



Corporate & Governance  
Directorate

# APPENDICES

Item 12.4.1 – 12.4.6

## ORDINARY COUNCIL MEETING

To Be Held

Wednesday, 23<sup>rd</sup> April 2025  
Commencing at 5.00pm

At

Shire of Dardanup  
ADMINISTRATION CENTRE EATON  
1 Council Drive - EATON

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# ERP Quarterly Update Report

Quarter 3 - January - March 2025

**Reporting Officer: Kieran O'Brien**

## Enterprise Resource Planning Software Replacement Program

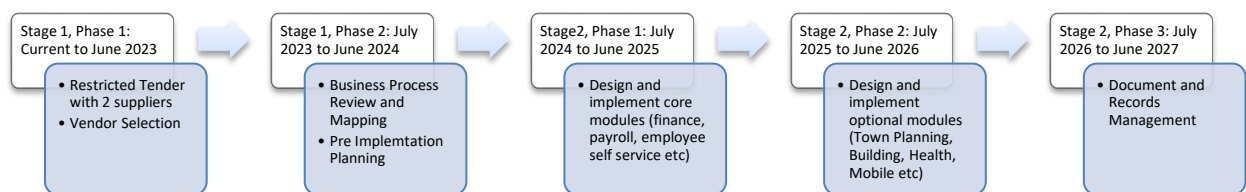
### March 2025 Quarterly Project Update

#### Introduction

The following is intended to provide an update to the Council on the progress of the Enterprise Resource Planning (ERP) software replacement program.

#### Overview of Stages

The Phased ERP Program of works is sequenced in the following order:



- **STAGE 1 Phase 1 contains Procurement related activity** and included expression of interest (EOI) preparation, Request for tender (RFT) & Council report leading to the preparation of a proposed ERP Contract with Shire of Dardanup as the Principal and the selected tenderer as the Contractor. This contract was agreed with Open Office (ReadyTech) and executed on-time by the CEO in December 2023.
- **STAGE 1 Phase 2 contains preparatory works** for the ERP Program that include the Business Process Mapping Project (BPM) to document key current state business processes within the Shire. The second element of the project phase establishes required project planning, governance structures and authority for the implementation phases so that the subsequent implementation phase executes upon a solid foundation.
- **STAGE 2 Phase 1, targeted to commence 01-Jul-24, contains proposed software implementation works** to establish the Software as a Service (SaaS) environment for the new ERP systems & commence implementation of the Core modules, (Core Finance, Payroll & HR, Property & Rates).
- **STAGE 2 Phase 2, targeted to commence 01-Jul-25, contains proposed software implementation works for supplementary software** to Stage 2 Phase 1 including Local Laws, Health, Town Planning, Building and Customer Service, Infringements, Events, Management, Animal Registration, Cemetery, Mobile.
- **STAGE 2 Phase 3, targeted to commence 01-Jul-26, contains proposed works to improve and/or replace existing software systems for Electronic Document and Records Management Systems (EDRMS).** It is noted that this software functionality was excluded from the RFT and so falls to be the responsibility of the Information Systems department to consider and advance.



**Progress for Quarter**

Staff are currently working within the Stage 2, Phase 1 Core Finance Systems Implementation phase. A summary report of activity completed in the last 3 months, January to March 2025, is provided below:

**ERP Replacement Project Implementation - Community Finance**

Over the period January to March, the ERP Project team have worked with Readytech consultants to configure core Phase 1 software on behalf of the Shire. Project room activity has included configuration workshops to refine Community Finance applications including Purchasing and Payables, Bank Reconciliation BAS, Fixed Assets, Payroll and Employee-Self-Service applications.

Supplemental workshops and discussions have also addressed a required data design confirmation of finance Fixed Assets and Infrastructure Community Assets. Understanding of software integration needs for non Readytech Lanterla (HR) and SharePoint (TARDIS) applications to allow internal development and variation proposals were completed and are currently being assessed.

Train-the-Trainer Training has been completed with Subject Matter Experts (SME) for the majority of Community Finance applications that include Chart of Accounts & Dimensions, General Ledger, Budgets, Jobs, TPAR, Bank Reconciliation & BAS, Trusts & Loans, Financial Reporting, JET Reporting, Fixed Assets and Purchase & Payables.

Looking ahead to User Acceptance Testing (UAT) activity, a plan is in place for late April to carry out required testing. The ERP Project Board and team is progressively reviewing and providing feedback on a variety of design configuration and scope documents necessary to achieve the UAT milestone. Data preparation of Jobs, Job Tasks, Users and Permissions has been completed for a newly established UAT database. Data mapping of Synergysoft to ReadyTech ERP Chart of Accounts, Jobs & Dimensions continues and is required to be completed to satisfy testing requirements and so that the current Synergysoft Budget may be established within ReadyTech ERP. This critical item will allow confirmation of budget, balance preparation, reconciliation and testing of the new Chart of Accounts, Dimension and Job Design.

A significant contract variation was approved in March following demonstration and a series of meetings with ReadyTech executives to allow the substitution of Councilwise Property and Rating product within the contract. In approving the change, negotiations clarified the “current” and “interim states” of Shire applications for transition. A number of potentially affected applications need to be impact assessed for Phase 1 and Phase 2 clarity. i.e. considering Planning, Building, Fusion, Health application planned for implementation in 2025-26.

**ERP Replacement Project Implementation – Governance**

The ERP Project Board continues to actively work and collaborate with Readytech leadership team to maintain the critical path to go-live. The Project Board has met monthly with ReadyTech project management and executives since January to monitor outcomes and pursue necessary improvements. The implementation project was estimated to be 4-5 weeks delayed in January 2025.




While the delay has not been fully recovered, substantive improvement in delivery is apparent. There has been a focused effort of Readytech and Shire executives to prioritise project activity, supplementing resources as necessary, and thereby supporting the team to maintain focus and recover lost time. A replacement ReadyTech Project Manager has been a catalyst for positive project momentum. It is currently anticipated that project goals and milestones will be achieved for Phase 1.

### **Budget**




The ERP Project is funded by internal and loan funding.

Expenditure was attributed to Salary & Wages (ERP Project Manager, Systems Accountant, Business Analyst \$135,866.54) to the end of March quarter, budget \$520,000.

### **RAG Status**

Scope	Approved product variation, a change to original scope, contract arrangements based on substitution of available software modules.	
Time	Project room configuration of Community Finance is currently estimated to be 3 weeks behind the planned schedule, understood to be recoverable.	
Budget	Project budget on track.	

### **Legend**

	Red	Behind Schedule or significant risk
	Amber	Emerging possible risk
	Green	On Track

**RISK ASSESSMENT TOOL****OVERALL RISK EVENT:** Enterprise Resource Planning (ERP) Software Replacement Program - Quarterly Update**RISK THEME PROFILE:**

11 - IT, Communication Systems and Infrastructure

14 - Change Management

**RISK ASSESSMENT CONTEXT:** Project

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Extended Project beyond planned delivery may incur additional internal project human resource costs.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Not adhering to the decision of Council to provide a quarterly report update on the progression of the ERP Project.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Council's reputation could be viewed negatively if staff do not follow Council's directive to provide a quarterly report update on the progression of the ERP Project.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.



# ***Corporate Performance Report***

**2024/25 – Quarter 3**  
**January to March 2025**

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## Vision Statement

“The Shire of Dardanup is a healthy, self-sufficient and sustainable community, that is connected and inclusive, and where our culture and innovation are celebrated.”

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## Acknowledgement of Country

The Shire of Dardanup wishes to acknowledge that this is the traditional lands of the Noongar people. In doing this, we recognise and respect their continuing culture and the contribution they make to the life of this region and pay our respects to their elders, past, present and emerging. The Shire of Dardanup also respects and celebrates all cultures of all our residents and visitors to our Shire.

## EXECUTIVE SUMMARY

The purpose of this report is to provide Council with an update on the Shire's performance against the Council Plan Initiatives, Capital Projects, and Grant Funding for 2024/25.

The Council Plan (CP) includes a four-year plan that operationalises the Shire's ten-year Strategic Community Plan (SCP). The Integrated Planning & Reporting Framework requires local government to annually review and report on progress against its plan. The 2024/25 – 2025/26 Council Plan was developed with direction from Elected Members and adopted by Council in May 2024.

### COUNCIL PLAN INITIATIVES

Initiatives identified within the CP are undertaken mainly through in house staff time or operational budgets where external resources, contracts or materials are required. As detailed below **100%** of the initiatives are on track or completed with **92%** on budget.

### CAPITAL WORKS

The Capital works contained within the Annual Budget 2024/25 amounts to over **\$5.93 million** of expenditure into Roads, Paths, Buildings and Parks. There were initially **32** projects included in the 2024/25 Annual Budget, 2 of these projects have been cancelled. 3 of the remaining 30 projects are currently on hold, **80%** are currently on track or completed and **87%** of the projects are currently on budget.

### GRANTS

As detailed in the updated grants register the Shire currently has over **\$5.68 million** of approved grants and grant applications in for over **\$3.37 million**. The Shire has been unsuccessful in seeking grants to the value of over **\$3.28 million**.

## COUNCIL PLAN PERFORMANCE

The Shire's Council Plan (CP) includes the following five Objectives:

<b>Leadership Objective</b>	To provide strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance
<b>Environment Objective</b>	To achieve a balanced respect for our natural assets and built environment, while retaining our lifestyle values, community spirit and identity
<b>Community Objective</b>	To create a safe, healthy and vibrant community which is inclusive and welcoming for all ages and interests.
<b>Prosperity Objective</b>	To provide strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.
<b>Amenity Objective</b>	To provide and maintain facilities, assets and services that promote the Shire as an attractive and desirable place to live.

This section of the report provides an overview of the organisation's performance against the initiatives included in the CP. More detailed information against each initiative can be found in **Attachment A – Council Plan Schedule**.

### COUNCIL PLAN OVERALL PERFORMANCE

There are 55 initiatives in the 2024/25-2026/27 Council Plan, of which 25 initiatives were listed for delivery in the 2024/2025 financial year. The following table sets out the operational initiatives per objective:

	Total Initiatives	On Track & Completed		On Budget	
<b>Leadership</b>	9	9	100%	9	100%
<b>Environment</b>	2	2	100%	1	50%
<b>Community</b>	1	1	100%	1	100%
<b>Prosperity</b>	7	7	100%	6	86%
<b>Amenity</b>	6	6	100%	6	100%
<b>Total</b>	<b>25</b>	<b>25</b>	<b>100%</b>	<b>23</b>	<b>92%</b>

As can be noted from the table, the organisation completed or remained on track with **100%** of the initiatives within the Council Plan within the intended timeframe. Similarly **92%** of initiatives remained within budget. Further details with regards to the relevant initiatives under each of the objectives are provided below.



The table below details the number of initiatives per objective against the progress status. Relevant sections below report on projects that are “Delayed” or “On Hold”.

	Completed	On Track	Delayed	On Hold	Total
Community	0%	100%	0%	0%	1
Environment	0%	100%	0%	0%	2
Amenity	33%	67%	0%	0%	6
Prosperity	0%	100%	0%	0%	7
Leadership	0%	100%	0%	0%	9
Total	8%	92%	0%	0%	25

## LEADERSHIP

All initiatives within the Leadership objective are considered on track/completed and on budget at this point in time.

## ENVIRONMENT

One project under Environment is reported as being over budget:

### 6.1.1 Partner with the Peron Naturaliste Partnership to adopt a regional approach for climate action

This initiative is only very slightly overbudget. The Shire is currently in the process of actively seeking and applying for funding to develop the Foreshore Management Plan, including an update of the draft Collie River Erosion Management Plan.

All other initiatives within the Environment objective are on track and on budget at this point.

## COMMUNITY

All initiatives within the Community objective are considered on track/completed and on budget at this point in time.

## PROSPERITY

One project under Prosperity is reported as being over budget:

### 11.1.2 Continue membership of Bunbury Geographe Chamber of Commerce and Industry and Bunbury Geographe Economic Alliance to build strategic alliances with industry groups, local businesses and government agencies.

This initiative is is overbudget as the cost of the memberships were increased last year. The updated fees should be reflected in the mid-year budget review and future budgets.

All other initiatives within the Prosperity objective are on track and on budget at this point.

## AMENITY

All initiatives within the Amenity objective are considered on track/completed and on budget at this point in time.

## CAPITAL & MAJOR PROJECTS

This section reports on the capital works projects included in the Annual Budget. The table below sets out the projects per Asset Class, the number of projects, percentage that are on track and on budget (within a 5% variance). As can be noted from the table **80%** of capital works projects were on track or completed with **87%** of the projects within the budget (as amended where relevant):

	On Track	Completed	Delayed	On Hold	Carry Forward	Cancelled	Total	On Track and Completed		On Budget	
Roads	4	3	1	0	0	0	8	7	88%	8	100%
Drainage	0	0	0	0	0	0	0	0		0	
Bridges	0	0	0	0	0	0	0	0		0	
Pathways	1	2	0	1	0	2	4	3	75%	1	25%
Buildings	4	3	0	0	1	0	8	7	88%	7	88%
Parks & Enviro	4	3	1	2	0	0	10	7	70%	10	100%
Total	13	11	2	3	1	2	30	24	80%	26	87%

For more detail please see **Attachment B – Capital Works Projects Schedule**.

### ROADS

The following Roads project is delayed:

- Busher Road

One submission was received that was 80% over budget. The Shire is awaiting a response from Wespine re a potential co-contribution. A report went to the March 2025 Ordinary Council Meeting.

All other Roads projects are on track and on budget.

### DRAINAGE

There are no Drainage projects in the 2024/25 Annual Budget.

### BRIDGES

There are no Bridge projects in the 2024/25 Annual Budget.

### PATHWAYS

The following Pathways projects have been cancelled:

- Cudliss Street

Council resolved to cancel this project at the OCM held on 18<sup>th</sup> December 2024 (Resolution 311-24) when the Paths Asset Management Plan (PAMP) was adopted by Council.

- Recreation Drive  
Council resolved to cancel this project at the OCM held on 18<sup>th</sup> December 2024 (Resolution 311-24) when the Paths Asset Management Plan (PAMP) was adopted by Council.

The following Pathways project is on hold:

- Pratt Road Reserve – Watson Reserve  
This project is not eligible for an Active Transport Fund Grant. A report was presented to Council on 26 February 2025. Alternative options to provide a link to Watson Reserve are to be progressed. An EOI is to be called for D & C of an appropriate footbridge to connect to Watson Reserve.

All other Pathway projects are on track or completed and on budget.

## BUILDINGS

The following Buildings Project has been carried forward:

- BFB Land & Buildings – Ferguson Bushfire Station  
A new RFQ process is to be undertaken to allow the pricing to be split into earthworks, slab and service connection as phase one and then a shed only and internal fit-out, with fittings and service connections to bathroom as phase two.

All other Building projects are on track or completed and on budget.

## PARKS AND ENVIRONMENT

The following Parks and Environment projects are on hold:

- Burekup Oval Drainage Improvements  
Work is to be scheduled after the cricket season concludes. Contractor tentatively booked for for week of 31 March 2025.
- Eaton Drive Islands and Verges  
A contractor has been engaged to install mulch along Eaton Drive.

The following Parks and Environment project is delayed:

- Eaton Foreshore Bore & Landscaping improvements  
An application for requesting additional Yarragadee water allocations was submitted to DWER in December. Yarragadee water license is to be renewed. The application has been signed by CEO and submitted to DWER on 5/3/2024.

All other Parks and Environment projects are on track or completed and on budget.

## GRANT FUNDING PERFORMANCE

The following section provides Council with an overview of the Grants Register. Details regarding the individual grants can be found in **Attachment C – Grants Register**.

### Grant Register Summary Dashboard

Current Applications \$

\$  
3,372,250.76

Number of Applications

2

Approved Grants \$

\$  
5,686,740.60

Number of Completed Grants

16

Unsuccessful Grants \$

\$  
3,286,100.00

Number of Unsuccessful Grants

4

#### Notes:

1. Current Applications only includes current grant applications for the year 2024/25
2. Approved Grants include only Grants approved in 2024/25, or Grants that were approved in a previous year but no funds received as at 30 June 2024.
3. Unsuccessful grants includes only grants where the application was declined in 2024/25



- Leadership Objective
- Environment Objective
- Community Objective
- Prosperity Objective
- Amenity Objective

		On Track	92%	On Track - Progressing as planned
		On Hold	0%	On Hold - Not able to action further due to budget or other approval requirements
On Budget	92%	Delayed	0%	Delayed - Awaiting Further Information or action from External Parties - Project still achievable but will be delayed
Not On Budget	8%	Completed	8%	Completed - Project finalised

Objective	Action Ref	Description	Directorate	Lead Officer	Key Milestones/ Tasks	Milestones / Task Progress Updated Third Quarter - January - March 2025	Year	Delivery	Start Date	End Date	Funding	Funding Source	Acc. Number	Budget	YTD Expenditure	On Budget	Progress %	Status
Environment	5.2.1	Partner with adjoining Local Governments and State Government agencies to provide an integrated approach to mosquito management	Sustainable Development	Manager Development Services	The program is on-track for 2024-25 with budgeting and logistics planning for the coming season, finalised in July 2024.	The partnership and cooperation with neighbouring LGs and Department of Health is formalised under MoU, and this includes the current 2024-25 operational and financial years. As such, formal budget, monitoring and treatment, and reporting has been undertaken to date, in accordance with the formally agreed framework.	2024	2024-2025	1/7/24	30/6/27	Covered by internal funding	Municipal Funds	GL#0715001	\$3,500	\$0	Yes	80%	On Track
Environment	6.1.1	Partner with the Peron Naturaliste Partnership to adopt a regional approach for climate action	Sustainable Development	Director Infrastructure	The Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) was endorsed by Council on 22 May 2024 (Res 129-24) to serve as a guide for future planning and coastal management in the Shire. Further detailed investigations to follow.	In the process of actively seeking and applying for funding to develop the Foreshore Management Plan, including an update of the draft Collie River Erosion Management Plan.	2024	2023-2027	1/7/24	30/6/27	Covered by internal funding	Municipal Funds	GL#1016012	\$4,324	\$4,461	No	40%	On Track
Community	3.2.1	Collaborate with Reconciliation Australia to prepare a Shire specific Reconciliation Action and Aboriginal Engagement Plan.	Sustainable Development	Manager Community Development	Draft Reconciliation Action Plan (RAP) to be presented to Council by December 2024.	Reconciliation Action Plan submitted to Reconciliation Australia for feedback on draft one of the RAP. Feedback received early March. Work to be done on the draft RAP and then to be resubmitted to Reconciliation Australia. This is the usual process.	2024	2024-2025	1/7/24	30/6/25	Covered by internal funding	Municipal Funds	J08719	\$10,500	\$0	Yes	75%	On Track
Amenity	8.1.3	Develop and adopt Development Contribution Plans for Wanju and Waterloo.	Sustainable Development	Director Sustainable Development	Await final endorsement of Waterloo and Wanju DSP, prior to procuring services of a consultant to modify DCP.	Await final endorsement of Waterloo and Wanju DSP, prior to procuring services of a consultant to modify DCP.	2024	2024-2025	1/7/22	30/6/25	Covered by internal and loan funding	Municipal Funds	GL#1016503	\$150,000	\$43,463	Yes	50%	On Track
Amenity	8.1.5	Develop a policy for heritage buildings and places.	Sustainable Development	Manager Development Services	Policy will progress once draft LPS 9 has been approved.	Policy will progress once draft LPS 9 has been approved.	2024	2024-2025	7/1/24	30/6/25	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	75%	On Track
Amenity	9.2.1	review the verge treatment policy and process of approval to encourage businesses and residents to improve the appearance, maintenance and safety of private verges.	Infrastructure	Manager Assets	Prepare Verge Treatment Policy and associated Guideline for publication.	Completed.	2024	2024-2025	7/1/24	30/6/25	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	100%	Completed
Amenity	9.5.2	Investigate requirements for fish cleaning stations.	Infrastructure	Manager Infrastructure Planning & Design	Determine requirements for fish clearing stations in the Shire of Dardanup.	Draft Eaton Foreshore Concept Plan is due to be advertised in March 2025, due sometime in May and brought back to Council in June 2025.	2024	2024-2025	1/10/24	30/6/25	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	50%	On Track
Amenity	10.3.1	Support road safety initiatives.	Infrastructure	Director Infrastructure	The Shire has been acknowledged as a RoadWise Council, marking a milestone in its commitment to enhancing road safety within the community.	The Shire has now established a road safety assessment and risk analysis program for roads, managed by the Shire and identified roads which have road safety problems based on historical crash data. Utilising the Main Roads WA Crash Map tool, the Shire has been monitoring local road crashes and has established a prioritisation process to systematically work through and identify risks and recommend treatments in a proactive and practical approach.	2024	2023-2027	1/7/22	30/6/27	Covered by internal funding	Municipal Funds	GL#1213002	\$0	\$0	Yes	25%	On Track
Amenity	10.3.4	Scope requirements for new traffic treatments along Eaton Drive.	Infrastructure	Manager Infrastructure Planning & Design	Requirements for traffic treatments along Eaton Drive.	Completed.	2024	2024-2025	7/1/24	30/6/25	Covered by internal funding and external grants	Municipal Funds	N/A	N/A	N/A	Yes	100%	Completed

Attachment A - Council Plan Schedule

(Appendix ORD 12.4.2A)

Prosperity	11.1.1	Partner with WALGA's South West Country Zone and Bunbury Geographe Economic Alliance to attract major investment in the region.	Executive	Chief Executive Officer	Participate in SWALGA and BGEA projects to attract major investment.	CEO and Shire President attended SWALGA Meeting in Margaret River on Friday 21 February 2025.	2024	2022-2027	1/7/22	30/6/27	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	25%	On Track
Prosperity	11.1.2	Continue membership of Bunbury Geographe Chamber of Commerce and Industry and Bunbury Geographe Economic Alliance to build strategic alliances with industry groups, local businesses and government agencies.	Executive	Chief Executive Officer	Pay memberships and participate in initiatives from these agencies.	CEO met with BGEA Executive Officer on 6 March 2025 to discuss the progression of advocacy and upcoming election. CEO received a budget request from BGCCI regarding future subscription fees. This will be considered by the IPC in April 2025 as part of staff budget requests.	2024	2022-2027	1/7/22	30/6/27	Covered by internal funding	Municipal Funds	GL#1318004	\$15,000	\$16,460	No	25%	On Track
Prosperity	11.1.6	Continue to program and deliver the Make-It Space innovation hub and develop the model to further encourage participation of community.	Sustainable Development	Manager Community Development	Offer regular programming/free sessions to the community. Documents to support the model and promote the use of the space.	Casual officer has been approved for one day per week for a total of 10 weeks to assist with safety procedures and manual for the space and the equipment. These will assist the induction process for members, staff and potential users through a user agreement.  Maker Lab sessions running 3 times per week - which are open to the public.	2024	2023-2025	7/1/24	30/6/26	Covered by internal funding and additional external funding secured	Wespine, Lotterywest and Municipal Funds	GL # 0812005 - Wages GL # 0812006 - Superannuation GL # 0812004 - Operational Expenditure GL # 0812501 - Minor Expenditure GL # 0832001 - Capital Expenditure	\$127,581	\$51,776	Yes	65%	On Track
Prosperity	11.2.1	Facilitate the delivery of education and training courses in the new Eaton Library and Eaton Community Hub.	Sustainable Development	Manager Community Development	Staff changes to be made to accommodate for specific programs officer, whilst making no changes to the workforce plan.	Staff are delivering core services to the community incorporating all ages and abilities.	2024	2024-2027	7/1/24	30/6/27	Covered by internal funding	Municipal Funds	Library (excl PACE )Wages GL#1116001, 1116002, 1116022, 1116003	\$442,764	\$322,028	Yes	75%	On Track
Prosperity	11.2.2	Facilitate opportunities for youth work experience and employment at the Shire of Dardanup.	Corporate & Governance	Manager HR	Scope and timing dependent upon demand/applications from students.	No placement requests were received during January - March quarter.	2024	2024-2025	1/7/24	30/06/2027	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	50%	On Track
Prosperity	12.1.1	Fund partnerships to promote the region and attract visitors to the Shire of Dardanup.	Executive	Chief Executive Officer	Continue to support BGTP.	CEO and Shire President attended BGGOC meeting in Capel on 7 February 2025 where ASW Presented how they are proceeding with the updated service level agreement for 2025. This is to be reviewed and considered mid 2025 for continuation or adjustment.	2024	2024 - 2027	1/7/22	30/06/2027	Covered by internal funding	Municipal Funds	GL#1312501	\$20,000	\$0	Yes	25%	On Track
Prosperity	12.1.4	Review visitor signage and information needs across the Shire, including welcome signage in Noongar language/s.	Infrastructure	Manager Infrastructure Planning & Design	Review signage across Shire.	Report preparation in progress.	2024	2024-2025	10/1/24	30/6/25	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	25%	On Track
Leadership	13.1.2	Conduct an annual review of the Council Plan (Corporate Business Plan elements).	Corporate & Governance	Director Corporate Governance	Incorporated into the annual review of the LTFP associated with the budget production.	LTFP/Budget in progress - March 2025.	2024	2024-2025	1/7/24	30/06/2027+	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	25%	On Track
Leadership	13.1.3	Conduct an annual review of Council's Long Term Financial Plan (including Asset Management Plans, Workforce Plan and other strategic plans).	Corporate & Governance	Director Corporate Governance	Incorporated into the annual review of the LTFP associated with the budget production.	Ongoing; AMP inputs entered into LTFP; draft Workforce Plan with HR	2024	2024-2025	1/7/24	30/6/27	Covered by internal funding	Municipal Funds	N/A	N/A	N/A	Yes	50%	On Track
Leadership	13.1.4	Undertake a biennial community survey to benchmark service levels and map community priorities.	Corporate & Governance	Director Corporate Governance	Conduct Community Satisfaction Survey.	Community Satisfaction Survey closed 21st March 2025.	2024	2024-2025	1/7/24	30/6/25	Covered by internal funding	Municipal Funds	GL#0412506	\$23,500	\$0	Yes	25%	On Track

Leadership	13.3.4	Implement a contemporary Enterprise Resource Planning (ERP) system to manage and integrate day-to-day business activities such as accounting, procurement, project management, risk management and compliance.	Corporate & Governance	Director Corporate Governance; Manager Information Services; ERP Project Manager	Attachment A - Council Plan Schedule										(Appendix ORD 12.4.2A)				On Track							
					ERP Replacement - Stage 2, Phase 1 (2024-25) Implementation of : 1 - Dynamics Business Central Software, General Ledger system; 2 - Finance Systems Software (General Ledger, Chart of Accounts (COA), Dimensions, Cash Management, Purchase and Payables, Jobs, Sundry Debtors); 3- Supplementary Finance Modules (Cash Flow, Accruals, BAS, Inventory); 4- HR, ESS & Payroll systems; 5 -Property & Rating systems; 6- Cash Receipting systems; Shire of Dardanup User Acceptance Testing (UAT), Resolution of Historic Synergy Transition Ledger, Transition to Business As Usual (BAU) for Phase 1 applications. ERP Replacement - Stage 2, Phase 2 (2025-26) and EDRMS Replacement - Stage 2, Phase 3 (2026-27) are planned to follow Phase 1.					Progressing towards Phase 1 Go Live July 2025 (Ready Community Finance, Payroll, Property & Rating); Program / Scope Documents approved 21/3/2025. Contract Variation approved for implementation of Property & Rating due to ReadyTech acquisition of Councilwise.					2024	2024-2025	1/7/24	30/6/27		Covered by internal and loan funding	Municipal Funds, Loan and Reserve Funds	GL#1432003 & Salaries & Wages (ERP Project Manager; ERP Systems Accountant, ERP BA)	\$520,000	\$154,194	Yes	30%
Leadership	13.4.1	Participate in regional initiatives through the Bunbury Geographe Group of Councils to address emerging, overlapping and interconnected issues and initiatives.	Executive	Chief Executive Officer	Attend and participate in Bunbury Geographe Group of Councils' meetings.	CEO and Shire President attended BGGOC meeting in Capel on 7 February 2025 to discuss the way forward of the group and revision of the MOU and potential of an Executive Officer.	2024	2024-2027	1/7/26	30/6/27	Covered by internal funding	Municipal funds	GL#1312501	\$500	\$500	Yes	25%	On Track								
Leadership	13.4.2	Participate in the WALGA South West Zone.	Executive	Chief Executive Officer	Attend and participate in SWALGA meetings.	CEO and Shire President attended SWALGA Meeting in Margaret River on Friday 21 February 2025.	2024		1/7/26	30/6/27	Covered by internal funding	Municipal funds	N/A	N/A	N/A	Yes	25%	On Track								
Leadership	14.1.1	Communicate the Shire's vision and communicate the progress towards achieving the vision.	Executive	Communications Officer	Ensure updates regarding the Shire's progress towards its vision 2050 is communicated once a quarter.	Strategic Community Projects Document updated and presented to Council for endorsement at March OCM.	2024	ongoing	1/7/26	30/6/27	Covered by internal funding	Municipal funds	GL#0412010 and GL#0412011	\$19,000	\$17,900	Yes	75%	On Track								
Leadership	14.2.1	Engage the Youth Advisory Group in the planning, design and activation of local spaces and places.	Sustainable Development	Manager Community Development	YAG to continue to develop and deliver annual Youth Fest Event, school holiday programs and advocate on local youth issues.	The Youth Advisory Group has played a crucial role in the planning and development of Youth Fest. YAG will be assisting with all event logistics for the day and will be showcasing their leadership skills.	2024	Ongoing	1/7/24	30/6/27	Covered by internal funding and external funding for Youth Week	Municipal funds and External Funding	J08712 - Youth Development Program (\$5000) J11922 - Community Events: Youth Workshops and Activities (\$2,500) J11930: Youth Event (\$5,000)	\$12,500	\$7,107	Yes	75%	On Track								
Leadership	14.2.2	Foster and recognise Aboriginal culture and heritage in the region by encouraging engagement with Elders' and/or relevant Community Controlled Organisations for projects where relevant.	Sustainable Development	Manager Community Development	Staff to reach out to Keipa Boodja Aboriginal Corporation for guidance on Aboriginal culture and heritage matters.	Staff are engaging regularly with Keipa Boodja for guidance on Aboriginal culture. Keipa Boodja are very engaging with PACE staff and will be conducting the Welcome to Country at the upcoming Youth Fest event.	2024	Ongoing	1/7/24	30/6/27	Covered by internal funding	Municipal funds	N/A	N/A	N/A	Yes	75%	On Track								

\* Items referred to and prioritised in the Government Advocacy Strategy-Action 13.1.5

Items referred to within the Eaton Millbridge, Dardanup or Burekup Community Facilities Plan - Actions 9.3.4, 9.3.5, 9.3.6

\* Items referred to Sustainability Charter and Plan -Action 6.1.2

\* Items referred to within the Integrated Planning & Reporting Framework -Action 13.1.3



# Attachment B - Capital Works Project Schedule

# (Appendix ORD 12.4.2A)

Job	Project	Scope	Original Budget	Budget Variations	Current Budget	YTD Actual	YTD Committed	YTD Total	Budget Balance (Budget less Total)	Budget Status	% Budget Expend	Project Status	% Project Progress	Summarised comments
Grand Total - Capital Works			5,510,865	424,928	5,935,793	1,393,226	640,310	2,033,018	3,902,775	On Budget	34%			
ROADS														
J12926	Henty Road	Upgrade. Road safety improvement treatments including guide post installation	19,000	0	19,000	11,121	0	11,121	7,879	On Budget	59%	Completed	100%	Project completed.
J12927	Busher Road	Upgrade. Intersection upgrade	441,350	0	441,350	17,429	30,816	48,245	393,105	On Budget	11%	Delayed	10%	One submission was received that is 80% over budget. Budget and project viability discussed with MRWA as well as with Wespine. Awaiting response from Wespine re potential co-contribution. Report planned to go to the March 2025 Council meeting.
J12928	Golding Crescent	Upgrade. Delmarco Intersection upgrade	66,000	0	66,000	37,813	21,818	59,632	6,368	On Budget	90%	Completed	100%	Project completed.
J12929	Council Drive Improvements	Upgrade. ACROD bays in front of admin building, kerb rectification and paving near Recreation Drive	170,000	0	170,000	166,377	0	166,377	3,623	On Budget	98%	Completed	100%	Project completed.
J12904	Pratt Road Modifications	Upgrade. Improvements to access pathway, ramps, car park and drop off bay in front of Eaton Bowling Club	256,269	0	256,269	10,948	196,018	206,966	49,303	On Budget	81%	On Track	10%	Works commenced, advertised via social media and VMS - road works on Pratt Road between Bobin Street and Foster Street, Eaton.
J12932	Eaton Drive	Traffic Signals at Glen Huon Boulevard	1,200,000	0	1,200,000	22,781	0	22,781	1,177,220	On Budget	2%	On Track	10%	OCM 28 August 2024 [Res 214-24]. Agenda item to the November Council meeting as per the Procurement Plan. Recommendation to re-tender in January 2025. OCM 20 November 2024 [Res297-24] - declines to accept tenders received due to non-compliant and partial submissions. Revised procurement plan in preparation. MRWA has signed off on design and the Tender closed 28/02/2025. One submission was received - report to be presented to March 2025 Council meeting to appoint the contractor.
J12933	Eaton Drive	New intersection at Cudliss Street	1,082,126	0	1,082,126	20,122	0	20,122	1,062,004	On Budget	2%	On Track	5%	DWER assessing clearing permit. In discussions with Carbone Bros on mobilisation date. Additional information on revegetation to include planting of 30 Marri trees, sent to DWER. Clearing permit pending.
J12831	Bunbury Outer Ring Road	Renewal. Impacted Local Roads	50,000	0	50,000	17,432	1,536	18,968	31,032	On Budget	38%	On Track	75%	Dowdells Line works completed, potential road shoulder works on Damiani Italiano Rd during winter, having natural moisture in the ground. Traffic counter has been installed to assess the traffic type and volumes.
Subtotal: Roads - Program			3,284,745	0	3,284,745	304,024	250,187	554,211	2,730,534		17%			
DRAINAGE														
Subtotal: Drainage - Program			0	0	0	0	0	0	0					
BRIDGES														
Subtotal: Bridge - Program			0	0	0	0	0	0	0					
PATHWAYS														
J12691	Cudliss Street	Expansion. Hands Ave to Ann St	66,215	-66,215	0	475	0	475	-475	0%	0%	Cancelled	0%	Project Cancelled at OCM 18 Dec 2024, Resolution 311-24, Paths Asset Management Plan (PAMP) was adopted by Council.
J12692	Recreation Drive	Expansion. New pedestrian crossing near Finch Way	10,000	-10,000	0	0	0	0	0	0%	0%	Cancelled	0%	Project Cancelled at OCM 18 Dec 2024, Resolution 311-24, Paths Asset Management Plan (PAMP) was adopted by Council.
J12693	Millars Creek Pathway	Renewal. Millbridge Boulevard to Hunter Park	50,000	0	50,000	36,819	0	36,819	13,181	On Budget	74%	Completed	100%	Initial 2024/25 works completed. Concrete landing to be done, which is future works that has being brought forward.



# Attachment B - Capital Works Project Schedule

# (Appendix ORD 12.4.2A)

Job	Project	Scope	Original Budget	Budget Variations	Current Budget	YTD Actual	YTD Committed	YTD Total	Budget Balance (Budget less Total)	Budget Status	% Budget Expend	Project Status	% Project Progress	Summarised comments
J12694	Pratt Road Reserve - Watson Reserve	Renewal. Pratt Road Footbridge	100,000	76,215	176,215	3,140	0	3,140	173,075	On Budget	2%	On Hold	0%	Project is not eligible for Active Transport Fund Grant. Report presented to Council 26 February 2025. Alternative options to provide a link to Watson Reserve to be progressed. EOI to be called for D&C of an appropriate footbridge to connect to Watson Reserve.
J12695	Alice Court	Renewal. Alice Court to Millards Creek Main Path (West)	8,960	0	8,960	8,367	0	8,367	593	On Budget	93%	Completed	100%	Project completed.
J12921	Crampton Avenue	Renewal. Millards Street - Sanford Way	51,500	0	51,500	4,562	48,570	53,132	-1,632	Over Budget	103%	On Track	90%	Include budget request to construct new path around the corner to the child care centre on Sanford Way. Works substantially completed.
Subtotal: Pathways - Program			286,675	0	286,675	53,364	48,570	101,934	184,741		36%			

## BUILDINGS & STRUCTURES

J11708	Dardanup Hall	Urgent repairs	113,612	0	113,612	86,277	0	86,277	27,335	On Budget	76%	Completed	100%	Completed.
J11705	Don Hewison Centre	External Fabric / Interior Finishes Repaint	5,000	0	5,000	518	5,000	5,000	0	On Budget	100%	On Track	45%	Department of Planning, Lands and Heritage has not issued approval for new bricks to be used by contractor but they are to closely match existing bricks in terms of colour, dimensions and finish. Only one painting quotation received. Will re-issue RFQ for painting.
J11609	Eaton Basketball Courts	Replace Basketball Hoops (Equipment) to Ground Floor External	12,300	0	12,300	5,605	3,455	9,060	3,240	On Budget	74%	Completed	100%	Completed. Additional works consisting of sweeping and line marking of 2 x basketball courts and parking area has been completed.
J11405	Eaton Recreation Centre	External Fabric / Interior Finishes Repaint	218,842	0	218,842	23,245	1,652	24,898	193,944	On Budget	11%	On Track	25%	All remaining internal painting to be undertaken to ensure LRCI Grant funding is expended. Contractor has confirmed availability and will continue on with balance of internal painting when external painting has been completed. All work expected to be completed by end June 2025.
J11801	Eaton Recreation Centre	Upgrade/Renewal. ERC Toilets/Change Rooms Refurbishment	297,800	124,866	422,666	192,995	218,607	411,601	11,065	On Budget	97%	On Track	70%	Contractor on site and work is progressing well. Completion date expected to be end of first week of April 2025. Budget corrections discussed, including all variations.
J14322	Administration / Library Building Project	New/Improvements	476,783	76,998	553,781	251,412	54,312	305,724	248,057	On Budget	55%	On Track	25%	Ongoing
J05009	BFB Land & Buildings - Ferguson Bushfire Station	Ferguson BFB Renovation	0	212,650	212,650	1,370	0	1,370	211,280	On Budget	1%	Carry Forward	15%	New RFQ process will be undertaken to allow pricing to be split into earthworks, slab and service connection to first point and shed only and internal fit-out, fittings and service connections to bathroom as a second phase.
105310010	Waterloo BFB - Bore Project	New/Improvements	0	10,414	10,414	10,902	0	10,902	-488	Over Budget	105%	Completed	100%	Completed - 4.69% over budget
Subtotal: Buildings and Structures - Program			1,124,337	424,928	1,549,265	572,325	283,026	854,832	694,433		55%			

## PARKS & ENVIRONMENT

J11667	Gascoyne Circle Play Area	Renewal	5,000	0	5,000	4,098	0	4,098	902	On Budget	82%	Completed	100%	Project completed.
J11668	Parkridge - Tree Planting	New	18,255	0	18,255	17,532	0	17,532	723	On Budget	96%	Completed	100%	Project completed.
J11669	Parks Renewals	Renewal	54,700	0	54,700	15,438	21,021	36,458	18,242	On Budget	67%	On Track	50%	Eaton Foreshore play equipment poles replacement completed in December Quotes received from Contractors, PO issued to Wells Building. Awaiting confirmed start date Replacement: Lofthouse Park - Dual barbeque, Beaufort Loop - Dual barbeque, Eaton Foreshore - single barbeque

# Attachment B - Capital Works Project Schedule

# (Appendix ORD 12.4.2A)

Job	Project	Scope	Original Budget	Budget Variations	Current Budget	YTD Actual	YTD Committed	YTD Total	Budget Balance (Budget less Total)	Budget Status	% Budget Expend	Project Status	% Project Progress	Summarised comments
J11670	Renew Plantings	Renewal	9,846	0	9,846	301	9,460	9,761	85	On Budget	99%	On Track	15%	Illawarra Park to be planted in next planting season (end of 2024/25 FY). Eaton Streetscape and if budget allows Hunter POS. Purchase orders issued for plants to be ready for delivery in June 2025.
J11671	Burekup Oval Drainage Improvements	Renewal	37,513	0	37,513	148	20,534	20,682	16,831	On Budget	55%	On Hold	20%	Work has been scheduled to take place after the cricket season concludes, reached out to clubs to coordinate works. Contractor tentatively booked for week of 31 March 2025.
J11672	Burekup Oval Bollards and chain gates	New	15,000	0	15,000	10,577	0	10,577	4,423	On Budget	71%	Completed	100%	Completed on 6 September 2024.
J11665	Eaton Foreshore Bore	Renewal	527,500	0	527,500	391,347	0	391,347	136,153	On Budget	74%	On Track	90%	Pump testing completed January 2025. Handover of documentation pending to enable procurement of headworks. Pump test data and water analysis data received. Quotations for bore pump and headworks in progress. Quotes received however awaiting further clarifications from suppliers. Expected cost \$60k (TBC) Discussion required for agreeing on scope of expenditure of remaining funds (to include remaining funds of J11661).
J11661	Eaton Foreshore Bore & Landscaping Improvements	Renewal	47,519	0	47,519	4,500	0	4,500	43,019	On Budget	9%	Delayed	90%	Application for requesting additional Yarragadee water allocation submitted to DWER in December. Yarragadee water licence to be renewed. Application signed by CEO and submitted to DWER on 5/3/2024.
J11662	Eaton Drive Islands & Verges	Renewal	47,475	0	47,475	296	3,113	3,409	44,066	On Budget	7%	On Hold	0%	Contractor engaged to install mulch along Eaton Drive.
J11659	Glen Huon Oval Fencing Reinstatement	New. Protection Netting	52,300	0	52,300	19,275	4,400	23,675	28,625	On Budget	45%	On Track	40%	Contractor engaged for installation of posts and netting. Club notified of proposed location of netting seeking feedback prior to construction.
Subtotal: Parks - Program			815,108	0	815,108	463,513	58,527	522,041	293,068		64%			

Applications					
Date of Application	Funding Body	Project	Grant Amount Applied For	Year of Project	Tardis
26/04/2024	Department of Health and Aged Care	New Burekup Sports Pavilion	\$ 3,000,000.00	24/25	<a href="#">Play Our Way - Burekup</a>
26/09/2024	DLSCI	Burekup Paviliion	\$ 372,250.76	25/26	<a href="#">CSRFF - Burekup Pavilion</a>
		<b>Total</b>	<b>\$ 3,372,250.76</b>		
Approved Grants					
Date of Application	Funding Body	Project	Grant Amount Approved	Year of Project	Tardis
7/02/2024	Department of Fire and Emergency Services	LGGS 24-25	\$ 220,000.00	24/25	<a href="#">Local Government Grants Scheme LGGS - 2024-2025 DFES Bushfire Grant</a>
	Regional Road Group		\$ 1,814,000.00	24/25	<a href="#">2024-2025 Regional Road Group Claims and Projections</a>
	Roads to Recovery		\$ 556,177.60	24/25	<a href="#">Roads to Recovery</a>
	General Financial Assistance Grant		\$ 885,326.00	24-25	<a href="#">WA Local Government Grants Commission LGGC 2024-2025</a>
	Local Roads Financial Assistance Grant		\$ 680,702.00	24/25	<a href="#">WA Local Government Grants Commission LGGC 2024-2025</a>
	MRD Direct Grant		\$ 194,505.00	24/25	<a href="#">2024-2025 Regional Road Group Claims and Projections</a>
	LRCI Phase 4		\$ 556,356.00	24/25	<a href="#">Land Transport Infrastructure Investment Program -LRCI Phase 4</a>
30/08/2023	Department of Local Government, Sport and Cultural Industries	The ERC Bathroom Upgrade	\$ 124,866.00	23/24	<a href="#">DDLGSC - CSRFF - Eaton Recreation Center - ECC - Bathroom Upgrade</a>
22/01/2024	Department of Fire and Emergency Services	Shire of Dardanup Alternative Power Supply in	\$ 63,998.00	24/25	<a href="#">National Disaster Risk Reduction - NDRR - 24-25</a>
26/04/2024	Department of Infrastructure, Transport, Region	New city in the South West - Wanju - Develop	\$ 300,000.00	24/25	<a href="#">Housing Support Program - Wanju DCP</a>
17/07/2024	Department of Home Affairs	Cyber Security: Cyber Awareness Support for Vulnerable Groups	\$ 11,536.00	24/25	<a href="#">Cyber Security Awareness Support for Vunlerable Groups</a>
8/08/2024	Department of Communities	Youth Week Grant	\$ 3,000.00	24/25	<a href="#">2025 Youth Week Grant</a>
26/09/2024	Department of Communities	NextGen Skills	\$ 5,000.00	24/25	<a href="#">2025 Youth Engagement Grant Department of Communities</a>
9/10/2024	NADC	Australia Day 2025	\$ 10,000.00	24/25	<a href="#">2025 - Australia Day Grant NADC</a>
13/12/2024	Department of Local Government, Sport and Cultural Industries	Eaton Bowling Club - LED Lighting 'A' Green	\$ 13,107.00	24/25	<a href="#">Eaton Bowling Club - Club Night Lights Program - DLGSCI</a>
31/01/2025	Department of Local Government, Sport and Cultural Industries	Burekup Paviliion	\$ 248,167.00	25/26	<a href="#">CSRFF - Burekup Pavilion</a>
		<b>Total</b>	<b>\$ 5,686,740.60</b>		
Unsuccessful Grants					
Date of Application	Funding Body	Project	Grant Amount Applied For	Year of Project	Tardis
19/03/2024	Disaster Ready Fund Round 2	Dardanup Hall Evacuation Centre Upgrade	\$ 3,032,000.00	23/24	<a href="#">Disaster Ready Fund - Dardanup Hall and Dardanup Admin Centre</a>
19/03/2024	CSRFF	Pratt Road Bore	\$ 200,000.00	24/25	<a href="#">CSRFF - New Bore at Eaton Foreshore</a>
30/05/2024	Department of Local Government, Sport and Cultural Industries	Symphony & Cinema	\$ 27,100.00	24/25	<a href="#">Final - Grant Application Export for GA01009182</a>
18/09/2024	Regional Events Scheme	Summer Series	\$ 27,000.00	25/26	<a href="#">2025-2026 Regional Events Scheme</a>
		<b>Total</b>	<b>\$ 3,286,100.00</b>		

## (Appendix ORD: 12.4.2B)

RISK ASSESSMENT TOOL								
<b>OVERALL RISK EVENT:</b> Quarterly Corporate Performance Report – January to March 2025								
<b>RISK THEME PROFILE:</b>								
3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory) 4 - Document Management Processes								
<b>RISK ASSESSMENT CONTEXT:</b> Strategic								
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	The Shire not achieving against the Corporate Plan could jeopardise the Shire's brand.	Major (4)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.



