



AGENDA

Ordinary Meeting of Council

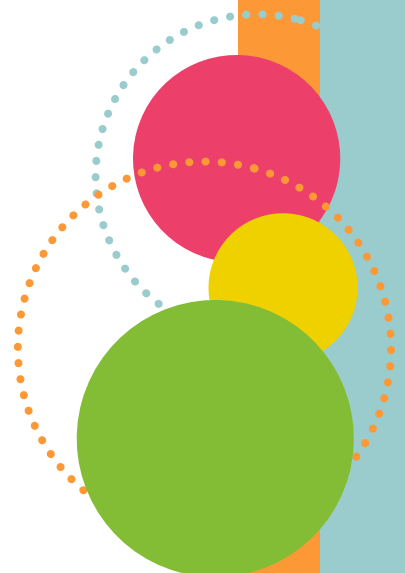
To be held:

Thursday 18 December 2025 at 6:00pm

Shire of Brookton Council Chambers

14 White Street, Brookton

**This meeting will be recorded in line
with Local Government Act.**





NOTICE OF MEETING

Dear Councillor, Resident or Ratepayer,

Notice is hereby given that the Ordinary Meeting of the Brookton Shire Council will be held on Thursday 18th December 2025 in the Council Chambers at the Shire Administration Centre commencing at 6.00pm.

The business to be transacted is shown in the agenda.

A handwritten signature in blue ink, appearing to read "G. Sherry".

Gary Sherry
CHIEF EXECUTIVE OFFICER
12th December 2025

DISCLAIMER

The recommendations contained in the Agenda are subject to confirmation by Council. The Shire of Brookton warns that anyone who has any application lodged with Council must obtain and should only rely on written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by the Council in respect of the application. No responsibility whatsoever is implied or accepted by the Shire of Brookton for any act, omission or statement or intimation occurring during a Council meeting.

Living Values

Collaborate

We will be supportive, applaud courage, celebrate success for us and the community. We will adapt to new circumstances, apply curiosity and share new things.

I will

- listen hard, speak less, and ask questions for understanding and clarity.
- share ideas, remind my colleagues of our work goals and demonstrate my leadership behaviours. acknowledge when things are going well and when we are facing difficulties.
- seek ways of working together and recognise when we succeed in our work.
- Compliment others when they are courageous and speak up.

We will grow our knowledge and experience and have pride in ourselves, our efforts and community.

I will

- seek and accept new ways of doing things.
- research and share newfound skills and knowledge.
- ask for assistance and input when I'm not sure.

Learn

Integrity

We will demonstrate honest and open behaviour at all times. Our communications will be respectful, with empathy and be fully accountable for our own actions.

I will

- communicate honestly with colleagues and respect their views.
- actively contribute to a culture of trust and openness in the Shire.
- be brave and speak up when things are not right.
- offer my colleagues support regardless of their background, role or experience.

We will meet the many challenges, identify and apply solutions and lean on our colleagues.

I will

- be sure to include and engage with my workmates in a positive and constructive manner.
- look after myself, be mindful of my self-esteem and that of others.
- maintain a 'can-do' approach and seek support from others. be aware that my behaviour may impact on others and reduce their confidence.
- know my strengths and aware of my weaknesses.

Resilient

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1.12.25 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS

The Shire President, Cr Rod Wallis, will declare the Meeting open.

On behalf of Council, I would like to acknowledge that this meeting is being held on the traditional lands of the Nyoongar People and pay respect to all Elders, past, present, and emerging. I wish to acknowledge and respect local people's continuing culture and the contribution they make to Country and its life.

Recording of proceedings

In accordance with Regulation 14I Local Government (Administration) Regulations this meeting is being recorded. Recordings will be available on the Shire's website.

By being present at this meeting, members of the public consent to the possibility that their voice will be recorded.

2.12.25 RECORD OF ATTENDANCE/APOLOGIES/APPROVED LEAVE OF ABSENCE

Elected Members (Voting)

Cr RJ Wallis	President
Cr L McCabe	Deputy President
Cr BJ Copping	
Cr G Crouch	
Cr TD de Lange	
Cr KA Toop	

Staff (Non-Voting)

Gary Sherry	Chief Executive Officer
Deanne Sweeney	Manager Corporate and Community
Kevin D'Alton	Acting Manager Infrastructure Works
Sandie Spencer	Executive Governance Officer

Apologies

Nil at this time.

Leave of Absence

Cr PL Harben

Members of the Public

Nil at this time.

3.12.25 USE OF COMMON SEAL

The Table below details the Use of Common Seal under delegated authority.

Use of Common Seal Register		
File Ref:	Purpose	Date Granted
Nil.		

4.12.25 DELEGATED AUTHORITY – ACTIONS PERFORMED

The tables below detail the actions of Council performed under delegated authority.

Shire of Brookton, Delegation Register, 1.41 Building Matters – Permits, Certificates & Orders

BUILDING			
Permit No.	Lot & Street	Type of Building Work	Date Granted
Nil			

Shire of Brookton, Delegation Register, 1.37 Specific Provisions under the Town Planning Scheme No. 4.

PLANNING				
File Ref	Application Ref	Subject Land (Inc. Scheme No.)	Purpose	Date Granted
P2025-013	A2643	32 Walwalling Road	Farm Shed	03/11/2025
P2025-015	A2937	20 Lefroy Street	House & Shed	13/11/2025
P2025-016	A2686	15 Woods Loop	Library Office	17/11/2025

5.12.25 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Regulation 11 of the Local Government (Administration) Regulations 1996 requires that a summary of each public question asked and the response given is included in Council Minutes. Questions Taken on Notice at one Council meeting will be researched and a written response provided to the questioner, assuming that Council has their contact information. These responses to questions taken on notice will be included in minutes of the following Meeting.

Nil.

6.12.25 PUBLIC QUESTION TIME

Nil at this time.

7.12.25 APPLICATIONS FOR LEAVE OF ABSENCE

Nil at this time.

8.12.25 PETITIONS/DEPUTATIONS/PRESENTATIONS

Nil at this time.

9.12.25	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS
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9.12.25.01	ORDINARY MEETING OF COUNCIL – 20 NOVEMBER 2025
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That the minutes of the Ordinary Meeting of Council held in the Shire of Brookton Council Chambers, on 20th November 2025, be confirmed as a true and correct record of the proceedings.

9.12.25.02	LOCAL EMERGENCY MANAGEMENT COMMITTEE – 9 DECEMBER 2025
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That the minutes of the Local Emergency Management Committee Meeting held in the Shire of Brookton Council Chambers, on 9th December 2025, be received by Council.

10.12.25	ANNOUNCEMENTS BY THE PRESIDING MEMBER WITHOUT DISCUSSION
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Nil at this time.

11.12.25	DISCLOSURE OF INTERESTS
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Members and Officers to declare Financial, Proximity or Impartiality Interests & submit forms to the Chief Executive Officer at the commencement of the meeting and prior to the item.

Disclosure of Financial & Proximity Interests

- a. Members must disclose the nature of their interest in matters to be considered at the meeting. (Sections 5.60B and 5.65 of the *Local Government Act 1995*).
- b. Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting. (Sections 5.70 and 5.71 of the *Local Government Act 1995*).

Disclosure of Interest Affecting Impartiality

- a. Members and staff must disclose their interest in matters to be considered at the meeting in respect of which the member or employee has given or will give advice.

Nil at this time.

12.12.25 TECHNICAL & DEVELOPMENT SERVICES REPORTS**12.12.25.01 REQUEST FOR 3 DOGS – LOT 2 (HN. 22) GROSER STREET, BROOKTON**

File No:	A307
Date of Meeting:	18 December 2025
Location/Address:	32 Reynol22 Groser Street Brookton
Name of Applicant:	Ms Nicola-Mercedes Smithson
Name of Owner:	Shire of Brookton
Author/s:	Jennie Mason – Governance Officer
Authorising Officer:	Gary Sherry – Chief Executive Officer
Declaration of Interest:	The authors do not have an interest in this matter
Voting Requirements:	Simple Majority
Previous Report:	Nil

Summary of Item:

Council is to consider an application received by Ms Nicola-Mercedes Smithson, 22 Groser Street Brookton to keep 3 dogs at the premises.

Description of Proposal:

Ms Smithson's application seeks approval for the keeping at 22 Groser Street of 3 dogs, 1 x Male Ridgeback/American Bulldog X, 1 x Female Staffy X and 1 x Male Kelpie X (*approved assistance dog*). Ms Smithson's application is included at Attachment 12.12.25.01A.

The details of Ms Smithson's dogs are:

Name	Male/ Female	Breed	Age Years	Registration	Microchip #
Nazomi	Male	Ridgeback/ American Bulldog X	6 yrs	LT00203	941000023901790
Giku	Female	Staffy X	8 yrs	LT00338	953010001798672
Commet	Male	Kelpie X approved assistance dog	4 yrs	0022026	953010005621116

Council's contract Ranger completed an inspection of Ms Smithson's property on 17 November 2025. The Ranger did not identify any containment concerns. The Ranger's report is included at Attachment 12.12.25.01B.

Background:

The Shire of Brookton's Dogs Local Law section 3.2 limits the number of dogs permitted to be kept within a town site to 2 dogs over the age of 3 months and the young of those dogs under that age.

Under Section 26 (3) of the Dog Act 1976 a local government may grant an exemption subject to any conditions it may choose to apply (but cannot authorise the keeping of more than 6 dogs that have reached the age of 3 months unless under a kennel licence.)

Consultation:

There has been consultation between Council's contract Ranger and neighbouring resident's properties. The Shire invited comments on this Application from neighbours for 14 days. No

comments were provided to the Shire. The Shire has not had any complaints about Ms Smithson's dogs.

Statutory Environment:

Dog Act 1976

26. Limitation as to numbers

- (3) Where by a local law under this Act a local government has placed a limit on the keeping of dogs in any specified area but the local government is satisfied in relation to any particular premises that the provisions of this Act relating to approved kennel establishments need not be applied in the circumstances, the local government may grant an exemption in respect of those premises but any such exemption —
- (a) may be made subject to conditions, including a condition that it applies only to the dogs specified in the exemption; and
 - (b) cannot authorise the keeping in or at those premises of —
 - (i) more than 6 dogs that have reached 3 months of age; or
 - (ii) a dog under that age unless it is a pup of a dog whose keeping is authorised by the exemption; and
 - (c) may be revoked or varied at any time.

Shire of Brookton Dog Local Law 2001 (Consolidated)

3.2 Limitation on the number of dogs

- (1) This clause does not apply to premises which have been—
- (a) licensed under Part 4 as an approved kennel establishment; or
 - (b) granted an exemption under section 26(3) of the Act.
- (2) Other than in an area zoned 'Farmland' under the town planning scheme, the limit on the number of dogs which may be kept on any premises is, for the purpose of section 26(4) of the Act, 2 dogs over the age of 3 months and the young of those dogs under that age.

Relevant Plans and Policy:

There are no plans or policies applicable to this matter.

Financial Implications:

Adoption of the Officer's Recommendation will increase dog registration income. This increase is insignificant against the cost of enforcement actions under the Dog Act.

Risk Assessment:

The risk in relation to this request and based on the investigation undertaken by the Shire's Contract Ranger is deemed 'Medium'.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

This matter relates to a statutory approval proposal under the Dog Act, 1976 and has no direct strategic or community objective.

Comment: Nil

OFFICER'S RECOMMENDATION

That Council, pursuant to section 26(3) of the Dog Act 1976, grant permission for three dogs, including:

No.	Name	Male/Female	Breed	Microchip #
LT00203	Nazomi	Male	Ridgeback/ American Bulldog X	941000023901790
LT00338	Giku	Female	Staffy X	953010001798672
0022026	Commet	Male	Kelpie X	953010005621116

to be kept at 22 Groser Street Brookton conditional upon:

- 1. All three dogs are to remain at 22 Groser Street Brookton property. Any relocation to an alternative place of residence nullifies this approval; and***
- 2. The owner maintaining full registration (including microchipping) of all three dogs in accordance with the Dog Act 1976; and***
- 3. The dogs being consistently restrained in an enclosed yard, as required by the legislation; and***
- 4. This approval only extends to the specified dogs above, approved by Council and does not permit any new dogs; and***
- 5. The approval may be revoked if there are any breaches of the Dog Act 1976.***

(Simple majority vote required)

Attachments

Attachment 12.12.25.01A – Application Form – Ms Smithson

Attachment 12.12.25.01B – Ranger - House/Property Inspection Report & Photo's



APPLICATION TO KEEP MORE THAN 2 DOGS OVER THE AGE OF 3 MONTHS

Dog Act 1976

OWNER'S DETAILS

FULL NAME: Nicola-Mercedes Smithson ASSESSMENT NO: A307

RESIDENTIAL ADDRESS: 22 Groser Street Brookton WA 6306

MOBILE: 0401 919 886

EMAIL: nelesmithson@outlook.com

ADDRESS OF PREMISES AT WHICH DOGS ARE TO BE KEPT (if different from above):

DETAILS OF ADDITIONAL DOGS PROPOSED TO BE KEPT AT THE PREMISES

Dog	Breed (including mixed)	Gender M / F	Sterilised Y / N	Colour	Age At the date of this application	Microchip Number	Dog's Name
1	Ridgeback x American Bulldog	M	Y	Brindle	6 yrs	941000023901790	Nazomi
2	Staffy X	F	Y	Tan/White	8 yrs	953010001798672	Giku
3	Kelpie x	M	Y	Black Brown	4 yrs	953010005621116	Commet
4	(Commet - Approved Assistance Dog No:24BX - Exp 29/10/2026)						
5							
6							

Notes

- Under the Shire of Brookton Local Law 2001, 1 or 2 registered dogs over the age of 3 months, and any pups of that dog or those dogs under the age of 3 months, may be kept at any premises.
- Pups under the age of 3 months that are the offspring of a dog covered by exemption may be kept until they reach the age of 3 months.
- All adult dogs kept at the premises must be microchipped and registered with the Shire of Brookton.

DECLARATION

I declare that the premises listed above are suitable for the number of dogs proposed to be kept there, that an adequate fence is in place to confine the dogs to the property, and that I will make all reasonable endeavours to ensure that the dogs do not cause a nuisance.

SIGNATURE OWNER

DATE:

11/10/25

Nicola - Mercedes Smithson

Make an application for a temporary exemption to be granted as provided in section 26 of the Dog Act 1976 (As amended) in order, to permit me to keep more than two dogs at the premises stated in my application.

I understand that the Shire of Brookton may be required to carry out an inspection of the nominated premises. I agree that the Shire of Brookton may at any time withdraw or amend the terms of any exemption which may at any time be granted with respect to section 26 of the Dog Act 1976.

I understand that for the purpose of the application the information on the numbers, breed, sex and location of the dogs covered in this application will be released to surrounding properties as part of the Shire of Brookton application process.

I understand the application is assessed by Council and after a resolution has been given by the Council at a Council Meeting, I will be informed in writing of the outcome of this application.

I understand that if I am aggrieved with the decision of the Council, I have the right of appeal to the State Appeals Tribunal in writing.

I declare that the information provided in my application by me is true and correct to the best of my knowledge.

Signed: N-M Smithson
(Applicants Signature)

Date: 1/10/25

Signed: [Signature]
(Witness Signature)

Date: 1/10/25

OFFICE USE ONLY

FEE PAYABLE: \$124.00 PAYMENT DATE: 25/09/2025 RECEIPT No: 51024

APPROVED YES / NO (COUNCIL DECISION ATTACHED) DATE: _____

CONDITIONS (IF APPLICABLE) _____

IF NOT APPROVED, PROVIDE REASON) (S): _____

TITLE OF AUTHORISED PERSON MAKING THIS DECISION: _____

NAME OF AUTHORISED PERSON _____

SIGNATURE OF AUTHORISED PERSON: _____

APPLICANT ADVISED (DATE): _____



ABN 74 164 408 055
14 White Street PO Box 42 Brookton WA 6306
Telephone: (08) 9642 1106
Email: mail@brookton.wa.gov.au

TAX INVOICE/RECEIPT

Payer: GAIGE SMITHSON

Receipt Number: 51024

Receipt Date : 25.09.25

Receipt Type	Detail	Amount
Miscellaneous	GAIGE SMITHSON APP. TO KEEP 2+ DOGS NUZUME, COMBT, RUNGIKU Account: 110520100	\$124.00
<p>Shire Of Brookton 14 White Street BROOKTON WA 6306</p> <p>MERCHANT COPY</p> <p>Bendigo Bank EFTPOS powered by Tyro Terminal ID: 1 25 Sep 2025 at 11:54 am</p> <p>DEBIT MASTERCARD AID: A0000000041010 Card: XXXXXXXXXXXXX2923 (T) PSN: 00, ATC: 0297 TVR: 0020008001</p> <p>Purchase AUD \$124.00</p> <hr/> <p>Total AUD \$124.00</p> <p>APPROVED Verified by consumer device</p> <p>Transaction Ref: 137234 Authorisation No: 878916</p> <p>Thank you!</p>		

* GST Exclusive Charge	\$124.00	Total	\$124.00
* GST	\$0.00	Tendered	\$124.00
		Change Given	\$0.00
Cash	Cheque	Other	
\$ 0.00	\$ 0.00	\$ 124.00	Round Amount \$0.00

MULTIPLE DOG PROPERTY INSPECTION

Section A:

ICS Number:	
Due Date for Compliance:	17/11/25
Date/ Time of Inspection:	Date: 17/11/25 Time: 12.09pm
Allowed Access to Property:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If no, why?
Ranger Completing Inspection:	1) Keith Squibb

Section B: Owner Details

Registered Owner Name:	Nicola-Mercedes Smithson
Address of Inspection:	22 Groser Street Brookton
Telephone Number:	0401919886

Section C: Details of Dog/s

Dog Name:	Nazomi
Breed / Colour:	Ridgeback/AM Bulldog X
Sex:	Male
Dog Registered:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Council Registered:	Brookton
Dog Sterilised:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Microchip #:	941000023901790
Council Tag #:	LT00203

Section C: Details of Dog/s

Dog Name:	Giku
Breed / Colour:	Staffy X
Sex:	Female
Dog Registered:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Council Registered:	Brookton
Dog Sterilised:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Microchip #:	953010001798672
Council Tag #:	LT00338

Section C: Details of Dog/s	
Dog Name:	Commet (Approved Assistance Dog)
Breed / Colour:	Kelpie X
Sex:	Male
Dog Registered:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Council Registered:	Brookton
Dog Sterilised:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Microchip #:	953010005621116
Council Tag #:	0022026

Section E: Fencing Inspection

Note: The fence must be a solid type of material, so no body parts of a child under the age of 7yo can go through, over or under the fence material.

Recommended Height – Minimum 6ft or 1.8m


Gates		Notes
Self-Locking Gates:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Self-Closing Gates:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Secure/ Sturdy Gates:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Gate Heights:	RHS - 1.6 (Metres) LHS - 1.6 (Metres)	
Gates – Passed/ Failed	Passed <input checked="" type="checkbox"/> Failed <input type="checkbox"/>	
Fences		
Rear height:	1.8m	
LHS Height:	1.1m wire	
RHS Height:	1.8m wire/mesh	
Front height:	1.0m cyclone mesh	
Dog Adequately Confined:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Fences Passed/ Failed	Passed <input checked="" type="checkbox"/> Failed <input type="checkbox"/>	

Section F: House/ Yard Details

Back Yard:	Large <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Small <input type="checkbox"/> Nil <input type="checkbox"/>
Dog Contained to Yard/ House:	Yard <input type="checkbox"/> House <input checked="" type="checkbox"/>
Unit/ Apartment:	Unit <input type="checkbox"/> Apartment <input type="checkbox"/>
Containment Problems:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Detail Problems:	Owner advises that the dogs are normally kept inside the house and when released into the yard are supervised.

Section G: Ranger Actions		
		Attached
Dog Registration Confirmed:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Updated details with Microchip Company:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Photograph of Dog:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Photographs of Fences/Gates:	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Application Fee Paid (If applicable)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>	

Section H: Inspection Outcome/ Follow Up	
Inspection Passed/ Failed:	Pass <input checked="" type="checkbox"/> Fail <input type="checkbox"/>
Follow up Inspection required:	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Follow-up Inspection required for:	Fences <input type="checkbox"/> Gates <input type="checkbox"/> Collar <input type="checkbox"/> Muzzle <input type="checkbox"/> Signs <input type="checkbox"/> Refused Access <input type="checkbox"/> Other <input type="checkbox"/> (Detail Other) –
Date of Follow-up Inspection:	

Section J: Inspecting Ranger Sign Off	
Attending Ranger 1:	Keith Squibb
Signed:	
Ranger Recommendations:	<i>Given the dogs confinement to house and that there is no history at all of the dogs wandering or causing nuisance, my recommendation would be to approve the permit</i>
Date:	17/11/25



Rear Fence



Front Fence



LHS Fence



RHS Fence



Front Gate 1



Front Gate 2

13.12.25 COMMUNITY SERVICES REPORTS

Nil.

14.12.25 CORPORATE SERVICES REPORTS

14.12.25.01 LIST OF PAYMENTS – NOVEMBER 2025

File No:	N/A
Date of Meeting:	18 December 2025
Location/Address:	14 White Street, Brookton
Name of Applicant:	Shire of Brookton
Name of Owner:	Shire of Brookton
Author/s:	Jessika Ashworth – Finance Creditors & Records Officer
Authorising Officer:	Deanne Sweeney – Manager Corporate and Community
Declaration of Interest:	The author and authorising officer do not have an interest in this item
Voting Requirements:	Simple Majority
Previous Report:	20 November 2025

Summary of Report:

The purpose of this report is to present the list of payments for the month of November 2025, as required under the *Local Government (Financial Management) Regulations 1996*.

Description of Proposal:

The accounts paid under Delegation 1.1, Power to Make Payments, are included within Attachment 14.08.25.01A.

A detailed transaction listing of credit card expenditure paid for the period ended 30 November 2025 is contained within Attachment 14.08.25.01B.

A detailed transaction listing of purchasing expenditure paid for the period ended 30 November 2025 is contained within Attachment 14.08.25.01C.

Background

In accordance with *Local Government (Financial Management) Regulations 1996 Clause 13 (1)* schedules of all payments made through Council's bank accounts are presented to Council for inspection.

Consultation

There has been no consultation on this matter.

Statutory Environment

Regulation 13 of the *Local Government (Financial Management) Regulations 1996* states:

13. *Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.*
- (1) *If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —*
 - (a) *the payee's name; and*
 - (b) *the amount of the payment; and*
 - (c) *the date of the payment; and*

- (d) *sufficient information to identify the transaction.*
 - (2) *A list of accounts for approval to be paid is to be prepared each month showing —*
 - (a) *for each account which requires council authorisation in that month —*
 - (i) *the payee's name; and*
 - (ii) *the amount of the payment; and*
 - (iii) *sufficient information to identify the transaction; and*
 - (b) *the date of the meeting of the council to which the list is to be presented.*
 - (3) *A list prepared under sub-regulation (1) or (2) is to be —*
 - (a) *presented to the council at the next ordinary meeting of the council after the list is prepared; and*
 - (b) *recorded in the minutes of that meeting.*
- 13A. *Payments by employees via purchasing cards***
- (1) *If a local government has authorised an employee to use a credit, debit or other purchasing card, a list of payments made using the card must be prepared each month showing the following for each payment made since the last such list was prepared —*
 - (a) *the payee's name;*
 - (b) *the amount of the payment;*
 - (c) *the date of the payment;*
 - (d) *sufficient information to identify the payment.*
 - (2) *A list prepared under subregulation (1) must be —*
 - (a) *presented to the council at the next ordinary meeting of the council after the list is prepared; and*
 - (b) *recorded in the minutes of that meeting.*

Local Government (Administration) Regulations 1996

- 13. *Publication of unconfirmed minutes of meetings (Act s. 5.25(1)(i))***
- (1) *The CEO must publish on the local government's official website —*
 - (a) *the unconfirmed minutes of each council and committee meeting that is open to members of the public;*

Relevant Plans and Policy

Policy 2.15 Procurement.

Financial Implications

No financial implications have been identified at the time of preparing this report.

Risk Assessment

The risk in relation to this matter is assessed as 'Medium' on the basis that if Council does not accept the payments. The risk identified would be failure to fulfil statutory regulations or compliance requirements. Shire Officer's provide a full detailed listing of payments made in a timely manner.

Consequence	Insignificant	Minor	Moderate	Major	Extreme
Likelihood					
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives

This report relates to delivery of core business and services detailed in the Shire of Brookton Corporate Compendium – June 2032, duly appended to the BROOKTON Corporate Business Plan July 2022 to June 2032.

Comment

Council has delegated, to the Chief Executive Officer, the exercise of its power to make payments from the Shire's Municipal and Trust funds. In accordance with Regulation 13 of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid is to be provided to Council, where such delegation is made.

OFFICER'S RECOMMENDATION

That Council receive:

- 1. the list of accounts, totalling \$616,345.01 paid under delegated authority in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996 for the month of November 2025, as contained within Attachment 14.12.25.01A;*
- 2. the list of credit card transactions, totalling \$5186.57 paid in November 2025, as contained within Attachment 14.12.25.01B; and*
- 3. the list of purchasing card transactions, totalling \$2454.17 paid in November 2025, as contained within Attachment 14.12.25.01C.*

(Simple majority vote required)

Attachments

Attachment 14.12.25.01A – List of accounts paid.

Attachment 14.12.25.01B – Credit card transactions.

Attachment 14.12.25.01C – Fuel card transactions.

List of Payments Paid in November 2025

Chq/EFT	Date	Name	Description	Amount
EFT17576	10/11/2025	AC ELECTRICS WA	INSTALLATION OF STARLINK ON EAST BROOKTON FIRE SHED OCTOBER 25 EBSHEDOP	\$880.00
EFT17577	10/11/2025	AFGRI EQUIPMENT AUSTRALIA PTY LTD	HYDRAULIC HOSE FOR PL7 LOADER OCTOBER 25	\$632.35
EFT17578	10/11/2025	ALDERSYDE AGRICULTURAL HALL INC	CATERING FOR EAST BROOKTON FIRE BRIGADE FIRE STATION OPENING 29/10/25 EBSHEDOP	\$450.00
EFT17579	10/11/2025	ALLMARK & ASSOCIATES PTY LTD	NAME PLATES FOR COUNCILLORS & HONOUR BOARDS INCLUDING POSTAGE OCTOBER 25	\$596.20
EFT17580	10/11/2025	ANIMAL PEST MANAGEMENT SERVICES	FERAL RABBIT CONTROL - RHDV K-5 RELEASE AT VARIOUS SITES AROUND TOWNSITE OCTOBER 25	\$5,494.50
EFT17581	10/11/2025	ARMADALE MOWER WORLD & SERVICE CO	CHAINSAW CONTROL UNIT & POSTAGE PCS1 AUGUST 25	\$180.80
EFT17582	10/11/2025	B & N EYRE BROOKTON NEWSAGENCY	CRC PAPER PURCHASE A4 BOXES X 6 SEPTEMBER 25, MONTHLY STATIONERY ORDER SHIRE AUGUST 25 A4 PAPER BOXES, CRC MONTHLY STATIONERY ORDER AUGUST 25 PHOTO PAPER	\$369.95
EFT17583	10/11/2025	BEDFORD ARMS HOTEL	STAFF MEALS X 2 FOR LOCAL GOVERNMENT ORDINARY ELECTION 18/10/25	\$71.50
EFT17584	10/11/2025	BOB WADDELL & ASSOCIATES PTY LTD	CONTRACT SERVICES, ASSISTANCE WITH ACQUISITION OF ASSETS OCTOBER 25	\$792.00
EFT17585	10/11/2025	BOC GASES	WORKS MONTHLY RENTAL CHARGES FOR OXYGEN, ACETYLENE, ARGOSHIELD, OXYGEN MEDICAL 28/09/25 TO 28/10/25 DEPOOP	\$59.93
EFT17586	10/11/2025	BROOKTON COUNTRY CLUB	ANNUAL CONTRIBUTION 25/26 AS PER LEASE AGREEMENT	\$11,000.00
EFT17587	10/11/2025	BROOKTON PLUMBING	PUMP OUT OF ROBINSON ROAD PUBLIC TOILETS OCTOBER 25 TOWNOP	\$1,020.00
EFT17588	10/11/2025	BROOKTON PROFESSIONAL SERVICES CENTRE	CRC BUILDING RENT 01/10/25 TO 31/10/25, 01/11/25 TO 30/11/25	\$2,100.00
EFT17589	10/11/2025	BROOKTON TYREPOWER	INSPECT & REPAIR TIP TRUCK TYRE OCTOBER 25 PT14	\$135.00
EFT17590	10/11/2025	CHILD SUPPORT AGENCY EMPLOYER SERVICES	PAYROLL DEDUCTIONS	\$292.04
EFT17591	10/11/2025	CONTRACT AQUATIC	CONTRACT POOL MANAGEMENT FEES NOVEMBER 25 POOLGO	\$23,925.00
EFT17592	10/11/2025	CORSIGN WA PTY LTD	WORKS STREET SIGNS, CHILDRENS CROSSING X 10 & BRACKETS X 200 SEPTEMBER 25 OTHMRRM	\$1,100.00
EFT17593	10/11/2025	DELTA AGRIBUSINESS WA- BROOKTON RURAL TRADERS	ELECTRIC HEDGE TRIMMER MEMPOP, TOWNOP, SENIOP, REPLACEMENT V BELT FOR SLASHER X2 PM9, HERBICIDE 10L SEPTEMBER 25 MEMPOP, MADIOP, CARAOP, WORKS MONTHLY PURCHASES SEPTEMBER 25, WBOP, RWPKOP, ADMIOP, PG9, TOWNOP, MADIOP, MEMPOP, SURVEILLANCE CAMERA SIGNS, ADMIN BUILDING SEPTEMBER 25	\$3,042.85

Chq/EFT	Date	Name	Description	Amount
EFT17594	10/11/2025	FARMARAMA	LAWN SEEDS 2KGS COUCH SEED TRANSCONTINENTAL, 2KGS TURBOCOTE KIKUYU SEED OCTOBER 25 OVALOP	\$330.00
EFT17595	10/11/2025	GARY SHERRY	REIMBURSEMENT FOR ELECTRICITY JULY 25 TO SEPTEMBER 25 AS PER EMPLOYMENT CONTRACT 10MAOP	\$222.67
EFT17596	10/11/2025	GERALDTON TRANSPORT	FREIGHT COSTS FOR 1 X PALLET FOR POT HOLE REPAIR FROM FULTON HOGAN TO BROOKTON SEPTEMBER 25 OTHMRRM	\$321.97
EFT17597	10/11/2025	GREAT SOUTHERN FUEL SUPPLIES	SHIRE DEPOT BULK DIESEL FUEL 7040L @ \$1.6517 OCTOBER 25	\$11,627.69
EFT17598	10/11/2025	GREAT SOUTHERN WASTE DISPOSAL	DOMESTIC RUBBISH COLLECTION 28/08/25 TO 25/09/25 451 HOUSEHOLDS X 4 WEEKS = 1800, RECYCLING COLLECTION 334 HOUSEHOLDS X 2 WEEKS = 668, REFUSE SITE 39 LABOUR HOURS X 4 WEEKENDS = 156, 3 MACHINE HOURS X 4 WEEKENDS = 12, 6 BINS OF WASTE, 4 BINS OF CARDBOARD RUBBOP, TIPOP	\$18,844.76
EFT17599	10/11/2025	GREENFIELD TECHNICAL SERVICES	PROJECT ADMINISTRATION FOR PREPARING & SUBMITTING DOCUMENTATION FOR AGRN1061 SEPTEMBER 25	\$512.05
EFT17600	10/11/2025	INTERFIRE AGENCIES (AUST) PTY LTD	FIRE BRIGADE PPE ORDER 25/26	\$4,243.56
EFT17601	10/11/2025	ITR PACIFIC PTY LTD	GRADER BLADES FOR PG8 & PG9 OCTOBER 25	\$7,295.86
EFT17602	10/11/2025	JELCOBINE FARMS	FLORAL BOUQUET FOR SHIRE PRESIDENT FAREWELL EVENT OCTOBER 25	\$100.00
EFT17603	10/11/2025	KEVIN D'ALTON	REIMBURSEMENT FOR AMIW ELECTRICITY USAGE JULY 25 & OCTOBER 25 28BWSOP AS PER EMPLOYEE CONTRACT	\$376.83
EFT17604	10/11/2025	LGIS INSURANCE	LGIS PROPERTY INSURANCE ADJUSTMENT 24/25 PERIOD, RAILWAY STATION & 42 LENNARD STREET	\$6,471.61
EFT17605	10/11/2025	LOCK STOCK & FARRELL LOCKSMITH PTY LTD	SUPPLY MASTER KEYS FOR GYM KEY 12 X 20 OCTOBER 25 GYMOP	\$649.50
EFT17606	10/11/2025	MARKETFORCE	NEWSPAPER ADVERTISING CHARGES FOR FORM 4, LENNARD ST OCTOBER 25	\$859.99
EFT17607	10/11/2025	MONIQUE MENZ	REIMBURSEMENTS & MATERIALS FOR LIBRARY EVENT & WORKSHOP OCTOBER 25	\$77.00
EFT17608	10/11/2025	NEW GROUND WATER SERVICES PTY LTD	HAPPY VALLEY SMART BORE TECH CONTROL OCTOBER 25 HVCAP05	\$7,137.90
EFT17609	10/11/2025	NOURISH BROOKTON	ADMIN MONTHLY PURCHASES SEPTEMBER 25 REFRESHMENTS & CLEANING SUPPLIES, WORKS MONTHLY PURCHASES SEPTEMBER 25 REFRESHMENTS, CRC EVENT CAMP QUALITY BBQ REFRESHMENTS 19/09/25 EV0008	\$400.14
EFT17610	10/11/2025	OFFICEWORKS BUSINESS DIRECT	REPLACEMENT MOBILE PHONE AS PER REPLACEMENT PROGRAM FOR CARAVAN PARK CARETAKER, BMO, MP & TIC OCTOBER 25	\$847.00
EFT17611	10/11/2025	QUALITY PRESS	PRINTING FIREBREAK NOTICES X 750 BROCHURES SEPTEMBER 25	\$711.70

