



**12 MARCH 2026**

**Shire of Esperance**

**ORDINARY COUNCIL MEETING**

**24 MARCH 2026**

**ATTACHMENTS EXCLUDED FROM AGENDA**





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DECEMBER

REVISION 01

JAMES STREET CULTURAL PRECINCT  
2025

SHIRE OF ESPERANCE



# CONCEPT DESIGN REPORT

**ACKNOWLEDGEMENTS**

H+H Architects acknowledge the Traditional Owners of Country on which we live, work and create. We recognise their enduring connection to land, waters, sky and community and pay our respect to Elders past and present. We celebrate and embrace Aboriginal and Torres Strait Islander cultures and their ongoing contribution to our shared history, heritage and the built environment.

**PREPARED BY**

H+H Architects (H+H) on behalf of the Shire of Esperance (SoE).

**DOCUMENT CONTROL**

PROJECT NAME	JAMES STREET CULTURAL PRECINCT
DOCUMENT SIZE	A4 Two-sided prints
PROJECT NUMBER	0617-25 (HH250232)
PROJECT TEAM	RG, DH, AD, PG, DL, EP, JdJ

REVISION	DATE ISSUED	DISTRIBUTION
A	18.12.2025	Shire of Esperance

## EXECUTIVE SUMMARY

This Concept Design Report has been prepared to document the concept design for the James Street Cultural Precinct (JSCP). It consolidates the project's design intent, spatial planning, built form, material approach, public realm strategy, servicing approach, and high-level staging / program / cost / risk considerations developed to date.

Shire of Esperance endorsement is requested for:

1. Preferred Concept Design Option 1A (overall planning + "big moves"), including the associated public realm and access strategy.
2. The project's core design intent and key outcomes as the basis for ongoing development.
3. Progression to Design Development (DD), including authority liaison and further technical investigations (including those identified as key dependencies in this report).

Endorsement of this report confirms that the concept design is an accepted basis for the next stage, noting that detailed technical resolution, final cost certainty, and authority approvals will be progressed through DD.

Option 1A is the preferred concept for the JSCP, responding to community aspirations, operational requirements, and the project's heritage and place context. The concept is structured around a series of "big moves" intended to provide a clear, stageable pathway to delivery:

### BIG MOVES

- Create a cohesive civic and cultural precinct that strengthens the James Street address and establishes a clear, welcoming arrival sequence.
- Organise key public destinations (library, museum/interpretation, visitor functions, café/activation, and flexible community uses) around a connected, legible precinct layout.
- Prioritise inclusive and intuitive access across the site, integrating compliant grades, accessible entries, clear wayfinding, and safe pedestrian movement.
- Deliver a flexible and operationally robust plan, separating public/customer flows from back-of-house and service movements, and supporting after-hours use where appropriate.
- Respect and leverage existing structures / heritage values through conservation-led retention and adaptive re-use where applicable, supported by interpretation.
- Enhance the public realm through shaded outdoor spaces, comfortable gathering areas, landscape/WSUD principles, and safe night-time amenity.
- Embed sustainability opportunities early, including maximising PV potential and setting up the project for improved climate response and operational efficiency.
- Enable staging and deliverability, allowing the Shire to sequence works to suit funding, procurement, and operational continuity.

### COMMUNITY OUTCOMES

- A precinct that functions as a welcoming community hub, supporting everyday use, events, informal gathering, and civic life.
- Inclusive access and equitable participation for people of all abilities, across the site and within key facilities.
- A clear visitor experience that supports tourism, interpretation, and local pride in place.

### OPERATIONAL OUTCOMES

- A layout that supports efficient operations, including clear staff/service access, secure zones, and functional adjacencies.
- Improved safety, surveillance, and passive supervision through planning, lighting intent, and clear circulation.
- A concept that supports operational continuity during delivery, with staging principles established early.

### HERITAGE OUTCOMES

- A conservation-led approach that respects significant fabric, avoids unnecessary intervention, and supports practical long-term use.
- A framework for interpretation and storytelling, integrating heritage narrative into the precinct experience.

### PUBLIC REALM OUTCOMES

- A connected, comfortable, and shaded precinct with a strengthened sense of place, improved pedestrian priority, and site legibility.
- A public realm that supports daily life and events, with adaptable external spaces and amenity upgrades.

# EXECUTIVE SUMMARY

## P.3

SECTION	SUMMARY (CONCEPT LEVEL)
<b>PROGRAMME</b>	<p>Current status: Concept design complete for endorsement.</p> <p>Endorsement milestone: Issue to Shire for endorsement (Dec 2025).</p> <p>Next phase: Design Development (commencing January 2026, subject to endorsement).</p> <p>Key DD activities: Technical coordination; early authority engagement; refine staging and deliverability; update cost plan; implement risk mitigation actions.</p> <p>Key decision point: Shire endorsement of Option 1A to proceed to Design Development.</p>
<b>COST PLAN</b>	<p>Status: High-level costing developed / being refined. Refer Appendix 15.5.9.</p> <p>Key cost drivers: Staging approach; scope inclusions/exclusions; existing building works; services upgrades; extent of public realm works; procurement method; coastal/site constraints.</p> <p>Cost confidence: Concept level (to be strengthened through DD, options testing, and authority engagement).</p>
<b>KEY RISKS / DEPENDENCIES</b>	<p>Coastal / levels: Coastal erosion context may influence finished floor levels and resilience requirements → engage coastal engineer in DD; confirm FFL strategy and implications for electrical/services (incl. potential board heights).</p> <p>Ground / geotech: Ground conditions and groundwater profile may affect buildability/cost → complete geotech; confirm groundwater monitoring data or undertake monitoring if required.</p> <p>Existing structures: Limited detailed structural documentation for existing assets may reduce design certainty → request available drawings; validate assumptions via structural review as required.</p> <p>Services / electrical: Grid stability, capacity, and PV integration constraints may affect services strategy → early authority engagement; confirm PV constraints/network requirements; coordinate with any FFL-driven upgrades.</p> <p>Approvals: Statutory/stakeholder approval pathways may affect program/scope → establish approvals roadmap in DD aligned with Shire governance and engagement plan.</p> <p>Procurement / program: Procurement approach and regional workforce capacity may affect delivery timing → confirm procurement strategy early; continue local contractor engagement to test capacity and staging logic.</p>

**THE FOLLOWING ACTIONS ARE RECOMMENDED:**

- Endorse the Concept Design Report.
- Proceed to Design Development with a defined roadmap, including:
  - Confirming key dimensions, adjacencies, and operational planning.
  - Progressing technical coordination (architecture, structural, civil, services, landscape, access).
  - Refining staging and deliverability strategy (including operational continuity).
- Commission / confirm targeted investigations and inputs, including:
  - Coastal engineering advice to confirm finished floor levels and resilience approach.
  - Geotechnical / groundwater investigations and interpretation sufficient to inform design and cost certainty.
  - Structural validation of any existing assets relied upon by the concept.
- Update and re-issue the project risk register and dependencies log (DD baseline).
- Undertake stakeholder workshops (including operations and community) to validate key functional outcomes and precinct experience.
- Request an updated DD cost plan (and, where appropriate, targeted options testing) to support funding and procurement decisions.



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## 1. INTRODUCTION

### 1.1. PROJECT BACKGROUND AND STATUS

The James Street Cultural Precinct (JSCP) is a Shire of Esperance-led civic and cultural project on James Street, Esperance. The project brings together a suite of community-facing uses to create a cohesive precinct experience, with a strong emphasis on legibility, inclusive access, operational functionality, and a high-quality public realm. The project is being progressed through staged design and stakeholder engagement, with concept design developed and refined to respond to Shire Council direction, Project Control Group input, and operational stakeholder feedback received to date.

This Concept Design Report represents the concept design position for the project, prepared for Shire endorsement as the basis to proceed to Design Development in early 2026. The report also captures the key technical dependencies identified to date that will need to be resolved during Design Development, including the implications of the site's coastal context for finished floor levels and services infrastructure, and the need to confirm geotechnical / groundwater conditions and any documentation/validation requirements for existing assets relied upon by the concept (including the Goods Shed / museum components as applicable).

### 1.2. SCOPE OF CONCEPT DESIGN REPORT

This report sets the design direction for the precinct and establishes the framework for coordinated Design Development. In summary, this report includes:

#### RESOLVED (AT CONCEPT LEVEL)

- The preferred precinct planning approach (Option 1A), including the core "big moves", site organisation, and intended relationships between key uses.
- A concept-level built form and spatial planning approach, including functional adjacencies and operational intent.
- The access and circulation strategy, including inclusive access intent and the principle of separating public movement from back-of-house/service movement where appropriate.
- A concept-level public realm strategy, including shading/comfort intent and landscape/WSUD principles.
- A concept-level services strategy, including the Shire's intent to maximise PV and the need for early authority engagement to confirm constraints.
- A concept-level understanding of staging, programme, cost plan status, and key risks/dependencies, sufficient to inform endorsement and next-stage planning.

#### INTENTIONALLY DEFERRED TO DESIGN DEVELOPMENT

- Final confirmation of finished floor levels and resilience requirements arising from the coastal context (including SPP 2.6 considerations), and any resulting requirements to raise/relocate critical building services infrastructure (e.g., electrical boards).
- Detailed resolution of structure and buildability, including any required strengthening, compliance upgrades, or detailed interventions to existing assets relied upon by the concept (including the Goods Shed / museum components as applicable).
- Completion and interpretation of geotechnical / groundwater investigations, including confirmation of available monitoring data and any additional monitoring required.
- Detailed authority negotiation and statutory submissions, including confirmation of applicable approvals pathways and conditions.
- Detailed fit-out coordination, detailed material specifications, and detailed construction documentation, including all coordination necessary for procurement and construction.

### 1.3. REPORT STRUCTURE AND HOW TO USE IT

This report is structured to support Shire endorsement while allowing technical detail to be located quickly.

- Sections 1-3 provides the project background, the scope and limitations of the concept report, and the guide to using the document.
- Section 4 summarises the endorsed concept direction, including the preferred option, design intent, and outcomes.
- Section 5 onward (as applicable in the report) documents the concept design in more detail across architecture, access, public realm/landscape, and services at a concept level.

Where detailed supporting information is required (e.g., consultant reports, technical inputs, investigations, workshop notes, cost plan and risk documentation), it is provided in the Appendices. Readers should use the appendices to trace specific assumptions, risks, and technical dependencies that will be actioned through Design Development.

#### 1.4. KEY PROJECT STAKEHOLDERS AND CONSULTANT TEAM

The JSCP is being delivered by the Shire of Esperance with governance input from Shire Council and the Project Control Group, supported by operational stakeholders across the Shire's library, museum/heritage and community services functions. The design team is led by H+H Architects, coordinating subconsultant inputs including quantity surveying, civil engineering, geotechnical services, and building services (with additional specialist inputs to be confirmed during Design Development as required—most notably coastal engineering to confirm finished floor levels and resilience requirements in response to the site's coastal context).

##### KEY STAKEHOLDERS (PROJECT GOVERNANCE AND OPERATIONS)

- Shire of Esperance: Shire President, CEO, Executive Leadership Team
- Shire Project Manager and project delivery team
- Operational stakeholder groups (library, museum/heritage, community/cultural operations)

##### CONSULTANT TEAM (CURRENT / TO DATE)

- Architects & Lead Consultant: H+H Architects
- Landscape Architects: See Design Studio
- Civil: Demeza Civil Consulting
- Structural: Hera Engineering
- Geotechnical: WML Consulting Engineers
- Electrical: Stantec Australia
- Mechanical: Tim Franklin Engineering
- Hydraulic: Construction Hydraulic Design Ptd Ltd
- Acoustic: Stantec Australia
- Quantity Surveyor: RBB (Ralph Beattie Bosworth)
- Surveyor: 36 Degrees South Advanced Surveying
- Sustainability / ESD: Stantec Australia
- Planning: Edge Planning & Property
- Building Surveyor: ComplyWest Building Surveyors
- Business Case: Bridge42

Consultant roles and scope will be confirmed and expanded as required for Design Development, including early authority engagement for PV/grid constraints and coastal engineering input for finished floor levels.

## 2. PROJECT VISION AND PRIORITIES

### 2.1. PROJECT VISION AND PRIORITIES REVIEW

A Project Vision and Priorities Review was completed by H+H Architects and issued to the Shire of Esperance in October 2025. The report summarises the collective vision and agreed project priorities arising from the stakeholder engagement activities conducted as part of Task 04 of the James Street Cultural Precinct (JSCP) Project. The intent was to capture the shared aspirations and key directions for the project, establishing a framework to guide concept development and future decision-making.

A copy of this report can be found attached. Refer Appendix 15.6.

## 3. STAKEHOLDER ENGAGEMENT

### 3.1. ENGAGEMENT STRATEGY

A Stakeholder engagement review was completed by H+H Architects and issued to the Shire of Esperance in October 2025. Stakeholders participated in structured discussions to identify opportunities, risks and shared priorities. Key ideas were synthesised thematically across program components and validated through the Project Working Group.



## 4. CONCEPT DESIGN OVERVIEW

### 4.1. SUMMARY

#### OPTION 1A PROJECT PACKAGES:

1. New Visitors Centre, New Library, Level 1 fitout, Café & Stage
2. ~~Level 1 Fitout (redundant)~~
3. ~~New Museum Cold Shell~~ | Goods Shed Museum Refurbishment (on hold)
4. Precinct Landscaping

#### 1. NEW VISITORS CENTRE, NEW LIBRARY, LEVEL 1 FITOUT, CAFÉ & STAGE

##### VISITOR CENTRE

The Visitor Centre occupies a prominent location on the Esplanade frontage, providing immediate visibility to arriving visitors and convenient adjacency to the Café. This positioning supports activation and offers logical wayfinding from the waterfront. The open plan arrangement encourages permeability and connection with the Library, reinforcing the idea of a shared cultural hub.

The current layout adequately provides for sufficient reception areas, administrative offices and staff workspaces for both Visitor Centre and Library functions. The placement of staff areas and toilets creates defined and separated use zones between the Visitors Centre, Library Entrance & Library's internal spaces. Assisting with acoustic separation and public walk flow pathways.

The interface with the Café is positive and provides opportunities for cross-patronage and activation, though coordination of operating hours and back-of-house logistics will be important considerations as the design progresses.

##### LIBRARY

The Library's spatial configuration provides generous floor-to-ceiling volumes and a strong visual relationship to the Community Square and foreshore. The stepped internal section offers potential for natural light penetration and varied spatial experiences across levels.

The children's area is spatially separated from the main collection & study lounge, which assists acoustically.

We have provided sufficient provision for back-of-house activities, including book sorting, deliveries, and storage for trolleys, packaging, and volunteer work areas. Dedicated spaces for computers, printing, and technology-based functions are also allowed for in the Staff Hub.

Overall, the Library design provides an attractive and well-scaled civic space, that has been refined to achieve an efficient and adaptable operational model that meets current and future user expectations.

##### CAFE

The Café is well located at a highly visible corner within the Goods Shed and adjacent to The Esplanade pedestrian routes. The siting maximizes exposure to foot traffic and allows for views toward the waterfront. The inclusion of operable glazed walls provides flexibility to adapt to wind conditions and seasonal changes.

In previous concepts, we looked at retaining a southern mezzanine level for use as a bookable events space. However, the current design now focuses on continuing the open high-level ceiling all the way through the building, providing additional glazed skylights to emphasize this approach.

The design's compact kitchen and seating areas appear efficient, though the overall capacity and level of service remain unclear. We have now provided defined back-of-house connections for storage, cool room, waste, and deliveries. The scope of work for this element is a cold shell design with provision for required services, with the potential tenant to complete the internal fit out and café installation.

Integration of landscape elements and sheltered outdoor seating further enhance activation of this edge and strengthen its relationship with the Community Square.

##### STAGE

Initially, the stage was proposed as integrated into the new cold shell museum's structure and fabric. Now that the new museum is redundant, we've kept a similar design approach in its relationship with the library's second entrance. Providing a covered walkway from the northern site entrance, through the stage, to the library. This covered walkway paired with the stages design features, provides a unique backdrop for both performances viewed from the central courtyard, but also for the more intimate library break-out landscaping behind.

The stage also features back of house rooms for pre-performance, storage & UAT facilities, stage left and stage right entrances to these areas have also been considered.

## 2. LIBRARY LEVEL 1 FIT OUT & STUDY HUB

The library also features a first floor over the visitor's centre, which is utilised for multi-use partitioned spaces and a study hub. These flexible areas are supported by toilet facilities, a kitchenette with future provision of a bar servery window & a furniture store.

The axis of the visitor's centre and first floor in relation to the library, has created a central spine for both a public entrance, vertical access and views which pass directly through the building to The Esplanade, visible from both the street and central courtyard. The first floor is accessed via a staircase and lift associated with the library's entrance and airlock, allowing the first floors floor plate to extend into the library's civic volume, creating a sense of connection to the library while utilising the first floor.

The support spaces have been located centrally to allow the multi-use and study hub to maximise impressive views out to the ocean. These openings have also created street facing visual interest in our external cladding, by pulling the Aramax curtain of the library up to the head height of the windows, emphasizing the connection between the library and it's first floor.

## 3. NEW MUSEUM COLD SHELL | GOODS SHED MUSEUM REFURBISHMENT

Following the preliminary concept design the Shire confirmed that the new Museum Cold Shell (package 3) was to go on hold due to budget constraints. The package 3 scope will instead consist of a refurbishment of the existing Goods Shed Museum. The works will see the main public entry relocated to the new plaza on the corner of James St and The Esplanade. The existing maritime shed will be converted into a functional back of house and workspace for the museum staff. A feasibility study will be undertaken on the new package 3 refurbishment works once the brief is provided and the budget is known. Package 3 will run subsequently to the main project packages 1&4.

## 4. PRECINCT LANDSCAPING

We've undertaken an integrated design approach for the architectural connection to external elements and break out spaces. In coordination with the landscape architect.

See Design Studio (SDS) have considered Esperance's coastal town identity, environmental, heritage and cultural elements into their landscaping design and selections. Focussing on positive community outcomes via high quality green spaces and ease of access.

SDS has assessed the design through the lens of functionality, spatial legibility, and the strength of its connection to the surrounding town centre and coastal context. Attention has been given to how the landscape framework supports both passive and active recreation, integrates cultural narratives, and promotes sustainable management of local ecology and materials.

Engagement between locals and tourists will be assessed through the quality and flexibility of public spaces, ensuring that they foster everyday community use while providing distinctive, memorable experiences for visitors that express the spirit and identity of Esperance.

Landscape Concept Design Report can be found attached. Refer Appendix 15.5.1.

## 4.2. KEY DECISIONS DEFERRED TO DESIGN DEVELOPMENT

### CAFÉ

Though waste and deliveries are provided across the central courtyard, along Langham Lane. Operational preferences on the feasibility of this location need to be considered. The operational brief should be tested with the potential tenant to confirm the required service capacity, staffing levels, and kitchen facilities to ensure commercial viability. This hasn't been resolved thus far as we have not received clarity surrounding the potential future tenant and their specific requirements.

### STAGE

While provisions for stage equipment have been considered, further information regarding operational stage capacity / size, stage lighting & multi-media provisions needs to be gathered and implemented into design development.

### COASTAL ENGINEERING

Advice from a suitably qualified coastal engineer will be sought to review the Shire of Esperance existing Esperance Coastal Hazard Adaptation Strategy (July 2016), and advise on a suitable building and critical infrastructure finished floor level to comply with SPP2.6 (State Planning Policy 2.6).

## 5. PRECINCT PLANNING AND MASTERPLAN RESPONSE

### 5.1. OVERALL PRECINCT PLAN

The JSCP precinct plan is structured to establish a clear civic address to James Street, with a coherent sequence of arrivals and thresholds that transition from the public street edge into a series of connected internal civic spaces. The spatial structure is organised around a primary public spine linking the key community destinations (library, museum / interpretation and visitor functions, and activation uses such as café/community-oriented spaces), with the Goods Shed / museum components forming an important heritage anchor within the precinct experience. The precinct edges and thresholds are intentionally defined to support legibility, access control and after-hours management, while maintaining a welcoming “open precinct” character during operating hours. The masterplan also sets up stageable precinct delivery, enabling early works and investigations, followed by core precinct delivery and subsequent enhancements, without compromising the integrity of the long-term precinct structure.

### 5.2. CONNECTIVITY AND LEGIBILITY

Connectivity is prioritised through direct, intuitive pedestrian routes that align with expected desire lines between the James Street arrival, key entries, and the principal civic spaces. Wayfinding intent is established at concept level through: (1) clear sightlines to the main public destinations; (2) a legible hierarchy of paths (primary public spine, secondary connectors, service routes); and (3) spatial cues provided by thresholds, landscape/shade structures, and façade orientation. The precinct planning intent is that first-time users, locals and visitors, can understand “where to go” immediately on arrival, with the museum/heritage components and civic space(s) assisting as memorable landmarks.

### 5.3. PUBLIC REALM STRATEGY

The public realm strategy is centred on providing a comfortable, flexible and highly usable precinct environment that supports both everyday community use and event-based activation. At concept level, the public realm is intended to include:

- A primary civic space (plaza/square/courtyard) that functions as the heart of the precinct and supports gathering, spill-out, informal seating and community events.
- A connected network of smaller courtyards and interfaces that support quieter use, waiting, reading, and informal social interaction.
- Clear building-to-landscape interfaces, ensuring activation edges (such as café/community uses) address external spaces, while quieter edges (such as reading or interpretation zones) are protected and comfortable.
- Shade, wind comfort and climatic responsiveness as key drivers, acknowledging Esperance’s coastal conditions and the need to create usable external spaces across seasons and times of day.
- A WSUD-informed landscape intent (concept level), supporting stormwater management and resilient planting, subject to civil design development and site investigations.

### 5.4. SERVICING / LOADING / BACK-OF-HOUSE STRATEGY

The precinct concept separates public pedestrian movement from servicing and back-of-house operations wherever practicable to improve safety, legibility and operational efficiency. Servicing is planned to occur via defined routes and locations that minimise conflict with primary pedestrian desire lines and civic spaces, while still allowing practical access for deliveries, waste management and maintenance. The concept also anticipates staged delivery and construction logistics: enabling early works and investigations to be completed without unnecessarily disrupting ongoing operations, then progressively transitioning to core precinct delivery with clear separation between construction zones and public/operational areas. This strategy will be developed and validated during DD with civil/traffic input and operational stakeholder review.

### 5.5. UNIVERSAL ACCESS PRINCIPLES AT PRECINCT SCALE

Universal access is treated as a precinct-wide organising principle rather than an “add-on” at building entries. At concept level the precinct is planned to:

- Provide continuous accessible paths of travel from key arrival points to all primary public destinations.
- Use compliant grades and landings as part of the overall site planning logic, rather than relying on isolated ramps.
- Support intuitive access for all users through clear, step-free routes, legible entry points and consistent wayfinding cues.
- Anticipate that final access compliance will be coordinated with finished floor level outcomes and civil levels design in DD, including confirmation of any coastal resilience-driven level changes.

### 5.6. SAFETY AND PASSIVE SURVEILLANCE PRINCIPLES

Safety and CPTED principles are embedded at concept level through the planning and public realm approach. The precinct is intended to improve safety through:

- Strong passive surveillance from primary internal-facing edges, with active uses oriented to key civic spaces.
- Clear sightlines and minimisation of concealed or low-visibility spaces along primary public routes.
- A legible hierarchy of public vs. operational/service areas, supporting access control and after-hours management.
- Lighting intent (concept level) to support safe evening use and minimise dark corners, coordinated with the broader electrical/services strategy.
- Separation of service movements from primary pedestrian areas as far as practicable to reduce conflict points.

These principles will be refined in DD through detailed lighting design, landscape detailing, operational security input and ongoing stakeholder review.



