropriate where there is infrastructure that promotes safer outcomes, such as median barriers and wide lanes and shoulders. Conversely, indicative safe speeds at the lower end of the safe speed range are likely to be appropriate if there are road design features that increase risk, such as high-risk roadside hazards and narrow lanes/shoulders.

8.5.2 Road use factors

Understanding how people currently use the road or street is an important part of informing the selection of an indicative safe speed. The factors considered when assessing road use can include:

- traffic volumes
- the level of vulnerable road user activity
- vehicle travel speeds.

Traffic volumes

Traffic volumes are context sensitive, which is why they are not directly used to inform a recommended indicative safe speed in most environments. However, the *Austroads Infrastructure Risk Rating Manual*² notes that traffic volume influences risk on roads in rural environments – as traffic volumes increase, so too does the crash risk. For this reason, criteria are developed for some rural street environments that vary as a function of traffic volume.

Vulnerable road user (VRU) activity

The speed zoning principles in this Policy are strongly linked to VRU activity, particularly in:

- minimising harm based on the Safe System approach
- applying the second guiding principle to set speed limits that reflect corridor function, land use and activity context and user needs
- maximising wellbeing by setting speed limits that promote transport choice.

Collectively, this means that for roads with a multimodal or VRU-based priority that infrastructure and speed limits need to work together to protect VRU from serious harm. For this reason, criteria

² For more information, see: <https://austroads.gov.au/publications/road-safety/ap-r587a-19>

are developed for some street environment classifications where the indicative safe speed varies depending on the level of infrastructure provided for VRU.

As volumes of VRUs are not collected by Main Roads and are onerous to collect by practitioners, qualitative rather than quantitative definitions are used to classify the level of vulnerable road user activity as a function of the street environment classification. Practitioners should apply professional judgment to determine if levels of vulnerable road user activity is low, moderate or high compared to other similar environments.

Vehicle travel speeds

Data about existing vehicle travel speeds help inform several key aspects of speed zoning decisions. This data is used for several purposes, including but not limited to:

- understand alignment between the current mean operating speed and the safe speed
- form the baseline conditions for monitoring and evaluating the efficacy of any speed zone change
- forecast expected change in travel times
- forecast expected safety benefits
- inform the need for supporting infrastructure to accompany the speed limit change (refer Step 7).

Vehicle speed information can be obtained from a variety of sources, including speed surveys and third-party data suppliers.

8.5.3 Road safety risk factors

The Austroads *Guide to Road Safety Part 3: Safe Speeds*³ identifies crash risk (i.e. harm minimisation) as the most important consideration in the assessment or review of a speed zone.

Individual or Personal Risk is the preferred crash risk metric as it provides a consistent relationship between speed limits and the characteristics of the road and road environment. The Austroads *Guide to Road Safety Part 3: Safe Speeds* also notes that the physical and operating environment of a road has a major influence on risk. These factors are captured in the road design and road use factors described above.

The Austroads *Guide to Road Safety Part 3: Safe Speeds* also notes that evaluating risk is a critical element in speed zone reviews – however, it is generally not appropriate to use speed zoning to address isolated roadside hazards or blackspots i.e. high crash locations. The appropriate course of action for these sites is to undertake appropriate remedial work to ameliorate the problem, although a lower speed limit may be appropriate where there are a series of hazards that prevail along an extended length of road. For this reason, the Guidelines do not incorporate any reactive approaches to crash risk.

The design and road use factors (described in Sections 8.4.1 and 8.4.2) provide a solid foundation for the assessment of road safety risk; however, they may not paint the full picture. With the publication of AusRAP Star Ratings for state roads, this provides an additional measure of road safety risk to help determine the indicative safe speed. Infrastructure Risk Rating (IRR) and LG Stars risk assessment methods for assessing Personal Risk are also referenced within the criteria for

³ For more information, see: <https://austroads.gov.au/publications/road-safety/agrs03>

street environments. These methods should be used for roads that do not have AusRAP Star Ratings.

Note 1: Road safety risk is only a factor in the selection of the indicative safe speed for some street environments where the indicative safe speed is ≥ 60 km/h. This is because AusRAP and other risk assessment frameworks are best suited to assessing risk for vehicle occupants and not vulnerable road users in lower speed environments. It is acknowledged that Star Ratings can be produced for pedestrians and cyclists, but these are currently not available in Western Australia.

Note 2: The road safety risk thresholds specified in the selection of the indicative safe speed are based on the **proposed speed limit** and **not the current speed limit**. Published AusRAP Star Ratings will need to be updated using iRAP ViDA software to determine the Star Rating at the proposed speed limit.

8.5.4 Coordinated action

It is important to note that safe speeds are not achieved by speed limits alone. Achieving safe speeds requires coordinated action across all parts of the Safe System, including:

- Safe roads and roadsides: providing infrastructure, such as speed calming treatments and self-explaining designs.
- Safe vehicles: supporting uptake of vehicles with safety features, such as intelligent speed adaption and speed limiter devices.
- Safe speeds: setting safe and appropriate speed limits.
- Safe road users: enforcing speed limits and influencing behaviour.

8.5.5 Indicative safe speed by street environment

This section sets out the requirements that guide the selection of the indicative safe speed for every street environment classification and modal priority combination. The selection requirements are based on road design, road use, and road safety risk factors. The factors vary across street environment classifications and modal priorities to reflect the key functions and road safety risks present in each environment.

The indicative safe speed must be selected within the safe speed range identified in Step 4, having regard to the applicable modal priority.

For each street environment classification and modal priority combination, the safe speed range includes a baseline indicative safe speed. This is the indicative safe speed that should be selected unless the corridor substantially exhibits the characteristics associated with another speed within the range.

Where a higher or lower indicative safe speed is identified within the safe speed range, the listed characteristics for that speed should be substantially met before it is selected, using professional judgement where isolated features or short segments do not fully align.

Note 1: the factors provided in the tables are for guidance only and site-specific factors may exist that suggest a higher or lower indicative safe speed is more appropriate. However, **practitioners may not select an indicative safe speed that exceeds the maximum safe speed from the safe speed range under any circumstances.** Applicants must document their rationale for selecting an indicative safe speed that does not align with this guidance.

Note 2: The selection requirements in the following tables are used only to guide the selection of an indicative safe speed for speed zoning purposes. They are not planning or design requirements for infrastructure. Practitioners planning, designing or modifying infrastructure must refer to the relevant planning and design guidance for the facility being considered, including applicable Main Roads documents, Austroads guides, Australian Standards and other relevant technical guidance. Section 11 identifies related documents that may provide useful guidance.

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Urban freeways

The selection requirements for urban freeways is shown in Table 8.8. This table applies to urban freeways with vehicle-based or multimodal priority.

Table 8.8: Indicative safe speed guidance for urban freeways with vehicle-based or multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	80 km/h	Baseline indicative safe speed
	90 km/h	May be selected where the corridor substantially exhibits the following characteristics: • There is a physical median (barrier system, raised island or grass/planted) • Roadside hazards are assessed as Low to Moderate severity⁴ • There is no direct property access, or access is limited and consolidated • Intersections are constructed as grade-separated interchanges or restricted to left-in left-out (LIFO) movements, with no uncontrolled right-turn or through movements. • Any public transport stops are fully separated from traffic lanes • Pedestrians (where permitted within the corridor) are provided with a fully separated facility • Cyclists (where permitted within the corridor) are accommodated in the shoulder, on a parallel route or are provided with a dedicated or shared facility • The corridor achieves a Star Rating of 3 or higher, assessed at 100 km/h
	100 km/h	May only be selected where the corridor substantially and consistently exhibits the following characteristics: • The corridor is classified as a Primary Distributor • There is a non-traversable continuous median barrier system • There is a continuous roadside barrier system • There is no direct property access • All intersections are constructed as grade-separated interchanges • Any public transport stops are fully separated from traffic lanes • Pedestrians (where permitted within the corridor) are provided with a fully separated facility • Cyclists (where permitted within the corridor) are accommodated in the shoulder, on a parallel route or are provided with a dedicated or shared facility • The corridor achieves a Star Rating of 4 or higher, assessed at 100 km/h

⁴ Based on the Australian Infrastructure Risk Rating Manual definitions

Urban arterials

The selection requirements for urban arterials are shown in Table 8.9 and Table 8.10 for vehicle-based and multimodal priorities respectively. It is not possible to have VRU-based modal priority for an urban arterial street environment classification. If VRU-based priority is strategically important on an urban arterial corridor, then assess it as multimodal priority.

Table 8.9: Indicative safe speed guidance for urban arterials with vehicle-based priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	60 km/h	Baseline indicative safe speed
	70 km/h	May be selected where the corridor substantially exhibits the following characteristics: • There is one lane in each direction, or a physical median (barrier system, raised island or grass/planted) is provided for roads that have two or more lanes in each direction • Intersections are predominantly signal-controlled, roundabouts, or restricted to left-in left-out (LILLO) movements⁵ • Pedestrians cross primarily at defined locations, which are either signal-controlled or provided with a Safe System aligned pedestrian crossing facility. • Cyclists are accommodated in the shoulder, on a parallel route or are provided with a dedicated or shared facility • The corridor achieves a Star Rating of 3 or higher (assessed at 70 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3
	80 km/h	May only be selected where the corridor substantially and consistently exhibits the following characteristics: • The corridor is classified as a Primary Distributor • There are two or more lanes in each direction • There is a non-traversable continuous median barrier system • Roadside hazards are assessed as Low to Moderate severity⁶ • There is no direct property access, or access is limited and consolidated • Intersections are predominantly signal-controlled, roundabouts, or restricted to left-in left-out (LILLO) movements, with no uncontrolled right-turn or through movements. • Pedestrians cross at defined locations only, which are either signal-controlled or grade separated • Cyclists are accommodated in the shoulder, on a parallel route or are provided with a dedicated or shared facility • The corridor achieves a Star Rating of 3 or higher (assessed at 80 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

⁵ Some uncontrolled right-turn movement are acceptable; however uncontrolled through movements are not.

⁶ Based on the Australian Infrastructure Risk Rating Manual definitions

Table 8.10: Indicative safe speed guidance for urban arterials with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	50 km/h	Baseline indicative safe speed
	60 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as a Primary Distributor • There is one lane in each direction, or a physical median (barrier system, raised island or grass/planted) is provided for roads that have two or more lanes in each direction • Pedestrians cross primarily at defined locations, which are either signal-controlled or provided with a Safe System aligned pedestrian crossing facility. • Cyclists are accommodated in the shoulder, on a parallel route or are provided with a dedicated or shared facility • The corridor achieves a Star Rating of 3 or higher (assessed at 60 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3
	70 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as a Primary Distributor • There is one lane in each direction, or a physical median (barrier system, raised island or grass/planted) is provided for roads that have two or more lanes in each direction • Intersections are predominantly signal-controlled, roundabouts, or restricted to left-in left-out (LLO) movements⁷ • Pedestrians cross at defined locations only, which are either signal-controlled or provided with a Safe System aligned pedestrian crossing facility. • Cyclists are provided with a separated facility, on a shared path or on a parallel route • The corridor achieves a Star Rating of 3 or higher (assessed at 70 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

⁷ Some uncontrolled right-turn movement are acceptable; however uncontrolled through movements are not.

Town centre main streets

The selection requirements for town centre main streets are shown in Table 8.12. The street environment classification of a town centre main street automatically implies multimodal priority.

Table 8.11: Indicative safe speed guidance for town centre main streets with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	30 km/h	May be selected where the corridor substantially exhibits the following characteristics: • There is only one lane in each direction, or it is a one-way road with a maximum of two through lanes • Design features support mean operating speeds ≤ 30 km/h • There is a moderate to high level of pedestrian activity • It is common for pedestrians to cross the street at any point – not just at dedicated crossing facilities • Cyclists are actively encouraged to share the traffic lane with traffic i.e. sharrow road markings • There is moderate to high parking demand and turnover
	40 km/h	Baseline indicative safe speed

Urban connectors

The selection requirements for urban connectors are shown in Table 8.12, Table 8.13 and Table 8.14 for vehicle-based, multimodal and VRU-based priorities respectively.

Table 8.12: Indicative safe speed guidance for urban connectors with vehicle-based priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	50 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as a District Distributor B • There is a high frequency of direct access and more frequent turning movements than other urban connectors • Pedestrians regularly cross away from defined locations • Pedestrian crossing facilities tend to be crossing aids and not Safe System aligned e.g. kerb extension or median refuge island • There is limited separation between traffic and cyclists
	60 km/h	Baseline indicative safe speed
	70 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as a District Distributor A • There is more than one lane in each direction • A raised central median provided • There is no direct property access, or access is limited and consolidated • Intersections are predominantly signal-controlled, roundabouts, or restricted to left-in left-out (LLO) movements, with no uncontrolled right-turn or through movements. • Pedestrians cross at defined locations only, which are either signal-controlled or provided with a Safe System aligned pedestrian crossing facility. • Cyclists are accommodated in the shoulder, on a parallel route or are provided with a dedicated or shared facility • The corridor achieves a Star Rating of 3 or higher (assessed at 70 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

Table 8.13: Indicative safe speed guidance for urban connectors with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	40 km/h	May be selected where the corridor substantially exhibits the following characteristics: - The corridor is classified as a District Distributor B - There is only one lane in each direction - Existing operating speeds are close to, or less than, 40 km/h - Cyclists share the road or street with other vehicles
	50 km/h	Baseline indicative safe speed
	60 km/h	May be selected where the corridor substantially exhibits the following characteristics: - The corridor is classified as a District Distributor A - There is one lane in each direction, or a median treatment (raised or painted) is provided for roads that have two or more lanes in each direction - Pedestrians cross primarily at defined locations, which are either signal-controlled or provided with a Safe System aligned pedestrian crossing facility - Cyclists are provided with a separated facility, on a shared path or on a parallel route - The corridor achieves a Star Rating of 3 or higher (assessed at 60 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

Table 8.14: Indicative safe speed guidance for urban connectors with VRU-based priority

Modal priority	Indicative safe speed	Selection requirements
VRU-based priority	30 km/h	May be selected where the corridor substantially exhibits the following characteristics: - There is only one lane in each direction, or it is a one-way road with a maximum of two through lanes - Design features support mean operating speeds ≤ 30 km/h - There is a moderate to high level of pedestrian activity - It is common for pedestrians to cross the street at any point – not just at dedicated crossing facilities - Cyclists are actively encouraged to share the traffic lane with traffic i.e. sharrow road markings - There is moderate to high parking demand and turnover
	40 km/h	Baseline indicative safe speed

Activity streets

The selection requirements for activity streets are shown in Table 8.15, Table 8.16 and Table 8.17 for vehicle-based, multimodal and VRU-based priorities respectively.

Table 8.15: Indicative safe speed guidance for activity streets with vehicle-based priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	50 km/h	Baseline indicative safe speed
	60 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as a District Distributor A • There is one lane in each direction, or a median treatment (raised or painted) is provided for roads that have two or more lanes in each direction • Pedestrians cross primarily at defined locations, which are either signal-controlled or provided with a Safe System aligned pedestrian crossing facility. • Cyclists are provided with a separated facility, on a shared path or on a parallel route • The corridor achieves a Star Rating of 3 or higher, assessed at 60 km/h

Table 8.16: Indicative safe speed guidance for activity streets with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	40 km/h	Baseline indicative safe speed
	50 km/h	May be selected where the corridor substantially exhibits the following characteristics: • There is one lane in each direction, or a median treatment (raised or painted) is provided for roads that have two or more lanes in each direction • Pedestrians cross primarily at defined locations, which are either signal-controlled or provided with a Safe System aligned pedestrian crossing facility. • Cyclists are provided with a separated facility, on a shared path or on a parallel route

Table 8.17: Indicative safe speed guidance for activity streets with VRU-based priority

Modal priority	Indicative safe speed	Selection requirements
VRU-based priority	30 km/h	May be selected where the corridor substantially exhibits the following characteristics: • There is only one lane in each direction, or it is a one-way road with a maximum of two through lanes • Design features support mean operating speeds ≤ 30 km/h • There is a moderate to high level of pedestrian activity • It is common for pedestrians to cross the street at any point – not just at dedicated crossing facilities • Cyclists are actively encouraged to share the traffic lane with traffic i.e. sharrow road markings • There is high parking demand and turnover
	40 km/h	Baseline indicative safe speed

Commercial streets or areas

The selection requirements for commercial streets or areas is shown in Table 8.18 for multimodal or VRU-based priority. The street environment classification of a commercial street or area automatically implies it cannot have a vehicle-based priority.

Table 8.18: Indicative safe speed guidance for town centre main streets with multimodal or VRU-based priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	30 km/h	May be selected where the corridor substantially exhibits the following characteristics: • There is only one lane in each direction, or it is a one-way road with a maximum of two through lanes • Design features support mean operating speeds ≤ 30 km/h • There is a moderate to high level of pedestrian activity • It is common for pedestrians to cross the street at any point – not just at dedicated crossing facilities • Cyclists are actively encouraged to share the traffic lane with traffic i.e. sharrow road markings • There is high parking demand and turnover
	40 km/h	Baseline indicative safe speed

Neighbourhood local streets

The selection requirements for neighbourhood local streets are shown in Table 8.19 and Table 8.20 for multimodal and VRU-based priorities respectively.

Table 8.19: Indicative safe speed guidance for neighbourhood local streets with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	30 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as an Access Road • Opposing traffic must yield to each other when parked vehicles are present • Streets have traffic calming or are part of an LATM scheme • Cyclists share the road space with traffic
	40 km/h	Baseline indicative safe speed
	50 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as a Local Distributor • Traffic lanes are $\geq 3.3\text{m}$ wide and not reduced by the presence of parked vehicles • The street does not have traffic calming nor part of an LATM scheme

Table 8.20: Indicative safe speed guidance for neighbourhood local streets with VRU-based priority

Modal priority	Indicative safe speed	Selection requirements
VRU-based priority	30 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as an Access Road • Opposing traffic must yield to each other when parked vehicles are present • Streets have traffic calming or are part of an LATM scheme • Cyclists share the road space with traffic
	40 km/h	Baseline indicative safe speed

Recreation / active streets

The selection requirements for recreation / active streets are shown in Table 8.21 and Table 8.22 for multimodal and VRU-based priorities respectively.

Table 8.21: Indicative safe speed guidance for recreation / active streets with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	30 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The corridor is classified as an Access Road • Opposing traffic must yield to each other when parked vehicles are present • Streets have traffic calming or are part of an LATM scheme • Cyclists share the road space with traffic
	40 km/h	Baseline indicative safe speed

Table 8.22: Indicative safe speed guidance for recreation / active streets with VRU-based priority

Modal priority	Indicative safe speed	Selection requirements
VRU-based priority	30 km/h	Baseline indicative safe speed

Shared spaces

The selection requirements for shared spaces are shown in Table 8.23 and Table 8.24 for multimodal and VRU-based priorities respectively.

Table 8.23: Indicative safe speed guidance for shared spaces with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	10 km/h	May be selected where the corridor substantially exhibits the following characteristics: - The road or street is designated as a shared zone where pedestrians have legal priority over motor vehicles - The road or street is designed as a shared space i.e. features that indicate a separation of pedestrians and traffic such as kerbing and dedicated footpaths are not provided.
	20 km/h	Baseline indicative safe speed

Table 8.24: Indicative safe speed guidance for shared spaces with VRU-based priority

Modal priority	Indicative safe speed	Selection requirements
VRU-based priority	10 km/h	Baseline indicative safe speed

Rural connectors

The selection requirements for rural connectors are shown in Table 8.25 and Table 8.26 for vehicle-based and multimodal priorities respectively. It is not possible to have VRU-based modal priority for a rural connector street environment classification. If VRU-based priority is strategically important on a rural connector corridor, then assess it as multimodal priority.

Two baseline indicative safe speeds are specified for rural connectors in each of the vehicle-based and multimodal priorities, as follows:

- A lower baseline indicative safe speed is specified for sealed rural connectors with a carriageway width that is greater than 5.5 m and less than 7.2m; and
- A higher baseline indicative safe speed is specified for sealed rural connectors with a carriageway width that is greater than or equal to 7.2 m.

For clarity, the maximum indicative safe speed for a sealed rural connector with a carriageway width less than 7.2m is 80 km/h for vehicle-based priority and 70 km/h for multimodal priority.

Unsealed rural connectors and sealed rural connectors with a carriageway that is less than or equal to 5.5 m wide are not speed zoned. Refer Section 8.8.9 for information about the types of warning and advisory signs that can be installed on these roads.

Table 8.25: Indicative safe speed guidance for rural connectors with vehicle-based priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	70 km/h	Baseline indicative safe speed where the carriageway width is greater than 5.5 m and less than 7.2 m
	80 km/h	For carriageways less than 7.2 m, 80 km/h may be selected where the corridor substantially exhibits the following characteristics: • The carriageway width is at least 6.8 m • There is a marked dividing line • The corridor achieves a Star Rating of 2 or higher (assessed at 80 km/h) or IRR is assessed as Low to Medium-High For carriageways greater than or equal to 7.2m, 80 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Tortuous' horizontal alignment or the roadside hazards are assessed as 'Severe'⁸ • There is no edge line marking • The carriageway is less than 8.0 m wide where the AADT is greater than 6,000 vpd
	90 km/h	Baseline indicative safe speed if carriageway width is greater than or equal to 7.2 m

⁸ Based on the Australian Infrastructure Risk Rating Manual definitions

Modal priority	Indicative safe speed	Selection requirements
	100 km/h	For carriageways greater than or equal to 7.2 m, 100 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Straight' or 'Curved' horizontal alignment⁹ • Roadside hazards are assessed as Low to Moderate severity¹⁰ • There is a marked edge and dividing line • There is ATLM on either (or both) the edge or dividing line • Intersections are predominantly grade separated, roundabouts, restricted to left-in left-out (LILLO) movements or priority-controlled T-intersections¹¹ • The carriageway width is greater than or equal to 9.0 m on corridors where the AADT is greater than 6,000 vpd • The corridor achieves a Star Rating of 3 or higher (assessed at 100 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3
	110 km/h	For carriageways greater than or equal to 7.2 m, 110 km/h may only be selected where the corridor substantially and consistently exhibits the following characteristics: • The corridor has 'Straight' or 'Curved' horizontal alignment¹² • Roadside hazards are assessed as Low or Minor severity¹³ • There is ATLM on both the edge and dividing line • There is limited direct access from abutting properties (≤ 2 accesses per side per km) • On divided corridors, all intersections are constructed as grade-separated interchanges • On undivided corridors, intersections are predominantly grade separated, roundabouts, restricted to left-in left-out (LILLO) movements or priority-controlled T-intersections¹⁴ • The corridor achieves a Star Rating of 4 or higher (assessed at 110 km/h) or IRR is assessed as Low or Low-Medium

⁹ Based on the Australian Infrastructure Risk Rating Manual definitions

¹⁰ Based on the Australian Infrastructure Risk Rating Manual definitions

¹¹ Priority-controlled crossroads are acceptable where the intersecting roads are classified as Local Rural Roads.

¹² Based on the Australian Infrastructure Risk Rating Manual definitions

¹³ Based on the Australian Infrastructure Risk Rating Manual definitions

¹⁴ Priority-controlled crossroads are acceptable where the intersecting roads are classified as Local Rural Roads.

Table 8.26: Indicative safe speed guidance for rural connectors with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	60 km/h	Baseline indicative safe speed where the carriageway width is greater than 5.5 m and less than 7.2 m
	70 km/h	For carriageways less than 7.2 m, 70 km/h may be selected where the corridor substantially exhibits the following characteristics: • The carriageway width is at least 6.8 m • There is a marked dividing line • Where multimodal priority is driven by the public transport function, stops are located clear of traffic lanes, and a footpath is provided that is setback from the carriageway • Where multimodal priority is driven by the cycling function, cyclists are provided with a dedicated or shared facility that is setback from the carriageway. • The corridor achieves a Star Rating of 2 or higher (assessed at 70 km/h) or IRR is assessed as Low to Medium-High For carriageways greater than or equal to 7.2 m, 70 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Tortuous' horizontal alignment or the roadside hazards are assessed as 'Severe'¹⁵ • There is no edge line marking • The carriageway is less than 8.0 m wide where the AADT is greater than 6,000 vpd • Where multimodal priority is driven by the public transport function, stops may not be located clear of traffic lanes, a footpath may not be provided or where provided is not setback from the carriageway • Where multimodal priority is driven by the cycling function, cyclists are required to share the road with traffic without a dedicated facility.
	80 km/h	Baseline indicative safe speed if carriageway width is greater than or equal to 7.2 m
	90 km/h	For carriageways greater than or equal to 7.2 m, 90 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Straight' or 'Curved' horizontal alignment¹⁶ • Roadside hazards are assessed as Low to Moderate severity¹⁷ • There is a marked edge and dividing line • There is ATLM on either (or both) the edge or dividing line

¹⁵ Based on the Australian Infrastructure Risk Rating Manual definitions¹⁶ Based on the Australian Infrastructure Risk Rating Manual definitions¹⁷ Based on the Australian Infrastructure Risk Rating Manual definitions

Modal priority	Indicative safe speed	Selection requirements
		• Intersections are predominantly grade separated, roundabouts, restricted to left-in left-out (LILO) movements or priority-controlled T-intersections¹⁸ • The carriageway width is greater than or equal to 9.0 m on corridors where the AADT is greater than 6,000 vpd • Where multimodal priority is driven by public transport, stops are located clear of traffic lanes, and a footpath is provided that is setback from the carriageway • Where multimodal priority is driven by cycling, cyclists are provided with a dedicated or shared facility that is setback from the carriageway. • The corridor achieves a Star Rating of 3 or higher (assessed at 90 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

¹⁸ Priority-controlled crossroads are acceptable where the intersecting roads are classified as Local Rural Roads.

Local rural roads

The selection requirements for local rural roads are shown in Table 8.27 for vehicle-based priority and Table 8.28 for multimodal and VRU-based priorities.

Two baseline indicative safe speeds are specified for local rural roads, as follows:

- A lower baseline indicative safe speed is specified for sealed local rural roads with a carriageway width that is greater than 5.5 m and less than 6.8 m; and
- A higher baseline indicative safe speed is specified for sealed local rural roads with a carriageway width that is greater than or equal to 6.8 m.

For clarity, the maximum indicative safe speed for a sealed local rural road with a carriageway width less than 6.8m is 70 km/h for vehicle-based priority and 60 km/h for multimodal or VRU-based priority.

Unsealed local rural roads and sealed local rural roads with a carriageway that is less than or equal to 5.5 m wide are not speed zoned. Refer Section 8.8.9 for information about the types of warning and advisory signs that can be installed on these roads.

Table 8.27: Indicative safe speed guidance for local rural roads with vehicle-based priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	60 km/h	Baseline indicative safe speed where the carriageway width is greater than 5.5 m and less than 6.8 m
	70 km/h	For carriageways less than 6.8 m, 70 km/h may be selected where the corridor substantially exhibits the following characteristics: • The carriageway width is at least 6.4 m • There is a marked dividing line • The corridor achieves a Star Rating of 2 or higher (assessed at 70 km/h) or IRR is assessed as Low to Medium-High For carriageways greater than or equal to 6.8 m, 70 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Tortuous' horizontal alignment or the roadside hazards are assessed as 'Severe'¹⁹ • There is no edge line marking
	80 km/h	Baseline indicative safe speed if carriageway width is greater than or equal to 6.8 m

¹⁹ Based on the Australian Infrastructure Risk Rating Manual definitions

Modal priority	Indicative safe speed	Selection requirements
	90 km/h	For carriageways greater than or equal to 6.8 m, 90 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Straight', 'Curved' or 'Winding' horizontal alignment²⁰ • Roadside hazards are assessed as Low to High severity²¹ • There is a marked edge and dividing line • The corridor achieves a Star Rating of 2 or higher (assessed at 90 km/h) or IRR is assessed as Low to Medium-High
	100 km/h	For carriageways greater than or equal to 6.8 m, 100 km/h may only be selected where the corridor substantially and consistently exhibits the following characteristics: • The corridor has 'Straight' or 'Curved' horizontal alignment²² • Roadside hazards are assessed as Low to Moderate severity²³ • The carriageway width is greater than or equal to 8.0 m • There is a marked edge and dividing line • There is ATLM on either (or both) the edge or dividing line • The corridor achieves a Star Rating of 3 or higher (assessed at 100 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

Table 8.28: Indicative safe speed guidance for local rural roads with multimodal or VRU-based priority

Modal priority	Indicative safe speed	Selection requirements
Multimodal priority	50 km/h	Baseline indicative safe speed where the carriageway width is greater than 5.5 m and less than 6.8 m
	60 km/h	For carriageways less than 6.8 m, 60 km/h may be selected where the corridor substantially exhibits the following characteristics: • The carriageway width is at least 6.4 m • There is a marked dividing line • Where multimodal priority is driven by the public transport function, stops are located clear of traffic lanes, and a footpath is provided that is setback from the carriageway • Where multimodal priority is driven by the cycling function, cyclists are provided with a dedicated or shared facility that is setback from the carriageway.

²⁰ Based on the Australian Infrastructure Risk Rating Manual definitions

²¹ Based on the Australian Infrastructure Risk Rating Manual definitions

²² Based on the Australian Infrastructure Risk Rating Manual definitions

²³ Based on the Australian Infrastructure Risk Rating Manual definitions

Modal priority	Indicative safe speed	Selection requirements
		For carriageways greater than or equal to 6.8 m, 60 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Tortuous' horizontal alignment or the roadside hazards are assessed as 'Severe'²⁴ • There is no edge line marking • Where multimodal priority is driven by the public transport function, stops may not be located clear of traffic lanes, a footpath may not be provided or where provided is not setback from the carriageway • Where multimodal priority is driven by the cycling function, cyclists are required to share the road with traffic without a dedicated facility.
	70 km/h	Baseline indicative safe speed if carriageway width is greater than or equal to 6.8 m
	80 km/h	For carriageways greater than or equal to 6.8 m, 80 km/h may be selected where the corridor substantially exhibits the following characteristics: • The corridor has 'Straight', 'Curved' or 'Winding' horizontal alignment²⁵ • Roadside hazards are assessed as Low to High severity²⁶ • There is a marked edge and dividing line • Where multimodal priority is driven by public transport, stops are located clear of traffic lanes, and a footpath is provided that is setback from the carriageway • Where multimodal priority is driven by cycling, cyclists are provided with a dedicated or shared facility that is setback from the carriageway. • The corridor achieves a Star Rating of 2 or higher (assessed at 80 km/h) or IRR is assessed as Low to Medium-High

²⁴ Based on the Australian Infrastructure Risk Rating Manual definitions

²⁵ Based on the Australian Infrastructure Risk Rating Manual definitions

²⁶ Based on the Australian Infrastructure Risk Rating Manual definitions

Peri-urban connectors

The selection requirements for peri-urban connectors aim to balance the needs of through-traffic movement with access to emerging residential developments, employment hubs and services. They exist in two contexts and how the indicative safe speed is selected varies by context (Table 8.29).

Table 8.29: Indicative safe speeds for peri-urban connectors in different contexts

Peri-urban context	Definition / description	Selecting the indicative safe speed
Transitional environments	At the transition between a rural environment to rural fringe/peri-urban landscapes outside of the BUA and typically outside of UCLs. The environment is likely to feature a diversity of land uses, including rural residential properties, small scale light industrial or agricultural business activities.	The indicative safe speed should be at least 20 km/h lower than the speed limit on the abutting segment of rural connector. For example, if the speed limit on a rural connector is 100 km/h, then the maximum speed limit permitted on the peri-urban connector in a transitional environment is 80 km/h. Speed limits less than 80 km/h are also permitted.
Rural settlements and townships	Within rural settlements and townships that are outside of UCLs and not classified as a BUA.	The indicative safe speed varies between 60 and 80 km/h for corridors with vehicle-based priority and 50 and 70 km/h for corridors with multimodal priority.

Notes:

1. A peri-urban connector can exist within the UCL where the nature of adjacent land use and design of the road would not meet the Road Traffic Code 2000 definition of a BUA. Urban features include features such as closely spaced direct access, footpath, kerbing, and street lighting.
2. The speed limit on a peri-urban connector must not be higher than the adjoining rural connector.
3. Buffer or intermediate speed zones are no longer recommended practice where there are large speed limit differentials i.e. ≥ 40 km/h. Transitional speed limits shall only be applied if there is an associated change in land use and street environment.

The selection requirements for peri-urban connectors in rural settlements and townships are shown in Table 8.30 for vehicle-based priority and Table 8.31 for multimodal priority.

Table 8.30: Indicative safe speed guidance for peri-urban connectors in rural settlements and townships with vehicle-based priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	60 km/h	Baseline indicative safe speed
	70 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The carriageway width is at least 6.8 m • There is a marked dividing line • Excludes urban features such as kerbing and street lighting • Has a moderate level of access from abutting properties (≤ 10 accesses per side per km) • There is some use of the berm for walking, riding or cycling • The corridor achieves a Star Rating of 2 or higher (assessed at 70 km/h) or IRR is assessed as Low to Medium-High
	80 km/h	May only be selected where the corridor substantially and consistently exhibits the following characteristics: • The carriageway width is at least 6.8 m • There is a marked dividing line • Excludes urban features such as kerbing and street lighting • Has little direct access from abutting properties (≤ 6 accesses per side per km) • There is little to no use of the berm for walking, riding or cycling • The corridor achieves a Star Rating of 3 or higher (assessed at 80 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

Table 8.31: Indicative safe speed guidance for peri-urban connectors in rural settlements and townships with multimodal priority

Modal priority	Indicative safe speed	Selection requirements
Vehicle-based priority	50 km/h	Baseline indicative safe speed
	60 km/h	May be selected where the corridor substantially exhibits the following characteristics: • The carriageway width is at least 6.8 m • There is a marked dividing line • Has a moderate level of access from abutting properties (≤ 10 accesses per side per km) • Where multimodal priority is driven by the public transport function, stops are located clear of traffic lanes, and a footpath is provided that is setback from the carriageway • Where multimodal priority is driven by the cycling function, cyclists are provided with a dedicated or shared facility that is setback from the carriageway.

Modal priority	Indicative safe speed	Selection requirements
		The corridor achieves a Star Rating of 2 or higher (assessed at 60 km/h) or IRR is assessed as Low to Medium-High
	70 km/h	May only be selected where the corridor substantially and consistently exhibits the following characteristics: - The carriageway width is at least 6.8 m - There is a marked dividing line - Excludes urban features such as kerbing and street lighting - Has little direct access from abutting properties (≤ 6 accesses per side per km) - Where multimodal priority is driven by the public transport function, stops are located clear of traffic lanes, and a footpath is provided that is setback from the carriageway - Where multimodal priority is driven by the cycling function, cyclists are provided with a dedicated or shared facility that is setback from the carriageway. - The corridor achieves a Star Rating of 3 or higher (assessed at 70 km/h), IRR is assessed as Low to Medium, or LG Stars ≥ 3

Peri-urban local roads

Peri-urban local roads are found at the interface of rural and urban areas. These roads are also located within settlements and townships that are outside of UCL and not classified as a BUA. These roads provide direct property access and local character and community use are prioritised over movement.

The indicative safe speed for peri-urban local roads is informed by the same characteristics described in Table 8.30 and Table 8.31 for peri-urban connectors in a rural settlement or township for vehicle-based priority and multimodal priority respectively.

8.5.6 Use of Variable Speed Limits

Variable Speed Limits (VSLs) may be used where there are temporal factors that mean the indicative safe speed does not align with the principles set out in this Policy.

Situations where the use of VSLs may be acceptable, include but are not limited to:

- school zones (refer Section 8.8.1)
- as an intelligent transport system (ITS) intervention to improve traffic flow and safety on smart freeways
- where operating conditions change daily for a consistent time period and a lower speed limit is needed to provide for the safety of those road users – for example, shopping areas
- where operating conditions change significantly on a seasonal basis, such as holiday destinations or resorts, or where seasonal weather changes have impacts on road safety
- as a road safety treatment at intersections. Intersection speed zones activate for traffic on the main road in response to the presence of a vehicle approach from a side road or where there is an opposing right turning vehicle on the main road.

8.6 Step 6: Consider implications on surrounding road network

As noted in Step 1, the desirable approach to implementing safe speed limits is to take a strategic approach and look across the whole network to identify tranches of streets and roads where speed limits can be changed – as opposed to conducting reviews of individual streets and roads in a reactive manner.

Prior to finalising a speed zone review – check that the implementation of new speed limits will help support a self-explaining road environment i.e. network predictability and consistency. The following checks should be undertaken:

- That the proposed speed zone change location coincides with an obvious change(s) in the road or roadside environment (i.e. change points are as intuitive as possible). Further guidance on this can be found in Main Roads' *Technical Guidelines – Speed Zoning*.
- That the proposed speed zones along routes are logical for road users, with changes clearly matching the immediate road environment. In general, changes in speed zone along a route in a rural environment should vary in ≥ 20 km/h increments. Where guidance in Step 5 suggests a 10 km/h speed zone differential is justified on adjacent road segments, then either:
 - the lower speed should be applied to both segments, or
 - infrastructure measures should be introduced on the segment with the lower indicative safe speed to support applying the higher speed zone across both segments.
- Where there are intersecting roads, check:
 - In rural areas, that intersecting roads with the same or a lower corridor function have the same or lower speed limit – unless those intersecting roads are constructed to a higher design standard.
 - In urban areas, that any intersecting and nearby streets with higher levels of vulnerable road user activity have the same or lower speed limit – unless infrastructure is provided on those nearby streets that specifically provides for the safety of those road users.

8.7 Step 7: Identify supporting infrastructure measures

This step involves evaluating whether supporting measures are needed to help align vehicle speeds with the proposed speed limit. This can include infrastructure or targeted enforcement.

The approach varies depending on whether the proposed change is to increase or reduce the speed limit.

8.7.1 Proposed increase in speed limit

If a proposed increase in speed limit is recommended, then applicants must conduct a proactive crash risk assessment (for example, AusRAP Star Rating, IRR, Road Safety Audit or Safe System Audit) to evaluate the change in risk with the higher speed limit in place.

If the risk assessment indicates that the road would classify as 'high risk'²⁷ at the higher speed limit, additional infrastructure must be identified to ensure the road is not classified as high risk with the speed limit change alone. A description of the proposed additional infrastructure must be included as part of the recommendation. The speed limit change cannot occur without first implementing the proposed additional infrastructure.

Applicants must also check that the design elements of the road are compatible with the proposed speed limit. If design elements would be incompatible with the proposed speed limit, then these elements must be redesigned and modified contemporaneously with the speed limit change.

8.7.2 Proposed reduction in speed limit

If the assessment indicates a lower speed limit may be justified, the current mean operating speed should be compared with the current speed limit. This will help identify if supporting design or infrastructure measures are required to support the proposed speed limit:

- In urban areas:
 - If the current mean operating speed is more than 5 km/h above the current speed limit, then infrastructure measures that reduce vehicle speeds must be identified and implemented to support the speed limit change.
 - If the current mean operating speed is within ± 5 km/h of the current speed limit, supporting infrastructure measures to reduce vehicle speeds and support the speed limit change should be identified and implemented to support the speed limit change.
- In rural areas there is less ability to introduce supporting infrastructure measures to reduce vehicle speeds. Measures such as narrower traffic lanes can psychologically prompt drivers to travel slower, as can wider edgelines and the use of ATLM. If the current mean operating speed is more than 5 km/h above the current speed limit, then high levels of non-compliance with a proposed reduction in speed limit can be anticipated. In these circumstances enforcement measures should be considered (refer Section 9.3).

In both urban and rural environments, if the current mean operating speed is more than 5 km/h below the current speed limit, then a speed limit change should be appropriate as a standalone measure.

²⁷ High risk is defined as a 1- or 2-Star AusRAP Star Rating, High or Medium-High IRR, or a serious or significant rated issue from a road safety audit.

8.8 Step 8: Common treatments and special considerations

This section provides specific guidance on speed zoning treatments for special features within the road environment, including school zones, shared zones, heavy vehicle zones, intersections and railway crossings. These speed zone treatments are only required if the speed limit for the special feature is lower than the current route or area speed zoning.

The special features covered in this section are:

- school zones
- children's crossing zones
- shared zones
- heavy vehicle zones
- offset speed zones
- intersections:
 - traffic signals
 - roundabouts
- railway level crossings
- single-lane bridges
- unsealed and narrow sealed roads.

8.8.1 School zones

School zones are defined in the *Road Traffic Code 2000* and may be installed around pre-primary, primary or secondary schools.

All school zones shall have a Posted Speed Limit of 40 km/h (except for roads already zoned at a lower posted speed value).

School zones are area-based, operate on fixed schedules aligned with school terms, and are clearly marked with "School Zone" and "End School Zone" signs. These zones are typically installed on roads directly adjacent to schools. Displaying times on these signs is appropriate, as these zones follow consistent, term-based activation periods.

School zones are effective on 'School days' which are those days excluding weekends and local public holidays, within school terms set by the Department of Education and published on its website.

The roads on which the school zone apply should generally have frontage access to the school, as well as a clear visual connection to the school. School zones should, where possible, extend 50 metres beyond the frontages of the school and achieve a length of 200 metres. The school zone should incorporate any on-road facilities dedicated to the drop-off and pick-up of students, including parking zones specifically for parent vehicles, bus zones, etc.

Adjacent school zones

Where 2 or more schools are located nearby, one continuous school zone covering these schools may be applied at the discretion of Main Roads, considering the local road conditions, risks, and principles outlined in this Policy.

Days and times of school zones

School zones are effective on 'School days' within school terms set by the Department of Education and published on its website. School days exclude weekends and public holidays.

The times of operation shown on school zone signs is listed in Table 8.24.

Table 8.24: School zones hours of operation in Western Australia

Location	Hours of Operation
Gascoyne, Pilbara	07:30–9:00AM and 2:00–3:30PM
Kimberley	07:00–8.30AM and 2:00–3:30PM
Carnarvon	07:30–9:00AM and 2:00–4:00PM
Rest of WA	07:30–9:00AM and 2:30–4:00PM

Electronic school zone Signs shall only be activated during the times shown on school zone signs.

8.8.2 Children's crossing zones

Children's crossing zones (CCZs) are linear speed zones with Variable Speed Limits on roads with designated children's crossings. These zones are active during school zone hours but may vary slightly to support specific school activities. Speed zone signage is required at all entry points into a CCZ.

A CCZ is implemented at all children's crossings outside of existing school zones on roads with a speed limit of 50 km/h or higher.

8.8.3 Shared zones

Shared zones are defined in the *Road Traffic Code 2000*.

Shared zones are very low speed environments where vehicles operate in predominantly pedestrian areas. Shared zones are typically located within a central business district, a dedicated tourist area, or a heritage area and are assessed individually based on the following:

- Pedestrian movements predominate over vehicular movements.
- The driving environment for motorised vehicles is such that vehicle speeds are generally no more than 10 km/h.
- Raised kerbing is removed to provide visual cues to drivers that pedestrians have right of way.
- The surface texture of the shared zone should be different from the surrounding road network.
- Entrance and exit widths should be narrowed so that there is a physical entry/exit to the zone.
- The trafficable width is at least 2.5 m for one-way traffic and 4.5 m for two-way traffic.
- There is minimal turning and intersecting motorised vehicular traffic.
- There are significant physical interruptions to vehicular traffic using bollards, parallel parking bays, plants and landscaped areas.

- Parking spaces and loading zones, where provided, are located adjacent to the trafficable path and clearly signed and marked.
- The shared zone forms an integral part of an agreed traffic management plan for the area that was developed with community consultation.
- Service and emergency vehicles can access and use all roads.
- All roads within the shared zone area meet the definition of a Built-Up Area and have street lighting to Category P as defined in AS1158.3.1-2005.

Speed reduction devices should be installed at a spacing of approximately 40 m and placed to enforce an extremely low speed environment. Devices should include planting areas to contain the area visually. Bollards with reflectors may be used to delineate the shape of the roadway on the approach side of landscaping.

8.8.4 Heavy vehicle speed zones

Heavy vehicle speed zones are defined in the *Road Traffic Code 2000*.

Differential speed limits for heavy vehicles may be applied where travelling at the Posted Speed Limit for general traffic would present a high-risk for heavy vehicle operators and other road users, such as on steep descents. The normal speed zone restriction for heavy vehicles on a steep decline is 40 km/h, but this may be varied depending on the site-specific circumstances. The speed limit for heavy vehicles should be context specific and determined based on what is safe for the environment.