MARKYT 

# Community Scorecard

## 2025

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Prepared for



Prepared by



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# Strategic overview

## Vision



48

% agree

17% above Industry Average  
and up 4% from 2021

## Liveability

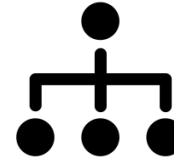


83

Performance Index Score

9 points above Industry Average  
and up 2 points from 2023

## Governance



61

Performance Index Score

10 points above Industry Average  
and on par with 2023

## Finance



50

Performance Index Score

9 points above Industry Average  
and up 4 points from 2023

### Industry leader

- Community engagement
- Local town centres
- Economic development
- Ranger services
- Youth services
- Aged care
- Access and inclusion

### Most improved

- Community engagement
- Communication
- Library
- Youth services
- Access and inclusion

### Priorities



Housing



Safety and crime prevention



Local roads



Waste management



# Approach

# Purpose



## Department of Local Government, Sport and Cultural Industries

The Local Government Act requires local councils to develop a **Plan for the Future**. The IP&R guidelines suggest this plan has a major review every four years, and a minor review every two years.

## MARKYT Community Scorecard

The Shire of Dardanup commissioned a MARKYT® Community Scorecard to:

- Support a review of its Plan for the Future
- Assess performance against objectives and key performance indicators (KPIs) in the Plan for the Future
- Determine community priorities
- Benchmark performance



# The Study

Shire of Dardanup commissioned CATALYSE® to conduct an independent MARKYT® Community Scorecard.

CATALYSE® mailed scorecards to all households and residential PO Boxes via Australia Post unaddressed mail, and hosted the scorecard online. Shire of Dardanup provided supporting promotions through its communication channels.

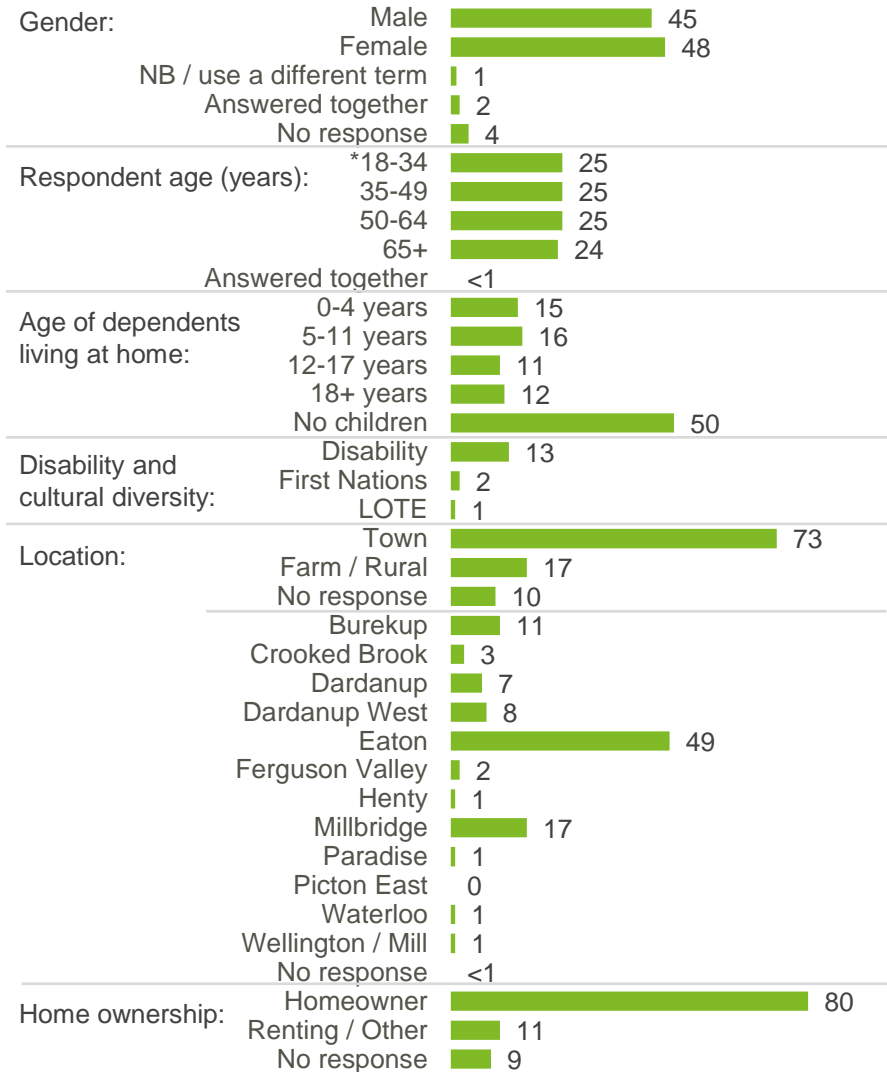
The scorecard was open from 10 February to 21 March 2025 and completed by **894 community members** with various connections to the Shire.

Resident	Business owner / operator	Community organisation manager / committee member	Out of area ratepayer / visitor	Elected Member or Shire employee / affiliate
856	80	181	17	24

The main body of this report shows resident results. Results from other community groups are reported at the end of this report.

Throughout this report, where sub-totals add to  $\pm 1\%$  of the parts, this is due to rounding errors to zero decimal places.

## % of respondents (weighted)



LOTE: Language other than English

\* Includes several 14-17-year-olds

Over 20+ years, CATALYSE® has conducted community and/or business perceptions surveys for more than 70 councils across Australia (listed below). When comparable questions are asked, we publish high and average scores to enable participating councils to recognise and learn from industry leaders.

### Perth Region

Armadale  
Bassendean  
Bayswater  
Belmont  
Cambridge  
Canning  
Claremont  
Cockburn  
Cottesloe  
East Fremantle  
Fremantle  
Joondalup  
Kalamunda  
Kwinana  
Melville  
Mosman Park  
Mundaring  
Nedlands  
Peppermint Grove  
Perth  
Serpentine-Jarrahdale  
South Perth  
Subiaco  
Swan  
Victoria Park  
Vincent  
Wanneroo

### Wheatbelt Region

Chittering  
Dandaragan  
Gingin  
Merredin  
Narrogin  
Northam  
Pingelly  
Toodyay  
York

### Southwest Region

Augusta-Margaret River  
Bridgetown-Greenbushes  
Bunbury  
Busselton  
Capel  
Collie  
Dardanup  
Donnybrook-Balingup  
Harvey

### Great Southern Region

Albany  
Broomehill-Tambellup  
Cranbrook  
Denmark  
Gnowangerup  
Jerramungup  
Katanning  
Kent  
Kojonup  
Plantagenet  
Woodanilling

### Peel Region

Boddington  
Mandurah  
Murray  
Serpentine-Jarrahdale



*Note: in this report, average and high scores are calculated from a subset of these councils that have completed a MARKYT® accredited study within the **past three years**.*



# How to read MARKYT® performance dashboards

## Performance Ratings

The chart shows community perceptions of performance on a five-point scale from excellent to terrible.

### Positive rating

Is the percentage of respondents who provided a rating of okay, good or excellent.

The **Performance Index Score** is a weighted score out of 100.

### Score

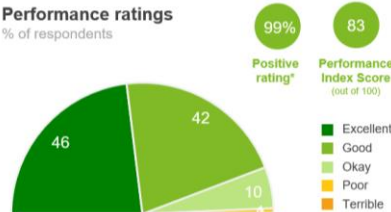
100  
75  
50  
25  
0

### Average Rating

Excellent  
Good  
Okay  
Poor  
Terrible

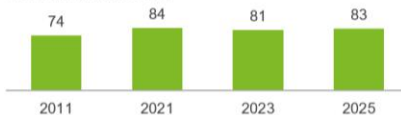
### Performance ratings

% of respondents



### Trend Analysis

Performance Index Score



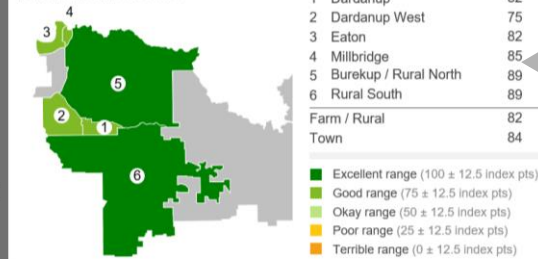
### MARKYT® Industry Standards

Performance Index Score



### Geographical variances

Performance Index Score



### Community variances

Performance Index Score

Gender		Age of children		Disability & culture	
Male	83	0-4 years	81	Disability	80
Female	83	5-11 years	84	First Nations <sup>#</sup>	72
Age	18-34 years	12-17 years	83	Mainly speak LOTE <sup>#</sup>	88
	35-49 years	18+ years	80	Home ownership	
	50-64 years	No children	84	Homeowner	83
	65+ years			Renting / other	87

## Geographical variances

Maps variances across the region by location.

## Community variances

Shows how performance ratings vary across the community by key demographics.

## MARKYT® Industry Standards

Show Council performance compared to other councils.

**Council Score** is the Council's performance index score.

**Industry High** is the highest score achieved by participating councils.

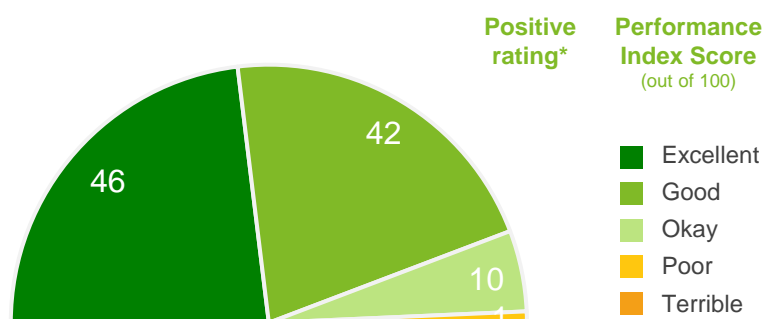
**Industry Average** is the average score among participating.

# Overall Performance

# Place to live

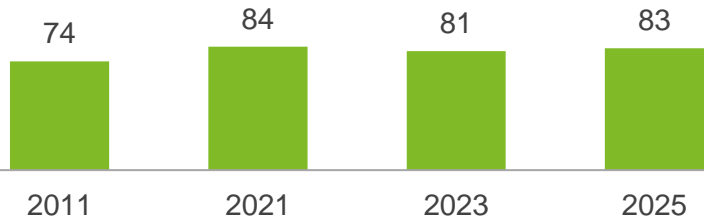
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

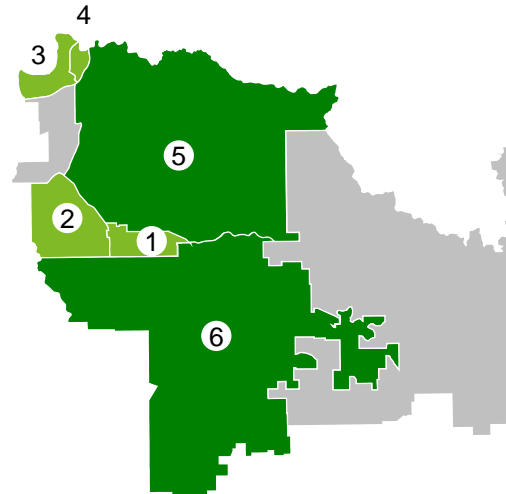
Performance Index Score



Shire of Dardanup	83
Industry High	91
Industry Average	74

## Geographical variances

Performance Index Score



## Local area planning district

1 Dardanup	82
2 Dardanup West	75
3 Eaton	82
4 Millbridge	85
5 Burekup / Rural North	89
6 Rural South	89
Farm / Rural	82
Town	84

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	83
Female	83

### Age of children

0-4 years	81
5-11 years	84
12-17 years	83
18+ years	80
No children	84

### Disability & culture

Disability	80
First Nations#	72
Mainly speak LOTE#	88

### Age

18-34 years	84
35-49 years	83
50-64 years	82
65+ years	84

### Home ownership

Homeowner	83
Renting / other	87

Q. How would you rate performance in the following areas?

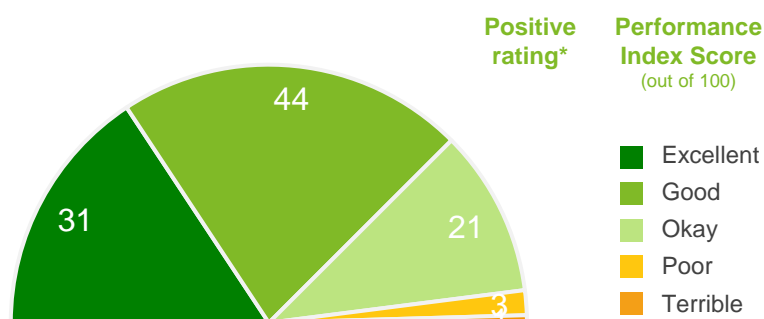
Base: All respondents, excludes 'unsure' and 'no response' (n = 851).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Place to work

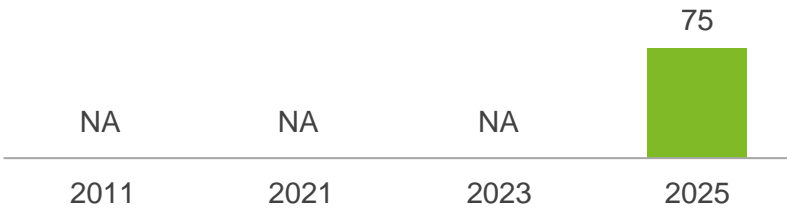
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

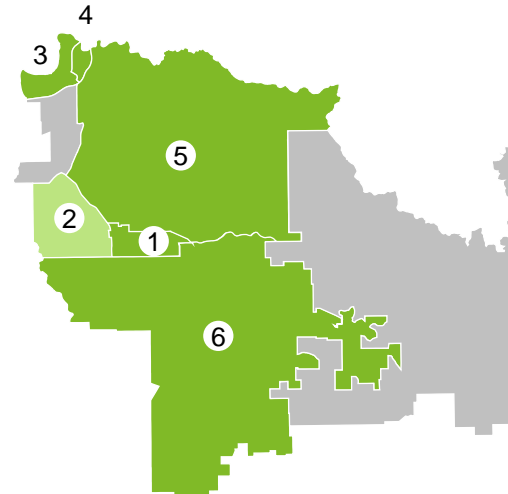
Performance Index Score



Shire of Dardanup	75
Industry High	75
Industry Average	64

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	79
2	Dardanup West	62
3	Eaton	74
4	Millbridge	76
5	Burekup / Rural North	86
6	Rural South	69
Farm / Rural		67
Town		78

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	76
Female	75

### Age of children

0-4 years	76
5-11 years	78
12-17 years	69
18+ years	68
No children	77

### Disability & culture

Disability	70
First Nations#	68
Mainly speak LOTE#	75

### Age

18-34 years	81
35-49 years	73
50-64 years	72
65+ years	76

### Home ownership

Homeowner	74
Renting / other	83

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 587).

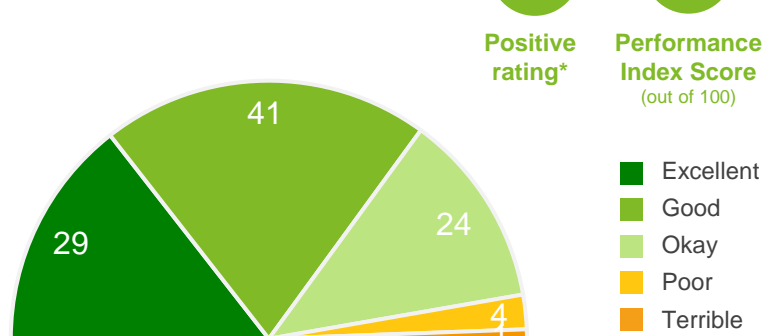
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



# Place to own or operate a business

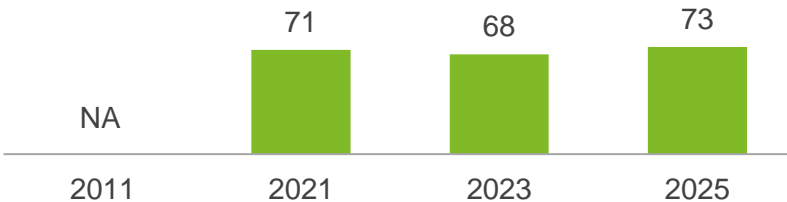
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

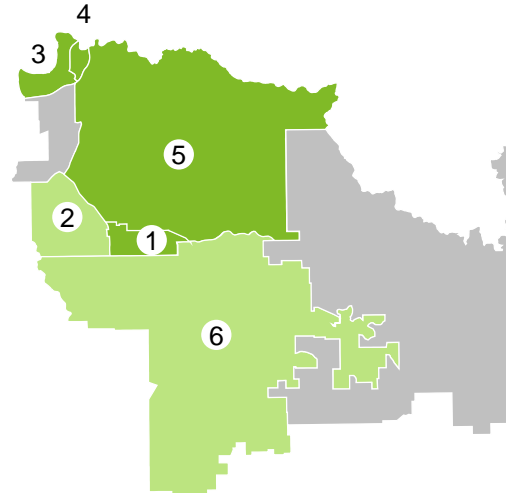
Performance Index Score



Shire of Dardanup	73
Industry High	73
Industry Average	59

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	70
2 Dardanup West	60
3 Eaton	73
4 Millbridge	76
5 Burekup / Rural North	81
6 Rural South	61
Farm / Rural	60
Town	77

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	72
Female	74

### Age of children

0-4 years	75
5-11 years	76
12-17 years	63
18+ years	63
No children	75

### Disability & culture

Disability	67
First Nations#	59
Mainly speak LOTE#	78

### Age

18-34 years	81
35-49 years	69
50-64 years	69
65+ years	72

### Home ownership

Homeowner	71
Renting / other	84

Q. How would you rate performance in the following areas?

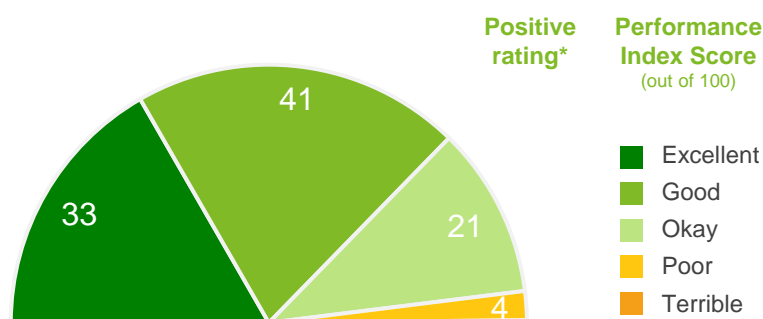
Base: All respondents, excludes 'unsure' and 'no response' (n = 504).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Place to visit

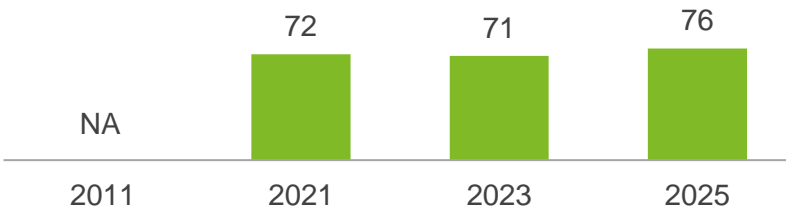
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

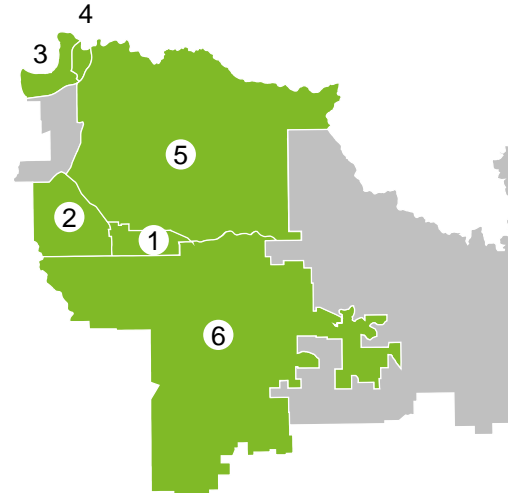
Performance Index Score



Shire of Dardanup	76
Industry High	90
Industry Average	68

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	75
2 Dardanup West	70
3 Eaton	73
4 Millbridge	77
5 Burekup / Rural North	85
6 Rural South	85
Farm / Rural	75
Town	76

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	75
Female	78

### Age of children

0-4 years	75
5-11 years	79
12-17 years	75
18+ years	70
No children	76

### Disability & culture

Disability	71
First Nations#	65
Mainly speak LOTE#	76

### Age

18-34 years	80
35-49 years	75
50-64 years	72
65+ years	76

### Home ownership

Homeowner	75
Renting / other	83

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 797).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

MARKYT  industry comparisons

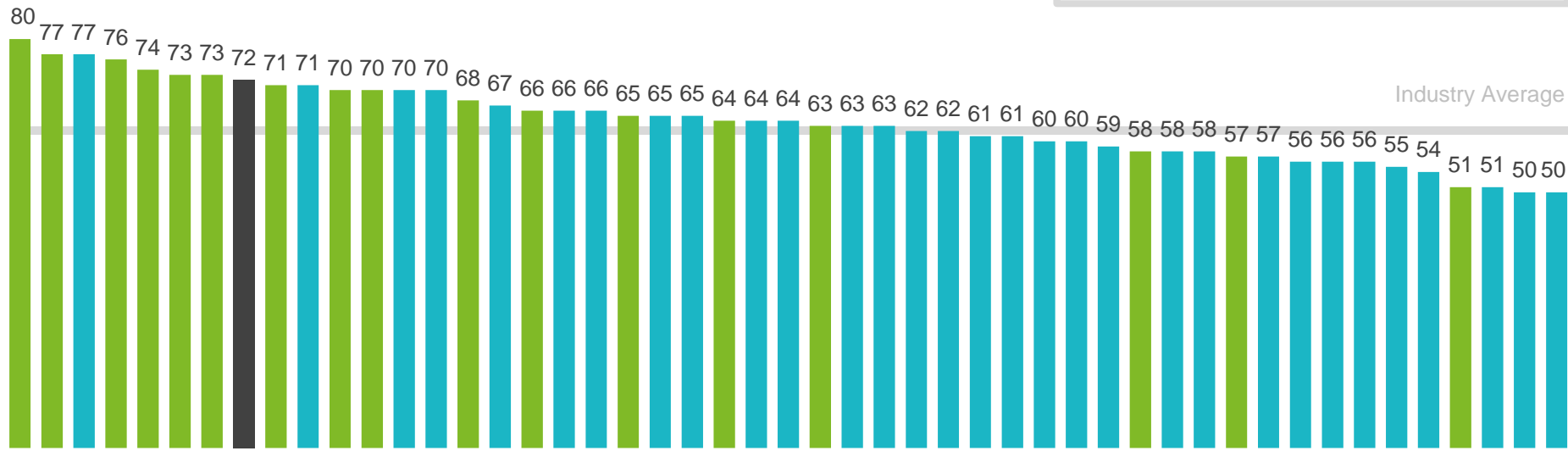
# Overall Performance | industry comparisons

The 'Overall Performance Index Score' is a combined measure of the Shire of Dardanup as a 'place to live' and as a 'governing organisation'. The Shire of Dardanup's overall performance index score is 72 out of 100, 9 index points above the industry average.

## Overall Performance Index Score

average of 'place to live' and 'governing organisation'

- Shire of Dardanup
- Metropolitan Councils
- Regional Councils



## MARKYT Industry Standards

Performance Index Score



Shire of Dardanup	72
Industry High	80
Industry Average	63

# How to read the MARKYT Benchmark Matrix

The MARKYT® Benchmark Matrix (shown in detail overleaf) illustrates how the community rates performance on individual measures, compared to how other councils are being rated by their communities.

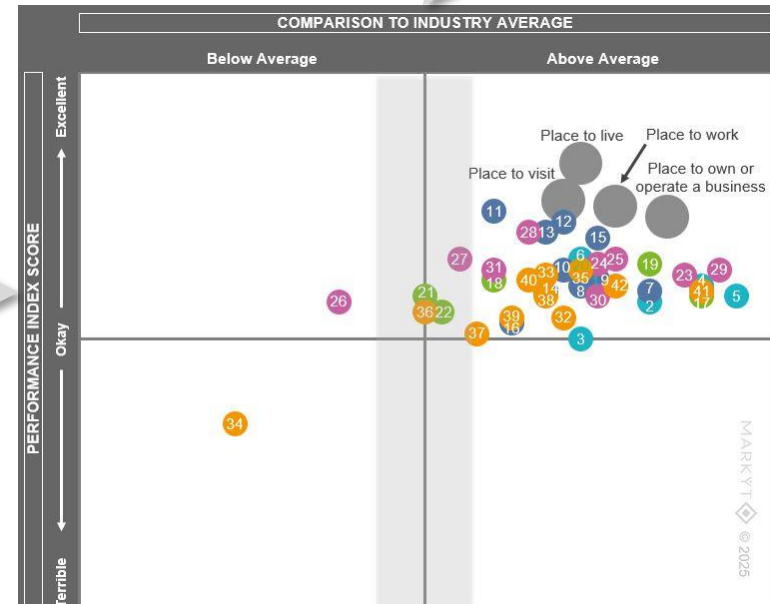
There are two dimensions. The vertical axis maps community perceptions of performance for individual measures. The horizontal axis maps performance relative to the MARKYT® Industry Standards.

Councils aim to be on the right side of this line, with performance ABOVE the MARKYT® Industry Average.

Services are grouped in five areas:

- Governance
- Assets
- Compliance
- Discretionary
- Advocacy

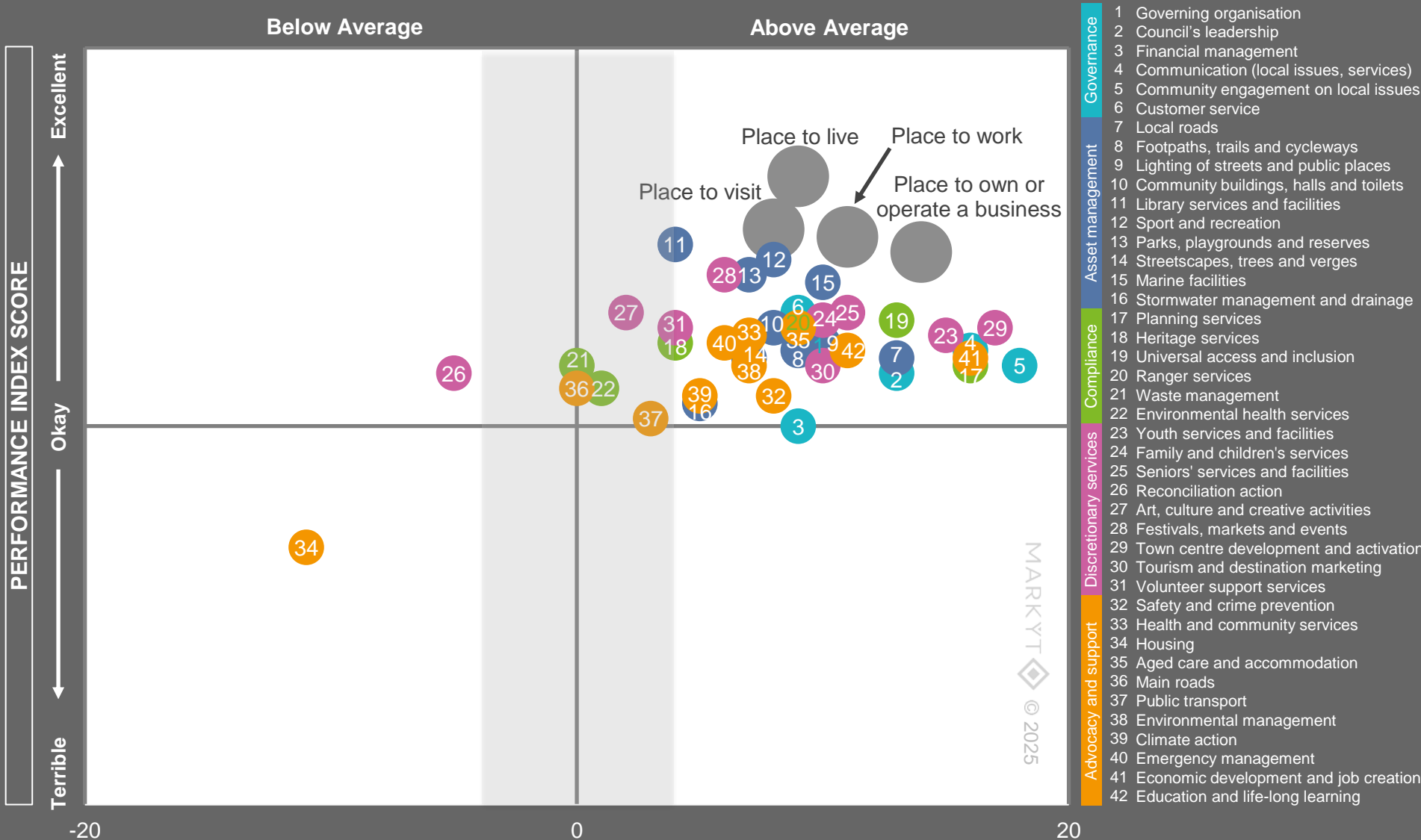
This line represents okay performance based on the MARKYT Performance Index Score. Higher performing service areas are placed above this line while lower performing areas are below it.



# MARKYT Benchmark Matrix

(Appendix ORD 12.4.2C)

## COMPARISON TO INDUSTRY AVERAGE



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response.

MARKYT  community trends

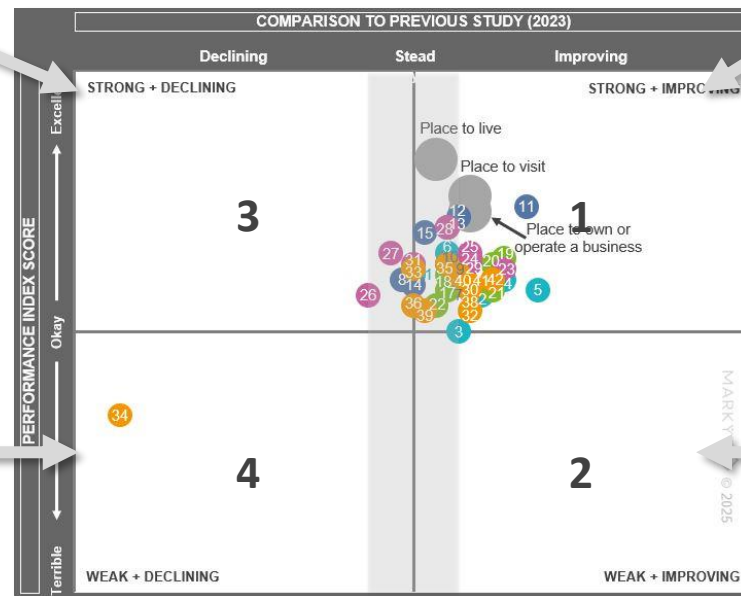
The MARKYT® Community Trends Window shows trends in performance over the past 2 years.

**Window 3** includes higher performing services in decline. **Arrest decline** for:

- Reconciliation action
- Art, culture and creative activities
- Footpaths, trails and cycleways

**Window 4** includes lower performing areas in decline. The **main concern** includes:

- Housing



**Window 1** includes higher performing areas that have improved. **Stand-out improvers** are:

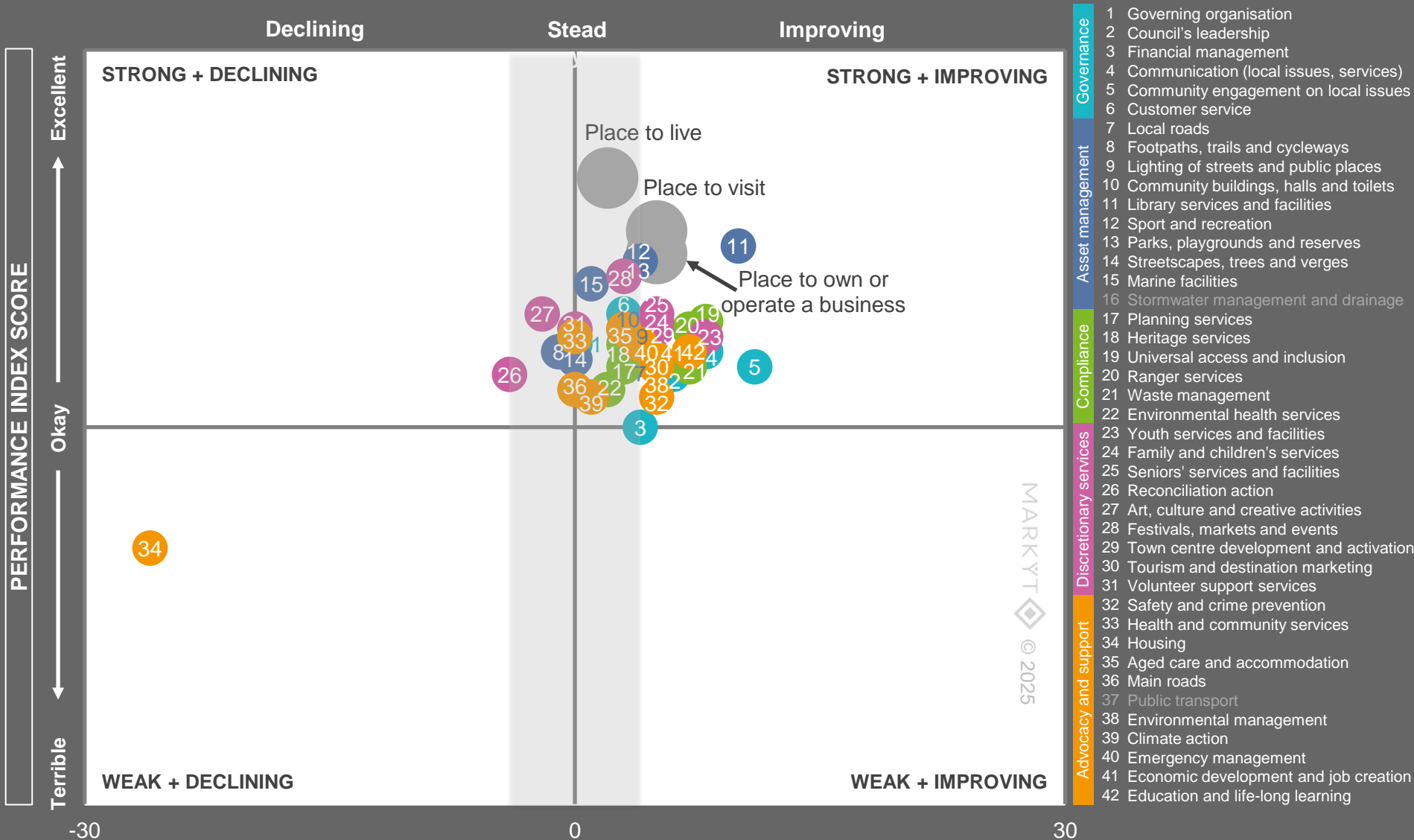
- Community engagement on local issues
- Library services and facilities
- Universal access and inclusion
- Youth services and facilities
- Communication (local issues, services)

**Window 2** includes lower performing areas that are improving.

There are no services in this window



## COMPARISON TO PREVIOUS STUDY (2023)



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response.

MARKYT  community priorities

# How to read the MARKYT Community Priorities

The MARKYT® Community Priorities chart maps priorities against performance in all service areas.

**CELEBRATE** the Shire's highest performing areas.

**KAIZEN:** consider ways to continuously improve services with average ratings between okay and good to strive for service excellence

**REVIEW** lower performing areas.

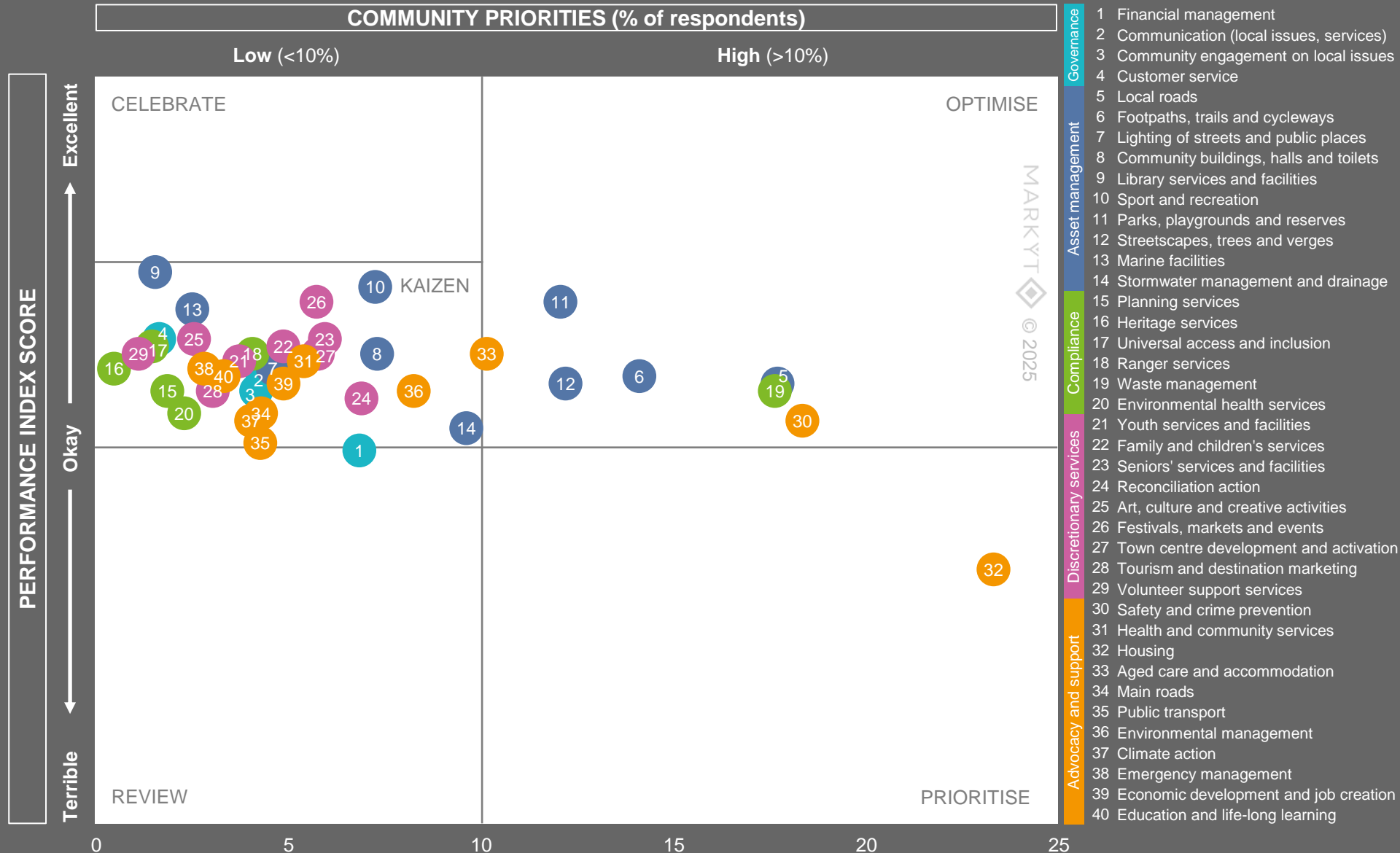


**OPTIMISE** higher performing services where the community would like enhancements to better meet their needs.

**PRIORITISE** lower performing services where the community would like the Shire to focus its attention.

Services are grouped in five areas:

- Governance
- Assets
- Compliance
- Discretionary
- Advocacy



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Over the next 10 years, which areas would you mostly like the Shire of Dardanup to focus on improving? Base: All respondents, excludes no response (n = 768)

# Addressing community priorities

### Community driven actions

- Work with state and federal government or non-for-profits to provide affordable housing options.
- Consider diverse housing options including retirement accommodation and apartments.
- Focus on providing affordable housing to lower income earners and seniors.
- Consider cheaper alternatives to brick, tin or expensive housing materials.
- Release more land.

### Community Voices

*“I’m really asking—pleading, actually—for the Shire of Dardanup to seriously consider more affordable and cheaper housing options. We need solutions now, not later. Whether it’s more low-cost developments, incentives for builders, or partnerships to create housing that’s actually within reach for everyday people, something has to change. This isn’t just about numbers or policies—it’s about giving our kids a chance to stay in the community they grew up in, to build their lives here without being priced out.”*

*“Dardanup’s got heaps of land and room to grow, so I reckon the Shire needs to step up and work with the state and federal governments to fix this mess. We’ve got the chance to make sure the next generation doesn’t end up in the same boat as me. Housing shouldn’t be about making money or investments it’s about having a decent home for your family surely even the boomers can get on board with that. Right now, even with all the hours I’m putting in, that feels like a pipe dream.”*

*“Housing within the shire is too expensive, especially for 18-35 year olds. This includes both renting and buying. It would be amazing if there was an affordable opportunity for young adults (18-25) who may be at TAFE or working to be able to move out and live independently.”*

*“More housing - apartments, housing for downsizing, more retirement housing, smaller blocks with very small front yards.”*

*“More housing for lower earning people...”*

*“Work with the government and get more land ready and promote other building materials other than brick.”*

*“More housing is needed and material other than brick and tile or tin need to be promoted because there are cheaper and quicker options.”*

### Community driven actions

- Advocate for a more visible police presence including a station in Eaton and more police patrolling the streets and engaging with the community.
- Provide more policing of dangerous driving, speeding and motorcycles on footpaths.
- Provide more security patrols, especially at night.
- Provide CCTV and better lighting in parks and known crime hotspots to discourage drug dealing and other anti-social behaviour.
- Provide organised activities and programs to engage at-risk youth.
- Encourage and support Neighbourhood Watch programs.

