

AGENDA

Ordinary Council Meeting

I HEREBY give NOTICE that an Ordinary Council Meeting will be held on:

7 October 2026

Shire of Victoria Plains
Council Chambers, Calingiri

AND

via E-Meeting Protocol

Commencing – 2:00 PM

DISCLAIMER:

The recommendations contained in this document are officers' recommendations only and should not be acted upon until Council has resolved to adopt those recommendations.

The resolutions of Council should be confirmed by perusing the minutes of the Council meeting at which these recommendations were considered. Resolutions are not considered final until the minutes of the meeting are confirmed or advised in writing by the CEO or authorised person.

Members of the public should also note that they act at their own risk if they enact any resolution prior to receiving official written notification of Council's decision.

Recording of Meeting

Members of the public are advised that meetings of Council are audio recorded to assist with ensuring an accurate record of the meeting is provided for the formal minutes of the meeting. In terms of the Privacy Act 1998 this may involve the recording of personal information provided at the meeting. The provision of any information that is recorded is voluntary, however if any person does not wish to be recorded they should not address or request to address the meeting. By remaining in this meeting, you consent to the recording of the meeting.

You are not permitted to record this meeting with any recording device, unless you have the express authorisation of the Council of the Shire of Victoria Plains.

E – Disclaimer

It is the Presiding Member's responsibility to preserve order in the meeting and this can be more difficult in an eMeeting. Therefore, each Council Member must consistently and respectfully follow the Local Government's Meeting Procedures Local Law, any additional eMeeting guidance provided by the Local Government and support the Presiding Member in their conduct of the eMeeting.

The pace of an eMeeting should be slow and orderly. The following practices will help avoid confusion and support effective eMeetings:

Speak clearly and slowly, as connections may be distorted or delayed;

Always state your name to indicate to the Presiding Member that you wish to speak. Restate your name if the Presiding Member has not heard you at first;

In debate, only speak after the Presiding Member has acknowledged you. Then state your name, so that others know who is speaking;

Follow the Presiding Member's directions and rulings;

If you are unclear about what is happening in an eMeeting, immediately state your name to draw the Presiding Member's attention and enable you to then seek clarification from the Presiding Member;

Avoid looking for opportunities to call Points of Order; instead, politely and respectfully gain the Presiding Member's attention and explain any deviation from your Meeting Procedures, the Local Government Act or any other relevant matter.

Commonly used abbreviations

AAS / AASB	Australian Accounting Standard / Australian Accounting Standards Board
BF Act	Bush Fire Act 1954
BFB	Bush fire brigade
CEO	Chief Executive Officer
CDO	Community Development Officer
DBCA	Dept of Biodiversity, Conservation and Attractions
DFES	Dept of Fire and Emergency Services
DPLH	Dept of Planning, Lands and Heritage
DWER	Dept of Water and Environmental Regulation
EHO	Environmental Health Officer
EFT	Electronic Funds Transfer
FAM	Finance and Administration Manager
JSCDL	Parliamentary Joint Standing Committee on Delegated Legislation
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LG Act	Local Government Act 1995
LGGC	WA Local Government Grant Commission
LPP	Local Planning Policy
LPS	Local Planning Scheme
MOU	Memorandum of Understanding
MRWA	Main Roads WA
NNTT	National Native Title Tribunal
OAG	Office of Auditor General
OCM	Ordinary Council Meeting
PTA	Public Transport Authority
RRG	Regional Roads Group
RTR	Roads to Recovery
SAT	State Administrative Tribunal
SEMC	State Emergency Management Committee
SGC	Superannuation Guarantee Contribution
SJAA	St John Ambulance Association
SWALSC	South West Aboriginal Land and Sea Council
WAEC	WA Electoral Commission
WALGA	WA Local Government Association
WSM	Works and Services Manager
WSFN	Wheatbelt Secondary Freight Network
EPA	Environmental Protection Authority
DPIRD	Department of Primary Industries and Regional Development
HCWA	Heritage Council of Western Australia
WAPC	Western Australian Planning Commission
WDC	Wheatbelt Development Commission

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AGENDA

Ordinary Council Meeting of the Victoria Plains Shire Council

To be Held in the Shire of Victoria Plains, Council Chambers, Calingiri, AND, via E-Meeting Protocol

on Wednesday 7 October 2026 commencing at 2.00 PM

1. DECLARATION OF OPENING

1.1 Opening

1.2 Announcements by Shire President

2. REMOTE ATTENDANCE BY ELECTED MEMBERS

THAT:

Under regulation 14C (2)(b) of the Admin Regulations, the Shire President can approve Elected Member attendance by electronic means;

In doing so, under r.14C (5) the Shire President must have regard as to whether the location that the Elected Member intends to attend the meeting, and the equipment intended to be used to attend the meeting, are suitable;

Electronic means includes, as per r.14CA(2) by telephone or video conference;

Suitable equipment would include an electronic device that can hold a Teams meeting, and perhaps, the use of headphones;

In accordance with r.14CA (5) the Elected Member must declare that they are able to maintain confidentiality during the meeting. Under r.14CA(7), the declaration by the Elected Member is recorded in the minutes of the meeting;

Summarily, according to Departmental guidance, a suitable location is one that is quiet and private e.g. a private room in your house. If there are other people at the location at the time of the meeting, an Elected Member may be required to close a door and wear headphones

APPROVAL TO ATTEND AND DECLARATION OF CONFIDENTIALITY
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THAT:

3. RECORD OF ATTENDANCE

Members present

Staff attending

Apologies

Approved leave of absence N/A

Visitors

Members of the public

4. DISCLOSURES OF INTEREST

Refer – Local Government Act, Regulations, Code of Conduct, and Declaration Forms in Councillor folders.

Type	Item	Person / Details
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5. PUBLIC QUESTION TIME

Refer – Local Government Act, Regulations, Local Law and Submission Form & Guidelines circulated.

5.1 Public Questions with Notice

5.2 Public Questions Without Notice

6. PRESENTATIONS AND DEPUTATIONS**6.1 Presentations****6.2 Deputations****7. APPLICATIONS FOR LEAVE OF ABSENCE****8. MINUTES OF MEETING**

Officer Recommendation

That the minutes of the Special Council Meeting held **17 August 2026** AND the Ordinary Council Meeting held **26 August 2026** as circulated, be **CONFIRMED** as a true and correct record.

9. REPORTS REQUIRING DECISION

9.1 Accounts for Endorsement – August 2026

File Reference	
Report Date	07/09/2026
Applicant/Proponent	Nil
Officer Disclosure of Interest	Nil
Previous Meeting Reference	Nil
Prepared by	Katrina Humphries – Creditors Officer
Senior Officer	Colin Ashe – Deputy Chief Executive Officer
Authorised by	CEO, Sean Fletcher
Attachments	Accounts for Endorsement August 2026 – Page 11

PURPOSE

This item presents the attached List of Accounts Paid, under delegated authority for August 2026.

BACKGROUND

As per Local Government Act and Financial Management Regulations.

COMMENT

Each month Council is to be advised of payments made during the preceding month, the amount, the payee, date and reason for payment. Council should note the new format of the listing in order to minimise the risk of hacking details of cyber criminals.

CONSULTATION

DCEO

STATUTORY CONTEXT

Local Government Act 1995 –

- s.6.8(2)(b) – expenditure is to be reported to the next ordinary meeting of Council

Local Government (Finance) Regulations 1996 –

- r.13 Payments for municipal fund or trust fund
 - (1) the Chief Executive Officer is to provide a list of accounts paid from the Municipal fund or Trust fund, a list of all accounts paid each month showing for each account paid –
 - a) The payee's name
 - b) The amount of the payment
 - c) The date of the payment
 - d) Sufficient information to identify the transaction
 - (2) the listing to be presented to the Council at the next ordinary meeting of Council after preparation.

CORPORATE CONTEXT

Delegations Register –

- 3.2 – Municipal Fund and Trust Fund – Payments from Bank Accounts
 - o CEO authorised, subject to conditions
 - o Compliance with legislation and procedures
 - o Minimum of 2 signatories with varying level of authorisation

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES		WE KNOW WE ARE SUCCEEDING WHEN	
4. CIVIC LEADERSHIP			
4.3 Proactive and well governed Shire	External audits and reviews confirm compliance		
	We have sound financial management policies and attract external funding to help achieve our goals		
	Councilors attend training and feel supported in their role		
	Council is supported by a skilled team		

Strategic Priority 4.3 is relevant as part of sound financial management policies

Delegation

NIL

Policy Implications

3.1 Purchasing Framework

Other Corporate Document

NIL

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Compliance	Extreme (5) Non-compliance results in litigation, criminal charges or significant damages or penalties to Shire/Officers	Unlikely (2) The event could occur at some time	High (10)	Senior Management Team / CEO Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Policies and processes including preparation by Finance staff and two-step process for payment will ensure that the residual risk is moderate.

FINANCIAL IMPLICATIONS

All payments are in accordance with Council's adopted budget.

VOTING REQUIREMENTS

Absolute majority required: No

Officer Recommendation

That the **PAYMENTS** made for August 2026 from the Municipal Bank Account as per attached listing and summarised below, be **ENDORSED**:

Payment Type	References from - to	\$ Amount
Creditor EFT Payment**	EFT00084 - EFT00085	406,645.19
Direct Debit Payment**	PPIN03872 – PPIN04002 DD00060; DD00061;	183,453.06
Credit Card	PPIN03875	898.49
	PPIN03876	949.50
	PPIN04000	8,027.83
	PPIN04001	1,318.80
Salaries and Wages EFT	PE12/08/2026;PE26/08/26	129,352.45
Petty Cash Cheque		-
Trust Payments		-
	TOTAL	730,645.32
Local Spending	\$	%
Local Supplier	42,484.72	5.81%
Payroll	129,352.45	17.70%
Total	171,837.17	23.52%

For ____ / Against ____

Reference Number	Payment Number	Posting Date	Vendor No.	Vendor Name	Amount
1	EFT00085	31/08/2026	1093	Market Creations Agency Pty Ltd	9,900.00
2	EFT00085	31/08/2026	120	Western Australia Local Government Association (WALGA)	715.00
3	EFT00085	31/08/2026	129	Department of Fire & Emergency Services	66,557.00
4	EFT00085	31/08/2026	1362	Coerco Engineered Poly Products	28,593.18
5	EFT00085	31/08/2026	14	Australian Service Union WA	27.50
6	EFT00085	31/08/2026	1404	Biomax Wastewater Recycling Systems	566.00
7	EFT00085	31/08/2026	142	Fitzgerald Strategies	3,629.00
8	EFT00085	31/08/2026	149	Calingiri Football Club	1,278.78
9	EFT00085	31/08/2026	1626	Rajaford Pty Ltd (Calingiri Traders)	751.26
10	EFT00085	31/08/2026	1762	Rural Infrastructure Services	5,575.68
11	EFT00085	31/08/2026	1867	Mortlock Electrical Pty Ltd	4,368.00
12	EFT00085	31/08/2026	1880	Canine Control	5,602.92
13	EFT00085	31/08/2026	1885	Calingiri Auto Centre (The Trustee for R J Glass Family Trust) t/as	2,075.48
14	EFT00085	31/08/2026	1890	Mid Coast Civil Pty Ltd	16,522.00
15	EFT00085	31/08/2026	1918	Piawaning Expo Inc	5,000.00
16	EFT00085	31/08/2026	1929	Eftsure Pty Ltd	9,180.60
17	EFT00085	31/08/2026	1941	Salary Packaging Australia Pty Ltd	1,361.19
18	EFT00085	31/08/2026	1965	CouncilFirst (Open Systems Technology Pty Ltd t/as)	16.39
19	EFT00085	31/08/2026	1994	Toodyay Building & Maintenance Services	5,500.00
20	EFT00085	31/08/2026	2003	Tree Tech Australia	4,685.00
21	EFT00085	31/08/2026	2073	Fire Front Solutions Pty Ltd	1,100.00
22	EFT00085	31/08/2026	2167	Gordon Houston	6,244.52
23	EFT00085	31/08/2026	2208	CQ Comms Pty Ltd (Outback Comms)	575.00
24	EFT00085	31/08/2026	2211	RBC Rural	559.34
25	EFT00085	31/08/2026	2216	Seminars Australia Pty Ltd T/Tee	467.50
26	EFT00085	31/08/2026	2239	Brook & Marsh Pty Ltd	1,600.50
27	EFT00085	31/08/2026	2258	Douglas Partners Pty Ltd	1,666.50
28	EFT00085	31/08/2026	2268	Murphy Stone Group (T/A Murphy Stone Supply)	5,744.70
29	EFT00085	31/08/2026	2276	Metric Fencing T/as Metric Industries Pty Ltd	4,632.00
30	EFT00085	31/08/2026	2290	Kpat Toowoomba Pty Ltd (Oaks Toowoomba Hotel)	1,646.00
31	EFT00085	31/08/2026	247	Cemeteries & Crematoria Association of WA	130.00
32	EFT00085	31/08/2026	337	Lachy's Fencing (LR & NJ McInnes T/as)	13,288.00
33	EFT00085	31/08/2026	52	Avon Waste	2,271.72
34	EFT00085	31/08/2026	529	Wallis Computer Solutions	47.92
35	EFT00085	31/08/2026	53	The Farmco / Yerecoin Traders	599.50
36	EFT00085	31/08/2026	59	Malts Contracting	10,801.26
37	EFT00085	31/08/2026	594	Dun Direct Pty Ltd	15,814.51
38	EFT00085	31/08/2026	770	150 Square Pty Ltd (formally Solum Wheatbelt Business Solutions)	9,600.00
39	EFT00085	31/08/2026	78	Team Global Express Pty Ltd	34.29
40	EFT00085	31/08/2026	833	Walkers Diesel Services	3,673.15
41	EFT00085	31/08/2026	91	Bolgart Rural Merchandise	1,770.87
42	EFT00085	31/08/2026	943	Lo-Go Appointments WA (Helene Pty Ltd T/as)	6,187.50
43	EFT00084	14/08/2026	120	Western Australia Local Government Association (WALGA)	14,651.48
44	EFT00084	14/08/2026	1323	Ampac Debt Recovery (wa) Pty Ltd	36.70
45	EFT00084	14/08/2026	14	Australian Service Union WA	27.50
46	EFT00084	14/08/2026	1461	WCS Concrete Pty Ltd	7,716.50
47	EFT00084	14/08/2026	1572	Exurban Pty Ltd (ATF Vista Trust)	6,217.79
48	EFT00084	14/08/2026	1585	Dalcon (Dalwallinu Concrete Pty Ltd t/as)	5,263.50
49	EFT00084	14/08/2026	17	Australian Taxation Office	16,108.00
50	EFT00084	14/08/2026	1722	OneMusic Australia (Australasian Performing Right Association Ltd T/as)	402.37
51	EFT00084	14/08/2026	1762	Rural Infrastructure Services	5,313.72
52	EFT00084	14/08/2026	1801	Fraser Onsite	25,010.24
53	EFT00084	14/08/2026	1867	Mortlock Electrical Pty Ltd	1,932.50
54	EFT00084	14/08/2026	1880	Canine Control	2,801.46
55	EFT00084	14/08/2026	1885	Calingiri Auto Centre (The Trustee for R J Glass Family Trust) t/as	14.85
56	EFT00084	14/08/2026	1941	Salary Packaging Australia Pty Ltd	2,722.38
57	EFT00084	14/08/2026	1965	CouncilFirst (Open Systems Technology Pty Ltd t/as)	412.50
58	EFT00084	14/08/2026	1995	Well Done International Pty Ltd	249.32
59	EFT00084	14/08/2026	2057	Emma Derbyshire	52.00
60	EFT00084	14/08/2026	2074	The Goods Australia	347.16
61	EFT00084	14/08/2026	2094	Gary O'Brien	520.00
62	EFT00084	14/08/2026	2109	Finrent Pty Ltd	162.05
63	EFT00084	14/08/2026	2145	Maaman Marra Boodjar	1,317.80
64	EFT00084	14/08/2026	2167	Gordon Houston	18,733.56
65	EFT00084	14/08/2026	2195	Telstra Limited	374.00
66	EFT00084	14/08/2026	2248	Westwide Auto Electrics	2,903.85
67	EFT00084	14/08/2026	2268	Murphy Stone Group (T/A Murphy Stone Supply)	5,744.70
68	EFT00084	14/08/2026	2280	Little Mick's Electrics Pty Ltd	826.10

69	EFT00084	14/08/2026	2284	Seafight Nominees Pty Ltd	6,206.27
70	EFT00084	14/08/2026	233	BOC Limited	47.97
71	EFT00084	14/08/2026	269	Flick Anticimex Pty Ltd	5,220.82
72	EFT00084	14/08/2026	295	Avon Midland Country Zone of WA Local Government Assoc	130.00
73	EFT00084	14/08/2026	52	Avon Waste	2,980.97
74	EFT00084	14/08/2026	529	Wallis Computer Solutions	1,154.00
75	EFT00084	14/08/2026	53	The Farmco / Yerecoin Traders	462.00
76	EFT00084	14/08/2026	55	Landgate	149.40
77	EFT00084	14/08/2026	552	Bunnings Group Ltd	246.00
78	EFT00084	14/08/2026	594	Dun Direct Pty Ltd	8,256.99
79	EFT00084	14/08/2026	63	Australia Post	32.68
80	EFT00084	14/08/2026	648	Officeworks	576.99
81	EFT00084	14/08/2026	78	Team Global Express Pty Ltd	35.00
82	EFT00084	14/08/2026	83	New Norcia Services	112.00
83	EFT00084	14/08/2026	833	Walkers Diesel Services	442.49
84	EFT00084	14/08/2026	893	Thomas Culverwell	325.28
85	EFT00084	14/08/2026	99	Country Copiers	44.54
86	PPIN03876	3/08/2026	1065	Shire of Victoria Plains - Credit Card	949.50
87	PPIN04000	3/08/2026	1065	Shire of Victoria Plains - Credit Card	8,027.83
88	PPIN04001	3/08/2026	1065	Shire of Victoria Plains - Credit Card	1,318.80
89	PPIN03875	3/08/2026	1065	Shire of Victoria Plains - Credit Card	898.49
90	PPIN03936	30/07/2026	140	Water Corporation	344.17
91	PPIN03874	3/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	398.90
92	PPIN03920	4/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	32.00
93	PPIN03921	6/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	199.80
94	PPIN03922	7/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	244.10
95	PPIN03923	12/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	557.15
96	PPIN03924	13/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	635.80
97	PPIN03926	14/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	32.00
98	PPIN03927	17/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	726.90
99	PPIN03929	18/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	40.20
100	PPIN03930	19/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	283.70
101	PPIN03937	20/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	448.55
102	PPIN03938	21/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	58.20
103	PPIN03939	24/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	6.90
104	PPIN03940	25/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	401.95
105	PPIN03942	26/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	289.75
106	PPIN03998	31/08/2026	1421	Shire of Victoria Plains (Department Of Transport)	320.15
107	PPIN03931	14/07/2026	18	Synergy	2,437.32
108	PPIN03932	15/07/2026	18	Synergy	4,617.99
109	PPIN03933	4/08/2026	18	Synergy	1,299.74
110	PPIN03997	5/08/2026	18	Synergy	1,465.55
111	PPIN03941	24/08/2026	2	WESTERN AUSTRALIAN TREASURY CORPORATION	124,663.31
112	PPIN03999	31/08/2026	2	WESTERN AUSTRALIAN TREASURY CORPORATION	9,938.52
113	PPIN03934	17/07/2026	20	Telstra Corporation Ltd	851.93
114	PPIN03935	30/07/2026	20	Telstra Corporation Ltd	2,725.89
115	PPIN04002	26/07/2026	2121	Ricoh Australia Pty Ltd	214.50
116	PPIN03872	1/08/2026	2227	Commonwealth Bank	249.71
117	PPIN03873	2/08/2026	2227	Commonwealth Bank	70.17
118	PPIN03928	17/08/2026	2227	Commonwealth Bank	56.38
119	PPIN03925	13/08/2026	2286	Department of Planning, Lands & Heritage (Weatern Australian Planning Commission)	4,772.00
120	DD00060	12/08/2026	V0001	SuperStream Clrg House Vendor	12,591.02
121	DD00061	26/08/2026	V0001	SuperStream Clrg House Vendor	12,478.81
122	PJ001947	12/08/2026		Payroll	64,651.34
123	PJ002017	26/08/2026		Payroll	64,701.11
				TOTAL PAID AUGUST 2026	730,645.32

9.2 Monthly Financial Statements - August 2026

File Reference	
Report Date	21 Sep 2026
Applicant/Proponent	Shire of Victoria Plains
Officer Disclosure of Interest	Nil
Previous Meeting Reference	Nil
Prepared by	Colin Ashe – Deputy Chief Executive Officer
Senior Officer	Sean Fletcher – Chief Executive Officer
Authorised by	Sean Fletcher – Chief Executive Officer
Attachments	1. Monthly Financial Statements - Aug 26 – Page 20

PURPOSE

To receive the monthly financial statements for the period ending 31 Aug 2026.

BACKGROUND

Section 6.4 of the Local Government Act 1995 requires a Local Government to prepare financial reports.

The Local Government (Financial Management) Regulations 34 & 35 set out the form and content of the financial reports which have been prepared for the periods as above and are presented to Council for approval.

COMMENT

The shire is in a strong financial position to the end of Aug 26 due to a high surplus carried forward from 25-26 and limited expenditure as expected for this time of the year.

It should be noted that now the Annual Financial Statements (AFS) 25-26 is completed, there is a slight variance between the budgeted opening surplus of \$616,121 and the final surplus of \$598,136. This is due to additional 30 Jun 26 invoices and accruals adjustments being received post the budget finalisation. This will increase the forecast budget deficit by the difference, \$17,985 to \$54,256 and will need to be included as a budget amendment in due course.

The deficit however will be managed during the FY and management is confident the final result will return to surplus at 30 Jun 27.

The shire did not require to go into overdraft and the end of Jun 26 and then into the early months of 26-27 which has saved on bank charges but also aesthetically, indicating the sound financial position.

Currently the Aug 26 monthly financial statements is indicating a surplus of \$5,453,743 which is primarily due to the raising of rates in Aug 26. This value should not be confused with the cash or cashflow, in that rates payments are due on 10 Sep 26.

NOTES TO ACCOUNT

The following presents a summary and analysis of the key points in the Aug 26 Financial Statements.

Note 1 Net Current Funding Position:

This reflects the liquidity of the shire, calculated as current assets less current liabilities, aligning with the Statement of Financial Activity (Rate Setting Statement) amounting to \$5,453,743 meaning the shire can meet its short term obligations (liabilities).

Note 2 Cash and Financial Assets:

The current total cash position balance is \$4,845,336 with an Unrestricted Municipal Bank Balance of \$934,433 and \$3,910,902 in Restricted Funding, the latter comprising:

\$667,072 in Reserves.

\$3,243,831 major grant funding received and quarantined fully cash backed. Further details on the breakdown of this are provided at note 11.

Note 4 – Debtors:

An overall balance of \$4,451,627 comprising of:

- \$3,974,550 in rate debtors analysed below.
- \$479,771 in sundry debtors, the majority being invoicing to Genus Infrastructure Pty Ltd for Cocking Rd repairs .
- \$1,861 which are fines currently on payment plans through Fine Enforcement Registry (FER).

In terms of Rate Debtors, this can be further analysed as:

- \$3,826,927 in rates raised for 26-27 with a due date of 10 Sep 26 for payment in full or election to pay by instalments.
- \$110,329 of ratepayers whom have already paid their 1st instalment and therefore the balance being classed as on instalments.
- \$19,694 on ad hoc payment plans which reduced considerably last month, but with the new rating year, the balance has naturally increased. As has been the case in 25-26, this will be actively managed in accordance with council policy to ensure this balance is as close to \$0 as much as possible.
- \$19,283 with debt collection services of which amounts which is for two (2) rate assessments.

Note 5 Reserves:

No change from 30 Jun 26 and any interest will not be reflected until 2027 as the funds are locked in a longer term Cash Deposit Account (CDA).

Note 6 – Plant Disposals

The Calingiri Fire Trailer has been disposed as it is surplus to requirements and funds will utilised to purchase the Emergency Mobile Fuel Tank.

Note 7 – Capital Program

Minimal expenditure as expected for Aug 26 with work continuing on the subdivision (\$276,083) and completion of the Gillingarra Emergency Water project (\$89,685).

Note 8 – Loans

Plant Replacement Loan 87 repayment occurred in Aug 26 with the extinguishment of this loan in Aug 29.

Note 9 – Payables

Contingent Liabilities comprise the highest balance amounting to \$2,899,705 but is cash backed as per note 11. Some transfer of funds back to the municipal account for the subdivision and water projects based on expenditure occurred in Aug 26, hence the reduction in the balance from Jul 26.

Note 10 – Grants and Subsidies

Some transactions occurred in Aug 26 for capital grants reflecting the funds held in Restricted Funds (and Contingent Liabilities as per note 9).

Additionally funds were received as part of the Grants Commission noting \$454,000 has been allocated as a special payment for Bridges. It is recommended this be placed in Restricted Funds pending scope of expenditure.

The first payment for Roads to Recovery (R2R) has also been received.

Note 11 – Restricted Funds

The table now illustrates in a more defined way, grants that have been received and are in progress in terms of fulfilling the grant conditions and expenditure:

- The table reflects what the is to be spent against the grant received and then the actual amount that is cash backed.
- The table does not necessarily represent the total expenditure on a grant funded project; but the amount expended in relation to the grant – a good example is the Gillingarra Emergency Water Grant.
- New funds have been placed in Restricted Funds bank account pending the work to commence, as an example, R2R.
- The bottom line indicates funds can be transferred back to Municipal Account (\$255,095) as the cash backed amount is in excess of the funding required to be 'restricted'.

Note 12 – LGGS Program

Minimal expenditure but it should be noted that the approved grant from DFES is \$125,000 as opposed to the budgeted amount of \$108,890 of which a budget variation will need to be undertaken in due course.

Note 13 – Material Variances

Details have been provided with greater granularity on variances noting this is the first month of the financial year and variances are either under the threshold for reporting or reporting an under expenditure.

CONSULTATION

Chief Executive Officer, Sean Fletcher.
Manager Works and Services, Silvio Brenzi.
Chief Financial Officer, Zoe Clayton.
Co-ordinator Financial Services, Glenn Deocampo.

STATUTORY CONTEXT

Local Government (Financial Management) Regulations 1996 –

r.34 – financial activity statement required each month and details of what is to be included.

CORPORATE CONTEXT

Local Government (Financial Management) Regulations 1996 –

- r.34 – financial activity statement required each month and details of what is to be included.

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4. CIVIC LEADERSHIP	
4.3 Proactive and well governed Shire	External audits and reviews confirm compliance
	We have sound financial management policies and attract external funding to help achieve our goals
	Councilors attend training and feel supported in their role
	Council is supported by a skilled team

Delegation

Nil

Policy Implications

Policy Manual –

- 3 Financial Management

Other Corporate Document

Nil

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Compliance	Extreme (5) Non-compliance results in litigation, criminal charges or significant damages or penalties to Shire/Officers	Unlikely (2) The event could occur at some time	High (10)	Senior Management Team / CEO Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Policies and processes including preparation by Finance staff ensure that the residual risk is moderate.

FINANCIAL IMPLICATIONS

Nil

VOTING REQUIREMENTS

Absolute majority required: No

Officer Recommendation

That Council **RECEIVE** the 31 August 2026 Monthly Financial Statements as presented.

For ____ / Against ____

PUBLIC OCM AGENDA



Shire of Victoria Plains
28 Cavell Street
Calingiri WA 6569
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www.victoriaplains.wa.gov.au

SHIRE OF VICTORIA PLAINS

MONTHLY FINANCIAL REPORT

FOR THE PERIOD ENDED 31 AUGUST 2026

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

**SHIRE OF VICTORIA PLAINS
MONTHLY FINANCIAL REPORT
FOR THE PERIOD ENDING 31 AUGUST 2026**

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SHIRE OF VICTORIA PLAINS
STATEMENT OF COMPREHENSIVE INCOME
FOR THE MONTH ENDED 31 AUGUST 2026

	Note	Annual Budget	YTD Budget	YTD Actual
		\$	\$	\$
Revenue				
Rates		4,509,549	4,509,549	4,509,538
Grants, subsidies and contributions	10b	1,840,001	441,602	443,790
Fees and charges		403,408	163,825	556,605
Interest revenue		62,975	17,000	16,691
Other revenue		118,770	77,003	78,744
		<u>6,934,703</u>	<u>5,208,979</u>	<u>5,605,368</u>
Expenses				
Employee costs		(2,931,293)	(389,397)	(317,652)
Materials and contracts		(2,640,413)	(445,371)	(279,433)
Utility charges		(119,220)	(19,870)	(16,089)
Depreciation		(3,732,353)	(622,059)	(630,085)
Finance costs		(76,275)	(122)	231
Insurance		(198,586)	(24,051)	(23,474)
Other expenditure		(205,009)	(7,000)	(5,047)
		<u>(9,903,148)</u>	<u>(1,507,871)</u>	<u>(1,271,550)</u>
		(2,968,445)	3,701,108	4,333,818
Capital grants, subsidies and contributions	10a	12,729,037	484,779	484,780
Profit on asset disposals	6	68,339	-	4,939
Loss on asset disposals	6	(22,899)	-	-
		<u>12,774,477</u>	<u>484,779</u>	<u>489,718</u>
Net result for the period		9,806,032	4,185,887	4,823,537
Total comprehensive income for the period		9,806,032	4,185,887	4,823,537

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

SHIRE OF VICTORIA PLAINS
STATEMENT OF FINANCIAL ACTIVITY
FOR THE MONTH ENDED 31 AUGUST 2026

	Note	Annual Budget \$	YTD Budget \$	YTD Actual \$
OPERATING ACTIVITIES				
Revenue from operating activities				
General rates		4,509,549	4,509,549	4,509,538
Grants, subsidies and contributions	10b	1,840,001	441,602	443,790
Fees and charges		403,408	163,825	556,605
Interest revenue		62,975	17,000	16,691
Other revenue		118,770	77,003	78,744
Profit on asset disposals	6	68,339	-	4,939
		7,003,042	5,208,979	5,610,306
Expenditure from operating activities				
Employee costs		(2,931,293)	(389,397)	(317,652)
Materials and contracts		(2,640,413)	(445,371)	(279,433)
Utility charges		(119,220)	(19,870)	(16,089)
Depreciation		(3,732,353)	(622,059)	(630,085)
Finance costs		(76,275)	(122)	231
Insurance		(198,586)	(24,051)	(23,474)
Other expenditure		(205,009)	(7,000)	(5,047)
Loss on asset disposals	6	(22,899)	-	-
		(9,926,047)	(1,507,871)	(1,271,550)
Non-cash amounts excluded from operating activities	1	3,686,912	622,059	625,147
Amount attributable to operating activities		763,907	4,323,167	4,963,904
INVESTING ACTIVITIES				
Inflows from investing activities				
Capital grants, subsidies and contributions	10a	12,729,037	484,779	484,780
Proceeds from disposal of assets	6	293,500	-	4,939
Proceeds from financial assets at amortised cost - self-supporting loans		23,682	-	-
		13,046,219	484,779	489,718
Outflows from investing activities				
Acquisition of property, plant and equipment	7	(8,556,528)	(287,343)	(287,344)
Acquisition of infrastructure	7	(5,536,431)	(170,479)	(171,745)
		(14,092,959)	(457,822)	(459,090)
Non-cash amounts excluded from investing activities		-	-	-
Amount attributable to investing activities		(1,046,740)	26,957	30,629
FINANCING ACTIVITIES				
Inflows from financing activities				
Proceeds from borrowings	8	-	-	-
Transfers from reserve accounts	5	140,230	-	-
		140,230	-	-
Outflows from financing activities				
Repayment of borrowings	8	(359,201)	(115,492)	(115,492)
Transfers to reserve accounts	5	(150,588)	(3,667)	-
		(509,789)	(119,158)	(115,492)
Non-cash amounts excluded from financing activities		-	-	(23,434)
Amount attributable to financing activities		(369,559)	(119,158)	(138,926)
MOVEMENT IN SURPLUS OR DEFICIT				
Surplus or deficit at the start of the financial year		616,121	616,121	598,136
Amount attributable to operating activities		763,907	4,323,167	4,963,904
Amount attributable to investing activities		(1,046,740)	26,957	30,629
Amount attributable to financing activities		(369,559)	(119,158)	(138,926)
Surplus or deficit after imposition of general rates		(36,271)	4,847,086	5,453,743

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

SHIRE OF VICTORIA PLAINS
STATEMENT OF FINANCIAL POSITION
AS AT 31 AUGUST 2026

	Note	26/27 \$	25/26 \$
CURRENT ASSETS			
Cash and cash equivalents	2	4,845,336	4,792,260
Trade and other receivables	4a	4,451,627	123,528
Other financial assets		23,682	23,682
Inventories		29,618	33,258
Other assets		77,371	98,671
TOTAL CURRENT ASSETS		9,427,635	5,071,398
NON-CURRENT ASSETS			
Trade and other receivables	4b	21,335	21,335
Other financial assets		171,233	171,233
Property, plant and equipment		13,983,275	13,813,872
Infrastructure		129,814,611	130,155,011
TOTAL NON-CURRENT ASSETS		143,990,455	144,161,451
TOTAL ASSETS		153,418,089	149,232,849
CURRENT LIABILITIES			
Trade and other payables	9a	115,699	437,008
Other liabilities	9b	2,899,705	3,057,127
Borrowings	8	243,074	381,999
Employee related provisions		267,734	288,374
TOTAL CURRENT LIABILITIES		3,526,211	4,164,507
NON-CURRENT LIABILITIES			
Borrowings	8	1,409,967	1,409,967
Employee related provisions		65,877	65,877
TOTAL NON-CURRENT LIABILITIES		1,475,844	1,475,844
TOTAL LIABILITIES		5,002,056	5,640,352
NET ASSETS		148,416,033	143,592,497
EQUITY			
Retained surplus		20,226,253	16,573,767
Net Result - Comprehensive Income		4,823,537	3,606,425
Transfers to (from) Reserves		-	46,061
Reserve accounts	5	667,072	667,072
Revaluation surplus		122,699,172	122,699,172
TOTAL EQUITY		148,416,033	143,592,497

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

SHIRE OF VICTORIA PLAINS
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
FOR THE MONTH ENDED 31 AUGUST 2026

Note 1

Determination or Surplus or Deficit

		26/27	26/27	25/26
	Note	Actual	Budget	Actual
		\$	\$	\$
(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.				
Adjustments to operating activities				
Less: Profit on asset disposals	6	(4,939)	(68,339)	(95,182)
Less: Fair value adjustments to financial assets at fair value through profit or loss		-	-	(56,669)
Add: Loss on disposal of assets	6	-	22,899	64,938
Add: Depreciation		630,085	3,732,353	3,683,122
Non-cash movements in non-current assets and liabilities:				
Pensioner deferred rates		-	-	(4,285)
Employee benefit provisions		-	-	16,267
Non-cash amounts excluded from operating activities		625,147	3,686,912	3,608,191
(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.				
Adjustments to net current assets				
Less: Reserve accounts	5	(667,072)	(677,430)	(667,072)
Less: Financial assets at amortised cost - self supporting loans	8	(23,682)	(24,318)	(23,682)
Add: Current liabilities not expected to be cleared at end of year		-	-	-
Current portion of borrowings	8	243,074	365,594	381,999
Total adjustments to net current assets		(447,680)	(336,154)	(308,755)
Net Current Assets used in the Statement of Financial Activity				
Total Current Assets		9,427,635	4,453,882	5,071,398
Less: Total current liabilities		(3,526,211)	(4,153,999)	(4,164,507)
Less: Total adjustments to net current assets		(447,680)	(336,154)	(308,755)
Surplus or deficit after imposition of general rates		5,453,743	(36,271)	598,136

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 2

Cash and Cash Equivalents

Description	Unrestricted	Restricted	Total	Institutions	Interest Rate	Maturity Date
	\$	\$	\$			
Petty Cash /Floats	700		700	N/A	Nil	On Hand
Municipal Funds Bank	430,850		430,850	Bendigo Bank/Commbank	0.00%	At Call
Restricted Funds		3,243,831	3,243,831	Commbank (Restricted and CDIA)	4.99%/5.36%	At Call
Muni Savings	502,883		502,883	Commbank	0.90%	At Call
	934,433	3,243,831	4,178,264			
RESERVES						
Reserves Accounts		667,072	667,072	Commbank	5.36%	At Call
		667,072	667,072			
Total Cash and Cash Rquivalents	934,433	3,910,902	4,845,336			

Note 3

Bonds and Deposits Held

Funds held as a bond or holding account with the Shire

Description	Closing Balance 31-Aug-26 \$	Opening Balance 30-Jun-26 \$
Tip Key Bond	2,282	1,964
Gym Memberships	3,049	2,721
Toilet Bond	1,940	1,940
Hall Bond	1,125	1,125
Nomination fee	-	-
GSRC Gillingarra Church Legal Fees	5,000	5,000
Other	2,280	2,280
BCITF	-	160
Total Funds Held	15,675	15,190

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 4

Trade and Other Receivables

(a) Current Assets	31-Aug-26	30-Jun-26
	\$	\$
Debtor - Rates	3,974,550	41,481
Expected Credit Loss (Allowance)	(15,262)	(15,262)
Other Statutory Receivables	12,568	-
Debtors - Sundry (Trade Receivables)	479,771	86,021
GST Receivable	-	11,289
Receivables for Employee Related Provisions	-	-
Total Trade and other Receivables	4,451,627	123,529

Debtors - Sundry (Trade Receivables)	31-Aug-26	30-Jun-26
	\$	\$
01-31 Days	477,910	84,060
32-61 Days	-	-
62-92 Days	-	-
93-122 Days	-	-
After 123 Days	1,861	1,961
Total Trade Receivables	479,771	86,021

Debtors - Rates Analysis		
Closing balances - prior year	41,481	52,012
Prepaid / Unallocated Rates	-	-
All Rates levied this year	4,509,538	4,064,972
Less: Closing balances - current month	3,974,550	41,481
Total Rates Collected to date	576,469	4,075,503
% collected	13%	99%

Rates Outstanding	3,826,927	9,227
Adhoc Payment Arrangement	19,694	3,158
Debt Collection with AMPAC	19,284	21,561
Interims	-	6,150
Rates Instalment	110,330	-
Small amounts	(1,685)	1,385
subtotal	3,974,550	41,481
Rates paid in Advance		(81,004)
Total	3,974,550	(39,523)

(b) Non Current Assets

Deferred Rates	21,335	21,335
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SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 5

Cash Reserves

Reserve	Opening Balance	Transfer From		Interest Received		Transfer To		Closing Balance	
	1/07/2026	Actual 2026/27	Budget 2026/27	Actual 2026/27	Budget 2026/27	Actual 2026/27	Budget 2026/27	Actual 31/08/2026	Budget 30/06/2027
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Employee Entitlements	5,001	-	-	-	165	-	20,000	5,001	25,166
Plant	28,567	-	-	-	942	-	93,588	28,567	123,097
Housing	149,093	-	-	-	4,917	-	-	149,093	154,010
Sewerage Scheme - Calingiri	55,247	-	(6,000)	-	1,822	-	-	55,247	51,069
Refuse Site	283,674	-	(134,230)	-	9,278	-	-	283,674	156,371
Building Maintenance	2,791	-	-	-	92	-	-	2,791	2,883
Infrastructure	102,549	-	-	-	3,382	-	-	102,549	105,931
Gymnasium	8,432	-	-	-	278	-	-	8,432	8,710
Sewerage Scheme Reserve- Yerecoin	23,868	-	-	-	865	-	-	23,868	27,084
Unallocated Monies	7,851	-	-	-	259	-	-	7,851	8,110
Town Planning Scheme	-	-	-	-	-	-	5,000	-	5,000
Bi-Centennial Celebrations	-	-	-	-	-	-	10,000	-	10,000
Total Cash Reserves	667,072	-	(140,230)	-	22,001	-	128,588	667,072	677,430

Objective of Reserves

In accordance with council resolutions in relation to each reserve account, the purpose for which the reserves are set aside are as follows:

Reserve Name	Term	Purpose
Long Service Leave	Ongoing	to be used to fund annual and long service leave requirements
Plant	Ongoing	to be used for the purchase of major plant
Housing	Ongoing	to be used for the procurement of staff housing
Sewerage Scheme - Calingiri	Ongoing	to be used to maintain and improve the Calingiri sewerage scheme
Refuse Site	Ongoing	to be used to fund future refuse site development
Building Maintenance	Ongoing	to be used for the long term maintenance of Shire buildings
Infrastructure	Ongoing	to be used for future infrastructure development to ensure long term Shire sustainability
Gymnasium	Ongoing	to be used for future purchases and replacement of gymnasium equipment
Sewerage Scheme - Yerecoin	Ongoing	to be used to maintain and improve the Yerecoin sewerage scheme
Unallocated Monies	Ongoing	future refund or allocation once identified or transferred to shire general revenue after statutory period expiry.
Town Planning Scheme	Ongoing	to be used to assist with future costs of the Town Planning Scheme review
Bi-Centennial Celebrations	Ongoing	to be used to assist with funding of Bi-Centennial Celebrations in 2029

The reserves are not expected to be used within a set period and further transfers to the reserve accounts are expected as funds are utilised.
There are no reserves restricted by legislation.

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 6

Disposal of Assets

Class of Asset & Program	Proceeds from Sale		Cost of Replacement Asset		Net Cost for Change Over		Written Down Value		Profit/(Loss) on Disposal			
	Actual \$	Budget \$	Actual \$	Budget \$	Actual	Budget \$	Actual	Budget \$	Actual (Profit)	Actual (Loss)	Budget Profit \$	Budget Loss \$
	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Plant & Equipment												
Transport												
PEX02 - John Deer E140 Excavator	-	130,000	-	-	-	(130,000)	-	127,538	-	-	2,462	-
PTR03A - Digga Mounted Road Broom	-	500	-	15,000	-	14,500	-	25	-	-	475	-
PR10 - Multi Tyred Roller	-	7,000	-	-	-	(7,000)	-	29,899	-	-	-	22,899
PR09 - Bomag BW25RH Multi-tyred Roller	-	13,000	-	180,000	-	167,000	-	-	-	-	13,000	-
PTL04 - Trailer - Depot Clerk VP8134	-	1,000	-	45,000	-	44,000	-	-	-	-	1,000	-
PTK22 - Hino FS 700 Series Truck	-	73,000	-	330,000	-	257,000	-	68,915	-	-	4,085	-
PTL23 - Loadstar Trailer	-	6,500	-	8,000	-	1,500	-	5,739	-	-	761	-
PWV56 - Toyota Hilux 4x2 Turbo Diesel	-	9,000	-	50,000	-	41,000	-	-	-	-	9,000	-
PWV57 - Toyota Hilux 4x2 Turbo Diesel	-	7,200	-	50,000	-	42,800	-	-	-	-	7,200	-
PWV69 - Mazda BT-50 Dual Cab	-	21,800	-	60,000	-	38,200	-	15,944	-	-	5,856	-
PWV65 - Toyota Hi Lux VP793	-	24,500	-	70,000	-	45,500	-	-	-	-	24,500	-
PTL16 - Calingiri Fire Trailer	4,939	-	-	-	-	-	-	-	4,939	-	-	-
Totals Disposal of Assets	4,939	293,500	-	808,000	-	514,500	-	248,060	4,939	-	68,339	22,899

Completed
Closed

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 8

Borrowings

[illegible]

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 9

Payables

(a) Trade and other payables

	2027	2026
Current	\$	\$
Sundry creditors	99,037	172,117
Prepaid Rates	-	81,004
Accrued Salaries and Wages	-	69,968
Bonds and Deposits Held	15,675	15,565
Accrued Expenses	-	93,883
BSL/Payroll clearing/rounding	-	-
DoTransport Licensing	986	1,089
ATO GST payable	-	3,382
	115,698	437,008

(b) Other Liabilities

	2027	2026
Current	\$	\$
Contingent Liabilities	2,899,705	3,057,127
	2,899,705	3,057,127

Contingent Liabilities Represented by:

		-
Housing Support Program	2,624,189	2,734,105
Mitigation Activity Fund (DFES)	43,160	43,160
ESA Tourism Development	133,012	133,012
Gillingarra Emergency Water CWSP	-	47,505
Gillingarra Community Water CWSP	46,403	46,403
Gillingarra Truckfill CWSP	52,942	52,942
	2,899,705	3,057,127

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 10

Grants, Subsidies and Contributions

(a) Capital Grants, Subsidies and Contributions

	Annual Budget	YTD Budget	YTD Revenue Actual	Variance YTD vs Actual
	2026/27 \$	2026/27 \$	2026/27 \$	2026/27 \$
Law, Order and Public Safety				
New Norcia Emergency Services Building	23,666	-	-	-
Law, Order and Public Safety				
Waste Transfer Station	268,460	-	-	-
Housing				
Housing Support Program (HSP1)	27,000	-	-	-
Housing Support Program (HSP2)	4,102,862	109,916	109,916	-
Regional Housing (RHSP)	3,200,000	-	-	-
Economic Services				
Gillingarra Emergency Water CWSP	60,244	47,505	47,505	-
Gillingarra Community Water CWSP	58,729	-	-	-
ESA Tourism Development	183,012	-	-	-
Gillingarra Truckfill CWSP	70,834	-	-	-
Mogumber Bore	45,500	-	-	-
Transport				
Govt Grant - Regional Road Safety Program	3,478,283	-	-	-
Govt Grant - Roads to Recovery	654,717	327,358	327,358	-
HVRA Truck parking Bay - Calingiri	256,000	-	-	-
Gov't Grant - Regional Road Group MRWA	299,730	-	-	-
Total Non Operating Capital Grants, Subsidies and Contributions	12,729,037	484,780	484,780	-

(b) Operating Grants, Subsidies and Contributions

	Annual Budget	YTD Budget	YTD Revenue Actual	Variance YTD vs Actual
	2026/27 \$	2026/27 \$	2026/27 \$	2026/27 \$
General Purpose Funding				
Financial Assistance Grants - General	592,045	42,645	40,806	1,839
Financial Assistance Grants - Local Roads	629,224	144,130	144,130	-
Law and Public Order				
DFES Operating Grant (LGGS)	108,890	27,223	31,250	4,028
Emergency Services Administration Grant		-	-	-
CESM Contribution	161,963	-	-	-
Grant - Mitigation Activity Fund	90,275	-	-	-
Education and Welfare				
Grant - Other Events*	30,000	-	-	-
Transport				
Govt Grant - Direct	227,604	227,604	227,604	-
Total Operating Grants, Subsidies and Contributions	1,840,001	441,602	443,790	5,867

Supplementary information on Grant - Other Events

	Annual Budget \$	YTD Revenue Actual \$
*Grants - Other Events		
Australia Day	10,000	-
Other Events	20,000	-
Total	30,000	-

SHIRE OF VICTORIA PLAINS

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 11

Restricted Funding

Description	External Funding Allocation	Project Opening Balance Funding	Receipts	Costs	Balance	Cash Backed
		1/07/2026			31/08/2026	
	\$	\$	\$	\$	\$	\$
Housing Support Program Stage 1	-	-	-	-	-	-
Housing Support Program Stage 2	-	-	-	-	-	-
Housing Support Program SOVP	4,129,862	2,734,105	109,916	276,083	2,458,022	2,640,956
Regional Housing	3,200,000	-	-	-	-	-
RRSP	3,478,283	-	-	-	-	-
Gillingarra Emergency Water CWSP	60,244	47,505	47,505	47,505	-	-
Gillingarra Community Water CWSP	58,729	46,403	-	45,180	1,223	46,403
Gillingarra Truckfill CWSP	70,834	52,942	-	26,981	25,961	52,942
Mitigation Activity Fund (MAF)	-	43,160	-	-	43,160	43,160
ESA Tourism Development	183,012	133,012	-	-	133,012	133,012
Roads to Recovery	654,717	-	327,358	-	327,358	327,358
					-	-
Totals	11,835,681	3,057,127	484,780	395,749	2,988,736	3,243,831

Restricted Savings \$ 3,243,831

To be transferred to (from) Muni account \$ 255,095

SHIRE OF VICTORIA PLAINS**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026****Note 12****Bush Fire Brigade**

OPERATING GRANT		
EXPENDITURE ITEM	BUSH FIRE BRIGADE	
	2026/27 Budget	2026/27 Actual
RECURRENT:		
1. Purchase of Plant & Equipment <\$1,500 per item	2,390	-
2. Maintenance of Plant and Equipment	4,000	-
3. Maintenance of Vehicles/Trailers/Boats	45,000	2,256
4. Maintenance of Land and Buildings	5,000	486
5. Clothing and Accessories	28,022	-
6. Utilities, Rates and Taxes	9,000	917
7. Other Goods and Services	4,500	386
8. Insurances	27,088	
Sub Total Recurrent	125,000	4,044
NON-RECURRENT:		
9. Purchase of Plant and Equipment \$1,500 to \$5,000 per item		
Sub Total Non-Recurrent	-	-
Total Operating Budget/Actual	125,000	4,044
Variance Between Budget & Actual ^(a)		120,956

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 13

Explanation of Material Variances

Variances which have exceeded the thresholds are listed below by Program. Significant variances within the Program are listed underneath it by Nature or Type.

