

SHIRE OF WYNDHAM EAST KIMBERLEY

# Ordinary Council Meeting: Agenda

Tuesday 28 April 2026



## **DISCLAIMER**

Members of the Public are advised that recommendations to Council contained within this Agenda and decisions arising from the Council meeting can be subject to alteration.

Applicants and other interested parties should refrain from taking any action until such time as written advice is received confirming Council's decision with respect to any particular issue.

Members of the public, please note that this meeting is being broadcast live and a video record will be made of these proceedings and published on the Shire's website.

Signed on behalf of Council



**VERNON LAWRENCE**

**CHIEF EXECUTIVE OFFICER**

### **NOTES:**

- 1. Councillors wishing to make alternate motions to officer recommendations are requested to provide notice of such motions electronically to the minute taker prior to the Council Meeting.**
- 2. Councillors needing clarification on reports to Council are requested to seek this from relevant Officers prior to the Council meetings.**

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**SHIRE OF WYNDHAM EAST KIMBERLEY  
ORDINARY COUNCIL MEETING  
AGENDA  
KUNUNURRA COUNCIL CHAMBERS  
TO BE HELD ON TUESDAY 28 APRIL 2026 AT 5:00PM**

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- 1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS**
- 2. ANNOUNCEMENTS**
  - 2.1. ANNOUNCEMENTS BY THE PRESIDING MEMBER**
  - 2.2. DELEGATE'S REPORTS FROM COMMITTEES OF COUNCIL**
- 3. ATTENDANCE / APOLOGIES**
- 4. DECLARATION OF INTEREST**
- 5. PUBLIC QUESTION TIME**
  - 5.1. RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE**
  - 5.2. PUBLIC QUESTION TIME**
- 6. CONFIRMATION OF MINUTES**
- 7. PRESENTATIONS**
  - 7.1. PETITIONS**

## 7.1.1. PETITION - OPPOSITION TO PROPOSED YOUTH NIGHT SAFE HOUSE IN INDUSTRIAL AREA

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	GN.05.14
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Advocator - advocate and support initiatives on behalf of the community
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

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#### That Council:

1. Receives the petition submitted by members of the community opposing the proposed Youth Night Safe House in the industrial area;
2. Notes the concerns raised by petitioners regarding safety, infrastructure, and suitability of the proposed location.
3. Notes:
  - a. the concerns raised by petitioners regarding safety, infrastructure, and suitability of the proposed location;
  - b. that the proposal is not a Shire-led project and the Shire has no jurisdiction or regulatory authority in relation to the facility;
  - c. that the Shire has provided feedback to the relevant State Government agency recommending extensive community consultation and a post-implementation review; and
  - d. that an alternative location for the facility may now be under consideration.
4. Notes that the Administration has and will convey the concerns of the petitioners to the relevant government agencies tasked with the delivery of the Youth Night Safe House.

### PURPOSE

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The purpose of this report is to present to Council a petition received from community members regarding the proposed location of a Youth Night Safe House and to seek Council's consideration of the matters raised.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

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This matter has not been considered by council previously.

Administration has received a petition signed by members of the community, including local business operators, in relation to the proposed establishment of a Youth Night Safe House within an industrial area.

The petition (refer Attachment) outlines the views of the signatories, including their position on the proposal and the location under consideration.

The proposal is not a Shire-led initiative, and the development is led by State government agencies.

## **COMMENTS**

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The petition raises a number of matters for Council's awareness in relation to the proposed location of a Youth Night Safe House within an industrial area.

The petition identifies concerns regarding the suitability of the proposed location, including matters relating to safety, compatibility with surrounding land uses, and the availability of supporting infrastructure such as footpaths, lighting, and safe pedestrian access. Concerns are also raised in relation to existing issues experienced by nearby businesses, including theft, vandalism, and property damage. The petition indicates that while there is support for the concept of a Youth Night Safe House, there is a preference for a more appropriate location closer to the town centre and accessible to existing services.

At the Council Briefing Session, additional information regarding the proposal and the Shire's involvement was discussed.

It is noted that the proposed Youth Night Safe House is not a Shire-led initiative. Any development, establishment, or operation of the facility is the responsibility of the relevant State Government agency. As such, the Shire does not have jurisdiction, regulatory authority, or compliance responsibilities in relation to the approval, siting, or delivery of the facility.

The Shire has previously been consulted by the responsible agency and provided feedback. This feedback emphasised the importance of undertaking extensive community consultation, particularly with property owners and businesses in the immediate vicinity of the proposed site. The Shire also recommended that any facility be subject to a review following a period of operation (for example, 12 months) to assess whether intended outcomes are being achieved and to identify any adverse impacts on the surrounding community.

It is further noted that there may be some misunderstanding within the community regarding the intended operation of the facility. Based on information available to the Shire, the facility is understood to operate as a crisis response service rather than a general drop-in centre. Young people would be transported to and from the facility under supervision, with relatively short stays, rather than attending independently.

With respect to the matters raised within the petition, Council does not have the authority to determine or direct the location of the facility, nor the ability to compel the proponent to consider alternative sites. Council's role is therefore limited to advocacy and representing the views of the community to the relevant decision-making authority.

It is further noted that, subsequent to receipt of the petition, advice indicates that an alternative location may be under consideration and that local stakeholders may be involved in supporting the

fit-out of a different site. This may influence the progression or relevance of the matters raised in the petition.

Accordingly, this report presents the petition for Council's formal receipt and enables Council to determine what, if any, advocacy actions it wishes to take in response.

## STATUTORY IMPLICATIONS

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Under the *Local Government Act 1995 (WA)*, Council is responsible for representing the interests of the community.

At the time of writing, the proposed Youth Night Safe House is not a Shire-led project and no formal application or referral has been received by the Shire for assessment or determination.

The statutory pathway for the proposal has not been established and may be subject to separate planning or State Government processes, which may or may not require input from the Shire at a later stage.

## POLICY IMPLICATIONS

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Nil direct policy implications have been identified.

## STRATEGIC IMPLICATIONS

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This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** LIVEABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

## RISK IMPLICATIONS

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**Risk:** There is a risk of community dissatisfaction if Council is perceived as not adequately representing or advocating for the views of local stakeholders.

**Control:** This risk can be mitigated through the formal acknowledgement of the petition, clear communication of Council's advocacy role in this matter, and engagement with the relevant external agencies to ensure that the concerns raised by the community are conveyed and considered.

## FINANCIAL IMPLICATIONS

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There are no direct financial implications associated with the presentation of this petition.

## **Current and Future Asset Considerations**

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Nil, as the project is not a Shire asset or responsibility.

## **COMMUNITY ENGAGEMENT**

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No community engagement has been undertaken by the Shire in relation to the proposal, noting the project is externally led.

Further engagement, if required, would be undertaken by the responsible agency.

## **ATTACHMENTS**

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1. Petition - Proposed Youth Night Safe House in Industrial Area [7.1.1.1]

**7.2. PRESENTATIONS**

**7.3. DEPUTATIONS**

**8. METHOD OF DEALING WITH AGENDA BUSINESS**

**9. OFFICER REPORTS**

**9.1. MATTERS CONSIDERED BY COMMITTEES OF COUNCIL**

## 9.1.1. EAST KIMBERLEY REGIONAL AIRPORT COMMITTEE HELD 25 MARCH 2026

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	N/a
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

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#### COMMITTEE RECOMMENDATION 1

**That the East Kimberley Regional Airport Committee recommend to Council that it notes the Financial Report for the period ended 28 February 2026.**

#### COMMITTEE RECOMMENDATION 2

**That the East Kimberley Regional Airport Committee recommend to Council that it notes the passenger and aircraft information in Attachment 1.**

### PURPOSE

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To consider the recommendations from the East Kimberley Regional Airport Committee made at its meeting held on 25 March 2026.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

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The background and details supporting the recommendations are contained within the Minutes of the 25 March 2026 East Kimberley Regional Airport Committee meeting and confidential attachments to the Agenda/Minutes

### COMMENTS

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Various - detailed within the Minutes of the East Kimberley Regional Airport Committee meeting made held on 25 March 2026.

### STATUTORY IMPLICATIONS

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Various - detailed within the Minutes of the East Kimberley Regional Airport Committee meeting made held on 25 March 2026.

## **POLICY IMPLICATIONS**

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Various - detailed within the Minutes of the East Kimberley Regional Airport Committee meeting made held on 25 March 2026.

## **STRATEGIC IMPLICATIONS**

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This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## **RISK IMPLICATIONS**

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Various - detailed within the Minutes of the East Kimberley Regional Airport Committee meeting made held on 25 March 2026.

## **FINANCIAL IMPLICATIONS**

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Various - detailed within the Minutes of the East Kimberley Regional Airport Committee meeting made held on 25 March 2026.

## **Current and Future Asset Considerations**

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Various - detailed within the Minutes of the East Kimberley Regional Airport Committee meeting made held on 25 March 2026.

## **COMMUNITY ENGAGEMENT**

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Various - detailed within the Minutes of the East Kimberley Regional Airport Committee meeting made held on 25 March 2026.

## **ATTACHMENTS**

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1. 260325 Unconfirmed Minutes - East Kimberley Regional Airport Committee [9.1.1.1]

## 9.2. OFFICE OF THE CEO

### 9.2.1. STANDING ITEM - OUTSTANDING ACTIONS FROM PREVIOUS COUNCIL RESOLUTIONS

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Provider - provide physical infrastructure and essential services
<b>VOTING REQUIREMENT:</b>	Simple Majority

#### OFFICER'S RECOMMENDATION

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**That Council notes the report - Outstanding Actions from Previous Council Resolutions.**

#### PURPOSE

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To report to the Council on the progress of and provide comment on outstanding actions from Council resolutions.

#### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

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At each meeting of Council, resolutions are made which require actions to be taken by officers to implement those resolutions. This monthly update advises the Council as to the status of the implementation of resolutions.

#### COMMENTS

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Attachment 1 - Details completed actions relating to Council resolutions & summarises actions that are outstanding from previous Council resolutions.

#### STATUTORY IMPLICATIONS

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Various, as referenced in individual reports presented to the Council.

#### POLICY IMPLICATIONS

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Various, as referenced in individual reports presented to the Council.

#### STRATEGIC IMPLICATIONS

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Various, as referenced in individual reports presented to the Council.

## **RISK IMPLICATIONS**

---

Various, as referenced in individual reports presented to the Council.

## **FINANCIAL IMPLICATIONS**

---

Various, as referenced in individual reports presented to the Council.

## **Current and Future Asset Considerations**

---

Various, as referenced in individual reports presented to the Council.

## **COMMUNITY ENGAGEMENT**

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No community engagement is required.

## **ATTACHMENTS**

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1. Outstanding Actions Register – April 2026

## 9.2.2. STANDING ITEM - USE OF THE COMMON SEAL

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Provider - provide physical infrastructure and essential services
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

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That Council receives the report on the application of the Shire of Wyndham East Kimberley Common Seal for the period 27 March 2026 to 24 April 2026.

### PURPOSE

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For Council to receive this report on the application of the Shire of East Kimberley Common Seal for the period 27 March 2026 to 24 April 2026.

### COMMENTS

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There was 1 document for the time period of 27 March 2026 to 24 April 2026 with the Shire of Wyndham East Kimberley Common Seal applied as per the table below:

Date of Use	Document
14 April 2026	Deed of Renewal and Variation Airservices Australia

### STATUTORY IMPLICATIONS

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[Local Government Act 1995 9.49A. Execution of documents](#)

### POLICY IMPLICATIONS

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Nil

### STRATEGIC IMPLICATIONS

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This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

### **RISK IMPLICATIONS**

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**Risk:** Failure to manage a governance framework which transparently embraces good governance practices

**Control:** Maintain a formal policy and procedure for the use of the Common Seal, including a register.

### **FINANCIAL IMPLICATIONS**

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Nil

### **Current and Future Asset Considerations**

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Nil

### **COMMUNITY ENGAGEMENT**

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No Community engagement is required

### **ATTACHMENTS**

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Nil

### 9.2.3. OFFICE OF THE AUDITOR GENERAL - LOCAL GOVERNMENT 2025 REPORT TO PARLIAMENT

<b>AUTHOR:</b>	Vernon Lawrence, Chief Executive Officer
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	TBA
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

#### OFFICER'S RECOMMENDATION

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**That Council:**

1. Receive the Officer of the Auditor General Local Government 2025 Report to Parliament in Attachment 1;
2. Notes the contents of the report relating to "best practice entities"; and
3. Notes the work of Shire Officers on their financial reporting practices in the preparation of the annual financial report.