## 6. ARCHITECTURAL CONCEPT DESIGN

DIAGRAM 01- SITE PLANNING

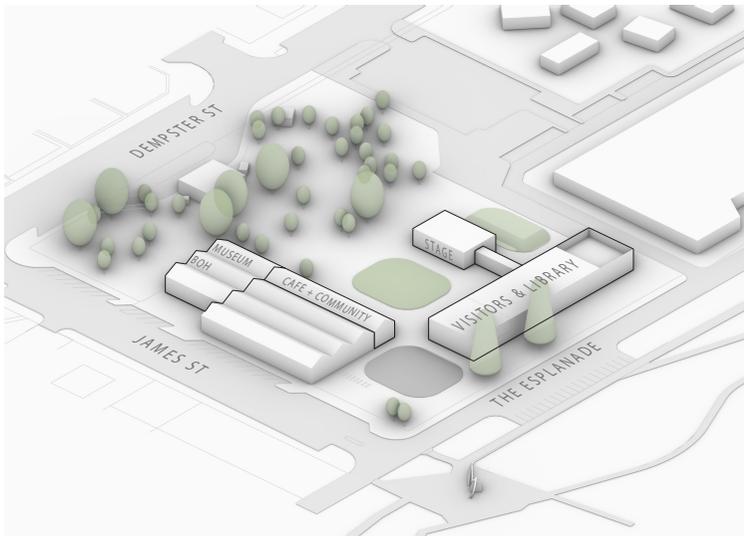


DIAGRAM 02- SITE CONNECTIVITY

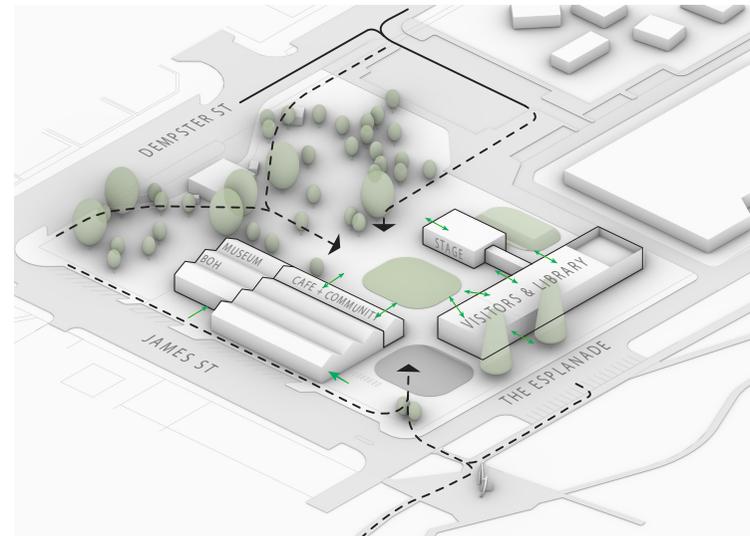


DIAGRAM 03- SITE SERVICABILITY

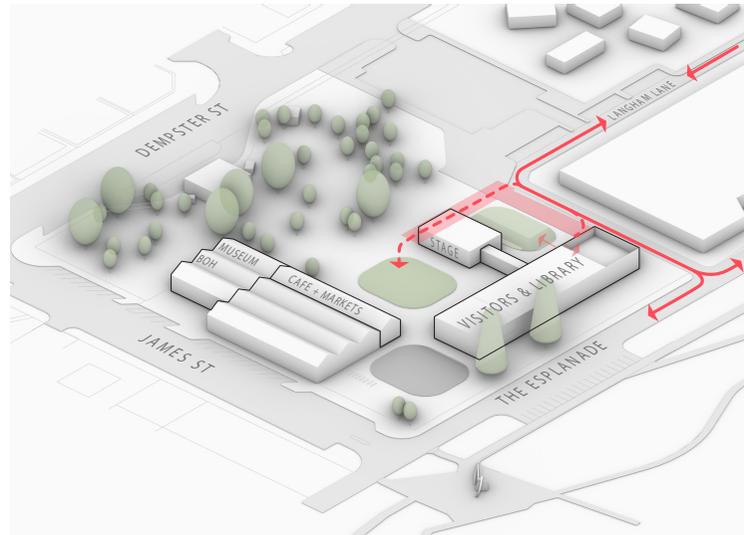


DIAGRAM 04- CHRISTOU CONCEPT

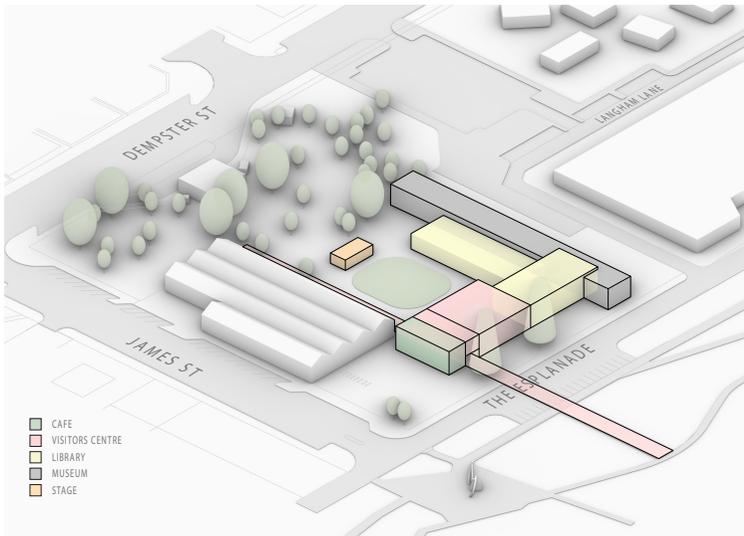


DIAGRAM 05- CURRENT CONCEPT



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**06. CONCEPT DESIGN - DIAGRAMS**  
**P.16**

DIAGRAM 06- GOODS SHED MASSING

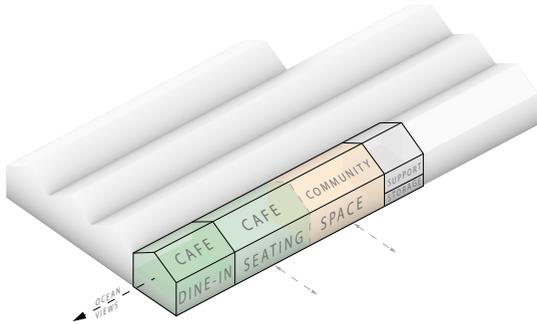
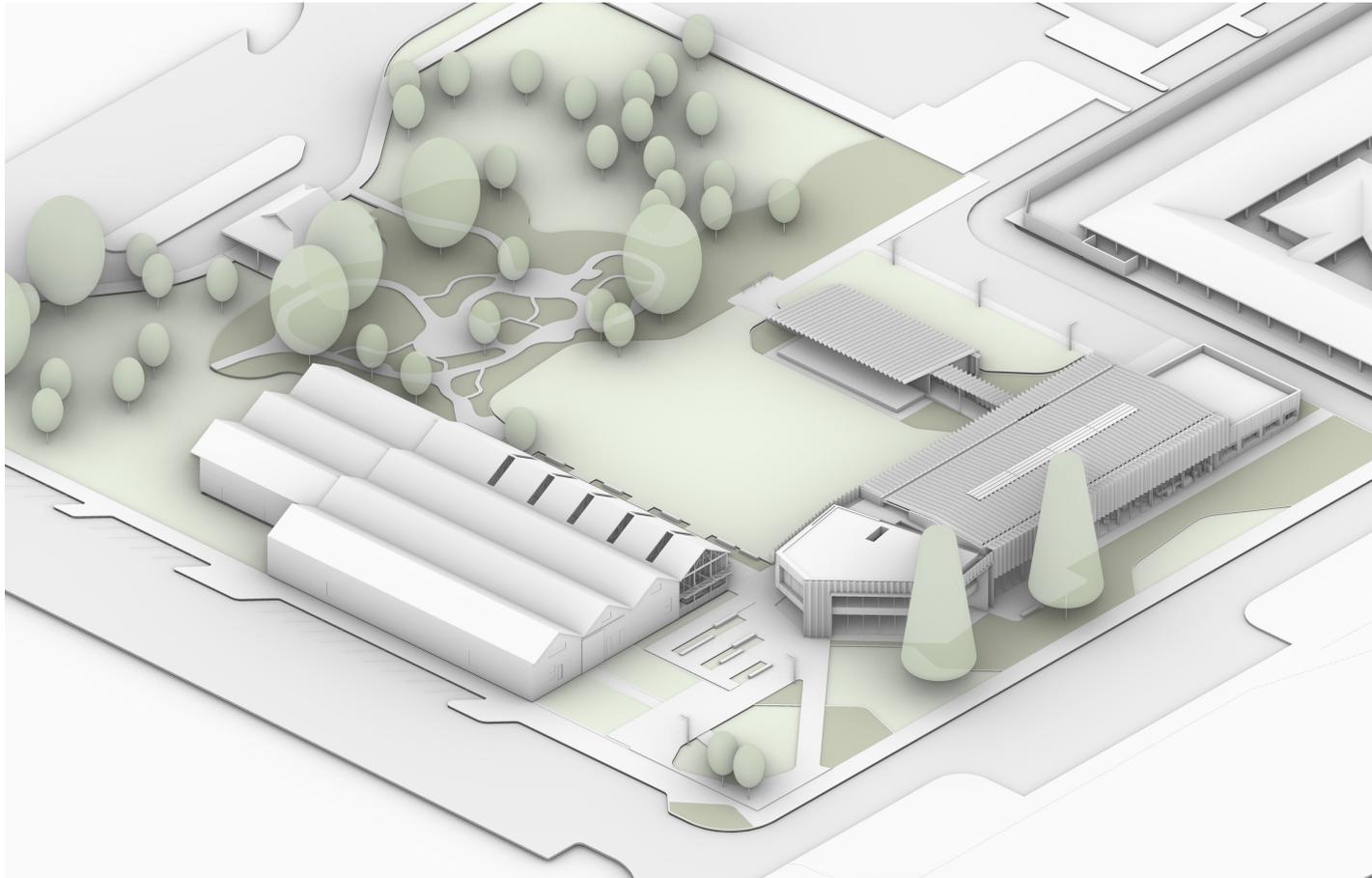
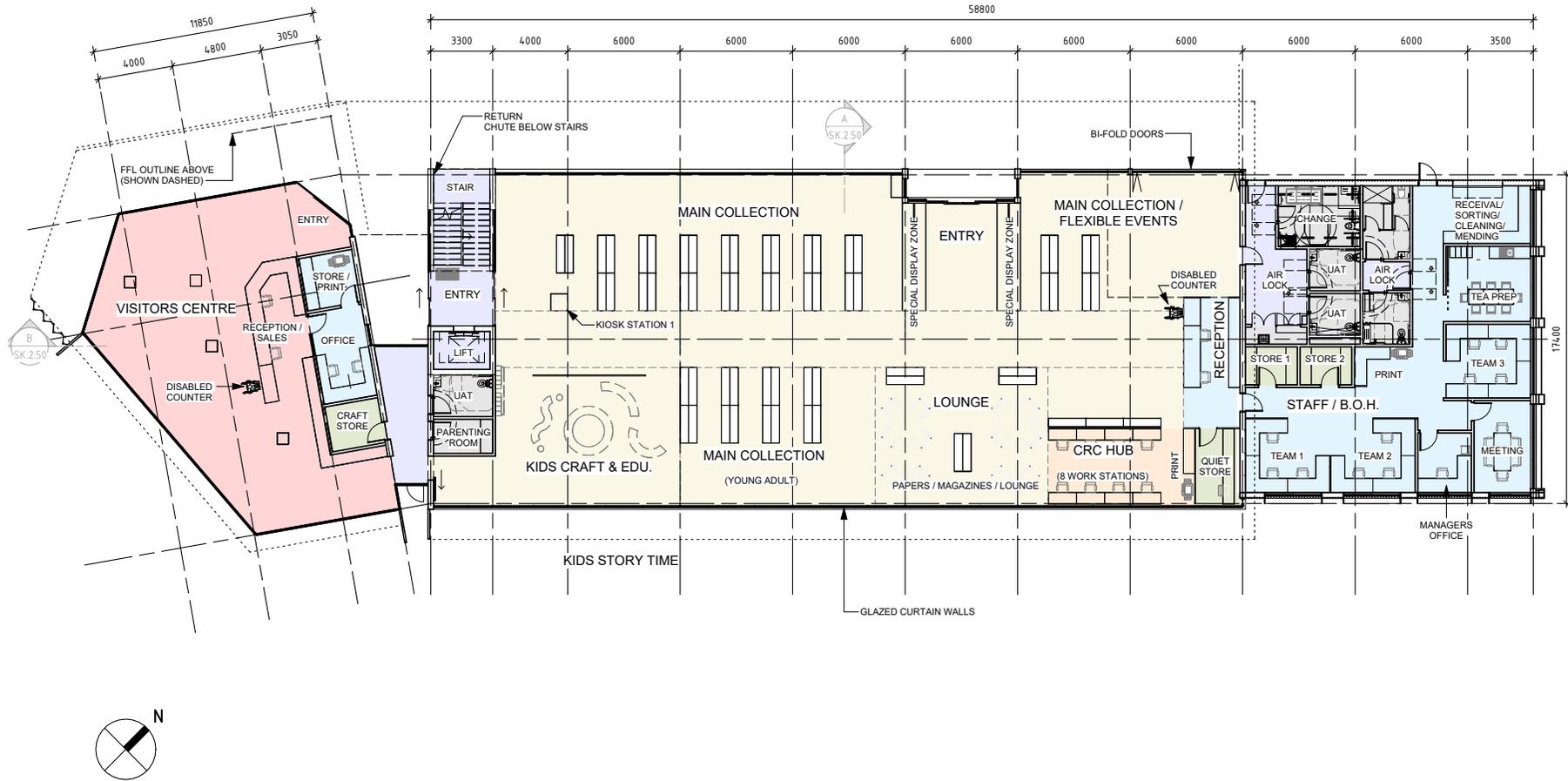


DIAGRAM 07- GOODS SHED DETAIL MASSING

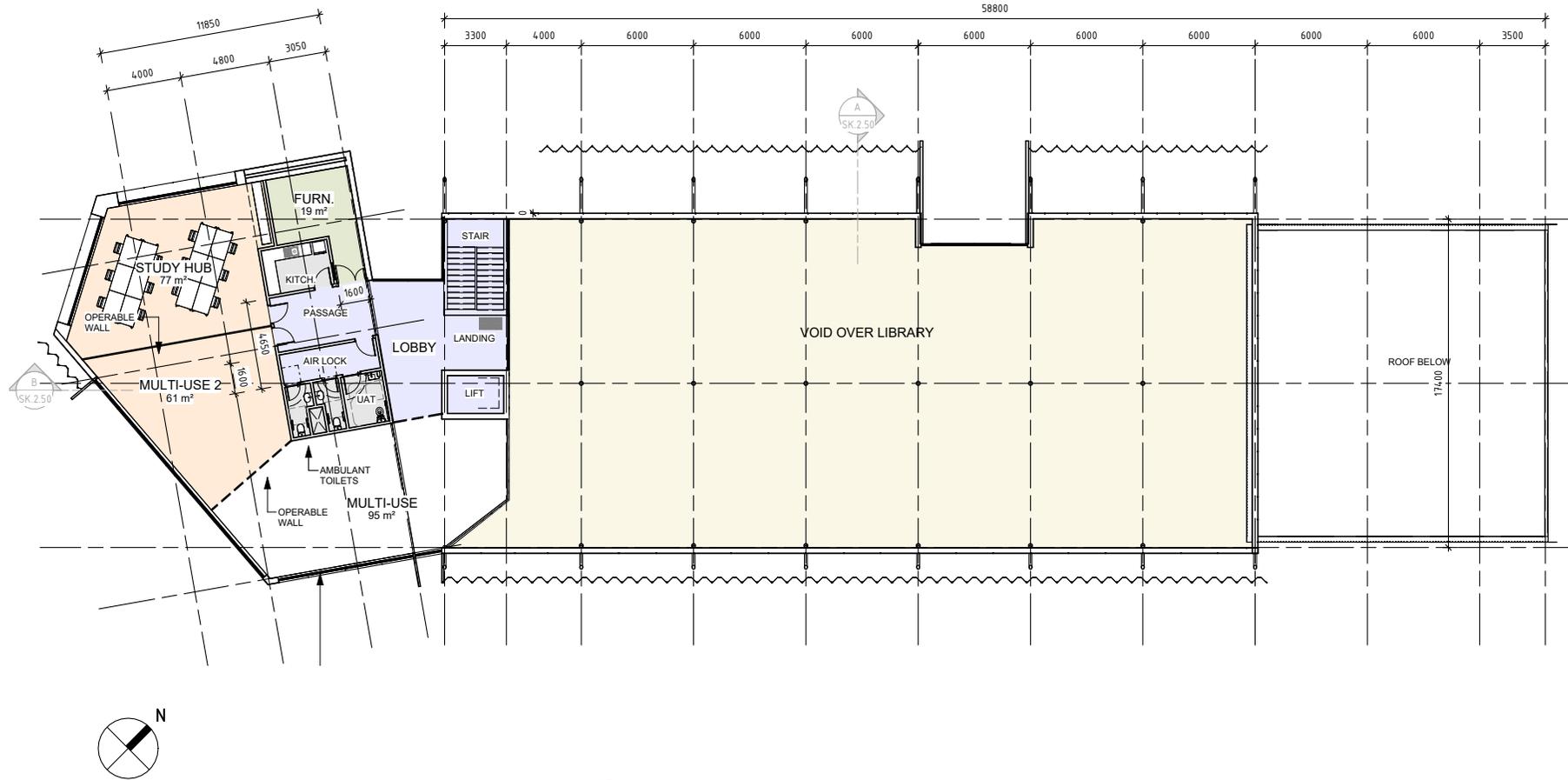


DIAGRAM 08- CURRENT CONCEPT DETAIL MASSING

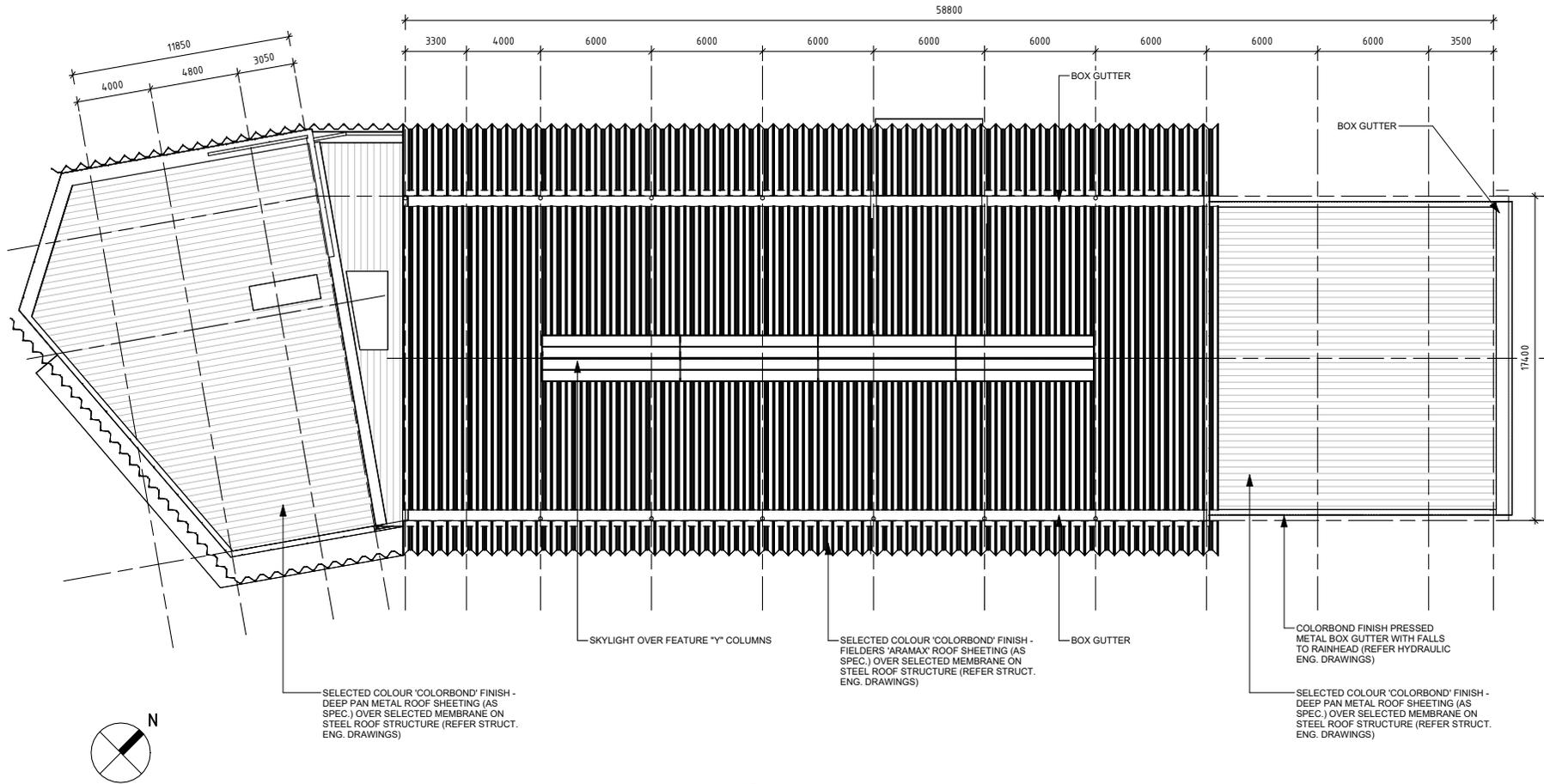




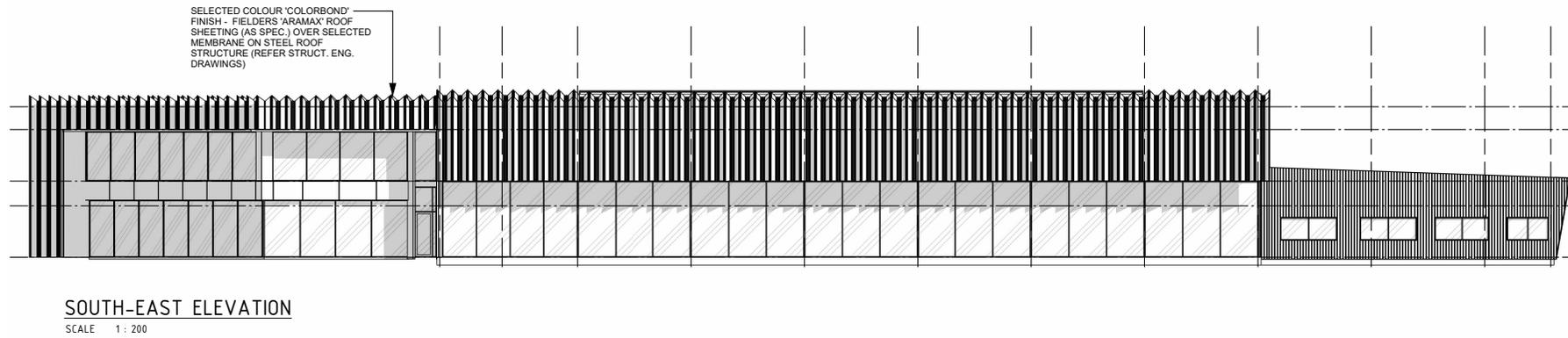
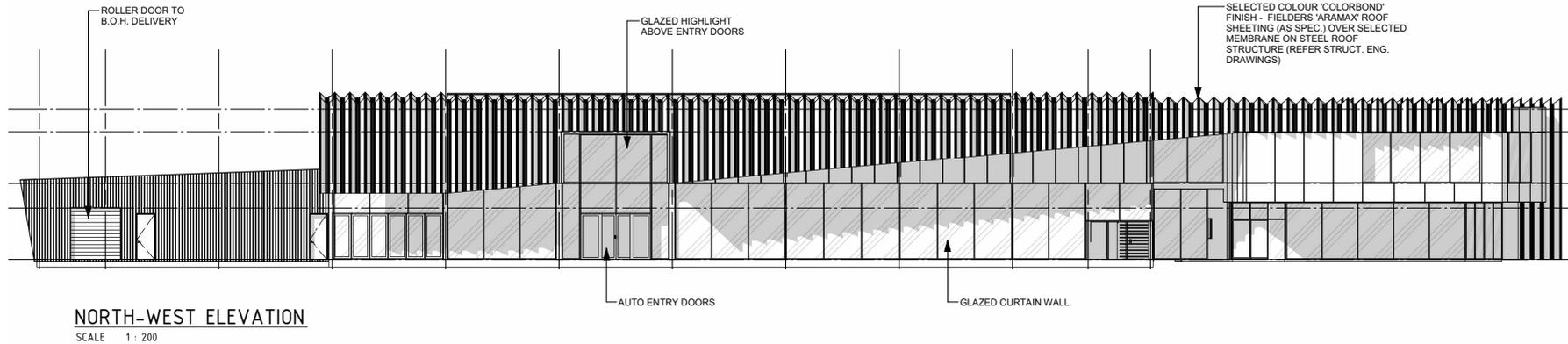
## 06. CONCEPT DESIGN - GROUND FLOOR PLAN LIBRARY & VISITORS CENTRE P.19



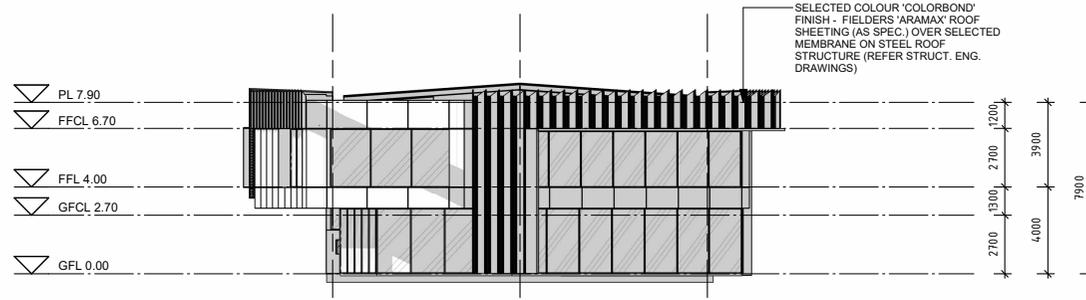
**06. CONCEPT DESIGN - FIRST FLOOR PLAN  
LIBRARY P.20**