Chq/EFT	Date	Name	Description	Amount
EFT17612	10/11/2025	RUSHMORE HOLDINGS PTY LTD	TRANSPORT FEES FOR ROLLER, SHIRE DEPOT TO EAST BROOKTON FIRE SHED OCTOBER 25 EBSHEDCAP	\$770.00
EFT17613	10/11/2025	SHIRE OF BROOKTON	PAYROLL DEDUCTIONS	\$1,500.00
EFT17614	10/11/2025	SOUTHWEST VEHICLE GROUP	VEHICLE REPLACEMENT & TRADE IN FOR PU37 & PURCHASE PU43, VEHICLE REPLACEMENT & TRADE IN FOR PU38 & PURCHASE PU44, VEHICLE REPLACEMENT & TRADE IN FOR PU33 & PURCHASE PU45 OCTOBER 25	\$89,371.99
EFT17615	10/11/2025	TOLL TRANSPORT PTY LTD	FREIGHT CHARGES FOR PL7 AFGRI HYDRAULIC HOSE & INTERFIRE FIRE PPE OCTOBER 25	\$171.15
EFT17616	10/11/2025	TRAINING SERVICES AUSTRALIA	HEALTH & SAFETY REPRESENTATIVE REFRESHER COURSE 30/10/25 OUTSIDE CREW MEMBER	\$363.00
EFT17617	10/11/2025	WA CONTRACT RANGER SERVICES	CONTRACT RANGER SERVICES 08/10/25 - 3.25 HOURS ANIMAL CONTROL, 11/10/25 - 3 HOURS IMPOUND DOG, 15/10/25 - 3.5 HOURS ANIMAL CONTROL	\$1,942.06
EFT17618	10/11/2025	WOODLANDS DISTRIBUTORS & AGENCIES PTY LTD	DOG WASTE BAG DISPENSER & POLE, OCTOBER 25 LIONOP	\$393.80
EFT17619	12/11/2025	DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONAL (DPIRD)	FACILITY HIRE BOND REFUND	\$250.00
EFT17620	12/11/2025	TYRIN RICKS	GYM KEY BOND REFUND	\$70.00
EFT17621	13/11/2025	ASKWITH SAFE COMPANY	SERVICE CALL OUT FOR SAFE/VAULT DOOR, DOOR DROPPED REQUIRED ADJUSTMENTS NOVEMBER 25	\$1,815.00
EFT17622	13/11/2025	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA	COMMUNITY DEVELOPMENT IN LOCAL GOVERNMENT COURSE 26/11/25 - CDO	\$580.00
EFT17623	19/11/2025	ADVANTAGE FEEDERS	FACILITY HIRE NON-ALCOHOL REFUND	\$250.00
EFT17624	19/11/2025	ELLA MORGAN	GYM KEY BOND REFUND	\$70.00
EFT17625	19/11/2025	JOSEPH ROBERT ANDERSON	GYM KEY BOND REFUND	\$70.00
EFT17626	19/11/2025	SKYE FISHER	GYM KEY BOND REFUND	\$70.00
EFT17627	19/11/2025	WILLIAM COOK	GYM KEY BOND REFUND	\$70.00
EFT17628	20/11/2025	ATO	BAS RETURN OCTOBER 25	\$6,082.00
EFT17629	21/11/2025	3E ADVANTAGE PTY LTD	ADMIN MONTHLY PRINTING CHARGES OCTOBER 25 4000 X B&W 6000 X COLOUR	\$1,175.90
EFT17630	21/11/2025	AMPAC DEBT RECOVERY	PALISADE FEES FOR A2682 OCTOBER 25	\$2,915.00
EFT17631	21/11/2025	AUSTRALIA POST	MONTHLY POSTAL CHARGES FOR ADMIN & CRC OCTOBER 25	\$1,240.32
EFT17632	21/11/2025	AUSTRALIAN NATIONAL CHARACTER CHECK	NATIONAL POLICE CLEARANCE FOR NEW CLEANER OCTOBER 25	\$53.00
EFT17633	21/11/2025	B & N EYRE BROOKTON NEWSAGENCY	ADMIN STATIONERY CHARGES AUGUST 25 ENVELOPES & A3 PAPER	\$51.40
EFT17634	21/11/2025	CHARITY GISBORNE T/A CK KREATIONS	PRINT DESIGN & LOGO ON SUPPLIED BAGS FOR CHAPTERS AND CHARCOAL OCTOBER 25 EV0008	\$99.00
EFT17635	21/11/2025	CHILD SUPPORT AGENCY EMPLOYER SERVICES	PAYROLL DEDUCTIONS	\$292.04

Chq/EFT	Date	Name	Description	Amount
EFT17636	21/11/2025	DEPARTMENT OF LOCAL GOVERNMENT, INDUSTRY REGULATION & SAFETY	BSL FOR OCTOBER 25, 2 X LEVIES COLLECTED A83, A90	\$787.44
EFT17637	21/11/2025	OFFICEWORKS BUSINESS DIRECT	CRC COMMUNITY REFRESHMENTS - BISCUITS X 150 & UHT MILK X 240 SEPTEMBER 25	\$100.35
EFT17638	21/11/2025	RUSHMORE HOLDINGS PTY LTD	ROLLER TRANSPORT FROM DEPOT TO MATTINGLY ROAD, MATTINGLY ROAD TO HAY AUSTRALIA, HAY ROLLER TRANSPORT FROM DEPOT TO MATTINGLY ROAD, MATTINGLY ROAD TO HAY AUSTRALIA, HAY AUSTRALIA TO DEPOT OCTOBER 25 OTHMRRM	\$1,155.00
EFT17639	21/11/2025	SHIRE OF BROOKTON	PAYROLL DEDUCTIONS	\$1,500.00
EFT17640	21/11/2025	SIEGLINDE MARIE BERKMANN	RATES REFUND FOR ASSESSMENT A2737 LOT 7147 BUCKINGHAM ROAD BROOKTON 6306	\$7,090.39
EFT17641	21/11/2025	SOUTHWEST VEHICLE GROUP	SERVICE FAULT ON PU41 - FUEL SYSTEM ISSUES SEPTEMBER 25	\$1,289.68
EFT17642	21/11/2025	WALLIS COMPUTER SOLUTIONS	SECURE ERASE OF HDD X 2 FROM ADMIN SERVER SEPTEMBER 25	\$165.00
EFT17643	25/11/2025	ATKINS MECHANICAL SERVICE	SERVICE & REPLACE MOWER BLADES PM9 OCTOBER 25	\$429.00
EFT17644	25/11/2025	BEDFORD ARMS HOTEL	CATERING FOR NOVEMBER 25 COUNCIL MEETING 6 X ELECTED MEMBERS 4 X STAFF MEMBERS	\$288.00
EFT17645	25/11/2025	BOB WADDELL & ASSOCIATES PTY LTD	CONTRACT FINANCIAL SERVICES ASSISTANCE WITH ALLOCATIONS & FINANCIAL STATEMENTS OCTOBER 25	\$1,364.00
EFT17646	25/11/2025	BROOKTON BUNCH	FLORAL WREATH FOR REMEMBRANCE DAY NOVEMBER 25	\$80.00
EFT17647	25/11/2025	BROOKTON DELI	MINDFUL MOMENTS CATERING 16/10/25 EV0008	\$141.10
EFT17648	25/11/2025	BROOKTON MEATS	CATERING FOR CHARCOAL & CHAPTERS LIBRARY EVENT OCTOBER 25 EV0008	\$109.40
EFT17649	25/11/2025	BROOKTON PLUMBING	CLEAN OUT GULLY RISERS & REPLACE DISABLED TOILET SEAT AT WBOP NOVEMBER 25, ANNUAL BACKFLOW TESTING FOR WATERCORP CARAVAN PARK & WB EVA PAVILION NOVEMBER 25 CARAOP	\$2,034.50
EFT17650	25/11/2025	CONTRACT AQUATIC	MAYTRONICS DOLPHIN WAVE POOL CLEANER NOVEMBER 25 POOLGO	\$3,415.63
EFT17651	25/11/2025	COPYRIGHT AGENCY LTD	ANNUAL LICENCE FOR COPYRIGHT 06/01/26 TO 05/01/27	\$1,857.56
EFT17652	25/11/2025	FELTON INDUSTRIES	4M X 4M SHELTER FOR ADMIN & DELIVERY OCTOBER 25 SHADCAP	\$11,185.90
EFT17653	25/11/2025	FULTON HOGAN	EZSTREET BIOBLEND POTHOLE REPAIR 15KG X 60 OCTOBER 25 OTHMRRM	\$2,013.00
EFT17654	25/11/2025	GERALDTON TRANSPORT	FREIGHT FEES FOR GRADER BLADES FROM ITR TO BROOKTON OCTOBER 25 PG8, PG9	\$337.99
EFT17655	25/11/2025	GREAT SOUTHERN FUEL SUPPLIES	FUEL CARD PURCHASES OCTOBER 25 FEES FOR MCC, CEO, CESM, WORKS BULK DIESEL FUEL 7190L @ \$1.5891 NOVEMBER 25	\$15,022.36

Chq/EFT	Date	Name	Description	Amount
EFT17656	25/11/2025	GREAT SOUTHERN SUPPLIES T/AS G&M DETERGENTS	MONTHLY CLEANING ORDER NOVEMBER 25 WBOP, MHALLOP, CRC, CARAOP, RRTLOP, GYMOP, DEPOOP, ADMIOF	\$1,954.35
EFT17657	25/11/2025	GREAT SOUTHERN WASTE DISPOSAL	DOMESTIC RUBBISH COLLECTION 25/09/25 TO 30/10/25 450 HOUSEHOLDS X 5 WEEKS = 2250, RECYCLING COLLECTION 334 HOUSEHOLDS X 3 WEEKS = 1002, REFUSE SITE 39 LABOUR HOURS X 5 WEEKENDS = 195, 3 MACHINE HOURS X 5 WEEKENDS = 15, 12 BINS OF WASTE, 10 BINS OF CARBOARD RUBBOP, TIPOP	\$24,950.64
EFT17658	25/11/2025	INTERFIRE AGENCIES (AUST) PTY LTD	BUSHFIRE BRIGADE PPE OCTOBER 25 BOOTS	\$262.96
EFT17659	25/11/2025	ISWEEP TOWN & COUNTRY	ROAD SWEEPING OF BROOKTON TOWN SITE 14 HOURS OCTOBER 25 TOWNOP	\$2,310.00
EFT17660	25/11/2025	KIDSAFE	PLAYGROUND INSPECTION TRAINING COURSE FOR TIC NOVEMBER 25	\$1,100.00
EFT17661	25/11/2025	KWIK KOPY CANNING VALE - INNOVATIVE PRINT AND DESIGN PTY LTD	BOLLARD CORFLUTE SIGNAGE FOR BROOKTON SCULPTURE COMPETITION NOVEMBER 25 ENTRY	\$726.95
EFT17662	25/11/2025	LANDGATE (DOLA)	LANDGATE COPY OF CERTIFICATE OF TITLE & TRANSFER OF LAND ACT DOCUMENTS OCTOBER 25 CARAOP	\$65.20
EFT17663	25/11/2025	LOCK STOCK & FARRELL LOCKSMITH PTY LTD	GRANDMASTER KEY CUT FOR WORK/DEPOT OCTOBER 25	\$48.00
EFT17664	25/11/2025	MONSTERBALL AMUSEMENTS AND HIRE	CHRISTMAS PARTY ENTERTAINMENT 06/12/25 BIG KAHUNA, DUNK TANK & OPERATORS EV0002	\$1,394.99
EFT17665	25/11/2025	NARROGIN AUTO ELECTRICS	SUPPLY & FIT INVERTER, INTERIOR LIGHTS, HARDWIRE STARLINK TO CESM VEHICLE PU41 OCTOBER 25	\$2,857.68
EFT17666	25/11/2025	NEW GROUND WATER SERVICES PTY LTD	SUPPLY & INSTALL TRANSFORMER & SD1 CONTROL BOARD FOR HAPPY VALLEY TANK OCTOBER 25 SEWEOP	\$7,458.00
EFT17667	25/11/2025	PHOENIX SHEDS PTY LTD	CARAVAN PARK REFUND - SHEOAK CHALET 2 NIGHTS 31/10/25 TO 02/11/25 - PAID FOR 7 NIGHTS RATE, REDUCED TO 4 NIGHTS	\$438.00
EFT17668	25/11/2025	SHIRE OF BROOKTON	SUPPLY GRAVEL FROM SEABROOK PIT TO VARIOUS SITES IN THE SHIRE OF BROOKTON, DRFAWA CLAIM STRROP	\$1,977.30
EFT17669	25/11/2025	SIGNS PLUS	NAME BADGES 3 X ELECTED MEMBERS, 2 X STAFF MEMBERS & POSTAGE OCTOBER 25	\$98.00
EFT17670	25/11/2025	STEVEN TWEEDIE	DESIGN & DELIVER INDUCTION/REFRESHER TRAINING FOR ELECTED MEMBERS 07/11/25 INCLUDES TRAVEL COSTS	\$1,925.00
EFT17671	25/11/2025	STUMPYS GATEWAY ROADHOUSE	CATERING FOR FIRE CONTROL OFFICER TRAINING 07/10/25	\$197.18
EFT17672	25/11/2025	SUPAGAS PTY LIMITED	GAS BOTTLE YEARLY RENTAL CHARGES FOR U1MSOP, U2MSOP, U3MSOP, U4MSOP OCTOBER 25	\$396.00
EFT17673	25/11/2025	THE FACTORY AUST.PTY.LTD	HIRE OF CHRISTMAS TREE DECORATION NOVEMBER 25 EV0003	\$2,750.00
EFT17674	25/11/2025	THE LOCAL GUYS - TEST AND TAG WA TNT	ELECTRICAL TEST & TAGGING, RCD, FIRE EQUIPMENT FOR ADMIOF, BOWLOP, MENSSED, TENNOP, MHALLOP, RRTLOP, WBOP, CARAOP, YGGOP, KHALLOP	\$5,630.02

Chq/EFT	Date	Name	Description	Amount
EFT17675	25/11/2025	TM TYPOGRAPHICS	TOWN MAP DESIGN ARTWORK CREATION & ADDITIONAL CHANGES NOVEMBER 25	\$1,012.00
EFT17676	25/11/2025	WA CONTRACT RANGER SERVICES	CONTRACT RANGER SERVICES 03/11/25 - TOWNSITE FIREBREAK INSPECTIONS 6.5 HOURS	\$765.05
EFT17677	25/11/2025	WALLIS COMPUTER SOLUTIONS	ANNUAL 3CX TELEPHONE HOSTING COSTS, LICENSING, CALL COSTS, RENTAL OF HEADSETS 01/11/25 TO 31/10/26	\$13,015.20
EFT17678	25/11/2025	ZIRCODATA (TOTALLY CONFIDENTIAL RECORDS)	STORAGE ARCHIVE BOXES X 214 MONTHLY FEE OCTOBER 25	\$56.73
EFT17679	27/11/2025	DUDLEY EASTELL	ELECTION NOMINATION BOND REFUND 2025	\$100.00
EFT17680	27/11/2025	GARY CROUCH	ELECTION NOMINATION BOND REFUND 2025	\$100.00
EFT17681	27/11/2025	HAROLD ATHOL BELL	ELECTION NOMINATION BOND REFUND 2025	\$100.00
EFT17682	27/11/2025	KERRY ANNE TOOP	ELECTION NOMINATION BOND REFUND 2025	\$100.00
EFT17683	27/11/2025	PETA HARBEN	ELECTION NOMINATION BOND REFUND 2025	\$100.00
EFT17684	28/11/2025	ATKINS MECHANICAL SERVICE	3000KM VEHICLE SERVICE 7BO OCTOBER 25 PAV8	\$308.00
EFT17685	28/11/2025	C & D CUTRI	BRIDGE MAINTENANCE ROSES ROAD, FUNGICIDE TREATMENT, END GRAIN TREATMENT, BOLT TIGHTENING BRDGOP SEPTEMBER 25	\$29,700.00
DD8867.1	04/11/2025	TELSTRA CORPORATION	WIRELESS M2M DATA PLAN 16.10.25 TO 15.11.25 SEWERAGE PUMP STATION ALARM & RETIC CONTROLLER OVAL	\$16.98
DD8881.1	11/11/2025	AWARE SUPER PTY LTD	PAYROLL DEDUCTIONS	\$5,233.10
DD8881.2	11/11/2025	REST INDUSTRY SUPER	PAYROLL DEDUCTIONS	\$387.77
DD8881.3	11/11/2025	COLONIAL FIRST STATE CHOICE WHOLESALE PERSONAL SUPER	PAYROLL DEDUCTIONS	\$623.80
DD8881.4	11/11/2025	MLC NOMINEES PTY LIMITED	SUPERANNUATION CONTRIBUTIONS	\$471.67
DD8881.5	11/11/2025	SANDHURST TRUSTEES	SUPERANNUATION CONTRIBUTIONS	\$1,113.38
DD8881.6	11/11/2025	HUB24 SUPERFUND	SUPERANNUATION CONTRIBUTIONS	\$386.37
DD8881.7	11/11/2025	AUSTRALIAN SUPER PTY LTD	SUPERANNUATION CONTRIBUTIONS	\$3,523.72
DD8881.8	11/11/2025	THE TRUSTEE FOR JOHNS FAMILY SUPER FUND	SUPERANNUATION CONTRIBUTIONS	\$566.47
DD8881.9	11/11/2025	EQUIP SUPER	SUPERANNUATION CONTRIBUTIONS	\$641.56
DD8881.10	11/11/2025	HOSTPLUS	SUPERANNUATION CONTRIBUTIONS	\$552.55
DD8881.11	11/11/2025	AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	\$323.80
DD8885.1	11/11/2025	SYNERGY	ELECTRICITY USAGE & CONSUMPTION CHARGES 14/08/25 TO 01/10/25 FOR U140WS, U240WS, U340WS, U440WS, U540WS, U640WS, U740WS, U840WS	\$1,553.75
DD8889.1	14/11/2025	SHIRE OF BROOKTON - MASTERCARD - CESM	CESM CREDIT CARD FEES OCTOBER 25	\$4.00

Chq/EFT	Date	Name	Description	Amount
DD8889.2	14/11/2025	SHIRE OF BROOKTON - MASTERCARD - CEO	CEO CREDIT CARD PURCHASES FOR OCTOBER 25, HOLIDAY INN ACCOMMODATION FOR TIC PLAYGROUND INSPECTION TRAINING 08/10/25 TO 10/10/25, STARLINK INTERNET CHARGES FOR WB EVA PAVILION & WBSHEDOP 05/10/25 TO 05/11/25, STARLINK MINI CESM VEHICLE INTERNET SUBSCRIPTION 06/10/25 TO 06/11/25, MESSAGE MEDIA MONTHLY FEE 720 X OUTBOUND SEPTEMBER 25 & ACCESS FEE OCTOBER 25, RUGGEDCOMPUTING - GETAC RUGGED ANDROID TABLET WITH GPS & PASSTHROUGH, STARLINK INTERNET CHARGES EBSHEDOP 16/10/25 TO 05/11/25	\$4,440.07
DD8889.3	14/11/2025	SHIRE OF BROOKTON - MASTERCARD - MCC	MCC CREDIT CARD PURCHASES OCTOBER 25, NARROGIN OBSERVER - ADVERTISEMENT FOR SCULPTURE COMPETITION 23/10/25, BNB PRODUCTS - 30ML CONTAINERS OF SHAMPOO, CONDITIONER, BODY WASH & LOTION FOR CARAVAN PARK, BUNNINGS - PRIVACY SCREEN FOR SENIORS WEEK EVENT	\$742.50
DD8889.4	14/11/2025	3E ADVANTAGE PTY LTD	CRC MONTHLY PRINTING CHARGES OCTOBER 25 10300 X B&W, 16567 X COLOUR PRINTS	\$2,872.40
DD8891.1	17/11/2025	WA TREASURY CORPORATION	PRINCIPAL & INTEREST PAYMENT LOAN 81 & 82 01/11/25 TO 31/01/26	\$65,222.77
DD8903.1	21/11/2025	TELSTRA CORPORATION	MOBILE PHONE CHARGES FOR NOVEMBER 25, BMO, CEO, WC, MCC, AMIW, CARAVAN PARK CT, TIC, PARKS LEADING HAND, SWIMMING POOL FROM 02/11/25 TO 01/12/25	\$630.00
DD8905.1	24/11/2025	SYNERGY	STREETLIGHTS X 185 ELECTRICITY CHARGES 25/09/25 TO 24/10/25	\$2,960.50
DD8911.1	25/11/2025	AWARE SUPER PTY LTD	PAYROLL DEDUCTIONS	\$5,055.57
DD8911.2	25/11/2025	REST INDUSTRY SUPER	PAYROLL DEDUCTIONS	\$387.77
DD8911.3	25/11/2025	COLONIAL FIRST STATE CHOICE WHOLESALE PERSONAL SUPER	PAYROLL DEDUCTIONS	\$623.80
DD8911.4	25/11/2025	MLC NOMINEES PTY LIMITED	SUPERANNUATION CONTRIBUTIONS	\$480.25
DD8911.5	25/11/2025	SANDHURST TRUSTEES	SUPERANNUATION CONTRIBUTIONS	\$1,066.16
DD8911.6	25/11/2025	HUB24 SUPERFUND	SUPERANNUATION CONTRIBUTIONS	\$386.37
DD8911.7	25/11/2025	AUSTRALIAN SUPER PTY LTD	SUPERANNUATION CONTRIBUTIONS	\$3,563.37
DD8911.8	25/11/2025	THE TRUSTEE FOR JOHNS FAMILY SUPER FUND	SUPERANNUATION CONTRIBUTIONS	\$566.47
DD8911.9	25/11/2025	EQUIP SUPER	SUPERANNUATION CONTRIBUTIONS	\$641.56
DD8911.10	25/11/2025	HOSTPLUS	SUPERANNUATION CONTRIBUTIONS	\$521.66
DD8911.11	25/11/2025	AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	\$323.80
DD8920.1	28/11/2025	WATER CORPORATION OF WA	WATER SERVICE CHARGES 01/11/25 TO 31/12/25 FOR U4MSOP	\$1,362.14
1512.1	05/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$23.87
1512.1	04/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$9.12

Chq/EFT	Date	Name	Description	Amount
1512.1	03/11/2025	CBA MERCHA - BANK FEE - MERCHANT FEE	BANK FEE - MERCHANT FEE	\$30.52
1512.1	03/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$6.91
1513.1	06/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$17.53
1514.1	07/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$1.43
1515.1	11/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$6.84
1515.1	11/11/2025	CBA MERCHA - BANK FEE - MERCHANT FEE	BANK FEE - MERCHANT FEE	\$4.30
1515.1	10/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$8.36
1515.1	12/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$2.91
1516.1	11/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$8.82
1516.1	17/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$5.28
1517.1	18/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$3.42
1518.1	19/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$23.52
1518.1	20/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$38.64
1519.1	21/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$5.97
1519.1	24/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$6.10
1520.1	25/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$46.11
1521.1	26/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$3.94
1522.1	27/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$7.37
1523.1	30/11/2025	EWAY - CARAVAN PARK BOOKING SYSTEM FEES	CARAVAN PARK BOOKING SYSTEM FEES	\$8.68
PAYJRUN*1296	11/11/2025	SALARIES & WAGES	WEEK 20 PPE 11/11/2025	\$67,545.46
PAYJRUN*1298	25/11/2025	SALARIES & WAGES	WEEK 22 PPE 25/11/2025	\$66,182.27
TOTAL				\$616,345.01

List of Credit Card Transactions Paid in November 2025

SHIRE OF BROOKTON - BENDIGO BANK MASTERCARD - CEO

DIRECT DEBIT	DATE	DESCRIPTION	AMOUNT
DD8889.2	14/11/2025	HOLIDAY INN ACCOMMODATION FOR TIC PLAYGROUND INSPECTION TRAINING & PARKING 08/10/25 TO 10/10/25	\$674.98
		STARLINK INTERNET CHARGES FOR WBSHEDOP 05/10/25 TO 05/11/25	\$108.00
		STARLINK INTERNET CHARGES FOR WBSHEDOP 05/10/25 TO 05/11/25	\$108.00
		STARLINK MINI CESM VEHICLE INTERNET SUBSCRIPTION 06/10/25 TO 06/11/25	\$80.00
		MESSAGE MEDIA MONTHLY FEE 01/09/25 TO 30/09/25 720 X OUTBOUND MONTHLY ACCESS FEE 01/10/25 TO 31/10/25	\$185.36
		RUGGEDCOMPUTING - GETAC ZX10G2 10.1 FULLY RUGGED ANDRIOD TABLET WITH GPS & PASSTHROUGH AND HI CAPACITY BATTERIES	\$3,210.90
		STARLINK EAST BROOKTON FIRE SHED INTERNET SUBSCRIPTION 16/10/25 TO 05/11/25	\$68.83
		CREDIT CARD FEES OCTOBER 25	\$4.00
		TOTAL	\$4,440.07

SHIRE OF BROOKTON - BENDIGO BANK MASTERCARD – MCC

DIRECT DEBIT	DATE	DESCRIPTION	AMOUNT
DD8889.3	14/11/2025	SCULPTURE COMPETITION ADVERT IN NARROGIN OBSERVER 23/10/25	\$275.00
		BNB PRODUCTS - 100 X 30ML OF SHAMPOO & CONDITIONER 150 X 30ML OF BODY WASH & LOTION	\$334.95
		BUNNINGS - PRIVACY SCREEN FOR SENIORS WEEK EVENT INCLUDES DELIVERY	\$128.55
		CREDIT CARD FEE OCTOBER 25	\$4.00
		TOTAL	\$742.50

SHIRE OF BROOKTON - BENDIGO BANK MASTERCARD - CESM

DIRECT DEBIT	DATE	DESCRIPTION	AMOUNT
DD8889.1	14/11/2025	CREDIT CARD FEE OCTOBER 25	\$4.00
		TOTAL	\$4.00

List of Fuel Card Transactions Paid in November 2025

SHIRE OF BROOKTON - FUEL CARD - CESM

EFT	DATE	DESCRIPTION	AMOUNT
EFT17655	25/11/2025	01/10/25 67.12L @ \$1.789	\$120.08
		04/10/25 66.98L @ \$1.789	\$119.83
		06/10/25 61.98L @ \$1.789	\$110.88
		07/10/25 61.50L @ \$1.769	\$108.79
		08/10/25 54.22L @ \$1.819	\$98.63
		08/10/25 61.47L @ \$1.9149	\$117.71
		10/10/25 66.15L @ \$1.789	\$118.34
		12/10/25 64.07L @ \$1.789	\$114.62
		16/10/25 51.06L @ \$1.9149	\$97.77
		17/10/25 48.09L @ \$1.7889	\$86.03
		21/10/25 69.30L @ \$1.9149	\$132.70
		23/10/25 65.35L @ \$1.789	\$116.91
		24/10/25 41.50L @ \$1.9149	\$79.47
		26/10/25 61.13L @ \$1.9149	\$117.06
		29/10/25 60.80L @ \$1.9149	\$116.43
		31/10/25 65.63L @ \$1.819	\$119.38
		CARD FEES X 6	\$2.28
		TOTAL	\$ 1,776.91

SHIRE OF BROOKTON - FUEL CARD - MCC

EFT	DATE	DESCRIPTION	AMOUNT
EFT17655	25/11/2025	01/10/25 65.78L @ \$1.92	\$126.30
		09/10/25 30.44L @ \$1.92	\$58.44
		17/10/25 67.59L @ \$1.92	\$129.77
		29/10/25 64.30L @ \$1.92	\$123.46
		CARD FEES X 4	\$1.52
		TOTAL	\$439.49

SHIRE OF BROOKTON - FUEL CARD - CEO

EFT	DATE	DESCRIPTION	AMOUNT
EFT17655	25/11/2025	05/10/25 55.57L @ \$1.92	\$106.69
		08/10/25 40.10L @ \$1.92	\$76.99
		25/10/25 27.58L @ \$1.92	\$52.95
		CARD FEES X 3	\$1.14
		TOTAL	\$237.77

14.12.25.02 STATEMENT OF FINANCIAL ACTIVITY FOR THE PERIOD ENDED 30 NOVEMBER 2025
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File No:	FIN007
Date of Meeting:	18 December 2025
Location/Address:	N/A
Name of Applicant:	Shire of Brookton
Name of Owner:	Shire of Brookton
Author/s:	Bob Waddell - Bob Waddell and Associates Pty Ltd
Authorising Officer:	Deanne Sweeney - Manager Corporate & Community
Declaration of Interest:	The authors have no financial interest in this matter
Voting Requirements:	Simple Majority
Previous Report:	20 November 2025

Summary of Item:

The Statement of Financial Activity for the period ending 30 November 2025 together with associated commentaries are present for Council's consideration.

Description of Proposal:

That Council receives the Statement of Financial Activity for the period ended 30 November 2025, as presented.

Background:

In accordance with regulation 34 of the *Local Government (Financial Management) Regulations 1996*, the Shire is to prepare a monthly Statement of Financial Activity for approval by Council. December and January's reports are presented in February as Council does not meet in January.

Consultation:

Reporting officers receive monthly updates to track expenditure and income.

Statutory Environment:

Section 6.4 of the *Local Government Act 1995* requires a Local Government to prepare an annual financial statement for the preceding year and other financial reports as they prescribed.

Regulation 34(1) of the *Local Government (Financial Management) Regulations 1996* as amended requires the Local Government to prepare monthly financial statements and report on actual performance against what was set out in the annual budget.

Relevant Plans and Policy:

There is no Council Policy relevant to this item.

Financial Implications:

The Budget is regularly monitored on at least a monthly basis, by the Chief Executive Officer and the Manager Corporate & Community. Responsible Officers are also required to review their particular line items for anomalies each month, with a major review in accordance with the *Local Government (Financial Management) Regulations 1996*, regulation 33A, council is required to carry out a review of its annual budget for that year by the last day of February.

Any material variances that have an impact on the outcome of the budgeted closing surplus position are detailed in the Monthly Financial Report contained within Attachment

Risk Assessment:

The risk in relation to this matter is assessed as 'Low' on the basis that if Council does not receive the Monthly Financial Reports for the month reported leading to the Shire not meeting legislative requirements on financial reporting. The risk identified would be failure to fulfil statutory regulations or compliance requirements.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

This item relates to delivery of core business and services detailed in the Shire of Brookton Corporate Compendium – June 2032, duly appended to the BROOKTON Corporate Business Plan July 2022 to June 2032.

Comment:

The Monthly Financial Reports has been prepared in accordance with statutory requirements.

OFFICER'S RECOMMENDATION

That Council, accordance with Section 6.4 of the Local Government Act 1995 and Regulation 34 of the Local Government (Financial Management) Regulations 1995, receives the Monthly Statements of Financial Activity for the Period Ended 30 November 2025, as presented in Attachment 14.12.25.02A.

(Simple majority vote required)

Attachment

Attachment 14.12.25.02A – Statement of Financial Activity for 30 November 2025.



SHIRE OF BROOKTON

MONTHLY FINANCIAL REPORT (Containing the Statement of Financial Activity) FOR THE PERIOD ENDED 30 NOVEMBER 2025

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

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This information is to be read in conjunction with the accompanying Financial Statements and Notes.