#### PURPOSE

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For Council to note the contents of the Officer of the Auditor General Local Government Report 2025 to Parliament, in particular Page 17 of the report on best practice entities.

#### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

This item has not been brought to Council previously.

Councillors would be aware that the Shire undergoes a financial audit on an annual basis. The Shire regularly receives an unqualified report with very few matters that are brought to the attention of management. This reflects well on the financial process of the Shire and the staff that manage and control them.

The Office of the Auditor General reports to Parliament on an annual basis the findings on the financial audits of the 147 local government entities in Western Australia. The report is comprehensive and covers the timeliness of reporting, the audit results, identified financial and management weaknesses and financial reporting, accountability and audit matters.

#### COMMENTS

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This year in the Office of the auditor General's report to Parliament on the financial audit results the report included a section on best practice entities. This was reported in two categories, a top 10 for

band 1 and 2 local governments and a top 20 for band 3 and 4 local governments. The criteria used to rate the local governments were:

- timeliness of CEO-certified financial report
- quality of financial report (including the number of errors identified)
- quality of working papers that support the financial report
- management resolution of accounting matters
- key staff availability during the audit
- number and significance of management letter findings
- clear opinion with no Emphasis of Matter paragraphs or other audit report modifications

The Shire was nominated in the top 10 of the Band 1 and 2 local governments as best practice entities.

The Shire's Executive Management Team recognises the hard work and dedication of all Officers involved in the process of drafting the financial statements and the annual audit. The Chief Executive Officer is using this report to highlight the Officers achievements and to ensure that their efforts are formally recognised by Council as representatives of the community.

## **STATUTORY IMPLICATIONS**

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Nil

## **POLICY IMPLICATIONS**

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Nil

## **STRATEGIC IMPLICATIONS**

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This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## **RISK IMPLICATIONS**

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**Risk:** Failure to manage a governance framework which transparently embraces good governance practices.

**Risk:** Failure to manage the appropriateness and effectiveness of the Shire's systems and procedures in relation to risk management, internal control and legislative compliance.

**Controls:** Annual audits by independent auditors, and Regulation 17 and Section 5(2)(c) inspections performed with improvement action plans being documented and reported to the Audit Risk and Improvement Committee. Recruitment and retention of skilled staff and ongoing training to ensure high standards are maintained.

## **FINANCIAL IMPLICATIONS**

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Nil from this report

## **Current and Future Asset Considerations**

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Not applicable for this report.

## **COMMUNITY ENGAGEMENT**

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No community engagement is required.

## **ATTACHMENTS**

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1. Report 13 Local Government 2025 - Financial Audit Results [9.2.3.1]

## 9.2.4. KUNUNURRA TOWN CENTRE MASTERPLAN AND STRATEGY UPDATE

<b>AUTHOR:</b>	Senior Economic Development Officer
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	LP.02.69
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Partner - Collaboration with external stakeholders to deliver service and projects. Provider - provide physical infrastructure and essential services
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

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**That Council notes:**

- 1. The Kununurra Town Centre Masterplan (Confidential Attachment 1) and Revitalisation Strategy (Confidential Attachment 2);**
- 2. The Kununurra Reimagined Communications Report (Confidential Attachment 3);**
- 3. The Kununurra Town Centre Revitalisation Business Case (Confidential Attachment 4): and**
- 4. The Administration will seek the endorsement of the documents above from the Collaboration Partners before seeking formal endorsement from Council to submit the documents to the Minister for Regional Development, Ports, Science and Innovation, Medical Research and Kimberley.**

### PURPOSE

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To provide an update to Council on the Kununurra Town Centre Masterplan, Revitalisation Strategy and Business Case.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

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Council previously resolved to progress Master Planning of the Kununurra Town Centre as a key strategic initiative to support economic development, tourism and community liveability.

In July 2024, Council agreed in principle for the Shire to lead the development of a Town Centre Revitalisation Strategy in collaboration with key partners (Minute Number: 23/07/2024 - 119061). In September 2024, the Shire entered an MOU titled Kununurra Collaboration. The partners included Kimberley Development Commission, MG Corporation, East Kimberley Chamber of Commerce and Industry and the Shire. The Kununurra Collaboration established a framework for the Parties to work together on a wide range of projects to improve the town and its environs in the coming decades.

In October 2024, the Shire received \$327,500 in funding through Kimberley Development Commission to undertake and deliver:

Town centre revitalisation strategy, including:

- the community's vision
- precinct development
- preliminary concepts
- cost estimates for precincts
- high level prioritisation and phasing

Business Case, including:

- project details
- stakeholder engagement
- risk management
- needs analysis
- strategic alignment
- case studies
- precinct projects and costs
- implementation/next steps

To facilitate this project the Shire formed a Steering Group, consisting of Kimberley Development Commission, MG Corp, the Chamber of Commerce and Industry, Development WA and the Shire.

In February 2025, Council awarded the contract for the preparation of the Kununurra Town Centre Masterplan and Revitalisation Strategy to Hassell Studio following a competitive procurement process (Minute Number 25/02/2025 - 119151).

Since that time, the project has progressed through a structured program of community engagement, technical due diligence and stakeholder engagement through the Steering Group and Shire project team.

Council has also received previous updates on project progress, including engagement outcomes, due diligence studies and early concept directions, through monthly project reporting, Council Briefings and several workshops with consultants over the last 12 months.

The Kununurra Town Centre Masterplan (Attachment 1) and Revitalisation Strategy (Attachment 2) are now complete and presented for Council noting. These documents provide a clear and practical framework to guide the future development of the Kununurra Town Centre. Endorsement enables the Shire to:

- progress detailed design and implementation
- advocate for external funding
- coordinate quick wins and staged delivery with project partners

A summary of the Master Plan is shown in the table below.

Precinct	Location / Streets	Primary Focus	Key Projects & Interventions	Indicative Delivery
Precinct 1	White Gum Park, Coolibah Drive, Papuana Street, Visitor Centre area	Community & Youth	• Revitalise <b>White Gum Park</b> (new community building, play space, cultural interpretation)	By 2030
			• Establish <b>Youth and Community Precinct</b> (new skatepark, parkour, shaded hang-out spaces, toilets)	
			• Streetscape upgrades to Coolibah Drive and Papuana	

			Street (shade, lighting, walkability)	
			<ul style="list-style-type: none"> <li>• Cultural Trail early delivery sections</li> </ul>	
<b>Precinct 2</b>	Konkerberry Drive, Banksia Street, Cotton Tree Avenue	Civic Heart & Main Street Activation	• Re-define <b>Konkerberry Drive as Kununurra's main street</b>	<b>By 2035</b>
			• Deliver new <b>Town Square</b> as civic heart	
			• Streetscape upgrades (trees, shade, lighting, safer crossings)	
			• Parking rationalisation to prioritise pedestrians	
			• Support for active frontages and mixed-use development	
• Cultural Trail integration				
<b>Precinct 3</b>	Messmate Way, Linear Park, Bandicoot Drive	Green Arrival, Culture & Connectivity	• Transform <b>Messmate Way into a shaded green arrival avenue</b>	<b>By 2040</b>
			• Re-imagine <b>Messmate Way Linear Park</b> (landscape, WSUD, storytelling, play)	
			• Deliver major sections of the <b>Cultural Trail</b> connecting town centre to foreshore	
			• Establish <b>RV parking hub</b> on Bandicoot Drive with amenities	
			• Safer pedestrian crossings and improved lighting	
<b>Precinct 4</b>	River Fig Avenue, Erythrina Street, Ebony Street	Supporting Streets & Parking	• Streetscape upgrades (footpaths, trees, lighting, safety)	<b>By 2045</b>
			• Formalised local and RV parking to reduce pressure on core streets	
			• Undergrounding of powerlines to enable tree canopy	
			• Improved pedestrian connections into the town centre	

## COMMENTS

### Project Overview

The Kununurra Town Centre Revitalisation is a place-based program to improve the function, safety and usability of the town centre.

The project responds to long-standing issues including limited shade, poor walkability, ageing infrastructure and a lack of community and gathering spaces. These issues have been consistently identified through community engagement. See Attachment 3 Kununurra Reimagined Communications Report.

Kununurra performs a critical role as the primary service centre for the East Kimberley and a gateway to major tourism destinations including Lake Argyle and Purnululu National Park. The performance of the town centre is therefore important to both the local community and the regional economy.

### **Masterplan and Strategy**

The Masterplan establishes a long-term (20 year) spatial framework for the layout, function and development of the town centre.

The Revitalisation Strategy sets out how the Masterplan will be delivered over time, including staging, priorities and implementation pathways.

Together, these documents provide:

- a clear and coordinated direction for future development
- a prioritised list of projects
- guidance for investment and funding
- a framework for staged delivery

Key elements include:

- improved public spaces and community facilities
- safer and more accessible streets
- increased shade and climate-responsive design
- spaces for youth and community use
- integration of cultural storytelling reflecting Miriwoong Country

### **Business Case (Confidential Attachment)**

The Business Case (Attachment 4) provides the justification for the project and will be used to support funding applications. The Business Case supports the Masterplan and Strategy by:

- assessing project costs and benefits
- identifying economic, social and community outcomes
- demonstrating the value of investment

The Business Case confirms that the project delivers positive long-term benefits, including:

- increased tourism expenditure
- support for local business activity
- improved community wellbeing

Due to the inclusion of commercially sensitive financial information, the Business Case is provided as a confidential attachment.

### **Delivery Approach**

The revitalisation program will be delivered in a staged manner.

- Phase 1 (to 2030) focuses on priority projects, enabling works and early improvements.
- Phase 2 (to 2035) builds on these works to complete the broader vision.

In addition to major projects, the Strategy includes:

- short-term activation initiatives
- temporary improvements
- ongoing community engagement

These actions will support early progress, build community confidence and inform longer-term outcomes.

## **Enabling Infrastructure**

The Strategy identifies the need for early investment in enabling infrastructure to support delivery of the Masterplan.

Key enabling works include:

- undergrounding of power
- drainage upgrades

These works address existing constraints within the town centre and enable future projects to be delivered efficiently and in a staged manner as funding becomes available.

Delivering these works early will:

- reduce duplication of works
- improve construction efficiency
- support staged delivery of projects, including quick wins such as tree planting and staged delivery of the cultural trail

## **Immediate Priorities**

Following Council endorsement, Administration will develop a range of digital and printed materials to support communication and advocacy for the project. Administration will also work with the project Steering Group to undertake coordinated advocacy activities to support delivery of the Masterplan and Strategy.

While there are currently no suitable grant opportunities available, Administration will monitor funding programs and seek external funding as opportunities arise, with a focus on early activation initiatives and Phase 1 priorities.

The Lake Kununurra Foreshore Masterplan, funded through the Federal Regional Precincts and Partnerships Program (rPPP), is currently being finalised and is expected to be completed in late 2026/27. The Foreshore Masterplan will be presented to Council for endorsement upon completion.

## **STATUTORY IMPLICATIONS**

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Not applicable at this stage.

Statutory approvals will be required at later stages of project delivery, including planning, building and infrastructure approvals.

## **POLICY IMPLICATIONS**

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In addition to POL-3000 Community Engagement, this matter aligns with and has implications for the Shire's policies relating to strategic planning and reporting, asset management, financial management and budgeting, procurement, and partnership engagement.

The Kununurra Town Centre Masterplan and Kununurra Town Centre Revitalisation Strategy will inform future infrastructure investment, asset lifecycle planning, and prioritisation through the annual budget and long-term financial planning processes and will be implemented in accordance with the Shire's procurement and governance frameworks.

The Kununurra Reimagined Communications Report and Kununurra Town Centre Revitalisation Business Case further support these outcomes by informing stakeholder engagement approaches and future funding and investment decisions.

## STRATEGIC IMPLICATIONS

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This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** CONNECTION

**Goal 6:** Accessible places - Places that are connected, accessible and well maintained

**Goal Outcome 6.2:** Access to services - Attractive and resilient Town Centres that connect residents and visitors to shops and services

**Strategy 6.2:** Plan and deliver vibrant, attractive town centres that support services for residents and visitors

## RISK IMPLICATIONS

---

**Risk:** Failure to make informed and timely decisions regarding the resourcing, funding and prioritisation of the Kununurra Town Centre Masterplan and Kununurra Town Centre Revitalisation Strategy, resulting in delays to implementation, inefficient use of resources, and reduced delivery of intended economic, social and community outcomes.

**Control:** Council endorsement of the Kununurra Town Centre Masterplan and Kununurra Town Centre Revitalisation Strategy, staged delivery aligned to identified priorities, integration with the annual budget and long-term financial planning processes, and ongoing coordination with project partners to secure external funding and support efficient project delivery.