The conditions applicable to a heavy vehicle speed zone on a long steep descent shall be in accordance with the requirements in AS 1742.2-2022 Section 4.9 Figure 4.21 for Steep Descent and Long Steep Descent, except the descent shall extend for a minimum length of 1,000 m for grades equal to or greater than 10%.

Heavy vehicle speed zones may also be applied as offset speed zones (refer Section 8.8.5).

8.8.5 Offset speed zones

An offset speed zone is where there are different Posted Speed limits in each direction of travel on a road.

Offset speed limits should only be adopted after careful consideration of road safety and enforcement implications.

It may be appropriate to use offset speed zones:

- On divided roads (including those with a raised median or central barrier) where one direction of a road presents a greater risk to that of the opposing direction (e.g., steep downgrades in combination with poor alignment).
- On divided roads where the roadside development or road geometry for each side of the road is markedly different.
- For short transition sections on approaches to intersections, railway level crossings or single lane bridges (refer Sections 8.8.6 - 8.8.8).
- On the departure side of intersections, railway level crossings or single lane bridges (refer Sections 8.8.6 - 8.8.8).

8.8.6 Intersections

Maximum speed limits apply to roundabouts and intersections controlled with traffic signals.

Traffic signals

The maximum speed limit through traffic signals in Western Australia is 70 km/h.

Where an approach road to a traffic signal controlled intersection has a Posted Speed Limit of 80 km/h or higher, the approach to the intersection must have a speed zone of 70 km/h or less for a distance of not less than 10 seconds of travel time (refer *Technical Guidelines – Speed Zoning*) at the preceding higher Posted Speed Limit before the signals.

Lower travel speeds through signalised intersections are encouraged, as the Safe System survivable impact speeds for signalised intersections are ≤ 60 km/h for vehicle occupants and 30 km/h for vulnerable road users, including pedestrians, cyclists and motorcyclists. This can be achieved with lower speed limits and/or the use of raised safety platforms.

It is highly desirable for speed limit changes in proximity to intersections be placed so that the lowest speed limit on any approach leg applies through the intersection.

Roundabouts

The maximum speed limit through a roundabout in Western Australia is 80 km/h.

Where an approach road to a roundabout has a Posted Speed Limit of 90 km/h or higher, the approach to the intersection must have a speed zone of 80 km/h or less, for a distance of not less than 10 seconds of travel time (refer *Technical Guidelines – Speed Zoning*) at the preceding higher Posted Speed Limit before the roundabout.

Approaches to roundabouts should be designed to ensure traffic enters the roundabout at a speed that is no higher than the design speed for the roundabout.

Very large roundabouts (rotary intersections) or roundabouts with metering signals shall be treated in the same manner as traffic signals, as detailed above.

8.8.7 Railway level crossings

The maximum speed limit over a railway level crossing located at a midblock location on a sealed road is 80 km/h.

Where an approach to a railway level crossing has a Posted Speed Limit of 90 km/h or higher, the approach must have a speed zone of 80 km/h or less for a distance suitable to allow drivers to adjust their speed and react to the presence of an approaching train.

Railway level crossings under passive 'Stop' control do not require specific speed zoning if they meet either of these criteria:

- the level crossing is located ≤ 300 m from an intersection on a terminating road
- the level crossing is situated where other road design features (such as tight curves) constrain mean operating speeds to less than 80 km/h.

8.8.8 Single lane bridges

Regulatory Speed Limits must be applied to approaches of single lane bridges to mitigate the risk of a head-on crash or roadway departure due to sudden braking.

The posted speed and associated traffic control devices on single lane bridges must comply with Main Roads' *Policy and Guidelines for Give Way Control Approaching Narrow Roads and One-Lane Bridges*.

The Posted Speed Limit signs on each approach must be placed at a distance suitable to allow drivers to adjust their speed and react to the presence of any opposing traffic.

8.8.9 Unsealed and narrow sealed roads

As noted in Step 5, unsealed roads and sealed roads with a carriageway width ≤ 5.5 m do not have posted speed limits.

Curve warning signs with speed advisories can be used on sealed roads with a carriageway ≤ 5.5 m wide where the relevant local government authority, state government department, federal government department or private authority deems such signs are needed to enhance safety outcomes. Guidance on the use and application of advisory speed signs for horizontal curves is covered in Main Roads *Technical Guidelines – Speed Zoning*.

8.9 Step 9: Identify signing requirements

All information pertaining to the implementation and signposting of speed zones is contained in Main Roads' *Technical Guidelines – Speed Zoning*. The purpose of this document is to provide a uniform approach for implementing and signposting of speed zones for a particular length of road ('linear' speed limits) or a network of roads ('area' speed limits).

Local government authorities, state government departments, federal government departments, and private authorities making an application for a new or amended speed zone (refer Section 10) must use the *Technical Guidelines – Speed Zoning* to identify the required signage requirements.

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9 SUPPORTING SPEED ZONES

This section provides guidance on the importance of community engagement, infrastructure and enforcement as measures to support the implementation of new speed zones.

9.1 Engaging with communities

Recalibrating speed limits to consider human crash tolerance, corridor function, surrounding land use and activity context and road user needs is the biggest change in road safety since seatbelt and drunk driving laws. Supporting the change in technical approach therefore requires an investment in engagement that reflects the degree of cultural adjustment required.

Engaging with communities on proposed speed limit changes is critical to understanding the problem from the community's perspective and receiving buy-in from the community and decision makers. It is also a key opportunity to improve attitudes towards speed, safe speeds and compliance with speed limits, as well as an understanding of how safe speeds are integral to achieving road safety and other societal wellbeing outcomes. In the case of speed limit changes, locally specific information about the safety, economic and travel time impacts of any proposed changes is also an important component of any engagement efforts.

There are two levels of engagement necessary to support speed management:

1. Strategic engagement on the general concepts of speed management, addressing common myths and emphasising the benefits of safe travel speeds.
2. Targeted engagement regarding a specific speed limit change or other type of speed management intervention.

Engagement on any speed management strategy or action should start as early as possible, initially targeting key sectors stakeholders such as police and other first responders, and health, education and recreation services, and then expanding to include the general public.

Some key components of any engagement process include:

- A dedicated speed management web page provides a central base for sharing information including, surveys, interactive tools, FAQs, and factsheets can live on a web page supporting Road Safety programs and specific projects. Web pages can be updated to reflect the different stages of engagement.
- Content for multiple digital and direct channels e.g. social media, FAQs, letters.
- Interactive tools such as Social Pinpoint can be used to undertake location specific engagement where speed changes have been proposed. They also provide the opportunity to share information on upcoming or on-going projects.

The intent and scope of engagement should be very clear from the outset. Wherever possible, engagement should be designed to inform the public and gather feedback. Any details about specific speed limit changes should be provided within the context of safety and other benefits so that people can provide informed feedback. It should always be made clear that the public are not being invited to vote on speed management or road safety approaches, and no one has veto power over changes.

A common trend in feedback on speed limit changes is that people want to lower speeds in the communities that they live in but to keep speeds the same or higher on the roads that they drive through, even if other people live there. For this reason, gathering the demographics and travel modes of anyone providing feedback provides important context.

Engagement should be a continual process for the duration of any speed management program and extend beyond any implementation of change to ensure that any changes generated by the speed limit change, including in wider benefits and public perception are not only captured, but shared back with communities and decision makers.

Periodic engagement summary reports are useful in communicating progress, results, recommendations, and next steps for speed management. Importantly, they should acknowledge feedback and explain how it has been considered. This provides confidence to stakeholders and the community by demonstrating a transparent process. It can also reassure decision makers.

Understanding public attitudes and how these are changing over time is important for informing stakeholder and community engagement strategies. Public attitude surveys on speed can both overall encompass attitudes and in relation to specific situations where speed limit changes have been implemented. Public attitude surveys can be an extremely valuable way of capturing shifts in public perception and support for speed management changes over time. Surveys are a cost-efficient, accurate and convenient method to gather a large amount of data from multiple sources. They provide easy data analysis and when using robust survey platforms, provide detailed results useful for reporting. Most public attitude surveys, including state-specific and international surveys, indicate that support for safe speeds is typically higher than media or public consultation feedback would suggest, because they capture a more demographically representative sample.

For further guidance, the *Guide to Best Practice Planning Engagement in Western Australia* (Department of Planning, Lands and Heritage Western Australia, 2022) provides a framework for developing engagement strategies for planning projects and can also be applied to speed management.

9.2 Using infrastructure to support safe speeds

In a safe transport system, infrastructure, road design and speed are closely linked. For example, higher speeds can be accommodated where adequate infrastructure is provided to virtually eliminate the potential for high-severity collisions and to dissipate kinetic energy should a collision occur (e.g. barrier systems). Motorists can be compelled to drive at lower speeds with interventions that induce vertical or horizontal deflection, for example with speed cushions and chicanes. Streets can also be designed to foster slower speeds using a combination of design and infrastructure design – an approach known as self-explaining streets.

The Austroads *Guide to Road Safety Part 2: Safe Roads* (AGRS Part 2) provides extensive guidance on how safe roads and designs can be used to manage speed in the road system. The AGRS Part 2 uses a treatment hierarchy to classify the extent to which infrastructure treatments align with the Safe System approach to prevent fatal and serious injuries. The treatment hierarchy consists of several levels which are:

- Primary Safe System treatments virtually eliminate the potential for fatal and serious injury by either (or in combination):
 - eliminating conflict points, for example through grade separation (e.g. grade separation) or the use of non-traversable central median barrier systems
 - forcibly reducing vehicle speeds to align with survivable speed thresholds using speed control infrastructure (e.g. raised safety platforms)
 - managing kinetic energy so that road users are not seriously harmed should a collision occur, for example installing roadside barrier to absorb and deflect kinetic energy in run-off road crashes.

- Supporting Safe System treatments improve the overall level of safety but do not eliminate the potential for fatal and serious injury.

When implementing infrastructure treatments for speed management, primary treatments should be considered first as these largely eliminate the potential for fatal and serious injury. Supporting treatments should only be considered where primary treatments are infeasible, for example due to cost or site-specific constraints.

Primary and supporting treatments can be applied in different ways to support travel at safe speeds, depending on the type of road environment. Different approaches to using infrastructure to support or manage speed are discussed below, including links to relevant guidance where relevant.

9.2.1 Infrastructure that enables higher speeds – the ‘engineer up’ approach

Higher traffic speeds can be supported where road safety infrastructure and design minimise the potential for conflict or lower the potential for kinetic energy transfer to within survivable limits. This approach is characterised by the following primary treatments:

- continuous roadside and median barrier systems that absorb or deflect the kinetic energy of errant vehicles, reducing the amount of kinetic energy transferred to vehicle occupants
- separated facilities for pedestrians and cyclists – removing the potential for conflict between motor vehicles and vulnerable road users
- grade separation and closing side roads to minimise the potential for high-severity vehicle conflicts at intersections.

This approach is sometimes referred to as the ‘engineer up’ approach to speed management – where the level of safety in the road is improved so that a higher speed can be supported. Given the level of investment required to implement these treatments, this approach is best suited to roads with a high corridor function, such as freeways, highways and arterials in both urban and rural settings.

9.2.2 Achieving safe speeds with self-explaining streets

Desirably, the safe speed of a street should be self-explaining to road users – where motorists instinctively drive at a speed because of the features and characteristics of the road environment. A typical self-explaining street includes a combination of traffic calming features, including:

- reduced road width or lane narrowing
- parking on the roadway
- curved sections, e.g. chicanes
- vertical deflection, including speed cushions and raised platforms
- surface texture changes, e.g. paved surfaces
- dense landscaping or landscaping with a strong vertical element (e.g. trees)
- pedestrians or cyclists mixing with traffic, for example shared streets.

Because this approach generally aims to achieve lower travel speeds along a corridor or neighbourhood, it is best suited to urban roads with a low corridor function, such as residential neighbourhoods. The practice of introducing self-explaining streets on local road networks is often referred to as Local Area Traffic Management (LATM), although the focus of LATM extends beyond

managing speed and often includes interventions to discourage the through movement of traffic and improve the physical environment and amenity of residential road networks.

Self-explaining roads are effective because they minimise the need for additional measures, such as enforcement, to ensure motorists travel at safe speeds. Self-explaining roads can also be applied on roads where the speed limit is higher than the safe speed. This design approach can be used where there might be a regulatory or stakeholder barrier to a speed limit change.

9.2.3 Infrastructure for safe speeds at crossings and intersections

Infrastructure treatments can be specifically targeted where motorists need to slow to achieve safe speeds at conflict points, notably at intersections and at pedestrian or cycle mid-block crossings. This approach is often used in locations where there are key conflict points, such as pedestrian crossings, or at intersections on rural or high-speed urban roads.

The following primary Safe System treatments force motorists to slow to safe speeds using horizontal or vertical deflection:

- at intersections:
 - roundabouts
 - raised safety platforms at signalised or priority-controlled intersections
- at mid-block locations:
 - raised zebra crossings (WOMBAT crossings)
 - raised mid-block signalised crossings
- raised platforms or speed cushions.

Where conflicts with vulnerable road users are expected, these treatments should be designed to achieve safe speeds for these road users, e.g. ≤ 30 km/h. At locations where vulnerable road users are not expected or are fully separated from traffic, the interventions can be designed to higher safe speeds. For example a rural roundabout or raised platform designed to achieve approach speeds of ≤ 60 km/h.

9.2.4 Supporting treatments to reduce speed

The design and infrastructure approaches described above aim to achieve travel at safe speeds through primary Safe System treatments, however where such treatments are currently not feasible, vehicle speeds can be managed or lowered using supporting Safe System treatments.

Supporting treatments to manage speed include:

- signage: e.g. speed limit repeater signs, vehicle-activated signs, speed advisory signs
- raised safety platforms
- changes to traffic signal operation, e.g. green wave, dwell on red
- gateway treatments (without additional self-explaining street treatments)
- perceptual countermeasures, e.g. transverse line markings, dragon's teeth markings
- surface texture changes, e.g. using interlocking paving blocks at intersections
- intersection speed zones.

The AGRS Part 2 provide more guidance on the use of these treatments (and others).

9.3 Enforcement

Enforcement of speed limits ensures that motorists travelling above the speed limit are detected and sanctioned in a timely manner. Speed enforcement programs can be implemented in different ways, which can have different effects on speeding behaviour. These programs may include a mix of:

- spot and average speed (point to point) enforcement
- covert (hidden) and overt (highly visible) operations
- mobile and fixed camera operations
- manual enforcement (police intercept) and automated camera systems
- combining speed cameras with red-light cameras at signalised intersections.

International literature indicates the following best practice for speed enforcement programs:

- Focus on deterrence – focus on deterring drivers from exceeding the speed limit rather than identifying the most effective way to apprehend speeding drivers.
- Employ a variety of enforcement strategies – a mix of covert and overt, as well as automated and more traditional operations produce the greatest safety benefits, although the optimal combination can be difficult to determine.
- Create the perception of that motorists could be caught ‘anywhere, at any time’ – operations should be sufficiently intensive to produce an atmosphere of enforcement presence and be randomly scheduled to increase unpredictability of enforcement activities.
- Lead with transparency – the policy and practice of operating speed cameras must be transparent with the role of speed cameras in improving road safety clearly communicated to the public.
- Support enforcement with publicity campaigns – accompanying speed enforcement operations with publicity campaigns bolsters the effectiveness of operations.
- Keep tolerance levels low – enforcement tolerance levels should be set at the lowest possible level to increase the perceived certainty of detection and subsequent punishment associated with speeding behaviour.
- Do not publish tolerance levels – enforcement tolerance levels should not be published to increase drivers’ perception of certainty of punishment.
- Use fixed speed cameras at locations with localised speed-related problems and where other speed enforcement approaches are not practical or safe.

10 APPLICATION FOR NEW AND AMENDED SPEED ZONES

Main Roads will review requests for speed zones as outlined in this section, and provided:

- A request is received from the relevant local government authority, state government department, federal government department or private authority that complies with the requirements described in this section.
- The same location has not been reviewed within the last 5 years (provided that there has been no significant change in conditions since that review).
- The requested change broadly aligns with the provisions of the Speed Zoning Policy. Main Roads may decline a request which is clearly contrary to this policy. In such cases, Main Roads will provide a reason for declining the application.

It is recommended that applicants should identify opportunities to treat localised hazards rather than modify regulatory speed zones.

The appropriate selection of treatments will vary depending on the road form and function. Applicants should liaise early with Main Roads to identify the suitability and requirements for any treatments for speed management prior to submitting requests for formal reviews of speed limits.

In some cases, non-regulatory measures to achieve the Safe speed may be applied without the application of posted speed limits. In such cases, vehicle speeds should be monitored to ensure that the desired safe speed has been achieved.

10.1 Identification and definition of speed management problems

To commence a speed zone review the applicant must provide evidence to support a safe speed different to the current regulatory speed limit. Any existing problems with high vehicle speeds should be considered in contemplating the appropriate safe speed and speed treatments.

All applications for review or amendment to existing speed zones should describe the key motivating problem or problems which the applicant wishes to address using speed signage or other treatments.

Applicants should provide any available supporting information which illustrates the motivating problem(s). This information may assist Main Roads in suggesting speed management treatments, particularly where changes to the regulatory speed limit may not be appropriate.

10.2 General speed zones

Applications for general speed zones and/or changes to existing speed zones should be addressed to the Manager Traffic Management Services for the Metropolitan Region and the Network Manager or Network Operations Manager in the Regional Office.

The applicant should provide the following information:

- applicants name, postal address, e-mail address and telephone number
- road name and section (linked to a physical landmark e.g. intersection)
- outline of reasons for seeking a change to the existing speed limit or speed zone
- supporting reasons for a proposed speed limit.

10.3 Area speed zones

For local government area speed zone roads, applications can only be made for roads for which the local government is responsible for.

All applications should be addressed to the Manager Traffic Management Services for the Metropolitan Region and the Network Manager or Network Operations Manager in the Regional Office.

The application shall include:

- A scaled map showing the boundary of the proposed local area speed zone.
- A list of all roads in the proposed area, the traffic volumes and the mean operating speed of traffic on these streets on an hourly basis.
- A completed Speed Zone Review Form.
- A list of all roads that will require installation of speed control calming devices, where appropriate.
- A list of all roads with substandard seal widths (less than 5.5 metres) and deteriorating surfaces.
- Drawings to show the location and details of all proposed and existing speed control devices, proposed and existing threshold treatments, proposed local area speed limit signs and the locations of conducted speed surveys.
- A brief description of a monitoring program. The monitoring program shall include at least local community attitudes and vehicle speeds.
- The date on which the area speed zone is planned to come into force (i.e. after completion of Main Roads approvals and local government completion of roadwork if any).
- A commitment by local government to measure speeds for the road segments with new speed control devices and to provide additional devices if the mean operating speed exceeds the area speed limit by more than 5 km/h.
- A summary of consultation with the local community, police, emergency services and public transport authorities.

10.4 Heavy vehicle zones

All applications should be addressed to the Manager Traffic Management Services for the Metropolitan Region and the Network Manager or Network Operations Manager in the Regional Office.

The applicant should provide the following information:

- applicants name, postal address, e-mail address and telephone number
- road name and segment (linked to a physical landmark e.g., intersection)
- outline of reasons for seeking a heavy vehicle speed zone
- supporting reasons for a proposed speed limit.

10.5 School zones

Applications shall only be made by the Headmaster / Principal or Parents & Citizens Association of the school or initiated by the Main Roads Road Services Officer (Speed Zoning). All applications should be addressed to the Manager Traffic Management Services for the Metropolitan Region, or the Network Manager or Network Operations Manager in the Regional Office.

The applicant should provide the following information:

- applicants name, postal address, e-mail address and telephone number
- a sketch map showing the school location with road names, buildings, adjacent playing fields, parking and access points
- for new schools, the anticipated starting date for the school opening.

10.6 Shared zones

Applications can only be made by the local government with responsibility for the area in which the Shared Zone is proposed.

All applications should be addressed to the Manager Traffic Management Services for the Metropolitan Region and the Network Manager or Network Operations Manager in the Regional Office.

The application shall include:

- A scaled map showing the proposed shared zone boundaries. The proposed shared zone shall have clear boundaries with other roads and features.
- The traffic volumes and the mean and mean operating speed of traffic on an hourly basis.
- Drawings to show the location and details of all existing and proposed speed control, traffic signing, traffic calming devices, threshold treatments and the locations of conducted speed surveys.
- A brief description of a monitoring program. The monitoring program shall include at least local community attitudes and vehicle speeds.
- A commitment by local government to measure speeds for the road segments with new speed control devices and to provide additional devices if the mean operating speed exceeds the shared zone limit.
- A summary of consultation with the local community, Police Force, emergency services and public transport authorities.
- The proposed commencement date for the shared zone.

10.7 Railway level crossing speed limit signing

Applications shall only be made by the local government authority, state government department, federal government department or private authority with responsibility for the road in which the railway level crossing speed zone is proposed.

All applications should be addressed to the Manager Traffic Management Services for the Metropolitan Region OR the Network Manager or Network Operations Manager in the relevant Regional Office.

The application shall include:

- A detailed plan at an appropriate scale showing the proposed speed limit signage and appropriate dimensions. The plan must show existing road / rail infrastructure and signage (i.e., seal width, seal length, existing speed limits and signage etc.).
- Written confirmation from the rail infrastructure manager that they support the speed reduction and will make any required adjustments to level crossing infrastructure (such as Advanced Active Warning Signage).

10.8 Monitoring and review process

Any changes to Regulatory Speed Limits should be monitored and reviewed as appropriate for the road type and relative volume of demand.

Main Roads can vary Regulatory Speed Limits for a trial period and review available results at the end of the trial period. where applications for speed zone changes are requested by local governments, Main Roads may require the local government to undertake or contribute to a formal review.

11 REFERENCES AND RELATED DOCUMENTS

Document Number	Description
1	On-Road Cycling Signs and Road Markings Guidelines Midblock and Unsignalised Intersections Microsoft Word - D23#676409 On-Road Cycling Signs and Road Markings Guidelines - Midblock and Unsignalised Intersections
2	Policy, Application, and Technical Guidelines for Warning Flashing Signals policy-application-and-technical-guidelines-for-warning-flashing-signals.pdf
3	Policy and Guidelines for Control of Turning Movements at Signalised Intersections policy-and-guidelines-for-control-of-turning-movements-at-traffic-signals.pdf
4	Guidelines for Pedestrian Crossing Facilities at Traffic Control Signals guidelines-for-pedestrian-crossing-facilities-at-traffic-signals-v2.pdf
5	Application and Technical Guidelines for Pedestrian Crossing Facilities application-and-technical-guidelines-for-pedestrian-crossing-facilities.pdf
6	Main Roads Strategy and Implementation Framework Low-Cost Urban Road Safety Program low-cost-urban-road-safety-program-strategy-and-implementation-framework.pdf
7	Policy and Guidelines Vehicle Activated Signs 12540756-REP-A-Vehicle Activated Signs - Policy and Guideline.docx
8	Safe Active Streets Policy and Application Guidelines Signs and Pavement Markings safe-active-streets-policy-and-application-guidelines.pdf
9	Western Australia Department of Transport Planning and Designing for Active Transport in Western Australia: All Ages and Abilities Contextual Guidance https://www.transport.wa.gov.au/getmedia/316DD54C-6861-4771-B796-B993DC8751E4/AT P All Ages and Abilities Contextual Guidance.pdf
10	Main Roads <i>Technical Guidelines – Speed Zoning</i>

*Keeping
WA Moving*

Part III:

Review and Implementation Responsibility Guide

DEFINITIONS

Term	Definition
Application Review and Recommendation	The process by which MRWA assesses a speed zoning review application against traffic conditions, safety, land use and activity context, and applicable warrants. The outcome of the review is a recommendation to support, not support, amend or defer the proposal.
Approval	The formal speed zoning decision made by MRWA following the application review and recommendation process.
Community Engagement	Engagement with the community and affected stakeholders to inform and seek feedback on a proposed speed zoning change.
Concurrence	Written support from the relevant asset owner before MRWA makes a formal decision.
MRWA	Main Roads Western Australia
Speed Zoning Review Application	A formal request to review an existing or proposed speed zone, including supporting information and preliminary investigation undertaken by the asset owner or project.

12 PURPOSE

This guide establishes a consistent, transparent and robust framework for the review, approval and implementation of speed zoning across Western Australia. It defines the roles and responsibilities of MRWA and asset owners, outlines application and assessment requirements, and sets expectations for community engagement from initial application through to assessment, approval, implementation and ongoing management.

13 SPEED ZONING REVIEW PROCESS AND RESPONSIBILITIES

13.1 Local Government Roads

Table 13.1 Local Government Roads

Application type	Application Initiation	Application Preparation (Including Preliminary Investigation)	Review and Recommendation	Community Engagement	Concurrence	Approval
Single Road	Local Government (asset owner), member of the public, or project.	The relevant Local Government (asset owner) undertakes preliminary investigation and submits or supports the application.	MRWA undertakes the application review and makes a recommendation to support, not support, amend or defer the proposal.	Encouraged where local impacts are significant. (the relevant Local Government to undertake where applicable)	Required prior to approval	Formal decision by MRWA
Area Speed Zone	Local Government (asset owner), member of the public, or project.	The relevant Local Government (asset owner) undertakes preliminary investigation and submits or supports the application.	MRWA undertakes the application review and makes a recommendation to support, not support, amend or defer the proposal.	Required (the relevant Local Government to undertake; evidence of community support must be provided) ²	Required prior to approval ¹ .	Formal decision by MRWA

Note: 1. Local Government concurrence must be provided by an authorised representative in accordance with that Local Government's internal delegations. Concurrence does not constitute approval; MRWA retains responsibility for the formal speed zoning decision.

2. Community engagement should be undertaken prior to approval where required. Once approved, the speed zoning outcome is treated as final.

13.2 State Roads

Table 13.2 State Roads

Application type	Application Initiation	Application Preparation (Including Preliminary Investigation)	Review and Recommendation	Community Engagement	Concurrence	Approval
Single Road	MRWA (asset Owner), Local Government, member of the public, or project.	The relevant MRWA Region or project undertakes preliminary investigation and prepares, submits or supports the application	MRWA undertakes the application review and makes a recommendation to support, not support, amend or defer the proposal.	The relevant Local Government to be informed; community engagement encouraged where local impacts are significant	MRWA Region concurrence required prior to approval	Formal decision by MRWA

Note: For State roads, MRWA performs both asset owner and approval functions. The relevant MRWA Region acts as the asset owner and is responsible for application preparation (including preliminary investigation) and concurrence. Application review and recommendation, and approval are undertaken by MRWA in accordance with internal delegations.

13.3 School Zones and Children's Crossing Zones

Table 13.3 School Zones and Children's Crossing Zones

Application type	Application Initiation	Application Preparation (Including Preliminary Investigation)	Review and Recommendation	Community Engagement	Concurrence	Approval
School Zone	All road types.	Department of Education, School (e.g. Principal), Parents and Citizens Association, MRWA, Local Government (asset owner)	The applicant undertakes preliminary investigation and prepares, submits or supports the application	MRWA undertakes the application review and makes a recommendation to support, not support, amend or defer the proposal	Encouraged where local impacts are significant. (the relevant Local Government to undertake where applicable)	The relevant Local Government (asset owner) to be informed
Children's Crossing Zone	All road types.	Children's Crossing Committee, School (e.g. Principal), Parents and Citizens Association, MRWA, Local Government (asset owner)	The applicant undertakes preliminary investigation and prepares, submits or supports the application	MRWA undertakes the application review and makes a recommendation to support, not support, amend or defer the proposal	Encouraged where local impacts are significant. (the relevant Local Government to undertake where applicable)	The relevant Local Government (asset owner) to be informed

14 IMPLEMENTATION AND DELIVERY RESPONSIBILITIES

14.1 Local Government Roads

Table 14.1 Local Government Roads

Implementation component	Implementation and Delivery Responsibilities
Design	The asset owner or project undertakes the design of speed zoning changes
Design review ¹	MRWA reviews and approves speed zoning requirements and associated design
Public notification ²	MRWA publishes approved speed zone changes on the Main Roads website; The asset owner may undertake additional local communication
Installation	MRWA installs speed zoning signs and associated infrastructure unless otherwise agreed
Maintenance	MRWA maintains speed zoning signs and associated infrastructure unless otherwise agreed.

Note: 1. Local Government concurrence must be provided by an authorised representative in accordance with that Local Government's internal delegations. Concurrence does not constitute approval; MRWA retains responsibility for the formal speed zoning decision.

2. Community engagement should be undertaken prior to approval where required. Once approved, the speed zoning outcome is treated as final.

14.2 State Roads

Table 14.2 State Roads

Implementation component	Implementation and Delivery Responsibilities
Design	The relevant MRWA Region or project undertakes the design of speed zoning changes
Design review	MRWA reviews and approves speed zoning requirements and associated design
Public notification	MRWA publishes approved speed zoning changes on the Main Roads website; Regions or projects may undertake additional communication where required
Installation	MRWA installs speed zoning signs and associated assets unless otherwise agreed
Maintenance	MRWA maintains speed zoning signs and associated assets unless otherwise agreed

14.3 School Zones and Children's Crossing Zones

Table 14.3 School Zones and Children's Crossing Zones

Implementation component	Implementation and Delivery Responsibilities
Design	The relevant MRWA Region or project undertakes the design of speed zoning changes
Design review	MRWA reviews and approves speed zoning requirements and all associated signage and electrical components
Public notification	MRWA publishes approved speed zoning changes; the relevant Local Government or school may undertake additional communication where required

Implementation component	Implementation and Delivery Responsibilities
Installation	MRWA installs speed zoning signs and associated assets unless otherwise agreed
Maintenance	MRWA maintains speed zoning signs and associated assets unless otherwise agreed

Ref: Shire of Donnybrook-Balingup | Draft Speed Zoning Policy Submission



Shire of Donnybrook-Balingup

Submission on Draft Speed Zoning Policy and Application Guidelines

Consolidated Shire Comments

Prepared by	Shire of Donnybrook-Balingup
Document reviewed	Draft Speed Zoning Policy and Application Guidelines, July 2026
Purpose	Provide consolidated feedback on the draft policy, with a focus on Local Government managed roads, townsites, consultation, application processes and decision review mechanisms.
Position	The Shire generally supports the intent of the draft policy, subject to the amendments outlined in this submission.
Overall recommendation: The responsible road authority should have a stronger and more formal role in determining speed limits within its road network and townsites, while maintaining consistency with Safe System principles and Main Roads Western Australia statutory approval responsibilities.	

1. Overview

The Shire supports the policy's adoption of Safe System and Movement and Place principles. The Shire also supports a consistent, evidence-based framework for reviewing, setting and approving Regulatory Speed Limits across Western Australia.

However, the draft policy should place greater weight on the role of Local Governments in establishing and reviewing speed limits within designated townsite boundaries and on Local Government managed roads. Local Governments are best placed to understand local road function, community expectations, land use planning objectives, business activity, tourism, pedestrian movement, liveability and future development pressures.

The draft policy currently places significant reliance on Urban Centres and Localities and Built-Up Area classifications when determining urban street environments. While these classifications provide



a useful technical framework, they do not always reflect the strategic planning intent, community function and place-based characteristics of many regional towns.

The Shire considers that formally gazetted townsite boundaries should be recognised as a primary consideration when assessing speed environments within regional communities. Gazetted townsites represent legally recognised settlements and are supported by planning frameworks, community investment and economic activity. Within these areas, speed management should place greater emphasis on local access, community activity, tourism, business development and liveability outcomes, while continuing to maintain consistency with Safe System principles.

2. Summary of Key Recommendations

Theme	Recommended Policy Direction
Local Government role	Recognise the responsible road authority as a key partner in speed zoning decisions, with substantial weight given to its recommendations where consistent with the safe speed assessment framework.
Townsites boundaries	Recognise gazetted townsites boundaries as a primary consideration when assessing speed environments in regional towns.
Planning alignment	Require the policy to be read alongside relevant State and Local Government planning frameworks.
MRWA roads in townsites	Require formal consultation with the relevant Local Government before changes to Regulatory Speed Limits on Main Roads managed roads within designated townsites.
Application process	Clearly distinguish processes for Local Government managed roads, State managed roads within townsites and State managed roads outside townsites.
Decision transparency	Require MRWA to provide written assessment summaries that can be shared with elected members, stakeholders and the community.
Review mechanism	Include a formal review process where a Local Government does not agree with an MRWA determination.

3. Section 2 - Scope

The Policy should explicitly require consideration of relevant State and Local Government planning frameworks when establishing or reviewing speed zones. This should include State Planning Policies, Regional and Local Planning Strategies, Local Planning Schemes, Structure Plans, Place Plans and other adopted planning documents.

Speed zoning outcomes should support and reinforce intended land use outcomes, community development objectives and place-making initiatives. This would ensure that speed zoning decisions are not considered solely as traffic or road safety matters, but also as decisions that influence the function, safety, accessibility and liveability of towns and communities.

4. Section 3 - Roles and Responsibilities

The Policy should recognise that the responsible road manager possesses the most detailed knowledge of a road's function, operating environment, community expectations, future development pressures and local planning objectives.

Accordingly, speed zoning decisions should be developed in partnership with the responsible road authority, with substantial weight given to its recommendations. This should occur while ensuring the final Regulatory Speed Limit remains within the safe speed range determined through the Policy's assessment framework and Safe System principles.

For roads under Local Government management, speed zoning decisions should be developed collaboratively with the relevant Local Government. This would preserve MRWA's statutory approval role while recognising that the Local Government is responsible for the ownership, management, maintenance, risk management and long-term planning of the road network.

5. Section 5 - Guiding Principles

5.1 Recognition of gazetted townsites

Within gazetted townsite boundaries, speed zoning assessments should place increased emphasis on place-based outcomes, including community activity, pedestrian movement, tourism, local economic activity, liveability and adopted planning objectives.

The Shire recommends that the Policy recognise gazetted townsite boundaries as a primary consideration when assessing speed environments within regional communities. This would better align speed zoning outcomes with the Movement and Place approach and would reflect the social, economic and community role of roads within town centres and settlements.

5.2 Additional guiding principle: responsible road authorities

The Shire recommends the inclusion of an additional guiding principle as follows:

Recognise the role of responsible road authorities. Speed zoning decisions should recognise that road authorities responsible for the ownership, management, maintenance and long-term planning of roads possess detailed knowledge of local conditions and community needs. For roads under Local Government management, substantial weight should be

given to Local Government recommendations, provided the resulting speed limit remains consistent with Safe System principles and the safe speed assessment framework.

6. Section 7 - Policy Application and Compliance

The Shire considers that Section 7 requires substantial expansion to clearly document the end-to-end application, consultation, assessment, review and communication process. The Policy should clearly define how applications are lodged, how stakeholders are consulted, how decisions are communicated and whether any review or appeal mechanism is available. This would improve consistency, transparency and stakeholder confidence in the speed zoning framework.

6.1 Local Government managed roads

For roads under Local Government management, applications seeking a new speed zone or an amendment to an existing speed zone should be supported by a formal Council resolution. This ensures that requests represent the endorsed position of the responsible road authority, provides transparency and accountability, and establishes a consistent basis for assessment by Main Roads Western Australia.

Requiring Council endorsement as a base application requirement also ensures a clear understanding by both Main Roads Western Australia and Local Government officers regarding the intent, organisational support and reasons for the proposed change.

6.2 Main Roads managed roads within designated townsites

For Main Roads managed roads within designated townsites, the Policy should require formal consultation with the relevant Local Government before any decision to introduce, amend or remove a Regulatory Speed Limit.

Consultation should occur early enough to allow the Local Government to consider the proposal, assess impacts on planning outcomes and community expectations, and provide a formally endorsed response where appropriate. MRWA should provide sufficient information about the proposal, including the rationale, supporting technical assessments, anticipated impacts and any alternative options considered, to enable the Local Government to prepare an informed report for Council consideration where required.

6.3 Main Roads managed roads outside designated townsites

For Main Roads managed roads outside designated townsites, the Policy should require consultation with the relevant Local Government before any decision to introduce, amend or remove a Regulatory Speed Limit. The purpose of this consultation should be to ensure local knowledge, road use characteristics, strategic planning considerations, community concerns and future development proposals are considered as part of the assessment process.

A formal Council resolution should not be mandatory in all circumstances for roads outside designated townsites. However, Local Governments should be afforded the opportunity to provide a Council-endorsed submission where they consider the proposal may have significant implications for the community, local economy, land use planning outcomes or road safety.

6.4 Communication of review outcomes

Main Roads Western Australia should communicate the outcome of all speed zoning reviews in a clear, transparent and accessible manner. Following completion of a review, MRWA should provide the relevant Local Government with a written assessment summary outlining the proposal considered, the assessment methodology applied, key data and evidence relied upon, stakeholder and community feedback considered where applicable, and the reasons supporting the final determination.

The assessment summary should be prepared in a format that can be readily shared with elected members, stakeholders and the broader community. This would enable Local Governments to communicate the outcome and rationale of the decision in a consistent and informed manner.

6.5 Formal review process

The Policy should include a formal review process whereby a Local Government may request reconsideration of a speed zoning determination. Review requests should identify the grounds on which reconsideration is sought and may include additional technical evidence, planning considerations, community feedback or changed circumstances.

Reviews should be undertaken independently of the original assessment team and the outcome should be documented in writing. The written determination should outline whether the original decision is affirmed, varied or overturned, and should clearly identify how the proposal was assessed against the Policy's guiding principles, supporting evidence and applicable technical criteria.

7. Sections 8 and 9 - Reviewing, Setting and Supporting Speed Limits

Sections 8 and 9 should be reviewed and amended where necessary to give effect to the Shire's comments on townsite boundaries, planning alignment, responsible road authority input, consultation requirements and communication obligations.

In particular, the assessment steps should ensure that local planning frameworks, gazetted townsites, community activity, vulnerable road user movement, tourism, economic activity and place-based outcomes are appropriately considered when determining the street environment classification, modal priority context and indicative safe speed.

8. Section 10 - Application for New and Amended Speed Zones

Section 10 would benefit from greater clarity regarding the process for requesting amendments to speed zones on Main Roads Western Australia managed roads, particularly by distinguishing between roads located within a designated townsite and those located outside a townsite.

The Policy should include separate process maps or procedural requirements for the following categories:

- Local Government managed roads, where applications should be supported by the responsible Local Government and, where appropriate, a formal Council resolution.
- State managed roads within designated townsites, where Local Government planning objectives, place-making outcomes, community expectations and Council-endorsed positions should form a key component of the assessment process.

- State managed roads outside designated townsites, where the strategic movement function of the road may be the primary consideration, but where consultation with the relevant Local Government remains necessary to ensure local knowledge, future planning considerations and community impacts are appropriately considered.

Clearly defining these pathways would improve transparency, support better collaboration between Main Roads Western Australia and Local Governments, and provide greater certainty to communities regarding how speed zoning decisions are initiated, assessed, reviewed and communicated.

9. Consolidated Requested Amendments

1. Amend the Scope to require the Policy to be read and applied in conjunction with relevant State and Local Government planning frameworks.
2. Recognise gazetted townsite boundaries as a primary consideration when assessing speed environments within regional towns.
3. Amend the Roles and Responsibilities section to recognise the responsible road authority as a key partner in speed zoning decisions.
4. Include a new guiding principle recognising the role of responsible road authorities, particularly Local Governments managing local road networks.
5. Require Council-endorsed applications for speed zoning changes on Local Government managed roads.
6. Require formal consultation with Local Governments for Main Roads managed roads within designated townsites before changes to Regulatory Speed Limits are approved.
7. Require consultation with Local Governments for Main Roads managed roads outside townsites, with the option for Council-endorsed submissions where impacts are significant.
8. Require MRWA to provide written assessment summaries that clearly explain the rationale for speed zoning decisions and can be shared with elected members and the public.
9. Include a formal review process for Local Governments that do not agree with a speed zoning determination.
10. Include clearer process maps or procedural requirements for Local Government managed roads, State managed roads within townsites and State managed roads outside townsites.

10. Closing Statement

The Shire generally supports the intent of the Draft Speed Zoning Policy and Application Guidelines, including the emphasis on Safe System principles, evidence-based decision-making and the Movement and Place approach.

The Shire's recommended amendments are intended to strengthen the policy by improving clarity, transparency and collaboration between Main Roads Western Australia and Local Governments. The amendments would also ensure that speed zoning decisions better reflect local road management responsibilities, community expectations, statutory planning frameworks and the place-based role of roads within regional towns.

The Shire considers these changes important to ensuring speed zoning decisions remain safe, technically robust, locally informed and clearly understood by both responsible authorities and the communities they serve.



Donnybrook-Balingup Economic Development & Tourism Strategy

Report prepared for

Shire of Donnybrook-Balingup

July 2026



LUCID
ECONOMICS



lucid

/ˈluːsɪd/

adjective

1. expressed clearly; easy to understand

2. bright or luminous



Document Control

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Client: Shire of Donnybrook-Balingup

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Draft v 1	15/6/26	MC
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Acknowledgement of Country

Lucid Economics acknowledges the Traditional Custodians and Elders of Country throughout Australia, and their connection to land, sea and community. We pay our respects to Aboriginal and Torres Strait Islander Elders past, present and emerging.

Executive Summary

The Shire of Donnybrook-Balingup is a distinctive regional economy within Western Australia's South West, defined by a strong agricultural base, a growing tourism sector and a highly attractive rural lifestyle.

Agriculture underpins the local economy, supported by a diverse mix of high-quality agricultural production. At the same time, the Shire is undergoing structural change, including increased population movement into the region, evolving workforce patterns and renewed growth in visitation.

Tourism is emerging as a key diversification opportunity. While currently modest in scale, the sector plays an important role in attracting expenditure into the Shire, supporting local businesses and strengthening the region's identity.

Despite these strengths, the Shire faces a number of structural constraints:

- Limited housing supply, restricting population growth and workforce availability
- A relatively narrow economic base, with exposure to agricultural and external market conditions
- Limited depth of tourism product, particularly in accommodation and bookable experiences

The opportunity for the Shire is not to fundamentally change direction, but to build on its existing strengths. In particular, there is clear potential to:

- Expand and diversify tourism, particularly through experiences and accommodation
- Strengthen and extend agricultural production and value-adding
- Support population growth through improved housing supply
- Enhance the overall visitor and place experience

The role of the Shire in this context is not to directly deliver these outcomes, but to enable them. This Strategy positions the Shire as a facilitator and coordinator of economic and tourism activity, with a focus on:

- Creating the conditions for private sector investment
- Supporting local business growth
- Strengthening partnerships across the community and industry
- Providing clear and consistent planning and policy settings

To support this, the Strategy (This Strategy provides long-term direction for the Shire's economic development and tourism activities. The associated Action Plan provides more tactical, short-term guidance to support implementation of the Strategy.

Figure E.1) is structured around four core pillars relating to the key roles that the Shire has to play in terms of economic development and tourism:

- Coordination
- Planning
- Promotion
- Advocacy

These pillars are supported by a targeted Action Plan to implement this Strategy.

This Strategy is ultimately about enabling growth in a way that aligns with the Shire's identity, builds on its strengths and delivers long-term economic and community outcomes.

The Strategy therefore focuses on enabling these outcomes through a clear and coordinated approach to coordination, planning, promotion and advocacy. The role of the Shire is to create the

conditions for private sector investment, support local industry and strengthen partnerships across the community to deliver a stronger, more diverse and more resilient economy.

This Strategy provides long-term direction for the Shire’s economic development and tourism activities. The associated Action Plan provides more tactical, short-term guidance to support implementation of the Strategy.

Figure E.1. Donnybrook-Balingup Economic Development and Tourism Strategic Framework

Vision: A strong, diverse and resilient economy			
Purpose: To guide investment, policy and activities across the Shire’s economy and tourism sector through a clear and coordinated framework that enables sustainable economic growth.			
Economic Focus Areas: • Tourism experiences and products • Tourism accommodation • Housing diversity and supply		• Agriculture and Value-adding • Improved retail offering • Town activation	
The Role of The Shire			
Coordination The Shire can actively engage with businesses and the community to align priorities and facilitate collaboration across the district.	Planning The Shire should provide an efficient and customer-focused planning regime that ensures sufficient land supply, reduces barriers and enables private sector investment.	Promotion The Shire should support promotion of the district to attract new residents, additional visitors and investment.	Advocacy The Shire should advocate for funding and infrastructure support by positioning local priorities and projects for investment.

