



SHIRE OF WOODANILLING

**PART 1 ATTACHMENT BOOKLET FOR
ORDINARY COUNCIL MEETING**

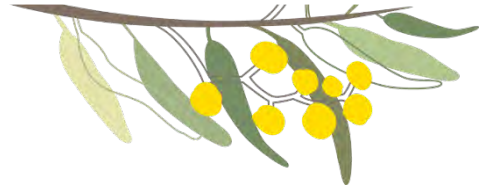
Tuesday, 21 April 2026 at 5.00pm

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- 8.2.1 Minutes of the Special Council Meeting held 8 April 2026
- 8.3.1 Minutes of the Special Council Meeting held 14 April 2026
- 9.1.1 Minutes of the State Council Summary Meeting held 4 March 2026
- 9.2.1 Minutes of the Bushfire Advisory Committee AGM Meeting held 26 March 2026
- 9.3.1 Minutes of the Bushfire Advisory Committee Meeting held 26 March 2026
- 9.4.1 Minutes of the 4WDL Meeting held 31 March 2026
- 9.5.1 Minutes of the WWLZ Meeting held 1 April 2026
- 9.6.1 Minutes of the Audit, Risk and Improvement Committee Meeting held on 21 April 2026
- 10.1.1 Draft Policy No. 119 - Risk Management
- 10.2.1 Risk Management Procedures
- 10.3.1 Draft Strategic Risk Register
- 10.4.1 Shire of Woodanilling Business Continuity Plan April 2026 - Redacted
- 10.5.1 Regulation 5 and Regulation 17 Recommendations Status Report



SHIRE OF WOODANILLING



ORDINARY MEETING OF COUNCIL Unconfirmed Minutes 17 March 2026

Disclaimer

The recommendations contained in the Minutes are subject to confirmation by Council. The Shire of Woodanilling warns that anyone who has an application lodged with Council must obtain and should only rely on written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by the Council in respect of the application. No responsibility whatsoever is implied or accepted by the Shire of Woodanilling for any act, omission or statement or intimation occurring during a Council Meeting.

Agendas and Minutes are available on the Shire website www.woodanilling.wa.gov.au

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ORDINARY MEETING OF COUNCIL

UNCONFIRMED MINUTES

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Presiding Member declared the meeting open at 5.00pm.

1.1. DISCLOSURE OF INTEREST AFFECTING IMPARTIALITY

Division 6 Subdivision 1 of the *Local Government Act 1995 (Act)* requires Council Members and Employees to declare any direct or indirect financial interest or general interest in any matter listed in this Agenda.

The *Act* also requires the nature of the interest to be disclosed in writing before the meeting or immediately before the matter be discussed.

NB: A Council member who makes a disclosure must not preside or participate in, or be present during, any discussion or decision making procedure relating to the declared matter unless the procedures set out in Sections 5.68 or 5.69 of the *Act* have been complied with.

DISCLOSURE OF INTEREST AFFECTING IMPARTIALITY

Disclosures of Interest Affecting Impartiality are required to be declared and recorded in the minutes of a meeting. Councillors who declare such an interest are still permitted to remain in the meeting and to participate in the discussion and voting on the particular matter. This does not lessen the obligation of declaring financial interests etc. covered under the *Local Government Act*.

To help with complying with the requirements of declaring Interests Affecting Impartiality the following statement is recommended to be announced by the person declaring such an interest and to be produced in the minutes.

"I (give circumstances of the interest being declared, eg: have a long standing personal friendship with the proponent). As a consequence, there may be a perception that my impartiality on this matter may be affected. I declare that I will consider this matter on its merits and vote accordingly".

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Cr HR Thomson OAM	Shire President
Cr S Vermeulen	Deputy Shire President
Cr R Marshall	
Cr I Garstone	
Cr K Stephens	
Cr M Trimming	
Officers:	
Anika Serer	Chief Executive Officer
Ciara Whitmore	Customer Service Officer
Judy Stewart	Executive Manager Corporate Services
Leave of Absence:	
Nil.	
Apologies:	
Nil.	
Observers:	
Nil.	

3. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

3.1. RESPONSE TO PUBLIC QUESTIONS TAKEN ON NOTICE AT THE ANNUAL ELECTORS MEETING HELD ON TUESDAY 10 FEBRUARY 2026.

Pauline Edgcumbe (written response provided 5 March 2026):

What is the remaining lifespan of the landfill facility?

A formal inspection and evaluation of the Woodanilling Landfill Site was undertaken by iw Projects in November 2024. The report states that there is significant (estimated +20 years) available landfill airspace. At some time in the future, once the current waste placement gets to its maximum northern limit, the Shire will need to decide whether to continue landfilling on top of the previous landfill area (another layer) or open up a new landfill area at the site, subject to regulations.

Increased Access to Health Services and Transport

The Shire is in the process of developing a Public Health Plan (Plan) by the middle of 2026, aimed at planning for improved public health outcomes for the Shire's residents. In the coming months we will be distributing a survey to Woodanilling residents seeking their feedback on local health and wellbeing. Included in this survey, in addition to local statistical data identifying health issues in Woodanilling over the ten years to 2024, will be an opportunity for residents to identify priorities which will enable needs such as access to services to be better understood. I encourage you to complete and return the survey to assist with informing the Plan.

Allocation of Funding toward Town and Community Services (compared to roads)

We appreciate that the regulatory format of monthly financial reporting is difficult to interpret. The snip below is an extract from page 5 of the January 2026 Financial Report (available in the Shire's January Council Meeting attachments on the website):

	2025-2026 ANNUAL BUDGET	2025-2026 YTD BUDGET	2025-2026 YTD ACTUAL
EXPENDITURE (Excluding Finance Costs)	\$		\$
General Purpose Funding	(41,005)	(21,549)	(19,321)
Governance	(283,101)	(181,833)	(138,314)
Law, Order, Public Safety	(165,223)	(102,472)	(94,891)
Health	(57,403)	(35,934)	(26,405)
Education and Welfare	(98,259)	(62,717)	(48,392)
Housing	(100,235)	(61,122)	(41,394)
Community Amenities	(292,563)	(174,341)	(134,455)
Recreation and Culture	(333,517)	(199,795)	(230,128)
Transport	(3,138,544)	(1,835,664)	(1,822,504)
Economic Services	(118,301)	(73,698)	(33,689)
Other Property and Services	(2,031)	(13,816)	51,484
Operating Expenses	(4,630,182)	(2,762,941)	(2,538,008)

'Transport' refers to roads, footpaths, bridges, street cleaning and lighting, road verges, streetscaping and depot maintenance, with a budget in 25/26 of \$3,138,544.

Community and town services are covered by a range of the above line items:

- Law, Order, Public Safety – includes fire prevention, emergency services and animal control (\$165,223)
- Health – includes Environmental Health Officer services, food and water quality (\$57,403)
- Education and Welfare – includes provision of housing for aged persons (\$100,235)
- Community amenities – rubbish collection, protection of the environment, town planning, cemeteries and public toilets (\$292,563)
- Recreation and Culture – public halls, recreation centres, parks and reserves, libraries etc (\$333,517)

This expenditure is not specific to the townsite, but the overall 25/26 budget for these areas totals \$948,941.

Cathi Bessell-Browne (written response provided 6 March 2026):

“What is happening with complaints about dangerous overgrown conditions at crossroads, road maintenance, and missing road signage which have been reported to the Shire for over six years? What is happening to complaints and where are they going?”

We understand recent verge maintenance has been undertaken by the Shire at the offset crossroads (Tie Line, Church Road, and Darby Road) but it has been many years since this has happened. We acknowledge your concern that this work has not been carried out proactively in the past and the importance of timely maintenance in high-risk areas.

Our records show that the last road maintenance complaint received from you was in 2022. It is concerning that there may be other unresolved matters, and I would appreciate it if you could forward any outstanding complaints to me so that I can follow up and investigate them promptly. I am unable to comment on why the complaint/maintenance request process has failed in the past. We encourage the community to report any maintenance needs online and have reviewed the website to make this more accessible. Any reports made by phone to the office are recorded in the same format. We recommend these options are followed to ensure the request can be recorded and tracked appropriately.

Thank you also for raising the issue of missing road signs. We are currently conducting a physical audit of road signage across the Shire and will be arranging and installing replacements over the coming months. If you are aware of specific signs that are missing, your assistance in identifying these locations would be greatly appreciated and will help us ensure the audit is as thorough as possible.

4. PUBLIC QUESTION TIME

Nil.

5. PETITIONS / DEPUTATIONS / PRESENTATIONS

Nil.

6. APPLICATIONS FOR LEAVE OF ABSENCE

Nil.

7. ANNOUNCEMENTS BY SHIRE PRESIDENT AND/OR DEPUTY PRESIDENT WITHOUT DISCUSSION

Nil.

8. CONFIRMATION OF COUNCIL MEETING MINUTES

8.1. ORDINARY MEETING OF COUNCIL HELD 17 FEBRUARY 2026

That the Minutes of the Ordinary Meeting of Council held 17 February 2026 be confirmed as a true and correct record of proceedings without amendment.

COUNCIL RESOLUTION – 8.1. ORDINARY MEETING OF COUNCIL HELD 17 FEBRUARY 2026 (OCM 501/03/2026)

Moved: Cr Garstone

Seconded: Cr Vermeulen

That the Minutes of the Ordinary Meeting of Council held 17 February 2026 be confirmed as a true and correct record of proceedings without amendment.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

9. RECIEVAL OF OTHER MEETING MINUTES

9.1. GREAT SOUTHERN VROC ORDINARY MEETING HELD 9 FEBRUARY 2026

That the Minutes of the Great Southern VROC Meeting held 9 February 2026 be received by Council.

COUNCIL RESOLUTION – 9.1. GREAT SOUTHERN VROC ORDINARY MEETING HELD 9 FEBRUARY 2026 (OCM 502/03/2026)

Moved: Cr Marshall

Seconded: Cr Stephens

That the Minutes of the Great Southern VROC Meeting held 9 February 2026 be received by Council.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

9.2. SHIRE OF WOODANILLING ANNUAL ELECTORS MEETING HELD 10 FEBRUARY 2026

That the Amended Minutes of the Annual Electors Meeting held 10 February 2026 be received by Council.

COUNCIL RESOLUTION – 9.2. SHIRE OF WOODANILLING ANNUAL ELECTORS MEETING HELD 10 FEBRUARY 2026 (OCM 503/03/2026)

Moved: Cr Marshall

Seconded: Cr Stephens

That the Amended Minutes of the Annual Electors Meeting held 10 February 2026 be received by Council.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

9.3. GREAT SOUTHERN COUNTRY ZONE MEETING HELD 20 FEBRUARY 2026

That the Minutes of the Great Southern Country Zone Meeting held 20 February 2026 be received by Council.

COUNCIL RESOLUTION – 9.3. GREAT SOUTHERN COUNTRY ZONE MEETING HELD 20 FEBRUARY 2026 (OCM 504/03/2026)

Moved: Cr Vermeulen

Seconded: Cr Garstone

That the Minutes of the Great Southern Country Zone Meeting held 20 February 2026 be received by Council.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

9.4. GREAT SOUTHERN SPORT AND RECREATION GROUP MINUTES HELD 26 FEBRUARY 2026

That the Minutes of the Great Southern Sport and Recreation Group Meeting held 26 February 2026 be received by Council.

COUNCIL RESOLUTION – 9.4. GREAT SOUTHERN SPORT AND RECREATION GROUP MINUTES HELD 26 FEBRUARY 2026 (OCM 505/03/2026)

Moved: Cr Garstone

Seconded: Cr Vermeulen

That the Minutes of the Great Southern Sport and Recreation Group Meeting held 26 February 2026 be received by Council.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

9.5. LOCAL EMERGENCY MANAGEMENT COMMITTEE MEETING HELD 4 MARCH 2026

That the Minutes of the Local Emergency Management Committee Meeting held 4 March 2026 be received by Council.

COUNCIL RESOLUTION – 9.5. LOCAL EMERGENCY MANAGEMENT COMMITTEE MEETING HELD 4 MARCH 2026 (OCM 506/03/2026)

Moved: Cr Marshall

Seconded: Cr Trimming

That the Minutes of the Local Emergency Management Committee Meeting held 4 March 2026 be received by Council.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

10. REPORTS OF OFFICERS

Nil.

11. REGULATORY SERVICES

11.1 PROPOSED TREE FARM FOR CARBON SEQUESTRATION – LOTS 12349 & 12357 LIME LAKE ROAD EAST, CARTMETRICUP

File Reference	A110
Date of Report	10 March 2026
Responsible Officer	Anika Serer
Author of Report	Steve Thompson
Disclosure of any Interest	Edge Planning & Property receive payment for planning advice to the Shire and declare a Financial Interest (section 5.70 of the <i>Local Government Act 1995</i>).
Voting Requirement	Simple Majority
Attachments	Attachment 11.1.1 - Location Plan Attachment 11.1.2 - Information from applicant Attachment 11.1.3 - Chief Bush Fire Control Officer advice Attachment 11.1.4 - WAPC Tree Farms Fact Sheet Attachment 11.1.5 - Extract from <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>

BRIEF SUMMARY

To consider an application for development approval for a tree farm to plant native vegetation on Lots 12349 and 12357 Lime Lake Road East. This will primarily be used to claim carbon credits (carbon sequestration).

BACKGROUND

The applicant, INPEX New Energy Business Australia Pty Ltd, seeks development approval to plant approximately 146 hectares of native vegetation on Lots 12349 and 12357 Lime Lake Road East within the Shire of Woodanilling. The documentation, submitted by the applicant, also shows proposed planting in the Shire of Wagin. This report and assessment will focus on planting in the Shire of Woodanilling. The proposed planting is a part of the Wheatbelt Connect project.

Lots 12349 and 12357 Lime Lake Road East are to be called the 'site'. The site's location is outlined in Attachment 1. The planting, within the Shire of Woodanilling, is located near the Shire's northern boundary.

Lot 12349 is 316.9ha in area, while Lot 12357 is 692.5ha in area (or a total area of 1009.4ha). The site is predominantly cleared and used for cropping and grazing. There are smaller areas of remnant vegetation.

The applicant proposes planting of biodiverse species of native vegetation on approximately 146 hectares of the site for the purpose of carbon sequestration (or around 14.4% of the site area). The applicant sets out that proposed areas of tree planting are suboptimal for cropping and grazing activities and would benefit from a land use change to native vegetation. All activities associated with the proposed tree planting will be undertaken on existing cleared areas, with no clearing or disturbance of remnant vegetation. The restoration project will both sequester carbon and improve ecological outcomes.

The applicant has submitted a comprehensive application which is supported by a Bushfire Management Plan. Details are provided in Attachment 2 and are generally not repeated in this report.

There was no public consultation on the Development Application, however the Shire sought advice from the Chief Bush Fire Control Officer (CBFCO) and the Local Captain. The CBFCO advice is outlined in Attachment 3. The proposed firebreaks, in the submitted Bushfire Management Plan, do not meet the *Shire of Woodanilling Fire Break Notice & Bush Fire Information 2025/26*. Subject to the firebreak widths being amended, the CBFCO raises no objection to the Development Application.

The site is zoned 'Regional Rural' in the *Shire of Woodanilling Local Planning Scheme No. 1* (Scheme). Tree farm is a 'P' (permitted) use in the Regional Rural zone.

An aim of the Scheme (clause 1.6) includes 'To protect and enhance the environmental values and natural resources of the Scheme area and to promote ecologically sustainable land use and development.'

Clause 3.2 of the Scheme sets out zone objectives. One of the objectives of the Regional Rural Zone is:

'to protect broad-acre agricultural land from land degradation and any further loss of biodiversity by:

- (i) minimising the clearing of remnant vegetation on public and private lands;
- (ii) encouraging the retention and protection of existing remnant vegetation;
- (iii) encouraging the development and protection of corridors of native vegetation;
- (iv) encouraging the development of environmentally acceptable surface and subsurface drainage;
- (v) encouraging the rehabilitation of salt affected land;
- (vi) controlling the introduction and spread of alien species of flora and fauna;
- (vii) encouraging soil conservation through the application of cultural vegetational land management measures.'

The Scheme sets out the following definition:

"tree farm" means land used commercially for tree production where trees are planted in blocks of more than one hectare, including land in respect of which a carbon right is registered under the *Carbon Rights Act 2003* section 5;

COMMENT

It is recommended that Council approve the Development Application subject to conditions. This follows assessment against the planning framework (including State guidance), the Scheme and information provided by the applicant. It is noted, for instance, that:

- The application is consistent with the planning framework including Scheme objectives and requirements for the Regional Rural zone;
- It is consistent with Federal Government objections to reduce carbon emissions;
- There are suitable separation distances to off-site dwellings; and
- Recommended development conditions and advice can assist to control the use and management of the tree farm.

It is suggested that if the tree farm is suitably managed and development conditions are met, that environmental and bushfire management considerations can be appropriately addressed.

Based on Western Australian Planning Commission policy (including as set out in Attachment 4), it is suggested there are not strong grounds to refuse Development Applications in general for tree farms given the State planning framework is generally in favour of tree farms. Significantly, the property is not within a Landscape Protection Special Control Area and the Shire of Woodanilling does not contain land classified as State priority agricultural land.

While noting the above, it is highlighted the Scheme sets out that the Council is unable to refuse a Development Application for a 'P' (permitted) use. Clause 3.3.3 of the Scheme in part states:

The local government will not refuse a 'P' use because of the unsuitability of the use for the zone but may impose conditions on the use of the land to comply with any relevant development standards or requirements of the Scheme and may refuse or impose conditions on any development of the land.

While noting the above, there are various planning considerations that need to be considered by the Council. Some of these are outlined below:

- Bushfire risks – the applicant has provided a Bushfire Management Plan which gets out ways to mitigate fire risks on an on-going basis. The Bushfire Management Plan proposes firebreaks generally ranging between 3 – 6m. The firebreaks are inconsistent with the *Shire of Woodanilling Fire Break Notice & Bush Fire Information 2025/26* (an extract is outlined in the Statutory/Legal Implications section of this report). As outlined earlier and in Attachment 3, the CBFCO recommends the Bushfire Management Plan is amended to ensure compliance with the Fire Break Notice. The CBFCO recommendation is supported and is reflected in the Officer Recommendation;
- Environmental and water quality benefits – it is considered the proposal will result in positive environmental outcomes including enhancing biodiversity and lowering the risk of salinity;
- Loss of agricultural land – while noting the modest size of the tree farm in the Shire of Woodanilling, the applicant advises that the planting will occur on low capability agricultural land; and
- Precedent - it is acknowledged that support of the application may create a precedent with other carbon sequestration projects. If planted on an extensive basis, on higher capability agricultural land, tree farms can have an adverse effect on local economies and communities. If bushfire risks are suitably addressed, it is suggested there are minimal precedent implications for planting on low capability soils. It is suggested that each Development Application will always need to be considered on its individual merits.

STATUTORY/LEGAL IMPLICATIONS

Planning and Development Act 2005 and *Planning and Development (Local Planning Schemes) Regulations 2015* - the processing of the Development Application is required to comply with the requirements of the Scheme which is an operative local planning scheme under the provisions of the Act/Regulations.

Attachment 5 is an extract from the *Planning and Development (Local Planning Schemes) Regulations* which sets out matters to be considered by local government in assessing a Development Application.

The planning framework is extensive relating to tree farms and this Development Application including:

- *Planning and Development Act 2005*;
- *Planning and Development (Local Planning Schemes) Regulations 2015*;
- *State Planning Policy 2.5 Rural Planning*;
- *Rural Planning Guidelines*;
- *Code of Practice for Timber Plantations in Western Australia*;
- *Guidelines for Plantation Fire Protection*;
- *Shire of Woodanilling Local Planning Scheme No. 1*; and
- The area proposed for the tree farm is classified as a Bush Fire Prone Area as set out at <https://maps.slip.wa.gov.au/landgate/bushfireprone/>.

The following is an extract from the *Shire of Woodanilling Fire Break Notice & Bush Fire Information 2025/26*:

5.0 PLANTATIONS

- 1.1 A fire break being a minimum of 15 metres width shall be constructed along the boundaries of separate ownership, and all formed public roads, or on such alternative locations as may be agreed between the Local Government authority and the plantation owner.
- 1.2 Internal fire breaks between compartments of up to 30 hectares must be a minimum of 6 metres wide and for compartments over 30 hectares, a minimum of 10 metres wide.
- 1.3 All fire breaks shall have a 5 metre trafficable surface with a minimum vertical clearance of 4 metres to allow access by fire fighting appliances.

POLICY IMPLICATIONS

The Council does not have a Local Planning Policy relating to tree farms.

FINANCIAL IMPLICATIONS

The applicant has paid the Development Application fee. The applicant has a right of review to the State Administrative Tribunal to review the Council's decision. If this occurred, the Shire would have associated costs.

STRATEGIC IMPLICATIONS

Nil

CONSULTATION/COMMUNICATION

The Shire has not undertaken public consultation on the Development Application given a tree farm is a 'P' (permitted) use in the Regional Rural zone. The Shire has however sought comments from the CBFCO and the Local Captain,

RISK MANAGEMENT

Should Council not proceed on the officer's recommendation, there is a risk to the Shire's reputation should it be seen as not supporting the objectives of the *Shire of Woodanilling Local Planning Scheme No. 1*. Therefore, it is assessed that the risk is "Low" as reflected below.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER'S RECOMMENDATION

That Council pursuant to Clause 68(2) of the *Planning and Development (Local Planning Schemes) Regulations 2015* in Schedule 2 and Part 9, and the *Shire of Woodanilling Local Planning Scheme No. 1*, grant development approval for a tree farm, in particular the planting of native vegetation for carbon sequestration purposes, at Lot 12349 on Deposited Plan 146204 and Lot 12357 on Deposited Plan 201779 Lime Lake Road East, Cartmetricup. This is subject to the following conditions and advice notes:

1. The development hereby approved must be carried out in accordance with the plans submitted with the application, addressing all conditions, or otherwise amended by the local government and shown on the approved plan and these shall not be altered and/or modified without the prior knowledge and written consent of the local government.
2. Fire management measures outlined in the application shall be implemented on an on-going basis in accordance with:
 - i) The submitted Bushfire Management Plan (or future updates approved by the local government) including water supplies. This is subject to firebreaks outlined in the Bushfire Management Plan being amended to ensure consistency with the *Shire of Woodanilling Fire Break Notice & Bush Fire Information*;
 - ii) The requirements of the Annual Firebreak Notice issued by the Shire of Woodanilling under the *Bush Fires Act 1954*; and
 - iii) The *Guidelines for Plantation Fire Protection* document published by the Department of Fire and Emergency Services.
3. The applicant is to prepare a Tree Farm Management Plan, to the satisfaction of the local government prior to planting, which is then suitably implemented to the satisfaction of the local government.

Advice Notes:

- A) If the development the subject of this approval is not substantially commenced within a period of 2 years, the approval will lapse and be of no further effect.
- B) The applicant is advised to undertake the appropriate due diligence processes for this activity type associated with the *Aboriginal Heritage Act 1972* to satisfy the requirements of that Act and avoid potential penalties.
- C) The property is located in a Bush Fire Prone Area as set out at <https://maps.slip.wa.gov.au/landgate/bushfireprone/>.

If the applicant is aggrieved by this determination there is a right of review by the State Administrative Tribunal in accordance with the *Planning and Development Act 2005* Part 14. An application must be made within 28 days of the determination.

COUNCIL RESOLUTION – 11.1 PROPOSED TREE FARM FOR CARBON SEQUESTRATION – LOTS 12349 & 12357 LIME LAKE ROAD EAST, CARTMETRICUP (OCM 507/03/2026)

Moved: Cr Stephens

Seconded: Cr Trimming

That Council pursuant to Clause 68(2) of the Planning and Development (Local Planning Schemes) Regulations 2015 in Schedule 2 and Part 9, and the Shire of Woodanilling Local Planning Scheme No. 1, grant development approval for a tree farm, in particular the planting of native vegetation for carbon sequestration purposes, at Lot 12349 on Deposited Plan 146204 and Lot 12357 on Deposited Plan 201779 Lime Lake Road East, Cartmetricup. This is subject to the following conditions and advice notes:

1. The development hereby approved must be carried out in accordance with the plans submitted with the application, addressing all conditions, or otherwise amended by the local government and shown on the approved plan and these shall not be altered and/or modified without the prior knowledge and written consent of the local government.
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 - iii) The *Guidelines for Plantation Fire Protection* document published by the Department of Fire and Emergency Services.
3. The applicant is to prepare a Tree Farm Management Plan, to the satisfaction of the local government prior to planting, which is then suitably implemented to the satisfaction of the local government.

Advice Notes:

- A) If the development the subject of this approval is not substantially commenced within a period of 2 years, the approval will lapse and be of no further effect.
- B) The applicant is advised to undertake the appropriate due diligence processes for this activity type associated with the *Aboriginal Heritage Act 1972* to satisfy the requirements of that Act and avoid potential penalties.
- C) The property is located in a Bush Fire Prone Area as set out at <https://maps.slip.wa.gov.au/landgate/bushfireprone/>.

If the applicant is aggrieved by this determination there is a right of review by the State Administrative Tribunal in accordance with the *Planning and Development Act 2005* Part 14. An application must be made within 28 days of the determination.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

12. INFRASTRUCTURE SERVICES

Nil.

13. CORPORATE SERVICES

13.1. LIST OF ACCOUNTS FOR PAYMENT – 28 FEBRUARY 2026

File Reference	ADM0066
Date of Report	05 March 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Brooke Dellacqua, Senior Finance Officer
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Simple Majority
Attachments	Attachment 13.1.1 – List of Accounts for Payment – 28 February 2026

BRIEF SUMMARY

The purpose of this report is to present to Council the list of accounts paid, for the month ending 28 February 2026, as required under the *Local Government (Financial Management) Regulations 1996*.

BACKGROUND/COMMENT

In accordance with *Local Government (Financial Management) Regulations 1996*, Clause 13 (1) schedules of all payments made through Council's bank accounts are presented to Council for inspection.

Council has delegated, to the Chief Executive Officer, the exercise of its power to make payments from the Shire's Municipal and Trust funds. In accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid is to be provided to Council, where such delegation is made.

The following table summarises the payments for the period by payment type, with full details of the accounts paid contained within Attachment 13.1.1.

Payments up to 28 February 2026

Payment Type	Account Type	Amount \$
Automatic Payment Deductions (Direct Debits & BPay.	Municipal	\$18,508.20
Cheque Payments	Municipal	\$0.00
EFT Payments #8181 to #8211	Municipal	\$156,735.56
Sub Total	Municipal	\$175,243.76
Payments	Trust	\$0.00
Payments	Reserve	\$0.00
Totals		\$175,243.76

STATUTORY/LEGAL IMPLICATIONS

Regulation 13 of the *Local Government (Financial Management) Regulations 1996* states:

13. Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

(1) *If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —*

- (a) *the payee's name; and*
- (b) *the amount of the payment; and*
- (c) *the date of the payment; and*

- (d) *sufficient information to identify the transaction.*
- (2) *A list of accounts for approval to be paid is to be prepared each month showing —*
- (a) *for each account which requires council authorisation in that month —*
- (i) *the payee’s name; and*
- (ii) *the amount of the payment; and*
- (iii) *sufficient information to identify the transaction;*
- and*
- (b) *the date of the meeting of the council to which the list is to be presented.*
- (3) *A list prepared under subregulation (1) or (2) is to be —*
- (a) *presented to the council at the next ordinary meeting of the council after the list is prepared; and*
- (b) *recorded in the minutes of that meeting.*

POLICY IMPLICATIONS

The Chief Executive Officer, under relevant delegation, is authorised to arrange purchase of specific items in the budget, which do not require calling tenders, providing that it is within the approved and adopted budget.

FINANCIAL IMPLICATIONS

There are no financial implications that have been identified as a result of this report or recommendation.

STRATEGIC IMPLICATIONS

PILLAR 3: CIVIC LEADERSHIP

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the Local Government Act 1995 and associated regulations

CONSULTATION/COMMUNICATION

There are no community engagement implications that have been identified as a result of this report or recommendation.

RISK MANAGEMENT

The risk in relation to this matter is assessed as “Medium” on the basis that if Council does not accept the payments. The risk identified would be failure to fulfil statutory regulations or compliance requirements. Shire Officer’s provide a full detailed listing of payments made in the timely manner.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER'S RECOMMENDATION

That Council accepts the list of accounts and details of the credit card amounts, totalling \$175,243.76 paid under delegated authority in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* for the period ended 28 February 2026, as contained within Attachment 13.1.1.

COUNCIL RESOLUTION – 13.1. LIST OF ACCOUNTS FOR PAYMENT – 28 FEBRUARY 2026 (OCM 508/03/2026)

Moved: Cr Marshall

Seconded: Cr Garstone

That Council accepts the list of accounts and details of the credit card amounts, totalling \$175,243.76 paid under delegated authority in accordance with Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996* for the period ended 28 February 2026, as contained within Attachment 13.1.1.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

13.2. MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2026
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File Reference	ADM0066
Date of Report	11 March 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	DL Consulting
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Simple Majority
Attachments	Attachment 13.2.1 – Monthly Financial Report 28 February 2026

BRIEF SUMMARY

The Monthly Financial Report for period ending 28 February 2026 is presented for Council's consideration.

BACKGROUND/COMMENT

In accordance with regulation 34 of the *Government (Financial Management) Regulations 1996*, the Shire is to prepare a monthly Statement of Financial Activity for approval by Council. The Monthly Financial Reports have been prepared in accordance with statutory requirements.

The Statement of Financial Activity as at 28 February 2026 shows a closing surplus of \$1,190,907.

STATUTORY/LEGAL IMPLICATIONS

Section 6.4 of the *Local Government Act 1995* requires a Local Government to prepare an annual financial statement for the preceding year and other financial reports as they prescribed.

Regulation 34 (1) of the *Local Government (Financial Management) Regulations 1996* as amended requires the Local Government to prepare monthly financial statements and report on actual performance against what was set out in the annual budget.

POLICY IMPLICATIONS

There is no Council Policy relevant to this item.

FINANCIAL IMPLICATIONS

The Budget will be regularly monitored on at least a monthly basis, by the Chief Executive Officer and Financial Consultant/Accountant. Responsible Officers are also required to review their particular line items for anomalies each month, with a major review required by law, between 1 February and 28 March of each year pursuant to the *Local Government (Financial Management) Regulations 1996* (Regulation 33A).

Any material variances that have an impact on the outcome of the budgeted closing surplus/deficit position are detailed in the Monthly Financial Report contained within Attachment 13.2.1.

STRATEGIC IMPLICATIONS**PILLAR 3: CIVIC LEADERSHIP****Goal 8: Accountable and compliant governance**

8.1 Maintain compliance with the Local Government Act 1995 and associated regulations

CONSULTATION/COMMUNICATION

Reporting Officers receive monthly updates to track expenditure and income and to be aware of their work commitments versus budget allocations.

RISK MANAGEMENT

The risk in relation to this matter is assessed as “Low” on the basis that if Council does not receive the Monthly Financial Reports for the month reported leading to the Shire not meeting legislative requirements on financial reporting. The risk identified would be failure to fulfil statutory regulations or compliance requirements.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER’S RECOMMENDATION

That Council receive the Monthly Financial Report for the period of 28 February 2026, in accordance with section 6.4 of the *Local Government Act 1995* and Regulation 34 of the *Local Government (Financial Management) Regulations 1995* as presented in Attachment 13.2.1.

COUNCIL RESOLUTION – 13.2 MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2026 (OCM 509/03/2026)

Moved: Cr Garstone

Seconded: Cr Vermeulen

That Council receive the Monthly Financial Report for the period of 28 February 2026, in accordance with section 6.4 of the *Local Government Act 1995* and Regulation 34 of the *Local Government (Financial Management) Regulations 1995* as presented in Attachment 13.2.1.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

13.3	2025/2026 BUDGET REVIEW – COVERING ACTUALS FROM 1 JULY 2025 TO 31 DECEMBER 2025
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File Reference	ADM0059
Date of Report	24 February 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author/s of Report	Darren Long, Finance Consultant
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Absolute Majority
Attachments	Attachment 13.3.1 – 2025/2026 Budget Review Report – 1 July 2025 to 31 December 2025

BRIEF SUMMARY

This item is for Council to consider and adopt the 2025/2026 Budget Review as presented in the Statement of Financial Activity for the period ending 31 December 2025.

BACKGROUND/COMMENT

The *Local Government (Financial Management) Regulations 1996*, regulation 33A, requires that local governments conduct a budget review between 1 January and the last day in February in each financial year. A copy of the review and determination is to be provided to the Department of Local Government within 14 days of the adoption of the review.

The budget review has been prepared to include information required by the *Local Government Act 1995*, *Local Government (Financial Management) Regulations 1996* and *Australian Accounting Standards*. Council adopted a 10% or a \$5,000 minimum for the reporting of material variances to be used in the statements of financial activity and the annual budget review.

The Shire of Woodanilling adopted a balanced 2025/2026 Annual Budget with a nil carry forward. The proposed 2025/2026 Budget Review proposes a small surplus of \$49,000.

The Shire of Woodanilling 2025/2026 Budget Review Report is contained in Attachment 13.3.1.

A detailed analysis at account level incorporating year to date actual results and budget projections to 30 June 2026, for the period ending 31 December 2025, is presented for consideration. A Statement of Financial Activity at Nature/Type level has been prepared to provide a summarisation of the budget review results, as well as a Statement of Closing Funds detailing the projected surplus as at 30 June 2026.

STATUTORY/LEGAL IMPLICATIONS

Regulation 33A of the *Local Government (Financial Management) Regulations 1996* requires:

- (1) *Between 1 January and the last day of February in each financial year a local government is to carry out a review of its annual budget for that year.*
- (2A) *The review of an annual budget for a financial year must*
 - a) *Consideration the local government's financial performance in the period beginning on 1 July and ending no earlier than 31 December in that financial year; and*
 - b) *Consider the local government's financial position as at the date of the review; and*
 - c) *Review the outcomes for the end of that financial year that are forecast in the budget; and*
 - d) *Include the following-*
 - (i) *the annual budget adopted by the local government.*
 - (ii) *an update of each of the estimates included in the annual budget.*
 - (iii) *the actual amounts of expenditure, revenue and income as at the date of the review.*
 - (iv) *adjacent to each item in the annual budget adopted by the local government that stated an amount, the estimated end-of-year amount for the item.*

- (2) The review of an annual budget for a financial year must be submitted to the council on or before 31 March in that financial year.
- (3) A Council is to consider a review submitted to it and is to determine* whether or not to adopt the review, any parts of the review or any recommendations made in the review.

*Absolute majority required.

- (4) Within 14 days after a council has made a determination, a copy of the review and determination is to be provided to the Department.

POLICY IMPLICATIONS

There is no Council Policy relevant to this item.

FINANCIAL IMPLICATIONS

A budget review has been undertaken by staff as per the requirements of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*. The following has been identified in the table below:

BUDGET VARIATIONS

In summary, based on current trends, it is anticipated that a surplus of \$49,000 can be achieved as at 30 June 2026.

The following table details the proposed budget amendments:

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
General Purpose Funding					
032010	Grants Commission – General – Additional general-purpose grant provided by WA Local Government Grants Commission	(\$306,758)	(\$383,970)	(\$77,212)	
032020	Grants Commission – Roads – Additional local road grant provided by WA Local Government Grants Commission	(\$179,099)	(\$210,226)	(\$31,127)	
032080	Interest on Municipal funds - Decrease in interest due to reduction in funds available for investment	(\$10,000)	(\$0)		\$10,000
Governance					
041141	Expenses Relating to Great Southern VROC - Increase in contribution to GS VROC	\$2,000	\$10,000		\$8,000
042120	Governance - Administration Staff Training Increase in staff training expenses	\$5,000	\$10,000		\$5,000
042180	Governance - Admin Costs Recovered – Decrease in admin expenses allocated to other programs	(\$864,546)	(\$880,099)	(\$15,553)	
Law, Order & Public Safety					
051200	Fire Prevention - Expenses Relating to Fire Prevention - Increase in electricity expenses and SMS messages expenses	\$48,838	\$54,838		\$6,000

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
Housing					
091220	Staff Housing - Maintenance 3327 Robinson Road (CEO) Increase for electrical repairs, replace fence, new hot water system, increase in electricity expenses.	\$19,940	\$27,886		\$7,946
Community Amenities					
106020	Protect Env - Council Contribution to WWLZ - Increase in contribution to WWLZ	\$0	\$15,000		\$15,000
Recreation & Culture					
113010	Other Recreation - Maintenance - Parks & Reserves - Increase in wages, overheads and plant costs Decrease in electricity and water expenses	\$25,563	\$45,313		\$19,750
113020	Other Recreation-Maintenance-Oval & Building - Increase in wages, overheads, and plant costs. Increase in electrical repairs, contract mowing. Decrease in electricity expenses	\$107,308	\$136,296		\$28,988
113030	Other Recreation - Maintenance Golf Club - Increase in wages and overheads. Increase in plumbing repairs and electricity.	\$8,782	\$19,780		\$10,998
113200	Other Recreation - Income Relating to Other Recreation & Sport Increase in contribution for oval maintenance	(\$1,300)	(\$15,398)	(\$14,098)	
111000	Swim Areas - Expenses Relating to Queerearrup Lake - Increase in wages and overheads, Increase in contractor expense for replacement BBQ.	\$4,910	\$18,296		\$13,386
Transport					
122020	Transport - Maintenance Direct Grant - Decrease in wages, overheads, and plant costs	\$14,000	\$3,750	(\$10,250)	
122040	Transport - Expenses relating to the Shire Depot Decrease in wages and overheads. Decrease in materials expense and insurance	\$55,963	\$33,277	(\$22,686)	
122030	Transport - Maintenance Muni Fund Roads - Increase in wages and overheads. Decrease in plant costs. Increase in consultant expenses	\$956,116	\$921,361	(\$34,755)	
122040	Transport – Expenses relating to Shire Depot – Decrease in wages and overheads, materials and insurance expenses	\$55,963	\$33,277	(\$22,686)	
125010	Transport - Licensing Payments - Decrease in licensing payments as now recorded in balance sheet	\$114,165	\$675	(\$113,490)	

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
125210	Transport - Licensing Receipts - Decrease in licensing receipts as now recorded in balance sheet	(\$114,165)	\$0		\$114,165
Economic Services					
135210	Other Economic - Income Relating to Standpipes Decrease in sale of water income	(\$70,000)	(\$60,000)		\$10,000
Other Property & Services					
143005	Public Works - Supervision Salaries - Decrease in Works Supervisor Salary	\$128,857	\$106,266	(\$22,591)	
143011	Public Works – Superannuation - Increase in superannuation expenses	\$87,700	\$93,114		\$5,414
143070	Public Works - Works Crew Staff Training - Decrease in contractor expenses	\$23,940	\$17,500	(\$6,440)	
143090	Public Works - Expenses Relating to Occ Safety & Health – Increase in contractor expenses	\$9,945	\$16,420		\$6,475
143050	Less: Allocation of Public Works Overheads - Decrease in overheads allocated to projects	(\$434,909)	(\$417,767)		\$17,142
143210	Public Works - Workers Compensation Reimbursements - Increase in workers compensation reimbursements	\$0	(\$56,490)	(\$56,490)	
144020	Plant Operation - Tyres & Tubes - Decrease in tyre purchases	\$20,000	\$15,000	(\$5,000)	
147000	Gross Salaries & Wages - Decrease in gross salaries and wages paid	\$1,311,026	\$1,288,497	(\$22,529)	
147010	Less Salaries & Wages Allocated - Decrease in salaries and wages allocated	(\$1,311,026)	(\$1,288,497)		\$22,529
Capital Expenditure					
000000	Surplus/Deficit Carried Forward – Decrease in opening surplus due to audit adjustments	(\$880,000)	(\$847,189)		\$32,811
121310	Robinson West Reconstruct 500m Increase in contractor expense for line marking	\$500,000	\$525,000		\$25,000
	Other minor variations below the \$5,000 Threshold			(\$14,269)	\$61,572
TOTAL				(\$469,176)	\$420,176
Net Adjustment to 2025/26 Budget				(\$49,000)	

STRATEGIC IMPLICATIONS**THEME 3****Governance****OBJECTIVES**

To promote continual improvement that is supported by efficient and effective governance structures and processes.

