

Agenda

Ordinary Council Meeting

Wednesday 24 June 2026,
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

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 27 May 2026 be confirmed as a true record of proceedings.

7. ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION

8. RECEPTION OF MINUTES AND RECOMMENDATIONS OF COMMITTEES

9. REPORTS OF OFFICERS

9.1 DEVELOPMENT AND COMMUNITY SERVICES

9.1.1 Development Application for Change of Use from Grouped Dwelling to Holiday Accommodation: Lot 25 (No. 83) Hotham Avenue, Boddington

File Reference:	3.0027
Applicant:	Short Stay WA
Previous Item	Nil
Author:	Executive Manager Development and Community Services
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments	9.1.1A Location Plan 9.1.1B Plans and information from applicant 9.1.1C Submissions 9.1.1D Applicant response to submissions 9.1.1E Extract from <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>

Summary

For Council to consider conditional approval for a Development Application for a change of use from grouped dwelling to holiday accommodation, in Units 1 and 2, at Lot 25 Hotham Avenue, Boddington.

Background

The applicant seeks development approval for a change of use from grouped dwellings to holiday accommodation on the site shown in Attachment 9.1.1A.

The site is 1230m² in area and contains 4 units and a carport. The application relates to units 1 and 2.

Details of the proposal are outlined in Attachment 9.1.1B. This includes a Management Plan and Code of Conduct Requirements. In summary, the applicant proposes to convert two units from permanent residential (grouped dwelling) into holiday accommodation suitable for a maximum of two persons per unit for short term accommodation.

Consultation details are outlined later with submissions set out in Attachment 9.1.1C and the applicant's response to submissions in Attachment 9.1.1D.

Comment

A) Overview

It is recommended that Council approve the Development Application subject to conditions. This follows assessment against the State and local planning framework, the site context and site features, the views of the submitters, the applicant's response to submissions and other available information. It is noted:

- It is overall consistent with the planning framework including the Council's recent decisions relating to Scheme Amendment No.1 on short-term rental accommodation (STRA);
- It supports diversifying and growing the local economy and supports tourism;
- It is a low-key use which is expected to have manageable off-site impacts;
- It is not considered to be an intensification of use compared to a grouped dwelling;

- There is unlikely to be increased traffic;
- There are no environmental impacts if noise is effectively managed;
- There are no objections from other Shire officers/units; and
- Development conditions can assist to control the use and management of the development.

While noting the above, there are various issues associated with the holiday accommodation use, which should be considered by the Council in determining the Development Application. Some of these issues are outlined below.

B) Residential amenity and noise

The proposed holiday accommodation is located in a residential area. If appropriately managed, the impacts of the holiday accommodation are generally similar to long term residential use.

The Shire acknowledges the concerns from submitters with regards to noise and anti-social behaviour. The *Environmental Protection (Noise) Regulations 1997* apply to the site (and throughout Western Australia). Should written complaints on noise be received in the future, the Shire will separately investigate.

C) Effective management of the holiday accommodation

The applicant has provided a Management Plan and Code of Conduct Requirements. The applicant has also provided commitments in responding to submissions. To address the concerns raised, the applicant proposes that the following measures will be implemented:

- No parties or events;
- Quiet hours for guests;
- Guest and vehicle limits;
- Clear parking instructions;
- No parking on neighbouring verges or across driveways;
- Nominated contact person for neighbour concerns;
- Regular cleaning and property inspections;
- Regular garden and maintenance schedule; and
- Clear bin and waste management procedures.

There are several recommended development conditions that seek to minimise land use impacts and encourage appropriate neighbourly relations. This includes a recommended condition requiring the applicant to prepare, gain approval and effectively implement a Management Plan. The Management Plan, amongst matters, should address visitor behaviour and other relevant management measures to avoid adverse impacts on the area's amenity.

D) Parking and verge access

Parking demands for holiday accommodation (limiting 2 persons per unit) will not create greater parking demands than for grouped dwellings.

E) Temporary approval

It is recommended that if Council choose to approve the holiday accommodation that approval be granted for a period of 5 years only. If the applicant wishes to continue operating the holiday accommodation beyond this period, a new Development Application will need to be submitted to and approved by the Shire prior to the expiry of the 5-year period or the use shall cease. A period of 5 years is considered to be a reasonable timeframe for the applicant to recover any costs associated with the establishment of the holiday accommodation and while giving the

Shire an opportunity to review any amenity impacts prior to granting any further approval.

F) Long term rental supply

This matter is larger than the current Development Application. It is acknowledged that this needs monitoring and could be addressed through increasing housing accommodation supply.

Consultation

The Shire invited public comment on the Development Application for 14 days through writing to adjoining/nearby landowners.

The Shire received 2 submissions, which raised various issues and objections. Submissions and advice are provided in Attachment 9.1.1C. The main issues and concerns raised in the submissions relate to:

- Residential amenity and noise;
- Parking and verge access;
- Worker accommodation;
- Pets and neighbouring dogs;
- Property management and waste;
- Character of area;
- Effective management of the holiday accommodation; and
- Long term rental supply.

The applicant's response to the submissions is outlined in Attachment 9.1.1D. It is suggested that objections and concerns can be suitably addressed if there is effective on-going management by the applicant.

Strategic Implications

Aspiration	Prosperity
Outcome 10	A thriving economy with good access to education and jobs for everyone.
Objective 10.1	Grow and diversify the economy and local job opportunities.

Legislative Implications

Planning and Development Act 2005, Planning and Development (Local Planning Schemes) Regulations 2015, and Shire of Boddington Local Planning Scheme No. 3 (LPS3).

The site is zoned 'Residential R20' in LPS3. The proposed use is described as 'holiday accommodation' which is an 'A' (advertising required) use in the Residential R20 Zone (means that the use is not permitted unless the local government has exercised its discretion by granting development approval after advertising the application). 'Holiday accommodation' is defined in LPS3 as -

'means 2 or more dwellings on one lot used to provide accommodation for holiday or temporary purposes for persons other than the owner of the lot.'

Holiday accommodation operators are bound to comply with various levels of State Government and local government legislation.

The Council has separately supported Scheme Amendment No. 1 to LPS3 relating to STRA. It is expected the Minister for Planning will consider Scheme Amendment No. 1 in the coming

months. Once Amendment 1 is gazetted, the proposed use will be best described as ‘un-hosted short-term rental accommodation’. Un-hosted STRA is a ‘D’ (discretionary) use in the Residential zone.

Policy Implications

There are various planning policies relevant to the application including the *Shire of Boddington Local Planning Strategy* and *Local Planning Policy No. 20 – Tourism & Visitor Accommodation*.

Local Planning Policies are non-statutory documents which are designed to provide guidance to assist the Council in its decision making. Accordingly, the Council is not bound by the policies but is required to have regard to the policies in determining the Development Application.

Financial Implications

The applicant has paid the Development Application fee. The applicant can request a right of review (appeal) to the State Administrative Tribunal, which may have a financial impact due to legal costs. Accordingly, any Council decision needs to be based on planning grounds.

Economic Implications

The proposal is expected to have a minor positive economic impact through the provision of additional short-term accommodation, supporting visitors to the district and contributing to local economic activity.

Social Implications

Objections and issues have been raised by adjoining/nearby landowners through the recent consultation by the Shire.

Environmental and Climate Change Considerations

Nil

Risk Considerations

Risk Statement and Consequence	If the Development Application is refused, the applicant may seek a review through the State Administrative Tribunal, which could result in legal and staff costs to the Shire and the potential overturning of Council's decision.
Risk Rating (prior to treatment or control)	Medium
Principal Risk Theme	Financial, compliance and reputational.
Risk Action Plan (controls or treatment proposed)	Ensure the decision is based on sound planning grounds and, if approved, apply appropriate conditions to manage potential impacts on neighboring properties.

Officer Recommendation

That Council approve the Development Application for the change of use from grouped dwelling to holiday accommodation for Units 1 and 2 at Lot 25 on Plan 6301 (No. 83) Hotham Avenue, Boddington, pursuant to Schedule 2, Part 9, Clause 68 (2) of the

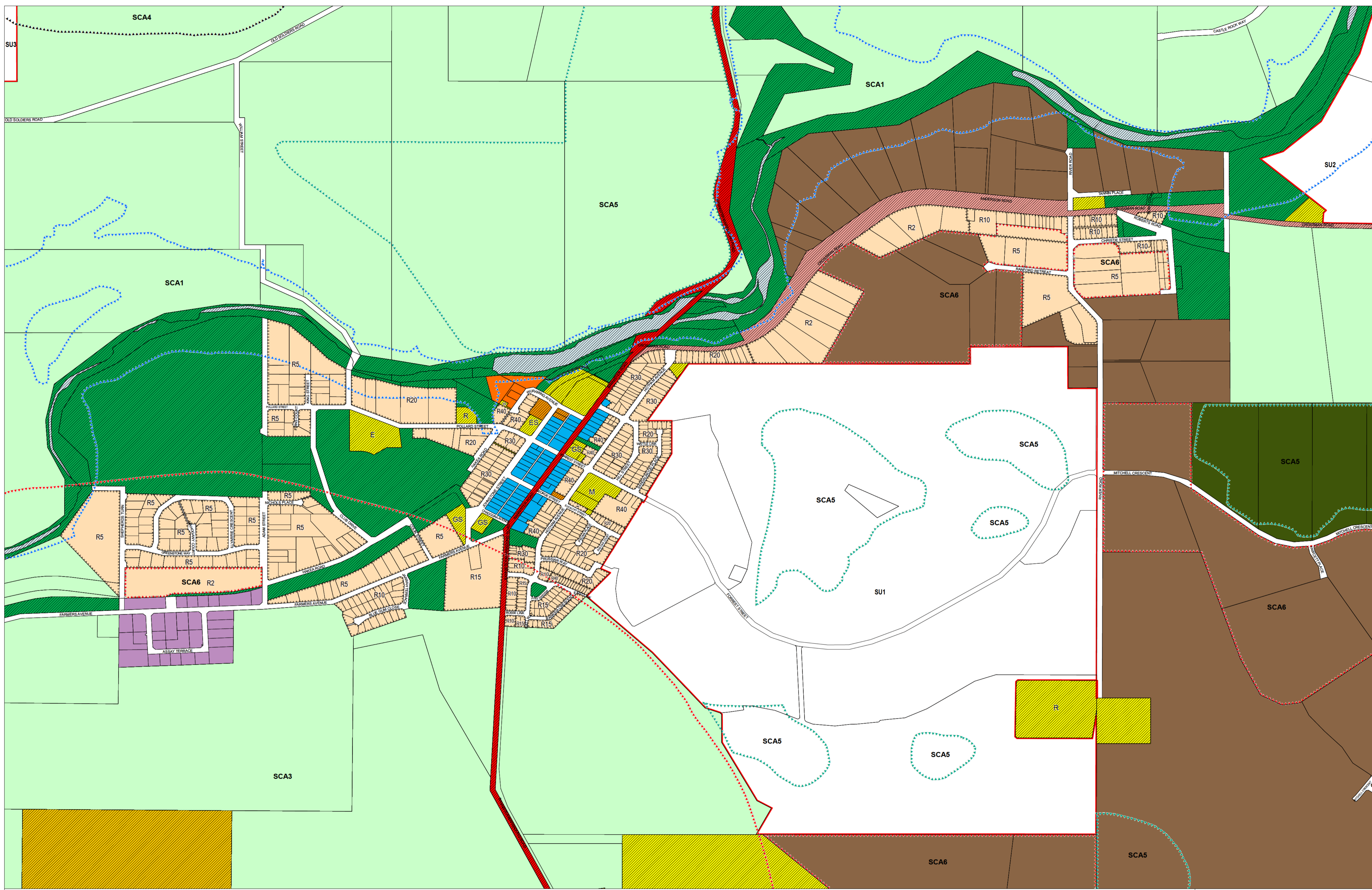
Planning and Development (Local Planning Schemes) Regulations 2015 and subject to the following conditions and advice notes:

1. This development approval is valid until 30 June 2031 after which date the use shall cease unless prior to that date a new Development Application has been submitted to and approved by the local government for the continuation of the use.
2. The development hereby approved is to be carried out in accordance with the plans and specifications submitted with the application, addressing all conditions, or otherwise amended by the Shire and shown on the approved plans and these shall not be altered and/or modified without the prior knowledge and written consent of the Shire.
3. No person is permitted to stay on the property for a period of more than 3 months in any 12-month period.
4. The applicant is to submit and gain local government approval for a Management Plan, prior to occupation of the holiday accommodation, which addresses the responsibility for the behaviour of clients/visitors and the management measures to be implemented to minimise adverse impacts on the amenity of the locality.
5. A smoke alarm must be installed in the holiday accommodation on or near the ceiling:
 - (i) in every bedroom; and
 - (ii) in every corridor or hallway associated with a bedroom or, if there is no corridor or hallway, in an area between the bedrooms and the remainder of the subject building.
6. A system of emergency lighting must be installed in the holiday accommodation to assist evacuation of occupants in the event of fire, and this lighting must:
 - (i) be activated by a smoke alarm(s) (required by the previous Condition); and
 - (ii) consist of:
 - a. a light incorporated within the smoke alarm(s) itself; or
 - b. lighting located within the corridor, hallway or area served by the required smoke alarm(s).
7. The applicant shall not erect any advertising or signage at the site without the prior approval of the Shire.

Advice

- A) The applicant is advised that this Development Approval is not a Building Permit. A Building Permit must be formally applied for and obtained before the commencement of any site and/or development works.
- B) In relation to Condition 4, the Management Plan is to address matters including:
 - Address the responsibility for client/visitor behaviour and management measures to be implemented to minimise adverse impact on the amenity of the locality;
 - Seek the operation to be a good neighbour and be considerate including noise;
 - Restricting the maximum number and type of, and/or managing pets; and
 - Parking of vehicles.

- C) In relation to Condition 4, the applicant is also to make appropriate arrangements, prior to commencement of the holiday house use, outlining how they will advise patrons of the Management Plan. This should include information provided on the website, social media platforms, tourist accommodation booking platforms and at the holiday house.**
- D) The applicant should ensure that guests (and as relevant their pets) are considerate of neighbours at all times. In particular, activities should be especially low in volume between 9.00pm and 7.00am and are to comply with the Environmental Protection (Noise) Regulations 1997.**
- E) In relation to Condition 7, some signs are exempt from development approval while other signs require a Development Application to the Shire. Please contact the Shire for further details.**
- F) The applicant should ensure that a suitable Public Liability Insurance Policy is always maintained while the holiday accommodation use is operating.**
- G) The applicant is advised that the approved development must comply with all relevant provisions of the Health (Miscellaneous Provisions) Act 1911, Public Health Act 2016 and the Shire of Boddington Health Local Laws.**
- H) If the applicant is aggrieved by this determination, there is a right of review by the State Administrative Tribunal in accordance with the Planning and Development Act 2005 Part 14. An application must be made within 28 days of the determination.**



LEGEND

LOCAL SCHEME RESERVES

Civic and Community	Education
Drainage/Waterway	Emergency Services
Primary Distributor Road	Government Services
Local Distributor Road	Infrastructure Services
Local Road	Medical Services
Public Open Space	Recreational
Public Purposes	State Forest
Cemetery	

LOCAL SCHEME ZONES

Commercial	Rural Residential
Environmental Conservation	Rural Smallholdings
General Industry	Special Use
Residential	Tourism
Rural	

OTHER CATEGORIES
(see scheme text for additional information)

- Scheme Area Boundary
- Local Government Boundary
- R20 R Codes
- SU1 Special Use Area
- SCA1 Special Control Area - Flood Prone Area
- SCA2 Special Control Area - Public Drinking Water Source Area
- SCA3 Special Control Area - General (Mining Buffer)
- SCA4 Special Control Area - Infrastructure (Wastewater Treatment Buffer)
- SCA5 Special Control Area - Environment (Landscape Protection)
- SCA6 Special Control Area - General (Structure Plan Areas)

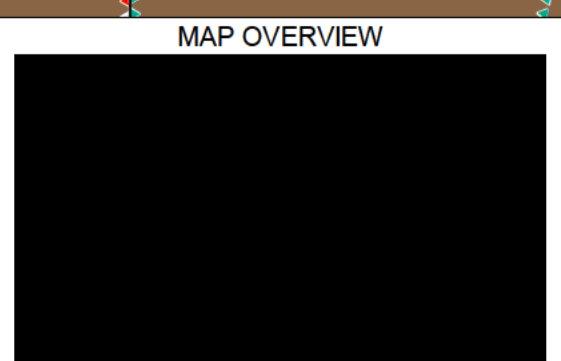
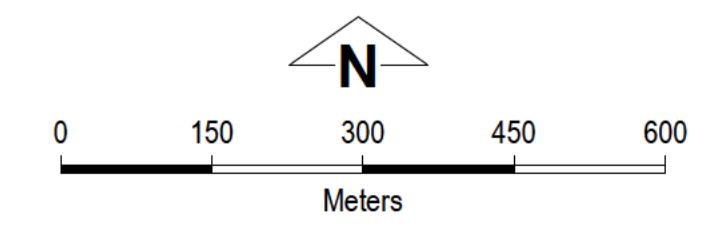
VERSION No 1

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Shire of Boddington
Local Planning Scheme No. 3
(District Scheme)



Authorised: T. Servaas
Plot Date: 11 June 2021
G.Gazette: Friday, 11 June 2021
Local Planning Scheme Map No. 1 of 6
MAP: Boddington and Ranford Townsites

Shire of Boddington
Local Planning Scheme No. 3
(District Scheme)

SHORT STAY WA

31 March 2026

To Whom it May Concern,

RE: CHANGE OF USE PLANNING APPLICATION FOR UNIT 1, 83 HOTHAM AVENUE, BODDINGTON WA 6390

Please find following information for the Change of Use Planning Application relating to Unit 1, 83 Hotham Avenue, Boddington WA 6390 for the property to be used for short-term rental accommodation (STRA).

There will be a maximum of two guests at any time (excluding infants). Guests are vetted and all enquiries are considered before accepting. The standard minimum night stay is two nights and maximum number of nights is 89.

Guests will adhere to the instructed waste management system. This will be outlined in the Information Folder and online information for guests. If there are no guests, management arranges for the bins to be taken to the street, then returned.

Parking at the property is onsite with one undercover carport space.

There are toilet facilities in the house.

Guests need to adhere by the House Rules which include quiet hours between 9pm and 7am, no parties or disturbances, rubbish management, no additional guests permitted to stay.

A representative of Short Stay WA is on call 24/7 to attend to guests' needs or any neighbour concerns.

Short Stay WA is a professional short stay management business, and have been managing STRA for 14 years. Short Stay WA is a division of Property Gain which is a real estate agency of which I am the Director and Licensee.

Please don't hesitate to contact me if you have any questions at all about this Application or wish to discuss further.

I, on behalf of the Owner, look forward to hearing from you.



Kind regards,




Jane Cresswell
Director and Licensee
E: jane@shortstaywa.au
M: 0438 850 398

Alimar Collective Pty Ltd t/a Short Stay WA | ABN: 75641067307 | +61 08 6230 3525
2/636 Stirling Highway Mosman Park WA 6012 | PO Box 511 Cottesloe WA 6911

www.shortstaywa.au

Owner details		
Name: BENJAMIN PUNCH , REBECCA SARACENI		
ABN (if applicable):		
Address: [REDACTED] [REDACTED] Postcode: [REDACTED]		
Phone:	Fax:	Email:
Work:	[REDACTED]
Home:		
Mobile:		
Contact person for correspondence: BEN PUNCH		
Signature: 	Date: 1/4/2026	
Signature: 	Date: 1/4/2026	
<i>The signature of the owner(s) is required on all applications. This application will not proceed without that signature. For the purposes of signing this application an owner includes the persons referred to in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2 clause 62(2).</i>		

Applicant details (if different from owner)		
Name: Jane Cresswell		
Address: Unit 4, 62 Davies Road, Claremont WA Postcode: 6010		
Phone:	Fax:	Email:
Work: 08 6230 3525	jane@shortstaywa.au
Home: 0438 850 398		
Mobile:		
Contact person for correspondence:		
The information and plans provided with this application may be made available by the local government for public viewing in connection with the application. <input type="checkbox"/> Yes <input type="checkbox"/> No		
Signature: 	Date: 1 April 2026	

Property details		
Lot No: 1	House/Street No: 1	Location No:
Diagram or Plan No: S014765	Certificate of Title Vol. No: 1765	Folio: 739
Title encumbrances (e.g. easements, restrictive covenants):		
Street name: Hotham Avenue		
Suburb: Boddington		
Nearest street intersection: Eucalypt		
Proposed development		
Nature of development: <input type="checkbox"/> Works <input checked="" type="checkbox"/> Use <input type="checkbox"/> Works and use		
Is an exemption from development claimed for part of the development? <input type="checkbox"/> Yes <input type="checkbox"/> No		
If yes, is the exemption for: <input type="checkbox"/> Works <input type="checkbox"/> Use		
Description of proposed works and/or land use:		
Description of exemption claimed (if relevant):		
Nature of any existing buildings and/or land use:		
Approximate cost of proposed development:		
Estimated time of completion:		
<i>OFFICE USE ONLY</i>		
Acceptance Officer's initials:	Date received:	
Local government reference No:		

Unit 1, 83 Hotham Avenue, Boddington WA 6390

MANAGEMENT PLAN & CODE OF CONDUCT REQUIREMENTS

FOR SHORT STAY ACCOMMODATION

AT UNIT 1, 83 HOTHAM AVENUE, BODDINGTON WA 6390

PREPARED FOR THE SHIRE OF BODDINGTON

RPD (REAL PROPERTY DESCRIPTION):
VOLUME/FOLIO: 1765/739

Unit 1, 83 Hotham Avenue, Boddington WA 6390

INTRODUCTION

The document is based on LOCAL PLANNING POLICY for the Shire of Boddington:

Local Planning Policy No. 20 – Tourism Land Uses and Visitor Accommodation

1 OPERATION DAY TO DAY

In short, how the accommodation is managed on a day-to-day basis and under what rules and requirements of behaviour acceptable to stay at the premises.

2 OBJECTIVES OF SHORT STAY ACCOMMODATION

The proposal meets all the Shire of Boddington's objectives for Short Stay Accommodation by:

2.1 Positive Contribution

Positively contributing to the surrounding locality and providing diversity of accommodation types in the Shire of Boddington.

2.2 Protection of Amenity

Will be managed in a way that protects the amenity of the surrounding community.

2.3 Noise Control

Located to minimise noise with the outdoor entertaining area at the rear of the property.

2.4 Heritage

The property is not in a Heritage Area or Heritage Listed.

2.5 Adjoining Properties

Minimal impact on adjoining properties.

2.6 Car Parking

Sufficient carparking is provided on site (see Appendix 1).

2.7 Public Transport

N/A

Unit 1, 83 Hotham Avenue, Boddington WA 6390

3 MANAGEMENT PLAN & CODE OF CONDUCT

3.1 Management Plan

- a) The Management Plan addresses the operation of the facility to ensure that noise control is maintained in accordance with noise regulations,
- b) The screening and assessment procedures of all prospective guests,
- c) A Complaints Management Procedure,
- d) That the premises are secure, and guests are aware of emergency contact details and protocols,
- e) Car parking requirements.

3.2 Code of Conduct

The Code of Conduct sets out the rules, the expected acceptable behaviour, and the consideration of adjoining residents.

4 MANAGEMENT PLAN

Unit 1, 83 Hotham Avenue, Boddington WA 6390

The proposal contains of a unit, consisting of one bedroom and one bathroom.

The house is located at Unit 1, 83 Hotham Avenue, Boddington, a front facing property with a carport.

The unit consists of a main bedroom, bathroom, lounge/dining/kitchen, and carport with parking for one car (See appendix 1).

4.1 Manager

Jane Cresswell
Short Stay WA
2/636 Stirling Highway, Mosman Park WA 6012
Mobile 0438 850 398
Office: 08 6230 2535
jane@shortstaywa.au

4.2 Bookings

Bookings will be made through short stay rental platforms such as Airbnb, insurance accommodation providers, direct bookings etc.

4.3 Occupancy

Bookings will be made to a maximum up 2 persons in accordance the maximum number of persons permitted by application of the ratio of two per bedroom. Children over 12 years of age of guests will also be part of the maximum number permitted. Visitors may visit but not stay overnight.

Unit 1, 83 Hotham Avenue, Boddington WA 6390

4.4 Check In

At the time of booking online, guests are to read and agree to the House Rules which specifically state:

- a) No parties or events
- b) Quiet hours 9pm to 7am.

Check in time is generally from 3pm to 10pm daily. Guests are provided with a code to a lockbox containing keys to gain entry into the property. Guests to check in by 10pm. Check ins may be considered between 9pm to 7am with prior approval required if their flight arrives in these hours for example.

4.5 Check Out

Checkout time is between 7am and 10am on the day of departure, unless former arrangements have been made with the Manager. If the Manager grants approval for check out before 7am, guests are to ensure that noise is kept to a minimum, so it does not create a nuisance to the neighbours.

4.6 Emergency Procedures

This residence will be provided with the following industry standard amenities:

- a) Smoke alarms, tested annually along with an RCD check
- b) Fire extinguisher and blanket
- c) First aid kit

All amenities will be maintained and in good working order at all times.

Emergency numbers are available in the physical compendium at the property and in the online information provided to the guest.

4.7 Complaints Management

Complaints can be resolved at the neighbour level or via the Manager. If neighbours believe that residents are not being respectful of the Code of Conduct, they are to contact the Manager. If neighbours are having issues with the operation of the property, such as location or orientation of lighting, vegetation on site, or any other general issues, they are encouraged to contact the Manager to further discuss such issues.

The Manager will introduce themselves to the adjoining neighbours and provide name and direct contact details and the Aircall number which is attended 24/7. The Manager will record and keep a record of all complaints which will be available for inspection by an authorised Shire of Boddington representative, during normal working hours.

The Manager will maintain the Complaint Register, which will contain the following information:

- a) The date and time of the complaint,
- b) The name and address of the complainant,
- c) The nature of the complaint,
- d) Investigations carried out,
- e) Actions taken,
- f) Response provided to complainant.

Unit 1, 83 Hotham Avenue, Boddington WA 6390

A copy of this Management Plan will be made available to neighbours. Neighbours will be provided with the contact details of the Manager. The Manager is to maintain a Register of booking guests referred to in the Management Plan.

Neighbours are to be provided with the following regarding Short Stay Accommodation at Unit 1, 83 Hotham Avenue, Boddington WA 6390

A copy of the Code of Conduct

- a) A copy of the Complaints Management Procedure
- b) Contact details which allow neighbours to engage with the Manager in the event of antisocial behaviour, particularly after hours, if not addressed directly with the guests.

Neighbours are encouraged to contact the manager and the police if they have concerns that any illegal activity is taking place at the property.

Complaints can be divided into categories. The process for each is detailed as follows:

4.8 Level 1 Complaint (Minor Noise Disturbance / or Complaint)

In the event of Level One Complaint, the following procedures to be adopted.

- I. The neighbour is encouraged to contact the guest to advise of the concern,
- II. Alternately, or if the concern is not resolved, the neighbour is to contact the Manager,
- III. The Manager will contact the guest to advise the nature of the complaint and remind the guests of the obligations under the Code of Conduct, and / or explain the nature of the concern raised,
- IV. If the issue is not resolved and a further complaint is received within 12 hours, the Manager or an appointed security firm is to attend the site,
- V. In the event of a further complaint being received and the complaint validated, the guests will be evicted in accordance with the Code of Conduct.

4.9 Level 2 Complaint (Major Noise Disturbance or Party)

Guests are encouraged to enjoy their time on the property, but as outlined in the Code of Conduct and Airbnb policy, parties are not permitted, and noise should be minimised after 9pm and before 7am. There is an Airbnb policy of no more than 15 people being permitted at a property at any one time.

If a Level 2 complaint is received, the following procedure is to be adopted:

- I. The Manager or security firm will attend the premises within one hour of the complaint to verify if this is a major noise disturbance or party,
- II. If the complaint and the issue is deemed to be a Level 1 Complaint, then procedure for Level 1 should be followed,
- III. If the complaint is verified as a Level 2 Complaint, the guests will be evicted in accordance with the Code of Conduct.

4.10 Use of Premises

The property will be as 1 x unit, containing a total of 1 bedroom, with a maximum 2 persons staying overnight. The unit has 1 x bathroom which is available with each booking.

Unit 1, 83 Hotham Avenue, Boddington WA 6390

4.11 Car Parking

There is carport parking for 1 car, and space in front of the house for one car.

4.12 Private Outdoor Spaces

The property has no dedicated outdoor area except the carport. Guests should be mindful of the proximity to adjoining neighbours, and to keep noise to an acceptable level and ensure lighting does not impact upon the neighbour's amenity.

4.13 Length of Stay

Premises are available for a minimum stay of 2 nights for a maximum 89-day continuous stay. Only one booking is accepted at any one time. Individual bedrooms shall not be leased or sublet separately.

The Manager is to be made aware of any changes to the booking in terms of the number of guests being accommodated.

4.14 On Site Register

A Register of the booking guests will be kept by the Manager, available for inspection by the Authorised Officer of the Shire of Boddington, and shall contain:

- a) The names and usual place of residence of the booking guest.
- b) The date of arrival and departure of the guests.

The managing agent and/or their representatives located in Perth and off-shore are available via phone 24 hours a day seven days a week.

4.15 Maintenance

Maintenance refers to both building maintenance and care of the gardens. Maintenance will be carried out by properly skilled tradespeople and under the direction of the Owner and Manager. Maintenance will preferably be performed at a time between occupancy unless it is urgent and requires attendance at the time of occupancy.

The landscape contractor will be responsible for the maintenance of all plants and reticulation, including all pruning, cutting, fertilising, and removal of clippings, etc at the time of maintenance. All tools and equipment used and required to maintain the landscaping will be the property of the contractor, and the Manager will not be responsible for the provision of tools, equipment, ladders, paint, and the like.

Other than in the case of an emergency, any maintenance contractors or staff will be engaged to attend during normal business hours, as already confirmed to minimise disruption to guests and neighbours.

Unit 1, 83 Hotham Avenue, Boddington WA 6390

4.16 Guest Guide

The Manager shall provide the following information for the guests and ensure that it is available prior to the arrival of a new guest. This information is provided digitally and at the property.

Information contained therein:

- a) The Manager and contact details.
- b) The Shire of Boddington Ranger's contact details.
- c) Code of Conduct.
- d) Procedure in the event of an alarm going off.
- e) Fire procedure (including location of the fire blanket and fire extinguisher)
- f) Wi Fi device name and password.
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- q) Activities managed by the Shire of Boddington.
- r) Local parks and recreation.
- s) Other major attractions.
- t) Important contact and emergency numbers.
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4.17 Manager's Responsibilities

An information proforma shall be prepared by the Manager documenting tasks and processes for the following:

- a) general hosting including liaisons with guests, providers, and representatives from the Shire of Boddington.
- b) Cleaning information.
- c) Procedure for bin collection
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The Manager shall maintain:

- a) The Register of Complaints as referred to in Part 5 of this Management Plan.
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Unit 1, 83 Hotham Avenue, Boddington WA 6390

5 CODE OF CONDUCT (FOR GUESTS AND VISITORS)

The Code of Conduct is provided at the property to ensure that guests and visitors know and comply with specific behaviour governing their permission to enter and occupy the property. The Code of Conduct will be displayed in a conspicuous place in the property so that it can be easily viewed by guests and visitors.

5.1 General Principles

Short Term Accommodation is a unique experience, and the guiding principles of this Code of Conduct are:

- Treat this as your own home.
- Respect your neighbours.
- Leave it in the appropriate condition as it was upon occupation.

5.2 General Requirements

- Guests and visitors must comply with this Code of Conduct and instructions from the Manager during their stay.
- Guests must notify the Manager of any disputes or complaints from neighbours as soon as practicable.

5.3 Noise and Residential Amenity

- Guests and visitors must not create noise which is offensive or has the potential to create a nuisance to occupiers of neighbouring properties especially between 9pm and 7am Monday to Saturday and 9pm – 9am on Sunday and public holidays, during arrival, and during departure, and at any time throughout the occupancy.
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- Guests and visitors must not engage in any anti- social behaviour and must minimise their impact upon the residential amenity of the neighbours and the local community.

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- No visitors or guests other than those who are booked to stay at the property can stay in the property without first obtaining the Manager's approval.
- If the Manager's approval is obtained for visitors, guests are responsible for ensuring that visitors comply with this Code of Conduct.

5.5 Gathering or Functions

- This property is not a "party house" and any such activities are strictly prohibited.

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- Guests and visitors are to comply with parking regulations and other requirements set out below and show consideration to neighbours and other vehicles.
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Unit 1, 83 Hotham Avenue, Boddington WA 6390

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5.8 Security

- Whenever a guest is absent from the property, close and lock all windows and doors to maintain security and prevent rain and water damage.
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- The mains electricity RCDs (Residential Current Devices) are located in the property's meter box.

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- Pets are only permitted by permission of the Manager.

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- Motorbikes and bikes are not permitted to be inside the residence and must be properly parked.

5.13 Damages and Breakages

- Damages and breakages must be reported to the Manager.

5.14 Compliance

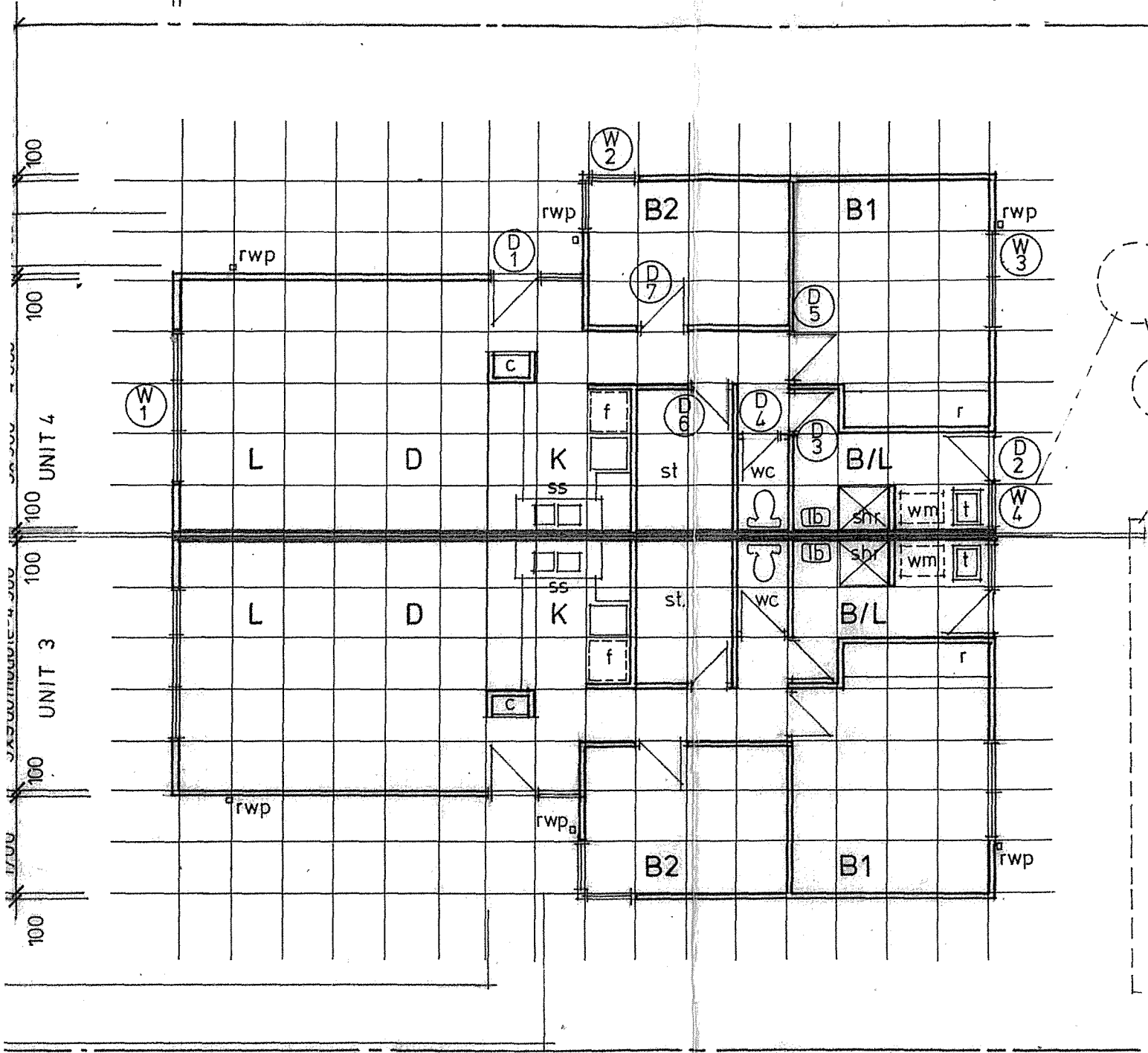
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- This Management Plan and Code of Conduct is to be reviewed and updated as required by the Manager. A copy of the approved Management Plan is to be given to the neighbours upon request. An updated copy is to be sent to the Shire of Boddington as required.

Unit 1, 83 Hotham Avenue, Boddington WA 6390

- 6 Appendix 1: Property Plan for Unit 1, 83 Hotham Avenue, Boddington WA 6390



TWO GROUP
 for Mr. S C
 at BODDING

IAN BRACKENRI

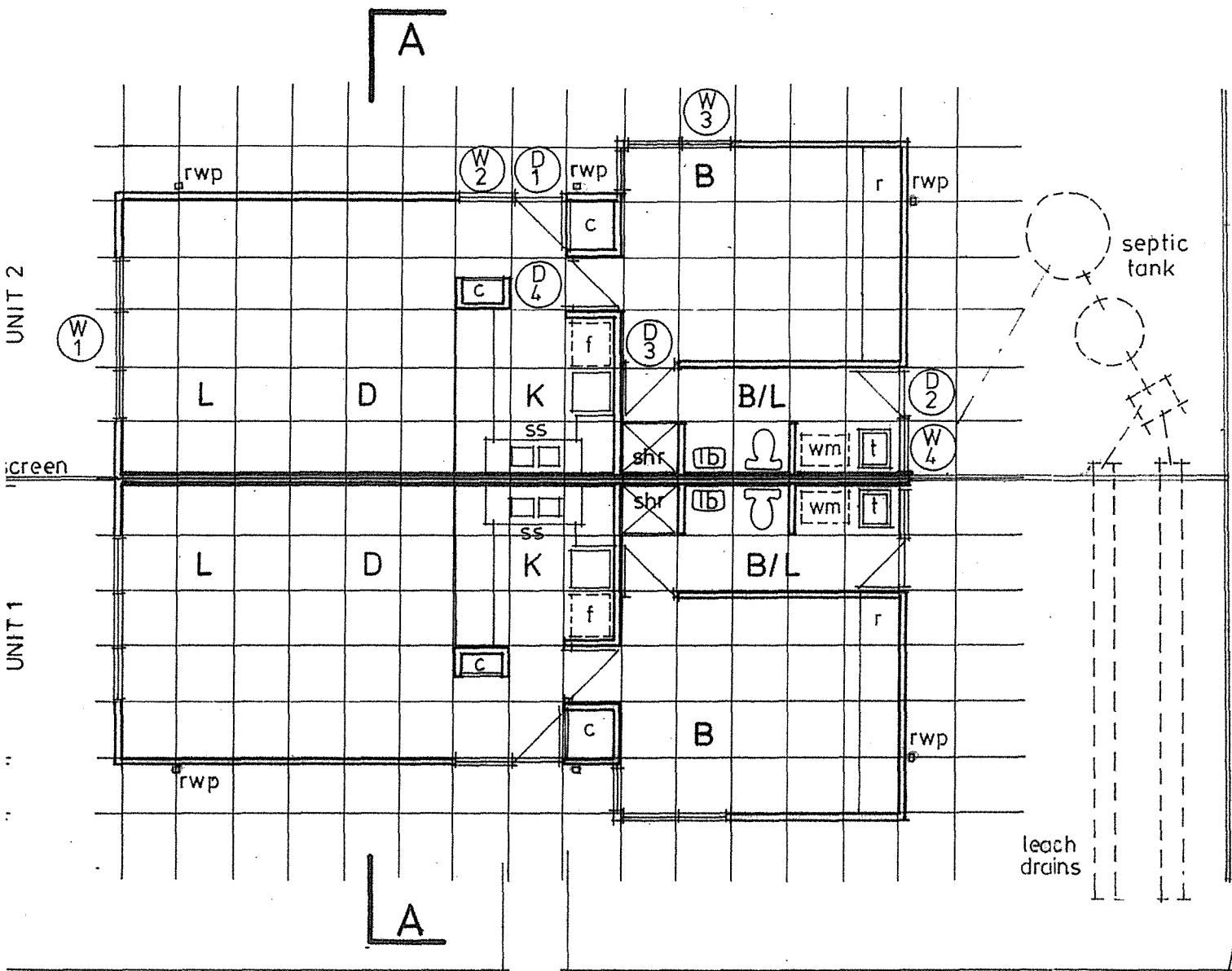
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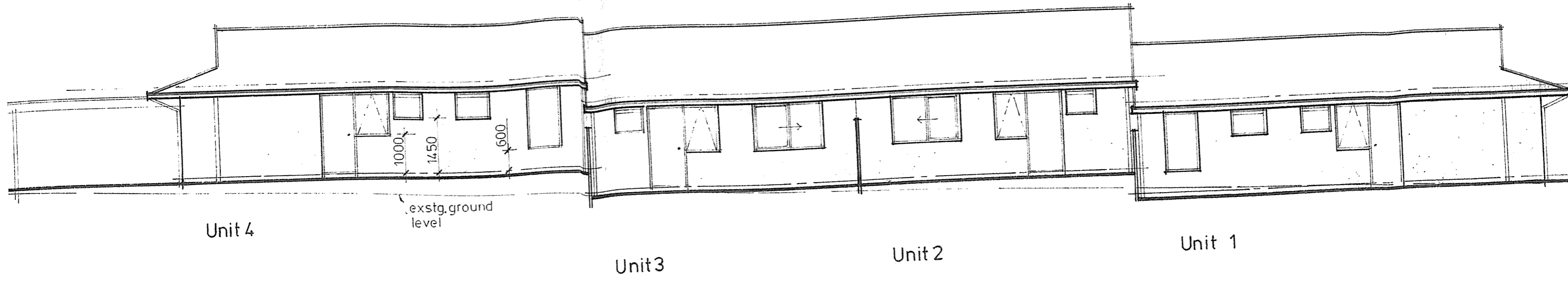
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UNIT 1 & 2

100

5265





Unit 4

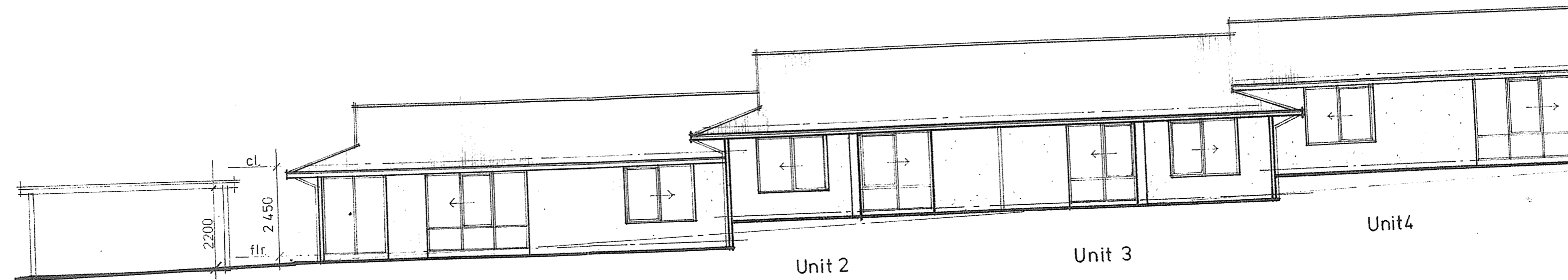
exstg. ground level

Unit 3

Unit 2

Unit 1

NORTH ELEVATION



2200

cl.
2450
flr.

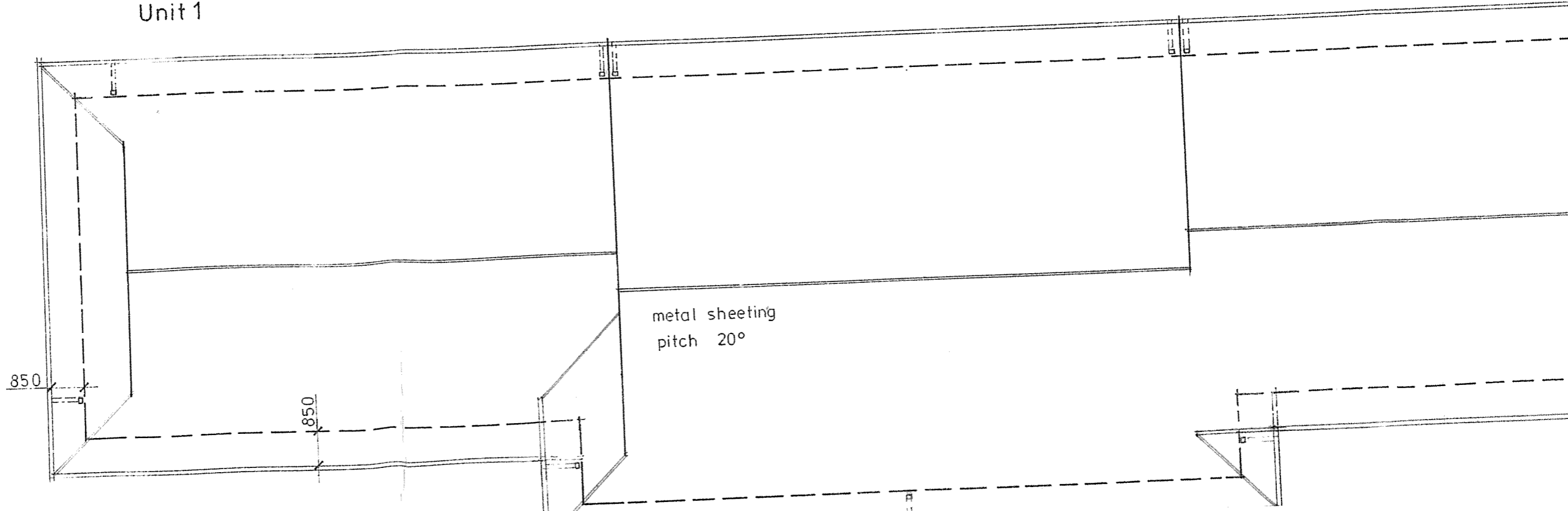
Unit 1

Unit 2

Unit 3

Unit 4

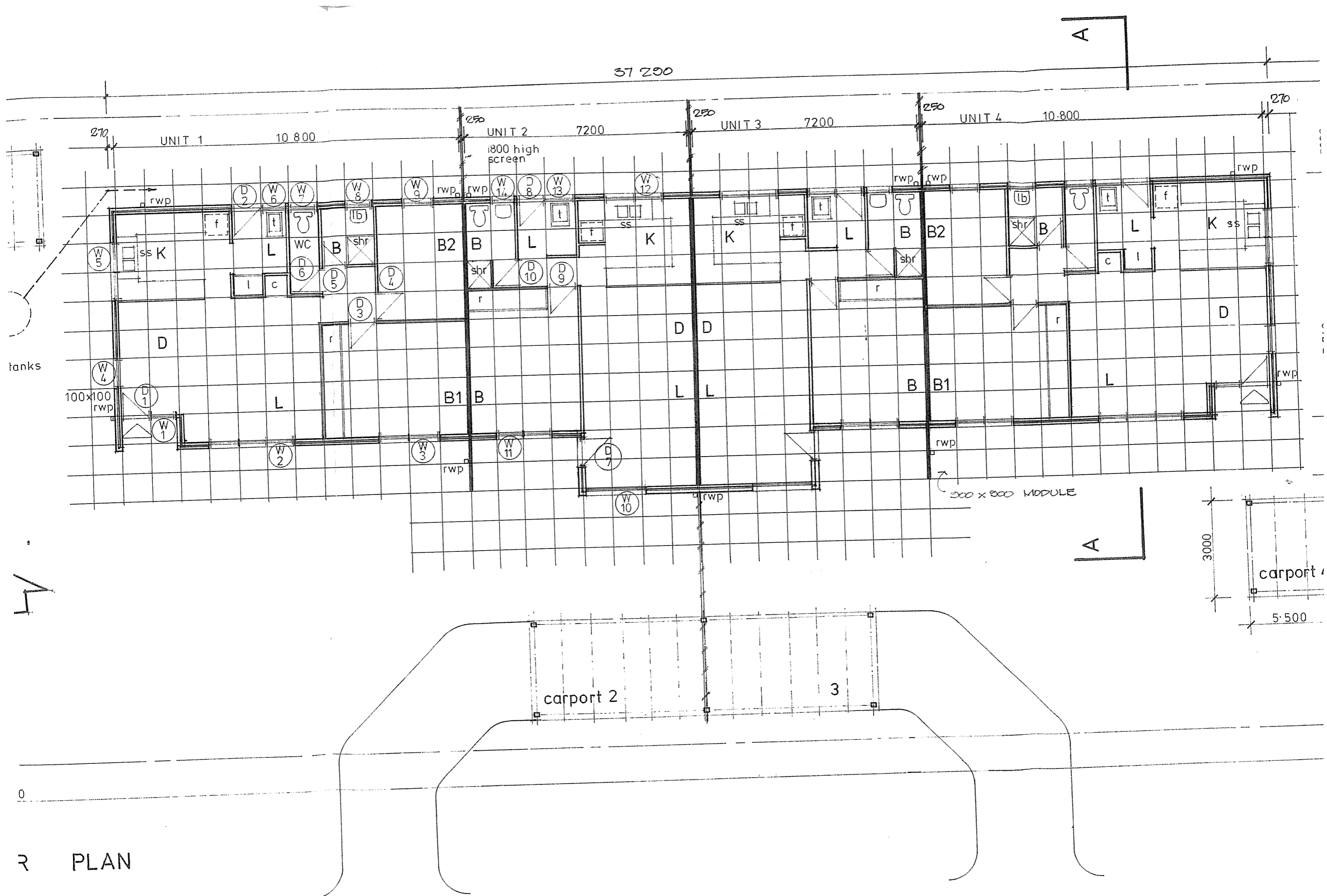
SOUTH ELEVATION



850

1850

metal sheeting
pitch 20°



37 290

UNIT 1 10 800

UNIT 2 7200

UNIT 3 7200

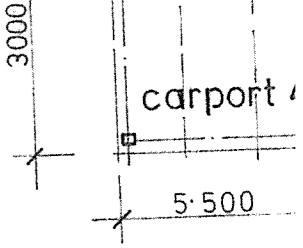
UNIT 4 10 800

1800 high screen

tanks

100x100 rwp

300 x 900 MODULE



R PLAN

R O A D

SHORT STAY WA

7 April 2026

To Whom it May Concern,

RE: CHANGE OF USE PLANNING APPLICATION FOR UNIT 2, 83 HOTHAM AVENUE, BODDINGTON WA 6390

Please find following information for the Change of Use Planning Application relating to Unit 2, 83 Hotham Avenue, Boddington WA 6390 for the property to be used for short-term rental accommodation (STRA).