The material variance adopted by Council for the 2026/27 year is \$10,000 and 10%.

Reporting Program	Var \$	Var %	Var ▲	Timing / Permanent	Explanation of Variance
Operating Revenues					
Fees and charges	392,780	240%	▲	Permanent	Invoice from Private works - Cocking road repairs, will be offset by Private Works expenditure in due course
Profit on asset disposals	4,939	0%	▲	Permanent	Unbudgeted disposal of fire trailer. Will be offset by Emergency Fuel Tank purchase.
Operating Expense					
Employee costs	71,745	(18%)	▲	Timing	Workers Compensation premium adjustment. Timing of work disbursement between operational and capital effecting oncost allocation
Materials and contracts	165,938	(37%)	▲	Timing	Limited operational work until rate revenue is deposited into the Municipal Account.
Utility charges	3,781	(19%)	▲	Timing	quarterly charges

SHIRE OF VICTORIA PLAINS
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDING 31 AUGUST 2026

Note 14
Budget Amendments

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

Description	Council Resolution	Adoption Date	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
			\$	\$	\$
Forecast Opening Surplus/(Deficit)					(36,271)
					-
Net Changes			-	-	-

PUBLIC OCM AGENDA

9.3 Adoption of Council Plan 2026 – 2036 (Major Review)

File Reference	
Report Date	9 September 2026
Applicant/Proponent	Shire of Victoria Plains
Officer Disclosure of Interest	Nil
Previous Meeting Reference	SCM 16 February 2026 – Strategic Community (Integrated) Plan Major Review.
Prepared by	Sean Fletcher, Chief Executive Officer
Senior Officer	N/A
Authorised by	Sean Fletcher, Chief Executive Officer
Attachments	1. Shire of Victoria Plains Council Plan 2026-2036 – Page 42 2. Shire of Victoria Plains – Community Engagement Report <i>Under Confidential Cover</i> 3. Shire of Victoria Plains – Council Plan Snapshot – Page 68

PURPOSE

To consider and adopt the Shire of Victoria Plains Strategic Community Plan 2026-2036, titled Council Plan 2026-2036, following completion of the major review process, community engagement program and public consultation.

BACKGROUND

Council adopted the Strategic Community Plan 2022-2032 on 3 August 2022. The Plan established the Shire's long-term community vision and recognised that a minor review would occur in 2024 and a major review would occur in 2026.

Council completed the Minor Review of the Strategic Community Plan at the Ordinary Council Meeting held on 30 April 2025. The review concluded that the Strategic Community Plan remained fit for purpose but identified a number of emerging issues requiring further consideration through the next major review process, including youth and young people, housing, water security, energy transition, mining, space capability and regional waste management.

During late 2025 the Shire commenced planning for the major review. This included engagement of 150Square Strategic Solutions, development of the communication and engagement program, preparation of surveys and scheduling of community and Council workshops. Correspondence between the Shire and 150Square demonstrates preparatory work commenced during November and December 2025.

At the Special Council Meeting held on 16 February 2026 Council considered Item 9.1 Strategic Community (Integrated) Plan – Major Review and unanimously endorsed the Project Plan and timetable for completion of the review. The endorsed methodology included surveys, community workshops, Community Reference Panel workshops, Council and staff workshops, public consultation and final Council adoption.

Community engagement was subsequently undertaken between February and April 2026. The engagement program comprised:

- Council and Management Workshop – 25 February 2026;
- Community Reference Panel Workshop – 26 February 2026;
- Community Workshop – 26 February 2026;
- Sporting and Community Group Survey;
- Resident and Ratepayer Survey;
- Business Survey; and
- Community Quickfire Survey.

The outcomes of the engagement process were documented by 150Square Strategic Solutions within the Shire of Victoria Plains Community Engagement Report to Council – May 2026. The report recorded a total of 61 engagements and identified emerging strategic priorities across Community, Economy, Environment and Civic Leadership.

Following consideration of the engagement outcomes, a draft Strategic Community Plan was prepared. Consistent with anticipated State Government reforms, the document was titled Council Plan 2026-2036, although it remains the Shire's Strategic Community Plan for the purposes of the current legislative framework. Council subsequently considered the draft Plan and authorised its release for public comment.

The final Council Plan 2026-2036 has now been prepared having regard to community feedback, Community Reference Panel input, Council direction and the findings contained within the Community Engagement Report. Once adopted by Council, the final plan will need to be re-issued for final comment (Attachment 3).

COMMENT

Community Engagement Outcomes

The Community Engagement Report (Attachment 2) identified a number of recurring themes across the engagement process eg support for youth and family, growing tourism, long term water solutions and strong regional partnerships. The Community Reference Panel discussions additionally identified the importance of housing growth, townsite development, volunteer support, accessibility, biodiversity protection and management of emerging industries as matters requiring ongoing strategic attention.

Strategic Direction

The Council Plan 2026-2036 establishes the strategic direction of the Shire for the next ten years and retains the Shire's vision of "A Place to Grow". The document is structured around the four strategic pillars of:

- Community;
- Economy;
- Environment; and
- Civic Leadership.

The Plan integrates community aspirations, service priorities, major projects, advocacy objectives and organisational capability requirements into a single strategic document which will guide future planning, budgeting and reporting.

Community - Supporting youth and families through improved spaces, playgrounds and programs - Planning for future sporting, recreation and community facility needs - Strengthening support for volunteers, sporting clubs and community groups - Supporting our seniors to age in place - Improving accessibility and inclusion across Shire facilities - Improving walking and cycling paths / trails	Economy - Delivery of residential subdivision and workforce housing - Activating land for residential, industrial and commercial development - Diversifying the local economy beyond agriculture - Growing tourism through our natural landscapes, events and attractions - Improving and promoting caravan parks, camping and short stay accommodation - Supporting local business - Maintaining and upgrading the road network - Improving townscape presentation, public amenities and community spaces
Environment - Advocating for long term water security - Supporting emergency preparedness, response and our volunteer emergency services - Managing the benefits and impacts of renewable energy developments - Improving waste management services and transfer stations - Protecting biodiversity, roadside vegetation and natural landscapes	Civic Leadership - Strengthening communication and engagement with the community - Maintaining strong regional partnerships and advocacy - Sustaining sound financial management and organisational capability - Ensuring equitable representation of all communities across the Shire

Table One: The Four Pillars

Implementation

Following adoption, the Council Plan will continue to inform the:

- Corporate Business Plan;
- Long Term Financial Plan;
- Asset Management Plan;
- Workforce Plan; and
- other informing strategies.

Progress against the Council Plan will be monitored through the Corporate Business Plan and reported to Council and the community through quarterly and annual reporting processes.

CONSULTATION

Consultation and engagement was conducted with the following stakeholders:

- Council;
- Community Reference Panel;
- Shire staff;
- Residents and ratepayers;
- Sporting and community organisations;
- Local businesses;
- 150Square Strategic Solutions;
- Council Briefing Sessions.

STATUTORY CONTEXT

Local Government Act 1995

Section 5.56 provides for regulations concerning the preparation, adoption and review of Strategic Community (Council) Plans and associated planning requirements.

Local Government (Administration) Regulations 1996

Regulation 19C – Strategic Community Plans, requirements for

Regulation 19C requires a local government to review its Strategic Community Plan at least once every four years and provides that Council must consider and determine whether to adopt a Strategic Community Plan or modifications to that Plan. Adoption requires an absolute majority of Council.

Regulation 19C(8) provides that an adopted Strategic Community Plan applies to the district for the period specified in the Plan.

Regulation 19D – Strategic Community Plans, public notice

Following adoption, the Chief Executive Officer must ensure local public notice is given that the Strategic Community Plan has been adopted and must publish the adopted Plan on the local government's official website.

Integrated Planning and Reporting Framework

The Strategic Community Plan is the principal strategic planning document within the Integrated Planning and Reporting Framework. It must be community informed, have a minimum ten-year horizon, be reviewed through a major review every four years and be formally adopted by Council.

CORPORATE CONTEXT

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES		WE KNOW WE ARE SUCCEEDING WHEN	
4. CIVIC LEADERSHIP			
4.1 Forward planning and implementation of plans to achieve community priorities	Performance against targets are regularly reported to the community		
	Demonstrated progress towards achievement of the Corporate Business Plan		

Delegation

N/A

Policy Implications

Policy 2.7 – Community Engagement Policy and Communication Plan/Strategy. The major review was undertaken in accordance with the principles and engagement methods established by the policy.

Other Corporate Document

- Corporate Business Plan;
- Long Term Financial Plan;
- Workforce Plan;
- Asset Management Plan;
- Information and Communication Technology Plan;
- Economic Development and Tourism Strategy;
- Water Strategy;
- Sport and Recreation Management Plan

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Governance and Compliance. Failure to adopt a Strategic Community Plan following completion of the major review process may result in non-compliance with the Integrated Planning and Reporting Framework and weaken Council's ability to strategically plan and allocate resources..	Moderate (3)	Possible (3) Probably occur in most circumstances. At least once per year.	Medium (9)	Operational Manager Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring. Managed through statutory review processes, community engagement and Council consideration.	Adoption of the Strategic Community Plan provides legislative compliance and a contemporary strategic framework to guide Council's future decisions and resource allocation.

FINANCIAL IMPLICATIONS

Provision of \$17,500 for the major review and Workforce Plan review was included within the 2025/26 Budget and then carried forward into the 2026/27 Budget. There are no additional material financial implications arising directly from adoption other than minor publication and administrative costs. Future projects arising from the Strategic Community Plan remain subject to annual budget consideration and external funding availability.

VOTING REQUIREMENTS

Absolute majority required: **Yes**

Officer Recommendation

That Council:

1. **ADOPTS**, by absolute majority and for the purposes of section 5.56 of the *Local Government Act 1995* and regulation 19C of the *Local Government (Administration) Regulations 1996*, the Shire of Victoria Plains Strategic Community Plan 2026-2036, titled Council Plan 2026-2036, as per Attachment 1
2. **NOTES** the Shire of Victoria Plains Community Engagement Report to Council – May 2026 and the Council Plan Snapshot for Community as supporting documents to the major review process (Attachment 2).
3. **NOTES** that, following adoption, the Chief Executive Officer must give local public notice that the Strategic Community Plan has been adopted and publish the adopted Strategic Community Plan on the Shire's official website in accordance with regulation 19D of the *Local Government (Administration) Regulations 1996* (Attachment 3).
4. **NOTES** that implementation of the Strategic Community Plan will occur through the Corporate Business Plan (Implementation Plan) and associated informing strategies and will be monitored through quarterly and annual reporting processes.
5. **AUTHORISES** the Chief Executive Officer to undertake any minor administrative, formatting or typographical amendments required prior to publication that do not alter the intent of the adopted Strategic Community Plan.

For _____ / Against _____

Shire of Victoria Plains

COUNCIL PLAN

2026 - 2036



28 Cavell Street Calingiri 6569
PO Box 21 Calingiri 6569
PH 9628 7004
www.victoriaplains.wa.gov.au

WELCOME FROM THE SHIRE PRESIDENT

This is your plan. It sets out our community's vision, A place to grow, and the priorities that will guide the decisions Council makes over the next ten years.

The Shire of Victoria Plains has undertaken a major review to develop this Council Plan. I thank the community members who gave their time to tell us what matters to them, what is working, and what needs attention.

Growth for Victoria Plains means more housing and more people, stronger local business, careful management of our land and water, and a Shire that is well run. The plan addresses each of these through its four pillars: Community, Economy, Environment and Civic Leadership.

Together with the Shire's workforce, Council will work to deliver the objectives and actions, and will report back to you on our progress.

Cr Pauline Bantock

President



SHIRE VISION

A Place to grow

OUR ORGANISATIONAL COMMITMENTS

The following commitments were developed by the Shire of Victoria Plains staff:

-  **We will listen, consult and engage with our communities**
-  **We will encourage, welcome and value constructive feedback**
-  **We will unite our communities**
-  **We will work together as a team and be empathetic of each other's responsibilities and commitments**
-  **We will lead and govern to the best of our ability**
-  **We will demonstrate ownership of decisions we make**

ACKNOWLEDGEMENT OF COUNTRY

The Shire of Victoria Plains acknowledges the Yued Noongar people as the Traditional Owners and Custodians of land within the Shire and pays its respects to their Elders past, present and emerging.

The Shire recognises the continuing cultural, spiritual and historical connection of the Yued Noongar people to Country and acknowledges the importance of protecting and preserving Aboriginal cultural heritage for future generations.

The knowledge, traditions and contributions of Aboriginal people is valued by the Shire and it is committed to building respectful partnerships that promote reconciliation, cultural understanding and shared stewardship of Country.

Our Shire

The Shire of Victoria Plains is located in the wheatbelt region of Western Australia, 149.2km Northeast of Perth. It is a short, yet scenic drive featuring picturesque fields and homes. Major agricultural activities include cereal crops, export hay, sheep, poultry, cattle, and pigs. Visitor attractions in the shire include the historic town of New Norcia, seasonal wildflowers, key local events such as Yerecoin Markets, Piawaning Expo, Mogumber Rodeo and various sporting days, and destination hospitality venues most notably in New Norcia and Bolgart.

A range of local services exist, including recreation facilities such as halls, sporting ovals, pavilions, as well as parks, gardens and barbecue facilities for tourists and visitors. Primary education is provided in three localities. Secondary education, health and aged services are provided in a number of the Shire's neighbouring local government districts.

Townsites: Bolgart, Calingiri, Yerecoin, Piawaning, Gillingarra, Mogumber and New Norcia community

		
2,569 (sq km) Shire Area	242 kms Sealed Roads	581 kms Unsealed Roads
		
\$4,064,972 Rates levied (2025/26)	\$12,470,138 Total Revenue (2025/26)	27 Number of Staff

People: CENSUS data 2021

	Population	832
	Median age	48
	Families	209
	Indigenous	4.1%
	Median weekly household income	\$1,653
	Number of Primary Schools	3 - Bolgart, Calingiri, Yerecoin
	Employed full time	61.3%
	Employed part time	30%
	Main industries	Livestock and Grain Farming
	% of people that volunteer	27.4%

Where we will be in 10yrs

- **Population may slightly decline by 2036:** Predicted population of 790¹

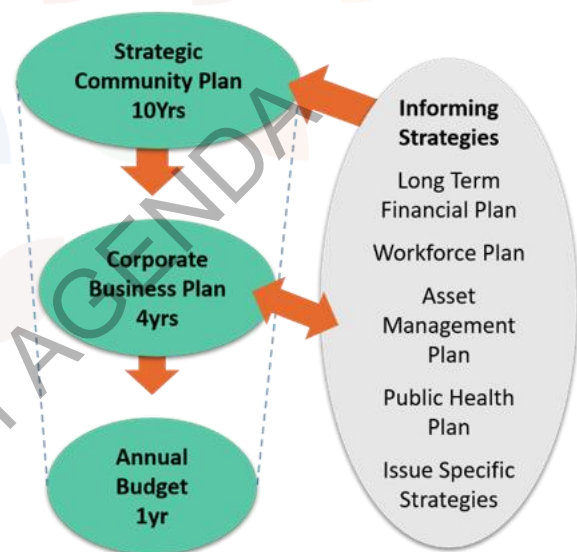
¹ WA Tomorrow Report 12

WHAT IS A COUNCIL PLAN

The Council Plan is the Shire of Victoria Plains' principal strategic planning document. It provides a clear framework for how the Shire will deliver services, manage infrastructure and assets, undertake projects, and respond to the needs and aspirations of the community over the medium to long term.

The Plan integrates the Strategic Community Plan and Corporate Business Plan into a single document, bringing together the community's long-term vision, Council's strategic priorities and objectives, and the actions required to guide decision-making, service delivery and responsible resource allocation.

To ensure the Council Plan remains current, relevant and responsive to changing community needs and legislative requirements, it is reviewed every two years, with a major review undertaken every four years. This process enables Council to monitor progress, respond to emerging opportunities and challenges, and continue aligning its priorities with the aspirations of the Victoria Plains community.



KEY AIMS OF THE PLAN

- Renewal and maintenance of **roads and footpaths**
- Strong **financial management** for Council to support community needs
- **Joint planning** with local organisations and leaders in the community to help achieve goals
- Improvements to **townsite aesthetics and business districts**
- Development of **tourism infrastructure and servicing**
- Supporting **services for seniors**
- Supporting our **emergency services and club volunteers**
- Quality **Shire owned accommodation**
- Advocacy on the **retention of schools and improved power, water and telecommunications services**
- **Bushfire** prevention, preparation and control
- **Engagement and communication** with residents

KEY ACHIEVEMENTS SINCE PREVIOUS INTEGRATED STRATEGIC PLAN

Our Shire has achieved the following since our last major Strategic Community Plan review in 2022.

Community



- Implemented priority actions from the Disability Access and Inclusion Plan to improve accessibility and inclusion across the Shire.
- Secured external funding for community initiatives, including emergency water infrastructure, youth digital programs, community spaces and local events.
- Adopted the Sport and Recreation Master Plan (2024) and commenced implementation of priority actions.
- Delivered the Community Grants Scheme to support local clubs, groups and community initiatives.
- Reviewed and commenced implementation of Aged Friendly Community Plan.
- Progressed implementation of the Local Heritage Strategy.

Economy



- Implemented the Economic Development Strategy and Tourism Plan to support local growth, investment and visitor opportunities.
- Secured funding and commenced residential development to support growth.
- Secured funding opportunities to support the delivery of key worker housing.
- Delivered ongoing road construction, maintenance and footpath improvements aligned with Council's long-term road planning.
- Completed a Regional Access Vehicle (RAV) assessment of the Shire road network to support freight and transport planning.
- Delivered upgrades to the Bolgart Caravan Park and progressed improvements to the Edmond Street Caravan Park precinct.
- Developed additional truck and vehicle bays across the Shire to improve transport safety and efficiency.
- Improved water infrastructure to support community and economic needs.
- Continued advocacy to improve telecommunications across the Shire.

Environment



- Upgraded waste transfer stations to meet standards and service delivery.
- Delivered the Piawaning desalination bore and plant project.
- Installed EV charging stations to support sustainable transport initiatives.
- Adopted updated Local Emergency Management Arrangements to strengthen emergency preparedness and response.
- Continued to enhance bushfire preparedness through volunteer training, with the majority of bushfire brigade members completing introductory training.
- Installed Starlink on emergency service vehicles, improving operational safety.
- Improved the presentation and amenity of Shire cemeteries.
- Developed and commenced implementation of the Shire Water Strategy.

Civic Leadership



- Strengthened regional collaboration through active participation in partnerships that deliver shared outcomes and benefits for the Shire and community.
- Established Council's Community Reference Panel to strengthen community representation and engagement.
- Supported Elected Members to complete mandatory training and undertake ongoing professional development.
- Implemented a new Enterprise Resource Planning (ERP) system to improve organisational efficiency and service delivery.
- Maintained strong financial management practices and successfully secured significant external grant funding.
- Reviewed and updated Council policies to support effective governance.
- Implemented an Asset Management Strategy to support long-term planning and sustainable asset management.

HOW WE DEVELOPED THIS DOCUMENT

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit our communities. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document.

It was developed based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.

Strategic Risks for the Shire of Victoria Plains:

The following risks were identified by Council and mitigation of these risks are included in the Council Plan, Workforce Plan and Long Term Financial Plan.

Internal Risks	External Risks
• Increasing compliance on local governments • Asset management and preservation • Meeting community expectations • Attracting and retaining qualified staff • Loss of key staff – impacts due to being small team • Reliance on external government funding, and funding uncertainty • Limited resources • Managing compliance with community priorities • Workforce – risk of running out of staff due to inability to attract new workers to town • Attracting people to nominate for Council – be involved – attracting the right candidates • Waste management– life of site limited – possible negative response from community • Gravel road network meeting standards	• Access to skilled labour • Availability of housing to attract key workers • Reliant on neighbouring Shires for medical, health and allied services • Heavy reliance on volunteers in emergency services • Lacking volunteers – pressure to fill positions • Poor telecommunications infrastructure and services • Natural disasters • Closure of schools (linked to population) • Lack of clear policy and direction of State and Federal Government • Declining population • Small population, rate base dispersed • Location and proximity to metro - mobility of community to go to Perth & beyond impacts locally • Community response to energy transition and mining • Global impacts such as war impacting resources, fuel supply and costs

Summary of Community Engagement

Activity	Venue	Participants
Council Workshop	Council Chambers	10
Community Reference Group Workshop	Council Chambers	9
Community Workshop	Victoria Plains	3
Sporting / Community Groups Survey	Online and Hard Copy	7
Resident & Ratepayer Survey	Online and Hard Copy	16
Community Quickfire Survey	Online Copy	10
Business Survey	Online and Hard Copy	8
TOTAL ENGAGEMENTS		63

Voices from the Community

The voices of the community told as **they value** the following:

 Safe, close to Perth, potential growth in the area	 Peace of mind - it's quiet
 The community spirit	 Small communities are like families, they stick together and help each other in times of need
 Prompt and friendly service, always helpful	 We have the best of both worlds. Wide open spaces and attractive countryside plus reasonably close to key amenities

The voices of the community told as they see **room for improvement** in the following:

 Maintenance of parks and gardens	 Sport and recreation facilities
 Road maintenance and construction	 How the community is consulted
 Development of industrial land	 Building and planning approvals

Community Priorities

Community Strategic Priorities

From the voices of the community in 2026 the following priorities were highlighted as the most important and have been continued into this Council Plan:

Community 	Economy 
- Supporting youth and families through improved spaces, playgrounds and programs - Planning for future sporting, recreation and community facility needs - Strengthening support for volunteers, sporting clubs and community groups - Supporting our seniors to age in place - Improving accessibility and inclusion across Shire facilities - Improving walking and cycling paths / trails	- Delivery of residential subdivision and workforce housing - Activating land for residential, industrial and commercial development - Diversifying the local economy beyond agriculture - Growing tourism through our natural landscapes, events and attractions - Improving and promoting caravan parks, camping and short stay accommodation - Supporting local business - Maintaining and upgrading the road network - Improving townsite presentation, public amenities and community spaces
Environment 	Civic Leadership 
- Advocating for long term water security - Supporting emergency preparedness, response and our volunteer emergency services - Managing the benefits and impacts of renewable energy developments - Improving waste management services and transfer stations - Protecting biodiversity, roadside vegetation and natural landscapes	- Strengthening communication and engagement with the community - Maintaining strong regional partnerships and advocacy - Sustaining sound financial management and organisational capability - Ensuring equitable representation of all communities across the Shire

Community Reference Panel Key Themes

The key themes from the Community Reference Panel were:

- **Clearer, measurable priorities.** Previous priorities remain valid but need clear and measurable actions.
- **Volunteers are a priority.** Volunteers, clubs and community groups need ongoing support and funding.
- **Fit for purpose emergency facilities.** A new Calingiri facility subject to funding, with no loss of existing fire facilities including New Norcia.
- **Managing impacts and benefits of renewables.** Renewable energy and mining must not shift costs onto the Shire, with benefit funds directed locally.
- **Long term water security.** A permanent supply at Mogumber, and clarity on long term impacts at the Gillingarra Bore Field.
- **Housing and land activation.** More housing, activated residential, commercial and industrial land.
- **Roads and freight routes.** Good roads underpin the economy, with all funding options pursued.
- **Capturing the tourism opportunity.** The European Space Agency, astro-tourism and caravan parks need promotion well beyond the Shire.
- **Transparent waste management.** Clear information on the waste sites and better education.
- **Communication and equity across towns.** Engagement has improved, and the community wants information on how projects are priorities across the Shire.



Community Strategic and Service Delivery Priorities

The community told us that the highest strategic and service delivery priorities for them over the **next 10 years** are:

Provision and maintenance of roads	Bushfire prevention and control
Provision and maintenance of community buildings, halls and toilets	Community engagement and communication
Support for community groups and volunteers	Economic and tourism development

The community told us their number one overall priority that Council should prioritise within the **next four years** are:

Roads and transport infrastructure	
	Including road maintenance, road improvements, and concerns about heavy vehicles
Economic development and tourism	
	Focus on growing the local economy, attracting visitors, and supporting business diversity and opportunities.
Community facilities and amenities	
	Including new park, improvements to the oval, sporting club, and event facilities. There is a theme for a desire for stronger local infrastructure to support community life.
Youth, Families and Aged Support	
	Supporting youth, child and family facilities/activities, as well as aged care and ageing-in-place support.
Housing and workforce support	
	Access to key worker housing and availability of industrial/commercial land for business growth.

IMPLEMENTATION PLAN

2026/27 – 2029/30

PUBLIC CM AGENDA



OUR PLAN ON A PAGE

Our Council Plan is structured around four strategic pillars, each supported by a set of objectives that will guide Council's priorities over the coming years. While continuing to deliver day-to-day services, Council will focus on achieving these objectives and report on progress against them. The detailed actions that support each objective are outlined in the implementation section of this Plan.

	Community	1.1 Healthy, connected and safe communities 1.2 An inclusive community with diverse opportunities to participate 1.3 Safe, vibrant and accessible recreational and heritage places
	Economy	2.1 Support a diverse, resilient and growing local economy 2.2 Increased housing opportunities to attract residents and workers 2.3 A safe and efficient transport network that supports economic growth 2.4 Visitors have a positive experience across our communities
	Environment	3.1 Maintain sustainable waste management and water services 3.2 Protect and manage our natural environment 3.3 Responsible management of renewable energy and mining developments 3.4 A prepared and resilient community supported by effective emergency management
	Civic Leadership	4.1 Effective leadership and regional collaboration 4.2 Shire communication and engagement is clear, consistent and transparent 4.3 Strong governance and leadership to support a sustainable future

Sustainable Development Goals Alignment

Australia was one of 193 countries to commit to the Sustainable Development Goals (SDGs) by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations. Implementation of the Goals at a local level can enhance services to meet the needs of local communities. Each of the Shire of Victoria Plains' goals are aligned to the SDGs.



Current informing corporate documents to this Plan:

- Annual Budget
- Asset Management Plan
- Workforce Plan
- Long Term Financial Plan
- Local Planning Strategy and Scheme
- Public Health Plan
- Economic and Tourism Development Plan

Key assumptions and associated challenges in this Plan:

- Our population and rate base will remain stable;
- CPI will remain broadly consistent with the long-term average of approximately 4% per annum;
- We can attract external funding from Federal and State Government for capital projects;
- We can attract and retain a local, skilled workforce and the wages remain stable;
- Volunteers continue to provide their time and effort towards community and emergency services;
- Agricultural production will continue to grow;
- That Council and the community can manage the benefits and impacts from the renewables, mineral and resources sectors;
- Average to increasing number of local natural disasters (bushfire, climate impacts and storms);

Delivering our Plan

We fulfill our vision, mission and purpose through the following roles:

☒	Advocate	We lead and represent the community on key issues
☒	Partner	We collaborate with other organisations to deliver services and projects
☒	Deliver	We provide services and infrastructure
☒	Facilitate	We coordinate and enable other organisations
☒	Regulate	We enforce statutory requirements

Progress Reporting

The Shire of Victoria Plains has adopted a traffic light based Quarterly Update to report progress against the priorities as detailed in the Corporate Business Plan which will be shared via a Council Item and on the Shire website. In addition, results are formally communicated to the community annually via the legislated Annual Report.

IPR Reviews

This Council Plan is part of the Integrated Planning and Reporting Framework that all Local Governments in Western Australia follow and is illustrated below:

Strategic Plan	Adopted	Minor Review	Major Review
Council Plan	2026	2028	2030
Long Term Financial Plan	2023	2025 and 2026	2027
Asset Management Plan	2023	2025	2026
Workforce Plan	2026	2028	2030



IMPLEMENTATION OF COMMUNITY PRIORITIES

1. COMMUNITY							
STRATEGY	ACTION	Lead	26/27	27/28	28/29	29/30	
1.1 Healthy, connected and safe communities	a. Update and achieve strategies in the Disability Access Inclusion Plan	EHO CDO	✓	✓	✓	✓	
	b. Advocate for and support activities, connections and services that enable older residents to age in place	CDO	✓	✓	✓	✓	
	c. Review and implement the Aged Friendly Community Plan	CDO	✓	✓	✓	✓	
	d. Implement the Local Public Health Plan	EHO CDO	✓	✓	✓	✓	
1.2 An inclusive community with diverse opportunities to participate	a. Develop and enhance youth and family spaces, opportunities and programs across the Shire	CEO	✓	✓	✓	✓	
	b. Source funding and co-ordinate delivery on initiatives that support arts, culture, learning and recreation	CDO	✓	✓	✓	✓	
	c. Community Grant Scheme for volunteer groups	CDO	✓	✓	✓	✓	
	d. Support existing community events to attract people to our communities and businesses	CDO	✓	✓	✓	✓	
1.3 Safe, vibrant and accessible recreational and heritage places	a. Implement Council's Sport and Recreation Master Plan	DCEO	✓	✓	✓	✓	
	b. Develop and enhance walking trails and cycling networks in line with the SRMP Trails Plan actions	CDO	✓	✓	✓	✓	
	c. Support the preservation and promotion of heritage places	CDO	✓	✓	✓	✓	

2. ECONOMY

STRATEGY	ACTION	Lead	26/27	27/28	28/29	29/30
2.1 Support a diverse, resilient and growing local economy	a. Deliver economic development initiatives identified in the Shire's Tourism Plan and Economic Development Strategy	CEO	✓	✓	✓	✓
	b. Facilitate industrial and commercial land development to support growth and investment	DCEO TP		✓	✓	
	c. Review the Town Planning Scheme to support future growth and development	TP				✓
	d. Advocate for reduced telecommunications black spots across the Shire	CEO	✓	✓	✓	✓
2.2 Increased housing opportunities to attract residents and workers	a. Facilitate residential land development opportunities	DCEO TP	✓	✓		
	b. Deliver key worker housing (including for Shire employees), including the Edmond Street residential development in Calingiri	CEO MWS	✓	✓	✓	
	c. Finalise planning and pursue external funding opportunities for key worker housing, including HAFF funding	CEO	✓	✓		
2.3 A safe and efficient transport network that supports economic growth	a. Advocate for road funding opportunities, including the Wheatbelt Secondary Freight Network.	CEO MWS	✓	✓	✓	✓
	b. Review and implement Council's 10-Year Road Plan, including the Restricted Access Vehicle (RAV) Network	MWS	✓	✓	✓	✓
	c. Implement Council's 10-Year Plant and Equipment Replacement Plan	MWS	✓	✓	✓	✓
	d. Develop a business case for the Calingiri Bypass	CEO	✓			
	e. Construct the Mogumber–Yarawindah Road truck bay	MWS	✓			
	f. Construct the Calingiri truck stop rest area	MWS	✓			
2.4 Visitors have a positive experience across our communities	a. Deliver priority tourism initiatives identified in the Shire's Tourism Plan and Economic Development Strategy	CDO	✓	✓	✓	✓
	b. Complete the Calingiri Caravan Park development	MWS	✓			
	c. Review caravan parks and camping grounds to guide future development and external funding opportunities	MWS CDO	✓	✓	✓	
	d. Complete the ESA New Norcia Visitor Precinct Stage 1	CEO	✓			
	e. Advocate for funding to deliver the ESA New Norcia Visitor Precinct Stage 3	CEO		✓		

3. ENVIRONMENT

STRATEGY	ACTION	LEAD	26/27	27/28	28/29	29/30
3.1 Maintain sustainable waste management and water services	a. Implement actions from Council's Waste Management Strategy	MWS EHO	✓	✓	✓	✓
	b. Educate the community on waste minimization and recycling	EHO CDO	✓	✓	✓	✓
	c. Continue investigating regional landfill opportunities	CEO	✓	✓	✓	✓
	d. Implement Council's Water Strategy	MWS CDO	✓	✓	✓	✓
3.2 Protect and manage our natural environment	a. Deliver the Shire's Community Biodiversity Strategy	EHO	✓	✓	✓	✓
	b. Manage nature reserves and roadside verges to reduce bushfire risk	MWS CESM	✓	✓	✓	✓
	c. Review and implement animal control program annually	EHO	✓	✓	✓	✓
3.3 Responsible management of renewable energy and mining developments	a. Actively manage the benefits and impacts of renewable energy development through advocacy, community engagement and strategic planning	CEO	✓	✓	✓	✓
	b. Advocate and participate in the State Government Community Benefit Fund Pilot Program	CEO	✓	✓		
	c. Build relationships and engage with the mining sector to maximise community benefits and manage local impacts	CEO Council	✓	✓	✓	✓
	d. Review and implement smart technologies and renewable energy initiatives to improve Council operations and services. (e.g. solar VPP, battery storage, EV charging, and energy-efficient buildings)	CEO MWS	✓	✓	✓	✓
	e. Advocate for reliable and safe power supply across the Shire	CEO	✓	✓	✓	✓
3.4 A prepared and resilient community supported by effective emergency management	a. Provide active leadership through the LEMC to support emergency planning, training, scenario exercises and recovery	CESM	✓	✓	✓	✓
	b. Strengthen emergency management through community awareness, education, prevention and preparedness initiatives	CoSO	✓	✓	✓	✓
	c. Plan, advocate for and deliver fit-for-purpose emergency services infrastructure, facilities and services across the Shire	CESM ESO	✓	✓	✓	✓
	d. Continue to support the attraction and retention of emergency service volunteers	CESM	✓	✓	✓	✓

4. CIVIC LEADERSHIP

STRATEGY	ACTION	LEAD	26/27	27/28	28/29	29/30
4.1 Effective leadership and regional collaboration	a. Maintain active participation in regional partnerships and organisations to strengthen regional collaboration and shared outcomes	CEO Council	✓	✓	✓	✓
	b. Foster strong partnerships with State and Federal agencies to advocate for strategic priorities and funding opportunities	CEO Council	✓	✓	✓	✓
4.2 Shire communication and engagement is clear, consistent and transparent	a. Review and implement the Shire's Communication and Engagement Framework and Policy	DCEO	✓	✓		
	b. Support community representation and inclusion through Council's Community Reference Panel	CEO Council	✓	✓	✓	✓
4.3 Strong governance and leadership to support a sustainable future	a. Continue to meet compliance with statutory and regulatory requirements (Calendar, CAR, FMR, R17)	DCEO	✓	✓	✓	✓
	b. Review financial and asset management policies and practices	DCEO	✓			✓
	c. Review Council's Long Term Financial Plan	DCEO	✓	✓		
	d. Support ongoing training and development for Elected Members	CEO	✓	✓	✓	✓
	e. Strengthen future Council leadership by attracting and developing Elected Members	CEO Council	✓	✓	✓	✓
	f. Review and implementation of the Council Workforce Plan actions	CEO	✓	✓	✓	✓
	g. Implement Council's AI policy and strategy	DCEO	✓			
	h. Review and implement Council's Record Keeping Plan	DCEO	✓			✓
	i. Undertake a review of Council Local Laws	CEO	✓			

Major Projects

The projects listed provide an overview of the key major projects planned or anticipated over the next four years and are not intended to represent a complete list of all projects.

#	Capital Projects	26/27	27/28	28/29	29/30	Total Cost	Shire contribution	Other	Status	Quarterly Update
1	Edmonds St Development	4,102,862				4,102,862	-			
2	Regional Housing	3,200,000	45,000	47,250	49,613	3,341,863	141,863			
3	Other Infrastructure	320,000			500,000	820,000	164,000			
4	Plant Replacement	808,000	1,384,260	869,100	1,618,800	4,680,160	2,348,930			
5	Road Construction	4,603,045	4,833,197	5,074,857	5,328,600	19,839,699	1,120,315			
6	Waste Transfer Station	402,690				402,690	134,230			
7	Water Projects	347,684			200,000	547,684	164,305			
8	ESA Tourism	183,012			50,000	233,012	0			
9	Sport and Recreation		200,000		2,000,000	2,200,000	1,100,000			
10	Disaster Recovery	33,666	110,000			143,666	60,000			
#	Operational Projects	26/27	27/28	28/29	29/30	Total Cost	Shire contribution	Other	Status	Quarterly Update
1	Information Technology	337,266			350,000	687,266	687,266			
2	Bushfire Management	90,275			100,000	190,275				
3	HAFF Advocacy	5,000	2,000	2,000	2,000	11,000	7,000	4,000		
4	Calingiri Bypass Business Case	25,000	25,000			50,000	50,000			
5	Regional Landfill Advocacy	5,000	25,000	20,000	20,000	80,000	80,000			
6	Community Benefit Fund - Renewables	25,000	25,000			50,000		50,000		PoweringWA to Fund

Long Term Finances

Capital Expenditure

Strategic Outcome	Key Service / Program	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30	Year 6 2030-31	Year 7 2031-32	Year 8 2032-33	Year 9 2033-34	Year 10 2034-35
Community Wellbeing	Disaster Recovery	(180,000)	(33,666)	(110,000)	-	-	(150,000)	-	-	-	(200,000)
	Housing	(4,609,000)	(7,369,862)	(45,000)	(47,250)	(49,613)	(52,093)	(54,698)	(57,433)	(60,304)	(63,320)
	Sport and Recreation	(293,833)	-	(200,000)	-	(2,000,000)	-	(150,000)	-	(3,000,000)	-
	Other Community Assets	(22,000)	(25,000)	(32,500)	(34,125)	(35,831)	(37,623)	(39,504)	(41,479)	(43,553)	(45,731)
Infrastructure & Place	Road Construction	(4,158,843)	(4,603,045)	(4,833,197)	(5,074,857)	(5,328,600)	(5,595,030)	(5,874,781)	(6,168,521)	(6,476,947)	(6,800,794)
	Plant Replacement	(774,500)	(808,000)	(1,384,260)	(869,100)	(1,618,800)	(1,117,800)	(1,079,200)	(1,893,918)	(1,193,197)	(1,252,857)
	Other Infrastructure	-	(320,000)	-	-	(500,000)	-	-	-	-	(200,000)
Economic Development	Water Strategy	(318,633)	(347,684)	-	-	(200,000)	-	-	-	(300,000)	-
	Regional Precinct	(1,890,000)	-	-	(1,890,000)	-	-	-	(5,000,000)	-	-
	Business Development / Tourism	(689,485)	(183,012)	-	-	(50,000)	-	-	-	(100,000)	-
Environmental Sustainability	Regional Waste Facility	-	(402,690)	-	-	-	(100,000)	-	-	-	(150,000)
	Bushfire Management	-	(90,275)	-	-	(100,000)	-	-	-	(200,000)	-
	Energy Transition	-	-	(50,000)	-	-	(70,000)	-	(300,000)	-	(50,000)
Governance & Leadership	Information Technology	-	(337,266)	-	-	(350,000)	-	-	-	-	(400,000)
		(12,936,294)	(14,520,500)	(6,654,957)	(7,915,332)	(10,232,844)	(7,122,546)	(7,198,183)	(13,461,350)	(11,374,001)	(9,162,701)

Sources of Operating Revenue

Revenue	Operating Activities									
	Year 1 2025-26	Year 2 2026-27	Year 3 2027-28	Year 4 2028-29	Year 5 2029-30	Year 6 2030-31	Year 7 2031-32	Year 8 2032-33	Year 9 2033-34	Year 10 2034-35
General rates	4,135,598	4,509,549	4,735,026	4,924,428	5,121,405	5,479,903	5,863,496	6,098,036	6,341,957	6,595,636
Grants, subsidies and contributions	2,272,986	1,840,001	2,191,408	2,279,064	2,370,227	2,465,036	2,563,637	2,666,183	2,772,830	2,883,743
Fees and charges	309,923	403,408	419,544	436,326	453,779	485,544	504,965	525,164	546,171	568,017
Interest revenue	72,744	62,975	66,124	68,107	70,151	72,255	74,423	76,656	78,189	81,316
Other revenue	38,960	118,770	123,521	128,462	133,600	138,944	144,502	150,282	156,293	164,108
	6,830,211	6,934,703	7,535,623	7,836,387	8,149,161	8,641,682	9,151,024	9,516,320	9,895,440	10,390,212
Expenditure										
Employee costs	(2,058,532)	(2,931,293)	(3,077,858)	(3,231,751)	(3,393,338)	(3,563,005)	(3,812,415)	(3,964,912)	(4,123,508)	(4,329,684)
Materials and contracts	(2,615,003)	(2,640,413)	(2,825,242)	(2,966,504)	(3,114,829)	(3,270,571)	(3,499,511)	(3,674,486)	(3,858,210)	(4,051,121)
Utility charges	(118,350)	(119,220)	(125,181)	(125,181)	(135,181)	(140,181)	(149,994)	(157,493)	(165,368)	(165,368)
Depreciation	(3,673,554)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)
Finance costs	(50,377)	(76,275)	(68,934)	(53,359)	(35,050)	(24,385)	(18,547)	(12,374)	(7,300)	(8,000)
Insurance	(195,445)	(198,586)	(218,445)	(227,182)	(231,726)	(243,312)	(260,344)	(265,551)	(276,173)	(287,220)
Other expenditure	(218,676)	(205,009)	(213,209)	(221,738)	(226,172)	(242,005)	(258,945)	(264,124)	(269,406)	(280,183)
	(8,929,937)	(9,903,149)	(10,261,222)	(10,558,068)	(10,868,650)	(11,215,812)	(11,732,109)	(12,071,293)	(12,432,319)	(12,929,612)
Non-cash amounts excluded from operating activities	(3,673,554)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)	(3,732,353)
Amount available for Capital Activities	1,573,828	763,907	1,006,755	1,010,672	1,012,865	1,158,223	1,151,268	1,177,380	1,195,474	1,192,953

Community Engagement

Purpose To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.

