

# Agenda

## Ordinary Council Meeting

**Wednesday 27 August, 2025**  
At 5.30pm

Council Chambers, 39 Bannister Road, Boddington

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**1. DECLARATION OF OPENING**

I would like to begin by acknowledging the Wilman People as the Traditional Custodians of the land we are meeting on today, and pay respect to Elders past and present, as well as the continuation of cultural, spiritual, and educational practices of Aboriginal people.

Councillors, to ensure clarity and effective communication during this Council Meeting, I kindly remind you to switch on your microphones when called upon to speak. This meeting will be recorded.

**2. ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE**

**2.1 Attendance**

**2.2 Apologies**

**2.3 Leave of Absence**

Cr Garry Ventris  
Cr Eugene Smalberger

**Officer Recommendation**

That a request for Leave of Absence from Cr P Carrotts, from 12 September to 24 September 2025, be approved.

**3. DISCLOSURES OF INTEREST**

**4. PUBLIC QUESTION TIME**

Public question time is limited to a total of fifteen minutes of duration, except by consent of the person presiding. Each speaker is limited to three minutes duration to speak, except by consent of the person presiding.

**5. PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS**

**6. CONFIRMATION OF MINUTES**

That the minutes of the Ordinary Council Meeting held on Wednesday, 23 July 2025, be confirmed as a true record of proceedings.

That the minutes of the Special Council Meeting held on Wednesday, 13 August 2025, be confirmed as a true record of proceedings.

**7. ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**

**8. RECEPTION OF MINUTES AND RECOMMENDATIONS OF COMMITTEES**

**8.1 Local Emergency Management Committee Meeting | 18 August 2025**

Attachment: 8.1A Minutes | Local Emergency Management Committee Meeting 18 August 2025

**Officer Recommendation**

**That the minutes of the Local Emergency Management Committee Meeting held on Wednesday, 18 August 2025, be received.**



# Minutes

## Local Emergency Management Committee Meeting

**Monday 18 August 2025**

At 10.00 am

Council Chambers

39 Bannister Road, Boddington

A vibrant and connected community with excellent lifestyle and employment opportunities in a beautiful natural environment.

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## 1. Declaration of Opening

James Wickens, Executive Manager Development and Community Services declared the meeting open at 10.06am.

I would like to begin by acknowledging the Traditional Owners of the land on which we meet today. I would also like to pay my respects to Elders past and present and emerging.

## 2. Attendance/Apologies/Leave of Absence

### 2.1 Attendance

James Wickens	Shire of Boddington – LEMC Executive Officer
Kevin Petch	Shire of Boddington
Jackie Stewart	Shire of Boddington
Kaitlin Southgate	Shires of Boddington, Harvey and Wandering - Bushfire Risk Mitigation Coordinator
Joshua Egan-Reid	Western Australian Police Force
Ben Davies	Dept. of Fire and Emergency Services
Viv Gardiner	Dept. of Fire and Emergency Services
Lauren Holmes	Dept. of Fire and Emergency Services
Kirrily Clarke	Dept. of Communities
Bruce Hancock	Main Roads Western Australia
Nicola Faithfull	St John WA Community Paramedic
Daniel Marsh	Newmont
Nick Hayward	Newmont
Simon Smith	South32
Jake Webb	Alcoa

## 2.2 Apologies

Cr. Lee Lewis	Shire of Boddington - Chair
Cr. Andrew Ryley	Shire of Boddington
Julie Burton	Shire of Boddington
Robert Jones	Shire of Boddington - Chief Bush Fire Control Officer
Wayne English	State Emergency Services Manager - Boddington
Lynda Elms	Dept. of Fire and Emergency Services
Corrie Lokan	Dept. of Health
Anna Erickson	Dept. of Primary Industries & Regional Development
Brodie Selby	Dept. of Biodiversity, Conservation & Attractions
Anthony Willetts	Main Roads Western Australia
Rhonda Cunnington	Boddington District High School
Javier Brodalka	Newmont
Ryan Clarke	Newmont

## 2.3 Leave of Absence

NIL

## 3. Disclosures of Interest

Nil

## 4. Guest Presentations

Lauren Holmes – DEFS Baseline Assessment of Community Disaster Resilience report for Boddington

Jake Webb – Alcoa Introduction

## 5. Confirmation of Minutes

Moved: Bruce Hancock

Seconded: Joshua Egan-Reid

That the minutes of the Local Emergency Committee Meeting held on Monday, 19 May 2025 be confirmed as a true record of proceedings.

Carried: [9/9]

## 6. Review Action List and Business Arising

### 6.1 Action and Progression

Action	Responsible Person	Progress
Site Support around fires, emergency events etc	Ryan Clarke/ Nick Hayward and James Wickens	James to follow up with John Oravec
Cyanide Emergency Response scenario	Ryan Clarke/ Nick Hayward	Javier Brodalka to follow up and advise

## 7. Correspondence

### 7.1 Correspondence In

Applicant **Dr Anna Erickson, Principal Field Veterinary Officer**

Attachments **7.1A Email**

Description **Polyphagous shot-hole borer eNews**

Applicant **Lauren Holmes, DFES**

Attachments **7.1B**

Description **Baseline Assessment of Community Disaster Resilience Report - Boddington and recommendations**

Applicant **Vivienne Gardiner, A/District Emergency Management Advisor**

Attachments **7.1C**

Description **Letter from Acting Superintendent Rhonda Alexander responding to letter from LEMC Chair regarding Shire of Boddington – Telecommunications Issues impacting Emergency Services**

Applicant **Catherine Feeney | Project Lead | LEMA Improvement Program | WALGA**

Attachments **7.1D**

Description **LEMA Project update**

### 7.2 Correspondence Out

NIL

### 7.3 Information Tabled

NIL

## **8. Review of LEMC Membership & Contact List Updates**

### **8.1 Review Membership and Contact List**

Attachment: 8.1A Local Emergency Management Committee Contact List

Update: Last updated August 2025

Attachment: 8.1B Contact and Resources List

Update: Last updated August 2025

## **9. Agenda Items**

NIL

## **10. Local Emergency Management (Standing Items)**

### **10.1 Post Incident Reports**

NIL

## **11. Agency/Member Reports**

### **11.1 Local Bush Fire Brigades Report**

NIL

### **11.2 State Emergency Services Report**

NIL

### **11.3 St Johns WA Report**

Update:

Boddington sent out 19 Priority 1

9 Priority 2

5 Priority 4

- 1 New Volunteer – Actively looking for volunteer drivers.
- 2 Major emergencies attended – Mt Cooke and Marradong

#### **11.4 Boddington Hospital Report**

NIL

#### **11.5 Boddington District High School Report**

NIL

#### **11.6 Newmont Boddington Gold Report**

Update:

Confirm date change of Desktop exercise from 1<sup>st</sup> Sept to 22 September.  
Happy to have hosted the LEMC at the recent Tailing Dam tour at Newmont.

#### **11.7 South 32 Report**

Update:

Expansion project started – 230 new people.

New drone has been purchased with thermal camera for search and rescue, fire hot spots.

Will be working with Chief Bushfire Control Officer closely leading up to the upcoming fire season.

#### **11.8 Boddington Police Report**

Update:

Traffic crashes are a continuing problem. No real reason for the crashes.

Speed is a big problem; we caught 19 speeders over the past weekend. Fastest was 65km over the limit on the road to Dwellingup.

Boddington will be getting a replacement Hilux with Starlink.

#### **11.9 Department of Fire and Emergency Services (DEFS) Report**

Attachment: 11.9A UGS Regional Upper Great Southern report (Ben Davies)

Attachment: 11.9B District Emergency Management Advisor Report (Viv Gardiner)

#### **11.10 Department of Biodiversity Conservation & Attractions Report**

NIL

### **11.11 Department of Communities Agency Report**

Attachment: 11.11A Emergency Relief and Support

### **11.12 Department of Primary Industries and Regional Development Report**

NIL

### **11.13 Main Roads Western Australia Report**

Attachment: 11.13A Main Roads Western Australia Report

### **11.14 Bushfire Risk Mitigation Report**

Attachment: 11.14A Bushfire Risk Mitigation Report

### **11.15 Shire of Boddington Report**

Update:

The Shire has managed to get our average up on our LGGS funding.

The Shire achieved another \$25,000 this year for rolling out the PPC uniforms.

We achieved funding of \$50,000 for a lighting trailer for the SES.

Looking at strategies to reach out to the broader community for Community Preparedness.

## **12. General Business**

### **12.1 Around the Table**

NIL

## **13. Next Meeting**

### **13.1 Approve Meeting dates for 2025**

The committee approve the next meeting date on Monday 17 November 2025 at 10.00am.

## **14. Closure of Meeting**

There being no further business, James Wickens, Executive Manager Development and Community Services, declared the meeting closed at 11.28am.

T 08 9883 4999 | E [shire@boddington.wa.gov.au](mailto:shire@boddington.wa.gov.au)

39 Bannister Road, Boddington WA 6390 | PO Box 4, Boddington WA 6390

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[www.boddington.wa.gov.au](http://www.boddington.wa.gov.au)

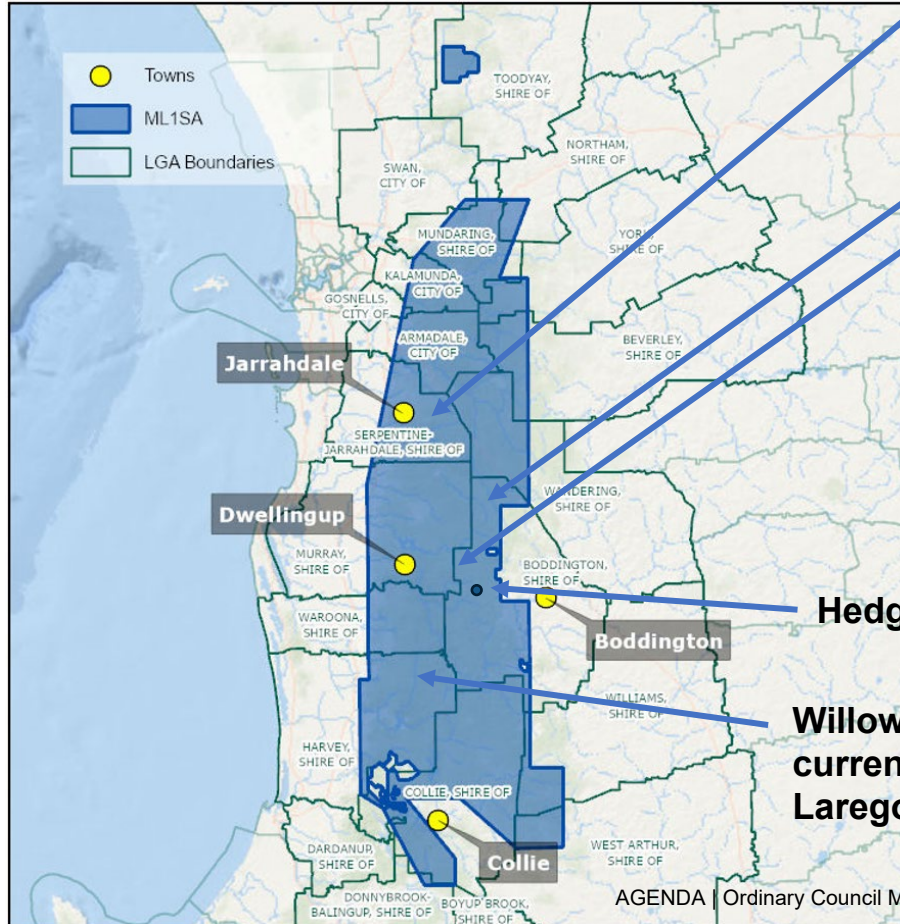
# **WA MINING Emergency Management**

**Boddington LEMC**

18 August 2025



## Mining across ML1SA covers several LGAs



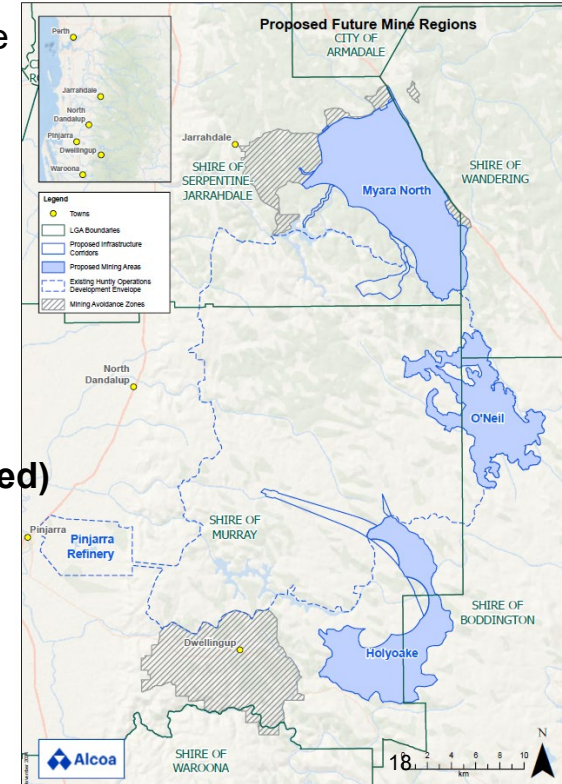
Huntly Mine is currently operating in the Myara mine region

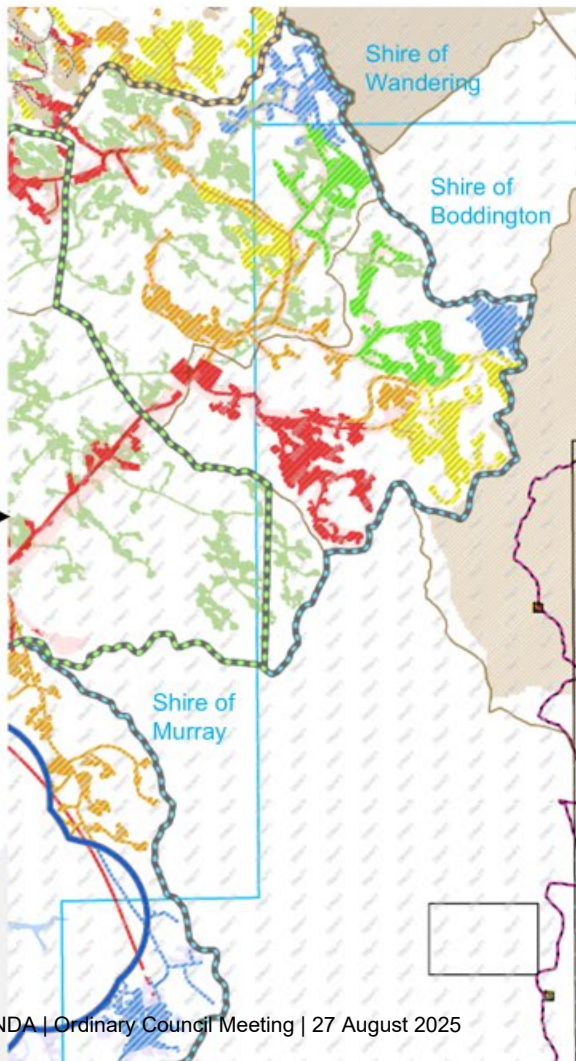
Potential future mining in the eastern boundary of the Shire of Boddington




- O'Neil
- Holyoake

Hedges Gold Mine (closed)

Willowdale Mine is currently operating in the Larego mine region





- ### EPA Assessment Areas
-  Previously approved by the EPA
  -  MMP EPA Assessment Development Envelope – implementation is subject to the section 6 exemption order
  -  Pinjarra Refinery Revised Proposal Development Envelope - implementation is subject to Part IV EP Act approval



# Alcoa's Emergency Management Assets

## Current State

### ■ Huntly

- Myara
  - Fast Attack
  - 4WD Ambulance
- McCoy
  - 1.4 Fire Appliance
  - 3.4 Fire Appliance
  - 4WD Ambulance
  - Road Based Ambulance

### ■ Willowdale

- Arundel
  - 1.4 Fire Appliance
  - 3.4 Fire Appliance
  - 4WD Ambulance
  - Road Based Ambulance
  - Fast Attack

## Future State

### ■ Huntly

- Myara
  - Hazmat Structural Rescue (HSR)
  - Fast Attack
  - 4WD Ambulance
- McCoy
  - 6.6 (or larger) Fire Appliance
  - 4WD Ambulance x 2

### ■ Willowdale

- Arundel
  - 6.6 (or larger) Fire Appliance
  - 4WD Ambulance
  - Fast Attack
- Larego
  - Hazmat Structural Rescue (HSR)
  - Fast Attack
  - 4WD Ambulance



# Alcoa's Emergency Management Personnel

## Current State

### ▪ Huntly

- Emergency Services Officers
  - 2 x Dayshift and 2 x Nightshift
  - Certificate III Emergency Response and Rescue
  - Certificate IV Healthcare
- Emergency Response Team
  - 6 x Day shift and 6 x Nightshift (Minimum)
  - Certificate III Emergency Response and Rescue
  - Advanced First Aid and Advanced Resuscitation Techniques

### ▪ Willowdale

- Emergency Services Officers
  - 1 x Dayshift and 1 x Nightshift
  - Certificate III Emergency Response and Rescue
  - Certificate IV Healthcare
- Emergency Response Team
  - 6 x Day shift and 6 x Nightshift (Minimum)
  - Certificate III Emergency Response and Rescue
  - Advanced First Aid and Advanced Resuscitation Techniques

## Future State

### ▪ Huntly

- Emergency Services Officers
  - 2 x Dayshift and 2 x Nightshift
  - Certificate III Emergency Response and Rescue
  - Diploma in Emergency Healthcare
- Emergency Response Team
  - 6 x Day shift and 6 x Nightshift (Minimum)
  - Certificate III Emergency Response and Rescue
  - Certificate II in Medical Service First Response (2 members per crew)

### ▪ Willowdale

- Emergency Services Officers
  - 2 x Dayshift and 2 x Nightshift
  - Certificate III Emergency Response and Rescue
  - Diploma in Emergency Healthcare
- Emergency Response Team
  - 6 x Day shift and 6 x Nightshift (Minimum)
  - Certificate III Emergency Response and Rescue
  - Certificate II in Medical Service First Response (2 members per crew)



# External Engagement

- LEMC
- DEMC
- South 32 Mutual Aid Agreement
- Newmont Mutual Aid Agreement
- Memorandum of Understanding with DFES
- Training days with South 32 and Newmont
- Emergency Scenarios





## **Polyphagous shot-hole borer eNews**

25 June 2025

### **PSHB response transitions to management**



Protecting Perth's urban tree canopy from polyphagous shot-hole borer (PSHB) remains a high priority for Western Australia as the national biosecurity response transitions from eradication to management of this invasive pest.

A national Transition to Management (T2M) plan is being finalised following a determination by the National Management Group (NMG), the decision-making body responsible for the strategic direction of exotic plant pest and animal disease eradication programs, that national eradication is no longer technically feasible.

This decision considered the latest scientific data and advice from plant biosecurity experts, highlighting the difficulty in early detection, control before reproduction and the lack of proven effective chemical treatments to eradicate shot-hole borer.

The response will begin transitioning from an eradication response to a management phase from 1 July 2025.

### **Transition to management**

The NMG had determined eradication could no longer be achieved due to a number of factors.

Determining factors included the difficulty in detecting and controlling new borer infestations at an early stage before the pest can reproduce, and the current lack of effective chemical treatments available for killing the borer.

Ongoing eradication efforts would require the removal of a significant number of trees from Perth's urban canopy and, given the biology and behaviour of the pest in the WA environment, are unlikely to be successful long term.

This decision does not mean that the national response to shot-hole borer has stopped. The response will enter a new phase that focuses on longer-term management of the pest.

Over the next 18 months, DPIRD will work with industry, community and local government to build skills, knowledge and capacity to manage the pest long term.

The initial phase will focus on targeted management of shot-hole borer infestations to slow its spread and impact on healthy trees to minimise the risk of spread beyond the Perth metropolitan area to protect the urban tree canopy and horticultural industries.

Further scientific and technical advice will be sought to support the transition to management.

### **Research**

The State Government, through the WA Agricultural Research Collaboration (WAARC), will invest \$2.17 million towards new research which aims to improve detection, surveillance and control methods for shot-hole borer.

The three projects bring together scientific expertise from across the State's leading universities, DPIRD and CSIRO to investigate how the latest science, technology and learnings can assist in responding to shot-hole borer.

Curtin University will develop predictive models and risk maps to help prioritise surveillance and control efforts, ensuring efficient resource allocation and enhanced decision-making.

The University of Western Australia will lead a project investigating innovative chemical and biological control strategies against the pest, as well as improved pest detection by identifying new chemical lures.

A Murdoch University-led project will further examine the host range of shot-hole borer in WA and look at innovative technologies, such as remote sensing, AI-driven risk mapping and geospatial tools to improve early detection of the borer.

For more information about the WA Agricultural Research Collaboration Polyphagous Shot-hole Borer Research Program, visit the [WAARC website](#).

DPIRD and WAARC will also continue to liaise with local governments about results of trials being undertaken and any potential treatments that show signs of success in managing shot-hole borer.

## State Government funding for tree canopy

The WA Government has committed:

- \$7.2 million to the [WA Tree Recovery Grant Program](#), delivered by the Department of Water and Environmental Regulation (DWER), which funds local governments to replant trees removed due to PSHB, helping to revegetate Perth's urban canopy.
- \$3.75 million to support local governments in increasing tree canopy and green infrastructure under the [Urban Greening Grant Program](#), also delivered by DWER.
- \$6.9 million to a tree rebate program which will provide 10,000 West Australians each year with \$150 rebates to plant native trees.

## Your continued vigilance is crucial

The community's support remains critical in limiting the spread of PSHB. Early reporting of signs and symptoms of PSHB infestation is now more important than ever. DPIRD encourages everyone to continue looking for and reporting suspect trees through the [MyPestGuide® Reporter app](#) or by contacting the **Pest and Disease Information Service (PADIS)** at [padis@dpird.wa.gov.au](mailto:padis@dpird.wa.gov.au) or 08 9368 3080.

The [Quarantine Area](#) covering the entire Perth metropolitan area remains in place, with two zones (Zone A for moderate to high infestations, Zone B zero to low infestations) determining movement requirements for unseasoned wood and living plants. It is crucial for all Perth residents and businesses to continue following these restrictions, ensuring untreated wood larger than 2.5 cm, including firewood, and living plants larger than 2 cm are not moved outside of the metropolitan area. DPIRD reminds people to '**buy it where you burn it**' when purchasing firewood to prevent accidental spread.

## Further information

For comprehensive information about the T2M plan, including details on Quarantine Area restrictions and signs of PSHB, please visit the PSHB website at [www.dpird.wa.gov.au/ps hb](http://www.dpird.wa.gov.au/ps hb). This website will be regularly updated as the T2M plan is implemented and new information becomes available. Together, we can continue to help protect WA's precious tree canopy and agricultural industries.

## Thank you

Thank you to everyone who has been involved supporting the PSHB response. Your collective vigilance and commitment are really appreciated and your ongoing support will be essential as we transition to this new phase of PSHB management, working together to safeguard WA's natural and agricultural assets for the long term.

## Mar Hube

PSHB Incident Controller

Source and Photo: DPIRD

### Further information

Polyphagous shot-hole borer eNews is produced by the response team at the [Department of Primary Industries and Regional Development](#) (DPIRD). If you have any questions or information to share, please email [pshbpublicinformation@dpird.wa.gov.au](mailto:pshbpublicinformation@dpird.wa.gov.au).

[Subscribe](#) to Polyphagous shot-hole borer eNews.

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Department of  
Primary Industries and  
Regional Development

**Protect  
Grow  
Innovate**

JUNE 2025

# Baseline Assessment of *Community* Disaster Resilience

## Shire of Boddington

Department of Fire and Emergency Services  
Community Preparedness Directorate



FOR A SAFER STATE

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# Introduction

This Baseline Assessment for Community Disaster Resilience Report provides a snapshot of community sentiment in relation to six domains of disaster resilience. The report is not intended as a thorough assessment of community resilience, but rather as a snapshot to highlight assets and vulnerabilities within the community that contribute to overall resilience markers.

The assessment is developed from two data sets. One data set is the collation of community sentiment from a series of interviews with community members, while the other data set is the result of a Risk and Resilience Exercise conducted with the Shire of Boddington (SoBod) Local Emergency Management Committee (LEMC). The assessment utilises both data sets to provide a qualitative analysis in relation to the six resilience markers to establish assets and vulnerabilities and how they relate to risk for the community.

In this assessment, we will discuss central themes highlighted throughout the data, which resulted in the following recommendations:

1. Provide education around digital literacy including how to access and understand emergency information.
2. Provide education and planning tools for households to become more prepared for emergency events. Consider education beyond bushfire-related risks.
3. Promote greater risk awareness and preparedness planning tools that support the needs of people at higher risk, with a focus on the populations ageing in place, people living with disability together with their respective caregivers, and people experiencing isolationism (such as people living on their own and people without access to transport).
4. Provide education around financial planning for emergency events. This may include considerations of personal financial safety nets, available support systems locally and Statewide, support with understanding insurances, and considerations of how digital systems and tools can support individual financial needs to increase independence and support self-efficacy in managing financial risk posed by hardship.
5. Review the current support services and financial safety nets for people experiencing cost of living pressures; and partner with subject-matter-experts from the community service sector to address gaps in support.
6. Review available physical and mental health support services and campaign for increased services to meet growing regional demand.
7. Review the available redundancies for essential services such as telecommunications and internet.

8. Consider transportation options for isolated people including community transportation services.
9. Review current community engagement and consultation practices and consider integrating more out-of-hours and informal engagement methods to reach a broader number of community members.
10. Promote the greater involvement of representatives from major local industries such as mining and agricultural businesses into emergency decision-making and planning bodies.
11. Increase engagement with Aboriginal people and Aboriginal advocacy organisations when planning for emergency events through considered, culturally safe consultation and inclusion in decision-making processes.
12. Increase engagement with Aboriginal people when conducting risk mitigation activities including integrating cultural practices and traditional knowledge into fire management processes.

The assessment will provide a series of focus points for the Local Emergency Management Committee and Council to review at future meetings as a suggestion for increasing resilience at a local level.

The recommendations provided in this report are not mandated by any body, committee or government authority and are to be noted or actioned by the local government.

# Background

Community consultation conducted in the Shire of Boddington was funded by the National Disaster Risk Reduction (NDRR) Grant in 2024 and will be used to support the development of the WA Community Disaster Resilience Strategy (CDRS) Implementation Plan. The Strategy was released in 2023, with amendments made in 2024.

The assessment drawn from this consultation will be collated with a larger body of consultation work conducted around the State with 14 different local governments, representing the nine emergency districts of the Department of Fire and Emergency Services. A full list of the consultation locations can be seen in *Appendix 1: CDRS Implementation Plan Community Consultation Locations*.

The community consultation was conducted by a Senior Policy and Projects Officer from the Resilience and Recovery Portfolio of the Department of Fire and Emergency Services with the support of the DFES Community Preparedness Directorate, DFES local operational teams, DFES State Recovery and the Western Australian Local Government Association. It considers all 28 hazards.

All participants were advised of the terms and conditions of their participation in this community consultation, including the terms under which the data will be collated, reviewed and distributed. Participants have been de-identified for the purposes of this report to protect them from any unintended consequences of participating honestly and wholeheartedly.

# Methodology

## Domains of Resilience

All data captured throughout this assessment was analysed within a framework of six domains of community disaster resilience. These domains are based largely on the Recovery Capital Guide (Quinn et. al., 2021). These are shown in the diagram below:



**The social domain** considers “the cohesiveness of a community, in the way that people participate and connect with one another. It includes the relationships between various members of the community, how they support one another, and how they know that they belong and are included.” (Quinn et. al., 2021)

**The cultural domain** considers “the way people understand and know the world, and how they act within it. It includes ethnicity, habits, language, stories, traditions, spirituality, heritage, symbols, mannerisms, preferences, attitudes, orientations, identities, norms, values and the process and end products of cultural and artistic pursuits.” (Quinn et. al., 2021)

**The natural domain** refers to “the natural resources and beauty, and the overall health of ecosystems. This includes air, land, oil, water, minerals, energy, weather, geographic location, flora, fauna and biodiversity” (Quinn et. al., 2021)

**The built domain** refers to “the design, building and maintenance of physical infrastructure, including its functional and aesthetic value. This includes critical facilities

and services, housing, vehicles, equipment, information technology, communications, water and energy infrastructure.” (Quinn et. al., 2021)

**The economic domain** considers “the availability of and access to resources including savings, income, assets, investments, credit, insurance, grants, donations, loans, consumption and distribution of goods and services, employment and economic activity.” (Quinn et. al., 2021)

**The political domain** refers to “the power to influence decision-making in relation to resource access and distribution, and the ability to engage external entities to achieve local goals. It includes agency, voice, justice, equity, inclusion, legislation, regulation, governance, leadership and policy. It applies within and between groups and exists both formally and informally.” (Quinn et. al., 2021)

## Community Interviews

In the Shire of Boddington, 9 interviews were conducted between 25 – 27 March 2025. The interviews were conducted with a cross-section of the community, with 21 participants representing 4 community interest groups, 2 emergency volunteer organisations, 1 environmental organisation, 1 community Elder and 1 community service organisation. Representatives from culturally and linguistically diverse groups were not represented, though attempts were made to find representatives from this demographic.

Interview questions were based on the six domains of resilience, broken into components that focus on community as it is during peacetime, as well as specific questions related to managing risk and preparing for emergency events. A full list of interview questions for the community has been provided in *Appendix 2: Community Interview Questions*.

Data from interviews is analysed against three indicators for each of the domains for resilience. Each indicator is then assigned a statement, that represents the strength of the indicator from **low** (the indicator is not very vulnerable), to **high** (the indicator is very vulnerable). Indicators for each domain and their statements can be found in *Appendix 3: Resilience Domain Indicators: Key*

## Risk & Resilience Exercise with LEMC

The second set of data is collected from a three-hour exercise conducted with the Shire’s LEMC. There were several purposes for choosing this specific group.

The first relates to one of the first initiatives within Key Priority Area One of the WA Community Disaster Resilience Strategy (CDRS): *“Initiative 1:1 – Review the membership, agenda and relationships between Emergency Management Committees, and make relevant changes”*

LEMCs are intended to discuss community resilience and preparedness, and exercising with LEMC members enabled us to compare community sentiment and consider a more holistic, systems-approach to emergency management.

The second reason was to use the exercise as an opportunity to run an ideation session with LEMC members to determine whether, based on the identification of current vulnerabilities within the community, the committee could come up with (and possibly support) local projects that use local knowledge and local assets to improve overall resilience. This relates specifically to Key Priority Area Two of the CDRS: *“Key Priority Area 2 – Work Locally to Increase Preparedness”*

The final reason was to support part of the LEMA Improvement Program project, led by WALGA and DFES’s Strategy and Policy team, to trial an alternative process to the former Emergency Risk Management process. This exercise would be trialed as the foundation of a future workshop design, expanded to support local governments to better analyse and mitigate risk for their community as part of their LEMA.

Thus, the results of the workshop including feedback forms have been shared with WALGA and DFES’s Strategy and Policy team.

# Community Interview Data

## Domain 1: Social

The Resilience Scan model uses three indicators to measure social resilience, these are:

1. **Cohesion – Belonging:** the community has a sense of inclusion and belonging.
2. **Cohesion – Participation:** community members have opportunities to connect and participate in the fabric of community to build social capital.
3. **Support:** community members have access to informal (community-driven) and formal (community service) support during times of hardship through their networks and using their social capital.

## Cohesion – Belonging

Community provided an overwhelmingly positive sense of inclusivity, noting several avenues to find social connection and a sense of belonging.

*"I think most people are happy living here. And they do feel like they belong."*

*"In general, people don't really seem to care who you are or where you come from. They'll all have a beer with you as long as you're nice."*

*"Being a small place, quite a lot of people are involved in multiple groups. So indirectly, yes... just because of the nature of it being a really small town, you tend to be interconnected."*

This was highlighted across a range of hobbies, interests and backgrounds and across both in-person and online means.

*"I do think people feel they belong... Facebook's a good one... to connect with other people. So yeah, online community pages that people use [are a good way to connect]."*

*"When I came here, I think my husband pointed out this building [the Arts Centre] and said that's where you'll want to spend most of your time... And I think I came in that first Wednesday and I just felt like I belonged straight away."*

# Cohesion – Participation

Community detailed a variety of opportunities to participate and connect with others through different pathways.

*"There are great opportunities here. There's always new people coming to town... they want to start a soccer club or a badminton club or things like that... there's always opportunities for people to join up for sure."*

*"The workshops [at the art centre] were one of the reasons we started to try and bring people in who perhaps weren't connected to a group or something or perhaps didn't know what was out there. We thought we'd give them that little tester to sort of try and bring them in."*

Interviewees emphasised a strong connection for families through various community activities such as sports and play groups, fostering social capital.

*"There's a lot of families. You know, they're interconnected from football to tennis to whatever, to the community club. I think they're pretty well connected."*

*"The community club is a big one because it's a family friendly place. They're currently building a playground for the kids... It's very family oriented, so a lot of people go up there [for] sporting events... football is big in a country town like this, so Sunday football."*

*"For mums you've got playgroup... they run a couple of activities for the little kids and mums and things as well."*

*"There is a youth centre in town and the CRC is a good thing in town. Yeah, and that's good for the kids on holidays."*

It was noted community members tend to hold memberships across multiple groups, providing a cross section of community participation and further opportunity to get involved for those who are interested.

*"There's a percentage of people who don't get involved with anything. And others that are really into everything."*

*"Some people are well known around town because [of their involvement in many] groups."*

*"There are a lot of volunteer groups in the area. It's a matter of whether people want to get involved really."*

Some key community groups of note include the Art Centre, Men's Shed, Returned & Services League of Australia (RSL), Community Resource Centre (CRC), Reduce, Reuse, Recycle (RRR), the Community Club and sporting clubs.

*"There's plenty of stuff to do in town. There's an Art Centre; there's all the sporting clubs you need. And they have a Men's shed... that get together on Sunday mornings at a*

*coffee club. There's book clubs, RSL, which is very, very small and they're struggling, but you know RSLs were prominent throughout the country after the wars."*

*"Community club on a Friday night, the CRC, which has different monthly or weekly things, a lot of them. And there again, they're all advertised in the local newsletter, which is run by volunteers and to a small extent they cover cafes in town."*

*"Yeah, there's also other social events in town. Like you've got the sport clubs. Friday night at the Community club. Footy, cricket. They're the ones that will bring different towns to Boddington, so I'd say they're the big ones. We've got swimming, but we don't really have the pools."*

*"[The Reduce, Reuse, Recycle (RRR)] ... gives people [the option] that if I want to hang out with people, I can. Like some of the ladies only come for an hour. There's an elderly lady, who really struggles to walk from the car into the group, but she's got her own chair there. She sits there and she sorts bottle tops. It's more of a social event. Yeah, because she was typically one that didn't fit into any of the clubs."*

*"You've got a seniors group, and you've got a lot of seniors exercise groups, but it really is a social aspect."*

*"Then we've got the Triple R, which is a community-based recycling plant. We've got about 10 people working there as volunteers full time. We've got the sport groups. The community club, which is the bowls and golf combined. The RSL, the Lions Club, this Golf Club, the Sports Club, the footy and the cricket [club/s], Basketball. Yeah. And I mean, they've got the shooting club."*

## Support

Interviewees stated that community members support one another through times of hardship.

*"I think everybody pulls together in times of need and there's always plenty of people out there willing to help."*

*"At least here we are supported. There's a family that will drop a full sheep off for me. I've got another family that brings kangaroo. Yeah. So, everyone helps out."*

*"The older locals, or the ones that have lived here for some time, know who they can look to or go to and seek advice or assistance to ask for help."*

Interviewees also highlighted a wide range of community organisations and industry who provide support.

*"[The Lions Club] hear about families that maybe need a hand... so we can give them assistance to get them up and running for nothing."*

*"The Lions Club donate firewood to the pensioners. The people that can't go and get their own firewood... every year we give away about 50 loads of firewood."*

*"[The CRC] had a program where they're giving away free meals for people that are doing it tough."*

*"CWA does a biscuit run every year, and we've got close to 50 people on our list each year that we give a small package of biscuits [to]... that's something that CWA does support."*

*"[The mines] support different groups... there's a catering group at the mine at Newmont. They give us bacon for our biggest morning tea. They support promotional days out in the community."*

Although overall feedback was positive, mental health support was noted by community as an area in need of continuous improvement.

*"Mental health would probably be one of the biggest gaps we have. There are a few more sort of coming to town like there's a couple of counsellors or there is some telehealth options and things like that now."*

As a result of these findings, we attribute the following scores to the Shire of Boddington for the social domain.

Indicator	Score
Cohesion – Belonging	Low
Cohesion – Participation	Low
Support	Moderate
<b>TOTAL</b>	<b>LOW</b>

## Domain 2: Cultural

The Resilience Scan model uses three indicators to measure cultural resilience, these are:

1. **Acceptance and Inclusion:** the community is accepting and inclusive.
2. **Community-Efficacy:** the community determines its capability and self-reliance.
3. **Meeting the Needs of At-Higher-Risk Groups:** consideration and support are given to those at-higher-risk of impacts from times of hardship.

### Acceptance and Inclusion

Interviewees showed support for a range of diverse cultures and groups, promoting inclusivity within the community.

*"We want to feel everyone has got a place somewhere. Yeah, they really do push that big time. It's the big mining companies trying... to include the Indigenous people, the female population, and any culture... that might not have got a fair crack."*

*"We're getting a lot more Africans and Indians coming into town. I've been here 20 plus years and for me we never had those sort of cultures.... So, I think culture wise, we're getting a good variety here."*

*"There's lots of cultures here, we had Harmony week last week. It's good, some of the Noongar families made damper and kangaroo and other cultures made their food too."*

### Community Efficacy

Community showed a high degree of collective community-efficacy, sharing stories of times they had supported neighbors and friends through hard times, or to meet their everyday needs. However, areas of improvement were also identified, and expectations of external support services. In particular, there was a gap for those who lacked transport or those who required more long-term or critical medical treatment. This was also discussed further in the section below on *Meeting the Needs of At-Higher Risk Groups*.

*"We've been trying to organise a community car for transporting people through to specialist appointments. Some people can't make it, you know."*

*"We've got ambulances here in town. It's hard to get the volunteers to run those ambulances."*

*“The expectation is that government would have the resources and the know-how to get you through the response with them and also the recovery phase of [an emergency] and then the reality being that a lot of that would probably fall onto us as a community.”*

# Meeting the Needs of At-Higher-Risk Groups

Interviewees focused solely on the ageing population being at higher risk, with the general sentiment being that many of those ageing in place needed additional support than what is currently available.

*“You probably have the ageing group with their own units and homes that [need to be] looked after if there was [a disaster]. They're the type of people that need extra help.”*

*“There was a bit of a push in town to have some aged care support here. They used to go to that point where they kind of go to the hospital and be near the hospitals... There's no beds available at the hospital, and that leaves us at a loss sometimes.”*

*“You have a lot of people ageing in place here. Yes, the [ageing population] won't leave town. So, they stay here until they become incapacitated.”*

*“The nearest aged care is [not in Boddington]. And we've got one of our charter members in an aged care in Brookton.”*

*“Yeah, we do have a lot of people who get around in wheelchairs.”*

*“I think the vulnerability is that... people don't have all the services, so they've got to go out to hospitals. So, you've got to go to Perth. Say someone's got cancer and they've got treatment, every week [they're] going out of town. It's hard for the older ones.”*

*“We've got quite few of [the ageing population] now. Some that live up in the age care places behind the hospital and those out within the community that are still living in their homes and on their properties”*

There was little to no focus or recognition of other at higher risk groups (people with disability, linguistically diverse community members, young people etc.).

As a result of these findings, we attribute the following scores to the Shire of Boddington for the cultural domain as:

Indicator	Score
Acceptance and Inclusion	Low
Community Efficacy	Moderate
Meeting the Needs of At-Higher Risk Groups	Moderate

TOTAL	MODERATE
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# Domain 3: Natural

The Resilience Scan model uses three indicators to measure natural resilience, these are:

1. **Connection to Place:** community feels a sense of connection to where they live i.e. land / country / natural spaces.
2. **Risk Awareness:** community understands the natural hazards that could affect them and their risk to those hazards.
3. **Risk Management:** risks are managed appropriately.

## Connection to Place

Connection to the natural environment is a strongly held value for most community members, and this is expressed in a variety of ways by the community – whether it be through enjoying it recreationally, or the environment being a primary motive for living within the Shire.

*"Most of the residents here are people that want to be rural, that like nature."*

*"I think a lot of people moved here because it's close enough to the city, but you've got that space, you've got the freedom."*

*"Some people come down here and they just love the forest. They love the greenery and the calmness. So yeah, people are passionate about the environment."*

*"We've got [Ranford Pool]. We've just upgraded all of that, so it's a natural pool where people can swim and enjoy nature, people here are definitely nature lovers."*

*"There is Hotham Park in town, which is pretty fantastic. It's down towards the river. Yeah, I was there last night. It's beautiful."*

Whether it be through the Shire, industry or community groups, interviewees noted and recognised action taken to protect the environment by engaging in conservation and sustainability efforts.

*"We're developing a walk trail and we're developing a bicycle trail to give people a chance to be out in the forest."*

*"There's the railway reserve. It's under the jurisdiction of the Shire, but [we're] hoping to make that a walk trail all the way through to Dwellingup eventually."*

*"We've got Friends of the Reserves here. They are pretty passionate about preserving what we've got."*

*"We just did the cleanup of [a reserve] on Saturday. A mob of about eight to ten of us."*

*"There's a community liaison committee, which is sort of a combination of the mining companies. And they get funding and they have an annual tree planting event in some of the creeks around here."*

On the contrary, these efforts are constantly under strain by the ever-growing needs of industry which have induced strong and varied opinions from interviewees.

*"Our river is a beautiful river. I hate farmers. Now they're damming it with chemicals going into it. So that's what I'll be calling to protect."*

*"It's just a nonstop fight because of dust and cutting down the trees and it's a jarrah forest, so there's a lot of fighting about that. It's causing a lot of issues in town."*

*"[There is] mining further down towards Quindanning and there is a group protesting a bit about that."*

*"There's a lot of flak against bauxite mining. I've been in the forest, which is just over the hill here, for the last 15 years, and now they've just got approval to expand the gold mine. That's all forested country."*

*"So, Worsley [Alumina] operate along the top edge of the darling scarp... So, they have been copping a lot of flak over the last five years. They're operating in water catchment zones, and they're operating in the jarrah forest, which is unique for the world and then knocking down jarrah trees. There's a [need to] protect the trees, the birds, etc."*

## Risk Awareness

Overwhelmingly, the community has a minimal understanding of the natural hazards that could affect them and their risk to those hazards.

*"Here, longer time locals are probably a lot more aware. I think you get a lot of people who are newer to the area that aren't quite as aware."*

*"A lot of people I've spoken to feel that they live in this sacred little safety bubble in Boddington because there aren't a lot of major disasters."*

*"It's not a super high-risk area, but that doesn't mean that there are no threats."*

*"People definitely have an 'It doesn't really happen to us' type mentality."*

*"I think we live in such a good place. We don't have the threat of fire and flood... But I mean, because we live in such a cozy town, you don't have crime, you don't have all these issues. I think people are very blasé about the hazards."*

*"We don't live in a forest, to be quite frank. I can't imagine this town would burn down like Dwellingup did back in 1963 or whatever it was, 1961, was it? And, you know, I can't say we'd ever get flooded. And I can't say we'd get burnt out, but you never know."*

Although this shows a sense of security and trust in emergency services, there is an overall lack of understanding and personalisation of risk.

*"I mean, you've got a lot of volunteer firefighters. They're the people that... understand the risks, but I would say 80% of the population would not have a clue and it's not bothering them because somebody's having my back. They just feel like there's enough people out there that will look after them."*

Fires were shown to be the key hazard for community, with community engagement highlighted as a means of educating locals on their risk.

*"We need to distribute paperwork and say, 'don't forget these are the ways that fires can start. Be aware'. Or like a magnet you can put on your fridge that told you what number to ring for emergencies. It's not all triple 0. Some of them, you ring a local number like doctors [and] the hospital. But you don't get those anymore."*

*"Since we [the fire brigade] have been doing a lot more community engagement stuff, like going to the market or just when we get asked, like, 'can you bring the truck down just for show?' we bring a lot of information like emergency packs. A lot of people come here and [say] I've just purchased property like you need to bring this. [We, the fire brigade, can tell them] this is how your property should be maintained. If it's not like that, we ain't coming to save you because we can't get down there."*

*"I think we [the community] just probably all got things in place. What we'll do if anything happens and just keep an eye out, you know, for smoke and usually like someone will see smoke and say is that a fire?"*

Exposure to risk was noted as a way of developing community understanding and personalisation of risk.

*"If you lose someone in a car crash, you become acutely aware of the danger [of] road travel. Up to that point, why would you worry about it? Because it hasn't happened to me. So, it's only when you have that personal experience that it becomes a reality."*

## Risk Management

In managing risk, a number of interviewees noted communications as a hazard, highlighting community's reliance on technology and the impact that it could have during an emergency.

*"I think for me, one of the biggest things is communication. And we've got phones, multiple phones. We've got all this technology [but when a] disaster goes through, and you haven't got the communication that falls apart really quickly."*

Fire management in both the mitigation phase and incident management phase was discussed by interviewees, highlighting that fire is the key hazard that community feels they are at risk of. Interviewees gave examples of many different roles in the fire management space including Shire, volunteers, farmer response and traditional burning methods.

*"Going back to the fire side, I think people are starting to maximize something about Mosaic burning - a traditional Aboriginal method of [fire] control - because the bush has changed so much since those times, [when] the bush was much more open. I mean, I'm sure they had natural fire from lightning and all that sort of thing, but there was far less you know, damage done. And because of the way they were controlled, they actually taught the fires how to do it properly."*

*"I think it is hard to tell. A lot of it is getting the Shire to understand [why] you want to burn off in a mosaic pattern instead of just putting a fire right through something. So, you're talking community-minded on that sort of thing. A lot of people don't understand that you just can't light a fire out in the bush...."*

*"One [person] was supposed to be burning off over here, and by the time they finished it [they had] burnt all the wood... and everything else. You know, they just didn't train them that well. But... now they have training for the fire [volunteers], so they know what they're doing."*

*"[An example was when there was] a big fire down at Lower Hotham and I think from memory there was quite a bit of friction between the Shire and local farmers. Local farmers had more experience of their own land and surrounding bush, and I think the farmers were signaling 'we can burn this to stop the fire', but they were refused. But I mean, going back to those days too... the farmers turn up to a fire wearing thongs and shorts [as] they'll do a lot of places. And now... they turn up [at] a fire and [get] turned away at the gate as such. Well, I think people are sort of getting used to that."*

As a result of these findings, we attribute the following scores to the Shire of Boddington for the natural domain as:

Indicator	Score
Connection to Place	Low
Risk Awareness	High
Risk Management	Moderate
<b>TOTAL</b>	<b>MODERATE</b>

# Domain 4: Built

The Resilience Scan model uses three indicators to measure built resilience, these are:

1. **Community Infrastructure:** locations of social and cultural significance are valued and protected accordingly.
2. **Housing and Accommodation:** housing and accommodation is accessible, appropriate, available and reasonably priced, with safety nets in place for those at risk of or experiencing homelessness.
3. **Essential Services and Redundancies:** essential services such as power, water, fuel and roads are maintained and accessible by all, with appropriate redundancies in place.

## Community Infrastructure

Community infrastructure within the Shire closely relates to community participation, with many important community structures noted in the social domain. These include the Community Club, Community Resource Centre (CRC), Recreation Centre and the Lions Club. Other key community infrastructure of note is the Post Office, local cafes and the Police Station.

*"The community club, which is the bowls and the golf [club] combined."*

*"The Sports Clubs: footy, cricket and basketball [clubs]. Yeah. And I mean, they've got the shooting club."*

Interviewees highlighted health infrastructure as a clear gap.

*"We don't have all the services here, like if you have something serious and need to go to hospital, you've got to go to Perth."*

## Accommodation and Housing

Housing and accommodation generated diverse discussion in community interviews. Two key areas of focus were permanent housing and short-term accommodation.

The housing discussion was encapsulated by new residents moving to Boddington, rather than long-term locals.

*"People come to Boddington [and surrounding towns] because it's cheaper. They probably just don't have enough money to live anywhere else."*

*"We do not have the housing, so our push is to get housing so you can get those families out of the city. Come and have a good life here, but to have a job and have a place to stay and have a safe environment for their kids."*

*"When COVID came we had a lot more people move to town. And I think a lot that found it hard in Perth saw that rentals were probably a little bit cheaper here, so they filtered out here and [to] the surrounding towns and things."*

Community touched on difficulties faced due to a lack of accommodation and housing, highlighting a significant and consistent issue reported by interviewees state-wide, according to the data.

Interviewees mentioned a variety of complexities they are experiencing due to the housing crisis, including lack of services, homelessness and the cost of living.

*"We do have a housing shortage like everyone else because we can't get basic workers in town. So yes, most of the people go work at the mines and that, but your [person] cutting the grass and laundry and cleaning [people], we don't have people like that in town because there is no accommodation in town."*

*"I mean, we also have a belief we have a small portion of homeless people as well. The CRC runs a food bank. So that supports the people in need that will go down there. But you know, just depends. Some of them are too proud."*

*"So at this stage, people are leasing out their bedrooms in their houses, so people would stay with other people. We don't have people living in cars yet, like in [other places in WA]."*

*"The cost of rent has definitely gone up."*

*"Housing is a big issue and lot of the family have moved away. Because it's expensive and there aren't any houses anyway."*

## Essential Services and Redundancies

Power, water and telecommunications were key aspects of the essential services discussion with interviewees. Community sentiment showed these are areas of risk, however, overall do not have a long-term adverse effect on community and are managed.

*"We do lose power. But you know, it's always less than 12 hours. So, you're never into that compensation package with Western Power. They get it switched back on pretty quickly."*

*"When the mobile tower goes down, you know people can't get [services]. There's no EFTPOS, all that stuff that we take for granted on a daily basis just goes."*

*"For the last 10 years, we've been running out of water. You know, some of the farm dams are gone dry. [That] has been quite drastic depending on what region you're in."*

*"If the lights go off, you could ring Western Power or Synergy or whatever and they'll tell you how long you're gonna be without power. Or, sorry, we didn't know you didn't have it."*

*"I always had a physical, paper copy. And that's because if the power's gone and here, it can go very easily, well, I guess [in] any town [it can go] all of a sudden, all your computers aren't any use, so you do need a physical copy."*

The one time of year that power is a challenge is during the Boddington Rodeo, where power has historically been cut off causing disruption to phone and internet services, as well as banking and EFTPOS availability.

Roads and transport were also key areas of focus when discussing accessibility of essential services.

*"...road works going on and the big trucks are not supposed to come along here, but because of the road works they can."*

*"Transport is a difficult thing for people because there's no buses."*

As a result of these findings, we attribute the following scores to Shire of Boddington for the built domain as:

Indicator	Score
Community Infrastructure	Moderate
Housing and Accommodation	Moderate
Essential Services and Redundancies	Moderate
<b>TOTAL</b>	<b>MODERATE</b>

# Domain 5: Economic

The Resilience Scan model uses three indicators to measure economic resilience, these are:

1. **Personal financial safety nets:** community considers and plans for their personal financial risk to emergencies.
2. **Workspaces:** local businesses and industries support financial or general community needs.
3. **Financial Support and Assistance:** availability, accessibility and expectations regarding local and State financial support and assistance for hardship.

## Personal Financial Safety Nets

Interviewees had limited comments regarding personal financial safety nets. Overall, the discussions centered around the current economic climate and lived experiences, rather than personal future planning or emergency risk.

*"There are people that have come to town for whatever reason and then they're struggling because you know, it feels more expensive. They can't get out. They've got to shop locally. Some people complain about the prices in town."*

These financial strains are directly linked to those experiencing housing and accommodation cost increases, as discussed in the Built section above.

## Workspaces

As highlighted in interviews, mining is both vital and controversial in the community. This is most evident in the financial benefits it brings, and the serious consequences if those benefits were lost.

*"People are very passionate about protecting the environment. But you've got to also recognise businesses, jobs, employment, etc. So there needs to be two sides to the coin, really."*

*"Gold mining is huge and the bauxite mine. They are very large, and I guess other industries are services to mining, like a couple of transport operators here in town. I mean, it's all dependent on the mining industry."*

*"If both the mines closed down, the town would suffer badly."*

Interviewees highlighted local businesses, other than mining, who provide financial support to the community.

*"When they have events, you know, usually the businesses get asked for some donations."*

*"Hardware stores are a real focus, and the post office, and... the IGA and whatever, it supports groups. You'll get \$1000 worth of [donations]. When I put my order in for catering for the RSL, for a big a breakfast, the IGA donate it."*

*"If there's a raffle in town and you want something, you know the shops to go to, that will give you a voucher for a haircut or something like that. So that's a lot of community there."*

A number of key local businesses stood out to interviewees as a major loss if they were to no longer serve the community. These included critical services such as the local doctor and pharmacy, as well as the hardware store and service (fuel) stations.

*"We need to try and ensure that those particular services, the hardware store and the IGA, for instance, and service stations remain [in town]."*

*"If the doctors closed up, that would be another one. That would be badly missed."*

*"Definitely an economic loss [if certain businesses closed]. We [would] have to travel out of town to get stuff that's available in town now. That would be a cost."*

*"Specifically, fuel, I imagine... Definitely one fuel station and the IGA is a great asset for the town."*

*"If we don't use the services that are here, like for example the hardware [store], they won't trade. I mean, recently the local hardware [store], opened Sundays, which is always handy [to] pop down and grab whatever. And now they've done that, they've closed it because it wasn't economical."*

*"We have got a chemist, you know, and these are good services as well. And bakeries, hairdressers and a tattoo place in town."*

*"At one stage we were down to one cafe which was very limiting because, it can't open 15 hours a day. Now we've got 4 cafes in town and they're all surviving. We all expect that one of them won't make it, but it's great to have that versatility, that choice if you want."*

*"People that come to Boddington [and] think 'look at the price of this and look at the price of that' and hop in their car, travel an hour and a half, and shop elsewhere. It's like half a day to save, what, 30 bucks?"*

# Financial Support and Assistance

When discussing availability, accessibility and expectations regarding local and State financial support, interviewees spoke on a solely local level, reiterating the CRC program for meals and highlighting the Lions Club as an area of support.

*"The CRC had a program where we want to go there giving away meals, like free meals for people that are doing it tough."*

*"The Lions club will always give to those who need it."*

As a result of these findings, we attribute the following scores to the Shire of Boddington for the economic domain as:

Indicator	Score
Personal Financial Safety Nets	Moderate
Workspaces	Moderate
Financial Support and Assistance	Moderate
<b>TOTAL</b>	<b>MODERATE</b>

# Domain 6: Political

The Resilience Scan model uses three indicators to measure political resilience, these are:

1. **Power and Voice:** the community has power and a voice.
2. **Power and Voice – First Nations:** First Nations perspectives are heard and valued by decision makers.
3. **Community Governance:** ways that community can formally or informally exercise power within their communities.

## Power and Voice

Interviewees felt the community has influence and a voice, valuing accessible leaders and recognising challenges in local government.

*"I take my hat off to those that do nominate for local government because I know what it's like and it's getting worse with the red tape, etc. But then some of them have jobs and they just show up to meetings and we don't hear or see them enough."*

*"Well, we've just got a new Shire President and a new Vice President, so all very fresh. The Vice President, who is now the Shire President, she was always available for all these things."*

Interviewees recognised areas of further improvement to expand on opportunities for community to have a voice and use that voice.

*"Well, people do have opportunities but... when we have a town hall meeting, nobody shows up. They'd rather whine about it on Facebook. Everything is on Facebook."*

*"[The Shire] won't hold meetings on weekends. They will not hold meetings after hours. They'll hold during the hours where people can't get time off work to get there. Basically, stack it how they want to operate."*

*"Some people were unhappy because they think [the Shire are] making up rules. But it's [the Shire] following the rules rather than breaking the rules. But the moment you implement something that should have been done a long time ago, it's difficult for them to understand. But a lot of it we find is people don't understand how it works and that makes them upset."*

# Power and Voice – First Nations

Overwhelmingly, interviewees did feel perspectives of First Nations people are heard and valued by decision makers, noting the Aboriginal Reference Group as a key channel for their voice to be heard.

*“We've got the Aboriginal reference group that the Shire meets with on a two monthly basis. So, we make sure that the Elders are part of all the decisions we make.”*

*“Yeah, we have our [Aboriginal] reference group. And [the Shire] do listen but not all the families think that.”*

*“I've been involved in decisions on what we call the Branford pool down there, which is being redeveloped, and [First Nations people] were consulted on that.”*

# Community Governance

Community noted two key community groups who can exercise power within their community, these were the Footy Club and the Boddington Hospital Auxiliary.

*“I suppose people's perceptions are that maybe some clubs have more sway than others, but I don't think that's a thing. I don't.”*

*“I think the Footy Club, they're probably the biggest club because [they have] juniors and seniors, that's the biggest number of people. I think they have some sway with the Shire because obviously the Oval and the rec centers are a big asset for the town. They're pretty close, have a lot of input there, and they're the younger generation growing up, so you've got to listen to them.”*

*“There are some groups that have got people like there's [Boddington Hospital Auxiliary] in town. [which is] run by some good people, but somebody might [describe] them as strong and domineering. [One member of Boddington Hospital Auxiliary] she's proactive, she knows what she wants, and we help out when we can as a club.”*

As a result of these findings, we attribute the following scores to the Shire of Boddington for the political domain as:

Indicator	Score
Power and Voice	Moderate
Power and Voice – First Nations	Low
Community Governance	Moderate
<b>TOTAL</b>	<b>MODERATE</b>

# LEMC Exercise Data

## Exercise Components

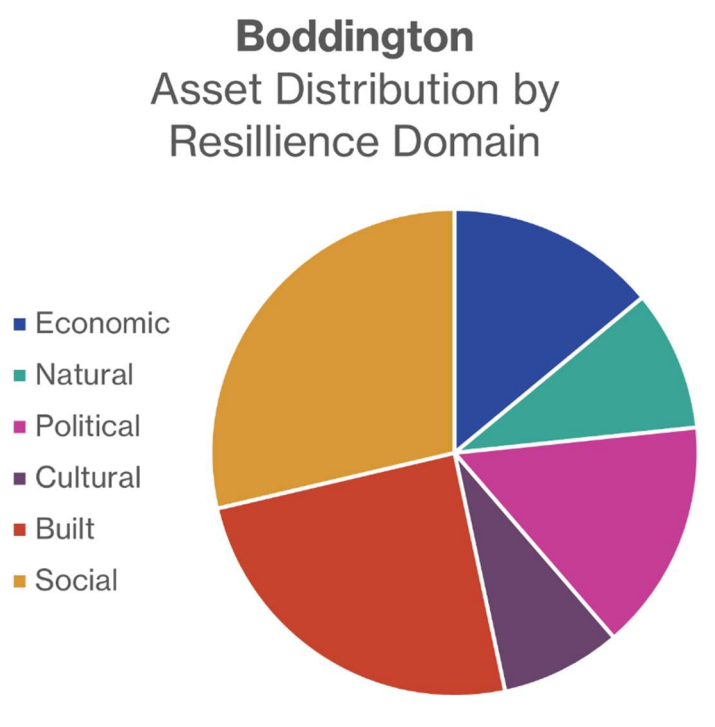
The Risk and Resilience Exercise was broken into three components:

1. Mapping assets on a scale of strongest to weakest within the community, against the six domains of disaster resilience.
2. Applied three risk scenarios to the mapped assets and vulnerabilities, and considered how impacted they would be by the disaster scenario, from a scale of critically to minimally impacted.
3. Reviewed those assets that were most critically impacted by the disaster scenarios, and produced recommendations in small groups that would build the resilience of those domains.