Funding surplus / (deficit) Components

Funding surplus / (deficit)				
	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
Opening	\$1.58 M	\$1.58 M	\$1.66 M	\$0.08 M
Closing	\$0.00 M	\$0.63 M	\$2.80 M	\$2.17 M

Refer to Statement of Financial Activity

Cash and cash equivalents			Payables			Receivables		
	\$15.12 M	% of total		\$0.29 M	% Outstanding		\$1.19 M	% Collected
Unrestricted Cash	\$2.50 M	16.6%	Trade Payables	\$0.12 M		Rates Receivable	\$0.81 M	78.1%
Restricted Cash	\$12.62 M	83.4%	0 to 30 Days		88.5%	Trade Receivable	\$0.38 M	% Outstanding
			Over 30 Days		11.6%	Over 30 Days		0.6%
			Over 90 Days		0%	Over 90 Days		82.3%

Refer to Note 2 - Cash and Financial Assets

Refer to Note 5 - Payables

Refer to Note 3 - Receivables

Key Operating Activities

Amount attributable to operating activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$0.49 M)	\$1.42 M	\$1.91 M	\$0.49 M

Refer to Statement of Financial Activity

Rates Revenue			Grants, Subsidies and Contributions			Fees and Charges		
YTD Actual	\$3.27 M	% Variance	YTD Actual	\$0.64 M	% Variance	YTD Actual	\$0.49 M	% Variance
YTD Budget	\$3.26 M	0.2%	YTD Budget	\$0.42 M	54.3%	YTD Budget	\$0.40 M	22.1%

Refer to Statement of Financial Activity

Refer to Note 13 - Operating Grants and Contributions

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
(\$3.22 M)	(\$2.26 M)	(\$0.65 M)	\$1.61 M

Refer to Statement of Financial Activity

Proceeds on sale			Asset Acquisition			Capital Grants and Contributions		
YTD Actual	\$0.07 M	%	YTD Actual	\$0.97 M	% Spent	YTD Actual	\$0.25 M	% Received
Adopted Budget	\$0.16 M	(53.4%)	Adopted Budget	\$5.20 M	(81.4%)	Adopted Budget	\$1.80 M	(86.2%)

Refer to Note 7 - Disposal of Assets

Refer to Note 8 - Capital Acquisitions

Refer to Note 8 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities			
Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)
\$2.12 M	(\$0.11 M)	(\$0.13 M)	(\$0.01 M)

Refer to Statement of Financial Activity

Borrowings			Reserves			Lease Liability		
Principal repayments	\$0.11 M		Reserves balance	\$12.62 M		Principal repayments	\$0.00 M	
Interest expense	\$0.02 M		Interest earned	\$0.02 M	0.0%	Interest expense	\$0.00 M	
Principal due	\$0.82 M					Principal due	\$0.02 M	

Refer to Note 9 - Borrowings

Refer to Note 11 - Cash Reserves

Refer to Note 10 - Lease Liabilities

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

KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 30 NOVEMBER 2025

NATURE DESCRIPTIONS

REVENUE

RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specified area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts and concessions offered. Excludes administration fees, interest on instalments, interest on arrears, service charges and sewerage rates.

GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refers to all amounts received as grants, subsidies and contributions that are not non-operating grants.

CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of identifiable non financial assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue from contracts with customers is recognised when the local government satisfies its performance obligations under the contract.

FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, and other fees and charges.

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. *Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges.

INTEREST REVENUE

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates, reimbursements etc.

PROFIT ON ASSET DISPOSAL

Excess of assets received over the net book value for assets on their disposal.

EXPENSES

EMPLOYEE COSTS

All costs associated with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL

Shortfall between the value of assets received over the net book value for assets on their disposal.

DEPRECIATION

Depreciation expense raised on all classes of assets. Excluding Land.

FINANCE COSTS

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, allowance for impairment of assets, member's fees or State taxes. Donations and subsidies made to community groups.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

BY NATURE

	Ref Note	Adopted Budget (a)	Amended Budget	YTD Budget (b)	YTD Actual (c)	Variance \$ (c) - (b)	Variance % ((c) - (b))/(b)	Var.
		\$	\$	\$	\$	\$	%	
OPERATING ACTIVITIES								
Revenue from operating activities								
Rates		3,264,056	3,264,056	3,264,056	3,269,559	5,503	0.17%	
Grants, subsidies and contributions	13	1,183,646	1,183,646	417,378	643,935	226,557	54.28%	▲
Fees and charges		695,934	695,934	403,661	492,907	89,246	22.11%	▲
Interest revenue		309,326	309,326	11,823	57,683	45,860	387.88%	▲
Other revenue		459,197	459,197	137,638	120,904	(16,734)	(12.16%)	▼
Profit on disposal of assets	7	23,502	23,502	23,502	1,852	(21,650)	(92.12%)	▼
		5,935,661	5,935,661	4,258,058	4,586,840	328,782	7.72%	
Expenditure from operating activities								
Employee costs		(2,947,669)	(2,940,669)	(1,247,094)	(1,122,627)	124,467	9.98%	
Materials and contracts		(2,797,644)	(2,797,644)	(1,164,019)	(1,191,910)	(27,891)	(2.40%)	
Utility charges		(262,666)	(262,666)	(109,295)	(54,098)	55,197	50.50%	▲
Depreciation		(2,428,295)	(2,428,295)	(1,011,685)	(1,087,205)	(75,520)	(7.46%)	
Finance costs		(53,632)	(53,632)	(27,092)	(16,220)	10,872	40.13%	▲
Insurance expenses		(232,447)	(232,447)	(232,412)	(232,068)	344	0.15%	
Other expenditure		(103,278)	(103,278)	(34,371)	(55,571)	(21,200)	(61.68%)	▼
Loss on disposal of assets	7	(45,524)	(45,524)	(45,524)	(4,156)	41,368	90.87%	▲
		(8,871,155)	(8,864,155)	(3,871,492)	(3,763,854)	107,638	(2.78%)	
Non-cash amounts excluded from operating activities	1(a)	2,450,317	2,450,317	1,033,707	1,089,509	55,802	5.40%	
Amount attributable to operating activities		(485,177)	(478,177)	1,420,273	1,912,495	492,222	34.66%	
INVESTING ACTIVITIES								
Inflows from investing activities								
Proceeds from capital grants, subsidies and contributions	14	1,796,744	1,796,744	591,796	247,077	(344,719)	(58.25%)	▼
Proceeds from disposal of assets	7	156,000	156,000	156,000	72,727	(83,273)	(53.38%)	▼
Proceeds from financial assets at amortised cost - self supporting loans	9	32,086	32,086	16,043	0	(16,043)	(100.00%)	
		1,984,830	1,984,830	763,839	319,805	(444,034)	(58.13%)	
Outflows from investing activities								
Payments for inventories, property, plant and equipment and infrastructure	8	(5,202,033)	(5,568,562)	(3,023,261)	(966,969)	2,056,292	68.02%	▲
		(5,202,033)	(5,568,562)	(3,023,261)	(966,969)	2,056,292	(68.02%)	▲
Amount attributable to investing activities		(3,217,203)	(3,583,732)	(2,259,422)	(647,164)	1,612,258	(71.36%)	▲
FINANCING ACTIVITIES								
Inflows from financing activities								
Transfer from reserves	11	3,383,589	3,420,129	0	0	0	0.00%	
		3,383,589	3,420,129	0	0	0	0.00%	
Outflows from financing activities								
Repayment of borrowings	9	(222,321)	(222,321)	(111,158)	(109,508)	1,650	1.48%	
Payments for principal portion of lease liabilities	10	(1,622)	(1,622)	(1,622)	0	1,622	100.00%	
Transfer to reserves	11	(1,035,169)	(1,035,169)	0	(17,157)	(17,157)	0.00%	▼
		(1,259,112)	(1,259,112)	(112,780)	(126,664)	(13,884)	12.31%	▼
Amount attributable to financing activities		2,124,477	2,161,017	(112,780)	(126,664)	(13,884)	12.31%	▼
MOVEMENT IN SURPLUS OR DEFICIT								
Net current assets at start of financial year - surplus/(deficit)	1(c)	1,577,903	1,577,903	1,577,903	1,660,758	82,855	5.25%	
Amount attributable to operating activities		(485,177)	(478,177)	1,420,273	1,912,495	492,222	34.66%	
Amount attributable to investing activities		(3,217,203)	(3,583,732)	(2,259,422)	(647,164)	1,612,258	(71.36%)	▲
Amount attributable to financing activities		2,124,477	2,161,017	(112,780)	(126,664)	(13,884)	12.31%	▼
Net current assets at end of financial year - surplus/(deficit)	1(c)	0	(322,989)	625,974	2,799,424	2,173,450	(347.21%)	▲

KEY INFORMATION

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

Refer to Note 17 for an explanation of the reasons for the variance.

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

Shire operations as disclosed in these financial statements encompass the following service orientated activities/programs.

PROGRAM NAME AND OBJECTIVES	ACTIVITIES
GOVERNANCE To provide a decision making process for the efficient allocation of scarce resources.	Administration and operations of facilities and services to members of Council. Other costs that relate to the tasks of assisting elected members and ratepayers on matters which do not concern specific council services.
GENERAL PURPOSE FUNDING To collect revenue to allow for the provision of services.	Rates, general purpose grants and interest revenue.
LAW, ORDER, PUBLIC SAFETY To provide services to help ensure a safer community.	Supervision of various by-laws, fire prevention, emergency services and animal control.
HEALTH To provide an operational framework for good community health.	Inspection of food outlets and their control, provision of meat inspection services, noise control and waste disposal compliance.
EDUCATION AND WELFARE The Shire of Brookton provides low cost housing and Seniors accommodation units.	Support and provide assistance to senior citizens and other voluntary services.
HOUSING Provision and maintenance of rental housing to staff and non-staff tenants.	Provision and maintenance of rental housing to staff and non-staff tenants.
COMMUNITY AMENITIES Provision and maintenance of a sewerage overflow system; street; household and commercial refuse collection; refuse disposal site; administration of a town planning scheme; public conveniences and Brookton cemetery.	Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment and administration of town planning scheme, cemetery and public conveniences
RECREATION AND CULTURE To establish and manage efficiently infrastructure and resources which will help the social well being of the community. To establish and manage efficiently infrastructure and resources which will help the social well being of the community.	Maintenance of halls, aquatic centre, recreation centre and reserves, parks and gardens, library service, cultural and heritage services and facilities.
TRANSPORT Construction and maintenance of RAV network including traffic signs, footpaths, bridges, culverts and other drains, street cleaning and lighting of streets. Townscape projects and the maintenance of a works depot.	Construction and maintenance of roads, streets, footpaths, depots, cycle ways, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc.
ECONOMIC SERVICES Tourism and promotion of Brookton, operation of Brookton Caravan Park, Brookton Community Resource Centre, building control and land care development of the Brookton district.	Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control and stand pipes. Building control.
OTHER PROPERTY AND SERVICES Private works and indirect cost allocation pools for plant operation and public works.	Private works operations, public works operation, plant operation costs, gross salaries and wages.

STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

BY PROGRAM

	Note	Adopted Annual Budget \$	Amended Annual Budget (d) \$	YTD Budget (a) \$	YTD Actual (b) \$	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var. ▲▼	Significant Var. \$
		\$	\$	\$	\$	\$	%		
OPERATING ACTIVITIES									
Revenue from operating activities									
Governance		5,010	5,010	4,415	4,366	(49)	(1.11%)	▼	
General Purpose Funding - Rates	6	3,264,056	3,264,056	3,264,056	3,269,559	5,503	0.17%	▲	
General Purpose Funding - Other		779,663	779,663	(31,578)	211,534	243,112	(769.88%)	▲	
Law, Order and Public Safety		394,225	394,225	124,436	125,100	664	0.53%	▲	
Health		300	300	125	44	(81)	(63.09%)	▼	
Education and Welfare		57,338	57,338	23,885	26,056	2,171	9.09%	▲	
Housing		136,186	136,186	38,325	47,719	9,394	24.51%	▲	
Community Amenities		470,081	470,081	457,941	474,389	16,448	3.59%	▲	
Recreation and Culture		34,540	34,540	13,698	23,301	9,603	70.11%	▲	
Transport		338,025	338,025	197,843	152,624	(45,219)	(22.86%)	▼	\$
Economic Services		430,837	430,837	154,337	191,934	37,597	24.36%	▲	\$
Other Property and Services		25,400	25,400	10,575	60,215	49,640	469.41%	▲	\$
		5,935,661	5,935,661	4,258,058	4,586,840	328,782	7.72%	▲	
Expenditure from operating activities									
Governance		(735,385)	(735,385)	(357,731)	(261,209)	96,522	26.98%	▲	\$
General Purpose Funding		(485,778)	(485,778)	(202,886)	(215,796)	(12,910)	(6.36%)	▼	
Law, Order and Public Safety		(780,050)	(780,050)	(336,668)	(364,860)	(28,192)	(8.37%)	▼	
Health		(24,067)	(24,067)	(10,421)	(8,686)	1,735	16.65%	▲	
Education and Welfare		(135,611)	(135,611)	(59,045)	(41,820)	17,225	29.17%	▲	\$
Housing		(186,353)	(186,353)	(81,314)	(59,497)	21,817	26.83%	▲	\$
Community Amenities		(763,673)	(763,673)	(321,492)	(260,220)	61,272	19.06%	▲	\$
Recreation and Culture		(1,165,801)	(1,165,801)	(501,896)	(460,424)	41,472	8.26%	▲	
Transport		(3,593,672)	(3,593,672)	(1,532,043)	(1,749,595)	(217,552)	(14.20%)	▼	\$
Economic Services		(946,337)	(946,337)	(382,605)	(288,120)	94,485	24.70%	▲	\$
Other Property and Services		(54,428)	(54,428)	(85,391)	(53,626)	31,765	37.20%	▲	\$
		(8,871,155)	(8,864,155)	(3,871,492)	(3,763,854)	107,638	2.78%	▲	
Non-cash amounts excluded from operating activities	1(a)	2,450,317	2,450,317	1,033,707	1,089,509	55,802	5.40%		
Amount attributable to operating activities		(485,177)	(478,177)	1,420,273	1,912,495	492,222	34.66%		
INVESTING ACTIVITIES									
Inflows from investing activities									
Proceeds from capital grants, subsidies and contributions	14	1,796,744	1,796,744	591,796	247,077	(344,719)	(58.25%)	▼	\$
Proceeds from Disposal of Assets	7	156,000	156,000	156,000	72,727	(83,273)	(53.38%)	▼	\$
Proceeds from financial assets at amortised cost - self supporting loans	9	32,086	32,086	16,043	0	(16,043)	(100.00%)	▼	\$
		1,984,830	1,984,830	763,839	319,805	(444,034)	(58.13%)	▼	
Outflows from investing activities									
Payments for inventories, property, plant and equipment and infrastructure	8	(5,202,033)	(5,568,562)	(3,023,261)	(966,969)	2,056,292	68.02%	▲	\$
		(5,202,033)	(5,568,562)	(3,023,261)	(966,969)	2,056,292	(68.02%)	▲	
Amount attributable to investing activities		(3,217,203)	(3,583,732)	(2,259,422)	(647,164)	1,612,258	(71.36%)	▲	
FINANCING ACTIVITIES									
Inflows from financing activities									
Transfer from Reserves	11	3,383,589	3,420,129	0	0	0			
		3,383,589	3,420,129	0	0	0			
Outflows from financing activities									
Repayment of borrowings	9	(222,321)	(222,321)	(111,158)	(109,508)	1,630	1.48%	▲	
Payments for principal portion of lease liabilities	10	(1,622)	(1,622)	(1,622)	0	1,622	100.00%	▲	
Transfer to Reserves	11	(1,035,169)	(1,035,169)	0	(17,157)	(17,157)		▼	\$
		(1,259,112)	(1,259,112)	(112,780)	(126,664)	(13,884)	12.31%	▼	
Amount attributable to financing activities		2,124,477	2,161,017	(112,780)	(126,664)	(13,884)	12.31%	▼	
MOVEMENT IN SURPLUS OR DEFICIT									
Net current assets at start of financial year - surplus/(deficit)	1	1,577,903	1,577,903	1,577,903	1,660,758	82,855	5.25%	▲	
Amount attributable to operating activities		(485,177)	(478,177)	1,420,273	1,912,495	492,222	34.66%		
Amount attributable to investing activities		(3,217,203)	(3,583,732)	(2,259,422)	(647,164)	1,612,258	(71.36%)	▲	
Amount attributable to financing activities		2,124,477	2,161,017	(112,780)	(126,664)	(13,884)	12.31%	▼	
Net current assets at end of financial year - surplus/(deficit)	1	0	(322,989)	625,974	2,799,424	2,173,450	(347.21%)	▲	

KEY INFORMATION

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

Refer to Note 17 for an explanation of the reasons for the variance.

The material variance adopted by Council for the 2025/26 year is \$10,000 and 10%.

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

BASIS OF PREPARATION

The financial report has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and interpretations of the Australian Accounting Standards Board, and the *Local Government Act 1995* and accompanying Regulations.

The *Local Government Act 1995* and accompanying Regulations take precedence over Australian Accounting Standards where they are inconsistent.

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

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

THE LOCAL GOVERNMENT REPORTING ENTITY

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

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 15 to these financial statements.

SIGNIFICANT ACCOUNTING POLICIES

CRITICAL ACCOUNTING ESTIMATES

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

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

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

- estimation of fair values of certain financial assets
- estimation of fair values of fixed assets shown at fair value
- impairment of financial assets

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 30 November 2025

(a) Non-cash items excluded from operating activities

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

	Notes	Adopted Budget	Amended Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities		\$	\$	\$	\$
Adjustments to operating activities					
Less: Profit on asset disposals	7	(23,502)	(23,502)	(23,502)	(1,852)
Add: Loss on asset disposals	7	45,524	45,524	45,524	4,156
Add: Depreciation on assets		2,428,295	2,428,295	1,011,685	1,087,205
Total non-cash items excluded from operating activities		2,450,317	2,450,317	1,033,707	1,089,509

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation*

32 to agree to the surplus/(deficit) after imposition of general rates.

		Adopted Budget Opening	Amended Budget Opening	Last Year Closing	Year to Date
		30 June 2025	30 June 2025	30 June 2025	30 November 2025
Adjustments to net current assets					
Less: Reserves - restricted cash	11	(12,600,298)	(12,600,298)	(12,600,298)	(12,617,455)
Less: - Financial assets at amortised cost - self supporting loans	4	(32,086)	(32,086)	(32,086)	(32,086)
Add: Borrowings	9	222,321	222,321	222,321	112,813
Add: Lease liabilities	10	1,622	1,622	1,622	1,622
Total adjustments to net current assets		(12,408,441)	(12,408,441)	(12,408,442)	(12,535,107)

(c) Net current assets used in the Statement of Financial Activity

Current assets

Cash and cash equivalents	2	2,089,647	2,089,647	2,172,337	4,859,656
Financial assets at amortised cost	4	12,632,384	12,632,384	12,600,298	10,260,725
Rates receivables	3	152,766	152,766	152,766	745,339
Receivables	3	356,315	356,315	356,315	377,130
Other current assets	4	105,749	105,749	137,836	88,387
Less: Current liabilities					
Payables	5	(593,222)	(593,222)	(608,764)	(287,544)
Borrowings	9	(222,321)	(222,321)	(222,321)	(112,813)
Contract liabilities	12	(160,528)	(160,528)	(144,822)	(221,905)
Lease liabilities	10	(1,622)	(1,622)	(1,622)	(1,622)
Provisions	12	(372,824)	(372,824)	(372,824)	(372,824)
Less: Total adjustments to net current assets	1(b)	(12,408,441)	(12,408,441)	(12,408,442)	(12,535,107)
Closing funding surplus / (deficit)		1,577,903	1,577,903	1,660,758	2,799,424

CURRENT AND NON-CURRENT CLASSIFICATION

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

STATEMENT OF FINANCIAL ACTIVITY INFORMATION (ALTERNATE PRESENTATION)

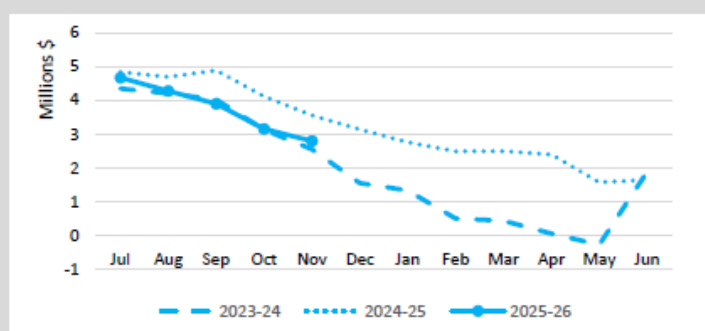
Adjusted Net Current Assets	Note	Last Years Closing 30/06/2025	This Time Last Year 30/11/2024	Year to Date Actual 30/11/2025
		\$	\$	\$
Current Assets				
Cash Unrestricted	2	2,172,337	4,043,823	2,502,926
Cash Restricted - Reserves	2	12,600,298	11,880,665	12,617,455
Receivables - Rates	3	152,766	670,599	745,339
Receivables - Other	3	356,315	161,145	377,130
Other Financial Assets	4	32,086	15,239	32,086
Inventories	4	57,012	26,217	56,301
		15,419,552	16,797,687	16,331,237
Less: Current Liabilities				
Payables	5	(591,407)	(106,213)	(266,663)
Contract Liabilities/Capital Grant and Contribution Liabilities	12	(144,822)	(866,804)	(221,905)
Bonds & Deposits	5	(17,357)	(17,962)	(20,881)
Loan and Lease Liability	9	(223,942)	(106,302)	(114,434)
Provisions	12	(372,824)	(353,756)	(372,824)
		(1,350,352)	(1,451,037)	(996,706)
Less: Cash Reserves	11	(12,600,298)	(11,880,665)	(12,617,455)
Add Back: Loan and Lease Liability		223,942	106,302	114,434
Less : Loan Receivable - clubs/institutions		(32,086)	(15,239)	(32,086)
Net Current Funding Position		1,660,758	3,557,048	2,799,424

SIGNIFICANT ACCOUNTING POLICIES

Please see Note 1(a) for information on significant accounting policies relating to Net Current Assets.

KEY INFORMATION

The amount of the adjusted net current assets at the end of the period represents the actual surplus (or deficit if the figure is a negative) as presented on the Rate Setting Statement.



This Year YTD

Surplus(Deficit)

\$2.8 M

Last Year YTD

Surplus(Deficit)

\$3.56 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES
NOTE 2
CASH AND FINANCIAL ASSETS

Description	Classification	Unrestricted \$	Restricted \$	Total Cash \$	Trust \$	Institution	Interest Rate	Maturity Date
Cash on hand								
Cash Floats	Cash and cash equivalents	550		550		N/A	NIL	On hand
At Call Deposits								
Municipal Cash At Bank	Cash and cash equivalents	247,291		247,291		Bendigo	0.00%	N/A
Municipal Cash At Bank (Cash Management A/C)	Cash and cash equivalents	276,504		276,504		Bendigo	1.25%	N/A
Municipal Term Deposit	Cash and cash equivalents	1,958,412		1,958,412		WATC	3.55%	OCD
Bond Cash At Bank	Cash and cash equivalents	20,170		20,170		Bendigo	0.00%	N/A
Term Deposits								
Reserves Cash At Bank	Cash and cash equivalents		2,356,730	2,356,730		Bendigo	2.95%	20/12/2025
Reserves Cash At Bank	Financial assets at amortised cost		10,260,725	10,260,725		WATC	3.76%	22/12/2025
Total		2,502,926	12,617,455	15,120,381	0			
Comprising								
Cash and cash equivalents		2,502,926	2,356,730	4,859,656	0			
Financial assets at amortised cost		0	10,260,725	10,260,725	0			
		2,502,926	12,617,455	15,120,381	0			

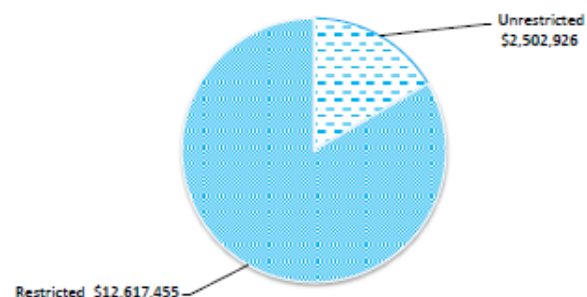
KEY INFORMATION

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

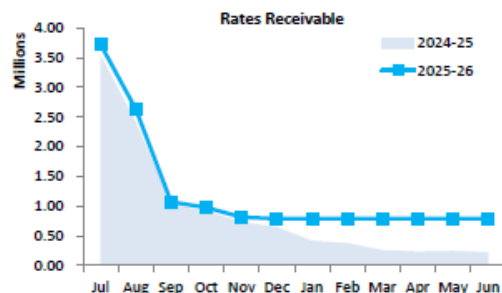
The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 4 - Other assets.



Rates receivable	30 Jun 2025	30 Nov 2025
	\$	\$
Opening arrears previous years	167,905	221,097
Levied this year	3,375,487	3,501,566
Less - collections to date	(3,322,294)	(2,908,994)
Gross rates collectable	221,097	813,669
Net rates collectable	221,097	813,669
% Collected	93.8%	78.1%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(699)	44,576	284	1,292	211,855	257,309
Percentage	(0.3%)	17.3%	0.1%	0.5%	82.3%	
Balance per trial balance						257,309
Sundry receivable						45,350
GST receivable						19,110
Other Receivables						55,361
Receivable - Employee Related Provisions - Current						377,130
Total receivables general outstanding						

Amounts shown above include GST (where applicable)

KEY INFORMATION

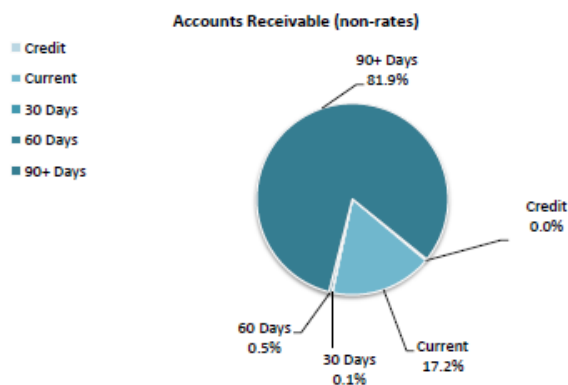
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

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

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



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES
NOTE 4
OTHER CURRENT ASSETS

	Opening Balance 1 July 2025	Asset Increase	Asset Reduction	Closing Balance 30 November 2025
Other current assets	\$	\$	\$	\$
Other financial assets at amortised cost				
Financial assets at amortised cost - self supporting loans	32,086	0	0	32,086
Inventory				
Fuel and materials (including gravel)	57,012	0	(711)	56,301
Accrued income/prepayments	48,737	0	(48,737)	0
Total other current assets	137,836	0	(49,448)	88,387
Amounts shown above include GST (where applicable)				

KEY INFORMATION

Other financial assets at amortised cost

The Shire classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Inventory

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

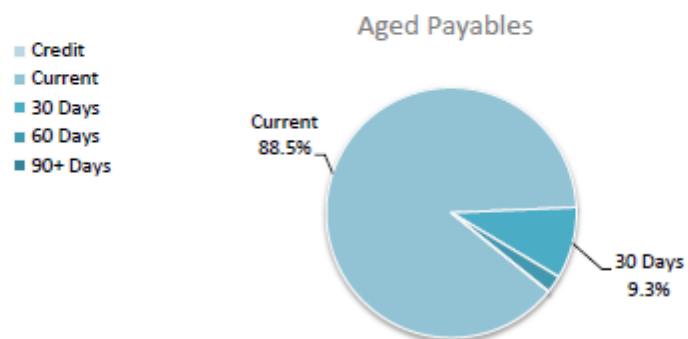
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

OPERATING ACTIVITIES
NOTE 5
PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	108,122	11,307	2,772	0	122,201
Percentage	0%	88.5%	9.3%	2.3%	0%	
Balance per trial balance						122,201
Sundry creditors						59,888
Other creditors						8,862
ATO liabilities						38,441
Payroll creditors						20,881
Bonds and deposits held						37,271
Prepaid (Excess) Rates						287,544
Total payables general outstanding						
Amounts shown above include GST (where applicable)						

KEY INFORMATION

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



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

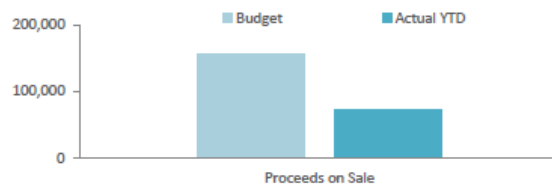
OPERATING ACTIVITIES
NOTE 6
RATE REVENUE

General rate revenue	Budget							YTD Actual			
	Rate in \$ (cents)	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
RATE TYPE				\$	\$	\$	\$	\$	\$	\$	\$
Gross rental value											
Residential	0.07217	257	4,991,820	360,260	0	0	360,260	360,260	995	75	361,329
Industrial	0.07217	5	106,990	7,721	0	0	7,721	7,721	0	0	7,721
Commercial	0.07217	19	867,425	63,739	0	0	62,602	65,729	(313)	0	65,416
GRV	0.07217	2	387,500	27,966	0	0	27,966	27,966	0	0	27,966
Unimproved value											
Unimproved	0.00535	201	404,271,000	2,162,850	0	0	2,162,850	2,162,850	0	(20)	2,162,830
Sub-Total		484	410,624,735	2,622,536	0	0	2,621,399	2,624,526	682	55	2,625,262
Residential	995	73	235,473	72,635	0	0	72,635	72,635	0	0	72,635
Industrial	995	2	10,920	1,990	0	0	1,990	1,990	0	0	1,990
Commercial	995	14	108,046	13,930	0	0	13,930	13,930	0	0	13,930
GRV	995	1	8,100	995	0	0	995	995	0	0	995
Unimproved	1,663	174	29,400,490	289,362	0	0	289,362	289,362			289,362
Sub-total		264	29,763,029	378,912	0	0	378,912	378,912	0	0	378,912
		748	440,387,764	3,001,448	0	0	3,000,311	3,003,438	682	55	3,004,174
Concession							(1,900)				(1,039)
Amount from general rates							2,998,411				3,003,135
Sewerage - GRV - Rate in Dollar	0.05411	163	369,085	196,911			196,911	198,790	514	0	199,304
Sewerage Rates Minimum	731	36	190,314	26,316			26,316	24,854	0	0	24,854
Ex-gratia rates (CBH)	Tonnage	2		42,418			42,418				42,266
Total general rates							3,264,056		0	0	3,269,559
Total		748					3,264,056				3,269,559

KEY INFORMATION

Prepaid rates are, until the taxable event for the rates has occurred, refundable at the request of the ratepayer. Rates received in advance give rise to a financial liability. On 1 July 2025 the prepaid rates were recognised as a financial asset and a related amount was recognised as a financial liability and no income was recognised. When the taxable event occurs the financial liability is extinguished and income recognised for the prepaid rates that have not been refunded.