Guiding Principles Taken from IAP2 drivers of contemporary engagement practice:

- Based on the belief that those who are affected by a decision have the right to be involved in the decision-making process
- Communicates to participants how their input impacts the decision
- Includes the promise that the public's contribution will influence the decision
- Provides participants with the information they need to participate in a meaningful way
- Promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers
- Seeks out and facilitates the involvement of those potentially affected by or interested in a decision
- Seeks input from participants in designing how they participate

Key Inputs Community Engagement Policy: Various engagement techniques that are identified for each engagement activity such as community and stakeholder workshops, surveys, social media, face to face interviews, submissions, pop up engagement hubs

Reviewed By utilising feedback received to inform the decision-making process

Reported Strategic Plan Reference section of ordinary meeting of Council items
Integrated Strategic Plan reports
Summary of key engagement activities in the Annual Report
Community Engagement Policy Reviews
Communications Strategy Report

Resource Management - Integrating Asset, Finance, Workforce Planning

Purpose	To use our people and resources to protect and enhance our infrastructure and natural environment and to deliver Shire services in a financially sustainable manner
Guiding Principles	Demonstrated compliance Enhanced community consultation Improved management of risk Improved social responsibility Skilled and motivated workforce Sustainable financial performance Well informed investment decisions
Key Inputs	Asset condition data Community service level expectations Long Term Financial Plan Technical and quality requirements
Reviewed	Annually to update financial modelling using current data Major review of the LTFP every 4 years
Reported	Annual Report Asset Ratios Plant Replacement and Utilisation reporting Financial and strategic implications of Ordinary Meeting of Council items

Risk Management

Purpose	To ensure that relevant risks and opportunities have been identified, assessed, and mitigated as part of any decision or action.
Guiding Principles	Based on the best available information Clarifies uncertainty Facilitates continual improvement and enhancement of the organisation Integral part of organisational processes Informs decision making Systematic, structured, and timely Tailored to suit all environment types Takes human and cultural factors into account Transparent and adaptive to all areas of risk
Key Inputs	Governance Compliance Calendar Officer Reports Risk Reporting Framework Audit Report
Reviewed	Risk Management and Governance falls on all levels of the organisation including Council, Committees of Council, the Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire. Council is responsible for ensuring that Council strategy and Shire operations through the CEO are managed within an effective risk management framework. Key processes and tools include: • Regulation 17 review every 3 years; • Risk Management profiling tool, reviewed quarterly; • The Audit Committee, working with the CEO is responsible for reviewing the Risk exposure of the Shire and recommending to Council the acceptable level of risk tolerance.
How Reported	Audit Committee meeting minutes Risk section of ordinary Council meeting Items

Community Facilities, Infrastructure and Services

Community Facilities	Service Objective	Level of Service (LOS)	Legislated
Caravan Parks	Maintain and enhance the Caravan Park to provide a safe and inviting experience for visitors	Check and clean twice weekly	N
Gardens	To manage and maintain gardens so that they are seen as clean, fit for purpose and attractive	• Annual renovations • Irrigation systems checked • Garden beds mulched annually	N
Housing	To maintain Shire owned houses to a level that retains their capital value	Bi-annual inspections	N
Library	To provide library services that engage and meet the needs of the local communities	Initial survey to develop LOS	N
Parks and Playgrounds	To manage and maintain parks and playgrounds that attract community members and visitors	• Annual renovations • Irrigation systems checked • Garden beds mulched annually • Play equipment pits screened annually	N
Public Toilets	To maintain public toilets so that they are seen as clean, tidy and usable	Check and clean twice weekly	N
Recreation Grounds & Pavilions	To partner with local communities to manage and maintain to an acceptable standard relevant to current usage	MOUs are relevant and up to date	N
Reserves	To retain and maintain reserves for community use relevant to current usage	Follow annual fire management plan	N
Town Halls/Public Buildings	To manage and maintain to an acceptable standard relevant to current usage	Bi-annual inspections	N
Community Infrastructure	Service Objective	Level of Service (LOS)	Legislated
Sewerage	To plan, renew and maintain infrastructure to a safe operating standard that meets community needs	As per AMP	Y
Footpaths		As per AMP	Y
Drainage & Stormwater		As per AMP	Y
Aged Care		As per AMP	Y
Roads & Verges		As per AMP	Y

Shire Services	Service Objective	Level of Service (LOS)	Legislated
Community Engagement	To keep the community informed through various communication platforms and to involve them in relevant issues, events, and projects	As per the communication plan: - Monthly newsletter; - Social media posts; - Emergency Services engagement plan; - Website re events, news etc	Y
Customer Service & Payments	To provide a high level of customer service and access to convenient payment options	- Follow Customer Service Charter - Maintain personalised service	Y
Economic Development	To promote the shire and region as an attractive place for business	Increase in business activity. Reports by: - Regional Development Australia - Wheatbelt Development Commission - Wheatbelt Business Network	N
Finance and Governance	To deliver open and transparent systems and reporting that ensure the prudent use of funding streams	Consistent Financial Reporting: - Audits - Audit Committee - Monthly Financial Reports - Annual Meeting of Electors	Y
Fire & Emergency	To partner with relevant agencies and volunteers to ensure adequate resources to respond to emergencies	- Maintain CSM MOU - Adhere to BFAC procedures	Y
Maintenance - Roads	To schedule and deliver maintenance programs in line with resource capacity that support a reliable transport network	Follow Road Hierarchy	Y
Natural Resource Management	To conserve, enhance, promote and rehabilitate the natural environment to ensure appropriate management and use	- Follow Bushfire Risk Management Plan; - Review every 3 years	Y
Public Health	To ensure that public health legislation is understood, managed and complied with	- Food inspections annually - Waste annual licensing and reporting	Y
Regional Collaboration	To support regional co-operation and share resources with other LG's (includes mutual aid agreements re fire, other hazards)	- AROC – two monthly - Zone quarterly - CSM – MoU - Roadwise – Biannually - Rural Water Council quarterly	N
Town Main Streets	To maintain streetscapes that are neat, tidy and welcoming	- Annual review of requirements - Roads/footpaths swept - Irrigation systems checked - Garden beds renovated/mulched annually	N
Town Planning and Building Control	To ensure that legislative requirements and building standards are complied with	Ensure the provision of professional advice	Y
Tourism Promotion	To promote and develop tourism and maintain local attractions	- Review with respective community groups - Monitor Caravan Park bookings - Promote tourism opportunities through media publications and printed brochures	N
Volunteer & Community Group Support	To actively support community groups and volunteers to encourage community driven activities	- Provide annual community grant - CDO available for advice and grant assistance	N
Waste, Recycling & Refuse Sites	To provide waste services throughout the shire which are convenient to the community while meeting our legislative requirements	Maintain contract services: - Landfill sites; - Waste collection service (including recycling where appropriate)	Y

DRAFT COUNCIL PLAN

Open for Public Comment

The Shire of Victoria Plains is pleased to share the Draft Council Plan for community review and feedback.

Community input has been central to developing the Draft Council Plan. Feedback gathered through workshops, surveys, and conversations with residents, ratepayers, businesses, and local sporting and community groups has shaped the strategies and actions that will guide the Shire in the years ahead.

The Draft Council Plan is now open for public comment ahead of its consideration for final adoption by Council. Community members are encouraged to review the draft and share their feedback **by ?? September 2026.**

The Draft Council Plan can be viewed online at www.victoriaplains.wa.gov.au, or a hard copy can be accessed from the Shire Office.

DRAFT COUNCIL PLAN AT A GLANCE

Community Voices

A snapshot of who participated and how they engaged

Activity	Participants
Council and Management Workshop	10
Community Reference Panel Workshop	9
Community Workshop	3
Resident & Ratepayer Surveys	26
Sporting / Community Groups Survey	7
Business Survey	8
Total Engagement	63

The Community Said They Value

- “ Safe, close to Perth, potential growth in the area
- “ Peace of mind - it's quiet
- “ Small communities are like families, they stick together and help each other in times of need
- “ The community spirit
- “ Prompt and friendly service, always helpful
- “ We have the best of both worlds. Wide open spaces and attractive countryside plus reasonably close to key amenities

Community Priorities

The key themes and priorities identified through community feedback

Highest ranked 10 year community priorities

	Provision and maintenance of roads		Bush Fire prevention and control
	Provision and maintenance of community buildings, halls and toilets		Community engagement and communication
	Support for community groups and volunteers		Economic and tourism development

Overall Community Priorities for the next four years

	Road and Transport Infrastructure	Including road maintenance, road improvements, and concerns about heavy vehicles.
	Economic development and tourism	Focus on growing the local economy, attracting visitors, and supporting business diversity and opportunities.
	Community Facilities and Amenities	Including new park, improvements to the oval, sporting club, and event facilities. A theme for a desire for stronger local infrastructure to support community life.
	Youth, Families and Aged Support	Supporting youth, child and family facilities/activities, as well as aged care and ageing-in-place support.
	Housing and Workforce Support	Access to key worker housing and availability of industrial/commercial land for business growth.

The voices of the community told as they see **room for improvement** in the following:

 Maintenance of parks and gardens	 Sport and recreation facilities
 Road maintenance and construction	 How the community is consulted
 Development of industrial land	 Building and planning approvals

Community Priorities by Strategic Pillar

Key themes identified through community engagement

Community	Economy
- Supporting youth and families through improved spaces, playgrounds and programs - Planning for future sporting, recreation and community facility needs - Strengthening support for volunteers, sporting clubs and community groups - Supporting our seniors to age in place - Improving accessibility and inclusion across Shire facilities - Improving walking and cycling paths / trails	- Delivery of residential subdivision and workforce housing - Activating land for residential, industrial and commercial development - Diversifying the local economy beyond agriculture - Growing tourism through our natural landscapes, events and attractions - Improving and promoting caravan parks, camping and short stay accommodation - Supporting local business - Maintaining and upgrading the road network - Improving townscape presentation, public amenities and community spaces
Environment	Civic Leadership
- Advocating for long term water security - Supporting emergency preparedness, response and our volunteer emergency services - Managing the benefits and impacts of renewable energy developments - Improving waste management services and transfer stations - Protecting biodiversity, roadside vegetation and natural landscapes	- Strengthening communication and engagement with the community - Maintaining strong regional partnerships and advocacy - Sustaining sound financial management and organisational capability - Ensuring equitable representation of all communities across the Shire

Council's Response to Community Feedback

A snapshot of the key overarching strategies proposed in the Draft Council Plan

	Community	1.1 Healthy, connected and safe communities 1.2 An inclusive community with diverse opportunities to participate 1.3 Safe, vibrant and accessible recreational and heritage places
	Economy	2.1 Support a diverse, resilient and growing local economy 2.2 Increased housing opportunities to attract residents and workers 2.3 A safe and efficient transport network that supports economic growth 2.4 Visitors have a positive experience across our communities
	Environment	3.1 Maintain sustainable waste management and water services 3.2 Protect and manage our natural environment 3.3 Responsible management of renewable energy and mining developments 3.4 A prepared and resilient community supported by effective emergency management
	Civic Leadership	4.1 Effective leadership and regional collaboration 4.2 Shire communication and engagement is clear, consistent and transparent 4.3 Strong governance and leadership to support a sustainable future

9.4 Adoption of Workforce Plan 2026 – 2030 (Major Review)

File Reference	
Report Date	9 September 2026
Applicant/Proponent	Shire of Victoria Plains
Officer Disclosure of Interest	Nil
Previous Meeting Reference	SCM 16 February 2026 – Strategic Community (Integrated) Plan Major Review.
Prepared by	Sean Fletcher, Chief Executive Officer
Senior Officer	N/A
Authorised by	Sean Fletcher, Chief Executive Officer
Attachments	1. Shire of Victoria Plains Workforce Plan 2026-2030 – Page 76

PURPOSE

To consider and adopt the Shire of Victoria Plains Workforce Plan 2026-2030 following completion of the workforce review process, staff engagement program, workforce analysis and consideration by the staff Workforce Plan Review Sub-Committee.

BACKGROUND

The Workforce Plan is one of the informing strategies that supports delivery of the Shire's Integrated Planning and Reporting Framework and Council Plan 2026-2036. It identifies the workforce resources, capabilities and organisational initiatives required to deliver Council services and strategic priorities over the next four years.

During late 2025 and early 2026, the Shire engaged 150Square Strategic Solutions to assist with the major review of the Strategic Community Plan and associated informing strategies, including the Workforce Plan. Correspondence between the Shire and Darren Mollenoyux demonstrates the Workforce Plan review commenced in January 2026 and progressed through a series of draft reports, workforce surveys, workshops and review meetings throughout the year.

As part of the review process, all employees were invited to participate in a workforce survey during February 2026, with eighteen responses received. Dedicated staff workshops were subsequently held at both the Administration Office and Depot to ensure all employees had the opportunity to contribute to workforce planning discussions.

The draft Workforce Plan was further informed through business unit SWOT analysis workshops with management and consideration by a dedicated Workforce Plan Review Sub-Committee. Matters considered included workforce attraction and retention, succession planning, organisational structure, governance capability, leadership development, workforce housing and future service delivery requirements.

The final Workforce Plan 2026-2030 has now been prepared having regard to staff feedback, management workshops, Workforce Plan Review Sub-Committee input and the strategic direction established within the Council Plan 2026-2036.

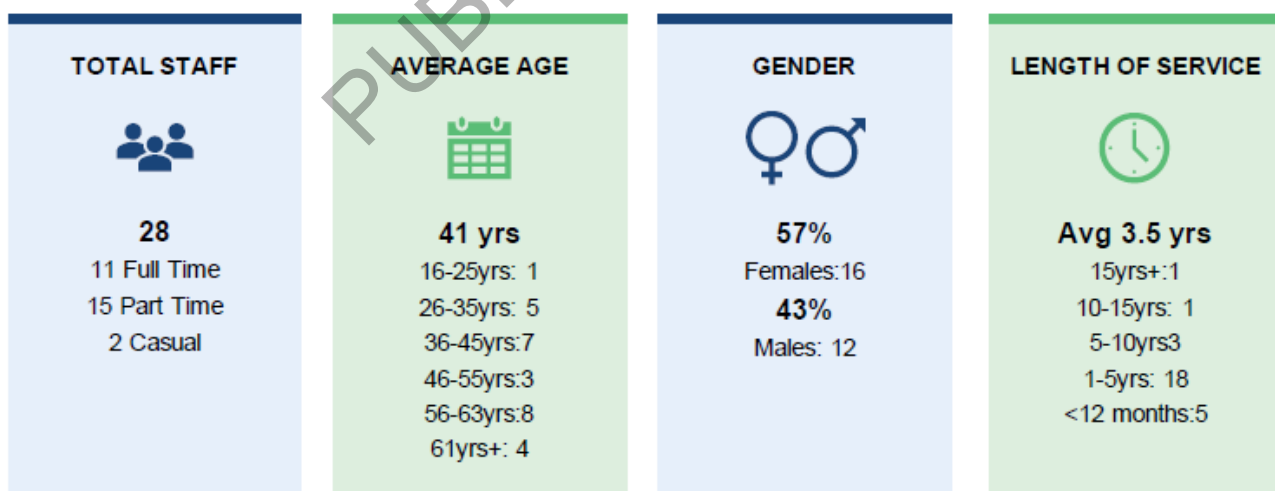
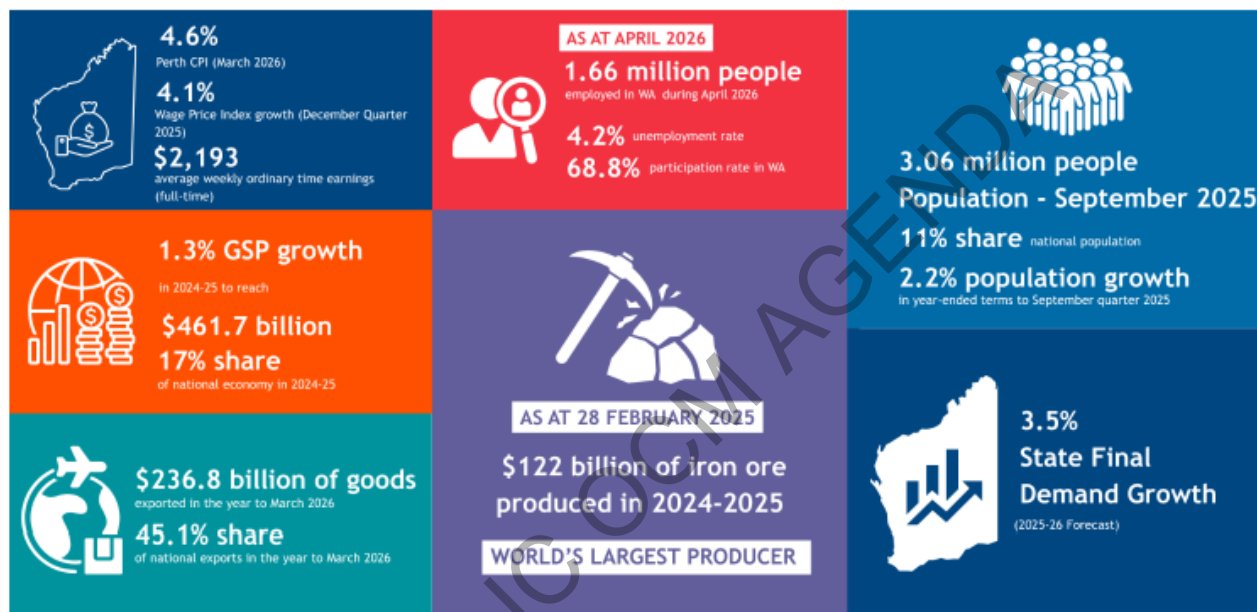
COMMENT

Workforce Planning Context

The Workforce Plan forms one of the four key components of the Integrated Planning and Reporting Framework and identifies workforce requirements and strategies required to support current and future operations. The Plan has been prepared having regard to the strategic priorities adopted within the Council Plan 2026-2036.

Current Workforce Profile

Western Australia Economic Profile for May 2026 relevant to this Workforce Plan



As at April 2026 the Shire employed 28 employees comprising 11 full-time employees, 15 part-time employees and two casual employees. The average employee age was 41 years, with an average length of service of 3.5 years. Workforce data indicates employee turnover has remained relatively stable over recent years, averaging seven departures annually.

The review identified a number of workforce strengths including strong leadership, positive workplace culture, flexible work practices, training opportunities and supportive management. Staff also identified opportunities to improve communication between business units, strengthen workplace safety systems and address workforce capacity constraints created by housing shortages.

Workforce Challenges

The Workforce Plan identifies several key workforce risks and challenges facing the organisation over the next four years, including:

- ❖ Attraction and retention of employees due to limited workforce housing availability. This is a key issue for the Works Crew as there are currently three vacancies (p13);
- ❖ Increasing governance and compliance obligations;
- ❖ Retention and succession planning for senior and specialist roles;
- ❖ Skills shortages in technical and regulatory professions;
- ❖ Maintaining workplace safety standards;
- ❖ Workforce ageing and knowledge transfer; and
- ❖ Reliance on contractors and specialist resources in certain operational areas.

Strategic Priorities

The Workforce Plan establishes four strategic workforce priorities for the period 2026-2030:

1. Ensuring workforce sustainability through attraction, retention and succession planning;
2. Enhancing employee growth through training, development and resource sharing;
3. Optimising organisational efficiency through improved systems, processes and policies; and
4. Fostering a positive workplace culture through leadership, communication and staff engagement.

Actions supporting these priorities include implementation of the Staff Attraction and Retention Strategy, advocacy for workforce housing, succession planning, leadership development, AI capability development, governance training, shared service arrangements and continued workforce engagement initiatives.

Future Workforce Requirements

The Workforce Plan identifies the need for additional specialist capability to support long-term service sustainability and statutory compliance. Future opportunities include the establishment of a Manager Regulatory and Development Services position, together with regional collaboration opportunities through AMP-UP member councils to strengthen planning, building and environmental health services.

Implementation

Following adoption, the Workforce Plan will inform workforce budgeting, recruitment activities, succession planning, staff development programs and implementation of the Corporate Business Plan. Progress will be monitored through Integrated Planning quarterly reporting to Council.

CONSULTATION

Consultation and engagement was conducted with the following stakeholders:

- Workforce Plan Review Sub-Committee;
- Shire staff;
- Senior Management Team;

- 150Square Strategic Solutions;
- Administration and Depot workshops;
- Workforce Survey participants; and
- Council Briefing Sessions – 17 August 2026.

STATUTORY CONTEXT

Local Government Act 1995

Section 5.56 provides for regulations concerning strategic planning and associated informing strategies.

Local Government (Administration) Regulations 1996

Regulation 19C – Strategic Community Plans, requirements for

Regulation 19C requires local governments to prepare and review a Strategic Community Plan and ensure that associated planning processes support integrated planning and reporting. The Workforce Plan is an informing strategy that supports implementation of the Strategic Community Plan (Council Plan) and assists Council in identifying workforce capability, succession planning, recruitment and organisational development requirements necessary to achieve adopted community outcomes.

Integrated Planning and Reporting Framework and Guidelines

The Department of Local Government's Integrated Planning and Reporting Framework identifies the Workforce Plan as one of the informing strategies supporting the Strategic Community Plan and Corporate Business Plan.

The Framework requires local governments to:

- Identify current and future workforce requirements;
- Assess workforce capability and capacity;
- Consider workforce risks and succession planning;
- Identify workforce strategies and actions to address future needs; and
- Ensure workforce planning is aligned with long-term financial planning and organisational objectives.

The Workforce Plan 2026-2030 has been prepared in accordance with these principles and forms part of the Shire's integrated planning framework.

CORPORATE CONTEXT

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES		WE KNOW WE ARE SUCCEEDING WHEN	
4. CIVIC LEADERSHIP			
4.1 Forward planning and implementation of plans to achieve community priorities	Performance against targets are regularly reported to the community		
	Demonstrated progress towards achievement of the Corporate Business Plan		

The Workforce Plan supports organisational capability requirements necessary to deliver Council priorities and services.

Delegation

N/A

Policy Implications

N/A

Other Corporate Document

The Workforce Plan supports implementation of the Shire's:

- Corporate Business Plan;
- Long Term Financial Plan;
- Attraction and Retention Strategy;
- AI Governance Policy and Strategy;
- Work Health and Safety Framework; and
- Human Resource Management Policies and Procedures.

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Compliance Failure to adopt and implement a contemporary Workforce Plan may result in workforce shortages, succession planning failures, loss of corporate knowledge and inability to recruit or retain suitably qualified staff. This may adversely affect the Shire's ability to meet statutory obligations, maintain service levels, deliver capital projects, implement strategic priorities and respond to increasing governance and compliance requirements. Workforce housing constraints remain the most significant contributing factor to this risk.	Moderate (3)	Possible (3) Probably occur in most circumstances. At least once per year.	Medium (9)	Service Manager / Executive oversight. Risk acceptable with adequate controls, managed through workforce planning, succession planning, training and development, performance management, workforce housing advocacy and ongoing organisational review.	Adoption of the Workforce Plan provides a structured framework to identify workforce risks, build organisational capability, support succession planning and maintain the workforce required to meet the Shire's statutory, governance and service delivery obligations..

FINANCIAL IMPLICATIONS

Provision of \$17,500 for the major review of the Strategic Community Plan and Workforce Plan was included within the 2025/26 Budget and carried forward into the 2026/27 Budget. Future workforce costs have been

incorporated within the Long-Term Financial Plan, which forecasts employee expenditure increasing from \$2.93 million in 2026/27 to \$3.39 million in 2029/30.

VOTING REQUIREMENTS

Absolute majority required: No

Officer Recommendation

That Council:

1. **ADOPTS** the Shire of Victoria Plains Workforce Plan 2026-2030 as provided in Attachment 1.
2. **NOTES** that the Workforce Plan is an informing strategy supporting implementation of the Shire's Council Plan 2026-2036, Corporate Business Plan (Implementation Plan) and Long-Term Financial Plan.
3. **NOTES** that implementation of the Workforce Plan will occur through annual budgeting, workforce planning, organisational development activities and associated Corporate Business Plan actions.
4. **AUTHORISES** the Chief Executive Officer to undertake any minor administrative, formatting or typographical amendments required prior to publication that do not alter the intent of the adopted Workforce Plan

For _____ / Against _____



Shire of Victoria Plains

WORKFORCE PLAN

2026 - 2030

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1 INTRODUCTION

As with all local governments, the Shire of Victoria Plains requires a diverse workforce that encompasses a wide range of occupations, requiring a broad range of skills to ensure that the Shire can deliver on its primary functions including:

- a) Infrastructure services (e.g., local roads, bridges, footpaths, drainage, building and community facilities, waste collection and management)
- b) Financial management
- c) Provision and administration of community, cultural and recreation facilities
- d) Human resource management
- e) Community services
- f) Building services
- g) Planning and development approvals

The Shire of Victoria Plains Workforce Plan is intended to enhance the capacity of its workforce to meet community needs by ensuring the organisation has the required staff, capabilities and resources to ensure sustainable service delivery now and into the future.

The Workforce Plan considers corporate and business objectives such as financial targets, service delivery objectives and community benefits. It also examines potential external influences over workforce supply and demand.

The Workforce Plan is integrated into the Council Plan all staff costs are reflected in the budget. This includes wages, workers compensation, superannuation and training costs and is a recognition of the workforce required to achieve the objectives set out in the Plan.

Workforce planning will assist Council to:

- h) Ensure appropriate numbers of staff are being recruited or developed to meet future needs;
- i) Identify potential problems, manage risk and minimise crisis management cycles;
- j) Contain human resources costs, including the cost of turnover, absenteeism, structural changes and staff movement;
- k) Develop workforce skills that take time to grow;
- l) Identify staff development needs;
- m) Make staffing decisions to provide services in regional and rural areas;
- n) Optimise the use of human, financial and other resources;
- o) Integrate human resource management issues into business planning;
- p) Improve employee productivity through better job design;
- q) Improve employee relations; and
- r) Increase job satisfaction.

2 INTEGRATED PLANNING

Workforce planning is one of the four key components of the Integrated Planning and Reporting Framework and Guidelines in place across the local government sector in Western Australia.

The Workforce Plan is an essential component of the integrated planning process as it identifies workforce requirements and strategies for current and future operations.

Strategic Community Priorities

At a strategic level, this Workforce Plan considers the community's aspirations and priorities as identified in the Shire of Victoria Plains Council Plan 2026-36.

	Community	1.1 Healthy, connected and safe communities 1.2 An inclusive community with diverse opportunities to participate 1.3 Safe, vibrant and accessible recreational and heritage places
	Economy	2.1 Support a diverse, resilient and growing local economy 2.2 Increased housing opportunities to attract residents and workers 2.3 A safe and efficient transport network that supports economic growth 2.4 Visitors have a positive experience across our communities
	Environment	3.1 Maintain sustainable waste management and water services 3.2 Protect and manage our natural environment 3.3 Responsible management of renewable energy and mining developments 3.4 A prepared and resilient community supported by effective emergency management
	Civic Leadership	4.1 Effective leadership and regional collaboration 4.2 Shire communication and engagement is clear, consistent and transparent 4.3 Strong governance and leadership to support a sustainable future

To ensure that the Shire can deliver on these priorities for the community, it will need staff that have strong project management and communication skills and the capacity to deliver key projects.

Workforce Planning

Workforce planning is an ongoing process aimed at shaping a capable and adaptable workforce that can effectively deliver on our objectives into the future. This strategy takes into account a range of national and local employment trends and considerations, including:

Shrinking future workforce	Workforce recruitment
Ageing workforce	Workforce retention
Generational diversity	Succession planning
Skills shortage	Knowledge transfer



Our Vision

A Place to Grow

Our Organisational Commitments

The following commitments were developed by the Shire of Victoria Plains staff:

- **We will listen, consult and engage with our communities**
- **We will encourage, welcome and value constructive feedback**
- **We will unite our communities**
- **We will work together as a team and be empathetic of each other's responsibilities and commitments**
- **We will lead and govern to the best of our ability**
- **We will demonstrate ownership of decisions we make**

To achieve our vision we must work together to ensure our organisation is financially stable, is well resourced and has excellent planning. It is also essential that our workplaces are safe for employees, contractors, visitors, Councillors and our residents.

Our employees are our greatest asset in working toward our vision. The success of our daily operations and delivery of major capital projects depends upon having quality employees who share our values. The contribution they make to our organisation is essential for the Shire to continually strive to achieve our objectives.



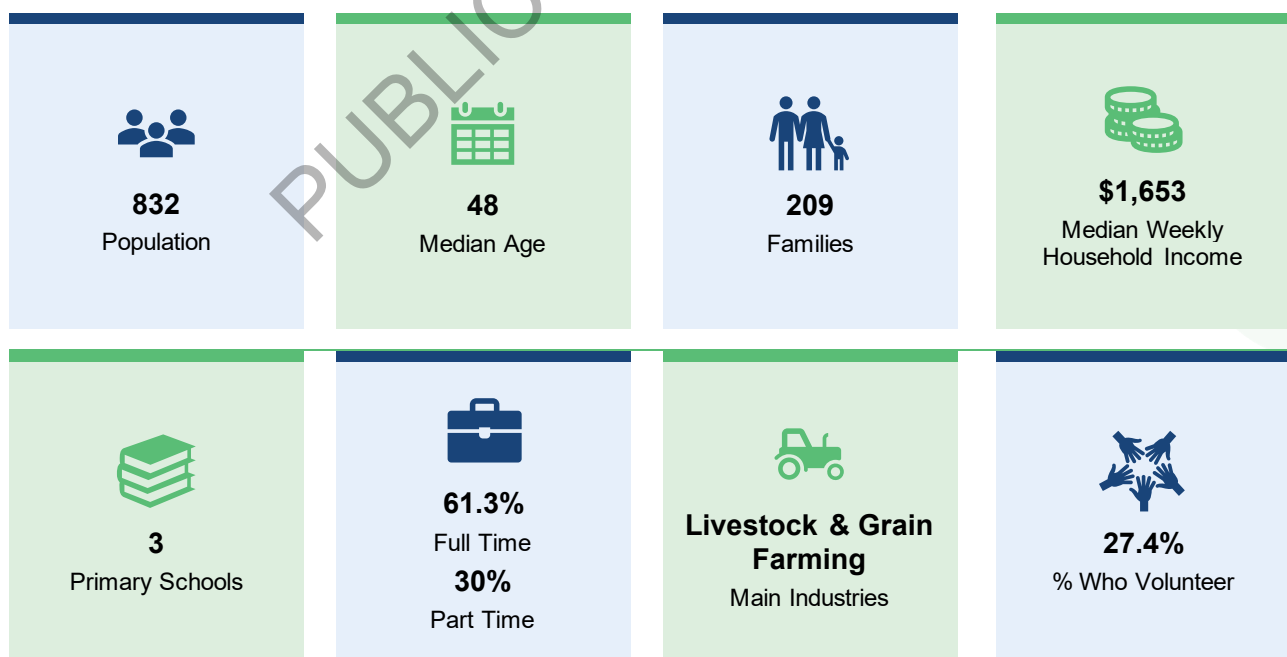
3 SHIRE OF VICTORIA PLAINS BACKGROUND

The Shire of Victoria Plains is located in the wheatbelt region of Western Australia, 149.2km Northeast of Perth. It is a short, yet scenic drive featuring picturesque fields and homes. Major agricultural activities include cereal crops, export hay, sheep, poultry, cattle, and pigs. Visitor attractions in the shire include the historic town of New Norcia, seasonal wildflowers, key local events such as Yerecoin Markets, Piawaning Expo, Mogumber Rodeo and various sporting days, and destination hospitality venues most notably in New Norcia and Bolgart.

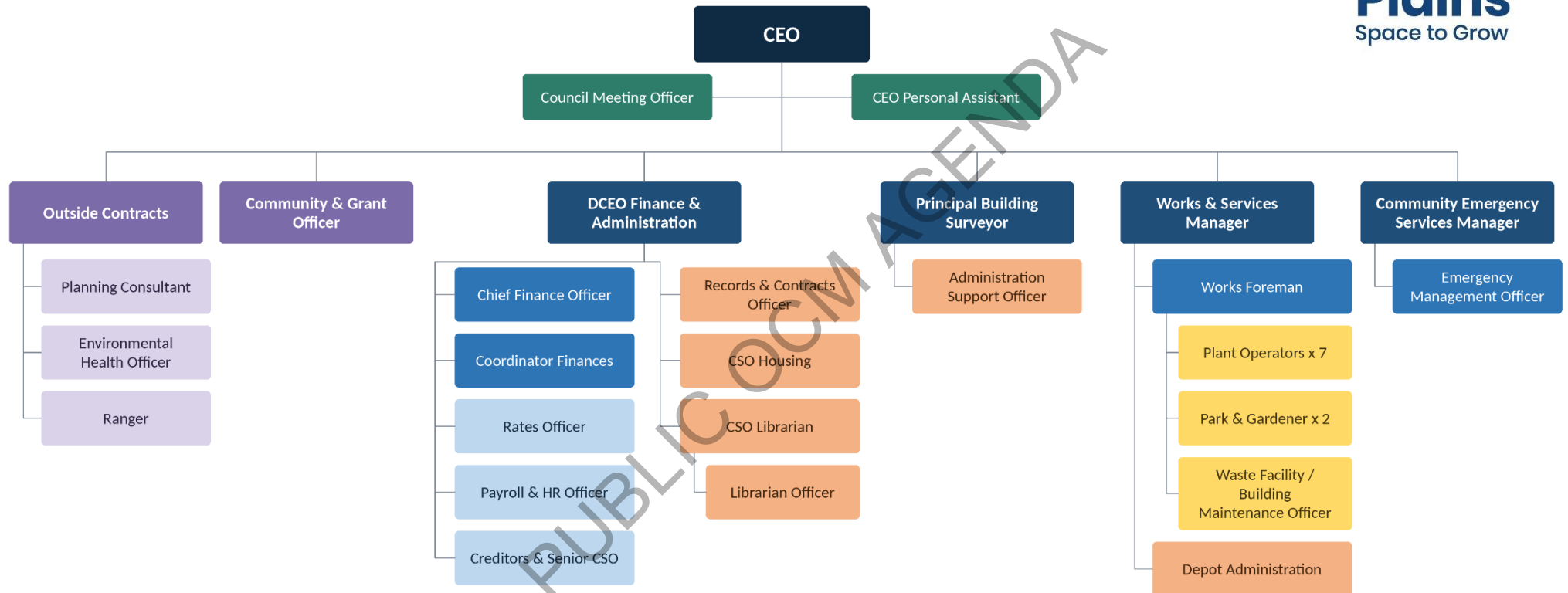
A range of local services exist, including recreation facilities such as halls, sporting ovals, pavilions, as well as parks, gardens and barbecue facilities for tourists and visitors. Primary education is provided in three localities. Secondary education, health and aged services are provided in a number of the Shire's neighbouring local government districts.

Item	Details
Area	2,569 km ²
Townsites	Bolgart, Calingiri, Yerecoin, Piawaning, Gillingarra, Mogumber and the New Norcia community
Libraries	Bolgart, Calingiri, Mogumber
Primary Schools	Bolgart, Calingiri, Yerecoin
Length of sealed roads	242.8km
Length of unsealed roads	581.2km
Rates levied (2025/26)	\$4,064,972
Total Revenue (2025/26)	\$12,470,138 (40% from capital grants)

Shire of Victoria Plains - 2021 Census Data



4 ORGANISATIONAL STRUCTURE



Organisational Structure as at August 2026

5 BUSINESS UNITS OVERVIEW

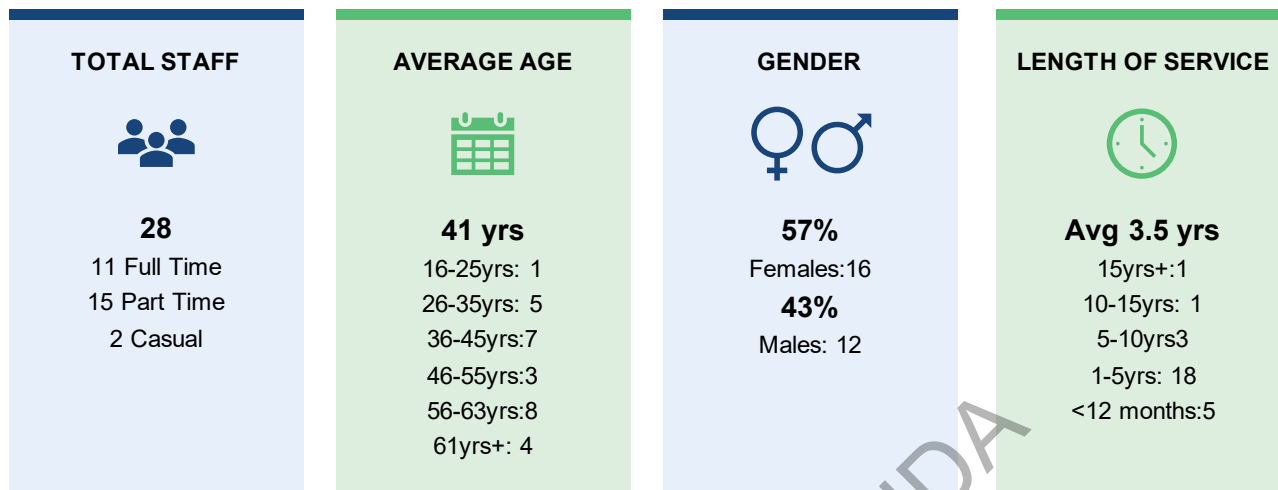
Business Unit	Key Responsibilities	Positions	Key Partnerships
CEO	- Responsible for the organisation and has powers delegated by Council - Delivery of the strategic goals of Council - Integrated planning - Risk, governance (inc. Council support), and compliance - Tourism - Community and economic development - Emergency management	Chief Executive Officer Personal Assistant to the CEO Council Support Officer * Community Development Officer * Community Emergency Services Manager * Emergency Management Officer Total current staff: 5.0 FTE	- Department of Primary Industries and Regional Development - Department of Local Government, Sport and Cultural Industries - WA Local Government Association (WALGA) - Avon-Midland Country Zone (Zone) - Avon Region of Councils (AROC) - LG Professionals - Regional Development Australia (RDA) Wheatbelt - Wheatbelt Development Commission - Department of Fire and Emergency Services (DFES) - St John Ambulance - WA Police - Lotterywest
Deputy CEO Finance and Administration	- Administration and customer service - Compliance - Human Resource management - Property management - Licensing - Libraries - Cemeteries - Recreation - Financial management - Budgets - Monthly and annual reports - Long term financial planning - ICT Services	Deputy Chief Executive Officer - Finance and Administration Chief Finance Officer Coordinator Finance Payroll Officer HR Customer Service Officers Creditors Officer/Senior Customer Services Officer Library Officers (external NFPs) Rates Officer – Debtors Records Officer/Contracts Total current staff: 6.5 FTE	- WA Country Health Service - Department of Transport - Department of Sport and Recreation - State Library - Department of Commerce - Dept of Biosecurity, Conservation and Attractions - Tourism WA - Local community groups - Local Government Insurance Services (LGIS) - LG Professionals - Department of Local Government, Sport and Cultural Industries - Office of the Auditor General / Moore Australia - Audit Risk & Improvement Committee - Department of Housing & Works

Regulatory and Development Services	• Building approvals • Planning approvals • Refuse site • Environmental health • Animal Management • Asset Management	Principal Building Surveyor Environmental Health & Building Officer - Contract Town Planner - Contract Administration Support Officer Ranger – Contract Total current staff: 0.4 FTE	▪ Building Commission ▪ Waste Authority ▪ Department of Water and Environmental Regulation ▪ Department of Health ▪ Department of Planning, Heritage and Lands ▪ Department of Primary Industries and Regional Development
Works and Services	• Road works and maintenance • Building, plant, and equipment maintenance • Parks, gardens, recreation grounds maintenance • Work, Health and Safety • Asset Management	Manager Works and Services - contract Works Foreman Plant Operators Garden Team Waste Facility/Building Maintenance Officer Administration Officer/WHS Total current staff: 8.5 FTE	▪ Main Roads WA (inc RRG & SRRG) ▪ Water Corporation ▪ WA Return, Recycle, Renew (WARRRL) ▪ Wheatbelt North Roadwise Council

Note: * indicates these positions will move under Regulatory and Development Services

6 CURRENT WORKFORCE PROFILE

The Shire of Victoria Plains (as at April 2026) has 28 employees including 11 full time employees, 15 part time employees. The Shire also utilise external resources such as consultants and contractors to complement its internal capacity. This ensures that the Shire can fulfil all statutory obligations and deliver projects that require specialist or expert knowledge and skills.



Exit Rates

Employee turnover has remained stable over the past four years, with an average of seven employees departing each year. Resignations were the main reason for separation each year. The other main reason for staff exits was predominantly casual employees ceasing employment due to no further work.

Overall, the data indicates a stable turnover rate, with voluntary resignations remaining the primary reason for employee departures.

Year	Number	Reasons
2022/2023	7	Resigned (6) Casual / No more work (1)
2023 / 2024	8	Resigned (6) Dismissal/Terminated (1) Casual / No more work (1)
2024 / 2025	8	Resigned (7) Casual / No more work (1)
2025/2026	7	Resigned (5) Redundancy (1)
30 June 2026		Casual / No more work (1)

As part of the staff survey, the majority of employees who responded to the workforce survey - 72% indicated an intention to remain employed with the Shire over the next 12 months. A further 22% were uncertain about their future employment intentions, while one respondent indicated they were intending to retire.

Training and Development

	Administration		Works	
Period	Budget	Actual	Budget	Actual
2022/2023	\$20,000	\$17,476	\$28,810	\$35,208
2023/2024	\$40,000	\$37,519	\$39,919	\$22,303
2024/2025	\$40,000	\$39,687	\$30,148	\$24,770
2025/2026	\$50,000	\$30,129	\$14,900	\$13,154

Employee Costs

Financial Year	Total Salaries & Wages
2022/2023	\$ 2,279,134
2023/2024	\$ 2,426,163
2024/2025	\$ 2,433,082
2025/2026	\$ 2,323,044

Employee Benefits

To assist in attracting and retaining staff, the Shire of Victoria Plains offers a variety of workplace rewards and incentives including:

 Payment above award wages	 Flexible work arrangements	 Match superannuation contribution options
 Reduced housing rental and utilities for position dependent positions	 Study leave and contribution for qualifications, licenses and skills development	 Training and professional development opportunities
 Uniform allowance	 Paid parental leave	 Private use of Shire vehicles (position dependant)
 Employee Assistance Program	 Payment of relocation expenses	 EBA Outside Crew

7 EQUAL EMPLOYMENT OPPORTUNITY

The Shire of Victoria Plains recognises its legal obligations under the Equal Opportunity Act 1984 and will promote equal employment opportunity based solely on merit to ensure that discrimination does not occur on the grounds of gender, marital status, pregnancy, race, disability, religious or political convictions.

All offers of employment, employment training and promotional practices with this Council will be directed towards providing equal opportunity to all employees provided their relevant experience, skills and ability to meet the minimum requirements.

This Council will not tolerate harassment within its workplace. Harassment is defined as any unwelcome, offensive action or remark concerning a person's race, language, ethnicity, political or religious convictions, gender, marital status or disability.

Equal Opportunity Workforce Profile

Representation as of the 31st March 2026. 25 Employees (21 full-time equivalent)

Distribution (Equity Index) as of March 2026:

Equity group	2026 Actual	Equity
Women	13	52%
- Women Indoor	12	80%
- Women Outdoor	1	10%
Women in Leadership		
- Tier 1 Indoor	0	0%
- Tier 2 Indoor	0	0%
- Tier 1 Outdoor	0	0%
- Tier 2 Outdoor	1	50%
People from culturally diverse backgrounds	1	4%
Aboriginal Australians	0	0%
People with disability (Outdoor)	1	4%
Youth (aged 24 and under)	2	8%
Mature (aged 45 and over)	14	56%

Note: Data is sourced from the 2026 Annual Collection submitted to the Western Australian Public Sector Commission, covering the period 1 April 2025 to 31 March 2026.



8 STAFF FEEDBACK

Survey and Workshop Results

As part of the development of the Shire of Victoria Plains new Workforce Plan, all staff were invited to participate in a Workforce Survey during February 2026. The survey aimed to identify key areas for improvement in workforce planning and staff development, with 18 responses received. To build on the survey feedback, two dedicated staff workshops were held in February 2026 at both the Depot and Administration Office, ensuring all staff had the opportunity to contribute their insights and ideas.

What are the things that are POSITIVE in the workplace and working well?

INSIDE UNITS	WORKS UNIT
• Good open all round Communication • Open door policy with senior management • Positive work environment • Motivation from superiors • Constant check ins from management • Great mix of people • Ability to work independently (no micromanaging) • Open to improve and share good ideas • Flexibility with work arrangements and family commitments • Strong Team Culture	• Good communication from management – eg CEO coming to Depot in New Year to give update and chat • Have a positive workplace • Progressive and moving forward • The crib room is being upgraded which is great • CEO visiting the depot • The plant and equipment are generally good • Training being provided

What are the challenges in the workplace, where can we improve?

INSIDE UNITS	WORKS UNIT
• On occasions there is miscommunication between departments, tasks and job roles • Sometimes Departments operating in silos and not working together or sharing ideas • Communication and listening to suggestions, including inclusion in decision-making meetings • More team building and communication between depot, admin and emergency services • Improve WHS with stronger daily focus and adoption of safety technologies • Improved understanding of roles, day-to-day operations and reducing disconnect in decision-making	• We need more staff – currently have 3 vacancies – (lack of housing) • More consultation with crew when making decisions impacting them • Having performance reviews set regular time of year • Having all of staff meetings, and team building with all staff • Happy with the appointment of a WHS Admin Officer - but need more toolbox meetings

Business Unit Analysis

External consultants engaged in comprehensive discussions with management to gain insights into their respective business units. This collaborative effort included conducting a detailed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. An overview from the SWOT of each business unit is provided below;

The **Management Team Business Unit** is supported by an experienced and capable leadership team that works cohesively, with strong communication and a collaborative approach across the organisation. Key roles, including the CEO, Deputy CEO and Manager Works and Services bring significant experience and organisational knowledge, while administrative support functions contribute effectively to governance and operational coordination. The team also benefits from a supportive Council.

Key risks include the potential loss of senior management within the medium term, difficulty attracting and retaining staff due to housing constraints, financial sustainability pressures, and reliance on contracted specialist roles that would be difficult to replace. There is also scope to formalise succession planning and knowledge transfer for senior positions.

Challenges remain with limited in-office presence across some **Regulatory and Development Services functions**, reliance on part-time administrative resources, and structural gaps in senior regulatory oversight.

Opportunities exist to strengthen the organisational structure through the introduction of a dedicated Manager of Regulatory and Development Services role. This would allow the emergency services and Community Development Officer positions to be realigned under that portfolio, providing clearer reporting lines and consolidated oversight.