STRATEGIES

By ensuring legislation is used to effectively enable quality decision making.

CONSULTATION/COMMUNICATION

Consultation was held with the Chief Executive Officer and relevant Shire Officers. The draft budget review was presented to Elected Members at the Council Briefing Session.

RISK MANAGEMENT

The risk in relation to this matter is assessed as “Low” on the basis that if Council does not receive the Budget review reported leading to the Shire not meeting legislative requirements on financial reporting. The risk identified would be failure to fulfil statutory regulations or compliance requirements.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Absolute Majority

OFFICER'S RECOMMENDATION

That, in accordance with Regulation 33A of the *Local Government (Financial Management) Regulations 1996*, Council:

1. Adopts the 2025/2026 Budget Review Report as contained in **Attachment X**; and
2. Approve the following budget amendments as authorised expenditure:

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
General Purpose Funding					
032010	Grants Commission – General – Additional general-purpose grant provided by WA Local Government Grants Commission	(\$306,758)	(\$383,970)	(\$77,212)	
032020	Grants Commission – Roads – Additional local road grant provided by WA Local Government Grants Commission	(\$179,099)	(\$210,226)	(\$31,127)	
032080	Interest on Municipal funds - Decrease in interest due to reduction in funds available for investment	(\$10,000)	(\$0)		\$10,000
Governance					
041141	Expenses Relating to Great Southern VROC - Increase in contribution to GS VROC	\$2,000	\$10,000		\$8,000
042120	Governance - Administration Staff Training Increase in staff training expenses	\$5,000	\$10,000		\$5,000
042180	Governance - Admin Costs Recovered – Decrease in admin expenses allocated to other programs	(\$864,546)	(\$880,099)	(\$15,553)	
Law, Order & Public Safety					
051200	Fire Prevention - Expenses Relating to Fire Prevention - Increase in electricity expenses and SMS messages expenses	\$48,838	\$54,838		\$6,000
Housing					
091220	Staff Housing - Maintenance 3327 Robinson Road (CEO) Increase for electrical repairs, replace fence, new hot water system, increase in electricity expenses.	\$19,940	\$27,886		\$7,946
Community Amenities					
106020	Protect Env - Council Contribution to WWLZ - Increase in contribution to WWLZ	\$0	\$15,000		\$15,000
Recreation & Culture					
113010	Other Recreation - Maintenance - Parks & Reserves - Increase in wages, overheads and plant costs Decrease in electricity and water expenses	\$25,563	\$45,313		\$19,750

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
113020	Other Recreation-Maintenance-Oval & Building - Increase in wages, overheads, and plant costs. Increase in electrical repairs, contract mowing. Decrease in electricity expenses	\$107,308	\$136,296		\$28,988
113030	Other Recreation - Maintenance Golf Club - Increase in wages and overheads. Increase in plumbing repairs and electricity.	\$8,782	\$19,780		\$10,998
113200	Other Recreation - Income Relating to Other Recreation & Sport Increase in contribution for oval maintenance	(\$1,300)	(\$15,398)	(\$14,098)	
111000	Swim Areas - Expenses Relating to Queerearrup Lake - Increase in wages and overheads, Increase in contractor expense for replacement BBQ.	\$4,910	\$18,296		\$13,386
Transport					
122020	Transport - Maintenance Direct Grant - Decrease in wages, overheads, and plant costs	\$14,000	\$3,750	(\$10,250)	
122040	Transport - Expenses relating to the Shire Depot Decrease in wages and overheads. Decrease in materials expense and insurance	\$55,963	\$33,277	(\$22,686)	
122030	Transport - Maintenance Muni Fund Roads - Increase in wages and overheads. Decrease in plant costs. Increase in consultant expenses	\$956,116	\$921,361	(\$34,755)	
122040	Transport – Expenses relating to Shire Depot – Decrease in wages and overheads, materials and insurance expenses	\$55,963	\$33,277	(\$22,686)	
125010	Transport - Licensing Payments - Decrease in licensing payments as now recorded in balance sheet	\$114,165	\$675	(\$113,490)	
125210	Transport - Licensing Receipts - Decrease in licensing receipts as now recorded in balance sheet	(\$114,165)	\$0		\$114,165
Economic Services					
135210	Other Economic - Income Relating to Standpipes Decrease in sale of water income	(\$70,000)	(\$60,000)		\$10,000
Other Property & Services					
143005	Public Works - Supervision Salaries - Decrease in Works Supervisor Salary	\$128,857	\$106,266	(\$22,591)	
143011	Public Works – Superannuation - Increase in superannuation expenses	\$87,700	\$93,114		\$5,414
143070	Public Works - Works Crew Staff Training - Decrease in contractor expenses	\$23,940	\$17,500	(\$6,440)	
143090	Public Works - Expenses Relating to Occ Safety & Health – Increase in contractor expenses	\$9,945	\$16,420		\$6,475

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
143050	Less: Allocation of Public Works Overheads - Decrease in overheads allocated to projects	(\$434,909)	(\$417,767)		\$17,142
143210	Public Works - Workers Compensation Reimbursements - Increase in workers compensation reimbursements	\$0	(\$56,490)	(\$56,490)	
144020	Plant Operation - Tyres & Tubes - Decrease in tyre purchases	\$20,000	\$15,000	(\$5,000)	
147000	Gross Salaries & Wages - Decrease in gross salaries and wages paid	\$1,311,026	\$1,288,497	(\$22,529)	
147010	Less Salaries & Wages Allocated - Decrease in salaries and wages allocated	(\$1,311,026)	(\$1,288,497)		\$22,529
Capital Expenditure					
000000	Surplus/Deficit Carried Forward – Decrease in opening surplus due to audit adjustments	(\$880,000)	(\$847,189)		\$32,811
121310	Robinson West Reconstruct 500m Increase in contractor expense for line marking	\$500,000	\$525,000		\$25,000
	Other minor variations below the \$5,000 Threshold			(\$14,269)	\$61,572
TOTAL				(\$469,176)	\$420,176
Net Adjustment to 2025/26 Budget				(\$49,000)	

COUNCIL RESOLUTION – 13.3 2025/2026 BUDGET REVIEW – COVERING ACTUALS FROM 1 JULY 2025 TO 31 DECEMBER 2025 (OCM 510/03/2026)

Moved: Cr Marshall

Seconded: Cr Vermeulen

That, in accordance with Regulation 33A of the *Local Government (Financial Management) Regulations 1996*, Council:

- Adopts the 2025/2026 Budget Review Report as contained in Attachment 13.3.1 and
- Approve the following budget amendments as authorised expenditure:

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
General Purpose Funding					
032010	Grants Commission – General – Additional general-purpose grant provided by WA Local Government Grants Commission	(\$306,758)	(\$383,970)	(\$77,212)	
032020	Grants Commission – Roads – Additional local road grant provided by WA Local Government Grants Commission	(\$179,099)	(\$210,226)	(\$31,127)	
032080	Interest on Municipal funds - Decrease in interest due to reduction in funds available for investment	(\$10,000)	(\$0)		\$10,000
Governance					

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
041141	Expenses Relating to Great Southern VROC - Increase in contribution to GS VROC	\$2,000	\$10,000		\$8,000
042120	Governance - Administration Staff Training Increase in staff training expenses	\$5,000	\$10,000		\$5,000
042180	Governance - Admin Costs Recovered – Decrease in admin expenses allocated to other programs	(\$864,546)	(\$880,099)	(\$15,553)	
Law, Order & Public Safety					
051200	Fire Prevention - Expenses Relating to Fire Prevention - Increase in electricity expenses and SMS messages expenses	\$48,838	\$54,838		\$6,000
Housing					
091220	Staff Housing - Maintenance 3327 Robinson Road (CEO) Increase for electrical repairs, replace fence, new hot water system, increase in electricity expenses.	\$19,940	\$27,886		\$7,946
Community Amenities					
106020	Protect Env - Council Contribution to WWLZ - Increase in contribution to WWLZ	\$0	\$15,000		\$15,000
Recreation & Culture					
113010	Other Recreation - Maintenance - Parks & Reserves - Increase in wages, overheads and plant costs Decrease in electricity and water expenses	\$25,563	\$45,313		\$19,750
113020	Other Recreation-Maintenance-Oval & Building - Increase in wages, overheads, and plant costs. Increase in electrical repairs, contract mowing. Decrease in electricity expenses	\$107,308	\$136,296		\$28,988
113030	Other Recreation - Maintenance Golf Club - Increase in wages and overheads. Increase in plumbing repairs and electricity.	\$8,782	\$19,780		\$10,998
113200	Other Recreation - Income Relating to Other Recreation & Sport Increase in contribution for oval maintenance	(\$1,300)	(\$15,398)	(\$14,098)	
111000	Swim Areas - Expenses Relating to Queerearrup Lake - Increase in wages and overheads, Increase in contractor expense for replacement BBQ.	\$4,910	\$18,296		\$13,386
Transport					
122020	Transport - Maintenance Direct Grant - Decrease in wages, overheads, and plant costs	\$14,000	\$3,750	(\$10,250)	

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
122040	Transport - Expenses relating to the Shire Depot Decrease in wages and overheads. Decrease in materials expense and insurance	\$55,963	\$33,277	(\$22,686)	
122030	Transport - Maintenance Muni Fund Roads - Increase in wages and overheads. Decrease in plant costs. Increase in consultant expenses	\$956,116	\$921,361	(\$34,755)	
122040	Transport – Expenses relating to Shire Depot – Decrease in wages and overheads, materials and insurance expenses	\$55,963	\$33,277	(\$22,686)	
125010	Transport - Licensing Payments - Decrease in licensing payments as now recorded in balance sheet	\$114,165	\$675	(\$113,490)	
125210	Transport - Licensing Receipts - Decrease in licensing receipts as now recorded in balance sheet	(\$114,165)	\$0		\$114,165
Economic Services					
135210	Other Economic - Income Relating to Standpipes Decrease in sale of water income	(\$70,000)	(\$60,000)		\$10,000
Other Property & Services					
143005	Public Works - Supervision Salaries - Decrease in Works Supervisor Salary	\$128,857	\$106,266	(\$22,591)	
143011	Public Works – Superannuation - Increase in superannuation expenses	\$87,700	\$93,114		\$5,414
143070	Public Works - Works Crew Staff Training - Decrease in contractor expenses	\$23,940	\$17,500	(\$6,440)	
143090	Public Works - Expenses Relating to Occ Safety & Health – Increase in contractor expenses	\$9,945	\$16,420		\$6,475
143050	Less: Allocation of Public Works Overheads - Decrease in overheads allocated to projects	(\$434,909)	(\$417,767)		\$17,142
143210	Public Works - Workers Compensation Reimbursements - Increase in workers compensation reimbursements	\$0	(\$56,490)	(\$56,490)	
144020	Plant Operation - Tyres & Tubes - Decrease in tyre purchases	\$20,000	\$15,000	(\$5,000)	
147000	Gross Salaries & Wages - Decrease in gross salaries and wages paid	\$1,311,026	\$1,288,497	(\$22,529)	
147010	Less Salaries & Wages Allocated - Decrease in salaries and wages allocated	(\$1,311,026)	(\$1,288,497)		\$22,529
Capital Expenditure					
000000	Surplus/Deficit Carried Forward – Decrease in opening surplus due to audit adjustments	(\$880,000)	(\$847,189)		\$32,811
121310	Robinson West Reconstruct 500m Increase in contractor expense for line marking	\$500,000	\$525,000		\$25,000

GL ACCOUNT	DESCRIPTION/COMMENT	ORIGINAL BUDGET AMOUNT	REVISED BUDGET AMOUNT	POSITIVE OUTCOME	NEGATIVE OUTCOME
	Other minor variations below the \$5,000 Threshold			(\$14,269)	\$61,572
	TOTAL			(\$469,176)	\$420,176
	Net Adjustment to 2025/26 Budget			(\$49,000)	

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming
 Against: Nil

Reason for Change: Officer noted correction to Attachment from X to 13.3.1

13.4 AMENDMENT TO COUNCIL POLICY 15 – CODE OF CONDUCT FOR COUNCIL MEMBERS, COMMITTEE MEMBERS AND CANDIDATES

File Reference	ADM0019
Date of Report	09 March 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Judy Stewart – Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Absolute Majority
Attachments	Attachment 13.4.1 – Existing/draft amended Policy 15 – Code of Conduct for Council Members, Committee Members and Candidates – showing amendments

BRIEF SUMMARY

The purpose of this report is for Council to consider amendments to Council Policy 15 - Code of Conduct for Council Members, Committee Members and Candidates (Policy 15), as per the *Local Government Act 1995 (Act)* and Local Government (Model Code of Conduct) Regulations 2021 (Regulations).

BACKGROUND

Council's Policy 15, based on the original Regulations' Model Code of Conduct, was adopted in June 2021 in accordance with legislation taking effect on 3 February 2021, the purpose of which being the provision of guidance on decisions, actions and behaviours of Council and Committee members and local government election candidates.

COMMENT

The State Government has recently prescribed amendments to the Regulations to provide for the new role of Local Government Inspector and to clarify decision-making responsibilities for behaviour breach complaints.

Please see Attachment A showing new Policy 15 clauses (highlighted in yellow) and amendments to existing wording (highlighted in green) recommended for Council adoption, in accordance with new Regulation requirements as described in the Statutory/Legal Implications below.

STATUTORY/LEGAL IMPLICATIONS

Local Government Act 1995 - s. 5.104 Adoption of model code of conduct

(2) *Within 3 months after the day on which regulations amending the model code come into operation, the local government must amend* the adopted code of conduct to incorporate the amendments made to the model code.*

(7) *The CEO must publish an up-to-date version of a local government's adopted code of conduct on the local government's official website.*

Model Code of Conduct Regulations 2021

New regulations/sub-clauses:

- r. 11. Complaint about alleged breach (4), (5) and (6)
- r. 12. Dealing with complaint (Note for subclause 1)
- r. 14A Appointment of Monitor
- r. 14B Performance of local government's functions under cl. 12 and 13
- r. 15 Other provisions about complaints (3)

Division 4 – Rules of Conduct (Notes for this Division – changes to legislation references)

- r. 21 Disclosure of information (1) (b)

POLICY IMPLICATIONS

Council Policy 15 – Code of Conduct for Council Members, Committee Members and Candidates: amendments in accordance with Regulations.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS**PILLAR 3 Civic Leadership****Key Area of Focus**

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.

CONSULTATION/COMMUNICATION

WALGA – Governance Newsletter February 2026

Council Briefing Session – 17 February 2026

RISK MANAGEMENT

The timely updating of policies in accordance with legislation ensures nil breach of compliance/legal requirements and assists with mitigation of potential reputational or financial risk.

The risk is considered ‘medium’ should the recommendation not be supported.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Absolute Majority

OFFICER'S RECOMMENDATION

That Council, pursuant to s. 5.104 (2) of the *Local Government Act 1995*, endorses amendments to Council Policy 15 – Code of Conduct for Council Members, Committee Members and Candidates, as attached.

COUNCIL RESOLUTION – 13.4 AMENDMENT TO COUNCIL POLICY 15 – CODE OF CONDUCT FOR COUNCIL MEMBERS, COMMITTEE MEMBERS AND CANDIDATES (OCM 511/03/2026)

Moved: Cr Stephens

Seconded: Cr Marshall

That Council, pursuant to s. 5.104 (2) of the *Local Government Act 1995*, endorses amendments to Council Policy 15 – Code of Conduct for Council Members, Committee Members and Candidates, as attached.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

13.5 NEW COUNCIL POLICY 116 – INFORMATION SESSIONS

File Reference	ADM0019
Date of Report	09 March 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Judy Stewart – Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Absolute Majority
Attachments	Attachment 13.5.1 – Draft Policy 116 – Information Sessions

BRIEF SUMMARY

The purpose of this report is for Council to consider a new *Information Sessions* policy to act as a guideline for best practice in its conduct of meetings other than formal structured meetings convened under the *Local Government Act 1995 (Act)*.

BACKGROUND

The intention of the *Act* is that councils conduct business and make decisions according to the principles of the *Act* –

- Openly and transparently;
- With a high level of accountability to their community;
- Efficiently and effectively;
- With due probity and integrity;
- Acknowledging relevant community input;
- With all available information and professional advice; and
- With the fullest possible participation of elected members.

It is a legal requirement that all decisions made by a local government council are to be made at meetings called and convened under the provisions of the *Act* and, therefore, an Information Session (briefing session/pre-meeting agenda/concept forum) does not represent a debating or decision-making domain.

To assist in meeting the principles of the *Act* and to address potential public perception that various types of informal Information Sessions (historically closed to the public) are where decisions are informally made ahead of the Council meeting process, the Department of Local Government, Sport and Cultural Industries (DLGSC) formed an Operational Guideline to provide guidance to councils on conduct within informal Information Session settings. DLGSC Guideline Number 5 *Council Forums* provides guidance, appropriate for policy making purposes, for elected members, staff, and the public, regarding conduct within the informal meeting setting.

COMMENT

Information Sessions provide elected members and staff with opportunities to discuss and clarify, in a less structured manner than a statutory meeting allows, the diverse range of matters that come before local government. With the exception of matters that must be discussed within a closed meeting setting (as per s. 5.23 (2) of the *Act*), Information Sessions can be open to members of the public to enable the public to be privy to the same preliminary information as elected members are with regard to matters anticipated to come before Council for deliberation. The less formal Information Sessions allow formal Ordinary and Special Meetings of Council to focus more efficiently and effectively on debate and decision making, as is the intent of the statutory meeting.

A policy on Information Sessions outlines appropriate procedural and behavioural controls for the various Information Sessions that a local government conducts and assists in demonstrating to the community that Council decision making is well informed, accountable, and open and transparent whilst also accommodating discussion on matters that are confidential and require a closed meeting environment in accordance with s. 5.23 (2) of the *Act*. The opportunity for members of the public to attend also assists in

the prevention of Information Sessions becoming implied or otherwise collective or collaborative decision-making forums.

The attached draft Policy 116 proposes that Information Sessions generally be conducted prior to Shire of Woodanilling Council Meetings (and at other times as required) and broken into three distinct sessions, as follows:

- **Briefing Sessions**

Briefing Sessions provide an opportunity to allow elected members and staff to propose, discuss and formulate philosophies, ideas, strategies, and concepts for the development and betterment of the local government and its district without the restrictive nature of the structured statutory Ordinary or Special Meeting. They allow officers to seek guidance from elected members as to the worthiness of further research being undertaken on matters such as those of local or regional significance, future development, revenue/expenditure needs, strategic outcomes, and selection criteria and objectives for the Chief Executive Office etc. They also provide elected members with the opportunity to question and clarify matters with officers, regarding such upcoming matters as mentioned above.

Open Briefing Sessions provide transparency and openness for community members via access to the same preliminary discussions and information (non-confidential) that councillors are privy to and that may inform councillors' basis for subsequent decision-making at the statutory Council Meeting level.

Closed Briefing Sessions allow for more informal and less limited discussion by elected members and officers while adhering to legislation protecting matters of a confidential nature; for example, when a proposal may include information of a personal nature or inclusive of a person's financial details/plans.

- **Pre-Meeting Agenda Review**

Pre-Meeting Agenda Review provides the opportunity for elected members to clarify anything in an upcoming agenda after an agenda has been published, in order to have the maximum knowledge and understanding of a matter before Council and to assist in making the most informed decisions. It also enables officers to provide any new information that may have come forward since the writing of the agenda report. As it not a forum for debating or pre-deciding the outcome of a matter being considered by Council, an Information Sessions policy clearly outlining the function of the Pre-Meeting Agenda Review helps protect the integrity of the decision-making process.

- **Concept Forums**

Concept Forums are generally closed to the public and tailored more to providing educational information (for example, discussion on best practice/legislation amendments etc.) and preliminary/conceptual discussions on various subject matters, some of which, potentially, may never progress to requiring further research or consideration.

It is also proposed in draft Policy 116 that Disclosures of Interest that apply to statutory meetings convened under the provisions of the *Act* will apply to Information Sessions. Whilst elected members and staff with conflicts of interest can legally participate in Information Sessions without breaching legislation, such participation is considered ethically unacceptable as it conflicts with the principles of the *Act* and local government Codes of Conduct.

Council is referred to Attachment 1 (draft *Policy 116 – Information Sessions*) for further detail regarding proposed protocols for Information Sessions.

STATUTORY/LEGAL IMPLICATIONS

Nil. Information Session policies are not a legislative requirement; however, are considered best practice.

POLICY IMPLICATIONS

This *Information Sessions* policy will become Council Policy 116 if the Officer's Recommendation is adopted.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS**PILLAR 3 Civic Leadership****Key Area of Focus**

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.

CONSULTATION/COMMUNICATION

DLGSC – Operational Guideline Number 05 – Council Forums

Council Briefing Session – 17 February 2026

RISK MANAGEMENT

Creating policies that represent best practice assists with mitigation of potential compliance, reputational, and financial risk.

The risk is considered 'low' should the recommendation not be supported.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Absolute Majority

OFFICER'S RECOMMENDATION

That Council adopts *Policy 116 – Information Sessions*, as presented in Attachment 1, effective 18 March 2026.

COUNCIL RESOLUTION – 13.5 NEW COUNCIL POLICY 116 – INFORMATION SESSIONS (OCM 512/03/2026)

Moved: Cr Trimming

Seconded: Cr Garstone

That Council adopts *Policy 116 – Information Sessions*, as presented in Attachment 1, effective 18 March 2026.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

13.6	NEW COUNCIL POLICY 117 – RECORDING OF COUNCIL MEETINGS
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File Reference	ADM0019
Date of Report	10 March 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Judy Stewart – Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Absolute Majority
Attachments	Attachment 13.6.1 – Draft Policy 117 – Recording of Council Meetings

BRIEF SUMMARY

The purpose of this report is for Council to consider a *Recording of Council Meetings* policy (Policy) that outlines how audio recording is undertaken and dealt with at local government meetings convened under the *Local Government Act 1995 (Act)* and the protocols, responsibilities and possible repercussions for elected members, employees and members of the public when speaking during attendance at recorded meetings.

BACKGROUND

Since 1 January 2025, s. 5.23A (2) of the *Act* has required Class 3 and 4 local governments (of which the Shire of Woodanilling is the latter) to audio record all meetings convened under the *Act* (Ordinary and Special Meetings of Council).

The intent of the requirement to audio record statutory meetings is to increase transparency and accountability throughout local government, engage Community, and improve accessibility to the local Council decision making process.

COMMENT

The aim of this Policy is to inform elected members, employees and members of the public of how the Shire of Woodanilling will use and make available recordings of statutory meetings and to provide information and guidance to attendees on such matters as record keeping, technical recording issues, conduct and behaviour, confidentiality, copyright, and defamation.

Council is referred to Attachment 1 (draft Policy 117 – Recording of Council Meetings) outlining the above matters and requirements in more detail.

STATUTORY/LEGAL IMPLICATIONS***Local Government Act 1995*****Section 5.23 (A) (2) – Electronic broadcasting and video or audio recording of council meetings -**

- (2) Regulations may require, regulate or otherwise make provision in relation to any of the following –
- (a) the electronic broadcasting of council meetings (either live or with a delay);
 - (b) the making or retaining of recordings of council meetings;
 - (c) the making of recordings of council meetings publicly available;
 - (d) the provision of, or otherwise making available of, recordings of council meetings to any person (on the person's request or otherwise).

Section 9.57A (2) – Local government protected from liability for defamation: council proceedings on website

- (2) A local government is not liable to an action for defamation in relation to matter published on its official website as part of a broadcast, audio recording, or video recording, of council proceedings.

Local Government (Administration) Regulations 1996

Part 2A - Electronic broadcasting and video or audio recording of council meetings

POLICY IMPLICATIONS

This proposed *Recording of Council Meetings* policy will become Council Policy 117 if the Officer's Recommendation is adopted and an Information Sessions policy has been adopted previously within this agenda (if the Information Sessions policy is not adopted, this Policy will become Council Policy 116).

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS**PILLAR 3 Civic Leadership****Key Area of Focus**

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.

CONSULTATION/COMMUNICATION

Council Briefing Session – 17 February 2026

RISK MANAGEMENT

This policy provides information and guidance that will serve to assist in mitigating compliance, financial and reputational risks.

The risk is considered 'low' should the recommendation not be supported.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Absolute Majority

OFFICER'S RECOMMENDATION

That Council adopts *Policy 117 – Recording of Council Meetings* as presented in Attachment 1.

COUNCIL RESOLUTION – 13.6 NEW COUNCIL POLICY 117 – RECORDING OF COUNCIL MEETINGS (OCM 513/03/2026)

Moved: Cr Stephens

Seconded: Cr Marshall

That Council adopts *Policy 117 – Recording of Council Meetings* as presented in Attachment 1.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

14 COMMUNITY SERVICES

Nil.

15 OFFICE OF CEO

15.1 LOCAL GOVERNMENT ELECTORAL REFORM – FEEDBACK TO WALGA

File Reference	ADM0084
Date of Report	11 February 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Anika Serer, Chief Executive Officer
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Simple Majority
Attachments	Attachment 15.1.1 - Electoral Reform Discussion Paper

BRIEF SUMMARY

The purpose of this report is to present the WALGA Electoral Reform Discussion Paper to Council and seek endorsement of the Shire of Woodanilling’s feedback regarding potential reforms to Western Australia’s Local Government electoral system, including:

- compulsory versus voluntary voting;
- election frequency (four-year full spill vs two-year half spill); and
- related electoral changes under consideration by the State Government.

This consultation forms part of a WALGA-initiated sector review responding to Ministerial signalling of possible reforms to local government elections in Western Australia.

BACKGROUND

In December 2024, WALGA reviewed its Elections Advocacy Positions, with sector-wide consultation showing:

- 74% support for voluntary voting overall;
- 64% support for compulsory voting among metropolitan LGAs;
- 61% support for compulsory voting among Class 1 and 2 LGAs;
- 98% support for four-year terms with a two-year spill (biennial elections).

Given State Government interest in broader reform—including possible introduction of compulsory voting and a full spill every four years—WALGA prepared an Electoral Reform Discussion Paper for LGA consultation. This paper seeks Council-endorsed sector feedback prior to a final WALGA advocacy position being formulated.

WALGA Draft Discussion Paper – Electoral Reform

The Discussion Paper outlines two key reform concepts being explored by the State Government:

1. Compulsory voting at Local Government elections;
2. Full-spill elections every four years replacing the current two-year half-spill system.

It requests Local Government feedback to ensure WALGA’s advocacy position reflects contemporary sector views.

State Government Reform Signals

Minister for Local Government Hon. Hannah Beazley has indicated interest in:

- compulsory voting for Council elections; and
- a shift to four-year full-spill elections, citing voter fatigue and low turnout as key concerns.

Low participation rates—often below one-third of eligible electors—have been raised as undermining the representativeness of councils.

COMMENTCompulsory vs Voluntary Voting

Advantages of compulsory voting include:

- Increased voter turnout;
- Greater representativeness;
- Stronger democratic mandate;
- Reduced influence of small voting blocs.

Disadvantages include:

- Increased administrative cost and complexity;
- Potential community resistance (noted in WALGA's prior consultations).

Historically, Woodanilling has achieved comparatively strong turnout (47.48% in 2025), though still below State and Federal levels where voting is compulsory.

Given this, the Shire may consider whether compulsory voting would improve or unnecessarily burden small rural communities.

Election Frequency: Four-Year Full Spill vs Two-Year Half Spill

WALGA sector feedback (2024) strongly supported maintaining half spills every two years (98%).

However, State Government interest is moving toward:

- Full spills every four years, intended to reduce voter fatigue and create clearer election cycles.

For small rural shires, a full-spill model may pose risks:

- High potential for total turnover of Council;
- Disruption to continuity and strategic oversight;
- Increased vulnerability to single-issue campaigns.

Cost and Administrative Considerations

WALGA's 2024 analysis of election cycles identifies:

- rising election costs;
- concerns regarding transparency in WAEC costings;
- need for improved cost allocation methods.

Introducing compulsory voting or altering election frequency may further increase administrative complexity for small Shires.

OPTIONS

Council may:

- Option 1 – Endorse WALGA's Discussion Paper and provide feedback
Supports WALGA advocacy based on local views.
- Option 2 – Provide alternative feedback
Council may choose positions differing from WALGA's default direction.
- Option 3 – Decline to submit feedback
This would result in the sector-wide position being informed without Woodanilling's input.

STATUTORY/LEGAL IMPLICATIONS

Electoral provisions are governed by the Local Government Act (1995). Any change of election frequency or voting model would require legislative amendment.

POLICY IMPLICATIONS

There is no policy associated with this item.

FINANCIAL IMPLICATIONS

Direct financial implications of any changes cannot be determined at this stage.

STRATEGIC IMPLICATIONS

The Woodanilling Way Strategic Community Plan 2025-2035, Corporate Business Plan 2024/25-2027/28

Strategic Pillar 3: Civic Leadership

Goal 7 – Deliver a high standard of service for our community

Goal 9 – Enhance strong civic leadership

CONSULTATION/COMMUNICATION

Not applicable

RISK MANAGEMENT

There is a low risk to the Shire as it does not support an alternative that financial and governance implications can not be assessed.

Consequenc Likelihood	Insignifican t	Minor	Moderate	Major	Extrem e
Almost	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Mediu	Medium	High	High
Unlikely	Low	Low	Medium	Mediu	High
Rare	Low	Low	Low	Low	Medium

Risk	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER'S RECOMMENDATION

That Council:

1. Receives WALGA's *Electoral Reform Discussion Paper* on compulsory voting and election frequency.
2. Provides the following feedback to WALGA as the Shire of Woodanilling's position:
 - o (a) Support for maintaining voluntary voting, noting existing voter engagement and rural community expectations.
 - o (b) Support for continuing the two-year half-spill election cycle to ensure continuity and stability for small rural councils.
 - o (c) Opposition to compulsory voting at this time, due to likely administrative burden, cost implications, and limited demonstrated benefit for small populations.

Requests the CEO to submit the endorsed feedback to WALGA by the required deadline.

COUNCIL RESOLUTION – 15.1 LOCAL GOVERNMENT ELECTORAL REFORM – FEEDBACK TO WALGA (OCM 514/03/2026)

Moved: Cr Garstone

Seconded: Cr Stephens

That Council:

1. Receives WALGA's *Electoral Reform Discussion Paper* on compulsory voting and election frequency.
2. Provides the following feedback to WALGA as the Shire of Woodanilling's position:
 - o (a) Support for maintaining voluntary voting, noting existing voter engagement and rural community expectations.
 - o (b) Support for continuing the two year half spill election cycle to ensure continuity and stability for small rural councils.
 - o (c) Opposition to compulsory voting at this time, due to likely administrative burden, cost implications, and limited demonstrated benefit for small populations.

Requests the CEO to submit the endorsed feedback to WALGA by the required deadline.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

15.2 PROPOSAL TO SUPPORT A REVISED COMMUNITY EMERGENCY SERVICES MANAGER (CESM) STAFFING MODEL

File Reference	ADM0040
Date of Report	11 March 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Anika Serer, Chief Executive Officer
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Simple Majority
Attachments	

BRIEF SUMMARY

The purpose of this report is to seek Council's approval in principle to support negotiating a revised Community Emergency Services Manager (CESM) arrangement with DFES and participating local governments, transitioning from the current 1 CESM per 3 local governments model to a 1 CESM per 2 local governments model.

BACKGROUND

The Shire of Woodanilling currently participates in a shared Community Emergency Services Manager (CESM) arrangement with the Shire of Katanning and Shire of Broomehill-Tambellup under a tripartite model. The CESM position is jointly funded by DFES and the participating shires, with responsibilities including:

- Bushfire preparedness and volunteer brigade support
- Mitigation activity coordination
- Emergency management planning and compliance
- Training facilitation and incident support
- Community engagement and resilience activities

The Shires of Kojonup, Cranbrook and Gnowangerup share a similar arrangement.

Across Western Australia, several CESM arrangements have transitioned from three-way to two-way partnerships due to increased workload, growing legislative compliance requirements, heightened emergency events, and rising community expectations.

Increasing local workload pressures—including mitigation planning, the complexities of Bushfire Risk Management Plans (BRMP), and obligations under the Emergency Management Act—have prompted the participating local governments to explore an updated staffing model that enables better service delivery and more dedicated resourcing.

Workload and Resourcing Requirements

In recent years, emergency management demands have increased significantly for local governments due to:

- More frequent and intense fire seasons
- Expanded reporting and compliance requirements
- Additional volunteer brigade administration
- Increased community expectations around preparedness, resilience, and communications

Under the current 1:3 model, the CESM is required to divide their time across three shires, limiting availability during critical planning and operational periods.

A shift to a 1:2 model would provide:

- Greater on-ground time within Woodanilling
- Improved consistency in volunteer brigade support
- Timelier development and implementation of mitigation programs
- Improved capacity for emergency management documentation and exercises
- Greater flexibility during incidents and recovery operations

Operational Benefits

A two-shire model is expected to enhance service levels through:

- Dedicated scheduled days in each participating Shire
- Greater capacity for community education and engagement
- Improved strategic planning for local risk areas
- Increased ability to support fire control officers and volunteer brigades
- Enhanced continuity of expertise and seasonal readiness

Financial Considerations

Under the existing DFES co-funded arrangement, the cost of the CESM is shared between DFES and the participating shires (current contribution ~\$22,000 per annum). Transitioning to a 1:2 model will result in a moderate increase in Woodanilling's contribution, subject to negotiation and cost-sharing arrangements with the partner local government and DFES. Initial modelling estimates the increase to be borne by the Shire of Woodanilling in the range of \$29,000 - \$38,000 per annum.

A detailed financial model and proposed partnership arrangements will be provided to Council prior to any final commitment. At this stage, the recommendation seeks approval in principle only, enabling further discussions to proceed.

Timing

The Shires of Kojonup, Cranbrook and Gnowangerup are currently in the recruitment process for a CESM, and with our CESM leaving at the end of April, it is timely to review the arrangements across the six local governments and explore the opportunity to establish a third position in the region. It is important to progress these discussions and seek a unified outcome from all participants in a timely manner so recruitment can commence as soon as possible.

STATUTORY/LEGAL IMPLICATIONS

There are no statutory or legal implications as Council is not being requested to enter into a new agreement at this stage.

POLICY IMPLICATIONS

There is no policy associated with this item.

FINANCIAL IMPLICATIONS

No immediate financial commitment is required for this approval in principle.

A change to a 2:1 arrangement is estimated to increase the cost to the Shire by \$29,000 - \$38,000 per annum, however this is indicative only.

A detailed budget proposal will be presented to Council once negotiations have progressed and DFES has provided a funding framework.

STRATEGIC IMPLICATIONS

The Woodanilling Way Strategic Community Plan 2025-2035, Corporate Business Plan 2024/25-2027/28

Strategic Pillar 1: Social

- Community safety and emergency services: Enhancing public safety, supporting local emergency services, and increasing preparedness.

CONSULTATION/COMMUNICATION

Preliminary discussions have occurred between the CEO and CEOs of the participating local governments, with broad agreement to explore the transition. DFES District staff have also indicated support for reviewing the model and will provide information on financial modelling and suggested arrangements for Council consideration.

Consultation will continue with:

- DFES Lower Great Southern Region
- Partner local governments

RISK MANAGEMENT

There is a medium risk to the Shire if it declines to consider an alternative CESM model, as it may result in the other local governments negotiating an alternative arrangement without the Shire's inclusion. This would impact resourcing, particularly in emergency situations, and support for the Volunteer Bushfire Brigades, or necessitate the Shire employing a CESM independently.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER'S RECOMMENDATION

That Council:

3. Supports in principle the transition from the current Community Emergency Services Manager (CESM) arrangement of one CESM shared across three local governments to a revised arrangement of one CESM shared across two local governments;
4. Authorises the Chief Executive Officer to continue discussions with DFES and neighbouring local governments regarding the development of a proposed 1:2 CESM model; and

Requests that the CEO present a further report to Council including full financial implications and a draft agreement prior to any final commitment.

COUNCIL RESOLUTION – 15.2 PROPOSAL TO SUPPORT A REVISED COMMUNITY EMERGENCY SERVICES MANAGER (CESM) STAFFING MODEL (OCM 515/03/2026)

Moved: Cr Marshall

Seconded: Cr Vermeulen

That Council:

3. Supports in principle the transition from the current Community Emergency Services Manager (CESM) arrangement of one CESM shared across three local governments to a revised arrangement of one CESM shared across two local governments;
 4. Authorises the Chief Executive Officer to continue discussions with DFES and neighbouring local governments regarding the development of a proposed 1:2 CESM model; and
- Requests that the CEO present a further report to Council including full financial implications and a draft agreement prior to any final commitment.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Garstone, Cr Trimming

Against: Nil

16 CONFIDENTIAL REPORTS

Nil.

17 ELECTED MEMBERS' MOTION OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil.

18 MOTIONS WITHOUT NOTICE BY PERMISSION OF THE COUNCIL

Nil.

19 CLOSURE OF MEETING

There being no further business the Shire President declared the meeting closed at 5.19pm.



SHIRE OF WOODANILLING



SPECIAL MEETING OF COUNCIL Unconfirmed Minutes 8 April 2026

Disclaimer

The recommendations contained in the Minutes are subject to confirmation by Council. The Shire of Woodanilling warns that anyone who has an application lodged with Council must obtain and should only rely on written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by the Council in respect of the application. No responsibility whatsoever is implied or accepted by the Shire of Woodanilling for any act, omission or statement or intimation occurring during a Council Meeting.

Agendas and Minutes are available on the Shire website www.woodanilling.wa.gov.au

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SPECIAL MEETING OF COUNCIL MINUTES

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Shire President, Cr Thomson opened the meeting at 10.30am. Cr Thomson advised that the meeting would be recorded in accordance with current requirements.

Cr Thomson also noted that the purpose of the Special Meeting was to consider matters relating to the appointment of a recruitment agent for the Chief Executive Officer position, and that discussion would be limited to this purpose.

1.1. DISCLOSURE OF INTEREST

Division 6 Subdivision 1 of the *Local Government Act 1995* requires Council Members and Employees to declare any direct or indirect financial interest or general interest in any matter listed in this Agenda.

The Act also requires the nature of the interest to be disclosed in writing before the meeting or immediately before the matter be discussed.

NB: A Council member who makes a disclosure must not preside or participate in, or be present during, any discussion or decision making procedure relating to the declared matter unless the procedures set out in Sections 5.68 or 5.69 of the Act have been complied with.

