



# **ATTACHMENTS**

**Ordinary Council Meeting**

**Thursday, 28 May 2026**

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Shire of

**Bridgetown-Greenbushes**

*The heart and soul of the South West*

# **MINUTES**

**Ordinary Council Meeting**

**Thursday, 23 April 2026**

**Date: Thursday, 23 April 2026**

**Time: 5:30 PM**

**Location: Council Chambers**

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## SHIRE OF BRIDGETOWN GREENBUSHES

The Ordinary Council Meeting Minutes of Meeting held on 23rd April 2026 commencing at 5:30 PM.

### ITEM 1 OPENING OF MEETING

*The Presiding Member opened the meeting at 5:30pm.*

### ITEM 2 ACKNOWLEDGEMENT OF COUNTRY

*We acknowledge the cultural custodians of the land, the Kaneang, Pibelmen and Wadandi people. We acknowledge and support their continuing connection to the land, waterways and community. We pay our respects to members of the Aboriginal communities and their culture; and to Elders past and present, their descendants still with us today, and those who will follow in their footsteps.*

### ITEM 3 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE

#### Councillors

Councillor S Carstairs	President
Councillor R Redman	Deputy President
Councillor M Fletcher	
Councillor L Pearce	
Councillor T Pratico	
Councillor K Gillies	
Councillor S Robinson	
Councillor A McRae	

#### Council Officers

Chief Executive Officer, G Adams  
Director Corporate, Economic and Community Development, C Radford  
Director, Development and Regulatory Services, L Guthridge  
Director Projects & Environment, M Gillham

#### Observers/Visitor

#### Apologies

Councillor J Boyle  
Manager, Executive Services Unit, M Morrell  
Executive Assistant, K Durbin

#### Leave of Absence Previously Granted

Nil

**ITEM 4 ATTENDANCE OF GALLERY**

Jenny Dewing, Brian Slatter, Mike Christensen, Kylie Tizard, Nick Maxfield, Alexa Tummer, James Boyle and Bruce Bebbington.

**ITEM 5 RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**

*No matters for consideration*

**ITEM 6 PUBLIC QUESTION TIME****Question 1: Mr Bruce Bebbington**

Regarding item 17.4: Does the table for the proposed differential rates accurately reflect the total number of commercial and industrial properties affected? Also, what is the total expected revenue from these new rates?

**Officer Response: Casey Radford – Director Corporate, Economic and Community Development**

For the commercial rate the number of properties has been considered and the overall rates yield increases by \$301,000. That's how much is generated from the change in category.

**Officer Response: Garry Adams - Chief Executive Officer**

We know what it generates in terms of total category but we will have to go back and look at what those particular properties would have generated as if they had stayed in the other category. So we will need to take that on notice.

**Question 2: Mr Bruce Bebbington**

Those properties that are affected by the change of commercial and industrial GRV from currently residential GRV, some of those are facing an increase of 12.93% with zero rate valuation change. Will these affected land holders be notified in advance of this change of policy and that they are likely to get a 12.93% increase when the Shire is only increasing rates by 5.04%?

**Officer Response: Garry Adams - Chief Executive Officer**

If the change affects fewer than 30 owners, we will contact them directly to explain how their rates will change before the submission period ends. While the general rate increase is 5.04%, some properties face a higher jump (12.93%) to correct a past imbalance. The Reason for this is last year, many commercial properties actually saw a rate decrease due to valuation shifts. This new policy rebalances the 'rate burden' to where it was originally, ensuring these properties contribute their fair share moving forward.

**Question 3: Mr Bruce Bebbington**

Regarding item 20.1 (Policy PE 43): The current scope states it applies only to heavy vehicles (over 4.5 tonnes) and licensed vehicles on gazetted roads. Should this policy apply to all traffic?

**Officer Response: Garry Adams - Chief Executive Officer**

While the policy currently highlights heavy vehicles (over 4.5 tonnes) to prevent road damage during wet weather, the intent is for the policy to cover all traffic. The wording will be updated to make this clearer.

Local residents in light vehicles (under 4.5 tonnes), emergency services, and Shire machinery are automatically exempt and do not need a permit. The CEO can issue permits for vehicles that don't meet the automatic exemptions (such as heavy vehicles needing specific access). This specific policy is designed to manage road integrity by restricting heavy haulage. It does not currently give the CEO the power to lower the exemption limit (e.g., restricting a road to 1-tonne vehicles only) or to close a road to every single type of traffic. Those broader powers would fall under the Local Government Act rather than this specific policy.

**ITEM 7 PETITIONS/DEPUTATIONS/PRESENTATIONS**

A presentation was made by Jenny Dewing from the Blackwood Environmental Society seeking council's support for a grant application.

**ITEM 8 COMMENTS ON AGENDA ITEMS BY PARTIES WITH AN INTEREST****ITEM 9 APPLICATION FOR LEAVE OF ABSENCE**

*No matters for consideration*

**ITEM 10 CONFIRMATION OF MINUTES****10.1 Confirmation of Minutes: Ordinary Council Meeting – 26 March 2026****RESOLUTION: OCM 051-25/26**

Moved: Councillor K Gillies

Seconded: Councillor M Fletcher

That the Minutes of the Ordinary Council Meeting held on the 26 March 2026 be confirmed as a true and accurate record.

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

**ITEM 11 ANNOUNCEMENTS BY THE PRESIDING MEMBER WITHOUT DISCUSSION****ITEM 12 NOTIFICATION OF DISCLOSURE OF INTEREST**

Part 5, Division 6 of the Local Government Act 1995 requires a member who has an interest in any matter to be discussed at the meeting to disclose the interest and the nature of the interest in writing before the meeting, or immediately before the matter is discussed.

Garry Adams declared a financial interest in **item 18.3** as it relates to his employment.

**ITEM 13 QUESTIONS ON AGENDA ITEMS BY ELECTED MEMBERS**

UNCONFIRMED

**ITEM 14 CONSIDERATIONS OF MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

**SUSPENSION OF STANDING ORDERS**

**RESOLUTION: OCM 052-25/26**

Moved: Councillor S Carstairs

Seconded: Councillor R Redman

**That standing orders section 9.5 be suspended to allow for general discussion.**

FOR: Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

AGAINST: Nil

**CARRIED 8/0**

14.1 Notice of Motion - Acting CEO Policy

**File Ref**

**Responsible Officer** Garry Adams, Chief Executive Officer

**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit

**Attachments** Nil

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil

Responsible Officer: Nil

**RESOLUTION: OCM 053-25/26**

Moved: Councillor S Carstairs

Seconded: Councillor K Gillies

**That Council directs the CEO, in consultation with Council, to review Policy P3 - Appointment of an Acting CEO / Senior Employees and the associated register(s), and to bring the reviewed policy and register(s) back to Council's June 2026 Ordinary Council Meeting.**

FOR: Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

AGAINST: Nil

**CARRIED 8/0**

**IN BRIEF**

Councillor Stephen Carstairs submitted a Notice of Motion in accordance with the Shire of Bridgetown-Greenbushes Standing Orders Local Law.

**MATTER FOR CONSIDERATION**

The Notice of Motion, once moved and seconded is required to be considered by Council.

**BACKGROUND**

Councillor Stephen Carstairs reasons for the motion are as follows:

Sections in item 3 in the 'Policy' section of policy P3 (excerpt shown), which reads as follows:

**3 Policy**

- (a) Section 5.39C of the *Local Government Act 1995* (the Act) requires the adoption of a policy regarding the employment of an Acting Chief Executive Officer (CEO).
- (b) Section 5.37 of the Act enables Council to designate senior employees. For this purpose, senior employees are designated as the Executive Managers in the organisation. Specifically:
  - I. Executive Manager, Corporate Services
  - II. Executive Manager, Infrastructure
  - III. Executive Manager, Economic & Community Development
  - IV. Executive Manager, Planning & Development
- (c) Council delegates (Delegation A.1) to the CEO when the CEO is on periods of annual leave, personal leave or long-service leave for a duration of no greater than 25 consecutive working days in length.
- (d) This policy is written in line with the current delegation.

Under this Policy:

- (a) The CEO is authorised to appoint an Executive Manager as Acting CEO when the CEO is on periods of annual leave, personal leave or long-service leave for a duration of no greater than 25 consecutive working days in length. The appointment of an Acting CEO for a period greater than 25 consecutive working days will require a Council decision.

no longer align with the shire's organisation structure. Further, while P3 as is, may have reflected the attitude of past councils, this could not necessarily be the case for the current council.

**STATUTORY ENVIRONMENT**

*Land Administration Act 1997*

Nil

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**STRATEGIC COMMUNITY PLAN**

- 1 A growing community that is diverse, welcoming and inclusive.

**CORPORATE BUSINESS PLAN**

Supports effective governance and leadership.

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

The Notice of Motion relates to a governance policy and carries minimal risk. Any potential risk relates to clarity around scope and timing of the review, which can be managed through established policy review and reporting processes.

**COMMENT**

Officers note that a review of Policy P3 - Appointment of an Acting CEO / Senior Employees is already underway as part of the Shire's planned governance and policy review program. The review responds to changes in organisational structure, contemporary governance expectations, and legislative and best-practice considerations.

The current review process is broader in scope than the matters identified in the Notice of Motion and will incorporate updated guidance on Acting CEO arrangements, senior employee appointments, delegation clarity and associated registers. The reviewed policy and register(s) are planned to be presented to Council within the next reporting cycle with comprehensive updates for consideration.

## 14.2 Notice of Motion - Rating Policy

**File Ref****Responsible Officer** Garry Adams, Chief Executive Officer**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit**Attachments** Nil**Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil**RESOLUTION: OCM 054-25/26**

Moved: Councillor S Carstairs

Seconded: Councillor R Redman

**That Council directs the CEO to review Policy RV1 - Method of Valuation of Rateable Properties, and to bring the reviewed policy back to Council's May 2026 Ordinary Council Meeting.****FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae**AGAINST:** Nil**CARRIED 8/0****IN BRIEF**

Councillor Stephen Carstairs has submitted a Notice of Motion in accordance with the Shire of Bridgetown-Greenbushes Standing Orders Local Law requesting a review of Policy RV1 - Method of Valuation of Rateable Properties.

**MATTER FOR CONSIDERATION**

The Notice of Motion, once moved and seconded, is required to be considered by Council.

**BACKGROUND**

Councillor Stephen Carstairs' reasons for the Notice of Motion are as follows:

Policy RV1 includes a provision that split valuations of rateable properties will not generally be pursued. While this may have reflected the position or attitude of past Councils, it may not necessarily align with the preferences or expectations of the current Council.

**STATUTORY ENVIRONMENT**

Nil

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**STRATEGIC COMMUNITY PLAN**

1 A growing community that is diverse, welcoming and inclusive.

**CORPORATE BUSINESS PLAN**

Supports sound financial governance and decision-making.

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

The Notice of Motion aligns with a scheduled policy review and carries minimal additional risk. Any potential risk associated with duplication or confusion regarding scope and timing can be mitigated by progressing the review through the established policy development and reporting process

**COMMENT**

Officers note that a review of Policy RV1 - Method of Valuation of Rateable Properties is already underway as part of the Shire's scheduled policy review program. The review has been initiated to ensure alignment with current legislative requirements, contemporary rating practices, and Council expectations.

The policy review currently in progress will consider the matters identified in the Notice of Motion, including Council's approach to split valuations, and will incorporate a broader assessment of rating methodology, operational impacts, and governance considerations.

The reviewed policy is intended to be brought back to Council with updated content that addresses the matters raised and provides clarity for future rating decisions.

RESUMPTION OF STANDING ORDERS

**Resolution: OCM 055-25/26**

Moved: Councillor S Carstairs

Seconded: Councillor A McRae

**That standing orders section 9.5 be reinstated.**

FOR: Crs S Carstairs, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

AGAINST: Cr R Redman

**CARRIED 7/1**

14.3 Notice of Motion - Car Park

**File Ref**

**Responsible Officer** Garry Adams, Chief Executive Officer

**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit

**Attachments** Nil

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 056-25/26**

Moved: Councillor R Redman

Seconded: Councillor S Robinson

**That Council amend parking conditions for the Civic Centre Carpark on Civic Lane, as per the attached diagram, to require:**

- 1. A 20-minute time limit on the two parking bays oriented parallel to and located closest to Steere Street (marked A); and**
- 2. A 2-hour time limit on the five parking bays oriented perpendicular to Steere Street and located closest to Steere Street (marked B).**

FOR: Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

AGAINST: Nil

**CARRIED 8/0**

**IN BRIEF**

Councillor Rebecca Redman has submitted a Notice of Motion in accordance with the Shire of Bridgetown-Greenbushes Standing Orders Local Law seeking to amend parking conditions at the Civic Centre carpark to introduce time-limited parking in selected bays.

**MATTER FOR CONSIDERATION**

The Notice of Motion, once moved and seconded, is required to be considered by Council.

**BACKGROUND**

Councillor Redman's reasons for the Notice of Motion are as follows:

The introduction of shorter timeframes for parking in key bays providing access to the Civic Centre is intended to encourage turnover during the workday. Restricting parking to shorter periods may increase the likelihood of customers being able to access the Shire administration office.

**STATUTORY ENVIRONMENT**

Nil

**POLICY IMPLICATIONS**

Nil

**FINANCIAL IMPLICATIONS**

Nil

**STRATEGIC COMMUNITY PLAN**

1 A growing community that is diverse, welcoming and inclusive.

**CORPORATE BUSINESS PLAN**

Supports positive customer access and service delivery.

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

The introduction of time-limited parking may require consideration of how parking duration would be monitored and compliance encouraged in practice. In the absence of dedicated monitoring or enforcement arrangements, the effectiveness of time-limited parking may be limited, which may present some reputational risk.

**COMMENT**

Officers acknowledge and understand the intent of the Notice of Motion to improve customer access to the Civic Centre during business hours.

The proposed introduction of time-limited parking on selected bays may assist with increasing turnover and availability of short-stay parking for customers accessing the Shire administration office. While there are a number of time-limited bays within the town area, formal monitoring of compliance is limited due to resource constraints.

The installation of appropriate signage will generally promote compliance and allow enforcement to occur if required; however, enforcement action would normally be undertaken only where ongoing parking issues are identified.

**COMMENT**

Nil.

**REPORTS OF OFFICERS**

Reports of Officers have been divided into Departments as follows:

- Chief Executive Officers' Office
- Corporate, Economic and Community Development
- Executive Services Unit
- Development and Regulatory Services
- Project Management and Environment

**ITEM 15 CONFIRMATION OF MINUTES****ITEM 16 CEO'S OFFICE**

*No matters for consideration*

**ITEM 17 CORPORATE ECONOMIC AND COMMUNITY DEVELOPMENT**

17.1 List of Accounts for March 2026

**File Ref**

**Responsible Officer** Casey Radford, Director Corporate, Economic and Community Development

**Reporting Officer** Casey Radford, Director Corporate, Economic and Community Development

**Attachments** 1. List of Accounts March 2026

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 057-25/26**

Moved: Councillor M Fletcher

Seconded: Councillor K Gillies

**That Council Receives the March 2026 List of Accounts.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

**IN BRIEF**

Council is asked to receive the list of payments made from the Municipal and Trust funds including a summary report of the corporate credit card transactions and other purchasing cards incurred by authorised card holders.

**MATTER FOR CONSIDERATION**

The Local Government (Financial Management) Regulations 1996 (the Regulations) require that where a local government has delegated to the Chief Executive Officer the exercise of its power to make payments from the municipal, trust funds or via purchasing cards, a list of those accounts paid in a month are to be presented to the council at the next ordinary meeting (Regulation 13 and 13A).

Payments have been in made in accordance with the Annual Budget adopted at the Special Council Meeting on 20 August 2025.

In March 2026 the list of accounts is summarised below:

Municipal Direct Debits Payments	85,720.79
Municipal EFT Payments	1,989,262.19
Corporate Credit Card Payments	2,733.34
Fuel Card Payments	4,339.29
BPAY Payments	3,324.58
Licencing Direct Debit Payments	100,283.00
Trust Payments	191.65
Cheques	-
<b>Total Payments for February 2026</b>	<b>\$2,185,854.84</b>

## BACKGROUND

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

- 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.

The list of accounts is to be:

- a) presented to the council at the next ordinary meeting of the council after the list is prepared; and
- b) recorded in the minutes of that meeting.

Regulation 13A states If a local government has authorised an employee to use a credit, debit or other purchasing card, a list of payments made using the card must be prepared each month showing the same information as above.

## STATUTORY ENVIRONMENT

*Local Government Act 1995*

*Local Government (Financial Management) Regulations 1996*

## POLICY IMPLICATIONS

FM 4 – Procurement, Budget Management and Supporting Local Business Policy

FM 7 - Corporate Credit Cards

## FINANCIAL IMPLICATIONS

Nil

## STRATEGIC COMMUNITY PLAN

14 Effective governance and financial management.

**CORPORATE BUSINESS PLAN**

Nil

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

Council's decision to receive this report is considered a low risk due to:

1. Segregation of duties;
2. Varying levels of delegated financial authority dependent on level and role; and
3. The Shires internal management processes.

**COMMENT**

Nil

UNCONFIRMED

17.2 Monthly Financial Report February 2026

**File Ref**

**Responsible Officer** Casey Radford, Director Corporate, Economic and Community Development

**Reporting Officer** Casey Radford, Director Corporate, Economic and Community Development

**Attachments** 1. Monthly Financial Report February 2026

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 058-25/26**

Moved: Councillor T Pratico  
Seconded: Councillor R Redman

**That Council receives the February 2026 Financial Activity Statements.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

**IN BRIEF**

The purpose of the report is for Council to receive the February 2026 Financial Activity Statements.

**MATTER FOR CONSIDERATION**

Regulation 34 of the Local Government (Financial Management) Regulations 1996 (the Regulations) requires a local government to prepare each month a statement of financial activity reporting on the sources and applications of its funds.

The Statement of Financial Activity provides Elected Members with a high-level oversight of operating and capital revenues and expenditures. It is also intended to link operating results with balance sheet items and reconcile with the end of month balances.

In accordance with the Regulations, a report must be compiled on variances greater than the percentage agreed by Council which is currently plus (+) or minus (-) 10% or \$20,000 whichever is the lesser amount, the exception being that any material variances of less than \$10,000 are non-reportable.

For the period 1 July 2025 to 28 February 2026:

- Operating Income is over budget by 0.72%; and
- Operating Expenditure is over budget by 0.49%.

Commentary in relation to the operating variances is provided at nature level below.

Nature of Income/Expenditure	Variance \$	Variance %	Var.	Reason	Explanation of Variance
<b>OPERATING ACTIVITIES</b>					
<b>Revenue from operating activities</b>					
Operating grants, subsidies and contributions	150,437	11.14%	▼	Timing	Variance mainly due to a timing delay in acquitting DFES grants and invoicing of partner Shire contributions for the fire mitigation officer (150k).
Profit on asset disposals	(80,060)	(100.00%)	▼	Permanent	Vehicles and plant were sent to auction, sold in March 2026.
<b>Expenditure from operating activities</b>					
Employee costs	(154,786)	(2.99%)	▲	Timing / Permanent	Employee Costs are above YTD Budget Estimates. Variances include: Workers Compensation Insurance for 26/27 has come in higher budget by (62k) , this is a permanent variance. Salaries and Wages is (29k) over budget compared to YTD budget and is a timing variance. Other minor timing differences include FBT (6k) and recruitment costs (8k). Superannuation is lower than budget 45k, OHS costs is 17k below budget and training is also lower than budget 26k. These are expected to be spent by the end of the financial year. The main variance is a variation between budget and actuals of non-cash labour overhead of (138k). A review of labour overhead application is required.
Materials and contracts	83,904	2.61%	▲	Timing	Materials and Contracts are below budget YTD Estimates. Variances include: Materials and Contracts are currently 45k below budget due to the delayed timing of the place planning project. Consultants are below YTD budget 66k for other governance but are expected to be expended before the end of the year. Contractors are above budget due to an expense for specialised recruitment budgeted for last year received this year (27k).
Loss on asset disposals	6,225	100.00%	▲	Timing	Loss on disposal of assets is lower than budget year to date as they have only recently been sent to auction.
<b>INVESTING ACTIVITIES</b>					
Capital grants, subsidies and contributions	(1,141,096)	(43.50%)	▼	Timing	Capital grants are currently being held in the balance sheet until their corresponding capital project has met its milestones. The majority of these funds relate to Talison

					Partnering for the future funds projects, some of which have been completed in March 26.
Proceeds from disposal of assets	(201,999)	(100.00%)	▼	Timing	Sale of disposal of assets is lower than budget year to date vehicles and plant have only recently been sent to auction.
Purchase of property, plant and equipment	814,108	23.77%	▼	Timing	Refer to Note 8 for tracking of individual projects
Purchase and construction of infrastructure	992,422	43.40%	▼	Timing	Refer to Note 8 for tracking of individual projects
<p>Council for the financial year ending 30 June 2025 adopted a percentage of plus or minus 10% or dollar value of \$20,000 (whichever is the lesser amount) at nature classification level to be used for reporting material variances of actual revenue and expenditure in the monthly financial reports. The exception being that material variances of \$10,000 or less are non-reportable.</p> <p>▼Deficit ▲Surplus - Indicates a variance between Year to Date (YTD) Budget and YTD Actual as per the adopted materiality threshold.</p>					

**BACKGROUND**

In its monthly Financial Activity Statement, a local government is to provide 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) of the Local Government Act;
- b) budget estimates to the end of the 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); and
- e) the net current assets at the end of the month to which the statement relates.

Each of the Financial Activity Statements is to be accompanied by documents containing:

- a) an explanation of the composition of the net current assets of the month to which the statement relates, less committed assets and restricted assets;
- b) an explanation of each of the material variances referred to in sub-regulation (1)(d); and
- c) such other supporting information as is considered relevant by the Local Government.

The information in a statement of financial activity is to be shown according to nature and type classification.

The Financial Activity Statement and accompanying documents referred to in sub- regulation 34(2) are to be:

- a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and
- b) recorded in the minutes of the meeting at which it is presented.

**STATUTORY ENVIRONMENT**

*Local Government Act 1995*

*Local Government (Financial Management) Regulations 1996*

**POLICY IMPLICATIONS**

FM 4 – Procurement, Budget Management and Supporting Local Business Policy

**FINANCIAL IMPLICATIONS**

The operating budget is broadly in line with budget, with an overall surplus of \$3.83m, marginally above the YTD budget of \$3.78m (approx. 1.65% variance). A review of employment costs is currently underway to ensure wages that are attributable to capital works are costed to the relevant capital budget.

delays in the capital program are reflective of project timing and procurement scheduling, with many projects in currently in planning phases, with work to continue throughout the rest of the year

**STRATEGIC COMMUNITY PLAN**

14 Effective governance and financial management.

**CORPORATE BUSINESS PLAN**

Nil

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

Council's decision to receive this report is considered a low risk due to:

1. Segregation of duties;
2. Varying levels of delegated financial authority dependent on level and role; and
3. The Shire's internal control processes.

**COMMENT**

A review of employment costs is currently underway to ensure wages that are attributable to capital works are costed to the relevant capital budget.

Delays in the capital program are reflective of project timing and procurement scheduling, with many projects in currently in planning phases, with work to continue throughout the rest of the year

A review of all labour and corporate overheads is planned to ensure that overhead costs are allocated appropriately and the rates are updated in preparation for the 26/27 budget.

**17.3 Adoption of Mid-Year Budget Review 2025-26****File Ref**

**Responsible Officer** Casey Radford, Director Corporate, Economic and Community Development

**Reporting Officer** Casey Radford, Director Corporate, Economic and Community Development

**Attachments** 1. Mid-Year Budget Review 2025/26

**Voting Requirements** Absolute Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**OFFICER RECOMMENDATION**

That Council adopts the budget review for the period 1 July 2025 to 31 January 2026 as presented in Attachment 1.

**MOTION – AMENDED OFFICER RECOMMENDATION**

**MOVED:** Councillor S Carstairs

**SECONDED:** Councillor A McRae

**MOVED**

1. That Council adopts the mid-year budget review for the period 1 July 2025 to 31 January 2026, except for accounts:

**02301 Other General Purpose - grants commission (\$208,567)**

**02351 Local Road Funding - grants commission (\$639,162)**

As these amounts relate to financial assistance grants from the predicted 26/27 allocation from the WA Grants Commission.

2. That the Administration presents options for further budget adjustments to reduce the deficit created by 1 above, to Council, at a workshop scheduled prior to the April OCM.

**Resumption of Adjourned Debate**

Council resumed consideration of Item 17.3, which had been adjourned from the March 2026 Ordinary Council Meeting.

**MOTION - AMENDED OFFICER RECOMMENDATION**

Moved: Cr R Redman

Seconded: Cr A McRae

**AMENDMENT**

- 
2. That Council adopts the following further budget amendments to reduce the deficit created by 1 above, as presented to council at the workshop held on the 15th of April 2026:

GS80 Corbalup Road Gravel Sheeting (\$209,278)

RC55 Hester Cascades Road (\$ 73,844)

KB01 Kerbing (\$ 19,500)

DR16 Nelson Street Drainage (\$ 60,000)

DR42 Peninsula Road Drainage Works (\$ 60,000)

FP30 Steere St Footpath \$ 18,000

62BU Waste Recycle Shed (\$100,000)

PJ121 Biennial Councillor Study Tour (\$ 4,000)

36032 Bridgetown Regional Library Salaries & Staff Costs (\$ 86,000)

05612 Other Governance – Office of the CEO departments (\$123,107)

PJ161 Place Planning

FOR: Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

AGAINST: Nil

CARRIED 8/0

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**SUBSTANTIVE MOTION****RESOLUTION: OCM 059-25/26**

Moved: Councillor S Carstairs

Seconded: Councillor A McRae

1. That Council adopts the mid-year budget review for the period 1 July 2025 to 31 January 2026, except for accounts:

<b>02301</b>	<b>Other General Purpose - grants commission (\$208,567)</b>
<b>02351</b>	<b>Local Road Funding - grants commission (\$639,162)</b>

As these amounts relate to financial assistance grants from the predicted 26/27 allocation from the WA Grants Commission.

2. That Council adopts the following further budget amendments to reduce the deficit created by 1 above, as presented to council at the workshop held on the 15<sup>th</sup> of April 2026:

<b>GS80 Corbalup Road Gravel Sheeting</b>	<b>(\$209,278)</b>
<b>RC55 Hester Cascades Road</b>	<b>(\$ 73,844)</b>
<b>KB01 Kerbing</b>	<b>(\$ 19,500)</b>
<b>DR16 Nelson Street Drainage</b>	<b>(\$ 60,000)</b>
<b>DR42 Peninsula Road Drainage Works</b>	<b>(\$ 60,000)</b>
<b>FP30 Steere St Footpath</b>	<b>\$18,000</b>
<b>62BU Waste Recycle Shed</b>	<b>(\$100,000)</b>
<b>PJ121 Biennial Councillor Study Tour</b>	<b>(\$ 4,000)</b>
<b>36032 Bridgetown Regional Library Salaries &amp; Staff Costs</b>	<b>(\$ 86,000)</b>
<b>05612 Other Governance – Office Of The Ceo Departments</b>	<b>(\$123,107)</b>
<b>PJ161 Place Planning</b>	<b>(\$130,000)</b>

FOR: Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

AGAINST: Nil

**CARRIED 8/0**

**IN BRIEF**

Between 1 January and 31 March each year a local government is to carry out a review of its annual budget for the year in accordance with Regulation 33A of the Local Government (*Financial Management*) Regulations 1996. The intention of the legislation is to ensure that the local government conducts at least one budget review between six and nine months into the financial year.

**MATTER FOR CONSIDERATION**

The budget review has been prepared to include information required by the Local Government Act 1995, Local Government (*Financial Management*) Regulations 1996 and Australian Accounting Standards. A budget review is a detailed comparison of the year-to-date (January 2026) actual

results with the adopted budget. The review process establishes whether a Local Government expects to meet its budget commitments i.e. if the Council is in receipt of income and incurs expenditure in accordance with the adopted budget.

Major items identified in the review:

- Increase in the budgeted amount for Financial Assistance Grants of \$847,729, as the amount budgeted for assumed a larger prepayment of this year's allocation was to be received in last financial year.
- Reduction in the budgeted target of interest revenue of \$140,000 as interest received in lower than expected
- Increase to the Shire Admin Building capital expense account of \$100,000 for the installation of AV equipment in the Council Chambers, fully offset by \$100,000 of funding for the Forrest Transition Grant.
- Increase to the Kangaroo Gully Fire Station Project of \$222,050, fully offset by a grant to be received from DFES.
- A \$134,632 increase to SES Equipment capital expenditure account for the supply of a new vehicle, offset by a contribution from DFES for the same amount
- A reduction of \$350,000 capital works for highland estate park, with a corresponding \$350,000 reduction in the grant for this project. A budget of \$50,000 is provided for in this account for preliminary design work this year.
- An increase in routine road maintenance to account for increased contractor maintenance works of \$70,000 and a further \$40,000 in salaries and wages to complete further works to ensure unsealed roads are safe as we head into autumn and winter.
- An increase to the IT Support & Costs account of \$108,000. The Shire's IT managed services contract costs were under budgeted in the original budget. Based on current service levels there is a requirement to increase this budget. An IT Systems review has been requested by council and will also be facilitated through budget line item.
- \$148,000 non-cash adjustment to depreciation to provide for a revision of useful life to the Visitors Centre as at 30 June 2025 as well as adjustments to assets over the first 6 months of the year.

## **BACKGROUND**

The budget review includes a statement of Financial Activity (Budget Review) by Nature or Type classification incorporating year-to-date budget variations and forecasts to 30 June 2026 for the period ended 31 January 2026.

## **STATUTORY ENVIRONMENT**

*Australian Accounting Standards*

*Local Government Act 1995*

*Local Government (Financial Management) Regulations 1996*

## **POLICY IMPLICATIONS**

FM 4 – Procurement, Budget Management and Supporting Local Business Policy

**FINANCIAL IMPLICATIONS**

The budget review maintains a balanced forecast budget for the year ending 30 June 2026.

**STRATEGIC COMMUNITY PLAN**

14 Effective governance and financial management.

**CORPORATE BUSINESS PLAN**

Objective 14.1 Achieve excellence in organisational performance and service delivery.

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

The Mid-Year Budget Review has been prepared in accordance with the requirements of the Local Government Act 1995 and aligns with the Shire's Risk Management Policy and Framework. These risks are mitigated through:

- Detailed variance analysis and management review;
- Incorporation of known financial commitments and updated assumptions;
- Executive oversight and review by senior management;
- Transparent reporting to Council and the community through Monthly Financial Reports.

**COMMENT**

During the budget review in 2024/25 it was identified that a complete review of the Activity Based Costing methodology (the method of allocating internal costs between functions) needs to be undertaken to simplify the reporting process moving forward and that this work would be done as part of the budget preparations for 25/26.

Due to restructure and staff movement in early 2025 this work was not completed. This work is still required to be undertaken, with a plan to be developed to get this done in line with current resourcing in the finance team.

17.4 Notice of Intention to Levy Differential Rates

**File Ref**

**Responsible Officer** Casey Radford, Director Corporate, Economic and Community Development

**Reporting Officer** Xandra Curnock, Finance Contractor

**Attachments** 1. 2026/27 Statement of Objects and Reasons for Differential Rating

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 060-25/26**

Moved: Councillor S Carstairs

Seconded: Councillor M Fletcher

**That Council:**

- 1. Adopts the 2026/2027 Statement of Objects and Reasons for Differential Rating; and Endorses the proposed 2026/2027 differential general rates in the dollar and minimum payments for public comment, as required by section 6.36 of the *Local Government Act 1995*, as set out in the below table.**

Rate Category	Rate in the dollar (cents) \$	Minimum Payment \$
Residential GRV	0.076910	1,290
Mining GRV	0.232929	-
Commercial GRV	0.083391	1,310
Industrial GRV	0.080001	1,300
Shire Rural UV	0.004381	1,590
Mining UV	0.067928	280

- 2. Advertises and invites submissions from ratepayers and electors on the proposed differential rates in the dollar and minimum payments up to 5pm Thursday 28 May 2026 in accordance with section 6.36 of the *Local Government Act 1995*.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson, and A McRae

**AGAINST:** Nil

**CARRIED BY ABSOLUTE MAJORITY 8/0**

**IN BRIEF**

This matter is brought before Council to consider a proposal for the setting of differential rates for the 2026/27 budget.

**MATTER FOR CONSIDERATION****Rating Strategy**

The purpose of levying rates is to meet Council's annual budget requirements, ensuring the delivery of services and community infrastructure that enhance the liveability of the Shire.

The 'rates in the dollar' and 'minimum payments' being recommended will deliver an overall rate increase in keeping with the estimated budget requirements.

The required amount of rates is calculated by subtracting all other revenue sources from the total cost of providing Shire services and maintaining Shire assets. These other funding sources include user fees, statutory charges, lease revenue, grants, and loan funds for capital projects.

This is determined through a structured and strategic process, whereby Officers and Council consider the following;

- The outcomes from Council's annual assessment of the current Corporate Business Plan;
- The initiatives within the Shire's Strategic Community Plan;
- The review of the funding allocation included in Council's Forward Capital Works Plan;
- The review of the Plant Replacement Program; and
- Efficiency measures including organisational improvements and best practice service delivery.

As part of the 2026/27 rating strategy, Council is proposing to refine its differential rating framework to better align with land use and zoning under the Local Planning Scheme.

This includes:

- Renaming the existing "Shire" category to Residential; and
- Introducing two new Gross Rental Value (GRV) categories:
  - Commercial; and
  - Industrial.

The introduction of these categories represents a progression toward a more contemporary and equitable rating structure, ensuring that properties are rated in accordance with their predominant use and the relative demand they place on Shire infrastructure and services.

In particular:

- The Commercial category captures properties used for business and income-generating activities and ensures these contribute equitably in line with their economic function and service usage; and
- The Industrial category recognises the higher intensity of industrial activities, including manufacturing, processing and logistics operations, which typically generate increased heavy vehicle movements and place greater demand on road infrastructure and Shire services.

This refined structure improves transparency, strengthens alignment with planning frameworks, and supports a fairer distribution of the rating burden across all ratepayers.

Following consideration of the above items, Officers have determined the preliminary budget requirement for 2026/27 on the following basis:

- Review of all operational revenue sources and expenditure;
- All proposed Council Plan actions for 2026/27;
- Funding allocations identified in the Capital Works Plan;
- Increase in discretionary fees and charges as per estimates recommended; and
- Employee costs – 3 to 4% overall increase.

Council and staff will continue to work collaboratively throughout the budget process to identify and implement operational efficiencies and service improvements that contribute to sustainable financial outcomes.

### **Rates Modelling**

The proposed differential rates and minimum payments have been developed through detailed modelling, taking into account updated property valuations, projected revenue requirements and the introduction of revised rating categories,

- As part of the 2026/27 modelling process, Council has incorporated;
- The annual revaluation of Unimproved Value (UV) Properties
- Any updated Gross Rental Values (GRV) as provided by the Valuer General; and

The transition to a refined differential rating structure, including the introduction of Commercial and Industrial categories.

The introduction of these new categories has required redistribution of the existing GRV rate base to ensure that revenue is apportioned more accurately in accordance with land use, while maintaining overall revenue neutrality (subject to the adopted increase in rate yield).

The below table shows current valuations, noting Landgate are expecting to release an update to Mining UV valuations at the end of April 2026;

Rating Category	2025/26 Valuations	2026/27 Valuations	Change \$	Change %
Gross Rental Values	\$55,298,503	\$56,057,607	\$759,104	1.37%
Unimproved Values	\$428,062,538	\$428,327,514	264,976	0.06%
<b>TOTAL</b>	<b>\$483,361,041</b>	<b>\$484,385,121</b>	<b>\$1,024,080</b>	<b>0.21%</b>

Due to individual changes in property valuations, the rates levied per property will fluctuate each year, regardless of the percentage change adopted by the Council.

The proposed model has been developed to:

- Achieve the required overall rate yield to meet budget requirements;
- Maintain fairness and equity between rating categories;
- Gradually transition to the new rating structure to minimise abrupt impacts on ratepayers; and
- Ensure compliance with legislative requirements, including maintaining rate revenue within the permissible range of the budget deficiency.

In determining the relativities between categories, consideration has been given to:

- The differing levels of infrastructure demand generated by each land use;
- The cost of service provision across the district; and
- The capacity of each category to contribute to the shire’s revenue base.

Based on forecasts for the coming year, a proposed 5.04% increase in the rates revenue yield from the previous 2025/26 financial year (excluding interims) is necessary to meet the anticipated revenue requirements of the 2026/27 Budget, while addressing the changing economic conditions across the Shire. A 5.04% increase in rates revenue from the previous financial year (excluding interims) will result in a total rates revenue yield of \$7,379,452, compared to the current financial year revenue (excluding interims) of \$7,025,297, representing an increase of \$354,155. The proposed 2026/27 rates revenue yield is derived from the following rating categories as detailed in the table below:

Rating Category	2025/26 Budget Rates Revenue (excl interim)	2026/27 Proposed Rates Revenue	Change \$	Change %
Gross Rental Values	\$4,997,933	\$5,258,088	\$260,155	5.21%
Unimproved Values	\$2,027,364	\$2,121,364	\$94,000	4.64%
<b>TOTAL</b>	<b>\$7,025,297</b>	<b>\$7,379,452</b>	<b>\$354,155</b>	<b>5.04%</b>

Council will determine the final rates in the dollar and minimum payments as part of the adoption of the 2026/27 Budget, once the draft budget has been finalised and the Shire's funding requirements are confirmed. This determination could result in a lower rate in the dollar or minimum payment being set.

## **BACKGROUND**

There is provision under the Act to impose differential rates within the local government's boundaries and in considering this imposition, there are certain statutory obligations that the local government must comply with.

Before any consideration to its budget, the local government is required to give local public notice of its intention to impose differential rates.

The local government must provide information of each new rate in the dollar or minimum payment.

Electors and/or ratepayers are invited to make submissions in respect of the proposed rates in the dollar and/or minimum payments. The submission period must be for a minimum period of 21 days and advertising must not commence before 1 May 2026.

A document is required to be made available for inspection by electors and ratepayers that describes the objects of and reasons for each proposed rate and minimum payment. Attachment 1, Statement of Rating Objects and Reasons for the 2026/27 Year at 5.04% increase on the 2025/26 rates revenue yield.

Where the Shire imposes a differential general rate that is more than twice the lowest differential general Rating Strategy rate, the Shire must seek approval from Minister for Local Government. The rates model recommended in this report to council where the highest differential rates is more than twice the lowest differential rate, meaning Ministerial approval will be required.

Rates should not be increased by a fixed amount without consideration of the deficiency. Unless Ministerial approval is given, the amount expected to be raised through all types of local government rates must be within 90% to 110% of the deficiency of the budget (section 6.34 of the *Local Government Act*). This acts to limit the amount that may be raised by rates, but only in proportion to the expenditure requirement determined by the local government.

## **STATUTORY ENVIRONMENT**

*Local Government Act 1995*

## **POLICY IMPLICATIONS**

RV 1 - Method of Valuation of Rateable Properties

## **FINANCIAL IMPLICATIONS**

The adoption of the recommendation is essential to adopt the Budget during July 2026.

## **STRATEGIC COMMUNITY PLAN**

14 Effective governance and financial management.

**CORPORATE BUSINESS PLAN**

The Corporate Business Plan is an informing document to the Budget.

**LONG TERM FINANCIAL PLAN**

The Budget is in alignment with the Long Term Financial Plan.

**ASSET MANAGEMENT PLANS**

The Asset Management Plan is dependent on funds being available for asset maintenance.

**WORKFORCE PLAN**

Staffing costs are included in the budget for the year.

**RISK MANAGEMENT**

Measures of Likelihood			
Rating	Description	Frequency	Probability
Almost Certain	The event is expected to occur in most circumstances	More than once per year	> 90% chance of occurring
Likely	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurring
Possible	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurring
Unlikely	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurring
Rare	The event may only occur in exceptional circumstances	Less than once in 15 years	< 10% chance of occurring

Risk Matrix					
Consequence Likelihood	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
Almost Certain	Moderate	High	High	Extreme	Extreme
Likely	Low	Moderate	High	High	Extreme
Possible	Low	Moderate	Moderate	High	High
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Low	Low	Moderate

**COMMENT**

The adoption of the 2026/27 Budget is essential to fund the operations of the Shire. Delays in adoption of the Budget, and the raising of rates, will have an adverse effect on cashflow.

**Item 18 Executive Services Unit**

18.1 Revocation CUS1 - Feedback

**File Ref**

**Responsible Officer** Garry Adams, Chief Executive Officer

**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit

**Attachments**

1. CUS1 - Feedback
2. Customer Service Plan
3. Customer Service Charter

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 061-25/26**

Moved: Councillor M Fletcher

Seconded: Councillor K Gillies

**That Council:**

1. **Revokes Policy CUS1 – Feedback, effective immediately; and**
2. **Acknowledges that a Customer Service Charter and an internal complaints management process have been developed.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

**IN BRIEF**

Policy CUS1 - Feedback is outdated and no longer reflects contemporary legislation, governance standards, or local government best practice. The policy adopts an overly broad and outdated approach to feedback and complaints management, contains procedures that are no longer appropriate or capable of implementation, and does not align with the Shire’s current operational approach to customer service and complaints handling. The continued existence of the policy places the Shire at risk of non-compliance with its own governance framework. It is proposed that the policy be revoked and replaced with more appropriate, contemporary instruments.

**MATTER FOR CONSIDERATION**

Council is asked to consider the revocation of Policy CUS1 on the basis that it is outdated, no longer fit for purpose, and inconsistent with current legislative expectations, governance standards, and customer service practices.

Replacement instruments have now been fully developed, and staff training has been delivered to support their implementation.

The Customer Service Charter and Customer Service Plan are attached to this report for Council's information only and are not proposed for adoption by Council.

## **BACKGROUND**

Council previously considered the revocation of Policy CUS1 – Feedback but resolved to defer the recommendation pending the further development of a Customer Service Charter and an internal complaints management process.

Since that time, both replacement instruments have been developed, and implementation is now imminent. The Customer Service Charter and Customer Service Plan are provided as attachments for information only, to demonstrate the contemporary framework that will operate following revocation of the policy. In addition, customer service training for all staff was delivered at the All Staff Meeting on 16 April 2026, providing practical guidance to support consistent and appropriate interactions with the community and customers.

Policy CUS1 – Feedback was originally adopted on 28 August 2008, at a time when customer service and complaints management frameworks were more limited in scope and formality. Since then, legislative expectations, integrity frameworks, community standards, and best-practice approaches to customer service and complaints handling within local government have evolved significantly.

A detailed review of Policy CUS1 demonstrates that it no longer provides an accurate, contemporary, or effective framework to guide staff or inform the community. In practice, the Shire has moved beyond the policy, resulting in a disconnect between the adopted policy framework and current operational practice.

### **RESOLUTION: OCM 001-25/26**

Moved: Councillor K Gillies

Seconded: Councillor R Redman

#### **That Council:**

- 1. Defers adoption of the Execution of Documents Policy until a Category 2 register of documents can be presented to Council.**
- 2. Defers revocation of CUS1 – Feedback Policy until the Customer Service Charter has been reviewed.**
- 3. Revokes CR1 – Public Relations – Press Releases, CR9 – Social Media, and CE2 – Media and Public Relations Policy.**
- 4. Adopts the *Communications and Media Policy*.**
- 5. Authorises the Chief Executive Officer to make minor administrative updates to the adopted policies to ensure ongoing legislative compliance and clarity, provided no change is made to**

## **STATUTORY ENVIRONMENT**

*Local Government Act 1995*

While the Act does not prescribe a specific complaints policy format, it requires local governments to conduct their affairs in a transparent, accountable, and responsible manner. Maintaining outdated or inaccurate policies undermines these principles and exposes the Shire to governance and reputational risk.

## **POLICY IMPLICATIONS**

### **CUS 1 - Complaints**

Policy CUS1 is no longer fit for purpose. The policy adopts an overly broad definition of “feedback”, attempting to regulate a wide range of matters including customer feedback, service requests, employee grievances, Councillor conduct, statutory appeals, corruption and crime allegations, and public interest disclosures within a single policy framework.

Contemporary best practice clearly distinguishes between these matters, each of which is now governed by specific legislation, codes of conduct, integrity frameworks, or statutory review processes. As drafted, Policy CUS1 duplicates, overlaps with, or conflicts with other adopted policies and external regulatory mechanisms.

The policy also establishes a Complaints Panel model involving elected members, appointed by the Shire President or Deputy President, to determine complaint outcomes. This approach is inconsistent with contemporary governance standards, blurs the separation between Council and administration, and exposes the Shire to governance and procedural risk. Importantly, this model is no longer reflected in current operational practice and is not capable of being implemented without creating further risk.

The accountability framework set out in the policy no longer reflects how complaints and feedback are managed within the organisation. The Shire has since moved to a customer service-led approach supported by a Customer Service Charter, an internal complaints management process, and organisation-wide staff training.

The policy also exhibits indicators of age and lack of effective review, including internal inconsistencies, repeated and overlapping provisions, and document quality issues. These factors further demonstrate that the policy is outdated and unsuitable for continued reliance.

As a result, the Shire is currently not operating in accordance with its own adopted policy framework, creating a governance and compliance risk. Revocation of Policy CUS1 is therefore necessary to remove this inconsistency and enable the implementation of contemporary, fit-for-purpose customer service and complaints management arrangements.

## **FINANCIAL IMPLICATIONS**

There are no direct financial implications associated with the revocation of Policy CUS1. Replacement instruments have been developed internally, and staff training has already been delivered.

## **STRATEGIC COMMUNITY PLAN**

- 1 A growing community that is diverse, welcoming and inclusive.
- 3 A safe community for people and animals.
- 15 A well informed and engaged community.

The revocation of an outdated complaints policy and the introduction of clearer, contemporary customer service and complaints management arrangements support improved community engagement, trust, and transparency.

#### **CORPORATE BUSINESS PLAN**

Revoking Policy CUS1 supports improved governance, organisational clarity, and service delivery consistency, aligning with the Corporate Business Plan's focus on effective, customer-focused operations.

#### **LONG TERM FINANCIAL PLAN**

Not applicable.

#### **ASSET MANAGEMENT PLANS**

Not applicable.

#### **WORKFORCE PLAN**

Customer service training for all staff was delivered at the All Staff Meeting on 16 April 2026. This training supports staff capability and confidence in dealing with customers and community members and underpins the practical implementation of the new Customer Service Charter and internal complaints management process.

#### **RISK MANAGEMENT**

Maintaining Policy CUS1 presents an ongoing governance, compliance, and reputational risk. The policy is outdated, misaligned with contemporary legislative and governance frameworks, and no longer reflects current operational practice.

Specific risks include:

- Confusion for staff and the community regarding appropriate feedback and complaint pathways
- Governance risk arising from outdated complaints panel arrangements involving elected members
- Increased exposure to procedural challenge due to misalignment with integrity and statutory review frameworks
- Audit and compliance risk associated with operating outside the adopted policy framework

Revocation of Policy CUS1 mitigates these risks and supports a clearer, more defensible governance framework.

#### **COMMENT**

Revocation of Policy CUS1 is a necessary governance action to address an outdated and no longer workable policy. The development of a Customer Service Charter and an internal complaints management process, supported by staff training, reflects a contemporary and more effective approach to managing customer service and complaints. Council's endorsement of the revocation will enable the Shire to move forward with a clearer, compliant, and fit-for-purpose framework.

18.2 Privacy and Information Sharing Policy

**File Ref**

**Responsible Officer** Garry Adams, Chief Executive Officer

**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit

**Attachments** 1. DRAFT GC17 Privacy and Information Sharing Policy

**Voting Requirements** Absolute Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 062-25/26**

Moved: Councillor A McRae

Seconded: Councillor T Pratico

**That Council:**

1. **Adopts the Privacy and Information Sharing Policy as presented.**
2. **Authorises the Chief Executive Officer to make minor administrative updates to the adopted policy to ensure ongoing legislative compliance and clarity, provided no change is made to the intent or effect of the policy.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED BY ABSOLUTE MAJORITY 8/0**

**IN BRIEF**

This report seeks Council adoption of a Privacy and Information Sharing Policy to establish a clear governance framework for how the Shire collects, uses, protects and shares personal and government information. The Policy responds to the introduction of the *Privacy and Responsible Information Sharing Act 2024 (WA)* and supports the Shire’s readiness for new privacy and information-sharing obligations commencing from 1 July 2026.

**MATTER FOR CONSIDERATION**

Council is asked to consider and adopt a Privacy and Information Sharing Policy that:

- embeds the Information Privacy Principles into organisational practice;
- supports lawful and responsible information sharing in the public interest; and
- provides clarity to Council, staff and the community about how information is managed.

**BACKGROUND**

The Shire holds and manages a significant volume of personal, sensitive and operational information in delivering services, regulating activities and engaging with the community. Community

expectations and legislative reform have increased the need for a clear, consistent and transparent framework governing how this information is handled.

The *Privacy and Responsible Information Sharing Act 2024 (WA)* introduces, for the first time in Western Australia, a comprehensive privacy and information-sharing regime that applies to local governments. Adoption of a dedicated Privacy and Information Sharing Policy provides a governance foundation to support compliance, accountability and organisational readiness.

The proposed Privacy and Information Sharing Policy was previously presented to Council at a Council Concept Forum prior to being brought forward for formal consideration at an Ordinary Council Meeting. No further feedback or direction was received from Council following the Concept Forum discussion.

## STATUTORY ENVIRONMENT

### *Local Government Act 1995*

The Act establishes the governance framework for local governments, including the respective roles of Council and the Chief Executive Officer, and the obligation to ensure sound governance and appropriate management of resources.

### ***Privacy and Responsible Information Sharing Act 2024 (WA)***

The PRIS Act establishes Information Privacy Principles (IPPs) that apply to “IPP entities”, including local governments. The IPPs regulate how personal information and, in some cases, de-identified information must be handled across its lifecycle.

In summary, the IPPs require that:

1. **Collection:** Personal information must only be collected where necessary, in a fair and reasonable manner, and not in an unreasonably intrusive way. Sensitive personal information may only be collected in limited circumstances, such as where required by law or with consent.
2. **Use and disclosure:** Personal information may generally only be used or disclosed for the purpose for which it was collected, unless a permitted secondary purpose applies (for example, consent, legal authority, or to prevent serious harm).
3. **Information quality:** Reasonable steps must be taken to ensure personal information is accurate, complete and up to date.
4. **Information security:** Personal information must be protected from misuse, loss or unauthorised access, and destroyed or permanently de-identified when no longer required, unless the law requires retention.
5. **Openness and transparency:** A clear, current and publicly available privacy policy must explain what information is collected, how it is used, and whether automated decision-making is employed.
6. **Access and correction:** Individuals have rights to access or correct personal information, with interaction between the PRIS Act and the *Freedom of Information Act 1992* applying on a “no wrong door” basis.
7. **Unique identifiers and anonymity:** The use of unique identifiers is restricted, and individuals should be given the option to interact anonymously where practicable.
8. **Overseas disclosures:** Personal and de-identified information must not be disclosed outside Australia unless strict conditions are met.
9. **Automated decision-making:** Where automated decision-making is used, risks of harm, bias or discrimination must be assessed and human review made available.

10. **De-identified information:** De-identified information must be protected and must not be re-identified except in limited circumstances.

The Policy is designed to give effect to these principles at an organisational level, supported by procedures and training.

#### **POLICY IMPLICATIONS**

Nil

The adoption of this Policy does not revoke or amend any existing Council policy. It establishes an overarching governance framework under which operational procedures will be developed and maintained.

#### **FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from adoption of the Policy. Implementation will be managed within existing resources

#### **STRATEGIC COMMUNITY PLAN**

15 A well informed and engaged community.

The Policy supports transparent, ethical and responsible information management, strengthening community confidence in how the Shire protects personal information while sharing information appropriately in the public interest.

#### **CORPORATE BUSINESS PLAN**

The Policy aligns with corporate governance, compliance and risk management objectives by strengthening organisational controls around information handling and decision-making.

#### **LONG TERM FINANCIAL PLAN**

Nil

#### **ASSET MANAGEMENT PLANS**

Nil

#### **WORKFORCE PLAN**

The Policy supports workforce capability and accountability by providing staff with clear expectations regarding privacy obligations and responsible information sharing.

#### **RISK MANAGEMENT**

Failure to adopt a Privacy and Information Sharing Policy exposes the Shire to increased risk, including:

- inconsistent information handling practices;
- privacy breaches or unauthorised disclosures;
- regulatory non-compliance; and
- reputational damage and loss of community trust.

Adoption of the Policy mitigates these risks by embedding the Information Privacy Principles into governance and operational practice.

**COMMENT**

The Privacy and Information Sharing Policy provides a necessary governance framework to support compliance with new privacy and information-sharing obligations and to strengthen the Shire's information-handling culture. Adoption of the Policy positions the organisation to implement detailed procedures, training and systems in a structured and defensible manner.

UNCONFIRMED

**Chief Executive Officer Garry Adams declared a financial interest in relation to item 18.3 CEO Performance Review Committee – this item involves Mr Adams employment.**

### 18.3 CEO Performance Review Committee

#### File Ref

**Responsible Officer** Garry Adams, Chief Executive Officer

**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit

**Attachments**

1. Minutes - CEO Review Committee - 25 March 2026
2. CEO Review Process 2026-03-19
3. CEO KPI Progress Report - March 2026 (confidential) (under separate cover)
4. Terms of Reference - CEO Performance Review Committee 2025

**Voting Requirements** Absolute Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

#### **RESOLUTION: OCM 063-25/26**

Moved: Councillor M Fletcher

Seconded: Councillor T Pratico

#### **That Council:**

1. **Receives the minutes of the CEO Performance Review Committee meeting held on 25 March 2026; and**
2. **Adopts the recommendations of the Committee as set out in this report.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED BY ABSOLUTE MAJORITY 8/0**

#### **IN BRIEF**

The CEO Performance Review Committee met on 25 March 2026 to consider matters relating to the governance, capability and process for the 2026 CEO performance review.

This report presents the committee's recommendations for Council consideration and acceptance.

#### **MATTER FOR CONSIDERATION**

Council is asked to accept and endorse the recommendations of the CEO Performance Review Committee, arising from its meeting of 25 March 2026.

## BACKGROUND

The CEO Performance Review Committee is established by Council to oversee matters relating to the review of the Chief Executive Officer's performance in accordance with legislative requirements and the CEO's employment contract.

At its meeting on 25 March 2026, the Committee considered governance and process matters to ensure the 2026 CEO performance review is conducted in a fair, transparent and compliant manner, including training requirements, review methodology, external facilitation, progress against current KPIs (for information only), and the adequacy of the Committee's governance framework.

## CEO PERFORMANCE REVIEW COMMITTEE – RECOMMENDATIONS

*At its meeting on 25 March 2026, the CEO Performance Review Committee resolved to:*

- 1. Require all members of the CEO Performance Review Committee to attend WALGA's CEO Performance Review Training to ensure legislative compliance and best-practice performance review capability.*
- 2. Endorse the proposed CEO performance review process for 2026, subject to final documentation being agreed with the CEO in accordance with the Local Government Administration Regulations 1996.*
- 3. Support the engagement of an independent consultant to facilitate the 2026 CEO performance review, with outcomes to be reported back to the CEO Performance Review Committee.*
- 4. Note the progress report against the current CEO Key Performance Indicators for information only, acknowledging this was considered by the Committee as part of its oversight role.*
- 5. Support the development of a CEO Recruitment, Performance and Termination Policy, to be progressed to a future Concept Forum prior to formal presentation to Council.*
- 6. Adopt the updated Terms of Reference for the CEO Performance Review Committee, replacing the previous Instrument of Appointment and Delegation.*

## STATUTORY ENVIRONMENT

### *Local Government Act 1995*

The Act establishes the respective roles of Council and the Chief Executive Officer and provides the overarching governance framework within which CEO performance reviews are conducted.

### *Local Government Administration Regulations 1996*

Division 3 – Standards for Review of Performance of CEOs requires that:

- the local government and the CEO agree on the process by which performance will be reviewed;
- any additional performance criteria are agreed; and
- the review is conducted in accordance with prescribed standards and documented in writing.

Council retains responsibility for endorsing the review framework and outcomes.

**POLICY IMPLICATIONS**

Nil

Development of a CEO Recruitment, Performance and Termination Policy is proposed and will be reported to Council separately for consideration and adoption.

**FINANCIAL IMPLICATIONS**

Training costs for WALGA CEO Performance Review Training are \$512 per member.

Costs associated with engaging an independent consultant for the CEO performance review will be subject to procurement and reported back to the Committee prior to any commitment.

**STRATEGIC COMMUNITY PLAN**

16 An engaged and effective workforce.

**CORPORATE BUSINESS PLAN**

The recommendations support good governance, leadership accountability and organisational performance.

**LONG TERM FINANCIAL PLAN**

NIL

**ASSET MANAGEMENT PLANS**

NIL

**WORKFORCE PLAN**

The recommendations support effective executive performance management, leadership development and succession planning.

**RISK MANAGEMENT**

Failure to implement a clear and compliant CEO performance review framework exposes the Shire to governance, legal and reputational risk. Adoption of the Committee's recommendations mitigates these risks by:

- ensuring compliance with legislative standards;
- reinforcing transparency and procedural fairness; and
- strengthening governance oversight of executive performance.

**COMMENT**

The CEO Performance Review Committee has undertaken its role in reviewing and strengthening the governance framework for CEO performance management. Council consideration and endorsement of the Committee's recommendations will ensure a compliant, objective and well-structured CEO performance review process is in place for 2026.

18.4 Family and Domestic Violence Support - Warren Blackwood Region

**File Ref**

**Responsible Officer** Garry Adams, Chief Executive Officer

**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit  
Garry Adams, Chief Executive Officer

**Attachments** Nil

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 064-25/26**

Moved: Councillor K Gillies

Seconded: Councillor M Fletcher

**That Council:**

1. **Supports, the development of family and domestic violence (FDV) accommodation and expansion of support services within the Warren-Blackwood region;**
2. **Endorses the identification and investigation of suitable sites within the Shire of Bridgetown-Greenbushes to support the development of FDV services in the region;**
3. **Commends the advocacy of the Member for Warren-Blackwood, Bevan Eatts MLA with regard to the need for FDV accommodation and expanded services in the Warren-Blackwood region; and**
4. **Notes that the Shire President and the Chief Executive Officer will attend future meetings of relevant stakeholders as required and provide Council with updates on progress subsequent to any meetings being held.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

**IN BRIEF**

Council is being asked to support a regional initiative to improve access to family and domestic violence (FDV) accommodation and support services within the Warren Blackwood region.

Following discussions with key stakeholders, the Hon Jessica Stojkovski MLA is the Minister for Child Protection; Prevention of Family and Domestic Violence; Minister Assisting the Minister for Transport; and Minister for Peel and Mr Bevan Eatts MLA, a key barrier identified is the availability of suitable land to enable State-supported infrastructure and service delivery.

Council’s support is sought to assist in identifying and facilitating land to enable this critical service.

## **MATTER FOR CONSIDERATION**

Council is requested to consider its role in supporting improved outcomes for individuals and families experiencing family and domestic violence through:

- Advocacy for increased services within the Warren Blackwood region;
- Identification of suitable land for potential development; and
- Participation in partnerships with State Government and service providers.

This report seeks endorsement to progress these actions.

## **BACKGROUND**

Family and domestic violence remains a significant issue across regional Western Australia, with rural and remote communities experiencing limited access to crisis accommodation and support services.

Currently, individuals within the Warren Blackwood region are often required to travel outside the area to access support, resulting in:

- Disconnection from family, employment, and community networks;
- Delays in accessing critical services; and
- Increased vulnerability for those affected.

Recent discussions with relevant stakeholders, the Hon Jessica Stojkovski and Mr Bevan Eatts highlighted the need for place-based solutions in regional areas.

A key enabler identified by relevant stakeholders is the availability of suitable land to support the development of accommodation and integrated services.

## **STATUTORY ENVIRONMENT**

### *Local Government Act 1995*

Local governments are not direct providers of family and domestic violence services; however, they have the capacity to:

- Advocate on behalf of their communities;
- Facilitate land use and development opportunities; and
- Support initiatives that enhance community safety and wellbeing.

Any future land allocation or development would be subject to relevant legislative and planning requirements.

## **POLICY IMPLICATIONS**

Nil

This initiative aligns with broader community safety, wellbeing, and social sustainability objectives.

## **FINANCIAL IMPLICATIONS**

There are no immediate financial implications associated with this report.

Future considerations may include:

- Costs associated with land servicing or transfer (if applicable);

- In-kind contributions; and
- Staff resourcing to support project facilitation.

It is anticipated that capital and operational funding for any facility would be primarily the responsibility of the State Government and/or service providers.

**STRATEGIC COMMUNITY PLAN**

- 3 A safe community for people and animals.
- 13 Proactive, visionary leaders who respond to community needs.
- 15 A well informed and engaged community.

**CORPORATE BUSINESS PLAN**

Supports delivery of initiatives relating to:

- Community wellbeing and safety
- Advocacy and partnerships
- Strategic planning and service facilitation

**LONG TERM FINANCIAL PLAN**

No direct impact at this stage.

Any future financial implications will be considered as part of long-term financial planning processes.

**ASSET MANAGEMENT PLANS**

This report relates to the potential identification and use of Shire-owned land assets.

Any future allocation will be assessed in accordance with the Shire’s Asset Management Framework and relevant plans.

**WORKFORCE PLAN**

No direct workforce implications identified at this stage.

**RISK MANAGEMENT**

<b>RISK</b>	<b>MITIGATION</b>
Community expectation of service delivery	Clear communication of Council’s enabling and advocacy role
Unsuitable or unavailable land	Detailed assessment and staged investigation
Lack of external funding	Ongoing advocacy and partnership engagement
Reputational risk	Proactive leadership and demonstrated commitment

**COMMENT**

The lack of locally accessible family and domestic violence support services within the Warren Blackwood region represents a significant gap in community safety and wellbeing.

While service provision sits primarily with the State Government, the Shire has a role in enabling solutions through advocacy, land identification, and partnership facilitation.

Supporting this initiative, positions the Shire as a proactive contributor to addressing a complex social issue, while ensuring that future actions remain subject to Council consideration and alignment with strategic and financial capacity.

UNCONFIRMED

18.5 Grant Funding Support Request

**File Ref**

**Responsible Officer** Garry Adams, Chief Executive Officer

**Reporting Officer** Merridith Morrell, Manager of Executive Services Unit

**Attachments** 1. Fw\_ Support for grant application from Shire  
2. Project proposal 2026 for StateNRMO

**Voting Requirements** Simple Majority

**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

**RESOLUTION: OCM 065-25/26**

Moved: Councillor R Redman  
Seconded: Councillor M Fletcher

**That Council:**

1. **Notes the presentation delivered to Council at its 26 March 2026 Ordinary Council Meeting regarding an externally funded community food security project proposal; and**
2. **Supports the proposal and requests the Chief Executive Officer to agree an appropriate level of in-kind support should the grant application be successful.**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

**IN BRIEF**

Council received a presentation at its 26 March 2026 Ordinary Council Meeting outlining a proposal for an externally funded community food security project aimed at supporting increased local food production within the Shire.

The proposal seeks Council support for a potential grant application of up to \$50,000 over 18 months from the State Natural Resources Management Office, with no direct financial contribution sought from the Shire.

**MATTER FOR CONSIDERATION**

Following the presentation to Council on 26 March 2026, Council is asked to consider whether it wishes to provide in-principle support for the proposed community food security project.

Council’s consideration relates to its role in supporting community-led initiatives through advocacy and limited in-kind assistance.

## **BACKGROUND**

At its 26 March 2026 Ordinary Council Meeting, Council received a presentation outlining a proposal for an 18-month, externally funded project designed to encourage and facilitate local food production within the Shire.

The proposal has been developed in response to:

- rapidly increasing food costs and cost-of-living pressures; and
- recognition that there is capacity within both urban gardens and rural properties in the Shire to increase local food production.

The project concept involves engaging a consortium of local not-for-profit organisations to collaboratively deliver the project. Initial verbal support has been received from a number of local groups, including:

- Blackwood Environmental Society
- Blackwood Valley Small Landholders
- Transition Bridgetown
- Ashbil Community Garden

The project would be curated and managed by a local not-for-profit organisation and aligns with funding priorities relating to community engagement, sustainable agriculture and natural resource management.

## **STATUTORY ENVIRONMENT**

Nil

## **POLICY IMPLICATIONS**

Nil

## **FINANCIAL IMPLICATIONS**

No direct financial contribution is sought from the Shire.

Support requested from Council includes:

- letters of support for a grant application;
- waiving hire fees for occasional use of the Lesser Hall (as an in-kind contribution); and
- limited promotional support through Shire communication channels.

Any in-kind support would be subject to Council approval and standard Shire processes.

## **STRATEGIC COMMUNITY PLAN**

1 A growing community that is diverse, welcoming and inclusive.

## **CORPORATE BUSINESS PLAN**

Supports community engagement, sustainability initiatives, and partnerships that deliver community benefit without pressure on core operating budgets.

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

The proposal is externally funded and intended to be managed by a local not-for-profit organisation, which limits financial and operational risk to the Shire.

Any risks relating to expectations of Council involvement beyond in-kind support can be mitigated through clear scoping of Council's role and conditions of support.

**COMMENT**

Officers note that Council has already been briefed on the proposal through a presentation delivered at the 26 March 2026 Ordinary Council Meeting.

The proposal identifies a range of potential community benefits, including improved food security, skill development, inter-generational collaboration, recognition of Aboriginal knowledge relating to native foods, and opportunities for local food sharing and donation.

Council's role at this stage is limited to considering whether it wishes to provide in-principle support for the proposal in the form of advocacy, and in-kind assistance, should the external funding opportunity proceed.

**ITEM 19 DEVELOPMENT AND REGULATORY SERVICES**

19.1 Appointment of Fire Control Officers

<b>File Ref</b>	752
<b>Responsible Officer</b>	Leigh Guthridge, Director of Development and Regulatory Services
<b>Reporting Officer</b>	Leigh Guthridge, Director of Development and Regulatory Services
<b>Attachments</b>	Nil
<b>Voting Requirements</b>	Simple Majority
<b>Disclosure of Interest</b>	Reporting Officer: Nil Responsible Officer: Nil

**RESOLUTION: OCM 066-25/26**

Moved: Councillor M Fletcher  
 Seconded: Councillor T Pratico

**That Council appoints the following officers as Fire Control Officers for the Shire of Bridgetown-Greenbushes in accordance with the *Bush Fires Act 1954*, effective immediately and until the 2026/27 Fire Prevention and Fire Control Officer Public Notice is adopted by Council and published:**

- 1. Rosalyn Edwards – Acting Senior Ranger**
- 2. Conor McGregor – Community Emergency Services Manager**

**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

**IN BRIEF**

The purpose of this report is to seek Council approval for the appointment of two Interim Fire Control Officers to ensure statutory compliance under the *Bush Fires Act 1954* and to maintain continuity of fire control functions, including the authorisation and signing of Fire Permits during the Restricted Burning Period, until permanent appointments are confirmed through the 2026/27 annual public notice process.

**BACKGROUND**

Under the provisions of the *Bush Fires Act 1954*, local governments are required to appoint Fire Control Officers with authority and responsibility for the prevention, control, and extinguishment of bush fires within their district.

The Shire appoints Fire Control Officers annually through the adoption and publication of the Fire Prevention and Fire Control Officer Public Notice. Prior to the adoption of the 2026/27 Public Notice,

interim arrangements are required to ensure that authorised officers are in place to exercise statutory functions, particularly during the Restricted Burning Period when Fire Permits must be issued and managed.