The **Finance and Administration Business Unit** is a flexible and committed team with a positive, “can-do” attitude, demonstrating a strong willingness to support organisational needs and deliver a high standard of outcomes. The team benefits from a diverse mix of skills and experience, with staff showing adaptability and a strong openness to learning and embracing new technologies. While the team continues to develop its capability, there are some gaps in technical knowledge and understanding of local government legislative requirements, particularly in foundational areas.

A predominantly part-time workforce also presents challenges in coordinating workloads and maintaining continuity. Opportunities exist to further build capability through targeted training, professional development, and succession planning, as well as recognising and strengthening the valuable contribution staff make behind the scenes. Encouraging staff to take on broader responsibilities and career progression opportunities will assist in long-term sustainability. Key risks include potential staff turnover, which could impact team culture and performance, as well as the need to ensure staff feel valued and supported to maintain engagement and productivity.

The **Works and Services Business Unit** is a practical and outcomes driven team that demonstrates a strong understanding of operational requirements and maintains a consistent and structured approach to service delivery. The team has successfully addressed historical backlogs and established steady work programs, supported by staff who take care in the standard of their work. However, the Works and Services team faces significant workforce challenges, including being under-resourced and unable to recruit due to a lack of available housing.

Opportunities exist to strengthen internal capability within the Works and Services Business Unit by addressing capacity gaps in key service areas such as waste management, drainage, and technical support. This includes the potential to recruit additional staff, such as a Technical Officer and dedicated waste and drainage crews, which would improve efficiency and reduce reliance on external contractors. The future opening of the caravan park also presents an opportunity to support integrated service delivery roles across the unit.

Key risks include ongoing workforce shortages, rising plant operational and maintenance costs and increasing sector pressures that may place additional demands on local government without corresponding resources. Housing constraints continue to impact the ability to attract and retain staff, posing a risk to sustained service delivery.

Workforce Plan Review Sub-Committee Feedback Summary

150Square met with the Workforce Plan Review Sub-Committee to gain an overarching perspective on the organisation's current workforce model, future sustainability, and key risks. The discussion focused on long-term workforce planning, leadership development, and governance, with the following themes emerging.

The Sub-Committee noted that while the current workforce model is supporting service delivery, there are areas that may require refinement to ensure it remains sustainable into the future, particularly as organisational responsibilities continue to grow. Consideration needs to be given to succession planning and future workforce capacity, alongside the need to ensure resources are aligned to meet increasing demands. Opportunities were identified to strengthen regulatory services, including enhanced day-to-day coordination and the potential for a dedicated Manager of Development / Economic - Regulatory Services role. The importance of maintaining a visible community presence through roles such as Ranger and Community Services was also highlighted.

Workforce attraction and retention were recognised as ongoing challenges, with housing availability continuing to influence the organisation's ability to attract and retain staff. The Sub-Committee also acknowledged the importance of planning for an ageing workforce and supporting continuity in key roles, particularly within senior management and specialist areas. Building internal technical capability, such as a Technical Officer role in the Works & Services area, was identified as an opportunity to support knowledge retention and operational consistency. Consideration was also given to balancing financial capacity with increasing compliance and governance responsibilities, and the value of strengthening support in governance-related roles.

In relation to leadership development, the Sub-Committee acknowledged the challenges within a small workforce, while recognising the organisation's positive approach to providing development opportunities through role flexibility and on-the-job experience. There is a clear commitment to supporting staff growth and progression. Existing development opportunities provide a strong foundation, with a continued focus on retaining and fostering emerging leaders.

From a governance perspective, the Sub-Committee noted that existing policies and frameworks are generally effective, with opportunities to further strengthen oversight and support in this area. Enhancements to performance management processes, including more streamlined and automated approaches, were identified as potential improvements. Improved use of the Attraction and Retention Strategy was also highlighted as an opportunity to support workforce stability. The evolving local government environment was recognised as an ongoing consideration, reinforcing the importance of maintaining a proactive and adaptable approach to workforce and governance planning.



9 FUTURE WORKFORCE PROFILE

Future Roles and Gaps

The Shire has considered current and future staffing needs to deliver the strategies and outcomes identified in the Strategic Integrated Plan. Additional employee resources are indicated as follows:

Business Unit	2026/27	2027/28	2028/29	2029/30
CEO	0	0	0	0
Finance and Administration	0	0	0	0
Regulatory Services	1	0	0	0
Works and Services	0	0	0	0

The Shire will need access to additional specialist capability, whether through direct employment, shared service arrangements or regional collaboration to support statutory compliance and long-term service sustainability. Potential future positions within the Shire include:

- Manager of Regulatory and Development Services
- GIS Technical Officer (pending partnerships)
- Asset Management (pending partnerships)

Shared Arrangements

In addition to the above future resourcing, AMP-UP member councils are currently investigating the establishment of a regional subsidiary to support the delivery of specialist Regulatory Services functions, including Planning, Building and Environmental Health. The model would be supported by an aligned cadetship pathway to build future workforce capability across the member councils and improve access to specialist expertise that is difficult to attract and retain individually.

Traineeships and Apprenticeships

The Shire of Victoria Plains has an ongoing commitment to providing traineeship and apprenticeship opportunities where suitable roles and government funding are available. These pathways support the Shire's succession planning objectives by building capability within the organisation rather than relying solely on external recruitment. The Shire will continue to monitor State and Federal funding programs and take up opportunities to host trainees and apprentices where funding, supervision capacity and operational requirements allow.

Future Financial and Long-Term Projections.

Employee cost projections will be updated following the conclusion of current Enterprise Agreement negotiations. Future costs may vary annually based on LGIA Award increases and negotiated wage outcomes.

The Shire of Victoria Plains Long-Term Financial Plan forecasts the following employee costs.

Expense	2026/27	2027/28	2028/29	2029/30	% change
Wages	2,850,793	2,990,918	3,137,856	3,291,932	21.27%
Professional Development	80,500	86,940	93,895	101,406	40.97%
TOTAL	2,931,293	3,077,858	3,231,751	3,393,338	21.87%

10 WORKFORCE CHALLENGES

Like many small regional local governments, the Shire delivers a broad range of statutory and specialist functions through a limited number of positions, with some functions resting with a single officer. This is a common feature of organisations of this size, however it does mean that the Shire has less depth to draw on than a larger local government when a key position becomes vacant or an officer is absent for an extended period. Maintaining strong succession planning, documented processes and knowledge transfer across the organisation helps the Shire manage this and supports continuity of service delivery.

Challenge	Risk Assessment				
	Catastrophic	Major	Moderate	Minor	Insignificant
Relatively high number of contractors performing senior roles				✓	
Lack of recruitment channels (no local high school, low unemployment rate etc)		✓			
Retaining or changeover of Senior Management in next 4 years		✓			
Retaining employees who have completed less than three years of employment at the Shire			✓		
Low corporate knowledge and local experience (previous years turnover of staff)			✓		
Technology can improve operational efficiencies however requires time for research, training and application				✓	
Specialist skill sets required in the organisation (community safety, project management, finance etc)		✓			
Increasing governance and compliance across majority of roles	✓				
Ageing workforce and number of employees nearing retirement age (compared with overall workforce)		✓			
Providing social opportunities for integration of multicultural members of staff				✓	
Human resources are becoming a specialist skill set and requires time. Internal capacity is limited		✓			
Continuing to maintain a high standard of workplace safety			✓		
Provision of workforce housing impacting the attraction and retention of staff		✓			

11 WORKFORCE PLAN ACTIONS

Based on an analysis of the internal and external workforce environment, survey results, staff workshops, employee data and an assessment of the future workforce requirements, the Shire of Victoria Plains have identified the following priorities for the four-year term of this workforce plan:

1) Ensuring workforce sustainability through strong attraction, retention and succession planning

The Shire of Victoria Plains faces ongoing challenges in attracting and retaining staff, with limited housing availability in the district the most significant of these. The lack of available housing directly restricts the Shire's ability to fill vacant positions. With positions currently unable to be filled it places the Shire at a disadvantage when competing for skilled staff against neighbouring local governments, the private sector and the resources industry. A high proportion of employees have fewer than five years of service, and the potential departure of senior staff over the life of this Plan presents a risk to the retention of corporate knowledge.

To address this, the Shire will strengthen its succession planning framework, improve knowledge transfer across all business units, and ensure its Attraction and Retention Strategy is actively implemented and promoted. Ongoing advocacy for key worker housing will remain the Shire's highest priority workforce initiative, progressed through the Wheatbelt Regional Housing Initiative and other regional and State channels, to support the Shire's capacity to attract and retain the staff it needs to deliver services to the community.

2) Enhancing employee growth through training, development and resource sharing

Providing employees with opportunities for growth and development is essential to building a capable and engaged workforce. Staff feedback identified interest in continuing to develop their skills across a range of areas including governance and local government legislation, AI and technology, project management, and technical qualifications relevant to individual roles.

The Shire will take a coordinated approach to training and development, ensure annual performance reviews are conducted consistently, and support employees in identifying clear pathways for career progression within the organisation. Where appropriate, regional partnerships and shared service arrangements will be explored to improve access to specialist expertise.

3) Optimising organisational efficiency through improved systems, processes and policies

Having clear, consistent and well-understood policies and processes in place is important for the effective day-to-day management of the workforce. Feedback from staff and the Sub-Committee identified opportunities to strengthen governance support, simplify and improve the performance review process, and ensure policies are regularly reviewed and consistently applied across the organisation. The Shire will also provide greater clarity on responsibility for each organisational function, recognising that Council policies and Executive Directives issued by the CEO apply to all staff across the organisation, regardless of reporting line.

As compliance and governance requirements continue to grow across the local government sector, the Shire will work to ensure its internal systems and frameworks keep pace with these demands, and that all staff have access to the information and support they need to carry out their roles effectively.

4) Fostering a positive workplace culture through leadership, communication and staff engagement

A supportive and cohesive workplace culture contributes to employee satisfaction, retention and overall organisational performance. Survey results and staff workshops reflected a genuinely positive working environment at the Shire, with staff conveying a strong team culture, accessible leadership and a flexible and encouraging workplace.

Opportunities were identified to further improve communication across business units, increase cross-team collaboration, and ensure all staff — including the Works and Services team — feel informed, included and connected to the broader organisation. The Shire will continue to build on its existing cultural strengths by providing regular opportunities for all of staff engagement and communication practices, and ensuring staff feel valued for the contribution they make.

1. Staff Attraction, Retention, and Succession					
Action	Responsible Officer/s	26/27	27/28	28/29	29/30
a) <i>Attraction</i> : Utilise contemporary and efficient online systems to promote vacancies and manage applications to support attraction of suitable candidates.	CEO	✓	✓	✓	✓
b) <i>Attraction</i> : Continue to offer apprenticeship and traineeship opportunities.	Senior Management Team	✓	✓	✓	✓
c) <i>Attraction and Retention</i> : Review and implement the Staff Attraction and Retention Strategy, with responsibility assigned to a designated officer to drive workforce attraction and retention initiatives.	Payroll / HR Officer	✓	✓	✓	✓
d) <i>Attraction and Retention</i> : Prioritise advocacy for and delivery of key worker housing options through the key funding opportunities, recognising housing availability as the most significant constraint on the Shire's capacity to attract and retain staff.	CEO	✓	✓	✓	
e) <i>Retention</i> : Continue to offer flexible working arrangements for staff where practical and beneficial to both the employee and the organisation.	Senior Management Team	✓	✓	✓	✓
f) <i>Retention</i> : Review employee wages, rewards and incentives to ensure that they remain competitive, attractive and fair, in the context of the Local Government sector.	Senior Management Team	✓	✓	✓	✓
g) <i>Succession</i> : Develop and implement succession processes for all business-critical roles.	Critical Response Team	✓	✓	✓	✓
h) <i>Succession</i> : Internal promotion opportunities are advertised and invited - positive opportunity for existing staff to be retained locally.	Senior Management Team	✓	✓	✓	✓

2. Training, Development and Resourcing					
Action	Responsible Officer	26/27	27/28	28/29	29/30
a) <i>Training and Development:</i> Ensure all employees have a training and development plan, including career goals, which is completed as part of their annual performance review.	Executive Management Team	✓	✓	✓	✓
b) <i>Training:</i> Hold regular administration and works staff meetings so that staff can discuss strategic projects, share job knowledge and identify cross-training opportunities.	Senior Management Team	✓	✓	✓	✓
c) <i>Training:</i> Strengthen governance capability through dedicated Local Government Legislation training and professional development for officers with governance responsibilities.	Deputy CEO	✓	✓	✓	✓
d) <i>Development:</i> Provide opportunities for staff to act in other roles to facilitate knowledge transfer as part of broader succession planning and to reduce downtime when staff are away.	Senior Management Team	✓	✓	✓	✓
e) <i>Development:</i> Develop and implement the Shire's Leadership Competency Framework, based on the <i>LG Professionals WA</i> framework, and integrate it into recruitment, performance development and succession planning.	Senior Management Team	✓	✓	✓	✓
f) <i>Development:</i> Contractors can add value to the local team (sharing skills, expertise, knowledge) through shared values and standards.	Senior Management Team	✓	✓	✓	✓
g) <i>Resourcing:</i> Continue to investigate opportunities for regional collaboration and shared service arrangements to access specialised skillsets, address workforce gaps, and strengthen organisational capability.	Senior Management Team	✓	✓	✓	✓
h) <i>Resourcing:</i> Review the allocation of Executive Team responsibilities to ensure clear responsibilities, effective operational oversight, and appropriate support for strategic leadership and external advocacy commitments.	CEO		✓		
i) <i>Resourcing:</i> Strengthen coordination of Economic Development and Regulatory Services through the creation and recruitment of a Manager Development Services.	CEO	✓			

3. Systems, Processes and Policies					
Action	Responsible Officer	26/27	27/28	28/29	29/30
a) <i>Policies and Procedures</i> : Review and update the Shire's key human resources policies and procedures including: • Staff Onboarding and Induction • Performance Management Reviews	Deputy CEO	✓	✓	✓	✓
b) <i>Policies and Procedures</i> : Ensure that the Shire's core values are reflected in all Shire policies and procedures.	CEO	✓	✓	✓	✓
c) <i>Systems</i> : Undertake a review of position descriptions to ensure the activities of each role are aligned to the actual activities and priorities for that position.	Senior Management Team	✓	✓	✓	✓
d) <i>Processes</i> : Review Work Health and Safety systems and practices across both the Administration and Works and Services teams, ensuring toolbox meetings are held regularly and safety technologies are adopted where appropriate.	Manager of Works & Services	✓	✓	✓	✓
e) <i>Processes</i> : Implement the Shire's AI Governance Policy and Strategy, and build workforce capability in the responsible use of artificial intelligence and emerging technologies through targeted staff training, to improve productivity, knowledge management and service delivery while maintaining strong cybersecurity and IT practices.	Deputy CEO	✓	✓	✓	✓

4. Organisational Culture					
Action	Responsible Officer	26/27	27/28	28/29	29/30
a) Regular administration and works team meetings as well as whole of staff meetings. Ensure that all employees receive consistent and regular updates on Shire activities, direction and decisions.	Senior Management Team	✓	✓	✓	✓
b) Strengthen engagement / consultation with the Works and Services team on operational decisions through regular toolbox meetings and structured feedback processes.	CEO Manager Works and Services	✓	✓	✓	✓
c) Encourage participation in whole of organisation social activities for inclusion and integration across teams and individuals	All staff	✓	✓	✓	✓
d) Undertake a bi-annual employee engagement survey to identify concerns, challenges and barriers to achieving the desired workplace culture	CEO		✓		✓
e) Continue to improve accountability across the leadership group for effective people management by developing appropriate key performance indicators that are consistently reported and monitored	Council Senior Management Team	✓	✓	✓	✓
f) Continue utilisation of the Employee Assistance Program and explore additional wellbeing initiatives, including LGIS offerings, to support staff health and wellbeing.	Payroll / HR Officer	✓	✓	✓	✓

12 APPENDICES

The Western Australian Economy

Western Australia Economic Profile for May 2026 relevant to this Workforce Plan



The Western Australian Government's, Department of Treasury, Economic Forecast 2025 - 2026², provides the following employment and wage projections for Western Australia:

WA, Annual Growth %					
	2024-25 Actual	2025-26 Mid-Year Revision	2026-27 Outyear	2027-28 Outyear	2028- 2029 Outyear
Unemployment rate %	3.7	4.2 5	4.25	4.25	4.5
Employment rate %	3.1	1.2 5	1.5	1.5	1.5
Wage Price Index growth %	3.7	3.5	3.0	3.0	3.0

IMPACT ON THE SHIRE OF VICTORIA PLAINS

WAGE INCREASES

Anticipate wage increases to stay in line or above the average CPI



PRODUCTIVITY DECLINE

Levels of productivity falling due to labour and trade shortages



FLEXIBLE WORK

Increase in requests for flexible work arrangements



LABOUR COMPETITION

Increase in competition for labour



The Local Government Environment

According to the 2022 Local Government Workforce Skills and Capability Survey¹ local government is a major national employer with over 190,800 workers in almost 400 occupations. 210 local governments responded to the survey. The report identified that:

- a) Recent data on Australia's labour force by industry show that national employment in Public Sector Administration and Safety, which includes Local Government as well as other Government services, employment grew by 4.6% in the year to the May 2022 quarter.
- b) 65.8% of the national local government workforce were full-time, 18.4% were part-time employees and 15.8% were casual employees.
- c) Urban Regional local governments employ the highest proportion of full-time workers (67.7%), while Urban and Urban Fringe local governments employ the highest proportion of part-time (21.6%) and casual workers (20.9%).
- d) The gender breakdown of their workforce was 52.3% female and 47.7% male.
- e) A total of 1,025 employees retired and 8,702 employees ceased employment. This represents average unplanned turnover rate of 15.6% nationally.
- f) In the 12 months to 30 June 2021, the total number of new entrants to the local government workforce nationally was 15,214, which exceeded the total number of those whose employment ceased.
- g) 38% of their combined workforce had been employed for 1-5 years, followed by 18% for 6-10 years and 15% for less than a year. 10% of the combined workforce nationally had been at their council for 20 or more years.
- h) The highest proportion of workers aged 30-44, followed by the 45-54 and the 55-64 year age groups. ABS data of the broader Australian labour workforce reveals that in Australia, most of the workforce is aged 65 years and above (21.1% of the total workforce), followed by the 25-34 (17.6%), 35-44 (17.0%) and 45-54 (15.5%) year age groups. Compared to the broader Australian workforce, the local government workforce is younger.
- i) 121 local governments (57.6%) do not believe they are taking on enough trainees and apprentices to meet future skilling needs, compared to 87 local governments (41.4%) who believe they are.
- j) As a result of these skills shortages, local governments said that they resorted to recruiting less skilled applicants for engineering, urban and town planning, building surveying, and supervisors and team leader roles.

When referring to the 2022 Local Government Workforce Skills and Capability Survey⁴ it outlines that 192 of the 210 (91.4%) respondent local governments reported that they were experiencing skills shortages in 2021-22, compared to the 68.9% of local governments in 2018. Similar to the 2018 survey results, engineers have been identified as the top occupation with a professional skill shortage, followed by urban and town planners, building surveyors, environmental health inspectors and human resources professionals.

Based on the survey data, other strategies used by local governments nationally to address skills gaps and shortages include:

- a) Sharing training opportunities with other local governments in the region.
- b) Engaging recruitment agencies and using contractors.
- c) Understanding the need for professionalising the workforce and encouraging regular feedback from employees in supervisor positions.
- d) Recruiting graduates, cadets, apprenticeships, and traineeships, while also upskilling existing employees; and

¹ 2022 [Local Government Workforce Skills and Capability Survey](#)

e) Sourcing funding to be able to deliver appropriate training.

According to the Australian Local Government Association - Submission to the inquiry into local government sustainability², there were nearly 200,000 employees in Local Government in Australia as of May 2024. The report identified the key takeaways in relation to local government jobs and skills:

- a)** Local governments face significant skills shortages across a range of professions. This makes recruiting and retaining qualified staff and delivering services to communities difficult.
- b)** Skills shortages lead to reduced productivity, service delivery and increased costs for local governments. It also hinders progress on critical issues like housing and infrastructure development.
- c)** Local governments struggle to compete with the private sector in terms of salaries. Rural and remote areas face additional challenges in attracting workers. Declines in apprenticeships and traineeships reduce the pipeline of skilled workers.
- d)** Increased funding is needed to support local governments to invest in skills development and training programs, implement programs that better attract workers to regional areas, and support programs to address broader skills shortages in the national economy.
- e)** A skilled local government workforce is critical for strong communities and a healthy national economy.
- f)** Considering these implications, the LGIRC forecast suggests that efforts to retain the ageing workforce will be important to balance the lack of new entrants to the sector and establish valuable mentoring and training opportunities for new employees from older and experienced workers.

IMPACT ON THE SHIRE OF VICTORIA PLAINS



² <https://alga.com.au/submission-to-inquiry-into-local-government-sustainability>

9.5 Economic Development Strategy Update

File Reference	
Report Date	9 September 2026
Applicant/Proponent	Shire of Victoria Plains
Officer Disclosure of Interest	Nil
Previous Meeting Reference	OCM 23 October 2024 - Adoption of Economic Development Strategy 2024-2029. OCM 28 May 2025 - Economic Development Strategy Progress Report.
Prepared by	Sean Fletcher, Chief Executive Officer
Senior Officer	N/A
Authorised by	Sean Fletcher, Chief Executive Officer
Attachments	Nil

PURPOSE

To assess implementation of the Shire of Victoria Plains Economic Development Strategy 2024-2029 and consider progress achieved against the Strategy's objectives since its adoption.

BACKGROUND

Council adopted the Shire of Victoria Plains Economic Development Strategy 2024-2029 at its Ordinary Council Meeting held on 23 October 2024. The Strategy was prepared to support long-term economic growth, investment attraction, increased housing choice, tourism development and revitalisation of local communities.

The Strategy established four key outcome areas:

1. Economic Diversity and Opportunities;
2. Visitors and Investment;
3. Greater Housing Choice; and
4. Revitalised Towns and Communities.

A progress report regarding implementation of the Strategy was subsequently presented to Council on 28 May 2025 by the then Economic Development Officer. Since that time a number of significant projects, advocacy initiatives and strategic partnerships have progressed, warranting a broader assessment of outcomes achieved since adoption of the Strategy.

COMMENT

Strategic Assessment

The Economic Development Strategy was designed as a five-year implementation framework rather than a standalone project. Since adoption, implementation activities have become increasingly integrated into Council's Corporate Business Plan, Council Plan, advocacy agenda and capital works program.

The assessment demonstrates that the Strategy has successfully transitioned from planning and concept development into project delivery and implementation, particularly in the areas of housing development, tourism investment, precinct planning, economic diversification and regional advocacy.

Implementation Assessment Matrix

Strategic Outcome Area	Status	Key Actions Identified in Strategy	Outcomes Achieved Since Adoption
Economic Diversity and Opportunities	●	• Increase economic diversity; • Support emerging industries; • Strengthen business and industry attraction; • Facilitate investment and employment growth.	Significant progress has occurred through renewable energy advocacy, mining and resource sector engagement, housing advocacy, regional partnerships and planning for emerging industries. Economic diversification priorities have been embedded within the Council Plan 2026-2036 and Corporate Business Plan. Since adoption of the Strategy, the Shire has secured more than \$5.2 million in Regional Road Safety Program funding for Toodyay-Bindi Bindi Road and Wongan Hills-Waddington Road, completed Wheatbelt Secondary Freight Network works valued at \$3 million for strategic freight route upgrades including Mogumber-Wannamal Road and other priority freight corridors, and delivered the \$1.6 million Calingiri-New Norcia Intersection project. The new Council Plan also identifies approximately \$19.84 million in planned road construction over four years, including Piawaning-Waddington Road, Yerecoin South East Road, Toodyay-Bindi Bindi Road North, ongoing road renewal, regional road upgrades, transport safety improvements and connectivity works supporting freight, visitor access and industry growth. The Calingiri Bypass Business Case is also included to support future heavy vehicle movement and economic connectivity advocacy.
Visitors and Investment	●	• Increase visitation; • Attract investment; • Develop tourism experiences; • Improve destination marketing and visitor infrastructure.	Tourism Action Plan completed and implemented. Destination branding and tourism marketing collateral produced. ESA New Norcia Visitor Precinct Stage 1 substantially completed, with the Council Plan identifying ESA Tourism investment of approximately \$233,012 and progression towards final acquittal. Tourism signage upgrades and visitor infrastructure improvements have also progressed, supported by membership of Northern Valleys and Tourism Council of WA.
Greater Housing Choice	●	• Increase housing supply; • Facilitate workforce housing; • Support residential development; • Attract new residents.	Edmond Street residential development progressed from planning into funded delivery, including subdivision and servicing works estimated at approximately \$4.56 million under the Housing Support Program and \$3.2 million secured through the Regional Housing Support Fund to deliver eight key worker homes in Calingiri. Housing advocacy has also expanded through the Wheatbelt Regional Housing Initiative and Commonwealth HAFF engagement.
Revitalised Towns and Communities	●	• Improve town presentation;	Precinct planning activities progressed through the Victoria Plains Central Precinct Project, with related community infrastructure priorities reflected in the Council Plan. Tourism infrastructure and visitor facilities have been

		- Enhance community infrastructure; - Activate key precincts; - Improve visitor amenities and local facilities.	upgraded, including ESA New Norcia Visitor Precinct Stage 1 and caravan park planning. The Council Plan identifies future investment of approximately \$820,000 for other infrastructure and \$233,012 for ESA Tourism, with further delivery dependent on grants and capital investment.
Regional Partnerships and Advocacy	●	- Develop strategic partnerships; - Support economic growth; - Attract investment; - Strengthen regional collaboration.	Strong partnerships established with Yued Aboriginal Corporation, Wheatbelt Development Commission, Regional Development Australia Wheatbelt, neighbouring local governments and government agencies. Regional advocacy has delivered significant outcomes for housing, infrastructure and economic development, including the Wheatbelt Regional Housing Initiative, AMP-UP advocacy, \$3.2 million Regional Housing Support Fund funding for Edmond Street housing and continued Commonwealth engagement on HAFF reform.
Governance and Strategic Integration	●	- Establish governance arrangements; - Monitor implementation; - Integrate strategy priorities into corporate planning and reporting.	Economic Development Strategy priorities are now incorporated into the Council Plan 2026-2036, Corporate Business Plan, Long Term Financial Plan and ongoing strategic reporting processes. The Council Plan now identifies major project investment relevant to economic development, including \$4.10 million for the Edmond Street Development, \$3.34 million for regional housing, \$233,012 for ESA Tourism and \$25,000 for the Calingiri Bypass Business Case.

Summary Table:

Status	Assessment
●	3 Strategic Outcome Areas substantially achieved or embedded into business-as-usual activities
●	3 Strategic Outcome Areas progressing through ongoing projects, advocacy and partnerships
●	0 Strategic Outcome Areas identified as requiring corrective action

Overall Implementation Status: ● Progressing Well

The assessment indicates that implementation of the Economic Development Strategy 2024-2029 is progressing strongly. Of the six major implementation areas assessed, three are considered substantially achieved and embedded within ongoing operations, while the remaining three continue to progress through major projects, advocacy programs and partnership initiatives. No strategic theme is assessed as having limited progress. The review demonstrates that the Strategy remains relevant, contemporary and aligned with Council's current priorities regarding housing, tourism, economic diversification, regional advocacy and place activation.

CONSULTATION

Consultation and engagement was conducted through the following mechanisms:

- Council Briefing Sessions;
- Economic Development Officer reports;
- Corporate Business Plan reporting;
- Council Plan major review engagement;
- Local businesses;
- Tourism stakeholders;
- Yued Aboriginal Corporation;
- Wheatbelt Development Commission;
- Regional Development Australia Wheatbelt;
- Tourism Council of WA;
- State Government agencies.

STATUTORY CONTEXT

Local Government Act 1995

Section 5.56 requires local governments to plan for the future of their districts and establish strategic planning frameworks to guide future decision-making.

Integrated Planning and Reporting Framework

The Economic Development Strategy is an informing strategy supporting delivery of the Strategic Community Plan (Council Plan), Corporate Business Plan and Long Term Financial Plan.

CORPORATE CONTEXT

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
2. ECONOMY	Sustainable economic growth and investment occurs across the district.
2.1 Support local business, employment and investment opportunities	Increased housing, business and tourism development opportunities are delivered.
2.2 Diversify the local economy	Emerging industries contribute to economic growth and community prosperity.
2.3 Promote tourism and visitation	Tourism initiatives are implemented and visitor numbers increase.

Delegation

N/A

Policy Implications

Nil

Other Corporate Document

- Council Plan 2026-2036;
- Corporate Business (Integration) Plan;
- Long Term Financial Plan;
- Workforce Plan;
- Asset Management Plan;
- Tourism Action Plan

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Financial Failure to periodically assess implementation of the Economic Development Strategy may result in reduced accountability, ineffective prioritisation of resources and missed economic opportunities	Moderate (3)	Possible (3) Probably occur in most circumstances. At least once per year.	Medium (9)	Operational Manager Managed through annual reporting, Council oversight and integration with the Corporate Business Plan Council consideration.	Regular assessment ensures priorities remain contemporary and resources are directed towards projects delivering measurable economic outcomes.

FINANCIAL IMPLICATIONS

The assessment has been undertaken using existing officer resources. There are no direct financial implications associated with this report. Financial implications associated with individual projects identified within the Strategy remain subject to separate Council consideration through annual budget and external funding processes.

VOTING REQUIREMENTS

Absolute majority required: No

Officer Recommendation

That Council:

1. **RECEIVES** the assessment of the Shire of Victoria Plains Economic Development Strategy 2024-2029 implementation outcomes;
2. **NOTES** the achievements outlined within the Economic Development Strategy Implementation Assessment Matrix;
3. **DETERMINES** that the Economic Development Strategy 2024-2029 remains fit for purpose and continues to provide an appropriate framework for economic development activities within the district;
4. **ACKNOWLEDGES** the integration of the Strategy into the Council Plan 2026-2036, Corporate Business Plan and associated informing strategies; and
5. **REQUIRES** that future reporting occur through Council's integrated planning and reporting framework.

For ____ / Against ____

PUBLIC OCM AGENDA

9.6 Asset Management Plan Improvement Actions – Progress Assessment

File Reference	
Report Date	11 September 2026
Applicant/Proponent	Shire of Victoria Plains
Officer Disclosure of Interest	Nil
Previous Meeting Reference	OCM 26 April 2023 - 2204-07
Prepared by	Sean Fletcher, Chief Executive Officer
Senior Officer	N/A
Authorised by	Sean Fletcher, Chief Executive Officer
Attachments	Attachment 1 – Asset Management Plan 2023–2033 – Page 114 Attachment 2 – Asset Management Plan Improvement Actions Progress Assessment Report – Page 160 Attachment 3 – Building Maintenance Framework – Page 167 Attachment 4 – Parks and Gardens Maintenance Framework -Page 172 Attachment 5 – Parks & Gardens Road Maintenance Framework with overrides - Page 178 Attachment 6 – Road Maintenance Framework - Page 183 Attachment 7 – VP Road Hierarchy - Page 189

PURPOSE

To present a progress assessment of the improvement actions identified within the Shire's Asset Management Plan and determine whether the initiatives implemented since adoption have adequately addressed identified gaps and recommendations.

BACKGROUND

The Shire of Victoria Plains Asset Management Plan 2023–2033 (Attachment 1) provides the strategic framework for management of transport, property, recreation, fleet and equipment assets over a ten-year planning horizon. The Plan identified a number of improvement opportunities relating to condition inspections, maintenance schedules, lifecycle planning, works programming and asset information quality. The Asset Management Plan specifically identified the need to continue developing and refining the works program, review planned asset operation and maintenance schedules, review assets recorded in poor or very poor condition, establish an inventory and condition information for car parks, and implement a cyclical building condition inspection program and five-year capital works program.

Since adoption of the Asset Management Plan, Council has supported implementation of the:

- Building Maintenance Framework;
- Parks and Gardens Maintenance Framework;
- Road Maintenance Framework.

The Building Maintenance Framework, Parks and Gardens Maintenance Framework and Road Maintenance Framework were noted as completed as part of the April 2026 CEO KPI quarterly review, reported to the May 2026 Ordinary Council Meeting.

The Shire has also implemented the Sport and Recreation Master Plan (adopted by Council 23 October 2024), Bridge Asset Management Program and Bridge Inspection Regime, STED Asset Management and Hydraulic Assessment Program, and Plant Replacement Program. Collectively, these initiatives provide the operational, strategic and technical systems needed to implement the Asset Management Plan in practice, improve data quality, strengthen risk management, support service-level delivery and inform future capital works programming.

The Building Maintenance Framework establishes annual inspections for all Shire buildings, bi-annual inspections for aged housing, risk-based prioritisation, annual scheduling and a rolling maintenance pipeline.

The Parks and Gardens Maintenance Framework establishes a service-level hierarchy based on function, public use, risk profile and service expectations, which informs annual inspection frequencies, maintenance standards and allocation of resources.

The Road Maintenance Framework establishes a road hierarchy-based prioritisation model, mandatory priority treatment of school bus routes and an annual process for reviewing defects, condition, risk, available budgets and resources.

The attached progress assessment report reviews these initiatives against the improvement actions contained within the Asset Management Plan and records that the Shire has materially progressed from high-level improvement actions to practical delivery systems (Attachment 2).

COMMENT

The review demonstrates that implementation of the Asset Management Plan has materially progressed, with key frameworks and programs now in place across buildings, parks and gardens, roads, bridges, STED infrastructure, sport and recreation facilities, and plant and fleet assets.

Importantly, the Building Maintenance Framework (Attachment 3), Parks and Gardens Maintenance Framework (Attachment 4) and Road Maintenance Framework (Attachment 5) establish practical annual systems that convert strategic asset management objectives into inspection-driven maintenance programs.

Similarly, the Bridge Asset Management Program and STED Asset Management Program are operational documents that have been used to improve understanding of asset condition, lifecycle risk and future investment requirements, and have been referred to through Council briefing processes.

The Sport and Recreation Master Plan was previously adopted by Council and supports longer-term planning and investment prioritisation for sport and recreation facilities, including facility review, asset rationalisation, co-location opportunities, lease and memorandum of understanding responsibilities, business case requirements and integration with the Long Term Financial Plan.

The Plant Replacement Program 2026–27 to 2032–33 forms part of the annual budget process and provides the mechanism for managing fleet and plant lifecycle requirements through documented replacement cycles, estimated acquisition costs, trade-in values, net changeover costs and forward capital forecasting.

The assessment also identifies tangible funding outcomes associated with improved asset planning. A Special Project Grant allocation of \$454,000 has been confirmed for bridges in 2026–27. Housing Support Program Community Enabling Infrastructure funding for the Edmonds Street project includes \$692,505 for Stage 1 headworks and connections and a further \$465,715 for Stage 2 headworks and connections associated with the caravan park component.

Assessment Matrix Summary

The Assessment Matrix compares the principal gaps and improvement actions identified within the Asset Management Plan against the operational frameworks, programs and funding outcomes now in place. The following table provides a summary of the assessment and includes the relevant RAG status.

AMP gap or improvement action	Response implemented	RAG assessment
Building condition information incomplete	Annual inspections of all Shire buildings and bi-annual aged housing inspections have been established through the Building Maintenance Framework.	● Completed
Lack of structured building maintenance program	Inspection-driven prioritisation, a rolling maintenance pipeline and annual works scheduling have been established.	● Completed
Recreation asset maintenance not linked to service levels	The Parks and Gardens Maintenance Framework establishes a service hierarchy, maintenance frequencies and asset classifications.	● Completed
Recreation asset prioritisation inconsistent	The Parks and Gardens Asset Register documents hierarchy levels and service priorities across Shire locations.	● Completed
Sport and recreation asset planning requires prioritised investment framework	The Sport and Recreation Master Plan provides investment principles, facility review, rationalisation, agreement review, business case requirements and integration with the Long Term Financial Plan.	● Completed / Managed through SRMP
Maintenance schedules require development	Annual maintenance schedules, documented priorities and review arrangements have been established across roads, buildings, parks and gardens.	● Completed
Road maintenance and renewal prioritisation requires structured operational framework	A road hierarchy, annual inspection and defect review process, prioritisation methodology, mandatory school bus route designation and budget integration have been established.	● Completed
Bridge asset lifecycle management not sufficiently detailed	Level 1 routine inspections, Level 2 engineering assessments, structural assessments, renewal planning and a \$454,000 Special Project Grant allocation are in place.	● Completed
Sewer and STED infrastructure not addressed in the Asset Management Plan	Condition review, maintenance planning, capacity modelling, renewal assessment and funded Calingiri sewer and evaporation pond works are in place.	● Completed
Fleet and plant lifecycle planning requires ongoing renewal programming	The Plant Replacement Program 2026–27 to 2032–33 provides replacement-cycle planning, annual budget review, trade-in assumptions and forward capital forecasting.	● Completed / Managed through separate program
Long-term capital works planning requires improvement	Asset-specific forward programs now support roads, plant, bridges and STED infrastructure, together with annual budget and Asset Management Plan review processes.	● Substantially Completed

Traffic Light (RAG) legend

- **Completed:** Action implemented or managed through an adopted or established program.
- **Partially Addressed:** Operational arrangements exist, with further Asset Management Plan review required.
- **Not Yet Addressed:** No current framework or program has been identified.

The Assessment Matrix records all 11 principal improvement areas as completed, managed through an adopted or established program, or substantially completed. No principal action within the matrix is assessed as red.

The detailed review also identifies residual minor asset components, including cemeteries, street furniture, footpaths, drainage-related assets and other minor civil or community infrastructure. These assets are generally managed through existing operational maintenance, road and parks activities, renewal works and annual budget processes, and should be specifically considered as part of the next Asset Management Plan update.

The review concludes that the majority of identified improvement actions have now been completed or substantially completed, resulting in a significant increase in the Shire's overall asset management maturity.

Continued refinement will be managed through future Asset Management Plan reviews, annual budget processes and service-level monitoring, particularly in relation to long-term capital forecasting, integration of inspection outcomes into renewal programs, alignment with the Long Term Financial Plan and review of residual minor asset components.

CONSULTATION

Consultation and engagement was conducted through the following mechanisms:

- Council Briefing Sessions;
- Senior Management Team.

STATUTORY CONTEXT

Although there is no statutory requirement for Council to adopt or review this specific assessment report, the item relates to the Shire's obligations under:

1. Section 5.56 of the *Local Government Act 1995* requiring local governments to plan for the future of the district;
2. Part 2, Division 3 of the Local Government (Administration) Regulations 1996, including Regulations 19AA to 19DA relating to strategic planning;
3. Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Framework and Guidelines.

The Asset Management Plan is an informing strategy supporting the Council Plan, Corporate Business Plan and Long Term Financial Plan. This assessment provides Council with information regarding implementation of recommendations identified within that informing strategy.

The report is therefore presented for Council information and noting rather than for adoption as a statutory plan.

CORPORATE CONTEXT

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES		WE KNOW WE ARE SUCCEEDING WHEN	
4. CIVIC LEADERSHIP			
4.3 Proactive and well governed Shire	External audits and reviews confirm compliance		
	We have sound financial management policies and attract external funding to help achieve our goals		
	Councillors attend training and feel supported in their role		
	Council is supported by a skilled team		

The progress assessment reviews the implementation and effectiveness of improvement actions identified within the Asset Management Plan. It demonstrates progress in strengthening asset condition information, maintenance programming, lifecycle planning, renewal forecasting and alignment between asset management and long-term financial planning.

The assessment also supports the Resource Management objective of integrating asset, finance and workforce planning by using the Shire's people and resources to protect and enhance infrastructure, deliver services sustainably, improve risk management and support well-informed investment decisions. Key inputs include asset condition data, community service-level expectations, the Long Term Financial Plan, and relevant technical and service requirements.

Policy Implications

Asset Management Policy 14.4

The Asset Management Plan, Asset Management Strategy and associated operational frameworks have been developed and implemented in accordance with Asset Management Policy 14.4.

Other Corporate Documents

1. Asset Management Strategy;
2. Asset Management Plan;
3. Council Plan;
4. Corporate Business Plan;
5. Long Term Financial Plan;
6. Workforce Plan;
7. Annual Building Maintenance Framework;
8. Annual Parks and Gardens Maintenance Framework;
9. Annual Road Maintenance Framework;
10. Bridge Asset Management Program;
11. STED Asset Management Program;
12. Sport and Recreation Master Plan; and
13. Plant Replacement Program 2026–27 to 2032–33.

The Sport and Recreation Master Plan and Plant Replacement Program operate as separate but aligned planning instruments that address recreation facility planning and fleet and plant lifecycle management respectively.

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Financial Impact/Service Interruption Failure to implement asset management improvement actions results in deterioration of asset information quality, ineffective maintenance planning, poor asset investment decisions and increased whole-of-life infrastructure costs.	Moderate (3) Medium term service interruption with backlog cleared by additional resources (< 1 week). Financial impact between \$50,001 and \$250,000.	Possible (3) The event should occur at some time (20% chance). At least once in 3 years.	Moderate (9)	Operational Manager A Moderate residual risk is acceptable with established controls, specific procedures and semi-annual monitoring. Residual improvement areas will be addressed through future Asset Management Plan reviews, annual budgets and long-term financial planning.	The risk has reduced but remains Moderate while residual minor asset components are progressively incorporated into future condition, renewal and long-term financial planning.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with receiving this report.

The implementation of asset management improvement initiatives supports more informed budgeting, lifecycle planning, renewal forecasting and long-term financial sustainability.

The assessment records existing funding outcomes that demonstrate the connection between asset planning, project readiness and external funding. These include the \$454,000 bridge Special Project Grant allocation for 2026–27 and Housing Support Program Community Enabling Infrastructure funding supporting sewer extension, connection and evaporation pond upgrade works associated with the Edmonds Street development.

Future financial implications arising from inspections, condition assessments, renewal programs or updated asset information will be considered through the annual budget, Long Term Financial Plan and future capital works programming processes.

VOTING REQUIREMENTS

Absolute majority required: No

Officer Recommendation

That Council:

1. **RECEIVES** the Asset Management Plan Improvement Actions Progress Assessment Report included as Attachment 2.
2. **NOTES** that the Building Maintenance Framework (Attachment 3), Parks and Gardens Maintenance Framework (Attachment 4) and Road Maintenance Framework (Attachment 5) establish the key operational systems that have substantially addressed the principal improvement actions identified within the Shire's Asset Management Plan.
3. **NOTES** that ongoing refinement, including review of residual minor asset components and alignment with operational, adopted and budget-based planning documents, will be managed through future reviews of the Asset Management Plan, Asset Management Strategy, Long Term Financial Plan and Corporate Business Plan (Implementation Plan).

For ____ / Against ____

ASSET MANAGEMENT PLAN 2023-33



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Author: Ben Symmons – AIM Consultants

Date: 1 December 2022



EXECUTIVE SUMMARY

The Shire of Victoria Plains is a service providing organisation. Our services are underpinned by many different physical assets. This includes roads, paths, drainage, buildings, recreation spaces, fleet and equipment.

Ensuring that the Shire meets the service needs of current and future users is important to us. To do this, the Shire takes a long-term management view. This view, and the plans and strategies that

the Shire has for its assets, are referenced within this document.

This Asset Management Plan (AMP) is maintained as a live document to ensure that it remains up to date. It integrates with the Shire's Strategic Community Plan so that it is balanced against our long-term vision. It is also structured around the four major service areas of:



This AMP considers a future planning view of ten years. The Shire understands that over this time, the way that the community uses our services will change. This means that our assets may also have to change.

In total, the Shire's assets have a combined fair value of \$149.5million, and a replacement cost in excess of \$211.3million. These assets collectively depreciate by about \$9.4million each year as they age and wear. The Shire then often replaces assets at the end of their physical lives, so that services can be maintained.

Overall, the Shire's assets are generally in an average to good condition. However, at least 11% of inspected assets are currently in either a poor or very poor condition. This means that

there is a potential \$18.9million backlog of renewal work, which may be difficult to manage within the Shire's normal business activities. An improvement action has been captured within this AMP to consider this position. In addition, there is also further scope to improve the robustness of the Shire's recorded asset condition data and capital works programmes.

The Shire strives to ensure that the quality of the four services is provided at the level required by our community, at a cost that it can afford. To assist in understanding service delivery performance, the Shire is starting to monitor service level indicators. In future versions of the AMP, these indicators will assist the Shire in its decision making.

WHY DOES THE SHIRE PROVIDE ASSETS?

Physical infrastructure assets exist for the single purpose of facilitating the delivery of services. This includes core services such as governance, transport, recreation and culture, housing, and community amenities. These services help the Shire to support a perfect lifestyle, and be a place to grow.

This document is the Shire's Asset Management Plan (AMP). It seeks to outline the activities and strategies that will be carried out for the Shire's transport, property, recreation, fleet and equipment assets over the next ten financial years (2023/24 to 2032/33).



WHAT IS ASSET MANAGEMENT?

The role of Council is to deliver services that help realise the community's vision for the Shire. This vision is defined within the Shire's Strategic Community Plan. The various services that are then required to be delivered, often demand the provision of physical assets.

Assets can be challenging to provide, operate, maintain and renew in a sustainable way and with limited financial resources. Good asset management practices seek to take a long-term planning view, that balance service quality, against the cost to the community.

WHAT IS OUR ASSET PORTFOLIO?

The Shire's assets provide an integrated service with other private, local government and state government infrastructure. Our AMP is structured around the four major service areas shown below (with their respective fair values):



WHAT IS IN THE ASSET MANAGEMENT PLAN?

Each of the four service area sections in this AMP are structured the same. They outline:

- What assets we have and what they're worth
- What physical condition our assets are in
- How confident we are in the accuracy of our asset knowledge
- How well the service is performing
- How we think the service is likely to change in the future
- How much we think the assets will cost to operate, maintain, renew, build and buy

In addition, the AMP also records:

- How community demand for our services and assets may have historically changed
- How we plan to manage our assets
- How the Shire assesses its data confidence
- Whether the four service areas are economically sustainable
- How the Shire will improve its asset management



HAS THE DEMAND FOR SERVICES AND ASSETS HISTORICALLY CHANGED?