## FINANCIAL IMPLICATIONS

---

The Masterplan and Strategy do not commit Council to specific capital expenditure.

Future funding requirements for detailed design and implementation will be considered through:

- annual budget processes
- external funding opportunities
- partnership arrangements

The Business Case provides further detail on early stage estimated costs and funding pathways.

## Current and Future Asset Considerations

---

The Masterplan will guide long-term infrastructure investment and asset management within the town centre.

Future asset considerations, including whole-of-life costs and maintenance requirements, have been considered at a strategic level within the Business Case and will be further developed through the next phases of planning, detailed design and implementation, particularly for new asset delivery.

## COMMUNITY ENGAGEMENT

---

Engagement has been undertaken in accordance with the Community Engagement Guidelines and has included a comprehensive, multi-channel approach combining digital, in-person and culturally tailored engagement methods.

This has included:

- over 2,000 survey responses across multiple engagement phases
- community and stakeholder workshops delivered across four consultation visits
- engagement with Miriwoong Elders through dedicated sessions at each stage
- youth and school engagement activities
- local events and pop-ups, including markets and business-facing engagement
- establishment of the Kununurra Reimagined Project Hub at the Shire's Tourism House (Shop 3) as a central engagement and information space
- digital engagement through website, social media, email campaigns and QR code activation

In-person engagement included over 350 registered participants across structured sessions, supported by additional informal engagement through markets, pop-ups and Hub visitation.

The engagement program has achieved strong participation across the community, including Aboriginal participation rates ranging from 8–17% across the project, supported through dedicated Elder engagement and utilising channels such as Waringarri Media.

Overall engagement performance has exceeded typical benchmarks for regional local government projects, reflecting a high level of community awareness, participation and ongoing interest in the project.

This engagement has directly informed the development of the Masterplan and Revitalisation Strategy and identified key community priorities, including safety, shade, accessibility, story-telling and activation of the Town Centre.

## **ATTACHMENTS**

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Nil

## 9.2.5. POL-1014 POLICY MANAGEMENT AND POL-1023 DOCUMENT MANAGEMENT - RESCISSION AND NEW POLICY

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

---

That Council:

1. Rescinds Policy POL-1014 Policy Management (Version 1.1); and
2. Adopts Policy POL-1023 Document Management (Version 1.0), as attached.

### PURPOSE

---

To present for Council's consideration a new governance framework for document management through adoption of POL-1023 Document Management, replacing the existing POL-1014 Policy Management.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

POL-1014 Policy Management was adopted to provide direction on the development and management of Council policies.

The existing policy primarily focuses on policy development, review and amendment processes, with limited consideration of broader document governance, hierarchy or administrative instruments such as Directives, Procedures and Work Instructions.

A review of governance practices and document management processes identified the need to modernise the framework to better align with contemporary local government governance standards, legislative expectations and organisational requirements.

### COMMENTS

---

POL-1023 Document Management introduces a comprehensive and contemporary governance framework for the management of all formal Shire documents.

Key improvements from POL-1014 include:

#### 1. EXPANDED SCOPE AND GOVERNANCE FRAMEWORK

- Moves from a policy-only focus to a whole-of-document framework, including Policies, Directives, Procedures, Work Instructions and other governance instruments.
- Establishes a clear hierarchy of documents and their roles within the organisation.

## **2. CLEAR SEPARATION OF ROLES AND RESPONSIBILITIES**

- Clearly distinguishes between:
  - Council's role in adopting Policies (s.2.7); and
  - The CEO's role in operational management and issuing Directives (s.5.41).
- Introduces defined approval authorities for each document type.

## **3. INTRODUCTION OF DOCUMENT REGISTER AND VERSION CONTROL**

- Establishes REG-1000 Shire Document Register as the single source of truth.
- Strengthens requirements for version control, document status and recordkeeping in line with the *State Records Act 2000*.

## **4. FORMALISATION OF DOCUMENT TYPES**

- Introduces clear definitions and governance for:
  - Directives (administrative policies),
  - Procedures (who/when), and
  - Work Instructions (how).
- Provides clarity on document purpose and appropriate use.

## **5. STRENGTHENED AND RATIONALISED REVIEW FRAMEWORK**

- Replaces the previous five (5) year policy review cycle with a structured and consistent framework:
  - Maximum five (5) year review term for Council Policies;
  - Maximum three (3) year review term for Administrative Directives;
  - Requirement to review Elected Member-related policies within twelve (12) months following a local government ordinary election.
- Introduces a requirement for other Shire documents to be reviewed periodically based on legislative requirements, strategic planning cycles and operational need.
- Ensures that documents linked to a Policy or Directive are reviewed in alignment with any substantive changes.

## **6. IMPROVED MINOR AMENDMENT CONTROLS**

- Clarifies what constitutes a minor amendment.
- Enables administrative efficiency by allowing CEO approval without Council reporting where no substantive change occurs.
- Strengthens governance through mandatory recording in document registers and amendment histories.

## **7. LEGISLATIVE AND GOVERNANCE ALIGNMENT**

- Aligns with:
  - *Local Government Act 1995* (ss.2.7, 5.41, 5.42),
  - *Local Government (Administration) Regulations 1996*, and
  - *State Records Act 2000*.
- Reflects contemporary expectations of governance, transparency and accountability.

## 8. INTEGRATION WITH STRATEGIC AND RISK FRAMEWORKS

- Requires alignment with the Strategic Community Plan, Corporate Business Plan and risk management framework.
- Introduces consideration of Audit and Risk Committee involvement where appropriate.

## STATUTORY IMPLICATIONS

---

Section 2.7(2)(b) of the [Local Government Act 1995](#) provides that a function of Council is to determine the policies of the local government.

Section 5.41 of the Act provides that the Chief Executive Officer is responsible for the day-to-day operations of the local government and implementation of Council decisions.

The Policy also aligns with the [Local Government \(Administration\) Regulations 1996](#) and the [State Records Act 2000](#).

## POLICY IMPLICATIONS

---

POL-1023 Document Management replaces POL-1014 Policy Management in full.

Adoption of the new Policy introduces a revised governance framework for document management across the organisation.

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** LIVEABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

## RISK IMPLICATIONS

---

**Risk:** Failure to maintain a contemporary and structured document governance framework may result in inconsistent decision-making, non-compliance with legislation, and reduced organisational accountability.

**Control:** Adoption of POL-1023 establishes a clear governance framework, defined responsibilities, structured review cycles, and strengthened document control mechanisms.

## FINANCIAL IMPLICATIONS

---

Nil.

Implementation of the Policy will be managed within existing resources.

### **Current and Future Asset Considerations**

---

Not applicable.

### **COMMUNITY ENGAGEMENT**

---

No community consultation was required as this Policy relates to internal governance and administrative processes.

### **ATTACHMENTS**

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1. POL-1023 Document Management V1.0 - Draft New **[9.2.5.1]**
2. POL-1014 Policy Management V1.1 - To Be Rescinded **[9.2.5.2]**

## 9.2.6. POL-1001 ELECTED MEMBER ALLOWANCES & ENTITLEMENTS - POLICY REVIEW

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

---

#### That Council

1. Rescinds Policy POL-1001 Elected Member Allowances & Entitlements Version 14.0.
2. Adopts Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0.

### PURPOSE

---

The purpose of this report is to present Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 to Council for consideration and determination following amendments to ensure legislative compliance and alignment with Council's resolution of 28 October 2025 regarding superannuation contributions for Elected Members.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

At the Ordinary Council Meeting held on 28 October 2025 (Minute 119298), Council resolved to treat allowances and entitlements to Elected Members, including superannuation payments, under the provisions of the *Local Government Act 1995*.

Following that resolution, Policy POL-1001 Elected Member Allowances & Entitlements was reviewed to:

- Ensure explicit reference to section 5.99B of the *Local Government Act 1995*;
- Clarify alignment with current Determinations of the Salaries and Allowances Tribunal;
- Strengthen governance provisions, including dispute resolution; and
- Insert a legislative review trigger clause.

Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 incorporates these amendments and is now presented for Council's determination.

## COMMENTS

---

Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 establishes a clear and compliant framework for:

- Annual attendance fees and allowances in accordance with Determinations of the Salaries and Allowances Tribunal;
- Superannuation contributions pursuant to section 5.99B of the *Local Government Act 1995*;
- Annual ICT allowances;
- Reimbursement of travel, training and childcare expenses; and
- Recognition of retiring Elected Members.

The revised Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 does not set specific dollar amounts. Instead, it references the maximum limits prescribed by the Salaries and Allowances Tribunal, ensuring automatic alignment with updated determinations as amended from time to time.

A legislative review trigger has been included to require review of Policy POL-1001 Elected Member Allowances & Entitlements in the event of amendments to relevant legislation or the issuance of a new Determination of the Salaries and Allowances Tribunal.

The amendments do not introduce new entitlements beyond those already resolved by Council and provided for within the adopted budget.

## STATUTORY IMPLICATIONS

---

Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 operates under the following legislative framework:

- *Local Government Act 1995* – Sections 5.98, 5.98A, 5.99, 5.99A and 5.99B
- *Local Government (Administration) Regulations 1996* – Part 8
- *Salaries and Allowances Act 1975*
- Determination for Local Government – Elected Council Members pursuant to section 7B of the *Salaries and Allowances Act 1975*

Section 5.99B of the *Local Government Act 1995* permits a local government to decide to pay superannuation contributions to Council Members. Council resolved to exercise this provision on 28 October 2025 .

Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 ensures that entitlements do not exceed limits prescribed by the Salaries and Allowances Tribunal and confirms that Council does not have authority to vary statutory entitlements beyond those limits.

## POLICY IMPLICATIONS

---

Adoption of Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 will supersede Policy POL-1001 Elected Member Allowances & Entitlements Version 14.0.

There are no adverse policy implications. The amendments clarify legislative references, strengthen governance provisions and reflect Council's previous resolution.

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** LIVEABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

## RISK IMPLICATIONS

---

**Risk:** Failure to maintain compliant remuneration and entitlement practices for Elected Members, potentially resulting in legislative non-compliance or governance criticism.

**Control:** Compliance risk is mitigated through alignment of Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 with the *Local Government Act 1995* and current Determinations of the Salaries and Allowances Tribunal, supported by the inclusion of a legislative review trigger, a clear dispute resolution framework, and ongoing review through scheduled governance processes.

## FINANCIAL IMPLICATIONS

---

There are no additional financial implications arising from adoption of Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0.

Superannuation contributions and allowances are already provided for within the adopted Annual Budget.

## Current and Future Asset Considerations

---

There are no asset implications arising from adoption of this policy.

## COMMUNITY ENGAGEMENT

---

No community engagement is required. Policy POL-1001 Elected Member Allowances & Entitlements Version 15.0 relates to statutory entitlements of Elected Members and must comply with State legislation and Determinations of the Salaries and Allowances Tribunal.

## ATTACHMENTS

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1. POL-1001 Elected Member Allowances and Entitlements V15.0 - Clean Copy [9.2.6.1]
2. POL-1001 Elected Member Allowances and Entitlements V15.0 - Tracked Changes [9.2.6.2]

## 9.2.7. POL-1005 CODE OF CONDUCT FOR ELECTED MEMBERS & CANDIDATES - POLICY REVIEW

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

---

**That Council:**

- 1. Rescinds Policy POL-1005 Code of Conduct for Employee, for Council Members, Committee Members, and Candidates for Local Government Elections (Version 1.1); and**
- 2. Adopts Policy POL-1005 Code of Conduct for Elected Members & Candidates (Version 2.0), as attached.**

### PURPOSE

---

The purpose of this report is to present the revised Code of Conduct for Elected Members & Candidates to Council for review and adoption.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

POL-1005 was originally adopted by Council on 30 March 2021 under the title *Code of Conduct for Employee, for Council Members, Committee Members, and Candidates for Local Government Elections*. Minor administrative updates were undertaken in November 2023.

A full review has now been completed to ensure the policy remains aligned with the Local Government Act 1995 and associated Regulations currently in force, including recent Local Government Reform amendments.

As part of this review, the policy title has been updated to *Code of Conduct for Elected Members & Candidates*. The previous title exceeded internal document naming limits within the Shire's SharePoint system. The revised title improves clarity and ensures compliance with document management requirements, while maintaining the same scope and intent of the policy.

The policy number (POL-1005) remains unchanged, as the subject matter and purpose of the policy have not materially changed.

## COMMENTS

---

The review focused on maintaining legislative compliance, improving clarity and strengthening governance alignment.