### **COMMENT**

The appointment of Rosalyn Edwards (Acting Senior Ranger) and Conor McGregor (Community Emergency Services Manager) as Interim Fire Control Officers will:

- Ensure the Shire remains compliant with its legislative obligations under the *Bush Fires Act 1954*;
- Provide continuity of fire control governance and operational oversight during a transitional period; and
- Enable the timely and lawful issuing and signing of Fire Permits during the Restricted Burning Period.

Both officers possess relevant experience, qualifications, and organisational authority to perform the duties of Fire Control Officer. The appointments are temporary in nature and will cease upon adoption and publication of the 2026/27 Fire Prevention and Fire Control Officer Public Notice, anticipated in June/July 2026.

### **STATUTORY ENVIRONMENT**

*Bush Fires Act 1954*

### **POLICY IMPLICATIONS**

Nil

### **FINANCIAL IMPLICATIONS**

Nil

### **STRATEGIC COMMUNITY PLAN**

3 A safe community for people and animals.

### **CORPORATE BUSINESS PLAN**

Nil

### **LONG TERM FINANCIAL PLAN**

Nil

### **ASSET MANAGEMENT PLANS**

Nil

### **WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

The appointment of the interim Fire Control Officers will reduce operational risk during the lead-up to and commencement of the 2026/27 bush fire season.

UNCONFIRMED

**ITEM 20 PROJECT MANAGEMENT AND ENVIRONMENT**

20.1 PE43 - Temporary Road Closures

**File Ref****Responsible Officer** Garry Adams, Chief Executive Officer**Reporting Officer** Morgan Gillham, Director of Project Management and Environment**Attachments** 1. DRAFT PE43 - Temporary Road Closure Policy**Voting Requirements** Simple Majority**Disclosure of Interest** Reporting Officer: Nil  
Responsible Officer: Nil

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**OFFICER RECOMMENDATION****That Council:**

1. Adopts Policy PE43 - Temporary Road Closures as presented;
2. Authorises the Chief Executive Officer to implement and administer the policy, including the issuing of permits, exemptions and approvals in accordance with the policy; and
3. Authorises the Chief Executive Officer to make minor administrative updates to the adopted policy to ensure ongoing legislative compliance and clarity, provided no change is made to the intent or effect of the policy.

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**RESOLUTION: OCM 067-25/26**

Moved: Councillor S Carstairs

Seconded: Councillor K Gillies

**That Council:**

1. Adopts Policy PE43 - Temporary Road Closures as presented;
2. Authorises the Chief Executive Officer to implement and administer the policy, including the issuing of permits, exemptions and approvals in accordance with the policy; and
3. Authorises the Chief Executive Officer to make minor administrative updates to the adopted policy to ensure ongoing legislative compliance and clarity, provided no change is made to the intent or effect of the policy.
4. Requests the Chief Executive Officer to provide a report to the November OCM detailing the number of road closures effected under this policy, the reasons for closure and the length of time of closures, together with any complaints, feedback or issues identified in relation to the operation of this Policy.

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**FOR:** Crs S Carstairs, R Redman, M Fletcher, L Pearce, T Pratico, K Gillies, S Robinson and A McRae

**AGAINST:** Nil

**CARRIED 8/0**

### **IN BRIEF**

The Shire regularly experiences periods of inclement weather that impact the condition and safety of its road network, particularly unsealed roads. A clear and contemporary policy is required to support lawful, consistent and timely decision-making regarding temporary road closures, access arrangements and community notification.

Policy PE43 - Temporary Road Closures has been developed to provide a framework aligned with the *Local Government Act 1995*, ensuring road user safety, protection of the Shire's road assets and continuity of access for residents, businesses and emergency services where appropriate.

### **MATTER FOR CONSIDERATION**

Council is asked to consider the adoption of Policy PE43 - Temporary Road Closures to establish a lawful and transparent framework for the temporary closure of roads for up to 4 weeks in duration. The intent is for roads to only be closed to heavy haulage for short periods of time to minimise damage during significant periods of wet weather.

### **BACKGROUND**

The Shire holds responsibility for a large and geographically dispersed road network, a significant proportion of which is unsealed and vulnerable to damage during periods of inclement weather. Temporary road closures are sometimes necessary to mitigate safety risks to road users and to protect road infrastructure from avoidable damage.

Historically, decisions regarding temporary road closures and access arrangements have been managed operationally. However, increasing community expectations, asset management considerations and the need for consistent decision-making highlight the importance of a formal policy framework, in particular, but not only addressing heavy haulage on local unsealed roads.

Policy PE43 - Temporary Road Closures has been developed to articulate the circumstances under which roads may be temporarily closed, the authority of the Chief Executive Officer to make such determinations, access arrangements during closures, and communication requirements.

The proposed Policy PE43 - Temporary Road Closures was presented to Council at a Council Concept Forum held on 9 April 2026, prior to being brought forward for formal consideration at an Ordinary Council Meeting. At the Forum, the issue of whether road closures should apply to vehicles based on weight or other criteria. Officers believe that the 4.5t weight limit is appropriate given the CEO will have authority to permit heavier vehicles if required and this is consistent with policies in place at other local governments. No further feedback was received from Elected Members following the Concept Forum discussion.

If this policy is adopted, the Shire will use its usual communication channels to inform the Community of the road closure process and how to sign up for SMS messaging relating to road closures.

### **STATUTORY ENVIRONMENT**

*Local Government Act 1995*

Section 3.50(1) of the *Local Government Act 1995* provides that a local government may close any road that it manages, wholly or partially, for a period not exceeding four weeks.

The Act supports the delegation of operational decision-making authority to the Chief Executive Officer, enabling timely and risk-based responses to changing conditions. Policy PE43 aligns with this legislative framework by clearly defining the scope and exercise of that authority.

### **POLICY IMPLICATIONS**

CM 3 - Asset Management

Adoption of Policy PE43 supports effective asset management by protecting the condition and service life of the Shire's road network during periods of heightened risk. The policy aligns with the Shire's asset management principles by balancing safety, access and infrastructure preservation.

### **FINANCIAL IMPLICATIONS**

Whilst there are no direct financial implications to the Shire associated with the adoption of Policy PE43, it is anticipated that there will be a positive financial effect from reduced maintenance/repair requirements.

The policy provides a framework for existing operational practices and may assist in reducing maintenance and rehabilitation costs by preventing avoidable damage to road assets.

### **STRATEGIC COMMUNITY PLAN**

9 Safe, affordable and efficient movement of people and vehicles.

Policy PE43 supports this objective by prioritising road user safety, ensuring clear communication during temporary road closures, and maintaining access for residents, businesses and emergency services where appropriate.

### **CORPORATE BUSINESS PLAN**

The policy supports the Corporate Business Plan's focus on safe service delivery, sound asset management and effective operational decision-making.

### **LONG TERM FINANCIAL PLAN**

Not applicable.

### **ASSET MANAGEMENT PLANS**

Policy PE43 supports the implementation of the Shire's asset management plans by reducing the risk of premature road deterioration and protecting investment in road infrastructure.

### **WORKFORCE PLAN**

The policy provides authority, roles and responsibilities for officers involved in managing temporary road closures, supporting safe work practices and consistent decision-making.

### **RISK MANAGEMENT**

Failure to implement a framework for temporary road closures exposes the Shire to safety, asset damage and reputational risks.

Policy PE43 mitigates these risks by:

- providing authority and decision criteria for road closures;
- supporting consistent, transparent permit and exemption arrangements.
- ensuring timely notification to the community and emergency services; and
- protecting the condition of the Shire's road assets during high-risk periods.

**COMMENT**

Policy PE43 - Temporary Road Closures provides a lawful and contemporary framework to guide the Shire's response to unforeseen circumstances impacting the road network. Adoption of the policy will support safer outcomes for road users, protect Shire assets and provide clarity for the community and staff.

UNCONFIRMED

**ITEM 18 RECEIVAL OF MINUTES FROM MANAGEMENT COMMITTEES**

*No matters for consideration*

**ITEM 19 URGENT BUSINESS APPROVED BY DECISION**

*No matters for consideration*

**ITEM 20 RESPONSES TO ELECTED MEMBERS QUESTIONS TAKEN ON NOTICE**

*No matters for consideration*

**ITEM 21 ELECTED MEMBERS QUESTIONS WITH NOTICE**

**ITEM 25 NOTICE OF MOTION FOR CONSIDERATION AT THE NEXT MEETING**

25.1 Notice of Motion - Road Re-sealing Projects

**File Ref**

<b>Responsible Officer</b>	Garry Adams, Chief Executive Officer
<b>Reporting Officer</b>	Morgan Gillham, Director of Project Management and Environment
<b>Attachments</b>	Nil
<b>Voting Requirements</b>	Simple Majority
<b>Disclosure of Interest</b>	Reporting Officer: Nil Responsible Officer: Nil

**MOTION**

**That Council adopts as policy the requirement that any road re-sealing project within the Shire includes the requirement to undertake an assessment of whether shoulder widening on that road should be undertaken as part of the project.**

**IN BRIEF**

Councillor Tony Pratico has submitted a Notice of Motion in accordance with the Shire of Bridgetown-Greenbushes Standing Orders Local Law proposing the adoption of a policy requirement relating to the assessment of shoulder widening as part of road re-sealing projects.

**MATTER FOR CONSIDERATION**

The Notice of Motion, once moved and seconded, is required to be considered by Council.

**BACKGROUND**

The Notice of Motion proposes that, as part of road re-sealing projects undertaken by the Shire, an assessment be carried out to determine whether shoulder widening should also be undertaken.

The intent of the motion is to ensure that opportunities to improve road safety, functionality and long-term performance are considered at the time of re-sealing works.

**STATUTORY ENVIRONMENT**

Nil

**POLICY IMPLICATIONS**

Nil

The Notice of Motion proposes the adoption of a new policy requirement relating to road re-sealing projects.

**FINANCIAL IMPLICATIONS**

Any financial implications would be subject to future project-specific assessments and Council consideration as part of capital works planning and budgeting processes.

**STRATEGIC COMMUNITY PLAN**

1 A growing community that is diverse, welcoming and inclusive.

**CORPORATE BUSINESS PLAN**

Supports safe and effective infrastructure planning and service delivery.

**LONG TERM FINANCIAL PLAN**

Nil

**ASSET MANAGEMENT PLANS**

Nil

**WORKFORCE PLAN**

Nil

**RISK MANAGEMENT**

The Notice of Motion introduces a requirement to assess shoulder widening as part of re-sealing projects. Any risks associated with scope, cost or feasibility would be managed through existing project planning, assessment and approval processes.

**COMMENT**

Officers note the intent of the Notice of Motion to embed consideration of shoulder widening into the planning of road re-sealing projects.

The proposed approach would require an assessment to be undertaken as part of project planning; however, it does not mandate that shoulder widening be carried out in all cases. Any decision to

proceed with shoulder widening would remain subject to technical assessment, traffic counts, safety considerations, funding availability and Council approval.

**ITEM 22     MATTERS BEHIND CLOSED DOORS (CONFIDENTIAL ITEMS)**

*No matters for consideration*

**ITEM 23     CLOSURE**

*The Presiding Member closed the meeting at 7.45PM.*

UNCONFIRMED

METHODOLOGY SUMMARY							
INCEPTION	BUILD UNDERSTANDING		SENSEMAKING		SYNTHESIS	FINALISATION	
Project Inception	Visitor Economy Audit	Stakeholder Consultations	Vision & Strategic Alignment	Infrastructure & Experience Gap Analysis	Strategic Action Plan	Tourism Investment Prospectus	Final Report & Presentation
<ul style="list-style-type: none"> <li>Project kickoff meeting with BCCI</li> <li>Seek input of required stakeholder consultations including:                             <ul style="list-style-type: none"> <li>Australia's South West</li> <li>TWA</li> <li>WAITOC</li> <li>Accommodation operators</li> <li>Tour and attraction suppliers</li> <li>DBCA</li> <li>Shire</li> <li>Chamber of Commerce</li> <li>Local Associations</li> <li>Event Managers</li> </ul> </li> <li>Agree project milestones</li> <li>Stakeholder Mapping</li> <li><b>DELIVERABLE:</b> Project Plan</li> </ul>	<p>BCCI to collate asset mapping including:</p> <ul style="list-style-type: none"> <li>Master database</li> <li>Accommodation occupancy data</li> <li>Online Industry capacity and capability</li> <li>Website content, social channels and digital reach</li> <li>Review existing events</li> </ul> <p>Visitor Profile Analysis to include:</p> <ul style="list-style-type: none"> <li>Origin market data, visitor segmentation and target audiences</li> </ul> <p>SWOT Analysis current Visitor Economy including visitor statistics and economic output</p> <p><b>DELIVERABLE:</b></p> <ul style="list-style-type: none"> <li>Tourism Economy Audit</li> </ul>	<ul style="list-style-type: none"> <li>20 x face to face consultation interviews with priority stakeholders</li> <li>TO Interviews and workshop working with the Project Coordinator</li> <li>4 x Tourism Stakeholder workshops to inform Visitor Economy planning</li> <li>Community, Business &amp; Visitor surveys to understanding consideration in sustainable planning</li> </ul> <p><b>DELIVERABLE:</b> Consultation Findings and insights report</p>	<ul style="list-style-type: none"> <li>Review state and regional tourism strategic plans to provide alignment for a destination brand</li> <li>Establish experience themes that have the potential to connect all areas of the region</li> </ul> <p><b>DELIVERABLE</b> DTM will provide a summary of consultation findings to inform the Vision and Strategic Direction document to guide brand development. (BCCI)</p>	<ul style="list-style-type: none"> <li>Identify visitor experience development opportunities including leveraging infrastructure &amp; investment development</li> <li>Develop strategies to initiate tourism startups and potential funding needs</li> <li>Identification of infrastructure and service gaps.</li> <li>Review content sharing on partner DMO sites</li> <li>Prioritisation of "hero" experiences and investment opportunities.</li> </ul> <p><b>DELIVERABLE:</b></p> <ul style="list-style-type: none"> <li>Gap Analysis and Opportunity Report</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and Situation Analysis</li> <li>Opportunity &amp; Gap Analysis</li> <li>Priority Projects</li> <li>Implementation Plans</li> <li>Phased implementation roadmap over 2-5 years.</li> <li>Responsibilities, timelines, resources and funding considerations.</li> </ul> <p><b>DELIVERABLE:</b> Strategic Tourism Action Plan.</p>	<ul style="list-style-type: none"> <li>Collaboration with BCCI to develop priority projects identified in the Gap Analysis project phase</li> <li>Peer analysis of BCCI's investment prospectus roadmap content to 2031</li> </ul> <p><b>DELIVERABLE:</b> DTM will provide a summary of content - BCCI to deliver output of formatted document</p>	<ul style="list-style-type: none"> <li>DRAFT 4 Year Blueprint Plan supported by an initial Year 1 implementation plan</li> <li>Seek Committee feedback from DRAFT report and attend to identified gaps in information</li> <li>One-page strategy summary</li> <li>PowerPoint deck for stakeholder presentations</li> <li>In-person presentation to BCCI, Shire, and stakeholders as 1 presentation</li> <li>Feedback attended to</li> <li>FINAL report delivered</li> </ul> <p><b>DELIVERABLE:</b> FINAL Destination Blueprint</p>

STRATEGIC PLAN

# Experience Bridgetown Greenbushes

Tourism Blueprint | 2025–2028

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*A Strategy for Sustainable Tourism and Community Wellbeing*

Prepared by the Blackwood Chamber of Commerce and Industry  
In partnership with the Shire of Bridgetown–Greenbushes and BGTA  
Version 10 | May 2026

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## Executive Summary

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The Experience Bridgetown Greenbushes Tourism Blueprint (2025–2028) is a bold and collaborative initiative led by the Blackwood Chamber of Commerce and Industry (BCCI), in partnership with the Shire of Bridgetown–Greenbushes and the Bridgetown Greenbushes Tourism Association (BGTA). This project will unite community, industry, and government partners to define and deliver a shared vision for the future of tourism in the Bridgetown–Greenbushes region — one that celebrates our character, creativity, and sense of place.

Tourism already plays a vital role in the local economy, yet much of Bridgetown’s potential remains unrealised. As visitor expectations evolve and regional competition increases, the need for a clear, community-informed roadmap has never been greater. The Blueprint will fill this gap by guiding sustainable growth, elevating existing experiences, and identifying new opportunities that align with local values and strengths.

The Blueprint is not about changing who we are — it is about evolving sustainably and elevating what we already do well. It will protect Bridgetown’s authenticity while positioning it as a distinctive destination. Through inclusive collaboration and cultural engagement, it will ensure that tourism enhances community life, respects Country, and contributes to long-term regional prosperity.

Until dedicated project funding is secured, the initiative will be led by Chamber President Tracey Hodgkins and Tourism Subcommittee Chair Chris Maher, supported by the Chamber’s executive and key community stakeholders. Once resourced, a Project Officer will be appointed to continue coordination and delivery.

The process begins in late 2025 with stakeholder mapping and governance formation, followed by full strategy delivery from 2026 through 2028. By the end of this period, Bridgetown will have:

- A collaboratively developed, investment-ready tourism strategy that clarifies our shared direction, builds on existing activity, and is endorsed by regional and state partners.
- A comprehensive review and refinement of all existing digital maps, itineraries and visitor tools — fact-checking current information, identifying gaps, and developing new experiences where opportunities are uncovered.
- A future-focused tourism investment prospectus and practical roadmap that connects what we already have with clear stages for funding, project development and delivery.
- A stronger, more connected network of local operators and community champions who share information, avoid duplication, and work together to add and grow new opportunities rather than compete.

Above all, this Blueprint is an invitation — for residents, businesses, and visitors alike — to shape the Bridgetown–Greenbushes tourism story together. It is about ensuring that our town’s next chapter remains rooted in story, rich in soul, and proudly led by the people who call it home.

## Background and Context

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Tourism is a cornerstone of the Bridgetown–Greenbushes economy and an essential driver of local business sustainability, regional identity, and community vibrancy. Marketed as the “Winter Capital of Western Australia,” the region’s charm lies in its rich heritage, creative spirit, and immersive natural landscapes. Visitors are drawn by its changing seasons, festivals, boutique accommodation, and strong sense of authenticity — qualities that set it apart from larger, more commercialised destinations.

However, while visitation continues to grow steadily across the South West, our tourism offering remains underdeveloped compared to its potential. The region lacks a unified destination identity, consistent marketing platform, and cohesive experience framework that links businesses, events, and stories under one strategic direction. Many operators, while passionate and innovative, work in isolation.

The Experience Bridgetown Greenbushes Tourism Blueprint aims to respond directly to this need — providing a shared roadmap for sustainable growth, investment, and collaboration. The Blueprint will take a community-led approach, ensuring that local voices guide the evolution of tourism rather than being overshadowed by external agendas. It will integrate cultural, creative, environmental, and wellness experiences that align with the values of both residents and visitors who seek meaningful, regenerative travel experiences.

This initiative also responds to wider shifts in the tourism landscape:

- Travellers are increasingly seeking authentic, low-impact, and wellbeing-oriented destinations.
- Regional towns are competing for talent, investment, and visitation through distinct storytelling and place branding.
- The State’s tourism strategy encourages collaboration between local government, industry, and communities to deliver shared regional benefits.

By harnessing these trends and grounding them in Bridgetown’s identity, the Blueprint will help the town evolve as a model for community-led, sustainable tourism in Western Australia.

## Strategic Alignment

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The Blueprint aligns with key regional and state frameworks, ensuring that local efforts contribute to broader economic and social goals while maintaining Bridgetown’s unique character.

### South West Development Commission (SWDC) Strategic Priorities

**Objective:** To drive regional prosperity through innovation, investment, and sustainable development.

**Alignment:** The Blueprint will support SWDC’s goals by creating investment-ready tourism projects, strengthening industry collaboration, and promoting regional dispersal of visitors beyond established hubs like Busselton and Margaret River.

### Regional Development Australia – South West (RDA SW) Roadmap

**Objective:** To grow resilient local economies through partnerships and place-based strategies.

**Alignment:** The Blueprint exemplifies this approach — uniting business, government, and community in co-designing the region’s tourism future.

### Tourism Western Australia Strategy – Final Waves Strategy (2023–2033)

**Objective:** To position WA as a world-class, high-yield destination offering unforgettable experiences.

**Alignment:** The Experience Bridgetown–Greenbushes brand aims to complement the State’s Final Waves strategy by offering visitors deeply personal, soulful, and story-rich experiences anchored in nature, heritage, and creativity.

### Southern Forests & Valleys Tourism Alliance (SFVTA)

**Objective:** To promote and showcase the tourism operators, attractions, events and trails that make the Southern Forests & Valleys region distinctive, encouraging increased visitation and stronger regional awareness.

**Alignment:** The Blueprint will provide SFVTA with the strategy, research, data and visual assets needed to market Bridgetown–Greenbushes in a way that is authentic, purposeful and aligned with the aspirations of the local community.

### Australia’s South West (ASW) – Strategic Plan

**Objective:** To lead destination marketing and management for Western Australia’s South West, growing a thriving, sustainable visitor economy by inspiring visitation, enhancing visitor experiences, and supporting nature-connected, community-beneficial tourism in partnership with Tourism WA, regional partners, and industry.

**Alignment:** The Experience Bridgetown Tourism Blueprint provides a hyper-local implementation layer within ASW’s regional framework. By auditing and developing high-quality, values-aligned

product and experiences — particularly in wellness, nature-based, and cultural tourism — the Blueprint generates a clear pipeline of investable, bookable experiences that can feed into ASW’s marketing and destination development priorities. This strengthens regional dispersal, supports ASW’s Wellness Tourism Strategy and Aboriginal Cultural Tourism Plan, and ensures Bridgetown–Greenbushes contributes actively to a thriving, sustainable South West visitor economy.

### **Why Now**

The timing for this initiative is both strategic and urgent. With population and visitation on the rise, we are at a crossroads — ready to embrace growth but determined to do so on its own terms. The closure of major processing industries and shifts in local employment have highlighted the need to diversify the economy and build resilience through new sectors such as wellness, cultural tourism, and creative industries.

At the same time, our community remains deeply protective of its character and heritage. The Blueprint offers an opportunity to balance progress with preservation — ensuring that future development enhances rather than erodes the qualities that make Bridgetown unique.

By developing the Blueprint now, the community can collectively shape a sustainable, regenerative tourism future — one that celebrates its soul, strengthens local enterprise, and invites the world to experience Bridgetown–Greenbushes as we know and love it.

## Guiding Principles

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The Blueprint is more than a tourism strategy — it is a community-led framework for how Bridgetown grows, welcomes, and shares its story with the world. Every element of the Blueprint will be guided by a set of five core principles that reflect the values of our people, our place, and our collective vision for a sustainable future. These principles ensure that as we grow, we do so with purpose, authenticity, and respect.

### 01. Community First

Tourism in Bridgetown–Greenbushes begins and ends with the community. Local voices, values, and aspirations are central to every decision made through this Blueprint. We recognise that tourism must benefit those who live and work here first — enhancing liveability, supporting local enterprise, and strengthening community pride. This principle underpins the participatory nature of the project: workshops, listening circles, and surveys will ensure the Blueprint reflects the lived experiences and wisdom of local residents and business owners.

### 02. Cultural Respect

We stand on Noongar Country, and its landscapes hold deep cultural and spiritual significance. The Blueprint will be developed and delivered in partnership with Traditional Custodians, ensuring that Aboriginal culture and heritage are acknowledged, respected, and authentically represented. Cultural engagement will not be tokenistic — it will form the foundation of how Bridgetown tells its story, from place names and walking trails to visitor experiences and interpretation. This principle ensures that Indigenous voices are heard, valued, and embedded throughout the process, building long-term relationships that honour both past and present connections to Country.

### 03. Sustainability and Regeneration

True tourism success is measured not only in visitor numbers but in the health and resilience of the place and its people. The Blueprint will champion environmental responsibility, economic diversification, and social wellbeing. It will promote experiences that regenerate rather than exploit — supporting low-impact tourism, circular-economy practices, and a balanced approach to growth that safeguards Bridgetown–Greenbushes’ natural beauty and small-town charm. Our goal is to ensure that tourism strengthens the local ecosystem — human and natural — for generations to come.

### 04. Creativity and Innovation

Creativity is at the heart of our region’s identity. From art, music, and festivals to design, wellness, and storytelling — the creative spirit defines who we are. This Blueprint will celebrate and expand that creative energy, encouraging innovation in tourism product development, marketing, and collaboration. It will empower artists, entrepreneurs, and thinkers to reimagine what a small regional destination can be — unique, soulful, and forward-looking.

### 05. Collaboration and Shared Ownership

The Blueprint is a shared effort — led by the Chamber, guided by the Shire and BGTA, and shaped by the community. No single organisation can realise our vision alone. Collaboration between business, government, Traditional Custodians, and residents will ensure that outcomes are achievable, inclusive, and long-lasting. This principle also extends beyond the local level — strengthening partnerships with regional and state tourism bodies to ensure our story contributes to the broader success of the South West.

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*Together, these principles form the foundation of the Experience Bridgetown Greenbushes vision: to grow our tourism sector with integrity, guided by community, and rooted in story — ensuring that we remain a place where visitors and residents alike can feel connected, inspired, and at home.*

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## Governance and Delivery Model

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The Blueprint will be delivered under a clear and collaborative governance structure to ensure transparency, accountability, and community representation at every stage. The project is designed to be community-led and partnership-driven, leveraging the strengths of local organisations, businesses, and government partners while building internal capacity for long-term tourism coordination.

### Leadership and Oversight

The Blueprint process is led by the Blackwood Chamber of Commerce and Industry (BCCI) in close collaboration with the Shire of Bridgetown–Greenbushes and the Bridgetown–Greenbushes Tourism Association (BGTA). Until dedicated funding is secured for a Project Officer, the initiative will be jointly led by:

- Tracey Hodgkins, President, Blackwood Chamber of Commerce and Industry
- Chris Maher, Chair, BCCI Tourism Subcommittee

Together, they will coordinate the early phases of the project — including stakeholder mapping, subcommittee formation, and the foundational engagement work — supported by the Chamber Executive and community volunteers. Once funding is confirmed, a Project Officer will be appointed to lead day-to-day coordination, reporting directly to the BCCI President and the Tourism Subcommittee.

### Project Structure

The project will operate through a tiered structure designed to facilitate broad community input, expert advice, and efficient decision-making. This structure ensures that diverse perspectives are heard, and that implementation is both strategic and responsive.

#### Tourism Subcommittee

**Role:** Strategic oversight, high-level decision-making, ensuring alignment with community values and overall project objectives, and budget approval.

**Composition:** Representatives from BCCI (President, Tourism Subcommittee Chair), Shire of Bridgetown–Greenbushes Tourism Representative, Bridgetown–Greenbushes Tourism Association (Chair), Talison Lithium, a Traditional Custodians representative (where available), and up to two independent community members.

**Frequency:** Quarterly meetings, or as required.

#### Working Groups

**Role:** Focus on specific Blueprint pillars (e.g., Product Development, Marketing, Infrastructure, Events), detailed planning, project implementation, and reporting to the Tourism Subcommittee.

**Composition:** Open to all interested community members, local businesses, not-for-profit organisations, and subject matter experts. Each Working Group will have a designated lead (e.g., a Subcommittee member or a highly engaged community volunteer).

**Frequency:** Monthly meetings, or as required by specific projects.

### Community and Stakeholder Forum

**Role:** Broad community consultation, feedback, idea generation, and ensuring transparency. This forum will be crucial for validating strategies and fostering collective ownership.

**Composition:** All residents, businesses, community groups, and other interested stakeholders within Bridgetown–Greenbushes and surrounding areas.

**Frequency:** Biannual public meetings, supplemented by online surveys, listening posts, and targeted engagement workshops.

### Communication and Reporting

Regular communication will be vital for the success and transparency of the Experience Bridgetown Tourism Blueprint. A dedicated communication plan will be developed to keep all stakeholders informed and engaged.

- Website and social media: a dedicated section on the Blackwood Chamber of Commerce and Industry website (or a standalone site if resources allow) will serve as the central hub for project information, updates, meeting minutes, and consultation documents. Social media channels will be used for broader reach and engagement.
- Newsletters: regular email newsletters will be distributed to a subscriber list, providing concise updates on progress, upcoming events, and opportunities for involvement.
- Public presentations: key project milestones and outcomes will be shared through public presentations at Shire Council meetings, Chamber events, and community gatherings.
- Annual report: an annual report will summarise the achievements, challenges, and financial overview of the Blueprint's implementation, distributed to all stakeholders.

## Stakeholder Engagement Framework

Authentic community and stakeholder engagement are at the heart of the Blueprint process. The success of this initiative relies on collaboration, shared ownership, and the belief that the people who live, work, and create in Bridgetown should lead the story of its tourism future.

### Engagement Objectives

1. Involve community members, businesses, and partners in shaping the vision and priorities for Bridgetown’s tourism future.
2. Ensure inclusivity and representation, with particular emphasis on amplifying Indigenous, creative, and youth voices.
3. Build trust and transparency between the Chamber, Shire, BGTA, and the wider community.
4. Identify shared priorities and actionable opportunities across heritage, wellness, creativity, and nature-based experiences.
5. Create a feedback loop that informs decision-making throughout the Blueprint’s design, launch, and implementation.

### Engagement Framework Overview

The engagement process will unfold in four structured phases, as outlined in the Stakeholder Engagement Strategy:

Stage	Focus	Key Activities	Participants
Stage 1: Awareness and Activation	Build understanding of the project and invite participation.	Project launch briefings, Chamber and Shire newsletters, local media releases, and microsite launch.	General public, local businesses, media.
Stage 2: Listening and Planning	Gather insights, aspirations, and lived experiences. Create a shared vision.	Community Visioning Forums, Listening Circles, Visitor Sentiment and Resident Surveys, Cultural Mapping with Traditional Owners.	Residents, Traditional Custodians, the creative sector, and business operators.
Stage 3: Co-Design and Collaboration	Develop identified shared themes and ideas, and co-create future priorities.	Industry and creative workshops, youth sessions, co-design workshops, and feedback interviews.	Local business owners, tourism operators, artists, wellness providers, event organisers.

Experience Bridgetown Greenbushes | Tourism Blueprint 2025–2028

Stage	Focus	Key Activities	Participants
Stage 4: Validation and Partnership	Confirm direction, refine priorities, and build ownership.	Public exhibition of the draft Blueprint, feedback forums, and endorsement meetings with key partners.	Broader community, partner agencies, funders.

### Stakeholder Categories

The Engagement Strategy identifies and prioritises stakeholders through a Power–Interest grid, categorised as follows:

Collaborate Closely	Keep Satisfied
<ul style="list-style-type: none"> <li>BCCI</li> <li>Shire of Bridgetown–Greenbushes</li> <li>BGTA</li> <li>SWDC</li> <li>RDA South West</li> <li>SFVTA</li> <li>Traditional Custodians</li> <li>Tourism WA</li> <li>Local industry leaders</li> </ul>	<ul style="list-style-type: none"> <li>State agencies</li> <li>Major employers</li> <li>Regional partners</li> <li>Education providers</li> </ul>

Keep Informed	Monitor
<ul style="list-style-type: none"> <li>Local residents</li> <li>Small business owners</li> <li>Artists and creatives</li> <li>Tourism and wellness operators</li> <li>Community groups</li> </ul>	<ul style="list-style-type: none"> <li>Visitors</li> <li>Media</li> <li>Investors</li> <li>Future tourism partners</li> </ul>

### Engagement Methods

A mix of traditional and creative engagement tools will be used to ensure inclusive participation:

- Community Visioning Workshops — collaborative sessions identifying shared values and future themes.

- Listening Circles — facilitated conversations with targeted groups, including youth, creatives, and elders.
- Cultural Mapping — in partnership with Noongar Elders and cultural leaders, integrating story, language, and heritage.
- Online Survey Tools — gathering resident and visitor feedback.
- Industry Roundtables — focused discussions on sector-specific challenges (accommodation, events, hospitality, etc.).
- Pop-up Consultations — informal engagement at local events and markets to reach a broader audience.

### Communication Channels

A multi-faceted approach will be used to disseminate information and engage stakeholders across various platforms:

- Experience Bridgetown microsite: a dedicated microsite will serve as a central hub for all Blueprint-related information, documents, and updates. It will include a public-facing component and a secure stakeholder portal for more detailed resources and discussions.
- BCCI and Shire newsletters: regular updates will be shared through existing Blackwood Chamber of Commerce and Industry (BCCI) and Shire of Bridgetown–Greenbushes newsletters, reaching a broad local audience.
- Social media updates: key milestones, engagement opportunities, and positive stories will be disseminated via the Chamber’s and Shire’s social media channels, ensuring broad reach and visibility.
- Local media releases: proactive engagement with local newspapers, radio, and online news platforms will ensure the Blueprint’s progress and successes are widely communicated.
- Partner briefings: regular, targeted briefings will be held with key project partners (e.g., Tourism WA, SWDC, SFVTA) to maintain alignment and foster collaborative efforts.

### Reporting and Feedback Integration

To ensure accountability and responsiveness, a clear process for reporting and integrating feedback will be established:

- Workshop summaries and minutes: detailed summaries of all workshops, forums, and listening circles will be published on the microsite and distributed to participants, ensuring transparency and accessibility.
- Feedback reflection: a structured process will be implemented to demonstrate how stakeholder feedback has been considered and integrated into decision-making. This will include ‘You Said, We Did’ summaries.
- Key insights reports: regular reports synthesising key insights gathered from engagement activities will be prepared and shared with the Tourism Subcommittee and broader stakeholders to inform ongoing development.

### **Legacy of Engagement**

The ultimate goal of this framework is not only to successfully implement the Experience Bridgetown Tourism Blueprint but also to foster a lasting culture of collaboration, transparency, and shared ownership within the community. By embedding robust engagement practices, the Blueprint will serve as a model for future community-led initiatives, ensuring Bridgetown’s tourism future is truly reflective of its people and place.

## Cultural Partnership Statement

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The Bridgetown–Greenbushes region sits proudly on Wardandi and Bibbulmun Noongar Country, land that has been cared for, walked upon, and celebrated for tens of thousands of years. The Blueprint recognises that true sustainability begins with respect for Country, culture, and the stories that connect us to place.

The Blueprint will be developed and implemented in partnership with Traditional Custodians, ensuring that Aboriginal heritage and perspectives are not only acknowledged but actively embedded in the region’s tourism future. This partnership reflects the Blackwood Chamber of Commerce and Industry’s commitment to cultural respect, reconciliation, and authenticity in all community and industry initiatives.

### Principles of Cultural Partnership

The following principles will guide all cultural engagement throughout the Blueprint process and beyond:

#### 01. Respect for Country

Recognise the Traditional Custodians of the land and waters of the Bridgetown–Greenbushes region and their ongoing connection to Country. All projects, branding, and experiences will honour this connection and seek appropriate permissions for the use of place names, language, and cultural content.

#### 02. Authentic Collaboration

Work with, not for, Traditional Custodians. Engagement will begin at the earliest stages of planning and continue through implementation, ensuring Aboriginal voices guide decisions, not just validate them.

#### 03. Cultural Safety and Consent

Ensure all processes — from consultation to storytelling — are conducted in culturally safe, inclusive, and transparent ways. Permission will be sought before any cultural material or intellectual property is shared publicly.

#### 04. Knowledge Sharing and Benefit

Prioritise reciprocal outcomes where Traditional Custodians and Aboriginal-owned enterprises benefit economically, socially, and culturally from tourism development.

#### 05. Long-Term Relationships

Build enduring partnerships that go beyond the life of this project — establishing ongoing collaboration between the Chamber, Shire, BGTA, and Aboriginal communities on future tourism, education, and cultural initiatives.

## Cultural Engagement in Practice

### The Process

- Cultural mapping workshops: facilitate workshops with Traditional Custodians to identify significant cultural sites, stories, and practices within the region, ensuring these are respected and integrated into tourism experiences.
- Indigenous-led tourism development: support and promote Aboriginal-owned and operated tourism businesses and experiences, fostering economic empowerment and authentic cultural sharing.
- Cultural protocols and guidelines: develop and implement clear cultural protocols and guidelines for all tourism operators and visitors, ensuring respectful engagement with Aboriginal culture and heritage.
- Interpretation and storytelling projects: collaborate on the creation of interpretive signage, digital content, and guided tours that accurately and respectfully share Noongar stories and knowledge with visitors.
- Ongoing consultation framework: establish a continuous and respectful dialogue with Traditional Custodians, ensuring their voices are central to the planning, development, and management of tourism initiatives.

### Alignment with Broader Frameworks

- Tourism WA: align with the State’s Aboriginal Tourism Development Program, contributing to its vision for a thriving Aboriginal tourism sector.
- WA Aboriginal Empowerment Strategy: support the principles of self-determination and economic empowerment for Aboriginal communities.
- Reconciliation Australia: contribute to the national reconciliation movement through practical, meaningful action at a local level.

By actively pursuing these initiatives, the Experience Bridgetown Tourism Blueprint will contribute to the broader goals of cultural preservation, reconciliation, and economic opportunity for Aboriginal communities, ensuring that Bridgetown–Greenbushes offers truly authentic and respectful experiences.

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*Our commitment: We commit to genuine partnership, respect, and reciprocity in all cultural engagement, ensuring the Bridgetown–Greenbushes region develops as a place where Aboriginal culture is celebrated, understood, and benefits its Traditional Custodians.*

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## Delivery Timeline

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The Experience Bridgetown Tourism Blueprint will be delivered through four structured phases, each building on the momentum of the last. This phased approach ensures that Bridgetown’s tourism development remains strategic, inclusive, and achievable — with clear actions, measurable milestones, and strong community ownership at every stage.

### Stage 1 — IGNITE: Let’s Get Started

*November 2025 – March 2026*

The project begins with the formation of the Experience Bridgetown Greenbushes Subcommittee, a governance group operating under the Blackwood Chamber of Commerce and Industry. This group will include representatives from the Chamber, Shire of Bridgetown–Greenbushes, BGTA, and other stakeholders as appropriate. During this phase, the foundations for success are established through:

- Confirming leadership and governance structures.
- Mapping all key tourism stakeholders.
- Launching public awareness through the Chamber, BGTA, and Shire networks.
- Applying for funding.
- Commencing identification of partnerships, including Noongar Elders and local historians.

This groundwork sets the tone for collaboration and ensures that the Blueprint reflects both local wisdom and shared aspiration from the outset.

### Stage 2 — DESIGN AND LAUNCH: Co-Create the Blueprint

*April 2026 – June 2027*

Co-design, evidence, strategy creation, and public launch. Key deliverables include:

- Visitor Economy Audit — asset map, SWOT, and visitor profiles (Audit Report).
- Stakeholder Engagement — plan and tools; workshops, interviews, and surveys (Insights Report).
- Vision and Strategic Alignment — shared vision and strategic themes; alignment to plans (Vision Document).
- Infrastructure and Experience Gap Analysis — gaps, hero experiences, and priorities (Opportunities Report).
- Brand and Positioning Framework — identity, positioning, and messaging; brand workshop (Brand Framework).
- Strategic Action Plan — a 2–5 year roadmap with roles, timelines, and resourcing (Action Plan).
- Investment and Funding Strategy — funding pathways and indicative budgets (Funding Strategy).

- Tourism Investment Prospectus — investor-ready prospectus for priority projects (Prospectus PDF and editable file).
- Monitoring and Evaluation Framework — KPIs and reporting dashboard template (M&E Framework).
- Communication Tools and Final Presentation — one-page summary, slide deck, final report and presentation (Delivery Pack).
- Launch Event — public reveal of the region’s visitor economy plan, sharing the vision, priorities, and the roadmap for what happens next.

### **Stage 3 — ACTIVATE: Strategy in Action**

*July 2027 – August 2028*

Early projects, capacity building, visibility, and momentum. Key deliverables include:

- Rolling out a public communications campaign to engage residents, attract visitors, and encourage investment.
- Initiating early activation projects such as signage, creative trails, and operator capacity-building workshops.
- Delivering a training and mentoring program for local operators in digital marketing, heritage storytelling, and cultural protocols.
- Conducting the first Impact Evaluation Report measuring visitor sentiment, business performance, and community satisfaction.

This is where planning turns into momentum — transforming community ideas into visible outcomes and shared pride, with ongoing capacity building and impact measurement to ensure sustainable growth.

### **Stage 4 — EMBED: Sustain and Grow**

*September 2028 onwards*

This final phase ensures that the Blueprint’s outcomes are embedded in local practice and supported by an ongoing framework for delivery and evaluation. Key activities include:

- Preparing the Three-Year Implementation Plan (2029–2031), identifying future funding rounds, partnerships, and growth priorities.
- Establishing ongoing governance and coordination mechanisms to maintain momentum.
- Building local capacity through continued training and mentorship programs.
- Reviewing and refining the tourism framework based on first-year learnings and community feedback.

By the close of this phase, Experience Bridgetown will have evolved from a project into a living, community-led framework — empowering the town to manage its tourism future sustainably, creatively, and on its own terms.

Experience Bridgetown Greenbushes | Tourism Blueprint 2025–2028

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## Outcomes and Impact

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The Experience Bridgetown Tourism Blueprint will deliver lasting social, economic, cultural, and environmental outcomes that strengthen Bridgetown–Greenbushes’ position as a leading sustainable tourism destination in Western Australia. Its impact will be measured not only in visitor numbers or business growth but in the preservation of community character, cultural storytelling, and regional pride.

### Economic Outcomes

#### 1. Increased Visitor Spend and Length of Stay

Strengthen local tourism yield by encouraging longer, higher-value visits through new experiences and itineraries.

**Key Indicators (KPIs):**

- 15–20% increase in average visitor spend within three years.
- 10% increase in average length of stay by 2028.

#### 2. Enhanced Business Capacity and Collaboration

Build local operator capability and encourage cross-sector partnerships.

**Key Indicators (KPIs):**

- 50+ local businesses engaged in Blueprint delivery.
- 20 new collaborations formed between accommodation, retail, wellness, and creative sectors.

#### 3. Investment Readiness and Diversification

Attract new aligned investment and diversify the local economy beyond mining and agriculture.

**Key Indicators (KPIs):**

- 5+ new investment or business proposals by 2028.
- Increased interest from state programs and private funders.

### Social Outcomes

#### 4. Strengthened Community Pride and Wellbeing

Foster a stronger sense of local identity and community engagement through shared experiences and opportunities.

**Key Indicators (KPIs):**

- 25% increase in community event participation within three years.
- Positive sentiment expressed in local surveys regarding tourism development.

### 5. Enhanced Visitor Experience and Satisfaction

Provide authentic and memorable experiences that build a positive reputation for Bridgetown as a welcoming destination.

**Key Indicators (KPIs):**

- 90% visitor satisfaction rating in post-visit surveys.
- Increased positive reviews on travel platforms.

### Cultural Outcomes

### 6. Preservation and Promotion of Local Heritage

Showcase Bridgetown’s rich history, arts, and Indigenous culture through engaging tourism offerings.

**Key Indicators (KPIs):**

- Three new heritage trails or cultural tours developed and promoted.
- Increased collaboration with local artists and cultural groups.

### 7. Vibrant Arts and Creative Economy

Support local creatives and artisans by integrating their work into tourism products and experiences.

**Key Indicators (KPIs):**

- 15% growth in creative-industry employment within five years.
- Establishment of a dedicated arts and culture tourism calendar.

### Environmental Outcomes

### 8. Sustainable Tourism Practices

Champion eco-friendly initiatives and responsible visitor behaviour to protect the natural environment.

**Key Indicators (KPIs):**

- Development of a “Green Tourism” certification program for local businesses.
- Reduction in environmental impact metrics (e.g., waste, water usage) related to tourism.

### 9. Preservation of Natural Assets

Promote conservation efforts and responsible access to Bridgetown’s natural landscapes and biodiversity.

**Key Indicators (KPIs):**

- Support for local conservation projects and land-care initiatives.
- Increased visitor education on local ecosystems and conservation needs.

Experience Bridgetown Greenbushes | Tourism Blueprint 2025–2028

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## Monitoring and Evaluation Framework

### Purpose of the Framework

The Monitoring and Evaluation Framework will:

- Measure project performance against defined KPIs.
- Track stakeholder and community satisfaction.
- Identify areas for improvement or adjustment during delivery.
- Provide evidence for future grant and investment applications.
- Ensure partners, funders, and the community are informed through regular reporting.

### Governance and Oversight

Monitoring and reporting will be coordinated by the Blackwood Chamber of Commerce and Industry (BCCI) through the Experience Bridgetown Subcommittee, with oversight from partner organisations.

Responsible Party	Role	Reporting Frequency
BCCI (Lead)	Overall coordination, data collection, and evaluation reporting.	Quarterly
Shire of Bridgetown–Greenbushes	Support data collection, visitor analytics, and community engagement insights.	Biannual
BGTA and SFVTA	Provide visitor statistics, operator feedback, and marketing analytics.	Quarterly
Talison Lithium	Advisory partner for community benefit outcomes and local economic indicators.	Annual review
Traditional Custodians	Ensure cultural engagement principles are upheld and outcomes are tracked.	Ongoing
Tourism WA	Provide oversight and alignment with regional priorities.	Annual review

### Monitoring Tools and Data Sources

Experience Bridgetown Greenbushes | Tourism Blueprint 2025–2028

Tool / Data Source	Purpose	Collected By
Visitor Economy Dashboard	Tracks visitation, spend, and length of stay (using Tourism WA and BGTA data).	BCCI / BGTA / SFVTA
Operator Surveys	Measures business confidence, training participation, and collaboration levels.	BCCI / BGTA
Community Sentiment Survey	Captures local perspectives on tourism impact and community wellbeing.	Shire / BCCI
Workshop and Event Attendance Logs	Records engagement levels and diversity of participants.	Project Officer / BCCI
Media and Digital Analytics	Measures visibility, reach, and digital engagement with the Experience Bridgetown brand.	BCCI / SFVTA
Cultural Engagement Records	Tracks participation of Traditional Custodians, use of protocols, and heritage inclusion.	Cultural Liaison / BCCI
Impact Case Studies	Qualitative documentation of success stories and community benefits.	BCCI / Shire / RDA

### Reporting Schedule

Progress will be communicated through regular reporting to partners and the broader community to maintain transparency and accountability.

Report Type	Description	Timeline
Quarterly Progress Reports	Short internal reports summarising milestones, engagement, and budget progress.	Quarterly (from March 2026)
Mid-Project Evaluation Report	Comprehensive review assessing progress against KPIs and identifying refinements.	December 2026
Annual Partner Briefing	Presentation to funders and partners (Talisson, Tourism WA, RDA, Shire, etc.).	Annually (July each year)

Report Type	Description	Timeline
Final Evaluation and Impact Report	Comprehensive report evaluating all outcomes, KPIs, and community feedback.	September 2028
Public Summary Report	Accessible version for the community, highlighting achievements and next steps.	Post-project launch (October 2028)

### Evaluation Indicators

Evaluation will focus on both quantitative and qualitative indicators.

#### Quantitative Metrics

- Visitor numbers, length of stay, and average spend.
- Number of participating businesses, events, and collaborations.
- Number of Indigenous and cultural projects initiated.
- Volume of digital engagement (website traffic, campaign reach).

#### Qualitative Metrics

- Community sentiment and wellbeing improvements.
- Strength and visibility of Bridgetown’s identity and story.
- Case studies of new business creation or revitalisation.
- Cultural outcomes — respect for and inclusion of Noongar voices.

### Legacy and Future Measurement

Following completion of this Blueprint (2028), the M&E framework will transition into a long-term monitoring tool managed by the Chamber in collaboration with the Shire, BGTA, and SFVTA. This ensures continuity of data collection, supports future RED Grant or RDA funding applications, and maintains a consistent record of Bridgetown’s evolving visitor economy.

## Conclusion and Call to Action

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We stand at a defining moment in Bridgetown’s story — a moment where community, creativity, and culture intersect with opportunity. The Experience Bridgetown Greenbushes Tourism Blueprint represents more than a plan for tourism; it is a collective vision for how we, as a community, choose to grow — sustainably, thoughtfully, and on our own terms.

We know that unmanaged growth risks eroding the very essence that makes Bridgetown unique. But with foresight, collaboration, and shared purpose, we can shape a tourism future that honours our heritage, protects our environment, and strengthens our community wellbeing.

This Blueprint offers a clear, actionable path forward — one that builds confidence, capability, and connection across every level of our town and region. It celebrates what we already do well: our natural beauty, our creativity, our stories, and our sense of belonging.

Now, we invite everyone to be part of this journey.

### Our Call to Partners

To our partners — Talison Lithium, Tourism WA, RDA South West, and all supporting organisations — your investment and leadership in this project will leave a lasting legacy. Together, we can deliver a model for regional sustainability that balances industry growth with community wellbeing.

Your contributions will help to:

- Amplify local voices and preserve cultural integrity.
- Diversify Bridgetown’s economy and strengthen local business resilience.
- Create meaningful visitor experiences that share our story with the world.
- Position Bridgetown–Greenbushes as a benchmark for regenerative tourism in Western Australia.

By working hand-in-hand with business, government, Traditional Custodians, and the community, we will ensure that the future of tourism here is both prosperous and personal — a reflection of who we are and what we stand for.

### Our Call to the Community

To the people of Bridgetown–Greenbushes — your voices, ideas, and participation are at the heart of this Blueprint. This is not a strategy written for you; it is written with you.

Your input will shape:

- The stories we tell.
- The experiences we offer.
- The type of growth we welcome.

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Experience Bridgetown Greenbushes | Tourism Blueprint 2025–2028

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Through workshops, surveys, and shared storytelling, every resident, business owner, and creative can help define the Bridgetown of tomorrow. The success of Experience Bridgetown depends on your pride, your participation, and your belief in what this community can achieve together.

### **A Shared Commitment**

The Experience Bridgetown Tourism Blueprint is a promise — that Bridgetown’s evolution will remain authentic, inclusive, and sustainable. It is a commitment to collaboration, to balance, and to building prosperity without losing our heart.

Together, we can ensure that Bridgetown continues to be:

- A town of wellness and creativity.
- A place of story and belonging.
- A region where community and economy thrive side by side.

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*This is our moment to imagine boldly, plan wisely, and act together — for the region we love,  
and for the generations yet to come.*

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11/12/2025

To whom it may concern,

**Subject: Letter of Support – Blackwood Chamber of Commerce and Industry Stage 2 RED Grant Application**

On behalf of the Shire of Bridgetown-Greenbushes, I am writing to express our strong support for the Blackwood Chamber of Commerce & Industry's application to the Regional Economic Development (RED) Grants Program for Stage 2 of the Experience Bridgetown Greenbushes Tourism Blueprint.

The Shire recognizes the critical need for this investment-ready tourism strategy, building on the planning successfully completed in Stage 1, Stage 2 is the essential design phase focused on community engagement, cultural mapping, and brand development to create an authentic, future-focused regional tourism strategy.

The Shire sees immense value in the Blueprint's aims, which directly support our economic goals to strengthen and grow the local visitor economy, build pathways for future cultural tourism, improve collaboration and attract new investment, thereby increasing regional resilience.

This project will deliver substantial, enduring benefits to both the local visitor economy and the broader Southwest region. The Shire is committed to participating in consultations, workshops, engagement processes and co-design activities. It also anticipated that the Shire's financial commitment will be in the order of \$20,000.

We fully endorse the Blackwood Chamber of Commerce and Industry's RED Grant application and look forward to bringing the Experience Bridgetown Greenbushes Tourism Blueprint to life.

Sincerely,

A handwritten signature in black ink, appearing to read "Garry Adams".

Garry Adams  
Chief Executive Officer  
Shire of Bridgetown-Greenbushes



# Blackwood Regional Prosperity Plan 2026–2031

The **Blackwood Regional Prosperity Plan** is a comprehensive five-year roadmap designed to unlock the economic potential of the Bridgetown-Greenbushes area and wider Blackwood Region. Developed through extensive local consultation, this strategic plan balances investments in tourism, infrastructure, skills development, and community recognition to create sustainable prosperity for all residents. The plan's integrated approach focuses on four key pillars: enhancing tourism experiences, developing industrial infrastructure, building business capabilities, and celebrating regional excellence.

# Core Pillars

The Blackwood Regional Prosperity Plan is built upon four interconnected pillars, each addressing a critical dimension of sustainable economic development. These pillars work in concert to create a resilient local economy that honors our natural environment while creating new opportunities for residents and businesses alike.

<b>1</b>	<b>2</b>
<p><b>ELEVATE – Experience Bridgetown Tourism Blueprint</b></p> <p>The development of a comprehensive strategy to transform how the region presents itself to visitors, investors, and potential new residents, creating compelling narratives and experiences that showcase our unique attributes.</p>	<p><b>BUILD – Light Industrial Area Development</b></p> <p>Establishing a dedicated Light Industrial Area (LIA) to attract new industries, support local business expansion, and provide the infrastructure needed for long-term business growth and diversification.</p>
<b>3</b>	<b>4</b>
<p><b>GROW – Enterprise Growth &amp; Skills Program</b></p> <p>Equipping local businesses and entrepreneurs with the tools, knowledge, and confidence to compete, innovate, and thrive in a rapidly changing economic landscape through targeted training and support.</p>	<p><b>CELEBRATE – Business Excellence Awards</b></p> <p>Recognising achievement, inspiring innovation, and fostering regional pride through a structured program that highlights success stories and creates aspirational benchmarks for excellence.</p>

Each pillar addresses specific needs identified through community consultation while contributing to our shared vision: creating a vibrant, sustainable, and opportunity-rich economy for all residents of Bridgetown-Greenbushes and the wider Blackwood Region. The pillars are designed to be mutually reinforcing, with success in one area accelerating progress in others to create a virtuous cycle of prosperity.

# Pillar 1: ELEVATE – Experience Bridgetown Tourism Blueprint

The Experience Bridgetown Tourism Blueprint represents a holistic approach to redefining how Bridgetown-Greenbushes tells its story, curates visitor experiences, and strengthens its reputation as a destination of choice. This pillar recognises that tourism serves as both an economic driver and a powerful platform for communicating our regional identity.



By developing a cohesive tourism strategy that highlights our natural landscapes, cultural heritage, and community values, we can attract visitors who appreciate and respect what makes our region special. The blueprint goes beyond traditional tourism planning by considering the entire visitor journey—from discovery and arrival through to experiences, accommodations, and departure—ensuring that each touchpoint reinforces our brand promises and exceeds expectations.

Importantly, this approach ensures that tourism development aligns with community values and environmental stewardship, creating an ecosystem that benefits residents while appealing to visitors seeking authentic connections.

## Key Actions in 2026:



Additional key initiatives include **Strategic Investment** in values-aligned tourism ventures that complement our regional strengths, and a **Brand Revitalization** campaign to position the region for national and international appeal while maintaining authentic local character.

# Pillar 2: BUILD – Light Industrial Area, Housing and Infrastructure

Build focuses on delivering the Light Industrial Area, housing, and the critical infrastructure the Blackwood Region needs to succeed. This pillar is about creating space for new industries, supporting local businesses to expand, ensuring there is suitable housing for workers and families, and putting in place the infrastructure needed for sustainable and well-planned growth.

## Key Actions:

<p><b>Light Industrial Area Development</b></p> <p>Progress the development of a serviced Light Industrial Area that provides appropriately zoned land and the essential infrastructure needed for business growth, investment and employment.</p>	<p><b>Housing for Growth</b></p> <p>Support a mix of housing options that meets the needs of workers, families and new residents, recognising that housing availability is critical to regional growth and workforce attraction.</p>	<p><b>Essential Infrastructure</b></p> <p>Advocate for and support the delivery of enabling infrastructure including roads, power, water, telecommunications and other services required for industry, housing and community development.</p>
<p><b>Business Expansion and Investment Attraction</b></p> <p>Create the conditions for local businesses to grow and for new businesses and industries to establish in the region, particularly those aligned with local strengths and long-term opportunities.</p>	<p><b>Sustainable and Planned Growth</b></p> <p>Ensure all development is guided by sustainability, liveability and good planning so growth strengthens the region without compromising its environmental values or community character.</p>	

By bringing together industrial land, housing and enabling infrastructure, Build addresses some of the region's most important barriers to growth and creates the foundation for a stronger, more resilient future.

# Pillar 3: GROW – Enterprise Growth & Skills

The GROW program develops local business capabilities and competitiveness. It addresses immediate needs and future opportunities, helping the community adapt.

## Focus Areas:



### Digital & E-Commerce Skills

Expand markets and improve online presence.



### Sustainable Practices

Implement efficiency, reduce environmental impact, and meet consumer expectations.



### Automation & AI

Leverage emerging tech for streamlining, productivity, and customer experience.

## Additional Priorities:



### Leadership & Communication

Strengthen workplace culture, team building, and strategic decision-making.



### Entrepreneurship & Innovation

Foster new business creation and product development.



### Financial Management

Build skills in budgeting, cash flow, and investment planning.



### Regulatory Navigation

Help businesses understand and comply with relevant regulations.



### Export Readiness:

Prepare businesses to access markets beyond the region.

## Program Delivery:

1

Expert-led workshops by industry specialists with practical experience.

2

Peer learning groups for knowledge sharing and collaborative problem-solving.

3

Implementation toolkits with practical resources, templates, and guidance.

4

Regular capability assessments to measure growth and guide program refinements.





The GROW program invests in human capital alongside physical development, creating a foundation for sustainable growth.

# Pillar 4: CELEBRATE – Business Excellence Awards

The Blackwood Region Business Excellence Awards will serve as an annual highlight, recognising and promoting outstanding achievements across our business community. Unlike traditional awards, this program highlights excellence in innovation, sustainability, community impact, and workforce development, ensuring participation from businesses of all sizes and sectors. It's designed as a year-round platform for sharing success stories and inspiring continuous improvement.



## Program Benefits:

 <p><b>Recognition</b></p> <p>Showcases innovation, sustainability, and community impact.</p>	 <p><b>Visibility</b></p> <p>Raises profile through media coverage and community events.</p>
 <p><b>Inspiration</b></p> <p>Inspires a culture of excellence and continuous improvement.</p>	 <p><b>Connection</b></p> <p>Builds stronger networks between businesses and partners.</p>

The Business Excellence Awards will be decided by the people of the Blackwood region. Community members will have the opportunity to nominate and vote for the most outstanding local businesses and entrepreneurs.

## Five-Year Timeline

The **Blackwood Regional Prosperity Plan** follows a structured five-year implementation schedule designed to build momentum, deliver visible results early, and establish the foundations for long-term, sustainable economic growth. Each year progresses all four pillars — **ELEVATE**, **BUILD**, **GROW**, and **CELEBRATE** — while incorporating review points for community feedback and adaptive strategy.

01

### 2026 – Foundations

- Launch ELEVATE The Blackwood Regional Tourism Blueprint through community engagement workshops and stakeholder forums.
- Engage with the Shire to support the LIA Future Directions process — contribute to visioning, target industry identification, and the development of a prospectus for the Light Industrial Area.
- Commence housing needs assessment for the region, identifying gaps in worker and family housing supply.
- Begin investigation of innovative housing models including tiny house villages, modular housing, and other affordable worker accommodation concepts.
- Deliver first GROW workshops focusing on digital literacy, business fundamentals, and e-commerce readiness.
- Host inaugural Business Excellence Awards with core categories recognising service, innovation, and sustainability.

02

### 2027 – Planning & Early Activation

- Support the Shire in finalising the LIA prospectus and business case, including infrastructure and financial modelling.
- Advocate for state and federal funding for LIA headworks and enabling infrastructure.
- Progress housing pipeline — identify suitable sites and planning pathways for worker housing with the Shire and developers.
- Advance feasibility of tiny house villages and alternative housing models for workforce accommodation.
- Finalise the Experience Bridgetown Tourism Blueprint and formally launch it with the community, stakeholders, and industry partners.
- Expand GROW into leadership, sustainability, and export readiness.
- Host second annual Business Excellence Awards.

03

### 2028 – Development & Rollout

- Continue to support the Shire as LIA civil and headworks development progresses — roads, drainage, utilities, and broadband.
- Assist in investor and tenant attraction for the LIA, aligned with the prospectus and target industry priorities.
- Progress delivery of worker housing options, including any approved tiny house village or modular housing projects.
- Launch flagship tourism experiences and seasonal events program to boost off-peak visitation.
- Introduce GROW Business Accelerator to support high-potential enterprises.
- Celebrate third annual awards and release mid-term plan review based on outcomes to date.

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## 2029 – Expansion & Industry Onboarding

- Support the Shire as the first wave of LIA tenants are secured — prioritising food value-add, logistics, renewable energy, and sustainable manufacturing aligned with the prospectus.
- Assist in expanding LIA infrastructure to accommodate additional tenants and future industry clusters.
- Deliver targeted skills training for LIA industries through **GROW**.
- Strengthen cross-industry partnerships linking tourism, agribusiness, and manufacturing supply chains.
- Evaluate outcomes of worker housing initiatives including tiny house villages and modular housing, and advocate for further housing supply where needed.
- Host fourth annual awards with a focus on regional collaboration and innovation leadership.

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## 2030 – Legacy & Future Planning

- A well-supported LIA with growing tenant base, strong industry clusters, and measurable economic impact — delivered in partnership with the Shire.
- Demonstrated tourism growth with sustained brand recognition and increased visitor yield.
- Improved housing supply and diversity, with proven models for worker accommodation informing future planning.
- A highly skilled, adaptive business community equipped for emerging market opportunities.
- Publication of **Next-Stage Prosperity Strategy** building on the achievements of 2026–2030.
- Fifth annual **Business Excellence Awards**, showcasing the region's success to state and national audiences.



## Why This Matters

This five-year approach ensures:

### Economic diversification

by nurturing multiple high-value sectors beyond traditional industries.

### Business-ready infrastructure

through a fully developed and operational Light Industrial Area.

### Workforce capability

through targeted skills programs, mentoring, and business support.

### Community pride

via recognition programs, collaborative projects, and authentic storytelling.

### Projected Impacts by 2030:

01

#### New Jobs:

Direct employment from LIA operations, tourism expansion, and business growth.

02

#### Investment:

Significant private sector investment leveraged by public infrastructure spend.

03

#### Visitor Growth:

Increased annual visitor numbers and higher yield per visitor.

04

#### Business Support:

Dozens of local enterprises directly strengthened through the **GROW** program.

*"The Blackwood Regional Prosperity Plan isn't just about economic metrics—it's about creating a place where businesses want to invest, where young people see a future, and where our community's values and natural assets are preserved and celebrated."* — **Regional Economic Development Committee**



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Manjimup, WA 6258  
0409 112 529  
[info@wbac.net.au](mailto:info@wbac.net.au)

Chris Maher  
Blackwood Chamber of Commerce and Industry  
[chris@venturedownsouth.com.au](mailto:chris@venturedownsouth.com.au)

2<sup>nd</sup> January 2026

To Whom it may concern

**LETTER OF SUPPORT – EXPERIENCE BRIDGETOWN GREENBUSHES  
TOURISM BLUEPRINT (STAGE 2)**

I am writing on behalf of the Warren Blackwood Alliance of Councils (WBAC), a voluntary regional organisation representing the Shires of Bridgetown–Greenbushes, Boyup Brook, Donnybrook–Balingup, Manjimup, and Nannup. WBAC works to foster strategic partnerships, support regional growth, and champion innovation across the lower South West. A key component of this work is the delivery of the Southern Forests & Valleys regional tourism brand.

The WBAC is pleased to offer its support for the Blackwood Chamber of Commerce and Industry's application for the Experience Bridgetown Greenbushes Tourism Blueprint – Stage 2: Design & Co-Creation.

This project represents a significant and timely opportunity to strengthen the regional visitor economy, build industry capability, and provide a coordinated framework for future tourism investment. Stage 2 will deliver essential research, consultation and strategy development, including a Visitor Economy Audit, deep community and industry engagement, and cultural co-design with Noongar Elders. Together, these components will create a clear tourism vision, define hero experiences, identify infrastructure and skills gaps, and produce a draft Tourism Blueprint that is investment-ready and grounded in local identity.

The project aligns with the Warren Blackwood Sub-Regional Growth Plan by:

- Building local supplier capability through co-design workshops, industry forums and hands-on experience development pathways.
- Increasing regional employment and business participation, with work contracted to local creatives, Elders, facilitators, venues and service providers.
- Supporting emerging and future industries such as wellness tourism, creative industries, agritourism and Aboriginal-led tourism, raising their profile and supporting sustainable growth.

Warren Blackwood Alliance of Councils  
PO Box 528 Manjimup WA 6258 | [info@wbac.net.au](mailto:info@wbac.net.au) | ABN 84 209 500 433



- Delivering long-term regional economic benefit by strengthening the region's tourism product, increasing visitation and yield, and positioning Bridgetown–Greenbushes to attract further State and Federal investment.

This Blueprint is an important step toward shaping a cohesive, high-quality regional destination that reflects the creativity, heritage and natural beauty of Bridgetown–Greenbushes. The WBAC recognises the collaboration and strategic thinking underpinning this work, and we believe Stage 2 is essential to enabling new tourism experiences, improving regional competitiveness and generating long-term economic resilience.

The WBAC supports this application and looks forward to continuing to support the Shire of Bridgetown–Greenbushes and the Blackwood Chamber of Commerce as the project progresses.

Please direct all correspondence to Katie McDonnell, WBAC Executive Officer, at [info@wbac.net.au](mailto:info@wbac.net.au) or 0409 112 529.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Vivienne MacCarthy".

**Cr Vivienne MacCarthy**  
Chairperson, Warren Blackwood Alliance of Councils



PO Box 369  
Bridgetown WA 6255  
ABN 27 897 686 939  
[6255tourismassociation@gmail.com](mailto:6255tourismassociation@gmail.com)

10<sup>th</sup> December 2025

To Whom It May Concern,

On behalf of Bridgetown Greenbushes Tourism Association (BGTA), I am pleased to express our strong support for the Blackwood Chamber of Commerce & Industry's application to the Regional Economic Development (RED) Grants Program for *Stage 2 of the Experience Bridgetown Greenbushes Tourism Blueprint*.

We commend the work completed in Stage 1 and recognise the importance of a coordinated, investment-ready tourism strategy for our region. Stage 2 will be vital in translating this groundwork into a practical, community-informed plan—integrating research, engagement, brand development and experience design to strengthen the visitor economy.

We particularly value the Blueprint's focus on:

- Growing and diversifying local tourism
- Supporting creative and cultural industries
- Building pathways for Aboriginal-led tourism
- Enhancing collaboration among regional partners
- Attracting investment and improving economic resilience

We are confident in the governance model proposed for Stage 2 and the Chamber's capacity to deliver a high-quality, inclusive and strategic outcome. Bridgetown Greenbushes Tourism Association is committed to contributing through consultation, workshops and co-design activities.

We fully endorse this RED Grant application and look forward to working collaboratively to bring the *Experience Bridgetown Greenbushes Tourism Blueprint* to life.

Kind regards,

Tessa Dittrich  
President Bridgetown Greenbushes Tourism Association Inc (BGTA)  
08 9761 2510

*We pay our respects to members of the Aboriginal communities and their culture; and to Elders past and present, their descendants still with us today, and those who will follow in their footsteps.*



## RV 1 – Method of Valuation of Rateable Properties

### 1 Background

Section 6.28(1) & (2) of the *Local Government Act 1995* reads:

- (1) *The Minister (for Local Government) is to —*
  - (a) *determine the method of valuation of land to be used by a local government as the basis for a rate; and*
  - (b) *publish a notice of the determination in the Government Gazette.*
- (2) *In determining the method of valuation of land to be used by a local government the Minister is to have regard to the general principle that the basis for a rate on any land is to be —*
  - (a) *where the land is used predominantly for rural purposes, the unimproved value of the land; and*
  - (b) *where the land is used predominantly for non-rural purposes, the gross rental value of the land.*

In order to comply with Section 6.28 of the *Local Government Act*, Council has to determine that the rating principles of the Act are correctly applied to rateable land within the district such that rural land is rated on its Unimproved Value (UV) and nonrural land is rated on its Gross Rental Value (GRV). These values are determined by the State Government’s Valuer General.