Asset Ref.	Asset description	Budget				YTD Actual			
		Net Book	Proceeds	Profit	(Loss)	Net Book	Proceeds	Profit	(Loss)
		Value				Value			
		\$	\$	\$	\$	\$	\$	\$	\$
Plant and equipment									
Governance									
PAV6	2021 MAZDA CX-8 DIESEL FWD - 01BO	39,570	25,000	0	(14,570)	0	0	0	0
PAV317	2022 MITSUBISHI TRITON MR4X47 4X4 DUAL CAB - MIW	28,113	25,000	0	(3,113)	30,344	29,091	0	(1,254)
PU38	2022 ISUZU D-MAX 4X2 SINGLE CAB - BMO	25,925	15,000		(10,925)	25,630	22,727	0	(2,903)
Transport									
PR9	2012 BOMAG SMOOTH DRUM ROLLER - BO5416	37,292	50,000	12,708	0	0	0	0	0
PPT4	BARTCO PORTABLE TRAFFIC LIGHT SYSTEM & TRAILER	7,792	1,000	0	(6,792)	0	0	0	0
PT5	PORTABLE MESSAGE BOARD TRAILER	10,062	5,000	0	(5,062)	0	0	0	0
PT6	PORATABLE MESSAGE BOARD TRAILER	10,062	5,000	0	(5,062)	0	0	0	0
PU33	MITSUBISHI MR4L20 GLX 4.2 SINGLE CAB UTILITY-BO039	15,000	15,000	0	0	15,000	16,364	1,364	0
PU37	2014 FOTON TUNLAND UTE	4,206	15,000	10,794	0	4,057	4,545	489	0
		178,022	156,000	23,502	(45,524)	75,031	72,727	1,852	(4,156)



Capital acquisitions	Adopted Budget	Amended Budget	YTD Budget	YTD Actual	YTD Actual Variance
	\$	\$	\$	\$	\$
Buildings	2,684,583	3,051,112	1,286,651	89,422	(1,197,229)
Furniture and equipment	151,500	151,500	124,662	24,344	(100,318)
Plant and equipment	593,000	593,000	593,000	387,407	(205,593)
Infrastructure - roads	1,320,111	1,320,111	827,193	240,995	(586,196)
Infrastructure - footpaths	75,000	75,000	10,410	0	(10,410)
Infrastructure - parks and gardens	41,000	41,000	41,000	0	(41,000)
Infrastructure - sewerage	329,339	329,339	137,220	218,312	81,092
Infrastructure - water	7,500	7,500	3,125	6,489	3,364
Payments for Capital Acquisitions	5,202,033	5,568,562	3,023,261	966,969	(2,056,292)
Capital Acquisitions Funded By:					
	\$	\$	\$	\$	\$
Capital grants and contributions	1,796,744	1,796,744	557,924	247,077	(310,847)
Other (disposals & C/Fwd)	156,000	156,000	156,000	72,727	(83,273)
Plant and Vehicle Reserve	593,000	593,000	0	0	0
Furniture & Equipment Reserve	178,710	178,710	0	0	0
Sewerage Scheme Reserve	199,680	199,680	0	0	0
Building and Facility Reserve	804,583	804,583	0	0	0
Infrastructure Reserve	97,616	97,616	0	0	0
Innovations & Development Reserve	1,546,540	1,546,540	0	0	0
Contribution - operations	(170,840)	195,689	2,309,337	647,164	(1,662,172)
Capital funding total	5,202,033	5,568,562	3,023,261	966,969	(2,056,292)

SIGNIFICANT ACCOUNTING POLICIES

Each class of fixed assets within either plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

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

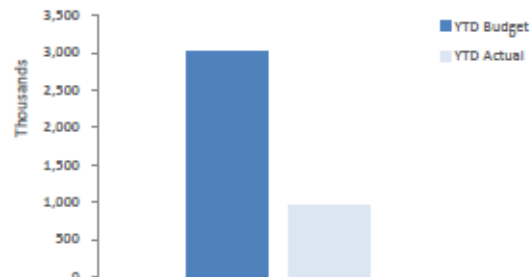
Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Initial recognition and measurement for assets held at cost
Plant and equipment including furniture and equipment is recognised at cost on acquisition in accordance with *Financial Management Regulation 17A*. Where acquired at no cost the asset is initially recognise at fair value. Assets held at cost are depreciated and assessed for impairment annually.

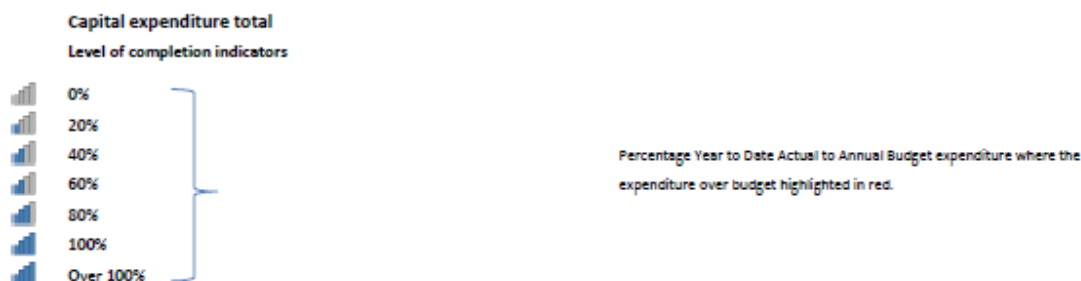
Initial recognition and measurement between mandatory revaluation dates for assets held at fair value

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Payments for Capital Acquisitions



Capital expenditure total			Level of completion indicators			Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.		
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<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	20%							
<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	40%							
<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	60%							
<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	80%							
<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	100%							
<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div>	Over 100%							
Level of completion indicator, please see table at the end of this note for further detail.								
Account Number	Job Number	Balance Sheet Category	Account/Job Description	Adopted Budget	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
				\$	\$	\$	\$	\$
Buildings								
E042510	SHADCAP	9230	SHADE SHETER - ADMINISTRATION OFFICE	(15,000)	(15,000)	(15,000)	(10,169)	(4,831)
Total - Governance				(15,000)	(15,000)	(15,000)	(10,169)	(4,831)
E054510	EBSHEDCAP	9230	EAST BROOKTON BFB SHED	(56,583)	(56,583)	(23,575)	(61,933)	38,358
Total - Law, Order & Public Safety				(56,583)	(56,583)	(23,575)	(61,933)	38,358
Housing								
E091511	SHCOSFC3	9230	HOSUING PROGRAM ADDITIONAL STAFF HOUSING	(500,000)	(500,000)	(250,000)	0	(250,000)
E091515	10MACAP	9230	10 MARSH AVE	(12,000)	(12,000)	(5,000)	(11,770)	6,770
E092510	RLANDCAP	9230	PURCHASE ADDITIONAL RESIDENTIAL LAND - STOCK	(45,000)	(45,000)	(18,750)	0	(18,750)
Total - Housing				(557,000)	(557,000)	(273,750)	(11,770)	(261,980)
Recreation And Culture								
E111512		9230	KWEDA HALL RENEWAL	(8,500)	0	0	0	0
E111511	MHALLSFC	9230	MEMORIAL HALL RENEWALS	(100,000)	(100,000)	0	0	0
E112510	POOLCAP	9230	POOL - CAPITAL	(51,000)	(51,000)	(17,000)	0	(17,000)
E112510	STBLOC	9230	STARTING BLOCKS - POOL	(20,000)	(20,000)	(6,666)	0	(6,666)
E115510	RWSTCAP	9230	RAILWAY STATION BUILDING REFURBISHMENT	(1,700,000)	(2,059,529)	(858,135)	(430)	(857,705)
E112510	POOLFP	9230	FOOTPATHS BROOKTON AQUATIC CENTRE	(20,000)	(20,000)	(8,330)	0	(8,330)
E115510	MUSECAP	9230	MUSEUM - CAPITAL	(10,500)	(10,500)	(4,375)	0	(4,375)
E113510	TENNCAP	9230	OLD TENNIS PAVILION - REFURBISHMENT	(50,000)	(50,000)	(20,830)	0	(20,830)
E113510	MENSCAP	9230	MENSSHED - OLD BOWLING CLUB CAPITAL	(20,000)	(20,000)	(8,330)	0	(8,330)
E113510	ROUTCAP	9230	ROTUNDA - PIONEER PARK REFURBISHMENT	0	(15,500)	(15,500)	0	(15,500)
Total - Recreation And Culture				(1,980,000)	(2,346,529)	(939,166)	(430)	(938,736)
Economic Services								
E132510		9230	PURCHASE BUILDINGS	(20,000)	(20,000)	(8,330)	0	(8,330)
E136510	INDLCAP	9230	LAND FOR BROOKTON COMMERCIAL/INDUSTRIAL HUB	(50,000)	(50,000)	(20,830)	0	(20,830)
E136510	SEACON	9230	SEA CONTAINER STORAGE	(6,000)	(6,000)	(6,000)	(5,120)	(880)
Total - Economic Services				(76,000)	(76,000)	(35,160)	(5,120)	(30,040)
				0	0	0	0	0
Total - Buildings				(2,684,583)	(3,051,112)	(1,286,651)	(89,422)	(1,197,229)
Plant & Equipment								
Governance								
E042531		9234	ADMIN PURCHASE CEO VEHICLE	(60,000)	(60,000)	(60,000)	0	(60,000)
E042534		9234	ADMIN PURCHASE MIW VEHICLE	(55,000)	(55,000)	(55,000)	(54,525)	(475)
E042533		9234	ADMIN PURCHASE BMO VEHICLE	(48,000)	(48,000)	(48,000)	(41,267)	6,733
Total - Governance				(163,000)	(163,000)	(163,000)	(95,792)	(53,742)
Community Amenities								
Total - Community Amenities				0	0	0	0	0
Other Property & Services								
E143530	EP005	9234	PURCHASE P&E - REPLACEMENT PR9 2012 BOMAG SMOOTH D	(230,000)	(230,000)	(230,000)	(179,990)	(50,010)
E143530	LIGHTV6	9234	PURCHASE P&E - REPLACEMENT PPT4 BARTCO PORTABLE TRAFFIC LIGHT SYSTEM & TRAILER	(30,000)	(30,000)	(30,000)	(29,285)	(715)
E143530	LIGHTV7	9234	PURCHASE P&E - REPLACEMENT PT5 PORTABLE MESSAGE BOARD TRAILER	(40,000)	(40,000)	(40,000)	0	(40,000)
E143530	LIGHTV8	9234	PURCHASE P&E - REPLACEMENT PT6 PORTABLE MESSAGE BOARD TRAILER	(40,000)	(40,000)	(40,000)	0	(40,000)
E143530	LIGHTV9	9234	PURCHASE P&E - REPLACEMENT PU33 MITSUBISHI MR4L20 GLX 4.2 SINGLE CAB UTILITY-BO039	(45,000)	(45,000)	(45,000)	(41,113)	(3,888)
E143530	LIGHTV3	9234	PURCHASE P&E - REPLACEMENT 2014 FOTON TUNLAND UTE	(45,000)	(45,000)	(45,000)	(41,228)	(3,773)
Total - Other Property & Services				(430,000)	(430,000)	(430,000)	(291,615)	(138,385)
Total - Plant & Equipment				(593,000)	(593,000)	(593,000)	(387,407)	(192,127)
Furniture & Equipment								
Governance								
E042520	ELECCAP	9232	CAPEX - ELECTRONIC EQUIPMENT	(31,500)	(31,500)	(31,500)	(24,344)	(7,156)
E042520	SERVCAP	9232	ADMIN SERVER	(75,000)	(75,000)	(75,000)	0	(75,000)
				0	0	0	0	0
Total - Governance				(106,500)	(106,500)	(106,500)	(24,344)	(82,156)
Recreation & Culture								
E115520	ARTCAP	9232	ARTWORK - PUBLIC AND VISUAL	(20,000)	(20,000)	(8,330)	0	(8,330)
E116520		9232	PURCHASE FURNITURE & EQUIPMENT	(18,000)	(18,000)	(7,500)	0	(7,500)
E113520		9232	PURCHASE FURNITURE & EQUIPMENT	(7,000)	(7,000)	(2,332)	0	(2,332)
Total - Recreation & Culture				(45,000)	(45,000)	(18,162)	0	(18,162)
Total - Furniture & Equipment				(151,500)	(151,500)	(124,662)	(24,344)	(100,318)
Infrastructure - Roads								
Transport								
E121555	YORKRRG	9250	YORK-WILLIAMS ROAD	(709,036)	(709,036)	(531,774)	(62,658)	(469,116)
E121560	RICHR2R	9250	RICHARDSON STREET - RESEAL (RTR)	(55,000)	(55,000)	(55,000)	0	(55,000)
E121560	YOURR2R	9250	YOURALLING ROAD R2R	(85,097)	(85,097)	(85,096)	(74,361)	(10,735)
E121560	YOUNR2R	9250	YOUNG ROAD R2R	(57,000)	(57,000)	0	(37,194)	37,194
E121560	MCGSR2R	9250	MCGRATH STREET R2R	(12,000)	(12,000)	(12,000)	(638)	(11,362)
E121560	RAMR2R	9250	RAMSAY ROAD R2R	(88,785)	(88,785)	0	(34,482)	34,482
E121560	WHISR2R	9250	WHITE STREET	(55,000)	(55,000)	(55,000)	0	(55,000)
E121565	SODAR2R	9250	SOUTH DALE ROAD R2R	(91,927)	(91,927)	(45,963)	(23,804)	(22,159)
E121565	WBSF3	9250	DANGIN-MEARS ROAD WBSF ENVIRONMENTAL REPORTS 25/26	(38,000)	(38,000)	(15,830)	(4,730)	(11,100)
E121565	WBSF2	9250	DANGIN-MEARS ROAD WHEATBELT SECONDARY FREIGHT NETWORK 23/24	(63,696)	(63,696)	(26,530)	(3,127)	(23,403)
E121570	BRIDGE11	9250	BRIDGE 3150A ALDERSYDE NORTH ROAD	(39,017)	(39,017)	0	0	0
E121570	BRIDGE12	9250	BRIDGE 4878A BROOKTON KWEDA ROAD	(25,553)	(25,553)	0	0	0
Total - Transport				(1,320,111)	(1,320,111)	(827,193)	(240,995)	(586,198)
Total - Infrastructure - Roads				(1,320,111)	(1,320,111)	(827,193)	(240,995)	(586,198)
Infrastructure - Sewerage								
Community Amenities								
E102541	SEWPIPE	9254	SEWERAGE PIPE RELINING/UPGRADE	(172,292)	(172,292)	(71,785)	(87,362)	15,577
E107541	HVCAP05	9262	HAPPY VALLEY SMART TECH BORE TANK CONTROL SYSTEM	(7,500)	(7,500)	(3,125)	(6,489)	3,364



Level of completion indicator, please see table at the end of this note for further detail.

Account Number	Job Number	Balance Sheet Category	Account/Job Description	Adopted Budget	Amended Budget	YTD Budget	YTD Actual	Variance (Under)/Over
				\$	\$	\$	\$	\$
E102540	SEWEDS	9254	BROOKTON WASTEWATER (EFFLUENT) OXIDATION POND - DESLUDGING	(157,047)	(157,047)	(65,435)	(130,950)	65,515
Total - Community Amenities				(336,839)	(336,839)	(140,345)	(224,801)	84,456
Total - Infrastructure - Sewerage				(336,839)	(336,839)	(140,345)	(224,801)	84,456
Infrastructure - Footpaths								
Transport								
E121575	CORBFP	9252	FOOTPATH - CORBERDING ROAD - GAYNOR AND MCGRATH ST	(50,000)	(50,000)	0	0	0
E121575	ROBIAR	9252	ACCESSIBLE RAMP - ROBINSON ROAD	(5,000)	(5,000)	(2,080)	0	(2,080)
E121575	MEMPPF	9252	MEMORAL PARK FOOTPATH	(20,000)	(20,000)	(8,330)	0	(8,330)
Total - Transport				(75,000)	(75,000)	(10,410)	0	(10,410)
Total - Infrastructure - Footpaths				(75,000)	(75,000)	(10,410)	0	(10,410)
Infrastructure - Parks & Gardens								
Recreation And Culture								
E111550	WBSPCAP	9256	WB EVA SPORT PAVILION	(41,000)	(41,000)	(41,000)	0	(41,000)
Total - Recreation And Culture				(41,000)	(41,000)	(41,000)	0	(41,000)
Total - Infrastructure - Parks & Gardens				(41,000)	(41,000)	(41,000)	0	(41,000)
Grand Total				(5,202,033)	(5,568,562)	(3,023,261)	(966,969)	(2,042,826)

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

FINANCING ACTIVITIES

NOTE 9

BORROWINGS

Repayments - borrowings

Information on borrowings			New Loans			Principal Repayments			Principal Outstanding			Interest Repayments		
Particulars	Loan No.	1 July 2025	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Education and welfare														
Kalkarni Residency (20%)	80	12,124	0	0	0	(5,978)	(12,124)	(12,124)	6,146	0	0	(143)	(593)	(593)
Housing														
Staff Housing (33%)	80	20,005	0	0	0	(9,864)	(20,005)	(20,005)	10,141	(0)	(0)	(235)	(979)	(979)
Community amenities														
Sewerage (14%)	80	8,487	0	0	0	(4,185)	(8,487)	(8,487)	4,302	(0)	(0)	(100)	(415)	(415)
Effluent Loan	83	575,905	0	0	0	(24,636)	(49,825)	(49,825)	551,270	526,080	526,080	(6,457)	(29,148)	(29,148)
Recreation and culture														
Sport & Recreation	81	210,174		0	0	(39,213)	(79,789)	(79,789)	170,961	130,385	130,385	(7,569)	(14,947)	(14,947)
Other property and services														
Grader (33%)	80	20,005	0	0	0	(9,864)	(20,005)	(20,005)	10,141	(0)	(0)	(235)	(978)	(978)
		846,700	0	0	0	(93,739)	(190,235)	(190,235)	752,961	656,465	656,465	(14,739)	(47,060)	(47,060)
Self supporting loans														
General purpose funding														
Country Club	82	84,518		0	0	(15,769)	(32,086)	(32,086)	68,749	52,431	52,431	(1,481)	(6,012)	(6,012)
		84,518	0	0	0	(15,769)	(32,086)	(32,086)	68,749	52,431	52,431	(1,481)	(6,012)	(6,012)
Total		931,218	0	0	0	(109,508)	(222,321)	(222,321)	821,710.53	708,896	708,896	(16,220)	(53,072)	(53,072)
Current borrowings		222,321							112,813					
Non-current borrowings		708,898							708,898					
		931,218							821,711					

All debenture repayments were financed by general purpose revenue.

Self supporting loans are financed by repayments from third parties.

Unspent borrowings

Particulars	Date Borrowed	Unspent Balance 2025	Borrowed During Year	Expended During Year	Unspent Balance 30 November 2025
		\$	\$	\$	\$
Effluent Loan	2/09/2024	148,862	0	(87,362)	61,500
		148,862	0	(87,362)	61,500

KEY INFORMATION

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature. Non-current borrowings fair values are based on discounted cash flows using a current borrowing rate.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

FINANCING ACTIVITIES
NOTE 10
LEASE LIABILITIES

Movement in carrying amounts

Information on leases			New Leases			Principal Repayments			Principal Outstanding			Interest Repayments		
Particulars	Lease No.	1 July 2025	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget	Actual	Adopted Budget	Amended Budget
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Community amenities														
Re-Use Water Dam	LE-03	17,469	0	0	0	0	(1,622)	(1,622)	17,469	15,847	15,847	0	(560)	(560)
Total		17,469	0	0	0	0	(1,622)	(1,622)	17,469	15,847	15,847	0	(560)	(560)
Current lease liabilities		1,622							1,622					
Non-current lease liabilities		15,847							15,847					
		17,469							17,469					

All lease repayments were financed by general purpose revenue.

KEY INFORMATION

At inception of a contract, the Shire assesses if the contract contains or is a lease. A contract is or contains a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. At the commencement date, a right of use asset is recognised at cost and lease liability at the present value of the lease payments that are not paid at that date. The lease payments are discounted using that date. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Shire uses its incremental borrowing rate.

All contracts classified as short-term leases (i.e. a lease with a remaining term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

OPERATING ACTIVITIES

NOTE 11

RESERVE ACCOUNTS

Reserve accounts

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Furniture & Equipment Reserve	153,337	3,432	209	129,000	0	(178,710)	0	107,059	153,546
Leave Reserve	159,363	3,567	217	0	0	0	0	162,930	159,580
Sewerage Scheme Reserve	520,587	11,651	709	0	0	(199,680)	0	332,558	521,296
Plant and Vehicle Reserve	655,510	14,671	893	531,000	0	(593,000)	0	608,181	656,403
Madison Square Units Reserve	35,732	800	49	311	0	0	0	36,843	35,781
Brookton Community Resource Centre I	241,385	5,402	329	0	0	0	0	246,787	241,714
Building and Facility Reserve	5,857,969	131,104	7,976	78,347	0	(804,583)	0	5,262,837	5,865,945
Infrastructure Reserve	474,945	10,629	647	0	0	(97,616)	0	387,958	475,592
Waste Reserve	796,986	17,837	1,085	14,511	0	0	0	829,334	798,072
Aged Housing Reserve	462,222	10,345	629	0	0	0	0	472,567	462,851
Innovations & Development Reserve	3,242,262	72,562	4,415	0	0	(1,546,540)	0	1,768,284	3,246,676
	12,600,298	282,000	17,157	753,169	0	(3,420,129)	0	10,215,338	12,617,455

	Note	Opening Balance 1 July 2025	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 30 Nov 2025
Other current liabilities		\$		\$	\$	\$
Other liabilities						
- Contract liabilities		33,872	0	8,500	(34,032)	8,340
- Capital grant/contribution liabilities		110,951	0	349,691	(247,077)	213,564
Total other liabilities		144,822	0	358,191	(281,109)	221,905
Employee Related Provisions						
Annual leave		181,697	0	0	0	181,697
Long service leave		150,841	0	0	0	150,841
Provision for long service leave oncosts - Current		14,744	0	0	0	14,744
Provision for annual leave oncosts - Current		25,542	0	0	0	25,542
Total Employee Related Provisions		372,824	0	0	0	372,824
Total other current assets		517,646	0	358,191	(281,109)	594,728
Amounts shown above include GST (where applicable)						

A breakdown of contract liabilities and associated movements is provided on the following pages at Note 13 and 14

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

NOTE 13
GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability				Grants, subsidies and contributions revenue			
	Liability 1 July 2025	Increase in Liability	Liability Reduction (As revenue)	Current Liability 30 Nov 2025	Adopted Budget Revenue	Adopted YTD Budget	Amended Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$
General purpose funding								
Grants Commission - General (WALGGC)	0	0	0	0	454,038	113,509	454,038	243,079
Grants Commission - Roads (WALGGC)	0	0	0	0	201,237	50,309	201,237	117,799
Law, order, public safety	0					0		
DFES Grant - Fire Mitigation Activity Fund 24/25	33,872	0	(33,872)	0	143,430	59,760	143,430	33,872
DFES Grant - ESL operating Grant	0	0	0	0	105,000	26,250	105,000	52,500
Transport	0							
MRWA Direct Grant Funding	0	0	0	0	130,413	130,413	130,413	130,413
Economic services	0			0				
Seniors Week Event	0	0	0	0	1,000	1,000	1,000	1,000
Other Community Events Revenue	0	0	0	0	100	40	100	1,000
Community Christmas Party Revenue	0	0	0	0	2,000	0	2,000	0
Nadc (National Australia Day Council)	0	8,000	0	8,000	10,000	0	10,000	0
Youth Week Event Revenue	0	0	0	0	2,000	0	2,000	0
Grant Revenue - Stay On Your Feet	0	0	0	0	5,000	2,080	5,000	0
Grant Revenue - Dpird Crc Development Grant	0	0	0	0	3,000	1,250	3,000	0
Grant Revenue - Fitness Initiatives	0	0	0	0	5,000	2,080	5,000	0
Grant Revenue - Carers Week Grant	0	500	(160)	340	0	0	0	160
CRC Operating Grant Revenue	0	0	0	0	119,428	29,857	119,428	62,114
Grant Funding The Lbw Trust Library Grant	0	0	0	0	2,000	830	2,000	2,000
	33,872	8,500	(34,032)	8,340	1,183,646	417,378	1,183,646	643,935

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025

NOTE 14
CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Capital grant/contribution liabilities					Capital grants, subsidies and contributions revenue			
	Liability 1 July 2025	Increase in Liability	Liability Reduction (As revenue)	Liability 30 Nov 2025	Current Liability 30 Nov 2025	Adopted Budget Revenue	Adopted YTD Budget	Amended Annual Budget	YTD Revenue Actual
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Capital grants and subsidies									
General purpose funding									
LRCI 4 - Woods Loop Road	0	110,349	(110,349)	0	0	110,349	27,587	110,349	110,349
LRCI 4 - Mattingly Road	0	36,595	(36,595)	0	0	37,000	9,250	37,000	36,595
Refurbishment/Construction BCI Old Tennis Court Building	0	0	0	0	0	50,000	20,830	50,000	0
WBDC - Railway Station Building Refurbishment	20,000	0	0	20,000	20,000	240,000	60,000	240,000	0
LRCI 4 - UPGRADE BROOKTON OVAL LIGHTS	0	13,671	(13,671)	0	0	13,671	3,417	13,671	13,671
Law, order, public safety									
EsI Grant - Emergency Services Levy - Capital East Brookton Shed	0	0	0	0	0	333,055	138,770	333,055	0
Dangin-Mears Road WBSFN Stage 2- Environmental Reports	0	0	0	0	0	35,454	8,863	35,454	0
WSFN 2 - Dangin-Mears Road - Income - 2023/24	0	0	0	0	0	59,715	14,928	59,715	0
Mcgrath Street - R2R Income	0	0	0	0	0	12,000	3,000	12,000	0
Youralling Road - R2R Income	0	0	0	0	0	85,097	21,274	85,097	0
Young Road - R2R Income	0	0	0	0	0	57,000	14,250	57,000	0
Ramsay Road - R2R Income	0	0	0	0	0	88,785	22,196	88,785	0
Richardson Street - R2R Income	0	30,927	0	30,927	30,927	55,000	13,750	55,000	0
White Street - R2R Income	0	0	0	0	0	55,000	13,750	55,000	0
Southdale Road - R2R Income	0	60,024	(23,804)	36,220	36,220	91,927	22,981	91,927	23,804
York Williams Road RRG	0	189,076	(62,658)	126,418	126,418	472,691	196,950	472,691	62,658
Davis Road - R2R Income	10,030	(10,030)	0	0	0	0	0	0	0
Mattingly Road - R2R Income	20,896	(20,896)	0	0	0	0	0	0	0
Mattingly Road Culvert - R2R Income	60,024	(60,024)	0	0	0	0	0	0	0
TOTALS	110,951	349,691.00	(247,077)	213,564	213,564	1,796,744	591,796	1,796,744	247,077

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

**NOTE 15
BONDS & DEPOSITS AND TRUST FUNDS**

In previous years, bonds and deposits were held as trust monies. They are still reported in this Note but also included in Restricted Cash - Bonds and Deposits and as a current liability in the books of Council.

Trust funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Description	Opening Balance 1 July 2025	Amount Received	Amount Paid	Closing Balance 30 Nov 2025
	\$	\$	\$	\$
Restricted Cash - Bonds and Deposits				
Bus Bonds	1,730	370	0	2,100
Facility Hire Bonds	7,360	5,890	(4,000)	9,250
Gym Bonds	8,040	1,890	(1,050)	8,880
Other Bonds	0	1,080	(980)	100
Sub-Total	17,130	9,230	(6,030)	20,330
	17,130	9,230	(6,030)	20,330

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 30 NOVEMBER 2025**

**NOTE 16
BUDGET AMENDMENTS**

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

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Budget adoption						
DEPOOP	Shire depot - Building Maintenance	OCM 10.25-02	Operating Expenditure		7,000		7,000
RWSTCAP	Railway Station Building Refurbishment	OCM 08.25-04	Capital Expenditure			(322,989)	(315,989)
RWSTCAP	Railway Station Building Refurbishment	OCM 09.25-03	Capital Expenditure			(36,540)	(352,529)
ROUTCAP	Pioneer Park Refurbishment	OCM 10.25-02	Capital Expenditure			(15,500)	(368,029)
KWHCAP	Kweda Hall Renewal	OCM 10.25-02	Capital Expenditure		8,500		(359,529)
I033550	Transfer from Reserve - Railway Station Building Refurbishment	OCM 09.25-03	Capital Revenue		36,540		(322,989)
							(322,989)
				0	52,040	(375,029)	(322,989)

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.
The material variance adopted by Council for the 2025-26 year is \$10,000 or 10.00% whichever is the greater.

Nature or type	Var. \$	Var. %	Explanation of positive variances		Explanation of negative variances	
			Timing	Permanent	Timing	Permanent
Revenue from operating activities	\$	%				
Grants, subsidies and contributions	226,557	54.28%	▲ The ESL operating grant and CRC operating grants have been received in advance of budget phasing.			
Fees and charges	89,246	22.11%	▲ The main variances relate to budget profiling for the Independent Living Unit Charges, Refuse Rates Charges, Sewerage Charges, Caravan Park and Private Works Income.			
Interest revenue	45,860	387.88%	▲ Actual interest revenue is currently greater than budgeted to be received.			
Other revenue	(16,734)	(12.16%)	▼	Workers compensation claim income received but not budgeted for.	Flood damage funding and emergency management funding is currently behind budget phasing.	
Profit on disposal of assets	(21,650)	(92.12%)	▼		The budget phasing for profit on the disposal of assets is currently ahead of actual expenditure.	
Expenditure from operating activities						
Utility charges	55,197	50.50%	▲ The budget phasing of utility expenditure is currently ahead of actual expenditure.			
Finance costs	10,872	40.13%	▲ The budget phasing of finance cost expenditure is currently ahead of actual expenditure.			
Other expenditure	(21,200)	(61.68%)	▼		Rate exemption write offs which are not budgeted for.	
Loss on disposal of assets	41,368	90.87%	▲ The budget phasing for loss on the disposal of assets is currently ahead of actual expenditure.			
Investing activities						
Proceeds from capital grants, subsidies and contributions	(344,719)	(58.25%)	▼		Variance due to Accounting Standard AASB15 and AASB1058 recognition of revenue	
Proceeds from disposal of assets	(83,273)	(53.38%)	▼		The budget phasing of the disposal of assets is currently ahead of actual expenditure.	
Payments for inventories, property, plant and equipment and infrastructure	2,056,292	68.02%	▲ The variance relates to a number of capital projects which have not commenced in FY25/26 (Refer to Note 8 for details)			
Financing activities						
Transfer to reserves	(17,157)	0.00%	▼		The budget phasing of transfers to reserves is currently ahead of actual transfers.	

14.12.25.03 FRAUD AND CORRUPTION CONTROL POLICY - FRAUD AND CORRUPTION CONTROL PLAN
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File No:	FIN007C1
Date of Meeting:	18 Decembert2025
Location/Address:	N/A
Name of Applicant:	Shire of Brookton
Name of Owner:	Shire of Brookton
Author/s:	Gary Sherry – Chief Executive Officer
Authorising Officer:	Gary Sherry – Chief Executive Officer
Declaration of Interest:	The author and authorising officer do not have an interest in this item
Voting Requirements:	Simple Majority
Previous Report:	N/A

Summary of Report:

The Audit, Risk and Improvement Committee has recommended to Council to consider a Fraud and Corruption Control Plan (FCC Plan) and Fraud and Corruption Control Policy (FCC Policy).

Description of Proposal:

A FCC Policy and an FCC Plan are not specifically required by legislation however the purpose of both the FCC Policy and FCC Plan closely align with the Chief Executive Officer's (CEO) responsibilities in accordance with:

- Local Government (Financial Management) Regulations 1996, Regulation 5 – CEO's duties as to financial management; and
- Local Government (Audit) Regulations 1996, Regulation 17 – CEO to review certain systems and procedures.

A draft FCC Policy to identify Council's support for and state the requirement that a FCC Plan is to be prepared, maintained and reviewed is included at Attachment 14.12.25.03B.

A draft FCC Plan is included at Attachment 14.12.25.03B. This draft Fraud and Corruption Control Plan provides a structure for the implementation of activities designed to implement fraud and corruption prevention and control activities, covering the four crucial areas outlined in the OAG Report and Australian Standards:

- Planning;
- Prevention;
- Detection; and
- Response.

The Plan is not intended to limit the extensive range of actions that may be taken. Other actions or initiatives may be identified at times and then implemented as deemed appropriate by Council or CEO.

This is in accordance with a wide range of legislation that may have application in specific circumstances that includes, but is not limited to:

- Corruption, Crime and Misconduct Act;
- Criminal Code;
- Local Government Act and Regulations; and
- Public Sector Management Act.

Background:

The Office of Auditor General has recommended that a Fraud and Corruption Prevention Control Plan be developed and adopted by local governments and then reviewed at least every two years

Statutory Environment:

Local Government (Financial Management) Regulations 1996

Regulation 5 – CEO's duties as to financial management

- (1) Efficient systems and procedures are to be established by the CEO of a local government—
 - (a) for the proper collection of all money owing to the local government; and
 - (b) for the safe custody and security of all money collected or held by the local government; and
 - (c) for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process); and
 - (d) to ensure proper accounting for municipal or trust —
 - (i) revenue received or receivable; and
 - (ii) expenses paid or payable; and
 - (iii) assets and liabilities; and
 - (e) to ensure proper authorisation for the incurring of liabilities and the making of payments; and
 - (f) for the maintenance of payroll, stock control and costing records; and
 - (g) to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.
- (2) The CEO is to —
 - (a) ensure that the resources of the local government are effectively and efficiently managed; and
 - (b) assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year); and
 - (c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

Local Government (Audit) Regulations 1996

17. CEO to review certain systems and procedures

- (1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —
 - (a) risk management; and
 - (b) internal control; and
 - (c) legislative compliance.
- (2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review not less than once in every 3 financial years.
- (3) The CEO is to report to the audit committee the results of that review.

Relevant Plans and Policy:

The draft Fraud and Corruption Control Policy will be included and retained in Council's Policy Manual.

Financial Implications:

There are no direct financial implications in regards to this matter.

Risk Assessment:

Under the Shire of Brookton's Risk Framework, the consequence rating of the financial risk associated with fraud and corruption is assessed as Minor to Major. The likelihood of these consequences is assessed as Possible.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

The draft Fraud and Corruption Control Policy and Fraud and Corruption Control plan can contribute to governance structures that ensure accountable, transparent and ethical decision making.