DISCLOSURE OF INTEREST AFFECTING IMPARTIALITY

Disclosures of Interest Affecting Impartiality are required to be declared and recorded in the minutes of a meeting. Councillors who declare such an interest are still permitted to remain in the meeting and to participate in the discussion and voting on the particular matter. This does not lessen the obligation of declaring financial interests etc. covered under the Local Government Act.

To help with complying with the requirements of declaring Interests Affecting Impartiality the following statement is recommended to be announced by the person declaring such an interest and to be produced in the minutes.

"I (give circumstances of the interest being declared, eg: have a long standing personal friendship with the proponent). As a consequence there may be a perception that my impartiality on this matter may be affected. I declare that I will consider this matter on its merits and vote accordingly".

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Present:

Cr HR Thomson	Shire President
Cr S Vermeulen	Deputy Shire President
Cr M Trimming	
Cr I Garstone	
Cr R Marshall	
Cr K Stephens	

Officers:

Anika Serer	Chief Executive Officer
Ciara Whitmore	Customer Service Officer

Apologies:

Observers:

Brigitte Burg
Maureen Haven
Barb Ashby
Theresa Dancy
Wendy Thomas
Ralph Thomas
Chris Berry

3. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil.

4. PUBLIC QUESTION TIME

A question was raised regarding the number of Chief Executive Officer resignations.

The Shire President, Cr Thomson, advised that previous resignations had been influenced by workplace dynamics and past challenges within Council. He noted that Council had been working to improve cohesion and governance practices, and that progress had been made in fostering a more constructive working environment. The Shire President further advised that the most recent resignation was due to a personal career opportunity.

Further questions were raised regarding the cost and process of recruiting a Chief Executive Officer, the requirement to engage a recruitment consultant, the role of executive staff within the organisation, and the challenges of attracting applicants to a regional local government position.

The Shire President advised that a recruitment consultant was required to assist with compliance, transparency and management of the recruitment process. It was also noted that the Chief Executive Officer is responsible for overall organisational leadership, supported by executive staff, and that recruitment challenges are influenced by the limited candidate pool and the regional nature of the position.

Additional questions were raised regarding staffing levels, operational capacity, and the maintenance and presentation of community assets.

The matters were addressed by Council.

5. PETITIONS / DEPUTATIONS / PRESENTATIONS

Nil.

6. APPLICATIONS FOR LEAVE OF ABSENCE

Nil.

7. ANNOUNCEMENTS BY SHIRE PRESIDENT AND/OR DEPUTY SHIRE PRESIDENT WITHOUT DISCUSSION

Nil.

8. OFFICER REPORTS

8.1 CHIEF EXECUTIVE OFFICER – RECRUITMENT PROCESS	
File Reference	ADM0118
Date of Report	2 April 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author/s of Report	Anika Serer, Chief Executive Officer
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Absolute Majority
Attachments	<p>Attachment 8.1 – CEO Recruitment and selection, performance review and termination (DLGSC – Guidelines)</p> <p>Attachment 8.2 – Council Policy – Adopted Standards for CEO Recruitment, Performance and Termination</p> <p>Confidential Attachment 8.3 – Quotes Received</p> <p><i>This matter needs to be considered in accordance with Section 5.23 (2) (e) of the Local Government Act 1995.</i></p>

BRIEF SUMMARY

This report is for Council to appoint a recruitment specialist for the recruitment of a Chief Executive Officer for the Shire of Woodanilling and to determine the structure and membership of the committee of Council to undertake the recruitment consultation, supported by the appointed recruitment consultant. Membership of the committee is to include an independent member, in accordance with Council Policy.

COMMENT

The *Local Government Act 1995* and associated regulations stipulate a required process to recruit a Chief Executive Officer (CEO) following the position becoming vacant. Ms Anika Serer resigned as Chief Executive Officer of the Shire of Woodanilling and will finish on 26 June 2026.

Following the resignation of the CEO, the process of appointing a new CEO is required. It is important the Shire carefully considers the role of the CEO, which includes the powers and functions of the role, the selection criteria for the position and the specific skills and experience the Shire will require of the CEO.

Council has adopted the model Adopted Standards for CEO Recruitment, Performance and Termination as contained in **Attachment 8.2**. The Department of Local Government, Sport and Cultural Industries (DLGSC) has guidelines referenced in **Attachment 8.1**.

Council has agreed to the following:

- Determine the selection criteria and approval of job description form;
- Advertising requirements;
- Job description form to be made available;
- Establishment of selection panel for the employment of CEO –
 - Council members;
 - Human resources consultant; and
 - At least 1 independent person.

Quotes have been sought for the Human Resources Consultants and the CEO has received two contained in **Confidential Attachment 8.3**.

The purpose of this report is to seek Council's approval for:

- a) The appointment of an independent person and an external Human Resources consultant to support the CEO Recruitment process;
- b) The proposed recruitment process (including the appointment of a selection panel) is to be undertaken to facilitate the recruitment of a new CEO.

It is at the discretion of the local government to determine the number of people on the selection panel.

STATUTORY/LEGAL IMPLICATIONS

The process of CEO Recruitment is conducted in accordance with the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996* and *Local Government (Administration) Amendment Regulations 2021* (CEO Standards).

Under section 5.36 (4) of the *Local Government Act 1995*, states:

5.36 Local Government Employees

- (4) *Unless subsection (5A) applies, if the position of CEO of a local government becomes vacant, it is to be advertised by the local government in the manner prescribed, and the advertisement is to contain such information with respect to the position as is prescribed.*

POLICY IMPLICATIONS

There is the current Council Policy – Adopted Standards for CEO Recruitment, Performance and Termination associated with this item.

FINANCIAL IMPLICATIONS

The cost to appoint a recruitment consultant can be in the range of an estimated cost between \$5,000 - \$20,000 to help fulfil the role of the Chief Executive Officer. This cost will be allocated under the GL 042040 Governance - Consulting & Relief Staff.

STRATEGIC IMPLICATIONS

'The Woodanilling Way'

Pillar 3: Civic Leadership

- Good Governance: Upholding ethical standards, clear policies, and sound financial management.
- Leadership Development: Training Councillors, staff and community to achieve strategic goals
- Strategic Planning and Accountability: Aligning actions with the community's vision and adapting to changing needs through regular reviews.

CONSULTATION/COMMUNICATION

Consultation has occurred with the Shire President and the CEO to commence the process to present to Council for consideration.

RISK MANAGEMENT

If the CEO Recruitment fails to exercise due diligence in the recruitment process leading to the appointment of an unsuitable candidate, fails to establish effective Key Performance Indicators or appointing a Selection Panel and undertaking the recruitment process to appoint a CEO would lead to uncertainty, inconsistency and lack of leadership. It is assessed that the risk is "High" as reflected below.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Absolute Majority

OFFICER'S RECOMMENDATION

That Council:

1. Appoints _____ to undertake the Recruitment process for the position of Chief Executive Officer for the Shire of Woodanilling;
2. Establishes a committee of Council to undertake the recruitment and selection process for the Chief Executive Officer, with the following elected members appointed – Councillors _____; and
3. Appoints _____ to be the independent member of the recruitment committee in accordance with clause 8 of the Adopted Standards for CEO Recruitment, Performance and Termination.

CLOSURE OF MEETING TO THE PUBLIC AT 11.02AM

Moved: Cr Marshall

Seconded: Cr Garstone

That in accordance with Section 5.23(2)(e) of the *Local Government Act 1995*, the meeting be closed to the public to consider confidential matters relating to the Chief Executive Officer Recruitment Process.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Garstone, Cr Marshall, Cr Trimming

Against: Nil

REOPENING OF MEETING AT 11.19AM

Moved: Cr Vermeulen

Seconded: Cr Stephens

That the meeting be reopened to the public.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Garstone, Cr Marshall, Cr Trimming

Against: Nil

COUNCIL RESOLUTION – 8.1 – CHIEF EXECUTIVE OFFICER – RECRUITMENT PROCESS

Moved: Cr Marshall

Seconded: Cr Vermeulen

That Council:

1. Appoints Fitzgerald Strategies to undertake the Recruitment process for the position of Chief Executive Officer for the Shire of Woodanilling;
2. Establish a committee of Council to undertake the recruitment and selection process for the Chief Executive Officer, comprising all Councillors; and
3. Appoints Mr Mal Baxter to be the independent member of the recruitment committee in accordance with clause 8 of the Adopted Standards for CEO Recruitment, Performance and Termination.

CARRIED 6/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Garstone, Cr Marshall, Cr Trimming

Against: Nil

9. MOTIONS WITHOUT NOTICE BY PERMISSION OF THE COUNCIL

Nil.

10. CLOSURE OF MEETING

There being no further business the meeting closed at 11.22am.



SHIRE OF WOODANILLING



SPECIAL MEETING OF COUNCIL Unconfirmed Minutes 14 April 2026

Disclaimer

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Agendas and Minutes are available on the Shire website www.woodanilling.wa.gov.au

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SPECIAL MEETING OF COUNCIL MINUTES

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Shire President, Cr Thomson opened the meeting at 10.30am. Cr Thomson advised that the meeting would be recorded in accordance with current requirements.

1.1. DISCLOSURE OF INTEREST

Division 6 Subdivision 1 of the *Local Government Act 1995* requires Council Members and Employees to declare any direct or indirect financial interest or general interest in any matter listed in this Agenda.

The Act also requires the nature of the interest to be disclosed in writing before the meeting or immediately before the matter be discussed.

NB: A Council member who makes a disclosure must not preside or participate in, or be present during, any discussion or decision making procedure relating to the declared matter unless the procedures set out in Sections 5.68 or 5.69 of the Act have been complied with.

DISCLOSURE OF INTEREST AFFECTING IMPARTIALITY

Disclosures of Interest Affecting Impartiality are required to be declared and recorded in the minutes of a meeting. Councillors who declare such an interest are still permitted to remain in the meeting and to participate in the discussion and voting on the particular matter. This does not lessen the obligation of declaring financial interests etc. covered under the Local Government Act.

To help with complying with the requirements of declaring Interests Affecting Impartiality the following statement is recommended to be announced by the person declaring such an interest and to be produced in the minutes.

"I (give circumstances of the interest being declared, eg: have a long standing personal friendship with the proponent). As a consequence there may be a perception that my impartiality on this matter may be affected. I declare that I will consider this matter on its merits and vote accordingly".

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Present:

Cr HR Thomson	Shire President
Cr S Vermeulen	Deputy Shire President
Cr R Marshall	
Cr K Stephens	
Cr M Trimming	

Officers:

Anika Serer	Chief Executive Officer
Ciara Whitmore	Cuatomer Service Officer

Apologies:

Cr I Garstone

Observers:

3. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil.

4. PUBLIC QUESTION TIME

Nil.

5. PETITIONS / DEPUTATIONS / PRESENTATIONS

Nil.

6. APPLICATIONS FOR LEAVE OF ABSENCE

Nil.

7. ANNOUNCEMENTS BY SHIRE PRESIDENT AND/OR DEPUTY SHIRE PRESIDENT WITHOUT DISCUSSION

Nil.

8. OFFICER REPORTS

8.1. ADVERTISING PROCESS OF THE CHIEF EXECUTIVE OFFICER POSITION

File Reference	ADM0374
Date of Report	13 April 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author/s of Report	Judy Stewart, Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Absolute Majority
Attachments	<p>Attachment 8.1.1 - Shire of Woodanilling Chief Executive Officer Position Advertisement 2026</p> <p>Attachment 8.1.2 - Shire of Woodanilling Chief Executive Officer Position Information Package 2026</p> <p>Attachment 8.1.3 - DLGSC-Op-Guidelines-CEO-standards-and-guidelines</p>

BRIEF SUMMARY

This report is for Council to consider:

1. The advertising process of the vacant Chief Executive Officer Position;
2. The Shire of Woodanilling Chief Executive Officer Position Advertisement; and
3. The Shire of Woodanilling Chief Executive Officer Position Information Package including the Job Description Form.

Council, at a Special Council Meeting held 08 April 2026, resolved to appoint FitzGerald Strategies as the agency responsible for conducting the Chief Executive Officer recruitment process.

COMMENT

A local government must select a Chief Executive Officer (CEO) in accordance with the principles of merit, equity and transparency. A local government must not exercise nepotism, bias or patronage in exercising its powers. Additionally, a local government must not unlawfully discriminate against applicants. Section 5.40 of the *Local Government Act 1995* (the Act) lists several general principles of employment that apply to local governments.

Article I. Recruitment and selection standard

The minimum standard for recruitment and selection will be met if:

S1.1 The council has identified and agreed to the qualifications and selection criteria necessary to effectively undertake the role and duties of the CEO within that particular local government context.

S1.2 The council has approved, by absolute majority, the Job Description Form (JDF) which clearly outlines the qualifications, selection criteria and responsibilities of the position. The JDF is made available to all applicants.

S1.3 The local government has established a selection panel to conduct the recruitment and selection process. The panel must include at least one independent person who is not a current elected member, human resources consultant, or staff member of the local government.

S1.4 The local government attracts applicants through a transparent, open and competitive process (this is not necessary for vacancies of less than one year). The local government must advertise a vacancy for the position of CEO in the manner prescribed.

S1.5 The local government has assessed the knowledge, experience, qualifications and skills of all applicants against the selection criteria.

S1.6 The local government has verified the recommended applicant's work history, qualifications, referees and claims made in their job application.

S1.7 The appointment is merit-based, with the successful applicant assessed as clearly demonstrating how their knowledge, skills and experience meet the selection criteria.

S1.8 The appointment is made impartially and free from nepotism, bias or unlawful discrimination.

S1.9 The council has endorsed by absolute majority the final appointment.

S1.10 The council has approved the employment contract by absolute majority.

S1.11 The local government re-advertises the CEO position and undertakes a recruitment and selection process after each instance where a person has occupied the position for ten (10) consecutive years.

Further information about the process can be found in **Attachment 8.1.3** - DLGSC-Op-Guidelines-CEO-standards-and-guidelines.

FitzGerald Strategies was appointed by Council at the 08 April 2026 Special Council Meeting to lead the recruitment of the Shire's next Chief Executive Officer. FitzGerald Strategies has now provided the following documents for Council's approval to ensure the CEO Recruitment Standards are met and the best possible applicants are attracted to the role:

- **Attachment 8.1.1** - Shire of Woodanilling Chief Executive Officer Position Advertisement 2026
- **Attachment 8.1.2** - Shire of Woodanilling Chief Executive Officer Position Information Package 2026

Please see Attachment 8.1.3 and statutory/legal implications for further information regarding the recruitment process.

STATUTORY/LEGAL IMPLICATIONS

The process of appointing a CEO is conducted in accordance with the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996* and *Local Government (Administration) Amendment Regulations 2021* (CEO Standards).

Section 5.36 of the Local Government Act 1995 states:

5.36. Local government employees

- (1) *A local government is to employ —*
 - (a) *a person to be the CEO of the local government; and*
 - (b) *such other persons as the council believes are necessary to enable the functions of the local government and the functions of the council to be performed.*
- (2) *A person is not to be employed in the position of CEO unless the council —*
 - (a) *believes that the person is suitably qualified for the position; and*
 - (b) *is satisfied* with the provisions of the proposed employment contract.*

** Absolute majority required.*
- (3) *A person is not to be employed by a local government in any other position unless the CEO —*
 - (a) *believes that the person is suitably qualified for the position; and*
 - (b) *is satisfied with the proposed arrangements relating to the person's employment.*
- (4) *Unless subsection (5A) applies, if the position of CEO of a local government becomes vacant, it is to be advertised by the local government in the manner prescribed, and the advertisement is to contain such information with respect to the position as is prescribed.*
- (5A) *Subsection (4) does not require a position to be advertised if it is proposed that the position be filled by a person in a prescribed class.*
- (5) *For the avoidance of doubt, subsection (4) does not impose a requirement to advertise a position before the renewal of a contract referred to in section 5.39.*

5.39 – Contracts for CEO and senior employees

- (3) *A contract under this section is of no effect unless —*

- (a) the expiry date is specified in the contract; and
- (b) there are specified in the contract performance criteria for the purpose of reviewing the person's performance; and
- (c) any other matter that has been prescribed as a matter to be included in the contract has been included.

Part 4 of the Local Government (Administration) Regulations 1996 provides that:

Part 4 — Local government employees

[Heading inserted: Gazette 26 Aug 2011 p. 3482.]

- 18A. Vacancy in position of CEO or senior employee to be advertised (Act s. 5.36(4) and 5.37(3))**
- (1) If a position of CEO, or of a senior employee, of a local government becomes vacant, the local government must give Statewide public notice of the position unless it is proposed that the position be filled by —
 - (a) a person who is, and will continue to be, employed by another local government and who will fill the position on a contract or contracts for a total period not exceeding 5 years; or
 - (b) a person who will be acting in the position for a term not exceeding one year.
 - (2) The Statewide public notice must contain —
 - (a) the details of the remuneration and benefits offered; and
 - (b) details of the place where applications for the position are to be submitted; and
 - (c) the date and time for the closing of applications for the position; and
 - (d) the duration of the proposed contract; and
 - (da) a website address where the job description form for the position can be accessed; and
 - (e) contact details for a person who can provide further information about the position; and
 - (f) any other information that the local government considers is relevant.

18B - Contracts of CEOs and senior employees, content of (Act s. 5.39(3)(c))

For the purposes of section 5.39(3)(c), a contract governing the employment of a person who is a CEO, or a senior employee, of a local government is to provide for a maximum amount of money (or a method of calculating such an amount) to which the person is to be entitled if the contract is terminated before the expiry date, which amount is not to exceed whichever is the lesser of —

- (a) the value of one year's remuneration under the contract; or
- (b) the value of the remuneration that the person would have been entitled to had the contract not been terminated.

POLICY IMPLICATIONS

Council Policy – Adopted Standards for CEO Recruitment, Performance and Termination associated with this item.

FINANCIAL IMPLICATIONS

Advertising and recruitment agency costs are allocated under GL 042040 Governance – Consulting & Relief Staff.

STRATEGIC IMPLICATIONS

'THE WOODANILLING WAY'

KEY PILLAR 3: CIVIC LEADERSHIP

- Good Governance: Upholding ethical standards, clear policies, and sound financial management.
- Leadership Development: Training Councillors, staff and community to achieve strategic goals
- Strategic Planning and Accountability: Aligning actions with the community's vision and adapting to changing needs through regular reviews.

CONSULTATION/COMMUNICATION

Mike Fitzgerald, FitzGerald Strategies
 Russel Thomson, Shire President
 Anika Serer, Chief Executive Officer

RISK MANAGEMENT

If the CEO recruitment process fails to exercise due diligence and leads to the appointment of an unsuitable candidate, the resultant outcomes may include uncertainty, inconsistency and lack of leadership.

It is assessed that the risk is "High" as reflected below.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Absolute Majority

OFFICER'S RECOMMENDATION

That Council:

1. Authorises Mr Mike FitzGerald of FitzGerald Strategies to immediately commence advertising the position of Chief Executive Officer of the Shire of Woodanilling in line with section 5.36(4) of the *Local Government Act 1995* using a diverse range of advertising methods, mediums and platforms;
2. Endorses **Attachment 8.1.1** - Shire of Woodanilling Chief Executive Officer Position Advertisement 2026; and
3. Endorses **Attachment 8.1.2** - Shire of Woodanilling Chief Executive Officer Position Information Package 2026.

COUNCIL RESOLUTION – 8.1. ADVERTISING PROCESS OF THE CHIEF EXECUTIVE OFFICER POSITION

Moved: Cr Vermeulen

Seconded: Cr Stephens

ORIGINAL MOTION:

That Council:

1. Authorises Mr Mike FitzGerald of FitzGerald Strategies to immediately commence advertising the position of Chief Executive Officer of the Shire of Woodanilling in line with section 5.36(4) of the Local Government Act 1995 using a diverse range of advertising methods, mediums and platforms;
2. Endorses **Attachment 8.1.1** - Shire of Woodanilling Chief Executive Officer Position Advertisement 2026; and
3. Endorses **Attachment 8.1.2** - Shire of Woodanilling Chief Executive Officer Position Information Package 2026.

CARRIED 5/0

AMENDMENT:

Moved: Cr Marshall

Seconded: Cr Stephens

That point 4 be added as follows:

“4. Includes in the information package that interviews are to be scheduled for the second week of June 2026.”

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming

Against: Nil

SUBSTANTIVE MOTION (AS AMENDED):

That Council:

1. Authorises Mr Mike FitzGerald of FitzGerald Strategies to immediately commence advertising the position of Chief Executive Officer of the Shire of Woodanilling in accordance with section 5.36(4) of the Local Government Act 1995 using a diverse range of advertising methods, mediums and platforms;
2. Endorses **Attachment 8.1.1** – Shire of Woodanilling Chief Executive Officer Position Advertisement 2026;
3. Endorses **Attachment 8.1.2** – Shire of Woodanilling Chief Executive Officer Position Information Package 2026; and
4. Includes in the information package that interviews are to be scheduled for the second week of June 2026.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming

Against: Nil

9. MOTIONS WITHOUT NOTICE BY PERMISSION OF THE COUNCIL

Nil.

10. CLOSURE OF MEETING

There being no further business the meeting closed at 10.43am

State Council Summary Minutes 4 March 2026

Ordinary meeting no. 1 of 2026 of the Western Australian Local Government Association State Council held at ONE70, LV3, 170 Railway Parade, West Leederville at 3:15pm.

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1 OPENING, ATTENDANCE AND APOLOGIES

1.1 OPENING

The meeting commenced at 3:16pm.

1.2 ATTENDANCE

Members	WALGA President	Karen Chappel AM JP (<i>Items 1 – 2</i>) Mark Irwin (<i>Items 4 – 15</i>)
	WALGA Deputy President	Chris Antonio
	Avon-Midland Country Zone	Phillip Blight
	Central Country Zone	Helen Sadler
	Central Metropolitan Zone	Paul Kelly
	Central Metropolitan Zone	Paige McNeil
	East Metropolitan Zone	Cate McCullough
	East Metropolitan Zone	Matthew Niikkula
	Gascoyne Country Zone	Laurene Bonza
	Goldfields Esperance Country Zone	Stephen Strange
	Great Eastern Country Zone	Scott Crosby
	Great Southern Country Zone	Chris Mitchell JP
	Kimberley Country Zone	Les Price
	Murchison Country Zone	VACANT
	North Metropolitan Zone	Lewis Hutton
	North Metropolitan Zone	Eman Seif JP
	North Metropolitan Zone	Elizabeth Sudlow
	Northern Country Zone	Mike Walmsley
	Peel Country Zone	Audra Smith
	Pilbara Country Zone	Patrick Hall
	South East Metropolitan Zone	Terresa Lynes
	South East Metropolitan Zone	Robert Schmidt
	South Metropolitan Zone	Karen Wheatland
	South Metropolitan Zone	Barry Winmar
	South Metropolitan Zone	Donelle Bueghe
	South West Country Zone	
Secretariat	Chief Executive Officer	Nick Sloan
	Executive Manager Member Services	Kirsty Martin
	Executive Manager Infrastructure	Ian Duncan
	Executive Manager Policy	Nicole Matthews
	Executive Manger Advocacy	Rachel Horton
	Chief Financial Officer	Rick Murray
	Manager Association and Corporate Governance	Kathy Robertson
	State Council Governance Officer	Habiba Farrag
Observers	City of Bayswater	Mayor Filomena Piffaretti
	City of Nedlands	Commissioner Bianca Sandri
	City of Stirling	Cr Karlo Perkov
	Avon-Midland Country Zone	Cr Lincoln Stewart (<i>Deputy</i>)
	Central Metropolitan Zone	Cr Liam Gobbert JP (<i>Deputy</i>)
	East Metropolitan Zone	Cr Rod Henderson (<i>Deputy</i>)

WALGA Policy Manager Community	Hannah Godsave
WALGA External Affairs Manager	Dana Mason
WALGA Manager Commercial Services	Sam McLeod

1.3 APOLOGIES

Ex Officio	The Rt. Hon. Lord Mayor – City of Perth Local Government Professionals WA President	Lord Mayor, Bruce Reynolds Mr Scott Wildgoose
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2 ACKNOWLEDGEMENT OF COUNTRY

WALGA acknowledges the continuing connection of Aboriginal people to Country, culture and community. We embrace the vast Aboriginal cultural diversity throughout Western Australia, including Boorloo (Perth), on the land of the Whadjuk Noongar People, where WALGA is located and we acknowledge and pay respect to Elders past and present.

WALGA is committed to supporting the efforts of WA Local Governments to foster respectful partnerships and strengthen relationships with local Aboriginal communities.

Karen Chappel AM JP vacated the Chair. Karen left the meeting at 3:17pm and did not return.

3 ELECTION OF WALGA PRESIDENT AND DEPUTY PRESIDENT

An election for the position of WALGA President and Deputy President was conducted in accordance with clause 16A of the Association Constitution.

The Chief Executive Officer, Mr Nick Sloan, acted as the Returning Officer.

Nominations opened on Thursday, 5 February 2026 and closed at 5:00pm on Monday, 23 February 2026.

The term of office of both the President and Deputy President is for a two (2) year period from 4 March 2026 and expires at the first ordinary meeting of State Council in 2028.

ELECTION OF PRESIDENT

The following nominations were received for President (in alphabetical order):

- Patrick Hall
- Mark Irwin
- Paul Kelly
- Teresa Lynes
- Paige McNeil
- Barry Winmar

Each candidate's nomination was distributed to State Councillors for consideration.

An election was conducted by secret ballot after each candidate was afforded a maximum of four (4) minutes to support their nomination. The order of speaking for candidates was randomly generated prior to the meeting.

DECLARATION

That Mark Irwin has been elected as WALGA President for a two (2) year term commencing immediately and concluding on the first ordinary State Council meeting of 2028.

ELECTION OF DEPUTY PRESIDENT

The following nominations were received for Deputy President (in alphabetical order):

- Chris Antonio
- Laurene Bonza
- Stephen Strange

Each candidate's nomination was distributed to State Councillors for consideration.

An election was conducted by secret ballot after each candidate was afforded a maximum of four (4) minutes to support their nomination. The order of speaking for candidates was randomly generated prior to the meeting.

Lewis Hutton left the meeting at 4:10pm and did not return.

DECLARATION

That Chris Antonio has been elected as WALGA Deputy President for a two (2) year term commencing immediately and concluding on the first ordinary State Council meeting of 2028.

The meeting was adjourned at 4:14pm.

The meeting resumed at 4:26pm with WALGA President, Mark Irwin, as Chair.

WALGA staff Dana Mason, Hannah Godsave and Sam McLeod joined the meeting at 4:26pm.

4 ANNOUNCEMENTS

Nil.

5 MINUTES

5.1 MINUTES OF THE STATE COUNCIL MEETING HELD 3 DECEMBER 2025

WALGA RECOMMENDATION

Moved: Paige McNeil
Seconded: Laurene Bonza

That the Minutes of the WALGA State Council meeting held on [3 December 2025](#) be confirmed as a true and correct record of proceedings.

RESOLUTION 001.1/2026

CARRIED

5.1.1 BUSINESS ARISING FROM THE MINUTES OF THE STATE COUNCIL MEETING HELD 3 DECEMBER 2025

Nil.

5.2 FLYING MINUTE – 2026-27 STATE BUDGET SUBMISSION

WALGA RECOMMENDATION

Moved: Barry Winmar
Seconded: Chris Mitchell JP

That the [Flying Minute – 2026-27 State Budget Submission](#) be confirmed as a true and correct record of decision.

RESOLUTION 002.1/2026

CARRIED

5.2.1 BUSINESS ARISING FROM THE FLYING MINUTE – 2026-27 STATE BUDGET SUBMISSION

Nil.

5.3 FLYING MINUTE – SELECT COMMITTEE INTO LAND DEVELOPMENT AND PLANNING

WALGA RECOMMENDATION

Moved: Barry Winmar
Seconded: Chris Mitchell JP

That the [Flying Minute – Select Committee into Land Development and Planning](#) be confirmed as a true and correct record of decision.

RESOLUTION 002.1/2026

CARRIED

5.3.1 BUSINESS ARISING FROM THE FLYING MINUTE – SELECT COMMITTEE INTO LAND DEVELOPMENT AND PLANNING

Nil.

5.4 FLYING MINUTE – STATUTORY REVIEW OF THE *WORK HEALTH AND SAFETY ACT 2020* WALGA SUBMISSION

WALGA RECOMMENDATION

Moved: Barry Winmar
Seconded: Chris Mitchell JP

That the [Flying Minute – Statutory Review of the *Work Health and Safety 2020 Act* WALGA Submission](#) be confirmed as a true and correct record of decision.

RESOLUTION 002.1/2026

CARRIED

5.4.1 BUSINESS ARISING FROM THE FLYING MINUTE – STATUTORY REVIEW OF THE *WORK HEALTH AND SAFETY ACT 2020* WALGA SUBMISSION

Nil.

5.5 FLYING MINUTE – WALGA SUBMISSION ON THE DRAFT STATE WASTE STRATEGY

WALGA RECOMMENDATION

Moved: Barry Winmar
Seconded: Chris Mitchell JP

That the [Flying Minute – WALGA Submission on the Draft State Waste Strategy](#) be confirmed as a true and correct record of decision.

RESOLUTION 002.1/2026

CARRIED

5.5.1 BUSINESS ARISING FROM THE FLYING MINUTE – WALGA SUBMISSION ON THE DRAFT STATE WASTE STRATEGY

Nil.

5.6 FLYING MINUTE – INQUIRY INTO LOCAL GOVERNMENT FUNDING AND FISCAL SUSTAINABILITY

WALGA RECOMMENDATION

Moved: Barry Winmar
Seconded: Chris Mitchell JP

That the [Flying Minute – Inquiry into Local Government Funding and Fiscal Sustainability](#) be confirmed as a true and correct record of decision.

RESOLUTION 002.1/2026

CARRIED

5.6.1 BUSINESS ARISING FROM THE FLYING MINUTE – INQUIRY INTO LOCAL GOVERNMENT FUNDING AND FISCAL SUSTAINABILITY

Nil.

5.7 FLYING MINUTE – SECTOR CONSULTATION – COMPULSORY AND VOLUNTARY VOTING AND ELECTION FREQUENCY

WALGA RECOMMENDATION

Moved: Barry Winmar
Seconded: Chris Mitchell JP

That the [Flying Minute – Sector Consultation – Compulsory and Voluntary Voting and Election Frequency](#) be confirmed as a true and correct record of decision.

RESOLUTION 002.1/2026

CARRIED

5.7.1 BUSINESS ARISING FROM THE FLYING MINUTE – SECTOR CONSULTATION – COMPULSORY AND VOLUNTARY VOTING AND ELECTION FREQUENCY

Nil.

6 DECLARATIONS OF INTEREST

Pursuant to our Code of Conduct, State Councillors must declare to the Chair any potential conflict of interest they have in a matter before State Council as soon as they become aware of it.

- Chris Antonio declared an interest in item 9.9 – LGISWA Board Director Sitting Fees.
- Paul Kelly declared an interest in item 9.9 – LGISWA Board Director Sitting Fees.

7 EX OFFICIO REPORTS

7.1 CITY OF PERTH REPORT

Lord Mayor, Bruce Reynolds, was an apology for this meeting.

7.2 LG PROFESSIONALS REPORT

Mr Scott Wildgoose, President, LG Professionals WA, was an apology for this meeting.

8 EMERGING ISSUES

Notification of emerging issues must be provided to the Chair no later than 24 hours prior to the meeting.

Nil.

9 MATTERS FOR DECISION

9.1 AVIATION ADVOCACY POSITIONS

By Negar Nili, Policy Officer Transport and Roads

COMPOSITE RECOMMENDATION

That State Council endorse two new advocacy positions as follows:

- 1. Regional Airports**
WALGA supports the sustainable operation of Local Government owned regional airports and advocates for proportionate regulatory frameworks, targeted funding, and operational guidance to ensure safe, efficient, and resilient airport infrastructure and services.
- 2. Regional and Remote Air Services**
WALGA advocates for reliable, affordable, and equitable regional air services, calling for greater oversight of airline pricing practices, including providing adequate capacity net of contracted (FIFO) seats, transparent fare structures and equitable access to discounted and lower-cost fares, to mitigate the impacts of limited competition and dynamic pricing on regional residents, businesses, and essential travel. WALGA also promotes the continued viability of essential routes and recognises regional aviation as an essential service supporting community access, workforce mobility, and regional economic development.

ALTERNATE MOTION

Moved: Stephen Strange
Seconded: Les Price

That State Council endorse two new Advocacy Positions on Aviation as follows:

- 1. Regional Airports**
WALGA supports the sustainable operation of Local Government owned regional airports and advocates for proportionate regulatory frameworks, targeted funding, and operational guidance to ensure safe, efficient, and resilient airport infrastructure and services.
- 2. Regional and Remote Air Services**
WALGA advocates for reliable, affordable, and equitable regional air services, calling for greater oversight of airline pricing practices, including providing adequate capacity net of contracted (FIFO) seats, transparent fare structures and equitable access to discounted and lower-cost fares, to mitigate the impacts of limited competition and dynamic pricing on regional residents, businesses, and essential travel. WALGA also promotes the continued viability of essential routes and recognises regional aviation as an essential service supporting community and emergency access, workforce mobility, and regional economic development.

RESOLUTION 003.1/2026

CARRIED

MATTERS FOR CONSIDERATION BY STATE COUNCILLORS (UNDER SEPARATE COVER)

9.2 PROPOSED AMENDMENTS TO AGM STANDING ORDERS

WALGA RECOMMENDATION

**Moved: Paul Kelly
Seconded: Barry Winmar**

That State Council endorse the updated AGM Standing Orders.

RESOLUTION 004.1/2026

CARRIED

9.3 REQUEST FOR DELEGATED AUTHORITY – STATE ROAD FUNDS TO LOCAL GOVERNMENT ADVISORY COMMITTEE (SAC)

WALGA RECOMMENDATION

**Moved: Karen Wheatland
Seconded: Les Price**

That State Council grants delegated authority to the Selection Committee to undertake the nomination and selection process for the three vacant positions on the State Road Funds to Local Government Advisory Committee (SAC).

LOST

MOTION

**Moved: Paige McNeil
Seconded: Helen Sadler**

That State Council approves by Flying Minute confirmation of the three appointments to the vacant positions on the State Road Funds to Local Government Advisory Committee (SAC) as recommended by the Selection Committee.

RESOLUTION 005.1/2026

CARRIED

9.4 APPOINTMENT OF POLICY TEAM CHAIRS

WALGA RECOMMENDATION

Moved: Phil Blight
Seconded: Scott Crosby

That State Council endorse the appointment of the following Policy Team Chairs:

- **Environment: Les Price**
- **Governance: Patrick Hall**
- **Infrastructure: Stephen Strange; and**
- **People and Place: Phillip Blight.**

RESOLUTION 006.1/2026

CARRIED

9.5 FINANCE AND SERVICES COMMITTEE MINUTES – 18 FEBRUARY 2026

WALGA RECOMMENDATION

Moved: Chris Antonio
Seconded: Chris Mitchell JP

That State Council endorse the Minutes of the Finance and Services Committee meeting held on 18 February 2026.

RESOLUTION 007.1/2026

CARRIED

9.6 LOCAL GOVERNMENT HOUSE TRUST MINUTES – 18 FEBRUARY 2026

WALGA RECOMMENDATION

Moved: Chris Antonio
Seconded: Paige McNeil

That State Council endorse the Minutes of the Local Government House Trust Board of Management meeting held on 18 February 2026.

RESOLUTION 008.1/2026

CARRIED

9.7 SELECTION COMMITTEE MINUTES – 24 FEBRUARY 2026

By Chantelle O'Brien, Zones Governance Officer

RECOMMENDATION

Moved: Paul Kelly
Seconded: Chris Mitchell JP

That State Council notes the resolution contained in the 24 February 2026 Selection Committee Minutes.

RESOLUTION 009.1/2026

CARRIED

9.8 LGISWA BOARD MINUTES – CONFIDENTIAL

By Sam McLeod, Manager Commercial Services

WALGA RECOMMENDATION

Moved: Chris Antonio
Seconded: Barry Winmar

That State Council receive the Minutes of the LGISWA Board meetings held on 24 October 2025 and 5 December 2025.

RESOLUTION 010.1/2026

CARRIED

9.9 LGISWA BOARD DIRECTOR SITTING FEES – CONFIDENTIAL

By Sam McLeod, Manager Commercial Services

Chris Antonio and Paul Kelly declared an interest in this item and left the meeting at 5:09pm.

WALGA RECOMMENDATION

Moved: Karen Wheatland

Seconded: Robert Schmidt

That State Council approve the sitting fees for LGISWA Board Directors to be adjusted by +4.1% for the 2026-27 Financial Year, in line with the current reported reference Wage Price Index.

RESOLUTION 011.1/2026

CARRIED

Chris Antonio and Paul Kelly returned to the meeting at 5:15pm.

9.10 USE OF THE ASSOCIATION'S COMMON SEAL

By Nick Sloan, Chief Executive Officer

WALGA RECOMMENDATION

Moved: Karen Wheatland

Seconded: Chris Mitchell JP

That State Council:

- 1. Notes and endorses the use of the Common Seal being affixed to the Letter of Offer (Variation Letter) with Australia and New Zealand Banking Group Limited dated 16 February 2026 for the renewal of the LGIS WorkCare Bank Guarantee.**
- 2. Approves and ratifies WALGA entering into that Letter of Offer (Restatement), which increases the applicable Facility Limit to \$90.7 million to satisfy the requirements of WorkCover WA and enable the continuation of the LGIS Workers Compensation arrangements.**

RESOLUTION 012.1/2026

CARRIED

10 POLICY TEAM AND COMMITTEE REPORTS

10.1 INFRASTRUCTURE POLICY TEAM REPORT

Presented by Policy Team Chair, Stephen Strange

NOTED

10.2 PEOPLE AND PLACE POLICY TEAM REPORT

Presented by Policy Team Chair, Phillip Blight

NOTED

10.3 GOVERNANCE POLICY TEAM REPORT

Presented by Policy Team Chair, Patrick Hall

NOTED

10.4 ENVIRONMENT POLICY TEAM REPORT

Presented by Policy Team Chair, Les Price

NOTED

10.5 MUNICIPAL WASTE ADVISORY COUNCIL (MWAC) REPORT

Presented by MWAC Chair, Karen Wheatland

NOTED

RESOLUTION

Moved: Karen Wheatland

Seconded: Chris Mitchell JP

That items 10.1 to 10.5, Policy Team and Committee Reports, be noted.

RESOLUTION 013.1/2026

CARRIED

11 MATTERS FOR NOTING / INFORMATION

11.1 2026-27 FEDERAL BUDGET SUBMISSION

By Dana Mason, External Affairs Manager

NOTED

11.2 SUBMISSION ON THE TERMS OF REFERENCE FOR INQUIRY INTO THE CURRENT STATE OF THE AUSTRALIAN TYRE INDUSTRY AND CHALLENGES AND OPPORTUNITIES WITHIN THE CONTEXT OF A CIRCULAR ECONOMY

By Conor Macgill, Senior Policy Advisor Waste Management

NOTED

11.3 SUBMISSION ON THE STATE HAZARD PLAN HAZMAT ANNEX B SPACE RE-ENTRY DEBRIS (SPRED)

By Amberley Bradley, Policy Advisor Emergency Management

NOTED

11.4 COMMUNITY SPORTING AND RECREATION FACILITIES FUND AND COMMUNITY NIGHT LIGHTS PROGRAM FUNDING PAUSE

By Rebecca Hicks, Policy Advisor Community

NOTED

11.5 FLYING MINUTES ENDORSED BY STATE COUNCIL

NOTED

RESOLUTION

Moved: Barry Winmar

Seconded: Eman Seif JP

That items 11.1 to 11.5, Matters for Noting / Information, be noted.