### 2 Policy

- 1 The process for determining the method of valuation for rateable property will be in accordance with any guidelines or policy issued by the Department of Local Government, Sport and Cultural Industries.
- 2 The following factors will be considered in determining whether a property is “rural” or “non-rural”:
  - Land use – activities conducted on the land;
  - Livelihood generated from or on the property;
  - The land’s zoning; and
  - The size of the property.
- 3 Split valuations of rateable properties will not generally be pursued.

### 3 Applicable Legislation and Documents

<b>Act</b>	<i>Local Government Act 1995</i> s.2.7(2)(b) – The council is to determine the local government’s policies s.6.26 – Rateable property s.6.28 – Basis of rates
<b>Regulation</b>	N/A
<b>Local Law</b>	N/A
<b>Shire Policies</b>	N/A



<b>Related Documents</b>	N/A
<b>Related Procedure</b>	N/A

**4 Administration**

<b>Original Adoption Date</b>	26 April 2018
<b>Last Reviewed</b>	30 June 2022
<b>Scheduled Reviewed Date</b>	27 April 2023



**POLICY RV1 - Method of Valuation of Rateable Properties**

<b>Responsible Officer:</b> Chief Executive Officer	<b>Approved By:</b> Council
<b>Adoption Date:</b>	<b>Last Reviewed:</b>
<b>Version:</b>	<b>Next Review Date:</b>

**1. Purpose**

The purpose of this Policy is to:

- Ensure compliance with Section 6.28 of the *Local Government Act 1995*;
- Provide a fair, equitable and transparent basis for the levying of rates;
- Align rating categories with land use and zoning under the Shire’s Local Planning Scheme;
- Support the application of differential rates to reflect the varying characteristics and uses of land within the district; and
- Establish a framework that allows for future refinement of rating categories as land use evolves.

**2. Scope**

This Policy applies to all rateable land within the district of the Shire of Bridgetown-Greenbushes and provides guidance on:

- The method of valuation to be applied (GRV or UV);
- The classification of land as rural or non-rural; and
- The alignment of land use and zoning with differential rating categories

**3. Definitions**

<b>Term</b>	<b>Definition</b>
<b>GRV (Gross Rental Value)</b>	The annual rental value of land as determined by the Valuer General.
<b>UV (Unimproved Value)</b>	The value of land excluding the value of any improvements, as determined by the Valuer General.
<b>Differential Rates</b>	Rates applied to different categories of land based on zoning, land use or other characteristics as permitted under the Local Government Act 1995

#### 4. Policy

##### 4.1 Application of Valuation Methods

The Shire will apply:

- GRV to land used predominantly for non-rural purposes, including:
  - Residential land;
  - Commercial land; and
  - Other urban or township-based uses.
  
- UV to land used predominantly for rural purposes, including:
  - Farming and agricultural land;
  - Rural lifestyle properties; and
  - Mining and resource-related land.

##### 4.2 Determination of Land Use

In determining whether land is classified as “rural” or “non-rural”, the Shire will consider:

- The zoning of the land under the Local Planning Scheme;
- The actual use of the land;
- The primary purpose or activity conducted on the land;
- The income or livelihood derived from the land; and
- The size and characteristics of the property.

Zoning shall be the default consideration to ensure consistency and transparency in classification.

##### 4.3 Differential Rating Structure

The Shire currently applies differential rates and will continue to do so to ensure a fair and equitable distribution of the rating burden.

To better reflect land use and zoning, the Shire will adopt the following broad rating categories:

###### GRV Categories

- Residential
- Commercial
- Industrial

###### UV Categories

- Rural
- Mining

The introduction of a commercial category ensures that properties used for business and income-generating activities contribute equitably in accordance with their use and impact on Shire services and infrastructure.

The introduction of an industrial category ensures that land used for industrial purposes, including manufacturing, processing, warehousing and trade-based activities, is rated in a manner that reflects its operational characteristics, infrastructure demands and impact on local services.

#### 4.4 Future Refinement of Categories

The Shire recognises that land use is evolving and that additional categories may be required to maintain fairness and equity in the rating system.

In the future, Council may consider introducing further differential rating categories, including but not limited to:

- Short-term accommodation (e.g. holiday homes, Airbnb-style uses);
- Tourism-based land uses;
- Vacant land categories; and
- Further refinement of commercial and industrial sub-categories based on land use intensity or zoning.

Any changes will be subject to:

- Community consultation;
- Consideration of impacts on ratepayers; and
- Adoption by Council in accordance with legislative requirements.

#### 4.5 Split Valuations

Split valuations (i.e. applying both GRV and UV to a single property) will not generally be pursued unless required under exceptional circumstances as determined by the Valuer General or legislation.



**SHIRE OF BRIDGETOWN-GREENBUSHES**

**MONTHLY FINANCIAL REPORT**

**For the Period Ended 31 March 2026**

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

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SHIRE OF BRIDGETOWN-GREENBUSHES  
STATEMENT OF FINANCIAL ACTIVITY  
For the Period Ended 31 March 2026

Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	* Var.
	\$	\$	\$	\$	%	
<b>OPERATING ACTIVITIES</b>						
<b>Revenue from operating activities</b>						
10	7,210,297	7,040,297	7,046,539	6,242	0.09%	
	3,700,536	1,405,192	1,503,251	98,058	6.98%	▲
	2,766,492	2,512,793	2,449,383	(63,410)	(2.52%)	▼
	282,952	226,944	217,783	(9,161)	(4.04%)	
	307,278	278,213	229,552	(48,661)	(17.49%)	▼
7	96,193	84,093	36,182	(47,911)	(56.97%)	▼
	0	0	0	0		
	14,363,748	11,547,532	11,482,691	(64,842)	(0.56%)	
<b>Expenditure from operating activities</b>						
	(7,714,970)	(5,998,675)	(5,985,798)	12,878	0.21%	
	(5,020,680)	(3,433,108)	(3,245,633)	187,475	5.46%	▲
	(297,746)	(254,173)	(218,580)	35,593	14.00%	▲
	(5,591,546)	(4,167,411)	(4,158,884)	8,527	0.20%	
	(152,868)	(63,150)	(56,099)	7,051	11.17%	
	(405,749)	(405,356)	(407,697)	(2,341)	(0.58%)	
	(334,324)	(260,391)	(251,781)	8,610	3.31%	
	(24,902)	(12,450)	(7,564)	4,886	39.25%	
	(19,542,786)	(14,594,715)	(14,332,036)	262,679	1.80%	
1(a)	5,530,084	4,105,597	4,135,608	30,010		
	<b>351,047</b>	<b>1,058,415</b>	<b>1,286,262</b>	227,847		
<b>INVESTING ACTIVITIES</b>						
<b>Inflows from investing activities</b>						
	7,238,156	2,197,647	1,936,973	(260,674)	(11.86%)	▼
7	270,000	218,999	7,567	(211,432)	(96.54%)	▼
	7,508,156	2,416,646	1,944,540			
<b>Outflows from investing activities</b>						
8	(7,057,389)	(3,881,419)	(3,047,712)	833,707	21.48%	▼
8	(5,482,738)	(2,805,360)	(1,298,423)	1,506,937	53.72%	▼
	(306,254)	(306,254)	(306,255)			
	(12,846,381)	(6,993,033)	(4,652,389)			
	(5,338,225)	(4,576,387)	(2,707,850)			
<b>Amount attributable to investing activities</b>						
<b>FINANCING ACTIVITIES</b>						
<b>Inflows from financing activities</b>						
9	2,700,000	2,700,000	2,700,000	0	0.00%	
5	2,826,961	728,000	728,000	0	0.00%	
9	306,255	306,255	306,255			
	5,833,216	3,734,255	3,734,255	0		
<b>Outflows from financing activities</b>						
9	(181,230)	(79,341)	(70,283)	9,058	11.42%	
9	(80,763)	(80,760)	(79,461)	1,299	1.61%	
5	(2,404,693)	(686,961)	(686,961)	0	0.00%	
	(2,666,686)	(847,062)	(836,705)			
	<b>3,166,530</b>	<b>2,887,193</b>	<b>2,897,549</b>			

**SHIRE OF BRIDGETOWN-GREENBUSHES  
STATEMENT OF FINANCIAL ACTIVITY  
For the Period Ended 31 March 2026**

Note	Annual Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	* Var.
	\$	\$	\$	\$	%	
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>						
Surplus or deficit at the start of the financial year	1,820,649	1,820,649	1,820,649	0	0.00%	
Amount attributable to operating activities	351,047	1,058,415	1,286,262			
Amount attributable to investing activities	(5,338,225)	(4,576,387)	(2,707,850)			
Amount attributable to financing activities	3,166,530	2,887,193	2,897,549			
Surplus or deficit after imposition of general rates	0	1,189,870	3,296,611	2,106,741		
1(b)						

Council for the financial year ending 30 June 2025 adopted a percentage of plus or minus 10% or dollar value of \$20,000 (whichever is the lesser amount) at nature classification level to be used for reporting material variances of actual revenue and expenditure in the monthly financial reports. The exception being that material variances of \$10,000 or less are non-reportable. Refer to Note 2 for explanation of material variances.

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

**SHIRE OF BRIDGETOWN-GREENBUSHES  
STATEMENT OF FINANCIAL POSITION  
For the Period Ended 31 March 2026**

	Note	YTD 31 Mar 2026	Last Period 28 Feb 2026	30-Jun-25
		\$	\$	\$
<b>Current Assets</b>				
Cash and cash equivalents	4	6,398,257	6,910,450	9,603,493
Trade and other receivables		1,544,344	2,289,506	1,123,451
Inventories		67,833	71,294	69,552
Other assets		1,049,704	1,049,126	1,097,178
<b>TOTAL CURRENT ASSETS</b>		<b>9,060,139</b>	<b>10,320,376</b>	<b>11,893,674</b>
<b>Non-Current Assets</b>				
Trade and other receivables		177,241	177,241	177,241
Inventories		0	0	0
Other financial assets		79,620	79,620	79,620
Property, plant and equipment		48,369,199	48,175,913	46,460,216
Infrastructure		213,570,915	213,916,038	215,348,989
Right-of-use assets		268,368	275,210	28,447
<b>TOTAL NON-CURRENT ASSETS</b>		<b>262,465,343</b>	<b>262,624,021</b>	<b>262,094,513</b>
<b>TOTAL ASSETS</b>		<b>271,525,482</b>	<b>272,944,397</b>	<b>273,988,187</b>
<b>Current Liabilities</b>				
Trade and other payables		495,200	1,239,921	5,038,095
Other liabilities		1,146,860	1,140,998	995,079
Lease liabilities	9	(23,681)	(6,884)	0
Borrowings	9	71,471	71,471	141,754
Employee related provisions		778,642	778,642	778,642
<b>TOTAL CURRENT LIABILITIES</b>		<b>2,468,491</b>	<b>3,224,147</b>	<b>6,953,570</b>
<b>Non-Current Liabilities</b>				
Lease liabilities	9	279,101	279,101	28,627
Borrowings	9	3,963,319	3,963,319	1,263,319
Employee related provisions		88,260	88,260	88,260
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>4,330,680</b>	<b>4,330,680</b>	<b>1,380,205</b>
<b>TOTAL LIABILITIES</b>		<b>6,799,171</b>	<b>7,554,828</b>	<b>8,333,775</b>
<b>NET ASSETS</b>		<b>264,726,311</b>	<b>265,389,569</b>	<b>265,654,412</b>
<b>Equity</b>				
Retained surplus		120,250,342	120,923,876	121,265,405
Reserves accounts	5	3,560,317	3,550,041	3,473,356
Revaluation surplus		140,915,652	140,915,652	140,915,652
<b>TOTAL EQUITY</b>		<b>264,726,311</b>	<b>265,389,569</b>	<b>265,654,412</b>

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

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 1: DETERMINATION OF SURPLUS OR DEFICIT (NET CURRENT ASSETS)**

**(a) Non-cash amounts excluded from operating activities**

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

Note	YTD 31 Mar 2026	Last Period 28 Feb 2026	Actual 30 Jun 2025
	\$	\$	\$
<b>Adjustments to operating activities</b>			
Less: Profit on asset disposals	7 (36,182)	0	(25,910)
Add: Loss on disposal of assets	7 7,564	0	3,123
Add: Depreciation on assets	4,158,884	3,679,098	5,269,655
Less: Fair value adjustments to financial assets at fair value through profit or loss	0	0	3,551
Movement in non-current pensioner deferred rates	0	0	10,355
Movement in non-current employee LSL receivables	0	0	16,519
Movement in non-current lease renegotiation	0	0	0
Movement in non-current employee provisions	0	0	8,919
Movement in current employee provisions associated with restricted cash	5,342	14,280	9,569
<b>Non cash amounts excluded from operating activities</b>	<b>4,135,608</b>	<b>3,693,378</b>	<b>5,295,781</b>

**(b) Surplus or deficit after imposition of general rates**

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

Note	YTD 31 Mar 2026	Last Period 28 Feb 2026	Actual 30 Jun 2025
	\$	\$	\$
<b>Adjustments to net current assets</b>			
Less: Cash - restricted reserves	5 (3,560,317)	(3,550,041)	(3,473,356)
Trust Transactions Within Muni (Liabilities - Assets)	(272)	(272)	(273)
Add: Current portion of borrowings	71,471	71,471	141,754
Add: Current portion of lease liabilities	(23,681)	(6,884)	0
Add: Current portion of employee benefit provisions held	5 217,762	217,131	212,420
<b>Total adjustments to net current assets</b>	<b>(3,295,037)</b>	<b>(3,268,595)</b>	<b>(3,119,456)</b>
<b>Net current assets used in the Statement of Financial Activity</b>			
Total current assets	9,060,139	10,320,376	11,893,674
Less: Total current liabilities	(2,468,491)	(3,224,147)	(6,953,570)
Less: Total adjustments to net current assets	(3,295,037)	(3,268,595)	(3,119,456)
<b>Surplus or deficit after imposition of general rates</b>	<b>3,296,611</b>	<b>3,827,633</b>	<b>1,820,649</b>

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
 For the Period Ended 31 March 2026

**Note 2: EXPLANATION OF MATERIAL VARIANCES**

Nature of Income/Expenditure	Variance \$	Variance %	Var.	Reason	Explanation of Variance
<b>OPERATING ACTIVITIES</b>					
<b>Revenue from operating activities</b>					
Operating grants, subsidies and contributions	98,058	6.98%	▲	Timing	Favourable variance mainly due to a timing difference receipt of grants for operating purposes, including Talison funding for completed and invoiced 2024 projects.
Fees and charges	(63,410)	(2.52%)	▼	Timing	Delay to the issuing of annual food business permits (Health Act licences) and outdoor traders permits due to staff resourcing (16k), Timing variation for user pays fees for the landfill site (11k), reduction in rates enquiry charges in March (5k), less fines issued than expected for animal control (5k) and fire prevention (4k). Building Licences are less than expected compared to budget (8k) and sewerage fees are less than year to date budget by (4k). The remaining (10k) is a number of minor timing differences for other services
Other revenue	(48,661)	(17.49%)	▼	Timing	Variance is mainly attributable to the timing of invoicing partner shires for the cost of the Bushfire Mitigation Officer and the invoicing of DFES for their portion of the Community Emergency Services Manager role (46k), offset by minor variances totalling (2k)
Profit on asset disposals	(47,911)	(56.97%)	▼	Timing	Vehicles and plant were sent to auction in March 26.
<b>Expenditure from operating activities</b>					
Materials and contracts	187,475	5.46%	▲	Timing	Materials and Contracts are below budget YTD Estimates. Variances include a 115k timing variance due to the late receipt of the waste collection invoices for March, 28k variance in the timing of plant operation costs and external repairs costs, 23k timing variance in routine maintenance of unsealed roads, 22k variance in office of the CEO consultants year to date.
Utility charges	35,593	14.00%	▲	Timing	Utility charges accounts are currently under budget due to the natural timing of bill cycles over different shire assets, and the timing of the use of water over the seasons.
<b>INVESTING ACTIVITIES</b>					
Capital grants, subsidies and contributions	(260,674)	(11.86%)	▼	Timing	Capital grants are currently being held in the balance sheet until their corresponding capital project has met its milestones. The majority of these funds relate to DFES funding 148k and Road grants for works currently planned for future months.
Proceeds from disposal of assets	(211,432)	(96.54%)	▼	Timing	Sale of disposal of assets coming in lower than budget year to date as they have only recently been sent to auction.
Purchase of property, plant and equipment	833,707	21.48%	▼	Timing	Refer to Note 8 for tracking of individual projects
Purchase and construction of infrastructure	1,506,937	53.72%	▼	Timing	Refer to Note 8 for tracking of individual projects

Council for the financial year ending 30 June 2026 adopted a percentage of plus or minus 10% or dollar value of \$20,000 (whichever is the lesser amount) at nature classification level to be used for reporting material variances of actual revenue and expenditure in the monthly financial reports. The exception being that material variances of \$10,000 or less are non-reportable.

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

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 3: BUDGET AMENDMENTS**

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

Job Code	Job Code	Description	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
		Budget Adoption	Opening Surplus(Deficit)				0
1381040	GS79	Farrell Street Gravel Sheeting - Salaries & Wages	Capital Expenses		17,898		17,898
1381040	GS79	Farrell Street Gravel Sheeting - Materials/Contracts	Capital Expenses		12,500		12,500
1381040	GS79	Farrell Street Gravel Sheeting - Internal Plant Hire	Capital Expenses		14,309		14,309
1381040	GS79	Farrell Street Gravel Sheeting - Labour Overhead	Capital Expenses		22,194		22,194
1390120	ZA02	Routine Road Mtce Outside Unsealed - Materials/Contracts	Operating Expenses		-	66,901	66,901
1180520		Care Of Families - Community Planning Development Projects - Salaries and Wages	Operating Expenses		4,400		4,400
1180520		Care Of Families - Community Planning Development Projects Mun - Materials /Contracts	Operating Expenses		-	4,400	4,400
1380740	TF30	Stanifer St Reconstruction	Capital Expenses		-	3,000,000	3,000,000
1380730		Talison Projects - Roads - Partnering for the Future Fund	Operating Income		3,000,000		3,000,000
<b>Mid Year Budget Review</b>							
01162		Rates Collection Costs	Operating Expenditure		-	10,000	10,000
01201		Interest On Overdue Rates	Operating Income		8,000		8,000
01221		Rates Reimbursement/Contributions	Operating Income		2,000		2,000
03601		General Revenue Interest	Operating Income		-	100,000	100,000
03701		Reserves Interest Received	Operating Income		-	40,000	40,000
04012		Development Services Department	Operating Expenditure		-	40,000	40,000
04042		Members - Election Expenses	Operating Expenditure		2,500		2,500
05006	PJ122	Organisation Wide Training	Operating Expenditure		-	38,000	38,000
05006	PJ73	Local Laws Review	Operating Expenditure		3,000		3,000
05523		Other Governance - Minor Income	Operating Income		15,000		15,000
05532	09GO	Staff Management Hr	Operating Expenditure		-	27,500	27,500
05533		Other Governance - Grants	Operating Income		100,000		100,000
05533		Other Governance - Grants	Operating Income		10,000		10,000
05652		Refreshments - Councillors	Operating Expenditure		-	8,000	8,000
05544		Other Governance - Plant Purchases	Capital Expenditure		14,288		14,288
05574	07BU	Shire Administration Building	Capital Expenditure		-	100,000	100,000

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 3: BUDGET AMENDMENTS**

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

Job Code	Job Code	Description	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
06002		Fire Prevention - Depreciation	Operating Expenditure	(30,000)			30,000
06112		Fire Prevention - Advertising & Printing	Operating Expenditure			1,200	1,200
06142		Dfes Maintenance Of Vehicles	Operating Expenditure		23,500		23,500
06422	75MA	B & P Hammence Fire Station Building Maintenance	Operating Expenditure			4,008	4,008
06433		Dfes Plant & Building Grants	Operating Income		222,050		222,050
06554		Fire Prevention - Equipment Brigades	Capital Expenditure		4,008		4,008
06574		Fire Prevention - Equipment Shire	Capital Expenditure			11,511	11,511
06614	12BN	Kangaroo Gully Fire Station	Capital Expenditure			222,050	222,050
07282		Animal Control - Other Expenses	Operating Expenditure		10,000		10,000
08002		Other Law Order & Public Safety - Depreciation	Operating Expenditure	(16,000)			16,000
08083		Ses Equipment Grants	Operating Income		134,632		134,632
08554		Ses - Plant & Equipment	Capital Expenditure			134,632	134,632
10003		Other Education - Fees & Charges/Reimbursements	Operating Income		7,000		7,000
18022	22RA	Terminus Lawn Mowing	Operating Expenditure		8,000		8,000
19062		Aged & Disabled - Seniors Programmes	Operating Expenditure			2,000	2,000
24022	98MA	175 Roe Street	Operating Expenditure	(12,000)			12,000
24014	26BU	146 Hampton Street	Capital Expenditure		27,979		27,979
24014	38BU	144 Hampton Street	Capital Expenditure		32,500		32,500
25032	01YB	Bridgetown Refuse Site Management	Operating Expenditure		9,000		9,000
25503		Sanitation General User Pay Charges	Operating Income			15,000	15,000
25513		Sanitation General Recycling Subsidies / Royalties	Operating Income		5,000		5,000
25504	WA01	Bridgtown Landfill Liquid Waste Facility	Capital Expenditure		500		500
25504	WA01	Bridgtown Landfill Liquid Waste Facility	Capital Expenditure		30,077		30,077
25504	WA01	Bridgtown Landfill Liquid Waste Facility	Capital Expenditure		1,200		1,200
25504	WA01	Bridgtown Landfill Liquid Waste Facility	Capital Expenditure		850		850
27423		Sewerage Septic Tank Inspection Fees	Operating Income		1,000		1,000
27433		Sewerage Waste Disposal Fees	Operating Income			2,000	2,000
27443		Sewerage Septic Tank Application Fees	Operating Income		1,000		1,000
29083		Protection Of Environment Grants/Contributions Mun	Operating Income		5,000		5,000

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 3: BUDGET AMENDMENTS**

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

Job Code	Job Code	Description	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
29006	EN01	Waste Authority - Waste To Worms	Operating Expenditure			- 5,000	5,000
30433		Town Planning Application Fees	Operating Income		15,000		15,000
31022	01YC	Grave Digging Bridgetown	Operating Expenditure			- 2,000	2,000
31403		Cemetery Fees & Charges (Gst Free)	Operating Income		25,000		25,000
31413		Cemetery Fees & Charges (Gst Applies)	Operating Income		10,000		10,000
28004	DR16	Nelson Street Drainage	Capital Expenditure			- 15,000	15,000
31074	01IN	Bridgetown Cemetery	Capital Expenditure			- 5,000	5,000
32012	04MA	Civic Centre Building Maintenance	Operating Expenditure			- 5,000	5,000
32022	04CA	Civic Centre Building Operation	Operating Expenditure	(50,000)			50,000
32022	04CA	Civic Centre Building Operation	Operating Expenditure			- 3,300	3,300
32423		Greenbushes Hall Hire Charges	Operating Income		2,500		2,500
34453		Other Recreation & Sport Contribution/Reimbursements	Operating Income		8,000		8,000
34463		Other Recreation & Sport Property & Reserves Hire Fees	Operating Income		2,000		2,000
34482		Other Recreation & Sport Depreciation - Parks & Ovals	Operating Expenditure	(15,000)			15,000
34514	06BU	Bridgetown Tennis Club	Capital Expenditure		10,000		10,000
34544	22IU	Memorial Water Fountain	Capital Expenditure		9,870		9,870
34544	23IU	River Park Footpath Lighting	Capital Expenditure		1,060		1,060
34594	TF10	Highland Bridgetown Estate Park	Capital Expenditure		350,000		350,000
34423		Other Recreation & Sport Grants	Operating Income			- 350,000	350,000
34032		Bridgetown Leisure Centre - Administration Salaries & Costs	Operating Expenditure		5,000		5,000
34292		Aquatic Co-Ordinators & Lifeguards	Operating Expenditure		1,300		1,300
34292		Aquatic Co-Ordinators & Lifeguards	Operating Expenditure		10,000		10,000
34312		Bridgetown Leisure Centre Gym Equipment Lease	Operating Expenditure	(60,000)			60,000
34912		Recreation Officers	Operating Expenditure		2,000		2,000
34912		Recreation Officers	Operating Expenditure		7,000		7,000
34972		Swimming Pool Chemicals	Operating Expenditure			- 5,000	5,000
34982		Health & Fitness Program Staff	Operating Expenditure		1,500		1,500
34514	16BU	Bridgetown Leisure Centre	Capital Expenditure			- 10,000	10,000

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 3: BUDGET AMENDMENTS**

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

Job Code	Job Code	Description	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
34914	18IN	Bridgetown Leisure Centre Infrastructure Renewals	Capital Expenditure		8,000		8,000
36333		Coffee Machine Sales	Operating Income		1,000		1,000
05443		Bridgetown Regional Library Photocopying Charges	Operating Income		1,500		1,500
36554	60BU	Bridgetown Library Renewals	Capital Expenditure		10,000		10,000
37102		Arts & Culture Programs	Operating Expenditure			2,500	2,500
37232		Other Culture Summer Evening Film Festivals	Operating Expenditure		4,500		4,500
37393		Other Culture Fees & Charges	Operating Income			1,000	1,000
38163		Roads To Recovery Grant	Operating Income		58,317		58,317
38014	RR17	Winnejump Road 2023-24	Capital Expenditure			58,317	58,317
38074	TF24	Talison Greenbushes Footpaths	Capital Expenditure			40,000	40,000
38074	TF28	Widen Cul-De-Sac Head On Diorite	Capital Expenditure		40,000		40,000
38104	GS71	Tweed Road	Capital Expenditure			12,830	12,830
38604	FP28	Footpath Accessibility Access	Capital Expenditure			6,000	6,000
38604	FP38	Allnut Street	Capital Expenditure			5,000	5,000
38604	FP46	Memorial Park Footpath	Capital Expenditure		25,000		25,000
38604	FP47	Hampton Street Bus Stop Pavement Repairs C/Fwd	Capital Expenditure		3,199		3,199
38694	RC67	Mount Street	Capital Expenditure			6,803	6,803
38694	RC81	Greenbushes-Boyup Brook Road (9 Box Out And Reconstruct Lane In Various Locations)	Capital Expenditure		71,500		71,500
38774	BR03	Winnijup Road Bridge (3315)	Capital Expenditure		12,000		12,000
38774	BR07	Slades Road Bridge (3331A)	Capital Expenditure		60,000		60,000
38774	BR10	Winnejump Rd Bridge 3316	Capital Expenditure			23,000	23,000
38774	BR26	Mckelvie Road Bridge 3705	Capital Expenditure			50,000	50,000
39002		Depreciation Roads	Operating Expenditure	(90,000)			90,000
39012	ZA02	Routine Road Mtce Outside Unsealed	Operating Expenditure			40,000	40,000
39012	ZA02	Routine Road Mtce Outside Unsealed	Operating Expenditure			70,000	70,000
39022	ZB06	Verge Maintenance Built Up Areas	Operating Expenditure			5,000	5,000
39122		Depreciation Other Infrastructure	Operating Expenditure	(5,000)			5,000
39593		Road Closure Plan Approval Fees & Charges	Operating Income			1,500	1,500

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 3: BUDGET AMENDMENTS**

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

Job Code	Job Code	Description	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
39692		Depot Loan 120 - Interest Repayment	Operating Expenditure			- 1,624	- 1,624
39692		Depot Loan 120 - Interest Repayment	Operating Expenditure			- 6,214	- 6,214
40004	PL28	Posi-Track And Attachments	Capital Expenditure			- 100,000	- 100,000
40004	PL31	Vibe Smooth Drum Roller	Capital Expenditure		25,000		25,000
40004	PL32	John Deere Tractor & Loader	Capital Expenditure		26,000		26,000
40004	PL33	Torro Zmaster Zeroturn	Capital Expenditure		1,118		1,118
40004	PL34	Isuzu Npr Crew Cab	Capital Expenditure		3,740		3,740
40004	PL35	Isuzu Npr Tipper	Capital Expenditure			- 1,432	- 1,432
46163		Community Group & Event Banners	Operating Income		1,500		1,500
46432	97CA	154 Hampton Street	Operating Expenditure			- 4,000	- 4,000
46003		Bridgetown Visitor Centre Counter Sales	Operating Income		2,000		2,000
46043		Bridgetown Visitor Centre Venue Hire	Operating Income		1,500		1,500
46053		Bridgetown Visitor Centre Bus Tickets Commissions	Operating Income		500		500
46063		Bridgetown Visitor Centre Consignment Stock Commissions	Operating Income		1,000		1,000
46142	41CA	Tourist Centre Building Operation	Operating Expenditure	180,000			180,000
46252		Bridgetown Visitor Centre Stock Costs	Operating Expenditure			- 2,000	- 2,000
47413		Building Licenses	Operating Income		10,000		10,000
47423		Building Control Fees & Charges (Inc Gst)	Operating Income		1,000		1,000
47453		Building Control Fees & Charges (Ex Gst)	Operating Income		500		500
54002		Plant Operation Depreciation Plant & Equipment	Operating Expenditure	(50,000)			- 50,000
54052		Plant Operation Insurance	Operating Expenditure			- 23,500	- 23,500
54403		Plant Operation Reimbursements	Operating Income		5,000		5,000
56302		Salaries & Wages Workers Compensation Payments	Operating Expenditure			- 50,000	- 50,000
56393		Salaries & Wages Workers Compensation Reimbursements	Operating Income		50,000		50,000
60022		D & I Management Other Employee Costs	Operating Expenditure			- 16,700	- 16,700
60022		D & I Management Other Employee Costs	Operating Expenditure			- 10,000	- 10,000
60052		D & I Management Materials & Contracts	Operating Expenditure			- 3,500	- 3,500

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 3: BUDGET AMENDMENTS**

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

Job Code	Job Code	Description	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
63022		Works Activity Other Employee Costs	Operating Expenditure			- 15,000	- 15,000
64022		Fleet Other Employee Costs	Operating Expenditure			- 3,700	- 3,700
64052		Fleet Materials & Contracts	Operating Expenditure			- 10,000	- 10,000
05152		Corporate Services Workers Compensation Insurance	Operating Expenditure			- 16,500	- 16,500
05272		Corporate Services Staff Training	Operating Expenditure			- 3,000	- 3,000
75003		Office Of The Ceo Reimbursements	Operating Income			- 5,000	- 5,000
75042		Office Of The Ceo Other Employee Costs	Operating Expenditure			- 2,000	- 2,000
75112		Ceo Department Audit Fees	Operating Expenditure			- 10,000	- 10,000
73002		Pm Department - Salaries & Employment On Costs	Operating Expenditure		3,000		3,000
73002		Pm Department - Salaries & Employment On Costs	Operating Expenditure			- 2,000	- 2,000
73002		Pm Department - Salaries & Employment On Costs	Operating Expenditure			- 5,000	- 5,000
74052		Building Assets Department Workers Compensation Insurance	Operating Expenditure			- 4,000	- 4,000
74082		Building Assets Department Staff Training	Operating Expenditure		4,500		4,500
76003		A&F Activity Units Reimbursements & Charges	Operating Income			- 2,500	- 2,500
76032		A&F Activity Units It Support & Costs	Operating Expenditure			- 108,000	- 108,000
76032		A&F Activity Units It Support & Costs	Operating Expenditure			- 5,500	- 5,500
76042		A&F Activity Units Accounting	Operating Expenditure			- 2,000	- 2,000
76082		A&F Activity Units Office Supplies & Equipment	Operating Expenditure			- 3,413	- 3,413
76082		A&F Activity Units Office Supplies & Equipment	Operating Expenditure			- 7,000	- 7,000
76092		A&F Activity Units Occup Health & Safety Com	Operating Expenditure			- 57,600	- 57,600
76092		A&F Activity Units Occup Health & Safety Com	Operating Expenditure			- 20,000	- 20,000
77003		Ds Department Reimbursements	Operating Income			- 15,000	- 15,000
77022		Ds Department Workers Compensation	Operating Expenditure			- 8,400	- 8,400
38104	GS80	Corbalup Road Gravel Sheeting	Capital Expenditure		209,278		209,278
38694	RC55	Hester Cascades Road	Capital Expenditure		73,844		73,844
38084	KB01	Kerbing	Capital Expenditure		19,500		19,500
28004	DR16	Nelson Street Drainage	Capital Expenditure		60,000		60,000
28004	DR42	Peninsula Road Drainage Works	Capital Expenditure		60,000		60,000

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 3: BUDGET AMENDMENTS**

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

Job Code	Job Code	Description	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
38604	FP30	Steere St Footpath	Capital Expenditure			18,000	18,000
25014	62BU	Waste Recycle Shed	Capital Expenditure		100,000		100,000
04006	PJ121	Biennial Councillor Study Tour	Operating Expenditure		4,000		4,000
36032		BRIDGETOWN REGIONAL LIBRARY SALARIES & STAFF COSTS	Operating Expenditure		86,000		86,000
05612		OTHER GOVERNANCE - OFFICE OF THE CEO DEPARTMENT	Operating Expenditure		123,107		123,107
05612		Place Planning	Operating Expenditure		130,000		130,000

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 4: CASH AND INVESTMENTS**

	Interest Rate	Unrestricted	Restricted	Trust	Investments	Total Amount	Institution	Maturity Date
		\$	\$	\$	\$	\$		
<b>(a) Cash deposits</b>								
Municipal bank account	Nil	398,952				398,952	Westpac	At Call
Municipal funds on call - Shire	3.80%	2,215,111				2,215,111	WATC	At Call
Municipal funds on call - Talison	3.80%	347,927				347,927	WATC	At Call
Trust bank account	Nil			231		231	Westpac	At Call
Visitor Centre trust account	Nil			518		518	Westpac	At Call
Cash on hand	Nil	3,950				3,950	N/A	On Hand
<b>Term deposits</b>								
<b>(b) Municipal funds</b>								
<b>(c) Reserve funds</b>	4.05%		3,432,317			3,432,317	WATC	At Call
<b>Total</b>		<b>2,965,940</b>	<b>3,432,317</b>	<b>749</b>	<b>0</b>	<b>6,399,006</b>		

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 5: CASH BACKED RESERVE**

2025-26										
Res No.	Name	Opening Balance	Amended Budget Interest Earned	Actual Interest Earned	Amended Budget Transfers In (+)	Actual Transfers In (+)	Amended Budget Transfers Out (-)	Actual Transfers Out (-)	Amended Budget Closing Balance	Actual YTD Closing Balance
		\$	\$	\$	\$	\$		\$	\$	\$
	<b>Restricted by Legislation/Agreement</b>									
106	Subdivision reserve	255,808	11,837	6,438	0	0	(267,645)	0	(0)	262,246
121	Car park reserve	1,105	51	28	0	0	0	0	1,156	1,133
201	Unspent grants & loans reserve	15,606	0	0	0	0	0	0	15,606	15,606
139	Public open space	18,000	833	453	0	0	0	0	18,833	18,453
	<b>Restricted by Council</b>			0						
101	Leave reserve	212,420	9,829	5,342	0	0	0	0	222,249	217,762
102	Plant reserve	150,550	6,967	3,777	744,693	600,000	(712,000)	(600,000)	190,210	154,326
103	Land and building reserve	225,040	10,413	5,663	0	0	(225,040)	0	10,413	230,703
104	Bush fire reserve	65,025	3,009	1,636	0	0	0	0	68,034	66,661
105	Maintenance and renewal of mine heavy haulage roads reserve	169,901	7,862	4,276	0	0	(177,763)	0	(0)	174,176
107	Sanitation reserve	291,554	13,491	7,337	0	0	(63,325)	0	241,720	298,891
109	Recreation centre floor and solar reserve	277,477	12,840	6,983	0	0	(287,906)	0	2,411	284,460
112	Refuse site post closure reserve	283,076	13,099	7,124	0	0	(80,000)	0	216,175	290,200
113	Drainage reserve	86,264	3,992	2,171	0	0	0	0	90,256	88,435
114	Community bus reserve	86,509	4,003	2,177	0	0	0	0	90,512	88,686
115	SBS & communications tower reserve	69,749	3,227	1,755	0	0	0	0	72,976	71,504
118	Playground equipment reserve	50,964	2,358	1,283	0	0	0	0	53,322	52,247
125	Building maintenance reserve	159,442	7,378	4,012	0	0	(103,135)	0	63,685	163,454
126	Strategic projects reserve	421,010	19,481	10,554	0	0	(440,491)	0	(0)	431,564
127	Matched grants reserve	95,350	4,412	2,400	0	0	(99,762)	0	(0)	97,749
128	Aged care infrastructure reserve	65,337	3,023	1,644	0	0	0	0	68,360	66,982
129	Equipment reserve	7,009	324	176	0	0	0	0	7,333	7,185
130	Assets and GRV valuation reserve	6,192	287	156	0	0	0	0	6,479	6,348

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 5: CASH BACKED RESERVE**

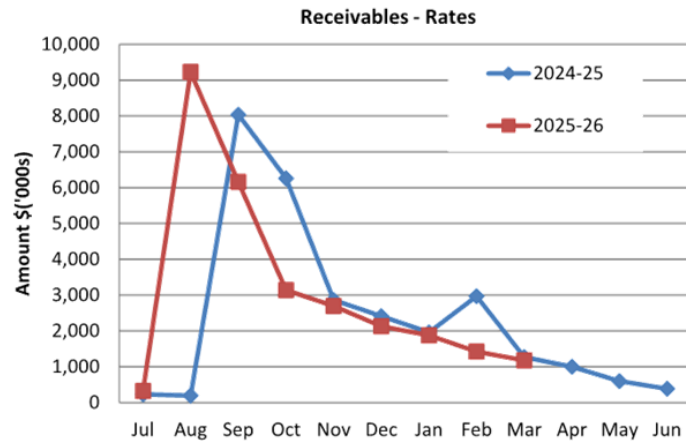
2025-26										
Res No.	Name	Opening Balance	Amended Budget Interest Earned	Actual Interest Earned	Amended Budget Transfers In (+)	Actual Transfers In (+)	Amended Budget Transfers Out (-)	Actual Transfers Out (-)	Amended Budget Closing Balance	Actual YTD Closing Balance
		\$	\$	\$	\$	\$		\$	\$	\$
131	Bridgetown Leisure Centre reserve	37,444	1,733	942	0	0	0	0	39,177	38,387
132	Trails reserve	22,362	1,035	563	0	0	(22,500)	0	897	22,925
133	Light fleet vehicle reserve	151,255	6,999	3,806	0	0	(128,000)	(128,000)	30,254	27,061
135	Blackspot reserve	22,890	1,059	576	0	0	0	0	23,949	23,466
136	Project management reserve	181,018	8,376	4,555	0	0	(189,394)	0	0	185,573
137	Sustainability reserve	15,000	694	377	0	0	0	0	15,694	15,377
138	CCTV infrastructure	30,000	1,388	755	0	0	(30,000)	0	1,388	30,755
139	Talison Unfunded Projects	0	0	0	1,500,000	0	0	0	1,500,000	0
		<b>3,473,356</b>	<b>160,000</b>	<b>86,961</b>	<b>2,244,693</b>	<b>600,000</b>	<b>(2,826,961)</b>	<b>(728,000)</b>	<b>3,051,088</b>	<b>3,432,317</b>

SHIRE OF BRIDGETOWN-GREENBUSHES  
 NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
 For the Period Ended 31 March 2026

**Note 6: RECEIVABLES**

**Receivables - Rates**

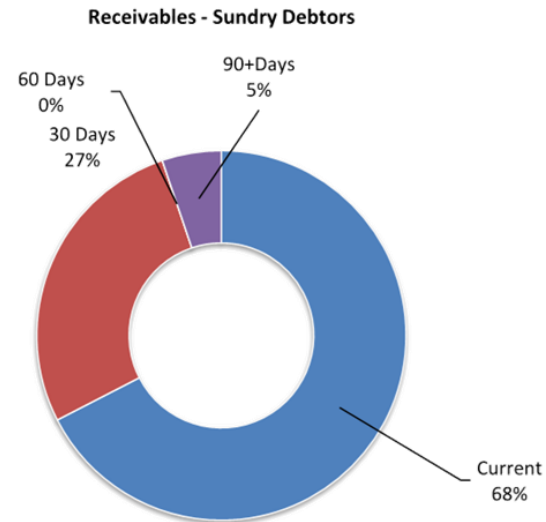
	YTD 31 Mar 2026	30 June 2025
	\$	\$
Opening arrears previous years	387,055	286,100
Levied this year	8,584,076	8,151,595
Less Collections to date	(7,791,558)	(8,050,640)
Equals Current outstanding	<b>1,179,572</b>	<b>387,055</b>
<b>Net Rates Collectable</b>	<b>1,179,572</b>	<b>387,055</b>
% Collected	86.85%	95.41%



**Receivables - Sundry Debtors**

	Current	30 Days	60 Days	90+Days
	\$	\$	\$	\$
Receivables - Sundry debtors	243,074	98,652	0	18,728
<b>Total Sundry Debtor Receivables Outstanding</b>				<b><u>360,453</u></b>

Amounts shown above include GST (where applicable)



**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 7: FIXED ASSET DISPOSALS**

YTD Actual Replacement			Disposals	Amended Current Budget		
Net Book Value	Proceeds	Profit (Loss)		Net Book Value	Proceeds	Profit (Loss)
\$	\$	\$		\$	\$	\$
			<b>Plant and Equipment</b>			
			<b>Governance</b>			
		0	2018 Mitsubishi Outlander AWD - B271 (Pool Car)	9,929	20,000	10,071
35,000	38,182	3,182	2020 Toyota Landcruiser Prado Gxl 4X4 - B0100 (CEO)	35,000	40,000	5,000
7,872	14,455	6,583	2020 Nissan Xtrail St 2Wd - B0111 (MTS)	7,872	17,000	9,128
		0	Toyota Rav4 Awd Hybrid Cvt Gx - B16240 (EMCS)	25,000	25,000	0
			<b>Transport</b>			
		0	2006 Hamm 3412 Vibration Smooth Roller	35,333	50,000	14,667
29,564	22,000	(7,564)	2018 John Deere 4066R Tractor & Loader - B577	31,564	15,000	(16,564)
		0	2021 Torro Zmaster Zeroturn Mower - B15726	11,338	3,000	(8,338)
21,945	28,636	6,691	2014 Isuzu Npr300 Crew Cab - B0102	21,945	35,000	13,055
20,728	32,273	11,545	2014 Isuzu Tip Truck - B032	20,728	40,000	19,272
0	8,182	8,182	1998 Plant Trailer (P2155) - B5569	0	25,000	25,000
<b>115,109</b>	<b>143,727</b>	<b>28,619</b>		<b>198,709</b>	<b>270,000</b>	<b>71,291</b>

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
 For the Period Ended 31 March 2026

**Note 8: FIXED ASSET ACQUISITIONS**

Assets	General Ledger/Job No.	Amended Annual Budget	Amended YTD Budget	YTD		Purchase Orders Raised
				YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
<b>Land and Buildings</b>						
<b>Governance</b>						
Shire Administration Building	07BU	278,535	126,890	126,890	(0)	19,442
<b>Law, Order and Public Safety</b>						
Kangaroo Gully Bushfire Station	12BN	400,000	59,316	14,301	(45,015)	165,436
Bushfire Brigade Water Tanks	14BN	0	0	254	254	-
Bridgetown Bushfire Service Headquarters Building Renewals	65BU	40,914	40,914	31,337	(9,577)	-
<b>Housing</b>						
175 Roe Street	66BU	8,454	8,454	9,136	682	-
Purchase of 175 Roe St, Bridgetown	98BN	0	0	0	0	-
<b>Community Amenities</b>						
Waste Site Recycle Shed	62BU	16,422	16,420	0	(16,420)	-
<b>Recreation and Culture</b>						
Yornup Hall	01BU	43,623	43,623	23,815	(19,808)	600
Bridgetown Civic Centre Revitalisation	02BU	15,000	15,000	0	(15,000)	27,170
Bridgetown Tennis Club	06BU	0	0	0	0	-
Bridgetown Leisure Centre	20BU	100,000	0	0	0	-
Greenbushes Hall	21BU	100,000	36,000	41,879	5,879	8,284
Greenbushes Lessor Hall	61BU	0	0	0	0	-
Bridgetown Civic Centre wet area & Foyer	63BU	545	0	545	545	-
Greenbushes Office (Old Road Board Office) Toilets	TF02	43,000	28,000	28,121	121	10,000
Bridgetown Leisure Centre	16BU	70,000	70,000	37,496	(32,504)	18,461
Greenbushes Golf Clubrooms	39BU	10,000	10,000	9,150	(850)	818
Bridgetown Railway Station	57BU	0	0	0	0	-
Bridgetown Library Renewals	60BU	0	0	0	0	-
<b>Transport</b>						
Shire Depot Rebuild	08BU	3,586,437	1,413,479	835,103	(578,376)	352,999
<b>Economic Services</b>						
154 Hampton Street (Jigsaw Gallery)	59BU	0	0	0	0	-
Bridgetown Visitor Centre - Fitout Of Railway Building	64BU	10,000	9,999	3,042	(6,957)	-

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 8: FIXED ASSET ACQUISITIONS**

Assets	General Ledger/Job No.	YTD				Purchase Orders Raised
		Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over	
Charge Up Workplace Grant - Ev Charger	40IN	\$ 382,229	\$ 382,229	\$ 382,530	\$ 301	-
<b>Other Property and Services</b>						
Purchase of Land	1790040	0	0	0	0	-
<b>Land and Buildings Total</b>		<b>5,105,159</b>	<b>2,260,324</b>	<b>1,543,599</b>	<b>- 716,725</b>	
<b>Roads</b>						
<b>Transport</b>						
Winnejup Road Regional Road Group 23/24	RR17	491,442	419,290	388,663	(30,628)	103,054
Talison Greenbushes Footpaths	TF24	800,000	444,090	444,089	(1)	69,890
Widen Cul-De-Sac Head On Diorite	TF28	20,000	20,000	19,828	(172)	-
Greenbushes - Kerbs	TF29	0	0	0	0	-
Stanifer St Reconstruction	TF30	3,000,000	1,000,000	592	(999,408)	2,211,141
Kerbing	KB01	13,000	13,000	0	(13,000)	1,035
Rifle Range Road	GS05	62,000	38,750	0	(38,750)	18,036
Donnelly Mill Road	GS22	0	0	0	0	-
Polina Road Gravel Sheeting	GS41	0	0	0	0	-
Tweed Road	GS71	131,880	109,585	131,880	22,295	-
Connell Road	GS72	12,983	8,110	0	(8,110)	-
Intersection Realignments	RC07	51,780	32,350	0	(32,350)	-
Apex Grove	RC15	0	0	0	0	-
Wilkins Road	RC37	0	0	0	0	-
Improvements At Steere St Intersections	RC52	40,000	25,000	0	(25,000)	-
Emergency Works	RC53	38,577	27,757	26,279	(1,478)	-
Geegelup View	RC65	5,500	3,435	0	(3,435)	-
Mount Street	RC67	21,803	21,803	21,803	0	-
Somme Street	RC69	0	0	0	0	-
Spencer Street	RC74	15,000	9,375	0	(9,375)	25,898
Lakeview Crescent Asphalt Cul-De-Sac	RC75	0	0	0	0	-
Catterick Road Safety Barrier	RC80	32,500	21,666	8,124	(13,542)	-
Inglis Street - Road & Drainage Upgrade	RC82	39,485	26,310	6,133	(20,177)	-
Tweed Road Reconstruction	RC83	85,729	57,144	4,545	(52,599)	-
Regional road Safety Program	RS04	150,324	150,324	2,207	(148,117)	218,525
<b>Roads Total</b>		<b>5,012,003</b>	<b>2,427,989</b>	<b>1,054,142</b>	<b>- 1,373,847</b>	
<b>Footpaths</b>						
<b>Transport</b>						

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 8: FIXED ASSET ACQUISITIONS**

Assets	General Ledger/Job No.	Amended Annual Budget	Amended YTD Budget	YTD		Purchase Orders Raised
				YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
Footpaths Accessibility Access	FP28	28,000	11,000	7,697	(3,303)	6,809
Allnutt Street	FP38	25,000	10,000	0	(10,000)	-
Memorial Park Footpath	FP46	0	0	0	0	-
Hampton Street Bus Stop Pavement Repairs C/Fwd	FP47	18,801	18,801	18,801	(0)	-
<b>Footpaths Total</b>		<b>71,801</b>	<b>39,801</b>	<b>26,498</b>	<b>- 13,303</b>	
<b>Drainage</b>						
<b>Community Amenities</b>						
Nelson Street Drainage	DR16	30,000	30,000	3,630	(26,370)	47,451
Pipe Drainage Easement between Gleneagles and Aberdeen Ave	DR41	56,504	34,647	0	(34,647)	4,772
Peninsula Road Drainage Works	DR42	3,250	0	0	0	-
<b>Drainage Total</b>		<b>89,754</b>	<b>64,647</b>	<b>3,630</b>	<b>- 61,017.00</b>	
<b>Parks &amp; Ovals and Other</b>						
<b>Community Amenities</b>						
Bridgetown Cemetery	01IN	25,000	24,998	25,045	47	-
Bridgetown Landfill Liquid Waste Facility	WA01	0	0	109	109	-
<b>Recreation and Culture</b>						
River Park & Memorial Park Bbq Upgrade	21IU	20,000	20,000	17,435	(2,565)	-
Memorial Water Fountain	22IU	0	-2	0	2	-
River Park Footpath Lighting	23IU	8,680	8680	8,680	0	-
Greenbushes Sportsground Hard Courts (Stage 2)	TF09	0	0	0	0	-
Highland Bridgetown Estate Park	TF10	50,000	24999	0	(24,999)	8,000
Bridgetown Leisure Centre Infrastructure Renewals	18IN	0	-2	0	2	-
Thompson Park BBQ Replacement	28IN	10,000	10,000	9,959	(41)	-
Greenbushes Cbd Parking & Safety Enhancement	CP05	0	0	0	0	-
Acrod Bay - Hampton Street	CP06	30,000	18,750	0	(18,750)	-
<b>Parks &amp; Ovals and Other Total</b>		<b>143,680</b>	<b>107,423</b>	<b>61,229</b>	<b>- 46,194</b>	
<b>Bridges</b>						
<b>Transport</b>						
Slades Road Bridge (3331A)	BR07	0	0	49,154	49,154	-
Winnejup Rd Bridge 3316	BR10	103,000	103,000	103,770	770	-
Blackbutt Road Bridge 3706A (Rtr)	BR17	12,500	12,500	0	(12,500)	-
Donnelly Mill Road Bridge 3337	BR19	0	0	0	0	-
Mckelvie Road Bridge 3705	BR26	50,000	50,000	0	(50,000)	-
<b>Bridges Total</b>		<b>165,500</b>	<b>165,500</b>	<b>152,924</b>	<b>-12576.01</b>	

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
 For the Period Ended 31 March 2026

**Note 8: FIXED ASSET ACQUISITIONS**

Assets	General Ledger/Job No.	YTD				Purchase Orders Raised
		Amended Annual Budget	Amended YTD Budget	YTD Actual	Variance (Under)/Over	
		\$	\$	\$	\$	
<b>Plant and Equipment</b>						
<b>Governance</b>						
Light fleet vehicles	1055440	215,711	215,711	215,711	0	-
<b>Law, Order and Public Safety</b>						
Fire Prevention - Equipment Shire Funded	1065740	11,511	11,511	11,551	40	-
CCTV Bridgetown Railway Station Carpark	1080340	114,802	114,802	122,725	7,923	-
SES Plant and Equipment	1085540	227,632	46,500	-	(46,500)	11,815
<b>Community Amenities</b>						
Sanitation Plant Purchases (Generator)	1255340	0	0	11,450	11,450	-
<b>Recreation and Culture</b>						
Recreation & Culture Buildings Solar Panels & Batteries	TF06	383,000	383,000	238,267	(144,733)	48,255
<b>Transport</b>						
Posi-Track And Attachments	PL28	100,000	100,000	58,250	(41,750)	35,500
Vibe Smooth Drum Roller	PL31	175,000	174,998	175,000	2	-
John Deere Tractor & Loader	PL32	54,000	54,000	54,000	0	-
Torro Zmaster Zereturn	PL33	28,882	28,882	28,882	(0)	-
Isuzu Npr Crew Cab	PL34	96,260	96,260	96,260	0	-
Isuzu Npr Tipper	PL35	81,432	81,432	81,432	(0)	-
Prime Mover	PL36	240,000	240,000	221,153	(18,847)	-
Low Loader Trailer	PL37	150,000	0	132,900	132,900	-
Sundry Items	1403740	15,000	15,000	10,785	(4,215)	-
<b>Plant and Equipment Total</b>		<b>1,893,230</b>	<b>1,562,096</b>	<b>1,458,366</b>	<b>- 103,730</b>	
<b>Furniture and Equipment</b>						
<b>Other Governance</b>						
IT and Communication equipment	1055140	45,000	44,999	32,003	(12,996)	4,724
Bridgetown Regional Library Furniture & Equipment	1365440	14,000	14,000	13,642	(358)	-
<b>Furniture and Equipment Total</b>		<b>59,000</b>	<b>58,999</b>	<b>45,645</b>	<b>- 13,354</b>	
<b>Capital Expenditure Total</b>		<b>12,540,127</b>	<b>6,686,779</b>	<b>4,346,034</b>	<b>- 2,340,745</b>	

**SHIRE OF BRIDGETOWN-GREENBUSHES  
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY  
For the Period Ended 31 March 2026**

**Note 9: INFORMATION ON BORROWINGS AND LEASES**

(a) Borrowing Repayments

Particulars	Principal 1/07/2025	New Loans		Principal Repayments		Principal Outstanding		Interest/Guarantee Fee Repayments	
		Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget
		\$	\$	\$	\$	\$	\$	\$	\$
<b>Community Amenities</b>									
Loan 116 Liquid Waste Facility	42,354	0	0	5,115	10,281	37,239	32,073	728	1,198
<b>Recreation and Culture</b>									
Loan 112 Bridgetown Swimming Pool	1,023,745	0	0	42,050	84,950	981,695	938,795	27,987	48,684
Loan 117 Youth Precinct Redevelopment	117,061	0	0	9,361	18,792	107,700	98,269	1,724	2,721
Loan 118 Bridgetown Civic Centre Revitalisation	75,982	0	0	6,076	12,197	69,906	63,785	1,119	1,766
Loan 119 Youth Precinct Redevelopment (Stage 2)	145,930	0	0	7,680	15,533	138,250	130,397	4,326	7,585
<b>Transport</b>									
Loan 121 Depot Construction	0	2,700,000	2,700,000	0	39,477	2,700,000	2,660,523	6,214	77,115
	<b>1,405,073</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>70,283</b>	<b>181,230</b>	<b>4,034,789</b>	<b>3,923,843</b>	<b>42,098</b>	<b>139,069</b>

(b) New Borrowings

Particulars	Term	New Loans	New Loans
		Budget	Actual
		\$	\$
<b>Transport</b>			
Loan 121 Depot Construction	20 years	2,700,000	2,700,000
		<b>2,700,000</b>	<b>2,700,000</b>

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 9: INFORMATION ON BORROWINGS AND LEASES**

(c) Lease Liabilities

Particulars	Principal 1/07/2024	New Leases Actual	New Leases Budget	Principal Repayments		Principal Outstanding		Interest Repayments	
		\$	\$	Actual	Budget	Actual	Budget	Actual	Budget
<b>Recreation and Culture</b>									
007 Gym Equipment	0	306,255	0	55,780	55,780	250,475	250,475	13,135	13,135
<b>Other Property and Services</b>									
005 2022 Toyota Hilux (CESM)	23,585	0	0	14,872	19,941	8,713	3,644	570	0
006 New BRMO (Mitigation) Vehicle	5,042	0	0	8,809	5,042	-3,767	0	296	0
	<b>28,627</b>	<b>306,255</b>	<b>0</b>	<b>79,461</b>	<b>80,763</b>	<b>255,420</b>	<b>254,118</b>	<b>14,001</b>	<b>13,135</b>

(d) New Leases

Particulars	New Leases	New Leases	New Leases
	Term	Amended Budget	Actual
		\$	\$
<b>Other Property and Services</b>			
007 Gym Equipment	60 months	306,254	306,255
		<b>306,254</b>	<b>306,255</b>

**SHIRE OF BRIDGETOWN-GREENBUSHES**  
**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY**  
**For the Period Ended 31 March 2026**

**Note 10: RATING INFORMATION**

RATE TYPE	Rate in Dollar	Number of Properties	Rateable Value	Rate Revenue	Interim Rates	Total Revenue	Amended Budget Rate Revenue	Amended Budget Interim Rate	Amended Budget Total Revenue
	\$		\$	\$	\$	\$	\$	\$	\$
<b>Differential general rates or general rates</b>									
Shire GRV	0.073838	1,691	42,735,383	3,155,495	18,397	3,173,892	3,155,495	185,000	3,340,495
Mining GRV	0.221837	1	3,655,000	810,814	0	810,814	810,814	0	810,814
Shire Rural UV	0.004212	439	342,765,000	1,443,726	2,845	1,446,571	1,443,726	0	1,443,726
Mining UV	0.064312	19	1,502,792	96,648	0	96,648	96,648	0	96,648
Non-Rateable	0.000000	572	2,156,460	0	0	0	0	0	0
<b>Sub-Totals</b>		2,722	392,814,635	5,506,683	21,242	5,527,925	5,506,683	185,000	5,691,683
<b>Minimum payments</b>	<b>Minimum \$</b>								
Shire GRV	1,234.00	836	8,908,120	1,031,624	0	1,031,624	1,031,624	0	1,031,624
Shire Rural UV	1,530.00	315	81,611,600	481,950	0	481,950	481,950	0	481,950
Mining UV	280.00	18	26,686	5,040	0	5,040	5,040	0	5,040
<b>Sub-Totals</b>		1,169	90,546,406	1,518,614	0	1,518,614	1,518,614	0	1,518,614
<b>Total general rates and minimum payments</b>						<b>7,046,539</b>			<b>7,210,297</b>

SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
<b>MUNICIPAL FUND</b>				
<b>DIRECT DEBITS</b>				
DD19874.1	01/04/2026	AWARE SUPER	PAYROLL DEDUCTIONS	19,131.21
DD19874.2	01/04/2026	COLONIAL FIRST STATE SUPER	PAYROLL DEDUCTIONS	801.52
DD19874.3	01/04/2026	CARE SUPER	PAYROLL DEDUCTIONS	538.97
DD19874.4	01/04/2026	THE TRUSTEE FOR YHH SUPER FUND	SUPERANNUATION CONTRIBUTIONS	401.84
DD19874.5	01/04/2026	AUSTRALIAN ETHICAL RETAIL SUPER	PAYROLL DEDUCTIONS	1,687.99
DD19874.6	01/04/2026	COLONIAL FIRST STATE SUPER	PAYROLL DEDUCTIONS	569.78
DD19874.7	01/04/2026	CBUS SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	160.17
DD19874.8	01/04/2026	MLC MASTERKEY SUPER	SUPERANNUATION CONTRIBUTIONS	13.06
DD19874.9	01/04/2026	GESB SUPER SCHEME	SUPERANNUATION CONTRIBUTIONS	333.13
DD19874.10	01/04/2026	AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	121.74
DD19874.11	01/04/2026	MLC SUPER FUND	SUPERANNUATION CONTRIBUTIONS	367.56
DD19874.12	01/04/2026	GUILD SUPER	PAYROLL DEDUCTIONS	636.32
DD19874.13	01/04/2026	THE TRUSTEE FOR MERCER SUPER TRUST	SUPERANNUATION CONTRIBUTIONS	664.34
DD19874.14	01/04/2026	NETWEALTH SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	646.15
DD19874.15	01/04/2026	THE TRUSTEE FOR GESB SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	245.51
DD19874.16	01/04/2026	WAIKAWA DREAMING SUPERANNUATION	PAYROLL DEDUCTIONS	831.83
DD19874.17	01/04/2026	PLUM SUPER	SUPERANNUATION CONTRIBUTIONS	419.50
DD19874.18	01/04/2026	HOSTPLUS SUPERANNUATION FUND BASIC	PAYROLL DEDUCTIONS	476.27
DD19874.19	01/04/2026	AMP SUPER FUND	SUPERANNUATION CONTRIBUTIONS	524.55
DD19874.20	01/04/2026	HESTA SUPER	SUPERANNUATION CONTRIBUTIONS	600.81
DD19874.21	01/04/2026	UNISUPER	SUPERANNUATION CONTRIBUTIONS	700.40
DD19874.22	01/04/2026	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	1,682.75
DD19874.23	01/04/2026	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	4,791.36
DD19874.24	01/04/2026	ANZ CHOICE SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	381.79
DD19874.25	01/04/2026	HOST PLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	1,268.31
DD19934.1	02/04/2026	AWARE SUPER	SUPERANNUATION CONTRIBUTIONS	121.74
DD19968.1	02/04/2026	GO GO AUSTRALIA PTY LTD	MONTHLY ON HOLD MESSAGES FOR APRIL	75.90
DD20005.4	14/04/2026	TELAIR PTY LTD	MONTHLY TELAIR SUBSCRIPTION FOR SHIRE FACILITIES	2,021.71

**SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026**

<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
DD19899.1	15/04/2026	AWARE SUPER	PAYROLL DEDUCTIONS	18,538.85
DD19899.2	15/04/2026	COLONIAL FIRST STATE SUPER	PAYROLL DEDUCTIONS	801.52
DD19899.3	15/04/2026	CARE SUPER	PAYROLL DEDUCTIONS	609.34
DD19899.4	15/04/2026	THE TRUSTEE FOR YHH SUPER FUND	SUPERANNUATION CONTRIBUTIONS	381.79
DD19899.5	15/04/2026	AUSTRALIAN ETHICAL RETAIL SUPER	PAYROLL DEDUCTIONS	1,704.62
DD19899.6	15/04/2026	COLONIAL FIRST STATE SUPER	PAYROLL DEDUCTIONS	581.10
DD19899.7	15/04/2026	CBUS SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	160.17
DD19899.8	15/04/2026	MLC MASTERKEY SUPER	SUPERANNUATION CONTRIBUTIONS	60.95
DD19899.9	15/04/2026	GESB SUPER SCHEME	SUPERANNUATION CONTRIBUTIONS	333.13
DD19899.10	15/04/2026	AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	121.74
DD19899.11	15/04/2026	NETWEALTH SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	646.15
DD19899.12	15/04/2026	GUILD SUPER	PAYROLL DEDUCTIONS	636.32
DD19899.13	15/04/2026	ASGARD SUPER	SUPERANNUATION CONTRIBUTIONS	188.96
DD19899.14	15/04/2026	WAIKAWA DREAMING SUPERANNUATION	PAYROLL DEDUCTIONS	870.89
DD19899.15	15/04/2026	PLUM SUPER	SUPERANNUATION CONTRIBUTIONS	379.93
DD19899.16	15/04/2026	THE TRUSTEE FOR MERCER SUPER TRUST	SUPERANNUATION CONTRIBUTIONS	335.95
DD19899.17	15/04/2026	HOSTPLUS SUPERANNUATION FUND BASIC	PAYROLL DEDUCTIONS	421.29
DD19899.18	15/04/2026	AMP SUPER FUND	SUPERANNUATION CONTRIBUTIONS	568.27
DD19899.19	15/04/2026	UNISUPER	SUPERANNUATION CONTRIBUTIONS	717.05
DD19899.20	15/04/2026	HESTA SUPER	SUPERANNUATION CONTRIBUTIONS	897.75
DD19899.21	15/04/2026	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	1,690.55
DD19899.22	15/04/2026	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	4,955.11
DD19899.23	15/04/2026	ANZ CHOICE SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	381.79
DD19899.24	15/04/2026	HOST PLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	1,264.05
DD20005.2	15/04/2026	SG FLEET AUSTRALIA PTY LTD	MONTHLY LEASE FOR KONA	358.05
DD20005.3	15/04/2026	FLEET PARTNERS PTY LTD	MONTHLY LEASE FOR CESM & BRMO VEHICLES	3,000.23
DD19950.1	29/04/2026	AWARE SUPER	PAYROLL DEDUCTIONS	20,284.91
DD19950.2	29/04/2026	COLONIAL FIRST STATE SUPER	PAYROLL DEDUCTIONS	801.52
DD19950.3	29/04/2026	THE TRUSTEE FOR YHH SUPER FUND	SUPERANNUATION CONTRIBUTIONS	381.79
DD19950.4	29/04/2026	AUSTRALIAN ETHICAL RETAIL SUPER	PAYROLL DEDUCTIONS	1,709.76

**SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026**

<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
DD19950.5	29/04/2026	COLONIAL FIRST STATE SUPER	PAYROLL DEDUCTIONS	360.49
DD19950.6	29/04/2026	CBUS SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	168.77
DD19950.7	29/04/2026	MLC MASTERKEY SUPER	SUPERANNUATION CONTRIBUTIONS	60.95
DD19950.8	29/04/2026	GESB SUPER SCHEME	SUPERANNUATION CONTRIBUTIONS	333.13
DD19950.9	29/04/2026	AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	121.74
DD19950.10	29/04/2026	NETWEALTH SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	646.15
DD19950.11	29/04/2026	THE TRUSTEE FOR GESB SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	552.40
DD19950.12	29/04/2026	GUILD SUPER	PAYROLL DEDUCTIONS	636.32
DD19950.13	29/04/2026	ASGARD SUPER	SUPERANNUATION CONTRIBUTIONS	188.96
DD19950.14	29/04/2026	WAIKAWA DREAMING SUPERANNUATION	PAYROLL DEDUCTIONS	857.88
DD19950.15	29/04/2026	PLUM SUPER	SUPERANNUATION CONTRIBUTIONS	372.63
DD19950.16	29/04/2026	CARE SUPER	SUPERANNUATION CONTRIBUTIONS	412.92
DD19950.17	29/04/2026	THE TRUSTEE FOR MERCER SUPER TRUST	SUPERANNUATION CONTRIBUTIONS	335.95
DD19950.18	29/04/2026	HOSTPLUS SUPERANNUATION FUND BASIC	PAYROLL DEDUCTIONS	388.14
DD19950.19	29/04/2026	AMP SUPER FUND	SUPERANNUATION CONTRIBUTIONS	524.55
DD19950.20	29/04/2026	HESTA SUPER	PAYROLL DEDUCTIONS	1,259.40
DD19950.21	29/04/2026	UNISUPER	SUPERANNUATION CONTRIBUTIONS	685.01
DD19950.22	29/04/2026	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	1,443.17
DD19950.23	29/04/2026	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	5,086.01
DD19950.24	29/04/2026	ANZ CHOICE SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	381.79
DD19950.25	29/04/2026	HOST PLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	1,285.89
B/S	01/04/2026	WESTPAC BANK	MERCHANT FEES	941.45
B/S	01/04/2026	WESTPAC BANK	MONTHLY BANK ACCOUNT FEES	316.24
B/S	01/04/2026	WESTPAC BANK	TOTAL WAGES FOR 19/03/2026 - 01/04/2026	210,053.45
B/S	15/04/2026	WESTPAC BANK	TOTAL WAGES FOR 02/04/2026 - 15/04/2026	195,658.16
B/S	29/04/2026	WESTPAC BANK	TOTAL WAGES FOR 16/04/2026 - 29/04/2026	204,461.98
<b>WESTPAC CORPORATE CREDIT CARD - CEO</b>				
DD19992.1	20/03/2026	KINATICO	PREPAID POLICE CLEARANCE CHECKS	400.00
DD19992.1	26/03/2026	OFFICEWORKS	NEW KEYBOARD AND MOUSE	67.95
DD19992.1	01/04/2026	BOOKING.COM	3 NIGHTS STAY FOR TRAINING COURSE FOR STAFF MEMBER	857.00

**SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026**

<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
DD19992.1	01/04/2026	TRAINWEST	TRAINING COURSE FOR STAFF MEMBER	1,350.00
DD19992.1	06/04/2026	WESTPAC	MONTHLY CARD FEE	10.00
<b>WESTPAC CORPORATE CREDIT CARD - DPME</b>				
DD19992.1	21/03/2026	STARLINK	MONTHLY INTERNET CHARGES FOR ICC	276.00
DD19992.1	06/04/2026	WESTPAC	MONTHLY CARD FEE	10.00
<b>WESTPAC CORPORATE CREDIT CARD - DDRS</b>				
DD19992.1	13/03/2026	TEAM GANTT	MONTHLY SUBSCRIPTION TO TEAM GANTT SOFTWARE	286.48
DD19992.1	15/03/2026	INTUIT MAILCHIMP	MONTHLY SUBSCRIPTION FOR VISITOR CENTRE NEWSLETTER DISTRIBUTION	38.17
DD19992.1	15/03/2026	DEPARTMENT OF JUSTICE	PROSECUTION NOTICE	194.30
DD19992.1	06/04/2026	WESTPAC	MONTHLY CARD FEE	10.00
<b>WESTPAC CORPORATE CREDIT CARD - CESM</b>				
DD19992.1	19/03/2026	MASTERSHOP	OTTERBOX PHONE CASE	55.00
DD19992.1	27/03/2026	BP BRIDGETOWN	17.87L DIESEL FUEL FOR BUSH FIRE VEHICLE	55.92
DD19992.1	06/04/2026	WESTPAC	MONTHLY CARD FEE	10.00
<b>WESTPAC CORPORATE CREDIT CARD - MBMO</b>				
DD19992.1	06/04/2026	WESTPAC	MONTHLY CARD FEE	10.00
<b>WESTPAC CORPORATE CREDIT CARD - DCECD</b>				
DD19992.1	04/03/2026	DEPARTMENT OF TRANSPORT	PLATE CHANGE FOR FLEET VEHICLE	32.00
DD19992.1	06/03/2026	DEPARTMENT OF TRANSPORT	PLATE CHANGE FOR FLEET VEHICLE	19.40
DD19992.1	12/03/2026	MAILCHIMP	MONTHLY SUBSCRIPTION FOR LIBRARY NEWSLETTER DISTRIBUTION	37.45
DD19992.1	13/03/2026	DEPARTMENT OF TRANSPORT	PLATE CHANGE AND REMAKE FOR FLEET VEHICLE	84.10
DD19992.1	16/03/2026	DEPARTMENT OF TRANSPORT	DOT PAYMENT FOR CUSTOMER DUE TO PROCESSING ERROR	19.20
DD19992.1	16/03/2026	CLEVERBRIDGE MAILSTORE OPENTEXT	STANDARD UPDATE AND ANNUAL SUPPORT SERVICE FOR 10 X LICENCES	146.08
DD19992.1	18/03/2026	BRIDGETOWN NEWSAGENCY	VEHICLE LOG BOOK	8.20
DD19992.1	23/03/2026	BUNNINGS MARKETPLACE	POPCORN MAKER ON WHEELED CART FOR COMMUNITY MOVIE SCREENINGS	898.00
DD19992.1	27/03/2026	SMACK AMUSEMENTS	BULK POPCORN KIT FOR COMMUNITY MOVIE SCREENINGS	173.82
DD19992.1	27/03/2026	SPOTLIGHT	16 X 6 PACKS WINE GLASSES FOR VOLUNTEER EVENT	160.00
DD19992.1	30/03/2026	AMAZON AUSTRALIA	13 X INFLATABLE LOUNGE SOFA FOR COMMUNITY SCHOOL HOLIDAY MOVIES	779.87
DD19992.1	6/04/2026	WESTPAC	MONTHLY CARD FEE	10.00
<b>AMPOL FUEL CARD PURCHASES</b>				

SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
DD20005.1	05/03/2026	AMPOL BRIDGETOWN DIESEL	B031 - 49.78L - DIESEL	93.54
DD20005.1	09/03/2026	AMPOL BRIDGETOWN DIESEL	B031 - 44.04L - DIESEL	89.80
DD20005.1	12/03/2026	AMPOL BRIDGETOWN DIESEL	B031 - 76.37L - DIESEL	183.98
DD20005.1	17/03/2026	AMPOL BRIDGETOWN DIESEL	B031 - 40.61L - DIESEL	105.55
DD20005.1	23/03/2026	AMPOL BRIDGETOWN DIESEL	B031 - 111.94L - DIESEL	327.87
DD20005.1	27/03/2026	AMPOL BRIDGETOWN DIESEL	B031 - 66.1L - DIESEL	203.52
DD20005.1	10/03/2026	EG AMPOL 94048 MANJIMUP	B0010 - 25.93L - ULP	52.84
DD20005.1	10/03/2026	AMPOL BRIDGETOWN DIESEL	B7930 - 16.65L - DIESEL	36.63
DD20005.1	09/03/2026	AMPOL BRIDGETOWN DIESEL	B16240 - 48.53L - ULP	91.43
DD20005.1	04/03/2026	AMPOL BRIDGETOWN DIESEL	B16182 - 40.13L - DIESEL	72.60
DD20005.1	11/03/2026	AMPOL BRIDGETOWN DIESEL	B16182 - 22.44L - DIESEL	52.73
DD20005.1	17/03/2026	AMPOL BRIDGETOWN DIESEL	B16182 - 24.54L - DIESEL	63.80
DD20005.1	17/03/2026	AMPOL BRIDGETOWN DIESEL	B16182 - 8.81L - ULP	19.79
DD20005.1	25/03/2026	AMPOL BRIDGETOWN DIESEL	B16182 - 21.64L - DIESEL	66.00
DD20005.1	03/03/2026	AMPOL BRIDGETOWN DIESEL	B1158 - 23.31L - ULP	39.72
DD20005.1	16/03/2026	AMPOL BRIDGETOWN DIESEL	B1158 - 20.04L - ULP	43.99
DD20005.1	27/03/2026	AMPOL BRIDGETOWN DIESEL	B1158 - 17.88L - ULP	45.49
DD20005.1	05/03/2026	AMPOL BRIDGETOWN DIESEL	B8880 - 1.05L - DIESEL	1.98
DD20005.1	05/03/2026	AMPOL BRIDGETOWN DIESEL	B8880 - 72.67L - DIESEL	136.55
DD20005.1	09/03/2026	AMPOL BRIDGETOWN DIESEL	B8880 - 69.77L - DIESEL	142.26
DD20005.1	13/03/2026	AMPOL BRIDGETOWN DIESEL	B8880 - 58.25L - DIESEL	142.65
DD20005.1	24/03/2026	AMPOL BRIDGETOWN DIESEL	B8880 - 74.86L - DIESEL	220.76
DD20005.1	27/03/2026	AMPOL BRIDGETOWN DIESEL	B8880 - 46.63L - DIESEL	143.57
DD20005.1	05/03/2026	AMPOL BRIDGETOWN DIESEL	B17105 - 50.75L - DIESEL	95.36
DD20005.1	10/03/2026	AMPOL BRIDGETOWN DIESEL	B17105 - 27.83L - DIESEL	61.20
DD20005.1	17/03/2026	AMPOL BRIDGETOWN DIESEL	B17105 - 47.56L - DIESEL	123.61
DD20005.1	23/03/2026	AMPOL BRIDGETOWN DIESEL	B17105 - 26.93L - DIESEL	78.90
DD20005.1	07/03/2026	AMPOL BRIDGETOWN DIESEL	B8834 - 7.96L - DIESEL	16.23
DD20005.1	09/03/2026	AMPOL BRIDGETOWN DIESEL	B8834 - 20.58L - DIESEL	41.96
DD20005.1	06/03/2026	AMPOL BRIDGETOWN DIESEL	1TKA760 - 210.02L - DIESEL	415.63

SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
DD20005.1	10/03/2026	AMPOL BRIDGETOWN DIESEL	1TKA760 - 91.11L - DIESEL	200.35
DD20005.1	30/03/2026	AMPOL BRIDGETOWN DIESEL	1HNO351 - 34.77L - ULP	88.45
DD20005.1	28/02/2026	AMPOL BRIDGETOWN DIESEL	B8598 - 34.55L - ULP	58.18
DD20005.1	07/03/2026	EG AMPOL 94048 MANJIMUP	B8598 - 35.93L - ULP	68.05
DD20005.1	13/03/2026	AMPOL BRIDGETOWN DIESEL	B8598 - 18.43L - ULP	39.33
DD20005.1	29/03/2026	AMPOL BRIDGETOWN DIESEL	B8598 - 31.97L - ULP	81.36
DD20005.1	03/03/2026	AMPOL BRIDGETOWN DIESEL	0B - 56.76L - ULP	96.72
DD20005.1	12/03/2026	AMPOL BRIDGETOWN DIESEL	0B - 42.48L - ULP	88.95
DD20005.1	13/03/2026	AMPOL BRIDGETOWN DIESEL	0B - 9.97L - ULP	21.29
DD20005.1	16/03/2026	AMPOL BRIDGETOWN DIESEL	0B - 49.46L - ULP	108.52
DD20005.1	29/03/2026	AMPOL BRIDGETOWN DIESEL	0B - 52.68L - ULP	134.02
DD20005.1	05/03/2026	AMPOL BRIDGETOWN DIESEL	1IAD685 - 51.6L - DIESEL	96.96
DD20005.1	10/03/2026	AMPOL BRIDGETOWN DIESEL	1IAD685 - 62.53L - DIESEL	137.50
DD20005.1	17/03/2026	AMPOL BRIDGETOWN DIESEL	1IAD685 - 41.48L - DIESEL	107.81
DD20005.1	18/03/2026	AMPOL BRIDGETOWN DIESEL	1IAD685 - 27.18L - DIESEL	73.36
DD20005.1	27/03/2026	AMPOL BRIDGETOWN DIESEL	1IAD685 - 26.84L - DIESEL	82.67
DD20005.1	09/03/2026	AMPOL BRIDGETOWN DIESEL	B16061 - 24.86L - DIESEL	50.69
DD20005.1	13/03/2026	AMPOL BRIDGETOWN DIESEL	B16061 - 22.28L - DIESEL	54.59
DD20005.1	18/03/2026	AMPOL BRIDGETOWN DIESEL	B16061 - 16.57L - DIESEL	44.74
DD20005.1	25/03/2026	AMPOL BRIDGETOWN DIESEL	B16061 - 20.88L - DIESEL	61.58
DD20005.1	18/03/2026	AMPOL BRIDGETOWN DIESEL	B17710 - 54.73L - DIESEL	147.72
DD20005.1	28/02/2026	AMPOL BRIDGETOWN DIESEL	1IUG348 - 36.66L - ULP	61.74
DD20005.1	01/03/2026	EG AMPOL 94048 MANJIMUP	1IUG348 - 30.51L - ULP	51.68
DD20005.1	08/03/2026	EG AMPOL 94048 MANJIMUP	1IUG348 - 36.17L - ULP	70.68
DD20005.1	16/03/2026	AMPOL BRIDGETOWN DIESEL	1IUG348 - 38.59L - ULP	84.67
DD20005.1	27/03/2026	AMPOL BRIDGETOWN DIESEL	1IUG348 - 20.14L - ULP	51.24
DD20005.1	30/03/2026	EG AMPOL 94233 EATON	1IUG348 - 40.67L - ULP	103.24
DD20005.1	05/03/2026	AMPOL BRIDGETOWN DIESEL	B17663 - 58.86L - DIESEL	110.60
DD20005.1	09/03/2026	AMPOL BRIDGETOWN DIESEL	B17663 - 55.51L - DIESEL	113.18
DD20005.1	13/03/2026	INDEPENDENT NANNUP	B17663 - 56.79L - DIESEL	148.73

SHIRE OF BRIDGETOWN-GREENBUSHES  
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Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
DD20005.1	16/03/2026	INDEPENDENT NANNUP	B17663 - 52.98L - DIESEL	147.47
DD20005.1	19/03/2026	AMPOL BRIDGETOWN DIESEL	B17663 - 55.22L - DIESEL	151.80
DD20005.1	25/03/2026	INDEPENDENT NANNUP	B17663 - 20.14L - DIESEL	61.41
DD20005.1	27/03/2026	AMPOL BRIDGETOWN DIESEL	B17663 - 53.78L - DIESEL	165.59
DD20005.1	10/03/2026	AMPOL BRIDGETOWN DIESEL	B0111 - 41.03L - DIESEL	90.22
DD20005.1	01/03/2026	AMPOL FOODARY MOSMAN PARK	B0100 - 45.57L - ULP	74.46
DD20005.1	06/03/2026	AMPOL BRIDGETOWN DIESEL	B0100 - 35.93L - ULP	65.18
DD20005.1	08/03/2026	AMPOL FOODARY FREMANTLE E	B0100 - 40.63L - ULP	77.36
DD19864.1	10/03/2026	AMPOL BRIDGETOWN DIESEL	B0100 - 42.84L - ULP	82.00
DD19864.1	22/03/2026	INDEPENDENT NANNUP	B0100 - 28.14L - ULP	70.18
DD19864.1	23/03/2026	AMPOL WALPOLE	B0100 - 31.27L - ULP	76.46
DD19864.1	29/03/2026	AMPOL FOODARY FREMANTLE E	B0100 - 44.46L - ULP	109.10
<b>BPAY</b>				
19042026	19/04/2026	TELSTRA	TELEPHONE & INTERNET CHARGES	1,846.33
23042026	23/04/2026	WATER CORPORATION	WATER USAGE CHARGES	8,721.17
24042026	24/04/2026	WATER CORPORATION	WATER USAGE CHARGES	15,852.91
230420261	23/04/2026	WATER CORPORATION	WATER USAGE CHARGES	8,967.72
<b>ELECTRONIC PAYMENTS</b>				
EFT43579	02/04/2026	SYNERGY	ELECTRICITY CHARGES	6,455.06
EFT43580	09/04/2026	JULIA ANN BOYLE	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43581	09/04/2026	STEPHEN CARSTAIRS	FORTNIGHTLY COUNCILLORS ALLOWANCES	1,708.04
EFT43582	09/04/2026	MICHAEL JOHN FLETCHER	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43583	09/04/2026	KELLI NARELLE GILLIES	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43584	09/04/2026	ANDREW JAMES MCRAE	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43585	09/04/2026	LYNDON GRAEME PEARCE	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43586	09/04/2026	ANTONINO PRATICO	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43587	09/04/2026	REBECCA REDMAN	FORTNIGHTLY COUNCILLORS ALLOWANCES	759.77
EFT43588	09/04/2026	SIMON ROBINSON	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43589	10/04/2026	AJB AUTOS	SERVICE FOR LIGHT VEHICLE	330.88
EFT43590	10/04/2026	ARTISTRALIA	MOVIE LICENCE FOR HERITAGE FESTIVAL AND AUSTRALIA DAY SCREENING	418.00

**SHIRE OF BRIDGETOWN-GREENBUSHES  
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<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
EFT43591	10/04/2026	AUSTRALIAN TAXATION OFFICE	PAYG WITHOLDING 18/03/2026 AND 01/04/2026	118,415.31
EFT43592	10/04/2026	BLACKWOOD RURAL SERVICES	CONSUMABLES FOR PLANT EQUIPMENT	118.30
EFT43593	10/04/2026	BRIDGETOWN POTTERY RESTAURANT	REFRESHMENTS FOR MEETING	423.50
EFT43594	10/04/2026	BRIDGETOWN CRC	SES POWER CONSUMPTION	290.51
EFT43595	10/04/2026	BRIDGETOWN CLEANING SERVICE	CARPET CLEANING FOR SHIRE BUILDING	3,797.20
EFT43596	10/04/2026	BUILD & RENO	ACROPROP HIRE FOR SITE WORK	3,206.83
EFT43597	10/04/2026	CLINIPATH PATHOLOGY	MEDICAL ASSESSMENT	56.50
EFT43598	10/04/2026	CWG AUTOMOTIVE	SERVICE FOR LIGHT VEHICLE	464.00
EFT43599	10/04/2026	DATA#3	ANNUAL MICROSOFT OFFICE 365 LICENCES	33,907.86
EFT43600	10/04/2026	TJ DEPIAZZI & SONS	SUPPLY AND DELIVER LAWN MIX FOR BRIDGETOWN SPORTSGROUND	5,027.88
EFT43601	10/04/2026	DEPT WATER & ENVIRONMENTAL REGS	25/26 LICENCE FEE FOR LANDFILL SITE	1,303.50
EFT43602	10/04/2026	DOMESTIC MAINTENANCE SW	REPAIRS TO GREENBUSHES OFFICE CEILING	450.00
EFT43603	10/04/2026	LEIGH GUTHRIDGE	REIMBURSEMENT FOR DIESEL FUEL PURCHASED FOR LIGHT VEHICLE	335.93
EFT43604	10/04/2026	HARMONIC ENTERPRISES PTY LTD	IT SUPPORT FOR FEBRUARY	11,356.95
EFT43605	10/04/2026	CONOR MCGREGOR	REIMBURSEMENT FOR PRE-EMPLOYMENT CLEARANCE AND MEDICAL	234.90
EFT43606	10/04/2026	STEVEN MEYER	REIMBURSEMENT FOR FUEL PURCHASED FOR LIGHT VEHICLE & TRAVEL CLAIM	173.93
EFT43607	10/04/2026	OFFICEWORKS LTD	J.BURROWS MOBILE WHITEBOARD 1200 X 900MM FOR DEPOT	188.00
EFT43608	10/04/2026	PARKS CHAINSAW AND TREE SERVICES	3 X HAZARDOUS TREE REMOVALS AND GENERAL CLEANUP FOR BRAND STREET	13,695.00
EFT43609	10/04/2026	ANTONINO PRATICO	SUPPLY ICE CREAM FOR AUSTRALIA DAY	1,000.00
EFT43610	10/04/2026	RAECO	LIBRARY SUPPLIES AND DISPLAYS	1,095.77
EFT43611	10/04/2026	DARREN REEVES	MORTAR REPOINTING FOR SHIRE ADMIN BUILDING	5,500.00
EFT43612	10/04/2026	REPCO	FLEET MAINTENANCE PARTS	649.20
EFT43613	10/04/2026	RESICOM SW	CONSTRUCTION OF KANGAROO GULLY FIRE STATION - CLAIM 1	13,438.26
EFT43614	10/04/2026	SCAVENGER SUPPLIES PTY LTD	FIREFIGHTING EQUIPMENT SERVICING	3,476.00
EFT43615	10/04/2026	SERVICE LEADERSHIP	CUSTOMER SERVICE TRAINING FOR ALL STAFF MEMBERS - 50% PART PAYMENT	1,237.50
EFT43616	10/04/2026	SUPACHOOK CARVERY	REFRESHMENTS FOR MEETING FOR MORNING TEA	20.00
EFT43617	10/04/2026	TEAM GLOBAL EXPRESS PTY LTD	FREIGHT CHARGES	800.04
EFT43618	10/04/2026	TASHI TSHEWANG	REIMBURSEMENT FOR NATIONAL POLICE CLEARANCE	64.12
EFT43619	10/04/2026	UNITED PETROLEUM UNIT TRUST	6000L DIESEL AND 300L ULP SUPPLIED	14,435.09
EFT43620	10/04/2026	WALGA	ELECTED MEMBER ESSENTIAL TRAINING	2,992.00

**SHIRE OF BRIDGETOWN-GREENBUSHES  
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<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
EFT43621	10/04/2026	WINC AUSTRALIA PTY LTD	STATIONERY SUPPLIES	7.32
EFT43622	16/04/2026	SYNERGY	ELECTRICITY CHARGES	6,354.75
EFT43633	22/04/2026	ADAM JENKINS TREE SERVICES PTY LTD	PRUNE TREES, TREE REMOVALS AND CHANGING OF ENTRANCE BANNERS	21,890.00
EFT43634	22/04/2026	PHILLIP ANASTASAKIS	ARIC MEETING ATTENDANCE SITTING FEES FOR DEPUTY CHAIRPERSON	270.00
EFT43635	22/04/2026	AUSTRALIAN TAXATION OFFICE	PAYG WITHOLDING 15/04/2026	55,215.58
EFT43636	22/04/2026	BLACKWOOD VETERINARY CENTRE	IMPOUNDING COSTS FOR STRAY ANIMALS AND ANIMAL HARNESS	250.80
EFT43637	22/04/2026	BRADLEY PLUMBING	PLUMBING REPAIR FOR DUMP POINT BLOCKAGE & MEMORIAL PARK	1,596.82
EFT43638	22/04/2026	LIONS CLUB OF BRIDGETOWN INC	REIMBURSEMENT FOR AUSTRALIA DAY FOOD & SERVICES PROVIDED	1,252.72
EFT43639	22/04/2026	BRIDGETOWN VOLUNTEER BFB	FOR THE PROVISION OF CREW AND APPLIANCE FOR MITIGATION BURN	416.00
EFT43640	22/04/2026	XANDRA CURNOCK	5 X WEEKS TEMPORARY FINANCE MANAGER APPOINTMENT	19,884.00
EFT43641	22/04/2026	TJ DEPIAZZI & SONS	SUPPLY & DELIVER LAWN MIX FOR BRIDGETOWN SPORTSGROUND	8,379.80
EFT43642	22/04/2026	DOMESTIC MAINTENANCE SW	REPAIR, PREP AND TREAT GREENBUSHES POOL DECKING AND MINOR REPAIRS	3,219.00
EFT43643	22/04/2026	EATS	WATER SAMPLE ANALYSIS FOR WASTE FACILITY	2,120.80
EFT43644	22/04/2026	ESSEMY	4 X WORKPLACE BEHAVIOURS WORKSHOPS & 2 X NIGHTS ACCOMMODATION	14,546.00
EFT43645	22/04/2026	FOURGIBBO PTY LTD	4 X PLANTS FOR STREETSCAPE	64.42
EFT43646	22/04/2026	FUELRITE SERVICES	FOBS FOR SMART FUEL SYSTEM	396.00
EFT43647	22/04/2026	GARVS AUTO ELECTRICS PTY LTD	DIAGNOSTICS AND PARTS FOR PUBLIC BBQ REPAIR	510.00
EFT43648	22/04/2026	HARMONIC ENTERPRISES PTY LTD	SUPPLY AND INSTALLATION OF FORTI ACCESS POINTS & ANNUAL CARE FOR ICC	7,917.80
EFT43649	22/04/2026	H C JONES & CO	SUPPLY OF WATER DISPENSER FOR SHIRE ADMIN KITCHEN AND MINOR REPAIRS	9,541.50
EFT43650	22/04/2026	HESTER BROOK BUSH FIRE BRIGADE	FOR THE PROVISION OF CREW AND APPLIANCE FOR MITIGATION BURN	416.00
EFT43651	22/04/2026	HILLVIEW ELECTRICAL SERVICE	REPLACE LED AND PANEL LIGHTS, INSTALL EXHAUST FANS AND MINOR REPAIRS	3,476.00
EFT43652	22/04/2026	JOHNSON'S FOOD SERVICES	FOOD AND BEVERAGES FOR RESALE AT THE BLC CAFE	871.63
EFT43653	22/04/2026	KANGAROO GULLY BUSHFIRE BRIGADE	FOR THE PROVISION OF CREW AND APPLIANCE FOR MITIGATION BURN	416.00
EFT43654	22/04/2026	ALAN LAMB	ARIC MEETING ATTENDANCE SITTING FEES FOR CHAIRPERSON	270.00
EFT43655	22/04/2026	LANDGATE	LAND VALUATION ENQUIRY CHARGES	57.78
EFT43656	22/04/2026	METAL ARTWORK BADGES	5 X BADGES, MAGNETS AND 5 X WOOD BLOCKS FOR NAME PLAQUES	322.30
EFT43657	22/04/2026	JARED MILLER	CLEARING OF FIRE HAZARD AROUND BRIDGE AND GRAVE DIGGING SERVICES	1,700.00
EFT43658	22/04/2026	MOORE AUSTRALIA AUDIT (WA)	AUDIT SERVICES FOR LRCIP ACQUITTAL	1,980.00
EFT43659	22/04/2026	OUT GLASSED CLEANING	GUTTER CLEAN FOR TEMPORARY DEPOT	900.00
EFT43660	22/04/2026	PUMPS AUSTRALIA PTY LTD	REPAIRS TO HIGH PRESSURE UNIT FOR PUMP AND FREIGHT	1,391.50

**SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026**

<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
EFT43661	22/04/2026	RICHFEEDS AND RURAL SUPPLIERS	PPE FOR SITE VISITS, PPE FOR WORKS CREW AND MINOR PARTS	1,119.60
EFT43662	22/04/2026	ROADSCAN	UPDATE FOR ASSET MANAGEMENT SYSTEM	3,960.00
EFT43663	22/04/2026	SHIRE SOCIAL CLUB	PAYROLL DEDUCTIONS	32.00
EFT43664	22/04/2026	SHIRE OF MANJIMUP	2025/26 ANNUAL CONTRIBUTION TOWARDS MANJIMUP AIRFIELD	1,100.00
EFT43665	22/04/2026	SONIC HEALTHPLUS PTY LTD	MEDICAL ASSESSMENT FOR STAFF MEMBER	278.30
EFT43666	22/04/2026	SOUTH WEST COUNSELLING INC.	EAP SERVICES FOR STAFF MEMBERS	170.50
EFT43667	22/04/2026	SOUTHERN LOCK AND SECURITY	KEYS FOR SHIRE RESTRICTED SYSTEM	77.00
EFT43668	22/04/2026	SUNNYSIDE BUSHFIRE BRIGADE	FOR THE PROVISION OF CREW AND APPLIANCE FOR MITIGATION BURN	416.00
EFT43669	22/04/2026	LGRCEU	PAYROLL DEDUCTIONS	240.00
EFT43670	22/04/2026	THORPE'S TEST AND TAG	RCD TESTING FOR SHIRE FACILITIES	467.00
EFT43671	22/04/2026	TYRES AND MORE BRIDGETOWN	REPAIRS TO BACKHOE TYRE	520.00
EFT43672	22/04/2026	WARREN ELECTRICAL SERVICE	INSTALLATION OF POWER POINT AND DATA POINT FOR TEMPORARY DEPOT	788.41
EFT43673	22/04/2026	YORNUP BUSH FIRE BRIGADE	FOR THE PROVISION OF CREW AND APPLIANCE FOR MITIGATION BURN	416.00
EFT43674	23/04/2026	JULIA ANN BOYLE	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43675	23/04/2026	STEPHEN CARSTAIRS	FORTNIGHTLY COUNCILLORS ALLOWANCES	1,708.04
EFT43676	23/04/2026	MICHAEL JOHN FLETCHER	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43677	23/04/2026	KELLI NARELLE GILLIES	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43678	23/04/2026	ANDREW JAMES MCRAE	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43679	23/04/2026	LYNDON GRAEME PEARCE	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43680	23/04/2026	ANTONINO PRATICO	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43681	23/04/2026	REBECCA REDMAN	FORTNIGHTLY COUNCILLORS ALLOWANCES	759.77
EFT43682	23/04/2026	SIMON ROBINSON	FORTNIGHTLY COUNCILLORS ALLOWANCES	521.00
EFT43683	23/04/2026	ABCO PRODUCTS PTY LTD	BULK CLEANING SUPPLIES	340.01
EFT43684	23/04/2026	ALICIA ROGERSON ART	HARMONY WEEK STORYTELLING SERVICES	300.00
EFT43685	23/04/2026	BGTS GROUP PTY LTD	TRANSPORT FOR HOT WORKS BENCHES FOR SHIRE DEPOT	935.00
EFT43686	23/04/2026	BLACKWOOD RURAL SERVICES	BAR OIL AND PARTS FOR EQUIPMENT	205.90
EFT43687	23/04/2026	BLACKWOODS	SAFETY LABELS	44.88
EFT43688	23/04/2026	BRIDGETOWN HOTEL	CATERING FOR WHS LUNCH	218.00
EFT43689	23/04/2026	BRIDGETOWN BASKETBALL ASSOCIATION	BEVERAGES FOR RESALE FOR BRIDGETOWN LEISURE CENTRE	756.00
EFT43690	23/04/2026	BRIDGETOWN MITRE 10 & RETRAVISION	RECORDS DISASTER RECOVERY SUPPLIES, BLOWER & MAINTENANCE ITEMS	1,877.96

**SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026**

<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
EFT43691	23/04/2026	BRIDGETOWN PAINT SALES	PAINT AND PAINTING SUPPLIES FOR SHIRE FACILITIES	1,966.40
EFT43692	23/04/2026	BRIDGETOWN VALLEY LODGE	2 NIGHTS ACCOMODATION FOR CONSULTANT	418.00
EFT43693	23/04/2026	CARBONE BROS. PTY LTD	GREENBUSHES FOOTPATH RESTORATION PROJECT - CLAIM 3	168,397.00
EFT43694	23/04/2026	CITY OF BUSSELTON	2025/26 CONTRIBUTION FOR BUSSELTON MARGARET RIVER AIRPORT	2,200.00
EFT43695	23/04/2026	COOLPRO	ANNUAL AIR CONDITIONING SERVICING	5,280.00
EFT43696	23/04/2026	KAREN MICHELLE HILL	REIMBURSEMENT FOR HERITAGE FESTIVAL ADVERTISING EXPENSES	30.00
EFT43697	23/04/2026	JASON SIGN MAKERS	QR CODE FOR SERVICE PERSONNEL STONE AT BRIDGETOWN CEMETERY	47.44
EFT43698	23/04/2026	OFFICEWORKS LTD	SDS BINDERS WITH USER GUIDE AND ASSOCIATED SUPPLIES	474.60
EFT43699	23/04/2026	BRENDA PATON	PARTIAL REFUND OF DOG REGISTRATION FEES	150.00
EFT43700	23/04/2026	SCAVENGER SUPPLIES PTY LTD	FIRE EQUIPMENT SERVICING AND EQUIPMENT	3,368.77
EFT43701	23/04/2026	JOHN SHENTON PUMPS	REPLACEMENT OF CARBON FILTER, TRAVEL AND ACCOMMODATION	3,080.00
EFT43702	23/04/2026	STEWART & HEATON CLOTHING CO	PPC KIT BAGS AND PPE FOR VOLUNTEER BUSHFIRE BRIGADES	5,130.48
EFT43703	23/04/2026	SW PRECISION PRINT	PRINTING OF TOURISM FLYERS	750.00
EFT43704	23/04/2026	MELISSA WALLER	PARTIAL REFUND OF DOG REGISTRATION FEES	50.00
EFT43705	23/04/2026	WINC AUSTRALIA PTY LTD	BULK CLEANING SUPPLIES, FLAG AND BULK STATIONERY ITEMS	1,072.42
<b>DIRECT DEBITS - LICENSING</b>				
38381	01/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 01/04/2026	2,927.15
38382	02/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 02/04/2026	4,932.25
38383	07/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 07/04/2026	4,108.90
38384	08/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 08/04/2026	3,010.70
38385	09/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 09/04/2026	4,786.35
38386	10/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 10/04/2026	4,562.70
38387	13/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 13/04/2026	4,480.95
38388	14/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 14/04/2026	1,323.40
38389	15/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 15/04/2026	2,424.15
38390	16/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 16/04/2026	5,879.40
38391	17/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 17/04/2026	5,570.95
38392	20/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 20/04/2026	6,159.70
38393	21/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 21/04/2026	3,748.60
38394	22/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 22/04/2026	4,599.85

**SHIRE OF BRIDGETOWN-GREENBUSHES  
LIST OF ACCOUNTS PAID IN APRIL 2026**

<b>Cheque/ Voucher No.</b>	<b>Date of Payment</b>	<b>Payee</b>	<b>Payment Description</b>	<b>Payment Amount \$</b>
38395	23/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 23/04/2026	1,857.65
38396	24/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 24/04/2026	1,978.25
38397	28/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 28/04/2026	6,051.75
38398	29/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 29/04/2026	3,671.35
38399	30/04/2026	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 30/04/2026	7,771.50
<b>TOTAL MUNICIPAL PAYMENTS</b>				<b><u>1,489,685.49</u></b>
<b>ELECTRONIC PAYMENTS - VISITOR CENTRE TRUST</b>				
EFT43623	16/04/2026	BRIDGETOWN HISTORICAL SOCIETY INC.	CONSIGNMENT STOCK SOLD FOR MARCH 2026	30.00
EFT43624	16/04/2026	TRICIA DURHAM	CONSIGNMENT STOCK SOLD FOR MARCH 2026	4.87
EFT43625	16/04/2026	ANNE HARSE	CONSIGNMENT STOCK SOLD FOR MARCH 2026	33.75
EFT43626	16/04/2026	PUBLIC TRANSPORT AUTHORITY OF WA	BUS TICKETS SOLD FOR MARCH 2026	195.61
EFT43627	16/04/2026	JODIE QUINN	CONSIGNMENT STOCK SOLD FOR MARCH 2026	18.75
EFT43628	16/04/2026	MARGARET ROTHERY	CONSIGNMENT STOCK SOLD FOR MARCH 2026	25.01
EFT43629	16/04/2026	S E PHOTOGRAPHY & ART	CONSIGNMENT STOCK SOLD FOR MARCH 2026	101.25
EFT43630	16/04/2026	SHIRE OF BRIDGETOWN-GREENBUSHES	SHIRES COMMISSION ON CONSIGNMENT STOCK & BUS TICKETS SOLD - MARCH	235.76
EFT43631	16/04/2026	JULIE DOREEN STEELE	CONSIGNMENT STOCK SOLD FOR MARCH 2026	86.25
EFT43632	16/04/2026	STOCKLEY PUBLISHING	CONSIGNMENT STOCK SOLD FOR MARCH 2026	42.75
<b>TOTAL TRUST PAYMENTS</b>				<b><u>774.00</u></b>

This schedule of accounts paid for the Municipal Fund totalling \$1,489,685.49 and for the Trust Fund totalling \$774.00 which was submitted to each member of the Council on the 23rd April 2026 has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations and castings.

Total creditor accounts outstanding as at 30/04/2026 is \$855,527.92



CHIEF EXECUTIVE OFFICER

28th May 2026



## P 18 - Performance Management

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### 1 Objectives

This policy seeks to set out a process to be followed for the management of employees' performance, whereby:

1. Any unacceptable performance is identified, documented, and communicated to the employee.
2. The employee is afforded procedural fairness and natural justice throughout the performance management process, such that they are allowed a support person at any performance management meeting, and the right to defend themselves against any allegations of unacceptable performance and to challenge the accuracy of the documentation produced by the Shire as a record of the performance management process.
3. The employee is provided reasonable time and, if necessary, reasonable assistance or training, to address their unacceptable performance to meet the Shire's expectations.
4. The employee is made aware, in advance, of the possible consequences should they fail to remedy their unacceptable performance, to meet the Shire's expectations, within a reasonable time frame.
5. The whole process is correctly documented, and the employee is provided with copies of the documentation throughout the process.
6. The employee will be given opportunity to comment on the accuracy of the minutes of the meeting and their comments will be recorded.

### 2 Scope

This policy applies to all continuing contract employees and casual employees of the Shire of Bridgetown-Greenbushes, be they full time or part time, and who *do not* have performance management procedures set out in the terms and conditions of their written contracts of employment.

### 3 Policy

#### 3.1 Identification and Management of Unacceptable Performance

##### 3.1.1 Initial Investigation

Where the performance of an employee is believed to be unacceptable, the employee's immediate supervisor/manager shall perform an investigation of the employee's performance and identify those aspects of the employee's performance that are unacceptable. This investigation shall be documented showing what aspects of the employee's performance is unacceptable, how it is unacceptable and what the employee needs to do to remedy the situation. The investigation may include taking witness statements from other employees who are impacted by the employee's unacceptable performance.



### 3.1.2 Initial Communication to the Employee

The documentation of the investigation shall be used to formulate a letter to the employee, setting out in sufficient detail, those aspects of the employee's performance that are deemed unacceptable, giving examples where possible to clearly identify the unacceptable performance. The letter should instruct the employee of the requirement to attend a meeting on a set date and time, to discuss the alleged unacceptable performance. The employee is expected to attend, prepared to offer their argument in defense of the stated unacceptable performance. The letter should advise the employee that they may be accompanied by a support person of their choice at the meeting and advise the employee how serious the matter of their unacceptable performance is. If the employee requests an extension of time to prepare for the meeting and to arrange a support person, the supervisor/manager should give reasonable consideration and accommodate this request for an extension of time. The supervisor's/manager's investigation notes and any witness statements should be attached to the letter to the employee. The employee should be advised that they may respond to the allegations in writing prior to the meeting if they so choose. The timing of the meeting should be such as to allow the employee sufficient time to access professional advice and assistance from any person of their choosing.

### 3.1.3 Performance Management Meeting

The Shire should have at least two representatives (one being Human Resources Officer) at the performance management meeting. During this meeting, the employee should be given a verbal summary of the Shire's concerns about their performance not meeting the Shire's expectations and go through the details provided in the letter and in the investigation notes and any witness statements. The employee should then be asked to respond to the allegations of unacceptable performance and to explain any mitigating factors that may impact their performance and defend themselves against the allegations. Their responses should be documented in minutes of the meeting. If the employee's explanations are not acceptable then the supervisor/manager should advise the employee of the reasons why they are not acceptable. If the employee provides satisfactory explanations demonstrating that there are mitigating factors impacting their performance, then this should be acknowledged. The parties should then assess what time the employee needs to be allowed to remedy the situation and what assistance or training they may need to bring their performance back up to the Shire's expected standard. The employee should be told how serious the matter is and the possible consequences if they are unable to bring their performance up to the Shire's expected standard. The parties should agree as to how and when the employee's performance is to be monitored during the time in which the employee is expected to remedy their unacceptable performance issues. Regular monitoring meetings should be scheduled in advance at which the employee may be accompanied by a support person of their choice and the Shire be represented by at least two officers. These monitoring meetings should be minuted and the employee should receive copies of the minutes of these meetings.

### 3.1.4 Ongoing Communication to the Employee

Immediately following the Performance Management Meeting, the employee should be provided with the minutes of this meeting and advised that if they do not challenge the accuracy of the minutes within a reasonable time frame, that the minutes will stand as a true and correct record of the meeting. Similarly, the follow-up meetings are to be minuted, and



copies provided to the employee immediately following those meetings, with an opportunity for the employee to comment on the accuracy of the minutes and have their comments noted, otherwise, the minutes will stand as a true and correct record of the meeting. Copies of all meeting minutes, from the initial performance management meeting and subsequent follow-up monitoring meetings, must be placed on the employee's personnel file.

### 3.1.5 Monitoring the Employee's Progress

After the initial performance management meeting, a performance improvement plan is to be set, stating the timeframe and the expectations/standards to be achieved. Follow-up monitoring meetings should be mutually agreed as to how and when these meetings will occur. During these follow-up meetings, if the performance is improving, the employee should be advised of this and encouraged to continue with the improvement plan. If the unacceptable performance is not being addressed and the employee is failing to improve, then the employee should be advised in writing that there is no perceivable improvement in their performance and that if there is no improvement in the agreed time frame, there are consequences which may include transfer to a lower paid position, written warning or termination of employment. The employee should be provided with copies of all minutes and documentation during this process and copies placed on the employee's personnel file. The supervisor/manager must ensure that the Shire has provided the agreed level of assistance or training to the employee within the agreed time frame during the monitoring process. If the employee does remedy their unacceptable performance within the agreed time frame, then this should be acknowledged in writing to the employee and the letter placed in their personal file. Where a relapse of behaviour occurs within twelve months of these discussions, performance management will be reinstated with the ability to expedite an outcome, utilising previous discussion notes on file.

### 3.1.6 Employee Fails to Remedy Unacceptable Performance

Where an employee's performance has been identified as unacceptable and the procedures described in items 3.1.1 to 3.1.6 above have been completed, and the employee has been assisted/trained as agreed and the employee's performance remains unchanged and unacceptable, and where dismissal is being considered, the employee should be advised in writing, they have failed to satisfactorily remedy their unacceptable performance and they should be invited to a meeting accompanied by a support person of their choice and be prepared to show cause as to why they should not be dismissed on the grounds of unacceptable performance. The timing of this meeting should allow the employee to access professional advice and arrange a support person of their choice, to attend the meeting. The employee should be allowed the opportunity to respond in writing instead of attending a face-to-face meeting for this purpose.

If the employee responds in writing, their response should be assessed impartially to determine if they have provided reasonable evidence that shows cause that they should not be dismissed. If the written response fails to show cause as to why the employee should not be dismissed, then a report should be prepared to the CEO with a recommendation that the employee be dismissed, detailing the procedures that have been undertaken leading to the recommendation to dismiss.

If the employee chooses to deal with the matter in a face-to-face meeting, they should be allowed a support person of their choice, and the Shire should be represented by at least two officers. At the meeting, the employee should be allowed reasonable time to put their case as



to why they should not be dismissed. The meeting should be meticulously minuted, and if a dismissal is to be recommended, a letter of termination should be prepared for the CEO, containing details of the meeting and the reasons for the dismissal. The Shire representatives conducting the performance management process should seek advice from the Shire’s Industrial Relations Consultant throughout this process and at the point where the employee is likely to be dismissed, to verify that the process has been followed correctly and the reason being considered as grounds for dismissal is fair and reasonable.

#### 4 Applicable Legislation and Documents

<b>Statutory Power</b> <i>(Acts, Regulations, Local Laws, TPS)</i>	<i>Local Government Act 1995</i> s.2.7(2)(b) – The council is to determine the local government’s policies
<b>Shire Policies</b>	N/A
<b>Related Documents</b>	N/A
<b>Related Procedure</b>	N/A

#### 5 Administration

<b>Original Adoption Date</b>	2 November 2023
<b>Last Variation Date</b>	
<b>Last Reviewed</b>	
<b>Scheduled Reviewed Date</b>	2 November 2026



## P 20 – Professional Development and Performance Review

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### 1 Objectives

The Shire of Bridgetown-Greenbushes (the Shire) recognises the importance of having a skilled workforce that is competent and capable of responding to the needs and expectations of the community. The Shire will endeavour to always appoint to its positions those persons who are best qualified and/or experienced to carry out the duties expected of the position and acknowledges that employees require ongoing training to meet these expectations.

### 2 Scope

This Policy applies to all fulltime and part-time employees, apprentices and trainees. This Policy does not apply to the Executive Management positions employed under contract, casual staff members, other contract employees or employees on leave without pay.

The Policy covers external short courses (online or on location) and extends to tertiary or post graduate studies only in terms of provisions for study leave. Attendance at conferences is not covered by this Policy.

### 3 Definitions

#### 3.1 Councillor

Councillors are members of an elected body that makes decisions on behalf of a local government through a formal meeting process. Generally, local government council members, who include the Mayor or President and Councillors, do not have any authority to act or make decisions as individuals.

#### 3.2 Employee

An employee is a person engaged to provide a service to a company either on a full-time, part-time or casual basis in exchange for payment. Also known as staff.

#### 3.3 Professional development

Professional development is gaining new skills through continuing education and career training after entering the workforce. It can include taking classes or workshops, attending professional or industry conferences, or earning a certificate to expand knowledge in a chosen field.

Some organisations offer in-house opportunities for professional development, such as training sessions or mentoring programs, but many professional development programs are done independently.

#### 3.4 Worker

A worker is any person who carries out work for a Person Conducting a Business or Undertaking (PCBU), including (but not limited to) work as an employee, Councillor, outworker, apprentice or trainee, work experience student, placed with a 'host employer' and volunteers.

### 4 Accountabilities & Responsibilities

Council is accountable for:

- a) Ensuring the organisation has in place a lawful, transparent, and accountable policy



framework, supported by a suite of compliant and appropriate policies and procedures.

- b) Endorsing (or not) each organisational policy document in a timely and effective manner.
- c) Delegating implementation of each policy document to the CEO.

The CEO is accountable for ensuring the development, implementation, monitoring and review of this policy document, in accord with governing legislation and Council directives.

The Executive Management Team and Managers are responsible for:

- a) Ensuring that all employees under their direction comply with this policy document.
- b) Enacting process to redress non-compliance with this policy document.

All employees are individually responsible for complying with this policy document.

## 5 Policy

- a) The Shire will fund an annual training budget to provide regular opportunities for employees to upgrade and enhance their skills.
- b) Training needs will be determined through a skills review at the end of an employee's probationary period and the annual staff Performance Review including the creation of a Professional Development Plan in accordance with the appropriate Award. Professional Development Plans will be reviewed at least every twelve months in conjunction with regular performance reviews, but employees are encouraged to seek out development opportunities that are immediately relevant to their role within the Shire on an ad-hoc basis.
- c) Employees are required to request written approval from their department's Executive Manager for any external professional development opportunity using the Employee Course Request Form.
  - I. Costs stated in the Employee Course Request Form must be supported by written quotes.
  - II. Approval will not be given retrospectively and must be attained before applying for any development opportunity with the provider or booking any accommodation.
  - III. The employee is responsible for obtaining a purchase order prior to any booking made.
  - IV. All reasonable costs associated with the attendance of an approved short course for the purpose of professional development will be covered by the Shire.
- d) Accommodation and Travel
  - I. Where accommodation is required to attend a training opportunity, it is the employee's responsibility to determine the most reasonable option considering price and distance from training venue.
  - II. Where an employee travels to and from the training venue or accommodation using their own vehicle, the Shire of Bridgetown-Greenbushes will reimburse for kilometres travelled using the "Cents per Kilometre Method" with the rate being regularly reviewed by the Australian Taxation Office and listed in the appropriate Award.
  - III. Cost for public transport to and from the training venue or the accommodation will be reimbursed as it is incurred.
  - IV. Where food is not provided, the Shire of Bridgetown-Greenbushes will reimburse the employee for reasonably incurred costs upon presentation of receipts.
- e) Attendance



- I. Employees approved to attend short courses as part of their professional development will do so during work time.
  - II. If attendance is required on a day when the employee would normally be taking a "Roster Day Off" (RDO), staff will accrue the time and may elect to have the time paid out at normal (single time) rates.
  - III. Staff employed under a Hybrid Working From Home Agreement may attend online short courses from home.
- f) Responsibilities
- I. It is the Executive Manager's responsibility to provide reasonable opportunity for professional development and to approve any request for training that is in line with an employee's Professional Development Plan unless there is a legitimate reason to deny the request.
  - II. It is the employee's responsibility to attend training opportunities agreed upon during the skills review process and approved by the Executive Manager, and to provide the People & Culture department with documentation for the successful completion of any training undertaken as part of their professional development.
  - III. The People & Culture Department will keep a record any course completion documentation provided by an employee in accordance with the Shire's Record Keeping Policy and to provide the Executive Manager with relevant information for the review of the employees Professional Development Plan. Work Health and Safety tickets and certificates will also be stored in Skytrust (Infrastructure Department).
- g) Failure to Comply
- Employees who, fail to complete a training course successfully, abandon a training course prior to completion or do not attend training paid for and organised by the Shire will reimburse the Shire all monies paid for course fees, accommodation, travel and meals or will repeat the training course at their own expense on a date determined by the Shire.
- h) Leave the Shire
- Employees who leave the Shires' employment for any reason other than Redundancy or Termination less than 12 months after completion of a training course funded by the Shire will be asked to repay 100% if less than 6 months, 75% if between 6 and 12 months of the
- I. course fees,
  - II. accommodation,
  - III. meals,
  - IV. travel, and
  - V. wages
- paid by the Shire in relation to the employee's participation in that and any other training course within those timeframes.
- i) Tertiary or Post Graduate Studies
- I. Fees
- Any employee entering into a Tertiary or Post Graduate Program that is not part of a training or employment contract with the Shire, will be entirely responsible for all associated course fees and other costs.



- II. Time
  - The Shire of Bridgetown-Greenbushes will provide a full-time employee with time off with pay (Study Leave) of up to a maximum of five (5) hours per week.
  - If an employee is studying online, Study Leave will be granted equivalent to (8)b.(i) as if the employee is attending campus.
  - Part time employees will receive pro-rata Study Leave.
  - Approved Study Leave must be taken in the employee’s usual hours of work, does not accrue from week to week and does not cover travel time.
  
- III. Block Leave
  - Courses requiring block participation instead of weekly attendance will receive an amount of leave based on a maximum of 5 hours of Study Leave per week (pro-rata for part time employees) over the course of the semester/trimester.
  - If the block participation period exceeds the amount of Study Leave allowed, employees will be required to take some other type of leave to make up the total absence.

Professional development provisions for the CEO and Executive Managers are provided for in the respective employment contracts, as negotiated and agreed.

## 6 Statutory Environment

The Employee Professional Development Policy is compliant with the organisation’s legal obligations as set out below.

## 7 Applicable Legislation and Documents

Statutory Power <i>(Acts, Regulations, Local Laws, TPS)</i>	<i>Local Government Officers’ (Western Australia) Award 2021</i> <i>Municipal Employees (Western Australia) Award 2021</i> <i>Industrial Relations Act 1979</i> <i>Local Government Act 1995</i> <i>Equal Opportunity Act 1984</i> <i>Work Health &amp; Safety Act 2020</i>
Shire Policies	Employment Contracts
Related Documents	Corporate Business Plan
Related Procedure	N/A

## 8 Administration

Original Adoption Date	15 April 2024
Last Variation Date	
Last Reviewed	
Scheduled Reviewed Date	15 April 2027



## G13 – Fraud and Corruption Policy

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### 1 Objectives

The objectives of the Fraud and Corruption Policy are to:

- 1.1 Ensure a corporate culture which encourages awareness, vigilance, and confidence in identifying and reporting on instances of fraud, corruption, and misconduct.
- 1.2 Ensure the development and maintenance of corporate systems that discourage and eliminate the risk of fraud, corruption, and misconduct.
- 1.3 Encourage open dialogue about ethical concerns and fraud risks at all levels of the organisation.
- 1.4 Ensure that workers feel safe and supported when reporting suspected fraudulent or corrupt activities.
- 1.5 Provide clear and accessible channels for reporting misconduct, with assurances of confidentiality and protection against retaliation.
- 1.6 Protect the organisation's financial and non-financial assets from fraud and corruption.
- 1.7 Ensure compliance with all relevant laws, regulations, and industry standards related to fraud and corruption.

### 2 Scope

This policy applies to all workers.

### 3 Definitions

#### 3.1 Act

*Local Government Act 1995.*

#### 3.2 Corruption

means activity involving corrupt and/or criminal conduct described in sections 4(a), (b) and (c) of the *Corruption, Crime and Misconduct Act 2003*. This occurs when a public officer:

- Acts corruptly or corruptly fails to act in the course of their duties;
- Corruptly takes advantage of their position for the benefit or detriment of any person; or
- Commits an offence, while acting or purporting to act in his or her official capacity, which carries a penalty of two or more years' imprisonment.

#### 3.3 Councillor

means members of an elected body that make decisions on behalf of a local government through a formal meeting process. Generally, local government council members, who include the Mayor or President and Councillors, do not have any authority to act or make decisions as individuals.



### 3.4 Employee

means a person that's hired to provide a service to a company either on a full-time, part-time or casual basis in exchange for payment. Also known as staff.

### 3.5 Fraud

means dishonest activity causing actual or potential gain or loss to any person or organisation including theft of moneys or other property by persons internal and/or external to the organisation and/or where deception is used at the time, immediately before or immediately following the activity (Australian Standard AS 8001 – 2021 Fraud and Corruption Control).

This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal financial benefit.

The theft of property belonging to an entity by a person or persons internal to the entity by where deception is not used is also considered 'fraud' for the purposes of this Standard.

### 3.6 Misconduct

means behaviour by an employee that damages the relationship between the employee and the organisation and merits instant dismissal without notice or pay in lieu of notice or termination of the volunteer position. Serious misconduct dismissal requires only one instance of the damaging behaviour.

### 3.7 Public officer

means a member, officer, or employee of an authority, board, corporation, commission, local government, council, committee or other similar body established for a public purpose under an Act (*Corruption, Crime and Misconduct Act 2003*).

### 3.8 Public authority

includes an authority, board, corporation, commission, council, committee, local government, regional local government or similar body established under a written law. (*Corruption, Crime and Misconduct Act 2003*).

### 3.9 Serious Misconduct

means an employee deliberately behaving in a way that is inconsistent with continuing their employment. Examples include causing serious and imminent risk to the health and safety of another person or to the reputation or profits of their employer's business, theft, fraud, assault, sexual harassment or refusing to carry out a lawful and reasonable instruction that is part of the job. Other known term: misconduct.

### 3.10 Public Interest Information

means information that tends to show, in relation to its public function a public authority, a public officer, or a public sector contractor is, has been, or proposes to be, involved in:

- 3.10.1 Improper conduct;
- 3.10.2 An act or omission that constitutes an offence under a written law;
- 3.10.3 A substantial unauthorised or irregular use of, or substantial mismanagement of, public resources;
- 3.10.4 A matter of administration that can be investigated; or



3.10.5 An act done or omission that involves a substantial and specific risk of –

- injury to public health;
- prejudice to public safety;
- harm to the environment.

### 3.11 Worker

means a worker is any person who carries out work for a Person Conducting a Business or Undertaking (PCBU), including work as an employee, Councillor, outworker, apprentice or trainee, work experience student and volunteer.

## 4 Policy

The Shire of Bridgetown-Greenbushes is firmly committed to the control and elimination of all forms of fraud and corruption. We strive to create and maintain an ethical environment and culture that actively discourages and prevents fraudulent and corrupt behaviour.

All individuals acting on behalf of the Shire are responsible for the prevention and detection of fraud and corruption and must adhere to Council's Fraud and Corruption Plan. Integrity must be the guiding principle in all actions.

All allegations and suspicions of fraud and corruption will be addressed promptly and appropriately, using criminal, disciplinary, or administrative mechanisms as suitable.

The Shire will pursue the recovery of misappropriated funds when there is clear evidence of fraud and corruption, and when it is cost-effective to do so.

### 4.1 Policy Framework

The Shire has established a comprehensive set of policies and processes that guide its operations and decision-making. These are designed to embed fraud and corruption prevention and detection controls throughout the organisation. Key policies and procedures include (but are not limited to):

- 4.1.1 Council Member, Committee Member and Candidates Code of Conduct
- 4.1.2 Employee Code of Conduct
- 4.1.3 FM 1 – Investment Policy
- 4.1.4 FM 4 – Purchasing Policy
- 4.1.5 FM 6 – Related Party Disclosures
- 4.1.6 FM 7 – Corporate Credit Card Policy
- 4.1.7 G 3 – Councillor's Allowances and Expenses
- 4.1.8 G 12 – Risk Management Policy
- 4.1.9 P 1 – Bullying, Harassment and Diversity Policy
- 4.1.10 P 3 – Grievance Resolution Policy
- 4.1.11 P 12 – Gratuity Gifts and Payments to Departing Employees Policy

These policies are subject to regular revision to ensure they effectively address evolving risks of fraud, and corruption.



#### 4.2 Fraud and Corruption Risk Assessments

The Shire will conduct thorough risk assessments to identify and address potential risks of fraud and corruption. Special focus will be given to the following areas, recognised as having a higher potential for such risks:

- 4.2.1 Procurement
- 4.2.2 Contract Management
- 4.2.3 Regulatory Services
- 4.2.4 Employment
- 4.2.5 Misuse of Resources

These assessments will inform necessary amendments to policies and procedures to mitigate identified risks effectively.

#### 4.3 Communication and Awareness

The Shire emphasises the importance of early identification and reporting of fraud and corruption. Awareness and understanding of the Shire's prevention policy and controls will be reinforced through:

- 4.3.1 Provision of the Fraud and Corruption Plan and all the policy documents listed in Section 4.1. All new employees will receive copies and must acknowledge their understanding of the content.
- 4.3.2 Annual Reviews and Training: Regular training sessions will be conducted to keep employees informed about current policies and any updates.
- 4.3.3 Communication of Changes: Any amendments to any strategy, plan or policy will be promptly communicated to all employees (or workers dependent on the specific document).

#### 4.4 Detection of Fraud and Corruption

To detect fraud and corruption, the Shire has implemented multiple tools, including but not limited to:

- 4.4.1 Observation and Awareness: Employees are trained to recognise and report suspicious activities as per the Employee's Code of Conduct.
- 4.4.2 Risk Management System: The Shire employs a Risk Management system to identify, evaluate, and manage risks, including those related to fraud and corruption.
- 4.4.3 Internal Audit: Regular internal audits provide assurance that the Shire's controls are effective in managing risks and identifying weaknesses.
- 4.4.4 External Auditors: External audits are conducted in line with Australian auditing standards to detect material misstatements due to fraud and corruption.

#### 4.5 Common Red Flags

Common red flags of fraud and corruption include (but are not limited to):

- 4.5.1 Over-familiar relationships between employees or Councillors and external parties (e.g. proponents, suppliers, contractors).
- 4.5.2 Disregard for internal controls.



- 4.5.3 Reluctance to take leave, particularly in roles involving cash control or debt collection.
- 4.5.4 Unnecessary access to work premises after hours.
- 4.5.5 Unreconciled accounting records or poor follow-up of outstanding accounts.
- 4.5.6 Lack of supporting documentation for purchases.

#### 4.6 Reporting Fraud and Corruption

- 4.6.1 Workers should report suspected unethical, fraudulent, dishonest, illegal, or corrupt behaviour to their supervisor, manager, or directly to the CEO.
- 4.6.2 The CEO must notify the Western Australian Police, Crime and Corruption Commission (CCC) and the Public Sector Commission if the suspected behaviour constitutes unethical, fraudulent, dishonest, illegal, or corrupt activity.
- 4.6.3 Workers may report concerns directly to the Western Australian Police, CCC or the Public Sector Commission, including anonymously if desired.

#### 4.7 Investigating Fraud and Corruption

Investigations into allegations of fraud and corruption will be conducted with independence, objectivity, and fairness. The process includes:

- 4.7.1 Comprehensive Investigations: Ensuring thorough and impartial investigations based on principles of natural justice. This includes using independent investigative consultants.
- 4.7.2 Internal Reporting Systems: Documenting all detected incidents internally.
- 4.7.3 External Reporting: Reporting matters to appropriate external agencies, such as the CCC, Public Sector Commission or Western Australian Police, as necessary.
- 4.7.4 Compliance with the Reportable Conduct Scheme: Notifying the Ombudsman of reportable allegations or convictions involving employees, as required by law.
- 4.7.5 Following investigations, processes will be reviewed, and improvements will be implemented to prevent future occurrences.

#### 4.8 Response to Investigations

The Shire will take appropriate actions based on investigation outcomes, which may include:

- 4.8.1 Disciplinary Action: Imposing disciplinary measures on individuals found guilty of fraud and corruption.
- 4.8.2 External Referral: Referring matters to the PCCC, Western Australian Police, or other relevant bodies as appropriate.
- 4.8.3 Reporting: The CEO will report fraudulent or corrupt activity to the CCC, Public Sector Commission or Western Australian Police, as required by the *Corruption, Crime and Misconduct Act 2003*.

#### 4.9 Recovery of Losses

The Shire reserves the right to recover losses incurred due to fraud, corruption, or misconduct. Recovery actions will be pursued when the potential benefits outweigh the costs involved in the investigation and recovery efforts.



**4.10 Monitor, Review and Evaluation**

To ensure accountability and compliance with legislative and governance requirements, the Shire will:

- 4.10.1 Keep Records: Document all instances of suspected fraud and corruption.
- 4.10.2 Post-Incident Reviews: Conduct reviews after each incident to identify necessary changes to policies, procedures, or controls.
- 4.10.3 Audit Committee: Inform the Audit Committee of all instances of alleged fraud and corruption and the status of investigations to ensure robust control measures are in place.

**5 Accountabilities and Responsibilities**

- 5.1 Council is accountable and responsible for:
  - Ensuring the organisation has in place a lawful, transparent, and accountable policy framework, supported by a suite of compliant and appropriate policies and procedures.
  - Endorsing (or not) each organisational policy document in a timely and effective manner.
  - Delegating implementation of each policy document to the CEO.
- 5.2 The CEO is accountable and responsible for ensuring the development, implementation, monitoring and review of this policy document, in accordance with governing legislation and Council directives.
- 5.3 The Executive Management Team and Managers are accountable and responsible for:
  - Ensuring that all employees under their direction comply with this policy document.
  - Enacting process to redress non-compliance with this policy document.
- 5.4 All employees are individually responsible for complying with this policy document.

Whilst the management of fraud and corruption is considered the collective responsibility of all people engaged with or associated with the Shire, certain roles within the Shire will have specific roles in the operation of this policy.

Role	Responsibility
Council	<ul style="list-style-type: none"> <li>• Demonstrate leadership in the adoption of the Fraud and Corruption Policy.</li> </ul>
Audit Committee	<ul style="list-style-type: none"> <li>• Review Risk Management Framework and associated processes for the effective identification and management of fraud and corruption risks.</li> <li>• Oversee the development and implementation of the Fraud, and Corruption Policy.</li> <li>• Oversee the development and implementation of the Fraud, and Corruption Plan.</li> </ul>



Chief Executive Officer (CEO)	<ul style="list-style-type: none"> <li>• Accountability for the effective and economical use of Shire resources and for determining appropriate controls needed to manage fraud and corruption risk.</li> <li>• Reporting obligations to the Corruption and Crime Commission and/or the Public Sector Commission under the <i>Corruption, Crime and Misconduct Act 2003</i>.</li> <li>• Coordinate and/or conduct investigations into allegations of fraud and corruption when required.</li> </ul>
Executive Leadership Team and Managers	<ul style="list-style-type: none"> <li>• Provide leadership, guidance and support to workers in preventing fraud and corruption and modelling ethical behaviour.</li> <li>• Implement and monitor operational fraud and corruption controls.</li> <li>• Identify significant fraud and corruption risk areas.</li> </ul>
Record Management Coordinator	<ul style="list-style-type: none"> <li>• Coordinate, monitor and review the fraud and corruption risk assessment process;</li> <li>• Assist with implementing fraud and corruption strategies with departments.</li> <li>• Undertake scheduled audits, which include examining established fraud and corruption controls to determine if these are robust enough to reduce the risks of fraud and corruption.</li> <li>• Deliver and/or coordinate fraud and corruption training.</li> </ul>

## 6 Risk Management

The risks of not having a Fraud and Corruption Policy in place include:

- 6.1 A corporate culture without awareness, vigilance, and confidence in identifying and reporting instances of fraud, corruption, and misconduct.
- 6.2 A lack of corporate systems that discourage and eliminate the risk of fraud, corruption, and misconduct.
- 6.3 No open dialogue about ethical concerns and fraud risks at any level of the organisation.
- 6.4 Workers do not feel safe and supported when reporting suspected fraudulent or corrupt activities.
- 6.5 No clear and accessible channels for reporting misconduct. No assurances of confidentiality and protection against retaliation.
- 6.6 The organisation's financial and non-financial assets are exposed to fraud and corruption.
- 6.7 Non-compliance with all relevant laws, regulations, and industry standards related to fraud and corruption.



## 7 Legislation, Policy and Other Related Documents

Act	s.2.7(2)(b) <i>Local Government Act 1995</i> – The council is to determine the local government’s policies <i>Corruption, Crime and Misconduct Act 2003</i> <i>Criminal Code Act Compilation Act 1913</i> <i>Public Interest Disclosure Act 2003</i> <i>Public Sector Management Act 1994</i> <i>Parliamentary Commissioner Act 1971</i>
Regulation	r.17, <i>Local Government (Audit) Regulations 1996</i> – CEO to review certain systems and procedures  r.5, <i>Local Government (Financial Management) Regulations 1996</i> – CEO’s duties as to financial management
Local Law	Nil
Shire Policies	<ul style="list-style-type: none"> <li>• Council Member, Committee Member and Candidates Code of Conduct</li> <li>• Employee Code of Conduct</li> <li>• FM 1 – Investment Policy</li> <li>• FM 4 – Purchasing Policy</li> <li>• FM 6 – Related Party Disclosures</li> <li>• FM 7 – Corporate Credit Card Policy</li> <li>• G 3 – Councillor’s Allowances and Expenses</li> <li>• G 12 – Risk Management Policy</li> <li>• P 1 – Bullying, Harassment and Diversity Policy</li> <li>• P 3 – Grievance Resolution Policy</li> <li>• P 12 – Gratuity Gifts and Payments to Departing Employees Policy</li> </ul>
Related Documents	<p>Australian Standard AS 8001-2021 – Fraud and Corruption Control</p> <p>Australian Standard AS ISO 31000:2018 Risk management – Guidelines</p> <p>Local Government Framework – Fraud &amp; Corruption Control, July 2015</p> <p>Risk Management Framework</p> <p>Auditor General – Fraud Risk Management – Better practice Guide June 2022</p> <p>Notification of misconduct in Western Australia – a joint information resource prepared by the Public Sector Commission and the Corruption and Crime Commission on misconduct as defined by the <i>Corruption, Crime and Misconduct Act 2003</i> – 1 July 2015</p>
Related Procedure	Nil

## 8 Administration

Original Adoption Date	15 May 2018
Last Variation Date	27 June 2024
Last Reviewed	27 June 2024



Scheduled Reviewed Date	Insert date
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**POLICY GC10 - Fraud and Corruption**

<b>Responsible Officer:</b> Chief Executive Officer	<b>Approved By:</b> Council
<b>Adoption Date:</b>	<b>Last Reviewed:</b>
<b>Version:</b> 2	<b>Next Review Date:</b>

**1. Purpose**

The Shire of Bridgetown-Greenbushes (the Shire) is committed to strategies, policies and practices that prevent, deter and detect fraudulent and corrupt behaviour in the performance of Shire activities.

The Western Australian Auditor-General has recommended all councils adopt specific fraud control policies that address the risk of fraud and corrupt conduct.

The Executive Leadership Team (ELT) monitors, reports and guides the implementation of this Policy. The ELT also provides reports on its activity to Council's Audit, Risk and Improvement Committee.

**Scope**

This Policy applies to all Councillors and Shire employees, contractors and volunteers.

**2. Definitions**

<b>Term</b>	<b>Definition</b>
Act	Means the <i>Local Government Act 1995</i> .
Corruption	Conduct involving the dishonest or improper misuse of power, position or resources to obtain an unauthorised benefit. <i>Source: Corruption, Crime and Misconduct Act 2003 (WA), s. 4(a)-(b).</i>
Councillor	A person elected and holding office as a member of the council of the Shire, including a person who also holds the office of mayor/president or deputy mayor/deputy president as part of that membership. <i>Source: Local Government Act 1995 (WA), ss. 2.17A(2)-(3), 2.18A and Part 2 generally.</i>
Employee	<ul style="list-style-type: none"> <li>An individual employed by the Shire under s. 5.36 of the <i>Local Government Act 1995 (WA)</i>;</li> <li>contractors and their employees engaged by the Shire; and</li> <li>volunteers engaged by the Shire for the purposes of this Policy.</li> </ul> <i>Source: Local Government Act 1995 (WA), s. 5.36.</i>
Fraud	Dishonest activity causing actual or potential gain or loss to any person or organisation including theft of money or other property whether or not deception is used at the time, before or following the activity. It also includes deliberate falsification, concealment, destruction or falsification of documentation used for a normal business purpose as well as improper use of corporate information or position.