### Community Voices

*"Police station in Eaton."*

*"More active patrols. We never see any policeman anywhere in the suburbs except Eaton Fair. Why can we not have a substation manned even one day a week?"*

*"More police around, currently we see them maybe once or twice a week, get them to be more engaged in the community to be able to help those in need."*

*"Security services / police patrols. There are regularly people coming to Dardanup West at night to do burnouts and drag race."*

*"Motor bikes using the walkways and reserves as short cuts is daily. It never was in the past."*

*"Light the parks after dark to prevent drug dealing and graffiti."*

*"Increase security cameras in parks and on roads in the vicinity of gathering places such as parks."*

*"More facilities for teenagers and younger children."*

*"Perhaps youth programs at the skate park/Eaton rec centre to encourage positive behaviour and give them an outlet rather than breaking into people's cars/ graffiti/ vandalism etc. Like street art programs..."*

*"CCTV or mobile security or a vehicle funded for programs like Neighbourhood Watch."*

*"Our streets need to be patrolled whether by police or security at night."*

*"Have ranger services do more proactive patrols and enforce local government bylaws. Deter early morning (2-3am) groups from street drinking, loud and socially unacceptable behaviour, especially over the summer holiday periods."*



### Community driven actions

- Improve and widen local roads and bridges to accommodate for growth and increased traffic.
- Improve highway access and advocate for re-opening of Martin-Pelusey Road.
- Improve road maintenance with regular drain checks, grading of gravel roads and resealing of old or damaged roads.
- Adopt measures to reduce speeding in known problem areas, such as reducing speed limits or installing speed humps or chicanes.

### Community Voices

*“Widening of local roads / bridges. No single vehicle bridge lanes.  
Seal all road shoulders and improve / increase road signage.”*

*“Upgrade of bridge on Moore Rd due to increased traffic from Borr Rd.”*

*“With the building of the new highway our local roads have been brutalised.  
They were not designed for the quantity and size of traffic that have been  
using them. We also need better access to the highway. It is convoluted to get  
on and off, to access Dardanup, not only for the locals, but also tourists who  
only get on chance to turn off and weave their way to Dardanup.”*

*“Safe access to highway. Local road condition improved and maintained.  
Safe intersections.”*

*“Local roads are a mess. Keep filling holes is not enough and the new road  
has made it hard to go to Eaton. Martin-Pelusey Rd - where is it.”*

*“The quality of some of the road surfaces and widths around Ferguson,  
Dowdell's Line and Crooked Brook Roads are dangerous.”*

*“Definitely road re-tarring instead of fixing cracks / dips etc. Re-sealing,  
not just patch ups, especially tree street area 'Hale St' Hamilton.”*

*“Grade the gravel roads with expertise so that the gravel doesn't all wash off  
causing damage. Gravel roads in the area should be maintained correctly.”*

*“Millard St, near Hamilton Ave, is commonly used for hooning / racing /  
burnouts. Slow points or speed humps / chicanes would be great.”*

*“Fix roads and lower speed limits around Dardanup West.  
Lots of young families with kids on bikes...”*

### Community driven actions

- Remove or relocate the waste facility, possibly further inland to reduce smells and risk of groundwater contamination.
- Stop accepting waste from outside areas.
- Stop the dumping of toxic waste.
- Ensure a rigorous process for processing recycling and general waste at waste facilities – keeping them separated.
- Improve hard waste collection using tip passes or more regular verge collections.
- Implement a weekly red bin (general waste) collection or increase the size of the red bin.
- Improve waste pickup services during busy holiday periods.

### Community Voices

*“The tip!!!! The Ferguson Valley is not the place for Perth rubbish and some of the most toxic waste made in the state. It needs to be closed to all but Shire waste sooner rather than later.”*

*“Relocate the tip to an area to stop destruction of aquifer and devaluing Dardanup Shire...plenty more places that are not a premium tourist precinct at that could be used i.e., massive coal hole in Collie that will no longer be used for mining coal.”*

*“Water and waste management should be a priority to stop landfill polluting the groundwater.”*

*“...Stop accepting waste from around the state and turning our landscape into a toxic dump!”*

*“Recycling should not be going into landfill. We sort it, then it all gets cross contaminated at the depot.”*

*“Give us in the rural areas free tip passes or roadside collection. We pay enough rates and get nothing to help us with waste management.”*

*“Tip passes along with bulk hard waste collection. Not everyone can wait for the bulk hard waste collection.”*

*“Red bin needs to go out every week.”*

*“Have the general waste bin emptied every week. For a large family it's hard. Yes we do recycling and FOGO but general waste still is the most...”*

### Community driven actions

- Provide an extensive and connected network of footpaths and cycleways to promote walking and cycling for recreation, tourism and safe active transport.
- Ensure path networks provide connection between new developments, suburbs, towns and areas of interest such as the river.
- Maintain and repair footpaths and cycleways regularly so that surfaces are even, clear of debris and safe for all users including prams, wheelchairs and mobility aids.

### Community Voices

*"All streets to have at least one footpath."*

*"Lack of footpaths is dangerous, discourages walking, keeping cars dominant."*

*"New subdivisions should build foot paths and walkways when subdividing."*

*"To encourage less vehicle usage - well maintained footpaths / cycleways may encourage more people (families) to leave the car at home and become more active."*

*"Many streets have no footpaths. Cycleways need to be made known and advertised. Keep in mind cyclists need to crossroads. The shire needs to promote cycling as an alternative to the car."*

*"Cycleways are non-existent in the Dardanup town area and surrounds. Try cycling from Dardanup to Bunbury."*

*"Footpaths, trails and cycleways. Bunbury as a whole has so much beautiful attractions and surroundings with a diverse natural geographical features. More attractions can be developed ie. along the Collie River. Promote kayaking and water activities on the river."*

*"There's too much focus on roads and not enough on alternative means of travel. Rather than just building new roads and maintaining them the local shire needs to implement plans to put in cyclist paths, improve disability access on pathways and create walking trails that are accessible and well lit."*

*"Paths around town are very rough. Pushing a wheelchair on them is almost impossible."*

*"I don't drive anymore so I rely on public transport and my bike to get around so the state of the pathways is a concern for us."*

*"Repair footpaths. Keep footpaths clear of debris regularly."*

### Community driven actions

- Plant more trees to provide shade, prioritising natives that do not drop leaves.
- Beautify streetscapes around town and estate entrances.
- Improve streetscape and verge maintenance with regular mowing, watering, drain clearing, weeding and pruning.
- Incentivise residents to care for their verges.

### Community Voices

*"Trees on verges keep the air cool in summer, increase wildlife and value add properties."*

*"Urban greening will become more and more important. Higher value needs to be placed on trees and vegetation. Increasingly, the warmer weather will cause health issues, particularly amongst the young and older residents."*

*"More maintenance of streetscapes and verges, pulling and killing weeds, planting more native flora, planting trees for shade."*

*"Entrances into Eaton (Old Coast Rd and Forrest Hwy) are unappealing and neglected. They are a sad entrance into a tired looking shire."*

*"Clean up the verges, streetscapes, etc. especially weeds, rubbish and overgrown grass. At least give people a sense of pride in their neighbourhood."*

*"Some street trees look half dead. They are not attractive. They don't appear to be watered - ever. Verges are quite scruffy around Eaton."*

*"Verges and road drains need improvement. Removing trees and debris from drains to help water drain properly but also to improve fire protection."*

*"Streetscapes are poor. Residents are allowed to keep the front of their property in a mess. We need an active garden crew at work tidying up verges and streets deemed as property of the Shire."*

*"Free plants suitable for verge planting with workshops. Pruning of verge trees and maintaining council space. Encouraging verge planting with some water incentive to help residence maintain green/plant approved verges. Improve weed control and mulching."*

### Community driven actions

- Advocate for new and upgraded parks and playgrounds for families.
- Improve park and playground amenities. Suggestions include BBQ and shaded seating areas, basketball courts, football goals, pump tracks, drink fountains, bins and toilets.
- Consider providing enclosed dog exercise areas or providing fencing around the children's playgrounds to separate dogs and children.
- Maintain and upgrade infrastructure, including retic systems and drainage.

### Community Voices

*"Better playground for families to go to."*

*"Parks really lack appeal. Have a look at places like Mandurah and Rockingham. Nothing draws people to the area. Such a great area with so much potential but poorly designed."*

*"Better care of parks and facilities. More benches and undercover areas. Football goals, basketball courts etc."*

*"Dardanup needs upgrade in the park which includes a pump track, additional play equipment. New BBQ tables and seating so families can utilise the park during summer and all year. Lack of bins and dog bags at all entries of the park."*

*"Carramar Park needs a barbecue and seated area with shelter for families, more development for the young teenagers of Dardanup."*

*"Please consider providing a drink fountain at Carramar Park and more bins to reduce litter."*

*"Add fencing and major upgrades including drainage and solid undercover areas to Dardanup Playground."*

*"Sprinkler / retic maintenance - many public spaces have broken or misaligned sprinklers, leading to water running onto roads / footpaths and not actually watering the grass / plants / trees. Regular maintenance (maybe at night) and prompt repairs would help."*

*"Please put a fence around Lofthouse Park Playground. Dog club meets there in 'off leash' time and kids play in playground with no division."*

*"Would love a fenced dog park."*



### Community driven actions

- Advocate for more residential aged care facilities and retirement villages.
- Advocate for increased delivery of services to support seniors to stay in their homes longer.

### Community Voices

*"Aged care facilities in hometown so people don't have to go to Harvey or Donnybrook."*

*"We live in the Town of Dardanup. There are no aged care or accommodation facilities here."*

*"There needs to be a retirement village in Dardanup. At least 100 units, with public transport to Bunbury and Eaton."*

*"There is nowhere within Dardanup town for our ageing residents to live in assisted living. Moving from Dardanup is unsettling for them. Removing many from the only community they have ever lived in."*

*"Need to establish an aged friendly society when planning and organising services."*

*"We have an aging society, our elders have so much to give back to our community if given the opportunity- engage them with youth and young families as much as possible."*

*"Aged care / accommodation - people are living longer so places to go, or more aged care community housing, so they can still stay at home but help is not far or close by. Medical needs, respite assistance."*

*"Possibly more nursing homes or stay at home programmes for seniors."*

*"Aged care and accommodation. Help to allow people to remain in their own home and independent as long as possible. Cost efficient aged accommodation, Lease for Life homes - less or no exit fees."*

*"Aged care. More activities for older people living at home."*

### Community driven actions

- Regular cleaning and maintenance of drains, particularly before winter.
- Upgrade existing drainage systems, particularly in low-lying or flood-prone areas (e.g., the traffic lights at Eaton Fair).
- Manage concerns relating to stormwater runoff from new developments into older drainage systems.

### Community Voices

*“More attention in winter to storm water management.”*

*“Manage stormwater from roads better with better drainage.  
Clear roadside drains regularly.”*

*“Annual maintenance before wet weather.  
Streets near us are prone to flooding.”*

*“There are a few areas that flood every single winter and this needs to be sorted out as it can be quite dangerous for drivers.”*

*“Maybe cleaning of storm water pits, and replace broken storm water lids etc.”*

*“Flushing drains regularly would help or enlarging drains. The drains need to be cleaned more regularly in the Dardanup and Dardanup West areas.”*

*“We need more drainage channels. We don't have enough and keeping the [area] clear of foliage. The drains fill up in winter and then flood out into nearby properties, flooding them so landowners cannot use them in winter months.”*

*“Fix the poor drainage in Eaton, especially at the traffic lights at Eaton fair as these areas flood up every year.”*

*“Stop our streets from flooding, especially at the traffic lights at Eaton Fair.”*

*“Make sure the existing drains are well maintained before adding new developments to the areas draining and flooding the existing ones.”*

*“Address overgrown/blocked roadside drainage in older areas. Don't just clean out the easy bits to get to. Why are properties getting inundated with rainwater in older areas, worse now, since new developments and subdivisions have appeared in the last 5 years with their new drainage directed into the old system?”*

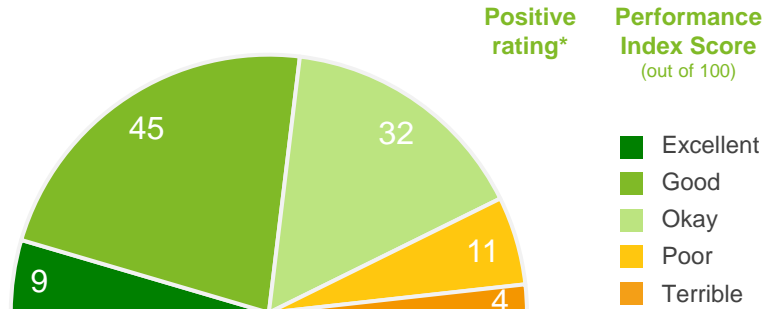


# Governance

# Governing organisation

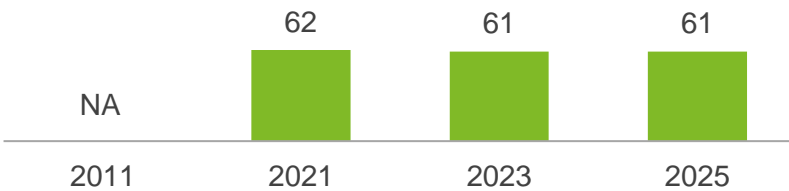
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

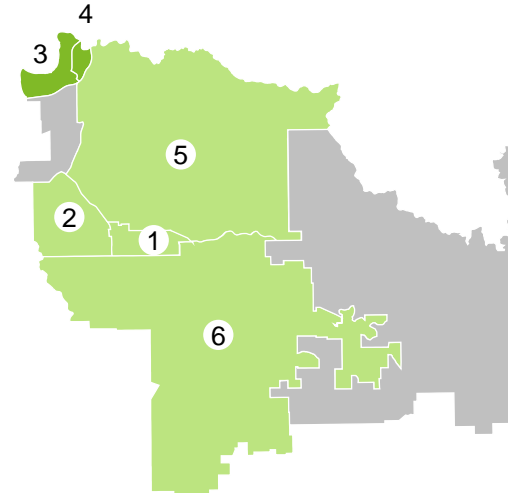
Performance Index Score



Shire of Dardanup	61
Industry High	71
Industry Average	51

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	54
2	Dardanup West	42
3	Eaton	65
4	Millbridge	67
5	Burekup / Rural North	61
6	Rural South	54
Farm / Rural		49
Town		64

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	61
Female	62

### Age of children

0-4 years	59
5-11 years	59
12-17 years	61
18+ years	56
No children	63

### Disability & culture

Disability	62
First Nations#	46
Mainly speak LOTE#	71

### Age

18-34 years	61
35-49 years	60
50-64 years	58
65+ years	66

### Home ownership

Homeowner	60
Renting / other	73

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 786).

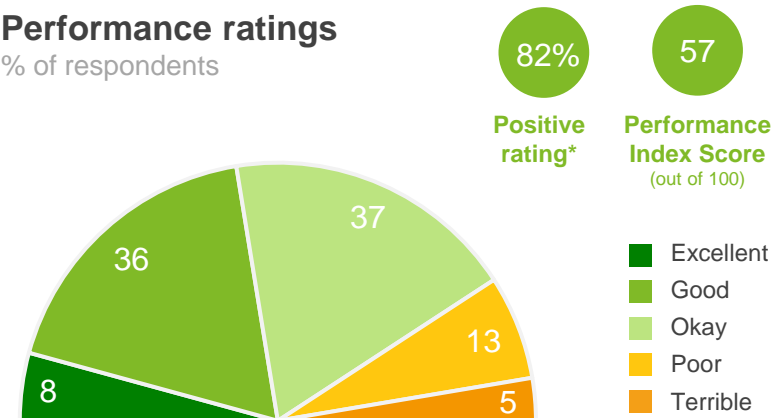
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Council's leadership

strategic planning, decision making, advocacy and lobbying

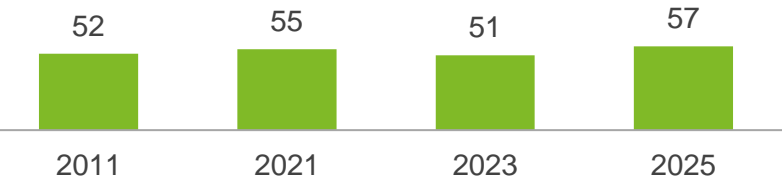
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



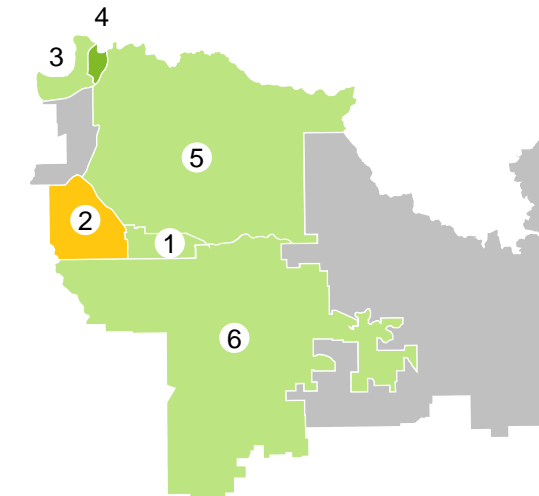
## MARKYT Industry Standards

Performance Index Score



## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	57
2	Dardanup West	36
3	Eaton	61
4	Millbridge	63
5	Burekup / Rural North	58
6	Rural South	51
Farm / Rural		42
Town		61

- Excellent range (100 ± 12.5 index pts)
- Good range (75 ± 12.5 index pts)
- Okay range (50 ± 12.5 index pts)
- Poor range (25 ± 12.5 index pts)
- Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

Gender		Age of children		Disability & culture	
Male	57	0-4 years	57	Disability	55
Female	58	5-11 years	53	First Nations#	36
Age	18-34 years	12-17 years	53	Mainly speak LOTE#	75
	35-49 years	18+ years	51	Home ownership	
	50-64 years	No children	60	Homeowner	55
	65+ years		63	Renting / other	69

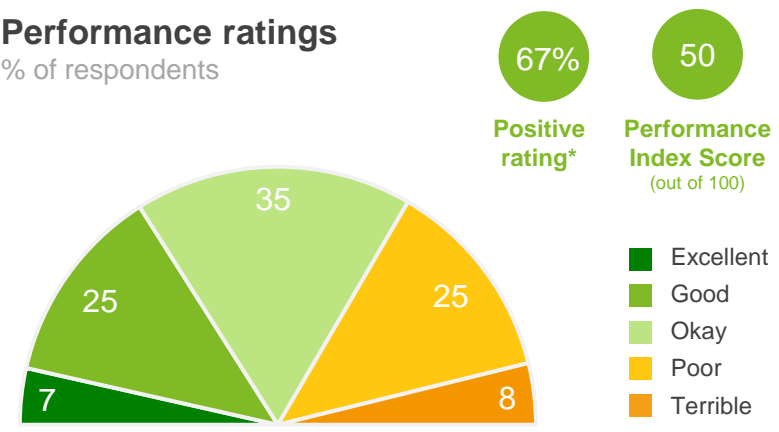
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 746).

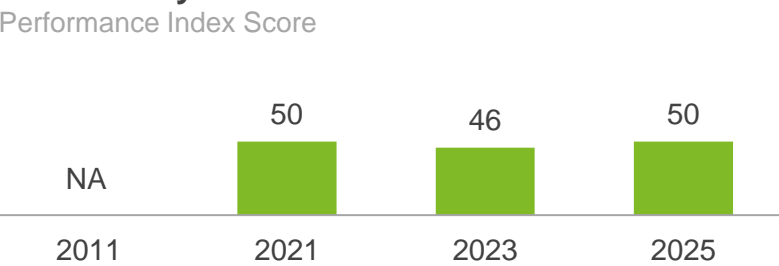
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

## Performance ratings

% of respondents



## Trend Analysis



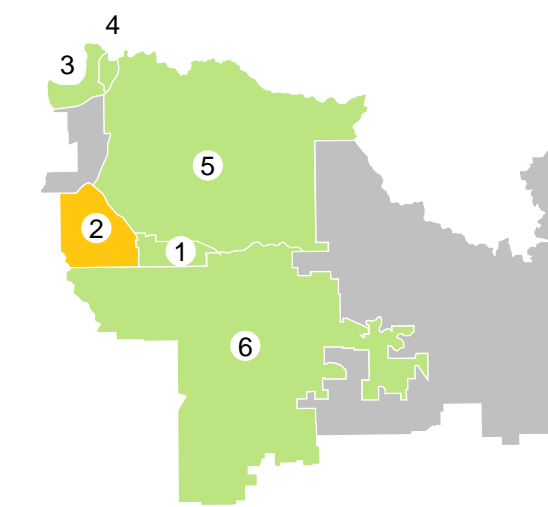
## MARKYT Industry Standards

Performance Index Score



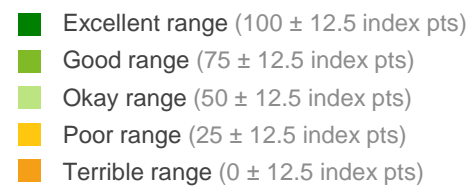
## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	41
2	Dardanup West	32
3	Eaton	55
4	Millbridge	57
5	Burekup / Rural North	39
6	Rural South	44
Farm / Rural		38
Town		52



## Community variances

Performance Index Score

### Gender

Male	49
Female	51

### Age of children

0-4 years	47
5-11 years	44
12-17 years	54
18+ years	47
No children	51

### Disability & culture

Disability	53
First Nations#	34
Mainly speak LOTE#	64

### Age

18-34 years	43
35-49 years	48
50-64 years	48
65+ years	61

### Home ownership

Homeowner	49
Renting / other	53

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 743).

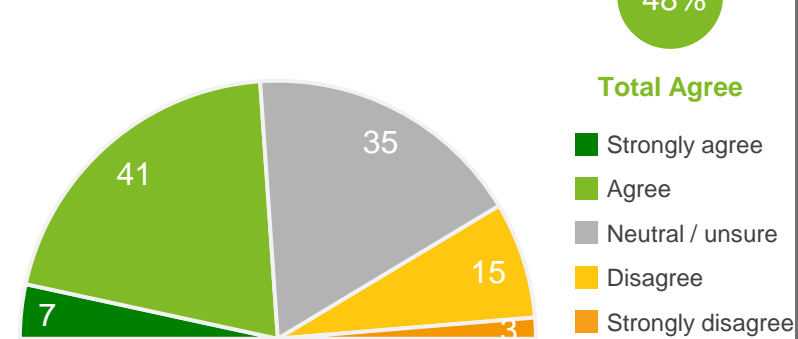
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Shire of Dardanup has developed and communicated a clear vision for the area

(Appendix ORD 12.4.2C)

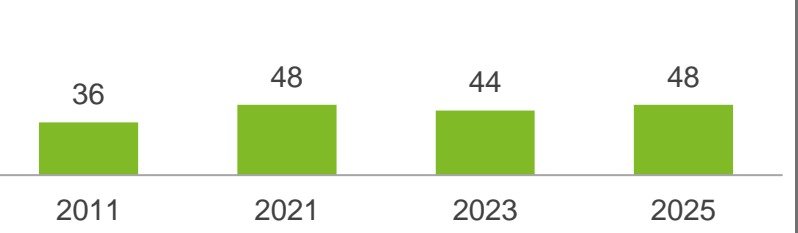
## Performance ratings

% of respondents



## Trend Analysis

% agree



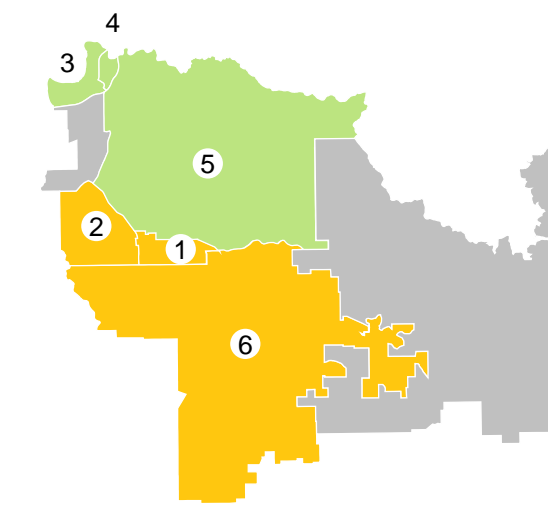
## MARKYT Industry Standards

% agree



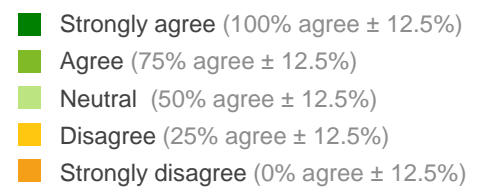
## Geographical variances

% agree



## Local area planning district

1	Dardanup	36
2	Dardanup West	16
3	Eaton	53
4	Millbridge	51
5	Burekup / Rural North	58
6	Rural South	31
Farm / Rural		25
Town		54



## Community variances

% agree

Gender		Age of children		Disability & culture	
Male	50	0-4 years	54	Disability	46
Female	49	5-11 years	45	First Nations#	23
Age	18-34 years	12-17 years	51	Mainly speak LOTE#	89
	35-49 years	18+ years	35	<b>Home ownership</b>	
	50-64 years	No children	50	Homeowner	44
	65+ years			Renting / other	82

Q. How strongly do you agree or disagree with the following statements?

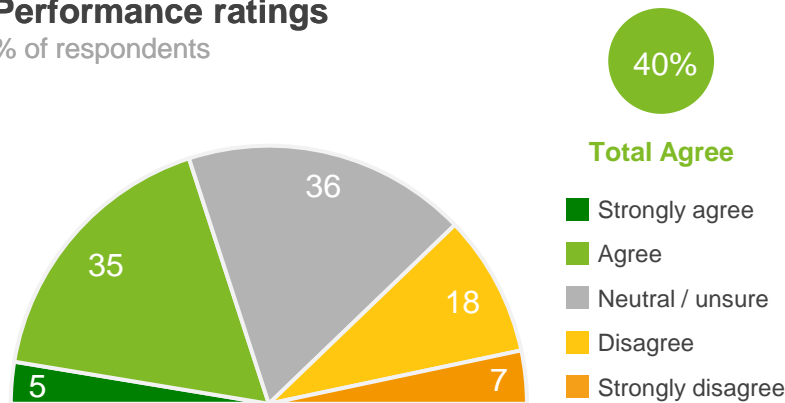
Base: All respondents, excludes 'no response' (n = 827). # small base size (<20 respondents)

# Shire of Dardanup has a good understanding of community needs

(Appendix ORD 12.4.2C)

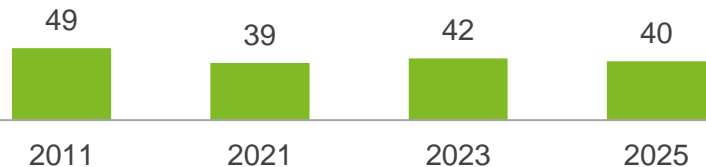
## Performance ratings

% of respondents



## Trend Analysis

% agree



## MARKYT Industry Standards

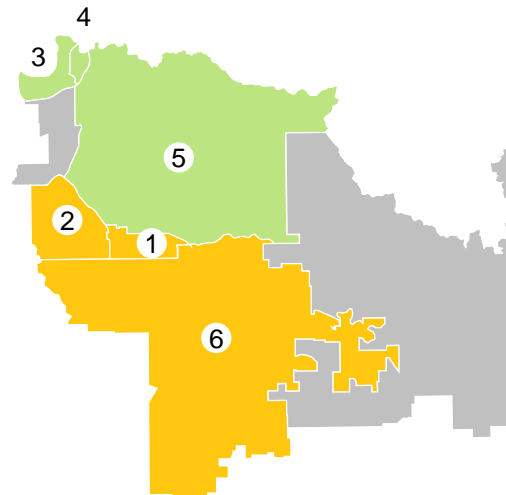
% agree



Shire of Dardanup	40
Industry High	58
Industry Average	27

## Geographical variances

% agree



### Local area planning district

1 Dardanup	21
2 Dardanup West	15
3 Eaton	45
4 Millbridge	50
5 Burekup / Rural North	39
6 Rural South	29
Farm / Rural	19
Town	44

- Strongly agree (100% agree  $\pm$  12.5%)
- Agree (75% agree  $\pm$  12.5%)
- Neutral (50% agree  $\pm$  12.5%)
- Disagree (25% agree  $\pm$  12.5%)
- Strongly disagree (0% agree  $\pm$  12.5%)

## Community variances

% agree

### Gender

Male	43
Female	39

### Age of children

0-4 years	39
5-11 years	34
12-17 years	41
18+ years	31
No children	43

### Disability & culture

Disability	43
First Nations#	12
Mainly speak LOTE#	57

### Age

18-34 years	39
35-49 years	40
50-64 years	32
65+ years	50

### Home ownership

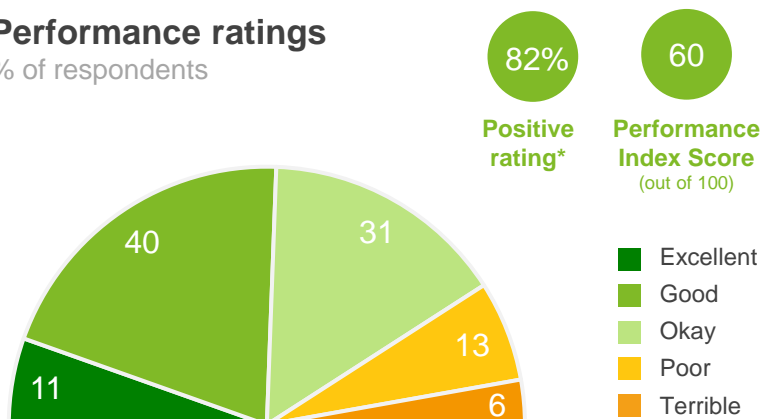
Homeowner	39
Renting / other	46

Q. How strongly do you agree or disagree with the following statements?

Base: All respondents, excludes 'no response' (n = 825). # small base size (<20 respondents)

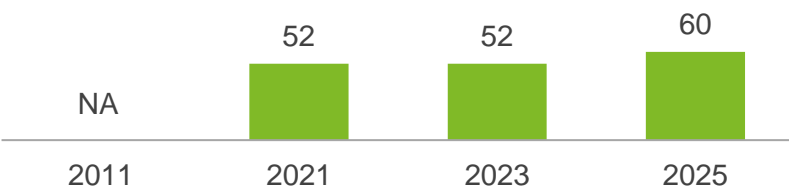
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

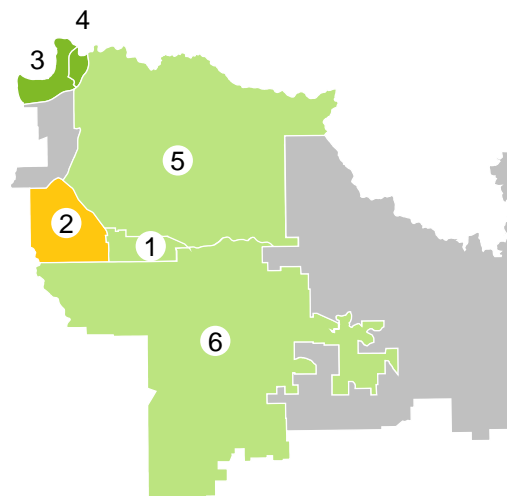
Performance Index Score



Shire of Dardanup	60
Industry High	62
Industry Average	44

## Geographical variances

Performance Index Score



## Local area planning district

1	Dardanup	51
2	Dardanup West	37
3	Eaton	63
4	Millbridge	65
5	Burekup / Rural North	61
6	Rural South	55
Farm / Rural		45
Town		63

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	61
Female	59

### Age of children

0-4 years	60
5-11 years	59
12-17 years	56
18+ years	52
No children	62

### Disability & culture

Disability	56
First Nations#	38
Mainly speak LOTE#	74

### Age

18-34 years	63
35-49 years	57
50-64 years	55
65+ years	63

### Home ownership

Homeowner	58
Renting / other	73

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 813).

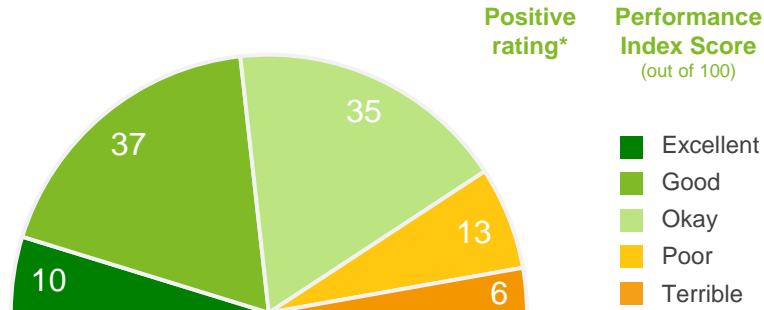
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



# Community engagement on local issues

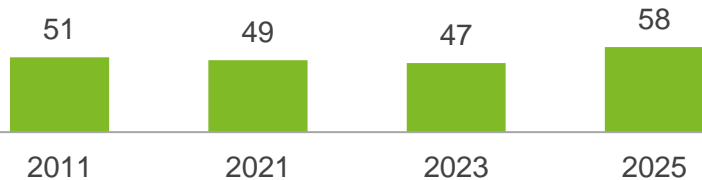
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

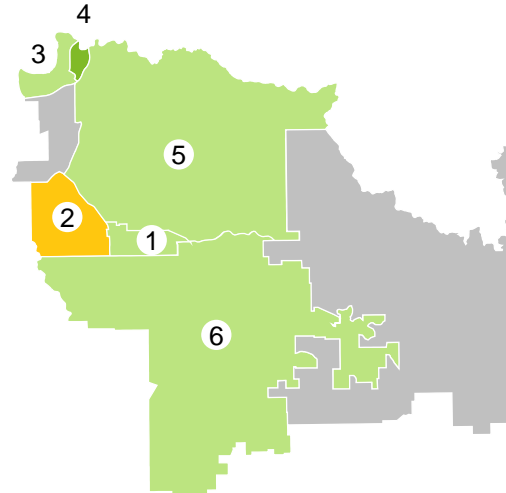
Performance Index Score



Shire of Dardanup	58
Industry High	58
Industry Average	40

## Geographical variances

Performance Index Score



## Local area planning district

1 Dardanup	52
2 Dardanup West	35
3 Eaton	61
4 Millbridge	63
5 Burekup / Rural North	62
6 Rural South	57
Farm / Rural	45
Town	61

- Excellent range ( $100 \pm 12.5$  index pts)
- Good range ( $75 \pm 12.5$  index pts)
- Okay range ( $50 \pm 12.5$  index pts)
- Poor range ( $25 \pm 12.5$  index pts)
- Terrible range ( $0 \pm 12.5$  index pts)

## Community variances

Performance Index Score

### Gender

Male	58
Female	59

### Age of children

0-4 years	59
5-11 years	56
12-17 years	54
18+ years	50
No children	59

### Disability & culture

Disability	56
First Nations#	36

### Age

18-34 years	61
35-49 years	57
50-64 years	53
65+ years	62

12-17 years	54
18+ years	50

Mainly speak LOTE# 68

### Home ownership

Homeowner	56
Renting / other	71

Q. How would you rate performance in the following areas?

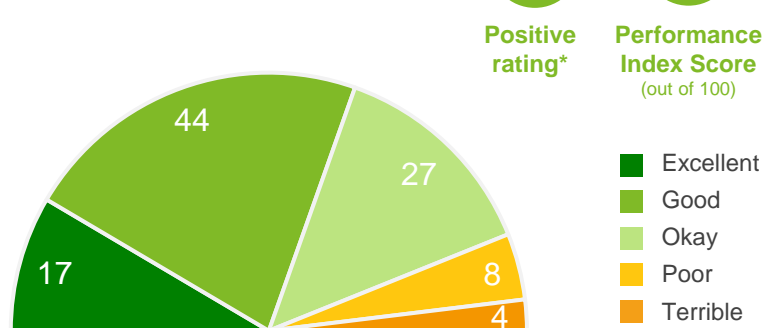
Base: All respondents, excludes 'unsure' and 'no response' (n = 767).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Customer service

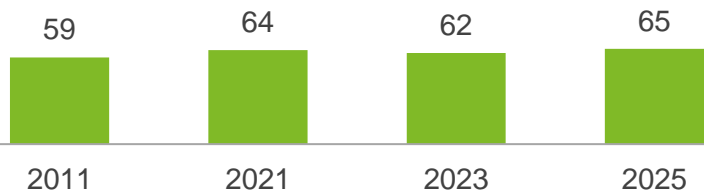
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

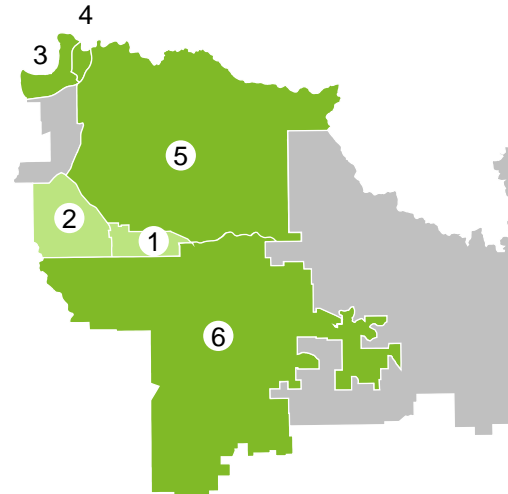
Performance Index Score



Shire of Dardanup	65
Industry High	69
Industry Average	56

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	53
2 Dardanup West	48
3 Eaton	68
4 Millbridge	70
5 Burekup / Rural North	67
6 Rural South	67
Farm / Rural	54
Town	68

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	65
Female	67

### Age of children

0-4 years	64
5-11 years	64
12-17 years	66
18+ years	58
No children	67

### Disability & culture

Disability	63
First Nations#	39
Mainly speak LOTE#	69

### Age

18-34 years	65
35-49 years	65
50-64 years	62
65+ years	70

### Home ownership

Homeowner	64
Renting / other	75

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 781).

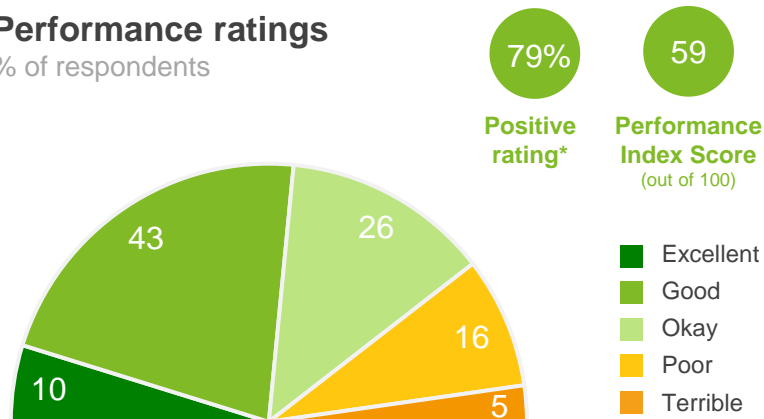
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Asset management

# Local roads and bridges

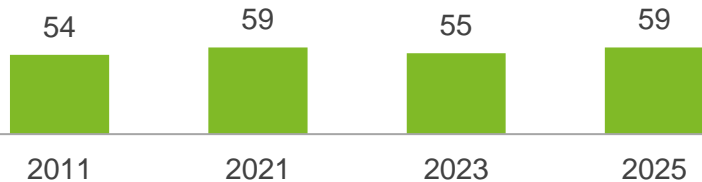
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

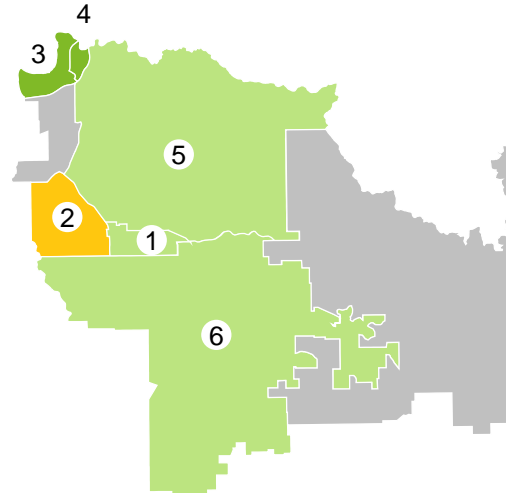
Performance Index Score



Shire of Dardanup	59
Industry High	68
Industry Average	46

## Geographical variances

Performance Index Score



## Local area planning district

1	Dardanup	47
2	Dardanup West	35
3	Eaton	64
4	Millbridge	71
5	Burekup / Rural North	58
6	Rural South	38
Farm / Rural		38
Town		65

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	60
Female	59

### Age of children

0-4 years	62
5-11 years	60
12-17 years	55
18+ years	50
No children	61

### Disability & culture

Disability	60
First Nations#	46
Mainly speak LOTE#	83

### Age

18-34 years	67
35-49 years	55
50-64 years	54
65+ years	61

### Home ownership

Homeowner	58
Renting / other	73

Q. How would you rate performance in the following areas?

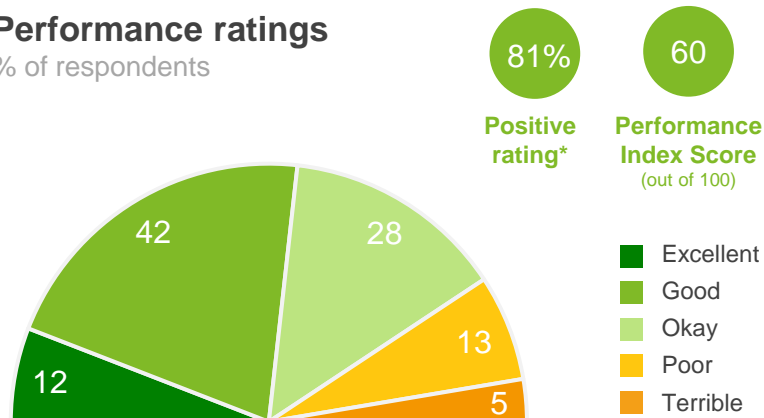
Base: All respondents, excludes 'unsure' and 'no response' (n = 819).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Footpaths, trails and cycleways

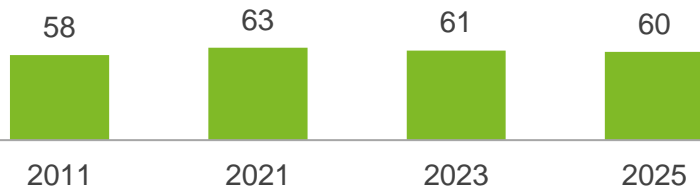
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

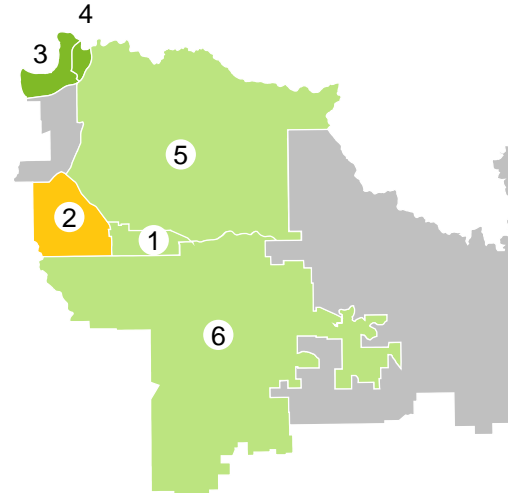
Performance Index Score



Shire of Dardanup	60
Industry High	67
Industry Average	51

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	50
2 Dardanup West	32
3 Eaton	64
4 Millbridge	71
5 Burekup / Rural North	61
6 Rural South	44
Farm / Rural	42
Town	65

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	61
Female	61

### Age of children

0-4 years	61
5-11 years	60
12-17 years	57
18+ years	54
No children	62

### Disability & culture

Disability	58
First Nations#	48
Mainly speak LOTE#	77

### Age

18-34 years	67
35-49 years	57
50-64 years	56
65+ years	62

### Home ownership

Homeowner	59
Renting / other	73

Q. How would you rate performance in the following areas?

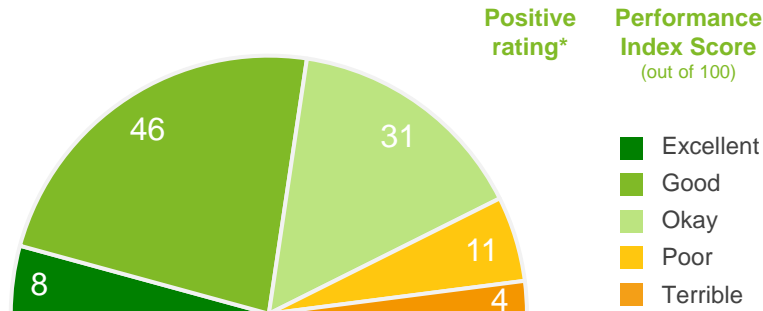
Base: All respondents, excludes 'unsure' and 'no response' (n = 814).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Lighting of streets and public places

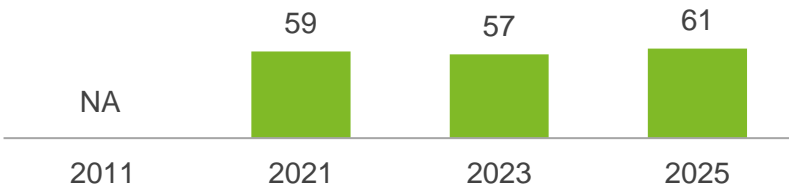
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

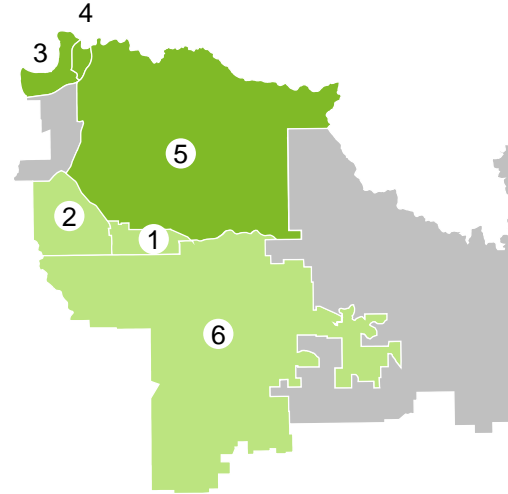
Performance Index Score



Shire of Dardanup	61
Industry High	65
Industry Average	51

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	52
2	Dardanup West	42
3	Eaton	63
4	Millbridge	69
5	Burekup / Rural North	63
6	Rural South	56
Farm / Rural		49
Town		64

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	62
Female	61

### Age of children

0-4 years	60
5-11 years	61
12-17 years	57
18+ years	53
No children	63

### Disability & culture

Disability	61
First Nations#	51
Mainly speak LOTE#	68

### Age

18-34 years	65
35-49 years	58
50-64 years	59
65+ years	62

### Home ownership

Homeowner	60
Renting / other	72

Q. How would you rate performance in the following areas?

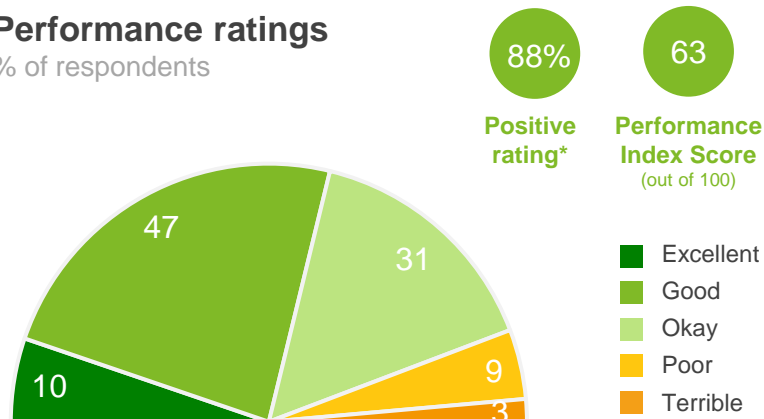
Base: All respondents, excludes 'unsure' and 'no response' (n = 815).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Community buildings, halls and toilets

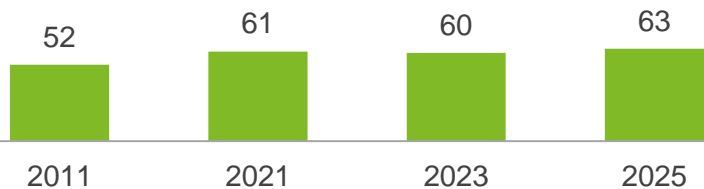
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

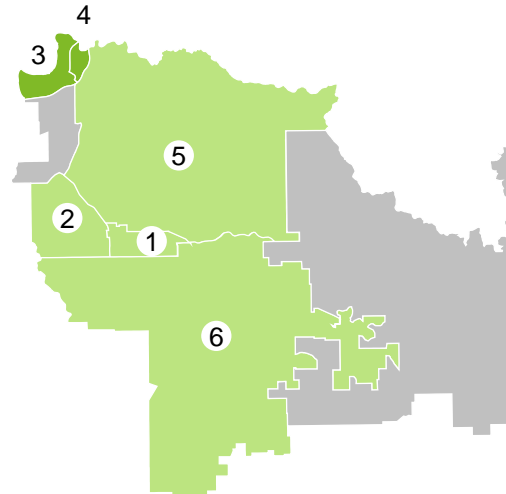
Performance Index Score



Shire of Dardanup	63
Industry High	70
Industry Average	55

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	54
2 Dardanup West	48
3 Eaton	67
4 Millbridge	70
5 Burekup / Rural North	62
6 Rural South	57
Farm / Rural	51
Town	67

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	64
Female	63

### Age of children

0-4 years	63
5-11 years	61
12-17 years	59
18+ years	56
No children	66

### Disability & culture

Disability	59
First Nations#	52
Mainly speak LOTE#	76

### Age

18-34 years	69
35-49 years	60
50-64 years	62
65+ years	63

### Home ownership

Homeowner	62
Renting / other	75

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 792).