RESOLUTION 014.1/2026

CARRIED

12 ORGANISATION REPORTS

12.1 KEY ACTIVITY REPORTS

12.1.1 REPORT ON KEY ACTIVITIES, ADVOCACY PORTFOLIO

By Rachel Horton, Executive Manager Advocacy

NOTED

12.1.2 REPORT ON KEY ACTIVITIES, INFRASTRUCTURE PORTFOLIO

By Ian Duncan, Executive Manager Infrastructure

NOTED

12.1.3 REPORT ON KEY ACTIVITIES, MEMBER SERVICES PORTFOLIO

By Kirsty Martin, Executive Manager Member Services

NOTED

12.1.4 REPORT ON KEY ACTIVITIES, POLICY PORTFOLIO

By Nicole Matthews, Executive Manager Policy

Terresa Lynes left the meeting at 5:54pm and did not return.

NOTED

12.2 PRESIDENT'S REPORT

NOTED

12.3 CEO'S REPORT

NOTED

RESOLUTION

Moved: Helen Sadler
Seconded: Karen Wheatland

That items 12.1 to 12.3, Organisation Reports, be noted.

RESOLUTION 015.1/2026

CARRIED

13 ADDITIONAL ZONE RESOLUTIONS

RESOLUTION

Moved: Paige McNeil
Seconded: Stephen Strange

That the additional Zone Resolutions from the February 2026 round of Zone meetings as follows be referred to the appropriate portfolio for consideration and appropriate action.

RESOLUTION 016.1/2026

CARRIED

14 DATE OF NEXT MEETING

The next ordinary meeting of the WALGA State Council will be a Regional Meeting, hosted by the Central Country Zone in the Shire of Pingelly, on Thursday, 7 May.

15 CLOSURE

There being no further business, the Chair declared the meeting closed at 6:00pm.



BUSH FIRE ADVISORY COMMITTEE AGM MINUTES

Tuesday 26th March 2026

Shire of Woodanilling
Council Chambers

Commenced 7.05pm



1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chief Bush Fire Control Officer, Mr Evan Hall opened the meeting at 7.05pm and welcomed everyone to the meeting.

1.1. DISCLOSURE OF INTEREST AFFECTING IMPARTIALITY

Division 6 Subdivision 1 of the Local Government Act 1995 requires Council Members and Employees to declare any direct or indirect financial interest or general interest in any matter listed in this Agenda.

The Act also requires the nature of the interest to be disclosed in writing before the meeting or immediately before the matter be discussed.

NB: A Council member who makes a disclosure must not preside or participate in, or be present during, any discussion or decision making procedure relating to the declared matter unless the procedures set out in Sections 5.68 or 5.69 of the Act have been complied with.

DISCLOSURE OF INTEREST AFFECTING IMPARTIALITY

Disclosures of Interest Affecting Impartiality are required to be declared and recorded in the minutes of a meeting. Councillors who declare such an interest are still permitted to remain in the meeting and to participate in the discussion and voting on the particular matter. This does not lessen the obligation of declaring financial interests etc. covered under the Local Government Act.

To help with complying with the requirements of declaring Interests Affecting Impartiality the following statement is recommended to be announced by the person declaring such an interest and to be produced in the minutes.

"I (give circumstances of the interest being declared, eg: have a long standing personal friendship with the proponent). As a consequence there may be a perception that my impartiality on this matter may be affected. I declare that I will consider this matter on its merits and vote accordingly".

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Council Members		
Councillor	Cr Ian Garstone	
BFAC Committee		
Chief Bush Fire Control Officer	Evan Hall	
Deputy Chief Bush Fire Control Officer	Lachlan Patterson	
Senior Fire Control Officer 1	Bindi Murray	Beaufort/Kenmare
Fire Control Officer	Wayne Shackley	Cartmeticup
Fire Control Officer	Ben Wilhelm	Boyerine/Westwood
Shire Staff		
Community Emergency Services Officer	Cindy Pearce	
Chief Executive Officer	Anika Serer	
Apologies		
Fire Control Officer	David Coleman	
Fire Control Officer	Mal Baxter	
Fire Control Officer	Braden Crosby	
Fire Control Officer	Brad Garstone	

3. CONFIRMATION OF MINUTES

CONFIRMATION OF 25TH MARCH 2025 AGM MINUTES

Moved Wayne Shackley **Seconded** Bindi Murray
that the Minutes of the Bushfire Advisory Committee AGM Meeting held 25th March 2025 be confirmed as a true and correct record of proceedings without amendment.

4. ELECTION OF OFFICE BEARERS

The Current Chief Bushfire Control officer Evan Hall declares all position open and hands the chair to the Chief Executive Officer Anika Serer to commence the election of Office Bearers.

ELECTION OF OFFICE BEARERS

That the Committee recommends to Council the following appointments effective from 1 July 2026

BUSH FIRE EXECUTIVES

Chief Bushfire Control Officer (CBFCO) -	Evan Hall
Deputy Chief Bushfire Control Officer (DCBFCO) -	Lachlan Patterson
Senior Fire Control Officer (SFCO 1) -	Bindi Murray
Senior Fire Control Officer (SFCO 2) -	Braden Crosby
Fire Weather Officer (FWO) -	Bindi Murray
Deputy Fire Weather Officer (DFWO) -	Braden Crosby

BUSH FIRE CONTROL OFFICERS:

Beaufort Kenmare:	Mal Baxter
Boyerine Westwood:	Ben Wilhelm
Central:	Brad Garstone
Cartmeticup:	Wayne Shackley
Glencoe:	Ben Patterson

HARVEST BAN COMMITTEE:

CBFCO:	Evan Hall
DCBFCO	Lachlan Patterson
SFCO:	Bindi Murray
Beaufort/Kenmare:	Mal Baxter – Sally Vermeulen / Ray Kowald
Boyerine/Westwood:	Ben Wilhelm
Central:	Brad Garstone
Cartmeticup:	Wayne Shackley
Glencoe:	Braden Crosby

Clover Burning Officer	CBFCO – Evan Hall
Clover Burning Officer	Chief Executive Officer

Delegates to the ROAC	Chief Bush Fire Control Officer +1
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Secretary	Shire
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Moved Bindi Murray	Seconded Lachlan Patterson
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5. CLOSURE OF MEETING

With no further business the Chairperson closed the AGM meeting at 7.23pm



BUSH FIRE ADVISORY COMMITTEE MEETING

Thursday 26th March 2026

Shire of Woodanilling
COUNCIL CHAMBERS

Commenced at 7:23pm



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1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

Meeting opened at 7.23 pm

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Council Members		
Councillor	Cr Ian Garstone	
BFAC Committee		
Chief Bush Fire Control Officer	Evan Hall	
Deputy Chief Bush Fire Control Officer	Lachlan Patterson	
Senior Fire Control Officer 1	Bindi Murray	Beaufort/Kenmare
Fire Control Officer	Wayne Shackley	Cartmeticup
Fire Control Officer	Ben Wilhelm	Boyerine/Westwood
Shire Staff		
Community Emergency Services Officer	Cindy Pearce	
Chief Executive Officer	Anika Serer	
Apologies		
Fire Control Officer	David Coleman	
Fire Control Officer	Mal Baxter	
Fire Control Officer	Braden Crosby	
Fire Control Officer	Brad Gartstone	

3. CONFIRMATION OF MINUTES**CONFIRMATION OF BFAC MINUTES HELD 16 OCTOBER 2025**

Moved: Ben Wilhelm

Seconded: Bindi Murray

That the Minutes of the Bushfire Advisory Committee AGM Meeting held Thursday 16th October 2025 be confirmed as a true and correct record of proceedings without amendment.

FOR: 6/0

AGAINST: NIL

CARRIED

4. BUSINESS ARISING FROM PREVIOUS MEETING

Item#	Date initiated	Item Details	Officers Status Update	Assigned to	Comment	% Completed
	28.03.2023	Signage for Prohibited burning & Restricted burning periods.		CESM/DCEO	<p>CESM to discuss with DCEO on particular sites and signage requirements.</p> <p>18.10.2023 – CESM was unable to finalise due to costs. Any chance that Rotary may give some support as the signs came to \$1200 for 3 signs at Martup Pool, Town and Whispering Winds.</p> <p>15/10/2024 – Documents in folder awaiting next round of funding.</p> <p>Western Power Grants?</p> <p>Request to Council for funding?.</p> <p>23/09/2025 – No budget this year. – Keep seeking different funding.</p> <p>26/03/2026 – Keep seeking funding.</p>	
		Day/Weekly Call up sheets for Yellow/Red files		SFCO	<p>15/10/2025 – Bindi to make up Day/Weekly call sheets</p> <p>16/10/2025 – Continue with this, wait for Bindi to make sheet</p> <p>26/03/2026 – Will send through to Shire</p>	Completed
7.9		Harvest and Vehicle Movement Bans			<p>25/03/2025 – Terms and reference to be looked at October BFAC</p> <p>16/10/2025 – To be reviewed by CBFCO,DCBFCO, SFCO1, SFCO2, and presented at March BFAC.</p>	
6.3	16.10.2025	Motion – Wayne Shackley Report – Firebreak inspections		CBFCO,DCBFCO, SFCO1,SFCO2, CESM	<p>16/10/2025 - That the Chief Bushfire Officer, Deputy Chief Bushfire Officer, Fire Control officer 1&2 and CESM look at definitions to be added to the firebreak notice to address uninhabited buildings, standalone power systems and solar arrays. With a final to be presented at the March BFAC meeting.</p> <p>26/03/2026 – To sit down and go through before July 2026</p>	

5. OFFICER'S REPORTS

5.1. CBFCO – EVAN HALL

I would like to start by thanking all the volunteers that make our system work. We do a great job of it and all involved should be proud.

Thankfully we have had another reasonably quiet fire season and are getting very close to calling the season done (hopefully TC Narelle doesn't through up any nasty surprises).

As most would be already aware, the conclusion of this season marks the end of Cindy' tenure as our CESM. She leaves the biggest shoes imaginable to fill and we will be very hard pressed to find someone as dedicated, hard working and passionate for the cause. On behalf of the whole community, I would like to sincerely thank Cindy for all that she has done over her time here. Your above and beyond efforts and friendly nature will be sorely missed. All the best for whatever the future holds for you.

In light of Cindy' resignation, the council has recently passed that we will be sharing a CESM with only one other shire rather than two that we have been. That shire is Broomehill Tambellup. Now that the position sharing arrangement has been finalised, the search for Cindy' replacement can commence. Anika will touch on the time frames and details a little more.

On reflection of the last 12 months, there is only one stand out issue that I would like to raise and attempt to improve on. Going forward I would like to try tightening up our fire break standards around town. I believe this needs to be done in collaboration with the Central Brigade, SFCO's, the Shire and Landholders. Thanks very much to Ian Garstone for assisting Dave Coleman last year with inspections. The issue was highlighted to me through attending a town block fire last year. Although the landholder was trying to do the right thing and have their block slashed, it was not done so until the 24th of November. The result was too heavier load for a ride on mower and a slipping belt which led to the ignition. Upon leaving the fire ground I went for a drive around town with fire break eyes on and thought that we could make some significant improvements. I take responsibility for not keeping more of an eye on town and feel that it's a little unfair to expect the Central Brigade to look after it in entirety. My suggestion for next fire season and beyond is to be more proactive earlier and start with plenty of messaging prior to inspections. We could then start observing progress prior to the cut off for fire break inspections and issue reminders if there is not suitable progress prior to the 15th of November.

As I see it, the issues stem from; lag times, the cessation of Tim Browns business which included slashing, and lastly, absentee land owners. If inspections are due to start on the 15th of November, we realistically need to allow captains or their proxy, 7-10 days to carry them out. After this happens, any non-conformance then needs to be communicated to the shire who will then send a notice to the landholder of the issue which will also take several days. The land holder then needs time to execute the works (if they intend to) which could take up to another two weeks if waiting for a slashing contractor. What I am getting to is that by the time the mitigation works take place....it could well be mid December which is not where we want to be. Given that this is quite a lot for the Central Captain and Brigade to look after and that the rest of our shire is really good when it comes to fire break conformance, I suggest that we try and share the load of the town responsibility between SFCO's, the shire and Central Brigade. There may be a need to be a little more persuasion for a few years to achieve the conformance that we need, meaning that there maybe some fines issued until people work out that doing nothing is not an option. I'm very open to feedback and suggestions surrounding this point.

Whilst looking to the future.... the Volunteer fuel cards for fire fighting equipment scheme will kick off for the 2026/27 fire season. If anyone has any ideas or suggestions on what else to spend the money on other than hoses and nozzles then please get in touch. It would be greatly appreciated if anyone like to volunteer to administer the program which I am more than happy to help set up. It doesn't have to be a life long responsibility and can swap around after a few years. If you haven't gotten your cards to me yet then please do so shortly.

In parting I would like to take a short moment to remind the locality brigades that succession is one of our biggest issues long term (sorry to be a broken down record). All I ask is that there is consideration of who is taking on the Captaincy position as our senior FCO positions need to be filled through the locality brigades. If we were to end up with several Captains that do never want to step up, then the chief runs into problems. Its all about keeping the future safe with people that have had adequate time to gain leadership experience.

Cheers,

Evan

5.2. CESM – CINDY PEARCE

A big thankyou to Evan for doing an amazing job over the past couple of years. There have been some tough incidents with these mainly being in supporting neighbouring shires. You have set a very high standard for the next Chief with long hours and amazing coordination, it hasn't gone unnoticed. I would like to also thanks the FCOs for your incredible work in keeping your community safe.

PPE

There is a good supply of PPE in the PPE cupboards, including jackets and pants. We still have approx \$7400 to spend from the LGGS. This needs to be expended by mid to late June, so the newly appointed CESM will need to get onto this once they start.

LGGS Application

The application was submitted mid-March, requesting 2 new single bay sheds with one being for near the Kenmare Hall and one for behind the shire office for Central so they are separate from the Depot. We also requested an appliance for Kenmare. The application included a Business Case with maps etc of infrastructure around the Beaufort River area.

Permits to Burn

Reminder to forward a copy to the CESM for recording.

Thankyou

With this being my last summer, I would like to thank each of you individually and the shire, this includes previous officers that have held positions. I have enjoyed the past 15 years with many challengers over the time. I probably could write a book.! You're a great community so make sure you don't lose your identity.

5.3. CEO – ANIKA SERER

Federal Legislation on Regional Mobile Coverage (2025)

Article I. What is the legislation?

In November 2025, the Australian Government introduced the Telecommunications Legislation Amendment (Universal Outdoor Mobile Obligation) Bill 2025. The Bill creates a new national requirement—the Universal Outdoor Mobile Obligation (UOMO)—to ensure baseline outdoor mobile phone coverage is available across Australia, including regional, rural and remote areas.

Article II. Why was it introduced?

Large parts of regional Australia still lack reliable mobile coverage due to the cost of building and maintaining mobile towers. The legislation shifts from grant-based programs to a legally enforceable obligation, aiming to improve access to emergency services (Triple Zero), increase

safety on farms and regional roads, strengthen disaster resilience, and improve connectivity for regional communities and businesses.

Article III. Key features

- Mobile coverage must be reasonably available outdoors on an equitable basis nationwide.
- Initial services include voice calls and SMS text messaging.
- Coverage may be delivered using existing mobile networks and satellite-based direct-to-device technology, enabling service where towers do not exist.

Article IV. Who is responsible?

The obligation initially applies to Telstra, Optus and TPG Telecom, designated as primary providers. The Minister may adjust obligations by provider, region or service type over time.

Article V. Timing

The Bill was introduced to Parliament on 27 November 2025 and is currently under parliamentary consideration. The planned commencement date for the Universal Outdoor Mobile Obligation is 1 December 2027, subject to final legislation and implementation decisions.

Article VI. Why it matters for regional areas

The reform is expected to extend basic mobile coverage across millions of square kilometres. It is particularly relevant for remote communities, agriculture, travelers and emergency situations, and relies on new satellite technology rather than tower construction alone.

Article VII. Bottom line

This legislation represents a major shift in telecommunications policy. If implemented effectively, it has the potential to significantly improve safety, equity and connectivity for regional, rural and remote Australians.

General Discussion – Future CESM arrangements.

- Shire to employ a new CESM sharing the role with Broomehill – Tambellup
- Recruitment to begin
- Council report to reflect this attached.

BFAC RECEIVE OFFICER'S REPORTS

Moved: Bindi Murray

Seconded: Wayne Shackley

That the Officer's Reports be confirmed as a true and correct record of proceedings without amendment.

FOR: 6/0

AGAINST: NIL

CARRIED

6. BRIGADE REPORTS

6.1. BEAUFORT/KENMARE – BINDI MURRAY

- Brigade meeting on the 19th March
- New people coming along which is good
- Request for improved fire mitigation to reduce fuel load at Queerearrup Lake and Martup Pools – works to be done earlier and more extensive.
- Beginning of the fire season could the Radio operators be emailed a list of all the other operators and their call sign
- Very appreciative of having the High Season Fire appliance, it has been used a lot.

6.2. BOYERINE/WESTWOOD – BENJAMIN WILHELM

- Brigade meeting on the 16th March
- Westwood pump trailer not working - Central Brigade pump trailer now out at Doaks.

6.3. CARTMETICUP – WAYNE SHACKLEY

- Brigade meeting held on the 18th March
- One fire this season on Baxter road which was a flare up.

6.4. GLENCOE – LACHLAN PATTERSON

- Brigade meeting on the 17th March
- Fuel cards – finish our rounds which will take another three years
- Glencoe not to collect anything from the fuel card purchases
- Who watches the WhatsApp group? Do seasonal workers get taken on and off

6.5. WOODANILLING CENTRAL – IAN GARSTONE

- Brigade meeting held on the 7th March
- Need to get some more younger active members
- Truck attended Lake Grace Fire
- Wish Dave all the best and thank you for all your effort you have put in

BFAC RECEIVE BRIGADE REPORTS

Moved: Lachlan Patterson

Seconded: Ben Wilhelm

That the Brigade Reports be confirmed as a true and correct record of proceedings without amendment.

FOR: 6/0

AGAINST: NIL

CARRIED

7. GENERAL BUSINESS

7.1. PPC/PPE

Orders to be given to Cindy to arrange for purchasing if required.

7.2. REVIEW OF FIREBREAK NOTICE

- Follow this up in the coming months.

7.3. WHS OBLIGATIONS

Volunteer bushfire brigade induction, Volunteer Bushfire operating procedures, understanding WHS Obligations for Bushfire Volunteers, Bushfire Risk Management Plan all available on the Shires Website.

7.4. SOPS

No updates.

7.5. BUSHFIRE BRIGADE GUIDELINES AND OPERATING PROCEDURES

No updates.

7.6. FIRE HYDRANTS

- David has been doing to make sure they are maintained.
- Cindy to follow up if this is a Water Corp responsibility.

8. RECOMMENDATIONS

9. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING

10. MEETING CLOSED.

Meeting closed at 8.44 pm

Next Meeting to be decided at a later date.



4WDL VROC MINUTES

Tuesday, 31 March 2026 – 10:00 am

In-Person – Shire of Dumbleyung

Council Chamber - 32 Harvey Street, Dumbleyung WA 6350

Please enter via main Reception area for signing in, before proceeding to the Council Chamber.

Elected Members & CEOs



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4WDL VROC MINUTES

Tuesday, 31 March 2026, at Dumbleyung Council Chamber (Shire of Dumbleyung)

1. Call for a Nomination for a Chairperson and Deputy Chairperson till November 2027.

COMMITTEE DECISION

Election of Chairperson and Deputy Chairperson

Cr Len Armstrong handed the meeting over to Rajinder Sunner, the Executive Officer, who conducted the elections for Chairperson and Deputy Chairperson.

Appointment of Chairperson

The Executive Officer called for nominations for the position of Chairperson to serve until November 2027. A nomination of **Cr Karen Harrington** for Chairperson was moved by **Cr Neil Morrell** and seconded by **Cr Len Armstrong**.

Cr Karen Harrington was declared duly elected Chairperson of 4WDL until November 2027.

Appointment of Deputy Chairperson

The Executive Officer also sought nominations for the position of Deputy Chairperson for the same term. A nomination of **Cr Amy Knight** for Deputy Chairperson was moved by **Cr Len Armstrong** and seconded by **Cr Russell Thomson**.

Cr Amy Knight was declared duly elected Deputy Chairperson of 4WDL until November 2027.

Following the completion of the election process for Chairperson and Deputy Chairperson, the Executive Officer subsequently returned control of the meeting to the Deputy Chairperson. The Deputy Chairperson then assumed responsibility for conducting the remainder of the meeting.

1.0 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

Deputy Chairperson **Cr Amy Knight** welcomed everyone and declared the meeting open at 10:25 am.

2.0 RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

Local Government	Attendee(s):
Shire of Wagin	Dr Kenneth Parker – CEO
Shire of West Arthur	Cr Neil Morrell Vin Fordham Lamont – CEO Rajinder Sunner (4WDL Executive Officer)
Shire of Williams	Nil
Shire of Woodanilling	Cr Russel Thomson Anika Serer – CEO
Shire of Dumbleyung	Cr Amy Knight Cr Marilyn Hasleby Gavin Treasure – CEO
Shire of Lake Grace	Cr Len Armstrong (4WDL Chairperson) Cr Stephen Hunt Aaron George Wooldridge – DCEO

Visitors

Nil	
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Local Government:	Apologies:
Shire of Wagin	Cr Phillip Blight Cr Sherryl Chilcott Cr Bryan Kilpatrick – Proxy
Shire of West Arthur	Cr Karen Harrington Cr Helen Lubcke Cr Russell Prowse – Proxy
Shire of Williams	Cr Tracey Price Peter Stubbs – CEO
Shire of Woodanilling	Cr Kahlia Stephens
Shire of Dumbleyung	Cr David Head Cr Emily Edwards Cr Catherine Watkins Cr Ben Stangoni Cr Freyja Melling
Shire of Lake Grace	Alan George

3.0 CONFIRMATION OF MINUTES

COMMITTEE DECISION

Moved by Cr Russell Thomson

Seconded by Cr Len Armstrong

That the minutes of the 4WDL VROC meeting held on Tuesday, 25 November 2025, at the Shire of Woodanilling, are confirmed as a true and accurate record of the meeting.

CARRIED 6/0

4.0 PRESENTATIONS/GUESTS – Tory Young

5.0 CORRESPONDENCE

5.1 Inward / Outward:

INWARD

DATE	CORRESPONDENT	FOR ACTION BY	SUBJECT	STATUS

OUTWARD

DATE	RECIPIENT	SUBJECT	THE TYPE	STATUS

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6.0 STATUS REPORT

Meeting Date	Item #	Agreed Action	Responsible Shire/s	Comments on Action Taken	Status
11 November 2022	8.1	Tourism Collaboration/Initiatives & Short Term Stay Accommodation project	<i>General tourism matters - all member local governments</i> <i>Short-Term Accommodation – Shires of Wagin, West Arthur, Dumbleyung (lead) and Lake Grace</i>		The project was adopted but suspended pending the outcomes of the Key Worker Housing Project (4WDL VROC resolution from meeting held 13 December 2023).
11 November 2022 12 November 2024 25 March 2025 22 July 2025 25 November 2025	8.2	Employee / Key Worker Accommodation	<i>Shire of Dumbleyung (lead) & Wheatbelt Development Commission</i>	1. That member Shires indicate their interest (approximately \$2000) or otherwise in being part of the proposed scoping of a Worker's Accommodation initiative 2. That the CEOs of Shires wishing to take part in this initiative work with the Wheatbelt Development Commission to finalise a scope for the engagement of a consultant to prepare a report on the Worker's Accommodation proposal.	Report & update from Shire of Dumbleyung CEO to be provided in today's agenda with the group to consider endorsement and adoption of the project prospectus. Several meetings and presentations were held. Gavin Treasure presented the detailed report – refer to item 8.1 Refer to Gavin Treasure for the detailed report – refer to agenda item 8.1 Refer to Gavin Treasure for the detailed report – refer to agenda item 8.1 Refer to Gavin Treasure for the detailed report – refer to agenda item 8.1

COMMITTEE DECISION

Moved by Cr Russell Thomson

Seconded by Cr Neil Morrell

The 4WDL Status Report, as presented, should be accepted.

CARRIED 6/0

7.0 STRATEGIC PLAN 2024-2027

Priority Projects 2025-2028

PROJECT	SUMMARY	ACTION	PROJECT LEAD	SUCCESS INDICATORS	UPDATES/OUTCOMES	DATE COMPLETED
1. ECONOMIC DEVELOPMENT	Supporting and diversifying agricultural-based economies and the small business (SME) sector.		Common Interest Group of Shires. <i>Shire of Williams</i>		<p>25 March 2025:</p> <ol style="list-style-type: none"> Focus on Industrial and Residential subdivisions. New business owners. Windfarm Community framework. Quick sale of available land. <p>25 November 2025:</p> <ol style="list-style-type: none"> Draft Documents/Prospectus by each shire in the 4WDL Group. <p>31 March 2026: Dumbleyung will use the SoWA Prospectus as a base, reviewing and amending it to suit local needs. The updated prospectus will be submitted to the Dumbleyung Council for approval.</p> <p>West Arthur – Development WA has successfully sold two industrial lots in Growden Place, Darkan. The Shire is actively progressing with the sale of additional industrial land.</p>	
2. TOURISM	Identify opportunities to work across the 4WDL region	<p>Compile a "Drive Trail" brochure for all 4WDL Member Local Governments to maximise the current tourism market and the travellers through the region</p> <p>Set up a new Social Media Group from 4WDL to promote all activities. Paul Hanlon and Cr Chilcott will spearhead this group with support from a marketing person (CDO) from other shires.</p>	Common Interest Group of Shires. Shire of Woodanilling Paul Hanlon - CEO Cr Sherryl Chilcott and CDO from other shires	<ol style="list-style-type: none"> Production of Short-Term brochure for the region. Increase foot traffic to newly created social media sites. 	<ol style="list-style-type: none"> Social Media page creation and regular updates. Promote activities of the member shires. Create a new APP Liase with Tourism WA. <p>25 March 2025: Various options were discussed: Golden Outback, Maradong Country, and promotion at the</p>	

					<p><i>Caravan and Camping Show. It was decided to wait until the new CEO commenced employment with the Shire of Woodanilling.</i></p> <p>25 November 2025:</p> <ol style="list-style-type: none"> 1. Undertake an audit in tourism. 2. Collaboration in Destination Development plans <p>31 March 2026:</p> <p>Woodanilling – Audit WIP from other Shires.</p> <p>Dumbleyung – Forward the Dumbleyung Destination Development Plan (audit report) to the 4WDL Group.</p> <p>West Arthur – Follow up.</p> <p>Lake Grace – WIP.</p>	
<p>3. COMMUNICATIONS</p>	<p>Improved internet and mobile connectivity in areas of poor service</p>	<p><i>To investigate the development of a Business Case for a Communications solution to poor internet and mobile connectivity.</i></p> <p><i>New Action – Support each member of the Local Government in their endeavour to provide improved communications in their Shire.</i></p>	<p>Shared Interest Group of Shires.</p> <p>Shire of Lake Grace</p>	<ol style="list-style-type: none"> 1. Grant funding is obtained 2. Successful project completed 3. Improved internet and mobile telecommunications access in areas of member Local Governments 	<p>*Field Solutions Group’s backbone network has been completed from Lake Grace and Kent Shire to Wagin; it is fully operational and has strong broadband connectivity. Optus towers are being installed in West Arthur (black spots), so dual connectivity/SIM would be required.</p> <p>*“Save the date” invites for the AgTech Expo/forum in Dumbleyung have been sent out. The AgTech Expo/forum was held in July 2024 in Dumbleyung. There were good speakers at the Expo/forum.</p> <p>* Dumbleyung is installing public-access Wi-Fi hotspots in numerous locations around the town; Lake Grace is looking to do the same along the main street and in the new Playground area.</p> <p>25 March 2025:</p> <p>Crisp Wireless and Starlink options were discussed. Telstra coverage and capacity constraints were also mentioned. It was decided to wait until the WALGA survey was completed and pursue advocacy</p>	

					<p>directed at the Federal Government.</p> <p>25 November 2025:</p> <ol style="list-style-type: none"> 1. Crisp wireless is switched on in a couple of towers. 2. Starlink is taking off and is popular. 3. Dual Sim Capability. 4. TELSTRA Admitted issues when 3G was switched off. <p>31 March 2026:</p> <ul style="list-style-type: none"> • 5G Tower in Lake Grace, having issues with 4G and 5G. • FSG Towers has been bought by new buyer. • New Communication in Woodanilling. • Amazon and Starlink trailing new 4G and 5G technology in Tasmania, if successful then will be rolled out Australia wide. <p>ACTION: Gavin to circulate new ex-FSG tower ownership contact details to Lake Grace and Woodanilling LGAs.</p>	
<p>4. WATER SECURITY</p>	<p>Increased water security and reduced reliance on current systems</p>	<p>Investigate Water supply and security issues across the VROC region and prepare a report on future options.</p> <ol style="list-style-type: none"> 1. <i>Contact appropriate agencies and Local MP to support the reinstatement of farm funding opportunities for the National On-Farm Emergency Water Infrastructure Rebate Scheme.</i> 2. <i>Advocate for Regional Water Security importance.</i> 	<p>Common Interest Group of Shires. <i>Shire of Dumbleyung – current LG with funding applications pending.</i> Shire of Wagin</p>	<ol style="list-style-type: none"> 1. A report is presented to 4WDL VROC to determine the viability of a Water Security project Grant Funding obtained and successful projects completed 	<p>*The Regional Drought Resilience Plan for Shires of Lake Grace, Wagin, Dumbleyung, Kondinin and Kulin has been finalised; respective Federal and State Government Ministers have endorsed the Plan. The initial tranche of implementation funds of \$300K has been committed by Federal and State Governments to deliver initial water-related projects. Further, \$125K was committed to commence a project-ready business case focusing on a region-wide water supply and infrastructure investment solution.</p> <p>25 March 2025: <i>Dr Kenneth Parker, the CEO, presented several options under consideration: capturing water</i></p>	

					<p>from CBH facilities, utilising greywater, desalination, and looking at the Peel regional water supply. A meeting with the Regional Drought Resilience team is scheduled for March 26, 2025. further updates will be provided at the next 4WDL meeting in July 2025.</p> <p>25 November 2025:</p> <ol style="list-style-type: none"> 1. Drought resilience and community resilience funding are available. 2. Town dam to desalinate water. 3. Further investigate Remote bores. <p>31 March 2026: Wagin – Draught Resilience Grant Funding (DRF) received by Most to deliver their nominated projects, but there is additional requirement from Wheatbelt Development Commission to provide regular update reports on projects. Dumbleyung - \$120K left over from Drought Resilience Planning phase earmarked to consider Desalination across the five Wheatbelt LGAs, using the Dumbleyung Desal trial project as a base case. ACTION – Post trial report to be circulated to 4WDL.</p>	
<p>5. HOUSING</p>	<p>Short & long-term accommodation</p>	<p>Undertake a two-stage comprehensive analysis of supply and demand gaps for Key Worker Housing across the 4WDL region. Based on this investigation, complete a project-ready business case supporting new key worker housing investment in the 4WDL region.</p>	<p>Common Interest Group of Shires. Shire of Dumbleyung</p>	<p>Federal and/or State Government support secured to provide funds to enable the 4WDL LGAs to invest in new Key Worker Housing across the region.</p>	<p>A 4WDL delegation has initiated significant advocacy efforts targeting key stakeholders in the federal and state governments. No funding commitments have been received as yet. Continue to elicit support using marketing and advocacy materials as prepared.</p> <p>25 March 2025: Refer to item 8.1</p> <p>31 March 2026: Refer to item 8.1</p>	

<p>6. RENEWABLE ENERGY</p>	<p>Support socially sustainable renewable energy opportunities</p>	<p>Contribute to the wider WALGA and LG industry policy on renewable energy. Advocate for appropriate.</p> <ul style="list-style-type: none"> • Community benefits • Mitigation of impacts • Legacy benefits using local businesses and accommodation/housing provisions 	<p>Common Interest Group of Shires. <i>Shire of West Arthur</i></p>	<ol style="list-style-type: none"> 1. Community benefits agreements are in an appropriate contractual framework 2. The extent of risk mitigation The extent of legacy benefits achieved. 	<p>NSW Guidelines on Community Benefits are a helpful reference 25 March 2025: <i>The CEO of the Shire of West Arthur met with Powering WA and Western Power on March 21, 2025.</i></p> <ul style="list-style-type: none"> • <i>Jai Thomas, State Energy Coordinator, is meeting with the new Energy Minister on 25 March 2025.</i> • Requested new Minister Sanderson for Energy to visit the shires dealing with wind farm development. • Sorting out a date for Western Power to address the Council meeting. • WALGA is working on engagement and Community benefits guidelines from local governments. • Shire of Narrogin is taking a policy to the Council on the Community Benefit Fund. • PoweringWA's main priority is sorting out Community benefits and other revenue frameworks. • Transmission lines are a high priority for all parties, <p>25 November 2025:</p> <ul style="list-style-type: none"> • Refer to the presentation from Tory Young and correspondence received from Renee Manning. <p>31 March 2026: West Arthur – paleochannels study was done about two years ago. There is ongoing challenge of</p>	
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					<p>water supply and water security, due to pending additional demand for the water required during Wind Turbine construction phase.</p>
<p>7. HEALTH</p>	<p>Sustainability of Volunteers & Health Services</p>	<p>Liaise with the relevant health organisations and monitor the provision of health services with a focus on GP services, mental health services and the use of volunteers Drop Off the Agenda.</p>	<p><i>Common Interest Group of Shires.</i></p>		<p><i>Lake Grace has had the WACHS Board visit the hospital and discuss accommodation for WACHS staff with Neil Fong (Chair); they keep moving the goalposts on design plans.</i></p> <p><i>Dumbleyung has completed the Public Health Plan; no implementation funds are available from WACHS. The LGA is happy to advocate for community needs but will not provide extra public health services.</i></p> <p>25 March 2025: <i>Cr Armstrong discussed the Livingston health model and the modified Monash model (a Fact sheet is attached to the minutes). A position paper was submitted to the federal Budget pre-submission process for consideration on behalf of six shires: Gnowangerup, Jerramungup, Kojonup, Narembeen, Lake Grace, and Ravensthorpe. The motion will be presented to the ALGA national assembly, which will be held in Canberra from 24 to 27 June 2025. "This National General Assembly calls on the Australian Government to increase the Financial Assistance Grants for regional and remote local governments (RM6 and RM7) to assist in funds associated with attracting and retaining general practitioners, therefore redirecting ratepayer funds to local government responsibilities."</i></p> <p><i>An update will be provided at the next 4WDL meeting in July 2025.</i></p> <p>25 November 2025: <i>Cr. Armstrong updated the group.</i></p> <ol style="list-style-type: none"> There is a TEAM meeting scheduled on 26 November 2025.

					<ol style="list-style-type: none"> 2. Lake Grace is the lead shire with other Six LG in the group. 3. WACHS housing to move in and sign an agreement. 4. Caroline Robinson from 150 Square is in discussions with various key stakeholders/agencies. 5. The Public Servants make decisions with minimal regard to rural community needs. 6. There is a big gap in Rural versus remote in understanding the needs. 7. Keep working on alliances with other like-minded Local Governments in Rural areas. <p>31 March 2026: Refer to the Shire's Update.</p>
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Areas for Monitoring

PROJECT	MONITORING	ACTION	LEAD	UPDATES/OUTCOMES

Lower Priorities and Projects

Although necessary, the following lower-priority areas and Activities / Projects were also identified. It was agreed that these will be noted and actioned as higher priorities are completed, as priorities change, or if resources allow, the number of projects will increase.

PROJECT	PROJECT LEAD
SHARED SERVICES Establish a shared service model for the 4 WDL Group. Support local governments and, when necessary, share resources.	The common interest of all members of local governments is that there are no updates or recent developments.

8.0 ITEMS FOR DISCUSSION

8.1 4 WDL Keyworker Housing Project Update

Local Government: Shire of Dumbleyung

Reporting Officer: Gavin Treasure (Project Lead)

Attachment: 1. Draft 4WDL Press Release

Background

Significant project scoping and development work has been progressed by 4WDL over the past 2-3 years to achieve project and business case readiness for its Key Worker Housing Project. The 4WDL Key Worker Housing Project provides strong economic justification to seek circa \$17.6M Federal and/or State Government grant funding support to establish 33 new key worker dwellings constructed across the six main towns located in the 4WDL sub-region. Further, 4WDL is seeking a Federal and/or State Government commitment to establish a Key Worker Housing Subsidy Fund (Program) to supplement the market failure gap by providing financial support and capital subsidies to market, including employers.

Similarly, significant advocacy efforts has also been progressed by the 4WDL Advocacy Group to seek support towards the project. Various meetings have been held with key members of parliament in WA, including lead agency representatives and policy advisors for the State Government Minister for Housing. 4WDL (through Shire of Dumbleyung) also submitted a funding application into the State Government Infrastructure Development Fund (IDF) Stream 3 Round – Unlocking Regional Worker Accommodation Opportunities, noting the criteria for this program focused more on headworks related costs, rather than actual housing development. Applications into the IDF program closed on 6th September 2024. The Shire of Dumbleyung CEO received verbal notification on 11th November 2025 that decision making on the 4WDL IDF application had been deferred.

Our 4WDL Chair wrote to the Minister for Housing (2025) informing of the significant investigative and business case readiness work progressed on the 4WDL Key Worker Housing Project and to offer our support to partner with the State Government to access the \$25M Regional Housing Support Fund to deliver much needed key worker housing across key towns in the 4WDL region. 4WDL also offered to meet with the Minister to provide a briefing in relation to the 4WDL Key Worker Housing Project. No response had yet been received from the Minister's office.

Following our last 4WDL Meeting, work commenced to prepare and submit a grant funding submission into the State Government \$25M Regional Housing Support Fund, with support from Whitney Consulting. A robust submission was prepared and lodged by the (adjusted) grant program due date of 6th February 2026. The submission seeks circa \$4.9M for a circa \$13.5M project to deliver 20 new dwellings across the 4WDL region. It is not known when State Government feedback will be provided in relation to this submission, potentially early into the 2026/27 financial year.

A draft Press Release has been prepared to highlight the significant investigative and business case work as completed by 4WDL in relation to Key Worker Housing. It also profiles the importance of the 4WDL grant funding submission into the State Government Regional Housing Support Program.

Comments

In 2025, under a Wheatbelt Regional Housing Initiative (WRHI), ten Wheatbelt based LGAs were the recipients of a circa \$32.8M Federal Government Housing Support Program Stream 2 Community Enabling Infrastructure Grant. The 4WDL LGAs of Williams, Lake Grace, West Arthur and Dumbleyung are part of this 10 LGA consortium. The grant funding is targeted at supporting recipients to deliver headworks and site services for LGA controlled land holdings. Projects must be completed by 31st March 2027.