Key updates include:

- Updating references to the Department of Local Government, Industry Regulation and Safety (LGIRS);
- Including clear recognition of the serious breach provisions under the *Local Government Act 1995*;
- Strengthening provisions relating to misuse of confidential information;
- Ensuring consistent clause numbering; and
- Streamlining related documents to include only those directly relevant to member conduct.

The revised policy does not introduce new behavioural standards beyond those prescribed under legislation. Rather, it improves clarity and ensures the Shire's Code remains consistent with current statutory requirements.

## STATUTORY IMPLICATIONS

---

The policy operates under the following legislation currently in force:

### [Local Government Act 1995 \(WA\)](#)

Section 2.16 – Council decision-making and voting requirements

Section 5.23(2) – Closing meetings to the public

Sections 5.41A–5.41D – Serious breaches of conduct

Section 5.93 – Improper use of information

Section 5.105 – Minor breaches

Section 5.110 – Determination of minor breaches by a standards panel

Part 5 Division 6 – Disclosure of financial, proximity and impartiality interests

### [Local Government \(Model Code of Conduct\) Regulations 2021](#)

Prescribes standards of behaviour for council members and candidates.

### [Local Government \(Administration\) Regulations 1996](#)

Provides administrative requirements relating to meetings and records.

## POLICY IMPLICATIONS

---

This report recommends adoption of POL-1005 Code of Conduct for Elected Members & Candidates Version 2.0.

If adopted, POL-1005 Code of Conduct for Elected Members & Candidates Version 2.0 will supersede POL-1005 Code of Conduct for Employee, for Council Members, Committee Members, and Candidates for Local Government Elections Version 1.1 in its entirety.

The next scheduled review of POL-1005 Code of Conduct for Elected Members & Candidates is March 2027, or earlier if legislative amendments require.

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** CONNECTION

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## RISK IMPLICATIONS

---

**Risk:** Failure to manage a governance framework which ensures transparency, accountability and legislative compliance.

**Control:** Adoption of an updated, legislatively compliant Code of Conduct supported by defined complaint processes, statutory alignment and scheduled review to maintain governance integrity.

## FINANCIAL IMPLICATIONS

---

There are no direct financial implications arising from adoption of this policy.

Any costs associated with minor or serious breach matters are managed within existing operational budgets.

## Current and Future Asset Considerations

---

Not applicable.

## COMMUNITY ENGAGEMENT

---

No community engagement is required.

The policy relates to statutory conduct obligations for elected members and candidates.

## ATTACHMENTS

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1. POL-1005 Code of Conduct for Elected Members & Candidates V2.0 - Clean Copy [9.2.7.1]
2. POL-1005 Code of Conduct for Elected Members & Candidates V2.0 - Tracked Changes [9.2.7.2]

## 9.2.8. POL-1011 RISK AND OPPORTUNITY MANAGEMENT - POLICY REVIEW

<b>AUTHOR:</b>	Strategic Performance Advisor
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

---

**That Council:**

1. Rescinds Policy POL-1011 Risk and Opportunity Management (Version 2.1); and
2. Adopts Policy POL-1011 Risk and Opportunity Management Policy (Version 3.0)

### PURPOSE

---

To seek Council adoption of the Risk and Opportunity Management Policy, which establishes a consistent and integrated approach to managing risk and opportunity across the organisation.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

The Shire maintains a risk management framework to support governance, compliance, and decision making. The existing policy has been reviewed and updated to reflect:

- Current legislative requirements, including the *Work Health and Safety Act 2020* and associated regulations
- Requirements under the *Local Government (Audit) Regulations 1996*, including Regulation 17
- Contemporary risk management standards, specifically AS ISO 31000:2018
- The Shire's Integrated Planning and Reporting framework

Previous versions of the policy were adopted by Council in 2017 and 2019, with administrative updates in 2023. The revised policy represents a full review to strengthen integration, accountability, and alignment with current obligations.

### COMMENTS

---

The Risk and Opportunity Management Policy establishes a systematic approach for identifying, assessing, managing, and reviewing risks across strategic, corporate, and operational functions. The key elements are outlined below:

- Clear alignment with AS ISO 31000:2018 principles
- Integration of risk and opportunity into planning, service delivery, and project management
- Defined risk architecture across strategic, corporate, and operational levels
- Establishment of risk appetite and tolerance principles
- Strengthened requirements for risk registers and reporting
- Explicit roles and accountability for managers, executives, and the Chief Executive Officer
- Focus on critical controls for high and extreme risks
- Alignment with work health and safety obligations, including application of the hierarchy of controls

The policy supports consistent decision making across the organisation and strengthens governance through formal escalation and reporting of high and extreme risks to the Executive Management Team and the Audit, Risk and Improvement Committee.

Following adoption of the policy, the Risk and Opportunity Management Framework will be reviewed and updated and presented to Council for endorsement. The framework will provide detailed guidance on processes, roles, and responsibilities to support the consistent integration of risk management across the organisation.

The framework will also include Council's Risk Appetite Statement, which will define the level of risk Council is willing to accept and the associated tolerance thresholds across key risk categories.

## **STATUTORY IMPLICATIONS**

---

### [Local Government Act 1995](#)

The policy supports Council's obligation to ensure proper governance and administration of the local government. It strengthens decision making by embedding risk consideration into strategic and operational processes.

### [Local Government \(Audit\) Regulations 1996](#)

The policy supports compliance with Regulation 17, which requires the local government to review the appropriateness and effectiveness of its risk management, internal control, and legislative compliance systems. It establishes a structured approach to identifying, monitoring, and reporting risk to inform these reviews.

### [Work Health and Safety Act 2020](#)

The policy aligns with the requirement to eliminate or minimise risks to health and safety so far as is reasonably practicable. It reinforces accountability for managing hazards and risks across all operations and supports due diligence obligations of officers.

### [Work Health and Safety \(General\) Regulations 2022](#)

The policy supports the application of prescribed risk management processes, including hazard identification, risk assessment, and implementation of controls in accordance with the hierarchy of control. It ensures operational risks are managed in line with regulatory expectations.

## **POLICY IMPLICATIONS**

---

This report presents a revised POL-1011 Risk and Opportunity Management Policy for adoption.

This Policy also aligns with POL-1022 Work Health and Safety Policy.

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## RISK IMPLICATIONS

---

**Risk:** Failure to develop appropriate, meaningful policies which enable the administration to perform in an effective and efficient way.

**Control:** Adoption of the Risk and Opportunity Management Policy to establish clear governance, accountability, and alignment with legislative and strategic requirements and the implementation of structured policy review and oversight processes.

**Risk:** Failure to manage the appropriateness and effectiveness of the Shire's systems and procedures in relation to risk management, internal control and legislative compliance.

**Control:** Adoption of a formal risk management policy aligned with AS ISO 31000:2018 and relevant legislation to guide consistent practice across the organisation. Ongoing oversight and review of risk management, internal control, and compliance systems in accordance with Regulation 17, including reporting to the Audit, Risk and Improvement Committee.

## FINANCIAL IMPLICATIONS

---

Nil

## Current and Future Asset Considerations

---

Nil

## COMMUNITY ENGAGEMENT

---

No community engagement is required.

## ATTACHMENTS

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1. POL-1011 Risk and Opportunity Management V3.0 - Reviewed Policy [9.2.8.1]
2. POL-1011 Risk and Opportunity Management V2.1 - Current Policy [9.2.8.2]

## 9.2.9. POL-1018 CHIEF EXECUTIVE OFFICER EMPLOYMENT STANDARDS - POLICY REVIEW

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Absolute Majority

### OFFICER'S RECOMMENDATION

---

#### That Council

1. Rescinds Policy POL-1018 Chief Executive Officer Recruitment, Selection, Performance Review and Termination Standards (Version 1.1); and
2. Adopts Policy POL-1018 Chief Executive Officer Employment Governance (Version 2.0) as attached.

### PURPOSE

---

To present the revised POL-1018 Chief Executive Officer Employment Governance Version 2.0 for Council consideration and adoption.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

POL-1018 was originally adopted by Council on 30 March 2021 following the introduction of CEO Standards under the *Local Government (Administration) Regulations 1996*.

Version 1.1 was updated in November 2023 to reflect reference amendments.

The existing Policy largely reproduces the wording of the Regulations introduced at that time.

Since adoption, there have been no substantive legislative amendments requiring structural change. However, broader local government reforms have elevated governance expectations regarding CEO oversight, transparency and documentation.

This review has been undertaken to modernise the structure of the Policy and strengthen its governance clarity while maintaining full legislative compliance.

### COMMENTS

---

The revised Policy:

- Retains full compliance with the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*;
- Removes duplication of legislative provisions;
- Reframes the document as a governance overlay rather than a legislative restatement;

- Clarifies Council’s decision-making authority;
- Reinforces Absolute Majority requirements;
- Strengthens articulation of procedural fairness obligations; and
- Clarifies governance expectations in relation to acting and temporary CEO arrangements.

The current version remains legally compliant. However, policies that replicate legislation create unnecessary maintenance risk, as any future legislative amendment may immediately render the Policy outdated.

The revised structure ensures the Policy adds governance value while relying on legislation as the primary source of authority.

This approach aligns with contemporary policy management practice and supports sound governance.

## **STATUTORY IMPLICATIONS**

---

Council’s responsibilities regarding CEO employment arise under:

### Local Government Act 1995

- Section 5.36 – Appointment of CEO
- Section 5.38 – Annual performance review
- Section 5.39 – Contract of employment
- Section 5.40 – Principles to be observed

### Local Government (Administration) Regulations 1996

- Regulation 18A – Recruitment standards
- Regulation 18FA – 10-year recruitment requirement

The revised Policy does not alter statutory obligations.

## **POLICY IMPLICATIONS**

---

Adoption of Version 2.0 will:

- Rescind Version 1.1;
- Update the Policy title to reflect a governance-focused approach; and
- Align the document with contemporary policy management standards.

## **STRATEGIC IMPLICATIONS**

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** LIVEABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

## **RISK IMPLICATIONS**

---

**Risk:** Failure to maintain contemporary governance documentation relating to CEO oversight may expose Council to governance and compliance risk.

**Control:** Adoption of the revised Policy ensures clear governance documentation, alignment with legislative requirements, reduces the risk of policy obsolescence, and improves clarity for Council decision-making processes.

## **FINANCIAL IMPLICATIONS**

---

There are no direct financial implications arising from adoption of this Policy.

Any costs associated with CEO recruitment or performance review processes are addressed within existing operational budgets as required.

## **Current and Future Asset Considerations**

---

Not applicable.

## **COMMUNITY ENGAGEMENT**

---

No community engagement is required.

As this Policy relates to internal governance and statutory responsibilities of Council, external consultation is not necessary.

## **ATTACHMENTS**

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1. POL-1018 Chief Executive Officer Employment Standards V2.0 - Reviewed Policy [9.2.9.1]
2. POL-1018 Chief Executive Officer Recruitment, Selection... V1.1 - Current Policy [9.2.9.2]

## 9.2.10. POL-1019 APPOINTMENT OF ACTING OR TEMPORARY CHIEF EXECUTIVE OFFICER POLICY - POLICY REVIEW

<b>AUTHOR:</b>	Executive Officer to the CEO
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Absolute Majority

### OFFICER'S RECOMMENDATION

---

**That Council:**

- 1. Rescinds Policy POL-1019 Appointing an Acting Chief Executive Officer (Version 1.1); and**
- 2. Adopts Policy POL-1019 Appointment of Acting or Temporary Chief Executive Officer (Version 2.0), as attached.**

### PURPOSE

---

The purpose of this report is for Council to consider adoption of the revised POL-1019 Appointment of Acting or Temporary Chief Executive Officer Version 2.0, which has been comprehensively reviewed to ensure alignment with current legislative requirements and contemporary governance practice.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

POL-1019 was originally adopted by Council on 22 March 2022 (Version 1.0) and subsequently updated administratively in November 2023 (Version 1.1) .

The policy is required under section 5.39C of the *Local Government Act 1995*, which mandates that a local government adopt a policy outlining the process for the temporary employment or appointment of a Chief Executive Officer for terms not exceeding twelve (12) months.

Since the introduction of CEO reform provisions and governance amendments under the Act, it was identified that the existing version of the policy would benefit from structural strengthening and clarification, particularly in relation to:

- Delegated authority thresholds;
- Extended leave arrangements;
- Suspension scenarios;
- Temporary CEO appointments during vacancy; and

- Contract and remuneration clarity.

Version 2.0 has therefore been prepared to modernise the framework while retaining proportional governance controls suitable for a regional Band 2 local government.

## COMMENTS

---

The revised policy strengthens governance clarity without materially changing the operational intent of the existing policy.