Term	Definition
Misconduct	<p>Misconduct means conduct by a public officer that:</p> <ul style="list-style-type: none"> <li>• adversely affects, or could adversely affect, directly or indirectly, the honest or impartial performance of the functions of a public authority or public officer; or</li> <li>• constitutes or involves the performance of functions in a manner that is not honest or impartial; or</li> <li>• constitutes or involves a breach of trust placed in the public officer by reason of their office or employment; or</li> <li>• involves the misuse of information or material acquired in connection with the performance of functions as a public officer, whether for personal benefit or otherwise.</li> </ul> <p>For local government, this definition is relevant to employees and other public officers; complaints about council members under the elected member code of conduct are dealt with under the <i>Local Government Act 1995 (WA)</i> and the <i>Local Government (Model Code of Conduct) Regulations 2021 (WA)</i>. Source: <i>Corruption, Crime and Misconduct Act 2003 (WA)</i>, s. 4(d); <i>Local Government (Model Code of Conduct) Regulations 2021 (WA)</i>.</p>
Public Officer	<p>A member, officer or employee of a public authority, including a local government. Source: <i>Corruption, Crime and Misconduct Act 2003 (WA)</i>, s. 3 (term used: public officer).</p>
Public Authority	<p>An authority, board, corporation, commission, council, committee, local government, regional local government or similar body established under a written law. Source: <i>Corruption, Crime and Misconduct Act 2003 (WA)</i>, s. 3 (term used: public authority).</p>
Serious Misconduct	<p>Serious misconduct means conduct by a public officer that:</p> <ul style="list-style-type: none"> <li>• constitutes or involves corruption by the public officer in the course of their duties; or</li> <li>• constitutes or involves the public officer corruptly taking advantage of their office or employment to obtain a benefit for themselves or another person, or to cause detriment to any person; or</li> <li>• constitutes or involves the commission of an offence by the public officer that is punishable by 2 or more years imprisonment.</li> </ul> <p>In a local government context, serious misconduct by a public officer must be notified in accordance with the <i>Corruption, Crime and Misconduct Act 2003 (WA)</i>. Source: <i>Corruption, Crime and Misconduct Act 2003 (WA)</i>, s. 4(a)-(c), s. 28.</p>
Public Interest Information	<p>Information that tends to show, in relation to the performance of a public function by a public authority, public officer or public sector contractor, that the authority, officer or contractor is, has been or proposes to be involved in:</p> <ul style="list-style-type: none"> <li>• improper conduct;</li> <li>• an act or omission that constitutes an offence under a written law;</li> </ul>

Term	Definition
	<ul style="list-style-type: none"> <li>• a substantial unauthorised or irregular use of, or substantial mismanagement of, public resources;</li> <li>• a matter of administration that can be investigated under Part 4 of the <i>Parliamentary Commissioner Act 1971</i> (WA); or</li> <li>• conduct involving a substantial and specific risk to public health, public safety or the environment.</li> </ul> <p><i>Source: Public Interest Disclosure Act 2003</i> (WA), s. 3 (term used: public interest information).</p>

For the purposes of this Policy, the terms “misconduct” and “serious misconduct” are to be interpreted in accordance with the *Corruption, Crime and Misconduct Act 2003* (WA). For council members, behavioural standards and complaint processes under the *Local Government Act 1995* (WA) and the *Local Government (Model Code of Conduct) Regulations 2021* (WA) also apply. Employment-related disciplinary outcomes are managed separately under applicable industrial instruments and Shire employment policies.

**3. Policy Statement**

The Shire of Bridgetown-Greenbushes is firmly committed to the control and elimination of all forms of fraud and corruption. We strive to create and maintain an ethical environment and culture that actively discourages and prevents fraudulent and corrupt behaviour.

All individuals acting on behalf of the Shire are responsible for the prevention and detection of fraud and corruption and must adhere to this Policy. Integrity must be the guiding principle in all actions.

All allegations and suspicions of fraud and corruption will be addressed promptly and appropriately, using criminal, disciplinary, or administrative mechanisms as suitable.

The Shire will pursue the recovery of misappropriated funds when there is clear evidence of fraud and corruption, and when it is cost-effective to do so.

**4. Roles and Responsibilities**

Role	Responsibility
Council	Demonstrate leadership in the adoption of the Fraud and Corruption Policy.
CEO	<ul style="list-style-type: none"> <li>• Accountability for the effective and economical use of Shire resources and for determining appropriate controls needed to manage fraud and corruption risk.</li> <li>• Reporting obligations to the Corruption and Crime Commission and/or the Public Sector Commission under the <i>Corruption, Crime and Misconduct Act 2003</i>.</li> <li>• Coordinate and/or conduct investigations into allegations of fraud and corruption when required.</li> </ul>
Audit, Risk and Improvement Committee	<ul style="list-style-type: none"> <li>• Review Risk Management Framework and associated processes for the effective identification and management of fraud and corruption risks.</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>Oversee the development and implementation of the Fraud, and Corruption Policy.</li> </ul>
Executive Leadership Team	<ul style="list-style-type: none"> <li>Provide leadership, guidance and support to workers in preventing fraud and corruption and modelling ethical behaviour.</li> <li>Implement and monitor operational fraud and corruption controls.</li> </ul>
Record Management Coordinator	<ul style="list-style-type: none"> <li>Coordinate, monitor and review the fraud and corruption risk assessment process;</li> <li>Assist with implementing fraud and corruption strategies with departments.</li> <li>Undertake scheduled audits, which include examining established fraud and corruption controls to determine if these are robust enough to reduce the risks of fraud and corruption.</li> </ul>

**5. Policy Framework**

**5.1. Procedures / Implementation**

The Shire has established a comprehensive set of policies, documents and processes that guide its operations and decision-making. These are designed to embed fraud and corruption prevention and detection controls throughout the organisation.

These policies, documents and processes are subject to regular revision to ensure they effectively address evolving risks of fraud, and corruption and stay relevant.

**5.2. Fraud and Corruption Risk Assessments**

The Shire will conduct thorough risk assessments to identify and address potential risks of fraud and corruption.

These assessments will inform necessary amendments to policies and procedures to mitigate identified risks effectively.

**5.3. Communication and Awareness**

The Shire emphasises the importance of early identification and reporting of fraud and corruption. Awareness and understanding of the Shire’s prevention policy and controls will be reinforced through:

- Annual Reviews and Training: Regular training sessions will be conducted to keep employees informed about current policies and any updates.
- Communication of Changes: Any amendments to any strategy, plan or policy will be promptly communicated to all employees (or workers dependent on the specific document).

**5.4. Detection of Fraud and Corruption**

To detect fraud and corruption, the Shire has implemented multiple tools, including but not limited to:

- Observation and Awareness: Employees are trained to recognise and report suspicious activities as per the Employee’s Code of Conduct.

- Risk Management System: The Shire employs a Risk Management system to identify, evaluate, and manage risks, including those related to fraud and corruption.
- Internal Audit: Regular internal audits provide assurance that the Shire's controls are effective in managing risks and identifying weaknesses.
- External Auditors: External audits are conducted in line with Australian auditing standards to detect material misstatements due to fraud and corruption.

#### 5.5. Common Red Flags

Common red flags of fraud and corruption include (but are not limited to):

- Over-familiar relationships between employees or Councillors and external parties (e.g. proponents, suppliers, contractors).
- Disregard for internal controls.
- Reluctance to take leave, particularly in roles involving cash control or debt collection.
- Unnecessary access to work premises after hours.
- Unreconciled accounting records or poor follow-up of outstanding accounts.
- Lack of supporting documentation for purchases.

#### 5.6. Reporting Fraud and Corruption

- Employees should report suspected unethical, fraudulent, dishonest, illegal, or corrupt behaviour to their supervisor, manager, or directly to the CEO.
- In accordance with the Corruption, Crime and Misconduct Act 2003, if the CEO suspects on reasonable grounds that the alleged behaviour may constitute minor or serious misconduct, the CEO shall notify:
  - the Corruption and Crime Commission, in the case of serious misconduct; or
  - the Public Sector Commissioner, in the case of minor misconduct. .
- Employees or Councillors may report concerns directly to the Western Australian Police, CCC or the Public Sector Commission, including anonymously if desired.
- If the informant has reason to believe their Manager is implicated in the suspected fraud, the matter must be reported to the Manager Executive Services.
- If Chief Executive Officer involvement is suspected, the matter must be reported to the President.
- If Councillor involvement is suspected, the matter must be reported to the Chief Executive Officer.
- The informant reporting the activity/behaviour may remain anonymous.
- All inquiries concerning the activities under investigation from the suspected individual, his or her lawyer, or representative, or any other enquirer must be directed to the Manager Executive Services.

#### 5.7. Investigating Fraud and Corruption

- Investigations into allegations of fraud and corruption will be conducted with independence, objectivity, and fairness. The process includes:
  - Comprehensive Investigations: Ensuring thorough and impartial investigations based on principles of natural justice. This includes using independent investigative consultants.
  - Internal Reporting Systems: Documenting all detected incidents internally.
  - External Reporting: Reporting matters to appropriate external agencies, such as the CCC, Public Sector Commission or Western Australian Police, as necessary.
  - Following investigations, processes will be reviewed, and improvements will be implemented to prevent future occurrences.

- The Manager Executive Services has primary responsibility for investigation of all suspected unauthorised possession (theft), fraudulent or corrupt acts or behaviour as defined in this policy.
- Any investigative activity required will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to Council.
- At the conclusion of the investigation the events will be documented in a confidential report which will be provided to the Chief Executive Officer, and they may determine that the report be provided to the Council and the Audit and Risk Committee, where appropriate. Recommendations may be made to enhance internal control procedures.
- Decisions to refer the investigation results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made by the Chief Executive Officer, in consultation with the Manager Executive Services and with legal advice if appropriate.
- The Manager Executive Services has free and unrestricted access to all Council records and premises and authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on premises without prior knowledge or consult of any individual who may have custody of any such items or facilities when it is within the scope of their investigation.

#### **5.8. Responses to Investigations**

All reports of suspected fraud, corruption or misconduct will be investigated according to Shire policies and processes or referred to an external investigative agency as appropriate.

Appropriate action will be taken, which may include disciplinary action or referral to an external agency such as the Corruption and Crime Commission or the WA Police.

If there is a reasonable suspicion that an incident constitutes minor misconduct or serious misconduct, the CEO is required under legislation to report the matter to the Public Sector Commission (PSC) or Corruption and Crime Commission (CCC) respectively.

The PSC or CCC respectively may choose to investigate the matter itself, refer it back to the Shire, or work with the Shire to investigate the matter.

Any allegation involving criminal offences against the Shire, by employees or external parties, needs to be referred to the Police. In the event the Police do not lay criminal charges, but the information requires further enquiry because the allegation raises a reasonable suspicion of employee misconduct which, if proven, would be likely to result in formal disciplinary action, an investigation will be commenced.

The CEO is to ensure that all incidents of fraud, corruption and misconduct are investigated, documented and registered on the organisations document management system in a confidential manner.

The Audit, Risk and Improvement Committee is to be informed of all instances of alleged fraud and the status of investigations to consider and ensure controls are appropriately designed and implemented.

#### **5.9. Media**

No information concerning the status of an investigation will be disclosed, except to the Chief Executive Officer, Shire of Bridgetown-Greenbushes Grievance Officer, Public Interest Disclosure

Officer and/or Manager Executive Services in cases where an employee is suspected of unauthorised possession or fraud.

#### **5.10. Recovery of Losses**

The Shire reserves the right to recover losses incurred due to fraud, corruption, or misconduct. Recovery actions will be pursued when the potential benefits outweigh the costs involved in the investigation and recovery efforts.

### **6. Public Interest Disclosures**

#### **6.1 Public Interest Disclosure Framework**

The Shire of Bridgetown-Greenbushes is committed to encouraging and facilitating the reporting of wrongdoing in accordance with the Public Interest Disclosure Act 2003 (WA) (PID Act). The Shire recognises that the effective disclosure of public interest information is an important element of integrity, accountability and transparency in local government.

#### **6.2 Public Interest Information**

Public Interest Information is information that tends to show that a public authority, public officer or public sector contractor has been, is, or proposes to be involved in:

- improper conduct;
- an offence under a written law;
- substantial unauthorised or irregular use of public resources;
- substantial mismanagement of public resources;
- conduct involving a substantial and specific risk to public health, public safety, or the environment.

#### **6.3 Who Can Make a Disclosure**

A Public Interest Disclosure may be made by:

- employees;
- Councillors;
- contractors and their employees;
- volunteers; or
- members of the public.

Disclosures may be made anonymously.

#### **6.4. Public Interest Disclosure Officer**

The Shire has appointed a Public Interest Disclosure Officer (PID Officer) in accordance with the PID Act.

Disclosures of public interest information should be made directly to the PID Officer or an authorised officer nominated under the Shire's PID procedures.

Details of the PID Officer and disclosure procedures are available on the Shire's website or by contacting the Shire's administration.

#### **6.5. Protections for Disclosers**

A person who makes a Public Interest Disclosure in accordance with the PID Act:

- will not be subject to civil or criminal liability for making the disclosure;
- is protected from dismissal, disciplinary action or other detriment as a result of making the disclosure; and

- is entitled to have their identity kept confidential, subject to the requirements of the PID Act.

The Shire will not tolerate any act of reprisal, harassment or victimisation against a person who makes, or is believed to have made, a Public Interest Disclosure. Any such conduct may constitute misconduct or serious misconduct and will be dealt with accordingly.

**6.6. Assessment and Investigation of Disclosures**

All Public Interest Disclosures will be assessed and, where appropriate, investigated in accordance with the PID Act and the Shire’s PID procedures.

Where a disclosure relates to suspected fraud, corruption or misconduct, the matter may also be referred to the:

- Corruption and Crime Commission;
  - Public Sector Commissioner; or
  - Western Australian Police,
- as required by legislation.

**6.7. Relationship to This Policy**

Nothing in this Policy prevents or discourages a person from making a disclosure under the Public Interest Disclosure Act 2003.

Where a matter falls within the scope of both this Policy and the PID Act, the PID Act will prevail.

**7. Legislative and Other References**

- *Local Government Act 1995*
- *Local Government (Audit) Regulations 1996*
- *Local Government (Financial Management) Regulations 1996*
- *Corruption, Crime and Misconduct Act 2003*
- *Public Interest Disclosure Act 2003*

**8. Review and Monitoring**

This Policy will be reviewed every three years, or earlier if:

- Legislative changes occur
- Governance requirements change

The Chief Executive Officer retains operational responsibility for the implementation of this Policy, while Council and the Audit, Risk and Improvement Committee provide strategic oversight and assurance

**9. Related Documents / Forms**

Document / Form	Description / Purpose
Member Code of Conduct	The WA Local Government Elected Member Code of Conduct is a mandatory, legally enforced framework based on the 2021 Model Code, setting essential standards for personal integrity, respectful relationships, and accountability that council members, committee members, and candidates must adhere to in their official duties.
Australian Standard AS 8001-2021	Fraud and Corruption Control standard
Australian Standard AS ISO 31000:2018	Risk Management Guidelines



## POLICY CC5 - ADVISORY AND WORKING GROUPS

<b>Responsible Officer:</b> Chief Executive Officer	<b>Approved By:</b> Council
<b>Adoption Date:</b> 26 February 2026	<b>Last Reviewed:</b> 26 February 2026
<b>Version:</b> Version 1	<b>Next Review Date:</b> February 2029

### 1. Purpose

To provide a consistent framework for the governance of Council-established advisory and working groups, including their establishment, membership, roles, responsibilities, operation, and reporting, to ensure transparency, accountability, and effective community engagement.

### 2. Scope

This Policy applies to all Council-established advisory and working groups comprising elected members, community members, and Shire officers.

This Policy does not apply to statutory committees established under Section 5.8 of the *Local Government Act 1995*.

### 3. Definitions

Term	Definition
Advisory Group	A group established by Council resolution to provide strategic advice on a specific matter.
Working Group	A group established by Council resolution to deliver a policy, strategy, plan, or strategic outcome.
Council Member	An elected member of the Shire of Bridgetown–Greenbushes, including the Shire President and Deputy Shire President.
Community Member	A resident, ratepayer, or organisation representative appointed by Council to an advisory or working group.
Officer	A Shire employee appointed by the CEO to provide administrative, professional, or governance support.
CEO	Chief Executive Officer of the Shire of Bridgetown–Greenbushes.
Terms of Reference	Document detailing the purpose, objectives, membership, and operational procedures of a group.
Quorum	At least 50% of appointed members, required for formal meetings.
Community Member	A resident, ratepayer, or organisation representative appointed by Council to an advisory or working group.

### 4. Policy Statement

The Shire of Bridgetown-Greenbushes recognises the importance of community participation and collaborative governance. Advisory and working groups provide a formal mechanism for:

- Community input into Council decision-making.
- Co-design and delivery of strategic outcomes.
- Strengthening trust and accountability.

Advisory groups provide strategic guidance and may operate on an ongoing basis, while working groups support the implementation of policies, strategies, or plans and can be established as one-off initiatives. All groups operate in alignment with Council’s strategic direction and this Policy.

Groups have no delegated authority to act on behalf of Council.

**5. Roles and Responsibilities**

<b>Role</b>	<b>Responsibility</b>
Council	Establish advisory and working groups; approve Terms of Reference; appoint elected and community members; approve remuneration if applicable.
CEO	Administer appointments; advertise community vacancies; ensure groups have governance and administrative support; provide compliance monitoring; report to Council on group activities.
Presiding Member	Lead meetings, ensure compliance with Terms of Reference, maintain order, and report to Council.
Council Members	Attend meetings, contribute to strategic advice, adhere to Code of Conduct, support community participation.
Community Members	Participate actively, contribute skills and knowledge, abide by the Code of Conduct, assist in achieving group objectives.
Officers	Provide research, professional advice, and administrative support; do not hold voting rights.

**6. Procedures / Implementation**

**6.1 Establishment**

- Groups established by Council resolution.
- Define group type, purpose, objectives, membership, and criteria.
- Publicly advertise community vacancies for at least two weeks.

**6.2 Membership**

- Council Members: Max one-third of total group; appointed for 2-year terms; maximum 3 consecutive terms.
- Community Members: Appointed by Council following CEO assessment; 2-year terms; maximum 3 consecutive terms.
- Officers: Appointed by CEO; advisory/support role only.

**6.3 Remuneration and Expenses**

- Members are not remunerated unless Council resolves otherwise.
- Officers and Council Members are never remunerated.
- Community Members may be reimbursed for travel with CEO approval.
- Members may be reimbursed for travel

6.4 Meetings

- The Group will elect a Presiding Member and Deputy Presiding Member at its first meeting following appointments. This will be confirmed at the following Ordinary Council Meeting.
- The Presiding Member is responsible for conducting meetings and ensuring minutes are recorded appropriately.
- ~~A Presiding Member and Deputy Presiding Member are elected by Council from among the group members.~~
  - Meet at least quarterly or as required.
  - Decisions by consensus; Presiding Member may make final decision if consensus fails.
  - Quorum: minimum 50% of members.

6.5 Terms of Reference

- Drafted by group, adopted by Council within three months.
- Published on Shire website.

6.6 Reporting

- Agendas published 3 working days prior.
- Minutes published 5 working days after meetings.
- Minutes submitted to next Ordinary Council Meeting.
- Progress reports or presentations to Council as requested.

7. Legislative and Other References

*Local Government Act 1995*  
*Local Government Amendment Act 2023*  
*Local Government (Model Code of Conduct) Regulations 2021*  
*Shire of Bridgetown-Greenbushes Code of Conduct*

8. Review and Monitoring

This Policy will be reviewed every three years, or earlier if:

- Legislative changes occur
- Governance requirements change

Monitoring of compliance will be undertaken by the Chief Executive Officer.

9. Related Documents / Forms

Document / Form	Description / Purpose
Member Code of Conduct	

Shire of Bridgetown-Greenbushes	
File No:	A43937
Document No:	1-PA202690258
16 MAR 2026	
Officer	PAJ
Copy	

RECEIVED  
16 MAR 2026  
Shire of  
Bridgetown - Greenbushes

Annie and Lester Maré  
27 Aberdeen Avenue  
Bridgetown WA 6255

Date: 13 / 03/ 2026

Chief Executive Officer  
Shire of Bridgetown-Greenbushes  
1 Steere Street  
Bridgetown WA 6255

Request for Relaxation of Front Building Envelope – Lot 193. 27 Aberdeen Avenue, Bridgetown, Western Australia,6255

Dear Chief Executive Officer,

We are writing to respectfully request consideration for a minor relaxation of the required front building envelope for our property located at Lot 193. 27 Aberdeen Avenue, Bridgetown, Western Australia,6255, within the Shire of Bridgetown-Greenbushes.

Under the current planning provisions applicable to the property, the prescribed front setback (building envelope) is 12 meters. Due to site planning considerations associated with the proposed dwelling and associated structures, we seek approval for a reduction of this setback to 10 meters.

The requested variation is minor in nature and is not expected to adversely impact neighbouring properties, street-scape character, or public amenity. The proposed positioning of the dwelling remains consistent with the overall intent of the planning scheme by maintaining appropriate separation from the road reserve and preserving the rural character of the locality.

The reduced setback will assist in achieving a more practical building layout on the site and will allow improved positioning of the dwelling in relation to site topography, access, and associated infrastructure. Importantly, the proposal maintains sufficient frontage clearance to ensure visual openness and compatibility with surrounding development.

We respectfully request that the Shire consider this application under its discretionary planning provisions and grant approval for the 10 meter front setback.

Should the Shire require any additional information, supporting plans, or justification, we would be pleased to provide this promptly.

Thank you for your consideration of this request. We look forward to your advice regarding the next steps in the assessment process.

Yours faithfully,

Annie and Lester Maré

Please find attached a revised site layout for the proposed house and shed at the abovementioned address.

After careful review of the original site plan, we obtained the services of Roger Machin, Surveyor, as to the costs involved regarding the earthworks required. The original design required 96 meters of wall, averaging a height of 1.8 meters at a cost of \$1 500.00 per meter, estimated at \$144 000.00, and a significant cost for the earthworks which was quoted at approximately \$76 000.00.

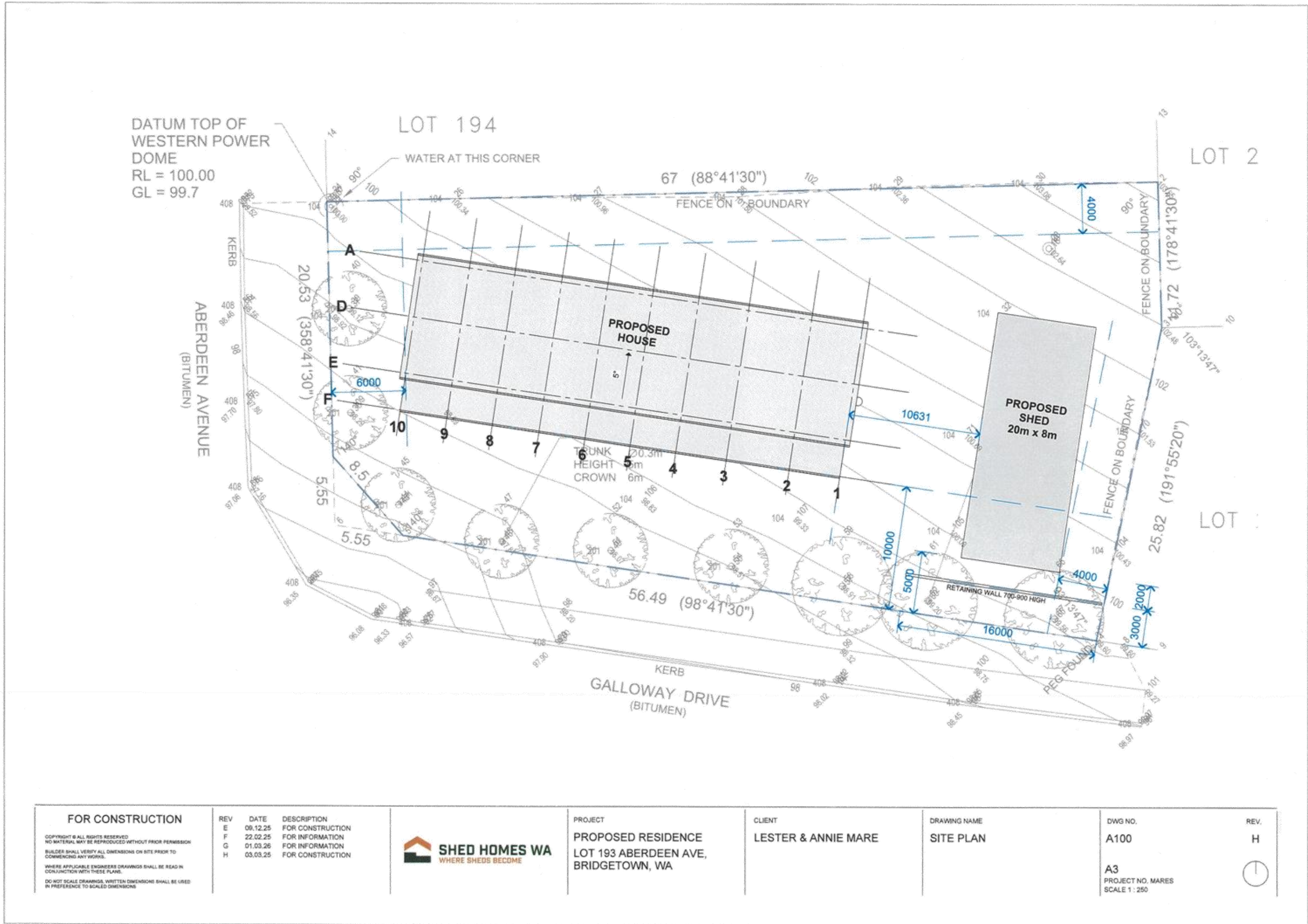
Roger then worked various options which would reduce the cost of the earthworks as well as eliminating the majority of the retaining walls, approximately 80 meters that would no longer be required, a saving of \$120 000.00, plus an option of using a different system of retaining wall with a further saving of \$12 000.00. The new option reduces the retaining wall to 16 meters x 1 meter in height, as per the new site layout.

It would be appreciated if you could please revise and advise on the possibility of new setbacks for the house as per the attached new site plans.

We look forward to your favorable reply at your earliest convenience.

Kind Regards

Annie & Lester Maré



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 COPYRIGHT © ALL RIGHTS RESERVED  
 NO MATERIAL MAY BE REPRODUCED WITHOUT PRIOR PERMISSION  
 BUILDER SHALL VERIFY ALL DIMENSIONS ON SITE PRIOR TO COMMENCING ANY WORKS  
 WHERE APPLICABLE ENGINEERS DRAWINGS SHALL BE READ IN CONJUNCTION WITH THESE PLANS.  
 DO NOT SCALE DRAWINGS, WRITTEN DIMENSIONS SHALL BE USED IN PREFERENCE TO SCALED DIMENSIONS

REV	DATE	DESCRIPTION
E	09.12.25	FOR CONSTRUCTION
F	22.02.25	FOR INFORMATION
G	01.03.26	FOR INFORMATION
H	03.03.25	FOR CONSTRUCTION



PROJECT  
**PROPOSED RESIDENCE**  
 LOT 193 ABERDEEN AVE,  
 BRIDGETOWN, WA

CLIENT  
**LESTER & ANNIE MARE**

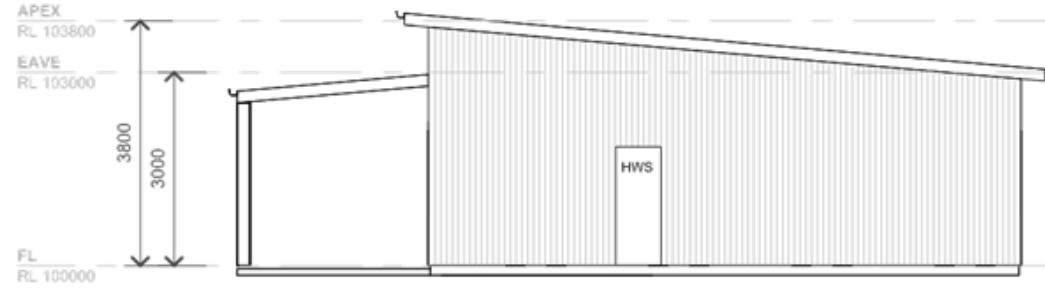
DRAWING NAME  
**SITE PLAN**

DWG NO.  
**A100**

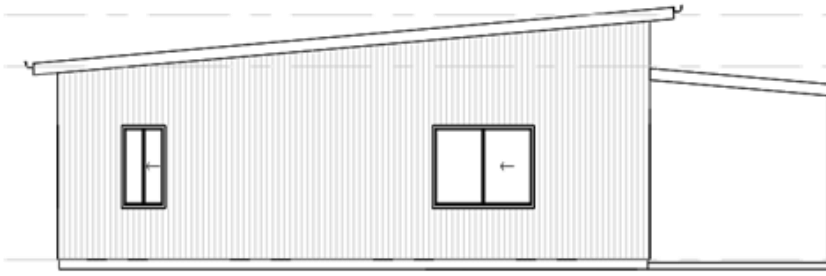
A3  
 PROJECT NO. MARES  
 SCALE 1:250

REV.  
**H**

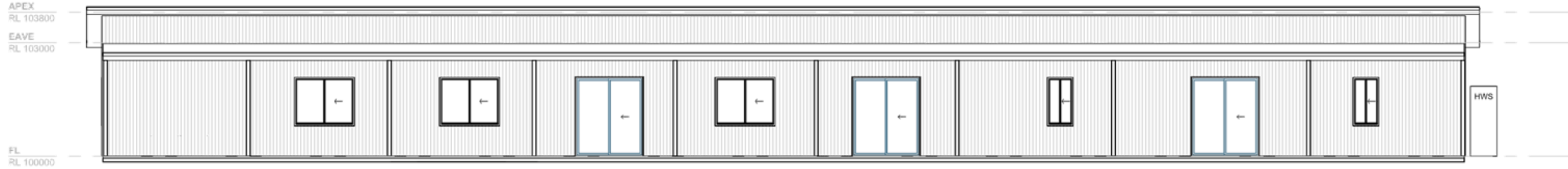




**1 ELEVATION**  
1 : 100



**4 ELEVATION**  
1 : 100

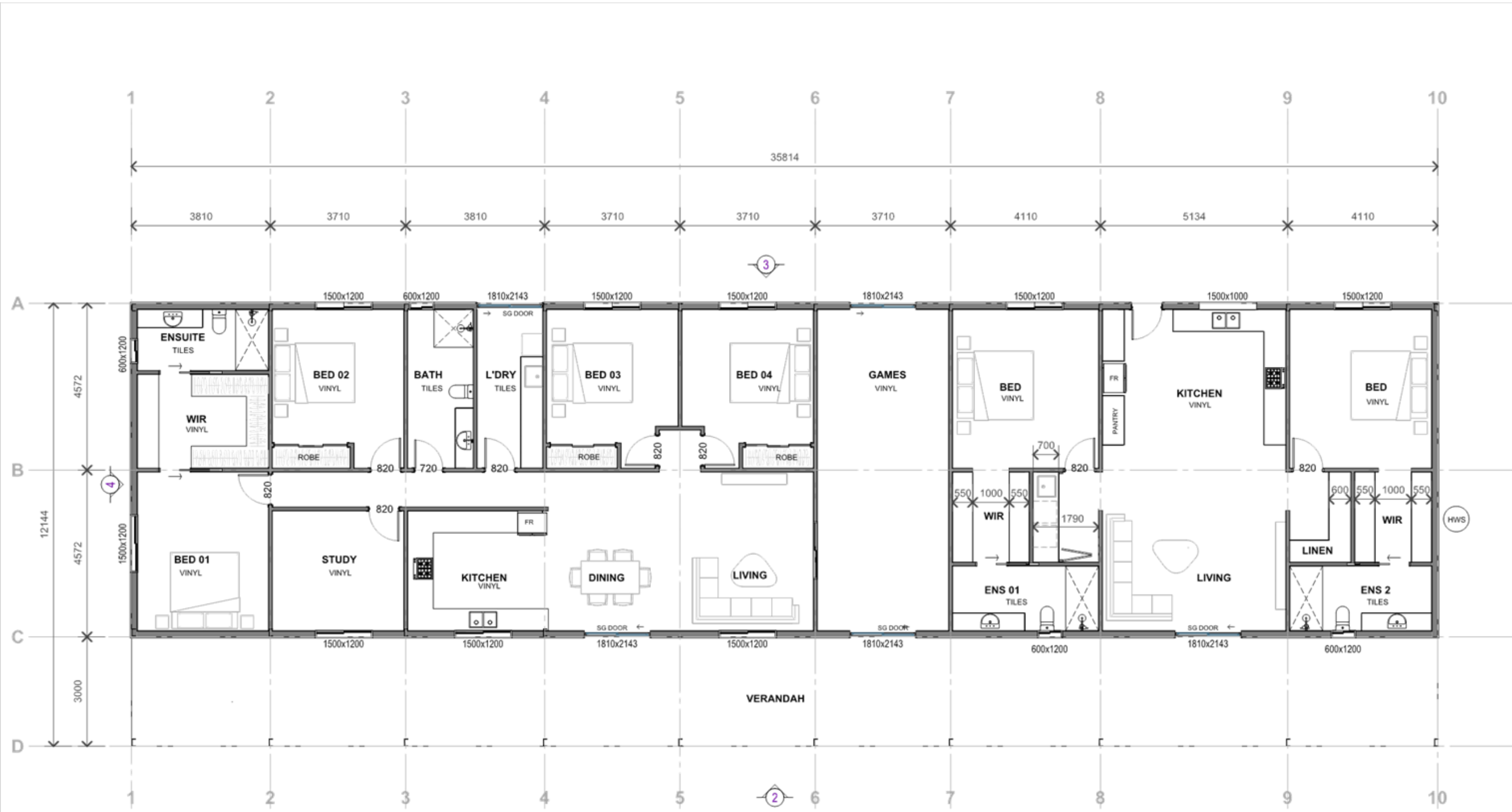


**2 ELEVATION**  
1 : 100



**3 ELEVATION**  
1 : 100

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				<p>PROJECT NO. BLACKWELL SCALE 1 : 100</p>				



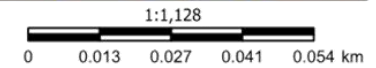
<p><b>NOT FOR CONSTRUCTION</b></p> <p><small>COPYRIGHT © ALL RIGHTS RESERVED NO MATERIAL MAY BE REPRODUCED WITHOUT PRIOR PERMISSION BUILDER SHALL VERIFY ALL DIMENSIONS ON SITE PRIOR TO COMMENCING ANY WORKS. WHERE APPLICABLE ENGINEERS DRAWINGS SHALL BE READ IN CONJUNCTION WITH THESE PLANS. DO NOT SCALE DRAWINGS. WRITTEN DIMENSIONS SHALL BE USED IN PREFERENCE TO SCALED DIMENSIONS</small></p>	<p>REV A 11.07.25 FOR INFORMATION</p> <p>REV B 28.07.25 FOR INFORMATION</p>		<p>PROJECT PROPOSED RESIDENCE LOT 193 ABERDEEN AVE, BRIDGETOWN, WA</p>	<p>CLIENT LESTER &amp; ANNIE MARE</p>	<p>DRAWING NAME GROUND FLOOR PLAN</p>	<p>DWG NO. A110</p>	<p>REV. B</p>
			<p>PROJECT NO. BLACKWELL SCALE 1 : 100</p>				

Aerial Plan for No. 27 Aberdeen Avenue, Bridgetown



Author:

Created: 20 May 2026 from Map Viewer Plus: <https://map-viewer-plus.app.landgate.wa.gov.au/index.html>



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## **Audit, Risk and Improvement Committee**

Meeting held in the Council Chambers  
Friday, 24 April 2026  
Commencing at 2.00pm

### **1. OPENING OF MEETING**

The Presiding Member to declare the meeting open.

### **2. ACKNOWLEDGEMENT OF COUNTRY**

We acknowledge the cultural custodians of the land, the Kaneang, Pibelmen and Wadandi people. We acknowledge and support their continuing connection to the land, waterways and community. We pay our respects to members of the Aboriginal communities and their culture; and to Elders past and present, their descendants still with us today, and those who will follow in their footsteps.

### **3. ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE**

Members and officers in attendance to be recorded.

**Presiding Member:** Alan Lamb

#### **Attendance:**

##### **In person**

Alan Lamb, Independent Chair  
Phil Anastasakis, Independent Deputy Chair  
Councillor Stephen Carstairs  
Garry Adams, CEO  
Casey Radford, Director Corporate, Economic and Community Development  
Mark Allies, Governance Officer

##### **Online**

Councillor Lyndon Pearce  
Councillor Kelli Gillies (Joined at 2.52pm)

##### **Apologies**

Councillor Rebecca Redman  
Merridith Morrell, Manager Executive Services

### **4. DISCLOSURE OF INTEREST**

Section 5.65 or 5.70 of the *Local Government Act* requires a Member or Officer who has an interest in any matter to be discussed at a Committee/Council Meeting that will be attended by the Member or Officer must disclose the nature of the interest in a written notice given to the Chief Executive Officer before the meeting; or at the meeting before the matter is discussed.

A Member who makes a disclosure under Section 5.65 or 5.70 must not preside at the part of the meeting relating to the matter; or participate in; or be present during any discussion or decision-making procedure relating to the matter, unless allowed by the Committee/Council. If Committee/Council allows a member to speak, the extent of the interest must also be stated.



**5. CONFIRMATION OF PREVIOUS MINUTES**

A motion is required to confirm the Minutes of the Meeting held 5 December 2025 as a true and correct record (Attachment 5.1.1).

Moved: Cr Carstairs

Seconded: Mr Anastasakis

For 4/Against 0

**6. 25/26 ANNUAL AUDIT ENTRY MEETING PRESENTATION**

Moore Australia and OAG to present

(Attachment 6.1.1 OAG Audit Strategy Memorandum for reference)



**7. REPORTS OF OFFICERS**

• **7.1**

ITEM NO.	ARIC 001/2026	FILE REF.	Governance
SUBJECT	Audit Log – Regulation 17 (Local Government (Audit) Regulations 1996)		
OFFICER	Merridith Morrell, Manager Executive Services		
ATTACHMENTS	7.1.1 – 2023 Reg 17 Audit Recommendations (2024 Progress Report) 7.1.2 – Audit Log (Quarterly Status) – Q3 2025/26 7.1.3 - Regulation 17 Assurance Table and Summary – Q3 2025/26		
VOTING REQUIREMENT	Simple Majority		

**RECOMMENDATION**

ARIC 001/2026

1. That the Audit, Risk and Improvement Committee notes the Regulation 17 Audit Log.

Moved: Cr Carstairs

Seconded: Mr Anastasakis

For 4/Against 0

**Summary / Purpose**

To provide the Audit, Risk and Improvement Committee with a quarterly assurance update on the status of reviews, controls and improvement actions undertaken in accordance with Regulation 17 of the Local Government (Audit) Regulations 1996, including explicit confirmation of how all recommendations arising from the 2023 Regulation 17 Audit are being addressed.

The recommended improvements and progress reported in March 2024 are provided in Attachment 7.1.1. Progress against these recommendations is monitored through the Quarterly Status Audit Log (Attachment 7.1.2), offering a consolidated view of assurance coverage in advance of the Shire undertaking a full Regulation 17 Review with an external provider in 2026/27.

**Background**

Regulation 17 of the Local Government (Audit) Regulations 1996 requires the Chief Executive Officer to review organisational systems and report the results of those reviews to the Audit, Risk and Improvement Committee.

The Regulation 17 Audit Log is the primary assurance register used to document review activity across key governance areas, including:

- Risk management and business continuity
- Cyber security and information systems
- Work health and safety
- Financial management and internal controls
- Procurement and asset safeguarding
- Legislative and regulatory compliance
- Records management, privacy and information protection



The Audit Log consolidates findings from completed reviews, tracks planned and future review activity, and documents management responses, controls and status updates. It also aligns audit topics to the Shire's Corporate Risk Register to ensure that areas of higher inherent and residual risk receive appropriate oversight.

#### **Officer Comment**

The Regulation 17 Audit Log and accompanying Assurance Summary demonstrate that all recommendations arising from the 2023 Regulation 17 Audit have been systematically reviewed and addressed through one of the following mechanisms:

- completion and embedding into business-as-usual governance, risk and compliance controls;
- incorporation into the Council Risk Register, Compliance Framework or associated governance registers; or
- scheduling within the forward Regulation 17 review program, based on risk, materiality and available assurance coverage.

The Audit Log now functions as a quarterly assurance register, providing visibility of current status, changes since the previous quarter and upcoming review milestones. The accompanying one-page Assurance Summary is intended to support the Committee's oversight role by providing a concise line-of-sight view across all Reg 17 review areas.

Key observations arising from the current Audit Log include:

- **Risk Management and Governance**  
Risk Register has been reviewed by ELT and awaiting approval from ARIC
- **High-Risk Operational Areas**  
Cyber security, work health and safety, and business continuity are assessed as High to Extreme inherent risk areas. These risks are actively managed through a combination of managed ICT services, WHS systems (SkyTrust), incident reporting, and planned Regulation 17 reviews in future financial years.
- **Financial Management and Internal Controls**  
An External Financial Management Review has been completed, with outcomes reported through the Financial Management Audit Log. Procurement, contract management and asset safeguarding remain identified as high-risk areas subject to ongoing and planned review activity.
- **Legislative Compliance**  
Significant improvements have been implemented during the year, including completion of the Compliance Calendar, Delegations Register and Council Resolution Register, with automated task allocation through Attain. These controls strengthen statutory compliance and reporting discipline.
- **Privacy and Information Management**  
The commencement of substantive obligations under the Privacy and Responsible Information Sharing Act 2024 from 1 July 2026 represents a material emerging risk. A Privacy Policy and Privacy Impact Assessment tools are being progressed to support compliance within statutory timeframes.

Overall, the Audit Log reflects a maturing assurance framework, with clear ownership, defined controls, and a forward-looking review schedule to address organisational risks in a timely and systematic manner.



Where material issues are identified, they are reported separately to the Committee through dedicated agenda items, including the Financial Management Log and Management Letter responses.

The Audit Log is intended to be read as an assurance coverage overview and is not designed to replicate detailed system reviews, audit programs or risk assessments.

Attachment 7.1.3 provides a consolidated assurance position against each Regulation 17 review area, confirming coverage of all 2023 recommendations.

No unplanned remediation or escalation to Council has been identified this quarter.

#### **Budget Implications**

There are no direct budget implications arising from noting this report.

Any future actions identified through audit, risk or compliance activities will be considered through the normal budget and business planning processes.

#### **Risk Management**

This report supports effective risk management by providing assurance that key governance, financial, compliance and operational risks are being identified, monitored and managed in accordance with the Shire's Risk Management Framework and ISO 31000 principles.

#### **Statutory Environment**

- *Local Government (Audit) Regulations 1996 – Regulation 17*
- *Local Government Act 1995*
- *Local Government (Financial Management) Regulations 1996*
- *Work Health and Safety Act 2020 (WA)*
- *State Records Act 2000 (WA)*
- *Privacy and Responsible Information Sharing Act 2024 (WA)*

#### **Strategic Alignment**

- Strategic Community Plan
  - Outcome 14 Effective governance and financial management
  - Objective 14.1 Achieve excellence in organisational performance and service delivery
- Corporate Business Plan
  - Outcome 14 Effective governance and financial management



• 7.2

ITEM NO.	ARIC 002/2026	FILE REF.	Governance
SUBJECT	Financial Management Log – Financial Management System Review (FMSR)		
OFFICER	Merridith Morrell, Manager Executive Services		
ATTACHMENTS	7.2.1 – 2025 FMSR Report – Finalised 7.2.2 – Financial Management System Review Log		
VOTING REQUIREMENT	Simple Majority		

**RECOMMENDATION**

ARIC 002/2026

1. That the Audit, Risk and Improvement Committee notes the Financial Management Log.

Moved: Cr Carstairs

Seconded: Mr Anastasakis

For 4/Against 0

**Summary / Purpose**

To provide the Audit, Risk and Improvement Committee with assurance regarding the identification, management and resolution of financial management control compliance matters arising from the October 2025 Financial Management System Review (FMSR).

**Background**

The Financial Management System Review was undertaken in accordance with Regulation 5 of the Local Government (Financial Management) Regulations 1996. The regulations outline the CEO’s duties as to financial management which includes ensuring that there are efficient systems and procedures established to ensure that the resources of the Local Government are effectively managed. The review assessed the adequacy of Shire’s financial management framework, systems and internal controls.

This review is required to be completed regularly, not less than once every 3 financial years. The Shire of Bridgetown – Greenbushes next review was to be completed in the 24/25 financial year but was not progressed due to the changeover in staff within the organisation. The review was completed in 25/26 by AMD Chartered Accountants & Advisors, with a site visit conducted in December 2025. The audit focused on the 25/26 financial year and included follow-up samples from the October 25 period.

A Financial Management Log has been compiled and consolidates all findings and recommendations arising from the review. The log provides a structured mechanism for tracking management actions, responsible officers and target completion dates. The Log supports a coordinated assurance framework alongside the Regulation 17 Audit Log and Corporate Risk Register.

The Review examined a broad range of financial management and governance areas, including:

- Legislative compliance with the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996
- Budgeting, financial reporting and reconciliations
- ICT governance and cyber security controls impacting financial systems
- Payroll, procurement, asset management and depot controls
- Governance documentation, policy currency and fraud control

**Officer Comment**

The Financial Management Log consolidates all recommendations arising from the Review and documents agreed management actions, ownership and timeframes, forming part of the Shire's broader assurance framework.

Management has accepted all recommendations arising from the Review, with clear responsibility assigned and the majority of actions due for completion by 30 June 2026, and more complex governance and asset planning actions scheduled through to 31 December 2026. Progress against these actions will continue to be monitored through the Financial Management Log and Audit and Risk reporting framework.

Overall, the Financial Management Log demonstrates that all findings arising from the October 2025 Financial Management System Review are either completed, actively progressing, or scheduled within agreed timeframes proportionate to their assessed risk.

**Budget Implications**

There are no direct budget implications arising from noting this report. Any future actions identified through audit, risk or compliance activities will be considered through the normal budget and business planning processes.

**Risk Management**

Monitoring and progressing actions arising from the Financial Management System Review mitigates risks relating to financial misstatement, fraud, cyber incidents, non-compliance with statutory obligations and ineffective internal controls.

**Statutory Environment**

- *Local Government Act 1995*
- *Local Government (Financial Management) Regulations 1996*
- *Local Government (Audit) Regulations 1996*

**Strategic Alignment**

- Strategic Community Plan
  - Outcome 14 Effective governance and financial management
  - Objective 14.1 Achieve excellence in organisational performance and service delivery
- Corporate Business Plan
  - Outcome 14 Effective governance and financial management



• 7.3

ITEM NO.	ARIC 003/2026	FILE REF.	Governance
SUBJECT	Compliance Calendar		
OFFICER	Merridith Morrell, Manager Executive Services		
ATTACHMENTS	7.3.1 – Compliance Calendar (April 2026 – June 2027)		
VOTING REQUIREMENT	Simple Majority		

**RECOMMENDATION**

ARIC 003/2026

1. That the Audit, Risk and Improvement Committee notes the Compliance Calendar.

Moved: Mr Anastasakis

Seconded: Cr Carstairs

For 4/Against 0

**Summary / Purpose**

To provide the Audit, Risk and Improvement Committee with visibility and assurance over the identification, allocation, monitoring and completion of the Shire’s statutory and regulatory compliance obligations through the Compliance Calendar.

**Background**

The Compliance Calendar is the Shire’s central register for recording legislated reporting obligations, statutory actions and recurring compliance activities arising under the Local Government Act 1995, associated regulations and other applicable written laws.

The Calendar consolidates compliance requirements across all directorates and assigns responsibility to nominated officers, with defined due dates and automated reminders managed through the Shire’s compliance management system. This approach supports timely completion of obligations and provides an auditable record of compliance activity.

The period covered by the attached Compliance Calendar spans April 2026 to June 2027 and includes monthly, quarterly, annual and periodic obligations relating to governance, financial management, risk management, work health and safety, emergency management, information management and community responsibilities.

**Officer Comment**

The Compliance Calendar demonstrates a mature and systematic approach to legislative compliance management across the organisation.

Key observations include:

- **Breadth of Coverage**  
The Calendar captures a comprehensive range of statutory obligations, including Council and Committee governance requirements, financial reporting and budgeting milestones, registers and disclosures, emergency management and bush fire controls, work health and safety obligations, and records and information management duties.
- **Clear Accountability**  
Each compliance task is assigned to a responsible officer or position, ensuring clarity of ownership



and supporting management accountability. Tasks recur automatically where required, reducing reliance on manual tracking.

- **Integration with Governance Controls**  
The Compliance Calendar aligns with other governance artefacts presented to this meeting, including the Audit Log, Financial Management Log, Risk Register and Delegations Register, providing a cohesive compliance and assurance framework.
- **Forward Visibility of Key Compliance Risks**  
The Calendar highlights significant upcoming obligations within the next 12–15 months, including end-of-financial-year statutory reporting, financial statements, audit milestones, policy and register reviews, emergency management activities and new or emerging legislative requirements. The Compliance Calendar will continue to be reviewed and refined through Executive Leadership oversight and Audit, Risk and Improvement Committee reporting to ensure it remains current, comprehensive and responsive to legislative change.
- **Budget Implications**  
There are no direct budget implications arising from noting this report. Any future actions identified through audit, risk or compliance activities will be considered through the normal budget and business planning processes.
- **Risk Management**  
This report supports effective risk management by providing assurance that key governance, financial, compliance and operational risks are being identified, monitored and managed in accordance with the Shire’s Risk Management Framework and ISO 31000 principles.

#### Statutory Environment

- *Local Government Act 1995*
- *Local Government (Administration) Regulations 1996*
- *Local Government (Financial Management) Regulations 1996*
- *Local Government (Audit) Regulations 1996*
- *Work Health and Safety Act 2020 (WA)*
- *Bush Fires Act 1954*
- *Emergency Management Act 2005*
- *Other applicable written laws*

#### Strategic Alignment

- Strategic Community Plan
  - Outcome 13 Proactive, visionary leadership that responds to community needs
  - Outcome 14 Effective governance and financial management
  - Objective 14.1 Achieve excellence in organisational performance and service delivery
- Corporate Business Plan
  - Outcome 14 Effective governance and financial management



• 7.4

ITEM NO.	ARIC 004/2026	FILE REF	Governance
SUBJECT	Priority Risk Activity Report – 2026 Risk Register		
OFFICER	Merridith Morrell, Manager Executive Services		
ATTACHMENTS	7.4.1 – Risk Activity Report		
VOTING REQUIREMENT	Simple Majority		

**RECOMMENDATION**

ARIC 004/2026

1. That the Audit, Risk and Improvement Committee notes the Priority Risk Activity Report.

Moved: Cr Carstairs

Seconded: Mr Anastakis

For 4/Against 0

**Summary / Purpose**

To provide the Audit, Risk and Improvement Committee with focused oversight and assurance in relation to priority risks identified in the 2026 Corporate Risk Register, with particular emphasis on risks assessed as Extreme or High residual risk, and on emerging legislative compliance risks requiring heightened governance attention.

**Background**

The Priority Risk Activity Report is derived from the Shire’s 2026 Risk Register and has been developed to support targeted Audit, Risk and Improvement Committee oversight of those risks presenting the greatest residual exposure to the organisation.

Priority risks are those assessed in accordance with the Shire’s Risk Acceptance Criteria as:

- **Extreme** – unacceptable risks requiring ongoing ARIC oversight, or
- **High** – risks requiring urgent executive management attention and regular reporting to ARIC.

In addition, a limited number of Moderate residual risks are included where they involve significant legislative reform, high inherent risk, or the potential for rapid escalation.

**Officer Comment**

The 2026 Priority Risk Activity Report identifies a concentration of the Shire’s most significant risk exposure within the following domains:

- Climate-driven environmental hazards
- Public health and safety
- Financial sustainability and budgeting accuracy
- Governance and legislative compliance
- Service continuity and organisational capacity

The Report confirms that these risks are influenced by a combination of external drivers, including climate variability, regulatory reform and economic pressures, and internal capability and governance factors.

**Extreme residual risks** requiring sustained ARIC oversight for 2026 include:

- Flooding and severe rainfall impacts on infrastructure and services
- Bushfire risk to life, property and the environment
- Climate change impacts on assets, service delivery and long-term financial sustainability
- Financial sustainability and budget accuracy
- Water, food safety and environmental degradation risks



**High residual risks** requiring executive management and ongoing ARIC monitoring include:

- Governance and legislative reform implementation
- Workforce capability, capacity and wellbeing
- Disaster recovery and service continuity arrangements
- Inter-agency coordination and partnership risks
- Reputational and community confidence risks

**Focus Risk – Privacy and Responsible Information Sharing**

Of particular significance is Risk 31 – Privacy and Responsible Information Sharing, which has been elevated for ARIC oversight due to the commencement of substantive obligations under the *Privacy and Responsible Information Sharing Act 2024* from 1 July 2026.

While currently rated as a Medium–High residual risk, it is treated as a priority risk due to:

- The introduction of enforceable Information Privacy Principles (IPPs)
- Increased likelihood of complaints to the Office of the Information Commissioner
- High reputational sensitivity for local government entities
- The breadth of organisational impact across systems, staff, policies and service delivery

Key preparedness measures identified in the Report include:

- Appointment of a designated Privacy Officer
- Development of a compliant Privacy and Information Sharing Policy
- Implementation of Privacy Impact Assessments for high-risk activities
- Integration of privacy risk management into the broader ISO 31000 framework

Non-compliance presents risks of regulatory intervention, complaints, reputational harm and increased administrative burden.

**Budget Implications**

There are no direct budget implications arising from noting this report.

Any future actions identified through audit, risk or compliance activities will be considered through the normal budget and business planning processes.

**Risk Management**

This report directly supports the identification, assessment and treatment of strategic and operational risks and enables targeted Audit, Risk and Improvement Committee oversight of Extreme and High residual risks.

**Statutory Environment**

- *Local Government Act 1995*
- *Local Government (Audit) Regulations 1996*
- *Privacy and Responsible Information Sharing Act 2024*
- *ISO 31000 – Risk Management*
- *Policy RM1 – Risk Management*

**Strategic Alignment**

- Strategic Community Plan
  - Outcome 13 Proactive, visionary leadership that responds to community needs
  - Outcome 14 Effective governance and financial management
  - Objective 14.1 Achieve excellence in organisational performance and service delivery
- Corporate Business Plan



Outcome 14 Effective governance and financial management



• 7.5

ITEM NO.	ARIC 005/2026	FILE REF.	Governance
SUBJECT	Council Risk Register		
OFFICER	Merridith Morrell, Manager Executive Services		
ATTACHMENTS	7.5.1 – Corporate Risk Register		
VOTING REQUIREMENT	Simple Majority		

**RECOMMENDATION**

ARIC 005/2026

1. That the Audit, Risk and Improvement Committee notes the Council Risk Register.

Moved: Cr Carstairs

Seconded: Mr Anastasakis

For 4/Against 0

**Summary / Purpose**

To present the Shire’s 2026 Corporate Risk Register for Audit, Risk and Improvement Committee oversight and assurance, enabling the Committee to satisfy itself that key strategic, operational, financial and compliance risks are being systematically identified, assessed, treated and monitored in accordance with the Shire’s Risk Management Framework.

**Background**

The Council Risk Register is the Shire’s central governance document for identifying and managing organisational risk in accordance with ISO 31000 – Risk Management principles and the Shire’s Risk Acceptance Criteria.

The 2026 Risk Register consolidates risk information across all directorates and records:

- Clear risk statements and causes
- Consequence and likelihood assessments
- Inherent and residual risk ratings
- Existing and planned controls
- Alignment to strategic, operational, financial, environmental, health and compliance impacts

**Officer Comment**

The 2026 Council Risk Register demonstrates a mature and structured approach to enterprise-wide risk management, with risks identified across a broad range of organisational functions.

Key observations include:

- **Overall Risk Profile**  
The Register identifies a concentration of Extreme and High inherent risks associated with climate-driven hazards, public health and safety, financial sustainability, cyber security, asset condition and legislative compliance. These risks reflect both external drivers (climate change, regulatory reform, economic pressures) and internal capability and resourcing factors.
- **Residual Risk Position**  
A number of Extreme and High inherent risks have been reduced through effective controls to Moderate residual levels; however, several risks remain High residual due to factors outside the Shire’s direct control, including climate exposure, market conditions, legislative change and regional workforce constraints.



- **Key Risk Themes**

Significant risk themes captured in the Register include:

- Flooding, bushfire and extreme weather impacts
- Financial sustainability, budgeting accuracy and revenue volatility
- Information security, cyber resilience and privacy compliance
- Public and environmental health risks
- Workforce capacity, wellbeing and safety
- Governance reform implementation and recordkeeping obligations

**Alignment with ARIC Oversight**

The Risk Register should be read in conjunction with the Priority Risk Activity Report, which provides enhanced analysis of those risks requiring heightened ARIC oversight, including Risk 31 – Privacy and Responsible Information Sharing, in light of the commencement of enforceable obligations under the Privacy and Responsible Information Sharing Act 2024 from 1 July 2026.

The Risk Register will continue to be reviewed and refined through Executive Leadership Team consideration and regular reporting to the Audit, Risk and Improvement Committee to ensure it remains current, responsive and aligned to organisational risk appetite

**Budget Implications**

There are no direct budget implications arising from noting this report.

Any future actions identified through audit, risk or compliance activities will be considered through the normal budget and business planning processes.

**Risk Management**

This report directly supports the identification, assessment and treatment of strategic and operational risks and enables targeted Audit, Risk and Improvement Committee oversight of Extreme and High residual risks.

**Statutory Environment**

- *Local Government Act 1995*
- *Local Government (Audit) Regulations 1996*
- ISO 31000 – Risk Management
- Policy RM1 – Risk Management

**Strategic Alignment**

- Strategic Community Plan
  - Outcome 14 Effective governance and financial management
  - Objective 14.1 Achieve excellence in organisational performance and service delivery
- Corporate Business Plan
  - Outcome 14 Effective governance and financial management



7.6

ITEM NO.	ARIC 006/2026	FILE REF.	Governance
SUBJECT	Privacy and Information Policy		
OFFICER	Merridith Morrell, Manager Executive Services		
ATTACHMENTS	7.6.1 – GC17 Privacy and Information Policy		
VOTING REQUIREMENT	Simple Majority		

**RECOMMENDATION**

ARIC 006/2026

1. That the Audit, Risk and Improvement Committee notes that Council approved the Privacy and Information Policy at 23 April 2026 ordinary council meeting.

Moved: Cr Carstairs

Seconded: Mr Anastasakis

For 5/Against 0

**Summary / Purpose**

To present the draft Privacy and Information Sharing Policy for Audit, Risk and Improvement Committee consideration, to provide governance oversight and assurance that the Policy aligns with emerging statutory obligations under the Privacy and Responsible Information Sharing Act 2024 (WA) and supports effective organisational privacy governance.

**Background**

The Privacy and Responsible Information Sharing Act 2024 (WA) introduces a comprehensive information privacy framework for Western Australian public sector agencies, including local governments.

While the Act commences in stages, substantive obligations relevant to local government—including compliance with enforceable Information Privacy Principles (IPPs), privacy governance requirements, and notifiable information breach reporting—apply from 1 July 2026, with mandatory breach notification obligations commencing 1 January 2027.

The Shire, as an IPP Entity, is required to establish contemporary policies, governance structures and procedures to support lawful handling of personal information and responsible information sharing.

**Officer Comment**

The draft Privacy and Information Sharing Policy (GC17) has been developed to provide a clear, compliant and practical framework to support organisational readiness for the commencement of the Privacy and Responsible Information Sharing Act 2024 (WA).

Key features of the Policy include:

- **Alignment with the PRIS Act**  
The Policy is structured around the Information Privacy Principles and incorporates obligations relating to collection, use, disclosure, security and disposal of personal information.
- **Defined governance and accountability**  
Clear roles are articulated for Council, the Chief Executive Officer, Privacy Officer, Information Sharing Officer and the Audit, Risk and Improvement Committee, ensuring appropriate oversight and escalation pathways.
- **Support for responsible information sharing**  
The Policy balances protection of personal information with lawful information sharing that supports public benefit, service delivery and inter-agency collaboration.



- **Breach preparedness and response**  
The Policy establishes requirements for reporting and managing information breaches, including preparation for notifiable information breach obligations from 1 January 2027.
- **Integration with broader governance controls**  
The Policy aligns with the Shire's risk management framework, Compliance Calendar, Records Management practices and emerging privacy impact assessment processes.

Given the significant governance, reputational and regulatory risks associated with privacy non-compliance, ARIC oversight of this Policy provides an important assurance mechanism prior to Council adoption.

#### **Budget Implications**

Implementation of the Policy is expected to be managed within existing operational budgets. Some minor resource impacts may arise over time in relation to staff training, privacy impact assessments and system enhancements, which will be considered through normal budget and business planning processes.

#### **Risk Management**

Effective implementation of the Privacy and Information Sharing Policy mitigates key organisational risks, including:

- Regulatory non-compliance under the *Privacy and Responsible Information Sharing Act 2024 (WA)*
- Increased complaints or investigations by the Office of the Information Commissioner
- Reputational damage arising from privacy breaches
- Inappropriate or unlawful information sharing
- Exposure to financial and administrative burden associated with remediation and enforcement action

The Policy supports treatment of **Risk 31 – Privacy and Responsible Information Sharing**, identified as a priority governance risk requiring heightened oversight.

#### **Statutory Environment**

- *Privacy and Responsible Information Sharing Act 2024 (WA)*
- *Local Government Act 1995*
- *Freedom of Information Act 1992*
- *State Records Act 2000*

#### **Strategic Alignment**

- Strategic Community Plan
  - Outcome 14 Effective governance and financial management
  - Outcome 15 A well informed and engaged community
  - Objective 14.1 Achieve excellence in organisational performance and service delivery
- Corporate Business Plan
  - Outcome 14 Effective governance and financial management



• 7.7

ITEM NO.	ARIC 007/2026	FILE REF.	Governance
SUBJECT	Fraud and Corruption Policy		
OFFICER	Merridith Morrell, Manager Executive Services		
ATTACHMENTS	7.7.1 – GC10 Fraud and Corruption Policy		
VOTING REQUIREMENT	Simple Majority		

**RECOMMENDATION**

ARIC 007/2026

1. That the Audit, Risk and Improvement Committee that Council approves the Fraud and Corruption Policy (GC10).

Moved: Mr Anastasakis

Seconded: Cr Carstairs

For 4/Against 0

**Summary / Purpose**

To present the draft Fraud and Corruption Policy (GC10) for Audit, Risk and Improvement Committee consideration and approval, providing governance oversight and assurance that the Shire has an appropriate policy framework in place to prevent, deter, detect and respond to fraud and corrupt conduct.

**Background**

The Western Australian Auditor-General has recommended that all local governments adopt specific fraud and corruption policies to address the risk of fraud and corrupt behaviour and ensure compliance with legislative and governance expectations.

The Shire’s Fraud and Corruption Policy establishes a clear policy framework to support ethical conduct, protect public resources, and promote a strong integrity culture across the organisation.

**Officer Comment**

The draft Fraud and Corruption Policy (GC10) has been reviewed and updated to reflect contemporary governance expectations and legislative requirements.

Key features of the Policy include:

- **Clear statement of intent**  
Articulates Council’s commitment to preventing, detecting and responding to fraud and corruption and promoting ethical conduct across the organisation.
- **Defined roles and responsibilities**  
Sets out clear accountability for Council, the Chief Executive Officer, the Audit, Risk and Improvement Committee, Executive Leadership Team and employees in managing fraud and corruption risks.
- **Alignment with risk management and assurance frameworks**  
Integrates fraud and corruption risk assessment, internal controls, audit activity and reporting within the Shire’s broader risk management framework.
- **Reporting, investigation and response mechanisms**  
Establishes clear pathways for reporting suspected fraud or corrupt conduct, investigation processes, and mandatory reporting obligations under the *Corruption, Crime and Misconduct Act 2003*.



- **ARIC oversight**

Confirms the role of the Audit, Risk and Improvement Committee in overseeing fraud and corruption risk management, monitoring incidents and ensuring continuous improvement of control frameworks.

Endorsement of this Policy strengthens the Shire's governance arrangements, supports statutory compliance and mitigates reputational, financial and regulatory risks associated with fraud and corruption.

**Budget Implications**

There are no direct budget implications arising from adoption of this Policy.

Any future actions identified through risk assessment, audit activity or investigation outcomes will be considered through normal budget and business planning processes.

**Risk Management**

Adoption of the Fraud and Corruption Policy supports effective risk management by:

- Reducing the likelihood of fraud, corruption and misconduct
- Strengthening internal controls and accountability mechanisms
- Supporting early detection, investigation and response
- Protecting the Shire from financial loss, regulatory action and reputational damage

**Statutory Environment**

- *Local Government Act 1995*
- *Local Government (Audit) Regulations 1996*
- *Local Government (Financial Management) Regulations 1996*
- *Corruption, Crime and Misconduct Act 2003*
- *Public Interest Disclosure Act 2003*

**Strategic Alignment**

- Strategic Community Plan
  - Outcome 14 Effective governance and financial management
  - Objective 14.1 Achieve excellence in organisational performance and service delivery
- Corporate Business Plan
  - Outcome 14 Effective governance and financial management

**8. GENERAL BUSINESS**

- Committee to recommend a budget line in 26/27 budget to facilitate an internal audit plan to be presented back to ARIC.
- Request for the Audit Committee to be alerted via a report to ARIC of any OAG reports that are published as they generally contain topics that the auditor general is focusing on.
- Future reports on work health and safety to be provided to ARIC as it is high risk

**9. NEXT MEETING**

The next meeting of the Audit, Risk and Improvement Committee to be advised by Administration.

**10. CLOSURE**

There being no further business, the Presiding Member to close the meeting.



**MINUTES**

Audit, Risk and Improvement Committee held in the Bridgetown Library Meeting Room on Friday, 5 December 2025, at 1:30pm.

**1. Opening of Meeting**

The Presiding Member, Mr Alan Lamb, declared the meeting open at 1.32pm.

**2. Acknowledgement of Country**

We acknowledge the cultural custodians of the land, the Kaneang, Pibelmen and Wadandi people. We acknowledge and support their continuing connection to the land, waterways and community. We pay our respects to members of the Aboriginal communities and their culture; and to Elders past and present, their descendants still with us today, and those who will follow in their footsteps.

**3. Attendance, Apologies and Leave of Absence**

- Independent Members
  - Alan Lamb (Presiding Member)
  - Phillip Anastasakis (Deputy Presiding Member) - Online
- Councillors
  - Cr S Carstairs
  - Cr R Redman
  - Cr L Pierce - Online
  - Cr K Gillies - Online
- In Attendance
  - G Adams, Chief Executive Officer
  - C Radford, Director Corporate, Economic and Community Development
  - M Morrell, Manager Executive Services
  - G Aldridge – Manager Finance

**4. Confirmation of Previous Minutes**

*A motion is required to confirm the Minutes of the Meeting held 1 July 2025 as a true and correct record (Attachment 1).*

**AC 007/2025**

***That the minutes of the Shire of Bridgetown-Greenbushes Audit Committee Meeting held 1 July 2025 be confirmed as a true and correct record.***

***Moved: Cr R Redman      Seconded: Cr S Carstairs***

***Carried 6/0***

**Notification of Disclosure of Interest**

Section 5.65 or 5.70 of the Local Government Act requires a Member or Officer who has an interest in any matter to be discussed at a Committee/Council Meeting that will be attended by the Member or Officer must disclose the nature of the interest in a written notice given to the Chief Executive Officer before the meeting; or at the meeting before the matter is discussed.