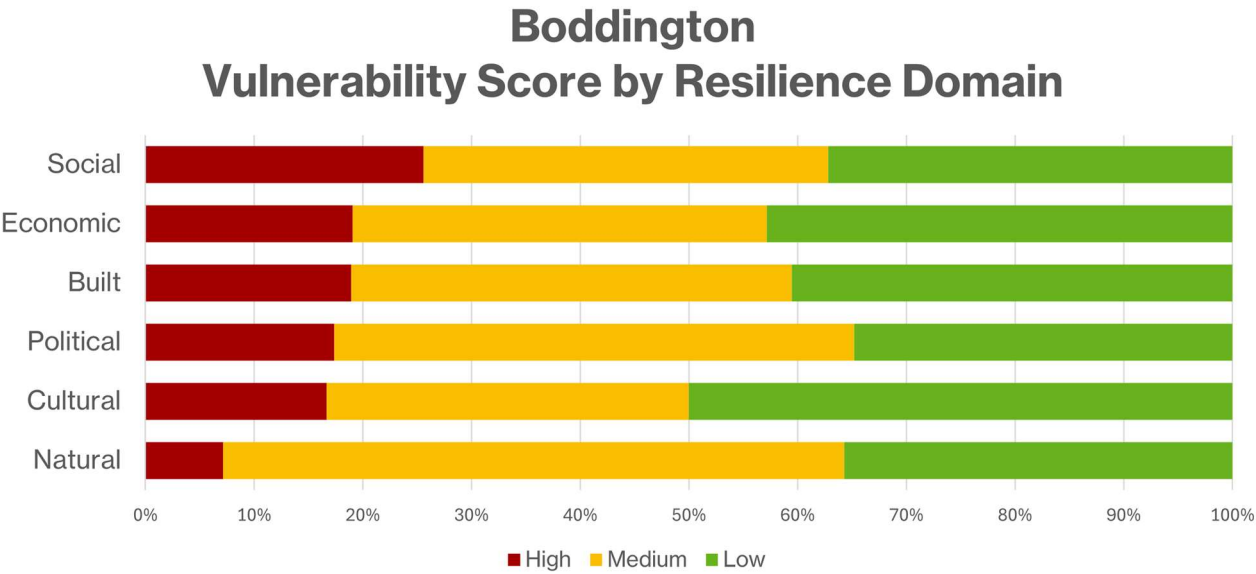
## Exercise Findings - Vulnerability

LEMC participants were asked to identify community assets related to the six domains of resilience and rank them at present time from greatest strength to greatest weakness.

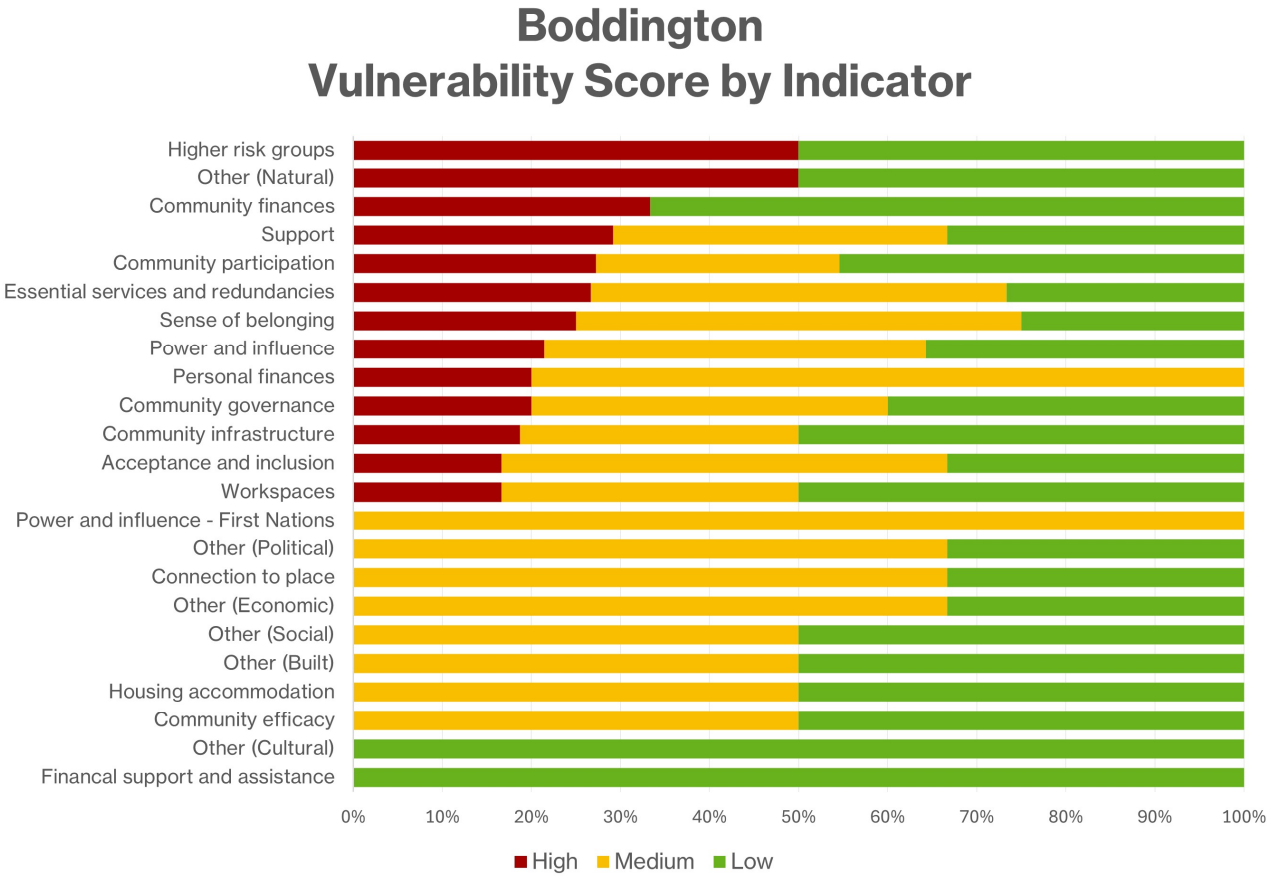
The below graph represents the proportional number of assets identified for each domain (irrespective of their allocation as a strength or a weakness).



The below graph then represents to what extent identified assets within each domain were attributed as having low, medium or high vulnerability. This identifies that within Boddington, the social domain held the most vulnerable assets, and the economic and cultural domains held the strongest assets.



The below graph allows us to drill down further into the indicators for each domain, and we see emerging themes that provide insight into the distribution of these assets as either strengths or vulnerabilities for the community.



In the natural domain, most of the mapped assets were identified as strengths for the Shire, showcasing strong environmental values and resources. This included natural resources such as gold, bauxite and copper, as well as the high percentage of flora and fauna around, with participants citing that around 40% of the Shire is State forest, including the northern jarrah forest with its high biodiversity value. Other natural treasures included the over 100 different bird species located in Boddington, including black cockatoos, as well as beehives, and sites of cultural significance such as Darminning (Ranford) pool and Dilyan's grave. One major vulnerability that was noted was a large percentage of feral pigs and other animals.

In the built domain, participants identified several assets to meet essential needs such as the hospital, the school, power infrastructure, fuel stations, emergency services infrastructure and assets, water supply source, local government buildings and roads to connect the town from all directions. In addition, community infrastructure was also identified as a positive, with examples such as the Rodeo grounds, the youth centre, the old school that is now the CRC and the swimming pool as places for connection and socialisation.

Conversely, built infrastructure that was identified as a vulnerability included the lack of public transport systems, challenges with telecommunications and information technology infrastructure, a lack of physical financial services like ATMs and banks, a not-fit-for-purpose evacuation centre, and several old bridges that may be subject to flooding.

Economically, the community are supported by industries including gold and bauxite mining, farming and agriculture, and the local government. In addition, they are supported by the close proximity of the town to Perth, attracting employment. Conversely, factors such as lack of public transport, a heavy reliance on mining and many of the young people in town leaving and taking their skills elsewhere after high school were seen as vulnerabilities for the community. In addition, moderate vulnerabilities including the drive-in-drive-out workforce and a monopoly for small businesses were also noted.

From a political perspective, Boddington benefits from its rich natural resources, politically active farming community and position within the Peel Alliance / as a Peel-Harvey catchment council. Moreover, the strong volunteer community, dedication to community consultation and mechanisms such as reference groups give voice to community members to be active participants in decision-making.

On the other hand, Boddington's location between the Peel, Wheatbelt and Great Southern regions can also be a point of political challenge for the local government. In addition, the "safe seat" position of the Nationals has resulted in some community feeling that their voice, and importantly, their vote had no influence over political decisions. Moreover, influential organisations, primarily those with an economic or environmental bias, can be prioritised over the less-powerful community voice.

From the social domain, representatives identified a number of opportunities for social engagement, including a strong sporting community, various community interest groups, volunteering opportunities, the Youth Centre and community events such as the Rodeo and the Medieval Festival. However, it was recognised that some of the groups can be

“cliquey”, and many of the volunteers could be at risk of burnout due to stepping up as community leaders. Moreover, some important support services were also identified as missing from community such as health and wellbeing resources, aged care support services and support for children with disabilities.

Culturally, LEMC members discussed the growing culture of acceptance and sharing for Aboriginal communities, referencing increasing cultural heritage knowledge and greater relationships with Elders via systems such as the Aboriginal Reference Group. Conversely, discussion was had around the varying degrees of resilience across the Shire, which they felt could be observed across generations, and noted that long-time residents of Boddington often are less accepting of new community members.

## Summary

At the end of the discussion around mapping assets, LEMC participants were asked to summarise the key themes of each of the grouped domains. These are recorded below:

### **Social-Cultural:**

1. Consider transition points through individual's lifespan and ensure services are available to retain them in community.
2. Pending willingness to step forward, there are plenty of opportunities to connect and engage in special interests.

### **Built-Natural:**

1. For a community this size, Boddington has outstanding facilities and community support.
2. Boddington has high natural environmental issues and is subject to natural disasters such as fire and flooding.
3. Weakness and reliability of the communication network.

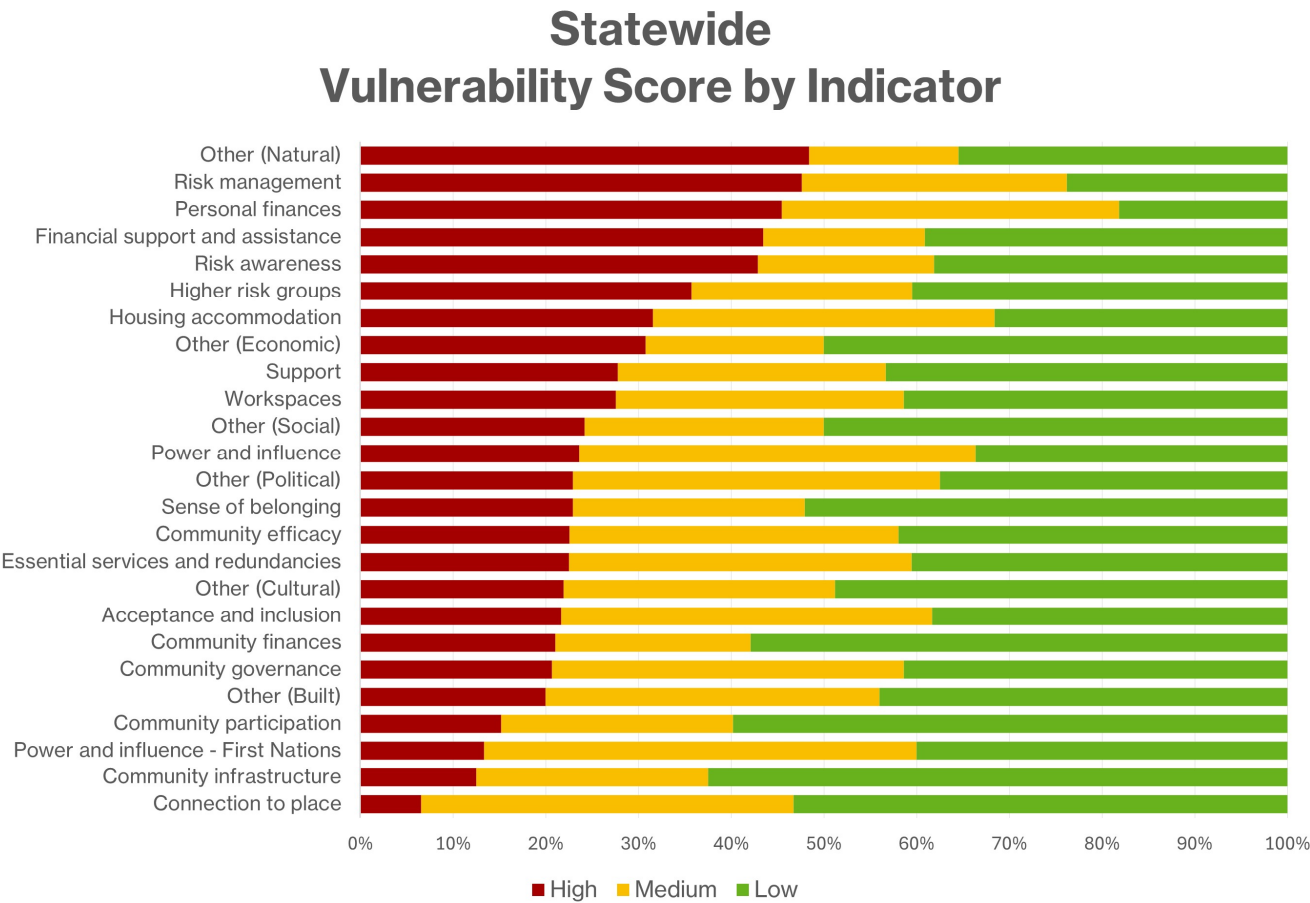
### **Political-Economic:**

1. There is tension between the desire for a pristine environment, the management of farmland and mining expansions.
2. The town has a diversity of economic sectors but there are concerns for their vulnerability.
3. We get a say on local decisions, but a small voice on opportunities and decisions that affect us more broadly.

# Data Comparisons

## Local Versus Statewide Vulnerability

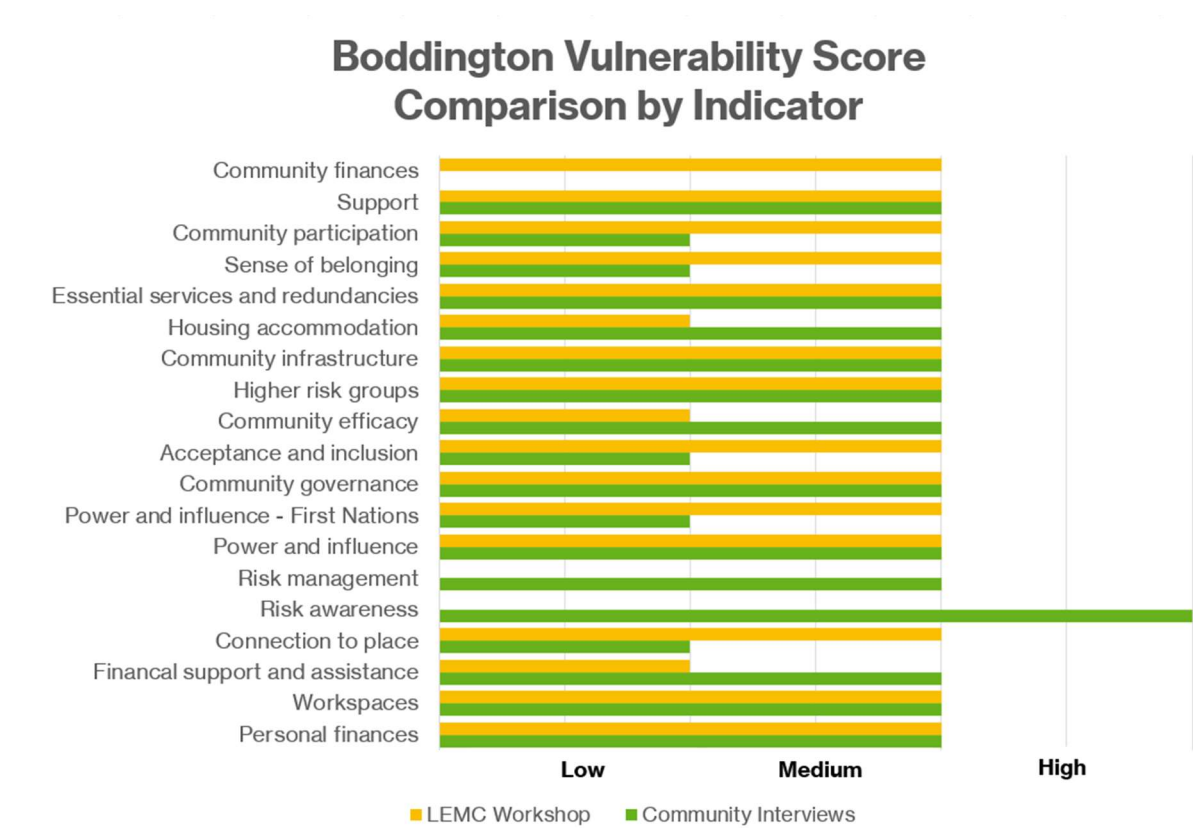
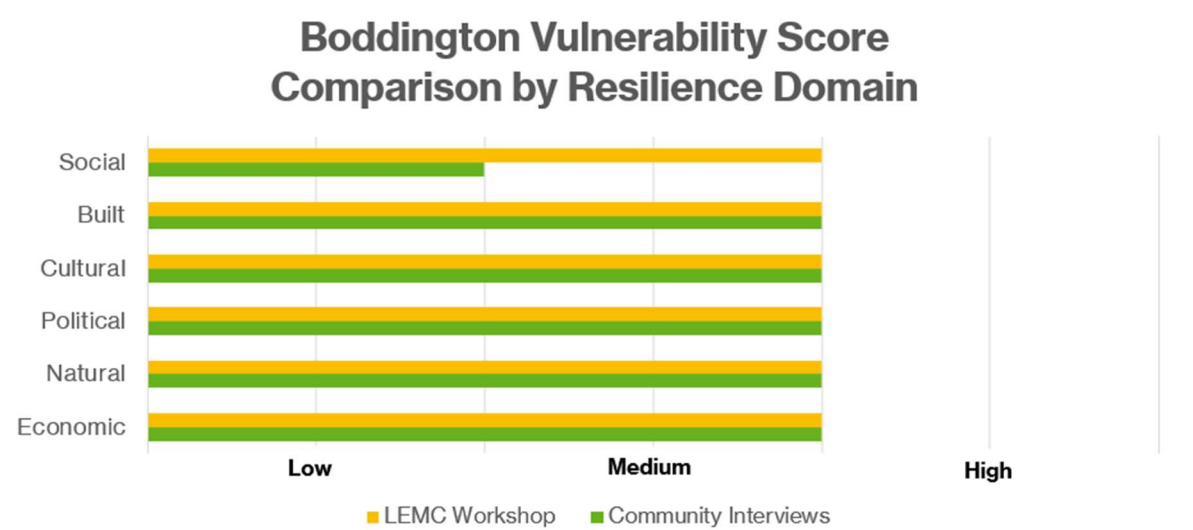
These findings can be compared to vulnerabilities observed across the Statewide average, detailed in the graph below.



These results indicate that while meeting the needs of at-higher-risk groups and community support were perceived as significant vulnerabilities for the Boddington community, their level of vulnerability is closely aligned with that of the State average. Moreover, while personal financial safety nets were seen as a moderate vulnerability for the Shire, the level of perceived vulnerability is less than that of the State average. In addition, community financial assistance and support, housing and accommodation and levels of community efficacy were all perceived as significantly stronger assets than that of the State average.

LEMC Versus Interviewee Data

The below graphs then compare the analysis provided by LEMC participants (in yellow) with earlier analysis discussed with interview participants from the community (in green).



From these graphs we can see that LEMC members and community were not aligned on most domains, with discrepancies largely in the social, built and economic domains.

Socially, while LEMC members felt this was a strength of community, interviews identified it as a moderate asset, noting that community groups can be quite cliquey,

and that rates of acceptance and inclusion impact on social cohesion and participation opportunities.

In the built domain, both essential services and housing and accommodation were rated less significantly vulnerable by LEMC members than community interviewees. For community, housing and accommodation was seen as a threat, referencing decreasing stock of housing and the rates of people experiencing or at risk of homelessness.

Similarly, in the economic domain, both personal financial safety nets and community financial support and assistance were rated moderate vulnerabilities by LEMC members but as significant vulnerabilities by interview participants. Primarily, interviewees cited increasing cost of living pressure and high demand on services as reasons for the vulnerability.

## Exercise Findings – Areas of Concern

The second component of the exercise asked LEMC members to consider three risk scenarios, review the mapped assets, and consider how impacted they would be by the disaster scenario, from a scale of critically to minimally impacted.

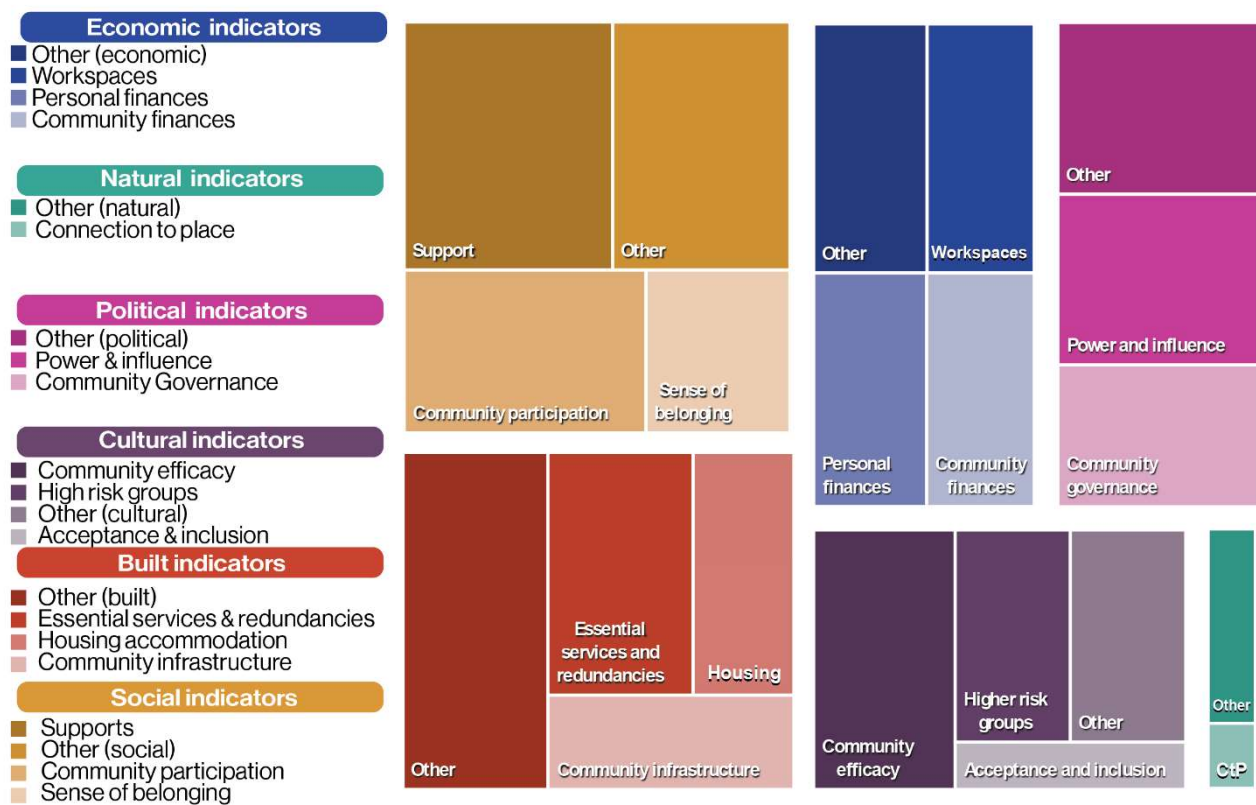
In the Shire of Boddington, these risk scenarios included:

**Scenario 1: STORM / TORNADO** - Destruction and damage to built and natural environments, with subsequent social and economic impacts

**Scenario 2: TOURIST BUS CRASH** - Multiple fatalities and injuries, overwhelming service delivery and cause community distress

**Scenario 3: MARITIME EMERGENCY** - Total disruption to a major local industry, with impacts for employment, income and other local businesses/industries

Boddington Impact Score Comparison by Indicators

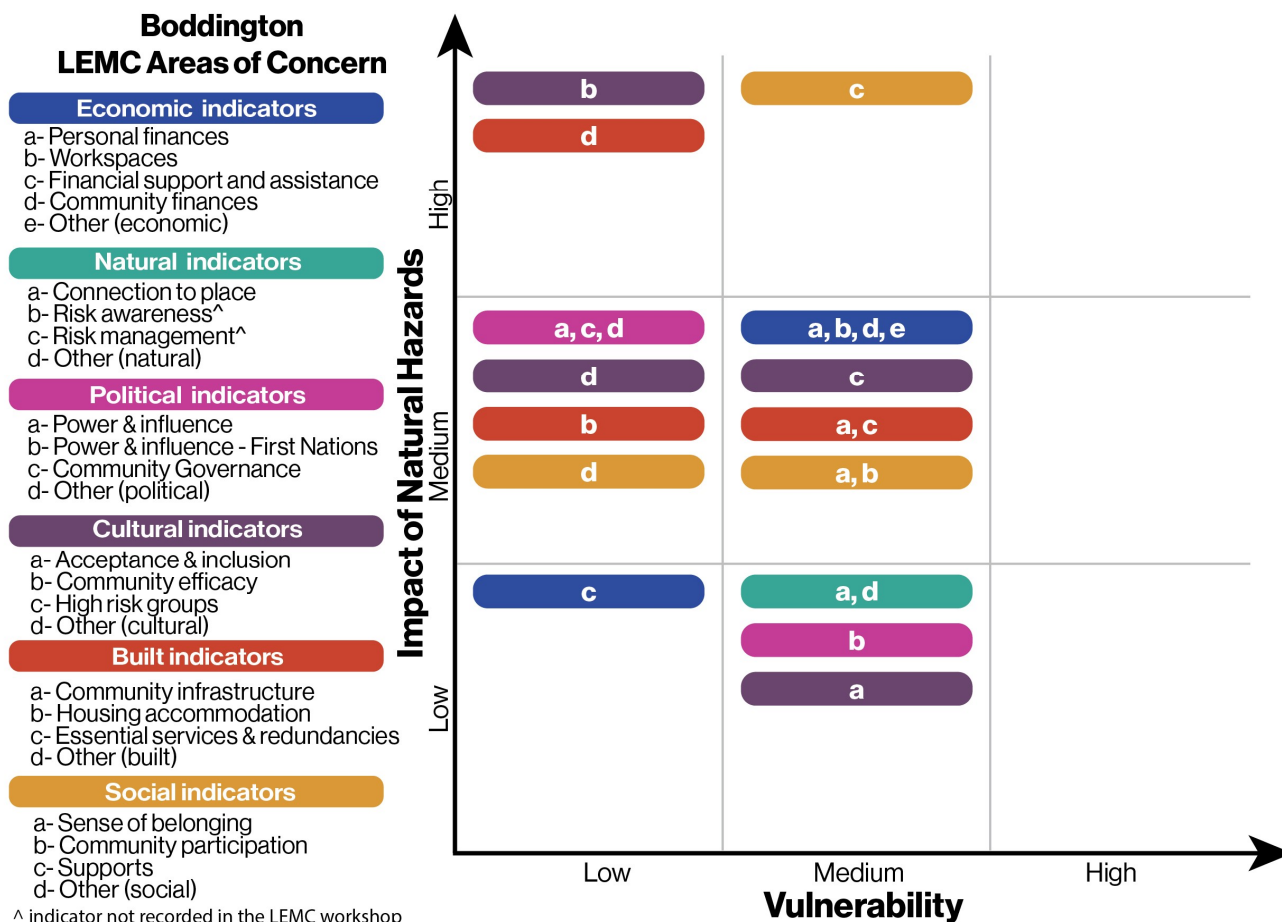


The above graph provides a visual display as to the indicators within the assets that were most severely impacted by the risk scenario.

Risk and Resilience Exercise with LEMC members at Boddington Recreation Centre, 27<sup>th</sup> March 2025



As detailed in the below graph, we can also observe the matrix of these mapped assets as perceived strengths or vulnerabilities during non-emergency situations, as well as how they may be impacted by hazard scenarios



Some assets, such as financial support, were perceived to both be strong assets for the community and during the hazard scenarios, experienced relatively low levels of impact. This may indicate that this strength can be relied on during times of hardship.

Conversely, strengths such as rates of community efficacy may become significantly impacted, while all political indicators in addition to housing and accommodation may become moderately impacted by emergency events, and may require additional protection, mitigation or preparedness efforts to ensure that these impacts can be managed.

# Exercise Findings – Ideation

The final component of the workshop was to ask LEMC members to select the cards that had one or more red dots, indicating critical impact as a result of the risk scenarios presented in the earlier component of the workshop.

Members were asked to devise a local solution using local resources and knowledge that would build the resilience of an impacted asset or vulnerability through either education and awareness campaign, mitigation efforts, or service supports. The task focused on localized action, as this aligns directly with Key Priority Area 2 of the CDRS.

The following potential projects were discussed:

## Idea 1:

### EM Airwaves

<b>Title/Problem:</b>	Direct access to reliable communication means is fundamental to emergency response teams and their overall capacity
<b>Target audience:</b>	Telstra, LEMC
<b>Lead agencies:</b>	Local council, DFES, WAPOL
<b>Resources + Funding:</b>	<ul style="list-style-type: none"> <li>• Radio network for emergency services – funding from Mines               <ul style="list-style-type: none"> <li>○ Research network capacity and capabilities</li> <li>○ Alternative service providers</li> <li>○ Approach other local governments                   <ul style="list-style-type: none"> <li>▪ State</li> <li>▪ Intrastate</li> <li>▪ High disaster areas</li> <li>▪ Cyclone areas</li> <li>▪ Tanami (remote)</li> <li>▪ Booster stations</li> </ul> </li> <li>○ State and Federal ministers                   <ul style="list-style-type: none"> <li>▪ Funding</li> <li>▪ Capacity</li> <li>▪ Resilience grants</li> </ul> </li> </ul> </li> </ul>
<b>Success:</b>	Reliable coverage around the district to meet rapid needs

**Idea 2:****Backing Local Business**

<b>Title/Problem:</b>	Work with small businesses to develop continuity plans and help build business resilience e.g. back up generators
<b>Target audience:</b>	Local business owners / operators
<b>Lead agencies:</b>	DPIRD, DUTSI, local government

**Idea 3:****Community Awareness Campaign – Discover, Educate, Transform**

<b>Title / Problem:</b>	Education to improve community understanding of emergency management, preparedness responsibilities and recovery resources available.
<b>Target Audience</b>	Entire community
<b>Lead agencies:</b>	Aboriginal Reference Group, local government, DFES, SES, Police, St John Ambulance
<b>Resources:</b>	Community Connect, Bodd News, Shire website
<b>Success:</b>	Host engagement event at Shire community markets, facilitate preparedness workshops and pop-up activations with high-levels of community involvement, and refresh / update LEMA

## LEMC Limitations

One of the components of the exercise asks members to reflect on what information or knowledge might be missing from the conversation, due to gaps in knowledge or representation in the room. A number of key representatives and groups were identified, including:

1. Young people
2. Aboriginal Elders, community members and advocacy groups
3. Politicians
4. Business owners
5. Department of Education
6. WA Police
7. Australian Red Cross
8. Community Resource Centre
9. State Emergency Service
10. South 32
11. Telstra
12. Peel Harvey Catchment group – including DAM
13. Western Power

# Recommendations

This report has identified potential focus areas for the Shire of Boddington, and makes the following recommendations:

1. Provide education around digital literacy including how to access and understand emergency information.
2. Provide education and planning tools for households to become more prepared for emergency events. Consider education beyond bushfire-related risks.
3. Promote greater risk awareness and preparedness planning tools that support the needs of people at higher risk, with a focus on the populations ageing in place, people living with disability together with their respective caregivers, and people experiencing isolationism (such as people living on their own and people without access to transport).
4. Provide education around financial planning for emergency events. This may include considerations of personal financial safety nets, available support systems locally and Statewide, support with understanding insurances, and considerations of how digital systems and tools can support individual financial needs to increase independence and support self-efficacy in managing financial risk posed by hardship.
5. Review the current support services and financial safety nets for people experiencing cost of living pressures; and partner with subject-matter-experts from the community service sector to address gaps in support.
6. Review available physical and mental health support services and campaign for increased services to meet growing regional demand.
7. Review the available redundancies for essential services such as telecommunications and internet.
8. Consider transportation options for isolated people including community transportation services.
9. Review current community engagement and consultation practices and consider integrating more out-of-hours and informal engagement methods to reach a broader number of community members.
10. Promote the greater involvement of representatives from major local industries such as mining and agricultural businesses into emergency decision-making and planning bodies.
11. Increase engagement with Aboriginal people and Aboriginal advocacy organisations when planning for emergency events through considered, culturally safe consultation and inclusion in decision-making processes.
12. Increase engagement with Aboriginal people when conducting risk mitigation activities including integrating cultural practices and traditional knowledge into fire management processes.

These recommendations are in no way prescribed actions by the State, and instead can be used to:

- Support strategic planning for future projects
- Inform suggested agenda items on future LEMCs
- Be used as an advocacy tool for funding or other opportunities pursued by community and the Shire.

# Where to from here

The State is using this report, alongside similar Baseline Assessment Reports produced for fourteen other local government areas to support a plan to develop the Implementation Plan for the WA Community Disaster Resilience Strategy.

# References

Quinn P, Gibbs L, Blake D, Campbell E, Johnston D, Ireton G. *Guide to Post-Disaster Recovery Capitals (ReCap)*. Melbourne, Australia: Bushfire and Natural Hazards Cooperative Research Centre; May 2021. Retrieved from <[recoverycapitals.org.au](https://recoverycapitals.org.au)>

## ***Appendix 1 CDRS Implementation Plan: Community Consultation Locations***

Local Government Area(s)	Region	Time
Shire of Augusta Margaret River	Lower Southwest	4 – 11 February 2025
City of Bunbury	Southwest	12 – 20 February 2025
City of Albany	Great Southern	24 – 27 February 2025
City of Cockburn, City of Kwinana and City of Rockingham (combined)	Metro South Coastal	28 February – 6 March 2025
Shire of Bruce Rock	Midlands-Goldfields	10 – 14 March 2025
Shire of Kalgoorlie-Boulder	Midlands-Goldfields	17 – 20 March 2025
Shire of Boddington	Upper Great Southern	24 – 27 March 2025
Shire of Mundaring	Metro North-East	31 March – 4 April 2025
Shire of Carnarvon	Midwest-Gascoyne	7 – 11 April 2025
City of Greater Geraldton	Midwest-Gascoyne	14 – 17 April 2025
Shire of East Pilbara	Pilbara	5 – 10 May 2025
Shire of Broome	Kimberely	12 – 16 May 2025

## ***Appendix 2 Community Interview Questions***

1. What opportunities exist for people to connect to each other and participate in this community?
2. What spaces / locations do people general congregate to connect?
3. Are there strong connections between different groups / segments of the community?
4. Do people, in general, feel included and like they belong? Do you think people from other cultures or communities can integrate easily into this community?
5. Do members of this community generally lean on one another during times of hardship?
6. Who are the groups in community who may need additional support during times of hardship? What types of support might they need / are their gaps in the support available?
7. What is the general community attitude towards the natural environment? Do people feel a sense of connection to place / country / land?
8. To what extent do you think people in this community are self-reliant to fulfill their needs? (how many can support themselves independently day to day, vs. needing to rely on service support?)
9. Are there local businesses or industries that if they were lost, would have an impact (socially, emotionally or financially) on the community?
10. Do people in your community have equal opportunities to have a say about important issues? What are the mechanisms that people can use to have a say? Are there barriers to having a say?
11. Do First Nations Elders, community members and advocates have opportunities to have a say about important issues? Are there barriers to having a say?
12. Who makes decisions in this community apart from the local government (or other legitimate power structures) – are there groups that can influence decisions or advocate loudly?
13. To what extent do you think people within the community trust that their leaders hear and represent their views?
14. How aware are people to the different types of emergencies they could face? (prompt as required the interviewee to consider non-DFES hazards)
15. Do you think people's awareness to these hazards has any influence over their decision to live in this community?
16. What information sources do people rely on to prepare for emergencies?
17. How prepared are people in community for these emergencies?
18. This last question is about the concept of shared responsibility. Within the State Arrangements for emergencies, the concept of shared responsibilities means that governments – both local and state – have a responsibility to protect community from the impacts of emergencies. Equally, community have a responsibility to be aware of emergencies and prepare to mitigate their risk and take action against those impacts. To what extent do you think people in this community buy into the concept of shared responsibility?

### ***Appendix 3 Resilience Domain Indicators: Key***

<b>Domain</b>	<b>Indicator</b>	<b>Definition</b>
<b>Social</b>	Cohesion – Belonging	The community has a sense of inclusion and belonging
	Cohesion – Participation	Community members have opportunities to connect and participate in the fabric of community and build social capital
	Support	Community members have access to informal (community-driven) and formal (community service) support during times of hardship through their networks and using their social capital
<b>Cultural</b>	Acceptance and Inclusion	The community is accepting and inclusive
	Community-Efficacy	The community determines its capability and self-reliance
	Meeting the Needs of At-Higher-Risk Groups	Consideration and support are given to those at-higher-risk of impacts from times of hardship
<b>Natural</b>	Connection to Place	Community feels a sense of connection to where they live i.e. land / country / natural spaces
	Risk Awareness	Community understands the natural hazards that could affect them and their risk to those hazards
	Risk Management	Risks are managed appropriately
<b>Built</b>	Community Infrastructure	Locations of cultural and social significance are valued and protected accordingly
	Housing and Accommodation	Housing and accommodation are accessible, appropriate, available and reasonable prices, with safety nets in place for those at risk of or experiencing homelessness
	Essential Services and Redundancies	Essential services such as power, water, fuel and roads are maintained and accessible by all, with appropriate redundancies in place
<b>Economic</b>	Personal Financial Safety Nets	Community considers and plans for their personal financial risk to emergencies

	Workspaces	Local businesses and industries support financial or general community needs
	Financial Support and Assistance	Availability, accessibility and expectations regarding local and State financial support and assistance for hardship
<b>Political</b>	Power and Voice	The community has power and a voice
	Power and Voice – First Nations	First Nations perspectives are heard and valued by decision makers
	Community Governance	Ways that community can formally or informally exercise power within their communities

# Recommendations

The Baseline Assessment Report has identified potential focus areas for the Shire of Boddington, and makes the following recommendations:

1. Provide education around digital literacy including how to access and understand emergency information.
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4. Provide education around financial planning for emergency events. This may include considerations of personal financial safety nets, available support systems locally and Statewide, support with understanding insurances, and considerations of how digital systems and tools can support individual financial needs to increase independence and support self-efficacy in managing financial risk posed by hardship.
5. Review the current support services and financial safety nets for people experiencing cost of living pressures; and partner with subject-matter-experts from the community service sector to address gaps in support.
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9. Review current community engagement and consultation practices and consider integrating more out-of-hours and informal engagement methods to reach a broader number of community members.
10. Promote the greater involvement of representatives from major local industries such as mining and agricultural businesses into emergency decision-making and planning bodies.
11. Increase engagement with Aboriginal people and Aboriginal advocacy organisations when planning for emergency events through considered, culturally safe consultation and inclusion in decision-making processes.
12. Increase engagement with Aboriginal people when conducting risk mitigation activities including integrating cultural practices and traditional knowledge into fire management processes.

Our Ref: AL25/03615  
Enquiries: Vivienne Gardiner  
Telephone: (08) 08 9845 5007

Cr Lee Lewis  
Chair – Local Emergency Management Committee  
Shire of Boddington  
46-48 Norrish Street  
TAMBELLUP WA 6320

Dear Cr Lee Lewis

**RE: SHIRE OF BODDINGTON – TELECOMMUNICATIONS ISSUES  
IMPACTING EMERGENCY SERVICES**

The Great Southern District Emergency Management Committee (GS DEMC) met on the 2<sup>nd</sup> July and the matters of concern raised by the Shire of Boddington Local Emergency Management Committee (LEMC) regarding the telecommunications issues impacting emergency services were discussed. It is a significant concern for the GS DEMC and we would like to acknowledge the work the Shire has already undertaken advocating for improved telecommunications in the district.

The impact of telecommunications issues on emergency services has been raised by other Local Governments across the Great Southern region, these issues have been raised with the State Emergency Management Committee (SEMC). The SEMC provided an update at the recent GS DEMC meeting and advised the SEMC Risk and Capability Subcommittee will consider 3G and essential infrastructure via the Essential Services Network Operations Reference Group. The GS DEMC will provide an update when it becomes available.

In relation to the telecommunications issues raised in your correspondence Telstra has advised:

- over the past 10 years Telstra has constructed over 1500 mobile sites under the co-investment programs, totalling over \$1b toward new mobile site builds, improved coverage and network resilience. WA has achieved the largest co-investment program of work across all State based and Federal opportunities, however there is a significant reduction in Commonwealth funding for current and future Co-investment programs.
- Telstra has submitted 4 project nominations into round 8 of the Mobile Blackspot Program, unfortunately none of the locations raised in your correspondence are included in the nominations.

5 Hercules Cres Albany WA 6330  
T: (08) 9892 9355 (Chair) (08) 9845 5007 (Executive Officer)

- Cost to build new mobile sites have increased over the past few years and it's not uncommon now to have new mobile sites cost in excess of \$1.5m to build, and of course there is consideration around the ongoing operational costs associated. The contract and build period for any new mobile sites under co-investment programs, can be between a 2 to 3 year program to completion
- Given this situation Telstra suggest consideration be given to low earth orbit satellite solutions where mobile coverage currently is poor or non-existent. It is anticipated in the next few years the current SMS service will extend to calls and data, making this option a much lower cost alternative to terrestrial mobile towers. This is not to say there won't be further funding for terrestrial mobile builds.
- The Commonwealth Government announced funding for a National Roads funding program, please see attached consultation paper. In addition to the paper, the WA State Government announced late last year that they would match Commonwealth funding to deliver a \$16m program, focussed on 2 key highway sections along Great Eastern and Albany Highways.

The Department of Fire and Emergency Services (DFES) provide radios and a network of radio repeaters for emergency communications. We encourage you to liaise directly through your DFES regional office to address any radio blackspots.

In the meantime, please do not hesitate to contact GS DEMC Executive Officer Vivienne Gardiner [viv.gardiner@dfes.wa.gov.au](mailto:viv.gardiner@dfes.wa.gov.au)

Yours sincerely,



Superintendent Rhonda Alexander  
**GREAT SOUTHERN DEMC CHAIR**

15 July 2025

Hi All,

As discussed in today's meeting, please see below an update of the LEMA project for your LEMC meetings.

#### **LEMA Pilot Project Update Current**

- **Pilot Kickoff:** WALGA has launched its pilot project with five local governments selected through an Expression of Interest process in February.
- **Selection Criteria:** The selected councils vary in size and location, are due for LEMA review within the next 12 months, and do not have external funding for that work.
- **Scope of the Pilot:**
  - Develop a Local Government Emergency Management Plan.
  - Create a Local Government and LEMC Work Plan.
  - Develop a Local Government Incident Support Handbook.
  - Review and amend the Local Recovery Plan.
  - Undertake a Local Emergency Risk Workshop.
  - Deliver a presentation to Council on the pilot project and the Local Government Emergency Management Plan.
- **Project Objectives:**
  - Test and refine templates and resources.
  - Identify challenges in achieving LEMA endorsement.
  - Gather input for user guidelines on Local Arrangements.
  - Identify and collect additional support tools/resources used by local governments.
- **Current Progress:** Initial meetings with participating local governments have been completed. Work is now underway to use the templates and plan the necessary meetings, workshops, and briefings.
- **Timeline:** The pilot is expected to run until August, after which a review and report will be prepared for SEMC on the outcomes.

#### **LEMA Improvement Project – Other Updates**

- Last week, the SEMC endorsed DFES to proceed with the development and testing of a **LEMA Development Framework**, aiming for a more scalable approach to LEMA development and review. This delivers on WALGA's 2023 recommendation to establish a maturity assessment model.
- SEMC has also agreed to trial a new approach to local government emergency management risk planning.
- Both of these projects are policy projects requiring change to the Emergency Management Framework, and will involve extended consultation with local governments and broader EM sectors, including relevant subcommittees of SEMC.
- Local governments involved in the pilot program will host a Community Risk Workshop to trial possible new methodologies for local risk.
- The expected outcome is a documented set of locally valued assets and liabilities, consequence statements, and recommended treatment options, prioritising locally owned risks using local knowledge and resources.
- Work continues on the **Statement of Policy**, which is an online resource that collates and describes all local government responsibilities that are contained within the emergency management framework.
- Early drafts of the Statement of Policy have been shared with pilot participants and the LEMA Working Group for review and feedback.
- Additional work includes **developing consistent language and terminology across all LEMA IP products** and ensuring no guidance or information in existing SEMC documents is lost during the development of new resources.

Kind Regards

**Catherine Feeney | Project Lead – LEMA Improvement Program | WALGA**

(p) (08) 9213 2092 | (m) 0429 558 343 | (e) [cfeeney@walga.asn.au](mailto:cfeeney@walga.asn.au)



[walga.asn.au](http://walga.asn.au)

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.

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ATTACHMENT 11.9A

**Local Emergency Management Committee**  
**Department of Fire and Emergency Services**  
*Area Officer Narrogin West*

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## Update

- **Busy Start to Storm Season** – SES Units in the UGS have been supporting rescues at Bluff Knoll and Storm response as well covered in the media at Wagin. On top of this the region has run Road Crash and Structural fire courses as well as all of our entry level courses across the region.
- **Starting to Transition** – Transitioning from Storm Season to Bushfire Season around September. A reminder for Key Agencies to be aware of the change and plan accordingly.
- **Pre-Season Forums** – The UGS region is working to put together 3 separate Pre-Season Forums, these are key catch-ups, we will be discussing resources, requirements, communication and ensure everyone is on the same page. These pre-season forums will be similar to last year they will be dispersed across the region to allow maximum participation. They are essential, the region will be sending out invites, locations and dates shortly.
- **Seasonal Review** – As a regional team we also have conducted our own internal review after what was an active fire season last season, the UGS Region would like to acknowledge the good work done by local crews. There are some items we have taken forward to start doing as team and some we will cease. Continuing to provide continual support to communities to make them safer through a time of crisis is of course at the front and relationships built at these LEMC meetings are key.

### Some Key points from After Action Reviews of a few incidents around the region the LEMC might like to consider are:

- **LEMA** - Ensuring your Local Emergency Management Arrangements are up to date and are being exercised and updated regularly. Especially the key contacts and positions as well as out of hour contacts. Ideally identifying out of hours Welfare (food, water, etc) contacts.
- **Evacuation Centres** - Ensuring Evacuation Centres are up to date, are able to be accessed and have required resources, ensuring the key contacts for these centres are updated and have access.
- **Local Emergency Planning** - Reviewing and Exercising Local Emergency Plans to ensure they are viable and still current. Pre-identified Communications plans, Incident Management training for key staff, good understandings of recovery and other roles.
- **Training Standards** - Ensuring you have trained members to undertake key tasks
- **Communication** - Challenges around communication in remote areas and alternatives, remote communications.
- **Incident Control Centres** - Updated List for Incident Control Centres locations, ensuring they can act as ICCs and have back up power, ICT requirements (wifi/Starlink etc)
- **Cross Border Arrangements** – Establishing Cross Border Arrangements with neighbouring Local Government Areas prior to an incident starting beyond mutual aid arrangements.
- **Local level incident control and coordination** – Ensuring there are adequately training individuals in local areas that can manage local level incidents.



**Local Emergency Management Committee**  
**Department of Fire and Emergency Services**  
*Upper Great Southern Officers Report*

## Update

- **Australia Warning System Training** – Training is available online for all stakeholders
  - **[AWS Awareness](#)** - an overview of the AWS and how it is applied in Western Australia. Recommended for all DFES staff and personnel.
  - **[Applying the AWS](#)** - for decision-makers who undertake roles that assist with the management of public information.
- **Emergency WA** – Use Emergency WA as your source of Truth for Incident Information. Stay up to date with [Emergency WA](#), with the New Emergency WA App now available on IOS and Android devices. Allowing you to stay up to date with real-life live data and updates. Able to set watch zones and receive updates if an incident occurs nearby.
- **Training Calendar** – We are starting to wrap up the Upper Great Southern Training Calendar, with only 2 more months of training to go before Bushfire Season is upon us.
- **Leadership Forum** – The UGS Region held the annual Leadership forum on the 2<sup>nd</sup> of August 2025 this event went well, and it was an important investment in our Brigades and Units as it improves all aspects of the Prevention, Preparedness, Response and Recovery. We had key guest speakers from around the state attend. We had around 50 leaders attend from around the Upper Great Southern Region, from a mix of services from VFRS, VFES, BFB, and SES.
- **Incident Management Training** – Incident Controller Level 1, we are running a 4 day course that requires significant pre-requisites and investment for brigade leaders across the region, this is planned over 2 weekends in October, it will significantly boost our regions capability to respond and manage incidents locally.
- **Emergency Planning** - We are encouraging stakeholders to review and test their local emergency response plans around Bushfire, Storms and Power/Communication Outages in preparations for the current Storm Season and transition into Bushfire Season.
- **Storm Response** - With Storm Season being upon us – Emphasis on storm awareness and ensuring LGs have storm preparedness and response in mind. Some key information to circulate in the season would be the changes to the Australian Warning System around Storm and Flood. As well as the SES line, when to call the SES for assistance. Also ensure you have a communication strategy in place in the event of power outage and communication outage. State Emergency Service Number on **132 500**
- **Regional Duty Coordinator** – The DFES UGS Regional Duty Coordinator or RDC is On call 24/7 365 days a year, available to all Key Stake Holders, and Response agencies. Bushfire Brigades and Local Governments are encouraged to contact the RDC if they require assistance at incident, such as Air Support, Machinery Support, additional resources and Officer attendance. Stakeholders are encouraged to contact the RDC should they need local information, for example should a School cancel their bus route due to an incident nearby. Please note, the RDC does not replace 000 or the DFES Comcen.
  - **DFES UGS RDC – 1800 865 103**



**Local Emergency Management Committee**  
**Department of Fire and Emergency Services**  
*Upper Great Southern Officers Report*

## Update

- **Regional Storm Exercise** – The Regional Storm Exercise was held in Kulin on the 30<sup>th</sup> of July, Good attendance from LGs and Agencies, with attendance from Kulin LG, Wickepin LG, Lake Grace LG, Wandering LG, Water Corp, Main Roads, Dept Communities, Dept Health, WAPOL, Kulin VFRS, and DFES. A full report will be circulated once collaborated, however, some key points from the day:
  - Discussion was had around the different committees and the structures (Table Below)

Abbr	Committee/Team/Group	PPRR Phase	Level	Additional Info
<b>LEMC</b>	Local Emergency Management Committee	Preparedness	Local Level	<b>The LEMC is a committee established by local government, responsible for planning and preparing for emergencies. Made up of Key Local Agency representatives.</b>
<b>IMT</b>	Incident Management Team	Response	Local Level	<b>Initiated by the IC</b> (Incident Controller), A team made up of key functions, <b>made up of the personnel from the Hazard Management Agency (HMA)</b> or Controlling Agency (CA), it may include liaisons for other agencies. <b>This Team is responsible for managing the response to an incident.</b>
<b>ISG</b>	Incident Support Group	Response	Local Level	<b>Initiated by the IC</b> (Incident Controller) of the HMA/CA, the ISG comes together to <b>support the IMT</b> , by <b>offering key details, information and support.</b>
<b>LRCG</b>	Local Recovery Coordination Group	Recovery	Local Level	<b>Initiated by the (LRC)</b> Local Recovery Coordinator to assist with the <b>recovery planning and actioning.</b>
<b>OASG</b>	Operational Area Support Group	Response	District Level	<b>Initiated by the IC/OAM</b> for <b>larger scale incidents over a large area</b> and includes key District level agency officials/ reps, this supports the incident response.
<b>AHLG</b>	All Hazards Liaison Group	Preparedness	District Level	<b>This group is established by the OAM</b> , used to brief <b>key agency officials/ reps to gain relevant information prior to an incident</b> , used on heightened risk days prior to extreme weather etc.



**Local Emergency Management Committee**  
**Department of Fire and Emergency Services**  
*Upper Great Southern Officers Report*

## Update

- A discussion was had around Incident Control Centres in the local area for Incident Management Teams (IMT) to use and Other suitable locations for an Ops Point and to hold Incident Support Group Meetings (ISG) – Note the ICC, Ops Point and ISG will all be determined by the Controlling Agency or HMA of the Incident.

Location:	Use	Requirements:	Considerations:
<b>Incident Control Centres (ICC)</b>	<ul style="list-style-type: none"> <li>- Location for the Incident Management team to operate from</li> <li>- May also be used to stage appliances, vehicle and services</li> </ul>	<ul style="list-style-type: none"> <li>- ICT – Printer</li> <li>- Wifi/Internet (Starlink)</li> <li>- Back-up Power</li> <li>- Whiteboards or open walls</li> <li>- Spaces for break out rooms</li> </ul>	<ul style="list-style-type: none"> <li>- This should not be the same location as the Evac Centre and ideally not the same location as the ISG Meeting location.</li> <li>- Should have one or two options per LG (Ideally)</li> </ul>
<b>Staging Areas / Operations Point (Ops Point)</b>	<ul style="list-style-type: none"> <li>- Is a separate location to stage appliances, and run the operations from</li> </ul>	<ul style="list-style-type: none"> <li>- Large open area with good access (generally an oval)</li> <li>- Radio Communications (Ideally)</li> <li>- Internet and phone reception (ideally)</li> </ul>	<ul style="list-style-type: none"> <li>- An Ops point is not always required, will depend on incident scale</li> <li>- This should not be the same location as the Evac Centre</li> <li>- Access for vehicles and appliances is essential</li> </ul>
<b>Incident Support Group Meeting (ISG)</b>	<ul style="list-style-type: none"> <li>- Location to hold an Incident Support Group</li> </ul>	<ul style="list-style-type: none"> <li>- Web Call / Zoom / Teams functionality</li> <li>- Meeting room</li> </ul>	<ul style="list-style-type: none"> <li>- This should not be the same location as the Evac Centre</li> <li>- Not the same location as the ICC (Ideally)</li> </ul>

- **Increased Capacity in the DFES All-Hazard Emergency Rescue Helicopter Fleet** – The Fleet of Rescue Helicopters have been upgraded and this has a significant increase in capacity, capabilities, speed and distances being travelled. Some key points below, and a Fact Sheet Attached:
  - Operating from Bases at Jandakot and Bunbury Airports, the new All-Hazards Rescue Helicopters can be airborne in under 15 minutes.
  - The new Rescue Helicopter fleet provides significantly enhanced, all-hazards rescue capability.
  - The AW139 aircraft are approximately 40% faster than the previous helicopters and have an increased operational range of up to 700 kilometers.

**Kind regards,**

Ben Davies

Area Officer Narrogin West

0475 397 201

[AQwest@dfes.wa.gov.au](mailto:AQwest@dfes.wa.gov.au)



Government of Western Australia  
 Department of Fire & Emergency Services



# All Hazards Rescue

## 24 Hours a Day, 365 Days a Year



## Department of Fire and Emergency Services Leonardo AW139



Callsign: Rescue 651, 652, 653



Twin, jet turbine engines



Range: 300-350km radius  
(Airborne Taskable - can be diverted to another higher priority mission)



Speed: 167knots / 309km/h  
(Airborne capable in 15 minutes)



Rapidly reconfigurable cabin,  
Maximum 10 passengers, resupply  
and equipment transport



Two-person, 272kg rescue hoist



Dual stretcher capability



Loud hailer / external PA system



ATPL Pilot, Aircrew Officer, Rescue  
Crew Officer / Clinician, Aircrew  
Clinician (+ mission crew as required)



Night Vision Imaging System / NVGs



HD Optical with Forward Looking  
InfraRed (FLIR) Camera



Weather, ground, and maritime  
search radar



Augmented reality / incident  
mapping (fire, flood, other hazards)  
Live mission video streaming



Live mission video streaming with  
aircraft wifi



Multi-agency & Silvus MESH radio  
systems, 4G, and Satellite comms



Instrument Flight Rules (IFR) /  
all weather aircraft

### Examples of ERHS Missions

- Major Trauma Incidents
- Hoist and Cliff Rescue
- Hypobaric / Diving Incidents
- Neonatal Transport
- Bushfire Medical Evacuation
- Motor Vehicle Accidents
- Emergency beacon/EPIRB search
- Time Urgent Hospital Transfer
- Farming / Industrial Accidents
- Flood, Cyclone, Earthquake Rescue
- Land and Water SAR
- Aircraft Accidents
- Paediatric Emergencies
- Major Burn Incidents
- Night Aerial Intelligence
- Hazard / Fire Incident Mapping
- Helicopter Hoisting to Vessels
- Emergency Services Personnel and Equipment Transport

## LOCAL EMERGENCY MANAGEMENT COMMITTEE DISTRICT EMERGENCY MANAGEMENT ADVISOR REPORT July to September 2025

### STATE NEWS

The last meeting of the State Emergency Management Committee (SEMC) was held 8<sup>th</sup> March. **The next meeting is the 7 August.** SEMC Communiques can be found [here](#).