There will be a maximum of two guests at any time (excluding infants). Guests are vetted and all enquiries are considered before accepting. The standard minimum night stay is two nights, and maximum number of nights is 89.

Guests will adhere to the instructed waste management system. This will be outlined in the Information Folder and online information for guests. If there are no guests, management arranges for the bins to be taken to the street, then returned.

Parking at the property is onsite with one undercover carport space.

There are toilet facilities in the house.

Guests need to adhere by the House Rules which include quiet hours between 9pm and 7am, no parties or disturbances, rubbish management, no additional guests permitted to stay.

A representative of Short Stay WA is on call 24/7 to attend to guests' needs or any neighbour concerns.

Short Stay WA is a professional short stay management business and have been managing STRA for 14 years. Short Stay WA is a division of Property Gain which is a real estate agency of which I am the Director and Licensee.

Please don't hesitate to contact me if you have any questions at all about this Application or wish to discuss further.

I, on behalf of the Owner, look forward to hearing from you.



Kind regards,




Jane Cresswell
Director and Licensee
E: jane@shortstaywa.au
M: 0438 850 398

Alimar Collective Pty Ltd t/a Short Stay WA | ABN: 75641067307 | +61 08 6230 3525
2/636 Stirling Highway Mosman Park WA 6012 | PO Box 511 Cottesloe WA 6911

www.shortstaywa.au

Owner details		
Name: BENJAMIN PUNCH , REBECCA SARACENI		
ABN (if applicable):		
Address: [REDACTED] [REDACTED] Postcode: [REDACTED]		
Phone:	Fax:	Email:
Work:	[REDACTED]
Home:		
Mobile:		
Contact person for correspondence: BEN PUNCH		
Signature: 	Date:	7 April 2026
Signature: 	Date:	7 April 2026
<i>The signature of the owner(s) is required on all applications. This application will not proceed without that signature. For the purposes of signing this application an owner includes the persons referred to in the Planning and Development (Local Planning Schemes) Regulations 2015 Schedule 2 clause 62(2).</i>		

Applicant details (if different from owner)		
Name: Jane Cresswell		
Address: Unit 4, 62 Davies Road, Claremont WA Postcode: 6010		
Phone:	Fax:	Email:
Work: 08 6230 3525	jane@shortstaywa.au
Home: 0438 850 398		
Mobile:		
Contact person for correspondence:		
The information and plans provided with this application may be made available by the local government for public viewing in connection with the application. <input type="checkbox"/> Yes <input type="checkbox"/> No		
Signature: 	Date:	7 April 2026

Property details		
Lot No: 2	House/Street No: 83	Location No:
Diagram or Plan No: SP14765	Certificate of Title Vol. No: 1765	Folio: 740
Title encumbrances (e.g. easements, restrictive covenants):		
Street name: Hotham Avenue		
Suburb: Boddington		
Nearest street intersection: Eucalypt		
Proposed development		
Nature of development: <input type="checkbox"/> Works <input checked="" type="checkbox"/> Use <input type="checkbox"/> Works and use		
Is an exemption from development claimed for part of the development? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
If yes, is the exemption for: <input type="checkbox"/> Works <input type="checkbox"/> Use		
Description of proposed works and/or land use: Change of use to short term rental accommodation		
Description of exemption claimed (if relevant):		
Nature of any existing buildings and/or land use: Existing building		
Approximate cost of proposed development: \$0.00		
Estimated time of completion: n/a		
<i>OFFICE USE ONLY</i>		
Acceptance Officer's initials:	Date received:	
Local government reference No:		

Unit 2, 83 Hotham Avenue, Boddington WA 6390

MANAGEMENT PLAN & CODE OF CONDUCT REQUIREMENTS

FOR SHORT STAY ACCOMMODATION

AT UNIT 2, 83 HOTHAM AVENUE, BODDINGTON WA 6390

PREPARED FOR THE SHIRE OF BODDINGTON

RPD (REAL PROPERTY DESCRIPTION):
VOLUME/FOLIO: 1765/740

Unit 2, 83 Hotham Avenue, Boddington WA 6390

INTRODUCTION

The document is based on LOCAL PLANNING POLICY for the Shire of Boddington:

Local Planning Policy No. 20 – Tourism Land Uses and Visitor Accommodation

1 OPERATION DAY TO DAY

In short, how the accommodation is managed on a day-to-day basis and under what rules and requirements of behaviour acceptable to stay at the premises.

2 OBJECTIVES OF SHORT STAY ACCOMMODATION

The proposal meets all the Shire of Boddington's objectives for Short Stay Accommodation by:

2.1 Positive Contribution

Positively contributing to the surrounding locality and providing diversity of accommodation types in the Shire of Boddington.

2.2 Protection of Amenity

Will be managed in a way that protects the amenity of the surrounding community.

2.3 Noise Control

Located to minimise noise with the outdoor entertaining area at the rear of the property.

2.4 Heritage

The property is not in a Heritage Area or Heritage Listed.

2.5 Adjoining Properties

Minimal impact on adjoining properties.

2.6 Car Parking

Sufficient carparking is provided on site (see Appendix 1).

2.7 Public Transport

N/A

Unit 2, 83 Hotham Avenue, Boddington WA 6390

3 MANAGEMENT PLAN & CODE OF CONDUCT

3.1 Management Plan

- a) The Management Plan addresses the operation of the facility to ensure that noise control is maintained in accordance with noise regulations,
- b) The screening and assessment procedures of all prospective guests,
- c) A Complaints Management Procedure,
- d) That the premises are secure, and guests are aware of emergency contact details and protocols,
- e) Car parking requirements.

3.2 Code of Conduct

The Code of Conduct sets out the rules, the expected acceptable behaviour, and the consideration of adjoining residents.

4 MANAGEMENT PLAN

Unit 2, 83 Hotham Avenue, Boddington WA 6390

The proposal contains of a unit, consisting of one bedroom and one bathroom.

The house is located at Unit 2, 83 Hotham Avenue, Boddington, a front facing property with a carport.

The unit consists of a main bedroom, bathroom, lounge/dining/kitchen, and carport with parking for one car (See appendix 1).

4.1 Manager

Jane Cresswell
Short Stay WA
2/636 Stirling Highway, Mosman Park WA 6012
Mobile 0438 850 398
Office: 08 6230 2535
jane@shortstaywa.au

4.2 Bookings

Bookings will be made through short stay rental platforms such as Airbnb, insurance accommodation providers, direct bookings etc.

4.3 Occupancy

Bookings will be made to a maximum up 2 persons in accordance the maximum number of persons permitted by application of the ratio of two per bedroom. Children over 12 years of age of guests will also be part of the maximum number permitted. Visitors may visit but not stay overnight.

Unit 2, 83 Hotham Avenue, Boddington WA 6390

4.4 Check In

At the time of booking online, guests are to read and agree to the House Rules which specifically state:

- a) No parties or events
- b) Quiet hours 9pm to 7am.

Check in time is generally from 3pm to 10pm daily. Guests are provided with a code to a lockbox containing keys to gain entry into the property. Guests to check in by 10pm. Check ins may be considered between 9pm to 7am with prior approval required if their flight arrives in these hours for example.

4.5 Check Out

Checkout time is between 7am and 10am on the day of departure, unless former arrangements have been made with the Manager. If the Manager grants approval for check out before 7am, guests are to ensure that noise is kept to a minimum, so it does not create a nuisance to the neighbours.

4.6 Emergency Procedures

This residence will be provided with the following industry standard amenities:

- a) Smoke alarms, tested annually along with an RCD check
- b) Fire extinguisher and blanket
- c) First aid kit

All amenities will be maintained and in good working order at all times.

Emergency numbers are available in the physical compendium at the property and in the online information provided to the guest.

4.7 Complaints Management

Complaints can be resolved at the neighbour level or via the Manager. If neighbours believe that residents are not being respectful of the Code of Conduct, they are to contact the Manager. If neighbours are having issues with the operation of the property, such as location or orientation of lighting, vegetation on site, or any other general issues, they are encouraged to contact the Manager to further discuss such issues.

The Manager will introduce themselves to the adjoining neighbours and provide name and direct contact details and the Aircall number which is attended 24/7. The Manager will record and keep a record of all complaints which will be available for inspection by an authorised Shire of Boddington representative, during normal working hours.

The Manager will maintain the Complaint Register, which will contain the following information:

- a) The date and time of the complaint,
- b) The name and address of the complainant,
- c) The nature of the complaint,
- d) Investigations carried out,
- e) Actions taken,
- f) Response provided to complainant.

Unit 2, 83 Hotham Avenue, Boddington WA 6390

A copy of this Management Plan will be made available to neighbours. Neighbours will be provided with the contact details of the Manager. The Manager is to maintain a Register of booking guests referred to in the Management Plan.

Neighbours are to be provided with the following regarding Short Stay Accommodation at Unit 2, 83 Hotham Avenue, Boddington WA 6390

A copy of the Code of Conduct

- a) A copy of the Complaints Management Procedure
- b) Contact details which allow neighbours to engage with the Manager in the event of antisocial behaviour, particularly after hours, if not addressed directly with the guests.

Neighbours are encouraged to contact the manager and the police if they have concerns that any illegal activity is taking place at the property.

Complaints can be divided into categories. The process for each is detailed as follows:

4.7.1 Level 1 Complaint (Minor Noise Disturbance / or Complaint)

In the event of Level One Complaint, the following procedures to be adopted.

- I. The neighbour is encouraged to contact the guest to advise of the concern,
- II. Alternately, or if the concern is not resolved, the neighbour is to contact the Manager,
- III. The Manager will contact the guest to advise the nature of the complaint and remind the guests of the obligations under the Code of Conduct, and / or explain the nature of the concern raised,
- IV. If the issue is not resolved and a further complaint is received within 12 hours, the Manager or an appointed security firm is to attend the site,
- V. In the event of a further complaint being received and the complaint validated, the guests will be evicted in accordance with the Code of Conduct.

4.7.2 Level 2 Complaint (Major Noise Disturbance or Party)

Guests are encouraged to enjoy their time on the property, but as outlined in the Code of Conduct and Airbnb policy, parties are not permitted, and noise should be minimised after 9pm and before 7am. There is an Airbnb policy of no more than 15 people being permitted at a property at any one time.

If a Level 2 complaint is received, the following procedure is to be adopted:

- I. The Manager or security firm will attend the premises within one hour of the complaint to verify if this is a major noise disturbance or party,
- II. If the complaint and the issue is deemed to be a Level 1 Complaint, then procedure for Level 1 should be followed,
- III. If the complaint is verified as a Level 2 Complaint, the guests will be evicted in accordance with the Code of Conduct.

4.8 Use of Premises

The property will be as 1 x unit, containing a total of 1 bedroom, with a maximum 2 persons staying overnight. The unit has 1 x bathroom which is available with each booking.

Unit 2, 83 Hotham Avenue, Boddington WA 6390

4.9 Car Parking

There is carport parking for 1 car, and space in front of the house for one car.

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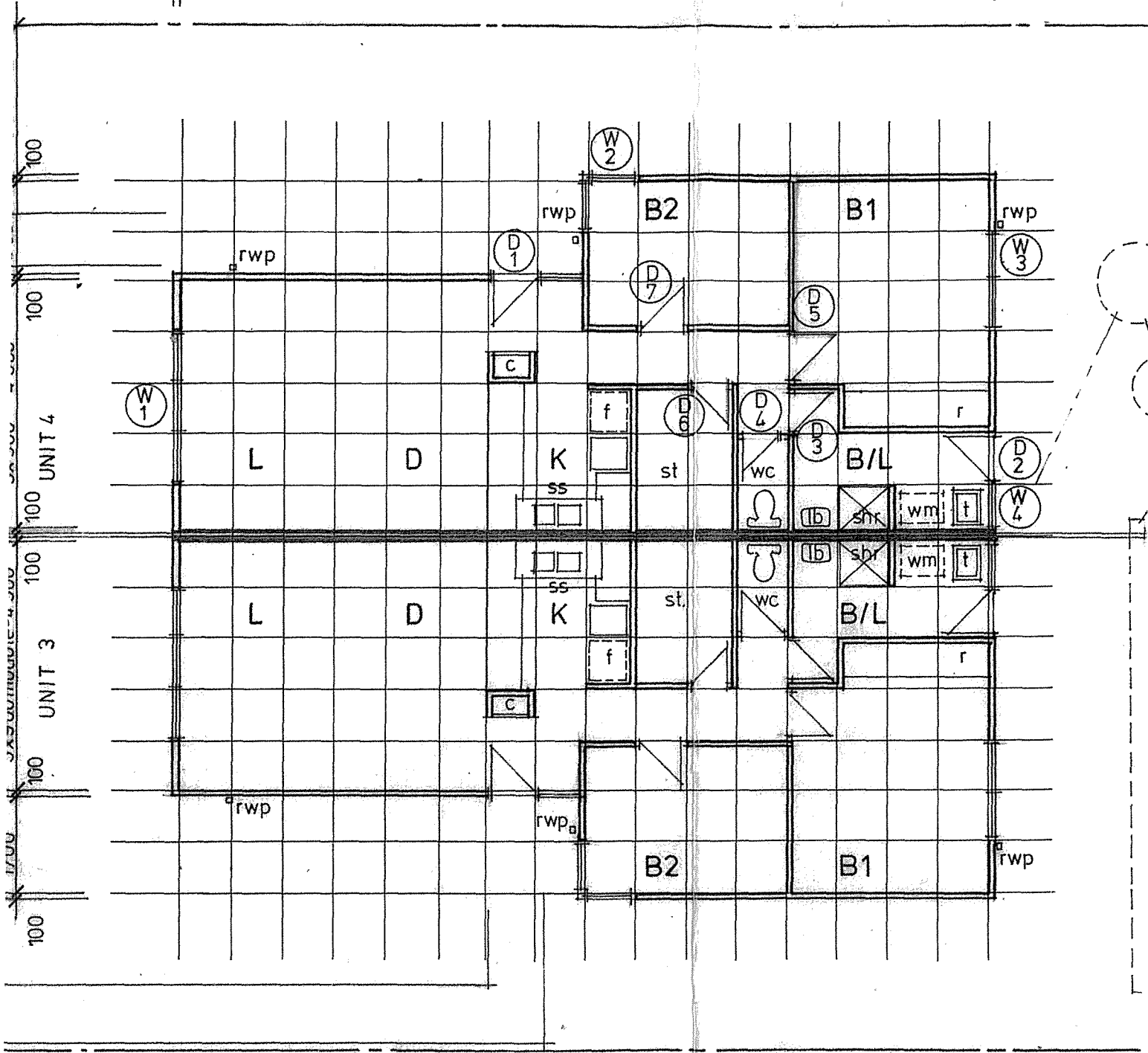
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 at BODDING

IAN BRACKENRI

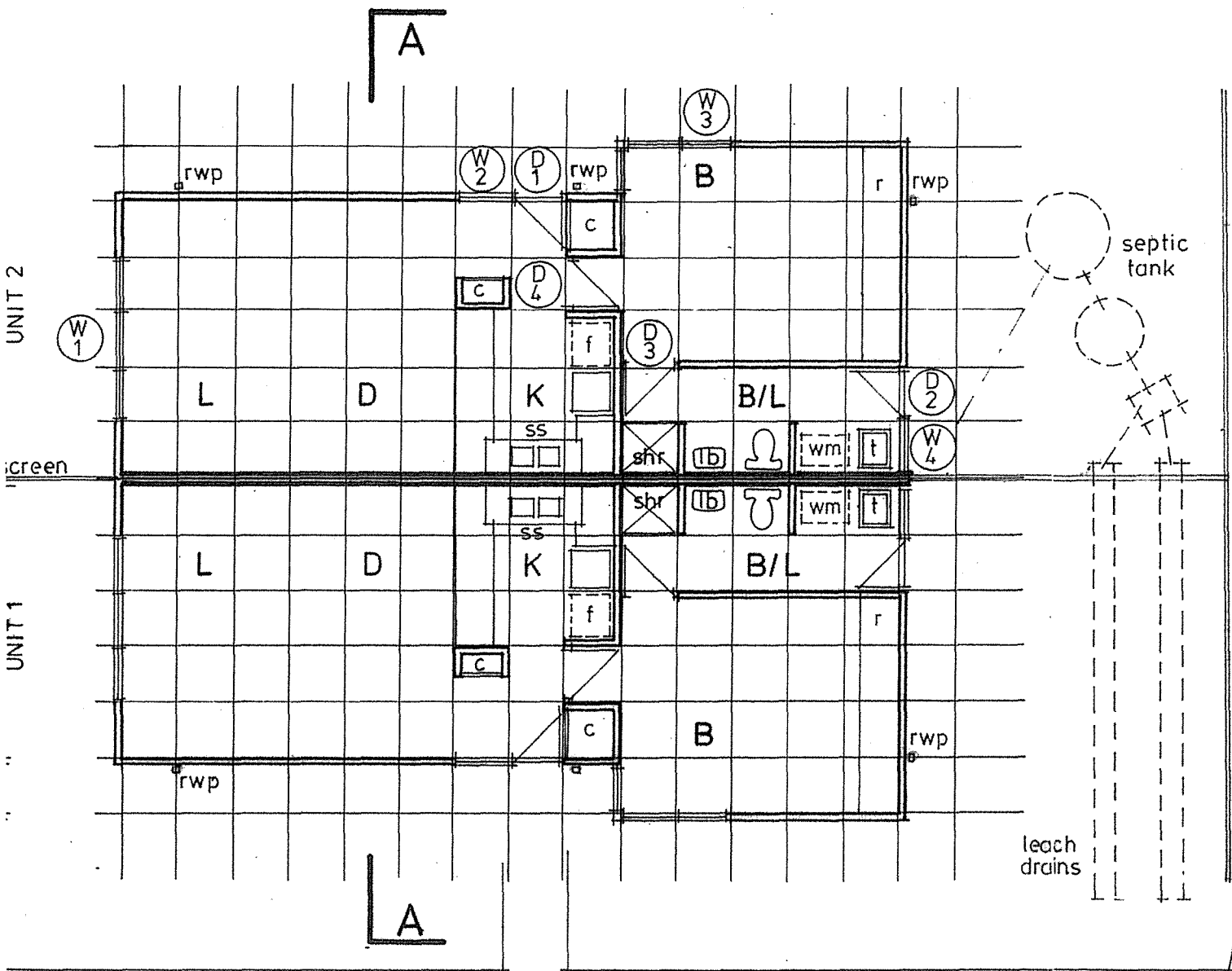
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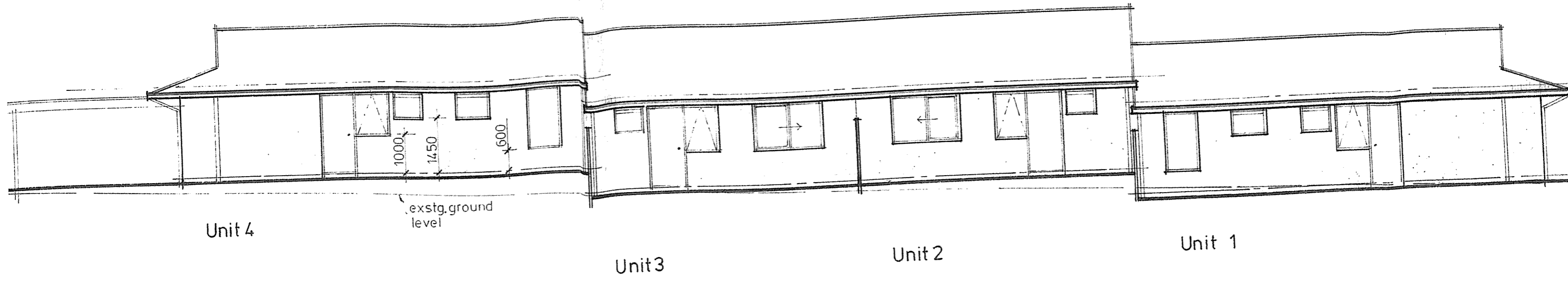
12 600

UNIT 1 & 2

100

5265





Unit 4

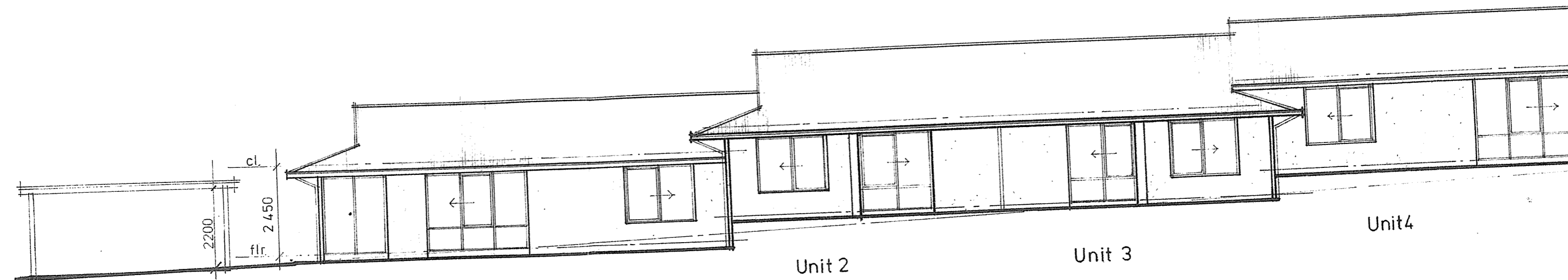
exstg. ground level

Unit 3

Unit 2

Unit 1

NORTH ELEVATION



2200

cl.

2450

flr.

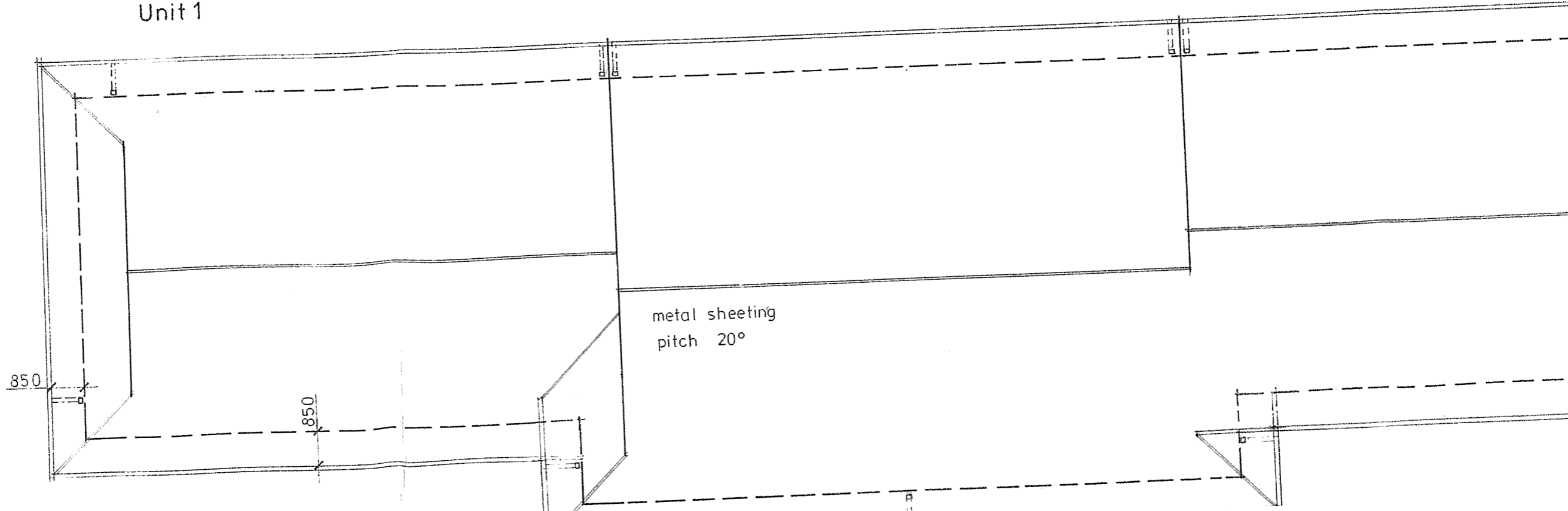
Unit 1

Unit 2

Unit 3

Unit 4

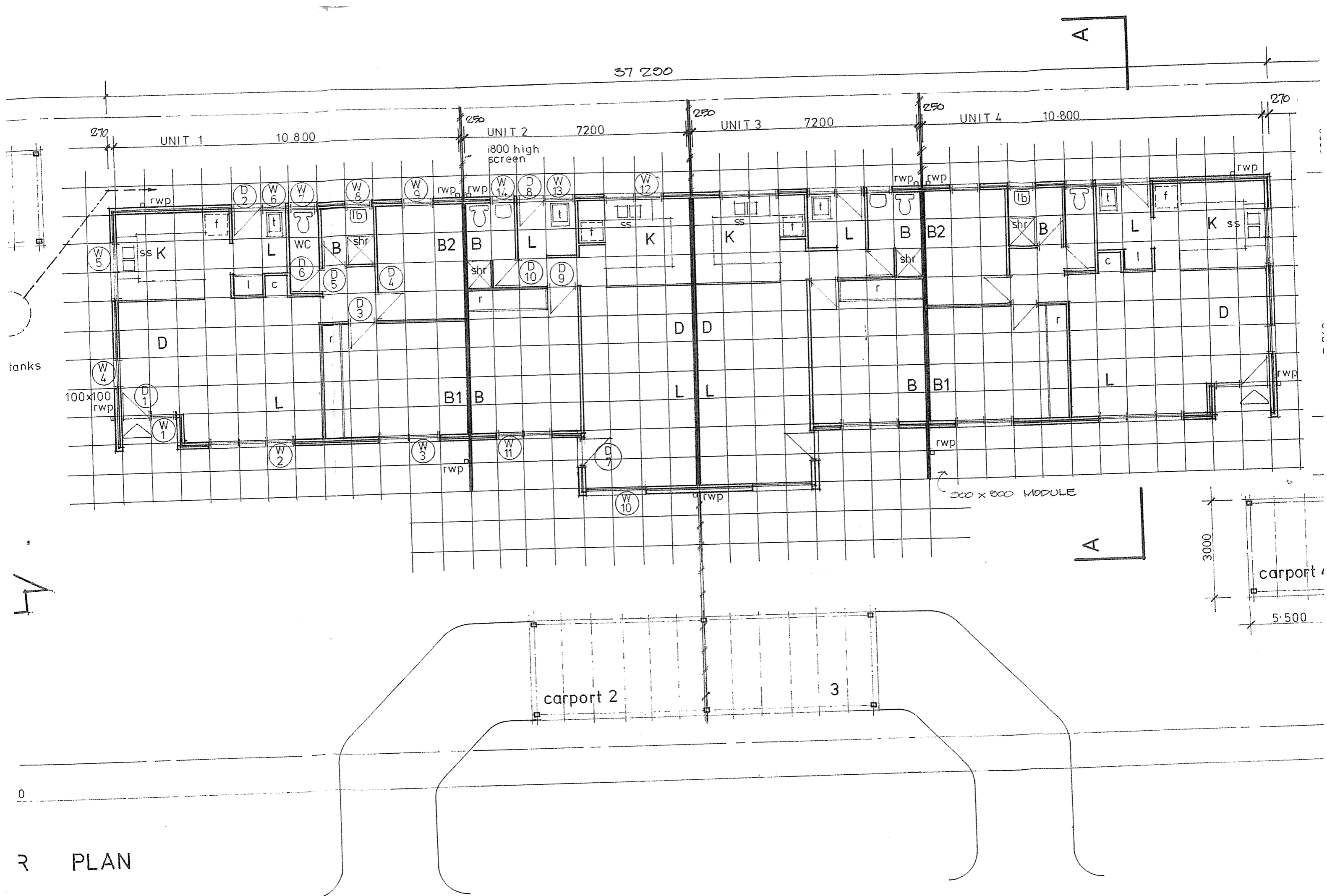
SOUTH ELEVATION



850

1850

metal sheeting
pitch 20°



R PLAN

Unit 1 and 2 - 83 Hotham Avenue

Name	Comment
[REDACTED]	<p>I am writing to formally object to the proposed use of the neighbouring units at 83 Hotham Avenue as short-term accommodation (Airbnb). I am a local resident living directly adjacent to the property, and I have significant concerns about the impact this development will have on my quality of life and the amenity of the surrounding area.</p> <p>I am employed as a mine worker, working 12-hour shifts on a roster of two weeks on and one week off. Due to the nature of my work, uninterrupted rest and sleep during both day and night hours are critical. The introduction of short-term accommodation will result in a constant turnover of different groups of occupants, which I believe will lead to increased noise levels, particularly during weekends and major local events such as the Boddington Rodeo and Medieval Fair. This will significantly disrupt my ability to rest and recover between shifts.</p> <p>Parking is also a major concern. The units have limited on-site parking, and it is highly likely that guests will park on the verge in front of my property, I do NOT permit any parking on my verge other than my own visitors.</p> <p>I own and operate a tilt tray truck and require access to my verge to safely stop and manoeuvre my vehicle when needing to stop for toilet breaks or to load and unload items at my property safely.</p> <p>Additionally, I own two small dogs who are accustomed to the current long-term tenants. The constant presence of unfamiliar people coming and going will cause ongoing disturbance and stress for my animals, resulting in unnecessary noise and disruption.</p> <p>I am also concerned that I will be placed in the position of having to manage or report issues such as noise complaints myself. Given my demanding work schedule, I do not have the time or capacity to regularly approach short-term occupants or lodge complaints with regulatory bodies. This is not a burden that should fall on neighbouring residents.</p> <p>Boddington is in short supply of long term rentals for local and in coming workers, these units are best left for people wishing to rent long term due to work commitments.</p> <p>When I purchased my home, it was within a residential environment consisting of long-term neighbours. I did not purchase next to, nor would I have chosen to live adjacent to, a short-term accommodation property. The proposed change fundamentally alters the character of the area and negatively impacts the amenity of existing residents.</p> <p>For these reasons, I strongly object to the approval of this proposal. I do not believe that converting these units from long-term rental accommodation into short-term stays is appropriate for this location, nor is it beneficial to myself or the surrounding community.</p> <p>I respectfully request that my objection be taken into full consideration in the assessment of this application.</p>
[REDACTED]	<p>We wish to provide feedback and articulate our concerns regarding the proposal for short stay accommodation at Units 1 and 2, 83 Hotham Avenue, Boddington WA 6390.</p> <p>Intended Use of Accommodation If the accommodation is intended exclusively for short term stays by holidaymakers and travellers, and not for service workers, we do not foresee any issues arising from this use.</p> <p>However, if the units are to be utilised as short term rentals for mine workers, this raises a different set of concerns. We currently have workers' accommodation situated across the road at 66 Hotham Avenue. Although occupancy is not consistent, when workers are present, their arrival at various hours, the presence of work vehicles and trucks, and the associated noise from lights, reversing beepers, and loud conversations are highly disruptive.</p> <p>Parking Concerns Although the application claims parking is adequate, there is no off-road parking outside number 83, except within the carport. Overflow parking typically occurs on neighbouring properties, which is problematic.</p> <p>Property and Garden Maintenance While we are unable to comment directly on the maintenance of individual properties, previous tenants have reported delays in repairs or instances where items were not repaired at all. Currently, garden maintenance consists of a monthly visit from a person who only undertakes whipper-snipping around the fence line and then blows rubbish onto the road or into neighbouring properties. The boundary fence between properties has not been properly installed; its supports are not anchored in the ground and merely rest on random limestone blocks.</p> <p>Waste Management Bins are frequently left out on the verge for extended periods, sometimes for days at a time.</p>

Unit 1 and 2 83 Hotham Avenue

Name	Comment
██████████ - Shire of Narrogin	<p>This is more a planning matter.</p> <p>Please request the owner to provide a floor plan showing the location of the smoke alarm/s.</p> <p>Also provide photographic evidence of the alarms, and the expiry date confirming they are less than 10 years old and confirm the date they were last tested to confirm they remain operational.</p> <p>No building permit required.</p>
██████████ - Environmental Health Officer	<ol style="list-style-type: none">1. Sanitation and cleanliness<ul style="list-style-type: none">-Units must be easy to clean and maintain between guests. There should be clear arrangements for regular cleaning, linen changes and waste removal2)Waste management<ul style="list-style-type: none">-Must have adequate bin capacity3)Pest control<ul style="list-style-type: none">-Have a pest management plan in place4)Laundry facilities<ul style="list-style-type: none">-Ensure there are adequate facilities for washing linen and towels5)Food preparation areas<ul style="list-style-type: none">-Kitchen must be kept clean with functional appliances and safe food storage options (e.g. fridge available)6)Noise<ul style="list-style-type: none">-Ensure noise does not affect neighbours and residents are compliant with the Environmental Protection (Noise) Regulations 19977)Occupancy limits<ul style="list-style-type: none">-Do not exceed 6 persons residing in each unit at any one time8)Fire safety<ul style="list-style-type: none">-Ensure fire safety equipment is readily available and tested/tagged 6 monthly.
██████████ - Executive Manager Infrastructure Services	<p>No issues with the application, no foreseeable problems for the Infrastructure Dept.</p>

From Jane Cresswell | Short Stay WA <jane@shortstaywa.au>
Date Wed May 27 02:41:22 PM AWST 2026
To Jackie Stewart <jackie.stewart@boddington.wa.gov.au>
cc
bcc
Subject Re: Comment - Change of use - Unit 1 and 2 83 Hotham Avenue

Hello Jackie,

RE: Units 1 and 2, 83 Hotham Avenue, Boddington WA 6390

We acknowledge the objections received regarding the proposed use of Units 1 and 2, 83 Hotham Avenue, Boddington as short stay accommodation. We understand the importance of maintaining residential amenity, safety, access, parking availability and the general character of the surrounding area.

However, we respectfully submit that the concerns raised can be appropriately managed through clear operational controls and do not warrant refusal of the application.

Residential Amenity and Noise

Concerns have been raised that short stay accommodation may result in increased noise due to guest turnover, late arrivals, worker movements, vehicle noise and general disturbance.

The proposed use is not for a hostel, lodging house, workers' camp or commercial depot. It is for short stay accommodation within existing residential units. Guests will be required to comply with house rules, including quiet hours, no parties or events, limits on guest numbers and respectful behaviour toward neighbours.

Noise and disturbance can occur in any residential setting, including with long-term tenants, visitors, shift workers or owner-occupiers. The relevant issue is not the length of stay, but whether the property is properly managed. In this case, the accommodation will be actively managed, with a nominated contact person available should concerns arise.

Parking and Verge Access

Parking has been raised as a key concern, particularly the possibility of guests parking on neighbouring verges or obstructing access.

Guests will be provided with clear parking instructions prior to arrival and within the property. They will be specifically advised not to park on neighbouring verges, across driveways, or in any way that obstructs access for adjoining residents.

The number of guests and vehicles can also be managed through the booking process to ensure parking remains appropriate for the site. Any isolated parking issue can be addressed promptly by the property manager, as would occur with any residential tenancy or visitor.

Worker Accommodation

One objection suggests that short stay use by workers may create greater impacts than use by holidaymakers.

We do not consider it appropriate to assume that workers will create unacceptable impacts simply because of their employment type. Boddington is a regional town where mining, transport, farming, construction and shift work form part of normal residential life. All guests, regardless of whether they are tourists, workers, contractors or visitors, will be subject to the same conduct, parking and noise requirements.

Pets and Neighbouring Dogs

Concern has been raised that unfamiliar people entering and leaving the property may disturb neighbouring dogs.

The movement of residents, visitors, tradespeople, delivery drivers and guests is a normal part of residential life. The proposed use will not involve activity beyond ordinary residential occupation. Guests will be instructed to behave respectfully and avoid unnecessary noise when arriving and departing.

Property Maintenance and Waste

Concerns have also been raised regarding property maintenance, garden care, fencing and bins being left on the verge.

These are practical management matters that can be addressed through regular inspections, cleaning, garden maintenance and clear waste procedures. Short stay accommodation generally requires a higher standard of presentation and upkeep than long-term rental accommodation, as the property is regularly cleaned and checked between stays.

Bins will be managed as part of the cleaning and changeover process, with clear instructions regarding collection days and removal from the verge.

Long-Term Rental Supply

We acknowledge comments regarding the shortage of long-term rentals in Boddington. However, the existence of rental demand does not mean that every privately owned dwelling must be used for long-term tenancy.

Short stay accommodation also provides a valuable service in regional towns by supporting visiting family members, tourists, contractors, relief workers, event visitors and local businesses. The proposal contributes to a diverse accommodation mix and should be assessed on its planning merits.

Character of the Area

The proposal does not involve a change to the physical form of the property. The units will remain residential in appearance and will be used for accommodation purposes.

When properly managed, short stay accommodation is capable of operating compatibly within a residential setting. The proposed use will not fundamentally alter the character of the street or prevent neighbours from continuing to enjoy their properties.

Proposed Management Measures

To address the concerns raised, the following measures will be implemented:

- no parties or events;
- quiet hours for guests;
- guest and vehicle limits;
- clear parking instructions;
- no parking on neighbouring verges or across driveways;
- nominated contact person for neighbour concerns;
- regular cleaning and property inspections;
- regular garden and maintenance schedule; and
- clear bin and waste management procedures.

Conclusion

The objections raised relate primarily to noise, parking, waste, maintenance and guest behaviour. These matters are capable of being managed through standard short stay accommodation controls.

The proposed use is within existing residential units, will not alter the built form of the property, and can operate in a manner that respects neighbouring residents.

For these reasons, we respectfully request that the application for short stay accommodation at Units 1 and 2, 83 Hotham Avenue, Boddington be supported, subject to any reasonable management conditions considered appropriate by the approving authority.

If there is anything else Jackie that you require, please do not hesitate to contact me.

Kind regards,

Jane

Jane Cresswell *B.Bus. Dip.Prop.Serv.*

Director and Licensee

Alimar Collective Pty Ltd RA 78992

Property Gain + Short Stay WA

**SHORT
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67. Consideration of application by local government

- (1) Development approval cannot be granted on an application for approval of —
- (a) development that is a class X use in relation to the zone in which the development is located, unless —
 - (i) the development relates to land that is being used for a non-conforming use; and
 - (ii) the local government considers that the proposed use of the land would be less detrimental than the non-conforming use;
 - or
 - (b) development that otherwise does not comply with a requirement of this Scheme, unless —
 - (i) this Scheme gives the local government discretion to waive or vary the requirement or to grant development approval despite non-compliance with the requirement; or
 - (ii) the development is permitted under a provision of this Scheme in relation to non-conforming uses.
- (2) In considering an application for development approval (other than an application on which approval cannot be granted under subclause (1)), the local government is to have due regard to the following matters to the extent that, in the opinion of the local government, those matters are relevant to the development the subject of the application —
- (a) the aims and provisions of this Scheme and any other local planning scheme operating within the Scheme area;
 - (b) the requirements of orderly and proper planning including any proposed local planning scheme or amendment to this Scheme that has been advertised under the *Planning and Development (Local Planning Schemes) Regulations 2015* or any other proposed planning instrument that the local government is seriously considering adopting or approving;
 - (c) any approved State planning policy;
 - (d) any environmental protection policy approved under the *Environmental Protection Act 1986* section 31(d);
 - (e) any policy of the Commission;
 - (f) any policy of the State;
 - (fa) any local planning strategy for this Scheme endorsed by the Commission;
 - (g) any local planning policy for the Scheme area;
 - (h) any structure plan or local development plan that relates to the development;
 - (i) any report of the review of the local planning scheme that has been published under the *Planning and Development (Local Planning Schemes) Regulations 2015*;
 - (j) in the case of land reserved under this Scheme, the objectives for the reserve and the additional and permitted uses identified in this Scheme for the reserve;
 - (k) the built heritage conservation of any place that is of cultural significance;
 - (l) the effect of the proposal on the cultural heritage significance of the area in which the development is located;
 - (m) the compatibility of the development with its setting, including —
 - (i) the compatibility of the development with the desired future character of its setting; and

- (ii) the relationship of the development to development on adjoining land or on other land in the locality including, but not limited to, the likely effect of the height, bulk, scale, orientation and appearance of the development;
 - (n) the amenity of the locality including the following —
 - (i) environmental impacts of the development;
 - (ii) the character of the locality;
 - (iii) social impacts of the development;
 - (o) the likely effect of the development on the natural environment or water resources and any means that are proposed to protect or to mitigate impacts on the natural environment or the water resource;
 - (p) whether adequate provision has been made for the landscaping of the land to which the application relates and whether any trees or other vegetation on the land should be preserved;
 - (q) the suitability of the land for the development taking into account the possible risk of flooding, tidal inundation, subsidence, landslip, bush fire, soil erosion, land degradation or any other risk;
 - (r) the suitability of the land for the development taking into account the possible risk to human health or safety;
 - (s) the adequacy of —
 - (i) the proposed means of access to and egress from the site; and
 - (ii) arrangements for the loading, unloading, manoeuvring and parking of vehicles;
 - (t) the amount of traffic likely to be generated by the development, particularly in relation to the capacity of the road system in the locality and the probable effect on traffic flow and safety;
 - (u) the availability and adequacy for the development of the following —
 - (i) public transport services;
 - (ii) public utility services;
 - (iii) storage, management and collection of waste;
 - (iv) access for pedestrians and cyclists (including end of trip storage, toilet and shower facilities);
 - (v) access by older people and people with disability;
 - (v) the potential loss of any community service or benefit resulting from the development other than potential loss that may result from economic competition between new and existing businesses;
 - (w) the history of the site where the development is to be located;
 - (x) the impact of the development on the community as a whole notwithstanding the impact of the development on particular individuals;
 - (y) any submissions received on the application;
 - (za) the comments or submissions received from any authority consulted under clause 66;
 - (zb) any other planning consideration the local government considers appropriate.
- (3) Subclause (1) has effect despite the zoning table for this Scheme.

[Clause 67 amended: SL 2020/252 r. 74.]

9.2 CHIEF EXECUTIVE OFFICER

9.2.1 Local Government Convention 2026

File Reference:	2.049
Applicant:	Not applicable
Previous Item:	Nil
Author:	Chief Executive Officer
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	Nil

Summary

Council is requested to consider the nomination of Councillor representatives to attend the WALGA Local Government Convention 2026.

Background

The 2026 WA Local Government Convention & Trade Exhibition (Local Government Week) will be held from Wednesday 16 September through to Friday 18 September at the Perth Convention and Exhibition Centre.

In accordance with previous years, WALGA will hold its Annual General Meeting (AGM), to discuss and consider local government industry issues during the Convention. Each member Council of WALGA can elect two (2) voting delegates to participate in the WALGA Annual General Meeting. Non-voting delegates are also able to attend.

Comment

The theme for the 2026 event is '*Tomorrow's World*', reflecting the rapidly changing environment facing Local Governments across Western Australia. From emerging technologies and shifting community expectations to economic pressures and global uncertainty, the challenges and opportunities facing the sector are evolving faster than ever before. The full program will be released in the coming weeks.

Attendance at the annual WA Local Government Convention is open to all Councillors, subject to budget provisions. Registration fees, travel and accommodation expenses are paid by the Shire in advance for any Elected Member attending.

Consultation

Nil

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

Legislative Implications

Nil

Policy Implications

Attendance at Events

Financial Implications

Anticipated costs are approximately \$2,100 per delegate, comprising registration of \$1,250, accommodation of approximately \$700 per delegate, plus meals and other miscellaneous expenses.

Economic Implications

Nil

Social Implications

Nil

Environmental and Climate Change Considerations

Nil

Risk Considerations

Risk Statement and Consequence	The risks associated with this Council decision are considered low. They include a reputational risk if no delegates are present to vote at the WALGA AGM, as well as potential community concern around perceived overrepresentation—where more delegates attend than necessary—resulting in higher financial costs to the Shire.
Risk Rating (prior to treatment or control)	Low
Principal Risk Theme	Financial, Reputational
Risk Action Plan (controls or treatment proposed)	Nil

Officer Recommendation

That Council:

1. Confirms the Shire President and Deputy Shire President as the voting delegates for the WALGA Annual General Meeting 2026.
2. Endorses Councillor/s _____ to attend the 2026 WALGA Local Government Convention.

9.2.2 Request for Extension of Morts Road Closure and Revised Realignment

File Reference:	3.0053
Applicant:	South32 Worsley Alumina
Previous Item:	OCM 23 March 2023 Resolution 27/23 OCM 20 April 2023 Resolution 28/23 OCM 25 May 2023 Resolution 50/23 OCM 18 January 2024 Resolution 13/24 OCM 27 June 2024 Resolution 81/24 OCM 24 July 2024 Resolution 109/24 OCM 21 August 2024 Resolution 121/24 OCM 23 July 2025 Resolution 69/25 OCM 27 May 2026 Resolution 50/26
Author:	Chief Executive Officer
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	9.2.2A Letter of request 9.2.2B Morts Road realignment information 9.2.2C Map of proposed realignment 9.2.2D Permit - 2023 9.2.2E Schedule of submissions

Summary

Council is requested to consider submissions received through community consultation on South32 Worsley Alumina's request for Morts Road to remain closed until 30 April 2029 and the associated revised realignment of Morts Road.

Background

Council has considered South32 road closure requests on several occasions since 2023. In May 2023, Council approved the closure of portions of Ashcroft Road, Stagbouer Trail, Rogers Bend, Morts Road and Siding Road, and authorised South32 to undertake private works within the closed roads subject to a permit. The approved closure period for Morts Road at that time was from May 2023 to 31 December 2025.

In 2024, South32 sought the permanent closure of Morts Road, Ashcroft Road and Rogers Bend under the Land Administration Act 1997. This was required because South32 had been advised that certain mining related works could not be undertaken within roads that were only temporarily closed under the Local Government Act 1995.