The Federal Government has now released Streams 3 (and 4) of the Housing Australia Future Fund (HAFF) targeting 21,350 new social and affordable homes through a faster partnership driven model. The program moves from fixed, competitive rounds to an open, non-competitive, merit based process, with a two stage EOI to detailed application pathway designed to cut delays and lock in clearer delivery commitments. Three funding tools are potentially available; availability payments (APs), concessional loans and HAFF senior debt offered as part of an integrated package, with APs expected to sit in a maximum range of \$17,500-\$23,500 per dwelling, per year for 25 years, varying by stream. Four distinct streams focus on First Nations housing, housing diversity, State and Territory delivery and large-scale institutional partnerships.

Whilst Stream 3 is a dedicated funding pool targeting State Governments and Territories, WRHI is investigating whether Stream 4, Partnerships at Scale, is worthy of funding application consideration; noting LGAs are eligible to apply. At a recent ALGA convened HAFF webinar, it was indicated that 500 dwellings would be the minimum number to be considered as an eligible funding application. For a Wheatbelt submission to be considered eligible, this may require considerable partnerships across the region to meet the required scale. 4WDL, as well other Wheatbelt ROCs, could be worthy of partnership consideration.

Recommendation

It is recommended that: -

1. The draft 4WDL Press Release (as attached) relating to the State Government Regional Housing Support Program grant funding submission be supported for immediate release.
2. 4WDL expresses an interest in partnering with WRHI, under a joint HAFF Stream 4 grant funding submission, with further advice to be distributed to 4WDL members as additional information becomes available.

COMMITTEE DECISION

Moved by **Cr Len Armstrong**

Seconded by Cr Stephen Hunt

CARRIED 6/0

8.2 4WDL Shared Employment Regulation Roles

Local Government: Shire of Wagin

Reporting Officer: Kenneth Parker

Attachment: Nil

Background

Nil

Comments

Local governments are required to perform regulatory roles that require specialist knowledge and often qualifications. These include:

- Environmental Health (*Public Health Act*)
- Planning (*Planning and Development Act*)
- Building survey (*Building Act*)
- Ranger services (*Local Government Act, Dog Act, Cat Act*)

The volume of work for each of these functions varies from time to time but would be unlikely to be enough for any individual 4WDL member to justify employment on a full-time basis, all year round.

A review of arrangements among the six 4WDL members has found that in these four regulatory areas, no 4WDL member employs their own staff locally (except for Wagin who employs a casual remotely to conduct building permit work and local ranger who performs some but not all ranger functions).

Instead, 4WDL members employ a combination of contractors and employees of other local governments.

The Shire of Wagin Administration's experience over the last two years with their arrangements for regulatory services has been inconsistent. Environmental health, planning and ranger services have all experienced issues and while building permit approvals have mostly been timing, other building regulation is challenging.

The Shire operates a low-cost approach to regulatory services.

Contract Type	GL	Budget 2024/25	Costs 2024/25	Budget 2025/26	Costs 2025/26 (1st 6 months)
Town Planning	E106005	\$15,000	\$6,882	\$7,500	\$11,022
Building	E133005, E133007, E133008	\$10,853	\$6,222	\$8,430	\$4,099
Health	E074015	\$7,000	\$1,850	\$3,000	\$113
Ranger	E052030	\$30,000	\$18,331	\$25,000	\$3,715
Total		\$62,853	\$33,285	\$43,930	\$18,949

This approach aligns with the complaints-based approach to regulation but constrains the Shire's ability to be responsive to pressing or complex regulatory matters.

The Shire has enough work for at least one day a week in:

- Planning
- Ranger services

And at least one day a fortnight in:

- Building survey
- Environmental health.

The work required includes a combination of day-to-day regulatory function and complaints management but also a backlog of discrete tasks:

- progress revisions to local planning scheme (planning)
- master planning industrial land development (planning)
- preparation of a public health plan (environmental health)
- better regulation and management of deceased estates (environmental health)
- implement improved mosquito management program (environmental health)
- swimming pool inspections (building)
- assisting in Shire building maintenance planning (building)
- better compliance for buildings in poor condition that might pose a health risk (building)

The Shire of Wagin Administration is open to exploring alternative arrangements in all four regulatory areas to present to its Council.

In particular, the Shire of Wagin Administration wishes to test interest in shared arrangements with another or several 4WDL members to employ staff in these four areas.

This might be best achieved through one local government being the employer and then contracting services with other participating local governments. This arrangement may be simpler than a joint employer model and certainly simpler than establishing a regional subsidiary.

It would propose that each employee would be based in one local government but travel on as fixed a schedule as possible to the other participating local governments. This is key to the program as it aims to achieve greater local visibility and direction than afforded by contractual arrangements.

Participating local governments would need to make contributions to salary and on-costs including a motor vehicle. For the Shire of Wagin and member local governments, such an approach would improve service levels but come at additional cost.

For the four regulatory services the total cost to the Wagin is estimated to be \$78,000 which is slightly less than double the current budgeted expenditure. This would give Wagin planning and ranger services one day a week and building and environmental health services once a fortnight.

Attracting personnel with the required qualifications is a stumbling block and could require the provision of housing as part of the ERP. The roles would involve extensive travel and be complex to

administer. However, from the Wagin’s administration perspective the potential return on reliable, prompt and local regulatory services makes such an initiative worth exploring.

Recommendation

SHIRE OF WAGIN OFFICER RECOMMENDATION

~~That 4WDL Local Governments AGREE to consider participating in a joint employment arrangement for the following regulatory services as part of considerations for their 2026-27 budget:~~

That 4WDL Local Governments agree to provide average annual expenditure and estimated demand costs for the following areas for consideration at the next 4WDL Meeting: -

- Planning
- Building
- Environmental Health
- Ranger services

COMMITTEE DECISION

Moved by **Cr Russell Thomson** **Seconded by** **Cr Len Armstrong**

CARRIED 6/0

8.3 Strengthening 4WDL: Incorporation and Executive Officer Proposal

Local Government: Shire of West Arthur

Reporting Officer: Rajinder Sunner

Attachment: 2. EMAIL MOU NEWROC
3. NEWROC MOU FINAL NOV 2023

Purpose

The purpose of this agenda is to outline the advantages of formally incorporating 4WDL as a Not-for-Profit organisation and establishing a paid Executive Officer (EO) position. This initiative aims to enhance the group's capacity to advocate for the region, coordinate collaborative projects, and attract external funding, thereby benefiting all member Shires. Collaboration among Shires also builds capacity and capability, enabling a stronger collective response to regional challenges.

Background

4WDL was established as a collaborative platform for neighbouring local governments to address regional issues of mutual importance. Over time, the group has successfully served as a forum for dialogue and cooperation between member Shires.

However, regional challenges are becoming more complex, particularly in workforce attraction, infrastructure funding, economic development, housing, and service delivery. As these challenges grow, there is a clear need for a more structured and well-resourced approach to regional collaboration and advocacy.

Currently, 4WDL operates informally, relying on the goodwill and capacity of staff from member Shires. This arrangement restricts the group's ability to proactively pursue regional opportunities and advocate effectively to State and Federal Governments.

Why Incorporate 4WDL as a Not-for-Profit?

Formal incorporation would establish a clear governance framework and create new opportunities for the group that are not currently accessible.

Key benefits include:

- 1. Access to Government Funding:** Incorporation would enable 4WDL to apply for government grants and funding programs that require formal organisational status.
- 2. Stronger Regional Voice:** A formal structure would strengthen the group's collective advocacy efforts, increasing its influence in discussions with State and Federal Governments.
- 3. Clear Governance and Accountability:** Incorporation would provide a transparent governance framework, ensuring accountability and effective management.
- 4. Platform for Regional Projects:** The group would have a solid foundation to initiate and manage collaborative regional projects.

Establishing a Paid Executive Officer

To transition from a discussion forum to an active regional collaboration platform, 4WDL requires dedicated coordination. A part-time Executive Officer would bring professional capacity to support the group's objectives. The planned departure of Mr Gavin Treasure is anticipated to create a significant gap in 4WDL's advocacy capacity.

Key responsibilities could include:

- Coordinating regional advocacy initiatives
- Identifying and preparing grant applications
- Supporting collaborative regional projects
- Liaising with State and Federal Government agencies
- Facilitating meetings and reporting
- Promoting regional opportunities and partnerships

This role would significantly improve the group's ability to pursue opportunities that individual Shires may not be able to progress on their own.

Proposed Funding Model

A straightforward and equitable funding model is proposed:

Contribution: \$10,000 per annum

With six member Shires, this would provide: **\$60,000 per year**

This funding could support:

- **A part-time Executive Officer**
- Basic administration and governance costs
- Strategic planning and advocacy initiatives

Over time, the EO role would also focus on securing external funding, which would help reduce reliance on member contributions.

Strategic Value for Member Shires

Strengthening 4WDL would deliver tangible benefits to all participating local governments:

- Stronger **regional advocacy** to State and Federal Governments
- Greater success in **securing external funding**
- Improved **collaboration between neighbouring Shires**
- Shared capacity to address regional challenges
- More coordinated **economic and community development initiatives**

Collective action enables smaller local governments to amplify their voice and influence in regional decision-making.

Recommendation

~~The 4WDL group is invited to consider several key proposals aimed at strengthening its structure and operations:~~

- ~~1. Formal Incorporation as a Not for Profit Organisation~~
- ~~2. Establishment of a Part Time Executive Officer Role~~
- ~~3. Consider a \$10,000 annual contribution per shire from financial year 2026-2027.~~

That 4WDL accept an offer from Dr Ken Parker, Chief Executive Officer of the Shire of Wagin, to appoint him as Executive Officer for 4WDL for the next twelve months.

COMMITTEE DECISION

Moved by **Cr Russell Thomson** **Seconded by** **Cr Len Armstrong**

CARRIED 6/0

9.0 OTHER BUSINESS

9.1 'Around the Shires'

- **Wagin**

The Shire of Wagin recently hosted the Woolorama 2026 event, which proved to be highly successful. Over 10,000 people attended the show, demonstrating strong community engagement and interest, even with the exceptionally hot weather conditions. The Rodeo was a standout attraction, drawing considerable attention and positive feedback from attendees.

Looking ahead, the Shire faces significant challenges in preparing the 2026-27 budget. Increased cost pressures, largely resulting from the ongoing conflict in Iran, are impacting financial planning and resource allocation. The Shire will need to carefully consider these external factors as it works towards setting a sustainable and balanced budget for the coming financial year.

- **West Arthur**

The Sheepfest event, held on 14 March 2026, was highly successful. This year marked the first instance of the event being hosted in town rather than at the football oval. Attendance was strong and feedback from participants was overwhelmingly positive.

Raj will be departing the Shire of West Arthur on 30 June 2026 to commence a new position with the Shire of Narembeen.

Powering WA has released Community Benefit Guidelines for renewable energy initiatives. The Shire is participating in a twelve-month pilot program alongside three other shires: Narrogin, Victoria Plains, and Dandaragan.

Western Power has acquired over 100 hectares within the Shire for the construction of a power station, battery backup facilities, and T6 transmission lines. While Western Power typically does not contribute to Community Benefit Funds, they are requiring contractors engaged for these works to make payments towards such funds.

The Forest Products Commission previously paid rates to local governments; however, state government advice has clarified that they are not obligated under current legislation to do so. Instead, equivalent payments are made to the State Treasurer. Several local governments have collectively advocated for compensation, resulting in FPC agreeing to contribute towards the 2025–26 rates and provide a nominal payment for 2026–27.

- **Williams**

Williams is Progressing:

1. Residential Subdivision (17 lots)
2. Industrial Subdivision (23ha)
3. Indoor Court Construction
4. Rezoning and subdivision on Albany Highway to create more commercial service land.
5. National Tidy Towns Award entry (14-17 May, Tasmania)

❖ There are two private subdivisions progressing to deliver a further 15 Lots.

A key issue for all is the escalated cost of fuel (+ supply questions) and of doing business. It is unlikely to be business as usual for Local Governments. The Shire of Williams is preparing for the need to re-focus to maintenance, as a way of preserving scarce resource and maintaining assets for value for money as best it can.

- **Woodanilling**

The increase in fuel costs resulting from the conflict in Iran has prompted the shire to reassess and prioritise its road program for the remainder of the year, with maintenance grading being given precedence over other activities. This decision is expected to have implications for the drafting of the 2026–27 budget. Additionally, the current CESM sharing arrangement among six shires is nearing conclusion, and under the new CESM agreement with DEFS and other shires, the shire's contribution will rise to 70%.

- **Dumbleyung**

Project implementation works continues four significant capex projects: -

1. \$5.5M Dumbleyung Swimming Pool Redevelopment Project – Design & Construct alternative tender awarded to Wet Deck Pools. Construction contracts executed with demolition activities commencing on site on 16th March 2026.
2. \$2.21M Stubbs Park Evacuation Centre (Pavilion) Redevelopment Project – Planning work continues finalising an agreed Concept and Detailed Planning Design with associated tender documentation. Looking to go to the marketplace soon.
3. \$4M Dumbleyung Headworks and Siteworks Project – Preliminary site investigations continue via a completed Feature Survey and Geotechnical Investigations. Western Power engaged with a Design Quote to be finalised and lodged. Comprehensive sewer scheme maintenance check initiated with follow up remediation works.
4. \$0.5M Kukerin Fire Shed Project – Tender awarded to Plantagenet Construction Group, initial site survey completed and pad laid in preparation for building construction activities. Final design incorporates co-location capability between both bush fire brigade and St John Ambulance access use.

Aus Gold Ltd Update – Shire of Dumbleyung working in partnership with neighbouring LGAs of Kent and Katanning. Significant independent Socio-Economic Impact Study completed by the three LGAs; final report pending review and feedback from Aus Gold Ltd.

DWER Prosecution, Illegal Shire Native Vegetation Clearing Activities – Katanning Magistrate Court has sentenced Shire with a fine of \$12,500 plus circa \$819 court costs for illegally clearing native vegetation to realign Hills Road (to make safe), works conducted in 2020. Shire is also required to revegetate the abandoned road route (approx. 2 hectares).

Shire CEO Recruitment – Final appointment arrangements being implemented. Formal public announcement is pending.'

- **Lake Grace**

- A debrief for the Dunn Rock fire was conducted, during which DBCA identified insufficient mitigation measures in the Dunn Rock reserves.
- Lake Grace celebrated the centenary of its local Australian Inland Mission (AIM) hospital with a long luncheon attended by more than 120 individuals born before 1958.
- Fuel for farmers and fertilizers supply is an ongoing issue.
- Light Industrial land update form Development WA.

- Winter Sports kick off and Colts competition will be held in Lake Grace in June 2026.
- CBH Installed 5 new bins/bulkheads.
- In February 2026, a freak storm hit lake Grace knocking off fences and roofs in Lake Grace.
- Pink Building in town being assessed by professional certified building engineer.

Health:

- Work in progress for the alliance, Three years program costing between \$270-\$300K.
- Local Government currently provide, House, Fully Maintained Motor Vehicle, Utilities and Cash for the Doctor.
- Alliances of Six shires covers more than 48000 square kilometres.
- Modified Monash Service Delivery between 6-7.
- On 30 March 2026, an online meeting and workshop took place, with more than 30 participants joining remotely and over 10 attending in person. The number of representatives from local government continues to increase.
- Application is submitted to Federal Government for \$4.5 million on Three Years trial for 19 towns.
- Saving can be achieved by providing the funds in aged care and other allied health.
- The Alliance will be dispatching a representative to Canberra to attend the ALGA Conference (National General Assembly 2026), scheduled for Tuesday, 23 June through Thursday, 25 June 2026.
- An advocacy meeting with various Federal Government representatives and a press conference will be held on Monday, 22 June 2026. Attendees are encouraged to travel on Sunday to ensure their presence in Canberra for both the meetings and the press meet.

10.0 Next Meeting

The next in-person 4WDL meeting is scheduled for 10:00 a.m. on Tuesday, 28 July 2026, at the Shire of Lake Grace.

11.0 Meeting Closure

There being no further business, Cr Armstrong declared the meeting closed at 12:47 pm.

WAGIN WOODANILLING LANDCARE ZONE MANAGEMENT COMMITTEE



Wednesday 1 April 2026 Venue: Shire of Woodanilling Council Chambers Minutes

Open: 4.33pm

1. ATTENDANCE AND APOLOGIES

Present: Ian Garstone – Vice Chair
Annabel Paulley - Secretary
Ken Parker – CEO, Shire of Wagin and Treasurer - online
Anika Serer – CEO, Shire of Woodanilling
John Paul Collins, DPIRD Representative
Peter Lacey, DBCA Representative - online
Hannah McLean-Stefan, Environmental Project Officer (Online)

Apologies: Peter Cumming - Chair
Councillor Ann O'Brien, Shire of Wagin Representative
Kevin Powell, Woodanilling Community Representative

2. MINUTES OF PREVIOUS MEETING

Minutes of 4 February 2026 meeting are attached.

MOVED Ken Parker

SECONDED Anika Serer

That the minutes of the Wagin Woodanilling Landcare Zone meeting held on 4 February 2026 be endorsed as an accurate record.

CARRIED 6-0

3. Action List and Project Officer's Report

Actions from past meetings will now be consolidated into an Action List – attached.
Project Officer's Report attached.

4. TREASURER'S REPORT

4.1 Financial report not available.

Form for new signatories to the bank accounts needs to be completed and submitted to the Wagin branch of Commonwealth Bank. Signatories are:

Chair: Peter Cumming

Deputy Chair: Ian Garstone

Treasurer: Kenneth William Parker

Secretary: Annabel Paulley

Cheque account balance as at 29 March 2026	\$155,771.14
Savings account balance as at 29 March 2026	\$33,069.26

Outstanding Invoices include:

- Blyth Tree Farm, Katanning – reveg seedlings 50% deposit \$18,374.40 inc GST
- Wuddi Tours – Noongar Elder for reveg workshop \$361.60 no GST
- Australia Post – small post box annual fee \$165.00 inc GST
- Renewal of Austcover insurances \$670.00 inc GST

Discussion

The Treasurer raised his concerns about the management of the WWLZ finances, as members are not aware of what payments and deposits have been made in recent times.

The committee noted that the Treasurer was unable to provide a financial report because he cannot access the bank accounts or Zero accounting software at this point in time.

MOVED Ken Parker

SECONDED Ian Garstone

That the Chair urgently provides a statement of accounts for the 2025-26 financial year prior to a financial review meeting on Wednesday 9 April 2026 at 3pm in the Shire of Wagin offices.

CARRIED 6-0

4.2 **Review of WWLZ's Financial Position**

With significant amounts of money now being received from the State NRM grants and before a new Financial Admin Officer starts work, it would be beneficial for a sub-committee to review the finances and provide a comprehensive report to the next committee meeting. **See 4.1 above.**

4.3 **New bank accounts for grant-funded projects**

That consideration be given to opening new bank accounts for the large and small grant-funded projects OR segregation of grant funds in Zero to enable easy tracking of income and expenditure. Excess funds can be placed in an higher-interest-earning term deposit account while not required in the short-term.

ACTION: To be discussed as part of the financial review meeting on 8 April.

4.4 **Workshop Presenter Payment**

The Revegetation Specialist was unable to present at the Upskilling Farmers for Revegetation Workshop on 18 March. Secretary contacted another suitably experienced presenter but she was working that day. Secretary stepped in to present on revegetation techniques. She spent time researching and preparing for the presentation, and incurred private travel expenses towing tree planting machine and equipment from Wagin to the workshop site. Landcare ute does not have the appropriate tow hitch.

The Noongar Elder charged \$300 instead of \$200 for attending as a workshop presenter plus 88 cents per kilometre for 70 kms travel to and from the workshop, which is still within the project budget.

Attendance by an agronomist was deemed too expensive and largely unnecessary because farmers have their own agronomists. Quote was \$600.

Recommendation: That the Noongar Elder be paid \$300 for presenting at the revegetation workshop plus 88 cents per kilometre for 70 kms travel.

State NRM grant amount for workshop was \$1,000 for presenters, catering and consumables. Workshop expenses were:

Noongar Elder presenter \$300 fee plus \$61.60 travel	\$361.60
Revegetation Presenter \$300 fee plus \$122.32 travel	\$422.32
	\$783.92

MOVED Ken Parker

SECONDED Ian Garstone

That recommendations for items 4.4 and 4.5 be moved en bloc.

4.4A That Annabel Paulley be paid the \$300 revegetation presenter's fee plus 88 cents per kilometre for 139 kms private vehicle travel which is within the project budget.

4.4B That the Noongar Elder be paid \$300 for presenting at the revegetation workshop plus 88 cents per kilometre for 70 kms travel.

4.5 That approval is given for Secretary Annabel Paulley to drive the landcare ute to Albany to purchase project resources and that WWLZ pays for 50% of the fuel costs.

CARRIED 6-0

4.5 Approval to use landcare ute

Secretary seeks permission to use the landcare ute to drive to Albany on Saturday 4 April to meet with botanist Ellen Hickman and purchase resources for the Flora and Fauna Cataloguing workshops on 19 and 20 April.

Annabel also needs to collect a solar pump from Albany for one of her projects at Katanning Landcare.

Annabel is proposing the split the fuel costs 50/50 between WWLZ and Katanning Landcare.

Recommendation: That approval is given for Secretary Annabel Paulley to drive the landcare ute to Albany to purchase project resources and that WWLZ pays for 50% of the fuel costs. See motion above.

4.6 Membership of Wagin CRC

While discussing the fencing and reveg grant promotion advert with CRC staff, they enquired about WWLZ becoming a member.

Business / Community Group Membership costs \$80 per year.

Benefits are:

1 FREE full page colour advertisement.

Choice of 1 FREE room hire for the day OR 3-day pop-up shop.

Subscription to The Wagin Wool Press and Wagin Update email lists.
20% discount across a range of products & services (exclusions apply).

MOVED Anika Serer SECONDED Ian Garstone
That Community Group Membership of the Wagin CRC be purchased at a cost of \$80.

CARRIED 6-0

4.7 Membership of Wagin Chamber of Commerce

WWLZ has been a member in the past but this has probably lapsed due to change of email address.

Comment: Ken Parker promoted the community calendar and said that landcare might want to get back on it.

ACTION: Project Officer to contact Wagin Chamber of Commerce to find out about membership cost and benefits, and enquire about advertising on latest the financial year calendar.

4.8 CANVA Subscription Reimbursement

Project Officer paid for CANVA Pro subscription for January, February and March from her personal funds. Subscription is \$20 per month but January was free trial. Free use of basic CANVA resources will suffice for now.

MOVED Ken Parker SECONDED Annabel Paulley
That the Project Officer be reimbursed \$40 for February and March subscription to CANVA Pro.

CARRIED 6-0

4.9 Purchase of seedling buckets

We only have 1 working seedling bucket in the back shed. The other buckets appear to be broken – mainly the shoulder straps. With community members hopefully being involved in tree planting events on Wagin and Woodanilling farms and the Woodanilling reserve, we need more seedling buckets. Refer to attached quotes. Freight may be as high as \$275 from Melbourne. Secretary to email Hannah about locating registration sheets to retrieve current buckets.

ACTION: Project Officer to search for hardcopy Equipment Hire folder in the Wagin landcare office and check if community members who registered to use Pottiputki seedling planter buckets have possibly not returned them.

ACTION: Subject to outcome of above action, the purchase of 5 new seedling planter buckets will be considered at the financial review meeting.

4.10 Woolorama Entry Ticket Reimbursement

MOVED Ken Parker

SECONDED Anita Serer

That the Secretary is reimbursed \$30 for the Wagin Woolorama entry ticket she purchased for manning WWLZ stand on Friday 6 March 2026.

CARRIED 6-0

5. STATE NRM-FUNDED COMMUNITY STEWARDSHIP GRANTS

5.1 Large Project – Agricultural Landcare Solutions in Wagin and Woody

Total grant funds: \$449,992 ex-GST spread over 3 years.

Start date: 1 March 2026 End date: 28 February 2029

Update:

- Contracting process was completed and the initial grant payment of \$140,011.30 inc GST has been received.
- Upskilling Farmers for Revegetation workshop held on Weds 18 March at Brad Patterson’s revegetation site on Ballaying Road South. Five of the 10 farmers in the project attended. Brad Patterson provided some valuable revegetation insights, and Dumbleyung Noongar Elder Grant Riley gave a great presentation on Indigenous culture and cool burning. Farmers engaged well and some productive conversations were had.
- Some farmers have started fencing work but the recent early rains will delay fencing completion due to seeding operations taking priority.

5.2 Small Project – The Adventures of Woodanilling Nature Nerds

Total grant funds: \$36,911 ex-GST for 1-year project.

Start date: 1 March 2026 End date: 28 February 2027

Update:

- Contracting process was completed and the full grant payment of \$40,602.10 inc GST is expected next week.
- Autumn Flora and Fauna Cataloguing Workshop with Botanist Ellen Hickman will be held on Sunday 19 April.
- Half-day workshop with Woodanilling Primary School students to be held on Monday 20 April.
- Autumn Seed Collecting workshop with Botanist Keith Smith will be held on Saturday 2 May.

6. 2026 COMMUNITY STEWARDSHIP GRANTS

The 2026 Community Stewardship Grants opened on Friday 13 March and will close on Wednesday 29 April 2026 at 12 noon.

Proposed grant applications are:

- Large Fencing and Revegetation project totalling just under \$450,000.
- Small project on Researching Rare Flora and Fauna, including the endangered Trap Door Spider and Lemon Spider Orchid, in Wagin and Woodanilling.
- Small project building bat, phascogale and possum boxes for installation in the Wagin and Woodanilling including private properties and reserves.

Project Officer has publicised the large fencing and revegetation project to farmers in Wagin and Woodanilling and we have been over-subscribed which is very encouraging. Surplus on-farm projects will be carried over to the 2027 grant applications. Project Officer advised that farmers affected by Wagin fire at Wedgecarrup in January 2025 were not included in the 2026 fencing and revegetation grant application but they will be approached for the 2027 grant application.

Project Officer met with Shire of Wagin Community Development Officer Donna George. Potential project for walk / cycle trails with interpretive signage at Mt Latham. Mt Latham project could suit future State NRM grant application after it has been included in Shire of Wagin plans and budgets.

7. FERAL PIG PROJECT

7.1 Contractor Daniel Christensen of PYNC Invasive Animal Control has yet to provide a quote for ongoing feral pig management in the Arthur River and Beaufort River areas.

Secretary plans to contact farmers involved in the project to talk about sharing the costs of ongoing trapping and shooting by contractor.

Secretary spoke with DPIRD officers at the Woolorama who advised that poisoning could be an alternative, cheaper option for farmers.

7.2 John Paul Collins emailed information about Regional Biosecurity Groups. Secretary will contact Blackwood RBG to enquire about any funding they may have for ongoing feral pig management in Wagin and Woodanilling.

7.3 Secretary has not had time to submit final acquittal and obtain audit for this project but she will contact State NRM to request a time extension. WWLZ cannot submit 2026 State NRM grant applications unless all current projects are up to date, so the Secretary will make this project a high priority to complete.

ACTION: Secretary to email State NRM office to request time extension to finalise this project, and then organise an audit to submit with the final acquittal report prior to 29 April 2026.

8. PROJECT OFFICER PERFORMANCE REVIEW

Project Officer's 3-month probation period will be completed on 12 April.

Item 8 of the contract states the following:

8. PERFORMANCE REVIEWS

- 8.1 The WWLZ will ensure that a review of the Environmental Project Officer's performance is conducted after the 3-month probationary period, annually or more frequently if the WWLZ or the Environmental Project Officer perceives there is a need to do so.
- 8.2 In any case, a performance review will be initiated at the conclusion of 12 months' service and then annually thereafter.
- 8.3 Performance reviews will be conducted in accordance with the provisions of this contract.
- 8.4 Where an external facilitator is to be used, the WWLZ shall select the nominated facilitator.
- 8.5 The Environmental Project Officer will prepare and submit to the WWLZ and/or facilitator an assessment of their own performance prior to the assessment by the WWLZ.
- 8.6 The final report on the performance of the Environmental Project Officer is to be forwarded to the WWLZ for consideration to either accept, amend or reject the report. The determination of the WWLZ shall be communicated to the Chief Executive Officers of the Shires of Wagin and Woodanilling.

Katanning Landcare undertakes these performance reviews with its staff and this is normal employment process. An assessment document will be provided to the Project Officer to complete prior to performance review meetings.

MOVED Anika Serer

SECONDED Annabel Paulley

That the Project Officer and a small panel of committee members (Chair Peter Cumming and Secretary / Line Manager Annabel Paulley) organise a 3-month probationary performance review meeting as soon as possible after 29 April 2026 when the State NRM funding applications will have been submitted.

CARRIED 6-0

9. WAGIN WOOLORAMA - 6 & 7 March 2026

A steady flow of people visited the WWLZ stand in the Home and Lifestyle Pavilion. We registered a few people on the volunteer and fencing and reveg contact lists. Kids enjoyed doing the puzzles of a red-tailed phascogale and a fauna map of Australia. Both days were quite hot, particularly the Saturday, so it was good to be in an air-conditioned building.

Due to not having enough committee members volunteering to man the stand, we were unable to do the phascogale costume promotion and the Project Officer had limited opportunities to network.

Sales of phascogale Christmas cards at \$2.50 each	\$35.00 for 14 cards
Donations	\$20.50

10. EMPLOYMENT OF NEW FINANCE ADMIN OFFICER

Secretary advised that she had not had time to finish the job description or create a job vacancy advert. However, she felt that WWLZ should not employ this office until such time as the financial records have been reviewed and brought up to date.

ACTION: Secretary to finalise job description and place advert as soon as possible after the financial review meeting. Interview panel members to be appointed after financial review meeting.

11. REVIEW OF WWLZ CONSTITUTION AND MOU

Further to the Shire of Wagin withdrawing its annual funding of \$25,000 as of 30 July 2026, it was decided at the February meeting to review the constitution which is attached. Treasurer advised that he intends to resign prior to 30 June 2026 as the Shire of Wagin is transitioning out of the organisation now it is in a more financially-sound position. Shire of Woodanilling may look at considering its position. Anika raised the point of WWLZ tree planting equipment being stored at Shire of Wagin depot yard. Treasurer advised that Shire of Wagin was providing accommodation for the Project Officer in the short-term.

ACTION: Secretary to check with Peter Cumming if WWLZ has workers compensation insurance to cover the Project Officer, now that this position is employed by WWLZ rather than the Shire of Wagin.

ACTION: Members to read the Constitution and MOU in preparation for discussion at the next meeting. Secretary to email members with the most recent versions.

John Paul Collins left the meeting at 5.58pm.

Discussion about when or if the MOU was reviewed in recent years. However, the revised MOU may not have reflected the change in employment of the Project Officer from the Shire of Wagin to WWLZ.

ACTION: Project Officer to search on the landcare laptop for latest versions of the WWLZ Constitution and the Memorandum of Understanding between the Shire of Wagin and the Shire of Woodanilling.

12. MEDIA AND PROMOTIONS

10.1 Refer to attached promotions in Wagin Wool Press.

10.2 Various Social Media posts by Project Officer.

13. OTHER REPORTS AND BUSINESS

None raised.

14. NEXT MEETING – Wednesday 3 June 2026 at 4.30pm at the Wagin Landcare Office

15. CLOSURE – 6.08pm

POLICY TYPE: GOVERNANCE		POLICY NO: 118
DATE ADOPTED: /2026		DATE LAST REVIEWED:
LEGAL (PARENT): Local Government Act 1995		LEGAL (SUBSIDIARY): Local Government (Audit) Regulations 1996
DELEGATION OF AUTHORITY APPLICABLE:		DELEGATION NO.

ADOPTED POLICY	
TITLE:	Risk Management
OBJECTIVE:	<p>The objective of Risk Management is to identify potential risks before they occur and mitigate those that cannot be avoided. The Shire of Woodanilling (Shire) will endeavour to achieve its organisational goals and objectives by:</p> <ul style="list-style-type: none"> • Creating an environment where everyone involved with the Shire accepts responsibility for risk management and can deliver effective levels of service efficiently towards the achievement of the Shire's goals and objectives; • Developing and maintaining an organisational culture that uses appropriate risk assessment, management tools, and effective controls to mitigate risk across the Shire's key risk areas, enhance the organisation's resilience, and ensure statutory, regulatory and compliance requirements are met and identified risks mitigated; • Providing transparent and formal oversight of the risk and control environment enabling effective decision-making within the Shire's risk appetite; • Enabling the Council, in partnership with the community, to make decisions for the community's future with a high level of confidence that key risks have been taken into account and mitigated where possible; • Ensuring public safety within the Shire is not compromised; • Supporting ongoing work health and safety; • Limiting the loss or damage to property and other assets, and the interruption to business continuity and critical operations; • Ensuring positive collaboration between Council and its workforce contributing to a positive public perception of both; and • Applying equal opportunity principles in the workforce and community.

SCOPE

This Policy applies to all risk processes and activities undertaken by Councillors, Employees, Volunteers, Consultants, and Contractors and is subject to regular monitoring and formal biennial review by the Executive Management Team and Council's Audit, Risk and Improvement Committee (unless a material event or change in circumstances requires prior review). The Executive Manager Corporate Services is responsible for the implementation, review, and improvement of this Policy.

DEFINITIONS

Risk – effect of uncertainty on objectives.

Effect – deviation from the expected (positive or negative).

Objectives – can have different aspects (e.g., financial, environmental, work health and safety, reputation etc.) and apply at different levels (e.g., strategic, organisation-wide, project, product, or process).

Risk Management – coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process – systematic application of management policies, procedures, and practices to the activities of communicating, consulting, establishing context, identifying, analysing, evaluating, treating, monitoring, and reviewing risk.

Legislative and Strategic Context

Legislative:

- *Local Government Act 1995 (Act)* – s. 5.56 – Planning for the future
- Local Government (Audit) Regulations 1996 (Regulations) – r. 16 – Functions of Audit, Risk and Improvement Committee

Strategic:

- Corporate Business Plan Actions
Pillar 3/Goal 8 – Accountable and Compliant Governance
8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations
Pillar 3/Goal 9 – Enhance Strong Civic Leadership
9.2 Council is supported with a resource to ensure high level of compliance and to build capacity

ASSOCIATED DOCUMENTS

Policies:

All Council policies represent risk mitigation through the provision of consistency and guidance when dealing with the subject matter each policy relates to.

Other:

- Strategic Community Plan
- Risk Management Procedures including Risk Assessment and Acceptance Criteria (see Risk Management tables below)
- Crisis Management and Business Continuity Response Plan

POLICY STATEMENT

Risk management is an integral part of the Shire of Woodanilling's (Shire) corporate governance, culture, policies, and procedures and is the responsibility of everyone involved in Shire operations.

Risk management functions form part of Strategic, Operational, and Project responsibilities incorporated within the Shire's Integrated Planning Framework and are resourced appropriately to match the size and scale of the Shire's operations. The Shire is committed to having organisation-wide risk management principles, systems, and processes to ensure consistent and effective assessment of risk in all planning, decision making and operational processes, in compliance with s. 5.56 (2) of the *Act* and the Local Government (Audit) Regulations. It is the Shire's intention to achieve best practice (aligned with AS/NZS ISO 31000:2018 Risk management - Guidelines) in the management of all risks that may affect the Shire meeting its objectives.

By operating within an approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support delivery of the Shire's Strategic, Corporate & Operational Plans.

GOVERNANCE

(Risk Management Procedures contain further detail)

Roles of responsibility (Organisational)

- Council
- Audit, Risk and Improvement Committee
- CEO/Executive Management Team
- Work Areas

Responsibilities (General)

- Council is committed morally and financially to the concept and resourcing of risk management.
- The CEO, Executive Managers and Supervisors have the responsibility and accountability for ensuring that all staff manage the risks within their own work areas. Risks should be anticipated and reasonable protective measures taken.
- All managers will encourage openness and honesty in the reporting and escalation of risks.
- All staff will be encouraged to alert management to the risks that exist within their area, without fear of recrimination.

- All staff will, after appropriate training, adopt the principles of risk management and comply with all policies, procedures and practices relating to risk management.
- All staff and employees will, as required, conduct risk assessments during the performance of their daily duties.
- The level of sophistication of the risk assessment will be commensurate with the scope of the task and the associated level of risk identified.
- Failure by staff to observe reasonable directions from supervisors regarding the management of risks and/or failure of staff to take reasonable care in identifying and treating risks in the workplace may result in disciplinary action.
- It is the responsibility of every department to observe and implement this policy in accordance with procedures and initiatives that are developed by management.

Procedures

All Work Areas of the Shire are required to assess and manage Risk Profiles within the Risk Register on an ongoing basis. This process is standardised across all areas of the Shire and supported by the use of key data inputs, workshops, and ongoing engagement with applicable personnel, in accordance with the Shire's Risk Management Procedures, and giving consideration to the following:

- Scope, Context, Criteria
- Risk Identification
- Risk Analysis
- Risk Evaluation
- Risk Treatment
- Communication and Consultation
- Monitoring and Review
- Recording and Reporting

Application

Risk management will be applied, in particular (but not limited), to the following:

- Strategic planning
- Expenditure of large amounts of money
- New strategies and procedures
- Management of projects, tenders, and proposals
- Introducing significant change
- Management of sensitive issues

Risk Assessment and Acceptance

The Shire has quantified its broad risk appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria (Criteria). All organisational risks are to be assessed according to this Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised; however, these cannot exceed the Shire's risk appetite and are to be noted within any individual risk assessment. The Criteria are a component of the Shire's Risk Management Framework and this Policy (see below).

RISK ASSESSMENT AND ACCEPTANCE CRITERIA

Shire of Woodanilling Measures of Consequence									
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment	Project TIME	Project COST
Insignificant (1)	Near miss. Minor first aid injuries	<\$2,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
Minor (2)	Medical type injuries	≥\$2,000 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
Moderate (3)	Lost time injury <30 days	>\$10,000 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
Major (4)	Lost time injury >30 days	>\$50,000 - \$100,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
Catastrophic (5)	Fatality, permanent disability	>\$100,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution. Complete loss of plant, equipment & building	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%

Measures of Likelihood				
Level	Rating	Description	Frequency	Control Effectiveness
1	Rare	The event may only occur in exceptional circumstances (<5% chance)	Less than once in 10 years	Controls are very strong and operating as intended. There is no scope for improvement.
2	Unlikely	The event could occur at some time (<10% chance)	Once in 10 years	Controls are strong and operating as intended
3	Possible	The event should occur at some time (20% chance)	Once in 3 years	Controls are operating as intended, but there is scope for improvement
4	Likely	The event will probably occur in most circumstances (>50% chance)	Once per year	Controls are operating; however, inadequacies exist
5	Almost Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year	Controls are weak, do not exist, or are not being complied with

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

Shire of Woodanilling Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
Low	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
Moderate	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
High	Urgent Attention Required	Risk acceptable with effective controls, managed by executive management/CEO and subject to monthly monitoring	Executive Manager/CEO
Extreme	Unacceptable in most circumstances	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous documented monitoring	CEO/Council

Shire of Woodanilling Existing Control Ratings		
Rating	Foreseeable	Description
Effective	There is no scope for improvement with all available resources.	Processes (Controls) operating as intended and aligned to Policies/ Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is some scope for improvement.	Processes (Controls) generally operating as intended; however, inadequacies exist. Nil or limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a need for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist or are not being complied with. Have not been reviewed or tested for some time.



Risk Management Procedures

April 2026



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Introduction

The Shire of Woodanilling's (Shire) Risk Management Policy combined with the components of this Risk Management Procedures document, Risk Assessment and Acceptance Criteria and the Strategic & Operational Risk Registers, form the Shire's Risk Management Framework (Framework).

The Framework sets out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks.

All components of this document are based on AS/NZS ISO 31000:2018 Risk management - Guidelines.