#### Comprehensive Review Schedule of State Emergency Management Documents

On 13 March 2025, the SEMC approved amendments to:

- State Support Plan - Animal Welfare in Emergencies following the 2024 comprehensive review carried out by the Department of Primary Industries and Regional Development.
- State Hazard Plan - Human Biosecurity following the 2024 comprehensive review carried out by the Department of Health.

The following comprehensive reviews have been granted an extension:

- Impact Statement Review – October 2025

The following State EM documents are planned for comprehensive review and broad consultation in 2024/2025.

State Support Plan – Emergency Public Information  
 State Hazard Plan – HAZMAT Annex B Space Re-entry Debris (SPRED)  
 State Hazard Plan – Cyber Security Incident  
 State Support Plan – Freight and Supply Chain  
 Impact Statement Guideline and Template  
 Local Recovery Guideline  
 WA Community Evacuation in Emergencies Guideline

The updated plans have now been published on the SEMC website, along with a summary of amendments

#### State Hazard Plan – Fire COMPREHENSIVE REVIEW

The Department of Fire and Emergency (DFES) is progressing a comprehensive review of the State Hazard Plan - Fire. The review formally commenced in March 2024 led by DFES Metropolitan Operations supported by the DFES Policy Team.

There were two rounds of consultation conducted during 2024

Round 1 – Targeted key stakeholders

Round 1 consultation informed the initial re-drafting of the plan.

Round 2 – Broad consultation via the SEMC Pinpoint site.

Round 2 consultation was based on the DRAFT consultation plan prepared in response to Round 1.

For further information: [State Hazard Plan - Fire | Engage WA Emergency Management](#)

### DISTRICT NEWS

The last Great Southern District Emergency Management Committee meeting was held on the 3<sup>rd</sup> July 2025 the next meeting will be held on the 22 October.

**Kulin Regional Exercise** - a severe weather exercise was facilitated by DFES on the 30<sup>th</sup> July 2025 in Kulin and was attended by the Shire of Kulin, Shire of Lake Grace, Shire of Wickepin and Shire of Wandering along with emergency services and support agencies



## Professional Development

### **Australasian Fire and Emergency Service Authorities Council (AFAC) Conference and Australian Disaster Resilience Conference, presented by the Australian Institute for Disaster Resilience (AIDR).**

AFAC25 Conference and Exhibition is Australasia's largest and most comprehensive emergency management conference and exhibition. Brought to you by AFAC and Deutsche Messe.

The Department of Fire and Emergency Services is pleased to co-host the 2025 AFAC Conference and Exhibition, which will take place from **Tuesday 26 to Friday 29 August** at the Perth Exhibition and Convention Centre. AFAC is the premier knowledge-sharing event for the fire and emergency services industry, bringing together experts from across Australia, New Zealand and beyond to share insights, strengthen partnerships and explore innovations in emergency management.

The Australian Institute for Disaster Resilience (AIDR) develops, maintains and shares knowledge and learning to support a disaster resilient Australia. The Australian Disaster Resilience Conference brings together a diverse and passionate crowd from a range of sectors to share knowledge and build connections for a disaster resilient Australia.

Access to the Exhibition Hall is free, but you will need to register. Find out more at:

<https://www.afaconference.com.au/>

## Training Opportunities

### **Disaster Recovery Funding Arrangements WA – Just in Time Training Video Modules**

DFES has produced a short (50 mins) training product that covers the basics of the Disaster Recovery Funding Arrangements for Western Australia (DRFAWA). This has been designed to help local governments and State agencies understand the basics of how the arrangements work and the different types of assistance that might be available. There are 6 videos in the module presented via the platform Mobilise Me. Access is via a self-registration process. <https://dfes.mobilise-me.com/index.php/Selfregistration/DRFAWA>. If you already have a DFES MobiliseMe account, please contact [recoverycapability@dfes.wa.gov.au](mailto:recoverycapability@dfes.wa.gov.au) for the module to be assigned to your profile.

This Training Product has been designed for LGs and State Agency personnel who may have some involvement in applying for DRFAWA funding or contributing to the DRFAWA claim evidence requirements.

### **Introduction to Emergency Management and Introduction to Recovery – Albany 15 & 16 October 2025**

The following training is being delivered by DFES Recovery Capability. The target audience is for Government authorities, including local government, District Emergency Management Committee members, and service providers working in emergency management and disaster recovery in WA.





**Introduction to Emergency Management**  
 9am - 4.30pm | 15 October 2025  
 Albany SES Incident Coordination Centre  
 (23 Mercer Road, Walmsley WA 6330)

This training provides participants with an introductory overview of Western Australia's state emergency management framework. It focuses on identifying emergency management legislation, regulations and policies, as well as understanding the hazard management structure.

**Prerequisites:**

- None required

**Key Subject Areas**

- Legislation and policy framework
- Underpinning principles
- Comprehensive approach to emergency management
- Governance structures
- Common terms and definitions
- Prescribed hazards
- Plans and other key documents
- How hazards are managed

**Introduction to Disaster Recovery**  
 9am - 4.30pm | 16 October 2025  
 Albany SES Incident Coordination Centre  
 (23 Mercer Road, Walmsley WA 6330)

This training provides a broad overview of Disaster Recovery and how recovery activities help impacted individuals and communities return to a life that they value. The module focuses on outlining key recovery concepts, principles and activities, while identifying key agencies, their roles, and describing the triggers for state recovery commencement.

**Prerequisites:**

- Introduction to Emergency Management

**Key Subject Areas**

- Recovery - a closer look
- The national principles
- Roles and responsibilities - key stakeholders in recovery
- Planning for recovery
- Transfer of recovery responsibilities
- State involvement in recovery

For more details and to apply, click here: <https://forms.office.com/r/7cAcCrYS2X>

### Community Preparedness

The role of the Community Preparedness Directorate (CPD) is to develop strategies, programs and resources that enable communities to become more resilient by knowing their risk and getting prepared. CPD work with key stakeholders including staff and volunteers, local government, and community services organisations just to name a few to develop these programs and resources to meet the needs of the community.

The following is a link to the publications that are available to order:

<https://publications.dfes.wa.gov.au/order-publications>

Contact community preparedness through the following:

[Community.preparedness@dfes.wa.gov.au](mailto:Community.preparedness@dfes.wa.gov.au)



Government of Western Australia  
 Department of Fire & Emergency Services



## Community Disaster Resilience Strategy Implementation Project

Pilot workshops have been conducted around the State, including two in the Great Southern Emergency Management District, Albany and Boddington, which have incorporated a Risk and Resilience Exercise. The workshops were highly interactive and designed to review community disaster resilience and preparedness within communities. The sum of this data from community interviews and the exercise/workshop, combined with desktop analysis, will produce a baseline level of assessment for community disaster resilience for the pilot local government area, which will be produced by DFES Community Preparedness.

### Disability Inclusive Emergency Planning Forums

The DIEP forums are a series of face-to-face, community-based workshops that bring together people with lived experience of disability, local and state government representatives, emergency services, and key service providers. Their purpose is to improve how we plan for, respond to, and recover from emergencies, ensuring emergency management is inclusive of people with disability and those with additional support needs.

This work is being delivered in partnership with local governments, facilitated by the University of Sydney's Collaborating 4 Inclusion team, and funded through the Disaster Ready Fund (DRF) in collaboration with the National Emergency Management Agency (NEMA).

The City of Albany will host a forum on 1 September 2025, and the Shires of Denmark and Plantagenet are collaborating to deliver a forum on 2 September 2025.

For more information on DIEP and P-CEP, please visit the [Collaborating4inclusion](https://collaborating4inclusion.org.au) website or contact your Community Preparedness Advisor or email: [community.preparedness@dfes.wa.gov.au](mailto:community.preparedness@dfes.wa.gov.au).

## GRANT PROGRAM UPDATES

**AWARE Funding** – CLOSED on 5 August 2025. Outcomes announcements are expected in October 2025.

## LOCAL NEWS

### The Local Emergency Management Arrangements Improvement Program

LEMA Pilot Project – WALGA is undertaking a pilot with five local governments selected through an Expression of Interest. The objectives of the pilot are to: test and refine templates and resources, identify challenges in achieving LEMA endorsement, gather input for user guidelines on Local Arrangements and identify and collect additional support tools/resources used by local governments.

Local governments involved in the pilot program have completed facilitating the Community Risk Workshops, leveraging collective local knowledge. The expected outcome is a documented set of locally valued assets and liabilities, consequence statements, and recommended treatment options, prioritising locally owned risks using local knowledge and resources.

The pilot is expected to run until August, after which a review and report will be prepared for SEMC on the outcomes.

Until the reform of LEMA, local governments are advised to proceed as planned with LEMA reviews, so they maintain their obligations under the *Emergency Management Act 2005*.

***Given the timeframes of the program please don't delay in preparing any LEMA that are due or nearly due for their 5-year review.***



Government of Western Australia  
Department of Fire & Emergency Services



## Local Exercises – Incident Support Group Severe Weather

The Shire of Ravensthorpe with DFES developed a desktop exercise for establishing an Incident Support Group for a severe weather event. The exercise is available to be shared for any Local Emergency Management Committees who wish to run this exercise.

### Western Power - Stand Alone Power Systems (SPS)

Western Power has provided the following information in response to several queries from Great Southern Local Governments regarding *Stand-alone Power Systems*:

We encourage LEMC's to reach and invite service providers such as Western Power to your meetings especially if there is a particular issue you wish to discuss. Please contact Viv Gardiner, Great Southern DEMA for support with contact information for service providers.

- Who is responsible for maintenance for fire preparation/ prevention? – **Western Power contractors undertake regular (6 monthly) maintenance of SPS sites where veg clearing is one of their activities. Customers/landowners are required to maintain the area surrounding the SPS. Customers/landowners are required to not enter the SPS enclosure.**
- Any things to be aware of when defending them from bushfire? - **The SPS enclosure includes Lithium batteries as a component. No attempt should be made to fight the fire, just prevent any spread of fire.**

### What to do if there is a fire near my SPS enclosure?

In the event of a fire approaching or within the fenced SPS area, please follow these steps:

1. Do not attempt to fight fire within the fenced SPS enclosure
2. Contact 000 immediately
3. Report the fire to Western Power on 131351. If safe to do so (outside the SPS enclosure), minimise the spread of fire, for example by wetting down surrounding vegetation. Ensure you're protected from any fumes. Please ensure you maintain fire breaks around your SPS and keep your bushfire plan up to date.

**Western Power** - General enquiries 13 10 87 **Emergencies 13 13 51**

### TELSTRA Emergency Services Liaison Officer Contacts

A Telstra Emergency Services Liaison Officer (ESLO) is a key role within Telstra that focuses on facilitating communication and collaboration between Telstra and emergency services during disaster events. Telstra has suggested including [Eslo.wa@team.telstra.com](mailto:Eslo.wa@team.telstra.com) as part of your LEMC invites. **Telstra also do have a national number that will reach the on duty ESLO- 03 9239 9200 opt 4.**

The above method is the preferred contact option, this ensures if anything changes with people you can still get through so, please use the above email address as the first point of contact please. Below are the direct contact details should you require.

**Brian Young** ESLO- 0419044605- [Brian.J.young@team.telstra.com](mailto:Brian.J.young@team.telstra.com)

**Calvin Mathais**- ESLO- 0477703167- [Calvin.Mathais@eam.telstra.com](mailto:Calvin.Mathais@eam.telstra.com)

**Andy Boutell**- Incident specialist- 0419912229- [Andrew.boutell@team.telstra.com](mailto:Andrew.boutell@team.telstra.com)

Complied by: Vivienne Gardiner, [Viv.gardiner@dfes.wa.gov.au](mailto:Viv.gardiner@dfes.wa.gov.au)

District Emergency Management Advisor

Great Southern Department of Fire and Emergency Services

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# Emergency Relief and Support

## LEMC REPORT FOR DISTRIBUTION

1<sup>ST</sup> Quarter 2025 - 2026

### Regional Emergency Relief and Support contact

Activation of Emergency Relief and Support (ERS) services is via  
Communities Emergency Operations Coordinator (EOC)

**M: 0418 943 835** and Email: [emergencyservices@communities.wa.gov.au](mailto:emergencyservices@communities.wa.gov.au)

Regional Officer	This position is currently under recruitment.
Regional Coordinator	Kirrily Clarke <a href="mailto:kirrily.clarke@communities.wa.gov.au">kirrily.clarke@communities.wa.gov.au</a>
Regional Manager	Anthony Nemeth <a href="mailto:anthony.nemeth@communities.wa.gov.au">anthony.nemeth@communities.wa.gov.au</a>

### Emergency Relief and Support update

- Emergency Relief and Support (ERS) is using this lower threat season to target key priorities to enhance operational capability and preparedness. This includes strengthening practise and key documentation, developing information management processes and recovery program management.
- ERS is undertaking a significant component is the review and development of the logistics processes and systems to support an efficient and timely deployment and response capability. This also includes identifying opportunities for locations of pre-positioning of ERS equipment and trailers.
- The Evacuation Centre training module is under considerable review and updating to ensure that it is in alignment with procedural developments. Using feedback provided by the participants from the last 12 months of training across the state, the package will become more dynamic, interactive and engaging. The training package review will take some months to complete.

In the south metro region, training will be held throughout November. The ERS Regional Coordinator will be in contact shortly the commence planning your participant attendance.

- The annual audits of evacuation centres continue for all 380 facilities across the state. In the south metro region, the audits of the 51 evacuation centres are in progress with several local government facilities requiring review. In discussion with the Regional Coordinator, if there has been no refurbishment or renovation or deterioration of these facilities, these audits may be undertaken remotely.

- ERS is eager to be included in local government, partner and HMA exercising and can support the development of a variety of scenarios that ERS would be involved, including in the recovery phase. Please do not hesitate to reach out for a discussion.

### Response April to July

#### Activations

- Communities has responded to twelve (12) Level 1 incidences (house fires)

### Recovery

#### National Review of Recovery Handbook and Principles

- The Social Recovery Reference group is currently reviewing the National Principles of Disaster Recovery.
- The National Principles for Disaster Recovery create a set of fundamental underlying truths that form the foundation of our knowledge and values and guide actions and practice.
- The principles review will complement the Australia Institute for Disaster Resilience review of the Community Recovery Handbook.
- ERS welcomes the review and has registered interest to support both reviews and circulate information with their partners and colleagues to support a comprehensive guide .

## **Main Roads Local Emergency Management Committee Report**

### **1. General**

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

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

We endeavour to have a Senior Officer in attendance at every LEMC/DEMC meeting and a minimum of 2 at any Exercise.

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

We have an Emergency Contact Centre which is resourced 24 hours a day. They can be contacted on 138 138.

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

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

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

### **2. Resources**

#### **2.1 Incident Managers**

Main Roads South West region has 7 Incident Managers (IM) that it can call upon to respond to, manage and support the IC.

Each Incident will generally require 2 x IM's to manage any 1 Incident.

#### **2.2 On Scene Liaison Officers**

Main Roads South West Region has 6 On Scene Liaison Officers (OSLO) to call upon. The OSLO's are generally dispatched to an Incident to make first point of contact with IC, assess the situation and report back to the MRWA IM.

The OSLO's can also assist initially by implementing a Vehicle Control Point (VCP) as required.

They will also support our personnel at VCP's with respect to food, comms, welfare etc..

#### **2.3 Rapid Response Crews**

Main Roads South West Region has 4 Rapid Response Crews (RRC) to call upon. The RRC's are a 2 person crew. They are designed to respond to Emergencies and Incidents and set up the initial VCP control with limited signage.

They will also support our VCP personnel as required.

## **2.4 Traffic Management Crews**

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

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

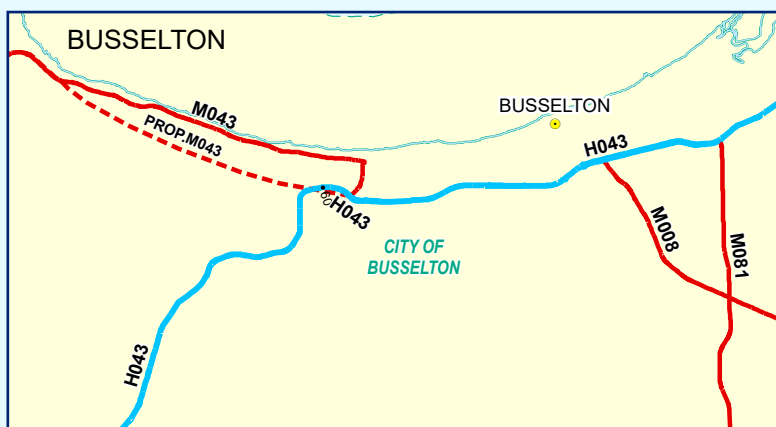
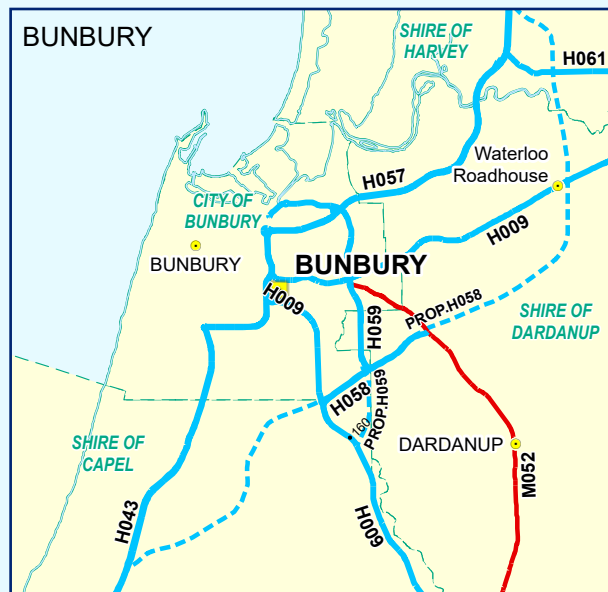
These crews form the backbone of our VCP resources. Initially Main Roads will operate crews on 12 hour shifts and if the Incident is likely to extend beyond 3 days will reduce the shifts to 8hrs to manage fatigue.

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

# STATE ROAD NETWORK

## South West Region

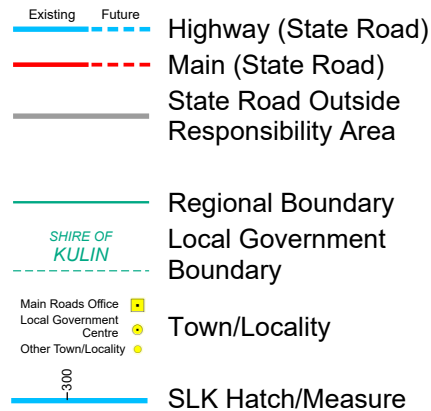
### RESPONSIBILITY AREA



## STATE ROADS IN RESPONSIBILITY AREA SOUTH WEST REGION

ROAD	ROAD NAME
H002	Melville Mandurah Hwy
H009	South Western Hwy
H043	Bussell Hwy
H045	Coalfields Hwy
H057	Forrest Hwy
H058	Bunbury Outer Ring Rd
H059	Willinge Dr
H061	Australind Roelands Link
M003	Bannister Marradong
M006	Bridgetown Boyup Brook
M008	Vasse
M013	Donnybrook Kojonup
M023	Pinjarra
M024	Muir
M027	Brockman
M036	Pemberton Northcliffe
M037	Collie Lake King
M042	Goodwood
M043	Caves
M046	Collie Mumballup
M052	Boyanup Picton
M053	Pinjarra Williams
M061	Boyanup Capel
M066	Collie Williams
M073	Greenlands Rd
M074	Lakelands Lake Clifton
M079	Marriott Rd
M080	Stewart Rd
M081	Sues Rd
PROP.H058	Bunbury Outer Ring Rd
PROP.H059	Willinge Dr
PROP.M043	Caves Rd

## LEGEND



**MAP INFORMATION**  
The focus of this map is the pictorial representation of State Roads in each Main Roads' Regional Responsibility Area.  
This information is sourced from IRIS (Integrated Road Information System).

All other features on this map are included for pictorial representations only and should not be used where accuracy is a consideration.

Geographic Coordinate System: Geocentric Datum of Australia 1994 - Projection MGA Zone 50  
Original Page/Map Size A3  
Project: ...GIS\_projects\annual\StateRoadNetworkMaps\MRWA\_Online\_Maps\_2021



Drawing No: MRWA\_Online\_Maps\_2024\_StateRdNetwork\_RA  
Data Source: IRIS (C2441)  
Data Currency: October-2024 Date of Print: 02-Oct-2024  
Name: DWG0921-0041-05 - RA - SW

**Prepared for:** Boddington Local Emergency Management Committee

**Date:** 18 August 2025

**Prepared by:** Kaitlin Southgate

**Position:** Bushfire Risk Mitigation Coordinator

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## 1. MAFGP 2025–2026 Proposal

- **Total Treatments Applied For:** 11 treatments totalling **\$170,192.00**, including:
  - **Gates:** 1
  - **Chemical Works:** 4
  - **Firebreaks:** 0
  - **Mechanical Works:** 4
  - **Planned Burns:** 1
  - **Fire Access Road:** 1

**Approved:** 10 Treatments were approved totalling \$149,192.00

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## 2. Community and Stakeholder Engagement

- **Continued Stakeholder Engagement:** Engaged with the Department of Biodiversity, Conservation and Attractions (DBCA), Forest Products Commission (FPC), Department of Fire and Emergency Services (DFES), Peel Harvey Catchment Council (PHCC), and Friends of Reserves to coordinate fire management efforts.

**9. REPORTS OF OFFICERS**

## 9.1 DEVELOPMENT AND COMMUNITY SERVICES

### 9.1.1 Business Assistance Grant Application

File Reference: 3.000624  
Applicant: Nil  
Previous Item: Nil  
Author: Coordinator Community and Economic Development  
Disclosure of Interest: Nil  
Voting Requirements: Simple  
Attachments: 9.1.1A Business Assistance Grant Application

#### Summary

Council is requested to consider supporting an application for Business Assistance Grant funding.

#### Background

The Business Assistance Grant provides financial assistance for local businesses to deliver projects and programs that support their growth and the Shire of Boddington's economy.

There are no specific funding rounds, so applications are accepted and assessed throughout the year. The funding provides financial support of up to \$5,000 for local businesses on a 50/50 basis. In-kind services and volunteer labour are eligible components for the applicant's contribution toward the total project costs.

For applications to be accepted and proceed to assessment they must meet the eligibility requirements laid out in the Business Assistance Grant Policy. Applications are then assessed according to:

- The proposed project or program aligning with at least one of the Shire's goals outlined in the Council Plan, such as Shopfront Improvements, Crime Prevention or Place Activation;
- The applicant demonstrating the feasibility of the proposed project or program and their capacity to successfully deliver it; and
- The proposed project or program is a discrete piece of work and is not, in the opinion of the Shire, a standard operational expense.

The Business Assistance Grant does not support recurrent operational funding, including but not limited to, wages, salaries or administrative overheads.

#### Comment

One application was received during August 2025 with a requested total of \$555. The application received has been assessed in line with the eligibility and assessment criteria outlined in the Business Assistance Grant Policy. It is recommended to approve the application.

Applicant	Project	Requested Funding	Officer Recommendation
SH and JE Maddern Family Trust trading as 'The Sheds at 7 Assay'	CCTV Security Upgrade	\$555	\$555

### **Application Summary**

SH and JE Maddern Family Trust is a locally owned and operated small enterprise that has operated in Boddington since January 2022. Located at 7 Assay Terrace in the Boddington industrial area, they offer a range of large and small sheds along with other storage options, leased to both commercial and private operators.

SH and JE Maddern Family Trust is seeking funding to upgrade their CCTV to enhance safety to their business. A copy of the application is found in Attachment 9.1.1A. The total project cost is \$1,100 with the applicant requesting \$555 in funding from the Shire. This aligns with the 50% maximum contribution under the Business Assistance Grant Policy.

### **Assessment**

- The application aligns with the Crime Prevention priority area which resonates with community aspirations from the Council Plan.
- The CCTV upgrade contributes toward promoting a safe community with localised benefits to their premises.
- The project involves upgrading the infrastructure that supports the seven existing cameras, updating the control equipment and enabling live remote monitoring via mobile devices. The current cameras, while visible, cannot actively monitor or address issues in real time, because the footage is only obtained retrospectively.
- The CCTV upgrade will create a safer and more secure environment by prioritising prevention as the root cause of crime, supporting public law enforcement, and fostering a strong, resilient community.
- The application outlines a number of platforms to acknowledge the Shire's support.
- The applicant has the capacity to deliver the project by matching the Shire's 50% funding contribution, as well as by allocating their staff time to deliver it.
- The proposed project aligns with the assessment criteria by remaining a discrete piece of work that has not already commenced and is not considered a standard operational expense.

**Recommended to approve the requested funding amount of \$555.**

### Consultation

Consultation occurred with SH and JE Maddern Family Trust as part of the application and assessment process.

### Strategic Implications

Aspiration	People
Outcome 1	A safe community
Objective 1.1	Play our role in promoting a safe community
Action 1.1.1	Install CCTV cameras in hot spots to address antisocial behaviour and petty crime

### Legislative Implications

Nil

### Policy Implications

Business Assistance Grant Policy

### Financial Implications

The application is recommended for approval and the amount being \$555, is within the draft Budget allocation of \$15,000 for 2025/26.

### Economic Implications

SH and JE Maddern Family Trust's application encourages greater participation in the local economy by improving perceptions of safety with the installation of CCTV.

### Social Implications

The application from SH and JE Maddern Family Trust plays a vital role in promoting a safe community with CCTV installation that has localised benefit to their business.

### Environmental and Climate Change Implications

Nil

### Risk Considerations

Risk Statement and Consequence	The primary risk of this item is declining to support Business Assistance Grant applications that align with the Policy and the localised impact to the applicant not being able to proceed with their project.
Risk Rating (prior to treatment or control)	Low
Principal Risk Theme	Reputation
Risk Action Plan (controls or treatment proposed)	Nil

### Officer Recommendation

**That Council approve the Business Assistance Grant application from SH and JE Maddern Family Trust, for \$555, being for the 'CCTV Security Upgrade' project.**



## BUSINESS ASSISTANCE GRANT 2025-26

# APPLICATION FORM

Applications are accepted throughout the year and can be submitted by email, or hand delivered.

The outcome of the application will be advised within one week of the Council Meeting.

### APPLICATION CHECKLIST

<input checked="" type="checkbox"/>	Read the Business Grant Program Guidelines (available from the Shire of Boddington website, or in-person from the Shire Administration).
<input checked="" type="checkbox"/>	Complete the Confirmation of Eligibility below before moving on to ensure your application is eligible for this funding program.
<input checked="" type="checkbox"/>	Contact the Community and Economic Development team to discuss the proposed application.

### APPLICATION ACCEPTANCE CRITERIA

Be the property owner or have evidence of the property owner's consent to make the application.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Be a small or medium sized business.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Have no outstanding debt with the Shire.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Acknowledge that further information may be required to accept or assess an application.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Acknowledge that not all applications may be funded.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Acknowledge that applications are not guaranteed to receive the full amount of funding requested.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Acknowledge that the application is assessed against the Assessment Criteria.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Demonstrate compliance with the relevant Planning Scheme.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Be a business with an Australian Business Registration.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Hold Public Liability insurance of \$10 million and provide evidence with the Application.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Own or hold the appropriate permission to use any intellectual property associated with the proposed project or program.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
The proposed project or program is located within the Shire.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Meet any additional eligibility criteria.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

## APPLICATION FORM

If you answered 'No' to any of these questions, please contact the Community and Economic Development team.

The following ineligibility criteria apply to all Applications administered under this funding program:

The applicant has submitted a satisfactory Acquittal Form for previous funding provided by the Shire of Boddington.	<input type="checkbox"/> Yes	<input type="checkbox"/> No
The location is based outside the Shire, unless there is an intention to establish or substantially operate within the Shire.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
The applicant is not linked in any way to a political party, political organisation, political agenda or lobbying activity.	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### APPLICANT DETAILS

This is the business undertaking the project.

<b>Legal Name of Organisation</b>	SH and JE Maddern Family Trust
<b>Organisation Name</b>	SH and JE Maddern Family Trust T/A The Sheds at 7 Assay
<b>Postal Address</b>	52 Orchid Drive, Roleystone WA 6111
<b>ABN</b>	23 261 581 852
<b>Registered for GST</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Public Liability Insurance</b>	YES - Elders ECU953427BPK
<b>Opening Hours</b>	8am to 5pm - 7 days per week

### ORGANISATION CONTACT

This is the person legally authorised to enter into contracts on behalf of the business.

<b>Name</b>	Jane Maddern
<b>Position</b>	Trustee
<b>Mobile / Telephone</b>	0429 608 908
<b>Email</b>	janemaddern1@bigpond.com

## APPLICATION FORM

**BACKGROUND**

Please provide background information on your business including information such as how long the business has operated in the Shire of Boddington, staff numbers and plans for growth / expansion.

Our business is a locally owned and operated small enterprise that has been part of the Shire of Boddington since January 2022. Located at 7 Assay Terrace in the Boddington industrial area, we offer a range of large and small sheds along with other storage options, leased to both commercial and private operators. Current tenants include local businesses Volt Air (electrical services), Mobile Macca (cabinet making and carpentry), and Main Road Mechanics (auto electrical services), as well as individuals using the facilities for personal storage and hobbies. Operated by the trustees, significant work has been undertaken to clear the site, maintain the grounds and upgrade existing structures. Growth has been steady, allowing for continual reinvestment into site improvements. With the facility now operating close to capacity, we are well-positioned to expand our services and further contribute to the local economy.

**PROJECT DETAILS**

<b>Project Name</b>	The Sheds at 7 Assay – CCTV Security Upgrade
<b>Provide a summary of the project, including how the need for the project had been identified</b>	Upgrading CCTV infrastructure to improve security for tenants and the community. Tenants have reported issues such as gates being left open and unknown people entering the property, with manual gates relying on all users to follow security protocols. While cameras are currently visible, we cannot actively monitor or address these issues in real time. This project involves upgrading the infrastructure that supports the seven existing cameras, updating the control equipment and enabling live remote monitoring via mobile devices.
<b>Describe how the project will benefit the chosen priority area</b>	Upgrading the CCTV system will directly support crime prevention by deterring potential offenders, improving our ability to detect and respond to suspicious activity, and providing clear evidence if incidents occur. Real-time remote monitoring will allow us to act immediately - contacting police, alerting tenants or preventing escalation. Currently we can only review footage after the fact. This proactive approach will reduce the risk of theft, vandalism and unauthorised access, creating a safer environment.
<b>Anticipated commencement date</b>	September 2025
<b>Anticipated completion date</b>	One week after start date
<b>Anticipated number of people involved in the project</b>	Two - electrician and owner.
<b>Name of venue or address where your project will be delivered.</b>	The Sheds at 7 Assay 7 Assay Terrace, Boddington WA 6390

## APPLICATION FORM



<b>Who are the expected primary beneficiaries of this project/program?</b>	<p>The primary beneficiaries will be us as the owners and operators of The Sheds at 7 Assay, our tenants, visitors and contractors. As a storage facility that sells its services on the premise of being secure, improved CCTV will enhance our ability to deliver on that promise, while also providing added safety benefits for neighbouring businesses and the wider Boddington community.</p>
<b>What are the expected outcomes of your project/program?</b>	<p>The upgraded CCTV system will deliver improved reliability with real-time monitoring, enabling us to quickly detect and respond to security issues. This will reduce the risk of theft, vandalism, and unauthorised access, while also supporting tenant compliance with site security protocols.</p> <p>Overall, the project will strengthen our business's security offering, enhance crime prevention in the industrial precinct, and contribute to a safer Boddington community.</p>
<b>Are there any partnerships for this project?</b>	<p>No</p>
<b>Has your organisation delivered this project or something similar before?</b>	<p>Not at this site but have worked in roles that have been responsible for the delivery of major capital projects, so have the appropriate skills to ensure this project is delivered on time and within budget, with appropriate outcomes.</p>
<b>Describe the impact to the project if the funding amount requested is unsuccessful, or is less than the full amount requested</b>	<p>This project is a priority for our business to manage the risk of theft, unauthorised access and vandalism. The project will proceed regardless of funding to ensure the protection of our facility, tenants and assets. Without the requested level of support we will make the necessary investment ourselves which may delay other planned improvements. Grant funding will allow us to address this urgent security need while continuing to invest in other improvements that will benefit our tenants and the wider community.</p>
<b>How will you acknowledge the Shire of Boddington's contribution to the project?</b>	<p>We will acknowledge the Shire of Boddington's support through visible signage at the site, mention in our tenant communications and in any related promotions that the Shire should want us to engage in.</p>

## APPLICATION FORM

## BUDGET DETAILS

Use the table below to evidence all sources of income for this project, proposed and confirmed, cash and in-kind, and how it will be expended. The value of contributions made toward the project by partnering organisations noted previously should be specified in this section.

The budget should align to the proposed project activities and outcomes specified in this application.

Please note Shire of Boddington's contribution is limited to 50% of the total project, and no more than \$5,000 per financial year.

**Do not include GST in the costings below.**

Budget Item (i.e what the funding will be spent on)	This Grant (\$ excluding GST)	Other Cash or Grants (\$ excluding GST)	In-kind Support Please estimate the dollar value of the in-kind support (\$)	Source of Other Cash or In-kind (Please state if confirmed or unconfirmed)
<i>E.g. Live Music</i>	\$1,200	\$800	\$200	Department of XYZ
Electrical services	\$ 395.00	\$ 395.00	\$ 0.00	Owner Cofirmed
Carpentry services	\$ 160.00	\$ 0.00	\$ 160.00	Owner confirmed
	\$	\$	\$	
	\$	\$	\$	
	\$	\$	\$	
<b>Total</b>	<b>\$ 555.00</b>	<b>\$ 395.00</b>	<b>\$ 160.00</b>	
<b>Funding Amount Requested</b>	\$ 555.00			
<b>If the full amount of this request is not granted, will your project still go ahead?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
<b>Have you applied for grant funding from other sources for this project? If yes, please provide details below.</b>				
Funding Body or Program	Amount	Status of Application		
	\$	<input type="checkbox"/> Confirmed <input type="checkbox"/> Pending		
	\$	<input type="checkbox"/> Confirmed <input type="checkbox"/> Pending		


## APPLICATION FORM

Has your organisation received any type of funding from the Shire of Boddington in the last 2 years? If yes, please provide details below.

Year	Amount	Purpose	Fully Acquitted
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No

## DECLARATION

- ☒ I declare the organisation has read and understands the Business Assistance Grant Guidelines.
- ☒ I declare I am the authorised person to submit this application on behalf of my organisation and are authorised to sign legal documents on behalf of the organisation.
- ☒ I declare the information provided in this application and attachments is to the best of my knowledge true, correct.
- ☒ I understand false or misleading statements listed in this Business Assistance Grant Application can result in the application being rejected or the withholding of any funds that may be approved as result of this application.
- ☒ I declare the organisation applying for the grant funding will complete and submit a Business Assistance Grant Acquittal Form within 90 days following the project's completion.
- ☒ I declare the organisation submitting this form understands this is an application only.

<b>Name</b>	Jane Maddern	<b>Position</b>	Trustee
<b>Signature</b>		<b>Date</b>	13/8/2025

## 9.2 CHIEF EXECUTIVE OFFICER

### 9.2.1 Old School and Town Hall Revitalisation Project | Councillor Representation

File Reference:	3.000677
Applicant:	Nil
Previous Item:	Nil
Author:	Chief Executive Officer
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	Nil

#### Summary

This report seeks Council's nomination of three Councillor representatives to participate in the Reference Group (RG) for the Old School and Town Hall Revitalisation Project.

#### Background

The Old School and Town Hall Revitalisation Project, seeks to deliver adaptive re-use outcomes for two important community assets in Boddington. The revitalisation process will be in part guided by a collaborative engagement approach involving community stakeholders through a Reference Group. The Group will provide feedback as a part of in-depth conversations, contributing to a shared community vision for the precinct.

#### Comment

A reference group enables early, representative input into the revitalisation process, ensuring lived experience and local knowledge inform option development while decision-making remains with Council. Councillor representation will strengthen governance visibility, reinforce engagement principles, and assist with whole-of-Council communications during the project.

Due to the project's strategic significance, Council is recommended to appoint three Councillor representatives to the Community Reference Group. In recognition of their leadership roles, Cr Smalberger and Cr Carrots are proposed as two of the three members.

#### Consultation

The RG approach is consistent with prior engagement models used successfully by the Shire. An Expression of Interest Process will seek other members to be involved in the Group.

#### Strategic Implications

Aspiration	People
Outcome 2	A healthy and active community
Objective 2.3	Build pride and participation in local art, culture, and community activities.
Action 2.3.1	Determine long term use options for the town hall to increase vibrancy of the facility and the surrounding precinct.
Aspiration	Prosperity
Outcome 11	An attractive destination for day trips and short stays visitors
Objective 11.2	Facilitate high quality visitor experiences
Action 11.2.1	Prepare a revitalisation plan for the Boddington Old School precinct

#### Legislative Implications

Nil

#### Policy Implications

Nil

#### Financial Implications

There are no costs associated with the appointment of Councillor representatives.

#### Economic Implications

The project is expected to include consideration of local economic benefits by enhancing heritage tourism, public activation and creative industry opportunities in Boddington.

#### Social Implications

The RG provides a platform for inclusive community dialogue and supports social cohesion through shared input into the design and use of important civic places.

#### Environmental and Climate Change Considerations

Nil

#### Risk Considerations

Risk Statement and Consequence	Participation in the RG mitigates reputational risk by ensuring transparency and genuine community involvement. There are no identifiable operational or legal risks arising from Councillor involvement.
Risk Rating (prior to treatment or control)	Moderate
Principal Risk Theme	Reputational
Risk Action Plan (controls or treatment proposed)	No further actions proposed

#### Officer Recommendation

**That Council nominates Cr Smalberger, Cr Carrotts, and Cr \_\_\_\_\_ as representatives on the Reference Group for the Old School and Town Hall Revitalisation Project.**

### 9.2.2 South32 Temporary Office at 32 Bannister Road

File Reference:	3.000615
Applicant:	Nil
Previous Item:	Nil
Author:	Chief Executive Officer
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	Nil

#### Summary

Council is requested to provide in-principle support for South32 Worsley Alumina (South32) to occupy a small modular premises within the to-be-developed public open space at 32 Bannister Road, Boddington.

#### Background

At the June 2025 Ordinary Council Meeting, Council adopted the draft concept designs for the revitalisation of 32 Bannister Road and Central Park, marking a significant milestone in the delivery of the Town Centre Revitalisation Masterplan. These projects are intended to enhance everyday community use and reinforce Boddington's appeal as a welcoming and vibrant destination.

Representatives of South32 Worsley Alumina have indicated an interest in establishing a visible presence in Boddington and are exploring opportunities to facilitate this outcome. Council has previously considered the potential to accommodate a community office at 32 Bannister Road, in conjunction with the planned pop-up retail activation, during an informal briefing in May 2025.

As the detailed design for 32 Bannister Road POS approaches completion, a clear direction from Council is now sought to enable planning for this temporary tenancy to proceed with certainty.

#### Comment

The objective of developing 32 Bannister Road is to create a high-quality public open space (POS) in the centre of town that provides both residents and visitors with a place to gather, while also delivering a clear link through to the Hotham Park precinct via Peppercorn Lane. A central component of this planning is to increase activation of the POS by securing an additional daytime tenant that complements Shire-led activation, including the proposed 40-foot sea container for pop-up retail.

In this scenario, it is proposed that the prospective tenant (South32) would fully fund the building and associated works, including procurement, delivery, installation, service connections and internal fit-out, and would also meet all operating costs together with end-of-term removal and make-good obligations. In addition, the tenant would be responsible for obtaining all necessary statutory and regulatory approvals prior to commencement of works. The Shire would retain approval rights over the building type, siting and presentation to ensure alignment with the POS vision and overall town-centre amenity.

Providing in-principle support enables the Shire to progress site planning and prepare draft lease terms with certainty, while ensuring the temporary tenancy does not constrain or delay the staged delivery of the permanent POS.

The tenancy supports Council's goal of bringing more life to the town centre by creating a

regular daytime presence that adds activity and improves natural surveillance. It will work well alongside the flexible retail space activation, with both uses expected to bring more foot traffic, encourage people to stay longer, and create extra opportunities for nearby shops and small businesses. Good design standards and clear wayfinding will make sure the tenancy fits in well with the look and feel of the area. The modular style of the building also gives flexibility and means the set-up can be easily changed or removed in the future.

For clarity, in-principle support contemplates a longer-term lease over a small, clearly defined footprint within the POS. A term of up to 10 years is proposed, subject to further negotiation with South32 and a future decision of Council.

### Consultation

This concept was discussed at an informal briefing in May 2025. Since that time, staff involved in the project have reviewed draft detailed designs to allow this opportunity to be accommodated should Council wish to proceed.

### Strategic Implications

Aspiration	Place
Outcome 8	Attractive and welcoming streets and community spaces
Objective 8.2	Provide quality playgrounds, parks and community spaces
Action 8.2.4	Prepare a detailed design, and upgrade the public open space at Lot 32 Bannister Road

### Legislative Implications

Local Government Act 1995 – s3.58 (Disposal of Property) may be relevant in the future, as granting a lease constitutes a disposal and may require valuation and public notice unless an exemption applies.

### Policy Implications

Nil

### Financial Implications

No Shire capital contribution is proposed. Minor costs may arise for officer time, statutory processes and independent valuation or legal review associated with the lease.

### Economic Implications

Increased daily activity within the POS can lift visitation and dwell time in the town centre. Additional presence in the space is likely to complement the Shire's pop-up retail activation, creating cross-patronage and opportunities for local micro-businesses.

### Social Implications

A visible, well-presented tenancy adds to the diversity of uses and provides a convenient point for community engagement and information, improving perceptions of safety through passive surveillance and increasing opportunities for programmed community interactions within the POS.

### Environmental and Climate Change Considerations

Nil

#### Risk Considerations

Risk Statement and Consequence	The key risks relate to visual and amenity impacts if presentation standards are not met, and the potential for increased project management complexity in coordinating the additional tenancy within the broader 32 Bannister Road redevelopment.
Risk Rating (prior to treatment or control)	Moderate
Principal Risk Theme	Reputational
Risk Action Plan (controls or treatment proposed)	No further actions proposed

#### Officer Recommendation

##### **That Council:**

- 1. Provide in-principle support for a temporary South32 community office within the public open space at 32 Bannister Road, Boddington, to be delivered as a Shire-approved modular building under a lease over a defined footprint.**
- 2. Notes that the proposal is for South32 to fund the entire building and associated works, including procurement, delivery, installation, services connections, internal fit-out, and operating costs, as well as obtaining the necessary approvals.**
- 3. Notes that a draft lease will be prepared and presented to Council for consideration following further discussion with South32, if the opportunity progresses.**

## 9.3 CORPORATE SERVICES

### 9.3.1 Payment Listing

File Reference:	3.0070
Applicant:	Nil
Previous Item:	Nil
Author:	Executive Manager Corporate Services
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	9.3.1A List of Payments ending 31 July 2025

#### Summary

The list of payments for the month ending 31 July 2025 is presented for noting by Council.

#### Background

Council has delegated the Chief Executive Officer the exercise of its power to make payments from the Shires municipal fund and the trust fund.

In exercising their authority, and in accordance with the Local Government (Financial Management) Regulation, it is a requirement to produce a list of payments made from Councils Municipal Fund and Trust Fund bank accounts to be presented to Council for the purposes of noting, in the following month.

#### Comment

The List of Payments have been made in accordance with Council's adopted budget, and statutory obligations.

#### Consultation

Nil

#### Strategic Implications

Aspiration	Performance
Outcome 12	Visionary Leadership and Responsible Governance
Objective 12.2	Responsibly manage the Shire's finances, human resources and assets

#### Legislative Implications

*Local Government (Financial Management) Regulations 1996 - Reg 13*

- (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.

#### Policy Implications

Nil

Financial Implications

As disclosed within the payment listing.

Economic Implications

Nil

Social Implications

Nil

Environmental and Climate Change Considerations

Nil

Risk Considerations

Risk Statement and Consequence	Failure to present a detailed listing of payments made from the Shire bank accounts in the prescribed form would result in non-compliance with the Local Government (Financial Management) Regulations 1996, which may result in a qualified audit.
Risk Rating (prior to treatment or control)	Minor
Principal Risk Theme	Reputational / Compliance
Risk Action Plan (controls or treatment proposed)	Nil

Officer Recommendation

**That Council receive the list of payments for the month ending 31 July 2025 as presented.**

**SHIRE OF BODDINGTON - LIST OF PAYMENTS - JULY 2025**

Chq/EFT	Date	Name	Description	Amount
EFT28123	04/07/2025	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA (WA)	CAREER CAMPAIGN SPONSOR TIER 3	2,475.00
EFT28124	04/07/2025	OFFICEWORKS BUSINESS DIRECT	STATIONERY ITEMS	334.59
EFT28125	04/07/2025	WA RANGERS ASSOCIATION INC	WA RANGERS CONFERENCE	650.00
EFT28126	04/07/2025	CURTIS ELECTRICAL CONTRACTING	ELECTRICAL WORK AT THE RECREATION CENTRE	3,155.22
EFT28127	04/07/2025	MANDURAH SAFETY & TRAINING SERVICES	CONFINED SPACE COURSE	1,925.00
EFT28128	04/07/2025	G & D LYSTER	GRAVEL FOR NEWMARKET RD	37,950.00
EFT28129	04/07/2025	PERTH BOUNCY CASTLE HIRE	YOUTH CENTRE PROGRAMME	433.67
EFT28130	04/07/2025	SHERRIN RENTALS PTY LTD	HIRE OF DRUM ROLLER	4,444.00
EFT28131	04/07/2025	N SILVERWOOD	RATES REFUND FOR OVERPAYMENT	400.75
EFT28132	04/07/2025	CHRONICLE RIP PTY LTD	CHRONICAL SOFTWARE LICENSE RENEWAL	1,890.46
EFT28133	04/07/2025	PEEL DESIGN DRAFTING	FLOOR PLANS FOR BODDINGTON POOL CHANGEROOMS	2,200.00
EFT28134	04/07/2025	UNIFORMS AT WORK AUSTRALIA PTY LTD	STAFF UNIFORMS	315.10
EFT28135	04/07/2025	COMMERCIAL IRRIGATION W.A	RETICULATION AT THE TOWN HALL	1,320.00
EFT28136	04/07/2025	BODDINGTON DINER	CATERING SERVICES	325.00
EFT28137	04/07/2025	FETCH PRINT	SIGNAGE	3,773.00
EFT28138	04/07/2025	ADVANCED PATIOS	SHELTER WORKS FOR OLD ROLLER DISPLAY	2,732.00
EFT28139	04/07/2025	BODDINGTON SES	REIMBURSEMENT FOR THE SES	4,699.74
EFT28140	04/07/2025	THOMPSON BUILDING INDUSTRIES	REPAIRS TO FOYER ROOF	913.00
EFT28141	04/07/2025	THE LOCK MAN SECURITY	PADLOCKS & KEYS	1,414.60
EFT28142	11/07/2025	T-QUIP	REPAIRS TO FOOTPATH SWEEPER	4,387.95
EFT28143	11/07/2025	AUSTRALIA POST ACCOUNTS RECEIVABLE	POSTAGE JUNE 2025	252.46
EFT28144	11/07/2025	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA (WA)	2025/2026 FULL MEMBERSHIP	1,500.00
EFT28145	11/07/2025	OFFICEWORKS BUSINESS DIRECT	STATIONERY ITEMS	272.07
EFT28146	11/07/2025	LANDGATE	VALUATION	432.10
EFT28147	11/07/2025	ADVANTAGE ENVIRONMENTAL PEST CONTROL	PEST CONTROL	988.02
EFT28148	11/07/2025	READYTECH USER GROUP WA INC	2025/2026 MEMBERSHIP SUBSCRIPTION	847.00
EFT28149	11/07/2025	TANIA MARIE DAWSON	BODDFIT MEMBER INDUCTIONS	420.00
EFT28150	11/07/2025	ABCO PRODUCTS PTY LTD	CLEANING PRODUCTS	103.62
EFT28151	11/07/2025	SEEK LIMITED	ADVERTISING	182.05
EFT28152	11/07/2025	MARKET CREATIONS PTY LTD	2025/2026 COUNCIL CONNECT ANNUAL SUBSCRIPTION	14,619.00
EFT28153	11/07/2025	CURTIS ELECTRICAL CONTRACTING	ELECTRICAL WORK ADMIN BUILDING	121.00
EFT28154	11/07/2025	NEWMONT BODDINGTON GOLD	RENT FOR 25 FARMERS AVE & 3 PRUSSIAN WAY	2,600.00
EFT28155	11/07/2025	ANNE MCLEAVY	REFUND OF STANDPIPE ACCESS CARD	115.00
EFT28156	11/07/2025	AMPAC DEBT RECOVERY (WA) PTY LTD	DEBT COLLECTION FEES JUNE 2025	1,280.00
EFT28157	11/07/2025	G & D LYSTER	CLEAN FILL	55.00
EFT28158	11/07/2025	BANNISTER EXCAVATIONS PTY LTD	CLEAN UP OF RETENTION POND	4,796.00
EFT28159	11/07/2025	ZIRCADATA PTY LTD	STORAGE FEES	100.79
EFT28160	11/07/2025	SIRSIDYNIX PTY LTD	2025/2026 LIBRARY SOFTWARE ANNUAL SUBSCRIPTION	1,659.22
EFT28161	11/07/2025	GARRY VENTRIS	COUNCILLOR ALLOWANCES	1,808.25
EFT28162	11/07/2025	ACCESS LIFE	STRENGTH FOR LIFE COACH FEES	630.00
EFT28163	11/07/2025	SURVEYING SOUTH	SURVEYING SERVICES	2,750.00
EFT28164	11/07/2025	COMMON GROUND TRAILS PTY LTD	BODDINGTON MOUNTAIN BIKE TRAILS	2,823.06
EFT28165	11/07/2025	COUNCIL ON THE AGEING (WA) INC	2025/2026 SFL ANNUAL FEE	756.80
EFT28166	11/07/2025	CORSIGN WA	SIGNAGE	174.35
EFT28167	11/07/2025	RURAL AND REGIONAL ECONOMIC SOLUTIONS PTY LTD	CONSULTANCY SERVICES	9,038.92
EFT28168	11/07/2025	THINKPROJECT AUSTRALIA PTY LTD	RAMM TRANSPORT ANNUAL SUPPORT & MAINTENANCE FEE	8,139.92
EFT28169	11/07/2025	BODDINGTON POST OFFICE & STORE	STATIONERY ITEMS	239.94
EFT28170	11/07/2025	SAPIO PTY LTD	INSTALLATION OF CCTV CAMERAS	4,928.31
EFT28171	11/07/2025	BODDINGTON SUPERMARKET PTY LTD	YOUTH CENTRE PURCHASES FOR JUNE 2025	282.33
EFT28172	11/07/2025	DOUBLE SHOT CAFE	CATERING SERVICES	780.75
EFT28173	11/07/2025	SOS OFFICE EQUIPMENT	PHOTOCOPIER CHARGES	275.78
EFT28174	11/07/2025	EVOKE UNIFORMS	STAFF UNIFORMS	88.31
EFT28175	11/07/2025	GFG TEMPORARY ASSIST	PROJECT MANAGEMENT SUPPORT SERVICES	7,092.80
EFT28176	11/07/2025	MIDLAND BRICK PTY LTD	MASTER PAVERS	871.39
EFT28177	11/07/2025	PYKE PLUMBING & GAS PTY LTD	NEW 260L GAS HOT WATER SYSTEM	10,221.81
EFT28178	11/07/2025	INTERNODE PTY LTD	BROADBAND SERVICE	109.99
EFT28179	11/07/2025	COMMERCIAL IRRIGATION W.A	RETICULATION REPAIRS	612.70
EFT28180	11/07/2025	GEORGINA PATERSON	TOUCH UP TO MURAL	100.00
EFT28181	11/07/2025	JOHAN VAN HEERDEN	COUNCILLOR ALLOWANCES	1,808.25
EFT28182	11/07/2025	SHIRE OF HARVEY	BRMC FINANCIAL CONTRIBUTION 2024-2025	33,185.00
EFT28183	11/07/2025	BODDINGTON DINER	CATERING SERVICES	159.90
EFT28184	11/07/2025	CONTRACT AQUATIC	MAINTENANCE WORK AT THE SWIMMING POOL	12,618.10
EFT28185	11/07/2025	SIGNS & LINES	SIGNAGE	38,962.00
EFT28186	11/07/2025	FETCH PRINT	SIGNAGE	15,576.00
EFT28187	11/07/2025	NXP CIVILS PTY LTD	TOWN HALL CARPARK PROJECT	23,314.50
EFT28188	11/07/2025	DALWALLINU CONCRETE PTY LTD	REINFORCED CONCRETE HEADWALLS	9,609.60
EFT28189	11/07/2025	MASTERCLASS KERB AND CONCRETE SOLUTIONS	REPAIRS TO KERBING - VARIOUS LOCATIONS	6,050.00
EFT28190	11/07/2025	JASON PHILLIPS	REFUND OF TRAP BOND	120.00
EFT28191	11/07/2025	ELOUISE ROSE	REFUND OF KEY HIRE & CLEANING BOND	240.00
EFT28192	11/07/2025	AVON WASTE	RUBBISH SERVICES JUNE 2025	20,476.86
EFT28193	11/07/2025	BODDINGTON SERVICE STATION	EMBROIDERY - SHIRE LOGO	550.00
EFT28194	11/07/2025	GREG DAY MOTORS	FUEL JUNE 2025	5,898.33
EFT28195	11/07/2025	READYTECH	2025/2026 ANNUAL SUBSCRIPTION	93,961.68
EFT28196	11/07/2025	DEPARTMENT OF TRANSPORT	DISCLOSURE OF INFORMATION FEES	20.45
EFT28197	11/07/2025	SHIRE OF BODDINGTON	BSL COMMISSION JUNE 2025	25.00
EFT28198	11/07/2025	CHUBB FIRE & SECURITY PTY LTD	INSTALLATION OF SMOKE & THERMAL DETECTORS	3,917.65
EFT28199	11/07/2025	DEPT. OF MINES,INDUSTRY REGULATION AND SAFETY	BSL JUNE 2025	800.12
EFT28200	18/07/2025	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA (WA)	2025/2026 BRONZE LOCAL GOVERNMENT SUBSCRIPTION	810.00
EFT28201	18/07/2025	LANDGATE	GRV'S VALUATION	51.88
EFT28202	18/07/2025	MADDINGTON CONCRETE PRODUCTS PTY LTD	SOAKWELL	447.70
EFT28203	18/07/2025	BODDINGTON TYRE SERVICE	BUSINESS ASSISTANCE GRANT	4,613.70
EFT28204	18/07/2025	BODDINGTON HARDWARE AND NEWSAGENCY	HARDWARE ITEMS JUNE 2025	4,929.99
EFT28205	18/07/2025	EDGE PLANNING & PROPERTY	PLANNING SERVICES	3,693.80
EFT28206	18/07/2025	LEONARD LEWIS	COUNCILLOR ALLOWANCES	1,808.25
EFT28207	18/07/2025	TEAM GLOBAL EXPRESS PTY LTD	COURIER CHARGES	661.44