Key improvements include:

- Clear separation between Acting CEO and Temporary CEO appointments;
- Delegation to the CEO for appointments up to six (6) weeks, aligning with executive leave periods and avoiding unnecessary Council resolutions for routine absences;
- Explicit requirement for Council resolution by absolute majority for extended absences or vacancy scenarios;
- Inclusion of suspension provisions;
- Clarified remuneration and contract provisions consistent with common law employment arrangements;
- Explicit reference to sections 5.36, 5.39, 5.39C, 5.40, 5.42 and 5.45(2) of the *Local Government Act 1995*.

The revised structure improves legislative defensibility, audit clarity and succession certainty while maintaining operational flexibility.

## STATUTORY IMPLICATIONS

---

This policy is adopted pursuant to section 5.39C of the [Local Government Act 1995](#), which states:

*“A local government must prepare and adopt a policy that sets out the process to be followed by the local government in relation to the employment of a person in the position of CEO for a term not exceeding 1 year; and the appointment of an employee to act in the position of CEO for a term not exceeding 1 year.”*

Adoption or amendment of this policy requires an absolute majority of Council.

The policy also operates in conjunction with:

- Section 5.36 – Appointment and suitability of CEO
- Section 5.39 – Contracts for CEO
- Section 5.40 – Recruitment and selection principles
- Section 5.42 – Delegation to the CEO
- Section 5.45(2) – Acting through another person

## POLICY IMPLICATIONS

---

Adoption of Version 2.0 will rescind Version 1.1 of POL-1019.

No other Shire policies are affected.

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** LIVEABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

## RISK IMPLICATIONS

---

**Risk:** Governance failure arising from unclear or non-compliant CEO appointment processes.

**Control:** Adoption of a compliant policy framework that clearly defines delegation thresholds, Council authority and statutory compliance obligations.

## FINANCIAL IMPLICATIONS

---

There are no direct financial implications arising from adoption of the policy.

Remuneration adjustments associated with Acting or Temporary CEO appointments will be determined by Council resolution where required and managed within existing budget allocations.

## Current and Future Asset Considerations

---

Not applicable.

## COMMUNITY ENGAGEMENT

---

As this matter relates to internal governance and statutory compliance, community consultation is not required.

## ATTACHMENTS

---

1. POL-1019 Appointment of Acting or Temporary Chief Executive Officer V2.0 - Reviewed [9.2.10.1]
2. POL-1019 Appointing an Acting Chief Executive Officer V1.1 - Current [9.2.10.2]

## 9.2.11. POL-1021 WORK HEALTH AND SAFETY - POLICY REVIEW

<b>AUTHOR:</b>	Executive Manager Human Resources and Safety
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

---

**That Council:**

1. Rescind Policy POL-1021 Work Health and Safety (Version 4.1); and
2. Adopt Policy POL-1021 Work Health and Safety (Version 5.0), as attached.

### PURPOSE

---

The purpose of this report is for Council to consider adoption of the revised POL-1021 Work Health and Safety Version 5.0 following a legislative compliance and governance review.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

POL-1021 Work Health and Safety was last adopted by Council on 25 July 2023 (Version 4.0), with minor administrative amendments made in September 2024 (Version 4.1).

A review has been undertaken to ensure alignment with:

- Work Health and Safety Act 2020 (WA)
- Work Health and Safety (General) Regulations 2022 (WA)
- Contemporary governance standards under the Local Government Act 1995 (WA)

The review has identified the need for clarification rather than substantive policy shift.

### COMMENTS

---

The amendments introduced in Version 5.0 are limited and targeted to:

- Formally recognise the Shire as a Person Conducting a Business or Undertaking (PCBU);
- Introduce the statutory definition of "Officer";
- Clarify Council's strategic oversight role and the Chief Executive Officer's operational responsibility;
- Acknowledge that work health and safety includes both physical and psychological health;

- Strengthen legislative alignment regarding consultation and coordination with other duty holders.

The changes do not alter the operational intent of the policy. Rather, they ensure the policy accurately reflects the statutory framework introduced under the *Work Health and Safety Act 2020 (WA)* and modern governance expectations.

No expansion of scope or operational burden arises from these amendments.

## STATUTORY IMPLICATIONS

---

This Policy operates within the framework of:

[Work Health and Safety Act 2020 \(WA\)](#)

[Work Health and Safety \(General\) Regulations 2022 \(WA\)](#)

Under the *Work Health and Safety Act 2020 (WA)*, the Shire is a Person Conducting a Business or Undertaking (PCBU), and Elected Members and the Chief Executive Officer are Officers for the purposes of due diligence obligations.

The amendments ensure the Policy accurately reflects those statutory duties.

## POLICY IMPLICATIONS

---

This report proposes the adoption of POL-1021 Work Health and Safety Version 5.0, rescinding Version 4.1.

No other policies are impacted.

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## RISK IMPLICATIONS

---

**Risk:** Legislative non-compliance and potential Officer liability exposure under the *Work Health and Safety Act 2020 (WA)*.

**Control:** Adoption of an updated policy aligned with current statutory requirements and governance standards.

## **FINANCIAL IMPLICATIONS**

---

There are no direct financial implications arising from adoption of this revised Policy.

Existing operational budgets provide for work health and safety compliance.

## **Current and Future Asset Considerations**

---

Not applicable.

## **COMMUNITY ENGAGEMENT**

---

No community engagement was required as this matter relates to internal governance and legislative compliance.

## **ATTACHMENTS**

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1. POL-1021 Work Health and Safety V5.0 - Clean Copy [9.2.11.1]
2. POL-1021 Work Health and Safety V5.0 - Tracked Changes [9.2.11.2]

## 9.2.12. POL-1007, POL-1013 AND POL-1024 PUBLIC COMMUNICATIONS & MEDIA - RESCIND AND NEW POLICY

<b>AUTHOR:</b>	Marketing and Communications Officer
<b>RESPONSIBLE OFFICER:</b>	Vernon Lawrence, Chief Executive Officer
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Leader - plan and provide direction through policy and practices
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

---

**That Council:**

- 1. Rescinds Policies POL-1007 Media & Corporate Communications (Version 1.1) and POL-1013 Social Media (Version 1.1)**
- 2. Adopts Policy POL-1024 Public Communications & Media (Version 1.0), as attached.**

### PURPOSE

---

The purpose of this report is to present for Council's consideration the consolidation of POL-1007 Media & Corporate Communications and POL-1013 Social Media into a single, contemporary governance framework under POL-1024 Public Communications & Media.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

POL-1007 Media & Corporate Communications and POL-1013 Social Media were developed as separate policies to guide media engagement, corporate communications, and social media use.

Both policies contain overlapping provisions relating to:

- Media engagement and spokesperson roles;
- Corporate communications tools and approvals; and
- Behavioural expectations and reputational risk management.

POL-1013 Social Media is explicitly dependent on POL-1007, requiring the two policies to be read together for full effect.

A review identified duplication, fragmented governance controls and gaps in clarity regarding statutory roles, approvals and risk management.

## COMMENTS

---

POL-1024 Public Communications & Media has been developed to replace and consolidate the existing policies into a single, integrated governance framework.

The new policy introduces the following key improvements:

- **Consolidated Governance Framework:** Combines media, corporate communications and social media into one policy, removing duplication and improving clarity and usability.
- **Clear Statutory Alignment:** Explicitly defines the roles of Council, the Shire President and the Chief Executive Officer in accordance with the Local Government Act 1995, including confirmation that the Shire President is the statutory spokesperson.
- **Defined Approval and Accountability Structure:** Establishes clear approval pathways, including CEO responsibility for operational communications and appropriate delegation controls.
- **Risk-Based Communications Framework:** Introduces a formal communication classification system (Tier A, B and C) to ensure communications are assessed and managed based on reputational, political and operational risk.
- **Improved Governance of Elected Member Conduct:** Strengthens requirements for Elected Members when making public or personal statements, aligning with the Local Government (Model Code of Conduct) Regulations 2021.
- **Integrated Digital and Social Media Governance:** Incorporates social media governance, including moderation, authorised use and reputational controls, which were previously addressed separately under POL-1013.
- **Crisis and High-Risk Communications Controls:** Formalises requirements for crisis communications, including spokesperson designation, messaging consistency and stakeholder management.
- **Alignment with Contemporary Governance Expectations:** The policy reflects a shift toward stronger governance oversight, transparency, and risk management in public communications.

Overall, the consolidation improves internal consistency, reduces policy duplication, and strengthens governance controls across all forms of communication.

## STATUTORY IMPLICATIONS

---

The proposed policy is consistent with the following legislation:

### [Local Government Act 1995](#)

- Section 2.7 – Role of Council
- Section 2.8 – Role of the Shire President (including spokesperson function)
- Section 5.41 – Functions of the Chief Executive Officer

### Local Government (Model Code of Conduct) Regulations 2021

The policy reinforces statutory roles and does not alter legislative responsibilities.

## **POLICY IMPLICATIONS**

---

This report recommends:

- Rescinding POL-1007 Media & Corporate Communications;
- Rescinding POL-1013 Social Media; and
- Adopting POL-1024 Public Communications & Media as a new consolidated policy.

This approach is consistent with POL-1023 Document Management, which requires that where changes substantively alter the structure and intent of a policy, the existing policies should be rescinded and replaced with a new policy.

## **STRATEGIC IMPLICATIONS**

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

## **RISK IMPLICATIONS**

---

**Risk:** Inconsistent or inappropriate public communications resulting in reputational damage, misinformation, or non-compliance with legislative requirements.

**Control:** Implementation of a consolidated governance framework with defined roles, approval pathways, risk classification processes and compliance obligations.

## **FINANCIAL IMPLICATIONS**

---

There are no direct financial implications associated with the adoption of this policy.

## **Current and Future Asset Considerations**

---

Not applicable.

## **COMMUNITY ENGAGEMENT**

---

Internal consultation has been undertaken with relevant officers.

No external community consultation was required as the policy relates to internal governance and administrative processes.

## **ATTACHMENTS**

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1. POL-1007 Media and Corporate Communications V1.1 - To Be Rescinded [9.2.12.1]
2. POL-1013 Social Media V1.1 - To Be Rescinded [9.2.12.2]
3. PO L-1024 Public Communications and Media V 1.0 N-56609 - Draft New [9.2.12.3]

### 9.3. CORPORATE SERVICES

#### 9.3.1. LIST OF ACCOUNTS PAID FROM MUNICIPAL FUND AND TRUST FUND

<b>AUTHOR:</b>	Finance Coordinator
<b>RESPONSIBLE OFFICER:</b>	Alexandra Bell, Director Corporate Services
<b>FILE NO:</b>	FM.09.36
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Regulator - Responsible for the enforcement of statutory requirements
<b>VOTING REQUIREMENT:</b>	Simple Majority

#### OFFICER'S RECOMMENDATION

---

**That Council receives the List of Accounts Paid for the period 1 to 31 March 2026 totalling \$4,339,987.01.**

#### PURPOSE

---

To present the list of accounts in accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996*.

#### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

In accordance with Council's Delegations Register (adopted 27 April 2025), delegation to the CEO exists under Regulation 12 of the *Financial Management Regulations 1996* for payment authorisation.

#### COMMENTS

---

A list of accounts paid is prepared monthly in accordance with Regulation 13 of the Local Government (Financial Management) Regulations 1996. The list includes the payee, amount, date, and sufficient information to identify each transaction as required by Regulation 13.

Payments made by employees using purchasing cards are included in the list in accordance with Regulation 13A.

#### STATUTORY IMPLICATIONS

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[Local Government Act 1995 - Section 5.42 Delegation of some power and duties to CEO](#)

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

- [Regulation 5. CEO's duties as to financial management](#)
- [Regulation 11. Payments, procedures for making etc.](#)
- [Regulation 12. Payments from municipal fund or trust fund, restrictions on making.](#)
- [Regulation 13. Payments from municipal fund or trust fund by CEO, CEO's duties etc.](#)
- [13A. Payments by employees via purchasing cards](#)

## **POLICY IMPLICATIONS**

---

Shire of Wyndham East Kimberley Delegation Register Sub-delegation 1.2.25 "Payments from the Municipal Fund and Trust Fund" applies subject to compliance with Council Policy *POL-2004 Purchasing*.

## **STRATEGIC IMPLICATIONS**

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## **RISK IMPLICATIONS**

---

**Risk:** Non-compliance with Regulation 13 of the Local Government (Financial Management) Regulations 1996.

**Controls:** Monthly presentation of the List of Accounts Paid to Council in accordance with Regulation 13.

## **FINANCIAL IMPLICATIONS**

---

Nil

## **Current and Future Asset Considerations**

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Nil

## **COMMUNITY ENGAGEMENT**

---

No community engagement is required.