At its meeting on 24 July 2024, Council resolved to request that the Minister for Lands close portions of Morts Road, Ashcroft Road and Rogers Bend. In doing so, Council also advised the Minister for Lands that Morts Road would be reconstructed in accordance with the permit granted by Council on 25 May 2023, and made available for reopening to the public by 1 April 2026.

In late 2024, the Minister for Lands permanently closed Morts Road, Ashcroft Road and Rogers Bend. Although Morts Road was permanently closed as a road reserve, the Council position remained that the affected parts of Morts Road would be reconstructed and made available for public reopening after mining activities and associated road works.

At its meeting on 23 July 2025, Council considered a further report on the realignment of Morts Road. That report recorded that South32 had mapped the portions of Morts Road disturbed by mining operations, investigated an opportunity to realign and straighten the northern section of

Morts Road by eliminating two 90 degree bends, and completed preliminary engineering designs to reconstruct disturbed portions of Morts Road to the specification required by Council's 2023 permit.

The July 2025 report also recorded that South32's engineering designs had identified that the original Morts Road road reserve was not wide enough to accommodate the higher standard of road construction required by Council's permit. South32 therefore offered to cede land from its adjoining properties to allow the disturbed portions of Morts Road to be rebuilt within a widened road reserve and to the standard previously agreed by Council. Council supported the proposed realignment, supported South32 widening the remainder of Morts Road where required by ceding as much adjoining land as necessary to deliver the road specification prescribed by Council's 2023 permit, and noted that South32 would cede land under section 168 of the Planning and Development Act 2005. Council also extended the Morts Road opening date to 15 April 2027 to allow for the required widening, dedication and reconstruction processes.

Under the permit issued in 2023, unless otherwise approved by the Shire, liquidated damages apply if the reinstatement and make good requirements for Morts Road are not fulfilled by the calendar day immediately following the end date, as varied by the Shire from time to time. The permit provides for liquidated damages of \$350 per day for every day after the applicable end date that South32 does not comply with its Morts Road reinstatement and make good obligations, subject to the terms of the permit.

Community consultation was not proposed in July 2025 because the realignment and widening were considered to improve road safety, usability and maintenance outcomes, no private residences were affected, and the change was expected to deliver a better public road to access Tullis Bridge. The current request is different, as South32 is now seeking a further extension to 30 April 2029 and a revised alignment associated with its conveyor option.

On 8 May 2026, South32 formally wrote to the Shire seeking Council's reconsideration of the timeframe and alignment. South32 is seeking two related outcomes. The first is for Morts Road to remain closed until 30 April 2029. The second is for Council to provide support for the revised Morts Road realignment and associated change to the road reserve. The request has been prompted by South32's business decision to proceed with a conveyor option rather than a trucking of ore option. South32 has advised that the conveyor option would remove community interaction with ore haulage trucks, and that the revised realignment of Morts Road would remove interaction between the public road and the conveyor corridor.

At its May 2026 Ordinary Council Meeting, Council resolved to support community consultation being undertaken on South32's request for Morts Road to remain closed until 30 April 2029, for a period of no less than 14 days, with a further report on the results of that consultation to be presented to Council. Consultation has now concluded and the submissions are presented for Council's consideration.

Comment

The matter before Council is a local road access, road safety, road reserve and community consultation matter. It is not a general approval of mining operations. Council is being asked to consider the submissions received and determine whether it supports South32's request for Morts Road to remain closed until 30 April 2029 and whether it supports the revised alignment proposed by South32.

A statutory process is not required to keep Morts Road closed, because the road has already been permanently closed. Consultation was undertaken as a good governance measure because the current request represents a material change from the previous position communicated to the community.

The consultation produced a range of views. Several submissions supported the request on the basis that the conveyor option and revised alignment may reduce truck noise, reduce interaction between trucks and the community, provide a safer or wider future road, and avoid inefficient reinstatement of a road that would later be disturbed by conveyor related works. Several submissions objected to the further extension because of the continued impact on access to Tullis Bridge and concern that South32 has already had more time than originally contemplated. Other submissions raised questions about alternative alignments, railway easement access, the purpose of reopening Morts Road, the nature of screening between the conveyor and road, and whether further extensions could occur.

The submissions indicate that there is community support for the conveyor and revised realignment, but also a clear expectation that Council should protect public access, maintain accountability over the timing, and ensure the final road and surrounding treatment provide an appropriate public outcome. The key issue is therefore not simply whether the extension should be approved, but whether it should be approved with sufficient conditions to manage the public interest concerns raised through consultation.

The proposed realignment has the potential to provide a safer long term public road outcome if the design is completed to an appropriate standard. The information provided by South32 indicates that the road reserve width can accommodate the realigned road formation and the Shire's firebreak clearance requirements at the two identified convergence points. The inclusion of an earth mound and visual screen fence, where supported by a Visual Impact Assessment, may assist in reducing visual impacts for road users.

The concern about timing certainty is reasonable. The current request is the second change to the reopening timeframe, moving from the original April 2026 expectation, to 15 April 2027 following Council's July 2025 decision, and now to 30 April 2029. Under the current permit structure, delay penalties are tied to the applicable opening or end date, as varied by the Shire. If Council supports Morts Road remaining closed until 30 April 2029, the effect should not be to waive South32's accountability for the delay beyond the previously agreed 15 April 2027 date.

It is recommended that the permit and any associated deed or agreement be formally amended so that the daily liquidated damages for Morts Road apply from 15 April 2027, rather than from the revised 30 April 2029 closure date. This approach recognises that Council may be prepared to allow the road to remain closed until 30 April 2029, but that the community and the Shire should retain the benefit of the previously agreed accountability mechanism for the extended period of closure.

The existing permit refers to liquidated damages of \$350 per day for Morts Road, with an aggregate cap of \$511,350 and a stated outer date of 31 December 2029. If the outer date of 31 December 2029 remains, there is a risk that the full aggregate cap may not be realised if delays continue beyond that date. It is therefore recommended that the Chief Executive Officer be authorised to negotiate an updated permit or agreement that preserves the aggregate cap of \$511,350 and removes the outer date of 31 December 2029, so that the daily amount can continue to accrue until the full aggregate cap is reached, should further delays occur.

While submissions identified mixed views and concern regarding the extended closure, the recommendation seeks to preserve accountability and protect the Shire's position. It allows the proposed closure period and revised realignment to proceed, while ensuring the delay penalty applies from 15 April 2027 and is not prematurely limited by the current 31 December 2029 outer date.

Consultation

Consultation invited submissions on South32's request for Morts Road to remain closed until 30 April 2029 and the revised Morts Road realignment. A total of 11 submissions were received and are attached as Attachment 9.2.2E.

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

Legislative Implications

A statutory process under section 3.50 of the Local Government Act 1995 is not required to keep Morts Road closed, as the relevant road reserve has already been permanently closed.

Policy Implications

Nil

Financial Implications

All costs relevant to this project are to be met by South32.

Economic Implications

The proposal has economic implications for South32's operations and for the district. South32 has advised that the conveyor option forms part of its business decision for ore movement associated with the Hotham North Mine Development. Continued operation of major industry supports employment, contractor activity and local expenditure within the district and region.

Submissions also identified the importance of mining to the prosperity of the Shire.

Social Implications

The ongoing closure of Morts Road has social implications for road users, as well as community and visitor access to Tullis Bridge.

The submissions show that community opinion is mixed. Some respondents support the conveyor and realignment because they expect it will reduce truck noise, reduce disturbance and provide a better future road. Other respondents object to the further delay because they want access to Tullis Bridge restored and are concerned about the cumulative duration of the closure.

Environmental and Climate Change Considerations

The proposed realignment is located near the Marradong Timber Reserve boundary and within an area influenced by mining related infrastructure. Road realignment will cause some impact to vegetation through the creation of a new road reserve.

Risk Considerations

Risk Statement and Consequence	The key risks are that the community may perceive the further closure of Morts Road as unreasonable. There is also a risk that the revised realignment, conveyor
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	interface works or rehabilitation works are not completed by 30 April 2029, resulting in further delay to reopening Morts Road. A further risk is that changing the agreed reopening date without properly updating the Permit may create uncertainty regarding South32 Worsley Alumina's obligations, the timing of liquidated damages and the Shire's enforcement position.
Risk Rating (prior to treatment or control)	High
Principal Risk Theme	Reputation
Risk Action Plan (controls or treatment proposed)	Negotiate and execute a revised Permit or agreement that clearly reflects the new 30 April 2029 date and preserves the Shire's existing protection.

Officer Recommendation

That Council:

- 1. Supports South32 Worsley Alumina's request for Morts Road to remain closed until 30 April 2029 including the revised Morts Road realignment subject to:**
 - a) Detailed design and all relevant approvals being completed to the satisfaction of the Chief Executive Officer; and**
 - b) South32 Worsley Alumina meeting all costs associated with the continued closure, revised realignment, road reserve changes and related works.**
- 2. Authorises the Chief Executive Officer to negotiate and execute a revised Permit, or other appropriate agreement, to reflect the revised closure period to 30 April 2029, provided that the revised Permit or agreement:**
 - a) preserves the protections for the Shire established under the existing Permit;**
 - b) confirms that liquidated damages for Morts Road apply from 15 April 2027;**
 - c) retains the daily liquidated damages amount of \$350 per day;**
 - d) retains the aggregate liquidated damages cap of \$511,350; and**
 - e) removes the current outer date of 31 December 2029, so that daily liquidated damages may continue to accrue until the full aggregate cap of \$511,350 is reached if further delays occur.**

South32 Worsley Alumina
PO Box 344
Collie WA 6225

T +61 8 9734 8311
South32.net

south32.net



By email: ceo@boddington.wa.gov.au

8 May 2026

Ms Julie Burton
Chief Executive Officer
Shire of Boddington
PO Box 4
Boddington, Western Australia, 6390

Dear Ms Burton

RE: South32 Request for extension of the Mort's Road closure and realignment

I am writing to respectfully seek Council's reconsideration of South32 Worsley Alumina's request to extend the Mort's Road closure and approve the revised realignment, as previously presented to Council on 17 December 2025, 11 February 2026 and 8 April 2026.

I write seeking the Shire's approval for:

1. Extension of the Morts Road closure until April 2029.
2. Approval of the revised realignment and change to the road reserve.

As we have communicated in our presentations to Council the driver for this request is a change in the business decision to move from a trucking of ore option to a conveyor.

South32 sees the benefits for this change as follows:

- The conveyor option is safer for the community as it eliminates community interaction with trucks.
- The realignment of Mort's Road eliminates interaction with the conveyor.
- With no realignment the conveyor crosses Morts Road twice, one underpass and one overpass would need to be installed.
- A realignment removes existing 90-degree bend of Mort's Road improving road safety and separates the road from the conveyor.
- Realignment can be done in conjunction with agreed reinstatement works of Mort's Road.

I refer Council to the attached information pack, which outlines the available options for consideration.

I confirm that South32 Worsley Alumina is committed to a strong and ongoing partnership with the Shire for the benefit of the community, including investment in locally identified priorities, including:

- Social investment projects.
- Community infrastructure and housing related initiatives.

I also reiterate South32 Worsley Alumina's continued commitment to social investment in partnership with the Shire of Boddington. Over the past five years, our combined direct and in-kind contribution is approximately \$5.02 million. In addition, we have supported 29 community projects over the past three years through small grants and partnerships, valued at \$658,000. Our local spend within the Boddington postcode (6390) further reflects this commitment, with \$20.85M spent over the last three years.

South32 will continue to support the Shire's social investment priorities and housing initiatives, recognising their importance to a sustainable and thriving local community.

Worsley respectfully requests that Council consider and vote on this matter at the Council Meeting scheduled for Wednesday, 27 May 2026.

I appreciate Council's favourable consideration of this proposal and welcome the opportunity to discuss the matter further.

If you have any queries, please do not hesitate to contact Chrissy Harris, Principal External Affairs on 0410 377 712 or chrissy.harris@south32.net.

Regards,



Pine Pienaar
Vice President Operations
South32 Worsley Alumina



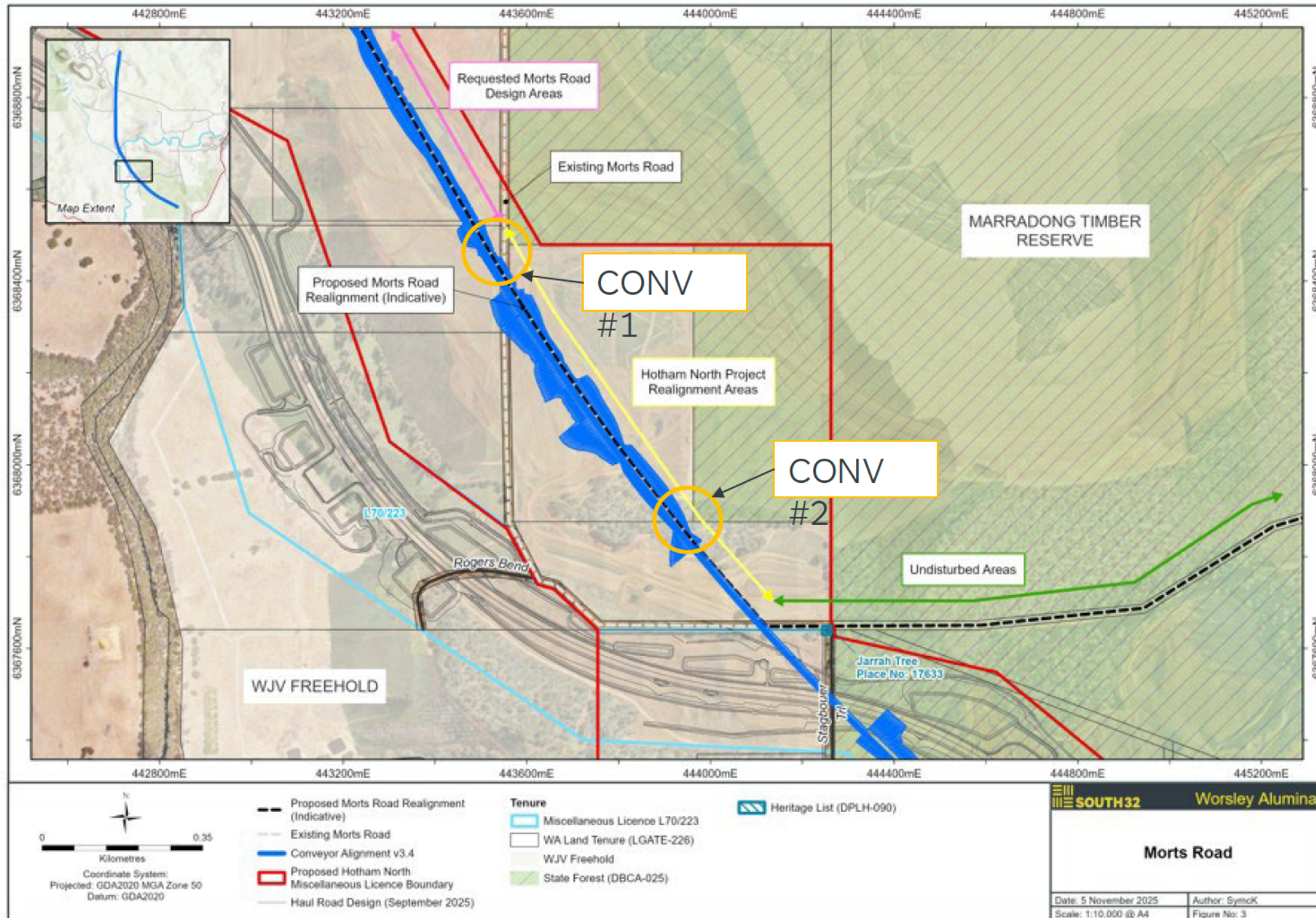
SOUTH32 WORSLEY ALUMINA HOTHAM NORTH MINE DEVELOPMENT CRUSHER AND CONVEYOR

MORTS ROAD REALIGNMENT TYPICAL ROAD CROSS SECTIONS

May 2026



Morts Road Realignment



- Two convergence locations due to Marradong Timber Reserve boundary
- Refer to subsequent slides for cross section views of realigned Morts Road relative to HON conveyor
- Locations outside of these convergence can be >100m of separation distance minimising visual impact of the conveyor to road users
- Visual screens can be installed for where the conveyor is closer to Morts Road subject to a Visual Impact Assessment (VIA)

SLIDE 2

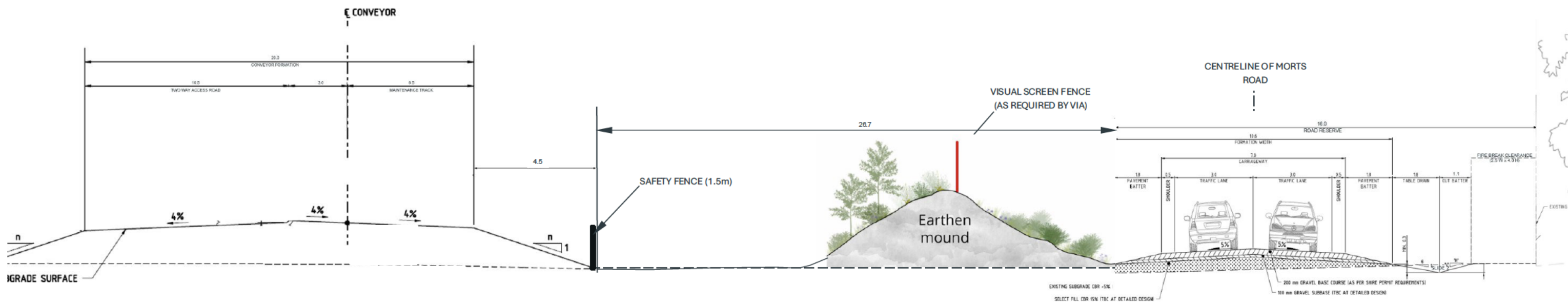
CONVERGENCE POINT CONV #1



- 42.7m clearance width between edge of Forest Reserve boundary to HON conveyor embankment toe
- 16.0m required for Morts Road realignment – adequate width available
- Earth mound with visual screen fence in between conveyor and Morts Road possible to minimise visual impact

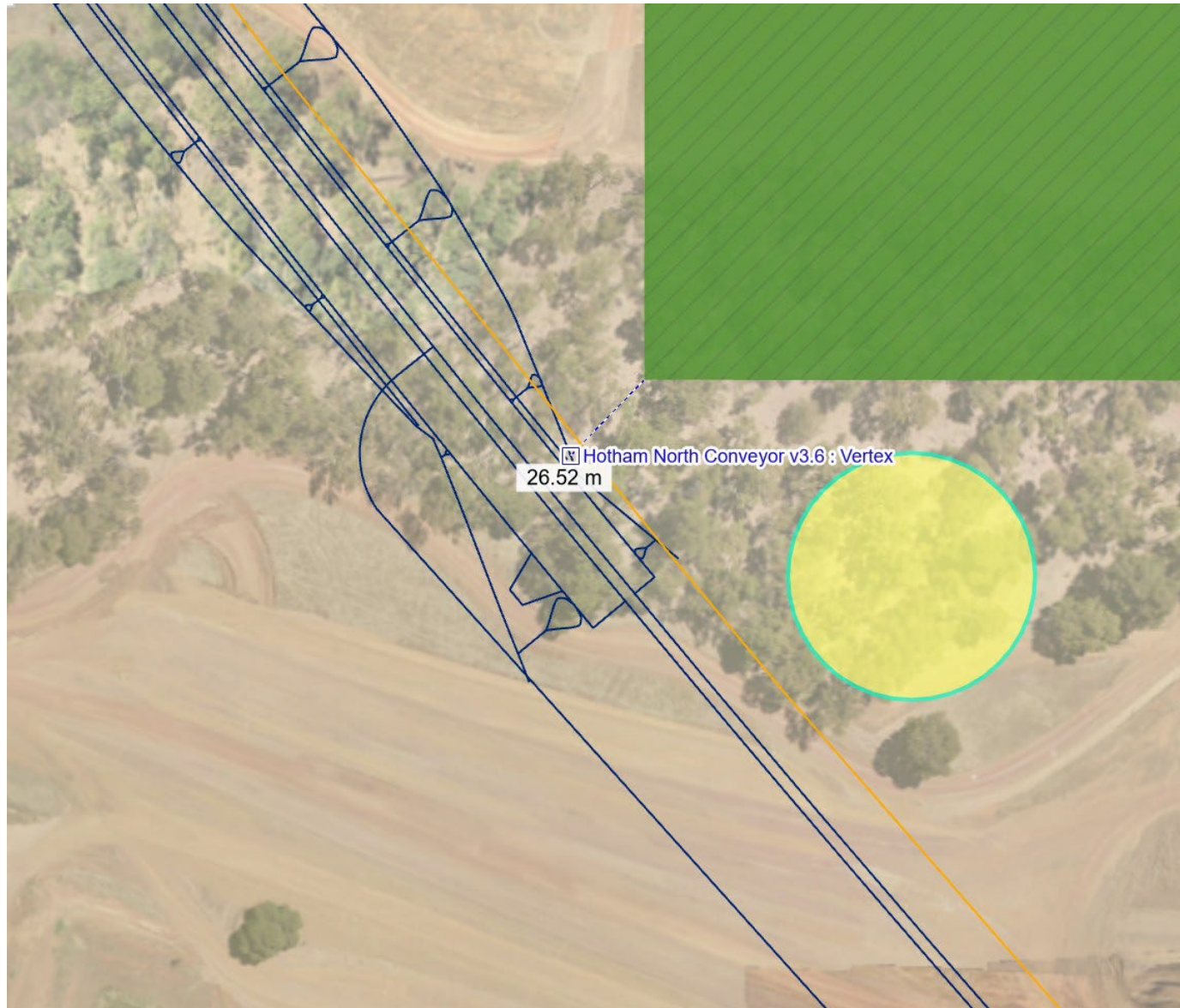
SLIDE 3

REALIGNED MORTS ROAD ADJACENT TO HON CONVEYOR FORMATION - CROSS SECTION AT CONV #1



- 2.5m wide & 4.0m high firebreak clearance based on Shire requirement included in Road Reserve width

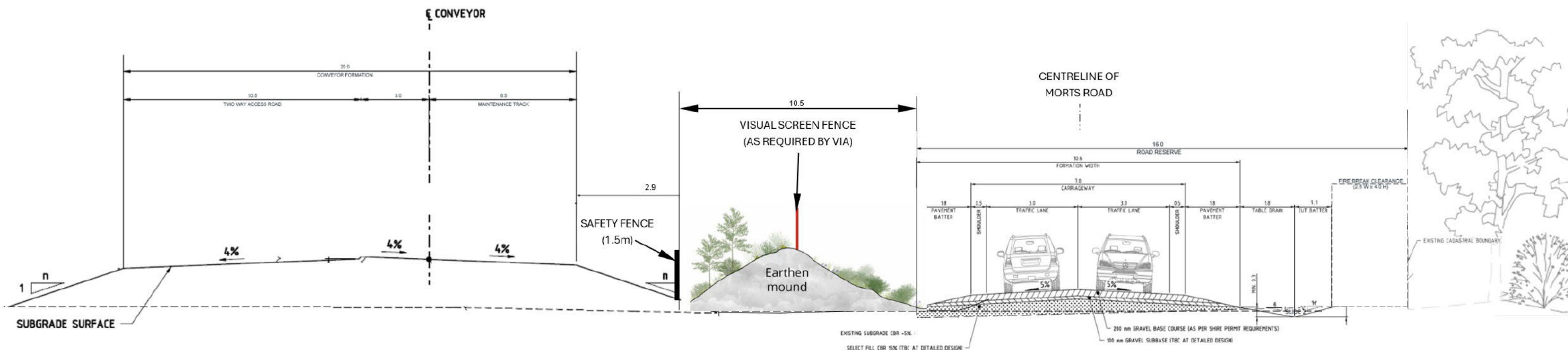
CONVERGENCE POINT CONV #2



- 26.5m clearance width between edge of Forest Reserve boundary to HON conveyor embankment toe
- 16.0m required for Morts Road realignment – adequate width available
- Earth mound with visual screen fence in between conveyor and Morts road possible to minimise visual impact

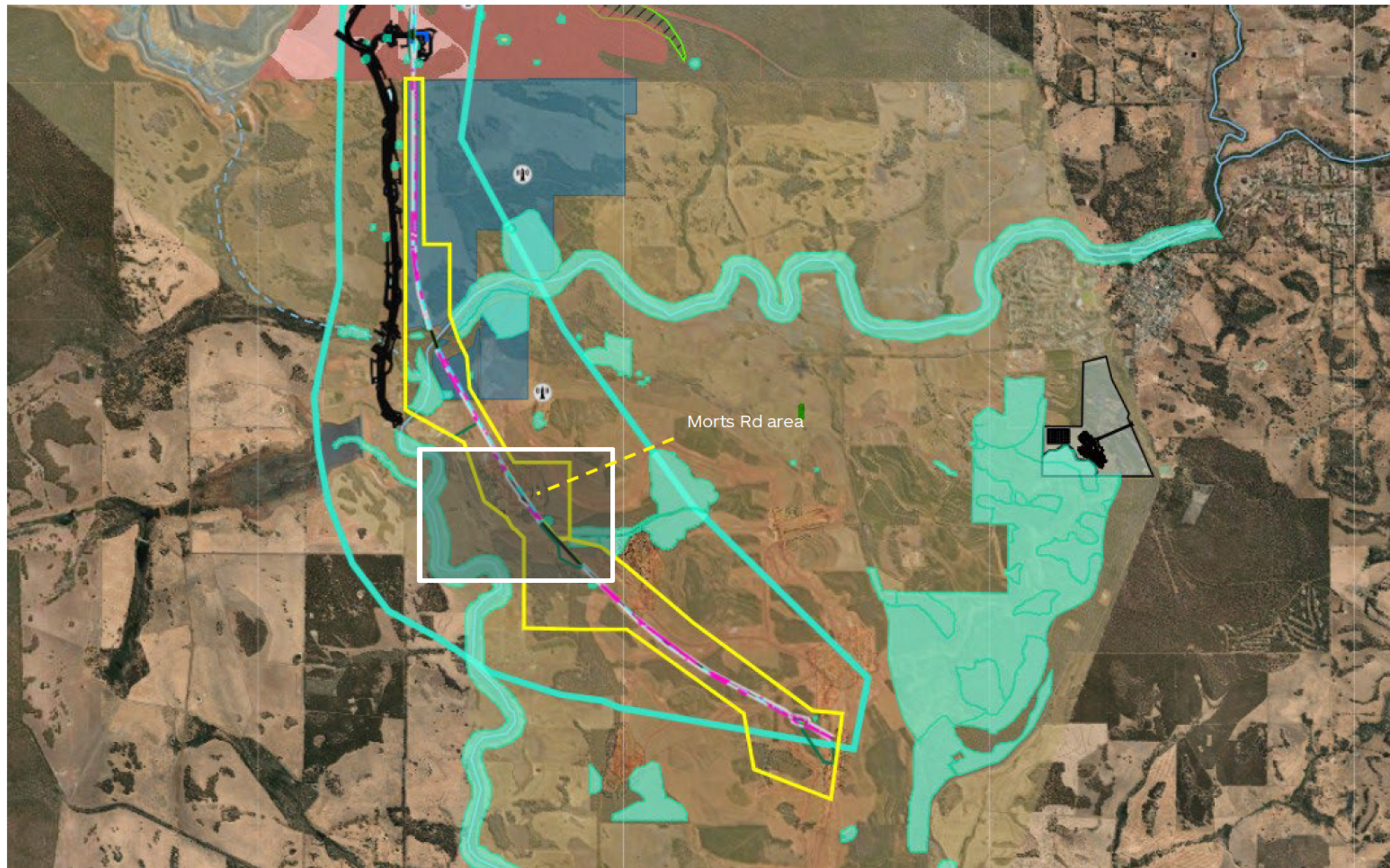
SLIDE 5

REALIGNED MORTS ROAD ADJACENT TO HON CONVEYOR FORMATION - CROSS SECTION AT CONV #2

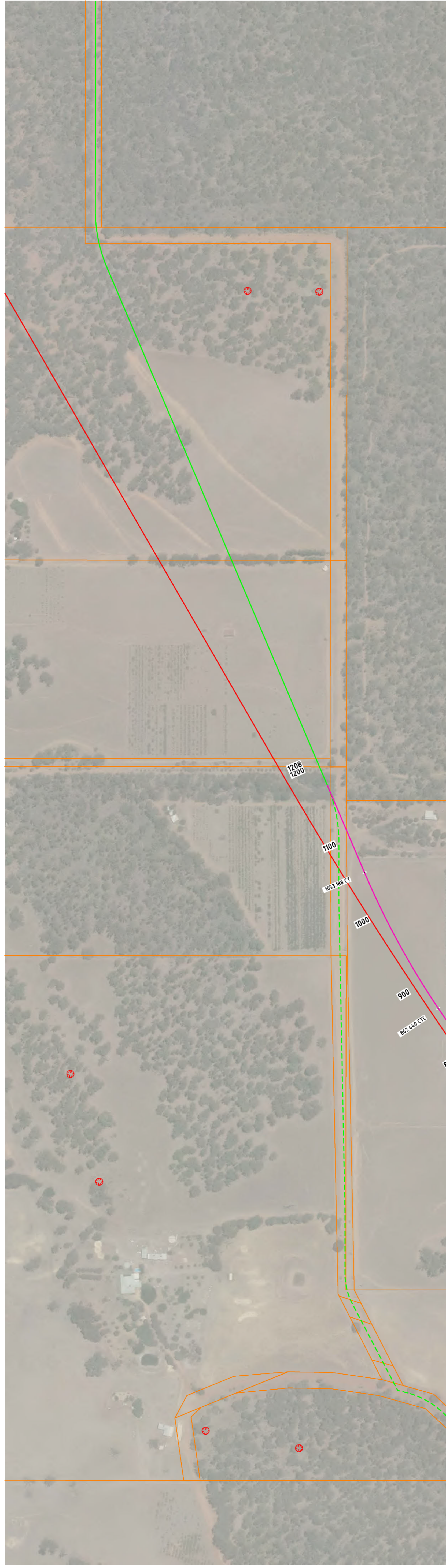


- 2.5m wide & 4.0m high firebreak clearance based on Shire requirement included in Road Reserve width
- Proximity of HON conveyor formation to Road Reserve varies along alignment. Closest location likely to be at edge of Forest Reserve (~Conveyor Chainage 9850) – CONV #2

SLIDE 6

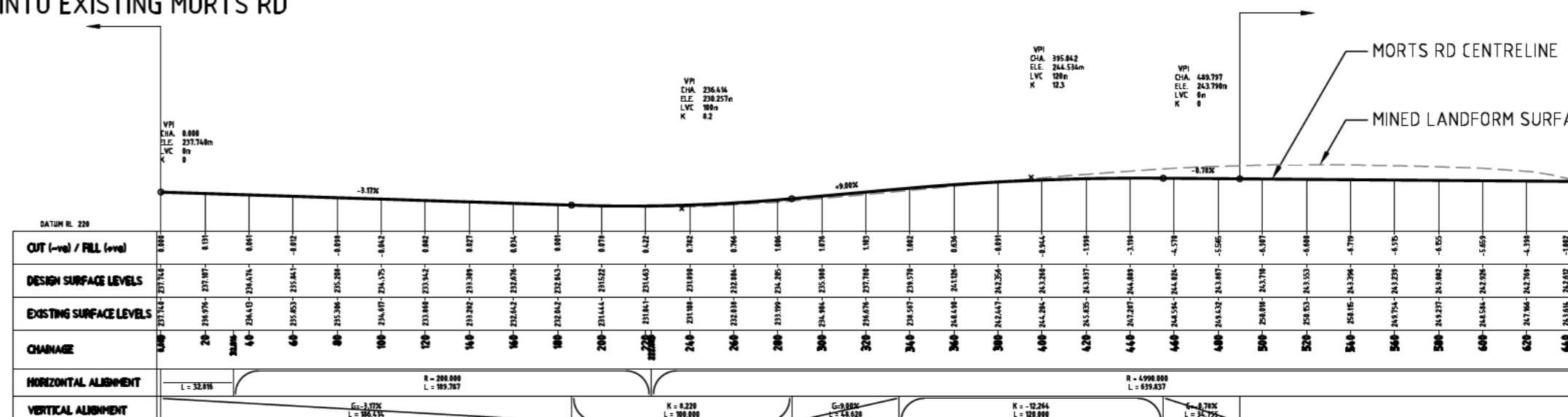


SLIDE 7



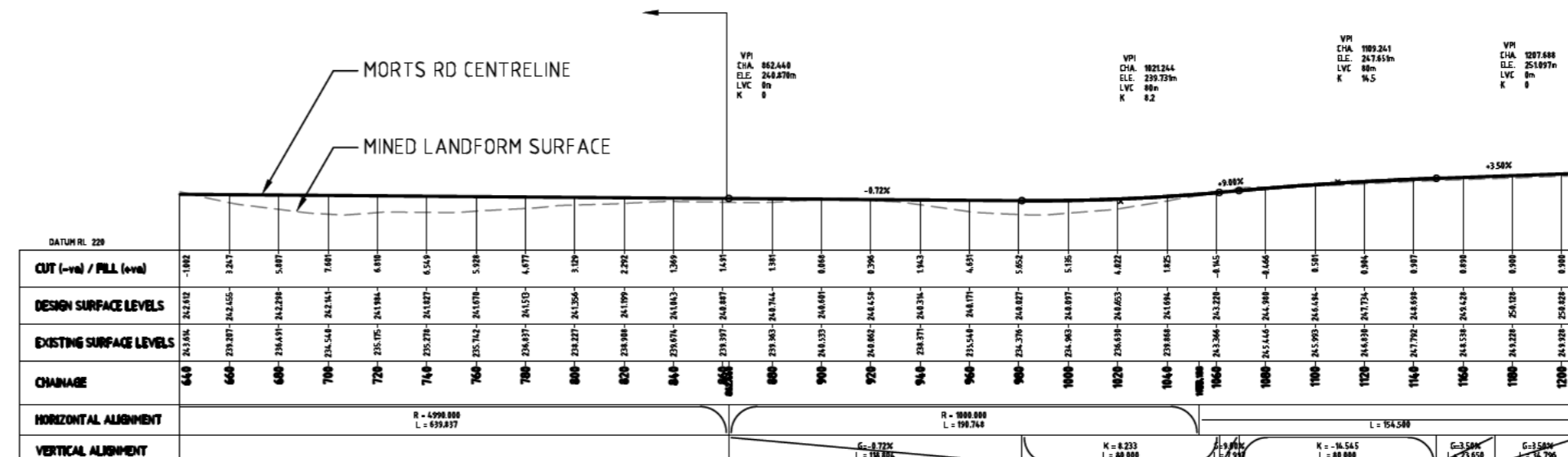
TIES INTO EXISTING MORTS RD

MATCH CONVEYOR VERTICAL ALIGNMENT



MATCH CONVEYOR VERTICAL ALIGNMENT

TIE INTO MORTS RD RECONSTRUCTION



MORTS RD REALIGNMENT INDICATIVE PROFILE

MARRADONG TIMBER RESERVE

1:2500

- CADASTRAL BOUNDARY
- CURRENT MORTS RD ALIGNMENT (RETAINED)
- - - CURRENT MORTS RD ALIGNMENT (REMOVED)
- PROPOSED CONVEYOR ALIGNMENT
- PROPOSED MORTS RD REALIGNMENT
- ⊗ COCKATOO HABITAT TREE

12682333-SK-0002
 MORTS RD REALIGNMENT BASED ON PROPOSED
 CONVEYOR ALIGNMENT
 OPTION 1b - RUNNING ALONGSIDE CONVEYOR - SHORT VERSION
 SCALE 1:2500 @FULL SIZE

PERMIT

Private Works in Public Thoroughfares

Local Government (Uniform Local Provisions) Regulations 1996

Activities on Thoroughfares and Trading In Thoroughfares and Public Places Local Law

To: South32 Worsley Alumina Pty Ltd (ABN 58 008 905 155) a company with its registered office at Gastaldo Road, Allanson, WA 6225 (**Worsley**), as agent for and on behalf of the Joint Venture Participants (**the Permit Holder**).

Joint Venture Participants means the joint venture participants from time to time in the Worsley Joint Venture.

Worsley Joint Venture means the Worsley unincorporated joint venture established under agreement.

Date of Application: N/A

Date of Council Decision: Thursday 25 May 2023

Approved Works: Access to closed thoroughfares; Clearing vegetation within thoroughfares; Removal of existing road infrastructure; Excavation of land within and adjoining thoroughfares; Fencing and the installation of barriers across thoroughfares; and carrying out other Private Works ancillary to and necessary for the conduct of South32 Worsley Alumina Pty Ltd's mining operations in the Marradong locality.

Permission is hereby GRANTED to the Permit Holder, pursuant to regulations 11(5) and 17(4) of the *Local Government (Uniform Local Provisions) Regulations 1996*, and clauses 2.2, 2.4, 4.11 and Part 6 of the Shire of Boddington *Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law* to carry out the Approved Works described above, SUBJECT TO THE FOLLOWING CONDITIONS –

CONDITIONS

Extent of Permit

- The Approved Works shall be confined to those portions of Ashcroft Road, Morts Road, Rogers Bend, Stagbouer Trail, and Siding Road depicted on the attached approved plan, which forms part of this Permit.

Duration of Permit

- The Approved Works are permitted to occur for the following durations:

Thoroughfare	Start Date	End Date
Ashcroft Road	The date of this approval	30 April 2038
Morts Road	The date of this approval	31 December 2025
Rogers Bend	1 July 2023	31 December 2028
Stagbouer Trail	1 December 2023	31 December 2038

Thoroughfare	Start Date	End Date
Siding Road	1 December 2023	31 December 2038

Reinstatement and Make Good

3. Upon completion of the Approved Works, the Permit Holder shall, at its expense, make good those thoroughfares described in Condition 1 by no later than the calendar day immediately following each respective End Date described in Condition 2 by –
 - a) Removing its equipment, materials, installations, barriers, rubbish, or debris from the thoroughfares; and
 - b) Recontouring, reconstructing and reinstating the thoroughfares in compliance with plans approved by the Shire of Boddington pursuant to Condition 4.

Approval of Reinstatement Plans

4. The Permit Holder shall, not less than 12 months before the End Date described in Condition 2 for each respective thoroughfare, provide detailed designs and plans to the Shire of Boddington for approval, in compliance with Annexure 1 (which forms part of this Permit) for each thoroughfare (or part thereof) to be reinstated.

Practical Completion and Inspection

5. The Permit Holder shall give written notice of Practical Completion to the Shire of Boddington once it considers that it has completed the reinstatement and make good works required by Condition 3. On receipt of such notice the Shire will as soon as reasonably practicable, notify the Permit Holder in writing that –
 - a) It has complied with its obligation to reinstate and make good the thoroughfare(s) or parts thereof affected by the Approved Works, and Practical Completion has therefore been achieved; or
 - b) It has not complied with its obligation to reinstate and make good the thoroughfare(s) or parts thereof affected by the Approved Works, and Practical Completion has therefore not been achieved, giving reasons in writing for its decision.
6. If in accordance with Condition 5 b), the Shire notifies the Permit Holder that Practical Completion has not been achieved, then –
 - a) The Permit Holder shall carry out or cause to be carried out such additional work as is reasonably required for the Permit Holder to fulfil its reinstatement and make good obligations, within a period notified by the Shire; and
 - b) Upon completion of such additional work the provisions of Condition 5 shall apply, for the Permit Holder to give notice of Practical Completion and for the Shire to notify the Permit Holder in writing whether it has satisfied its reinstatement and make good obligations under Condition 3.

Defects Liability Period

7. The Permit Holder shall, for each respective thoroughfare affected by the Approved Works, repair
 - a) the structural integrity of the thoroughfare resulting from erosion and scouring caused by rainfall events; and
 - b) defects in its reinstatement and make good works resulting solely from its faulty workmanship or defective materials,

for a period of 24 months from the date of the Shire's grant of Practical Completion in accordance with Condition 5 a) for that thoroughfare.

Liability for Delay

8. If reinstatement and make good works of any thoroughfare subject of this Permit is expected by the Permit Holder to be delayed beyond the date prescribed by Condition 3, then the Permit Holder shall, not less than nine (9) months before the End Date corresponding to that thoroughfare in Condition 2, apply in writing to the Shire for a variation to the End Date(s) and include in such application:
 - a) The reasons for the delay and the extent to which those delays were foreseeable, attributable to and avoidable by the Permit Holder;
 - b) The reinstatement and make good works which have been carried out to date;
 - c) The reinstatement and make good works that are yet to be completed and a program with timeframe for undertaking those works to fulfil its reinstatement and make good obligations under Condition 3.
9. Upon receipt of an application to vary the End Date under Condition 8, the Shire will as soon as reasonably practicable notify the Permit Holder in writing that a variation to the End Date(s) specified in Condition 2 of this Permit is –
 - a) Approved, pursuant to clause 6.5 of the Shire of Boddington *Activities on Thoroughfares and Trading In Thoroughfares and Public Places Local Law*, in which case the Permit Holder shall comply with the varied Permit; or
 - b) Not approved, in which case the Permit Holder shall comply with this Permit as granted.
10. Unless otherwise approved by the Shire of Boddington in accordance with Condition 9, if the reinstatement and make good requirements of Condition 3 for Morts Road only are not fulfilled by the calendar day immediately following the End Date stated in Condition 2 for that road (as may be varied by the Shire from time to time), then the Permit Holder shall be liable to the Shire of Boddington for liquidated damages at the rate of \$350.00 per day for every day after the End Date (as may be amended by the Shire from time to time) that the Permit Holder does not comply with its reinstatement and make good obligations for Morts Road. The Permit Holder's liability to pay liquidated damages under this Condition 10 shall not extend beyond 31 December 2029 or exceed an aggregate cap of \$511,350.

Thoroughfare Maintenance

11. The Permit Holder will maintain sections of the thoroughfares subject of this Permit (Ashcroft Road, Stagbouer Trail, Morts Road or Siding Road) not disturbed by mining activities, where those sections of road will not be accessible to the Shire due to the Permit Holder's conduct of the Approved Works.

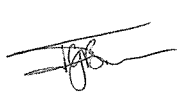
Financial Guarantee

12. The Permit Holder shall provide to the Shire a Corporate Guarantee or Bank Guarantee in the sum of \$120,000 (**Guarantee**) to secure compliance with the Permit Holder's reinstatement and make good obligations under this Permit, as well as any other damage to property or adjoining land resulting from or associated with the Approved Works. The Shire may call upon the Guarantee and use or retain any amount it considers necessary for:
 - a) the cost of repairs required to be undertaken by the Shire if any damage is not made good by the Permit Holder, and
 - b) any liabilities, indemnity or penalties arising from this Permit.
13. The Guarantee must be provided as follows:

- a) The first Guarantee in the sum of \$60,000 to be provided by 31 July 2023; and
- b) The second guarantee in the sum of \$60,000 to be provided by 31 July 2024.

Indemnity

14. For each respective thoroughfare the subject of this Permit, the Permit Holder shall indemnify the Shire from any claim for loss, damage or compensation suffered by the Shire as a consequence of or arising from any wilful misconduct or negligent act or omission of the Permit Holder resulting in any injury to any person or any damage to any property in connection with the Approved Works and the Permit Holder's use of the thoroughfares from the commencement date of the Approved Works until the date that Practical Completion is achieved in accordance with Condition 5 a) of this Permit, except to the extent of liability which is contributed by the wilful misconduct or a negligent act or omission of the Shire, its directors, officers, employees, agents, contractors or its subcontractors.

 Digitally signed by
Julie Burton
Date: 2023.06.07
18:00:51 +08'00'

Signed: _____

Date: 07/06/2023

Julie Burton, Chief Executive Officer
Shire of Boddington

ADVICE NOTES

- i. The Shire of Boddington will reasonably endeavour to determine the plans required by Condition 4 within 90 days from receipt of those plans, to minimise any impacts on the Permit Holder's program to reinstate and reconstruct the thoroughfares covered by this Permit.
- ii. Relative to Condition 7, the Permit Holder will not be responsible for any defect or damage in its reinstatement and make good works not solely arising from its faulty workmanship or defective materials in its works, including from any use of the roads or any failure to care for or maintain the roads by the responsible authority.
- iii. In considering a written notice from the Permit Holder in accordance with Condition 8, the Shire will have due regard to the reasons for delay and will not unreasonably withhold its approval to vary the End Date(s) in accordance with Condition 9(a) if the delays were not practicably foreseeable, attributable to, or avoidable by the Permit Holder.
- iv. The Permit Holder's liability in Condition 10 for failing to satisfy the reinstatement and make good requirements of Condition 3 for Morts Road is separate from and additional to the powers exercisable by the Shire of Boddington in respect of notices, offences, penalties, enforcement and permit cancellation under the *Local Government (Uniform Local Provisions) Regulations 1996* and the Shire's *Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law*.
- v. It is the Permit Holder's responsibility to apply for, obtain and comply with all applicable licences, approvals, permits, and authorisations whether granted by the Shire of Boddington or not.
- vi. For the purposes of this Permit, Practical Completion means the Permit Holder's reinstatement and make good works are complete except for minor omissions and minor defects which do not prevent the subject thoroughfares from being reasonably capable of being used for access by the public in the Shire's opinion.

ANNEXURE 1

Technical Requirements for Reconstructing & Reinstating Thoroughfares

1 Road Classification

- 1.1 The Permit Holder will design the reconstructed roads (Ashcroft Road, Stagbouer Trail, Morts Road and Siding Road) based on Specifications and guidelines sourced from Table 3.10 of the *ARRB Unsealed Roads Best Practice Guide Edition 2*.
- 1.2 Ashcroft Road, Stagbouer Trail, and Siding Road would be classified as 4C Access – Rolling or 4C Access – Mountainous (if vertical grade requires) or Class 4B Access (Morts Road) Flat or Mountainous (if vertical grade requires). The parties acknowledge that there are sections of Morts Road that do not comply with Class 4B (flat or mountainous).

2 Road Alignment

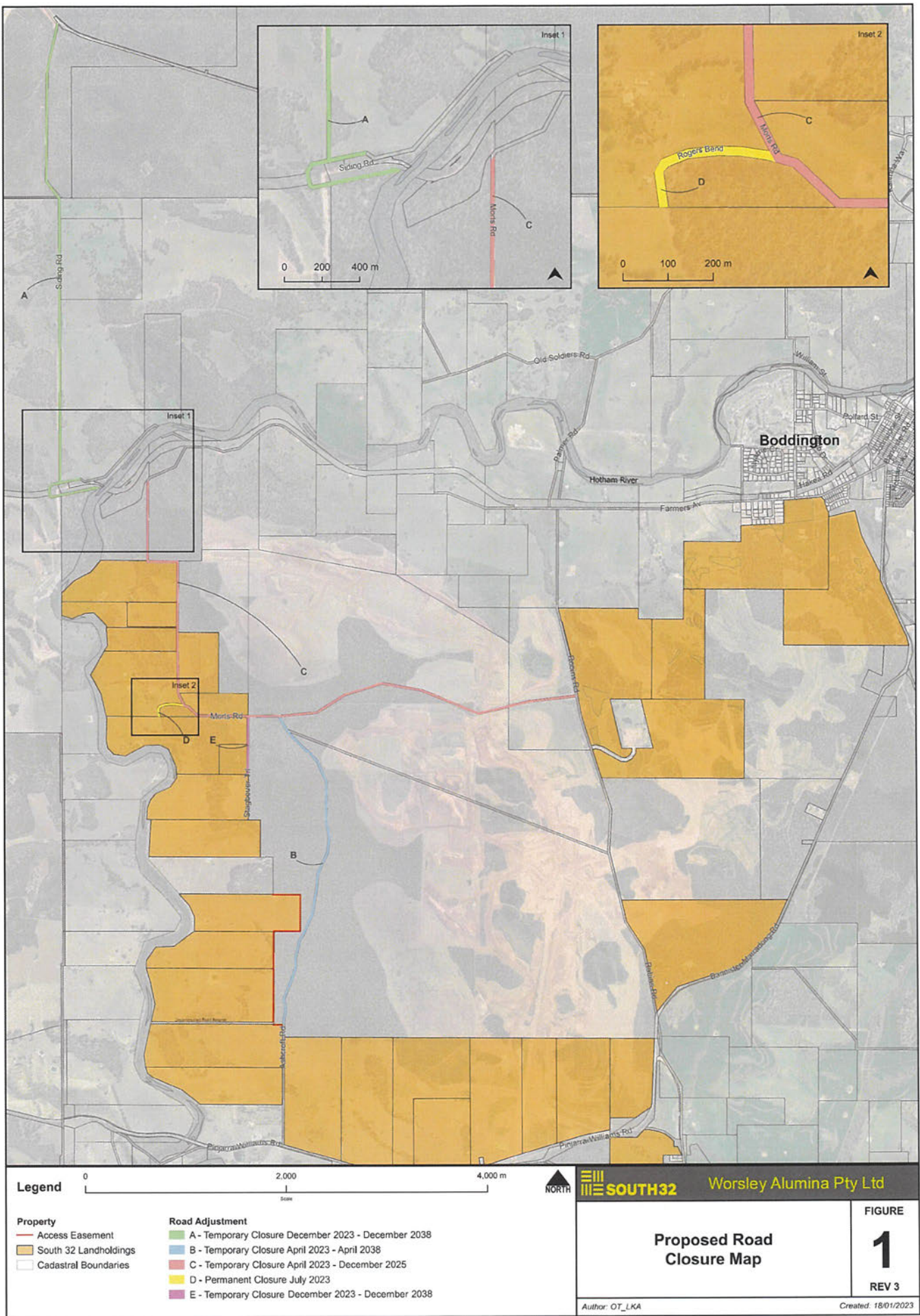
- 2.1 The geometric design would be in accordance with Table 3.10: Guidelines for the main geometric design standards for unsealed roads of the *ARRB Unsealed Roads Best Practice Guide Edition 2*.
- 2.2 Reconstructed roads will be designed with appropriate grading to suit the natural / existing ground following mining completion and will be designed within the Road Reserve. The Permit Holder will reconstruct the roads within the relevant road reserve, even if the original road was partly not within the road reserve. Reconstructed roads will be re-established as near as practicable to the original coordinates where this can be achieved within Road Reserves and within the practical bounds of design standards for vertical and horizontal alignment to match in with the abutting sections of road.
- 2.3 Roads will only be reconstructed where sections of road have been disturbed by mining activities and will key into existing roads. Transition areas between reconstructed roads and existing roads will be engineered and constructed in a manner to ensure smooth transition between existing and reconstructed road surfaces.