Source: Lucid Economics

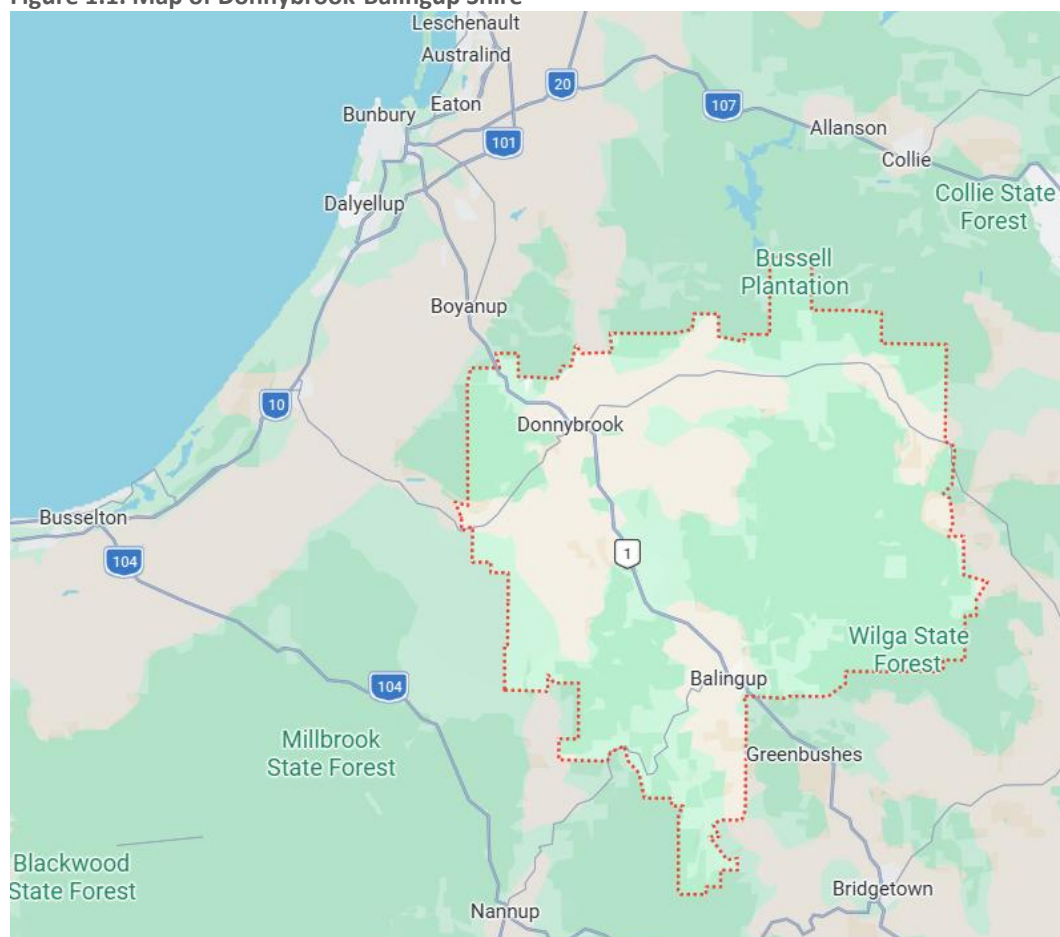
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1. Introduction

The Shire of Donnybrook-Balingup is located in the South West region of Western Australia, centred around the townships of Donnybrook and Balingup and extending across a diverse rural landscape including a number of other small settlements. Situated approximately 200 kilometres south of Perth, with close proximity to Bunbury and Busselton, the Shire benefits from strong connections to major regional centres while maintaining a distinctive country setting.

Figure 1.1. Map of Donnybrook-Balingup Shire



Source: Google Maps

Donnybrook-Balingup is widely recognised for its strong agricultural base, high-quality horticultural production and attractive rural lifestyle. These attributes underpin the local economy and contribute to the Shire's identity as a place to live, work and visit. At the same time, the Shire is experiencing ongoing structural change, including shifts in population, workforce patterns and visitation, creating both challenges and opportunities for future economic development.

The development of this Strategy has been informed by a structured and evidence-based process (Figure 1.2). This process has included a detailed research and analysis phase, involving review of the local economy, industry structure, population trends and broader economic conditions. This phase was followed by a stakeholder consultation phase, engaging with local businesses, community groups and key stakeholders to capture practical, experience-based insights into the opportunities, challenges and future direction of the Shire. This Strategy should be read in conjunction with the Background Report and the Consultation Summary.

Figure 1.2. Project Process



Source: Lucid Economics

The purpose of this Strategy is to provide a clear and coordinated framework to guide future Shire based activities to support economic and tourism growth, while reinforcing the Shire's unique character and identity. The Strategy identifies key opportunities, establishes strategic priorities and outlines the role of the Shire in enabling economic development and tourism outcomes. It provides a tactical plan and recommendations for the Shire.

2. Current Economic Context

Like many communities across Western Australia, the economy of the Donnybrook-Balingup Shire has been shaped by its past and continues to evolve. Agriculture remains the most significant industry, accounting for 30% of the economy. This concentration reinforces the importance of diversification while also highlighting the opportunity to build additional value through processing, tourism and related activities. While agriculture is the dominant industry, as a sector it is diverse. While known for its apple production, which is significant, there are a wide range of agricultural products, including notable quantities of pears, avocados, cherries, pumpkins and nectarines as well as cattle and sheep.

While some limited quarrying activities still remain (Donnybrook Sandstone), mining has seen growth recently, mostly notably through the growth of the nearby Greenbushes Lithium–Tantalum Mine as well as the growth of a local fly-in/fly-out (FIFO) workforce that services the mines of the Pilbara. The construction industry has also grown recently as a result of the local mining sector in the South West as well as the significant increase in population growth post-COVID.

Outside of these sectors, there are a raft of other sectors that, while relatively small, provide a diversified base of economic activity. There remains some limited timber-related manufacturing as well as small scale food production activities. Combined with a variety of mostly locally focused service sectors (i.e. healthcare, retail, education, public administration), these sectors round out the structure of the local economy.

Tourism has emerged into an important sector for the Shire, attracting just under 200,000 visitors per year who inject \$35.8 million into the local economy, which largely flows to locally owned small businesses. Tourism represents 4.6% of the total economy and 7.7% of total employment, making it the fifth most important employing sector in the Shire. While relatively small, tourism provides economic diversity and represents a key export from the Shire. The existing tourism sector can be a strong foundation for future growth, expansion and diversification.

Population growth has been volatile (as it often is in Western Australia), however, overall population growth has been greater post-COVID compared to the period directly before the Pandemic. In smaller communities, population is an important growth stimulus for the local economy, increasing local household expenditure and demand for services. Interestingly, the data seems to indicate that the population growth over the last few years is based on workers choosing to live in the district, many of whom are likely associated with the mining sector. Continuing to attract new residents and families will not only deliver a significant economic boost but it will also help to address the rapidly aging of the population.

As the population has increased, there has been a rise in building approvals, which will hopefully increase the supply of houses in the near future. Housing availability in the Shire is close to zero and is severely limited, which can stymie population growth, restricting what otherwise would be a driver of economic growth. Naturally, housing is constrained across the country, so the issue does not put the Shire at a competitive disadvantage, however, it remains a constraint on growth. Additional housing is required in order to enable continued (and future) population growth.

Based on the most recent Census data (2021), the population of the Shire is older and aging quickly, as the district has seen a decrease in families (i.e. children 14 and under and adults 35-54 years old) and a significant increase in people 65 and over. The more recent labour force data may show a potential shift in this trend, as there is anecdotal evidence of many mine workers moving to the district with their families. The 2026 Census will provide further insights.



Population and Demographics

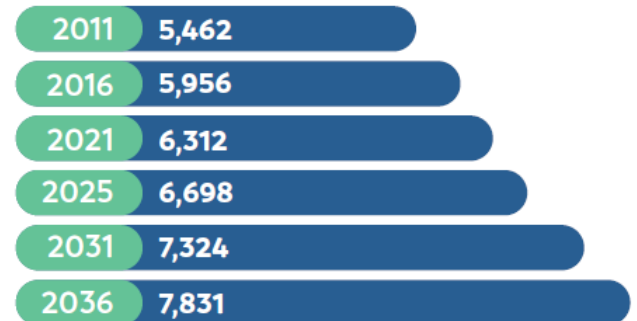
Population (2025)



Median Age



Shire of Donnybrook-Balingup Population



Source: ABS (2026); WA Tomorrow (2026); Lucid Economics



Economy

Gross Regional Product (2024-25)

\$451 Million



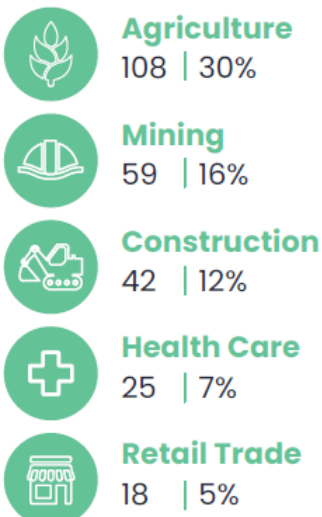
Unemployment rate
2.9% (March 2026)

amongst the lowest since 2010

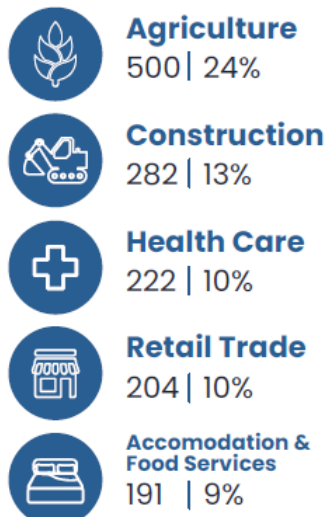
Source: Department of Employment and Workplace Relations

Key Sectors

Contribution to Economy (\$M)



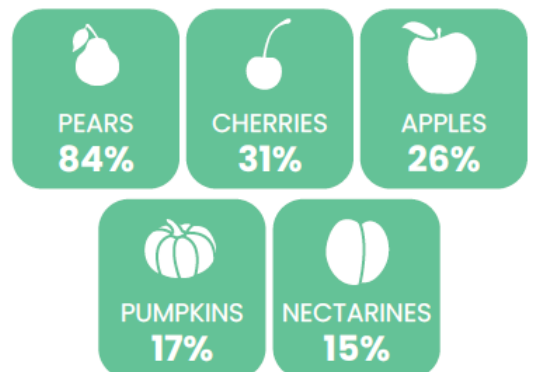
Contribution to Jobs (No.)



Source: REMPLAN (2026)

Agricultural Production

Agricultural Product



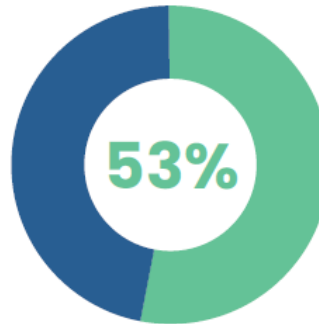
% of Western Australia (2021-22)

Source: ABS (2022)



Shire of Donnybrook-Balingup has **33% FEWER JOBS** than resident workers.

Source: ABS (2022)



of local residents work outside the Shire

Source: ABS (2022)

Housing

Region	2026	Annual Change	Since 2020
Donnybrook	\$690,000	22%	125%
Balingup	\$602,000	14%	108%
Greater Perth	\$880,000	15%	83%

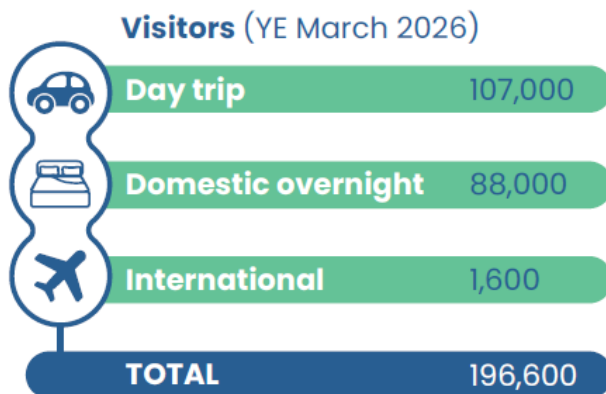
Source: REIWA (2026)



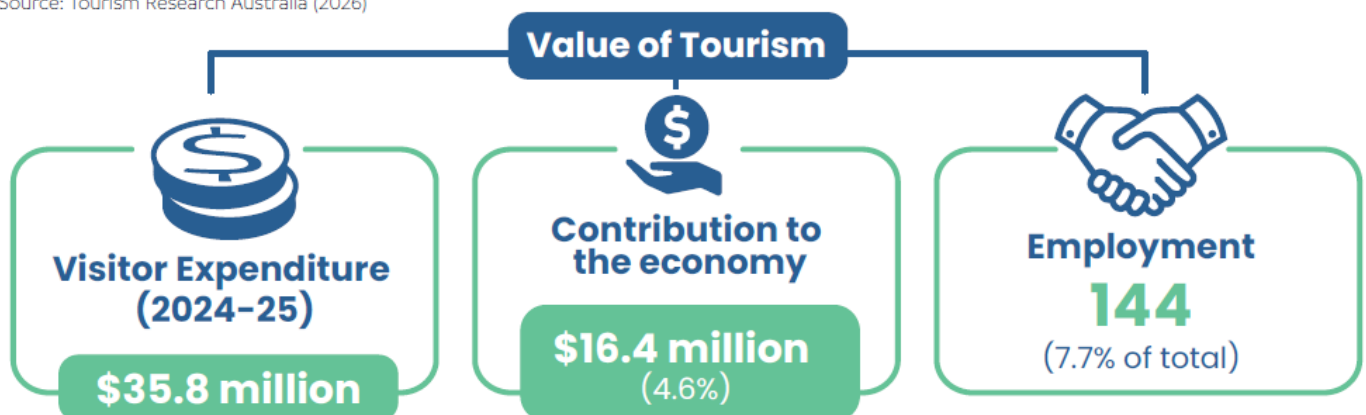
Residential vacancy rate:
0%
(June 2026)

Source: SQM Research (2026)

Tourism



Source: Tourism Research Australia (2026)



Source: REMPLAN

(in Gross Regional Product terms)

3. What Stakeholders Said

The development of this Strategy has been informed by engagement with local businesses, community organisations, tourism operators and key stakeholders across the Shire.

Stakeholders provided clear, practical and experience-based insights into the current performance of the local economy, the opportunities that exist for future growth and the challenges that must be addressed to realise this potential. Stakeholders also clearly articulated their expectations in terms of the role that the Shire should play in terms of economic development and tourism.

A variety of strong and consistent messages emerged through the consultation process.

Lifestyle and liveability are really important...

The lifestyle offering of the Shire was one of the most consistently identified strengths. Stakeholders highlighted affordability, space, community connection and access to natural environments as key factors attracting residents to the area.

Importantly, this lifestyle advantage is reinforced by proximity to larger regional centres, allowing residents to access services and employment opportunities while maintaining a high-quality regional lifestyle.

This combination of lifestyle and accessibility is a key driver of population attraction and has the potential to support future workforce growth and economic development.

The district enjoys a strong agricultural foundation...

Agriculture was universally recognised as the foundation of the local economy. Stakeholders highlighted the depth, diversity and adaptability of the agricultural sector, as well as its ongoing importance to local employment and economic activity.

Beyond traditional production, stakeholders identified opportunities to further strengthen the agricultural sector through value-adding, diversification and stronger connections to tourism.

There is also a recognition that agriculture is evolving, with a mix of larger-scale operations and smaller, niche producers contributing to the overall structure of the sector.

Tourism is a key growth opportunity for the Shire...

Tourism was consistently identified as one of the most significant opportunities for future economic growth.

Stakeholders highlighted the strength of the Shire's natural assets, events and existing attractions, as well as the growing interest in nature-based, agri-tourism and experience-based tourism.

However, there was also strong consensus that the current tourism offering is not fully developed. In particular, stakeholders identified:

- A lack of accommodation options
- Limited depth of bookable experiences
- A need for stronger integration and presentation of existing assets

As a result, the Shire is not currently capturing the full economic value of visitation, with many visitors passing through rather than staying overnight.

A lack of housing and housing diversity is a constraint on growth...

A key and consistent issue identified by stakeholders was the lack of available housing across the Shire. This constraint is limiting population growth, workforce availability and the ability of local businesses to expand.

While population growth is occurring, stakeholders noted that it is constrained by limited housing supply, with strong demand not being matched by available housing options. Addressing this issue is seen as critical to supporting future economic development.

There is a need for greater economic depth and activity...

Stakeholders identified that while the Shire has strong underlying assets, there is limited economic depth in terms of retail, hospitality and general activity, particularly outside of peak periods and major events.

There is a desire for:

- More local services and businesses
- Greater activation of town centres
- Increased vibrancy, particularly in the evenings

Improving the level of economic activity is seen as important not only for residents, but also for improving the overall visitor experience.

The Shire has a significant and strong role to play in economic development and tourism...

Stakeholders were clear that the Shire has a critical role to play in enabling economic development and tourism outcomes, although not necessarily as a direct provider.

The Shire is expected to act as a facilitator and enabler by:

- Supporting private sector investment
- Providing clear and efficient planning processes
- Coordinating stakeholders and local efforts
- Promoting the region and its opportunities
- Advocating for infrastructure and funding

This role is seen as central to unlocking the opportunities identified throughout the consultation process.

There is a need for consistent direction about the future...

Overall, stakeholder feedback indicates that the Shire does not need to fundamentally change its economic direction. Instead, the focus should be on:

- Leveraging existing strengths
- Addressing key constraints, particularly housing and accommodation
- Strengthening the tourism and visitor economy
- Enhancing the overall place experience
- Improving coordination and delivery across stakeholders

This provides a clear and practical foundation for the Strategy, grounded in local knowledge and aligned with the Shire's existing character and capabilities.

Figure 3.1. Key Advantages and Barriers from Stakeholder Feedback



Source: Lucid Economics

4. Key Advantages and Future Opportunities

4.1 Competitive Advantages

The Shire of Donnybrook-Balingup has a clear and well-defined set of competitive advantages that underpin its economic performance and future potential. These advantages are strongly place-based, reflecting the Shire's natural environment, agricultural capability, lifestyle offering and position within the South West region. Together, they provide a credible and durable foundation for economic development and tourism, shaping both the types of future growth opportunities and the way the Shire can position itself to residents, visitors and investors.

- Natural environment and landscape:** The Shire's natural environment is a defining competitive advantage, underpinning both its lifestyle appeal and visitor economy. Forests, rivers, orchards and open landscapes provide a strong foundation for nature-based tourism and contribute significantly to local liveability. These assets are not easily replicable and differentiate the Shire within the South West region. The environment also functions as core economic infrastructure, supporting tourism, visitation and residential attraction.
- Lifestyle and regional living appeal:** The Shire offers a high-quality regional lifestyle characterised by affordability, space, community connection and access to nature. Stakeholders repeatedly emphasised the importance of the local lifestyle as a key advantage of the area. This lifestyle has become increasingly attractive in the context of post-COVID population movement. Importantly, the Shire combines this lifestyle offering with proximity to Bunbury and Perth, allowing residents to access services and employment opportunities. This balance between lifestyle and accessibility supports both population growth and workforce attraction.
- High-quality agricultural base:** Agriculture is the foundation of the local economy, supported by fertile soils, reliable water access and established orchard systems. The sector is both significant in scale and diverse in output, with a mix of traditional and emerging crops. This diversity provides resilience and adaptability in response to changing market conditions. The strength of agricultural production also provides a platform for local agri-tourism experiences, value-adding and export-based economic activity.
- Strategic location within the South West:** The Shire occupies a central position within the South West region, with strong connections to Bunbury, Busselton and other key destinations. This location provides access to major transport networks, visitor markets and regional services. The Shire has the potential to function as a base within the region, rather than simply a pass-through location. This positioning supports both tourism growth and broader economic connectivity.
- Established tourism assets and events:** The Shire benefits from a range of established visitor attractions, such as the Apple Fun Park and the Golden Valley Tree Park, and events (including the Apple Festival and Medieval Carnivale amongst others) that contribute to visitation and regional identity. A variety of nature based assets such as parks, trails and local attractions provide a foundation for the tourism sector. Major events play a significant role in drawing visitors and activating the local economy. These assets provide a strong base from which to expand and diversify the Shire's tourism offering.

- **Strong community and local networks:** An active and engaged community is a key advantage, supporting local events, businesses and overall place identity. Community organisations and local networks contribute to the delivery of experiences and the vibrancy of the Shire. This level of engagement supports economic development outcomes through collaboration and local ownership. While there are some differences across townships, the overall strength of the community is a significant asset.

4.2 Opportunities

Building on these competitive advantages, a range of practical and achievable opportunities have been identified to support future economic and tourism growth. These opportunities are not about fundamentally changing the direction of the local economy but rather leveraging existing strengths more effectively and addressing key constraints. These opportunities reflect both the underlying economic evidence and the insights of stakeholders, providing a clear pathway to increase investment, diversification and economic activity across the Shire.

These opportunities directly inform the strategic framework set out in the following section.

Table 4.1. Economic and Tourism Opportunities, Shire of Donnybrook-Balingup

Opportunity	Description	Why?
Tourism accommodation	There is a clear and immediate opportunity to expand the supply and diversity of tourism accommodation across the Shire, including hotel/motel, nature-based accommodation, resorts/retreats, B&B, etc. The current accommodation offering is limited and constrains the ability to capture overnight visitation and extend visitor stays. Increasing the availability and quality of accommodation would allow the Shire to retain more visitor expenditure and support the growth of the tourism sector.	• Strong visitation base • Existing tourism assets • Proximity to major tourism markets • Gap between supply and demand • Supports longer stays and higher spend
Tourism development and diversification	The Shire has significant potential to expand and diversify its tourism offering, particularly through nature-based, agri-tourism and experience-based activities. This opportunity focuses on building depth in the visitor experience rather than creating entirely new markets. Enhancing and integrating existing assets will improve the overall visitor offer and increase competitiveness within the South West region.	• Natural environment • Agricultural base • Established events • Growing demand for experiences • Lifestyle-driven destination appeal • Supports longer stays and higher spend
Agricultural value-adding	There is an opportunity to increase the value generated from the agricultural sector through local processing, packaging and production of higher-value goods. This includes utilising second-grade produce and creating new food and beverage products. Value-adding can increase margins, create new business opportunities and support local supply chains.	• Diverse agricultural production • Existing industry capability • Access to local produce • Export potential • Links to tourism experiences

Opportunity	Description	Why?
Agri-tourism and farm-based experiences	There is an opportunity to develop more agri-tourism experiences that connect visitors directly with farming, production and rural landscapes. These experiences could also provide additional income streams for producers and enhance the overall visitor offering.	• Agricultural identity • Visitor interest in authentic experiences • Existing farms and producers • Lifestyle and landscape appeal • Complements existing tourism offering
Residential housing and population growth	Addressing housing supply constraints presents a critical opportunity to support population growth and workforce availability. Increased housing supply (and diversity of housing options) will enable businesses to attract and retain workers and a growing population will drive increased demand for a range of products and services.	• Strong lifestyle appeal • Existing population growth trends • Available residential land • Proximity to larger centres • Increases local household expenditure pool, creating additional local demand
Town centre activation and local services	There is an opportunity to strengthen the vibrancy and functionality of local town centres through increased retail, hospitality and service offerings. Greater activation in towns and a reduction in vacancy will increase the vibrancy of town centres, encouraging more visitors and residents to the area.	• Existing town centre infrastructure • Empty shops and premises on main streets • Growing community demand for services • Future visitor economy growth • Events and activation potential
Improved visitor experience and coordination	There is an opportunity to better coordinate and present the Shire's tourism offering through improved branding, marketing and integration of assets. A clearer and more consistent visitor experience will increase dwell time, visitation and expenditure.	• Strong underlying assets • Existing visitation flows • Fragmented current offer • Proximity to tourism markets • Need for clearer identity and marketing

Source: Lucid Economics

5. Strategy Overview

5.1 Overview

The Donnybrook-Balingup district is positioned as a lifestyle-driven, agriculture-based and nature-focused regional economy with the opportunity to strengthen its visitor economy, expand its population base and build greater economic depth over time.

This Strategy is structured around a clear and practical framework that guides how the Shire will support economic development and tourism outcomes over time (Figure 5.1). The framework is designed to translate the Shire's competitive advantages and identified opportunities into a coordinated set of actions that enable sustainable growth.

The Strategy is underpinned by a simple but deliberate delivery model. It reflects the role of the Shire not as a direct provider of economic activity, but as a facilitator and enabler of investment, growth and collaboration across the local economy.

The framework brings together:

- A clear economic direction based on local strengths and opportunities
- A defined set of economic focus areas
- A delivery model centred on coordination, planning, promotion and advocacy
- A practical action plan aligned to each strategic area

Together, this framework provides a coordinated approach to economic development and tourism that supports a strong, diverse and resilient local economy.

The Strategy focuses on a defined set of economic areas that reflect the Shire's competitive advantages and the opportunities identified through analysis and consultation. These focus areas provide clarity around where effort and resources should be concentrated to maximise economic outcomes.

The key economic focus areas are:

- Tourism experiences and products
- Tourism accommodation
- Housing diversity and supply
- Agriculture and value-adding agriculture
- Retail offering and town centre activation

The delivery of this Strategy is based on a clearly defined role for the Shire. Consultation has reinforced that the Shire's primary function is to enable economic outcomes, rather than directly deliver them.

This role is structured across four key functions:

- **Facilitator:** Supporting investment, coordinating stakeholders and enabling outcomes
- **Regulator:** Providing a clear, consistent and efficient planning and regulatory environment
- **Promoter:** Actively promoting the Shire as a place to live, visit and invest
- **Advocate:** Representing the Shire's interests and securing funding and infrastructure

These roles underpin the Strategy framework and guide how initiatives are delivered.

Figure 5.1. Donnybrook-Balingup Economic Development and Tourism Strategic Framework

Vision: A strong, diverse and resilient economy			
Purpose: To guide investment, policy and activities across the Shire’s economy and tourism sector through a clear and coordinated framework that enables sustainable economic growth.			
Economic Focus Areas: • Tourism experiences and products • Tourism accommodation • Housing diversity and supply		• Agriculture and Value-adding • Improved retail offering • Town activation	
The Role of The Shire			
Coordination The Shire can actively engage with businesses and the community to align priorities and facilitate collaboration across the district.	Planning The Shire should provide an efficient and customer-focused planning regime that ensures sufficient land supply, reduces barriers and enables private sector investment.	Promotion The Shire should support promotion of the district to attract new residents, additional visitors and investment.	Advocacy The Shire should advocate for funding and infrastructure support by positioning local priorities and projects for investment.

Source: Lucid Economics

5.2 Coordination

The Strategy will focus on strengthening coordination across the Shire's economy and tourism sector to ensure that activities, investment and stakeholder efforts are aligned and mutually reinforcing. Economic development outcomes require alignment between businesses, industry, community organisations and government and effective coordination is critical to achieving outcomes.

Without strong coordination, efforts can become fragmented and uncertain, reducing the effectiveness of investment and limiting collaboration. A clear and active coordination role ensures that stakeholders are aligned, opportunities are progressed and barriers are identified early and addressed collectively.

This role includes proactively engaging with businesses and the community to align priorities and facilitate collaboration across the district.

5.3 Planning

The Strategy will focus on strengthening planning and land use outcomes to ensure that the Shire provides a clear, efficient and investment ready environment for economic development and tourism. The availability of appropriately zoned and serviced land, together with consistent and timely planning processes, has a direct impact on the ability of the private sector to invest and grow.

Stakeholder feedback identified planning as both a key influence on investment outcomes and an area where improved efficiency can unlock significant opportunity. Strengthening the planning function will support development, reduce uncertainty and create a more investment ready environment.

This function includes ensuring sufficient land supply for future development is available and that barriers to development are reduced to enable private sector investment.

5.4 Marketing and Promotion

The Strategy will focus on strengthening the promotion of the Shire as a place to live, visit and invest, building a clear and consistent narrative that reflects its competitive advantages and target markets. While the Shire has strong underlying assets and a distinctive identity, these strengths are not always clearly understood or communicated externally.

A coordinated and consistent approach to promotion will enhance the Shire's positioning within the South West region and support increased visitation, population growth and investment. This includes clearly articulating the Shire's value proposition and ensuring that messaging aligns with its competitive advantages and target markets.

This role includes strengthening the visibility and positioning of the district to attract visitors, residents and investment.

5.5 Advocacy

The Strategy will focus on strengthening advocacy to secure the investment, infrastructure and support required to enable economic development and tourism outcomes across the Shire. Many of the opportunities identified through this Strategy require investment and support beyond the Shire's direct control.

A clear and targeted advocacy approach will ensure that local priorities are effectively represented and supported at regional, State and national levels. Through effective advocacy, the Shire can work with partners to influence funding decisions and ensure that local priorities are clearly positioned for public investment.

This function includes advocating for funding and infrastructure support from State and Commonwealth Governments.

6. Action Plan

The following action plan has been developed to implement the Economic Development and Tourism Strategy. This action plan provides specific guidance to the Shire regarding future activities that are aligned with the strategy and the Shire's current level of resourcing. The action plan should be reviewed and evaluated after the initial 12-18 month period and new or revised actions should be developed at that time. In such a way, the strategy provides long-term direction to the Shire and the Action Plan provides short-term implementation.

Table 6.1. Shire of Donnybrook-Balingup, Economic Development and Tourism Strategy, Action Plan

Pillar/Action	Priority
Coordination	
Partner with the Chamber to deliver targeted workshops that support local businesses and strengthen connections	High
Establish ongoing forums with key stakeholder groups to identify issues and coordinate responses	Med
Proactively engage with businesses and operators to identify needs and support activity	High
Investigate the opportunity to facilitate a community ambassador network to promote the district and support visitor servicing	Med
Work with regional partners and operators to develop and promote coordinated visitor itineraries	Med
Work with stakeholders to explore opportunities to develop rail trail experiences and associated partnerships	Low
Work with partners to ensure the Kirup Oval and Donnybrook Ovals can be utilised for temporary camping and shuttle services for major events	High
Planning	
Provide clear and accessible planning guidance (factsheets) for key development activities such as food businesses and accommodation	High
Review planning policies to identify opportunities to reduce barriers and unlock development	Low
Provide planning support and guidance to enable nature based accommodation across the Shire	Med
Explore with DBCA opportunities for nature-based accommodation and activation at the old town site of East Kirup	Med
Explore planning approaches to enable rural residential and visitor accommodation using onsite infrastructure solutions	High
Ensure sufficient land is available to support a diversity of residential development	High

Pillar/Action	Priority
Promotion	
Support partners to increase the web presence of visitor assets and towns	Med
Undertake a formal review of signage and wayfinding to improve the visitor experience	Med
Investigate the opportunity to deploy interpretive visitor kiosks in the Shire to provide visitor information	Low
Provide a temporary, pop-up greeter or volunteer visitor service centre near key attractions during peak periods	High
Facilitate a volunteer camp host service for each transit park to increase visitor servicing	High
Organise a family-focused event to promote opportunities for family daycare with various support agencies	High
Work with property owners to support activation of vacant premises through interim uses	Low
Support development of short stay trail products and experiences	Low
Facilitate access to existing amenities (Balingup Recreation Centre) for trail walkers	High
Advocacy	
Advocate for funding to support acquisition of event telecommunications infrastructure	Low
Advocate for funding to support the purchase of event traffic signage that could be used by local groups for major events	High
Advocate for investment in infrastructure to support major events	High
Support funding applications and partnerships to deliver a seasonal produce facility in Balingup	Low
Advocate for funding to support rail trail related infrastructure and experiences	Low
Support and position accommodation opportunities for external investment and grant funding	Med

Source: Lucid Economics

7. Recommendations

Based on the research and consultation conducted for this project, Lucid Economics makes the following recommendations:

- Council should note and acknowledge the findings from this project, including:
 - The importance of population growth to supporting economic growth
 - The important role that local growers and larger businesses in the Shire play as a key catalyst for economic activity
 - The role of tourism plays in supporting local businesses and the importance of increasing length of stay and encouraging accommodation development as a mechanism to significantly increase visitor expenditure in the Shire
 - The important role that the Shire has to play in terms of economic development and tourism
- Council should adopt this strategy document and implement the action plan
- Council should seek to grow resources for economic development and tourism over time, with the goal to hire an Economic Development and Tourism Officer
- Council should continue its membership in Southern Forests and Valleys in terms of destination marketing and branding (due to strong alignment with the existing tourism offering):
 - Council should ensure that both Donnybrook and Balingup are featured as key destinations in the broader region
 - Council should seek to maximise the value of this membership by working with Southern Forests and Valleys to promote and market the local destination
 - Council should work with Southern Forests and Valleys as well as Australia's South West on specific tourism marketing campaigns in order to leverage the membership and affiliation

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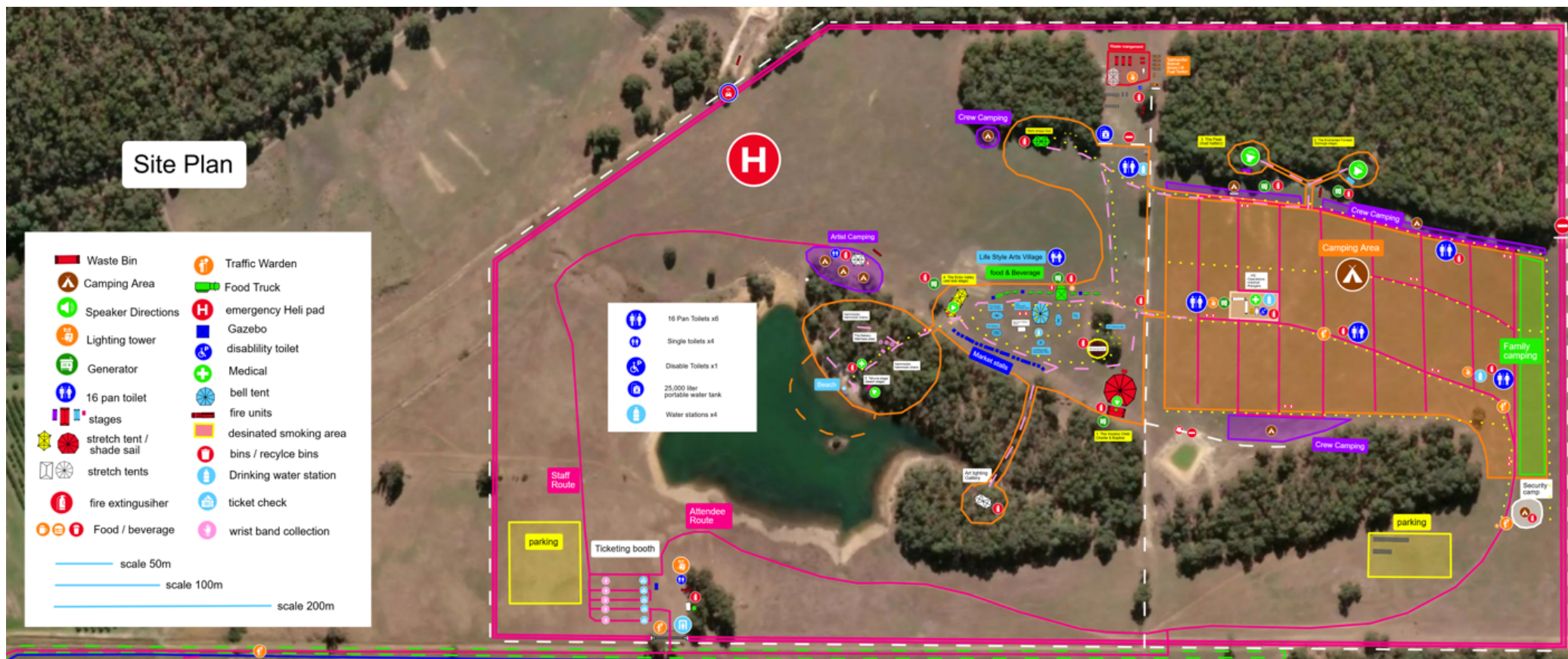


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Shire of Donnybrook Balingup
Information Memorandum
for Preston Retirement
Village.

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1. Executive Summary

Opportunity Overview

The Shire of Donnybrook Balingup is seeking to identify a suitably qualified and experienced organisation to assume responsibility for the future ownership and management of Preston Retirement Village.

Preston Retirement Village is an established retirement village located in Donnybrook, Western Australia, providing affordable and secure accommodation for older members of the community. The Village currently comprises of 13 independent living units, a community hall, supporting infrastructure and four undeveloped lots that may present future development opportunities, subject to statutory approvals and commercial feasibility.

Council has undertaken a strategic review of its aged and senior housing portfolio and is assessing whether the long-term sustainability of Preston Retirement Village may be enhanced through transition to a specialist provider with retirement village expertise, operational capability and access to investment capital.

This Information Memorandum (IM) has been prepared to provide prospective respondents with a comprehensive overview of the Village, its operation, assets, residents, financial position and future opportunities.

Purpose of this Information Memorandum

This Information Memorandum has been prepared to assist interested organisations in understanding the Preston Retirement Village opportunity and preparing a response to the Shire's Expression of Interest process.

The information contained in this document is intended to provide a high-level overview of the Village and should be considered together with any supplementary information, due diligence materials and clarifications that may be provided during the market engagement process.

Nothing in this Information Memorandum constitutes an offer for sale, purchase, lease or transfer of assets. Any future transaction will remain subject to Council consideration, statutory requirements, resident protection obligations, due diligence and negotiated commercial arrangements.

2. Strategic Context

Background

Preston Retirement Village was established to provide affordable and secure housing options for older residents within the Donnybrook community.

For many years the Village has been owned and operated by the Shire of Donnybrook Balingup as part of the Shire's broader community housing portfolio. During this period the Village has provided an important social and community function by enabling older residents to remain within the district and continue participating in community life.

As the retirement village sector has evolved, the financial, operational and regulatory environment associated with retirement village ownership and management has become increasingly specialised. The management of retirement villages now requires dedicated expertise in areas including resident contracts, compliance, asset management, financial sustainability and consumer protection.

Strategic Review

Council is undertaking a strategic review of its aged and senior housing portfolio to assess the long-term sustainability of current ownership and operating arrangements.

The review to date, has identified that specialist retirement village operators may be better positioned to:

- manage regulatory and compliance obligations;
- maintain and improve village infrastructure;
- provide specialised retirement village services;
- manage resident-related liabilities and contractual obligations;
- invest in future redevelopment opportunities; and
- support the long-term sustainability of retirement village operations.

The Shire is therefore undertaking a market testing process to determine whether alternative ownership or management arrangements may better support the Village, its residents and the broader community into the future.

3. Opportunity Overview

Investment Highlights

Preston Retirement Village presents a unique opportunity for a retirement village operator, community housing provider, aged care organisation or other suitably qualified entity to acquire, lease or manage an established retirement village within the Southwest region of Western Australia.

Key features of the opportunity include:

- established retirement village community;
- 13 independent living units;
- 17 current residents;
- community hall and supporting infrastructure;
- four undeveloped lots capable of supporting future expansion (subject to approvals);
- established occupancy agreements and resident base;
- strong local community connections;
- opportunity to enhance long-term operational sustainability; and
- potential to expand housing options for older people within the region.



FIGURE 1 - VILLAGE STREETScape

Transaction Opportunities

The Shire is seeking market feedback on a range of potential ownership and management models. Proponents may consider:

Option A – Sale of Land and Retirement Village Business

Transfer of the freehold land, improvements, retirement village business and associated operational responsibilities.

Option B – Retirement Village Business and Long-Term Lease

Transfer of retirement village operations and business activities with the Shire retaining ownership of the underlying land and granting a long-term lease. Respondents should note that any structure involving continued Shire ownership of the land will need to appropriately address ongoing statutory, contractual and contingent liability considerations.

Option C – Alternative Structure

Alternative ownership, operational or partnership arrangements that demonstrate a sustainable and beneficial outcome for residents, the Shire and the wider community.

Council has not predetermined a preferred model and welcomes innovative proposals that achieve long-term sustainability outcomes.

4. Preston Retirement Village Overview

Location

Preston Retirement Village is located at:

**Lot 501, 10 Sharp Street
Donnybrook WA 6239**

The Village is centrally located within Donnybrook and provides convenient access to local services, shopping facilities, community infrastructure and medical services.

The location enables residents to maintain strong social and community connections while accessing important support services within the region.



FIGURE 2 - PRESTON RETIREMENT VILLAGE SITE LAYOUT

Community Housing – Preston Retirement Village (IM)

Shire of Donnybrook Balingup



Village Description

Preston Retirement Village is a purpose-built retirement village operating under the *Retirement Villages Act 1992 (WA)*.

The Village currently includes:

Asset	Description
Independent Living Units	13 completed units
Community Hall	Multi-purpose community facility with kitchen
Storage Shed	Shared storage facility
Common Areas	Roads, pathways, landscaping and open space
Future Development Land	Four undeveloped lots

The Village has developed into an established retirement community and continues to provide an important housing option for older members of the Donnybrook community.

Community Facilities

The Village includes a community hall that serves as the primary communal facility for residents. The hall provides space for social activities, meetings, community gatherings and resident events and includes a kitchen and supporting amenities. The facility plays an important role in supporting resident wellbeing and community connection.

The community hall is also available for hire for community and private functions. This provides an opportunity for broader community use of the facility and may offer potential ancillary income opportunities, subject to the future operator's management and booking arrangements.



FIGURE 3 - VILLAGE SURROUNDS

Village Infrastructure

The Village includes supporting infrastructure and improvements including:

- Internal roads and driveways;
- Resident parking areas;
- Landscaped gardens;
- Pedestrian pathways;
- Service infrastructure; and
- Storage shed and ancillary facilities.

Future Development Opportunity

The Village includes four undeveloped lots which may present opportunities for future expansion or redevelopment. These lots provide flexibility for proponents seeking to enhance the Village through additional housing, complementary facilities or alternative development outcomes, subject to applicable planning controls, approvals and commercial feasibility. The development potential of these lots should be assessed independently by proponents as part of their due diligence investigations.



FIGURE 4 – UNDEVELOPED 4 LOTS

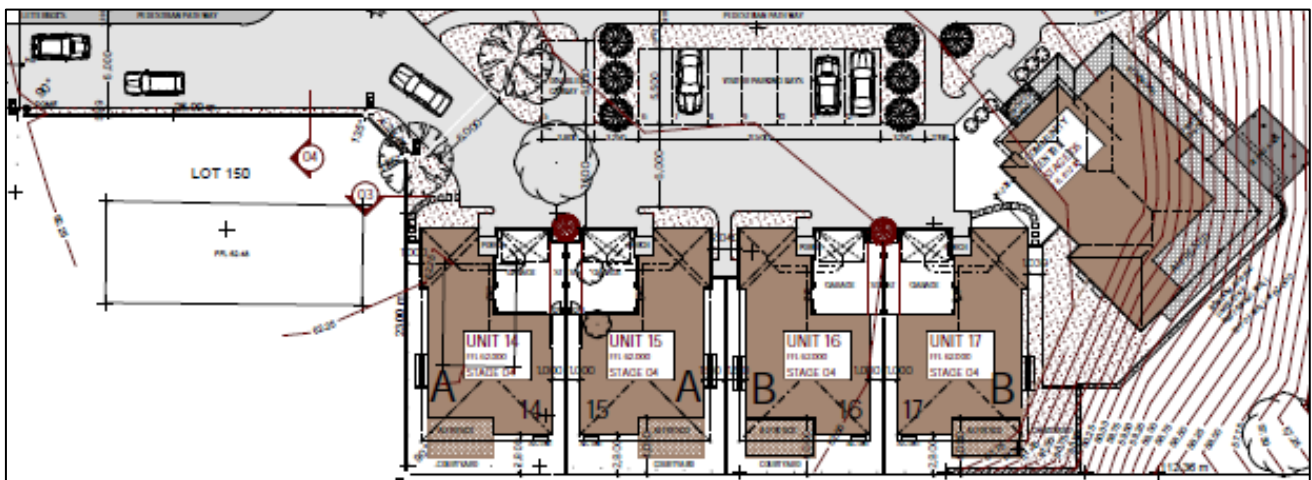


FIGURE 5 – ORIGINAL PLAN FOR 4 UNITS

5. Land and Property Information

Property Description

Preston Retirement Village is situated on Lot 501 Sharp Street, Donnybrook, Western Australia. The property comprises an established retirement village containing independent living units, a community hall, supporting infrastructure, landscaped common areas and undeveloped lots capable of supporting future development opportunities. The property has been developed specifically for retirement village purposes and has operated as an established retirement village for many years.