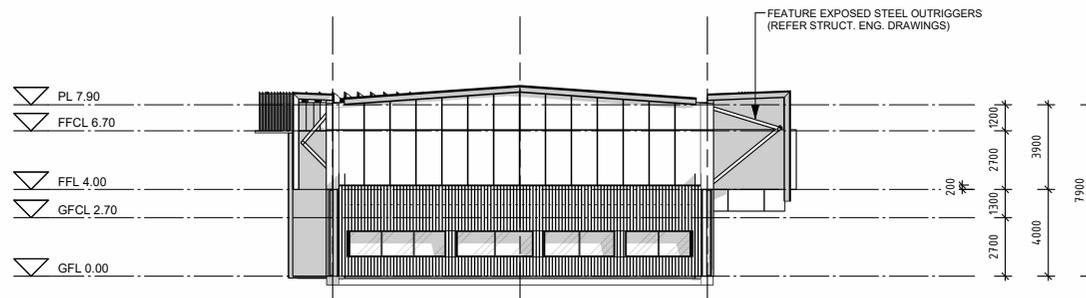
## 06. CONCEPT DESIGN - ROOF PLAN LIBRARY & VISITORS CENTRE P.21



06. CONCEPT DESIGN - ELEVATIONS  
LIBRARY & VISITORS CENTRE P.22

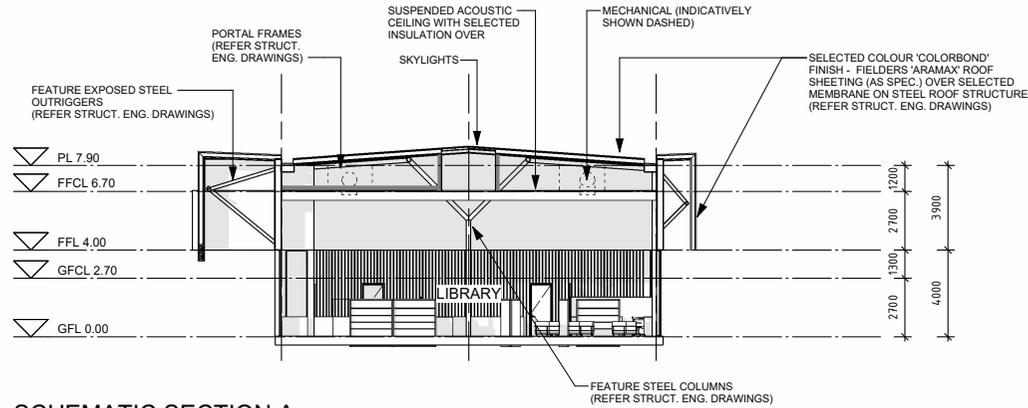


**SOUTH-WEST ELEVATION**  
SCALE 1 : 200



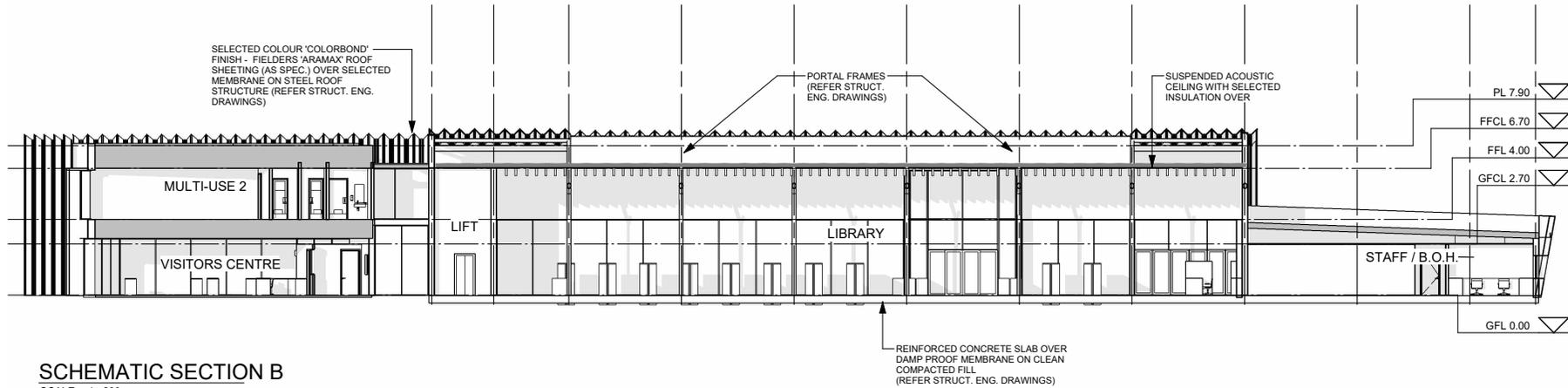
**NORTH-EAST ELEVATION**  
SCALE 1 : 200

**06. CONCEPT DESIGN - ELEVATIONS**  
**LIBRARY & VISITORS CENTRE P.23**



**SCHEMATIC SECTION A**

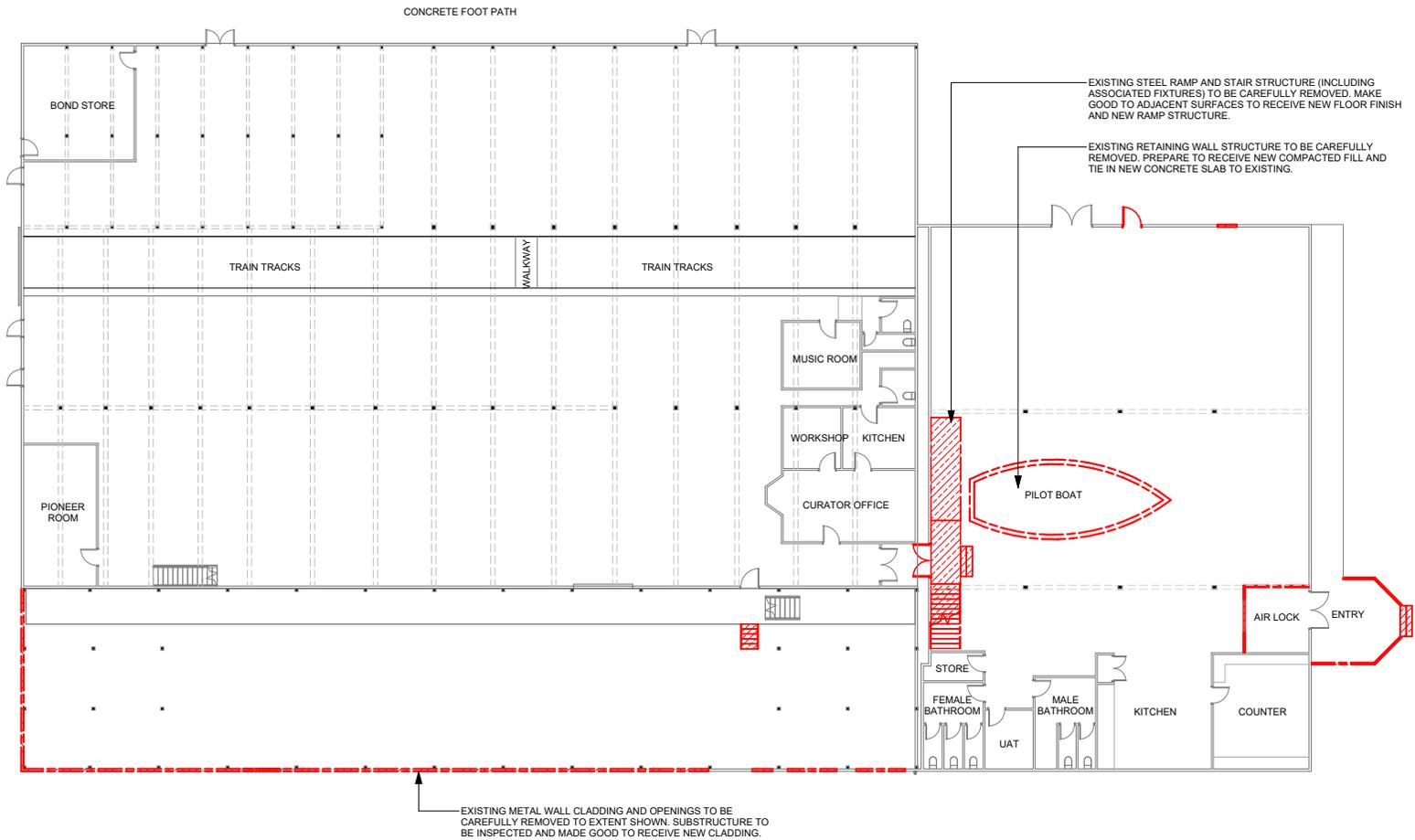
SCALE 1 : 200



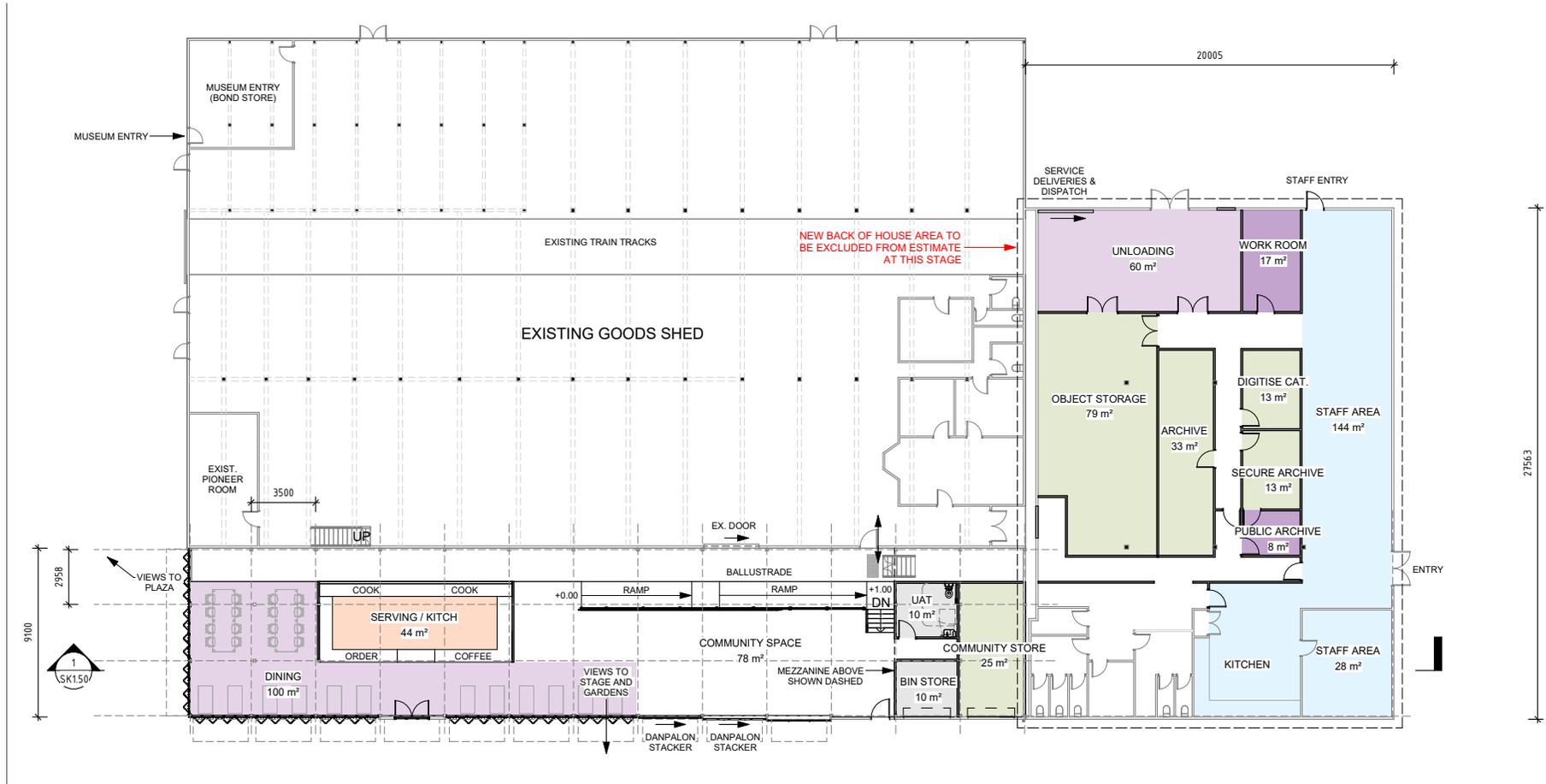
**SCHEMATIC SECTION B**

SCALE 1 : 200

## 06. CONCEPT DESIGN - SECTIONS LIBRARY & VISITORS CENTRE P.24

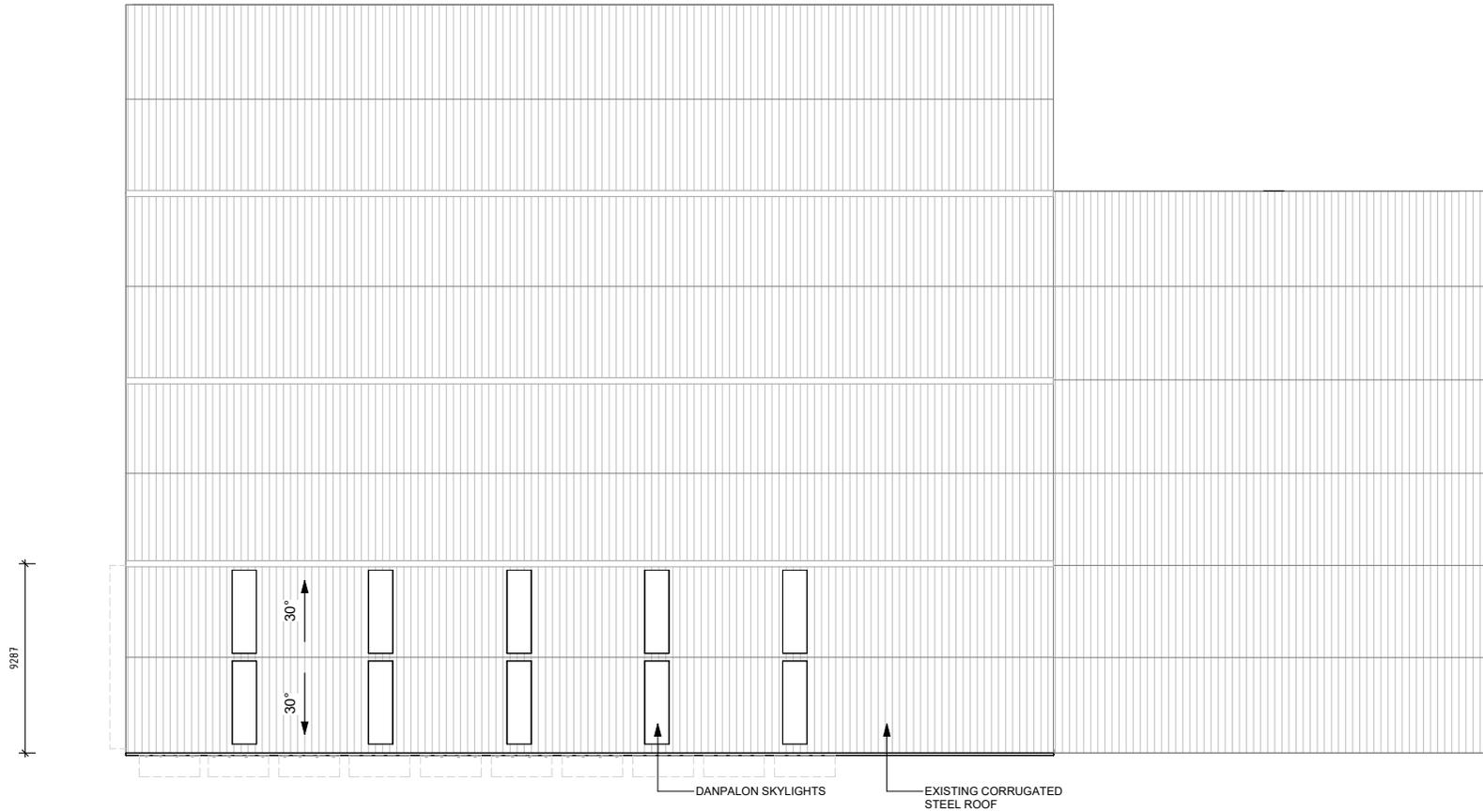


# 06. CONCEPT DESIGN - DEMOLITION PLAN MUSEUM & CAFE P.25

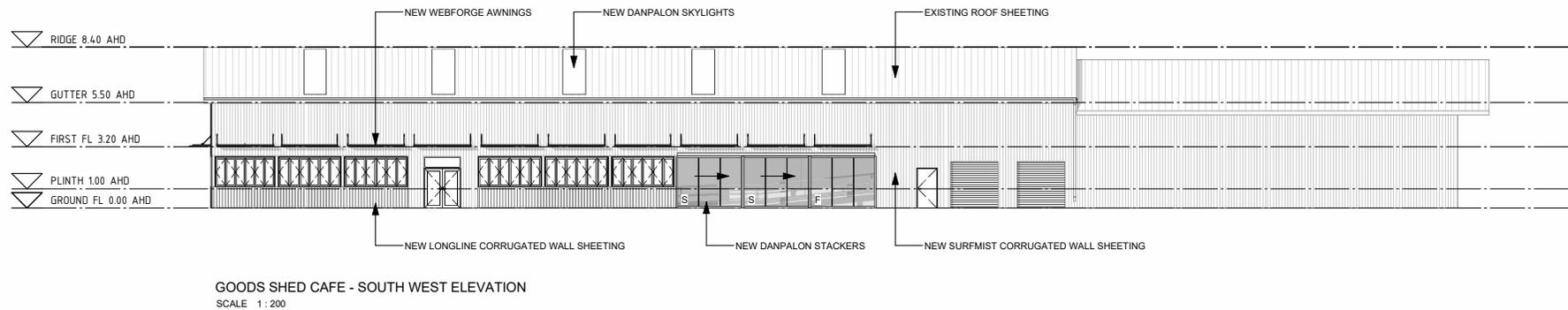


# 06. CONCEPT DESIGN - GROUND FLOOR PLAN MUSEUM & CAFE P.26



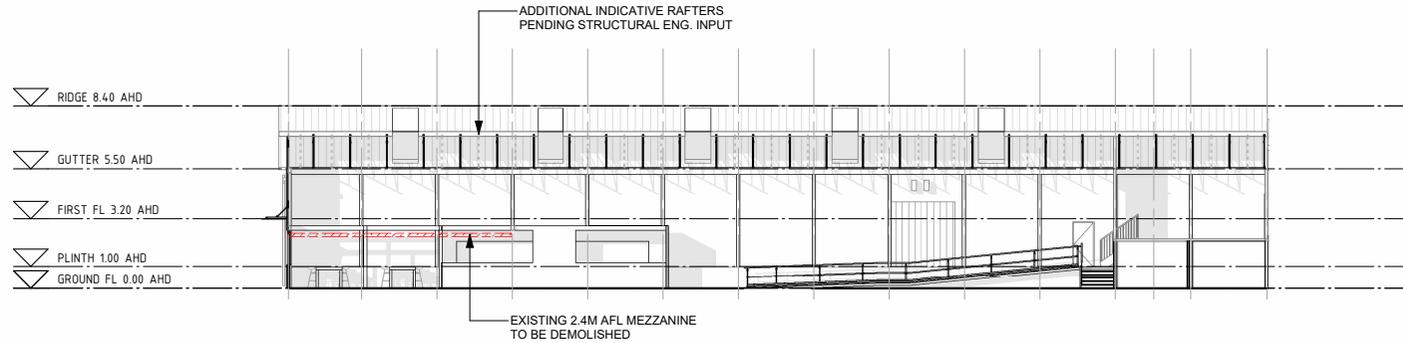


**06. CONCEPT DESIGN - ROOF PLAN  
MUSEUM & CAFE P.27**



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**06. CONCEPT DESIGN - ELEVATIONS**  
**MUSEUM & CAFE P.28**



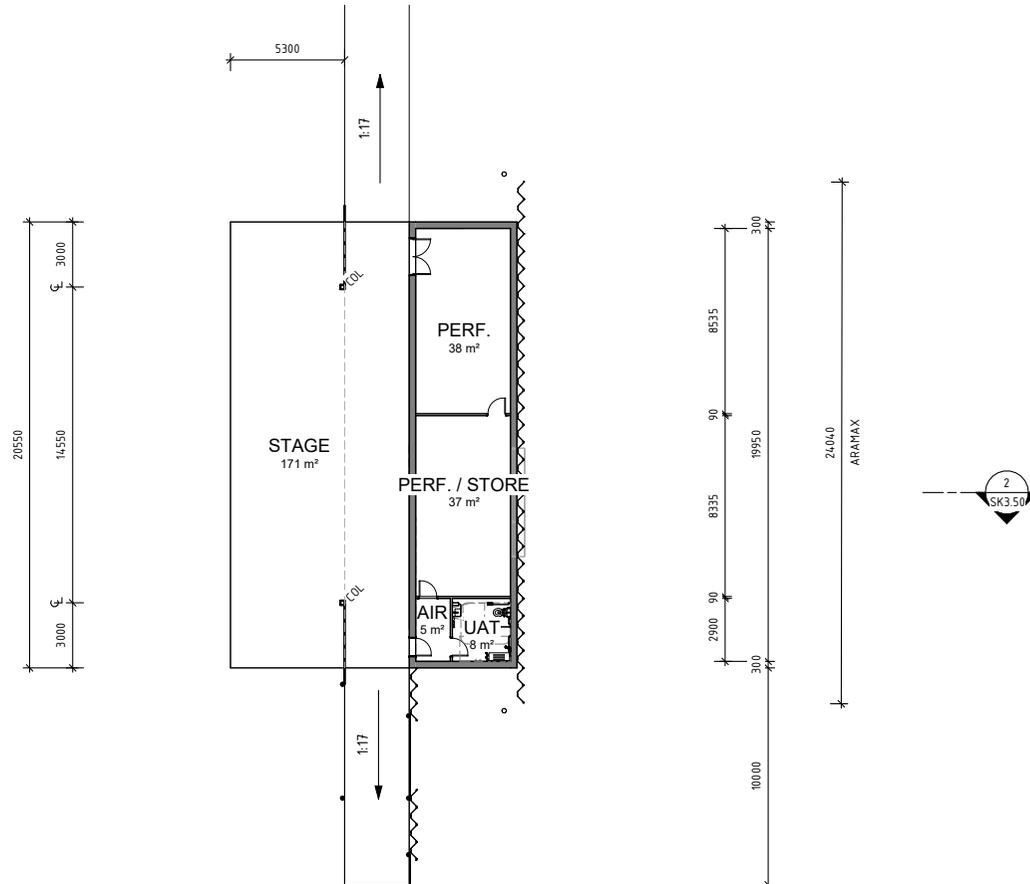
SECTION A  
SCALE 1 : 200

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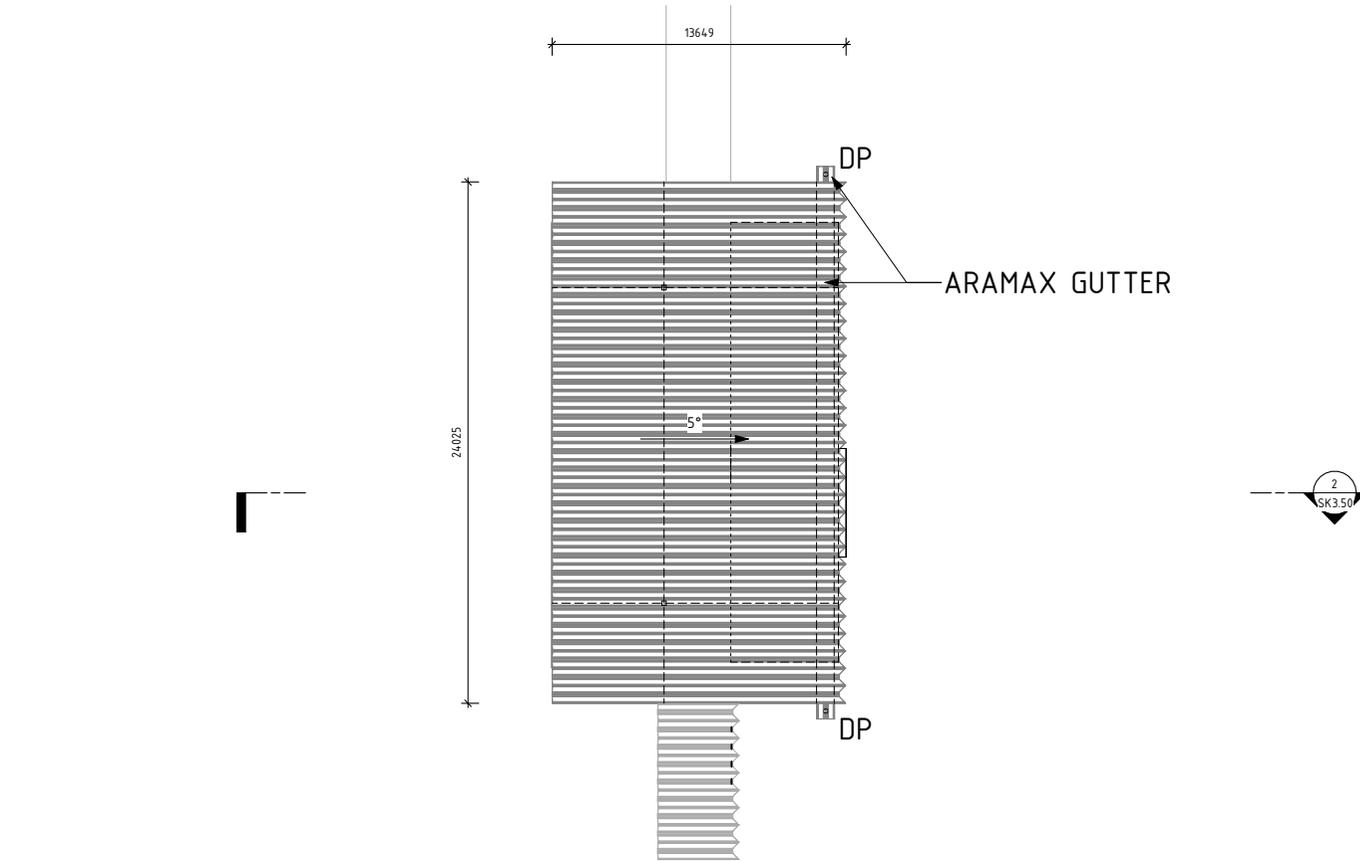
**06. CONCEPT DESIGN - SECTIONS  
MUSEUM & CAFE P.29**