## **ATTACHMENTS**

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1. March 2026 List of Accounts Paid [9.3.1.1]

### 9.3.2. MONTHLY FINANCIAL REPORT

<b>AUTHOR:</b>	Finance Coordinator
<b>RESPONSIBLE OFFICER:</b>	Alexandra Bell, Director Corporate Services
<b>FILE NO:</b>	FM.09.32
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Regulator - Responsible for the enforcement of statutory requirements
<b>VOTING REQUIREMENT:</b>	Simple Majority

### OFFICER'S RECOMMENDATION

---

**That Council:**

- 1. Receive the Monthly Financial Report for the period ended 31 March 2026**
- 2. Notes the Statement of Financial Activity and Statement of Financial Position for the period ended 31 March 2026.**

### PURPOSE

---

To present the Monthly Financial Report for the period ended 31 March 2026 in accordance with Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996*.

### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

Council is required to prepare monthly financial statements in accordance with Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996*. Council adopted materiality thresholds of 10% or \$50,000 for reporting variances at the Ordinary Council Meeting held on 10 July 2025 (Minute Number 10/07/2025 - 119237).

### COMMENTS

---

The Monthly Financial Report includes the Statement of Financial Activity and Statement of Financial Position prepared in accordance with Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996*. In accordance with Regulations 34 and 35, the Monthly Financial Report is to be presented to Council within two months after the end of the reporting period and recorded in the minutes.

Material variances between actual and budget are disclosed in Note 3 – Explanation of Material Variances.

### STATUTORY IMPLICATIONS

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[Regulation 34 of the Local Government \(Financial Management\) Regulations 1996](#)

[Regulation 35 of the Local Government \(Financial Management\) Regulations 1996](#)

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## POLICY IMPLICATIONS

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Nil

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** Sustainability

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## RISK IMPLICATIONS

---

**Risk:** Non-compliance with Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996*.

**Controls:** Monthly Financial Report presented to Council within the prescribed timeframe in accordance with Regulations 34 and 35 of the *Local Government (Financial Management) Regulations 1996*.

## FINANCIAL IMPLICATIONS

---

Nil

## Current and Future Asset Considerations

---

Nil

## COMMUNITY ENGAGEMENT

---

No community engagement is required in relation to this item.

## ATTACHMENTS

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1. Attachment 1 - Financial Reports March 2026 [9.3.2.1]

### 9.3.3. POL-2018 STRATEGIC RATING - POLICY REVIEW

<b>AUTHOR:</b>	Director Corporate Services
<b>RESPONSIBLE OFFICER:</b>	Alexandra Bell, Director Corporate Services
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Regulator - enforce state legislation and local laws
<b>VOTING REQUIREMENT:</b>	Simple Majority

#### OFFICER'S RECOMMENDATION

---

**That Council:**

- 1. Rescinds Policy POL-2018 Strategic Rating (Version 2.0)**
- 2. Adopts Policy POL-2018 Strategic Rating (Version 3.0), as attached.**

#### PURPOSE

---

To present the revised Policy POL-2018 Strategic Rating to Council for adoption.

#### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

POL-2018 Strategic Rating provides the framework that guides Council's approach to the rating structure adopted each year as part of the annual budget process. This policy was most recently adopted by Council on 25 March 2025 by Resolution 119169, Item 12.4.4.

A review has now been undertaken to improve the clarity of the policy, strengthen alignment with the *Local Government Act 1995* and articulate the Shire's approach to determining predominant land use and applying rating principles in a consistent and transparent manner.

#### COMMENTS

---

The revised Strategic Rating Policy does not introduce a change to Council's established rating approach and instead represents an incremental improvement to the existing framework. The amendments are primarily directed at improving clarity, strengthening legislative alignment, and supporting consistency in the administrative application of the policy.

Key improvements include:

- clearer wording around how predominant land use is to be assessed where zoning is not determinative
- improved alignment with statutory requirements relating to the method of valuation, including the process for seeking Ministerial approval

- refinement of the framework supporting the consistent application of differential rating categories
- strengthened separation between the strategic rating framework and decisions relating to concessions and waivers

These amendments are intended to reduce ambiguity, improve transparency and support more consistent and defensible decision-making in the application of the Shire's rating structure.

## STATUTORY IMPLICATIONS

---

### [Local Government Act 1995](#)

Section 6.28(1) provides that rates are to be imposed on the basis of gross rental value or unimproved value, as applicable.

Section 6.28(2) provides that land used predominantly for rural purposes is to be rated on unimproved value and land used predominantly for non-rural purposes is to be rated on gross rental value.

Section 6.28(3) provides that a local government may, with the approval of the Minister, change the method of valuation for land.

Section 6.33(1) provides that a local government may impose differential general rates based on land characteristics including its use, locality or zoning.

Section 6.35(1) provides that a local government may impose on any rateable land a minimum payment which is greater than the general rate which would otherwise be payable on that land.

## POLICY IMPLICATIONS

---

This report recommends adoption of the revised Strategic Rating Policy (POL-2018).

The policy operates alongside the Shire's broader rating and revenue framework, including:

- POL-2005 Rates Exemptions for Charitable Organisations Policy (Non-Rateable Land)
- POL-2007 Rates and Charges Debt Collection Policy
- POL-2016 Financial Hardship – Rates and Sundry Debtors

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.2:** Collaborative partnerships - Collaborative partnerships that build capacity and increase opportunities

**Strategy 10.2:** Support collaboration and partnerships to deliver key outcomes for our community

## **RISK IMPLICATIONS**

---

**Risk:** Failure to develop appropriate, meaningful policies which enable the administration to perform in an effective and efficient way.

**Control:** Adopt and apply a Strategic Rating Policy that clearly documents Council's rating principles, methodology and administrative approach, and review the policy periodically to ensure continued legislative and operational alignment.

## **FINANCIAL IMPLICATIONS**

---

There is no direct financial cost arising from adoption of the revised policy. The policy supports Council's annual budget and rating process by providing a clearer governance framework for the development and application of the rating structure.

A clear and legislatively aligned policy supports defensible decision-making, more consistent administration and reduced risk of inappropriate rating treatment across categories of land.

## **Current and Future Asset Considerations**

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Nil

## **COMMUNITY ENGAGEMENT**

---

No community engagement is required.

## **ATTACHMENTS**

---

1. POL-2018 Strategic Rating V3.0 - Tracked Changes [9.3.3.1]
2. POL-2018 Strategic Rating V3.0 - Clean Copy [9.3.3.2]

### 9.3.4. POL-2020 WAIVER OF FEES AND CHARGES - NEW POLICY

<b>AUTHOR:</b>	Director Corporate Services
<b>RESPONSIBLE OFFICER:</b>	Alexandra Bell, Director Corporate Services
<b>FILE NO:</b>	CM.11.2
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Regulator - enforce state legislation and local laws
<b>VOTING REQUIREMENT:</b>	Simple Majority

#### OFFICER'S RECOMMENDATION

---

That Council adopts Policy POL-2020 Waiver of Fees and Charges (Version 1.0), as attached.

#### PURPOSE

---

To present a new Waiver of Fees and Charges Policy for Council adoption to establish a clear, consistent and compliant governance framework for the waiver or reduction of fees and charges.

#### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

---

The Shire does not currently have a formal policy governing the waiver or reduction of fees and charges.

This function is presently exercised under delegation from Council to the Chief Executive Officer, with sub-delegation to relevant officers in accordance with REG-1001 Delegations Register.

While current practices are compliant with legislative requirements, they are not supported by a formalised policy framework to ensure consistency, transparency and appropriate oversight of decision-making.

The development of this policy formalises existing practices and establishes a structured governance framework aligned with legislative authority and delegated powers.

#### COMMENTS

---

The POL-2020 Waiver of Fees and Charges Policy is presented for Council adoption.

The policy establishes a consistent and transparent framework for the assessment and approval of fee waivers and reductions, including:

- Defined assessment principles, including consideration of community benefit
- Clear eligibility and exclusion criteria
- Alignment with delegated authority and financial limits

- Requirements for documentation, justification and record keeping
- Reporting of decisions made under delegation to support governance oversight

The policy strengthens governance by ensuring that decisions are made consistently, are appropriately documented, and are subject to oversight.

## STATUTORY IMPLICATIONS

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- [Section 6.12 of the Local Government Act 1995 \(WA\)](#) provides that a local government may waive or grant concessions in relation to amounts owed to it.
- [Section 5.42 of the Local Government Act 1995 \(WA\)](#) provides that a local government may delegate its powers and duties to the Chief Executive Officer.
- [Section 5.44 of the Local Government Act 1995 \(WA\)](#) provides that the Chief Executive Officer may sub-delegate delegated powers and duties to other employees.
- [Section 2.7 of the Local Government Act 1995 \(WA\)](#) provides that the role of Council includes determining policies and providing strategic direction for the local government.

The policy establishes a framework to ensure that the exercise of delegated authority is consistent with these legislative requirements.

## POLICY IMPLICATIONS

---

If adopted, the policy will establish a formal governance framework for fee waivers and reductions, improving consistency, transparency and financial accountability while providing appropriate oversight of delegated authority.

## STRATEGIC IMPLICATIONS

---

This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.2:** Collaborative partnerships - Collaborative partnerships that build capacity and increase opportunities

**Strategy 10.2:** Support collaboration and partnerships to deliver key outcomes for our community

## RISK IMPLICATIONS

---

**Risk:** Failure to develop appropriate, meaningful policies which enable the administration to perform in an effective and efficient way.

**Control:** Implementation of a formal policy framework to ensure decisions are made, recorded and monitored in accordance with legislative requirements and delegated authority.

## **FINANCIAL IMPLICATIONS**

---

The adoption of the policy has no immediate budget impact.

The policy introduces controls over the waiver of revenue, requiring monitoring to ensure financial sustainability and appropriate use of delegated authority.

## **Current and Future Asset Considerations**

---

Nil

## **COMMUNITY ENGAGEMENT**

---

No community engagement is required.

## **ATTACHMENTS**

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1. POL-2020 Waiver of Fees and Charges V1.0 - Draft New [9.3.4.1]

### 9.3.5. AUDIT RISK AND IMPROVEMENT COMMITTEE - DEPUTY PRESIDING MEMBER

<b>AUTHOR:</b>	Director Corporate Services
<b>RESPONSIBLE OFFICER:</b>	Alexandra Bell, Director Corporate Services
<b>FILE NO:</b>	FM.02.26
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Regulator - enforce state legislation and local laws
<b>VOTING REQUIREMENT:</b>	Absolute Majority

#### OFFICER'S RECOMMENDATION

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**That Council:**

- 1. Appoints Mr Bradley Kyne as the Deputy Presiding Member of the Audit Risk and Improvement Committee.**
- 2. Determines the meeting attendance fee for the Audit Risk and Improvement Committee Presiding Member and Deputy Presiding Member at the maximum amount within the range prescribed by the Salaries and Allowances Tribunal Determination Variation No. 1 of 2025, as amended from time to time, for independent Audit, Risk and Improvement Committee members.**

#### PURPOSE

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The purpose of this report is to finalise the governance structure of the Audit, Risk and Improvement Committee through the appointment of a Deputy Presiding Member and to determine the applicable meeting attendance fee in accordance with the Salaries and Allowances Tribunal framework.

#### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

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At the Ordinary Council Meeting held on 25 November 2025 (Minute 119335), Council resolved to:

1. Establish the Audit Risk and Improvement Committee (ARIC) under section 7.1A of the *Local Government Act 1995*, replacing the former Audit (Finance & Risk) Committee.
2. Note that an updated MOR-2000 Audit, Risk and Improvement Committee Terms of Reference would be developed and presented to Council.
3. Appoint Cr Beau Robinson, Cr Tony Chafer and Cr Vina Goulden as members of the ARIC.
4. Appoint Mr Duy Vo as the Independent Chair of the ARIC and set the meeting fee payable at \$305 per meeting, being the Salaries and Allowances Tribunal Band 2 maximum at that time.
5. Note that the position of Independent Deputy Chair remained vacant and that recruitment was underway.

At the Ordinary Council Meeting held on 24 March 2026 (Minute 119388), Council adopted the Audit, Risk and Improvement Committee Terms of Reference.

Subsequent to these decisions, the Salaries and Allowances Tribunal issued Determination Variation No. 1 of 2025, which introduced a revised framework for meeting attendance fees for independent ARIC members. Under this framework, fees are to be set within a prescribed range rather than as a fixed amount, providing flexibility for local governments to determine an appropriate fee based on the role requirements.