Historically our community, economy and environment has changed. In turn, this has required many of the services and assets that the Shire provides to also evolve to meet different needs. Looking backwards, some of the major drivers of service change may have been.

	VEHICLE OWNERSHIP	Fell from 329 to 279 households (2006 to 2021). (Source: ABS).
	TRAVEL MODES	Number of people travelling to work remained unchanged at 314 (2001 to 2016). (Source: ABS).
	TRAVEL MODES	71% of all trips to work are as a car driver (2016), up from 51% (2001). (Source: ABS).
	POPULATION	Fell from 901 to 812 people (2006 to 2021). (Source: ABS).
	DEMOGRAPHICS	Median age rose from 39 to 48 (2006 to 2021). (Source: ABS).
	TOURISM	Number of visitors to the 'golden outback' region grew from 1.10m to 1.25m (2020 to 2021). (Source: Tourism WA).
	ANNUAL RAINFALL	Fell from ~490mm to ~410mm (1912 to 2021). (Source: BOM).
	ANNUAL TEMPERATURE	Rose from mean maximum of ~34.6C to ~35.8C (1966 to 2021). (Source: BOM).

By looking forward, while being mindful of the past, this AMP identifies what the most likely drivers of future change will be. To meet the challenges that will arise from service change, the Shire has identified mitigation actions that will be carried out. These are recorded within each respective service area.

HOW DOES THE SHIRE MANAGE ITS ASSETS?

All our assets have a lifecycle, though the length can vary significantly. For example, we replace our fleet assets more often than our buildings. Despite this, their lifecycles tend to commence with the identification of the need for an asset, and ends with its decommissioning (e.g. disposal, demolition etc.). A key goal is to try to provide and manage assets sustainably. This means that the Shire aims to renew assets at suitable times, when funding is available, to keep costs down and limit our risk exposure.

We manage our assets through three distinct stages. The Shire's approach to each stage is as follows.

OPERATION AND MAINTENANCE WORKS

Ideally, our assets are operated and maintained by employing planned strategies. We do this through regular inspection/monitoring, and through some planned operation and maintenance schedules. For example, this includes maintenance such as corrective (e.g. pothole filling), and preventative (e.g. servicing and painting). Each planned task occurs at defined periods, and is specific to asset types, their relevant importance and risk profile. However, there is scope to improve the breadth and robustness of the schedules. This is an improvement action within the AMP.

RENEWAL WORKS

The need for assets to be renewed can be triggered by a number of different drivers. This includes:

Physical condition - Assets are periodically inspected to determine their physical condition. Using this information, the Shire then predicts assets' potential year of renewal. Staff then consider these assets to determine the final timing, scope and budget of any future renewal project.

Age and/or Usage - The renewal of some assets (e.g. Fleet & IT) is driven through the establishment of optimal replacement triggers such as age and/or usage. These

typically strive to balance cost, safety, reliability and functionality.

Strategy - Other Shire strategies can also trigger renewal works. For example, this can include the Strategic Community Plan, Corporate Business Plan, disability access and inclusion initiatives and the availability of external funding.

After projects have been identified, they are then listed on to the AMP works programme. The AMP has identified the need for the works programme to be further developed. This is an improvement action within the AMP.

UPGRADE & NEW WORKS

The need for new and/or upgraded assets (e.g. to meet a service deficiency) can be identified from a number of potential sources. This includes the Shire's Strategic Community Plan, Corporate Business Plan and Disability Access and Inclusion Plan. Each potential project is investigated and considered by Shire staff, and where valid, often prioritised against similar projects. Approved projects are then listed on to the AMP works programme.

HOW DOES THE SHIRE ASSESS ITS DATA CONFIDENCE?

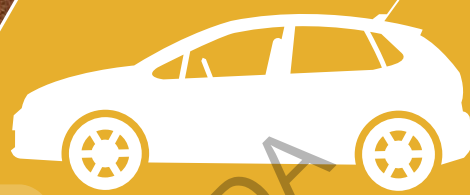
Although the Shire records asset data for inventory, condition and value, it is important to understand how confident it is of the accuracy. This assists in determining the confidence that we can put in the outcomes that result (e.g. works programmes and valuations). It also allows the Shire to target where data improvements are required. The Shire assesses its confidence in asset data using the following grading scale.

CONFIDENCE GRADE	ACCURACY	CONFIDENCE GRADE GENERAL MEANING
HIGHLY RELIABLE	± 2%	Data based on sound records, procedures, investigations and analysis which is properly documented and recognised as the best method of assessment.
RELIABLE	± 10%	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation.
UNCERTAIN	± 25%	Data based on sound records, procedures, investigations and analysis which are incomplete or unsupported, or extrapolation from a limited sample for which highly reliable or reliable grade data is available.
VERY UNCERTAIN	± 40%	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.
UNKNOWN	Nil	None or very little data held.

Source: IPWEA International Infrastructure Management Manual (IIMM)



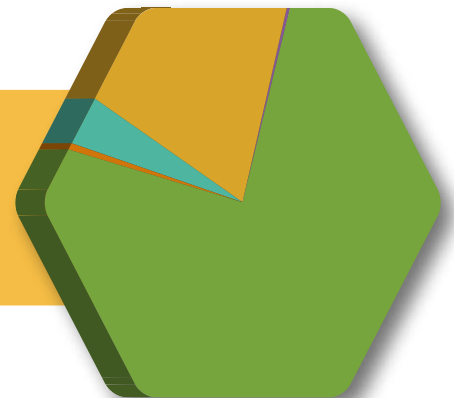
ABOUT THE TRANSPORT SERVICE



PUBLIC OCM AGENDA

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

Our Transport network is the largest asset group both in size and value. The individual asset classes that make up this network are as follows.



TOTAL:
CRC: \$136,039,252
Fair Value: \$188,442,050



CAR PARKS

Quantity: **Unknown**
Fair Value: **Unknown**
Total CRC: **Unknown**
CRC Percentage: **Unknown**



PATHS

Quantity: **6km**
Fair Value: **\$584,509**
Total CRC: **\$794,352**
CRC Percentage: **<1%**



STREET FURNITURE

Quantity: **1 bus shelter**
Fair Value: **\$5,400**
Total CRC: **\$6,000**
CRC Percentage: **<1%**



DRAINAGE

Quantity: **1,104 culverts**
27m pipes, 4 pits,
1,556km table drains
Fair Value: **\$23,605,862**
Total CRC: **\$39,661,965**
CRC Percentage: **21%**



ROADS

Quantity: **808km**
Fair Value: **\$109,730,981**
Total CRC: **\$141,139,733**
CRC Percentage: **75%**



STRUCTURES

Quantity: **7 bridges**
Fair Value: **\$2,112,500**
Total CRC: **\$6,840,000**
CRC Percentage: **4%**

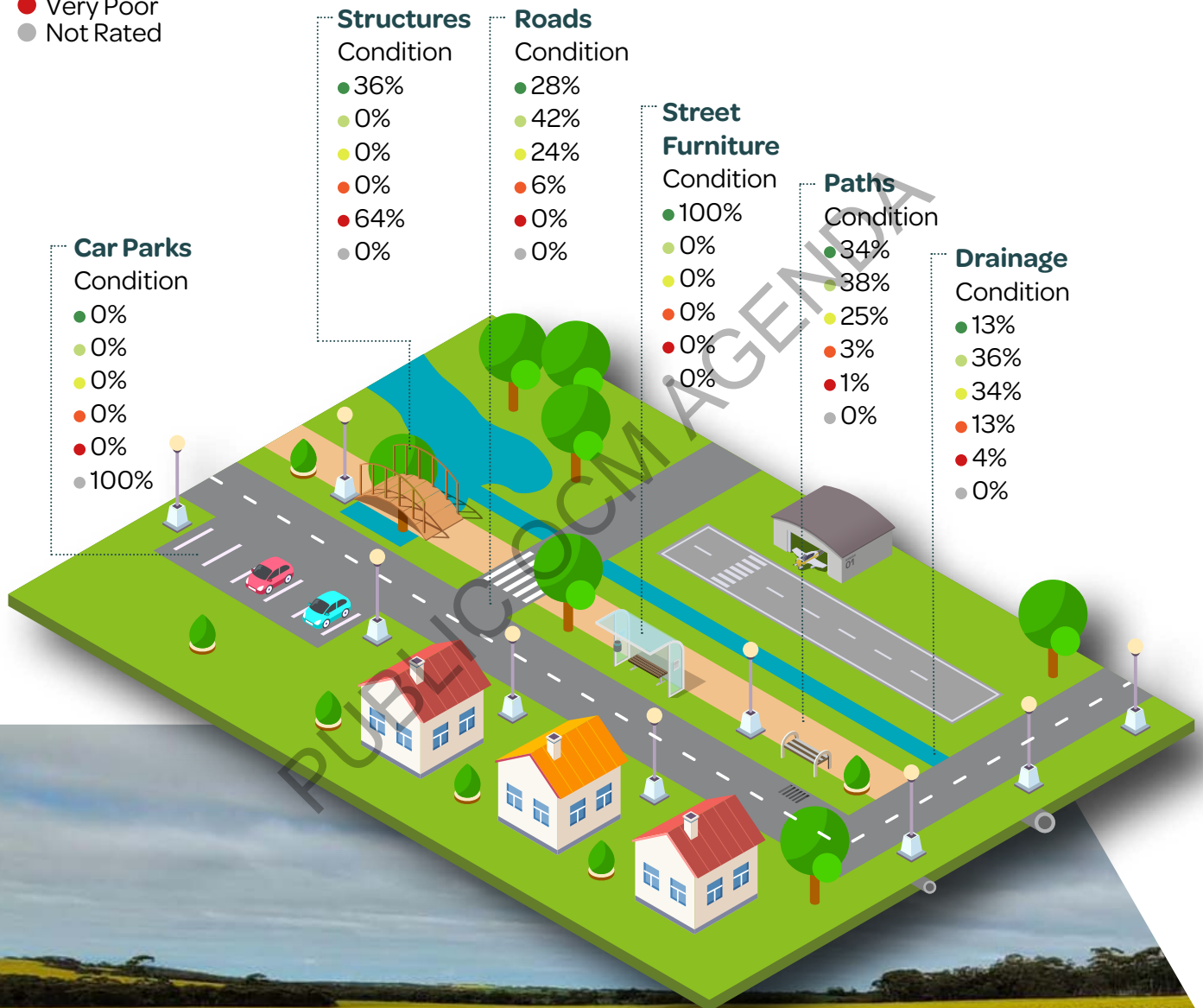
The Current Replacement Costs (CRC) are how much the assets are worth 'as new'.
The Fair Values are how much they are worth in their current physical state.

WHAT'S THE CONDITION?

The condition of all transports assets is reported on a very good to very poor rating scale. The condition data is used for a variety of other outputs, including predicting when assets may need renewing, and calculating how much they are worth in their current physical state (fair value). The condition of our transport assets, by replacement cost, is as follows.

State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Not Rated



HOW CONFIDENT ARE WE?

The Shire's current confidence in its transport asset data is:

ASSET CLASS		INVENTORY	CONDITION	VALUATION
CAR PARKS		UNKNOWN	UNKNOWN	UNKNOWN
DRAINAGE		RELIABLE	RELIABLE	RELIABLE
PATHS		HIGHLY RELIABLE	HIGHLY RELIABLE	HIGHLY RELIABLE
ROADS		RELIABLE	RELIABLE	RELIABLE
STREET FURNITRE		HIGHLY RELIABLE	HIGHLY RELIABLE	HIGHLY RELIABLE
STRUCTURES		HIGHLY RELIABLE	HIGHLY RELIABLE	HIGHLY RELIABLE



HOW IS THE SERVICE PERFORMING?

The Shire needs to ensure that the service performance delivered by our transport assets meets the needs of users. However, the quality of the service can be varied, and in turn this can influence overall cost. Generally, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the transport service at a level that the community desires and is willing to pay.

Service Levels

Service levels describe the quality performance that the Shire aims to provide for its transport service. These have been developed through consideration of strategic and customer inputs.

Strategic Inputs

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the transport service. This showed that the following strategic outcomes are of high importance. Service levels have then been selected for these, so that their performance can be monitored.

INPUT	STRATEGIC OUTCOME	KPI(S)
SCP 1.1 Healthy, connected and safe communities	Maintain and extend the footpath network	Accessibility (paths)
SCP 2.2 Safe and efficient transport network enables economic growth	Local benefits are delivered through our active participation in the Wheatbelt Secondary Freight Network	Accessibility Safety (roads and drainage)
	Safe and well maintained connection to Great Northern Hwy	
	Less impact on our roads due to extreme weather events and increased vehicle tonnage (road engineering, stormwater management)	
DAIP Outcome 1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority	Parking spaces for people with disabilities to be allocated at key access positions at library / Shire offices	Accessibility (car parks)

Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). In 2022, Shire staff considered who the major stakeholders are of its transport service. Five were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required. These have been used with the Strategic Input KPIs as the basis for the AMP's transport service levels.

- Condition (3 occurrences)
- Quality (3 occurrences)



SERVICE LEVEL TARGETS AND PERFORMANCE

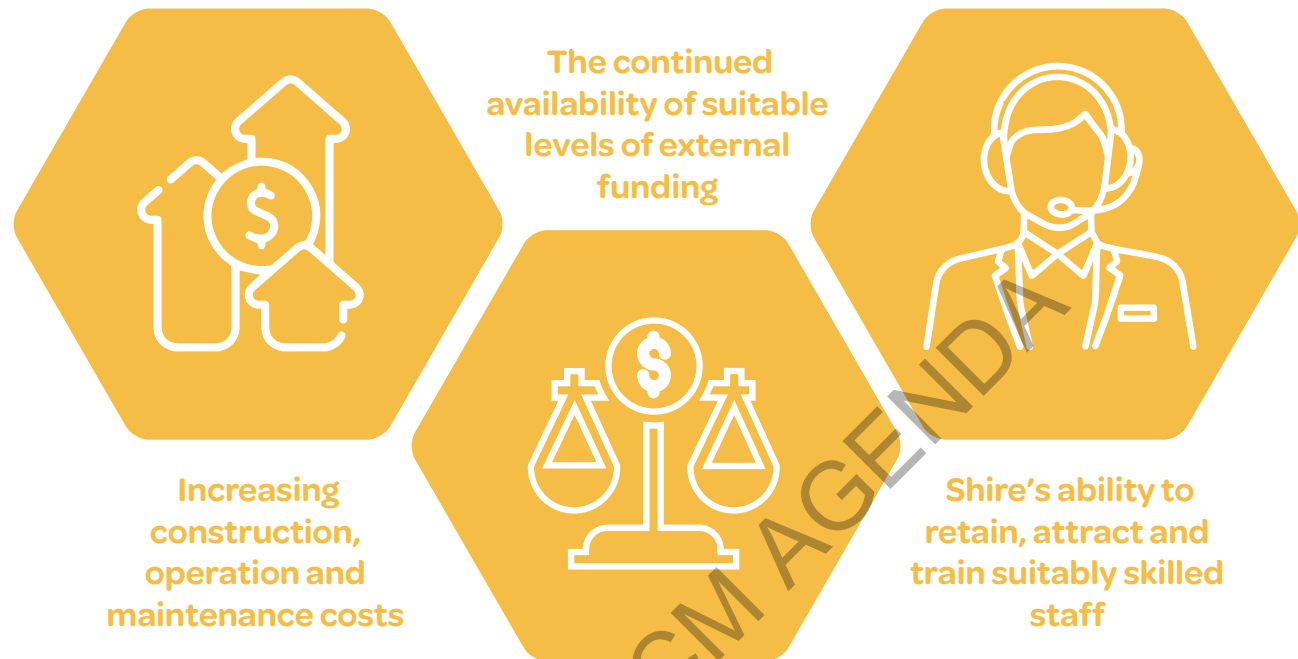
The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its transport service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	SCP	Percentage of survey respondents who are at least satisfied with their ability to access the Shire's path network.	To be determined	Unknown
Accessibility	SCP	Percentage of survey respondents who are at least satisfied with their ability to access the road network when required.	To be determined	Unknown
Accessibility	DAIP	Percentage of Shire car parks that meet disability access standards.	To be determined	Unknown
Condition	Stakeholders	Percentage of transport assets that are at least in an average condition (by CRC value).	To be determined	88%
Quality	Stakeholders	Percentage of survey respondents who are at least satisfied with the quality of transport assets (e.g. fit for purpose).	To be determined	Unknown
Safety	SCP	Percentage of survey respondents who are at least satisfied with the safety of the transport service.	To be determined	Unknown

HOW IS THE SERVICE CHANGING?

Transport continues to evolve, driven by factors such as fuel types, technology, automation, demographics and even social past times. Looking forward over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for transport services.

Future change drivers



Change mitigation

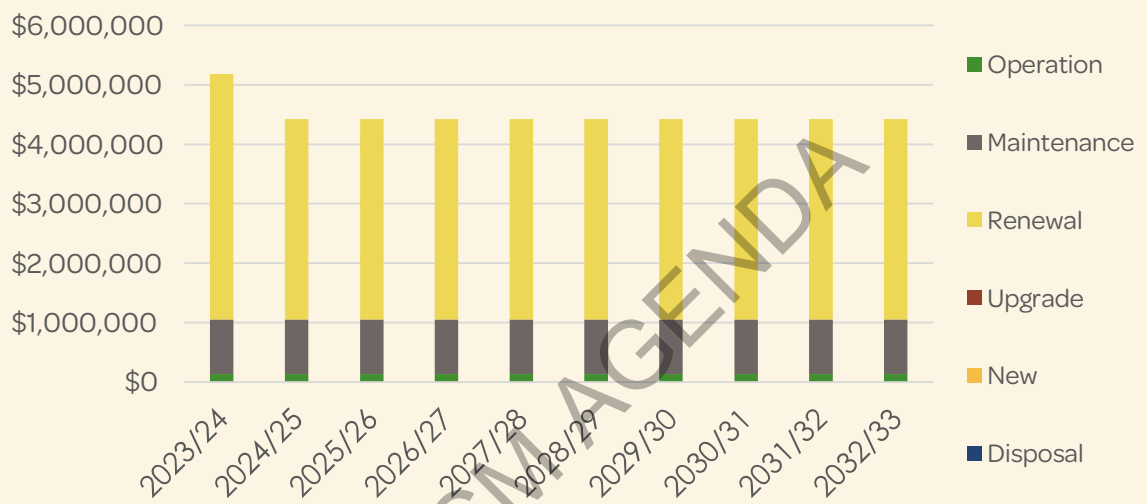
To meet the challenges that will arise from service change, the Shire plans to:

- Maintain appropriate road asset data (e.g. road imagery, traffic data etc) so that grants (i.e. Disaster Recovery Funding Arrangements (DRFAWA)) can be accessed when required.
- Maintain an accurate long term capital works programme, so that projects are ready for grant opportunities, and can be appropriately funded by the long term financial plan.
- Continue to engage with State Government on funding opportunities, legislation & policy.
- Continue to maintain and implement the Workforce Management Plan.



WHAT WILL THE SERVICE COST?

The transport network represents a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost to deliver the agreed performance. On an annual basis, the works programme used by this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Transport Service Cost

<Pending LTFP update>

Projected Transport Service Cost vs Available Funding

ABOUT THE PROPERTY SERVICE

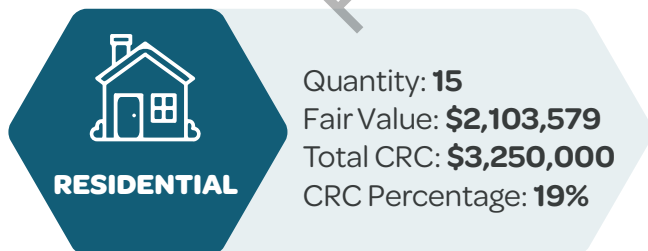


PUBLIC OCM AGENDA



WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While our property asset portfolio is not our largest asset class in terms of size or value, it is the most complex in terms of the range of services that it underpins. The different property types that make up the Shire's portfolio are as follows.



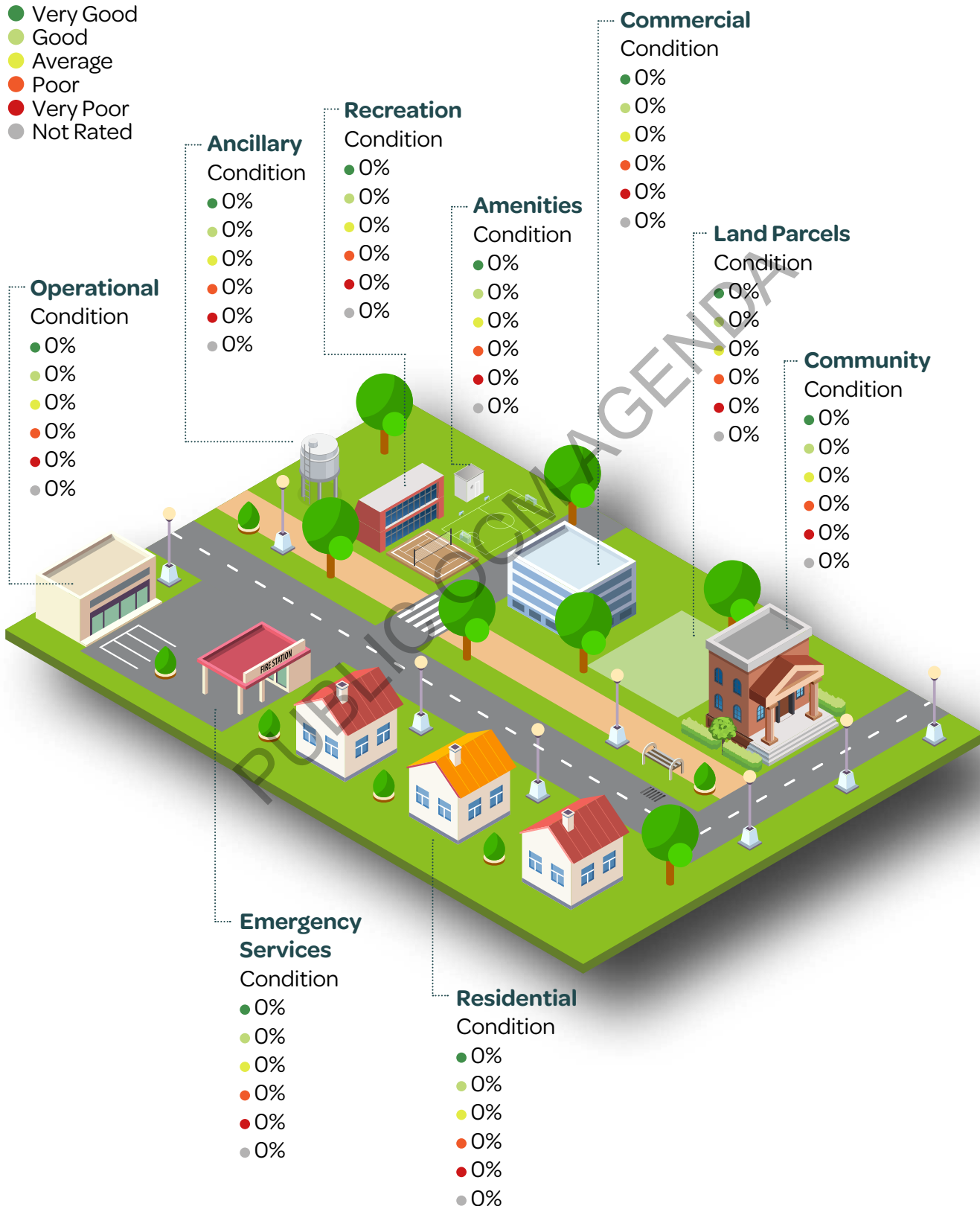
The Current Replacement Costs (CRC) are how much the assets are worth 'as new'.
 The Fair Values are how much they are worth in their current physical state.

WHAT'S THE CONDITION?

At present, the Shire does not hold formal data on the condition of its buildings. An improvement action to develop an ongoing inspection process has been listed.

State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Not Rated



HOW CONFIDENT ARE WE?

The Shire's current confidence in its property asset data is:

ASSET CLASS		INVENTORY	CONDITION	VALUATION
AMENITIES		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE
COMMERCIAL		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE
COMMUNITY		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE
EMERGENCY SERVICES		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE
OPERATIONAL		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE
RECREATION		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE
RESIDENTIAL		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE
LAND PARCELS		 HIGHLY RELIABLE		 HIGHLY RELIABLE
ANCILLARY		 HIGHLY RELIABLE	 UNCERTAIN	 RELIABLE

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our property assets meets the needs of users. However, the quality of service can be varied, and in turn this has an effect on overall cost. As a general rule, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the property service at a level that the community desires and is willing to pay.

Service Levels

Service levels describe the quality performance that the Shire aims to provide for its property service. These have been developed through consideration of strategic and customer inputs.

Strategic Inputs

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the property service. This showed that the following strategic outcomes are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

INPUT	STRATEGIC OUTCOME	KPI(S)
SCP 1.3 Recreational, social and heritage spaces are safe and are activated	Shire owned community buildings and places of interest are well maintained and used	Condition Usage
SCP 2.1 We understand traditional and emerging industries across the Shire	We can attract and retain staff because we maintain and increase our housing stock	Fit for purpose
SCP 2.3 Visitors have a positive experience across our communities	Clean, accessible and modern public toilets	Accessibility Quality
DAIP Outcome 1. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority	Additional Public Toilet facilities for people with disabilities to be made available	Accessibility



Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During 2022, Shire staff considered who the major stakeholders are of its property service. Five were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Condition (3 occurrences)



SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its property service performance.

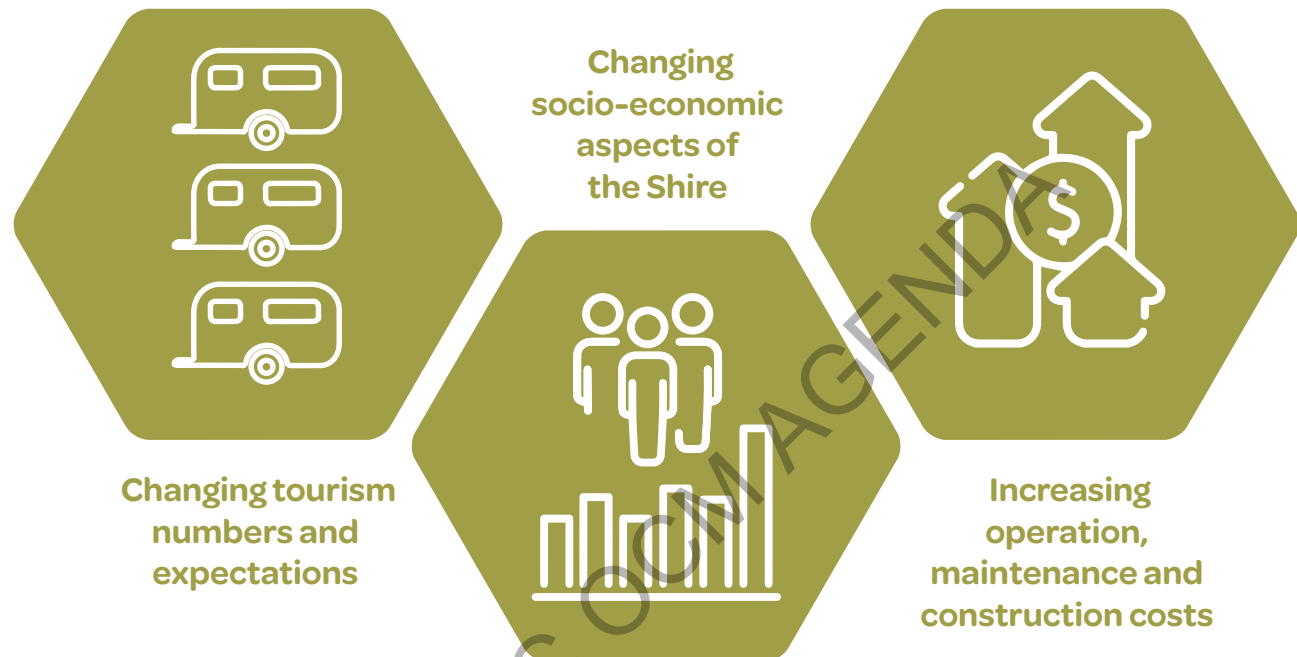
KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	DAIP & SCP	Percentage of Shire public toilets that meet the DAIP and Disability Discrimination Act requirements.	To be determined	Unknown
Condition	SCP & Stakeholders	Percentage of buildings, by current replacement cost, at or above a condition rating of average.	To be determined	Unknown
Fit for purpose	SCP	Percentage of staff who are at least satisfied that the Shire's residential buildings meet their needs.	To be determined	Unknown
Quality	SCP	Percentage of survey respondents who are at least satisfied with the quality of Shire public toilets.	To be determined	Unknown
Usage	SCP	Percentage of buildings at or above their target usage rate.	To be determined	Unknown

HOW IS THE SERVICE CHANGING?

With a diverse portfolio, and a long history, many of our buildings no longer support the services they were initially designed for. Looking forward, our buildings will need to continue to adapt as our community and environment also changes.

Future change drivers

Over the life of this Plan, the Shire considers the following drivers to most likely affect the demand for property services.



Change mitigation

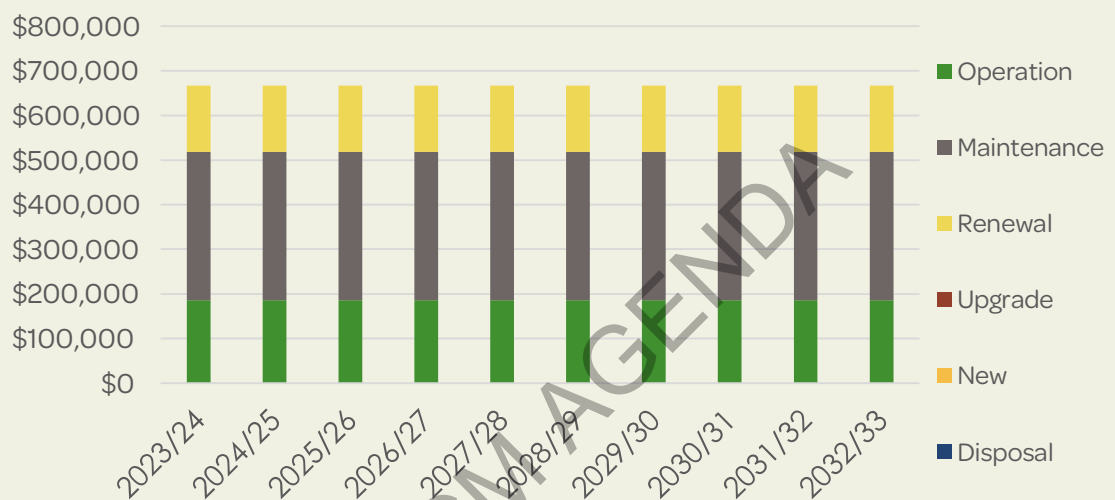
To meet the challenges that may arise from service change, the Shire plans to:

- Continue to monitor the usage levels of tourism focussed buildings, so that they meet user's needs.
- Monitor the performance of the AMP's property service levels KPIs.
- Continue to develop the AMP works programme, to accurately understand the long-term financial needs of the property portfolio.
- Work with state and federal government agencies to ensure that external funding remains available and sufficient to fund property asset works.



WHAT WILL THE SERVICE COST?

Properties represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost, to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Property Service Cost

<Pending LTFP update>

Projected Property Service Cost vs Available Funding

ABOUT THE RECREATION SERVICE



WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

While the Shire's recreation places have a relatively small value when compared to other service assets, they are extremely important to the community. The different recreation place types that make up the Shire's portfolio are as follows.



The Current Replacement Costs (CRC) are how much the assets are worth 'as new'.
 The Fair Values are how much they are worth in their current physical state.



WHAT'S THE CONDITION?

The condition of recreation places is reported on a very good to very poor rating scale. The condition data is used for a variety of outputs, including predicting when assets may need renewing, and calculating how much they are worth in their current physical state (fair value).

The current condition of our recreation places, by replacement cost, is as follows.

State of our Assets

- Very Good
- Good
- Average
- Poor
- Very Poor
- Not Rated

Active Spaces

Condition

- 5%
- 39%
- 9%
- 34%
- 13%
- 0%

Cemeteries/ Memorials

Condition

- 23%
- 5%
- 54%
- 17%
- 0%
- 0%

Tourism Spaces

Condition

- 0%
- 37%
- 20%
- 43%
- 0%
- 0%

Passive Spaces

Condition

- 0%
- 35%
- 44%
- 21%
- 0%
- 0%

Building Surrounds

Condition

- 14%
- 13%
- 53%
- 20%
- 0%
- 0%



HOW CONFIDENT ARE WE?

The Shire's current confidence in its recreation asset data is:

ASSET CLASS		INVENTORY	CONDITION	VALUATION
ACTIVE SPACES		RELIABLE	RELIABLE	RELIABLE
BUILDING SURROUNDS		RELIABLE	RELIABLE	RELIABLE
CEMETERIES / MEMORIALS		RELIABLE	RELIABLE	RELIABLE
PASSIVE SPACES		RELIABLE	RELIABLE	RELIABLE
TOURISM SPACES		RELIABLE	RELIABLE	RELIABLE

HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our recreation assets meets the needs of users. However, the quality of this service can be varied, and in turn this has an effect on overall cost. As a general rule, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the recreation service at a level that the community desires and is willing to pay.

Service Levels

Service levels describe the quality performance that the Shire aims to provide for its recreation service. These have been developed through consideration of strategic and customer inputs.

Strategic Inputs

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to the recreation service. This showed that the following strategic outcomes are of high importance. Service levels have then been selected for these outcomes, so that their performance can be monitored.

STRATEGIC PRIORITY	STRATEGIC OUTCOME	KPI(S)
SCP 1.3 Recreational, social and heritage spaces are safe and are activated	Sport and recreation facilities are planned, maintained and developed in a coordinated manner, aligned with community need	Condition Fit for purpose
SCP 2.3 Visitors have a positive experience across our communities	Our parks and community spaces are green, tidy and accessible	Accessibility Aesthetics
	Visitors receive timely and accurate information about attractions and amenities	Information



Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During 2022, Shire staff considered who the major stakeholders are of its recreation service. Four were identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Availability (3 occurrences)
- Condition (3 occurrences)



SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its recreation service performance.

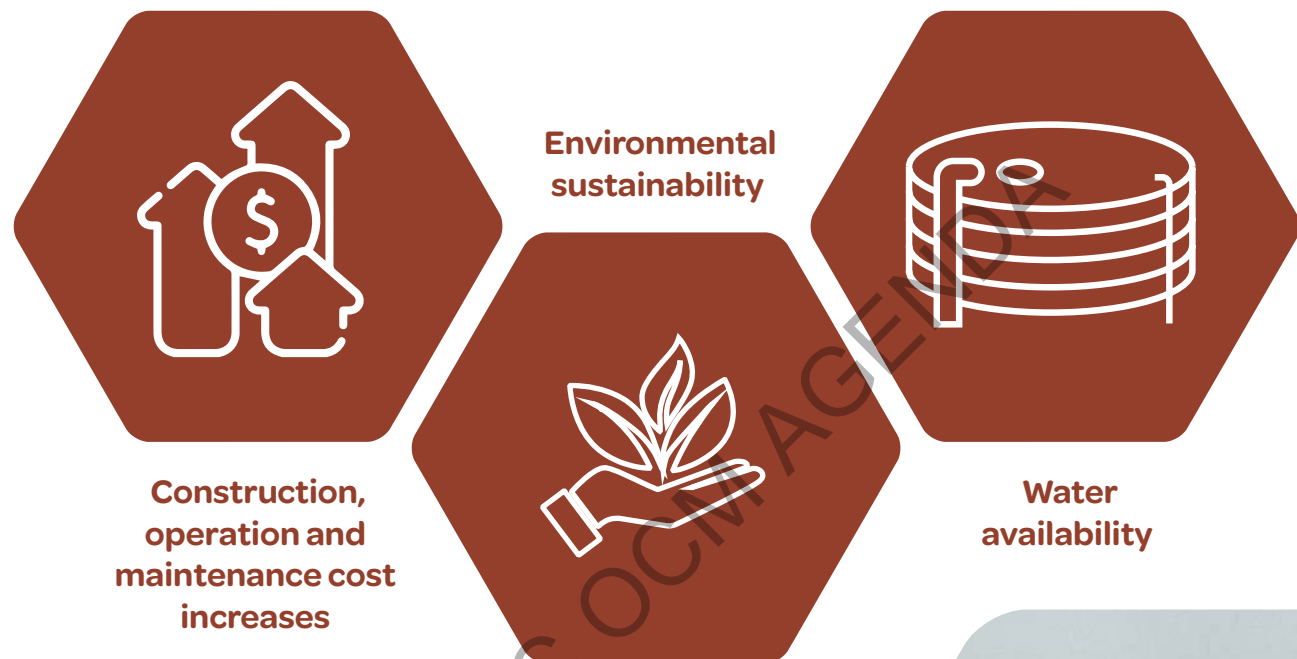
KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Accessibility	SCP	Percentage of recreation places that comply with Disability and Discrimination Act requirements.	To be determined	Unknown
Aesthetics	SCP	Percentage of survey respondents at least satisfied with recreation places' aesthetic appeal.	To be determined	Unknown
Availability	Stakeholders	Percentage of survey respondents at least satisfied with their ability to use recreation places when required.	To be determined	Unknown
Condition	SCP & Stakeholders	Percentage of recreation assets, by current replacement cost, at or above a condition rating of average.	To be determined	60%
Fit for purpose	SCP	Percentage of survey respondents that are at least satisfied that the Shire's recreation places meet their needs.	To be determined	Unknown
Information	SCP	Percentage of surveyed visitors who are at least satisfied with their ability to access timely and accurate information about attractions and amenities.	To be determined	Unknown

HOW IS THE SERVICE CHANGING?

Recreation services often underpin our community fabric and enables people to come together. However, the breadth of recreation choices is likely to have never been so large. This presents many challenges when trying to provide the right assets and services for the community's needs.

Future change drivers

Over the life of this Plan, the Shire considers the following drivers to likely affect the demand for recreation services.



Change mitigation

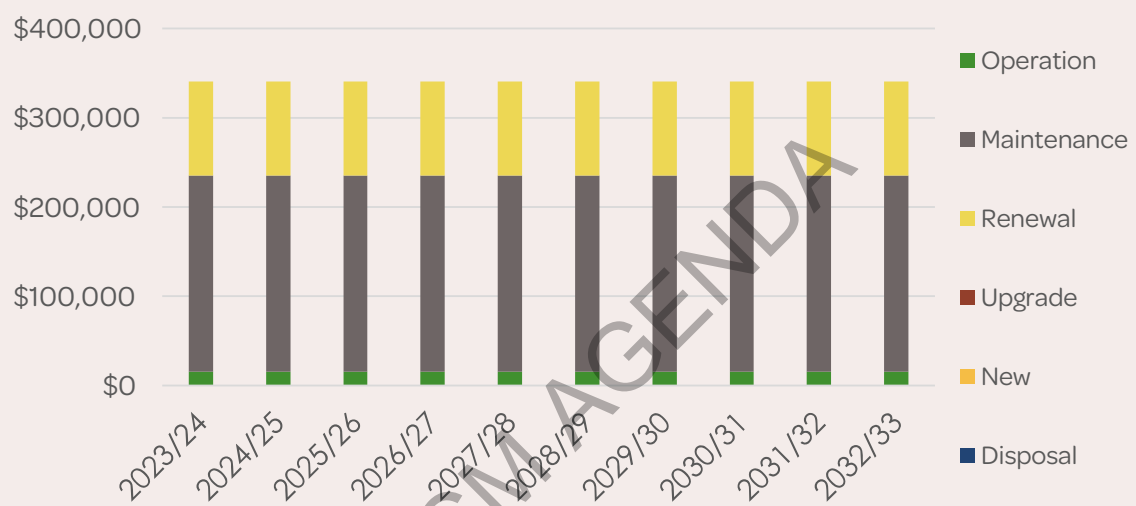
To meet the challenges that will arise from service change, the Shire plans to:

- Monitor the use of power and water on recreation places, and continue to transition to sustainable sources.
- Continue to develop the AMP works programme, to accurately understand the long-term financial needs of the recreation service.
- Work with other government agencies, so that available external funding can be accessed for capital works, wherever possible.



WHAT WILL THE SERVICE COST?

Recreation places represent a significant ongoing cost commitment to our community. To ensure that we can continue to sustainably provide the service, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the service will cost to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Recreation Service Cost

<Pending LTFP update>

Projected Recreation Service Cost vs Available Funding

ABOUT THE FLEET & EQUIPMENT SERVICE



PUBLIC OCM AGENDA

WHAT DO WE HAVE AND WHAT ARE THEY WORTH?

The Shire's fleet & equipment asset portfolio is crucial in enabling many of our operational day to day tasks to be completed. The different asset types that make up the portfolio are:



TOTAL: 122
Fair Value: \$4,579,811



**FURNITURE,
EQUIPMENT
& IT**

Quantity: **69**
Fair Value: **\$2,086,160**
Fair Value
Percentage: **49%**

The Fair Values are how much assets are worth in their current physical state.



**PLANT &
VEHICLES**

Quantity: **53**
Fair Value: **\$2,493,651**
Fair Value
Percentage: **51%**



HOW CONFIDENT ARE WE?

The Shire records inventory and valuation data for its fleet & equipment assets.
The Shire's current confidence in its data is:

ASSET TYPE		INVENTORY	VALUE
FURNITURE, EQUIPMENT & IT		 HIGHLY RELIABLE	 HIGHLY RELIABLE
PLANT & VEHICLES		 HIGHLY RELIABLE	 HIGHLY RELIABLE



HOW IS THE SERVICE PERFORMING?

The Shire seeks to ensure that the service performance delivered by our fleet & equipment assets meets the needs of users. However, the quality of this service can be varied, and in turn this has an effect on overall cost. As a general rule, as the service quality gets higher, so too does cost. Therefore, the Shire needs to balance this and deliver the recreation service at a level that the community desires and is willing to pay.

Service Levels

Service levels describe the quality performance that the Shire aims to provide for its fleet & equipment services. These have been developed through consideration of strategic and customer inputs.

Strategic Inputs

The Strategic Community Plan (SCP) and Disability Access and Inclusion Plan (DAIP) were reviewed to identify any drivers that may directly relate to fleet & equipment services. This showed that the following strategic outcome is of high importance. A service level has been selected for this outcome, so that its performance can be monitored.

STRATEGIC PRIORITY	STRATEGIC OUTCOME	KPI(S)
SCP 2.2 Safe and efficient transport network enables economic growth	Road plant and equipment enables achievement of the 10yr Road Plan	Fit for purpose

Customer Inputs

As a service provider, it is important that the Shire clearly understands the needs of its stakeholders (e.g. customers). During 2022, Shire staff considered who the major stakeholders are of its fleet & equipment services. One was identified. While there may be other minor stakeholders, they have not been specifically considered by this AMP.



Analysis of stakeholders' service needs determined that the following attributes were most frequently required.

- Condition (1 occurrence)
- Financial sustainability (1 occurrence)
- Quality (1 occurrence)

SERVICE LEVEL TARGETS AND PERFORMANCE

The Strategic and Customer Inputs have been combined to form the following service level key performance indicators (KPIs). These KPIs will enable the Shire to monitor its fleet & equipment service performance.

KPI	DRIVER	PERFORMANCE MEASURE	TARGET	CURRENT
Fit for purpose	SCP	Percentage of survey respondents who are at least satisfied that the fleet and equipment assets they use, is fit for purpose.	To be determined	Unknown
Condition	Stakeholders	Percentage of survey respondents who are at least satisfied with the condition of the fleet and equipment assets they use.	To be determined	Unknown
Financial sustainability	Stakeholders	Percentage of fleet and equipment AMP financial ratios within their target bands.	To be determined	Unknown
Quality	Stakeholders	Percentage of survey respondents who are at least satisfied with the quality of the fleet and equipment assets they use.	To be determined	Unknown

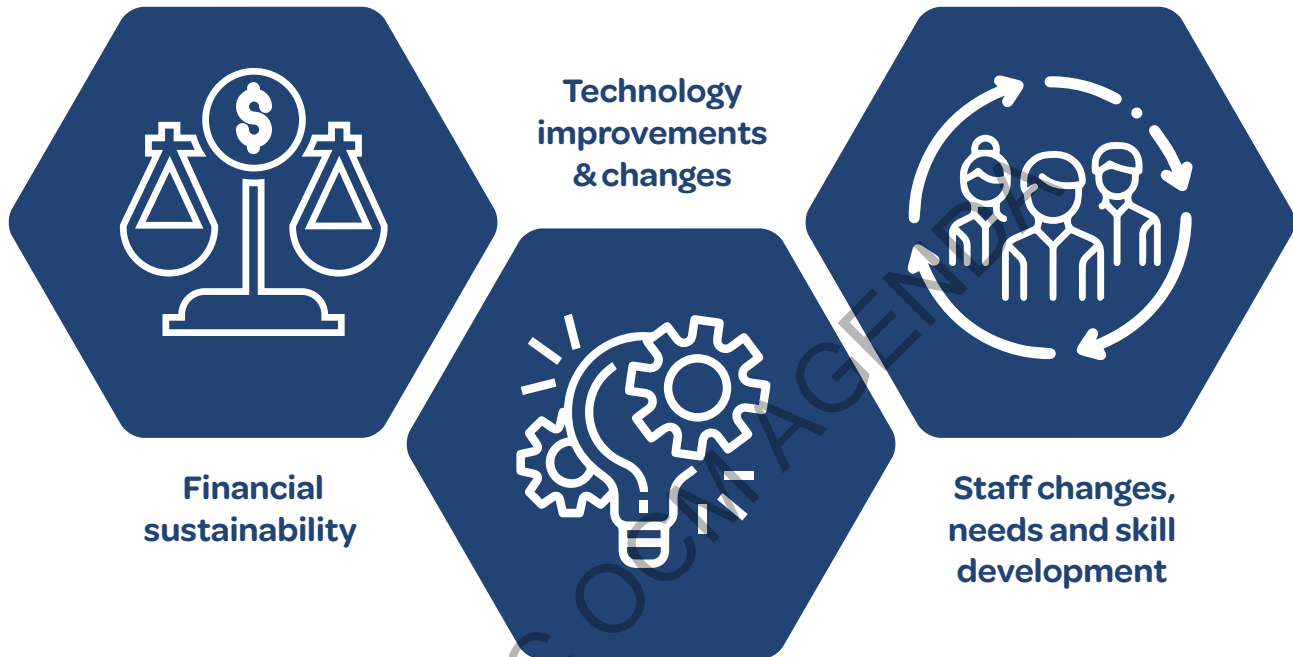


HOW IS THE SERVICE CHANGING?