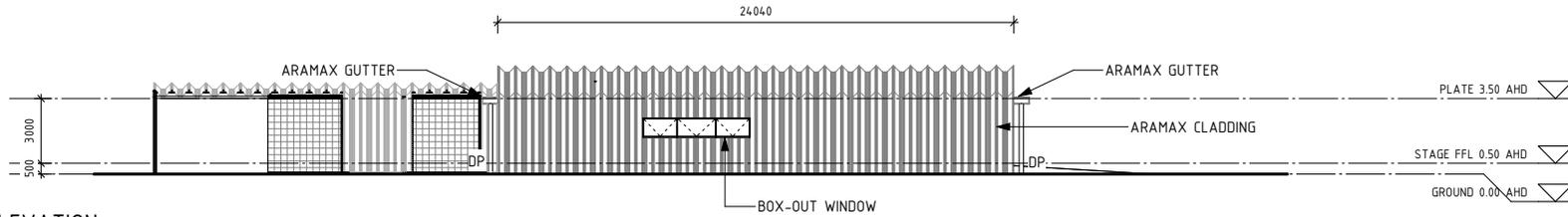
N



## 06. CONCEPT DESIGN - GROUND FLOOR PLAN STAGE P.30

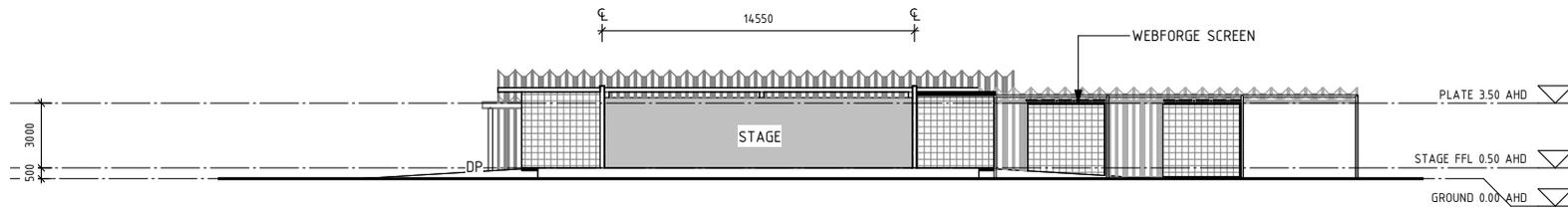


**06. CONCEPT DESIGN - ROOF PLAN  
STAGE P.31**



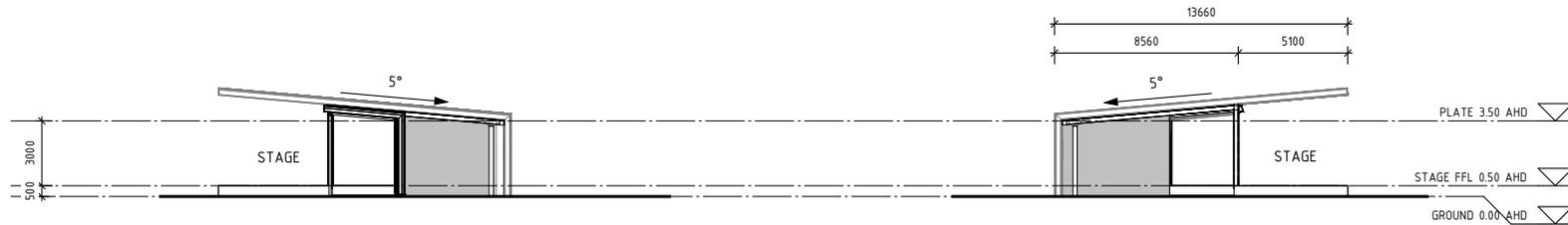
NE ELEVATION

SCALE 1 : 200



SW ELEVATION

SCALE 1 : 200



SE ELEVATION

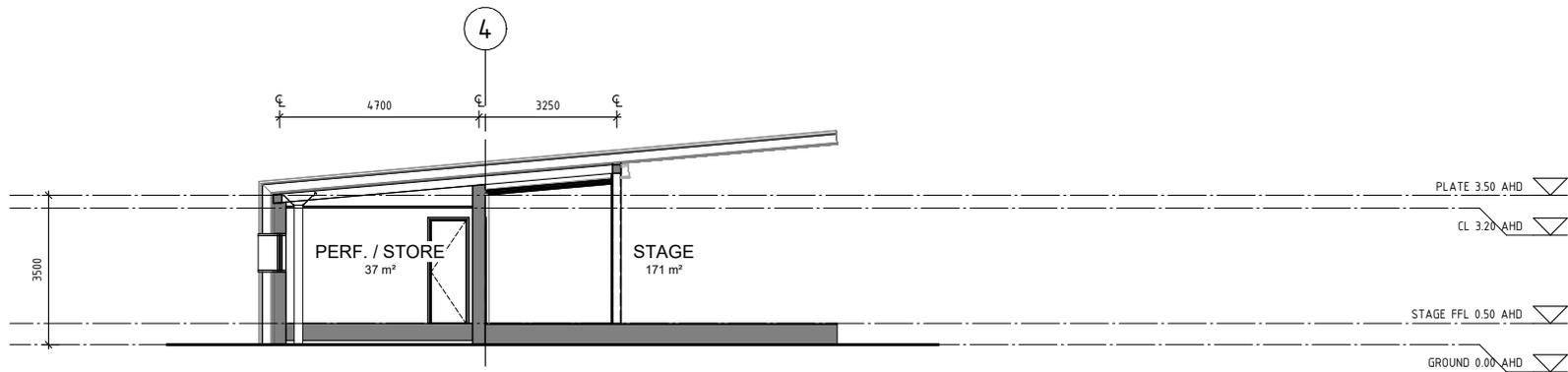
SCALE 1 : 200

NW ELEVATION

SCALE 1 : 200

# 06. CONCEPT DESIGN - ELEVATIONS

## STAGE P.32



STAGE - SECTION 02

SCALE 1 : 100

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**06. CONCEPT DESIGN - SECTIONS  
STAGE P.33**

## 7. LANDSCAPE CONCEPT

See Design Studio are the Landscape Architects engaged to deliver the landscape design for the James Street Precinct. Their concept design is guided by the original design philosophies, celebrating Esperance's natural environment, coastal character, heritage and culture, and offers a considered approach to linking the built environment with surrounding civic areas to create an integrated cultural precinct that adapts to form, function and environmental conditions.

A copy of their concept design package can be found attached. Refer Appendix 15.5.1.

### Circulation Plan

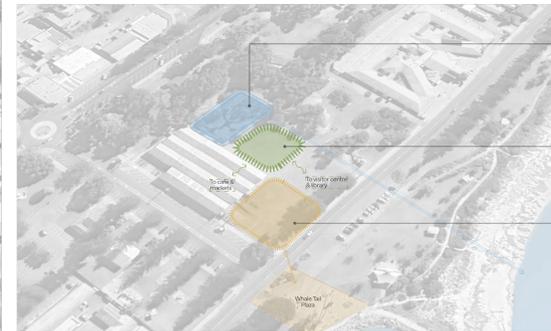
- Legend
- Key entry to building
  - ↔ Pedestrian movement
  - ↔ Bike access
  - ↔ Maintenance truck access
  - Event entry
  - ⊙ Community gathering



### Landscape Design Rationale

#### Design Response

The design responds directly to the coastal character of Esperance — its sweeping horizons, windswept dunes, and native coastal vegetation — while reinterpreting the town's heritage through materials, spatial hierarchy, and community purpose. It is shaped around three distinct yet interconnected landscape experiences that embody the ideas of open, protect, and place. The resulting landscape balances openness and shelter, capturing the dual essence of Esperance as a place of both exposure and refuge, gathering and reflection.



#### The Local Garden | Protect

- Coastal-adapted planting and natural landforms, reinforcing a sense of care and connection to place.
- A sheltered, resilient environment that supports both people and native ecology.

#### The Communal Square | Open

- Provides a flexible and expansive landscape for community gathering and celebration.
- Generous scale and unobstructed horizons echo the openness of Esperance's coastline.
- A cultural destination that unites history, landscape, and community.

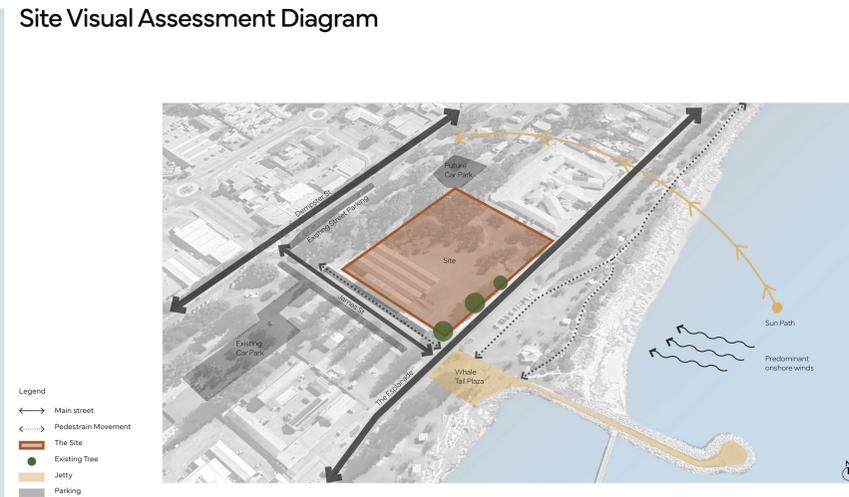
#### The Entry Plaza | Place

- Invites arrival and orientation, framing views to the ocean while celebrating local materials that ground the site in its context.
- Strengthens Esperance's identity as a coastal town and enhancing the physical and visual connectors between the town centre and the waterfront.

Site Context



Site Visual Assessment Diagram



**07. LANDSCAPE CONCEPT**  
**P.35**

## 8. MATERIALITY

### 8.1. MATERIAL SELECTIONS

The proposed material palette has been carefully developed to suit Esperance's coastal environment, considering durability, maintenance, local availability and alignment with the project's architectural intent. Coastal exposure and practical upkeep have guided the selection and detailing of all materials, with a focus on long-term performance, simplified palettes and safe maintenance in a marine setting. The precinct's architectural and public realm materials have been chosen to reflect Esperance's local identity and natural character while maintaining a cohesive connection to the surrounding civic spaces adjacent to the site.

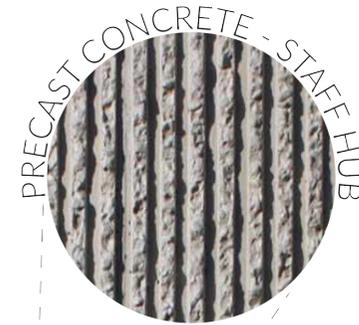
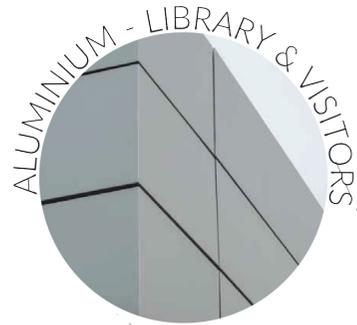


### CLADDING



### LANDSCAPE





● **08. MATERIALITY**  
**P.38**

## 9. APPROVALS AND COMPLIANCE

### 9.1. PLANNING PATHWAY AND AUTHORITY CONSULTATION

At concept stage, JSCP is being progressed on the basis that Shire endorsement of Option 1A will enable coordinated Design Development and early authority engagement. The Shire of Esperance is the local responsible authority and will assess the development application against Local Planning Scheme No. 24 (LPS 24) and relevant local planning policies. Edge Planning (Project Town Planner) has advised that, due to recent regulatory/statutory changes to the Development Assessment Panel (DAP/JDAP) system, the JSCP development is not anticipated to require referral to the Regional JDAP and can instead be determined via local planning approval under the Shire's planning policies and LPS framework.

Accordingly, the planned pathway through Design Development is to (1) confirm the final planning submission scope and sequencing with the Shire, (2) undertake early technical engagement on the key dependencies that may influence planning and building outcomes (including coastal finished floor level requirements and any consequential services implications), and (3) confirm any specialist referrals/approvals that remain applicable once the detailed scope is resolved.

### 9.2. NCC / ACCESS / UNIVERSAL DESIGN PRINCIPLES

The concept design is being developed to set up compliance with NCC 2022 and associated access provisions, with universal access treated as a precinct-wide organising principle (continuous accessible paths of travel, legible step-free routes, consistent wayfinding and dignified access for all users). Detailed access compliance (gradients, landings, door clearances, sanitary provision, TGS), signage and wayfinding details will be confirmed in Design Development, coordinated with the civil levels strategy and any finished floor level requirements arising from the coastal context (SPP 2.6). The project will also deliver the first adult change facility in the region.

### 9.3. FIRE AND EGRESS PRINCIPLES

At concept level, the planning intent is to maintain clear, intuitive egress paths from each principal occupancy/space to safe exits, avoid dead-end conditions where practicable, and preserve flexibility for compliant compartmentation and services routing as the design is resolved. Fire and egress strategy (construction type assumptions, fire separation, occupant loads, travel distances, exit widths, hydrants/sprinklers as required, and any performance solutions) will be progressed in Design Development in coordination with the building surveyor/certifier and (if engaged) fire engineer, informed by the confirmed building classifications and staging/operational constraints.

### 9.4. HERITAGE APPROVAL CONSIDERATIONS

JSCP includes existing assets and heritage interfaces that require a conservation-led approach (including the Goods Shed / museum components as applicable). Design Development will confirm the heritage listing status and statutory triggers (municipal inventory, or other listing pathways) and determine the required consultation/approvals with the relevant heritage authorities. The concept intent is to minimise unnecessary intervention, retain significant fabric where applicable, and embed interpretation as a key precinct outcome; the compliance pathway and any permit/approval requirements will be confirmed once listing status and scope interfaces are validated.

### 9.5. ABORIGINAL CULTURAL HERITAGE CONSIDERATIONS

Aboriginal cultural heritage due diligence will be undertaken in accordance with current Western Australian legislation. The State Government confirms the Aboriginal Cultural Heritage Act 2021 has been repealed and the Aboriginal Heritage Act 1972 (as amended) is the current legislation. Design Development will include a documented due diligence process appropriate to the JSCP site and proposed ground disturbance (including investigations, consultation and engagement with relevant Traditional Owners/representative bodies as required), with findings used to inform design, staging, procurement packaging and construction controls.

### 9.6. ENVIRONMENTAL / HAZARDOUS MATERIALS / SITE CONDITIONS

Concept design has identified several site-condition investigations that are required to de-risk Design Development and support cost certainty and buildability, including:

**COASTAL CONTEXT AND FINISHED FLOOR LEVELS:** SPP 2.6 coastal planning considerations require confirmation of an appropriate finished floor level and resilience approach, with flow-on implications for services infrastructure (including the potential need to raise/relocate electrical boards and critical equipment).

**GEOTECHNICAL AND GROUNDWATER:** site investigations (and any available Shire groundwater monitoring data, or additional monitoring where data is not available) are required to confirm ground conditions, groundwater profile, earthworks assumptions and drainage strategy.

**HAZARDOUS MATERIALS:** given the reliance on and/or interface with existing assets, hazardous materials due diligence (e.g., asbestos/lead-based paint where relevant) is to be confirmed through appropriate surveys and incorporated into staging, cost and construction methodology planning.

**SALT/COASTAL CORROSION:** materials and services durability will be refined in DD to respond to Esperance's coastal exposure and whole-of-life maintenance considerations.

### 9.7. OTHER STATUTORY TRIGGERS

Other potential statutory triggers to be confirmed in Design Development include (as applicable to the final scope): building demolition approvals (where any removals are required), excavation/fill approvals and stormwater strategy requirements, food premises compliance considerations if café/food service components proceed, and confirmation of any site-specific overlays or policy triggers under the Shire's planning framework. Planning and building process guidance is available via Shire Planning and Building Services and will be used to confirm the final pathway and submission sequencing.

## 10. DELIVERY STRATEGY

### 10.1. PROCUREMENT / ECI

The delivery strategy for the project will be further developed during the design development phase, however design allows for numerous construction stages or separable portions to be created if desired. For example, works to the existing machinery bay of the Goods Shed could easily be completed by a separate contractor.

In order to gain insight into the local construction industry a Local Builder Proforma Survey has been created and will be released in early 2026. This will help in guiding the design and shaping the procurement strategy for the project. In addition to this, the team will explore entering into a paid ECI (Early Contractor Involvement) with a suitable local head contractor at the commencement of Design Development to enable a cost effective and locally constructable design to be delivered.

## 11. CONSULTANT COORDINATION SUMMARY

### 11.1. CIVIL: DEMEZA CIVIL CONSULTING

Demeza Civil Consulting have been engaged to complete the Civil Engineering for the Precinct. Prior to commencing the concept design phase, they completed a Concept Design Review of the previous concept developed by Christou Design Group. Following this, they have undertaken initial investigations on site and prepared a concept design documentation package showing proposed civil design strategies, accompanied by a report. The concept design was completed prior to the availability of a detailed site survey which identified the presence of a Southern Ports fuel line, as well as potential acid sulphate soils and contamination risks.

The Civil Engineer's Concept Design Review and Concept Design Report can be found attached. Refer Appendix 15.5.2.

### 11.2. GEOTECHNICAL: WML CONSULTING ENGINEERS

WML Consulting Engineers have been engaged to complete the Geotechnical Engineering services for the Precinct. A geotechnical investigation is currently being coordinated for the site and is available to proceed early next week, subject to SOE approval. The scope and timing of ASS and contamination sampling are to be confirmed. Six test locations have been provided to the geotechnical consultant, and the depth to groundwater is to be confirmed.

### 11.3. ELECTRICAL: STANTEC AUSTRALIA

Stantec Australia have been engaged to provide Electrical Engineering services for the Precinct. They attended site to undertake a preliminary investigation of the existing electrical infrastructure, the findings of which are summarised in a Site Investigation Report. Following this, Stantec prepared a concept design documentation package outlining the proposed electrical design strategies, supported by an accompanying report. The concept design identifies the potential requirement for a minor upgrade to the existing main substation. Confirmation of available capacity at the existing substation located at the corner of the Esplanade and Langham Lane is currently being sought from Horizon Power.

The Electrical Engineer's Site Report and Concept Design Report can be found attached. Refer Appendix 15.5.4.

### 11.4. MECHANICAL: TIM FRANKLIN ENGINEERING

Tim Franklin Engineering have been engaged to provide Mechanical Engineering services for the Precinct. Prior to commencing the concept design phase, they undertook a Concept Design Review of the previous scheme prepared by Christou Design Group. A detailed proposed return brief is captured within the Concept Design Review and two design workshops have been completed to inform the concept design. A concept design package has been prepared outlining the proposed mechanical design strategies, supported by an accompanying report. The proposed mechanical design is considered to be a cost-effective solution for the project, with all plant located above the staff hub.

The Mechanical Engineer's Concept Design Review and Concept Design Report can be found attached. Refer Appendix 15.5.3.

### 11.5. HYDRAULIC: CONSTRUCTION HYDRAULIC DESIGN PTD LTD

Construction Hydraulic Design have been engaged to provide hydraulic engineering services for the Precinct. Prior to commencing the concept design phase, they undertook a Concept Design Review of the previous scheme prepared by Christou Design Group. Following this review, initial site investigations were undertaken and a Hydraulic Inspection Report was prepared documenting the existing site conditions. A concept design package has since been developed outlining the proposed hydraulic design strategies, supported by an accompanying report. Flow and pressure testing has confirmed that existing supply is sufficient, with no pumps or tanks required. Sewer servicing will require connection to the north-east via a pump station. Two existing fire hydrants are to be retained, with associated pipework to be replaced and a new booster provided.

The Hydraulic Engineer's Concept Design Review, Site Investigation Report and Concept Design Report can be found attached. Refer Appendix 15.5.5.

### 11.6. ACOUSTIC: STANTEC AUSTRALIA

Stantec Australia have been engaged to provide acoustic design services for the Precinct. Prior to commencing the concept design phase, they undertook a Concept Design Review of the previous scheme prepared by Christou Design Group. Following this review, a concept design package was prepared outlining the proposed acoustic design strategies, supported by an accompanying report. The proximity of the Comfort Inn has been identified as a key consideration and potential acoustic impacts are to be appropriately managed through suitable design solutions and Shire management plans.

The Acoustic Consultant's Concept Design Review and Concept Design Report can be found attached. Refer Appendix 15.5.7.

### 11.7. SURVEYOR: 36 DEGREES SOUTH ADVANCED SURVEYING

36 Degrees South Advanced Surveying have been engaged as the Surveyor for the project. A Site Feature Survey has been completed and documentation has been distributed to all sub-consultants.

The Site Feature Survey can be found attached. Refer Appendix 15.5.8.

### 11.8. SUSTAINABILITY / ESD: STANTEC AUSTRALIA

Stantec Australia have been engaged as the Sustainability / ESD consultant for the Precinct. Prior to commencing the concept design phase, they undertook a Concept Design Review of the previous scheme prepared by Christou Design Group. Following this review, a Sustainability Strategy has been prepared for the concept design, outlining proposed sustainability initiatives and identifying opportunities for integrating sustainable design principles into the concept design.

The Sustainability Consultant's Concept Design Review and Concept Design Report can be found attached. Refer Appendix 15.5.6.

### 11.9. PLANNING: EDGE PLANNING & PROPERTY

Edge Planning & Property have been engaged to provide planning advice for the Precinct. They completed a concept design review identifying key planning considerations and constraints to be addressed. The primary issues raised, coastal protection, parking, lot ownership and vesting, and land amalgamation, will be addressed in more detail during the Detailed Design phase.

The Town Planner's Concept Design Review can be found attached. Refer Appendix 15.5.10.

### 11.10. BUILDING SURVEYOR: COMPLYWEST BUILDING SURVEYORS

ComplyWest Building Surveyors have been engaged as the Building Surveyor for the Precinct. They completed a concept design review, identifying key compliance considerations and areas to be addressed in more detail during the Detailed Design phase.

The Building Surveyor's Concept Design Review can be found attached. Refer Appendix 15.5.11.

### 11.11. BUSINESS CASE: BRIDGE42

Bridge42 have been engaged as the Business Advisors for the Precinct. They completed a business case review for the project based on the previous concept design prepared by Christou Design Group. A business case for the revised concept design is scheduled to commence in December/January for Lottery West. A meeting with the grant writer and Shire of Esperance is scheduled for January 2026.

The Business Case review of the Christou concept can be found attached. Refer Appendix 15.5.12.

## 12. COST PLAN AND VALUE ALIGNMENT

### 12.1. CONCEPT COST PLAN SUMMARY

Ralph Beattie Bosworth (RBB) have been engaged as the Quantity Surveyor for the project. A concept-level cost plan has been prepared by RBB to provide an estimate of the current Option 1A concept design scope and to support Shire decision-making at the concept endorsement stage. The RBB cost plan is intended to indicate the likely cost range and principal cost drivers at this stage of design, recognising that the estimate will be refined as the project progresses through Design Development and scope, staging and technical dependencies are confirmed.

The gross project cost (excluding GST, but including fees, contingencies, loose furniture and escalation) for package 1 & 4 is \$28,210,000 ex GST.

A copy of the Cost Estimate can be found attached. Refer Appendix 15.5.9.

### 12.2. BUDGET ALIGNMENT AND KEY COST DRIVERS

At concept stage, the cost plan is being used as a tool to test alignment between the Shire's desired outcomes for JSCP and the anticipated cost implications of delivering those outcomes within a staged delivery model. The key cost drivers currently influencing JSCP include:

**STAGING AND DELIVERY PACKAGING:** enabling works vs core delivery vs later enhancements (including temporary works, operational continuity requirements, and duplicated mobilisation where staging is split).

**EXISTING ASSETS AND INTERFACES:** scope and extent of works to existing buildings/assets relied upon by the concept (including any upgrades required for compliance, services integration, and fit-for-purpose use).

**PUBLIC REALM SCOPE AND QUALITY:** extent of hardscape/landscape works, shade structures, lighting and external services to achieve a functional civic heart and safe night-time amenity.

**SITE CONSTRAINTS AND RESILIENCE REQUIREMENTS:** coastal context and the potential requirement to confirm higher finished floor levels and resilience measures (with possible flow-on impacts to civil works and services infrastructure).

**SERVICES AND ENERGY STRATEGY:** capacity and authority requirements and the Shire's intent to maximise PV, including any network constraints and integration allowances.

**REGIONAL CONSTRUCTION CONTEXT:** market capacity, preliminaries, logistics and potential cost premiums associated with regional procurement and delivery in Esperance.

These drivers will be refined and quantified through Design Development once investigations, authority feedback and scope confirmation are progressed.

### 12.3. VALUE MANAGEMENT OPPORTUNITIES

Value alignment for JSCP at concept stage has focused on maintaining the integrity of the precinct "big moves" and the Shire's core functional outcomes, while identifying areas where scope, staging or specification can be adjusted without compromising precinct performance. Concept-level value management opportunities include:

**STAGING PRIORITISATION:** delivering the "core precinct" components that unlock operational use first, while deferring enhancement items to later stages where funding permits.

**PUBLIC REALM OPTIMISATION:** focusing early works on the primary civic space, key pedestrian connections, lighting and shade, with secondary landscape enhancements staged later.

**EXISTING ASSET STRATEGY:** confirming the minimum necessary works to safely and compliantly utilise existing assets in the early stages, with enhancement/upgrade packages staged as required.

**SERVICES STRATEGY OPTIMISATION:** early confirmation of electrical/network constraints and PV integration approach to avoid rework and to align infrastructure investment with staged delivery.

**MATERIAL AND SPECIFICATION TUNING:** selecting robust, coastal-appropriate materials that balance whole-of-life value with upfront cost and maintenance capacity.

Any value management decisions will be tested in Design Development against operational requirements, compliance needs and whole-of-life outcomes, and will be documented alongside updated cost plans.

### 12.4. COST ASSUMPTIONS, EXCLUSIONS AND ALLOWANCES

The RBB cost plan is based on concept-level information and includes assumptions and allowances appropriate to this stage. A summary of key assumptions/exclusions/allowances is noted below, with full detail contained in the appendix:

**SCOPE DEFINITION:** based on the endorsed concept (Option 1A) and the inclusions/exclusions described in this report.

**STAGING ASSUMPTIONS:** cost implications vary depending on final staging boundaries, temporary works and operational continuity requirements.

**INVESTIGATIONS AND LATENT CONDITIONS:** allowances are subject to confirmation of geotechnical, groundwater and existing building conditions and documentation.

**AUTHORITY AND COMPLIANCE OUTCOMES:** allowances may change once final finished floor levels, resilience requirements (coastal context), services authority requirements, and compliance pathways are confirmed.

**REGIONAL MARKET CONDITIONS:** allowances reflect the regional procurement environment and may change with market testing.

Refer Appendix 15.5.9 for RBB's full assumptions, exclusions and allowances.

## 13. RISK, RFIS AND NEXT STEPS

### 13.1. TOP RISKS IDENTIFIED

At concept stage, JSCP's highest-priority risks relate to items that could materially influence finished floor levels, services strategy, buildability, programme and cost certainty as the project transitions into Design Development. The current "top risks" are summarised as follows (with full detail in the project risk register in the appendices); Refer Appendix 15.3.

**COASTAL CONTEXT / FINISHED FLOOR LEVELS (SPP 2.6):** potential requirement to adjust FFLs and resilience measures, with flow-on impacts to civil works and services infrastructure (including electrical board heights).

**GEOTECHNICAL / GROUNDWATER CONDITIONS:** ground conditions and groundwater profile may affect earthworks assumptions, drainage strategy and cost.