## SHIRE OF BODDINGTON - LIST OF PAYMENTS - JULY 2025

Chq/EFT	Date	Name	Description	Amount
EFT28208	18/07/2025	MARKET CREATIONS PTY LTD	WEBSITE UPGRADES	6,607.70
EFT28209	18/07/2025	BODDINGTON MOTEL (CREATIVE COMFORT)	ACCOMMODATION	140.00
EFT28210	18/07/2025	EMERGE ASSOCIATES	BODDINGTON TOWN CENTRE MASTERPLANS	4,400.00
EFT28211	18/07/2025	SHIRE OF NARROGIN	PLANNING SURVEYOR SERVICES	2,521.50
EFT28212	18/07/2025	CORSIGN WA	SIGNAGE	306.90
EFT28213	18/07/2025	APRA T/AS ONEMUSIC AUSTRALIA	ANNUAL LICENSE FEE 2025/2026	387.64
EFT28214	18/07/2025	J & M REID EARTHMOVING PTY LTD	SAND FOR BODDINGTON & MARRADONG CEMETERIES	748.00
EFT28215	18/07/2025	PETE'S TREEWORX	TREE PRUNING	4,950.00
EFT28216	18/07/2025	FILDES FOOD SAFETY PTY LTD	DIGITAL THERMOMETERS	323.95
EFT28217	18/07/2025	BODDINGTON SUPERMARKET PTY LTD	SHIRE PURCHASES JUNE 2025	224.65
EFT28218	18/07/2025	DOUBLE SHOT CAFE	CATERING SERVICES	4,219.16
EFT28219	18/07/2025	GFG TEMPORARY ASSIST	TEMPORARY PERSONNEL SUPPORT	8,815.40
EFT28220	18/07/2025	CONNECT CALL SERVICES	AFTER HOURS CALL SERVICE JUNE 2025	400.40
EFT28221	18/07/2025	PYKE PLUMBING & GAS PTY LTD	NEW HOT WATER SYSTEM	8,185.19
EFT28222	18/07/2025	APEX ENVIROCARE	REHABILITATION OF LIONS WEIR	48,070.00
EFT28223	18/07/2025	JOHANN PRANDL	COUNCILLOR ALLOWANCES	1,899.25
EFT28224	18/07/2025	FETCH PRINT	SIGNAGE	8,129.00
EFT28225	18/07/2025	SJ TRAFFIC MANAGEMENT PTY LTD	TRAFFIC MANAGEMENT PLAN	1,980.00
EFT28226	18/07/2025	EMERGE ENVIRONMENTAL SERVICES PTY LTD	BODDINGTON MOUNTAIN BIKE TRAILS	1,262.25
EFT28227	18/07/2025	HAMISH'S MAINTENANCE SERVICES	REPAIRS AT MARRADONG FIRE STATION	8,138.00
EFT28228	18/07/2025	BODDINGTON SERVICE STATION	SHIRE OF BODDINGTON BUSINESS FUNDING GRANT	3,575.00
EFT28229	18/07/2025	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASS.	WALGA CONVENTION 2025	5,500.00
EFT28230	18/07/2025	WESTRAC EQUIPMENT WA PTY LTD	VEHICLE INSPECTION & SERVICE	2,632.52
EFT28231	18/07/2025	BODDINGTON COMMUNITY RESOURCE CENTRE INC	HIRE OF MOVIE SCREEN AND PROJECTOR	500.00
EFT28232	18/07/2025	THOMPSON BUILDING INDUSTRIES	REPAIRS AT THE OLD SCHOOL	880.00
EFT28233	24/07/2025	P & D SULLIVAN	TRANSPORTATION OF POWER POLES	2,772.00
EFT28234	24/07/2025	BODDINGTON TYRE SERVICE	NEW TYRE	700.50
EFT28235	24/07/2025	FOOT PRINT (WA) PTY LTD	SIGNAGE	137.50
EFT28236	24/07/2025	PORTER CONSULTING ENGINEERS	CROSSMAN ROAD DETAILED DESIGN	172,520.70
EFT28237	24/07/2025	CURTIS ELECTRICAL CONTRACTING	NEW STREET LIGHT GLOBES	2,576.73
EFT28238	24/07/2025	THE NUGGET BODDINGTON	CATERING SERVICES	183.00
EFT28239	24/07/2025	CORSIGN WA	SIGNAGE	66.00
EFT28240	24/07/2025	J & M REID EARTHMOVING PTY LTD	MACHINE HIRE	715.00
EFT28241	24/07/2025	PYKE PLUMBING & GAS PTY LTD	PLUMBING WORK AT THE FORESHORE TOILETS	181.50
EFT28242	24/07/2025	MAJOR MOTORS PTY LTD	NEW ISUZU TRUCK	75,045.15
EFT28243	24/07/2025	AVON WASTE	RUBBISH SERVICES JULY 2025	6,989.92
EFT28244	24/07/2025	AUSTRALIAN TAXATION OFFICE (BAS RETURNS)	BAS JUNE 2025	9,234.00
EFT28245	25/07/2025	MYAREE CERAMICS	TILES FOR THE SWIMMING POOL CHANGEROOMS	8,041.00
DD17432.1	01/07/2025	NATIONAL AUSTRALIA BANK	NAB MERCHANT FEES	321.83
DD17432.2	01/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	4,456.85
DD17437.1	02/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	2,081.65
DD17437.2	02/07/2025	SYNERGY	ELECTRICITY CHARGES - CENTRAL PARK	75.68
DD17438.1	03/07/2025	NATIONAL AUSTRALIA BANK	TRANSACT FEE	15.00
DD17438.2	03/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	3,080.95
DD17442.1	04/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	90.95
DD17453.1	07/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	809.75
DD17453.2	07/07/2025	ORIGIN ENERGY RETAIL LIMITED	ANNUAL FEE - MEDICAL CENTRE	90.00
DD17453.3	07/07/2025	SYNERGY	ELECTRICITY CHARGES - SWIMMING POOL	436.51
DD17453.4	07/07/2025	TELSTRA LIMITED	MOBILE PHONE CHARGES - SHIRE	835.66
DD17454.1	09/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	20.50
DD17455.1	10/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	281.90
DD17460.1	11/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,512.20
DD17461.1	14/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	559.55
DD17467.1	15/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	2,657.75
DD17468.1	16/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	667.55
DD17469.1	17/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	216.20
DD17474.1	08/07/2025	PRECISION ADMINISTRATION SERVICES PTY LTD	SUPERANNUATION CONTRIBUTIONS	19,242.82
DD17474.2	08/07/2025	SYNERGY	ELECTRICITY CHARGES - VARIOUS SHIRE LOCATIONS	3,079.07
DD17474.3	08/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	5,401.20
DD17474.4	08/07/2025	NEWBOOK PTY LTD	NEWBOOK ONLINE BOOKING FEES	115.50
DD17477.1	18/07/2025	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	5,254.89
DD17477.2	18/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,124.55
DD17480.1	21/07/2025	BUSINESS FUEL CARDS (FLEET CARD)	FIRE BRIGADE FLEET CARDS	21.90
DD17480.2	21/07/2025	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	3,285.42
DD17480.3	21/07/2025	BOC GASES - BOC ACCOUNT PROCESSING	GAS CONTAINER FEES	19.81
DD17480.4	21/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	162.50
DD17480.5	21/07/2025	TELSTRA LIMITED	PHONE CHARGES - SES LANDLINES	196.19
DD17483.1	22/07/2025	PRECISION ADMINISTRATION SERVICES PTY LTD	SUPERANNUATION CONTRIBUTIONS	18,054.05
DD17483.2	22/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	2,369.60
DD17485.1	23/07/2025	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	14,649.30
DD17485.2	23/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	3,862.60
DD17485.3	23/07/2025	SUPAGAS	BULK GAS - VARIOUS SHIRE LOCATIONS	981.39
DD17485.4	23/07/2025	WESTERN AUSTRALIAN TREASURY CORPORATION	LOAN GUARANTEE FEE	4,474.47
DD17494.1	24/07/2025	OPTUS COMMUNICATIONS	INTERNET - CCTV TRAILER	109.00
DD17494.2	24/07/2025	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	7,445.53
DD17494.3	24/07/2025	SYNERGY	ELECTRICITY CHARGES - VARIOUS SHIRE LOCATIONS	4,119.44
DD17494.4	24/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	941.65
DD17494.5	24/07/2025	TELSTRA LIMITED	PHONE CHARGES - SHIRE	834.56
DD17495.1	25/07/2025	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	1,378.44
DD17495.2	25/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	2,930.50
DD17496.1	28/07/2025	WATER CORPORATION	WATER USAGE - VARIOUS SHIRE LOCATIONS	3,835.06
DD17496.2	28/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	585.65
DD17496.3	28/07/2025	SYNERGY	ELECTRICITY CHARGES - CARAVAN PARK	2,955.01
DD17497.1	29/07/2025	NATIONAL AUSTRALIA BANK	NAB CONNECT FEE	102.96
DD17497.2	29/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,250.95

## SHIRE OF BODDINGTON - LIST OF PAYMENTS - JULY 2025

Chq/EFT	Date	Name	Description	Amount
DD17497.3	29/07/2025	SYNERGY	ELECTRICITY CHARGES - VARIOUS SHIRE LOCATIONS	7,266.87
DD17498.1	30/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	2,699.75
DD17501.1	31/07/2025	NATIONAL AUSTRALIA BANK	NAB MERCHANT FEES	343.25
DD17501.2	31/07/2025	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,186.25
DD17501.3	31/07/2025	SYNERGY	ELECTRICITY CHARGES - VARIOUS SHIRE LOCATIONS	671.00
DD17471.1	02/07/2025	NAB BUSINESS VISA	CREDIT CARD PURCHASES	9,286.41
				<hr/> 994,525.55
		<b>JAMES WICKENS</b>		
	29/05/2025	WA FORCE LICENSING SERVICES	FIREARM LICENCE	60.00
	03/06/2025	CALTEX KARRAGULLEN	FUEL BT04	102.57
	12/06/2025	ASIC	COMPANY SEARCH	20.00
	24/06/2025	AMPOL	FUEL BT04	115.35
		<b>SAM KEMPTON</b>		
	10/06/2025	TOYSCENTRAL	ITEMS FOR BETTER BEGINNINGS	112.38
	11/06/2025	BRICKTASTICS	ITEMS FOR BETTER BEGINNINGS	74.40
	11/06/2025	BIGW	ITEMS FOR BETTER BEGINNINGS	106.35
	13/06/2025	NETFLIX	SUBSCRIPTION FOR THE YOUTH CENTRE	18.99
	13/06/2025	BUNNINGS	DISPLAY CABINETS	119.00
	16/06/2025	FLEX FITNESS	GYM EQUIPMENT	434.05
	23/06/2025	SPOTIFY	MUSIC SUBSCRIPTION FOR THE LIBRARY	13.99
		<b>FABIAN HOUBRECHTS</b>		
	02/06/2025	DUNNINGS NORTHAM	FUEL BT61	87.98
	16/06/2025	WESTERN POWER	CARAVAN PARK CABINS	498.91
	17/06/2025	DUNNINGS NORTHAM	FUEL BT61	95.19
	20/06/2025	CALTEX MIDVALE	FUEL BT61	93.96
	24/06/2025	IONIC SYSTEMS	VACUUM CLEANERS & PARTS	2,692.80
		<b>CARA RYAN</b>		
	09/06/2025	WA NEWSPAPER	DIGITAL SUBSCRIPTION	32.00
	27/06/2025	RINGCENTRAL INC	TELEPHONE SERVICE - MEDICAL CENTRE	330.00
		<b>JULIE BURTON</b>		
	02/06/2025	FACEBOOK	ADVERTISING	3.68
	02/06/2025	CANVA	SUBSCRIPTION	21.17
	03/06/2025	EXETEL PTY LTD	INTERNET PLAN	975.00
	03/06/2025	MAILCHIMP	NEWSLETTER SOFTWARE	101.21
	04/06/2025	BA & CB WRIGHT TRANSPORT	BRICK PAVERS FOR THE TOWN HALL	2,305.27
	05/06/2025	DROP BOX	COUNCILLOR INFORMATION	18.69
	16/06/2025	INDESIGN	ADOBE LICENSE	35.99
	16/06/2025	ILLUSTRATOR	ADOBE LICENSE	32.99
	16/06/2025	CONVENTION CENTRE PERTH	PARKING FEE	26.25
	17/06/2025	REMARKABLE	SUBSCRIPTION FEE	4.99
	18/06/2025	FACEBOOK	ADVERTISING	80.43
	19/06/2025	KONA CAFÉ APPLECROSS	COUNCILLOR LUNCH	113.22
	24/06/2025	BA & CB WRIGHT TRANSPORT	BRICK PAVERS FOR THE TOWN HALL	508.00
	27/06/2025	NAB CARD FEE	FEE	45.00
	27/06/2025	NAB INTERNATIONAL TRANSACT FEES	FEE	6.60
		<b>PAYROLL PAYMENTS</b>		
		NAB	NET PAYROLL F/N ENDING 06/07/2025	122,528.36
		NAB	NET PAYROLL F/N ENDING 20/07/2025	96,268.75
		<b>TOTAL MUNI</b>		<hr/> 1,213,322.66
		<b>TOTAL TRUST &amp; MUNI</b>		<hr/> <b>1,213,322.66</b>

### 9.3.2 Financial Report

File Reference: 3.0056  
Applicant: Nil  
Previous Item: Nil  
Author: Executive Manager Corporate Services  
Disclosure of Interest: Nil  
Voting Requirements: Simple Majority  
Attachments: 9.3.2A Monthly Financial Report 31 July 2025

#### Summary

The Monthly Financial Report for the period ending 31 July 2025 is presented for Councils consideration.

#### Background

In accordance with the Local Government Act 1995, a statement of financial activity must be presented at an Ordinary Meeting of Council. This is required to be presented within two months, after the end of the month, to which the statement relates.

The statement of financial activity is to report on the revenue and expenditure as set out in the annual budget for the month, including explanations of any variances. Regulation 34, from the Local Government (Financial Management) Regulations 1996 sets out the detail that is required to be included in the reports.

#### Comment

The attached monthly financial statements and supporting information have been compiled to meet compliance with the Local Government Act 1995 and associated Regulations.

#### Consultation

Nil

#### Strategic Implications

Aspiration	Performance
Outcome 12	Visionary Leadership and Responsible Governance
Objective 12.2	Responsibly manage the Shire's finances, human resources and assets

#### Legislative Implications

##### *Local Government Act 1995*

Section 6.4 Specifies that a local government is to prepare such other financial reports as are prescribed.

##### *Local Government (Financial Management) Regulations 1996*

Regulation 34 states:

- (1) A local government is to prepare each month a statement of financial activity reporting on the sources and applications of funds, as set out in the annual budget under regulation 22(1)(d) for that month in the following detail:
  - (a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c);
  - (b) budget estimates to the end of month to which the statement relates;

- (c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates;
- (d) material variances between the comparable amounts referred to in paragraphs (b) and (c);
- (e) the net current assets at the end of the month to which the statement relates.

Sub regulations 2, 3, 4, 5, and 6 prescribe further details of information to be included in the monthly statement of financial activity.

#### Policy Implications

Nil

#### Financial Implications

As disclosed in the financial statements.

#### Economic Implications

Nil

#### Social Implications

Nil

#### Environmental and Climate Change Considerations

Nil

#### Risk Considerations

Risk Statement and Consequence	Failure to monitor the Shire's ongoing financial performance would increase the risk of a negative impact on the Shire's financial position. As the monthly report is a legislative requirement, non-compliance may result in a qualified audit.
Risk Rating (prior to treatment or control)	Minor
Principal Risk Theme	Reputational / Compliance
Risk Action Plan (controls or treatment proposed)	Nil

#### Officer Recommendation

**That Council receive the financial statements as presented, for the period ending 31 July 2025.**



**MONTHLY FINANCIAL REPORT**  
**(Containing the Statement of Financial Activity)**

**For the Period Ended 31 July 2025**

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

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The following financial information is presented in short form and does not include supplementary notes to the Statement of Financial Activity. Preparation of the full statements, including all supplementary notes, will recommence following the formal adoption of the 2025/2026 Annual Budget.

**SHIRE OF BODDINGTON**  
**STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2025**

		Adopted Budget Estimates	YTD Budget Estimates	YTD Actual	Variance* \$	Variance* %	Var.
Note		(a) \$	(b) \$	(c) \$	(c)-(b) \$	(c)-(b)/(b) %	
<b>OPERATING ACTIVITIES</b>							
<b>Revenue from operating activities</b>							
Rates	6	0	0	0	0	0%	
Grants, subsidies and contributions	10	0	0	133,655	133,655	0%	▲
Fees and charges		0	0	131,055	131,055	0%	▲
Interest revenue		0	0	32,507	32,507	0%	▲
Other revenue		0	0	1,749	1,749	0%	
Profit on disposal of assets	8	0	0	0	0	0%	
		0	0	298,966	298,966		
<b>Expenditure from operating activities</b>							
Employee costs		0	0	(352,889)	(352,889)	0%	▼
Materials and contracts		0	0	(286,057)	(286,057)	0%	▼
Utility charges		0	0	(54,282)	(54,282)	0%	▼
Depreciation		0	0	0	0	0%	
Finance Costs		0	0	0	0	0%	
Insurance		0	0	(144,650)	(144,650)	0%	▼
Other expenditure		0	0	(5,969)	(5,969)	0%	
Loss on disposal of assets	8	0	0	0	0	0%	
		0	0	(843,847)	(843,847)		
Non-cash amounts excluded from operating activities	2(b)	0	0	0	0	0%	
<b>Amount attributable to operating activities</b>		0	0	(544,881)	(544,881)		
<b>INVESTING ACTIVITIES</b>							
<b>Inflows from investing activities</b>							
Proceeds from capital grants, subsidies and contributions	10	0	0	0	0	0%	
Proceeds from disposal of assets	8	0	0	0	0	0%	
		0	0	0	0		
<b>Outflows from investing activities</b>							
Payments for property, plant and equipment	8	0	0	(100,819)	(100,819)	0%	▼
Payments for construction of infrastructure	8	0	0	(193,809)	(193,809)	0%	▼
		0	0	(294,628)	(294,628)		
<b>Amount attributable to investing activities</b>		0	0	(294,628)	(294,628)		
<b>FINANCING ACTIVITIES</b>							
<b>Inflows from financing activities</b>							
Transfer from reserves	4	0	0	0	0	0%	
		0	0	0	0		
<b>Outflows from investing activities</b>							
Repayment of borrowings	9	0	0	0	0	0%	
Transfer to reserves	4	0	0	(9,781)	(9,781)	0%	
		0	0	(9,781)	(9,781)		
<b>Amount attributable to financing activities</b>		0	0	(9,781)	(9,781)		
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>							
<b>Surplus of deficit at the start of the financial year</b>	2(a)	0	0	2,528,028	2,528,028	0%	▲
Amount attributable to operating activities		0	0	(544,881)			
Amount attributable to investing activities		0	0	(294,628)			
Amount attributable to financing activities		0	0	(9,781)			
<b>Surplus or deficit after imposition of general rates</b>		0	0	1,678,738			

**KEY INFORMATION**

▲ ▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold.

\* Refer to Note 3 for an explanation of the reasons for the variance.

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

**SHIRE OF BODDINGTON**  
**STATEMENT OF FINANCIAL POSITION**  
**FOR THE PERIOD ENDED 31 JULY 2025**

	30 June 2025	31 Jul 2025
	\$	\$
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	10,159,021	9,534,329
Trade and other receivables	685,031	480,374
Inventories	0	7,194
Other assets	170,478	170,478
<b>TOTAL CURRENT ASSETS</b>	<b>11,014,530</b>	<b>10,192,375</b>
<b>NON-CURRENT ASSETS</b>		
Trade and other receivables	32,976	32,976
Other financial assets	39,810	39,810
Property, plant and equipment	38,186,509	38,287,327
Infrastructure	64,894,548	65,088,357
<b>TOTAL NON-CURRENT ASSETS</b>	<b>103,153,843</b>	<b>103,455,664</b>
<b>TOTAL ASSETS</b>	<b>114,168,373</b>	<b>113,648,039</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,003,765	1,021,120
Other liabilities	4,170,847	4,170,847
Borrowings	236,161	236,161
Employee related provisions	280,501	280,501
<b>TOTAL CURRENT LIABILITIES</b>	<b>5,691,274</b>	<b>5,708,629</b>
<b>NON-CURRENT LIABILITIES</b>		
Borrowings	922,122	922,122
Employee related provisions	37,105	37,105
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>959,227</b>	<b>959,227</b>
<b>TOTAL LIABILITIES</b>	<b>6,650,501</b>	<b>6,667,856</b>
<b>NET ASSETS</b>	<b>107,517,872</b>	<b>106,980,183</b>
<b>EQUITY</b>		
Retained surplus	37,516,928	36,979,239
Reserve accounts	3,031,388	3,031,388
Revaluation surplus	66,969,556	66,969,556
<b>TOTAL EQUITY</b>	<b>107,517,872</b>	<b>106,980,183</b>

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

1 BASIS OF PREPARATION AND SIGNIFICANT ACCOUNTING POLICIES

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

**Local Government Act 1995 requirements**

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

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

*Local Government (Financial Management) Regulations 1996*, regulation 34 prescribes contents of the financial report. Supporting information does not form part of the financial report.

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

**THE LOCAL GOVERNMENT REPORTING ENTITY**

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

All monies held in the Trust Fund are excluded from the financial statements.

**Judgements and estimates**

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

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

The balances, transactions and disclosures impacted by accounting estimates are as follows:

- estimated fair value of certain financial assets
- impairment of financial assets
- estimation of fair values of land and buildings, infrastructure and investment property
- estimation uncertainties made in relation to lease accounting
- estimated useful life of intangible assets

**SIGNIFICANT ACCOUNTING POLICES**

Significant accounting policies utilised in the preparation of these statements are as described within the 2023-24 Annual Budget. Please refer to the adopted budget document for details of these policies.

**PREPARATION TIMING AND REVIEW**

Date prepared: All known transactions up to 13 August 2025

**SHIRE OF BODDINGTON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2025**

**2 STATEMENT OF FINANCIAL ACTIVITY INFORMATION**

	Note	Adopted Budget Opening 30 June 2025	Last Year Closing 30 June 2025	Year to Date 31 Jul 2025
<b>(a) Net current assets used in the Statement of Financial Activity</b>				
<b>Current assets</b>				
Cash and cash equivalents	4	0	10,159,021	9,534,329
Rates receivables	5	0	277,364	229,158
Receivables	5	0	407,668	251,216
Other current assets		0	170,478	170,478
<b>Less: Current liabilities</b>				
Payables	7	0	(1,003,766)	(1,021,119)
Borrowings	9	0	(236,161)	0
Capital grant/contribution liability	10	0	(4,170,847)	(4,170,847)
Provisions		0	(280,501)	(280,501)
<b>Less: Total adjustments to net current assets</b>	2(c)	0	(2,795,228)	(3,041,170)
<b>Closing funding surplus / (deficit)</b>		<b>0</b>	<b>2,528,028</b>	<b>1,678,738</b>

**(b) Non-cash items excluded from operating activities**

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

	Notes	Adopted Budget \$	YTD Budget (a) \$	YTD Actual (b) \$
<b>Non-cash items excluded from operating activities</b>				
<b>Adjustments to operating activities</b>				
Less: Profit on asset disposals	8	0	0	0
Movement in employee benefit provisions (non-current)		0	0	0
Movement in other provisions (non-current)		0	0	0
Add: Loss on asset disposals	5	0	0	0
Add: Depreciation on assets		0	0	0
<b>Total non-cash items excluded from operating activities</b>		<b>0</b>	<b>0</b>	<b>0</b>

**(b) Current assets and liabilities excluded from budgeted deficiency**

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

		Adopted Budget Opening 30 June 2025	Last Year Closing 30 June 2025	Year to Date 31 July 2025
<b>Adjustments to net current assets</b>				
Less: Reserves - restricted cash	4	0	(3,031,389)	(3,041,170)
Add: Borrowings	9	0	236,161	0
Add: Provisions - employee		0	0	0
<b>Total adjustments to net current assets</b>		<b>0</b>	<b>(2,795,228)</b>	<b>(3,041,170)</b>

**CURRENT AND NON-CURRENT CLASSIFICATION**

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

**SHIRE OF BODDINGTON**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**FOR THE PERIOD ENDED 31 JULY 2025**

**3 EXPLANATION OF MATERIAL VARIANCES**

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2025-26 year is \$10,000 or 10.00% whichever is the greater.

	Var. \$	Var. %	Explanation of Variances
	\$	%	
<b>Revenue from operating activities</b>			
Rates	0	0%	
Grants, subsidies and contributions	133,655	0%	▲
Fees and charges	131,055	0%	▲
Interest revenue	32,507	0%	▲
Other revenue	1,749	0%	
Profit on disposal of assets	0	0%	
<b>Expenditure from operating activities</b>			
Employee costs	(352,889)	0%	▼
Materials and contracts	(286,057)	0%	▼
Utility charges	(54,282)	0%	▼
Depreciation	0	0%	
Finance Costs	0	0%	
Insurance	(144,650)	0%	▼
Other expenditure	(5,969)	0%	
Loss on disposal of assets	0	0%	
<b>Non-cash amounts excluded from operating activities.</b>	0	0%	
<b>Inflows from investing activities</b>			
Proceeds from capital grants, subsidies and contributions	0	0%	
Proceeds from disposal of assets	0	0%	
<b>Outflows from investing activities</b>			
Payments for property, plant and equipment	(100,819)	0%	▼
Payments for construction of infrastructure	(193,809)	0%	▼
<b>Inflows from financing activities</b>			
Proceeds from new debentures	0	0%	
Transfer from reserves	0	0%	
<b>Outflows from financing activities</b>			
Payments for principal portion of lease liabilities	0	0%	
Repayment of borrowings	0	0%	
Transfer to reserves	(9,781)	0%	
<b>Surplus of deficit at the start of the financial year</b>	2,528,028	0%	▲

### 9.3.3 Adoption of Council Plan and Strategic Resource Plan | 2025 - 2035

File Reference:	3.000593
Applicant:	Nil
Previous Item:	Nil
Author:	Executive Manager Corporate Services
Disclosure of Interest:	Nil
Voting Requirements:	Absolute Majority
Attachments:	9.3.3A Draft Council Plan   2025 - 2035 9.3.3B Draft Strategic Resource Plan   2025 - 2035

#### Summary

This item seeks Council's endorsement of the 2025 - 2035 Council Plan and Strategic Resource Plan, being the key strategic documents for the Shire.

#### Background

The Integrated Planning and Reporting Framework (IPRF) ensures that local governments plan responsibly and sustainably for their communities. It guides the creation of strategic plans and strategies, detailing resource capabilities for operational services, major projects, asset maintenance, and long-term financial expectations. In line with section 5.56 of the Local Government Act 1995 and regulation 19DA of the Local Government (Administration) Regulations 1996, the Shire is required to plan for the future.

The core components of the IPRF are:

- Strategic Community Plan (reviewed every four years)
- Corporate Business Plan (reviewed annually)

Informing Strategies include:

- Long Term Financial Plan
- Asset Management Plan
- Workforce Plan

The Council Plan integrates the Strategic Community Plan and Corporate Business Plan, reflecting long-term (10+ years) community and local government goals, along with specific actions for Years 1 - 4.

The Strategic Resource Plan combines the informing strategies, integrating asset management and long-term financial planning. It considers workforce planning and other key strategies, ensuring that the Council Plan's actions are adequately resourced over the next four years and highlights the long-term impact of resource allocation. This approach helps ensure that Council decisions are based on priorities that can be effectively resourced.

A comprehensive review of the Council Plan was undertaken in 2023/2024, involving extensive consultations through a community survey and workshops with community members, businesses, the Council, and staff. The updated Council Plan was endorsed by Council in June 2024.

In line with the biennial review cycle, a desktop review is undertaken every second year, alternating with a full review and broader public consultation. This ensures that the Council Plan remains current while providing flexibility to adjust priorities between major review cycles.

## Comment

The 2025 desktop review of the Council Plan commenced in February 2025 with workshops involving both staff and Council. Following these workshops, development of the Strategic Resource Plan began, incorporating the priority projects identified in the Council Plan. Further, workshops with Councillors were held in May 2025 and concluded in June 2025 to refine the plan's components.

The Strategic Resource Plan provides a clear overview of the Shire's strategy for delivering infrastructure and services to the community. It highlights the priority projects from the Council Plan and outlines how these will be implemented, incorporating assumptions based on current economic indicators for income and expenditure to ensure realistic financial projections and adaptability to changing economic conditions.

To achieve the strategies outlined, a rate increase slightly above the expected Consumer Price Index (CPI) is forecast, while maintaining operating expenditure in line with CPI projections. A four-year capital works program totalling \$23.5 million is planned for the investment and renewal of Shire owned infrastructure, buildings, plant, and equipment, with 45% of the program reliant on grant funding.

Together, the Council Plan and Strategic Resource Plan provide a comprehensive framework for the Shire's vision, goals, priorities, and resource allocation over the coming years. They will guide decision-making, resource management, and community engagement, ensuring the Shire remains responsive to community needs and positioned for a positive, financially sustainable future.

## Consultation

As 2025 is the scheduled desktop review year for the Council Plan, engagement has been limited to internal consultation through workshops with staff and Councillors. Consistent with this approach, no external consultation has been undertaken for the Strategic Resource Plan, as project prioritisation is informed by the Council Plan.

## Strategic Implications

Aspiration	Performance
Outcome 12	Visionary Leadership and Responsible Governance
Objective 12.1	Maintain a high standard of leadership, corporate governance and customer service
Action 12.1.1	Provide an annual review of the Council Plan to ensure strategic and financial planning is agile and aligned with changing market conditions and community needs.
Objective 12.2	Responsibly manage the Shires finances, human resources and assets
Action 12.2.1	Review the Long Term Financial Plan
Action 12.2.2	Review and update the Workforce Plan
Action 12.2.5	Review Asset Management Plans

## Legislative Implications

Local governments must plan for the future in accordance with section 5.56 of the Local Government Act 1995.

The development of a Corporate Business Plan (CBP) covering a minimum 4 financial years is a requirement of regulation 19DA(1) and 19DA(2) of the Local Government (Administration)

Regulations 1996.

Regulation 19DA(3) also requires a CBP to:

- a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district;
- b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

#### Policy Implications

Nil

#### Financial Implications

Projects and initiatives within the Strategic Resource Plan and Council Plan are only funded once adopted within the Annual Budget and subject to funding availability.

#### Economic Implications

The Council Plan contributes to a strong economy through the actions identified in the Prosperity theme. The outcomes within this aspirational area include:

- A thriving economy with good access to education and jobs for everyone
- An attractive destination for day trips and short stay visitors

#### Social Implications

The Council Plan addresses social implications by considering the Shires social fabric, community well-being, and inclusivity. It outlines strategies to enhance social cohesion, promote cultural diversity, and improve access to essential services and amenities for all residents.

#### Environmental Considerations

Environmental considerations within the Plan reflect the Shires commitment to sustainable development and environmental stewardship. Strategies are outlined to mitigate climate change, protect natural resources, promote energy efficiency, and reduce carbon emissions.

#### Risk Considerations

Risk Statement and Consequence	The development of the key strategic planning document for the Shire has associated risks including insufficient consultation resulting in a Council Plan that is not aligned with community need; lack of capacity to deliver projects; and non-compliance with legislation. Significant consultation occurred as a part of the development of the Plan, with further opportunity provided to comment on the draft.
Risk Rating (prior to treatment or control)	Moderate
Principal Risk Theme	Reputational

Risk Action Plan (controls or treatment proposed)	No further actions proposed
---	-----------------------------

### **Officer Recommendation**

**That Council endorses the Shire of Boddington;**

- 1. Council Plan 2025 – 2035, as contained in Attachment 9.3.3A, and;**
- 2. Strategic Resource Plan 2025 - 2035 as contained in Attachment 9.3.3B.**

# Shire of Boddington

**COUNCIL PLAN** 1 July 2025 to 30 June 2035

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**Welcome to the Shire of Boddington's Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one succinct document.**

In 2022, close to 400 community members and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

In 2024, close to 300 community members helped to review and update this plan. In 2025, a minor review was undertaken to reflect changes over the previous 12 months and to update timelines.

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan for the future.

**This plan describes:**

- A future vision for the Shire of Boddington
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

The Shire of Boddington acknowledges the Wiilman People of the Noongar Nation as the traditional custodians, and pays respect to Elders past and present, as well as the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

## Executive Message

We are pleased to present our Council Plan after a successful engagement period with the Boddington community.

Over 284 surveys were completed to inform the Plan, and approximately 50 attendees contributed to the development and prioritisation of actions over one business and two community workshops. Thank you to everyone who contributed over the consultation period.

You have shown us what is important to you, that you are immensely proud of Boddington, and passionate about future prosperity of the town and the richness of the community.

This revision of the Plan has taken place 3 years after the initial adoption, and reflects achievements as well as refinement of the actions

that were identified in 2022 and 2024. It is pleasing to note that there have been no major changes to the Plan, which demonstrates that the road ahead is aligned with community priorities.



Cr Eugene Smalberger  
Shire President



Julie Burton  
Chief Executive Officer

# Shire of Boddington at a Glance

Located in the Gnaala Karla Booja region and sitting on the banks of the picturesque Hotham River, Boddington is flowing with natural beauty. With warm and welcoming, rustic country charm, affordable housing and local employment prospects, it may be one of Western Australia's best kept secrets.

Less than 1.5 hours from Perth, the Shire of Boddington covers 1,900 square kilometres and takes in the locations of Boddington, Ranford, Marradong, Crossman and Quindanning. Five main rivers flow through the Shire of Boddington, and over 40 percent of the area is state forest, making it an ideal destination for hiking, cycling, canoeing, stand-up paddle boarding, horse-riding, birdwatching and viewing wildflowers.

Boddington Lions Rodeo, the largest rodeo event in Western Australia, draws large numbers of visitors each year. Other attractions include Boddington Medieval Fayre & Feast, South32 Summer by the River, Boddington Country Muster, Quindanning Picnic Race Day, Field of Quilts and the historic Quindanning Tavern. Boddington boasts numerous sculptures and public art installations. Many are the creations of Len Zuks, an acclaimed international artist, and local resident.

The traditional custodians of the land are the Gnaala Karla Booja people, who used the area seasonally for food and water as well as quarrying stone and mining ochre. The area was settled gradually by farmers from the 1860s and became well known for its wool and wheat production. Boddington was named after a local shepherd, Henry Boddington, and gazetted in 1912 when the railway line arrived in the district to service the local timber industry.

Today, the main industry is mining, employing 35% of the local workforce. There are two major mining operations in the area, being

Newmont Boddington Gold, one of Australia's largest producing gold mines, and the South32 bauxite mine. Manufacturing employs 10% of the local workforce and agriculture employs 9% of the local workforce. The main agricultural industries are sheep farming, jarrah forest harvesting, blue gum and pine plantations and orchards. Viticulture and gourmet foods also contribute to the local economy.

As of June 2023, the estimated population in the Shire of Boddington was 1,786 people. It is estimated that another 2,000 or so workers drive in and drive out each week. While future populations are likely to be impacted by mine closures, there is a climate of opportunity and optimism with the Boddington SuperTown Growth Plan setting a vision for the Shire to grow to 4,500 people by 2051.

Boddington is well serviced with a local hospital, medical centre, childcare facility, a local school catering from kindergarten to year 10, an established arts centre, and various sports and recreation facilities. Hotham Park provides locals and visitors with an opportunity to enjoy an amazing adventure playground, complete with nature play areas, an outdoor gym, half basketball, skate park, pump track, BBQ facilities, and a riverside cafe. It is the perfect location for active families to play and exercise together.

## Estimated Resident Population

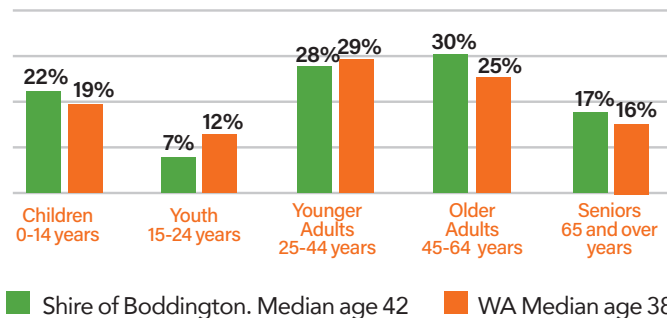


**1,786**

ABS Estimated Resident Population June 2023

## Age Profile

2021 ABS Census



## Australian and/ or Torres Strait Islander People

2021, ABS Census



**3.5%**

WA: 3.3%

## Households that speak a non-English language

2021, ABS Census



**5.3%**

WA: 19.6%

## State Forest

Proportion of State



**44%**

## Largest Industry Sectors

% of employed persons ages 15+ years, ABS, 2021



Mining

**35%**



Manufacturing

**10%**



Agriculture, forestry and fishing

**9%**

## Unemployment

September 2021,  
Australian  
Government, Labour  
Market Insights



**3.1%**

WA: 3.9%

## Needs assistance with core activities

2021, ABS Census



**3.9%**

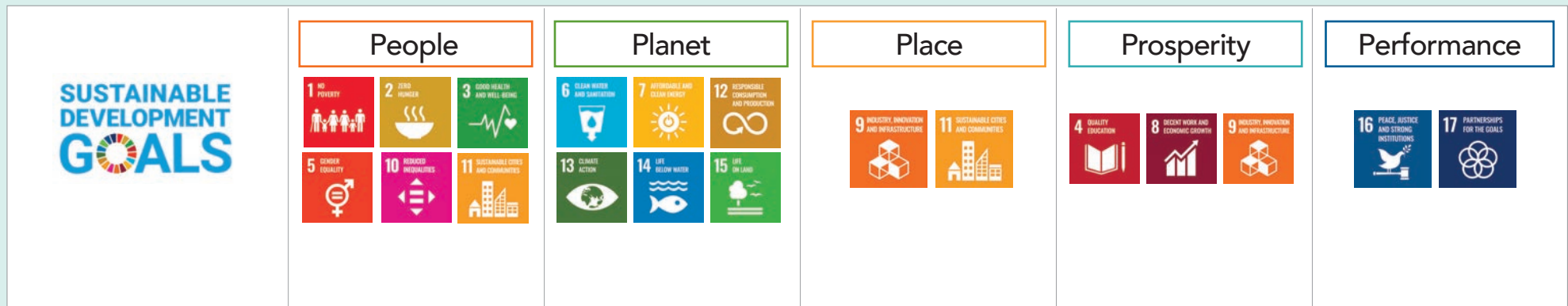
WA: 4.9%

# Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Boddington must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

## Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Boddington will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



## State Priorities

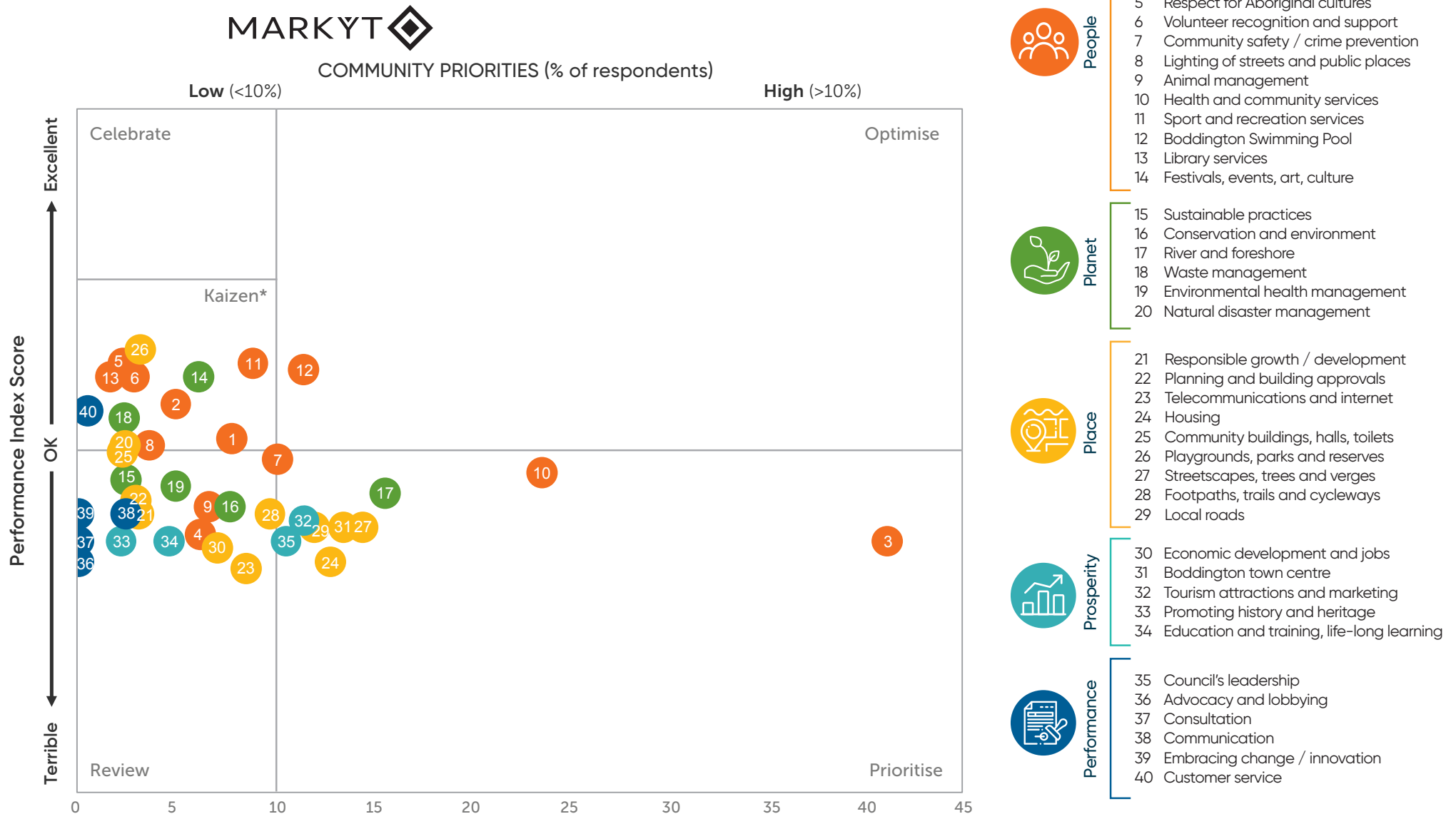
In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia responded with a WA Recovery Plan. Learn more about the Government of Western Australia's priorities at [www.wa.gov.au/government/wa-recovery](http://www.wa.gov.au/government/wa-recovery).



Learn more about the Government of Western Australia's priorities at [www.wa.gov.au/government/wa-recovery](http://www.wa.gov.au/government/wa-recovery).

# Local Priorities

To understand local needs and priorities, the Shire of Boddington commissioned an independent review. In 2024, 284 community members completed a MARKYT® Community Scorecard. Their main priorities were seniors' services, facilities and care, and health and community services, followed by conserving and enhancing the river and waterways.



\* Kaizen = provide continuous improvement

# Our Vision

Boddington is well known for being:

A vibrant and connected community  
with excellent lifestyle and employment  
opportunities in a beautiful natural  
environment

....just 90 minutes from Perth.





# Our purpose

The Shire of Boddington exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

This is in accordance with the Local Government Act 1995 (Section 1.3 (3) Role of Local Government).

We fulfil our purpose through the following roles:



## Advocate

We are a voice for the local community on key issues.



## Facilitate

We help to make it possible or easier to meet community needs.



## Partner

We form strategic alliances in the interests of the community.



## Provide

We directly provide a range of services to meet community needs.



## Fund

We help fund organisations to deliver essential community services.



## Regulate

We regulate compliance with legislation, regulations and local laws.

# Our values

We conduct ourselves in line with the values that the local community cares deeply about.

## Proactivity

Forward thinking and being positive

## Dedication

The continual pursuit of excellence

## Honesty

Acting with integrity and building trust

## Transparency

Being open and accountable

## Respect

Being tolerant, helpful and showing empathy and care for others

## Cohesiveness

Teamwork, unity and shared ownership








# Our plan for the future

## To achieve the vision, the community helped shape a plan for the future.

There are five core performance areas in this plan - people, planet, place, prosperity and performance. These areas are interrelated, and each must be satisfied to deliver excellent quality of life in the Shire of Boddington.

For each area, there is an overarching aspirational statement and desired outcomes, summarised below. Over the following pages, we explore each area in more detail. We describe the current situation, recent achievements, what we will keep doing, and our plan for the future. "What we will keep doing" covers business as usual activities, with a focus on continuous improvement. "Our plan for the future" describes priority projects to meet local needs and objectives. When deciding on priority projects, Council considers a range of comprehensive supporting strategies and community suggestions.

					
	People	Planet	Place	Prosperity	Performance
ASPIRATION	A connected, inclusive community with excellent access to local health services and residential care for our elderly.	Everyone is committed to climate action and our future sustainability.	Attractive, liveable towns and rural communities with affordable, accessible housing for all stages of life.	The Shire of Boddington is attracting growing numbers of investors, businesses, visitors, and workers who choose to live locally.	Local leaders are trusted and respected for listening to diverse community views and making well informed, responsible decisions.
DESIRED OUTCOMES	<ol style="list-style-type: none"> <li>1. A safe community.</li> <li>2. A healthy and active community.</li> <li>3. An inclusive and supportive community.</li> </ol>	<ol style="list-style-type: none"> <li>4. The natural environment is preserved for the benefit of current and future generations.</li> <li>5. Shared responsibility for climate action and environmental sustainability.</li> <li>6. A resilient community.</li> </ol>	<ol style="list-style-type: none"> <li>7. Population growth through responsible development and affordable housing.</li> <li>8. Attractive and welcoming streets and community spaces.</li> <li>9. Safe, sustainable and connected transport.</li> </ol>	<ol style="list-style-type: none"> <li>10. A thriving economy with good access to education and jobs for everyone.</li> <li>11. An attractive destination for day trips and short stay visitors.</li> </ol>	<ol style="list-style-type: none"> <li>12. Visionary leadership and responsible governance.</li> <li>13. A well informed and engaged community.</li> </ol>





## A connected, inclusive community with excellent access to local health services and residential care for our elderly.

### Current situation

The opening of BoddFit, Boddington's new 24/7 access community gym, has been well received. 86% of respondents provided a positive rating for sport and recreation in the 2024 MARKYT® Community Scorecard and the performance index score moved up to 63 points.

Local efforts to recognise and respect Aboriginal people, cultures and heritage were also well received. The performance score rose by 10 points, increasing from 53 in 2022 to 63 in 2024.

Other areas of relative strength include festivals, events, art and culture, and recognition of local volunteers.

Seniors' services continue to be one of the lowest scoring areas, and the top priority in the community's eyes. The performance score dropped by 4 points to 37 out of 100, 16 points below the industry average. A residential aged care facility is urgently wanted to meet local needs.

Health and community services was the second highest priority overall. The performance score fell 5 points to 47 out of 100, 8 points below the industry average. The community would like State Government support to improve access to health services and reduce wait times.

### Recent achievements



#### Residential Aged Care

The Shire has progressed this key priority project, with Council endorsing a preferred provider to deliver a 45-bed Residential Aged Care Facility in Boddington. The project responds to growing demand for aged care services and supports older residents to age in place. It also aligns with broader strategic goals to enhance liveability, retain population, and create local employment in the health and community services sector.



#### Mural Art Projects

As part of the Town Centre Revitalisation project, a vibrant mural by artist Jerome Davenport has been successfully installed. Guided by community feedback, the final design celebrates the theme "Discover Boddington", showcasing Tullis Bridge and local native species. The mural enhances the visual appeal of the town centre and supports efforts to attract visitors through creative placemaking.



#### Health Services

Ongoing support was provided for the local General Practitioner, and the Shire actively advocated for additional resources and assistance to ensure continued access to essential health services for the Boddington community. Access and Inclusion Plan.



#### Access and Inclusion Plan

The Shire's new five-year Access and Inclusion Plan was developed with extensive community input to improve access to buildings, services, events, and information. The Plan supports inclusive participation and employment.



#### Aboriginal Reference Group

An Aboriginal Reference Group was formed to strengthen partnerships with Aboriginal community members and ensure culturally informed input into local planning and decision-making.

### What we will keep doing

The Shire will continue to deliver and support a range of services and facilities that contribute to achievement of the People aspiration and outcomes, such as:

- Youth, family and seniors' programs
- Boddington Early Learning Centre
- Boddington Youth Centre
- Disability access and inclusion
- Festivals, events, art and cultural activities
- Boddington Town Library
- Toy Library
- Boddington Arts and Crafts Centre
- Sport and recreation services
- Boddington Sport and Recreation Centre
- Boddington Swimming Pool
- Boddington Golf Course
- Health and community services
- Boddington Old School community facility
- Men's Shed
- Volunteer support
- Community safety and crime prevention
- Lighting of streets and public places
- Animal management
- BoddFit Community Gym



# Our plan for the future

## Outcome 1. A safe community.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
1.1. Play our role in promoting a safe community.	1.1.1 Consider incorporating CCTV installation into projects located in areas where surveillance may help deter antisocial behaviour and crime.		Development and Community Services	●	●	●	●	●
	1.1.2 Promote the Neighbourhood Watch program, and support services for people experiencing domestic or family violence.		Development and Community Services	●	●	●	●	●
1.2. Encourage responsible pet ownership	1.2.1 Develop and deliver ongoing responsible pet ownership campaigns (focus on registration, desexing, microchipping, and leash laws).		Development and Community Services	●	●	●	●	●

## Outcome 2. A healthy and active community.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
2.1. Improve access to health facilities and services.	2.1.1 Advocate for improved access to mental health services in the region, including psychologists, youth workers, social workers, and counsellors.	Public Health Plan	Development and Community Services	●	●	●	●	●
	2.1.2 Maintain ongoing support for the local GP, to ensure continued access to essential health services in Boddington.	Public Health Plan	Office of the Chief Executive	●	●	●	●	●

● Covered by existing funding    ○ Needs additional funding

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
2.2 Grow participation in sport, recreation, and leisure activities.	2.2.1 Prepare an enhancement plan for the Boddington Swimming Pool.		Development and Community Services	○				
	2.2.2 Implement the enhancement plan for the Boddington Swimming Pool.		Development and Community Services	○	○	○	○	○
2.3 Build pride and participation in local art, culture, and community activities.	2.3.1 Determine long term use options for the town hall to increase vibrancy of the facility and surrounding precinct.		Office of the Chief Executive	○				
	2.3.2 Install murals within the Boddington Town Centre	Town Centre Revitalisation Masterplan	Office of the Chief Executive		○		○	

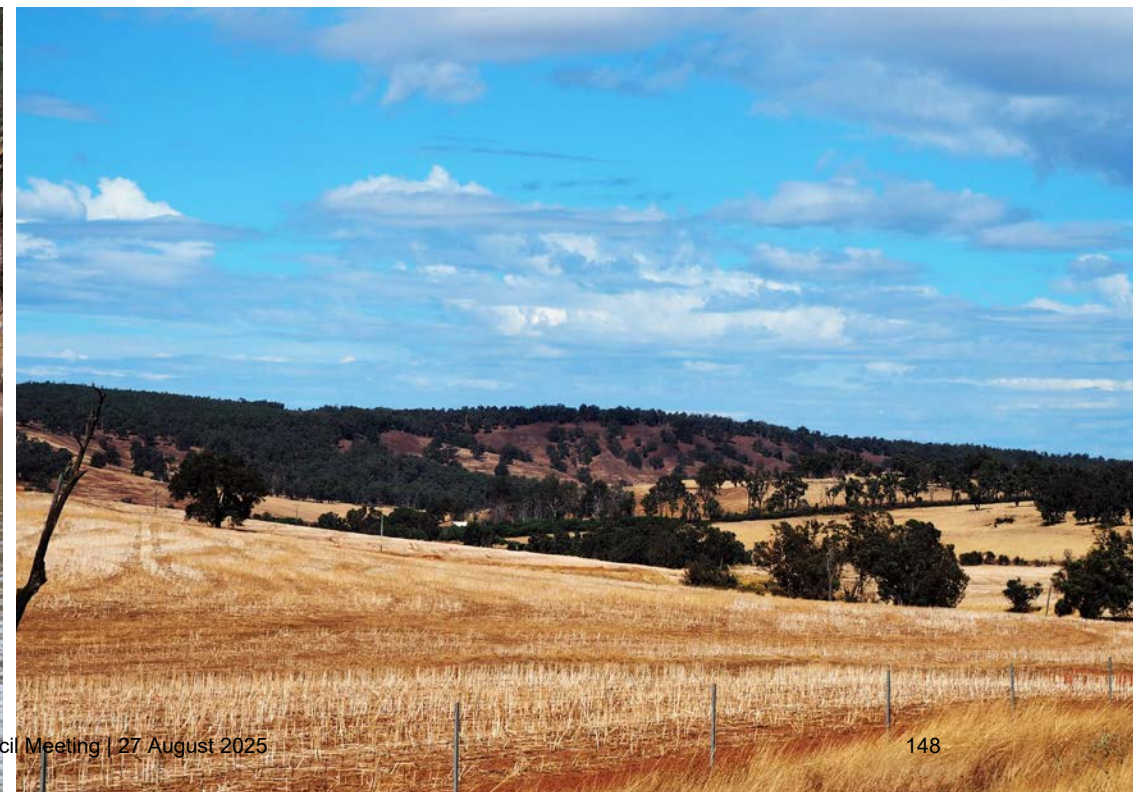
### Outcome 3. An inclusive and supportive community.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
3.1 Address the needs of families, children, and young people.	3.1.1 Implement an engagement program with local youth, to understand youth needs, raise awareness of local services, and recommend priority actions.		Development and Community Services		●		●	
3.2 Address the needs of seniors.	3.2.1 Progress partnership and funding options to provide a residential aged care facility (nursing home) in Boddington, and provide the community with triennial updates on progress.	Aged Care Accommodation and Services Strategy	Office of the Chief Executive	○	○	○		
	3.2.2 Implement consultation activities to understand the needs of seniors, and recommend priority actions.	Aged Care Accommodation and Services Strategy	Development and Community Services	●		●		
	3.2.3 Investigate options to increase age-friendly services and activities within the Shire, including consideration of a dedicated facility, program partnerships, or enhanced use of existing community spaces.		Development and Community Services	●				

● Covered by existing funding    ○ Needs additional funding

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
3.3 Improve access and inclusion for people with disability.	3.3.1 Install accessible toilet facilities in the Town Hall.	Disability and Access Inclusion Plan 2019-2024	Infrastructure Services		○			
	3.3.2 Investigate the need for additional inclusive play equipment in parks.	Disability and Access Inclusion Plan 2019-2024	Infrastructure Services				○	
	3.3.3 Review the Access and Inclusion Plan.	Disability and Access Inclusion Plan 2019-2024	Development and Community Services					●
3.4 Showcase and celebrate diversity.	3.4.1 Engage with the Aboriginal Reference Group to implement reconciliation activities.		Office of the Chief Executive	○	○	○	○	
	3.4.2 Support the Yarning Circle Project.	Boddington Town Centre Revitalisation Masterplan	Office of the Chief Executive	○	●			
3.5 Grow community capacity by supporting community groups and volunteers.	3.5.1 Deliver an annual volunteer event to promote local volunteering opportunities for people of all ages, raise awareness and understanding about the importance and value of volunteering, and recognise local volunteers for their contributions.		Development and Community Services	●	●	●	●	
	3.5.2 Deliver an annual event to celebrate the contribution of Emergency Services volunteers.		Office of the Chief Executive	○	○	○	○	○

● Covered by existing funding    ○ Needs additional funding





Everyone is committed to climate action and our future sustainability.

## Current situation

The Shire of Boddington has a vital relationship with the natural environment, with many local industries dependent on natural resources. This includes gold and bauxite mining, farming and tourism. It is critical to maintain clean, healthy river systems, beautiful natural landscapes, and a robust ecosystem.

The Shire contains numerous records of threatened flora and fauna. Several species are listed under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999.

The community cares deeply about the natural environment and is calling for more conservation and enhancement of natural heritage. The performance score for overall conservation and environmental management fell from 50 in 2022 to 42 in 2024, now 10 points below the industry average.

Community members rated maintaining and enhancing local rivers and the foreshore as the third highest priority area to address overall. The performance score dropped from 55 in 2022 to 44 in 2024. To improve, suggestions included improving water quality, dredging the river, and enhancing recreational uses.

*"Cleaner rivers and water ways. Kayak, bike hire to utilise the foreshore area. Footpath to Ranford Pool upgrade and prescribed burn for the over-grown area between town and Ranford Pool on Crossman Road."*

*"Continue to upgrade the facilities and lighting. Maybe something similar to the lighting installed on the Busselton foreshore. Powered by solar and a small wind turbine."*

## Recent achievements



### EV Charging Systems

Funding was secured and installation completed for two electric vehicle (EV) charging stations, supporting sustainable transport infrastructure.



### Ranford Pool (Darminning) Enhancement

The Ranford Pool precinct has been transformed into a more welcoming and family-friendly space through the completion of key upgrades, including new pathways, toilet facilities, a sheltered BBQ area, CCTV, firepit, and tree plantings.



### Corporate Climate Change Action Plan

A Corporate Climate Change Action Plan was developed and endorsed, setting out clear actions to reduce the organisation's environmental footprint, build climate resilience, and guide sustainable decision-making across Shire operations.



### Peel Harvey Catchment Council

This Shire actively supported the Peel Harvey Catchment Council to undertake works in the Hotham River catchment, including Tunbridge Gully and Ranford Pool precinct rehabilitation.

## What we will keep doing

The Shire will continue to deliver and support a range of services and facilities that contribute to achievement of the Planet aspiration and outcomes, such as:

- Climate action programs
- Conservation and environmental management
- Weed management
- Environmental health services
- Waste collection services
- Boddington Refuse Disposal Site
- Commingled recycling service
- E-waste recycling
- Waste education
- Management of off-road and abandoned vehicles
- Firebreaks and fire hazard management
- Storm water management

## Our plan for the future

### Outcome 4. The natural environment is preserved for the benefit of current and future generations.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
4.1 Care for the long- term sustainability of natural habitats and waterways.	4.1.1 Provide Peel Harvey Catchment Council and Friends of the Reserves with \$25k funding per year over 5 years to care for the long-term sustainability of the catchment. This includes finding ways to improve the health of the river and its ecosystem.		Office of the Chief Executive	●	●	●	●	
	4.1.2 Develop reserve management plans for Shire managed reserves, with consideration for improved roadside, weed and rubbish management.		Infrastructure Services			●	●	
4.2 Responsibly manage and enhance waterways to enable appropriate recreational uses.	4.2.1 Develop and implement a long term asset management plan for the Weir infrastructure.		Infrastructure Services	○	○	○	○	

● Covered by existing funding    ○ Needs additional funding

## Outcome 5. Shared responsibility for climate action and environmental sustainability.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
5.1 Encourage sustainable practices to reduce emissions, waste and water use.	5.1.1 Install solar panels on Shire owned buildings.		Infrastructure Services	○	○	○	○	
	5.1.2 Provide new and upgraded EV charging stations in the town centre and ensure locations are mapped on relevant apps.	Boddington Town Centre Revitalisation Masterplan	Office of the Chief Executive	○			○	
	5.1.3 Provide community education to improve awareness and adoption of sustainable waste practices in homes.		Infrastructure Services	●	●	●	●	

## Outcome 6. A resilient community.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
6.1 Strengthen community resilience to cope with natural disasters and emergencies, including pandemics, storms, flooding and fire.	6.1.1 Upgrade the power at the Old Pavillion and the Recreation Centre.		Infrastructure Services	○				
	6.1.2 Plan for a purpose-built Emergency Services Centre with the SES, Volunteer Bush Fire Brigade & St Johns Ambulance co-located to help attract, train and support volunteers	Boddington Town Centre Revitalisation Masterplan	Development and Community Services			○	○	
	6.1.3 Advocate for a Community Emergency Services Manager (CESM).		Development and Community Services	○	○			

● Covered by existing funding    ○ Needs additional funding





## Attractive, liveable towns and rural communities with affordable, accessible housing for all stages of life.

### Current situation

Overall, the Shire of Boddington is well regarded as a place to live, with 93% of community members giving a rating of okay, good or excellent. The overall performance index score increased from 67 in 2022 to 70 in 2024.

Playgrounds, parks and reserves continue to score well, achieving the highest score of all service areas tested. This year's score of 65 out of 100 is 1 point ahead of the industry average.

The community is being impacted by a national housing crisis, with the local housing score dropping from 43 in 2022 to 34 in 2024. The community wants all levels of

government and industry to work together to improve access to affordable housing, aged care accommodation, lifestyle villages for seniors, and public housing.

The community would also like Council to prioritise local streetscapes, where the performance score dropped from 54 to 39 points. The top suggestions were to beautify the town entrance and main street by planting more trees, shrubs and colourful flowers, and to improve general maintenance of verges across the Shire.

Roads, footpaths, trails and cycleways also continue to be areas to improve.

### Recent achievements



#### Town Hall and Peppercorn Lane - sealing

Completion of the Town Hall Carpark Upgrade Project has delivered essential infrastructure improvements, including the sealing of Peppercorn Lane, to enhance accessibility, safety, and amenity in support of increased community and visitor use of the precinct.