3 Road Specification

- 3.1 Typical Cross section of the reconstructed road will be as per Fig C25 of the *ARRB Unsealed Roads Best Practice Guide Edition 2*.
- 3.2 The Permit Holder will use reasonable endeavors to reconstruct roads to meet the pre-existing road classification prior to mining activities, including classification 4B (flat mountainous) for sections of Morts Road disturbed by mining activities. The parties acknowledge that there are sections of Morts Road where this will not be possible (noting that the classification is not met under existing road conditions). The parties may choose to modify original Road Reserves and alignments if mutually agreed.
- 3.3 Subgrade will be crushed hardcap rock material shaped and compacted.
- 3.4 A minimum of 200mm Gravel Base course will be re-established. This will be graded and compacted, and water bound to correct shape.
- 3.5 Construction of unlined table drains, and crossover culverts will be installed where required to provide for run-off. Guideposts shall be provided at the road shoulder to protect and/or advise road users of the presence of the drain.
- 3.6 All embankments and cuttings will be covered with topsoil to encourage regrowth of native vegetation. The Permit Holder will undertake planting and the establishment of vegetation in accordance with revegetation and rehabilitation requirements to the satisfaction of the Shire.
- 3.7 Road signs will be reinstated.
- 3.8 Fencing will be provided as near as practicable along the boundary of the road reserve.
- 3.9 The pavement construction shall be in accordance with section 4.12 of the *ARRB Unsealed Roads Best Practice Guide Edition 2*.

4 Design Acceptance and Construction Checklist Acceptance Process

- 4.1 Final landform for the reconstructed roads (Ashcroft Road, Stagbouer Trail, Morts Road and Siding Road) will be designed post mining completion. Detailed designs and plans will be provided to the Shire of Boddington including vertical alignment, width and the location of culverts.



	Name	Comments
1	Jason Fisk	Hi all, for the proposed Morts realignment, I support use of conveyor, as the truck movements at night are an audible drone from my place in town. The sound of the truck movements are quite noisy and that interrupts evening peace. If a realignment means quieter nights, I am for this proposal.
2	Adrian Cooper	I support these change and am glad to see s32 doing the right thing for the community
3	Paul Rayner	Far better to wait for mining and rehab to finish rather than have partially finished areas and gated crossings, Could there be an opportunity to include a revamp of the Tullis bridge area and walk trails?
4	Paul Cannell	I support the Morts Road realignment. The proposal makes sense and will benefit the community. As a Shire we must support mining as the benefits contribute to the prosperity of this Shire. I believe South32 will make the realignment aesthetically pleasing and the new conveyor will be, in years to come, the tourist attraction that the now destroyed Tullis Bridge once was.
5	Lynette Francis	Objection to South32 request for further Extension of closure of MORTS RD. Please do not grant request for extension. Public / Community groups are & will continue to be unable to access Tullis Bridge.
6	Laura Harrison	I believe it is a good decision to extend the closure of Morts Rd and then re-align the road once the conveyor corridor has been established. The huge cost and resources involved in re-instating this road to only then have it removed it again in the future, seems to me to be a waste of time, resources and funds. Considering that there are no properties that need access along this road then to me an extended closure seems to be a small price to pay for having a safer, wider road build into the future.
7	Victoria Lyster	I support the proposal to realign Morts Road. However, has the Shire considered any alternative alignments? Additionally, what is the intended purpose of reopening Morts Road? If the objective is to provide access to Tullis Bridge, has the route via Farmers Avenue been evaluated as an option? I would appreciate your consideration of these points and look forward to your response.
8	Brenden Metcalf	I believe the Shire should request that South32 return Morts Rd by the April 2027 deadline. They're already getting the road for a year longer than was originally agreed, making it extremely difficult for my family and I to visit Tullis Bridge. I believe they have acted in bad faith from the Robins Road closures through to the current closures. Their lack of transparency on these and numerous other issues within the community (water, dust, health impacts) does nothing to improve their social licence.
9	Mark Dunham	This proposal is fine, particularly as it will shorten the distance the public has to travel to get to the Tullis Bridge Picnic area. A better option would be to close Mort's Road permanently and create access along the Railway Easement. This would be a far less uppy-downy roundabout way to get to the Tullis Bridge Picnic area. Because of the severe gradients along Mort's Road, it used to be a good place for me to train for Mountain Bike events, but it's never been a great road for cars, with its sharp bends and steep slopes. Investing in an access along the Railway Easement instead of Mort's Road would be a better bang for buck for the public if it is possible.
10	Lynne Hoffman	I do not want any extension for the closure of Morts Road. I want access to Tullis Bridge. South 32 have already exceeded the length of time that was initially given. It is time for people to have access.
11	Melanie & Adam Durack	There are no details on what the barrier / screen will be separating the conveyor with the public road except that it would be a "visual screen fence". Community generally would want access to Tullis Bridge and the river to connect with nature. It is important the proposed screening allows that connection with nature. A vegetative screen would be in line with this, rather than something that is man-made. With regards to the additional 2 years, this is the second time a delay is proposed to the re-opening of the road. It was originally set to re-open by 1 April 2026, then extended to 15 April 2027. An additional 2 years for a small realignment seems a long time and 3 additional years to what was proposed and a longer time the community doesn't have access to the Tullis Bridge area and connection with the river and walk trail. How do we know there won't be another extension request further restricting public access? Are South32 being penalised each time there is a delay? This was initially proposed as explained by a councilor.

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 May 2026

Summary

The list of payments for the month ending 31 May 2026 is presented for noting by Council.

Background

Council has delegated to the Chief Executive Officer the exercise of its power to make payments from the Shire's 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 Council's 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 May 2026 as presented.

SHIRE OF BODDINGTON LIST OF PAYMENTS MAY 2026

Chq/EFT	Date	Name	Description	Amount
17714	19/05/2026	AUSTRALIAN TAXATION OFFICE (FBT)	FBT RETURN	450.24
17715	22/05/2026	WATER CORPORATION	WATER USAGE - 41 BANNISTER RD	297.87
EFT29340	01/05/2026	LOCAL GOVERNMENT PROFESSIONALS WA	PROJECT MANAGEMENT ESSENTIALS COURSE	1,115.00
EFT29341	01/05/2026	G FORCE PRINTING & DESIGN	BUSINESS CARDS	165.51
EFT29342	01/05/2026	BODDINGTON PROGRESS GROUP INC	DONATION TOWARDS MEDIEVAL EVENT 2026	3,000.00
EFT29343	01/05/2026	MARRADONG CONTRACTING PTY LTD	MACHINE HIRE FOR BUSHFIRE INCIDENT	3,014.00
EFT29344	01/05/2026	RINGCENTRAL INC	MONTHLY TELEPHONE SUBSCRIPTION	876.04
EFT29345	01/05/2026	AUSTRALIA WIDE TAXATION & PAYROLL TRAINING	ANNUAL TAXATION AND PAYROLL TRAINING	495.00
EFT29346	01/05/2026	BODDINGTON SUPERMARKET PTY LTD	SHIRE & YOUTH CENTRE PURCHASES FOR MARCH 2026	781.82
EFT29347	01/05/2026	SERVICES AUSTRALIA CHILD SUPPORT	PAYROLL DEDUCTIONS/CONTRIBUTIONS	562.92
EFT29348	01/05/2026	NICHOLLS BUS & COACH SERVICE PTY LTD	HIRE OF BUS FOR YOUTH CENTRE EXCURSION	1,260.00
EFT29349	01/05/2026	MARELENE OELOFSE	REFUND OF IMPOUNDMENT FEE	150.00
EFT29350	01/05/2026	CONTRACT AQUATIC	POOL SAFETY UPGRADES, PARTS AND SWIMMING POOL EVENTS	18,850.28
EFT29351	01/05/2026	COCKBURN ICE ARENA	YOUTH CENTRE EXCURSION	408.00
EFT29352	01/05/2026	ARTISTRALIA	MOVIE NIGHT AT THE REC CENTRE	132.00
EFT29353	01/05/2026	KOORMAL CONTRACTING PTY LTD	PLUMBING WORK AT VARIOUS SHIRE LOCATIONS	1,857.90
EFT29354	01/05/2026	GET UP AND GROW CONSULTING	CONSULTANCY SERVICES	1,312.50
EFT29355	01/05/2026	ELIZABETH MARION ANGWIN	ACCOMMODATION CONTRACTORS	1,350.00
EFT29356	01/05/2026	ADVOCARE INCORPORATED	UNSPENT GRANT FUND - SENIORS WEEK	678.50
EFT29357	01/05/2026	MOORE AUSTRALIA (WA) PTY LTD	2026 FINANCIAL REPORTING WORKSHOP	2,310.00
EFT29358	01/05/2026	WALGA	WALGA MEETING PRACTICES FOR GOOD GOVERNANCE	682.00
EFT29359	08/05/2026	BENARA NURSERIES	ASSORTED PLANTS	2,781.90
EFT29360	08/05/2026	I SWEEP TOWN AND COUNTRY	STREET SWEEPING	2,371.60
EFT29361	08/05/2026	COATES HIRE	HIRE OF SMOOTH ROLLER	7,823.34
EFT29362	08/05/2026	TANIA MARIE DAWSON	BODDFIT MEMBER INDUCTIONS	700.00
EFT29363	08/05/2026	SHIRE OF SERPENTINE JARRAHDAL	ARIC INDEPENDENT MEMBER TRAINING	136.40
EFT29364	08/05/2026	GOLDEN GLASS	FRAMED MIRROR FOR THE GYM	968.00
EFT29365	08/05/2026	NEWMONT BODDINGTON GOLD	RENT FOR 3 PRUSSIAN WAY	1,300.00
EFT29366	08/05/2026	AMPAC DEBT RECOVERY (WA) PTY LTD	DEBT COLLECTION FEES APRIL 2026	22.00
EFT29367	08/05/2026	ZIRCODATA PTY LTD	STORAGE FEES	103.63
EFT29368	08/05/2026	REDFISH TECHNOLOGIES PTY LTD	AUDIO SYSTEM SERVICE	748.00
EFT29369	08/05/2026	SURVEYING SOUTH	RE-PEGGING OF RIVER RD/MITCHELL CRES FIRE ACCESS ROAD	2,200.00
EFT29370	08/05/2026	CORSIGN WA	FLEXIBLE GUIDE POSTS	12,133.00
EFT29371	08/05/2026	BODDINGTON POST OFFICE & STORE	STATIONERY ITEMS	510.94
EFT29372	08/05/2026	DOUBLE SHOT CAFE	CATERING SERVICES	308.00
EFT29373	08/05/2026	TIMBER INSIGHT PTY LTD	BRIDGE REPAIRS 3090	18,353.50
EFT29374	08/05/2026	MIDLAND BRICK PTY LTD	KAO AND SKY GEO PAVERS	14,789.93
EFT29375	08/05/2026	YARNING CIRCLES WA	YARNING CIRCLE PROJECT	96,212.60
EFT29376	08/05/2026	NXP CIVILS PTY LTD	ILLYARRIE & ADAM ST DRAINAGE & DUMP TRUCK PROJECT	72,369.00
EFT29377	08/05/2026	BLACKWELL PLUMBING	LOCATION OF LEAK AT THE TOWN OVAL	12,980.00
EFT29378	08/05/2026	BUSHFIRE SAFETY CONSULTING PTY LTD	BODDINGTON CARAVAN PARK CLEARANCE OF CONDITIONS	2,200.00
EFT29379	08/05/2026	KOORMAL CONTRACTING PTY LTD	RELOCATION OF DRINKING FOUNTAIN	1,666.50
EFT29380	08/05/2026	RM SMITH AND SONS RURAL BUILDERS	REFUND OF KERB AND FOOTPATH BOND	2,300.00
EFT29381	08/05/2026	BODDINGTON SERVICE STATION	VEHICLE SERVICE BT61 & BT04	914.80
EFT29382	08/05/2026	SHIRE OF BODDINGTON	BSL COMMISSION APRIL 2026	30.00
EFT29383	08/05/2026	DEPT OF MINES, INDUSTRY REGULATION AND	BSL APRIL 2026	5,153.50
EFT29384	08/05/2026	FL COSTELLO & CO PTY LTD	NEW COIN OPERATED TOP LOAD WASHER	4,339.50
EFT29385	15/05/2026	AUSTRALIA POST ACCOUNTS RECEIVABLE	POSTAGE APRIL 2026	116.11
EFT29386	15/05/2026	LANDGATE	ONLINE LAND ENQUIRIES	32.60
EFT29387	15/05/2026	ADVANTAGE ENVIRONMENTAL PEST CONTROL	PEST CONTROL	947.87
EFT29388	15/05/2026	ABCO PRODUCTS PTY LTD	CLEANING PRODUCTS	1,452.95
EFT29389	15/05/2026	TEAM GLOBAL EXPRESS PTY LTD	COURIER CHARGES	280.78
EFT29390	15/05/2026	G FORCE PRINTING & DESIGN	STATIONERY ITEMS	1,503.00
EFT29391	15/05/2026	JOHN CHAPMAN	SATELLITE DISH REPAIRS	180.00
EFT29392	15/05/2026	NEWMONT BODDINGTON GOLD	RENT FOR 25 FARMERS AVE	1,300.00
EFT29393	15/05/2026	WALLIS COMPUTER SOLUTIONS	ANNUAL RENEWAL - NEW LAPTOPS	28,691.85
EFT29394	15/05/2026	AMPAC DEBT RECOVERY (WA) PTY LTD	DEBT COLLECTION FEES MARCH 2026	22.00
EFT29395	15/05/2026	VOLT AIR PTY LTD	ELECTRICAL WORK AT HOTHAM PARK	165.00
EFT29396	15/05/2026	DESNIE EUGENE SMALBERGER	COUNCILLOR ALLOWANCES	6,375.76
EFT29397	15/05/2026	RURAL AND REGIONAL ECONOMIC SOLUTIONS	CONSULTANCY SERVICES	6,512.00
EFT29398	15/05/2026	MARRADONG CONTRACTING PTY LTD	GRAVEL FOR HARVEY-QUINDANNING RD	137,805.16
EFT29399	15/05/2026	SAPIO PTY LTD	CLOUD SERVICES AND LICENCES	1,145.40
EFT29400	15/05/2026	GFG TEMPORARY ASSIST	TEMPORARY PERSONNEL SUPPORT	18,608.70
EFT29401	15/05/2026	JOHANN PRANDL	COUNCILLOR ALLOWANCES	1,880.50
EFT29402	15/05/2026	JARRA ELECTRICAL PTY LTD	RECREATION CENTRE ELECTRICAL UPGRADES	22,308.00
EFT29403	15/05/2026	PAUL MARTIN KESSLER	COUNCILLOR ALLOWANCES	1,880.50
EFT29404	15/05/2026	AREA SAFE PRODUCTS PTY LTD	PARK BENCHES	4,676.10
EFT29405	15/05/2026	KOORMAL CONTRACTING PTY LTD	PLUMBING WORK AT VARIOUS SHIRE LOCATIONS	3,140.50
EFT29406	15/05/2026	RAUK MECHANICAL	REPAIRS TO VARIOUS SHIRE VEHICLES	7,827.60
EFT29407	15/05/2026	A CLASS LINEMARKING SERVICE	LINE MARKING	9,319.64
EFT29408	15/05/2026	GREG DAY MOTORS	FUEL APRIL 2026	11,745.76
EFT29409	15/05/2026	ST JOHN AMBULANCE AUSTRALIA (WA) INC.	FIRST AID EQUIPMENT	1,190.70
EFT29410	15/05/2026	THE LOCK MAN SECURITY	NEW DOOR LOCK	491.00
EFT29411	22/05/2026	RENTOKIL	SANITARY BIN SERVICE	803.56
EFT29412	22/05/2026	OFFICEWORKS BUSINESS DIRECT	STATIONERY ITEMS	428.45
EFT29413	22/05/2026	ADVANTAGE ENVIRONMENTAL PEST CONTROL	PEST CONTROL	378.40
EFT29414	22/05/2026	JLT RISK SOLUTIONS PTY LTD	INSURANCE POLICIES	2,680.42
EFT29415	22/05/2026	EDGE PLANNING & PROPERTY	PLANNING SERVICES	6,146.25
EFT29416	22/05/2026	TEAM GLOBAL EXPRESS PTY LTD	COURIER CHARGES	212.72
EFT29417	22/05/2026	G FORCE PRINTING & DESIGN	BUSINESS CARDS	159.50
EFT29418	22/05/2026	CURTIS ELECTRICAL CONTRACTING	ELECTRICAL WORK - VARIOUS SHIRE LOCATIONS	11,445.72
EFT29419	22/05/2026	WALLIS COMPUTER SOLUTIONS	INTERNET SERVICE - VARIOUS SHIRE LOCATIONS	546.70
EFT29420	22/05/2026	AMPAC DEBT RECOVERY (WA) PTY LTD	DEBT COLLECTION FEES MAY 2026	11.00
EFT29421	22/05/2026	DEBRA GAYE TAYLOR	REIMBURSEMENT FOR ACCOMMODATION	150.00
EFT29422	22/05/2026	BANNISTER EXCAVATIONS PTY LTD	CONSTRUCTION FIRE ACCESS ROAD, RURAL GATES & POSTS	73,480.00
EFT29423	22/05/2026	ECOCYCLE PTY LTD	REMOVAL OF E-WASTE	1,690.33
EFT29424	22/05/2026	SHIRE OF NARROGIN	BUILDING SERVICES	1,000.00

SHIRE OF BODDINGTON LIST OF PAYMENTS MAY 2026

EFT29425	22/05/2026	CORSIGN WA	SPEED HUMPS AND FITTINGS	984.50
EFT29426	22/05/2026	WA HINO SALES AND SERVICES	NEW HINO 6 TONNE TRUCK	298,423.16
EFT29427	22/05/2026	MARRADONG CONTRACTING PTY LTD	GRAVEL DELIVERED TO RIVER RD	52,437.11
EFT29428	22/05/2026	BODDINGTON BAKEHOUSE	CATERING SERVICES	152.50
EFT29429	22/05/2026	SCAVENGER SUPPLIES PTY LTD	PROTECTIVE WEAR	5,287.70
EFT29430	22/05/2026	R MUNNS ENGINEERING CONSULTING SERVICES	ENGINEERING SERVICES	5,286.60
EFT29431	22/05/2026	SERVICES AUSTRALIA CHILD SUPPORT	PAYROLL DEDUCTIONS/CONTRIBUTIONS	562.92
EFT29432	22/05/2026	SOS OFFICE EQUIPMENT	PHOTOCOPIER CHARGES	238.29
EFT29433	22/05/2026	MCMULLEN NOLAN GROUP PTY LTD	SURVEY WORK FOR TRANSFER OF RESERVES 49937 AND 22386	660.00
EFT29434	22/05/2026	CONNECT CALL SERVICES	AFTER HOURS CALL SERVICE	587.95
EFT29435	22/05/2026	TIMBER INSIGHT PTY LTD	BRIDGE REPAIRS 3090	3,646.50
EFT29436	22/05/2026	INTERNODE PTY LTD	BROADBAND SERVICE	109.99
EFT29437	22/05/2026	UNIFORMS AT WORK AUSTRALIA PTY LTD	STAFF POLO SHIRTS	799.15
EFT29438	22/05/2026	COMMERCIAL IRRIGATION W.A	RETICULATION	2,992.00
EFT29439	22/05/2026	YARNING CIRCLES WA	YARNING CIRCLE PROJECT	53,669.87
EFT29440	22/05/2026	EASY AS ELECTRICAL SOLUTIONS	FORESHORE LIGHTING REPAIRS	2,341.90
EFT29441	22/05/2026	JARRA ELECTRICAL PTY LTD	NEW AIR CONDITIONERS & ELECTRICAL WORK	14,895.33
EFT29442	22/05/2026	BEST OFFICE SYSTEMS	PRINTER TONERS	341.00
EFT29443	22/05/2026	HIWAY WA PTY LTD	LINE MARKING - LOWER HOTHAM RD	214,676.00
EFT29444	22/05/2026	REDEVINE CONSULTING	HR ASSISTANCE AND ADVICE	2,225.30
EFT29445	22/05/2026	BODDINGTON ELECTRICAL SERVICES PTY LTD	REPAIRS TO AIR CONDITIONER	577.50
EFT29446	22/05/2026	GRACE DWYER	REIMBURSEMENT FOR CATERING SUPPLIES	136.00
EFT29447	22/05/2026	STEWART & HEATON PTY LTD	PROTECTIVE WEAR	2,010.33
EFT29448	22/05/2026	PAUL RAYMOND CARROTTES	COUNCILLOR ALLOWANCES	2,796.64
EFT29449	22/05/2026	BODDINGTON COMMUNITY RESOURCE CENTRE	WREATH FOR ANZAC DAY	120.00
DD18162.1	01/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	5,303.45
DD18162.2	01/05/2026	SYNERGY	ELECTRICITY CHARGES - QUINDANNING FIRE SHED	571.78
DD18163.1	04/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,846.55
DD18163.2	04/05/2026	SYNERGY	ELECTRICITY CHARGES - VARIOUS SHIRE LOCATIONS	4,246.61
DD18173.1	05/05/2026	NATIONAL AUSTRALIA BANK	TRANSACT FEE	16.75
DD18173.2	05/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	482.85
DD18174.1	06/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	742.90
DD18175.1	07/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	2,570.25
DD18182.1	11/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,918.10
DD18192.1	08/05/2026	THE WEST AUSTRALIAN	DIGITAL SUBSCRIPTION FEE	32.00
DD18192.2	08/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	588.20
DD18192.3	08/05/2026	NEWBOOK PTY LTD	NEWBOOK ONLINE BOOKING FEE	206.25
DD18192.4	08/05/2026	TELSTRA LIMITED	MOBILE PHONE CHARGES SHIRE	821.65
DD18193.1	12/05/2026	PRECISION ADMINISTRATION SERVICES PTY LTD	SUPERANNUATION CONTRIBUTIONS	18,647.52
DD18193.2	12/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,811.65
DD18194.1	13/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	642.05
DD18194.2	13/05/2026	SYNERGY	ELECTRICITY CHARGES SHIRE VARIOUS	5,709.77
DD18195.1	14/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	815.50
DD18195.2	14/05/2026	SYNERGY	ELECTRICITY CHARGES - SWIMMING POOL	2,265.92
DD18196.1	15/05/2026	TELAIR PTY LTD	INTERNET SERVICE	493.90
DD18196.2	15/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,731.90
DD18197.1	18/05/2026	NATIONAL AUSTRALIA BANK	NAB CONNECT FEE	122.46
DD18197.2	18/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	3,963.40
DD18197.3	18/05/2026	SYNERGY	ELECTRICITY CHARGES - CENTRAL PARK	172.04
DD18197.4	18/05/2026	TELSTRA LIMITED	PHONE CHARGES - SES LANDLINES	194.84
DD18202.1	19/05/2026	BUSINESS FUEL CARDS (FLEET CARD)	FIRE BRIGADE FLEET CARDS	199.26
DD18202.2	19/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	2,431.10
DD18209.1	21/05/2026	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	6,553.10
DD18209.2	21/05/2026	BOC GASES BOC ACCOUNT PROCESSING	GAS CONTAINER FEES	20.46
DD18209.3	21/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	3,594.40
DD18210.1	25/05/2026	OPTUS COMMUNICATIONS	INTERNET - CCTV TRAILER	109.00
DD18210.2	25/05/2026	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	702.97
DD18210.3	25/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	3,970.20
DD18210.4	25/05/2026	TELSTRA LIMITED	PHONE CHARGES - SHIRE	833.65
DD18215.1	22/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	652.35
DD18216.1	26/05/2026	PRECISION ADMINISTRATION SERVICES PTY LTD	SUPERANNUATION CONTRIBUTIONS	18,384.54
DD18216.2	26/05/2026	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	15,171.49
DD18216.3	26/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,067.10
DD18217.1	27/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,119.45
DD18217.2	27/05/2026	SYNERGY	ELECTRICITY CHARGES - STREET LIGHTS	3,490.36
DD18218.1	20/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,760.35
DD18223.1	28/05/2026	WATER CORPORATION	WATER CHARGES - VARIOUS SHIRE LOCATIONS	13,914.58
DD18223.2	28/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	299.75
DD18223.3	28/05/2026	SUPAGAS	CYLINDER RENTAL - REC CENTRE	453.20
DD18223.4	28/05/2026	WESTERN AUSTRALIAN TREASURY	PAYMENT LOAN 94 & 97	26,772.22
DD18224.1	29/05/2026	NATIONAL AUSTRALIA BANK	NAB MERCHANT FEES	358.21
DD18224.2	29/05/2026	DEPARTMENT OF TRANSPORT	DEPT OF TRANSPORT AGENCY	1,602.95
DD18230.1	04/05/2026	NAB BUSINESS VISA	CREDIT CARD PURCHASES	16,479.14
				1,513,714.61

SHIRE OF BODDINGTON LIST OF PAYMENTS MAY 2026

ITEMISATION OF CREDIT CARD PURCHASES

JAMES WICKENS		
30/03/2026	REMARKABLE	NEW STYLUS PEN 137.00
07/04/2026	DEPARTMENT OF PRIMARY INDUSTRIES	NON FARMING OPERATOR REGISTRATION RENEWAL 82.57
13/04/2026	WA POLICE FORCE	FIRE ARM LICENCE RENEWAL 60.00
16/04/2026	REMARKABLE	SUBSCRIPTION FEE 6.49
22/04/2026	DOG BITE PREVENTION PROJECT	DOG BITE PREVENTION TRAINING 297.00
SAM KEMPTON		
02/04/2026	COLES	ITEMS FOR THE YOUTH CENTRE 115.00
13/04/2026	NETFLIX	SUBSCRIPTION FOR THE YOUTH CENTRE 20.99
20/04/2026	COCKBURN ICE ARENA	YOUTH CENTRE EXCURSION 100.00
20/04/2026	COCKBURN ICE ARENA	YOUTH CENTRE EXCURSION -40.00
21/04/2026	SPOTIFY	MUSIC SUBSCRIPTION FOR THE YOUTH CENTRE 15.99
FABIAN HOUBRECHTS		
31/03/2026	BODDINGTON SERVICE STATION	FUEL BT61 214.05
07/04/2026	DUNNINGS NORTHAM	FUEL BT61 146.19
08/04/2026	DUNNINGS NORTHAM	FUEL BT61 189.13
13/04/2026	BODDINGTON SERVICE STATION	FUEL BT61 112.16
13/04/2026	DUNNINGS NORTHAM	FUEL BT61 196.83
14/04/2026	DUNNINGS NORTHAM	FUEL BT61 178.99
20/04/2026	DUNNINGS NORTHAM	FUEL BT61 192.53
27/04/2026	BODDINGTON SERVICE STATION	FUEL BT61 182.83
CARA RYAN		
30/03/2026	PUBLIC EMA	EMAIL MASTERY CLASS 988.00
07/04/2026	CHARGE HUB	EV CHARGING BT034 9.26
13/04/2026	JB HI-FI	SCREEN PROTECTORS 97.82
27/04/2026	RINGCENTRAL INC	TELEPHONE SERVICE MEDICAL CENTRE 330.00
JULIE BURTON		
07/04/2026	DROP BOX	COUNCILLOR INFORMATION 18.69
07/04/2026	MAILCHIMP	NEWSLETTER SOFTWARE 66.20
10/04/2026	BIGW	NAPPY BINS 110.00
13/04/2026	ALLWOOD TIMBER SUPPLIES	PINE BOLLARDS 829.27
13/04/2026	FACEBOOK	ADVERTISING 19.87
13/04/2026	FACEBOOK	ADVERTISING 47.48
13/04/2026	FACEBOOK	ADVERTISING 33.76
13/04/2026	FACEBOOK	ADVERTISING 61.89
14/04/2026	ILLUSTRATOR	ADOBE LICENSE 35.99
15/04/2026	INDESIGN	ADOBE LICENSE 35.99
16/04/2026	OPENAI.COM	CHATGPT SUBSCRIPTION FEE 97.30
17/04/2026	REMARKABLE	SUBSCRIPTION FEE 9.98
20/04/2026	FACEBOOK	ADVERTISING 33.83
20/04/2026	BCITF	CARAVAN PARK CABINS 6,400.00
20/04/2026	UNITED FASTENERS	THREADED RODS & NUTS 430.78
21/04/2026	PEEL BUDGET ROADSHOW 2026/27	EVENT 100.00
21/04/2026	SHIRE OF BODDINGTON	BUILDING APPLICATION FOR THE TOURIST CABINS 4,384.00
28/04/2026	ANTHROPIC	AI SUBSCRIPTION 70.19
28/04/2026	NAB CARD FEE	FEE 45.00
28/04/2026	NAB INTERNATIONAL TRANSACT FEES	FEE 16.09
PAYROLL PAYMENTS		
	NAB	NET PAYROLL F/N ENDING 10/05/2026 90,392.55
	NAB	NET PAYROLL F/N ENDING 24/05/2026 89,892.76
TOTAL MUNI		1,693,999.92
TOTAL TRUST & MUNI		1,693,999.92

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 May 2026

Summary

The Monthly Financial Report for the period ending 31 May 2026 is presented for Council's 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 May 2026.



Monthly Financial Report
(containing the Statement of Financial Activity)
For the Period Ended 31 May 2026

Local Government Act 1995
Local Government (Financial Management) Regulations 1996

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Statement of Financial Activity For the Period Ended 31 May 2026

		Amended	YTD			
	Note	Budget Estimates (a)	Budget Estimates (b)	YTD Actual (c)	Variance \$ (c)-(b)	Variance % (c)-(b)/(b)
		\$	\$	\$	\$	%
Operating Activities						
Revenue from operating activities						
General rates		7,336,829	7,336,492	7,339,344	2,852	0%
Grants, subsidies and contributions	11	919,043	913,716	962,814	49,098	5%
Fees and charges		1,436,427	1,337,549	1,409,631	72,082	5%
Interest revenue		386,830	355,234	369,636	14,402	4%
Other revenue		205,512	194,615	202,342	7,727	4%
Profit on asset disposals	8	121,711	10,000	7,000	(3,000)	(30%)
		<u>10,406,352</u>	<u>10,147,606</u>	<u>10,290,767</u>	<u>143,161</u>	
Expenditure from Operating activities						
Employee costs		(3,792,133)	(3,491,792)	(3,261,264)	230,528	7%
Materials and contracts		(3,450,489)	(3,186,412)	(2,739,618)	446,794	14% ▲
Utility Charges		(390,119)	(358,817)	(385,271)	(26,454)	(7%)
Depreciation		(2,596,800)	(2,380,400)	(2,448,193)	(67,793)	(3%)
Finance Costs		(35,258)	(31,598)	(31,598)	0	0%
Insurance		(224,629)	(224,629)	(224,614)	15	0%
Other expenditure		(108,980)	(89,422)	(71,900)	17,522	20%
Loss on asset disposals	8	0	0	0	0	0%
		<u>(10,598,408)</u>	<u>(9,763,070)</u>	<u>(9,162,458)</u>	<u>600,612</u>	
Non cash amounts excluded from operating activities	2(c)	2,475,089	2,370,400	2,441,193	70,793	3%
Amount attributable to operating activities		2,283,033	2,754,936	3,569,502	814,566	
Investing Activities						
Inflows from investing activities						
Proceeds - capital grants, subsidies & contributions	11	8,240,383	3,680,559	3,877,452	196,893	5%
Proceeds - disposal of assets		161,000	10,000	7,000	(3,000)	(30%)
		<u>8,401,383</u>	<u>3,690,559</u>	<u>3,884,452</u>	<u>193,893</u>	
Outflows from investing activities						
Payments - property, plant and equipment	7	(4,441,594)	(2,386,070)	(2,317,345)	68,725	3%
Payments - construction of infrastructure	7	(9,354,909)	(5,435,527)	(5,309,024)	126,503	2%
		<u>(13,796,503)</u>	<u>(7,821,597)</u>	<u>(7,626,369)</u>	<u>195,228</u>	
Amount attributable to investing activities		(5,395,120)	(4,131,038)	(3,741,917)	389,121	
Financing Activities						
Inflows from financing activities						
Proceeds from new borrowings	10	0	0	0	0	0%
Transfer from reserves	5	1,271,110	0	0	0	0%
		<u>1,271,110</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Outflows from financing activities						
Repayment of borrowings	10	(236,161)	(185,625)	(185,625)	(0)	(0%)
Transfer to reserves	5	(363,130)	(95,000)	(105,801)	(10,801)	(11%)
		<u>(599,291)</u>	<u>(280,625)</u>	<u>(291,426)</u>	<u>(10,801)</u>	
Amount attributable to financing activities		671,819	(280,625)	(291,426)	(10,801)	
Movement in Surplus or Deficit						
Surplus or deficit at the start of the financial year	2(a)	2,493,937	2,493,937	2,493,940	3	0%
Amount attributable to operating activities		2,283,033	2,754,936	3,569,502	814,566	30% ▲
Amount attributable to investing activities		(5,395,120)	(4,131,038)	(3,741,917)	389,121	(9%)
Amount attributable to financing activities		671,819	(280,625)	(291,426)	(10,801)	4%
Surplus or deficit after imposition of general rates		53,670	837,210	2,030,099	1,192,889	

▲ ▼ 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 notes.

Statement of Financial Position For the Period Ended 31 May 2026

	Actual	Actual as at
Note	30/06/2025	31/05/2026
	\$	\$
Current Assets		
Cash and cash equivalents	4 10,159,021	9,061,543
Trade and other receivables	6 683,336	1,022,435
Inventories	0	7,194
Other assets	170,478	32,378
Total Current Assets	11,012,835	10,123,550
Non-Current Assets		
Trade and other receivables	32,976	32,976
Other financial assets	39,810	39,810
Property, plant and equipment	38,386,880	39,812,690
Infrastructure	64,877,387	68,629,753
Total Non-Current Assets	103,337,053	108,515,229
Total Assets	114,349,888	118,638,779
Current Liabilities		
Trade and other payables	9 1,036,159	914,104
Other liabilities	11 4,170,847	3,761,657
Borrowings	10 236,161	50,535
Employee related provisions	280,501	280,501
Total Current Liabilities	5,723,668	5,006,797
Non-Current Liabilities		
Borrowings	10 922,122	922,122
Employee related provisions	37,105	37,105
Total Non-Current Liabilities	959,227	959,227
Total Liabilities	6,682,895	5,966,024
Net Assets	107,666,993	112,672,755
Equity		
Retained surplus	37,666,049	42,566,010
Reserve accounts	3,031,388	3,137,189
Revaluation surplus	66,969,556	66,969,556
Total Equity	107,666,993	112,672,755

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

Statement of Financial Position For the Period Ended 31 May 2026

1 Basis of Preparation and Material Accounting Policies

Basis of Preparation

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. Supplementary 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.

Preparation Timing and Review

Date prepared: All known transactions up to 15 June 2026

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.

Material accounting policies

Material accounting policies utilised in the preparation of these statements are as described within the 2025-26 Annual Budget. Please refer to the adopted budget document for details of these policies.

Critical accounting estimates and judgements

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.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

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

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

Notes to the Statement of Financial Activity For the Period Ended 31 May 2026

2 Net Current Assets Information

(a) Net current assets used in the Statement of Financial Activity		Adopted Budget Opening	Actual as at	Actual as at
Note		1/07/2025	30/06/2025	31/05/2026
		\$	\$	\$
Current Assets				
	Cash and cash equivalents	4	10,159,021	9,061,543
	Trade and other receivables	6	683,336	1,022,435
	Inventories		0	7,194
	Other assets		170,478	32,378
			11,012,835	10,123,550
Less: Current liabilities				
	Trade and other payables	9	(1,036,162)	(914,104)
	Borrowings	10	(236,161)	(50,535)
	Capital grant/contribution liability	11	(4,170,847)	(3,761,657)
	Employee related provisions		(280,501)	(280,501)
			(5,723,671)	(5,006,797)
	Net current assets		5,289,164	5,116,753
	Less: Total adjustments to net current assets	2(b)	(2,795,227)	(3,086,654)
	Closing funding surplus / (deficit)		2,493,937	2,030,099

(b) Current assets and liabilities excluded from budgeted deficiency

Adjustments to net current assets

	Less: Reserve accounts	5	(3,031,388)	(3,137,189)
	Add: Current liabilities not expected to be cleared at the end of the year			
	- Current portion of borrowings	10	236,161	50,535
	- Current portion of employee benefit provisions held in reserve		0	0
			(2,795,227)	(3,086,654)

(c) Non-cash amounts excluded from operating activities

Adjustments to operating activities

		Amended Budget Estimates	YTD Budget Estimates	Actual as at
		30/06/2025	31/05/2026	31/05/2026
	Less : Profit on asset disposals	8	(121,711)	(7,000)
	Add : Loss on asset disposals	8	0	0
	Add: Depreciation		2,596,800	2,448,193
	Non-cash movements in non-current assets and liabilities:			
	- Pensioner deferred rates		0	0
	- Employee provisions		0	0
			2,475,089	2,441,193

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 local governments' operational cycle.

Notes to the Statement of Financial Activity For the Period Ended 31 May 2026

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 2025-2026 year is \$20,000 or 10% whichever is the greater.

Description	Variance \$	Variance %	Explanation of Variances
Revenue from operating activities			
Rates	2,852	0%	
Grants, subsidies and contributions	49,098	5%	
Fees and charges	72,082	5%	
Interest earnings	14,402	4%	
Other revenue	7,727	4%	
Profit on asset disposals	(3,000)	(30%)	
Expenditure from operating activities			
Employee costs	230,528	7%	
Materials and contracts	446,794	14%	▲ Timing – delays in contractor expenditure, specifically across Fire Mitigation and Works & Services.
Utility Charges	(26,454)	(7%)	
Depreciation	(67,793)	(3%)	
Finance Costs	0	0%	
Insurance	15	0%	
Other expenditure	17,522	20%	
Loss on asset disposals	0	0%	
Non-cash amounts excluded from operating activities	70,793	3%	
Inflows from investing activities			
Proceeds - capital grants, subsidies & contributions	196,893	5%	
Proceeds - disposal of assets	(3,000)	(30%)	
Outflows from investing activities			
Payments - property, plant and equipment	68,725	3%	
Payments - construction of infrastructure	126,503	2%	
Inflows from financing activities			
Proceeds from new borrowings	0	0%	
Transfer from reserves	0	0%	
Outflows from financing activities			
Repayment of borrowings	(0)	(0%)	
Transfer to reserves	(10,801)	(11%)	
Surplus or deficit at the start of the financial year	3	0%	

Notes to the Statement of Financial Activity For the Period Ended 31 May 2026

4 Cash and Cash Equivalents

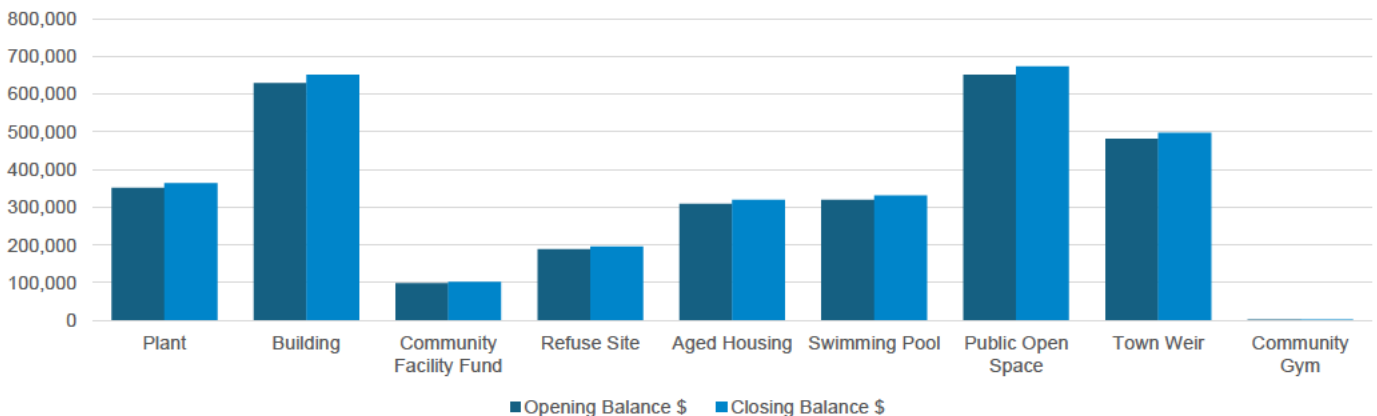
Description	Reserve		Total	Trust	Institution	Interest Rate	Maturity Date
	Unrestricted	Accounts					
	\$	\$	\$	\$			
Cash on Hand							
Petty Cash & Floats	400	0	400				
Cash at Bank							
Municipal Funds	617,756	0	617,756		NAB		At Call
Reserve Funds	0	734	734		NAB		At Call
Overnight Cash Deposits							
Municipal Funds	5,306,198	0	5,306,198		WATC*	4.05%	Overnight
Reserve Funds	0	3,136,455	3,136,455		WATC*	4.05%	Overnight
Total	5,924,354	3,137,189	9,061,543	0			

Key Information

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

5 Reserve Accounts

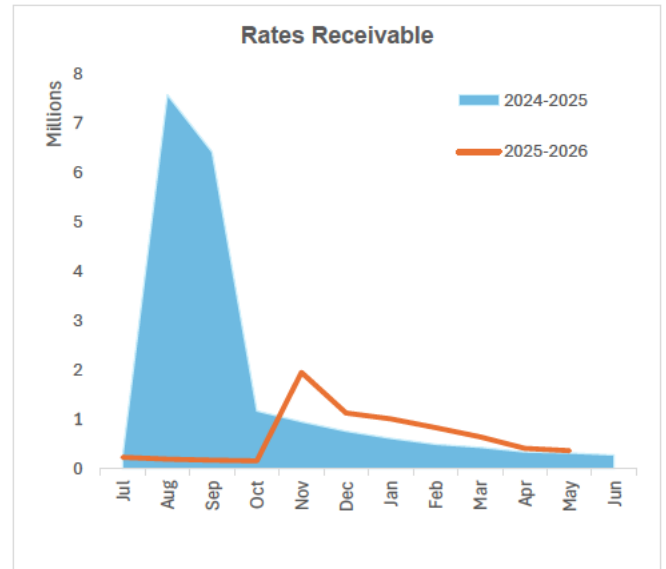
Reserve name	Budget				Actual			
	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance	Opening Balance	Transfers In (+)	Transfers Out (-)	Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$
Plant	351,547	87,656	(155,000)	284,203	351,547	12,270	0	363,817
Building	628,842	22,638	(140,000)	511,480	628,842	21,948	0	650,790
Community Facility Fund	98,824	8,558	0	107,382	98,824	3,450	0	102,274
Refuse Site	189,271	161,814	(65,000)	286,085	189,271	6,606	0	195,877
Aged Housing	308,908	11,121	(90,000)	230,029	308,908	10,781	0	319,689
Swimming Pool	319,809	11,513	(50,000)	281,322	319,809	11,162	0	330,971
Public Open Space	650,873	23,431	(362,610)	311,694	650,873	22,716	0	673,589
Town Weir	480,814	29,309	(403,500)	106,623	480,814	16,781	0	497,595
Community Gym	2,500	7,090	(5,000)	4,590	2,500	87	0	2,587
Total	3,031,388	363,130	(1,271,110)	2,123,408	3,031,388	105,801	0	3,137,189



Notes to the Statement of Financial Activity For the Period Ended 31 May 2026

6 Receivables

Rates receivable	30-Jun-25	31-May-26
	\$	\$
Opening arrears previous year	300,227	277,364
Annual Rates	6,539,477	7,335,458
Kerbside Collections	297,673	335,315
Emergency Services Levy	117,012	0
Total Levied this year	6,954,162	7,670,773
Less - collections to date	(6,977,025)	(7,579,223)
Net Rates collectable	277,364	368,914
% Collected	96.2%	95.4%



Receivables - general	Credit	Current	30 days	60 days	90 + days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(5,451)	304,588	2,578	620	168,103	470,438
Percentage		64.7%	0.5%	0.1%	35.7%	
Balance per trial balance						
Trade receivables						470,438
GST receivables						143,164
Allowance for credit losses of trade receivables						(6,401)
Receivables for employee related provisions						46,320
Total receivables general outstanding						653,521

Amounts shown above include GST (where applicable)

Key Information

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 uncollectable 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.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

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

Notes to the Statement of Financial Activity For the Period Ended 31 May 2026

7 Capital Acquisitions

Capital Acquisitions	Amended		YTD Actual	YTD Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Furniture and Equipment	95,207	53,000	46,237	6,763
Plant and Equipment	1,053,070	698,570	688,537	6,763
Land and Buildings	3,293,317	1,634,500	1,582,571	51,929
Road Infrastructure	3,293,754	3,213,068	3,113,011	100,057
Drainage, Culvert & Bridges	505,169	252,000	258,566	(6,566)
Footpath	2,247,810	592,000	583,606	8,394
Other Infrastructure	3,308,176	1,378,459	1,353,841	24,618
Total Capital Acquisitions	13,796,503	7,821,597	7,626,369	191,958

Capital Acquisitions Funded By:

	\$	\$	\$	\$
Capital grants and contributions	8,240,383	3,680,559	3,877,452	(196,893)
Proceeds from Asset disposals	161,000	10,000	7,000	3,000
Reserve accounts				0
Plant	155,000	0	0	0
Building	140,000	0	0	0
Refuse Site	65,000	0	0	0
Aged Housing	90,000	0	0	0
Swimming Pool	50,000	0	0	0
Public Open Space	362,610	0	0	0
Town Weir	403,500	0	0	0
Contribution - operations	4,129,010	4,131,038	3,741,917	385,851
Capital Funding Total	13,796,503	7,821,597	7,626,369	191,958

Key Information

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the City includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

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

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

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the City's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2)*. Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

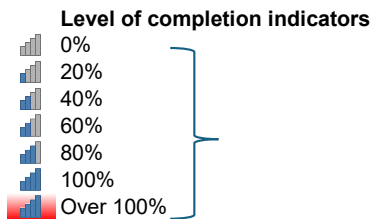
Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2)*, the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