This report presents the outcome of the recruitment process and aligns the Shire's fee determination with the updated Tribunal framework.

## **COMMENTS**

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The Audit, Risk and Improvement Committee is a key component of Council's governance framework and supports oversight of financial management, risk, internal control and legislative compliance.

Recent legislative reforms require that the Audit, Risk and Improvement Committee be structured with independent leadership. The Committee must be chaired by an independent presiding member and supported by an independent deputy presiding member. The appointment of a Deputy Presiding Member ensures continuity of independent leadership where the Presiding Member is unavailable, mitigating the risk of the Committee being unable to operate in accordance with legislative requirements or properly discharge its statutory functions.

Council has appointed Mr Duy Vo as the Independent Presiding Member of the Audit, Risk and Improvement Committee. At the time of his appointment, the meeting attendance fee was set at \$305 per meeting, being the Salaries and Allowances Tribunal Band 2 maximum under the previous determination.

An initial recruitment process was undertaken to identify a suitable independent Deputy Presiding Member. This process did not result in the identification of a suitable candidate. Following this, Mr Bradley Kyne expressed interest in the role and volunteered his availability for consideration by Council. Mr Kyne is a former Councillor of the Shire of Wyndham East Kimberley and has experience in governance, decision-making, and the local operating environment. He also has experience as a local business owner operating in the Kimberley region.

In addition, the Salaries and Allowances Tribunal Determination Variation No. 1 of 2025 requires that meeting attendance fees for independent ARIC members be set within a prescribed range and that Council determine that the fee represents value for money. This change replaces the previous fixed fee structure and requires Council to determine a new fee within the prescribed range for both the Presiding Member and Deputy Presiding Member. In forming a view as to value for money, it is appropriate for Council to have regard to the level of expertise required, the complexity of matters considered by the Committee, and the expectations placed on independent members in preparing for and participating in Committee processes. Having regard to these factors, the determination of the meeting attendance fee at the maximum of the prescribed range for both the Presiding Member and Deputy Presiding Member is considered reasonable and consistent with the intent of the Tribunal framework.

## STATUTORY IMPLICATIONS

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This matter is consistent with:

- [Section 5.8](#) of the *Local Government Act 1995*, which provides that a local government may establish committees to assist the Council.
- [Section 5.12\(2\)](#) of the *Local Government Act 1995*, which permits Council to appoint a deputy presiding member of a committee by absolute majority.
- [Section 5.100\(7\)](#) of the *Local Government Act 1995*, which requires that any payment to a committee member must be made in accordance with section 5.100.
- [Section 7BAA\(2\)\(a\)](#) of the *Salaries and Allowances Act 1975*, which requires the Salaries and Allowances Tribunal to determine either the amount of fees, or the minimum and maximum amounts of fees, payable to committee members for attendance at meetings.
- The Salaries and Allowances Tribunal Determination Variation No. 1 of 2025, which:
  - requires meeting attendance fees for independent ARIC members to be set within a prescribed range
  - requires Council to determine that the fee represents value for money
  - establishes the applicable fee range
- [Regulation 34ACA](#) of the *Local Government (Administration) Regulations 1996*, which provides for the reimbursement of prescribed expenses incurred by committee members attending meetings and does not affect the determination of meeting attendance fees.

## POLICY IMPLICATIONS

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Nil

## STRATEGIC IMPLICATIONS

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This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.4:** Integrate all planning and resource management to drive continuous improvement and innovation

## RISK IMPLICATIONS

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Failure to align committee remuneration with the current Salaries and Allowances Tribunal determination may result in non-compliance and reputational risk.

This risk is mitigated through alignment with Determination Variation No. 1 of 2025 and formal Council resolution.

## **FINANCIAL IMPLICATIONS**

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The determination of the meeting attendance fee at the maximum of the prescribed range may result in increased expenditure compared to the previous fee structure. This is expected to be accommodated within existing governance budgets.

## **Current and Future Asset Considerations**

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Nil

## **COMMUNITY ENGAGEMENT**

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No community engagement is required.

## **ATTACHMENTS**

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1. SAT Variation [9.3.5.1]

### 9.3.6. AMENDMENT TO 25/26 FEES & CHARGES SCHEDULE - FEE ID 1100113 REPAIRS TO BIN

<b>AUTHOR:</b>	Senior Projects Officer
<b>RESPONSIBLE OFFICER:</b>	Alexandra Bell, Director Corporate Services
<b>FILE NO:</b>	FM.08.15
<b>DISCLOSURE OF INTERESTS:</b>	Nil
<b>COUNCIL'S ROLE IN THE MATTER:</b>	Funder - provide funds or other resources
<b>VOTING REQUIREMENT:</b>	Absolute Majority

#### OFFICER'S RECOMMENDATION

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**That Council:**

1. Amends the 2025/2026 Fees and Charges Schedule by revising Fee ID 1100113 "Repairs to Bin – per repair at cost plus administrative fee" to apply to red-lidded bins only and remove its application to green-lidded bins; and
2. Notes that local public notice of the amendment must be given in accordance with section 6.19 of the Local Government Act 1995 before the amendment is introduced and takes effect; and
3. Authorises the Chief Executive Officer to give effect to this amendment following completion of the required local public notice process.

#### PURPOSE

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To seek Council approval to amend an existing fee and charge to align with current service delivery capability and ensure that adopted fees reflect services that can be provided.

#### BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE

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Council adopted the 2025/2026 Annual Budget, including the Fees and Charges Schedule, at its meeting held on 10 July 2025 (Minute No. 119232).

Fee ID 1100113 (Repairs to Bin – per repair at cost plus administrative fee) currently applies to repairs to waste bins and is applicable to both green-lidded and red-lidded bins.

#### COMMENTS

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The existing fee (Fee ID 1100113) applies to component-based repairs (including lids, hinges, wheels, and axles) across all waste bins. Following consultation with Cleanaway, it has been confirmed that:

- Red-lidded bins (newer assets) can be repaired through component replacement.

- Green-lidded bins (legacy assets) can no longer be repaired due to age and material degradation.

Service requests continue to be logged for repairs to green-lidded bins, with bin type not being verified prior to dispatch. As a result, requests for component repairs are routinely resulting in full bin replacement. The fee charged is for a component repair, however the service delivered is a full bin replacement, and the adopted fee does not recover that cost.

Green-lidded bins represent an ageing asset class that is progressively being replaced across the district. Red-lidded bins remain within their serviceable lifecycle and support component-based repair. Typical repair costs range from \$23.68 to \$60.35 plus the \$21.30 administration charge. The full bin replacement cost is \$147.72 per bin. This results in unrecovered cost exposure of approximately \$87 to \$124 per request, depending on the repair type charged.

This cost is currently being absorbed by the Shire and represents a financial loss and a governance risk, as fees are being charged for services that cannot be delivered. Amending the fee to apply only to red-lidded bins will:

- Ensure alignment between fees and actual service delivery.
- Eliminate ongoing financial and governance risk.
- Improve transparency and integrity of the Fees and Charges Schedule.
- Prevent incorrect charging for services that cannot be delivered.

Retaining the current fee structure would result in the continued charging of residents for a service that is not capable of being provided.

## **STATUTORY IMPLICATIONS**

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- [Section 6.19 of the Local Government Act 1995 \(WA\)](#) requires a local government to give local public notice before introducing fees or charges after adoption of the annual budget, including notice of the intention to do so and the proposed commencement date
- [Section 6.16 of the Local Government Act 1995](#) requires that the imposition or amendment of fees and charges be determined by an absolute majority of Council.
- [Section 6.16\(1\) of the Local Government Act 1995](#) provides that a local government may impose and recover a fee or charge for any goods or service it provides or proposes to provide, other than a service for which a service charge is imposed.
- [Section 6.16\(3\), a local government](#) provides that fees and charges are to be imposed when adopting the annual budget, but may also be imposed during a financial year and amended from time to time.

## **POLICY IMPLICATIONS**

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Nil

## STRATEGIC IMPLICATIONS

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This matter relates to the following sections of the *Strategic Community Plan 2023-2033*:

**Focus Area:** SUSTAINABILITY

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.4:** Innovation - Embrace technology, creativity and innovation to solve complex problems

## RISK IMPLICATIONS

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Misalignment between adopted fees and actual service delivery may result in customer dissatisfaction, reputational risk, and financial inconsistency.

**Control:** Amend the fee to ensure alignment between the Fees and Charges Schedule and contracted service delivery arrangements.

## FINANCIAL IMPLICATIONS

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The current fee structure assumes that component repairs are undertaken. For green-lidded bins, all requests result in full bin replacement at a cost of \$147.72 per bin. By comparison, average repair charges range between approximately \$23.68 and \$60.35, representing an unrecovered cost of approximately \$87 to \$124 per request. Amending Fee ID 1100113 will remove this mismatch by ensuring that fees are only applied where a repair service can be delivered, eliminating ongoing unrecovered costs.

## Current and Future Asset Considerations

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Nil

## COMMUNITY ENGAGEMENT

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Local public notice is required before the amendment takes effect, in accordance with section 6.19 of the *Local Government Act 1995 (WA)*, because the amendment is proposed after adoption of the annual budget.

## ATTACHMENTS

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Nil

**9.3.7. 2026-27 RATES MODEL**

**AUTHOR:** Liam Moore, Manager Finance  
**RESPONSIBLE OFFICER:** Alexandra Bell, Director Corporate Services  
**FILE NO:** FM.05.29  
**DISCLOSURE OF INTERESTS:** Nil  
**COUNCIL’S ROLE IN THE MATTER:** Leader - plan and provide direction through policy and practices  
 Regulator - enforce state legislation and local laws  
**VOTING REQUIREMENT:** Simple Majority

**OFFICER’S RECOMMENDATION**

That Council:

1. Endorses the proposed 2026–27 Rating Model, including the proposed Differential Rates and Minimum Payments, based on a 5.0% increase in total rates yield, for public consultation in accordance with section 6.36 of the *Local Government Act 1995*.
2. Endorses the associated Objects and Reasons for the proposed Differential Rates and Minimum Payments for public consultation.
3. Invites public submissions for a minimum period of twenty-one (21) days on the proposed 2026–27 Rating Model and associated Objects and Reasons, in accordance with section 6.36 of the *Local Government Act 1995*.
4. Notes that a further report will be provided to Council following the public submission period, and prior to adopting the 2026–27 Budget, including any Ministerial approval required.

Differential Rating Category	Total Properties	Total Rateable Value of Properties	Proposed Minimum Payment	Proposed Rate in the Dollar	% of Properties on Minimum Payments	Proposed Rates Revenue Budget 2026/27
GRV	2236	68,971,529	1,687.14	0.134888	0%	\$9,596,473
UV - Rural	456	175,626,785	1,687.14	0.011960	12%	\$2,148,849
UV - Pastoral	21	6,229,485	1,687.14	0.103272	5%	\$649,517
UV - Mining and Exploration	101	3,065,339	1,687.14	0.286104	41%	\$922,465
<b>TOTALS</b>	<b>2,814</b>	<b>253,893,138</b>			<b>12%</b>	
<b>Total Budgeted Rates Revenue Raised</b>						<b>\$13,317,304</b>

## **PURPOSE**

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For Council to endorse the proposed 2026–27 Rating Model, including the proposed Differential Rates and Minimum Payments, together with the supporting Objects and Reasons, for public consultation. The proposed model is based on a 5.0% increase in total rates yield compared to the 2025–26 Budget. This is the first step in the 2026–27 budget process and enables the community to make submissions before Council finalises rates, subject to Ministerial approval where required.

## **BACKGROUND / PREVIOUS CONSIDERATIONS BY COUNCIL OR COMMITTEE**

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Rates revenue is a substantial source of general-purpose income for the Shire of Wyndham East Kimberley (the Shire). The rating model is a key funding mechanism to support the delivery of services, capital works and infrastructure. It also helps align funding capacity with the priorities identified in the Strategic Community Plan, Long Term Financial Plan and Corporate Business Plan.

The *Local Government Act 1995* requires local governments to impose rates on rateable land and allows for differential rates and minimum payments to support equity and sustainability. Rates are calculated by multiplying property values, as provided by Landgate on behalf of the Valuer General, by a rate in the dollar determined by Council. The Act provides for differential general rates, minimum payments and the requirement to advertise certain rates before adoption.

In 2024, the Shire engaged a consultant to conduct a strategic review of its rating structure and methodology. This review assessed the Shire's compliance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*, evaluated alignment with the DLGSC rating principles, and identified opportunities for improvement and adoption of better practice. Following the review, a series of Council workshops were held to explore potential rating reform options. As a result, Policy POL-2018 Strategic Rating was adopted by Council. The policy underwent a formal review at the Ordinary Council Meeting on 25 March 2025 and will be brought to the Council meeting in April 2026. SWEK's Strategic Rating Policy states that Council determines the amount of revenue required from rates each year to meet its financial, strategic, operational and statutory responsibilities, and that the policy is to be underpinned by objectivity, fairness and equity, consistency, transparency and administrative efficiency.