#### Housing Strategy

The Local Housing Strategy 2025–2030, was developed in consultation with the community and stakeholders, setting a clear plan to address housing shortages, support growth, and improve liveability. It identifies key needs and outlines priority projects to guide future development, partnerships, and investment across the Shire.



#### Shared Pathway

Design of the shared pathway connecting Boddington to Ranford has been completed, providing a key step toward delivering a safe and accessible active transport link for walking and cycling between the two communities.



#### Concept Designs for Central Park and 32 Bannister Road

Concept designs have been prepared for the upgrade of Central Park and the development of 32 Bannister Road into a public open space, marking progress toward enhancing community spaces and activating key sites in the town centre.

### What we will keep doing

The Shire will continue to deliver and support a range of services and facilities that contribute to achievement of the Place aspiration and outcomes, such as:

- Town planning
- Planning and building approvals
- Boddington Independent Living Units
- Asset management
- Building maintenance
- Playgrounds, parks and reserves
- Streetscape design and maintenance
- Footpaths and trails
- Roads and bridges
- Private works (by arrangement)
- Traffic management and signage
- Parking management
- Vehicle licensing (local agent for the Department of Planning and Infrastructure)
- Tree planting program
- Local cemeteries
- Installing new pathways
- Provide kerbing along town side roads



# Our plan for the future

## Outcome 7. Population growth through responsible development and affordable housing.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
7.1 Plan for responsible growth and development with critical utilities infrastructure.	7.1.1 Advocate for new mobile phone tower in Crossman.		Development and Community Services	●	●			
7.2 Plan for more diverse, affordable and sustainable housing.	7.2.1 Implement the Housing Strategy to address Housing Shortages.		Development and Community Services	○	○	○	○	

## Outcome 8. Attractive and welcoming streets and community spaces.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
8.1 Design and maintain attractive streetscapes.	8.1.1 Renew pathways with the town centre in accordance with the Town Centre Revitalisation Masterplan.	Town Centre Revitalisation Masterplan	Office of the Chief Executive	○	○			
	8.1.2 Develop and implement a street tree program to increase the shade canopy.		Infrastructure Services	○				
8.2 Provide quality playgrounds, parks and community spaces.	8.2.1 Install additional seating and lighting along the river and in parks.		Infrastructure Services	○				
	8.2.2 Upgrade Central Park with new trees, garden beds, a grassed area, vegetation basin and new entrance to Bannister Road.	Boddington Town Centre Revitalisation Masterplan	Office of the Chief Executive	○				
	8.2.3 Rejuvenate drainage swales in Farmers Reserve, Prussian Park and next to the Old School Oval.	Town Centre Revitalisation Masterplan	Infrastructure Services					○
	8.2.4 Upgrade the public open space at 32 Bannister Road (block next to Celebrations).	Town Centre Revitalisation Masterplan	Office of the Chief Executive	○				

● Covered by existing funding    ○ Needs additional funding

### Outcome 9. Safe, sustainable and connected transport.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
9.1 Provide improved paths and cycle ways to encourage people to walk and cycle around town.	9.1.1 Review the Local Bicycle Plan.		Infrastructure Services			○	○	○
	9.1.2 Implement actions from the Local Bicycle Plan.		Infrastructure Services	○				
	9.1.3 Construct a shared use path between Boddington townsite and Ranford.	Local Bicycle Plan 2015	Infrastructure Services	○				
9.2 Maintain a safe, efficient road network and supporting infrastructure.	9.2.1 Advocate for Main Roads WA to upgrade Pinjarra Williams Road with additional passing lanes between Marradong and Dwellingup.		Office of the Chief Executive	●	●	●		
	9.2.2 Provide additional kerbing along townsite roads.		Infrastructure Services	○	○	○	○	
	9.2.3 Provide new line markings on Pollard St, Farmers Ave and Newmarket Road to delineate lanes.		Infrastructure Services	○				
	9.2.4 Implement recommendations in the drainage report to ensure roads have adequate drainage systems in place.		Infrastructure Services	○		○		
	9.2.5 Advocate for mining companies to implement effective initiatives to reduce traffic, dust, noise and vibration from mining activity.		Office of the Chief Executive	●	●	●	●	

● Covered by existing funding    ○ Needs additional funding

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
9.3 Provide sufficient parking.	9.3.1 Provide line-marking to identify additional business parking off Bannister Road.	Town Centre Revitalisation Masterplan	Infrastructure Services	○				
	9.3.2 Explore opportunities to improve parking within the commercial precinct of the Boddington Town Centre.	Town Centre Revitalisation Masterplan	Office of the Chief Executive	●				
	9.3.3 Provide additional parking bays on Wuraming Avenue opposite to Hotham Park	Town Centre Revitalisation Masterplan	Infrastructure Services					○

● Covered by existing funding    ○ Needs additional funding

Objectives	Priority projects	Informing strategies	Lead	24/25	25/26	26/27	27/28	Future
	9.3.2 Finalise upgrades to Town Hall parking, and the sealing of Peppercorn Lane.	Boddington Town Centre Revitalisation Masterplan	Office of the Chief Executive	○				
	9.3.3 Provide additional parking bays on Wuraming Avenue opposite to Hotham Park	Boddington Town Centre Revitalisation Masterplan	Infrastructure Services					○

- Covered by existing funding    ○ Needs additional funding







The Shire of Boddington is attracting growing numbers of investors, businesses, workers who choose to live locally, and visitors.

## Current situation

While the mining sector is thriving in Boddington, employing around 35% of the local workforce, there is need to grow, diversify and strengthen the economy to create more local jobs and future economic certainty.

A clear and convincing value proposition is needed to compete with other cities and towns across Western Australia to attract new businesses, investors and visitors.

The region received a score of 54 out of 100 as a place to work or operate a business, up by 9 points since 2022. The place to visit score also increased by 2 points, up to 59 points.

While overall scores did improve for place to work and visit, the results continue to be low and below industry average. The community would like the Council to prioritise plans to redevelop and revitalise Boddington Town Centre and to grow tourism with better attractions and marketing.

Concerns also continue with being able to access to reliable telecommunications and internet services. Direct impacts include business and event disruption, plus poor customer and visitor experiences.

## Recent achievements



### Collaborate with Key Partners to Host Three Business After Hour Events

Two Business After Hours events were held, featuring presentations by the Peel Development Commission and Peel Chamber of Commerce and Industry, along with updates on Shire-led economic development projects. The events provided valuable networking opportunities and a platform for local businesses to share current challenges, opportunities, and priorities shaping the local economy.



### Training and Employment Framework

A Youth Training and Employment Framework was developed and implemented to increase opportunities for young people within the Shire, including initiatives to support youth work experience placements, traineeships, and pathways into local government employment.



### Boddington Town Centre Revitalisation Masterplan

The draft Town Centre Revitalisation Plan was completed in March 2023 with a number of smaller projects being delivered over the past 12 months including murals, sealing of the Town Hall carpark and Peppercorn Lane, additional linemarking along Bannister Road, and signage installation.



### Boddington Caravan Park Cabins

The contract was awarded for the design and construction of six high-quality tourist cabins. The turnkey project will deliver sustainable, accessible accommodation to support growing demand for nature-based stays. Backed by \$2.5 million from South32 Worsley Alumina, the cabins will help attract more visitors, boost overnight stays, and strengthen Boddington's position as a premier short-stay and event destination.



### Williams Reserve Trail Network Concept Plan

A Concept Plan for the mountain bike trails at the old Town Dam site was developed in conjunction with a Community Reference Group. Construction of the trails over the next three years is planned, subject to successful grant funding.



### Business Assistance Grants Program

Grants were approved to support local economic growth and align with Council Plan outcomes.

## What we will keep doing

The Shire will continue to deliver and support a range of services and facilities that contribute to achievement of the Prosperity aspiration and outcomes, such as:

- Economic development
- Tourism development
- Place activation
- Boddington Visitor and Interpretive Centre
- Promotion of local history and heritage
- Boddington Caravan Park
- Free 48 hour RV camping site
- Boddington Community Markets
- Maintaining the online event calendar



# Our plan for the future

## Outcome 10. A thriving economy with good access to education and jobs for everyone.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
10.1 Grow and diversify the economy and local job opportunities.	10.1.1 Collaborate with key partners to host business after hour's events to provide business updates and facilitate networking opportunities.		Development and Community Services	○	○	○	○	
	10.1.2 Support local business to participate in the Peel Business Excellence Awards by promoting the opportunity and offering mentoring in writing applications.		Development and Community Services	●	●	●	●	
	10.1.3 Promote business mentoring programs to support new and emerging businesses.		Development and Community Services	●	●	●	●	
	10.1.4 Collaborate with local schools, employers and other key stakeholders to facilitate the Boddington Careers Expo once every two years to promote local training and employment opportunities.		Development and Community Services	○		○		
	10.1.5 Advocate for the State Government and local mining companies to prepare a long-term vision and legacy plan in consultation with the local community, with consideration for social, economic, and environmental impacts and mitigation strategies for life after mining.		Office of the Chief Executive		●	●		
	10.1.6 Partner with key stakeholders to develop an economic development and diversification strategy.		Office of the Chief Executive		○			

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
10.2 Revitalise and activate Boddington town centre.	10.2.1 Commission a Town Centre activation plan to improve the area's vibrancy and appeal for community members and visitors.	Boddington Town Centre Revitalisation Masterplan	Office of the Chief Executive					○
	10.2.2 Purchase vacant lots to allow the Shire to create public spaces and boost street activation at desired locations.		Office of the Chief Executive					○
	10.2.3 Implement the Business Assistance Grants Program, to facilitate economic growth, and complement outcomes identified in the Council Plan.		Office of the Chief Executive	○	○	○	○	

### Outcome 11. An attractive destination for day trips and short stays visitors.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
11.1 Facilitate high quality visitor accommodation.	11.1.1 Develop a long-term plan for the free RV - camping area.	Boddington Caravan Park Business Case	Office of the Chief Executive			○		
	11.1.2 Undertake redevelopment of Boddington Caravan Park, including construction of 6 new cabins.			○		○	○	
11.2 Facilitate high quality visitor experiences.	11.2.1 Prepare a revitalisation plan for the Boddington Old School precinct.		Office of the Chief Executive	○				
	11.2.2 Install solar-powered feature lighting within the Hotham Park precinct (including the weir, park and bridge) to enhance the visitor experience and night-time vibrancy. (Yr 1 Design, Yr 2 Install)	Boddington Town Centre Revitalisation Masterplan	Office of the Chief Executive	○				
	11.2.3 Engage with Newmont Boddington Gold to initiate mine tours.		Office of the Chief Executive	●				

● Covered by existing funding    ○ Needs additional funding

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
11.3 Responsibly develop and manage nature-based experiences and trails.	11.3.1 Develop mountain bike trails within the old town dam site (Williams Reserve Trail Network).	Williams Reserve Trail Network Concept Plan 2023	Development and Community Services	○				
	11.3.2 Investigate options for a new 4WD and motocross adventure park, with an accredited training facility and camping grounds.	Boddington Caravan Park Business Case	Development and Community Services					○
	11.3.3 Investigate options to extend the walking trail along the river from Lions Weir to William Street.		Development and Community Services			●		
	11.3.4 Develop Boddington-Dwellingup Rail Trail Stage 1: Boddington to Tullis Bridge.		Development and Community Services	○	○			
	11.3.5 Develop Boddington-Dwellingup Rail Trail Stage 2: Tullis Bridge to Dwellingup.		Development and Community Services				○	○
11.4 Conserve and promote Boddington's unique history and heritage to strengthen local identity and grow tourism.	11.4.1 Display Boddington history and heritage along the main street, with images and stories about the beginnings of Boddington, the tannery, rodeo, railway, and mines.	Boddington Town Centre Revitalisation Masterplan	Office of the Chief Executive					○
	11.4.2 Consider where and how to display a gold mining dump truck (subject to a proposed donation from Newmont Boddington Gold) to put the spotlight on Boddington's gold mining heritage and create a unique tourist attraction.	Boddington Caravan Park Business Case	Office of the Chief Executive	○				

● Covered by existing funding    ○ Needs additional funding

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
11.5 Improve visitor information, signage and marketing.	11.5.1 Develop and implement a Brand and Marketing Plan to develop a clear brand identity and compelling proposition for visiting the Shire of Boddington attractions and events.	Boddington Town Centre Revitalisation Masterplan; Boddington Caravan Park Business Case	Office of the Chief Executive	○	○			
	11.5.2 Implement new signage for clear wayfinding to point to main attractions and parking.		Office of the Chief Executive	○				

● Covered by existing funding    ○ Needs additional funding







Local leaders are trusted and respected for listening to diverse community views and making well informed, responsible decisions.

## Current situation

As a governing organisation, the Shire of Boddington is rated as excellent, good or okay by 58% of community members.

Since developing its first Council Plan in 2022, the proportion of community members who agree that there is a clear and well communicated vision has increased from 22% to 33%, now 6% points above the industry average.

The level of agreement that the Shire has a good understanding of community needs also increased by 8% points, up to 27%; now on par with the industry average.

Moving forward, Council will strive to demonstrate strong and effective leadership and governance to continue to turn the words and intentions in this plan into real-life action and benefits for the community. Over the next few years, this will include advocating for an aged care facility, improving the health of the river, and revitalising the town centre.

Council is also committed to improving customer experiences with the Shire of Boddington across all service areas, by listening and responding to community needs.

## Recent achievements



### Community Engagement Strategy

Significant community engagement was undertaken across various projects and local events, providing valuable opportunities for residents to share ideas, feedback, and priorities that continue to inform Shire planning and decision-making.



### QR Code Signage

QR code signage has been installed in local parks to make it easier for community members to access the Shire's customer request system, enabling quick and convenient reporting of maintenance issues or service requests directly from mobile devices.



### Shire's Customer Database and Subscribers

A promotional campaign was included with the annual rates notice to encourage community members to subscribe to the Shire's e-newsletters, supporting improved communication and broader community engagement through regular digital updates.



### Maintaining Statutory Reporting

All statutory reporting deadlines and requirements were met.



### Council Plan Reviewed

The annual review of the Council Plan was completed to ensure strategic and financial planning remains agile, responsive to changing market conditions, and aligned with evolving community needs and priorities.

## What we will keep doing

The Shire will continue to deliver and support a range of services and facilities that contribute to achievement of the Performance aspirations and outcomes, such as:

- Governance
- Advocacy and lobbying
- Law making (Local Laws)
- Strategic planning
- Risk management
- Financial management
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communication
- Customer service
- Shire News and e-news

## Our plan for the future

### Outcome 12. Visionary leadership and responsible governance.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
12.1 Maintain a high standard of leadership, corporate governance, and customer service.	12.1.1 Provide an annual review of the Council Plan to ensure strategic and financial planning is agile and aligned with changing market conditions and community needs.	Council Plan	Office of the Chief Executive	●	○	●	○	
	12.1.2 Maintain statutory reporting requirements (including compliance audit return, delegation register, policy reviews and statutory registers) to deliver quality governance).		Corporate Services	●	●	●	●	
	12.1.3 Provide a biennial community survey to benchmark service levels and determine community priorities.	MARKYT Community Scorecard	Office of the Chief Executive	●	○	●	○	
12.2 Responsibly manage the Shire's finances, human resources, and assets.	12.2.1 Review the Strategic Resource Plan (incorporating the Asset Management Plan, Long Term Financial Plan and Workforce Plan)	Strategic Resource Plan	Corporate Services	●	●	●	●	
	12.2.2 Review and scope the organisation's financial and corporate software future requirements.		Corporate Services	○				
	12.2.3 Implement new financial and corporate software solutions.		Corporate Services		○	○		
	12.2.4 Investigate the viability, governance models, and potential funding sources for a future fund that can generate long-term financial returns to support priority community initiatives, infrastructure, or services		Office of the Chief Executive	○				

● Covered by existing funding    ○ Needs additional funding

### Outcome 13. A well informed and engaged community.

Objectives	Priority projects	Informing strategies	Lead	25/26	26/27	27/28	28/29	Future
13.1 Engage the community about Shire projects, activities, and decisions in a timely, open and effective manner.	13.1.1 Explore alternative communication channels to inform the community about key messages, Council decisions and progress on major projects.		Office of the Chief Executive	●	●	●	●	
	13.1.2 Provide a campaign with the annual rates notice to encourage community members to subscribe to Shire e-newsletters.		Office of the Chief Executive	●	●	●	●	

- Covered by existing funding    ○ Needs additional funding

# Resourcing the Plan

## Strong commitment to value

The Shire is committed to providing the community with value for money. Long term financial planning and annual budgeting is undertaken to responsibly manage expenditure. Shire services, facilities and special projects are funded through various revenue streams. This includes grants from State and Commonwealth government, Lotterywest and others, rates, fees and charges, and cash reserves.

Please see the Shire of Boddington's Strategic Resource Plan at [www.boddington.wa.gov.au](http://www.boddington.wa.gov.au) for more information.

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## An engaged and well supported workforce

The Shire is committed to attracting, training and retaining skilled and engaged workforce to achieve the outcomes in the Council Plan. The Workforce Plan is regularly reviewed to ensure workforce resources are aligned with community needs.

As of 2024, the Shire employed a headcount of 48 staff with 34 Full time Equivalents (FTE) to deliver services. The Workforce Plan is integrated into the Strategic Resource Plan which can be found on the Shire's website at [www.boddington.wa.gov.au](http://www.boddington.wa.gov.au).

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## Managing risk

The Shire of Boddington's Risk Management Framework is comprised of a Risk Management Policy and Risk Management Procedures. It 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.
- Integrated Planning and Reporting requirements are met.
- Uncertainty and its effects on objectives is understood.

This Framework aims to balance a documented, structured and systematic process with the current size and complexity of the Shire along with existing time, resource and workload pressures.

## Service area planning

Service Teams are responsible for delivering priority projects in this plan, along with existing services and facilities, to meet statutory requirements and community needs. Service area planning is being introduced to seek ways to improve the customer experience, increase business efficiencies, and drive greater value for money.

This table summarises the number of employees in each team as of 2024, expressed as the full-time equivalent (FTE).

Department	Service teams	Employees (FTE)
Office of the CEO	Executive	1.8
	Marketing and Communications	1.0
	Project Management	1.0
Corporate Services	Executive	1.0
	Finance	4.5
	Human Resources	1.0
	Governance & Records Management	1.4
Development and Community	Executive	1.6
	Environmental Health	0.2
	Ranger and Emergency Services	1.0
	Community & Economic Development	1.8
	Community Services (Library and Youth)	2.0
Infrastructure Services	Executive	2.5
	Parks and Gardens	6.0
	Civil Works	6.0
	Building Maintenance	1.0
	Waste Management	0.4
Total		34.2

# Statement of Financial Activity

The following is the Statement of Financial Activity for the next four years. This high-level summary outlines the operating, capital, debt, and reserve transfers projected over this period. It offers a consolidated view of all key elements included in the Strategic Resource Plan.

FUNDING FROM OPERATIONAL ACTIVITIES	2025-26	2026-27	2027-28	2028-29
Revenues				
Rates	7,340,704	7,744,443	8,170,388	8,619,759
Grants, subsidies and contributions	729,863	755,407	781,845	809,210
Fees and charges	1,341,940	1,388,904	1,437,514	1,487,821
Interest revenue	253,746	240,224	232,603	232,194
Other revenue	47,458	49,118	50,836	52,616
	9,713,711	10,178,096	10,673,186	11,201,600
Expenses				
Employee costs	( 3,565,643)	( 3,726,096)	( 3,893,769)	( 4,068,989)
Materials and contracts	( 2,758,151)	( 3,079,990)	( 2,952,759)	( 2,781,028)
Utility charges (electricity, gas, water etc.)	( 358,276)	( 370,815)	( 383,792)	( 397,229)
Finance costs	( 35,257)	( 49,551)	( 62,832)	( 51,836)
Insurance	( 244,327)	( 258,986)	( 274,527)	( 290,998)
Other expenditure	( 118,945)	( 123,106)	( 127,415)	( 131,875)
	( 7,080,599)	( 7,608,544)	( 7,695,094)	( 7,721,955)
FUNDING FROM CAPITAL ACTIVITIES				
Proceeds on disposal	163,530	158,542	119,743	90,654
Capital grants, subsidies and contributions	6,068,734	1,030,890	1,231,050	2,306,000
Capital renewal, upgrades and new expenditure	( 9,579,927)	( 4,252,572)	( 4,032,701)	( 5,584,853)
	( 3,347,663)	( 3,063,140)	( 2,681,908)	( 3,188,199)
FUNDING FROM FINANCING ACTIVITIES				
Transfer to & from cash reserves	450,710	254,033	13,623	29,355
New borrowings	500,000	500,000	0	0
Repayment of past borrowings	( 236,159)	( 260,445)	( 309,807)	( 320,801)
	714,551	493,588	( 296,184)	( 291,446)
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0



# Additional Operating Expenditure

A number of priority projects are forecast to be undertaken that will result in additional operating expenditure. These projects are subject to funding being secured through a combination of Council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Annual Budget each year. External funding is dependent on securing grants, loans or other funds. Total estimated costs and outstanding funding required are provided below.

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
<b>People</b>									
2.2.1 Prepare an enhancement plan for the Boddington Swimming Pool.	\$8,000	\$8,000							
2.3.1. Determine long term use options for the town hall to increase vibrancy of the facility and surrounding precinct.	\$20,000	\$20,000							
3.2.1. Progress partnership and funding options to provide a residential aged care facility (nursing home) in Boddington, and provide the community with triennial updates on progress.	\$100,000	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000			
3.4.1 Engage with the Aboriginal Reference Group to implement reconciliation activities	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
3.5.2 Deliver an annual event to celebrate the contribution of emergency services volunteers.	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
<b>Planet</b>									
4.2.1 Develop and implement a long term asset management plan for the Weir infrastructure.	\$20,000	\$20,000							
6.1.2 Plan for a purpose-built Emergency Services Centre with the SES, Volunteer Bush Fire Brigade & St Johns Ambulance co-located to help attract, train and support volunteers					\$20,000	\$20,000	\$20,000	\$20,000	
6.1.3 Advocate for a Community Emergency Services Manager (CESM)	\$10,000	\$10,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	
<b>Place</b>									
8.1.2 Develop and implement a street tree program to increase the shade canopy.	\$15,000	\$15,000							
9.1.1 Review the Local Bicycle Plan.			\$10,000	\$10,000					

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
9.2.3 Provide new line markings on Pollard St, Farmers Ave and Newmarket Road to delineate lanes.	\$8,000	\$8,000							
9.3.1 Provide line-marking to identify additional business parking off Bannister Road.	\$5,000	\$5,000							
<b>Prosperity</b>									
10.1.1 Collaborate with key partners to host business after hour's events to provide business updates and facilitate networking opportunities.	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	
10.1.4 Collaborate with local schools, employers and other key stakeholders to facilitate the Boddington Careers Expo once every two years to promote local training and employment opportunities.	\$2,000	\$2,000			\$2,000	\$2,000			

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
10.1.6 Partner with key stakeholders to develop an economic development and diversification strategy.			\$30,000	\$30,000					
10.2.2 Purchase vacant lots to allow the Shire to create public spaces and boost street activation at desired locations.									\$20,000
10.2.3 Implement the Business Assistance Grants Program to facilitate economic growth and complement outcomes identified in the Council Plan.	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	
11.1.1. Develop a long-term plan for the free-camping area.					\$20,000	\$20,000			
11.2.1 Prepare a revitalisation plan for the Boddington Old School precinct.	\$20,000	\$20,000							
11.3.2 Investigate options for a new 4WD and motocross adventure park, with an accredited training facility and camping grounds.									\$30,000

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
11.5.1 Develop and implement a Brand and Marketing Plan to develop a clear brand identity and compelling proposition for visiting the Shire of Boddington attractions and events.	\$10,000	\$10,000	\$50,000	\$50,000					
<b>Performance</b>									
12.1.1. Provide an annual review of the Council Plan to ensure strategic and financial planning is agile and aligned with changing market conditions and community needs.			\$10,000	\$10,000			\$10,000	\$10,000	
12.1.3 Provide a biennial community survey to benchmark service levels and determine community priorities.			\$20,000	\$20,000			\$20,000	\$20,000	
12.2.2. Review and scope the organisation's financial and corporate software future requirements.	\$30,000	\$30,000							

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
12.2.3 Implement new financial and corporate software solutions.			\$350,000	\$350,000	\$100,000	\$100,000			
12.2.4 Investigate the viability, governance models, and potential funding sources for a future fund that can generate long-term financial returns to support priority community initiatives, infrastructure, or services.	\$5,000	\$5,000							

# Capital Program

number of priority projects are forecast to be undertaken that require additional capital expenditure. These projects are subject to funding being secured through a combination of Council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Annual Budget each year. External funding is dependent on securing grants, loans or other funds. Total estimated costs and outstanding funding required are provided below.

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
<b>People</b>									
2.2.2 Implement the enhancement plan for the Boddington Swimming Pool.	\$50,000	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
2.3.2 Install murals within the Boddington Town Centre.			\$20,000	\$20,000			\$20,000	\$20,000	
3.3.1 Install accessible toilet facilities in the Town Hall.			\$150,000	\$150,000					
3.3.2 Provide more inclusive play equipment in parks (such as sensory play, braille, and a wheelchair swing).							\$80,000	\$80,000	
3.4.2 Support the Yarning Circle Project.	\$358,000	\$358,000							
<b>Planet</b>									
4.2.1 Implement a long-term asset management plan for the Weir infrastructure.			\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
5.1.1 Install solar panels on Shire owned buildings.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
5.1.2 Provide new and upgraded EV charging stations in the town centre and ensure locations are mapped on relevant apps.	\$10,000	\$30,000					\$10,000	\$30,000	
6.1.1 Upgrade the power at the Old Pavillion and the(Recreation Centre..	\$95,000	\$95,000							
<b>Place</b>									
7.2.1 Implement the Housing Strategy to address Housing Shortages.	\$600,000	\$600,000	\$500,000	\$500,000					
8.1.1 Renew pathways within the town centre in accordance with the Town Centre Revitalisation Masterplan.	\$50,000	\$50,000	\$750,000	\$750,000					
8.2.1 Install more seating and lighting along the river and in parks.	\$20,000	\$20,000							

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
8.2.2 Upgrade Central Park with new trees, garden beds, a grassed area, vegetation basin and new entrance to Bannister Road.	\$280,855	\$280,855							
8.2.3 Rejuvenate drainage swales in Farmers Reserve, Prussian Park and next to the Old School Oval.									\$80,000
8.2.4 Prepare a detailed design, and upgrade the public open space at Lot 32 Bannister Road (block next to Celebrations).	\$595,000	\$595,000							
9.1.2 Implement actions from the Local Bicycle Plan.					\$75,000	\$75,000	\$75,000	\$75,000	
9.1.3 Replace the existing path between Boddington townsite and Ranford Pool with a shared use path.	\$500,000	\$500,000							
9.2.2 Provide kerbing along townsite roads.	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
9.2.4 Implement recommendations in the drainage report to ensure roads have adequate drainage systems in place.	\$200,000	\$200,000			\$200,000	\$200,000			
9.3.3 Provide additional parking bays on Wuraming Avenue opposite to Hotham Park.									\$120,000
<b>Prosperity</b>									
11.1.2 Undertake redevelopment of Boddington Caravan Park, including construction of 6 new cabins.	\$2,540,817	\$2,540,817			\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
11.2.2 Install solar-powered feature lighting within the Hotham Park precinct (including the weir, park ) to enhance the visitor experience and night-time vibrancy.	\$80,000	\$80,000							
11.3.1 Develop mountain bike trails within the old town dam site (Williams Reserve Trail Network).	\$1,000,000	\$1,000,000							
11.3.4 Develop Boddington-Dwellingup Rail Trail Stage 1: Boddington to Tullis Bridge.	\$200,000	\$200,000	\$200,000	\$200,000					
11.3.5 Develop Boddington-Dwellingup Rail Trail Stage 2: Tullis Bridge to Dwellingup.					\$30,000	\$30,000	\$1,500,000	\$1,500,000	\$2,500,000

Priority Projects	2025-26		2026-27		2027-28		2028-29		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
11.4.2 Display Boddington history and heritage along the main street.									\$150,000
11.4.3 Consider where and how to display a gold mining dump truck (subject to a proposed donation from Newmont Boddington Gold) to put the spotlight on Boddington's gold mining heritage and create a unique tourist attraction	\$80,000	\$180,000							
11.5.3 Implement new signage for clear wayfinding to point to main attractions and parking.	\$50,000	\$50,000							

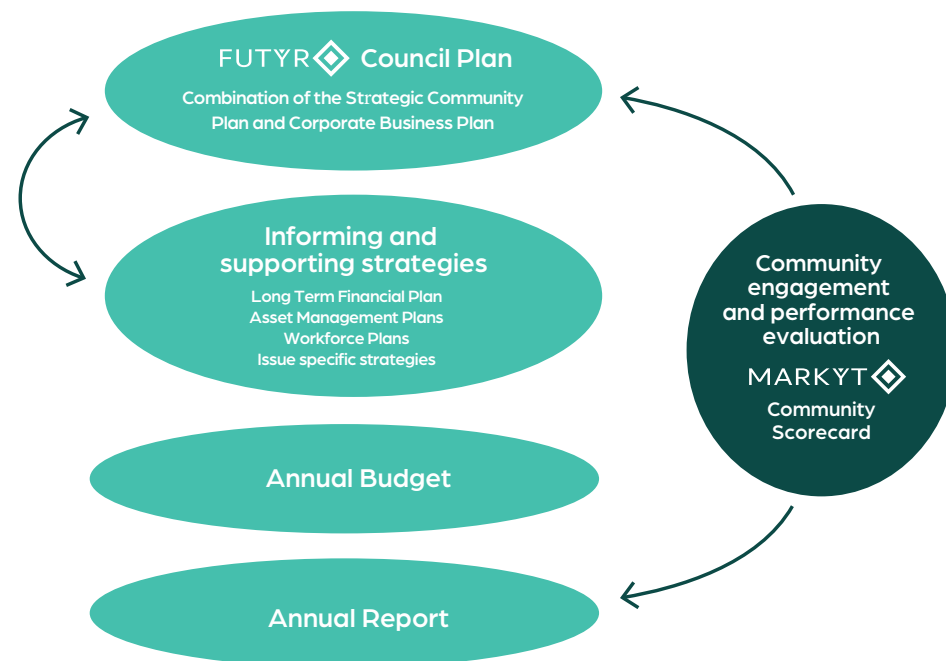
# Developing and Reporting

The Local Government Act 1995 requires all local governments to plan for the future. Councils are required to adopt a 10 year Strategic Community Plan, 4 year Corporate Business Plan and Annual Budget that are integrated with asset management plans, a workforce plan and a long-term financial plan.

To streamline reporting and strengthen integration, we have combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

In 2024, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Community perceptions survey and benchmarking using the MARKYT® Community Scorecard
- Series of workshops with Elected Members, staff, key stakeholders and local community members



We express our deepest thanks to all community members who assisted with development of the Council Plan. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

To track progress against outcomes in this plan, Council will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit [www.boddington.wa.gov.au](http://www.boddington.wa.gov.au) to access the latest Annual Report.

MARKYT  
Community Scorecard 2024

284  
community  
members

MARKYT  
Community VoiceBank 2024

14,500  
word count of ideas  
and suggestions

FUTYR  
Community Workshops 2024

50  
Participants



Do you have an idea about how to make the Shire of Boddington more vibrant and connected, to improve lifestyle and employment opportunities, or to make the natural environment even more beautiful?

Please reach out to one of your elected members or the responsible officer at the Shire of Boddington to share your thoughts and ideas.

In person: Shire Offices  
39 Bannister Road, Boddington

Mail: Shire of Boddington  
PO BOX 4, Boddington WA 6390

Phone: (08) 9883 4999

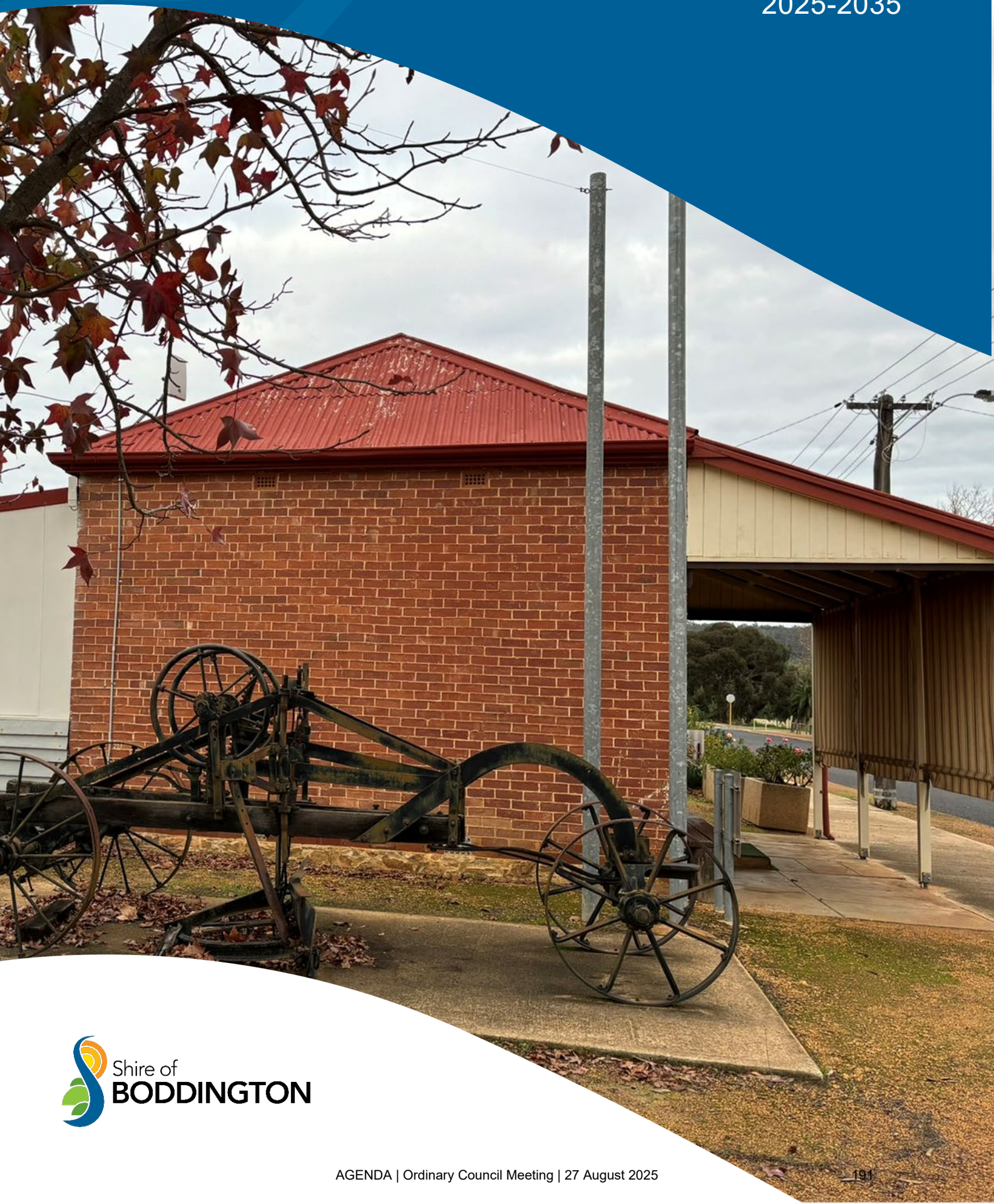
Email: [shire@boddington.wa.gov.au](mailto:shire@boddington.wa.gov.au)



[www.boddington.wa.gov.au](http://www.boddington.wa.gov.au)

# Strategic Resource Plan

2025-2035



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## 1.0 Foreword

The Shire of Boddington Strategic Resource Plan for 2025–2035 is presented as part of the Shire’s ongoing commitment to an integrated approach to planning for the district’s future. Despite the current uncertain times, the Plan provides Council and the community with a picture of the Shire’s long-term financial, asset management, and workforce circumstances, and supports the achievement of strategic outcomes and objectives.

The Shire of Boddington’s Strategic Resource Plan is an important planning tool to support delivery of the strategies set out in the Shire of Boddington Council Plan 1 July 2025 to 30 June 2035 (a combined Strategic Community Plan and Corporate Business Plan). This Plan will be used alongside the Council Plan to guide actions, achieve key goals, and support progress toward the Shire’s vision of “A vibrant and connected community with excellent lifestyle and employment opportunities in a beautiful natural environment.”

The Shire has recently devoted significant resources to strengthening its strategic planning. This work continues as part of an ongoing commitment to continuous improvement in systems and service delivery.

Over the next 10 years, the Shire will face many challenges and opportunities. Changes in population levels and demographics will bring evolving community needs and expectations. Council will require a clear understanding of its capacity to meet these service expectations while maintaining a strong focus on sound financial management.

Community participation in the planning process is encouraged, as Council continues to follow the strategic direction for a promising future for the district. Members of the community are invited to contact a councillor or write to the Chief Executive Officer with any questions.



Eugene Smalberger  
Shire President



Julie Burton  
Chief Executive Officer

## 2.0 Key Information

### Assumptions



**3.5%**  
Inflation Rate



**Increasing**  
Population



**Stable**  
Levels of Service



**Stable**  
Operations



**Balanced**  
Annual Budget



**3.5% →**  
Rates



**3.5% →**  
Fees and Charges



**6.5% 2025/26**  
**4.5% 2026/27 →**  
Employee Costs

### Statistics <sup>1</sup> | <sup>2</sup>



**7**  
Council Members



**50**  
Employees  
(headcount)



**1,284**  
Electors



**585**  
Dwellings



**123km**  
Distance from Perth



**1,901km**  
Area



**1,708**  
Population

<sup>1</sup>WALGA Online Local Government Directory 2023/24, Shire of Boddington

<sup>2</sup>Australian Bureau of Statistics Boddington (S) (LGA50630) 2021 Census of Population and Housing, viewed 12 June 2024

## 3.0 Community Profile, Vision and Objective

### Location

Located 15 minutes west of Albany Highway, in the Gnaala Karla Booja region and sitting on the banks of the picturesque Hotham River, Boddington is a hidden gem that is fast becoming a popular location for tourists looking for a weekend getaway.

### Heritage

Boddington was originally gazetted in 1912. The name Boddington comes from Henry Boddington a shepherd who grazed his sheep on the banks of the Hotham River in the late 1800's.

The rise of the timber industry saw the construction of the Railway Line from Dwellingup to Boddington, that eventually linked with Narrogin to the east. A railway bridge was built over the upper reaches of the Murray River in 1949, then known as "Asquith Bridge", and was used for carting railway timber to the Banksiadale Sawmill.

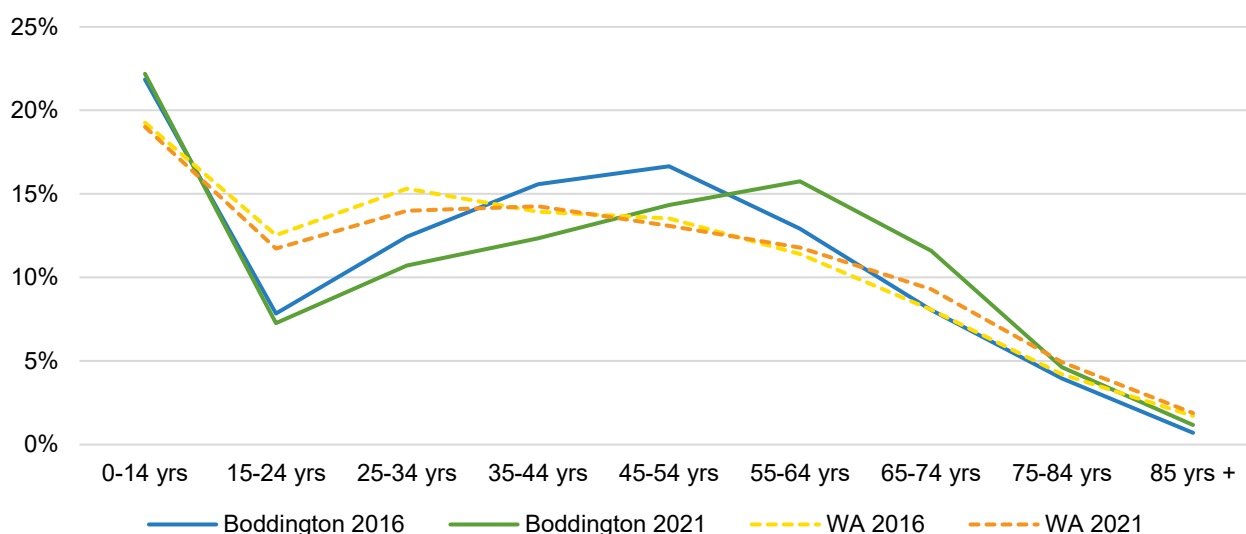
Marradong became the centre of the district with the local Road Board being founded there in 1892. In 1961 the Marradong Road Board was renamed as Shire of Boddington.

### People

The following statistics reflect the Shire's population in comparison to the population of the state of Western Australia.

Population	2016		2021
Shire of Boddington	1,849	↓	1,708
WA	2.2m	↑	2.5m

The age demographic of the districts population is reflected by the blue (2016 Census) and green (2021 Census) lines in the chart below.



The West Australian population is reflected by the dotted lines, it is apparent the Shire of Boddington has a lower percentage of younger (under 30 years) residents than the State average.

## Vision

The Shire's strategic vision, as stated in the adopted Council Plan 1 July 2025 to 30 June 2035 (combined Strategic Community Plan and Corporate Business Plan): **A vibrant and connected community with excellent lifestyle and employment opportunities in a beautiful natural environment.**

## Strategic Objectives

The following core performance areas are identified in the Shire's Council Plan 1 July 2025 to 30 June 2035 and are considered within this Strategic Resource Plan:

- **People:** A connected, inclusive community with excellent access to local health services and residential care for our elderly.
- **Planet:** Everyone is committed to climate action and our future sustainability.
- **Place:** Attractive, liveable towns and rural communities with affordable, accessible housing for all stages of life.
- **Prosperity:** The Shire of Boddington is attracting growing numbers of investors, businesses, visitors, and workers who choose to live locally.
- **Performance:** Local leaders are trusted and respected for listening to diverse community views and making well informed, responsible decisions.

## 4.0 Executive Summary

The following information provides a brief summary of the Strategic Resource Plan 2025-2035, this should be read in conjunction with the underlying assumptions detailed in this Plan.

### Planning for a Progressive and Stable Future

The Shire of Boddington is planning for a positive future with strong growth in the district. The Shire seeks to, where possible, improve service levels into the future while ensuring a healthy financial position.

Long term maintenance and renewal of the Shire's infrastructure remains a significant challenge and requires external funding to ensure the economic and social benefits of the Shire's infrastructure to the broader region and Western Australia are not impacted.

### Significant Issues

The continued provision of community infrastructure remains one of the key priorities and major expenditure items for the Shire.

Road maintenance and renewal remain a high priority for the Shire due to the strategic economic benefit the road network provides to the district and broader region. Associated with the road network is the maintenance and renewal of drainage infrastructure.

Adequate maintenance, renewal and upgrading of the road network remains highly dependent on the receipt of external grants and contributions.

Rate revenue is forecast to increase at 5.5% for the life of the Plan. These increases are to assist in the long-term financial stability of the Shire and to increase the level of services to the community. These increases will be reviewed annually when setting future budgets.

## Forecast Capital Projects

A capital works program has been planned over the term of the Plan with a mixture of new/upgrade assets and asset renewals aimed at ensuring the continued provision of high-quality community infrastructure to residents of the Shire. External funding is essential to undertaking these works.

Project	2025-2035 (\$)
Gym Equipment	30,877
Computer Equipment	806,765
<b>Furniture Equipment – Total</b>	<b>837,642</b>
Plant Renewal Program	3,996,346
Mobile Generator	30,000
<b>Plant and Equipment – Total</b>	<b>4,026,346</b>
Building Renewal Program	4,435,221
Caravan Park – Cabins	2,540,817
Caravan Park – Amenities	959,183
Housing	4,030,628
Accessible Toilets	150,000
Solar Panel Program	43,274
Swimming Pool Buildings	158,873
Power upgrades – Recreation	65,000
Old School Precinct	3,240,871
Childcare Centre	614,628
<b>Buildings – Total</b>	<b>16,238,495</b>
Public Open Space	245,851
<b>Land – Total</b>	<b>245,851</b>
Footpath Renewal Program	786,956
Rail Trail Project	4,430,000
Bicycle Path Program	225,000
Footpath to Ranford	500,000
Bannister Rd Rejuvenation	855,169
<b>Footpaths – Total</b>	<b>6,797,125</b>

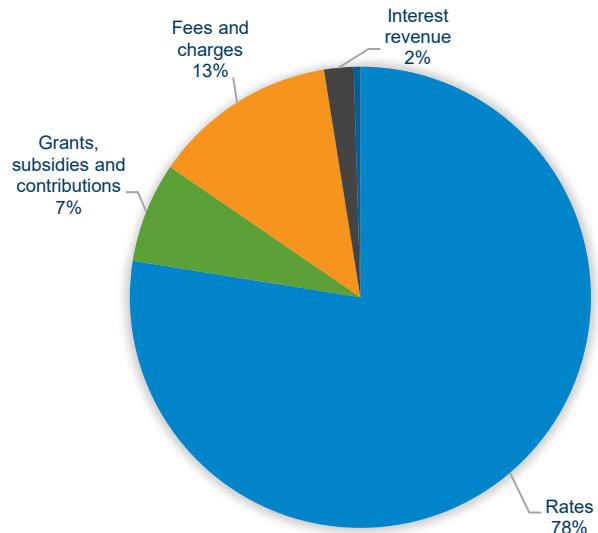
Project	2025-2035 (\$)
Regional Road Group Program	11,491,537
Roads to Recovery Program	2,638,117
Shire Funded Program	5,275,523
Parking Bays – Wuraming Ave	142,522
<b>Roads – Total</b>	<b>19,547,699</b>
Kerbing – Town Roads	51,930
Drainage – Town	421,744
Swales Reserves & Parks	98,340
<b>Kerb and Drainage – Total</b>	<b>572,014</b>
Parks & Ovals Renewal	1,152,581
Street Art/Mural Project	67,535
Inclusive Play Equipment	80,000
Caravan Park Upgrades	1,000,000
Swimming Pool Renewal	344,393
EV Charging Stations	60,000
Upgrade Central Park	280,855
Upgrade 32 Bannister Rd	595,000
Solar feature Lighting	80,000
Lions Weir Maint. Program	166,373
Seating/Lighting River & Parks	20,000
Wayfinding Main Attractions	50,000
Yarning Circle	358,000
Dump Truck	517,500
History Boards – Main Street	150,000
Mountain Bike Trail	1,000,000
<b>Infrastructure Other – Total</b>	<b>5,922,237</b>

## 5.0 Long Term Financial Planning Overview

### Forecast Revenue

Rates are expected to generate \$7.34m in 2025/26, increasing by 5.5% each year to \$11.9m in 2034/35. Over the term of the Plan, rates are projected to comprise 78% of operating revenue. The Shire is reliant on receiving more than \$8.6m over the next 10 years in grants, subsidies and contributions to maintain the current level of operations and services. Capital grants are expected to remain relatively stable for road renewal with significant fluctuations for footpaths and other infrastructure as Council seeks to increase the level of service of community infrastructure.

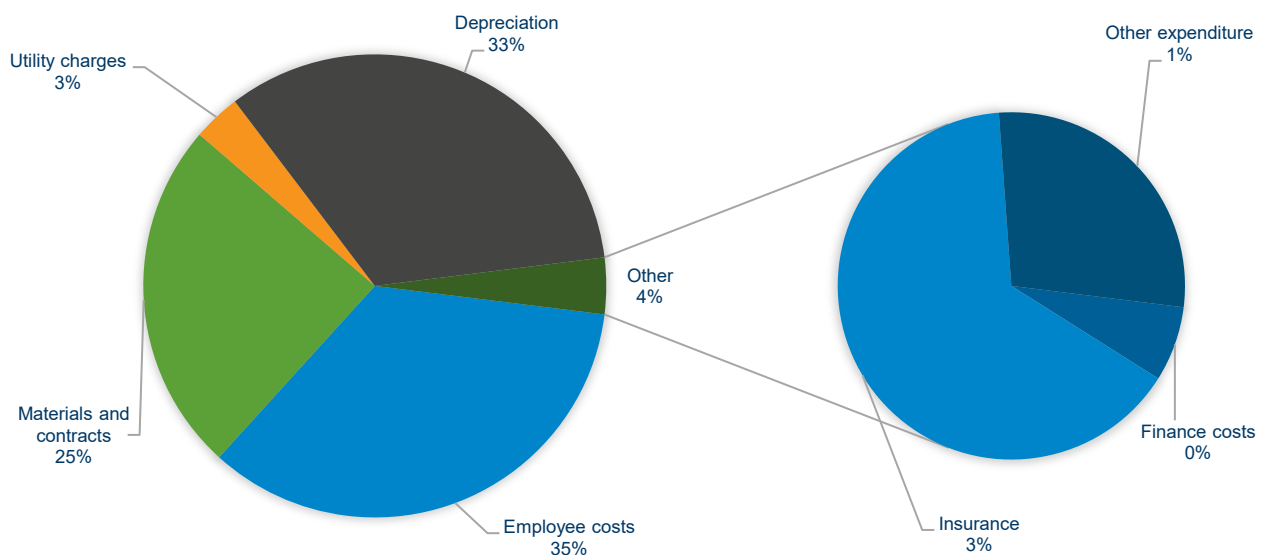
The graph represents the revenue composition over the life of the Plan – Year 1 to 10.



### Forecast Expenditure

Expenditure is forecast to increase on average in line with inflation with the exception of depreciation expense, which is impacted by the addition of assets over the term of the Plan.

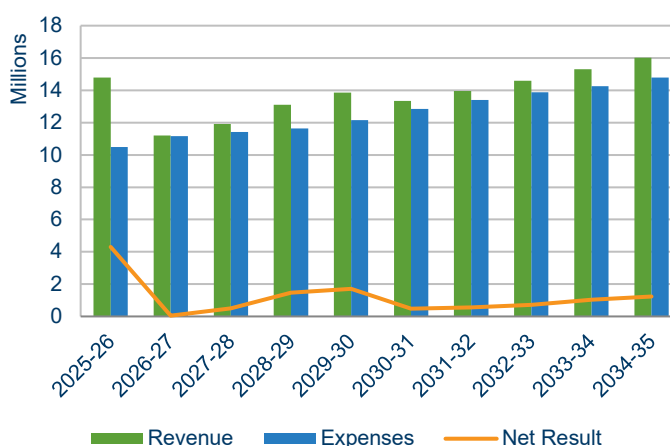
The following graph represents the expenditure composition over the life of the Plan – Year 1 to 10.



## Net Result

The chart below reflects in the columns the steady increase in operating revenue (green) and expenditure (blue) forecast over the 10 years, with the orange line reflecting the net result.

A positive net result over the long term indicates net asset values will increase faster than depreciation expenses erodes asset values. This may be masked by continuous revaluation of assets. Improved asset funding or changes to expected useful lives of assets as they are better understood may impact the net result



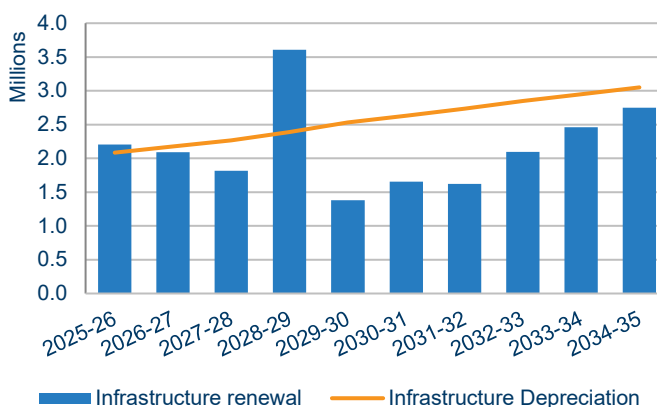
## Depreciation Expense

Ideally, the average asset renewal should be in line with depreciation expense over the long term, to ensure the value of assets is maintained. On average, the Shire is planning to renew its infrastructure assets at a lower level than they are depreciating over the term of the Plan.

Where the planned asset renewals are lower than depreciation, the written down value of these assets will decrease over time as depreciation erodes the value of the assets. Revaluation of assets in line with inflation may mask a real decrease in value where planned asset renewals are lower than depreciation.

## Infrastructure Depreciation Expense -v- Asset Renewal Expenditure

Depreciation expense increases throughout the Plan from \$2.1m in year 1 to \$3.1m in year 10 as assets are revalued and renewed. Depreciation of infrastructure over the 10 years is \$26.2m, shown by the orange line in the chart below. The planned level of infrastructure asset renewal expenditure at \$22.2m (reflected by the blue columns) increases over the term of the Plan to above the level of depreciation.

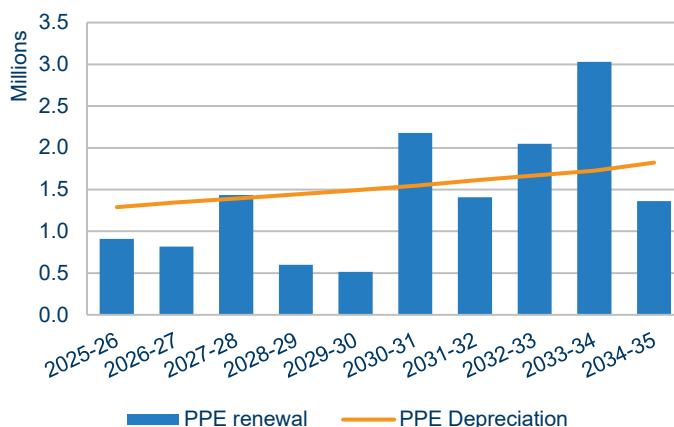


Increases in rate revenue higher than CPI over the life of the Plan, allows for increased expenditure for road renewals. This will decrease the funding gap in the initial years and allow for adequate renewal of roads in the later years. Further review of asset useful lives for infrastructure assets may be required as changes in the construction techniques occur and traffic loads vary.

## Property, Plant and Equipment Depreciation Expense -v- Asset Renewal Expenditure

Planned property, plant and equipment asset renewals of \$14.4m (reflected by the blue columns) over the 10 years is slightly less than the depreciation expense of \$15.3m (reflected by the orange line) over the same period as shown in the chart below.

Ongoing improvements in asset data and the estimation of depreciation expense, along with the future renewal of long-lived assets are expected to support a closer alignment between asset renewals and depreciation expense.



## Maintenance Expenditure

The current maintenance expenditure allocated in the annual operating budget is expected to continue at current levels, with inflationary increases occurring each year.

## Forecast New/Upgrade Asset Expenditure

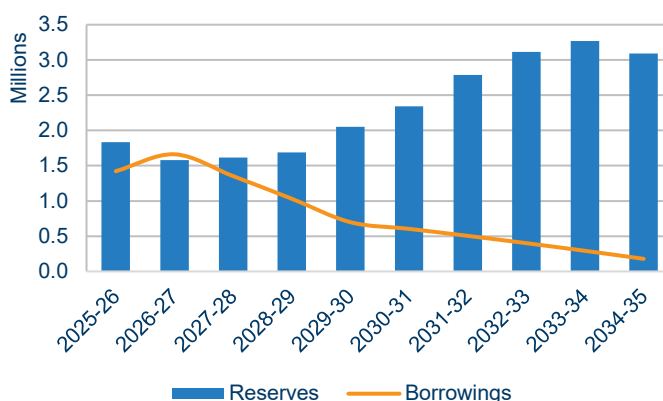
As the Shire seeks to complete its strategic objectives in providing road and other infrastructure to its community, a significant spend is currently planned to upgrade existing unsealed roads, either through sealing the roads or improving the weight capacity of the roads. A significant spend is currently planned for priority projects, and the development and upgrade of the footpath and trails network.

In the first few years of the Plan, the Shire is aiming to improve accommodation options through the development of six new cabins and upgrades within the caravan park. The Housing Strategy completed in 2024/2025 identified a shortage of housing within the Shire, and as a result, the Shire is working to increase housing stock throughout the life of the Plan.

## Forecast Borrowing and Cash Reserves

In general, the funding finances of the Shire are expected to improve over the long term. Reserve growth throughout the life of the Plan will strengthen the Shire's capacity to fund future capital works and manage risks.

New borrowings are included to support Housing Strategy projects to be undertaken within the first 2 years of the plan. No further borrowings are planned, allowing for debt reduction and greater flexibility to respond to sudden or unexpected expenditure requirements or leverage future grant opportunities. This strategy also provides scope to leverage off future grant funding opportunities when, and if, they become available and includes the use of cash backed reserves to save for significant future asset renewal spikes.



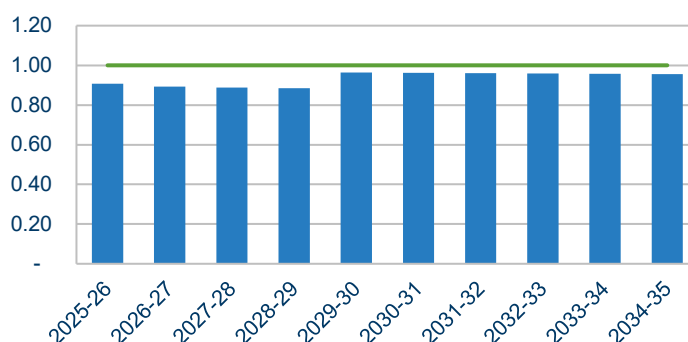
## Forecast Operating Ratios 2025-2035

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios. The green line reflects the Department of Local Government, Industry Regulation and Safety (the Department) minimum target level of the ratio.

### Current Ratio

This ratio is a measure of the Shire's immediate liquidity and the capacity to meet short term financial obligations from unrestricted current assets.

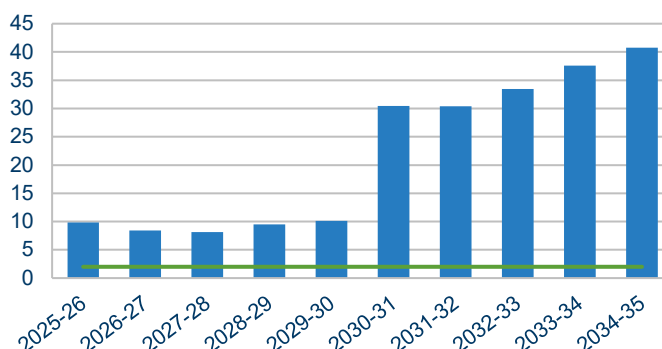
As expected for a Shire with a forecast balanced funding surplus position and current borrowing liabilities, the ratio is less than 1.0 until the borrowings are repaid. The trend is not considered to indicate a threat to the Shire's long term financial position.