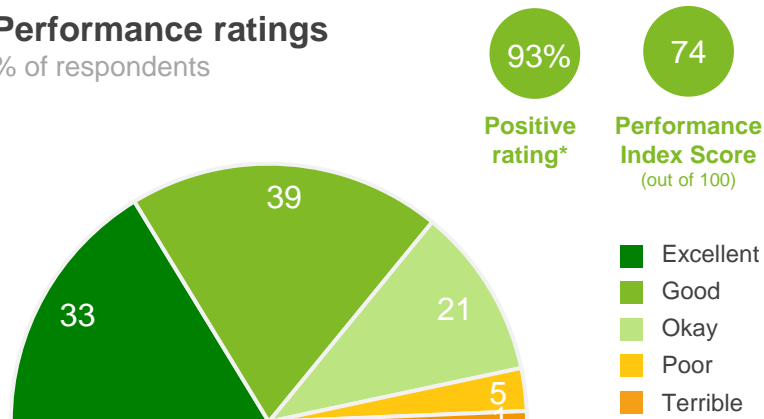
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



# Library facilities and services

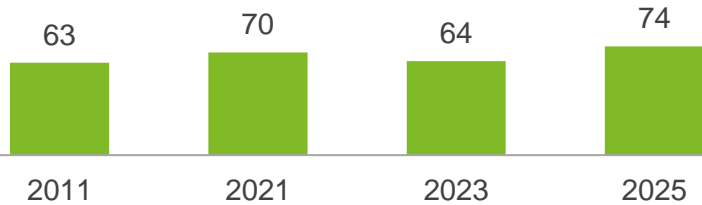
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

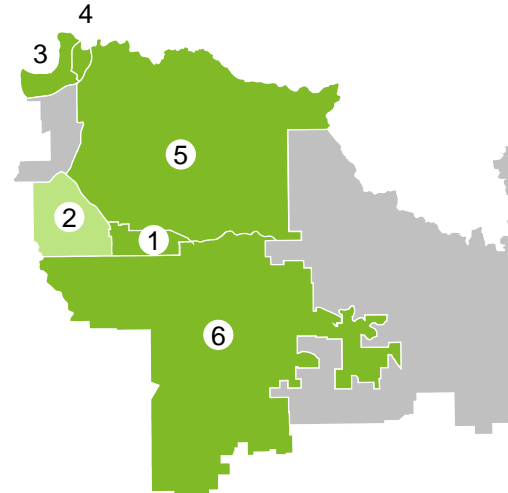
Performance Index Score



Shire of Dardanup	74
Industry High	82
Industry Average	70

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	63
2 Dardanup West	49
3 Eaton	79
4 Millbridge	81
5 Burekup / Rural North	73
6 Rural South	65
Farm / Rural	56
Town	78

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	75
Female	74

### Age of children

0-4 years	76
5-11 years	70
12-17 years	66
18+ years	65
No children	77

### Disability & culture

Disability	72
First Nations#	65
Mainly speak LOTE#	84

### Age

18-34 years	81
35-49 years	71
50-64 years	68
65+ years	75

### Home ownership

Homeowner	72
Renting / other	91

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 724).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



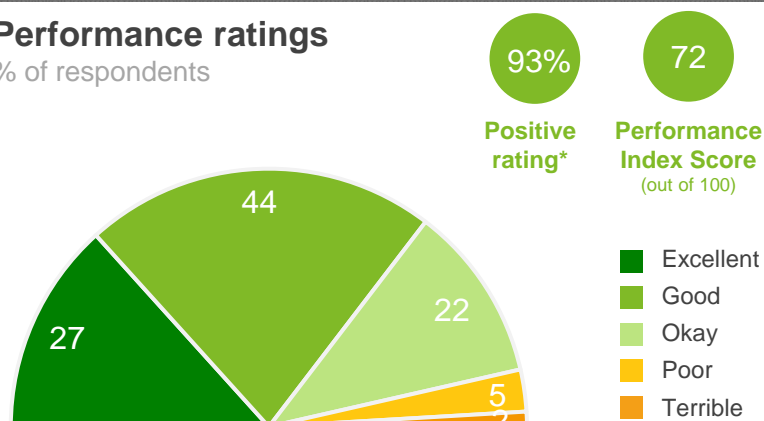
# Sport and recreation facilities and services

including Eaton Recreation Centre

(Appendix ORD 12.4.2C)

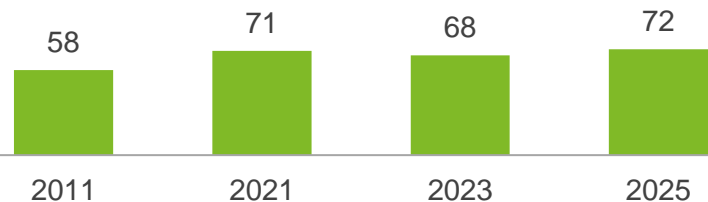
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

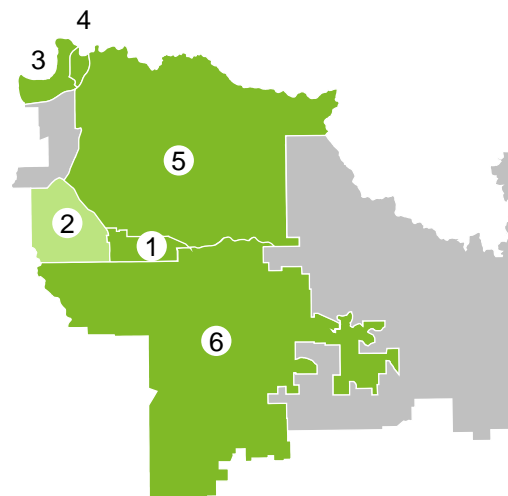
Performance Index Score



Shire of Dardanup	72
Industry High	81
Industry Average	64

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	64
2	Dardanup West	53
3	Eaton	76
4	Millbridge	72
5	Burekup / Rural North	75
6	Rural South	72
Farm / Rural		60
Town		75

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	73
Female	72

### Age of children

0-4 years	70
5-11 years	67
12-17 years	60
18+ years	64
No children	76

### Disability & culture

Disability	71
First Nations#	72
Mainly speak LOTE#	77

### Age

18-34 years	79
35-49 years	67
50-64 years	69
65+ years	74

### Home ownership

Homeowner	70
Renting / other	90

Q. How would you rate performance in the following areas?

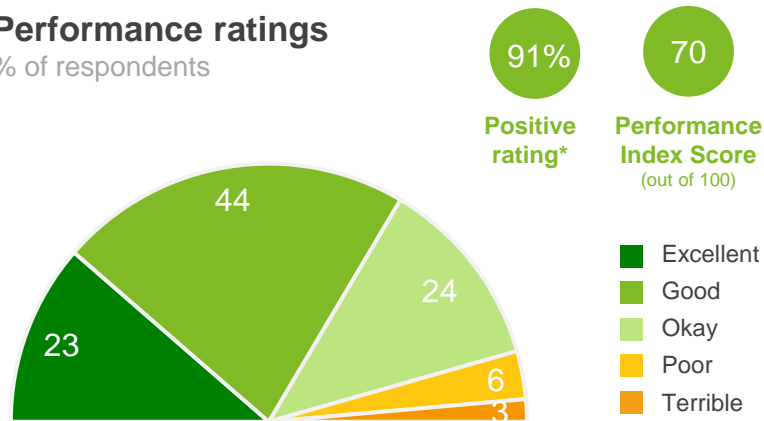
Base: All respondents, excludes 'unsure' and 'no response' (n = 763).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Parks, playgrounds and reserves

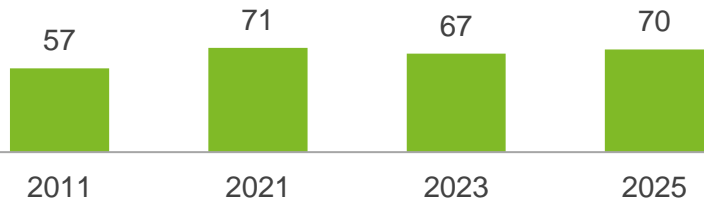
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

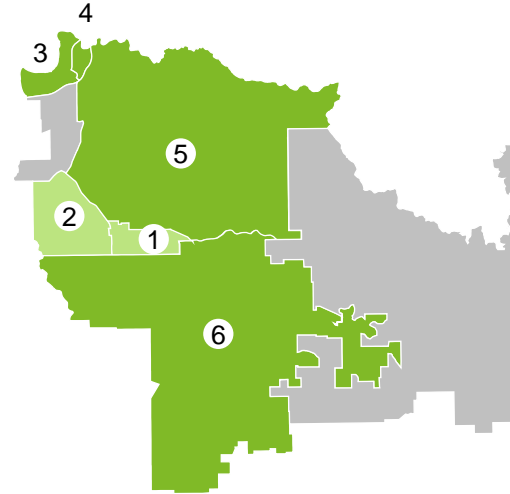
Performance Index Score



Shire of Dardanup	70
Industry High	81
Industry Average	63

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	70
2 Dardanup West	50
3 Eaton	72
4 Millbridge	74
5 Burekup / Rural North	72
6 Rural South	69
Farm / Rural	58
Town	73

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	70
Female	70

### Age of children

0-4 years	69
5-11 years	65
12-17 years	64
18+ years	64
No children	72

### Disability & culture

Disability	71
First Nations#	61
Mainly speak LOTE#	70

### Age

18-34 years	75
35-49 years	65
50-64 years	67
65+ years	72

### Home ownership

Homeowner	68
Renting / other	84

Q. How would you rate performance in the following areas?

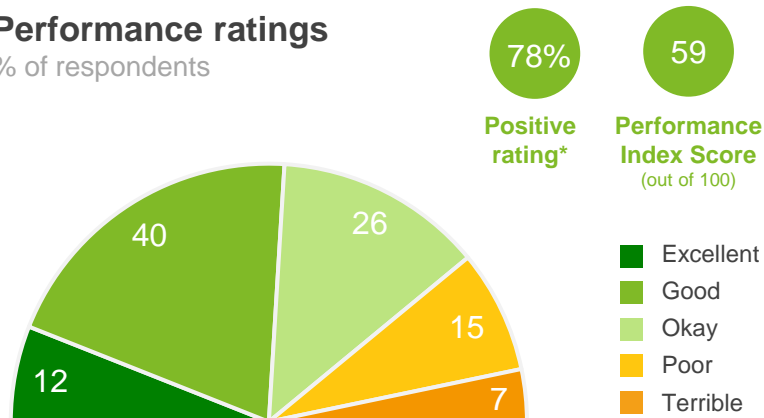
Base: All respondents, excludes 'unsure' and 'no response' (n = 811).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Streetscapes, trees and verges

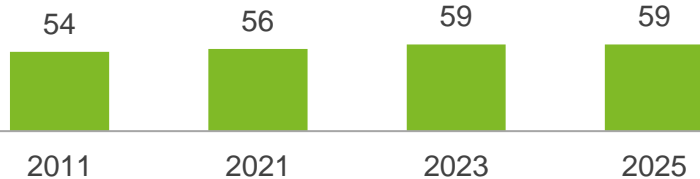
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

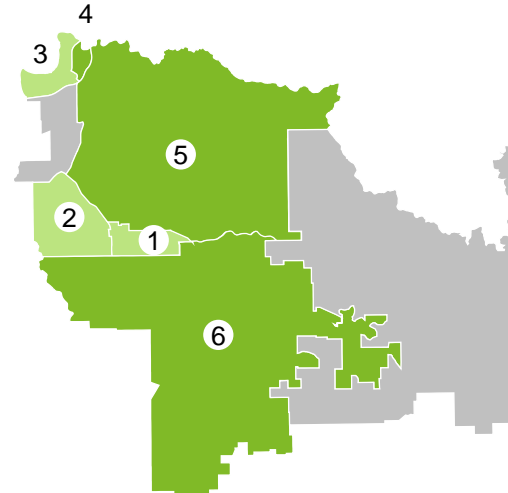
Performance Index Score



Shire of Dardanup	59
Industry High	70
Industry Average	52

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	56
2 Dardanup West	39
3 Eaton	58
4 Millbridge	68
5 Burekup / Rural North	65
6 Rural South	64
Farm / Rural	50
Town	61

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	59
Female	60

### Age of children

0-4 years	61
5-11 years	62
12-17 years	56
18+ years	52
No children	59

### Disability & culture

Disability	56
First Nations#	41
Mainly speak LOTE#	74

### Age

18-34 years	66
35-49 years	58
50-64 years	53
65+ years	59

### Home ownership

Homeowner	57
Renting / other	74

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 815).

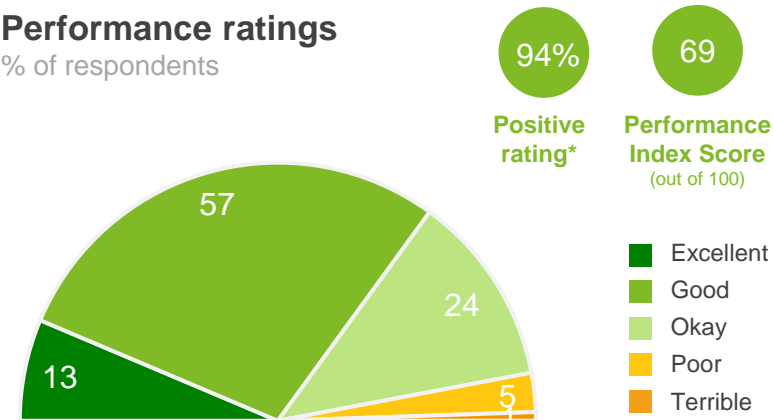
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Marine facilities

boat ramps, jetties, etc.

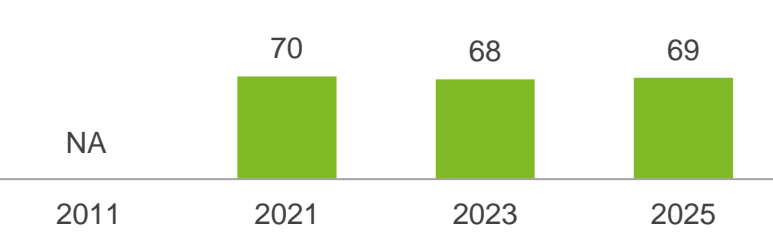
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



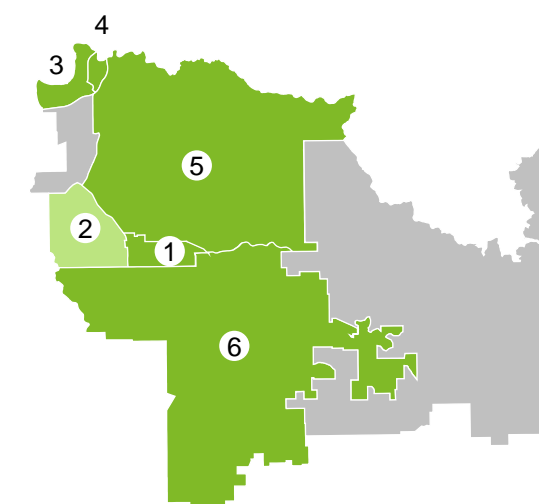
## MARKYT Industry Standards

Performance Index Score



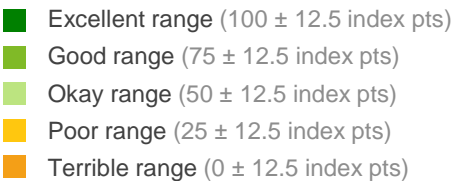
## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	65
2	Dardanup West	59
3	Eaton	70
4	Millbridge	70
5	Burekup / Rural North	69
6	Rural South	70
Farm / Rural		61
Town		70



## Community variances

Performance Index Score

Gender		Age of children		Disability & culture	
Male	69	0-4 years	71	Disability	69
Female	69	5-11 years	70	First Nations#	66
Age	18-34 years	12-17 years	67	Mainly speak LOTE#	72
	35-49 years	18+ years	67	<b>Home ownership</b>	
	50-64 years	No children	69	Homeowner	68
	65+ years			Renting / other	77

Q. How would you rate performance in the following areas?

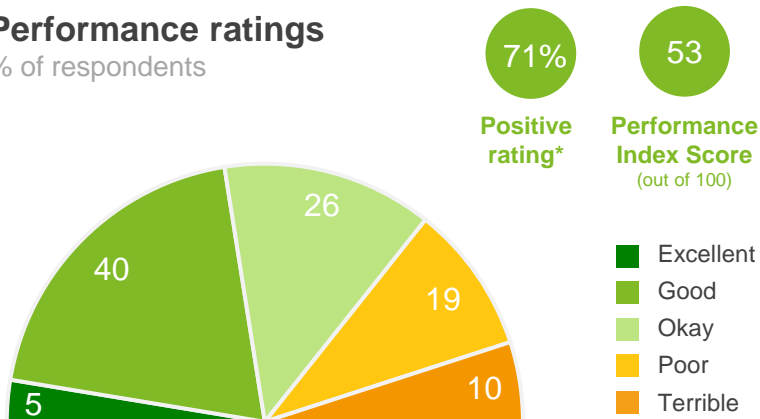
Base: All respondents, excludes 'unsure' and 'no response' (n = 580).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Stormwater management and drainage

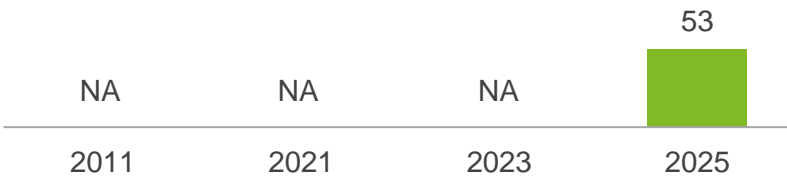
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

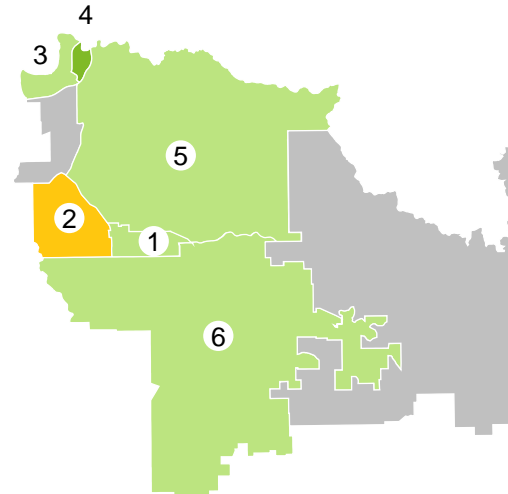
Performance Index Score



Shire of Dardanup	53
Industry High	64
Industry Average	48

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	46
2	Dardanup West	29
3	Eaton	55
4	Millbridge	64
5	Burekup / Rural North	59
6	Rural South	39
Farm / Rural		35
Town		57

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	55
Female	52

### Age of children

0-4 years	57
5-11 years	53
12-17 years	50
18+ years	42
No children	53

### Disability & culture

Disability	50
First Nations#	33
Mainly speak LOTE#	66

### Age

18-34 years	60
35-49 years	48
50-64 years	47
65+ years	56

### Home ownership

Homeowner	50
Renting / other	74

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 713).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Compliance

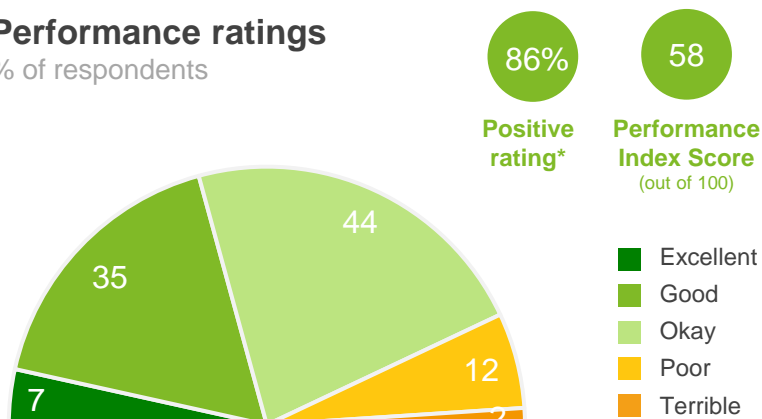
# Planning services

land use, development and building approvals

(Appendix ORD 12.4.2C)

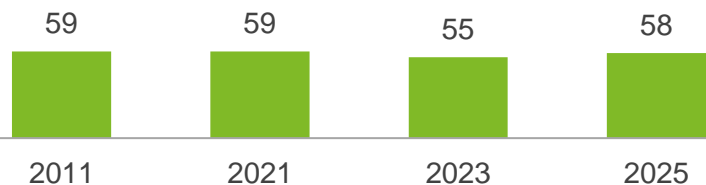
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

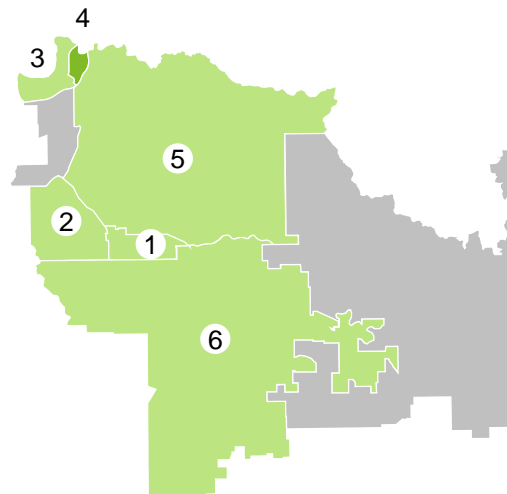
Performance Index Score



Shire of Dardanup	58
Industry High	65
Industry Average	42

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	45
2	Dardanup West	48
3	Eaton	62
4	Millbridge	65
5	Burekup / Rural North	53
6	Rural South	51
Farm / Rural		47
Town		61

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	59
Female	58

### Age of children

0-4 years	59
5-11 years	58
12-17 years	58
18+ years	55
No children	58

### Disability & culture

Disability	59
First Nations#	46
Mainly speak LOTE#	69

### Age

18-34 years	60
35-49 years	58
50-64 years	55
65+ years	59

### Home ownership

Homeowner	57
Renting / other	67

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 578).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



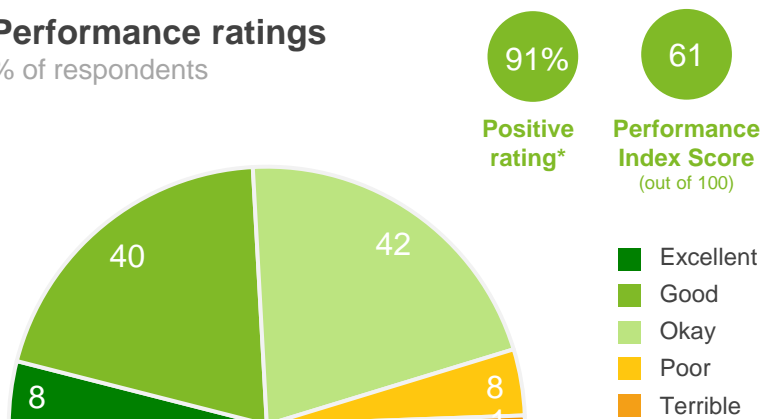
# Heritage services

preserving and promoting heritage sites and local history

(Appendix ORD 12.4.2C)

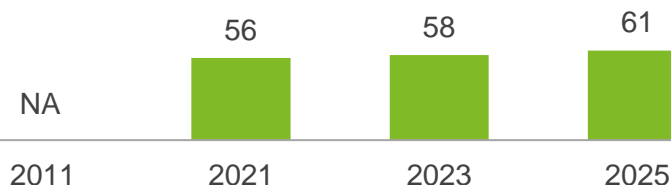
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

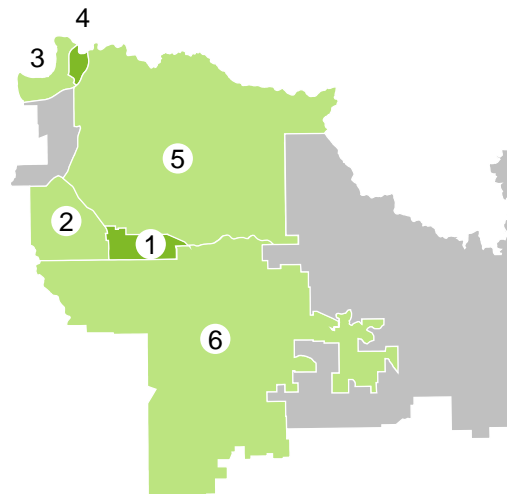
Performance Index Score



Shire of Dardanup	61
Industry High	78
Industry Average	57

## Geographical variances

Performance Index Score



## Local area planning district

1	Dardanup	61
2	Dardanup West	62
3	Eaton	61
4	Millbridge	63
5	Burekup / Rural North	57
6	Rural South	61
Farm / Rural		61
Town		61

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	61
Female	62

### Age of children

0-4 years	60
5-11 years	66
12-17 years	65
18+ years	55
No children	63

### Disability & culture

Disability	63
First Nations#	54
Mainly speak LOTE#	68

### Age

18-34 years	64
35-49 years	63
50-64 years	58
65+ years	60

### Home ownership

Homeowner	61
Renting / other	66

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 468).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



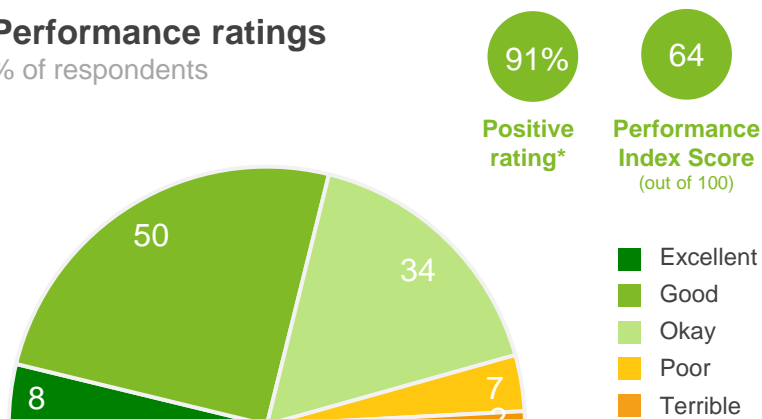
# Universal access and inclusion

disability, gender diversity etc

(Appendix ORD 12.4.2C)

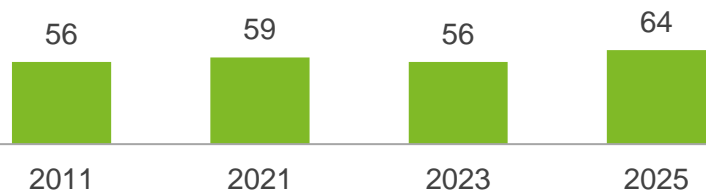
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

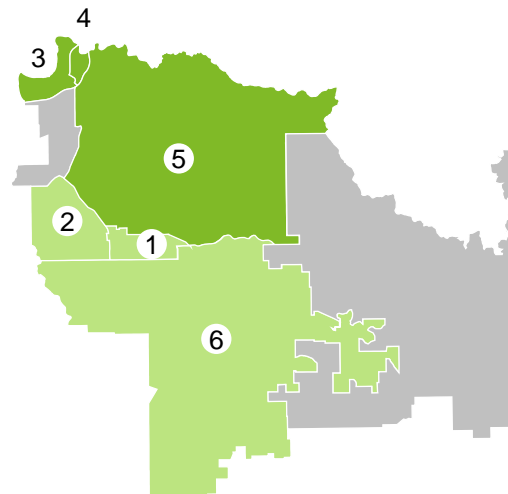
Performance Index Score



Shire of Dardanup	64
Industry High	64
Industry Average	51

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	61
2	Dardanup West	53
3	Eaton	64
4	Millbridge	67
5	Burekup / Rural North	67
6	Rural South	60
Farm / Rural		58
Town		65

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	66
Female	62

### Age of children

0-4 years	69
5-11 years	64
12-17 years	64
18+ years	57
No children	64

### Disability & culture

Disability	58
First Nations#	62
Mainly speak LOTE#	78

### Age

18-34 years	71
35-49 years	62
50-64 years	58
65+ years	63

### Home ownership

Homeowner	62
Renting / other	75

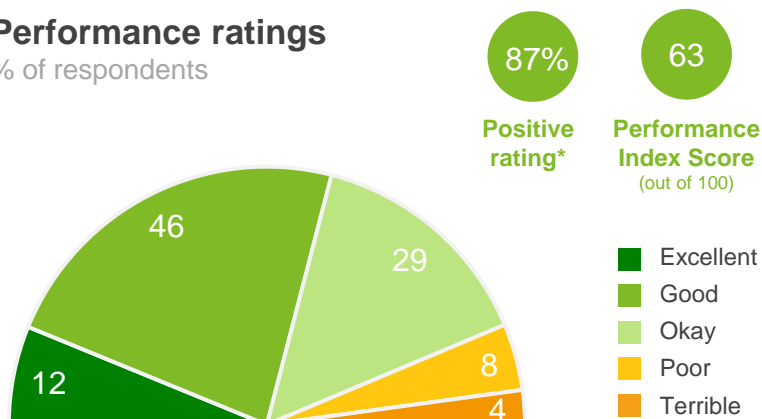
Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 552).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

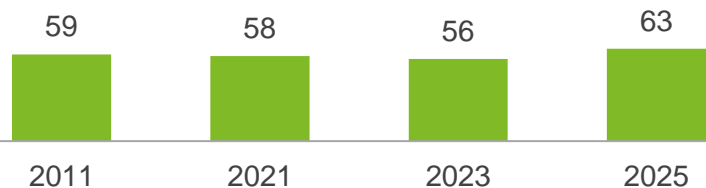
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

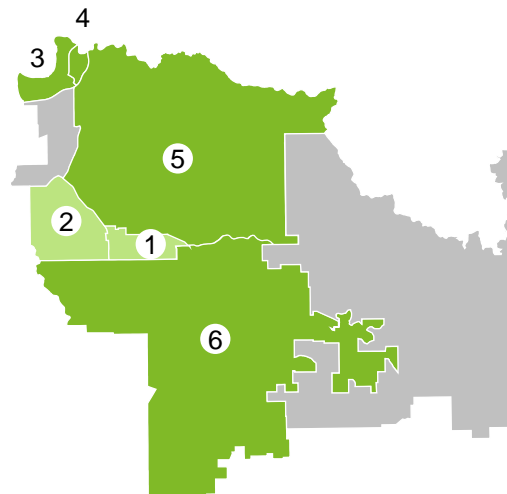
Performance Index Score



Shire of Dardanup	63
Industry High	63
Industry Average	54

## Geographical variances

Performance Index Score



## Local area planning district

1 Dardanup	57
2 Dardanup West	52
3 Eaton	63
4 Millbridge	67
5 Burekup / Rural North	70
6 Rural South	63
Farm / Rural	55
Town	65

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	64
Female	64

### Age of children

0-4 years	68
5-11 years	66
12-17 years	63
18+ years	54
No children	63

### Disability & culture

Disability	63
First Nations#	41
Mainly speak LOTE#	75

### Age

18-34 years	71
35-49 years	64
50-64 years	59
65+ years	59

### Home ownership

Homeowner	61
Renting / other	77

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 686).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

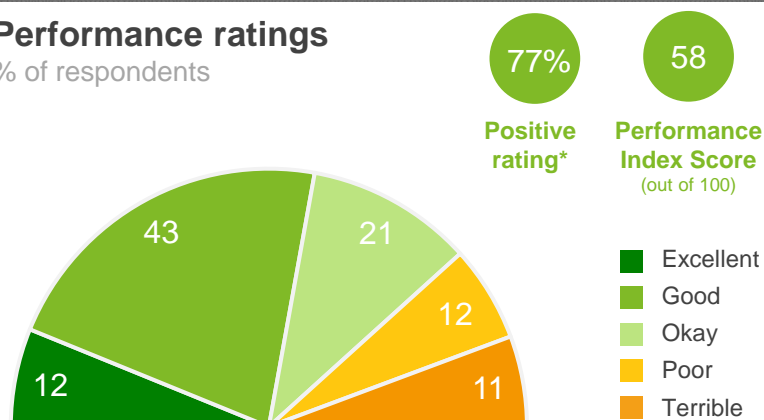
# Waste management

kerbside collection, waste transfer sites, land fill, recycling etc

(Appendix ORD 12.4.2C)

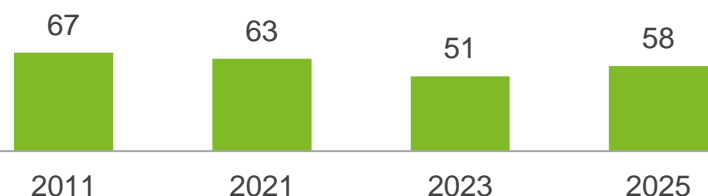
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

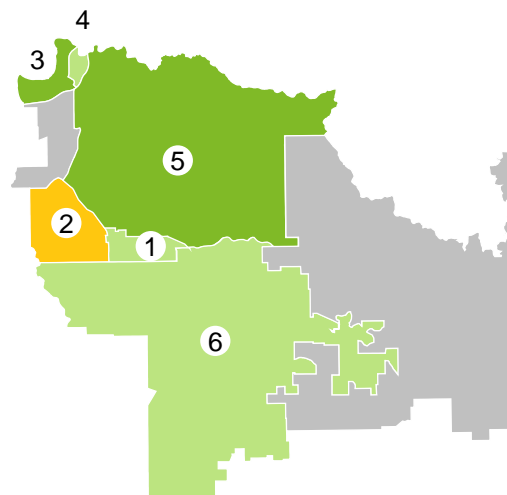
Performance Index Score



Shire of Dardanup	58
Industry High	77
Industry Average	58

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	44
2 Dardanup West	25
3 Eaton	66
4 Millbridge	62
5 Burekup / Rural North	63
6 Rural South	38
Farm / Rural	35
Town	63

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	60
Female	57

### Age of children

0-4 years	56
5-11 years	52
12-17 years	51
18+ years	48
No children	62

### Disability & culture

Disability	57
First Nations#	38
Mainly speak LOTE#	64

### Age

18-34 years	66
35-49 years	51
50-64 years	54
65+ years	62

### Home ownership

Homeowner	56
Renting / other	75

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 794).

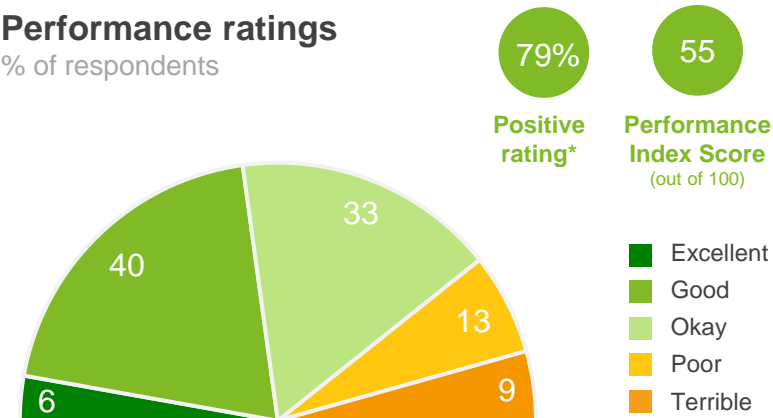
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Environmental health services

pests, pollution, noise, food inspections etc.

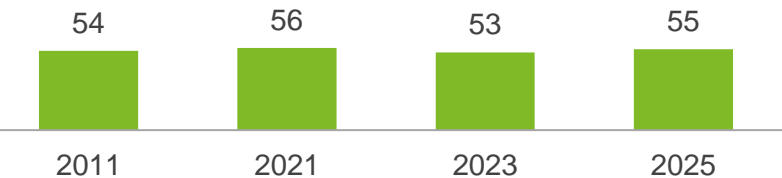
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



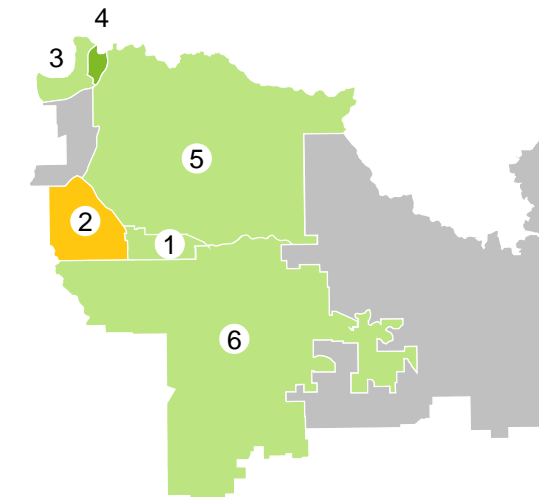
## MARKYT Industry Standards

Performance Index Score



## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	45
2	Dardanup West	32
3	Eaton	58
4	Millbridge	65
5	Burekup / Rural North	61
6	Rural South	38
Farm / Rural		37
Town		60

- Excellent range (100 ± 12.5 index pts)
- Good range (75 ± 12.5 index pts)
- Okay range (50 ± 12.5 index pts)
- Poor range (25 ± 12.5 index pts)
- Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

Gender		Age of children		Disability & culture	
Male	57	0-4 years	57	Disability	52
Female	54	5-11 years	54	First Nations#	39
Age	18-34 years	12-17 years	54	Mainly speak LOTE#	73
	35-49 years	18+ years	47	Home ownership	
	50-64 years	No children	57	Homeowner	53
	65+ years			Renting / other	72

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 639).