A Member who makes a disclosure under Section 5.65 or 5.70 must not preside at the part of the meeting relating to the matter; or participate in; or be present during any discussion or decision making procedure relating to the matter, unless allowed by the Committee/Council. If Committee/Council allows a Member to speak, the extent of the interest must also be stated.

**5. Presentations**

The Audit Exit Meeting Presentation jointly presented by Moore Australia and the Office of the Auditor General.

**6. Reports of Officers**

<b>ITEM NO.</b>	AC.006/2025	<b>FILE REF.</b>	224
<b>SUBJECT</b>	Adoption of the 2024/25 Annual Financial Statements		
<b>PROPONENT</b>	Office of the Auditor General & Moore Australia		
<b>OFFICER</b>	C Radford – Director Corporate, Economic and Community Development		
<b>DATE OF REPORT</b>	3 December 2025		
<b>VOTING REQUIREMENT</b>	Simple Majority		

Attachment 2 – 2024/25 Annual Financial Statements  
 Attachment 3 – Management Letter (Confidential)  
 Attachment 4 – Audit Conclusion Report (Confidential)

**AC 007/2025**

**That the Audit Committee recommends that Council that it:**

- 1. Adopts the 2024/2025 Annual Financial Statements;**
- 2. Receives the Auditor’s Management Letter and Audit Concluding Report in respect of the 2024/2025 financial audit for the year ended 30 June 2025.**

**Moved: Cr S Carstairs                      Seconded: Cr R Redman**

**Carried 6/0**

### Summary/Purpose

The 2024/25 Annual Financial Statements for the financial year ending 30 June 2024 are attached at Appendix 2 for information and the Audit Committee's appraisal. The previous presentation (Audit Exit Meeting) discussed the findings of the Audit and Management Letter with the committee.

### Background

The Chief Executive Officer (CEO) of the Shire of Bridgetown-Greenbushes is responsible for the preparation and fair presentation of the annual financial report in accordance with the requirements of the Act, the Regulations and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The CEO is also responsible for such internal control as the CEO determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

It is the Auditor's responsibility to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes the Auditor's opinion.

Moore Australia was engaged by the Office of the Auditor General (OAG) to perform an audit of the Shire's annual financial report for the year ended 30 June 2025.

The 24/25 annual financial statements were presented to Moore Australia on the 30<sup>th</sup> of September 2025 as per s.6.4(3) of the LG Act 1995.

### Officer Comment

The audit of the Shire's 2024/25 Financial Statements has been conducted in accordance with Australian Auditing Standards.

There is one significant matter that requires reporting under Sections 7.12A(4) of the Local Government Act 1995. This matter is in relation to the lack of segregation of duties in purchase order approval.

Section 7.12A(4) of the Local Government Act 1995 requires that a local government must:

*"(a) prepare a report addressing any matters identified as significant by the auditor in the audit report, and stating what action the local government has taken or intends to take with respect to each of those matters; and*

*(b) give a copy of that report to the Minister within 3 months after the audit report is received by the local government."*

### Statutory Environment

Section 6.4 and 7.12 of the Local Government Act 1995 (as amended)  
Regulations 36 to 51 of the Local Government (*Financial Management*) Regulations 1996 (as amended)  
Regulation 9 & 10 of the Local Government (*Audit*) Regulations 1996 (as amended)

### Integrated Planning

- Strategic Community Plan
  - Outcome 14 – Effective governance and financial management

- Objective 14.1 – Achieve excellence in organisational performance and service delivery
  - Corporate Business Plan – Nil
  - Long Term Financial Plan – Nil
  - Asset Management Plans – Nil
  - Workforce Plan – Nil
  - Other Integrated Planning – Nil

Policy Implications

Nil

Budget Implications

Not applicable

Risk Management – The Audit Management Letter has identified areas of improvement to enhance the Shire’s information security as well as the integrity of the finance system.

<b>ITEM NO.</b>	AC.007/2025	<b>FILE REF.</b>	224
<b>SUBJECT</b>	Audit Risk and Improvement Committee Meeting Dates for Remainder of 2025/26 Financial Year		
<b>PROPONENT</b>	C Radford – Director Corporate, Economic and Community Development		
<b>OFFICER</b>	C Radford – Director Corporate, Economic and Community Development		
<b>DATE OF REPORT</b>	3 December 2025		
<b>VOTING REQUIREMENT</b>	Simple Majority		

**AC 08/2025**

**That the Audit Committee recommends that Council accept the meeting dates for the Audit Risk and Improvement Committee for the remainder of the 2025/26 Financial Year.**

***Moved: Cr S Carstairs                      Seconded: Phillip Anastasakis***

***Carried: 6/0***

Summary/Purpose

This report has been prepared to set the meeting dates for the Audit Risk and Improvement Committee for the rest of the 2025/26 Financial year.

Background

The Audit, Risk and Improvement Committee is established to provide independent oversight, guidance, and assistance to the Council and Chief Executive Officer (CEO) in the effective discharge of responsibilities relating to audit, risk management, governance, financial reporting, and compliance.

It is proposed that the meetings shall be held on the following dates for the remainder of this financial year.

16th February 2026  
18th May 2026

The meeting times will be arranged to suit the committee members.

Officer Comment  
Nil

Integrated Planning

- Strategic Community Plan
  - Outcome 14 – Effective governance and financial management
  - Objective 14.1 – Achieve excellence in organisational performance and service delivery
- Corporate Business Plan – Nil
- Long Term Financial Plan – Nil
- Asset Management Plans – Nil
- Workforce Plan – Nil
- Other Integrated Planning – Nil

Policy Implications  
Nil

Budget Implications  
Not applicable

Risk Management  
Regular meetings of the Audit Risk and Improvement Committee allows for better oversight of financial, risk and compliance risks related to poor governance, financial reporting errors, compliance failures, ineffective risk management, and potential fraud. By providing independent oversight, it enhances the credibility of financial and operational reports and ensures compliance with the Local Government Act 1995.

**7. List of Attachments**

Attachment	Item No.	Details
1	AC 005/2025	Minutes of the Meeting held 1 July 2025
2	AC.006/2025	2024/25 Annual Financial Statements
3	AC.006/2025	Management Letter (Confidential)
4	AC.006/2025	Audit Conclusion Report (Confidential)
Agenda Papers checked and authorised by G Adams		03.12.25

**CERTIFICATION OF MINUTES**

As Presiding Member, I certify that the Minutes of the Audit Committee Meeting held 1 July 2025 were confirmed as a true and correct record of proceedings of that meeting at the Audit and Risk Committee meeting held on 5 December 2025

Signed..... Date:.....

**The Presiding Member closed the meeting at 2.12pm.**



# AUDIT STRATEGY MEMORANDUM

Shire of Bridgetown-Greenbushes

For the year ending  
30 June 2026





23 March 2026

Shire of Bridgetown-Greenbushes  
1 Steere Street  
Bridgetown WA 6255

Dear Members of the Council, Audit, Risk and Improvement Committee and Management,

**AUDIT STRATEGY MEMORANDUM – YEAR ENDING 30 JUNE 2026**

We enclose our Audit Strategy Memorandum in respect of the year ending 30 June 2026 which sets out the followings:

- Executive Summary
- Key Focus Areas
- Management Letter Points 2025
- Deliverables and Timetable
- Audit Team
- Other Matters

This memorandum is intended solely for the use of the Members of the Council, Audit, Risk and Improvement Committee and Management for the purpose of communicating matters of interest with regard to the audit (i.e. promote effective communication between the auditor and those charged with governance) and may not be used for any other purpose or disclosed to anyone else without our prior written consent.

We look forward to discussing this report with you.

Yours faithfully,

Wen-Shien Chai  
Partner – Audit and Assurance  
Moore Australia Audit (WA)

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# Executive Summary

The key purpose of this report is to communicate the audit scope and approach (including the key audit risk areas which we expect to be focus of the audit procedures) with those charged with governance.

## SCOPE

The purpose of our audit is to express an opinion as to whether the Shire's annual financial report:

- a. is based on proper accounts and records; and
- b. presents fairly, in all material respects, the results of the operations of the Shire and its financial position in accordance with the *Local Government Act 1995* (the Act) and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards.

## OTHER REPORTING

We will also report to the Shire any material weaknesses in the systems of internal control and accounting and provide recommendations on other significant matters which came to our attention during our audit.

## AUDITOR RESPONSIBILITIES

The Office of the Auditor General (OAG) for Western Australia is responsible for the audit of the Shire, including determining the scope and extent of the audit and for the audit opinion expressed.

Moore Australia has been engaged by the OAG to perform the audit of the Shire's annual financial report for the year ending 30 June 2026.

We request management and those charged with governance review this document to ensure that they concur with the matters raised, and there are no further significant considerations or matters that could impact on the audit and the financial report.

## ADDITIONAL SCOPE/WORK

Should additional matters or issues arise requiring additional audit work we will discuss these with the OAG Contract Manager. The OAG Contract Manager will advise the Shire of any additional fees associated with this work.

# Executive Summary – Summary of Audit Methodology

The audit will be conducted using our global methodology to ensure the appropriate level of consistency and quality is achieved.

## METHODOLOGY AND APPROACH



Our audit process generally contains three phases being planning, fieldwork and completion.

The planning phase is critical to the audit process as this is where we assess the audit risk. Our methodology focuses on the Shire’s underlying business risks, recognising that audit risk is affected by the business risks of the Shire, as well as by how well Management and Council address those risks.

Our audit approach focuses on areas that represent higher risk to the Shire. We will make a combined assessment of inherent and control risk for significant accounts and the related financial report assertions. We will then establish a portfolio of audit procedures that are customised based on the Shire’s significant accounts, critical areas, disclosures and classes of transactions, as well as our assessment of risk, including the risk of fraud.

Our procedures include both substantive tests of details and tests of controls for significant account balances, transactions and disclosures.

# Executive Summary – Materiality and Sampling

## MATERIALITY

Materiality is set at the planning stage to ensure that an appropriate level of audit work is conducted. It is also set at the reporting stage to assess the impact of an item on the financial report.

Materiality depends on the size of the item or error judged in the circumstances of its omission or misstatement. Thus, materiality provides a threshold or cut off point rather than being a primary qualitative characteristic which information must have if it is to be useful. An item would be considered material to the financial report if, through its omission or non-disclosure, the financial report would no longer show a true and fair view.

In assessing if errors are material, we consider them on an aggregated basis, not individually.

## SAMPLING

In line with the requirements of Australian Auditing Standards, a key element of our audit approach is the sampling of transactions for testing across all key control aspects and material account balances.

Our assessment of risk and determination of materiality are key inputs in determining the nature and level of the sample size of transactions to be tested within any particular area of our audit.

While this is always a key area of audit judgement, we confirm that our determination of samples selected for testing is supported by Moore Global's audit methodology and procedure manual as well as our audit automation software, CaseWare. Thus, we confirm our approach to sampling is designed so as to provide a sufficient level of confidence in considering our audit conclusions arrived at from our testing.

# Executive Summary – Significant Audit and Accounting Issues

Particulars of the significant accounting issues which may arise are included in this section of the report for further consideration, where appropriate, by those charged with governance.

## 1

### ACCOUNTING POLICIES

The 30 June 2026 financial report will be prepared in accordance with Australian Accounting Standards, the Act and other relevant parts of the regulatory framework. The accounting policies will be consistent with those applied in the 30 June 2025 financial report.

Our audit procedures include a review of the accounting policies to ensure that they were consistently applied throughout the year.

## 2

### JUDGEMENTAL MATTERS AND ESTIMATIONS

The preparation of the financial report requires the use of management judgements and accounting estimates or assumptions, which affect the reported amounts of assets, liabilities, income and expenses, and disclosure of contingent assets and contingent liabilities.

Certain estimates can be particularly sensitive because of their significance to the financial report and the possibility that actual future events affecting them may differ significantly from management’s current assumptions and expectations.

Where necessary, we will challenge the judgements of management based on our examination of evidential matter relating to those estimates.

Major accounts effected by management judgements or accounting estimates are:

- Accounting for employee related provisions
- Accounting for rehabilitation provisions
- Accounting for right-of-use assets and lease liabilities
- Depreciation of non-current assets
- Fair value accounting for land & buildings and infrastructure assets

# Executive Summary – Key Focus Areas

As part of our risk assessment, we identified key risks based on our knowledge of the Shire and the local government industry. This risk assessment process is designed to ensure that we focus our audit work on the areas of highest risk.

## KEY FOCUS AREAS

<p>VALUATION OF PROPERTY, PLANT &amp; EQUIPMENT AND INFRASTRUCTURE</p> 	<p>APPROPRIATENESS OF REVENUE RECOGNITION</p> 	<p>COMPLETENESS &amp; ACCURACY OF LIABILITIES AND EXPENSES</p> 	<p>VALUATION OF EMPLOYEE RELATED PROVISIONS</p> 
<p>ACCOUNTING FOR REHABILITATION COSTS</p> 	<p>MANAGEMENT OVERRIDE OF CONTROLS AND FRAUD</p> 	<p>ADEQUACY OF MATERIAL DISCLOSURES IN THE FINANCIAL REPORT</p> 	<p>STRENGTH OF INTERNAL CONTROLS (INCLUDING ITGC)</p> 

# Key Focus Areas



# Key Focus Areas

## AUDIT RISK SPECTRUM



# Key Focus Areas

## RISK

1. Valuation of Property, Plant & Equipment and Infrastructure



## DETAILS

The Shire's property, plant & equipment and infrastructure assets are accounted for using a mixture of the cost (for plant & equipment) and fair value (for land, buildings and infrastructure – revalued every 5 years) methods.

Valuation of property, plant & equipment and infrastructure assets is considered a key audit risk due to the complexity, subjectivity and judgement involved in determining fair value, depreciation and impairment assessments.

This requires robust valuation processes, often involving external experts, to ensure compliance and accuracy. Given that these assets typically represent a significant portion of a local government's balance sheet, errors or misstatements in valuation can materially impact financial reporting.

Land and buildings and infrastructure assets were last revalued for the year ended 30 June 2023. As a result, no valuations are legislatively required to be performed during the year.

## WORK TO BE PERFORMED

- Review and update documented system procedures and perform walkthroughs of the fixed asset cycles to assess the design and implementation of internal controls;
- Test asset additions to verify that newly acquired assets are appropriately and accurately recorded;
- Test asset disposals to confirm that assets removed from the fixed asset register are supported by appropriate documentation, and that any gains or losses on disposal are accurately calculated and recorded;
- Test depreciation to ensure compliance with the Shire's depreciation policy, with particular attention to the accuracy of useful lives, residual values, and depreciation methods applied;
- Review management's impairment assessment against the Shire's circumstances; and
- Assess accounting policies to ensure they are in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and AASB 136 *Impairment of Assets*.

\$261.8mil

2025  
property, plant and equipment  
and infrastructure assets

\$5.3mil

2025  
depreciation expense

\$10.1mil

2026  
budgeted capital expenditure

# Key Focus Areas

## RISK

2. Appropriateness of Revenue Recognition



## DETAILS

Revenue is recognised in accordance with AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-Profit Entities*. The main revenue generating activities are operating and capital grants, subsidies and contributions, rates and fees and charges.

Local governments receive diverse revenue streams each with unique recognition criteria. Misinterpretation or inconsistent application of the accounting standards can lead to material misstatements in financial reporting.

Revenue recognition is a presumed significant risk in accordance with the Auditing Standards. However, there are minimal incentives or pressures for fraudulent financial reporting in local governments because they operate in non-competitive, designated areas, focus on providing essential community services as not-for-profit entities, have management KPIs that are non-financial and service-oriented, and rely heavily on State and Federal Government funding, which is not tied to financial performance. Therefore, the presumption of fraud risk in revenue recognition has been rebutted.

## WORK TO BE PERFORMED

- Review and update documented system procedures and perform walkthroughs of the revenue cycles to assess the design and implementation of internal controls;
- Verify revenue transactions against supporting documentation, including grant agreements, tax invoices, and bank statement receipts, to confirm accuracy and proper recognition;
- Review the recognition of contract assets and liabilities to ensure they are accounted for appropriately in accordance with the principles of AASB 15; and
- Evaluate the Shire’s revenue recognition policies for each significant revenue stream to ensure they are appropriate and compliant with the requirements of AASB 15 and AASB 1058.

\$7.2mil

2026 budgeted rates

\$2.7mil

2026 budgeted fees and charges

\$4.1mil

2026 budgeted capital grants, subsidies and contributions

\$3.7mil

2026 budgeted grants, subsidies and contributions

# Key Focus Areas

## RISK

**3. Completeness & Accuracy of Liabilities and Expenses**



## DETAILS

Majority of the Shire's expenses comprise depreciation, employee costs, and materials and contracts, which require careful review to ensure appropriate cut-off and recognition in accordance with applicable accounting standards.

There is an inherent risk that expenditure and related liabilities may not be recorded in the correct accounting period, potentially impacting the accuracy of financial reporting.

## WORK TO BE PERFORMED

- Review and update documented system procedures and perform walkthroughs of the expenditure cycles to assess the design and implementation of internal controls;
- For depreciation, refer to the documentation under Valuation of Property, Plant & Equipment and Infrastructure for details of work performed;
- Perform tests of details for payables, accrued liabilities and expenses (including employee costs); and
- Review post year-end bank statements up to the date of audit procedures and trace a sample of payments to supporting documentation, including tax invoices and payroll reports, to confirm that all material liabilities are appropriately recorded as at the reporting date.

\$7.5mil

2026 budgeted employee costs

\$4.8mil

2026 budgeted materials and contracts

\$5.4mil

2026 budgeted depreciation

\$5.1mil

2025 trade and other payables

# Key Focus Areas

## RISK

### 4. Valuation of Employee Related Provisions



## DETAILS

The Shire's employee related provisions comprise annual leave, long service leave and other employee leave provisions (including on-costs).

Provisions for employee benefits involve a degree of management estimation and uncertainty in the calculation in respect of present value inputs (inflation rates and discount factors), timing and probabilities of settlement.

## WORK TO BE PERFORMED

- Review management's assumptions, inputs and calculation of employee related provisions to ensure they are in accordance with AASB 119 *Employee Benefits*; and
- Agree underlying employee information to signed employment contracts and approved leave documentation to confirm the validity and accuracy of employee entitlements.

**\$0.9mil**  
2025  
employee related provisions

**\$0.4mil**  
2025  
annual leave

**\$0.4mil**  
2025  
long service leave

**\$0.1mil**  
2025  
other employee leave  
provisions (including on-costs)

# Key Focus Areas

## RISK

5. Accounting for Rehabilitation Costs



## DETAILS

The Shire has disclosed a number of sites that may be possible sources of contamination. Until an investigation is conducted on these sites, the Shire is unable to estimate the potential costs associated with remediation.

Accounting for rehabilitation costs involves a degree of management estimation and uncertainty in their calculation in respect of inflation rate, discount factor and rehabilitation costs. There is a risk that the asset and the related liability may not be recognised in accordance with AASB 116 *Property, Plant, and Equipment* and AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*.

## WORK TO BE PERFORMED

- Enquire of management if there is a change in circumstances regarding the Shire's present obligations and verify the representation to relevant agreements;
- Enquire about investigation progress made on the sites noted and if available review the Shire's management assumptions, inputs and rehabilitation costs worksheet to ensure cost estimates relating to the asset and liability are calculated using a reasonable approach in accordance with AASB 116 and AASB 137; and
- Assess the adequacy of the required disclosures in the financial report.

# Key Focus Areas

## RISK

### 6. Management Override of Controls and Fraud



## DETAILS

Management is involved in day-to-day operations and monitoring of the Shire, which gives them the ability to manipulate accounting records and prepare fraudulent financial reports by overriding controls in place.

Due to the unpredictable way in which such an override could occur, this leads to potential fraud risk and is always assessed as a significant risk as per the Auditing Standards.

The primary responsibility for the prevention and detection of fraud rests with both those charged with governance and management. It is important that management, with the oversight of those charged with governance, place a strong emphasis on fraud prevention, which may reduce opportunities for fraud to take place, and fraud deterrence, which could persuade individuals not to commit fraud because of the likelihood of detection and punishment.

## WORK TO BE PERFORMED

- Enquiry with management and those charged with governance if any fraud has taken place during the year;
- Review journal entries and other adjustments for evidence of possible material misstatements due to fraud;
- Review accounting estimates and application of accounting policies for evidence of bias or aggressive accounting practices; and
- For significant or unusual transactions, evaluate the business rationale (or lack thereof) for evidence of fraudulent financial reporting or misappropriation of assets.

# Key Focus Areas

## RISK

**7. Adequacy of Material Disclosures in the Financial Report**



## DETAILS

The Shire, as a class 3 local government, is required to disclose material information in relation to:

- Auditor remuneration;
- Contingent assets and liabilities;
- Events occurring after the end of the reporting period;
- Related party transactions (including Key management personnel compensation);
- Capital commitments; and
- Information required by legislation.

## WORK TO BE PERFORMED

- Obtain confirmation from the Shire's legal representatives regarding potential claims;
- Review legal fee transactions to identify potential claims made against the Shire and/or claims made to external parties that may result in recognition of contingent assets and liabilities;
- Enquiry of management on any commitments or events subsequent to year end which may warrant additional disclosures;
- Ensure appropriateness of related party transactions (ensuring arm's length terms);
- Review supporting documentation such as contracts, purchase orders, and council minutes to verify the accuracy of capital commitments; and
- Assess the accuracy and adequacy of the required disclosures in the financial report.

# Key Focus Areas

## RISK

**8. Strength of Internal Controls (including IT General Controls)**



## DETAILS

The integrity of financial information relies on the security, integrity and reliability of the Shire's information technology general controls (ITGC) environment.

It should be appreciated that our audit procedures are designed primarily to enable us to form an opinion on the financial report and therefore may not bring to light all weaknesses in systems and procedures which may exist. However, we aim to use our knowledge of the Shire gained during our work to make comments and suggestions which, we hope, will be useful to you.

## WORK TO BE PERFORMED

We will review the design (efficiency) and implementation (operating effectiveness) of the key financial controls by documenting our understanding of the systems, performing tests of controls, and conducting walkthroughs. As part of this, we will follow up on previous year management letter findings, which can be found on the following pages.

We will also conduct a high-level ITGC review of key controls relating to:

- System Security;
- Technology Framework;
- Service Management, Operations and Change Control;
- Security Governance and Reporting; and
- Security training

This, however, does not constitute a comprehensive review. Accordingly, the Audit, Risk and Improvement Committee may wish to discuss with management any matters they may have raised with respect to particular systems, which may necessitate a more comprehensive review.

# Management Letter Points 2025

# Management Letter Points 2025

RISK RATING	DEFINITION
S	Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit opinion, it should be addressed promptly.
M	Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.
L	Those findings that are not of primary concern but still warrant action being taken.

# Management Letter Points 2025

RISK	OBSERVATION AND IMPLICATION	RISK RATING	RECOMMENDATION
<p><b>1. Preparation of month-end reconciliations</b></p>	<p><b>Observation</b></p> <p>We noted that the following month-end reconciliations were not prepared in a timely manner with the longest delay being 135 days:</p> <ul style="list-style-type: none"> <li>• Municipal bank – July 2024, August 2024, January 2025 and February 2025</li> <li>• Rates debtors – February 2025</li> </ul> <p>We further noted that the following month-end reconciliations did not have any evidence when they were prepared:</p> <ul style="list-style-type: none"> <li>• Rates debtors – July 2024, September 2024 to January 2025</li> </ul> <p>We did note that all reconciling items were valid and subsequently cleared.</p> <p>Month-end reconciliations are key controls for ensuring financial data is complete and accurate within the general ledger from which financial statements are prepared.</p> <p><b>Implication</b></p> <p>Delay in the preparation of month-end reconciliations increases the risk of errors in the financial statements.</p>	<p><b>S</b></p>	<p>To help ensure the accuracy of financial records and timelines of monthly financial reporting, month-end reconciliations should be prepared and reviewed in a timely manner.</p>

# Management Letter Points 2025

RISK	OBSERVATION AND IMPLICATION	RISK RATING	RECOMMENDATION
<p><b>2.</b> Month-end reconciliations not independently reviewed</p>	<p><b>Observation</b></p> <p>We noted that the following month-end reconciliations were not reviewed by a senior staff member independent of preparation:</p> <ul style="list-style-type: none"> <li>• Municipal bank – September to December 2024</li> <li>• Rates debtors – August 2024</li> </ul> <p><b>Implication</b></p> <p>There is an increased risk of material misstatements being undetected.</p>	<p>S</p>	<p>To help ensure the month-end reconciliations are correct, they should be reviewed by a senior staff member independent of preparation. This review should seek to confirm the accuracy of the reconciliations and should be evidenced accordingly.</p>

# Management Letter Points 2025

RISK	OBSERVATION AND IMPLICATION	RISK RATING	RECOMMENDATION
<p><b>3.</b> Lack of segregation of duties in purchase order approval</p>	<p><b>Observation</b></p> <p>Our sample testing of 13 payment transactions noted 6 instances where the same individual both raised and approved the purchase order. The total dollar value of self-approved purchase orders was \$128,786 (excluding GST).</p> <p><b>Implication</b></p> <p>Lack of segregation of duties increases the risk of unauthorised or inappropriate purchases and non-compliance with the Shire's procurement policy. It also undermines the effectiveness of internal controls designed to ensure proper oversight and accountability in the procurement process.</p>	<p>S</p>	<p>We recommend that management:</p> <ul style="list-style-type: none"> <li>Strengthen internal controls that prevent the same user from raising and approving a purchase order.</li> <li>Implement a monthly exception report to identify and review any breaches of this control along with the verification that the purchases were valid.</li> <li>Provide refresher training to relevant staff on the Shire's procurement policy and the importance of segregation of duties.</li> </ul>

# Management Letter Points 2025

RISK	OBSERVATION AND IMPLICATION	RISK RATING	RECOMMENDATION
4. Lack of IT risk assessment	<p><b>Observation</b></p> <p>A formal evaluation of the risks associated with the Shire's IT environment has not been undertaken.</p> <p><b>Implication</b></p> <p>Unidentified security gaps may exist, making the Shire susceptible to cyber threats such as malware, ransomware, and unauthorised access.</p>	M	Management should conduct a formal risk assessment to identify, analyse, and mitigate IT and security risks. This should be supplemented by a continuous risk management process to adapt to evolving cyber threats.

# Management Letter Points 2025

RISK	OBSERVATION AND IMPLICATION	RISK RATING	RECOMMENDATION
5. Lack of periodic IT security testing	<p><b>Observation</b></p> <p>We noted that the Shire does not conduct periodic security testing on its software, systems, and network infrastructure.</p> <p><b>Implication</b></p> <p>Failure to perform periodic security testing increases the risk of undetected security vulnerabilities, unauthorised access, business disruptions and financial losses.</p>	M	<p>We recommend that management implement a structured IT security testing program which includes the following:</p> <ul style="list-style-type: none"> <li>• Periodic vulnerability assessments and penetration testing to proactively identify and remediate security risks;</li> <li>• Regular system and network configuration reviews to ensure compliance with security best practices;</li> <li>• Simulated security incidents (e.g., phishing tests) to assess the effectiveness of IT controls; and</li> <li>• Continuous monitoring and patch management to address newly discovered vulnerabilities promptly.</li> </ul>

# Deliverables and Timetable



# Deliverables and Timetable

## AUDIT PLANNING

Engagement planning  
**April 2026**

Entrance meeting  
**24 April 2026**

## AUDIT FIELDWORK

Interim audit site visit  
**29 April – 1 May 2026**

Interim management letter  
**29 May 2026**

Financial report provided to Auditor  
**30 September 2026**

Final audit site visit  
**5 – 7 October 2026**

## COMPLETION

Audit concluding report to be issued  
**16 November 2026**

Audit exit meeting  
**20 November 2026**

## CONCLUSION

Signed financial report to be provided to auditor  
**20 November 2026**

Auditor's report and management report to be issued to the Shire  
**25 November 2026**

We are committed to delivering your project on time and to deadline and will work with you to ensure the timelines suit your busy schedule. If any of our deadlines or key dates do not suit your schedule, please contact your Moore Australia audit team and we will work with you to ensure a better fit.

# Audit Team



# Audit Team

NAME	ROLE	CONTACT DETAILS
Louis De Robillard	OAG Contract Manager	<a href="mailto:louis.derobillard@audit.wa.gov.au">louis.derobillard@audit.wa.gov.au</a> 6557 7614
Wen-Shien Chai	Engagement Partner	<a href="mailto:wen-shien.chai@moore-australia.com.au">wen-shien.chai@moore-australia.com.au</a> 9224 0172
Rohan Nagaich	Engagement Associate Director	<a href="mailto:rohan.nagaich@moore-australia.com.au">rohan.nagaich@moore-australia.com.au</a> 9224 0177
Ambrose Yu	Engagement Senior	<a href="mailto:ambrose.yu@moore-australia.com.au">ambrose.yu@moore-australia.com.au</a>
Harsh Gorasia	Engagement Intermediate	<a href="mailto:harsh.gorasia@moore-australia.com.au">harsh.gorasia@moore-australia.com.au</a>
Jocelyn Dang	Engagement Intermediate	<a href="mailto:jocelyn.dang@moore-australia.com.au">jocelyn.dang@moore-australia.com.au</a>

# Other Matters



# Other Matters

## INDEPENDENCE

We have established policies and procedures designed to ensure our independence, including policies on holding financial interests in the Shire and other related parties, business relationships, employment relationships, and the provision of non-audit services.

We have assessed our audit independence at the planning stage and to the best of our knowledge and belief, we are of the opinion that each engagement team member and partners of all Moore network firms in Australia are not in contravention of the auditor independence and ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards) (the Code)* that are relevant to our audit of the financial report in Australia.

We have also fulfilled our other ethical responsibilities with the Code. We have further considered the safeguards the Moore Australia network has in place, and we are not aware of any services being provided that would compromise our independence as external auditor.

## AUDITOR'S RESPONSIBILITY TO CONSIDER FRAUD

As auditors, we obtain reasonable assurance that the financial report (taken as a whole) is free from material misstatements due to fraud or error.

Accordingly, certain procedures will be performed as part of our audit by way of enquiry, evaluation and review as required by the Australian Auditing Standards on fraud, ASA 240.

## CONFLICTS OF INTEREST

The firm is not aware of any existing or potential relationship, transaction or holding that would compromise its objectivity in the conduct of the services provided. Should the possibility of a perceived or actual conflict arise the matter would be raised with the Shire immediately and activities suspended until the issue was resolved to your satisfaction.

# Other Matters

## RESPONSIBILITIES OF MANAGEMENT AND THE COUNCIL

Management is responsible for the preparation of the Shire's Annual Financial Report that gives a true and fair view in accordance with Australian Accounting Standards, the *Local Government Act 1995 (as amended)* and the *Local Government (Financial Management) Regulations 1996 (as amended)* and for such internal controls management determines are necessary to enable the preparation of the Annual Financial Report that is free from material misstatement, whether due to fraud or error.

The primary responsibility for the prevention, deterrence and detection of fraud remains with the Council.

In preparing the Annual Financial Report, management is also responsible for assessing the Shire's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

The Council is responsible for overseeing the Shire's financial reporting process.

Under "Clarity" Australian Auditing Standards, as a precondition of accepting the engagement we are required to determine whether the financial reporting framework to be applied in the preparation of the Shire's Annual Financial Report is acceptable.

Given that the Shire's Annual Financial Report continues to be prepared as a general-purpose financial report in line with previous years and with no changes in terms of regulations or other issues that might impact the requirements of the report, as at the date of issuing this report we continue to consider this framework acceptable.

As part of the audit requirements, Management is to provide the auditor a written representation that:

- they have fulfilled their responsibility for the preparation of the financial report in accordance with the applicable and other statutory reporting requirements, including where relevant their fair presentation, as set out in the terms of the audit engagement;
- they have provided the auditor with all relevant information and access as agreed in the terms of the audit engagement;
- all transactions have been recorded and are reflected in the financial report; and
- (if any) significant representations made by management for which the auditor is relying on in forming the audit opinion.

Template letters will be provided towards the finalisation of the audit for this matter.

## ABOUT MOORE AUSTRALIA

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We have extensive experience in all sectors which are at the heart of the Australian economy, such as biotechnology, energy, mining and renewables, health and aged care, education, manufacturing, not-for-profit, property and construction, state and local government, retail, tourism and hospitality. We prize ourselves on delivering service lines which help clients thrive, including but not limited to audit and assurance, business advisory, taxation, corporate finance, governance and risk advisory.

At Moore Australia it's not about us. It's all about you. When it comes to providing personalized and commercially astute audit, accounting, tax and business advisory services, it simply can't be anything else.

## MOORE INSIGHTS

Moore Insights are blog and news posts by Moore Global and Moore Australia industry experts, providing insight into industry trends.

### A FOURTH INDUSTRIAL REVOLUTION? IT IS ONLY JUST STARTING



The digital transformation we are witnessing in manufacturing and distribution has been likened to a fourth industrial revolution.

[Click here](#), or scan the QR code.

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Artificial Intelligence (AI) has emerged as a game-changer for businesses. However, with great power comes great responsibility, and the adoption of AI brings a host of risks that need to be considered.

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We believe the information contained herein to be correct at the time of publication, but no responsibility for loss occasioned by any person acting or refraining from action as a result of the material in this document can be accepted by Moore or any of its associated concerns.





Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Apr 2026	<p><b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	100% completed
Due 14 Apr 2026	<p><b>C16 Local governments to give Valuer-General information</b> Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	100% completed



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Overdue 15 Apr 2026	<b>C70 Health and Safety Conversations</b> Executive Leadership Team to individually visit a Shire of Bridgetown-Greenbushes site each quarter to discuss safety and identify improvements.	<a href="#">Work Health and Safety Act 2020</a>	Due every 3 months on the 15th day of the commencing month. Reminders will be sent 2 weeks before the due date.	Steve Meyer	Work Health and Safety Officer	33% progress
Due 20 Apr 2026	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	100% completed



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 21 Apr 2026	<b>C31 Emergency Services Levy (ESL) - Option B Payment</b> Form B (shown at Schedule 5) is to be completed by local governments that elect to administer ESL in accordance with "Option A" and is to be submitted to DFES to accompany each monthly ESL remittan...	<a href="#">Fire and Emergency Services Act 1998</a>	Due every 3 months on the 21st day of the commencing month. Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress
Due 26 Apr 2026	<b>C78 Draft Annual Bush Fire Notice to be reviewed by BFAC</b> Firebreak and Fuel Hazard Reduction Notice Restricted and Prohibited Burning Periods Draft to be presented to BFAC in April Meeting prior to OCM in June.	<a href="#">Bush Fires Act 1954</a> <a href="#">Bush Fire Regulations 1954</a>	Due every year on the 26th day of April. Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Apr 2026	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).</p> <p>Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 30 Apr 2026	<p><b>C29 Elected Members</b>                      Check that Elected Members have not been absent for 3 consecutive meetings without Leave of Absence being granted</p>	<p><a href="#">Local Government Act 1995</a></p>	Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Krystle Durbin	Executive Assistant / Corporate Communications	100% completed



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Apr 2026	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	100% completed
Due 1 May 2026	<b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 May 2026	<p><b>C16 Local governments to give Valuer-General information</b></p> <p>Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 20 May 2026	<p><b>C58 Outstanding Actions from Resolutions Register</b></p> <p>Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -&gt; Actions</p>	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 May 2026	<p><b>C18 Financial Interests Register - Review</b>                      Review the Financial Interest Register and remove Primary and Annual Returns that relate to Elected Members who have resigned, and persons who are no longer Designated Employees (resigned or change...</p>	<a href="#">Local Government Act 1995</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 May 2026	<p><b>C20 Gift &amp; Travel Register Online - Internal Audit</b>                      Audit the Register for:                      Compliance with Admin.Reg.28A                      Register accurately records all declarations                      Declaration form complies with disclosure requirements under s.5.82 and s.5.83</p>	<a href="#">Local Government (Administration) Regulations 1996</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 May 2026	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 May 2026	<b>C30 Information Statement</b> The Western Australian Freedom of Information Act 1992 is designed to enable the public to participate more effectively in governing the State, and to make the persons and bodies that are responsib...	<a href="#">Freedom of Information Act 1992</a>	Due every year on the 31st day of May. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 May 2026	<p><b>C45 Senior Employees - Review</b> Review status of employees who have been designated as Senior Employees under s.5.37. Provide report to Council to amend Senior Employee status.</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every year on the 31st day of May. Reminders will be sent 1 month before the due date.</p>	Krystle Durbin	Executive Assistant / Corporate Communications	0% progress
Due 31 May 2026	<p><b>C17 Monthly Financial Report</b> Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).  Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a>  <a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Jun 2026	<p><b>C51 Update Record of information about conduct - s.5.96C</b>                      The CEO must maintain a Record of information about conduct. The CEO must publish an up-to-date version of the record of information on the local government's official website.</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every year on the 1st day of June. Reminders will be sent 1 month before the due date.</p>	Merridith Morrell	Manager Executive Services	0% progress
Due 1 Jun 2026	<p><b>C57 Resolutions Register Update</b>                      Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	<p>Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Jun 2026	<p><b>C12 Delegations Register Review</b> Delegations Register to be reviewed at least once every financial year, delegations made under this Division are to be reviewed by the delegator.</p>	<a href="#">Local Government Act 1995</a>	Due every year on the 1st day of June. Reminders will be sent 3 months before the due date.	Mark Allies	Governance Officer	100% completed
Due 1 Jun 2026	<p><b>C15 Code of conduct for employees</b> The CEO must prepare and implement a code of conduct to be observed by employees of the local government. CEO must publish an up-to-date version of the code of conduct on the local government's...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Administration) Regulations 1996</a></p>	Due every year on the 1st day of June. Reminders will be sent 2 months before the due date.	Mark Allies	Governance Officer	100% completed



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Jun 2026	<p><b>C16 Local governments to give Valuer-General information</b>                      Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 20 Jun 2026	<p><b>C58 Outstanding Actions from Resolutions Register</b>                      Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -&gt; Actions</p>	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 26 Jun 2026	<p><b>C77 Finalise Annual Bush Fire Notice / Appoint Fire Control Officers</b></p> <p>Firebreak and Fuel Hazard Reduction Notice Restricted and Prohibited Burning Periods Prepare Agenda Item for Ordinary Council Meeting containing Fire Notice and FCO list.</p>	<p><a href="#">Bush Fires Act 1954</a></p> <p><a href="#">Bush Fire Regulations 1954</a></p>	<p>Due every year on the 26th day of June. Reminders will be sent 1 month before the due date.</p>	Conor McGregor	Community Emergency Services Manager	0% progress
Due 30 Jun 2026	<p><b>C17 Monthly Financial Report</b></p> <p>Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).</p> <p>Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Jun 2026	<p><b>C32 Corporate Business Plan - Report</b>                      ELT to report on outcomes in Corporate Business Plan on a quarterly basis.                      Reports from all Directors and Manager Executive Services</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date. This task will stop recurring on 31 March 2028.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 30 Jun 2026	<p><b>C19 Inspection of barrier to private swimming pool</b>                      Inspections of swimming pool barriers every four (4) years following initial inspection.</p>	<p><a href="#">Building Regulations 2012</a></p>	<p>Due every year on the 30th day of June. Reminders will be sent 1 month before the due date.</p>	Corinne Brown	Building Surveyor Technician	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Jun 2026	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 30 Jun 2026	<b>C60 Disability, Access &amp; Inclusion Plan</b> Must be reviewed and lodged with the Disability Services Commission	<a href="#">Disability Services Act 1993</a>	Due every 5 years on the 30th day of June (of the first year). Reminders will be sent 6 months before the due date.	Trish McCourt	Community Development Coordinator	100% completed
Due 1 Jul 2026	<b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Jul 2026	<p><b>C16 Local governments to give Valuer-General information</b> Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 14 Jul 2026	<p><b>C2 Register of Fees and Allowances Paid to Elected Members</b> Establish register of Councillors fees, expenses or allowances table and have it published on the Organisation's website no later than 14 July every financial year.</p>	<p><a href="#">Local Government Act 1995</a> <a href="#">Local Government (Administration) Regulations 1996</a></p>	Due every year on the 14th day of July. Reminders will be sent 1 month before the due date.	Karen Hollington	Coordinator Finance	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 15 Jul 2026	<p><b>C70 Health and Safety Conversations</b> Executive Leadership Team to individually visit a Shire of Bridgetown-Greenbushes site each quarter to discuss safety and identify improvements.</p>	<p><a href="#">Work Health and Safety Act 2020</a></p>	<p>Due every 3 months on the 15th day of the commencing month. Reminders will be sent 2 weeks before the due date.</p>	Steve Meyer	Work Health and Safety Officer	0% progress
Due 20 Jul 2026	<p><b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -&gt; Actions</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 21 Jul 2026	<b>C31 Emergency Services Levy (ESL) - Option B Payment</b> Form B (shown at Schedule 5) is to be completed by local governments that elect to administer ESL in accordance with "Option A" and is to be submitted to DFES to accompany each monthly ESL remittan...	<a href="#">Fire and Emergency Services Act 1998</a>	Due every 3 months on the 21st day of the commencing month. Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress
Due 31 Jul 2026	<b>C17 Monthly Financial Report</b> Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).  Present at an Ordinary Council meeting...	<a href="#">Local Government Act 1995</a>  <a href="#">Local Government (Financial Management) Regulations 1996</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Jul 2026	<p><b>C37 Report on Elected Member Training</b>                      LG must prepare a report on the training completed by Council members in the previous financial year. CEO must publish the report on the LG's website within one month of the end of the financial...</p>	<a href="#">Local Government Act 1995</a>	Due every year on the 31st day of July. Reminders will be sent 1 month before the due date.	Merridith Morrell	Manager Executive Services	0% progress
Due 31 Jul 2026	<p><b>C29 Elected Members</b>                      Check that Elected Members have not been absent for 3 consecutive meetings without Leave of Absence being granted</p>	<a href="#">Local Government Act 1995</a>	Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Krystle Durbin	Executive Assistant / Corporate Communications	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Jul 2026	<p><b>C21 Copies of public documents to be given to State Librarian</b> Deposit copies of published material of the local authority to the State Library of WA and National Library of Australia within 30 days of its publication</p>	<p><a href="#">Legal Deposit Act 2012</a> <a href="#">Legal Deposit Regulations 2013</a></p>	Due every year on the 31st day of July. Reminders will be sent 1 month before the due date.	Christina Gray	Records Officer	0% progress
Due 31 Jul 2026	<p><b>C18 Financial Interests Register - Review</b> Review the Financial Interest Register and remove Primary and Annual Returns that relate to Elected Members who have resigned, and persons who are no longer Designated Employees (resigned or change...</p>	<p><a href="#">Local Government Act 1995</a></p>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Jul 2026	<p><b>C20 Gift &amp; Travel Register Online - Internal Audit</b></p> <p>Audit the Register for:                      Compliance with Admin.Reg.28A                      Register accurately records all declarations                      Declaration form complies with disclosure requirements under s.5.82 and s.5.83</p>	<p><a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 31 Jul 2026	<p><b>C59 Primary Return</b></p> <p>1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office.                      2) Request Primary Return from new employee/s who are a...</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Aug 2026	<p><b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress
Due 14 Aug 2026	<p><b>C16 Local governments to give Valuer-General information</b> Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 20 Aug 2026	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 Aug 2026	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Aug 2026	<p><b>C79 Related Party Disclosure</b>                      The Local Government (Financial Management) Regulations 1996 provide that local governments must comply with the Australian Accounting Standards Board (AASB) standards.</p> <p>In order to comply...</p>	<p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every year on the 31st day of August. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 31 Aug 2026	<p><b>C11 Annual Budget</b>                      Prepare and adopt, by absolute majority, an Annual Budget for the next financial year.</p> <p>Budget deadline</p> <p>The local government's budget is to be adopted by 31 August under section...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every year on the 31st day of August. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Aug 2026	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).</p> <p>Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 1 Sep 2026	<p><b>C57 Resolutions Register Update</b>                      Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress
Due 14 Sep 2026	<p><b>C8 Notify Inspector of Returns not submitted</b>                      Notify Inspector of Returns not submitted</p>	<p><a href="#">Local Government Act 1995</a></p>	Due every year on the 14th day of September. Reminders will be sent 2 weeks before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Sep 2026	<p><b>C7 Register of primary return or annual returns lodged by Councillors/Employees</b></p> <p>Register to be generated in Attain for all Councillors and Employees who have submitted a Primary or Annual Return since 1 July 2020. Publish register on Organisation website.</p> <p>(see Attain...</p>	<p><a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every year on the 14th day of September. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 14 Sep 2026	<p><b>C16 Local governments to give Valuer-General information</b></p> <p>Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<p><a href="#">Valuation of Land Act 1978</a></p>	<p>Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.</p>	Corinne Brown	Building Surveyor Technician	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 20 Sep 2026	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 30 Sep 2026	<b>C18 Financial Interests Register - Review</b> Review the Financial Interest Register and remove Primary and Annual Returns that relate to Elected Members who have resigned, and persons who are no longer Designated Employees (resigned or change...	<a href="#">Local Government Act 1995</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Sep 2026	<p><b>C20 Gift &amp; Travel Register Online - Internal Audit</b>                      Audit the Register for:                      Compliance with Admin.Reg.28A                      Register accurately records all declarations                      Declaration form complies with disclosure requirements under s.5.82 and s.5.83</p>	<p><a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 30 Sep 2026	<p><b>C59 Primary Return</b>                      1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office.                      2) Request Primary Return from new employee/s who are a...</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Sep 2026	<p><b>C1 Prepare Annual Financial Report &amp; Submit to Auditor</b>                      Prepare Annual Financial Report and submit to the Auditor.</p> <p>Content of Annual Financial Report to comply with FM.Reg.36(1)</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every year on the 30th day of September. Reminders will be sent 1 month before the due date.</p>	Garry Adams	CEO	0% progress
Due 30 Sep 2026	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).</p> <p>Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Sep 2026	<p><b>C32 Corporate Business Plan - Report</b>                      ELT to report on outcomes in Corporate Business Plan on a quarterly basis.                      Reports from all Directors and Manager Executive Services</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date. This task will stop recurring on 31 March 2028.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 1 Oct 2026	<p><b>C57 Resolutions Register Update</b>                      Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	<p>Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Oct 2026	<p><b>C16 Local governments to give Valuer-General information</b>                      Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 15 Oct 2026	<p><b>C70 Health and Safety Conversations</b>                      Executive Leadership Team to individually visit a Shire of Bridgetown-Greenbushes site each quarter to discuss safety and identify improvements.</p>	<a href="#">Work Health and Safety Act 2020</a>	Due every 3 months on the 15th day of the commencing month. Reminders will be sent 2 weeks before the due date.	Steve Meyer	Work Health and Safety Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 20 Oct 2026	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 21 Oct 2026	<b>C31 Emergency Services Levy (ESL) - Option B Payment</b> Form B (shown at Schedule 5) is to be completed by local governments that elect to administer ESL in accordance with "Option A" and is to be submitted to DFES to accompany each monthly ESL remittan...	<a href="#">Fire and Emergency Services Act 1998</a>	Due every 3 months on the 21st day of the commencing month. Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Oct 2026	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).                       Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Financial Management) Regulations 1996</a></p>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 31 Oct 2026	<p><b>C64 Council Plan Review</b>                      Bi-Annual Review of the Council Plan                       The council, community and administration each has a unique role and responsibilities for the development of effective and sustainable integrated...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	Due every 2 years on the 31st day of October (of the first year). Reminders will be sent 1 month before the due date.	Garry Adams	CEO	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Oct 2026	<p><b>C69 Council Plan Review</b> Full Review of the Council Plan Required Every 4 years</p> <p>The council, community and administration each has a unique role and responsibilities for the development of effective and sustain...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Administration) Regulations 1996</a></p>	Due every 4 years on the 31st day of October (of the first year). Reminders will be sent 10 months before the due date.	Garry Adams	CEO	100% completed
Due 31 Oct 2026	<p><b>C29 Elected Members</b> Check that Elected Members have not been absent for 3 consecutive meetings without Leave of Absence being granted</p>	<p><a href="#">Local Government Act 1995</a></p>	Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Krystle Durbin	Executive Assistant / Corporate Communications	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Oct 2026	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 1 Nov 2026	<b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Nov 2026	<p><b>C71 Access and Inclusion Advisory Group Review</b>                      Review Councillor Membership for Access and Inclusion Advisory Group.                      26 Feb OCM: Established the Access and Inclusion Advisory Group as non-statutory advisory / working groups under the adopte...</p>	---	Due every 2 years on the 1st day of November (of the first year). Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 1 Nov 2026	<p><b>C72 Audit, Risk and Improvement Committee Review</b>                      Review Councillor Membership for ARIC. Regulatory Committee required under section 7.1A of the Local Government Act 1995</p>	<a href="#">Local Government Act 1995</a>	Due every 2 years on the 1st day of November (of the first year). Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Nov 2026	<p><b>C73 CEO Performance Review Committee Review</b>                      Review Councillor Membership for CEO Performance Review Committee.                      Advisory Committee established at the discretion of Council under s.5.8 of the Local Government Act 1995 for the purpose of...</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every 2 years on the 1st day of November (of the first year). Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 1 Nov 2026	<p><b>C76 Youth Services Advisory Group Review</b>                      Review Councillor Membership for Access and Inclusion Advisory Group.                      Non-Statutory Established the Youth Services Advisory Group as non-statutory advisory / working groups under the adopte...</p>	---	<p>Due every 2 years on the 1st day of November (of the first year). Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Nov 2026	<p><b>C74 Bush Fires Advisory Committee Review</b>                      Review Councillor Membership for Bush Fires Advisory Committee.                      Established at the discretion of Council under s.67 of the Bush Fires Act 1954</p>	<a href="#">Bush Fires Act 1954</a>	Due every 2 years on the 1st day of November (of the first year). Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress
Due 1 Nov 2026	<p><b>C75 Local Emergency Management Committee Review</b>                      Review Councillor Membership for Local Emergency Management Committee.                      Regulatory Committee required by section 38 of the Emergency Management Act 2005.                      This committee ensures compliance...</p>	<a href="#">Emergency Management Act 2005</a>	Due every 2 years on the 1st day of November (of the first year). Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Nov 2026	<p><b>C16 Local governments to give Valuer-General information</b>                      Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 20 Nov 2026	<p><b>C58 Outstanding Actions from Resolutions Register</b>                      Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -&gt; Actions</p>	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Nov 2026	<p><b>C18 Financial Interests Register - Review</b>                      Review the Financial Interest Register and remove Primary and Annual Returns that relate to Elected Members who have resigned, and persons who are no longer Designated Employees (resigned or change...</p>	<a href="#">Local Government Act 1995</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 30 Nov 2026	<p><b>C20 Gift &amp; Travel Register Online - Internal Audit</b>                      Audit the Register for:                      Compliance with Admin.Reg.28A                      Register accurately records all declarations                      Declaration form complies with disclosure requirements under s.5.82 and s.5.83</p>	<a href="#">Local Government (Administration) Regulations 1996</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Nov 2026	<p><b>C59 Primary Return</b></p> <p>1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office.</p> <p>2) Request Primary Return from new employee/s who are a...</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 30 Nov 2026	<p><b>C17 Monthly Financial Report</b></p> <p>Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).</p> <p>Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Dec 2026	<p><b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress
Due 14 Dec 2026	<p><b>C16 Local governments to give Valuer-General information</b> Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 20 Dec 2026	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 Dec 2026	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Dec 2026	<p><b>C32 Corporate Business Plan - Report</b>                      ELT to report on outcomes in Corporate Business Plan on a quarterly basis.                      Reports from all Directors and Manager Executive Services</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date. This task will stop recurring on 31 March 2028.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 31 Dec 2026	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).                       Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Dec 2026	<p><b>C6 Annual Report - Prepare, Submit for Acceptance and Publish on Website</b>                      The local government is to prepare an annual report for each financial year. To be accepted by Absolute Majority by 31 December.                      CEO is to publish the annual report on the LG's website within...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every year on the 31st day of December. Reminders will be sent 1 month before the due date.</p>	Merridith Morrell	Manager Executive Services	0% progress
Due 1 Jan 2027	<p><b>C57 Resolutions Register Update</b>                      Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	<p>Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 5 Jan 2027	<p><b>C5 Council / Committee Meeting Schedule</b>                      The CEO must publish on the local government's official website the meeting details for the following meetings before the beginning of the year</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every year on the 5th day of January. Reminders will be sent 1 month before the due date.</p>	Merridith Morrell	Manager Executive Services	0% progress
Due 12 Jan 2027	<p><b>C22 Annual General Meeting of Electors</b>                      Give Public Notice and hold General Meeting of Electors - to be held within 56-days of adoption of Annual Report</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every year on the 12th day of January. Reminders will be sent 1 month before the due date.</p>	Krystle Durbin	Executive Assistant / Corporate Communications	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Jan 2027	<p><b>C16 Local governments to give Valuer-General information</b>                      Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 15 Jan 2027	<p><b>C70 Health and Safety Conversations</b>                      Executive Leadership Team to individually visit a Shire of Bridgetown-Greenbushes site each quarter to discuss safety and identify improvements.</p>	<a href="#">Work Health and Safety Act 2020</a>	Due every 3 months on the 15th day of the commencing month. Reminders will be sent 2 weeks before the due date.	Steve Meyer	Work Health and Safety Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 20 Jan 2027	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 21 Jan 2027	<b>C31 Emergency Services Levy (ESL) - Option B Payment</b> Form B (shown at Schedule 5) is to be completed by local governments that elect to administer ESL in accordance with "Option A" and is to be submitted to DFES to accompany each monthly ESL remittan...	<a href="#">Fire and Emergency Services Act 1998</a>	Due every 3 months on the 21st day of the commencing month. Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Jan 2027	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).                       Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Financial Management) Regulations 1996</a></p>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 31 Jan 2027	<p><b>C9 CEO to certify Audit of Annual Financial Report &amp; Present to ARIC</b>                      After the annual financial statements have been audited, the CEO is to sign and append to the auditors report a declaration (Form 1). Auditor's Report on the Annual Financial Report is to be...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Financial Management) Regulations 1996</a>   <a href="#">Local Government (Audit) Regulations 1996</a></p>	Due every year on the 31st day of January. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Jan 2027	<p><b>C29 Elected Members</b> Check that Elected Members have not been absent for 3 consecutive meetings without Leave of Absence being granted</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.</p>	Krystle Durbin	Executive Assistant / Corporate Communications	0% progress
Due 31 Jan 2027	<p><b>C49 Master Compliance Calendar Review</b> Review the Compliance Calendar content and consult with the CEO, Executive and employees to identify any additional Compliance Action tasks for inclusion in Calendar.</p>	---	<p>Due every year on the 31st day of January. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Jan 2027	<p><b>C18 Financial Interests Register - Review</b>                      Review the Financial Interest Register and remove Primary and Annual Returns that relate to Elected Members who have resigned, and persons who are no longer Designated Employees (resigned or change...</p>	<a href="#">Local Government Act 1995</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 Jan 2027	<p><b>C20 Gift &amp; Travel Register Online - Internal Audit</b>                      Audit the Register for:                      Compliance with Admin.Reg.28A                      Register accurately records all declarations                      Declaration form complies with disclosure requirements under s.5.82 and s.5.83</p>	<a href="#">Local Government (Administration) Regulations 1996</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Jan 2027	<b>C41 Policy Manual</b> Review all Council Policies and amend/remove as necessary. Provide report to Council	<a href="#">Local Government Act 1995</a>	Due every year on the 31st day of January. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 Jan 2027	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 1 Feb 2027	<b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Feb 2027	<p><b>C16 Local governments to give Valuer-General information</b></p> <p>Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 20 Feb 2027	<p><b>C58 Outstanding Actions from Resolutions Register</b></p> <p>Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -&gt; Actions</p>	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 28 Feb 2027	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 28 Feb 2027	<b>C48 Authorised Officers</b> Review appointment of authorised persons for the purposes of the Local Government Act 1995, Caravan Parks and Camping Grounds Act 1995, the Cat Act 2011, the Cemeteries Act 1986, the Control of...	<a href="#">Local Government Act 1995</a>	Due every year on the 28th day of February. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 28 Feb 2027	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).                       Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Financial Management) Regulations 1996</a></p>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 1 Mar 2027	<p><b>C57 Resolutions Register Update</b>                      Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Mar 2027	<p><b>C16 Local governments to give Valuer-General information</b></p> <p>Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 20 Mar 2027	<p><b>C58 Outstanding Actions from Resolutions Register</b></p> <p>Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -&gt; Actions</p>	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Mar 2027	<p><b>C18 Financial Interests Register - Review</b>                      Review the Financial Interest Register and remove Primary and Annual Returns that relate to Elected Members who have resigned, and persons who are no longer Designated Employees (resigned or change...</p>	<a href="#">Local Government Act 1995</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 Mar 2027	<p><b>C20 Gift &amp; Travel Register Online - Internal Audit</b>                      Audit the Register for:                      Compliance with Admin.Reg.28A                      Register accurately records all declarations                      Declaration form complies with disclosure requirements under s.5.82 and s.5.83</p>	<a href="#">Local Government (Administration) Regulations 1996</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Mar 2027	<p><b>C59 Primary Return</b></p> <p>1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office.</p> <p>2) Request Primary Return from new employee/s who are a...</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 31 Mar 2027	<p><b>C17 Monthly Financial Report</b></p> <p>Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).</p> <p>Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Mar 2027	<p><b>C23 Budget Review</b>                      Review of Budget - between 1 Jan and last day of Feb, a local government is to carry out review of its annual budget for that year.                      The review must be submitted to the Council on or before 31...</p>	<p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every year on the 31st day of March. Reminders will be sent 2 months before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 31 Mar 2027	<p><b>C32 Corporate Business Plan - Report</b>                      ELT to report on outcomes in Corporate Business Plan on a quarterly basis.                      Reports from all Directors and Manager Executive Services</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date. This task will stop recurring on 31 March 2028.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 Mar 2027	<p><b>C63 Prepare Draft Annual Bush Fire Notice / Appoint Fire Control Officers</b></p> <p>Review Firebreak and Fuel Hazard Reduction Notice</p> <p>Review Restricted and Prohibited Burning Periods</p> <p>All these Items must be endorsed by Council end of June so they can be published prior to...</p>	<p><a href="#">Bush Fires Act 1954</a></p> <p><a href="#">Bush Fire Regulations 1954</a></p>	<p>Due every year on the 31st day of March. Reminders will be sent 1 month before the due date.</p>	Conor McGregor	Community Emergency Services Manager	0% progress
Due 1 Apr 2027	<p><b>C57 Resolutions Register Update</b></p> <p>Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	<p>Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Apr 2027	<p><b>C16 Local governments to give Valuer-General information</b>                      Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 15 Apr 2027	<p><b>C70 Health and Safety Conversations</b>                      Executive Leadership Team to individually visit a Shire of Bridgetown-Greenbushes site each quarter to discuss safety and identify improvements.</p>	<a href="#">Work Health and Safety Act 2020</a>	Due every 3 months on the 15th day of the commencing month. Reminders will be sent 2 weeks before the due date.	Steve Meyer	Work Health and Safety Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 20 Apr 2027	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 21 Apr 2027	<b>C31 Emergency Services Levy (ESL) - Option B Payment</b> Form B (shown at Schedule 5) is to be completed by local governments that elect to administer ESL in accordance with "Option A" and is to be submitted to DFES to accompany each monthly ESL remittan...	<a href="#">Fire and Emergency Services Act 1998</a>	Due every 3 months on the 21st day of the commencing month. Reminders will be sent 1 month before the due date.	Conor McGregor	Community Emergency Services Manager	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 26 Apr 2027	<p><b>C78 Draft Annual Bush Fire Notice to be reviewed by BFAC</b>                      Firebreak and Fuel Hazard Reduction Notice                      Restricted and Prohibited Burning Periods                      Draft to be presented to BFAC in April Meeting prior to OCM in June.</p>	<p><a href="#">Bush Fires Act 1954</a>  <a href="#">Bush Fire Regulations 1954</a></p>	<p>Due every year on the 26th day of April. Reminders will be sent 1 month before the due date.</p>	Conor McGregor	Community Emergency Services Manager	0% progress
Due 30 Apr 2027	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).                       Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a>  <a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Apr 2027	<p><b>C29 Elected Members</b> Check that Elected Members have not been absent for 3 consecutive meetings without Leave of Absence being granted</p>	<a href="#">Local Government Act 1995</a>	Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Krystle Durbin	Executive Assistant / Corporate Communications	0% progress
Due 30 Apr 2027	<p><b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...</p>	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 May 2027	<p><b>C57 Resolutions Register Update</b> Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.	Mark Allies	Governance Officer	0% progress
Due 14 May 2027	<p><b>C16 Local governments to give Valuer-General information</b> Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 20 May 2027	<b>C58 Outstanding Actions from Resolutions Register</b> Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -> Actions	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 May 2027	<b>C45 Senior Employees - Review</b> Review status of employees who have been designated as Senior Employees under s.5.37. Provide report to Council to amend Senior Employee status.	<a href="#">Local Government Act 1995</a>	Due every year on the 31st day of May. Reminders will be sent 1 month before the due date.	Krystle Durbin	Executive Assistant / Corporate Communications	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 May 2027	<p><b>C30 Information Statement</b>                      The Western Australian Freedom of Information Act 1992 is designed to enable the public to participate more effectively in governing the State, and to make the persons and bodies that are responsib...</p>	<a href="#">Freedom of Information Act 1992</a>	Due every year on the 31st day of May. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress
Due 31 May 2027	<p><b>C18 Financial Interests Register - Review</b>                      Review the Financial Interest Register and remove Primary and Annual Returns that relate to Elected Members who have resigned, and persons who are no longer Designated Employees (resigned or change...</p>	<a href="#">Local Government Act 1995</a>	Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 May 2027	<p><b>C20 Gift &amp; Travel Register Online - Internal Audit</b>                      Audit the Register for:                      Compliance with Admin.Reg.28A                      Register accurately records all declarations                      Declaration form complies with disclosure requirements under s.5.82 and s.5.83</p>	<p><a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 2 months on the last day of the commencing month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 31 May 2027	<p><b>C59 Primary Return</b>                      1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office.                      2) Request Primary Return from new employee/s who are a...</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 31 May 2027	<p><b>C17 Monthly Financial Report</b>                      Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).                       Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Financial Management) Regulations 1996</a></p>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 1 Jun 2027	<p><b>C14 Legislative Compliance - Review</b>                      Undertake a review of the appropriateness and effectiveness of the Legislative Compliance system and procedures. The CEO must report to the audit, risk and improvement committee the results of...</p>	<p><a href="#">Local Government (Audit) Regulations 1996</a></p>	Due every 3 years on the 1st day of June (of the first year). Reminders will be sent 6 months before the due date.	Merridith Morrell	Manager Executive Services	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Jun 2027	<p><b>C51 Update Record of information about conduct - s.5.96C</b>                      The CEO must maintain a Record of information about conduct. The CEO must publish an up-to-date version of the record of information on the local government's official website.</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every year on the 1st day of June. Reminders will be sent 1 month before the due date.</p>	Merridith Morrell	Manager Executive Services	0% progress
Due 1 Jun 2027	<p><b>C57 Resolutions Register Update</b>                      Update Resolutions Register following Ordinary Council Meeting (OCM) and Special Council Meeting (SCM) where applicable. Should be completed within 2 weeks of Council Meeting.</p>	---	<p>Due every month on the 1st day of the month. Reminders will be sent 1 week before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 1 Jun 2027	<p><b>C12 Delegations Register Review</b> Delegations Register to be reviewed at least once every financial year, delegations made under this Division are to be reviewed by the delegator.</p>	<p><a href="#">Local Government Act 1995</a></p>	<p>Due every year on the 1st day of June. Reminders will be sent 3 months before the due date.</p>	Mark Allies	Governance Officer	0% progress
Due 1 Jun 2027	<p><b>C15 Code of conduct for employees</b> The CEO must prepare and implement a code of conduct to be observed by employees of the local government. CEO must publish an up-to-date version of the code of conduct on the local government's...</p>	<p><a href="#">Local Government Act 1995</a>  <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every year on the 1st day of June. Reminders will be sent 2 months before the due date.</p>	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 14 Jun 2027	<p><b>C16 Local governments to give Valuer-General information</b>                      Provide to the Valuer-General schedules of:</p> <ul style="list-style-type: none"> <li>• building licenses issued</li> <li>• building license works completed</li> <li>• registered plans and amendments under the Strata Titles Act 1985</li> </ul>	<a href="#">Valuation of Land Act 1978</a>	Due every month on the 14th day of the month. Reminders will be sent 1 month before the due date.	Corinne Brown	Building Surveyor Technician	0% progress
Due 20 Jun 2027	<p><b>C58 Outstanding Actions from Resolutions Register</b>                      Follow Up Outstanding Actions from Resolutions Register with each Responsible Officer and update in Register and Info Council -&gt; Actions</p>	<a href="#">Local Government Act 1995</a>	Due every month on the 20th day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 26 Jun 2027	<p><b>C77 Finalise Annual Bush Fire Notice / Appoint Fire Control Officers</b></p> <p>Firebreak and Fuel Hazard Reduction Notice Restricted and Prohibited Burning Periods Prepare Agenda Item for Ordinary Council Meeting containing Fire Notice and FCO list.</p>	<p><a href="#">Bush Fires Act 1954</a></p> <p><a href="#">Bush Fire Regulations 1954</a></p>	<p>Due every year on the 26th day of June. Reminders will be sent 1 month before the due date.</p>	Conor McGregor	Community Emergency Services Manager	0% progress
Due 30 Jun 2027	<p><b>C17 Monthly Financial Report</b></p> <p>Prepare a monthly statement of financial activity reporting on the revenue and expenditure as set out in the annual budget under FM.Reg.22(1)(d).</p> <p>Present at an Ordinary Council meeting...</p>	<p><a href="#">Local Government Act 1995</a></p> <p><a href="#">Local Government (Financial Management) Regulations 1996</a></p>	<p>Due every month on the last day of the month. Reminders will be sent 1 month before the due date.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Jun 2027	<p><b>C32 Corporate Business Plan - Report</b>                      ELT to report on outcomes in Corporate Business Plan on a quarterly basis.                      Reports from all Directors and Manager Executive Services</p>	<p><a href="#">Local Government Act 1995</a>   <a href="#">Local Government (Administration) Regulations 1996</a></p>	<p>Due every 3 months on the last day of the commencing month. Reminders will be sent 1 month before the due date. This task will stop recurring on 31 March 2028.</p>	Casey Radford	Director Corporate, Economic and Community Development	0% progress
Due 30 Jun 2027	<p><b>C19 Inspection of barrier to private swimming pool</b>                      Inspections of swimming pool barriers every four (4) years following initial inspection.</p>	<p><a href="#">Building Regulations 2012</a></p>	<p>Due every year on the 30th day of June. Reminders will be sent 1 month before the due date.</p>	Corinne Brown	Building Surveyor Technician	0% progress



Compliance calendar

Due	Activity	Legislation	Schedule	Officer	Position	Status
Due 30 Jun 2027	<b>C59 Primary Return</b> 1) Primary Returns from New Council Members - required to be lodged with CEO within 3 months of making their Declaration of Office. 2) Request Primary Return from new employee/s who are a...	<a href="#">Local Government Act 1995</a>	Due every month on the last day of the month. Reminders will be sent 1 month before the due date.	Mark Allies	Governance Officer	0% progress



## Priority Risk Activity Report – 2026 Risk Register

### 1. Purpose of the Report

This report provides the Audit, Risk and Improvement Committee (ARIC) with an overview of the priority risks identified in the 2026 Risk Register, with particular focus on risks assessed as Extreme or High residual risk.

The report also provides a detailed briefing on Privacy and Responsible Information Sharing (PRIS) legislative readiness, recognising the commencement of the substantive provisions of the Privacy and Responsible Information Sharing Act 2024 and the associated Information Privacy Principles (IPPs) from 1 July 2026.