Land Tenure

The Village is situated on freehold land owned by the Shire of Donnybrook Balingup. The Certificate of Title for the property is shown in Appendix C.

Retirement Village Memorial

The land is subject to a memorial registered pursuant to the *Retirement Villages Act 1992 (WA)*. The memorial records the land's use as a retirement village and provides notice of retirement village operations and resident interests. Any future transaction must appropriately address existing legislative requirements and resident protections associated with the retirement village.

Planning and Development Considerations

The Village includes four undeveloped lots which may present opportunities for future development or expansion.

Respondents are encouraged to undertake independent investigations regarding:

- zoning and planning provisions;
- development potential;
- infrastructure servicing requirements;
- subdivision opportunities;
- statutory approvals; and
- financial feasibility.

The Shire provides no representation regarding future development outcomes.

Independent Valuation

An independent market valuation of the land and improvements is currently being undertaken. Valuation information will assist Council in assessing future transaction options and may be made available to shortlisted respondents as part of the due diligence process.



FIGURE 6 - TYPICAL UNIT INTERIOR

6. Residents and Occupancy

Existing Residents

Preston Retirement Village currently accommodates 17 residents across 13 independent living units. Residents form an established retirement community, and many have longstanding connections to the Donnybrook district. The ongoing wellbeing, security and protection of residents will remain a key consideration in any future transaction.

Occupancy Arrangements

Residents occupy units under existing retirement village occupancy agreements. These agreements establish resident rights and obligations, including security of tenure, financial arrangements, termination provisions and exit entitlement mechanisms. Any transition of ownership or management arrangements will require careful consideration of these existing contractual arrangements.

Resident Protections

Existing residents are protected through:

- occupancy agreements;
- statutory rights under the *Retirement Villages Act 1992 (WA)*;
- consumer protection legislation;
- dispute resolution processes; and
- established complaint and consultation mechanisms.

Resident security of tenure, affordability and continuity of management will be central evaluation considerations in the Shire's assessment of any proposal.



FIGURE 7 - TYPICAL UNIT INTERNAL (KITCHEN)

Resident Consultation

The Shire has undertaken ongoing engagement with residents regarding the future of Preston Retirement Village.

Resident consultation has identified a strong desire to:

- maintain security of tenure;
- protect affordability;
- ensure continuity of management and services;

- preserve community connections; and
- receive timely and transparent communication regarding future decisions.

These matters will form part of Council's future consideration of transaction proposals.

7. Current Operating Model

Village Operations

Preston Retirement Village is currently owned and operated by the Shire of Donnybrook Balingup. The Village operates as a retirement village under the *Retirement Villages Act 1992 (WA)* and provides independent accommodation for older residents.

Village operations include:

- property management;
- maintenance and asset management;
- financial administration;
- resident liaison;
- regulatory compliance; and
- administration of occupancy agreements.

Financial Model

The Village operates under a lease-for-life model whereby residents contribute an entry payment and acquire rights of occupation in accordance with their occupancy agreements.

The Village maintains reserve accounts and other financial arrangements associated with resident contributions, deferred management fees and long-term maintenance obligations. The precise treatment of these arrangements under any future transaction will form part of negotiations with respondents.

Asset Management

The Shire currently manages maintenance, repairs and capital replacement activities across the Village. Future operators will be expected to maintain appropriate asset management systems that support:

- resident safety;
- legislative compliance;
- long-term sustainability;
- infrastructure renewal; and
- service continuity.



FIGURE 8 - TYPICAL UNIT INTERNAL (BATHROOM)

8. Retirement Village Legislative Framework

Regulatory Environment

Preston Retirement Village operates within the Western Australian retirement village regulatory framework.

This framework establishes requirements relating to:

- village administration;
- resident agreements;
- financial management;
- resident consultation;
- disclosure obligations;
- dispute resolution; and
- consumer protections.

Key Legislation

Relevant legislation includes:

- *Retirement Villages Act 1992 (WA)*;
- *Retirement Villages Regulations 1992 (WA)*;
- *Fair Trading Act 2010 (WA)*;
- planning and local government legislation; and
- other legislation relevant to retirement village ownership and operation.

Proponent Capability

Respondents should demonstrate familiarity with retirement village operations and relevant legislative obligations. Preference may be given to organisations with demonstrated retirement village, seniors housing or community housing experience.



FIGURE 9 - VILLAGE STREET SCAPE

9. Financial Position

Overview

The Village maintains reserve accounts and financial arrangements associated with resident occupation agreements and village operations.

The following information is provided for indicative purposes only and should not be relied upon as a complete financial assessment.

Reserve Funds

As of 30 June 2026, reserve funds associated with Preston Retirement Village totalled approximately \$500,385.

Reserve Account	Balance
Preston Village Reserve Fund Contribution	\$69,406.94
Deferred Management Fee Reserve	\$430,978.35
Total Reserve Funds	\$500,385.29

Based on Village reserve accounts.

Resident Liability Position

The Village has existing contractual obligations associated with resident occupancy agreements. As of 30 June 2026, the aggregate resident contract liability recorded by the Shire was approximately \$3.93 million. The treatment of these liabilities will form an important component of any future transaction proposal.

Occupancy Portfolio

The Village currently comprises:

Measure	Value
Independent Living Units	13
Occupied Units	12
Aggregate Entry Contributions	\$3.62 million
Estimated Exit Entitlements	\$2.90 million
Deferred Management Fees	\$0.43 million

Based on resident occupancy schedules current as of 30 June 2026.

Valuation

Independent valuation information will be incorporated into the due diligence materials upon completion. The valuation will assist both Council and respondents in assessing the overall financial and commercial opportunity.

10. Transaction Opportunities and Considerations

Council Objectives

Council seeks to identify a future ownership or management model that:

- protects existing residents;
- maintains retirement village outcomes;
- enhances long-term sustainability;
- reduces financial and operational risk exposure;
- provides access to specialist expertise; and
- supports future investment in the Village.

Key Transaction Considerations

Respondents should consider:

- treatment of existing liabilities;
- treatment of reserve funds;
- resident protections;
- asset ownership arrangements;
- future investment requirements;
- transition planning; and
- ongoing compliance obligations.

Opportunities

Potential opportunities associated with the Village include:

- village expansion;
- service enhancement;
- redevelopment of undeveloped lots;
- operational efficiencies;
- specialist retirement village management;
- improved asset utilisation; and
- long-term community housing outcomes.



FIGURE 11 - TYPICAL UNIT INTERNAL (LIVING)

11. Due Diligence Information

Information Available

This Information Memorandum contains summary financial, operational and asset information only. More detailed financial, contractual and due diligence information may be made available to shortlisted respondents subject to confidentiality requirements.

Property Information

- title documentation;
- plans and surveys;
- valuation reports;
- maintenance records;
- condition assessments.

Financial Information

- reserve account information;
- liability schedules;
- historical financial information;
- budget information.

Operational Information

- occupancy documentation;
- village policies;
- maintenance records;
- operational procedures.

Legal Information

- sample occupancy agreements;
- memorial information;
- contractual information relevant to the Village.

12. Disclaimer

This Information Memorandum has been prepared solely for the purpose of assisting prospective respondents to understand the Preston Retirement Village opportunity.

Whilst reasonable care has been taken in preparing this document, the Shire does not warrant the accuracy or completeness of the information provided. Respondents must undertake their own investigations, make their own enquiries and obtain independent professional advice before submitting any proposal.

Nothing contained within this Information Memorandum constitutes a binding offer, acceptance, representation or contractual commitment by the Shire of Donnybrook Balingup.



FIGURE 12 - TYPICAL UNIT EXTERNAL

Appendix A: Financial and Asset Summary

Preston Retirement Village is a purpose-built retirement village located in Donnybrook, comprising of 13 completed independent living units, 4 undeveloped lots, a community hall, storage shed and associated common areas.

The Village currently accommodates 17 residents and operates under the *Retirement Villages Act 1992 (WA)*. The current operating model is based on lease-for-life arrangements, with associated resident rights, exit entitlement obligations and financial liabilities.

Financial Profile

- Approximate asset value: \$4.77 million.

The approximate asset value is based on current internal asset and valuation information and remains subject to confirmation through the independent valuation process.

- Approximate lease liabilities: \$3.9 million.

Key Considerations

- Long-term lease liability exposure;
- Exit entitlement timing and funding obligations;
- Existing residents with established tenure protections;
- Ongoing maintenance and capital renewal requirements; and
- Potential future opportunity associated with undeveloped lots, subject to planning, legal, resident and commercial considerations.

The Village presents an opportunity for an experienced provider to operate within an established retirement living framework, while supporting continuity of housing outcomes for existing residents.

Asset	Valuation Year	Valuation	Sale Year	Sale Price
1	2019	\$ 285,000	2009	\$ 310,000
2	2019	\$ 285,000	2013	\$ 285,000
3	2023	\$ 315,000	2024	\$ 322,500
4	2022	\$ 315,000	2022	\$ 310,000
5	2023	\$ 315,000	2024	\$ 320,000
6	2020	\$ 260,000	2021	\$ 260,000
7	2019	\$ 285,000	2013	\$ 285,000
8	2020	\$ 260,000	2021	\$ 275,000
9	2019	\$ 285,000	2019	\$ 285,000
10	2019	\$ 285,000	2009	\$ 335,000
11	2019	\$ 275,000	2021	\$ 260,000
12	2023	\$ 315,000	2023	\$ 320,000
13	2025	\$ 335,000	2025	\$ 365,000
Hall	2019	\$ 650,000		
Shed	2019	\$ 20,000		
Land (1 Lot)	2022	\$ 288,000		

Appendix B: Resident Contract Summary

Preston Retirement Village operates under lease-for-life arrangements.

Respondents must review and consider the existing contractual framework, including:

- lease commencement dates;
- entry price arrangements;
- amenities fee provisions;
- reserve fund contribution provisions;
- capital growth arrangements where applicable;
- resident rights and obligations;
- exit entitlement requirements; and
- the statutory protections applying under the Retirement Villages Act 1992.

Any future transaction structure must recognise that existing resident contracts and statutory rights remain central considerations.

Asset	Commenced	Entry Price	Amenities %	Reserve %	Growth
1	02/2009	\$ 310,000	2%	0.8%	N
2	12/2023	\$ 310,000	2%	0.8%	N
3	04/2024	\$ 285,000	2.5%	1%	Y
4	08/2022	\$ 322,500	2.5%	1%	Y
5	04/2024	\$ 320,000	2.5%	1%	Y
6	07/2021	\$ 260,000	2.5%	1%	Y
7	03/2013	\$ 285,000	2%	0.8%	N
8	05/2021	\$ 275,000	2.5%	1%	Y
9	11/2019	\$ 285,000	2.5%	1%	Y
10	12/2009	\$ 335,000	2%	0.8%	N
11	02/2021	\$ 260,000	2.5%	1%	Y
12	08/2023	\$ 320,000	2.5%	1%	Y
13	05/2025	\$ 365,000	2.5%	1%	Y

Appendix C: Certificate of Title and Memorial Information

Lot 501 is subject to a memorial registered under the *Retirement Villages Act 1992 (WA)*. The memorial records the retirement village use of the land and the statutory protections associated with retirement village occupancy arrangements. Legal advice confirms the existence of this memorial and that Preston Retirement Village continues to operate as a retirement village under the Act.

 WESTERN AUSTRALIA	<table border="1" style="margin-left: auto;"><tr><td colspan="2">TITLE NUMBER</td></tr><tr><td>Volume</td><td>Folio</td></tr><tr><td style="text-align: center;">2773</td><td style="text-align: center;">480</td></tr></table>	TITLE NUMBER		Volume	Folio	2773	480
TITLE NUMBER							
Volume	Folio						
2773	480						
RECORD OF CERTIFICATE OF TITLE UNDER THE TRANSFER OF LAND ACT 1893							
The person described in the first schedule is the registered proprietor of an estate in fee simple in the land described below subject to the reservations, conditions and depth limit contained in the original grant (if a grant issued) and to the limitations, interests, encumbrances and notifications shown in the second schedule.							
 REGISTRAR OF TITLES 							
LAND DESCRIPTION:							
LOT 501 ON DEPOSITED PLAN 69052							
REGISTERED PROPRIETOR: (FIRST SCHEDULE)							
SHIRE OF DONNYBROOK-BALINGUP OF BENTLEY STREET, DONNYBROOK (AF L677534) REGISTERED 11/7/2011							
LIMITATIONS, INTERESTS, ENCUMBRANCES AND NOTIFICATIONS: (SECOND SCHEDULE)							
1. EASEMENT BENEFIT - SEE DIAGRAM 13225 AND SECTION 167A TLA. 2. C057346 EASEMENT BURDEN SEE SKETCH ON DEPOSITED PLAN 69052 REGISTERED 8/1/1981. 3. C057346 EASEMENT BENEFIT SEE SKETCH ON DEPOSITED PLAN 69052 REGISTERED 8/1/1981. 4. J003109 NOTIFICATION CONTAINS FACTORS AFFECTING THE WITHIN LAND. LODGED 30/8/2004. 5. K300194 MEMORIAL. RETIREMENT VILLAGES ACT 1992. LODGED 9/8/2007. 6. EASEMENT BURDEN CREATED UNDER SECTION 27A OF T. P. & D. ACT - SEE DEPOSITED PLAN 69052 - AS CREATED ON DEPOSITED PLAN 32309 7. EASEMENT BURDEN CREATED UNDER SECTION 167 P. & D. ACT FOR ELECTRICITY PURPOSES TO ELECTRICITY NETWORKS CORPORATION - SEE DEPOSITED PLAN 69052							
Warning: A current search of the sketch of the land should be obtained where detail of position, dimensions or area of the lot is required. Lot as described in the land description may be a lot or location.							
-----END OF CERTIFICATE OF TITLE-----							
STATEMENTS:							
The statements set out below are not intended to be nor should they be relied on as substitutes for inspection of the land and the relevant documents or for local government, legal, surveying or other professional advice.							
SKETCH OF LAND:	DP69052						
PREVIOUS TITLE:	2583-543, 2583-544						
PROPERTY STREET ADDRESS:	10 SHARP ST, DONNYBROOK.						
LOCAL GOVERNMENT AUTHORITY:	SHIRE OF DONNYBROOK-BALINGUP						
NOTE 1:	K098962 SECTION 138D TLA APPLIES TO CAVEAT E756183						
NOTE 2:	K098963 SECTION 138D TLA APPLIES TO CAVEAT F195228						
NOTE 3:	K109121 SECTION 138D TLA APPLIES TO CAVEAT I142383						
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 www.landgate.wa.gov.au							

WALGA

Annual General Meeting

Agenda

Thursday, 17 September 2026
2:30pm

Perth Convention and Exhibition Centre
21 Mounts Bay Road, Perth WA
Bellevue Ballroom

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- 1 **OPENING**
- 2 **RECORD OF APOLOGIES**
- 3 **ANNOUNCEMENTS**
- 4 **ADOPTION OF AGM STANDING ORDERS**

The Annual General Meeting Standing Orders are contained within this Agenda ([Attachment 1](#)).

MOTION

That the WALGA Annual General Meeting Standing Orders be adopted.

- 5 **CONFIRMATION OF PREVIOUS MINUTES**

The Minutes of the 2025 WALGA Annual General Meeting are contained within this Agenda ([Attachment 2](#)), along with a report on the action taken by WALGA on the 2025 AGM resolutions ([Attachment 3](#)).

MOTION

That the Minutes of the 2025 WALGA Annual General Meeting be confirmed as a true and correct record of proceedings.

- 6 **ADOPTION OF ANNUAL REPORT**

The 2025-26 Annual Report, including the 2025-26 Audited Financial Statements, will be distributed to Members separately.

MOTION

That the 2025-2026 Annual Report, including the 2025-2026 Audited Financial Statements, be received.

7 CONSIDERATION OF EXECUTIVE AND MEMBER MOTIONS

7.1 REVIEW OF THE NATIONAL CONSTRUCTION CODE TO DEVELOP AND IMPLEMENT ADAPTIVE REUSE PROVISIONS OF COMMERCIAL PROPERTY FOR RESIDENTIAL USES

City of Fremantle to move:

MOTION

That WALGA advocate to the Federal Government for the Australian Building Codes Board to commence a comprehensive review of the National Construction Code to develop and implement adaptive reuse provisions that facilitate the safe, sustainable, and economically viable conversion of underutilised commercial buildings into residential uses.

IN BRIEF

- This report seeks support for WALGA to advocate for targeted amendments to the National Construction Code (NCC) to allow for adaptive reuse of commercial property for residential development.
- Adaptive reuse is the process of repurposing an existing building for a new use.
- The intent of the targeted amendments is to allow for the conversion of a vacant or underutilised commercial space into residential uses.
- This approach will help address housing shortages, promote sustainability, and preserve unique architecture whilst allowing opportunity in dealing with the vacancy and underutilisation challenge with commercial buildings currently being experienced across Western Australia.

MEMBER COMMENT

Over the past few years, the commercial property market has undergone significant change with the increase in remote and hybrid working arrangements and the growth in the online retail market. This has seen a rise in vacancies for commercial property within this time.

Adaptive reuse is the process of repurposing buildings for new uses and offers a sustainable solution in providing diversity for housing options by allowing the transformation of underutilised or vacant commercial buildings into residential accommodation.

Many of these underutilised or vacant commercial buildings cannot economically comply with all of the current residential provisions within the National Construction Code (NCC) because they were originally designed with a different classification. The absence of a dedicated framework for adaptive reuse discourages investment opportunities for residential conversion and often results in the need for demolition for development to occur.

The NCC regulates buildings based on new construction standards and building classifications. Current provisions and standards within the NCC often create substantial technical barriers to converting existing commercial buildings into residential

accommodation. When redeveloping commercial building classes into residential, developers will encounter compliance issues involving:

- Building depth and natural light requirements
- Ventilation standards
- Fire separation standards
- Acoustic separation
- Accessibility requirements
- Energy efficiency requirements
- Ceiling height
- Structural loading standards
- Emergency egress requirements.

The NCC does allow for performance solutions to manage these issues, but these require engineering assessments, create additional red tape requirements and can be applied inconsistently across various approval agencies. This creates an environment that then discourages consideration of reuse options due to the time, financial implications and uncertainty of outcomes. This also becomes exacerbated when dealing with multiple and strata property ownership which can typically occur in commercial property and urban situations.

The intention for seeking amendments to the NCC would be to support a reduction to the regulatory barriers to adaptive reuse which would encourage an increase to the housing supply, encourage investment in vacant commercial property, increase urban renewal and maintain embedded energy outcomes.

This could be achieved by seeking a dedicated section within the NCC specifically for adaptive reuse of buildings providing opportunity to demonstrate equivalent safety and amenity outcomes through performance rather than the "deemed to satisfy" requirement.

These could cover areas such as;

- Fire safety
- Structural adequacy
- Acoustic performance
- Natural lighting
- Ventilation
- Accessibility, and
- Energy efficiency.

The benefits of amendments to the NCC are many. They include the ability to deliver more residential stock in urban areas where access to services and facilities such as businesses, transport, hospitality and community services already exist, greater sustainable outcomes through lower energy use in redevelopment, urban regeneration and improved social and economic outcomes with re-activated urban centres. Such reforms could also encourage private investment, increase housing supply, revitalise urban centres, reduce environmental impacts associated with demolition and new construction, and make more efficient use of existing infrastructure.

There is available opportunity of underutilised commercial buildings that could contribute meaningfully to addressing the housing shortage. Current NCC requirements, while essential for ensuring public safety, often impose disproportionate barriers when applied to the conversion of existing commercial buildings into residential accommodation.

Introducing a dedicated adaptive reuse pathway within the NCC could provide a nationally consistent, performance-based framework that preserves standards of safety while recognising the practical limitations of existing buildings.

SECRETARIAT COMMENT

WALGA acknowledges the increasing interest in adaptive reuse as a mechanism to support housing supply, urban revitalisation, sustainability outcomes and the more efficient use of existing infrastructure. The proposal is consistent with broader policy objectives aimed at increasing housing diversity and encouraging investment in underutilised commercial centres.

The National Construction Code (NCC) is developed and maintained by the Australian Building Codes Board (ABCB) on behalf of Commonwealth, State and Territory Governments. While the NCC currently provides for Performance Solutions, Members have identified that commercial-to-residential conversions can involve significant cost, complexity and regulatory uncertainty, which may discourage adaptive reuse projects. A dedicated adaptive reuse pathway may provide greater clarity and consistency while maintaining appropriate standards for health, safety, accessibility and amenity.

WALGA notes, however, that Building Ministers have recently agreed to pause further residential changes to the NCC, except for essential safety and quality measures, until at least mid-2029 following the finalisation of NCC 2025. The intent of the pause is to provide greater regulatory certainty for industry and support housing supply and productivity outcomes. In this context, implementation of the intent of this motion may be challenging in the short term.

7.2 RAINFALL DEFICIENCY ASSISTANCE FRAMEWORK

Shire of Esperance to move:

MOTION

That WALGA advocate to the Western Australian Government to:

- 1. Recognise livestock fodder as an essential agricultural resource during periods of prolonged rainfall deficiency, acknowledging its fundamental role in protecting livestock welfare, sustaining agricultural production and supporting regional communities.**
- 2. Develop and implement a Western Australian Rainfall Deficiency Assistance Framework that builds on the principles of the existing Water Deficiency Scheme and provides a practical, transparent and consistent approach to supporting primary producers during prolonged rainfall deficiency.**
- 3. Establish a Livestock Fodder Freight Subsidy Scheme as the first initiative under the Western Australian Rainfall Deficiency Assistance Framework to assist eligible primary producers with the extraordinary cost of transporting emergency livestock fodder during periods of prolonged rainfall deficiency and other declared natural hazard events where emergency livestock fodder is required.**

IN BRIEF

- Western Australia already recognises that prolonged rainfall deficiency may justify targeted Government assistance where an essential agricultural resource becomes deficient.
- This motion asks WALGA to advocate to the State Government to recognise livestock fodder as such a resource and build upon an existing policy framework that has served Western Australia well for decades.
- It is a practical proposal, grounded in existing policy, that strengthens livestock welfare, agricultural resilience and regional communities while continuing to build on what already works.

MEMBER COMMENT

Western Australia has a proud history of standing beside primary producers when seasonal conditions create exceptional challenges.

The existing Water Deficiency Scheme recognises that when prolonged rainfall deficiency affects an essential agricultural resource, Government has a role in providing practical assistance. It is a policy that has served Western Australia well and demonstrates that Government already has the legislative authority, administrative capability and policy experience to respond when exceptional seasonal conditions threaten livestock welfare and agricultural production.

Livestock fodder has always been an essential agricultural resource. During prolonged rainfall deficiency, however, access to livestock fodder becomes critical to keeping livestock alive, maintaining breeding herds and allowing farming businesses to continue operating until seasonal conditions improve.

Across regional Western Australia, the issue is often not whether fodder can be found. The issue is getting it to where it is needed. As distances increase, freight costs can quickly exceed the value of the fodder itself, placing enormous financial pressure on producers who are already managing the impacts of prolonged rainfall deficiency.

This proposal recognises the practical realities faced by livestock producers across regional Western Australia. It does not seek to replace existing policy or create an open-ended subsidy. Instead, it builds on a policy principle that has existed in Western Australia for many years: where prolonged rainfall deficiency creates a deficiency in an essential agricultural resource, Government may provide targeted assistance.

Recognising livestock fodder as an essential agricultural resource within the existing rainfall deficiency framework is the next logical step. It reflects the practical realities faced by livestock producers and acknowledges that protecting livestock welfare also means ensuring producers can access the feed their animals need.

The proposed Livestock Fodder Freight Subsidy Scheme provides a practical way to apply that principle. It builds on an existing framework, uses established Government capability and offers a consistent approach that can support producers, strengthen regional communities and improve the resilience of Western Australia's agricultural sector.

This proposal is about practical policy, practical outcomes and continuing to build on what already works.

Why This Matters

Every Western Australian benefits from a strong agricultural sector through food security, export income, regional employment and resilient local communities. Agriculture is one of Western Australia's most important industries and is fundamental to the economic and social wellbeing of regional communities.

- Western Australia's primary industries generate more than \$11 billion in annual production value.
- Agriculture is the State's second largest export industry, supporting thousands of regional jobs and businesses.
- Meat and livestock exports contribute approximately \$1.3 billion annually to Western Australia's economy.
- The sheep and wool industry alone contribute around \$1 billion at the farm gate each year.

Protecting livestock production is not simply about supporting individual farming businesses. It is about protecting regional employment, local economies, food production and one of Western Australia's most significant export industries.

References

- [Department of Primary Industries and Regional Development, *WA Primary Industries 2023-24 Economic Overview*](#)
- [Department of Primary Industries and Regional Development, *Western Australian Sheep and Wool Industry Statistics*](#)

The Issue

Western Australia already recognises that prolonged rainfall deficiency may justify targeted Government assistance where an essential agricultural resource becomes deficient.

The existing Water Deficiency Scheme provides assistance when access to water becomes deficient during prolonged rainfall deficiency.

Livestock fodder has always been an essential agricultural resource. During prolonged rainfall deficiency, however, maintaining access to livestock fodder becomes critical to protecting livestock welfare, maintaining breeding stock and sustaining agricultural production.

Across much of regional Western Australia, the challenge is often not sourcing livestock fodder. The challenge is transporting it.

As transport distances increase, freight costs can exceed the value of the livestock fodder itself, placing significant financial pressure on livestock producers during already difficult seasonal conditions.

Why Local Government?

Local Governments understand the impacts of prolonged rainfall deficiency on their communities. They see the effects on local businesses, employment, volunteer organisations, sporting clubs, schools and community wellbeing.

Councils are also frequently called upon to advocate for practical solutions that strengthen regional resilience.

This motion provides WALGA with an opportunity to advocate for a practical, statewide policy response that builds upon an existing Government framework rather than creating an entirely new system.

The Proposal

The motion asks the Western Australian Government to:

1. Recognise livestock fodder as an essential agricultural resource during periods of prolonged rainfall deficiency;
2. Develop and implement a Western Australian Rainfall Deficiency Assistance Framework that builds upon the principles of the existing Water Deficiency Scheme; and
3. Establish a Livestock Fodder Freight Subsidy Scheme as the first initiative under that Framework.

The proposal does not seek to replace existing or create new Government policy. It seeks to build upon a policy framework that has successfully supported regional Western Australian for many years.

Why Support This Motion?

This proposal:

- Builds upon an existing Government policy rather than creating a new one;
- Supports livestock welfare and strengthens regional communities;
- Recognises livestock fodder as an essential agricultural resource during prolonged rainfall deficiency;

- Provides a practical and consistent policy response instead of relying on ad hoc assistance;
- Enables Government to develop the implementation model through consultation with industry, Local Government and relevant agencies; and
- Strengthens one of Western Australia's most significant export industries while supporting regional resilience.

SECRETARIAT COMMENT

WALGA has actively engaged with the sector to develop a [Water Management Advocacy Position \(4.8\)](#) and has facilitated Local Government engagement with the Department of Water and Environmental Regulation regarding the Water Deficiency Declaration process and funding. During the consultation on water management the specific matter of fodder for livestock during drought was not raised.

WALGA's Advocacy Position identifies that access to water is critical for economic activity and in broad terms addresses the issue, as every region in WA will have a range of economic activities which are impacted by water deficiency. This issue and advocacy could be addressed by the agricultural industry directly engaging through their peak associations to Government.

7.3 CONTINUATION OF COMMUNITY WATER SUPPLIES PARTNERSHIP AND AGRICULTURAL AREA DAMS PROGRAM

Shire of Chittering to move:

MOTION

That WALGA advocate to the Commonwealth Government and Western Australian Government to renew, continue, and expand rural water security funding from 2027-28 onwards, including the Community Water Supplies Partnership (CWSP) and Agricultural Area Dams (AA Dams) Programs Funding, and any successor program that preserves these outcomes, to:

- 1. support emergency water infrastructure, firefighting water supplies, farm and livestock emergency water, agricultural water resilience, agricultural area dams, townsite non-potable supplies, public amenity and reduced reliance on potable scheme water;**
- 2. maintain dedicated eligibility for Local Governments and Regional Organisations of Councils that coordinate shared rural water infrastructure outcomes;**
- 3. increase the funding pool to reflect demonstrated demand, cost escalation and the number of eligible Local Governments across regional Western Australia;**
- 4. retain co-contribution flexibility, including cash and in-kind contributions, so smaller Councils can participate;**
- 5. provide a forward funding pipeline that allows Councils to plan, obtain approvals, consult communities, programme co-contributions and deliver works before drought or bushfire conditions become emergencies; and**
- 6. engage the Rural Water Council, WALGA, Regional Development Commissions and eligible Local Governments in the design of the next funding phase.**

IN BRIEF

- The updated advocacy position seeks continuation of the Community Water Supplies Partnership (CWSP) and Agricultural Area Dams (AA Dams) funding streams, and related rural water infrastructure funding beyond 2026-27.
- The Rural Water Council and its member Local Governments seek a renewed, multi-year Commonwealth and Western Australian Government funding commitment from 2027-28 onwards.
- CWSP and AA Dams should be treated as complementary streams: CWSP supports local non-potable community water supply projects, while AA support strategic agricultural area water infrastructure.
- The Rural Water Council discussed the matter at its meeting held on 10 July 2026 at Cunderdin and recorded support for coordinated advocacy beyond 2026-27, supported by the Shire of Chittering.
- The motion is broader than a single program title and protects the practical outcomes: firefighting water, farm and livestock resilience, strategic agricultural water infrastructure, local water planning, community water supply points, dam and catchment works and reduced reliance on scheme water.

MEMBER COMMENT

Purpose and sector position

This motion seeks WALGA support for coordinated advocacy for continuation and expansion of the Community Water Supplies Partnership (CWSP) and Agricultural Area Dams (AA Dams) funding streams, and related rural water security funding beyond 2026-27. The Rural Water Council and its member Local Governments seek a renewed, multi-year Commonwealth and Western Australian Government commitment from 2027-28 onwards.

The position is advanced on behalf of the Rural Water Council and its members, recognising that eligible Local Governments across Western Australia rely on these funding streams to deliver practical water infrastructure for rural communities, volunteer emergency response, agricultural areas and public assets. The matter was discussed at the Rural Water Council meeting held on 10 July 2026 at Cunderdin, where continuation beyond 2026-27 and coordinated advocacy by the Rural Water Council and its member Local Governments were supported.

Why CWSP and AA Dams must be included together

CWSP and AA Dams should be treated as complementary programs. Available Commonwealth material identifies CWSP and AA Dams as separate components of the broader Western Australia Water Infrastructure for Sustainable and Efficient Regions package. CWSP develops local non-potable community water supplies, while AA Dams support infrastructure such as pipework, tanks and pumps to increase resilience and water security in farming communities in dryland agricultural regions.

Limiting advocacy to CWSP alone risks excluding strategic agricultural area infrastructure that supports farming districts and emergency livestock water needs. The advocacy should therefore seek continuation of both named streams and any successor rural water infrastructure program, so the Council's position protects the outcomes rather than only one program title.

How the funding streams work together

Funding stream	Explicit focus from available sources	Advocacy relevance
CWSP	Develops new and improved non-potable community water supplies in priority farming areas, including emergency livestock and firefighting needs, townsites amenity and reduced scheme water use.	Retain and expand the Local Government-facing program that has delivered practical community water projects across WA.
AA Dams	Constructs infrastructure such as pipework, tanks and pumps to increase resilience and water security in dryland farming communities; the Connections package also refers to increased dam storage capacity in priority areas.	Include this stream expressly so strategic agricultural water infrastructure remains part of the post-2026-27 funding ask.

Successor rural water infrastructure programs	Any future funding arrangement that continues non-potable water availability, drought resilience, agricultural water security and emergency water access.	Advocate for continuity of outcomes even if government restructures program names or funding streams.

Why this matters for Western Australia

Western Australia needs decentralised rural water infrastructure because regional communities are dispersed, climate conditions are variable and many towns and farming areas sit outside dense reticulated water networks. Water security supports emergency management, public open space, local roads, recreation reserves, agriculture, livestock welfare, townsite amenity and climate adaptation.

The supporting paper records that more than 90 per cent of Western Australia is bushfire prone and that mains water supply and pressure cannot be guaranteed during bushfire events. It also records that water security and resilience in a drying climate are critical to enabling agriculture and sustaining regional communities.

A few examples demonstrating the combined case

Program / example	Works described	Stated or carefully framed impact
AA Dams statewide priority dams	Increased storage capacity of dams in priority areas.	Provided more reliable agricultural and emergency livestock drinking water sources.
Mukinbudin siding tanks	Smaller-scale project delivered as part of AA Dams.	Part of the package intended to increase resilience and water security in dryland farming communities.
Wagin Airport tanks with swipecard	Tanks with swipecard access at Wagin Airport.	Controlled access supports managed access to emergency/community water infrastructure.
Westonia 1930s community water tank	Community water tank repaired and fitted with floating tiles.	Floating tiles were installed to reduce evaporation.
Cranbrook Dam catchment improvement	Replacement of degraded bitumen in Cranbrook Dam 1 catchment.	Increased the volume of water in the dam by up to 15 ML each year for agricultural and primary industry use.
Katanning to Kojonup pipeline enhancement	Replacement of existing pipeline sections between Katanning and Kojonup.	Increased water reliability and supply to farms in the region.

Shire of Chittering Sandown Park	Bore, pump controls, 100kL firefighting tank, 10kL amenity/irrigation tank and upgrades.	Improves water security and supports emergency response.
Wheatbelt East ROC	Long-term water strategies for seven member Shires.	Supports strategic investment in water infrastructure and drought resilience across the Wheatbelt.

These examples show that rural water funding is not a narrow grant activity. Across CWSP and AA Dams, funded or referenced works include tanks, bores, pipelines, pump systems, catchment repairs, dam storage improvements, telemetry, standpipes, water carts, evaporation reduction measures and strategic water planning.

Recommended combined advocacy position

WALGA should support advocacy by the Rural Water Council and its members for continuation and expansion of the CWSP and AA Dams funding streams, and any successor rural water infrastructure funding streams beyond 2026-27. The request should focus on continuity of practical outcomes: firefighting water, agricultural area dams, tanks, pipework, pumps, bores, catchments, water carts, community water points, monitoring systems, local water strategies and non-potable water networks.

Specific requests to Government

- Commit to a renewed multi-year funding program from 2027-28 onwards for the CWSP and AA Dams projects, or a successor program that preserves these outcomes.
- Maintain dedicated eligibility for Local Governments and Regional Organisations of Councils that coordinate shared rural water infrastructure outcomes.
- Recognise agricultural area water infrastructure as a core resilience need, alongside emergency firefighting water, farm and livestock water, public amenity and reduced reliance on scheme water.
- Increase the funding pool to reflect demand, cost escalation and the number of eligible Local Governments across regional Western Australia.
- Retain co-contribution flexibility, including cash and in-kind contributions, so smaller Councils can participate.
- Engage the Rural Water Council, WALGA, Regional Development Commissions and eligible Local Governments in the design of the next funding phase.

Conclusion

CWSP and AA Dams are complementary rural water security mechanisms. Together they support Local Government delivery, farming community resilience, strategic water infrastructure and practical preparedness for drought and bushfire conditions. The current funding commitment should not expire without a successor program that preserves both CWSP-style local projects and AA Dams-style strategic infrastructure.

SECRETARIAT COMMENT

The Rural Water Council position and advocacy is strongly aligned with WALGA's new [Water Management Advocacy Position 4.8](#) (endorsed by State Council in May 2026):

1. *Access to consistent, reliable and adequate water supplies is critical for Local Government operations, emergency response, community health, amenity, environmental sustainability and economic activity.*
2. *WALGA is calling on the State Government to:*
 - a. *Modernise water management legislation and regulation, including:*
 - i. *undertaking a review of the water licensing and allocation system to ensure equitable access and prioritise high value community use including for public open space*
 - ii. *developing a state-wide framework for integrated regional and catchment-scale water planning.*
 - b. *Protect and adequately, sustainably and equitably fund critical water infrastructure for Local Government, including:*
 - i. *drainage and irrigation upgrades;*
 - ii. *alternative water sources (recycled and reused water, stormwater harvesting, desalination and groundwater replenishment) and disused water asset transfer*
 - iii. *small-scale sewerage infrastructure headworks and infill sewerage.*
 - c. *Expand the Waterwise Council Program statewide and provide:*
 - i. *increased support and resources to assist Local Government in delivering water efficiency measures*
 - ii. *incentives for Local Governments to undertake water efficiency initiatives.*
 - d. *Improve water data access and capability for Local Governments to ensure evidence-based decision making.*
 - e. *Provide effective leadership, guidance, education and enforcement to address the impacts of stormwater runoff.*

The Rural Water Council position and WALGA's Advocacy Position call for improved water security, climate resilience, emergency preparedness and recognition of Local Government as a key water infrastructure delivery partner.

WALGA's Advocacy Position provides the strategic framework, with the CWSP and APP Dams being one funding mechanism and on-ground delivery model to achieve those outcomes. Continued Australian and State Government investment in these types of programs would directly support advocacy priorities while delivering tangible benefits for regional communities, agriculture, emergency services and Local Government operations across Western Australia.

7.4 ADVOCACY FOR REFORMS TO ASPECTS OF THE STATE UNDERGROUND POWER PROJECTS CURRENTLY FACILITATED THROUGH THE LOCAL GOVERNMENT SECTOR

Town of Bassendean to move:

MOTION

That WALGA:

- 1. Undertake a review of the State Government's Underground Power Programs to identify and advocate for the removal of inequities affecting Local Governments, with particular consideration of:**
 - a. Funding arrangements, including the requirement for Local Governments to make full project payments to Western Power during the construction phase while, in many cases, Local Governments provide extended repayment arrangements to affected property owners over a number of years;**
 - b. Legislative reform, including advocacy for amendments to the relevant legislation to enable Western Power to recover the costs of underground power projects directly from electricity consumers, rather than requiring Local Governments to act as the funding intermediary;**
 - c. Renewal liabilities, including the appropriateness or fairness of Western Power requiring Local Governments and their ratepayers to contribute financially to the renewal or replacement of Western Power owned underground electricity infrastructure that forms part of the broader electricity network and pre-exists throughout entire streets or localities.**
- 2. Provide all Local Governments with a summary of the review findings and invite feedback on the issues identified and any proposed reforms.**
- 3. Following consideration of that feedback, prepare a report for presentation to the WALGA Zones, including recommendations for advocacy to the State Government on any proposed legislative, policy or funding reforms arising from the review.**

IN BRIEF

- The current Targeted Underground Power Program (TUPP) Guidelines do not address the renewal of ageing underground power assets.
- The Town of Bassendean may be among the first Local Governments to face a requirement from Western Power to fund the renewal of state-owned, street-wide underground power infrastructure that is now approximately forty years old.
- This creates a complex landscape for Local Governments to navigate in respect to Western Power Underground Power Projects, and as such it is timely for a comprehensive review.

MEMBER COMMENT

Reasons

The Targeted Underground Power Program (TUPP) offers significant benefits, but the guidelines also create a number of challenges and risks for Councils arising from the responsibilities Councils must assume including the following key considerations:

Funding Model

Western Power requires councils to pay their full financial contribution for the project during construction phase. However, to make the cost more affordable for residents, Councils usually enable property owners to repay their share over a number of years.

This means Councils often borrow funds to meet Western Power's upfront payment schedule and then recover those costs from residents over time.

As an instrument of the State Government, this financial arrangement creates a funding gap for Councils where they must secure long-term borrowings to meet Western Power's upfront payment schedule while carrying the associated debt, interest costs and financial risk until all repayments are fully recovered from affected residents. This can impact Council borrowing capacity, cash flow, debt ratios and the ability to fund other capital projects, making participation in underground power programs a significant financial commitment.

Question: Should Western Power engage with residents to give effect to direct billing for underground power costs via electricity invoices?

The following issues pose significant strategic concerns for Councils that are not fully resolved in the current [TUPP Guidelines](#).

Long-Term Asset Renewal

Underground cables have a long but finite life of around 40–60 years. Eventually they require replacement.

The current TUPP Guidelines do not address the renewal of ageing underground power assets. The Town of Bassendean may be among the first Local Governments to face a requirement from Western Power to fund the renewal of state-owned, street-wide underground power infrastructure that is now approximately forty years old.

Clarification is needed as to whether residents of housing estates developed with underground power are protected from future requirements to contribute to the renewal of ageing, state-owned underground infrastructure.

It should also be recognised that every Western Power underground project area has an interface, or "edge", where underground distribution infrastructure connects to the overhead network. This interface will continue to exist even if the entire metropolitan distribution network is eventually placed underground, as high-voltage transmission infrastructure will remain overhead.

The review proposed by this motion should therefore examine whether it is appropriate and equitable for Western Power to require Local Governments to contribute to the renewal of ageing street-wide or area-wide state-owned underground power assets that were originally installed as part of residential housing estate developments.

Full Electricity Network Costs are not Widely Understood

In general, there is limited public awareness that all aspects of the electricity network, including underground programs, are not funded through electricity charges.

As most large-scale underground power programs in Western Australia are only 20 to 30 years old, there is little local experience with the wholesale replacement of ageing

residential underground power networks. Consequently, Councils and communities have limited understanding of the potential long-term financial liabilities associated with these assets.

Regulatory Risk

Western Power's maintenance and replacement expenditure is approved by the Economic Regulation Authority. However, there remains a disconnect between public expectations and current funding arrangements, with many assuming that the renewal of ageing underground power infrastructure would be fully funded by Western Power and the State. The TUPP Guidelines provide little clarity on this issue, creating a degree of uncertainty about future funding responsibilities.

Additional demands placed on Councils via Western Power Underground Power Programs:

- Councils become the public face of the project, particularly when residents object to paying contributions or experience construction disruption. Even though Councils are simply funding partners, residents may perceive the project as "the Council's project."
- Because projects are selected according to Western Power's network asset condition, some communities may receive underground power earlier than others. Councils may be put under pressure to explain why:
 - one suburb receives underground power whilst another nearby suburb does not; and
 - similar ratepayers contribute differently depending on project timing, for infrastructure that the Council does not own or manage.
- Councils are responsible for determining community support and undertaking engagement before projects proceed, requiring staff time and resources. The level of engagement with the community may actually increase during the Western Power Underground Project particularly if there are project disruptions or implementation issues.
- Western Power selects areas primarily based on network renewal needs rather than Council priorities. Western Power determines the project boundary, delivery timeline, costings, street lighting plans etc. Councils have little influence in determining TUPP programs and outcomes.
- Elected Members must formally approve participation, making Councils accountable for the decision regardless of later project issues.
- A significant implication is that if a Council rejects a TUPP offer:
 - Western Power generally replaces the old poles with new overhead poles and infrastructure; and
 - the area may therefore not receive another undergrounding opportunity for decades. This creates pressure on Councils because declining a Western Power TUPP project may effectively close the opportunity for a generation.

All of the above issues create a complex landscape for Local Governments to navigate in respect to Western Power Underground Power Projects, and as such it is timely for a comprehensive review.

SECRETARIAT COMMENT

WALGA's [Underground Power Advocacy Position 5.7](#) articulates that the Local Government sector supports the further continuation of cooperative arrangements to replace the overhead electricity distribution network by undergrounding power. Furthermore, the Position reiterates the Local Government sector's support for new approaches to identifying and prioritising areas for investment and for the establishment of a targeted funding mechanism to assist property owners that would suffer disadvantage as a result of needing to contribute to the cost of undergrounding the power distribution network.

Providing underground power has several benefits for Local Government:

- more reliable power supply;
- greater public safety (less opportunity for contact with live power lines; optimised street lighting design);
- improved visual amenity of streetscapes;
- potential for greater tree canopy cover;
- reduced vegetation management costs; and
- elimination of pole-top fire risks, among others.

The Targeted Underground Power Program (TUPP) is the current cooperative arrangement between State Government, Local Governments, and Western Power and sets out the conditions under which projects to transition overhead electricity distribution infrastructure to underground can be initiated, agreed on, and progressed to completion. Maintenance projects related to underground power infrastructure are not included in the TUPP Program.

Western Power has an obligation to build and maintain its existing infrastructure, while homeowners are obligated to maintain private power infrastructure from the street connection to the home.

As TUPP projects are funded in part by the Local Government, Local Governments may wish to retain control of project funding recoup measures to reduce the transferral of administration costs to ratepayers and apply these measures in various ways to reduce the cost burden on ratepayers. Neither the template Co-Funding Agreement between Western Power and the Local Government nor the TUPP Guidelines prescribe how Local Government recovers the costs from property owners.