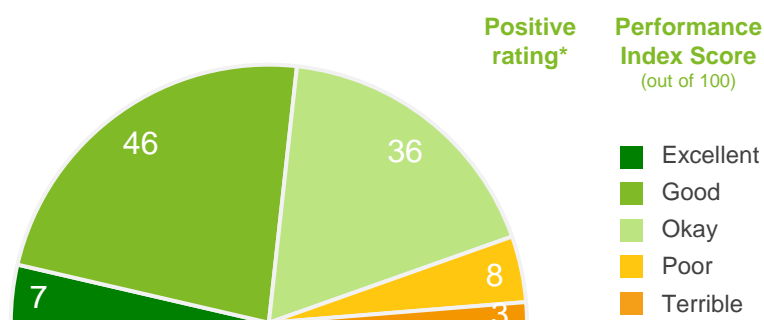
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Discretionary services

# Youth services and facilities

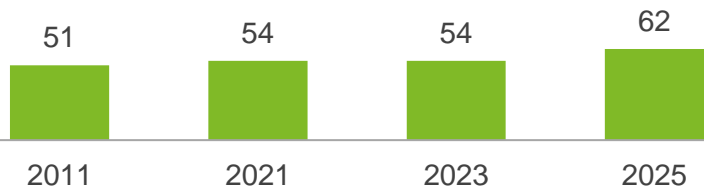
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

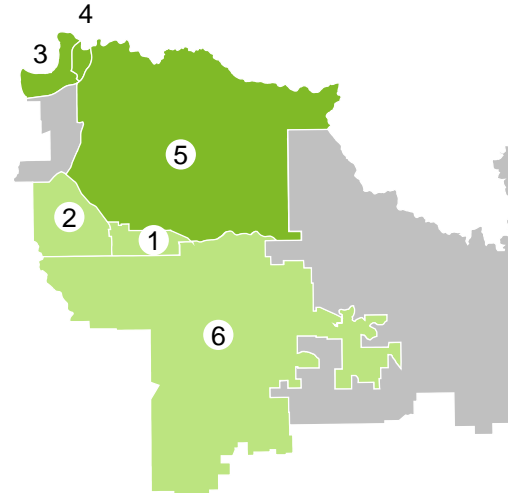
Performance Index Score



Shire of Dardanup	62
Industry High	62
Industry Average	47

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	57
2 Dardanup West	47
3 Eaton	63
4 Millbridge	67
5 Burekup / Rural North	65
6 Rural South	52
Farm / Rural	50
Town	64

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	64
Female	61

### Age of children

0-4 years	65
5-11 years	60
12-17 years	57
18+ years	51
No children	64

### Disability & culture

Disability	55
First Nations#	59
Mainly speak LOTE#	64

### Age

18-34 years	69
35-49 years	58
50-64 years	58
65+ years	61

### Home ownership

Homeowner	60
Renting / other	72

Q. How would you rate performance in the following areas?

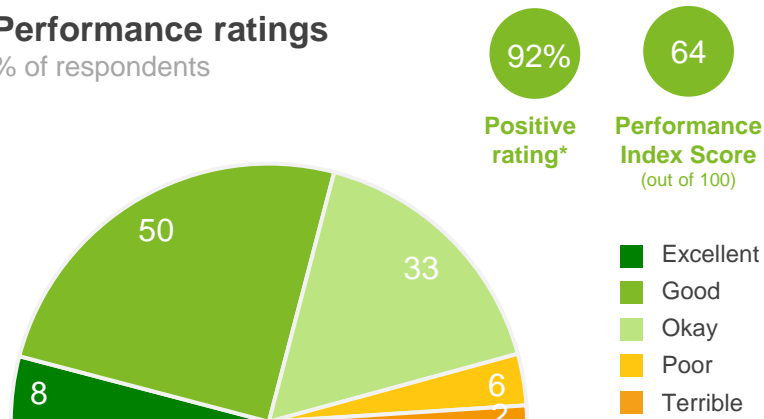
Base: All respondents, excludes 'unsure' and 'no response' (n = 551).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Family and children's services and facilities

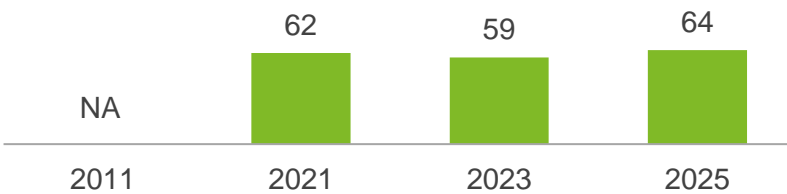
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

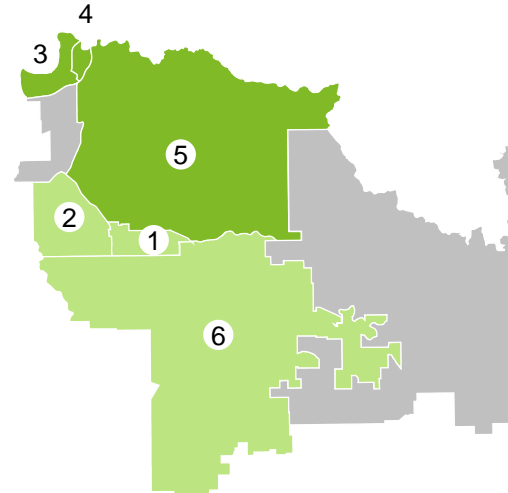
Performance Index Score



Shire of Dardanup	64
Industry High	68
Industry Average	54

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	55
2 Dardanup West	48
3 Eaton	66
4 Millbridge	67
5 Burekup / Rural North	66
6 Rural South	59
Farm / Rural	53
Town	66

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	65
Female	64

### Age of children

0-4 years	64
5-11 years	62
12-17 years	60
18+ years	56
No children	67

### Disability & culture

Disability	60
First Nations#	71

Mainly speak LOTE# 79

### Home ownership

Homeowner	62
Renting / other	75

### Age

18-34 years	70
35-49 years	62
50-64 years	59
65+ years	63

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 565).

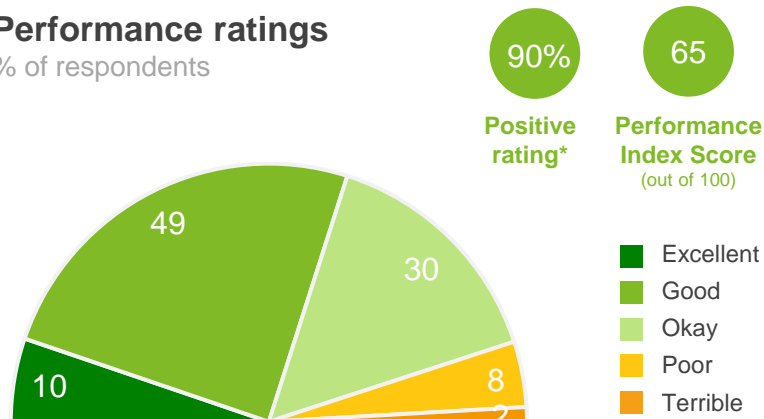
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



# Seniors' services and facilities

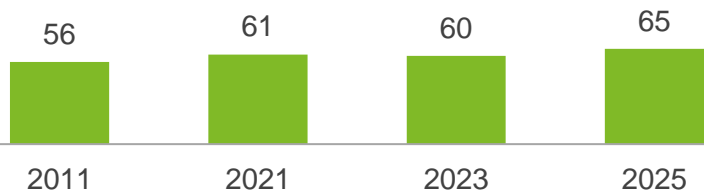
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

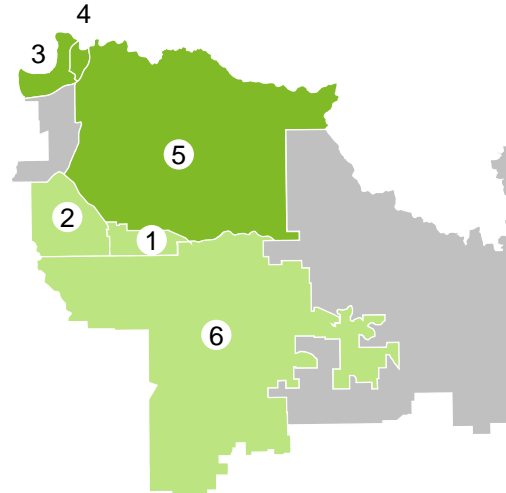
Performance Index Score



Shire of Dardanup	65
Industry High	68
Industry Average	54

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	56
2	Dardanup West	50
3	Eaton	67
4	Millbridge	69
5	Burekup / Rural North	64
6	Rural South	55
Farm / Rural		53
Town		67

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	65
Female	65

### Age of children

0-4 years	68
5-11 years	66
12-17 years	61
18+ years	52
No children	66

### Disability & culture

Disability	61
First Nations#	63
Mainly speak LOTE#	71

### Age

18-34 years	71
35-49 years	63
50-64 years	60
65+ years	64

### Home ownership

Homeowner	64
Renting / other	72

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 564).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

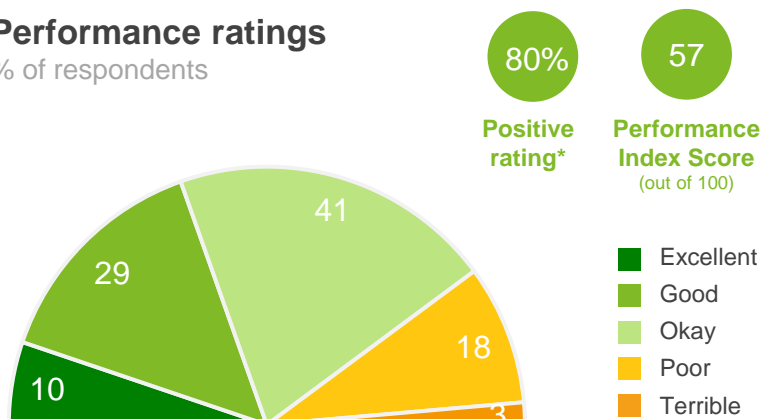
# Reconciliation action

## recognition and respect for First Nations peoples

(Appendix ORD 12.4.2C)

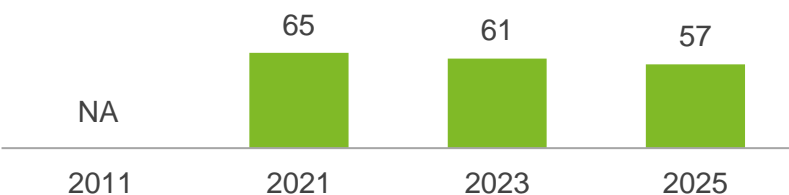
### Performance ratings

% of respondents



### Trend Analysis

Performance Index Score



### MARKYT Industry Standards

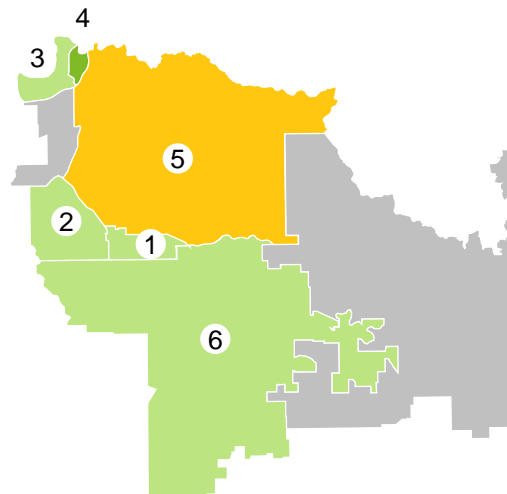
Performance Index Score



Shire of Dardanup	57
Industry High	71
Industry Average	62

### Geographical variances

Performance Index Score



#### Local area planning district

1	Dardanup	59
2	Dardanup West	62
3	Eaton	61
4	Millbridge	63
5	Burekup / Rural North	36
6	Rural South	58
Farm / Rural		57
Town		56

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

### Community variances

Performance Index Score

#### Gender

Male	58
Female	55

#### Age of children

0-4 years	57
5-11 years	55
12-17 years	56
18+ years	54
No children	57

#### Disability & culture

Disability	57
First Nations#	60

#### Age

18-34 years	51
35-49 years	60
50-64 years	54
65+ years	63

Mainly speak LOTE# **75**

#### Home ownership

Homeowner	57
Renting / other	52

Q. How would you rate performance in the following areas?

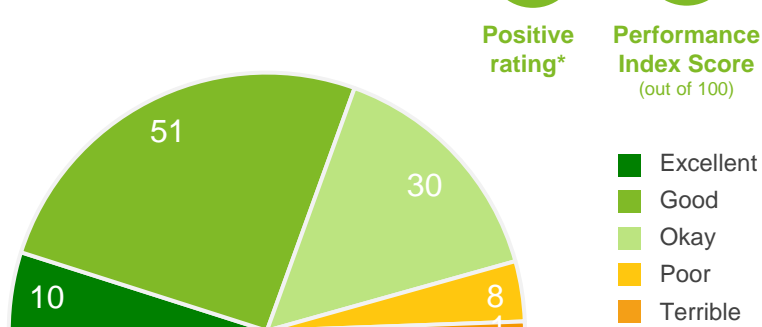
Base: All respondents, excludes 'unsure' and 'no response' (n = 445).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Art, culture and creative activities

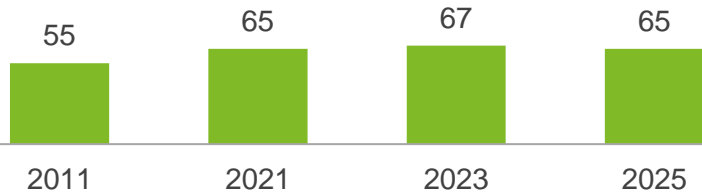
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

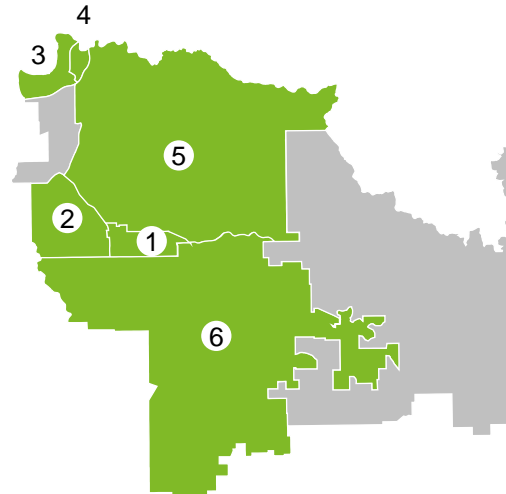
Performance Index Score



Shire of Dardanup	65
Industry High	71
Industry Average	63

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	66
2 Dardanup West	64
3 Eaton	64
4 Millbridge	68
5 Burekup / Rural North	65
6 Rural South	65
Farm / Rural	64
Town	66

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	65
Female	66

### Age of children

0-4 years	68
5-11 years	67
12-17 years	60
18+ years	56
No children	67

### Disability & culture

Disability	60
First Nations#	56
Mainly speak LOTE#	62

### Age

18-34 years	70
35-49 years	64
50-64 years	62
65+ years	66

### Home ownership

Homeowner	64
Renting / other	73

Q. How would you rate performance in the following areas?

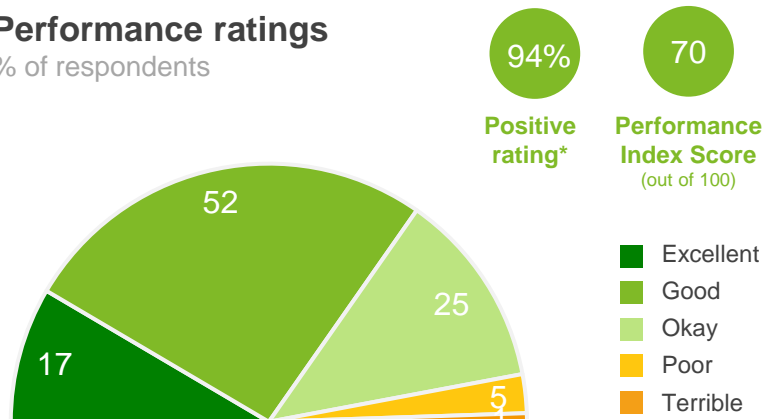
Base: All respondents, excludes 'unsure' and 'no response' (n = 622).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Festivals, markets and community events

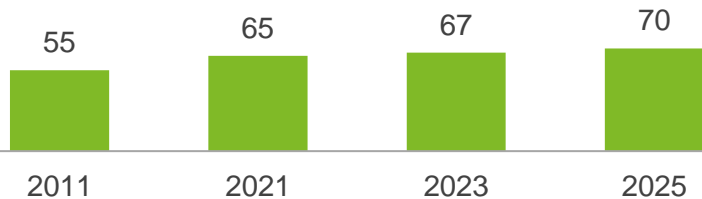
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

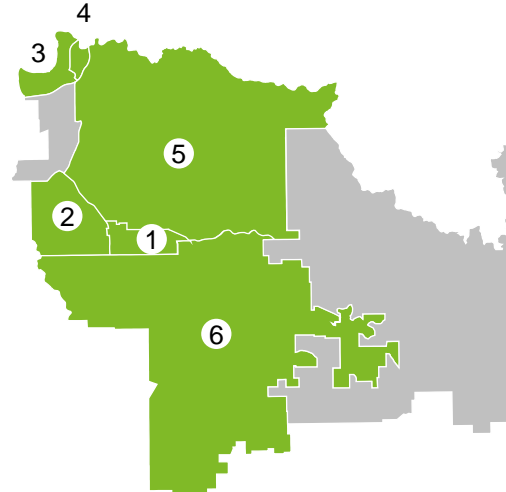
Performance Index Score



Shire of Dardanup	70
Industry High	74
Industry Average	64

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	69
2	Dardanup West	69
3	Eaton	69
4	Millbridge	73
5	Burekup / Rural North	70
6	Rural South	67
Farm / Rural		67
Town		71

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	70
Female	71

### Age of children

0-4 years	74
5-11 years	72
12-17 years	68
18+ years	65
No children	70

### Disability & culture

Disability	68
First Nations#	70
Mainly speak LOTE#	68

### Age

18-34 years	74
35-49 years	70
50-64 years	65
65+ years	69

### Home ownership

Homeowner	69
Renting / other	74

Q. How would you rate performance in the following areas?

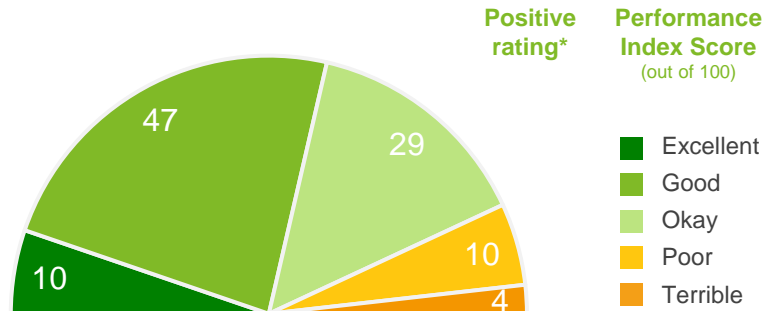
Base: All respondents, excludes 'unsure' and 'no response' (n = 757).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Your local town centre development/activation

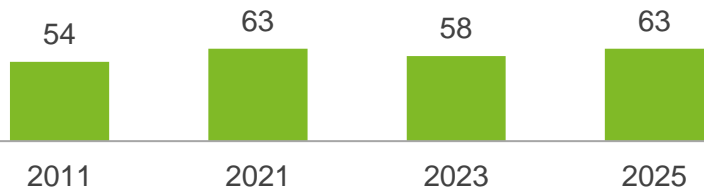
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

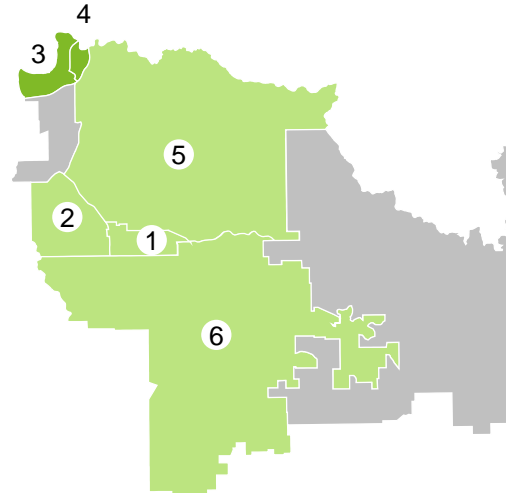
Performance Index Score



Shire of Dardanup	63
Industry High	63
Industry Average	46

## Geographical variances

Performance Index Score



## Local area planning district

1 Dardanup	49
2 Dardanup West	47
3 Eaton	67
4 Millbridge	68
5 Burekup / Rural North	59
6 Rural South	57
Farm / Rural	49
Town	65

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	64
Female	62

### Age of children

0-4 years	65
5-11 years	58
12-17 years	57
18+ years	55
No children	64

### Disability & culture

Disability	59
First Nations#	50
Mainly speak LOTE#	72

### Age

18-34 years	69
35-49 years	60
50-64 years	57
65+ years	64

### Home ownership

Homeowner	61
Renting / other	74

Q. How would you rate performance in the following areas?

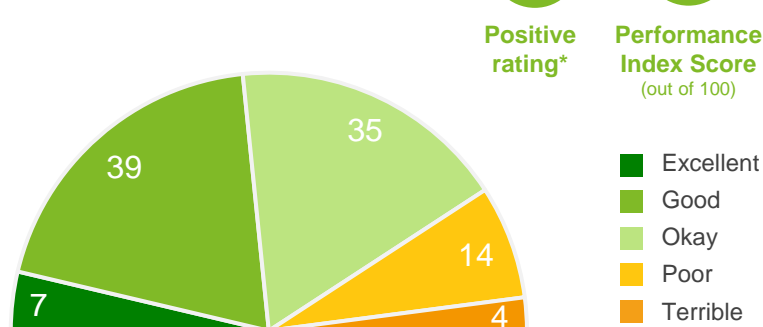
Base: All respondents, excludes 'unsure' and 'no response' (n = 692).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Tourism and destination marketing

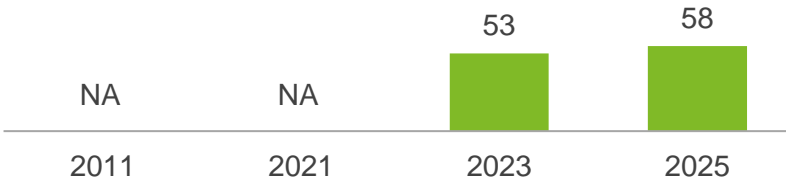
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

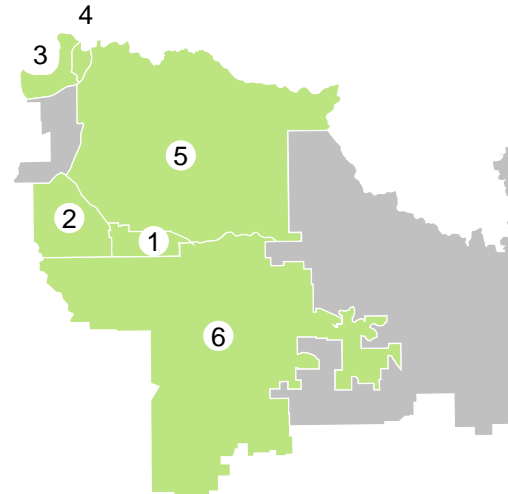
Performance Index Score



Shire of Dardanup	58
Industry High	75
Industry Average	48

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	57
2	Dardanup West	52
3	Eaton	57
4	Millbridge	59
5	Burekup / Rural North	62
6	Rural South	62
Farm / Rural		55
Town		58

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	58
Female	58

### Age of children

0-4 years	61
5-11 years	57
12-17 years	52
18+ years	49
No children	59

### Disability & culture

Disability	53
First Nations#	60
Mainly speak LOTE#	56

### Age

18-34 years	65
35-49 years	58
50-64 years	51
65+ years	58

### Home ownership

Homeowner	56
Renting / other	69

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 629).

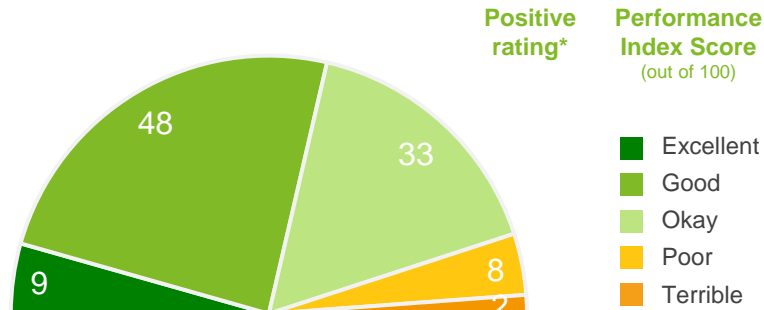
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



# Volunteer support services

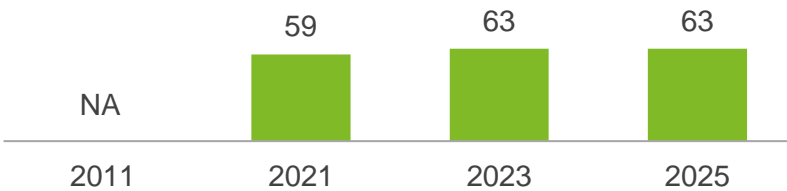
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

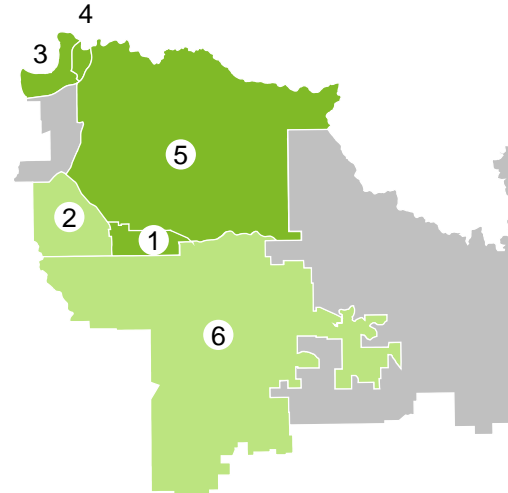
Performance Index Score



Shire of Dardanup	63
Industry High	69
Industry Average	59

## Geographical variances

Performance Index Score



## Local area planning district

1 Dardanup	65
2 Dardanup West	51
3 Eaton	65
4 Millbridge	66
5 Burekup / Rural North	65
6 Rural South	56
Farm / Rural	56
Town	66

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	65
Female	62

### Age of children

0-4 years	66
5-11 years	62
12-17 years	56
18+ years	54
No children	66

### Disability & culture

Disability	59
First Nations#	52
Mainly speak LOTE#	65

### Age

18-34 years	70
35-49 years	60
50-64 years	60
65+ years	63

### Home ownership

Homeowner	62
Renting / other	74

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 503).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



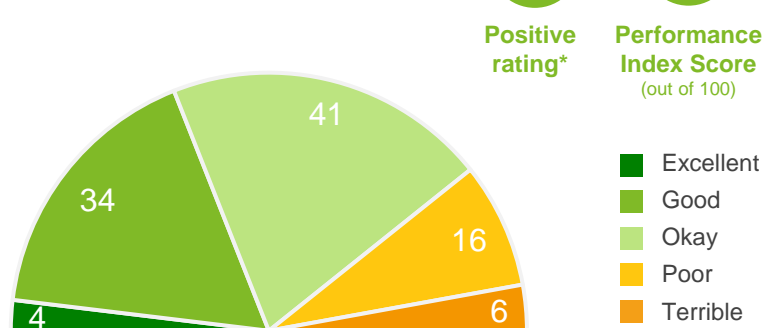
# Advocacy and support

for services delivered by the Australian Government, State Government,  
private industry and non-governmental organisations

# Safety and crime prevention

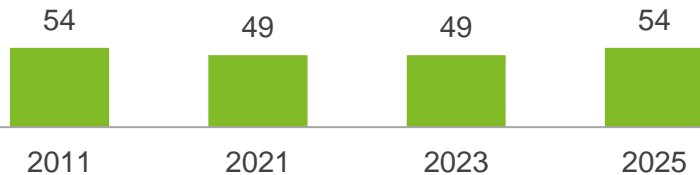
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

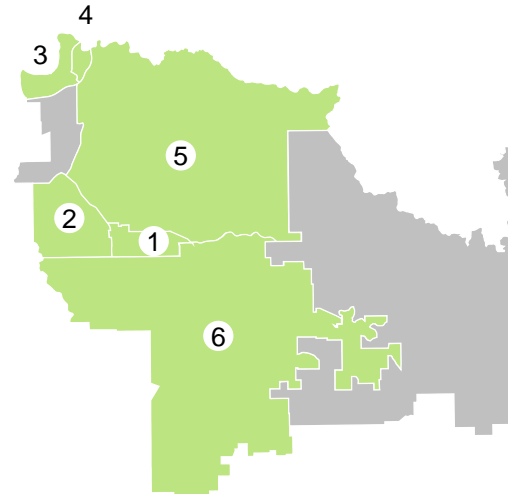
Performance Index Score



Shire of Dardanup	54
Industry High	66
Industry Average	46

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	58
2	Dardanup West	44
3	Eaton	52
4	Millbridge	60
5	Burekup / Rural North	58
6	Rural South	50
Farm / Rural		46
Town		55

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	54
Female	55

### Age of children

0-4 years	55
5-11 years	57
12-17 years	52
18+ years	43
No children	55

### Disability & culture

Disability	52
First Nations#	46
Mainly speak LOTE#	59

### Age

18-34 years	61
35-49 years	51
50-64 years	47
65+ years	55

### Home ownership

Homeowner	52
Renting / other	67

Q. How would you rate performance in the following areas?

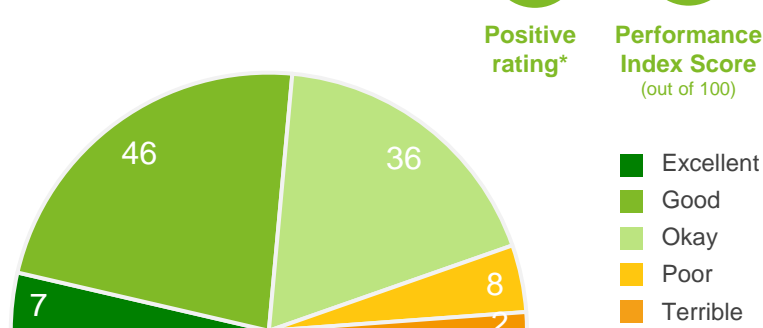
Base: All respondents, excludes 'unsure' and 'no response' (n = 691).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Health and community services

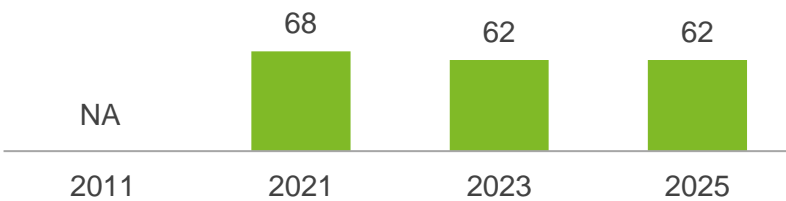
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

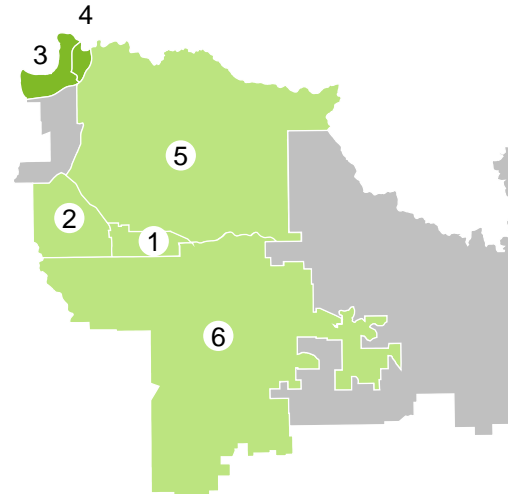
Performance Index Score



Shire of Dardanup	62
Industry High	68
Industry Average	55

## Geographical variances

Performance Index Score



## Local area planning district

1 Dardanup	56
2 Dardanup West	46
3 Eaton	64
4 Millbridge	68
5 Burekup / Rural North	60
6 Rural South	53
Farm / Rural	49
Town	64

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	63
Female	61

### Age of children

0-4 years	62
5-11 years	60
12-17 years	58
18+ years	52
No children	65

### Disability & culture

Disability	60
First Nations#	53
Mainly speak LOTE#	69

### Age

18-34 years	68
35-49 years	59
50-64 years	57
65+ years	63

### Home ownership

Homeowner	60
Renting / other	73

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 678).

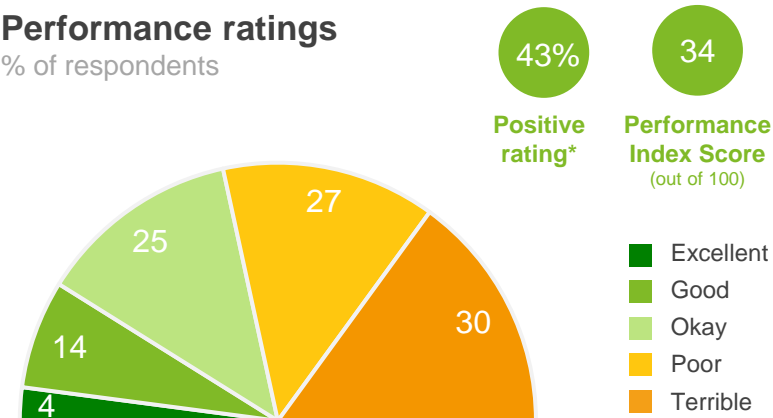
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Housing

availability of affordable housing, social housing, crisis accommodation etc.

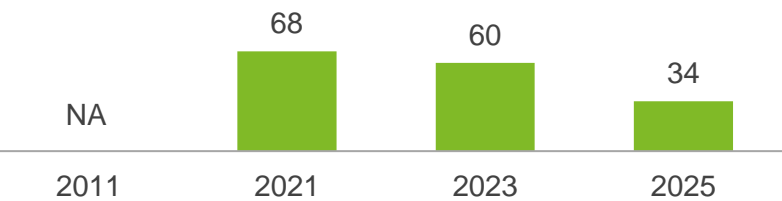
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



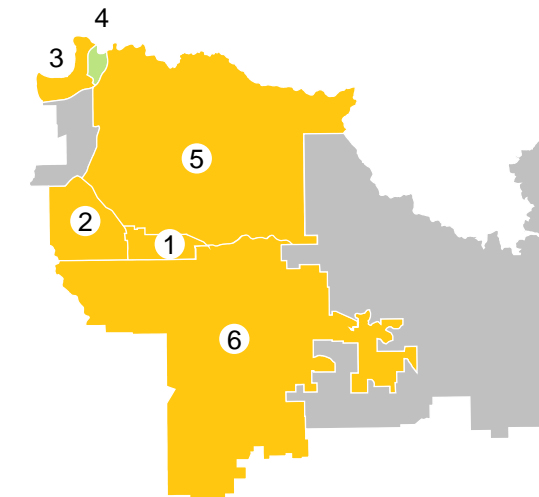
## MARKYT Industry Standards

Performance Index Score



## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	35
2	Dardanup West	34
3	Eaton	37
4	Millbridge	42
5	Burekup / Rural North	15
6	Rural South	36
Farm / Rural		34
Town		33

- Excellent range (100 ± 12.5 index pts)
- Good range (75 ± 12.5 index pts)
- Okay range (50 ± 12.5 index pts)
- Poor range (25 ± 12.5 index pts)
- Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

Gender		Age of children		Disability & culture	
Male	34	0-4 years	32	Disability	37
Female	33	5-11 years	32	First Nations#	33
Age	18-34 years	12-17 years	36	Mainly speak LOTE#	54
	35-49 years	18+ years	35	Home ownership	
	50-64 years	No children	34	Homeowner	36
	65+ years			Renting / other	19

Q. How would you rate performance in the following areas?

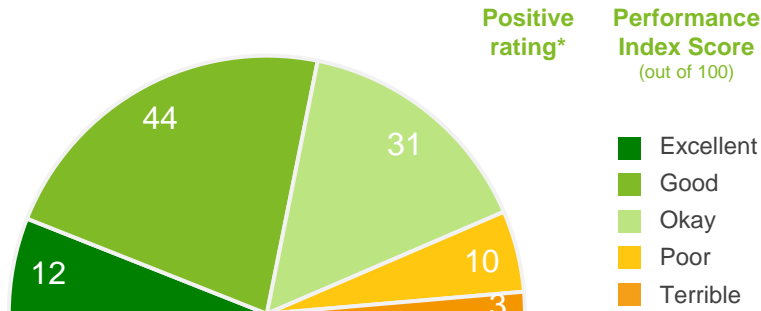
Base: All respondents, excludes 'unsure' and 'no response' (n = 565).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Aged care and accommodation

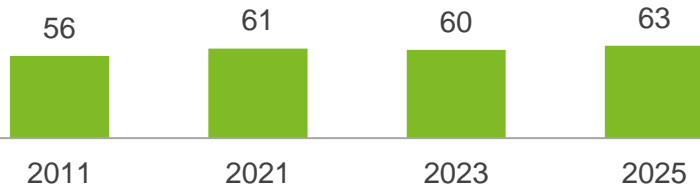
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

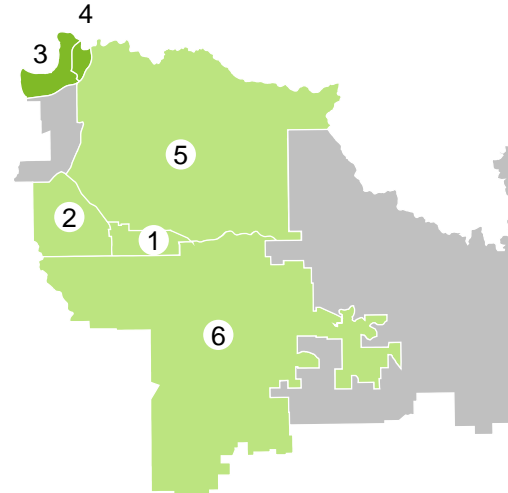
Performance Index Score



Shire of Dardanup	63
Industry High	63
Industry Average	54

## Geographical variances

Performance Index Score



### Local area planning district

1 Dardanup	52
2 Dardanup West	44
3 Eaton	67
4 Millbridge	69
5 Burekup / Rural North	59
6 Rural South	47
Farm / Rural	49
Town	65

Excellent range (100 ± 12.5 index pts)
Good range (75 ± 12.5 index pts)
Okay range (50 ± 12.5 index pts)
Poor range (25 ± 12.5 index pts)
Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	66
Female	62

### Age of children

0-4 years	66
5-11 years	61
12-17 years	63
18+ years	57
No children	63

### Disability & culture

Disability	56
First Nations#	63
Mainly speak LOTE#	75

### Age

18-34 years	69
35-49 years	63
50-64 years	62
65+ years	59

### Home ownership

Homeowner	62
Renting / other	70

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 608).

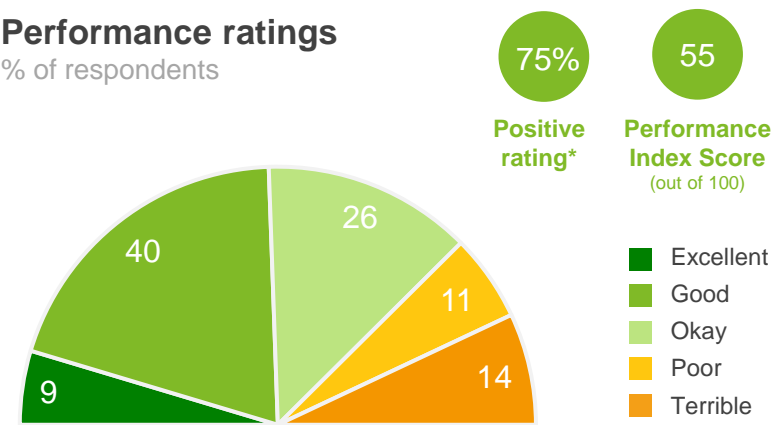
\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Main roads

Bunbury Outer Ring Road, South West Highway etc.

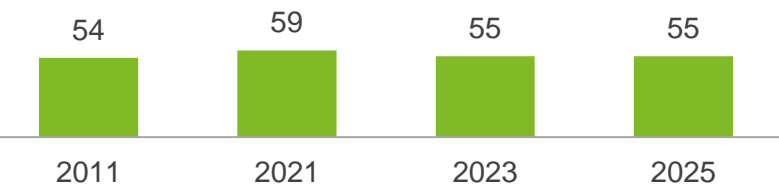
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



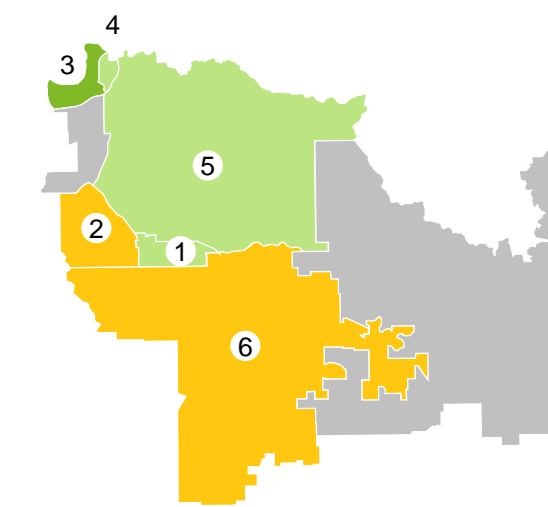
## MARKYT Industry Standards

Performance Index Score



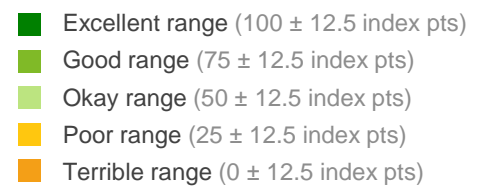
## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	43
2	Dardanup West	23
3	Eaton	63
4	Millbridge	60
5	Burekup / Rural North	56
6	Rural South	31
Farm / Rural		30
Town		60



## Community variances

Performance Index Score

Gender		Age of children		Disability & culture	
Male	57	0-4 years	54	Disability	53
Female	53	5-11 years	52	First Nations#	41
Age	18-34 years	12-17 years	49	Mainly speak LOTE#	72
	35-49 years	18+ years	47	Home ownership	
	50-64 years	No children	57	Homeowner	52
	65+ years			Renting / other	71

Q. How would you rate performance in the following areas?

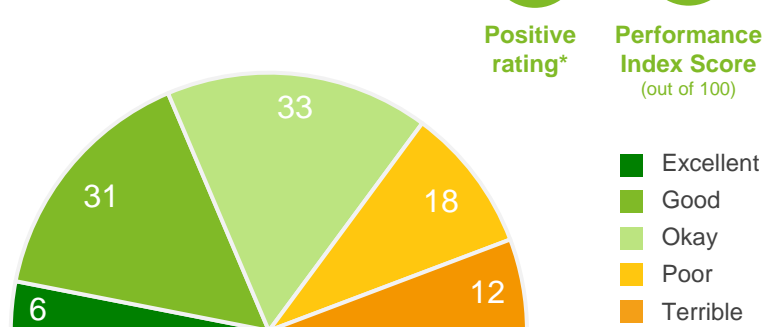
Base: All respondents, excludes 'unsure' and 'no response' (n = 744).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Public transport

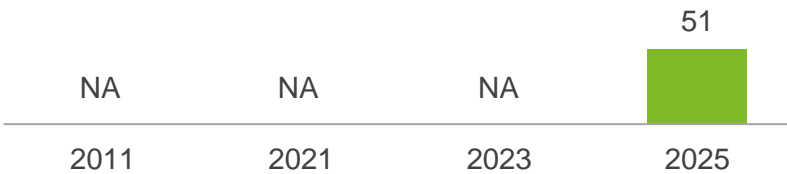
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

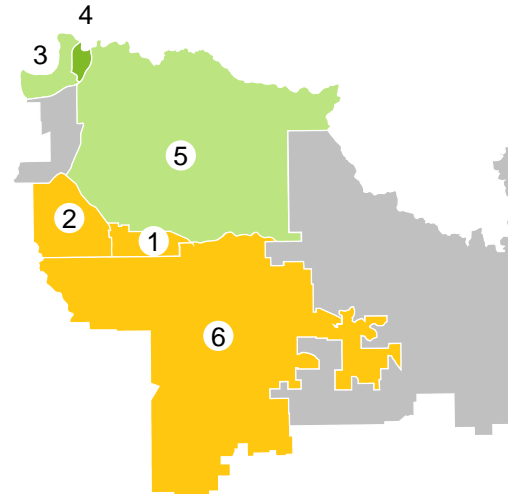
Performance Index Score



Shire of Dardanup	51
Industry High	80
Industry Average	48

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	22
2	Dardanup West	19
3	Eaton	60
4	Millbridge	63
5	Burekup / Rural North	42
6	Rural South	22
Farm / Rural		22
Town		56

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	53
Female	49

### Age of children

0-4 years	49
5-11 years	47
12-17 years	43
18+ years	42
No children	53

### Disability & culture

Disability	47
First Nations#	41

### Age

18-34 years	56
35-49 years	47
50-64 years	47
65+ years	51

Mainly speak LOTE# 50

### Home ownership

Homeowner	48
Renting / other	63

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 614).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)



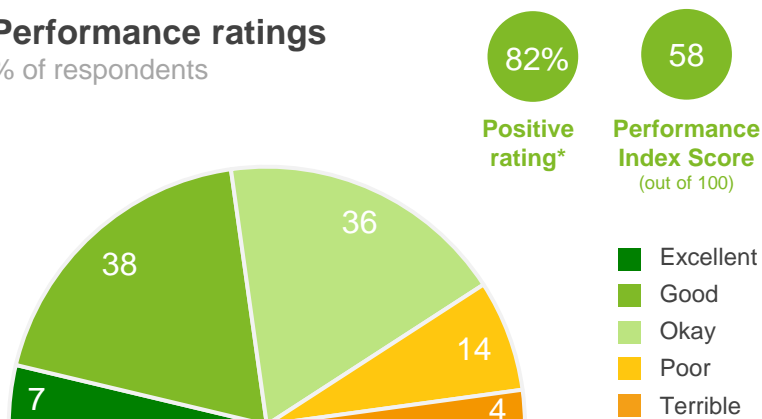
# Environmental management and conservation

forests, rivers, waterways, coastline, etc.