Comment: Nil

AUDIT, RISK & IMPROVEMENT COMMITTEE'S RECOMMENDATION

That Council adopt the:

- 1. draft Fraud and Corruption Prevention Policy included at Attachment 14.12.25.03A;
and***
- 2. draft Fraud and Corruption Prevention Plan included at Attachment 14.12.25.03B.***

(Simple majority vote required)

Attachments

Attachment 14.12.25.03A – Draft Fraud & Corruption Control Policy

Attachment 14.12.25.03B - Draft Fraud & Corruption Control Plan

2.25 FRAUD AND CORRUPTION CONTROL POLICY

Objective

The objective of the Fraud and Corruption Prevention Policy is to protect resources, including information, and safeguard the integrity and reputation of the Shire. This policy sets out the arrangements for the overall management of the risks and any instances of fraud and/or corruption.

Scope

The Shire does not tolerate fraud and corruption. Control of fraud and corruption is the responsibility of everyone in, or associated with, the Shire.

It is recognised that fraudulent activity and corruption are illegal and contrary to the Shire's organisational values and Codes of Conduct.

This policy ensures Employees, Elected Members, Committee Members, Contractors and Volunteers are aware of their responsibilities in relation to fraud and corruption prevention and control, the identification, treatment and recording of fraud or corruption risks, fraud or corruption auditing and detection processes, reporting responsibilities and obligations and investigation procedures.

This policy applies to all individuals acting on behalf of the Shire, including those engaged in procurement, project management, finance, and governance activities.

Definitions

Fraud – 'Fraud' is defined by Australian Standard AS 8001-2021 (Fraud and Corruption Control) as dishonest activity causing actual or potential financial loss to the organisation including theft of moneys or other property by persons internal and/or external to the organisation and/or where deception is used at the time, immediately before or immediately following the activity. It also includes deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal benefit.

Corruption - is defined as an act done contrary to the interests of the Shire with intent to give or receive some advantage or benefit inconsistent with official duty and the rights of others.

Policy Statement

Responsibilities

All Elected Members, employees, contractors and volunteers of the Shire are required to observe the highest standards of ethics and integrity in undertaking their roles as custodians of the Shire's assets, financial resources and information. They are also expected to act in an open, honest and professional manner that reflects the high standing of the Shire.

It is recognised that fraudulent activity and corruption are illegal and contrary to the Shire's organisational values.

The Shire will take a proactive stance to ensure that incidences of fraudulent or corrupt activities or behaviours do not occur. Whilst the Shire endeavours to foster a culture which upholds trust (openness, honesty and integrity), it must be recognised that not everyone within an organisation may share those values. In responding to this, the Shire will ensure the creation of an effective internal control environment, supported by a positive organisational culture and effective leadership aimed at preventing fraud and corruption from occurring.

As such all Elected Members, employees, contractors and volunteers of the Shire are to report actual or suspected fraud and corruption and report potential sources of fraud and corruption.

Reporting Fraud and Corruption

All public officers have a legal obligation under the Corruption, Crime and Misconduct Act 2003 to report suspected serious misconduct to the Corruption and Crime Commission (CCC) and minor misconduct to the Public Sector Commission (PSC).

The Shire's designated Public Interest Disclosure (PID) Officer can also receive disclosures of suspected misconduct in accordance with the Public Interest Disclosure Act 2003. The PID Officer's contact details will be made publicly available on the Shire's website and intranet. Disclosures can also be made anonymously, and the Shire will provide protections to disclosers in accordance with the Public Interest Disclosure Act 2003. Further information and reporting mechanisms are available via :

[Corruption and Crime Commission](#)
[Public Sector Commission](#)

Audit and Risk Committee:

The Audit and Risk Committee will be notified of instances of alleged fraud and corruption through risk reporting.

The Committee will also:

- a. Oversee the effectiveness of internal control systems in fraud prevention and detection
- b. Review all reports of fraud and corruption incidents
- c. Monitor the implementation of fraud-related audit recommendations.

Prevention

The Shire proactively engages in preventative measures designed to help reduce the risk of fraud and corruption from occurring. These include:

Leadership	Setting and demonstrating the standards for ethical behaviours for the Shire
Risk Assessment	Identifying, Monitoring, Mitigating or Eliminating Fraud Hazards
Processes and Systems	Information Technology System controls Transparent, robust policies and processes <ul style="list-style-type: none"> - Code of Conduct - Procurement - User access policies - Contracts - Audit
Education and Awareness	Mandatory annual training for all employees, elected members, contractors, and volunteers, with additional targeted training for high-risk areas

Public Interest Disclosures	Public Information and accessible internal reporting procedures
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Detecting

Early detection is an essential element of fraud and corruption control. Although notifications of fraud and corruption from internal and external sources are the most common method of detection, other detection measures include monitoring high-risk areas, internal reviews and audits, intrusion detection systems, conducting reviews focused on risk, or data mining and data matching.

Fraudulent and corrupt conduct is able to be detected through the Shire's robust internal control systems and mechanisms. These include:

- Audit Plan
- Procurement Policy
- Audit, Risk and Improvement Committee
- Public Interest Disclosures
- Data analytics and periodic review of financial and operational data to identify anomalies

Responding

When the Shire becomes aware of incidents of fraud and corruption the Shire will act promptly and decisively.

Responses include:

- internal investigations;
- referrals to external investigators where appropriate;
- referrals to the police and/or the Corruption and Crime Commission;
- remedies for dealing with misconduct, such as disciplinary action up to and including termination of employment;
- active recovery of proceeds of fraud or corruption where appropriate;
- internal reporting on fraud and corruption instances to the Audit, Risk and Improvement Committee
- review of internal controls by the Executive Management Team

All investigations will be conducted in accordance with the principles of procedural fairness and natural justice. The rights of individuals will be respected, and outcomes will comply with the Local Government Act 1995 and applicable industrial relations instruments.

Associated Documents

Shire of Brookton Code of Conduct for Employees

Shire of Brookton Code of Conduct for Council Members, Committee Members and Candidates

Contracts of Employment

Risk Management Framework and Policy

Register of Financial Interest Disclosures

Register of Gifts

Complaints Register

Register of Interest Disclosure

Resolution No:

Resolution Date:



Fraud and Corruption Control Plan

2025 - 2027

Document History

Item	Date	Action	Description
1		Initial Plan	Approved by the Chief Executive Officer and supported by Resolution of Council

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Introduction

The Shire of Brookton (the Shire) has a zero tolerance to fraud and corruption.

The Shire is committed to an organisational culture that promotes a high standard of integrity and accountability by demonstrating professional behaviours that are consistent with our role and values and provides clear direction in supporting an effective risk management strategy, including fraud and corruption risk.

The Fraud and Corruption Control Plan (the Plan) details the Shire's intended action in monitoring fraud and corruption; and implementing prevention, detection and response initiatives.

The Plan has been developed in line with the Shire's Strategic Community Plan July 2022 – June 2032, the Shire's Corporate Business Plan July 2022 to June 2032, Australian Standards 8001:2021, the Shire's Fraud and Corruption Policy, and integrates with the Shire's Risk Management Framework and Audit and Risk Committee Charter.

Scope

The Shire's Fraud and Corruption Prevention Policy and Plan apply to:

- all employees whether by way of permanent appointment, secondment, contract, temporary or labour hire agency arrangement, volunteering, work experience or trainees (Parties);
- all elected members; and
- all contractors, consultants and service providers engaged by the Shire.

Whilst the Chief Executive Officer (CEO) has overall responsibility to ensure proper controls are in place to prevent fraud and corruption, a shared responsibility applies to all stakeholders (employees, elected members, contractors, and volunteers (All Parties). All Parties are required to report suspected fraudulent or corrupt activity.

Definitions

Fraud – 'Fraud' is defined by Australian Standard AS 8001-2021 (Fraud and Corruption Control) as dishonest activity causing actual or potential financial loss to the organisation including theft of moneys or other property by persons internal and/or external to the organisation and/or where deception is used at the time, immediately before or immediately following the activity. It also includes deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position for personal benefit.

Fraud may include, but is not limited to:

- theft or obtaining property, financial advantage or any other benefit by deception;
- providing false or misleading information, or failing to provide information where there is an obligation to do so;
- causing a loss, or avoiding or creating a liability by deception;
- making, using or possessing forged or falsified documents;
- unlawful use of computers, vehicles, telephones and other property or services; and
- manipulating expenses or salaries.

Whilst conduct must be dishonest for it to be fraud the conduct need not necessarily represent a breach of criminal law.

Corruption - is defined as an act done contrary to the interests of the Shire with intent to give or receive some advantage or benefit inconsistent with official duty and the rights of others.

Corruption may include, but is not limited to:

- failure to disclose a conflict of interest;
- dishonesty using influence;
- blackmail;
- failure to disclose gifts or hospitality;
- acceptance of a bribe; or
- unauthorised release of confidential, private information or intellectual property.

Serious misconduct - as defined by the Corruption, Crime and Misconduct Act 2003 and is when a public officer:

- acts corruptly or corruptly fails to act in the course of their duties; or
- corruptly takes advantage of their position for the benefit or detriment of any person; or
- commits an offence which carries a penalty of two or more year's imprisonment.

Minor misconduct as defined by section 4(d) of the Corruption, Crime and Misconduct Act 2003 and occurs if a public officer engages in conduct that:

- adversely affects, or could adversely affect, directly or indirectly, the honest or impartial performance of the functions of a public authority or public officer, whether or not the public officer was acting in their public officer capacity at the time of engaging in the conduct; or
- constitutes or involves the performance of his or her functions in a manner that is not honest or impartial; or
- constitutes or involves a breach of trust placed in the public officer by reason of his or her office or employment as a public officer; or
- involves the misuse of information or material that the public officer has acquired in connection with his or her functions as the public officer, whether the misuse is for the benefit of the public officer or the benefit or detriment of another person.

Relationship with Policies, Procedures and or Plans

The Shire has a range of policies and processes in place that govern and support its day-to-day operations and decision making.

Fraud and corruption prevention and detection controls are embedded in various policies and processes including, but not limited to:

- Risk Management Framework and Policy
- Fraud & Corruption Policy
- Code of Conduct (Employees)
- Code of Conduct (For Council Members, Committee Members and Candidates)
- CEO Recruitment Performance and Termination process

- Contractor Management Guidelines and Procurement Evaluation Processes
- Register of Financial Interest Disclosures
- Register of Gifts
- Complaints Register
- Register of Interest Disclosures

The Shire's policies and documents are reviewed at regular intervals and are available on the Shire's website.

Internal Control Systems

All business processes, especially those identified as having higher risk of fraud and corruption, are subject to a rigorous system of internal controls that are documented, reviewed and update regularly, and understood by relevant employees.

Strong internal controls are important in protecting against fraud and corruption. In many cases where fraud and corruption are detected, it is possible to identify a fundamental control weakness or failure that either allowed the incident to occur or failed to detect it quickly after it occurred.

The Executive Management Team (CEO and Managers) will ensure:

- appropriate work systems, including internal controls, are established and maintained;
- segregation of duties, delegations, access controls and approved processes are in place for high risk areas; and
- control assurance reviews are conducted (compliance testing) and failures investigated and remediated.

Roles and Responsibilities

Council

Council has the responsibility to adopt the Fraud and Control Policy and Plan.

Audit, Risk and Improvement Committee

The Audit and Risk Committee's responsibilities include –

- reviewing risk management frameworks and associated procedures for the effective identification and management of fraud risks;
- overseeing development and implementation of the Fraud and Corruption Prevention Plan, and to provide assurance that the Shire has appropriate processes and systems in place to prevent, detect and effectively respond to fraud-related information; and
- providing leadership in preventing fraud and corruption.

Chief Executive Officer (CEO)

The CEO is responsible for –

- coordinating the fraud and corruption risk assessment process;
- developing and maintaining this Fraud and Corruption Prevention Plan, in consultation with key stakeholders;
- communicating the existence and importance of the Fraud and Corruption Prevention Plan;
- delivering and/or coordinating fraud and corruption training;

- provision of adequate resources to support fraud prevention and ensures the implementation of adequate controls for managing fraud and corruption risks within the Shire; and
- reporting serious or systematic misconduct to the Corruption and Crime Commission and or the Public Sector Commission in accordance with the Corruption, Crime and Misconduct Act 2003.

Executive Management Team (EMT)

The Executive Management Team is responsible for –

- implementing initiatives and supporting the Fraud and Corruption Prevention Plan with particular focus on prevention;
- ensuring compliance in their areas of responsibility;
- coordinating the fraud and corruption risk assessment process;
- developing and maintaining this Fraud and Corruption Prevention Plan, in consultation with key stakeholders;
- monitoring control weaknesses identified through audits and risk assessments and implement corrective actions;
- communicating the existence and importance of the Fraud and Corruption Prevention Plan; and
- delivering and/or coordinating fraud and corruption training.

Public Interest Disclosure (PID)

The PID Officer investigates disclosures and takes action following the completion of investigations under the Public Interest Disclosure Act 2003.

All Employees

All employees have a responsibility to;

- contribute to preventing fraud and corruption by following the Code of Conduct,
- comply with controls, policies and processes;
- resist opportunities to engage in fraudulent or corrupt behaviour;
- completing mandatory fraud awareness training; and
- reporting suspected fraudulent or corrupt incidents or behaviour.

Risk Assessment

Each service area within the Shire will systematically identify, assess and review fraud and corruption risks at least every 2 years and integrate fraud risks into the Shire's risk register for the CEO's and Audit and Risk Committee's review.

Accordingly, a key outcome of the fraud and corruption risk assessment process is the development of a treatment Plan that specifically addresses the risks identified.

These measures should be monitored for effectiveness over time and adjusted as needed.

Reporting Suspected Fraud and Corruption Incidents

The Shire's Public Interest Disclosure (PID) Information Guidelines provide clear direction in regard to employees reporting suspicious or known illegal or unethical conduct. The policy also provides for alternative internal means by which to report matters of concern.

Reports can be made anonymously. Anonymous reports will be examined and investigated on the available evidence.

All employees have the right to make a disclosure in accordance with the Public Interest Disclosure Act 2003. This is encouraged where any person wishes to access the protections afforded by the Act.

The Shire's Public Interest Disclosure Information Guidelines are available on the Shire's website at [Public Interest Disclosure](#).

Anonymous complaints may be made to a range of external agencies such as the Crime and Corruption Commission or the Public Sector Commission. Further details are available at these agencies websites at:

- Corruption and Crime Commission - https://www.ccc.wa.gov.au/report_misconduct
- Public Sector Commission - <https://www.wa.gov.au/organisation/public-sector-commission/minor-misconduct-public-officers>

The Shire will protect whistleblowers and ensure confidentiality, natural justice and procedural fairness in all investigations where reports are made regarding suspected fraud and or corruption.

Planning and Resourcing

The Shire is committed to allocating the required resources across the organisation to ensure appropriate controls regarding fraud and corruption. Resources will be made available to –

- develop and implement this Plan;
- undertake fraud and corruption risk assessments;
- deliver organisational training and awareness;
- review incidents reports; and
- undertake investigations.

The Table 9.1 outlines the action the Shire will undertake to develop and implement the Plan.

Table 9.1

Objective	Action	Responsible Officer	Timeframe
Planning	Review Fraud and Corruption Control Plan in 2025.	CEO	Complete
	Monitor the operation of the Fraud and Corruption Control Plan through the internal audit processes.	Manager Corporate and Community	Annual
	Communicate the Fraud and Corruption Control Plan	Manager Corporate and Community	Ongoing
	Review the Fraud and Corruption Control Plan.	Manager Corporate and Community	Once every 2 years < 2025

	Fraud Awareness Training for Employees and Elected Members	Manager Corporate and Community	Annual
	Dissemination of Public Interest Disclosure Policy and Officer's details on the internet	Manager Corporate and Community	Ongoing
	Pre employment screening for all new employees	Manager Corporate and Community	Ongoing
Ensure that an appropriate level of resources is applied to controlling fraud and corruption risk.	Appoint an Officer with responsibility for Fraud and Corruption Control	CEO	Ongoing
Internal Audit Activity	Fraud and Corruption risks are considered and featured in internal audit activities	CEO	Ongoing

External Resources

Where required, external assistance will be engaged to support the delivery of any aspect of this Plan.

Prevention

Robust internal controls and systems are a prime defence mechanism against fraud and corruption. These controls include but are not limited to those detailed in Table 11.1.

Table 11.1

Objective	Action	Responsible Officer	Timeframe
Implementing and maintaining an integrity framework	Codes of Conduct deemed as key enablers are monitored and regularly reviewed	CEO	Annual
	Leadership Team – lead by example in which behaviours to follow.	CEO, EMT	Ongoing
	Ethical culture and awareness of fraud and corruption prevention to be promoted and monitored through Code of Conduct training	CEO, Manager Corporate and Community	Induction and Ongoing, breaches monitored, and trends addressed through policies, training and reporting.
	Declarations of interest procedures to be maintained and reviewed.	CEO	Once every 2 years < 2027
	Staff advised of their obligations when receiving	CEO	Ongoing and as required

Objective	Action	Responsible Officer	Timeframe
	gifts and reporting in the Gifts Register.		
	Dissemination of Public Interest Disclosure Policy and Officer's details on the internet.	CEO	Ongoing
Management Commitment to Controlling Risks of fraud and corruption	Leadership has a high level awareness of the risks of fraud and corruption, and if not, appropriate awareness training is provided.	CEO, EMT	Ongoing
Accountability	Statement to promote staff accountability for their own work processes.	CEO, Manager Corporate and Community	Ongoing
	Preventing fraud and corruption is annotated in the position descriptions.		
Internal Controls	Biannual reports to the Audit and Risk Committee on the review and improvement of the Shire's internal control framework.	Manager Corporate and Community	Biannual
	Fraud and Corruption Control Policy/Plan available to all staff		
	Internal audit to regularly review processes and provide recommendations in respect of fraud and corruption risks.		
	Review segregation of duties and delegations.		Annual
Assessing Fraud and Corruption Risk	Continually assess fraud and corruption risks.	CEO, Manager Corporate and Community	Ongoing
	Monitor and review the fraud and corruption complaints.		
	Ensure all new employees receive Code of Conduct training in their induction and throughout the period of their employment, appropriate to their level of responsibility.	Manager Corporate and Community	As required
	Ensure updates and changes to fraud related policies, procedures, Code of Conduct etc. are effectively	Manager Corporate and Community	As required

Objective	Action	Responsible Officer	Timeframe
	communicated to all employees.		
	Encourage staff to report any suspected incidences of fraud or corruption.	CEO, Managers	Ongoing
	Implement data analytics and exception reporting in finance and procurement.	CEO	FY 25/26
Employment Screening	Pre-employment screening to validate applicant qualifications, identity, working with children, transcripts and other certifications.	Manager Corporate and Community	As required
	Pre-employment screening is included and monitored as part of the recruitment policy/procedure.		To be reviewed and completed July 2023
Supplier Vetting	Review Tendering and Purchasing policies to ensure suppliers are bona fide.	Manager Corporate and Community	Annual
	Undertake Vendor audits.		Ad hoc

Detection

The Shire has the following measures as detailed in Table 12.1 in place to identify and detect incidents of fraud and corruption.

Table 12.1

Objective	Action	Responsible Officer	Timeframe
Detection system	Conducting unscheduled internal reviews and audits on a surprise basis	Manager Corporate and Community	Ad hoc
	Comprehensive Fraud and Corruption risk audit to include a review of: <ul style="list-style-type: none"> • IT and information security • Grants and other payments • Tendering processes, purchasing and contract management • Services provided to the community • Revenue collection • Use of credit cards • Travel allowance and other allowances • Salaries 	Manager Corporate and Community, Senior Finance Officer	Annual

Objective	Action	Responsible Officer	Timeframe
	<ul style="list-style-type: none"> Money, property and other physical assets 		
	Annual report to Audit and Risk Committee regarding the position of Risk Management, Internal Controls and Legislative Compliance.	Manager Corporate and Community	Annual
External Auditor	External Audit of appropriateness and effectiveness of Shire systems and procedures in relation to: <ol style="list-style-type: none"> 1. Risk management 2. Internal control 3. Legislative compliance 	CEO, Manager Corporate and Community, Senior Finance Officer, Audit and Risk Committee	Once in every three financial years
Avenue for reporting	There are adequate means for reporting suspicious or known illegal or unethical conduct available to all personnel.	CEO, Manager Corporate and Community	Ongoing
Public Interest Disclosure	Dissemination of Public Interest Disclosure Policy and Officer's details on the internet.	CEO	Ongoing
Whistle blower Protection	Monitor policy actively protect whistleblowers.	CEO, EMT	Ongoing
Accountability	Statement to promote staff accountability for their own work processes.	CEO, Manager Corporate and Community	Ongoing
	Preventing fraud and corruption is annotated in the position descriptions.		
Supplier Vetting	Review Tendering and Purchasing policies to ensure suppliers are bona fide	Manager Corporate and Community	Annual
	Undertake Vendor audits		Ad hoc
	Conduct random supplier and invoice integrity	Manager Corporate and Community	Bi-annual
Actual vs Budget Analysis	Monitor actual income or expenditure.	Managers, Budget Responsible Officers	Ongoing

Response

Fraud response as detailed in Table 13.1 is a key element of the overall Fraud and Control Plan. As fraud and corruption are criminal offences the primary responsibility for investigating and initiating prosecution for suspected fraud or corruption rests with the Police Service.

Table 13.1

Objective	Action	Responsible Officer	Timeframe
Policies and Procedures	Fraud and Corruption Control Policy/Plan reviewed, maintained and communicated.	CEO, Manager Corporate and Community	Once every 2 years <2027
Investigation	Internal Investigation process established	CEO, Manager Corporate and Community,	As required
	Appointment of External Investigator Process		
Internal Reporting	Develop a fraud and corruption incident register	Manager Corporate and Community	Within 1 month of the adoption of the Plan
	Table fraud and corruption incident register at the Audit and Risk Committee on six monthly basis.	CEO	Six monthly
Disciplinary Procedures	Disciplinary action, which may include termination of employment, is taken against officers involved in any misconduct in accordance with the Shire's policies.	CEO, Managers	As required
External Reporting	The Shire will report suspected fraudulent and corrupt conduct in accordance with the <i>Corruption, Crime and Misconduct Act 2003</i> , and to the Police where appropriate.	CEO, Managers	As required
Civil action for recovery of losses	The Shire may seek to recover any money or assets lost due to incidents of fraud and corruption where appropriate.	CEO, Manager Corporate and Community	As required
Review of internal controls	Where fraud is detected, assess adequacy of internal controls and consider whether improvements are required.	Manager Corporate and Community	As required
Fidelity guarantee insurance	Maintain a fidelity guarantee insurance policy, that insures the entity against the risk of loss arising from internal fraudulent conduct.	Manager Corporate and Community	Ongoing

Review

The Fraud and Control Plan will be reviewed at least once every two years.

14.12.25.04 ANNUAL FINANCIAL REPORT AND AUDIT REPORT 2024/2025

File No:	FIN007A
Date of Meeting:	18 December 2025
Location/Address:	N/A
Name of Applicant:	N/A
Name of Owner:	Shire of Brookton
Author/s:	Deanne Sweeney – Manager Corporate and Community
Authorising Officer:	Gary Sherry – Chief Executive Officer
Declaration of Interest:	The author and authorising officer do not have an interest in this item
Voting Requirements:	Simple Majority
Previous Report:	N/A

Summary of Item:

Council is to consider accepting the Shire of Brookton 2024/2025 Annual Report and set the date to present the 2024/2025 Annual Report to a General Electors Meeting.

Description of Proposal:

The 2024/2025 Annual Report provides a summary of the Shire's performance in relation to finance and governance responsibilities for the 2024/2025 financial year. The draft 2024/2025 Annual Report provided under separate cover as attachment 14.12.25.04A.

A meeting of the Shire of Brookton's Audit, Risk and Improvement Committee held on 18 December 2025 endorsed a recommendation to Council to approve the 2024/2025 Annual Report, inclusive of the audited financial statements.

No matters were raised by the Auditors as part of their 2025 Final Management Letter included at Attachment 14.12.25.04B.

Acceptance of the 2024/2025 Annual Report allows Council to set a date for the annual meeting of electors as required by the *Local Government Act 1995*.

Based on the Auditor's opinion the Shire's annual financial statements complies with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996* and:

- a) gives a true and fair view of the Shire's financial position at 30 June 2025 and of its financial performance and its cash flows for the year ended on that date; and
- b) complies with the Australian Accounting Standards.

With Council adoption of the 2024/2025 Annual Report, staff will undertake local public notice of the availability of the Annual Report and the General Electors Meeting as determined by Council.

The Officer's Recommendation is to hold the General Electors Meeting at 5.30pm on Tuesday 10 February 2026 at the WB Eva Pavilion, Brookton Highway, Brookton.

Background:

The Office of the Auditor General's audit contractor, Nexia Australia Pty Ltd, conducted the audit of the Shire of Brookton's financial management functions.

Legislation requires the first draft of the annual financial statements to be provided to the Shire's auditors (OAG) prior to 30 September of each financial year. This is preceded by a request for all relevant information to be provided prior to the auditors attending onsite.

Nexia attended the Shire of Brookton onsite during 13-17 October 2025 with ongoing communication and follow up through to November 2025. The Auditor signed their Audit Report on 20 November 2025.

Consultation:

Office of the Auditor General
Nexia Australia Pty Ltd

Statutory Environment:

Local Government Act 1995

5.27. Electors' general meetings

- 1) A general meeting of the electors of a district is to be held once every financial year.
- 2) A general meeting is to be held on a day selected by the local government but not more than 56 days after the local government accepts the annual report for the previous financial year.
- 3) The matters to be discussed at general electors' meetings are to be those prescribed.

5.53 Annual reports

- 1) The local government is to prepare an annual report for each financial year.
- 2) The annual report is to contain —
 - (a) a report from the mayor or president;
 - (b) a report from the CEO;
 - [(c), (d) deleted]
 - (e) an overview of the plan for the future of the district made in accordance with section 5.56, including major initiatives that are proposed to commence or to continue in the next financial year;
 - (f) the financial report for the financial year;
 - (g) such information as may be prescribed in relation to the payments made to employees;
 - (h) the auditor's report for the financial year;
 - (h(a)) a matter on which a report must be made under section 29(2) of the Disability Services Act 1993;
 - (h(b)) details of entries made under section 5.121 during the financial year in the register of complaints, including —
 - (i) the number of complaints recorded in the register of complaints;
 - (ii) how the recorded complaints were dealt with; and
 - (iii) any other details that the regulations may require; andsuch other information as may be prescribed.

5.54 Acceptance of annual reports

- 1) Subject to subsection (2), the annual report for a financial year is to be accepted* by the local government no later than 31 December after that financial year.

* Absolute majority required.

- 2) If the auditor's report is not available in time for the annual report for a financial year to be accepted by 31 December after that financial year, the annual report is to be accepted by the local government no later than 2 months after the auditor's report becomes available.

5.55. Notice of annual reports

The CEO is to give local public notice of the availability of the annual report as soon as practicable after the report has been accepted by the local government.

Relevant Plans and Policy:

There are no plan and policy implications arising from this report.

Financial Implications:

There are no known financial implications upon either the Council's current budget or strategic resource plan.

Risk Assessment:

There is a compliance risk that should the Annual Report not be adopted within the timeframes outlined, Council may be in breach of the *Local Government Act, 1995* and applicable subsidiary legislation. Accordingly, the risk associated with this matter is assessed as 'Medium'.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

This item relates to delivery of core business and services detailed in the Shire of Brookton Strategic Community Plan – June 2032, duly appended to the BROOKTON Corporate Business Plan July 2022 to June 2032.

Comment:

The 2024/2025 Annual Report was completed in a relatively timely fashion, this is a commendable effort from the Shire of Brookton finance staff.

AUDIT, RISK AND IMPROVEMENT COMMITTEE RECOMMENDATION

That Council:

- 1. pursuant to Sections 5.53 and 5.54 of the Local Government Act 1995, accepts the Shire of Brookton 2024/2025 Annual Report included as Attachment 14.12.25.04A; and***
- 2. receives the Management Letter from the Office of the Auditor General for the Year ended 30 June 2025 included at Attachment 14.12.25.04B.***

(Absolute majority vote required)

OFFICER'S RECOMMENDATION

That Council;

- 1. authorises the Chief Executive Officer to give public notice of the availability of the 2024/2025 Annual Report in accordance with Section 5.55 of the Local Government Act 1995; and***
- 2. holds a General Meeting of Electors on Tuesday 10 February 2026 commencing at 5.30pm at The WB Eva Pavilion, Brookton Highway, Brookton.***

(Simple majority vote required)

Attachments

Attachment under a separate cover 14.12.25.04A - Annual Report - 2024-25

Attachment 14.12.25.04B– Management Letter FY2025

ATTACHMENT

SHIRE OF BROOKTON

PERIOD OF AUDIT: YEAR ENDED 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE FINAL AUDIT

INDEX OF FINDINGS	RATING		
	Significant	Moderate	Minor
NO FINDINGS			

KEY TO RATINGS

The Ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

- Significant** - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating may be reported as a matter of non-compliance in the audit report in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit report, it should be addressed promptly.
- Moderate** - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.
- Minor** - Those findings that are not of primary concern but still warrant action being taken.

ATTACHMENT

SHIRE OF BROOKTON

PERIOD OF AUDIT: YEAR ENDED 30 JUNE 2025

FINDINGS IDENTIFIED DURING THE FINAL AUDIT

NO FINDINGS WERE NOTED DURING THE INTERIM AND FINAL AUDITS FOR THE YEAR ENDED 30 JUNE 2025.

14.12.25.05 COMMUNITY CHEST FUNDING APPLICATION – ANNUAL COMMUNITY FUNDING – BROOKTON COMMUNITY INC – BROOKTON COMMUNITY GARDEN
--

File No:	FIN008D
Date of Meeting:	18 December 2025
Location/Address:	N/A
Name of Applicant:	Brookton Community Inc – Brookton Community Garden
Name of Owner:	N/A
Author/s:	Deanne Sweeney – Manager Corporate & Community
Authorising Officer:	Deanne Sweeney – Manager Corporate & Community
Declaration of Interest:	The author and authorising officer do not have an interest in this item
Voting Requirements:	Simple Majority
Previous Report:	Nil

Summary of Report:

Council is to consider the application made by Brookton Community Inc – Brookton Community Garden for the Community Chest Funding under Policy 2.14 – Annual Community Funding – Community Support.

Description of Proposal:

The Brookton Community Inc – Brookton Community Garden is seeking Council's consideration for assistance of \$1,514.00 under the Community Chest Fund to cover a Nature Play Space at the Garden located on Reserve 43158.

Supporting the completion of a Nature Play Space at the Garden offers significant benefits for the Brookton community. It provides children with opportunities for active, imaginative play in a natural setting, encourages families to spend time outdoors, and fosters environmental awareness. By revitalising under-used areas such as the old tennis courts, the project not only makes practical use of existing infrastructure but also creates a vibrant, multi-purpose community space that strengthens local identity and pride.

Brookton Community Inc – Brookton Community Garden will need to ensure compliance with all relevant playground safety standards, this includes ensuring the correct depth of softfall (mulch, sand, etc.) in high impact areas and appropriate depth and containment for water play activities to avoid hazards and meet safety guidelines. As the site is on land under Council control and designated as a reserve, all works must also meet applicable regulatory and governance requirements.

The Community Chest Fund Application form is included at Attachment 14.12.25.05A.

Background:

The group is planning for the future, with the activation of surrounding spaces to support broader community use and engagement. This approach will ensure the area is revitalised, accessible, and able to accommodate a range of activities that strengthen local connection and enhance the value of the Garden as a community asset.

Consultation:

There has been no consultation regarding this matter.

Statutory Environment: Nil.

Relevant Plans and Policy:

Policy 2.14 – Annual Community Funding applies, with assessment against the relevant selection criteria detailed below:

Funding Category	Funding Amount	Guidelines
Community Support	Maximum \$6,000 cash support per financial year.	<ul style="list-style-type: none"> • Only available to incorporated bodies. • Available to applicants to support a community project, program, or event (excludes capital works to buildings). • Funding requires matched funding of 1/3 – Community Group 2/3 Shire Grant. • Applicants must demonstrate their ability to match (cash/in-kind) Shire of Brookton grant support. • Applications can be made at any time throughout the year.

Financial Implications:

The Community Chest was set at \$20,000 and a maximum of \$6,000 per financial year for the support of the Community Support funding.

An amount of \$18,447.09 has been expended from the Community Chest Fund this financial year. This leaves a remaining balance of \$1,552.91.

Risk Assessment:

The risk in relation to this matter is assessed as “Low”.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

This item relates to delivery of core business and services detailed in the Shire of Brookton Strategic Community Plan –June 2032, duly appended to the BROOKTON Corporate Business Plan July 2022 to June 2032.