While our fleet and equipment assets are predominantly used by Shire staff, they are vital tools to enable broader services, such as transport, property and recreation, to be delivered. However, these tools are evolving rapidly within an environment where technology sophistication seems to regularly change the way we work.

Future change drivers

Over the life of this Plan, the Shire considers the following drivers to likely affect the demand for fleet & equipment services.



Change mitigation

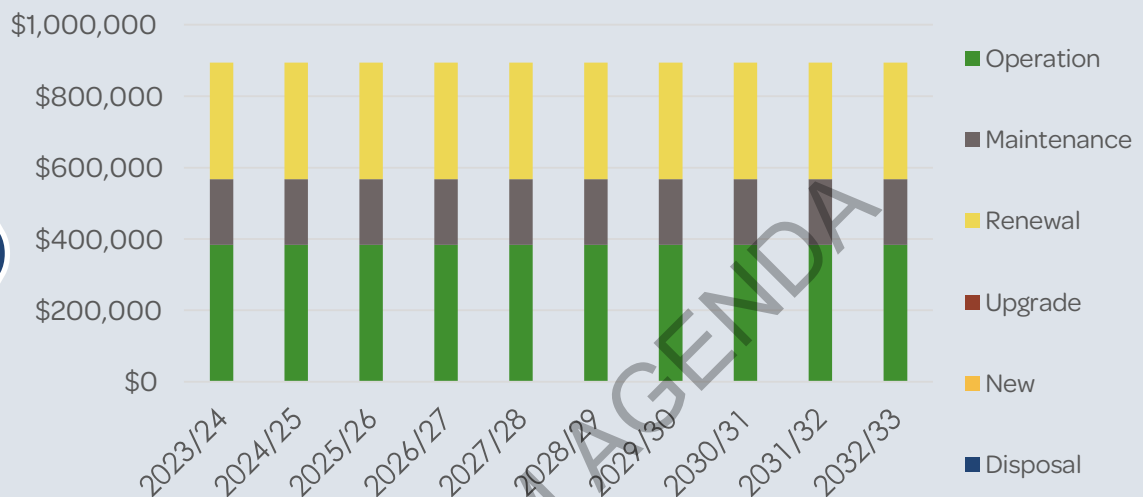
To meet the challenges that will arise from service change, the Shire plans to:

- Continue to monitor the cost/benefit (e.g. cost per hour of use) achieved from individual fleet assets.
- Continue to monitor changes to fleet technologies, including fuel types, and implement when appropriate to the Shire.
- Continue to align the AMP with the Workforce Management Plan and Long Term Financial Plan.



WHAT WILL THE SERVICE COST?

To ensure that we can continue to sustainably provide the services, the Shire maintains a long term works programme. This programme contains all planned works activities, and sets out how much the services will cost to deliver the agreed performance. On an annual basis, the works programme in this AMP informs the Shire's broader Long Term Financial Plan (LTFP). In the event that the AMP and the LTFP do not balance financially, then the Shire can adjust its practices (e.g. service level performance) to reach a sustainable point.



Projected Fleet & Equipment Service Cost

<Pending LTFP update>

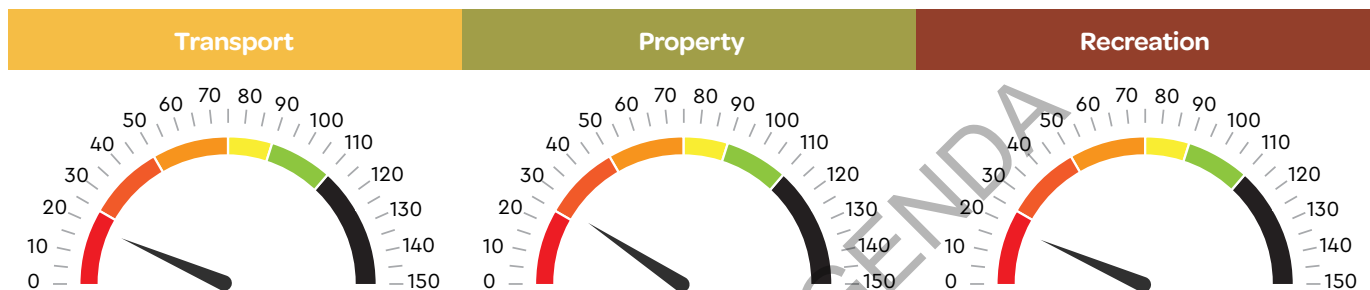
Projected Fleet & Equipment Service Cost vs Available Funding

ARE THE SERVICES ECONOMICALLY SUSTAINABLE?

The Shire monitors the economic sustainability of the AMP through three financial ratios. They measure the past, present and future ability to renew assets when required.

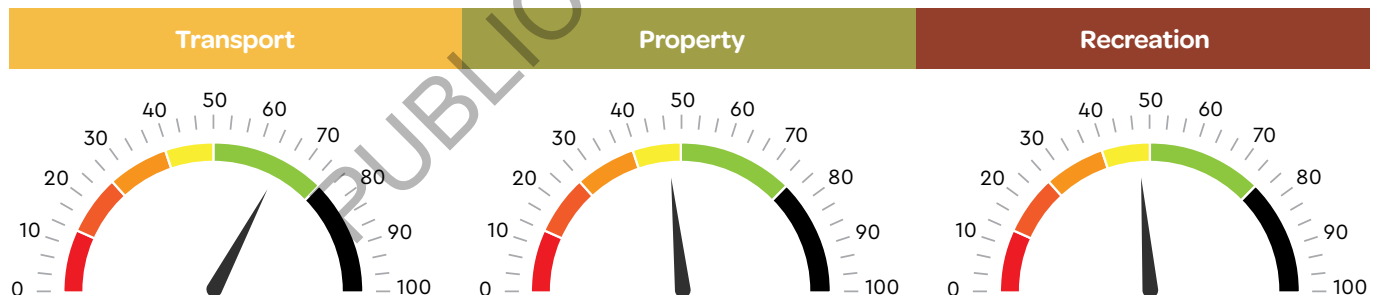
Past - Sustainability Ratio (ASR)

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset base is wearing out. The standard is met if the ratio can be measured and is 90% (or 0.90). The standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10). The ratio is not required for fleet and equipment assets.



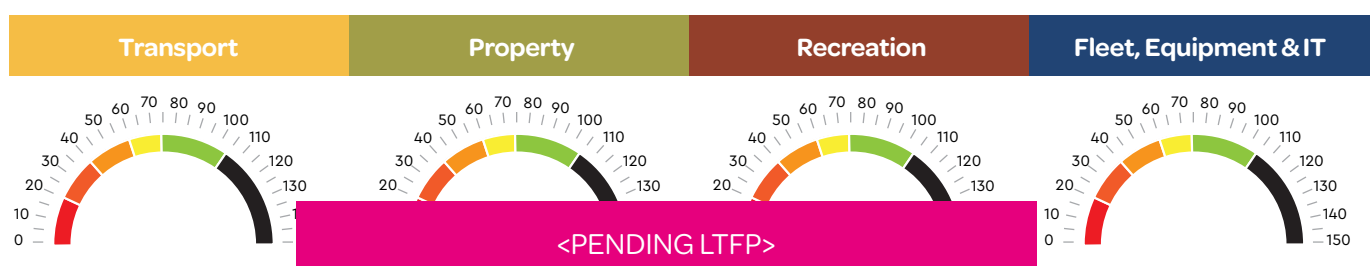
Present - Consumption Ratio

This ratio seeks to highlight the aged condition of a local government's physical assets by comparing their depreciated replacement cost (worth in current state) to their replacement cost (worth in as new state). The standard is met if the ratio can be measured and is 50% or greater (0.50 or >). The standard is improving if the ratio is between 60% and 75% (0.60 and 0.75). The ratio is not required for fleet and equipment assets.



Future - Renewal Funding Ratio

This ratio is a measure of the ability of a local government to fund its projected asset renewal/replacements in the future. The standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). The standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the sustainability ratio falls within the range 90% to 110%, and consumption ratio falls within the range 50% to 75%. Fleet and equipment assets have been included in this ratio.



HOW WILL THE SHIRE IMPROVE ITS ASSET MANAGEMENT?

Where possible, and appropriate, the Shire is committed to improving its asset management practices. The following actions have been identified by this AMP for future implementation.

SERVICE AREA	TASK
ALL	Monitor all service levels.
	Implement and/or sustain all service demand mitigation actions.
	Continue to develop and refine the AMP Works Programme.
	Review all planned asset operation and maintenance schedules, and further develop where required.
	Review all assets that are currently recorded as being in either a poor or very poor condition, and determine suitable management strategies (e.g. renewal).
TRANSPORT	Develop an asset inventory of car parks, assess their condition and produce valuations for each.
	Review the assigned useful lives of table drain assets.
PROPERTY	Develop and implement a cyclical building condition inspection programme, and develop a five year capital works programme.





FURTHER READING

The following documents support this AMP.

- Shire of Victoria Plains
– Strategic Community Plan
- Shire of Victoria Plains
– Asset Management Policy
- Shire of Victoria Plains
– Long Term Financial Plan
- Shire of Victoria Plains
– AMP Works Programme 2023-2033
- Shire of Victoria Plains
– Disability Access and Inclusion Plan 2015-2020



Asset Management Plan Improvement Actions

Progress Assessment Report September 2026

Executive Summary

The Shire of Victoria Plains Asset Management Plan V3, being the Asset Management Plan 2023–2033 adopted on 26 April 2023, identified several asset management improvement actions, including the development of cyclical building inspections, improved maintenance schedules, enhanced condition information, more robust works programming and improved operational management tools.

Since adoption of the AMP, the Shire has implemented the Annual Building Maintenance Framework, Annual Parks and Gardens Maintenance Framework and Annual Road Maintenance Framework. These frameworks were submitted for Council information through the May 2026 CEO Policy Briefing Report and were recorded as completed as part of the CEO KPI quarterly review.

The Shire has also implemented the Sport and Recreation Master Plan, Bridge Asset Management Program and Bridge Inspection Regime, STED Asset Management and Hydraulic Assessment Program, and Plant Replacement Program. Collectively, these initiatives provide the operational, strategic and technical systems necessary to implement the AMP in practice, improve data quality, strengthen risk management, support service level delivery and inform future capital works programming.

At a Glance

- AMP 2023–2033 implementation has materially progressed.
- Building, road, parks and gardens, bridge, STED and plant frameworks and programs are now in place.
- The SRMP supports strategic recreation facility planning and investment prioritisation.
- \$454,000 in 2026–27 bridge funding has been secured through the Special Project Grant allocation.
- Housing Support Program CEI funding supports Calingiri STED upgrade works linked to Edmonds Street.

AMP Improvement Actions: From Plan to Delivery



Assessment Matrix

The following assessment matrix compares the key improvement actions and gaps identified in the Asset Management Plan against the operational frameworks, programs and funding outcomes now in place. It provides a high-level implementation assessment using a traffic-light approach, with each response highlighting how the relevant asset management issue has been addressed through inspection regimes, maintenance frameworks, renewal planning, capital programming or funded enabling infrastructure.

Traffic-light legend (RAG)

- **Completed** — action implemented or managed through an adopted program.
- **Partially Addressed** — operational arrangements exist, with further AMP review required.
- **Not Yet Addressed** — no current framework or program identified.

AMP Gap / Improvement Action	AMP Finding	Response Implemented	RAG
Building condition information incomplete	AMP records no formal building condition data and identifies need for cyclical building inspection program.	The Annual Building Maintenance Framework responds by introducing: - Annual inspections of all Shire buildings - Bi-annual housing inspections	● Completed
Lack of structured building maintenance program	AMP identified need to further develop planned maintenance schedules.	The Building Maintenance Framework establishes: - Inspection-driven prioritisation - Rolling maintenance pipeline - Annual works scheduling	● Completed
Recreation asset maintenance not linked to service levels	Recreation service condition, availability and accessibility outcomes.	The Parks and Gardens Framework responds by introducing: - Service hierarchy - Maintenance frequencies - Asset classifications	● Completed
Recreation asset prioritisation inconsistent	AMP identifies varying recreational asset condition and future sustainability challenges.	The Parks and Gardens Asset Register supports this by documenting: - Hierarchy levels assigned to recreation assets - Service priorities documented across Shire locations	● Completed
Sport and recreation asset planning requires prioritised investment framework	AMP identifies recreation assets and community facilities as requiring ongoing maintenance, renewal planning, asset reviews and alignment with service levels and long-term financial planning.	The Sport and Recreation Master Plan supports this by providing: - Prioritised investment principles - Facility review and rationalisation - MOU and lease review - Regular asset review of leased or managed facilities - Business case requirements for asset improvements - Consideration of maintenance, servicing and replacement costs - Integration with the Long Term Financial Plan	● Completed / Managed through SRMP
Maintenance schedules require development	AMP identified need to further develop operation and maintenance schedules across all services.	The Building Maintenance Framework, Road Maintenance Framework and Parks and Gardens Maintenance Framework address this through: Annual inspection and maintenance scheduling processes	● Completed

		• Risk-based prioritisation of maintenance works • Defined service hierarchy and maintenance frequencies • Integration with annual budgets and future AMP reviews	
Road maintenance and renewal prioritisation requires structured operational framework	AMP identified the need for stronger operational maintenance scheduling and long-term program development across the road network.	The Road Maintenance Framework responds by establishing: • Road hierarchy model • Annual road inspection and defect review process • Maintenance prioritisation methodology • Mandatory school bus route designation • Integration with annual budgets and future AMP reviews	 Completed
Bridge asset lifecycle management not sufficiently detailed	AMP transport service identifies 7 bridge assets with high confidence data but limited long-term maintenance planning.	The Bridge Asset Management Program responds by establishing: • Level 1 routine bridge inspections • Level 2 engineering assessments • Structure assessments and future renewal planning • \$454,000 2026–27 Special Project Grant allocation for Bridges	 Completed
Sewer/STED infrastructure not addressed in AMP	AMP contains limited operational planning for STED infrastructure.	The STED Asset Management Program responds by providing: • Condition review • Maintenance planning • Capacity modelling • Renewal and future upgrade assessment • HSP CEI funding allocated to Calingiri sewer connections and evaporation pond upgrades	 Completed
Fleet and plant lifecycle planning requires ongoing renewal programming	AMP identifies Fleet and Equipment as an asset class requiring ongoing operation, maintenance and renewal planning.	Fleet and plant renewal is managed through: • Plant Replacement Program 2026–27 to 2032–33 • Annual budget review • Replacement-cycle planning • Trade-in assumptions and forward capital forecasting	 Completed / Managed through separate program
Long-term capital works requires improvement	AMP identified need to further develop works programs across service areas.	Long-term capital planning is now supported through asset-specific forward works programs, including: • Five Year Capital Works Program (listed in the Council Plan as Major Projects) • Road Maintenance Framework • Five Year Road Program 2023/24 to 2027/28, supported by RRG, WSNF and RTR funding programs • Plant Replacement Program • Bridge Asset Management Program • STED upgrade planning • Annual budget and AMP review processes	 Substantially Completed

Detailed Assessment

Building Maintenance Framework

The AMP identified that the Shire did not maintain formal building condition information and specifically recommended development of a cyclical building inspection program and Five Year Capital Works Program, listed in the Council Plan as Major Projects. The Annual Building Maintenance Framework directly addresses this deficiency through annual inspection of all Shire buildings, bi-annual inspections of aged housing, risk-based prioritisation methodology, a rolling maintenance pipeline, an annual maintenance schedule development process, and integration between inspections, budgeting and future AMP reviews. This represents a significant improvement in both asset condition information and maintenance planning maturity.

Parks and Gardens Maintenance Framework

The AMP identified recreation assets as having varying condition profiles and requiring continued development of maintenance planning and service delivery practices. The Parks and Gardens Framework provides a defined hierarchy system, service-level classifications, maintenance frequencies, risk-based resource allocation and annual scheduling processes. The accompanying Parks and Gardens Asset Register further strengthens asset management by establishing a documented hierarchy for individual assets and locations across the Shire. This creates a practical operational interpretation of the AMP's recreation service level framework.

Sport and Recreation Master Plan

The Sport and Recreation Master Plan provides a strategic framework for the planning, development and management of sport and recreation facilities over the next ten years. It complements the Parks and Gardens Maintenance Framework by addressing longer-term facility planning, investment prioritisation, asset rationalisation, co-location opportunities, lease and MOU responsibilities, business case requirements and integration with the Long Term Financial Plan.

The SRMP also reinforces the need for regular asset review of facilities leased or managed under agreements, so that sport and recreation assets are maintained in accordance with recognised lifecycle standards and deficiencies are addressed through planned investment. This means recreation asset management is supported through both an operational maintenance framework and a strategic facility planning framework.

Road Maintenance Framework

The AMP identified the need for stronger operational maintenance scheduling and long-term program development. The Road Maintenance Framework addresses this through adoption of a road hierarchy model, annual prioritisation methodology, explicit designation of mandatory school bus routes, annual inspection and defect review processes, and integration with budgets and resources. The Road Hierarchy Register provides the operational dataset supporting this framework and establishes network-wide classifications that enable consistent decision making. The framework is further supported by the Five Year Road Program 2023/24 to 2027/28, which identifies road renewal and improvement priorities funded through RRG, WSN and RTR funding programs. Where road renewal or improvement works are undertaken, associated road-related infrastructure such as drains, culverts and roadside drainage is addressed as part of the integrated road improvement process.

Bridge Asset Management Program

The AMP identified seven bridge assets within the transport network and recorded high confidence asset information, however detailed bridge lifecycle planning had not yet been translated into an operational bridge management program. The Shire has now established a structured bridge program that distinguishes between Level 1 and Level 2 bridge inspections. Level 1 inspections provide the routine visual inspection regime required to identify defects, monitor condition and flag emerging maintenance or safety issues. Level 2 inspections provide a more detailed engineering assessment of bridge structures, supporting the identification of renewal requirements, structural risks, prioritised works and future funding needs. This inspection hierarchy creates a clear pathway from routine monitoring through to technical assessment and capital renewal planning.

Funding outcome — Bridges

The 2026–27 Final Financial Assistance Grant allocation confirmed a Special Project Grant allocation for Bridges of **\$454,000**. This demonstrates the practical value of maintaining an active bridge inspection and renewal program.

STED Asset Management Program

The AMP largely focused on transport, property, recreation and fleet assets and did not contain detailed lifecycle planning for the Shire's STED infrastructure at Calingiri and Yerecoin. The STED Hydraulic Assessment provides a substantial improvement in asset knowledge by documenting system condition, network capacity, future growth capacity, maintenance requirements, renewal requirements, upgrade pathways, regulatory risks and future capital works needs.

In Calingiri, the STED upgrade work is also directly relevant to the Edmonds Street housing and caravan park development, as the proposed development creates additional servicing demand and requires the capacity and upgrade requirements of the Calingiri STED network to be properly understood. The assessment therefore supports both broader STED asset management planning and project-specific infrastructure planning for future growth in Calingiri.

Funding outcome — Calingiri STED

Housing Support Program Community Enabling Infrastructure funding has been allocated to the Edmonds Street project, including sewer extension and connection works and the upgrade of existing evaporation ponds. Stage 1 includes a headworks and connections allocation of **\$692,505**, with Stage 2 including a further **\$465,715** for headworks and connections associated with the caravan park component.

Importantly, the study identifies ongoing maintenance actions including sewer flushing, access cover repair, lagoon desludging and future capacity enhancement works.

Plant Replacement Program

The AMP identifies Fleet and Equipment as a Shire asset class requiring ongoing operation, maintenance and renewal planning. This asset class is addressed through the Shire's Plant Replacement Program 2026–27 to 2032–33, which provides a forward replacement schedule for major plant, vehicles and equipment. The program records replacement cycles, estimated purchase costs, trade-in values, net changeover costs and the timing of future replacements.

The Plant Replacement Program provides the operational mechanism for managing fleet lifecycle requirements and ensures that plant and vehicle renewal is considered through the annual budget, long-term financial planning and capital works prioritisation processes. On this basis, fleet management is considered to be addressed through a separate but aligned renewal program rather than through the maintenance frameworks assessed in the earlier sections of this report.

Other Minor Civil and Community Infrastructure

The review identifies that some minor asset components, including cemeteries, street furniture, footpaths, drainage-related assets and other minor civil or community infrastructure, are not separately assessed in detail within this report. These assets are generally managed through existing operational maintenance, road and parks activities, renewal works and annual budget processes.

While these arrangements provide a practical level of management, these asset components do not yet appear to have the same level of documented framework, hierarchy, condition inspection regime or forward renewal planning as roads, buildings, parks, bridges, STED and plant. These asset classes should therefore be specifically reviewed as part of the next AMP update to determine whether separate registers, condition inspections, service levels or forward renewal programs are required.

Key Outcomes

- Improved asset condition data through inspection regimes and technical assessments.
- Documented maintenance frameworks and programs for buildings, parks and gardens, roads and bridges.
- Strategic recreation facility planning through the Sport and Recreation Master Plan.
- Improved grant readiness and funding outcomes for bridge and STED infrastructure.
- Fleet and plant renewal managed through a dedicated Plant Replacement Program.
- Residual minor asset classes identified for review in the next AMP update.

Overall Assessment

The review concludes that the Shire has substantially implemented the principal asset management improvement actions identified within the Asset Management Plan. The Building Maintenance Framework, Parks and Gardens Maintenance Framework, Sport and Recreation Master Plan, Road Maintenance Framework, Bridge Asset Management Program, STED Asset Management Program and Plant Replacement Program have converted high-level AMP improvement actions into practical operational, strategic and technical systems, supported by inspection regimes, asset hierarchy registers, maintenance schedules, strategic facility planning, lifecycle planning, renewal programming and future works programming. Importantly, fleet and plant lifecycle management is now expressly addressed through the Plant Replacement Program 2026–27 to 2032–33, ensuring that major plant, vehicles and equipment are managed through structured replacement cycles, forward capital forecasting, trade-in assumptions and annual budget review.

On this basis, the improvement actions assessed in this report are considered completed or substantially completed. The report also confirms that recreation asset management is addressed through both the Parks and Gardens Maintenance Framework and the Sport and Recreation Master Plan, while fleet management is managed through a separate and aligned renewal program. Continued refinement should occur through future AMP reviews, annual budget processes and ongoing service level monitoring, particularly in relation to long-term capital forecasting, integration of inspection outcomes into future renewal programs, and alignment between the SRMP, Plant Replacement Program and the Shire's broader asset management and long-term financial planning processes.

Sean Fletcher
Chief Executive Officer

Building Maintenance

Annual Operational Framework

PUBLIC OCM AGENDA

Annual Building Maintenance Operational Framework

Shire of Victoria Plains

Purpose

This Operational Framework establishes the Shire of Victoria Plains' annual approach to planning, prioritising and delivering building maintenance activities across the Shire's building portfolio.

It serves as the Shire's Annual Building Maintenance Schedule framework, translating strategic asset management intent, inspection outcomes and adopted budget allocations into a practical, deliverable annual program.

The Framework deliberately adopts an operational and risk-based approach suitable for annual delivery, rather than relying solely on long-term or strategic levels of service contained in the Asset Management Plan.

Strategic and Policy Context

This Framework aligns with, and puts into operation, the following adopted documents:

- Victoria Plains Asset Management Plan V3 (AMP) – *Property service area*
- Victoria Plains Asset Management Strategy (July 2024) – Integrated Asset Management Framework
- Strategic Community Plan and Corporate Business Plan – community facilities, housing and asset stewardship objectives
- Annual Building Maintenance Budget and Rolling Building & Surrounds Maintenance Pipeline, as adopted through the annual budget process

Where alignment exists between this Framework and AMP service intent and technical levels of service, that alignment is retained.

Where AMP settings are strategic or long-term, this Framework applies a simplified, inspection-driven and risk-based methodology appropriate for annual operational planning.

Relationship to the Asset Management Plan

The Asset Management Plan V3 (AMP) establishes the Shire's long-term (10-year) approach to managing its property and building assets, including service intent, levels of service and improvement actions.

This Annual Building Maintenance Operational Framework:

- Puts into operation the AMP on an annual basis, and

- provides the explicit bridge between long-term asset stewardship and year-to-year maintenance delivery.

Where AMP intent can be applied directly in annual scheduling, that intent is retained.

Where AMP content is strategic in nature, this Framework relies on:

- annual inspections,
- risk-based prioritisation, and
- adopted budget allocations
- as the primary mechanisms for delivery.

AMP Intent vs Annual Operational Application (Buildings)

AMP intent	AMP focus (Property)	How this Framework applies it annually
Long-term stewardship of buildings	Property service area	Annual inspections establish condition and risk across all buildings; findings drive annual scheduling and the rolling maintenance pipeline.
Cyclical building inspections	AMP improvement actions	All buildings are inspected annually; aged housing continues bi-annual inspections under the Housing Inspection Procedure.
Safety, compliance and functionality	AMP Levels of Service	Priority 1 works focus on safety, compliance and operational continuity ahead of discretionary works.
Financial sustainability	AMP + AM Strategy	Annual scopes are constrained to the adopted building maintenance budget (hours, materials and contracts).
Continuous improvement	Asset Management Strategy	Inspection outcomes and delivery results inform future budgets and AMP review inputs.

Why a Separate Annual Framework Is Required

The AMP is intentionally strategic and long-term and does not constitute an annual works program.

This Framework provides a transparent, defensible and repeatable method for translating AMP intent into inspection-driven, budget-constrained annual delivery, consistent with the Shire's Roads and Parks & Gardens maintenance frameworks.

Building Portfolio Scope

For annual maintenance programming, the building portfolio is managed using the same groupings as the building maintenance budget, including:

- Staff Housing
- Aged Units
- Public Buildings (administration, halls, recreation facilities)

- Public Toilets
- Depot buildings and facilities
- Caravan Park buildings and amenities
- Libraries
- Building Surrounds (external areas supporting a building)

Inspection Regime

Annual Building Inspections

All Shire buildings are inspected annually. Inspection outcomes identify defects, emerging risks and maintenance priorities used to inform:

- the Annual Building Maintenance Schedule, and
- the rolling forward maintenance pipeline.

Housing Inspection Requirements

Where the asset is a housing property, the Housing Inspection Procedure applies:

- Aged Units – bi-annual inspections
- Staff Housing – annual inspections

Including notice, documentation, recording and follow-up requirements.

Annual Prioritisation Method

For annual scheduling, building maintenance activities are prioritised as follows:

- **Priority 1 – Mandatory / Critical**
Safety, compliance, operational continuity, essential public amenities
- **Priority 2 – High-Use Community**
Halls, recreation facilities and public buildings with regular use
- **Priority 3 – Residential & Lower-Intensity**
Housing assets and low-use facilities, sequenced based on inspection outcomes and available budget

Work Classification and Coding

All works are recorded and reported using the Shire's existing building maintenance activity codes, including electrical, plumbing, roofing, painting, pest control, hot water systems, toilets, renovations and capital works.

This ensures consistent financial tracking and reporting.

Budget-to-Program Mapping Table

Building Type / Budget Group	Default Priority	Inspection Basis	Programming Rule
Critical Operational Buildings	Priority 1	Annual inspection	Programmed first for safety and continuity.
Public Buildings	Priority 2	Annual inspection	Sequenced by usage and risk within budget.
Public Toilets	Priority 1	Annual inspection	Treated as safety-critical assets.
Caravan Parks	Priority 1 or 2	Annual inspection	Compliance and amenity prioritised.
Staff Housing	Priority 3	Annual (housing procedure)	Programmed within allocation post-inspection.
Aged Units	Priority 2–3	Bi-annual	Safety and habitability first.
Building Surrounds	Tied to parent building	Annual	Ranked with associated building.
Low-use Buildings	Priority 3	Annual	Reactive unless safety issue identified.

Governance note: This table does not override the adopted budget or create an entitlement to works.

Annual Maintenance Schedule Development

Each year, the Annual Building Maintenance Schedule is developed using:

1. inspection outcomes,
2. the adopted budget (hours, materials and contracts), and
3. the rolling maintenance pipeline.

The schedule is an operational document and may be adjusted in-year for emergencies or emerging risks.

Rolling Pipeline Integration

Unfunded items are retained in the rolling pipeline and revalidated during subsequent inspections. Items are either:

- programmed in future years, or
- removed where no longer required.

Governance, Reporting and Review

Delivery and expenditure are monitored through normal financial and budget reporting processes. This Framework is reviewed periodically to ensure ongoing alignment with the Asset Management Plan and Asset Management Strategy.

Parks and Gardens

Annual Maintenance Framework

PUBLIC OCM AGENDA

Purpose

This Operational Framework establishes the Shire of Victoria Plains' annual approach to planning, prioritising and delivering Parks and Gardens maintenance activities across Shire-managed public open space, recreation facilities and housing assets.

It serves as the Shire's Annual Parks and Gardens Maintenance Schedule framework, translating strategic asset management intent into a practical, deliverable operational program that reflects available resources, service criticality and risk.

The Framework intentionally adopts a service-level hierarchy model suited to annual operational delivery, rather than relying solely on the broader and longer-term Levels of Service contained within the Asset Management Plan.

Strategic and Policy Context

This Framework aligns with, and operationalises, the following adopted documents:

- Victoria Plains Asset Management Plan V3 – Recreation, Property and Community Asset service areas
- Victoria Plains Asset Management Strategy – Integrated Asset Management Framework
- Strategic Community Plan and Corporate Business Plan – Community facilities and service delivery objectives

Where alignment exists between this Framework and AMP Levels of Service for parks, gardens and recreation assets, that alignment is retained. Where AMP service descriptions are not practical for annual scheduling, this Framework applies a simplified, priority-based operational approach.

Parks and Gardens Service Hierarchy

The Shire's Parks and Gardens assets are prioritised using a three-level service hierarchy based on function, public use, risk profile and service expectations.

This hierarchy forms the basis for annual inspection frequencies, maintenance standards and resource allocation.

Level One – Active Sport Services

Level One represents the Shire's highest priority Parks and Gardens assets.

These include:

- Active sporting grounds and ovals
- Facilities directly supporting organised sport and competition
- High-use, time-critical recreation spaces

Level One assets:

- Receive the highest priority for routine and reactive maintenance
- Are maintained to ensure uninterrupted use, safety and compliance
- Are treated as mandatory service assets within the annual maintenance program

Standard maintenance activities for Level One assets include:

- Grass surface maintenance (annual): scarifying / dethatching and seasonal turf renovation
- Mowing: fortnightly during the growing season (adjusted for seasonal conditions and use)

Failure to maintain Level One assets presents immediate service, safety and reputational risk to the Shire.

Level Two – Public Areas and Facilities

Level Two assets are split into two distinct operational categories based on infrastructure and servicing requirements.

Level Two (A) – First Grade Public Areas and Facilities (Reticulated)

These include:

- Parks, gardens and streetscapes with reticulated irrigation
- Higher-profile public open spaces
- Facilities with defined presentation and amenity expectations

Level Two (A) assets:

- Are maintained to a consistently high standard of presentation
- Are programmed proactively through the annual schedule
- Receive prioritised treatment where resources permit after Level One requirements are met

Standard maintenance frequency:

Mowing and general landscape maintenance: monthly (adjusted for seasonal growth and weather conditions).

Level Two (B) – Second Grade Public Areas and Facilities (Non-Reticulated)

These include:

- Non-reticulated parks and open space
- Lower-intensity public areas and reserves
- Assets with lower infrastructure and servicing demands

Level Two (B) assets:

- Are maintained to a fit-for-purpose standard
- Are scheduled based on condition, seasonal factors and resource availability
- May receive reactive maintenance where appropriate

Standard maintenance frequency:

Mowing and general grounds maintenance: one- to two-monthly, subject to seasonal growth, weather conditions and operational capacity.

Level Three – Housing Assets

Level Three assets comprise:

- Public housing
- Other Shire-owned housing and residential properties

Maintenance of Level Three assets:

- Focuses on safety, habitability and asset protection
- Is prioritised behind Levels One and Two
- Is undertaken in accordance with tenancy, building and property management requirements

Level Three assets are managed to ensure compliance and sustainability, rather than aesthetic or recreational outcomes.

Annual Parks and Gardens Maintenance Schedule Development

Each financial year, the Annual Parks and Gardens Maintenance Schedule is developed by Works and Services using this Framework.

The process includes:

1. Confirming asset classification by service level
2. Identifying mandatory Level One requirements
3. Reviewing prior year works and outstanding issues
4. Assessing condition, seasonal and risk-based factors
5. Allocating resources across Levels Two and Three
6. Finalising an annual program consistent with the approved Budget

The Schedule is an operational document and may be adjusted in-year in response to weather conditions, service demand, staffing capacity or emerging risks.

Governance, Reporting and Review

- Delivery of the Parks and Gardens Maintenance Schedule is managed through standard operational reporting arrangements

- Progress and expenditure are monitored and reported through the Shire's financial year and budget reporting processes, including in-year budget reviews and end-of-year reporting
- This Framework is reviewed periodically to ensure alignment with the Asset Management Plan, service expectations and operational experience

Practical Intent

This Framework provides a clear, defensible and practical basis for how the Shire maintains its Parks and Gardens assets each year. It supports consistent decision-making, appropriate prioritisation and effective use of resources while maintaining transparency and governance integrity.

PUBLIC OCM AGENDA

Appendix A – Annual Parks and Gardens Maintenance Schedule (Annual Budget)

The Annual Parks and Gardens Maintenance Schedule details the specific activities, locations and indicative timing for maintenance works for the relevant financial year.

The Schedule:

- Is prepared in accordance with this Framework
- Is informed by the adopted Annual Budget and available resources
- May be amended in-year to respond to operational requirements
- Does not require separate Council adoption where it is consistent with the adopted Budget and this Framework

PUBLIC OCM AGENDA

No.	Description
BS00013	Bolgart Playgroup (ex Bolgart Oval Changerooms)
BS00019	Bolgart Caravan Park Building
BS00030	Pump Shed (Bolgart Emergency Water Supply)
IO00012	Bolgart Oval - Infrastructure Assets
IO00013	Bolgart Cemetery - Infrastructure Assets
IO00015	Bolgart Caravan Park - Infrastructure Assets
IO00022	Bolgart Bowling Club - Infrastructure Assets
BS00001	Shire Admin Office
BS00023	Roads Board Building (Ex CWA)
BS00024	Ablution Block - Calingiri Caravan Park
BS00035	Shire Office Solar Array
BS00036	Roads Board Building Solar Array
BS00038	Admin Office Carpark
IO00006	Calingiri Sports Ground - Infrastructure Assets
IO00007	Calingiri Caravan Park - Infrastructure Assets
IO00008	Calingiri Roads Board Building - Infrastructure Assets
IO00009	Progress Park - Infrastructure Assets
IO00017	Calingiri Federation Memorial Park - Infrastructure Assets
IO00018	Calingiri Parker Road Bore - Infrastructure Assets
IO00019	Calingiri Cemetery - Infrastructure Assets
IO00030	Calingiri (Bindi Bindi-Toodyay Rd Rest Area - Infrastructure Assets
IO00034	Calingiri Playground
IO00035	Calingiri Sports Oval Tank
IO00037	Shire Administration - Carpark
IO00042	Parker Road Bore
IO00052	WATER TANK UPGRADES - GOUDGE/PARKER ROAD
IO00053	CEMETERY SHELTER - CALINGIRI
PE00083	Oval Pump System - Irrigation pump - Calingiri Oval
IO00003	Pump (Gillingarra)
IO00039	Solar powered Pump (Mogumber)
IO00047	Mogumber Cricket Patch
IO00016	Piawaning Hall - Infrastructure Assets
IO00033	Piawaning Tennis Club - Infrastructure Assets
BS00037	Pump Shed - Oval
FE00026	Hockey Goals
FE00027	Netball Scoreboard (LRCI)
PE00021	Toyota Hilux 4x2 Turbo Diesel Manual - Parks & Gardens
PE00029	Kubota M854OD Tractor & Supreme Mower
PE00044	PTR2 - Superior Flex Wing Slasher Gang Mower - 50% running cost to Shire
PE00046	800Ltr Skid Sprayer 6m Field Boom & 5.5hp Honda Pump
PE00049	Toro Z580D 25hp Ride On Mower
PE00062	Kubota ZD1211-60 Mower with canopy (VP71)
PE00073	Rotary Slasher
PE00074	Out-front 72 Mower
PE00080	Slasher - Silvan Heavy Duty 7ft
PE00091	Vehicle Mounted Fogger

IO00032 Yerecoin Federation Playground - Infrastructure Assets

PUBLIC OCM AGENDA

Inferred Site/Town	SourceSheet	Hierarchy Level	Override Site/Town
Bolgart	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Bolgart	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Bolgart	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Bolgart	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Bolgart	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Bolgart	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Bolgart	Infrastructure_Facilities	Level 1 – Active Sport Services	
Calingiri	Infrastructure_Facilities	Level 2A – First Grade (Reticulated)	
Calingiri	Infrastructure_Facilities	Level 2A – First Grade (Reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2A – First Grade (Reticulated)	
Calingiri	Infrastructure_Facilities	Level 2A – First Grade (Reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 1 – Active Sport Services	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2A – First Grade (Reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2A – First Grade (Reticulated)	
Calingiri	Infrastructure_Facilities	Level 1 – Active Sport Services	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Calingiri	Plant_Equipment	Supports Level 1 (Reticulated sport)	
Gillingarra	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Mogumber	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Mogumber	Infrastructure_Facilities	Level 2B – Second Grade (Non reticulated)	
Piawaning	Infrastructure_Facilities	Level 2A – First Grade (Reticulated)	
Piawaning	Infrastructure_Facilities	Level 1 – Active Sport Services	
Shire-wide/Unspecified	Infrastructure_Facilities	Level 1 – Active Sport Services	
Shire-wide/Unspecified	Infrastructure_Facilities	Level 1 – Active Sport Services	
Shire-wide/Unspecified	Infrastructure_Facilities	Level 1 – Active Sport Services	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (General P&G)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Mowing)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Mowing)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Treatment)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Mowing)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Mowing)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Mowing)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Mowing)	
Shire-wide/Unspecified	Plant_Equipment	Supports Levels 1–2 (Mowing)	
Shire-wide/Unspecified	Plant Equipment	Supports Levels 1–2 (Treatment)	

Yerecoin

Infrastructure_Facilities

Level 2B – Second Grade (Non reticulated)

PUBLIC OCM AGENDA

Override Notes

Bolgart Caravan Park has lawn (reticulated)

Bolgart Caravan Park has lawn (reticulated)

Shire Office precinct has gardens

Gardens/lawn at Old Roads Board Building precinct

Bolgart Caravan Park has lawn (reticulated)

Roads Board Building precinct

Rest area (amenity/tourism sensitivity)

Calingiri Playground is reticulated

Mogumber oval exists and is non reticulated (noted via cricket pitch)

Piawaning Hall limited gardens

Annual Road Maintenance

Operating Framework

PUBLIC OCM AGENDA

Purpose

This Operational Framework establishes the Shire of Victoria Plains' annual approach to planning, prioritising and delivering road maintenance activities across the Shire's road network. It serves as the Shire's Annual Road Maintenance Schedule framework, translating strategic asset management intent into a practical, deliverable operational program.

The Framework responds to the Shire's operational context and resource constraints by applying a road hierarchy-based prioritisation model that can be implemented annually, rather than relying solely on the abstract levels of service contained within the Asset Management Plan (AMP).

Strategic and Policy Context

This Framework aligns with, and operationalises, the following adopted documents:

- Victoria Plains Asset Management Plan V3 (AMP) – Roads and Verges service area
- Victoria Plains Asset Management Strategy_JUL24_Version 1 – Integrated Asset Management Framework
- Strategic Community Plan and Corporate Business Plan – Maintenance of Roads objective
- Road Hierarchy Spreadsheet (June 2022 – Silvio Brenzi) – operational road classification basis (internal working document)

Where alignment exists between this Framework and AMP technical Levels of Service, that alignment is retained. Where the AMP Levels of Service are impractical for annual scheduling, this Framework deliberately applies a simplified, risk-based approach suitable for operational delivery.

Road Hierarchy as the Foundation

The Shire's road network is classified in accordance with the **Road Hierarchy (June 2022)**. Each road segment is assigned to one of four hierarchy categories, reflecting its function, usage, and criticality to the Shire and wider transport network.

Road Hierarchy Categories

- **Category A** – Primary and critical roads (including school bus routes)
- **Category B** – Important connector and distributor roads
- **Category C** – Local access roads
- **Category D** – Low-use and restricted service roads

The Road Hierarchy is the authoritative source for category assignment and is reviewed periodically to reflect changes in land use, traffic patterns, and service demand.

Road Hierarchy Category Definitions

Category A – Primary and Strategic Roads (Over 250 VPD)

Category A roads are the Shire's most critical transport links. They provide regional or inter-regional connectivity, support freight, harvest and ag-lime movements, and are typically eligible for Roads to Recovery or Road Group funding. They carry the highest traffic volumes and are essential to network reliability and economic activity.

Category B – Important Connector Roads (Over 150 VPD < 249 VPD)

Category B roads perform an important link and connector function within the Shire. They commonly service multiple intensive agricultural or rural land uses, carry moderate to high traffic volumes including regular heavy vehicle movements, and have high community and network importance secondary to Category A roads.

Category C – Significant Local Roads (Over 80 VPD < 149 VPD)

Category C roads primarily serve local access functions for general rural or residential areas. They carry lower traffic volumes and provide access to individual properties or local destinations, and are managed to a fit-for-purpose local access standard.

Category D – Minor Local Roads (Less Than 25 VPD)

Category D roads are minor local access roads with low traffic volumes and no through-route function. They generally service a small number of properties or limited access areas and are managed with a reactive or minimal service focus.

Mandatory Treatment of School Bus Routes

All school bus routes are designated as Category A roads, regardless of their traffic volume or classification under other criteria.

This reflects:

- The Shire's duty of care regarding student safety
- Network reliability requirements for contracted education transport services
- The elevated consequence of service failure on these routes

Category A designation makes these routes mandatory priority roads within the annual maintenance program.

Annual Prioritisation Method – From ABCD to High / Medium / Low

For the purpose of annual maintenance programming, road hierarchy categories are translated into three clear operational priority levels.

Priority Mapping

Road Hierarchy Category	Annual Maintenance Priority	Description
Category A	High (Mandatory)	Must be inspected, maintained and rectified within defined timeframes
Category B	High	High community and network importance
Category C	Medium	Managed based on condition and available resources
Category D	Low	Reactive or minimal service focus

This prioritisation model is applied **annually** and underpins the sequencing of inspection, grading, resheeting, drainage works, and defect response.

Relationship to Asset Management Plan Levels of Service

The AMP defines both Customer Levels of Service (CLOS) and Technical Levels of Service (TLOS) for roads . These remain the Shire's long-term performance benchmarks.

This Framework:

- Retains AMP intent regarding safety, accessibility, reliability, and condition
- Uses hierarchy-based prioritisation as an operational proxy for AMP service levels
- Recognises that not all AMP TLOS metrics are suitable for annual scheduling or resource-constrained delivery

In practical terms, this Framework provides the bridge between strategic service levels and annual works programming.

Annual Road Maintenance Schedule Development

Each financial year, the Annual Road Maintenance Schedule is developed by Works and Services using this Framework.

The process includes:

1. Confirming the current Road Hierarchy and school bus routes
2. Confirming Category A (mandatory) network
3. Reviewing prior year works and outstanding defects
4. Assessing condition and known risk issues
5. Applying High / Medium / Low prioritisation
6. Finalising an annual program consistent with approved budgets and resources

The resulting schedule is an **operational document** and may be adjusted in-year to respond to weather events, emergencies, and resourcing impacts.

Governance, Reporting and Review

- The Annual Road Maintenance Schedule is reported through normal operational reporting mechanisms as part of infrastructure delivery and performance monitoring
- Delivery is aligned with CEO and Manager Works KPIs relating to maintenance program implementation
- Delivery and progress against the Annual Road Maintenance Schedule are monitored and reported through the Shire's normal financial year and budget reporting processes, including in-year budget reviews and end-of-year performance reporting
- This Framework is reviewed periodically to ensure ongoing alignment with the AMP, Asset Management Strategy, and operational experience

Practical Intent

This Framework deliberately prioritises clarity, consistency and deliverability. It reflects how the Shire practically manages its roads each year, while remaining defensible, risk-based, and aligned with its broader asset management obligations.

Appendix A – Annual Road Maintenance Schedule (Annual Budget)

The Annual Road Maintenance Schedule sets out the specific roads, maintenance treatments and indicative timing for the relevant financial year.

The Schedule is:

- Prepared in accordance with this Operational Framework
- Developed having regard to the approved Annual Budget, available resources and operational constraints
- Updated annually following budget adoption and may be amended in-year to respond to weather events, emergencies, funding changes or emerging risks
- The Annual Road Maintenance Schedule is an operational document and does not require separate Council adoption where it is consistent with the adopted Budget and this Framework.