Additionally, Local Governments may wish to play a coordination role in the rollout of TUPP projects, particularly in relation to construction and excavation activities on Local Government infrastructure assets. Local Governments also retain the opportunity to negotiate around streetlighting, as funding partners in a TUPP project.

7.5 STATE ASSISTANCE GRANTS FOR WESTERN AUSTRALIA

Shire of Chittering to move:

MOTION

That WALGA advocate to the State Government to establish an annual, untied State Assistance Grant for Western Australian Local Governments that:

- 1. funds the annual unfunded gap between the Western Australian Local Government Grants Commission assessed equalisation need and the Commonwealth Financial Assistance Grants allocation;**
- 2. is distributed using the existing Financial Assistance Grants equalisation methodology;**
- 3. is indexed annually to reflect growth in costs, service pressures and asset renewal needs; and**
- 4. supports Local Governments, particularly regional, rural and remote Local Governments, to maintain essential local services and place-based outcomes for their communities.**

IN BRIEF

- The Commonwealth Financial Assistance Grants (FA Grant) framework provides a recognised needs-based equalisation methodology for Local Government funding.
- In Western Australia, the Western Australian Local Government Grants Commission assesses Local Government expenditure need and revenue-raising capacity under that framework.
- The supporting paper identifies a total assessed need of \$334,062,579.94 and Commonwealth FA Grant funding of \$277,409,615, leaving an unfunded gap of \$56,656,464.98.
- The proposed State Assistance Grant would not replace or duplicate FA Grants; it would complete the existing funding model by meeting the residual assessed gap.
- An untied, indexed State Assistance Grant distributed through the existing equalisation framework is a simple, transparent and fair way to strengthen Local Government financial sustainability.

MEMBER COMMENT

Background and purpose

Local Governments in rural and regional Western Australia are increasingly underpinning services and community supports beyond the historic Local Government remit. This occurs in the context of persistent cost shifting, thin local service markets, limited direct State presence in many communities, and increasing expectations that Local Governments will help keep communities functioning when other systems fall short.

The proposal is for WALGA to advocate for a State Assistance Grant that complements the existing Commonwealth Financial Assistance Grants (FA Grant) system. It does not create a competing formula, replace FA Grants, or seek to redesign the Commonwealth framework. Rather, it asks the State to fund the remaining assessed gap that is already identified through the existing equalisation architecture.

Funding gap

The attached [State Assistance Grants Advocacy Paper](#) identifies the following current funding position for Western Australian Local Governments:

Measure	Amount / Position
Total assessed need (WA Local Governments)	\$334,062,579.94
Commonwealth FA Grant funding	\$277,409,615.00
Commonwealth share of assessed need	79.26%
Unfunded gap	\$56,656,464.98
Minimum grant Local Governments	34
Proposed State Assistance Grant pool	\$56,656,464.98

Source: Local Government Grants Commission, as cited in the attached Advocacy Paper.

Why this matters to the wider membership

The issue is not confined to one Local Government. The gap in assessed funding need affects the financial capacity of Local Governments across Western Australia, and it falls most heavily on non-minimum grant Local Governments, including many Band 3 and Band 4 rural and remote Local Governments with small and dispersed populations, large service catchments, limited rate bases, weaker economies of scale and higher operating costs. Overall, 103 Local Governments in Western Australia are non-minimum grant Local Governments, meaning State Assistance Grants will apply to all 103 in filling the gap between the FA Grants and the assessed funding need.

Service pressures

Local Governments are increasingly expected to support or enable services that communities regard as essential, including health access support, environmental health and workforce facilitation, key worker housing support, emergency coordination and recovery, libraries and community learning, local freight and economic infrastructure, energy transition coordination, major land use pressures, regulatory compliance and exceptional utility-related support where continuity of service is critical.

These pressures do not generally remove formal responsibilities from other levels of government. However, they create practical and operational costs for Local Governments, particularly where communities expect a local response and where Government, market or service-provider presence is limited.

Consequences without reform

Without reform, Local Governments will face increasing pressure to reduce or withdraw non-core but essential services, defer asset renewal, reduce flexibility within annual budgets and limit their ability to co-fund priorities. This creates financial risk for Local Governments and weakens the delivery of State and Commonwealth priorities in regional areas, where Local Governments are critical place-based delivery partners.

Recommended model

The State Assistance Grant should be established as an untied annual pool equal to the difference between the Western Australian Local Government Grants Commission (WALGGC) assessed equalisation need and the Commonwealth FA Grants allocation.

The pool should be distributed using the same general equalisation methodology that underpins FA Grants and indexed annually to reflect growth in costs and asset pressures. This approach uses the existing needs assessment architecture, avoids a new discretionary grants formula, and provides a transparent pathway to improve Local Government financial sustainability.

ATTACHMENT

- [State Assistance Grants Advocacy Paper](#)

SECRETARIAT COMMENT

By virtue of their small ratepayer base, many regional Local Governments rely on external funding to deliver core services. Over time, the sector has seen increased demands on resources coupled with a reduction in untied funding through the Federal Assistance Grants. These funding gaps negatively impact ability to carry out key functions and urgently need to be addressed.

ALGA has been advocating for the Financial Assistance Grants to be returned to 1% of Commonwealth taxation revenue, solving the funding shortfall in a more consistent way than developing a new State-based untied funding program. WALGA has also been advocating to the Australian Government for additional ongoing, formula-based, targeted funding to support Local Governments to deliver on community needs.

The State Budget represents an opportunity to supplement Australian Government funding for Local Government with program-based State funding. WALGA is currently preparing its 2027-28 State Budget Submission which will seek funding for a number of priority initiatives for the sector.

7.6 MANDATORY NABERS RATINGS FOR APARTMENT BUILDINGS

City of Perth to move:

MOTION

That WALGA calls on the Australian Government to:

1. **Extend the mandates under the Commercial Building Disclosure (CBD) program to residential apartment buildings, making NABERS ratings mandatory for apartment buildings in a manner similar to requirements for commercial properties.**
2. **To support widespread uptake and reduce barriers for building owners and managers, direct NABERS to waive all submission and assessment fees for apartment building ratings for the next five years.**
3. **Amend relevant legislation to require NABERS ratings to be disclosed in all rental and sale advertisements for apartments, ensuring prospective tenants and buyers have access to transparent energy efficiency information.**

IN BRIEF

- Mandatory NABERS ratings for apartment buildings would extend a proven energy performance framework to the residential sector.
- Disclosure requirements would provide transparency for apartment buyers and renters while incentivising building efficiency improvements.
- A five-year fee waiver would support broad uptake and reduce implementation barriers for building owners and strata managers.
- The proposal would contribute to emissions reduction, lower utility costs and support Australia's transition to a more sustainable built environment.

MEMBER COMMENT

Background

The Commercial Building Disclosure (CBD) program, administered under the *Building Energy Efficiency Disclosure Act 2010*, mandates NABERS Energy ratings for commercial office buildings over 1,000 square metres when sold or leased, promoting transparency and energy efficiency in the built environment. NABERS (National Australian Built Environment Rating System) provides a proven framework for assessing and improving the environmental performance of buildings. While NABERS ratings are currently available for apartment buildings¹ they remain voluntary for residential properties. Extending CBD-style mandates to residential apartments would drive sustainability, reduce energy costs for residents, and align with national climate goals by encouraging efficient building practices across sectors.

Purpose

Extending mandatory NABERS ratings to residential apartment buildings under a framework similar to the CBD program for commercial properties delivers multifaceted benefits across environmental, economic, and social dimensions. These ratings target

¹ <https://www.nabers.gov.au/apartment-buildings>

shared services and common areas (e.g., lifts, lobbies, pools, and lighting), which can constitute up to 60% of a building's total energy consumption. By mandating ratings and requiring their disclosure in all rental and sale advertisements, the policy enhances transparency, incentivises efficiency upgrades, and supports Australia's sustainability agenda, including the push toward net-zero emissions in the built environment.

Environmental Benefits

Mandatory NABERS ratings would measure and minimise energy and water usage in apartment buildings, directly contributing to reduced greenhouse gas emissions. The buildings sector accounts for approximately half of Australia's energy consumption and nearly a quarter of its emissions, making residential efficiency improvements essential for achieving national climate targets like net-zero by 2050. NABERS serves as a reliable benchmark for continuous performance monitoring, facilitating targeted reductions in resource use and fostering a healthier environment.

For example, it tackles high-impact elements such as gas-powered hot water systems via stakeholder engagement and feasible upgrades, aligning with broader efforts to decarbonise buildings. This initiative bolsters local climate action by enabling Councils to integrate NABERS data into community-level sustainability plans, such as retrofitting programs that address urban heat islands and promote renewable energy adoption at the grassroots level. Nationally, it accelerates the energy transition by scaling up proven tools like NABERS, which have already driven significant emissions reductions in commercial sectors and now extend to support embodied carbon assessments for cleaner, more sustainable construction.

Economic Benefits

Building owners and strata managers stand to cut energy and water expenses by up to 30-42%, as NABERS identifies inefficiencies in common areas where utilities often consume 25% of costs. Elevated NABERS scores enhance property appeal and value, providing a market advantage and fostering long-term asset appreciation in an eco-conscious real estate landscape. The proposed five-year fee waiver for submissions lowers entry barriers, yielding substantial net economic returns through simple upgrades like LED lighting and automated systems.

Moreover, this validated performance data streamlines sustainability reporting for investors, unlocking access to green financing and insurance incentives. Critically, these savings directly alleviate cost-of-living pressures for residents by reducing shared utility costs passed onto households, with potential annual bill reductions of hundreds of dollars per unit amid rising energy prices. On a national scale, NABERS has already generated nearly \$2 billion in consumer savings through efficiency gains, positioning the program as a key driver in the energy transition toward affordable, low-carbon infrastructure.

Social and Community Benefits

With about 80% of prospective buyers and renters prioritising environmental performance data, mandatory disclosure in advertisements empowers informed choices, helping individuals select energy-efficient homes that lower personal energy bills and enhance living standards. This transparency raises resident awareness of building efficiency, encouraging behaviours like energy conservation and participation in strata-led initiatives, without intruding on individual unit assessments. Ratings elevate a building's reputation as a sustainability frontrunner, increasing resident satisfaction and community pride in eco-friendly living.

Overall, the program cultivates transparency, bolsters investor trust, and harmonises with growing green preferences, making apartments more desirable in a market that rewards sustainability. By heightening awareness, it empowers residents to advocate for local climate actions, such as Council-supported solar installations or waste reduction programs, fostering a grassroots culture of environmental stewardship.

Local Government's Role

Local Governments are ideally positioned to drive this program's success at the grassroots level, bridging federal mandates with community needs through their roles in planning, enforcement, and incentives. Local Governments may ensure equitable rollout of the proposed measures mandated by federal support and help addressing performance gaps.

Local Governments may also offer localised support, such as workshops for strata managers, coordinate subsidies during the fee-waiver period, and data-sharing platforms to track progress. This coordination amplifies national energy transition efforts by enabling place-based innovations, like net-zero precincts, while empowering residents through education campaigns that link building efficiency to everyday cost savings and climate resilience.

SECRETARIAT COMMENT

WALGA acknowledges the role that building performance disclosure programs can play in improving energy efficiency, reducing emissions and assisting consumers to make more informed purchasing and rental decisions. The NABERS framework is well established within the commercial property sector and has demonstrated value in providing a nationally consistent method for measuring and benchmarking building performance.

The intent of this motion aligns with broader Australian and State Government objectives to improve the energy performance of the built environment. Increased transparency regarding apartment building energy performance may encourage investment in building upgrades, support operating cost reductions and provide market-based incentives for improved sustainability outcomes.

WALGA notes that the Australian Government is already considering future expansion of building energy disclosure arrangements through the Commercial Building Disclosure (CBD) Expansion Roadmap and the Home Energy Ratings Disclosure Framework. These initiatives include investigation of energy performance disclosure mechanisms for residential buildings and consideration of the role of NABERS ratings for Class 2 apartment buildings. The Australian Government has also indicated that no immediate changes to the CBD program are proposed while further stakeholder consultation and policy development occurs.

The proposal raises a number of implementation considerations, including the regulatory and administrative burden on strata companies and apartment owners, the appropriateness of mandating disclosure for existing buildings, and the costs associated with undertaking and maintaining ratings. While the proposed five-year fee waiver would seek to address some of these barriers, any expansion of mandatory disclosure requirements would require detailed assessment of costs, benefits and potential impacts across different apartment building typologies and ownership structures.

7.7 FUNDING SUPPORT FOR NATIVE TITLE, ILUA AND TRADITIONAL OWNER ENGAGEMENT COSTS

Shire of Dundas to move:

MOTION

That WALGA:

- 1. Advocate to the Western Australian and Australian Governments for the establishment of a dedicated funding program to support Local Governments with the costs associated with:**
 - a. Native Title negotiations;**
 - b. Indigenous Land Use Agreements (ILUAs);**
 - c. Aboriginal Cultural Heritage consultation;**
 - d. Traditional Owner engagement;**
 - e. Heritage, anthropological and cultural assessments; and**
 - f. Agreement implementation and monitoring.**
- 2. Seek recognition that Native Title and Traditional Owner engagement requirements are increasingly necessary to deliver housing, infrastructure, emergency management, renewable energy, land tenure and economic development projects, and should not be funded solely from Local Government rate revenue.**
- 3. Request that any future funding program prioritise regional, rural and remote Local Governments with:**
 - b. large geographic areas;**
 - c. significant Crown land holdings;**
 - d. extensive Native Title interests; and**
 - e. limited rate bases.**

IN BRIEF

- Remote Local Governments are increasingly required to undertake Native Title and Traditional Owner engagement to deliver essential projects.
- No dedicated State or Commonwealth funding exists to assist Local Governments with these costs.
- Current arrangements result in significant cost shifting from other levels of government to Local Government.
- Unfunded engagement requirements delay housing, infrastructure, emergency management and economic development projects.
- A dedicated funding program would improve outcomes for Traditional Owners, Local Governments and regional communities.

MEMBER COMMENT

Across Western Australia, Local Governments are increasingly wanting to engage with Native Title holders and Traditional Owners as part of delivering community infrastructure, housing, economic development, emergency management and land tenure projects.

While Local Governments support meaningful engagement and recognise the importance of Traditional Owner participation in decision-making processes, there is currently no dedicated State or Commonwealth funding mechanism available to assist Local Governments with the associated costs. These costs commonly include:

- legal advice and representation;
- Indigenous Land Use Agreement negotiations;
- anthropological and heritage assessments;
- cultural heritage investigations;
- authorisation meetings;
- Traditional Owner consultation and participation costs;
- travel and accommodation; and
- agreement implementation and monitoring.

For many remote Local Governments, a single project requiring Native Title resolution can incur costs of tens of thousands of dollars before any physical works commence.

The impact is particularly significant for remote and regional Local Governments that:

- manage large geographic areas;
- have small populations and limited rate bases;
- contain extensive Crown land holdings;
- are required to facilitate State and Commonwealth policy outcomes; and
- have significant Native Title and Traditional Owner engagement obligations.

The absence of dedicated funding creates a significant cost-shifting burden and can lead to:

- delays to housing projects;
- delays to airport, road and utility infrastructure;
- delays to emergency management initiatives;
- increased project costs;
- reduced investment certainty; and
- pressure on Local Government operating budgets.

This issue is becoming increasingly significant as governments seek to accelerate housing delivery, renewable energy projects, economic development initiatives and Closing the Gap commitments. Local Governments are expected to facilitate these outcomes but are not provided with funding to undertake the associated engagement processes.

A dedicated funding program would:

- reduce cost shifting to Local Government;
- support meaningful Traditional Owner participation;
- improve project certainty;
- accelerate housing and infrastructure delivery;
- support regional economic development;
- strengthen relationships between Local Governments and Traditional Owners; and
- assist in achieving broader State and Commonwealth policy objectives.

Accordingly, WALGA is requested to advocate for a jointly funded State and Commonwealth program that recognises Native Title and Traditional Owner engagement as a shared public responsibility rather than an unfunded Local Government obligation.

SECRETARIAT COMMENT

WA Local Governments may need to comply with requirements under the *Native Title Act 1993 (Cth)* and *Aboriginal Heritage Act 1972 (WA)* where proposed activities may affect native title rights and interests or impact or harm Aboriginal cultural heritage. The applicable requirements vary depending on the activity, land tenure and context, and may include notification, consultation, opportunities to comment and/or approval processes and, in some [native title future act matters](#), negotiation in good faith with a view to reaching agreement with native title parties. Positive relationships with Traditional Owners, cultural knowledge holders and native title parties can assist Local Governments to understand and meet their statutory obligations.

There is currently no dedicated Australian or State Government funding to support Local Governments' costs in relation to native title and Aboriginal heritage agreement-making. However, the State Government's [Aboriginal Heritage Survey Program](#) to fund Aboriginal heritage surveys on unsurveyed or high-priority areas of the State is open to a range of proponents, including Local Governments.

In 2025, the WA Government commissioned the National Native Title Tribunal (NNTT) to conduct a [Review of Native Title and Aboriginal Heritage Processes](#) (the Review). The Review report and Government response to recommendations were tabled in Parliament on 9 June 2026. While the scope and consultation for the Review focused on the mining industry, WALGA engaged with the Review lead and NNTT Member Mr Glen Kelly, to highlight key challenges for Local Governments. The Review recommendations and Government's response provide opportunities for greater policy clarity, practice guidance and administrative efficiencies for all parties. There is also a commitment to increase and better coordinate support for Prescribed Bodies Corporate across State agencies, to increase their capacity to deal with increasing volumes of heritage and native title matters.

WALGA's [Advocacy Position 3.1.4 Aboriginal Heritage Protection](#) calls for the State Government to provide adequate resourcing to ensure all parties have the capacity, capability and resources to discharge their statutory obligations relating to Aboriginal heritage protection.

WALGA continues to support Members to understand and comply with their obligations relating to native title and Aboriginal heritage approval processes and best practice in Aboriginal engagement. More information is available on the [WALGA website](#) and [Kolbang Yanginy](#), the reconciliation resource for Local Governments that WALGA partnered to develop. WALGA advocacy on this issue includes ongoing discussions with State Government to share the experiences and insights of the Local Government sector and advocating for outcomes that address the need to balance delivering essential services and development, while protecting Aboriginal rights and interests.

The [WALGA Local Government Convention 2026 Program](#) includes a session on native title and agreement making, which is intended to provide practical insights and guidance on how Local Governments can leverage opportunities for partnership and agreement-making to enable land activation and infrastructure development.

The Shire of Dundas motion and WALGA's ongoing advocacy align on the need for greater support for WA Local Governments to comply with native title and Aboriginal heritage obligations, while meeting the needs of their community for essential infrastructure and services.

7.8 SUPPORT FOR ALGA MOTION #92 – NATIONAL CLIMATE ADAPTION FUNDING

Town of East Fremantle, City of Vincent, Shire of Augusta Margaret River to move:

MOTION

That WALGA:

1. **Endorse Motion 92 included within The Business Papers of the 2026 Australian Local Government Association National General Assembly as provided below:**
 - a. ***Acknowledge that the increasing costs of climate change – including disaster recovery from storms, floods, and bushfires, and community resilience building for heatwaves and sea-level rise – place an unsustainable financial burden on Local Government.***
 - b. ***Recognise the inequity where Local Governments and communities bear these costs despite not being responsible for the 75% of climate pollution generated by major coal, oil, and gas corporations.***
 - c. ***Establish a Parliamentary Inquiry into the adequacy of the 2025 National Adaptation Plan, specifically addressing the lack of additional funding for Local Governments to deliver mandated adaptation responses.***
 - d. ***Ensure this Inquiry identifies concrete revenue sources to meet investment needs, including the implementation of taxes or levies on the coal, oil, and gas industries aligned with the climate damage their products cause.***
 - e. ***Establish a National Climate Compensation Fund with a dedicated funding stream for Local Governments, commensurate with the scale of the financial risks identified in the 2025 National Climate Risk Assessment***
2. **Adopt Motion 92 as part of WALGA's federal advocacy program; and**
3. **Actively advocate, in partnership with the Australian Local Government Association, for:**
 - a. **the establishment of a National Climate Compensation Fund with a dedicated funding stream for Local Governments; and**
 - b. **the introduction of a Climate Pollution Levy on coal, oil and gas corporations.**

IN BRIEF

- The costs of climate disaster response and readiness confronting Local Governments are fast outpacing the willingness or capacity of State and Federal governments to finance the shortfall. A sustainable, dedicated funding stream must be found.
- Across Australia, Local Governments collectively own and manage billions of dollars in infrastructure threatened by climate-impacted events, including storms, floods, water damage, and bushfires.
- The motion seeks WALGA support for and advocacy of ALGA Motion 92 regarding climate adaptation funding and calling for increased Commonwealth funding support for Local Governments responding to climate change impacts.
- Existing constraints on Local Government revenue-raising mean Councils cannot address these increasing costs without significantly compromising other essential services.
- Climate disruption costs and adaptation/resilience requirements are escalating beyond the capacity of Local Governments to pay for them.

- A dedicated fund for Local Governments extends point 2(b) of WALGA's existing [Climate Change Advocacy Position 4.1](#): "*ensure that Local Government has the funding, guidance and practical support required to meet increasing risk and expanded legislative requirements to plan for, mitigate and adapt to climate impacts*".
- This motion seeks a federally administered funding solution that relieves the burden currently falling on ratepayers. The specific mechanism – whether through adjustment of existing policy settings or a new funding measure – is a matter for the Federal Government to determine.

TOWN OF EAST FREMANTLE COMMENT

Motion 92 included within The Business Papers of the 2026 Australian Local Government Association National General Assembly called on the Australian Government to:

1. *Acknowledge that the increasing costs of climate change – including disaster recovery from storms, floods, and bushfires, and community resilience building for heatwaves and sea-level rise—place an unsustainable financial burden on local government.*
2. *Recognise the inequity where local governments and communities bear these costs despite not being responsible for the 75% of climate pollution generated by major coal, oil, and gas corporations.*
3. *Establish a Parliamentary Inquiry into the adequacy of the 2025 National Adaptation Plan, specifically addressing the lack of additional funding for local governments to deliver mandated adaptation responses.*
4. *Ensure this Inquiry identifies concrete revenue sources to meet investment needs, including the implementation of taxes or levies on the coal, oil, and gas industries aligned with the climate damage their products cause.*
5. *Establish a National Climate Compensation Fund with a dedicated funding stream for local governments, commensurate with the scale of the financial risks identified in the 2025 National Climate Risk Assessment*

This motion extends beyond advocacy for funding (and other support), as it explicitly references how this funding might be delivered, via a polluter-pays mechanism, and dedicated compensation fund at least in part contributed to by the coal, oil and gas industries.

The motion calls on the Federal Government to establish a Parliamentary Inquiry into the adequacy of the 2025 National Adaptation Plan, create a dedicated funding stream for Local Governments that matches the scale of financial risks identified in the 2025 National Climate Risk Assessment, and identify taxes or levies on the coal, oil and gas industries aligned with the damage their products cause to finance the fund.

Research shows that roughly 76% of Australia's climate pollution comes from burning coal, oil and gas², a sector which has seen exceptional 'super profits' in recent years, and which pays well below its share of levies and taxes. Across the sector, income tax averages just 5% of its reported \$436 billion income, compared with the 30% corporate tax rate³. To 2024, \$111 billion worth of royalty-free liquefied natural gas (LNG) was exported from WA,

² [Freeloaders](#), Oxfam Australia, April 2026

³ [Freeloaders: How gas corporates are paying little tax](#), Oxfam Australia, 30 April 2026

sacrificing at least \$9.6 billion in revenue if royalties had been paid⁴. A polluter-pays mechanism is also supported by a majority of the Australian public - 70% of Australians support a mechanism to collect revenue from polluting industries⁵.

Federal and State Governments are unwilling or unable to provide guaranteed long-term funding to meet the escalating climate change induced mitigation, adaption and resilience-building costs faced by Local Governments, or are even passing more costs of climate adaptation and mitigation onto other levels of government or residents⁶⁷. The fossil fuel corporations, the major financial beneficiaries of climate disruption, contribute little to repairing the damage their products cause. A levy on fossil fuel products paid into a dedicated fund supporting Local Governments in climate adaptation and mitigation will bring costs and profits into better alignment.

CITY OF VINCENT COMMENT

Local Governments are legislatively obligated to address climate change through the *Local Government Act 1995*. Whilst there are sound policy reasons for all tiers of government to be a part of addressing this global challenge, for the Local Government sector the cost of both mitigating and adapting to the effects of climate change is rapidly outpacing the capacity to do so.

The National Adaptation Plan outlines that natural disasters cost the Australian economy \$38 billion per year. Costs will continue to escalate as global warming increases and current Federal funding is not sufficient, stable or long-term to support this.

Unlike other tiers of government with greater capacity to raise revenue, Local Governments have finite resourcing to adequately fund this without impacting on the delivery of essential services or significantly increasing rates. This is neither fair nor sustainable.

Motion 92 was unanimously passed at the ALGA National General Assembly, highlighting the importance of this issue across all Local Governments whether inner-city, urban, rural or remote.

Local Governments collectively own and manage billions of dollars in infrastructure currently threatened by climate-impacted events, including storms, floods, water damage, and bushfires.

For Vincent, key local challenges in responding to the impacts of climate change include:

- Reducing urban heat and increasing tree canopy while responding to the ongoing impacts of Polyphagous Shot-Hole Borer and reducing rainfall.
- Responding to extreme weather events and flooding impacts by upgrading the City's ageing and at-capacity drainage network whilst simultaneously being the highest density Council in WA.

⁴ [Zero royalties charged on \\$111 billion in WA gas sales](#), The Australia Institute, 4 June 2024

⁵ [Pay up: Australians say it's time big polluters paid for the damage they do to the environment](#), The Australia Institute, 27 November 2024

⁶ [Queensland worse off under proposed disaster recovery funding changes](#), councils say, ABC News, 6 June 2026

⁷ [NSW proposes new property levy to support emergency services](#), Realtisan

A dedicated funding stream is essential for Local Governments to support climate change mitigation and adaptation responses without increasing the burden disproportionately to our communities.

The establishment of a Parliamentary Inquiry provides a way to identify opportunities for this to be delivered and is essential to shift the fiscal burden from ratepayers to the industries primarily responsible for inflicting climate-related damage.

Endorsement of this motion would give practical effect to WALGA's recently adopted [Climate Change Advocacy Position](#). Specifically, to "*ensure that Local Government has the funding, guidance and practical support required to meet increasing risk and expanded legislative requirements to plan for, mitigate and adapt to climate impacts*".

The City values WALGA's continued leadership and looks forward to working collaboratively to secure the stable and long-term funding needed. This would enable Local Governments to respond to our legislative obligations and deliver local climate mitigation, resilience and adaptation measures for our communities.

SHIRE OF AUGUSTA MARGARET RIVER COMMENT

Right now, our communities are bearing the costs of dealing with the impacts of global warming. As a regional Local Government with an extensive coastline, the Shire is experiencing the effects of coastal impacts such as sea level rise, more severe storm events, and increased bushfire risk.

Local Governments, residents and local businesses are already bearing significant costs through rising insurance premiums, damage to community infrastructure, and disaster response and recovery efforts. While climate change has multiple causes, the extraction and use of coal, oil and gas remains a major contributor to global warming. Yet many of the costs of responding to these impacts continue to fall on local communities and future generations, rather than those who have profited most from fossil fuel production.

While climate change affects everyone, we are concerned that those experiencing the greatest impacts have often contributed the least to the problem. These costs are increasingly being borne by regional and local communities that have limited capacity to absorb them.

Communities across Australia are calling for coal, oil and gas corporations to contribute their fair share towards the costs of climate adaptation and recovery, helping ensure Local Governments have the resources needed to respond to climate impacts and build resilient, thriving communities.

SECRETARIAT COMMENT

This motion was passed at the ALGA National General Assembly (NGA), however ALGA NGA motions are not binding and will be considered by the ALGA Board. WALGA is a member of ALGA and will have input into the determination of action relating to the motion.

WALGA has undertaken extensive consultation on the [Climate Change Advocacy Position](#) which was adopted by State Council in July 2026. As noted in the commentary from Local Governments, the motion aligns with WALGA's Advocacy Position on Climate Change however goes into greater detail regarding the issue and resolution. WALGA is currently developing an advocacy plan to progress the outcomes in the recently adopted Advocacy Position and will work with ALGA and other Local Government Associations on these matters.

7.9 DELIVERING EQUITABLE NBN FIBRE UPGRADE PATHWAY FOR MULTI-DWELLING UNITS

City of Perth to move:

MOTION

That WALGA calls on the Australian Government to work with NBN Co to:

- 1. Establish and publish a funded national upgrade pathway to Fibre to the Premises (FTTP) for all Multi-Dwelling Units (MDUs), including apartments, townhouses and older unit developments currently served by Fibre to the Building (FTTB).**
- 2. Close the existing policy gap for MDUs by prioritising high-density urban housing within future FTTP rollout planning, recognising the significant proportion of capital-city residents who live in apartments and townhouses.**
- 3. Provide dedicated funding and delivery mechanisms - including grants, co-investment and streamlined approvals - to address the additional cost and complexity of retrofitting fibre in older strata-titled buildings, ensuring residents are not disadvantaged by dwelling type.**
- 4. Support Local Governments to work with strata bodies and NBN Co to streamline MDU upgrade delivery, including standardised strata engagement materials and access/approval processes for common property.**

IN BRIEF

- Residents of many apartment buildings, townhouses and other multi-dwelling developments remain excluded from NBN Co's funded Fibre to the Premises (FTTP) upgrade program and continue to rely on legacy Fibre to the Building (FTTB) infrastructure.
- Establishing a funded national FTTP upgrade pathway for multi-dwelling units would address a growing digital inequity affecting residents of high-density housing, particularly within capital cities.
- Dedicated funding, co-investment opportunities and streamlined delivery arrangements would help overcome the additional cost and complexity of upgrading older strata-titled buildings to full-fibre connections.
- Supporting Local Governments to work with strata bodies and NBN Co would facilitate more efficient upgrade delivery through streamlined approvals, access arrangements and standardised engagement processes.

MEMBER COMMENT

Background

People are increasingly concerned about a growing digital infrastructure inequity affecting residents of apartments, townhouses and older unit developments. Reliable high-speed broadband is now essential infrastructure, underpinning economic participation, remote work, education, telehealth and access to government services.

While the National Broadband Network (NBN) is transitioning toward a predominantly fibre-based network, a significant cohort of households – those living in Multi-Dwelling Units (MDUs) – remain reliant on legacy copper-based technologies due to historical infrastructure decisions.

The Australian Government and NBN Co have already set a clear direction of travel for the fixed-line network: move legacy copper areas to full fibre. NBN's "full fibre" upgrade program explicitly enables eligible premises on Fibre to the Node (FTTN) and Fibre to the Curb (FTTC) to upgrade to Fibre to the Premises (FTTP), and in January 2025 NBN Co announced a Government-backed investment package to upgrade the remaining FTTN footprint, enabling higher-speed services delivered mostly via FTTP.

However, this transition leaves out a major cohort: the Fibre to the Building/Basement (FTTB) footprint, which is dominated by apartment buildings and older unit developments. NBN's FY26 Annual Service Improvement Plan confirms that a full-fibre upgrade for the FTTB footprint is not currently planned, with only limited trials underway.

This exclusion disproportionately affects city residents. Apartments are a significant and growing share of Australia's housing stock, with more than 2.6 million people living in apartments nationally, including over 550,000 people in high-rise buildings. In capital cities, older apartments are disproportionately served by FTTB, FTTN or FTTC, and in many cases are either ineligible for existing FTTP upgrade programs or face unclear, complex and costly upgrade pathways.

Within the City of Perth, hundreds of inner-city apartments in precincts such as the CBD, East Perth, West Perth and Northbridge were connected via FTTB during earlier phases of the NBN rollout as recently as 2016 and now face capped speeds and reduced reliability compared with neighbouring dwellings that have access to full-fibre connections.

While NBN expects around 90% of the fixed-line network (approximately 10.3 million premises) to have access to near-gigabit wholesale speeds by December 2025, residents of many MDUs remain stuck on FTTB with no defined or funded pathway to FTTP.

Local Governments also have a practical role in removing on-the-ground barriers to fibre upgrades in strata buildings. Even where upgrades are available, MDUs can be delayed by complex owner-corporation decision-making and access arrangements across common property and multiple tenancies. Councils are well placed to support and convene strata communities so upgrades can proceed efficiently.

Accordingly, Local Governments should be supported to work with strata bodies, NBN Co and industry to streamline access and approvals, including standard engagement materials, model strata resolutions, clear access/works guidance for common property, and streamlined local approvals for low-impact telecommunications works.

Without a clear upgrade strategy, a growing number of urban households risk being left behind as the rest of the country transitions to world-class fibre connectivity, entrenching a digital divide based not on demand or location, but on dwelling type.

Supporting Evidence

1. NBN Co has stated that approximately 90% of the fixed-line footprint is targeted to be capable of gigabit speeds by 2025; however, the majority of Fibre to the Building (FTTB) connections are not currently included in this upgrade pathway.
2. Industry estimates indicate that more than 2 million apartments and townhouses are connected to the NBN nationally.
3. Australian Bureau of Statistics Census data indicates that over 500,000 Australians reside in high-rise apartment buildings (nine storeys or more), predominantly located in capital cities.

4. NBN FTTB services are typically limited to maximum download speeds of around 100 Mbps, compared with FTTP services capable of supporting download speeds up to 2,000 Mbps.
5. ACCC and industry reporting has identified a widening performance and reliability gap between fibre-based and copper-based NBN technologies, particularly during peak demand periods.

SECRETARIAT COMMENT

Current WALGA advocacy regarding the provision of high-speed internet is restricted to the Local Government sector's support for consistent and appropriate internet solutions including suitable pricing for rural, regional, and remote Western Australia ([Advocacy Position 2.4.3](#)).

The role of Local Government in relation to the National Broadband Network (NBN) is typically to support the planning and design of the network prior to the rollout of fibreoptic cable, and to work with NBN Co on community engagement. Much of the work to connect properties outside of the public realm is undertaken by NBN Co and the property owner, including strata properties. In particular, retrofitting existing buildings with new fibreoptic cable that does not require changes to infrastructure in the public realm may not involve Local Governments at all.

Whilst Local Governments may acknowledge the role of high-speed internet as beneficial to residents, the interface of the change from FTTB to FTTP with Local Government business may be limited.

8 CLOSURE

Upon the completion of business, the Chair will close the meeting.

Attachment 1: AGM Standing Orders

[Return to Agenda item 4](#)



Western Australian Local Government Association Annual and Special General Meeting Standing Orders

1. DEFINITIONS

For the purposes of these Standing Orders, if not inconsistent with the context, the following words shall have the following meanings:

- 1.1 **"Absolute Majority"** means: a majority of Delegates whether present and voting or not.
- 1.2 **"Association"** means: the Western Australian Local Government Association.
- 1.3 **"Chief Executive Officer"** means: the Chief Executive Officer for the time being of the Association.
- 1.4 **"Constitution"** means: the Constitution of the Association.
- 1.5 **"Delegate or Deputy Delegate"** means: those persons duly nominated to represent a Member Local Government at a Meeting of the Association. In the construction of these Standing Orders unless the context requires otherwise, the word "Delegate" shall in the absence of the Delegate include a Deputy Delegate. A Deputy Delegate acting in the capacity of a Delegate unable to attend a meeting of the Association shall exercise all rights of that Delegate.
- 1.6 **"Deputy President"** means: the Deputy President for the time being of the Association.
- 1.7 **"Meeting"** means: an Annual or Special General Meeting of the Association.
- 1.8 **"Member Local Government"** means: a Local Government admitted to ordinary membership of the Association in accordance with the provisions of the Constitution.
- 1.9 **"President"** means: the President for the time being of the Association. In the construction of these Standing Orders unless the context requires

otherwise, the word "President" shall in the absence of the President include the Deputy President or the Delegate chosen by resolution to preside at any Meeting of the Association.

- 1.10 **"Simple Majority"** means: a majority of Delegates that are present and voting.

2. CONDUCT OF MEETINGS

The proceedings and business of Meetings of the Association shall be conducted according to these Standing Orders.

3. NOTICE OF MEETING

3.1 Annual General Meeting

The Chief Executive Officer shall give at least ninety (90) days notice of an Annual General Meeting to all Member Local Governments, advising of the closing date for submission of motions for inclusion on the agenda.

3.2 Special General Meeting

A Special General Meeting of the Association is to be held if a request is received by the President, in accordance with the requirements of the Constitution. No business shall be transacted at a Special General Meeting other than that for which the Special General Meeting was called.

- 3.3 Notice of a Special General Meeting shall be given by the Chief Executive Officer to all Member Local Governments.

4. QUORUM

- 4.1 The Association shall not conduct business at a Meeting unless a quorum is present.

- 4.2 At any Meeting, greater than one half of the Delegates who are eligible to vote must be present to form a quorum.

- 4.3 The Association is not to transact business at a Meeting unless a quorum is present.

- 4.4 If a quorum has not been established within 30 minutes after a Meeting is due to begin then the Meeting can be adjourned –

(a) by the President or if the President is not present at the meeting, by the Deputy President;

- (b) if neither the President nor Deputy President is present at the meeting, by a majority of Delegates present;
- (c) if only one Delegate is present, by that Delegate; or
- (d) if no Delegate is present, by the Chief Executive Officer or a person authorised by the Chief Executive Officer.

4.5 If at any time during a Meeting a quorum is not present, the President shall thereupon suspend the proceedings of the Meeting for a period of five (5) minutes and if a quorum is not present at the expiration of that period, the Meeting shall be deemed to have been adjourned and the person presiding is to reschedule it for some future time.

4.6 Notice of a Meeting adjourned because of absence of a quorum is to be given to all Member Local Governments.

5. MEETINGS OPEN TO THE PUBLIC

The business of the Association conducted at a Meeting shall be open to the public except upon such occasions as the Association may by resolution otherwise decide.

6. ORDER OF BUSINESS

Unless the Association should decide otherwise, the order of business at Meetings shall be as follows:

- (a) Record of attendance and apologies;
- (b) Announcements;
- (c) Confirmation of minutes of previous Meetings;
- (d) President's report;
- (e) Financial report for the financial year; and
- (f) Consideration of Executive and Member Motions.

7. VOTING ENTITLEMENTS

- 7.1** Each Member Local Government shall be entitled to be represented at any Meeting by two (2) Delegates.
- 7.2** Only eligible and registered Delegates may vote.
- 7.3** A Delegate shall be entitled to exercise one vote on each matter to be decided. Votes are to be exercised in person.

7.4 If a Delegate is unable to attend any Meeting a duly eligible and registered Deputy Delegate may attend and exercise a vote.

7.5 A Deputy Delegate shall be nominated in writing and delivered to the Chief Executive Officer before the commencement of the Meeting. The nomination shall be signed by the Chief Executive Officer of the Member Local Government that nominated the Delegate.

8. SPECIAL URGENT BUSINESS

At any time during a Meeting a Delegate may, with the approval of an Absolute Majority, introduce a motion relating to special urgent business that calls for an expression of opinion from Delegates.

In presenting an item of special urgent business, a Delegate shall have sufficient copies of the motion in writing for distribution to all Delegates present at the Meeting and, where practicable, give prior notice to the President of such intention.

9. PRESIDENT TO PRESIDE

- 9.1** The President shall preside at all Meetings, but in the absence of the President, the Deputy President shall preside.
- 9.2** In the absence of the President and the Deputy President, the Delegates shall choose by resolution, a Delegate present to preside at the Meeting.

10. SPEAKING PROTOCOL

- 10.1** Only registered Delegates and members of the Association's State Council shall be entitled to speak at Meetings.
- 10.2** The first person who attracts the attention of the President shall have precedence in speaking.
- 10.3** If two or more Delegates wish to speak at the same time, the President shall decide who is entitled to priority.
- 10.4** Speakers are to use the microphones supplied.
- 10.5** When addressing a meeting, speakers are to:
 - (a) rise and remain standing unless unable to do so by reason of sickness or disability;

- (b) address the meeting through the President;
- (c) state their name and Local Government before otherwise speaking;
- (d) refrain from reading comment printed in the agenda paper in support of a motion, but may identify key points or make additional comment; and
- (e) refrain from using provoking or discourteous expressions that are calculated to disturb the peaceful current of debate.

11. DEBATE PROCEDURES

- 11.1** A Delegate moving a substantive motion may speak for –
 - (a) 5 minutes in their opening address; and
 - (b) 3 minutes in exercising the right of reply.
- 11.2** Other speeches for or against motions are to be limited to 3 minutes unless consent of the meeting is obtained which shall be signified without debate.
- 11.3** No Delegate, except the mover of a motion in reply, is to speak more than once on the same motion except by way of personal explanation.
- 11.4** As soon as the right of reply has been exercised, the motion is to be forthwith put to the vote without further comment.
- 11.5** No discussion shall take place on any motion unless it is moved and seconded.
- 11.6** Only one amendment on any one motion shall be received at a time, and such amendment shall be disposed of before any further amendment can be received. Any number of amendments may be proposed.
- 11.7** The provisions of these Standing Orders applicable to motions apply mutatis mutandis to amendments, except that the mover of an amendment shall have no right of reply.
- 11.8** When a motion has been moved and seconded, the person presiding shall at once proceed to take a vote thereon unless a Delegate opposes it or an amendment is proposed.
- 11.9** No more than two Delegates shall speak in succession on one side,

either for or against the question before the meeting, and if at the conclusion of the second speaker's remarks, no Delegate speaks on the other side, the motion or amendment may be put to the vote.

- 11.10** Notwithstanding clause 11.8, where a composite motion is moved which embodies the core aspects of subsequent motions listed on the agenda, a Delegate whose motion has been superseded shall have the opportunity to speak on the question of the composite motion before it is put. Once a composite motion has been carried, no further debate shall be permitted in respect of the superseded motions.

- 11.11** At any time during a debate, but after the conclusion of a Delegate's comments, a Delegate who has not spoken during the debate may move, without discussion, "that the question be now put". If that motion is seconded and carried by a majority, the question shall be submitted at once to the meeting, after the mover has replied.

12. QUESTIONS

Any Delegate seeking to ask a question at a Meeting shall direct the question to the President.

13. POINT OF ORDER

A Delegate who is addressing the President shall not be interrupted except on a point of order, in which event the Delegate shall wait until the Delegate raising the point of order has been heard and the question of order has been disposed of, whereupon the Delegate so interrupted may, if permitted, continue.

14. MOTION - SUBSTANCE TO BE STATED

A Delegate seeking to propose an original motion or amendment shall state its substance before addressing the meeting thereon and, if so required by the President, shall put the motion or amendment in writing.

15. PRESIDENT TO BE HEARD

Whenever the President signifies a desire to speak during a debate, any Delegate speaking or offering to speak is to be silent, so that the President may be heard without interruption.

16. WITHDRAWAL OF MOTION

A motion or amendment may be withdrawn by the mover with the consent of the meeting, which shall be signified without debate, and it shall not be competent for any Delegate to speak upon it after the mover has asked permission for its withdrawal, unless such permission has been refused.

17. PRESIDENT MAY CALL TO ORDER

The President shall preserve order and may call any Delegate to order when holding an opinion that there shall be cause for so doing.

18. RULING BY PRESIDENT

The President shall decide all questions of order or practice. The decision shall be final and be accepted by the meeting without argument or comment unless the meeting resolves that a different ruling shall be substituted for the ruling given by the President. Discussions shall be permitted on any such motion.

19. RESOLUTIONS

19.1 Except as otherwise provided in the Constitution and these Standing Orders, all motions concerning the affairs of the Association shall be passed by a Simple Majority.

19.2 Any matter considered at a Special Meeting shall not be passed unless having received an Absolute Majority.

20. NO DISCUSSION

Where there is no discussion on a motion, the President may deem the motion to be passed unless the meeting resolves otherwise.

21. PERMISSIBLE MOTIONS DURING DEBATE

21.1 When a motion is under debate, no further motion shall be moved except the following:

- (a) that the motion be amended;
- (b) that the meeting be adjourned;
- (c) that the debate be adjourned;
- (d) that the question be now put;
- (e) that the meeting proceed with the next item of business; or
- (f) that the meeting sits behind closed doors.

21.2 Any Delegate who has not already spoken on the subject of a motion at the close of the speech of any other Delegate, may move without notice

any one of the motions listed in clause 21.1 (b)-(f) and, if the motion is seconded, it shall be put forthwith.