Comment

On assessment the application adequately addresses the stated criteria under Policy 2.14 – Annual Community Funding – Community Support. It is therefore recommended that Council approve the grant of \$1,514.00 from the Community Chest Fund.

OFFICER'S RECOMMENDATION***That Council:***

- 1. in relation to the application from Brookton Community Inc – Brookton Community Garden under Council Policy 2.14 – Annual Community Funding, grant approval for \$1,514.00 Community Support from the Community Chest Fund to be used for a Nature Play Space at the Brookton Community Garden; and***
- 2. advise Brookton Community Inc – Brookton Community Garden that Council will require compliance with all relevant playground safety standards, including ensuring the correct depth of softfall.***

(Simple majority vote required)

Attachments

Attachment 14.12.25.05A – Brookton Community Inc – Brookton Community Garden Community Chest Fund Application Form

Attachment 14.12.25.05B – BCI - The vision - Nature Playground



Community Chest Fund Application Form

Post your completed application to:

PO Box 42, Brookton, WA 6306

Or deliver to:

Shire of Brookton, 14 White Street, Brookton

Alternatively email your application to: **mail@Brookton.wa.gov.au**

Community Chest Fund

Application Form

Before completing the application form: Please ensure you have read the Shire of Brookton Community Chest Fund Policy and that your application meets the criteria outlined in the funding category.

NAME OF ORGANISATION: Brookton Community Inc (Brookton Community Garden)

CONTACT PERSON: Joy Reiter

POSITION: BCI President and Community Garden Delegate

POSTAL ADDRESS: PO Box 31 Brookton WA 6306

PHONE: 0421 087 086 **MOBILE:**

EMAIL: BCI_Secretary@outlook.com/brooktoncommunitygarden@gmail.com

ORGANISATION'S ABN: 25 679 014 767

REGISTERED FOR GST? ☐ YES ☒ NO **IS YOUR ORGANISATION INCORPORATED** ☒ YES ☐ NO

NAME OF PROJECT OR EVENT: Nature Play Space at the Garden

ESTIMATED START DATE: May 2026 **ESTIMATED COMPLETION DATE:** June 2026

REQUESTED COMMUNITY CHEST FUNDS:

Please tick which funding category you are applying for Please review the Community Chest Fund Policy on the Shire of Brookton's website www.brookton.wa.gov.au for comprehensive grant guidelines.	
Annual Community Funding	Individual Funding
<input type="checkbox"/> Community & Strategic Partnership Grants	<input type="checkbox"/> Individual
<input checked="" type="checkbox"/> Community Support	<input type="checkbox"/> Not for Profit Community organisation – member
<input type="checkbox"/> Equipment Purchase	<input type="checkbox"/> Youth Leadership Development
<input type="checkbox"/> Not for Profit Community Organisation – Assistance	

1. BRIEF DESCRIPTION OF PROJECT/EVENT:

Following the very successful partnership with Curtin University used to create the Therapeutic Garden space, the BCG is planning a Nature Play space, activating a new area of the old tennis courts to include a mud kitchen, sound wall, active space. The whole area will be yet another space for Brookton to gather and connect.

(See attached plan)

2. WHAT WILL THE COMMUNITY CHEST FUNDS BE USED FOR?

We will use the funds to purchase items that are not donated but are needed to fulfil the vision. We currently have trees donated, \$1000 from Curtin University funds, are looking at Bunnings grants for materials, are sourcing trees through government tree rebates, working with the school to add plants and trees that help their current Coles projects as well as looking at other grants and community resources.

3. HOW WILL YOUR PROJECT/EVENT BENEFIT THE BROOKTON COMMUNITY?

A Nature Play space adds yet another point of community connection. With the dream of holding future markets and the proposed CRC move, activating the Memorial Hall space, this area is strategically located for lots of use and enjoyment.

4. HOW DOES THIS PROJECT/EVENT ALIGN TO THE BROOKTON15

The nature play space connects to four main areas of BROOKTON15. Adding a new space enhances the Community Spirit (community connectedness and volunteer engagement), Celebrated Life (all age well-being because this is a kid space but it benefits everyone) and Celebrated Place (Environment) and hopefully with time and investment the BCG will become a talked about place and a draw for those passing through (Stop Over Destination).

5. HOW WILL THE PROJECT/EVENT BE ADVERTISED AND PROMOTED?

This project has already been announced at multiple garden and BCI events and support and input has been requested from the community in the Telegraph and on social media. This will continue, the Curtin team received some media attention last year and we're hoping for more of the same.

6. ACKNOWLEDGEMENT OF SHIRE OF BROOKTON SPONSORSHIP

It is a requirement of funding that the words "Sponsored by the Shire of Brookton" and the Shire's logo be displayed at your project/event.

Please advise the ways you will be able to acknowledge the Shire of Brookton's sponsorship:

- ☒ Display "Shire of Brookton" Logo: on your website and posters, in newspaper advertisements, on event signage, programs and flyers.
- ☒ Display the "Shire of Brookton" flag or banner at your event if possible. (Available from the Shire).
- ☒ Verbal announcements at the project/event.
- ☒ Other.

INCOME	\$	EXPENDITURE	\$
Applicant's cash contributions		Materials	4765
Sponsorship	1000	Labour	500
Donations in cash		Hire of Equipment	
Other grants	500	Office/Administration	
Catering Sales		Venue hire	
Fees and Charges e.g. stalls		Advertising	
Gate/Door entry fees		Catering Costs	
		Entertainment	
Other Income (Please List)		Other Expenditure (Please List)	
Christmas Raffle Income	500		
WA Government Treebate	750		
Coles Grant/School Partnership	500		
Bunnings (unconfirmed)	500		
Total of Community Chest Funds requested in cash*	1514		
Total of Community Chest Funds requested in-kind (e.g. Town Hall hire fee waived if applicable/required)			
TOTAL INCOME	5265	TOTAL EXPENDITURE	5265

YOUR INCOME MUST EQUAL YOUR EXPENDITURE

PLEASE INCLUDE SUPPORTING DOCUMENTATION (letters of support, quotes etc)

7. HAS YOUR ORGANISATION RECEIVED COMMUNITY CHEST FUNDING IN THE PREVIOUS FINANCIAL YEAR ☒ Yes ☐ No

HAS THE ACQUITTAL PROCESS BEEN COMPLETED? ☒ Yes ☐ No

IF YES, WHAT WAS THE AMOUNT AND WHAT WAS THE FUNDING FOR?

BCI group BOTT has received support for the community pantry this year.

8. PLEASE LIST BELOW ANY IN-KIND CONTRIBUTIONS IF APPLICABLE (e.g. volunteer or donated labour, materials etc.) HOWEVER, DO NOT INCLUDE IN YOUR BUDGET ABOVE.

We have donations of time from welders in town, hole diggers and other machine operators. We also will ask and most likely receive donations of plants and other materials both large and small for the space (metal, tires, wood, rocks, etc.) Probably at least a \$1000 in kind donations from our amazing local community.

9. FUNDING CONDITIONS:

- I. The grant funds will be expended on the agreed project only.
- II. The Shire of Brookton's support of the project will be acknowledged in any advertising or promotional activities related to the project.
- III. Two invitations will be sent to the Shire of Brookton for your event or project.
- IV. The project will conform to all relevant Bylaws and Acts in force at the time.
- V. Any unexpended grant funds will be returned to the Shire of Brookton.
- VI. The funds must be expended and acquitted by 30th June of the financial year in which they are received.
- VII. Invoices and receipts for the expenditure of the Community Chest funds must be provided to Council within three months of the completion of your project/event along with a brief report on your event or project which includes copies of any advertisements, posters, programmes or newspaper coverage.

PLEASE ENSURE YOU HAVE READ THE ABOVE GRANT CONDITIONS BEFORE SIGNING BELOW:

Our organisation agrees to comply with the funding conditions set out above. I declare that I have been authorised to prepare and submit this application, and that the information presented is correct to the best of my knowledge. I understand that if Council approves the application, we will abide by the funding conditions set out above.

PRINT NAME: Joy Reiter

POSITION: BCI President

SIGNATURE:



DATE: November 26, 2025







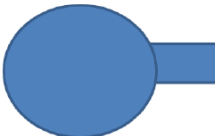



Elements to include:

Logs and Boulders
Trees
Water Feature
Varied Topography
Quiet Spaces
Shrubs, plants





-  Flowering Gum Tree
 – donations from the community using the WA government TreeRebate
-  Flowering shrubs
 - to create a growing boarder to define the space
-  Sound Wall – think wind chimes, thong-a-phone, bucket drums
-  Mud Kitchen – sink, pots, pans, shelves, space to concoct whatever the imagination can think of. Surrounded by kid friendly plants that are smelly and textural for making potions etc.
-  Rope Bridge
-  Water Play – think water, dirt, pumps, dams
-  The Mound – a covered culvert to climb through, with a slide down one side
-  The grotto- a frame for growing up to make a shady quiet space inside



Flowering Gum Tree

– donations from the community using the WA government TreeRebate



Flowering shrubs

- to create a growing boarder to define the space



Wormwood

Lavender



Leptospermum



Geranium



Westringia



Rosemary



Boronia

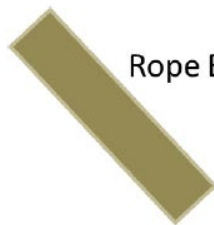


Sound Wall – think wind chimes, thong-a-phone, bucket drums

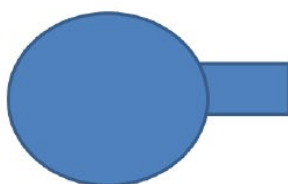


Mud Kitchen – sink, pots, pans, shelves, space to concoct whatever the imagination can think of. Surrounded by kid friendly plants that are smelly and textural for making potions etc.



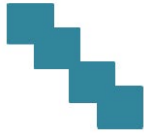


Rope Bridge



The Mound – a covered culvert to climb through, with a slide down one side





Water Play – think water, dirt, pumps, dams



The grotto- a frame for growing up to make a shady quiet space inside



The fill...



Rolled gravel paths
Log stepping stones
Mulch
Sand
Large rocks



15.12.25 GOVERNANCE REPORTS

15.12.25.01 COMMENCE REVIEW OF LOCAL LAWS

File No:	REG017
Date of Meeting:	18 December 2025
Location/Address:	N/A
Name of Applicant:	Shire of Brookton
Name of Owner:	Shire of Brookton
Author/s:	Ms Leanne Parola – LG Best Practices
Authorising Officer:	Gary Sherry – Chief Executive Officer
Declaration of Interest:	The author is a consultant providing services to complete this review. The authorising officer do not have an interest in this report
Voting Requirements:	Simple Majority
Previous Report:	N/A

Summary of Report:

Council is to consider commencing advertising the Shire's intention to review a number of local laws.

Description of Proposal:

The Local Laws recommended to be reviewed are attached as follows:

1. Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2012
2. Cemeteries Amendment Local Law 2012
3. Local Laws Relating to the Brookton Public Cemetery
4. Dogs Amendment Local Law 2012
5. Dogs Local Law
6. Extractive Industries Local Law 2011
7. Local Government Property Amendment Local Law 2013
8. Local Government Property Local Law 2012
9. Pest Plants Local Law 2012

The Shire of Brookton Local Laws are included on the Shire of Brookton website at website <https://www.brookton.wa.gov.au/documents/local-laws>

Background:

Section 3.16 of the Local Government Act 1995 requires local governments to review local laws at least once every fifteen years. The Shire currently has thirteen local laws, seven of which do not appear to have been reviewed within that timeframe, with the other six due for review in the next two years.

Local Governments have been advised that they have until 7 December 2026 to review any local law which was due or overdue for a review at 7 December 2024 or it will be automatically repealed and no longer be applicable or enforceable.

A desktop review of all of the Shire of Brookton's current local laws compared to the WALGA Local Law Template (where applicable) has been carried out as follows:

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

Local Law	Shire of Brookton Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2012	WALGA Template: Activities in Thoroughfares and Public Places and Trading Local Law
Definitions	Includes terms like flora roads, special environmental areas, permissible verge treatment, public place, thoroughfare.	Similar core definitions but adds terms for street entertainers, shopping trolleys, and vehicle crossings.
Part 2 – Activities on Thoroughfares	Covers general prohibitions, verge treatments, property numbers, fencing, signs, and driving on closed thoroughfares.	Similar coverage but adds Division on Vehicle Crossings (temporary and redundant crossings).
Verge Treatments	Detailed obligations for owners/occupiers, permissible treatments, transitional provisions, and public works.	Similar provisions but slightly different clause numbering and wording.
Environmental Provisions	Extensive: roadside conservation, flora roads, fire management, firebreaks, wildflower harvesting.	Includes environmental provisions but references Handbook of Environmental Practice instead of “Code of Practice.”
Trading Provisions	Stallholders and traders, outdoor eating facilities, permits, exemptions for charitable organizations.	Adds Street Entertainers Division with permits, obligations, and duration rules.
Shopping Trolleys	Not included.	Includes detailed rules for marking, removal, and retailer obligations for abandoned trolleys.
Permit Conditions	General conditions, renewal, transfer, cancellation, compliance, indemnity, insurance.	More detailed conditions for traders (movement rules, restrictions on noise, lighting, signage).
Enforcement & Penalties	Max penalty \$5,000; modified penalties listed in Schedule 1 (eg \$500 for clearing vegetation).	Max penalty \$5,000; Schedule 1 includes additional offences (eg shopping trolley breaches, street entertainer offences).
Unique Features	Strong environmental focus: flora roads, firebreaks, roadside conservation.	Operational focus: vehicle crossings, shopping trolleys, street entertainment.

Officer Comment

The WALGA template includes a number of additional provisions which are not currently considered issues the Shire of Brookton needs to address.

It is recommended that the Shire of Brookton Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2012 be **reviewed**.

By-law relating to the establishment, maintenance and equipment of Bush Fire Brigades

Local Law	Shire of Brookton By-law relating to the establishment, maintenance and equipment of Bush Fire Brigades	WALGA Template: Bush Fire Brigades Local Law
Citation & Basis	Made under <i>Bush Fires Act 1954</i> ; approved by Governor in 1993.	Made under <i>Bush Fires Act 1954</i> and <i>Local Government Act 1995</i> ; modernized format and governance.
Structure	Simple structure: Establishment, Appointment of Officers, Membership, Administration, Finance.	Comprehensive structure: 8 Parts + First Schedule (Rules) + Appendices for membership forms.
Establishment of Brigades	Council may establish brigades by resolution; details held by Council.	Local government formally establishes brigades, assigns name, area, and appoints officers; includes dissolution provisions.
Officers	Captain, Lieutenants, Equipment Officer, Secretary, Treasurer elected at AGM.	Officers appointed initially by local government; later elected at AGM; includes Chief Bush Fire Control Officer role.
Command at Fire	Captain has full control; succession by Lieutenants.	Similar chain of command but references Bush Fire Operating Procedures and Bush Fire Control Officer authority.
Membership Types	Firefighting members only (15+ years).	Four types: Firefighting (16+), Associate, Cadet (11–15), Honorary Life; detailed rules for each.
Administration	Basic meeting and record-keeping requirements; Secretary handles minutes and membership.	Detailed governance: AGM timing, quorum, voting, notices, proxies, financial year, banking, disclosure of interests.
Rules & Governance	Duties referenced to Act; minimal internal rules.	Extensive Rules in First Schedule: objects, committee structure, meetings, membership management, dispute resolution.
Equipment & Finance	Equipment Officer responsible for custody; Council funds expenses from ordinary revenue.	Local government policies for funding; annual reporting of equipment; budget requests by March; audited financials required.
Forms & Schedules	First Schedule: Firefighting member enrolment form; Second Schedule: Register of brigades.	Appendices for Firefighting, Associate, and Cadet membership applications; proxy voting form; detailed governance rules.
Modern Additions	None.	Includes DFES notification requirements, objection rights, suspension/termination procedures, and compliance with Bush Fire Operating Procedures.

Officer Comment

The current by laws are outdated and do not reflect the requirements of contemporary bush fire brigades.

It is recommended that they not be reviewed, but **repealed by a new Bush Fire Brigades Local Law**.

Cemetery Local Laws

The Shire of Brookton has two cemetery related local laws, the Brookton Public Cemetery Local Law adopted in 2002 and amended by the Cemeteries Amendment Local Law in 2012. The consolidated version of the local law on the Shire's website has been reviewed as follows:

Local Law	Shire of Brookton Consolidated Cemeteries Local Law	WALGA Template: Cemeteries Local Law
Purpose & Effect	Provides for orderly management of cemeteries and creates offences for inappropriate behaviour.	Similar purpose but explicitly includes cremation provisions and broader compliance requirements.
Definitions	Defines terms such as ashes, funeral director, monumental mason, personal representative, grant, grave.	Adds definitions for mausoleum, vault, cremation-related terms, and references to Disability Discrimination Act for assistance animals.
Application Scope	Applies throughout the district.	Applies to specified cemetery in the district; includes crematorium provisions if applicable.
Funeral Applications	Covers burial applications, certificates, identification, notice period (48 hrs).	Adds cremation application process, permit to cremate, and handling of ashes.
Funeral Directors	Licence expires 30 June; single funeral permits required; Board may refuse applications.	Same core rules but includes cremation-related requirements and coffin material restrictions.
Funerals (Part 5)	Requirements for coffins, funeral processions, vehicle access, speed limits (signage-based), conduct by Board.	Adds cremation-specific rules: metal coffins prohibited, removal of fittings, polyvinyl restrictions; detailed ashes disposal options (niche wall, memorial gardens, etc.).
Burials (Part 6)	Depth of graves (min 750mm, exception 600mm); re-opening, exhumation, opening coffins.	Similar depth rules but adds mausoleum and vault provisions; Board retains ownership of vaults.
Memorials & Work (Part 7)	Covers applications, placement, rubbish removal, hours of work, supervision, Australian War Graves, glass domes.	Adds Lawn Section specifications (monument size, material), Memorial Plaque Section, and detailed monumental mason licensing conditions.
General Provisions (Part 8)	Animals restricted (except guide dogs), damaging objects, flowers, littering, advertising, obeying signs, removal, fireworks/firearms.	Similar but includes assistance animals under Disability Discrimination Act, explicit clause for withered flowers, and refined advertising rules.
Offences & Penalties	Max penalty \$500; modified penalties \$100 for listed offences (eg littering, animal in cemetery).	Max penalty \$500; modified penalties \$50 for listed offences; includes infringement and withdrawal forms.

Local Law	Shire of Brookton Consolidated Cemeteries Local Law	WALGA Template: Cemeteries Local Law
Schedules & Forms	Schedule 1: Prescribed offences; Schedule 2: Infringement notice; Schedule 3: Withdrawal notice.	Expanded forms: burial application, cremation application, grant of right of burial, monumental work, monumental mason licence, funeral director licence, proxy forms.
Unique Features	Focused on burials and memorials; limited cremation references.	Comprehensive cremation framework, ashes management, mausoleum/vault rules, lawn/memorial plaque sections, detailed administrative forms.

Officer Comment

The WALGA template includes a number of additional provisions, particularly in relating to cremation and additional forms which are not currently considered issues the Shire of Brookton needs to address within a local law.

It is recommended that the Brookton Public Cemetery Local Law and Cemeteries Amendment Local Law 2012 be **reviewed**.

Dogs Local Laws

The Shire of Brookton has two dog related local laws, the Dogs Local Law adopted in 2001 and amended by the Dogs Amendment Local Law in 2012. The consolidated version of the local law on the Shire's website has been reviewed as follows:

Local Law	Shire of Brookton Consolidated Dogs Local Law	WALGA Template: Dogs Local Law
Definitions	Includes restricted breed dog, dangerous dog, townsite, local planning scheme.	Includes similar terms but omits restricted breed dog; adds reference to Dog Regulations 2013.
Application Scope	Applies throughout the district.	Same scope.
Impounding of Dogs	Covers charges, pound keeper attendance, release conditions, and prohibits breaking into or damaging pound (penalty \$2,000 for dangerous dogs).	Covers charges, pound keeper attendance, release conditions; does not include explicit clause on breaking into pound.
Keeping of Dogs	Requires fencing and gates with latch, self-closing mechanism, and lock; penalties: \$2,000 (dangerous dog), \$1,000 (others).	Similar confinement requirements but penalties differ: \$4,000 (dangerous dog), \$2,000 (others).
Number of Dogs Allowed	2 dogs in townsite; on farmland: 2 pets + 3 working dogs.	2 dogs in townsite; 4 dogs outside townsite (no farmland distinction).

Local Law	Shire of Brookton Consolidated Dogs Local Law	WALGA Template: Dogs Local Law
Kennel Establishments	Detailed application process, notice requirements, conditions (Schedule 2); penalties: \$2,000 (dangerous dog), \$1,000 (others).	Similar process and conditions; penalties higher: \$4,000 (dangerous dog), \$2,000 (others).
Dogs in Public Places	Explicitly lists prohibited places (public buildings, food premises, pools, toilets, cemeteries); designates dog exercise areas with detailed reserve descriptions.	Template includes only general prohibition and exercise area designation (details to be inserted).
Miscellaneous	Offence for dog excreting in public place; penalty \$200; exemption if cleaned immediately.	Same rule but penalty \$1,000.
Enforcement & Penalties	Modified penalties listed in Schedule 3: eg \$100 for failing to confine dog; \$200 for dog in prohibited place; \$100 for excreting.	Modified penalties higher: eg \$50–\$200 for offences; \$200 for excreting; \$400 for dangerous dogs.
Schedules & Forms	Includes forms for kennel licence applications and conditions; infringement notice and withdrawal forms per Dog Act.	Includes similar schedules but adds template forms for licence, transfer, and enforcement notices.
Unique Features	Adds clause prohibiting breaking into pound; includes farmland-specific dog limits; detailed dog exercise area mapping.	Adds reference to <i>Dog Regulations 2013</i> ; higher penalties; simplified exercise area designation.

Officer Comment

The WALGA template has a number of minor variations to the Shire's current local laws, particularly in relating the number of dogs allowed outside of a townsite (four instead of five), generally higher penalties and references to the Dog Regulations 2013.

It is recommended that the Brookton Dogs Local Law and Dogs Amendment Local Law 2012 be **reviewed**.

Extractive Industries Local Law

Local Law	Shire of Brookton Extractive Industries Local Law 2011	WALGA Template: Extractive Industries Local Law
Definitions	Includes carry on an extractive industry, secured sum, site, CEO, excavation; adds reference to General Regulations.	Similar definitions without reference to General Regulations.
Application Scope	Applies throughout district; excludes Mining Act operations, Crown land, and extraction for use on same land; adds exemption for community or sporting organisations (with conditions and written authorisation).	Same exclusions but no exemption clause for community projects.
Licence Requirement	Mandatory licence; penalty up to \$5,000 + \$500 daily for breach.	Same requirement; same penalty structure.
Advertising Requirements	Applicant must notify adjoining owners and authorities; publish notice; display site notice; includes detailed conditions for notice display and objection period.	Same requirements; slightly less detail on notice display.
Application Details	Requires detailed plans, works program, rehabilitation program, survey data, approvals, and fees; exemptions for small sites (<5000m ² , <5000m ³); adds contour interval variations based on site size (1m for <5ha, 5m for >5ha).	Same structure but without contour interval variation; lists identical technical details otherwise.
Licence Determination	Local government may refuse or approve with conditions; max term 21 years; conditions include siting, dust control, rehabilitation, agreements for road damage; adds explicit requirement to comply with development approval conditions.	Same provisions but without explicit development approval compliance clause.
Transfer, Cancellation, Renewal	Detailed process for transfer, cancellation (grounds include offences, non-payment, insurance lapse), and renewal (apply 45 days prior); waiver for some renewal requirements if licence <12 months old.	Same process; includes renewal requirements but no waiver clause.
Security for Restoration	Local government may require bond or guarantee; can use secured sum for reinstatement; licensee liable beyond secured sum.	Same provisions.
Operational Limits & Obligations	No excavation within 20m of boundary/easement, 40m of thoroughfare/watercourse; obligations include fencing, signage, drainage, dust/noise control, rehabilitation; prohibitions on tree removal, explosives storage, unauthorised excavation.	Same limits and obligations; penalties up to \$5,000 + \$500 daily; includes identical signage and fencing standards.

Local Law	Shire of Brookton Extractive Industries Local Law 2011	WALGA Template: Extractive Industries Local Law
Blasting	Requires approval; allowed only Mon–Fri 8am–5pm; compliance with AS2187 and safety laws; no weekend/public holiday blasting without approval; penalties \$5,000 + \$500 daily; modified penalties listed separately.	Same rules; penalties similar but listed in schedule differently.
Public Liability	Insurance of \$10M required; copy and renewal evidence to be provided.	Same requirement.
Environmental & Safety Compliance	Must comply with Mines Safety and Environmental Protection Acts; provide inspection reports.	Same requirement.
Cessation of Operations	Notice required for temporary (>12 months) or permanent cessation; restoration obligations detailed (sloping batters, removal of plant, revegetation).	Same obligations; identical technical standards for rehabilitation.
Objections & Appeals	Refers to Division 1 of Part 9 of the Act and relevant regulations.	Same reference.
Penalties & Enforcement	Max penalty \$5,000; daily penalty \$500; Schedule lists modified penalties (eg \$500 for licence breach, \$350 for blasting without approval, \$250 for excavation near boundary).	Same max penalties; modified penalties slightly lower for some offences (eg \$350 for licence breach).
Unique Features	Adds community/sporting organisation exemption clause ; includes contour interval variation; higher modified penalties for some offences; explicit compliance with development approval conditions.	Generic model law; no exemption for community projects; penalties slightly lower in schedule.

Officer Comment

There are minor variations between the Shire’s current local law and the WALGA template.

It is recommended that the Shire of Brookton Extractive Industries Local Law 2011 be **reviewed**.

Health Local Laws

The Shire of Brookton Health Local Laws 2000 were made under the Health Act 1911, not the Local Government Act 1995, so are not subject to the review requirements. The Health Act 1911 was renamed the Health (Miscellaneous Provisions) Act 1911 and the original local laws made under the 1911 remain in force, except for a part of the local law that refers to a regulation that has been repealed or is inconsistent with a current Act or regulation. There are four clauses within the local law that reference repealed regulations.

The Shire of Brookton will be preparing a new Public Health Plan in the near future, after which it would be appropriate to consider adopting a new Health Local Law made under the Local Government Act 1995.

Officer Comment

There is no requirement to review the Shire of Brookton Health Local Laws 2000 as they are not subject to the Local Government Act 1995 and care should be taken when exercising the powers of the local law to ensure they are still enforceable.

Local Government Property Local Laws

The Shire of Brookton has two Local Government Property Local Laws, the first adopted in 2012 which was amended by the second local law which was adopted in 2013. The consolidated version of the local law on the Shire's website has been reviewed as follows:

Local Law	Shire of Brookton Consolidated Local Government Property Local Law	WALGA Template: Local Government Property Local Law
Definitions	Includes terms like building, pool area, function, trading, vehicle, waste.	Adds extra terms such as aircraft, boat, and exclusions for wheelchairs/prams; includes broader scope for vehicles and boats.
Application	Applies throughout the district.	Applies throughout the district and 200m seawards from low water mark; subject to Commonwealth laws on assistance animals.
Part 2 – Determinations	Covers determinations for activities allowed or prohibited on local government property; includes transitional provisions for signs.	Similar provisions but adds activities like launching boats, wearing no clothing, and traversing sand dunes; broader environmental protection.
Permits (Part 3)	Requires permits for hiring property, advertising, trading, camping, liquor, and certain activities; includes responsibilities of permit holders.	Similar permit requirements but adds more detail on camping (beach shades), trading exemptions, and transfer conditions.
Behaviour on Property (Part 4)	Prohibits nuisance, detrimental behaviour, taking fauna, intoxication, prohibited drugs; includes signage compliance.	Similar rules but wording differs slightly; includes same fauna protection and signage compliance.
Specific Property Rules (Part 5)	Covers swimming pool areas, fenced property, toilet blocks, change rooms.	Adds beaches (surf life saving club powers), aerodrome (animal restrictions), golf course (special play conditions).
Fees for Entry (Part 6)	Prohibits unauthorized entry to functions without payment.	Same provision.
Additional Parts	Ends at enforcement and penalties.	Adds Part 7 (Jetties & Bridges) with detailed rules for mooring, launching boats, cargo handling, fishing; Part 8 (Saleyards) with auction rules, care of stock, fees, and dog control.

Local Law	Shire of Brookton Consolidated Local Government Property Local Law	WALGA Template: Local Government Property Local Law
Enforcement & Penalties	Max penalty \$5,000; modified penalties listed in Schedule 1 (eg \$350 for detrimental behaviour).	Max penalty \$5,000; Schedule 1 includes many additional offences (eg jetty use, saleyard breaches, aerodrome animal control).
Schedules	Schedule 1: Prescribed offences; Schedule 2: Determinations.	Schedule 1: Prescribed offences (expanded list); Schedule 2: Determinations; Schedule 3: Golf Course Reserve.
Unique Features	Focused on general property use and pool areas.	Broader scope: includes marine, beach, aerodrome, golf course, jetties, saleyards; more operational detail.

Officer Comment

The WALGA template includes a number of additional provisions which are not currently considered issues or relevant to the Shire of Brookton, eg beaches and jetties.

It is recommended that the Local Government Property Local Law 2012 and Local Government Property Amendment Local Law 2013 be **reviewed**.

Pest Plant Local Laws

The Shire of Brookton has three Pest Plant Local Laws, the first two combined contain the same pest plants as the newer version adopted in 2012. The 2012 Local Law has been reviewed as follows:

Local Law	Shire of Brookton Pest Plants Local Law 2012	WALGA Template: Pest Plants Local Law
Enabling Legislation	Based on Agriculture and Related Resources Protection Act 1976 and Local Government Act 1995.	Based on Biosecurity and Agriculture Management Act 2007 and Local Government Act 1995.
Purpose & Effect	Regulates control and eradication of declared pest plants within the district.	Same purpose; updated to align with BAM Act 2007.
Definitions	Defines district, local government, and pest plant (as per Schedule 1).	Same definitions; references BAM Act terminology.
Application Scope	Applies throughout the district.	Same scope.
Repeal Clause	Not explicitly stated in the excerpt.	Includes repeal of previous pest plant local law (details to insert).

Local Law	Shire of Brookton Pest Plants Local Law 2012	WALGA Template: Pest Plants Local Law
Schedule of Pest Plants	<ul style="list-style-type: none"> • Caltrop (<i>Tribulus Terrestris L.</i>) • Afghan Thistle (<i>Solanum hystrix R. Br.</i>) • Thorny Solanum (<i>Solanum hoplopetalum Bitter et Summ.</i>) • Sorrell (<i>Rumex Acetosella</i>). 	Schedule 1 is left blank to individual Shire to populate
Schedule 2	Provides a detailed Pest Plant Notice form specifying action, compliance dates, and penalties.	Provides similar notice template; wording aligned with BAM Act
Enforcement & Penalties	Failure to comply allows local government to destroy plants without compensation and recover costs through court.	Same enforcement mechanism; recovery as a debt due to local government.
Unique Features	Uses older legislation (ARRP Act 1976); specific pest plants listed for Brookton.	Updated legislative reference (BAM Act 2007); designed as a flexible template for any LG

Officer Comment

The WALGA template references current legislation instead of the Agriculture and Related Resources Protection Act 1976.

It is recommended that the Pest Plants Local Law 2012 be reviewed, but that the two older local laws be allowed to lapse.

Consultation:

The proposed review of local laws will be advertised for public submissions via local public notice boards, on the Shire's website, Facebook and in the local newspaper "Brookton Telegraph" in accordance with the local public notice requirements of the Local Government Act 1995. A summary of public submissions received will be referred to Council for consideration when reviewing the local laws.

Statutory Environment:

Section 3.16 of the Local Government Act 1995 requires local governments to review local laws at least once every fifteen years.

The Local Government Act 1995 and associated regulations are currently under reform. One of the reforms was to extend the local law review period from eight years to fifteen years and to introduce the ability to adopt a Model Local Law with reduced advertising requirements to reduce costs and the public submission period.

Relevant Plans and Policy: Nil

Financial Implications:

There are costs associated with the review, advertising for public comment, amendment and/or making of existing or new local laws and their eventual Gazettal. The costs for the review process and potential additional local law making processes are included in the 2025/26 Annual Budget.

Risk Assessment:

The risk in relation to this matter is assessed as 'Medium' on the basis that if Council does not commence the recommended review of local laws in time before the 7 December 2026 deadline, a number of local laws will be automatically repealed and no longer be applicable or enforceable.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

This item relates to the intent to review a number of local laws and has no direct strategic or community objective.

Comment:

In reviewing a local law, Council can either elect to keep the current local law as adopted, repeal it or make a new local law to amend it.