The 2026 Risk Register is the Shire's central record of identified strategic, operational, financial and compliance risks, including their causes, consequences, controls and residual risk ratings. It supports informed decision-making, resource allocation and governance oversight in accordance with ISO 31000 Risk Management principles.

### 2. Definition of Priority Risks

Priority risks are those assessed as Extreme or High residual risk in accordance with the Shire's Risk Acceptance Criteria.

- Extreme risks are considered unacceptable and require ongoing ARIC oversight.
- High risks require urgent executive attention and regular reporting to ARIC.

Some risks with a Moderate residual rating are also included where they have high inherent risk, significant legislative impact, or potential for rapid escalation, warranting ARIC oversight despite existing controls.

### 3. Summary of Key Priority Risks

#### 3.1 Overview of the Risk Profile

The 2026 Risk Register identifies a concentration of priority risks in the following domains:

- Climate and environmental hazards
- Public health and safety
- Financial sustainability
- Governance and legislative compliance
- Service continuity and organisational capability

These risks reflect both external drivers (climate change, regulatory reform, economic pressures) and internal capability and governance factors.

#### 3.2 Extreme Residual Risks

The following risks represent the Shire's highest residual risk exposure for 2026 and require sustained ARIC oversight:

- Flooding and severe rainfall events impacting infrastructure and services
- Climate change impacts on assets, services and financial sustainability
- Bushfire risk to life, property and the environment
- Financial sustainability and budgeting accuracy
- Water and food safety incidents
- Environmental degradation from development pressure



### 3.3 High Residual Risks

High residual risks requiring executive management and ARIC monitoring include:

- Governance and compliance risks, including implementation of legislative reforms
- Workforce capability, capacity and wellbeing risks
- Service continuity and disaster recovery planning
- Partnership and inter-agency coordination risks
- Reputational and community confidence risks

Of particular note is Row 31 – Privacy and Responsible Information Sharing, which represents the most immediate and time-critical compliance risk for the Shire in 2026.

### 4. Focus Risk – PRIS Legislative Readiness

#### Risk Statement

Information breach or privacy complaint resulting in regulatory intervention due to inadequate preparedness for new PRIS legislative requirements.

Row 31 represents an emerging legislative change risk. While currently assessed as a Medium–High residual risk in the Risk Register, it has been elevated for ARIC oversight due to:

- Commencement of substantive obligations from 1 July 2026
- Introduction of enforceable Information Privacy Principles (IPPs)
- Increased likelihood of privacy complaints to the Office of the Information Commissioner (OIC)
- High reputational sensitivity for local government entities

#### 4.1 Information Privacy Principles

The majority of the substantive privacy provisions of the **Privacy and Responsible Information Sharing Act 2024** will commence on **1 July 2026**. This includes the **11 Information Privacy Principles (IPPs)**, which regulate the handling of personal information, and in some cases de-identified information.

The IPPs cover the following areas:

1. **Collection** – personal information must be necessary, lawful and transparent
2. **Use and disclosure** – limited to primary purpose unless specific exceptions apply
3. **Information quality** – accuracy, completeness and currency
4. **Information security** – protection from misuse, loss or unauthorised access
5. **Openness and transparency** – clear, up-to-date and publicly available privacy policy
6. **Access and correction** – rights to access and correct personal information.
7. **Unique identifiers** – restrictions on assigning or requiring identifiers
8. **Anonymity** – opportunity to remain anonymous where lawful and practicable
9. **Disclosures outside Australia** – restrictions and safeguards for overseas disclosures
10. **Automated decision-making** – risk assessment, transparency and human review pathways
11. **De-identified information** – safeguards against misuse or re-identification

Failure to comply with these principles exposes the Shire to **regulatory action, complaints, reputational damage and increased administrative burden**.



#### **4.2 Privacy Officer**

IPP entities must designate a Privacy Officer in accordance with section 151 of the PRIS Act. The Privacy Officer must be either the Principal Officer or another senior officer and is responsible for overseeing compliance, complaints handling and internal capability development. This role has been allocated by the CEO to Manager Executive Services

#### **4.3 Privacy and Information Sharing Policy**

A compliant Privacy and Information Sharing Policy must be adopted prior to 1 July 2026.

From this date, individuals may lodge privacy complaints directly with the OIC if they consider that the Shire has not appropriately managed their complaint. Accordingly, a formal privacy complaints and breach management system is required and has been incorporated into policy development.

#### **4.4 Privacy Impact Assessments**

Privacy Impact Assessments (PIAs) must be completed prior to undertaking any high privacy impact function or activity that is likely to have a significant impact on individuals' privacy.

PIAs support a privacy-by-design approach, assist in identifying and mitigating risks early, and provide documented assurance of compliance with the PRIS Act.

#### **5. ISO 31000 Alignment – PRIS Act**

Management of Row 31 aligns with ISO 31000 Risk Management principles by ensuring that privacy risk is:

- Integrated into organisational activities and decision-making
- Managed through structured, proportionate and documented controls
- Supported by capable and informed staff
- Subject to monitoring, assurance and continuous improvement

#### **6. ARIC Oversight and Actions**

ARIC is requested to:

- Note the 2026 priority risk profile
- Endorse Privacy and Responsible Information Sharing as a standing monitored risk for 2026
- Request a PRIS Readiness and Assurance Report from management

Ongoing reporting to ARIC should include metrics such as:

- Number and nature of privacy complaints and breaches
- Completion of mandatory training
- Privacy Impact Assessments undertaken
- Assurance activities and compliance maturity indicators

This will enable ARIC to monitor preparedness, identify emerging issues and provide governance assurance to Council.





## **7. Conclusion**


This report demonstrates that the Shire of Bridgetown–Greenbushes has a structured and mature approach to identifying and managing its most significant strategic, operational, financial and compliance risks. The priority risks outlined reflect those assessed in the 2026 Risk Register as presenting the greatest residual exposure or potential for severe consequence, including climate-driven hazards, financial sustainability, public health and safety, governance and emerging legislative obligations.


The elevation of Privacy and Responsible Information Sharing as a standing monitored risk recognises the significance of the PRIS Act reforms, the commencement of the Information Privacy Principles from 1 July 2026, and the associated regulatory and reputational implications for the Shire. Continued ARIC oversight will provide assurance that appropriate governance, capability, controls and monitoring arrangements are in place.


Ongoing reporting will support transparency, accountability and continuous improvement, ensuring that priority risks are actively managed, emerging risks are identified early, and Council remains compliant, resilient and responsive to our community.


 <span style="float: right;">2026 Corporate Risk Register</span>														
This Risk Register identifies and assesses the key strategic, operational, financial and compliance risks facing the Shire of Bridgetown-Greenbushes in 2026. It supports informed decision-making, resource allocation and governance oversight in accordance with ISO 31000 Risk Management principles.														
Ref #	Risk Statement	Directorate	Cause	Likelihood	Consequence	Risk Rating	Risk Score	Impact	Consequences	Controls	Likelihood with Controls	Consequence With Controls	Residual Risk Rating	Residual Risk Score
1	Regulatory non-compliance results in investigation or intervention by oversight bodies, potentially impacting Council stability and public confidence.	Executive Services	<ul style="list-style-type: none"> <li>Gaps in legislative awareness or role clarity</li> <li>Inadequate compliance calendar / monitoring</li> <li>Policies/procedures outdated or not implemented</li> <li>Insufficient governance/compliance capability or resourcing</li> <li>Poor recordkeeping affecting evidence of compliance</li> <li>Limited internal assurance (reviews/audits) over obligations</li> <li>Inconsistent delegations and approvals</li> </ul>	Possible	High	High	12	Reputational	<ul style="list-style-type: none"> <li>LG Inspector Intervention</li> <li>Enquiry</li> <li>Dissolution of Council</li> <li>Loss of Qualified Staff</li> <li>Regulatory investigation, directions or intervention</li> <li>Penalties, enforcement action or adverse audit findings</li> <li>Loss of community trust and reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Quality Governance Management (Attain software roll-out)</li> <li>Compliance calendar with accountable owners</li> <li>Policy framework review cycle and version control</li> <li>Annual compliance/audit plan and corrective action tracking</li> <li>Training for Council and staff on statutory obligations</li> <li>Delegations register and approval workflows</li> <li>Centralised records management and decision traceability</li> <li>Regular reporting to Executive / Audit &amp; Risk Committee</li> </ul>	Unlikely	Medium	Moderate	6
2	Breach of the Code of Conduct results in investigations or intervention by the LG Inspector, potentially leading to loss of Council or Executive leadership.	Executive Services	<ul style="list-style-type: none"> <li>Limited understanding of the Code of Conduct</li> <li>Conflicts of interest not declared/managed</li> <li>Poor behavioural standards or culture</li> <li>Inadequate induction for Councillors/new starters</li> <li>Lack of clear ethics/probity advice pathways</li> <li>Inconsistent handling of complaints</li> <li>High-pressure environment leading to poor judgement</li> </ul>	Possible	High	High	12	Reputational	<ul style="list-style-type: none"> <li>LG Inspector Intervention</li> <li>Loss of Community Trust</li> <li>Investigation by Inspector / oversight bodies</li> <li>Loss of community confidence in Council</li> <li>Governance instability and leadership disruption</li> <li>Sanctions, findings or legal costs</li> <li>Reduced staff morale and retention</li> </ul>	<ul style="list-style-type: none"> <li>Councillor induction and refresher training</li> <li>Conflict of interest processes and registers</li> <li>Code of Conduct acknowledgements and refreshers</li> <li>Access to independent advice (WALGA/legal)</li> <li>Complaint management procedures and documentation</li> <li>Meeting governance: agendas/minutes/decision registers</li> <li>Regular governance reporting and early intervention</li> </ul>	Possible	Medium	Moderate	9
3	Unauthorised or accidental access, disclosure or loss of information leads to a cyber incident resulting in loss of intellectual property and service disruption.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Phishing / social engineering</li> <li>Weak passwords or lack of MFA</li> <li>Unpatched / end-of-life systems</li> <li>Excessive access privileges</li> <li>Vendor/third-party compromise</li> <li>Limited monitoring and incident response capability</li> <li>Cyber awareness gaps</li> </ul>	Possible	Extreme	High	15	Service Interruption	<ul style="list-style-type: none"> <li>Loss of Intellectual Property</li> <li>Loss of Systems</li> <li>Loss of Communications</li> <li>System outages and service disruption</li> <li>Data breach and privacy obligations</li> <li>Financial loss (fraud, recovery, overtime)</li> <li>Loss / corruption of records and data</li> </ul>	<ul style="list-style-type: none"> <li>Multi Factor Authentication (MFA) and strong password policy</li> <li>Patch/vulnerability management</li> <li>Endpoint protection and email filtering</li> <li>Backups with tested restores (offline/immutable)</li> <li>Cyber training and phishing simulations</li> <li>Incident response plan and exercises</li> <li>Logging/monitoring and vendor assurance</li> <li>Recruitment of Qualified IT and Security Professionals</li> </ul>	Possible	Minor	Moderate	6
4	Power outages or related infrastructure failures disrupt critical business operations and service delivery.	Executive Services	<ul style="list-style-type: none"> <li>Power or telecommunications outages</li> <li>Loss of access to facilities</li> <li>ICT outage or cyber incident</li> <li>Severe weather/natural disaster</li> <li>Workforce unavailability</li> <li>Single points of failure in suppliers/processes</li> <li>Insufficient BCP testing</li> </ul>	Possible	High	High	12	Service Interruption	<ul style="list-style-type: none"> <li>Service Interruption</li> <li>Pressure on Workforce</li> <li>Temporary / prolonged service interruption</li> <li>Backlog growth and delayed responses</li> <li>Manual workarounds and productivity loss</li> <li>Safety risks due to degraded controls</li> <li>Emergency costs and overtime</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Plan with critical functions</li> <li>Remote access and alternate work sites</li> <li>UPS/generator arrangements for critical systems</li> <li>Supplier contingencies / mutual aid</li> <li>Disruption communications plan</li> <li>Regular BCP exercises and improvements</li> <li>Documented manual procedures for priority services</li> <li>Mutual Aid MOU(s)</li> </ul>	Possible	Minor	Moderate	6


		2026 Corporate Risk Register This Risk Register identifies and assesses the key strategic, operational, financial and compliance risks facing the Shire of Bridgetown-Greenbushes in 2026. It supports informed decision-making, resource allocation and governance oversight in accordance with ISO 31000 Risk Management principles.												
5	Severe rainfall or rising river levels cause flooding, resulting in road closures and traffic disruption.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Extreme rainfall and catchment runoff</li> <li>River level rise/flood flooding</li> <li>Blocked culverts / inadequate drainage capacity</li> <li>Aging stormwater infrastructure</li> <li>Development increasing runoff</li> <li>Burst water mains</li> <li>Limited monitoring/early warning</li> </ul>	Almost Certain	Extreme	Extreme	25	Environment	<ul style="list-style-type: none"> <li>Traffic Disruption</li> <li>Road closures and traffic disruption</li> <li>Damage to infrastructure and property</li> <li>Erosion, contamination or environmental harm</li> <li>Public safety incidents / access constraints</li> <li>Service disruption and emergency costs</li> <li>Community displacement and welfare impacts</li> </ul>	<ul style="list-style-type: none"> <li>Stormwater inspection and clearing program</li> <li>Flood mapping and targeted mitigation works</li> <li>LEMC/LEMA coordination and exercises</li> <li>Traffic management plans and detours</li> <li>Public warnings and comms templates</li> <li>Asset protection measures (barriers/sandbags)</li> <li>Post-event reviews and improvement actions</li> <li>Evacuation Centre equipment, mapping and training</li> </ul>	Almost Certain	Medium	High	15
6	Increasing frequency and severity of extreme weather events impact Shire assets, services and environmental resilience.	Projects & Environment	<ul style="list-style-type: none"> <li>More frequent/intense extreme weather</li> <li>Heat impacts on workers/community</li> <li>Drought affecting vegetation/water</li> <li>Elevated bushfire risk</li> <li>Rising expectations/regulatory change</li> <li>Insufficient adaptation planning/funding</li> <li>Assets not designed for future climate</li> </ul>	Almost Certain	Extreme	Extreme	25	Environment	<ul style="list-style-type: none"> <li>Higher emergency response and recovery costs</li> <li>Asset deterioration and reliability loss</li> <li>Environmental impacts (biodiversity / water)</li> <li>Economic impacts (tourism / amenity)</li> <li>Insurance cost increases / uninsurability</li> <li>WHS impacts during heat / extremes</li> <li>Funding / approval pressures for resilience</li> </ul>	<ul style="list-style-type: none"> <li>Climate adaptation/resilience planning</li> <li>Embed climate projections in asset planning</li> <li>Heat management procedures and scheduling</li> <li>Fuel/vegetation management programs</li> <li>Grant pursuit for resilience projects</li> <li>Preparedness education for community</li> <li>Council reporting on climate risk indicators</li> <li>Evacuation Centre equipment, mapping and training</li> </ul>	Almost Certain	Medium	High	15
7	High fuel loads and dry conditions increase bushfire likelihood, leading to threats to life, property and the environment.	Development & Regulatory Services	<ul style="list-style-type: none"> <li>High fuel loads and dry conditions</li> <li>Ignition sources (lightning/machinery/arson)</li> <li>Firebreak non-compliance</li> <li>Limited access/egress and water points</li> <li>Extreme weather (wind/heat)</li> <li>Low community preparedness</li> <li>Resource constraints during peak season</li> </ul>	Almost Certain	Extreme	Extreme	25	Environment	<ul style="list-style-type: none"> <li>Fatality / serious injury</li> <li>Property damage and asset loss</li> <li>Environmental harm and long recovery</li> <li>Evacuations and prolonged closures</li> <li>Economic impacts to businesses / tourism</li> <li>Inquiries and reputational impacts</li> <li>Increased insurance claims and recovery costs</li> </ul>	<ul style="list-style-type: none"> <li>Bushfire Risk Management Plan and review</li> <li>Firebreak compliance and enforcement</li> <li>LEMC/LEMA coordination with DFES/WAPOL</li> <li>Public warnings and preparedness campaigns</li> <li>Fuel reduction / vegetation management</li> <li>Exercises and training with brigades/partners</li> <li>Recovery coordination arrangements and lessons learned</li> <li>Firebreak Statutory Compliance and Enforcement</li> <li>Recruitment of CEM/FCCO(s)</li> <li>Annual Risk Exercises</li> </ul>	Almost Certain	Medium	High	15
8	Inadequate documentation of inspections or decisions leads to regulatory, safety or liability risks.	Executive Services	<ul style="list-style-type: none"> <li>Poor documentation of inspections/decisions</li> <li>Inadequate training or supervision</li> <li>Failure to identify hazards / maintain assets</li> <li>Weak contractor management</li> <li>Policy/procedure non-compliance</li> <li>Poor incident reporting/investigation</li> <li>Resource constraints leading to missed checks</li> </ul>	Possible	High	High	12	Reputational	<ul style="list-style-type: none"> <li>Public liability claims and legal costs</li> <li>Injury to community members or staff</li> <li>Adverse media coverage</li> <li>Higher insurance premiums / excess</li> <li>Regulatory notices / adverse audit findings</li> <li>Service disruption while rectifying</li> <li>Loss of stakeholder confidence</li> </ul>	<ul style="list-style-type: none"> <li>Insurance (LGS) and claim management process</li> <li>WHS Team and EMC Committee</li> <li>Compliance with WHS legislation</li> <li>Procedures/checklists and QA reviews</li> <li>Competency requirements and training</li> <li>Contractor inductions/permits/supervision</li> <li>Routine inspections and maintenance schedules</li> <li>Incident reporting and corrective actions</li> <li>Legal review for high-risk decisions/contracts</li> </ul>	Possible	Medium	Moderate	9

		2026 Corporate Risk Register This Risk Register identifies and assesses the key strategic, operational, financial and compliance risks facing the Shire of Bridgetown-Greenbushes in 2026. It supports informed decision-making, resource allocation and governance oversight in accordance with ISO 31000 Risk Management principles.												
9	Excessive workloads contribute to fatigue and errors, increasing the likelihood of lost-time injuries.	Executive Services	<ul style="list-style-type: none"> <li>Excessive workload and overtime</li> <li>Vacancies and resourcing gaps</li> <li>Poor prioritisation/unrealistic deadlines</li> <li>Inadequate supervision/support</li> <li>Psychosocial hazards (stress/conflict)</li> <li>Limited training/role clarity</li> <li>Culture discouraging reporting</li> </ul>	Possible	High	High	12	Operations	<ul style="list-style-type: none"> <li>Lost Time Injuries</li> <li>Legal Expenses</li> <li>Lost time injuries / workers comp increases</li> <li>Burnout, absenteeism and turnover</li> <li>Errors and reduced service delivery</li> <li>Regulatory scrutiny and notices</li> <li>Lower morale and engagement</li> </ul>	<ul style="list-style-type: none"> <li>WHS system and risk assessments</li> <li>Workforce planning and workload reviews</li> <li>EAP/wellbeing program and early support</li> <li>Leader training on psychosocial hazards</li> <li>HSR reps/toolbox talks/reporting channels</li> <li>Inspections and corrective action tracking</li> <li>Fatigue/fitness for work management</li> <li>Annual review of Position Description</li> <li>Grievance procedures</li> </ul>	Possible	Medium	Moderate	9
10	Ineffective monitoring or implementation of LG Act reforms results in governance failures and non-compliance.	Executive Services	<ul style="list-style-type: none"> <li>Reforms not monitored/embedded</li> <li>Outdated policies and delegations</li> <li>Insufficient training for Council/staff</li> <li>Poor change management</li> <li>Insufficient resources to implement reforms</li> <li>Weak assurance/reporting</li> <li>Recordkeeping inconsistencies</li> </ul>	Possible	High	High	12	Reputational	<ul style="list-style-type: none"> <li>Non-compliance and regulatory action</li> <li>Adverse audit outcomes</li> <li>Loss of public confidence</li> <li>Decision delays and confusion over roles</li> <li>Rework and increased workload</li> <li>Invalid decisions / contracts risk</li> <li>Increased legal costs</li> </ul>	<ul style="list-style-type: none"> <li>Reform implementation plan and milestones</li> <li>Compliance calendar and accountable owners</li> <li>Policy/delegations review program</li> <li>Briefings and training for Council/staff</li> <li>Reporting to Executive and Audit &amp; Risk</li> <li>Targeted internal reviews/audits</li> <li>Central register of reforms and evidence</li> <li>Compliance with LG Act 95 and DLGIRS recommendations</li> <li>Attain Governance software implementation</li> </ul>	Unlikely	Medium	Moderate	6
11	Absence of recovery plans or defined roles delays restoration of services following a major incident.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>No documented recovery plans/roles</li> <li>Unclear lead-agency coordination</li> <li>Insufficient community recovery resources</li> <li>Limited access to data/records post-event</li> <li>Insufficient exercises and training</li> <li>Funding constraints for recovery</li> <li>Competing priorities post-disaster</li> </ul>	Possible	High	High	12	Service Interruption	<ul style="list-style-type: none"> <li>Slow recovery and prolonged disruption</li> <li>Community hardship and complaints</li> <li>Coordination gaps / duplication</li> <li>Unplanned costs and financial strain</li> <li>Reputational harm</li> <li>Safety / compliance issues during recovery</li> <li>Staff fatigue and wellbeing impacts</li> </ul>	<ul style="list-style-type: none"> <li>Recovery plans aligned to LEMA/BCP</li> <li>Defined Recovery Coordinator role</li> <li>Partnerships with DFES/DOC/WAPOL/NGOs</li> <li>Community recovery comms and hubs</li> <li>Exercises and after-action improvements</li> <li>Grant readiness and funding strategies</li> <li>Data backup and access arrangements</li> </ul>	Possible	Medium	Moderate	9
12	Unclear partnership objectives, governance structures or expectations lead to poor coordination and service inefficiencies.	All	<ul style="list-style-type: none"> <li>Unclear objectives and governance</li> <li>Informal agreements lacking KPIs</li> <li>Dependence on individuals</li> <li>Insufficient engagement with partners</li> <li>Conflicting priorities between agencies</li> <li>No performance review cadence</li> <li>Communication breakdowns</li> </ul>	Possible	High	High	12	Operations	<ul style="list-style-type: none"> <li>Project delays and missed deliverables</li> <li>Reduced access to funding / resources</li> <li>Duplication and inefficiency</li> <li>Stakeholder dissatisfaction and reputational harm</li> <li>Missed shared-services opportunities</li> <li>Reduced emergency management effectiveness</li> <li>Disputes and relationship damage</li> </ul>	<ul style="list-style-type: none"> <li>MOUs/service agreements with KPIs</li> <li>Partnership register and relationship owners</li> <li>Regular meetings and action tracking</li> <li>Escalation/dispute resolution pathways</li> <li>Performance monitoring and annual reviews</li> <li>Stakeholder engagement plans</li> <li>Agreed communications protocols</li> </ul>	Possible	Medium	Moderate	9

		2026 Corporate Risk Register This Risk Register identifies and assesses the key strategic, operational, financial and compliance risks facing the Shire of Bridgetown-Greenbushes in 2026. It supports informed decision-making, resource allocation and governance oversight in accordance with ISO 31000 Risk Management principles.												
13	Uncontrolled outbreaks and inadequate hygiene controls lead to staff illness, reduced workforce capacity and service disruption.	Development & Regulatory Services	<ul style="list-style-type: none"> <li>Uncontrolled outbreaks/variants</li> <li>Low immunity/vaccination uptake</li> <li>Poor hygiene and workplace controls</li> <li>Inadequate leave/relief arrangements</li> <li>Critical roles not cross-trained</li> <li>Supply shortages (PPE/cleaning)</li> <li>Unclear public health messaging</li> </ul>	Possible	Extreme	High	15	Health	<ul style="list-style-type: none"> <li>Staff illness and reduced capacity</li> <li>Service backlogs and disruption</li> <li>Psychosocial hazards and stress</li> <li>Community public health impacts</li> <li>Additional cleaning / backfill costs</li> <li>Reputational impacts from service failure</li> <li>Non-compliance with health directions</li> </ul>	<ul style="list-style-type: none"> <li>Pandemic plan integrated with BCP</li> <li>Remote access/flexible work options</li> <li>Infection control and PPE</li> <li>Cross-training for critical roles</li> <li>Regular internal updates and guidance</li> <li>Leave management and surge staffing</li> <li>Wellbeing monitoring and supports</li> </ul>	Possible	Medium	Moderate	9
14	Inaccurate budgeting or financial planning results in funding shortfalls affecting service delivery and long-term sustainability.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Forecasting errors or unrealistic assumptions</li> <li>Cost escalation/inflation</li> <li>Weak budget governance/controls</li> <li>Procurement inefficiency and overruns</li> <li>Grant timing/shortfalls</li> <li>Asset renewal under-provision</li> <li>Limited financial capability</li> </ul>	Almost Certain	Extreme	Extreme	25	Financial	<ul style="list-style-type: none"> <li>Deficits and reduced reserves</li> <li>Deferral of capital works / maintenance</li> <li>Reduced service levels</li> <li>Borrowing pressure / rate impacts</li> <li>Adverse audit outcomes</li> <li>Missed strategic opportunities</li> <li>Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>Long-term financial plan and scenario testing</li> <li>Quarterly budget reviews and variance reporting</li> <li>Delegations and approval controls</li> <li>Project governance and cost estimation standards</li> <li>Grant Officer and management</li> <li>Fees/charges/leases reviews</li> <li>Training for budget owners</li> </ul>	Unlikely	Medium	Moderate	6
15	Rapid population growth outpaces housing supply, reducing the Shire's ability to meet community needs and expectations.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Population growth/migration</li> <li>Limited zoned land supply</li> <li>Infrastructure servicing constraints</li> <li>Construction cost and labour shortages</li> <li>Slow approvals / limited developer capacity</li> <li>Insufficient social/affordable housing</li> <li>Community opposition to change</li> </ul>	Almost Certain	High	Extreme	20	Property	<ul style="list-style-type: none"> <li>Shire unable to manage community needs and expectations</li> <li>Increased Homelessness</li> <li>Affordability pressures and homelessness</li> <li>Higher demand for community services</li> <li>Complaints and reduced satisfaction</li> <li>Workforce attraction issues</li> <li>Pressure on roads / utilities / amenities</li> </ul>	<ul style="list-style-type: none"> <li>Housing/land-use strategy and structure planning</li> <li>Qualified ED team</li> <li>Partnerships with State and developers</li> <li>Clear guidance and streamlined approvals</li> <li>Infrastructure planning and developer contributions</li> <li>Advocacy for affordable housing options</li> <li>Engagement on growth and density</li> <li>Monitor housing indicators and report to Council</li> </ul>	Possible	Medium	Moderate	9
16	Decline in natural resources or poor sustainability planning reduces the Shire's long-term service capacity and increases operating costs.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Loss of natural resources/habitats</li> <li>Poor lifecycle and renewal planning</li> <li>Inefficiencies increasing operating costs</li> <li>Insufficient sustainability targets/monitoring</li> <li>Funding constraints for improvements</li> <li>Weak environmental stewardship</li> <li>Limited partnerships</li> </ul>	Possible	Extreme	High	15	Operations	<ul style="list-style-type: none"> <li>Reduced Capacity to Provide Services</li> <li>Reduced service capacity over time</li> <li>Higher renewal / operating costs</li> <li>Environmental degradation and amenity loss</li> <li>Regulatory constraints and approvals risk</li> <li>Reduced economic resilience</li> <li>Community concern and reputational harm</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability strategy and KPIs</li> <li>Asset lifecycle planning and renewal funding</li> <li>Efficiency initiatives (energy/fleet/waste)</li> <li>Environmental management and monitoring</li> <li>Revenue diversification and grants</li> <li>Partnerships with industry/community</li> <li>Regular reporting to Council</li> </ul>	Unlikely	Medium	Moderate	6
17	Poor or inconsistent communication and engagement lead to reduced trust, increased complaints and resistance to Council decisions.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Limited proactive communication</li> <li>Inconsistent messaging</li> <li>Insufficient engagement planning</li> <li>Slow response to enquiries/complaints</li> <li>Misinformation on social media</li> <li>Complex decisions not clearly explained</li> <li>Poor stakeholder mapping</li> </ul>	Possible	High	High	12	Reputational	<ul style="list-style-type: none"> <li>Increased complaints and escalations</li> <li>Reduced trust and perception of transparency</li> <li>Reduced participation in projects and initiatives</li> <li>Decisions challenged and delays to delivery</li> <li>Reduced trust and transparency perception</li> <li>Resistance causing project delays</li> <li>More FOI requests and scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>Engagement framework and project engagement plans</li> <li>Customer request/complaints process</li> <li>Communications protocol and approvals</li> <li>Social media governance and monitoring</li> <li>Regular updates across channels</li> <li>Survey/feedback mechanisms</li> <li>Training for Councillors/staff in engagement</li> </ul>	Possible	Medium	Moderate	9

		2026 Corporate Risk Register												
This Risk Register identifies and assesses the key strategic, operational, financial and compliance risks facing the Shire of Bridgetown-Greenbushes in 2026. It supports informed decision-making, resource allocation and governance oversight in accordance with ISO 31000 Risk Management principles.														
18	Failure to identify or manage contaminated or hazardous materials results in health impacts and regulatory action.	Development & Regulatory Services	<ul style="list-style-type: none"> <li>Legacy ACM/contamination in older assets</li> <li>Incomplete site history and records</li> <li>Insufficient pre-works inspections</li> <li>Untrained staff/contractors</li> <li>Weak permit-to-work/contractor controls</li> <li>Budget pressure leading to shortcuts</li> <li>Inadequate disposal arrangements</li> </ul>	Possible	Extreme	High	15	Health	<ul style="list-style-type: none"> <li>Exposure and injury / illness</li> <li>Work stoppages and remediation costs</li> <li>Regulatory notices, penalties and legal claims</li> <li>Project delays and reputational damage</li> <li>Exposure causing illness / injury</li> <li>Regulatory notices / penalties / prosecution</li> <li>Project delays and cost overruns</li> </ul>	<ul style="list-style-type: none"> <li>Hazardous materials register and inspections</li> <li>ACM policy and permit-to-work</li> <li>ACM community reduction program</li> <li>Licensed removal and compliant disposal</li> <li>Contractor induction and supervision</li> <li>Pre-works assessments/sampling</li> <li>Air monitoring and clearance certificates</li> <li>Incident reporting and regulatory notification</li> </ul>	Unlikely	Medium	Moderate	6
19	Aging or unsupported ICT systems fail, leading to service interruptions, data loss and reduced operational efficiency.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Aging ICT infrastructure / EOL systems</li> <li>Insufficient ICT budget or lifecycle planning</li> <li>Limited ICT staffing and capability</li> <li>Change/patch backlog and technical debt</li> <li>Vendor support limitations</li> <li>Insufficient testing/documentation</li> <li>Lack of redundancy for critical systems</li> </ul>	Possible	High	High	12	Service Interruption	<ul style="list-style-type: none"> <li>System outages and service disruption</li> <li>Data loss and inability to access records</li> <li>Reduced productivity and manual workarounds</li> <li>Increased cyber vulnerability and recovery costs</li> <li>System outages and reduced service delivery</li> <li>Data loss / inability to access records</li> <li>Increased cyber risk and recovery costs</li> </ul>	<ul style="list-style-type: none"> <li>ICT strategy and rolling replacement plan</li> <li>Patch/change management governance</li> <li>Backups and tested disaster recovery</li> <li>Access controls, MFA and endpoint security</li> <li>Vendor support agreements and monitoring</li> <li>Incident management with SLAs</li> <li>ICT asset register and lifecycle tracking</li> </ul>	Unlikely	Minor	Low	4
20	Water or food safety incidents cause community illness, regulatory intervention and reputational damage.	Development & Regulatory Services	<ul style="list-style-type: none"> <li>Water/food safety incidents</li> <li>Waste service disruption</li> <li>Spills/contaminated sites</li> <li>Insufficient inspection coverage</li> <li>Extreme weather increasing vectors/vermin</li> <li>Poor public health messaging</li> <li>Business non-compliance</li> </ul>	Almost Certain	Extreme	Extreme	25	Health	<ul style="list-style-type: none"> <li>Local economy impacted</li> <li>Legal Liability</li> <li>Community illness and response activation</li> <li>Regulatory intervention and notices</li> <li>Economic impacts to businesses / tourism</li> <li>Media scrutiny and reputational harm</li> <li>Legal liability and claims</li> </ul>	<ul style="list-style-type: none"> <li>Qualified EHO resourcing and inspection plan</li> <li>Incident response and escalation</li> <li>Monitoring/audits for water/food safety</li> <li>Public health communications templates</li> <li>Pest/vermin management programs</li> <li>Evidence-based enforcement and recordkeeping</li> <li>Partnerships with Health Dept and agencies</li> </ul>	Possible	Medium	Moderate	9
21	Competition for skilled labour reduces workforce capability, impacting performance and service delivery.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Regional competition for skilled labour</li> <li>Non-competitive pay/conditions</li> <li>Limited development/career pathways</li> <li>High workload and burnout</li> <li>Insufficient workforce planning</li> <li>Poor succession/knowledge transfer</li> <li>Housing constraints for recruits</li> </ul>	Possible	High	High	12	Operations	<ul style="list-style-type: none"> <li>Poor Performance</li> <li>Increase Lost Time Injuries</li> <li>Poor Mental Health</li> <li>Increase Staff Turnover</li> <li>Low Morale</li> <li>Limited Growth</li> <li>Substandard Outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Workforce plan and structure review</li> <li>Recruitment/retention initiatives and incentives</li> <li>Training and skills matrix</li> <li>Succession planning and handover documentation</li> <li>Wellbeing supports and workload management</li> <li>Flexible work arrangements</li> <li>Workforce metrics reporting</li> <li>PDP and annual PD review</li> </ul>	Unlikely	Medium	Moderate	6
22	Service failures, project delays or misinformation trigger sustained negative media coverage, reducing community trust.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Service failures/delays</li> <li>Slow or inconsistent responses</li> <li>Misinformation online</li> <li>Limited proactive stakeholder engagement</li> <li>Complex issues poorly explained</li> <li>Perceived lack of transparency</li> <li>Repeated unresolved complaints</li> </ul>	Likely	High	High	16	Reputational	<ul style="list-style-type: none"> <li>Loss of community trust</li> <li>Increase complaints and FOI requests</li> <li>Reduced staff morale and retention</li> <li>Heightened scrutiny from regulators and funders</li> <li>Loss of trust and confidence</li> <li>Increase complaints and FOI activity</li> <li>Lower staff morale and retention</li> </ul>	<ul style="list-style-type: none"> <li>Media response plan and spokesperson protocols</li> <li>Proactive communications calendar</li> <li>Social monitoring and moderation</li> <li>Issue/crisis management process</li> <li>Stakeholder briefings</li> <li>Fact sheets/Q&amp;As</li> <li>Complaint trend reporting and action plans</li> </ul>	Possible	Medium	Moderate	9

		2026 Corporate Risk Register This Risk Register identifies and assesses the key strategic, operational, financial and compliance risks facing the Shire of Bridgetown-Greenbushes in 2026. It supports informed decision-making, resource allocation and governance oversight in accordance with ISO 31000 Risk Management principles.												
23	High workloads or resourcing gaps lead to burnout, absenteeism and reduced service quality.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Excessive workload and overtime</li> <li>Vacancies and resourcing gaps</li> <li>Poor prioritisation/unrealistic deadlines</li> <li>Inadequate supervision/support</li> <li>Psychosocial hazards (stress/conflict)</li> <li>Limited training/role clarity</li> <li>Culture discouraging reporting</li> </ul>	Possible	High	High	12	Operations	<ul style="list-style-type: none"> <li>Increased Absences</li> <li>Poor Staff Retention</li> <li>Poor Recruitment Levels</li> <li>Reputation</li> <li>Lost time injuries / workers comp increases</li> <li>Burnout, absenteeism and turnover</li> <li>Errors and reduced service delivery</li> </ul>	<ul style="list-style-type: none"> <li>WHS system and risk assessments</li> <li>Workforce planning and workload reviews</li> <li>EAP/wellbeing program and early support</li> <li>Leader training on psychosocial hazards</li> <li>H&amp;S reps/toolbox talks/reporting channels</li> <li>Inspections and corrective action tracking</li> <li>Fatigue/fitness for work management</li> <li>Flexible working arrangements</li> </ul>	Unlikely	Medium	Moderate	6
24	Waste truck damage or fleet shortages result in missed collections and public health risks.	Projects & Environment	<ul style="list-style-type: none"> <li>Fleet breakdowns and ageing vehicles</li> <li>Inadequate preventive maintenance</li> <li>Staff shortages/absences</li> <li>Contractor/supplier disruption</li> <li>Route/schedule inefficiencies</li> <li>Extreme weather access issues</li> <li>Parts availability delays</li> </ul>	Possible	High	High	12	Health	<ul style="list-style-type: none"> <li>Missed collection services leading to public health risks</li> <li>Increased illegal dumping and vermin</li> <li>Community complaints and reputational impacts</li> <li>Contract variation costs and compliance issues</li> <li>Missed collections and health risks</li> <li>Illegal dumping / vermin</li> <li>Complaints and reputational harm</li> </ul>	<ul style="list-style-type: none"> <li>Preventive maintenance and fleet renewal plan</li> <li>Contingencies with contractors/neighbour LGs</li> <li>Spare vehicle/hire arrangements</li> <li>Cross-training and rostering flexibility</li> <li>Contract KPI monitoring</li> <li>Disruption communications plan</li> <li>Incident logging and trend analysis</li> <li>Fatigue management and driver training</li> </ul>	Possible	Medium	Moderate	9
25	Increased development pressure and population growth lead to environmental degradation, biodiversity loss and higher remediation costs.	Projects & Environment	<ul style="list-style-type: none"> <li>Development pressure and population growth</li> <li>Weak environmental planning/conditions</li> <li>Approval non-compliance</li> <li>Insufficient monitoring/resourcing</li> <li>Climate impacts (heat/fire/flood)</li> <li>Poor erosion/sediment controls</li> <li>Invasive species/habitat fragmentation</li> </ul>	Likely	Extreme	Extreme	20	Environment	<ul style="list-style-type: none"> <li>Loss of biodiversity and habitat</li> <li>Soil / water degradation and pollution</li> <li>Increased remediation and infrastructure costs</li> <li>Regulatory action and community opposition</li> <li>Reduced tourism and amenity</li> <li>Biodiversity and habitat loss</li> <li>Community opposition and complaints</li> </ul>	<ul style="list-style-type: none"> <li>Environmental management plans for projects</li> <li>Compliance with DWER/DBCA approvals</li> <li>Land-use planning controls and conditions</li> <li>Monitoring/reporting/incident response</li> <li>Agency/community partnerships</li> <li>Education and stewardship programs</li> <li>Contractor environmental requirements and audits</li> <li>Internal co-operation/cross department engagement</li> </ul>	Possible	Medium	Moderate	9
26	Poor supervision or behaviour management leads to harassment or bullying, causing injury, absenteeism and cultural harm.	Executive Services	<ul style="list-style-type: none"> <li>Poor supervision/leadership</li> <li>Behaviour standards not reinforced</li> <li>Unclear performance expectations</li> <li>Stress and workload pressure</li> <li>Weak performance management</li> <li>Low confidence in reporting</li> <li>Unmanaged conflict</li> </ul>	Likely	High	High	16	Health	<ul style="list-style-type: none"> <li>Increased Absences</li> <li>Poor Staff Retention</li> <li>Legal Expenses</li> <li>Safety Risks</li> <li>Absenteeism and turnover</li> <li>Psychosocial injury claims / costs</li> <li>Reduced service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Bullying/harassment policy and reporting pathway</li> <li>Manager training/coaching</li> <li>EAP and wellbeing supports</li> <li>Timely investigations with documentation</li> <li>Role clarity and performance management</li> <li>Culture/values initiatives</li> <li>Psychosocial risk reviews and check-ins</li> <li>DV Alert Training</li> <li>Leave &amp; referral arrangements for staff experience DV or Violence</li> </ul>	Possible	Medium	Moderate	9

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27	Grant dependency, revenue shortfalls or funding competition reduce income, leading to financial deficits and service impacts.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Grant dependency and competition</li> <li>Economic downturn reducing revenue</li> <li>Over-expenditure / weak controls</li> <li>Fees/charges not reviewed</li> <li>Leases/asset revenue not optimised</li> <li>Debtor recovery delays</li> <li>Unplanned asset failures driving costs</li> </ul>	Possible	Extreme	High	15	Financial	<ul style="list-style-type: none"> <li>Reduced cash flow and budget deficits</li> <li>Deferral of capital works and maintenance</li> <li>Reduced ability to deliver services</li> <li>Increased borrowing or depletion of reserves</li> <li>Audit findings and reputational impacts</li> <li>Budget deficits and cash flow stress</li> <li>Capital works / maintenance deferred</li> </ul>	<ul style="list-style-type: none"> <li>Long-term financial plan and quarterly reviews</li> <li>Grant pipeline management</li> <li>Annual fees and charges review</li> <li>Lease/asset register and rent reviews</li> <li>Procurement and contract governance</li> <li>Debtors management and reconciliation</li> <li>Reserve strategy and scenario planning</li> </ul>	Unlikely	Medium	Moderate	6
28	Aging assets with limited condition data fail, causing service disruption, safety risks and emergency repair costs.	Projects & Environment	<ul style="list-style-type: none"> <li>Ageing assets and limited condition data</li> <li>Underfunded renewal program</li> <li>Reactive maintenance</li> <li>Extreme weather impacts</li> <li>Poor prioritisation of renewals</li> <li>Contractor availability constraints</li> <li>Weak asset systems/information</li> </ul>	Possible	High	High	12	Service Interruption	<ul style="list-style-type: none"> <li>Safety incidents and closures</li> <li>Service outages and community impacts</li> <li>Emergency repair costs and budget blowouts</li> <li>Increased insurance claims and reputational damage</li> <li>Service outages and disruptions</li> <li>Emergency repair costs / budget blowouts</li> <li>Insurance claims and downtime</li> </ul>	<ul style="list-style-type: none"> <li>Asset management plans and registers</li> <li>Condition inspections and preventive maintenance</li> <li>Renewal prioritisation with business cases</li> <li>Defect reporting and response procedures</li> <li>Project governance/procurement controls</li> <li>Panel contracts/critical spares</li> <li>Post-incident reviews and improvements</li> </ul>	Unlikely	Medium	Moderate	6
29	Inconsistent procurement or contract management practices result in non-compliance, financial loss and audit findings.	Corporate Economic & Community Development	<ul style="list-style-type: none"> <li>Inconsistent procurement practices</li> <li>COI/probity not managed</li> <li>Poor specs and evaluation</li> <li>Weak contract admin/variations</li> <li>Limited training/knowledge</li> <li>Inadequate documentation/records</li> <li>Pressure to expedite purchases</li> </ul>	Possible	High	High	12	Compliance	<ul style="list-style-type: none"> <li>Legal challenge and supplier disputes</li> <li>Financial loss and poor value-for-money</li> <li>Adverse audit outcomes and reputational harm</li> <li>Project delays</li> <li>Poor value-for-money / financial loss</li> <li>Supplier disputes / legal challenges</li> <li>Adverse audit findings and reputational harm</li> </ul>	<ul style="list-style-type: none"> <li>Procurement policy/thresholds/delegations</li> <li>COI declarations and probity requirements</li> <li>Templates and evaluation guidance</li> <li>Contract register and variation monitoring</li> <li>Approval workflows and segregation of duties</li> <li>Procurement/contract training</li> <li>Internal checks/audits of compliance</li> </ul>	Unlikely	Medium	Moderate	6
30	Low awareness of recordkeeping requirements leads to incomplete or inaccessible records and non-compliance with legislative obligations.	Executive Services	<ul style="list-style-type: none"> <li>Low awareness of obligations</li> <li>Inconsistent ED RMS use</li> <li>Records stored outside systems</li> <li>Poor metadata/naming conventions</li> <li>Retention/disposal not applied</li> <li>Insufficient training/audits</li> <li>System usability constraints</li> </ul>	Possible	High	High	12	Compliance	<ul style="list-style-type: none"> <li>Missed statutory timeframes</li> <li>Adverse findings and legal exposure</li> <li>Inefficient retrieval and duplicated work</li> <li>Reputational damage</li> <li>Missed statutory timeframes (FOI / records)</li> <li>Poor decision traceability</li> <li>Inefficient retrieval and duplication</li> </ul>	<ul style="list-style-type: none"> <li>Records policy and procedures</li> <li>ED RMS training/support and access controls</li> <li>Retention and disposal schedule</li> <li>Periodic recordkeeping audits</li> <li>FOI process and tracking</li> <li>Guidance for email/Teams capture</li> <li>Management reporting on compliance</li> </ul>	Unlikely	Medium	Moderate	6
31	Information Breach or Privacy Complaint resulting in intervention by Office of the Information Commissioner	Executive Services	<ul style="list-style-type: none"> <li>Low organisational awareness of new Information Privacy Principles (IPPs);</li> <li>Inadequate or incomplete Privacy Impact Assessments;</li> <li>Insufficient controls;</li> <li>Failure to appoint Privacy Officer;</li> <li>Poor staff training;</li> <li>Inconsistent recordkeeping;</li> <li>Lack of preparedness for PRIS Act requirements</li> </ul>	Possible	High	High	12	Compliance	<ul style="list-style-type: none"> <li>Increased regulatory scrutiny</li> <li>Higher operational disruption</li> <li>Additional financial implications</li> <li>Reputational damage</li> <li>Legal expenses</li> <li>Loss of trust and confidence from community and partners</li> <li>Negative media attention</li> <li>Increased number of privacy complaints</li> </ul>	<ul style="list-style-type: none"> <li>Privacy &amp; Information Sharing Policy development</li> <li>Privacy Information Assessments</li> <li>Privacy Officer</li> <li>ARIC oversight</li> <li>Compliance with PRIS Act 2024</li> <li>Breach complaint system</li> <li>Breach management system</li> <li>Cyber security systems and updates</li> <li>Training</li> </ul>	Unlikely	Medium	Moderate	6



**POLICY GC17 - PRIVACY AND INFORMATION SHARING**

<b>Responsible Officer:</b> Chief Executive Officer	<b>Approved By:</b> Council
<b>Adoption Date:</b>	<b>Last Reviewed:</b>
<b>Version:</b> 1	<b>Next Review Date:</b>

**1. Purpose**

To protect personal information handled by the Shire of Bridgetown-Greenbushes and to enable responsible information sharing that delivers public benefit, in accordance with the *Privacy and Responsible Information Sharing Act 2024 (WA)* (PRIS Act).

This Policy establishes clear and transparent practices for the collection, use, storage, security, disclosure and disposal of personal information, and sets out the Shire’s approach to responsible information sharing and management of information breaches.

**2. Scope**

This Policy applies to:

- Council Members
- Employees
- Contractors
- Volunteers
- Committee members
- Contracted service providers where Shire contracts require compliance with the PRIS Act and/or this Policy

It applies to all information handled by the Shire, including customer, community and workforce information, in any format (electronic, paper, audio, visual or other recorded form).

**3. Definitions**

<b>Term</b>	<b>Definition</b>
Personal Information	Information or an opinion about an identified individual, or an individual who is reasonably identifiable, whether true or not and whether recorded in material form or not.
Sensitive Information	Personal information including racial or ethnic origin, political opinions or associations, religious or philosophical beliefs, trade union membership, sexual orientation or practices, criminal record, health, genetic or certain biometric information.
Information Breach	Unauthorised access to, unauthorised disclosure of, or loss of information.
Interference with Privacy	A contravention of the PRIS Act relating to personal or de-identified information, including failure to comply with obligations relating to suspected or assessed notifiable information breaches.

Term	Definition
IPP Entity	An entity required to comply with the Information Privacy Principles under the PRIS Act, including local governments and certain contracted service providers.
Notifiable Information Breach	A breach involving personal information likely to result in serious harm, triggering notification obligations under the PRIS Act (from 1 January 2027).
Privacy Impact Assessment (PIA)	A systematic assessment of a project to identify privacy risks and recommend mitigation measures.
Information Privacy Principles (IPPs)	Principles established under the PRIS Act to guide lawful and appropriate information sharing.

**4. Policy Statement**

The Shire of Bridgetown-Greenbushes is committed to:

- Protecting personal information from misuse, interference, loss, unauthorised access, modification or disclosure.
- Managing personal information in accordance with the Information Privacy Principles (IPPs).
- Maintaining transparency in how personal information is handled.
- Responding promptly and effectively to privacy complaints and information breaches.
- Removing unnecessary barriers to lawful information sharing while maintaining community trust.

The Shire will comply with all obligations under the PRIS Act and associated guidance issued by the Office of the Information Commissioner (WA) and the WA Chief Data Officer.

**5. Roles and Responsibilities**

Role	Responsibility
Council	Adopt and review this Policy; provide governance oversight.
CEO	Ensure organisational compliance with the PRIS Act; allocate appropriate resources; report significant privacy risks or breaches to Council.
All Employees and Council Members	Comply with this Policy and the IPPs; report suspected breaches immediately; use approved channels for information sharing.
Privacy Officer	Monitor privacy governance; coordinate breach responses; liaise with the Office of the Information Commissioner (WA); manage privacy complaints; oversee privacy training and records; support PIAs.
Information Sharing Officer	Coordinate dealings with the WA Chief Data Officer; manage information sharing requests and agreements; oversee compliance with the IPPs; support privacy and Aboriginal information assessments where applicable.
Audit, Risk and Improvement Committee	Oversee privacy and information sharing risks and significant incidents.

*Note: The CEO may designate these roles within existing positions.*

## 6. Procedures / Implementation

### 6.1 Collection, Use and Disclosure of Personal Information

- Personal information will only be collected where necessary for, or directly related to, the Shire's functions or activities.
- Information will be collected by lawful and fair means and, where practicable, directly from the individual concerned.
- Sensitive information will only be collected with consent or where authorised or required by law.
- Personal information will only be used or disclosed for:
  - the primary purpose of collection;
  - a directly related secondary purpose reasonably expected by the individual; or
  - as permitted or required by law.
- Contracts with third parties must include privacy and information security obligations consistent with this Policy and the PRIS Act.

### 6.2 Information Security and Retention

- Reasonable administrative, physical and technical safeguards will be implemented to protect personal information from misuse, interference, loss and unauthorised access or disclosure.
- Reasonable steps will be taken to ensure personal information is accurate, up to date, complete and relevant prior to use or disclosure.
- Information will be retained and disposed of in accordance with the *State Records Act 2000*, approved retention and disposal schedules, and the Shire's Recordkeeping Plan.
- Personal information will not be disclosed outside Australia unless appropriate safeguards are in place and the disclosure is lawful.
- Unique identifiers will only be used where necessary and lawful.
- Options for anonymity or the use of pseudonyms will be provided where practicable.

### 6.3 Information Sharing

- Information sharing must comply with the PRIS Act, Information Privacy Principles, Responsible Sharing Practices, Information Sharing Directions and any approved agreements.
- Information sharing decisions must be lawful, necessary, proportionate and in the public interest.
- Where information sharing relates to Aboriginal people or communities, appropriate consultation, cultural authority and governance arrangements will be applied in accordance with relevant guidance and principles.

### 6.4 Information Breaches and Complaints

- All suspected information breaches must be reported immediately to the Privacy Officer.
- The Shire will maintain an Information Breach Register to record and manage privacy incidents.
- From 1 January 2027, where a notifiable information breach occurs, the Shire will notify the WA Information Commissioner and affected individuals as required by the PRIS Act.
- Individuals may request access to, or correction of, their personal information, subject to applicable exemptions under the *Freedom of Information Act 1992*.

Contact for privacy matters:  
Manager Executive Services  
Email: [governance@bridgetown.wa.gov.au](mailto:governance@bridgetown.wa.gov.au)  
Phone: (08) 9761 0800

**7. Legislative and Other References**

*Local Government Act 1995*  
*Local Government Amendment Act 2023*  
*Local Government (Model Code of Conduct) Regulations 2021*  
*Privacy and Responsible Information Sharing Act 2024 (WA)*  
*Freedom of Information Act 1992*  
*State Records Act 2000*

**8. Review and Monitoring**

This Policy will be reviewed every three years, or earlier if:

- Legislative changes occur
- Governance requirements change
- Significant privacy reforms or directions are issued

Compliance monitoring will be undertaken by the Chief Executive Officer, with significant privacy risks or incidents reported to the Audit, Risk and Improvement Committee and Council as appropriate.

**9. Related Documents / Forms**

<b>Document / Form</b>	<b>Description / Purpose</b>
Member Code of Conduct	Establishes behavioural standards including confidentiality obligations.
Recordkeeping Plan	Sets requirements for records retention and disposal.
Information Breach Register	Records and tracks privacy incidents and responses.
Privacy Impact Assessment Template	Used to assess high privacy impact projects.



## POLICY GC10 - Fraud and Corruption

<b>Responsible Officer:</b> Chief Executive Officer	<b>Approved By:</b> Council
<b>Adoption Date:</b>	<b>Last Reviewed:</b>
<b>Version:</b> 2	<b>Next Review Date:</b>

### 1. Purpose

The Shire of Bridgetown-Greenbushes (the Shire) is committed to strategies, policies and practices that prevent, deter and detect fraudulent and corrupt behaviour in the performance of Shire activities.

The Western Australian Auditor-General has recommended all councils adopt specific fraud control policies that address the risk of fraud and corrupt conduct.

The Executive Leadership Team (ELT) monitors, reports and guides the implementation of this Policy. The ELT also provides reports on its activity to Council's Audit, Risk and Improvement Committee.

### Scope

This Policy applies to all Councillors and Shire employees, contractors and volunteers.

### 2. Definitions

Term	Definition
Act	Means the <i>Local Government Act 1995</i> .
Corruption	Conduct involving the dishonest or improper misuse of power, position or resources to obtain an unauthorised benefit.
Councillor	A person elected and holding valid office under the Local Government Act 1995 as a member of the council of the Shire of Bridgetown-Greenbushes including a person who holds another office under section 2.17A(2) and (3) of the Local Government Act 1995.
Employee	<ul style="list-style-type: none"> <li>An individual employed by the Shire under s.5.36 of the Local Government Act 1995;</li> <li>Contractors and their employees engaged by the Shire; and</li> <li>Volunteers engaged by the Shire and defined under the Local Government Insurance Scheme.</li> </ul>
Fraud	Dishonest activity causing actual or potential gain or loss to any person or organisation including theft of moneys or other property by persons internal and/or external to the organisation and/or where deception is used at the time, immediately before or immediately following the activity.
Misconduct	Misconduct means conduct by a public officer or Councillor, acting in their capacity as such, that: <ul style="list-style-type: none"> <li>is improper or unethical; and</li> </ul>



Term	Definition
Public Officer	<ul style="list-style-type: none"> <li>• constitutes or may constitute minor misconduct within the meaning of the Corruption, Crime and Misconduct Act 2003 (WA), or</li> <li>• breaches applicable codes of conduct, policies, procedures or lawful directions of the Shire.</li> </ul> <p>Misconduct may include behaviour that is inconsistent with the standards of integrity and accountability expected of public officers and Councillors but does not rise to the level of serious misconduct.</p>
Public Authority	<p>A member, officer, or employee of an authority, board, corporation, commission, local government, council, committee or other similar body established for a public purpose under an Act (<i>Corruption, Crime and Misconduct Act 2003</i>).</p> <p>An authority, board, corporation, commission, council, committee, local government, regional local government or similar body established under a written law. (<i>Corruption, Crime and Misconduct Act 2003</i>).</p>
Serious Misconduct	<p>Serious Misconduct means conduct by a public officer or Councillor, acting in their capacity as such, that:</p> <ul style="list-style-type: none"> <li>• constitutes or may constitute serious misconduct within the meaning of the Corruption, Crime and Misconduct Act 2003 (WA); and</li> <li>• involves corruption, fraud, dishonesty, abuse of office, criminal behaviour, or conduct that results in substantial detriment to the public interest, the Shire, or public confidence in local government.</li> </ul> <p>Serious misconduct includes conduct that warrants mandatory notification to the Corruption and Crime Commission under the <i>Corruption, Crime and Misconduct Act 2003 (WA)</i>.</p>
Public Interest Information	<p>Information that tends to show, in relation to its public function a public authority, a public officer, or a public sector contractor is, has been, or proposes to be, involved in:</p> <ul style="list-style-type: none"> <li>• Improper Conduct;</li> <li>• An act or omission that constitutes an offence under a written law;</li> <li>• A substantial unauthorised or irregular use of, or substantial mismanagement of, public resources;</li> <li>• A matter of administration that can be investigated; or</li> <li>• An act done or omission that involves a substantial and specific risk of –             <ul style="list-style-type: none"> <li>○ Injury to public health;</li> <li>○ Prejudice to public safety;</li> <li>○ Harm to the environment.</li> </ul> </li> </ul>

For the purposes of this Policy, the terms “misconduct” and “serious misconduct” are to be interpreted in accordance with the *Corruption, Crime and Misconduct Act 2003 (WA)*. Employment-related disciplinary outcomes are managed separately under applicable industrial instruments and Shire employment policies.



**3. Policy Statement**

The Shire of Bridgetown-Greenbushes is firmly committed to the control and elimination of all forms of fraud and corruption. We strive to create and maintain an ethical environment and culture that actively discourages and prevents fraudulent and corrupt behaviour.

All individuals acting on behalf of the Shire are responsible for the prevention and detection of fraud and corruption and must adhere to this Policy. Integrity must be the guiding principle in all actions.

All allegations and suspicions of fraud and corruption will be addressed promptly and appropriately, using criminal, disciplinary, or administrative mechanisms as suitable.

The Shire will pursue the recovery of misappropriated funds when there is clear evidence of fraud and corruption, and when it is cost-effective to do so.

**4. Roles and Responsibilities**

Role	Responsibility
Council	Demonstrate leadership in the adoption of the Fraud and Corruption Policy.
CEO	<ul style="list-style-type: none"> <li>• Accountability for the effective and economical use of Shire resources and for determining appropriate controls needed to manage fraud and corruption risk.</li> <li>• Reporting obligations to the Corruption and Crime Commission and/or the Public Sector Commission under the Corruption, <i>Crime and Misconduct Act 2003</i>.</li> <li>• Coordinate and/or conduct investigations into allegations of fraud and corruption when required.</li> </ul>
Audit, Risk and Improvement Committee	<ul style="list-style-type: none"> <li>• Review Risk Management Framework and associated processes for the effective identification and management of fraud and corruption risks.</li> <li>• Oversee the development and implementation of the Fraud, and Corruption Policy.</li> </ul>
Executive Leadership Team	<ul style="list-style-type: none"> <li>• Provide leadership, guidance and support to workers in preventing fraud and corruption and modelling ethical behaviour.</li> <li>• Implement and monitor operational fraud and corruption controls.</li> </ul>
Record Management Coordinator	<ul style="list-style-type: none"> <li>• Coordinate, monitor and review the fraud and corruption risk assessment process;</li> <li>• Assist with implementing fraud and corruption strategies with departments.</li> <li>• Undertake scheduled audits, which include examining established fraud and corruption controls to determine if these are robust enough to reduce the risks of fraud and corruption.</li> </ul>



## **5. Policy Framework**

### **5.1. Procedures / Implementation**

The Shire has established a comprehensive set of policies, documents and processes that guide its operations and decision-making. These are designed to embed fraud and corruption prevention and detection controls throughout the organisation.

These policies, documents and processes are subject to regular revision to ensure they effectively address evolving risks of fraud, and corruption and stay relevant.

### **5.2. Fraud and Corruption Risk Assessments**

The Shire will conduct thorough risk assessments to identify and address potential risks of fraud and corruption.

These assessments will inform necessary amendments to policies and procedures to mitigate identified risks effectively.

### **5.3. Communication and Awareness**

The Shire emphasises the importance of early identification and reporting of fraud and corruption. Awareness and understanding of the Shire's prevention policy and controls will be reinforced through:

- Annual Reviews and Training: Regular training sessions will be conducted to keep employees informed about current policies and any updates.
- Communication of Changes: Any amendments to any strategy, plan or policy will be promptly communicated to all employees (or workers dependent on the specific document).

### **5.4. Detection of Fraud and Corruption**

To detect fraud and corruption, the Shire has implemented multiple tools, including but not limited to:

- Observation and Awareness: Employees are trained to recognise and report suspicious activities as per the Employee's Code of Conduct.
- Risk Management System: The Shire employs a Risk Management system to identify, evaluate, and manage risks, including those related to fraud and corruption.
- Internal Audit: Regular internal audits provide assurance that the Shire's controls are effective in managing risks and identifying weaknesses.
- External Auditors: External audits are conducted in line with Australian auditing standards to detect material misstatements due to fraud and corruption.

### **5.5. Common Red Flags**

Common red flags of fraud and corruption include (but are not limited to):

- Over-familiar relationships between employees or Councillors and external parties (e.g. proponents, suppliers, contractors).
- Disregard for internal controls.
- Reluctance to take leave, particularly in roles involving cash control or debt collection.
- Unnecessary access to work premises after hours.
- Unreconciled accounting records or poor follow-up of outstanding accounts.
- Lack of supporting documentation for purchases.



#### 5.6. Reporting Fraud and Corruption

- Employees should report suspected unethical, fraudulent, dishonest, illegal, or corrupt behaviour to their supervisor, manager, or directly to the CEO.
- In accordance with the Corruption, Crime and Misconduct Act 2003, if the CEO suspects on reasonable grounds that the alleged behaviour may constitute minor or serious misconduct, the CEO shall notify:
  - the Corruption and Crime Commission, in the case of serious misconduct; or
  - the Public Sector Commissioner, in the case of minor misconduct. .
- Employees or Councillors may report concerns directly to the Western Australian Police, CCC or the Public Sector Commission, including anonymously if desired.
- If the informant has reason to believe their Manager is implicated in the suspected fraud, the matter must be reported to the Manager Executive Services.
- If Chief Executive Officer involvement is suspected, the matter must be reported to the President.
- If Councillor involvement is suspected, the matter must be reported to the Chief Executive Officer.
- The informant reporting the activity/behaviour may remain anonymous.
- All inquiries concerning the activities under investigation from the suspected individual, his or her lawyer, or representative, or any other enquirer must be directed to the Manager Executive Services.

#### 5.7. Investigating Fraud and Corruption

- Investigations into allegations of fraud and corruption will be conducted with independence, objectivity, and fairness. The process includes:
  - Comprehensive Investigations: Ensuring thorough and impartial investigations based on principles of natural justice. This includes using independent investigative consultants.
  - Internal Reporting Systems: Documenting all detected incidents internally.
  - External Reporting: Reporting matters to appropriate external agencies, such as the CCC, Public Sector Commission or Western Australian Police, as necessary.
  - Following investigations, processes will be reviewed, and improvements will be implemented to prevent future occurrences.
- The Manager Executive Services has primary responsibility for investigation of all suspected unauthorised possession (theft), fraudulent or corrupt acts or behaviour as defined in this policy.
- Any investigative activity required will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to Council.
- At the conclusion of the investigation the events will be documented in a confidential report which will be provided to the Chief Executive Officer, and they may determine that the report be provided to the Council and the Audit and Risk Committee, where appropriate. Recommendations may be made to enhance internal control procedures.
- Decisions to refer the investigation results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made by the Chief Executive Officer, in consultation with the Manager Executive Services and with legal advice if appropriate.
- The Manager Executive Services has free and unrestricted access to all Council records and premises and authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on premises without prior knowledge or consult of any individual who may have custody of any such items or facilities when it is within the scope of their investigation.



#### **5.8. Responses to Investigations**

All reports of suspected fraud, corruption or misconduct will be investigated according to Shire policies and processes or referred to an external investigative agency as appropriate.

Appropriate action will be taken, which may include disciplinary action or referral to an external agency such as the Corruption and Crime Commission or the WA Police.

If there is a reasonable suspicion that an incident constitutes minor misconduct or serious misconduct, the CEO is required under legislation to report the matter to the Public Sector Commission (PSC) or Corruption and Crime Commission (CCC) respectively.

The PSC or CCC respectively may choose to investigate the matter itself, refer it back to the Shire, or work with the Shire to investigate the matter.

Any allegation involving criminal offences against the Shire, by employees or external parties, needs to be referred to the Police. In the event the Police do not lay criminal charges, but the information requires further enquiry because the allegation raises a reasonable suspicion of employee misconduct which, if proven, would be likely to result in formal disciplinary action, an investigation will be commenced.

The CEO is to ensure that all incidents of fraud, corruption and misconduct are investigated, documented and registered on the organisations document management system in a confidential manner.

The Audit, Risk and Improvement Committee is to be informed of all instances of alleged fraud and the status of investigations to consider and ensure controls are appropriately designed and implemented.

#### **5.9. Media**

No information concerning the status of an investigation will be disclosed, except to the Chief Executive Officer, Shire of Bridgetown-Greenbushes Grievance Officer, Public Interest Disclosure Officer and/or Manager Executive Services in cases where an employee is suspected of unauthorised possession or fraud.

#### **5.10. Recovery of Losses**

The Shire reserves the right to recover losses incurred due to fraud, corruption, or misconduct. Recovery actions will be pursued when the potential benefits outweigh the costs involved in the investigation and recovery efforts.

### **6. Public Interest Disclosures**

#### **6.1 Public Interest Disclosure Framework**

The Shire of Bridgetown-Greenbushes is committed to encouraging and facilitating the reporting of wrongdoing in accordance with the Public Interest Disclosure Act 2003 (WA) (PID Act). The Shire recognises that the effective disclosure of public interest information is an important element of integrity, accountability and transparency in local government.

#### **6.2 Public Interest Information**

Public Interest Information is information that tends to show that a public authority, public officer or public sector contractor has been, is, or proposes to be involved in:



- improper conduct;
- an offence under a written law;
- substantial unauthorised or irregular use of public resources;
- substantial mismanagement of public resources;
- conduct involving a substantial and specific risk to public health, public safety, or the environment.

### 6.3 Who Can Make a Disclosure

A Public Interest Disclosure may be made by:

- employees;
- Councillors;
- contractors and their employees;
- volunteers; or
- members of the public.

Disclosures may be made anonymously.

### 6.4. Public Interest Disclosure Officer

The Shire has appointed a Public Interest Disclosure Officer (PID Officer) in accordance with the PID Act.

Disclosures of public interest information should be made directly to the PID Officer or an authorised officer nominated under the Shire's PID procedures.

Details of the PID Officer and disclosure procedures are available on the Shire's website or by contacting the Shire's administration.

### 6.5. Protections for Disclosers

A person who makes a Public Interest Disclosure in accordance with the PID Act:

- will not be subject to civil or criminal liability for making the disclosure;
- is protected from dismissal, disciplinary action or other detriment as a result of making the disclosure; and
- is entitled to have their identity kept confidential, subject to the requirements of the PID Act.

The Shire will not tolerate any act of reprisal, harassment or victimisation against a person who makes, or is believed to have made, a Public Interest Disclosure. Any such conduct may constitute misconduct or serious misconduct and will be dealt with accordingly.

### 6.6. Assessment and Investigation of Disclosures

All Public Interest Disclosures will be assessed and, where appropriate, investigated in accordance with the PID Act and the Shire's PID procedures.

Where a disclosure relates to suspected fraud, corruption or misconduct, the matter may also be referred to the:

- Corruption and Crime Commission;
  - Public Sector Commissioner; or
  - Western Australian Police,
- as required by legislation.



**6.7. Relationship to This Policy**

Nothing in this Policy prevents or discourages a person from making a disclosure under the Public Interest Disclosure Act 2003.

Where a matter falls within the scope of both this Policy and the PID Act, the PID Act will prevail.