21.3 When a debate is adjourned, the Delegate who moves the adjournment shall be the first to speak on the motion when the debate is resumed unless the Delegate advises of no desire to speak on the motion. Where this occurs, the President shall then call for further speakers, with the exception of those Delegates who have previously spoken (unless the meeting otherwise agrees).

22. RESCISSION OF RESOLUTION

22.1 At the same Meeting

Unless a greater majority is required for a particular kind of decision under the Standing Orders or the Constitution (in which event that shall be the majority required), the meeting may, by Simple Majority at the same Meeting at which it is passed, rescind or alter a resolution if all Delegates who were present at the time when the original resolution was passed are present.

22.2 At a future Meeting

Unless a greater majority is required for a particular kind of decision under the Standing Orders or the Constitution (in which event that shall be the majority required), the meeting may rescind or alter a resolution made at an earlier meeting:

- (a) by Simple Majority, where the Delegate intending to move the motion has, through the Chief Executive Officer, given written notice of the intended motion to each Delegate at least seven (7) days prior to the Meeting; or
- (b) by Absolute Majority, in any other case.

23. METHOD OF TAKING VOTES

The President shall, in taking a vote on any motion or amendment, put the question first in the affirmative, and then in the negative and may do so as often as is necessary to enable formation and declaration of an opinion as to whether the affirmative or the negative has the majority on the voices or by a show of hands or by an electronic voting system.

24. DIVISION

Immediately upon a vote being taken and a declaration of the final result by the President, a Delegate may call for a division.

25. ALL DELEGATES TO VOTE

25.1 A Delegate present at the Meeting when a question is put shall vote on the question.

25.2 Each Delegate shall be entitled to exercise one deliberative vote on any matter considered.

26. PRESIDENT'S RIGHT TO VOTE

The President shall have a casting vote only.

27. SUSPENSION OF STANDING ORDERS

27.1 In cases of urgent necessity or whilst the meeting is sitting behind closed doors, any of these Standing Orders may be suspended on a motion duly made and seconded, but that motion shall not be declared carried unless a Simple Majority of Delegates have voted in favour of the motion.

27.2 Any Delegates moving the suspension of a Standing Order shall state the object of the motion, but discussion shall not otherwise take place.

28. NO ADVERSE REFLECTION ON ASSOCIATION

A Delegate shall not reflect adversely upon a resolution of the Association, except on a motion that the resolution be rescinded.

29. NO ADVERSE REFLECTION ON DELEGATE

A Delegate shall not reflect adversely upon the character or actions of another Delegate nor impute any motive to a Delegate unless the Association resolves, without debate, that the question then before the Association cannot otherwise be adequately considered.

30. MINUTES

30.1 The Chief Executive Officer is to cause minutes of the Meeting to be kept and preserved.

30.2 The minutes of a Meeting are to be submitted to the next Meeting for confirmation.

30.3 Copies of the previous Meeting minutes will be supplied to all Delegates prior to the Meeting.

WALGA Annual General Meeting Minutes

Tuesday, 23 September 2025

**Perth Convention and Exhibition Centre
21 Mounts Bay Road, Perth WA**

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1 OPENING

The Chair declared the meeting open at 3:01pm.

2 RECORD OF APOLOGIES

- Shire of Denmark
- Shire of Kojonup
- Shire of Ngaanyatjaraku
- Shire of Peppermint Grove
- Shire of Pingelly
- Shire of Sandstone
- Shire of Trayning
- Shire of Westonia

3 ANNOUNCEMENTS

Nil.

4 ADOPTION OF AGM STANDING ORDERS

The Annual General Meeting Standing Orders were contained within the Agenda.

RESOLUTION

Moved: Cr Paul Kelly, Town of Claremont

Seconded: President Paige McNeil, Shire of Mundaring

That the WALGA Annual General Meeting Standing Orders be adopted with the exception of section 12.5 to allow for the use of mobile phones during the meeting.

CARRIED

5 CONFIRMATION OF PREVIOUS MINUTES

The Minutes of the 2024 WALGA Annual General Meeting were contained within the Agenda, along with a report on the action taken on the 2024 AGM resolutions.

RESOLUTION

Moved: Cr Paul Kelly, Town of Claremont

Seconded: President Chris Antonio, Shire of Northam

That the Minutes of the 2024 WALGA Annual General Meeting be confirmed as a true and correct record of proceedings.

CARRIED

6 ADOPTION OF ANNUAL REPORT

The 2024-2025 Annual Report, including the 2024-2025 Audited Financial Statements, was distributed to Members separately.

RESOLUTION

Moved: Cr Karen Wheatland, City of Melville

Seconded: President Chris Antonio, Shire of Northam

That the 2024-2025 Annual Report, including the 2024-2025 Audited Financial Statements, be received.

CARRIED

7 CONSIDERATION OF EXECUTIVE AND MEMBER MOTIONS

7.1 PROVISION OF MEDICAL SERVICES IN REMOTE AND VERY REMOTE LOCAL GOVERNMENTS

Shire of Lake Grace

MOTION

Moved: President Cr Len Armstrong, Shire of Lake Grace

Seconded: Cr Peter Callaghan, Shire of Gnowangerup

That WALGA calls on the Western Australian Government and WA Grants Commission to:

- 1. increase the Medical Facilities Cost Adjuster component of the Financial Assistance Grants to Local Governments; and**
- 2. recalculate distributions to those Local Governments in remote and very remote locations that are providing block cash payments to attract and retain general practitioners to allow affected Councils to redirect ratepayer funds to Local Government responsibilities.**

AMENDMENT

Moved: Cr Darren King, Shire of Boyup Brook

Seconded: President Cr Les Price, Shire of Cue

To amend point 2 as follows:

- 2. recalculate distributions to those Local Governments ~~in remote and very remote locations~~ that are providing block cash payments to attract and retain general practitioners to allow affected Council to redirect ratepayer funds to Local Government responsibilities.**

THE AMENDMENT WAS PUT AND CARRIED

AMENDMENT

Moved: President Cr Kristy D'Aprile, Shire of Katanning

Seconded: Cr Scott Crosby, Shire of Kent

To amend point 1 as follow:

- 1. increase the total funding and then the Medical Facilities Cost Adjuster component of the Financial Assistance Grants to Local Governments; and**
- 2. recalculate distributions to those Local Governments that are providing block cash payments to attract and retain general practitioners to allow affected Council to redirect ratepayer funds to Local Government responsibilities.**

THE AMENDMENT WAS PUT AND CARRIED

THE SUBSTANTIVE MOTION AS AMENDED WAS PUT

That WALGA calls on the Western Australian Government and WA Grants Commission to:

- 1. increase the total funding and then the Medical Facilities Cost Adjuster component of the Financial Assistance Grants to Local Governments; and**
- 2. recalculate distributions to those Local Governments that are providing block cash payments to attract and retain general practitioners to allow affected Council to redirect ratepayer funds to Local Government responsibilities.**

CARRIED

MEMBER COMMENT

The Shire of Lake Grace is the lead Shire in the “Local Government Rural Health Funding Alliance” which also consists of the Shires of Gnowangerup, Jerramungup, Ravensthorpe, Narembeen, Jerramungup and Kojonup.

The Shire of Lake Grace, on behalf of the Alliance successfully presented a motion at the Australian Local Government Association (ALGA) National General Assembly, calling on the Australian Government to increase Financial Assistance Grants and recalibrate their distribution to better support rural councils funding general practitioner (GP) services. The motion was carried unanimously.

Remote and very remote Local Governments are filling a critical gap in primary healthcare. Local Governments are the third sphere of government yet are delivering on behalf of the State and Commonwealth. These Local Governments are stepping into primary healthcare provision due to insufficient Commonwealth and State financial support to GPs and specific incentives for remote and very remote communities. This is not their legislated responsibility, yet these six Local Governments are contributing over \$1.475 million annually in cash, plus housing, vehicles, and surgeries to attract and retain GPs where there is geographical isolation, small populations and diverse health needs.

The Medical Facilities Cost Adjustor under the Financial Assistance Grants in WA is calculated and distributed by the WA Grants Commission. It recognizes only 82% of a 3-year rolling average, capped at \$85,000–\$100,000. It does not reflect actual costs, which often exceed \$200,000–\$300,000 per GP per community. It then leaves a significant funding gap (e.g. Shire of Kojonup received \$0 despite spending \$250,000 as it was provided to a third party local not-for-profit to engage the GP and Practice).

The Shire of Lake Grace is requesting block funding and a recalculation criterion to remote and very remote local governments, distributed via the Financial Assistance Grants (Medical Facilities Cost Adjustor). This would reduce the unsustainable burden on ratepayer funds, ensure continuity of care and return ratepayer funds to core local government services.

These Local Governments are not creating the problem — rather they are solving it. They are collaborating regionally, implementing multi-site rural generalist models that requires economies of scale as a group, and ensuring reasonable travel distances for locals to GPs. Without their intervention, communities would face worsening health outcomes and risks to their economic viability.

This motion aligns with the top four priorities identified by band 4 WALGA member Local Governments as requiring solutions in 2025.

The comparative Government health spend between major city residents and rural and remote Australia is \$848 per person less in the regions (NRHA). People in the bush are 2.9 times more likely to be hospitalized; 2.8 times more likely to be hospitalized for reasons that are potentially preventable and 2.7 times more likely to die from potentially avoidable causes.⁸

Life expectancy in remote areas, compared with major cities is 13 years less for males and 7 years for females.⁹ Telehealth is not a viable substitute for resident GPs — it risks deskilling local clinicians and eroding continuity of care.

The Alliance of Councils has prepared a position paper to raise awareness and suggest a solution to attract and retain GPs in their rural and remote communities, where current Commonwealth and State government policy settings are inadequate.

Reference Document

- [January 2025 Position Paper – Provision of Remote GP Services](#)

SECRETARIAT COMMENT

Access to primary healthcare is the responsibility of the Australian and State Governments. In some rural and remote areas, the current health system does not provide equitable service. Access to primary health is a critical issue for a large proportion of WALGA members. Local Government support of primary healthcare services creates a financial impost and diverts funding from other Local Government services and functions.

In 2023, WALGA commissioned Rural Health West (RHW) to survey WA Local Governments to ascertain the extent to which Local Governments were providing financial or in-kind support to secure primary healthcare services. The [Survey Report](#) provides a comprehensive dataset on the cost, nature, and geographical location of Local Government support, as well as evidence that Local Government support was predominantly focused on General Practice services.

This issue has also been identified as a priority for the sector at a number of forums, including the October 2024 Band 4 Local Governments meeting and the May 2025 Zone meetings. WALGA has also been working with the Local Government Rural Health Alliance in the development of their advocacy.

WALGA has begun a renewed advocacy campaign, with targeted asks of the Australian and State Governments to improve access to primary health services in rural and remote areas, to remove the need for Local Government intervention.

A revised [Rural and Remote Health Advocacy Position](#) aligned to the finding and recommendations of the Survey Report is tabled for the September 2025 State Council. The proposed revisions provide a stronger position on the responsibility of the Australian and

⁸ Royal Flying Doctors Service, 2023

⁹ Royal Flying Doctors Service, 2023

State Governments for primary healthcare provision and addressing the cost impost on Local Government, compelled to intervene where the current health system is failing.

The revised position aligns with the wider healthcare reform platform to enable advocacy partnerships and to provide a level of flexibility for the advocacy campaign in response to Government announcements.

The Lake Grace motion and WALGAs ongoing advocacy align on the need for financial reimbursement for Local Government support for essential primary health care services. WALGA's approach, does not specifying how reimbursement to Local Governments should be undertaken, or which Local Governments should be eligible. This approach aims to provide flexibility to achieve the same outcome, such as utilising the upcoming renewal of the National Health Reform Agreement.

7.2 HOMELESSNESS – SHORT-TERM ACCOMMODATION SOLUTIONS

City of Kalgoorlie Boulder

MOTION

Moved: Mayor Glenn Wilson, City of Kalgoorlie Boulder

Seconded: President Ron Chambers, Shire of Esperance

That WALGA advocate to the State Government to provide culturally appropriate short-term accommodation options and wrap-around support services that provide sustainable homelessness solutions in regional centres across Western Australia.

AMENDMENT

Moved: Cr Barry Winmar, City of Kwinana

Seconded: Cr Chontelle Stone, City of Cockburn

That WALGA advocate to the State Government to provide culturally appropriate short-term accommodation options and wrap-around support services that provide sustainable homelessness solutions in all Local Governments across Western Australia.

THE AMENDMENT WAS PUT AND CARRIED

THE SUBSTANTIVE MOTION AS AMENDED WAS PUT

That WALGA advocate to the State Government to provide culturally appropriate short-term accommodation options and wrap-around support services that provide sustainable homelessness solutions in all Local Governments across Western Australia.

CARRIED

MEMBER COMMENT

Shelter WA's Policy Position on Ending Homelessness in WA highlights the overrepresentation of Aboriginal people in homelessness services and calls for short-stay options and self-determination in service delivery. The motion reinforces the importance of Housing First principles and the need for coordinated responses; specifically, that all governments ensure people with lived experience of homelessness are central to the design and delivery of homelessness services.

The motion highlights a growing disconnect between the practical realities faced by Local Government in the requirement for short-term accommodation for First Nations people in their communities. WALGA's advocacy position on homelessness acknowledges that Local Governments can support responses to homelessness through planning, health, and community development functions, it does not consider them as lead agencies. Local Governments are increasingly forced to lead this space due to the lack of a coordinated state-wide response and support.

Historically, many regional centres and cities have been meeting places for different Aboriginal communities with these areas offering a place where individuals can meet to conduct cultural business, socialise with family and friends, shop, and attend medical and other appointments. While some stay with family and friends, in many cases in overcrowded conditions, others are street present. Additional risks are posed for those with a limited experience of living in larger regional cities.

Homelessness data is typically captured through the Australian Census which does not accurately capture short-term or seasonal homelessness. Discussions with other WA regional Local Governments has identified that significant numbers of remote Aboriginal community members travel to regional centres and cities especially during the summer period. These Local Governments and their stakeholders are ill-equipped to support their needs ranging from temporary culturally appropriate and safe accommodation to food provision.

Typically, when Local Governments step up in this area, state-funded systems often pull back, particularly in regional cities. This is an understandable consequence of under-resourced and failing systems but does not advance efforts to solve street presence or seasonal homelessness.

While Local Governments interact closely with people experiencing homelessness and have valuable local knowledge, they do not have the resources, funding, or specialist workforce to lead homelessness responses especially in regional areas when street present people increase during particular times of the year. In the All Paths Leads to Home, State Government acknowledges this and views Local Governments as key partners in coordinating local, place-based efforts and facilitating referrals to appropriate services.

The State Government, primarily through the Department of Communities, is responsible for leading and funding homelessness responses, including the provision of social and affordable housing and specialist services. It coordinates with other State agencies across justice, health, mental health, and education to address the systemic causes of homelessness – functions that are beyond the capacity and remit of local governments. However, homelessness is not included in this remit as, by definition, the Department provides homes in remote communities.

The State Government recognises that effective responses require partnerships. It seeks to leverage the local knowledge, planning tools, and community connections of Local Governments, while retaining responsibility for funding, policy, and service coordination which does not include short-term accommodation for visiting Aboriginal community members across regional WA.

In 2021, the Australian Local Government Association co-signed a landmark national agreement to close the gap, setting targets in education, employment, health, justice, safety, housing, land and waters, and Indigenous language preservation. The agreement includes a target to increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88%.

The 2021 Census showed there were 122,000 people in Australia experiencing homelessness on Census night – 48 people per 10,000. Aboriginal and Torres Strait Islander people were disproportionately homeless – 307 out of 10,000 Aboriginal and Torres Strait Islander people were experiencing homelessness.

However, neither the Closing the Gap agreement, the Closing the Gap 2024 Annual Report and Commonwealth 2025 Implementation Plan, nor the 2024 National Housing and Homeless Plan Summary Report include any consideration for addressing transitional homelessness – only overcrowding issues.

The City of Kalgoorlie-Boulder recently completed a collaborative, landmark national study on Anti-social Behaviour and Transitional Aboriginal Homelessness. The research project included engagement with local and state government agencies and key providers in over eight locations in Western Australia, the Northern Territory, and South Australia, to assess existing strategies, pinpoint gaps, and explore potential solutions that enhance local government efforts in this regard.

A Housing and Homelessness motion was raised by the City of Kalgoorlie-Boulder at the 2025 Australian Local Government Association (ALGA) National General Assembly in Canberra in July and was approved for submission to the Federal Government for consideration.

SECRETARIAT COMMENT

Aboriginal Short Stay Accommodation (Short Stays) are designed to provide safe, culturally appropriate and affordable short-term accommodation for Aboriginal people who travel to regional centres to access services, or for business, cultural or family reasons.

There are three existing Aboriginal Short Stays operating in regional Western Australia: Broome, Derby and Kalgoorlie. The State Government acknowledges that these Short Stays are in high demand. Planning is underway by the Department of Housing and Works to develop an additional three new Short Stays in Geraldton, Kununurra and Perth.

Short Stays are a response to homelessness. WALGA does not currently have an advocacy position on short-stay accommodation, but does have a [Homelessness Advocacy Position](#). WALGA is currently reviewing the Homelessness Advocacy Position as part of a regular advocacy position review process. To inform the review, WALGA is currently surveying all Local Governments to gather information on the extent of Local Government engagement with homelessness and the extent of services, including accommodation options, available within their Local Government areas.

7.3 REVISION OF THE LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996 IN RELATION TO THE HOLDING OF AND ATTENDANCE AT MEETINGS BY ELECTRONIC MEANS

Shire of Dardanup

MOTION

Moved: President Cr Tyrrell Gardiner, Shire of Dardanup

Seconded: Cr Ellen Lilly, Shire of Dardanup

That WALGA advocates for a change to the Local Government (Administration) Regulations 1996 in relation to the holding of and attendance at meetings by electronic means to allow elected members to attend more than 50% of meetings remotely, only if each instance more than 50% in the rolling year is justified and approved by the Mayor/President or Deputy Mayor/Deputy President.

AMENDMENT

Moved: Cr Lewis Hutton, City of Joondalup

Seconded: President Cr Rossco Foulkes-Taylor, Shire of Murchison

That WALGA advocates for a change to the Local Government (Administration) Regulations 1996 in relation to the holding of and attendance at meetings by electronic means to allow the Local Government to determine the number of meetings that can be attended electronically.

LOST

PROCEDURAL MOTION

Moved: Cr Karen Wheatland, City of Kwinana

Seconded: President Ron Chambers, Shire of Esperance

That the question be now put.

CARRIED

THE SUBSTANTIVE MOTION WAS PUT

That WALGA advocates for a change to the Local Government (Administration) Regulations 1996 in relation to the holding of and attendance at meetings by electronic means to allow elected members to attend more than 50% of meetings remotely, only if each instance more than 50% in the rolling year is justified and approved by the Mayor/President or Deputy Mayor/Deputy President.

LOST

MEMBER COMMENT

The Local Government Administration Regulations 1996 provides as follows:

14C. Attendance at meetings by electronic means may be authorised (Act s. 5.25(1)(ba))

(3) The mayor, president or council cannot authorise a member to attend a meeting (the proposed meeting) under subregulation (2)(b) if the member's attendance at the proposed meeting under that authorisation would result in the member attending more than half of the meetings (including the proposed meeting) of the council or committee, in the relevant period, under an authorisation under subregulation (2)(b)

Additionally, the regulations also set out:

14D. Meetings held by electronic means (Act s. 5.25(1)(ba))

(2A) The council cannot authorise a meeting (the proposed meeting) to be held under subregulation (2)(c) if holding the proposed meeting under that authorization would result in more than half of the meetings (including the proposed meeting) of the council or committee, in the relevant period, being held under an authorization under subregulation (2)(c).

(Emphasis added)

Therefore, under the current regulations neither a Council nor a Councillor can hold or attend more than 50% of the meetings electronically.

This motion is proposed in response to the unique circumstances within the Shire of Dardanup, and potentially other local governments, who due to their professional commitments, such as FIFO (Fly In Fly Out), or other circumstances, may be required to work away from the local area for extended period - sometimes up to 50% of their time.

The motion seeks to address the challenges faced by Councillors when taking leave or managing personal, family or work commitments. It aims to ensure that these circumstances do not hinder their ability to effectively represent and serve the community. By supporting this motion, the Council can implement measures that provide flexibility in these situations, ultimately allowing Councillors to fulfil their duties without unnecessary disruption.

The intent of the motion is to ensure that the work of the Council continues to operate effectively and efficiently during periods when individual Councillors may be temporarily unavailable (in person) i.e. having a Councillor/s who works away from time to time or even 50% of the time. This motion will also assist with when Councillors who already work away go on leave or have other family commitments.

By implementing greater flexibility, such as expanding access to remote and electronic Council and Committee meeting participation, the Council can support ongoing engagement, reduce disruption to Council operations, and ensure inclusive representation from a broader demographic of elected members.

The demographic of elected and potential elected members to Shire Councils has changed and is evolving. If we want to encourage participation, we need to adapt to the way we engage and allow engagement.

Financial, physical, employment and locational restrictions need to be taken into account for the engagement ability of elected members to advocate for their rate payer base.

The current percentage provision of remote / electronic meeting ability available, while acceptable for the majority of elected members, is insufficient for the minority of elected members who are engaged, though restriction to contribute through logistical or bureaucratic barriers.

Key considerations should be given to workforce realities i.e. FIFO or workers with demanding employment schedules; diverse demographics, equity in participation and encouraging engagement.

This demographic change includes new mothers and parents of young children, FIFO workers, Shift workers & Disabled or Mobility impaired. All of these groups can and do provide diverse opinions and experience to the overall group of elected members.

SECRETARIAT COMMENT

Regulations 14C and 14D of the *Local Government (Administration) Regulations 1996* were introduced in 2022 to provide flexibility for the sector but reflect an expectation that Local Governments should prioritise in person meetings and in person Council Member attendance. Under regulation 14C a Council or Committee Member may attend a meeting by electronic means only if authorised by the Mayor / President or Council. Electronic attendance cannot be authorised if it would exceed the 50% cap.

It is important that Council Meetings remain accessible for members of the community to attend and participate. In many cases, in person meetings may best achieve this outcome. However, the introduction of livestreaming requirements for Class 1 and 2 Local Governments, and widespread adoption by many smaller Local Governments, has changed the way the community accesses and engages with Council Meetings. In addition, Local Government experience to date indicates that Council Members are able to effectively participate in meetings when attending electronically.

Removing the 50% cap on electronic attendance could enable Councils to make a policy decision regarding the balance of electronic and in person attendance that best meets the expectations of their community and the needs of Council Members. This could support greater diversity in candidates and Council Members and may also assist Local Governments seeking independent persons as members of their Audit Risk and Improvement Committees. Council, and the Mayor or President as the decision maker, would be accountable to the community for the decision to authorise additional electronic attendance.

7.4 RATING EXEMPTION ADVOCACY MOTION

City of Bunbury

RESOLUTION

Moved: Cr Karen Steele, City of Bunbury

Seconded: President Cr Tony Dean, Shire of Nannup

That WALGA, in addition to its current advocacy positions 2.1.1 and 2.1.2 relating to rating exemptions, advocate to the WA Government for the introduction of a reimbursement model, whereby the WA Government repays Local Government the greater of:

- 1. 75% of the value of rates lost in applying the charitable purposes exemption; or**
- 2. 1% of the total rate revenue of the Local Government.**

CARRIED

MEMBER COMMENT

The City of Bunbury faces significant financial impacts from rate exemptions granted under Section 6.26(2) of the *Local Government Act*, with 443 properties currently exempt due to charitable or religious purposes. This represents a substantial annual revenue loss of \$1.67 million (3.4% of total rates), affecting the City's capacity to deliver community services and facilities.

WALGA has established advocacy positions calling for reform, particularly focusing on the need to review rating exemption categories and address the expanding scope of charitable purpose definitions. Of particular concern is that exemptions have extended beyond their original intention, now encompassing non-charitable commercial activities of charitable organizations.

This matter requires urgent attention as the current system creates an inequitable burden on other ratepayers and impacts the financial sustainability of Local Governments in delivering essential community services.

The City of Bunbury currently has 443 properties with 85 organisations that have a rate exemption under Section 6.26(2) of the *Local Government Act* due to properties being used for charitable or religious purposes. This equates to a loss of rate revenue of \$1,667,522 in 2024/25, or 3.4% of rates which has a significant impact on the City to fund services and facilities for the Bunbury community. Of these properties, 407 (\$1,227,021) are used for charitable purposes.

The following is a comparison with other known Local Governments (as at October 2024).

Council	Number of Rate Exempt Properties	Total Number of Properties	Percentage of Rate Exempt Properties	Loss of Revenue from Rate Exemptions	Total Rate Revenue	Percentage of Loss Revenue
City of Bunbury	443	17,194	2.6%	\$1,667,522	\$49,690,996	3.4%
City of Busselton	171	25,327	0.7%	\$1,296,212	\$64,960,318	2.0%
City of Geraldton	158	19,487	0.8%	\$1,700,000	\$54,080,426	3.1%
Shire of Harvey	44	13,245	0.3%	\$99,000	\$29,482,269	0.3%
City of Wanneroo	374	88,589	0.4%	Not Provided		

WALGA already has four documented Advocacy Positions relating to this matter, the two most applicable being:

2.1.1 Rating Exemptions Review

A broad review be conducted into the justification and fairness of all rating exemption categories currently prescribed under Section 6.26 of the Local Government Act 1995; and

2.1.2 Rating Exemptions Charitable Purposes

1. *Amend the Local Government Act 1995 to clarify that Independent Living Units should only be exempt from rates where they qualify under the Commonwealth Aged Care Act 1997;*
2. *Either:*
 - a. *amend the charitable organisations section of the Local Government Act 1995 to eliminate exemptions for commercial (non-charitable) business activities of charitable organisations; or*
 - b. *establish a compensatory fund for Local Governments, similar to the pensioner discount provisions, if the State Government believes charitable organisations remain exempt from payment of Local Government rates.*
3. *Request that a broad review be conducted into the justification and fairness of all rating exemption categories currently prescribed under Section 6.26 of the Local Government Act 1995.*

Exemptions under this section of the Act have extended beyond the original intention and now provide rating exemptions for non-charitable purposes, which increase the rate burden to other ratepayers. It is considered that in the absence of amendments to better define 'charitable purposes', that the WA Government considers reimbursement to local governments once exemptions exceed a defined threshold, which could be set based on Local Government band levels.

SECRETARIAT COMMENT

In addition to the WALGA Advocacy Positions 2.1.1 and 2.1.2 as mentioned in the Member comment for this item, WALGA also has the following relevant positions on rating exemptions:

2.1.3 Rating Exemptions – Department of Housing: Leasing to Charitable Organisations

Position Statement	That WALGA advocate to the Minister for Housing to include in the lease agreements with charitable institutions that they must pay Local Government rates on behalf of the Department of Housing recognising the services Local Government provides to its tenants.

2.1.4 Rating Exemptions – Rate Equivalency Payments

Position Statement	Legislation should be amended so rate equivalency payments made by LandCorp and other Government Trading Entities are made to the relevant Local Governments instead of the State Government.

2.1.5 Rating Restrictions – State Agreement Acts

Position Statement	Resource projects covered by State Agreement Acts should be liable for Local Government rates.

7.5 RATEABILITY OF MISCELLANEOUS LICENSES

Shire of Mount Magnet

RESOLUTION

Moved: President Cr James McGorman, Shire of Mount Magnet

Seconded: President Cr Rossco Foulkes-Taylor, Shire of Murchison

That WALGA:

- 1. Formally oppose any move by the Local Government Minister to introduce amendments to the *Local Government Act* to restrict the application of rates on Miscellaneous Licenses.**
- 2. Develop an advocacy position on sector consultation prior to any amendment to the *Local Government Act*.**
- 3. Undertake a financial analysis of the cost to the Mining Industry of the rating of Miscellaneous Licenses compared to the benefit to the Local Government sector.**

CARRIED

MEMBER COMMENT

The *Local Government Act 1995* s 6.26 (1) sets out the intent that all occupied land utilized for purposes other than charitable, benevolent, or other purposes of the Crown is rateable.

Subsequent to the enactment of the *Local Government Act 1995*, significant amendments were made to the terms of a Miscellaneous License in the *Mining Act 1978* through the *Mining Amendment Act 1998*.

Miscellaneous Licenses are one of a number of tenement types granted in respect to mineral resource recovery by the Department of Local Government, Industry Regulation and Safety (LGIRS). The defined purposes for the grant of a Miscellaneous License is set out in the Mining Regulations 1981 r 42B, of which constitute significant infrastructure and construction necessary for the operations necessary to a mining enterprise.

The *Mining Amendment Act 1998* amended the term of the Miscellaneous license from a 5-year term with further two 5-year possible extensions; to a 21-year term with two possible further 21-year term extensions.

This amendment was made to explicitly facilitate the construction of permanent infrastructure – an evolution that clearly signals a shift in their functional and economic significance.

The introduction of the Fringe Benefits Tax in 1986 had a devastating impact on regional communities across Australia as Fly in Fly out work took hold, and unrated remote work camps replaced local workers, while often increasing traffic on Local Government owned assets such as airports and short stay accommodation intended for tourists, but used to house overflow crews.

Justice Solomon stated in his deliberations that:

"It is also noteworthy that the local government has a substantive role to play in the grant of a miscellaneous licence over any land (including Crown land). Given that a miscellaneous licence is often used for the development of significant infrastructure, the need for the involvement of local government is self-evident. Even a cursory perusal of the items listed in reg 42B indicates that it refers to facilities and infrastructure that would ordinarily be of direct concern to a local government.

It is noteworthy that the role of local government in the granting of other mining tenements is more limited. That feature of the Mining Act 1978 suggests that local government is likely to be more concerned or directly engaged with the activity on a miscellaneous licence than on other mining tenements."

Road Agreements

The Local Government in which a Miscellaneous License is held for the purpose of road construction, will often enter an agreement for maintenance of that road. The agreement is voluntary in basis, however, the cost of drafting and regulating compliance with the agreement is reported by many Local Governments to be both financially and resource hungry.

There have been reports made by Local Governments of agreements taking years to be completed, of costs to take legal action to enforce compliance, and the regular inspections to ensure undertaking are met.

These costs are outside the scope of road agreements and borne by the Local Government.

Much of the resource fields of Western Australia are located in Band 4 Local Governments, in very remote areas. While the Mining Company has access to legal and corporate resources, Local Governments are under-resourced and unequal in the negotiations.

Mining Camps

Significant environmental health services are provided to remote Mining Camps by Local Government, including commercial kitchen licensing, inspection and regulation; sewerage/wastewater treatment systems and monitoring, inspection and compliance; swimming pool inspections including water monitoring; all other services offered to a town-based business, with the cost of distance to travel and the complication of many more residents.

During an epidemic or outbreak of communicable disease, the Local Government in remote areas holds the statutory responsibility for incident control.

This service is increasingly difficult to resource with qualified officers choosing not to live and work remotely.

Mining Camps situated on a Miscellaneous License or Mining Lease have on occasion been approved by the Minister as rateable under the GRV methodology, upon application by the Local Government. This area of land is excised from the tenement for the purpose of the valuation.

The process for this to occur is protracted, requires the Mining Camp to have been operational for 12 months already and is at the discretion of the Minister. The Mining Company is required to provide input to the decision in the interest of fairness.

These already GRV-rated camps would be exempt from any rating of miscellaneous licenses as they have already been excised from the tenement.

Pipelines, powerlines, conveyor systems, tunnel, bridge, aerodrome, communications facilities, power generation and transmission facilities, storage or transportation facility for minerals or mineral concentrates, and pump stations

Each of the above purposes conveys a restricted access to the land on which they are constructed by tourists, small prospectors and local Traditional Owners. In many cases they are constructed on an underlying pastoral property which also pays rates on the same parcel.

Borefield, bore

These purposes require less restriction of access, but are also valued at a lower rate under the *Valuation of Land Act* than other purposes.

On this one piece of land, for each of the purposes above, the pastoral activity is curtailed despite the cost of the pastoral lease remitted to the State Treasury, and the rates to the Local Government.

The rateable value of a Miscellaneous License under the *Valuation of Land Act* is five times the rent on the tenement which is set out in the Mining Regulations 1981. Currently the rent on a Miscellaneous License is \$27 per ha, with the exception of a license granted for the search of ground water which is valued at \$112 per ha.

Rent payable on an underlying exploration license is \$1.55 per ha.

Tenement holder remits to -

- **Treasury** – rent on the exploration license, for the Miscellaneous License, (in addition to royalty applicable on the principle Mining Tenement activity).
- **Local Government** – rates on the exploration license only.

The Pastoralist remits to -

- **Treasury** – rent on the pastoral lease
- **Local Government** – rates on the pastoral lease.

On occasion the Mining Company will provide extra funds through a Community Benefit scheme to a community through philanthropic gifting which is spent in accordance with the ideological values of the board, land access purposes, and often to charities or causes that are outside of the regions in which the minerals are extracted through ESG programs. These donations do not correlate to rigorous statutory Integrated Planning and Reporting process undertaken by the Local Government.

The Local Government is increasingly constrained financially and further burdened by compliance with regulations – particularly in the regions where the minerals are extracted. Service provision that falls within the statutory scope of the State Government is being devolved to Local Government, including housing for State employees, medical services, security to community, provision of agency services such as Transport, Health, Human Services. These are by and large unfunded and under resourced by the State Government.

Planning options are significantly constrained through land banking of Mining Companies with tenements in townsites and on town commons.

Conversely, the GDP provided by the Mining Industry in Australia for quarter 1 of 2025 alone reached \$84.1B.

This inequity of wealth distribution has been evidenced through recent actions taken by Councils to increase rates to adequately fund the deficiency in their budget in accordance with the *Local Government Act* requirements. At that time, the Minister for Local Government publicly stated that the proposal "did not meet the values of consistency, equity and fairness".

In handing down his decision, Justice Solomon concluded with

"It is plain from the terms of the provisions referred to above [s6.26] that the object of imposing rates is to raise revenue for local government to undertake its activities. Specifically, the imposition of rates allows a local government to make up any budget deficiency. The Act thus reflects a direct link between the imposition of rates and the local government's ability to undertake its activities. As noted above, the local government plays a direct role and function in the grant of a miscellaneous licence. Plainly, the more significant the infrastructure proposed to occupy the miscellaneous licence, the greater will be the role played and the activity undertaken by the local government. In my view, a construction that exempts land from rates which is the subject of a miscellaneous licence and is occupied by significant infrastructure, sits most uncomfortably with the plain object of the statutory provisions concerning the local government's power to impose rates.

The second factor stems from the wording of s 6.26(2) itself. The exemptions in s 6.26(2)(a) - (k) relate overwhelmingly to charitable, benevolent, religious and public or civic purposes. That sits harmoniously with the theme of s 6.26(2)(a)(i). A construction that would exempt from rating, land that may be occupied by critical infrastructure facilitating the creation of profits for private interests, runs counter to the charitable and civic theme of s 6.26(2).

In my view, the Shire's construction provides greater harmony with the relevant object of the rating provisions of the LGA. "

The judiciary—our independent and impartial arbiter of legislative intent—has clearly affirmed the rateability of Miscellaneous Licenses, not only through statutory interpretation but also through a reasoned understanding of their practical implications.

To disregard this position through swift legislative action, without sector wide consultation is to undermine the very principles of legal clarity and administrative fairness upon which our governance is built.

The AGM is requested to support the actions taken by the Shire of Mount Magnet to rate Miscellaneous Licenses in accordance with the judgement recently handed down by the Supreme Court, and further request WALGA to undertake a full financial analysis of the cost to the mining industry of this action, and the financial benefit to Local Government in Western Australia.

SECRETARIAT COMMENT

At the time of the distribution of this Agenda, State Council has not considered an item relating to Miscellaneous Licences.

However, item 8.2 in the September 2025 State Council Agenda relates to rating of Miscellaneous Licences. The recommendation in that report is that WALGA:

1. Advocate for Local Governments to continue to have the ability to rate miscellaneous licences under the *Mining Act 1978*, and
2. Oppose legislative amendments that seek to exempt occupied miscellaneous licence land from rating.
3. Continue to advocate for a broad review to be conducted into the justification and fairness of all rating exemption categories currently prescribed under section 6.26 of the *Local Government Act 1995*.

This item will be considered by State Council at the meeting on 5 September.

In relation to point 2 of the motion –

As a matter of course WALGA always advocates for consultation on legislative and regulatory amendments, however formalising this position has merit.

In relation to point 3 of the motion –

WALGA would need to determine the scope and cost of this analysis before considering in the context of WALGA's existing budget.

8 CLOSURE

Upon the completion of business, the Chair declared the meeting closed at 4:11pm.

Attachment 3: Action Taken on Resolutions of the 2025 Annual General Meeting
[Return to Agenda item 5](#)

2025 AGM Resolution	Comment/Update
7.1 Provision of Medical Services in Remote and Very Remote Local Government That WALGA calls on the Western Australian Government and WA Grants Commission to: 1. increase the total funding and then the Medical Facilities Cost Adjuster component of the Financial Assistance Grants to Local Governments; and 2. recalculate distributions to those Local Governments that are providing block cash payments to attract and retain general practitioners to allow affected Council to redirect ratepayer funds to Local Government responsibilities.	This item was referred by State Council to the People and Place Advisory Group for further work in December 2025. Improving access to primary healthcare services in rural and remote areas remains an advocacy priority for WALGA, supported by the WALGA 2025 General Practice Support Survey Report published in January 2026. This advocacy priority is also reflected in the current Federal and State Budget Submissions and aligned to the revised Advocacy Position 3.2.2 Rural and Remote Healthcare Services endorsed by State Council in September 2025. WALGA is exploring opportunities for partnership advocacy on this matter with health sector stakeholders. This work includes developing solution options. Progress will be shared with State Council in due course. WALGA has raised the sector's concerns directly with the Minister for Health and has engaged with the Office's advisors, who have expressed interest in developing solutions and the opportunity to work collaboratively to raise these with the Australian Government. The provision of medical services in remote and very remote Local Governments is an issue across jurisdictions and WALGA is concurrently advocating to the Australian Government and keen to explore opportunities for co-commissioning of place-based models.

7.2 Homelessness – Short-Term Accommodation Solutions That WALGA advocate to the State Government to provide culturally appropriate short-term accommodation options and wrap-around support services that provide sustainable homelessness solutions in all Local Governments across Western Australia.	This item was referred by State Council to the People and Place Advisory Group for further work in December 2025. Following consultation with the sector, to address the range of issues being experienced, a new Advocacy Position was developed. State Council endorsed the new Homelessness Advocacy Position 3.11 in May 2026: <i>WALGA calls on the Western Australian and Australian Governments to provide leadership, support and sustainable, long-term funding to prevent and respond to homelessness, in particular by:</i> <i>1. Ensuring specialist homelessness services are responsive to local need, place-based and people-centred.</i> <i>2. Investing in crisis accommodation, social and affordable housing and wraparound services.</i> <i>3. Strengthening homelessness data collection and sharing arrangements to provide current, granular and locally relevant information to inform funding and improve service provision.</i>
7.4 Rating Exemption Advocacy Position That WALGA, in addition to its current advocacy positions 2.1.1 and 2.1.2 relating to rating exemptions, advocate to the WA Government for the introduction of a reimbursement model, whereby the WA Government repays Local Government the greater of: 1. 75% of the value of rates lost in applying the charitable purposes exemption; or 2. 1% of the total rate revenue of the Local Government.	This item was referred by State Council to the Governance Advisory Group for further work in December 2025. WALGA's current Rating Exemption Advocacy Positions 2.1.1 to 2.1.4 call for a broad review into the justification and fairness of all rating exemption categories, with a particular focus on the charitable purpose's exemption. WALGA included funding for a review of rates in its most recent State Budget submission. Additional concerns regarding rating and rating exemptions have arisen since the 2025 AGM. WALGA will undertake a RFQ process for an external consultant to undertake a review of rating exemptions to

	assist with WALGA's advocacy to the State Government. WALGA has directly raised concerns about rating exemptions with key political stakeholders including directly with the Minister for Local Government, and through submissions including the State Budget Submission and Submission to the Inquiry into Local Government Financial Sustainability.
7.5 Rateability of Miscellaneous Licenses That WALGA: 1. Formally oppose any move by the Local Government Minister to introduce amendments to the <i>Local Government Act</i> to restrict the application of rates on Miscellaneous Licenses. 2. Develop an advocacy position on sector consultation prior to any amendment to the <i>Local Government Act</i>. 3. Undertake a financial analysis of the cost to the Mining Industry of the rating of Miscellaneous Licenses compared to the benefit to the Local Government sector.	State Council endorsed this resolution in December 2025. Advocacy Position 2.118 Rating of Miscellaneous Licences was adopted by State Council in September 2025: <i>That WALGA:</i> 1. <i>Advocate for Local Governments to continue to have the ability to rate miscellaneous licences under the Mining Act 1978; and</i> 2. <i>Oppose legislative amendments that seek to exempt occupied miscellaneous licence land from rating.</i> 3. <i>Continue to advocate for a broad review to be conducted into the justification and fairness of all rating exemption categories currently prescribed under section 6.26 of the Local Government Act 1995.</i> WALGA undertook extensive engagement with the State Government and opposition parties including the Liberals, Nationals and the Greens to strongly oppose the legislative amendments, however the Bill was passed in June 2026. WALGA previously advocated for a Regulatory Impact Assessment to be undertaken by the State Government to determine the potential impact on Local Governments affected by this amendment. The financial implications of this amendment are yet to be determined, however, impacted Local Governments and their communities will need to work

	through this process, as a result of the State Government's legislative changes. Notwithstanding this, WALGA continues to advocate for a broad review to be conducted into the justification and fairness of all rating categories currently prescribed in the Act. Rating exemptions have a significant impact on the revenue of Local Government and their ability to provide essential community services.

Shire of Donnybrook Balingup Technology Strategy and Roadmap



Prepared For:	Loren Clifford
Prepared By:	Nicki Sloan
Date:	07/04/2026
Ref:	T764-6021

Version 0.2

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Document History:

VERSION	DATE	AUTHOR	DESCRIPTION
V0.1	03/03/2026	Nicki Sloan	Draft created
V0.2	07/04/2026	Nicki Sloan	Issued for client review

Executive Summary

The Shire of Donnybrook Balingup's (SoDB) current technology landscape has evolved organically over many years without formal oversight or coordinated planning. The core business system is now End Of Life (EOL) and should be replaced in the near future. The staff spend large amounts of time on low value, manual activities.

Cyber risk is an increasing risk for most organisations, and the OAG have a particular focus on Access management, Endpoint security, Human resources security, Information security framework, Network security, Business continuity, Physical security, IT Operations, Change management and Risk management.

The aim of this roadmap is to enable the SoDB to establish a solid and modern ICT foundation for the services it provides, and enable an efficient digital experience for ratepayers, residents and visitors.

Current State

A summary of the key points from the Current State assessment highlights several challenges faced by the Shire of Donnybrook Balingup, including:

- ✓ Fragmented technology environment with an obsolescent core (financial) system.
- ✓ Fragmented and duplicated data sources leading to data blindness and highly manual data aggregation for reporting.
- ✓ No overarching oversight of ICT, decentralised procurement and budgets, ageing and vulnerable technology environment. No ICT governance regime in place.
- ✓ Limited internal ICT knowledge base. Heavy dependence on the Managed Service Provider (MSP) to bridge gaps in ICT knowledge.
- ✓ Inconsistently applied cyber security across ICT environment. Heavy dependence on MSP to provide cyber security (but only for MSP managed/supported systems).
- ✓ Technology experience for staff consists of clunky, unreliable, difficult to use systems which are often worked around. Manual data entry and manual data processing between systems.
- ✓ Technology experience for ratepayers, residents and visitors is limited, with little ability for ratepayers, residents and visitors to engage digitally with the SoDB.

Future State

To address these challenges, the following key recommendations are proposed:

- ✓ **Modern, sustainable technology platforms:** Legacy systems are progressively replaced or upgraded with supportable, cloud solutions that can scale with future council and community needs.
- ✓ **Streamlined and integrated systems:** Core applications are consolidated and integrated, reducing duplication, manual work and errors, and enabling end to end digital processes.
- ✓ **Stronger governance and transparency:** ICT decisions, risks and investments are guided by clear frameworks and standards, improving accountability and alignment to Council's strategic plans.
- ✓ **Improved cybersecurity and resilience:** ICT environments and practices meet agreed or evolving baseline security standards, reducing the likelihood and impact of cyber incidents and supporting business continuity.
- ✓ **Intuitive tools that empower staff:** Staff have access to simple, user friendly systems and digital workflows that support efficient ways of working and improve job satisfaction.
- ✓ **Connected digital services for the community:** Ratepayers, residents and visitors able to access information digitally, transact online and stay informed with integrated ICT systems.