It is essential that all areas of the Shire adopt these procedures to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- That uncertainty and its effects on objectives is understood.

This framework aims to balance a documented, structured and systematic process with the Shire's current size, resource availability and complexity.

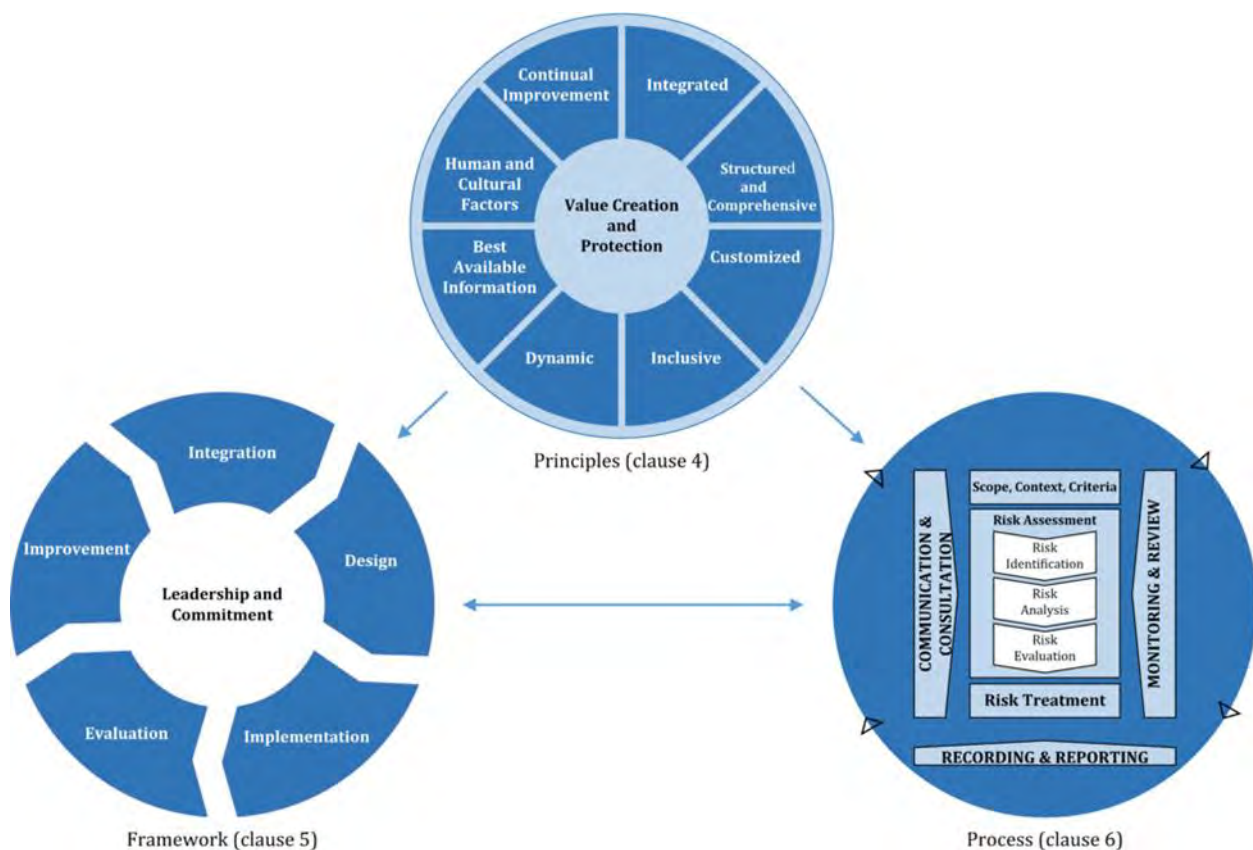


Figure 1: Relationship between risk management principles, framework and process
(Source: ISO 31000:2018)



Governance

Appropriate governance of risk management within the Shire provides:

- Transparency of decision-making.
- Clear identification of the roles and responsibilities of the risk management functions.
- An effective governance structure to support the risk framework.

Framework Review

The Risk Management Framework is to be reviewed for appropriateness and effectiveness at least every three years.

Operating Model

The Shire has adopted a **“Three Lines of Defence”** model for the management of risk. This model ensures roles, responsibilities and accountabilities for decision-making are structured to demonstrate effective governance and assurance. By operating within the approved Risk Appetite and Framework, our Council, Management and other stakeholders will have assurance that risks are managed effectively to support delivery of the Shire’s Strategic and Operational Plans.

First Line of Defence

All operational areas of the Shire are considered **‘1st Line’**.

They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include:

- Establish and implement appropriate processes and controls for the management of risk in line with these procedures.
- Undertake adequate analysis to support the risk decision-making process.
- Retain primary accountability for the ongoing management of their risk and control environment.

Second Line of Defence

The Executive Manager Corporate Services acts as the primary **‘2nd Line’**. This position owns and manages the framework for risk management. They draft and implement the governance procedures and provide the necessary tools and training to support the 1st Line process.

The Shire’s Executive Management Team (EMT) supplements the 2nd Line of defence.

Maintaining oversight on the application of the Framework provides a transparent view and level of assurance to the 1st & 3rd Lines on the risk and control environment. Additional responsibilities include:

- Providing independent oversight of risk matters as required.
- Monitoring and reporting on emerging risks.
- Co-ordinating the Shire’s risk reporting for Council, Chief Executive Officer (CEO), EMT, and the Audit, Risk and Improvement Committee (Committee).
- Performing Control Assurance activities across the Shire’s key processes as required.



Third Line of Defence

Internal & External Audit are the '3rd Line' of defence, providing independent assurance to Council, Committee, CEO, and EMT on the effectiveness of business operations and oversight frameworks (1st & 2nd Lines).

Internal Audit – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures, the scope of which would be determined by the CEO with input from the Audit Committee.

External Audit –Appointed by Council on the recommendation of the Committee to report independently to the President and CEO on the annual financial statements only.

Governance Structure

The following diagram depicts the current operating structure for risk management within the Shire.

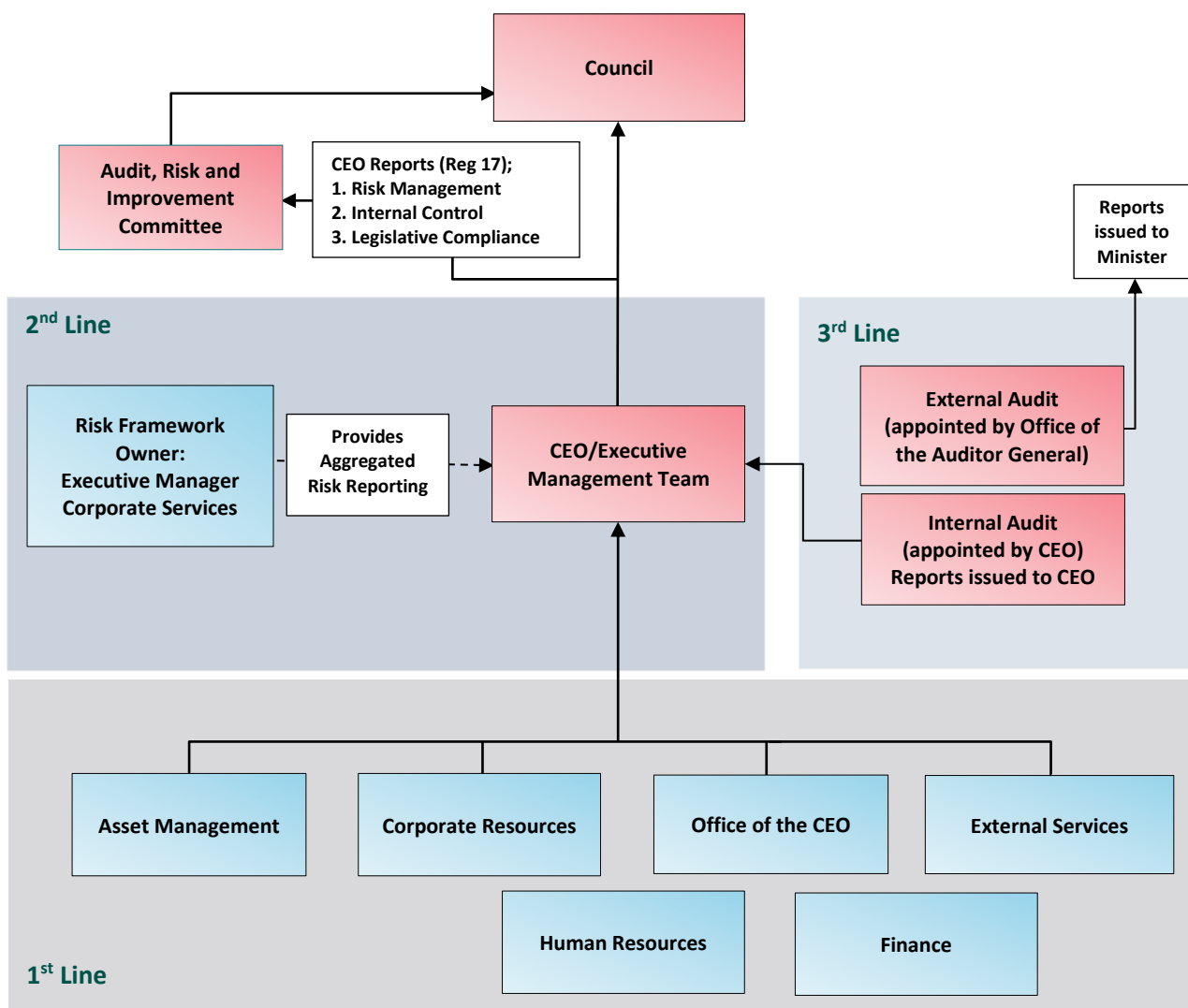


Figure 2: Three Lines of Defence Operating Model



Roles & Responsibilities

Council

- Review and approve the Shire's Risk Management Policy and Risk Assessment & Acceptance Criteria.
- Appoint external Auditors to report on financial statements annually.
- Establish and maintain an Audit, Risk and Improvement Committee in terms of the *Local Government Act 1995*.

Audit, Risk and Improvement Committee

- Support Council to provide effective corporate governance.
- Oversight of all matters that relate to the conduct of Audits (Internal & External).
- Regular review of the appropriateness and effectiveness of the Framework.
- Independent, objective and autonomous in deliberations.

CEO/Executive Management Team

- Appoint Internal Auditors as required under Local Government (Audit) Regulations 1996.
- Approve and review the appropriateness and effectiveness of the Framework.
- Drive consistent embedding of a risk management culture.
- Analyse and discuss emerging risks, issues, and trends.
- Document decisions and actions arising from risk-related matters.
- Liaise with Council in relation to risk acceptance requirements.
- Own and manage strategic & operational risk.
- Own and manage the Risk Profiles at Shire level.

Executive Manager Corporate Services

- Oversee and facilitate the Framework;
- Provide review of the risk registers to the Audit, Risk and Improvement Committee 18 monthly
- Support reporting requirements for risk-related matters.

Work Areas

- Drive risk management culture within work areas.
- Own, manage and report on specific risk issues as required.
- Assist in the risk & control management process as required.
- Highlight any emerging risks or issues accordingly.
- Incorporate risk management into management meetings, by discussing:
 - Any new or emerging risks.
 - Review existing risks.
 - Control adequacy.



- o Any outstanding issues and actions.

Document Structure (Framework)

The following diagram depicts the relationship between the risk management Policy, Appetite, Procedures and supporting documentation and reports.

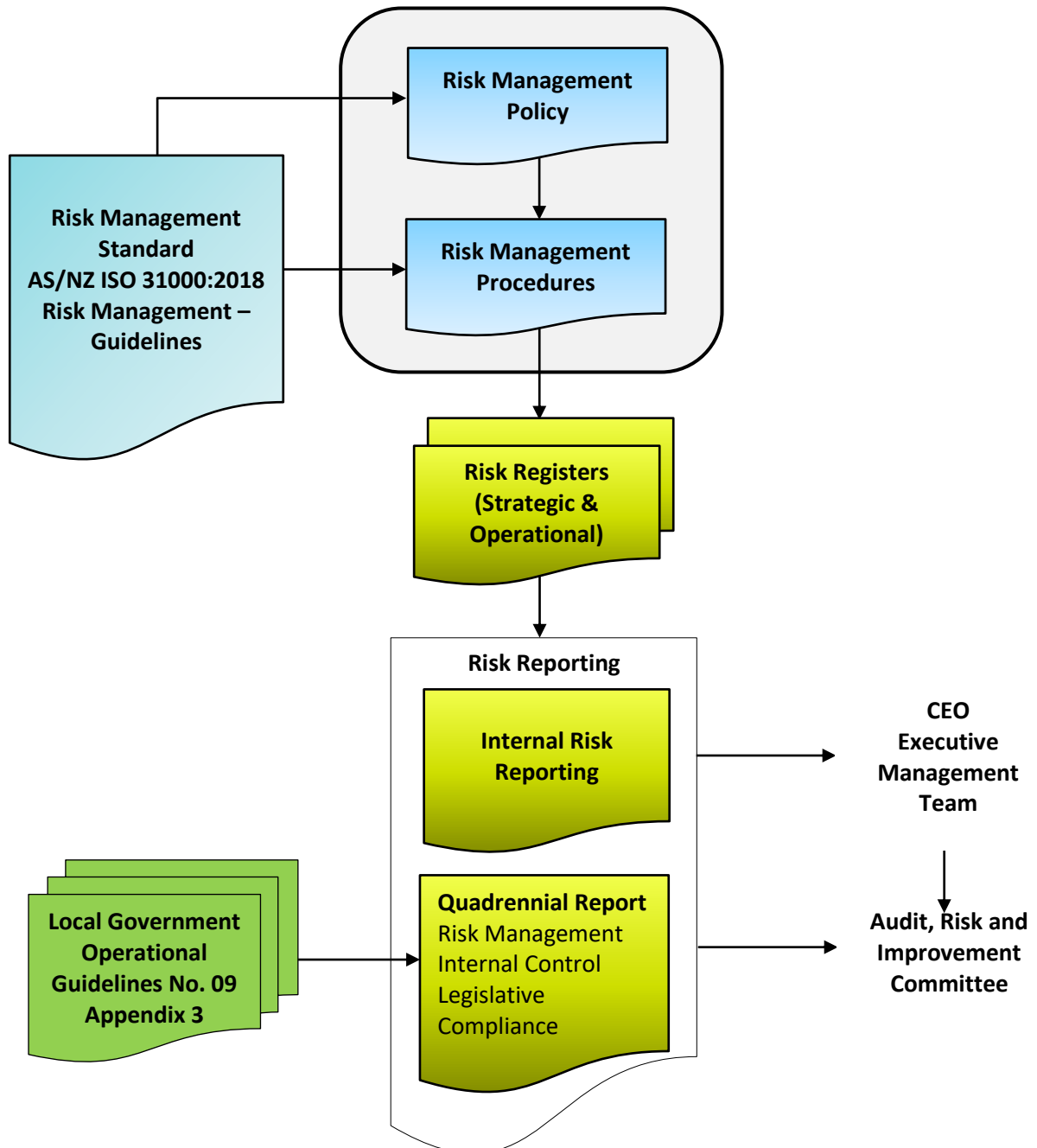


Figure 3: Document Structure



Risk Management Process

All areas of the Shire are required to assess and manage their risk on an ongoing basis.

In general, risks need to be:

- Representative of the Shire's material risk landscape.
- Reviewed regularly (on at least an 18 month rotation) so that they remain current, or sooner if there has been a material restructure or change in the risk and control environment
- Maintained in the standard format.

This process is supported by the use of key data inputs, workshops and ongoing business engagement.

The risk management process is standardised across all areas of the Shire. The following diagram outlines that process, followed by broad descriptions of each step from **A** to **H**.

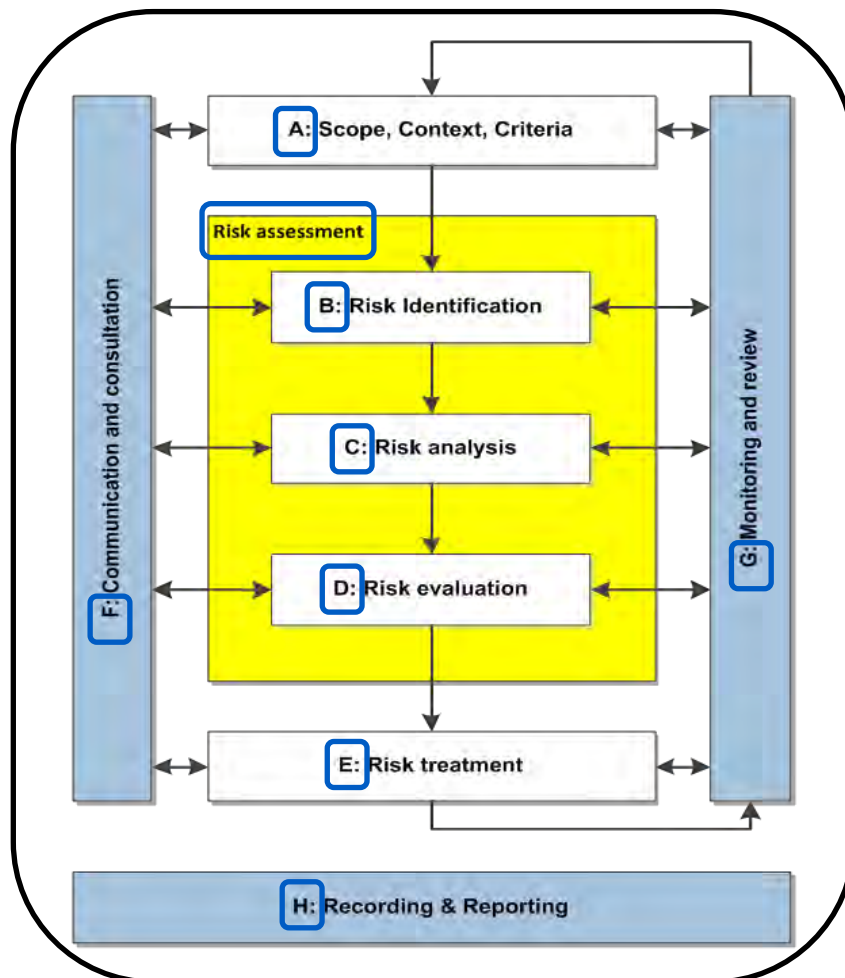


Figure 4: Risk Management Process – Source ISO 31000:2018



A: Scope, Context, Criteria

The first step in the risk management process is to understand the background within which risks are to be assessed, and what it is being assessed, whether that be an object, activity, project, division or the whole organisation. This forms two elements; 'Organisational Criteria' and 'Scope and Context':

Organisational Criteria

This includes what the organisation is trying to achieve and the Risk Assessment and Acceptance Criteria (Appendix B).

All risk assessments are to utilise these Risk Criteria to allow consistent and comparable risk information.

Scope and Context

In addition to understanding what is to be assessed, it is also important to understand the source of the risk (internal or external to the organisation) and who the key stakeholders are or areas of expertise that may need to be included in the risk assessment.

Since risk is defined as *the effect of uncertainty on objectives* (AS/NZS ISO 31000), the Shire has three levels of risk assessment Context:

1. Strategic Context

These risks are associated with **achieving the organisation's long-term objectives**. Inputs to establishing the strategic risk assessment context may include;

- Organisational Values and Vision
- Stakeholder Analysis / Environment Scan / SWOT Analysis
- Strategies / Objectives / Goals

The EMT own and manage these risks.

2. Operational Context

These risks are associated with **achieving the Shire's day-to-day business objectives**, activities, functions and services.

Prior to identifying operational risks, the operational area should identify its business objectives i.e., what it is aiming to achieve?

The Executive Management Team delegate responsibility for the management of these risks to the Senior Management Team, however, remain the owners of these risks.

3. Project Context

These risks are associated with **achieving the Shire's change initiatives**.

Project Risk has two main components:

- **Indirect** refers to the strategic or operational risks to the Shire that may arise **because** of the Project.
- **Direct** refers to the risks that threaten delivery of **actual project outcomes**.

These risks are generally managed by the Project Manager and owned by the Executive.



B: Risk Identification

Note that Risk identification is the first step of a three-part 'Risk Assessment', consisting of Risk Identification, Risk Analysis and Risk Evaluation. Note: A Risk Assessment template can be found in the Appendixes of this document.

Once the 'Context' has been determined, the next step is to identify risks. This is the process of finding, recognising and describing risks.

Risks are described as the point along an event sequence where control is lost.

An event sequence is shown below:

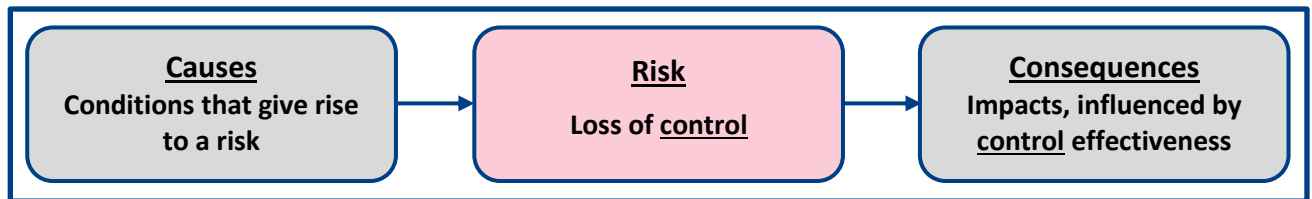


Figure 5: Risk Event Sequence

The objective of the 'Risk Identification' step is to identify potential risks that could stop the Shire from achieving its objectives. This step is also where opportunities for enhancement or gain across the organisation can be found.

In conjunction with relevant stakeholders and subject matter experts, ask the questions listed below and then capture the information for each risk under the headings '**Risk Description**', '**Causes**', '**Controls**' and '**Consequences**'.

These questions should be used only as a guide to identifying risks; additional analysis may be required. Ask:

- What can go wrong?/What are areas of uncertainty? **(a: Risk Description)**
- How could this risk occur? **(b: Potential Causes)**
- What are the current measurable activities that mitigate this risk from occurring? **(c: Controls)**
- What are the potential outcomes of the risk occurring? **(d: Consequences)**

Risks could also be identified through brainstorming, procedure development, audits, customer complaints or incidents.

- a) Risk Description** – describes what the risk is and specifically where control may be lost (can also be described as an event). They are not to be confused with the outcomes or consequences of a risk event.
- b) Potential Causes** – are the conditions that may present or the failures that may give rise to a point in time when control is lost.
- c) Controls** – are measures that modify risk. At this process point, **controls (existing) must meet the following three tests to be considered Controls:**
 1. It is a physical object, technological system or human action.
 2. It arrests or mitigates an unwanted event sequence.
 3. It is specifiable, measurable and auditable.

See below:

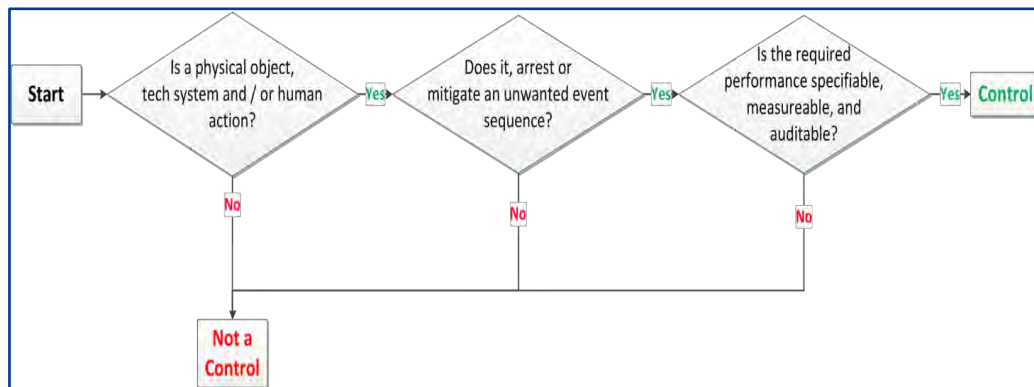


Figure 6: Test for Control Considerations

- d) **Consequences** – these need to be impacts to the Shire and could be health of/injury to staff, visitors, volunteers, consultants or contractors; financial consequences; interruption to services; non-compliance; or damage to reputation, assets or the environment. At this stage, there is no need to determine the level of impact.

C: Risk Analysis

There are two steps to a Risk Analysis: determine the effectiveness of key controls; and calculate the residual risk rating.

Risk analysis gives the ability to prioritise and compare risks and drive risk-based decision making.

The main outcome of a risk analysis is the ranking of risk from 'Low' to 'Extreme'.

This is determined by considering the **likelihood** that a risk event will occur and the **consequences** of it occurring, taking into account any Controls that are in place, and how effective these Controls are.

Controls fit into three distinct types:

- **Preventative Controls** - are aimed at preventing the risk occurring in the first place.
- **Detective Controls** - are used to identify failures in preventative controls. They include: audits, stocktakes, and reviews.
- **Corrective (or Reducing) Controls** - are aimed at minimising the consequences that arise from the risk event.

Step 1 - Consider the Effectiveness of Key Controls

Design Effectiveness

Controls that have inadequate designs will never be effective, even if performed perfectly by the operator every time. Consider:

- **Complete** – The Control is not forgotten or completed multiple times.
- **Accurate** – The Control has no errors or missing components.
- **Timely** – The Control allows the process to be completed within service delivery standards.



- **Theft or Fraud** – The Control does not expose the organisation to theft or other fraudulent activities.

It is difficult to have a single Control that meets all of these requirements. It is, therefore, important to consider multiple Controls to ensure all of these components can be met.

Operating Effectiveness

The best-designed Controls will have no impact if they are not applied correctly by the operator.

Confirm operating effectiveness by:

- **Re-perform** – re-perform the same task, to ensure that the same outcome is achieved.
- **Inspect** – review the outcome of the task to confirm that the desired outcome was achieved.
- **Observe** – physically watch the task or process being performed.
- **Inquire** – determine understanding of the tasks and how they mitigate risk.

Overall Effectiveness

This is the value of the combined controls in mitigating the risk.

The measure for applying a value to the overall control is the same as for individual controls and can be found in **Appendix B under 'Existing Control Ratings'**.

Step 2 – Calculate the Residual Risk Rating

The Shire's Risk Assessment and Acceptance Criteria (Appendix B) is now applied to complete the analysis of the identified risks.

There are three components to this step:

1. Make a qualitative judgement of the worst scenario that is foreseeable if the risk were to eventuate with existing Controls in place. **(Consequence)**
2. Determine how likely it is that the worst scenario that is foreseeable will eventuate with existing Controls in place. **(Likelihood)**
3. Using the Shire's Risk Matrixes, multiply the measures of consequence and likelihood to determine the risk rating **(Consequence X Likelihood = Risk Rating)**.

For operational requirements such as Projects, Events, Work Health and Safety, or in rare instances in which the Shire's Risk Assessment and Acceptance Criteria are unclear in determining a level of risk, alternative risk assessment criteria may be utilised; however, these cannot exceed the organisation's risk appetite, and approval for such use must first be obtained from the CEO or EMCS.

D: Risk Evaluation

Risk evaluation takes the Risk Rating and applies it to the Shire's Risk Acceptance Criteria (Appendix B) to determine whether the risk is within acceptable levels for the Shire.

This evaluation will determine whether the risk is Low, Moderate, High, or Extreme. It will also determine if any actions or treatments need to be implemented or the risk escalated due to urgency or level of risk.

End of Risk Assessment

See: Appendix A: Operational Risk Assessment Template.



E: Risk Treatment

Where Controls are inadequate or do not reduce a risk level sufficiently to fall within appetite, a treatment option must be implemented to further mitigate the risk.

- Regardless of the risk rating, **Controls rated 'Inadequate'** must have a Treatment Plan (action plan) to improve the Control effectiveness to at least 'Adequate'.
- If the residual **Risk Rating is High or Extreme**, a Treatment Plan must be implemented to either reduce the consequence of the risk materialising or reduce the likelihood of occurrence.

Where this is not possible, a Treatment Plan must be implemented to improve the control effectiveness to 'Effective' and approval to accept the risk obtained as per Risk Acceptance Criteria.

Once a treatment has been fully implemented, the CEO or EMCS is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process (Refer to Risk Acceptance section).

There are four broad Treatment options available:

1. **Avoid:** avoid the event that would lead to the risk.
2. **Mitigate:** implement new Controls or re-design existing Controls to reduce the likelihood or consequence of the risk.
3. **Share:** with another party, generally through contracting or insurance.
4. **Accept:** as per the Shire's Risk Acceptance Criteria (Note: **'risks that remain outside of appetite'** below).

Risk Acceptance

Risk Acceptance is a decision to accept (within authority levels) risks that fall within the Shire's risk appetite (Appendix A).

Day to day operational management decisions are generally managed under the delegated authority framework of the Shire.

For those risks that remain **outside of appetite**, the following process must be followed:

The 'Risk Acceptance' must be in writing, signed by the relevant Manager, copied to the CEO, and include:

- A description of the risk and the reasons for holding a risk outside of appetite.
- An assessment of the risk (consequence, materiality, likelihood, assumptions, etc).
- Details of any mitigating action plans or treatment options in place.
- An estimate of the expected remediation date.

A lack of budget or funding for a material risk outside of appetite is **not** sufficient justification in itself for acceptance of a risk.

Accepted risks must be continually reviewed through the standard operating reporting structure (i.e., Executive Management Team).



F: Communication & Consultation

Effective communication and consultation are essential to ensure that those responsible for managing accepted risk, and those with a vested interest, understand the basis on which decisions were made and why particular Treatment options were selected or the reasons to accept risks have changed.

Communicating and consulting with relevant stakeholders assists in the reduction of components of uncertainty and ensures decisions are based on the best available knowledge.

G: Monitoring & Review

It is essential to monitor and review the management of risks, as changing circumstances may result in some risks increasing or decreasing in significance.

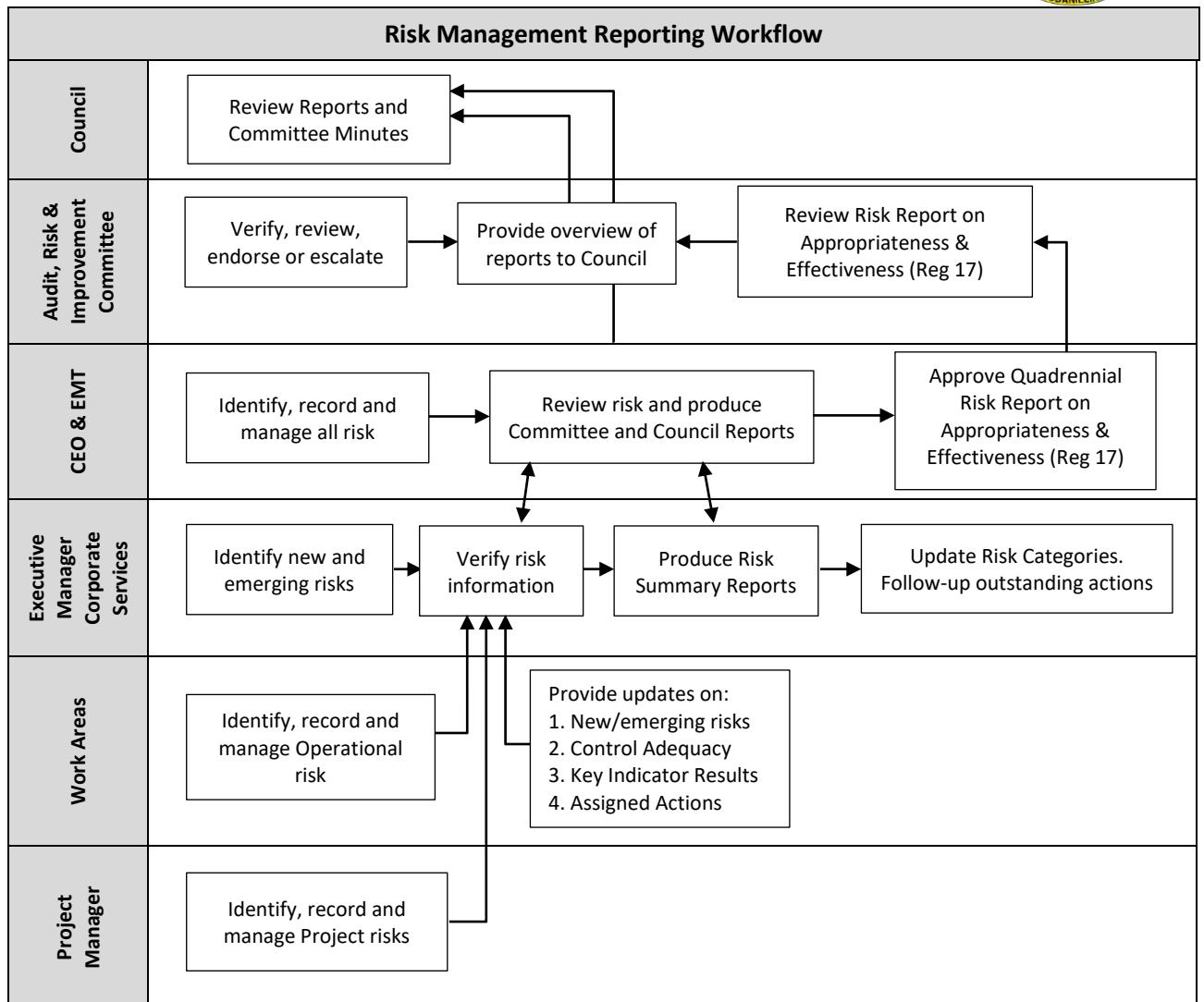
Regular review of the effectiveness and efficiency of Controls and the appropriateness of Treatment options will determine if the organisation's resources are being put to the best possible use.

During the reporting process, management are required to review any risks and Controls in their area and follow up on any outstanding treatments to mitigate those risks.

Monitoring and the reviewing of risks, controls and treatments also applies to any actions/treatments to originate from an internal audit. The audit report will provide recommendations that effectively are treatments for risks that have been tested during an internal review. See also Indicators in each Risk Profile within the Risk Registers.

H: Recording & Reporting

The following diagram provides a high-level view of the ongoing reporting process for Risk Management:



Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new, emerging risks, control effectiveness and key indicator performance to the EMCS.
- Work through assigned actions and provide relevant updates to the EMCS.
- Risks/Issues reported to the CEO & EMT are reflective of the current risk and control environment.

The EMCS is responsible for:

- Ensuring Shire Risk Registers are formally reviewed and updated, at least on an 18 month rotation or earlier when there has been a material restructure, change in risk ownership or change in the external environment.
- Six Monthly Risk Reporting for the CEO & EMT – Contains an overview of the Risk Summary for the Shire.
- Annual Compliance Audit Return completion and lodgement.



Appendix A: Operational Risk Assessment Template

Name and title of person completing assessment:	Date:
Describe what is being assessed and the reason for this risk assessment:	
Are there any stakeholders or other areas of expertise that may need to be included in this risk assessment?	
<p>Following page, Column B: Describe the Objective/s of the item being assessed. <i>Risk is the effect of uncertainty on objectives</i>, so this is our starting point. Strategic = achieving the Shire's long-term objectives, Operational = achieving the Shire's day-to-day business objectives.</p>	
<p>Column C: Identify and describe potential risks that could stop the item being assessed from achieving its objectives. Describe - What can go wrong?/What are areas of uncertainty?</p>	
<p>Column F: Examples of Controls: Preventative Controls - aimed at preventing the risk occurring in the first place, such as compliance with WH&S, training, inductions, etc. Detective Controls - are used to identify failures, such as audits, stocktakes and reviews. Corrective (or Reducing) Controls - aimed at minimising the consequences/impact, such as bollards and insurance.</p>	
<p>Column G: Who is responsible for ensuring the Controls listed in Column F are operating as intended?</p>	
<p>Column H: What measurement could be used to rate whether each Control is operating as it should? Examples are Audits, % of budget spent, number of insurance claims, reduced number of complaints, etc.</p>	
<p>Columns I, J, K, L, M, N: Apply the Shire's Risk Assessment Criteria (Appendix B). Column J: Categories are Compliance, Environment, Financial, Health/People, Property, Reputational, Service Interruption and Projects. Note: Controls rated 'Inadequate' must have a Treatment Plan/New Controls to improve Control effectiveness. Note: If the Risk Rating is High or Extreme, a Treatment Plan/New Controls must be implemented to either reduce the consequence of the risk materialising or reduce the likelihood of occurrence. Column O: Treatments/Proposed New Controls (Are there any additional or better processes, procedures or systems available?)</p>	
Name and title of person approving assessment:	

For more information, please contact the Executive Manager Corporate Services.

Complete columns for all identified Risks



Reference	A: Risk Owner	B: Objective	C: Risk Description	D: Causes (What could cause this identified risk to occur?)	E: Resulting in (Consequences)	F: Controls (Measurable processes, procedures or systems that mitigate this risk from occurring)	G: Control Owner/s
1						1 2 3	1 2 3
2						1 2 3	1 2 3
3	Use an additional page if more space is required	Or use Excel spreadsheet (hyperlink) Risk Assessment Register Template				1 2 3	1 2 3

Reference	H: Measurements used to rate Control Effectiveness	I: Effectiveness of Controls Effective, Adequate or Inadequate	J: Consequence Category	K: Likelihood rating 1-5	L: Consequence rating 1-5	M: Risk Rating	N: Risk acceptable?	O: Treatments / Proposed New Controls (Are there any additional or better processes, procedures or systems available?)	P: Notes
1	1 2 3	1 2 3							
2	1 2 3	1 2 3							
3	1 2 3	1 2 3							

Please forward this completed assessment including the spreadsheet to your Line Manager for verification by the Executive Manager Corporate Services.



Appendix B: Risk Assessment and Acceptance Criteria

Shire of Woodanilling Measures of Consequence									
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment	Project TIME	Project COST
Insignificant (1)	Near miss. Minor first aid injuries	\$ <2,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
Minor (2)	Medical type injuries	≥\$2,000 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
Moderate (3)	Lost time injury <30 days	>\$10,000 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
Major (4)	Lost time injury >30 days	>\$50,000 - \$100,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
Catastrophic (5)	Fatality, permanent disability	>\$100,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%



Shire of Woodanilling Measures of Likelihood				
Level	Rating	Description	In the past	Control Effectiveness
1	Rare	The event may only occur in exceptional circumstances (<5% chance)	Less than once in 10 years	Controls are very strong and operating as intended. There is no scope for improvement
2	Unlikely	The event could occur at some time (<10% chance)	Once in 10 years	Controls are strong and operating as intended
3	Possible	The event should occur at some time (20% chance)	Once in 3 years	Controls are operating as intended, but there is scope for improvement
4	Likely	The event will probably occur in most circumstances (>50% chance)	Once per year	Controls are operating; however, inadequacies exist
5	Almost Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year	Controls are weak, do not exist, or are not being complied with

Consequence X Likelihood = Risk Rating

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

Shire of Woodanilling Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
Low	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
Moderate	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
High	Urgent Attention Required	Risk acceptable with effective controls, managed by executive management/CEO and subject to monthly monitoring	Executive Manager/CEO
Extreme	Unacceptable in most circumstances	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous documented monitoring	CEO/Council

Shire of Woodanilling Existing Control Ratings		
Rating	Foreseeable	Description
Effective	There is no scope for improvement with all available resources.	Processes (Controls) operating as intended and aligned to Policies/Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is some scope for improvement.	Processes (Controls) generally operating as intended; however, inadequacies exist. Nil or limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a need for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist or are not being complied with. Have not been reviewed or tested for some time.