**7. Legislative and Other References**

- *Local Government Act 1995*
- *Local Government (Audit) Regulations 1996*
- *Local Government (Financial Management) Regulations 1996*
- *Corruption, Crime and Misconduct Act 2003*
- *Public Interest Disclosure Act 2003*

**8. Review and Monitoring**

This Policy will be reviewed every three years, or earlier if:

- Legislative changes occur
- Governance requirements change

The Chief Executive Officer retains operational responsibility for the implementation of this Policy, while Council and the Audit, Risk and Improvement Committee provide strategic oversight and assurance

**9. Related Documents / Forms**

Document / Form	Description / Purpose
Member Code of Conduct	The WA Local Government Elected Member Code of Conduct is a mandatory, legally enforced framework based on the 2021 Model Code, setting essential standards for personal integrity, respectful relationships, and accountability that council members, committee members, and candidates must adhere to in their official duties.
Australian Standard AS 8001-2021	Fraud and Corruption Control standard
Australian Standard AS ISO 31000:2018	Risk Management Guidelines



## Minutes

For a meeting of the Local Emergency Management Committee (LEMC) held at the Bridgetown Incident Control Centre (8 Les Woodhead Ave, Bridgetown) on **Tuesday the 5<sup>th</sup> of May 2026** commencing at **10:00am**

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**9. Next Meeting Date** ..... 8  
**10. Closure** ..... 8

**1. Nomination of LEMC Administration Support Officer**

<b>ITEM NO.</b>	1.1
<b>SUBJECT</b>	Nomination of Administration Support Officer - Committee Membership
<b>OFFICER</b>	CESM – Conor McGregor

**RECOMMENDATION**

**That the Local Emergency Management Committee includes the position of Emergency Services Administration Officer**

*Moved: Chris Doherty*

*Seconded: Renae Flaxman*

*Carried: Yes*

**2. Attendance & Apologies**

**Attendance**

- Conor McGregor
- Wayne Douglas
- Renee Flaxman
- Chris Doherty
- Melissa Howard
- Christine Reinke
- Garry Adams
- Micael Fletcher
- Greg Kennedy – Teams
- Clear Bennett – Teams
- Scott Walton
- Gary Wilcox
- Justine Kelly
- Jeremy Higgins
- Louise Stokes – Teams
- Calvin Mothias – Teams

**Apologies**

- Steve Ward
- Donna Jarvin
- Glen Norris
- Chris Clelland
- Mike McKenna
- Chris Mott
- Paddy Dowling
- Ian Guthridge
- Nick Raymond
- Nicky Waite

**3. Confirmation of Previous Minutes**

A motion is required to confirm the Minutes of the Meeting held 17th February 2026 as a true and correct record.

*Moved: Gary Wilcox      Seconded: Renae Flaxman      Carried: Yes*

**4. Business Arising from Previous Minutes**

<b>ITEM NO.</b>	4.1
<b>SUBJECT</b>	Guidelines for Plantation Fire Protection
<b>OFFICER</b>	CESM – Conor McGregor

**RECOMMENDATION**

**Noted and removed from outstanding items**

*Moved: Garry Adams      Seconded: Michael Fletcher      Carried: Yes*

**BACKGROUND**

Cr Lyndon Pearce – message received regarding a document named Guidelines for Plantation Fire Protection which was issued in 2011 and due for review in 2021.

This was deferred to next meeting, as it was considered FPC could be well positioned to provide comment. CESM has reached out to FPC where the below response has been received.

*“The 2011 version is still the current edition.”  
“The review of the Guidelines for Plantation Fire Protection is currently on hold with DFES and FIFWA.”*

*Alison Raper  
Manager Fire Protection  
Forest Assets*

<b>ITEM NO.</b>	4.2
<b>Attachment</b>	To be provided at meeting
<b>SUBJECT</b>	Local Evacuation Support Plan
<b>OFFICER</b>	CESM – Conor McGregor

**RECOMMENDATION**

**That the Local Emergency Management Committee (LEMC) receives the attached draft Local Evacuation Support Plan to make any relevant changes prior to the next meeting**

**Moved:** Wayne Douglass      **Seconded:** Justine Kelly      **Carried:** Yes

**BACKGROUND**

At the previous meeting the following items were discussed at considered:

*That the Local Emergency Management Committee (LEMC) requests the Shire to:*

1. *Establish a stand-up procedure for the opening and initial operation of the Bridgetown Recreation Centre as an evacuation centre while Department of Communities are en route and the draft to be presented at the next LEMC on the 5<sup>th</sup> May 2026.*
2. *Develop a communications framework to inform the community of relevant information and where to access accurate and timely information in the event of an incident.*
3. *Undertake training exercises for relevant staff and stakeholders on the adopted stand-up procedure once finalised.*

The attached draft document has been developed for LEMC Consideration.

<b>ITEM NO.</b>	4.3
<b>Attachment</b>	4.3 Presentation 1 - UCI Gravel World Series in Nannup 2026
<b>SUBJECT</b>	Seven Gravel Race and the World Championships in October 2026
<b>OFFICER</b>	Justine Kelly – Department of Health

**RECOMMENDATION**

1. **Power Point Presentation be received by LEMC**
2. **LEMC nominate committee members to attend meeting held in Nannup on 6<sup>th</sup> May at 3:00pm**

**Moved:** Renae Flaxman      **Seconded:** Garry Adams      **Carried:** Yes

**BACKGROUND**

At the February Meeting the below items were discussed and put forward.

That the LEMC Chair write to the Shire CEO requesting that:

1. An item be added to this week’s WALGA Zone meeting agenda regarding the Seven Gravel Race scheduled for 16 May 2026 and the World Championships in October 2026.

2. The Shire of Nannup facilitate a meeting with the event organisers and invite the region's Emergency Services and Local Emergency Management Committees (LEMCs) to better understand the anticipated requirements for surrounding Shires and ensure appropriate preparation for these events.
3. Any relevant information received in relation to these events be forwarded to Community Emergency Services Manager for distribution to LEMC members as it becomes available, rather than waiting until the next scheduled meeting.

**COMMENT**

1. The item was not discussed at the WALGA ZONE Meeting however was discussed in detail at DEMC in March.
2. The Shire of Nannup has extended an invitation to Shire representatives for a Stakeholder meeting to be held at the Nannup SES on 6 May at 3.00 pm to gain a shared understanding of the arrangements each agency will be putting in place in preparation for the GWC.
3. The attached presentation is provided in relation to the UCI Gravel World Series in Nannup 2026

**ACTION:** 3 People will be attending the Stake holder meeting on the 6<sup>th</sup> of May and Providing Information to the CESM Conor McGregor to Filter out to LEMC.

**5. Presentations**

Nil

**6. Business Items**

<b>ITEM NO.</b>	6.1
<b>Attachment</b>	6.1 LEMC Contact List (Confidential)
<b>SUBJECT</b>	Confirmation of LEMA contact details and key stakeholders
<b>OFFICER</b>	CESM – Conor McGregor

**RECOMMENDATION**

*That the Local Emergency Management Committee (LEMC) updates contact information and the CESM distributes accordingly.*

**Moved:** Renae Flaxman

**Seconded:** Chris Doherty

**Carried:** Yes

**BACKGROUND**

A current contact list is distributed to members of the LEMC for review, these are to be updated and returned to CESM.

<b>ITEM NO.</b>	6.2
<b>ATTACHMENT</b>	6.2
<b>SUBJECT</b>	Recovery Coordinator Resignation
<b>OFFICER</b>	Conor McGregor - Community Emergency Services Manager

**RECOMMENDATION**

*That the Local Emergency Management Committee (LEMC) accepts the resignation of Glen Norris from the role of Recovery Coordinator (Recovery Officer), effective 18 April 2026.*

**Moved:** Chris Doherty      **Seconded:** Gary Willcox      **Carried:** Yes

**COMMENT**

The Shire and Committee acknowledges and sincerely thanks Glen Norris for her dedicated service and commitment to the Shire and community since her appointment as Recovery Coordinator in 2008. Her long-standing contribution to emergency recovery coordination has been highly valued, and her leadership, experience, and support have played an important role in assisting the community through emergency events.

The Committee further notes Glen's ongoing involvement with the LEMC in her capacity as Chairperson for St John Ambulance and appreciates her willingness to continue providing assistance and advice to future Recovery Coordinators if required. The Committee wishes Glen all the best in her future travels and endeavours.

**ACTION:**

CESM to right a letter of thank to Glen Norris for the Years of Service.

<b>ITEM NO.</b>	6.3
<b>SUBJECT</b>	Recovery Coordinator
<b>OFFICER</b>	Conor McGregor - Community Emergency Services Manager

**COMMENT**

Noting the resignation of the Recovery Coordinator, committee to discuss appointment of replacement.

**ACTION**

The Shire CEO will find a new recovery officer to bring to the next LEMC meeting.

**7. Agency Reports**

DEMA – Report Attached

Department of Communities Report Attached – also to include emergency services email to invite list

Department of Health

- Emergency Preparedness for the coming winter season
- Requesting help to get the message out to the community and Shop owners to help with hand sanitiser and disinfectant wipes.

DFES LSW - Apologies

DPIRD – Report Attached

Main Roads - Apologies

SES – Bridgetown – Report Attached

- Fuel Cards – when Ampol is not working or has no fuel available

Shire of Bridgetown Greenbushes

- Kangaroo Gully BFB upgrade Status
- SES New ATV and Trailer ordered
- Shires new Road Closure Policy
- Mitigation status
- Training First aid
- ROAC Submission

St John Ambulance – Report Attached

- Currently getting quotes for new extension of the St Johns to have a 6 car garage.
- Recruitment Still happening – We have some new volunteers but have lost some volunteers also.

WAPOL

- 3 Incidents with Fuel theft in the shire recently
- We encourage everyone to check security of their fuel stocks and machinery

## 8. General Business

Nil

## 9. Next Meeting Date

18th August 2026 10:00am

## 10. Closure

Meeting closed at: 11.27am

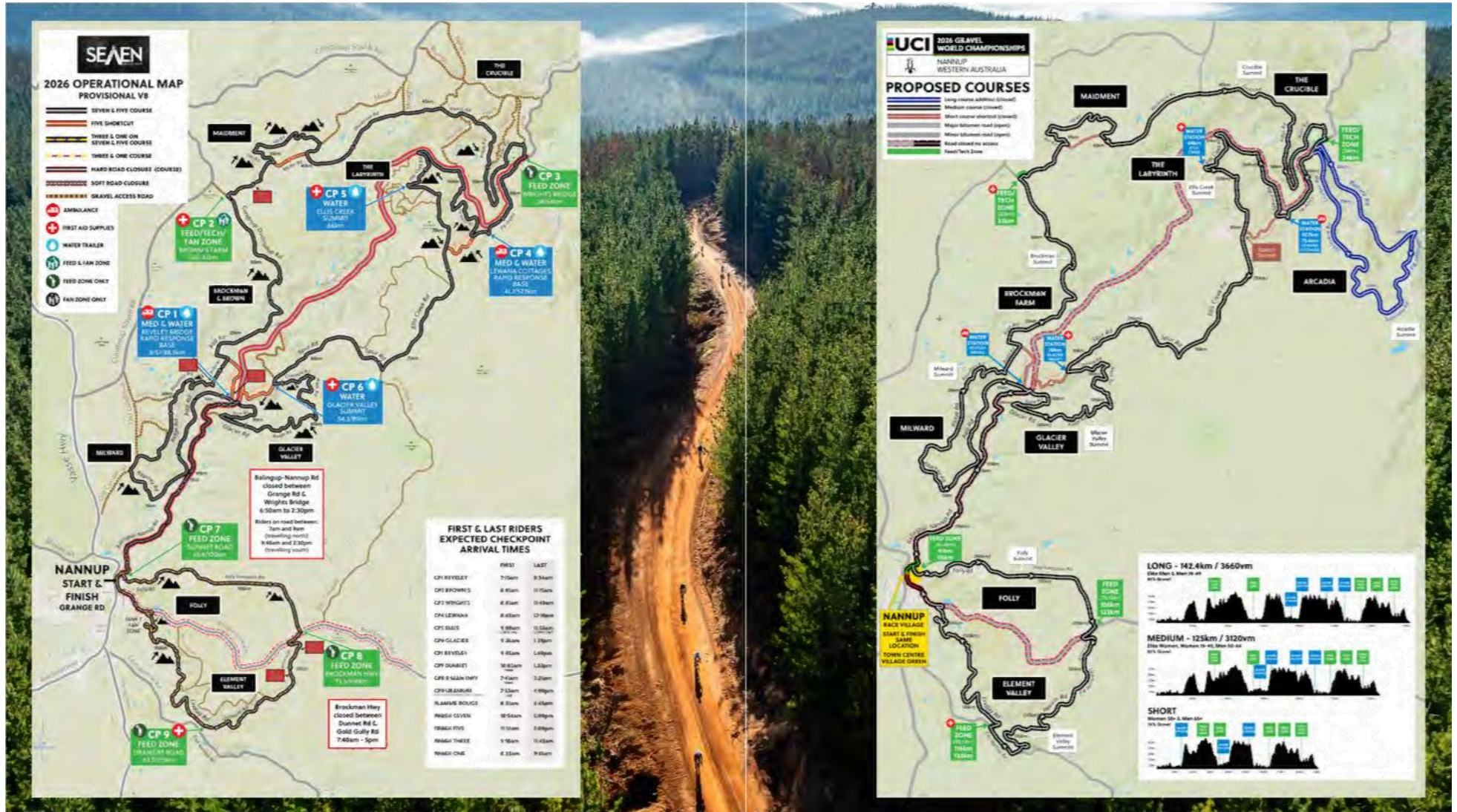
<b>Future Meeting Dates for 2026:</b>
---------------------------------------

- |   |
|---|
| <ul style="list-style-type: none"><li>• 18<sup>th</sup> August 2026 10.00am</li><li>• 17<sup>th</sup> November 2026 10.00am</li></ul> |
|---|









## EVENT SCHEDULE

**SEVEN GRAVEL RACE 2026**

SCHEDULE

Panoracer GRAVEL KING  
**UCI GRAVEL WORLD SERIES**  
NANNUP AUSTRALIA

SEVEN

CAMELBAK | | CEII | | |

[sevengravelrace.com](http://sevengravelrace.com)

## The Program October 2026

- 4 **Rainbow Ride Donnybrook**  
*8am Station Square, Donnybrook*
- 5 **Rainbow Ride Bridgetown**  
*8am Blackwood River Park, Bridgetown*
- 6 **Rainbow Ride Manjimup**  
*8am Heritage Park, Manjimup*
- 7 **Rainbow Ride Pemberton**  
*8am Swimming Pool, Pemberton*
- 8 **Rainbow Ride Nannup**  
*8am Village Green, Nannup*
- 8 **UCI GWC Registration Busselton**  
*9am-5pm Saltwater Centre, Busselton*
- 8 **UCI GWC Flag Parade & Welcome to Country**  
*5pm Busselton Jetty & Foreshore*
- 9 **Coastal Cruise Ride**  
*Anytime Busselton Foreshore - Dunsborough return*
- 9 **UCI GWC Registration Nannup**  
*9am-5pm Event Village, Grange Rd, Nannup*
- 10 **UCI Gravel World Championships**  
*Nannup: Elite Women, Women Age Groups, Men 50+*
- 11 **UCI Gravel World Championships**  
*Nannup: Elite Men, Men 19-49*

[gravelchampswesternaustralia.com](http://gravelchampswesternaustralia.com)



**SEVEN**  
*NANNUP*

**MAY 15 - SHAKE OUT  
& REGO**  
Up to 2000 between  
10am - 6pm

**MAY 16 - RACE DAY**  
Up to 5000 across  
entire day between  
6am - 6pm

**GWC**  
*NANNUP*

**OCT 9 - REGISTRATION**  
Up to 2000 across day

**OCT 10 - RACE DAY**  
Up to 5000 across day

**OCT 11 - RACE DAY**  
Plan for 8000-10000  
across day

# ROAD CLOSURES PROPOSED

**A P1 EMERGENCY WILL ALWAYS  
TAKE PRIORITY OVER THE RACE**

## SEVEN - MAY 16

- Grange Road from Forrest St to Brockman Hwy 6am to 6pm
- Forrest St (east) 6am to 6pm
- Balingup-Nannup Rd from 6:30am to 3:00pm
- Brockman Hwy from Dunnet to Folly Formation Rd 7:15am to 5pm

## GWC - OCT 10 & 11

- Grange Road 6am to 6pm
- Forrest St (east) 6am to 6pm
- Balingup-Nannup Rd from 6:45am to 3pm
- Brockman Hwy from Grange Rd to Maranup Ford Rd 12noon to 3pm

*We are already working with Nannup residents, farmers and businesses to document and plan for essential movements. We can escort local residents within the road closure envelope.*





## ESSENTIAL MOVEMENTS ENQUIRY FORM

If you have essential movements that you must make on Saturday May 16th along Balingup-Nannup Road, Brockman Highway or Grange Road, please complete form below. We will be in touch as soon as we can to speak with you about it.

Name \*

First Last

Phone number \*

Email \*

Property Address - the start or finish location of the essential movement

Address Line 1

Address Line 2

City State / Territory / Region

-- Select country --

Postal Code Country

Who needs to move to and/or from this property? \*

***sevengravelrace.com***

# INTERNET & MOBILE SIGNAL

## what we are doing to help maintain connectivity



### 1. EVENT PUBLIC WIFI

A social media grade service for 2000 concurrent users

*NBN using fibre-optic connectivity*

### 2. RACE VILLAGE INTERNET NETWORK

'Quarantined' network for Race Command Centre, Medical & Media

*NBN fixed wireless + Starlink network*

### 3. EVENT INTERNET NETWORK

On-Course fixed (Checkpoints), On-Course in-motion (Convoy), Event Village Vendors

*Starlink network*

# EMERGENCY MANAGEMENT

what we are doing to help keep everyone safe



## 1. PRE-PLANNING WITH AGENCIES

Nannup LEMC & DEMC  
WACHS, WAPOL, DFES  
DBCA, FPC, SJA  
- EVENT COMMAND -  
- RACE COMMAND -  
*State & Regional-level response*

## 2. FULL EVENT & RACE MEDICAL SERVICE & FULL INCIDENT CONTROL CAPABILITY

*SJA EHS - events will not draw from Nannup SJA resources*

## 3. RAPID RESPONSE & ESSENTIAL MOVEMENTS MOTO-SCOUT SERVICE

*P1 emergencies take priority over race*  
- Event Command -  
- ++Police MECU -



**EVENT EXECUTIVE TEAM (ORGANISING COMMITTEE)**



**EVENT DELIVERY TEAM (SECTOR LEADERS)**

VISUAL COMMUNICATIONS SECTOR	ADMINISTRATION SECTOR	VENUES & INFRASTRUCTURE SECTOR	RACE SECTOR
HEAD OF PRESS	ADMINISTRATION ASSISTANT	COURSE MANAGERS	RACE DIRECTOR
SOCIAL MEDIA COORDINATOR	ELITE/NATIONAL TEAM LIAISON	INFRASTRUCTURE MANAGER	UCI/AUSCYCLING RACE OFFICIALS
HEAD OF CEREMONIES	ICT MANAGER	VENDORS COORDINATOR	RESULTS & TIMING MANAGER
PHOTO & VIDEO TEAM	VOLUNTEER COORDINATOR	PARKING COORDINATOR	RACE COMMAND CENTRE COORDINATOR
COURSE COMMENTARY TEAM	REGISTRATION MANAGER	CAMPGROUND MANAGER	RACE DOCTOR
AUDIO VISUALS MANAGER	MERCHANDISE MANAGER	STEWARDS/MARSHALS MANAGER	RACE MEDICAL & INCIDENT CONTROL TEAM
RACE BROADCAST TEAM	VIP HOSPITALITY COORD.	ENVIRONMENT MANAGER	RACE CONVOY MANAGER
RACE COMMENTARY TEAM (B'CAST)		TRAFFIC MGT COORDINATOR	FIELD SUPPORT COORDINATOR

**VOLUNTEER TEAMS**

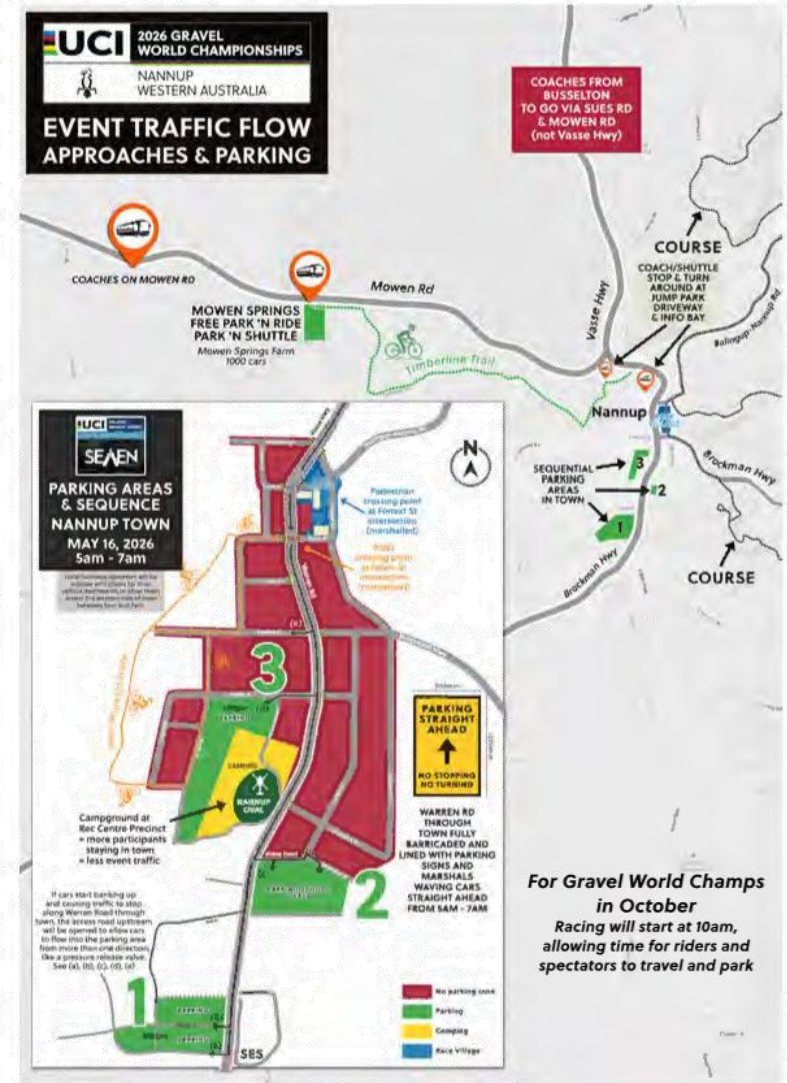
Parking Stewards	Registration Stewards	Event Set Up & Take Down Crew	Boundary Riders - Moto-Scouts
Clean & Green Team	Event Guides	Feed Zone/Fan Zone Stewards	Race Village Marshals

\*Marketing Communications

# OUR WORKFORCE

## Australia's most experienced gravel cycling event team







# DOCUMENTATION BOTH EVENTS



## STRATEGIC

Event Overviews  
Project Scope Statement  
Integration Mgt Plan  
Stakeholder Mgt Plan

## OPERATIONAL

- Event (Project) Mgt Plan
- Scope Mgt Plan
  - Risk Mgt Plan
  - Comms Mgt Plan
  - Procurement Plan
  - Quality Mgt Plan
  - Cost Mgt Plan

*Risk Audit - RiskWest*

## TACTICAL

- Race Command Centre - Comms
- Risk Mgt Plans, Protocols, Teams
- Race Medical & Incident Control
- HR Mgt Plan
- EM Comms Mgt
- Time Mgt Plan

*Risk Audit - RiskWest*



**UCI** 2026 GRAVEL  
WORLD CHAMPIONSHIPS  
NANNUP  
WESTERN AUSTRALIA

## Health, Safety & Emergency Management

Plan for and ensure the optimal safety and wellbeing of all competitors, riders, spectators, officials, crew and members of the public, and manage all incidents and emergencies efficiently and effectively.

PEOPLE

### RACE COMMAND TEAM (RCT)

*EVERYTHING IN RACE VILLAGE & ON RACING COURSE*

- Race Director (in-motion on course)
- Race Command Centre Coordinator
- Incident Controller (IC)
- Race Doctor (in-motion on course)
- Race Medical Team (in-motion on course)
- SJA Medical Posts (village & course CPs)
- Field Support Coordinator (incl. crew first aid)
- Moto Support Team Manager
- Incident Loggist

### EVENT COMMAND TEAM (ECT)

*OVERWATCH OF EVENT IMPACTS ON REGIONAL NETWORKS & SERVICES*

- Event Director
- Main Roads rep
- WACHS rep
- DFES rep
- WA Police rep
- SES rep
- DBCA rep
- Others as agreed between EET and LEMC/DEMC

### RISK MANAGEMENT PLAN (RMP)

WITH 27 SUBSIDIARY MGT PLANS & PROTOCOLS, INCLUDING:

<p><b>Race Medical &amp; Inc. Control Plan</b></p> <p>Race &amp; Event ICT (WiFi)</p> <p>Emergency Communications Protocol</p> <p>Course Management Plan</p> <p>Marshalling Plan</p> <p>Event Workforce Plan</p> <p>Waste Management Plan</p> <p>Weather Protocols</p>	<p><b>Traffic Management Plan</b></p> <p>Hostile Vehicle Mitigation Protocol</p> <p>Emergency Vehicle Access Protocol</p> <p>Event Parking Plan</p> <p>Pedestrian &amp; Rider Village Movement Plan</p> <p>Event Village Evacuation Plan</p> <p>Bushfire Contingency Plan</p> <p>Spectator Transport &amp; Travel Plan</p>
--	--

### 1ST LINE DEFENCE

**EVENT TEAM/SECTOR MANAGERS & FRONT-LINE EVENT STAFF**

- Event Executive Team (EET) members working with Event Sector Managers & Risk/Control/Treatment Owners on plans and protocols.
- Risk assignment pathways enshrined in Workforce Plan and Work Instructions.
- Risk (and hazard) reporting processes during event delivery.

### 2ND LINE DEFENCE

**RISK MANAGEMENT & COMPLIANCE**

- EET, RCT and ECT oversight of risk management and compliance.

### 3RD LINE DEFENCE

**INTERNAL & EXTERNAL AUDITORS**

- Agency involvement in the development of the RMP & subsidiary plans.
- Nannup LEMC DTEs.
- RiskWest Risk Audit
- AusCycling sanctioning
- UCI approval

### ICT Networks installed:

- Race Starlink Network
- Public Event WiFi

### Public Maps:

- Event Parking
- Race Village
- Travel Routes
- Course
- Feed Zones & Fan Zones

### Public documents:


- 2026 UCI GWC Race Book
- Spectator Transport & Travel Guide

### Signage in Race Village:

- Parking
- Pedestrian wayfinding
- Rider warm up route
- Crossing points (Warren Rd)
- Road closures & detours
- Fan Zones & Feed Zones

### Website & registration:

- Rider and spectator medals
- All public maps
- All public guides





**UCI** 2026 GRAVEL  
WORLD CHAMPIONSHIPS  
NANNUP  
WESTERN AUSTRALIA

## Traffic & Transport

Design and implement an event traffic flow system that keeps the traffic flowing in and out of Nannup on October 10th and 11th, and keeps event participants and the general public safe from traffic hazards.

PEOPLE

### EVENT STAFF

*PLANNING & IMPLEMENTATION OF THE TRAFFIC FLOW SYSTEM*

- Event Director
- Event Creative Director
- Event Manager
- Operations Manager
- MARCOM Manager
- Parking Coordinator
- Stewards/Marshals Manager
- Moto Support Team Manager
- ICT Manager
- Vendors Coordinator

### CONTRACTED & KEY STAKEHOLDERS

*OVERWATCH OF EVENT IMPACTS ON REGIONAL TRAFFIC NETWORK*

- Shire of Nannup
- Main Roads WA
- WA Police
- WACHS
- St John Ambulance
- Event Traffic Management Coordinator
- ATG Business Development Manager (buses)
- Southern Forests & Valleys & WBAC

### KEY ELEMENTS OF EVENT TRAFFIC FLOW SYSTEM

<p><b>Traffic Management Plan</b></p> <p>Event Parking Plan</p> <p>MARCOM Plan (marketing communications)</p> <p>Accommodation Plan</p> <p>Spectator Transport &amp; Travel Plan</p> <p>Event EDM Plan (Email)</p> <p>Pedestrian &amp; Rider Village Movement Plan</p>	<p><b>Marshalling Plan</b></p> <p>Race &amp; Event ICT (WiFi)</p> <p>Hostile Vehicle Mitigation Protocol</p> <p>Emergency Vehicle Access Protocol</p> <p>Race Medical &amp; Inc. Control Plan</p> <p>Emergency Communications Protocol</p>
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### PLANNING

- Event Executive Team (EET) members working with Event Sector Managers & Risk/Control/Treatment Owners on plans and protocols.
- Risk assignment pathways enshrined in Workforce Plan and Work Instructions.
- Key stakeholder agency involvement in development of above plans.
- Nannup LEMC DTEs

### ACTIVATION

of all above plans, but special mention for:

- Early promotion of Shuttle Services online booking platform.
- Early promotion of Event Campground online booking platform.
- Promotion of accommodation in SF&V (forest-side).
- Special Communications to registered riders and spectators.
- Timely installation of all directional signage on road network (including Busselton end - Vasse Hw/Sues Rd).
- Timely implementation of Traffic Management Plan.
- Tow truck on stand by during weekend of racing.
- Risk (and hazard) reporting processes during event delivery.

### Signage in Nannup:

- Parking (directional)
- Pedestrian wayfinding
- Rider warm up route
- Crossing points (Warren Rd)
- Road closures & detours
- Fan Zones & Feed Zones

### Public Maps:

- Event Parking
- Race Village
- Travel Routes & Detours
- Course
- Feed Zones & Fan Zones

### Moto-Support:

- Escorts for public on detour roads

### ICT Networks installed:

- Race Starlink Network
- Public Event WiFi

### Website & registration:


- All public maps
- All public guides

### Bus Services:

- Shuttle service Busselton-Nannup
- Mowen Springs Park 'n Ride Shuttle

### Public documents:

- Spectator Transport & Travel Guide





## Visitor Experience

Make it as appealing and easy as possible for people from all over the world to come to the South West of WA for the 2026 UCI GWC, encourage them to extend their stay, and make them feel welcome and valued at every touchpoint while they're with us.

**PEOPLE**

**KEY EVENT STAFF, KEY STAKEHOLDERS & CONTRACTORS WHO DESIGN THE VISITOR EXPERIENCE & HELP US CREATE IT AT EVERY STAGE**

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>• Event Executive Team (all)</li> <li>• Social Media Coordinator</li> <li>• Elite &amp; National Team Liaison</li> <li>• VIP Hospitality Coordinator</li> <li>• Volunteer Team</li> <li>• Registration Team</li> <li>• Venues &amp; Infrastructure Team</li> <li>• Stewards/Marshals Team</li> <li>• ICT Team</li> <li>• Vendors Coordinator</li> <li>• Environment Team</li> </ul> | <ul style="list-style-type: none"> <li>• Shire of Nannup</li> <li>• City of Busselton</li> <li>• Southern Forests &amp; Valleys</li> <li>• WBAC</li> <li>• Saltwater Mgt Team</li> <li>• Tourism WA</li> <li>• WestCycle</li> <li>• AusCycling</li> <li>• Forest Products Commission</li> <li>• PixelSmith Studio</li> </ul> | <ul style="list-style-type: none"> <li>• Sportive Breaks</li> <li>• Australian Transit Group (buses)</li> <li>• Shelter Brewing Co.</li> <li>• Bicycle Shipping Australia (?)</li> <li>• Commercial Sponsors &amp; Partners</li> </ul> |
|--|--|--|

**PLANS**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>MARCOM Plan (marketing communications)</li> <li>Event EDM Plan (Email)</li> <li>Sportive Breaks Travel Partner Plan</li> <li>Spectator Transport &amp; Travel Plan (DIY)</li> <li>Accommodation Plan</li> <li>Event Programming</li> <li>Rainbow Rides Programming</li> </ul> | <ul style="list-style-type: none"> <li>Race Village Plan (Nannup design &amp; flow)</li> <li>Pedestrian &amp; Rider Village Movement Plan (Nannup)</li> <li>Gravel Expo - Race Village (Nannup)</li> <li>Race &amp; Event ICT (WiFi in Nannup)</li> <li>Marshalling/Stewards Plan (Nannup)</li> </ul> |
|--|---|

**PROCESSES**

- |  |   |
|--|---|
| <p><b>PRE-EVENT</b></p> <ul style="list-style-type: none"> <li>• Event website launch &amp; management</li> <li>• SF&amp;V website launch &amp; management</li> <li>• Sportive Breaks launch &amp; management</li> <li>• Email Newsletter (I/n)</li> <li>• Social Media campaign</li> <li>• Elite Riders &amp; National Teams liaison service</li> <li>• Manage online communications/queries</li> </ul> | <p><b>EVENT WEEK</b></p> <ul style="list-style-type: none"> <li>• Rainbow Rides (kickstart activity Oct 4)</li> <li>• Busselton Jetty Flags Parade (Oct 8)</li> <li>• Welcome to Country - Busselton Foreshore (Oct 8).</li> <li>• Welcome to Country - Nannup Village Green (Oct 9).</li> <li>• Registration Saltwater &amp; Nannup</li> <li>• Shuttle services</li> </ul> |
|--|---|

**PRODUCTS**

- |   |  |   |
|---|--|---|
| <p><b>Online:</b></p> <ul style="list-style-type: none"> <li>• Event website</li> <li>• SF&amp;V link</li> <li>• EDM Newsletter</li> </ul> <p><b>Accommodation:</b></p> <ul style="list-style-type: none"> <li>• Sportive Breaks Travel Package</li> <li>• SF&amp;V accommodation</li> <li>• Event Camp Ground</li> </ul> <p><b>Programs:</b></p> <ul style="list-style-type: none"> <li>• Rainbow Rides Adventure</li> <li>• GWC Event Social Program</li> </ul> | <p><b>Public documents:</b></p> <ul style="list-style-type: none"> <li>• Spectator Transport &amp; Travel Guide</li> <li>• Event Parking Map</li> <li>• Race Village Map</li> <li>• Travel Routes &amp; Detours Map</li> <li>• Courses Map</li> <li>• Feed Zones &amp; Fan Zones Map</li> </ul> <p><b>Bus Services:</b></p> <ul style="list-style-type: none"> <li>• Shuttle service Busselton-Nannup</li> <li>• Mowen Springs Park 'n Ride Shuttle</li> </ul> | <p><b>Nannup Race Village:</b></p> <ul style="list-style-type: none"> <li>• Public Event WiFi</li> <li>• Merch Tent</li> <li>• Music</li> <li>• Wayfinding</li> <li>• Fan Zones &amp; Feed Zones</li> <li>• Nannup Artisans Market</li> <li>• Nannup Social Program</li> </ul> <p><b>Busselton Hub:</b></p> <ul style="list-style-type: none"> <li>• Shelter Sundowners</li> </ul>  |
|---|--|---|



## Communications & Marketing

1. Our messages reach our intended audiences and convert their interest into 'travel action'.
2. Community members and groups are (by and large) supportive and involved, and benefitting.
3. Partnerships and sponsorships are mutually beneficial and potentially ongoing.

**PEOPLE**

- |  |   |   |
|--|---|---|
| <p><b>KEY EVENT STAFF</b></p> <ul style="list-style-type: none"> <li>• Creative Director</li> <li>• MARCOM Manager</li> <li>• Partnerships Manager</li> <li>• Head of Press</li> <li>• Social Media Coordinator</li> </ul> | <p><b>KEY STAKEHOLDERS</b></p> <ul style="list-style-type: none"> <li>• Tourism WA</li> <li>• UCI</li> <li>• SWDC</li> <li>• ASW</li> <li>• Shire of Nannup</li> <li>• City of Busselton</li> <li>• Southern Forests &amp; Valleys</li> <li>• AusCycling</li> </ul> | <p><b>KEY CONTRACTORS</b></p> <ul style="list-style-type: none"> <li>• Sportive Break</li> <li>• Commercial Sponsors &amp; Partners</li> <li>• Ayers Aviation (heli)</li> </ul> |
|--|---|---|

**PLANS**


**MARCOM PLAN (MARKETING COMMUNICATIONS)**

- |   |  |  |
|---|--|--|
| <p><b>Digital Marketing:</b></p> <ul style="list-style-type: none"> <li>• Event website</li> <li>• Facebook &amp; Instagram</li> <li>• YouTube - SEVEN Gravel Race</li> <li>• Email Newsletter</li> <li>• Sportive Breaks Travel Package Promotions</li> <li>• UCI, TWA, AusCycling digital marketing</li> </ul> <p><b>Advertising:</b></p> <ul style="list-style-type: none"> <li>• FB/Insta</li> <li>• Other tbc</li> </ul> | <p><b>Partnerships/Sponsorships:</b></p> <ul style="list-style-type: none"> <li>• UCI GWC - approaches &amp; negotiations</li> <li>• Rainbow Rides - approaches &amp; negotiations</li> </ul> <p><b>Personal Selling:</b></p> <ul style="list-style-type: none"> <li>• Presence at selected UCI Gravel World Series events</li> </ul> <p><b>Sales Promotion:</b></p> <ul style="list-style-type: none"> <li>• Giveaway competitions TBC</li> </ul> <p><b>Direct Marketing:</b></p> <ul style="list-style-type: none"> <li>• Merchandise</li> </ul> | <p><b>Public Relations:</b></p> <ul style="list-style-type: none"> <li>• Media release schedule</li> <li>• Media outlets partnerships</li> <li>• Ambassador Promotions</li> <li>• Pro and celebrity riders</li> <li>• VIP Packages</li> </ul> <p><b>Community Engagement:</b></p> <ul style="list-style-type: none"> <li>• Nannup Community Info Sessions</li> <li>• Nannup Event HQ Meet and Greets</li> <li>• Nannup Markets Meet &amp; Greets</li> <li>• WBAC Rainbow Rides</li> <li>• Public Notification Program</li> </ul> |
|---|--|--|

**PROCESSES**

- |   |  |
|---|--|
| <p><b>PRE-EVENT</b></p> <ul style="list-style-type: none"> <li>• All MARCOM Plan activities roll out (above)</li> <li>• Event website, SF&amp;V website &amp; Sportive Breaks page launched &amp; managed</li> <li>• Email Newsletter fortnightly/monthly</li> <li>• FB &amp; Insta campaign rolls out</li> <li>• Social Media transition from SEVEN to GWC</li> <li>• Appoint Head of Press, Social Media Coord</li> <li>• Continue Partnerships/Sponsorships approaches and negotiations</li> </ul> | <p><b>EVENT WEEK</b></p> <ul style="list-style-type: none"> <li>• Administrative centre established at Saltwater (UCI Officials, VIPs area, National Team Managers' Meeting Room).</li> <li>• Press Centre established in Nannup</li> <li>• Event Week Social Media Campaign rolls out</li> <li>• VIP Hospitality rolls out</li> <li>• Media releases published</li> </ul> |
|---|--|

**PRODUCTS**

- |   |   |   |
|---|---|---|
| <p><b>Online:</b></p> <ul style="list-style-type: none"> <li>• Event website</li> <li>• SF&amp;V webpage</li> <li>• Sportive Breaks Travel Packages</li> <li>• Email Newsletter</li> </ul> <p><b>Content:</b></p> <ul style="list-style-type: none"> <li>• Video content</li> <li>• Copy</li> </ul> | <p><b>Public documents:</b></p> <ul style="list-style-type: none"> <li>• Sponsor Prospectuses</li> <li>• Spectator Transport &amp; Travel Guide</li> <li>• All rider and spectators maps</li> </ul> <p><b>Programs:</b></p> <ul style="list-style-type: none"> <li>• Rainbow Rides Adventure</li> <li>• GWC Event Social Program</li> </ul> | <p><b>Hospitality:</b></p> <ul style="list-style-type: none"> <li>• VIP Packages</li> <li>• Ayers Aviation Heli Rides &amp; transport</li> </ul> <p><b>Merchandise:</b></p> <ul style="list-style-type: none"> <li>• UCI GWC official</li> <li>• Non-UCI</li> </ul>  |
|---|---|---|



# **What's next?**

**SEVEN GRAVEL RACE MUST BE THE PRIORITY  
UNTIL MAY 17**

**SEVEN GRAVEL RACE  
RISK MANAGEMENT PLAN  
CURRENTLY UNDER AUDIT  
WITH RISK WEST**

**NEXT LEMC DTE IN APRIL**

# Our key contacts

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## **REBECCA COTTON**

**SEVEN & GWC Event (Project) Manager**

**[rebecca@cyclingeventures.com](mailto:rebecca@cyclingeventures.com)**

**0416 049 691**



## 2026 UCI GRAVEL WORLD CHAMPIONSHIPS PROGRAM OF ACTIVITIES

DATE	ACTIVITY	START LOCATION - ROUTE	TIME	HOSTS & GUESTS
Sat Oct 3	<b>WILD GRAVEL RACE</b> RACE 20/30/60/100/150KM	Stirling Range National Park, Great Southern Region	7am	Shire of Gnowangerup
Sat Oct 3	<b>WADANDI TRAILER</b> 40KM SOCIAL RIDE	Cowaramup to Witchcliffe and return on the Wadandi Trail (100% gravel)	8am	Turtles Bicycle Club
Sun Oct 4	<b>G7: DONNYBROOK</b> 66KM GRAVEL RIDE <b>START OF G7</b> Plus, WestCycle School Activation in Donnybrook	Park Café Donnybrook to Kirup and return on mixed terrain (43% gravel)	8am	WestCycle and Southern Forests & Valleys (SF&V) with Matilda Raynolds and South West Cycle Club
Mon Oct 5	<b>G7: BRIDGETOWN</b> 55KM GRAVEL RIDE Plus, WestCycle School Activation in Bridgetown	Bridgetown Visitor Centre towards Boyup Brook and return on mixed terrain (67% gravel)	8am	WestCycle and SF&V with Matilda Raynolds and the Bridgetown Rotary Club
Tue Oct 6	<b>G7: MANJIMUP</b> 70KM GRAVEL RIDE Plus, WestCycle school activation in Manjimup	Manjimup Heritage Park Manjimup to Pemberton return on mixed terrain (70% gravel)	8am	WestCycle and SF&V with Matilda Raynolds and special guest Tiffany Cromwell
Wed Oct 7	<b>G7: PEMBERTON</b> 51KM GRAVEL Plus, WestCycle school activation in Pemberton	Pemberton RSL Memorial Park to Warren National Park return on mixed terrain (70% gravel)	8am	WestCycle and SF&V with Matilda Raynolds
Thu Oct 8	<b>G7: NANNUP</b> 40KM GRAVEL RIDE (optional) Plus, WestCycle school activation in Nannup <b>WC REGISTRATION &amp; ACCREDITATION</b> <b>URBAN CROSS-CRIT</b> CX & Crit Racing collide! <b>SHELTER SUNDOWNER</b> Live Music	WC Event Village in Nannup onto the inner loop of the World Champs course (85% gravel)  Saltwater Centre, Queen St, Busselton Busselton Foreshore Precinct Shelter Brewing Co.	8am  9am on 3pm-6pm 6pm	WestCycle and SF&V with Matilda Raynolds  Cycling Events Sam Bolton Shelter Brewing Co.
Fri Oct 9	<b>G7: BUSSELTON</b> 32KM COASTAL CRUISE	Busselton Foreshore to Dunsborough return on Coastal Bike Path	Free time	Busselton Cycle Club
Sat Oct 10	<b>WC RACE: AGE CATEGORY</b> <b>WC RACE: ELITE WOMEN</b> <b>WC OFFICIAL PRESENTATIONS</b>	Nannup WC Event Village <b>(G7 Riders VIP Area)</b>	8am 11am 3pm	UCI Gravel World Championships
Sun Oct 11	<b>WC RACE: MEN 19-49</b> <b>WC RACE: ELITE MEN</b> <b>WC OFFICIAL PRESENTATIONS &amp; CLOSING CEREMONY</b>	Nannup WC Event Village <b>(G7 Riders VIP Area)</b>	8am 11am 3pm	UCI Gravel World Championships

Provisional Version 4

<b>AGENCY:</b>	Bridgetown SES		
<b>PREPARED BY:</b>	Wayne Douglass	<b>DATE:</b>	25/04/2026
<b>POSITION:</b>	Local Manager		
<b>List of emergency management prevention and preparedness activities your agency has completed since the last LEMC meeting? Examples are exercises, training, courses, resources, funding, grants, reviews, mitigation etc.</b>			
<p>Weekly training held Monday evenings.</p> <p>Basic General Rescue and Storm Damage Training attended by members.</p> <p>Roof Safety System Builder Skills Upgrade training attended by RSS builders</p> <p>Anzac Day parade attended by members</p>			
<b>Any emergency management response activities conducted or supported since the last LEMC meeting? Examples are activation of response, attendance at an Incident.</b>			
<p>Storm Damage response – Boyup Brook – roof damage</p> <p>Missing person searches attended – Collie, Donnelly River</p>			
<b>Any emerging risks that your organisation would like to flag for LEMC awareness? New risks which may impact people, economy, public administration, social setting and environment.</b>			
<b>Any updates, projects, or milestones that your Agency would like to report to the LEMC?</b>			

LEMC AGENCY REPORT TEMPLATE

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Protect  
Grow  
Innovate

## LEMC DPIRD REPORT

Emergency Coordination Overview	
Reporting Period:	Q3
Emergency Activations and Declarations	
Emergency Declarations	Nil

Incident Coordination Overview				
Animal and Plant Based Biosecurity <sup>1</sup>				
Incident Title	Location	Date	Incident Level <sup>2</sup>	
African Black Sugar Ant	Perth Metro	Since Jan 2020	Level 1	
Polyphagous Shot-Hole Borer	Perth Metro	Since Sep 2021	Level 2	
Red Dwarf Honey Bee	Pilbara Region	Since Jul 2023	Level 2	
Q-Fly Como	Perth Metro	Since Mar 2026	Level 2	
Starling	South Coast of WA	Since Nov 2024	Level 1	
Support to Animal Welfare in Emergencies <sup>3</sup>				
Incident Title	Region	Date	HMA	Details
TC Narelle	Pilbara/Kimberley/Mid West Gascoyne	Mar 2026	DFES	DPIRD supported animal welfare efforts during TC Narelle. DPIRD coordinated the Committee for Animals in Emergencies, enabling wildlife agencies and DBCA to safely access and assess affected areas. DPIRD maintained active participation in AHLG and regional OASG meetings, provided regular situation reports, and coordinated ongoing impact assessments. Although the <b>State Support Plan was not activated</b> , DPIRD delivered a coordinated animal welfare support to recovery efforts.

<sup>1</sup> Regarding a "Declared Pest", an incident is only listed where a formal Incident Management Team has been established.

<sup>2</sup> Incident levels as per section 5.1.5 of the State Emergency Management Plan

<sup>3</sup> Only when the State Support Plan – Animal Welfare in Emergencies has been activated

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Support to Natural Hazards				
Incident Title	Region	Date	HMA	Details
TL33U	Kimberley	13 Mar 2026	DFES	DPIRD attended the OASG regarding the impacts of flooding in the area from TL33U off east Kimberley.
TC Narelle	Pilbara/Kimberley/Mid-West Gascoyne	24 Mar 2026	DFES	TC Narelle (Cat 4) impacting Pilbara and Kimberley and Mid-West Gascoyne. Attended AHLG meeting. Discussed potential flash flooding from Gnarloo to Goldfields over the coming week. Multiple OASG attended. Impact statement provided to HMA.

**DPIRD Emergency Prevention and Preparedness Activities**

- Commenced structured review of DPIRD natural hazard high-threat-period arrangements (activation processes, surge capacity, policy alignment and sustainability).
- Progressed implementation of the revised State Support Plan – Animal Welfare in Emergencies (SSP-AWiE), including Local Government engagement on PAWE planning.
- Commenced planning for Exercise Assisi (May 2026) to validate SSP-AWiE arrangements through a multi-agency discussion-based exercise – to be held in Perth.
- Continued Emergency Animal Disease preparedness activities, including monitoring of national HPAI developments and internal / industry capability workshops.
- Ongoing coordination and preparedness activities associated with Level 1 and Level 2 biosecurity incidents (including PSHB and Red Dwarf Honeybee).
- A working group has been established to monitor fuel and fertiliser availability. Reporting requirements were communicated to DPIRD LEMC members for primary producers reporting they are unable to receive fuel due to supply issues or have animal welfare concerns linked to a lack of fuel.

**Emergency Management Response (Level 2 or 3) in Southwest Region**

No Level 2 or Level 3 emergency management activations occurred within the Southwest region during the reporting period requiring DPIRD response, ISG/OASG attendance, or SSP-AWiE activation.

**DPIRD Emergency Preparedness Coordinator Comments and Outlook**

- Updated incident information is available on the internet at [Alert centre | Department of Primary Industries and Regional Development](#)
- Updated information is available on the internet at [Animal welfare in emergencies | Department of Primary Industries and Regional Development](#)
- DPIRD continues to monitor significant developing and emerging threats linked to High Pathogen Avian Influenza (HPAI), as well as deliver ongoing preparedness for other potential Emergency Animal Diseases.
- **DPIRD's On-Call Coordinator's duty phone number is 08 9368 3132.**

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**Shire of Bridgetown-Greenbushes LEMC**

<b>AGENCY:</b>	DBCA		
<b>PREPARED BY:</b>	Steve Ward	<b>DATE:</b>	01MAY2026
<b>POSITION:</b>	Fire Operations Officer		
<b>List of emergency management prevention and preparedness activities your agency has completed since the last LEMC meeting? Examples are exercises, training, courses, resources, funding, grants, reviews, mitigation etc.</b>			
<b>Preparedness</b>			
<ul style="list-style-type: none"> <li>• Spring 2025                             <ul style="list-style-type: none"> <li>○ Blackwood District mandatory preseason training day, drills and fitness testing.</li> <li>○ Styles Tower spotting crew engaged for the fire season</li> <li>○ All airstrips and fire bombing equipment inspected and serviced</li> </ul> </li> </ul>			
<b>Prevention (Planned burns-Completed)</b>			
<ul style="list-style-type: none"> <li>• Spring 2025                             <ul style="list-style-type: none"> <li>○ Donnybrook - 1,118.5ha</li> <li>○ Hester (Bridgetown) - 1,0523.0ha</li> <li>○ Preston (Noggerup) - 4,953.4ha</li> <li>○ Warner Kelly (Kirup) - 181.5ha</li> <li>○ Kingia (Mowen Rd) - 3,867.7ha</li> </ul> </li> <li>• Autumn 2026                             <ul style="list-style-type: none"> <li>○ Preston (Noggerup) - 1,676.6ha</li> <li>○ Milyeannup (Nannup) – 2,006.5ha</li> </ul> </li> </ul>			
<b>Any emergency management response activities conducted or supported since the last LEMC meeting? Examples are activation of response, attendance at an Incident.</b>			
<ul style="list-style-type: none"> <li>• Blackwood District Fires 2025/26                             <ul style="list-style-type: none"> <li>○ 72 fires responded – 4 &gt;10ha. (60% of the number of fires for 2024/25 season)</li> <li>○ L2 response to Lake Jasper Complex (Lightning)</li> <li>○ Continued issue with Arson in the Balingup area (nuisance lighting)</li> </ul> </li> <li>• Other District Fires 2025/26 with major BWD crew commitment                             <ul style="list-style-type: none"> <li>○ Dunns Rock (Wheatbelt)</li> <li>○ Fitzgerald National Park (South Coast)</li> <li>○ Kemerton (Wellington)</li> <li>○ Goonac (Wellington)</li> </ul> </li> </ul>			
<b>Any emerging risks that your organisation would like to flag for LEMC awareness? New risks which may impact people, economy, public administration, social setting and environment.</b>			
<ul style="list-style-type: none"> <li>• Nil</li> </ul>			
<b>Any updates, projects, or milestones that your Agency would like to report to the LEMC?</b>			
<ul style="list-style-type: none"> <li>• Styles tower replacement planned for 2026.</li> </ul>			
<b>Prevention (Planned burns-Future)</b>			
<ul style="list-style-type: none"> <li>• Spring 2026                             <ul style="list-style-type: none"> <li>○ Hester (Continuing cells South-East of Winnejup and Boyup Rd)</li> </ul> </li> </ul>			

LEMC AGENCY REPORT TEMPLATE



# Emergency Relief and Support

## LEMC REPORT FOR DISTRIBUTION 4th Quarter 2025 - 2026

Regional Emergency Relief and Support contact	
Activation of Emergency Relief and Support (ERS) services is via Communities Emergency Operations Coordinator (EOC) <b>M: 0418 943 835</b> and Email: <a href="mailto:emergencyservices@communities.wa.gov.au">emergencyservices@communities.wa.gov.au</a>	
Regional Manager	Mark Schorer
Regional Coordinator	Renee Flaxman
Regional Manager	Jo Spadaccini
Local Government:	Shire of Bridgetown
Emergency Relief and Support update	
<p>The Department of Communities (Communities) Emergency Relief and Support (ERS) continued to support impacted people and communities over the high threat season by assisting with evacuation centres, providing immediate accommodation, and coordinating early recovery planning in alignment with local government.</p> <ul style="list-style-type: none"> <li>• <b>A range of new initiatives</b> have been introduced across the season, including updated Go Bags - packs for accommodation including air mattress, pillow and sleeping bags, and hygiene packs. Throughout the season, feedback has been overwhelmingly positive. The hygiene packs are proving particularly popular, and the air bed, pillow, and sleeping bag bundle has been widely appreciated as a practical take home pack.</li> <li>• A pilot project has been undertaken in response to the Boddington Newmont bushfire in December 2025. The purpose of the pilot was to test the feasibility and scalability of post evacuation centre engagement, with the aim of supporting social and emotional wellbeing during the early recovery period. The project also sought to capture structured feedback on evacuation centre operations to inform service improvements and strengthen continuity between response and early recovery. Findings are being reviewed to assess feasibility and scalability across future emergencies.</li> </ul> <p><b>Identification of Evacuation Centres</b></p> <p>Under the State’s Emergency Management Arrangements, Local Governments are required to identify evacuation centres suitable for relevant hazards and/or communities.</p> <ul style="list-style-type: none"> <li>• When identifying potential evacuation centre locations, it is the responsibility of the local government, in collaboration with the Local Emergency Management Committee (LEMCs) and</li> </ul>	

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LEMC Background Information – 4<sup>th</sup> quarter 2025-2026

- relevant emergency management agencies, including the Department of Communities, to determine that the facilities are appropriate for hazards that are high risk to the area.
- Section 2.3 of the Location Planning of the Western Australia Evacuation Community in Emergencies Guidelines states:  
LEMCs should consult with relevant emergency management agencies (including local governments, HMAs, Controlling Agencies, support organisations, and the Department of Communities) to determine the evacuation centres suitable for relevant hazards and/or communities. LEMCs should also identify possible options for refuge sites depending on the nature of the emergency.
  - Communities maintains a record of all evacuation centres in the State and provides this to Controlling Agencies and/or HMAs as required.

Communities encourage local governments and LEMCs to ensure that only approved and assessed evacuation centres, as documented in the Local Emergency Relief and Support Plan, are included in the LEMA.

To support this process, Communities will be tabling an agenda item at LEMCs to seek confirmation of the centres on the State register.

**Emergency Relief and Support Training**

As we move into the preparedness and capability development season, Communities will be rolling out updated training across local government, partner organisations, and our internal staff group. This 2.5-hour session (which can be adapted to suit local needs) is designed to support local government staff who may be allocated to open and facilitate the operation of an evacuation centre prior to Communities’ arrival.

This practical based training builds knowledge of key processes, common challenges, and the adaptations required for different cohorts and scenarios. Multiple scenarios and exercises targeting local government preparedness are included.

ERS staff in your region will be in contact to arrange dates for this training.

**Exercising**

Local governments are encouraged to include ERS early in all hazard emergency exercise planning to strengthen coordination across response and recovery.

**Response ERS activations - January to March 2026**

Significant events during the reporting period included Tropical Cyclone Mitchell, Severe Tropical Cyclone Narelle, flooding in the Kimberley, and multiple bushfire incidents across metropolitan, regional, and remote locations.

- Across the previous quarter January to March 2026 Communities were activated:
- 13 times for Bushfires: January (7 evacuation centres) February (4) and March (2).
  - 3 times for Cyclones: January TC Luana (2 evacuation centres)  
February TC Mitchell (5 evacuation centres)  
March TC Narelle (5 evacuation centres)

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LEMC Background Information – 4<sup>th</sup> quarter 2025-2026

The State Support Plan – Emergency Relief and Support was activated on 26 March, as a result of Severe Tropical Cyclone Narelle with 5 evacuation centres opened and more than 180 people supported. Exmouth experienced widespread damage to homes and critical infrastructure, prolonged power and water disruptions, telecommunications outages and flooding, while Carnarvon experienced major flooding affecting homes and plantations.

Communities have been leading the State Social Recovery Domain, coordinating welfare and early recovery activities in partnership with relevant government and non-government organisations. Key community needs identified include housing damage, increased costs and limited availability of essentials, requests for financial and wellbeing support, limited face-to-face services, and heightened environmental health concerns.

The AUSRECPLAN — the Commonwealth plan that supports the repatriation of Australian citizens and approved foreign nationals following a critical incident overseas — was placed into ALERT phase in March as a result of the Middle East conflict.

**Other updates**

**Disaster Ready Fund - Opportunity to upgrade applicable facilities**

The National Emergency Management Agency has confirmed that the next round (Round Four) of the Disaster Ready Fund (DRF) is expected to be open by mid-2026. [Disaster Ready Fund | NEMA](#)

Local governments could consider opportunities to:

- Identify facilities that may require alternative or backup power generation to remain functional during emergencies.
- Assess facilities that could support incident coordination agencies, emergency services, and key stakeholders during a crisis.
- Develop or refine plans, scoping documents, or proposals for renovations and upgrades to community facilities so they can better support evacuation operations, including improvements to accessibility, capacity, safety features, and emergency functionality.

The Communities team is happy to talk through your ideas and can also prepare a letter of support to strengthen your application.

**Monitoring Fuel supply and availability**

Communities continues to oversee statewide fuel supply availability in response to District Emergency Coordinator requests. A structured weekly reporting process is now in place to support consistent monitoring and information sharing.



Government of Western Australia  
Department of Fire & Emergency Services



**Department of Fire and Emergency Services – SW/LSW Report  
4<sup>th</sup> Quarter 2025-2026**

**STATE NEWS**

The last meeting of the **State Emergency Management Committee (SEMC)** was held on the 12 March 2026. SEMC Communiqués can be found [here](#).

**2025 SEMC MEETING SCHEDULE**

- 21 May 2026
- 30 July 2026
- 01 October 2026
- 03 December 2026

**SEMC ANNUAL REPORT**

The [SEMC Annual Report 2024/25](#) was tabled in Parliament on 12 March 2026 and is available online. The Annual Report demonstrates the work undertaken by the members of the SEMC, its Subcommittees and Reference Groups and the District and Local Emergency Management Committees over the reporting period. It shows the achievements and the dedication of the WA Emergency Management sector to ensure that WA’s Emergency Management Framework remains contemporary and at the required capability.

**FUEL CRISIS**

Fuel supply continues to operate effectively, but localised supply disruptions are occurring. All states and territories, including WA, remain at **Level 2** on the [National Fuel Security Plan](#), which allows the WA Government to gather timely data and information from the industry.



The Department of Energy and Economic Diversification (DEED) is seeking localised insights into supply availability and Local Governments are encouraged to send relevant updates via email [epwa-emergencymanagement@deed.wa.gov.au](mailto:epwa-emergencymanagement@deed.wa.gov.au) or alternatively complete the [Intelligence Submission Form/ Survey](#)



Government of Western Australia  
Department of Fire & Emergency Services



To view the WA Government Weekly Fuel Update – [Click Here](#)

**STATE EMERGENCY MANAGEMENT FRAMEWORK**

**Comprehensive Review Schedule**

The following State Emergency Management documents are planned for comprehensive review and broad consultation in 2025/2026:

- WA Community Evacuation in Emergencies Guideline
- State Hazard Plan – Cyber Security Incident
- Local Recovery Guidelines
- State Hazard Plan – HAZMAT Annex A Nuclear Powered Warship (NPW)
- State Hazard Plan – Animal and Plant Biosecurity
- State Hazard Plan – Hostile Act
- State Hazard Plan – Collapse
- State Hazard Plan – Earthquake
- State Hazard Plan – Maritime Environmental Emergencies
- State Hazard Plan – Tsunami
- State Support Plan – Emergency Public Information
- Impact Statement Guideline and Template
- WA Managing Exercising Guideline
- State EM Policy and Plan

You can view all current and past consultations on the [Engage WA EM consultation homepage](#)

**WALGA EMERGENCY MANAGEMENT FORUM 2026**

**Tuesday, 26 May 2026 (8:30am - 3:30pm) - Murdoch University, 90 South Street, Murdoch, Perth**

Local Government Attendee      \$180.00  
Non-Local Government Attendee    \$195.00

- ✓ **Learn how community connection drives resilience**  
Discover how local knowledge, engagement and volunteering can positively influence emergency management outcomes and help build safer, stronger communities.
- ✓ **Stay ahead of emerging trends and challenges**  
Learn about the latest changes in WA’s emergency management landscape, and how Local Governments can prepare for evolving risks, new responsibilities, and community expectations.
- ✓ **Contribute your voice to a statewide conversation**  
This forum provides a collaborative space for shared learning, peer exchange, and robust sector dialogue. Your experience and input help enrich collective understanding.

To Register please click [here](#)



Government of Western Australia  
Department of Fire & Emergency Services



### LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS PROJECT UPDATE

The Local Emergency Management Arrangements (LEMA) Improvement Program is continuing to work toward a more capable and resilient community, through a local approach to emergency management. The Western Australian Local Government Association (WALGA) partnered with DFES to deliver the improvement program.

Three key products will be **completed by 15 April 2026**:

1. **LEMA Development Model** – tiered approach to define four progressive levels of LEMA maturity – Insufficient, Essential, Established, Optimal.
2. **Revised LEMA templates** – three new templates, the Emergency Management Plan, Incident Support Handbook and Emergency Management Work Plan.
3. **Local Government Emergency Management Knowledge Hub (EM Hub)** – available for local governments to use.

SEMC acknowledges the work of the participating local governments during the LEMA Pilot program, their efforts and contributions through this review.

### 2026 RESILIENT AUSTRALIA AWARDS

The [2026 Resilient Australia Awards](#) recognise and promote efforts that make communities safer, more connected and better prepared for natural hazards. Nominations are open until **2 June 2026** for the seven awards (Business, Community, Government, Local Government, Mental Health and Wellbeing, Photography and School). Further details are available on the Resilient Australia Awards website.

## DISTRICT NEWS

The last meeting of the **District Emergency Management Committee (DEMC)** was held on the 17 March 2026.

#### Key Presentations

- Presentation provided by the UCI Gravel World Championships organisers who will be holding a large-scale international event in the Shire of Nannup 10-11 October 2026.
- Telstra presented on communications capability and future network considerations relevant to emergency management and the South West District.

#### Key Discussions

- DFES's Strike Force Vulcan officers in partnership with Collie Police charged a man in relation to a bushfire that occurred in the Collie area.
- DBCA burn program to commence late April, with seasonal planning shared.
- Polyphagous Shot-Hole Borer (PSHB) has transitioned from eradication to management phase, with ongoing resourcing implications and stakeholder engagement.
- Department of Communities outlined new recovery roles under State EM Arrangements, with a focus on strengthening locally led recovery.
- The DEMC Work Plan template is currently being developed by SEMC to streamline and simplify reporting.

### 2026 DEMC MEETING SCHEDULE



Government of Western Australia  
Department of Fire & Emergency Services



- 17 March 2026
- 20 October 2026

## FUNDING OPPORTUNITIES

### All West Australians Reducing Emergencies (AWARE) program

This competitive annual grant program aims to enhance West Australia's emergency management arrangements by investing in capacity building and preparedness activities at a local level. Only Western Australian local governments are eligible to apply for AWARE grants. Applications are expected to open **July 2026**. Applicants can apply for between \$2,500 and \$35,000 (no GST applied) per application including local level risk assessment projects. The grant request can only account for up to 75% of the total project cost, in-kind contributions are acceptable.

### Disaster Ready Fund (DRF) – Round Four

The Disaster Ready Fund (DRF) is the Australian Government's flagship disaster resilience and risk reduction initiative, designed to support a comprehensive portfolio of resilience and mitigation projects across Australia. Round Four application guidelines are expected to be released shortly; however, key anticipated changes include a requirement for infrastructure projects to be shovel-ready, with pre-planning costs no longer eligible for funding, and project delivery timeframes reduced from five years to three years. Round Four is expected to open in **early-mid 2026**, with around \$200 million available nationally.

## VOLUNTEER RECRUITMENT CAMPAIGN

The South West and Lower South West **Digital Volunteer Recruitment Campaign** officially went live as of **1 April 2026**.

You may start to see these ads appearing across various digital platforms. We would really appreciate your support in helping maximise the reach of this campaign. If you come across the ads online, please take a moment to like, share, or engage with them where appropriate. This significantly improves visibility and helps us connect with more people in our communities. By working together, we can continue to strengthen our volunteer numbers across the region.

### National Volunteers Week

National Volunteer Week (18–24 May 2026) is an opportunity to recognise and thank the dedicated volunteers who support our communities before, during and after emergencies. Their commitment strengthens resilience across the South West and plays a critical role in keeping our communities safe.

## DISTRICT OFFICER REPORT

- The bush fire season has remained mild in the Lower South West, with no significant fires occurring to date.
- Rubbish truck and refuse site fires are increasing in frequency both within the Region and across the state.
- There have been several calls for medical assistance and rescues to injured personnel in remote areas which require a multi agency response. Given that rescue itself is not a prescribed hazard, there is sometime no clarity on who is the controlling agency for the incident. Response plans with partner agencies are in the process of being developed.
- DFES is undertaking a local resource capability review of its Volunteer Fire and Rescue Service Brigades to ensure that they are equipped for the appropriate response to hazards going forward. The upgrade to the Boyup Brook VFRS stations form part of this capability review.

## COMMUNITY PREPAREDNESS ADVISOR REPORT

- Continuing to provide support to BGU's with community preparedness messaging and resources across the LSW region.



Government of **Western Australia**  
Department of **Fire & Emergency Services**



- Community Engagement Facilitator training course scheduled for 2 & 3 May has been cancelled due to low applicant numbers. Another course is scheduled for **1 & 2 August 2026**.
- Commenced informal training of a pool of Community Engagement Facilitators to deliver Virtual Reality – Bushfire Stay and Defend scenario in their own communities.
- Commencing planning for storm messaging and smoke alarm action day – **1 June 2026**.

Compiled by: **Melissa Howard**

District Emergency Management Advisor – South West/ Lower South West

Department of Fire and Emergency Services

As at 9 April 2026

**Conor McGregor**

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**From:** Glen Norris <glennorris29@gmail.com>  
**Sent:** Friday, 1 May 2026 11:09 AM  
**To:** Conor McGregor  
**Cc:** Gary Willcox  
**Subject:** LEMC Meeting

Hi Conor, I'm sorry I can't attend the meeting and as I'm overseas I don't know if Gary will be attending to represent SJA.

I would like to report that during the months of March & April we did 183 jobs - 43 P1; 27 P2; 15 P3 & 98 P4 jobs. Several of our P4 jobs were transfers on behalf of neighbouring Sub Centres.

We are currently waiting on having our "Stairway to Heaven" training apparatus signed off and once this has occurred our volunteers will be trained on how to safely move patients up or down staircases. We will also organise a training session with BVFRS personnel.

Regards, Glen