OFFICER'S RECOMMENDATION***That Council:***

- 1. gives local public notice stating that the Shire of Brookton proposes to review the following local laws under s3.16 of the Local Government Act 1995:***
 - a) Shire of Brookton Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2012***
 - b) Shire of Brookton Cemeteries Amendment Local Law 2012***
 - c) Shire of Brookton Local Laws Relating to the Brookton Public Cemetery***
 - d) Shire of Brookton Dogs Amendment Local Law 2012***
 - e) Shire of Brookton Dogs Local Law***
 - f) Shire of Brookton Extractive Industries Local Law 2011***
 - g) Shire of Brookton Local Government Property Amendment Local Law 2013***
 - h) Shire of Brookton Local Government Property Local Law 2012***
 - i) Shire of Brookton Pest Plants local law 2012***
- 2. notes that a copy of the local laws may be inspected or obtained at the Shire office or from its website;***
- 3. advises that submissions about the local laws may be made to the Shire before a day to be specified in the notice, being a day that is not less than 6 weeks after the notice is given; and***
- 4. Notes that the results of the above advertising are to be presented to Council for consideration of any submissions received.***

(Simple majority vote required)

Attachments

- Attachment 15.12.25.01A – Activities on Thoroughfares and Trading in Thoroughfares and Public Places Local Law 2012
- Attachment 15.12.25.01B - Cemeteries Amendment Local Law 2012
- Attachment 15.12.25.01C – Local Laws Relating to the Brookton Public Cemetery
- Attachment 15.12.25.01D - Dogs Amendment Local Law 2012
- Attachment 15.12.25.01E - Dogs Local Law
- Attachment 15.12.25.01F - Extractive Industries Local Law 2011
- Attachment 15.12.25.01G - Local Government Property Amendment Local Law 2013
- Attachment 15.12.25.01H- Local Government Property Local Law 2012
- Attachment 15.12.25.01I – Pest Plants Local Law 2012

The Shire of Brookton Local Laws can be viewed on the Shire of Brookton website at <https://www.brookton.wa.gov.au/documents/local-laws>

15.12.25.02 WORKFORCE PLAN – 2025 - 2030

File No:	ORG015
Date of Meeting:	18 December 2025
Location/Address:	Shire of Brookton
Name of Applicant:	Shire of Brookton
Name of Owner:	Shire of Brookton
Author/s:	Gary Sherry – Chief Executive Officer
Authorising Officer:	Gary Sherry – Chief Executive Officer
Declaration of Interest:	The author and authorising officer do not have an interest in this item
Voting Requirements:	Simple Majority
Previous Report:	N/A

Summary of Report:

Council is to consider adoption of the draft Workforce Plan 2025-2030.

Description of Proposal:

Workforce planning is a term used to describe the planning process undertaken to ensure an organisation has the right people, with the right skills, at the right time. It is a process that documents the directions in which a work area is heading and provides a tool for making human resources now and into the future.

The Workforce Plan 2025-2030 has been developed over the past several months and is included at attachment 15.12.25.02A.

To deliver the Strategic Community Plan (SCP) and Corporate Business Plan (CBP), the Shire will need to:

1. Increase administrative and governance capacity – the continued expansion of statutory compliance is expected to continue. The Shire of Brookton needs to improve records management.
2. Expand community development staffing. Council has a number of strategic goals around community development and a dedicated resource will assist progression to achieve these goals.
3. Consider in-house or contracted aquatic management models – The Shire has moved way from in-house aquatic centre management as short term response to staff changes. In house management requires specific skills and qualifications that are in short supply in regional areas. The Shire of Brookton plans on reviewing management options in March/April 2026.
4. Prepare for possible direct operation of the waste site – The Shire is currently reviewing waste management activities prior to moving to seek quotations for a new kerbside waste and collection contract. The current kerbside waste and collection contractor provides contract management of the Shire waste disposal site. A decision to change collection contractors may also require a change of waste disposal site management.
5. Monitor parks & gardens workloads and add resources if needed – Council has been challenged by infrastructure failures in parks and gardens and adjusted the staff workforce in this area. Community expectations and new parks and gardens may

require increased resources.

6. Develop strategies to attract and retain skilled staff – The turnover of staff at the Shire of Brookton has currently stabilised, but effective, ongoing strategies to retain existing and attract new skilled staff are required.
7. Ensure appropriate staff accommodation for critical roles – The Shire has increasingly moved to provide skilled staff with residential accommodation in Brookton. While this is unlikely to change, effective, ongoing strategies to reduce the reliance on Shire provided accommodation are required.

To meet workforce and service delivery challenges, the Shire of Brookton's Workforce Plan focuses on five strategic objectives:

1. Attract and retain a skilled, diverse, and flexible workforce
 - o Ensuring sufficient capacity to deliver high-quality services and achieve Strategic Community Plan and CBP outcomes.
 - o Supports mitigation of risks related to workforce supply, retention, housing availability, and industrial relations(Risks 1, 2, 6, 13).
2. Develop workforce capability
 - o Strengthen leadership, project management, digital literacy, customer service, and technical specialisations.
 - o Addresses risks around skills gaps, project delivery, and technology capability(Risks 3, 8, 12).
3. Strengthen workforce sustainability
 - o Implement succession planning, traineeships, cadetships, and knowledge transfer to mitigate ageing workforce risks.
 - o Aligns with CBP priorities in youth employment, volunteer engagement, and long-term service continuity(Risks 4, 10).
4. Enhance organisational culture, wellbeing, and modern work practices
 - o Embed supportive culture, psychosocial safety, flexible work, and wellbeing initiatives.
 - o Addresses organisational culture, WHS, and wellbeing risks(Risks 7, 15).
5. Align workforce resourcing with CBP strategic priorities
 - o Ensure capacity to deliver major projects, service growth, and emerging community needs.
 - o Mitigates risks in service growth, compliance, and emergency management, and enables delivery across all CBP pillars(Risks 5, 9, 11, 14).

The Workforce Plan includes key performance indicators that will be reported to Council.

Background:

It is a requirement of Integrated Planning and Reporting legislation that all Local Governments adopt a SCP and Corporate Business Plan CBP. These key documents are supported by Informing Strategies including the Long-Term Financial Plan, the Asset Management Plan and the Workforce Plan.

The Workforce Plan should be reviewed at least once every four years, and a desktop review should be carried out every two years.

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

- Infrastructure services (e.g. local roads, footpaths, drainage, waste collection and management).
- Provision and administration of community and recreation facilities.
- Community services.
- Building services.
- Planning and development approvals.

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

The Workforce Plan takes into account elements of the ISP. It also examines potential external influences over workforce supply and demand. All staff costs are reflected in the annual budget and draft Strategic Resourcing Plan. This includes wages, worker's compensation, superannuation and training costs, and is a recognition of the workforce required to achieve the objectives set out in the ISP

Statutory Environment:

All Local Governments are required to produce a plan for the future under S5.56 (1) of the Local Government Act 1995. The Local Government (Administration) Regulations 1996 provide a brief outline of the minimum requirements to meet this obligation, which includes the development of a strategic community plan and a corporate business plan.

The Workforce Plan is forms part of the informing strategies of Council's Integrated Strategic Planning.

Relevant Plans and Policy:

There are various Workforce policies; however, not a policy specific to Workforce Plans

Financial Implications:

There are no direct financial implications for this report; however, wages and other workforce costs (e.g, allowances, personal protective equipment, training etc.) are accounted for in Council's annual budget.

Risk Assessment:

Under the Shire of Brookton's Risk Framework, the consequence rating of the Service Delivery, Reputation, Compliance and Financial risks associated with the Workforce Plan are assessed is assessed as Moderate to Major. The likelihood of these consequences is assessed as Possible.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

The development of a Workforce Plan assists in meeting objectives including transparent leadership, investment in the skills and capabilities of Shire staff and in planning and delivery of services and facilities that achieve strategic priorities.

Comment: Nil

OFFICER'S RECOMMENDATION

That Council adopts the Shire of Brookton Workforce Plan 2025-2030 as included at Attachment 15.12.25.02A.

(Simple majority vote required)

Attachments

Attachment 15.12.25.02A – draft Shire of Brookton Workforce Plan 2025-2030



WORKFORCE PLAN 2025-2030



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SHIRE OF BROOKTON: WORKFORCE PLAN 2025-2030



I am pleased to present the Shire of Brookton Workforce Plan 2025/26.

Our workforce is at the heart of delivering services and initiatives that meet the needs of our community now and into the future. This plan provides an overview of our current workforce profile, identifies emerging challenges and opportunities, and outlines strategies to ensure the Shire has the right people in the right roles, equipped with the skills and support necessary to deliver sustainable outcomes.

The Shire of Brookton operates in a unique environment shaped by our regional location, limited housing availability, and the need to attract and retain skilled employees while developing local talent. Despite these challenges, our staff demonstrate professionalism, adaptability, and a commitment to serving our community across a wide range of services.

This Workforce Plan is an integral part of our strategic planning framework, aligning with the goals of our Strategic Community Plan and Corporate Business Plan. It provides a foundation for strengthening workforce capability, enhancing service delivery, and fostering a safe, inclusive, and resilient workplace.

I acknowledge the dedication of our employees and thank them for their ongoing contribution to the Shire and the Brookton community.

Gary Sherry
Chief Executive Officer

1. What is workforce Planning?

Workforce planning is a continuous strategic process that ensures the Shire has the right people, in the right roles, at the right time to deliver on the objectives outlined in the Strategic Community Plan. It involves analysing current and future workforce needs, identifying the internal and external factors that influence workforce capability, and developing targeted strategies to address gaps.

Effective workforce planning helps the Shire proactively manage change, support organisational resilience, and align staffing resources with community expectations and service delivery priorities. It provides a structured approach to attract, develop, retain, and transition talent, while also supporting informed decision-making and long-term sustainability.

1.1 Key principles of workforce planning

The Shire's approach to workforce planning is guided by the following principles:

- **Alignment with strategic direction** – Workforce strategies are directly linked to the Shire's Strategic Community Plan and reflect the organisation's vision, goals, and values.
- **Integration with broader planning** – Workforce planning is embedded in the Shire's Integrated Planning and Reporting (IPR) Framework, ensuring coordination with financial, asset, and community planning.
- **Inclusive and collaborative process** – Managers, employees, and key stakeholders are engaged throughout the planning process to promote shared ownership and practical implementation.
- **Effective implementation and accountability** – Clear roles, responsibilities, and timelines support the delivery of core workforce strategies, with ongoing oversight and leadership support.
- **Monitoring, review, and continuous improvement** – Progress towards workforce goals is regularly evaluated, with data and insights used to refine strategies and measure their contribution to overall organisational performance.

1.2 Integration with the integrated Planning and reporting Framework

Workforce planning is a critical informing strategy within the Integrated Planning and Reporting Framework (IPRF), which is a legislative requirement for all local governments in Western Australia.

The IPR Framework ensures all planning activities are aligned and mutually supportive. Workforce planning specifically contributes to the following four components:

- **Strategic Community Plan** – Ensures the workforce can meet long-term community goals and aspirations.
- **Corporate Business Plan** – Aligns workforce resources with medium-term priorities and service delivery commitments.
- **Annual Budget** – Informs operational workforce resourcing and investment decisions.
- **Informing Strategies** – Integrates with asset management, financial planning, Information Communication and Technology, and other key strategies to support sustainable service delivery.

2. Integrated Planning Framework

Together, these elements enable the Shire to manage its workforce strategically and responsibly in line with community expectations and statutory obligations.

3. Shire of Brookton Analysis

3.1 Shire of Brookton Demographics

The Shire of Brookton is a local government area in the Wheatbelt region of Western Australia, covering approximately 2,000 square kilometres. The town of Brookton serves as the administrative centre and is situated approximately 138 kilometres southeast of Perth.

The Shire's economy is primarily driven by agriculture, including sheep grazing, mixed cereal cropping (wheat, oats, barley), export hay processing, canola, and olives. Additional local industries include organic mulching, light industrial activities, and community services such as the Vipassana Meditation Centre and the Kalkarni aged-care facility.

Based on Council Statistics for 2023/2024, the Shire has a population of 929 residents, with 668 registered electors and 776 dwellings. The Shire maintains 122 kilometres of sealed roads and 425 kilometres of unsealed roads, supporting both residential and agricultural access across the region. The Shire levies \$3 million in rates annually, generating total revenue of \$9 million to support its operations, community services, and infrastructure.

Brookton offers a range of community amenities including educational facilities, health services, community halls, sports grounds, a swimming pool, skate park, and tennis courts. These amenities, alongside the Shire's rural character and proximity to Perth, contribute to a desirable lifestyle but also present workforce challenges related to attracting and retaining skilled employees in a regional setting.

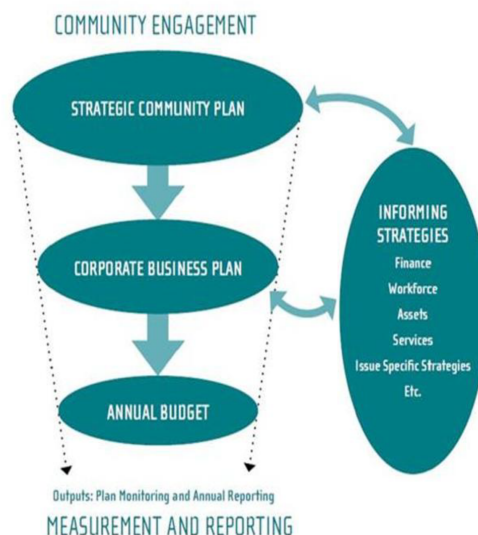
The Shire employs 30 staff across full-time, part-time, casual, and temporary arrangements to deliver essential services to the community.

3.2 Population distribution

According to the 2021 Census, the Shire of Brookton had a resident population of 929, with a near-even gender distribution of 51.0% male and 49.0% female. The median age of residents was 50 years, indicating a mature demographic profile.

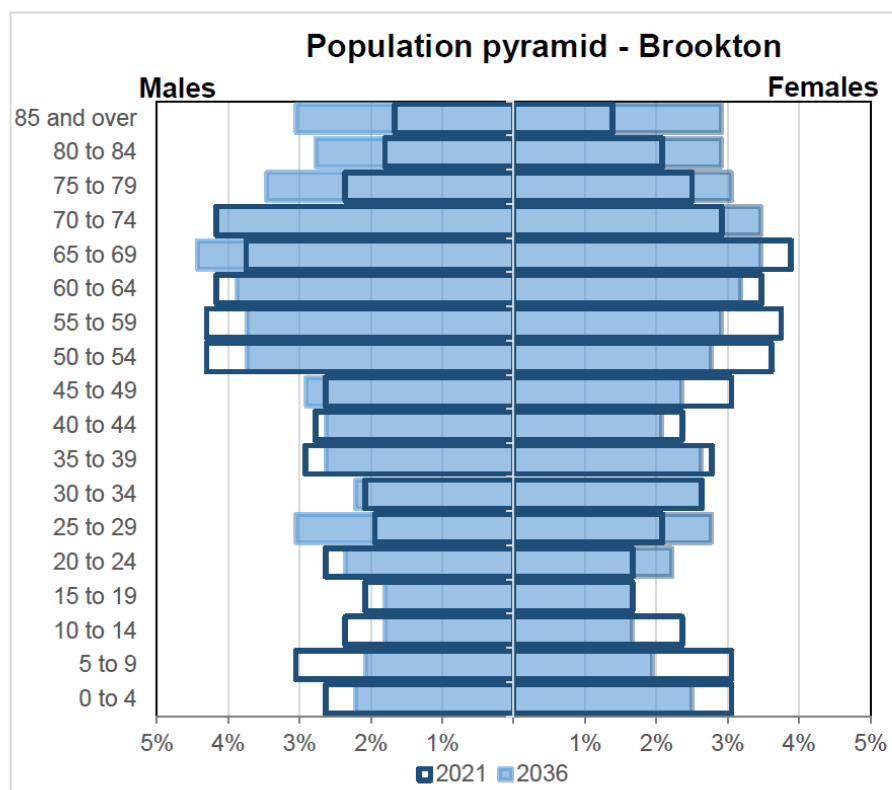
The Shire comprised 230 families, with an average of 1.9 children per family for families with children, and 0.6 children per household across all households. There were 476 private dwellings, with an average household size of 2.3 people. Residents owned an average of 2 motor vehicles per dwelling, reflecting the rural nature of the Shire.

Economic indicators highlight the relatively modest cost of living and housing pressures in the region.



The Shire of Brookton's population structure and household characteristics provide important context for workforce planning, particularly in relation to service delivery, local recruitment, and accommodation availability for employees.

3.3 Percentage of Population by Age



(WA Tomorrow Population Report 2021 -2036 Dept of Planning, Lands and Heritage)

3.4 The External Environment: Trends and Challenges

The Shire of Brookton operates within a dynamic regional and local government environment, presenting both challenges and opportunities for workforce planning. With a current workforce of 30 employees (27.5 FTE, increasing to 31.1 FTE with new roles), the Shire faces recruitment and retention pressures due to its small regional population, limited local skilled workforce, and high local housing demand. The comparatively short tenure of staff (average 2.82 years) and historically high turnover has created a workforce that is relatively inexperienced, requiring targeted training, mentoring, and succession planning.

Workforce culture, safety, and community relations are ongoing considerations, particularly given recent incidents of harassment and threats toward staff. Flexible work arrangements, casual relief staff, and contracted services are essential to maintain operational continuity across key functions such as administration, planning, emergency services, waste management, and aquatic services. Political and governance trends are also shaping workforce needs. Increasing oversight, accountability, and compliance requirements driven by State and Federal frameworks, including the Integrated Planning and Reporting (IPR) Framework, demand greater capability in strategic thinking, governance, performance monitoring, and legislative compliance. These pressures are creating new skill requirements, particularly in niche areas such as policy, data analysis, and risk management.

Operationally, the Shire is managing a number of transitional and emerging workforce issues. Key roles such as the Pool Manager, Finance Officer – Rates & Debtors, and Community Emergency Services Manager are in temporary arrangements or upcoming vacancies. Strategic opportunities exist to expand administrative capacity, improve compliance and records management, and enhance project delivery through new roles such as the Community Development Officer (CDO). Workforce flexibility, including structured part-time arrangements, casual relief, and traineeships, provides mechanisms to manage these operational pressures while supporting staff development and retention.

Overall, the Shire's workforce plan must balance the need to attract and retain skilled personnel, ensure operational continuity, enhance capability in governance and compliance, and address the challenges of a small regional labour market and community pressures. Strategic workforce planning, targeted development programs, and flexible resourcing models will be critical to meeting the Shire's current and future service delivery objectives.

Category	Details / Trends	Challenges	Opportunities / Actions
Labour Market & Recruitment	Small regional population; limited local skilled workforce; high competition for housing some former employees unwilling to return	Difficulty attracting experienced staff; reliance on locally available candidates; accommodation limits recruitment	Use traineeships/ apprenticeships; expand local recruitment campaigns. Leverage grants for new roles. Consider Shire housing allocation
Workforce Composition & Tenure	30 employees; 27.5 FTE (31.1 with new PT); average tenure 2.82 yrs; relatively inexperienced workforce	High turnover historically (127% since Jan 2022); short tenure affects continuity and knowledge retention	Invest in LG training and mentoring programs; Develop structured induction; Undertake succession planning
Gender & Diversity	18M / 14F; supervisory roles: 3M / 1F; 2 Aboriginal staff; no other-language fluency	Limited diversity; potential gaps in cultural awareness and representation	Promote inclusion initiatives Encourage flexible working; Strengthen Aboriginal engagement in workforce
Workforce Culture & Safety	History of issues with staff relations, particularly Works Dept; History of harassment/ threats from community; police called to office 3 times	Staff stress and morale; risk to retention; work health & safety concerns; frontline roles exposed to threats	Implement WHS and anti-harassment programs Develop Staff training programs Implement Support mechanisms for front-line staff

SHIRE OF BROOKTON: WORKFORCE PLAN 2025-2030

Category	Details / Trends	Challenges	Opportunities / Actions
Accommodation & Housing	Limited Shire-owned housing (executives, pool contractor, works coordinator); high local housing demand	Recruitment of external candidates restricted; difficulty retaining staff; housing needed for some roles	Continue Shire housing allocations Explore housing incentives. Plan for new executive / operational residences
Operational Pressures	Contracted services (Planning, Ranger, Aquatic); waste management and parks management reviews; compliance creep	Maintaining service delivery during vacancies; resource planning for future projects	Use contractors strategically; Plan workforce capacity for peak workloads; Expand administrative resources; Implement compliance tracking
Current & Future Vacancies	CDO PT, Rates & Debtors PT, Cleaner PT; Pool Manager role; CESM; Finance Officer – Rates & Debtors to resign	Role coverage during absences; temporary reliance on casuals or contractors; operational continuity risks	Prioritise recruitment Cross-training of staff; Introduce flexible role structures Contract extensions where needed
Training & Skills Development	Need for practical LG experience; staff require compliance and administrative skill development; new roles like CDO	Knowledge gaps; learning curve for new staff; risk of errors in regulatory compliance; training demands	Provide structured training and mentoring; Provide ongoing professional development Leverage grants (e.g., Administration Trainee)
Community Relations	Staff often face harassment or threats; public perception of Shire low	Staff retention impacted; recruitment and morale challenges; negative community interactions	Community engagement programs Shire career awareness campaigns Implement safety protocols for front-line staff
Strategic Opportunities	Expansion of administrative roles (CDO, records management, compliance); review of Pool Manager/ Contractor; Waste Site operator role; improved supervision of Parks/Gardens	Resourcing and skill gaps to deliver on future projects; succession planning; planning for new service models	Recruit and retain staff in key areas Explore flexible staffing models Invest in succession planning Invest in workforce planning
Workforce Flexibility	Depot staff on 9-day fortnight; Admin staff on 19-day month; casual relief coverage available	Managing flexible arrangements while maintaining service delivery; reliance on casuals for coverage	Optimize flexible work arrangements; Formalize casual relief pool; Cross-training to increase coverage capacity

Category	Details / Trends	Challenges	Opportunities / Actions
Political / Governance Environment	Local government increasingly subject to oversight and evolving policy frameworks (State and Federal); Integrated Planning and Reporting (IPR) Framework; heightened expectations for governance, transparency, and community consultation	Increased demand for skilled employees in governance, planning, and compliance roles; strain on HR; recruitment challenges in niche areas; risk of non-compliance; pressure on senior staff	Build capability in strategic thinking, planning, reporting, and performance monitoring; Provide targeted training in governance, legislative compliance, and ethical decision-making; Consider role redefinition or organisational restructuring; Leverage contractors/consultants for niche skills where required

3.5 Shire of Brookton Internal Operating Environment

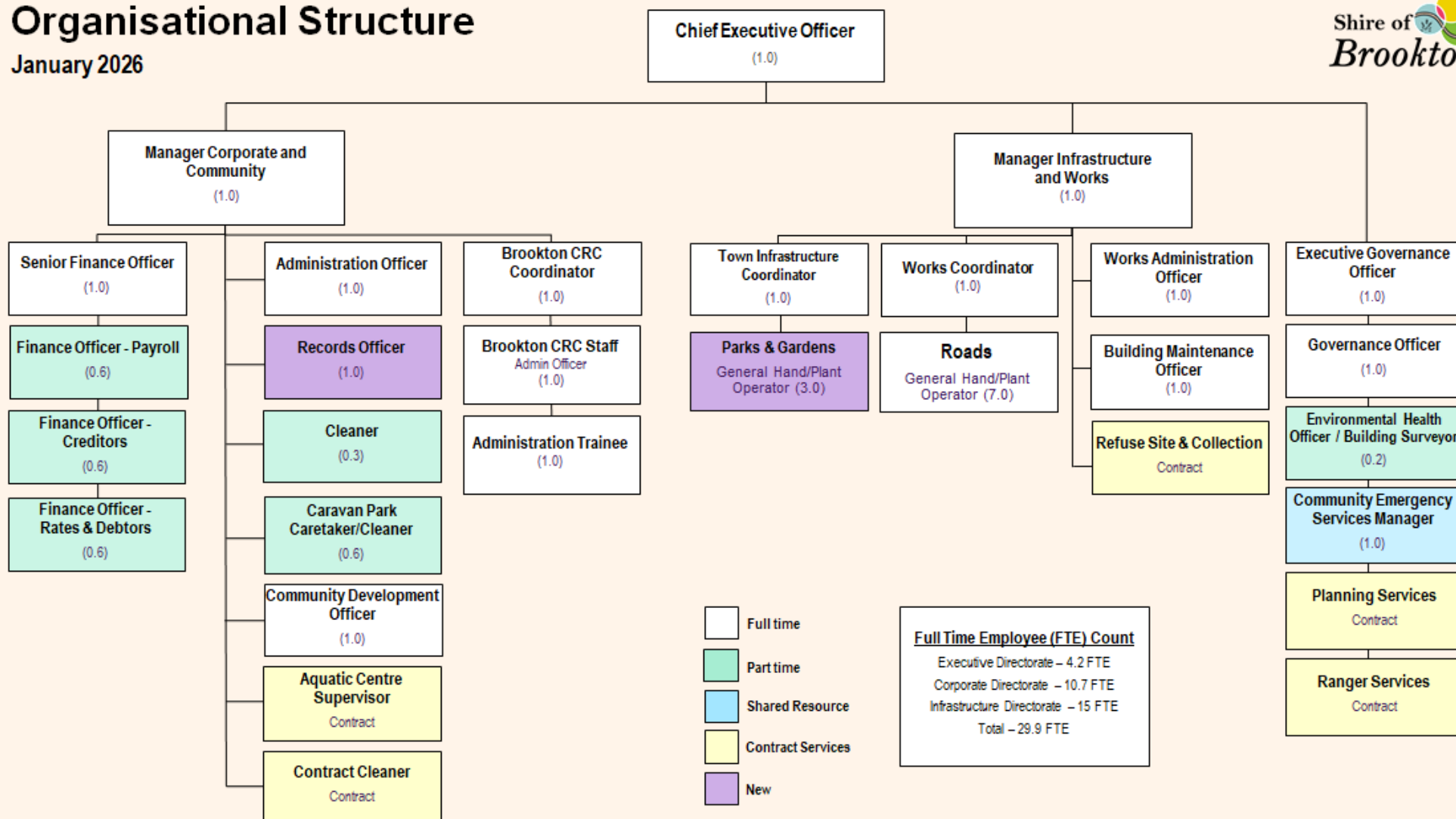
Service Delivery

The Shire provides a wide range of diverse services to the community requiring specific skill sets. The services are outlined below:

Governance & Administration	Recreation, Culture & Heritage
<ul style="list-style-type: none"> ○ Council decision-making and corporate governance ○ Strategic planning, reporting, and financial management ○ Rates collection and general administration 	<ul style="list-style-type: none"> ○ Maintenance of parks, gardens, and reserves ○ Recreation centres and aquatic centre operations ○ Cemetery management and maintenance
Public Safety & Law Enforcement	Economic Development
<ul style="list-style-type: none"> ○ Fire prevention and emergency services ○ Animal control and ranger services 	<ul style="list-style-type: none"> ○ Tourism promotion and development ○ Management of Brookton Caravan Park
Health & Environmental Services	Infrastructure & Transport
<ul style="list-style-type: none"> ○ Environmental health inspections ○ Food safety and noise control ○ Wastewater and sewerage oversight ○ Litter control and stormwater management 	<ul style="list-style-type: none"> ○ Road construction and maintenance ○ Footpaths, bridges, and street lighting ○ Transport-related infrastructure
Community Services & Housing	Other Services
<ul style="list-style-type: none"> ○ Senior citizen housing and community housing for low-income residents ○ Aged-care support programs ○ Community Resource Centre (CRC) services and programs ○ Community events and engagement initiatives 	<ul style="list-style-type: none"> ○ Public and private works ○ Plant operations and maintenance of public buildings ○ Casual relief services (administration and cleaning) ○ Traineeships and short-term staffing support
Waste Management	
<ul style="list-style-type: none"> ○ Kerbside rubbish and recycling collection ○ Waste disposal site management 	

Organisational Structure

January 2026



3.7 Workforce profile

Information	Shire of Brookton – November 2025
Number of employees & FTE	30 Headcount & 27.5 FTE
Gender	Female 14 Male 18
Supervision breakdown by Gender	1 Female 4 Male
Employment type	24 Permanent Full Time 5 Permanent Part Time 1 Permanent Part Time employee to start in 2025/26 1 Temporary Full time Trainee, 2 Casuals Planning, Ranger and Aquatic Services contracted
Current Vacancies	3 - Community Development Officer, Rates & Debtor, Cleaner
Awards and Agreements	Shire of Brookton Outside Staff Agreement 2024 Local Government Officers (WA) Award 2021
Age profile	18-66 years. The average age of current employees is 43 years
Years of Service	The average length of service is 2 years 8 months
Employee turnover financial year 2023-2024	5
Employee turnover financial year 2024-2025	3
Average Remuneration	\$65,331
Aboriginal TSI	2
Staff with flexible working arrangements	Depot employees work a 9-day fortnight Full Time administration staff work a 19-day month

4. Strategic Community and Corporate Business Plan Workforce Implications

4.1 Strategic Alignment – Strategic Community and Corporate Business Plan

This section provides a consolidated analysis of the Shire of Brookton's workforce needs over the next 3–5 years. It aligns with the Strategic Community Plan (SCP) 2022–2032, the Corporate Business Plan 2022-2032 (CBP), and the operational realities currently facing the organisation. It also identifies key risks, future workforce requirements, and a supply–demand assessment based on the Shire's service profile, community expectations, and internal capability.

4.1.1 Strategic Community Plan (SCP) & Corporate Business Plan (CBP) Alignment

Central to the Strategic Community Plan is '*The BROOKTON 15*' – a suite of 15 desired community outcomes. These outcomes span business growth, identity, visitation, wellbeing, environment, culture, and infrastructure. Each outcome has associated projects and programs that require appropriate staffing, capability uplift, and resourcing.

The Corporate Business Plan complements the *BROOKTON 15* by establishing the operational actions needed to realise these goals. This includes a stronger emphasis on:

- Economic and business development
- Community development and social connectivity
- Tourism and visitor growth
- Asset maintenance and infrastructure delivery
- Environmental management and waste modernisation
- Cultural and inclusion programs

Collectively, these priorities shape the Shire's future workforce profile, including increased skill demands in community development, economic development, project management, records & governance, asset management, environmental services, and operational works.

4.2 Key Risk Areas Influencing Workforce Planning

Workforce risks have been identified in relation to both internal capacity and external pressures.

4.2.1 Capacity to Deliver the BROOKTON 15

Many projects—such as the Industrial Land Project, Trails Development, Reconciliation Action Plan, Tourism Programs, Natural Resources Management, and Housing-of-the-Future — require specialised skill sets not traditionally resourced within small local governments.

4.2.2 Compliance and Governance Demand

There is continued regulatory escalation across:

- Records management
- Risk and governance
- Disability access and inclusion
- Emergency management
- Waste & environmental regulation
- Asset management reporting

This creates a sustainability risk if staffing levels remain unchanged.

4.2.3 Operational Service Pressures

Key operational risk areas include:

- Managing public expectations for parks, gardens and ovals
- Sustainable operation of the swimming pool
- Modernised waste and recycling systems
- Ageing workforce and regional recruitment challenges

4.2.4 Workforce Attraction and Retention

Brookton's small population, limited housing availability, and competitive regional labour markets influence recruitment viability — especially for skilled technical and management roles.

4.3 Future Workforce Demand and Requirements

Analysis of the BROOKTON 15, CBP, and operational service needs identifies number of key areas of future workforce growth and capability uplift.

4.3.1 Expansion of Administration, Governance and Community Development Functions

Community Development Officer (CDO) resourcing will need to expand over time. There is a backlog and pipeline of significant community development work, including:

- Reconciliation Action Plan implementation
- Community Development Plan
- Strengthened engagement with community groups
- Lease management and community facility planning
- DAIP / AIP planning and reporting requirements
- Youth, volunteer, and wellbeing initiatives

These align directly with several BROOKTON 15 outcomes:

- Outcome 7: Connected Brookton
- Outcome 8: Community Spirit
- Outcome 10: All Age Wellbeing
- Outcome 15: Cultural

Records Management capacity will also need to increase. A major revision of the Records Management Plan is due, and future governance and compliance requirements will require more specialised resourcing.

Compliance “creep” across local government means administrative, reporting, and governance workloads will continually rise.

4.3.2 Aquatic Services – Pool Manager or Contractor (Review Due 2026)

A major review of the swimming pool management model will occur in April 2026 to determine whether:

- A longer contractor term is appropriate, or
- The Shire recruits an in-house Pool Manager.

Both of these models require the provision of housing by the Shire, linking to:

- Outcome 12: Housing & Accommodation

4.3.3 Waste Management Resourcing

A review of waste service delivery may require the Shire to take over operations of the Brookton Waste Disposal Site, depending on tender outcomes.