**EXISTING ASSETS / DOCUMENTATION GAPS:** limited structural documentation for existing assets relied upon by the concept (including the Goods Shed / museum components as applicable) may reduce design certainty and drive scope adjustments.

**SERVICES CAPACITY / PV INTEGRATION CONSTRAINTS:** early confirmation required regarding network constraints and the Shire's intent to maximise PV.

**APPROVALS PATHWAY / SEQUENCING:** while Edge Planning has advised the project is not anticipated to require Regional JDAP referral, approvals sequencing and any specialist referrals still need confirmation during DD.

**PROCUREMENT AND REGIONAL MARKET CAPACITY:** procurement approach, local contractor capacity and logistics may impact programme and staging feasibility.

### 13.2. RFI SUMMARY

During concept development, RFIs have been issued to support due diligence and reduce reliance on assumptions as the design progresses. These RFIs relate primarily to site conditions, existing documentation, and specialist inputs required to validate key design decisions. At the time of concept issue, the following RFI streams are ongoing/active (summary only):

#### OUTSTANDING RFIS:

RFI:004 – Museum Planning Exercise

RFI:007 – Sea Wall Design

RFI:008 – Outdoor Stage Functionality

Responses to RFIs (and any resulting actions) will be tracked through DD and incorporated into the risk register, programme and cost plan updates.

### 13.3. INFORMATION GAPS / INVESTIGATIONS REQUIRED

The following investigations and information confirmations are required to de-risk Design Development and support improved cost certainty and approvals planning:

**COASTAL ENGINEERING INPUT** to confirm finished floor levels and resilience requirements (and any consequential implications for services infrastructure and building interfaces).

**GEOTECHNICAL INVESTIGATIONS AND GROUNDWATER CONFIRMATION,** including confirmation of existing data availability and/or additional monitoring requirements.

**EXISTING ASSET VALIDATION,** including retrieving available documentation and undertaking targeted structural review where existing assets are relied upon or modified (including the Goods Shed / museum components as applicable).

**EARLY SERVICES AUTHORITY ENGAGEMENT** to confirm electrical supply constraints, PV integration requirements, and any implications for staging or infrastructure upgrades.

**APPROVALS ROADMAP CONFIRMATION** with the Shire (local planning pathway), including identification of any specialist referrals and documentation expectations for submissions.

**HAZARDOUS MATERIALS DUE DILIGENCE** for existing assets interfacing with the scope (as relevant), to inform staging, demolition/alterations methodology and cost allowances.

### 13.4. NEXT STEPS - DESIGN DEVELOPMENT ROADMAP

Subject to Shire endorsement of the concept design report, Design Development will progress the concept to a coordinated, authority-informed design position with improved buildability and cost certainty. At a high level, the DD roadmap will include:

- Confirm spatial planning, key dimensions, adjacencies, and operational planning; progress coordinated consultant inputs (architecture, civil, structural, services, landscape, access) to a resolved DD position.
- Confirm local planning pathway (noting Edge Planning's advice regarding no anticipated Regional JDAP referral), commence early authority engagement, and establish an approvals and submission programme.
- Confirm site levels strategy and FFLs (including coastal resilience requirements) and integrate into civil and architectural coordination.
- Confirm network constraints and PV integration approach; progress primary plant/infrastructure coordination and staging implications.
- Refine staging packages, construction methodology assumptions and operational continuity planning; align staging to funding and procurement strategy.
- Obtain an updated DD cost plan and undertake targeted value management exercises where required to align scope with budget and priorities.
- Document and obtain timely client decisions at key milestones (scope inclusions/exclusions, staging boundaries, approvals strategy, services approach, public realm priorities).



VIEW LOOKING NORTH-WEST OF LIBRARY AND VISITORS CENTRE FROM ESPLANADE

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VIEW LOOKING NORTH OF LIBRARY AND VISITORS CENTRE FROM ESPLANADE

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VIEW OF ARRIVAL PLAZA, LOOKING NORTH

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VIEW OF ARRIVAL PLAZA, LOOKING NORTH-EAST

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VIEW OF LIBRARY AND VISITORS CENTRE ENTRANCE, LOOKING EAST

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VIEW OF LIBRARY AND VISITORS CENTRE ENTRANCE, LOOKING SOUTH

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VIEW OF LIBRARY AND VISITORS CENTRE ENTRANCE, LOOKING SOUTH-EAST

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VIEW OF STAFF HUB, LOOKING WEST

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VIEW OF CENTRAL COURTYARD, LOOKING SOUTH

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VIEW OF CENTRAL COURTYARD, LOOKING SOUTH

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VIEW OF CENTRAL COURTYARD AND STAGE, LOOKING NORTH-EAST

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VIEW OF CENTRAL COURTYARD AND STAGE, LOOKING SOUTH-EAST

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VIEW OF STAGE, LOOKING SOUTH

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VIEW OF CENTRAL COURTYARD AND STAGE, LOOKING NORTH-EAST

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VIEW OF LIBRARY BREAKOUT, LOOKING SOUTH-WEST

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VIEW OF LIBRARY BREAKOUT, LOOKING WEST

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VIEW OF LIBRARY COLLONADE, LOOKING NORTH

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VIEW OF STAGE AND NEIGHBOURS SCREENING, LOOKING NORTH-EAST

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VIEW OF CAFE AND MUSEUM, LOOKING SOUTH-WEST

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VIEW OF ENTRY FORECOURT, CAFE AND MUSEUM, LOOKING NORTH-WEST

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VIEW OF CAFE AND MUSEUM GOODS SHED, LOOKING WEST

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VIEW OF LIBRARY, VISITORS CENTRE AND CAFE, LOOKING SOUTH

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VIEW OF ENTRY FORECOURT, LIBRARY, VISITORS CENTRE AND CAFE, LOOKING NORTH

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INTERNAL VIEW OF CAFE

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INTERNAL VIEW OF CAFE

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## **15.APPENDICES**

- 15.1. UPDATED SCHEDULE OF ACCOMMODATION**
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  - 1. LANDSCAPE ARCHITECT REPORT**
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  - 9. QUANTITY SURVEYOR (COST ESTIMATE)**
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- 15.6. PROJECT VISION AND PRIORITIES REVIEW**
- 15.7. GAP ANALYSIS REPORT**
- 15.8. STAKEHOLDER WORKSHOP NOTES**
- 15.9. CONCEPT DESIGN REVIEW REPORT**



## POL 0070: Private Connections to Shire Drainage

### COUNCIL POLICY

#### **Purpose**

To ensure suitable engineering details of a proposed drainage connection are submitted for consideration prior to any approval being issued by the Shire.

Water Sensitive Urban Design (USUD) and on-site retention of stormwater run-off is preferred by the Manager Asset Development if the site conditions are appropriate in relation to technical and amenity considerations, with the retention of run-off reducing the peak discharge of the downstream drainage system.

#### **Scope**

Document defines design requirements and method of determination of costs involved, for the connection of private properties or new developments to the Shire of Esperance stormwater drainage system. Policy affects any private landowner or developer wishing to link property drainage infrastructure in to the Shire's Stormwater drainage system.

#### **Definitions**

N/A

#### **Practice**

Any approval for private connection to Shire Drainage shall be subject to the following conditions -

1. The Shire must be given forty-eight (48) hours' notice by the applicant of the intention to undertake works within the road reserve. Shire inspection is required.
2. The applicant shall be responsible for determining and obtaining the necessary permits, etc. if required, to excavate near to or adjacent to any existing services. The applicant is fully responsible for contacting relevant service authorities to determine the exact location of services and will be responsible for any damage caused to services during the course of construction.
3. During the course of the works the applicant/property owner shall ensure the works are carried out by a suitably qualified tradesperson, and shall be responsible for all aspects of the works, including public safety. Traffic Management is to be in accordance with *AS 1742.3* and *MRWA Code of Practice for Traffic Management for Works on Roads*.
4. All works required pursuant to the conditions of approval shall be designed and constructed, at the applicant's cost, in accordance with the requirements of Shire of Esperance and *Australian Rainfall and Runoff*.  
Certified engineering design plans by a registered professional engineer will be required to be submitted for approval by the Manager Asset Development if requested by the Shire. Alternatively, the applicant may request Council to carry out the design and/or construction of the works subject to Shire resource

availability. Work undertaken by the Shire of Esperance shall be costed at Private Works rates.

5. All road verge areas, kerbing or footpaths/dual use paths affected by the works shall be reinstated to the satisfaction of the Manager Asset Development following completion of the drainage connection works. In the event of the work being considered unsatisfactory by the Manager Asset Development, the Shire will reinstate at the applicant's cost to Shire standards. Such cost shall be at Private Works rates.
6. A head works fee, paid by the applicant, for a connection to existing Shire of Esperance drainage shall be on the basis of the impervious area being added to the existing drainage system in relation to the total catchment area. The headworks fee is to be as per Council's annual schedule of fees and charges.
7. Where downstream stormwater drainage will require upgrading as a direct result of a proposed connection, the applicant will be responsible for a portion of the associated augmentation costs as determined by the Shire. In determining such costs the Shire will consider the anticipated stormwater runoff from the relevant fully developed catchment and the proportion of runoff contributed to the system by the proposed connection. The Shire reserves the right to refuse connection or stage augmentation works of downstream drainage to accommodate a specific connection.  
Contributions of actual works, in lieu of cash, may be acceptable subject to the discretion of the Shire.
8. Where stormwater drainage systems deemed necessary to serve a development by the Manager Asset Development do not exist, the applicant will be responsible for a proportion of the design and construction costs of the required system to a nominated legal point of discharge. The applicant's contribution shall comprise the lesser of the following:
  - a. The relevant proportion of the cost to design and construct a suitable drainage system for the fully developed catchment as determined in accordance with Shire of Esperance drainage guidelines, *Water Sensitive Urban Design (USUD)* and current *Australian Rainfall and Runoff*. In determining such costs the Shire will consider the anticipated design discharge from the fully developed catchment and the proportion of runoff contributed by the proposed development; or
  - b. The cost of the design and construction of a suitable stormwater drainage system from the proposed development to a legal point of discharge as nominated by Council. The subject stormwater drainage system shall be constructed in accordance with Shire' drainage guidelines and *Australian Rainfall and Runoff*.

Council reserves the right to refuse connection or staged construction of the downstream drainage to serve a proposed development. Contributions of actual works in lieu of cash may be acceptable subject to the discretion of Council.

.....End.....

**Document Information**

Responsible Position	Manager Asset <a href="#">Planning &amp;</a> Development
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*
- *AS 1742.3*
- *MRWA Code of Practice for Traffic Management for Works on Roads*
- *Water Sensitive Urban Design (USUD)*
- *Australian Rainfall and Runoff*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Jan 1994	1		New policy	O0194-164	Jan 1996
Sept 2007	2	D12/60			Sept 2009
Feb 2016	3	D16/28964	Update to current names and titles. Changes to some wording to match current practices, guidelines and standards.	O0216-042	Feb 2018
Aug 2018	4	D16/28964[v2]	Minor changes.	O0818-091	Aug 2020
Dec 2019	5	D16/28964[v3]	Minor amendments to wording.	O1219-268	Dec 2021
Mar 2022	6	D16/28964[v4]	No change.	O0322-062	Mar 2024
Mar 2024	7	D16/28964[v5]	Added scope.	O0324-023	Mar 2026



## ~~POL 0071: Property Owners Contribution to Underground Power~~

### ~~Purpose~~

~~To define any contribution that would be required from property owners in the event of the Shire being successful with a State Underground Power Program application.~~

### ~~Scope~~

~~Document defines how the Shire will determine the amounts required to be contributed by adjacent property owners in the event of a successful State underground power program application. Policy affects property owners adjacent to sections of overhead power supply lines which are intended to be replaced with underground power supply infrastructure under the program.~~

### ~~Definitions~~

~~**State Underground Power Program:** The State Underground Power Program is an initiative that replaces overhead power lines in established areas with underground power infrastructure. This program is due to conclude in 2024 and be replaced with the Targeted Underground Power Program (TUPP)~~

### ~~Practice~~

~~That the Shire use the following method when requiring adjacent property owners to contribute towards Underground Power –~~

- ~~1. All property owners pay a pro-rata amount based on road frontage, with connections costs being the owner's responsibility.~~
- ~~2. The proportion of the Shire owned land (road intersection, right of way, etc) be included in the calculation of frontage.~~
- ~~3. Property owners are to contribute 50% of the total project cost, excluding the streetlight component that is the Shire's responsibility.~~
- ~~4. Project financing costs are to be accounted for in the total costs. This will be calculated by working out how much the Shire's borrowing costs will be over the period, and adding this to the amount to be collected from property owners.~~
- ~~5. Property owners with switchgear or transformers located on their property (with the exception of the Shire will receive a 20% discount on their contribution.~~
- ~~6. The Shire is to consider at the time of raising the service charge, whether property owners should be charged in instalments over a number of years. The average charge is to be utilised in considering whether a service charge should be over more than one year.~~
- ~~7. Pensioners to be given a 50% rebate, if funding can be recovered by the Shire from the Office of State Revenue (or other Government Instrumentality).~~
- ~~8. Undertake the collection of funds from ratepayers by way of a service charge levied under Section 6.38(1) of the Local Government Act 1995.~~

~~9.—Establish a Reserve fund under Section 6.11 of the *Local Government Act 1995* as required by Section 6.38(2), if funds received by way of service charges exceed the current year’s projected expenditure.~~

.....End.....

**Document Information**

Responsible Position	Manager Asset Development
Risk Rating	Low

**Referencing Documents**

- Local Government Act 1995*

**Revision History**

Date	Version	GM Reference	Reason for Change	Resolution #	Next Review
Sept 2007	1	D12/64	New policy	00907-1117	Sept 2009
Feb 2016	2	D16/28965	Change ‘Council’ to ‘the Shire’.	00216-042	Feb 2018
Aug 2018	3	D16/28965[v2]	No change.	00818-091	Aug 2020
Dec 2019	4	D16/28965[v3]	No change to wording.	01219-268	Dec 2021
Mar 2022	5	D16/28965[v4]	No change	00322-062	Mar 2024
Mar 2024	6	D16/28965[v5]	Added scope and definition	00324-023	Mar 2026



## POL 0072: Permanent Road Closures

# COUNCIL POLICY

### Purpose

To allow the Shire to consider applications from adjacent landowners to have a road reserve closed.

### Scope

Document details points for consideration upon receipt of a request from an adjacent landowner for the permanent closure of a road reserve. Policy affects property owners with lots adjacent to road reserves who wish to have said road reserve closed permanently as well as Shire staff required to assess these requests.

### Definitions

N/A

### Practice

The Shire will consider, on representation from adjacent landowners, to approach the relevant authorities to have a road reserve closed.

Processing of such an application will be considered on the following basis -

1. That the closure is consistent with the Shire of Esperance Functional Road Hierarchy.
2. That the road reserve is not required for reasons of planning, particularly in relation to future land development and access.
3. That road reserves containing native vegetation should be retained to preserve the existing flora and fauna within the reserve.
4. That the road reserve has potential for future native vegetation offsets/land swaps in pursuit of natural resources.

That if a road is closed the land within the reserve may be annexed to adjacent holdings.

.....End.....

### Document Information

Responsible Position	Manager Asset <a href="#">Planning &amp;</a> Development
Risk Rating	Low

### Referencing Documents

- *Local Government Act 1995*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Oct 2004	1		New policy.	O1004-0967	Oct 2006
Sept 2007	2	D12/57			Sept 2009
Feb 2016	3	D16/28966	Change 'Council' to 'the Shire'. Additional bullet point regarding native vegetation offsets/land swaps.	O0216-042	Feb 2018
Aug 2018	4	D16/28966[v2]	No change.	O0818-091	Aug 2020
Dec 2019	5	D16/28966[v3]	Minor amendments to wording and removal of some wording in points 1 and 3.	O1219-268	Dec 2021
Mar 2022	6	D16/28966[v4]	No change.	O0322-062	Mar 2024
Mar 2024	7	D16/28966[v5]	Added scope.	O0324-023	Mar 2026



## POL0073: Street Verge Development

### COUNCIL POLICY

#### **Purpose**

To provide an opportunity for residents to develop and maintain street verges and to ensure that street verges within the Shire of Esperance are managed and developed to an appropriate and consistent standard, with due regard to streetscape amenity, aesthetics and public safety.

#### **Scope**

This policy applies to townsite street verges within the Shire of Esperance.

#### **Definitions**

N/A

#### **Practice**

##### Background

Street verges make an important contribution to the aesthetic nature of the Shire of Esperance. A street verge can provide amenity value and add character whilst providing a range of environmental, social and economic benefits. Street verges are typically described as the area of land between a road edge and the adjacent property boundary.

The Shire recognises that the appearance of a verge is important to property owners/occupiers because of the significant aesthetic impact on their dwellings. The Shire maintains street verges with available resources with a priority on verges adjacent to public sites, community assets and infrastructure or based on broader community benefit. [The Shire encourages property owners/ occupiers to maintain and develop verges adjacent to properties in line with this policy.](#)

##### Policy

Street verge development and maintenance may be undertaken by adjacent landowners in accordance with the relevant conditions.

##### Conditions

1. A person shall not plant and maintain a garden or lawn on a street verge -
  - a. such that it extends beyond the frontage of the adjoining/abutting property in respect of which the approval is granted;
  - b. such that it encroaches on the pavement of the carriageway or a constructed path or adversely impacts on Shire infrastructure;
  - c. such that it encompasses earth mounding, rocks, retaining walls or built structures, i.e. fountains, ponds; or
  - d. to the exclusion of any public pedestrian access.
2. The owner or occupier of land abutting a street verge, in which a lawn or garden is to be planted and maintained, shall make arrangements to determine the

- location of public utilities which may be located within the road reserve, prior to installation and shall be liable for damage to any utilities [or shire infrastructure](#).
3. Street verge development in line with this policy does not give the person the right to clear native vegetation [or alter or damage any street trees](#).

#### Permissible Treatments

The owner or occupier of land abutting onto a street verge may, on the street verge in front of such land, install one of the following five treatments:

##### Treatment One – Lawn

1. Plant and maintain a lawn subject to -
  - a. The owner of land abutting a portion of a street verge in which a lawn is planted, ensuring that any water pipe laid to that lawn:
  - b. Is kept beneath the surface of the road reserve, at a depth of not more than 300mm no less than 150mm and so that any fitting connected to a pipe does not project above the surface of the lawn or garden.
  - c. If connected to a public water supply, complies with the requirements of the Water Corporation being the body constituted for, and having control of water in the district.
  - d. If connected to a private water supply, where passing under road, pavement, made footpaths, or crossings, is of at least class 12 PVC piping.
  - e. Has approved valves, located within the private property where they are connected to the water supply and is fitted so as to give complete control of the flow and isolation of water for that supply.
  - f. Irrigation sprinklers must be positioned to minimise water spraying on either pedestrian pathways or vehicle carriageways and adjacent properties.

##### Treatment Two – [Native Verge](#) Garden

Plant and maintain a garden subject to -

1. The Shire encourages the residents to plant native species that are drought tolerant and water saving verge treatments. [The Shire permits a native verge garden to be mulched](#).
2. No part of the garden (plant, or other vegetation making up the garden) exceeding a height of 750mm (excluding approved street trees).
3. No plant or other vegetation making up the garden being of an invasive, thorny or poisonous nature or otherwise creating a hazard.
4. Where there is no footpath, a 2.0m wide strip parallel and adjacent to the kerb being provided and this area being sufficiently stable for pedestrian traffic and as approved by the Manager Asset Development.
5. In the event that portion of the garden being lawn or involving the installation of irrigation infrastructure, that development complying with Treatment One as described above.

Treatment Three – [Hard Surface and](#) Part Paved Areas

Portion of a street verge may be treated with an 'acceptable material' subject to -

1. The area of hard surface being limited to a maximum of 33% of the total area of the verge (excluding any crossover).
2. Hard surface treatments being installed to accommodate vehicle loadings in compliance with the Shire's specifications for the construction of residential crossovers.
3. The remainder of the street verge being developed with lawn or garden.
4. In the event that lawn or garden is planted on the remaining portion of the road reserve, that development complying with Treatment One and or Treatment Two described above.

Treatment Four – Complete [Hard Surface and](#) Paved Area

The Shire at its discretion may approve the paving of an area which is greater than 33% of the total verge (excluding existing crossovers) with an 'acceptable material' subject to -

1. A proven need
2. In the opinion of the Shire, not constituting a negative impact on the aesthetic and amenity value of the existing streetscape.
3. An appropriate storm water drain disposing of excess water into an approved soak well system.
4. The construction of the drain and soak well being installed to specifications approved by the Shire.

Treatment Five – Verge Stabilisation

The street verge may be stabilized with a 50mm thick permeable layer of gravel, [crushed limestone material](#) or scalps to stabilize sandy surfaces. It is the landowner's responsibility to maintain the surface to a smooth uniform finish.

Obligations of Owner or Occupier

Maintenance of street verge landscaping (apart from a street tree if present) is the responsibility of the owner and/or occupier of the property adjoining the street verge.

An owner or occupier who installs or maintains an approved verge treatment shall -

1. Keep the approved verge treatment in a good and tidy condition and ensure, where the verge treatment is a [native](#) garden or lawn, that a footpath on the verge and a carriageway adjoining the verge is not obstructed by the verge treatment.
2. Not place any obstruction on or around the verge treatment.
3. Not disturb a footpath on the verge.

Interpretation

This Policy is to be read in conjunction with the Shire of Esperance *Activities in Thoroughfares and Public Places and Trading Local Law 2016* and *Shire Street Tree Policy*.

The term 'acceptable material' includes [mulch](#), brick paving, bitumen, concrete, compacted metal dust/scalps/[crushed limestone](#) and paving slabs. Materials not classified as acceptable include crushed brick rubble, [limestone](#), pea gravel or any other material deemed by Council to be unstable or unsuitable.

**Implementation**

1. Verge development in accordance with Treatments Two, Three and Four require written approval of the Shire.
2. Applications for verge development in accordance Treatments Two, Three and Four are to include a plan detailing the proposed verge development, including the portions of any proposed garden beds, trees, shrubs and paved areas.
3. Applications must include details of any proposed plant species, noting that unsuitable species, such as those of an invasive, thorny or poisonous nature will not be approved.

.....End.....

**Document Information**

Responsible Position	Manager Parks and Environment
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*
- *Activities in Thoroughfares and Public Places and Trading Local Law 2016*
- *Street Tree Policy*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Feb 2003	1		New policy	O0203-0509	Feb 2005
Sept 2007	2	D12/71			Sept 2009
Feb 2016	3	D16/28968	Remove statement of intent – covered under objective. Remove item 3 under associated procedure and move to 'Treatment Two – Garden' item 5. Addition of fifth permissible treatment – Verge Stabilisation	O0216-042	Feb 2018
Aug 2018	4	D16/28968[v2]	Minor changes	O0818-091	Aug 2020
Dec 2019	5	D16/28968[v3]	Change responsible officer, minor wording changes, inclusion of landowner responsibility to maintain verges adjacent to their property.	O1219-268	Dec 2021

Mar 2022	6	D16/28968[v4]	Update background to specify Shire responsibilities. Include paragraph in Obligations of Owners and Occupiers to specify responsibilities. Minor wording updates throughout.	O0322-062	Mar 2024
Mar 2024	7	D16/28968[v5]	Change title to Street Verge Development, amend scope, add point 3 under conditions.	O0324-023	Mar 2026



## POL 0074: Mineral Exploration Within Land & Road Reserves Managed by the Shire of Esperance

### COUNCIL POLICY

#### **Purpose**

To allow consideration of applications from mining companies to undertake exploratory drilling in reserves, freehold land and road reserves under the management of the Shire.

#### **Scope**

This policy applies to all mineral exploration within land and road reserves managed by the Shire of Esperance.

#### **Definitions**

N/A

#### **Practice**

The Shire will consider application from mining companies to undertake exploratory drilling in reserves, freehold land and road reserves under the management of the Shire. Approval will generally be granted subject to applicant agreeing to and undertaking the conditions and requirements as outlined in the below section, excluding the following areas (and adjacent areas) -

1. Within any town site boundaries.
2. Rural residential, rural small holdings and industrial zoned land as defined by the latest Local Planning Scheme.
3. Coastal reserves, conservation reserves, waterways or sensitive area deemed to have social, cultural, commercial, local economic or environmental value.

A breach of any of the conditions and requirements by the applicant (or their contractor or sub-contractor or agent etc.) will result in their approval being revoked, with exploration to immediately cease within any land managed by the Shire. The applicant will need to reapply for approval demonstrating how they will not breach the conditions and requirements again.

#### Conditions and Requirements

The following are the conditions and requirements relating to applications for Mineral Exploration within reserves, freehold land and road reserves under the management of the Shire -

1. The Shire is to be provided with a plan showing the sites of all proposed drilling operations prior to commencement.
2. No drilling is permitted within the running surface or shoulder of any road unless explicitly approved by the Shire of Esperance. This will only be considered on minor tracks outside the farming land.

3. Exploration to proceed with minimal interference with flora and fauna contained within the area under exploration. Any removal of native vegetation to be in accordance with the *Environmental Protection (Clearing of Native Vegetation) Regulations 2004*.
4. The applicant must, where necessary, rehabilitate exploration sites where native vegetation is disturbed.
5. Exploration to be in accordance with the requirements under the current Aboriginal Cultural Heritage Act, Regulations and associated Guidelines.
6. Drilling operation to cease during periods when there is a total fire ban declared or a harvesting and vehicle movement issued in the area of exploration.
7. The Shire is to be provided with detail of any gravel reserves or potable water supplies which may be discovered during the drilling operation.
8. The holder of the Exploration License must undertake drilling operations in such a manner so as to -
  - a. prevent the interaction of aquifers (this may require casing of drill holes); and
  - b. avoid interference with aquifers tapped by private water supplies.
9. Where the exploration is within a road reserve or near a public road, a Traffic Management Plan (TMP) is required to be submitted as part of the application. The TMP is to be undertaken by a qualified person be in accordance with -
  - a. AS 1742.3:2019 Manual of uniform traffic control devices Part 3 Traffic control for works on roads;
  - b. MRWA Code of Practice for "Traffic Management for Works on Roads"; and
  - c. Austroads Guide to Temporary Traffic Management (AGTTM).
10. The applicant must indemnify the Shire against any claims for injury and property damage that may be sustained by members of the public as a result of drilling operations.
11. All drill holes in the road reserve are to be maintained to ensure public and animal safety. All drill holes are to be reinstated upon completion of the exploration.
12. Any surfaces disturbed during the operations to be reinstated to the satisfaction of the Director of Asset Management. In the event of the work being considered unsatisfactory by the Director of Asset Management the Shire will reinstate at the applicant's cost to Council standards. Such cost will include the Shire of Esperance Private Works On-Cost.
13. A breach of any of the conditions and requirements by the applicant (or their contractor or sub-contractor or agent etc.) will result in their approval being revoked, with exploration to immediately cease within any land managed by the Shire.