By addressing these key areas, the Shire of Donnybrook Balingup can achieve a more efficient, cost-effective, and scalable technology environment that supports its strategic objectives and operational needs.

Roadmap

A digital improvement program has been developed to implement the recommendations listed above, logically grouping the recommendations into the following stages:

- ✓ **Phase 1 (0–12 Months):** will focus on planning and preparing the way for the changes and establishing the Policies, processes and procedures for the core elements of the ICT Governance framework. Phase 1 will see the ERP Replacement project commence, as well as procurement activity for the Supporting (non-ERP) Technology Systems project and the Connectivity project. The Security (Essential Eight Level 1) and Data Governance projects will commence. The Records Management project should complete.
- ✓ **Phase 2 (12–24 Months):** will focus on the delivery and implementation of the ERP Replacement project, the delivery of the Supporting Technology Systems project and the procurement for the BI project. As a discrete part of the ERP project, the Digital Services for the Community project will be implemented alongside the ERP project. The Security and Data Governance projects will be completed.

- ✓ **Phase 3 (24–36 Months):** will focus on the consolidation of new ERP system into BAU and the implementation and integration of the Supporting Technology systems. The Digital Services to the Community project outcomes will be fully enabled with the completion of the ERP and supporting technology systems. The Business Intelligence project (if applicable) will commence.
- ✓ **Phase 4 (36–48 Months):** will focus on the completion of the Connectivity project and the implementation of Business Intelligence. A review of progress against current roadmap should be conducted, and a refreshed digital roadmap should be created for the following 4 year period.

Timeline

Tango have aligned the Roadmap with the DLGSC requirement that a strategy be reviewed and refreshed every 4 years. This Roadmap outlines implementation over 4 phases, spread out across the 4 year period. The proposed indicative schedule may vary depending on the solutions chosen by the SoDB.

The below table is a simplified version of the Roadmap timeline provided Appendix 1.

Indicative Roadmap Timeline	2026		2027		2028		2029		2030
	Phase 1		Phase 2		Phase 3		Phase 4		
	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun
SynergySoft (ERP) Replacement									
Supporting Technology Systems									
Business Intelligence									
ICT Governance Framework									
ICT Governance - Security									
ICT Governance - Data Governance									
ICT Governance - Records Management									
ICT Governance - Project Management Framework									
Governance - ICT Procurement									
Governance - ICT Asset Management									
Digital Services for the Community									
Connectivity									

Legend	
Business Case approval, planning and requirements definition	
Procurement and contracting, kick-off and process mapping	
Implementation, including data cleansing and migration	
Testing, Go-Live, post Go-Live support and decommissioning of legacy systems	

Approach

Tango's approach to developing the Digital Roadmap for the Shire of Donnybrook Balingup is a three step process commencing with a comprehensive Current State assessment. The **Current State** outlined the key objectives, business drivers and guiding principles; and provided a summary of information gathered regarding the current technology architecture in place across the organisation. The findings of this analysis are summarised in the first section of this report.

The **Future State** section provides recommendations for the ideal future state technology, based upon the information gathered in the current state assessment, supplemented with industry trends and best practice, particularly as they relate to the Shire of Donnybrook Balingup.

The final step is the **Roadmap**, which includes a Gantt chart illustrating on how the Shire of Donnybrook Balingup can transform from current state IT to the desired future state.

The aim is to provide the Shire of Donnybrook Balingup with a tool to plan technology investments over the next 5 years. This should be treated as a living document, to be reviewed and updated in line with new operational strategic decisions.

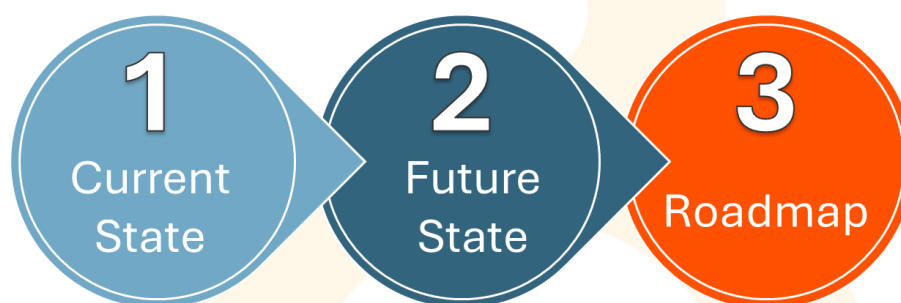


Figure 1 Tango Roadmap Steps

Background

The Shire of Donnybrook Balingup is a small regional local government in Western Australia with a small workforce distributed across multiple service areas across the towns of Donnybrook and Balingup.

The current technology landscape has evolved organically over many years without oversight or coordinated planning, resulting in multiple disparate systems with limited integration. This lack of integration results in significant manual processing and workarounds to address deficiencies in system workflows.

This strategy aims to provide the Shire with a coordinated approach to technology. While the end-of-life status of the core enterprise system (SynergySoft) adds urgency to technology planning, this strategy addresses broader needs including improving service delivery, supporting staff and enabling better community engagement through modern, integrated digital solutions.

The transition from current to future state necessitates modernising work processes and streamlining operations through digital technologies.

Objectives

The Shire of Donnybrook Balingup's objectives for developing an ICT Strategy and digital Roadmap are as follows:

1. **Modern, sustainable technology platforms:** Legacy systems are progressively replaced or upgraded with supportable, cloud-ready solutions that can scale with future council and community needs.
2. **Streamlined and integrated systems:** Core applications are consolidated and integrated, reducing duplication, manual work and errors, and enabling end to end digital processes.
3. **Improved cybersecurity and resilience:** ICT environments and practices meet agreed or evolving baseline security standards, reducing the likelihood and impact of cyber incidents and supporting business continuity.
4. **Stronger governance and transparency:** ICT decisions, risks and investments are guided by clear frameworks and standards, improving accountability and alignment to Council's strategic plans.
5. **Intuitive tools that empower staff:** Staff have access to simple, user friendly systems and digital workflows that support efficient ways of working and improve job satisfaction.
6. **Connected digital services for the community:** Ratepayers, residents and visitors able to access information digitally, transact online and stay informed with integrated ICT systems.

Current State Analysis

The Current State Assessment document (Attachment A) outlines the current practices and challenges across various business processes within the Shire of Donnybrook Balingup, highlighting issues related to fragmentation of ICT systems, manual processes and workarounds, data storage and centralisation issues management and communication inefficiencies.

The following is a summary of the findings.

- ✓ **Fragmented technology:** Technology systems function in silos with limited integration. Workarounds to address the lack of integration include manual data capture and manual data processing, increasing the risk of errors in data.
- ✓ **Critical System Obsolescence:** The core financial system, SynergySoft, is end of life (EOL) and support and maintenance has been scaled back to critical security patches only.
- ✓ **Fragmented and duplicate data sources:** Due to limited system integration, business units rely on complex Smartsheet's as sources of truth. There is duplication of data in multiple locations, creating risks around data integrity and governance. Executives lack right-time visibility into organisational performance, relying on retrospective lag reporting due to the due to data fragmentation and the difficulty of aggregation.
- ✓ **ICT Oversight:** There is limited oversight and governance of technology. Technology investment is decentralised and purchasing is done via department budgets. Ageing or vulnerable technology is not identified and managed appropriately, increasing operational and cyber risk.
- ✓ **Internal knowledge base:** There are no internal ICT resources and ICT knowledge exists in silos within the organisation. There is a heavy dependence on the Managed Service Provider (MSP) to bridge gaps in internal knowledge.
- ✓ **ICT Project Methodology:** There is no formal project methodology applied to ICT projects, which decreases the likelihood of projects meeting the required outcomes efficiently and effectively.
- ✓ **Cyber Security:** The MSP has significantly improved cyber security for managed systems; however unsupported ICT systems still pose a cyber risk. The SoDB aim to implement the Essential Eight governance framework (Maturity Level 1) for all ICT systems. In addition, staff cyber awareness is low and untested, and this poses a risk in itself.
- ✓ **Technology experience (Staff):** The current systems require paper form based data capture and manual data entry. Data entry between systems is also manual. Manual processing is time consuming and inefficient for staff. System interfaces are not intuitive, are difficult to use and often unreliable. Mobile access across the Shire is patchy and unreliable.

- ✓ **Technology experience (Ratepayers and Residents):** There is limited ability for ratepayers, residents and visitors to engage digitally with the SoDB. Internet connectivity is patchy and decreases the chance of digital engagement while not in an internet enabled facility.
- ✓ **Technology experience (Suppliers):** There was limited feedback on any concerns from suppliers.

Future State

Following the analysis of the Shire of Donnybrook Balingup's current operational landscape, it is clear that while the organisation has successfully operated for a long time, its ICT systems have grown over that time without oversight or ICT guiding principles and without integration and it is heavily reliant on key staff to manage the information flow between systems and business units. The current ICT infrastructure is aged and not always secure or maintained. The Shire does not currently leverage many of the more modern ICT service delivery options available.

This section provides recommended initiatives for the ideal future state technology, based upon the information gathered in the current state assessment, and defines the goals and expected outcomes for each recommended initiative.

Business Drivers for Change

The recommended digital future state for Shire of Donnybrook Balingup is shaped by the following core business drivers:

- ✓ **Improving Operational Efficiency** – inefficient, non-integrated systems and significant duplication of data entry into multiple systems are causing staff to spend large amounts of time on low-value activities. Having minimal ICT systems, fully integrated, with efficient automation and workflow and user friendly, intuitive front ends will streamline business processes and free up staff time to focus on higher-value activities. New, efficient systems allows the council to operate more cost effectively.
- ✓ **Single source of truth** – there are many different 'sources of truth' across the business, and data is replicated across these data repositories inconsistently. Aggregation of information across data sources is both time consuming and labour intensive, and this means that there is a lack of real time visibility over operational performance. A single source of truth, with data entered once, validated upon entry and cascading to through systems.
- ✓ **Oversight** – the current ICT environment has evolved slowly over many years without planning or oversight, and the SoDB lacks visibility over their ICT assets (infrastructure and software) and the associated ongoing costs. Implementation of an ICT Governance framework and ICT Asset Management will help the SoDB to plan and

manage their ICT assets effectively and efficiently, manage the associated costs and remain fully compliant with OAG and DLGSC requirements.

Emerging Trends

To support its mission, the Shire of Donnybrook Balingup's digital strategy must leverage key technology trends. The following have been identified as highly relevant to a small, regional development agencies focused on enhancing organisational capability and delivering community outcomes.

- ✓ **Modern Cloud Platforms (SaaS & PaaS):** Shifting from managing infrastructure to consuming fully managed cloud services (like Microsoft 365 and its broader platform) directly addresses the cost and complexity of the current virtual desktop environment. This approach reduces management overhead and provides a more flexible, secure, and modern user experience.
- ✓ **Zero Trust Security Architecture:** Adopting a "never trust, always verify" Zero Trust security model is critical for a modern government agency. It moves security from the network perimeter to the individual user and device, which is essential for protecting data in a flexible, cloud-first workplace. This is achieved through strong MFA, conditional access policies, and network segmentation.
- ✓ **Hyper-automation and Process Digitisation:** This trend addresses operational inefficiencies by using technology, to digitise and automate manual processes. For a small team, this is crucial for freeing up significant staff time from administrative tasks to focus on core regional development activities. This includes digitising forms, automating records capture, and creating workflows for approvals and communications.
- ✓ **Generative AI and Enhanced Analytics:** Generative AI acts as a force multiplier for small organisations. It can automate content creation, summarise complex information, and provide deep analytical insights into regional data, freeing up staff for strategic work. This can be used for analysing grant proposals, drafting reports, and identifying new economic opportunities.

Future Technology Principles

The technology principles to be applied under this Roadmap are:

- ✓ **Software as a Service (SaaS)** – this is the first choice for new technology systems.
- ✓ **Cloud based systems** - moving away from ageing on-premises hardware in favour of secure cloud environments. This ensures staff can work effectively from any location while providing robust, automated disaster recovery and cybersecurity protection.
- ✓ **Integrated systems** – new technology systems must be as integrated as possible with existing technology systems. A priority is that applications are able to exchange information via API.
- ✓ **Single Source of Truth:** systems must be integrated so that data is entered once and updated everywhere.
- ✓ **Mobile and Field Usage:** technology must be accessible where the work happens. Applications for field staff must be simple, mobile-optimised, and capable of working in remote environments to ensure high compliance and real-time data capture.
- ✓ **Mobile device management** – mobile devices should be managed via (Mobile Device Management (MDM) so that usage can be controlled, theft or loss can be managed immediately and remotely. This is particularly important where staff use their personal devices for work purposes (BYOD).
- ✓ **Intuitive** – new technology systems should be easy and intuitive to use. Automation and workflows should be designed to support the work being done.

Strategic Objectives

The following table groups the strategic objectives into initiatives and identifies the gaps being addressed.

Several key areas have been identified for improvement to help the organisation achieve the objectives set out in creating the digital roadmap. These are described in the table below.

Initiative	Strategic Objective	Steps	Gap addressed
SynergySoft (ERP) Replacement	Replace SynergySoft system ✓ SynergySoft is EOL, migration to replacement system imperative ✓ Leverage modern technology types, have an appropriate application stack for present and future needs ✓ Clear set of requirements for all business applications	✓ Develop and approve business case ✓ Gather ERP system requirements ✓ Go to market ✓ Evaluate ERP systems ✓ Negotiate and award contract ✓ Implementation project ✓ Data cleansing and migration ✓ Staff training ✓ Go-live	✓ Fragmented and ageing technology environment and lack of integration between applications ✓ Non-compliance with Essential 8 Level 1 ✓ Lack of digital data capture and one time validating of data upon entry ✓ Lack of easy to use systems for staff ✓ Lack of mobile device management ✓ Business applications not embedded into SoDB website, no self service for ratepayers, residents, suppliers and local businesses ✓ No single 'source of truth' ✓ Lack of streamlined workflows or automation
Supporting Technology Systems	Replace peripheral systems <i>(for systems not included in new ERP scope)</i> ✓ Replace peripheral systems with modern, easy to use, ERP integrated supporting technology systems	✓ Develop and approve business case(s) ✓ Gather system(s) requirements ✓ Go to market ✓ Evaluate systems ✓ Negotiate and award contract(s) ✓ Implementation project	✓ Fragmented and ageing technology environment and lack of integration between applications ✓ Non-compliance with Essential 8 Level 1 ✓ Lack of easy to use systems for staff ✓ No single 'source of truth'

Initiative	Strategic Objective	Steps	Gap addressed
	Minor project to set up specialist collaboration points (e.g. council collaboration space)	- Data cleansing and migration - Staff training - Go-live	- Lack of streamlined workflows or automation - Lack of secure site for Council collaboration
Business Intelligence	Operational reporting <i>(if not included in new ERP scope)</i> Implement business intelligence tools to enable reporting on operational performance	- Develop and approve business case(s) - Gather system(s) requirements - Go to market - Evaluate systems - Negotiate and award contract(s) - Implementation project - Data cleansing and migration - Staff training - Go-live	- Reporting to support progress against the Council's strategic plans - Lack of easy to use systems for staff - Lack of integration between applications - Lack of integrated reporting - Lack of easy ability to report on compliance with PRIS, OAG etc.
ICT Governance Framework	Established ICT governance framework - Establish an easy to use, appropriately scaled ICT governance framework, with Policies, processes and procedures and clearly defined roles and responsibilities - Policies set at Council and ELT level, processes and procedures at Corporate Function Manager and System Owner level	- Establish roles and responsibilities, and Policy review cycle - Establish ICT use Policies - Establish Cyber Security Policy - Review (amend if required) Privacy Policy - Establish Records Management Policy - Establish Project Governance framework (including Change Management) - Review ICT Procurement Policy (will include ICT Supplier Management) - Establish ICT Asset Management	- No established ICT governance, including risk management - No strategic view of ICT assets - Immature ICT Policy, processes and procedures - ICT procurement is decentralised - Limited ICT Asset Management - No dedicated ICT budget (post project completion) - Lack of ICT Project Management methodology - No mobile device management - Unsupported ICT systems are not compliant with Essential 8 Level 1

Initiative	Strategic Objective	Steps	Gap addressed
		✓ Establish ICT Service Management governance (MSP) ✓ Establish Mobile Device Management (MDM) Policy ✓ Establish Reporting protocols ✓ Establish AI usage Policy ✓ MSP – Essential 8 Level 1 compliance ✓ Review MSP - ITIL compliance, service management compliance with governance ✓ Staff training	✓ No established and tested BC or DR processes ✓ No ICT supplier management ✓ No clearly defined SoDB internal ICT manager and systems administration roles
ICT Governance - Security	Meeting the requirements of Essential 8 Level 1 ✓ Establish a Cyber Security Policy that meets Essential 8 Level 1 ✓ Improved staff cyber knowledge and compliance for all staff	✓ Assess and develop a task list which will ensure that the requirements of Essential 8 Level 1 ✓ Implement controls for high risk items ✓ Tasks to achieve Level 1 compliance ✓ Staff training ✓ Refresher training in LMS ✓ Complete all tasks ✓ Independent audit of compliance ✓ Review BCP and DRP plans and revise as required ✓ Conduct BCP and DRP tests ✓ Implement periodic BCP and DRP testing plan ✓ Establish cyber and security (including physical security) procedures	✓ Not compliant with Essential 8 (OAG requirement) ✓ Limited cyber security for systems and devices not supported by the MSP ✓ No internal ICT management or systems administration roles ✓ Limited staff cyber security knowledge levels ✓ Untested Business Continuity and Disaster Recovery Plans ✓ No centralised ICT problem management across all areas/suppliers

Initiative	Strategic Objective	Steps	Gap addressed
		✓ Establish staff training (adding to LMS) ✓ Establish testing regime for staff cyber awareness	
ICT Governance – Data Governance	Established Data Governance ✓ Establish a Data Governance policy applicable to data assets held by the SoDB ✓ Compliance with PRIS legislation requirements	✓ Conduct a SoDB data asset maturity analysis and risk assessment ✓ Inventory data assets, classify and assign of business custodians ✓ Establish data asset principles and procedures ✓ Apply the Policy to data assets ✓ Staff training	✓ Not PRIS compliant ✓ Data is not accurate, consistent and reliable across all systems ✓ No single ‘source of truth’ ✓ No integrated reporting ✓ Lack of digital data capture and one time validating of data upon entry ✓ Limited staff understanding of PRIS requirements
ICT Governance - Records Management	Replace SynergySoft Records Management <i>(project commenced)</i> ✓ SynergySoft is EOL, its Records Management module requires replacement ✓ Records Management Policy ✓ Decommissioning of old storage locations (shared drives, USB, one drives etc)	✓ Records asset inventory, classification and assignment of business custodians ✓ Implementation of new records management system – Monarch ✓ Migration of Records from SynergySoft to Monarch ✓ Staff training ✓ Decommissioning of shared drives	✓ Not PRIS compliant ✓ Multiple unsecured Record repositories ✓ Records not accurate, consistent and reliable across repositories ✓ Limited staff understanding of Record Management
ICT Governance - Project Governance	Established ICT Project Management framework ✓ Establish ICT Project Management framework and processes and procedures ✓ Establish Change Management	✓ Requirements definition ✓ Evaluate, assess and select appropriate ICT Project framework ✓ Implementation, including establishment of ICT project processes and procedures, and integration into other	✓ No risk profile for new ICT assets ✓ No structured planning for ICT projects, no clear set of requirements for new business applications ✓ Fragmented technology

Initiative	Strategic Objective	Steps	Gap addressed
	processes and procedures	governance areas such as ICT Asset Management and ICT Procurement ✓ Staff training	environment. Non integrated systems ✓ No internal ICT management or systems administration roles. No clear roles and responsibilities in managing and overseeing ICT assets. ✓ ICT procurement and management is decentralised ✓ Limited ICT Asset Management ✓ No clear compliance with Essential 8 Level 1 ✓ No handover process from project to operations for ongoing support.
Governance - ICT Procurement	Established ICT Procurement processes and procedures ✓ Amendment of existing Procurement Policy, processes and procedures, to ensure ICT assets are procured according to SoDB standards and plans ✓ ICT Procurement Policy ✓ ICT procurement processes and procedures ✓ ICT Supplier Management methodology ✓ ICT procured in accordance with Council ICT investment plans	✓ Review existing Procurement Policy and update to include ICT procurement ✓ Establish ICT procurement specific processes and procedures, integrate with ICT Asset Management and ICT Project Management processes and procedures, and other ICT governance processes and procedures as required ✓ Establish ICT Supplier Management methodology and procedures ✓ Staff training	✓ No risk profile for new ICT assets ✓ No strategic view or lifecycle management for ICT ✓ ICT procurement and management is decentralised ✓ No clear compliance with Essential 8 Level 1 ✓ No clear set of requirements for new business applications ✓ Fragmented technology environment. Non integrated systems ✓ Limited ICT Asset Management ✓ Non standard ICT assets purchased, additional support costs

Initiative	Strategic Objective	Steps	Gap addressed
			✓ Lack of mobile device management
Governance - ICT Asset Management	Established ICT Procurement processes and procedures ✓ Establishment of Asset Management Policy, processes and procedures, to ensure ICT assets lifecycle management ✓ ICT Asset Management Policy ✓ ICT Asset Management processes and procedures ✓ Centralised BAU ICT budget	✓ Establish ICT Asset Management Policy ✓ Establish ICT Asset Management framework and processes and procedures (include MSP as required), integrate with ICT Procurement processes and procedures, and other ICT governance processes and procedures as required ✓ Establish centralised ICT budget for BAU ✓ Staff training	✓ Limited ICT Asset Management ✓ No risk profile for new ICT assets ✓ No strategic view or lifecycle management for ICT ✓ Fragmented and ageing technology environment ✓ Non standard ICT assets purchased, additional support costs ✓ No centralised BAU budget for ongoing ICT costs ✓ Lack of mobile device management
Digital Services for the Community	Enable digital services for SoDB customers / stakeholders ✓ Enable digital services via the SoDB website or secure portals for SoDB ratepayers, residents, local businesses or visitors ✓ Information fed direct to correct department ✓ Support delivery of Council's strategic plans	✓ Business applications integrated with website ✓ Automated publishing of Council information ✓ Online bookings ✓ Tracking progress on Council applications ✓ Single point of data entry with automated data cascade through integrated systems ✓ Supplier portal ✓ Property and Rating payment management ✓ Infringement payment management ✓ Website chatbots (AI or other tools) ✓ Staff training	✓ Inability to digitally connect with customer base ✓ Lack of digital data capture and one time validating of data upon entry ✓ Business applications not embedded into SoDB website, no self service for ratepayers, residents, suppliers and local businesses ✓ Lack of streamlined workflows or automation (data cascade through systems)

SoDB - Strategic Objectives and Roadmap

Initiative	Strategic Objective	Steps	Gap addressed
Connectivity	Improved internet connectivity across the SoDB ✓ Improve internet coverage across the SoDB	✓ Investigate available options to improve connectivity (Telstra, Starlink, NBN) ✓ Develop and approve business case(s) ✓ Gather system(s) requirements ✓ Go to market ✓ Evaluate systems ✓ Negotiate and award contract(s) ✓ Implementation project ✓ Identify where changes are required in associated Governance initiatives (Security, ICT Asset Management etc.) and implement required changes ✓ Staff training	✓ Inability to digitally connect with customer base ✓ Lack of digital data capture and one time validating of data upon entry ✓ Lack of streamlined workflows or automation (data cascade through systems) ✓ Lack of stable internet connection to systems when working remotely ✓ Lack of ability to digitally transfer data captured in the field into business applications

Initiative Details

The following is a summary of the recommendations identified above:

SynergySoft (ERP) Replacement

The replacement of SynergySoft is a priority as it is end of life and support is minimal. Replacing SynergySoft with a new ERP system will allow the SoDB to take advantage of modern technology solutions to drive operational efficiencies and improve engagement with the community. Modern technology systems allow users to benefit from continued improvements to infrastructure, software and security functionality without disruption to operations.

The SoDB should note that other SynergySoft customers may also be looking to replace SynergySoft within the same timeframe as the SoDB, and that this may put pressure on the availability of appropriately skilled resources.

ERP FUNCTIONALITY

Local Council ERP systems typically provide functionality which covers most, if not all, of a Council's business functions.

Standard functionality for a local council ERP may include some, or all, of the following modules:

- Animal Management
- Asset Management
- Building and Planning
- Business Strategy and Planning
- Cemeteries
- Child, Aged and Health Care
- Community and Culture
- Community Facilities & Bookings
- Contracts Management
- Customer Experience/CRM
- Drainage and Water Management
- Elections
- Emergency Management
- Environment
- Facilities and Services
- HR
- Internal Auditing
- Learning Management System
- Leasing
- Libraries Integration
- Licensing and Compliance
- Payroll
- Policy Review
- Procurement
- Project and Job Costing / Project Management
- Property and Rates
- Records Management
- Reporting Analytics and BI
- Risk Management
- Waste Management

SoDB - Strategic Objectives and Roadmap

- Finance
- Fleet Management
- GIS
- Governance and Elected Members
- Grants & Community Funding Management
- Workflow and Forms
- Workplace Health and Safety
- Works Management

Where a selected ERP system does not have the functionality required by the SoDB, then a 'Best of Breed' solution may be selected and integrated into the ERP system.

The implementation of a replacement ERP system will have a significant impact on Council operations both during the implementation project and beyond, with the organisation adapting to new ways of working and new methods of service delivery. The ERP replacement project will require commitment and patience from the SoDB as the organisation goes through this transition.

ERP PROJECT STEPS

Typical steps in an ERP replacement project are:

- ✓ **Business Case, Budget and Council approval** - prepare a business case outlining the strategic reasoning, viability and return on investment benefits to the Council. This should also include a proposed budget. It may be that the Go To Market exercise is carried out first to properly and accurately inform the Business Case financials and timeframes.
- ✓ **Project roadmap and Communication planning** - establishing the vision, strategy, governance, and how you will communicate with stakeholders.
- ✓ **Current state** - documenting and understanding your existing workflows and pain points.
- ✓ **Define requirements** - using the WALGA provided templates to detail your functional and non-functional requirements as well as implementation project and ongoing support or service needs. Conducting workshops with all key stakeholders will ensure pain points and opportunities are understood and included.
- ✓ **Go to market** - issuing the formally prepared documents to respondents.
- ✓ **Evaluation and demonstrations** - scoring responses and seeing the shortlisted products in action.
- ✓ **Detailed scoping, negotiations and contracting** - finalising the scope of work and legal terms with your selected respondent.
- ✓ **Project mobilisation / kick off** - assembling the project team, both internal and from the respondent.
- ✓ **Future state process mapping** - designing your new, optimised workflows within the new system.
- ✓ **Change Management** - preparing the organisation for the upcoming changes to roles and processes.

- ✓ **Data cleansing and migration** - cleaning your legacy data and planning its migration to the new system.
- ✓ **Systems testing** – rigorously testing the configured system (UAT).
- ✓ **Go-live** - the formal launch of the new ERP system.
- ✓ **Post Go-Live support** - a period of intensive respondent and project team support immediately after launch.
- ✓ **Decommissioning** - retiring the old legacy systems.
- ✓ **Business and Usual (BAU) and variation management** - transitioning to standard operational support and managing any future changes or enhancements to the system.

FUNCTIONAL REQUIREMENTS

An important step in the transition to a new ERP is to understand and document your current technology and business processes. This current state list will form the basis for the functional requirements for the new ERP, and the SoDB should refine the base list of requirements to add preferred functionality and add new functional requirements (to address gaps in the existing functionality).

After market, the functional requirements and scope can be further refined in negotiations with the preferred vendor.

WALGA has a suite of free templates which can be used for the ERP replacement project. The templates are:

- ✓ **WALGA - ERP Scoping Template and Assessment Resources Guidance Note** – providing overarching guidance for the entire procurement process, from initial scoping to final contract negotiations.
- ✓ **WALGA – Scoping Document Template** - the formal document that provides organisational context to respondents.
- ✓ **WALGA - Requirements and Scoring Evaluation Template** – an internal document, the master spreadsheet which will be used to define requirements, set weightings, and evaluate respondent responses.
- ✓ **WALGA - Requirements and Scoring Evaluation Template - Respondent to complete** - a simplified version of the master spreadsheet that will be issued to respondents to fill out.

These templates provide a comprehensive framework for the ERP replacement project, covering:

- Guidance over the entire procurement lifecycle.
- A structure to provide background and strategic context.
- Evaluation criteria for the Supplier, Product, Services, and Price.

PROJECT DELIVERY FRAMEWORK

It is recommended that the SoDB establish an appropriate project delivery framework or methodology prior to commencing the project as this will be crucial to the successful delivery of the project.

The project should have a Sponsor (or Steering Committee) from the SoDB executive leadership team. The Sponsor owns the project at the executive level and is accountable for its success, and alignment with organisational strategy. The Sponsor will be a reporting and escalation line for the Project Manager.

Project management should include, at a minimum, project planning and governance, risk, change and comms management as well regular defined reporting.

PROJECT RESOURCES

Consideration should also be given to how the project will be resourced, as knowledge of the current systems and processes lies with System Owners and Subject Matter Experts (SME's) within the SoDB and their knowledge will be invaluable in ensuring that the new ERP systems is configured to the SoDB's requirements.

Where internal resources do not exist or cannot be freed up to participate in the project, then appropriately skilled external ICT project resources or service providers should be sourced to provide support and guidance to the vendor, Systems Owners and SMEs as they work through the ERP replacement project. Resource requirements will include the following roles:

- ✓ Project management
- ✓ Change and comms management
- ✓ Procurement (variation management)
- ✓ BAU Backfill (for SMEs)
- ✓ Business analyst
- ✓ Testing
- ✓ Training
- ✓ Data migration
- ✓ Configuration (SME's)
- ✓ Documentation

The SoDB Project Manager responsibilities will include overseeing and managing third party vendors (including the ERP vendor) and contractors involved in the project. Resources may be used for all, or only parts of a project and actual anticipated usage should be mapped out at the beginning of the project.

Data migration is a specialist skillset and requires a resource who has a depth of knowledge on how to: to assess existing data, map data across both ERP systems, cleanse it, transform it, migrate it and support testing in the new ERP to ensure that migrated data is processing and displaying as expected.

Once the technology is in place it is expected that many manual processes will have been removed, freeing up staff time to focus on more value added areas. It is not expected that this will result in any job cuts but may result in the need for different skills in some roles to take advantage of the new functionality and reporting capability.

TRAINING AND DOCUMENTATION

Training of staff will occur as each module of the ERP system is implemented. Where appropriate, refresher training should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

Specific training in cross-functional processes should be provided for specific staff, such as System Owners.

An important part of any ERP project is the documentation of the changes to processes and procedures and operational manuals which occur from the change of ERP system. Training documentation will need to be produced for staff training purposes and operational manuals will need to be produced to replace redundant operational manuals. Where new functionality will be introduced (where there was no technology solution), new processes, procedures and operational manuals and staff training will also need to be produced.

PROJECT TIMEFRAMES

The ERP replacement project may take anywhere between 9 and 24 months, depending on the number of modules within that system selected for implementation and the level of integration required with supporting technology systems or selected 'best of breed' systems. The bulk of the effort will be in phase 2, with testing and Go-Live at the end of phase 2.

Once the ERP is live, there will be a period of ~12 months where new systems and processes become embedded into BAU.

The timeline in Appendix 1 is based on the following assumptions:

- ✓ ERP system implementing core functionality including Finance, Property and Rating, Works Management, Procurement, HR and Payroll.
- ✓ Assumes Big Bang approach (all modules Go-Live at the same time) – drip fed, not big bang
- ✓ No more than 3 integrations with other technology systems – will need more integrations, 3 is not achievable
- ✓ Selected data migration (Bluefield migration)

COSTS

An ERP implementation project can be costly, as there are many layers of cost involved. Some of the cost components will be:

- ✓ Internal resource costs (where working on the project, plus cost of backfill of role)
- ✓ Overlapping licence fees for a period (old licence and new subscription licence)
- ✓ ERP vendor implementation services
- ✓ Specialist project consultants

- ✓ Change management, training and documentation
- ✓ Support and/or maintenance

These costs change over the various phases of the project such as preparation, implementation and go-live. If a project timeframe extends, costs will increase as the project consumes more resources time than originally anticipated.

Once go-live has occurred, the BAU costs of the new ERP may be different as annual indexed pricing escalators may apply to the subscription licence, and changes to active users counts and types will impact BAU costs.

Disclaimer:

The pricing in the table below is indicative pricing only. It is averaged pricing based on real pricing from several recent projects for ERP replacements for local government agencies with a similar profile to the SoDB. Pricing data has been anonymised to preserve confidentiality. Actual pricing will only be available after a procurement exercise has selected an ERP vendor. The selection of an ERP system and the modules to be implemented will affect the actual price, and the actual price may differ from the prices in the table below.

All pricing is based on the assumptions listed below.

ASSUMPTIONS

Assumptions used in the indicative pricing are:

- ✓ SoDB used the WALGA templates to define requirements and procure
- ✓ The old ERP licence and the new ERP licences will run side by side for a period of ~12 months (this should be negotiated with the new ERP vendors before contracts are signed as they may agree to a sliding scale of licence costs prior to go-live).
- ✓ There is no increase in the licence fees for SynergySoft.
- ✓ No annual pricing escalation has been applied to the new ERP subscription licence.
- ✓ Suitably skilled and experienced resources are sourced from specialist ICT consultancy or project services company.
- ✓ The annual cost for staff roles listed incorporates employer overhead costs of 25% over salary.
- ✓ No allowance has been made for any annual pay increases for SoDB staff.
- ✓ If personnel need to be recruited for any of the roles in the table below, then an additional 10% should be added to the annual cost (for the recruitment year only) to account for the cost of recruitment.
- ✓ The Project Manager role will be required for all of the roadmap initiatives and will be mostly full time (see Resource Plan). Pricing assumes that the role is filled by an internal staff member (existing or recruited).

- ✓ The Change Manager role will be required for all of the roadmap initiatives but will be mostly part time (see Resource Plan). Pricing assumes that the role is filled by an internal staff member (existing or recruited).
- ✓ The Business Analyst role is required for most of the roadmap initiatives but will be required full time at times and part time or ad-hoc at others (see Resource Plan). Pricing assumes that the role is filled by an internal staff member (existing or recruited).
- ✓ The Data Migration consultant is an external consultant who will be required for the ERP Replacement project. The Data Migration consultant will be involved in the planning of the ERP Replacement project but will be required full time during the ERP implementation (see Resource Plan).
- ✓ No allowance has been made for a Data Migration consultant (other than the ERP Replacement project).
- ✓ The Business Case for the ERP Replacement project is approved after procurement concludes.
- ✓ The pricing assumes that the roadmap is accepted and the first initiative, the ERP Replacement project, commences in May 2026. The dates below remain true if commencement is May 2026.
 - ✓ Preliminary work (Apr to Jun 2026) ERP requirements gathering (using WALGA templates) in May 2026. Tender issued to market May/June 2026.
 - ✓ Year 1 (Jul 2026 – Jun 2027) 4 months for procurement (evaluation, negotiation and contract award) Business Case approved in Oct/Nov 2026, implementation project activity commencing between Nov 2026 and Jan 2027
 - ✓ Year 2 (Jul 2027 – Jun 2028) implementation activities ongoing, testing ~April – May 2028, with Go-Live ~June 2028
 - ✓ Year 3 (Jul 2028 – Jun 2029) post Go-Live support and bedding in activities, BAU
- ✓ Variations to project scope or project duration will have an associated increase in cost.
- ✓ An allowance for travel has been included for vendors and consultants to attend site.
- ✓ A contingency of 10% of the total project cost has been included. The percentage can be adjusted up or down in accordance with the project risk profile.
- ✓ ERP BAU cost profile is software licencing costs only. It does not include staff or MSP costs.
- ✓ No costs have been included for an uplift in support costs if the MSP's scope is increased to include support of any new technology system, including the ERP.

The following table is a summary of the ERP Replacement project costs.

ERP Replacement Project	Lower Range	Upper Range	Unit of Measure	Duration	Comments
ERP - detailed requirements and procurement	\$ 25,000.00	\$ 40,000.00	Months	6	One time charge
Project Manager	\$ 360,000.00	\$ 600,000.00	Years	3	Total across duration
Change and Comms Manager	\$ 300,000.00	\$ 500,000.00	Years	2.5	Total across duration
Business Analyst	\$ 240,000.00	\$ 400,000.00	Years	2	Total across duration
Data Migration Consultant	\$ 200,000.00	\$ 300,000.00	Years	1	Total across duration
ERP Vendor Implementation Costs	\$ 220,000.00	\$ 470,000.00	Years	2	One time charge
Potential Investment	\$ 1,345,000.00	\$ 2,310,000.00			

ERP licence costs during the project would be covered by the project budget, with handover of costs into BAU budget occurring at Go-Live.

Supporting Technology systems

ICT systems which do not form part of the scope of the ERP replacement project will need separate projects to deliver each system. This roadmap assumes that projects to procure and implement non-ERP technology systems will commence procurement in phase 2, with implementation in early phase 3. This timeline can be moved, depending on the SoDB's appetite to undertake ICT transformation as either a 'Big Bang' or in a more phased manner.

The integration of supporting technology systems with the ERP will be crucial to ensure that the objectives of the future state are met.

Separate projects will use most of the methodology outlined in the ERP Replacement project, but the process and methodology may be scaled down to suit the complexity (particularly of integration), value and risk of this project.

FUNCTIONAL REQUIREMENTS

An important step in the transition to a new ICT system is to understand and document your current technology and business processes. This current state list will form the basis for the functional requirements for the new system, and the SoDB should refine the base list of requirements to add preferred functionality and add new functional requirements (to address gaps in the existing functionality).

After market, the functional requirements and scope can be further refined in negotiations with the preferred vendor.

Functional requirements should include integration with the ERP system.

TRAINING AND DOCUMENTATION

Training of staff will occur as each system is implemented. Where appropriate, refresher training should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

Specific training in cross-functional processes should be provided for specific staff, such as System Owners.

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of a new technology system. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created for any new technology systems.

PROJECT TIMEFRAMES

The Supporting Technology Systems project may take anywhere between 9 and 24 months, depending on the number of separate systems being selected for implementation and the level of integration required with the ERP system. The bulk of the implementation effort will be in phase 2, with testing and Go-Live in phase 3.

Once the new systems are live, there will be a period of ~12 months where new systems and processes become embedded into BAU.

The timeline in Appendix 1 is based on the following assumptions:

- ✓ No more than 3 integrations with the ERP, or other technology systems
- ✓ Selected data migration (Bluefield migration)

COSTS

An ICT system implementation project can be costly, as there are many layers of cost involved. Some of the cost components will be:

- ✓ Internal resource costs (where working on the project, plus cost of backfill of role)
- ✓ Licence fees (may be payable during implementation period)
- ✓ Implementation services
- ✓ Specialist project consultants
- ✓ Change management and training
- ✓ Support and/or maintenance

These costs change over the various phases of the project such as preparation, implementation and go-live. If a project timeframe extends, costs will increase as the project consumes more resource time than originally anticipated.

Once go-live has occurred, the BAU costs of the new ERP may be different as annual indexed pricing escalators may apply to the subscription licence, and changes to active users counts and types will impact BAU costs.

As the actual technology systems will not be known until the functional requirements of the ERP system are documented, it is not possible to give truly accurate costs for these projects.

Business Analytics (if applicable)

If a Business Intelligence tool (BI) is not included in the scope of the ERP Replacement project, then it will form a separate, discrete project.

It is recommended that the functional requirements for the ERP include modern, user driven, intuitive and flexible reporting capability. Including reporting and BI in the scope of the ERP may negate the requirement for a separate BI system.

Separate projects will use most of the methodology outlined in the ERP Replacement project, but the process and methodology may be scaled down to suit the complexity (particularly of integration), value and risk of this project.

This roadmap assumes that the project to procure and implement BI will commence procurement in the later part of phase 2, with implementation taking place in phase 3 and Go-Live in phase 4. This timeline can be moved, depending on the SoDB's appetite to undertake ICT transformation as either a 'Big Bang' or in a more phased manner.

The BI system will be integrated with the ERP system, and the ERP system needs to be fully functional in order to supply the BI system with data.

FUNCTIONAL REQUIREMENTS

An important step is to understand and document your requirements of the new BI system. This list will form the basis for the functional requirements for the new system, and the SoDB should refine the base list of requirements to add preferred functionality and add new functional requirements (to address gaps in the existing BI functionality). Functional requirements should include integration with the ERP system.

After market, the functional requirements and scope can be further refined in negotiations with the preferred vendor.

TRAINING AND DOCUMENTATION

Training of relevant staff will occur just prior to the implementation of the system, with refresher training on the new system once live. A BI training module should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding (where applicable).

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of a new (or replacement) technology system. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created.

PROJECT TIMEFRAMES

The BI project may take anywhere between 9 and 18 months, depending on the level of integration required with the ERP system.

The BI system will be implemented with some standard template reporting. After Go-Live and staff training, more reports can be developed as required by the SoDB.

SoDB - Strategic Objectives and Roadmap

The timeline in Appendix 1 is based on the following assumptions:

- ✓ BI system is not part of the ERP scope.

As the actual technology systems will not be known until the functional requirements of the ERP system are documented, it is not possible to give truly accurate costs for this project.



ICT Governance

ICT governance is a subset of corporate governance and focuses on how information and communication technology is planned, directed, and monitored. It sets out how ICT will be directed and controlled to support the business objectives and how ICT risks are managed. It aligns ICT investment with existing business strategies, manages ICT risks at a corporate level, and helps organisations to meet their legal and regulatory obligations.

To set up the appropriate level of ICT governance, the executive leadership team will need to work through a number of steps:

- ✓ secure executive ownership
- ✓ define what you want governance to achieve
- ✓ design simple structures and policies
- ✓ roll them out, monitor them, and refine them as appropriate

ICT governance should reflect and support existing corporate governance objectives and should include relevant elements of the SoDB's existing strategic plans.

SECURE LEADERSHIP AND SCOPE

- ✓ Support from the ELT is crucial, it should be clear that ICT is a business enabler which requires its own governance framework within the overarching corporate governance
- ✓ Define the scope: which ICT decisions will be governed (strategy, projects, risk, cyber, data, vendors etc) and at what level (whole organisation vs specific departments)

DEFINE OBJECTIVES AND PRINCIPLES

- ✓ Document ICT governance objectives, examples might be 'align ICT with organisational strategy', 'manage ICT risk', 'optimise ICT investment and value' or 'compliance with Privacy Act' etc
- ✓ Adopt or adapt principles to guide ICT decisions

DESIGN STRUCTURES AND DECISION RIGHTS

- ✓ Establish forums: e.g. an Executive ICT Steering Committee and project level governance as needed
- ✓ For each forum, define mandate, membership, meeting cadence, and decision rights (what they approve, endorse, or just note)
- ✓ The example structure below can be scaled to suit the specific needs of the SoDB

Example structure:

Level	Forum	Decision making capacity
Executive	ICT Steering Committee	ICT Strategy, portfolio view, major investments, risk appetite, ICT Standards, solution options, prioritisation, policies
Delivery / Project	Project Board / Sponsor / Steering Committee	Scope, budget, risk, change control for projects

ESTABLISH CORE POLICIES AND PROCESSES

Establish a short ICT governance policy that sets out ICT governance objectives and structures, and the 'rules of the game'.

Establish Policies for key areas identified below and assign a business owner who is accountable for the application, monitoring and maintenance of the Policy.

- ✓ Cyber Security Policy (to apply to all third party service providers, including the MSP)
- ✓ Acceptable Use Policy
- ✓ Backup Policy
- ✓ Disaster Recovery Policy
- ✓ Review Privacy Policy and include Data Governance provisions as required
- ✓ Records Management Policy
- ✓ Project Governance Policy
- ✓ Review Procurement Policy to include ICT provisions
- ✓ ICT Asset Management Policy
- ✓ Mobile Device Management (MDM) Policy
- ✓ AI usage Policy
- ✓ BYOD policy
- ✓ Review existing ICT Service Management (MSP) and include additional elements if required (refer SoDB ICT Service Management framework)

IMPLEMENT, COMMUNICATE, AND TRAIN

Once Policies are established, processes and procedures should be developed and rolled out across the SoDB.