## **COMMENTS**

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### **Policy Framework**

The rate setting process is guided by Council Policy POL-2018 Strategic Rating. The policy allows differential rates to be applied in accordance with the DLGSC rating principles, ensuring objectivity, fairness and equity, consistency, transparency and administrative efficiency. Following the strategic review and Council workshops, the rating categories were simplified to one GRV category and three UV categories: Rural, Pastoral, and Mining and Exploration. These categories are based on land use and zoning under the Local Planning Scheme.

### **Determining the Rate in the Dollar**

Rates are calculated by multiplying the property's value, as determined by the Valuer General, by a rate in the dollar set by Council. While the rate in the dollar is often the most visible component of the rates model, it is only one part of the equation. The total rates yield is also influenced by changes to the number of properties, the distribution across rating categories, and changes in property values.

These can result from incremental changes within the rating base or from valuation movements over time. The combined effect of all these factors must be considered.

The *Valuation of Land Act 1978* provides for general and interim valuations to be made by the Valuer General, and SWEK's Strategic Rating Policy expressly notes that the Shire has no role in determining the valuations attributed to each property.

### **Rates Modelling**

The proposed Rating Model for 2026–27 is based on a 5.0% increase in total rates yield compared to the 2025–26 Budget. The model includes a minimum payment of \$1,687.14 and maintains the proportion of properties on the minimum payment at 12%, which is within the relevant legislative parameters. The proposed increase is intended to provide a balanced response to current and forecast cost pressures, while remaining within a range considered reasonable and defensible for public consultation.

The 2026–27 rates modelling considers four scenarios: 0%, 3%, 4% and 5%. The modelling shows that total additional revenue ranges from \$109,315 under a 0% increase scenario to \$645,252 under a 5% increase scenario. Under the proposed 5.0% scenario, total budgeted rates revenue is \$13,198,440.41, representing additional revenue of \$645,252 compared with the 2025–26 Budget.

The modelling also demonstrates that relatively small changes in the rate in the dollar can have a material impact on revenue outcomes. The difference between the 3.0% and 5.0% scenarios is approximately \$253,731, which is significant in terms of service delivery, asset maintenance and capital works capacity.

### **Natural Growth**

Natural growth is the increase in rates revenue that occurs without a formal rate rise, due to changes in the number and value of properties. This represents the underlying increase in revenue before any rate increase is applied by Council.

Based on the figures used for the 2026–27 rates modelling:

<i>Rates raised as per 2025–26 Budget:</i>	\$12,672,051
<i>Rates if a 0% increase was imposed:</i>	\$12,781,367
<i>Natural growth:</i>	\$109,315
<i>Natural growth percentage:</i>	0.86 %

This demonstrates that the 0% scenario does not represent a static revenue position, as it still includes underlying growth within the rating base. As such, the additional revenue generated under the higher scenarios reflects both natural growth and the proposed rate adjustment.

### **Proposed Model**

The proposed Rating Model for 2026–27 is based on a 5.0% increase in total rates yield compared to the 2025–26 Budget. The model increases the minimum payment to \$1,671.07 and maintains the proportion of properties on the minimum payment at 12%.

Compared with the lower increase scenarios, the proposed 5.0% model provides greater capacity to respond to inflationary and operational cost pressures, while avoiding the higher affordability impact

associated with the 5.0% scenario. It is considered to represent an appropriate balance between affordability for ratepayers and the Shire's obligation to maintain essential services, address asset renewal requirements and support longer-term financial sustainability.

The table below summarises the model based on the proposed 5.0% increase in total rates yield.

Rating Category	Proposed Rates Revenue 2025/27 (\$)	Average Rates Payable 2026/27 (\$)	Average weekly increase (\$)
<b>GRV</b>	<b>9,596,473</b>	<b>4,881</b>	<b>3.20</b>
<b>UV - Rural</b>	<b>2,148,849</b>	<b>4,940</b>	<b>2.89</b>
<b>UV - Pastoral</b>	<b>649,517</b>	<b>30,929</b>	<b>28.32</b>
<b>UV - Mining and Exploration</b>	<b>922,465.15</b>	<b>15,374</b>	<b>10.26</b>
<b>TOTALS</b>	<b>13,317,304</b>		

### Other Economic Considerations

In developing the 2026–27 Annual Budget, officers considered what overall percentage increase should be applied to rates. Both the Consumer Price Index (CPI) and Local Government Cost Index (LGCI) were assessed, together with local cost pressures and the financial realities of delivering services in a remote regional context.

The rates yield increase versus CPI and LGCI comparison shows the following:

Financial Year	% Rate Yield Increase	CPI	Local Government Cost Index
<b>FY2020/21</b>	0.00%	3.8%	4.6%
<b>FY2021/22</b>	1.00%	6.1%	6.5%
<b>FY2022/23</b>	1.65%	6.0%	4.4%
<b>FY2023/24</b>	3.50%	2.8%	3.6%
<b>FY2024/25</b>	4.00%	3.8%	3.8%
<b>FY2025/26</b>	3.20%	4.2%	3.1% (December Forecast)

While CPI has moderated in more recent periods, the cumulative effect of several years of elevated inflation continues to place pressure on the cost of delivering local government services. Over this period, both CPI and the Local Government Cost Index have generally outpaced total rates revenue growth, indicating a gradual erosion in real revenue relative to cost increases. The average yield increase over the last 6 years has been 2.22% while the average increase in CPI has been 4.45% and LGCI has been 4.3%. It is noted that total rates revenue growth has been greater than 2.22% as it would include both the annual rate yield increase approved by Council and natural growth within

the rating base. Natural growth is not considered in the rate setting process as additional properties generally mean additional services need to be provided.

Although CPI has begun to stabilise, the LGCI remains a more relevant measure for local governments because it better reflects cost pressures in areas such as construction, fuel and labour. The 2025–26 LGCI figure is a forecast based on data available to December and does not incorporate any economic influences arising during 2026.

There is therefore a risk that both CPI and LGCI will remain elevated in the near term. Current forecasts suggest inflation may remain in a range of approximately 3.9% to above 5%, depending on how economic conditions evolve. On this basis, there is a real possibility that cost escalation will again exceed rates revenue growth unless offset through the rate setting decision.

### **Ongoing Financial Strategy**

The Shire acknowledges that rates are relatively high. This reflects a combination of geographic spread, infrastructure servicing requirements and limited opportunities for revenue diversification. Work continues to refine service levels, improve delivery efficiency and support long-term financial sustainability, guided by the Long-Term Financial Plan.

### **Next Steps**

To progress the proposed model, the Shire is required to give local public notice under section 6.36 of the *Local Government Act 1995* and invite submissions for at least 21 days before adoption. Council must consider any submissions received before adopting the final model as part of the 2026–27 Budget. Any Ministerial approval required under the Act will be sought prior to final adoption.

### **Annual Review**

The rating model will continue to be reviewed annually as part of the budget process in accordance with section 6.2 of the *Local Government Act 1995*.

## **STATUTORY IMPLICATIONS**

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[Section 5.63 of the \*Local Government Act 1995\*](#) – Some interests need not be disclosed  
[Section 6.33 of the \*Local Government Act 1995\*](#) - Differential general rates  
[Section 6.35 of the \*Local Government Act 1995\*](#) - Minimum payment  
[Section 6.36 of the \*Local Government Act 1995\*](#) - Local government to give notice which must invite submissions within 21 days or longer and must also point people to the objects and reasons document on the website.

## **POLICY IMPLICATIONS**

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The proposed differential general rates and minimum payments in the rate model are based on the principles outlined in Council Policy *POL-2018 Strategic Rating*.

## **STRATEGIC IMPLICATIONS**

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This matter relates to the following sections of the *Strategic Community Plan 2024-2033*:

**Goal 10:** Community-driven Leadership - Leaders work with the community to develop and implement change in delivering positive outcomes

**Goal Outcome 10.3:** Advocacy - Strong and consistent advocacy for local needs and priorities

**Strategy 10.3:** The Shire will influence decisions of others in a way that recognises and prioritises the needs of our local community

## **RISK IMPLICATIONS**

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**Risk:** Failure to adequately resource and manage funding requirements which meet the needs of the Shire's service delivery requirements and strategic objectives.

**Control:** Implementation of LTFP and Annual Budget.

**Risk:** Failure to develop appropriate, meaningful policies which enable the administration to perform in an effective and efficient way.

**Control:** Review policies in accordance with the policy review schedule and as required.

## **FINANCIAL IMPLICATIONS**

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The proposed Rating Model for 2026–27 is expected to generate \$13,317,304 in gross rate revenue, representing a 5% increase in total rate yield after natural growth is considered based on the proposed 5.0% rating scenario, with total additional revenue including natural growth within the rating base. This increase contributes to funding essential services, operational costs, and asset renewal requirements.

Although the rate increase remains below recent cost index trends, it is necessary to maintain service levels and financial sustainability. The model also supports a balanced budget approach by offsetting inflationary pressures and addressing infrastructure renewal needs.

The 2026–27 Budget will incorporate this rate revenue along with other funding sources and will reflect efficiency measures identified through service reviews and expenditure prioritisation. Any changes arising from public submissions or Ministerial feedback will be considered before final adoption.

## **Current and Future Asset Considerations**

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Not applicable

## **COMMUNITY ENGAGEMENT**

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Engagement will be carried out in accordance with the Shire's Community Engagement Guidelines. As per legislative requirements (s6.36), the proposed rates in the dollar will be advertised for a 21-day period, inviting public submissions.

Public notification will include:

- Notice on the following noticeboards on 1 May 2026:
  - Coles
  - IGA
  - Wyndham Post Office
  - Civic Centres in Kununurra and Wyndham
  - Libraries in Kununurra and Wyndham

- Media release on 1 May 2026
- Notice on the Shire's website on 1 May 2026
- Local public notice in the Kimberley Echo on 7 May 2026
- Announcement on the Shire's Facebook page and website on 1 May 2026

The notice will provide details of the Differential General Rates and Minimum Payments for 2026-27, along with the Objects and Reasons for the rates.

## **ATTACHMENTS**

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Attachment 1 – 2627 Rates Model

Attachment 2 – Objects and Reasons for Differential Rates and Minimum Payments

#### 9.4. PLANNING AND COMMUNITY DEVELOPMENT

#### 9.5. INFRASTRUCTURE

#### 10. APPLICATIONS FOR LEAVE OF ABSENCE

#### 11. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

#### 12. QUESTIONS FROM MEMBERS WITHOUT NOTICE

#### 13. URGENT BUSINESS (BY DECISION OF THE MEETING)

#### 14. MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

##### 14.1. COMMUNITY GRANT PROGRAM - ORD VALLEY EVENTS - REQUEST FOR REALLOCATION OF FUNDS

#### **MATTER IS BEING CONSIDERED BEHIND CLOSED DOORS**

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This item is to be considered behind closed doors as per the *Local Government Act 1995*:

#### [Section 5.23. \(2\) \(e\)](#)

##### 5.23. *Meetings generally open to public*

- (2) *If a meeting is being held by a council or by a committee referred to in subsection (1)(b), the council or committee may close to members of the public the meeting, or part of the meeting, if the meeting or the part of the meeting deals with any of the following —*
- (a) *a matter affecting an employee or employees; and*
  - (b) *the personal affairs of any person; and*
  - (c) *a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting; and*
  - (d) *legal advice obtained, or which may be obtained, by the local government and which relates to a matter to be discussed at the meeting; and*
  - (e) *a matter that if disclosed, would reveal —*
    - (i) *a trade secret; or*
    - (ii) *information that has a commercial value to a person; or*
    - (iii) *information about the business, professional, commercial or financial affairs of a person, where the trade secret or information is held by, or is about, a person other than the local government; and*
  - (f) *a matter that if disclosed, could be reasonably expected to —*
    - (i) *impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; or*
    - (ii) *endanger the security of the local government's property; or*
    - (iii) *prejudice the maintenance or enforcement of a lawful measure for protecting public safety; and*
  - (g) *information which is the subject of a direction given under section 23(1a) of the Parliamentary Commissioner Act 1971; and*
  - (h) *such other matters as may be prescribed.*
- (3) *A decision to close a meeting or part of a meeting and the reason for the decision are to be recorded in the minutes of the meeting.*

#### 15. CLOSURE