The applicants must provide the Shire with correspondence agreeing to or addressing the 13 dot points above.

This Policy does not remove the need for any approvals required under relevant legislation, including the *Mining Act 1978* and the *Environmental Protection Act 1986*.

.....End.....

**Document Information**

Responsible Position	Manager Asset <u>Planning &amp;</u> Development
Risk Rating	Medium

**Referencing Documents**

- *Local Government Act 1995*
- *Mining Act 1978*
- *Environmental Protection Act 1986*
- MRWA Code of Practice for "Traffic Management for Works on Roads"
- AS 1742.3:2019 Manual of uniform traffic control devices Part 3 Traffic control for works on roads
- *Environmental Protection (Clearing of Native Vegetation) Regulations 2004*
- Aboriginal Cultural Heritage Act, Regulations and associated Guidelines
- Austroads Guide to Temporary Traffic Management (AGTTM)

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Oct 2004	1		New policy	O1004-0967	Oct 2006
Sept 2007	2	D12/50			Sept 2009
Feb 2016	3	D16/28969	Addition of current standards and Code of Practice for Traffic Management purposes and guidelines regarding drill holes in road reserve. Update to current names and titles. Remove prescriptive descriptions regarding Private Works on costs.	O0216-042	Feb 2018
Aug 2018	4	D16/28969[v2]	No change	O0818-091	Aug 2020
Dec 2019	5	D16/28969[v3]	No change to wording.	O1219-268	Dec 2021
Mar 2022	6	D16/28969[v4]	No change	O0322-062	Mar 2024
Aug 2023	7	D16/28969[v5]	Include land managed by the Shire instead of just road reserves, exclusion of specific areas, revocation of approval if breaches occur, and provision that drilling within road running surface or shoulder is only allowed upon explicit approval by the Shire. Changes to reflect current terminology and references.	O0823-150	Aug 2025
Mar 2024	8	D16/28969[v6]	Biennial review, no change.	O0324-023	Mar 2026



## POL 0075: Delegated Authority to Approve Off-Site Signage on Main Roads

### COUNCIL POLICY

#### **Purpose**

To allow the Shire to consider applications for off-site signage, under delegation of authority on Main Roads.

#### **Scope**

Document details the principles to be considered when approving signage which is visible from the road carriageway but is located within private property. Policy affects land and business owners wishing to install signage on private property and Shire required to assess these requests.

#### **Definitions**

**Off site:** refers to locations outside the road reserve.

#### **Practice**

The following principles are to be applied when using delegated authority relating to applications for off-site signage on main roads.

Delegated Authority Relating to Main Roads Sign Categories 2, 3 and 4.

The following principles will form the basis of the Shire's consideration of applications for off-site signage, under Delegation of Authority relating to Main Roads.

1. Farm signage of a directional, non-commercial nature will be permitted in road reserves in compliance with relevant Main Roads General Permission Criteria. Wherever possible, directional farm signage will be positioned adjacent to the farm property entrance.
2. All approved signage must be kept in a well maintained condition and remain relevant to the advertised business name and activity, or farm locality.
3. Approved signage will be licensed for a five (5) year period, with common expiry date of 31 December.
4. To assist the Shire to comply with Main Roads General Permission Criteria Chapter 9.1.2 (Traffic Hazard Potential), private landowners are permitted one (1) commercial sign only per lot/location.
5. Failure to comply with Statement of Principles or maintain Main Roads General Permission Criteria will terminate the license and require removal of signage by owner.

Under these arrangements, approved commercial advertising is restricted to private property and directional signage only may be permitted in road reserves.

The Chief Executive Officer is authorised to convey the requirements to existing off-site owners and ensure compliance is maintained with Main Roads General Permission Criteria.

Council first accepted Mains Roads delegated authority for the management of Category 2 signs within the Shire in 1997.

In 1998 Council accepted Main Roads delegated authority for the control and management of Category 3 and 4 type signage within the Shire.

.....End.....

**Document Information**

Responsible Position	Manager Asset <a href="#">Planning &amp;</a> Development
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Dec 2003	1		New policy	O1203-0751	Dec 2005
Sept 2007	2	D12/27			Sept 2009
Feb 2016	3	D16/28971	Change 'Council' to 'the Shire'	O0216-042	Feb 2018
Aug 2018	4	D16/28971[v2]	Minor changes	O0818-091	Aug 2020
Dec 2019	5	D16/28971[v3]	Point one deleted as this forms part of the Signage Local Planning Policy.	O1219-268	Dec 2021
Mar 2022	6	D16/28971[v4]	No change	O0322-062	Mar 2024
Mar 2024	7	D16/28971[v5]	Added scope and definition.	O0324-023	Mar 2026



## POL 0076: Guidelines for Subdivisional Development

COUNCIL POLICY

### Purpose

To provide a guide to assist the Shire and the development industry in managing the assessment and approval processes relating to the installation of roads, drainage, footpaths, earthworks, streetscapes and public open space in new subdivisions and developments.

### Scope

Document intended to provide Shire staff and Developers information on the required standards/specifications on roads, drainage, footpaths, earthworks, streetscapes and public open space in new subdivisions and developments.

### Definitions

N/A

### Practice

The Shire will use the latest versions of the *Local Government Guidelines for Subdivisional Development* document produced by the Institute of Public Works Engineers Australia (WA Division Inc.) (IPWEA) as the base guidelines for assessing and approving subdivisions and developments in relation to asset infrastructure requirements.

.....End.....

### Document Information

Responsible Position	Manager Asset <a href="#">Planning &amp;</a> Development
Risk Rating	Low

### Referencing Documents

- *Local Government Act 1995*
- *Local Government Guidelines for Subdivisional Development*

### Revision History

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Mar 2010	1	D12/43	New policy	O0310-1426	Mar 2012
Feb 2016	2	D16/28973	Remove prescriptive descriptions regarding Regional Road Development Strategy. Change 'Council' to 'the Shire'	O0216-042	Feb 2018
Aug 2018	3	D16/28973[v2]	Minor changes	O0818-091	Aug 2020
Dec 2019	4	D16/28973[v3]	Removal of operational wording which is contained within the Guidelines.	O1219-268	Dec 2021
Mar 2022	5	D16/28973[v4]	No change	O0322-062	Mar 2024

Mar 2024 6 D16/28973[v5] Added scope.

O0324-023 Mar 2026



## POL 0077: On-Farm Drainage

### COUNCIL POLICY

#### **Purpose**

To ensure guidelines are in place for the placement of drainage infrastructure within Shire controlled road reserves for the management of On-Farm Drainage.

#### **Scope**

Document provides guidance on the requirements for land owners and Shire officers involved in the process of obtaining/approving on farm drainage modifications where this drainage discharges into shire reserves.

#### **Definitions**

N/A

#### **Practice**

Where appropriate, Council may allow drainage infrastructure to be placed within the road reserve to control and direct the disposal of on farm drainage from a rural property.

This policy will deal with the two main types of drainage being subsurface drainage and overland flow drainage.

#### Subsurface Drainage

The following conditions need to be met for approval of drainage infrastructure within the road reserve –

1. All pipes are to be class 4 concrete pipes unless otherwise agreed by the Director Asset Management.
2. Pipes are to be installed from property boundary to property boundary unless otherwise agreed by the Director Asset Management.
3. Pipes are to have a minimum of 300mm of compacted gravel as coverage.
4. The minimum pipe size for drains over 1m deep will be 600mm.
5. The minimum pipe size for drains less than 1m deep will be 450mm.
6. End walls are to be installed on both ends of the pipe including concrete foot and toe walls.
7. Overland flows should be excluded through the use of bunding or embankments on the channels.

#### Overland Flow Drainage

The following conditions need to be met for approval of drainage infrastructure within the road reserve –

1. The applicant shall engage a suitable qualified engineer to provide all details including the upstream catchment area, natural catchment characteristics, design discharge calculations and the size and type of drainage structure

required to cater for the catchment discharges based on design storms as defined in Council’s Subdivisional Design requirements for Rural Subdivisions.

2. Catchment information provided shall accurately define the contributing areas and include contour information at a maximum of 1m intervals.

Common

The following conditions are common to both the Subsurface and Overland Flow drainage requirements for infrastructure within the road reserve –

1. All appropriate permits and approvals need to be obtained by the applicant. The approvals must be sited by shire staff prior to works commencing on site.
2. The applicant must provide written approval from all downstream property owners within the subject discharge area.
3. All works within the road reserve are to be carried out by the shire or its nominated sub- contractor and shall be charged at private works rates.

Applicants will be required to complete a Rural Drainage Management application form and address all of the above requirements, dependent on the type of drainage discharge to be directed across the road reserve, prior to approvals being issued.

Council reserves the right to pursue payment of compensation from any landowner for damage to Council infrastructure caused by drainage operations that have occurred without adherence to this policy or Council approved conditions.

.....End.....

**Document Information**

Responsible Position	Manager Asset Operations
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Jul 2009	1		New policy	O0709-1264	Jul 2011
Feb 2016	2	D16/28974	Change to reflect approval requirements and minimum sizing of pipes.	O0216-042	Feb 2018
Aug 2018	3	D16/28974[v2]	No Change	O0818-091	Aug 2020
Dec 2019	4	D16/28974[v3]	No change to wording	O1219-268	Dec 2021
Mar 2022	5	D16/28974[v4]	No change	O0322-062	Mar 2024
Mar 2024	6	D16/28974[v5]	Added scope.	O0324-023	Mar 2026



## POL 0078: Street Tree

### COUNCIL POLICY

#### **Purpose**

This policy is designed to protect and preserve trees in streets and public open space. It provides rules to determine what species can be planted, circumstances under which they can be removed or pruned, and their ongoing management.

#### **Scope**

This policy applies to all street trees within the Shire of Esperance.

#### **Definitions**

**Tree:** is defined in the Shire's Thoroughfares and Public Places Local Law as a woody perennial plant generally having a single stem or trunk which will grow to a height of approximately 4 metres or more.

**Naturally Occurring Tree:** has developed through the Shire's Parks and Reserves' practices to mean a remnant of a natural area (e.g. Bushland, wetland, and coastal dune) that was originally intact but subsequently cleared for development as recreational parkland, residential lot, road reserve etc.

#### **Practice**

The Shire recognises the significance of street trees within the urban setting in terms of creating functional and aesthetic streetscapes and has the responsibility of planning, establishment and maintenance of all street trees in the town site. The Shire recognises street trees as a Shire asset and the retention of street trees will be considered as a priority.

In general, the Shire will plan for the retention and protection of suitable trees within public open space, verges and proposed road reservations, and for urban enhancement by the planting of selected trees. Specifically -

1. The Shire shall give consideration to the use or retention of street trees as a priority as part of any streetscape in its planning process.
2. Naturally occurring trees, where appropriate, shall be retained within the streetscape.
3. Selection of new varieties shall be in accordance with landscape requirements, taking into account local conditions and circumstances.
4. Public utility providers and land owners shall consult with the Shire prior to undertaking any work on public open space, verges and road reservations containing street trees and any works within tree protection zone.

#### Street Tree Planting

The Shire is responsible for the planting of all street trees, specifically -

1. The Shire shall undertake tree planting on streets, as identified under its long term programme.

2. Subject to Shire approval Residents/occupants may be permitted to plant their own street tree in accordance with the Shire specifications.
3. The following serve only as guidelines for all street tree plantings. Variations under exceptional circumstances shall be at the discretion of the Director Asset Management.
  - a. Plant at least three metres away from any public utility junction box, manhole, pole or aerial feeder line.
  - b. Plant in accordance with utility providers *Code of Practice* relating to the street tree alignment.
  - c. Generally plant trees on a spacing interval of one tree per property frontage with similar spacing being maintained on large frontage lots.
  - d. Plantings near road intersections and driveway crossover will be subject to pedestrian and motorist safety assessment.

#### Street Tree Watering

The Shire is responsible for the post planting care and maintenance of all street trees. However, residents/occupants are encouraged to assist with street tree watering. Specifically -

1. Council shall undertake the watering of all new street trees, as and when required, until the trees are established.
2. Street tree watering shall include all Council's programmed plantings.
3. Residents/occupants shall be encouraged to water their street tree during the establishment period.
4. Council shall adopt appropriate practices of post planting care to ensure the survival of all trees planted.

#### Pruning of Street Trees under Power Lines

The Shire is responsible for the pruning of all street trees under power lines.

1. The Shire shall undertake the pruning of all street trees under powerlines on a programmed basis.
2. Programmed street tree pruning shall include trees on the side of the street affected by overhead powerlines as well as trees affected by electrical feeder lines to individual properties on the opposite side of the street.
3. Programmed pruning shall not normally include trees on the opposite side of the street to powerlines.
4. Programmed pruning is to be planned each year, on a needs basis.
5. Pruning will be undertaken in accordance with *Australian Standard 4373 – Pruning Amenity Trees*
6. Programmed street tree pruning shall be to normally fulfil any of the following requirements -
  - a. To clear the canopy from interference with overhead powerlines and other essential services
  - b. To remove overhanging branches considered hazardous to traffic, buildings or structures

- c. To under-prune low growing branches considered hazardous to traffic or pedestrians
- d. To form the shape of developing trees
- e. To re-define the framework of mature trees
- f. To rejuvenate vigour into unthrifty growth
- g. To reduce crown density or to redistribute growth to lateral branches
- h. To remove dead, dying, diseased or pest infested limbs and branches
- i. Other as required based on tree inspections by shire staff

#### Pruning of Street Trees not Affected by Powerlines

The Shire is responsible for the pruning of all street trees not affected by powerlines. [Landowners are not permitted to directly prune street trees.](#)

The Shire will investigate requests for pruning street tree not under power lines and respond in accordance with adopted procedures. Specifically -

1. Under its programmed pruning schedule, the Shire shall crown thin, under prune, property line prune and remedial prune selected street trees unaffected by power lines, this pruning will be undertaken in the interests of -
  - a. Public safety
  - b. Reducing structural risk to the tree
  - c. Removing growth abnormality or disease, from the tree
  - d. Other as required based on tree inspections by shire staff
2. Where residents/occupants contact the Shire with a request to prune a tree unaffected by power lines, the following procedure is to be followed -
  - a. The tree is physically inspected. An inspection report is to be completed, containing relevant statistical details.
  - b. All results and recommendations from these inspections and reports are to be considered prior to any discussion and a final decision on action to be taken with the tree.
  - c. In the event of a specific issue relating to pruning of significant trees, unaffected by power lines not being adequately covered by this policy/procedure, the matter is to be referred to Council for consideration and determination.
3. The following are not considered sufficient reasons for pruning trees -
  - a. The tree obscures or may potentially obscure views (other than traffic / pedestrian sight lines).
  - b. The tree variety is a nuisance by way of leaf, fruit and bark shedding or the like.
  - c. The tree shades private gardens, solar hot water systems or the like.
4. Ownership and maintenance of all street trees is the responsibility of the Shire; Residents are not permitted to prune any street tree without prior approval.

#### Unauthorised Street Tree Planting

Street trees planted without the Shire's approval are considered unauthorised plantings, but may be retained subject to certain conditions being met. Specifically -

1. An unauthorised street tree planting shall constitute any one of the following -

- a. A tree planted without the authority of the Shire
  - b. A tree planted of an inappropriate variety for verge planting or under powerlines
2. Where an unauthorised street tree planting is identified, the Shire shall determine whether the planting can be retained if it conforms to the Shire's Specifications.
  3. Where the planting is of a recent origin and the tree is of a conforming variety but on the wrong alignment or spacing, the Shire shall appropriately relocate the tree after the resident/occupant has been notified and providing the variety lends itself to transplanting.
  4. All unauthorised street tree plantings that are retained will become the ownership of the Shire.

#### Street Tree Removal

The Shire recognises the significant contribution made by street trees to both the aesthetic and environment aspects of existing streetscapes within the Shire. The Shire recognises street trees as a Shire asset and the retention of street trees will be considered as a priority. [Landowners are not permitted to directly remove street trees.](#)

It also recognises that in some cases, tree retention may not be desirable, feasible or reasonable, owing to condition, location or species of the tree, its implications for development on an abutting site and/or the achievement of other Council objectives. The Shire will not remove street trees except where retention is considered undesirable, such as where: exceptional circumstances exist relating to public risk and safety; the tree species is not an approved variety and is not acceptable to the Shire; or the tree precludes redevelopment of an adjoining site, with no other reasonable design alternative to removal.

The Shire is responsible for the removal of street trees. Unauthorised removal of any street tree is not permitted. Owing to the hazardous nature of the task, residents/occupants will not be permitted to remove any street trees themselves. All approved removals shall be undertaken by the Shire or its nominated contractor.

Specifically -

The Council shall normally undertake the removal of trees (based on quotation from its preferred contractor) under the following circumstances -

1. The tree is diseased and beyond remedial treatment, or dead; The tree has been assessed by the Shire as structurally weak and dangerous, placing the public at risk;
2. The tree has been irreparably damaged by a storm;
3. The tree is hazardous to motorists/pedestrians owing to interference in suitable sightlines presented by the trees alignment or spacing;
4. The tree is affected by road widening, service modification/relocation or other infrastructure works and all other options to retain the tree have been deemed by the Shire to be inappropriate;

5. The tree is dangerously in contact with overhead powerlines or distributor wires to properties and where, for reasons of growth habit pertaining to the variety, selective pruning is not practical with the only option being severe lopping;
6. The tree impinges on the development potential of the abutting property(s) with no reasonable design alternatives existing. A 'reasonable design alternative' may involve -
  - a. Deletion of second/additional crossovers to development sites and the requirement for shared access;
  - b. The altering of development design to relocate crossovers out of the way of street trees;
  - c. The tapering of driveways to a maximum of 1 in 5 to avoid the street tree.
7. Driveways/crossovers should be located a minimum of 1.0m away from a street tree depending on tree type and location, sight lines and traffic safety, and the capacity to avoid future damage to the crossover through the installation of root barriers.
8. Redesign to retain street trees involving the following will not normally be required of applicants -
  - a. Access design not meeting the Shire's traffic safety requirements;
  - b. Changes affecting the number of dwellings the lot is capable of sustaining under the zoning;
  - c. For developments involving 3 or fewer dwellings, the relocation of infrastructure/services costing more than \$5,000, or, in other circumstances, an unreasonable cost impost. Redesign costs will not be taken into account as the R-Codes clearly require avoidance of street trees as a routine requirement;
9. Where street tree removal is approved as part of a development approval, this will be noted as advice on the approval. The approval will also be conditioned to require the applicant to meet the cost of removal by the Shire or authorised contractor and the replacement of the tree(s) with a 45L (or as otherwise approved) tree of a species acceptable to the Shire. The applicant will also be required to maintain (water) the new trees for the first two summers.
10. Relevant planning approvals may include the following advice note: *"The vehicular access shown in this application has been assessed and determined based upon the location of street trees as shown on the submitted plans. It is the responsibility of the applicant to ensure this information is correct as any inaccuracy of the plans will not be considered justification for removal of the trees in the event that their positions incorrectly shown. Removal of street trees without written approval of the Council is an offence."*
11. Significant conflict with another planning objective of the Shire.
12. The following are not considered sufficient reason for the removal of trees -
  - a. The tree obscures or potentially obscures views (other than traffic/pedestrian sight lines);
  - b. The tree variety is disliked;
  - c. The tree variety is a nuisance by way of leaf, fruit and/or bark shedding or the like;
  - d. The tree causes allergy and/or health problems;

- e. The tree is in the way of a non-essential crossover or verge paving option;
- f. The tree shades private gardens, solar hot water installations or the like.

.....End.....

**Document Information**

Responsible Position	Manager Parks and Environment
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*
- *Street Tree Strategy 2023*
- *Shire Road Verge Development Policy*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Sept 2013	1		New policy	O0913-005	Sept 2015
Feb 2016	2	D16/28976	Update to current names and titles. Remove prescriptive description regarding street tree planting and change to reflect utility providers Code of Practice. Additional section regarding non-sufficient reasons for tree pruning.	O0216-042	Feb 2018
Aug 2018	3	D16/28976[v2]	Rewording to determine Shire's responsibility, minor formatting.	O0818-091	Aug 2020
Dec 2019	4	D16/28976[v3]	Change responsible officer, minor wording amendments, inclusion of trees being shire assets and retention being priority, to be read in conjunction with Verge Development Policy.	O1219-268	Dec 2021
Mar 2022			Laid on table for further review	O0322-062	Mar 2024
Aug 2023	5	D16/28976[v4]	minor updates to better reflect the policies application and the inclusion of the policy apply to public open spaces.	O0823-148	Aug 2025
Mar 2024	6	D16/28974[v5]	Biennial review, no change	O0324-023	Mar 2026



## POL 0079: Commercial Wildflower Harvesting and Native Seed Collecting

### COUNCIL POLICY

#### **Purpose**

To maintain control of the number of commercial wildflower picking and native seed collecting operations via licensing.

#### **Scope**

The Council may approve applications from persons licensed as Commercial Wildflower Pickers and Native Seed Collectors by the Department of Biodiversity, Conservation and Attractions to pick flora, or seeds of flora, from road and crown reserves under the control and management of the Shire of Esperance.

#### **Definitions**

N/A

#### **Practice**

Applications shall be considered on the following basis -

1. The applicant shall hold a current Commercial Wildflower Pickers and Native Seed Collectors Licence issued by the Department Biodiversity, Conservation and Attractions.
2. The applicant shall submit a Commercial Wildflower Harvesting and Native Seed Collectors permit application form to the Shire for consideration.
3. The applicant shall nominate the specific roads, portions of roads or reserves from which they seek permission to pick and harvest from.
4. The applicant shall supply detail of the vehicle/s they will be using for picking activities.
5. All permit applications will be assessed by the Shire Environmental Services Team in Asset Management to determine if the nominated site/s are suitable and to ensure the proposed activities will not cause any long term environmental impact.
6. The permit holder shall maintain records of the quantity of all varieties picked and harvested and provide an annual report to the Shire.
7. The permit holder shall not clear any portion of a road or reserve to gain access to flora, only existing access tracks may be used.
8. The permit holder shall comply with all conditions imposed by the Department Biodiversity, Conservation and Attractions in accordance with their Commercial Pickers and Seed Collectors Licence, failure to comply with these conditions may result in the Shire permit being revoked.
9. The permit holder shall comply with all traffic management requirements in accordance with AS 1742.3 and the relevant Main Roads WA Code of Practice whilst undertaking picking and harvesting activities within a road reserve.

10. The permit holder shall comply with any Dieback or invasive species hygiene management practices imposed as part of the permit conditions.
11. Permits will be issued on a standard form.
12. An annual fee as determined by Council or part thereof is payable.
13. Permits to have a common expiry date being 30th June.
14. Permits are not transferable.

.....End.....

**Document Information**

Responsible Position	Manager Parks and Environment
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Sept 1998	1		New policy	O0998-094	Sept 2000
Sept 2007	2	D12/21			Sept 2009
Feb 2016	3	D16/28978	Changes to reflect updated department name.	O0216-042	Feb 2018
Aug 2018	4	D16/28978[v2]	Rewording to amend Department Title, additional points to include adherence to practices and conditions	O0818-091	Aug 2020
Dec 2019	5	D16/28978[v3]	No change to wording	O1219-268	Dec 2021
Mar 2022	6	D16/28978[v4]	Amend title to include Native Seed Collecting. Include references to native seed collecting/collectors throughout. Minor wording updates throughout.	O0322-062	Mar 2024
Mar 2024	7	D16/28978[v5]	Biennial review, no change	O0324-023	Mar 2026



## POL 0080: Asset Management

### COUNCIL POLICY

#### **Purpose**

To set out Shire of Esperance's approach to managing its assets in a sustainable manner which meets the needs of the community, considering the balance between service levels and costs.

#### **Scope**

This policy directs how the integration of asset management and long term financial planning will deliver sustainable management of assets for the provision of community services.

#### **Definitions**

**Infrastructure Asset:** in accordance with the *International Infrastructure Management Manual*, is a physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months. Dynamic assets have some moving parts, while passive assets have none.

#### **Practice**

The Shire of Esperance's physical infrastructure includes transport, buildings, parks and open reserves, coastal marine, drainage, fleet asset and commercial asset classes. The infrastructure is essential for delivering the services provided by Council.

We are committed to -

1. Satisfying applicable legal and regulatory requirements
2. Delivering financial sustainability by making decisions that lead to a cost effective asset base, by focussing on whole of life costs, asset renewal, rationalising under-utilised assets and limiting asset expansion unless justified;
3. Providing a level of service to the community that responds to community needs;
4. Ensuring the services currently provided are available for future generations;
5. Providing infrastructure in a condition that supports the services provided;
6. Identifying funding to support and maintain our infrastructure; and
7. Continual improvement of asset management and the asset management system.
8. Council will set strategic priorities for Asset Management including timelines, responsibilities and resources required for implementation, which will be detailed in Council's Strategic Asset Management Plan.

#### Asset Management Framework

Asset Management underpins Council's other strategic frameworks by ensuring that appropriate infrastructure is developed and maintained enabling the delivery of programs, services and activities to the community.

The structure of Asset Management within the Shire of Esperance works through association with various plans and documents as represented in the following diagram.

Where a plan or document does not currently exist it shall be developed to comply with this policy.

Each document has a specific purpose and represents a different level of detail relevant to Asset Management practices and processes within Council.