Notes to the Statement of Financial Activity For the Period Ended 31 May 2026

7 Capital Acquisitions Detailed






































Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

Asset Description	Amended			Variance Under/(Over)
	Budget	YTD Budget	YTD Actual	
IT Equipment	53,207	36,000	35,721	279
Upgrade Telecommunications - Recreation Centre	7,000	7,000	8,134	(1,134)
Library Entrance Project	35,000	10,000	2,382	7,618
Total Furniture & Equipment	95,207	53,000	46,237	6,763
4.5 Tonne Tipper	67,570	67,570	67,834	(264)
6 Tonne Truck	270,000	270,000	271,363	(1,363)
Modifications to Service Truck	5,000	3,000	2,935	65
Ranger Utility	55,000	0	0	0
4WD Utility	42,500	0	0	0
Loader	250,000	250,000	243,500	6,500
Roller - Vibrating Drum & 2.5T Twin Drum	130,000	0	0	0
500kg Plate Compactor	15,000	0	0	0
Groundmaster - Ride on Mower	47,000	47,000	46,030	970
EV Charging Station	33,000	33,000	32,078	922
SES - Lighting Tower Trailer	50,000	0	0	0
Mobile Generator & trailer	30,000	0	0	0
Upgrades Commander Vehicle	20,000	0	0	0
Portable Toilet Trailer	10,000	0	0	0
Standpipe Controller System	28,000	28,000	24,798	3,202
Total Plant & Equipment	1,053,070	698,570	688,537	10,033
Building Asset Renewal Program	290,000	200,000	141,530	58,470
Recreation Centre - Swipe Card System	15,000	15,000	15,170	(170)
Pound Complex Improvements	10,000	0	0	0
Caravan Park - Cabins	2,540,817	1,170,000	1,166,885	3,115
Pavilion - Airconditioning	0	0	9,767	(9,767)
Swimming Pool - Building Improvements	220,000	142,000	142,124	(124)
Solar Panels	10,000	0	0	0
Pavilion - Power Upgrade	57,000	57,000	56,327	673
Recreation Centre - Power Upgrade	20,000	20,000	20,280	(280)
New Housing	100,000	0	0	0
Administration Office - Upgrade Security	30,500	30,500	30,487	13
Total Land & Buildings	3,293,317	1,634,500	1,582,571	51,929
RTR - Days Rd	36,254	0	0	0
RRG - Crossman Rd	345,000	345,000	329,679	15,321
RRG - Lower Hotham Rd	195,426	195,426	187,583	7,843
RRG - Harvey Quindanning Rd	600,000	600,000	538,992	61,008
RRSP - Lower Hotham Rd	1,906,000	1,906,000	1,906,041	(41)
Newmarket Rd - Gravel Resheeting	41,132	0	1,296	(1,296)
Carparking - Acrod marking	5,000	1,700	1,700	0
Carparking - Recreation Centre Asphalt Seal	75,000	75,000	70,935	4,065
Quindanning Darkan Rd - Reseal	62,223	62,223	54,760	7,463
Taylor Court - Reseal	14,514	14,514	10,683	3,831
Anderson Road - Reseal	13,205	13,205	11,340	1,865
Total Roads	3,293,754	3,213,068	3,113,011	100,057

**Notes to the Statement of Financial Activity
For the Period Ended 00 January 1900**

7 Capital Acquisitions Detailed (Continued)

Asset Description	Amended			Variance Under/(Over)
	Budget	YTD Budget	YTD Actual	
 New Kerbing - Townsite Roads	12,000	0	0	0
 Forrest Street Drainage Improvements	35,000	0	0	0
 Williams Street River Crossing	23,000	0	0	0
 RTR - Harvey Quindanning Culverts	94,000	85,000	84,727	273
 RTR - South Crossman Road Culverts	118,019	30,000	29,054	946
 RTR - Marradong Road Culverts	23,150	4,000	3,798	202
 Hotham Avenue - Drainage	75,000	8,000	7,500	500
 Illyarie Crescent - Drainage	25,000	25,000	59,830	(34,830)
 Hill Street - Drainage	40,000	40,000	25,960	14,040
 Adam & Hakea St Intersection	60,000	60,000	47,697	12,303
Total Drainage, Culverts & Bridges	505,169	252,000	258,566	(6,566)
 Footpath Renewal Program	86,002	26,000	26,800	(800)
 Mountain Bike Trails	1,031,430	26,000	26,300	(300)
 Rail Trail	500,000	10,000	9,802	199
 Bannister Rd - Footpath	50,000	0	0	0
 Path - Townsite to Ranford Pool	580,378	530,000	520,705	9,295
Total Footpaths	2,247,810	592,000	583,606	8,394
 Regional Destination Signage	42,780	42,780	36,146	6,634
 Community Club - Playground	93,600	0	0	0
 Niche Wall Marradong	9,100	1,800	1,826	(26)
 Yarning Circle Project	368,000	240,000	240,366	(366)
 Lions Weir Rehabilitation	788,176	788,176	773,795	14,381
 Hotham Park - Solar Lighting	100,000	100,000	95,734	4,266
 Newmont Dump Truck Display	680,000	90,000	90,174	(174)
 Swimming Pool - Pump/Filtration Upgrade	70,000	10,000	8,800	1,200
 Koolangka Park - Shade	22,650	0	500	(500)
 Roller Display	31,812	14,000	13,834	166
 Central Park and 32 Bannister Rd Upgrades	875,855	48,000	47,704	296
 Wayfinding - Main Attractions & Parking	50,000	0	0	0
 Seating and Lighting	20,000	0	0	0
 Bowling Club - Stair Refurbishment	20,000	0	0	0
 Caravan Park - Pathway Lighting	10,000	0	0	0
 Caravan Park - Irrigation	20,000	10,000	9,711	289
 Refuse Site - Fencing	40,000	15,000	15,840	(840)
 Caravan Park - Stage 2	17,610	0	0	0
 Ranford Pool Improvements	18,703	18,703	19,409	(706)
 Infrastructure Renewal Program	29,894	0	0	0
Total Other Infrastructure	3,308,176	1,378,459	1,353,841	24,618

8 Capital Disposals

Asset description	Budget			YTD Actual		
	Net Book Value	Proceeds	Profit / (Loss)	Net Book Value	Proceeds	Profit / (Loss)
Dozer	27,273	70,000	42,727	0	0	0
Isuzu Tipper	12,016	20,000	7,984	0	0	0
4WD Colorado Utility	0	18,000	18,000	0	0	0
Isuzu D-Max Utility	0	18,000	18,000	0	0	0
Mitsubishi Triton utility	0	25,000	25,000	0	0	0
Toro Mower	0	10,000	10,000	0	7,000	7,000
	39,289	161,000	121,711	0	7,000	7,000

**Notes to the Statement of Financial Activity
For the Period Ended 31 May 2026**

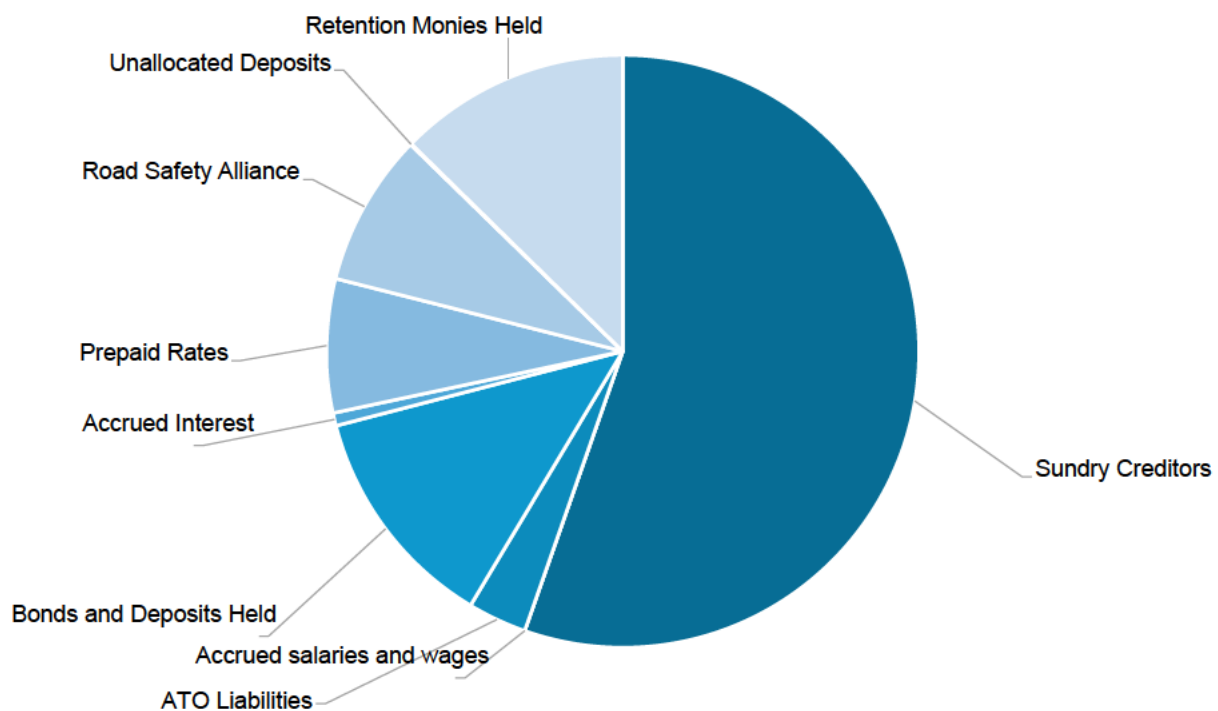
9 Payables

Payables - general	Credit	Current	30 days	60 days	90 + days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	433,802	62,736	6,441	3,146	506,126
Percentage		85.7%	12.4%	1.3%	0.6%	
Balance per trial balance						
Sundry Creditors						506,126
Accrued salaries and wages						0
ATO Liabilities						29,458
Bonds and Deposits Held						113,005
Accrued Interest						6,394
Prepaid Rates						66,704
Road Safety Alliance						76,290
Unallocated Deposits						490
Retention Monies Held						115,637
Total receivables general outstanding						914,104

Amounts shown above include GST (where applicable)

Key Information

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



**Notes to the Statement of Financial Activity
For the Period Ended 31 May 2026**

10 Borrowings

Repayments - borrowings

Purpose	Loan No.	1 July 2025	New Loans		Principal Repayments		Principal Outstanding	
			Actual	Budget	Actual	Budget	Actual	Budget
		\$	\$	\$	\$	\$	\$	\$
Childcare Centre	100	22,953	0	0	(22,953)	(22,953)	0	0
3 Pecan Place	94	112,093	0	0	(19,666)	(19,666)	92,427	92,427
34 Hill Street	97	113,679	0	0	(19,944)	(19,944)	93,735	93,735
New Housing	108	0	0	0	0	0	0	0
Recreation Centre	106	390,144	0	0	(72,917)	(72,917)	317,227	317,227
Recreation Centre	107	519,414	0	0	(50,144)	(100,680)	469,270	418,734
Total		1,158,283	0	0	(185,625)	(236,161)	972,658	922,123
Current Borrowings		236,161					50,536	
Non-Current Borrowings		922,122					922,122	
		1,158,283					972,658	

Borrowing finance cost payments

Purpose	Loan No.	Interest %	Date final payment is due	Actual	Budget
				\$	\$
Childcare Centre	100	6.42%	2/03/2026	1,111	1,111
3 Pecan Place	94	6.45%	28/05/2030	6,918	6,918
34 Hill Street	97	6.45%	28/05/2030	7,016	7,016
New Housing	108	4.50%	-	0	0
Recreation Centre	106	3.36%	13/03/2030	12,501	12,501
Recreation Centre	107	1.56%	3/06/2030	4,051	7,712
Total				31,598	35,258

Key Information

All debenture repayments were financed by general purpose revenue.

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

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

Notes to the Statement of Financial Activity For the Period Ended 31 May 2026

11 Grants, Subsidies and Contributions

Operating grants, subsidies and contributions

Details	Contract Liabilities				Revenue		
	Liability	Increase	Decrease	Liability	Adopted	YTD	YTD
	01-Jul-25	Liability	Liability	31-May-26	Budget	Budget	Actual
	\$	\$	\$	\$	\$	\$	\$
Federal Grant - General Purpose	0	0	0	0	23,127	23,127	23,127
Federal Grant - Local Roads	0	0	0	0	152,540	152,540	152,540
Newmont Contribution	0	0	0	0	0	0	124,000
DFES - Fire Brigade Operating Grant	0	0	0	0	162,628	162,628	162,628
Mitigation Activity Grant	42,539	74,596	(117,135)	0	149,192	149,192	74,597
DFES - SES Operating Grant	0	0	0	0	32,680	32,680	31,471
South 32 - Social Investment (Bushfire)	0	0	0	0	70,000	70,000	70,000
Abandoned Vehicles Contribution	0	0	0	0	500	462	0
South 32 - Community Health Grant	0	0	0	0	100,000	100,000	100,000
Youth Centre Contributions	0	0	0	0	100	50	0
Strength for Life Contributions	0	0	0	0	3,500	4,587	2,537
Seniors Week Grant	0	0	0	0	1,500	0	0
Welfare Grant Programs	0	0	0	0	3,500	3,500	7,000
Level-up Youth Program	0	0	0	0	52,373	52,373	52,373
Thank a Volunteer Grants	0	0	0	0	5,000	4,587	5,500
South 32 - Summer by River	0	0	0	0	37,500	33,337	25,000
Lotterywest - Summer by River	0	0	0	0	0	0	0
Australia Day Grant	0	0	0	0	2,500	2,500	10,000
South 32 - Cultural Centre	1,755,624	0	(358,000)	1,397,624	0	0	0
Lotterywest - Christmas	0	0	0	0	10,000	5,000	15,000
Main Roads WA - Direct Grant	0	0	0	0	84,403	84,403	84,403
South32 - Native Tree Program	0	0	0	0	0	0	5,000
Tourism Contributions	0	0	0	0	1,000	913	0
HWEDA - Contributions	0	0	0	0	2,000	1,837	17,638
Total	1,798,163	74,596	(475,135)	1,397,624	894,043	883,716	962,814

Capital grants, subsidies and contributions

Details	Capital Grant/Contributions Liabilities				Revenue		
	Liability	Increase	Decrease	Liability	Amended	YTD	YTD
	01-Jul-25	Liability	Liability	31-May-26	Budget	Budget	Actual
	\$	\$	\$	\$	\$	\$	\$
DFES - SES Lighting Tower	0	0	0	0	50,000	50,000	0
Lotterywest - Park Improvements	200,000	0	0	200,000	200,000	0	0
Growing Regions - Park Improvements	0	150,000	0	150,000	300,000	0	0
South 32 - Yarning Circle	0	358,000	(240,366)	117,634	358,000	358,000	240,366
Mountain Bike Trails Funding	111,407	0	0	111,407	876,407	0	0
Peel Devt. Commission - Rail Trail	13,414	0	0	13,414	0	0	0
Community Club - Playground	0	0	0	0	93,600	0	0
Department of Transport - Path	117,863	70,000	(187,863)	0	254,026	254,026	222,863
Active Transport Fund Program	0	10,000	(10,000)	0	72,326	72,326	10,000
EV Charging Grant	0	12,107	(12,107)	0	18,317	5,000	15,800
Roads to Recovery Funding	0	108,464	0	108,464	271,423	171,423	0
Regional Road Group Funding	0	392,738	(392,738)	0	760,284	760,284	696,738
Regional Road Safety Program	0	1,524,800	(1,524,800)	0	1,906,000	1,429,500	1,524,800
South 32 - Caravan Park Cabins	1,750,000	0	(1,166,885)	583,115	2,500,000	580,000	1,166,885
South 32 - Social Investment	100,000	900,000	0	1,000,000	0	0	0
Peel Development Commission - Truck	80,000	0	0	80,000	80,000	0	0
Newmont - Donation of Dump Truck	0	0	0	0	500,000	0	0
Total	2,372,684	3,526,109	(3,534,759)	2,364,034	8,240,383	3,680,559	3,877,452

**Notes to the Statement of Financial Activity
For the Period Ended 31 May 2026**

12 Budget Amendments

Amendments to original budget since budget adoption. Surplus/(Deficit)

Description	GL Account	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended
							Budget Running Balance
			\$	\$	\$	\$	\$
Budget adoption			Closing Surplus				0
Stage 2 - Caravan Park	3045162	127/25	Capital expenses	0	17,610	0	17,610
Public Open Space Reserve	8011491	127/25	Capital revenue	0	0	17,610	0
Footpath Grants	2121065	132/25	Operating revenue	0	25,000	0	25,000
Engineer Contract Costs	3121005	132/25	Operating expenses	0	0	25,000	0
Other Income - Fire Service	2051015	6/26	Operating revenue	0	70,000	0	70,000
Commander Vehicle	3051220	6/26	Capital expenses	0	0	20,000	50,000
Portable Toilets	3123456	6/26	Operating expenses	0	0	10,000	40,000
Sealed Road Maintenance	3121070	6/26	Operating expenses	0	0	15,000	25,000
Plant Operating Costs	3142003	6/26	Operating expenses	0	0	25,000	0
Rates Notices Printing, Postage	3031012	30/26	Operating revenue	0	5,000	0	5,000
Grants Commission - General Purpose	2032010	30/26	Operating revenue	0	14,711	0	19,711
Grants Commission - Roads	2032020	30/26	Operating revenue	0	23,495	0	43,206
Election Expenses	3041005	30/26	Operating expenses	0	24,000	0	67,206
Administration Salaries	3042015	30/26	Operating expenses	0	90,000	0	157,206
Legal Expenses	3042102	30/26	Operating expenses	0	10,000	0	167,206
Workers Compensation Insurance	3042155	30/26	Operating expenses	0	0	8,061	159,145
Consultant Fees	3042170	30/26	Operating expenses	0	32,000	0	191,145
Project Management Consultant	3113117	30/26	Operating expenses	0	0	90,000	101,145
Computer Maintenance	3042185	30/26	Operating expenses	0	0	15,000	86,145
ESL Operating Grant	2051001	30/26	Capital revenue	0	55,328	0	141,473
Brigade Operations	3051001	30/26	Operating expenses	0	0	57,000	84,473
Fire Control Other	3051050	30/26	Operating expenses	0	0	15,000	69,473
SES Electricity	3053010	30/26	Operating expenses	0	0	5,000	64,473
CESM Officer	3053012	30/26	Operating expenses	0	10,000	0	74,473
Security Camera Operations	3053058	30/26	Operating expenses	0	0	7,000	67,473
Medical Centre Expenses	3075010	30/26	Operating expenses	0	0	10,000	57,473
46 Johnstone Street	3091090	30/26	Operating expenses	0	0	7,000	50,473
Dr's Residence	3091070	30/26	Operating expenses	0	0	6,000	44,473
Wastewater Dump Point	3102055	30/26	Operating expenses	0	0	7,500	36,973
Town Planner	3104020	30/26	Operating expenses	0	0	10,000	26,973
Town Dam Operating	3104055	30/26	Operating expenses	0	0	16,000	10,973
Boddington CRC Building	3132020	30/26	Operating expenses	0	0	13,000	(2,027)
Gym Memberships	2113029	30/26	Operating revenue	0	5,000	0	2,973
Operating Grants (Events)	2113114	30/26	Operating revenue	0	12,500	0	15,473
Event Expenses	3113111	30/26	Operating expenses	0	0	12,500	2,973
Other Income (Construct)	2121820	30/26	Operating revenue	0	85,962	0	88,935
Road Maintenance (Unsealed)	3121069	30/26	Operating expenses	0	0	148,500	(59,565)
Road Maintenance (Sealed)	3121070	30/26	Operating expenses	0	0	6,962	(66,527)
Street Signs & Guide Posts	3121071	30/26	Operating expenses	0	0	29,500	(96,027)
Needs Analysis & Feasibility Study	3132075	30/26	Operating expenses	0	0	10,000	(106,027)
Private Works	2146005	30/26	Operating revenue	0	0	3,600	(109,627)
Internal Relief Staff	3141016	30/26	Operating expenses	0	10,000	0	(99,627)
Workers Compensation Reimburse.	2146080	30/26	Operating revenue	0	30,000	0	(69,627)
Workers Compensation Payments	3146030	30/26	Operating expenses	0	0	30,000	(99,627)

**Notes to the Statement of Financial Activity
For the Period Ended 31 May 2026**

12 Budget Amendments

Amendments to original budget since budget adoption. Surplus/(Deficit)

Description	GL Account	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended
							Budget Running Balance
			\$	\$	\$	\$	\$
Computer Equipment Renewal	3042209	30/26	Capital expenses	0	5,000	0	(94,627)
Pavilion Air-conditioning	3113470	30/26	Capital expenses	0	8,000	0	(86,627)
Pavilion Power Upgrade	3113470	30/26	Capital expenses	0	0	10,000	(96,627)
Recreation Centre Power Upgrade	3105022	30/26	Capital expenses	0	0	2,000	(98,627)
New Housing	3042202	30/26	Capital expenses	0	500,000	0	401,373
UTV Side by Side	3123207	30/26	Capital expenses	0	32,000	0	433,373
Footpath Renewal Program	3121803	30/26	Capital expenses	0	44,000	0	477,373
Mountain Bike Trails	3113510	30/26	Capital expenses	0	60,000	0	537,373
Darminning (Ranford Pool)	3113005	30/26	Capital expenses	0	0	18,703	518,670
Lions Weir	3112206	30/26	Capital expenses	0	20,000	0	538,670
Koolangka Park	3113231	30/26	Capital expenses	0	0	5,000	533,670
Infrastructure Renewal	3112207	30/26	Capital expenses	0	20,000	0	553,670
WATC Borrowings		30/26	Capital revenue	0	0	500,000	53,670
Total					1,209,606	1,155,936	53,670

9.3.3 Consideration of Advertised Differential Rates

File Reference: 3.0039
Applicant: Nil
Previous Item: Ordinary Council Meeting | 56/26
Author: Executive Manager Corporate Services
Disclosure of Interest: Nil
Voting Requirements: Simple Majority
Attachments: 9.3.3A Statement of Objects and Reasons

Summary

This report has been prepared for Council to consider submissions received as part of the advertising of the proposed differential rates, and to authorise a request to the Minister for Local Government, Industry, Regulation, and Safety (LGIRS) to approve the proposed differential rates.

Background

At the Ordinary Council Meeting of 27 May 2026, Council resolved to advertise the Statement of Objects and Reasons and proposed differential rates and minimum payments for the 2026/2027 financial year. These were advertised in accordance with the Local Government Act 1995, with ratepayers provided with a minimum of 21 days to lodge a submission.

The following table details the proposed 'rate in the dollar' and minimum payment.

Rating Category	Rate in the Dollar	Minimum Rate
GRV General	0.086004	\$1,105
GRV Rural Residential	0.071553	\$1,105
GRV Mining	0.140558	\$1,105
UV Rural	0.003586	\$1,105
UV Rural Residential	0.007106	\$1,105
UV Mining	0.027413	\$1,105
UV Commercial	0.019149	\$1,105

Comment

At the time of agenda distribution, the local public notice period remained open and was due to close at the close of business on Friday, 19 June 2026. No submissions had been received at that time. Should any submissions be received before the close of the notice period, they will be provided to Council as soon as practicable for consideration at the Council meeting.

The purpose of levying rates is to meet the Shire's budget requirements, led by its objectives, strategies and activities, as detailed in its various plans, in order to deliver services and community infrastructure each financial year. Rates income is a significant part of the Shire's revenue needed to meet these strategic objectives.

Budget efficiencies have been considered throughout the development of the draft Budget and Strategic Resource Plan, including:

- Full review of the Long Term Financial Plan
- Review of Workforce Planning for the future
- Revaluation and assessment of the Shire's Buildings and Infrastructure
- Review of the Council Plan

- Staffing requirements to deliver the outcomes of the Council Plan
- Asset renewal requirements

The level of differential rates will directly influence Council's ability to fund expenditure requirements as outlined in the 2026/27 Budget and Strategic Resource Plan. It is considered that the proposed rate strikes a balance between maintaining community desired levels of service, while limiting the impact on financial sustainability and the cost of living impacts.

Based on the proposed advertised differential rates, it is a requirement that the Shire now seeks approval from the Minister to impose differential rates for:

1. UV Commercial: rate in the dollar is more than twice the value of the lowest UV rating category.
2. UV Mining: rate in the dollar is more than twice the value of the lowest UV rating category.

Consultation

Local public notice as prescribed under the requirements of Section 3A of the Local Government (Administration) were placed on the following forums:

1. Shire of Boddington website from 28 May 2026
2. Shire of Boddington eNewsletter, Community Connect, 28 May 2026
3. Noticeboards located at the Shire Office and Library from 28 May 2026
4. Local newspaper, Bodd News, 9 June 2026

Copies of the public notice and Statement of Objects and Reasons (Attachment 9.3.3A), were made available for public inspection at the Shire Administration Building and on the Shire website.

Landowners within the UV Mining and UV Commercial rate categories were also written to individually regarding the proposed differential rate for their properties.

Strategic Implications

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

Legislative Implications

Part VI of the LG Act deals with the levying of differential rates.

- Sections 6.32 and 6.33 state that Council may impose differential rates based on differential categories.
- Section 6.35 states that Council may impose a minimum payment for each category.
- Section 6.35(4) limits local governments from imposing a minimum payment on more than 50% of the properties in a category.
- Section 6.36 requires the local government to give the appropriate notice of its intention to impose differential rates and minimum payments in respect to each differential rate category.

Policy Implications

Nil

Financial Implications

Rate revenue directly impacts the funds available to deliver services and programs in the Council Plan.

Economic Implications

The Shire undertakes a wide range of services and activities which are funded by rates. Many of these services and activities directly result in an economic benefit for the Shire.

Social Implications

Rate revenue is used to carry out a range of community oriented activities which impact on the social fabric of the community.

Environmental and Climate Change Implications

Funding from rate revenue is used to carry out environmental projects as well as support agencies such as the Peel-Harvey Catchment Council. There is continued demand for these activities

Risk Considerations

Risk Statement and Consequence	Risks in relation to the imposition of differential rates include: the need to fund the requirements of the local government plans and strategies and the balance between this need and the community ability to pay. Failure to meet legislative requirements is another key risk.
Risk Rating (prior to treatment or control)	Moderate
Principal Risk Theme	Financial, reputational
Risk Action Plan (controls or treatment proposed)	No further actions proposed

Officer Recommendation

That Council:

1. Notes that no submissions were received in relation to the proposed differential rates and minimum payments for 2026/27.
2. Request that the Chief Executive Officer proceed with the budget preparation based on the following rates in the dollar and minimum payment, in accordance with the Statement of Objects and Reasons contained at Attachment 9.3.3A.

Rating Category	Rate in the Dollar	Minimum Rate
GRV General	0.086004	\$1,105
GRV Rural Residential	0.071553	\$1,105
GRV Mining	0.140558	\$1,105
UV Rural	0.003586	\$1,105
UV Rural Residential	0.007106	\$1,105
UV Mining	0.027413	\$1,105
UV Commercial	0.019149	\$1,105

3. Authorise the Chief Executive Officer to proceed with the application for Ministerial Approval to impose differential rates for:
 - (a) UV Commercial; and
 - (b) UV Mining category.

Statement of Objects and Reasons

This Statement is published by the Shire of Boddington in accordance with Section 6.36 of the Local Government Act 1995 to advise the public of its objectives and reasons for implementing differential rates.

The purpose of levying rates is to meet Council's budgetary requirements in each financial year in order to deliver services, facilities and community infrastructure. Property valuations provided by the Valuer General are used as the basis for the calculation of rates each year.

Section 6.36 of the Local Government Act provides the ability to differentially rate properties based on zoning and/or land use as determined by the Shire of Boddington. The application of differential rating maintains equity in the rating of properties across the Shire, enabling the Council to provide facilities, services and infrastructure to the entire community and visitors to the area.

Summary of the proposed minimum payments and rates in the dollar for 2025/26.

Rating Category	Rate in the Dollar	Minimum Rate
GRV General	0.086004	\$1,105
GRV Rural Residential	0.071553	\$1,105
GRV Mining	0.140558	\$1,105
UV Rural	0.003586	\$1,105
UV Rural Residential	0.007106	\$1,105
UV Mining	0.027413	\$1,105
UV Commercial	0.019149	\$1,105

Gross Rental Values (GRV)

The Local Government Act 1995 provides that properties of a Non-Rural purpose are assigned a Gross Rental Valuation (GRV), as supplied and reviewed annually by the Valuer General. GRVs are reviewed approximately every six years, with the current valuation effective from 1 July 2025. Interim valuations for changes such as subdivisions, amalgamations, or building alterations are provided regularly, enabling the Shire to recalculate rates and issue interim rate notices as needed.

GRV – General

This rating category covers all properties located within the Boddington and Ranford townsites that are zoned as residential, commercial, or general industry under the Shire's Local Planning Scheme.

Objects

To provide a base level of rating for properties valued under the Gross Rental Value (GRV) method. It specifically applies to properties within the townsite boundaries and excludes those categorised as GRV Mining or GRV Rural Residential, which are outside these boundaries.

Reasons

This rate ensures sufficient revenue to support the Shire's operations and deliver local government services and infrastructure, including, but not limited to, roads, parks, footpaths, and public facilities, benefiting residents and businesses.

GRV – Mining

This rating category covers all Mining Leases, Exploration Licenses, Prospecting Licences, Retention Licenses, General Purpose Leases, Special Prospecting Licences for Gold and Miscellaneous Licenses as defined under the Mining Act with a GRV valuation. It also includes properties with a GRV Valuation held by or leased by a Mining company for workers accommodation.

Statement of Objects and Reasons

Objects

To ensure an equitable distribution of rates by applying a higher rate in the dollar than GRV General, recognising the distinct land use and service demands associated with mining activities and properties designated for workers' accommodation.

Reasons

The rates for mining properties are set to ensure an appropriate contribution toward the Shire's services and infrastructure, considering the unique demands placed by the resource sector. These demands include increased transport requirements, higher traffic volumes, and additional services associated with mining activities. Mining properties designated for workers accommodation, often with a relatively small land parcel and higher occupancy levels, have a greater potential to impact local infrastructure and services.

GRV – Rural Residential

This rating category covers all properties with a GRV valuation which are outside the townsite boundary and are Non-Rural properties including properties zoned Residential, Rural Residential, Rural Smallholdings, Environmental Conservation and Special Use as per the Shire's Local Planning Scheme

Objects

To ensure an equitable distribution of rates by applying a differential rate to properties that are predominantly residential in nature and located outside the townsite boundary, while supporting a staged transition from UV to GRV rating methodology following the Shire's rating review.

Reasons

This category was introduced following a review of properties previously rated under Unimproved Value (UV) that were identified as being predominantly residential or lifestyle properties rather than being primarily used for rural purposes.

The differential rate has been structured to support a phased transition from Unimproved Values (UV) to Gross Rental Value (GRV) rating methodology over multiple financial years, allowing the impacts of the rating reform to be introduced progressively and equitably.

Unimproved Values (UV)

The Local Government Act 1995 provides that properties predominantly used for rural purposes are assigned an Unimproved Value (UV), as supplied and reviewed annually by the Valuer General. UV represents the market value of land in its natural state, excluding improvements like buildings, fences, or dams.

The UV-Rural rate in the dollar forms the basis for calculating other UV differential rates. Interim valuations are regularly provided by the Valuer General for properties undergoing changes such as subdivisions, amalgamations, or rezoning. In such cases, the Shire recalculates the rates and issues interim rate notices accordingly.

UV - General

This rating category covers properties with a UV valuation and predominantly used for rural or farming practices.

Objects

To provide a base level of rating for properties valued under the Gross Rental Value (GRV) method.

Reasons

This rate reflects the level of rating required to raise the necessary revenue to operate efficiently and provide local government services and infrastructure.

UV - Mining

This rating category covers all Mining Leases, Exploration Licences, Prospecting Licences, Retention Licences, General Purpose Leases, Special Prospecting Licences for Gold and Miscellaneous Licences as defined under the Mining Act with a UV valuation. It also includes

Statement of Objects and Reasons

properties with a UV valuation that are held for mining purposes.

Objects

To ensure an equitable distribution of rates by applying a higher rate in the dollar than UV General, recognising the distinct land use and service demands associated with mining activities.

Reasons

This differential rate is higher than UV-General to improve fairness and equity outcomes by:

- Applying a premium to compensate for the different valuation method and comparatively lower valuation level compared to equivalent properties in built-up areas.
- Applying a premium to reflect the following key points:
 - A mining buffer was originally identified in 2007 to assist in accommodating bauxite and gold mining and to reduce land use conflict. The mining buffer protects mining operations from sensitive land uses and development which could prejudice the extraction (now and in the future) of mineral and basic raw material resources.
 - Mining operations have resource implications on other Shire services and assets including environmental health, emergency management, town planning services and administration.
 - The impact of higher road infrastructure maintenance costs to the Shire as a result of frequent vehicle use over extensive lengths of roads.

UV - Commercial

This rating category covers all properties with a UV valuation with any intensive usage which is significantly different from agricultural or horticultural production.

Objects

To ensure an equitable distribution of rates by applying a higher rate in the dollar than UV General, recognising the cost impacts to the Shire from this type of development.

Reasons

This category is rated higher to reflect the higher infrastructure maintenance required from commercial activities within a rural zone.

UV – Rural Residential

This rating category covers all properties with a UV valuation which are zoned Residential, Rural Residential, Rural Smallholdings, Environmental Conservation and Special Use as per the Shire's Local Planning Scheme

Objects

To ensure an equitable distribution of rates by applying a higher rate in the dollar than UV General, recognising the unique characteristic and service levels of these properties.

Reasons

This rate acknowledges the unique characteristics and increased service demands of properties compared to Rural properties, including smaller land parcels and greater reliance on townsites services. The higher rate in the dollar reflects the Shire's consideration of these factors while ensuring these properties contribute appropriately to the overall cost of maintaining infrastructure and delivering essential services.

Minimum Payments

The setting of general minimum payment level within all rating categories is an important method of ensuring all properties contribute an equitable rate amount to non-exclusive services. The minimum payment has been set at \$1,052 for all rating categories.

9.3.4 Council Policies Review

File Reference:	2.015
Applicant:	Nil
Previous Item:	Nil
Author:	Governance Coordinator
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	9.3.4A Council Policy - Council Meeting Recording (New) 9.3.4B Council Policy - Council Member Records (Amended)

Summary

This item seeks Council's adoption of the new Council Meeting Recording Policy and amendments to the Council Member Records Policy.

Background

The Shire has undertaken a review of its governance policy framework in response to recent amendments to the *Local Government Act 1995*, associated Regulations and State Government reform initiatives introduced across 2025 - 2026.

A number of these reforms require formal adoption or updating of Council policies within the current reform cycle, including requirements relating to the recording of Council meetings and strengthened expectations regarding governance, accountability and transparency.

Presenting these Council policies together supports a coordinated and consistent approach to governance, accountability and transparency in relation to Council's role and functions.

Comment

The review has resulted in the introduction of one new Council Policy and amendments to one existing Council Policy. The key changes are summarised below:

- Council Meeting Recording Policy - Formalises the recording and publication of Council meetings in accordance with legislative requirements, enhancing transparency and public access while confirming that formal minutes remain the official record of decisions.
- Council Member Records Policy - Strengthens recordkeeping requirements by clarifying that all records relating to Shire business must be captured regardless of format or device, aligning with contemporary communication practices and legislative obligations.

Together, these policy updates strengthen Council's governance framework and support clear, contemporary and compliant standards for meeting transparency and councillor recordkeeping.

Consultation

Nil

Strategic Implications

Aspiration	Performance
Outcome 12	Visionary Leadership and Responsible Governance
Objective 12.2	Maintain a high standard of leadership, corporate governance, and

customer service.

Legislative Implications

Local Government Act 1995

- Section 5.23 – Meetings generally open to the public
- Section 5.23A – Electronic broadcasting and video or audio recording of council meetings
- Section 5.25 – Regulations about council and committee meetings

Local Government (Administration) Regulations 1996

- Part 2 – Council and Committee Meetings
- Part 2A – Electronic Broadcasting and Video or Audio Recording of Council Meetings

State Records Act 2000

- Sections 12, 19, 27, 28 and 61

Freedom of Information Act 1992

- Sections 3, 10, 13 and 23

Policy Implications

- Council Meeting Recording Policy - new
- Council Member Records Policy - amended

Financial Implications

Nil

Economic Implications

Nil

Social Implications

These policies support transparency, accountability and consistent engagement with the community, contributing to increased public confidence in Council decision-making processes.

Environmental and Climate Change Considerations

Nil

Risk Considerations

Risk Statement and Consequence	Failure to adopt updated governance policies may result in non-compliance with legislative requirements, inconsistent governance practices, and increased organisational and reputational risk.
Risk Rating (prior to treatment or control)	Moderate
Principal Risk Theme	Compliance / Reputational
Risk Action Plan (controls or treatment proposed)	Adoption and implementation of updated Council Policies aligned with legislative requirements and contemporary governance practice.

Officer Recommendation

That Council:

- 1. Adopts the Council Meeting Recording Policy as presented in Attachment 9.3.4A.**
- 2. Adopts the amended Council Member Records Policy as presented in Attachment 9.3.4B.**

1. Purpose

The purpose of this policy is to establish the Shire of Boddington's (Shire) approach to the recording and publication of Council and Committee meetings to support transparency, accountability and public access to decision-making.

2. Scope

This policy applies to:

- Ordinary Council Meetings; and
- Special Council Meetings.

This policy applies to all Council Members, employees and contractors involved in the conduct, administration or support of meetings.

3. Definitions

Term	Definition
Policy	This Shire of Boddington policy titled "Council Meeting Recording".
Recording	An audio or audio-visual record of a Council or Committee meeting.
Closed Meeting	A meeting or part of a meeting that is closed to the public in accordance with the <i>Local Government Act 1995</i> .

4. Policy Statement

The Shire is committed to enhancing transparency and community access to its decision-making processes through the recording and publication of Council and Committee meetings.

Meetings within the scope of this policy are recorded in accordance with legislative requirements and operational capability.

Recordings are managed in a manner that supports accountability, privacy and the appropriate use of information.

Recordings do not replace the requirement to prepare and adopt formal minutes, which remain the official record of Council decisions.

Roles and Responsibilities

The Chief Executive Officer is responsible for ensuring appropriate systems, processes and resources are in place to support meeting recording and publication in accordance with this policy.

Employees and contractors involved in meeting administration and information technology support the implementation and operation of recording functions.

Recording of Meetings

All Ordinary and Special Council Meetings are to be recorded from the opening of the meeting until the close of the meeting, excluding any part of the meeting that is closed to the public in accordance with the *Local Government Act 1995*.

Publication of Recordings

Recordings of meetings within the scope of this policy are to be made publicly available on the Shire's website within 14 days after the meeting day and remain publicly available until at least the end of 5 years after the meeting day.

Recordings of any part of a meeting that is closed to the public are not published, except to the extent required by law.

Privacy and Conduct

The Shire takes reasonable steps to ensure that attendees are aware that meetings are recorded and may be livestreamed.

Individuals who participate in meetings, including members of the public, acknowledge that their image and/or voice may be recorded and published.

Management of Recordings

Recordings are managed as official records of the Shire and are retained, stored and disposed of in accordance with the *State Records Act 2000* and the Shire's recordkeeping framework.

Recordings are not edited except where necessary to address technical issues or comply with legal or governance requirements.

Limitations

The Shire does not guarantee the availability, quality, accuracy or uninterrupted operation of livestreaming or recording services, as technical issues, equipment failure, internet outages or other unforeseen circumstances may result in interruptions, delays, incomplete coverage or loss of recordings.

Failure of recording or livestreaming equipment does not invalidate a meeting or any decision of Council.

Responsible Officer	Executive Manager Corporate Services
Delegated Authority	Nil
Relevant Legislation	<i>Local Government Act 1995</i> <i>Local Government (Administration) Regulations 1996 (Part 2A)</i> <i>State Records Act 2000</i>
Related Documentation	

Version Control	Amended June 2026 (TBD)
Review Frequency	2 years

Document Control Statement – The electronic reference copy of this Policy is maintained by the Governance Team. Any printed copy may not be up to date and you are advised to check the electronic copy at [Council Policies » Shire of Boddington](#) to ensure that you have the current version. Alternatively, you may contact the Governance Team.

1. Purpose

The purpose of this Policy is to outline the requirement for Council Members to capture and manage their records in accordance with legislated requirements.

2. Scope

This Policy applies to all Shire of Boddington (Shire) Council Members and applies to records in all formats, including:

- paper records;
- emails;
- text messages (SMS);
- social media communications;
- messaging applications (including WhatsApp, Messenger and similar platforms);
- audio or video recordings;
- electronic documents; and
- photographs and digital media,

where such records relate to the business or functions of the Shire.

3. Definitions

Term	Definition
Policy	This Shire of Boddington policy titled "Council Member Records".
Council Members	Includes all Councillors.
Record	Recorded information created, received or maintained in any format that relates to the business, functions or activities of the Shire.
Recordkeeping System	The Shire's approved corporate recordkeeping system used for the capture, management and retention of official records.
Shire Business	Matters relating to the functions, operations, services, decision-making, administration or governance of the Shire.

4. Policy Statement

Records relating to Shire business must be provided to the Shire administration for capture into the corporate Recordkeeping System as soon as practicable. This requirement applies to records created or received through any medium, including email, text message, social media or other electronic communication platforms where the content relates to Shire business, decisions, actions or commitments made in an official capacity.

Records relating to Shire business remain official records regardless of whether they are created, sent or stored on personal or Shire-issued devices or accounts.

Council Members must not destroy, alter or dispose of official records except in accordance with authorised disposal processes established under the *State Records Act 2000* and the Shire's Recordkeeping Plan.

The Shire is required to maintain appropriate systems and processes to support compliant recordkeeping practices, including the secure storage, retention and backup of records by providing Council Members with reasonable access to mechanisms for the submission and capture of records.

Access to records may be required where permitted or required under relevant legislation, including the *Local Government Act 1995* and the *Freedom of Information Act 1992*, or where required by a court, tribunal or authorised investigative, regulatory or oversight body, including the Local Government Inspector.

Responsible Officer	Chief Executive Officer
Delegated Authority	Nil
Relevant Legislation	<i>The State Records Act 2000</i> <i>Freedom of Information Act 1992</i> <i>Local Government Act 1995</i> <i>Local Government (Local Government Inspector) Regulations 2025</i>
Related Documentation	Code of Conduct Council Members, Committee Members and Candidates Recordkeeping Procedure

Version Control	Adopted 19 December 2017 (Resolution 165/17) Amended 23 March 2023 (Resolution 25/23) Amended June 2026 (TBD)
Review Frequency	2 years

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9.3.5 Council Policy Amendment - Unreasonable Public Contact

File Reference:	2.015
Applicant:	Nil
Previous Item:	Nil
Author:	Governance Coordinator
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	9.3.5A Unreasonable Public Contact Policy (Amended) 9.3.5B Habitual or Vexatious Complainants Policy (Previous Version)

Summary

This item seeks Council's endorsement of the amended Unreasonable Public Contact Policy and notes the previous version attached for comparison.

Background

The Unreasonable Public Contact Policy has been reviewed as part of the Shire's broader governance and customer service framework. While the policy supports fair and consistent management of challenging interactions with members of the public, its application extends across the organisation rather than being limited to Council's role and functions.

The amended policy replaces outdated terminology, broadens the focus from vexatious conduct to unreasonable public contact more generally, and provides a clearer contemporary framework to support staff and decision-makers in responding fairly, proportionately and consistently while maintaining appropriate access to complaint and communication processes.

Comment

The proposed Unreasonable Public Contact Policy replaces the existing Habitual or Vexatious Complainants Policy. The revised policy adopts a more contemporary approach by focusing on the nature, frequency and impact of public contact, rather than labelling an individual complainant.

The policy recognises that people may contact the Shire when frustrated, distressed or dissatisfied, and confirms the Shire's commitment to responding fairly and respectfully. It also acknowledges that some conduct can become unreasonable where it creates health and safety risks, affects employee wellbeing, places excessive demands on staff time, or diverts resources from service delivery.

The revised policy provides clearer guidance on the types of conduct that may be considered unreasonable, including excessive correspondence, repeated raising of matters already addressed, unreasonable persistence, aggressive or abusive behaviour, harassment, intimidation, and conduct that adversely affects workplace safety or Shire business.

The policy also strengthens procedural fairness by requiring any management response to be proportionate, reasonable and subject to review. Where practicable, a person will be advised of concerns and given an opportunity to modify their behaviour before restrictions are imposed. Available management actions may include limiting the frequency or method of contact, requiring communication in writing, nominating a single point of contact, or declining to respond to matters already addressed.

Importantly, the policy does not remove a person's right to make legitimate complaints, provide new information, or access statutory complaint processes and external oversight agencies. It is

intended to manage the manner of engagement where contact becomes unreasonable, while maintaining appropriate access to the Shire.

The revised policy also improves governance by requiring written notification of restrictions, documentation of decisions, periodic review by the Chief Executive Officer, and recordkeeping in accordance with legislative obligations.

Consultation

Nil

Strategic Implications

<p>Aspiration Outcome 12 Objective 12.2</p>	<p>Performance Visionary Leadership and Responsible Governance Maintain a high standard of leadership, corporate governance, and customer service.</p>
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Legislative Implications

Local Government Act 1995

- Section 2.7 – Role of Council
- Section 2.10 – Role of Council Members
- Section 5.41 – CEO’s functions in relation to administration of the local government

Local Government (Model Code of Conduct) Regulations 2021

- Regulation 3 and Schedule 1

Policy Implications

Unreasonable Public Contact Policy - amended

Financial Implications

Nil

Economic Implications

Nil

Social Implications

The policy supports fair, respectful and consistent engagement with members of the public while also helping protect staff wellbeing and service continuity.

Environmental and Climate Change Considerations

Nil

Risk Considerations

Risk	Statement	and	Failure to adopt a clear and contemporary policy for managing unreasonable public contact may result in inconsistent responses, increased staff wellbeing
Consequence			

	impacts, service disruption, and reputational risk.
Risk Rating (prior to treatment or control)	Moderate
Principal Risk Theme	Operational / Reputational / Compliance
Risk Action Plan (controls or treatment proposed)	Adopt and implement the amended Unreasonable Public Contact Policy and apply the framework consistently across the organisation.

Officer Recommendation

That Council adopts the amended Unreasonable Public Contact Policy as presented in Attachment 9.3.5A.

1. Purpose

This Shire of Boddington (Shire) is committed to responding to complaints, requests and enquiries in a fair, consistent and respectful manner.

From time to time, the conduct of a complainant may become unreasonable due to the nature, frequency or manner of their contact. This can place an undue burden on staff and impact the Shire's ability to deliver services efficiently.

The Shire has a duty to provide a safe working environment for employees and does not tolerate conduct that creates unacceptable psychosocial or physical safety risks.

This Policy establishes a framework for identifying and managing unreasonable public contact, including behaviour that may be considered habitual or vexatious, while ensuring procedural fairness and continued access to the complaints process.

This Policy replaces the former Habitual or Vexatious Complainants Policy.

2. Scope

This Policy applies to employees of the Shire and members of the public interacting with the Shire in relation to complaints, requests or other communications associated with Council business.

This Policy does not apply to complaints or conduct matters involving Council Members, committee members or candidates which are managed under the *Local Government Act 1995*, the *Local Government (Model Code of Conduct) Regulations 2021*, and associated statutory processes.

3. Definitions

Term	Definition
Policy	The Shire of Boddington policy titled "Unreasonable Public Contact".
Unreasonable Public Contact	Conduct which, because of its nature, frequency or intensity, creates health, safety, resource or equity concerns for the organisation, employees or other members of the public.
Complainant	A person making a complaint, request, enquiry or raising concerns with the Shire.
Communication Restriction	A limitation or condition placed on future communications with the Shire in accordance with this Policy.
Chief Executive Officer (CEO)	The Chief Executive Officer of the Shire of Boddington or their authorised delegate.
Employee	Any employee, contractor, volunteer or authorised representative acting on behalf of the Shire.

4. Policy Statement

The Shire recognises that people interacting with local government may at times be frustrated, distressed or dissatisfied. The Shire is committed to responding to concerns respectfully and in good faith, including where complaints are persistent or critical.

The Shire also has a responsibility to protect employees from conduct that is abusive, threatening,

intimidating or unreasonably demanding, and to ensure public resources are used efficiently and fairly.

Conduct may be considered unreasonable where a complainant repeatedly raises matters already addressed, pursues issues in a manner that does not assist assessment or resolution despite reasonable assistance, makes disproportionate or excessive demands on staff time or resources, refuses to accept documented outcomes, or engages in behaviour that places the health, safety or wellbeing of employees at risk.

Unreasonable conduct may also include aggressive or abusive behaviour, harassment, intimidation, excessive correspondence, unreasonable persistence, or covert recording of conversations where it adversely affects workplace safety, wellbeing or the effective conduct of Shire business.