### Debt Service Cover Ratio

Measures the extent of the Shire's capacity to generate sufficient cash to cover debt payments.

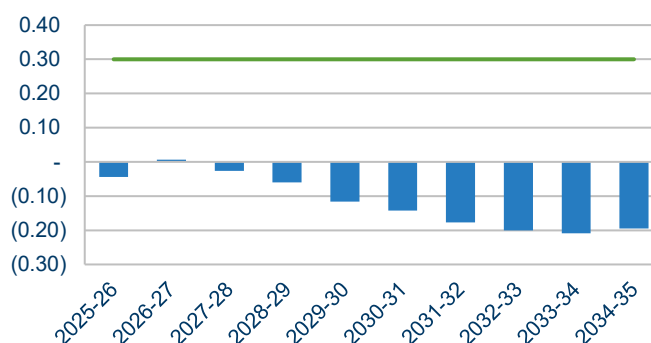
The ratio is in the advanced range and continues to improve over time as existing borrowings are paid off. The ratio indicates the Shire has a capacity to borrow in the short term with increasing capacity for the term of the Plan.



### Net Liabilities Ratio

Measures the extent to which net financial liabilities can be serviced by operating revenues. It is a potential indicator of the capacity to access new or additional debt to meet future capital funding requirements. A decreasing ratio represents an improvement in financial position.

The ratio demonstrates a strong financial position and indicates a high capacity to borrow in the future, if required.

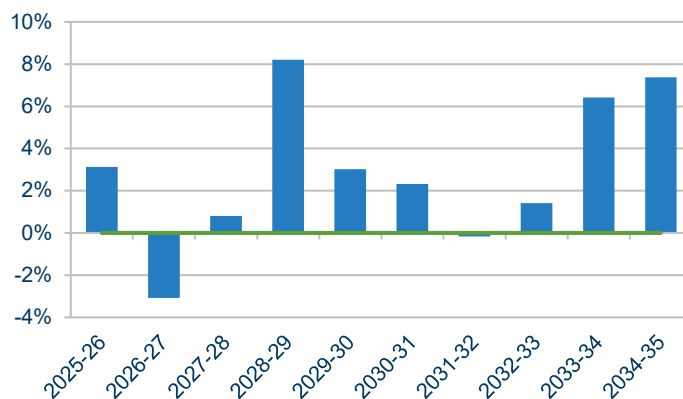


## Operating Surplus Ratio

This ratio measures the extent to which revenue raised not only covers operational expenses but also provides for capital funding, debt repayment and transfers to reserves.

The graph demonstrates that over the next ten years, the Shire is generally able to meet its operating expenditure. However, in Year 2 (2026–27), there is a shortfall primarily due to increased operating costs associated with the upgrade of the Shire's corporate software. To fund the required operating expenditure for this year, a transfer from reserves is planned.

An explanation of all ratios is provided at Section 12.

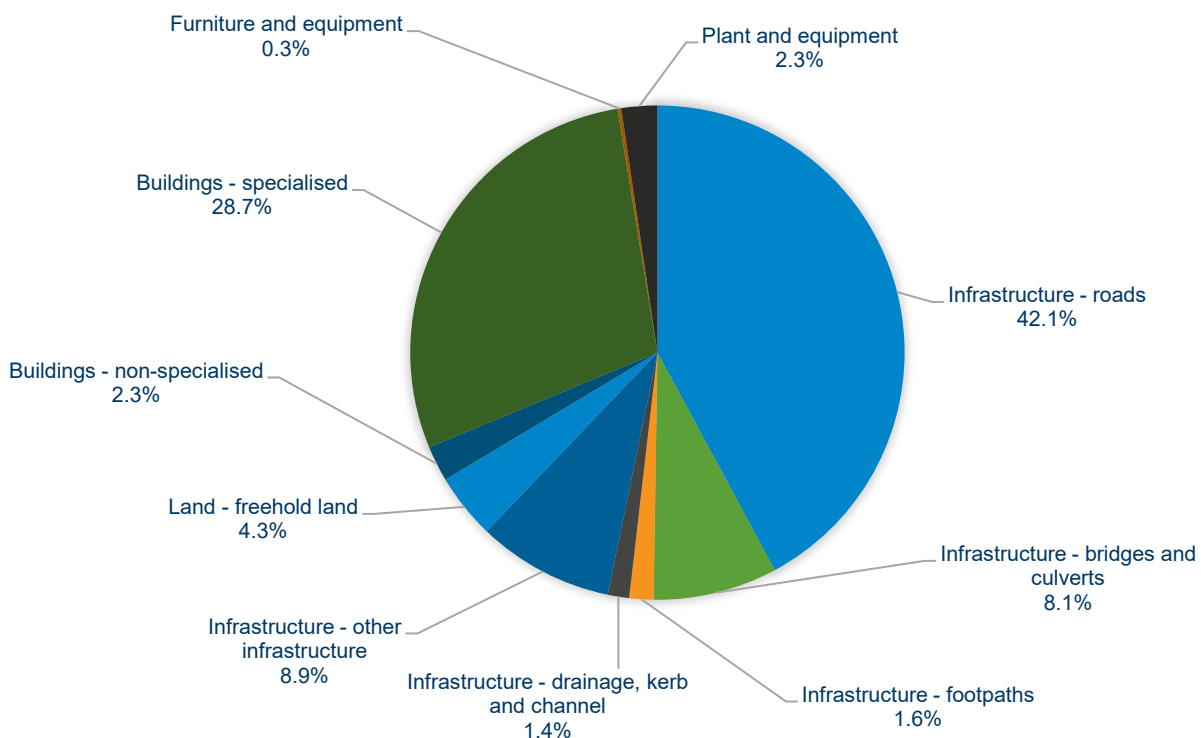


## 6.0 Asset Management Planning Overview

### Key Asset Information

As at June 2024, the Shire controls an asset network with a written down value of \$101.5m, of which roads infrastructure constitutes the largest component values as reflected in the chart below.

### Written Down Value by Asset Class



### Asset Management Policy

The purpose of an asset management policy is to:

- Provide a framework for the sustainable management of the Shire's asset portfolio.
- Ensure an organisation wide and inclusive approach is taken to asset management.
- Ensure adequate provision is made for the maintenance and replacement of assets in accordance with the assessed levels of service.

The asset management policy is intended to provide clear direction in relation to Council's expectations for the sustainable management of its assets and applies to Elected Members, Employees and Contractors/Consultants engaged by the Shire.

## Asset Management Strategy

Developing an asset management strategy is a planned process of continuous improvement across all its components. Key improvements for each class of asset are discussed at the end of each section in Appendix A.

When planning for the future renewal of Shire assets, a condition-based estimation of remaining useful life was applied (where possible) as it was viewed as the most appropriate methodology. Where condition information was unavailable, an age based estimation of remaining useful life was applied.

Modelling was undertaken to determine the long term funding required for asset maintenance and renewal. By adjusting the estimated useful life of assets, the balance between the risk of loss of asset service and the financial costs of asset renewal and maintenance was determined.

Detailed long term planning is required for the renewal of building assets, due to the scale of expenditure in relation to these assets and the likelihood of usage/design upgrades when renewal occurs. Unfortunately, planning for the renewal of long-lived assets carries with it a high level of uncertainty. This is due to the uncertainty associated with the allocation of future external contributions and the potential for a sudden and unexpected change in grant funding.

It is important to note, capital works identified in this Plan, funded by external contributions, may be postponed or reduced in scale should external funding not eventuate. Postponing asset renewal past forecast estimated useful life and an optimum intervention point increases the risk associated with sudden unexpected asset failure, bringing with it the potential for a loss of service.

Recognising a proportion of assets have been constructed with the assistance of external financial contributions, the Shire seeks to, within its financial capacity, maintain these assets into the future. A strategy of alignment of estimated asset useful lives with the forecast financial capacity aims to ensure the long term affordability of Shire assets. By focusing resources and efforts on a small number of key critical assets, the Shire has achieved its targeted asset management outcomes, integrated with financial planning within its forecast financial capacity based on an annual rate increase of 5.5% throughout the life of the Plan.

## Level of Service

The level of service for roads, at its most basic, is reflected in the speed and weight ratings across the road network. As a measure, the lengths of sealed and unsealed road for each speed and weight rating is viewed as the most appropriate indicator of the level of service of the road network and will continue to be monitored into the future.

Level of service measures are defined for most asset classes within Appendix A.

## Financial Management Strategy for Assets

Based on the 2023/24 Annual Financial Statements and 2024/25 Annual Budget, a financial baseline was determined for operating revenue and expenditure. Modifications to this baseline were made over the 10 year term to predict forecast changes in operating revenue and expenditure.

Impacts of the global financial instability and worldwide supply chain issues have created a high level of uncertainty. Revenue and expenditure for 2025/26 are expected to align with 2024/25. Should the need arise for additional funding to meet the impacts of current supply issues and other influencing factors, these will be drawn from Reserves. Structuring operational revenues and expenditure to ensure adequate provision for asset renewal into the future is a cornerstone of the Shire's overall financial strategy. To achieve this strategy, rate increases higher than the consumer price index (CPI) are forecast to occur, combined with the maintenance of operating expenditure in line with the CPI forecast.

## Forecast Planned and Required Asset Renewals

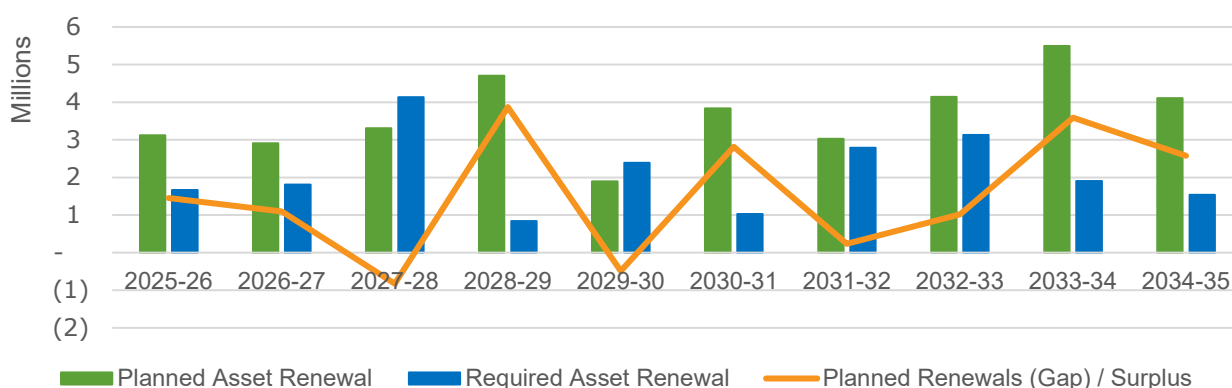
Forecast planned and required asset renewals for the life of the Plan are shown as columns in the below chart, with the values in the table on the right. Planned renewals reflect budgeted expenditure, while required renewals are based on current estimates of replacement cost and remaining useful life, determined by asset condition or age.

The Shire aims to renew all assets at the end of their useful life. Buildings are maintained for continued use beyond standard life, while further data is needed to improve life estimates for road assets.

The difference between planned and required renewal, referred to as the asset renewal funding surplus/(deficit), is shown by the line in the chart and corresponding column in the table.

These forecasts are based on assumptions and estimates that may differ from actual outcomes.

Year	Planned Asset Renewal \$	Required Asset Renewal \$	Asset Renewal Surplus/ (Deficit) \$
2025-26	3,115,610	1,665,561	1,450,049
2026-27	2,908,392	1,813,333	1,095,059
2027-28	3,303,309	4,128,705	(825,396)
2028-29	4,706,658	837,103	3,869,555
2029-30	1,895,847	2,385,616	(489,769)
2030-31	3,836,013	1,024,051	2,811,962
2031-32	3,029,416	2,791,566	237,850
2032-33	4,144,305	3,129,903	1,014,402
2033-34	5,490,409	1,898,745	3,591,664
2034-35	4,108,893	1,532,769	2,576,124
<b>Total</b>	<b>36,538,852</b>	<b>21,207,352</b>	<b>15,331,500</b>



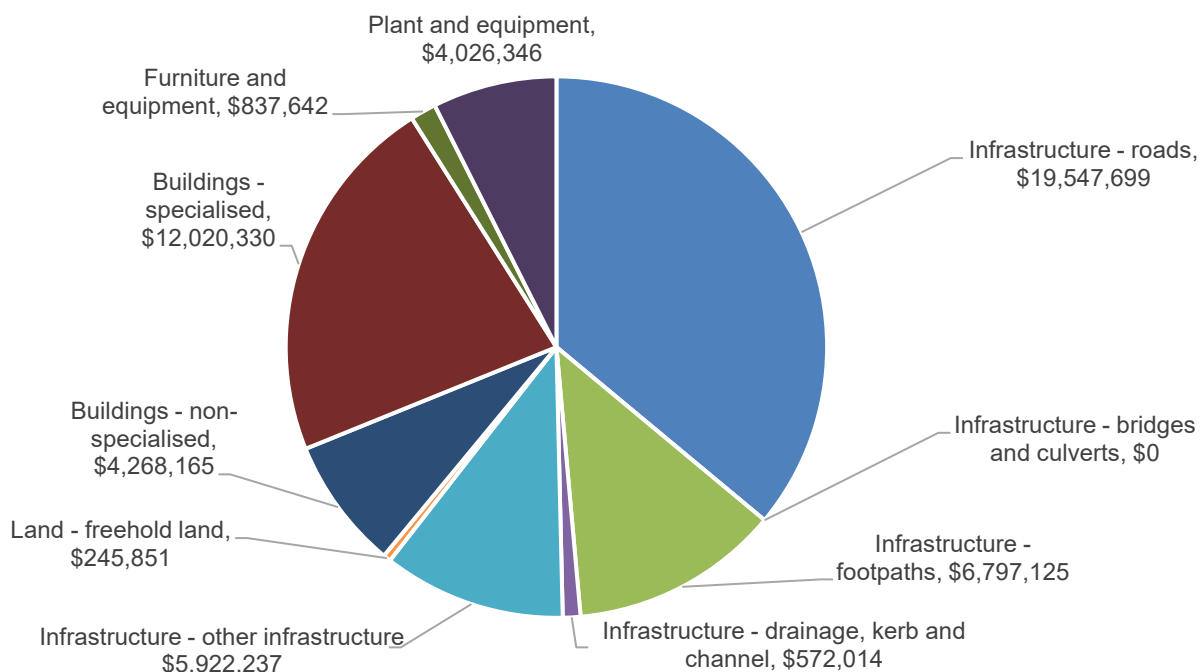
The spike in 2028/29 is planned upgrades to the Caravan Park infrastructure and Rail Trail, while the spike in 2030/31 onwards is due to road and various building renewal requirements. Further review and update of this asset information should address this theoretical renewal requirement.

As assets approach their initial estimated asset renewal, the timing and need for renewal will be re-assessed and may well vary, enabling the reallocation of limited resources between asset classes and years, using cash backed reserves.

## Planned Asset Expenditure

Renewal asset expenditure of \$36.5m has been planned as per the previous table with \$17.7m of new and expansion of asset planned.

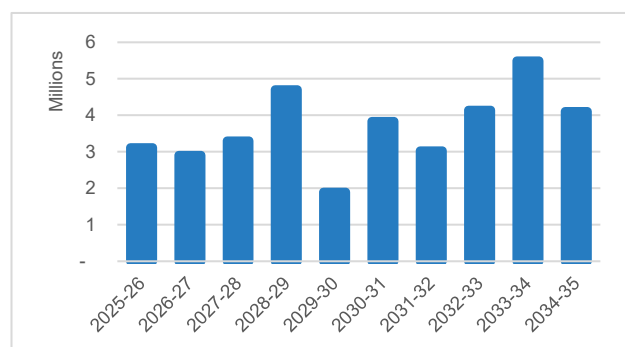
## Planned Capital Expenditure 2025-2035



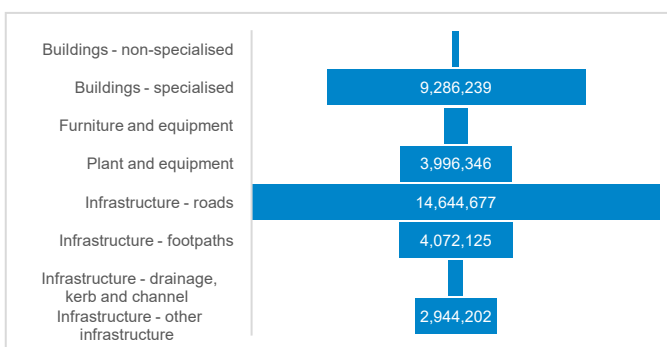
## Planned Asset Renewal

Planned asset renewal expenditure has been determined by allocating the expected funds available for capital expenditure. Allocation of these funds between the various asset classes was undertaken to best match the required asset renewal expenditure. The timing and level of planned asset renewal expenditure for each asset class is summarised in the charts below.

### Planned Asset Renewal Expenditure



### Planned Asset Renewal Expenditure by Class

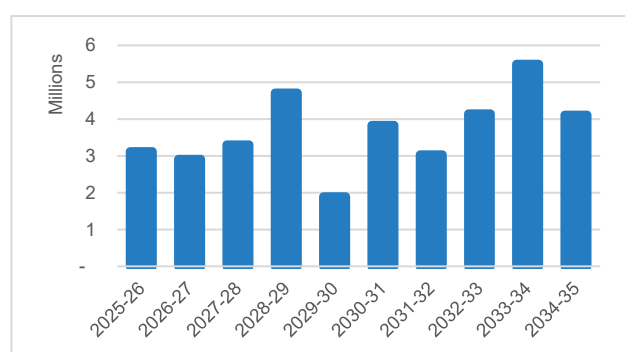


Planned asset renewals by asset class over the 10 years of the Plan, reflected in the chart above, shows the major renewal spend relates to road infrastructure.

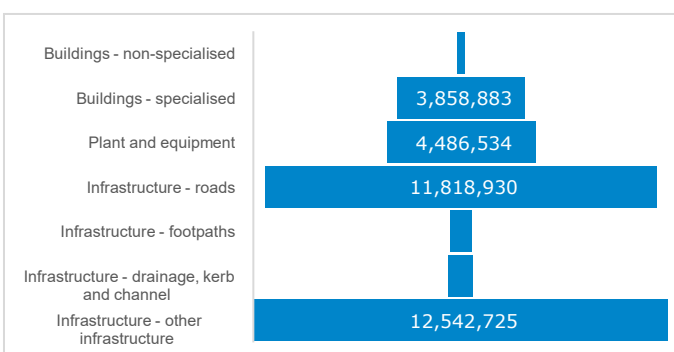
## Required Renewal Expenditure

Required asset renewal expenditure for the road network has been estimated based on road conditions and forecast estimated standard useful lives. For other asset classes, forecast asset renewals have been based on the age of the assets and their estimated remaining useful life (determined during recent revaluations) combined with current replacement costs. Required asset renewal expenditure has been estimated based on forecast renewal costs and timings. Total asset renewals of \$34.4m are forecast to be required over the 10 years of the Plan, based on existing asset data.

### Required Renewal Expenditure



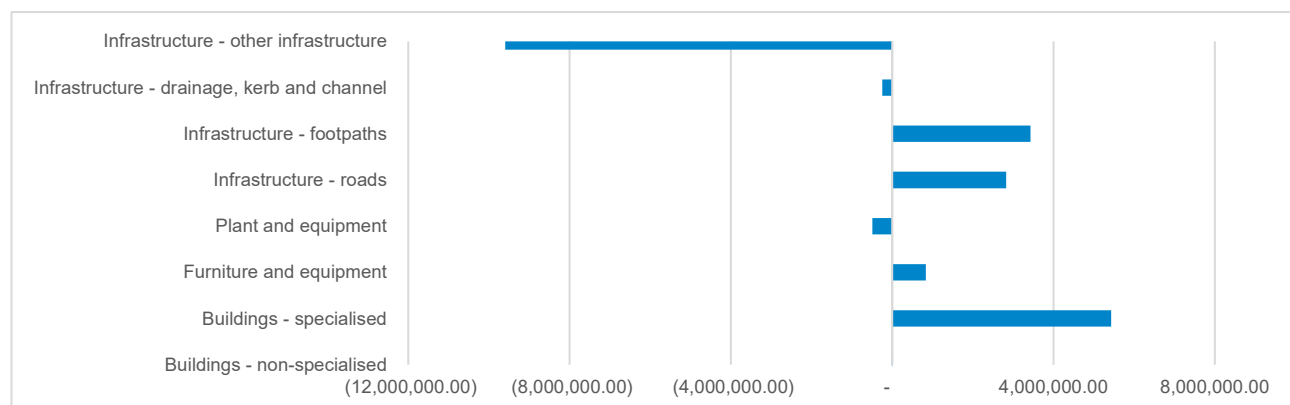
### Required Asset Renewal Expenditure by Class



Renewal of roads infrastructure dominate the forecast required asset renewals over the 10 years.

## Asset Renewal Funding Surplus / (Gap)

Differences between the forecast planned and required asset renewals for all each asset class over the 10 years of the Plan exist, as shown in the chart below.



While planned renewals are lower than theoretical requirements for other infrastructure, drainage, and bridges, it is higher for footpaths, roads and buildings. These differences in planned asset expenditure are not considered to be of long-term significance, as required renewal forecasts are highly dependent on a number of factors, such as maintenance expenditure. Given the Shire has planned to spend more overall on asset renewal than current forecast asset renewal requirements it has the capacity to reallocate planned renewal expenditure between asset classes if required in the future.

Further analysis and revision of asset valuation information and associated underlying assumptions and estimates is required to confirm true required asset renewal expenditure. Required renewal expenditure for road assets will also be heavily influenced by future road usage and maintenance.

## 7.0 Workforce Planning Overview

The Shire faces a range of workforce opportunities and challenges with a diverse mix of demographics in the workplace.

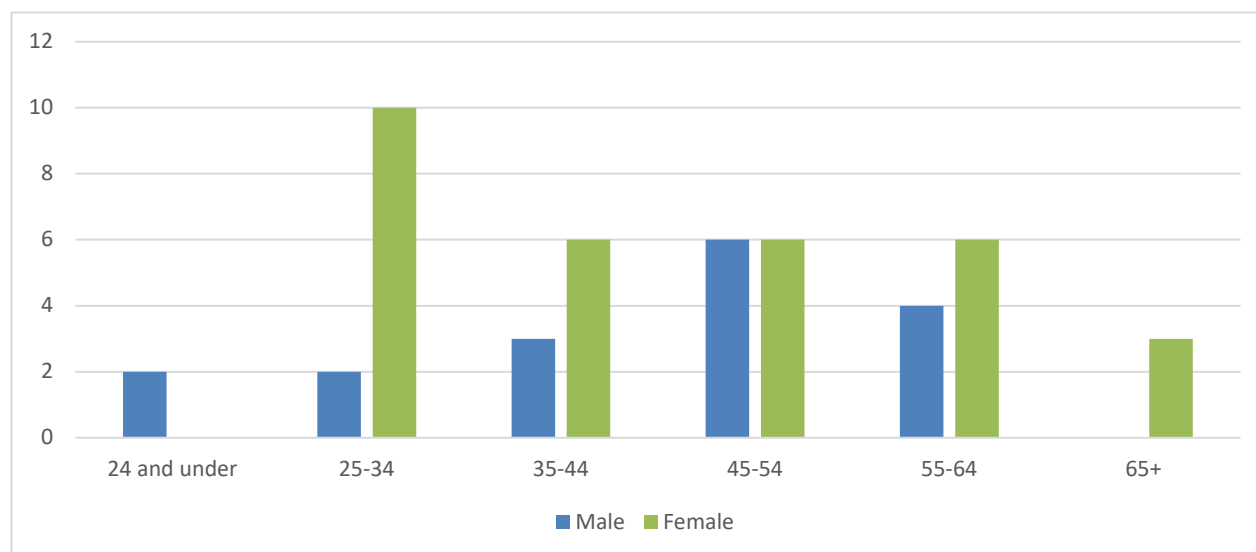
The Shire continues striving to meet the changing service demands of its community. This requires a skilled, flexible and productive workforce across the organisation to deliver the Shire's Council Plan objectives.

### Workforce Profile

Information	As at 30 June 2025	Project	As at 30 June 2025
Number of Employees	50 Headcount 34 FTE	Annual/LSL Liability	Current \$280,500 Non-Current \$37,105
Status of employment	21 Full Time 16 Part Time 13 Casual	Age Profile	The average age of current employees is 48 years
Gender	65% (33) female 35% (17) male	Years of Service	The average length of service is 2 years
Total employee costs	\$3,488,641	Award and Agreement	Local Government Officers (WA) Award 2021  Municipal Employees (WA) 2021
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed		

### Workforce Demographics

The current age distribution is mostly within the 30-62 age range with five employees under 30 years, as shown in the chart below. This includes full-time, part-time and casual staff.



## Turnover Rate

Over the period 2020/2021 to 2024/2025 the average annual staff turnover rate is 36%, including full-time, part-time and casual staff. A peak occurred between 2022/23 and 2023/24 due to the transfer of the Early Learning Centre and its staff to Regional Early Education and Development (REED).

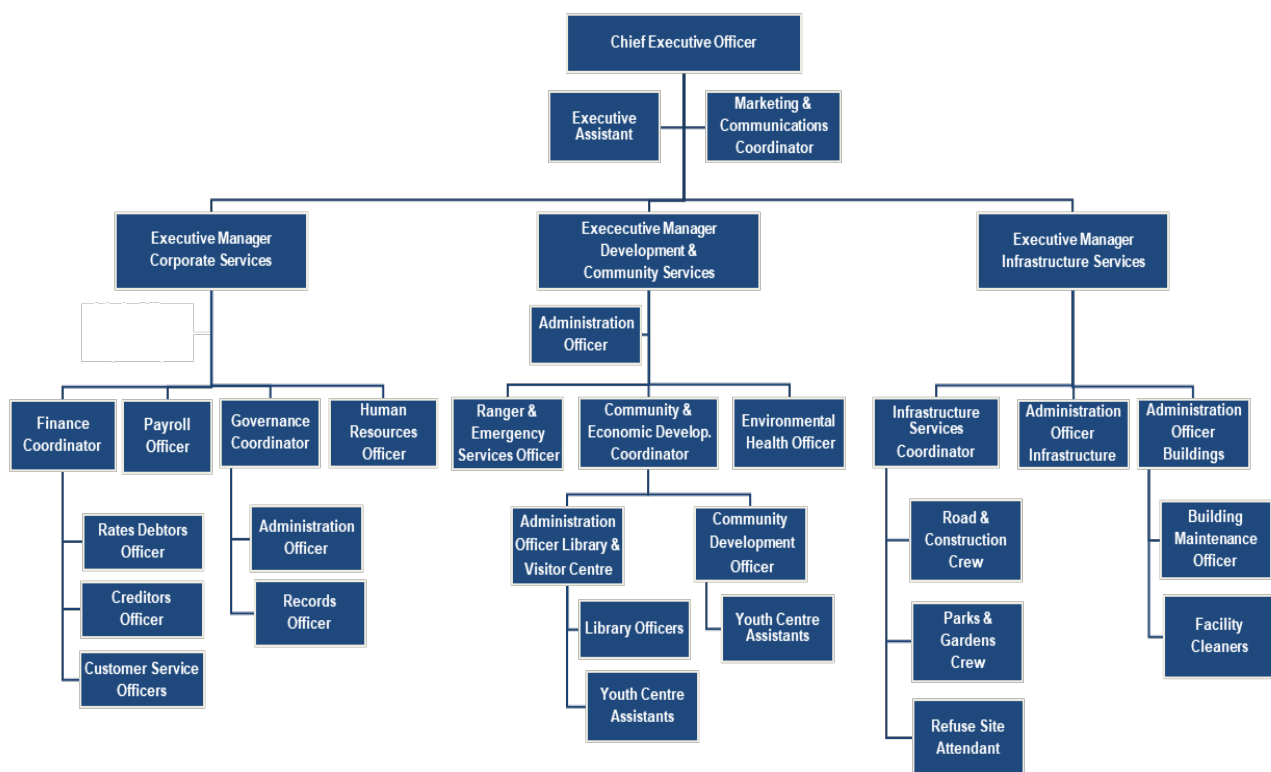
Given the Shire's regional location and workforce size, this turnover rate is not considered a significant concern. Ongoing monitoring will support future workforce planning.

## Workforce Supply Demand Analysis

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing and collaborations. This is further discussed in Appendix D.

## Organisation Structure

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire, the current structure is not expected to change significantly during the term of this Plan.



## Workforce Risk Assessment

Risk Issues	Likelihood	Consequences			Risk Category
		Strategic	Operational	Combined	
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High
Physical and financial constraints limit staff numbers	Likely	Minor	Major	Major	High
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	High
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	High
High staff turnover due to organisational cultural issues	Possible	Major	Major	Major	High
Selection, recruitment and training costs increase	Possible	Insignificant	Minor	Minor	Moderate
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate
Long leave absences of key staff due to large accrued leave entitlement	Unlikely	Minor	Minor	Minor	Low

## 8.0 Scenario Modelling

Scenarios were developed to test the financial impact of increased levels of operating funding from rates. To ascertain the effect of increased and decreased funding levels, modelling of various scenarios was undertaken.

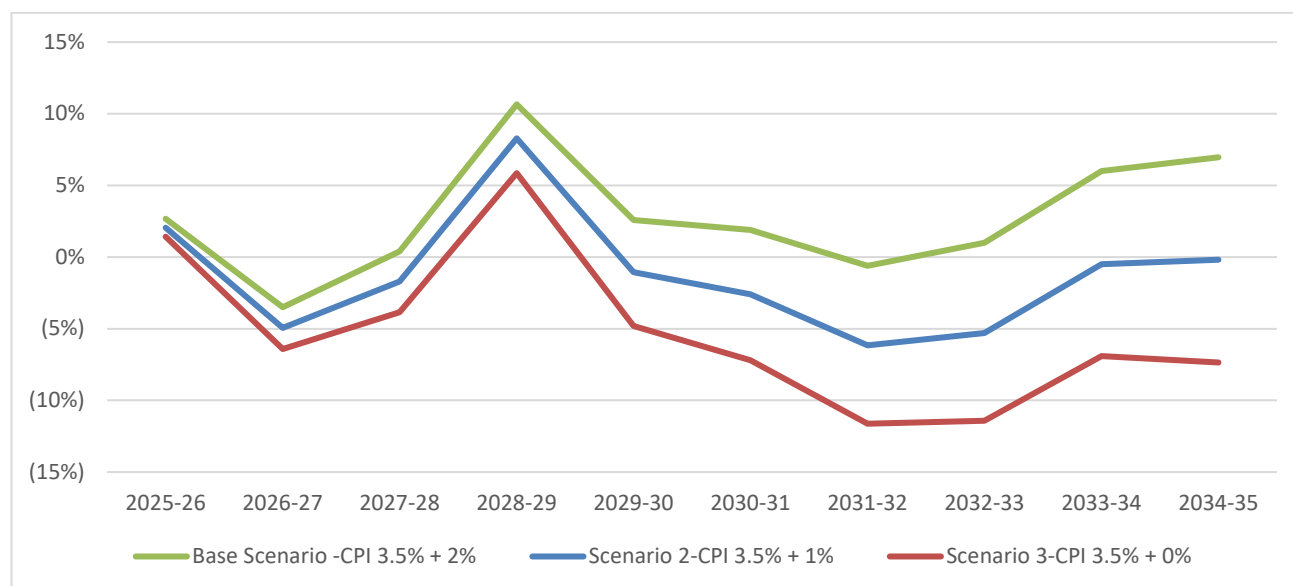
A base scenario was established, assuming a rates yield of 5.5% (comprising CPI at 3.5% plus a 2% increase) sustained over the life of the Plan. Two alternative scenarios were also developed from this base as shown in the table below. All other assumptions remained the same across the three scenarios.

Scenario	Rates 2025/2026		
	Increase above 3.5%	Total Increase	Variance from Base Level in Year 10
Base Scenario	2.0%	5.5%	0
Scenario 2	1.0%	4.5%	(5,498,374)
Scenario 3	0.0%	3.5%	(10,447,996)

The base scenario was selected as the most appropriate for the Plan. It provides for levels of rate revenue and fees and charges that support the ongoing delivery of current service levels and the renewal of community assets.

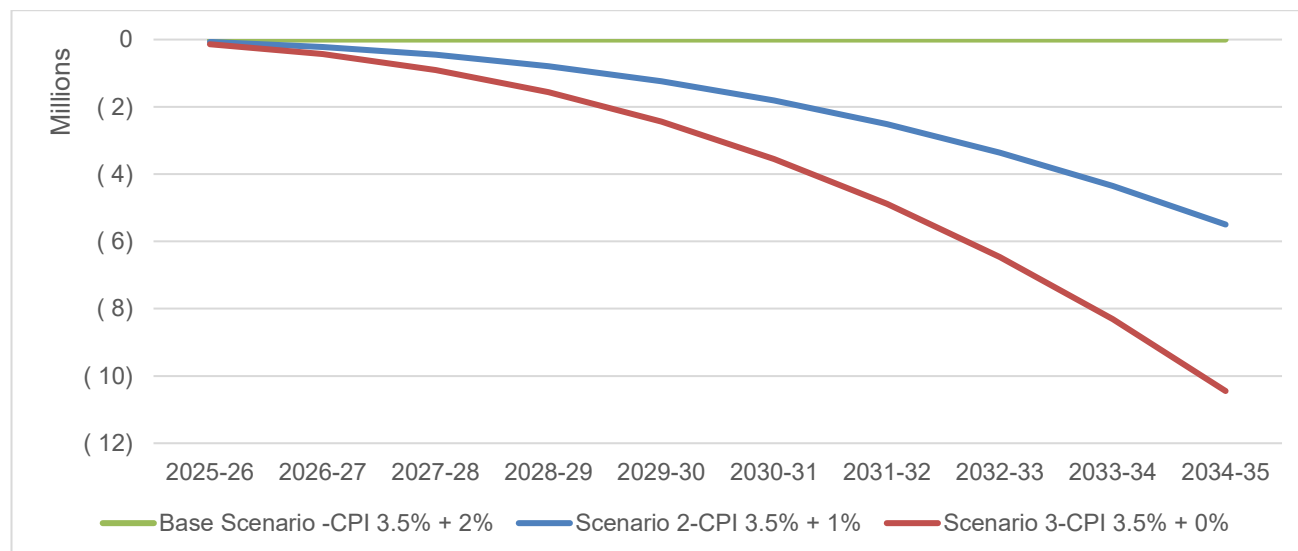
### Scenario Comparison – Operating Surplus Ratio

The chart below shows the impact of the same change in total rates yield on the Shire's Operating Surplus Ratio (other assumptions remaining the same). The base scenario was selected as it strengthens the Shire's financial position and allows the Shire to meet its asset renewal expectations.



## Estimated Surplus (Deficit) June 30 Carried Forward

The chart below reflects the impact of a change in total rates yield on the estimated surplus (deficit) at June 30 from the base scenario (other assumptions remaining the same).



The cumulative impact of the changes in rates along with fees and charges results in the surplus (deficit) shown in the table below.

Year	Estimated Surplus / (Deficit)		
	Base Scenario CPI + 2% \$	Scenario 2 CPI + 1% \$	Scenario 3 CPI + 0% \$
2025-26	0	(69,580)	(139,161)
2026-27	0	(217,786)	(434,182)
2027-28	0	(454,458)	(903,122)
2028-29	0	(790,291)	(1,565,495)
2029-30	0	(1,236,895)	(2,442,370)
2030-31	0	(1,806,867)	(3,548,544)
2031-32	0	(2,513,857)	(4,883,027)
2032-33	0	(3,362,572)	(6,464,363)
2033-34	0	(4,353,323)	(8,312,327)
2034-35	0	(5,498,374)	(10,447,996)

## 9.0 Strategic Planning and Policies with Other Plans

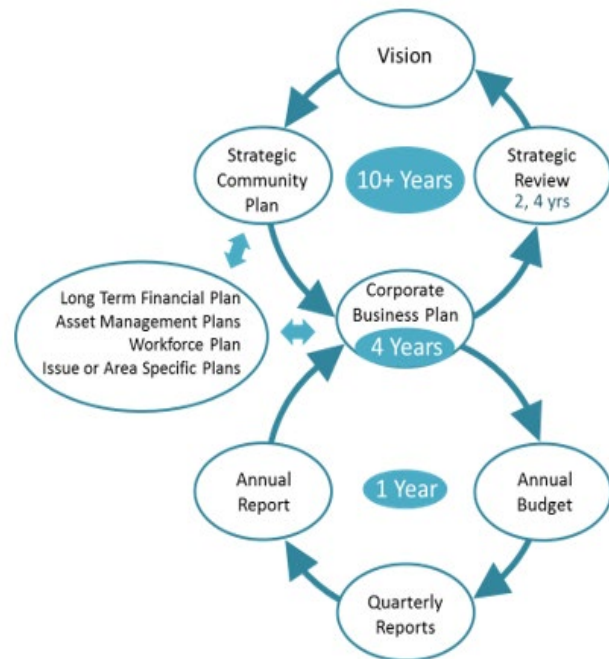
### Linkage

The Strategic Resource Plan is one component of a number of integrated strategic planning practices the Shire has developed. Combining asset management planning and long term financial planning into one document, the Strategic Resource Plan considers, and influences, workforce planning along with other key strategic plans. This Strategic Resource Plan has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Development of the Plan has also been influenced by the Department's Integrated Planning Framework and Guidelines.

### Strategic Documents Linkage

This Plan includes, and influences, other strategic planning activities as a mechanism to action the strategies contained in the Shire's Council Plan 1 July 2025 to 30 June 2035, an integrated Strategic Community Plan and Corporate Business Plan, as illustrated in the diagram to the right.



### Council Plan 1 July 2025 to 30 June 2025

The Shire has taken the approach of a combined Strategic Community Plan and Corporate Business Plan, delivering a Council Plan. The Council Plan has been prepared to cover a period of 10 years and sets out the community's vision, aspirations and objectives for the Shire. To achieve the vision, a series of priorities, objectives and strategies were developed. Many strategies may be required to achieve a single objective and many objectives are needed to achieve a single priority.

Individual strategies all require actions involving extra human, physical and financial resources. Achieving the Shire's strategic priorities requires careful operational planning and prioritisation. The Council Plan also contains details of the actions and resources (human, asset and financial) to achieve each strategy and acts as an organisational guide for the Council and management.

The financial capacity and asset management practices to support the Council Plan are set out in the Strategic Resource Plan for the period. This planning provides an assurance the actions contained in the Council Plan can be adequately resourced over the next four years and highlights the long term consequences of the application of resources to undertake various projects.

### Workforce and Other Strategic Plans

The Workforce Plan and other strategic plans integrate with the Strategic Resource Plan through the workforce requirement for assets and financial resources along with the requirements for a workforce to manage the Shire's assets and financial resources. As far as possible, these requirements are met in the Plan.

The Shire's Workforce Plan has been developed as part of this Strategic Resource Plan.

## 10.0 Risk Management

The Shire provides a diverse range of services and facilities to the general public which exposes it to risks. As part of the implementation of Integrated Planning and Reporting, the Shire intends to formalise its risk based management practices to improve the management of identified risks.

The Shire has a practice of conducting a regular review of insurance levels of assets by the Chief Executive Officer to ensure the level is adequate. The Shire's insurer is LGIS.

The Financial Management Regulations require the investment of surplus funds (including cash reserves) to be in term deposits held by authorised deposit taking institutions or Treasury bonds.

The Shire seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the community and the Shire.

### Certainty of Assumptions

Included in the Plan is a detailed analysis of the assumptions used as part of the planning process and the level of risk associated with each assumption.

The impact of the assumptions applied to issues identified as carrying a high risk have been separately disclosed, as has the sensitivity of movements in these assumptions on the financial forecasts set out in this Plan.

### Sensitivity Analysis

Where an assessment has been made that a high level of uncertainty applies to the assumptions, sensitivity analysis has been used to help quantify the potential financial impact of a change in the assumption.

Assumptions with a high level of uncertainty and a higher dollar value present the greatest risk that a movement will result in unexpected and detrimental consequences. The details of this analysis are shown adjacent to each assumption on the following pages.

# 11.0 Assumptions, Risks, Uncertainties and Sensitivity

## Revenue – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>District Growth in Population:</b> The number of residents in the Shire is expected to remain stable.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Rates Level Increase:</b> Annual rates have been based on an increase in the total rate yield of 2% higher than forecast inflation rate of 3.5%.	High	Mining rates constitute 68% of the Shire rate yield. A significant downturn in mining activity may impact the ability of the Shire to raise forecast rates.	Medium	± \$945,142 to the value of rates per 1% movement in the value over the life of the Plan.
<b>Grants and Contributions:</b> Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Capital Grants and Contributions:</b> Remain in line with funding requirements identified for various capital works.	High	The forecast capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately impact on service levels.	High	± \$175,586 to the value of capital grants and contributions per 1% movement in the value over the life of the Plan.
<b>Fees and Charges:</b> Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Interest Revenue:</b> Interest earning of an average rate of 3% per annum.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Revenue:</b> Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Profit on Asset Disposal:</b> Profit on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate no profit on asset disposals has been included.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

## Expenditure – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Employee Costs:</b> Increased annually by forecast inflation plus 3% in 2025/26 then reducing to 1% + CPI for the remainder of the Plan.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Materials and Contracts:</b> Increased annually by forecast inflation.	High	The road preservation program and general operations of the Shire are dependent on levels of Federal Financial Assistance Grants. Changes in the levels of these grants would impact directly on the Shire's ability to meet projected service levels.	High	± \$320,025 to the value of materials and contracts per 1% movement in the value over the life of the Plan. A high level of uncertainty exists in relation to the costs to address impacts of current global events.
<b>Depreciation:</b> Depreciation has been calculated using an average depreciation rate based on the estimated useful lives on individual assets.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>Insurance:</b> Increased annually by forecast inflation plus 2.5%.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Other Expenditure:</b> Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Loss on Asset Disposal:</b> A loss on asset disposal results from a misallocation of depreciation over the life of the asset. As the level of depreciation is considered appropriate in the Plan no loss on asset disposals has been included in the Plan.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

## Assets – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Revaluations:</b> In line with annual inflation.	Low	The revaluation of assets may result in changes in asset ratio analysis and depreciations leading to a change in the net result. The revaluation of assets will have no impact on Cashflows.	High	±\$4,920,711 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$8,952,970 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.
<b>Impairment of Assets:</b> No impairment of assets has been assumed over the life of the Plan. Impairment of assets usually occurs due to unplanned or unforeseen events such as natural disasters.	High	A widespread major impairment event may result in a requirement for high levels of expenditure to maintain service levels.	Medium	Unable to be quantified.
<b>Infrastructure Assets:</b> Roads infrastructure expenditure is based on the 10 Year Road Expenditure Program and all other infrastructure assets are base on 10 Year Capital Plan.	High	The capital works program is highly dependent on Government grants and contributions. Changes in these levels would impact directly on the amount spent on capital projects and ultimately on service levels.	High	±\$175,586 to the value of infrastructure assets per 1% movement in the capital grants received over the life of the Plan.
<b>Property, Plant and Equipment:</b> Building expenditure is in accordance with the 10 Year Capital Plan, and plant expenditure is based on the Plant Replacement Program.	Medium	Not assessed as high financial risk as the frequency of capital grants for buildings is not as pervasive as roadwork's and plant and equipment replacement is not influenced by external grant funds.	Medium	Not assessed as high level of uncertainty.

## Liabilities – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Borrowings:</b> New borrowings to be considered for capital works where required.	High	If the Shire is not able to secure borrowings in the future, the likely impact will be the cancellation or postponement of related asset acquisitions leading to a reduction in service levels over the short to medium term.	Low	Not assessed as high level of uncertainty.
<b>Employee Entitlements:</b> It has been assumed the Shire will be in a position to meet its obligations in relation to employee entitlements.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.

## Equity– Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Cash Backed Reserves:</b> It has been assumed the Shire will invest cash reserves in term deposits with banking institutions and these funds will be available for use during the term of the Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>Revaluation Surplus:</b> Increasing in line with inflation based revaluation.	Low	The revaluation of assets to their fair value may result in changes in asset ratio analysis and depreciation leading to a change in the net result. The revaluations of assets will have no impact on Cashflows.	High	±\$4,920,711 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$8,952,970 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.

## Other – Assumptions, Risks, Uncertainties and Sensitivity

Disclosure Assumption	Assessed Financial Risk	Impact of High Financial Risk Assumptions	Level of Uncertainty	Financial Impact and Sensitivity for Assumption with High Level of Uncertainty/Risk
<b>Ownership of Strategic Assets:</b> The Shire has not planned for the ownership of any strategic assets to be transferred to another party over the term of the Plan.	High	Any significant changes to the ownership of strategic assets would require an amendment to this Plan and, depending on the circumstance, be subject to community consultation.	Low	Not assessed as high level of uncertainty.
<b>Inflators:</b> Forecast inflation at 3.5% per annum.	Medium	Not assessed as high financial risk.	High	± \$1,218,738 to operating revenue per 1% movement in the inflators over the life of the Plan. ± \$1,264,947 to operating expenditure per 1% movement in the inflators over the life of the Plan.
<b>Commercial Activities:</b> The Shire has no plans to undertake a significant commercial activity during the period of the Plan.	Medium	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
<b>General Economic Forecasts for State:</b> The economic forecast for the State is closely linked to the success of the mining industry. Demands for minerals is forecast to remain stable in the short term with a corresponding stability of the state economy.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
<b>General Economic Forecasts for Region:</b> Historically, the region's economy is heavily dependent on agriculture, mining and tourism and this remains the assumption for the term of this Plan.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.

## 12.0 Monitoring and Performance

### Monitoring

The Plan will be the subject of a desktop review each year to consider changing circumstances, with a full revision scheduled every two years in line with the review of the Council Plan.

Monitoring the Shire's financial rigidity and financial position along with its asset management performance is undertaken by preparing and monitoring various statutory ratios.

### Ratio Targets

The financial ratios set out in the table below, have been used to assess the financial performance of the Shire.

To maintain comparability across the industry, these ratios and their respective target ranges, have been derived from the Department's Long Term Financial Indicator guidelines.

The Department's Advisory Standard also provides target levels for each of the ratios.

Ratio	Calculations	Indication	Minimum Score
Current Ratio	$\frac{\text{Current Assets}}{\text{Current Liabilities}}$	Measurement of the Shire's liquidity and its ability to meet its short-term financial obligations.	1
Debt Service Coverage Ratio	$\frac{\text{Operating Revenues plus Federal Assistance Grant Adjustment less Operating expenses less Depreciation and Interest Expense}}{\text{Debt Service Costs including principal and interest}}$	Measurement of the Shire's ability to service its debt (including lease obligations).	1
Net Liabilities Ratio	$\frac{\text{Total Liabilities less Financial Assets, including current cash \& cash equivalents, current trade \& other receivables, current other financial assets, non-current trade \& other receivables and non-current financial assets}}{\text{Operating Revenues plus Federal Assistance Grant Adjustment}}$	An indicator of the extent to which the net financial liabilities of the Shire can be serviced by its operating revenues. Potential indicator of the Shire's capacity to access new/additional debt to meet future capital funding requirements.	1
Operating Surplus Ratio	$\frac{\text{Operating Revenue plus capital grants for asset renewal less Operating Expenses}}{\text{Operating Revenues plus capital grants for asset renewal}}$	An indicator of the extent to which revenue raised by the Shire not only covers operational expenses but also provides for capital funding, debt repayment and transfers to reserves	1

## 13.0 Improvement Plan

### Strategic Resource Improvement Plan

All strategic plans require continuous development in order to improve the quality of planning. The following asset management areas are suggested as worthy of focus in the future.

**Road Asset data:** Road asset data requires review to better reflect the estimated remaining life of each unsealed road sector.

**Hierarchy:** A hierarchy exists for road assets and should be further developed for other asset classes.

**Level of Service:** Level of service measures were defined within the previous Asset Management Plan. No systems are currently in place to record and report against these levels of service.

**Risk Management:** Risk management is used as a decision making tool to define and treat risks facing the Shire when seeking to meet its defined objectives. The Shire is improving utilising risk techniques and as risk management is further developed, a greater understanding of risks will be formalised.

**Operation and Maintenance:** The Shire does not have a current documented Operation and Maintenance Strategy.

**Renewal and Replacement:** A key component of understanding long term asset funding requirements is determination of the extent and timing of likely costs to refurbish or replace an asset in future in order to maintain a consistent level of service to the community. Constant review and improvement to these forecasts is likely to result in improved planning outcomes.

**New, Upgrade and Disposal:** The Shire does not have a current documented Capital Investment Plan to address future asset demands or Asset Disposal Plan (other than the disposal of plant and equipment).

**Standard Useful Life Estimates:** Improvements in road asset records should enable better estimation of standard useful lives of road assets components based on the method of construction used.

There are a number of improvement actions as per the Asset Management Improvement Plan, some key improvement actions resulting from this Strategic Resourcing Plan are to:

- Report levels of service for key assets.
- Improve the accuracy of future financial forecasts through improved forecasting of operational, maintenance, renewal, new and upgrade costs.
- Maintain formal asset maintenance and renewal programs for all assets.

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## Appendix A1 – Critical Assets

### Description

Along with regional and local distributor roads, a number of other assets have been nominated as critical to the Shire providing services to the community. These assets will be prioritised when allocating annual funding to help ensure they are maintained to an acceptable condition.

A list of these assets (excluding roads) is provided below along with their relevant estimated current replacement cost.

Asset	Current Replacement Cost (\$)
Administration Centre	3,716,000
Health – Medical Centre	3,501,000
Recreation (Evacuation) Centre	6,907,000
Heavy Plant	1,600,000
<b>Total</b>	<b>15,724,000</b>

Maintenance requirements for these assets will be identified annually and prioritised through the Annual Budget cycle.

Road assets are discussed further in Appendix A2 with regional and local distributor roads being given funding prioritisation over other road assets as required

## Appendix A2 – Infrastructure Roads

### Significant Matters

The continued provision of the road network remains one of the key priorities for the Shire. A number of rural roads within the Shire are currently utilised as key mining access and tourist routes. The continued planning for future road infrastructure renewals, influenced by condition-based estimation of the remaining useful life, is not currently considered important due to the extent of road upgrades currently planned. The planned upgrades will provide improved service to the community, and will be given funding prioritisation over other road assets.

### Road Inventory

The Shire of Boddington has a road network servicing an area of 1,901<sup>1</sup> square kilometres.

Road asset information is recorded in a dedicated road inventory database. In 2022, an external consultant conducted a road infrastructure condition assessment and valuation, which forms the basis for current measurements and replacement cost estimates. A similar review is scheduled for the 2025–2026 financial year and is planned to be undertaken every four years.

Using dimension data from the Shire's road asset database and applying standard unit rates, management has estimated the current replacement cost of road assets as shown in the table below. The table outlines the various road components and their associated replacement costs.

Infrastructure Road Assets	Current Replacement Cost (\$)
<b>Roads</b>	
Pavement	20,518,204
Subgrade	22,303,680
Surface	7,684,188
<b>Road Total</b>	<b>50,506,072</b>
<b>Drainage, Kerb &amp; Channel</b>	
Kerbing	715,410
Open Drain (Excavated)	510,606
Table Drain (Shallow)	40,872
<b>Drainage, Kerb &amp; Channel Total</b>	<b>2,263,688</b>

Infrastructure Road Assets	Current Replacement Cost (\$)
<b>Bridges &amp; Culverts</b>	
Bridges	8,890,603
Culverts	5,506,529
<b>Bridges &amp; Culverts Total</b>	<b>14,397,132</b>
<b>Footpaths</b>	
Footpath	2,581,868
<b>Footpath Total</b>	<b>2,581,868</b>

<sup>1</sup> Australian Bureau of Statistics Boddington (S) (LGA50630) 2021 Census of Population and Housing, viewed 12 June 2024

## Financial Summary

Financial impacts of managing the Shire road assets are broken down into maintenance, new and renewal expenditure, each of which is examined separately as follows.

### Maintenance Expenditure

Road maintenance expenditure includes maintenance of associated infrastructure such as drainage and footpaths. Road maintenance expenditure is primarily related to the grading of unsealed roads and associated drainage clearing within the district, along with reactionary minor repair works and minor flood damage repairs. As far as possible the road maintenance program is scheduled annually, based on staff knowledge of road conditions and expected traffic volumes.

Road maintenance expenditure is comprised of the following estimated costs in 2025/26.

Expenditure by Nature	\$
<b>Road Maintenance</b>	
Materials & Contracts	156,869
Employee & Plant Costs	315,734
<b>Road Maintenance Total</b>	<b>472,603</b>
<b>Drainage, Kerb &amp; Channel Maintenance</b>	
Materials & Contracts	2,070
Employee & Plant Costs	2,700
<b>Drainage, Kerb &amp; Channel Maintenance Total</b>	<b>4,770</b>

Expenditure by Nature	\$
<b>Bridges &amp; Culverts Maintenance</b>	
Materials & Contracts	34,673
Employee & Plant Costs	4,230
<b>Bridges &amp; Culverts Total</b>	<b>38,903</b>
<b>Footpath Maintenance</b>	
Materials & Contracts	5,000
Employee & Plant Costs	16,633
<b>Footpath Maintenance Total</b>	<b>21,633</b>

### New Expenditure

Road safety related projects will be prioritised where issues are identified. External grant funding is essential to achieve any safety upgrades and road upgrades.

Project	\$
<b>Road Upgrades</b>	
Road Program – RRG	4,760,500
Parking Bays Wuraming Ave	142,522
<b>Road Upgrade Total</b>	<b>4,903,022</b>
<b>Drainage, Kerb &amp; Channel Upgrades</b>	
Provide kerbing alongside townsites roads	51,930
<b>Drainage, Kerb &amp; Channel Upgrade Total</b>	<b>51,930</b>

Project	\$
<b>Footpaths</b>	
Implement Bicycle Plan	225,000
Rail Trail – Stage 2	2,500,000
<b>Footpath Upgrade Total</b>	<b>\$2,725,000</b>

## Renewal Expenditure

Road works are prioritised based on staff knowledge of the conditions of roads and expected usage patterns and this is conducted during the budget process. All planned works are funded through a combination of internal funds and external grants.

In the chart's below, planned expenditure is shown as green columns, with required renewals as the blue columns. The orange line shows the difference between the two expenditure levels.

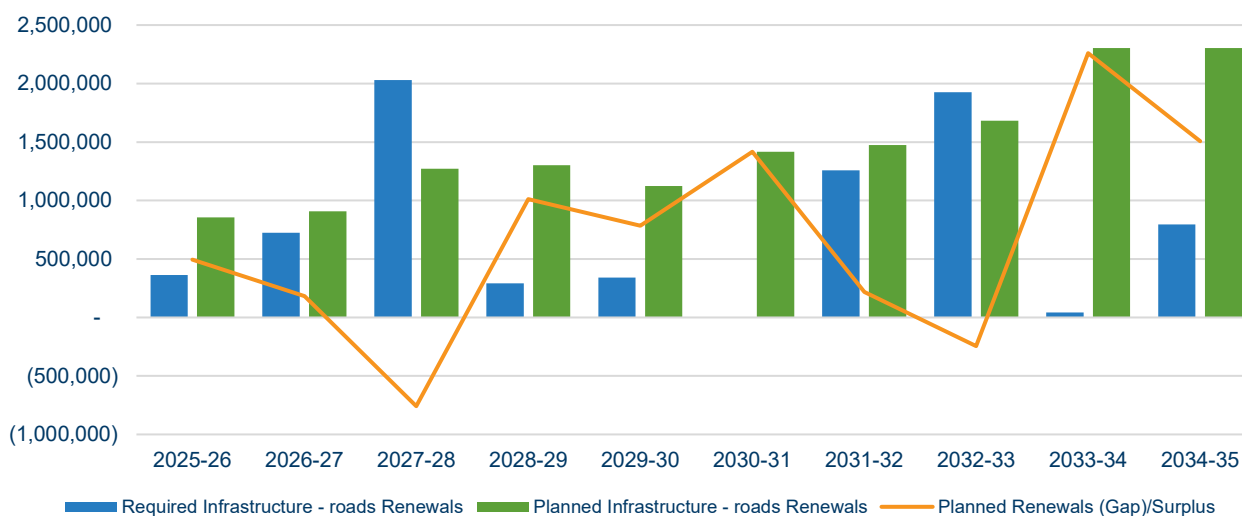
Planned road renewal over the term totals \$14,644,677. Required road renewal is calculated at \$7,771,616 for the term, overall, there is a \$6,873,061 renewal surplus for the Shire's road assets.

Planned renewal is spread across the term to mitigate the required renewal spikes. This is discussed further over the page.

Planned drainage, kerbing and channel infrastructure renewal over the term totals \$520,084. Required drainage, kerbing and channel infrastructure renewal is calculated at \$763,145 for the term, overall, there is a \$243,061 renewal deficit for the Shire's drainage, kerbing and channel infrastructure assets.