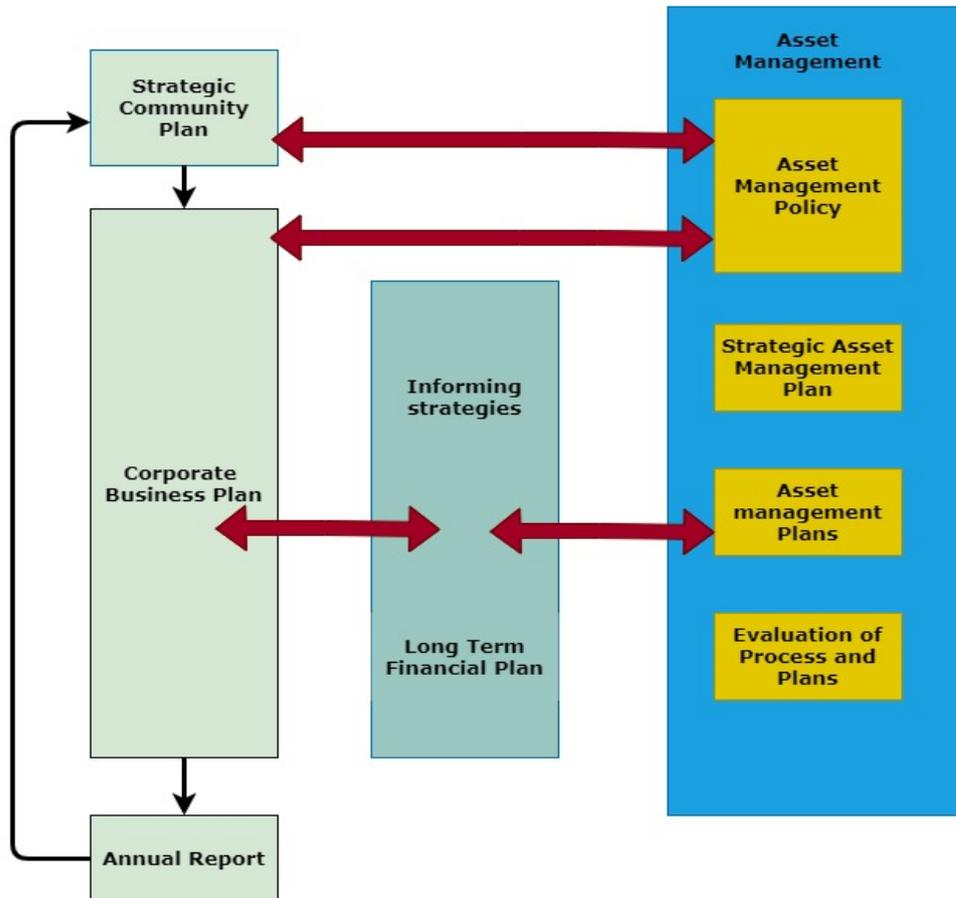


Figure 01 Council Asset Management Framework

(Source from Government of Western Australia Department of Local government, Asset Management Frame Work and Guidelines

Policy Commitment

Asset management and related financial planning will be a 'whole of organisation' function. To achieve this Council will -

1. Conduct regular reviews of the Strategic Asset Management Plan
2. Include the preparation and regular review of Asset Management Plans for all major asset classes and using these plans to assist in determining the priorities for operational and maintenance expenditure, together with renewal, upgrade and new works in the capital works program.

3. Complete financial valuations in accordance with Australian Accounting Standard Board standards and Department of Local Government.
4. Review internal asset management skills, identify gaps between asset management capability and needs, and implement training programs for both Councillors and Council personnel as required
5. Participate in and contribute to Regional and Industry Asset Management forums
6. Achieve financial sustainability over a period of time through -
  - a. Adopting a funding strategy for asset operations, maintenance, renewal, upgrade and new assets;
  - b. Ensuring that the asset base is not increased (upgrade and new assets) without considering the ability to fund future operations, maintenance and renewal;
  - c. Increasing grant and other funding opportunities, particularly for renewal;
  - d. Rationalising assets if appropriate. This would be subject to consultation with the community and determining the impact of non-replacement;
  - e. Improving its maintenance and renewal practices, including consideration of new technological advances.
7. Maintain and renew existing assets in a manner which is fit and safe for the purpose for which they have been provided, including prioritisation of forward programs to ensure optimised delivery of available funding.
8. Develop Levels of Service that deliver community needs, ensuring appropriate community consultation.
9. Include regular condition survey of asset classes to assist in prioritising renewal works.
10. Utilise corporate information systems to support the implementation of this policy and deliver core asset management functions.

#### Key Outputs

Council will set strategic priorities for Asset Management development including timelines, responsibilities and resources required for implementation, which will be detailed in Council's Strategic Asset Management Plan.

1. An adopted Strategic Asset Management Plan including timelines, responsibilities and resources required for implementation;
2. Completed Asset Management Plans for all major asset classes;
3. Use of Asset Management Plans as a core input to development of Council's Long Term Financial Plan; and
4. Documented business processes for managing assets.

#### Responsibilities

The following key roles, positions and groups have defined asset management and financial planning functions as follows.

Council:

To act as stewards for infrastructure assets and to -

1. Set corporate Asset Management Policy and vision;

2. Approve Council's Asset Management Plans and monitor their outcomes;
3. Approve Council's Long Term Financial Plan; and
4. Provide appropriate resources for Asset Management activities.

Chief Executive and Executive Management Team:

To provide support for implementation of the asset management improvement program, as detailed in the Strategic Asset Management Plan

Director Asset Management:

The Director Asset Management will provide leadership and direction to support the -

1. Development of Asset Management Plans for major asset classes, using principles of lifecycle analysis;
2. Implementation of improvement plans for individual asset groups;
3. Implementation of maintenance programs, capital works programs, operational plans etc. in accordance with Asset Management Plans, the Long Term Financial Plan and the Annual Budget;
4. Reporting to the Council and Chief Executive with respect to ongoing infrastructure performance, as measured against defined Levels of Service; and
5. Ensure community consultation occurs in development of policy and practices.

Director Corporate and Community Services:

The Director Corporate and Community Services will provide leadership and direction to -

1. Work with the asset managers to align the asset management and financial management practices within council;
2. Support the development of a Long Term Financial Plan that recognises asset consumption;
3. Support the development of a Long Term Financial Plan that is linked to Service Strategies and Asset Management Plans;
4. Provide guidance and direction to asset managers where asset management and financial management requirements overlap e.g. financial valuations; and
5. Structure the accounts and related business processes to recognise lifecycle costs and support asset management practices.

Managers and Staff:

1. To implement the corporate Strategic Asset Management Plan with agreed resources;
2. To develop and implement improvement plans for individual asset groups;
3. To develop and implement maintenance, refurbishment and capital works programs in accordance with Asset Management Plans and the Annual Budget;
4. To deliver levels of service to agreed risk and cost standards; and

To manage infrastructure assets in consideration of long term sustainability.

.....End.....

**Document Information**

Responsible Position	Manager Asset Planning & Development
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
May 2009	1	D12/12	New policy	O0509-1613	May 2011
Feb 2016	2	D16/28979	Policy removed from Corporate Services. Policy rewritten to reflect current practices.	O0216-042	Feb 2018
Aug 2018	3	D16/28979[v2]	No Change	O0818-091	Aug 2020
Dec 2019	4	D16/28979[v3]	Minor change to wording in introduction and Policy Commitment paragraphs	O1219-268	Dec 2020
Nov 2020	5	D16/28979[v4]	minor updating to reflect the Strategic Asset Management Plan and ISO 55000 Asset Management requirements	O1120-354	Nov 2022
Mar 2022	6	D16/28979[v5]	No change	O0322-062	Mar 2024
Mar 2024	7	D16/28979[v6]	Added scope and replaced Director Corporate Resources with Director Corporate & Community Services.	O0324-023	Mar 2026



## POL 0081: Esperance Rural Public Toilet Cleaning

COUNCIL POLICY

### Purpose

To ensure that Council owned toilet facilities in rural areas are maintained to an acceptable standard.

### Scope

This policy applies to Council owned toilet facilities in rural areas.

### Definitions

N/A

### Practice

Council will be responsible for the cost of cleaning and maintenance of all Council owned toilet facilities within the Shire of Esperance that are open to the public for at least 8 hours during the day. Council will provide a set contribution to each relevant Community Development Association at the beginning of each financial year. This contribution is to cover cleaning and product costs.

That Council, at its discretion, shall upon receiving application for funding, decide upon the amount necessary to ensure public toilet facilities are maintained in a satisfactory manner.

All Council contributions are to be paid directly to the Community Development Associations and these moneys are to be used by the associations for the betterment of the community.

Each group shall, at the end of each financial year provide an audit document detailing worked hours and product allocation.

.....End.....

### Document Information

Responsible Position	Manager <del>Asset Planning</del> <u>Projects &amp; Buildings</u>
Risk Rating	Low

### Referencing Documents

- *Local Government Act 1995*

### Revision History

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Nov 1999	1		New policy	O1199-207	Nov 2001
Sept 2007	2	D12/34			Sept 2009
Mar 2010	3			O0310-1426	Mar 2012

Feb 2016	4	D16/28980	Policy redirected from Building Services to Asset Management.	O0216-042	Feb 2018
Aug 2018	5	D16/28980[v2]	No change	O0818-091	Aug 2020
Dec 2019	6	D16/28980[v3]	No change to wording	O1219-268	Dec 2021
Mar 2022	7	D16/28980[v4]	No change	O0322-062	Mar 2024
Mar 2024	8	D16/28980[v5]	Biennial review, no change	O0324-023	Mar 2026



## POL 0082: Crossover Construction

### COUNCIL POLICY

#### Purpose

To ensure all crossovers within the Shire of Esperance are constructed to an acceptable standard.

To ensure the Shire of Esperance obligation is fulfilled under, the *Local Government Act 1995*, Schedule 9.1, Clause 7 and the *Local Government (Uniform Local Provisions) Regulations 1996*, Regulations 12, 13, 14 and 15.

#### Scope

Document details the requirements for and process involved in obtaining a crossover permit. It is intended to provide guidance to property owners wishing to construct access to properties as well as officers involved in the issuing of permits and assessing of completed crossovers for compliance and the approval of refunds.

#### Definitions

**Crossover.** The area of land occupied by a property access road between the edge of the road carriageway and the property boundary.

**Standard Crossover.** Determined by council as the standard sized crossover for each property category. Dimension details can be found in the *Shire Crossover Management Practice*.

#### Practice

When a crossover is constructed within the Shire of Esperance, a permit is required detailing construction standards, levels and permission to connect to a public thoroughfare prior to construction starting. Upon completion of the compliant crossover the property owner will be reimbursed 50% of the value of a standard crossover as defined by the Shire of Esperance if it is the first constructed crossover to the property.

This policy is applicable to Residential, Industrial/Commercial Areas, Semi Rural and Rural properties.

Please refer to the *Crossover Management Practice* for specific implementation standards and details.

#### Objective

1. To ensure crossovers are constructed with consideration to existing or proposed road infrastructure including footpaths, roads and drainage in relation vertical and horizontal alignment.
2. Have a uniform and practical design along the street verge to provide a negotiable footpath to the public and compatibility within the streetscape.
3. Reduce drainage problems caused by silt contaminated runoff.
4. Prevent traffic hazards by controlling the location of crossovers, particularly at intersections on corner blocks.

- 5. Improve access to properties.
- 6. To ensure stormwater does not enter properties from the road

Permit Responsibility

Application for a crossover is the responsibility of the property owner. A person must not carry out any work on road reserve unless a permit has been issued.

Securing a Permit

A crossover application is lodged by the property owner / owner’s representative. A permit is normally issued within five (5) working days unless detailed design investigation is required. Processed permits are mailed to the property owner however upon request can be emailed, faxed or obtained from the Asset Management Department.

A permit is valid for 6 months and needs to be renewed if construction is not completed within that period.

Non Compliance

Crossovers, constructed without a permit or not in accordance with the Shire’s *Crossover Specification* or not in accordance with the conditions stated on the permit, may be required to be removed and replaced correctly at the expense of the owner.

The Shire contribution will not be paid for non-compliant crossovers or crossovers constructed prior to the permit being issued.

Maintenance

Owners are responsible for all maintenance of a crossover between the edge of the carriageway and their property boundary.

Strata Titled Properties

In the case of Strata-titled properties, the Shire contribution referred to in this Policy shall apply only to the parent lot and the refund will be payable to the body corporate.

A Shire contribution will only be paid for the first crossover to be constructed on the parent lot.

Council Contribution

Upon completion of the compliant crossover the property owner will be reimbursed 50% of the value of a “standard crossover” of the relevant category as defined by the Shire of Esperance if it is the first constructed crossover to the property.

The square meter rate for each crossover category will be set in the *Crossover Management Practice*.

.....End.....

**Document Information**

Responsible Position	Manager Asset <a href="#">Planning &amp;</a> Development
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*
- *Crossover Management Practice*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Jan 1991	1		New policy	O0191-178	Jan 1993
Feb 2016	2	D16/28981	Rewrite of footpath construction policy, change title.	O0216-042	Feb 2018
Aug 2018	3	D16/28981[v2]	Minor changes	O0818-091	Aug 2020
Dec 2019	4	D16/28981[v3]	No change to wording	O1219-268	Dec 2021
Mar 2022	5	D16/28981[v4]	No change	O0322-062	Mar 2024
Mar 2024	6	D16/28981[v5]	Add scope and definitions.	O0324-023	Mar 2026



## POL 0083: GPS Fleet Tracking

COUNCIL POLICY

### Purpose

To allow for the installation and use of GPS tracking devices in any of Shire's fleet, for the purpose of operator safety, fleet management, and best practice utilisation.

### Scope

To allow for the installation and use of GPS tracking devices in any of Shire's fleet.

### Definitions

**GPS:** Global Positioning System; a system that utilises satellite transmissions to determine the geographical location in all weather conditions.

**Tracking:** The use of a GPS device to collect, interpret, and record data such as geographical location, movements, speed, and/or vehicle/plant activity

### Practice

That Council authorise the installation and use of GPS tracking in any of Shire's fleet in accordance with the Shire's GPS tracking Management Practice.

.....End.....

### Document Information

Responsible Position	Manager Asset Planning
Risk Rating	Low

### Referencing Documents

- *Local Government Act 1995*
- *GPS Fleet Tracking Management Practice*

### Revision History

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Aug 2016	1	D16/28984	New policy.	O0816-050	Aug 2018
Aug 2018	2	D16/28984[v2]	No Change	O0818-091	Aug 2020
Dec 2019	3	D16/28984[v3]	No change to wording	O1219-268	Dec 2021
Mar 2022	4	D16/28984[v4]	No change	O0322-062	Mar 2024
Mar 2024	5	D16/28984[v5]	Biennial review, no change	O0324-023	Mar 2026



## POL 0084: Internal Drone (Remotely Piloted Aircraft System) Use

### COUNCIL POLICY

#### **Purpose**

The purpose of this policy is to ensure that all legislated requirements for the use of Shire of Esperance owned and/or managed drone technology, which is also referred to as 'remotely piloted aircraft system' (RPAS) technology, is applied and adhered to by Shire staff, as well as the management and use of data collected by the RPA.

#### **Scope**

This policy applies to all Shire owned and/or managed drone technology.

#### **Definitions**

**CASA:** Civil Aviation Safety Australia

**CASR:** Civil Aviation Safety Regulations

**Drone:** in a technological context, is an unmanned aircraft. This term is used interchangeably with 'remotely piloted aircraft system'.

**RPAS:** 'Remotely piloted aircraft system' is the common term used to reference an unmanned aircraft. This term is used interchangeably with drone.

**Shire:** Shire of Esperance

#### **Practice**

Remote Piloted Aircraft System will increase the efficiency of Shires corporate and operational activity across the municipality. The below parameters are to be adhered to when operating a RPAS.

1. The primary purposes of a Shire owned RPAS is to -
  - a. Collect data of Shire owned assets
  - b. Collect data relating to Asset Management projects
  - c. To assist with emergency services operations at the request of the emergency services Incident Controller
  - d. To collect data for Shire promotions and events.Any application of the RPAS outside of these purposes will require written authorisation from the CEO or if relevant, the private property owner. This will occur only where a clear benefit to Council or the community can be demonstrated.
2. The operation of the RPAS is controlled by the Shires RPAS Operation Manual, is governed by the Civil Aviation Safety Authority (CASA) and determined by the Civil Aviation Safety Regulations Part 101 (CASR101). All CASA regulations and guidelines are to be adhered to at all times when piloting an RPAS.
3. RPAS flight paths should avoid transit over private property unless impractical.

4. Any and all data collected or recorded by the RPAS, including geospatial data is owned by Council and subject to the *Privacy Act 1988*, *Surveillance Devices Act 1988* and Shire of Esperance Code of Conduct. Recordings are subject to the legislated Information Privacy Principles that determine the storage and retention of data.
5. Data is considered and managed by -
  - a. Collecting (or recording) only for a specific purpose in support of a Council function;
  - b. Reviewing to redact inadvertently collected personal data; and
  - c. Editing to dispose of data that is not required.
6. During assistance with emergency services operations, the RPAS operations are directed by the emergency services Incident Controller and the requirements stipulated in section 2.

.....End.....

**Document Information**

Responsible Position	Director Asset Management
Risk Rating	Medium

**Referencing Documents**

- *Local Government Act 1995*
- *Privacy Act 1988*
- *Surveillance Devices Act 1988*
- Shire of Esperance Code of Conduct
- Civil Aviation Safety Regulations

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Sept 2017	1	D17/25903	New policy.	O0917-228	Sept 2019
Aug 2018	2	D17/25903[v2]	No change.	O0818-091	Aug 2020
Dec 2019	3	D17/25903[v3]	No change to wording	O1219-268	Dec 2021
Oct 2020	4	D17/25903[v4]	Change to name of policy for consistency with the Operation Manual. Update to include provisions around emergency service operations.	O1020-317	Oct 2022
Mar 2022	5	D17/25903[v5]	No change	O0322-062	Mar 2024
Mar 2024	6	D17/25903[v6]	Biennial review, no change	O0324-023	Mar 2026



## POL 0085: Public Art

### COUNCIL POLICY

#### **Purpose**

To guide the delivery of public art projects that contribute to creating a sense of place, promote the expression of local identity, and reflect on the shared values of the community.

#### **Scope**

The policy provides guidance to Shire officers on incorporating public art into projects and to the public on the donation of public art.

#### **Definitions**

**Public Art:** means art work located on public land that contributes to the public realm and is situated so as to be clearly visible to the general public.

**Professional Artist:** refers to a person who is actively engaged in and conducts a professional artistic practice, and has industry recognition for their work.

**Public Space:** includes parks, foreshores, city squares, streets, indoor spaces of public buildings such as entry foyers, and outdoor spaces of public buildings.

#### **Practice**

The Shire acknowledges the important role played by public art in shaping and developing a sense of community and identity. To fulfil these roles and to enable a culturally-enriched environment of publicly accessible visual art, the Shire actively engages with professional artists through the commissioning of public art for the Shire of Esperance.

The Shire uses the following resources as a guide for public art work -

1. Code of Practice by the National Association of Visual Arts; and
2. Western Australian State Government Percent for Art Scheme Guidelines

#### Major Projects

The Shire will consider contributing up to one percent of the project budget for Public Art for all Major Projects.

#### Renewal / Refurbishment Projects

The Shire will consider incorporating Public Art into Renewal / Refurbishment of assets in high profile public spaces.

#### Donations and Gifts

The Shire will consider suitable donations and gifts of artworks intended for public display at the discretion of Council subject to the following consideration -

1. Artistic Merit;

2. Public safety;
3. Certification as required;
4. Maintenance requirements;
5. Suitability of the location; and
6. Deaccession plan.

.....End.....

**Document Information**

Responsible Position	Director Asset Management
Risk Rating	Low

**Referencing Documents**

- NAVA – Code of Practice for Visual Arts, Craft and Design
- Western Australian State Government – Percent for Art Scheme Guidelines

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
May 2013	1	D13/14400	New policy.	O0513-037	May 2015
Mar 2016	2	D16/29051	Change to description regarding seclusion and public safety.	O0316-008	Mar 2018
Aug 2018	3	D16/29051[v2]	Policy rewritten as Asset Management policy	O0818-091	Aug 2020
Dec 2019	4	D16/29051[v3]	No change to wording	O1219-268	Dec 2021
Mar 2022	5	D16/29051[v4]	No change	O0322-062	Mar 2024



## POL 0086: CCTV

### COUNCIL POLICY

#### **Purpose**

To set out the Shire of Esperance's requirements in relation to the operation of Closed Circuit Television systems that it owns and operates.

#### **Scope**

This policy does not apply to the capture of videos or photos not linked to the Shire's internal CCTV system or public CCTV system, i.e. live streaming of Council Meetings.

#### **Definitions**

**MOU:** Memorandum of Understanding regarding the supply and use of public CCTV between the Shire of Esperance and the WA Police.

**Internal CCTV:** Closed Circuit Television recording staff and public internally and externally of the Shire of Esperance buildings.

**Public CCTV:** Closed Circuit Television covering public open spaces and streets including linked mobile systems.

#### **Practice**

##### Introduction

The Shire owns and operates both an internal CCTV system and a public CCTV system. Digital images are recorded from both systems twenty four (24) hours, seven (7) days a week and are retained for a period of not less than thirty one (31) days.

The internal CCTV system monitors the Shire of Esperance building assets, the purpose of the Internal CCTV system is to -

1. Assist in deterring antisocial and criminal behaviour
2. Assist in deterring offences against persons and/or property.
3. Assist staff with providing improved customer service.
4. Assist staff with providing operational services.

The Public CCTV System monitors public open spaces and streets. The purpose of the Public CCTV system is to -

1. Assist in deterring antisocial and criminal behaviour
2. Assist in deterring offences against persons and/or property.
3. Facilitate rapid response by WA Police and other emergency services as determined by WA Police when detecting instances of crime and anti-social behaviour.
4. Capture footage of suitable quality (ideally facial identification) to ensure that recorded footage of crimes can be used by WA Police or their legal representative for effective prosecution.
5. Reduce the public's perception of crime and the fear of crime.

### Ownership and Control

1. Internal CCTV system -  
The Shire of Esperance Internal CCTV system is owned by and is the sole property of the Shire of Esperance, who ensure that the CCTV system is maintained in efficient working order. The Shire of Esperance have exclusive access to and control of all recorded footage.  
The Shire of Esperance may allow access, only to the external building cameras, to WA Police as part of the Public CCTV system. The footage and data from these cameras would be available to WA Police without restriction.
2. Public CCTV system -  
The Public CCTV system is owned by and is the sole property of the Shire of Esperance, who ensure that the CCTV system is maintained in efficient working order. The Shire of Esperance provides the CCTV system to WA Police who have exclusive access to, and control of, all recorded footage. These ownerships and controls reference the MOU between the Shire of Esperance and WA Police.

### Viewing and requesting CCTV images/recordings

1. Internal CCTV system -
  - a. Live viewing of Internal CCTV Footage -
    - i. Shire staff, contractors and volunteers are able to view live internal CCTV footage that is operational required as part of their role.
  - b. Downloading Historic Internal CCTV Footage -
    - i. Shire of Esperance staff -  
An Internal CCTV Data Request form, must be filled in and signed by the requesting officers Manager before lodging it with the Manager Information Services who will verify and approve the request.  
The Manager Information Services or their delegate will assess and provide the data as requested based on priority (urgency and importance), ensuring that the request does not contravene governing standards before providing the data.
    - ii. WA Police -  
WA Police may request footage from the Shire of Esperance Internal CCTV in order to supplement or assist with criminal investigations.  
Any and all requests for such data will need to be made in writing to the Shire of Esperance, the Manager Information Services will assess and provide the requested footage as required.
    - iii. General Public -  
Members of the Public may request footage from the Shire of Esperance Internal CCTV through a Freedom of Information Request. Request will be governed by the requirements under the *Freedom of Information Act 1992*.

2. Public CCTV system -

- a. The police have the sole viewing rights to the Public CCTV system. Request for viewing and requesting images/recordings from public system can only be done through WA Police. The Shire of Esperance does not have access to the images and recordings from the Public CCTV System.

.....End.....

**Document Information**

Responsible Position	Manager <a href="#">Asset Planning Projects &amp; Buildings</a>
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*
- *AS/NZS 62676:2020 Video Surveillance Systems for use in Security Application*
- *WA Criminal Code Act Compilation Act 1913*
- *Criminal Procedures Act 2004*
- *State Records Act 2000*
- *Freedom of Information Act 1992*
- *Memorandum of Understanding – Western Australia Police Force and Shire of Esperance*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Jun 2021	1	D21/20129	New policy.	O0621-142	Jun 2023
Mar 2022	2	D21/20129[v2]	No change.	O0322-062	Mar 2024
Mar 2024	3	D21/20129[v3]	Biennial review, no change	O0324-023	Mar 2026



## POL 0087: Esperance Tanker Jetty Timber

### COUNCIL POLICY

#### **Purpose**

To set out the Shire of Esperance's requirements in relation to gifting and selling Historic Esperance Tanker Jetty Timber.

#### **Scope**

As part of the deconstruction of the Esperance Tanker Jetty, there was historic timber that was recovered. This policy sets out how the timber will be distributed for the community.

#### **Definitions**

**Timber Grade:** Timber grading is as per the grading matrix developed by H+H Architects

**Community Group:** A not for profit group, organisation or school /TAFE that is located in the Shire of Esperance

**Public Project:** A project that is located in the Shire of Esperance, which is readily accessible to members of the public

#### **Practice**

##### Historic Esperance Tanker Jetty Timber

The recovered historic Esperance Tanker Jetty timber was graded into four categories based on its condition once salvaged. There is only grade 1 to 2 timber remaining. None of the timber recovered is suitable for structural purposes.

##### Distribution of Esperance Tanker Jetty Timber

###### 1. Shire of Esperance Projects

The Shire of Esperance internally may use any grade and quantity of Esperance Tanker Jetty Timber for any public projects.

###### 2. Community Group Projects

Community groups may apply for access to grade 2 Esperance Tanker Jetty Timber, at no cost, for a specific public project. Community Groups may make multiple requests for different public projects.