Each matter is assessed on its individual circumstances, taking into account the nature of the complaint, the history of interactions, any risks to employees, and whether reasonable efforts have been made to assist the complainant.

Where practicable, a complainant is advised of concerns regarding their conduct and provided an opportunity to modify their behaviour before restrictions are imposed.

Management Actions

Where conduct is assessed as unreasonable, the CEO may determine appropriate and proportionate management actions.

Management actions may include:

- limiting the frequency or method of communication
- requiring communication to occur in writing
- nominating a single point of contact
- declining to respond to matters that have already been addressed
- restricting communication about a particular subject matter for a specified period.

In more serious circumstances, the CEO may determine that no further correspondence will be entered into regarding a matter where continued engagement would unreasonably divert resources from other operations of the Shire, unless new and relevant information is provided.

Any restriction imposed under this Policy should be proportionate to the circumstances, consider the least restrictive response reasonably available, be applied for a reasonable period, and subject to periodic review.

Where communication restrictions are imposed under the *Local Government Act 1995*, the Shire is to ensure compliance with all statutory notice and review requirements.

Where restrictions are imposed, the complainant is notified in writing of:

- the reason for the decision;
- the nature and duration of any restriction;
- the expected standards of future conduct; and
- any remaining avenues available for communication or complaint.

Where practicable, at least one reasonable method of communication may remain available.

A person subject to restrictions may make a written request for the restriction to be reviewed where there has been a material change in circumstances.

Roles and Responsibilities

The CEO is responsible for determining whether conduct is unreasonable and for approving any restrictions or management actions implemented under this Policy.

Employees are responsible for managing interactions professionally, identifying potential unreasonable conduct, maintaining appropriate records, and escalating concerns in accordance with internal procedures.

Statutory Complaints and External Agencies

This Policy is intended to manage the manner of engagement with the Shire and does not replace, restrict or duplicate any statutory complaint handling, investigation or referral functions.

Nothing in this Policy limits a person's right to access formal complaint processes, external oversight agencies or protections available under legislation.

Where a matter involves allegations relating to misconduct, corruption or other legislated matters, the matter is to be managed in accordance with the relevant statutory process and may be referred to the appropriate external authority where required.

Recordkeeping and Confidentiality

Records relating to complaints, communications and actions taken under this Policy are to be managed in accordance with the Shire's Recordkeeping Plan and applicable legislative requirements.

Employees and complainants must not disclose confidential information except where authorised or required by law.

Review

Decisions made under this Policy are to be documented and subject to periodic review by the CEO to ensure actions remain reasonable, proportionate and appropriate in the circumstances.

Responsible Officer	Chief Executive Officer
Delegated Authority	Nil
Relevant Legislation	<i>Local Government Act 1995</i> <i>State Records Act 2000</i> <i>Work Health and Safety Act 2020</i>
Related Documentation	Customer Service Charter Employee Code of Conduct Council Members Code of Conduct

Version Control	Adopted 18 February 2021 (9/21) Amended 23 March 2023 (25/23) Amended June 2026 (TBD)
Review Frequency	2 years

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Purpose

Habitual or vexatious complaints can be a problem for the Shire of Boddington (Shire) employees and Council Members. The difficulty in handling such complainants is that they are time consuming and wasteful of resources in terms of time and displace scarce human resources that could otherwise be spent on Council priorities. Whilst Council endeavours to respond with patience and sympathy to all needs of all complainants, there are times when there is nothing further that can be reasonably done to assist or to rectify a real or perceived problem.

The purpose of this Policy is to identify situations where a complainant, either individually or as part of a group, or group of complainants might be considered to be 'habitual or vexatious' and ways of responding to these situations. This Policy is intended to assist in identifying and managing persons who seek to be disruptive to Council through pursuing an unreasonable course of conduct.

Scope

This Policy applies to Shire of Boddington Council Members and employees, as well as, members of the public.

Definitions

Term	Meaning
Policy	This Shire of Boddington policy titled "Habitual or Vexatious Complainants".
Habitual	Done repeatedly or as a habit.
Vexatious	Denoting an action or the bringer of an action that is brought without sufficient grounds for winning, purely to cause annoyance to the defendant.
Habitual or Vexatious Complainant	The repeated and/or obsessive pursuit of: <ol style="list-style-type: none"> a) Unreasonable complaints and/or unrealistic outcomes; and/or b) Reasonable complaints in an unreasonable manner.

Policy Statement

Where complaints continue and have been identified as habitual or vexatious in accordance with the criteria set out below within this Policy, the Chief Executive Officer, following discussions with the Executive Leadership Team, is to make the determination whether to treat the complainant as a habitual or vexatious complainant and for an appropriate course of action to be taken.

The Chief Executive Officer is to notify the complainant, in writing, of the reasons why their complaint is being treated as habitual or vexatious, and the action that is to be taken.

Once a complainant has been determined to be habitual or vexatious, their status is to be kept under review after one year and monitored by the Chief Executive Officer. If a complainant subsequently demonstrates a more reasonable approach then their status is to be reviewed.

Criteria for Determining Habitual or Vexatious Complainants

Complainants, and/or anyone acting on their behalf, may be deemed to be habitual or vexatious where previous or current contact with them evidences how they meet one of the following criteria:

- Complainant persists in pursuing a complaint where the Shire's complaints process has been fully and properly implemented and exhausted.
- Complainant persistently changes the substance of a complaint, continually raises new issues, or seeks to prolong contact by continually raising further concerns or questions whilst the complaint is being addressed. However, care is to be taken not to disregard new issues which are significantly different from the original complaint as they are to be addressed as separate complaints.
- Complainant is repeatedly unwilling to accept documented evidence given as being factual or deny receipt of an adequate response in spite of correspondence specifically answering their questions or do not accept that facts can sometimes be difficult to verify when a long period of time has elapsed.
- Complainant repeatedly does not clearly identify the precise issue/s which they wish to be investigated, despite reasonable efforts of the Shire to help them specify their concerns, and/or where the concerns identified are not within the remit of the Shire to investigate.
- Complainant regularly focuses on a trivial matter to an extent which is out of proportion to its significance. It is recognised that determining what a 'trivial matter' is can be subjective and careful judgement is to be used in applying this criteria.
- Complainant has threatened or used physical violence towards Shire employees at any time. This is to result in personal contact with the complainant and/or their representative to be discontinued and the complaint is to be continued only through written communication thereafter. Any complainant who threatens or uses physical violence towards employees is to be regarded as a vexatious complainant. The complainant is to be informed of this in writing together with notification of how future contact with the Shire is to be made.
- Complainant has, in the course of addressing a registered complaint, had an excessive number of contacts with the Shire, placing unreasonable demands on employees. Judgement is to be used to determine excessive contact, taking into account the specific circumstances of each individual case.
- Complainant has harassed or been verbally abusive on more than one occasion to employees dealing with the complaint. Employees are to recognise that complainants may sometimes act out of character in times of stress, anxiety, or distress and are to make reasonable allowances for this.
- Complainant is known to have recorded meetings or face-to-face/telephone conversations without the prior knowledge and consent of other parties involved.
- Complainant makes unreasonable demands of Council and/or Shire employees, and fails to accept that these may be unreasonable. For example, insisting on responses to complaints or enquiries being provided more urgently than is reasonable or within the Shire's complaints procedure or normal recognised practice.
- Complainant makes unreasonable complaints which impose a significant burden on the human resources of the Shire where the complaint:
 - Clearly does not have any serious purpose or value,
 - Is designed to cause disruption or annoyance,
 - Has the effect of harassing the public authority, or
 - Can otherwise be characterised as obsessive or manifestly unreasonable.
- Complainant makes repetitive complaints and allegations which ignore the replies supplied in previous correspondence.

Options for Dealing with Habitual or Vexatious Complainants

The options below can be used singularly or in combination depending on the circumstances of the case and whether the complaint process is ongoing or completed:

- A letter to the complainant setting out responsibilities for the parties involved if the Shire is to continue processing the complaint. If terms are contravened, consideration is to be given to implementing other actions from this list.

- Decline contact with the complainant either in person, by telephone, letter or email, or any combination of these provided that one form of contact is maintained. This may also include only one named officer being nominated to maintain the contact (and a named deputy in their absence). The complainant is to be notified of this in person.
- Notify the complainant in writing that the Shire has responded fully to the points raised, has tried to resolve the complaint, there is nothing more to add, and continuing contact on the matter serves no useful purpose. The complainant is to be notified that the correspondence is at an end, that they are being treated as a habitual or vexatious complainant, and as such, the Shire does not intend to engage in further correspondence dealing with the complaint.
- Inform the complainant that in extreme circumstances the Council may seek legal advice on habitual or vexatious complaints.
- Temporarily suspend all contact with the complainant in connection with the issues relating to the complaint being considered habitual or vexatious while seeking legal advice or guidance from relevant agencies.

Responsible Officer	Chief Executive Officer
History	Adopted 18 February 2021 (Resolution 9/21) Amended 23 March 2023 (Resolution 25/23)
Delegation	
Relevant Legislation	Local Government Act 1995
Related Documentation	Customer Service Charter

9.3.6 Appointment of Deputy of the Presiding Member – Audit, Risk and Improvement Committee

File Reference: 3.000685
Applicant: Nil
Previous Item: 31/26 – Ordinary Council Meeting held 25 March 2026
Author: Governance Coordinator
Disclosure of Interest: Nil
Voting Requirements: Simple Majority
Attachments: Nil

Summary

Council is requested to endorse the appointment of Peter Stubbs as Deputy of the Presiding Member of the Audit, Risk and Improvement Committee (ARIC).

Background

At the Ordinary Council Meeting held on 25 March 2026, Council appointed Jo Burges as the Independent Presiding Member of the ARIC and requested the Chief Executive Officer to commence a recruitment process to appoint a suitably qualified Independent Deputy of the Presiding Member.

In accordance with the Council resolution, an advertising process commenced and was promoted through the Shire's communication channels, including the Shire website and social media platforms. No expressions of interest were received.

To facilitate the appointment of an Independent Deputy of the Presiding Member in accordance with the requirements of the Local Government Act 1995, Peter Stubbs, Chief Executive Officer of the Shire of Williams, was approached regarding the role and has agreed to accept the appointment.

Comment

The Deputy of the Presiding Member is not a member of the Committee but may act in the Presiding Member's place when required, consistent with section 7.1B of the *Local Government Act 1995*. Appointment of this role supports continuity of committee operations and assists the Shire to maintain compliance with the ARIC framework.

Peter Stubbs brings extensive local government leadership and governance experience through his role as Chief Executive Officer of the Shire of Williams. He is considered to meet the independence and capability requirements for the role and is recommended for appointment as Independent Deputy of the Presiding Member until the next local government election, in accordance with the Committee's Terms of Reference.

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 5.10 – Committee membership
- Section 5.11A – Deputy committee members
- Section 7.1A – Establishment and membership of ARIC
- Section 7.1B – Deputy of the presiding member of ARIC

Policy Implications

Nil

Financial Implications

Meeting fees as per the Salaries and Allowances Tribunal Determination.

Economic Implications

Nil

Social Implications

The appointment supports confidence in the Shire's governance and audit oversight arrangements by ensuring continuity in the ARIC's leadership structure.

Environmental and Climate Change Considerations

Nil

Risk Considerations

Risk Statement and Consequence	Failure to appoint a Deputy of the Presiding Member may affect the continuity of ARIC meetings when the Presiding Member is unavailable and may create governance and compliance risk.
Risk Rating (prior to treatment or control)	Minor
Principal Risk Theme	Reputational / Compliance
Risk Action Plan (controls or treatment proposed)	Appoint a suitably qualified independent Deputy of the Presiding Member to support continuity of ARIC operations.

Officer Recommendation

That Council appoints Peter Stubbs as the Independent Deputy of the Presiding Member of the Audit, Risk and Improvement Committee, with the appointment concluding at the next local government election, in accordance with the Committee's Terms of Reference.

9.3.7 Adoption of Strategic Resource Plan | 2026 - 2036

File Reference:	3.000593
Applicant:	Nil
Previous Item:	Nil
Author:	Executive Manager Corporate Services
Disclosure of Interest:	Nil
Voting Requirements:	Simple Majority
Attachments:	9.3.7A Draft Strategic Resource Plan 2026 - 2036

Summary

This item seeks Council's endorsement of the 2026 - 2036 Strategic Resource Plan, a key component of the Shires Integrated Planning and Reporting Framework.

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.

Comment

The Strategic Resource Plan has been developed following workshops with staff and Councillors undertaken between April and June 2026. These workshops considered the Shire's strategic priorities, service delivery requirements, asset renewal needs and long-term financial sustainability. The Council Plan 2026–2036, which establishes the Shire's strategic direction and priorities, is scheduled to be presented to Council for consideration at the July 2026 Ordinary Council Meeting.

The Strategic Resource Plan provides a clear overview of the Shire's strategy for delivering infrastructure and services to the community over the next 10 years. It incorporates the priority

projects identified through the Council Plan and outlines the financial, asset and workforce resources required to support their delivery. The Plan has been prepared using current economic assumptions, including inflation forecasts, projected rate revenue growth, workforce requirements and asset renewal needs.

The Plan forecasts annual rate increases of 5%, incorporates inflation assumptions of 4.5% for the first two years reducing to 3.5% thereafter, and maintains a balanced operating position throughout the planning period. A four-year capital works program totalling approximately \$22 million has been included for the renewal, upgrade and expansion of Shire infrastructure, buildings, roads, plant and equipment, with a significant proportion of the program reliant on external grant funding.

The Strategic Resource Plan forecasts a strong long-term financial position, with increasing cash-backed reserves, establishment of a Financial Resilience Reserve, and significant future borrowing capacity. It incorporates projects identified within the Council Plan, noting these estimates may be refined as project scope is further developed. As a strategic planning document, the SRP provides indicative forecasts based on current assumptions and available information and will continue to inform future budget development, asset management planning and workforce planning over the life of the Plan.

Consultation

As 2026 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

<p>Aspiration Outcome 12 Objective 12.1</p>	<p>Performance Visionary Leadership and Responsible Governance Maintain a high standard of leadership, corporate governance and customer service</p>
<p>Objective 12.2 Action 12.2.1 Action 12.2.2 Action 12.2.5</p>	<p>Responsibly manage the Shires finances, human resources and assets Review the Long Term Financial Plan Review and update the Workforce Plan Review Asset Management Plans</p>

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 are only funded once adopted within the Annual Budget and subject to funding availability.

Economic Implications

The Strategic Resource Plan supports economic development by identifying and resourcing priority projects and initiatives that contribute to a strong local economy, employment opportunities and tourism outcomes.

Social Implications

The Strategic Resource Plan supports the delivery of services, infrastructure and community initiatives that contribute to community wellbeing, social cohesion and access to facilities and opportunities for 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 and implementation of the Strategic Resource Plan carries risks including inadequate resourcing of priority projects, changing economic conditions, reliance on external grant funding and the potential for financial projections to vary from actual outcome.
Risk Rating (prior to treatment or control)	Moderate
Principal Risk Theme	Financial
Risk Action Plan (controls or treatment proposed)	The Strategic Resource Plan has been developed using current financial assumptions, informed by Council and staff workshops, and will be reviewed regularly through the annual budget and long-term financial planning processes.

Officer Recommendation

That Council endorse the Shire of Boddington Strategic Resource Plan 2026-2036 as contained in Attachment 9.3.7A.

Strategic Resource Plan

2026-2036



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1.0 Foreword

The Shire of Boddington Strategic Resource Plan 2026–2036 is presented as part of the Shire's ongoing commitment to integrated planning and responsible stewardship of community resources. In an environment of economic uncertainty, rising costs, changing funding landscapes, and increasing community expectations, this Plan provides Council and the community with a clear picture of the Shire's long-term financial, asset management, and workforce capacity to support sustainable service delivery and future growth.

The Strategic Resource Plan is a key component of the Shire of Boddington's Integrated Planning and Reporting Framework and supports the delivery of the strategies and objectives outlined in the Shire of Boddington Council Plan 2026–2036 (a combined Strategic Community Plan and Corporate Business Plan). Together, these plans guide decision-making, resource allocation, and service delivery to achieve the Shire's vision of *"A vibrant and connected community with excellent lifestyle and employment opportunities in a beautiful natural environment."*

The Shire continues to invest in strengthening its strategic planning, financial management, asset management, and organisational capability. This ongoing commitment to continuous improvement ensures that Council is well positioned to respond to emerging challenges, maximise opportunities, and deliver value to the community.

Over the next decade, the Shire will face a range of opportunities and challenges. Population change, demographic shifts, infrastructure demands, economic conditions, and evolving community expectations will continue to influence the services and facilities required by residents and businesses. Maintaining a strong financial position while delivering sustainable and responsive services will remain a key priority for Council.

Community participation is an important part of the planning process. Council encourages residents, businesses, and stakeholders to engage with the Shire's planning initiatives and contribute to shaping the district's future. Members of the community are invited to contact a Councillor or write to the Chief Executive Officer with any questions regarding this Plan.



Eugene Smalberger
Shire President



Julie Burton
Chief Executive Officer

2.0 Key Information

Assumptions



4.5% 2026 to 2028
3.5% 2028/2029 →
Inflation Rate



Increasing
Population



Increasing
Levels of Service



Stable
Operations



Balanced
Annual Budget



5% →
Rates



3.5% →
Fees and Charges



5.5% 2026 to 2028
4.5% 2028/29 →
Employee Costs

Statistics ¹ | ²



7
Council Members



48
Employees
(headcount)



1,257
Electors



832
Dwellings



123km
Distance from Perth



1,901km²
Area



1,786
Population

¹My Council webpage, Department of Local Government Industry Regulation and Safety

²Australian 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.

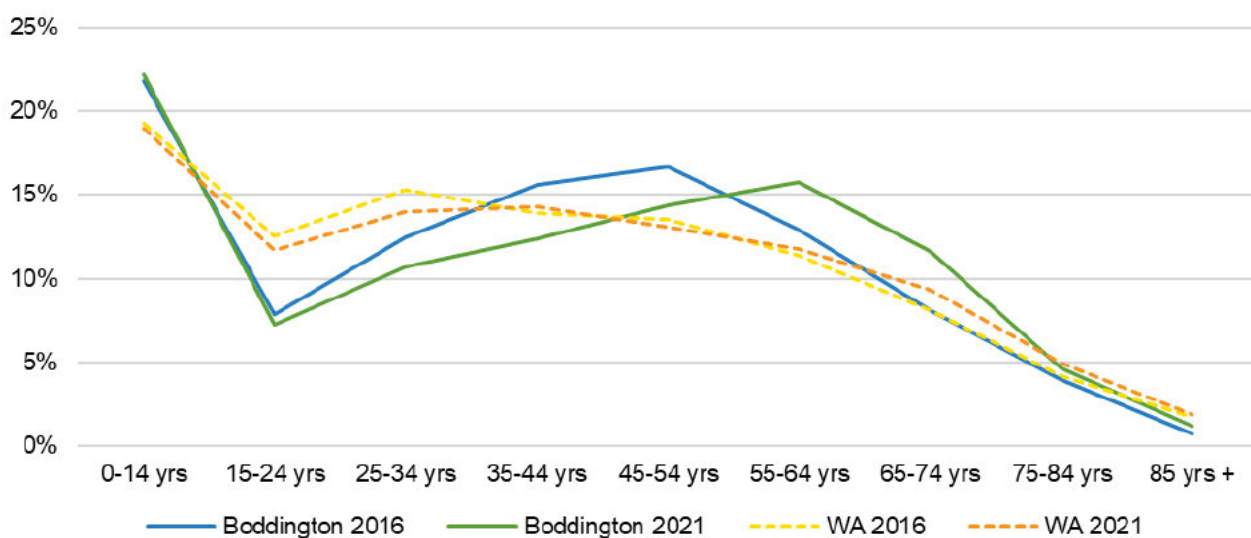
Marradong became the centre of the district with the local Road Board being founded there in 1892. In 1961 the Marradong Road Board was renamed as Shire of Boddington.

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 2026 to 30 June 2036 (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 2026 to 30 June 2036 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 2026-2036 and 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 continued growth and development opportunities across the district while maintaining a strong and sustainable financial position.

The local government sector continues to operate in an environment of economic uncertainty, including rising construction and maintenance costs, fuel price fluctuations, workforce challenges, inflationary pressures, and changing funding arrangements. These factors may impact service delivery costs and capital project delivery and will continue to be monitored throughout the life of the Plan.

Long-term infrastructure maintenance and renewal remains a significant challenge and requires external funding to ensure the economic and social benefits provided to the district, broader region and Western Australia are maintained.

Significant Issues

The provision, maintenance and renewal of community infrastructure remains a key priority and major expenditure area for the Shire.

Road and drainage infrastructure maintenance and renewal continue to be a high priority due to the strategic importance of the network to the district and broader region. The maintenance, renewal and upgrade of the road network remains highly dependent on external grants and funding contributions.

Rate revenue is forecast to increase by 5% per annum over the life of the Plan to support long-term financial sustainability and service delivery. These assumptions will be reviewed annually as part of the budget process.

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	2026-2036 (\$)
Gym Equipment	23,824
Computer Equipment	781,593
Furniture Equipment – Total	805,417
Plant Renewal Program	4,061,962
CCTV Infrastructure	40,900
Plant and Equipment – Total	4,102,862
Building Renewal Program	3,166,017
Housing	6,378,674
Accessible Toilets	156,750
Solar Panel Program	117,414
Old School Precinct	3,623,837
Swimming Pool Buildings	204,500
Caravan Park Upgrades	1,045,000
Community Gym Expansion	100,000
Buildings – Total	14,792,192
Footpath Renewal Program	763,191
Rail Trail Project	4,609,982
Bicycle Path Program	241,871
Bannister Rd Rejuvenation	750,000
Footpaths – Total	6,365,043
Drainage – Town	1,255,082
Swales Reserves & Parks	91,802
Kerb and Drainage – Total	1,346,884

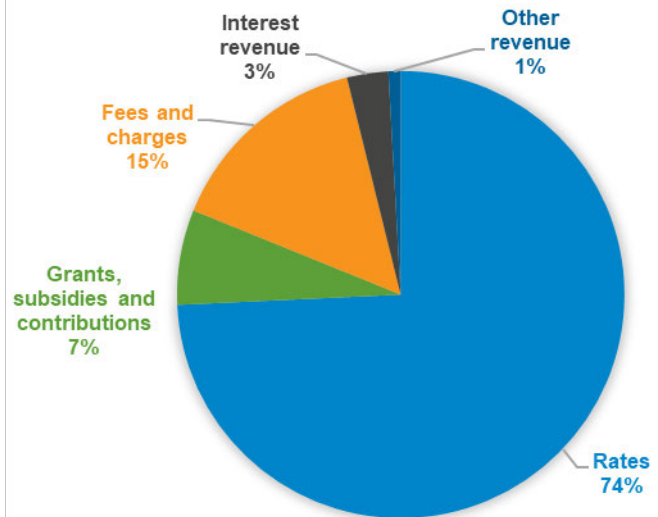
Project	2026-2036 (\$)
Regional Road Group Program	11,436,236
Roads to Recovery Program	2,729,742
Shire Funded Program	4,413,915
Parking Bays – Wuraming Ave	128,547
Roads – Total	18,708,440
Parks & Ovals Renewal Program	1,294,371
Street Art/Mural Project	66,828
Inclusive Play Equipment	85,698
Caravan Park Upgrades	1,071,225
Swimming Pool Renewal	1,110,706
EV Charging Stations	32,137
Boddington History Main Street	150,000
Infrastructure Other – Total	3,810,965

5.0 Long Term Financial Planning Overview

Forecast Revenue

Rates are expected to generate \$7.70m in 2026/27, increasing by 5% each year to \$11.95m in 2035/36. Over the term of the Plan, rates are projected to comprise 74% of operating revenue. The Shire is reliant on receiving more than \$8.97m 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.

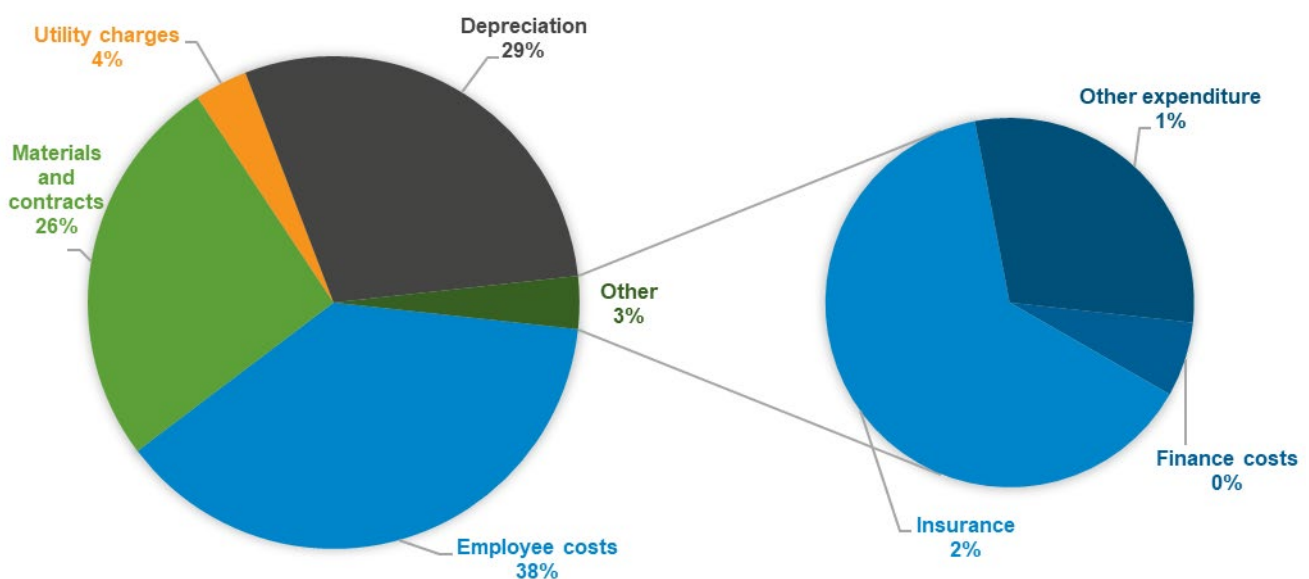
The graph represents the revenue composition over the life of the Plan – Year 1 to 10.



Forecast Expenditure

Expenditure is forecast to increase in line with inflation assumptions adopted within the Plan. Given ongoing economic uncertainty, including inflationary pressures and fluctuating operating costs, an inflation factor of 4.5% has been applied for the first two years of the Plan. This assumption then reduces to 3.5% per annum for the remainder of the planning period. Depreciation expense is an exception, as it is influenced by the addition of assets over the life of the Plan.

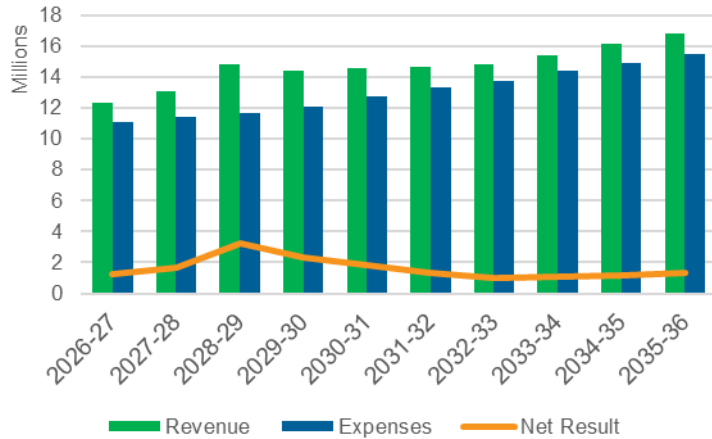
The following graph represents the expenditure composition over the life of the Plan – Year 1 to 10.



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



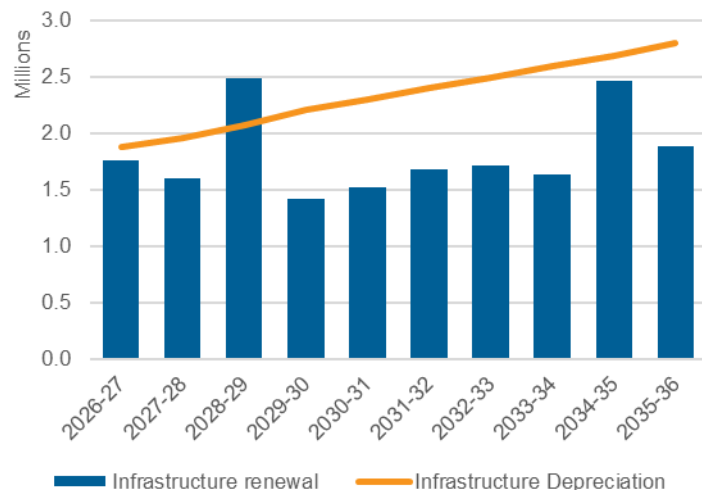
Depreciation Expense

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 \$1.88m in year 1 to \$2.81m in year 10 as assets are revalued and renewed. Depreciation of infrastructure over the 10 years is \$23.43m, shown by the orange line in the chart below. The planned level of infrastructure asset renewal expenditure at \$18.18m (reflected by the blue columns) increases over the term of the Plan to above the level of depreciation.

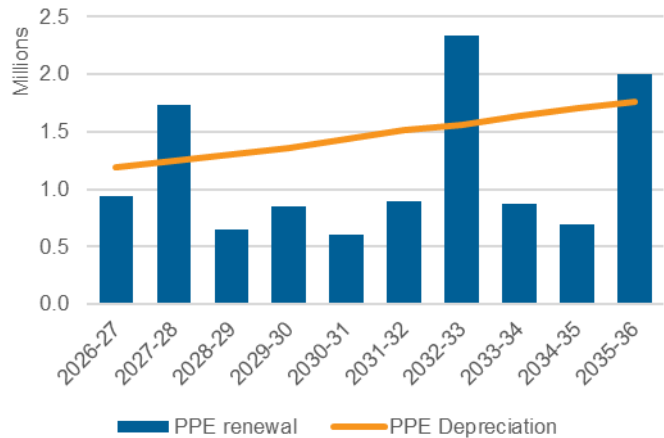


Increases in rate revenue higher than CPI over the life of the Plan, allows for increased expenditure for road renewals. This will decrease the funding gap in the initial years and allow for adequate renewal of roads in the later years. Further review of asset useful lives for infrastructure assets may 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 \$11.59m (reflected by the blue columns) over the 10 years is slightly less than the depreciation expense of \$14.71m (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

Maintenance expenditure is expected to increase modestly over the life of the Plan due to inflationary pressures and the addition of new and upgraded community assets, including improvements to the Boddington Caravan Park and other community infrastructure. Council will continue to balance maintenance requirements with available funding to ensure assets are maintained to an appropriate standard.

Forecast New/Upgrade Asset Expenditure

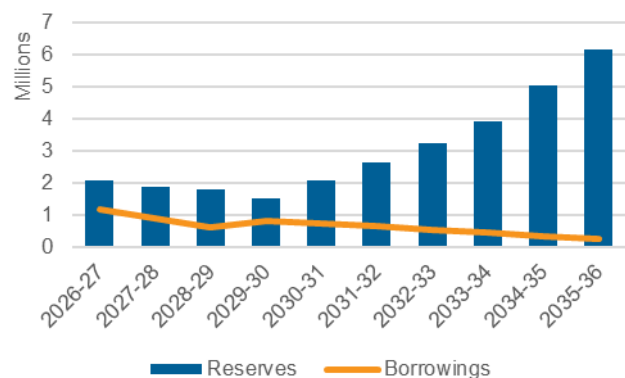
Significant capital investment is planned in the early years of the Plan, with a strong focus on road infrastructure, including road renewal and upgrade programs funded through Council, Regional Road Group and Roads to Recovery allocations. Major investment is also planned in the footpath and trail network, including delivery of the Rail Trail project and implementation of the Bicycle Plan.

The Shire is progressing key housing, tourism and economic development initiatives through implementation of the Housing Strategy and upgrades to the Boddington Caravan Park. These projects aim to increase accommodation options and support economic growth within the district.

Forecast Borrowing and Cash Reserves

In general, the financial position of the Shire is expected to improve over the long term. Growth in reserves throughout the life of the Plan will strengthen the Shire's capacity to fund future capital works and manage financial risks.

New borrowings are forecast in 2029/30 to support Housing Strategy projects. Other than this planned borrowing, no additional debt is forecast over the life of the Plan, allowing for ongoing debt management and greater flexibility to respond to unexpected expenditure requirements and future funding opportunities.



This approach also supports the continued growth of cash-backed reserves, ensuring funds are available for future asset renewal requirements and to leverage external grant funding opportunities as they arise. A new Financial Resilience Reserve has also been incorporated into the Plan to strengthen the Shire's long-term financial sustainability and provide capacity to respond to potential economic impacts associated with possible future mine closure.

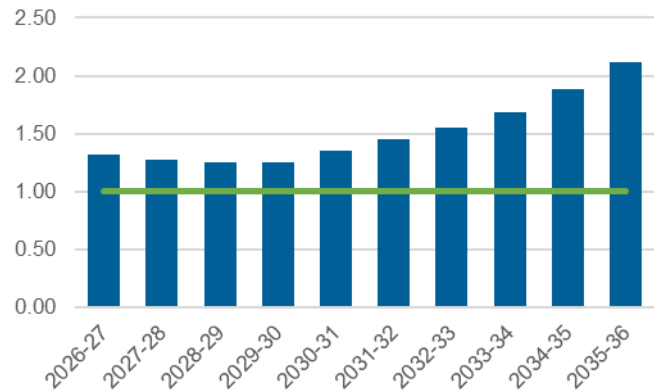
Forecast Operating Ratios 2026-2036

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

Measures the Shire's ability to meet its short-term financial obligations from unrestricted current assets.

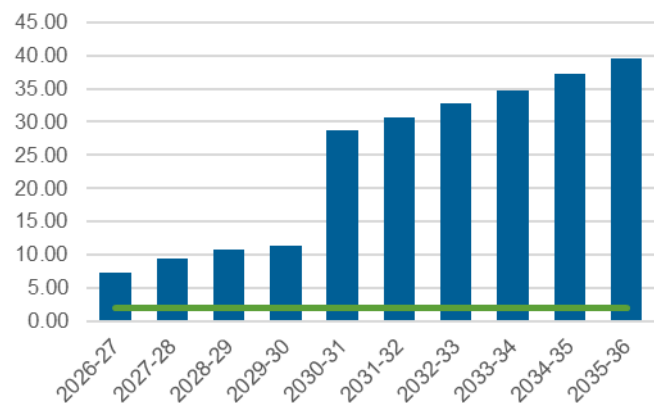
The Current Ratio is forecast to remain above the benchmark of 1.0 throughout the life of the Plan and improve steadily over the forecast period. This indicates a strong liquidity position and the capacity to meet short-term financial obligations while supporting future service delivery and capital investment.



Debt Service Cover Ratio

Measures the Shire's capacity to generate sufficient operating cash to meet debt repayment obligations.

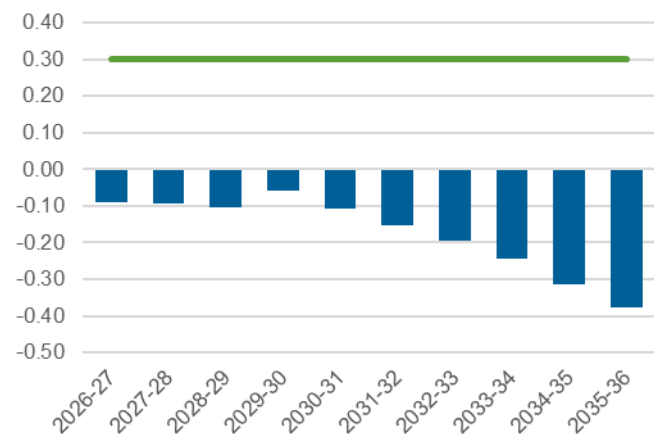
The ratio remains well above the benchmark throughout the life of the Plan and improves steadily over the forecast period. This indicates a strong capacity to meet existing debt commitments and provides flexibility to support future borrowing requirements should strategic opportunities arise.



Net Liabilities Ratio

Measures the extent to which net financial liabilities can be serviced by operating revenue and provides an indication of the Shire's capacity to access additional debt for future capital funding requirements. A decreasing ratio represents an improvement in financial position.

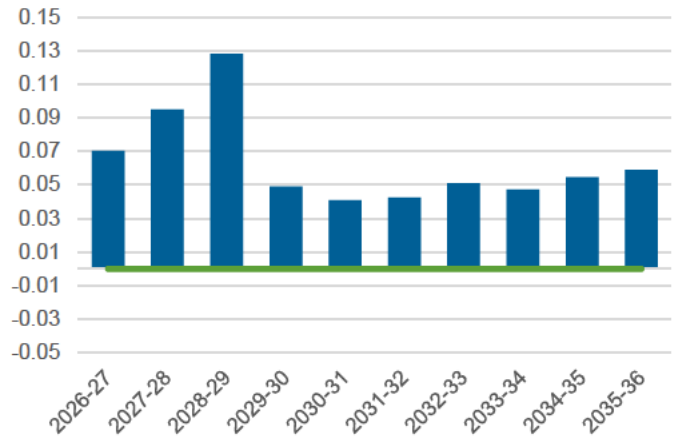
The ratio remains well below the benchmark throughout the life of the Plan and continues to improve over the forecast period. This indicates a strong financial position and provides capacity to access future borrowings should the need arise.



Operating Surplus Ratio

Measures the extent to which revenue raised not only covers operating expenses but also provides for capital funding, debt repayment and transfers to reserves.

The ratio remains positive and above the benchmark throughout the life of the Plan, indicating the Shire is forecast to generate sufficient operating revenue to meet its operating expenditure requirements. The forecast operating surpluses support ongoing investment in asset renewal, reserve growth and long-term financial sustainability.



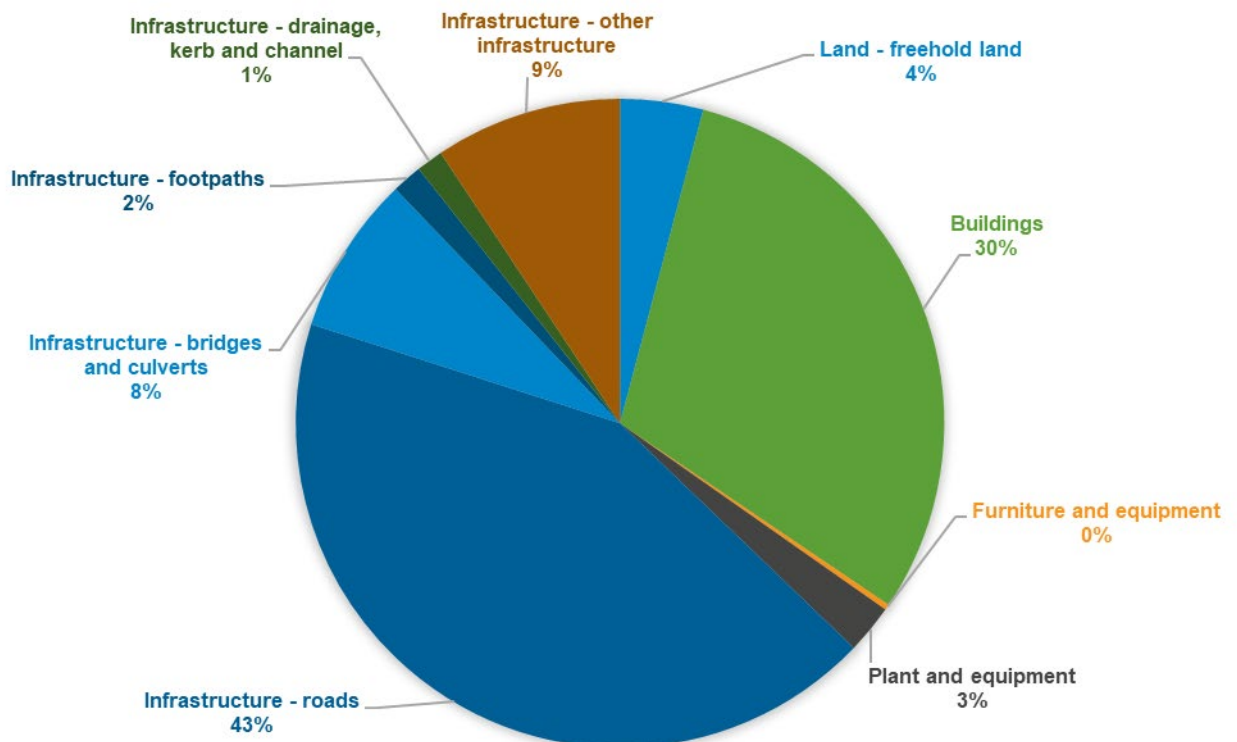
An explanation of all ratios is provided at Section 12.

6.0 Asset Management Planning Overview

Key Asset Information

As at June 2025, the Shire controls an asset network with a written down value of \$103.26m, 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% 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 2024/25 Annual Financial Statements and 2025/26 Annual Budget, a financial baseline was established for operating revenue and expenditure. This baseline has been adjusted over the 10-year planning period to reflect forecast changes in revenue, expenditure, asset renewal requirements and strategic priorities.

The Shire continues to operate in an environment of economic uncertainty, including inflationary pressures, rising construction and maintenance costs, workforce challenges and changing funding arrangements. To reflect these conditions, expenditure forecasts incorporate an inflation factor of 4.5% for the first two years of the Plan and 3.5% per annum thereafter.

Maintaining sufficient operating revenue to fund ongoing service delivery and asset renewal remains a cornerstone of the Shire's financial strategy. This approach includes forecast rate increases above CPI, prudent management of operating expenditure, the use of reserves where appropriate, and the continued growth of cash-backed reserves to support future asset renewal and financial resilience.

Forecast Planned and Required Asset Renewals

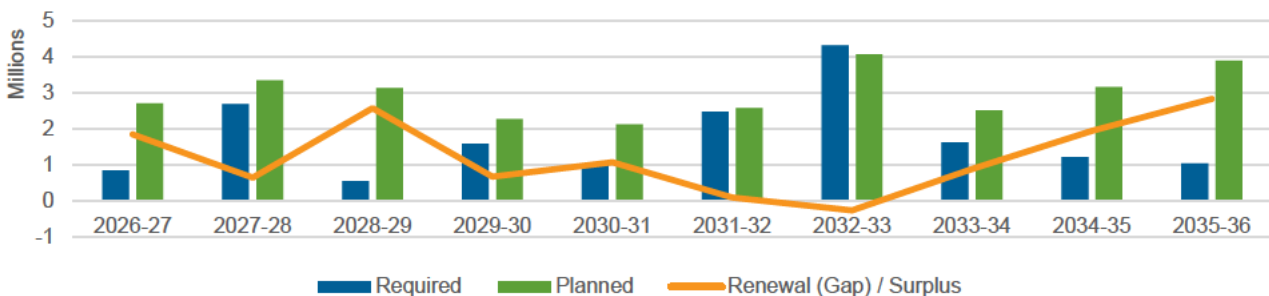
Forecast planned and required asset renewals are shown in the graph below and table on the right. Planned renewals reflect budgeted expenditure, while required renewals are based on estimated replacement costs and remaining useful life.

The Shire aims to renew assets at the end of their useful life. Buildings are maintained to support continued use beyond their standard life. A current review of road asset valuations, conditions and useful lives will further refine future renewal forecasts.

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)
2026-27	2,709,623	860,878	1,848,745
2027-28	3,340,298	2,690,014	650,284
2028-29	3,132,066	555,724	2,576,342
2029-30	2,274,367	1,595,828	678,539
2030-31	2,123,068	1,044,642	1,078,426
2031-32	2,575,085	2,472,297	102,788
2032-33	4,058,443	4,310,047	-251,603
2033-34	2,515,427	1,623,495	891,932
2034-35	3,161,678	1,217,680	1,943,997
2035-36	3,882,602	1,053,981	2,828,620
Total	29,772,656	17,424,586	12,348,070



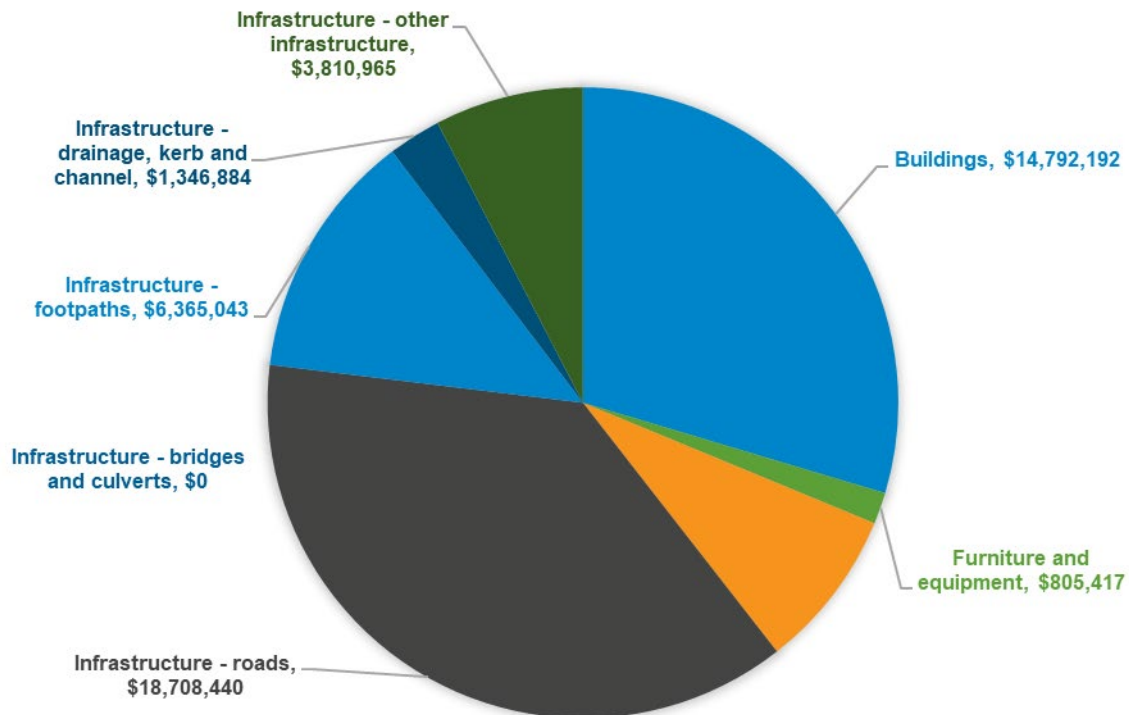
The spike in 2028/29 is planned upgrades to the Caravan Park infrastructure and Rail Trail, while the spike in 2032/33 onwards is due to various building renewal requirements. Further review and update of this asset information should address this theoretical renewal requirement.

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 \$29.77m has been planned as per the previous table with \$20.16m of new and expansion of asset planned.

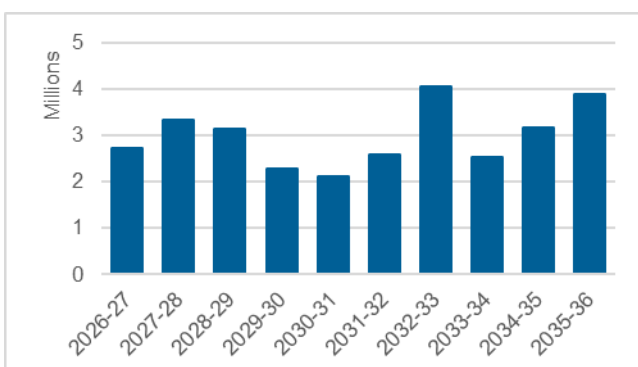
Planned Capital Expenditure 2026-2036



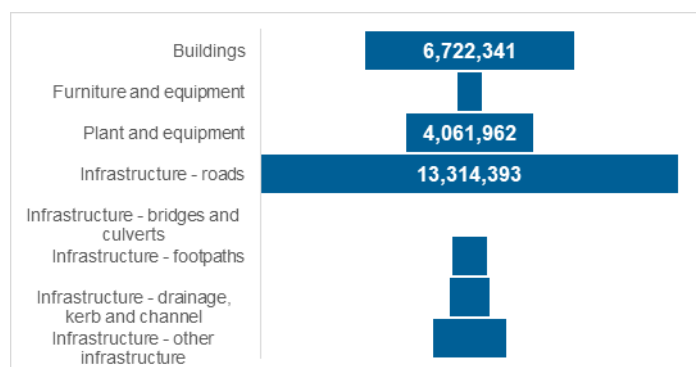
Planned Asset Renewal

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

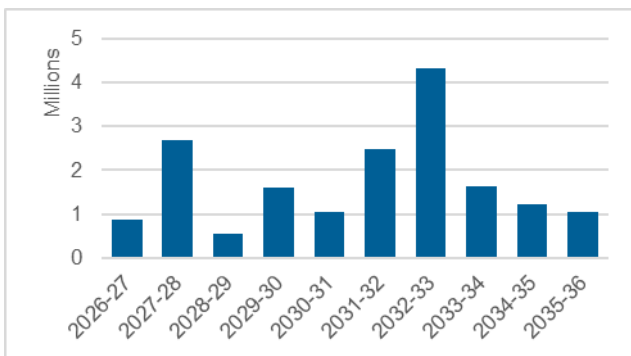


Planned asset renewals by asset class over the 10 years of the Plan, reflected in the chart above, shows the major renewal spend relates to road infrastructure.