Appendix B – Road Hierarchy (Reference)

The Road Hierarchy establishes the classification of the Shire's road network into Categories A, B, C and D and provides the foundational basis for prioritisation under this Framework.

The Road Hierarchy:

- Is an internal, adopted reference document;
- Informs the annual prioritisation of road maintenance activities under this Framework;
- Does not, of itself, constitute a works program or delivery schedule.

The current Road Hierarchy is contained in the Road Hierarchy Spreadsheet (June 2022 – Silvio Brenzi) and is to be read in conjunction with this Framework.

The Road Hierarchy may be reviewed and updated from time to time to reflect changes in land use, traffic patterns, service demand or risk profile and does not require amendment to this Framework where such updates remain consistent with its intent.

ROAD HIERARCHY STANDARDS - RURAL

RURAL					
CLASSIFICATION	A	B	C	D	E
MINIMUM STANDARD	8m seal width and minimum 2m unsealed shoulders (each side of seal).	8m seal width and minimum 1.5m shoulders (each side of the road).	Unsealed road with a paved (gravel or limestone) formation of 9m for rural areas with general rural pursuits only.	Unsealed road with a paved (gravel or limestone) formation of 7m for rural areas.	Unsealed road made from naturally occurring materials on site. 6m unpaved road formation.
	Cement stabilised sub-base course (minimum depth 200mm @ 1.5% cement)	Guide posts on entire length of road.	7m sealed road with 1.5m unsealed shoulders both sides for rural areas providing access to one or more intensive agriculture/horticulture pursuits.	7m sealed road with 1.5m unsealed road shoulders both sides for rural residential areas.	Unmade road for road providing access to unpopulated lot/s.
	Gravel base course (minimum depth 125mm)		7m sealed road with 1.5m unsealed shoulders both sides for rural residential areas.	Guide posts on culverts as a minimum.	
	Line marking centreline and edge lines.		Guide posts on entire length of road.		
	Guide posts on entire length of road.				
BASIS FOR CLASSIFICATION	Roads 2040 road (able to apply for RRG grant funding)	Arterial (link) road throughout the Shire.	Significant Local Road	Minor Local Road	Minor Road
	Major arterial road (providing link between regions (eg. Harvest, Ag-lime route))	Sealed road providing access to multiple intensive agricultural pursuits (ie. hay storage/processing, intensive horticulture, intensive animal production (feedlots, piggeries, chicken farm, etc), other intensive rural pursuits requiring >3 heavy vehicles per day (one way)).	Road (sealed/unsealed) providing access to at least one intensive agricultural/horticultural pursuit (or minor extractive industry) requiring a total of >2 heavy vehicles per day	Sealed road within rural residential area; no through road.	Unsealed road in rural residential area. No through road.
		Extractive industries with >3 heavy vehicle movements per day (one way).	Unsealed road providing access to a number of properties of a general rural pursuit with no through access.	Unsealed road providing access to properties of a general rural pursuit with no through access.	Formed road of natural material providing limited access to properties.
		Road that provides regional access across the Shire.			Unmade road reserve.
TRAFFIC COUNTS	>250 VPD	>150 VPD (<249 VPD)	> 80 VPD (<149 VPD)	> 25 VPD (<79 VPD)	<25 VPD

9.7 Communications Update

File Reference	
Report Date	08/09/2026
Applicant/Proponent	Shire of Victoria Plains
Officer Disclosure of Interest	Nil
Previous Meeting Reference	Nil
Prepared by	Candice Watson, PACEO
Senior Officer	Sean Fletcher – Chief Executive Officer
Authorised by	Sean Fletcher – Chief Executive Officer
Attachments	Nil

PURPOSE

To provide Council with an update on communications, marketing, community engagement and promotional activities undertaken during the period August 2025 to August 2026, including social media performance, audience engagement and the outcomes of the Community Newsletter distribution review.

BACKGROUND

Council has identified effective communication as an important component of transparent governance and community engagement. Throughout the reporting period, the Shire has continued to promote Council projects, services, events and strategic initiatives through a range of communication channels including Facebook, the Shire website and printed publications.

This report provides an overview of communications activities undertaken during the reporting period and highlights key performance outcomes, community engagement results and opportunities for future improvement.

COMMENT**Social Media and Digital Communications**

Facebook continues to be a key communication channel for distributing community updates, emergency messaging, employment opportunities, events and local initiatives.

During the reporting period, the Shire's Facebook page achieved:

- 310,000 total views.
- 35,200 individual viewers reached.
- 2,100 content interactions.
- 2,200 link clicks.
- 13,900 page visits.
- 228 new followers.

These results demonstrate strong community engagement and continued audience growth throughout the year. The page reached more than 35,000 individual users and generated significant interaction across a variety of content types.

The Shire continued to use Facebook, Instagram and the Shire website as primary communication channels to:

- Promote Council decisions and meeting outcomes.
- Advertise community grants and funding opportunities.
- Share road, works and infrastructure project updates.
- Promote community events and sporting activities.
- Provide emergency services and community safety messaging.
- Promote economic development and tourism initiatives.

Audience Demographics

The Shire's Facebook audience remains predominantly female, representing approximately 65% of followers, with males accounting for 35%.

The largest audience segment falls within the 45 to 54 years age group, with strong engagement also recorded among residents aged 35 to 44 years and 55 to 64 years. These results indicate Facebook remains an effective platform for reaching residents, ratepayers and local stakeholders.

Top Performing Content

The Shire's five highest-performing Facebook posts achieved a combined 30,999 views and reached more than 17,000 people.

The most viewed post recorded 7,982 views, while a community advisory notice published in February achieved the greatest reach of 4,332 people. Content relating to local announcements, community safety information, major projects and community events consistently performed strongly.

A post relating to the European Space Agency initiative generated the highest level of sharing, demonstrating strong community interest in projects with broader regional significance.

Website and Publications

Regular updates were undertaken throughout the reporting period to ensure information on the Shire website remained current, accurate and accessible to residents, visitors and stakeholders. Activities included:

- Updating project information, public notices and statutory advertising requirements.
- Maintaining community, tourism, employment and event-related content.
- Publishing Council meeting information, governance documentation and public consultation material.
- Preparing communication materials to support Council projects, initiatives and community engagement activities.

The Shire website continues to be a key communication platform, recording more than 25,500 users, 24,100 new users and 56,200 page views during the 2025/26 reporting period. Search engines remained the primary source of website traffic, while direct visits demonstrated strong community awareness and use of the website as an information resource. Mobile devices accounted for the majority of website usage, highlighting the importance of maintaining accessible and mobile-friendly content.

Community engagement through the website remained strong, with approximately 3,270 document downloads and 1,170 online form submissions recorded during the reporting period. Frequently accessed content included the Home page, Employment Opportunities, Council Meetings, Contact Us, Key Staff Contacts, Local Towns and tourism-related information.

Newsletter Review

A review of the newsletter distribution process was undertaken following community feedback sought through the newsletter, Facebook page and Shire website.

A flyer was distributed encouraging residents to provide feedback on preferred newsletter delivery methods. Eight responses were received:

- One respondent requested both electronic and printed copies.
- Three respondents requested electronic copies only.
- Four respondents requested printed copies only.

As a result of the review, newsletter distribution has been streamlined, with a maximum of 20 printed copies now supplied to collection points throughout the Shire. Additional copies remain available for collection from the Shire Administration Office as required.

Community Engagement and Promotion

Communications support continued to be provided to a range of community initiatives, including:

- Community events and activities.
- Sporting and recreation initiatives.
- Grant-funded projects.
- Local government information and consultation activities.
- Promotion of local achievements and community success stories.

Ongoing engagement with community groups, progress associations and stakeholders continues to support the Shire's commitment to transparent and proactive communication.

Future Priorities

Key communications priorities for the coming reporting period include:

- Continued promotion of major Shire projects.
- Support for Strategic Community Plan engagement activities.
- Increased promotion of community organisations and volunteers.
- Ongoing improvement of website content and user experience.
- Monitoring social media performance and audience engagement.

Overall, communication activities continue to align with the objectives of the Shire's Communication Strategy by providing regular, clear and transparent information to the community while supporting Council's strategic priorities.

The purpose of this report is to provide Council with an update on communications activities undertaken during the period August 2025 to September 2025 and to highlight key achievements and areas of focus moving forward.

CONSULTATION

Mr Sean Fletcher, Chief Executive Officer

Ms Bridget Ralph, Community Development Officer

STATUTORY CONTEXT

Nil

CORPORATE CONTEXT

This report supports Strategy 4.2 and demonstrates Council's ongoing commitment to effective communication with residents, ratepayers and stakeholders.

Strategic Business Plan/Corporate Business Plan

4. CIVIC LEADERSHIP

4.2 Shire communication is regular, clear and transparent	Residents and community groups believe they are being listened to and fairly treated
	Positive feedback through our customer survey
	Council and Staff work closely with the community to successfully achieve projects or outcomes that deliver upon priorities

Delegation

Nil

Policy Implications

Policy 2.7 Community Engagement Policy and Communication Plan/Strategy.

Other Corporate Document

Nil

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Reputation Not adhering to the Communication Strategy will lead to a lack of trust and confusion regarding the Shire's commitment to good governance and meeting the needs of its communities as set out in the SCP and CBP	Minor (2) Substantiated, low impact, low news profile <u>Example</u> Local paper / Industry news article, Facebook item seen by multiple groups	Almost Certain (5) The event is expected to occur in most circumstances (>90% chance) More than once per year	High (10)	Executive Team (SMT) Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring Adequate (There is some scope for improvement) Processes (Controls) generally operating as intended, however inadequacies exist. Limited monitoring. Reviewed and tested, but not regularly.	The CEO will oversee implementation of the Communication Strategy and ensure communication activities are regularly monitored and reviewed. Council will receive updates as required through policy reviews and communications reporting. This will ensure any identified communication risks are managed appropriately and that the residual risk remains low.

FINANCIAL IMPLICATIONS

Nil

VOTING REQUIREMENTS

Absolute majority required: No

Officer Recommendation

That Council **ACCEPTS** the Communications Update Report for the period August 2025 to August 2026.

For _____ / Against _____

PUBLIC OCM AGENDA

9.8 Council Policy Manual Part 3 Financial Management - Purchasing Framework Clarification

File Reference	
Report Date	23 September 2026
Applicant/Proponent	Shire of Victoria Plains
Officer Disclosure of Interest	Nil
Previous Meeting Reference	OCM2405-06 - 22 May 2024
Prepared by	Sean Fletcher, Chief Executive Officer
Senior Officer	N/A
Authorised by	Sean Fletcher, Chief Executive Officer
Attachments	1. Policy Manual Part 3 – Page 198

PURPOSE

To correct and clarify an inconsistency between Resolution OCM2405-06, the wording subsequently incorporated into the Council Policy Manual and the Policy Register concerning procurements undertaken through the WALGA Preferred Supplier Panel or a State Government Common Use Agreement.

BACKGROUND

At its Ordinary Council Meeting held on 22 May 2024, Council considered amendments to Policy 3.1 Purchasing Framework and Schedule 3.1(b) Purchasing Thresholds and Requirements. The officer report explained that the amendments were intended to align the policy with the \$250,000 statutory tender threshold and clarify that procurement through the WALGA Preferred Supplier Panel is exempt from the requirement to publicly invite tenders and does not require a Council decision.

Resolution OCM2405-06 approved amendments to the Purchasing Framework. However, the detailed threshold table included in the resolution retained the earlier wording, 'Refer to Council for decision unless prior delegation to CEO', for procurements of \$250,001 and above, including procurements through the WALGA Preferred Supplier Panel or a State Government Common Use Agreement. This wording was inconsistent with the stated purpose and explanatory text of the officer report.

The Council Policy Manual was subsequently updated using wording that reflected the intended outcome of the report. The current manual states that a Council decision is required only where a public tender has been conducted, unless delegated authority applies, and that procurement through the WALGA Preferred Supplier Panel or a State Government Common Use Agreement does not require presentation to Council for decision.

A later review identified that the resolution, current policy wording and Policy Register were not fully aligned. This report therefore returns the matter to Council so that the intended policy position can be expressly confirmed and the governance records corrected.

COMMENT

The proposed resolution does not create a new procurement pathway or change the statutory tender threshold. It confirms the policy position intended by the May 2024 officer report and already reflected in the current Council Policy Manual.

The clarification distinguishes between a public tender process and a procurement undertaken under an exemption provided by the Local Government (Functions and General) Regulations 1996. Where a public tender is conducted for procurement above \$250,000, the outcome is to be presented to Council unless delegated authority applies. Where procurement is undertaken through the WALGA Preferred Supplier Panel or a State Government Common Use Agreement, a separate Council decision is not required by the policy, although officers may seek a Council decision where the circumstances warrant it.

Formal confirmation will remove ambiguity, ensure the resolution and policy record are aligned, and provide a clear basis for future procurement decisions. Following Council's determination, the Policy Register and the history recorded in Policy 3.1 will be updated to cite the new resolution and review date.

CONSULTATION

Chief Executive Officer.

T/Deputy Chief Executive Officer

Statutory Context

Local Government (Functions and General) Regulations 1996:

Regulation 11 - when tenders must be publicly invited and applicable exemptions.

Regulation 11A - requirement for a purchasing policy for contracts below the tender threshold.

Corporate Context

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4. CIVIC LEADERSHIP 4.3 Proactive and well governed Shire	External audits and reviews confirm compliance. We have sound financial management policies and attract external funding to help achieve our goals.

Delegation

Delegation Register: 3.1 Municipal Fund - Incurring Expenditure; and 3.7 Tenders - authority to set specifications, criteria, call, accept and vary.

Policy Implications

Council Policy Manual Part 3 Financial Management - Policy 3.1 Purchasing Framework and Schedule 3.1(b) Purchasing Thresholds and Requirements will be confirmed and the policy history updated following Council determination.

Other Corporate Document

Policy Register.

Risk Analysis

Consequence	Consequence Rating	Likelihood Rating	Risk Rating	Risk Acceptance / Controls	Mitigation and Outcome
Compliance Inconsistent governance records may create uncertainty over procurement authority and expose decisions to challenge.	Major (4)	Possible (3)	High (12)	Senior Management Team / CEO	Council confirmation and updating the Policy Register and policy history will align the governance records and provide an unambiguous basis for future procurement decisions.

Financial Implications

Nil. The clarification does not alter an adopted budget or create additional expenditure.

Voting Requirements

Absolute majority required: No

Officer Recommendation

That Council:

- 1 **NOTES** the inconsistency between Resolution OCM2405-06, the current Council Policy Manual and the Policy Register relating to Policy 3.1 Purchasing Framework and Schedule 3.1(b) Purchasing Thresholds and Requirements;
- 2 **CONFIRMS** the following wording in Policy 3.1 Purchasing Framework:
 - a Request for Quote (RFQ) procurement up to the threshold of \$250,000 (excl. GST) is not required to be presented to Council for a decision.
 - b Procurements in excess of \$250,000 (excl. GST) may be sourced through the WA Local Government Association Preferred Supplier Panel or a State Government Common Use Agreement, which are exempt from the requirement to publicly invite tenders and do not require a Council decision.
 - c Where a public tender is conducted for procurement in excess of \$250,000 (excl. GST), the outcome is to be presented to Council for a decision unless delegated authority applies.
 - d Nothing in this clause prevents officers from seeking a Council decision where considered appropriate under specific circumstances.

Council Policy Manual - Part 3

Financial Management

PUBLIC OCM AGENDA

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3.1 Purchasing – Framework

OBJECTIVE

The objects are to –

- obtain quality goods and services that are judged to deliver the best value-for-money or be the most advantageous,
- provide compliance with the Local Government Act, 1995 and the Functions and General Regulations,
- deliver a best practice approach and procedures to internal purchasing for the Shire,
- ensure consistency for all purchasing activities that integrates with all the Shire operational areas.

STATUTORY CONTEXT

Local Government (Functions and General) Regulations 1996 –

- r.11A – purchasing policy required, and matters to be addressed

CORPORATE CONTEXT

Delegation Register –

- 3.1 – Municipal Fund – Incurring Expenditure
- 3.7 – Tenders – authority to set specifications, criteria, call, accept, vary

Policy Manual 2018 –

- 1.1 – Code of Conduct
- 3.2 – Purchasing – Regional Price Preference
- 3.3 – Credit Cards – including store, fuel and debit cards

POLICY STATEMENT

1. The following Council Policy Schedules are adopted, and form part of this Statement –
 - 3.1(a) – Purchasing Principles
 - 3.1(b) – Purchasing Thresholds
 - 3.1(c) – Regulatory Compliance for all Purchasing
 - 3.1(d) – Specific Requirements for Tenders
2. Where the goods or services are to be accessed from the WA Local Government Association Preferred Supplier Panel or State Government Common Use Agreement, compliance with Policy Schedule 3.1(b) Purchasing Thresholds, clause 1 is required.

3. **Request for Quote (RFQ) procurement up to the threshold of \$250,000 (excl. GST) is not required to be presented to Council for a decision.**

Procurements in excess of \$250,000 (excl. GST) may be sourced through the WA Local Government Association Preferred Supplier Panel or a State Government Common Use Agreement, which are exempt from the requirement to publicly invite tenders and do not require a Council decision.

Where a public tender is conducted for procurement in excess of \$250,000 (excl. GST), the outcome is to be presented to Council for a decision unless delegated authority applies.

Nothing in this clause prevents officers from seeking a Council decision where considered appropriate under specific circumstances.

4. Exceptional Circumstances

- a) Under exceptional circumstances, where goods or services need to be purchased urgently and there is insufficient time to obtain quotations, the CEO may make the required purchase, notwithstanding the thresholds and requirements of Schedule 3.1(b), subject to the purchase being less than \$150,000.00 ex GST. Unique value for money circumstances that preclude obtaining quotes must exist, such as –
- it is opportunistic such as eliminating otherwise applicable costs,
 - it enhances operational efficiency, or
 - mitigates against risk etc.
 - it is appropriate for continuity of previous works, services, or design, but is not to exceed 50% of an original competitively sourced provider to a maximum of \$20,000
- b) Procurement under exceptional circumstances must be approved in advance by the CEO.
- c) Exercise of this authority is to be in consultation with the Shire President.

APPLICATION

5. This Policy applies to all purchasing and procurement activity, and is not limited to tendering.

HISTORY

Former Policy	6.5.5, 6.5.6	
Reviewed	26 April 2023	Resolution No. #2304-05
	07 May 2026	Resolution No. #2405-06

REFERENCES

None

Schedule 3.1(a) – Purchasing Principles

1. Ethics & Integrity

All officers and employees of the Shire shall observe the highest standards of ethics and integrity in undertaking purchasing activity and act in an honest and professional manner that supports the standing of the Shire.

The following principles, standards and behaviours must be observed and enforced through all stages of the purchasing process to ensure fair and equitable treatment of all parties –

- full accountability shall be taken for all purchasing decisions and the efficient, effective and proper expenditure of public monies based on achieving value for money,
- all purchasing practices shall comply with relevant legislation, regulations, and requirements consistent with the Shire policies and code of conduct,
- purchasing is to be on a competitive basis in which all suppliers are treated impartially, honestly and consistently,
- all processes, evaluations and decisions shall be transparent, free from bias and fully documented in accordance with applicable policies and audit requirements,
- any actual or perceived conflicts of interest are to be identified, disclosed and appropriately managed,
- any information provided to the Shire by a supplier shall be treated as commercial-in-confidence until such time as the purchase decision is made, and is not to be released unless authorised by the supplier or relevant legislation, and
- consideration must be given to any Local Price Preference Policy adopted by Council.

2. Value for Money

Value for money is an overarching principle recognised by the Regulations that allows the best possible outcome to be achieved for the Shire. Compliance with the specification is more important than obtaining the lowest price, particularly taking into account user requirements, quality standards, sustainability, life cycle costing, and service benchmarks.

What constitutes “value for money” or “most advantageous” considerations are to be itemised and detailed as part of evaluation – use of these terms are not adequate.

An evaluation of the best value for money outcome for any purchasing should consider –

- all relevant whole-of-life costs and benefits (for goods) and whole of contract life costs (for services) including transaction costs associated with acquisition, delivery, distribution, as well as other costs such as but not limited to holding costs, consumables, deployment, maintenance and disposal,
- the technical merits of the goods or services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality,
- financial viability and capacity to supply without risk of default. (Competency of the prospective suppliers in terms of managerial and technical capabilities and compliance history),
- a strong element of competition in the allocation of orders or the awarding of contracts. This is achieved by obtaining a sufficient number of competitive quotations wherever practicable,
- continuity of supply or service, and particularly timeliness of any warranty service, emergency or maintenance/repair response, familiarity with works/conditions etc,
- where a new or start up business makes a submission, the anticipated longevity of the business, its relevance to the region and if goods or service previously not available in the region.

Where a higher priced conforming offer is recommended, there should be clear benefits over lower priced conforming offers.

3. **Sustainable Procurement**

Sustainable procurement is defined as the procurement of goods and services that have less environmental and social impacts than competing products and services, and considerations must be balanced against value for money outcomes.

– *End of Schedule*

PUBLIC OCM AGENDA

Schedule 3.1(b) – Purchasing Thresholds and Requirements

1. Purchasing Thresholds

The value of a purchase is not limited to the financial year when the purchase was initiated, but may be over several financial years depending on the procurement or type of contract.

Records where required or obtained, the following are to be attached to the purchase order:

- Note of verbal specification and submission (**Record on the Quotation Acceptance Form – Appendix A**);
- Quotation Acceptance Form**, specification required, assessment criteria set, summary of submissions, evaluation made.

General purchasing thresholds

Where the value of procurement (excluding GST) for the value of the contract over the full contract period (including options to extend) is, or is anticipated.

Anticipated Value of Purchase Excl. GST	Requirement	Documentation	Evaluation Panel
Up to \$2,000	Quotations not required for items of minor recurrent nature, such as groceries, stationery, hardware, mechanical, reticulation consumables etc. Employee must be satisfied that the price is competitive	None, corporate credit card can be used and no requirement for a purchase order provided its within the delegated authority to do so	One Employee
\$2,001 to \$10,000	Direct supplier Seek one verbal quote or one written quote Written quotations recommended but not required	Required Verbal quotations received may be recorded on Quotation Acceptance Form (Appendix A) Recommended Written quotations received which can be by email.	One Employee
\$10,001 to \$40,000	Seek at least one written quotation	Required Written quotations	One Employee
\$40,001 to \$100,000	Seek at least two written quotations noting the higher cost, the more prudent to seek additional written quotations.	Required Written quotations received Recommended - Written specifications - Assessment criteria - Evaluation panel	Two Employees

\$100,001 \$249,999	Seek three written quotations containing price and specification of goods and services Recommended: Use of WALGA Preferred Supplier Panel (RFQ where applicable). No requirement for Council decision.	Required - Written specification - Written assessment criteria - Written quotations received - Evaluation panel Recommended As the cost approaches \$250,000, it would be prudent to conduct a public tender	Two Employees
\$250,001 and above	Conduct a public tender process or WALGA Preferred Supplier / State Government Common Use Agreement Council decision required only where a public tender has been conducted, unless delegated authority applies.	Required - Written specification - Written assessment criteria - Written quotations received - Evaluation panel	Two Employees or One Employee and One external person

WALGA Preferred Supplier or State Government Common Use Agreement Thresholds

Less than \$250,000	As per General threshold	As per General Thresholds	As per General Thresholds
\$250,001 and above	Seek a single or up to three quotations containing price and specification of goods and services depending on the risk and knowledge of both the Officer and Supplier. No requirement to present to Council for decision when procurement is undertaken via WALGA Preferred Supplier Panel or State Government Common Use Agreement.	As per General Thresholds	As per General Thresholds

Quotation Acceptance Form

Appendix A to this Policy (Quotation Acceptance) may be completed for all purchase orders issued above \$2,000 with a summary of the verbal quotations received included in this form and/or a copy of all written quotations attached.

Exemptions From Request For Quote (Not Applicable to Tenders)

At times it may be necessary to vary from the requirements of Schedule 3.1(b) for a number of reasons including:

- The need to engage short term staff to relieve existing staff when on leave or due to a vacancy.
- Legal expenses where a specific firm is considered to be the preferred provider of such services.
- Emergency situations (See definition of Emergency Purchases).
- Urgent works such as electrical and plumbing repairs where immediate work is required to address a safety or operational issue.
- The services required rely on intellectual property (IP)* accrued by a person or organisation that has undertaken previous work for the Shire.
- The purchase involves the acquisition of software and the preferred software has been identified following thorough investigation of available alternatives.
- The purchase involves the renewal of software maintenance and service agreements where software continues to meet the needs of the Shire and the cost of running a procurement process or commissioning and implementing a new system would make a change uneconomical.

In the instance where staff deem it necessary to vary from these policy requirements as outlined above (the exemptions), the form attached as Appendix A must be completed and authorised by the Chief Executive Officer or Manager responsible for the employee.

*IP is property that results from intellectual and creative efforts (organisation's activities). Refer to Guide to Intellectual Property Law May 2020 (Justice Connect).

Definition of Emergency Purchases

Emergency purchases are defined as the supply of goods or services associated with:

- (a) A local emergency and the expenditure is required (within existing budget allocations) to respond to an imminent risk to public safety, or to protect or make safe property or infrastructure assets; OR
- (b) A local emergency and the expenditure is required (with no relevant available budget allocation) to respond to an imminent risk to public safety, or to protect or make safe property or infrastructure assets in accordance with s.6.8 of the *Local Government Act 1995* and Functions and General Regulation 11(2)(a); OR
- (c) A State of Emergency declared under the *Emergency Management Act 2005* and therefore, the Functions and General Regulations apply as follows:
 - a. 11(2)(aa) – the supply of the goods or services is associated with a state of emergency; or
 - b. 11(2)(ja) - the contract is a renewal or extension of the original contract where:
 - i. The original contract is to expire within 3 months; and
 - ii. The renewal or extension is for a term of not more than 12 months from the expiry of the original contract; and
 - iii. The contract for renewal or extension is entered into at a time when there is in force a state of emergency declaration applying to the district, or part of the district, of the local government;
 - c. (3) For the purposes of 11(2)(aa):
 - i. The contract for the supply is entered into while there is in force a state of emergency declaration applying to the district, or part of the district, of the local government; and
 - ii. The local government considers that the goods or services are required for the purposes of addressing a need arising from the hazard, or from the impact or consequences of the hazard, to which the state of emergency declaration relates.

Time constraints, administrative omissions and errors do not qualify for definition as an emergency purchase. Instead, every effort must be made to research and anticipate purchasing requirements in advance and to allow sufficient time for planning and scoping proposed purchases and to then obtain quotes or tenders, as applicable.

How the Emergency Purchase is Applied – Within Budget

Emergency Purchases (Within Budget)	Where goods or services are required for an emergency response and are within scope of an established Panel of Pre-qualified Supplier or existing contract, the emergency supply must be obtained from the Panel or existing contract using relevant unallocated budgeted funds. However, where due to the urgency of the situation; a contracted or tender exempt supplier is unable to provide the emergency supply <u>OR</u> compliance with this Purchasing Policy would cause unreasonable delay, the supply may be obtained from any supplier capable of providing the emergency supply. However, an emergency supply is only to be obtained to the extent necessary to facilitate the urgent emergency response and must be subject to due consideration of best value and sustainable practice.
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	The rationale for policy non-compliance and the purchasing decision must be evidenced in accordance with the Shire/Town/City's Record Keeping Plan.
--	---

How the Emergency Purchase is Applied – No Budget Allocation

Emergency Purchases (No budget allocation available) Refer for Clause 1.4.3	Where no relevant budget allocation is available for an emergency purchasing activity then, in accordance with s.6.8 of the <i>Local Government Act 1995</i> , the President must authorise, in writing, the necessary budget adjustment prior to the expense being incurred. The CEO is responsible for ensuring that an authorised emergency expenditure under s.6.8 is reported to the next ordinary Council Meeting. The Purchasing Practices prescribed for Emergency Purchases (within budget) above, then apply.
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NOTES

Any work done under warranty / guarantee is not considered to be a purchasing activity, but is a part of the original contract or agreement to purchase.

- Any work done outside of warranty / guarantee, even if it may affect warranty / guarantee, is a purchasing activity.
- Management of that risk is an administrative task, and may be a factor in a "value for money" consideration.

Where it is considered beneficial, tenders may be called in lieu of seeking quotations for purchases under the \$250,000 threshold (excluding GST). If a decision is made to seek public tenders for contracts of less than \$250,000, a Request for Tender process that entails all the procedures for tendering outlined in this policy must be followed in full.

2. Quotations/Submissions

- If required or appropriate, any Evaluation Panel is to be established prior to the request for submissions. The Panel is to consist of a mix of skills and experience relevant to the nature of the purchase. The Panel is to assess the submissions against the specifications set, the assessment criteria, value for money, local price preference and any other relevant matter.
- Where required and prior to submissions being requested, the specifications for the procurement and the assessment criteria for determining the procurement are to be determined in writing.
 - ☐ For quotations – by the purchasing officer, and approved by the relevant Manager within their approved purchasing limits, otherwise by the CEO
 - ☐ For tenders – by the purchasing officer, approved by the relevant Manager, and authorised by the CEO under delegated authority.
- The general principles relating to written quotations / submission are:
 - ☐ An appropriately detailed specification should communicate requirement(s) in a clear, concise and logical fashion.
 - ☐ The request for written quotation should include as a minimum the:
 - Written specification
 - Assessment criteria to be applied
 - Price schedule
 - Conditions of responding
 - Validity period of offer

- ☐ Invitations to quote should be issued simultaneously to ensure that all parties receive an equal opportunity to respond.
- ☐ Offer to all prospective suppliers at the same time any new information that is likely to change the requirements.
- ☐ Responses should be assessed for compliance, then against the selection criteria, and then value for money and all evaluations documented.
- ☐ Respondents should be advised in writing as soon as possible after the final determination is made and approved.

The Local Government Purchasing and Tender Guide produced by the Western Australian Local Government Association (WALGA) should be consulted for further details and guidance.

3. Specifications, Assessment Criteria and Evaluation

Specifications

Applies to all procurements as determined by the thresholds in clause 1:

A. Where a specification is provided or required by clause 1, the specification may include:

- ☐ Details, format and request to be appropriate to the procurement
- ☐ How many / how much
- ☐ What size / power etc.
- ☐ How fitted out
- ☐ Standard / quality required
- ☐ Type of construction
- ☐ Where the work / product is to be delivered etc.

B. If a written specification has been issued the assessment criteria is to be included in the written specification.

Assessment Criteria

Assessment criteria are to be determined prior to evaluation i.e. how the submission is to be assessed and scored, and may include:

- ☐ Details and record to be appropriate to the procurement
- ☐ Local provider or external
- ☐ Standard of work, quality of item
- ☐ Reliability, service, warranty
- ☐ References
- ☐ Price etc.

Evaluation

After close of the submission period, an evaluation is to be made based on the following i.e. how the submission was actually assessed and scored:

- ☐ To what extent was each specification met
- ☐ How does the submission measure against each criteria
- ☐ Which score provides best value for money

PUBLIC OCM AGENDA

Appendix A Quotation Acceptance Form (Also used for variations or request for exemptions)



Quotation Acceptance Form

Quotations sought regarding: _____

Nature of the supply: _____

Name of supplier:	1.	2.	3.
Price (GST included):			

Project/General Ledger Code:	
Budgeted Allocation:	Financial Year:

Have you complied with the requirement of the **Purchasing Policy**? Yes/No
If no, please detail why the requirements of the Policy should be varied for this purchase.
Please attach additional documentation if required.

Officer - Recommended Supplier

Name of supplier:	
Supporting narration:	
Signed:	Date:

Manager - Recommended Supplier

Name of supplier:	
Supporting narration:	
Signed:	Date:

Version 1 - 7 July 2021

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Schedule Ends _____

Schedule 3.1(c) – Regulatory Compliance for all Purchasing

1. Sole Source of Supply (Monopoly Suppliers)

- a) Procurement from only one private sector source of supply, (i.e. manufacturer, supplier or agency) is permitted without the need to call competitive quotations provided that –
 - there must genuinely be only one source of supply
 - every endeavour to find alternative sources has been made,
 - written confirmation of this must be kept on file for later audit.
- b) The application of provision “sole source of supply” should only occur in very few cases and procurement experience indicates that generally more than one supplier is able to provide the requirements.
- c) Approval of purchasing from a monopoly supplier other than those exempted in the Regulations is restricted to the CEO.

2. Anti-Avoidance

- a) The Shire shall not enter two or more contracts of a similar nature for the purpose of splitting the value of the contracts to take the value of consideration below a particular threshold to avoid the requirements of higher level of compliance.

3. Specifications

- a) Before submission or quotes or tenders are sought, the CEO is to determine in writing the specifications under Schedule 3.1(b) for deciding the standards and requirements of the purchase.

4. Assessment

- a) Before submission or quotes or tenders are sought, the CEO is to determine in writing the assessment criteria under Schedule 3.1(b) for deciding which offer should be accepted.

5. Receiving Submissions

- a) All submissions are to remain confidential until the purchase decision is made.

6. Evaluation of Submissions

- a) Evaluation is to be recorded against the specifications set and assessment criteria established. Reasons for the decision are to be recorded.
- b) Where an evaluation panel is established under Schedule 3.1(b) it should include a mix of skills and experience relevant to the nature of the purchase.

7. Records Management

- a) All records associated with the procurement process must be recorded and retained. For a tender process this includes –
 - Tender documentation, including specifications and assessment criteria,
 - Internal documentation,
 - Evaluation documentation,
 - Enquiry and response documentation,
 - Notification and award documentation.
- b) For a direct purchasing process this includes –
 - Quotation documentation, including any specification and assessment criteria
 - Internal documentation, such as evaluation etc
 - Purchase orders issued and requisitions.

- c) Record retention shall be in accordance with the minimum requirements of the State Records Act, and the Shire's internal records management policy.

– *End of Schedule*

PUBLIC OCM AGENDA

Schedule 3.1(d) – Specific requirements for tenders

1. Requirement to call tenders

The requirements to call tenders is –

- a) as per Regulations;
- b) where required or directed by Council,
- c) at the discretion of the CEO, and
- d) applies to both purchases and disposition of property.

2. Tender Exemption

In some instances public tenders or quotation procedures are not required, regardless of the value of expenditure. The permitted exemptions are stipulated in the Local Government (Functions and General) Regulations 1996 r.11.

3. Tender documentation

Tenders will not be made available (counter, mail, internet, referral, or other means) without recording the details of all parties who acquire the documentation.

This is essential since if clarifications, addendums or further communication is required prior to the close of tenders, all potential tenderers must have equal access to this information in order for the Shire not to compromise its duty to be fair.

4. Purchase Criteria

- a) Before submission or quotes or tenders are sought, the CEO is to determine in writing under delegated authority the specifications and assessment criteria for deciding which offer should be accepted.

5. Tender Deadline

A tender that is not received in full in the required format by the advertised tender deadline is to be rejected.

6. Receiving and Opening Tenders

- a) All tenders must be clearly marked, sealed and placed in the locked tender box until the official opening.
- b) When lodgement of tenders by email is permitted, the email is to be sent to a separate email inbox that remains unused until the close of the tender period.
- c) When tenders are opened there must be at least two employees present, or one local government employee and at least one person authorised by the CEO.

7. Tender Acceptance

All tenders and procurement over \$250,000 are to be presented to Council for decision.

– End of Schedule

3.2 Purchasing – Regional Price Preference

Responsible Areas	Finance and Administration
Responsible Officer	Manager Finance and Administration
Affected Staff	CEO, Manager Finance and Administration, Finance Coordinator, WSM

Objective

To detail the conditions under which a local preference may apply to purchasing

Scope

Local Governments are required to ensure that they have effective and accountable systems in place to safeguard the Shire's financial resources. This includes the development of proper systems to authorise, verify and record the proper use of credit cards.

Policy

The following Council Policy Schedules are adopted, and form part of this Statement –
Schedule 3.2 – Regional Price Preference.

Delegation Register –

- 3.1 – Municipal Fund – Incurring Expenditure
- 3.7 – Tenders – authority to set specifications, criteria, call, accept, vary

Policy Manual 2018 –

- 1.1 – Code of Conduct
- 3.1 – Purchasing Framework

APPLICATION

1. The Regional Price Preference applies to providers and suppliers –
 - a) established within the preference region,
 - b) based outside the preference region.
2. This Policy applies to all purchasing and procurement activity, and is not limited to tendering.

NOTES

Statutory requirement are to be observed. The Functions & General Regulations require –

- **Statewide notice of proposed policy, amendment or revocation,**
- **public comment period of 4 weeks,**
- **submissions to be considered prior to adoption, and**
- **Statewide notice of adoption.**

1. Definitions

price preference is the application of a discount to the price when comparing submitted prices only, so as to give a marginal advantage to a regional offer, and does not refer to the price that is to be accepted.

preference region is specified as the geographical area which comprises the Shire of Victoria Plains;

regional tenderer as defined under the *Local Government (Functions and General) Regulations 1996 s 24B(2)* as a supplier that has been operating a business continuously out of premises within the region for at least 6 months and submits a tender for the supply of goods and/or services;

start up businesses means a business of less than 10 employees, which has commenced within the preceding 6 months prior to closing date of tender or quote, or would be established specifically for the purposes of the tender

regional content preference is the incentive for businesses/contractors outside the region to purchase goods, services and construction from within the region, but excludes travel and accommodation costs.

tenderer includes a new or start up business where the owner or provider has been resident of the region for at least 6 months

2. Preference principles

The Shire will encourage local industry to do business with the Shire by providing incentive through the adoption of a regional price preference advantage in conjunction with standard evaluation considerations, and as part of usual procurement consideration.

The price preference will apply to suppliers who are based in, and operate from the preference region in relation to all purchasing by the Shire for the supply of goods and services and construction (building) services, unless specifically stated otherwise, providing they are competitive in regard to specification, service, delivery and price.

3. Start-up Businesses

Where a new or start up business having less than 10 employees makes a submission, the anticipated longevity of the business, its relevance to the region and if goods or service previously not available in the region, are to constitute a component of “value for money” or “most advantageous” considerations as per Function and General Regulations r.24D(3). Reasons are to be itemised, and detailed as part of the “value for money” evaluation in accordance with Policy Sch.3.1(a) – Purchasing Principles.

4. Regional business preference

This preference enables businesses/contractors within the preference area to claim a price preference for their whole bid, regardless of the origin of the labour or materials, as all labour and materials are deemed to be regional content.

The following levels of preference are to be applied to whole of contract for all purchasing under this provision

Reduction % to be applied to whole of purchase	Contract for	Maximum reduction value per purchase
10%	Goods or services	\$50,000
5%	Construction (incl. building and roadworks etc) services	\$50,000

To qualify as a local business/contractor, a supplier must meet the following conditions –

- a) A permanent business location in the preference region for at least six (6) months. *Local Government (Functions and General) Regulations 1996* states that the 6 month calculation is based on the period prior to when the tender closes.
- b) Have permanent staff based in the preference region
- c) Management and delivery of the majority of the quotation / contract will be carried out from their business location in the preference region.

The price of the bids from the local businesses/contractors will be reduced / discounted for evaluation purposes only, by the percentage to the maximum value set out in this clause.

5. Regional Content Preference

Some businesses / contractors may be based outside the preference region, but utilise significant resources based in the preference region. This preference provides an incentive for businesses / contractors outside the preference region to purchase goods, services and construction from within the preference region.

The preference applies to the value of the goods, materials or services that are purchased from within the preference region, and are referred to as *Regional Content*.

The following levels of preference are to be applied to the portion of the proposal claimed / identified as the Regional Content portion of the contract for all purchasing under this policy –

Reduction % to be applied to Regional Content only of purchase	Contract for	Maximum reduction value per purchase
10%	Goods or services	\$50,000
5%	Construction (incl. building and roadworks etc) services	\$50,000

Regional content limitations for suppliers based outside the preference region are –

- a) some or all of the goods, materials or services are to be supplied from regional sources. The preference only applies to that part of the tender or quote that has been supplied from regional sources, which needs to be specified in the submission.
- b) businesses outside of the preference region who claim that they will use regional business in the delivery of the contract outcomes –
 - must stipulate who the regional provider will be and the value of the regional content, and
 - will be required as part of the contract conditions, to demonstrate that they have actually used the regional provider.

The price of the bids from the businesses/contractors using preference region content will be reduced for evaluation purposes and for that component of the bid only, by the amounts set out in above.

6. Scope

It should be noted that price is only one factor to be considered when the Shire assesses submissions. Accordingly, a regional submission where price is within the preference is not guaranteed of procurement, as the submission must also meet other relevant criteria, as per Policy 3.1 – Purchasing Framework.

Legislation/local law requirements

Local Government (Functions and General) Regulations 1996 -

r.24B - terms used

r.24C - authority to adopt a policy

r.24D - maximum % discount and maximum \$ value of discount permitted

r.24E - once prepared, Statewide notice is required, submissions invited, and if significant changes made, further Statewide notice

r.24F - Policy can't be adopted until after Statewide notice of adoption, specified matters must be in the policy, and the policy must be included in tender specifications

Office Use Only				
Relevant delegations	3.3			
Initial Council adoption	Date	13 August 2018	Resolution#	
Last reviewed	Date		Resolution#	
Next review due	Date			

3.3 Credit Cards – Including store, fuel and debit cards

Responsible Areas	Finance and Administration
Responsible Officer	Manager Finance and Administration
Affected Staff	CEO, Manager Finance and Administration, Finance Coordinator, WSM

Objective

To ensure the proper management of corporate credit, store, fuel and debit cards.

Scope

Local Governments are required to ensure that they have effective and accountable systems in place to safeguard the Shire's financial resources. This includes the development of proper systems to authorise, verify and record the proper use of credit cards.

Policy

1. Schedules adopted

The following Policy Schedules are adopted, and form part of this Statement –

- Sch.3.3(a) – Corporate, Store, Fuel and Debit Cards – Cardholder Agreement
- Sch.3.3(b) – Reconciliation of Credit Cards, Store Cards and Debit Cards
- Sch.3.3(c) – Purchasing using Credit Cards

2. Authority

All cardholders must have either the authority or delegated authority to commit Shire to expenditure.

3. Personal Use

- a) Providing Schedule 3.3(c) – Purchasing using Credit Cards is complied with, personnel may use a Corporate Credit Card for purchases.
- b) Cardholders still have full responsibility for the use of the card and must ensure 3.3 (c) is complied with. Breaches of this condition will result in the Shire being liable for any unauthorised transactions and may result in disciplinary action, including but not limited to, repayment of the purchase personally.

4. Cardholder Responsibilities

- a) Ensure each card is maintained in a secure manner and guarded against improper use.
- b) Cards are to be used only for Shire official activities, there is no approval for any private use.
- c) All documentation regarding a card transaction is to be retained by the cardholder and produced as part of the reconciliation procedure.
- d) Card limits are not to be exceeded.
- e) Purchases on any card are to be made in accordance with Shire of Victoria Plains – Purchasing Policy.
- f) Reconciliation is to be completed within 7 days of the date of the card statement being issued.
- g) All cards are to be returned to the CEO on or before the employee's termination date with a full acquittal of expenses.
- h) All cardholder responsibilities as outlined by the card provider.

- i) Cash advances or withdrawals are not permitted.

5. Cardholder Agreement

- a) The Cardholder Agreement is contained in Policy Schedule 3.3(a).
- b) Failure to comply with any of these requirements could result in the card being withdrawn from the employee.
- c) In the event of loss or theft through negligence or failure to comply with the Shire's Policy any liability arising may be passed on to the cardholder.

6. Consequences of Non-Compliance

Failure to comply with the Delegations, Policy or Procedures may result in disciplinary action up to and including termination of employment.

APPLICATION

7. Card Reconciliation Procedures

- a) Card statement accounts will be issued to the relevant cardholder who will, within 7 days, acquit the transactions on the account. A template is attached to this policy identifying the reconciliation requirements.
- b) Transactions will be supported by a GST invoice stating the type of goods purchased, amount of goods purchased and the price paid for the goods. The receipt shall meet the requirements of the *Goods and Services Tax Act 1999* to enable a GST rebate to be applied.
- c) Transactions shall be accompanied by a job number for costing purposes.
- d) If no supporting documentation is available the cardholder will provide a declaration detailing the nature of the expense and must state on that declaration all expenditure is of a business nature'. Approval of this expense is referred to the CEO for a decision.
- e) Should approval of expenses be denied by the CEO recovery of the expense shall be met by the cardholder.
- f) The cardholder shall sign and date the card statement with supporting documentation attached stating all expenditure is of a business nature.
- g) A monthly report and reconciliation of all card transactions will be included in the accounts for payment report presented to Council.

8. Use of Cards

Corporate Credit Cards or Debit Cards may be used to purchase fuel products upon approval of the CEO and provided it can be demonstrated as being used in a shire asset upon request.

Corporate Credit Cards or Debit Cards may be used to purchase low value items where it is more efficient for on-line purchases of low value or is the only acceptable means to secure the service (e.g. travel booking of flights and accommodation). The following provides broad guidance on acceptable purchases using a Corporate Credit Card less than \$500 per transaction:

- a) general retail (e.g. industrial and construction supplies, hardware and equipment, and office supplies and printing)
- b) food and drink purchases
- c) government services (e.g. postal services, licenses, registrations and permits)
- d) information technology and digital goods
- e) vehicle fuel, parts and services
- f) Incidentals

Exceptions to the indicative \$500 threshold

Some transactions by will exceed the threshold due to the nature and requirement to use a corporate credit card because of efficiencies or a vendor account has not / cannot be established. These include:

- a) travel and accommodation
- b) training and development
- c) community events

Where this is required, the established approval forms are to be completed and signed by the CEO or delegate.