(Appendix ORD 12.4.2C)

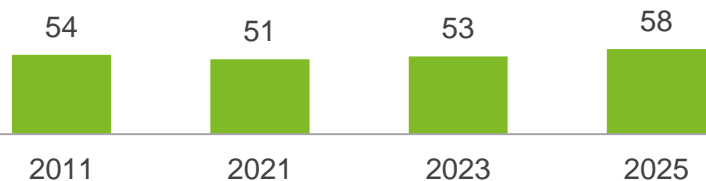
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

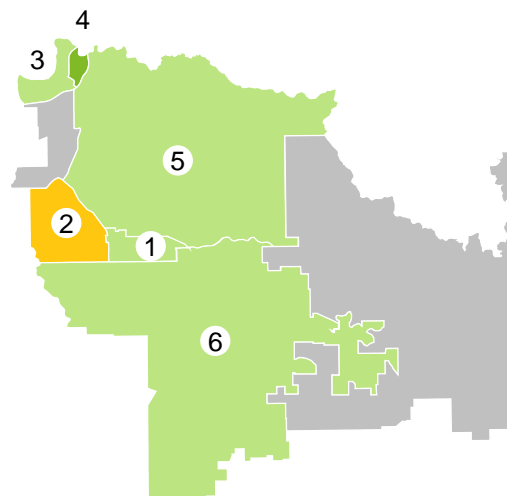
Performance Index Score



Shire of Dardanup	58
Industry High	67
Industry Average	51

## Geographical variances

Performance Index Score



## Local area planning district

1	Dardanup	52
2	Dardanup West	37
3	Eaton	61
4	Millbridge	67
5	Burekup / Rural North	53
6	Rural South	40
Farm / Rural		39
Town		62

<span style="color: green;">■</span>	Excellent range (100 ± 12.5 index pts)
<span style="color: green;">■</span>	Good range (75 ± 12.5 index pts)
<span style="color: green;">■</span>	Okay range (50 ± 12.5 index pts)
<span style="color: orange;">■</span>	Poor range (25 ± 12.5 index pts)
<span style="color: orange;">■</span>	Terrible range (0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	59
Female	57

### Age of children

0-4 years	62
5-11 years	60
12-17 years	57
18+ years	52
No children	58

### Disability & culture

Disability	55
First Nations#	56
Mainly speak LOTE#	67

### Age

18-34 years	66
35-49 years	58
50-64 years	51
65+ years	57

### Home ownership

Homeowner	56
Renting / other	70

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 610).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

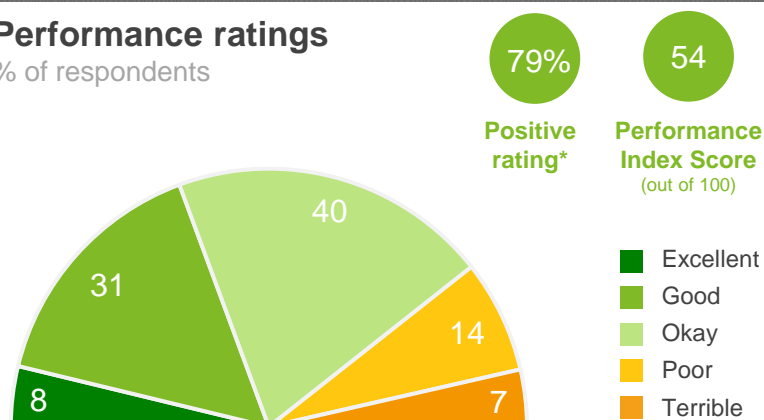
# Climate action

promoting sustainable practices to combat climate change and its impacts

(Appendix ORD 12.4.2C)

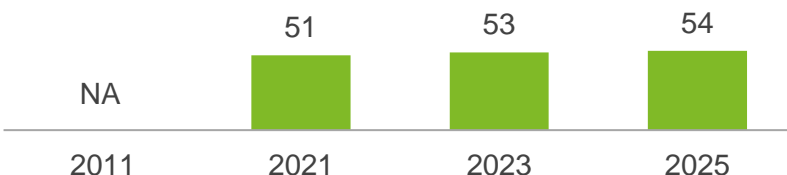
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

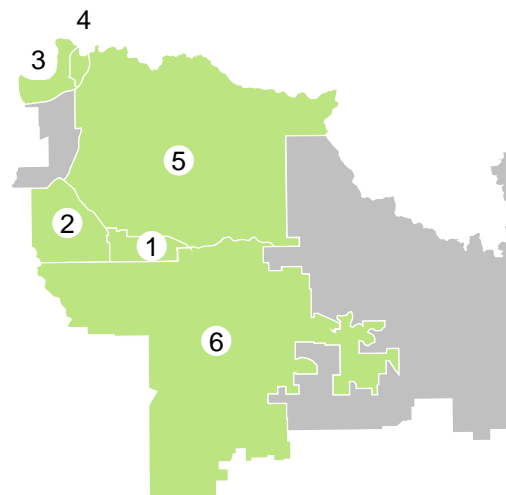
Performance Index Score



Shire of Dardanup	54
Industry High	68
Industry Average	49

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	50
2	Dardanup West	41
3	Eaton	57
4	Millbridge	61
5	Burekup / Rural North	53
6	Rural South	41
Farm / Rural		44
Town		57

<span style="color: green;">■</span>	Excellent range ( $100 \pm 12.5$ index pts)
<span style="color: green;">■</span>	Good range ( $75 \pm 12.5$ index pts)
<span style="color: green;">■</span>	Okay range ( $50 \pm 12.5$ index pts)
<span style="color: orange;">■</span>	Poor range ( $25 \pm 12.5$ index pts)
<span style="color: orange;">■</span>	Terrible range ( $0 \pm 12.5$ index pts)

## Community variances

Performance Index Score

### Gender

Male	58
Female	52

### Age of children

0-4 years	59
5-11 years	55
12-17 years	50
18+ years	51
No children	56

### Disability & culture

Disability	51
First Nations#	62
Mainly speak LOTE#	61

### Age

18-34 years	61
35-49 years	54
50-64 years	48
65+ years	54

### Home ownership

Homeowner	53
Renting / other	65

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 452).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

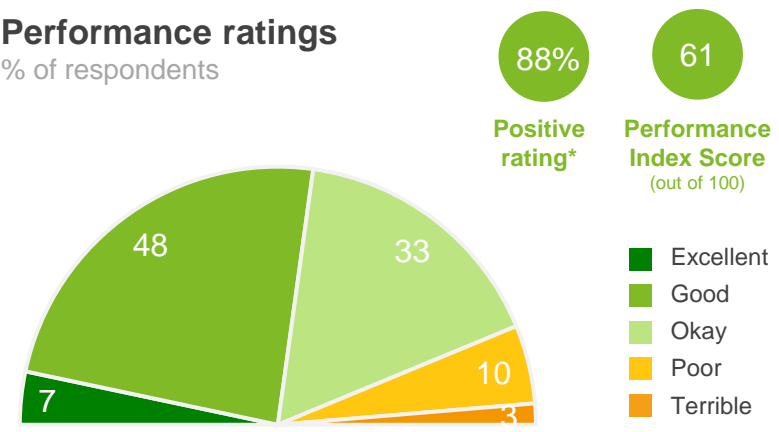
# Emergency management

education, prevention and recovery for natural disasters

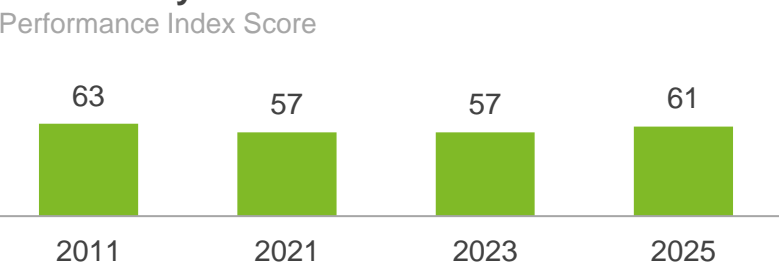
(Appendix ORD 12.4.2C)

## Performance ratings

% of respondents



## Trend Analysis



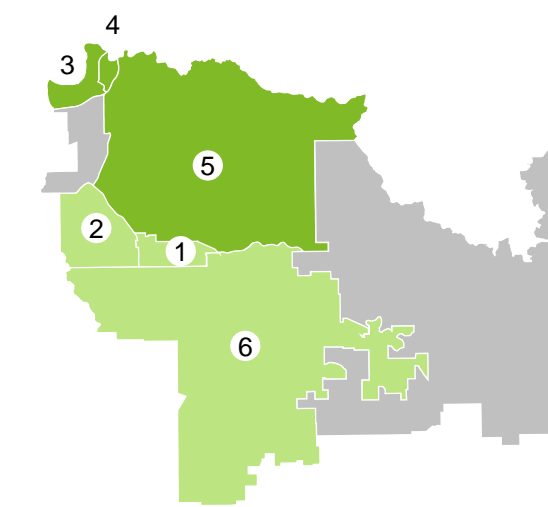
## MARKYT Industry Standards

Performance Index Score



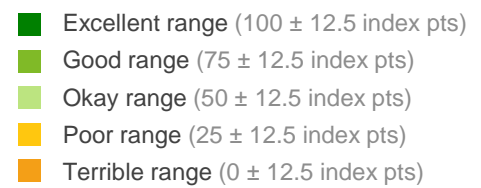
## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	63
2	Dardanup West	44
3	Eaton	63
4	Millbridge	65
5	Burekup / Rural North	64
6	Rural South	54
Farm / Rural		50
Town		64



## Community variances

Performance Index Score

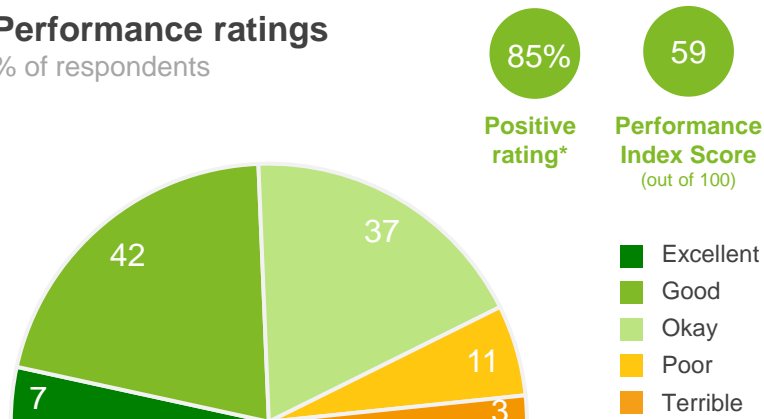
Gender		Age of children		Disability & culture	
Male	63	0-4 years	64	Disability	62
Female	61	5-11 years	64	First Nations#	58
Age	18-34 years	12-17 years	61	Mainly speak LOTE#	73
	35-49 years	18+ years	57	Home ownership	
	50-64 years	No children	62	Homeowner	59
	65+ years			Renting / other	72

Q. How would you rate performance in the following areas?  
 Base: All respondents, excludes 'unsure' and 'no response' (n = 555).  
 \* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Economic development and job creation

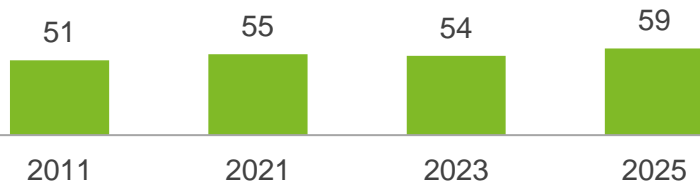
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

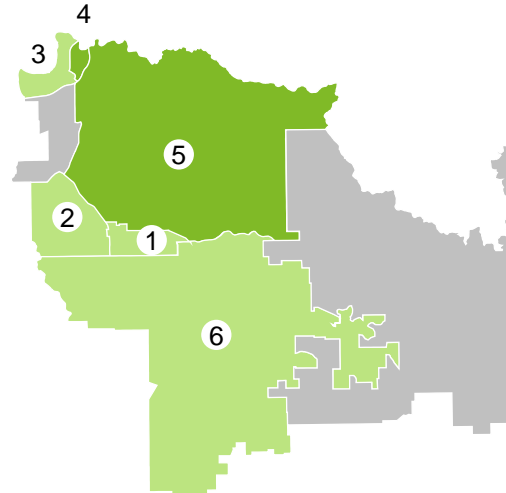
Performance Index Score



Shire of Dardanup	59
Industry High	59
Industry Average	43

## Geographical variances

Performance Index Score



## Local area planning district

1 Dardanup	65
2 Dardanup West	40
3 Eaton	61
4 Millbridge	65
5 Burekup / Rural North	63
6 Rural South	46
Farm / Rural	44
Town	62

- Excellent range ( $100 \pm 12.5$  index pts)
- Good range ( $75 \pm 12.5$  index pts)
- Okay range ( $50 \pm 12.5$  index pts)
- Poor range ( $25 \pm 12.5$  index pts)
- Terrible range ( $0 \pm 12.5$  index pts)

## Community variances

Performance Index Score

### Gender

Male	62
Female	58

### Age of children

0-4 years	65
5-11 years	63
12-17 years	56
18+ years	50
No children	60

### Disability & culture

Disability	54
First Nations#	59
Mainly speak LOTE#	65

### Age

18-34 years	67
35-49 years	58
50-64 years	54
65+ years	56

### Home ownership

Homeowner	57
Renting / other	72

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 498).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

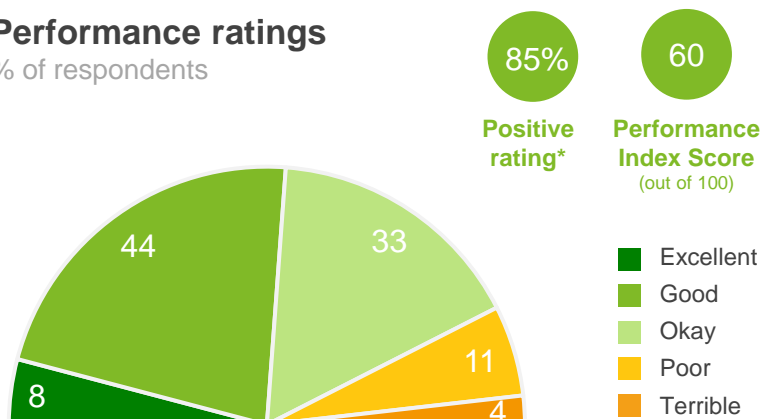
# Education and life-long learning opportunities

schools, universities, TAFE etc.

(Appendix ORD 12.4.2C)

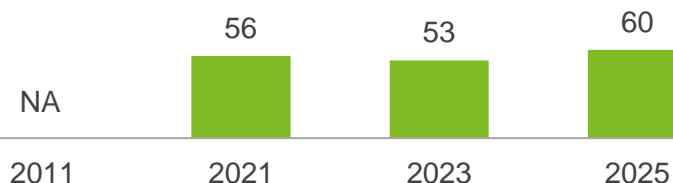
## Performance ratings

% of respondents



## Trend Analysis

Performance Index Score



## MARKYT Industry Standards

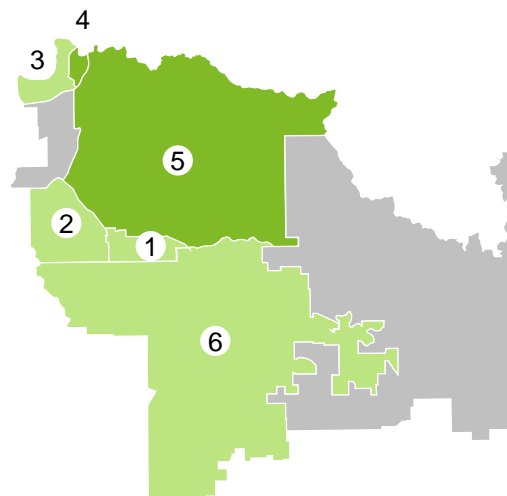
Performance Index Score



Shire of Dardanup	60
Industry High	65
Industry Average	49

## Geographical variances

Performance Index Score



### Local area planning district

1	Dardanup	59
2	Dardanup West	44
3	Eaton	62
4	Millbridge	63
5	Burekup / Rural North	65
6	Rural South	52
Farm / Rural		46
Town		63

Excellent range	(100 ± 12.5 index pts)
Good range	(75 ± 12.5 index pts)
Okay range	(50 ± 12.5 index pts)
Poor range	(25 ± 12.5 index pts)
Terrible range	(0 ± 12.5 index pts)

## Community variances

Performance Index Score

### Gender

Male	63
Female	58

### Age of children

0-4 years	60
5-11 years	62
12-17 years	54
18+ years	49
No children	62

### Disability & culture

Disability	57
First Nations#	39
Mainly speak LOTE#	59

### Age

18-34 years	68
35-49 years	57
50-64 years	54
65+ years	62

### Home ownership

Homeowner	58
Renting / other	72

Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 604).

\* Positive Rating = excellent, good + okay # small base size (<20 respondents)

# Overview of Community Variances

# Summary of community variances

	Total	Homeowner	Renting/other	Male	Female	No children	Have child 0-4	Have child 5-11	Have child 12-17	Have child 18+	18-34 years	35-49 years	50-64 years	65+ years	Disability	First Nations#	LOTE#	Farm / Rural	Town	Dardanup	Dardanup West	Eaton	Millbridge	Burekup / Rural North	Rural South
OVERALL																									
Place to live	83	83	87	83	83	84	81	84	83	80	84	83	82	84	80	72	88	82	84	82	75	82	85	89	89
Place to work	75	74	83	76	75	77	76	78	69	68	81	73	72	76	70	68	75	67	78	79	62	74	76	86	69
Place to own or operate a business	73	71	84	72	74	75	75	76	63	63	81	69	69	72	67	59	78	60	77	70	60	73	76	81	61
Place to visit	76	75	83	75	78	76	75	79	75	70	80	75	72	76	71	65	76	75	76	75	70	73	77	85	85
GOVERNANCE																									
Governing organisation	61	60	73	61	62	63	59	59	61	56	61	60	58	66	62	46	71	49	64	54	42	65	67	61	54
Council's leadership	57	55	69	57	58	60	57	53	53	51	59	54	54	63	55	36	75	42	61	50	36	61	63	58	51
Financial management	50	49	53	49	51	51	47	44	54	47	43	48	48	61	53	34	64	38	52	41	32	55	57	39	44
Communication (local issues, services)	60	58	73	61	59	62	60	59	56	52	63	57	55	63	56	38	74	45	63	51	37	63	65	61	55
Community engagement on local issues	58	56	71	58	59	59	59	56	54	50	61	57	53	62	56	36	68	45	61	52	35	61	63	62	57
Customer service	65	64	75	65	67	67	64	64	66	58	65	65	62	70	63	39	69	54	68	53	48	68	70	67	67
SENTIMENT (% total agree)																									
Clear vision for the area	48	44	82	50	49	50	54	45	51	35	57	44	38	53	46	23	89	25	54	36	16	53	51	25	31
Good understanding of community needs	40	39	46	43	39	43	39	34	41	31	39	40	32	50	43	12	57	19	44	21	15	45	50	39	29



# Summary of community variances

	Total	Homeowner	Renting/other	Male	Female	No children	Have child 0-4	Have child 5-11	Have child 12-17	Have child 18+	18-34 years	35-49 years	50-64 years	65+ years	Disability	First Nations#	LOTE#	Farm / Rural	Town	Dardanup	Dardanup West	Eaton	Millbridge	Burekup / Rural North	Rural South
<b>ASSET MANAGEMENT</b>																									
Roads - local roads	59	58	73	60	59	61	62	60	55	50	67	55	54	61	60	46	83	38	65	47	35	64	71	58	38
Footpaths, trails and cycleways	60	59	73	61	61	62	61	60	57	54	67	57	56	62	58	48	77	42	65	50	32	64	71	61	44
Lighting of streets and public places	61	60	72	62	61	63	60	61	57	53	65	58	59	62	61	51	68	49	64	52	42	63	69	63	56
Community buildings, halls and public toilets	63	62	75	64	63	66	63	61	59	56	69	60	62	63	59	52	76	51	67	54	48	67	70	62	57
Library facilities and services	74	72	91	75	74	77	76	70	66	65	81	71	68	75	72	65	84	56	78	63	49	79	81	73	65
Sport and recreation facilities and services	72	70	90	73	72	76	70	67	60	64	79	67	69	74	71	72	77	60	75	64	53	76	72	75	72
Parks, playgrounds and reserves	70	68	84	70	70	72	69	65	64	64	75	65	67	72	71	61	70	58	73	60	50	72	74	72	69
Streetscapes, trees and verges	59	57	74	59	60	59	61	62	56	52	66	58	53	59	56	41	74	50	61	56	39	58	68	65	64
Marine facilities (boat ramps, jetties, etc)	69	68	77	69	69	69	71	70	67	67	70	68	67	70	69	66	72	61	70	65	59	70	70	69	70
Stormwater management and drainage	53	50	74	55	52	53	57	53	50	42	60	48	47	56	50	33	66	35	57	46	29	55	64	59	39
<b>COMPLIANCE</b>																									
Planning services	58	57	67	59	58	58	59	58	58	55	60	58	55	59	59	46	69	47	61	45	48	62	65	53	51
Heritage services	61	61	66	61	62	63	60	66	65	55	64	63	58	60	63	54	68	61	61	65	62	61	63	57	61
Universal access and inclusion	64	62	75	66	62	64	69	64	64	57	71	62	58	63	58	62	78	58	65	61	53	64	67	67	60
Ranger services (animal management etc)	63	61	77	64	64	63	68	66	63	54	71	64	59	59	63	41	75	55	65	57	52	63	67	70	63
Waste management	58	56	75	60	57	62	56	52	51	48	66	51	54	62	57	38	64	35	63	44	25	66	62	63	38
Environmental health services	55	53	72	57	54	57	57	54	54	47	63	52	51	55	52	39	73	37	60	45	32	58	65	61	38

# Summary of community variances

	Total	Homeowner	Renting/other	Male	Female	No children	Have child 0-4	Have child 5-11	Have child 12-17	Have child 18+	18-34 years	35-49 years	50-64 years	65+ years	Disability	First Nations#	LOTE#	Farm / Rural	Town	Dardanup	Dardanup West	Eaton	Millbridge	Burekup / Rural North	Rural South
DISCRETIONARY SERVICES																									
Youth services and facilities	62	60	72	64	61	64	65	60	57	51	69	58	58	61	55	59	64	50	64	57	47	63	67	65	52
Family and children's services and facilities	64	62	75	65	64	67	64	62	60	56	70	62	59	63	60	71	79	53	66	55	48	66	67	66	59
Seniors' services and facilities	65	64	72	65	65	66	68	66	61	52	71	63	60	64	61	63	71	53	67	56	50	67	69	64	55
Reconciliation action	57	57	52	58	55	57	57	55	56	54	51	60	54	63	57	60	75	57	56	59	62	61	63	36	58
Art, culture and creative activities	65	64	73	65	66	67	68	67	60	56	70	64	62	66	60	56	62	64	66	66	64	64	68	65	65
Festivals, markets and community events	70	69	74	70	71	70	74	72	68	65	74	70	65	69	68	70	68	67	71	69	69	69	73	70	67
Town centre development and activation	63	61	74	64	62	64	65	58	57	55	69	60	57	64	59	50	72	49	65	49	47	67	68	59	57
Tourism and destination marketing	58	56	69	58	58	59	61	57	52	49	65	58	51	58	53	60	56	55	58	57	52	57	59	62	62
Volunteer support services	63	62	74	65	62	66	66	62	56	54	70	60	60	63	59	52	65	56	66	65	51	65	66	65	56
ADVOCACY AND SUPPORT																									
Safety and crime prevention	54	52	67	54	55	55	55	57	52	43	61	51	47	55	52	46	59	46	55	58	44	52	60	58	50
Health and community services	62	60	73	63	61	65	62	60	58	52	68	59	57	63	60	53	69	49	64	56	46	64	68	60	53
Housing	34	36	19	34	33	34	32	32	36	35	22	38	38	41	37	33	54	34	33	35	34	37	42	15	36
Aged care and accommodation	63	62	70	66	62	63	66	61	63	57	69	63	62	59	56	63	75	49	65	52	44	67	69	59	47
Roads - main roads	55	52	71	57	53	57	54	52	49	47	62	51	49	57	53	41	72	30	60	43	23	63	60	56	31
Public transport	51	48	63	53	49	53	49	47	43	42	56	47	47	51	47	41	50	22	56	22	19	60	63	42	22
Environmental management and conservation	58	56	70	59	57	58	62	60	57	52	66	58	51	57	55	56	67	39	62	52	37	61	67	53	40
Climate action	54	53	65	58	52	56	59	55	50	51	61	54	48	54	51	62	61	44	57	50	41	57	61	53	41
Emergency management	61	59	72	63	61	62	64	64	61	57	68	59	59	58	62	58	73	50	64	61	44	63	65	64	54
Economic development and job creation	59	57	72	62	58	60	65	63	56	50	67	58	54	56	54	59	65	44	62	55	40	61	65	63	46
Education and life-long learning opportunities	60	58	72	63	58	62	60	62	54	49	68	57	54	62	57	39	59	46	63	59	44	62	63	65	52

# Local business views

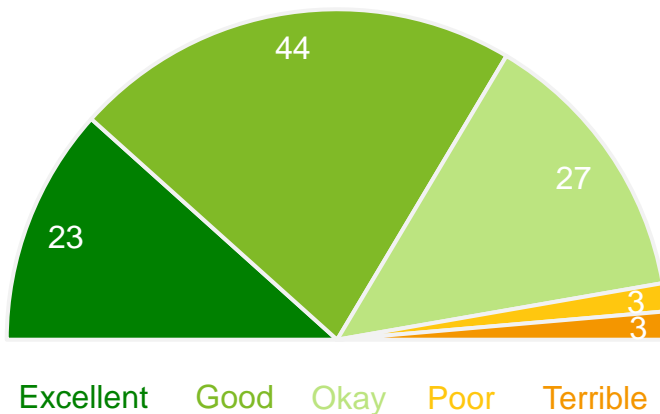
# Place to own or operate a business

Among local business owners and operators

(Appendix ORD 12.4.2C)

## Performance ratings

% of respondents



94%

Positive  
rating\*

71

Performance  
Index Score  
(out of 100)

## MARKYT Industry Standards

Performance Index Score (Businesses)



Shire of Dardanup 71

Industry High 79

Industry Average 63



Q. How would you rate performance in the following areas?

Base: All respondents, excludes 'unsure' and 'no response' (n = 73). \* Positive Rating = excellent, good + okay

## COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

Okay

Terrible

CELEBRATE

OPTIMISE

KAIZEN

REVIEW

PRIORITISE

- 1 Financial management
- 2 Communication (local issues, services)
- 3 Community engagement on local issues
- 4 Customer service
- 5 Local roads
- 6 Footpaths, trails and cycleways
- 7 Lighting of streets and public places
- 8 Community buildings, halls and toilets
- 9 Library services and facilities
- 10 Sport and recreation
- 11 Parks, playgrounds and reserves
- 12 Streetscapes, trees and verges
- 13 Marine facilities
- 14 Stormwater management and drainage
- 15 Planning services
- 16 Heritage services
- 17 Universal access and inclusion
- 18 Ranger services
- 19 Waste management
- 20 Environmental health services
- 21 Youth services and facilities
- 22 Family and children's services
- 23 Seniors' services and facilities
- 24 Reconciliation action
- 25 Art, culture and creative activities
- 26 Festivals, markets and events
- 27 Town centre development and activation
- 28 Tourism and destination marketing
- 29 Volunteer support services
- 30 Safety and crime prevention
- 31 Health and community services
- 32 Housing
- 33 Aged care and accommodation
- 34 Main roads
- 35 Public transport
- 36 Environmental management
- 37 Climate action
- 38 Emergency management
- 39 Economic development and job creation
- 40 Education and life-long learning

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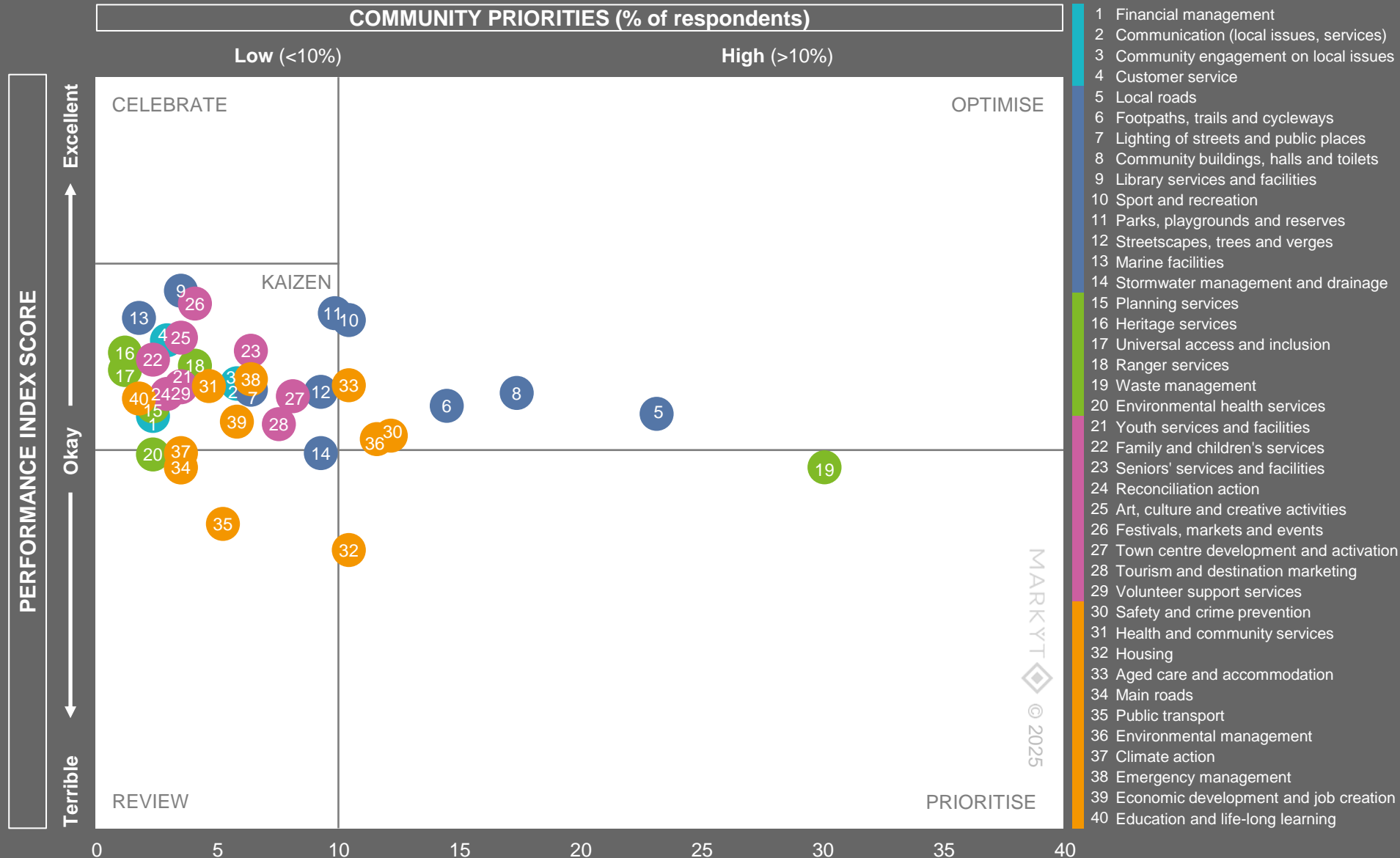
Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Over the next 10 years, which areas would you mostly like the Shire of Dardanup to focus on improving? Base: All respondents, excludes no response

(n = 75)

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## Other stakeholder views



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Over the next 10 years, which areas would you mostly like the Shire of Dardanup to focus on improving? Base: All respondents, excludes no response (n = 173)

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# MARKYT Community Priorities

(Appendix ORD 12.4.2C)

ratepayers and visitors

## COMMUNITY PRIORITIES (% of respondents)

Low (<10%)

High (>10%)

Excellent

Okay

Terrible

CELEBRATE

OPTIMISE

KAIZEN

REVIEW

PRIORITISE

Note: small sample size

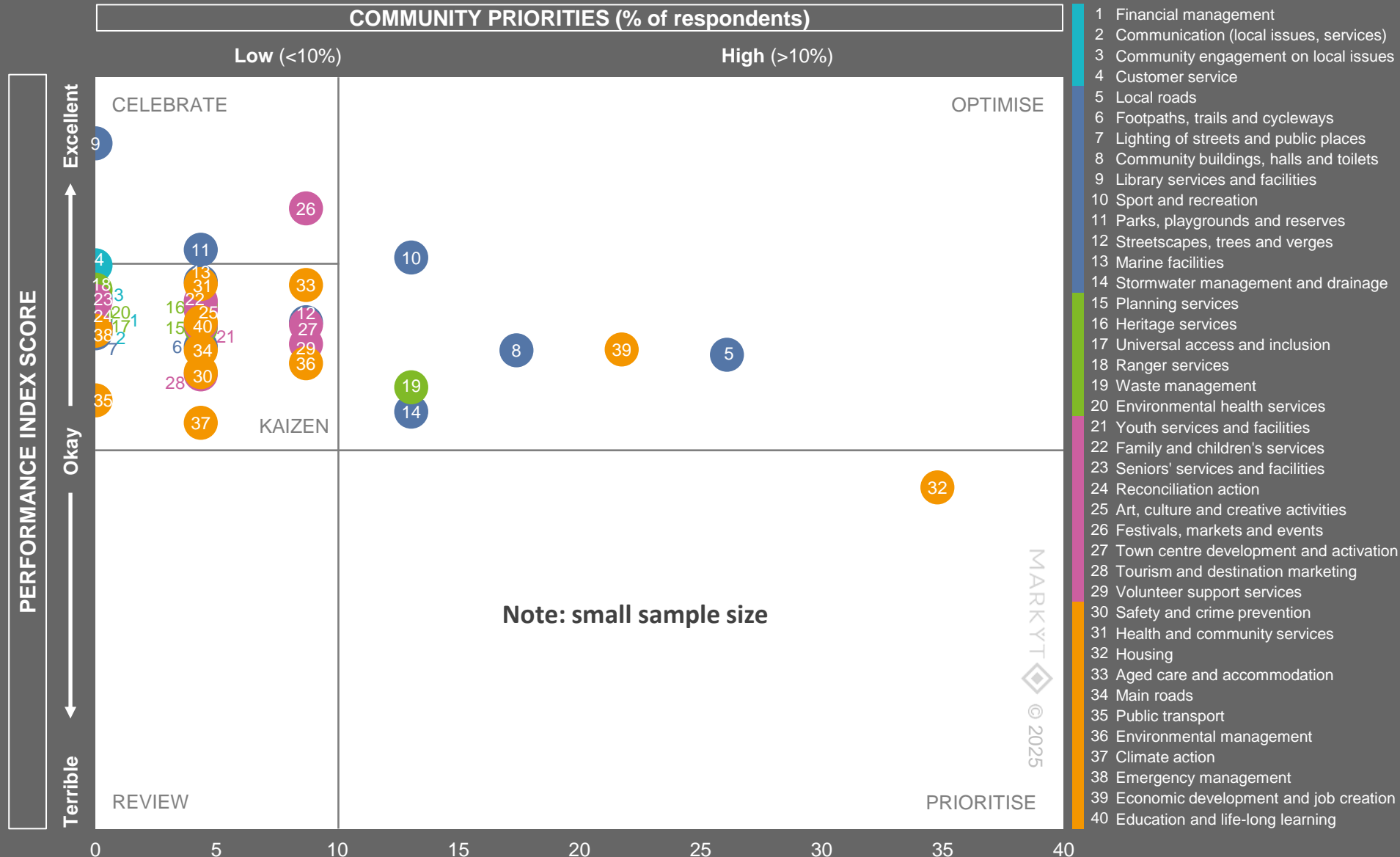
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- 1 Financial management
- 2 Communication (local issues, services)
- 3 Community engagement on local issues
- 4 Customer service
- 5 Local roads
- 6 Footpaths, trails and cycleways
- 7 Lighting of streets and public places
- 8 Community buildings, halls and toilets
- 9 Library services and facilities
- 10 Sport and recreation
- 11 Parks, playgrounds and reserves
- 12 Streetscapes, trees and verges
- 13 Marine facilities
- 14 Stormwater management and drainage
- 15 Planning services
- 16 Heritage services
- 17 Universal access and inclusion
- 18 Ranger services
- 19 Waste management
- 20 Environmental health services
- 21 Youth services and facilities
- 22 Family and children's services
- 23 Seniors' services and facilities
- 24 Reconciliation action
- 25 Art, culture and creative activities
- 26 Festivals, markets and events
- 27 Town centre development and activation
- 28 Tourism and destination marketing
- 29 Volunteer support services
- 30 Safety and crime prevention
- 31 Health and community services
- 32 Housing
- 33 Aged care and accommodation
- 34 Main roads
- 35 Public transport
- 36 Environmental management
- 37 Climate action
- 38 Emergency management
- 39 Economic development and job creation
- 40 Education and life-long learning

Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Over the next 10 years, which areas would you mostly like the Shire of Dardanup to focus on improving? Base: All respondents, excludes no response (n = 15)

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Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)

Q. Over the next 10 years, which areas would you mostly like the Shire of Dardanup to focus on improving? Base: All respondents, excludes no response (n = 23)

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ABN 20 108 620 855

MARKYT 

## RISK ASSESSMENT TOOL

**OVERALL RISK EVENT:** Bank Contract – Provision of Banking and Bill Payment Services

**RISK THEME PROFILE:**

2 - Business and Community Disruption

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

**RISK ASSESSMENT CONTEXT:** Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Risk that the current banking contract may expire and result in an increase in bank fees and charges.	Insignificant (1)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	Changing primary banking supplier has considerable ramifications to finance resources i.e. staff time/planning; implementation process; disruption to Council's banking processes including transactional processing, Eftpos, and Payments of Accounts.	Moderate (3)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Risk of contract expiry and non-compliance to <i>Local Government (Functions and General) Regulations 1996</i> and Council's Procurement Policy - CP034 – <i>Procurement Policy</i> .	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Devoid of a banking contract, Council may be perceived as inefficient and/or lacking internal controls in managing its Contract Portfolio.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required	Not required.	Not required.	Not required.

RISK ASSESSMENT TOOL								
<b>OVERALL RISK EVENT:</b> Rating Strategy 2025-2026 <b>RISK THEME PROFILE:</b> 3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory) Choose an item. Choose an item. Choose an item. <b>RISK ASSESSMENT CONTEXT:</b> Strategic								
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Financial sustainability impacted through inadequate rating.	Major (4)	Possible (3)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Compliance with budget, rating and integrated planning review and development process.	Major (4)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Shire reputation can be negatively impacted if rate increases are considered excessive by the community.	Moderate (3)	Rare (1)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.



## **RATING STRATEGY**

**2025/26 TO 2034/35**

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# 1. Introduction

## 1.1 The Purpose of this Rating Strategy

The Shire of Dardanup has developed this Rating Strategy as a tool for community & financial planning.

In publishing this document Council has the following aims:

- a) Improve understanding of the rating system in Western Australia.
- b) Articulate Councils rating objectives.
- c) Establish strategies to achieve its rating objectives.

Council intends to review this document during its annual corporate financial planning cycle. This will ensure the Rating Strategy is dynamic in nature, allowing it to meet the needs of this rapidly growing Shire.

# 2 Rating System in Western Australia

## 2.1 Legislation

Local Government in Western Australia operates under the *Local Government Act 1995 (LGA)*. It is the provisions under this act that governs Council in the raising of rates.

## 2.2 Why does Council raise Rates

When adopting the Annual Budget, Council is required to impose a general rate on rateable land in the district in order to make up any budget deficiency, S6.32 (LGA).

The general rates are determined by Council on the basis of raising the revenue required to meet the deficiency between the total estimated expenditure proposed in the budget and the estimated revenue to be received from all sources other than rates.

Strong consideration is also given by Council to the extent of any increase in rating over the level adopted in the previous year.

(A copy of the Annual Budget is available online. [www.dardanup.wa.gov.au](http://www.dardanup.wa.gov.au) ).

## 2.3 Basis of Calculating Rates

Rates are calculated by multiplying the valuation of a property by the adopted rate in the dollar. Property valuations are set by the Valuer General's Office (Landgate) and will be either the Unimproved Valuation (UV), for properties that are used predominately for rural purposes, or a Gross Rental Valuation (GRV) which applies to properties that are used predominately for non-rural purposes.

## 2.4 Types of Rates

### 2.4.1 Differential General Rate

Council may wish to apply a different rate in the dollar to certain groups of properties. These groups can only be of the following (or groups of) characteristics.

- a) Land Zoning; or
- b) Predominant purpose for which the land is held (determined by Council); or
- c) Vacant Land; or
- d) A combination of any of these.

Differential rating allows Council to have some flexibility in determining rates for properties on the same valuation method. It may be used to encourage certain land use (eg a lower rate in the dollar may be used to encourage commercial property development in the Shire) or may offset the increased cost of providing services and facilities to a specific land use area.

In 2024/25 Council introduced Differential Rating and this is the continued method of rating in the 2025/26 annual budget and rates modelling process.

### **2.4.2 Minimum Rate**

A minimum payment may be determined by Council so that all ratepayers must make a reasonable contribution to the cost of Councils services & facilities.

Future increases in the minimum rate are based on the general percentage increase in rates applied by Council, while also taking into consideration other similar local government minimum rates.

### **2.4.3 Specified Area Rate**

Council may impose a rate on specific properties in an area for the purpose of meeting the cost of a specific work, service or facility. Monies raised are regulated to ensure the funds generated by such a rate, are spent in accordance with the purpose.

Rates are calculated by multiplying the valuation of a property (GRV) by the adopted rate in the dollar required to generate sufficient revenue to meet the expenditure area.

Council currently applies a Specified Area Rate for the following:

- a) Bulk Waste Collection at an average of \$30.85 per property in 2024/25 (\$0.001735)
- b) Eaton Landscaping at an average of \$39.86 per property in 2024/25 (\$0.002006)

### **2.4.4 Service Charges**

Council may impose a charge on either land owners or occupiers for the cost of providing the following services

- a) Television & Radio broadcasting
- b) Underground Electricity
- c) Property surveillance & security
- d) Water.

Monies raised are regulated to ensure the funds generated by such a rate, are spent in accordance to the purpose. At this time Council does not raise any service charges.

## 2.5 Rates Discounts, Concessions & Exemptions

### 2.5.1 Pensioners & Seniors

Persons who hold a Seniors Card (SC), Commonwealth Health Seniors Card (CHSC) and/or Pension Concession Card (PCC) may be eligible to claim a rebate of up to 50% on their rates or be eligible to defer payment of their rates.

Complex regulations detail eligibility criteria. Ratepayers are encouraged to contact Council Rates staff should they believe they are eligible for a concession.

There is no cost to Council (other than staff administration costs) as concessions granted are reimbursed by the State Revenue Department.

### 2.5.2 Early Payment Discounts

When imposing rates for a year, Council may resolve to grant a discount or other incentive for the early payment of any rate or charge.

This is useful for cash flow purposes in encouraging full payment early in the rating year.

In 2024/25 Council provided an early payment incentive through a prize draw of \$1,500, which is aimed at covering the majority of the minimum rates charge. It is proposed to increase the prize draw incentive in 2025/26 to \$2,000 to adequately cover the minimum rates charge.

### 2.5.3 Concessions

Council may resolve to waive or grant concessions in relation to rates or service charges. Concessions may not be made with respect to whether an owner occupies the land. A number of rate concessions are applied to current Lessees of Council property (ie: Eaton Bowling & Social Club, Bunbury & Districts Softball Assoc, Eaton Junior Football Club, Eaton Cricket Club), which is estimated to be \$39,000 per annum.

### 2.5.4 Exemptions

In accordance with the *Local Government Act 1995*, certain types of organisations who use land exclusively for 'charitable purposes', may claim a rate exemption in relation to rates or service charges. The Commonwealth *Charities Act 2013* broadly defines a 'charitable purpose' as being for the advancement of health, education, religion, culture or social or public welfare, and the promotion or protection of human rights and any other purpose beneficial to the public.

Current exemptions under Section 6.26 (g) of the *Local Government Act 1995* relate to land that is used primarily by non-government social and affordable housing, aged care, aboriginal and community organisations (ie: Access Housing, Scout Association, Southern Aboriginal Corp, Alliance Housing, Housing Choices, Activ Foundation, Bethanie Group). The value of 2024/25 annual rate exemptions under this section of the Act totalled \$592,357.64.

Exemption under Section 6.26 (d)(e) of the *Local Government Act 1995* relate to land that is used primarily by religious organisations as a place of worship, religious accommodation or school. The value of 2024/25 annual rate exemptions under this section of the Act totalled \$17,850.13.