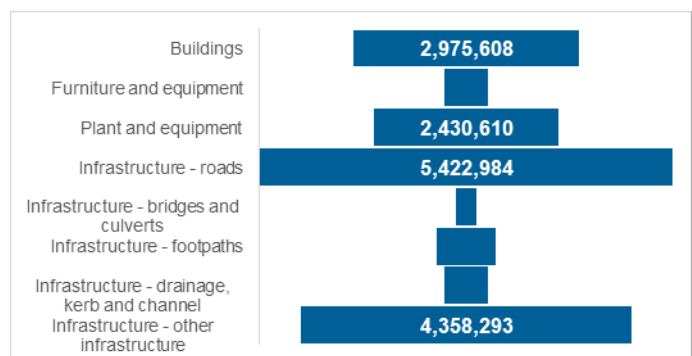
Required Renewal Expenditure

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 \$17.42m are forecast to be required over the 10 years of the Plan, based on existing asset data.

Required Renewal Expenditure



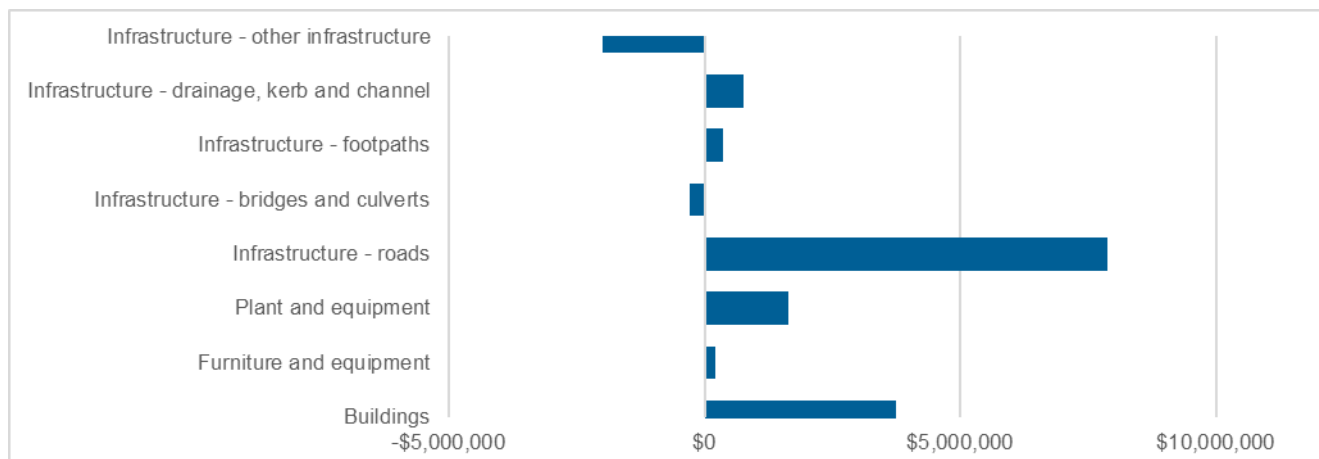
Required Asset Renewal Expenditure by Class



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.

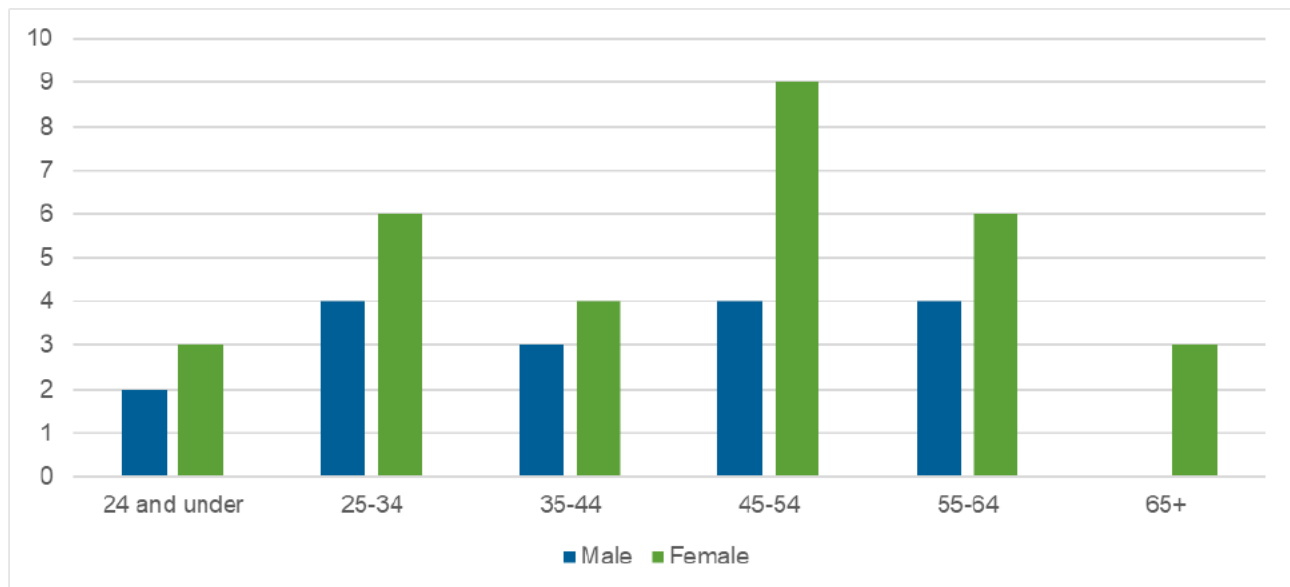
The Shire continues striving to meet the changing service demands of its community. This requires a skilled, flexible and productive workforce across the organisation to deliver the Shire's Council Plan objectives.

Workforce Profile

Information	As at 31 May 2026
Number of Employees	48 Headcount 34 FTE
Status of employment	21 Full Time 14 Part Time 13 Casual
Gender	65% (31) female 35% (17) male
Employee Costs (Budget)	\$3,804,072
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed

Information	As at 31 May 2026
Annual/LSL Liability ¹	Current \$280,500 Non-Current \$37,105
Age Profile	The average age of current employees is 45 years
Years of Service	The average length of service is 3 years
Award and Agreement	Local Government Officers (WA) Award 2021 Municipal Employees (WA) 2021

Workforce Demographics



The current age distribution is mostly within the 35-65 age range with six employees under 30 years, as shown in the chart below. This includes full-time, part-time and casual staff.

¹ Shire of Boddington 2024/2025 Annual Financial Statements

Turnover Rate

Over the period 2021/22 to 2025/26, the average annual staff turnover rate was 35%, including full-time, part-time and casual employees. Turnover peaked at 44% in 2023/24, influenced by the transfer of the Early Learning Centre and its staff to Regional Early Education and Development (REED).

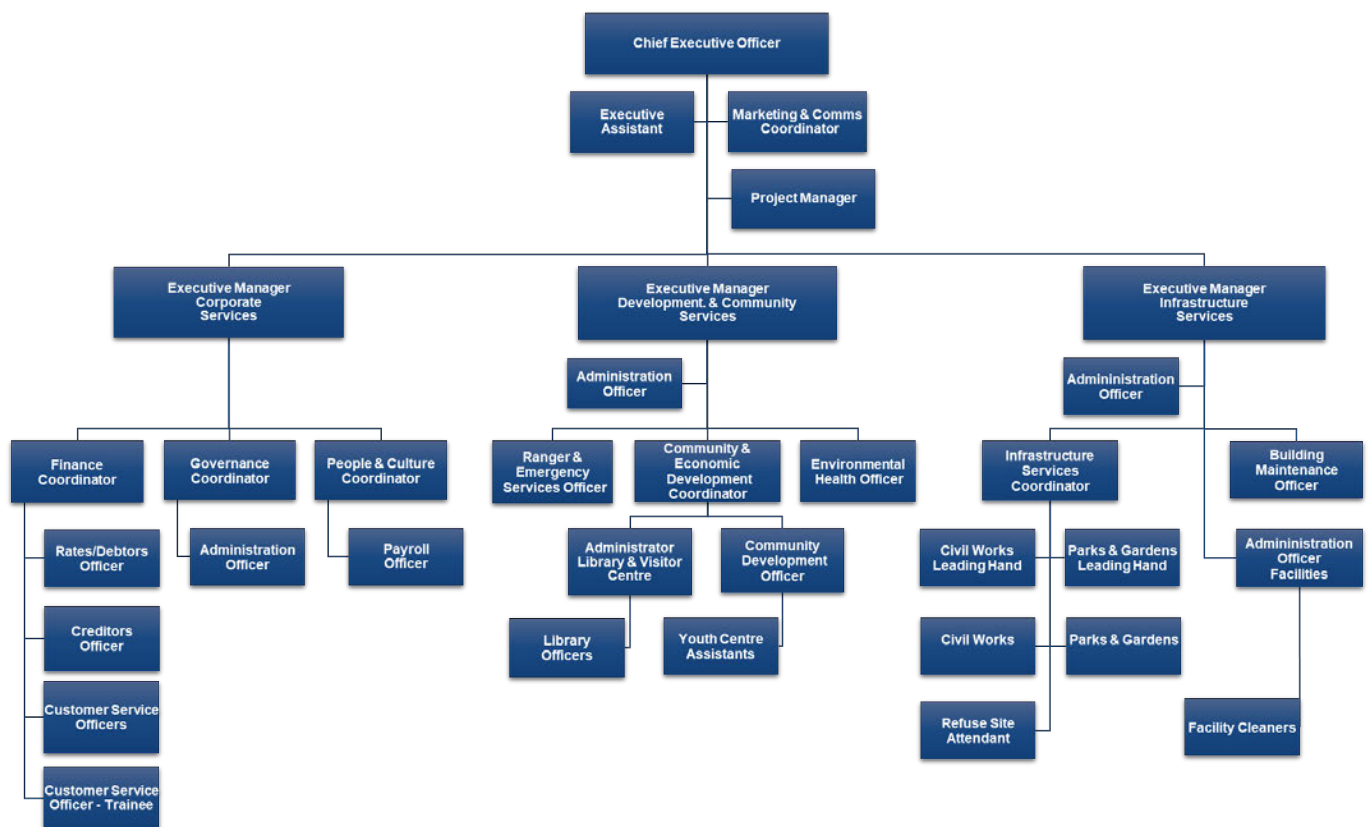
Turnover has since declined to 28% in 2025/26, indicating improved workforce stability. While workforce attraction and retention remain challenges for regional local governments, the Shire will continue to monitor workforce trends and support succession planning, recruitment and retention initiatives.

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.

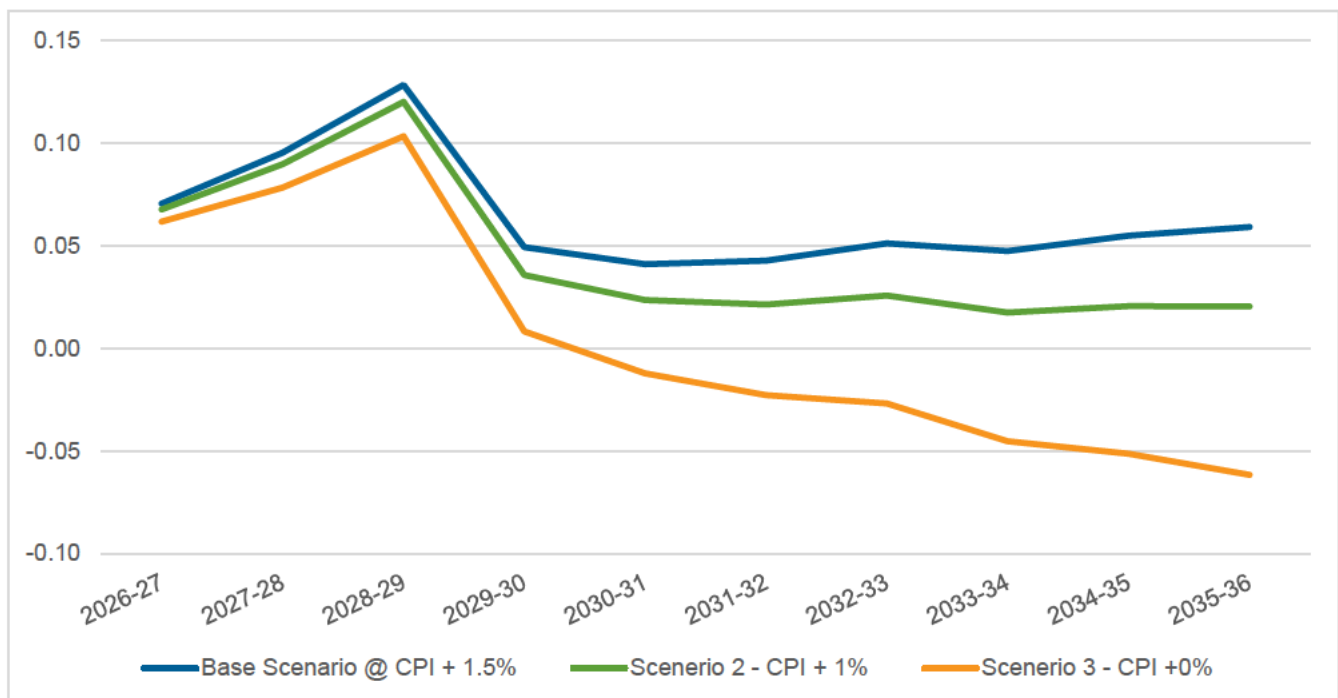
A base scenario was established, assuming a rates yield of 5.0% (comprising CPI at 3.5% plus a 1.5% increase) sustained over the life of the Plan. Two alternative scenarios were also developed from this base as shown in the table below. All other assumptions remained the same across the three scenarios.

Scenario	Rates 2025/2026		
	Increase above 3.5%	Total Increase	Variance from Base Level in Year 10
Base Scenario	1.5%	5.0%	0
Scenario 2	1.0%	4.5%	(2,998,799)
Scenario 3	0.0%	3.5%	(8,743,023)

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.

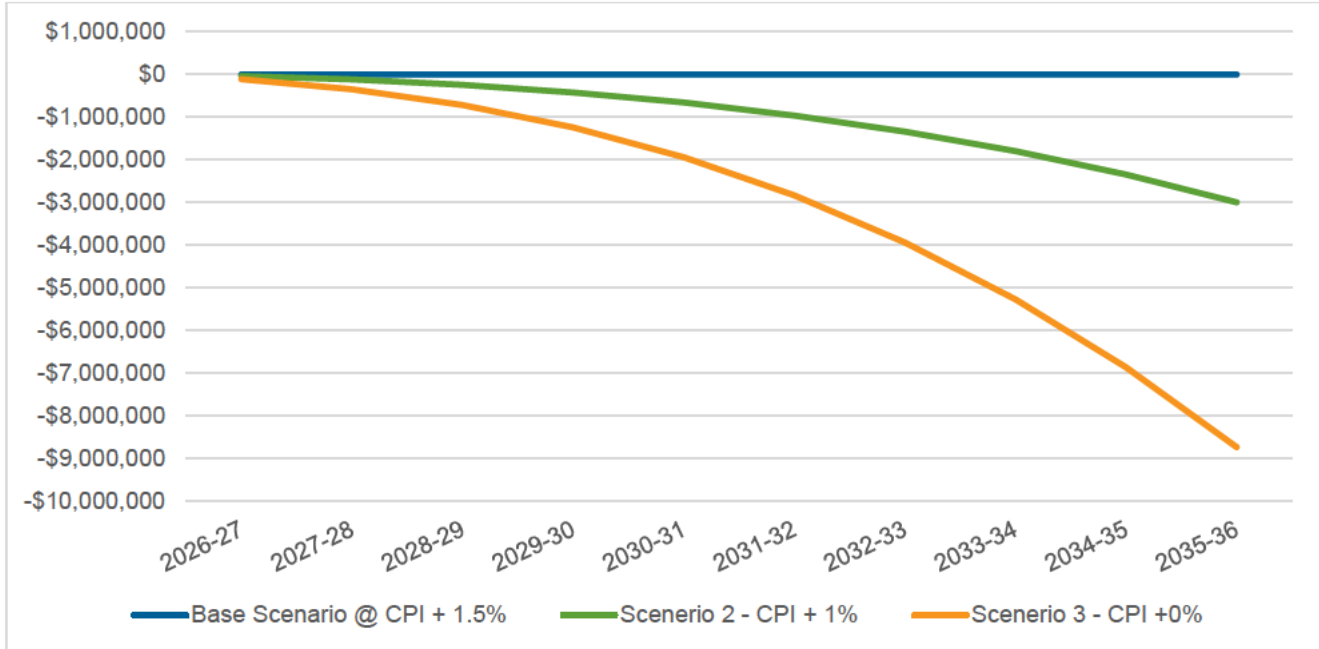
Scenario Comparison – Operating Surplus Ratio

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% \$
2026-27	0	(36,684)	(110,052)
2027-28	0	(115,004)	(343,914)
2028-29	0	(240,361)	(716,493)
2029-30	0	(418,632)	(1,243,935)
2030-31	0	(656,213)	(1,943,700)
2031-32	0	(960,055)	(2,834,665)
2032-33	0	(1,337,701)	(3,937,211)
2033-34	0	(1,797,338)	(5,273,335)
2034-35	0	(2,347,835)	(6,866,753)
2035-35	0	(2,998,799)	(8,743,023)

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 2026 to 30 June 2036, an integrated Strategic Community Plan and Corporate Business Plan, as illustrated in the diagram to the right.



Council Plan 1 July 2026 to 30 June 2036

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
District Growth in Population: 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.
Rates Level Increase: Annual rates have been based on an increase in the total rate yield of 1.5% 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.	High	± \$968,959 to the value of rates per 1% movement in the value over the life of the Plan.
Grants and Contributions: Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Capital Grants and Contributions: 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	± \$167,648 to the value of capital grants and contributions per 1% movement in the value over the life of the Plan.
Fees and Charges: Increases in line with inflation forecast.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Interest Revenue: Interest earning of an average rate of 4% per annum.	Low	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty
Other Revenue: Increases in line with inflation.	Low	Not assessed as high financial risk.	Low	Not assessed as high level of uncertainty.
Profit on Asset Disposal: 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
Employee Costs: Increased annually by forecast inflation plus 2% in 2026/27 & 2027/28 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.
Materials and Contracts: Increased annually by forecast inflation.	High	Materials and contract expenditure is sensitive to inflationary pressures, fuel prices, contractor availability, construction costs and broader economic conditions. Sustained increases in these costs may impact the affordability and timing of planned works and service delivery.	High	± \$340,086 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 regarding future construction, maintenance and contract costs due to inflationary pressures and market conditions.
Depreciation: 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.
Insurance: Increased annually by forecast inflation plus 1%.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Other Expenditure: Base year increased in line with inflation.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
Loss on Asset Disposal: 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
Revaluations: 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	±\$5,363,794 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$9,490,650 to the value of infrastructure assets per 1% movement in the value over the life of the Plan.
Impairment of Assets: 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.
Infrastructure Assets: 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	Significant components of the road and infrastructure program are dependent on external grant funding. Changes in grant availability may affect the timing and scope of planned capital works.	High	±\$167,648 to the value of infrastructure assets per 1% movement in the capital grants received over the life of the Plan.
Property, Plant and Equipment: 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
Borrowings: New borrowings are forecast in 2029/30 to support Housing Strategy projects. No further borrowings are currently planned over the life of the Plan.	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.
Employee Entitlements: 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
Cash Backed Reserves: 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.
Revaluation Surplus: 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	±\$5,363,794 to the value of property, plant and equipment per 1% movement in the value over the life of the Plan. ±\$9,490,650 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
Ownership of Strategic Assets: 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.
Inflators: Forecast inflation is at 4.5% per annum for the first two years of the Plan and 3.5% per annum thereafter.	Medium	Not assessed as high financial risk.	High	± \$1,304,786 to operating revenue per 1% movement in the inflators over the life of the Plan. ± \$1,310,069 to operating expenditure per 1% movement in the inflators over the life of the Plan.
Commercial Activities: 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.
General Economic Forecasts for State: The economic forecast for the State is closely linked to the success of the mining industry. Demand for minerals is expected to remain relatively stable; however, economic conditions remain subject to fluctuations in commodity markets, inflation, labour availability and broader global economic factors.	Medium	Not assessed as high financial risk.	Medium	Not assessed as high level of uncertainty.
General Economic Forecasts for Region: 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).	2
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.	0.3
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	0

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.

As a small regional local government, the Shire must prioritise its asset management improvement activities within available financial and human resources. A risk-based approach is adopted to ensure resources are directed towards areas of greatest need and that improvements are implemented progressively over time.

Road Asset data: Road asset data is currently being reviewed as part of a fair valuation process, including an assessment of asset condition and useful lives. The outcomes of this review will improve the accuracy of future renewal forecasts and better inform future Strategic Resource Plans.

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: The current review of road asset data will support improved estimation of useful lives and renewal requirements for road asset components.

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	3,535,316
Recreation (Evacuation) Centre	6,965,129
Heavy Plant	1,824,167
Total	16,040,612

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, agricultural 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 1,901¹ 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 (\$)
Roads	
Pavement	20,518,204
Subgrade	22,303,680
Surface	8,101,857
Road Total	50,923,741
Drainage, Kerb & Channel	
Kerbing	722,610
Open Drain (Excavated)	510,606
Table Drain (Shallow)	40,872
Underground Pipe	996,800
Drainage, Kerb & Channel Total	2,270,888

Infrastructure Road Assets	Current Replacement Cost (\$)
Bridges & Culverts	
Bridges	8,890,603
Culverts	5,793,194
Bridges & Culverts Total	14,683,797
Footpaths	
Footpath	2,807,020
Footpath Total	2,807,020

¹ 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 2026/27.

Expenditure by Nature	\$
Road Maintenance	
Materials & Contracts	158,384
Employee & Plant Costs	371,625
Road Maintenance Total	530,009
Drainage, Kerb & Channel Maintenance	
Materials & Contracts	2,090
Employee & Plant Costs	2,746
Drainage, Kerb & Channel Maintenance Total	4,836

Expenditure by Nature	\$
Bridges & Culverts Maintenance	
Materials & Contracts	35,008
Employee & Plant Costs	4,313
Bridges & Culverts Total	39,321
Footpath Maintenance	
Materials & Contracts	5,225
Employee & Plant Costs	16,949
Footpath Maintenance Total	22,174

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	\$
Road Upgrades	
Road Program – RRG	5,265,500
Parking Bays Wuraming Ave	128,547
Road Upgrade Total	5,394,047

Project	\$
Footpaths	
Implement Bicycle Plan	241,871
Rail Trail – Stage 2	4,578,632
Footpath Upgrade Total	4,820,503

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.

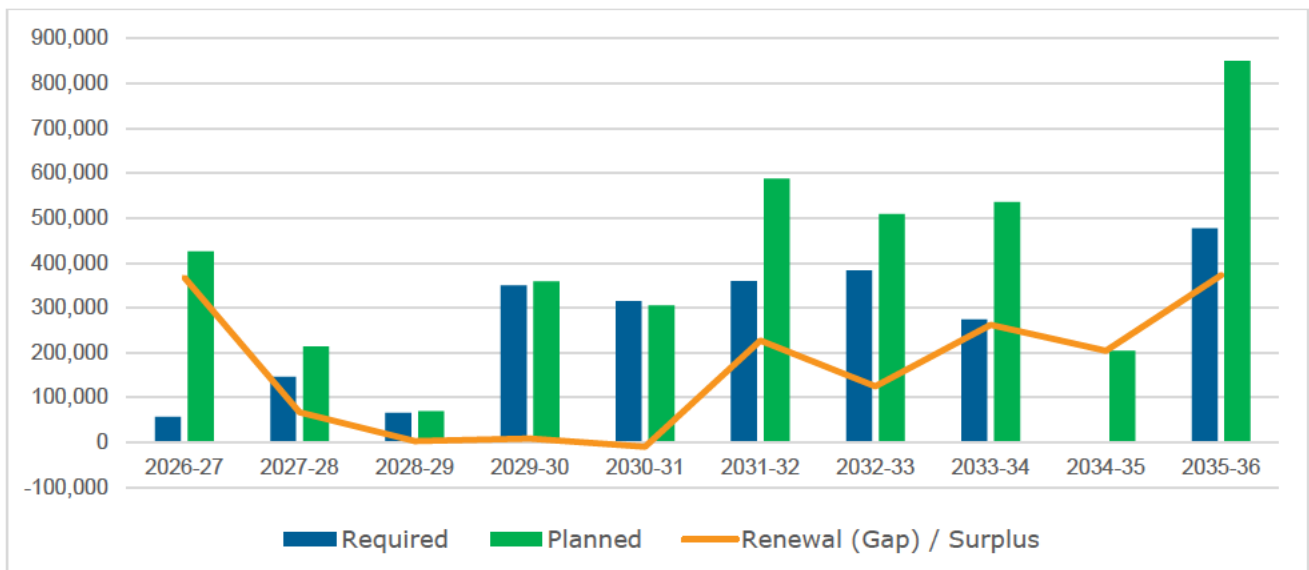
Planned road renewal over the term totals \$13,314,393. Required road renewal is calculated at \$5,422,984 for the term, overall, there is a \$7,891,409 renewal surplus for the Shire's road assets.

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 \$1,346,884. Required drainage, kerbing and channel infrastructure renewal is calculated at \$573,373 for the term, overall, there is a \$770,511 renewal surplus for the Shire's drainage, kerbing and channel infrastructure assets.

Planned footpath infrastructure renewal over the term totals \$1,156,063. Required footpath infrastructure renewal is calculated at \$791,107 for the term, overall, there is a \$364,956 renewal surplus for the Shire's footpath infrastructure assets

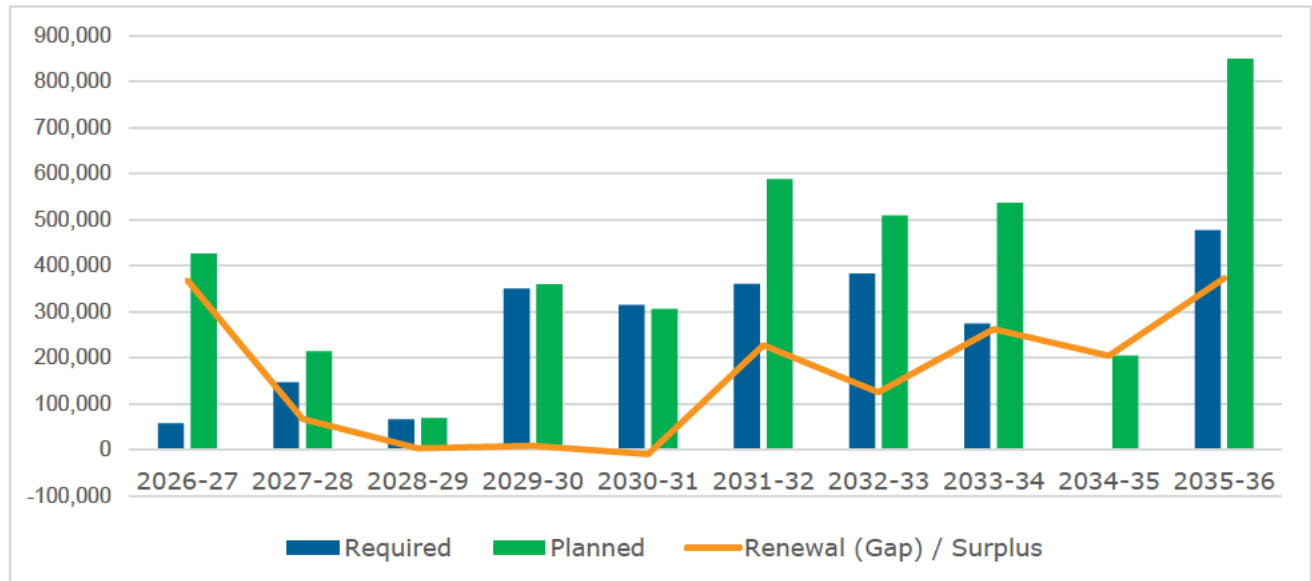
Required v Planned Asset Renewals – Roads Infrastructure



The values represented in the chart above are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2026-2027	114,167	899,623	785,456
2027-2028	719,461	1,298,348	578,887
2028-2029	0	1,322,030	1,322,030
2029-2030	263,431	1,133,546	870,115
2030-2031	203,972	1,295,115	1,091,143
2031-2032	947,630	1,371,091	423,461
2032-2033	2,990,571	1,233,365	(1,757,206)
2033-2034	0	1,310,881	1,310,881
2034-2035	25,812	1,855,535	1,829,723
2035-2036	157,940	1,594,859	1,436,919

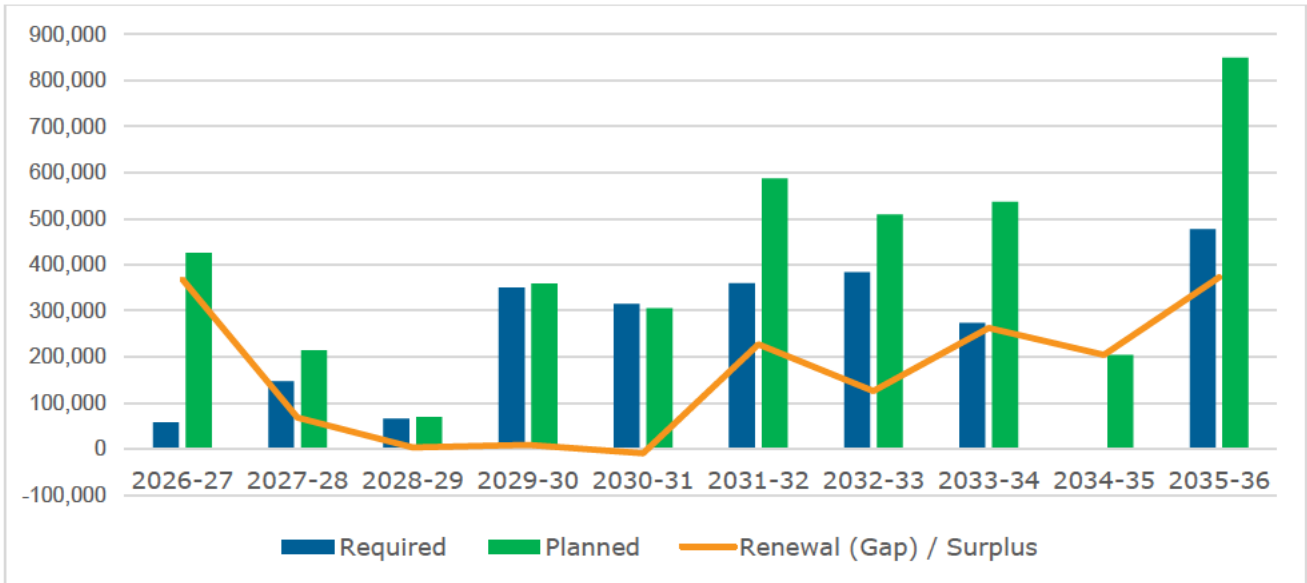
Required v Planned Asset Renewals – Drainage, Kerbing and Channel Infrastructure



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2026-2027	0	0	0
2027-2028	574,236	219,450	(354,786)
2028-2029	0	0	0
2029-2030	0	232,831	232,831
2030-2031	2,137	91,802	89,665
2031-2032	0	249,414	249,414
2032-2033	0	0	0
2033-2034	0	267,179	267,179
2034-2035	0	0	0
2035-2036	0	286,208	286,208

Required v Planned Asset Renewals – Footpaths Infrastructure



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2026-2027	0	815,000	815,000
2027-2028	0	31,350	31,350
2028-2029	85,869	69,630	(16,240)
2029-2030	0	0	0
2030-2031	0	74,589	74,589
2031-2032	348,325	0	(348,325)
2032-2033	21,832	79,902	58,070
2033-2034	0	0	0
2034-2035	335,081	85,593	(249,489)
2035-2036	0	0	0

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
Gravel Road Construction			
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
Bitumen Road Construction			
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
Gravel Road Maintenance			
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.
Bitumen Road Maintenance/Drainage			
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
Infrastructure – Drainage Maintenance			
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
Infrastructure – Footpath Maintenance			
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
Buildings Total	40,653,510

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 2026/27 in the table on the right.

Expenditure by Nature	\$
Materials and Contracts	376,626
Insurance	92,570
Utility Costs	205,604
Employee & Plant Costs	363,938
Building Maintenance Totals	1,038,738

New/Upgrade Asset Expenditure

A number of projects are planned over the life of the 10-year plan, with a total of \$8.07 million allocated to new buildings and building improvements. Significant investment is planned in housing projects, with expenditure programmed across multiple years to support the delivery of the Housing Strategy and increase housing availability within the district.

Other major projects include the Old School Precinct revitalisation, swimming pool upgrades and community gym expansion, which are expected to enhance community facilities and support future growth.

The table on the right shows the new and upgraded building expenditure currently planned over the life of the 10-year Plan.

Project	\$
Swimming Pool - Buildings	104,500
New Housing Investment	6,378,674
Old School Precinct	1,272,279
Solar Panels	57,648
Accessible Toilets in Town Hall	156,750
Community Gym Expansion	100,000
New/Upgrade Building Total	8,069,851

Renewal Expenditure

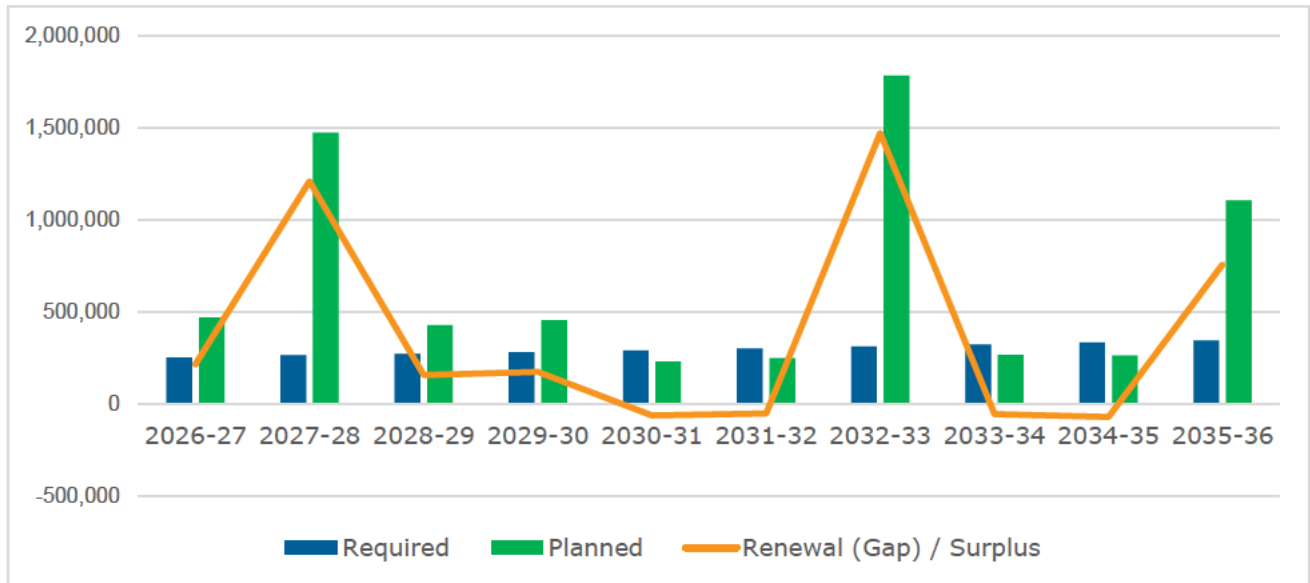
Using the estimated remaining useful life and the 'reinstatement with new' values provided in the independent valuation report, the timing and extent of future required property renewals has been forecast (adjusted for inflation). Whilst the valuation indicates the required renewal timings, given the 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.

Key renewal projects over the life of the Plan include the ongoing Building Renewal Program, upgrades to the Boddington Caravan Park, and investment in the Old School Precinct. The increase in expenditure in 2027/28 reflects planned upgrades to the Boddington Caravan Park, including improvements to the camp kitchen, while the increase in 2032/33 relates to future works associated with the Old School Precinct.



The values represented in the above chart are detailed in the table below.

	Required (\$)	Planned (\$)	(Gap) Surplus (\$)
2026-2027	253,429	470,000	216,571
2027-2028	264,833	1,473,450	1,208,617
2028-2029	271,479	428,490	157,011
2029-2030	280,981	454,574	173,593
2030-2031	290,815	229,505	(61,311)
2031-2032	300,994	249,414	(51,580)
2032-2033	311,529	1,782,420	1,470,891
2033-2034	322,432	267,179	(55,254)
2034-2035	333,717	263,362	(70,356)
2035-2036	345,398	1,103,947	758,549

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 continuous improvement in this area. As part of this commitment, the Shire is investigating fit-for-purpose asset management software to enhance its ability to track, manage and forecast building maintenance and renewal requirements.

A review of the Building Asset Management Plan is scheduled for 2027/28 to ensure the plan remains current and fit for purpose. This review will be undertaken in conjunction with a building valuation review, including an assessment of asset condition and useful lives. The outcomes of this work will improve the accuracy of future renewal forecasts and long-term financial planning.

Although demand for building assets is expected to remain relatively stable, the Shire remains focused on maintaining these assets to an appropriate standard. Enhanced monitoring, reporting and asset data quality will continue to support informed decision-making and sustainable asset management outcomes.

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
Other Infrastructure Total	13,472,128

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 2026/27 in the table on the right.

Expenditure by Nature	\$
Materials and Contracts	390,206
Insurance	12,624
Utility Costs	78,584
Employee & Plant Costs	494,054
Other Infrastructure Maintenance Totals	975,468

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	66,828
Inclusive Play Equipment	85,698
EV Charging Station	32,137
Upgrades to Swimming Pool Surrounds	1,110,706
History of Boddington on Main Street	150,000
Other Infrastructure New/Upgrade Total	1,445,368

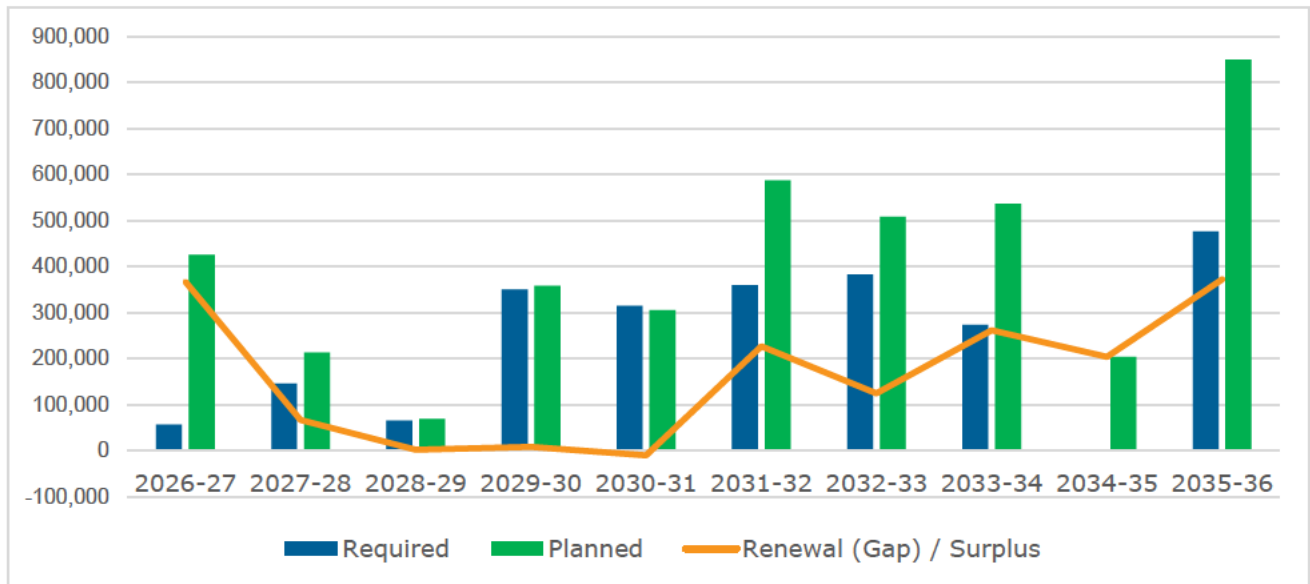
Renewal Expenditure

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 (\$)
2026-2027	387,660	50,000	(337,660)
2027-2028	928,804	52,250	(876,554)
2028-2029	28,280	1,092,650	1,064,369
2029-2030	407,676	55,436	(352,240)
2030-2031	175,846	57,376	(118,470)
2031-2032	480,003	59,384	(420,619)
2032-2033	572,538	404,673	(167,865)
2033-2034	968,113	63,614	(904,499)
2034-2035	382,401	530,213	147,812
2035-2036	26,972	0	(26,972)

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
Total	2,637,000

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	\$
UTV Side by Side	32,000
Trailer and dolly	100,000
Total	132,000

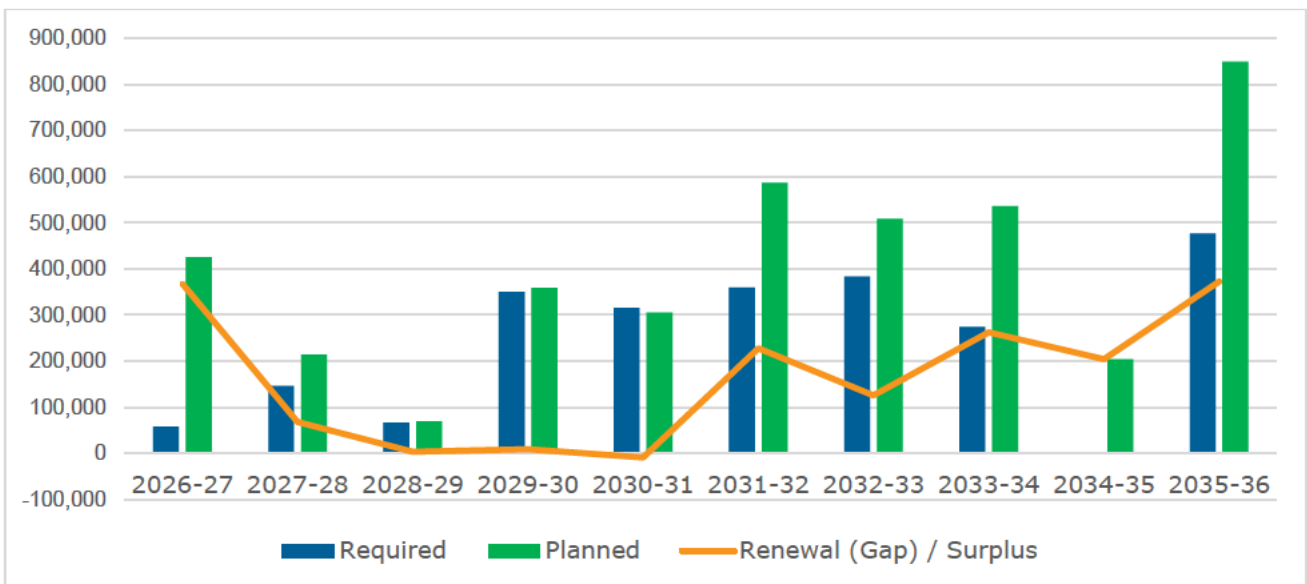
Renewal Expenditure

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 2026-2036

	2022-23	2023-24	2024-25	Base	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues														
Rates	6,124,419	6,539,478	6,953,535	7,336,829	7,703,670	8,088,854	8,493,297	8,917,962	9,363,860	9,832,053	10,323,655	10,839,838	11,381,830	11,950,921
Grants, subsidies and contributions	973,317	723,784	743,302	718,009	764,761	791,527	819,231	847,904	877,580	908,296	940,086	972,989	1,007,044	1,042,290
Fees and charges	1,690,231	1,391,319	1,480,427	1,431,427	1,652,641	1,727,010	1,787,455	1,850,016	1,914,767	1,981,784	2,051,146	2,122,936	2,197,239	2,274,142
Interest revenue	176,304	380,062	448,687	386,830	370,989	368,684	360,243	356,653	345,222	368,386	390,802	413,756	442,075	487,029
Other revenue	285,303	250,512	217,173	94,550	97,859	101,284	104,829	108,498	112,296	116,226	120,294	124,504	128,862	133,372
	9,249,574	9,285,155	9,843,124	9,967,645	10,589,920	11,077,360	11,565,055	12,081,033	12,613,725	13,206,745	13,825,983	14,474,024	15,157,050	15,887,755
Expenses														
Employee costs	(3,136,188)	(3,190,598)	(3,477,594)	(3,804,072)	(4,013,296)	(4,234,027)	(4,424,558)	(4,623,664)	(4,831,728)	(5,049,156)	(5,276,368)	(5,513,805)	(5,761,926)	(6,021,213)
Materials and contracts	(2,608,481)	(2,969,296)	(2,486,175)	(3,066,922)	(3,225,668)	(3,157,307)	(3,006,157)	(3,079,684)	(3,322,446)	(3,428,012)	(3,511,509)	(3,649,736)	(3,740,818)	(3,887,253)
Utility charges	(354,802)	(349,460)	(383,681)	(370,119)	(386,774)	(404,179)	(418,325)	(432,967)	(448,121)	(463,805)	(480,038)	(496,839)	(514,229)	(532,227)
Depreciation	(2,707,158)	(2,483,450)	(2,596,413)	(2,596,800)	(3,076,180)	(3,209,247)	(3,379,650)	(3,570,141)	(3,742,882)	(3,910,336)	(4,053,175)	(4,230,274)	(4,398,793)	(4,571,477)
Finance costs	(66,165)	(53,182)	(41,531)	(35,258)	(49,552)	(40,783)	(31,636)	(22,094)	(36,188)	(32,133)	(27,895)	(23,463)	(18,829)	(13,985)
Insurance	(218,803)	(227,069)	(232,240)	(224,629)	(234,737)	(245,300)	(256,339)	(267,874)	(279,929)	(292,525)	(305,689)	(319,445)	(333,820)	(348,842)
Other expenditure	(25,245)	(20,155)	(94,472)	(108,980)	(113,884)	(119,009)	(123,174)	(127,485)	(131,947)	(136,565)	(141,345)	(146,292)	(151,413)	(156,712)
	(9,116,842)	(9,293,210)	(9,312,106)	(10,206,780)	(11,100,091)	(11,409,852)	(11,639,840)	(12,123,909)	(12,793,241)	(13,312,534)	(13,796,019)	(14,379,854)	(14,919,827)	(15,531,708)
	132,732	(8,055)	531,018	(239,135)	(510,171)	(332,492)	(74,785)	(42,876)	(179,515)	(105,789)	29,964	94,169	237,222	356,047
Capital grants, subsidies and contributions	1,216,850	1,429,885	2,540,527	8,235,383	1,760,720	1,992,892	3,296,671	2,357,407	2,008,214	1,473,248	984,871	961,659	968,618	960,533
Fair value adjustments to financial assets at fair value through profit or loss	1,843	840	(1,775)	0	0	0	0	0	0	0	0	0	0	0
Profit on asset disposals	26,028	31,103	151,089	121,711	0	0	0	0	0	0	0	0	0	0
Loss on asset disposal	0	(6,417)	(31,932)	0	0	0	0	0	0	0	0	0	0	0
NET RESULT	1,377,453	1,447,356	3,188,927	8,117,959	1,250,549	1,660,400	3,221,886	2,314,531	1,828,699	1,367,459	1,014,836	1,055,829	1,205,841	1,316,580
Other comprehensive income	9,141,543	0	0	0	3,968,513	4,165,194	4,363,008	4,590,796	4,841,937	5,069,844	5,323,535	5,467,407	5,691,642	5,913,633
TOTAL COMPREHENSIVE INCOME	10,518,996	1,447,356	3,188,927	8,117,959	5,219,063	5,825,593	7,584,894	6,905,327	6,670,636	6,437,303	6,338,370	6,523,236	6,897,482	7,230,213