Planned footpath infrastructure renewal over the term totals \$4,072,125. Required footpath infrastructure renewal is calculated at \$558,112 for the term, overall, there is a \$3,514,013 renewal surplus for the Shire's footpath infrastructure assets

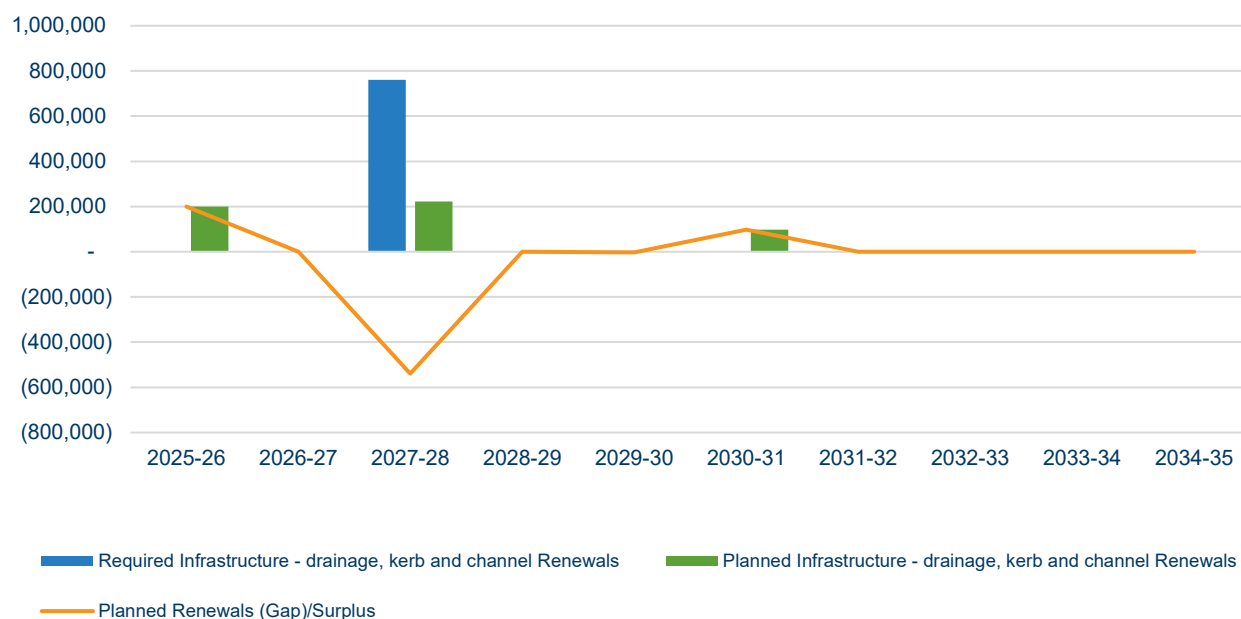
## Required v Planned Asset Renewals – Roads Infrastructure



The values represented in the chart above are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	363,257	856,954	493,697
2026-2027	725,075	908,734	183,659
2027-2028	2,030,088	1,271,821	(758,267)
2028-2029	290,485	1,302,984	1,012,499
2029-2030	340,569	1,123,850	783,281
2030-2031	-	1,417,453	1,417,453
2031-2032	1,256,692	1,474,691	217,999
2032-2033	1,925,338	1,681,538	(243,800)
2033-2034	43,503	2,303,326	2,259,823
2034-2035	796,609	2,303,326	1,506,717

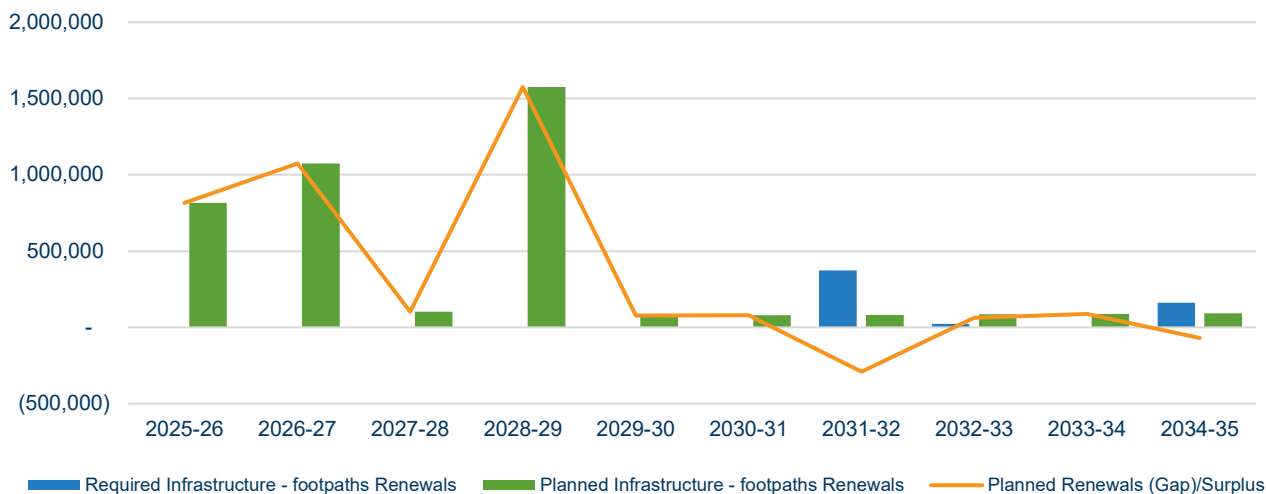
## Required v Planned Asset Renewals – Drainage, Kerbing and Channel Infrastructure



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	-	200,000	200,000
2026-2027	-	-	-
2027-2028	760,934	221,744	(539,190)
2028-2029	-	-	-
2029-2030	2,211	-	(2,211)
2030-2031	-	98,340	98,340
2031-2032	-	-	-
2032-2033	-	-	-
2033-2034	-	-	-
2034-2035	-	-	-

## Required v Planned Asset Renewals – Footpaths Infrastructure



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	-	816,750	816,750
2026-2027	-	1,073,049	1,073,049
2027-2028	-	102,067	102,067
2028-2029	-	1,574,589	1,574,589
2029-2030	-	77,200	77,200
2030-2031	-	79,902	79,902
2031-2032	373,134	82,698	(290,436)
2032-2033	23,387	85,593	62,206
2033-2034	-	88,588	88,588
2034-2035	161,591	91,689	(69,902)

## Forecast Planned and Required Road Renewal Expenditure

The level and extent of the renewal surplus is dependent on the accuracy of unit cost estimates and remaining useful life estimates for each road component. An improvement in this information once current upgrade works are complete will result in improved planning outcomes and enable the scheduling of works to minimise the negative impact of renewal spikes.

One of the largest impacts on road component lives is the volume and weight of traffic traversing a road length. Where this exceeds the roads construction capabilities, sudden unexpected road failure may occur. Whilst road renewals may be forecast based on the age and condition of the asset, expected traffic volumes and weights are an important factor and difficult to forecast within Western Australian rural areas.

Many assumptions have been utilised in arriving at the remaining useful life of each individual road asset by the external valuers. Remaining useful life of sheeted roads has not been determined by measurement of the remaining level of sheeted material with an annual rate of wear applied but has rather been based on a worst-case estimate. For this reason, management has not planned to replace the unsealed roads in accordance with the valuation information.

Asset preservation for the road network remains a key priority for the Shire and ensuring appropriate funds are available to renew the road network when required is a key consideration of all planning.

## Level of Service

Level of service measures have not been routinely recorded or reported on. Detailed performance measures and performance targets for road construction and maintenance have been developed through the review of the previously identified road level of service indicators and are shown in the following tables.

Speed and weight ratings of the road network are considered the best overall indicator of the level of service of the road network as a whole.

## Road Construction

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Gravel Road Construction</b>			
Condition	Gravel roads are constructed to a high standard	Customer Complaints	One complaint per road per year
Safety	To ensure that all roads are being constructed in a safe manner and road is made safe and signed correctly when unmanned	Customer Complaints	One per road
		Number of damage/injury claims	0 claims
Cost Effectiveness	Efficient capital works program.	Projects completed within the timeframe and on budget	100% completed within timeframe and on budget
<b>Bitumen Road Construction</b>			
Condition	Bitumen roads are constructed to a high standard.	Customer complaints.	One complaint per road per year.
Safety	To ensure that all roads are being constructed in a safe manner and road is made safe and signed correctly when unmanned.	Customer complaints.	One per road.
		Number of damage/injury claims.	0 claims.
Cost Effectiveness	Efficient capital works program.	Projects completed within the timeframe and on budget.	100% completed within timeframe and on budget.

## Road Maintenance

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Gravel Road Maintenance</b>			
Condition	Gravel roads are maintained to a high standard and on a regular basis. Drainage is also assessed in order to minimise the risk of flooding and damage	Customer Complaints	One complaint per road per year
		Routine road inspection	One complaint per year with managers
Function	To ensure that all gravel roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	One complaint per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed
Safety	To provide a gravel road network that is free of hazards.	Hazard removed within 2 hours of notification.	95% Addressed
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.
<b>Bitumen Road Maintenance/Drainage</b>			
Condition	Bitumen roads are maintained to a high standard and on a regular basis. Drainage is also to be assessed, and drains cleaned in order to minimise the risk of flooding and damage.	Customer complaints.	One complaint per road per year.
		Routine road inspection.	Two per year with managers.
Function	To ensure that all bituminised roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	One complaint per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 2 working days of notification.	95% addressed.
Safety	To provide a bituminised road network that is free of hazards.	Hazard removed within 2 hours of notification.	95% addressed.
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

## Drainage Maintenance

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Infrastructure – Drainage Maintenance</b>			
Condition	Drainage is to be assessed, and drains cleaned in order to minimise the risk of flooding and damage.	Customer complaints.	Two complaints per road per year.
		Routine road inspection.	Two per year with managers.
Function	To ensure that all roads are maintained in order to provide a useable and safe transport network for users in all weather conditions.	Customer complaints.	Two complaint per road per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 5 working days of notification.	95% addressed.
Safety	To provide a road network that is free of hazards.	Hazard mitigation implemented (signage/barricades) within 2 hours of notification. Hazard removed/rectified as soon as possible.	95% addressed.
Cost Effectiveness	Efficient roads maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

## Footpath Maintenance

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
<b>Infrastructure – Footpath Maintenance</b>			
Condition	Footpaths are maintained to a reasonable standard and on a regular basis.	Customer complaints.	One complaint per year.
		Routine footpath inspection.	Two per year with managers.
Function	To ensure that all footpaths are maintained in order to provide a useable and safe footpaths network for users.	Customer complaints.	One complaint per year.
	To ensure that any maintenance issues that arise are dealt with promptly.	Within 5 working days of notification.	95% addressed.
Safety	To provide a footpath network that is free of hazards.	Hazard mitigation implemented (signage/barricades) within 24 hours of notification. Hazard removed/rectified as soon as possible.	95% addressed.
Cost Effectiveness	Efficient footpath maintenance program.	Maintenance program completed within timeframe and on budget.	100% completed within timeframe and on budget.

## Risk Management

An assessment of risks associated with the delivery from road assets has identified the following risks and treatment strategies.

Risk	Consequence	Risk Rating	Risk Treatment
Increased truck sizes, and increased pressure on to run larger, heavier trucks over road assets	Likelihood of severe damage increases.	High	Increased truck sizes, and increased pressure on to run larger, heavier trucks over road assets
Asset condition decreases due to flood damage.	Desired level of service not maintained.	Medium	Ensure adequate drainage in road design and maintenance to mitigate risk of flood damage.
Climate change.	Likelihood of severe storm damage increases.	Medium	Consider climate change when managing assets.
Significant unforeseen increases in maintenance or renewal costs.	Desired level of service not maintained.	Medium	Monitor costs and adjust long-term plans accordingly.
Asset condition decreases due to inadequate renewal program.	Desired level of service not maintained.	Medium	Determine maintenance priorities based on lifecycle cost.
Sudden significant changes in population.	Sudden increase in level of service requirements.	Medium	Monitor population trends and industry developments in the region.
Asset condition decreases due to inadequate maintenance program.	Desired level of service not maintained.	Low	Determine maintenance priorities based risk assessment and lifecycle cost.
Traffic incident attributable to sub-standard road conditions or road layout.	Liability risk.	Low	Ensure road network is maintained in compliance with applicable standards.
Health and safety incident whilst working on assets causing fatality or serious injury.	Prosecution risk.	Low	Ensure Council has compliant Health and Safety policy. Ensure staff and contractors are trained in policy and all procedures are complied with.
Trip incident attributable to sub-standard footpath conditions.	Liability risk.	Low	Footpath network is maintained in compliance with applicable standards and inspected annually.

## Improvement

Monitoring and reporting of the key performance measures is important to help ensure levels of service are maintained.

Continued improvement in the knowledge of the road network (including road conditions) and forecasting of road renewal timing and costs is essential for managing the road network. As renewal timing and cost forecasting improves, opportunities for efficiency gains may be identified and included within future plans.

Monitoring of actual renewal costs against estimated renewal costs will improve the accuracy of future unit cost estimates. Routine monitoring of traffic volumes and road conditions will further improve the ability of the Shire to forecast future road renewal priorities.

## Appendix A3 – Buildings

### Significant Matters

The Shire controls building assets which are vital to the provision of administrative and recreational facilities to the community.

The long life and high cost of renewing buildings results in significant spikes in future funding requirements as a building reaches a stage in its lifecycle when it can no longer provide the desired level of service. New design criteria usually result in buildings being constructed to a different standard on renewal which often results in the need for additional funding. Planning for adequate future funding of building renewals is one of the most significant long-term challenges for the Shire as it seeks to preserve assets for future generations.

### Inventory

Land and buildings were valued by independent professional valuers at 30 June 2023, based on an inspection undertaken. The replacement costs of major buildings contained within the valuation report is shown in the table below.

### Composition of Estimated Current Replacement Cost of Building Assets

Building	Current Replacement Cost (\$)
Administration	3,716,000
Civic - Amenities	1,680,500
Civic - Clubs/Community Groups	3,273,000
Civic - Emergency Services	305,000
Civic - Town/Community Hall	3,601,000
Demountable Amenities	790,600
Education - Child Care	634,000
Education - Classroom	2,057,000
Health - Medical Centre	3,501,000
Industrial - Awnings/Canopy	15,700
Recreation - Clubhouse	4,450,000
Recreation - Hall/Sports Centre	6,907,000
Recreation - Kiosk	180,100
Recreation - Picnic Shelter/Rotunda	139,700
Residential Dwellings	7,133,000
Sheds	2,194,010
Judges Box	75,900
<b>Buildings Total</b>	<b>40,653,510</b>

## Financial Summary

The financial impacts of managing the Shire building assets has been broken down into maintenance, new and renewal expenditure, each of which is examined separately.

### Maintenance Expenditure

Routine maintenance expenditure is forecast to increase in line with inflation. A detailed building maintenance plan has been developed to help ensure buildings are maintained at a level to maximise their useful life and minimise the need to renew entire building structures.

Building operating and maintenance expenditure is comprised of the estimated costs shown for 2025/26 in the table on the right.

Expenditure by Nature	\$
Materials and Contracts	234,693
Insurance	93,472
Utility Costs	194,123
Employee & Plant Costs	326,687
<b>Building Maintenance Totals</b>	<b>848,975</b>

### New/Upgrade Asset Expenditure

A number of projects are planned over the life of the 10-year plan, with a total of \$6.7 million allocated to new buildings and building improvements. The caravan park cabins are scheduled for 2025/26 with the tender being awarded and construction commencing in the first half of the financial year. New housing is also forecast to begin in 2025/26 with \$500,000 being allocated to the project. The remaining building expenditure is planned for the later years of the 10-year period.

The table on the right shows new/upgrade building expenditure is currently planned over the life of the 10-year plan.

Project	\$
Caravan Park – Cabins	2,540,817
New Housing Investment	2,874,015
Improvements to Buildings	1,156,613
Solar Panels	43,274
Accessible Toilets in Town Hall	150,000
<b>New/Upgrade Building Total</b>	<b>6,764,719</b>

### Renewal Expenditure

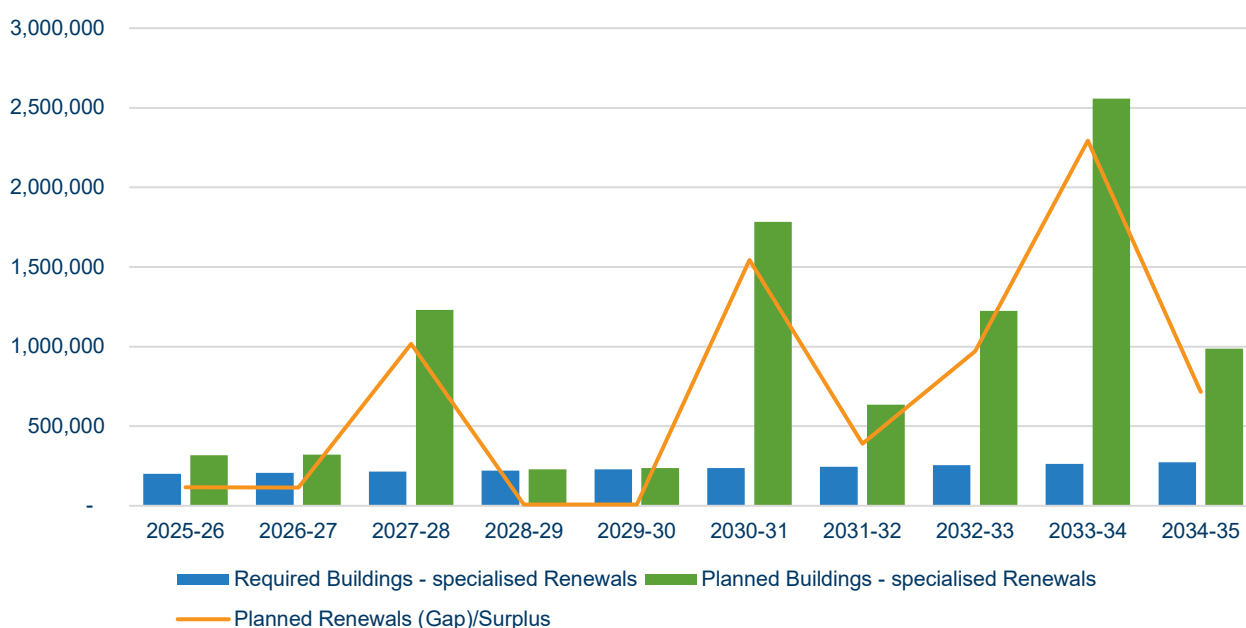
Using the estimated remaining useful life and the 'reinstatement with new' values provided in the independent valuation report, the timing and extent of future required property renewals has been forecast (adjusted for inflation). Whilst the valuation indicates the required renewal timings, given the forecast level of planned maintenance, building assets are expected to last well beyond the indicated renewal timings.

Maintaining borrowing capacity or funds in an appropriate reserve is important to ensure funds are available in future years when buildings are required to be renewed due to the high level of expenditure in renewing building assets.

## Forecast Planned and Required Building Renewal Expenditure

The chart below outlines the required building renewals based on the most recent building valuations. The Shire's planned renewal works exceed the minimum required levels, as many buildings are being renewed prior to reaching the end of their useful life.

Renewal of the existing swimming pool ablutions is scheduled across 2025/26 and 2026/27. The spike in 2027/28 reflects planned renewal works at the Caravan Park, including upgrades to the camp kitchen. Increases in 2030/31 and beyond account for potential renewal works to the Childcare Centre Building and Old School buildings, subject to the outcomes of the Old School Precinct Strategy.



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	199,987	316,750	116,763
2026-2027	206,986	321,368	114,382
2027-2028	214,231	1,230,927	1,016,696
2028-2029	221,729	229,505	7,776
2029-2030	229,490	237,537	8,047
2030-2031	237,522	1,782,421	1,544,899
2031-2032	245,835	636,140	390,305
2032-2033	254,439	1,224,967	970,528
2033-2034	263,344	2,556,742	2,293,398
2034-2035	272,562	987,419	714,857

## Level of Service

Detailed performance measures and performance targets for buildings are defined in the table below.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
Condition	The building's meets the expectations of the community.	Customer complaints.	One per year per building.
Function	To provide the communities with a facility that can be utilised for the purpose it was designed for.	Customer complaints.	One per year per building.
Safety	The building is safe and suitable for its intended use.	Number of injury claims	0 claims.

## Risk Management

Risk	Consequence	Risk Rating	Risk Treatment
Public Liability incident attributable to sub-standard property conditions or property layout.	Liability Risk.	Medium	Ensure property assets are maintained in compliance with applicable standards.
Climate Change.	Likelihood of severe storm damage increases.	Medium	Consider climate change impacts when designing and managing assets.
Significant unforeseen increases in maintenance or renewal costs.	Desired level of service not maintained.	Medium	Monitor costs and adjust long-term plans accordingly.
Asset condition decreases due to inadequate renewal program.	Desired level of service not maintained.	Medium	Determine maintenance priorities based risk and on lifecycle cost.
Asset condition decreases due to inadequate maintenance program.	Desired level of service not maintained.	Low	Determine maintenance priorities based risk assessment and lifecycle cost.
Sudden significant increase in population.	Sudden increase in level of service requirements.	Low	Monitor population trends and industry developments in the region.
Health and safety incident whilst working on assets causing fatality or serious injury.	Prosecution risk.	Low	Ensure council has compliant Health and Safety policy. Ensure staff and contractors are trained in policy and all procedures are complied with.

## Improvement

The Shire recognises the importance of strengthening asset management planning for its building portfolio and is committed to improving this area. As part of this commitment, the Shire is currently investigating fit-for-purpose asset management software to enhance its ability to track, manage, and forecast building maintenance and renewal needs. This technology will support more informed decision-making and help optimise the timing and allocation of resources for building upgrades and replacements.

A review of the Building Asset Management Plan developed in 2022/2023 is scheduled to identify opportunities for improvement and ensure the plan remains current and fit for purpose. The updated plan will be aligned with evolving community needs, legislative requirements, and industry best practices. Although demand for building assets is expected to remain relatively stable in the near term, the Shire is focused on maintaining these assets to a high standard. Enhanced monitoring and reporting of key performance indicators will be prioritised to support the ongoing functionality, safety, and sustainability of the Shire's building infrastructure.

## Appendix A4 – Other Infrastructure

### Significant Matter

The Shire controls a number of other infrastructure assets, which are significant to the community.

The nature of these assets is varied. Changing requirements due to community expectations will require further analysis to fully consider future funding requirements as individual assets require expenditure.

Availability of grant funding will significantly impact the timing and extent of expenditure on these assets.

### Inventory

Other Infrastructure assets were valued by independent professional valuers effective as at 30 June 2023, based on an inspection undertaken. The Shire's Other Infrastructure assets current replacement cost at the time of valuation at 30 June 2023 was \$13.5 million and is detailed in the below table.

### Composition of Estimated Current Replacement Cost of Other Infrastructure Assets

Building	Current Replacement Cost (\$)
Fences	646,340
Hardstand and Internal Roads	4,082,100
Lighting	655,010
Marine Improvements	71,200
Miscellaneous	887,748
Park Assets	2,056,650
Pool Assets	1,365,600
Retaining Walls	849,620
Sporting Equipment	2,533,160
Waste	324,700
<b>Other Infrastructure Total</b>	<b>13,472,128</b>

### Financial Summary

The financial impact of managing the Shire's other infrastructure assets is broken down into maintenance, new and renewal expenditure, each of which is examined separately.

## Maintenance Expenditure

Other infrastructure assets maintenance expenditure is forecast to increase in line with inflation.

Other Infrastructure operating and maintenance expenditure is comprised of the estimated costs shown for 2025/26 in the table on the right.

Expenditure by Nature	\$
Materials and Contracts	326,197
Insurance	15,210
Utility Costs	270,465
Employee & Plant Costs	357,641
<b>Other Infrastructure Maintenance Totals</b>	<b>969,513</b>

## New Expenditure

The following new/upgrade projects are planned during the term of this Plan. These projects will be reassessed during the annual budget process and will require external funding to be undertaken.

Project	\$
Street Art/Mural Project	67,535
Inclusive Play Equipment	80,000
Yarning Circle	358,000
EV Charging Station	60,000
Seating and lighting river and parks	20,000
Upgrades to 32 Bannister Rd	595,000
Solar feature lighting park and bridge	80,000
Mountain Bike Trail	1,000,000
History of Boddington on Main Street	150,000
Dump Truck Display	517,500
Wayfinding Signage Main Attractions and Parking	50,000
<b>Other Infrastructure New/Upgrade Total</b>	<b>2,978,035</b>

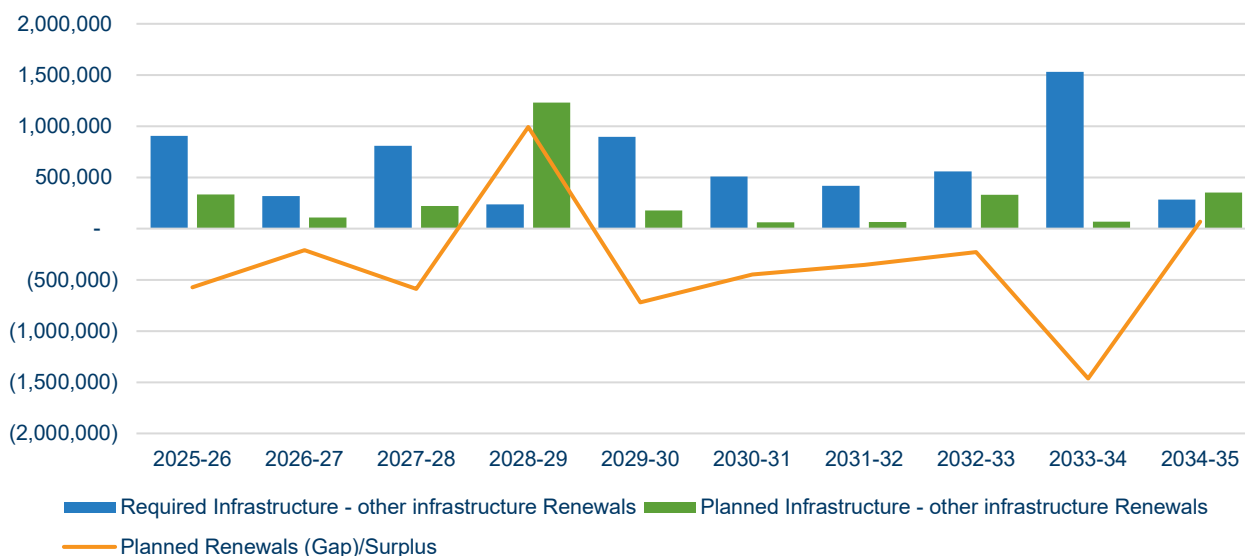
## Renewal Expenditure

Using the estimated remaining useful life and the 'reinstatement with new' values provided in the independent valuation report, the timing and extent of future required renewals has been forecast (adjusted for inflation). Minor asset renewals will be determined and funded within the annual budget cycle. Renewal of other infrastructure assets will be considered on a case by case basis at the time the asset is viewed as requiring renewal.

## Forecast Planned and Required Other Infrastructure Renewal Expenditure

The chart below outlines the required Other Infrastructure renewals based on the most recent valuations. Planned expenditure is shown as the green columns with forecast required renewals shown as the blue columns. The orange line shows the variation between the two levels

A significant portion of the required renewals relates to hardstands and internal roads. The extent of the renewal shortfall depends on the accuracy of unit cost estimates and the remaining useful life data for each asset. As asset information improves, so too will the ability to plan effectively allowing the Shire to better schedule works and minimise the impact of renewal spikes.



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2025-2026	906,822	332,605	(574,217)
2026-2027	317,463	107,122	(210,341)
2027-2028	809,515	221,744	(587,771)
2028-2029	237,212	1,229,504	992,292
2029-2030	896,889	178,153	(718,736)
2030-2031	508,254	61,463	(446,791)
2031-2032	416,641	63,614	(353,027)
2032-2033	558,112	329,202	(228,910)
2033-2034	1,531,563	68,145	(1,463,418)
2034-2035	284,893	352,650	67,757

## Level of Service

Detailed performance measures and performance targets for other infrastructure assets are defined in the table below.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
Condition	Well maintained community facilities.	Customer complaints.	Under 5 per year
	Community satisfaction with asset.	Community survey.	90% satisfaction
Function	Fit for purpose.	Customer complaints.	Under 5 per year
	Community importance with asset.	Customer survey.	90% satisfaction
Safety	To ensure that any maintenance issues or hazards are dealt with promptly.	Issue or hazard is dealt with within one working day of notification. If hazard is serious to be addressed within 2 hours of notification.	95% addressed

## Improvement

The improvement of asset management planning for other infrastructure assets is not currently viewed as a priority as risks are able to be managed through annual operational planning.

## Appendix A5 – Plant and Equipment

### Significant Matters

The Shire has a large plant and equipment portfolio which includes items such as graders, tractors, utility vehicles, trailers and passenger vehicles. It also owns an extensive listing of furniture and equipment, such as office furniture, IT and communication equipment, to support operations.

A 10-year plant replacement program is updated on an annual basis as part of the Shire's annual budget process. Heavy plant is considered a critical asset, given the part it plays in responding to any natural emergency within the Shire.

### Inventory

The table below separates the Shire's plant and equipment into the major asset types and shows the current replacement cost as per the Shire's internally produced plant replacement program. A register of plant and equipment is maintained within the financial reporting system

### Composition of Estimated Current Replacement Costs of Plant and Equipment Assets

Asset	Current Replacement Cost (\$)
Diggers	225,000
Grader	375,000
Loaders	465,000
Mowers	127,000
Rollers	150,000
Sweeper	75,000
Tractors	140,000
Trailer	50,000
Trucks	535,000
Utility Vehicles	340,000
Vehicles	155,000
<b>Total</b>	<b>2,637,000</b>

### Financial Summary

The financial impacts of managing the Shire plant and equipment assets are broken down into maintenance, new and renewal expenditure, each of which is examined separately.

Maintenance is undertaken in accordance with manufacturers' guidelines and is provided for within the annual budget and this Plan. No significant changes to maintenance or operating expenditure are forecast.

## New Expenditure

The following new plant and equipment items are included in the Plant Replacement Program and are scheduled for acquisition during the life of the Plan.

Asset	\$
Vibrating Drum Roller	80,000
Twin Drum Roller	50,000
500g Plate Compactor	15,000
UTV Side by Side	32,000
Trailer and dolly	100,000
<b>Total</b>	<b>277,000</b>

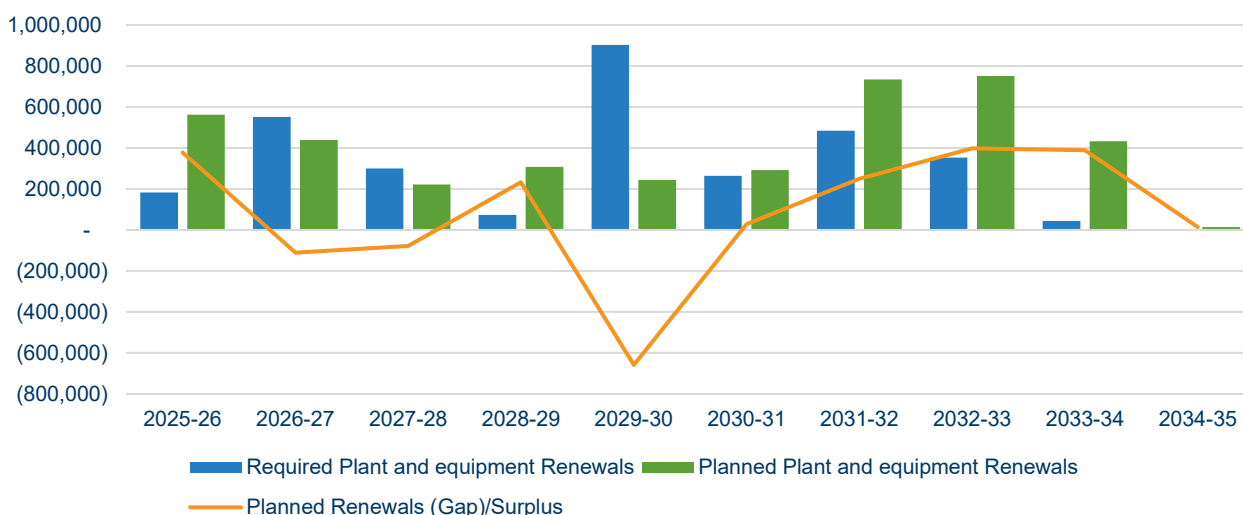
## Renewal Expenditure

The Shire has allocated funding for the replacement of IT related equipment, as well as gym equipment, however, there is no formal replacement or renewal program in place. These items are considered on an annual basis as part of the Shire's budget process and are not planned in detail.

The plant replacement program is updated annually and is expected to remain fully funded by annual allocations to the Plant Replacement Cash Reserve.

## Forecast Planned and Required Other Infrastructure Renewal Expenditure

The chart below outlines the required plant and equipment renewals based on the most recent valuations. Planned expenditure is shown as the green columns with forecast required renewals shown as the blue columns. The orange line shows the variation between the two levels



## Plant Disposal

This Plan incorporates the Shire's 10-year Plant Replacement Program. The Plant Replacement Program outlines the purchase, disposal and funding elements for plant and equipment

## Level of Service

Level of service measures are defined below.

Detailed performance measures and performance targets for plant and equipment replacement and maintenance are defined in the following table.

Key Performance Measure	Level of Service	Performance Measure Process	Performance Targets
Function	To ensure Council employees are able to meet Council requirements.	Council plant and equipment is serviceable for all Council programs.	90% satisfaction.
	To ensure that Councils Capital Works Program is completed.	Capital Works Program completed on time and within budget.	100% completed and within budget.
	To ensure that any maintenance requirements are carried out.	Maintenance schedule adhered to.	100% completed and on time.
Compliance	To ensure Council employees are able to meet Council requirements.	Council plant and equipment is serviceable for all Council programs.	90% satisfaction.

## Risk Management

An assessment of risks associated with holding plant and equipment items has identified the following risks and the treatment strategy for each risk.

Risk	Consequence	Risk Rating	Risk Treatment
Inadequate funding for renewal and maintenance resulting in deterioration of plant and equipment and an increase in maintenance and operating costs.	Desired level of service not maintained.	High	Ensure funding for renewals included within the plant replacement program and budgets.
Existing plant and equipment assets do not comply with regulations.	Prosecution risk.	High	Regular scheduled inspection and maintenance on all plant and equipment. Ensure safety systems in line with regulations.

## Improvement Plan

Improving asset management planning for plant and equipment is not currently viewed as a priority as risks are sufficiently managed through the 10 year plant replacement program. Demand for plant and equipment assets is expected to remain relatively stable into the future.

## Appendix A6 – Estimated Asset Life and Residual Value

The table below lists the estimated useful life and residual value of assets to sub-class level. These values were used to calculate the planned renewal and depreciation of an asset

Asset Class	Asset Sub-Class	Pavement Type	Estimated Useful Life	Estimated Residual Value
Roads	Pavement	Pavement - Sealed - Access Rd	60	
Roads	Pavement	Pavement Structure - Unsealed Road	40	
Roads	Pavement	Pavement Structure - Unsealed Road	20	
Roads	Pavement	Pavement - Sealed - Distributor Rd	60	
Roads	Subgrade	Subgrade Structure - Access Road	100	100%
Roads	Subgrade	Subgrade Structure - Distributor Road	100	100%
Roads	Surface	Surface Structure - Single Seal	10	
Roads	Surface	Surface Structure - Brick Paving	50	
Roads	Surface	Surface Structure - Double Seal	20	
Roads	Surface	Surface Structure - Asphalt	25	
Roads	Surface	Surface Structure - Cement Concrete	80	
Footpaths	Footpath	Brick Paving Footpath	50	
Footpaths	Footpath	In situ Concrete Footpath	60	
Footpaths	Footpath	Asphalt Footpath	30	
Footpaths	Footpath	Concrete Slabs Footpath	50	
Drainage, kerb and channel	Kerbing		75	
Drainage, kerb and channel	Open Drain (Excavated)		15	
Drainage, kerb and channel	Table Drain (Shallow)		15	
Drainage, kerb and channel	Underground Pipe		100	
Bridges and culverts	Bridge	Round Timber with Concrete Deck	100	
Bridges and culverts	Culvert	Concrete	100	
Bridges and culverts	Culvert	Helicore (Corrugated Steel)	100	
Bridges and culverts	Culvert	Timber constructions	100	
Bridges and culverts	Culvert	Aluminium	100	
Bridges and culverts	Culvert	High Density Polyethyl	100	
Plant and equipment	Construction		15	
Plant and equipment	Light Vehicle		6	
Plant and equipment	Parks		10	
Plant and equipment	Trucks and Trailers		10	

Asset Class	Asset Sub-Class	Hierarchy	Estimated Useful Live	Estimated Residual Value
Land - freehold land	Commercial	Town	100	100%
Land - freehold land	Industrial	Town	100	100%
Land - freehold land	Industrial	Town Fringe	100	100%
Land - freehold land	Residential	Town	100	100%
Land - freehold land	Residential	Town Fringe	100	100%
Land - freehold land	Rural	Town Fringe	100	100%
Buildings - non-specialised	Residential - Detached House	Standard	60.58	
Buildings - specialised	Administration	Standard	61.38	
Buildings - specialised	Civic - Amenities	Basic	86.89	
Buildings - specialised	Civic - Amenities	Standard	77.12	
Buildings - specialised	Civic - Amenities	Superior	70.97	
Buildings - specialised	Civic - Clubs/Community Groups	Superior	66.92	
Buildings - specialised	Civic - Clubs/Community Groups	Basic	62.39	
Buildings - specialised	Civic - Clubs/Community Groups	Standard	45.43	
Buildings - specialised	Civic - Emergency Services	Standard	86.95	
Buildings - specialised	Civic - Town/Community Hall	Standard	71.16	
Buildings - specialised	Civic - Town/Community Hall	Superior	64.9	
Buildings - specialised	Demountable - Amenities	Standard	54.24	
Buildings - specialised	Demountable - Other Transportable	Standard	64.07	
Buildings - specialised	Demountable - Other Transportable	Superior	63.11	
Buildings - specialised	Demountable - Other Transportable	Basic	50.87	
Buildings - specialised	Education - Child Care/Kindergarten	Standard	65.28	
Buildings - specialised	Education – Classroom	Standard	55.45	
Buildings - specialised	Education - Classroom	Superior	53.16	
Buildings - specialised	Health - Medical Centre	Standard	100.2	
Buildings - specialised	Industrial - Awnings/Canopy	Basic	61.73	
Buildings - specialised	Recreation - Clubhouse	Standard	59.53	
Buildings - specialised	Recreation - Clubhouse	Basic	68.63	
Buildings - specialised	Recreation - Hall/Sports Centre	Standard	66.65	
Buildings - specialised	Recreation - Kiosk	Standard	76.87	
Buildings - specialised	Recreation - Kiosk	Basic	102.54	
Buildings - specialised	Recreation - Picnic Shelter/Rotunda	Superior	108.76	
Buildings - specialised	Recreation - Picnic Shelter/Rotunda	Standard	61.84	
Buildings - specialised	Residential - Detached House	Standard	57.26	
Buildings - specialised	Residential - Semi Detached/Duplex	Standard	76.65	
Buildings - specialised	Shed - Earth Floor	Standard	81.64	
Buildings - specialised	Shed - Earth Floor	Basic	87.21	
Buildings - specialised	Shed - Fully Enclosed	Superior	83.21	
Buildings - specialised	Shed - Fully Enclosed	Standard	87.86	
Buildings - specialised	Shed - Fully Enclosed	Basic	85.61	
Buildings - specialised	Shed - Partly Walled	Standard	93.36	
Buildings - specialised	Shed - Partly Walled	Basic	83.98	
Buildings - specialised	Shed - Partly Walled	Superior	83.78	

# Appendix B1 – Forecast Financial Statements

## Financial Statements

The following forecast financial statements have been prepared and are included at the end of the Plan.

These forecast statements have been prepared within a framework which accords with the Australian Accounting Standards.

The statements have been prepared based on a number of forecasts and estimates, and readers should ensure they have read and understood the reliance section under Other Matters at the end of the document.

### **Statements of Comprehensive Income**

Often referred to as the operating statement, it shows the revenues and expenses over the periods classified by Nature to disclose a net result.

### **Statement of Financial Position**

More commonly referred to as the Balance Sheet, this statement discloses the forecast changes in the balance of assets and liability accounts over the periods.

### **Statement of Changes in Equity**

This statement discloses the changes in equity over the forecast period. It shows the impact of operations on net assets and the movement in cash backed and revaluation reserves.

### **Statement of Cashflows**

Represents the forecast cash inflows and outflows and discloses the changes to the balance of cash over the period.

### **Statement of Financial Activity**

A statement combining operating and capital revenues and expenses and discloses the opening and closing net current forecast surplus (deficit) funding position for each year.

### **Statement of Net Current Asset Composition**

A statement showing how the closing estimated surplus/deficit has been calculated.

### **Statement of Fixed Asset Movements**

A summary of the impact of the Plan on the value of fixed assets over the period. It discloses the movements in the net value of property, plant, and equipment and infrastructure.

### **Statement of Fixed Asset Funding**

A summary of the capital expenditure by asset class and the source of funding for each class.

### **Nature**

A number of statements in the Plan are disclosed using nature descriptors of revenue and expenditure (for example Rates and Employee Costs). This classification is in accordance with Schedule 1 of the Local Government (Financial Management) Regulation 1996

## Appendix B2 - Forecast Statement of Comprehensive Income by Nature 2025-2035

	2021-22	2022-23	2023-24	Base	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>														
Rates	5,228,314	6,124,419	6,539,478	6,958,013	7,340,704	7,744,443	8,170,388	8,619,759	9,093,846	9,594,008	10,121,678	10,678,370	11,265,681	11,885,293
Grants, subsidies and contributions	916,167	973,317	723,784	541,216	729,863	755,407	781,845	809,210	837,531	866,846	897,185	928,588	961,088	994,726
Fees and charges	1,530,187	1,690,231	1,391,319	1,308,890	1,341,940	1,388,904	1,437,514	1,487,821	1,539,894	1,593,791	1,649,577	1,707,311	1,767,065	1,828,910
Interest revenue	24,712	176,304	380,062	355,094	253,746	240,224	232,603	232,194	231,314	242,007	250,574	263,865	273,434	277,885
Other revenue	166,285	285,303	250,512	160,850	47,458	49,118	50,836	52,616	54,456	56,362	58,337	60,378	62,490	64,678
	7,865,665	9,249,574	9,285,155	9,324,063	9,713,711	10,178,096	10,673,186	11,201,600	11,757,041	12,353,014	12,977,351	13,638,512	14,329,758	15,051,492
<b>Expenses</b>														
Employee costs	(2,824,713)	(3,136,188)	(3,190,598)	(3,441,443)	(3,565,643)	(3,726,096)	(3,893,769)	(4,068,989)	(4,252,093)	(4,443,441)	(4,643,401)	(4,852,350)	(5,070,709)	(5,298,883)
Materials and contracts	(2,573,370)	(2,608,481)	(2,969,296)	(3,080,792)	(2,758,151)	(3,079,990)	(2,952,759)	(2,781,028)	(2,881,080)	(3,205,403)	(3,595,102)	(3,623,291)	(3,535,068)	(3,590,607)
Utility charges	(325,231)	(354,802)	(349,460)	(347,150)	(358,276)	(370,815)	(383,792)	(397,229)	(411,124)	(425,515)	(440,409)	(455,818)	(471,768)	(488,277)
Depreciation	(3,013,436)	(2,707,158)	(2,483,450)	(2,445,800)	(3,416,949)	(3,567,776)	(3,705,744)	(3,881,346)	(4,075,560)	(4,226,770)	(4,398,609)	(4,569,689)	(4,731,239)	(4,930,256)
Finance costs	(74,880)	(66,165)	(53,182)	(43,043)	(35,257)	(49,551)	(62,832)	(51,836)	(40,364)	(30,390)	(26,072)	(21,556)	(16,836)	(11,901)
Insurance	(279,029)	(218,803)	(227,069)	(231,301)	(244,327)	(258,986)	(274,527)	(290,998)	(308,460)	(326,971)	(346,590)	(367,388)	(389,433)	(412,803)
Other expenditure	(132,254)	(25,245)	(20,155)	(107,402)	(118,945)	(123,106)	(127,415)	(131,875)	(136,491)	(141,268)	(146,212)	(151,330)	(156,627)	(162,108)
	(9,222,913)	(9,116,842)	(9,293,210)	(9,696,931)	(10,497,548)	(11,176,320)	(11,400,838)	(11,603,301)	(12,105,172)	(12,799,758)	(13,596,395)	(14,041,422)	(14,371,680)	(14,894,835)
	(1,357,248)	132,732	(8,055)	(372,868)	(783,837)	(998,224)	(727,652)	(401,701)	(348,131)	(446,744)	(619,044)	(402,910)	(41,922)	156,657
Capital grants, subsidies and contributions	989,573	1,216,850	1,429,885	3,119,178	6,068,734	1,030,890	1,231,050	2,306,000	2,103,330	977,200	973,248	944,871	961,659	961,659
Fair value adjustments to financial assets at fair value through profit or loss	1,998	1,843	840	0	0	0	0	0	0	0	0	0	0	0
Profit on asset disposals	4,870	26,028	31,103	138,251	0	0	0	0	0	0	0	0	0	0
Loss on asset disposal	0	0	(6,417)	(17,526)	0	0	0	0	0	0	0	0	0	0
<b>NET RESULT</b>	(360,807)	1,377,453	1,447,356	2,867,035	5,284,897	32,666	503,398	1,904,299	1,755,199	530,456	354,204	541,961	919,737	1,118,316
<b>Other comprehensive income</b>	6,086,095	9,141,543	0	0	3,670,922	4,002,306	4,175,985	4,379,530	4,491,772	4,751,127	4,882,838	5,087,356	5,317,020	5,484,833
<b>TOTAL COMPREHENSIVE INCOME</b>	5,725,288	10,518,996	1,447,356	2,867,035	8,955,819	4,034,972	4,679,383	6,283,829	6,246,971	5,281,583	5,237,042	5,629,317	6,236,757	6,603,149

## Appendix B3 - Forecast Statement of Financial Position 2025-2035

	2022	2023	2024	Base	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CURRENT ASSETS</b>														
Unrestricted cash and cash equivalents	4,699,548	5,968,283	5,826,194	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971
Restricted cash and cash equivalent	1,629,000	2,041,385	2,571,946	2,280,211	1,829,501	1,575,468	1,561,845	1,532,490	1,888,926	2,174,466	2,617,516	2,936,555	3,084,931	2,905,035
Trade and other receivables	436,069	635,929	554,121	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516
Other assets	119,792	7,883	41,018	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL CURRENT ASSETS</b>	<b>6,884,409</b>	<b>8,653,480</b>	<b>8,993,279</b>	<b>4,840,698</b>	<b>4,389,988</b>	<b>4,135,955</b>	<b>4,122,332</b>	<b>4,092,977</b>	<b>4,449,413</b>	<b>4,734,953</b>	<b>5,178,003</b>	<b>5,497,042</b>	<b>5,645,418</b>	<b>5,465,522</b>
<b>NON-CURRENT ASSETS</b>														
Financial assets	38,902	40,745	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585	41,585
Other receivables	12,846	23,375	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912	28,912
Property plant and equipment	30,930,672	38,372,382	38,434,877	38,882,592	42,778,565	44,161,281	45,589,818	46,132,546	46,572,716	48,850,888	50,769,820	52,628,607	55,618,742	59,001,440
Infrastructure	60,795,584	62,263,509	63,087,338	67,321,895	73,096,292	76,242,136	79,196,798	84,646,453	89,764,541	92,387,518	95,163,366	98,511,129	101,500,927	104,787,891
<b>TOTAL NON-CURRENT ASSETS</b>	<b>91,778,004</b>	<b>100,700,011</b>	<b>101,592,712</b>	<b>106,274,984</b>	<b>115,945,354</b>	<b>120,473,914</b>	<b>124,857,113</b>	<b>130,849,496</b>	<b>136,407,754</b>	<b>141,308,903</b>	<b>146,003,683</b>	<b>151,210,233</b>	<b>157,190,166</b>	<b>163,859,828</b>
<b>TOTAL ASSETS</b>	<b>98,662,413</b>	<b>109,353,491</b>	<b>110,585,991</b>	<b>111,115,682</b>	<b>120,335,342</b>	<b>124,609,869</b>	<b>128,979,445</b>	<b>134,942,473</b>	<b>140,857,167</b>	<b>146,043,856</b>	<b>151,181,686</b>	<b>156,707,275</b>	<b>162,835,584</b>	<b>169,325,350</b>
<b>CURRENT LIABILITIES</b>														
Trade and other payables	558,532	911,908	963,127	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348	762,348
Contract liabilities	2,885,730	3,386,114	3,474,279	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089	1,566,089
Current portion of long-term liabilities	356,511	369,416	228,376	236,162	260,445	309,807	320,801	332,277	94,894	99,212	103,728	108,448	113,383	118,541
Provisions	245,615	203,240	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052	232,052
<b>TOTAL CURRENT LIABILITIES</b>	<b>4,046,388</b>	<b>4,870,678</b>	<b>4,897,834</b>	<b>2,796,651</b>	<b>2,820,934</b>	<b>2,870,296</b>	<b>2,881,290</b>	<b>2,892,766</b>	<b>2,655,383</b>	<b>2,659,701</b>	<b>2,664,217</b>	<b>2,668,937</b>	<b>2,673,872</b>	<b>2,679,030</b>
<b>NON-CURRENT LIABILITIES</b>														
Non-current liabilities	300,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Long-term borrowings	1,756,075	1,386,659	1,158,283	922,124	1,161,679	1,351,872	1,031,071	698,794	603,900	504,688	400,960	292,512	179,129	60,588
Provisions	48,232	65,440	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804	51,804
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>2,104,307</b>	<b>1,452,099</b>	<b>1,210,087</b>	<b>973,928</b>	<b>1,213,483</b>	<b>1,403,676</b>	<b>1,082,875</b>	<b>750,598</b>	<b>655,704</b>	<b>556,492</b>	<b>452,764</b>	<b>344,316</b>	<b>230,933</b>	<b>112,392</b>
<b>TOTAL LIABILITIES</b>	<b>6,150,695</b>	<b>6,322,777</b>	<b>6,107,921</b>	<b>3,770,579</b>	<b>4,034,417</b>	<b>4,273,972</b>	<b>3,964,165</b>	<b>3,643,364</b>	<b>3,311,087</b>	<b>3,216,193</b>	<b>3,116,981</b>	<b>3,013,253</b>	<b>2,904,805</b>	<b>2,791,422</b>
<b>NET ASSETS</b>	<b>92,511,718</b>	<b>103,030,714</b>	<b>104,478,070</b>	<b>107,345,103</b>	<b>116,300,925</b>	<b>120,335,897</b>	<b>125,015,280</b>	<b>131,299,109</b>	<b>137,546,080</b>	<b>142,827,663</b>	<b>148,064,705</b>	<b>153,694,022</b>	<b>159,930,779</b>	<b>166,533,928</b>
<b>EQUITY</b>														
Retained surplus	33,054,705	34,019,773	34,936,570	38,095,338	43,830,945	44,117,644	44,634,665	46,568,319	47,967,082	48,211,998	48,123,152	48,346,074	49,117,435	50,415,647
Reserves - cash backed	1,629,000	2,041,385	2,571,944	2,280,209	1,829,499	1,575,466	1,561,843	1,532,488	1,888,924	2,174,464	2,617,514	2,936,553	3,084,929	2,905,033
Asset revaluation surplus	57,828,013	66,969,556	66,969,556	66,969,556	70,640,478	74,642,784	78,818,769	83,198,299	87,690,071	92,441,198	97,324,036	102,411,392	107,728,412	113,213,245
<b>TOTAL EQUITY</b>	<b>92,511,718</b>	<b>103,030,714</b>	<b>104,478,070</b>	<b>107,345,103</b>	<b>116,300,922</b>	<b>120,335,894</b>	<b>125,015,277</b>	<b>131,299,106</b>	<b>137,546,077</b>	<b>142,827,660</b>	<b>148,064,702</b>	<b>153,694,019</b>	<b>159,930,776</b>	<b>166,533,925</b>

## Appendix B4 – Forecast Statement of Changes in Equity 2025-2035

	2022	2023	2024	Base	30 June 26	30 June 27	30 June 28	30 June 29	30 June 30	30 June 31	30 June 32	30 June 33	30 June 34	30 June 35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>RETAINED SURPLUS</b>														
Opening balance	33,415,512	33,054,705	34,019,773	34,936,568	38,095,338	43,830,945	44,117,644	44,634,665	46,568,319	47,967,082	48,211,998	48,123,152	48,346,074	49,117,435
Net result	(360,807)	1,377,453	1,447,356	2,867,035	5,284,897	32,666	503,398	1,904,299	1,755,199	530,456	354,204	541,961	919,737	1,118,316
Amount transferred (to)/from reserves	0	(412,385)	(530,559)	291,735	450,710	254,033	13,623	29,355	(356,436)	(285,540)	(443,050)	(319,039)	(148,376)	179,896
Closing balance	33,054,705	34,019,773	34,936,570	38,095,338	43,830,945	44,117,644	44,634,665	46,568,319	47,967,082	48,211,998	48,123,152	48,346,074	49,117,435	50,415,647
<b>RESERVES ACCOUNTS</b>														
Opening balance	1,629,000	1,629,000	2,041,385	2,571,944	2,280,209	1,829,499	1,575,466	1,561,843	1,532,488	1,888,924	2,174,464	2,617,514	2,936,553	3,084,929
Amount transferred to/(from) retained surplus	0	412,385	530,559	(291,735)	(450,710)	(254,033)	(13,623)	(29,355)	356,436	285,540	443,050	319,039	148,376	(179,896)
Closing balance	1,629,000	2,041,385	2,571,944	2,280,209	1,829,499	1,575,466	1,561,843	1,532,488	1,888,924	2,174,464	2,617,514	2,936,553	3,084,929	2,905,033
<b>ASSET REVALUATION SURPLUS</b>														
Opening balance	51,741,918	57,828,013	66,969,556	66,969,556	66,969,556	70,640,478	74,642,784	78,818,769	83,198,299	87,690,071	92,441,198	97,324,036	102,411,392	107,728,412
Total other comprehensive income	6,086,095	9,141,543	0	0	3,670,922	4,002,306	4,175,985	4,379,530	4,491,772	4,751,127	4,882,838	5,087,356	5,317,020	5,484,833
Closing balance	57,828,013	66,969,556	66,969,556	66,969,556	70,640,478	74,642,784	78,818,769	83,198,299	87,690,071	92,441,198	97,324,036	102,411,392	107,728,412	113,213,245
<b>TOTAL EQUITY</b>	92,511,718	103,030,714	104,478,070	107,345,103	116,300,922	120,335,894	125,015,277	131,299,106	137,546,077	142,827,660	148,064,702	153,694,019	159,930,776	166,533,925

## Appendix B5 – Forecast Statement of Cashflows 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash flows from operating activities</b>										
<b>Receipts</b>										
Rates	7,340,704	7,744,443	8,170,388	8,619,759	9,093,846	9,594,008	10,121,678	10,678,370	11,265,681	11,885,293
Grants, subsidies and contributions	729,863	755,407	781,845	809,210	837,531	866,846	897,185	928,588	961,088	994,726
Fees and charges	1,341,940	1,388,904	1,437,514	1,487,821	1,539,894	1,593,791	1,649,577	1,707,311	1,767,065	1,828,910
Interest revenue	253,746	240,224	232,603	232,194	231,314	242,007	250,574	263,865	273,434	277,885
Other revenue	47,458	49,118	50,836	52,616	54,456	56,362	58,337	60,378	62,490	64,678
	9,713,711	10,178,096	10,673,186	11,201,600	11,757,041	12,353,014	12,977,351	13,638,512	14,329,758	15,051,492
<b>Payments</b>										
Employee costs	(3,565,643)	(3,726,096)	(3,893,769)	(4,068,989)	(4,252,093)	(4,443,441)	(4,643,401)	(4,852,350)	(5,070,709)	(5,298,883)
Materials and contracts	(2,758,151)	(3,079,990)	(2,952,759)	(2,781,028)	(2,881,080)	(3,205,403)	(3,595,102)	(3,623,291)	(3,535,068)	(3,590,607)
Utility charges	(358,276)	(370,815)	(383,792)	(397,229)	(411,124)	(425,515)	(440,409)	(455,818)	(471,768)	(488,277)
Finance costs	(35,257)	(49,551)	(62,832)	(51,836)	(40,364)	(30,390)	(26,072)	(21,556)	(16,836)	(11,901)
Insurance	(244,327)	(258,986)	(274,527)	(290,998)	(308,460)	(326,971)	(346,590)	(367,388)	(389,433)	(412,803)
Other expenditure	(118,945)	(123,106)	(127,415)	(131,875)	(136,491)	(141,268)	(146,212)	(151,330)	(156,627)	(162,108)
	(7,080,599)	(7,608,544)	(7,695,094)	(7,721,955)	(8,029,612)	(8,572,988)	(9,197,786)	(9,471,733)	(9,640,441)	(9,964,579)
<b>Net cash provided by (used in) operating activities</b>	2,633,112	2,569,552	2,978,092	3,479,645	3,727,429	3,780,026	3,779,565	4,166,779	4,689,317	5,086,913
<b>Cash flows from investing activities</b>										
Payments for purchase of property, plant & equipment	(4,111,118)	(1,515,812)	(1,497,020)	(611,056)	(516,644)	(2,424,706)	(2,176,236)	(2,047,972)	(3,130,350)	(3,367,420)
Payments for construction of infrastructure	(5,468,809)	(2,736,760)	(2,535,681)	(4,973,797)	(4,690,725)	(2,105,743)	(2,273,503)	(2,846,333)	(2,460,059)	(2,747,665)
Proceeds from capital grants, subsidies and contributions	6,068,734	1,030,890	1,231,050	2,306,000	2,103,330	977,200	973,248	944,871	961,659	961,659
Proceeds from sale of plant & equipment	163,530	158,542	119,743	90,654	65,323	153,657	239,188	205,422	196,257	0
<b>Net cash provided by (used in) investing activities</b>	(3,347,663)	(3,063,140)	(2,681,908)	(3,188,199)	(3,038,716)	(3,399,592)	(3,237,303)	(3,744,012)	(4,432,493)	(5,153,426)
<b>Cash flows from financing activities</b>										
Repayment of debentures	(236,159)	(260,445)	(309,807)	(320,801)	(332,277)	(94,894)	(99,212)	(103,728)	(108,448)	(113,383)
Proceeds from new debentures	500,000	500,000	0	0	0	0	0	0	0	0
<b>Net cash provided by (used in) financing activities</b>	263,841	239,555	(309,807)	(320,801)	(332,277)	94,894	(99,212)	(103,728)	(108,448)	(113,383)
<b>Net increase (decrease) in cash held</b>	(450,710)	(254,033)	(13,623)	(29,355)	356,436	285,540	443,050	319,039	148,376	(179,896)
Cash at beginning of year	4,458,182	4,007,472	3,753,439	3,739,816	3,710,461	4,066,897	4,352,437	4,795,487	5,114,526	5,262,902
<b>Cash and cash equivalents at the end of year</b>	4,007,472	3,753,439	3,739,816	3,710,461	4,066,897	4,352,437	4,795,487	5,114,526	5,262,902	5,083,006
<b>Reconciliation of net cash provided by operating activities to net result</b>										
Net result	5,284,897	32,666	503,398	1,904,299	1,755,199	530,456	354,204	541,961	919,737	1,118,316
Depreciation	3,416,949	3,567,776	3,705,744	3,881,346	4,075,560	4,226,770	4,398,609	4,569,689	4,731,239	4,930,256
Grants/contributions for the development of assets	(6,068,734)	(1,030,890)	(1,231,050)	(2,306,000)	(2,103,330)	(977,200)	(973,248)	(944,871)	(961,659)	(961,659)
<b>Net cash from operating activities</b>	2,633,112	2,569,552	2,978,092	3,479,645	3,727,429	3,780,026	3,779,565	4,166,779	4,689,317	5,086,913