## **3 Rating Objectives of the Shire of Dardanup**

### **3.1 Fairness & Equity among Ratepayers**

#### **3.1.1 Fair Contribution to Rates**

Each rateable property should make a fair contribution to the provision of services and facilities provided by the Shire of Dardanup.

#### **3.1.2 Equity of Rates Liability**

Council supports the principle that rates liability should be equitable among property owners.

#### **3.1.3 Consistency in Rating Policy**

Council undertakes to apply rating principles in a consistent manner.

### **3.2 Specific Policies**

#### **3.2.1 Discounts / Concessions**

Council may consider rates concessions or discounts in order to achieve specific objectives.

#### **3.2.2 Rates & Charges**

Council may consider the imposition of:

- a. Specified Area Rates
- b. Differential Rates
- c. Service Charges

to fund services or facilities.

#### **3.2.3 Payment of Rates**

Council endeavours to provide access to a broad range of payment options, including payment through instalments and individual payment plans where required.

## 4 Rating Strategy

### 4.1 Strategy to Achieve Fairness & Equity among Ratepayers

#### 4.1.1 Fair Contribution to Rates

##### 4.1.1.1 Minimum Rates

- a) Council sets a minimum charge to ensure that all property owners make a reasonable contribution towards the provision of services & facilities within the shire.
- b) In 2019/20, 2020/21, 2021/22 and 2022/23 the Council applied a minimum rate of \$1,547.50 for both UV and GRV properties. In the 2023/24 the GRV minimum rate remained at \$1,547.50, with the UV minimum rate increase by 6.0% to \$1,640.35. In 2024/25 the GRV minimum rate increase by 5% to \$1,625.00 and UV minimum rate increase to \$1,722.00.
- c) In the 2025/26 draft LTFP, the GRV Residential minimum rate is proposed to increase by 7.0% to \$1,739.00, with all other GRV and UV minimum rates to increase by 7.0% to \$1,843.00.
- d) The minimum charge shall be considered annually by Council when adopting the Annual Budget.

#### 4.1.2 Equity of Rates Liability

##### 4.1.2.1 Property Valuations

###### *Preamble*

The rating system adopted by the State Government in WA is based only upon the valuation of a property. Independent valuations are provided by the Valuer General. There are social and economic advantages and disadvantages to areas in which properties are located within the Shire of Dardanup. All are unique in their own way. The only fair method Council can apply in treating these differences is to NOT take them into consideration when applying rating principles. This ensures that all properties are treated equally and fairly.

###### *Strategy*

- a) Council relies on the valuation only to determine equity in individual rates liability.

##### 4.1.2.2 Differing Valuation Periods GRV v UV

###### *Preamble*

Independent valuations are provided by the Valuer General. Current policy of the Valuer General is to revalue UV rated properties annually and GRV rated properties every 3-4 years. This means the impact of a valuation change affects UV rated properties annually. GRV rated properties are affected with a substantial increase in the year of revaluation. Council may adjust the rate in the dollar in order to adjust the average net rate increase. This however is not an accurate means to compensate for inequities caused by non-standardised valuations periods. The most equitable solution is to standardise valuation periods for both GRV & UV.

Current Council policy is to apply standard annual *Rate in the Dollar* increases to all properties.

###### *Strategy*

- a) Council continues to lobby State Government when the opportunity arises, to permit Local Governments to elect to standardise revaluation periods for properties rated on GRV & UV.
- b) In the year of a general revaluation, the rate in the dollar shall be initially increased/decreased by the average valuation decrease/increase for the valuation area to achieve a target rate revenue percentage increase. General rate increases shall be then calculated upon this adjusted base. The last GRV revaluation occurred in 2021/22, which applied from 1 July 2022. The next GRV revaluation is scheduled for 2025/26 which will apply from 1 July 2025.

- c) The total average rate revenue percentage increase shall be equal for those grouped UV & grouped GRV properties, as part of calculating the target total rate revenue percentage increase (ie: 7.0%), but may differ within each Differential Rate Category. This will require adjustments to both the UV and GRV rate in the dollar after setting the minimum rate.

### 4.1.3 Consistency in Rating Policy

#### 4.1.3.1 *Property valuation method appropriately reflects predominant use*

##### *Preamble*

The Rating valuation system in WA identifies two types of land use:

- Rural
- Non Rural

The method of land use determines the valuation method applied:

Rural Use	-	Unimproved Value (UV)
Non Rural Use	-	Gross Rental Value (GRV)

The Shire of Dardanup is a municipality that has experienced significant growth and diversification in land uses in recent years. The nature of land use is primarily exclusive to a change from “Rural” to “Non Rural”. The activities that are at the forefront of the change are rural lifestyle residential developments and tourism related commercial enterprises. Council acknowledges that predominant land use should determine the valuation method used. Periodic assessments of land use are therefore necessary in order to maintain a consistent land use valuation policy.

##### *Progress to Date*

A number of years ago, Council undertook a significant reclassification of land use for properties zoned “Small Rural Holdings”. A successful application was made to the Minister of Local Government to change the rating valuation from UV to GRV.

A further review was conducted during 2020/21 to identify property uses that had changes from UV to GRV, resulting in a concession being approved by Council to apply the change over 4 years. These concessions were finalised in 2023/24.

Further surveys are required to be undertaken at individual lot level (spot valuation) and part lot level (split valuation) to assess land use.

##### *Strategy*

- a) That the following land uses be assessed for appropriate valuation method:
- i. Tourist Use in rural areas.
  - ii. Commercial or Industrial use in rural areas.

#### 4.1.3.2 *Like Properties should be Treated in a Like Manner*

##### *Preamble*

Where the Minister (through Council recommendation) makes a determination of valuation type for a particular land use, Council undertakes to apply the determination consistently to like properties.

##### *Strategy*

Council may apply the following methods to capture land use

- a) By subdivision

- i. Where the majority of lots within a subdivision are used for a purpose that is not consistent with the purpose for which the subdivision is valued.
  - ii. Land within the subdivision can only be used for a purpose that is not inconsistent with the purpose for which the land is valued.
- b) By individual lot (Spot Valuation)
  - i. Is an effective method in applying consistency by ensuring that properties with similar land uses are rated on the same method of valuation regardless of location within the Shire.
- c) By portion of lot (Split Valuation)
  - i. Where Council identifies that the rateable property contains distinctly rural and non-rural uses on separately identifiable portions of the property, it may consider applying different methods of valuations to those distinct portions.

## 4.2 Rating Policies

### 4.2.1 Discounts / Concessions

#### 4.2.1.1 Early Payment Incentive

##### *Purpose*

An incentive is provided to ratepayers who pay their rates account in full and have no outstanding balance by the prize due date. The prize due date is aligned to the rates full payment due date as contained within the annual budget.

##### *Review Date*

Council considers that amount and prize due date when adopting the Annual Budget. In 2024/25 Council provided an early payment incentive through a prize draw of \$1,500, which was aimed at covering the majority of the minimum rates charge. It is proposed to increase the prize draw incentive in 2025/26 to \$2,000 to ensure the minimum rate is met and encourage early payment of rates.

##### *Amount*

As determined by Council in the Annual Budget – the early payment prize is proposed to increase to \$2,000 for 2025/26.

### 4.2.2 Rates & Charges

#### 4.2.2.1 Rubbish, Recycling and FOGO Levy

##### *Description*

Council levies a separate charge on the rates notice for kerbside waste, recycling and FOGO (Food Organics Garden Organics). This levy funds

- a. Kerbside waste removal in provided bins, including FOGO bins
- b. Kerbside recycling in provide bins
- c. Recycling Education programs

##### *Properties Levied*

This levy is a compulsory charge on properties that are serviced by the collection service.

##### *Exemptions*



- a. Properties outside the collection area
- b. Properties located outside the Burekup Townsite, but within the confines of Hutchinson / Crampton / Shenton Roads, may elect to receive the service due to the immediate proximity to the Burekup Townsite.
- c. Expansion of the rubbish collection service occurred during 23/24 based on a survey of rural residents. Further expansion or adjustments to the FOGO service will be based on the availability, capacity, processing and disposal of FOGO waste, noting that the processing of FOGO waste continues to be a high priority of Council.

#### **4.2.2.2 Specified Area Rate**

##### *Bulk Waste Collection*

Council levies a Specified Area Rate on developed residential properties within (and adjoining) to the townsites of Eaton, Dardanup and Burekup that are serviced with Council's bulk green waste and hard waste kerbside pickup.

- Bulk Waste Collection costs an average of \$30.85 per property in 2024/25 (\$0.001735).
- Based on projected cost increases for 2025/26 associated with the disposal of bulk waste at the Bunbury Harvey Regional Council, it is proposed to increase the Bulk Waste Collection Specified Area Rate to an average cost of \$32.00 per property.

##### *Eaton Landscaping*

Council levies a Specified Area Rate on properties within the Eaton townsite for the purpose of upgrading and maintaining parks & reserves.

- Eaton Landscaping costs an average of \$39.86 per property in 2024/25 (\$0.002006).
- The Eaton Landscaping SAR changed in 2024/25 based on Council's decision in September 2023 to gradually reduce and remove the Eaton Landscaping Specified Area Rate over a 2, 3 or 4 year period. The following is proposed to achieve this strategy:

##### 0% additional rate increase in 24/25 to offset the removal of the SAR

*This was based on the removal of all SAR funded capital works (\$100,000). The remaining SAR Funds raised (\$186,817) was allocated to the Millbridge Public Open Space maintenance – based on 100% of the 23/24 maintenance value. An average of \$39.86 per property in 2024/25 for all properties. There were no additional rate increases to offset the phased out removal of SAR in 2024/25.*

##### Future impacts 2025/26 onwards

Based on the currently adopted 2024-2034 Long Term Financial Plan – the proposed additional rate increases for years 2025/26 to 2028/29 are as follows:

- a) 0.60% additional rate increase in 25/26 to offset the removal of the SAR

The is based on the removal of all SAR funded capital works. The remaining SAR Funds raised (\$153,278) are allocated to the Millbridge Public Open Space maintenance – based on 80% of the 23/24 maintenance value. An average of \$33.25 per property in 2025/26 for all properties.

- b) 0.55% additional rate increase in 26/27 to offset the removal of the SAR

The is based on the removal of all SAR funded capital works. The remaining SAR Funds raised (\$114,959) are allocated to the Millbridge Public Open Space maintenance – based on 60% of the 23/24 maintenance value. An average of \$24.64 per property in 2026/27 for all properties.

- c) 0.50% additional rate increase in 27/28 to offset the removal of the SAR

The is based on the removal of all SAR funded capital works. The remaining SAR Funds raised (\$76,639) are allocated to the Millbridge Public Open Space maintenance – based

on 40% of the 23/24 maintenance value. An average of \$16.42 per property in 2027/28 for all properties.

d) 0.30% additional rate increase in 28/29 to offset the removal of the SAR

The is based on the removal of all SAR funded capital works. The remaining SAR Funds raised (\$38,320) are allocated to the Millbridge Public Open Space maintenance – based on 20% of the 23/24 maintenance value. An average of \$8.21 per property in 2028/29 for all properties.

The additional rate increases to phase out the SAR have been incorporated into the overall rate increases contained within the Long Term Financial Plan.

#### **4.2.2.3 Differential Rate**

In September 2023 Council formally supported the introduction of Differential Rating from the 2024/25 financial year. *In previous year's Council has applied a Uniform General Rating method to the calculation of rates.*

Consistent with 2024/25 differential rating methodology, Council's 2025/26 Rating Strategy is based on Differential Rating with no change within the rating categories.

##### *Strategy*

The 2025/26 budget and rates modelling has been developed based on Differential Rating. It is proposed that 6 Differential Rates be created under the Differential Rating system, with 14 Rating Categories being created to provide the flexibility to monitor GRV/UV valuation changes in each rate category and enable future expansion of Differential Rates if appropriate in the future. Below are the 6 Differential Rates and 14 Rating Categories:

<b>2025/2026 – DIFFERENTIAL RATING</b> <b>Six (6) Differential Rates comprising of</b> <b>fourteen (14) Rating Categories across</b>			
<b>Differential Rates</b>	<b>Rating Categories</b>	<b>Value</b>	<b>Minimum Rate \$</b>
1. RESIDENTIAL	Incorporating: 1. Residential, and 2. Residential Vacant Categories	GRV	\$1,739.00
2. COMMERCIAL	Incorporating: 3. Commercial, and 4. Commercial Vacant Categories	GRV	\$1,843.00
3. INDUSTRIAL	Incorporating: 5. Industrial, and 6. Industrial Vacant Categories	GRV	\$1,843.00
4. RURAL RESIDENTIAL	Incorporating: 7. Rural Residential, and 8. Rural Residential Vacant Categories	GRV	\$1,843.00
5. ACCOMMODATION	Incorporating: 9. Accommodation Category	GRV	\$1,843.00
6. UV	Incorporating: 10. Rural, 11. UV1, 12. UV2, 13. UV3, and 14. Mining Categories	UV	\$1,843.00

## (Appendix ORD 12.4.4B)

The proposed 14 Rating Categories and description are:

UV Rates	Description
UV Rural	Properties that have an exclusive rural land use located outside of townsite boundaries and applies generally to agricultural areas. Sets the base rate for which UV Tiered differential rating categories UV1, UV2 and UV3 are applied. A minimum rate of \$1,843.00 is applied.
UV Rural Additional Use 1	UV1 applies to properties where the predominant use of the land is prima-facie rural and the property has one approved non-rural use excluding residential and ancillary residential uses. The rate in the dollar equates to the UV base rate which recognises the additional cost to Council of servicing such land, of which the predominant non-rural use is tourism-related, which attracts greater numbers of vehicle usage on Council roads. This ensures that such commercial activities contribute to the cost of Council providing tourism-related facilities and services. The rate also recognises the lower cost of operating commercial activities on such land in comparison to operating such activities on GRV land. A minimum rate of \$1,843.00 is applied.
UV Rural Additional Use 2	UV2 applies to properties where the predominant use of the land is prima-facie rural and the property has two approved non-rural uses excluding residential and ancillary residential uses. The rate in the dollar equates to the UV base rate which recognises the additional cost to Council of servicing such land, of which the predominant non-rural use is tourism-related, which attracts greater numbers of vehicle usage on Council roads. This ensures that such commercial activities contribute to the cost of Council providing tourism-related facilities and services. The rate also recognises the lower cost of operating commercial activities on such land in comparison to operating such activities on GRV land. A minimum rate of \$1,843.00 is applied.
UV Rural Additional Use 3	UV3 applies to properties where the predominant use of the land is prima-facie rural and the property has three or more approved non-rural uses excluding residential and ancillary residential uses. The rate in the dollar equates to the UV base rate which recognises the cost to Council of servicing such land, of which the predominant non-rural use is tourism-related, which attracts greater numbers of vehicle usage on Council roads. This ensures that such commercial activities contribute to the cost of Council providing tourism-related facilities and services. The rate also recognises the lower cost of operating commercial activities on such land in comparison to operating such activities on GRV land. A minimum rate of \$1,843.00 is applied.
Mining	Properties that have a mining land use located outside of townsite boundaries. The rate in the dollar equates to the UV base rate which reflects the additional cost to Council of servicing such land which attracts greater numbers of heavy haulage vehicle usage on Council roads. This ensures that such mining activities contribute to the cost of Council providing mining-related facilities and services. The rate also recognises the lower cost of operating mining activities on such land in comparison to operating such activities on GRV land. A minimum rate of \$1,843.00 is applied.
GRV Rates	Description
Residential	Properties that have a residential land use located primarily within the Shire's townsites of Eaton, Millbridge, Dardanup and Burekup. Consist of Residential and Ancillary Residential Uses (dwellings, home occupations and home offices). These properties have access to most Council services including footpaths, street lighting, parks, etc. A minimum rate of \$1,739.00 is applied.

## (Appendix ORD 12.4.4B)

UV Rates	Description
Rural Residential	Properties that have a residential rural land use located outside of townsite boundaries. As a result of the higher GRV valuations for these properties and less services provided (i.e.: no footpaths or street lighting) the rate in the dollar is lower than the residential rate. A minimum rate of \$1,843.00 is applied.
Commercial	Properties that have a commercial land use generally within the town centres' business districts including cafés, restaurants, food and clothing shops, showrooms, etc. As a result of the higher GRV valuations for these properties, the rate in the dollar reflects the additional cost to Council of servicing such commercial activity including CBD car parking, lighting, walkways, landscaping and other amenities, which also attracts greater numbers of vehicle usage on Council roads. This rate ensures that such commercial activities contribute to the cost of Council providing these commercial related facilities and services. A minimum rate of \$1,843.00 is applied.
Industrial	Properties that have an industrial and composite industrial land use may include light industry, fuel depots, motor vehicle repairs, showroom, storage facilities, warehouses, workshops, waste processing or landfill facilities. As a result of the higher GRV valuations for these properties, the rate in the dollar reflects the cost to Council of servicing such industrial activity including increased planning and environmental management, and the servicing of land which attracts greater numbers of heavy haulage and light vehicle usage on Council roads. This rate ensures that such industrial activities contribute to the cost of Council providing these industrial related facilities and services. A minimum rate of \$1,843.00 is applied.
Accommodation	Properties that have an accommodation land use generally include camping grounds, caravan parks, chalets, motels and holiday units. The rate in the dollar reflects the additional cost to Council of servicing such land, of which the predominant use is tourism-related, which attracts greater numbers of vehicle usage on Council roads. This rate ensures that such accommodation activities contribute to the cost of Council providing accommodation and tourism-related facilities and services. A minimum rate of \$1,843.00 is applied.
Vacant Land – Residential	Properties with a Residential zoning that are vacant. The rate in the dollar equates to the GRV Residential base rate and reflects the need to maintain a relative contribution towards total rating income from the category and ensure all property owners are paying a fair and equitable contribution to works and services. The minimum is the same as the Residential developed category. A minimum rate of \$1,739.00 is applied.
Vacant Land – Rural Residential	Properties with a Rural Residential zoning that are vacant. The rate in the dollar equates to the GRV Rural Residential base rate and reflects the need to maintain a relative contribution towards total rating income from the category and ensure all property owners are paying a fair and equitable contribution to works and services. The minimum is the same as the Rural Residential developed category. A minimum rate of \$1,843.00 is applied.
Vacant Land – Commercial	Properties with a Commercial zoning that are vacant. The rate in the dollar equates to the GRV Commercial base rate and reflects the need to maintain a relative contribution towards total rating income from the category and ensure all property owners are paying a fair and equitable contribution to works and services. The minimum is the same as the Commercial developed category. A minimum rate of \$1,843.00 is applied.

UV Rates	Description
Vacant Land – Industrial	Properties with an Industrial zoning that are vacant. The rate in the dollar equates to the GRV Industrial base rate and reflects the need to maintain a relative contribution towards total rating income from the category and ensure all property owners are paying a fair and equitable contribution to works and services. The minimum is the same as the Industrial developed category. A minimum rate of \$1,843.00 is applied.

### **4.2.3 Rates Payment Options**

#### **4.2.3.1 Credit Card**

- a. In Person at Council Offices
- b. 24 Hour Telephone
- c. 24 Hour Internet

#### **4.2.3.2 EFTPOS**

- a. In Person at Council Offices

#### **4.2.3.3 Cheque**

- a. In Person at Council Offices
- b. By Mail

#### **4.2.3.4 Cash**

- a. In Person at Council Offices

#### **4.2.3.5 Weekly/Fortnightly Direct Debit (Bank Account Only)**

- a. Approved form to be completed (obtained from Council Rates Department)

#### **4.2.3.6 BPAY (Bank A/C)**

- a. 24 Hour Internet

### **4.2.4 Rates Payment Plans**

#### **4.2.4.1 Instalment payment**

Council offers ratepayers the option to spread the annual rates charge of over four (4) instalments.

##### *Cost*

Ratepayer will be charged an administration fee together with interest for instalment options.

##### *Review Date*

Council considers instalment plan dates and associated costs when adopting the Annual Budget.

#### **4.2.4.2 Ad Hoc Payment Plans**

The CEO may offer individual ratepayers alternative payment options in certain circumstances. These plans will generally be to assist ratepayers who have difficulty in paying their rates. Adhoc payment plans are to be offered to ratepayers prior to any debt recovery action.

Adhoc Payment plans shall be by Direct Debt from the ratepayers Bank Account. Payments shall be by Direct Debit to ensure:

- a. Council staff can administer Adhoc plans effectively and efficiently
- b. Allows ratepayers to meet their agreed payments.



**Monthly Financial Report**

**For the Period**

**1 July 2024 to 31 March 2025**

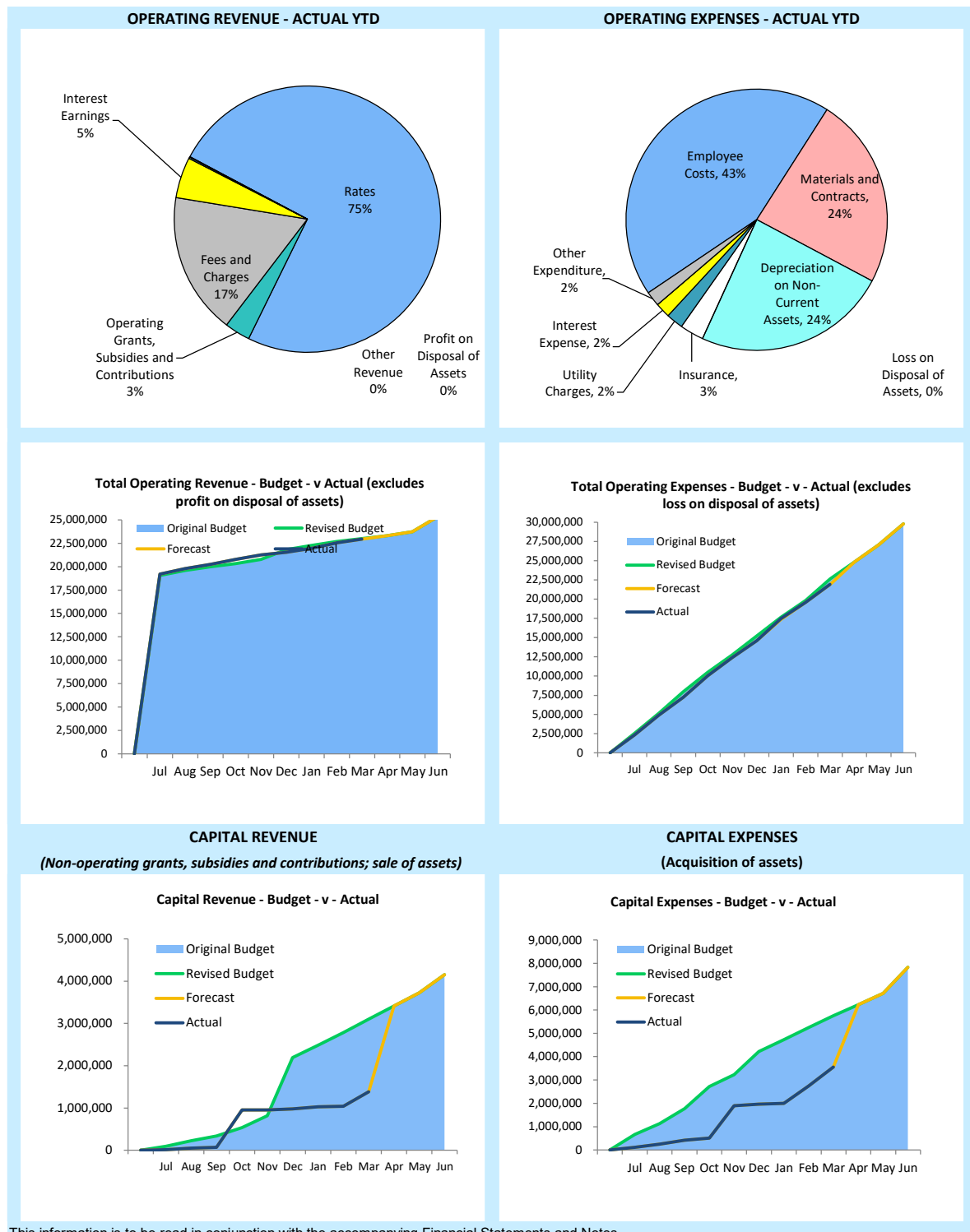
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## Monthly Financial Report For the Period Ended 31 March 2025

### SUMMARY GRAPHS



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



# (Appendix ORD 12.4.5A)



## Statement of Financial Activity by Nature For the Period Ended 31 March 2025 (Covering 9 months or 75% of the year)

	2024/25 Adopted Budget \$	2024/25 Revised Budget \$	2024/25 Y-T-D Revised Budget \$	2024/25 Y-T-D Actual \$	Variance Y-T-D Actual to Revised Budget \$	Variance Y-T-D Actual to Revised Budget %	2024/25 Forecast \$	2023/24 Last Year Actual \$
<b>OPERATING ACTIVITIES</b>								
<b>Operating revenue</b>								
Rates	17,146,049	17,207,868	17,152,255	17,234,324	82,069	0.5%	17,216,561	16,132,310
Grants, subsidies & contributions (other than capital grants, subsidies and contributions)	2,377,281	2,627,002	1,095,867	722,471	(373,396)	(34.1%) ▼	2,670,333	2,333,129
Fees and charges	4,188,470	4,293,887	3,687,578	3,982,290	294,712	8.0%	4,567,364	4,244,114
Interest earnings	884,598	1,088,101	642,541	964,546	322,005	50.1% ▲	1,133,646	1,243,081
Other revenue	10,914	10,914	8,184	7,406	(778)	0.0%	18,000	17,145
Profit on asset disposal	730,000	(81,612)	(81,612)	42,181	123,793	(151.7%) ▼	(81,612)	22,418
<b>Total Operating Revenue</b>	<b>25,337,312</b>	<b>25,146,160</b>	<b>22,504,813</b>	<b>22,953,218</b>	<b>448,405</b>	<b>2.0%</b>	<b>25,524,291</b>	<b>23,992,197</b>
<b>Operating expenses</b>								
Employee costs	(13,107,505)	(13,106,873)	(9,901,230)	(9,644,157)	257,073	2.6%	(12,712,272)	(11,810,080)
Materials and contracts	(8,013,850)	(8,690,259)	(6,591,451)	(5,261,916)	1,329,535	20.2% ▲	(8,875,100)	(6,733,044)
Utility charges	(690,724)	(637,072)	(477,549)	(468,790)	8,759	1.8%	(695,246)	(646,659)
Depreciation on non-current assets	(6,670,135)	(6,670,135)	(5,002,551)	(5,326,407)	(323,856)	(6.5%) ▼	(6,670,135)	(6,780,102)
Finance costs	(523,460)	(523,460)	(499,593)	(409,212)	90,381	18.1% ▲	(482,088)	(417,984)
Insurance expenses	(412,418)	(412,418)	(349,843)	(417,451)	(67,608)	(19.3%) ▼	(444,340)	(380,356)
Other expenses	(434,682)	(439,105)	(352,711)	(407,634)	(54,923)	(15.6%) ▼	(440,542)	(537,805)
Loss on asset disposals	0	0	0	(84,804)	(84,804)	(100.0%) ▼	0	(2,955)
<b>Total operating expenditure</b>	<b>(29,852,774)</b>	<b>(30,479,322)</b>	<b>(23,174,928)</b>	<b>(22,020,372)</b>	<b>1,154,556</b>	<b>5.0%</b>	<b>(30,319,721)</b>	<b>(27,308,985)</b>
<b>Adjustments of non cash items</b>								
(Profit)/Loss on Asset Disposals	(730,000)	81,612	81,612	42,623	(38,989)	(47.8%) ▼	81,612	(19,463)
Movement in non-current assets and liabilities	0	0	0	39,317	39,317	100.0%	0	(34,746)
Movement in contract liabilities held in Reserves	0	0	0	0	0	0.0%	0	(450,231)
Depreciation on Assets	6,670,135	6,670,135	5,002,551	5,326,407	323,856	6.5%	6,670,135	6,780,102
Non-cash amounts excluded from operating activities	5,940,135	6,751,747	5,084,163	5,408,347	324,184	6.4%	6,751,747	6,275,662
<b>Adjusted net operating activities</b>	<b>1,424,673</b>	<b>1,418,586</b>	<b>4,414,048</b>	<b>6,341,193</b>	<b>1,927,145</b>	<b>43.7%</b>	<b>1,956,318</b>	<b>2,958,874</b>
<b>INVESTING ACTIVITIES</b>								
Capital grants, subsidies & contributions	2,920,564	2,994,030	1,949,568	540,878	(1,408,690)	(72.3%) ▼	2,327,193	1,998,499
Proceeds from disposal of assets	1,232,480	1,232,480	1,222,956	841,818	(381,138)	(31.2%) ▼	1,272,480	114,684
Payments for land and buildings	(1,276,813)	(2,579,252)	(1,725,711)	(1,857,390)	(131,679)	(7.6%) ▼	(2,435,279)	(13,253,990)
Payments for transport infrastructure	(3,571,420)	(3,571,420)	(2,788,610)	(367,871)	2,420,739	86.8% ▲	(2,720,220)	(1,977,150)
Payments for parks and reserves infrastructure	(827,371)	(822,948)	(542,903)	(476,303)	66,600	12.3% ▲	(807,498)	(213,829)
Payments for motor vehicles	(1,297,287)	(1,323,772)	(1,301,544)	(719,999)	581,545	44.7% ▲	(1,587,822)	(359,244)
Payments for plant & equipment	(10,000)	(20,414)	(17,911)	(10,902)	7,009	39.1%	(20,414)	(11,079)
Payments for furniture & fittings	(851,300)	(851,300)	(638,460)	(121,715)	516,745	80.9% ▲	(851,300)	(129,995)
<b>Amount attributable to investing activities</b>	<b>(3,681,147)</b>	<b>(4,942,596)</b>	<b>(3,842,615)</b>	<b>(2,171,484)</b>	<b>1,671,131</b>	<b>43.5%</b>	<b>(4,822,860)</b>	<b>(13,832,104)</b>
<b>Non-cash amounts excluded from investing activities</b>								
Movement in non-operating grants and contributions associated with restricted cash	0	0	0	0	0	0.0%	0	0
<b>Adjusted amount attributable to investing activities</b>	<b>(3,681,147)</b>	<b>(4,942,596)</b>	<b>(3,842,615)</b>	<b>(2,171,484)</b>	<b>1,671,131</b>	<b>43.5%</b>	<b>(4,822,860)</b>	<b>(13,832,104)</b>
<b>FINANCING ACTIVITIES</b>								
Proceeds from new debentures	1,600,000	1,600,000	1,600,000	0	(1,600,000)	(100.0%) ▼	1,600,000	1,500,000
Transfers from reserves	7,367,765	8,632,691	6,509,632	4,061,257	(2,448,375)	(37.6%) ▼	8,180,216	17,726,556
Repayment of debentures	(541,020)	(541,020)	(481,252)	(443,169)	38,083	7.9%	(541,020)	(456,556)
Principal portion of lease liabilities	(104,356)	(104,356)	(92,670)	(67,046)	25,624	27.7%	(104,356)	(142,944)
Transfers to reserves	(6,212,485)	(6,320,408)	(5,918,318)	(1,157,977)	4,760,341	80.4% ▲	(6,435,619)	(7,347,300)
<b>Amount attributable to financing activities</b>	<b>2,109,904</b>	<b>3,266,907</b>	<b>1,617,392</b>	<b>2,393,066</b>	<b>775,674</b>	<b>48.0%</b>	<b>2,699,221</b>	<b>11,279,756</b>
<b>FUNDING SOURCES</b>								
Surplus/(Deficit) July 1 B/Fwd	652,816	684,593	684,593	684,593	0	0.0%	684,593	278,067
<b>CLOSING FUNDS (A+B+C+D)</b>	<b>506,246</b>	<b>427,489</b>	<b>2,873,418</b>	<b>7,247,368</b>	<b>4,373,950</b>	<b>152.2%</b>	<b>517,272</b>	<b>684,593</b>

### KEY INFORMATION

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

▲ indicates a positive impact on the surplus/deficit position. ▼ indicates a negative impact on the surplus/deficit position.

Refer to Note 2 for an explanation of the reasons for the variance.

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

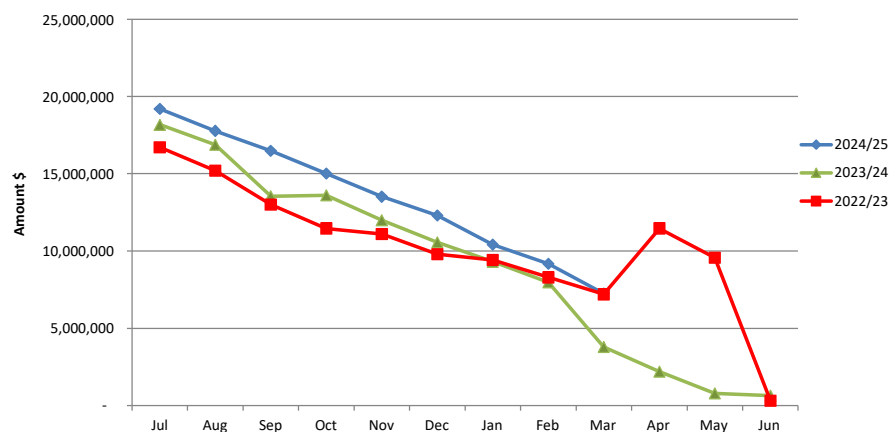
# (Appendix ORD 12.4.5A)



## Statement of Financial Activity by Nature For the Period Ended 31 March 2025 NET CURRENT ASSETS

Note	Year to Date Actual 31-Mar-2025 \$	Same Time Last Year' Actual 31-Mar-2024	Last Year Closing 30-Jun-2024 \$
Represented By:			
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	21,579,626	20,064,252	18,240,106
Rates Debtors Outstanding	1,076,191	1,092,585	373,780
Pensioner Rates Rebate	185,499	39,768	29,319
Sundry Debtors	38,969	279,023	207,234
Accrued Revenue	192,971	141,463	316,893
Prepaid Expenses	0	0	176,567
Goods & Services Tax / BAS Refund	244,650	475,052	381,388
Other Receivables	77,467	12,312	
Inventories - Land Held for Resale	0	0	
Inventories - Materials	32,002	32,002	32,002
Inventories- Trading Stock - Recreation Centre	8,322	6,780	8,321
<b>Current Assets</b>	<b>23,435,697</b>	<b>22,143,237</b>	<b>19,765,610</b>
<b>LESS CURRENT LIABILITIES</b>			
Payables:			
Sundry Creditors	(28,210)	(503)	(445,839)
Goods & Services Tax / BAS Payable	0	0	0
Other Payables	(259,905)	(172,132)	(4,953)
Municipal Bonded Liabilities	(521,526)	(372,467)	(357,730)
Contract Liabilities	(1,744,557)	(1,344,443)	(1,199,611)
Prepaid Revenue - Rates / PPL	(762,578)	(680,765)	(1,070,030)
Accrued Interest on Debentures	(102,280)	(101,879)	(102,280)
Accrued Salaries & Wages	0	0	(238,712)
Other Accrued Expenses	0	0	(28,127)
Borrowings - Debentures	(58,956)	(36,277)	(458,385)
Provisions:			
Staff Leave Provisions	(1,666,005)	(1,605,110)	(1,627,183)
<b>Current Liabilities</b>	<b>(5,144,016)</b>	<b>(4,313,576)</b>	<b>(5,532,850)</b>
<b>Net Current Assets</b>	<b>18,291,680</b>	<b>17,829,661</b>	<b>14,232,760</b>
Less: Restricted Assets / Reserve Funds	(11,313,480)	(14,531,195)	(14,216,760)
Add: Current - Borrowings	58,956	36,277	458,385
Add: Current - Contract Liabilities held in Reserve accounts	126,199	314,770	126,199
Add: Current - Contract Liabilities - Leases	84,009	141,270	84,009
<b>CLOSING FUNDS / NET CURRENT ASSETS</b>	<b>7,247,368</b>	<b>3,790,783</b>	<b>684,593</b>

Liquidity Over The Year



# (Appendix ORD 12.4.5A)



## Statement of Comprehensive Income by Program For the Period Ended 31 March 2025 (Covering 9 months or 75% of the year)

	2024/25 Adopted Budget \$	2024/25 Revised Budget \$	2024/25 Y-T-D Revised Budget \$	2024/25 Y-T-D Actual \$	Variance Y-T-D		2024/25 Forecast \$	2023/24 Last Year Actual \$
					Actual to Revised Budget \$	Actual to Revised Budget %		
<b>Revenue</b>								
General Purpose Funding	19,486,076	19,758,769	17,914,835	18,117,459	202,624	1.1%	19,871,977	18,640,252
Governance	800	800	585	536	(49)	(8.3%)	34,829	1,645
Law, Order, Public Safety	339,273	581,623	446,762	336,629	(110,133)	(24.7%)	581,623	494,882
Health	29,050	29,050	21,780	23,502	1,722	7.9%	30,050	28,667
Education and Welfare	119,081	119,081	89,298	2,527	(86,771)	97.2%	119,581	22,204
Community Amenities	2,207,583	2,207,583	2,139,833	2,222,339	82,506	3.9%	2,291,126	1,998,342
Recreation and Culture	1,828,147	1,933,564	1,475,903	1,595,742	119,839	8.1%	2,051,714	2,102,696
Transport	181,799	181,799	177,766	209,547	31,781	17.9%	217,905	199,104
Economic Services	156,250	156,250	125,272	182,526	57,254	45.7%	198,250	159,460
Other Property and Services	259,253	259,253	194,391	220,228	25,837	13.3%	208,849	322,527
	<u>24,607,312</u>	<u>25,227,772</u>	<u>22,586,425</u>	<u>22,911,037</u>	<u>324,612</u>	<u>1.4%</u>	<u>25,605,904</u>	<u>23,969,779</u>
<b>Expenses</b>								
General Purpose Funding	(666,627)	(666,627)	(427,611)	(386,883)	40,728	9.5%	(677,035)	(438,190)
Governance	(1,718,718)	(1,718,718)	(1,277,478)	(1,206,645)	70,833	5.5%	(1,738,536)	(1,405,063)
Law, Order, Public Safety	(2,460,323)	(2,700,673)	(2,019,672)	(1,665,813)	353,859	17.5%	(2,340,898)	(2,071,714)
Health	(729,027)	(729,027)	(541,009)	(519,823)	21,186	3.9%	(718,446)	(616,238)
Education and Welfare	(1,302,733)	(1,302,733)	(883,325)	(805,433)	77,892	8.8%	(1,237,037)	(1,001,896)
Community Amenities	(4,377,747)	(4,274,837)	(3,093,062)	(3,149,638)	(56,576)	(1.8%)	(4,249,094)	(3,772,383)
Recreation & Culture	(10,342,004)	(10,546,427)	(7,893,484)	(7,442,338)	451,146	5.7%	(10,960,827)	(9,468,714)
Transport	(7,405,691)	(7,594,870)	(5,691,287)	(6,266,735)	(575,448)	(10.1%)	(7,584,870)	(7,604,148)
Economic Services	(613,818)	(613,818)	(476,017)	(502,743)	(26,726)	(5.6%)	(599,050)	(543,033)
Other Property and Services	(236,087)	(331,593)	(780,048)	10,483	790,531	101.3%	(213,928)	(384,650)
	<u>(29,852,774)</u>	<u>(30,479,322)</u>	<u>(23,082,993)</u>	<u>(21,935,569)</u>	<u>1,147,424</u>	<u>5.0%</u>	<u>(30,319,721)</u>	<u>(27,306,029)</u>
<b>Operational Surplus / (Deficit)</b>	<b>(5,245,461)</b>	<b>(5,251,549)</b>	<b>(496,568)</b>	<b>975,469</b>	<b>1,472,037</b>	<b>296.4%</b>	<b>(4,713,817)</b>	<b>(3,336,250)</b>
Grants & Contributions for the Development of Assets	2,920,564	2,994,030	1,949,568	540,878	(1,408,690)	(72.3%)	2,327,193	1,998,499
Profit on Asset Disposals	730,000	(81,612)	(81,612)	42,181	123,793	(100.0%)	(81,612)	22,418
Loss on Asset Disposals	0	0	0	(84,804)	(84,804)	0.0%	0	(2,955)
	<u>3,650,564</u>	<u>2,912,418</u>	<u>1,867,956</u>	<u>498,255</u>	<u>(1,369,701)</u>	<u>73.3%</u>	<u>2,245,581</u>	<u>2,017,962</u>
<b>NET RESULT</b>	<b>(1,594,897)</b>	<b>(2,339,131)</b>	<b>1,371,388</b>	<b>1,473,723</b>	<b>102,335</b>	<b>7.5%</b>	<b>(2,468,236)</b>	<b>(1,318,288)</b>
<b>Other Comprehensive Income</b>								
Changes on Revaluation of Non-Current Assets	0	0	0	0	0	0.0%	0	0
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(1,594,897)</b>	<b>(2,339,131)</b>	<b>1,371,388</b>	<b>1,473,723</b>	<b>102,335</b>	<b>(7.5%)</b>	<b>(2,468,236)</b>	<b>(1,318,288)</b>

# (Appendix ORD 12.4.5A)



## Statement of Financial Position as at 31 March 2025

	This Year \$	30 June 2024 \$
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	21,579,625	18,240,105
Trade and other receivables	1,548,009	991,722
Other financial assets	0	0
Inventories	40,325	40,324
Other assets	<u>192,971</u>	<u>493,459</u>
<b>TOTAL CURRENT ASSETS</b>	<b>23,360,930</b>	<b>19,765,610</b>
<b>NON-CURRENT ASSETS</b>		
Trade and other receivables	159,549	159,549
Other financial assets	79,620	83,171
Property, plant and equipment	61,783,965	62,105,668
Infrastructure	209,734,328	214,260,287
Right-of-use assets	<u>91,431</u>	<u>91,431</u>
<b>TOTAL NON-CURRENT ASSETS</b>	<b>271,848,893</b>	<b>276,700,106</b>
<b>TOTAL ASSETS</b>	<b>295,209,822</b>	<b>296,465,716</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	1,597,031	2,247,670
Other liabilities	1,660,548	1,115,602
Lease liabilities	84,009	84,009
Borrowings	58,956	502,125
Employee related provisions	1,666,005	1,627,183
Other provisions	<u>0</u>	<u>0</u>
<b>TOTAL CURRENT LIABILITIES</b>	<b>5,066,549</b>	<b>5,576,589</b>
<b>NON-CURRENT LIABILITIES</b>		
Other Liabilities	0	0
Lease liabilities	11,724	11,724
Borrowings	9,297,809	9,297,809
Employee related provisions	255,947	220,180
Other provisions	<u>195,729</u>	<u>195,729</u>
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>9,761,209</b>	<b>9,725,442</b>
<b>TOTAL LIABILITIES</b>	<b>14,827,758</b>	<b>15,302,031</b>
<b>NET ASSETS</b>	<b>280,382,064</b>	<b>281,163,685</b>
<b>EQUITY</b>		
Retained surplus	69,660,136	66,745,350
Reserve accounts	11,316,180	14,216,760
Revaluation surplus	<u>199,405,749</u>	<u>200,201,575</u>
<b>TOTAL EQUITY</b>	<b>280,382,064</b>	<b>281,163,685</b>



## Notes to the Statement of Financial Activity For the Period Ended 31 March 2025

### 1. NATURE CLASSIFICATIONS

#### 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 & contributions (other than capital grants, subsidies and contributions)

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

##### Capital grants, subsidies & 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, water and neighbourhood surveillance services. Exclude rubbish removal charges.

##### Interest on Earnings

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 on Non-Current Assets

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

##### Finance Cost

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



**Notes to the Statement of Financial Activity  
For the Period Ended 31 March 2025**

**2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY**

The material variances adopted by the Shire of Dardanup for reporting in the 2024/25 year is 10% or \$50,000, whichever is the greater.  
All variances are between Year-to-Date Actual and Year-to-Date Revised Budget values.