Appendix B3 - Forecast Statement of Financial Position 2026-2036

	2023	2024	2025	Base	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	30 June 36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS														
Unrestricted cash and cash equivalents	5,968,283	5,826,194	7,127,632	4,633,696	4,633,696	4,633,696	4,633,695	4,633,695	4,633,694	4,633,694	4,633,694	4,633,695	4,633,695	4,633,695
Restricted cash and cash equivalent	2,041,385	2,571,946	3,031,389	2,141,018	2,083,410	1,872,388	1,782,625	1,496,868	2,075,966	2,636,348	3,210,203	3,918,181	5,042,027	6,158,437
Trade and other receivables	635,929	554,121	683,337	683,336	683,336	683,336	683,336	683,336	683,336	683,336	683,336	683,336	683,336	683,336
Other assets	7,883	41,018	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478
TOTAL CURRENT ASSETS	8,653,480	8,993,279	11,012,836	7,628,528	7,570,920	7,359,898	7,270,134	6,984,377	7,563,475	8,123,856	8,697,711	9,405,690	10,529,536	11,645,946
NON-CURRENT ASSETS														
Financial assets	40,745	41,585	39,810	39,810	39,810	39,810	39,810	39,810	39,810	39,810	39,810	39,810	39,810	39,810
Other receivables	23,375	28,912	32,976	32,976	32,976	32,976	32,976	32,976	32,976	32,976	32,976	32,976	32,976	32,976
Property plant and equipment	38,372,382	38,434,877	38,386,880	42,283,182	43,844,693	46,451,317	47,891,221	49,398,083	52,345,102	54,802,079	57,355,502	59,651,954	61,219,257	63,420,177
Infrastructure	62,263,509	63,087,338	64,877,387	72,747,181	76,201,897	79,362,674	85,319,068	91,215,389	94,270,810	97,597,604	100,711,306	104,128,290	108,228,168	112,029,753
TOTAL NON-CURRENT ASSETS	100,700,011	101,592,712	103,337,053	115,103,149	120,119,376	125,886,777	133,283,075	140,686,257	146,688,698	152,472,469	158,139,594	163,853,030	169,520,211	175,522,715
TOTAL ASSETS	109,353,491	110,585,991	114,349,889	122,731,677	127,690,295	133,246,675	140,553,209	147,670,634	154,252,173	160,596,325	166,837,306	173,258,720	180,049,747	187,168,662
CURRENT LIABILITIES														
Trade and other payables	911,908	963,127	1,036,159	1,036,162	1,036,162	1,036,162	1,036,162	1,036,162	1,036,162	1,036,162	1,036,162	1,036,162	1,036,162	1,036,162
Contract liabilities	3,386,114	3,474,279	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847	4,170,847
Current portion of long-term liabilities	369,416	228,376	236,161	219,851	269,214	278,360	287,902	89,096	93,151	97,390	101,821	106,455	111,299	0
Provisions	203,240	232,052	280,501	280,501	280,501	280,501	280,501	280,501	280,501	280,501	280,501	280,501	280,501	280,501
TOTAL CURRENT LIABILITIES	4,870,678	4,897,834	5,723,668	5,707,361	5,756,724	5,765,870	5,775,412	5,576,606	5,580,661	5,584,900	5,589,331	5,593,965	5,598,809	5,487,510
NON-CURRENT LIABILITIES														
Long-term borrowings	1,386,659	1,158,283	922,122	1,202,271	892,464	614,104	326,202	737,105	643,955	546,565	444,744	338,289	226,989	226,989
Provisions	65,440	51,804	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105	37,105
TOTAL NON-CURRENT LIABILITIES	1,452,099	1,210,087	959,227	1,239,376	929,569	651,209	363,307	774,210	681,060	583,670	481,849	375,394	264,094	264,094
TOTAL LIABILITIES	6,322,777	6,107,921	6,682,895	6,946,737	6,686,293	6,417,079	6,138,719	6,350,817	6,261,720	6,168,570	6,071,180	5,969,359	5,862,904	5,751,604
NET ASSETS	103,030,714	104,478,070	107,666,994	115,784,940	121,004,003	126,829,596	134,414,490	141,319,818	147,990,453	154,427,755	160,766,126	167,289,362	174,186,844	181,417,057
EQUITY														
Retained surplus	34,019,773	34,936,570	37,666,049	46,674,366	47,982,524	49,853,945	53,165,594	55,765,883	57,015,483	57,822,560	58,263,541	58,611,392	58,693,386	58,893,556
Reserves - cash backed	2,041,385	2,571,944	3,031,389	2,141,018	2,083,410	1,872,388	1,782,625	1,496,868	2,075,966	2,636,348	3,210,203	3,918,181	5,042,027	6,158,437
Asset revaluation surplus	66,969,556	66,969,556	66,969,556	66,969,556	70,938,069	75,103,263	79,466,271	84,057,067	88,899,003	93,968,847	99,292,382	104,759,789	110,451,431	116,365,064
TOTAL EQUITY	103,030,714	104,478,070	107,666,994	115,784,940	121,004,003	126,829,596	134,414,490	141,319,818	147,990,453	154,427,755	160,766,126	167,289,362	174,186,844	181,417,057

Appendix B4 – Forecast Statement of Changes in Equity 2026-2036

	2023	2024	2025	Base	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	30 June 36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RETAINED SURPLUS														
Opening balance	32,642,320	34,019,773	34,936,567	37,666,036	46,674,366	47,982,524	49,853,945	53,165,594	55,765,883	57,015,483	57,822,560	58,263,541	58,611,392	58,693,386
Net result	1,377,453	1,447,356	3,188,927	8,117,959	1,250,549	1,660,400	3,221,886	2,314,531	1,828,699	1,367,459	1,014,836	1,055,829	1,205,841	1,316,580
Amount transferred (to)/from reserves	0	(530,559)	(459,445)	890,371	57,608	211,022	89,763	285,757	(579,099)	(560,382)	(573,855)	(707,978)	(1,123,846)	(1,116,410)
Closing balance	34,019,773	34,936,570	37,666,049	46,674,366	47,982,524	49,853,945	53,165,594	55,765,883	57,015,483	57,822,560	58,263,541	58,611,392	58,693,386	58,893,556
RESERVES ACCOUNTS														
Opening balance	2,041,385	2,041,385	2,571,944	3,031,389	2,141,018	2,083,410	1,872,388	1,782,625	1,496,868	2,075,966	2,636,348	3,210,203	3,918,181	5,042,027
Amount transferred to/(from) retained surplus		530,559	459,445	(890,371)	(57,608)	(211,022)	(89,763)	(285,757)	579,099	560,382	573,855	707,978	1,123,846	1,116,410
Closing balance	2,041,385	2,571,944	3,031,389	2,141,018	2,083,410	1,872,388	1,782,625	1,496,868	2,075,966	2,636,348	3,210,203	3,918,181	5,042,027	6,158,437
ASSET REVALUATION SURPLUS														
Opening balance	57,828,013	66,969,556	66,969,556	66,969,556	66,969,556	70,938,069	75,103,263	79,466,271	84,057,067	88,899,003	93,968,847	99,292,382	104,759,789	110,451,431
Total other comprehensive income	9,141,543	0	0	0	3,968,513	4,165,194	4,363,008	4,590,796	4,841,937	5,069,844	5,323,535	5,467,407	5,691,642	5,913,633
Closing balance	66,969,556	66,969,556	66,969,556	66,969,556	70,938,069	75,103,263	79,466,271	84,057,067	88,899,003	93,968,847	99,292,382	104,759,789	110,451,431	116,365,064
TOTAL EQUITY	103,030,714	104,478,070	107,666,994	115,784,940	121,004,003	126,829,596	134,414,490	141,319,817	147,990,453	154,427,756	160,766,126	167,289,362	174,186,844	181,417,057

Appendix B5 – Forecast Statement of Cashflows 2026-2036

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash flows from operating activities										
Receipts										
Rates	7,703,670	8,088,854	8,493,297	8,917,962	9,363,860	9,832,053	10,323,655	10,839,838	11,381,830	11,950,921
Grants, subsidies and contributions	764,761	791,527	819,231	847,904	877,580	908,296	940,086	972,989	1,007,044	1,042,290
Fees and charges	1,652,641	1,727,010	1,787,455	1,850,016	1,914,767	1,981,784	2,051,146	2,122,936	2,197,239	2,274,142
Interest revenue	370,989	368,684	360,243	356,653	345,222	368,386	390,802	413,756	442,075	487,029
Other revenue	97,859	101,284	104,829	108,498	112,296	116,226	120,294	124,504	128,862	133,372
	10,589,920	11,077,360	11,565,055	12,081,033	12,613,725	13,206,745	13,825,983	14,474,024	15,157,050	15,887,755
Payments										
Employee costs	(4,013,296)	(4,234,027)	(4,424,558)	(4,623,664)	(4,831,728)	(5,049,156)	(5,276,368)	(5,513,805)	(5,761,926)	(6,021,213)
Materials and contracts	(3,225,668)	(3,157,307)	(3,006,157)	(3,079,684)	(3,322,446)	(3,428,012)	(3,511,509)	(3,649,736)	(3,740,818)	(3,887,253)
Utility charges	(386,774)	(404,179)	(418,325)	(432,967)	(448,121)	(463,805)	(480,038)	(496,839)	(514,229)	(532,227)
Finance costs	(49,552)	(40,783)	(31,636)	(22,094)	(36,188)	(32,133)	(27,895)	(23,463)	(18,829)	(13,985)
Insurance	(234,737)	(245,300)	(256,339)	(267,874)	(279,929)	(292,525)	(305,689)	(319,445)	(333,820)	(348,842)
Other expenditure	(113,884)	(119,009)	(123,174)	(127,485)	(131,947)	(136,565)	(141,345)	(146,292)	(151,413)	(156,712)
	(8,023,911)	(8,200,605)	(8,260,190)	(8,553,768)	(9,050,359)	(9,402,197)	(9,742,844)	(10,149,580)	(10,521,035)	(10,960,231)
Net cash provided by (used in) operating activities	2,566,009	2,876,755	3,304,865	3,527,264	3,563,366	3,804,547	4,083,139	4,324,443	4,636,015	4,927,524
Cash flows from investing activities										
Payments for purchase of property, plant & equipment	(1,475,000)	(2,521,050)	(1,258,469)	(1,352,554)	(2,910,707)	(2,320,418)	(2,352,796)	(2,146,032)	(1,361,910)	(2,001,534)
Payments for construction of infrastructure	(2,729,623)	(2,398,598)	(5,169,993)	(5,075,874)	(2,115,011)	(2,368,996)	(2,127,940)	(2,427,714)	(3,062,849)	(2,754,735)
Proceeds from capital grants, subsidies and contributions	1,760,720	1,992,892	3,296,671	2,357,407	2,008,214	1,473,248	984,871	961,659	968,618	960,533
Proceeds from sale of plant & equipment	80,730	108,194	15,522	45,901	122,332	65,151	83,970	97,443	50,427	95,921
Net cash provided by (used in) investing activities	(2,363,173)	(2,818,563)	(3,116,269)	(4,025,120)	(2,895,171)	(3,151,015)	(3,411,895)	(3,514,644)	(3,405,714)	(3,699,815)
Cash flows from financing activities										
Repayment of debentures	(260,445)	(269,214)	(278,360)	(287,902)	(89,096)	(93,151)	(97,390)	(101,821)	(106,455)	(111,299)
Proceeds from new debentures	0	0	0	500,000	0	0	0	0	0	0
Net cash provided by (used in) financing activities	(260,445)	(269,214)	(278,360)	212,098	(89,096)	(93,151)	(97,390)	(101,821)	(106,455)	(111,299)
Net increase (decrease) in cash held	(57,609)	(211,022)	(89,764)	(285,758)	579,099	560,382	573,855	707,978	1,123,846	1,116,410
Cash at beginning of year	6,774,714	6,717,106	6,506,084	6,416,320	6,130,563	6,709,661	7,270,042	7,843,897	8,551,876	9,675,722
Cash and cash equivalents at the end of year	6,717,105	6,506,084	6,416,320	6,130,562	6,709,662	7,270,042	7,843,898	8,551,876	9,675,722	10,792,132
Reconciliation of net cash provided by operating activities to net result										
Net result	1,250,549	1,660,400	3,221,886	2,314,531	1,828,699	1,367,459	1,014,836	1,055,829	1,205,841	1,316,580
Depreciation	3,076,180	3,209,247	3,379,650	3,570,141	3,742,882	3,910,336	4,053,175	4,230,274	4,398,793	4,571,477
Grants/contributions for the development of assets	(1,760,720)	(1,992,892)	(3,296,671)	(2,357,407)	(2,008,214)	(1,473,248)	(984,871)	(961,659)	(968,618)	(960,533)
Net cash from operating activities	2,566,009	2,876,755	3,304,865	3,527,264	3,563,366	3,804,547	4,083,139	4,324,443	4,636,015	4,927,524

Appendix B6 – Forecast Statement of Financial Activity 2026-2036

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES										
Revenues										
Rates	7,703,670	8,088,854	8,493,297	8,917,962	9,363,860	9,832,053	10,323,655	10,839,838	11,381,830	11,950,921
Grants, subsidies and contributions	764,761	791,527	819,231	847,904	877,580	908,296	940,086	972,989	1,007,044	1,042,290
Fees and charges	1,652,641	1,727,010	1,787,455	1,850,016	1,914,767	1,981,784	2,051,146	2,122,936	2,197,239	2,274,142
Interest revenue	370,989	368,684	360,243	356,653	345,222	368,386	390,802	413,756	442,075	487,029
Other revenue	97,859	101,284	104,829	108,498	112,296	116,226	120,294	124,504	128,862	133,372
	10,589,920	11,077,360	11,565,055	12,081,033	12,613,725	13,206,745	13,825,983	14,474,024	15,157,050	15,887,755
Expenses										
Employee costs	(4,013,296)	(4,234,027)	(4,424,558)	(4,623,664)	(4,831,728)	(5,049,156)	(5,276,368)	(5,513,805)	(5,761,926)	(6,021,213)
Materials and contracts	(3,225,668)	(3,157,307)	(3,006,157)	(3,079,684)	(3,322,446)	(3,428,012)	(3,511,509)	(3,649,736)	(3,740,818)	(3,887,253)
Utility charges (electricity, gas, water etc.)	(386,774)	(404,179)	(418,325)	(432,967)	(448,121)	(463,805)	(480,038)	(496,839)	(514,229)	(532,227)
Depreciation	(3,076,180)	(3,209,247)	(3,379,650)	(3,570,141)	(3,742,882)	(3,910,336)	(4,053,175)	(4,230,274)	(4,398,793)	(4,571,477)
Finance costs	(49,552)	(40,783)	(31,636)	(22,094)	(36,188)	(32,133)	(27,895)	(23,463)	(18,829)	(13,985)
Insurance	(234,737)	(245,300)	(256,339)	(267,874)	(279,929)	(292,525)	(305,689)	(319,445)	(333,820)	(348,842)
Other expenditure	(113,884)	(119,009)	(123,174)	(127,485)	(131,947)	(136,565)	(141,345)	(146,292)	(151,413)	(156,712)
	(11,100,091)	(11,409,852)	(11,639,840)	(12,123,909)	(12,793,241)	(13,312,534)	(13,796,019)	(14,379,854)	(14,919,827)	(15,531,708)
	(510,171)	(332,492)	(74,785)	(42,876)	(179,515)	(105,789)	29,964	94,169	237,222	356,047
Funding position adjustments										
Depreciation	3,076,180	3,209,247	3,379,650	3,570,141	3,742,882	3,910,336	4,053,175	4,230,274	4,398,793	4,571,477
Net funding from operational activities	2,566,009	2,876,755	3,304,865	3,527,265	3,563,367	3,804,547	4,083,139	4,324,443	4,636,015	4,927,524
FUNDING FROM CAPITAL ACTIVITIES										
Inflows										
Proceeds on disposal	80,730	108,194	15,522	45,901	122,332	65,151	83,970	97,443	50,427	95,921
Capital grants, subsidies and contributions	1,760,720	1,992,892	3,296,671	2,357,407	2,008,214	1,473,248	984,871	961,659	968,618	960,533
Outflows										
Purchase of property plant and equipment	(1,475,000)	(2,521,050)	(1,258,469)	(1,352,554)	(2,910,707)	(2,320,418)	(2,352,796)	(2,146,032)	(1,361,910)	(2,001,534)
Purchase of infrastructure	(2,729,623)	(2,398,598)	(5,169,993)	(5,075,874)	(2,115,011)	(2,368,996)	(2,127,940)	(2,427,714)	(3,062,849)	(2,754,735)
Net funding from capital activities	(2,363,173)	(2,818,563)	(3,116,269)	(4,025,120)	(2,895,171)	(3,151,015)	(3,411,895)	(3,514,644)	(3,405,714)	(3,699,815)
FUNDING FROM FINANCING ACTIVITIES										
Inflows										
Transfer from reserves	155,245	310,871	226,425	435,802	5,000	295,171	386,681	136,489	62,437	217,057
New borrowings	0	0	0	500,000	0	0	0	0	0	0
Outflows										
Transfer to reserves	(97,637)	(99,849)	(136,662)	(150,045)	(584,099)	(855,553)	(960,536)	(844,467)	(1,186,283)	(1,333,467)
Repayment of past borrowings	(260,445)	(269,214)	(278,360)	(287,902)	(89,096)	(93,151)	(97,390)	(101,821)	(106,455)	(111,299)
Net funding from financing activities	(202,836)	(58,192)	(188,597)	497,855	(668,195)	(653,532)	(671,245)	(809,800)	(1,230,301)	(1,227,709)
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0

Appendix B7 – Forecast Statement of Net Current Asset Composition 2026-2036

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Estimated surplus/deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0
CURRENT ASSETS										
Unrestricted cash and equivalents	4,633,696	4,633,696	4,633,695	4,633,695	4,633,694	4,633,694	4,633,694	4,633,695	4,633,695	4,633,695
Restricted cash and cash equivalent	2,083,410	1,872,388	1,782,625	1,496,868	2,075,966	2,636,348	3,210,203	3,918,181	5,042,027	6,158,437
Trade and other receivables	683,336	683,336	683,336	683,336	683,336	683,336	683,336	683,336	683,336	683,336
Other assets	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478	170,478
CURRENT LIABILITIES										
Trade and other payables	(1,036,162)	(1,036,162)	(1,036,162)	(1,036,162)	(1,036,162)	(1,036,162)	(1,036,162)	(1,036,162)	(1,036,162)	(1,036,162)
Contract liabilities	(4,170,847)	(4,170,847)	(4,170,847)	(4,170,847)	(4,170,847)	(4,170,847)	(4,170,847)	(4,170,847)	(4,170,847)	(4,170,847)
Reserves	(2,083,410)	(1,872,388)	(1,782,625)	(1,496,868)	(2,075,966)	(2,636,348)	(3,210,203)	(3,918,181)	(5,042,027)	(6,158,437)
Movement in accrued salaries and wages	(280,501)	(280,501)	(280,501)	(280,501)	(280,501)	(280,501)	(280,501)	(280,501)	(280,501)	(280,501)
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0

Appendix B8 – Forecast Statement of Fixed Asset Movements 2026-2036

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CAPITAL WORKS - INFRASTRUCTURE										
Infrastructure - roads	1,514,623	1,928,348	2,095,577	1,727,546	1,719,115	1,781,091	1,643,365	1,823,381	2,368,035	2,107,359
Infrastructure - drainage, kerb and channel	0	219,450	0	232,831	91,802	249,414	0	267,179	0	286,208
Infrastructure - footpaths	1,015,000	177,650	1,756,809	2,927,015	74,589	77,200	79,902	82,698	85,593	88,588
Infrastructure - other infrastructure	200,000	73,150	1,317,607	188,482	229,505	261,291	404,673	254,456	609,222	272,579
Total capital works - infrastructure	2,729,623	2,398,598	5,169,993	5,075,874	2,115,011	2,368,996	2,127,940	2,427,714	3,062,849	2,754,735
Represented by:										
Additions - expansion, upgrades and new	965,000	797,200	2,685,684	3,654,061	596,128	689,106	410,000	786,040	591,509	873,668
Additions - renewal	1,764,623	1,601,398	2,484,309	1,421,813	1,518,882	1,679,890	1,717,940	1,641,674	2,471,340	1,881,067
Total Capital Works - Infrastructure	2,729,623	2,398,598	5,169,993	5,075,874	2,115,011	2,368,996	2,127,940	2,427,714	3,062,849	2,754,735
Asset movement reconciliation										
Total capital works infrastructure	2,729,623	2,398,598	5,169,993	5,075,874	2,115,011	2,368,996	2,127,940	2,427,714	3,062,849	2,754,735
Depreciation infrastructure	(1,882,820)	(1,960,937)	(2,078,243)	(2,215,484)	(2,305,289)	(2,400,477)	(2,490,281)	(2,593,084)	(2,693,958)	(2,806,974)
Revaluation of infrastructure assets (inflation)	2,607,913	2,723,115	2,864,644	3,035,931	3,245,699	3,358,274	3,476,044	3,582,354	3,730,987	3,853,823
Net movement in infrastructure assets	3,454,716	3,160,777	5,956,394	5,896,321	3,055,421	3,326,794	3,113,703	3,416,984	4,099,878	3,801,585
CAPITAL WORKS - PROPERTY, PLANT AND EQUIPMENT										
Buildings	980,000	2,234,700	1,039,202	954,574	2,536,026	1,674,638	1,794,713	1,539,458	934,934	1,103,947
Furniture and equipment	49,000	51,205	149,972	38,805	68,851	58,197	49,170	69,975	222,541	47,701
Plant and equipment	446,000	235,145	69,295	359,175	305,830	587,584	508,913	536,599	204,435	849,886
Total capital works property, plant and equipment	1,475,000	2,521,050	1,258,469	1,352,554	2,910,707	2,320,418	2,352,796	2,146,032	1,361,910	2,001,534
Represented by:										
Additions - expansion, upgrades and new	530,000	782,150	610,712	500,000	2,306,521	1,425,224	12,293	1,272,279	671,573	0
Additions - renewal	945,000	1,738,900	647,757	852,554	604,186	895,195	2,340,503	873,753	690,338	2,001,534
Total capital works property, plant and equipment	1,475,000	2,521,050	1,258,469	1,352,554	2,910,707	2,320,418	2,352,796	2,146,032	1,361,910	2,001,534
Asset movement reconciliation										
Total capital works property, plant and equipment	1,475,000	2,521,050	1,258,469	1,352,554	2,910,707	2,320,418	2,352,796	2,146,032	1,361,910	2,001,534
Depreciation property, plant and equipment	(1,193,359)	(1,248,310)	(1,301,407)	(1,354,657)	(1,437,593)	(1,509,859)	(1,562,894)	(1,637,190)	(1,704,835)	(1,764,504)
Net book value of disposed/written off assets	(80,730)	(108,194)	(15,522)	(45,901)	(122,332)	(65,151)	(83,970)	(97,443)	(50,427)	(95,921)
Revaluation of property, plant and equipment (inflation)	1,360,600	1,442,078	1,498,364	1,554,865	1,596,237	1,711,569	1,847,491	1,885,053	1,960,655	2,059,810
Net movement in property, plant and equipment	1,561,511	2,606,624	1,439,904	1,506,862	2,947,019	2,456,977	2,553,423	2,296,452	1,567,303	2,200,919
CAPITAL WORKS - TOTALS										
Capital works										
Total capital works infrastructure	1,475,000	2,521,050	1,258,469	1,352,554	2,910,707	2,320,418	2,352,796	2,146,032	1,361,910	2,001,534
Total capital works property, plant and equipment	2,729,623	2,398,598	5,169,993	5,075,874	2,115,011	2,368,996	2,127,940	2,427,714	3,062,849	2,754,735
Total capital works	4,204,623	4,919,648	6,428,462	6,428,428	5,025,718	4,689,414	4,480,736	4,573,746	4,424,759	4,756,269
Fixed asset movement										
Net movement in infrastructure assets	1,561,511	2,606,624	1,439,904	1,506,862	2,947,019	2,456,977	2,553,423	2,296,452	1,567,303	2,200,919
Net movement in property, plant and equipment	3,454,716	3,160,777	5,956,394	5,896,321	3,055,421	3,326,794	3,113,703	3,416,984	4,099,878	3,801,585
Net movement in fixed assets	5,016,227	5,767,401	7,396,298	7,403,183	6,002,441	5,783,771	5,667,126	5,713,436	5,667,181	6,002,504

Appendix B9 – Forecast Statement of Capital Funding 2026-2036

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital expenditure										
Infrastructure - roads	1,514,623	1,928,348	2,095,577	1,727,546	1,719,115	1,781,091	1,643,365	1,823,381	2,368,035	2,107,359
Infrastructure - drainage, kerb and channel	0	219,450	0	232,831	91,802	249,414	0	267,179	0	286,208
Infrastructure - footpaths	1,015,000	177,650	1,756,809	2,927,015	74,589	77,200	79,902	82,698	85,593	88,588
Infrastructure - other infrastructure	200,000	73,150	1,317,607	188,482	229,505	261,291	404,673	254,456	609,222	272,579
Buildings	980,000	2,234,700	1,039,202	954,574	2,536,026	1,674,638	1,794,713	1,539,458	934,934	1,103,947
Furniture and equipment	49,000	51,205	149,972	38,805	68,851	58,197	49,170	69,975	222,541	47,701
Plant and equipment	446,000	235,145	69,295	359,175	305,830	587,584	508,913	536,599	204,435	849,886
Total - Capital expenditure	4,204,623	4,919,648	6,428,462	6,428,428	5,025,718	4,689,414	4,480,736	4,573,746	4,424,759	4,756,269
Funded by:										
Capital grants & contributions										
Infrastructure - roads	1,010,720	1,203,704	1,216,500	1,065,830	1,008,214	973,248	984,871	961,659	968,618	960,533
Infrastructure - footpaths	750,000	39,188	1,040,171	1,291,577	0	0	0	0	0	0
Infrastructure - other infrastructure	0	0	1,040,000	0	0	0	0	0	0	0
Buildings	0	750,000	100,000	0	1,000,000	500,000	0	0	0	0
Total - Capital grants & contributions	1,760,720	1,992,892	3,396,671	2,357,407	2,008,214	1,473,248	984,871	961,659	968,618	960,533
Own source funding										
Infrastructure - roads	503,903	724,644	879,077	661,716	710,901	807,843	658,494	861,722	1,399,416	1,146,826
Infrastructure - drainage, kerb and channel	0	219,450	0	232,831	91,802	249,414	0	267,179	0	286,208
Infrastructure - footpaths	265,000	138,463	716,638	1,635,438	74,589	77,200	79,902	82,698	85,593	88,588
Infrastructure - other infrastructure	200,000	73,150	277,607	188,482	229,505	261,291	404,673	254,456	609,222	272,579
Buildings	980,000	1,484,700	939,202	454,574	1,536,026	1,174,638	1,794,713	1,539,458	934,934	1,103,947
Furniture and equipment	49,000	51,205	149,972	38,805	68,851	58,197	49,170	69,975	222,541	47,701
Plant and equipment	365,270	126,951	53,773	313,274	183,498	522,433	424,943	439,156	154,008	753,965
Total - Own source funding	2,363,173	2,818,563	3,016,269	3,525,120	2,895,171	3,151,015	3,411,895	3,514,644	3,405,714	3,699,815
Borrowings										
Infrastructure - other infrastructure	0	0	0	0	0	0	0	0	0	0
Buildings	0	0	0	500,000	0	0	0	0	0	0
Total - Borrowings	0	0	0	500,000	0	0	0	0	0	0
Other (disposals & C/Fwd)										
Plant and equipment	80,730	108,194	15,522	45,901	122,332	65,151	83,970	97,443	50,427	95,921
Total - Other (disposals & C/Fwd)	80,730	108,194	15,522	45,901	122,332	65,151	83,970	97,443	50,427	95,921
Total Capital Funding	4,204,623	4,919,648	6,428,462	6,428,428	5,025,718	4,689,414	4,480,736	4,573,746	4,424,759	4,756,269

Appendix B10 – Asset Renewals 2026-2036

Required Asset Renewals

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Class										
Buildings	253,429	264,833	271,479	280,981	290,815	300,994	311,529	322,432	333,717	345,398
Furniture and equipment	47,837	56,135	103,993	12,179	56,687	35,315	30,088	58,832	140,669	46,526
Plant and equipment	57,786	146,545	66,102	350,211	315,184	360,030	383,490	274,117	0	477,146
Infrastructure - roads	114,167	719,461	0	263,431	203,972	947,630	2,990,571	0	25,812	157,940
Infrastructure – bridges and culverts	0	0	0	281,350	0	0	0	0	0	0
Infrastructure - drainage, kerb and channel	0	574,236	0	0	2,137	0	0	0	0	0
Infrastructure - footpaths	0	0	85,869	0	0	348,325	21,832	0	335,081	0
Infrastructure - other infrastructure	387,660	928,804	28,280	407,676	175,846	480,003	572,538	968,113	382,401	26,972
Total	860,878	2,690,014	555,724	1,595,828	1,044,642	2,472,297	4,310,047	1,623,495	1,217,680	1,053,981

Planned Asset Renewals

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Class										
Buildings	470,000	1,473,450	428,490	454,574	229,505	249,414	1,782,420	267,179	263,362	1,103,947
Furniture and equipment	49,000	51,205	149,972	38,805	68,851	58,197	49,170	69,975	222,541	47,701
Plant and equipment	426,000	214,245	69,295	359,175	305,830	587,584	508,913	536,599	204,435	849,886
Infrastructure - roads	899,623	1,298,348	1,322,030	1,133,546	1,295,115	1,371,091	1,233,365	1,310,881	1,855,535	1,594,859
Infrastructure – bridges and culverts	0	0	0	0	0	0	0	0	0	0
Infrastructure - drainage, kerb and channel	0	219,450	0	232,831	91,802	249,414	0	267,179	0	286,208
Infrastructure - footpaths	815,000	31,350	69,630	0	74,589	0	79,902	0	85,593	0
Infrastructure - other infrastructure	50,000	52,250	1,092,650	55,436	57,376	59,384	404,673	63,614	530,213	0
Total	2,709,623	3,340,298	3,132,066	2,274,367	2,123,068	2,575,085	4,058,443	2,515,427	3,161,678	3,882,602

Asset Renewal Funding Surplus (Deficit)

	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Asset Class										
Buildings	216,571	1,208,617	157,011	173,593	(61,311)	(51,580)	1,470,891	(55,254)	(70,356)	758,549
Furniture and equipment	1,163	(4,930)	45,979	26,626	12,164	22,882	19,082	11,143	81,872	1,175
Plant and equipment	368,214	67,700	3,193	8,964	(9,354)	227,554	125,423	262,482	204,435	372,740
Infrastructure - roads	785,456	578,887	1,322,030	870,115	1,091,143	423,461	(1,757,206)	1,310,881	1,829,723	1,436,919
Infrastructure – bridges and culverts	0	0	0	(281,350)	0	0	0	0	0	0
Infrastructure - drainage, kerb and channel	0	(354,786)	0	232,831	89,665	249,414	0	267,179	0	286,208
Infrastructure - footpaths	815,000	31,350	(16,240)	0	74,589	(348,325)	58,070	0	(249,489)	0
Infrastructure - other infrastructure	(337,660)	(876,554)	1,064,369	(352,240)	(118,470)	(420,619)	(167,865)	(904,499)	147,812	(26,972)
Total	1,848,745	650,284	2,576,342	678,539	1,078,426	102,788	(251,603)	891,932	1,943,997	2,828,620

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	1.54%
Furniture and equipment	5.80%
Plant and equipment	6.98%
Infrastructure - roads	1.41%
Infrastructure - bridges & culverts	1.19%
Infrastructure - drainage, kerb and channel	2.55%
Infrastructure - footpaths	1.75%
Infrastructure - other infrastructure	3.65%

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 2026–2030 forms an integral part of our integrated Strategic Resource Plan 2026-2036. 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 2026 to 30 June 2036, 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 district². 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.

² 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 List³ 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:

- Chief Executive Officer.
- 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.

³Department of Training & Workforce Development: SPOL year: 2023

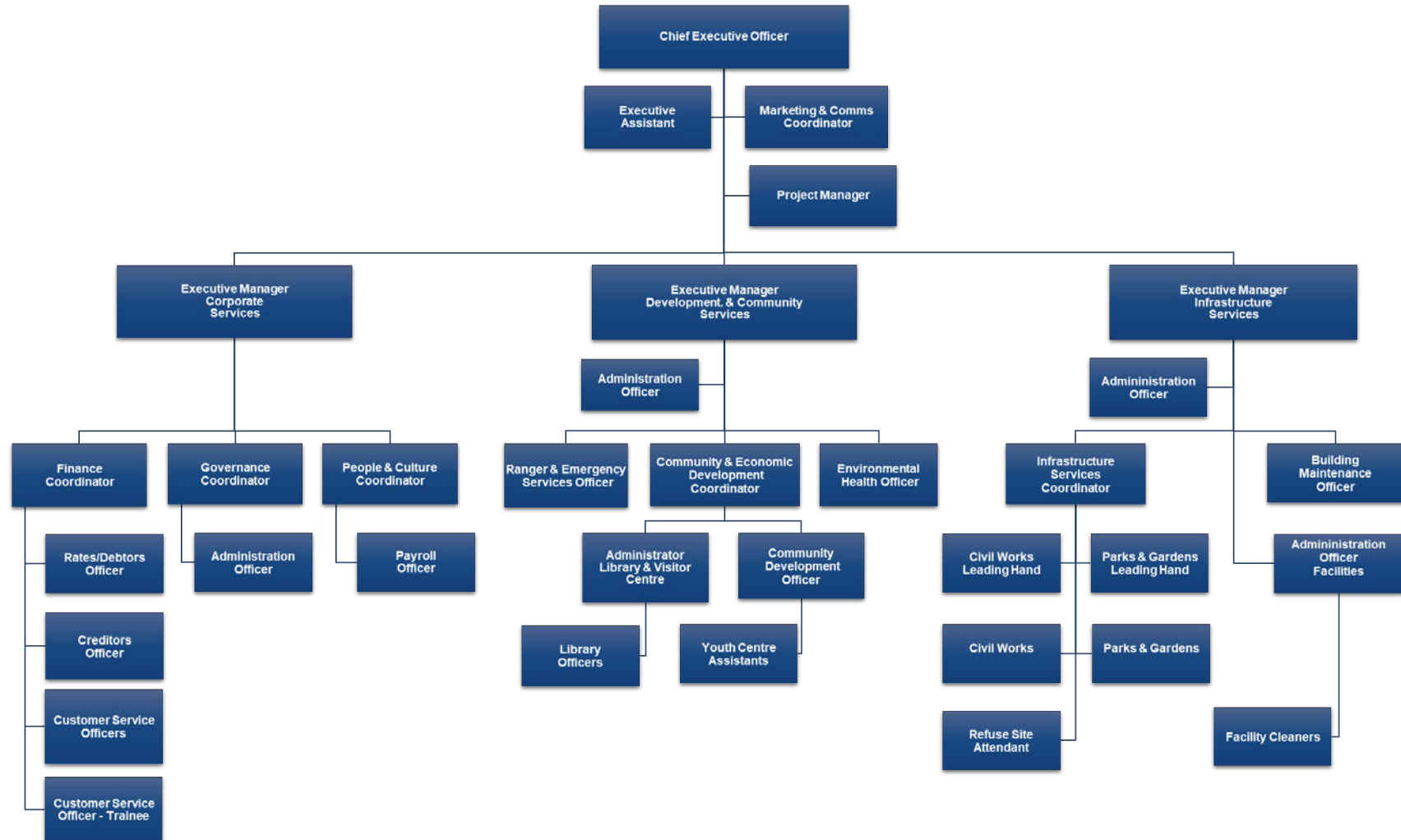
Shire of Boddington Internal Operating Environment

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 31 May 2026	Project	As at 31 May 2026
Number of Employees	48 Headcount 34 FTE	Annual/LSL Liability ¹	Current \$280,500 Non-Current \$37,105
Status of employment	21 Full Time 14 Part Time 13 Casual	Age Profile	The average age of current employees is 45 years
Gender	65% (31) female 35% (17) male	Years of Service	The average length of service is 3 years
Total employee costs	\$3,804,072	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

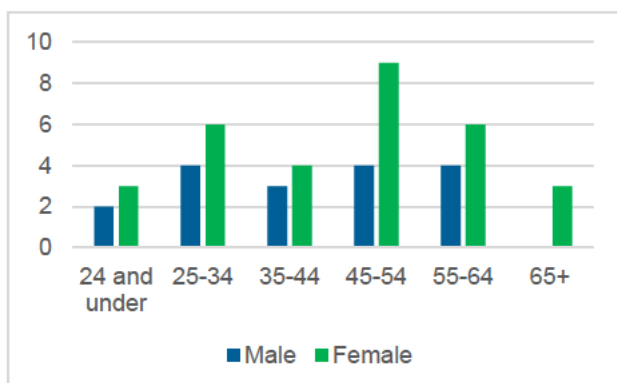
This section contains an analysis of some key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave, including long service and maternity leave, however contractors, agency staff and group apprentices are excluded.

The workforce gender balance composition at 31 May 2026 was 65% female and 35% male. As indicated above, this composition includes full time, part time and casual staff.

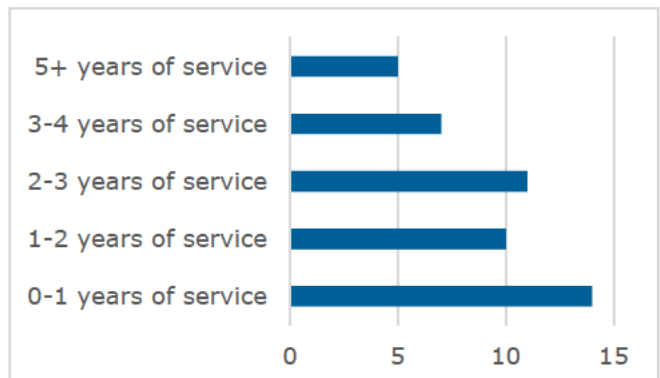
A considerable proportion (67%) of employees are over 35 years of age. Attracting and retaining younger employees is an important challenge as this cohort are often a source of innovation as well as representing the talent pool for the future.

Of the Shire's 48 employees, 26 are aged 45+, and 46% 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



¹ Shire of Boddington 2024/2025 Annual Financial Statements

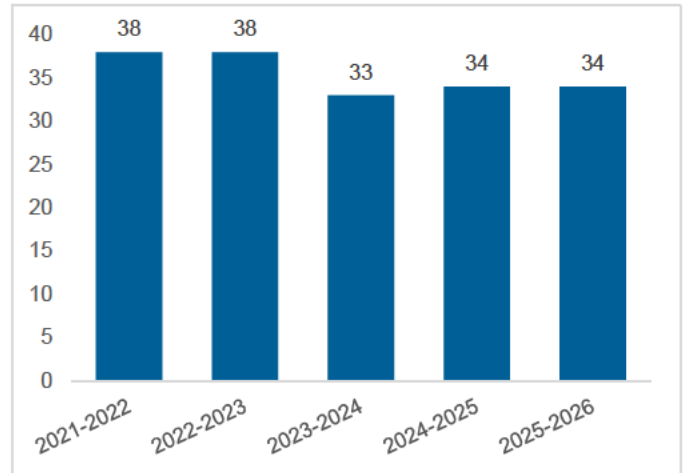
Historical Employee Information

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.

Workforce levels have since stabilised at approximately 34 FTE.

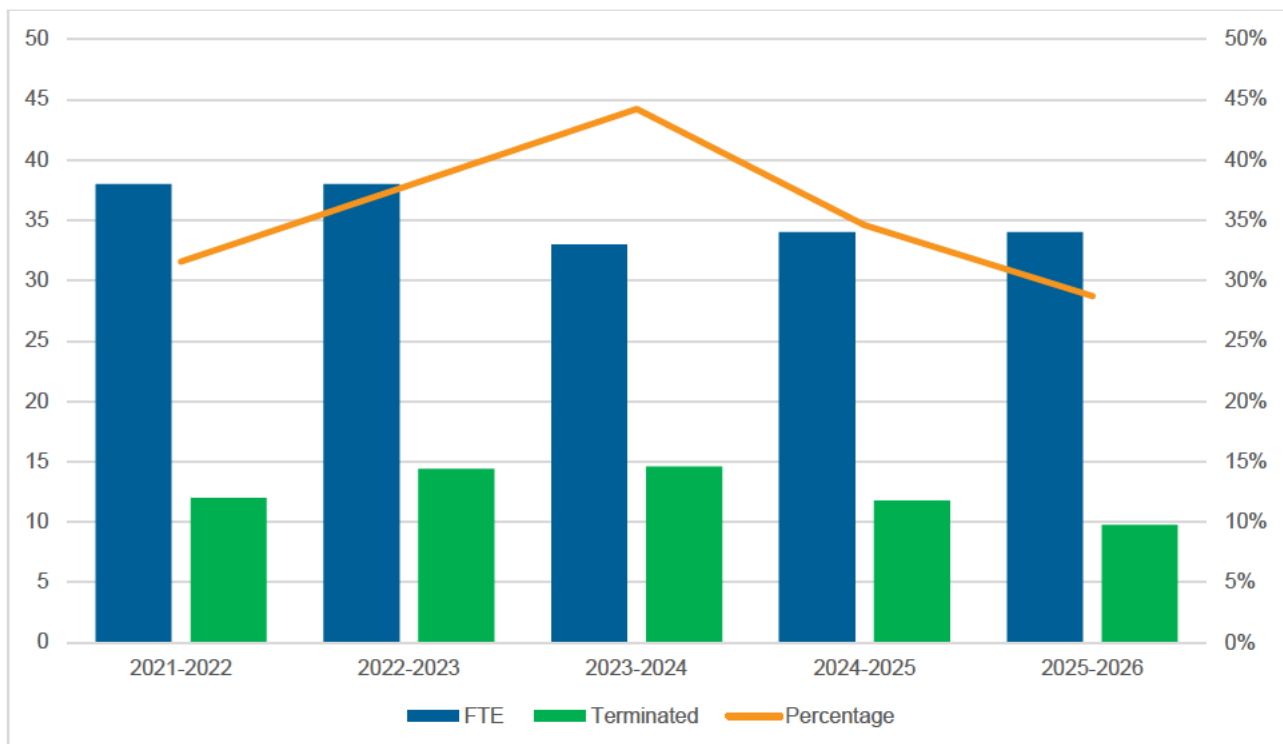
It is forecast that workforce levels will increase permanently by approximately 1 FTE from 2026/27. Further details regarding this increase are outlined in the Workforce Supply Demand Analysis section.



Turnover Rate

The following graph showing the exit rates for the Shire of Boddington for the period 2021/22 to 2025/26. These results should be considered in the context of the Shire's workforce size, regional location and overall length of service. Over this period, the average annual turnover rate was 35%.

Turnover peaked at 44% in 2023/24, influenced in part by the transfer of Early Learning Centre staff to Regional Early Education and Development (REED). Since then, turnover has declined to 28% in 2025/26, indicating improved workforce stability. While attracting and retaining employees remains a challenge for regional local governments, the current trend is positive and ongoing monitoring of workforce turnover will assist future workforce 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 2026 to 30 June 2036. 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 has been driven by higher community expectations, increasing governance and compliance obligations, local government reform, significant cost shifting from other levels of government, and the growing number of strategic projects identified within the Council Plan.

While these factors have placed sustained pressure on existing resources to deliver current services, they have also reduced the organisation's capacity to focus on emerging priorities such as community development, economic development, 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)

The increasing number and complexity of projects identified within the Council Plan, together with growing governance, compliance and reporting obligations, continue to place demands on the organisation. These activities require resources for planning, coordination, stakeholder engagement, implementation and ongoing monitoring, while maintaining existing service levels to the community.

The Shire continues to review service delivery models and organisational capacity to ensure resources are aligned with strategic priorities and community expectations. This includes consideration of opportunities for outsourcing, insourcing and collaborative service delivery arrangements where appropriate.

- 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 manage projects, contracts and changing service delivery models.
- Additional resources to support strategic initiatives, organisational improvement activities and growth in community assets.
- 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
Difficulty attracting and retaining suitably skilled employees in a regional location	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 and service delivery models, including opportunities for outsourcing, insourcing and collaboration.

The initiatives identified in the Council Plan will continue to place demands across the organisation due to the increasing number and complexity of projects requiring delivery. These projects require resources for planning, coordination, reporting, stakeholder engagement and implementation, while maintaining existing service levels to the community.

Corporate Services will continue to experience increased demand in relation to reviewing internal processes and procedures, responding to local government reform requirements, implementing the Enterprise Resource Planning (ERP) project, and supporting improved organisational efficiency and reporting outcomes. To assist with these initiatives, a temporary 1 FTE position is planned to support the implementation of the ERP project and other strategic priorities.

Demand for Community Services is expected to increase modestly over the term of the Plan as community facilities and services continue to expand. Infrastructure Services are also expected to experience a slight increase in resource requirements, with a permanent increase of 1 FTE planned from 2026/27 to support additional cleaning and parks and gardens maintenance associated with growth in community assets. Workforce requirements will continue to be reviewed to ensure resources remain aligned with service delivery needs and organisational objectives.

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, with an increasing focus on facilitation, advocacy, project delivery, partnership development and strategic leadership, rather than solely being a direct provider 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 are expected to be in areas such as project management, governance and compliance, asset management, economic development, community development, contract management 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 across the organisation, particularly within Corporate Services, Community Services and Infrastructure Services, as each area responds to changing service delivery requirements, increasing project workloads and organisational improvement initiatives.

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. Ongoing on-the-job training, mentoring and skills development are required to support succession planning for key operational and administrative roles and reduce the risk of knowledge loss. Due to the Shire's regional location and competition for skilled labour, attracting and retaining employees remains an ongoing challenge.

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, workforce attraction and retention continues to be influenced by the availability of suitable housing within the district.

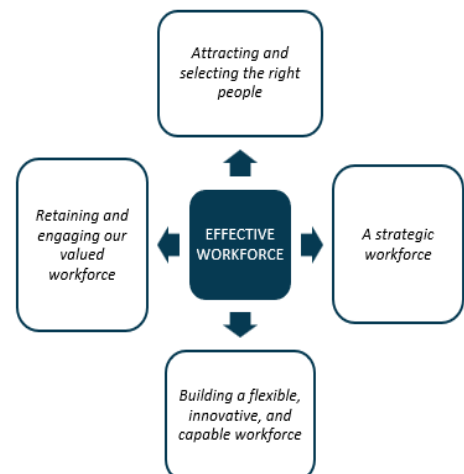
Performance Outcomes and Measures

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	2026/27	2027/28	2028/29	2029/30	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	✓	✓	✓	✓	✓
1.6 Workforce attraction	1.6.1 Promote the benefits of living and working in Boddington and review workforce attraction initiatives as required	✓	✓	✓	✓	✓

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	2026/27	2027/28	2028/29	2029/30	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	2026/27	2027/28	2028/29	2029/30	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 Ensure appropriate job descriptions	3.3.1 Job descriptions reviews conducted as part of the induction and performance review process	✓	✓	✓	✓	✓
	3.3.2 Regular assessment of organisation structure, seeking to meet the needs of the organisation whilst recognising the funding restrictions	✓	✓	✓	✓	✓
3.4 Succession planning and knowledge retention	3.4.1 Identify critical positions and implement knowledge transfer and succession planning strategies where appropriate	✓	✓	✓	✓	✓

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
	Recruitment	Time taken to fill vacancies	Average days to fill vacancies
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
Likelihood						
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 2026 to 30 June 2036;
- Shire of Boddington Council Plan 1 July 2025 to 30 June 2035;
- Shire of Boddington Employee information, extracted May 2026;
- Shire of Boddington Annual Financial Report 2023-24;
- Shire of Boddington Annual Financial Report 2025-26;
- Shire of Boddington Adopted Annual Budget 2025-26; and
- Council website: www.boddington.wa.gov.au

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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

Nil

13. CLOSURE OF MEETING