Personal / Private Purchases in error

This policy prohibits private or personal purchases by cardholders but recognises there will be occasions where it may be used in error. This may be because the cardholder also has a personal credit card with the same bank or simply transacted in error. Where this occurs, the cardholder is to:

- a) immediately identify the transactions and advise the CEO or Deputy CEO.
- b) Provide a short email of the transactions and why this occurred.
- c) Repay the amount either through a shire invoice or over the counter transaction.

The finance team is to monitor these errors, and should a pattern emerge, this is to be raised to the CEO or Deputy CEO.

Online Accounts

Personal on-line accounts (Amazon, E-Bay, Temu etc) are not used for Shire purchases unless approved by the CEO or Deputy CEO to ensure purity of the transactions and minimise risk of fraud or the perception of fraud. A Shire of Victoria Plains account is to be established and is to include contact details (e.g. shire delivery address, contact number and email) where these vendors are used.

9. Disputed Transactions

- a) The Shire is responsible for paying all accounts on the monthly card statement and the bank processes a direct debit from Council's operating bank account for such.
- b) When a Cardholder believes that charges are incorrect, they should first contact the supplier to determine the causes of the discrepancy and if necessary the Creditors Officer will notify the bank in writing.
- c) Any amounts in dispute must be highlighted on the copy of the Cardholders statement and a copy of the written notification to the bank attached.

10. Cancelled Cards

Cancellation of a Card may be necessary where the:

- a) Cardholder changes job function within Council
- b) Cardholder terminates employment with Council
- c) Council terminates employment with the Cardholder
- d) Card is no longer required
- e) Cardholder has not adhered to set procedures
- f) Misuse of the Card.

11. Review of Card Use

All receipts and documentation will be reviewed and any expenses that do not appear to represent fair and reasonable business expenses shall be referred to the CEO for a decision.

12. Procedures for Lost, Stolen and Damaged Cards

- a) The loss or theft of a credit card must be immediately reported by the cardholder to the card provider regardless of the time or day discovered. The cardholder must also formally advise the Manager Finance & Administration of the loss or theft without delay.
- b) Advice of a damaged card is to be provided to the Manager Finance & Administration who will arrange a replacement.

13. Additional Cardholders

The CEO is the primary cardholder for the Shire and may delegate additional cardholders within the Shire's approved total credit limit, and in accordance with the Delegation adopted by Council.

REFERENCES

Fuel card statements have all relevant details provided. Other than certification by the cardholder, no further procedures are required.

Schedule 3.3(a) – Corporate, Store, Fuel and Debit Cards – Cardholder Agreement

Conditions of use of Corporate Credit, Store, Fuel and Debit Cards –

1. Ensure all cards are maintained in a secure manner and guarded against improper use.
2. All cards are to be used only for Shire of Victoria Plains official activities as prescribed by the CEO, there is no approval given for any private use.
3. Ensure no one else other than the authorised cardholder uses any card issued.
4. All documentation regarding a card transaction is to be retained by the cardholder and produced as part of the reconciliation procedure.
5. Card limits are not to be exceeded.
6. Observe all cardholder responsibilities as outlined by the card provider.
7. Purchases on all cards are to be made in accordance with Shire of Victoria Plains Purchasing Policy.
8. Reconciliation is to be completed within 7 days of the date of card statement being issued on the supplied template.
9. Transactions will be supported by a GST invoice stating the type of goods purchased, amount of goods purchased and the price paid for the goods. The receipt shall meet the requirements of the *Goods and Services Tax Act 1999* to enable a GST rebate to be applied.
10. Transactions shall be accompanied by a job number, cost centre and element type for costing purposes.
11. If no supporting documentation is available the cardholder will provide a declaration detailing the nature of the expense and must state on that declaration all expenditure is of a business nature. Approval of this expense is referred to the CEO for a decision.
12. Should approval of expenses be denied by the CEO recovery of the expense shall be met by the cardholder.
13. The cardholder shall sign and date each card statement with supporting documentation attached stating all expenditure is of a business nature.
14. Lost or stolen cards shall be reported immediately to the card provider and a written account of the circumstances shall be provided to the CEO on the next working day.
15. All cards are to be returned to the CEO on or before the employee's termination date with a full acquittal of expenses.

ACKNOWLEDGEMENT OF RECEIPT OF CREDIT, STORE, FUEL AND DEBIT CARD/S

- a) I have read this policy and understand my responsibilities which include the requirement that the card/s can only be used for official business only and acknowledge receipt of the following cards noted below.
- b) I acknowledge that failure to comply with the Delegations or Policies may result in disciplinary action up to and including termination of employment.

Card type Credit, Debit, Store, Fuel	Organisation	Number

Name and Signature _____ Date _____

– End of Schedule

PUBLIC OCM AGENDA

Schedule 3.3(b) – Reconciliation of Credit Cards, Store Cards and Debit Cards

Standard reconciliation format –

Card Reconciliation

CARD -	Type		Number		Cardholder		
Item No.	Chq/EFT	Date	Supplier	Purchases	Amount	Type	Funding

Card Total \$

– End of Schedule

Schedule 3.3(c) – Purchasing using Credit Cards

HOW I MAKE A PURCHASE

- Use this form to seek prior approval from the card holder before purchasing goods and services using a Corporate Credit Card.
- Obtain prices for purchases, complete this form and submit to the credit card holder for authorisation.
- Once authorised, complete the purchase and attach the receipt/tax invoice and any other supporting documentation to this form and submit to the Finance department.

Request is compliant with Delegation 3.1 and Policy 3.1			
Requested by		Tax invoice or supporting documentation attached	
Signature		Date	

Supplier		
GL Account / Job No	Description of Goods	AMOUNT (incl GST)
GST Code		
TOTAL		

REASON FOR USING CREDIT CARD FOR THE PURCHASE

--

AUTHORISED

Cardholder position	Cardholder Name	Cardholder Signature	Date

GST CODES

	Income and purchases subject to GST		Free income and purchase
	No report		Input tax

– End of Schedule

Office Use Only				
Relevant delegations	3.3			
Initial Council adoption	Date	21 June 2018	Resolution#	
Last reviewed	Date	26 April 2023	Resolution#	#2304-05
Last reviewed	Date	25 March 2026	Resolution#	#2603-05
Next review due	Date			

3.4 Investments

Responsible Areas	Finance and Administration
Responsible Officer	Manager Finance and Administration
Affected Staff	CEO, Manager Finance and Administration, Finance Coordinator

Objective

To take a conservative approach to the investment of the Shire of Victoria Plains surplus funds, but with a focus to add value, whilst ensuring that its liquidity requirements are being met.

Scope

Local Governments are required to ensure that they have effective and accountable systems in place to safeguard the Shire's financial resources. This includes the development of proper systems to authorise, verify and record the investment of monies in appropriate financial institutions.

Policy

The Chief Executive Officer shall be responsible for the management of the Council's funds and for reporting to the Council on these affairs.

Not less than two quotations shall be obtained from authorised institutions whenever an investment is proposed. The best quote on the day is to be determined taking into consideration administrative and banking costs as well as giving due regard to the limitations set in this policy.

In determining the term of maturity of any financial investment, regard shall be had to the cash flow needs of the Council, the intended purpose of the funds to be invested, prevailing interest rates and trends, and such other matters that would be appropriate in exercising the level of care, diligence and skill required by subsection 18(1) of the Trustee Act 1962.

Funds must be invested in an authorised institution as defined in this policy in Australian currency only. The types of investments that can be made are:

- Interest bearing deposits
- Bank accepted / endorsed bank bill.

Definitions

Authorised institution includes any of the following institutions

- Commonwealth Bank – CBA
- National Australia Bank – NAB
- Australia and New Zealand Bank – ANZ
- Westpac Banking Corporation
- Bankwest
- Suncorp Metway Bank
- Bank of Queensland – BoQ
- Adelaide Bank / Bendigo Bank

- Macquarie Bank

Relevant management practices/documents

Nil

Legislation/local law requirements

All investments are to be made in accordance with

- Local Government Act 1995 – Section 6.14
- The Trustees Amendment Act 1962 – re, Part III Investments (as amended 1997)
- Local Government Financial Management Regulations 1996 (19,28 and 49)
- Australian Accounting Standards

Office Use Only				
Relevant delegations	3.3			
Initial Council adoption	Date	17 October 2018	Resolution #	
Last reviewed	Date	26 April 2023	Resolution #	2304-05
Next review due	Date			

3.5 Self Supporting Loans

STATUTORY CONTEXT

Local Government Act 1995 –

- s.6.20 – Power to borrow

- s.6.21 – Restrictions on borrowing

Local Government (Financial Management) Regulations 1996

- r.20 – When local public notice not required for exercise of power to borrow

CORPORATE CONTEXT

None

POLICY STATEMENT

1. A request to Council to raise a self-supporting loan will be considered only from community or not for profit organisations.

APPLICATION

2. Each request will be considered on its merits, and the organisation may be asked to provide guarantors or other acceptable security.

3. In the event of Council agreeing to make funds available on a self-supporting basis, Council reserves the right to control and/or to carry out any of the following –

- a) the preparation of plans and specifications for the proposed work,
- b) the calling of tenders for the proposed work,
- c) the preparation of the contract documents,
- d) the letting of the contract,
- e) sole supervision of the project,
- f) sole authorisation of expenditure of funds for the project.

HISTORY

Former Policy 6.2.3

Adopted 17 October 2018

REFERENCES

3.6 Debit Management

Responsible Areas	Finance
Responsible Officer	Manager Finance and Administration
Affected Staff	CEO, Finance Staff

Objective

To assist the CEO with conducting debt collection in a clear, efficient and consistent manner to improve transparency and reduce the likelihood of unrecoverable debts.

This policy provides a framework for the recovery of debts that incorporates effective and flexible payment arrangements in order to achieve Council's budgetary objectives, whilst giving all due consideration and assistance to ratepayers and debtors who display a genuine commitment to clearing their debt.

Scope

This policy applies to any person or organisation owing rates, charges, fees or other debts to the Shire of Victoria Plains.

Policy

- 1 In order for the Shire of Victoria Plains to operate effectively it must manage and control overdue accounts to reduce the likely occurrence of unrecoverable debts and to ensure consistency across all debt collection activities.
- 2 Council recognises that under Regulation 5 (1)(a) of the *Local Government (Financial Management) Regulations 1996* the CEO is directly responsible for establishing efficient systems and procedures for the proper collection of all money owing to the Shire of Victoria Plains including debt recovery practices. This includes requirements in line with legislation and with due regard to ensuring that debt collection is carried out in a fair and equitable manner.
- 3 The Shire of Victoria Plains observes separate practices used for the collection of general debts and those attributed to outstanding rates.

General Debts

All general debts older (including sundry debtors) than 180 days and over \$5,000 must be presented by the CEO to Council with a report outlining actions taken by the administration to recover the debt and proposing a way forward in terms of debt recovery.

The CEO may implement, for this purpose, an Executive Policy related to general debtor management outlining the Shire's credit terms and debt collection practices. Making at least two attempts to contact a debtor before submitting the debt to the Shire's debt collection agency is considered appropriate.

Outstanding Rates

General Requirements

Rate notices are due 35 days from the issue date in accordance with the *Local Government Act 1995*.

Amounts that remain outstanding past the prescribed due date will have daily interest applied as detailed on the rates notice. This requirement may be waived through further Council Policy or decision on the grounds of financial hardship or exceptional circumstances (declaration of a State of Emergency or a natural hazard).

Details of outstanding rates do not need to be presented to Council each month.

The CEO must present a report to Council on all rates that are overdue by more than 36 months or in excess of \$5,000. This report must detail all actions taken by the Shire to recover the debt and provide Council with a proposed way forward, noting that provisions exist under Section 6.64 of the *Local Government Act 1995* for the recovery of unpaid rates.

Executive Policy

The CEO may implement, for the collection of outstanding rates, an Executive Policy that encapsulates the following:

Payment by Instalments

The Administration to determine what portion of the full rates bill being paid would constitute a rate payer's intention to pay by instalments if they have not paid the full first instalment amount by the due date – this portion must be a suitable percentage of the first instalment amount listed on the rates notice e.g. 20%.

Pensioner/Seniors Rebate

Ratepayers who have provided evidence of their pensioner or seniors rebate eligibility have until 30 June to make payment on their rates without incurring any interest penalties under the *Rates and Charges (Rebates and Deferments) Act 1992*, however their ESL and waste service charges must still be paid in full by the due date.

If it is determined that the ratepayer is not a pensioner/senior and has not made a suitable payment to be deemed to be paying by instalments, and rates remain outstanding then:

- I. 14 days after the rates notice due date, the ratepayer must be issued with a final notice requesting they contact the Shire to make payment or enter into a payment arrangement.
- II. 30 days after issuing final notices the Shire must review all outstanding rates and issue a letter of demand to all ratepayers with no payment arrangement or evidence of suitable payments being made to the Shire.
- III. Within 14 days of issuing letters of demand the Shire must attempt to make contact with the ratepayer via phone, email or another method that may involve consulting other agencies, to try and facilitate payment.
- IV. 60 days after the rates being due the Shire must instruct their debt collection agency to issue letters of demand to all ratepayers with overdue rates and no approved payment arrangement.

Pursuit of Rates

The Administration to manage how the Shire will pursue rates overdue for more than 60 days.

The Administration to issue notices to lessees/tenants, where the property owner of a leased or rented property on which rates and service charges have been outstanding for more than 90 days, cannot be located or refuses to settle rates and service charges owed. This is in line with the provisions under Section 6.60 of the *Local Government Act 1995*. The lessee or tenant would be required to pay to the Shire the rent due that they would otherwise pay under the lease/tenancy agreement as it becomes due, until the amount in arrears has been paid.

Definitions

Debt: A sum of money owed or due to the Shire. This may be a rate, fee or charge or other debt.

Rates: Amounts owed to a local government based on charges laid upon the rateable land within its district.

Payment Arrangement: A bilateral agreement between the Shire and an individual/organisation to facilitate the repayment of overdue money owed to the Shire.

ESL: Emergency Services Levy.

Relevant management practices/documents

To be developed

Legislation/local law requirements

Local Government Act 1995: Part 6, Division 4, Clause 6.13 – Interest on money owing to local governments

Local Government Act 1995: Part 6, Division 6, Subdivision 4, Clause 6.45 – Options for payment of rates and service charges

Local Government Act 1995: Part 6, Division 6, Subdivision 4, Clause 6.51 - Accrual of interest on overdue rates or service charges

Local Government Act 1995: Part 6, Division 6, Subdivision 5, Clause 6.56 - Rates or service charges recoverable in court

Local Government Act 1995: Part 6, Division 6, Subdivision 5, Clause 6.60 - Local government may require lessee to pay rent

Local Government Act 1995: Part 6, Division 6, Subdivision 6, Clause 6.64 - Actions to be taken

Local Government (Financial Management) Regulations 1996: Regulations 5 and 11

Rates and Charges (Rebates and Deferments) Act 1992

Departmental Guideline Possession of Land For Recovery of Rates and Service Charges

Office Use Only			
Relevant delegations	Delegation 3.6—Write Off of Sundry Debts (CEO up to \$200)		
Initial Council adoption	Date	28 April 2020	Resolution#
Last reviewed	Date	26 April 2023	Resolution# #2304-05
Next review due	Date		

3.7 Panels of Pre-Qualified Suppliers

Responsible Areas	Administration
Responsible Officer	Chief Executive Officer
Affected Staff	Nil

OBJECTIVE

To set out the Shire's policy with respect to the establishment of panels of pre-qualified suppliers (contract panels) in accordance with Part 4, Division 3 of the *Local Government (Functions and General) Regulations 1996*.

STATUTORY CONTEXT

Head of Power: *Local Government Act 1995*

Subsidiary Legislation: *Local Government (Functions and General) Regulations 1996 Division 3 – Panels of Pre-qualified suppliers*

Influencing Legislation: *State Records Act 2000*

CORPORATE CONTEXT

Policy manual 3.1–Purchasing Framework

POLICY STATEMENT

Definitions

Contract Panel: Is a panel made up of pre-qualified suppliers. May also be referred to as “panel” throughout the policy.

Pre-qualified Supplier: A supplier who meets the requirements (specification) to be on a contract panel.

Shire: Means the Shire of Victoria Plains.

Time Period: The minimum time period a contract panel is established for is two (2) years.

General

The Shire may establish panels of pre-qualified suppliers where:

- Goods and/or services are likely to be purchased on a continuing and regular basis
- There are sufficient suppliers and a competitive market for the goods or services concerned
- The scope of activity for the goods and/or services covered by the procurement activity is assessed to be of low risk
- There are efficiencies that will be gained by establishing a panel and;

The Shire has the capacity and capability to establish a panel and manage the risks associated with doing so.

Before establishing a contract panel

Before establishing a contract panel, the Shire must satisfy itself that there is, or will be a continuing need for the particular goods and services to be supplied by pre-qualified suppliers. This may be done by searching records for the frequency, type and cost of goods supplied or work undertaken in two (2) or more prior financial years.

What must be included in the written specification

Council (or the CEO if delegated authority) must approve a specification before seeking submissions for the establishment of a contract panel. The specifics will vary depending on the nature of each panel, but as a minimum each specification must include:

Key requirements

- The specification requirements in Policy 3.1 - Purchasing Framework applies in the first instance
- The scope of goods or services covered
- The potential volume of work that may be procured under the panel
- A stipulation that there is no guarantee that the Shire will purchase goods or services from pre-qualified suppliers on a panel
- The time period covered, which shall be for a minimum period of two (2) years
- The criteria for deciding how applications will be assessed and accepted
- The Shire employee or other person who will manage the panel and contracts on behalf of the Shire
- The process to remove a prequalified supplier from a panel
- What record keeping requirements a panel member is to meet and;
- That the Shire may vary the information referred to in:
 - Invitations for submission to join a panel and;
 - Schedule 1 attached to this policy.

When the panel has been established

- How quotes will be obtained from pre-qualified suppliers. This must be in accordance with the Shire's criteria under Policy 3.1 – Purchasing Framework.
- Any particular contract entered into with a pre-qualified supplier must not be for longer than 24 months. including any options to extend it. Subject to these factors, each panel specification will set out whether the Shire intends to:
 - Obtain quotations from each pre-qualified supplier on the panel with respect to all purchases; or
 - Purchase goods or services exclusively from any pre-qualified supplier appointed to the panel, and under what circumstances (e.g. what provisions will apply where a panel member is unable to or declines to supply the goods or services and the Shire might then move to the next highest ranked pre-qualified supplier); or
 - Develop a ranking system for the supply of goods or services with work awarded in accordance with a set process and which could be rotational, subject to a time constraint or any other matter relevant to the goods or services supplied.
- How pre-qualified suppliers will be invited to quote for the goods and services that they are expected to supply – which will be by email unless exceptional circumstances apply such as an IT outage, power interruption or emergency;

How the Shire will communicate with pre-qualified suppliers in a clear, consistent and regular way - which will be by email unless exceptional circumstances apply such as an IT outage, power interruption or emergency. Information sent to one supplier must be provided to all if quotes or proposals are being sought from more than one panel member; and

- The number of pre-qualified suppliers the Shire intends to put on panel.

[Invitations for submissions to join a panel](#)

Once a specification has been approved, State-wide public notice is to be given inviting applications to join a panel. Regulation 24AE provides for a minimum of 14 days for submissions, unless there is an emergency or genuine urgency involved.

Each invitation must:

- Include a brief description of the goods or services required;
- Identify a person from whom more detailed information may be obtained, including the list of detailed information.
The list of detailed information is set out in Schedule 1 to this policy;
- Where applications may be submitted;
- The date and time after which applications cannot be submitted.

Receiving, opening and assessing applications to join or form a panel

Regulation 24AF provides that Regulation 16 applies to the receipt and opening of applications to join a panel.

Regulation 24AI requires the Shire to notify applications of the outcome of their application to join a panel.

[Record keeping requirements](#)

Tender Register

Information about panels must be recorded in the Shire's tenders register in accordance with Regulation 24AG. This includes:

- A brief description of the goods or services required;
- A copy of the State-wide public advertisement inviting applications;
- The name of each application received and opened;
- The name of the successful applicant; and
- The pricing schedule, or a summary of the amount of the consideration sought.

Records for each Panel and Contracts Awarded

Although Policy 3.1 – Purchasing Framework sets out the record keeping requirements for purchasing matters, the CEO will ensure other information as set out below is kept on file for each Panel as follows:

- Initiation documentation which justifies the need for a Panel to be created and approval of the draft specification by Council (or the CEO under delegated authority)
- A copy of the State-wide public advertisement inviting applications;
- Requests for applications documentation;
- Copies of applications received;
- Evaluation and negotiation documentation, including clarifications sought
- Approval and award documentation;
- Correspondence to applicants notifying of the establishment and composition of the panel;

- Subject to the provisions of each panel, requests for quotation sought pre-qualified
- suppliers and contracts awarded to panel members; and
- Purchase orders issued under the contract.

Information with regards to the panel offerings, including details of suppliers appointed to the panel, must be kept up to date, consistent and made available for access by all employees of the Shire.

Contract management and monitoring panel performance

The CEO is responsible for ensuring that contracts established with pre-qualified suppliers are performed in accordance with the specification. As a minimum, the criteria regarding contract monitoring and/or performance measurement is set out in Policy 3.1 – Purchasing Framework.

APPLICATION

Applies to those who are deemed suitable as pre-qualified suppliers.

HISTORY

OCM 26 February 2020:

New Policy

NOTES

Schedule 1

To satisfy Regulation 24AD (5) of the Regulations, when establishing a panel of pre-qualified suppliers, the detailed information associated with each invitation to apply to join the panel must also prescribe references to:

- The Shire's written policy re prequalified suppliers and purchasing framework;
- Such information the Shire decides should be disclosed to those interested in applying to the Panel;
- The detailed specifications of the goods or services to be supplied;
- The criteria for deciding which applications to joining the Panel should be accepted;
- An explanation how the panel will operate;
- Whether or not the Shire intends to buy the goods exclusively from pre-qualified suppliers on the
- A statement to the effect that there is not a guarantee that the Shire will purchase goods or services from pre-qualified suppliers on the Panel;
- The period for which the Panel will be established;
- The number of pre-qualified suppliers the local government intends to put to the panel.

Office Use Only				
Relevant delegations	3.7, 3.8			
Initial Council adoption	Date	26 February 2020	Resolution#	
Last reviewed	Date	26 April 2023	Resolution#	2304-05
Next review due	Date			

3.8 Financial Hardship Policy

Responsible Areas	Administration
Responsible Officer	Manager Finance and Administration
Affected Staff	Finance Staff

Objective

This Financial Hardship Policy outlines how the Shire of Victoria Plains (“we”) will assist a residential customer (“you”) who cannot pay a debt (including water services) because of financial hardship. The Shire of Victoria Plains recognises that from time to time, challenges will arise and result in financial hardship for our ratepayers.

This Policy is intended to ensure that we offer fair, equitable, consistent and dignified support to ratepayers suffering hardship, while treating all members of the community with respect and understanding.

Scope

This policy recognises the requirements of the applicable legislation (see the statutory listing including the relevant orders in the Legislation/Local Law Requirements section of this policy) and applies to:

1. Outstanding rates and service charges as at the date of adoption of this policy; and
2. Any other financial debt in excess of \$500

This Policy is not intended to provide rate relief to ratepayers who are not able to evidence financial hardship and the statutory provisions of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* will apply.

Policy

1. Payment difficulties, hardship and vulnerability¹

Payment difficulties, or short term financial hardship, occur where a change in a person’s circumstances result in an inability to pay a rates or service charge debt.

Financial hardship occurs where a person is unable to pay rates and service charges without affecting their ability to meet their basic living needs, or the basic living needs of their dependants. This policy is intended to apply to all ratepayers experiencing financial hardship regardless of their status, be it they are a property owner, tenant, business owner etc.

2. Financial Hardship Criteria

While evidence of hardship will be required, we recognise that not all circumstances are alike. We will take a flexible approach to a range of individual circumstances including, but not limited to, the following situations:

- Sickness or recovery from sickness;
- Unanticipated circumstances such as caring for and supporting extended family.
- loss of your or a family member’s primary income;
- spousal separation or divorce;

¹ Adapted from the Ombudsman Western Australia publication, **Local government collection of overdue rates for people in situations of vulnerability: Good Practice Guidance**: <http://www.ombudsman.wa.gov.au/>

- loss of a spouse or loved-one;
- physical or mental health issues;
- a chronically ill child;
- budget management issues associated with a low income; and
- other unforeseen factors affecting your capacity to pay, such as a reduction in income or an increase in non-discretionary spending.

3. Identifying Customers in Financial Hardship

If you think you may be in financial hardship we encourage you to contact us as soon as possible. You may ask your financial counsellor to contact us on your behalf.

We will assess within three business days whether we consider you to be in financial hardship. If we cannot make our assessment within three business days, we will communicate this with you and advise of a new timeframe.

Ratepayers are encouraged to provide any information about their individual circumstances that may be relevant for assessment. This may include demonstrating a capacity to make some payment and where possible, entering into a payment proposal. We will consider all circumstances, applying the principles of fairness, integrity and confidentiality whilst complying our statutory responsibilities.

4. Payment Arrangements

Payment arrangements facilitated in accordance with Section 6.49 of the Act are of an agreed frequency and amount. These arrangements will consider the following:

- a) That a ratepayer has made genuine effort to meet rate and service charge obligations in the past;
- b) The payment arrangement will establish a known end date that is realistic and achievable;
- c) The ratepayer will be responsible for informing the Shire of Victoria Plains of any change in circumstance that jeopardises the agreed payment schedule.

In the case of severe financial hardship, we reserve the right to consider waiving additional charges or interest (excluding the late payment interest applicable to the Emergency Services Levy).

5. Interest Charges

A ratepayer that meets the Financial Hardship Criteria and enters into a payment arrangement may request a suspension or waiver of interest charges. Applications will be assessed on a case by case basis.

6. Deferment of Rates

Deferment of rates may apply for ratepayers who have a Pensioner Card, State Concession Card or Seniors Card and Commonwealth Seniors Health Care Card registered on their property. The deferred rates balance:

- remains as a debt on the property until paid;
- becomes payable in full upon the passing of the pensioner or if the property is sold or if the pensioner ceases to reside in the property;
- may be paid at any time, BUT the concession will not apply when the rates debt is subsequently paid (deferral forfeits the right to any concession entitlement); and
- does not incur penalty interest charges.

7. Debt recovery

We will suspend our debt recovery processes whilst negotiating a suitable payment arrangement with a debtor. Where a debtor is unable to make payments in accordance with the agreed payment plan and the debtor advises us and makes an alternative plan before defaulting on the 3rd due payment, then we will continue to suspend debt recovery processes.

Where a ratepayer has not reasonably adhered to the agreed payment plan, then for any Rates and Service Charge debts that remain outstanding on 1 July each year, we will offer the ratepayer one further opportunity of adhering to a payment plan that will clear the total debt by the end of that financial year (1 July – 30 June).

Rates and service charge debts that remain outstanding at the end of the financial year, will then be subject to the rates debt recovery procedures prescribed in the *Local Government Act 1995*.

8. Review

We will establish a mechanism for review of decisions made under this policy, and advise the applicant of their right to seek review and the procedure to be followed.

9. Communication and Confidentiality

We will maintain confidential communications at all times and we undertake to communicate with a nominated support person or other third party at your request.

We will advise ratepayers of this policy and its application, when communicating in any format (i.e. verbal or written) with a ratepayer that has an outstanding rates or service charge debt.

We recognise that applicants for hardship consideration are experiencing additional stressors, and may have complex needs.

We will provide additional time to respond to communication and will communicate in alternative formats where appropriate.

We will ensure all communication with applicants is clear and respectful.

10. Useful Information

Redirection of rate notice: We will advise you of your right to have your rate notice redirected to another person if you are absent or ill.

Financial counselling:

Financial counsellors may offer free, independent information to help you take control of your financial situation.

The Financial Counsellors' Association of WA (FCAWA) can refer you to a financial counsellor in your area. Alternatively, you can call the Financial Counselling Helpline. The Helpline provides a free confidential service for all Western Australians with financial problems and queries.

Website: www.fcawa.org

Financial Counselling Helpline: 1800 007 007

Definitions

Nil

Relevant management practices/documents

Executive Policy regarding Debt Management/Recovery

Procedures regarding Debt Management/Recovery

Legislation/local law requirements

*Local Government Act 1995 – s6.49**Local Government (Financial Management) Regulations 1996*

Office Use Only				
Relevant delegations	Delegations: 3.4; 3.5 & 3.6			
Initial Council adoption	Date	27 May 2020	Resolution #	
Last reviewed	Date	26 April 2023	Resolution #	2304-05
Next review due	Date			

PUBLIC OCM AGENDA

3.9 Rating Strategy

The policies in this section are broken down as follows:

3.9.1. Rating of Properties

3.9.2. Rating Increases

3.9.3. Rating of Sewerage Schemes (Calingiri and Yerecoin)

3.9.4. Charging for Waste (General and Recycling)

PUBLIC OCM AGENDA

3.9.1 Rating of Properties Policy

Area Responsible	Governance / Finance
Responsible Officer	Chief Executive Officer
Affected Staff	CEO, Manager Finance & Administration, Rates Officers

OBJECTIVE

To establish a policy –

- (a) outlining the categories of rateable properties,
- (b) detailing the various codes needed for computer systems.
- (c) noting additional rating options other than general rating.

SCOPE

This policy applies to all rateable properties within the Shire.

STATUTORY CONTEXT

Local Government Act 1995 includes –

- s.6.32 authority to impose rates and service charges
- s.6.33 differential rates
- s.6.35 minimum payment
- s.6.36 notice of certain rates
- s.6.37 specified area rates
- s.6.47 concessions

POLICY

1. Categories of properties

The categories of properties for the purposes of rating and rating codes are –

GRV 1 – all properties, regardless of zoning or land use within a townsite, and not otherwise categorised

GRV 2 – properties outside of a townsite, where the land either in whole or part –

- i) is used for commercial or industrial purposes in excess of those directly related to the agricultural use of the land;
or
- ii) the commercial or industrial activity offers services or products to other parties; and
- iii) the activity is on a portion of the land not exceeding 5 hectares unless otherwise determined by Council;

GRV 3 – concentrated mining activity that if located in a townsite, would be rated as a GRV property, including but not limited to –

- i) accommodation villages;
- ii) support services such as industrial area, etc

UV 1 – all properties, regardless of zoning or land use outside a townsite –

- i) not otherwise UV categorised, generally being agricultural in nature;

- ii) excluding commercial or industrial properties valued as UV 2;

UV 2 – properties outside of a townsite, where the land either in whole or part –

- i) is used for commercial or industrial purposes in excess of those directly related to the agricultural use of the land; or
- ii) the commercial or industrial activity offers services or products to other parties;
- iii) the activity is on a portion of the land exceeding 5 hectares unless otherwise determined by Council; and
- iv) the property or portion of property is not valued as GRV 2;

UV 3 – all mining activity other than GRV 3.

Notes: These categories are the minimum required as per the Rating Strategy adopted 22 February 2023. It is expected that further categories or sub-categories, or re-naming of the categories, may be required to give full effect to the Strategy, and to enable computer software to be correctly programmed.

2. Differential rating

- (1) Differential rating is not proposed for GRV properties.
- (2) Differential rating is proposed for –
 - a) UV 2 – Council may resolve to apply subcategories at some future date, that would be determined by factors including but not limited to –
 - i) the type of activity;
 - ii) the area / extent of the activity on the property
 - iii) the impact of the activity to the amenity of the area
 - b) UV 3 – mining leases, exploration licences, prospecting licences etc
- (3) Differential rating is not to exceed 2 times the general rate for that category (GRV 1 or UV 1) without Ministerial approval.

3. Specified area rating

No specified area rating is proposed by Council at this time.

4. Concessional rating

Concessional rating may be considered by Council only for the phasing in of increased rates on commercial / industrial properties changing rating from UV 1 to GRV 2.

5. Future policy changes

Council reserves the right to amend or delete all or any provisions of this policy at any time.

DEFINITIONS

GRV means those properties having a gross rental value as supplied by Landgate.

townsite means –

- a) the towns of – Calingiri, Bolgart, Yerecoin and Piawaning
- b) the areas valued as GRV by Landgate in the localities of – New Norcia, Mogumber and Gillingarra

UV means those properties having an unimproved value as supplied by Landgate.

Office Use Only				
Relevant delegations	Nil			
Initial Council adoption	Date		Resolution #	
Last Reviewed	Date	26 April 2023	Resolution #	2204-10
Next review due	Date			

PUBLIC OCM AGENDA

3.9.2 Rating Increases (GRV and UV) Policy

Area Responsible	Governance / Finance
Responsible Officer	Chief Executive Officer
Affected Staff	CEO, Manager Finance & Administration, Rates Officers

OBJECTIVE

To establish a policy to guidance for increases to general GRV and UV rate increases.

SCOPE

This policy applies to all rateable land in the Shire of Victoria Plains.

STATUTORY CONTEXT

Local Government Act 1995

s.6.32 authority to impose rates and service charges

Sch.6.1 provisions for phasing in of valuations

POLICY

1. Fundamental principles

- (1) Rates are levied in accordance with the requirements of the Local Government Act and Regulations to meet the gap between income from other sources and the necessary or planned expenditure for the year
- (2) A rate increase **IS NOT** calculated on the rate in the dollar, but as a % increase from the total rates levied the previous year, and the total rates to be levied in the proposed budget.
- (3) Using the rate in the dollar to calculate a % increase **IS NOT** a reliable gauge for % increases due to –
 - (a) annual UV revaluation by Landgate,
 - (b) regular GRV revaluation by Landgate, and
 - (c) change of status of property due to construction, demolition, rating category etc.

2. Base data

- (1) The principal data used to develop the annual budget includes –
 - a) community directions – as outlined in Community Strategic Plan, Corporate Business Plan etc increases in contractual costs (eg: waste collection)
 - b) community expectations – both for increasing variety, level and quality of services and minimal rate increases, and
 - c) increases in fixed costs such as utilities costs (power, water, insurances etc)
 - d) increases in employment costs (wages, worker's compensation etc)
 - e) Strategic Community Plan and Corporate Business Plan.
- (2) The % increase will be informed by –
 - a) the Consumer Price Index as published by the Australian Bureau of Statistic; and
 - b) the WA Local Government Construction Cost Index as published by the WA Local Government Association.

3. Gross rental value properties

- (1) The current level of gross rental rating is considered to be appropriate, and no increases other than those required to meet annual budget requirements are planned at this time.
- (2) Where a commercial / industrial property outside a townsite is changed from UV 1 to GRV 2 –
 - a) Council may consider phasing in the increase in rates on that property;

- b) any phasing in is not to exceed 3 years, consistent with the provisions of the *Local Government Act 1995* Schedule 6.1 cl.1(1).

4. Unimproved value properties

- (1) The current level of unimproved rating is considered to be appropriate, and no increases other than those required to meet annual budget requirements are planned at this time.

5. Minimum rates – GRV

- (1) Minimum rates for GRV properties are considered well below the average of those of adjoining local governments.
- (2) Minimum rating for GRV 1 properties will increase by a cumulative amount comprising –
- the previous year's minimum rate as a base;
 - adding the % rate revenue increase for the GRV 1 category; and
 - an additional **10%** per year for 5 years.
- (3) Differential minimum rating is not currently proposed for GRV properties

6. Minimum rates – UV

- (1) Minimum rates for UV properties are considered well below the average of those of adjoining local governments.
- (2) Minimum rating for UV 1 properties will increase by a cumulative amount comprising –
- the previous year's minimum rate as a base;
 - the % rate revenue increase for the UV 1 category; and
 - an additional **6%** per year for 5 years
- (5) Differential minimum rating for the following categories as set in Policy 0.0 Rating of Properties, will be considered and adopted annually by Council, as necessary –
- UV 2
 - UV 3

7. Future policy changes

Council reserves the right to amend or delete all or any provisions of this policy at any time.

DEFINITIONS

GRV means those properties having a gross rental value as supplied by Landgate
rating code references are as outlined in Policy 0.0 Rating of Properties

townsite means –

- the towns of – Calingiri, Bolgart, Yerecoin and Piawaning; and
- the properties having a gross rental value as supplied by Landgate in the localities of – New Norcia, Mogumber and Gillingarra

UV means those properties having an unimproved value as supplied by Landgate

Office Use Only				
Relevant delegations				
Initial Council adoption	Date		Resolution #	
Last Reviewed	Date	26 April 2023	Resolution #	2204-10
Next review due				

3.9.3 Rating of Sewerage Scheme (Calingiri and Yerecoin) Policy

Area Responsible	Governance / Finance
Responsible Officer	Chief Executive Officer
Affected Staff	CEO, Manager Finance & Administration, Rates Officers

OBJECTIVE

To establish a policy for the rating and charging for the sewerage schemes.

SCOPE

This policy applies to all properties in the townsites of Calingiri and Yerecoin.

STATUTORY CONTEXT

Health (Miscellaneous Provisions) Act 1911

s.41 power to make and levy a sanitary rate

s.106 power to make pan (connection) charges

POLICY

1. Fundamental principles

- (1) Rating of Calingiri and Yerecoin sewerage schemes will be on the basis of GRV as from 2023-2024 Budget
- (2) Sewerage rates and charges will be levied under the authority and provisions of the *Health (Miscellaneous Provisions) Act 1911*.
- (3) Sewerage rates will be levied on all rateable properties connected or able to be connected (whether connected or not) to a sewerage scheme.
- (4) Sewerage charges will be applied to all non-rateable properties connected to the scheme on the basis of –
 - (a) small – 1 to 4 connections;
 - (b) medium – 5 to 10 connections,
 - (c) large – 11 or more connections
- (5) Subject to the requirements of each scheme separately for Calingiri and Yerecoin, Council will determine in the annual budget the –
 - (a) rate / \$ for rateable properties;
 - (b) charges per level for non-rateable properties;
 - (c) minimum rates.
- (6) Any surplus finds to the expenditure required for the current year, is to be transferred to the corresponding Reserve Account for the relevant scheme, to be used for the purposes of the scheme in accordance with legislative requirements.
- (7) Back rating or charging of properties will not be made.

2. Base data

Until such time as a detailed and costed sewerage asset management plan is accepted by Council resolution, the amount to be raised for each scheme is to be informed by –

- (a) infrastructure valuation as provided by Local Government Insurances Services WA;
- (b) annual depreciation rates as advised by Moore Australia (2018) and auditors, and adopted in the annual statements;
- (c) anticipated maintenance costs;
- (d) anticipated capital expenditures over the next 10 years minimum, annualised; and
- (e) provisions to be made in reserve accounts.

3. Sewerage schemes rating codes

The categories of properties for the purposes of rating and rating codes are –

- (a) Rateable properties –
 - SCR** –within Calingiri townsite, regardless of zoning or land use, and either connected or capable of being connected to the sewerage scheme
 - SYR** –within Yerecoin townsite, regardless of zoning or land use, and either connected or capable of being connected to the sewerage scheme
- (b) Non-rateable properties –
 - SCNS** –within the Calingiri townsite, having 1 to 4 connections (small)
 - SCNM** –within the Calingiri townsite, having 5 to 10 connections (medium)
 - SCNL** –within the Calingiri townsite, having 11 or more connections (large)
 - SYNS** –within the Yerecoin townsite, having 1 to 4 connections (small)
 - SYNM** –within the Yerecoin townsite, having 5 to 10 connections (medium)
 - SYNL** –within the Yerecoin townsite, having 11 or more connections (large)

Notes: These categories are the minimum required as per the Rating Strategy adopted 22 February 2023. It is expected that further categories or sub-categories, or re-naming of the categories, may be required to give full effect to the Strategy, and to enable computer software to be correctly programmed.

4. Minimum sewerage rates

- (1) A minimum rate will be set for each scheme as determined by Council in the annual budget.
- (2) The minimum rate will be applied to all rateable properties, whether vacant or not, in accordance with clause 1(3) above.

5. Future policy changes

Council reserves the right to amend or delete all or any provisions of this policy at any time.

DEFINITIONS

GRV means those properties having a gross rental value as supplied by Landgate

townsite means –

- a) the towns of – Calingiri, Bolgart, Yerecoin and Piawaning; and
- b) the properties having a gross rental value as supplied by Landgate in the localities of – New Norcia, Mogumber and Gillingarra

Office Use Only				
Relevant delegations	Nil			
Initial Council adoption	Date		Resolution #	
Last Reviewed	Date	26 April 2023	Resolution #	2204-10
Next review due	Date			

PUBLIC OCM AGENDA

3.9.4 Charging for Waste (General and Recycling) Policy

Area Responsible	Governance / Finance
Responsible Officer	Chief Executive Officer
Affected Staff	CEO, Manager Finance & Administration, Rates Officers

OBJECTIVE

To establish a policy to provide the foundations and guidance for charging of general and recycling waste.

SCOPE

This policy applies to all townsite properties and those outside townsites within the Shire accessing waste and recycling collection services.

STATUTORY CONTEXT

Local Government Act 1995

s.6.32 authority to impose rates and service charges

s.6.38 uses and limitations on use of service charges

Waste Avoidance and Resources Recovery Act

s.3(1) definition of local government waste

s.50 local government may provide / contract waste services

s.67 local government may impose receptacle charge

s.69 mandating collection of local government waste to the local government

POLICY

1. Application of charges - general waste and recycling

- (1) Other than vacant land, all residential land within a townsite, will receive one general waste bin and one recycling bin, regardless of whether the property –
 - a) is vacant; or
 - b) is likely to use the service or not.
- (2) Premises in a townsite other than residential may utilise the contracted services by agreement, which is evidenced by the charge appearing on the rate notice.
- (3) Premises outside a townsite may utilise the contracted services by written request, under such conditions as may be imposed by the Shire and for which agreement is evidenced by the charge appearing on the rate notice.
- (4) On written application of the owner or occupier, additional general waste bins or recycling bins may be supplied at an additional cost as per subclause (5).
- (5) A property will be charged pro-rata for a service for the remaining full months of the financial year where –
 - i) the premises under construction reach practical completion as determined by the Building Surveyor; or
 - ii) the premises are outside a townsite and commenced by agreement.
- (6) Premises will receive a pro-rata refund for a service for the remaining full months of the financial year where –
 - i) the premises are demolished or destroyed; or

- ii) the premises are outside a townsite and the service is terminated by agreement.

- (7) On application by the owner of the premises, Council may by resolution exempt the property from either or both the general waste or recycling service.

2. Charges – general waste service

- (1) The charge per bin for the general waste service will be set by Council so as to recover –
 - a) the full cost of collection of general waste by the contractor, excluding –
 - i) public litter bins; and
 - ii) public buildings, such as the Shire offices, depot and the like;
 - b) a portion of the landfill maintenance costs as determined by Council, having consideration to the level of use of landfill sites by those not having access to the waste collection service.
- (2) As from the 2023-2024 Budget, no discount for any additional general waste bins to premises will be given.

3. Charges – recycling service

- (1) The charge per bin for the recycling service will be set by Council so as to recover a portion of the recycling collection costs, noting that the full cost of collection of the collection of recycling by the contractor is not practicable or reasonable.
- (2) As from the 2023-2024 Budget, no discount for any additional recycling bins to premises will be given.
- (3) Parity with the general waste per bin charge will be implemented over 2 years, by a cumulative amount comprising –
 - a) the previous year's recycling charge per first bin as a base;
 - b) in 2023-2024 – 50% of the gap between the previous year's recycling charge and that being charged for general waste; and
 - c) in 2024-2025 – full parity.

4. Repair or replacement of damaged or missing bins

- (1) When a bin is damaged or missing the owner or occupier of the relevant property is required to pay the cost (including any administration costs), of –
 - a) repair – where the bin is repairable; or
 - b) replacement - if it is considered the bin is beyond repair or the bin is missing;
- (2) Where it can be shown to the CEO's satisfaction that the bin is likely to have been stolen or damaged out of the owner or occupier's control, the cost of repair or replacement may be waived.
“**satisfaction**” may include, but is not limited to –
 - a) provision of a statutory declaration;
 - b) copy of a Police report;
 - c) known vandalism occurring at the same time to other close by properties.

5. Future policy changes

Council reserves the right to amend or delete all or any provisions of this policy at any time.

DEFINITIONS

townsite means –

- a) the towns of – Calingiri, Bolgart, Yerecoin and Piawaning; and

- b) the properties having a gross rental value as supplied by Landgate in the localities of New Norcia, Mogumber and Gillingarra.

Office Use Only				
Relevant delegations	Nil			
Initial Council adoption	Date		Resolution #	
Last Reviewed	Date	26 April 2023	Resolution #	2204-10
Next review due	Date			

PUBLIC OCM AGENDA

3 CONFIRMS the following wording in Schedule 3.1(b) Purchasing Thresholds and Requirements:

- a** General purchasing threshold - \$250,001 and above: Conduct a public tender process or use a WALGA Preferred Supplier / State Government Common Use Agreement. Council decision required only where a public tender has been conducted, unless delegated authority applies.
- b** WALGA Preferred Supplier or State Government Common Use Agreement threshold - \$250,001 and above: Seek a single or up to three quotations containing price and specification of goods and services depending on the risk and knowledge of both the Officer and Supplier. No requirement to present to Council for decision when procurement is undertaken via WALGA Preferred Supplier Panel or State Government Common Use Agreement.

4 DIRECTS the Chief Executive Officer to update the Policy Register, the policy history and associated governance records to reference this resolution and ensure consistency with Council's confirmed policy position.

For _____ / Against _____

PUBLIC OCM AGENDA

10. **MEMBER MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**
11. **NEW BUSINESS OF AN URGENT NATURE REQUIRING DECISION**
12. **MEETING CLOSED TO PUBLIC**

PUBLIC OCM AGENDA

13. CLOSURE OF MEETING

There being no further business, the Presiding Member declared the meeting closed at

These minutes were confirmed at the Ordinary Council Meeting held on

Date _____

Signed _____
(Presiding member at the meeting which confirmed the minutes)

Council Minutes are unconfirmed until they have been adopted at the following meeting of Council.

PUBLIC OCM AGENDA