This would necessitate:

- At least employment of a permanent, part-time Waste Facility Operator
- Additional training in environmental compliance, site management, and modern recycling practices.

This aligns closely with:

- Outcome 11: Amenities – Recycling & Waste Modernisation Project

4.3.4 Parks, Gardens & Town Maintenance

Improved supervision and investment have stabilised service performance; however:

- If community expectations continue to rise
- If tourism visitation increases
- If new trails, recreation areas, or facilities are developed under the BROOKTON 15

Then additional staffing or contractor support will be required.

This directly supports:

- Outcome 5: Anytime Visitation – Trails & Amenities
- Outcome 10: Wellbeing – Sport & Recreation
- Outcome 14: Environment – Natural Spaces & Streetscape Projects

4.4 Workforce Supply – Demand Analysis

4.4.1 Supply Considerations

The Shire's current workforce is stable but small, and limited by:

- Regional competition for skilled labour
- Housing availability for new staff
- Limited internal succession pathways
- High compliance burden on existing administrative staff

4.4.2 Demand Drivers

Demand is increasing due to:

- Implementation of the BROOKTON 15
- Infrastructure and project delivery expectations
- Modernisation of waste and environmental operations
- Tourism and recreation activation
- Increasing governance and compliance regulation
- Expanding community development programs

4.4.3 Identified Workforce Gaps

The following areas show a mismatch between supply and strategic demand:

- Community Development capacity
- Records & governance support
- Project management skills

- Environmental and waste operations
- Parks and gardens operational output
- Aquatic services (contingent on 2026 review)
- Housing availability for incoming staff

4.4.4 Strategic Workforce Implications

To deliver the SCP and CBP, the Shire will need to:

- Increase administrative and governance capacity
- Expand community development staffing
- Consider in-house or contracted aquatic management models
- Prepare for possible direct operation of the waste site
- Monitor parks & gardens workloads and add resources if needed
- Develop strategies to attract and retain skilled staff
- Ensure appropriate staff accommodation for critical roles

Strategic Workforce Implications Mapped to the Brookton 15

BROOKTON 15 Outcome Area	Key Projects / Priorities	Required Workforce Skills	Workforce Impact (FTE / Capability)	Links to Identified Workforce Pressure Points
1 – New Business	Industrial land, education site advancement, diversification	Economic development, planning, stakeholder engagement	Increased project management and admin support	Admin expansion (CDO uplift)
2 – Business Growth	Commercial space, business support	Business liaison, economic analysis, grants	Greater CDO / admin demand	Admin expansion
3 – Employment	Employment insights, youth programs, childcare support	Community development, program design, data insights	Additional CDO capacity required	CDO expansion
4 – Strategic Identity	Significant stories, Brookton brand	Marketing, communications, community engagement	Comms/branding capability uplift	Admin/Comms expansion
5 – Anytime Visitation	Trails, caravan park stage 2	Tourism activation, project delivery	Additional project/admin support	Parks & Gardens expansion
6 – Peaked Visitation	Events, tourism product development	Events management, tourism, WHS	Possible seasonal/contract resourcing	Parks & Gardens expansion CDO expansion
7 – Connected Brookton	Communication improvements, CEAG	Community engagement, facilitation	Increased community development workload	CDO expansion
8 – Community Spirit	Volunteer support, readiness	Volunteer management, training	Greater CDO/admin requirement	CDO expansion

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BROOKTON 15 Outcome Area	Key Projects / Priorities	Required Workforce Skills	Workforce Impact (FTE / Capability)	Links to Identified Workforce Pressure Points
9 – Learning Community	Performance system, scholarship	Data analytics, governance	Governance/records uplift	CDO expansion
10 – All Age Wellbeing	Recreation, ageing-in-place, health, safety, disability access	Recreation, health liaison, inclusion planning	More demand for project and CD work	CDO expansion
11 – Amenities	Water, power, telecoms, recycling & waste modernisation	Asset management, waste ops, environmental compliance	Potential new permanent part-time Waste Facility Operator	Waste operations review outcome
12 – Housing & Accommodation	Short-term housing, land release, diverse accommodation	Property management, planning, compliance	Housing needed for key roles (e.g. Pool Manager)	Pool Manager (2026 decision) + staff housing
13 – Built Form	Planning, visitor precinct, civic precinct, roads system	Infrastructure planning, project management	Engineering/ works pressure increases	Parks & Gardens expansion Works workload
14 – Environment	Natural spaces, NRM, climate projects	Environmental management, weed management tree management	Increased Parks & Gardens demand	Parks & Gardens expansion
15 – Cultural	Reconciliation Action Plan, cultural activation	RAP implementation, heritage/culture	Additional CDO/admin resource needed	CDO expansion

5. Workforce Strategy Objectives & Action Plan

5.1 Strategic Workforce Objectives

To meet workforce and service delivery challenges, the Shire of Brookton's Workforce Plan focuses on five strategic objectives:

- i. **Attract and retain a skilled, diverse, and flexible workforce**
 - o Ensuring sufficient capacity to deliver high-quality services and achieve Strategic Community Plan and CBP outcomes.
 - o Supports mitigation of risks related to workforce supply, retention, housing availability, and industrial relations (Risks 1, 2, 6, 13).
- ii. **Develop workforce capability**
 - o Strengthen leadership, project management, digital literacy, customer service, and technical specialisations.
 - o Addresses risks around skills gaps, project delivery, and technology capability (Risks 3, 8, 12).
- iii. **Strengthen workforce sustainability**
 - o Implement succession planning, traineeships, cadetships, and knowledge transfer to mitigate ageing workforce risks.
 - o Aligns with CBP priorities in youth employment, volunteer engagement, and long-term service continuity (Risks 4, 10).
- iv. **Enhance organisational culture, wellbeing, and modern work practices**
 - o Embed supportive culture, psychosocial safety, flexible work, and wellbeing initiatives.
 - o Addresses organisational culture, WHS, and wellbeing risks (Risks 7, 15).
- v. **Align workforce resourcing with CBP strategic priorities**
 - o Ensure capacity to deliver major projects, service growth, and emerging community needs.
 - o Mitigates risks in service growth, compliance, and emergency management, and enables delivery across all CBP pillars (Risks 5, 9, 11, 14).

5.2 Risk Register & Action Plan

The Workforce Plan adopts a staged, multi-year implementation framework (2025–2030) that balances immediate stabilisation with long-term sustainability:

- **Short-term (2025–2026)** – Stabilise the workforce, attract and retain skilled staff, implement mandatory compliance, and deliver foundational training and digital upskilling.
- **Medium-term (2026–2028)** – Build specialist capabilities, expand community programs, strengthen project delivery, develop volunteer programs, and embed structured leadership and knowledge management.
- **Long-term (2028–2030)** – Innovate and redesign service delivery, implement automation and digital transformation, expand remote workforce strategies, and embed sustainable workforce and succession models.
- **Ongoing (2025–2030)** – Continuous improvement in emergency management, organisational culture, wellbeing, and alignment with CBP priorities.

Risk Category	Risk Description	Impact on Workforce & Services	Likelihood	Consequence	Risk Rating	Controls in Place	Proposed Actions / Treatments	Timeframe	Responsibility
1. Workforce Supply	Inability to attract skilled staff (engineering, finance, governance, childcare, trades).	Service delays, inability to deliver CBP projects, increased workload on existing staff.	High	High	Extreme	Regional advertising, agency support.	Develop recruitment campaigns; expand remote/ hybrid roles; incentives; partnerships with TAFEs/universities.	2025–2026 (Year 1–2)	CEO / HR
2. Workforce Retention	Turnover due to regional location, housing shortages, limited career pathways.	Increased recruitment costs, loss of capability, reduced service continuity.	High	High	High	Flexible work arrangements; retention allowance (case-by-case).	Introduce structured career pathways; housing support; annual development plan; mentoring program.	2025–2028 (Year 1–3)	Executive Management Team/ HR
3. Skills Gaps	Workforce lacks specialist skills required for CBP projects (strategic planning, renewables, economic development, digital, asset management).	Slower project delivery, reliance on consultants, reduced innovation.	Medium	High	High	External consultants engaged as needed.	Capability audit; training matrix; leadership development; succession planning for critical roles.	2025–2029 (Year 1–4)	Executive Management Team/ HR
4. Ageing Workforce	High proportion of long-serving staff nearing retirement.	Knowledge loss, service disruption, need for accelerated upskilling.	High	Medium	High	Ad hoc succession planning.	Establish knowledge transfer system; cadetships; traineeships; document key processes.	2025–2026 (Year 1–2)	Executive Management Team/ HR / Supervisors

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Risk Category	Risk Description	Impact on Workforce & Services	Likelihood	Consequence	Risk Rating	Controls in Place	Proposed Actions / Treatments	Timeframe	Responsibility
5. Workforce Cost Pressures	Rising labour costs (award increases, skills shortages) impact sustainability.	Budget overruns; reduced ability to deliver CBP programs.	Medium	High	High	Annual budgeting cycle.	Workforce modelling; multi-skilling; review classification levels; explore shared services.	2025–2026 (Year 1–2)	CEO / Manager Corporate and Community
6. Housing Availability	Lack of staff housing limits attraction/retention.	Inability to fill vacancies, long-term reliance on contractors.	High	High	High	Some staff housing maintained.	Partner with developers; prioritise staff housing in CBP 12 projects; short-term housing solutions.	Ongoing	CEO
7. WHS & Wellbeing Risks	Increased workloads, stress, burnout, manual task risks.	Higher absenteeism, reduced morale and productivity.	Medium	High	High	EAP; WHS policies.	Psychosocial risk assessments; workload reviews; wellbeing initiatives.	3–12 months	HR / Governance Officer
8. Technology Capability	Staff lack digital literacy required for modern service delivery and automation.	Inefficient processes reduced customer experience.	Medium	Medium	Moderate	IT support contractor.	Digital upskilling; rollout of new systems; ICT roadmap aligned with CBP.	2025–2028 (Year 1–4)	Manager Corporate and Community / HR
9. Compliance & Governance	Insufficient capacity to meet audit, legislative, and reporting requirements.	Regulatory breach, reputational damage.	Medium	High	High	Mandatory training.	Additional governance capacity; compliance calendar; training in FWA, WHS, procurement, code of conduct.	2025–2026 (Year 1–2)	CEO / Executive Management Team

SHIRE OF BROOKTON: WORKFORCE PLAN 2025-2030

Risk Category	Risk Description	Impact on Workforce & Services	Likelihood	Consequence	Risk Rating	Controls in Place	Proposed Actions / Treatments	Timeframe	Responsibility
10. Volunteer Capacity	Decline in volunteer numbers impacts community programs & events.	Reduced service capability, cancellation of events.	Medium	Medium	Moderate	Volunteer registration system.	CBP 8 programs; volunteer attraction initiatives; recognition strategy.	2026–2028 (Year 2–3)	Manager Corporate and Community
11. Service Growth vs Workforce Capacity	Increasing service expectations without increased staffing (Aged care, youth, economic development, childcare).	Staff overload, declining service quality.	High	High	High	Prioritisation via EMT.	Workforce modelling; service level review; adjust resources as community needs grow.	2026–2029 (Year 2–4)	CEO / Council
12. Project Delivery Risk	Insufficient project management capability for major CBP strategic projects.	Delays, cost blowouts, reputational risk.	Medium	High	High	Existing project oversight.	Establish PMO-lite; project management training; adopt project reporting dashboard.	2026–2029 (Year 2–4)	CEO / EMT
13. Industrial Relations	Disputes or misunderstanding of award entitlements.	Costly grievances, compliance breaches.	Low	Medium	Moderate	HR oversight.	Staff/manager IR training; update contracts; periodic award audits.	2025–2026 (Year 1–2)	HR
14. Emergency Management Capacity	Limited trained staff for emergency response readiness.	Reduced community safety and readiness.	Medium	Medium	Moderate	Community Emergency Services Manager (CESM) shared arrangement.	Emergency training; volunteer recruitment; succession planning for critical roles.	2025–2030 (Ongoing)	CESM / CEO

6. Monitoring and Evaluation of Outcomes

6.1 Evaluation

The ongoing evaluation of the Workforce Plan is required to address the following:

- The progress towards meeting the performance indicator targets; and
- The progress towards meeting strategic actions of the Workforce Plan.

6.2 Implementation

Implementation of the Workforce Plan may be impacted by competitive priorities and the need for the application of dedicated resources. For a return to be achieved on the current planning investment, these matters will need to continue to be a focus in the future.

6.3 Review

Regular review of the Workforce Plan, particularly the strategies and actions contained in the tables, is required to ensure they are being achieved. The preferred timing is a review at least annually.

Strategic Objective / Risk Area	KPI	Measure / Target	Frequency / Timeframe	Responsibility
Attract & Retain Skilled Workforce (Risk 1, 2, 6)	Staff turnover rate	≤15% annually	Annual	CEO / Executive Management Team
	% of critical positions filled within 6 months	≥90%	Quarterly	CEO / HR
	Number of permanent appointments vs contractors	Increase permanent staffing ratio	Annual	CEO / HR
Develop Workforce Capability (Risk 3, 8, 12)	% of staff completing mandatory training (WHS, compliance, governance)	100% completion	Annual	Governance Officer
	% of staff completing specialist skills development (project management, digital literacy, economic development)	≥80% of targeted staff	Annual	Executive Governance Officer / Managers
	Number of staff with project management certification	≥75% of key project roles	2026–2029	Executive Management Team
Strengthen Workforce Sustainability (Risk 4, 10)	% of critical roles with succession plans	100% by 2026	Annual	Executive Management Team / Supervisors
	Number of traineeships / cadetships implemented	3–5 new positions	2026–2029	Executive Management Team / Managers

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Strategic Objective / Risk Area	KPI	Measure / Target	Frequency / Timeframe	Responsibility
	Knowledge transfer initiatives completed	All key processes documented	2026–2027	Managers / Supervisors
Enhance Organisational Culture & Wellbeing (Risk 7, 15)	Staff engagement / satisfaction survey score	≥80% positive responses	Annual	CEO / HR
	Number of wellbeing initiatives implemented	≥5 per year	Annual	HR
	Workplace incident / OHS report trends	Reduce incidents by 10% per year	Annual	Governance Officer / Managers
Align Workforce Resourcing with CBP Strategic Priorities (Risk 5, 9, 11, 14)	% of CBP projects delivered on time and within scope	≥90%	Annual / per project	CEO / Project Managers
	Volunteer program participation	Increase by 20% from baseline	2026–2028	Manager Corporate & Community
	Number of roles aligned to new service growth areas (CDO, Pool, Waste, Parks & Gardens)	All identified roles filled	2025–2030	CEO / HR
	Staff coverage for emergency management / CESM roles	100% trained and available	Annual	CEO / CESM

7. Other Matters

7.1 References

Reference to the following documents or sources was made during the preparation of the Plan:

- Shire of Brookton Strategic Community Plan 2022 -2032
- Corporate Business Plan 2022-2032
- Shire website www.brookton.wa.gov.au;
- Shire of Brookton Human Resource data October 2025
- WA Tomorrow Population Report 2021 -2036 Dept of Planning, Lands and Heritage
Prepared with the assistance of: DKM Workplace Solutions Pty Ltd
(www.dkmworkplacesolutions.com)

7.2 Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Brookton.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Brookton, based on a number of assumptions, and will be subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Brookton.

7.3 Document Management

Version: 2025 | V1
Status: Draft
Date: November 2025

15.12.25.03 CCZ OF WALGA - REVISING DELEGATES

File No:	REL003
Date of Meeting:	18 December 2025
Location/Address:	Shire of Brookton
Name of Applicant:	Shire of Brookton
Name of Owner:	Shire of Brookton
Author/s:	Gary Sherry – Chief Executive Officer
Authorising Officer:	Gary Sherry – Chief Executive Officer
Declaration of Interest:	The author and authorising officer do not have an interest in this item
Voting Requirements:	Simple Majority
Previous Report:	N/A

Summary of Report:

Council is to consider revising the appointment of delegates to the Central Country Zone (CCZ) of Western Australian Local Government Association (WALGA) which Council has membership and representation

Description of Proposal:

At their November 2025 Ordinary Meeting, Council resolved the following appointment.

Council Committee	Council Representative/ Delegate
WALGA Central Country Zone	Cr Wallis Cr de Lange Cr Crouch - Proxy Chief Executive Officer- Proxy

At the subsequent meeting of the CCZ of WALGA held in Brookton, Cr McCabe was appointed as the CCZ of WALGA delegate to the Great Southern District Emergency Management Committee (DEMC).

These appointments are normally made to Shire delegates to the CCZ of WALGA to allow the appointment to update the Zone on matters arising from DEMC Meetings.

The CCZ of WALGA have asked that Council consider at least appointing Cr McCabe as a proxy delegate to allow this reporting to occur.

Background:

The CCZ of WALGA This group is made up of 13 member Councils of the WALGA. Council is entitled to two delegates. This Committee meets about 5 times a year, in locations around the district. Meetings can take up six hours with travel.

It is suggested that the CEO be at a proxy delegate to permit the CEO to attend and vote on matters of importance when a Council delegate is unable to attend.

Statutory Environment:

Local Government Act (1995)

5.10 Appointment of committee members

5.11 Tenure of committee membership

Relevant Plans and Policy:

The following Policies apply to the establishment and operation of Council Committees:

- Policy 1.11 Council Committees – Terms of Reference
- Policy 1.21 Standards for CEO Recruitment, Performance and Termination
- Policy 1.22 Code of Conduct Behaviour Complaints Management

Financial Implications:

There are no financial implications in regards to this matter.

Risk Assessment:

In considering the appointing of Cr McCabe as at least Proxy Delegate to the CCZ of WALGA, under the Shire of Brookton's Risk Framework, the consequence rating of the reputational risk associated is assessed Insignificant. The likelihood of these consequences is assessed as Possible.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

This report relates to delivery of core statutory business detailed in the Shire of Brookton Strategic Community Plan –June 2032.

Comment:

Council can have as many Councillors attend the CCZ of WALGA meetings, but is limited to two delegates. Cr McCabe can be added as a proxy delegate without amendment, but should choose to appoint Cr McCabe as a delegate, Cr McCabe will need to replace another delegate. Council will need to identify in any Council decision, which Councillor is to be replaced.

OFFICER'S RECOMMENDATION

That Council appoint Cr McCabe as a Proxy Delegate to the Central Country Zone of the Western Australian Local Government Association.

(Simple majority vote required)

15.12.25.04 CEO PERFORMANCE REVIEW – RFQ DOCUMENT

File No:	Employee #423
Date of Meeting:	18 December 2025
Location/Address:	Shire of Brookton
Name of Applicant:	Shire of Brookton
Name of Owner:	Shire of Brookton
Author/s:	Gary Sherry – Chief Executive Officer
Authorising Officer:	Gary Sherry – Chief Executive Officer
Declaration of Interest:	The author and authorising officer has an direct financial interest in this matter because they are the Officer who will reviewed.
Voting Requirements:	Simple Majority
Previous Report:	N/A

Summary of Report:

Council is to consider the process and skills and qualifications required in the completion of a CEO Performance Review and endorse a RFQ document to seek a consultant to complete the CEO's 2026 Performance Review.

Description of Proposal:

A draft Request for Quotation to seek a contractor to complete the 2026 CEO Performance Review is included at Attachment 15.12.25.04A.

In addition to completing the required CEO Performance Review, between January and March 31 the CEO has to notify Council in writing whether or not he will seek a renewal of this Contract and, if so, for what term. Within 2 (two) months of the Council receiving that notification, the Council must advise the CEO in writing of the Council's intention to either advertise the Position or to offer a renewal of this Contract and, if so, on what terms. The draft Scope of Work included at Attachment 15.12.25.04A includes the use of the consultant HR services in assisting Council in responding to any such request.

The Scope of Work required for the consultant to complete includes:

General Requirements

- Make a declaration that there are no conflicts of interest with the CEO or Council.
- Liaise with the Shire President throughout the process of the performance review and contract negotiation.

Performance Review Requirements

- Provide general HR advice to the Shire President and Council in relation to the CEO's employment to ensure compliance with the Local Government Act and regulations.
- Provide written analysis of the CEOs current Employment contract and the current performance criteria, so Councillor are aware of what it is reviewing.
- Design and submit a survey for Councillors in relation to the CEO's annual performance.
- Liaise with individual Councillors in relation to the CEO's performance review survey.
- Receive and collate the individual Councillor's responses to the CEO's performance review survey.

- Attend a workshop with Councillors in Brookton to facilitate agreement on outcomes and any new or revised performance criteria to be proposed for the next year.
- Facilitate any required meeting with the Council and the CEO required as part of the CEOs performance review;
- Prepare a report to Council to adopt the CEOs performance review
- Prepare draft correspondence to the CEO advising of the outcome of the Performance Review process, including proposed new performance criteria for your agreement.

Contract Renewal Requirements

- Provide general HR advice to the Shire President and Council in relation to the CEO's contract renewal to ensure compliance with the Local Government Act and regulations
- Facilitate any required meetings with the Council and the CEO required as part of the CEOs contract renewal;
- Prepare a CEO's employment contract that fulfills any agreement between the Council and CEO;
- Prepare a report to Council to complete the CEO's contract renewal; and
- Prepare draft correspondence to the CEO advising of the outcome of the Contract renewal process.

Nothing in this Scope prevents the Performance Review and Contract Renewal stages being conducted together.

With provision of a compliant RFQ to complete the Scope of Works, Council is willing to consider an alternative Scope Of Works.

The forecast timeline schedule:

- December 2025 – Council formally approve the scope of work of the CEO performance review
- December 2025 – Staff Issue an RFQ for the CEO Performance Review with a closing deadline of 3.00 pm Thursday 29 January 2025;
- February 2025 – Council formally accept a RFQ submission.
- March 2026 – Appointed consultant commences of the services
- May 2026 – Council formally accept the CEO performance review report.

Background:

The CEO was employed on a five year performance based fixed term contract that commenced on the 31st January 2022. The CEO's Employment Contract can be confidentially provided to interested Councillors.

Statutory Environment:

Clause 5.38 of the *Local Government Act, 1995* requires the CEOs performance to be reviewed at least once per year:

5.38. Annual review of certain employees' performances

The performance of each employee who is employed for a term of more than one year, including the CEO and each senior employee, is to be reviewed at least once in relation to every year of the employment.

The *Local government operational guideline for CEO recruitment and selection, performance review and termination* prepared by the Department of Local Government, Sport and Cultural Industries includes the following Performance Review Standards:

The minimum standard for performance review will be met if:

- S2.1 Performance criteria is specific, relevant, measurable, achievable and time-based.
- S2.2 The performance criteria and the performance process are recorded in a written document, negotiated with and agreed upon by the CEO and council.
- S2.3 The CEO is informed about how their performance will be assessed and managed and the results of their performance assessment.
- S2.4 The collection of evidence regarding performance outcomes is thorough and comprehensive.
- S2.5 Assessment is made free from bias and based on the CEO's achievements against documented performance criteria, and decisions and actions are impartial and transparent.
- S2.6 The council has endorsed the performance review assessment by absolute majority.

The CEO's employment contract requires:

2.2 Extension of Term

- (1) In accordance with section 5.39(4) of the Act, this Contract is renewable, and the Term may be extended, by agreement between the parties.
- (2) Neither the Local Government nor You has any obligation to agree to this Contract being renewed or to the Term Government's being extended.
- (3) You must, not later than 10 (ten) months before the expiry of the Term, notify the Council in writing whether or not You seek a renewal of this Contract and, if so, for what term.
- (4) Within 2 (two) months of the Council receiving that notification, the Council must advise You in writing of the Local intention to either advertise the Position or to offer You a renewal of this Contract and, if so, on what terms.
- (5) If the Council and You agree to an extension of the Term, then, subject to that agreement -
 - (a) this Contract will continue to apply unless amended in writing by the parties; and
 - (b) clause 2.1 is to be read as though it refers to the extended Term

4. PERFORMANCE CRITERIA AND REVIEW AND PROCEDURE

4.1 Performance Criteria

- (1) Within 3 (three) months of the Commencement Date, the Council and You must negotiate and determine the annual Performance Criteria including Key Performance Indicators and measurements.
- (2) The Performance Criteria must be reasonably achievable by You.
- (3) You must use every reasonable endeavour to comply with the Performance Criteria.
- (4) The Performance Criteria –
 - (a) must be reviewed annually by the parties; and
 - (b) may be amended, from time to time, by agreement in writing between the parties.

4.2 Performance Criteria and performance review

Your performance under this Contract, must be reviewed and determined by the Reviewer –

- (a) by reference to the Performance Criteria,
- (b) must be at least once annually in relation to every year of the employment as per Section 5.38 of the Local Government Act 1995 annually, and
- (c) more frequently if the Council or You perceives there is a need to do so and, in that case, gives to the other party a Review Notice.

4.3 Selection of Reviewer

- (1) The Council, in consultation with You, is to determine, in respect of each review under clause 4.2 -
 - (a) who the Reviewer is to be,
 - (b) whether the Reviewer is to be accompanied or assisted by any other person and, if so, the identity of that person.
- (2) For example, the Reviewer may be –
 - (a) the Council,
 - (b) a committee to which the conduct of the performance review has been delegated by the Council under section 5.16 of the Act, or
 - (c) an external person or body who has been authorised by the Council to conduct the performance review.
- (3) For the avoidance of doubt, if the Council and You are unable to agree on any of the matters set out in subclauses 4.3(1)(a), the Council is to make the relevant determination.

4.4 Performance review procedure

- (1) Subject to any alternative procedure agreed between the Council and You, a performance review under this clause must include the following procedures -
 - (a) You must give the Council at least one month's written notice of when Your performance review is required,
 - (b) the Council must decide, under clause 4.3, who is to conduct the performance review and must give You at least 10 working days' notice in writing of when the performance review is to be conducted and who is to conduct it,
 - (c) within 14 days after being given notice under paragraph (b), You must prepare a report assessing Your performance against the Performance Criteria, and give that report to the Reviewer,
 - (d) You and the Reviewer will discuss the process and timing of the performance review, which must include at least one interview session that provides for mutual discussion and feedback,
 - (e) You must ensure that You are available for the performance review as reasonably required by the Reviewer,
 - (f) You may be accompanied at an interview session by any other person nominated by You,
 - (g) within one month of the conclusion of the performance review, the Reviewer must prepare a report, in consultation with You, to be signed by both the Reviewer and You, that includes -
 - (i) conclusions about Your performance during the period covered by the performance review,
 - (ii) any proposal by either party to amend the Performance Criteria because of the performance review,

- (iii) any directions or recommendations made to You in relation to the future performance by You; and
 - (iv) details of the extent, if any, to which You disagree with any statement in the report.
 - (h) if the Reviewer is not the Council, that report must then be submitted to the Council for consideration; and
 - (i) under regulation 18D of the Local Government (Administration) Regulations 1996, the Council is to accept the report with or without modifications or is to reject the report.
- (2) Reports and other documentation prepared under, or for the purposes of, this clause, are to be treated by the parties as confidential.

Relevant Plans and Policy:

Council has delegated the authority to the Employment Committee via delegation 1.44 *Employment Committee of Council's Delegation Register To conduct the performance review and salary package review and amend the Chief Executive Officer's salary package.*

Council policy 2.35 PROCUREMENT requires for procurement of over \$3,001 and up to \$15,000 at least two (2) written quotations from a supplier after providing a brief.

Financial Implications:

Council has budgeted to complete this work. In 2025 Council engaged Strategic Management Consulting to complete the review for \$6,608.45. In 2024 Council engaged Price Consulting to complete the review for \$5,639.70.

Risk Assessment:

Employee management always carries Possible likelihood of adverse consequences. Such consequences are most likely to be of at least Moderate impact.

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

Community & Strategic Objectives:

This proposal relates to delivery of core business and services detailed in the Shire of Brookton.

Comment: Nil

OFFICER'S RECOMMENDATION

That Council accepts the draft RFQ included at attachment 15.12.25.04A to complete the Performance Review and consideration of an extension of term of the Chief Executive Officer's Employment Contract.

(Simple majority vote required)

Attachments

Attachment 15.12.25.04A – RFQ Services to complete a Performance Review of the Chief Executive Officer.



Request for Quotation

RFQ 15-2025

Services to Complete a Performance Review of the Chief Executive Officer

PROPOSAL

The Shire of Brookton is seeking submissions from suitably experienced human resource professionals to assist in Council completing a statutorily compliant annual Performance Review of the Chief Executive Officer.

Submissions are to be submitted prior to **3.00 pm Thursday 29 January 2025** and must address the criteria detailed in the following table. For transparency, a percentage weighting will be applied to the assessment scoring, as shown.

All submissions are to be emailed in PDF Format to mail@brookton.wa.gov.au

Qualitative Selection Criteria	Weighting
Relevant Experience and Qualifications a) Provide up to 3 examples of projects of a comparable scale, cost and complexity; b) Provide contact details of referees for the projects listed in (a) above to enable the Client to undertake a reference check on performance and quality on performed installations; c) Demonstrate your capacity, competency and proven track record of achieving outcomes for your clients; d) Provide details of key staff who would complete this work including experience and qualifications	40%
Demonstrated Understanding and Methodology– a) Demonstrate your understanding of the Scope of Work; b) Provide a project schedule/timeline with the Project’s planning and delivery of the installation; c) Provide a summary of any perceived risks with the delivery of this project and how these risks will be managed	50%
Timeframe – Demonstrated capacity to complete the CEO performance review by 30th April 2026	10%

Compliance Selection Criteria
These criteria are detailed below and will not be point scored. Each Response will be assessed on a Yes/No basis as to whether the criterion is satisfactorily met. An assessment of “No” against any criterion may eliminate the Responder from consideration
Conflict of Interest Will any actual or potential conflict of interest in the performance of your obligations under the Contract exist if you are awarded the Contract, or are any such conflicts of interest likely to arise during the Contract? (If yes, please provide details.)
Insurance Details Please provide your organisational insurance details for: <ol style="list-style-type: none"> Public Liability Insurance, Value (\$20,000,000) / Expiry Date; Professional Liability Insurance, Value (\$2m) / Expiry Date; Workers Compensation, Insurance Value (\$10M) / Expiry Date.

SCOPE OF WORK

General Requirements

- Make a declaration that there are no conflicts of interest with the CEO or Council.
- Liaise with the Shire President throughout the process of the performance review and contract negotiation.

Performance Review Requirements

- Provide general HR advice to the Shire President and Council in relation to the CEO's employment to ensure compliance with the Local Government Act and regulations.
- Provide written analysis of the CEO's current Employment contract and the current performance criteria, so Councillors are aware of what it is reviewing.
- Design and submit a survey for Councillors in relation to the CEO's annual performance.
- Liaise with individual Councillors in relation to the CEO's performance review survey.
- Receive and collate the individual Councillor's responses to the CEO's performance review survey.
- Attend a workshop with Councillors in Brookton to facilitate agreement on outcomes and any new or revised performance criteria to be proposed for the next year.
- Facilitate any required meeting with the Council and the CEO required as part of the CEO's performance review;
- Prepare a report to Council to adopt the CEO's performance review
- Prepare draft correspondence to the CEO advising of the outcome of the Performance Review process, including proposed new performance criteria for your agreement.

Contract Renewal Requirements

- Provide general HR advice to the Shire President and Council in relation to the CEO's contract renewal to ensure compliance with the Local Government Act and regulations
- Facilitate any required meetings with the Council and the CEO required as part of the CEO's contract renewal;
- Prepare a CEO's employment contract that fulfills any agreement between the Council and CEO;
- Prepare a report to Council to complete the CEO's contract renewal; and
- Prepare draft correspondence to the CEO advising of the outcome of the Contract renewal process.

Nothing in this Scope prevents the Performance Review and Contract term extension stages being conducted together.

With provision of a compliant RFQ to complete the Scope of Works, Council is willing to consider an alternative Scope Of Works.

HOW TO PREPARE YOUR RESPONSE

- (a) Carefully read all parts of this document.
- (b) Ensure you understand the Requirements.
- (c) Use mail@brookton.wa.gov.au for submitting all quotation documents.
- (d) Lodge the Response before the Deadline.

CLARIFICATIONS

All clarifications to Request for Quote details should be submitted to mail@brookton.wa.gov.au.

Or contact:

Name:	Cr Rod Wallis	Position:	Shire President
Telephone:	0419 904 336	Email:	CrWallis@brookton.wa.gov.au

Please note failure to lodge a Quotation by the due date and time may result in disqualification.

16.12.25	ELECTED MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN
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Nil.

17.12.25	NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING
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Nil at this time.

18.12.25	CONFIDENTIAL REPORTS
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18.12.25.01	CONFIDENTIAL – NOMINATIONS – AUSTRALIA DAY AWARDS 2026
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19.12.25	NEXT MEETING & CLOSURE
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The next Ordinary meeting of the Council will be held on Thursday 19th February 2026 in the Council Chambers at the Shire Administration Centre commencing at 6:00pm.