Shire of Woodanilling Risk Dashboard Report April 2026

To unprotect sheet: Review

<u>Inadequate Infrastructure</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Long Term Financial Plan	May-26	CEO	
Asset Management Plan/Strategy creation	Jun-26	CEO/EMI	
Asset Register review	Jun-26	CEO/EMI	

<u>Statutory & Regulatory Requirements</u>		Risk	Control
		Moderate	Adequate
Current Actions	Due Date	Responsibility	
Audit, Risk and Improvement Committee	Jun-26	CEO/EMCS	
Increase in budgetary funding - staff resources (EMCS)	Dec-25	CEO	
TPS review and preparation of land use strategies	Dec-26	CEO/EMCS	
Planning Delegation - review and update	Jun-26	EMCS	
Business Continuity Plan	Apr-26	EMCS	
Risk Management Policy	Apr-26	EMCS	
Strategic Risk Register	Apr-26	EMCS	

<u>Business Disruption Emergency Management</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Long Term Financial Plan	May-26	CEO	
Risk Management Policy	Apr-26	EMCS	
Strategic Risk Register	Apr-26	EMCS	
Business Continuity Plan/review	Apr-2026/Annual	EMCS/ARIC	
LEMA review	Jul-26	EA	

<u>Financial Sustainability/Economic Change Vulnerability</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
ARIC ToR, Appnt of Independent Chair & Deputy Chair	Jun-26	CEO/EMCS	
Monthly (or more frequently) budget scrutiny (estimate/actual)		CEO	
Risk Management Policy	Apr-26	EMCS	
Strategic Risk Register	Apr-26	EMCS	

<u>Community Engagement and Expectation</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Disability Access and Inclusion Plan review	Jun-26	EMCS/EA	
Public Health Plan formation	Jun-26	EMCS	
Website information updates/currency	Ongoing	EMCS/CSO	
New Councillor induction and training	Sep-26	CEO/EMCS	

<u>Workforce</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Recruitment of Executive Manager Infrastructure	ASAP	CEO	

		Risk	Control
		#REF!	#REF!
Current Actions	Due Date	Responsibility	
#REF!	#REF!	#REF!	
#REF!	#REF!	#REF!	
#REF!	#REF!	#REF!	
#REF!	#REF!	#REF!	

To add additional Actions cells, insert a new line, click in the last of the existing cells above and drag down. This will bring the formulas into the new cells.

Inadequate Infrastructure

Apr-26

Risk Description:

Failure to provide infrastructure to support the delivery of priority projects within the Strategic Community Plan by failing to meet minimum requirements (safety/purpose) for current and future community infrastructure needs including parks and recreational spaces, buildings, telecommunications, roads etc.

Potential Impact/Outcomes:

Physical impact, Loss of Usage/Community Dissatisfaction, Community Safety and Wellbeing, Negative Budgetary Effect

Consequence Category:

Financial, Service interruption, Reputational, Property

Potential Causes

Financial incapacity/lack of asset replacement or maintenance funding

Undervaluation/insurance deficit

Lack of community support

Increased number & severity of natural disasters such as storm, fire, earthquake

Lack of park and recreational structure maintenance

Conflicting priorities across the organisation

Potential Outcomes

Aging, poorly maintained assets becoming not fit/safe for purpose

Inadequate insurance funding to replace/repair

Volunteer disengagement

Negative budgetary impact/inability to fund necessary repairs/replacement

Community dissatisfaction, infrastructure not fit/safe for purpose

Inability to undertake scheduled capital works or adhere to maintenance schedules

Inherent Risk

Consequence	Likelihood	Rating
Major	Possible	High

Key Controls

Long Term Financial Plan - creation/regular review

Asset Management Plan/Strategy - creation/review

Work/advocate with MRWA & Federal Govt for bridge upgrades

Asset Register creation/review

Shire has adequate insurance cover/annual renewal

Budget provision adequacy

Type	Date	Rating
Preventative	May/Annually	Adequate
Preventative	May/Biennially	Effective
Preventative	Ongoing	Adequate
Preventative	Jun/Annually	Adequate
Preventative	Mar	Effective
Preventative	May	Effective

Overall Control Ratings: Adequate

Residual Risk

Consequence	Likelihood	Rating
Moderate	Possible	Moderate

Risk Evaluation

Accept & Monitor

Actions

Due Date

Responsibility

Long Term Financial Plan

May-26

CEO

Asset Management Plan/Strategy creation

Jun-26

CEO/EMI

Asset Register review

Jun-26

CEO/EMI

CORPORATE BUSINESS PLAN ACTIONS

Pillar 1. Social

Goal 1: A safe and inclusive community for all ages (1.1, 1.2, 1.5)

Goal 3: Active and healthy community (3.1, 3.2, 3.3, 3.4,3.7)

Pillar 4. Economic

Goal 10: A transport network that responds to the accessibility and connectivity needs of industry and community (10.1, 10.2, 10.3, 10.4)

Goal 11: Local economic growth is supported by essential services and robust infrastructure (11.1, 11.2, 11.3, 11.6, 11.7, 11.8)

Goal 12: Grow the visitor and tourism industry (12.3)

Strategic Community Plan Pillars

1. Social
4. Economic

Has the Risk Rating changed since the last review? Yes No

Consequence	Likelihood	Rating	Consequence	Likelihood	Rating

Statutory & Regulatory Requirements

Apr-26

Risk Description: Inability to meet statutory or regulatory compliance requirements and changes including the Local Government reform process.				CORPORATE BUSINESS PLAN ACTIONS Pillar 3. Civic Leadership Goal 7: Deliver a high standard of service for our community (7.1, 7.4) Goal 8: Accountable and compliant governance (8.1, 8.2, 8.3, 8.4, 8.5) Goal 9: Enhance Strong Civic Leadership (9.1, 9.2, 9.3) Pillar 4. Economic Goal 11. Local economic growth is supported by essential services and robust infrastructure (11.5)			
Potential Impact: Non-compliance, compromised regulatory standards, negative budgetary impact.							
Consequence Category: Financial, Reputational							
Potential Causes		Potential Outcomes					
Lack of legal expertise		Legal costs					
Ineffective policies & processes		Lack of direction/inconsistency in practices and process					
Impulsive decision making without due diligence		Budget impact/non-compliance risk/uninformed decisions leading to poorer standards					
Ineffective monitoring and response to changes in legislation		Non-compliance/incurred of penalties/poor audit findings/backlog of responsibilities					
High rate of elected member and staff turnover		Loss of knowledge and understanding/increased training costs					
Lack of training, awareness and knowledge		Ignorance of compliance requirements and deadlines, outdated practices undertaken					
Insufficient staff to undertake compliance requirements and meet deadlines		Non-compliance/incurred of fines/poor audit findings/backlog of responsibilities/higher staff turnover					
Inherent Risk	Consequence	Likelihood	Rating	Strategic Community Plan Pillars 3. Civic Leadership 4. Economic			
	Moderate	Possible	Moderate				
Key Controls	Type	Date	Rating			Control Owner	Comments
	Audit, Risk and Improvement Committee	Preventative	Jun-26			Effective	CEO/EMCS
Councillor induction process	Preventative	Sep-26	Effective			CEO	
Annual Delegations Register Review	Preventative	May-26	Adequate			EMCS	
Annual Policy Review including compliance with recent statutory/regulatory changes	Preventative	Jun-26	Adequate			CEO/EMCS/EMI	
Management training by WALGA/others on legislative reform	Preventative	Ongoing	Effective			CEO	
Adequate budgetary allowance for legal advice & consultancies	Preventative	Annually	Effective			CEO	
Compliance Audit Return	Detective	Sep-26	Adequate			CEO	Returning to March annually post 2026
Overall Control Ratings:			Adequate				
				Has the Risk Rating changed since the last review? Yes No			
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating	
	Moderate	Possible	Adequate				
Risk Evaluation			Accept & Monitor				
Actions	Due Date	Responsibility	Status of Actions				
ARIC ToR etc	Jun-26	CEO/EMCS	Pending				
Increase in budgetary funding - staff resources (EMCS)	Dec-25	CEO	Completed (Organisational Restructure August - 2025-26 Budget)				
TPS review and preparation of land use strategies	Dec-26	CEO/EMCS	Pending				
Planning Delegation - review and update	Jun-26	EMCS	Imminent				
Business Continuity Plan	Apr-26	EMCS	Apr-26 ARIC for receiving - contact details redacted				
Risk Management Policy	Apr-26	EMCS	Feb-26 Briefing Session/Apr-26 ARIC & OCM				

Business Disruption/Emergency Management **Apr-26**

Risk Description:
Failure to adequately prepare and respond to emergencies and events creating business disruption that impacts the ability to deliver operational and strategic outcomes.

Potential Impact:
Disruption to the local community and/or normal business activities and services, loss of IT and communication systems, detriment to staff and community's health and wellbeing, loss of infrastructure and access to utilities, adverse financial impact.

Consequences:
Health, Financial, Service Interruption, Compliance, Reputational, Environment

CORPORATE BUSINESS PLAN ACTIONS:

Pillar 1. Social
Goal 4: Mitigate the impact of natural events (4.1, 4.2, 4.3, 4.4)

Pillar 2. Environment
Goal 5: Care and protect our natural environment (5.1, 5.4, 5.5)
Goal 6: Sustainable and efficient use of natural resources (6.3)

Pillar 3. Civic Leadership
Goal 7: Deliver a high standard of service for our community (7.1, 7.2, 7.3, 7.4)
Goal 8: Accountable and compliant governance (8.1, 8.2, 8.3, 8.4, 8.5)
Goal 9: Enhance Strong Civic Leadership (9.2)

Pillar 4. Economic
Goal 11: Local economic growth is supported by essential services and robust infrastructure (11.5)

Strategic Community Plan Pillars

1. Social
2. Environment
3. Civic Leadership
4. Economic

Potential Causes	Potential Outcomes
Increased number & severity of natural disasters such as storm, fire, earthquake	Unbudgeted expenditure, pressure on emergency service personnel and volunteers, interruption to services and programmes, land degradation, utility outages, loss of IT & communications capability
Terrorism/sabotage/criminal behaviour	Trauma and detrimental effect on health and wellbeing, loss of or damage to property, increased recovery expenditure, pressure on emergency services personnel and volunteers, loss of IT and communications capability
Pandemic/Epidemic	Detrimental effect on health and wellbeing, lessening of service provision capability, compromised access to supplies, increased supply costs, negative budget impact
Loss of key infrastructure and employees able to work	Lifestyle impact, lessening of service provision capability, morale decline, negative budget impact, programme interruption
Climate Change	Warming climate, drier and less water, increased bushfire, drought and heatwave
Inadequacies in environmental awareness and monitoring	Land degradation
Outdated LEMA & Recovery Plans/poor LEMA LG partnerships	Delayed actions and impeded recovery
Insufficient number of volunteers to remain viable	Longer response times to emergencies, sense of community insecurity
Budgetary constraints (staff training and equipment)	Lessening service provision and standards, staff stress/resignations, poor performance

Inherent Risk	Consequence	Likelihood	Rating
	Major	Possible	High

Key Controls	Type	Date	Rating	Control Owner	Comments	
Strategic Risk Register	Preventative	Apr-26	Adequate	EMCS		
Business Continuity Plan (inc IT)	Preventative	Apr-26	Effective	EMCS		
Long Term Financial Planning	Preventative	Apr-26	Adequate	CEO		
Budget capacity (volunteer & staff training/equipment/maintenance/insurance)	Preventative	May-26	Adequate	CEO		
Shire has adequate insurance cover (volunteers/equipment/plant/property etc.)	Preventative	Mar-26	Effective	CEO/EA		
Review of LEMA & LRP 5 yearly/after significant event	Detective	Jul-05	Effective	CEO	Due 2026	
Regular LEMC meetings	Detective	Ongoing	Effective	CEO	Quarterly	
Follow instructions issued by relevant authorities	Recovery	As required	Effective	CEO/EMCS/EMI		
Overall Control Ratings:			Adequate			
				Has the Risk Rating changed since the last review? Yes No		
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating
	Moderate	Possible	Moderate			
Risk Evaluation			Accept & Monitor			
Actions	Due Date	Responsibility	Status of Actions			
Long Term Financial Plan	May-26	CEO	In progress			
Risk Management Policy	Apr-26	EMCS	Feb-26 Briefing Session/Apr-26 ARIC & OCM			
Strategic Risk Register	Apr-26	EMCS	In progress - Mar-26 Briefing Session/Apr-26 ARIC & OCM			
Business Continuity Plan/review	Apr-2026/Annually	EMCS/ARIC	Apr-26 ARIC for receiving - contact details redacted			
LEMA review	Jul-26	EA	Current - due for review 2026 - for LEMC/Council/DEMCS/SEMC endorsement			

Financial Sustainability/Economic Change Vulnerability **Apr-26**

Risk Description:
Failure to respond to changes to external government funding model/s for Local Government and grant funding body focus areas causing reduction in financial capacity.

Potential Impact:
Insufficient finances to meet legislative requirements and provide core and other services, failure to meet community expectations and retain employees.

Consequences:
Financial, Service Interruption, Compliance, Reputational, Property, Environment

CORPORATE BUSINESS PLAN ACTIONS:

All strategic goals are affected by level of financial capacity from undertaking of advocacy tasks through to delivery of capital cost projects associated with asset management programmes (e.g., roadworks, buildings etc.).

Strategic Community Plan Pillars

1. Social
2. Environment
3. Civic Leadership
4. Economic

Potential Causes	Potential Outcomes
Change of State/Federal government	Significant change in government funding priorities/amounts
Change in global circumstances (war/pandemic)	Downturn in economy/recession/reduced access to supplies
Change in grant funding body priorities	Loss of access to funding for specific projects
Rating practices	Insufficient rates revenue
Financial mismanagement - failure to prioritise/estimate/allocate correctly	Overspends/sacrificed projects
Changing compliance requirements	Failure to meet standards/incurred of fines
Significant increase in commodity prices (e.g., fuel)	Negative budgetary impact

Inherent Risk	Consequence	Likelihood	Rating
	Major	Possible	High

Key Controls	Type	Date	Rating	Control Owner	Comments
Audit, Risk and Improvement Committee meetings	Preventative	Quarterly	Effective	CEO/EMCS	
Statutory Budget - Annual	Preventative	July/August	Effective	CEO/ACCNT	
Statutory Budget - Half Yearly Review	Preventative	February	Effective	CEO/ACCNT	
Rating practices	Preventative	July/August	Effective	CEO/ACCNT	
Maintain zero debt/borrowing level where possible	Preventative	Ongoing	Effective	CEO	
Delegation Register review	Preventative	Annually	Adequate	CEO/EMCS	
Policy Manual review - governance/finance policies	Preventative	Annually	Adequate	CEO/EMCS	
Adequate budgetary allowance for legal advice	Preventative	May-26	Adequate	CEO	
Quadrennial legislative review of compliance (Reg 5 & 17)	Detective	Mar-29	Adequate	CEO/EMCS	
Monthly Financial Statements - Estimate vs Actual	Detective	Monthly	Effective	CEO/EMI	
Compliance Audit Return - annual	Detective	Sep-26	Adequate	CEO	Returning to March annually post 2026

Overall Control Ratings: Adequate

Has the Risk Rating changed since the last review? Yes No

Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating
	Moderate	Possible	Moderate			

Risk Evaluation **Accept & Monitor**

Actions	Due Date	Responsibility	Status of Actions
ARIC ToR, Appnt of Independent Chair & Deputy Chair	Jun-26	CEO/EMCS	Pending

Community Engagement and Expectation

Apr-26

Risk Description:

Organisational practices, policies, priorities and outcomes not aligned with achieving the community's strategic goals, inadequate advocacy and optimising of partnerships and alliance opportunities, failure to balance compliance requirements while addressing community priorities.

Potential Impact:

Widespread community dissatisfaction, unrealistic expectations.

Consequences:

Reputational

Potential Causes		Potential Outcomes				
Inadequate distribution of information/failure to monitor social media/miscommunication	Sections of community misinformed/not informed at all					
Lack of understanding of local government role/capability	Misguided outgoing advice & information/misinformed expectations					
Leadership inattention to current issues/failure to listen	Misinformed decision making, loss of volunteer base					
Inadequate policies	Less than optimal outcomes, inconsistency between LGs leading to local discontent					
Budget/funding issues	Unable to fulfil strategic goals					
Competing/conflicting expectations	Discord between Council and Community					
Inadequate advocacy or liaison with government and other service providers	Lost opportunities for externally provided services					
Inadequate involvement with, or support of, community groups	Misinformed decision making, loss of volunteer base					
Inadequate Regional or District Committee attendance	Lost opportunities for collaboration, information and resource sharing					
Short lead times/poor engagement re community concerns	Less feedback/less informed decision making					
Inherent Risk	Consequence	Likelihood	Rating			
	Moderate	Likely	High			
Key Controls	Type	Date	Rating	Control Owner	Comments	
Establish process for website review and update	Preventative	Ongoing	Effective	CEO/EMCS		
Wongi newsletter	Preventative	Ongoing	Effective	CEO		
Community Engagement Policy	Preventative	Ongoing	Adequate	CEO/EMCS		
Overall Control Ratings:			Effective			
Has the Risk Rating changed since the last review? Yes No						
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating
	Moderate	Possible	Moderate			
Risk Evaluation			Accept & Monitor			
Actions	Due Date	Responsibility	Status of Actions			
Disability Access and Inclusion Plan review	Jun-26	EMCS/EA	Review survey undertaken Mar-26			
Public Health Plan formation	Jun-26	EMCS	Community consultation undertaken, draft Plan progressing			

CORPORATE BUSINESS PLAN ACTIONS:

Pillar 1. Social

- Goal 1. A safe and inclusive community for all ages (1.1, 1.3, 1.4, 1.5)
- Goal 2. Local access to health and education services (2.1, 2.2, 2.3)
- Goal 3. Active and healthy community (3.1, 3.2, 3.5, 3.6)
- Goal 4. Mitigate the impact of natural events (4.1, 4.2)

Pillar 2. Environment

- Goal 5. Care and protect our environment (5.3, 5.4, 5.5)
- Goal 6. Sustainable and efficient use of natural resources (6.3)

Pillar 3. Civic Leadership

- Goal 7. Deliver a high standard of service for our community (7.4)
- Goal 8. Accountable and compliant governance (8.3)
- Goal 9. Enhance Strong Civic Leadership (9.1, 9.3)

Pillar 4. Economic

- Goal 10. A transport network that responds to the accessibility and connectivity needs of industry and community (10.2, 10.3)
- Goal 11. Local economic growth is supported by essential services and robust infrastructure (11.2, 11.6, 11.7)
- Goal 12. Grow the visitor and tourism industry (12.2)

**Strategic
Community Plan
Pillars**

1. Social
2. Environment
3. Civic Leadership
4. Economic

Workforce			Apr-26					
Risk Description: Failure to attract and retain suitably skilled and qualified staff or volunteers, inability to engage contractors (due to increasing costs and reduced availability), ineffective leadership and management.			CORPORATE BUSINESS PLAN ACTIONS: The achieving of all of the Community's strategic goals is dependent on the capability, competency and efficiency of Council's workforce in addition to sufficient funding and resources to enable all aspects of work to be undertaken. All strategic goals are, therefore, reliant on mitigating risk to Council's workforce.					
Potential Impact: Increased non-compliance and lack of capacity to deliver services.								
Consequences: Financial, Service Interruption, Compliance, Reputational								
Potential Causes		Potential Outcomes				Strategic Community Plan Pillars 1. Social 2. Environment 3. Civic Leadership 4. Economic		
Leadership failures	Inability to attract and retain staff to deliver strategic goals							
Single-person dependencies	Vulnerability in the event of loss of skillset/knowledge							
Lack of focus on staff and volunteer wellbeing	Work health and safety risks, inability to retain staff & volunteers							
Limited staff availability	Inability to achieve workload, increased pressure on remaining staff							
Competitive labour market/lack of funds to offer attractive remuneration packages	Delays in recruitment (impacting completion of goals), increased employment expenses, increased pressure on existing staff							
Lack of budgetary capacity for training	Lack of opportunity for staff development & increased capability							
Limited contractor availability	Delays to completion of goals and pressure meeting programme timeframes, increased cost of services provided							
Inherent Risk	Consequence	Likelihood	Rating					
	Moderate	Likely	High					
Key Controls		Type	Date	Rating	Control Owner	Comments		
Workforce Plan		Preventative	Aug-26	Effective	CEO			
Adequate workforce budget/attractive remuneration packages to attract and retain		Preventative	As required	Adequate	CEO			
Adequate budgeting for mandatory licencing, tickets, training etc. to increase capability and lessen reliance on contractors/consultants		Preventative	As required	Adequate	CEO/EMCS/EMI			
Employee Assistance Program		Recovery	Ongoing	Effective	CEO			
Overall Control Ratings:				Adequate				
				Has the Risk Rating changed since the last review? Yes No				
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating		
	Moderate	Possible	Moderate					
Risk Evaluation			Accept & Monitor					
Actions	Due Date	Responsibility	Status of Actions					
Recruitment of Executive Manager Infrastructure	ASAP	CEO	Shortlisting					



Shire of Woodanilling

Business Continuity Plan

Version 2.1 April 2026

Review date (annually) - April 2027 (or sooner, if managing a disruption)

Please read this page first: Important information for the user

This Plan is a series of checklists developed and maintained in readiness for use during and after an incident **resulting, or anticipated to result in, a disruption to business-as-usual activities.**

The term 'Incident' can be used to indicate a 'Crisis', 'Disaster', 'Emergency', 'Accident' or any other event **resulting, or anticipated to result in, a disruption.**

This Plan's main purpose is to offer guidance in restoring the Shire to an acceptable level of operation by focusing on staff welfare, communications, time-critical business activities and those staff who will need to be contacted or mobilised due to the circumstances of the incident.

Every incident is unique. Therefore, the gap between disruption planning and the real disruptive incident now being faced, needs to be filled with new information gathered after an assessment of the circumstances of the incident, and the Plan and response options updated accordingly. See diagram on following page.

An Organisation's behaviours during an incident can significantly damage the trust of staff, the community and other stakeholders. Therefore, during a disruptive incident, the Shire will seek to:

- 1. Before all else, establish the safety and wellbeing of staff, visitors and the community.**
- 2. Provide regular, concise and meaningful communications internally and externally.**
- 3. Strategically manage the incident through strong leadership and clear decision-making to return operations to normality.**
- 4. Work together as a team demonstrating the Shire's principles and values.**
- 5. Provide the Shire's community, customers and stakeholders with essential services.**
- 6. Provide staff with a safe working environment to support service delivery.**
- 7. Ensure that the recovery efforts have the necessary resources and support.**
- 8. Plan into the future. Set critical milestones and timeframes for recovery.**
- 9. Ensure all actions are documented for investigators, debriefs and reviews.**

*** Team checklists begin after the Table of Contents**

*** Pandemic Checklist (Appendix B)**

*** Incident Leader Checklist (Appendix C)**

Please note:

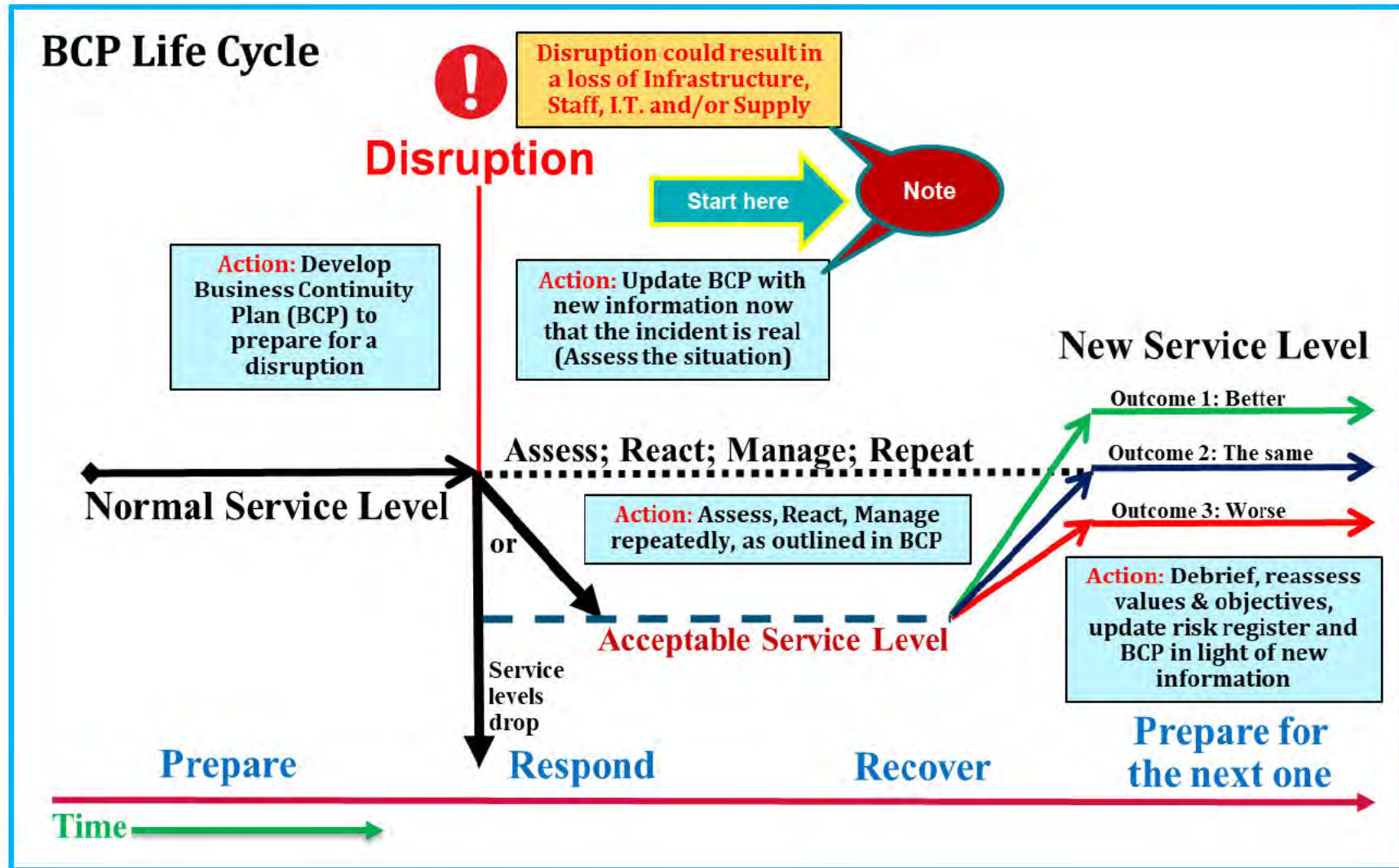


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Distribution List Copies of this plan are located in CEO/Administration/Depot offices and in CEO, Management and CESM vehicles.

Person/Organisation	No. Hard copies	Electronic copy
Elected Members (6)	0	Yes
Staff – CEO, EMCS, EMI, CESM	4	Yes
LEMC members and deputies	18	Yes
Katanning Police	1	Yes
Local Government Insurance Services	0	Yes

Checklists:

1. Emergency Response

Before all else, establish the safety and wellbeing of staff, visitors, and the community. This includes neighbours and any bystanders.

2. Immediately After Emergency:

***It is essential that the Leadership Team be informed of the incident as soon as possible.**

Leadership Team	Contact Details	Date & Time contacted	Deputy
CEO – Anika Serer The CEO is to advise the:	0428 032 089	Date & Time	A Deputy will be appointed in the absence of a Leadership Team Member See also Appendix 7.1 of the LEMA (Local Emergency Management Arrangements) - Critical Contacts list for emergency contact details Main Administration Telephone # - (08) 9823 1506
President (Russel Thomson); and Deputy President (Sally Vermeulen)	0419 950 217 0417 096 389		
Executive Manager Corporate Services – Judy Stewart	0437 245 035	Date & Time	
Executive Manager Infrastructure – Vacant	0427 611 837	Date & Time	
████████████████████	██████████	Date & Time	
CESM – Vacant	██████████	Date & Time	
ICT Provider (PCS) ██████████	██████████ ██████████	Date & Time	

***If a Team Member cannot be reached, consider calling their home number or sending someone to notify them if safe to do so and where feasible.**

Evidence

Log details of all Witnesses, Photographic and CCTV evidence
Include time, witness name, contact details and a summary of what was witnessed:

3. Assess

Leadership Team - Assess the Situation
Describe what has happened: *Determine whether the incident has resulted in a loss of (or access to) infrastructure, people, IT and/or supply. See 'Scenario-Specific' Checklists for more specific information.
What action has been taken so far?
What has changed/is changing? Will work hours be affected?
Who is impacted? Which areas are impacted, or may still become impacted?
What might happen next?
How long is this Incident likely to continue?
What actions should be taken immediately? Should we seek assistance from outside the organisation?
What's the desired realistic outcome/s (in 1 hour, 3 hours, 1 day, etc)?
Can we put plans in place now to deal with any future backlogs?
How often should the team meet?
<p>On the following pages: Assess and Prioritise:</p> <p>A. Employee's support & wellbeing requirements</p> <p>B. Time-Critical business functions</p> <p>C. Other Considerations</p> <p>D. All upcoming activities or events</p> <p>E. Key contacts/Organisations/Contractors to be contacted</p> <p>*After assessing and prioritising, focus your resources where they're needed most</p>
<p>See 'Scenario-Specific' Checklists for more specific information relating to:</p> <ul style="list-style-type: none"> • Loss of Staff • Loss of (or access to) buildings/infrastructure/equipment • Loss of IT, Data or Communications • Loss of key Suppliers

3A. Employees' support & wellbeing requirements

Determine employees' support & wellbeing requirements:	Delegated to:	Complete
<p>Set up incoming and outgoing contact arrangements for staff.</p> <p>A main internal point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts.</p>	Delegated to:	Time
<p>Monitor employees' medical & stress factors. Consider additional support options for impacted individuals who:</p> <p>Are ill, are at risk, are fearful or anxious about the risks, or fail to show up to work due to safety concerns, caring for sick family members or due to travel restrictions.</p> <p>Identify space to segregate/isolate teams or individuals if necessary.</p> <p>Be mindful of any potential bullying or harassment of any particular demographic.</p> <p>See checklist: 'Loss of Staff' for additional information.</p> <p>Liaise with relevant Line Managers.</p>	Delegated to:	Time
<p>Determine Management and Staff roles and responsibilities before sending anyone home (if applicable):</p> <p>Make sure:</p> <ul style="list-style-type: none"> • If you're sending staff home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Staff may have left keys, bags and mobiles in the office during evacuation. • They have a family member or friend who can fetch them or arrange an ambulance or taxi. Do not call a taxi if they are infectious. • That they are able to contact their families if they need or want to. <p>Make sure they understand:</p> <ul style="list-style-type: none"> • Where they should go. • What they should do and how they should do it. • The options available to them. • Reporting arrangements. • That their jobs are safe, if applicable, or the options available to them. • When they should come back to work. • When the next communication can be expected and how it will be communicated. <p>Remind them about the Shire's Social Media policy (not to talk to the Press, or post anything on social media, or alert friends). If an employee is approached for a comment, they should refer the media body to the Incident Leader.</p> <p>Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.</p> <p>Consider Union involvement.</p> <p>Update staff contact list and send to the relevant authorised person.</p>	Delegated to:	Time
Engage external employee assistance program (EAP) Refer Key Contacts	Delegated to:	Time
Continued on the following page...		

Determine employees' support & wellbeing requirements:	Delegated to:	Complete
Consider employees' family responsibilities (e.g., children). Allow them to contact their family if they want to or need to.	Delegated to:	Time
If required, assist employees who may have increased medical requirements such as those persons who may be pregnant, recently undergone an operation, disabled or frail.	Delegated to:	Time
Consider flexible working arrangements such as shifts, additional breaks or fewer hours per day or week.	Delegated to:	Time
Arrange WH&S assessments for any changes in working arrangements or redeployment.	Delegated to:	Time
Ensure Line Managers regularly touch base with staff working from home or remotely.	Delegated to:	Time
Set up a roster system and/or additional resources to manage workload & fatigue. Staff flexible working arrangements, including rostered days off, should be taken into consideration.	Delegated to:	Time
*Contact family or next of kin only with assistance from Employee Assistance Program or Police.	Delegated to:	Time
Ensure staff have refreshments, food and toilet facilities if required.	Delegated to:	Time
Organise suitable transport arrangements for employees if required.	Delegated to:	Time
Organise temporary accommodation if required.	Delegated to:	Time
Ensure regular updates to staff and allocate responsibilities for updates (Email, Text messaging, Teams, Internet, Intranet, social media, White Boards, Bulletin boards, Other).	Delegated to:	Time
During recovery and returning to work, consider that staff may need time to heal or adjust to any changes.	Delegated to:	Time
Consider return-to-work guidance for staff.	Delegated to:	Time
Consider providing financial advice to staff who have been financially impacted.	Delegated to:	Time
Refer to the Shire Intranet site under Corporate Documents for further information regarding Employee Wellbeing, Employee Leave Entitlements, Working from Home and Managing Employees.	Delegated to:	Time
Consider appropriate work arrangements for casual staff, volunteers and staff redeployed from other areas. Manage any potential stressors of a changed working environment.	Delegated to:	Time
Other:	Delegated to:	Time
	Delegated to:	Time
	Delegated to:	Time

3B. Time-Critical business activities according to priority

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
1 < 4 hours	Communications (List Stakeholders immediately to ensure no-one is missed. Remember to include a standardised message for people phoning in or visiting.)	CEO + 1	2	Yes	<p>Internal and external communication & updates to staff, elected members, stakeholders and community, media liaison & official media releases.</p> <p>External communication platforms used include the website, social media, e-News, electric mobile sign, media releases, videos, SMS, voicemail service, radio, zoom, signage, billboards, newsletters, footpath stickers.</p> <p>Internal communications platforms used include email, intranet, SMS, and mail.</p> <p>See also table 3E below: ‘Key Contact Lists’.</p> <p>*Ensure approvals are obtained for all communications.</p> <p>If required, outsource updating the website and producing an e-news as priorities.</p>
1	Customer Service			Yes	<p>Work landlines could be diverted to mobile phones, with staff being clearly advised about contact hours and contact protocols.</p> <p>Landline #s: (08) 9822 2826, (08) 9800 9014, (08) 9822 2812, (08) 6801 7380, (08) 6801 7393</p> <p>Consider reducing internal and external customer service front desk and telephone hours of operation and/or outsourcing to external supplier.</p> <p>Provide staff with standardised response statements regarding the incident.</p> <p>All servicing responded to remotely must ensure that responses meet the internal customer service charter.</p>
1	Employee advice, welfare, and support			Yes	See 4A. Employee’s support & wellbeing requirements.
1	Appropriate signage in place and area cordoned off or closed if necessary			Yes	

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
1	Traffic Management			No	Assist Emergency Responders, facilitate road closures and ensure site safety.
1	Information technology and communications functionality (To support office and work-from-home capability)			Yes	Cloud services, operating systems, core business applications, security, desktop, and mobile device services, hardware, and software, etc. IT Support (Helpdesk), ICT, Business Systems, GIS, Information Management. Engage Perfect Computer Systems/ReadyTech for backfill of service as required. See also Table: Loss of IT or Communications Systems – ensure the Shire’s core ERP and Microsoft systems (including internet) are available for transactions. Help Desk systems required to accurately track and respond to requests.
1	Rangers – responses to be prioritised			No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management Support (Central Local Emergency Management Arrangements and Partnering Agreement for the Provision of Mutual Aid during an Emergency Event), Hazard Management Agency Support (Police, DFES etc), bushfire control. 2 staff AM, 2 PM. Parking staff can be re-deployed to complement staff numbers.
1	Environmental Health – responses to be prioritised			No	Urgent EHO-related requests such as asbestos, contamination, food poisoning, pests, diseases, applications, etc.
1	Payroll			Yes	1 payroll & Accounts Payable officer for Super, PAYG and payroll deductions. (1 Depot Administrator for manual paper timesheets input). (Finance approval for release of payment – CEO/EMCS)
1	Procurement			Yes	Purchase orders for external contractors/suppliers. Variation, renewal or creation of contracts where appropriate. Assistance available from WALGA if required
1	Notify Insurers of incident and insurance claims processing requirements			Yes	Insurers will provide guidance on incident claims processing and any available incident assistance and investigation protocols.
1	WHS accident investigation and incident reporting			Yes	Advice and assistance

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
1	Contact all contractors to confirm if they have been affected by the incident.			Yes	Contractors include waste, projects, & civil works. See 'Key Contact List'.
1	Road reserve maintenance – responses to be prioritised		2	No	Footpaths, drainage, river walls, bridges, roads, etc. Prioritise for urgent situations and to make safe.
1	Facilities maintenance & cleaning services	Property Management and Maintenance	2	No	Contracted services to be deferred where appropriate. Urgent reactive maintenance to be prioritised. Safety of Shire-owned community and Shire-operated buildings: plumbing, electrical, damages, etc. Public cleaning & sanitation – cleaning, maintaining toilets, etc. Consider closing and locking facilities, prioritising service reductions or engaging contractors if required.
1	CCTV and Electrical Infrastructure Maintenance	Property Maintenance		No	Essential reactive maintenance to be prioritised.
1	Parks and Reserves - responses to be prioritised		2/3	No	Hazard reduction and cleaning - reactive clearing of trees over roads, broken infrastructure, or assets, etc Public Open Spaces safe and usable for public
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	Finance	1	Yes	Accounts Payable required as part of Payroll process.
2	Banking/receipting		1	Yes	
2	Library		1	No	Digital services, Community hub, resources for people to remain occupied, home delivery book services, etc.
2	Transportation of seniors		1	No	Shopping bus, social support outings, volunteer transport
2	Record keeping, processing of mail, Information management, FOI & retrieval, and distribution of archives	Records Management	1	No	1 person in office to process mail. If these facilities are unavailable, outsource to Australia Post. The others are able to work remotely.
2	Special Council meetings	Governance	1	Yes	Governance & Council – Council meeting process can be moved to remote working
2	HR Advice - Employee and Industrial Relations - WALGA	People and Culture	1	Yes	Advice provided on request

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
3	Building approvals (including archive plan searches, customer service & lodging of applications)		1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)		1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Commercial property portfolio management	Property Management	1	Yes	Commercial and retail leasing. Land transactions. Tenant liaison, finance and billing enquires and Tenant maintenance. Legal assistance may be required.

3C. Other Considerations

Other considerations	Priority	Delegated to:
Additional internal or external security		
Animal poles for Rangers		
Bulletin board		
Car Mobile Chargers		
Coffee & tea		
Dog/Cat cages		
Eftpos/Cash		
Emergency Management Arrangements (local) - available from other shires (and SharePoint when ERP is updated) Exec Officer LEMAC: CESM		Vacant
Environmental Health sample equipment		
Fuel		
Generator		
Manual Timesheets and Purchase Orders		
Mobile phone and computer chargers and cables		
Office safe		
Pens, paper & stationery		
Signage (roads, etc if required for safety)		
Signage (roads, etc)		
Truck and vehicle keys		
White board & markers		

3D. Upcoming Activities and Events

Month	Recurring Activity
ALL	Check Compliance Calendar (Compliance Audit Return, Annual Report, etc).
ALL	Check all upcoming Shire and Community public events. Amend events to be virtual where possible, postpone or cancel events.
January	New Year's Day and Australia Day public holidays.
March	Labour Day Public Holiday (WA: first Monday in March).
March/April	Good Friday and Easter Monday Public Holidays.
April	ANZAC Day Public Holiday
June	Western Australia Day (formerly Foundation Day) – typically the first Monday in June.
September	King's Birthday Public Holiday (typically the last Monday of September)
November	Melbourne Cup Day (held on the first Tuesday of November).
December	Christmas Day and Boxing Day Public Holidays.