	2024/25 Y-T-D Revised Budget \$	2024/25 Y-T-D Actual \$	Variance to Y-T-D Revised Budget \$	Variance to Y-T-D Revised Budget %	Timing / Permanent	Material Variance - Explanation
<b>OPERATING ACTIVITIES</b>						
<b>Revenue</b>						
Rates	17,152,255	17,234,324	82,069	0.5%		
Grants, subsidies & contributions (other than capital grants, subsidies and contributions)	1,095,867	722,471	(373,396)	(34.1%)	▼ Timing	The 2024/25 Local Government Grants Commission general purpose and local roads grants will be lower due to the 100% advance received in 2023/24 (Budgeted at 75% advance payment in 24/25). Grant revenue on Make it Space and Mitigation Activity Funding will be recognized when the funds are spent.
Fees and charges	3,687,578	3,982,290	294,712	8.0%		
Interest earnings	642,541	964,546	322,005	50.1%	▲ Permanent	Increase in interest received on bank accounts due to higher expected interest rates.
Other revenue	8,184	7,406	(778)	0.0%		
Profit on asset disposal	(81,612)	42,181	123,793	(151.7%)	▼ Permanent	Non cash item variance is mainly due to a Budgeted figure at a profit of \$730,000 on the asset disposal Lot 1 (2) Sanford Way but incurred a loss of \$81,612. (Proceeds \$770,000 less Current Written Down Value \$851,612)
<b>Total Operating Revenue</b>	<b>22,504,813</b>	<b>22,953,218</b>	<b>448,405</b>	<b>2.0%</b>		
<b>Operating Expenses</b>						
Employee costs	(9,901,230)	(9,644,157)	257,073	2.6%		
Materials and contracts	(6,591,451)	(5,261,916)	1,329,535	20.2%	▲ Timing	Material and contracts are related to timing of works and projects carried out in the current year.
Utility charges	(477,549)	(468,790)	8,759	1.8%		
Depreciation on non-current assets	(5,002,551)	(5,326,407)	(323,856)	(6.5%)		
Finance costs	(499,593)	(409,212)	90,381	18.1%	▲ Timing	The variance is mainly attributed to the loan interest associated with the new ERP loan, as the application process has only recently commenced.
Insurance expenses	(349,843)	(417,451)	(67,608)	(19.3%)	▼ Timing	50% of annual insurance premium was paid in July and the balance was paid in October whereas the Budget has most of the buildings and bridge insurance cost budgets evenly spread over the year.
Other expenses	(352,711)	(407,634)	(54,923)	(15.6%)	▼ Permanent	The variance is mainly due to the unbudgeted disposal of a donated asset for the Waterloo Bush Fire Brigade.
Loss on asset disposals	0	(84,804)	(84,804)	100.0%	▼ Permanent	Non cash item variance is mainly due to a Budgeted figure at a profit of \$730,000 on the asset disposal Lot 1 (2) Sanford Way but incurred a loss of \$81,612. (Proceeds \$770,000 less Current Written Down Value \$851,612)
<b>Total Operating Expenditure</b>	<b>(23,174,928)</b>	<b>(22,020,372)</b>	<b>1,154,556</b>	<b>(5.0%)</b>		
<b>Net Operating Activities</b>	<b>(670,115)</b>	<b>932,846</b>	<b>1,602,961</b>	<b>(239.2%)</b>		

(continued next page)



Notes to the Statement of Financial Activity  
For the Period Ended 31 March 2025

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY (continued)

	2024/25 Y-T-D Revised Budget \$	2024/25 Y-T-D Actual \$	Variance to Y-T-D Revised Budget \$	Variance to Y-T-D Revised Budget %	Timing / Permanent	Material Variance - Explanation
<b>ADJUSTMENTS OF NON CASH ITEMS</b>						
(Profit)/Loss on Asset Disposals	81,612	42,623	(38,989)	(47.8%)		
Fair value adjustment to financial assets	0	39,317	39,317	(100.0%)		
Depreciation on non-current assets	5,002,551	5,326,407	323,856	6.5%		
<b>Adjusted Net Operating Activities</b>	<b>4,414,048</b>	<b>6,341,193</b>	<b>1,927,145</b>	<b>43.7%</b>		
<b>INVESTING ACTIVITIES</b>						
<b>Revenue</b>						
Capital grants, subsidies & contributions	1,949,568	540,878	(1,408,690)	(72.3%)	▼ Timing	The recognition of Grants as revenue is linked to specific expenditure incurred on asset acquisition or construction. To date, no significant expenditure has incurred on capital works.
Proceeds from disposal of assets	1,222,956	841,818	(381,138)	(31.2%)	▼ Timing	The variance is mainly due Budgeted Sales proceeds of \$381,138 of various vehicles due for disposal upon receipt of the replacement within the current Financial Year.
Payments for land and buildings	(1,725,711)	(1,857,390)	(131,679)	(7.6%)		
Payments for transport infrastructure assets	(2,788,610)	(367,871)	2,420,739	86.8%	▲ Timing	There have been no significant payments to date for the upgrade and renewal of capital works related to roads, bridges, drainage, and pathways.
Payments for parks infrastructure assets	(542,903)	(476,303)	66,600	12.3%	▲ Timing	The majority of the parks infrastructure projects are on track, except for the Eaton Drive Islands & Verges and the Eaton Foreshore Bore & Landscaping Improvements, where only minimal expenditure has been incurred to date.
Payments for motor vehicles	(1,301,544)	(719,999)	581,545	44.7%	▲ Timing	The purchase of various motor vehicles has been initiated and ordered, but the delivery is pending and expected in the next quarter.
Payments for furniture & fittings	(638,460)	(121,715)	516,745	80.9%	▲ Timing	The acquisition of the gym and court equipment for the recreation center, along with the IT equipment for the administration center have only just started.
<b>Net investing activities</b>	<b>(3,842,615)</b>	<b>(2,171,484)</b>	<b>1,671,131</b>	<b>43.5%</b>		
<b>Non-cash amounts excluded from investing activities</b>						
Movement in non-operating grants and contributions associated with restricted cash	0	0	0	0.0%		
<b>Adjusted net investing activities</b>	<b>(3,842,615)</b>	<b>(2,171,484)</b>	<b>1,671,131</b>	<b>43.5%</b>		

(continued next page)



Notes to the Statement of Financial Activity  
For the Period Ended 31 March 2025

2. EXPLANATION OF MATERIAL VARIANCES IN THE STATEMENT OF FINANCIAL ACTIVITY (continued)

	2024/25 Y-T-D Revised Budget \$	2024/25 Y-T-D Actual \$	Variance to Y-T-D Revised Budget \$	Variance to Y-T-D Revised Budget %	Timing / Permanent	
<b>FINANCING ACTIVITIES</b>						
<b>Revenue</b>						
Proceeds from new debentures	1,600,000	0	(1,600,000)	100.0%	▼ Timing	The new loan application process has recently commenced.
Transfers from reserves	6,509,632	4,061,257	(2,448,375)	(37.6%)	▼ Timing	Transfer from Reserves for capital asset acquisition or construction are completed based on the actual capital expenditures incurred to date.
Repayment of debentures	(481,252)	(443,169)	38,083	7.9%		
Principal portion of lease liabilities	(92,670)	(67,046)	25,624	27.7%		
Transfers to Reserves	(5,918,318)	(1,157,977)	4,760,341	80.4%	▲ Timing	Interest earned on Reserve Fund Cash Investment are transferred to reserve when received. Budgeted transfer to reserve figure will be made later in the year.
<b>Total financing activities</b>	<b>1,617,392</b>	<b>2,393,066</b>	<b>775,674</b>	<b>48.0%</b>		
<b>FUNDING SOURCES</b>						
Surplus/(Deficit) July 1 B/Fwd	684,593	684,593	0	0.0%		
<b>CLOSING FUNDS (A+B+C+D)</b>	<b>2,873,418</b>	<b>7,247,368</b>	<b>4,373,950</b>	<b>152.2%</b>		



# (Appendix ORD 12.4.5A)



## Notes to the Statement of Financial Activity For the Period Ended 31 March 2025

### 3. TRUST FUNDS

Funds held at reporting date over which the Shire has no control and which are not included in the financial statements are as follows:

NAME	BALANCE 1 JULY	RECEIPTS	INTEREST	PAYMENTS	ADJUSTMENTS (TRANSFERS)	CLOSING BALANCE
	\$	\$	\$	\$	\$	\$
Ross & Deborah Bevan	42,672.02	0.00	0.00	0.00	0.00	42,672.02
Public Open Space	546,328.68	0.00	0.00	0.00	0.00	546,328.68
Dept Communities Grant - Auspicing for Goodstart Eaton Child Care Centre	4,764.21	0.00	0.00	0.00	0.00	4,764.21
Accrued Interest	0.00	0.00	18,675.03	0.00	0.00	18,675.03
Plus: Outstanding Creditors	0.00	0.00	0.00	0.00	0.00	0.00
Less: Outstanding Debtors	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>593,764.91</b>	<b>0.00</b>	<b>18,675.03</b>	<b>0.00</b>	<b>0.00</b>	<b>612,439.94</b>

### 4. RESERVES - CASH BACKED

All reserves are supported by cash and cash equivalents and are restricted within equity as Reserves - cash backed.

NAME	BALANCE 1 JULY	RECEIPTS	INTEREST	PAYMENTS	ADJUSTMENTS (TRANSFERS)	CLOSING BALANCE
	\$	\$	\$	\$	\$	\$
<b>Council Restricted</b>						
Executive & Compliance Vehicles Reserve	350,572.76	0.00	0.00	0.00	0.00	350,572.76
Plant & Engineering Equipment Reserve	806,403.91	0.00	0.00	0.00	0.00	806,403.91
Eaton Recreation Centre - Equipment Reserve	327,123.67	0.00	0.00	0.00	0.00	327,123.67
Building Maintenance Reserve	685,231.36	630,000.00	0.00	(11,902.67)	0.00	1,303,328.69
Employee Relief Reserve	283,317.08	0.00	0.00	0.00	0.00	283,317.08
Employee Leave Entitlements Reserve	51,160.76	0.00	0.00	0.00	0.00	51,160.76
Refuse Site Environmental Works Reserve	200,178.91	0.00	0.00	0.00	0.00	200,178.91
Information Technology Reserve	826,864.63	0.00	0.00	0.00	0.00	826,864.63
Roadwork Construction & Major Maintenance Reserve	2,223,012.54	0.00	0.00	(253,483.04)	0.00	1,969,529.50
Accrued Salaries Reserve	525,096.04	0.00	0.00	0.00	0.00	525,096.04
Tourism Reserve	12,114.87	0.00	0.00	0.00	0.00	12,114.87
Recycling Education Reserve	58,364.61	0.00	0.00	0.00	0.00	58,364.61
Road Safety Programs Reserve	32,946.20	3,900.00	0.00	0.00	0.00	36,846.20
Council Land Development Reserve	28,487.57	0.00	0.00	0.00	0.00	28,487.57
Carried Forward Projects Reserve	1,438,908.49	0.00	0.00	(584,517.74)	0.00	854,390.75
Election Expenses Reserve	35,201.31	0.00	0.00	0.00	0.00	35,201.31
Town Planning Consultancy Reserve	61,923.89	0.00	0.00	(12,125.00)	0.00	49,798.89
Parks & Reserves Upgrades Reserve	178,504.68	0.00	0.00	(29,082.42)	0.00	149,422.26
Strategic Planning Studies Reserve	108,106.97	0.00	0.00	0.00	0.00	108,106.97
Pathways Reserve	225,593.72	0.00	0.00	(56,334.22)	0.00	169,259.50
Asset / Rates Revaluation Reserve	268,757.93	0.00	0.00	0.00	0.00	268,757.93
Refuse & Recycling Bin Replacement Reserve	71,715.45	0.00	0.00	0.00	0.00	71,715.45
Sale of Land Reserve	1,393,129.55	0.00	0.00	(1,200,000.00)	0.00	193,129.55
Storm Water Reserve	152,277.59	0.00	0.00	0.00	0.00	152,277.59
	<b>10,344,994.49</b>	<b>633,900.00</b>	<b>0.00</b>	<b>(2,147,445.09)</b>	<b>0.00</b>	<b>8,831,449.40</b>
<b>Statute Restricted</b>						
Contribution to Works Reserve	959,636.26	25,384.58	0.00	(18,255.44)	0.00	966,765.40
Eaton Drive - Access Construction Reserve	38,612.75	23,769.13	0.00	0.00	0.00	62,381.88
Eaton Drive - Scheme Construction Reserve	53,292.22	43,989.12	0.00	0.00	0.00	97,281.34
Fire Control Reserve	11,925.81	0.00	0.00	0.00	0.00	11,925.81
Collie River (Eaton Drive) Bridge Construction Reserve	34,293.01	33,645.89	0.00	0.00	0.00	67,938.90
Unspent Grants Reserve	1,664,249.54	0.00	0.00	(1,506,525.00)	0.00	157,724.54
Swimming Pool Inspection Reserve	9,084.86	0.00	0.00	0.00	0.00	9,084.86
Burekup - Public Open Space	74,733.53	0.00	0.00	0.00	0.00	74,733.53
Unspent Specified Area Rate - Bulk Waste Collection Reserve	74,532.74	0.00	0.00	0.00	0.00	74,532.74
Unspent Specified Area Rate - Eaton Landscaping Reserve	449,739.75	0.00	0.00	(312,707.54)	0.00	137,032.21
Unspent Loans Reserve	501,665.42	0.00	0.00	(76,324.40)	0.00	425,341.02
Dardanup Expansion Developer Contribution Plan Reserve	0.00	0.00	0.00	0.00	0.00	0.00
	<b>3,871,765.89</b>	<b>126,788.72</b>	<b>0.00</b>	<b>(1,913,812.38)</b>	<b>0.00</b>	<b>2,084,742.23</b>
Interest	0.00	399,988.08	0.00	0.00	0.00	399,988.08
Less: Outstanding Debtors	0.00	(2,700.00)	0.00	0.00	0.00	(2,700.00)
<b>TOTAL</b>	<b>14,216,760.38</b>	<b>1,157,976.80</b>	<b>0.00</b>	<b>(4,061,257.47)</b>	<b>0.00</b>	<b>11,313,479.71</b>

# (Appendix ORD 12.4.5A)



## Notes to the Statement of Financial Activity For the Period Ended 31 March 2025

### 5. MUNICIPAL LIABILITIES

Funds held at reporting date for bonds and deposits not required to be held in the Trust Fund and classified as restricted to recognise that they are owed to developers/hirers and others. These are now classified as Municipal Liabilities as follows:

	BALANCE 1 JULY	RECEIPTS	INTEREST	PAYMENTS	ADJUSTMENTS (TRANSFERS)	CLOSING BALANCE
	\$	\$	\$	\$	\$	\$
<b>Retention Bonds</b>						
Parkridge Group	2,176.90	317,844.10	0.00	-277,472.00	0.00	42,549.00
Winterfall Nominees Pty Ltd	0.00	0.00	0.00	0.00	0.00	0.00
Holland Loop Pty Ltd	0.00	0.00	0.00	0.00	0.00	0.00
T J Coman	8,384.63	0.00	0.00	0.00	0.00	8,384.63
Thompson Surveying Consultants	0.00	0.00	0.00	0.00	0.00	0.00
Anstee Earthmoving Pty Ltd	0.00	0.00	0.00	0.00	0.00	0.00
Ability Support 6 Pty Ltd	34,470.15	0.00	0.00	0.00	0.00	34,470.15
Bethanie Group Inc	0.00	0.00	0.00	0.00	0.00	0.00
Allesac Pty Ltd	77,877.98	107,134.09	0.00	0.00	0.00	185,012.07
Anthony Frank Pantlin		9,700.00	0.00	0.00	0.00	9,700.00
<b>Total - Retention Bonds</b>	<b>122,909.66</b>	<b>434,678.19</b>	<b>0.00</b>	<b>(277,472.00)</b>	<b>0.00</b>	<b>280,115.85</b>
<b>Construction Contract Retention</b>						
Kalamunda Electrics	0.00	0.00	0.00	0.00	0.00	0.00
LD Total (Sanpoint Pty Ltd)	0.00	0.00	0.00	0.00	0.00	0.00
Carbone Bros	0.00	0.00	0.00	0.00	0.00	0.00
	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Extractive Industry Rehabilitation Bonds</b>						
L G Davidson	1,290.20	0.00	0.00	0.00	0.00	1,290.20
M Denholm	845.24	0.00	0.00	0.00	0.00	845.24
S Catalano	1,340.36	0.00	0.00	0.00	0.00	1,340.36
Bunbury Agricultural Society	2,387.88	0.00	0.00	0.00	0.00	2,387.88
D Busher	1,282.84	0.00	0.00	0.00	0.00	1,282.84
Valli & Co	2,600.14	0.00	0.00	0.00	0.00	2,600.14
Charles Hull Contracting	7,603.41	0.00	0.00	0.00	0.00	7,603.41
J & P Group	135,809.01	0.00	0.00	0.00	0.00	135,809.01
<b>Total - Extractive Industries Bonds</b>	<b>153,159.08</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>153,159.08</b>
<b>Sundry Deposits</b>						
Unclaimed Monies	1,829.65	0.00	0.00	0.00	0.00	1,829.65
Bunbury Wellington Group of Councils (BunGeo Group of Councils - BGGC)	56,532.31	3,000.00	0.00	(12,556.00)	0.00	46,976.31
Youth Advisory Group Donation from Youth Fest	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Sundry Deposits</b>	<b>58,361.96</b>	<b>3,000.00</b>	<b>0.00</b>	<b>(12,556.00)</b>	<b>0.00</b>	<b>48,805.96</b>
<b>Election Deposits</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>Key Bonds</b>	620.00	1,320.00	0.00	(960.00)	0.00	980.00
<b>Hire Bonds</b>	2,089.50	5,593.00	0.00	(3,307.00)	0.00	4,375.50
<b>Kerb Bonds</b>	4,968.25	0.00	0.00	0.00	0.00	4,968.25
<b>Construction Training Fund</b>	2,921.95	12,646.95	0.00	(8,318.71)	0.00	7,250.19
<b>Building Services Levy</b>	12,699.13	31,168.23	0.00	(21,996.18)	0.00	21,871.18
<b>Development Assessment Panel</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>Less Outstanding Debtors</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>357,729.53</b>	<b>488,406.37</b>	<b>0.00</b>	<b>(324,609.89)</b>	<b>0.00</b>	<b>521,526.01</b>

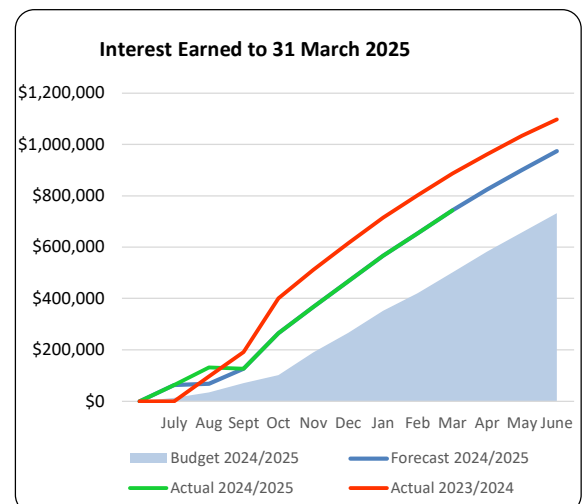
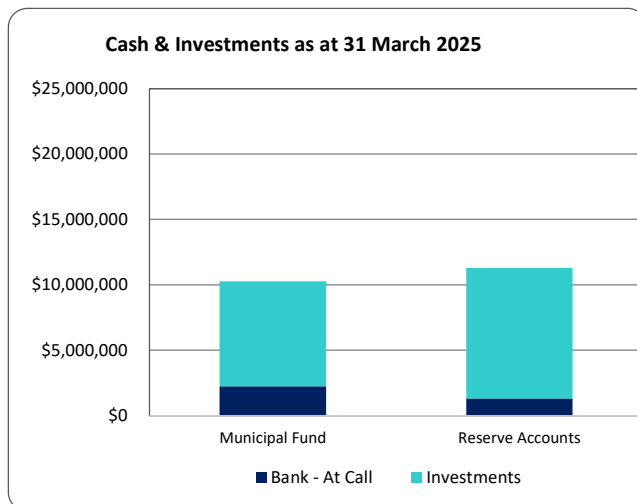
# (Appendix ORD 12.4.5A)



## Notes to the Statement of Financial Activity For the Period Ended 31 March 2025

### 6. STATEMENT OF INVESTMENTS

BANK	TYPE	AMOUNT	RATE	DAYS	COMMENCE	MATURITY	ESTIMATED INTEREST	INTEREST CREDITED 2024-2025
<b>MUNICIPAL FUND</b>								
CBA	Municipal Fund Bank Account	\$ 428,281.21	3.90%					\$46,858.15
CBA	Municipal - Business Online Saver	\$ 1,834,664.10	3.95%					\$59,433.15
CURVE	Bank of China	\$ 1,000,000.00	4.72%	101	03/2025	06/2025	\$13,060.82	
CBA	Commonwealth Bank of Australia	\$ 3,000,000.00	4.61%	101	03/2025	06/2025	\$38,269.32	
NAB	National Australia Bank	\$ 1,000,000.00	4.75%	101	03/2025	06/2025	\$13,143.84	
NAB	National Australia Bank	\$ 1,000,000.00	5.00%	210	09/2024	04/2025	\$28,767.12	
NAB	National Australia Bank	\$ 2,000,000.00	5.00%	243	09/2024	05/2025	\$66,575.34	
	Interest received on matured deposits							\$171,084.94
		<u>\$ 10,262,945.31</u>					<u>\$159,816.44</u>	<u>\$277,376.24</u>
<b>TRUST FUND</b>								
CBA	Trust Fund Bank Account	\$ 612,439.94	3.90%					\$18,675.03
		<u>\$ 612,439.94</u>					<u>\$0.00</u>	<u>\$18,675.03</u>
<b>RESERVE ACCOUNTS</b>								
CBA	Reserve Bank Account	\$ 174,365.01	3.90%					\$25,945.03
CBA	Reserve - Business Online Saver	\$ 1,139,114.70	3.95%					\$190,752.63
CURVE	Bank of China	\$ 4,000,000.00	4.72%	101	03/2025	06/2025	\$52,243.29	
CURVE	Judo Bank	\$ 1,000,000.00	4.65%	101	03/2025	06/2025	\$12,867.12	
NAB	National Australia Bank	\$ 1,000,000.00	4.85%	91	02/2025	05/2025	\$12,091.78	
NAB	National Australia Bank	\$ 1,000,000.00	4.75%	101	03/2025	06/2025	\$13,143.84	
NAB	National Australia Bank	\$ 1,000,000.00	5.00%	210	09/2024	04/2025	\$28,767.12	
NAB	National Australia Bank	\$ 2,000,000.00	5.00%	243	09/2024	05/2025	\$66,575.34	
	Interest received on matured deposits							\$183,290.42
		<u>\$ 11,313,479.71</u>					<u>\$185,688.49</u>	<u>\$399,988.08</u>
<b>Total Interest Received</b>								<u><u>\$696,039.35</u></u>





**Notes to the Statement of Financial Activity  
For the Period Ended 31 March 2025**

**6. STATEMENT OF INVESTMENTS (continued)**

**Total Funds Invested**

Total Funds Invested as at Reporting Date -

Municipal Fund Investment Portfolio	\$ 8,000,000.00
Trust Fund Investment Portfolio	\$ -
Reserve Fund Investment Portfolio	\$ 10,000,000.00
	<u>\$ 18,000,000.00</u>

**Investment Policy - Portfolio Risk Exposure**

Council's investment policy provides a framework to manage the risks associated with financial investments.

**Portfolio - Terms of Maturity**

Limits are placed on the term to maturity thereby reducing the impact of any significant change in interest rate markets and to provide liquidity.

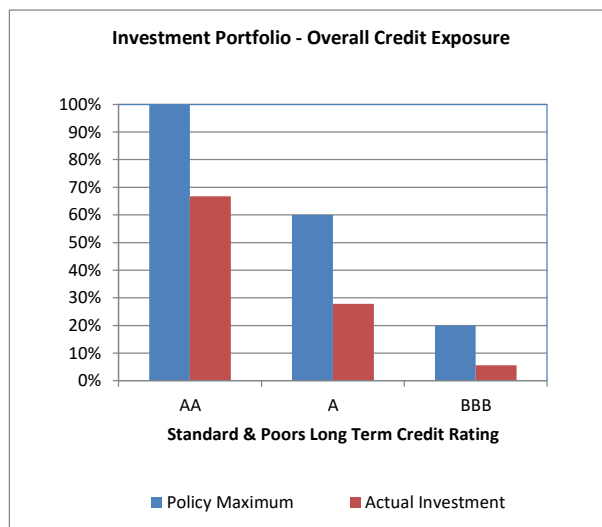
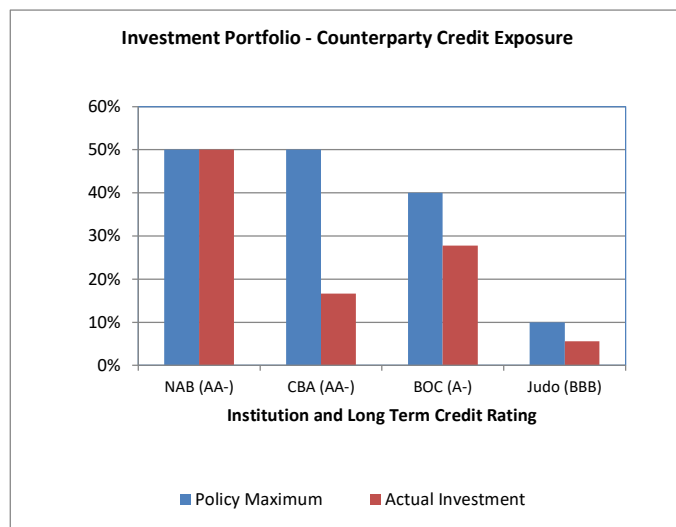
**Counterparty Credit Exposure**

Exposure to an individual authorised deposit-taking institution (ADI) counterparty will be restricted by their credit rating so that single entity exposure is limited.

**Overall Credit Exposure**

To control the credit quality on the entire portfolio, limits are placed on the percentage exposed to any particular credit rating category.

The following charts demonstrate the current portfolio diversity and risk compliance with the policy framework.





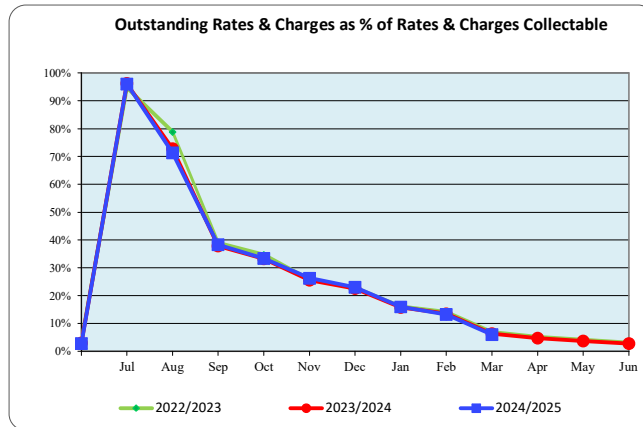
## Notes to the Statement of Financial Activity For the Period Ended 31 March 2025

### 7. Accounts Receivable as at 31 March 2025

#### Rates and Charges Outstanding

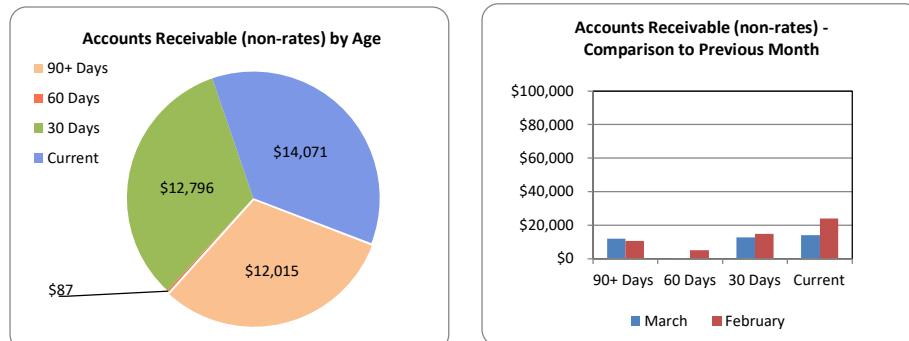
2024/25 annual rates were raised on 31 July 2024 and were due 11 September 2024 for payment in full or for the first of four instalments. The final instalment was due 19 March 2025.

As at the reporting date, total outstanding rates and charges (including pensioner deferred rates) is \$1,235,741. This represents 5.96% of the rates and charges collectible and is an improvement compared to previous years. It is the objective of management to achieve less than 4% of rates and charges outstanding by 30 June.



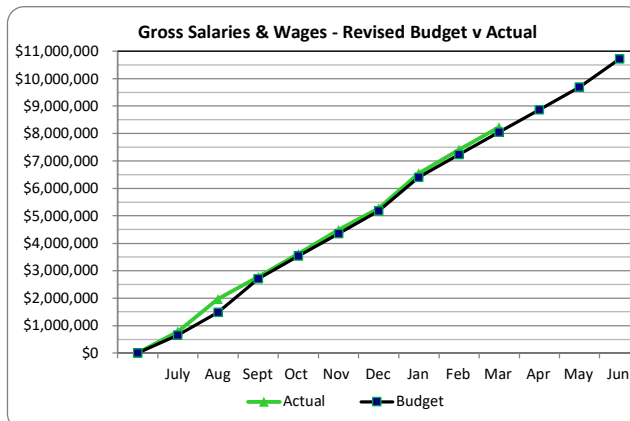
#### Sundry Debtors Outstanding (non-rates)

As at the reporting date, the total outstanding Sundry Debtors amount to \$38,969. There are no significant outstanding debts.



### 8. Salaries and Wages to 31 March 2025

At the reporting date, total salaries and wages expenditure is \$8,231,684.68 (76.80%) of the annual budget of \$10,717,922 for the 2024/25 financial year.





**Notes to the Statement of Financial Activity  
For the Period Ended 31 March 2025**

**9. RATING INFORMATION**

RATE TYPE	Rate in	Number of properties	Rateable value	2024/25 Budget rate revenue	2024/25 Budget interim rates	2024/25 Budget back rates	2024/25 Budget total revenue	2024/25 Actual total revenue	2023/24 Actual total revenue	2023/24 Budget total revenue
	\$		\$	\$	\$	\$	\$		\$	\$
<b>Differential general rate or general rate</b>										
<b>Gross rental valuations</b>										
Residential (including residential vacant)	0.115710	4,473	81,214,396	9,397,317	163,181	0	9,560,498	9,582,312	8,813,594	8,813,594
Commercial (including commercial vacant)	0.113990	60	14,966,396	1,706,020	0	0	1,706,020	1,702,172	1,625,008	1,625,008
Industrial (including industrial vacant)	0.114260	73	10,050,752	1,148,399	0	0	1,148,399	1,137,874	1,033,133	1,033,133
Rural residential (including rural residential vacant)	0.115270	399	9,394,102	1,082,858	0	0	1,082,858	1,075,582	991,808	991,808
Accommodation	0.115890	2	439,400	50,922	0	0	50,922	50,922	82,351	100,359
UV Rural (including UV1, UV2, UV3 and Mining)	0.005633	507	356,109,893	2,005,967	0	0	2,005,967	181,980		
				0	0	0	0	1,824,748	1,884,140	1,884,140
				0	0	0	0	87,129		
				0	0	0	0			
<b>Sub-Totals</b>		5,514	472,174,940	15,391,483	163,181	0	15,554,664	15,642,720	14,430,034	14,448,042
<b>Minimum payment</b>										
	\$									
<b>Gross rental valuations</b>										
Residential (including residential vacant)	1,625.00	511	5,114,424	830,375	0	0	830,375	516,750	809,343	809,343
Commercial (including commercial vacant)	1,722.00	7	46,010	12,054	0	0	12,054	8,610	13,927	13,928
Industrial (including industrial vacant)	1,722.00	46	475,350	79,212	0	0	79,212	12,054	66,543	66,543
Rural residential (including rural residential vacant)	1,722.00	79	642,206	136,038	0	0	136,038	20,664	117,610	117,610
Accommodation	1,722.00	0	0	0	0	0	0	0		
UV Rural (including UV1, UV2, UV3 and Mining)	1,722.00	128	19,868,357	220,416	0	0	220,416	12,054		
0				0	0	0	0	173,922	198,482	198,482
0				0	0	0	0	34,440	26,246	26,246
0				0	0	0	0	494,726		
<b>Sub-Totals</b>		771	26,146,346	1,278,095	0	0	1,278,095	1,273,220	1,232,151	1,232,152
		6,285	498,321,286	16,669,578	163,181	0	16,832,759	16,915,940.00	15,662,185	15,680,194
Concession on general rates							(20,596)	(18,414)	(27,553)	(8,531)
Rates write-off								(895)	(125)	
Total amount raised from general rates							16,812,163	16,896,631	15,634,507	15,671,663
Specified area rates - bulk waste collection	0.001735			147,869			147,869	149,808	110,918	112,447
Specified area rates - Eaton landscaping	0.002006			186,017			186,017	187,885	268,148	276,345
Total specified area and ex gratia rates							333,886	337,694	379,066	388,792
Interim Back Rates										
<b>Total rates</b>							17,146,049	17,234,324	16,013,573	16,060,455



**Notes to the Statement of Financial Activity  
For the Period Ended 31 March 2025**

**10. INFORMATION ON BORROWINGS**

Debenture Repayments

		Principal Opening Balance 1 July 2024		New Loans 2024/25		Principal Repayments 2024/25		Interest Repayments 2024/25		Principal Outstanding 31 March 2025	
Particulars	Loan No.		Actual	Adopted	Actual	Adopted	Actual	Adopted	Actual	Adopted	
		\$	\$	\$	\$	\$	\$	\$	\$	\$	
<b>Community Amenities</b>											
Wanju/Waterloo Industrial Park											
Developer Contribution Plans	70	536,190	0	0	(36,539)	(73,340)	(5,733)	(11,149)	499,652	462,850	
Waste Bins (3 Bin System)	71	232,873	0	0	(44,821)	(44,821)	(4,992)	(5,476)	188,051	188,052	
<b>Recreation and Culture</b>											
Glen Huon Oval Club Rooms	69	790,946	0	0	(47,940)	(47,940)	(32,646)	(35,328)	743,005	743,006	
Eaton Oval Club Rooms	72	678,174	0	0	(22,854)	(22,854)	(33,655)	(35,930)	655,320	655,320	
<b>Transport</b>											
Depot Land	66	253,729	0	0	(68,881)	(68,881)	(10,565)	(11,379)	184,848	184,848	
<b>Economic Services</b>											
Gravel Pit Land - Panizza Road	61	0	0	0	0	0	0	0	0	0	
<b>Other Property and Services</b>											
Library / Adminstration Centre (#1)	73	5,808,022	0	0	(200,548)	(200,548)	(274,576)	(294,220)	5,607,473	5,607,474	
Library / Adminstration Centre (#2)	74	1,500,000	0	0	(21,585)	(46,192)	(44,840)	(83,501)	1,478,415	1,453,808	
		9,799,934	0	0	(443,169)	(504,576)	(407,007)	(476,983)	9,356,765	9,295,358	

All debenture repayments are financed by general purpose revenue.

# (Appendix ORD 12.4.5A)



## Notes to the Statement of Financial Activity For the Period Ended 31 March 2025

### 11. BUDGET AMENDMENTS

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

GL/JOB Code	Description	Council Resolution	Classification	Non Cash Adjustment \$	Increase in Available Cash \$	Decrease in Available Cash \$	Revised Budget Running Balance \$
	<b>Budget Adoption</b>		Opening Surplus (Budgeted)				506,246
	<b>Permanent Changes</b>		Adjustment to Opening year end Surplus (30/6/24) from \$652,816 to \$684,594.		31,778.00		538,024
0522501.48	Grant Revenue - Capital ESL MUN	28/08/2024 - 219-24	Non-operating Revenue		187,500		725,524
J05009	Increase from \$0 to \$212,650 for Ferguson BFB Building	28/08/2024 - 219-24	Asset Acquisition			(212,650)	512,874
0522501.48	Grant Revenue - Capital ESL MUN	28/08/2024 - 219-24	Non-operating Revenue		9,468		522,342
0531001	Plant & Equipment - Fire Prevention - FESA provided MUN	28/08/2024 - 219-24	Asset Acquisition			(10,414)	511,928
J14322	Increase from \$554,402 to \$631,400 for purchase of Generator	25/09/2024 - 245-24	Asset Acquisition			(76,998)	434,930
	Reallocation of \$13,000 for in kind contribution for purchase of Generator to J14322						
J14325	Grant Revenue - OLPS (Taxable) MUN	25/09/2024 - 245-24	Operating Expense		13,000		447,930
0524501.48	Transfer from Reserve - Sale of Land Reserve MUN	25/09/2024 - 245-24	Non-operating Revenue		63,998		511,928
1143011	Increase from 0 to \$1.2M in relation to purchase of Lot 100 Martin Pelusey Rd Waterloo.	23/10/2024 - 271-24	Non-operating Revenue		1,200,000		1,711,928
J13007	Increase on Budget from \$641,508 to \$679,949 and Forcast from \$422,666 to \$461,107 due to over budget expenditure for Refurbishment of ERC Accessible Toilets and Change room.	23/10/2024 - 271-24	Asset Acquisition			(1,200,000)	511,928
J11801	Transfer from Reserve - Building Maintenance Reserve MUN	23/10/2024 - 277-24	Asset Acquisition			(38,441)	473,487
1141001	Increase Transfer from Reserve Budget & Forecast from \$316,101 to \$342,586	23/10/2024 - 277-24	Non-operating Revenue		38,441		511,928
1444007	Increase Vehicle Budget & Forecast from \$156,864 to \$162,161	20/11/2024 - 294-24	Non-operating Revenue		26,485		538,413
1036002	Increase Vehicle Budget & Forecast from \$46,440 to \$51,737	20/11/2024 - 294-24	Asset Acquisition			(5,297)	533,116
1134007	Increase Vehicle Budget & Forecast from \$285,864 to \$296,458	20/11/2024 - 294-24	Asset Acquisition			(5,297)	527,819
1432001	Increase Vehicle Budget & Forecast from \$83,592 to \$88,889	20/11/2024 - 294-24	Asset Acquisition			(10,594)	517,225
1434001	Increase Fees & Charges Budget & Forecast from \$32,180.25 to \$37,597.25	20/11/2024 - 294-24	Asset Acquisition			(5,297)	511,928
1123003	by \$5,417 a pro rata figure annual lease \$13,000 x 5/12 portion of 35(Lot 101) Martin Pelusey Road.	20/11/2024 - 296-24	Operating Revenue		5,417		517,344
J12691	Decrease Budget and forecast from \$66,215 to \$0 due to cancellation of Cudliss Street project	18/12/2024 - 311-24	Asset Acquisition		66,215		583,559
J12692	Decrease Budget and Forecast from \$10,000 to \$0 due to cancellation of Recreation Drive project	18/12/2024 - 311-24	Asset Acquisition		10,000		593,559
J12694	Increase Budget and Forecast by \$76,215 from \$100,000 to \$176,215 due to transfer of cancellation of projects at Cudliss Street and Recreation Drive.	18/12/2024 - 311-24	Asset Acquisition			(76,215)	517,344
1119504	Increase Budget by \$4,423 from \$27,429 to \$31,852 due to transfer from J11672 to support a one off payment to Burekup Cricket Club to replaced damaged artificial turf by vandals in 2024.	26/03/2025 - 47-25	Operating Expense		4,423		521,767
J11672	Decrease Budget by \$4,423 from \$15,000 to \$10,577 due to transfer to GL1119504 to support a one off payment to Burekup Cricket Club to replaced damaged artificial turf by vandals in 2024.	26/03/2025 - 47-25	Operating Expense			(4,423)	517,344
0320002	Increase Interim & Back Rates Revenue from \$163,1801 to \$225,000	26/03/2025 - 50-25	Operating Revenue		61,819		579,163
0321004	Decrease from \$1,011,465 to 885,326 General Purpose - (FAG)- Budgeted Advance for 25/26 (Expected to be Prepaid in 24/25 eg June 2025) = estimated 100% of 25/26 grant	26/03/2025 - 50-25	Operating Revenue			(126,135)	453,028
0321005	Increase from \$609,542 to \$743,048 Local Road Grant - Budgeted Advance for 25/26 (Expected to be Prepaid in 24/25 eg June 2025) = estimated 100% of 25/26 grant.	26/03/2025 - 50-25	Operating Revenue		133,506		586,534
0331003	Decrease from \$1,686,616.43 to \$1,679,245.43 Transfer from Unspent Grants Reserve - \$126,139LGGC FAG General Purpose & (\$71,160) LGGC Local Road	26/03/2025 - 50-25	Operating Expense		7,371		593,905
0321006	Increase Municipal Interest Revenue Budget from \$216,497 to \$420,000	26/03/2025 - 50-25	Operating Revenue		203,503		797,408
J05021	Increase of \$242,350 from \$37,048 to \$277,398 for MAFS	26/03/2025 - 50-25	Operating Expense			(240,350)	557,058
0521502.47	Increase from \$0 to \$242,350 for MAFS	26/03/2025 - 50-25	Operating Revenue		242,350		799,408
	Decrease from \$196,968 to \$9,468 - Ferguson Bushfire Station improvement is on hold, pending decision by Asset Management Fund (State Gov.) on return funding. Grant funding insufficient.						
0522501	Decrease from \$212,650 to \$0 - Ferguson Bushfire Station improvement is on hold, pending decision by Asset Management Fund (State Gov.) on return funding. Grant funding insufficient.	26/03/2025 - 50-25	Non-operating Revenue			(187,500)	611,908
J05009	Decrease from \$302,910 to \$200,000 updated forecast based on YTD and Trend	26/03/2025 - 50-25	Asset Acquisition		212,650		824,558
1011025	Increase from \$660,000 to \$760,000 for MAFS	26/03/2025 - 50-25	Operating Expense		102,910		927,468
1124007	Increase from \$481,510 to \$670,690 GL level	26/03/2025 - 50-25	Operating Revenue		100,000		1,027,468
1211003	Decrease from \$730,000 to (\$81,612)	26/03/2025 - 50-25	Operating Expense			(189,179)	838,289
1422502	<b>NOTE: Profit &amp; Loss on asset disposal is excluded from Surplus/Deficit calculation as per FM Regulations</b>	26/03/2025 - 50-25			811,612		26,677
1414502	Increase from \$45,000 to \$140,506 mainly due to Senior Asset Engineer will not be replaced being converted to Consultancy.	26/03/2025 - 50-25	Operating expense			(95,506)	838,289
1131004	Increase from \$690,566.10 to \$805,860, for building maintenance reserve from \$630,000 to \$745,294 net proceeds from sale of Sanford way.	26/03/2025 - 50-25	Operating expense			(115,294)	742,783
J11201	Increase Budget by \$200,000 from 163,195.83 to \$363,195.83, due to acquisition of 75,000 KL water allocation license for Eaton oval and Eaton Foreshore.	26/03/2025 - 50-25	Operating expense			(200,000)	627,489
					<b>3,532,446</b>	<b>(3,611,202)</b>	<b>427,489</b>



**RISK ASSESSMENT TOOL****OVERALL RISK EVENT:** Monthly Statement of Financial Activity for the Period Ended on the 31<sup>st</sup> March 2025**RISK THEME PROFILE:**

3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory)

**RISK ASSESSMENT CONTEXT:** Operational

CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Non-compliance with the legislative requirements that results in a qualified audit.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Non-compliance that results in a qualified audit can lead stakeholders to question the Council's ability to manage finances effectively.	Insignificant (1)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.

## (Appendix ORD 12.4.6)

RISK ASSESSMENT TOOL								
<b>OVERALL RISK EVENT:</b> Schedule of Paid Accounts as at the 31st March 2025 <b>RISK THEME PROFILE:</b> 3 - Failure to Fulfil Compliance Requirements (Statutory, Regulatory) 6 - Community Engagement <b>RISK ASSESSMENT CONTEXT:</b> Operational								
CONSEQUENCE CATEGORY	RISK EVENT	PRIOR TO TREATMENT OR CONTROL			RISK ACTION PLAN (Treatment or controls proposed)	AFTER TREATMENT OR CONTROL		
		CONSEQUENCE	LIKELIHOOD	INHERENT RISK RATING		CONSEQUENCE	LIKELIHOOD	RESIDUAL RISK RATING
HEALTH	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
FINANCIAL IMPACT	Not monitoring ongoing financial performance would increase the risk of a negative impact on the financial position.	Moderate (3)	Unlikely (2)	Moderate (5 - 11)	Not required.	Not required.	Not required.	Not required.
SERVICE INTERRUPTION	: No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
LEGAL AND COMPLIANCE	Non-compliance with the legislative requirements that results in a qualified audit.	Minor (2)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
REPUTATIONAL	Non-compliance that results in a qualified audit can lead stakeholders to question the Council's ability to manage finances effectively.	Insignificant (1)	Unlikely (2)	Low (1 - 4)	Not required.	Not required.	Not required.	Not required.
ENVIRONMENT	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.
PROPERTY	No risk event identified for this category.	Not Required - No Risk Identified	N/A	N/A	Not required.	Not required.	Not required.	Not required.