## Appendix B6 – Forecast Statement of Financial Activity 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>										
<b>Revenues</b>										
Rates	7,340,704	7,744,443	8,170,388	8,619,759	9,093,846	9,594,008	10,121,678	10,678,370	11,265,681	11,885,293
Grants, subsidies and contributions	729,863	755,407	781,845	809,210	837,531	866,846	897,185	928,588	961,088	994,726
Fees and charges	1,341,940	1,388,904	1,437,514	1,487,821	1,539,894	1,593,791	1,649,577	1,707,311	1,767,065	1,828,910
Interest revenue	253,746	240,224	232,603	232,194	231,314	242,007	250,574	263,865	273,434	277,885
Other revenue	47,458	49,118	50,836	52,616	54,456	56,362	58,337	60,378	62,490	64,678
	9,713,711	10,178,096	10,673,186	11,201,600	11,757,041	12,353,014	12,977,351	13,638,512	14,329,758	15,051,492
<b>Expenses</b>										
Employee costs	(3,565,643)	(3,726,096)	(3,893,769)	(4,068,989)	(4,252,093)	(4,443,441)	(4,643,401)	(4,852,350)	(5,070,709)	(5,298,883)
Materials and contracts	(2,758,151)	(3,079,990)	(2,952,759)	(2,781,028)	(2,881,080)	(3,205,403)	(3,595,102)	(3,623,291)	(3,535,068)	(3,590,607)
Utility charges (electricity, gas, water etc.)	(358,276)	(370,815)	(383,792)	(397,229)	(411,124)	(425,515)	(40,409)	(455,818)	(471,768)	(488,277)
Depreciation	(3,416,949)	(3,567,776)	(3,705,744)	(3,881,346)	(4,075,560)	(4,226,770)	(4,398,609)	(4,569,689)	(4,731,239)	(4,930,256)
Finance costs	(35,257)	(49,551)	(62,832)	(51,836)	(40,364)	(30,390)	(26,072)	(21,556)	(16,836)	(11,901)
Insurance	(244,327)	(258,986)	(274,527)	(290,998)	(308,460)	(326,971)	(346,590)	(367,388)	(389,433)	(412,803)
Other expenditure	(118,945)	(123,106)	(127,415)	(131,875)	(136,491)	(141,268)	(146,212)	(151,330)	(156,627)	(162,108)
	(10,497,548)	(11,176,320)	(11,400,838)	(11,603,301)	(12,105,172)	(12,799,758)	(13,596,395)	(14,041,422)	(14,371,680)	(14,894,835)
	(783,837)	(998,224)	(727,652)	(401,701)	(348,131)	(446,744)	(619,044)	(402,910)	(41,922)	156,657
<b>Funding position adjustments</b>										
Depreciation	3,416,949	3,567,776	3,705,744	3,881,346	4,075,560	4,226,770	4,398,609	4,569,689	4,731,239	4,930,256
<b>Net funding from operational activities</b>	2,633,112	2,569,552	2,978,092	3,479,645	3,727,429	3,780,026	3,779,565	4,166,779	4,689,317	5,086,913
<b>FUNDING FROM CAPITAL ACTIVITIES</b>										
<b>Inflows</b>										
Proceeds on disposal	163,530	158,542	119,743	90,654	65,323	153,657	239,188	205,422	196,257	0
Capital grants, subsidies and contributions	6,068,734	1,030,890	1,231,050	2,306,000	2,103,330	977,200	973,248	944,871	961,659	961,659
<b>Outflows</b>										
Purchase of property plant and equipment	(4,111,118)	(1,515,812)	(1,497,020)	(611,056)	(516,644)	(2,424,706)	(2,176,236)	(2,047,972)	(3,130,350)	(3,367,420)
Purchase of infrastructure	(5,468,809)	(2,736,760)	(2,535,681)	(4,973,797)	(4,690,725)	(2,105,743)	(2,273,503)	(2,846,333)	(2,460,059)	(2,747,665)
<b>Net funding from capital activities</b>	(3,347,663)	(3,063,140)	(2,681,908)	(3,188,199)	(3,038,716)	(3,399,592)	(3,237,303)	(3,744,012)	(4,432,493)	(5,153,426)
<b>FUNDING FROM FINANCING ACTIVITIES</b>										
<b>Inflows</b>										
Transfer from reserves	615,062	315,527	150,861	130,453	240,000	132,228	131,681	142,873	241,060	650,997
New borrowings	500,000	500,000	0	0	0	0	0	0	0	0
<b>Outflows</b>										
Transfer to reserves	(164,352)	(61,494)	(137,238)	(101,098)	(596,436)	(417,768)	(574,731)	(461,912)	(389,436)	(471,101)
Repayment of past borrowings	(236,159)	(260,445)	(309,807)	(320,801)	(332,277)	(94,894)	(99,212)	(103,728)	(108,448)	(113,383)
<b>Net funding from financing activities</b>	714,551	493,588	(296,184)	(291,446)	(688,713)	(380,434)	(542,262)	(422,767)	(256,824)	66,513
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Appendix B7 – Forecast Statement of Net Current Asset Composition 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Estimated surplus/deficit July 1 B/Fwd</b>	0	0	0	0	0	0	0	0	0	0
<b>CURRENT ASSETS</b>										
Unrestricted cash and equivalents	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971	2,177,971
Restricted cash and cash equivalent	1,829,501	1,575,468	1,561,845	1,532,490	1,888,926	2,174,466	2,617,516	2,936,555	3,084,931	2,905,035
Trade and other receivables	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516	382,516
Other assets	0	0	0	0	0	0	0	0	0	0
<b>CURRENT LIABILITIES</b>										
Trade and other payables	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)	(762,348)
Contract liabilities	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)	(1,566,089)
Reserves	(1,829,499)	(1,575,466)	(1,561,843)	(1,532,488)	(1,888,924)	(2,174,464)	(2,617,514)	(2,936,553)	(3,084,929)	(2,905,033)
Movement in accrued salaries and wages	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)	(232,052)
<b>Estimated surplus/deficit June 30 C/Fwd</b>	0	0	0	0	0	0	0	0	0	0

## Appendix B8 – Forecast Statement of Fixed Asset Movements 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>CAPITAL WORKS - INFRASTRUCTURE</b>										
Infrastructure - roads	1,456,954	1,523,734	1,901,821	1,947,984	1,860,372	1,841,453	2,127,191	2,281,538	2,303,326	2,303,326
Infrastructure - drainage, kerb and channel	816,750	1,073,049	177,067	1,649,589	2,652,200	79,902	82,698	85,593	88,588	91,689
Infrastructure - footpaths	212,000	12,855	235,049	13,770	0	98,340	0	0	0	0
Infrastructure - other infrastructure	2,983,105	127,122	221,744	1,362,454	178,153	86,048	63,614	479,202	68,145	352,650
<b>Total capital works - infrastructure</b>	<b>5,468,809</b>	<b>2,736,760</b>	<b>2,535,681</b>	<b>4,973,797</b>	<b>4,690,725</b>	<b>2,105,743</b>	<b>2,273,503</b>	<b>2,846,333</b>	<b>2,460,059</b>	<b>2,747,665</b>
<b>Represented by:</b>										
Additions - expansion, upgrades and new	3,262,500	647,855	718,305	866,720	3,311,522	448,585	652,500	750,000	0	0
Additions - renewal	2,206,309	2,088,905	1,817,376	4,107,077	1,379,203	1,657,158	1,621,003	2,096,333	2,460,059	2,747,665
<b>Total Capital Works - Infrastructure</b>	<b>5,468,809</b>	<b>2,736,760</b>	<b>2,535,681</b>	<b>4,973,797</b>	<b>4,690,725</b>	<b>2,105,743</b>	<b>2,273,503</b>	<b>2,846,333</b>	<b>2,460,059</b>	<b>2,747,665</b>
<b>Asset movement reconciliation</b>										
Total capital works infrastructure	5,468,809	2,736,760	2,535,681	4,973,797	4,690,725	2,105,743	2,273,503	2,846,333	2,460,059	2,747,665
Depreciation infrastructure	(2,127,901)	(2,222,400)	(2,313,102)	(2,439,777)	(2,583,535)	(2,682,525)	(2,787,953)	(2,902,659)	(3,004,253)	(3,109,401)
Revaluation of infrastructure assets (inflation)	2,433,489	2,631,484	2,732,083	2,915,635	3,010,898	3,199,759	3,290,298	3,404,089	3,533,992	3,648,700
<b>Net movement in infrastructure assets</b>	<b>5,774,397</b>	<b>3,145,844</b>	<b>2,954,662</b>	<b>5,449,655</b>	<b>5,118,088</b>	<b>2,622,977</b>	<b>2,775,848</b>	<b>3,347,763</b>	<b>2,989,798</b>	<b>3,286,964</b>
<b>CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT</b>										
Buildings	3,488,567	1,017,693	1,242,014	240,980	237,537	1,782,421	1,403,963	1,224,967	2,656,742	2,993,611
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	591,501	439,202	221,744	306,962	243,476	291,948	734,105	750,581	432,721	14,106
<b>Total capital works property, plant and equipment</b>	<b>4,111,118</b>	<b>1,515,812</b>	<b>1,497,020</b>	<b>611,056</b>	<b>516,644</b>	<b>2,424,706</b>	<b>2,176,236</b>	<b>2,047,972</b>	<b>3,130,350</b>	<b>3,367,420</b>
<b>Represented by:</b>										
Additions - expansion, upgrades and new	3,201,817	696,325	11,087	11,475	0	245,851	767,823	0	100,000	2,006,192
Additions - renewal	909,301	819,487	1,485,933	599,581	516,644	2,178,855	1,408,413	2,047,972	3,030,350	1,361,228
<b>Total capital works property, plant and equipment</b>	<b>4,111,118</b>	<b>1,515,812</b>	<b>1,497,020</b>	<b>611,056</b>	<b>516,644</b>	<b>2,424,706</b>	<b>2,176,236</b>	<b>2,047,972</b>	<b>3,130,350</b>	<b>3,367,420</b>
<b>Asset movement reconciliation</b>										
Total capital works property, plant and equipment	4,111,118	1,515,812	1,497,020	611,056	516,644	2,424,706	2,176,236	2,047,972	3,130,350	3,367,420
Depreciation property, plant and equipment	(1,289,048)	(1,345,376)	(1,392,642)	(1,441,569)	(1,492,025)	(1,544,245)	(1,610,656)	(1,667,030)	(1,726,986)	(1,820,855)
Net book value of disposed/written off assets	(163,530)	(158,542)	(119,743)	(90,654)	(65,323)	(153,657)	(239,188)	(205,422)	(196,257)	0
Revaluation of property, plant and equipment (inflation)	1,237,433	1,370,822	1,443,902	1,463,895	1,480,874	1,551,368	1,592,540	1,683,267	1,783,028	1,836,133
<b>Net movement in property, plant and equipment</b>	<b>3,895,973</b>	<b>1,382,716</b>	<b>1,428,537</b>	<b>542,728</b>	<b>440,170</b>	<b>2,278,172</b>	<b>1,918,932</b>	<b>1,858,787</b>	<b>2,990,135</b>	<b>3,382,698</b>
<b>CAPITAL WORKS - TOTALS</b>										
<b>Capital works</b>										
Total capital works infrastructure	5,468,809	2,736,760	2,535,681	4,973,797	4,690,725	2,105,743	2,273,503	2,846,333	2,460,059	2,747,665
Total capital works property, plant and equipment	4,111,118	1,515,812	1,497,020	611,056	516,644	2,424,706	2,176,236	2,047,972	3,130,350	3,367,420
<b>Total capital works</b>	<b>9,579,927</b>	<b>4,252,572</b>	<b>4,032,701</b>	<b>5,584,853</b>	<b>5,207,369</b>	<b>4,530,449</b>	<b>4,449,739</b>	<b>4,894,305</b>	<b>5,590,409</b>	<b>6,115,085</b>
<b>Fixed asset movement</b>										
Net movement in infrastructure assets	5,774,397	3,145,844	2,954,662	5,449,655	5,118,088	2,622,977	2,775,848	3,347,763	2,989,798	3,286,964
Net movement in property, plant and equipment	3,895,973	1,382,716	1,428,537	542,728	440,170	2,278,172	1,918,932	1,858,787	2,990,135	3,382,698
<b>Net movement in fixed assets</b>	<b>9,670,370</b>	<b>4,528,560</b>	<b>4,383,199</b>	<b>5,992,383</b>	<b>5,558,258</b>	<b>4,901,149</b>	<b>4,694,780</b>	<b>5,206,550</b>	<b>5,979,933</b>	<b>6,669,662</b>

## Appendix B9 – Forecast Statement of Capital Funding 2025-2035

	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Capital expenditure</b>										
Infrastructure - roads	1,456,954	1,523,734	1,901,821	1,947,984	1,860,372	1,841,453	2,127,191	2,281,538	2,303,326	2,303,326
Infrastructure - drainage, kerb and channel	12,420	816,750	1,073,049	177,067	1,649,589	2,652,200	79,902	82,698	85,593	88,588
Infrastructure - footpaths	212,000	12,855	235,049	13,770	0	98,340	0	0	0	0
Infrastructure - other infrastructure	2,983,105	127,122	221,744	1,362,454	178,153	86,048	63,614	479,202	68,145	352,650
Buildings	3,488,567	1,017,693	1,242,014	240,980	237,537	1,782,421	1,403,963	1,224,967	2,656,742	2,993,611
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	591,501	439,202	221,744	306,962	243,476	291,948	734,105	750,581	432,721	14,106
<b>Total - Capital expenditure</b>	<b>9,579,927</b>	<b>4,252,572</b>	<b>4,032,701</b>	<b>5,584,853</b>	<b>5,207,369</b>	<b>4,530,449</b>	<b>4,449,739</b>	<b>4,894,305</b>	<b>5,590,409</b>	<b>6,115,085</b>
<b>Funded by:</b>										
<b>Capital grants &amp; contributions</b>										
Infrastructure - roads	973,734	1,030,890	1,193,550	1,216,500	1,065,830	977,200	973,248	944,871	961,659	961,659
Infrastructure - footpaths	250,000	0	37,500	1,037,500	1,037,500	0	0	0	0	0
Infrastructure - other infrastructure	2,370,000	0	0	52,000	0	0	0	0	0	0
Buildings	2,475,000	0	0	0	0	0	0	0	0	0
<b>Total - Capital grants &amp; contributions</b>	<b>6,068,734</b>	<b>1,030,890</b>	<b>1,231,050</b>	<b>2,306,000</b>	<b>2,103,330</b>	<b>977,200</b>	<b>973,248</b>	<b>944,871</b>	<b>961,659</b>	<b>961,659</b>
<b>Own source funding</b>										
Infrastructure - roads	483,220	492,844	708,271	731,484	794,542	864,253	1,153,943	1,336,667	1,341,667	1,341,667
Infrastructure - drainage, kerb and channel	566,750	1,073,049	139,567	612,089	1,614,700	79,902	82,698	85,593	88,588	91,689
Infrastructure - footpaths	212,000	12,855	235,049	13,770	0	98,340	0	0	0	0
Infrastructure - other infrastructure	613,105	127,122	221,744	1,310,454	178,153	86,048	63,614	479,202	68,145	352,650
Buildings	513,567	517,693	1,242,014	240,980	237,537	1,782,421	1,403,963	1,224,967	2,656,742	2,993,611
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	427,971	280,660	102,001	216,308	178,153	138,291	494,917	545,159	236,464	14,106
<b>Total - Own source funding</b>	<b>2,847,663</b>	<b>2,563,140</b>	<b>2,681,908</b>	<b>3,188,199</b>	<b>3,038,716</b>	<b>3,399,592</b>	<b>3,237,303</b>	<b>3,744,012</b>	<b>4,432,493</b>	<b>5,153,426</b>
<b>Borrowings</b>										
Infrastructure - other infrastructure	0	0	0	0	0	0	0	0	0	0
Buildings	500,000	500,000	0	0	0	0	0	0	0	0
<b>Total - Borrowings</b>	<b>0</b>	<b>2,821,225</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other (disposals &amp; C/Fwd)</b>										
Plant and equipment	163,530	158,542	119,743	90,654	65,323	153,657	239,188	205,422	196,257	0
<b>Total - Other (disposals &amp; C/Fwd)</b>	<b>163,530</b>	<b>158,542</b>	<b>119,743</b>	<b>90,654</b>	<b>65,323</b>	<b>153,657</b>	<b>239,188</b>	<b>205,422</b>	<b>196,257</b>	<b>0</b>
<b>Total Capital Funding</b>	<b>9,579,927</b>	<b>4,252,572</b>	<b>4,032,701</b>	<b>5,584,853</b>	<b>5,207,369</b>	<b>4,407,524</b>	<b>4,449,739</b>	<b>4,894,305</b>	<b>5,590,409</b>	<b>6,115,085</b>

## Appendix B10 – Asset Renewals 2025-2035

Required Asset Renewals	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Asset Class</b>										
Buildings	212,288	219,718	227,409	235,368	243,606	252,132	260,957	270,090	279,543	289,327
Furniture and equipment	-	-	-	-	-	-	-	-	-	-
Plant and equipment	182,938	550,811	300,485	73,755	902,048	263,361	483,828	352,650	43,799	-
Infrastructure - roads	363,257	725,075	2,030,088	290,485	340,569	-	1,256,692	1,925,338	43,503	796,609
Infrastructure - drainage, kerb and channel	-	-	760,934	-	2,211	-	-	-	-	-
Infrastructure - footpaths	-	-	-	-	-	-	373,134	23,387	-	161,591
Infrastructure - other infrastructure	906,822	317,463	809,515	237,212	896,889	508,254	416,641	558,112	1,531,563	284,893
<b>Total</b>	<b>1,665,305</b>	<b>1,813,068</b>	<b>4,128,431</b>	<b>836,820</b>	<b>2,385,323</b>	<b>1,023,747</b>	<b>2,791,251</b>	<b>3,129,577</b>	<b>1,898,408</b>	<b>1,532,421</b>

Planned Asset Renewals	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Asset Class</b>										
Buildings	316,750	32,1368	1,230,927	229,505	237,537	1,782,421	636,140	1,224,967	2,556,742	987,419
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	1,04,486	38,168	72,424	40,887	359,703
Plant and equipment	561,501	439,202	221,744	306,962	243,476	291,948	734,105	750,581	432,721	14,106
Infrastructure - roads	856,954	908,734	1,271,821	1,302,984	1,123,850	1,417,453	1,474,691	1,681,538	2,303,326	2,303,326
Infrastructure - drainage, kerb and channel	200,000	-	221,744	-	-	98,340	-	-	-	-
Infrastructure - footpaths	816,750	1,073,049	102,067	1,574,589	77,200	79,902	82,698	85,593	88,588	91,689
Infrastructure - other infrastructure	332,605	107,122	221,744	1,229,504	178,153	61,463	63,614	329,202	68,145	352,650
<b>Total</b>	<b>3,115,610</b>	<b>2,908,392</b>	<b>3,303,309</b>	<b>4,706,658</b>	<b>1,895,847</b>	<b>3,836,013</b>	<b>3,029,416</b>	<b>4,144,305</b>	<b>5,490,409</b>	<b>4,108,893</b>

Asset Renewal Funding Surplus (Deficit)	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Asset Class</b>										
Buildings	104,462	101,650	1,003,518	(5,863)	(6,069)	1,530,289	375,183	954,877	2,277,199	698,092
Furniture and equipment	31,050	58,917	33,262	63,114	35,631	104,486	38,168	72,424	40,887	359,703
Plant and equipment	378,563	(111,609)	(78,741)	233,207	(658,572)	28,587	250,277	397,931	388,922	14,106
Infrastructure - roads	493,697	183,659	(758,267)	1,012,499	783,281	1,417,453	217,999	(243,800)	2,259,823	1,506,717
Infrastructure - drainage, kerb and channel	200,000	-	(539,190)	-	(2,211)	98,340	-	-	-	-
Infrastructure - footpaths	816,750	1,073,049	102,067	1,574,589	77,200	79,902	(290,436)	62,206	88,588	(69,902)
Infrastructure - other infrastructure	(574,217)	(210,341)	(587,771)	992,292	(718,736)	(446,791)	(353,027)	(228,910)	(1,463,418)	67,757
<b>Total</b>	<b>1,450,305</b>	<b>1,095,324</b>	<b>(825,122)</b>	<b>3,869,838</b>	<b>(489,476)</b>	<b>2,812,266</b>	<b>238,165</b>	<b>1,014,728</b>	<b>3,592,001</b>	<b>2,576,472</b>

# Appendix B11 – Forecast Significant Accounting Policies

## Basis of Preparation

The Long-Term Financial Plan, as part of this Strategic Resource Plan (the Plan), comprises forecast financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

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

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

## Judgements, Estimates and Assumptions

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

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

## The Local Government Reporting Entity

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

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between funds) have been eliminated.

All monies held in the trust fund are excluded from the forecast financial statements.

## Base Year Balances

Balances shown in the Plan as Base Year are as forecast at the time of preparation of the Plan and are based on the current budget and prior year annual financial reporting and may be subject to variation

## Rounding Off Figures

All figures shown in the Plan are rounded to the nearest dollar.

## Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation.

## Forecast Fair Value Adjustments

All fair value adjustments relating to re-measurement of financial assets at fair value through profit or loss (if any) and changes on revaluation of non-current assets are impacted upon by external forces and not able to be reliably estimated at the time preparation.

Fair value adjustments relating to the re-measurement of financial assets at fair value through profit or loss will be assessed at the time they occur and have not been estimated within the Plan.

It is anticipated, in all instances, any changes upon revaluation of non-current assets will relate to non-cash transactions, and as such have been estimated as an inflation adjustment to Other Comprehensive Income, based on the value of the non-current assets forecasted to be held by the Shire.

## Goods and Services Tax (GST)

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

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

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

## Superannuation

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

## Cash and Cash Equivalents

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

## Trade and Other Receivables

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

Trade receivables are recognised at original invoice amount less any allowances for uncollectible amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

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

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

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

## Inventories

### General

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

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

### Land held for resale

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

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

Land held for sale is classified as current except where it is held as non-current based on Council's intention to release for sale.

## Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment losses.

### Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

### Depreciation

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

An effective average depreciation rate for each class of asset has been utilised to estimate the forecast depreciation expense for each year. These are provided in the following table.

Asset Class	Effective average depreciation rate
Buildings - non-specialised	1.65%
Buildings - specialised	1.61%
Furniture and equipment	2.96%
Plant and equipment	9.54%
Infrastructure - roads	1.77%
Infrastructure - bridges & culverts	1.00%
Infrastructure - drainage, kerb and channel	2.49%
Infrastructure - footpaths	1.76%
Infrastructure - other infrastructure	4.34%

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

### Gains and Losses on Disposal

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

## Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

## Employee Benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

### Short-Term Employee Benefits

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

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

### Other Long-Term Employee Benefits

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

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

## Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the financial year that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

## Provisions

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

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

## Current and Non-Current Classification

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

## Appendix C1 - Glossary

### Funding Gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

### Infrastructure Assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, e.g. properties, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally, the components and hence the assets have long lives. They are fixed in place and often have no separate market value.

### Key Performance Indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

### Level of Service

The defined service quality for a particular activity or service area (i.e. street lighting) against which service performance can be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environment, acceptability and cost.

### Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition but excluding rehabilitation or renewal. Maintenance occurs on a routine (at least annual) basis.

### Planned Maintenance

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

### Reactive Maintenance

Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

## **Significant Maintenance**

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance budget.

## **Unplanned Maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

## **Maintenance Expenditure**

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure which was anticipated in determining the asset's useful life.

## **Materiality**

The notion of materiality guides the margin of error acceptable, the degree of precision required, and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

## **Modern Equivalent Asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and improvements and efficiencies in production and installation techniques

## **Net Present Value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

## **Non-Revenue Generating Investments**

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Shire, for example parks and playgrounds, footpaths, properties and bridges, libraries, etc

## **Operations Expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses

## **Pavement Management System**

A systematic process for measuring and predicting the condition of property pavements and wearing surfaces over time and recommending corrective actions.

## **Recoverable Amount**

The higher of an asset's fair value, less costs to sell and its value in use.

## **Recurrent Expenditure**

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

## **Recurrent Funding**

Funding to pay for recurrent expenditure.

## **Remaining Useful Life**

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

## **Renewal**

Works to upgrade refurbish or replace existing facilities with facilities of equivalent capacity or performance capability.

## **Residual Value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

## **Revenue Generating Investments**

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

## **Risk Management**

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

## **Section or Segment**

A self-contained part or piece of an infrastructure asset.

## **Service Potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

## **Service Potential Remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

## Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, replacement of air conditioning equipment, etc. This work generally falls below the capital/maintenance threshold and needs to be identified in a specific maintenance budget allocation.

## Sub-Component

Smaller individual parts that make up a component part.

## Useful Life

May be expressed as either:

- (a) The period over which a depreciable asset is expected to be used; or
- (b) The number of production or similar units (i.e. intervals, cycles) that is expected to be obtained from the asset.

# Appendix D1 – Workforce Planning

## Induction

The Shire of Boddington Workforce Plan 2025–2029 forms an integral part of our integrated Strategic Resource Plan 2025-2035. The Plan assists the Shire to respond to its workforce challenges in a strategic way as we work with the community to build a bright future and a capable workforce.

The Shire's Council Plan 1 July 2025 to 30 June 2035, outlines the community's hopes and aspirations, with detailed strategies and actions to progress these identified. The Workforce Plan plays an important part as we seek to ensure the Shire has the right people, in the right place, at the right time, to meet the needs of our community.

The Shire continues its journey to meet the changing service demands of its community. This requires a skilled, flexible and productive workforce across the organisation to deliver the Shire's Council Plan objectives. It also requires the organisation to build a culture of discipline, innovation and continual improvement to make it happen.

## What is workforce planning?

Workforce planning is a process of analysis to ensure the Shire has the right people, in the right place, at the right time to achieve the objectives set out in the Shire's Council Plan.

Workforce planning assists management to anticipate change, identify the important issues driving workforce activity and implement the strategies to support positive workforce development and strategic outcomes.

## Key principles of workforce planning

- Building workforce strategies aligned to and supporting the Shire's strategic direction and values.
- Ensuring the workforce planning process is part of the Shire's integrated planning process.
- Actively involve managers and employees in developing, communicating and implementing the workforce strategies.
- Utilising a risk management approach to workforce planning and identifying 'mission critical' areas of operations.
- Establishing effective implementation processes to ensure the successful execution of core strategies.
- Continually monitoring and evaluating the progress towards implementing the workforce strategies and measuring its contribution towards meeting the Shire's strategic goals.

## Integration with the Integrated Planning and Reporting Framework

Workforce planning responds to the requirements under the State Integrated Planning and Reporting Framework which is a planning obligation on all local governments in Western Australia. The key elements of the framework are reflected in the diagram to the right.



# Appendix D2 – Shire of Boddington Analysis

## The External Environment

There are a range of external trends and challenges that influence and determine the key strategies developed in this Workforce Plan. These key trends include:

### Socio Demographic Trends

- A multi-generational workforce, each with their own needs, aspirations, and expectations.
- High percentage of 0-14 years old's within the district<sup>2</sup>. 54% of the resident population are between 35 and 74 years old.
- Greater work/life balance expectations.
- Regional location.
- Accommodation shortage.

### Competition

- Projected talent and skill shortage.
- Demand for mining workforce competing for talent.

### Economic

- Cost of living and inflationary pressures within WA.
- Global and national economic uncertainty resulting in a reducing availability of external grants and contributions.

### Political

- The implementation of initiatives in relation to the Integrated and Reporting Framework may require additional local resources as well as new capabilities.
- Increasing expectation in relation to corporate governance standards and transparency of decision making, bringing with it a range of workforce considerations.
- Ongoing increasing statutory requirements for local government.

### Technology

- The pace of change and emerging technology trends present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making.
- Technology provides a range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations.
- Trends such as social media, cloud-based applications, robotic automation will be of particular importance and application in the future.

### Industry

- There is an increasing lack of sustainability in financing renewal of assets, with ageing community infrastructure playing a major role. There is a heavy reliance on state or federal funding.
- Significant cost shifting from other levels of government to the local level without the associated resources.

### Customers

- Many customers are becoming better informed and assertive about their rights.

<sup>2</sup> Australian Bureau of Statistics Boddington (S) (LGA50630) 2021 Census of Population and Housing, viewed 12 June 2024

## The External Labour Market

The external labour market demand indicates difficulties in attracting and retaining skilled staff in key occupations across the State, due mainly to continuing labour demand in the mining, construction and professional services, scientific and technical service, public service, community and health sectors. This is based on the occupations in high and medium demand in the WA State Priorities Occupation List<sup>3</sup> produced by the Department of Training and Workforce Development. In this case, there is the additional challenge of the regional location that further impact recruitment and retention to the district.

Some of the specific positions that are regarded as being in high demand in Western Australia, which may impact the Shire in regard to recruitment and retention include:

- Chief Executive Officer.
- Environmental Health Officer.
- Accountant / Finance Manager.
- Human Resource Manager.
- Plant Operators.
- Engineers.

It is noted, the external market is somewhat volatile due to changing economic conditions in the mining, manufacturing and construction industries. There are also ongoing impacts from recent global events and disruptions, which are yet to be fully reflected in the data collection process.

The Shire identified the following skills as challenging to source:

- Accounting / Finance.
- Plant Operators / Labourers.
- Grader Operators.
- Rangers.
- Multi-skilled local government experienced staff.
- Governance / Compliance.

Due to the regional location, it is challenging to attract and retain skilled staff in all areas. As needs arise, identifying alternative opportunities include potential for shared services, virtual or remote options.

<sup>3</sup>Department of Training & Workforce Development: SPOL year: 2023

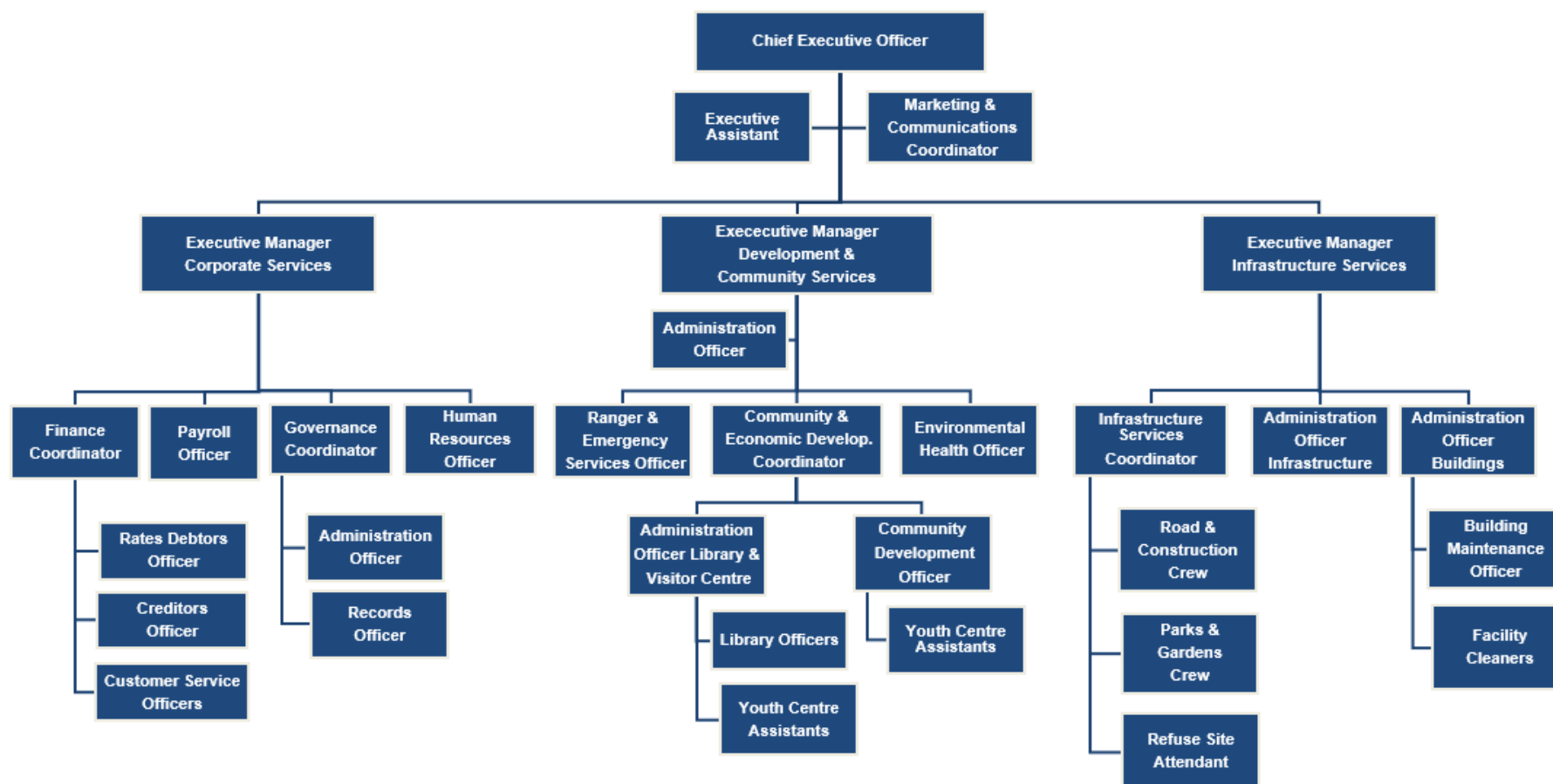
## Shire of Boddington Internal Operating Environment

The Shire provides a number of services to the community as listed below:

- Co-ordination of Shire activities and functions.
- Co-ordination of management functions.
- Liaison with Government and Ministerial offices.
- Corporate | strategic planning.
- Business | economic development.
- Statutory compliance.
- Executive support to Council.
- Special projects.
- Financial administration.
- Human resources | work, health and safety.
- Information | communication.
- Community development.
- Library | information services.
- Procurement.
- Asset management.
- Sport | recreation facilities and services.
- Caravan park.
- Retirement Village | affordable housing.
- Support for volunteers.
- Information | tourism services.
- Event support.
- Roads | streets.
- Shire buildings maintenance | heritage assets.
- Parks | gardens | reserves.
- Waste services.
- Cleaning.
- Ranger services.
- Emergency services.
- Cemetery.
- Health administration | inspection services.
- Building | planning services.
- Private works.

## Organisation Structure

The organisational structure is a dynamic process and needs to be developed in accordance with changing priorities and considering the difficulty in attracting and retaining suitably qualified employees to the Shire, however the current structure is not expected to change significantly during the term of this Plan. It is expected that there will be a number of vacancies at any given time due to staff turnover



## Workforce Profile

Information	As at 30 June 2025	Project	As at 30 June 2025
Number of Employees	50 Headcount 34 FTE	Annual/LSL Liability	Current \$280,500 Non-Current \$37,105
Status of employment	21 Full Time 16 Part Time 13 Casual	Age Profile	The average age of current employees is 48 years
Gender	65% (33) female 35% (17) male	Years of Service	The average length of service is 2 years
Total employee costs	\$3,488,641	Award and Agreement	Local Government Officers (WA) Award 2021  Municipal Employees (WA) 2021
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed		

## Workforce Demographics

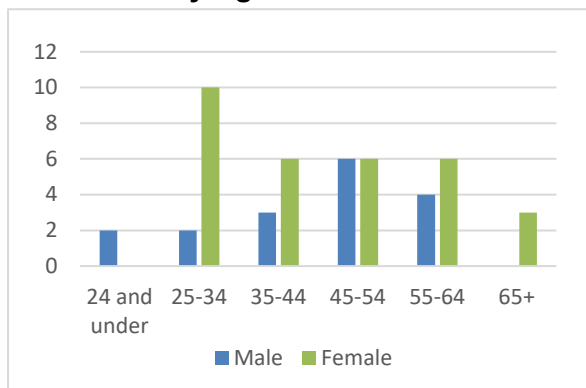
This section contains an analysis of some key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave, including long service and maternity leave, however contractors, agency staff and group apprentices are excluded.

The workforce gender balance composition at June 2025 was 65% female and 35% male. As indicated above, this composition includes full time, part time and casual staff.

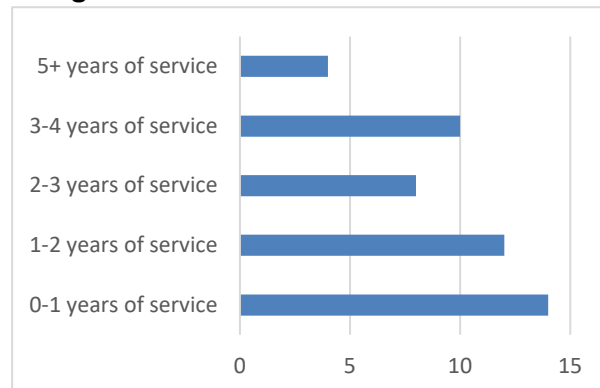
A considerable proportion (71%) of employees are over 35 years of age. Attracting and retaining younger employees is an important challenge as this cohort are often a source of innovation as well as representing the talent pool for the future.

Of the Shire's 50 employees, 26 are aged 45+, and 44% are aged 50+. This demographic profile presents potential risks to knowledge retention and business continuity if experienced staff were to leave the organisation at short notice. Addressing this risk could include identifying and training potential successors for business-critical roles, as well as developing broader strategies to retain mature workers. The Shire already supports flexible working arrangements and has introduced a four-day work week roster for outside works staff, providing a foundation for further retention initiatives.

### Workforce by Age and Gender



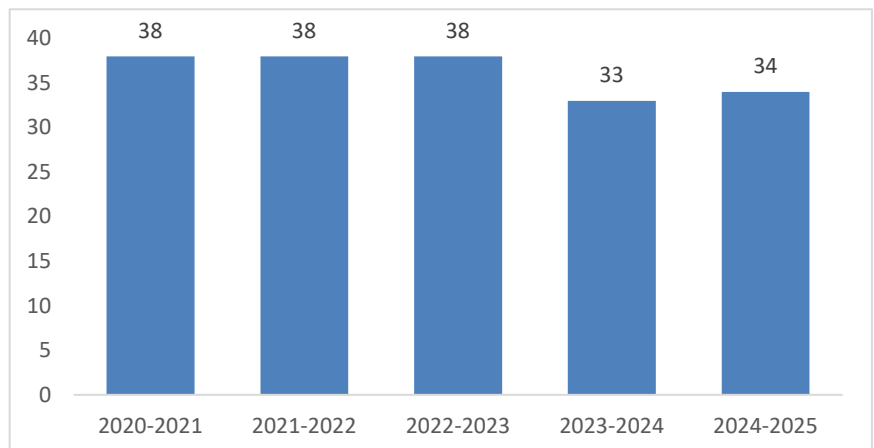
### Length of Service



## Historical Employee Information

### Full time Equivalent

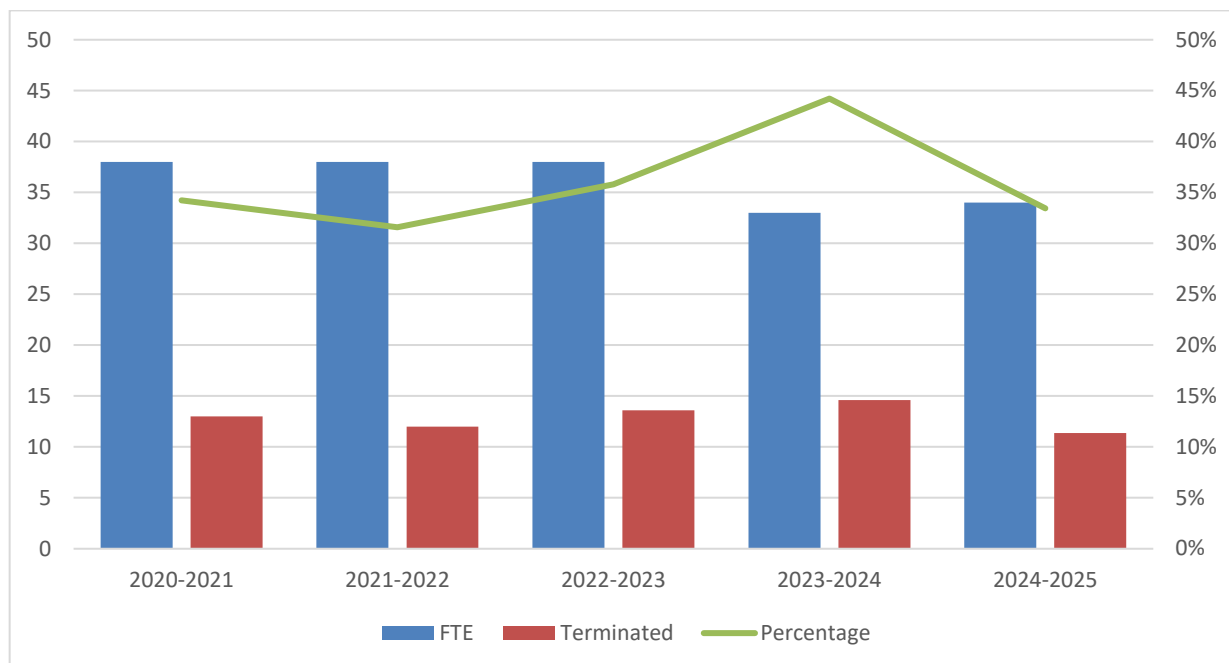
Employee levels fluctuate throughout the year as staff are recruited and terminated. The drop from 38 FTE in 2022–23 to 33 FTE in 2023–2024 is largely due to the transfer of Early Childcare staff to REED, as shown in the chart to the right.



### Turnover Rate

The following graph showing the exit rates for the Shire of Boddington for the period 2020/21 to 2024/25. These need to be considered in the context of the size of the workforce and overall length of service. Over this period the average annual turnover rate is 36%.

In light of the regional location and size of the workforce this rate is not considered to be of significant concern. Ongoing monitoring of this rate will assist the organisation with future planning.



# Appendix D3 – Council Plan Workforce Implications

## Overview

This section addresses:

- Council Plan (*Strategic Community Plan and Corporate Business Plan*).
- Key risk areas.
- Future workforce demand and requirements.
- Workforce Supply Demand Analysis.

## Council Plan

In 2022, the Shire adopted a revised approach to strategic planning, replacing separate Strategic Community and Corporate Business Plans with an integrated Council Plan covering the period 1 July 2022 to 30 June 2032. The Council Plan is reviewed annually, with the most recent review extending its horizon to 1 July 2025 to 30 June 2035. Each review is informed by community consultation, with feedback used to refine priorities and guide the strategies within the updated Council Plan.

The Workforce Plan is part of a broader integrated planning framework aimed at achieving the Shire of Boddington's vision as identified in the Council Plan. This Plan identifies five core performance areas:

- **People:** A connected, inclusive community with excellent access to local health services and residential care for our elderly.
- **Planet:** Everyone is committed to climate action and our future sustainability.
- **Place:** Attractive, liveable towns and rural communities with affordable, accessible housing for all stages of life.
- **Prosperity:** The Shire of Boddington is attracting growing numbers of investors, businesses, visitors, and workers who choose to live locally.
- **Performance:** Local leaders are trusted and respected for listening to diverse community views and making well informed, responsible decisions.

There are a range of challenges impacting on the Shire and potential strategic shifts in business operations that may occur which will directly impact the way services are delivered and resourced.

## Core Business and Service Delivery

Over recent years, the Shire has experienced a substantial increase in both core and non-core services required to be delivered. This growth has been driven by a combination of natural population growth, higher ratepayer expectations, and significant cost shifting from other levels of government to local government. While these factors have placed sustained pressure on existing resources to deliver current services, they have also constrained the Shire's capacity to focus on emerging strategic priorities such as community development, economic development, and strengthening its advocacy, strategic leadership, and facilitation roles.

As part of the overall planning process, Council and the Executive have reviewed and redefined the range of core and non-core services that underpin service delivery to the community. This review has also identified services that could potentially be:

- Outsourced to external providers.
- Insourced from other local governments.
- Delivered collaboratively with neighbouring councils on a shared-service basis.

## Core Business and Service Delivery (continued)

To support the implementation of these strategies and to manage the increasing workload generated by new projects, Council and the Executive have resolved to add a Project Officer position to the workforce. This role will be pivotal in coordinating, monitoring, and delivering key projects, ensuring that strategic initiatives are implemented effectively and within required timeframes.

These strategic directions have significant implications for workforce planning, including:

- Reallocation of resources as collaborative, insourcing, and outsourcing arrangements are implemented.
- Development of new or enhanced skills to operate in a more collaborative environment and to manage projects and contracts within new delivery models.
- Effective management of staff through associated change processes.

## Key Risk Areas

An analysis of the current workforce identified the following risks areas. These risks have been assessed using the risk based approach as set out in Appendix D3. A scoring system was used to determine a risk category of extreme, high, moderate, low or very low.

The risk events are scored according to their likelihood, and consequence and risk mitigation strategic actions have been developed.

## Workforce Risk Assessment

Risk Issues	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequences	Risk Category
Knowledge loss due to staff turnover	Likely	Minor	Major	Major	High
Physical and financial constraints limit staff numbers	Likely	Minor	Major	Major	High
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	High
Organisational capacity insufficient to meet future needs	Possible	Major	Major	Major	High
High staff turnover due to organisational cultural issues	Possible	Major	Major	Major	High
Selection, recruitment and training costs increase	Possible	Insignificant	Minor	Minor	Moderate
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate
Operational procedures not followed due to lack of staff training	Unlikely	Minor	Major	Major	Moderate

# Appendix D4 – Strategies to Meet Future Workforce Needs

## Workforce Supply Demand Analysis

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing and collaborations.

The initiatives identified below will have an impact upon the corporate services section, in terms of:

- Reviewing internal processes and procedures with the goal of gaining greater transactional efficiencies.
- Providing strong reporting outcomes and operational advice to the council members and the executive.

To effectively manage the increasing workload associated with new projects, Council and the Executive have approved the creation of a dedicated Project Officer role. This position will enhance the Shire's capacity to coordinate, manage, and deliver projects efficiently while maintaining service quality across other core functions.

Overall, staffing levels within Corporate Services are expected to remain largely stable over the term of the Plan, with the exception of a new Project Officer position. Service provision and demand will be regularly reviewed to ensure resources continue to align with community needs and organisational objectives.

Demand for Community Services is anticipated to remain steady, with ongoing consideration given to maintaining the appropriate level of resources to meet service requirements. Infrastructure Services are also forecast to remain stable; however, due to the Shire's regional location, attracting and retaining employees in this area remains a challenge. This will continue to be addressed through a balanced approach, utilising a combination of local contractors and permanent staff to ensure adequate resource capacity.

## Strategic Shifts

There has been a significant shift over the last few years in the delivery of core and non-core business of Local Government, due to federal and state government cost shifting and this is being evidenced within the Shire.

As part of the workforce planning process, the Shire has redefined its core and non-core services, this is an ongoing process, with constant review and development required.

Whilst the core businesses of the Shire still take precedence as a fundamental service delivery priority, there has been growth in what has been considered non-core services such as community development, economic development and tourism.

These changes bring with them a significant shift in the role of the Shire - a more facilitative, advocacy, project manager role than a "doer" or direct deliverer of services.

This will have significant implications for the Shire in the mid-term. It may result in new or changing job roles, skills and additional allocation of resources to meet some of the changing requirements. Some of the emerging capability requirements will be in areas such as project management, economic development, community development, asset managers and specialised planning.

## Equal Opportunities

As an Equal Opportunity Employer, the Shire is dedicated to diversity in the workplace, providing merit-based employment opportunities on the basis of qualifications, values and business needs.

## Service Delivery Models

Along with the business shifts and growth opportunities identified in the Council Plan, there is a significant need and opportunity for the Shire to analyse how it delivers services to add to efficiency and effectiveness. This may include the review and updating of processes for greater efficiency, automating, considering alternative delivery models and collaborative approaches. This will have significant implications for the corporate and community services area as they will be required to drive these processes. It will also impact on infrastructure services that have a significant number of projects to deliver.

Some of the strategies to be considered include systematically reviewing job roles and functions to gain greater efficiencies and effectiveness, realigning resources and redesigning jobs and delivery structures.

## Succession Management

Currently, succession planning is managed by developing multi-skilled employees to ensure in the event of sudden loss of staff, key positions are covered to limit service delivery impact. Some succession gaps are evident, and a formal succession management process is not currently active. Permanent on the job training and skills development of young staff is required to cover the succession of senior operational staff. Due to the regional location of the Shire, long term retention of staff is limited, however the Shire is keen to increase attractiveness and retention of employees

## Developing Young Local Talent

The Shire, where possible, identifies and is open to developing local talent. Traineeship opportunities are made available when a suitable opportunity arises.

The Shire has a history of sourcing local talent, representing not only a valuable workforce pool, but it also contributes to the economic development of the district. Workforce strategies available to promote this aim include providing student work experience opportunities and offering apprenticeships and traineeships where opportunities arise.

## Additional Incentives

The Shire currently offers complimentary gym and pool membership and additional co-contribution superannuation. A relocation allowance is available for certain positions and is negotiated through the recruitment process. Whilst the Shire is committed to providing these incentives, the challenges in maintaining them should be considered due to the lack of housing accommodation available within the Shire.

## Performance Outcomes and Measures

The following diagram identifies the Shire's strategic objectives and how the Shire intends to assess the effectiveness of the actions.

### Diagram: Workforce Plan Performance Measurement

The key strategic objectives identified drive the core strategies of the Workforce Plan, these are in the tables following.

The prioritisation of the actions is identified in the following tables, with forecast timing when the action is planned to be undertaken indicated.



## Workforce Objectives and Strategies

### Objective 1 – Attracting and selecting the right people

Attracting and retaining people with the capability and commitment to contribute to the Shire of Boddington

Strategy	Action	2025/26	2026/27	2027/28	2028/29	Future
1.1 Customised recruitment strategies that meet the needs and expectations of the organisation.	1.1.1 As vacancies arise consider opportunities within organisation structure and bespoke recruitment to the new role requirements	✓	✓	✓	✓	✓
1.2 Identify and market the benefits of working for the Shire of Boddington	1.2.1 Maintain list of financial and non-financial rewards and benefits offered to employees	✓	✓	✓	✓	✓
1.3 Ensure an appropriate induction and orientation process	1.3.1 Review the current induction and orientation process	✓	✓	✓	✓	✓
1.4 Continue to focus on local employment where opportunities exist	1.4.1 Promote the Shire as an employer to the local community	✓	✓	✓	✓	✓
1.5 Review selection process to facilitate best candidate selection outcomes	1.5.1 Review the selection process to ensure people with the right skills sets and most suitable candidate are selected for the future needs and growth of the Shire	✓	✓	✓	✓	✓

### Objective 2 – Retaining and engaging our valued workforce

Building and retaining a highly engaged workforce, committed and connected to our Shire and community

Strategy	Action	2025/26	2026/27	2027/28	2028/29	Future
2.1 Support development and upskilling	2.1.1 Identify relevant training needs and opportunities	✓	✓	✓	✓	✓
2.2 Provide sufficient job role clarity, work direction, workload management, feedback on performance and support in role.	2.2.1 Ensure current job descriptions are in place and provided at commencement in roles	✓	✓	✓	✓	✓
	2.2.2 Undertake performance reviews as per policy and employment agreements	✓	✓	✓	✓	✓
2.3 Regular communication with the workforce	2.3.1 Continue regular meetings between executive, supervisors and staff	✓	✓	✓	✓	✓

### Objective 3 – A strategic workforce, with the capability and capacity to meet strategic objectives

Building a flexible, innovative, and capable workforce

Strategy	Action	2025/26	2026/27	2027/28	2028/29	Future
3.1 Appropriate organisational structure	3.1.1 Regular assessment of organisation structure, seeking to meet the needs of the organisation whilst recognising the funding restrictions	✓	✓	✓	✓	✓
	3.1.2 Continue to seek external funding where possible and look for opportunities for resource sharing where appropriate	✓	✓	✓	✓	✓
3.2 Recognised critical positions and critical position management	3.2.1 Recruit skilled personnel as required, recognising opportunities for alternative work arrangements and/or contractors to meet essential skills if appropriate	✓	✓	✓	✓	✓
	3.2.2 Ensure appropriate policies and procedures documented to assist in mitigating knowledge loss risk due to staff turnover	✓	✓	✓	✓	✓
	3.3.1 Job descriptions reviews conducted as part of the induction and performance review process	✓	✓	✓	✓	✓
3.3 Ensure appropriate job descriptions	3.1.1 Regular assessment of organisation structure, seeking to meet the needs of the organisation whilst recognising the funding restrictions	✓	✓	✓	✓	✓

## Key Performance Indicators

Key performance indicators are listed below.

Strategic Workforce Objective	Workforce Outcomes	Assessment	Ratio Or Measure
Attracting and selecting a capable and committed workforce	Adequate staff levels with appropriate skills	Effectiveness of recruitment processes	Average number of vacancies annually
Retaining and engaging our valued workforce	Staff turnover	The percentage of employee initiated separation rate	Gross number of staff resignations divided by total staff
	Employee leave	Accrued leave liability	Number of employees with accrued annual leave exceeding 150 hours
	Sick leave	The number of workplace absences due to health related reasons	Number of sick day absences divided by number of available working days
	Training and development	The average level of investment in training	Training expense divided by number of FTE employees
A strategic workforce, with the capability and capacity to meet strategic objectives	Appropriate policies and procedures in plan	Review of policies and procedures (Audit Regulation 17 Review)	Non-compliance noted
	Occupational Health and Safety	Frequency and cost of lost time injuries	Total hours lost due to injury divided by number of work hours available

## Appendix D5 – Monitoring and Evaluation of Outcomes

### Evaluation

The ongoing evaluation of the Workforce Plan is required to address the following:

- The progress towards meeting the performance indicator targets.
- The progress towards meeting strategic actions of the Workforce Plan.

### Implementation

Implementation of the Workforce Plan may be impacted by competitive priorities and the need for the application of dedicated resources. For a return to be achieved on the current planning investment, these matters will need to continue to be a focus in the future.

### Review

Regular review of the Workforce Plan, particularly the strategies and actions contained in the tables, is required to ensure they are being achieved. The preferred timing is a review at least annually. The Strategic Resource Plan will need to be reviewed annually, and its financial impact included in the Council Plan and Annual Budget.

## Appendix D6 – Risk Assessment and Acceptance Criteria

Shire of Boddington Measure of Consequence								
Rating (Level)	Compliance	Environment	Financial	Health / People	Property	Reputational	Service Interruption	Projects
Insignificant (1)	No noticeable regulatory or statutory impact	Contained, reversible impact managed by on-site response	Less than \$10,000	Near miss Minor first aid injuries	Inconsequential damage	Unsubstantiated, low impact, low profile or 'no news' item	No material service interruption < 3 hours	< 5% deviation in project outputs (time, cost, scope and quality) or funding
Minor (2)	Some temporary non-compliances	Contained, reversible impact managed by internal response	\$10,000 - \$50,000	Medical – type injuries	Localised damage rectified by routine internal procedures	Un/Substantiated, low impact, low news item	Short-term temporary interruption – backlog cleared < 1 day	5-10% deviation in project outputs (time, cost, scope and quality) or funding
Moderate (3)	Short term non-compliance but with significant regulatory requirements imposed	Contained, reversible impact managed by internal and external agencies	\$50,001 to \$500,000	Lost-time physical or mental injury <30 days / Multiple staff morale problems	Localised damage requiring internal and external resources to rectify	Un/Substantiated, public embarrassment, moderate impact, moderate news profile	Medium-term temporary interruption – backlog cleared by additional resources < 1 week	10-25% deviation in project outputs (time, cost, scope and quality) or funding
Major (4)	Non-compliance results in termination of services or imposed penalties	Uncontained, reversible impact managed by a coordinated response from external agencies	\$500,001 to \$1,000,000	Lost-time physical or mental injury <30 days / Widespread staff morale problems	Significant and / or widespread damage requiring internal and external resources to rectify	Substantiated, public embarrassment, high impact, high news profile, third party actions	Prolonged interruption of services – additional resources required; performance affected < 1 month	25-50% deviation in project outputs (time, cost, scope and quality) or funding
Catastrophic (5)	Non-compliance results in litigation, criminal charges, significant damages and / or penalties	Uncontained, irreversible impact	> \$1,000,000	Fatality, permanent disability Shire no longer an employer of choice. Loss of key staff	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment and building	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Indeterminate prolonged interruption of services – non-performance > 1 month	More than 50% deviation in project outputs (time, cost, scope and quality) or funding

Shire of Boddington 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

Shire of Boddington Risk Rating						
		Consequence				
		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 Boddington Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
Low	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Coordinator / Team Leader
Moderate	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Executive Team Member
High	Urgent Attention Required	Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring	CEO and Executive
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	Council

## Other Matters

### References

Reference to the following documents or sources were made during the preparation of this Strategic Resource Plan.

- Shire of Boddington draft Council Plan 1 July 2025 to 30 June 2035;
- Shire of Boddington Council Plan 1 July 2024 to 30 June 2034;
- Shire of Boddington Employee information, extracted June 2025;
- Shire of Boddington Annual Financial Report 2022-23;
- Shire of Boddington Annual Financial Report 2024-25;
- Shire of Boddington Adopted Annual Budget 2024-25; and
- Council website: [www.boddington.wa.gov.au](http://www.boddington.wa.gov.au)

### Document Management

Version	2025-2035   V2.0
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Date	9 August 2024
Date of Adoption	28 August 2024
Council Resolution	126/24



#### **9.4 INFRASTRUCTURE SERVICES**

Nil

10. ELECTED MEMBERS' MOTION OF WHICH PREVIOUS  
MOTION HAS BEEN GIVEN

Nil

11. URGENT BUSINESS WITHOUT NOTICE WITH THE  
APPROVAL OF THE PRESIDENT OR MEETING

12. CONFIDENTIAL ITEMS

Officer Recommendation

That Council, in accordance with Section 5.23(2)(b) of the Local Government Act 1995, close the meeting to the public to consider a matter relating to the personal affairs of a person.

12.1 Partial Debt Waiver

File Reference:	3.0025
Applicant:	Nil
Previous Item:	Nil
Author:	Executive Manager Corporate Services
Disclosure of Interest:	Nil
Voting Requirements:	Absolute Majority
Attachments:	Nil

Officer Recommendation

That Council re-opens the meeting to members of the public.

**13. CLOSURE OF MEETING**