3E. Key Contacts

Organisation	Contact
Alcohol & Drug Information Support Line	██████████
Ambulance	000
Banking – NAB Katanning	13 22 65
Building Commission (Dep. Of Mines, Industry Regulation & Safety)	1300 489 099
Caravan Park	██████████
Crisis Care (after hours)	1800 199 008
Department of Indigenous Affairs	9424 3700
Department of Primary Industries and Regional Development	9881 0222
Department of Biodiversity, Conservation & Attractions	9219 9000
Department of Communities (Child Protection & Family Support)	9881 0123
Department of Disability Services Collie/Narrogin	6167 7960/6277 3838/1800 176 888
Department of Justice	13 67 57/9264 1600
Department of Defence	1300 333 362/9529 8842
Department of Education	9264 4111
Department of Finance	6551 1000
Department of Fire & Emergency Services – Upper GS Regional Office, Narrogin	6832 3110
Department of Health	1800 020 103/9222 4222
Department of Communities – Housing Authority/Narrogin	9792 2111/6414 2979
Department of Human Services – Child Support Line	13 12 72
Department of Creative Industries, Tourism and Sport	
Local Government/LG Hotline	6551 8700/1300 762 511
Sport & Recreation	9492 9700
Creative Industries	6552 7300
Department of Biodiversity, Conservation and Attractions – Parks & Wildlife, Narrogin	9881 9200
Department of Planning, Lands & Heritage	6551 8002
Department of Primary Industries & Regional Development/Narrogin	1300 374 731/9881 0222
Department of Transport	13 11 56
Department of Treasury	1800 020 008/6551 2777
Department of Water & Environmental Regulation	6364 7000
Dial Before You Dig	1100
Environmental Protection Agency (EPA)	6364 7000
Harvest Ban Hotline	9823 1056
Heritage Council of WA	6552 4000
Landgate	9273 7373
LGIS – Insurance	9483 8888

Organisation	Contact
Main Roads Western Australia	13 81 38
Main Roads (Narrogin)	9881 0566
Market Creations	6168 1000
Primary School - Woodanilling	9823 1528
PCS (IT Support)/urgent & after hours)	██████████
Poisons Hotline	13 11 26
Police, Fire, Ambulance	000
Police Assistance Centre – Non Emergency	9885 1100/131 444
Public Transport Authority	9326 2000
ReadyTech	9315 7000
Roads (Main) – Fulton Hogan	██████████
Security/Emergencies (ABA Security)	██████████
Shire of Cuballing	9883 6031
Shire of Dumbleyung	9863 4012
Shire of Katanning	98219 999
Shire of Kojonup	9831 2400
Shire of Wagin	9861 1177
Shire of Wandering	9884 1056
Shire of West Arthur	9736 2222
Shire of Wickepin	9888 1005
Shire of Williams	9885 1005
St John Ambulance (Kellerberrin) – Wheatbelt Regional Office	9621 1613
State Administrative Tribunal (SAT)	9219 3111/1300 306 017
State Emergency Service Narrogin - Duty Officer	██████████
State Emergency Service (Activation)	132 500
State Library of WA	9427 3111
State Records Office	9427 3600
Synergy (Electricity Supply Faults/Gas Supply Faults)	13 13 51/13 13 52
Telstra (██████████ – WA Regional)	██████████
Translating and Interpreting Service (TIS National)	13 14 50
Transport ██████████	██████████
WALGA	9213 2000
Waste Authority WA	6364 6965
Water Corporation – Fault/Water Outage	13 13 75
Narrogin Office	9881 0600
Western Power	13 10 87
Emergency	13 13 51
Streetlight Faults	1800 622 008
WorkSafe (Department of Mines, Industry & Safety) General/Serious Incidents	1300 307 877/1800 678 198

Outsourced Partners/Key Suppliers/Contractors

Service	Contractor	Contact	Number	2 nd contact
Advertising	[REDACTED]		[REDACTED]	
Animal Re-homing	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	
Animal Supplies	[REDACTED] [REDACTED]		[REDACTED]	
Arboriculture/Tree Pruning	[REDACTED]		[REDACTED]	
Asbestos removal	[REDACTED] [REDACTED]		[REDACTED] [REDACTED]	
Asphalt Large	[REDACTED]		[REDACTED]	
Asphalt Small/Supplies	[REDACTED]		[REDACTED]	
Banking	[REDACTED] [REDACTED]		[REDACTED]	
[REDACTED]		[REDACTED]	[REDACTED]	
[REDACTED] [REDACTED]	[REDACTED]		[REDACTED] [REDACTED]	
CWA		[REDACTED]	[REDACTED]	
Courier	[REDACTED]		[REDACTED]	
DFES (Comcen)			[REDACTED] [REDACTED]	[REDACTED]
DFES (Narrogen)			[REDACTED]	
Dog Pound	Surrounding shires		See 3E. External Contacts	
Drain Cleaning	Surrounding shires		See 3E. External Contacts	
Electrician – Air Conditioning/Building	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	
Electrician – Automotive	[REDACTED] [REDACTED]		[REDACTED]	
Employee Assistance Program	[REDACTED]		[REDACTED]	
Fuel Supply	[REDACTED]		[REDACTED]	
Funeral Services	[REDACTED] [REDACTED]		[REDACTED]	
Garden Supplies	[REDACTED]		[REDACTED]	
Gas supplies	[REDACTED]		[REDACTED]	
General Store	[REDACTED]		[REDACTED]	
Glass Repairs	[REDACTED] [REDACTED] [REDACTED]		[REDACTED] [REDACTED]	
Internet	[REDACTED] [REDACTED] [REDACTED]		[REDACTED]	

Service	Contractor	Contact	Number	2 nd contact
IT (Data backups)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
IT (computers)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
IT – Synergy	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Landfill Contractors	[REDACTED]		[REDACTED]	
Lawyers	[REDACTED]		[REDACTED]	
Locksmiths	[REDACTED]		[REDACTED]	
Mail	[REDACTED]		[REDACTED]	
Mechanical Services	[REDACTED]		[REDACTED]	
Media Outlets – Newspaper	[REDACTED]		[REDACTED]	
Media Outlets - Radio	[REDACTED]		[REDACTED]	
PPE Supplies	[REDACTED]		[REDACTED]	
Pest Control	[REDACTED]		[REDACTED]	
Plumbing	[REDACTED]	[REDACTED]	[REDACTED]	
Powerlines & Underground Power	[REDACTED]		[REDACTED]	
Reticulation Contractors/ Supplies	[REDACTED]		[REDACTED]	
Signage				
Stationery	[REDACTED]		[REDACTED]	
Tavern			[REDACTED]	
Telecommunications	[REDACTED]		[REDACTED]	
Traffic Management	[REDACTED]		[REDACTED]	
Telstra outages			[REDACTED]	
Vehicle Towing	[REDACTED]		[REDACTED]	

Service	Contractor	Contact	Number	2 nd contact
Vehicle Tyres	[REDACTED]		[REDACTED]	
Veterinary Services	[REDACTED] [REDACTED]		[REDACTED] [REDACTED]	
Waste/bins contractors	[REDACTED] [REDACTED]		[REDACTED]	
Water carting	[REDACTED]	[REDACTED]	[REDACTED]	

4. React

Scenario-Specific Checklists

a) Loss of (or access to) buildings/infrastructure/equipment

Tasks: Loss of (or access to) buildings/infrastructure/equipment		Complete
<p>If relocation is necessary, consider:</p> <p>Alternative Locations:</p> <ul style="list-style-type: none"> ▪ Recreation Centre (Woodanilling Pavilion) ▪ Town Hall ▪ Depot ▪ Local School ▪ Portable site offices ▪ Other Local Governments <p>Set up at least three workstations and a printer in the new facility</p> <p>Storage Locations: Physical stock or equipment:</p> <ul style="list-style-type: none"> ▪ Council Reserves, vacant land, Depot, Contractors, local businesses 		ELT Date & Time
➤ Notify current users of the alternate locations of your intention to occupy		Date & Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from other local governments, contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 		Delegated to: Date & Time
Consider how workstations & communications for staff relocating to other sites will be established and allocated, including those with portable devices.	Delegated to:	Date & Time
Consider staff travel arrangements to other sites.	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g., work two shifts of 5 hours rather than one shift of 8 hours).	Delegated to:	Date & Time
<p>Consider how workstations & communications for staff working from home will be organised.</p> <p>Note: staff working from home should be housed at the office 2 days per week wherever possible to maintain culture and support.</p>	Delegated to:	Date & Time
Consider other support areas to assist with relocation.	Delegated to:	Date & Time

Tasks: Loss of (or access to) buildings/infrastructure/equipment		Complete
Familiarise staff with new arrangements and determine communication protocols.	Delegated to:	Date & Time
Arrange security access controls for the affected building .	Delegated to:	Date & Time
Arrange security access controls for the new building/s .	Delegated to:	Date & Time
Manage any new WHS/Support & Wellbeing issues that may arise either: <ul style="list-style-type: none"> 1. During relocation; 2. At the new building/s; or 3. With the use of new equipment. 	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).	Delegated to:	Date & Time
Redirect: Emails, phones, couriers, milk, business supplies, etc.	Delegated to:	Date & Time
Identify necessary staff & equipment requirements to maintain Time-Critical Activities.	Delegated to:	Date & Time
If possible, begin salvage or restoration activities.	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

b) Loss of Staff

Tasks: Loss of Staff	Delegated to:	Time
Determine the number of staff away, affected service areas & expected return dates. Record and track staff absences.	Delegated to:	Date & Time
Ensure the safety and wellbeing of remaining staff.	Delegated to:	Date & Time
See: 3A. Employee's support & wellbeing requirements	Delegated to:	Date & Time
Identify Time-Critical deliverables due today and for the next 5 days.	Delegated to:	Date & Time
Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps. Identify staff to be redeployed from other areas.	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g., work two shifts of 5 hours rather than one shift of 8 hours).	Delegated to:	Date & Time
Ensure appropriate inductions, training and supervision to be in place for any replacement or redeployed staff.	Delegated to:	Date & Time
Ensure risk assessments in regard to any potential staff safety issues.	Delegated to:	Date & Time
Discuss changes with personnel and relevant Union if required and engage specialist Industrial Relations or legal assistance.	Delegated to:	Date & Time
Arrange any required medical assistance.	Delegated to:	Date & Time
Cease all non-critical activities where appropriate.	Delegated to:	Date & Time
In consultation with HR, notify/escalate to Department of Health or Worksafe etc.	Delegated to:	Date & Time
Can temporary competent replacements be arranged from: <ul style="list-style-type: none"> ○ Other Local Governments ○ Casuals/increase part-time hours ○ Volunteers/from the community/prisoners ○ Existing contractors ○ Recruitment agencies for Labour Hire (e.g., LoGo, WALGA) ○ State Government Agencies ○ Retired or former employees ○ Redeploy staff from other areas 	Delegated to:	Date & Time
Continued on following page...		

Tasks: Loss of Staff	Delegated to:	Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from other local governments, contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 	Delegated to:	Date & Time
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).</p>	Delegated to:	Date & Time
Notify Stakeholders of any amended working arrangements	Delegated to:	Date & Time
Organise any required Employee Assistance including counselling to assist with personnel returning to work.	Delegated to:	Date & Time
Develop and distribute return-to-work guidance to staff.	Delegated to:	Date & Time
Conduct regular Fitness for Work Assessments.	Delegated to:	Date & Time
Establish a method to provide financial advice to staff who have been financially impacted.	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

c) Loss of IT or Communications

Tasks: Loss of IT or Communications	Delegated to:	Complete
<p>Contact IT Support (PCS as above).</p> <p>Ask them to invoke the IT Disaster Recovery Plan if required.</p> <ol style="list-style-type: none"> 1. Determine potential cause/s of loss of IT 2. Clarify the extent of the outage. 3. Clarify the extent of any data loss. 4. Determine target restoration timeframes. <p>*Note: If the incident is a cyber-attack and internal IT support is unavailable, you should contact the LGIS Cyber Insurer: Chubb Cyber Incident Response Hotline: 1800 027 428 . See Chubb response process 2 pages below.</p>	Delegated to:	Date & Time
<p>Request a diagnosis and regular feedback to allow you to detail an appropriate strategy and the required resources for recovery. Lodge a PCS support request with PCS by emailing [REDACTED]</p> <p>SynergySoft ERP is a priority - Finance, AP, AR and Payroll functionality.</p> <p>Content management system, graphic design, Mailchimp access, SharePoint, CIA are important. Sharepoint is available and will be used when a more modern ERP is rolled out over next 5 years (from 2026)</p> <p>Authority may be required for employee contact details, Sharepoint and ECM (Enterprise Content Management) for employee files</p>	Delegated to:	Date & Time
Determine whether there is a need for any internal staff to assist IT	Delegated to:	Date & Time
<p>Consider:</p> <p>Deliverables due today and for the next five days, 10 days, 1 month, etc.</p> <p>Consider how workstations & communications for staff relocating to other sites or working from home will be established and allocated.</p> <p>Any manual procedures or workarounds.</p> <p>Other productive activities not requiring IT or communications infrastructure.</p>	Delegated to:	Date & Time
Detail a strategy and resources for recovery, including assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists.	Delegated to:	Date & Time
If there has been a partial loss of IT or Communications, consider how staff working in shifts will be established and allocated (e.g., work two shifts of 5 hours rather than one shift of 8 hours).	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements.	Delegated to:	Date & Time

d) Loss of Supplier

Tasks: Loss of Supplier	Delegated to:	Complete
<p>Contact the Supplier (where possible) and determine:</p> <p>The nature and extent of the incident. Whether operations have ceased entirely or are limited. Supply of any goods currently in transit. Whether the supplier has stock on hand that you can collect. Communication updates from the supplier. Assign someone to monitor & communicate with the supplier.</p>	Delegated to:	Date & Time
<p>Consider restoration timeframes and clearance of backlogs (if applicable)</p>	Delegated to:	Date & Time
<p>Consider:</p> <ul style="list-style-type: none"> • Time-Critical activities that rely on this supplier. Can these be prioritised immediately? • Length of time before these activities are impacted. • Alternative suppliers? Contact them immediately. • Procurement Requirements Purchasing policy. • Alternative procedures. 	Delegated to:	Date & Time
<p>Determine if there are any legal, health and safety, reputation or financial implications and manage them accordingly.</p>	Delegated to:	Date & Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 	Delegated to:	Date & Time
<p>Notify Stakeholders of amended working arrangements.</p>	Delegated to:	Date & Time
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).</p>	Delegated to:	Date & Time
<p>Place additional orders to make up any low supply quantities.</p>	Delegated to:	Date & Time
<p>Other:</p>	Delegated to:	Date & Time

6) Manage

The following is a basic standing agenda for each regular meeting. Incident-specific information should also be included where relevant.

Tasks	Delegated to:	Complete
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions, and issues in SharePoint (when available) or other Action folder.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements.	Delegated to:	Date & Time
Considerations to be discussed and actioned:	Delegated to:	Date & Time
• Review effectiveness of recovery actions to date.	Delegated to:	Date & Time
• Discuss any emerging issues or new information.	Delegated to:	Date & Time
• Reassess resource requirements and capabilities for these weeks and months.	Delegated to:	Date & Time
• Review all working arrangements for affected areas.	Delegated to:	Date & Time
• Review all Time-Critical business activities.	Delegated to:	Date & Time
• Review existing/workload and any backlogs.	Delegated to:	Date & Time
• Review all deferred activities and arrange resumption where possible.	Delegated to:	Date & Time
• Assess any insurance implications.	Delegated to:	Date & Time
• Set next meeting and venue.	Delegated to:	Date & Time
Identify & notify Key Contacts of any amended working arrangements.	Delegated to:	Date & Time
Provide feedback, information, copies of communications & copies of logs to Admin Officer to ensure that an appropriate record of the incident is maintained.	Delegated to:	Date & Time
Provide updates to staff and consider welfare provisions for affected individuals.	Delegated to:	Date & Time
Release external communications if deemed appropriate.	Delegated to:	Date & Time
Conduct site visits if deemed appropriate and safe.	Delegated to:	Date & Time
Ensure all stakeholders continue to be kept informed.	Delegated to:	Date & Time
Continue to monitor Incident and issue instructions as appropriate.	Delegated to:	Date & Time
Review status of Incident and scale down recovery as situation dictates.	Delegated to:	Date & Time
Implement staff rotation/rostering.	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time

7) Recover

Tasks	Delegated to:	Complete
Contact other Local Governments who've experienced a similar incident and request assistance by sharing their post-incident recovery experiences with you.		
Arrange responsibilities for tasks & determine target completion times.		
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements	Delegated to:	Date & Time
For review and agreement: <ul style="list-style-type: none"> • Completed action items. • Recovery objectives. • Plans are in place to deal with any backlogs. • Communication to staff to recognise efforts. • Target date for completion of post incident review. 	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
Provide copies of logs and decisions to Admin Officer for collation.	Delegated to:	Date & Time
Undertake <u>post-incident review/debrief</u>, including: <ul style="list-style-type: none"> • Communication within and between Executive Team and Support areas. • Effectiveness of communication with affected areas and stakeholders. • Cost of recovery arrangements and insurance offsets. • Effectiveness of recovery strategies. • Advice to external and internal customers. • Media arrangements. • Impact of incident on Shire's reputation. • Timeframes for tasks and achievement of targets. • Impact on workflows of affected and interdependent areas. • Special staffing arrangements and acknowledgment of contributions. • IT system performance and recovery arrangements. 	Delegated to:	Date & Time
Present findings for review.	Delegated to:	
Celebrate achievements and anniversary of incident (if appropriate).	Delegated to:	

Document Control

Document Record	
Content Manager document name	Shire of Woodanilling Business Continuity Plan
Content Manager document number	
Content Manager file number	

Review and Approval	
Prepared by	
Maintained by	
Version date	
Approved by	CEO/Executive Management Team
Frequency of review	Annual

Appendix A – Communications Guidelines

Sample Communications Template
<p>New York President Rudy Guiliani's format for providing 9/11 disaster information is given as an example of best practice:</p> <ul style="list-style-type: none"> • this is what we know (& this is who is affected) _____ _____ • this is what we do not know _____ • this is what we are doing _____ • this is what we want you to do _____ <p><u>Media Holding Statement Example</u></p> <p>On (insert day and date) at approximately (insert time) the Shire of Woodanilling experienced a business interruption event (describe event • this is what we know • this is what we don't know etc,, as above). See 'Notification Chart' below for Likely questions from Stakeholders and 'Message Mapping' below for a template.</p>

Note: ONLY an authorised spokesperson may speak to the media.

Communications Team Responsibilities		
Primary	Deputy	Role/Responsibility
CEO	President	<ul style="list-style-type: none"> • Works with Executive Management Team/Council, to issue holding statements to the media. • Serves as lead representative at press conferences with assistance as required. • Approves all publicly disseminated information. • Identifies spokespersons if required.
		<ul style="list-style-type: none"> • Works in close liaison with the spokesperson to ensure message accuracy and delivery. • Assists with media relations.
		<ul style="list-style-type: none"> • Provides legal advice on communications strategies. • Provides legal advice on messaging to victim(s), family members, media, etc. • Approves messages before release.

Verify the Incident	
WHAT happened? WHAT is affected?	
WHERE did it happen?	
WHEN did this happen?	
WHO is involved? WHO is affected?	
HOW did it happen?	
WHY did it happen?	
WHAT is being completed?	
<p>Note:</p> <p>When collecting information, consider:</p> <ul style="list-style-type: none"> • Have all the facts been obtained (to the best of your knowledge)? _____ • What other information is needed? _____ • Have the details been confirmed? _____ • Are the information sources credible? _____ • Is the information consistent from several sources? _____ <p>Other? _____</p>	

Notification Chart		
Stakeholder	Organisational context	Likely questions
Employees	<ul style="list-style-type: none"> Organisational impact of event Continuing operational capability Alternate work arrangements 	<ul style="list-style-type: none"> ➤ What has happened and why? ➤ What will happen in the immediate future? ➤ Where is assistance available? ➤ Where should we go? ➤ What should we do? ➤ How do we do it? ➤ What are we allowed to say? ➤ Will I get paid? ➤ Is my job safe? ➤ When do I come back to work?
Family/Next of kin	<ul style="list-style-type: none"> ➤ Immediately • The extent of the event • Names of individuals involved and injuries • Access to counseling services 	<ul style="list-style-type: none"> ➤ What has happened? ➤ Who are the staff members involved and are they safe? ➤ What do we do now? Or later? ➤ How could it happen? ➤ Who is to blame?
Board/Council /Committee	<ul style="list-style-type: none"> • Impact on local Communities/customers • Timeline to normal capability and capacity 	<ul style="list-style-type: none"> ➤ What has happened and why? ➤ What is being done to fix it? ➤ What are the impacts on local communities/ customers and how are these being managed? ➤ When will normal capability and capacity be restored?
Auditors/ Shareholders	<ul style="list-style-type: none"> • The nature of the event • Immediate impacts on operational capability • Expected recovery performance 	<ul style="list-style-type: none"> ➤ Immediate impacts on sales, profits, cash flow? ➤ Financial and brand/image impacts, short term viability etc.? ➤ Longer term impacts on organisation? ➤ Asset valuation changes? ➤ What is being done to prevent it from happening again?
Local Community	<ul style="list-style-type: none"> ➤ Immediately • That an event has occurred • Safety concerns for the local area 	<ul style="list-style-type: none"> ➤ What has happened? ➤ Is it safe? ➤ Could it happen again? ➤ What is being done to ensure that it does not happen again?

Notification Chart		
Stakeholder	Organisational context	Likely questions
Customers	<ul style="list-style-type: none"> • That an event has occurred • Impact on service/product delivery • Alternate delivery arrangements 	<ul style="list-style-type: none"> ➤ What is the impact on product/service quality? ➤ How will delivery be affected? ➤ How will contractual conditions be affected? ➤ Will the organisation be able to continue? ➤ What compensation will be provided? ➤ What other alternate sources of the product/service exist? ➤ What is the customer's relative priority/importance to the organisation?
Suppliers	<ul style="list-style-type: none"> • That the event has occurred • Changes in supply requirements • Alternate arrangements for receipt of supplies • Alternate arrangements for accounts payable 	<ul style="list-style-type: none"> ➤ Will my bills be paid? ➤ Changes to supply requirements? ➤ How long will inventory be required to be held for? ➤ Capacity for changed pricing. ➤ Likely duration of supply changes? ➤ Compensation available under contractual conditions?
Regulators	<ul style="list-style-type: none"> • That the event has occurred and how • How it will be fixed • How it will be prevented from happening again 	<ul style="list-style-type: none"> ➤ What has happened? ➤ How did it happen? ➤ What is being done to fix it? ➤ What is being done to prevent it happening again? ➤ What is the compliance/capability/performance of other related areas? ➤ Are all rules and regulations being adhered to?
Media	<ul style="list-style-type: none"> • That an event has occurred • Factual. Only what is known. No assumptions • What measures are being put in place 	<ul style="list-style-type: none"> ➤ What has happened and how? ➤ Who is to blame? ➤ Can it happen again? ➤ What similar events have occurred in the past?

Appendix B – Pandemic Checklist

This Guide should be used to help ensure the health and safety of staff by implementing protocols to limit the spread of the virus and limit potential exposure for employees while still delivering essential services. State-level disaster plans are separate to Business Continuity Plans as their focus is on community response and not for an individual organisation.

A Pandemic may result in a loss of critical staff and/or an inability to access the workplace safely and/or a supply disruption. Impacts include:

Health Impacts:

- High proportion of population become too unwell to undertake normal activities
- An increased demand on health care facilities and assets
- Re-direction of resources, to assist increasing demands for health care
- Possible ongoing physical and mental health issues

Community Impacts:

- Threatened supply reduction to critical infrastructure and services
- Burial capacity may not meet expectations
- Closure/restriction of social interaction activities, disrupting community life
- Demand for some pharmaceutical goods outstripping supply
- Diminished community confidence in government and care facilities

Social Impacts:

- Isolation may cause social disruption, causing social segregation
- Increased support needs for vulnerable people (carers may not be available)
- Volunteer services disrupted
- Negative impacts from a change in work practices and environments
- Increased needs for physical and financial support for home quarantine requirements
- Law and order issues, potential community anxiety

Economic Impacts:

- Reduction in trade and commerce, to local economy
- Business activities disrupted leading, to possible business failure/s
- Loss of existing employment
- Shift in demand for goods and services
- Reduced cash flow resulting in economic downturn
- Potential rationing of goods and services
- Loss of tourism
- Extensive economic recovery period
- Global impact for widespread pandemics

Reference: State Hazard Plan – Human Biosecurity (2019)

Description of infection	Recommended Actions
<p>Human infection anticipated/ minimal human to human transmission</p> <p>High proportion of population become too unwell to undertake normal activities</p> <p>Ongoing physical and mental health issues</p>	<ul style="list-style-type: none"> • Consider implementing remote work arrangements, especially for key staff and those who rely on public transport. • Consider suspending all overseas/interstate travel. • Purchase health and safety consumables such as tissues, disinfectant, gloves and facemasks. • Increase cleaning schedules. • Update staff, stakeholder and supplier contact lists. • Create pre-scripted messages to address staff and other stakeholders. • Plan for ways to increase social distancing and face-to-face contact between staff, customers, visitors and vendors, such as: <ul style="list-style-type: none"> ○ Modifying, postponing, or cancelling meetings, gatherings, training sessions or conferences. ○ Encouraging video conferencing, staggered shifts and breaks and working from home. • Develop protocols for infection control for employees who are exposed to the pandemic, are suspected to be ill, or become ill at work. • Update employee compensation and sick-leave absence Policies. • Provide delegations of authority, orders of succession for key roles and a fast-track procurement process. • Consider cross-training personnel for delivery of essential functions. • Review insurance policies for business interruption or event cancellation terms. • Educate staff that if they are unwell, or a member of their family has contracted the virus, that they should not go to work. • Prepare rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives. • Encourage staff to eat at their desks and stagger breaks to prevent groups meeting in the break rooms. • Provide staff with details of clinics, designated hospitals, infection control guidelines and other relevant information. • Test the Business Continuity Plan to examine: <ul style="list-style-type: none"> ○ How continuity will be affected in an environment of high absenteeism ○ When all but critical functions would be suspended ○ When the necessary resources are not available because suppliers are not equally well prepared for a pandemic ○ When regions are quarantined and moving personnel is restricted ○ When schools are closed ○ A process for reopening facilities and resuming business functions

Description of infection	Recommended Actions
Human infection/ human to human transmission - localised Activating Documenting	<ul style="list-style-type: none"> • Activate remote work arrangements • Implement social distancing at work • Cancel all non-essential work • Activate rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives • Maximise building ventilation • Require staff to wear masks, introduce cough etiquette and other hygiene measures • Requirement for staff to provide evidence of appropriate medical advice e.g., vaccination certificate • Use of QR code • Undertake daily temperature checks of staff • Clean all touched surfaces between shifts • Maintain a register of staff who get sick
Description of infection	Recommended Actions
Widespread Pandemic Communicate	<ul style="list-style-type: none"> • Maintain contact with all employees and stakeholders and provide situational updates. • When a vaccine becomes available, organise for staff to be vaccinated as early as practical.
Pandemic Subsided Debrief	<ul style="list-style-type: none"> • Implement plans for the restoration of operations. • Conduct post-pandemic debrief to capture lessons learned for the future.

A Pandemic is declared “ended” when evidence indicates that the virus, worldwide, is transitioning to seasonal patterns of transmission.

Appendix C – Incident Leader Checklist

Incident Leader Checklist		
<p>Convene the Leadership Team to review the situation at the muster point (if applicable), then moving to an <i>'Incident Control Centre'</i> venue in one of the following venues:</p> <p>CEO's Office/Chambers *If inaccessible:</p> <ul style="list-style-type: none"> • Town Hall • Recreation Centre (Woodanilling Pavilion) • Depot • Local School • Portable site offices • Other Local Governments • Work from home/MS Teams <p>Arrange access and teleconferencing facilities at <i>Incident Control Centre</i>.</p> <p>Nominate a scribe.</p> <p>Determine Leadership Team roles and responsibilities.</p>	<p>Incident Leader</p>	<p>Nominate a scribe to log all activities for investigators</p> <p>Date & Time</p>
<p>Consider nominating a trusted administrator to assist you to work through the checklists and act in an advisory capacity (as a right-hand person).</p>	Delegated to:	Date & Time
<p>Obtain details of any witnesses, photographic or CCTV evidence</p>	Delegated to:	Date & Time
<p>Start recording an assessment of the situation:</p> <p>This is what we know (& who is impacted?)</p> <p>This is what we don't know.....</p> <p>This is what we need you to do.....</p> <p>This is what we're going to do.....</p> <p>A more detailed assessment checklist can be found at 'Assess'.</p>	Delegated to:	Date & Time
<p>What is your desired realistic outcome? Determine objectives:</p> <p>Objective 1)</p> <p>Objective 2)</p>	Leadership Team Leader	Time
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>Remember to include a standardised message for people phoning in or visiting.</p>	Delegated to:	Date & Time

Incident Leader Checklist		
Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).		
Mobilise specialist staff with expertise relevant to the incident (/IT/Works, etc. -see contact lists). Consider seeking assistance from parties outside of the organisation.	Leadership Team Leader	Date & Time
Determine employee support & wellbeing requirements. A main internal point of contact should be nominated and provided to all staff should they need to communicate. Request an updated staff contact list if applicable. See: 3A. Employee's support & wellbeing requirements for a checklist.	Delegated to:	Date & Time
Contact all relevant Stakeholders who need to be informed about the incident or will be affected by the incident, including local businesses, schools & community leaders where appropriate (See: Key Contacts checklist)	Delegated to:	Date & Time
If moving staff to a new work facility, set up sufficient workstations for completion of time-sensitive activities such as Payroll, Communications and Customer Services. (See: Time-sensitive activity list).	Delegated to:	Date & Time
Contact any relevant contractors to confirm if they have been affected by the incident (See: Key Contacts checklist)	Delegated to:	Date & Time
<p>Determine Management and Staff roles and responsibilities before sending anyone home (if applicable):</p> <p>Make sure:</p> <ul style="list-style-type: none"> If you're sending staff home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Staff may have left keys, bags and mobiles in the office during evacuation. They have a family member or friend who can fetch them, or arrange a bus, an ambulance or taxi. Do not call a taxi if they are infectious. That they are able to contact their families if they need or want to. <p>Make sure they understand:</p> <ul style="list-style-type: none"> Where they should go What they should do and how they should do it The options available to them Reporting arrangements That their jobs are safe, if applicable, or the options available to them When they should come back to work When the next communication can be expected and how it will be communicated. <p>Remind staff about the Shire's Code of Conduct for Employees in relation to personal communications and social media (i.e.; not to talk to the Press, or post</p>	Delegated to:	Date & Time

Incident Leader Checklist		
anything on social media, or alert Friends). If an employee is approached for a comment, they should refer the media body to you as the Incident Leader. Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere. Consider Union involvement.		
Depending on the nature of the incident, consider: <ul style="list-style-type: none"> • Requesting assistance from contractors or stakeholders. • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 	Delegated to:	Date & Time
Notify neighbours if relevant.	Delegated to:	Date & Time
Notify insurer and seek advice if relevant.	Delegated to:	Date & Time
Remind staff to photograph all evidence prior to initiating urgent repairs (for insurance purposes).	Delegated to:	Date & Time
Ensure emergency funds are available if required.	Delegated to:	Date & Time
Arrange for phones to be diverted and set up a temporary reception area.	Delegated to:	Date & Time
Agree future location of your Incident Control Centre and future meeting times for convening the Leadership Team.	Delegated to:	Date & Time
<p>***Note: Always consider that your decisions may not be popular with certain people/groups. Risk-manage your decisions by considering in advance who could disagree, and the reasons why, and determine suitable responses/actions for those people/groups when they make themselves known.</p>		
<p>Assess and Prioritise:</p> <p>A. <u>Employee's support & wellbeing requirements</u></p> <p>B. <u>Time-Critical business functions</u></p> <p>C. <u>Other Considerations</u></p> <p>D. <u>All upcoming activities or events</u></p> <p>E. <u>Key contacts/Organisations/Contractors to be contacted</u></p> <p>*After assessing and prioritising, focus your resources where they're needed most.</p>		

Incident Leader Checklist

See 'Scenario-Specific' Checklists for more specific information relating to:

- [Loss of Staff](#)
- [Loss of \(or access to\) buildings/infrastructure/equipment](#)
- [Loss of IT, Data or Communications](#)
- [Loss of key Suppliers](#)

End of Incident Leader Checklist

Shire of Woodanilling

Regulation 5 Report Recommendations (*Hammond Woodhouse Advisory: July 2024*)

TABLE OF CONSOLIDATED RECOMMENDATIONS			
REVIEW TOPIC	Report paragraph	RECOMMENDATION	STATUS/UPDATE – APRIL 2026
REVIEW OF FINANCIAL MANAGEMENT			N/A
Collection of moneys	<ul style="list-style-type: none"> 3.1(5) 	None.	N/A
Safe custody and security of moneys	<ul style="list-style-type: none"> 3.2(5) 	None.	N/A
Maintenance and security of financial records	<ul style="list-style-type: none"> 3.3(10) 	We recommend that a comprehensive scope and specification be developed for the delivery of ICT services and that an appropriately qualified ICT contractor be engaged for a term of at least 2 but preferably 3 years.	To be completed in next 6 months
Proper accounting of funds	<ul style="list-style-type: none"> 3.4(8) 	We recommend that a comprehensive scope and specification be developed for the delivery of accounting services and that an appropriately qualified contractor be engaged for a term of at least 2 but preferably 3 years.	Completed 30 January 2025 for 24 months plus 1 year option

Proper authorisation of liabilities and payments	<ul style="list-style-type: none"> • 3.5(11) 	<p>We recommend that:</p> <ul style="list-style-type: none"> • A control be developed introducing a threshold above which authorisation of purchases must have clear separation between ordering and authorising officers notwithstanding that every effort should be made to achieve segregation where practical; and • A control be developed that facilitates segregated authorisation of credit card statements. 	<p>Completed: All ordering and authorising now</p> <p>Completed: All credit cards authorisations now segregated</p>
Maintenance of payroll, stock control and costing records	<ul style="list-style-type: none"> • 3.6(7) 	None.	N/A
Preparation of budgets, budget reviews, accounts and reports	<ul style="list-style-type: none"> • 3.7(9) 	Refer to recommendations in para 3.3 (10) and para 3.4 (8).	As above

Shire of Woodanilling

Regulation 17 Report Recommendations (*Hammond Woodhouse Advisory: July 2024*)

TABLE OF CONSOLIDATED RECOMMENDATIONS				
REVIEW TOPIC	Report paragraph	RECOMMENDATION	Risk Rating	Status/Update APRIL 2026
REVIEW OF RISK MANAGEMENT				
Risk Management	<ul style="list-style-type: none"> • 3.1(3) 	<ul style="list-style-type: none"> • <i>Develop a Risk Management Policy which accords with ISO 31000:2018.</i> • <i>Once the Policy is adopted, implement risk reporting in Council agenda items in accordance with the matrix in the Risk Management Policy.</i> • <i>Develop and maintain a Risk Register to address emerging operational and strategic risks.</i> 	Medium	In progress: For consideration at April 2026 ARIC meeting & Ordinary Council Meeting

Fraud	• 3.2(3)	<ul style="list-style-type: none"> • The CEO should instigate measures to implement the recommendations of the WA Auditor General's Report. 	Medium	Policy to be developed to act on suspected fraud or corruption
Tenders	• 3.3(3)	<ul style="list-style-type: none"> • Take steps to put in place suitable and proper procedures for: <ul style="list-style-type: none"> □ Requiring all documents relevant to a tender to be filed in a readily accessible location within the Shire's record keeping system; and □ Requiring evaluation panel members to complete conflict of interest declarations; and 	Medium	<p>Updated: System has been updated to enable all tender documents to be readily accessible</p> <p>Evaluation panel members now complete conflict of interest declarations; procedure to be developed</p> <p>Training has been undertaken with relevant staff to better understand the functions</p>

		<ul style="list-style-type: none"> □ Dealing with a conflict if one is declared. • Review the training needs of any employee who is given responsibility for the tender process or any aspect of it and ensure that formalized training is undertaken so that the relevant employees can properly carry out the functions involved and understand the relevant legislation. 		
Project and contract management	• 3.4(3)	<ul style="list-style-type: none"> • Take steps: <ul style="list-style-type: none"> □ to formalize in writing the responsibility for the management of projects and contracts; and □ to put in place a procedure for project management and contract management. 	Medium	To be commenced

Audit committee	<ul style="list-style-type: none"> • 3.5(3) 	<ul style="list-style-type: none"> • Include a provision for reporting and discussion on risk management in the Council Audit Committee agendas; and • Commence risk management reporting. 	Medium	In progress: Risk Management policy & procedures being considered at April 2026 meeting.
REVIEW OF INTERNAL CONTROLS				
Procurement	<ul style="list-style-type: none"> • 4.1(3) 	<ul style="list-style-type: none"> • Develop a control that requires credit card statements to be authorized by both cardholder and another responsible officer. • Develop a control that establishes a threshold above which ordering and authorizing payments must be segregated 	Medium	Complete
ICT	<ul style="list-style-type: none"> • 4.2(3) 	<ul style="list-style-type: none"> • Undertake a tender/procurement process for the provision of external ICT services for a term that is 	Medium	To be commenced: Long term contract procurement process to be undertaken

		commensurate with the importance of the service and the levels of investment that are required from both parties. The specifications should clearly set out (amongst other things) service levels for data storage and retention and the provision of external threat defence systems		
Reconciliation	• 4.3(3)	• None	Low	n/a
REVIEW OF LEGISLATIVE COMPLIANCE				
Annual return	• 5.1(3)	• None.	Low	n/a
Local laws	• 5.2(3)	<ul style="list-style-type: none"> • Take steps to address the findings above and more specifically: <ul style="list-style-type: none"> □ Document a procedure to ensure that the local law review required by section 3.16 is undertaken on time; □ Consider the publication of the local laws on the website; and □ Review the need to commence a review of the 2008 local law. 	Medium	To be commenced: priority for next 6 months

LPS	• 5.3(3)	• Undertake the LPS review with a view to its completion by the end of 2024.	Medium	To be commenced by June 2026
Delegation	• 5.4(3)	• None.	Low	
Records	• 5.5(3)	• Undertake and complete the review of the Record Keeping Plan as soon as possible.	Medium	In progress – draft has been sent to State Record Keeping Office which has provided feedback for further edits. TBC June 2026
Tenders	• 5.6(3)	• None.	Low	
Strategic Planning	• 5.7(3)	• Undertake the review with a view to its completion by the end of 2024.	Medium	Completed Feb 2025
HRM	• 5.8(3)	• None.	Low	
External audit	• 5.9(3)	• None.	Low	
Audit response	• 5.10(3)	• None.	Low	
Legislative change	• 5.11(3)	• None.	Low	