Communicate early and often with business stakeholders, explaining the benefits, what is changing, and the new processes and procedures.

Train staff in the new processes and procedures. Develop an awareness or training module and implement into the new LMS module. Include this training module in new staff onboarding training.

PROJECT TIMEFRAMES

ICT governance should be established in phase 1 so that it can provide the overarching structure necessary for delivery of the ICT projects and the continued use and management of ICT systems once they have been implemented.

Establishing the overarching ICT governance Policy may take up to 3 months, depending on the availability of the ELT to participate in the scoping workshop.

Establishing the subsequent ICT Policies may take anywhere from 3 and 12 months. The Cyber Security Policy has been identified as the first priority and the establishment of this policy will involve your MSP, as they will be largely responsible for the implementation and ongoing management of this policy.

APPROACH

Establishing an appropriate ICT governance framework should be done in consultation with a suitably skilled and experienced ICT governance consultant. The consultant will facilitate the SoDB's ELT through the process of:

- ✓ scoping ICT governance
- ✓ defining its objectives and principles
- ✓ defining its structures and decision rights
- ✓ writing policies and high level procedures
- ✓ implementing policies and procedures
- ✓ change management and training

ICT Governance – Security

Cyber Security is one of the most important aspects of ICT governance, and it focuses specifically on the security of ICT infrastructure, applications and data. Cyber Security should include both the digital and physical security of ICT assets and should include provision for security for SoDB applications on mobile phones and user owned devices (BYOD).

ESSENTIAL EIGHT LEVEL 1



The SoDB aims to implement Essential Eight, maturity Level 1. Another option for the SoDB's consideration are elements of ISO27002, as elements of this framework have recently been adopted by the OAG.

The first step towards Essential Eight Level 1 is to understand where you are now. An independent audit of the SoDB's current maturity level and cyber risks should be conducted and an assessment report created on the current maturity against the Essential Eight Level 1 controls. The audit should include the MSP.

The assessment report will identify the gaps between the current state and the requirements of Essential Eight Level 1. The gaps identified will form the basis of an action plan to address them. Actions should be prioritised prior to planned activities commencing. The action plan will include activities and tasks for both the MSP and the SoDB.

It is anticipated that the bulk of the actions from the Essential Eight maturity assessment will need to be actioned by the MSP, however overall accountability for the effectiveness of the controls will remain the responsibility of the SoDB.

Once all of the actions in the action plan are complete, the SoDB will be able to demonstrate compliance with Essential Eight Level 1.

PROCESSES AND PROCEDURES, ROLES AND RESPONSIBILITIES

The Cyber Security Policy will be established as part of ICT Governance, but the policy will require supporting processes and procedures.

Cyber security processes and procedures will include roles and responsibilities, which will be spread across the SoDB and the MSP. The MSP will be largely responsible for the application of cyber security controls as it supports and manages the core business applications, end-user applications and the operating environment.

The MSP currently does not support all of the SoDB's technology systems, and this has been identified as a cyber risk. If the future state includes technology systems which will be supported and managed by the SoDB directly (not managed or supported by the MSP), then the SoDB will need to directly implement Essential Eight cyber security controls to these systems in order to continue to be compliant with Essential Eight Level 1.

CHANGE MANAGEMENT

Implementation of new cyber security controls may mean changes to roles and responsibilities and processes and procedures in both the SoDB and the MSP. These changes will need to be mapped, communicated and managed into BAU by Change Management.

The changes to the responsibilities, processes and procedures may mean that the MSP's contractual scope changes. If the MSP's scope changes, a variation to their contract will be required to amend the scope of their services.

COMPLIANCE AUDITS

Once Essential Eight Level 1 has been achieved, the SoDB may elect to test the effectiveness of the cyber security controls by engaging an independent auditor to test compliance.

A regular independent testing regime (e.g. 6 monthly, annual, bi-annual) is recommended to ensure that compliance with Essential Eight Level 1 is maintained.

SECURITY OF PHYSICAL ICT INFRASTRUCTURE

In phase 1, the SoDB should ensure that all existing ICT infrastructure in the control of the SoDB is physically secured from unauthorised or accidental access.

The recommendation of this roadmap is to minimise SoDB ownership of ICT infrastructure so the securing of ICT infrastructure in phase 1 may become redundant once all of the roadmap initiatives are fully implemented and existing infrastructure has been decommissioned.

TRAINING AND DOCUMENTATION

Staff will need to be trained in cyber awareness, cyber processes and procedures and in the use of cyber tools (if applicable).

Cyber awareness training should be developed and rolled out to all staff and contractors in phase 1. Staff cyber awareness should be tested by periodic and/or ad-hoc testing, to ensure that awareness remains high and that compliance with the Cyber Security Policy is maintained.

Staff training in cyber process and procedures should occur once the processes and procedures have been implemented and rolled out. Where possible, cyber processes and procedures should be published and available in an easily accessible central location (e.g. intranet). Refresher training in cyber awareness and processes and procedures should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

If cyber tools are implemented (e.g. phishing reporting in Outlook), staff should be trained in the appropriate use of these tools as they are implemented, to ensure the effectiveness of the tool. Refresher training in the use of the cyber tools should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of new processes and tools. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created for any new processes or technology systems.

PROJECT TIMEFRAMES

The ICT Security project should commence early in phase 1 and may take anywhere between 9 and 18 months to fully implement, depending on the outcome of the current state assessment.

BUSINESS CONTINUITY AND DISASTER RECOVERY

A review of the Business Continuity Plan (BCP) and the Disaster Recovery Plan (DRP), in particular of the ICT elements of both plans, should be conducted. Any recommendations identified out of the review should be incorporated into new versions of the BCP and DRP.

A regular independent testing regime (e.g. 6 monthly, annual, bi-annual) is recommended to ensure that BCP and DRP plans work as intended.

It is also recommended that lessons learned from a BCP and DRP test be incorporated into Policies, processes and procedures as required.

COSTS

The costs associated with the ICT Security project will be a combination of discrete services and resources in the MSP and the SoDB to undertake the activities and tasks. The main activities within this project are:

- ✓ Essential Eight maturity assessment
- ✓ Change management (SoDB)
- ✓ Processes and procedures (SoDB and MSP)
- ✓ Training and documentation (SoDB and MSP)

ICT Governance – Data Governance

Data Governance is a system of policies, roles, processes and controls which ensure that an organisations data is high quality, secure, compliant, and usable for decision making. It reduces risk and cost while increasing trust in data, enabling better decision and compliance with laws and standards. A good data governance framework will enable the SoDB to comply with the requirements of the Privacy and Responsible Information Sharing Act (PRIS) Act.

Under the PRIS Act, the SoDB is expected to maintain policies and procedures covering collection, use, disclosure, retention, security, breach response and sharing, aligned to the IPPs, RSPs and any guidance from the Chief Data Officer and Information Commissioner.

The SoDB should define the principles of data governance that are important to them i.e. data as an asset, privacy, security, PRIS compliance, quality, sharing for public value, transparency, 'one source of truth' etc.

Once the principles are defined, roles and accountability should be assigned i.e. data owners (business owners), data stewards, custodians (ICT officers), Privacy officer etc.

The existing Privacy Policy should be reviewed and updated to include data governance provisions for such as data management, privacy/PRIS alignment, data sharing and classification. Existing processes and procedures should be updated to reflect the revised Policy.

Cyber security processes and procedures will include roles and responsibilities, which will be spread across the SoDB and the MSP. The MSP will be largely responsible for the application of cyber security controls as it supports and manages the core business applications, end-user applications and the operating environment.

AUDIT CURRENT STATE AND DATA ASSETS

Conduct a high level maturity assessment (policies, roles, data quality, sharing, security, tools) of the SoDB's data assets. Conduct a data asset inventory for key domains, capturing owners, locations, sensitivity, quality issues, and major risks/opportunities.

Information from the maturity assessment can be used to define appropriate processes, procedures and templates for data governance and privacy. Templates may include such things as: data asset register, data access requests, sharing approvals, data quality issue management, metadata standards etc. Processes may include such things as breach response, data backup and restoration etc.

Actions to remediate data quality and governance will be identified and assigned for action. This process may require action by third parties or the MSP.

CHANGE MANAGEMENT

Implementation of data governance processes, procedures and templates may mean changes to roles and responsibilities. These changes in roles and responsibilities will need to be mapped, communicated and managed into BAU by Change Management.

The audit may identify actions required by third party suppliers or the MSP and these actions will need to be managed by the Project Manager or Change Manager to ensure that the actions are successfully concluded and closed out.

TRAINING AND DOCUMENTATION

Staff will need to be trained in what is required from them with regard to data governance. The training may need to be tailored to specific role types.

Data governance training should be developed and rolled out to all staff and contractors in phase 1.

Staff training in data governance should occur once the processes, procedures and templates have been implemented and rolled out. Where possible, data governance processes, procedures and templates should be published and available in an easily accessible central location (e.g. intranet). Refresher training in data governance responsibilities, processes and procedures should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of new processes and tools. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created for any new processes or technology systems.

PROJECT TIMEFRAMES

The data governance project should commence early in phase 1 and may take anywhere between 9 and 18 months to fully implement, depending on the outcome of the current state assessment.

COSTS

The costs associated with the data governance project will be a combination of discrete services and resources in the MSP and the SoDB to undertake the activities and tasks. The main activities within this project are:

- ✓ Data governance maturity assessment
- ✓ Change management
- ✓ Processes, procedures and templates
- ✓ Training and documentation

ICT Governance – Records Management

This project is already underway, with Monarch selected as the Records Management software system.

The SoDB should establish and rollout a Records Management Policy. New processes and procedures should be developed to support the new ways of working which will occur with the implementation of Monarch.

Monarch may need to be integration into the new ERP system or supporting technology systems as required to meet the objective of integrated systems.

CHANGE MANAGEMENT

The implementation of Monarch will mean changes to roles and responsibilities, as well as new processes and procedures. The changes to roles and responsibilities and new processes and procedures will need to be mapped, communicated and managed into BAU by Change Management.

TRAINING AND DOCUMENTATION

Data governance awareness training and training in the use of Monarch should be developed and rolled out to all staff and contractors in phase 1 before the implementation of Monarch, with refresher training provided within 2 months of the Monarch go-live date.

Staff training in data governance awareness can be developed and rolled out ahead of the implementation of Monarch.

Refresher training in the use of Monarch should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

Records Management processes and procedures should be published and available in an easily accessible central location (e.g. intranet).

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of new processes and tools. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created for any new processes or technology systems.

PROJECT TIMEFRAMES

The Records Management project has already commenced and is scheduled to complete at the end of phase 1.

DECOMMISSIONING OLD STORAGE LOCATIONS

Once Monarch has been implemented and populated and staff and contractors trained, a phased rationalisation and decommissioning of old storage locations should occur.

Records should be removed from shared drives and according to their sensitivity, either store in Monarch or in a secure SharePoint site.

As shared drives are cleared out of information, they can be decommissioned.

COSTS

The costs associated with the Records Management project are not included in this roadmap, because the project is already underway.



ICT Governance – Project Management

An ICT Project Management framework will not be required if the SoDB intend to continue to use external ICT resources to manage the delivery of ICT projects. External ICT project managers should bring and use their own ICT project management framework and methodology.

However, if the SoDB intend to insource ICT Project Management at any stage, then an appropriately scaled Project Management framework and methodology should be implemented to ensure a consistent approach to the delivery of ICT projects.

The SoDB should define what degree of Project Management framework they require and investigate potential Project Management frameworks against those requirements. Some examples of frameworks for adoption and adaptation might be: Agile, Scrum, PRINCE2, Kanban, Waterfall, Lean etc.

The selected Project Management framework, scaled to suit the SoDB's needs, should be rolled out across the SoDB, its application providers and the MSP. Involvement from suppliers and the MSP will largely occur just before, during and after go-live as a project is handed over to BAU. Their involvement will be determined by whether their existing scope or responsibilities will increase due to the implementation of the project.

A Project Board should be established as the accountable project governance body for the SoDB. The Project Board should provide strategic oversight and decision making to ensure that programs deliver the expected benefits, and that risks and issues beyond the authority of individual project teams are escalated and managed in line with organisation objectives.

The SoDB should develop and establish ICT Project Management processes, procedures, templates and roles and responsibilities to support the new ways of working which will occur with its implementation.

The key elements of an ICT Project Management framework should be:

- ✓ Initiation
- ✓ Planning
- ✓ Execution
- ✓ Monitoring and management
- ✓ Closure

CHANGE MANAGEMENT

The implementation of ICT Project Management will mean changes to roles and responsibilities, as well as new processes and procedures. The changes to roles and responsibilities will need to be mapped, communicated and managed into BAU by Change Management.

The new processes should be published and available in an easily accessible central location (e.g. intranet). Templates, processes and procedures and a clear set of defined roles and responsibilities should be easily accessible for all staff and contractors.

Change management should communicate both the new process and where information can be found.

TRAINING AND DOCUMENTATION

ICT Project Management training should be developed and rolled out to all staff and contractors in phase 1. Training should include where to find information when it is required and how to use the templates and any tools.

Refresher training in ICT Project Management should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of new processes and tools. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created for any new processes or technology systems.

PROJECT TIMEFRAMES

The ICT Project Management project should commence early in phase 1 and may take anywhere between 9 and 18 months to fully implement.

COSTS

The costs associated with the establishment of an ICT Project Management framework will be consultancy costs, unless a licence to use an existing framework or set of standards is procured for use by the SoDB.

- ✓ Project Management
- ✓ Change management
- ✓ Processes and procedures
- ✓ Training and documentation

ICT Governance – ICT Procurement

Procurement is an established function within the SoDB, but ICT procurement can be complex and has trailing costs over many years so ICT procurement should be subject to either a separate ICT Procurement Policy or an amendment to the existing Procurement Policy to incorporate ICT procurement guidelines.

Once an ICT Procurement Policy has been established, procurement processes, procedures, templates and a matrix of roles and responsibilities specific to ICT procurement should be developed to support the Policy and rolled out to the SoDB's staff, contractors and, where applicable, to suppliers including the MSP.

ICT assets can be purchased via a project or via operational budgets. Where ICT assets are purchased via a project, at the end of a project there should be a handover of ongoing costs into an operational budget.

CHANGE MANAGEMENT

The implementation of ICT Procurement will mean changes to roles and responsibilities, as well as new processes, procedures and templates. The changes to roles and responsibilities will need to be mapped, communicated and managed into BAU by Change Management.

The new processes should be published and available in an easily accessible central location (e.g. intranet). Templates, processes and procedures and a clear set of defined roles and responsibilities should be easily accessible for all staff and contractors.

Change management should communicate both the new process and where information can be found.

TRAINING AND DOCUMENTATION

ICT Procurement training should be developed and rolled out to all staff and contractors in phase 1. Training should include where to find information when it is required and how to use the templates and any tools.

Refresher training in ICT Procurement should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of new processes and tools. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created for any new processes or technology systems.

PROJECT TIMEFRAMES

The ICT Procurement project should commence early in phase 1 and may take anywhere between 9 and 18 months to fully implement.

COSTS

The costs associated with the establishment of an ICT Procurement framework with associated processes and procedures will be largely consultancy costs.

- ✓ Project Management
- ✓ Change management
- ✓ Processes and procedures
- ✓ Training and documentation



ICT Governance – ICT Asset Management

The ICT Asset Management Policy will be established as part of ICT Governance, but the policy will require supporting processes and procedures.

ICT Asset Management processes and procedures will include roles and responsibilities, which will be spread across the SoDB and the MSP. The MSP will be largely responsible for the operational aspects of software asset management as it supports and manages the SoDB's core business applications, end-user applications and the ICT operating environment. The MSP currently also does management of physical ICT assets such as laptops.

The SoDB should develop and establish ICT Asset Management processes, procedures, templates and roles and responsibilities (across SoDB and the MSP) to support the new ways of working which will occur with the implementation of ICT Asset Management.

Within the ICT Asset Management policy, include a Mobile Device Management (MDM) Policy and include processes and procedures for mobile devices within the ICT Asset Management function.

Depending on whether the SoDB wants to manage ICT cost centrally, an opex budget and cost centre could be created to centrally capture and manage ICT costs.

CHANGE MANAGEMENT

Implementation of ICT Asset Management may mean changes to roles and responsibilities and processes and procedures in both the SoDB and the MSP. These changes will need to be mapped, communicated and managed into BAU by Change Management.

The changes to the responsibilities, processes and procedures may mean that the MSP's contractual scope changes. If the MSP's scope changes, a variation to their contract will be required to amend the scope of their services.

TRAINING AND DOCUMENTATION

ICT Asset Management training should be developed and rolled out to all staff and contractors in phase 1. Training should include where to find information when it is required and how to use the templates and any tools. Refresher training in ICT Asset Management should be developed and added to the Learning Management System (LMS) for ongoing training needs and for staff onboarding.

An important part of any ICT project is the documentation of changes to processes and procedures and operational manuals which may occur with the implementation of new processes and tools. Training documentation will need to be produced for staff training purposes and operational manuals will need to be created for any new processes or technology systems.

PROJECT TIMEFRAMES

The ICT Asset Management project should commence early in phase 1 and may take anywhere between 9 and 18 months to fully implement.

COSTS

The costs associated with the establishment of an ICT Asset Management framework with associated processes and procedures will be largely consultancy costs.

- ✓ Project Management
- ✓ Change management
- ✓ Processes and procedures
- ✓ Training and documentation



ICT Governance – ICT Service Management

The SoDB has an existing Managed Service Provider, who supports and manages the SoDB's core business applications, end-user applications and ICT operating environment. The management of ICT operating environment and applications is known as ICT Service Management and there is an industry standard for the management of ICT Service Management, known as ITIL (Information Technology Infrastructure Library). The MSP currently uses ITIL in the provision of their services.

An example ICT Service Management framework has been provided to enable the SoDB to review the existing services within the MSP and decide whether other elements of an ICT Service Management framework might be required. If there are gaps, then a separate project can be initiated to address the gaps in the existing framework.

As with other governance initiatives, it is important to develop and establish ICT Service Management processes, procedures, templates and roles and responsibilities which apply to both the SoDB and the MSP. If these already exist, then any changes made to the MSP's ICT Service Management framework should be reflected in both the SoDB's and the MSP's processes, procedures, templates and roles and responsibilities.

CHANGE MANAGEMENT

Implementation of changes to processes, procedures, and roles and responsibilities, in both the SoDB and the MSP, will need to be mapped, communicated and managed into BAU by Change Management.

The changes to the responsibilities, processes and procedures may mean that the MSP's contractual scope changes. If the MSP's scope changes, a variation to their contract will be required to amend the scope of their services.

Digital Services for the Community

This project is about digital enablement for the community. This initiative will enable them to access services through self service digital means.

The software infrastructure which supports delivery of this initiative sits within the ERP Replacement project scope and potentially within the scope of other supporting systems. It is assumed that there is no specific software procurement required to support this initiative.

This initiative will involve integrating portals, secure payment capture and bookings systems into the SoDB website and this functionality will go with the ERP system Go-Live.

FUNCTIONAL REQUIREMENTS

The functional requirements for this initiative will be defined as part of the ERP replacement project.

The implementation of this initiative should have a separate implementation plan, as it will involve integration with the SoDB website, which is not included in the ERP Replacement project.

It has been assumed that this initiative will Go-Live with the ERP Replacement project Go-Live, but it could also Go-Live slightly later if required, as the backend ERP functionality will exist.

COSTS

Costs for the implementation of this functionality will form part of the ERP Replacement costs.

CHANGE MANAGEMENT

As the main stakeholders for this initiative are external, there will be additional effort required by Change Management to ensure that these stakeholders (ratepayers, residents, local businesses and visitors) are informed of the changes, and to encourage their use of the new facilities.

TRAINING AND DOCUMENTATION

Staff training and documentation will form part of the training in the ERP Replacement project or Supporting Technology Project.

Training for front of house staff in how to guide and help external stakeholders in the use of new digital technology should be developed and rolled out to front of house staff.

Connectivity for the SoDB

The provision of internet availability over regional Australia is primarily the responsibility of the Commonwealth Government (via NBN Co and regulators). They are responsible for planning, building and operating the national broadband network, including fixed line, fixed wireless and satellite services across regional and remote Australia. The Regional Broadband Scheme (RBS) provides a funding mechanism to help sustain regional broadband infrastructure.

Telecommunications carriers such as Telstra and Optus (and others) provide retail services and much of the underlying mobile and backhaul infrastructure and are key delivery partners for regional voice and data services.

The WA Government is not a primary legislated provider but acts as a major co-investor and facilitator to improve coverage and capacity in regional WA.

INFRASTRUCTURE

Through both the Commonwealth and WA Government, there are many programs to fund initiatives to improve the infrastructure which provides internet availability in regional WA. Some examples are:

Provider	Program
Commonwealth	Mobile Black Spot Program
	Regional Connectivity Program
	There are other similar initiatives co-fund mobile towers, fixed wireless and backhaul upgrades in regional and remote areas nationwide
WA Government	Regional Telecommunications Project
	WA Regional Digital Connectivity Program
	Via partnering with Telstra, Optus, NBN Co and other funder, the WA Government contribute funding to the Commonwealth Regional Connectivity and Mobile Black Spot programs

These programs have funded hundreds of regional mobile base stations, fixed wireless, fibre broadband, backhaul upgrades and community Wi-Fi projects across regional and remote WA.

The SoDB may like to investigate the options and apply for funding to improve the infrastructure within the Shire and address some of the black spots that currently exist.

SoDB - Strategic Objectives and Roadmap

Once funding is secured, the SoDB will need to procure a suitable contractor to upgrade the infrastructure.

RETAIL INTERNET SERVICES

Once the infrastructure has been upgraded, the SoDB can investigate retail internet service providers who specialise in internet services to regional WA, such as Telstra, Starlink, SkyMesh etc. Different retailers may have different costs and bring different benefits to the SoDB.

CHANGE MANAGEMENT

Change management will need to manage communications and the rollout of new functionality to internal staff and to ratepayers, residents and businesses within the Shire.

PROJECT TIMEFRAMES

As this initiative assumes that the SoDB will investigate options to have their existing internet infrastructure upgraded using available funding from government programs, the timeframe for this initiative includes a long lead time for securing funding and assumes an implementation timeframe of between 24 and 48 months.

COSTS

As this initiative assumes that infrastructure upgrades will be covered by government funding, the only costs application to this initiative should be the costs of resources to apply for funding, do procurement (if required), administration and change management.

Roadmap

This section outlines the activities/initiatives required to implement the recommendations. It also provides a Gantt chart for the implementation sequence of the core changes.

Tango have aligned the Roadmap with the DLGSC requirement that a strategy be reviewed and refreshed every 4 years. This Roadmap outlines implementation over 3 phases, spread out across the 4 year period. This will reduce the risk of organisational change fatigue, strain on key resources and allow projects outcome to be embedded prior to commencing the next initiatives.

The proposed indicative schedule assumes the SoDB elects to choose a hybrid solution of one ERP system with ~80-90% functionality, with up to 4 peripheral and integrated specialist systems.

If the SoDB choose other options, then the schedule will need to be amended to reflect the time and effort required to implement the technology choices made by the SoDB.

Recommended Stages

The Roadmap will be delivered in four key phases based over a 4 year period, with the final year seeing consolidation and embedding of the changes. A review of the strategy and its effectiveness should be completed, and a revised strategy developed for the following next 4 year period.

Phase 1: Foundation (0-12 Months)

Phase 1 will focus on preparatory activities, such as approval of Business Cases, the definition and setting up of the governance frameworks, and procurement activity for key projects.

Change management and communications should commence early in order to prepare the organisation for the changes to come.

The Managed Services Provider (MSP), Harmonic IT will be a key stakeholder in the implementation of the technology initiatives under this roadmap, and Harmonic should be kept informed of changes which will impact them as early as possible.

Key activities in phase 1:

- ✓ ICT Governance framework – establishing the Policies, processes and procedures for the core elements
- ✓ Procurement and commencement of the ERP Replacement
- ✓ Procurement for Supporting Technology Systems
- ✓ Funding for the Connectivity initiative
- ✓ The Security (Essential Eight Level 1) project will commence
- ✓ The Data Governance project will commence
- ✓ The Records Management project should complete

Phase 2: Core business systems (12 – 24 Months)

Phase 2 will see the completion of the ICT Governance framework and the implementation of its policies, processes and procedures into BAU.

ERP data cleansing and migration activity will commence and complete in time for the go-live of the ERP system at the end of Phase 2. The majority of functionality in the Digital Services for the Community project will go-live with the ERP system.

The Supporting Technology Systems project will commence and procurement for the BI project will start.

Change management will continue to support all of the projects during this period of greatest technological change. Staff training and documentation will continue to be a major focus as systems are implemented.

The SoDB should be compliant with Essential Eight Level 1 by the end of phase 2.

Key activities in phase 2:

- ✓ ICT Governance framework is complete
- ✓ ERP Replacement project go-live, Digital Services for the Community project go-live
- ✓ Supporting Technology Systems project underway
- ✓ Funding for the Connectivity initiative completed
- ✓ The Security (Essential Eight Level 1) project is complete
- ✓ The Data Governance project is complete
- ✓ Procurement for BI project will commence

Phase 3: Consolidation (24 – 48 Months)

Phase 3 will see the implementation of the Supporting Technology Systems project and the consolidation of the ERP project. Any remaining integrations should be finalised during this period.

Change management will continue to support staff through the technology changes happening within the Shire during this period. Regular and targeted information should be shared with ratepayers, residents and local businesses so that they engage with the new services available under the Digital Services for the Community initiative.

Phase 3 will also see the BI project commence. Any procurement associated with the Connectivity project should also commence.

Staff training will continue to be a focus, both to reinforce previous training, and continue to improve their knowledge base in the new ICT systems and the new policies, processes and procedures.

Key activities in phase 3:

- ✓ ERP Replacement project is complete

SoDB - Strategic Objectives and Roadmap

- ✓ Supporting Technology Systems project is complete
- ✓ Procurement for the Connectivity initiative commences
- ✓ The BI project will commence
- ✓ All Digital Services for the Community functionality is complete

Phase 4 – Strategic review for next period (36 – 48 Months)

Phase 4 will see the completion of the BI project and the Connectivity project and the continued consolidation of all of the new systems, processes and procedures to achieve further operational efficiencies.

A review of progress against current roadmap should be conducted, and a refreshed digital roadmap should be created for the following 4 year period.

Key activities in phase 4:

- ✓ Connectivity project will complete
- ✓ The BI project will complete

Appendix 1 – Roadmap Indicative Timeline

Indicative Roadmap Timeline	2026			2027				2028				2029				2030	
				Phase 1				Phase 2				Phase 3				Phase 4	
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
SynergySoft (ERP) Replacement																	
Supporting Technology Systems																	
Business Intelligence																	
ICT Governance Framework																	
ICT Governance - Security																	
ICT Governance – Data Governance																	
ICT Governance - Records Mgmt.																	
ICT Governance - Project Management Framework																	
Governance - ICT Procurement																	
Governance - ICT Asset Management																	
Digital Services for the Community																	
Connectivity																	

Legend	
Business Case approval, planning and requirements definition	
Procurement and contracting	
Kick off, process mapping	
Implementation, including data cleansing and migration	
Testing and Go-Live	
Post Go-Live support, decommissioning legacy systems	

Appendix 2 – Roadmap Initiatives Cost Estimates

All costs are indicative only. Please refer SoDB Budget and Financial Plan V1.0 (final) for further information on assumptions used.

Table 1 – Summary of costs for all roadmap initiatives

Roadmap Program Investment	Lower Range	Upper Range
ERP Replacement Project	\$ 1,345,000.00	\$ 2,310,000.00
ICT Governance Framework	\$ 15,000.00	\$ 30,000.00
ICT Governance - Security	\$ 15,000.00	\$ 40,000.00
ICT Governance - Data Governance	\$ 25,000.00	\$ 50,000.00
Potential Investment	\$ 1,400,000.00	\$ 2,430,000.00

Table 2 – Ongoing annual investment (BAU)

ERP Ongoing (BAU) Costs	Lower Range	Upper Range
ERP Licence and Support	\$ 60,000.00	\$ 230,000.00

Table 3 – breakdown of costs by roadmap initiative

ERP Replacement Project	Lower Range	Upper Range	Unit of Measure	Duration	Comments
ERP - detailed requirements and procurement	\$ 25,000.00	\$ 40,000.00	Months	6	One time charge
Project Manager	\$ 360,000.00	\$ 600,000.00	Years	3	Total across duration
Change and Comms Manager	\$ 300,000.00	\$ 500,000.00	Years	2.5	Total across duration
Business Analyst	\$ 240,000.00	\$ 400,000.00	Years	2	Total across duration
Data Migration Consultant	\$ 200,000.00	\$ 300,000.00	Years	1	Total across duration
ERP Vendor Implementation Costs	\$ 220,000.00	\$ 470,000.00	Years	2	One time charge
Potential Investment	\$ 1,345,000.00	\$ 2,310,000.00			

ERP Ongoing (BAU) Costs	Lower Range	Upper Range	Unit of Measure	Duration	Comments
New ERP subscription	60,000.00	230,000.00	Year	1	
Support	\$ -	\$ -	Year	1	<i>May or may not be a separate cost</i>
Potential Annual Investment	\$ 60,000.00	\$ 230,000.00			

ICT Governance Framework	Lower Range	Upper Range	Unit of Measure	Duration	Comments
ICT Governance Consultant	\$ 15,000.00	30,000.00	Months	6	One time charge
Potential Investment	\$ 15,000.00	\$ 30,000.00			

ICT Governance - Security	Lower Range	Upper Range	Unit of Measure	Duration	Comments
Essential Eight Maturity Assessment and Report	15,000.00	40,000.00	Year	1	
Essential Eight Consultant	\$ -	\$ -	Year	1	<i>Will only be required if the Report indicates a greater magnitude of work than anticipated</i>
Potential Investment	\$ 15,000.00	\$ 40,000.00			

ICT Governance - Data Governance	Lower Range	Upper Range	Unit of Measure	Duration	Comments
Data assessment and inventory	25,000.00	50,000.00	Months	6	One time charge
Potential Investment	\$ 25,000.00	\$ 50,000.00			

Attachments A thru I (separate documents)

The following documents have been provided to the Shire as separate deliverables entitled as follows:

- A. Shire of Donnybrook-Balingup Vision Mission – Final
- B. SoDB Roadmap – Current State Assessment v0.6 (final)
- C. SoDB Change Management Plan V1.0 (final)
- D. SoDB Roadmap – Visions for Future State
- E. SoDB Compliance and Security V1.0 (final)
- F. SoDB Performance Metric and KPI's V1.0 (final)
- G. SoDB Roadmap - Gap Analysis Current to Future State V1.0 (final)
- H. SoDB Roadmap Stakeholder Engagement Register V1.0 (final)
- I. SoDB – Stakeholder Groups V1.0 (final)

Response ID	Date Submitted	Preferred Scenario	Comments
12832	10/07/2026 9:53:59 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	In section 10. Workload, Participation and Allowance Considerations – it states that a reduction in representation may result in financial increases for standing councillors. One of the main drivers for any reduction in representation is likely to be reduced costs, which is then negated (or at least diminished) if costs are increased for standing councillors. It would have been helpful for the discussion paper to provide some guidance or estimation on a potential cost profile across each option. With reduced representation, there is also the risk of personal agendas and stronger voices unduly influencing discussions and outcomes, as well as consideration for recent resignations and the impact that would have on a smaller representative base. Therefore, the preference would be to maintain status quo or at least a higher number of councillors than fewer. While not overly familiar with the workings of the voting process in Council, does it also make more sense to retain an uneven number of councillors for voting rather than an even number, where any deciding vote may then fall to one individual? In summary, without more pertinent information, we believe the representation should remain unchanged.
12828	5/07/2026 12:52:43 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Maintaining the current number of councillors allows for population increase in our growing community. A larger spread of councillors eliminates the possibility of poor democracy. Councillors are already spread thin dealing with community members and their questions /concerns
12827	5/07/2026 12:43:03 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	No need to change. We are good representation per population.
12824	1/07/2026 6:49:32 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	If reduced, it will not enable smaller communities the opportunity for equal representation. A larger council enables broader views.
12814	27/06/2026 4:41:32 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	1. With predicted population increases, Councillor representation will be diluted. 2. Maybe easy to reduce now but difficult to increase in the future to fairly represent increasing populations in the future. 2. Broader skills and experience for Council. A greater dissection of the community.
12806	24/06/2026 1:48:09 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	I do not think the current is functioning how it should, it is dictorial from an abuse of power of the presiding member and decision making occurring prior to items tabling for council to adhere to ethical representation of the community who elected them. There are so many examples to provide that are recorded on the Youtube channel, a recent example, a Cr attempted to remove an item from the sub-optimal process of enbloc and was informed by the president "we decided this at the briefing" that is terrible and should be stopped. The people who present are treated terribly and silenced, matters are voted through ignoring substantial numbers of objections. State Policy and so named Model guides are a failure for regions and council representing needs to actually instruct the admin to stand up for the region and advise at every opportunity to every line possible city planning is not fiti for purpose for the regions.
12800	21/06/2026 2:41:05 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Hello I have previously responded though got an email regarding an incorrect link provided. I can not tick a box with a number as I believe the number of councillors should increase and be wider spread out across the Shire by their residential location. From observation, there is a lot of stress placed on a few for the wellbeing of the community. If you had more representatives you would have a broader knowledge to draw upon and more people would volunteer to be a representative of the area. More people would allow holidays and enjoy caring for themselves and family if they are unwell. Stress plays a huge toll on the whole family unit. The shire has not functioned that well over the recent years with councillors leaving, resigning and falling ill. Maybe it is time for a new approach and function as a larger group and make it fun so people have time to socialise with the community. With each other and have a reputation of this. Also, when we arrived in our Shire, the rates used to advise how much money we had in term deposit and we were in surplus for years. Now the Shire is in debt and strain of this. Our Shire needs to be treated as a business and as rate payers more as a larger group would get voted on to reduce debt and unnecessary expenditure. Maybe a financial advisor with a plan to once again drive this community back into a profitable position. I do believe ALL large financial commitments should be voted on by the Council including employment of council workers. I love where we live and as a united group of councillors they have a huge responsibility so I do believe as a larger representation of the community they could achieve this. Thank you for reading this

12776	14/06/2026 11:11:05 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	With a bigger amount of councillors more diverse groups of people have their input! That's why i support 8 councillors.
12772	9/06/2026 6:06:41 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	I think 9 allows a wide spread scope of the community to be represented and less likely to have factional groups. I there were to be any change I would say no less than 7
12771	9/06/2026 5:38:59 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	I do not believe the number of councillors should decrease for the Shire. Maybe if the numbers were increased this would give Councillors more opportunity to have holidays and personal time whilst the district is still being represented optimally. I also believe that councillors should reside in different areas of the district eg Balingup, Kirup, Mallayup, Mumba Noggerup, Irish Town, Argyle etc. and it be a requirement that only a certain number of councillors can reside in the 60km zone of Donnybrook. I believe by increasing numbers that responsibility will decrease as the pressure also will be more family friendly and more people would step up to assist and represent the area. Currently very wide shoulders are requi
12766	8/06/2026 5:41:31 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Maintains diversity and access. Spreads workload.
12765	8/06/2026 5:39:43 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Maintain current number of Councillors
12764	8/06/2026 3:07:37 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	This gives all outlying areas in the Shire an opportunity to have representation on the Shire. If you reduce to 5, there should be a ward system. 1 Balingup, 1 Kirup, 1 Donnybrook , 1 Brookhampton, 1 Upper Caple.
12761	8/06/2026 10:46:24 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Better to have enough councillors to represent all smaller towns as well. Prefer wards
12760	8/06/2026 10:35:07 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	I believe with so many different towns being represented, we need a diverse group. If reduced, there will be a disproportionate number only representing DB.
12758	8/06/2026 10:23:12 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	The more councillors gives a better representation of the community
12757	8/06/2026 9:41:07 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Status quo

12756	8/06/2026 9:38:06 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Each Councillor should represent a certain area of the Shire.
12753	7/06/2026 4:34:39 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	I think the shire should have zones and get representation from each zone. Have say 3 councillors for Donnybrook zone. 3 councillors for central zone Newlands /Kirup/ Mullalyup and 3 councillors for the Balingup zone . Thats just a basic zoneing idea. In my opinion it would give better representation for the [Other places in the shire other than just Donnybrook and Balingup .
12752	6/06/2026 4:40:21 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	I think reducing the number of councillors will significantly reduce the ability of council to represent a wide range of community views and priorities. The fewer voices on council may lead to a skewed representation of the community
12750	4/06/2026 5:08:16 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	It would be good if representation from major localities could be ensured. the over representation of councillors from Donnybrook townsite tends to result in decisions appearing to be biased to Donnybrook.
12749	4/06/2026 3:58:16 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	This number gives a very good diversity of local people.
12744	4/06/2026 10:20:03 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Keeping 9 councillors gives a wider view of opinion on matters. Some previous councils have seemed to suffer from forming inner groups that have led to mistrust for community
12741	2/06/2026 11:25:44 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	This current number of councillors means the community gets a good cross section of input on all matters
12738	1/06/2026 11:31:43 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	The council should be able to represent and communicate with as many residents as possible and balance the various land use and population without bias.
12736	1/06/2026 10:08:42 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Councillor workload is already extremely time-consuming, and is barely compatible with full-time employment or a full-time business. Councillors already feel pressured to decide quickly on very large meeting packs. Democracy costs money, and we should be prepared to pay it.
12735	1/06/2026 7:19:36 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Is there an option to “divest” decision making from councillors onto the towns themselves? The local progress associations can handle this which reduces councillor workload and puts ownership back into the community
12732	31/05/2026 2:02:27 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	All seems to be working ok atm, Di

12731	31/05/2026 12:51:17 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	To ensure there is adequate representation for all communities. If reduced I feel higher representation will just be DB and smaller communities will be left out of important votes.
12727	31/05/2026 8:34:12 AM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Councillors are volunteers and, by reducing the number sitting on Council, their workload could be significantly increased. Higher workload could discourage future volunteers. We would probably end up increasing remuneration for those remaining and any financial savings would be offset.
12722	29/05/2026 2:23:27 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	The more councillors the more access to the public to inform decisions.
12720	29/05/2026 1:10:29 PM	Option 1 – Maintain the Status Quo (no changes, keep 9 Councillors)	Keep the same
12774	10/06/2026 4:17:18 PM	Option 2 – Reduce to 8 Councillors	The problem is not in the numbers of councillors, it is in their desire and ability for them to actually meet their legal obligations under the LG Act to represent the community and not in self interest or be defacto council employees. The risk of reducing numbers is that the few doing the job right will get pushed out by the others are not.
12751	4/06/2026 9:10:56 PM	Option 2 – Reduce to 8 Councillors	1 less, but redistribute the \$ to the other councillors to attract better quality candidates who will do the work required of them.
12729	31/05/2026 10:31:32 AM	Option 2 – Reduce to 8 Councillors	Slight cost reduction and slightly more responsibility.
12831	6/07/2026 5:36:51 PM	Option 3 – Reduce to 7 Councillors	Less cost to the Shire but maintaining enough numbers to have a cross representation of the rate payers
12822	29/06/2026 5:23:11 PM	Option 3 – Reduce to 7 Councillors	5 might struggle for a quorum with absentees
12785	18/06/2026 10:56:59 AM	Option 3 – Reduce to 7 Councillors	I think 7 councilors should be the absolute minimum. The advantages and disadvantages as outlined in the discussion paper are pertinent and valid. Any less than five would significantly reduce the diversity of views and skills required to make informed and researched discussions representative of the community.
12780	15/06/2026 7:16:29 AM	Option 3 – Reduce to 7 Councillors	I would rather high quality councillors.
12779	15/06/2026 7:16:15 AM	Option 3 – Reduce to 7 Councillors	I would rather high quality councillors.
12775	12/06/2026 10:05:15 AM	Option 3 – Reduce to 7 Councillors	A good number
12773	10/06/2026 12:43:10 PM	Option 3 – Reduce to 7 Councillors	allows for absences, but provides support for fellow councillors and public
12770	9/06/2026 2:54:46 PM	Option 3 – Reduce to 7 Councillors	Reduce council representatives from 9 to 7. Stay with odd number to reduce the likelihood of council casting vote being used. Need higher representation for Donnybrook township
12768	9/06/2026 9:47:59 AM	Option 3 – Reduce to 7 Councillors	Still an odd number for voting and still maintains a broader representation for the community. The slight increase in Councillors work load could provide information for future cuts the number of Councillors in years to come.

12762	8/06/2026 11:10:36 AM	Option 3 – Reduce to 7 Councillors	Still an odd number for voting and still maintains a broader representation for the community. The slight increase in Councillors work load could provide information for future cuts the number of Councillors in years to come.
12759	8/06/2026 10:28:36 AM	Option 3 – Reduce to 7 Councillors	Reduce council representatives from 9 to 7. Stay with odd number to reduce the likelihood of council casting vote being used. Need higher representation for Donnybrook township
12755	8/06/2026 9:27:05 AM	Option 3 – Reduce to 7 Councillors	Has to be unequal for easy voting purposes.
12747	4/06/2026 12:46:38 PM	Option 3 – Reduce to 7 Councillors	Too many is at times counter productive.
12745	4/06/2026 10:46:18 AM	Option 3 – Reduce to 7 Councillors	Reduce by two members to provide a voting decision tie breaker. Reduce costs to council yet maintain reasonable accessibility to electors. Provide incentives for council members to attend, engage and offer better representation of their electors. Increase decision making efficiency by reducing time spent in hearings. Must maintain spread of elected representatives from across whole shire and not become town centric. Will need to ensure representation of ALL districts not just Donnybrook township.
12743	4/06/2026 10:13:09 AM	Option 3 – Reduce to 7 Councillors	in my opinion less would be more effective, what is more important is how councillors represent the community and how they inform themselves of issues that they are not familiar with. Reducing the number would stimulate better care due to less likely to be able to "hide behind others"
12725	30/05/2026 7:01:30 AM	Option 3 – Reduce to 7 Councillors	9 is too many to interact with on local issues. Population does not require 9 councillors. Care required to ensure councillor independence. Current ones can appear to vote in blocs, including under influence of Shire President & CEO
12723	29/05/2026 2:48:31 PM	Option 3 – Reduce to 7 Councillors	.
12721	29/05/2026 2:14:12 PM	Option 3 – Reduce to 7 Councillors	Cost saving and still effective base for decision making
12763	8/06/2026 1:14:21 PM	Option 4 - Reduce to 6 Councillors	Most logical for easier decision making, reduced costs etc
12733	31/05/2026 4:20:44 PM	Option 4 - Reduce to 6 Councillors	No need to have more than six to make a decision. Hopefully, reducing the number will increase the quality of understanding by councillors. The recent resignation of five councillors highlighted the above issue where an issue could not be decided by consensus by councillors. Too many councillors with little understanding of the issue. The money saved by the reduction in numbers should be distributed equally between the 6 remaining councillors.
12754	8/06/2026 9:24:09 AM	Option 5 - Reduce to 5 Councillors	Go back to Ward representations for fairer spread of ideas.
12748	4/06/2026 1:00:22 PM	Option 5 - Reduce to 5 Councillors	Streamline decision making.
12746	4/06/2026 12:07:51 PM	Option 5 - Reduce to 5 Councillors	This is a small place, it only needs 5 councilors, 5 so you dont have a hung decision.
12734	31/05/2026 6:47:43 PM	Option 5 - Reduce to 5 Councillors	Less is better and must not have a vote on decisions where they have affiliation or special interest.
12730	31/05/2026 11:07:18 AM	Option 5 - Reduce to 5 Councillors	reduce costs, everything is getting more expensive. unnecessary bureaucracy
12728	31/05/2026 8:44:20 AM	Option 5 - Reduce to 5 Councillors	I consider 5 councillors to be sufficient considering the size of the Shire.

12726	30/05/2026 12:48:47 PM	Option 5 - Reduce to 5 Councillors	Less people would mean higher overall quality and allow more to be spent on services.
12724	29/05/2026 3:14:45 PM	Option 5 - Reduce to 5 Councillors	Go back to representation of wards and definitely compulsory voting with all 5 candidates newly selected and voted for.
12719	29/05/2026 1:08:20 PM	Option 5 - Reduce to 5 Councillors	Each one representing an area. eg DB townsite. Balingup Kirup Yabberup Argyle