Applications must address the following criteria -

- a. A sketch or diagram of the use for the timber
- b. The quantity of timber required, including grade and specimen
- c. The project's connection to the Esperance Tanker Jetty
- d. How the project will be accessible to the community
- e. Engineering or design certification if being incorporated into a building project

The CEO has the authority to approve a project that are requesting up to 50 lineal meters of timber excluding the piles. Note multiple requests for similar projects will be treated as one request.

Projects requesting timber over these amounts or access to grade 1 timber, will be presented to Council for consideration.

3. Other

Request for historic Tanker Jetty Timber outside the above uses or quantities i.e. private businesses, may be possible, these requests will be required to be presented to Council for consideration. There will be a cost to access the timber based on the timber grade and specimen.

Applications must address the following criteria -

- a. A sketch or diagram of the use for the timber
- b. The quantity of timber required, including grade and specimen
- c. The projects connection to the Esperance Tanker Jetty
- d. How the project will be accessible to the community
- e. Engineering or design certification if being incorporated into a building project

Review of Policy

This policy may be reviewed or revoked at any time given the finite supply of Tanker Jetty Timber.

.....End.....

**Document Information**

Responsible Position	Director Asset Management
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Aug 2021	1	D21/28743	New policy.	O0821-135	Aug 2023
Mar 2022	2	D21/28743[v2]	No change	O0322-062	Mar 2024
Mar 2024	3	D21/28743[v3]	Remove General Public section and definition. Remove reference to grade 3 timber.	O0324-023	Mar 2026



## POL 0088: Reserve Funding for Community Halls

### COUNCIL POLICY

#### **Purpose**

To provide consistency in financial assistance, and equity in terms and conditions between the various community halls and centres for replacement, or major extensions and upgrades.

To accumulate funds that will be used for structural components in the replacement, extension or upgrade of the community halls and centres in the Shire, by allocating sufficient funds to the Building Maintenance Reserve each year to ensure that the Shire has adequate funds available to meet funding requests.

#### **Scope**

The policy set out the process and conditions for Community Hall Management Committees to access financial assistance from the Shire to undertake building works at a Community Hall.

#### **Definitions**

**Community Halls:** Condingup, Cascade, Grass Patch, Salmon Gums, Beaumont, Dalyup and Scaddan

**Standard Community Halls:** the size of 305m<sup>2</sup>

#### **Practice**

##### Fund Management

The Council will ensure funds are available within the Building Maintenance Reserve.

To access funding, the various management committees are required to apply for funding in a similar method as the Community Grants Program, and the Council would assess the merit of each application.

##### What will be funded

Structural component costs only - being defined as such parts of a building as walls, roof, floors, ceilings, windows and doors; in-wall and under floor plumbing; septic or sewerage; electric wiring; stairs; and fire escapes.

##### Eligibility Criteria

Applications for funding to replace, extend or upgrade a community hall will need to -

1. be for an identified and recognised hall or community centre- only one centre/hall per location.
2. demonstrate a substantial degree of community support and representation
3. demonstrate clear community benefit
4. be an incorporated body
5. identified funding or in-kind contribution to complete the project

6. have a valid lease with the Shire of Esperance if funding is related to a building which is on a Reserve vested in the Shire of Esperance. (Organisations that operate from buildings on Shire Reserves will have to comply with insurance and lease conditions).

#### Fund Allocation

To strive for equity across all communities, the funding for each project is calculated on a percentage based on the size of each hall/centre compared to the size of a standard hall of 305 m<sup>2</sup>. This percentage is applied to the cost of the structural component of the renovation or replacement. It is the management committee that is responsible for all maintenance of the building and any requirements over and above the funding offered by the Shire.

#### Example for Renovation

If the Grass Patch Committee requested assistance to renovate the Grass Patch Hall then the level of support would be calculated as follows:

'Average Hall Area' divided by 'Actual Hall Area' multiplied by 'Cost of New Roof'

$$305 \text{ m}^2 / 330 \text{ m}^2 \times \$50,000 = \$46,000$$

#### Example for Replacement

If the Grass Patch Committee requested to replace the Grass Patch Hall then the level of support would be calculated as follows:

'Average Hall Area' divided by 'New Hall Area' multiplied by 'Cost of New Hall Structural Component'

$$305 \text{ m}^2 / 1000 \text{ m}^2 \times \$1,000,000 = \$305,000$$

#### Accessing Reserve Funding

~~Applications must be to the Chief Executive Officer.~~ [Applications must be submitted as part of the annual Community Grants Program.](#)

Applications to include -

1. Plans
2. Quotations
3. Certificate of Incorporation
4. Evidence of community consultation and support
5. Proposed funding avenues

The Council will assess each application on its merit.

#### Conditions of Funding

By accepting funding, the community agrees -

1. That funds will only be used for the agreed purpose

2. Applicants successful in securing funding will need to comply with a number of conditions. These conditions will be detailed in a funding letter of offer to the organisation. Conditions relate to -
  - a. general operations
  - b. financial reporting
  - c. providing documentation.

[Accessing Additional Funding](#)

~~The Management Committees are able to apply to the Community Grants Program for any costs that fall outside the funding offered under this Policy. Where the centre includes sporting facilities, the management committees are encouraged to apply for Community Sport and Recreation Facilities Funds through the Department of Sport and Recreation.~~

.....End.....

**Document Information**

Responsible Position	Director Asset Management
Risk Rating	Medium

**Referencing Documents**

- *Local Government Act 1995*

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Apr 2013	1		New policy.	O0413-014	Apr 2015
Aug 2015	2		Change to program name	O0815-010	Aug 2017
Mar 2018	3	D16/28994	Update document controller title, minor formatting.	O0318-073	Mar 2020
Feb 2022	4	D16/28994[v2]	Update responsible officer and transfer to Asset Management. Include definitions. Remove paragraphs 2 & 3 under Fund Management section. Update examples. Minor changes to wording throughout.	O0222-033	Feb 2024
Mar 2024	5	D16/28994[v3]	Add scope, amend definition of Standard Community Halls and relevant references.	O0324-023	Mar 2026



## POL 0089: Memorials in Public Places

### COUNCIL POLICY

#### Purpose

The policy seeks to establish the processes and procedures by which Council govern and assess members of the community and residents' requests to memorialise family, friends and members of the Shire of Esperance community within public places.

#### Scope

The policy sets out the requirements for the public to place Memorials in Public Places.

This policy does not extend to the following areas -

1. Any Cemetery or Niche Wall;
2. Lost at Sea memorial; or
3. Roadside memorials near the location of a fatality – in these situations the Shire will follow the principals set out in Main Roads Western Australia Roadside Memorials Policy and Guidelines.

#### Definitions

N/A

#### Practice

Subject to the provisions within this policy, the Shire will only support the community to memorialise family, friends and community members, within public places, at the discretion and approval of Council. If Council so determines the memorial is appropriate, practical and that the individual being memorialised has been a long standing resident of the Shire and has contributed in a positive way to the community.

The Council will consider and may approve eligible applications for memorials in accordance with this Policy.

Memorials in Public Places Requirements -

1. Community members may apply to the Shire to memorialise a family member, close friend or community member who has been a long standing resident of the Shire and has made a positive contribution to the community, through a request to Council for the installation of a memorial plaque in a location deemed suitable and appropriate by Council.
2. Memorials shall only be installed at locations deemed appropriate by Council and under the requirements detailed below. With the following excluded areas -
  - a. The Foreshore reserve from the headland to the skate park
  - b. The Esperance Jetty
- ~~3. A formal written application shall be submitted to the Chief Executive Officer requesting the installation of the memorial plaque.~~
- 4.3. Council will consider any eligible formal request and determine the request considering the merits of the request.

- ~~5-4.~~ All applications for permanent memorials will only be considered where the person to be commemorated has been deceased for a minimum of 12 months.
- ~~6-5.~~ All applications for permanent memorials made by community members must be supported by a family member of the deceased person and shall include the signature of the spouse or children of the deceased.
- ~~7-6.~~ Only one memorial per person shall be approved.
- ~~8-7.~~ Statues, street furniture, artwork, plaques and other artefacts may be considered or accepted by Council as a suitable interpretation as part of a memorial plaque installation, subject to approval by Council.
- ~~9-8.~~ Should for any reason, the applicant or family of the deceased seek the removal of an installed memorial, an application from the family must be submitted to the Shire for officers to remove the memorial and return it to the family.
- ~~10-9.~~ Decisions around the location, type, size and the construction of the memorial and the subsequent positioning of the memorial plaques will be at the sole discretion of Council and in accordance with items 11 - 14 below.
- ~~11-10.~~ The inscription on the plaque is to be approved by the Council and shall include as a minimum the person's name including first name and surname. The wording of the memorial plaque shall be included in the application to be approved by the Council.
- ~~12-11.~~ The costs associated with the plaque with the approved inscription, installation costs and any costs associated with the purchase of street furniture/ artwork/ or similar will be borne by the applicant.
- ~~13-12.~~ Any proposal for artwork shall meet the requirement of policy ASS 026: Public Art
- ~~14-13.~~ The plaque is to meet the following specifications -
- a. Maximum size 150mm x 150mm.
  - b. Minimum size 100mm x 100mm.
  - c. Constructed from bronze.
  - d. A minimum of 2 holes at the extremities of the plaque for attaching to the memorial.
14. If it is necessary for the Shire to remove the plaques because of vandalism, deterioration or for other operational reasons then the Shire gives no undertaking that it will be replaced.

[A formal written application shall be submitted to the Chief Executive Officer requesting the installation of the memorial plaque, outlining how the application meets the requirements.](#)

.....End.....

**Document Information**

Responsible Position	Director Asset Management
Risk Rating	Low

**Referencing Documents**

- *Local Government Act 1995*
- Main Roads WA – Policy and Guidelines – Roadside Memorials

**Revision History**

Date	Version	CM Reference	Reason for Change	Resolution #	Next Review
Mar 2022	1	D22/8388	New policy	O0322-062	Mar 2024
Mar 2024	2	D22/8388[v2]	Include first line into scope	O0324-023	Mar 2026



# Our Plan

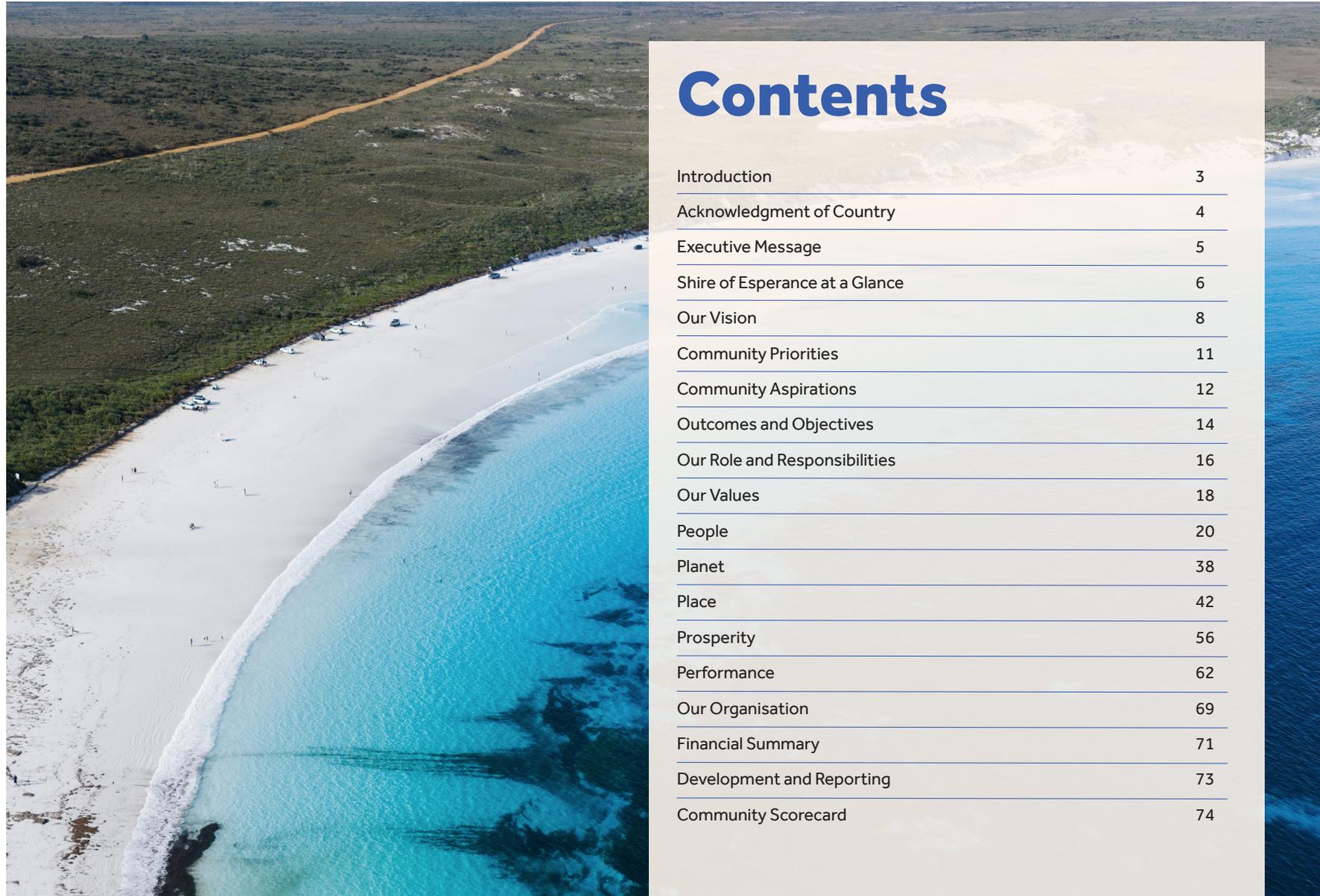
for the *Future*

Council Plan | 2026 - 2036

An integrated Strategic Community Plan and Corporate Business Plan

FUTYR 





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# Introduction

Welcome to the Shire of Esperance's Council Plan, Our Plan for the Future.

The Plan combines our Strategic Community Plan and Corporate Business Plan into one document. It addresses statutory requirements, follows State Government's Integrated Planning and Reporting Framework and Guidelines, and adopts the FUTYR® approach to research and develop a Council Plan.

The Plan articulates the community's vision, outcomes and strategic priorities for the next 10-years and outlines how priority projects will be delivered over the next four years.

Elected members, staff, community members and key partners collaborated to shape this Plan through a series of surveys, interviews and workshops.

Strategic Community Plan elements, including community priorities and aspirations, the vision, outcomes and objectives, will undergo a minor desktop review once every two years and a major review once every four years.

Corporate Business Plan elements, including service delivery, priority projects and resourcing, will be reviewed and updated annually to ensure continued relevance in a changing environment.





## Acknowledgment of Country

The Shire of Esperance acknowledges the Kepa Kurl Wudjari people of the Nyungar nation and Ngadju people, who are the traditional custodians of this land, and their continuing connection to land, waters and community.

We pay our respect to their Elders past, present and emerging and we extend that respect to other Aboriginal Australians today.



# Executive Message



**Shane Burge**  
Chief Executive Officer



**Ron Chambers**  
Shire President

**Our Council Plan sets out a clear vision for the future of Esperance, reflecting the aspirations and priorities of our community. It provides a roadmap for how we will allocate resources responsibly while striving to deliver outcomes that have a greater impact for our residents. This Plan is not just a document; it is a commitment to work together to achieve a shared vision for our region.**

In 2025, the Shire commenced a significant engagement program to gather information from our diverse community for the review of the Strategic Community Plan. Through workshops, conversations, and feedback, combined with valuable insights from the MARKYT® Community Scorecard, we have developed a Council Plan that incorporates both the Strategic Community Plan and the Corporate Business Plan. This process ensures that the plan is grounded in community input and reflects the priorities that are most important.

Guided by our vision, “Esperance, together we make it happen,” and supported by our organisational PRIDE values of Professionalism, Respect, Integrity, Dedication, and Excellence, we are committed to building a strong, inclusive, and resilient community.

Housing remains a key focus for both the organisation and the community, alongside priorities such as economic development, infrastructure renewal, community safety, and addressing social challenges including mental health and wellbeing. These are complex issues, but they also present opportunities for innovation and collaboration.

While Council leads the development of this plan, its success depends on partnerships with State agencies, community groups, businesses, and residents. Together, let’s turn these aspirations into reality.

We extend our sincere thanks to everyone who contributed to this process. Your input ensures this plan truly reflects our community’s values and needs. By working together, we can create a thriving Esperance for generations to come.

# Shire of Esperance at a Glance

Esperance is a place rich in history, culture and natural beauty. Known as Kapa Kurl by Nyungar people, meaning “where the water lies like a boomerang”, and later named Esperance Bay by a French explorer in 1792, the name reflects hope and promise. These stories are part of what makes Esperance unique.

Located on the south coast of Western Australia, Esperance is about 700 kilometres from Perth; a 90-minute flight or 7.5-hour drive. The Shire of Esperance district covers 44,000 square kilometres, including farmland, reserves and five national parks.

## A deep connection to Country

Aboriginal people have lived in the region for tens of thousands of years. Today 4.3% of the local population identify as Aboriginal or Torres Strait Islander. There are strong cultural ties to the land and waters for the Kapa Kurl Wudjari people of the Nyungar nation and Ngadjju people.

## From pastoral beginnings to a thriving community

European settlement began in 1864, when the Dempster Brothers brought livestock from Northam and set up the Esperance Bay Pastoral Station. The town was officially recognised in the 1890s, and by the 1960s, the region had become a major centre for agriculture.

Today, Esperance is home to over 13,883 people, including those living in the town, rural areas and on farms. It plays an important role as a subregional centre in the Goldfields-Esperance Region.

## Economy and employment

Esperance has a strong local economy. In 2023/24, the region’s Gross Regional Product was \$1.438 billion. The biggest industries were agriculture, forestry and fishing, followed by health care and social assistance. The 2021 Census reported 6,378 jobs in the area.

## Natural wonders and tourism

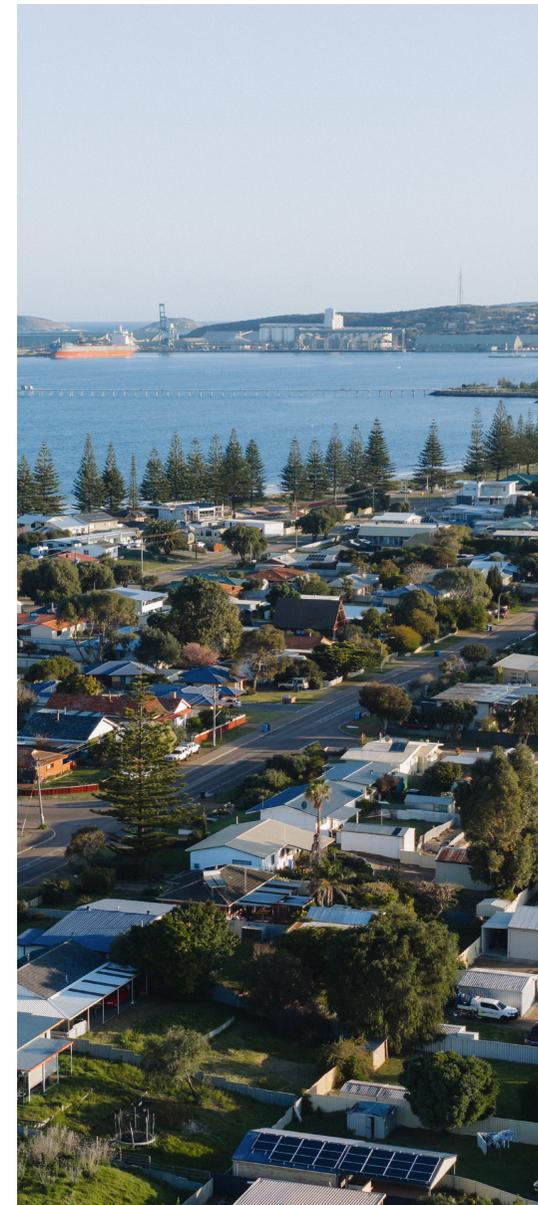
Esperance is known for its raw natural beauty, from brilliant beaches and clear waters to rugged scenery, wildflowers and the islands of the Recherche Archipelago. It offers visitors a chance to reconnect with nature in a truly unforgettable landscape.

## Protecting what matters

The Shire is committed to protecting the environment with a sustainable approach to tourism and recreation. Coastal management is a key focus, and the Shire has taken steps to address climate change, including joining the Cities Power Partnership.

## Community life

Sport, arts and culture are central to life in the Esperance district. Many activities rely on the support of volunteers and community groups. Recent projects include the redevelopment of the Greater Sports Ground with modern facilities for sporting clubs, and the James Street Cultural Precinct, aimed at improving access to arts and cultural experiences for residents and visitors.





# Esperance in Numbers



**14,558**  
estimated population\*



**4.3%**  
identify as  
First Nations Peoples\*



**\$1,521**  
median weekly household



**42**  
median age\*



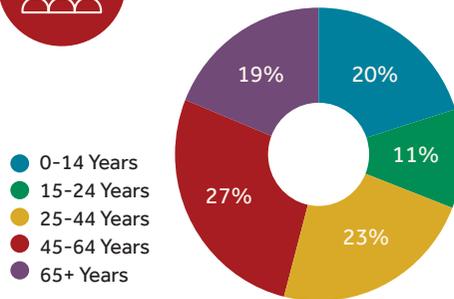
**6.3%**  
use a language other  
than English at home\*



**2.3%**  
unemployment rate,  
as of March 2025



## Age profile\*



- 0-14 Years
- 15-24 Years
- 25-44 Years
- 45-64 Years
- 65+ Years



**4.3%**  
identify as having  
a disability\*



**291**  
building approvals 2024/25



**199,000**  
visitors in 2024



**1,821**  
local businesses



**0.15%**  
rental vacancy rate



**126**  
people assisted into  
volunteering roles in 2024/25

\*Australian Bureau of Statistics (ABS) 2021

Esperance, together we make it happen.





Our vision is for the Esperance region to be **growing** and **thriving** with high quality planning, infrastructure and services.

A healthy, inclusive, active and safe place to live, work, invest and visit, with beautiful natural environments that are conserved and enhanced for all to enjoy.

We have a **clear direction** for the future and a robust plan to make it happen.



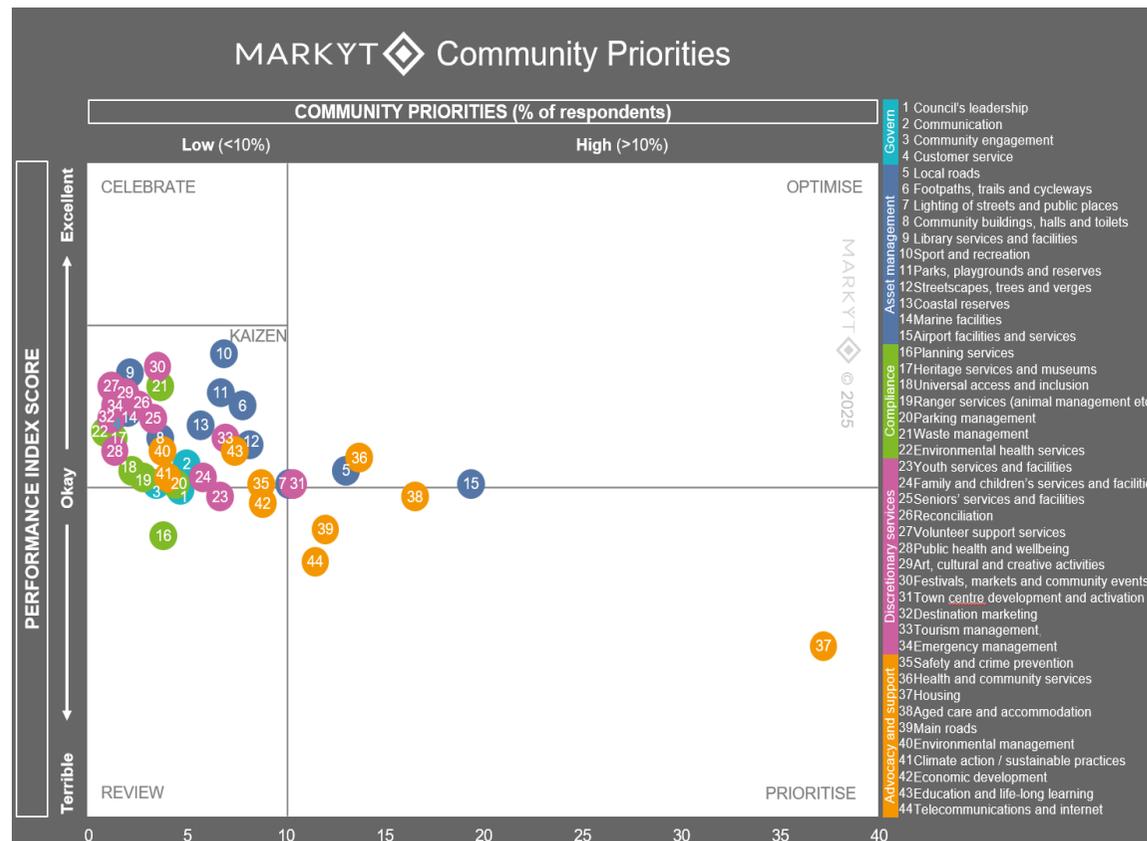
# Community Priorities

Council participates in the MARKYT® Benchmarking Excellence Program to assess local needs and determine how well the Shire of Esperance and its partners are meeting these needs.

In 2025, 1,502 community members completed a MARKYT® Community Scorecard.

Sport and recreation was the highest performing service area, followed closely by festivals, markets and community events, then library services.

Housing was the top community priority to address, followed by airport services, aged care, health and community services, local and main roads, and telecommunications.



# Community Aspirations

Through community feedback, local roads, the Esperance town centre and airport facilities have been identified as key priorities for the Shire.



## Deliver Better Local Roads

The community would like improved road safety, maintenance of roadside vegetation, speed control measures, signage on key roads, and additional upgrades and maintenance of road infrastructure.



## Develop and Enhance Esperance Town Centre

Community members are seeking improved streetscapes, revitalisation of the CBD, greater competition and shopping options, higher occupancy rates for commercial premises, and a long-term vision for the town centre.



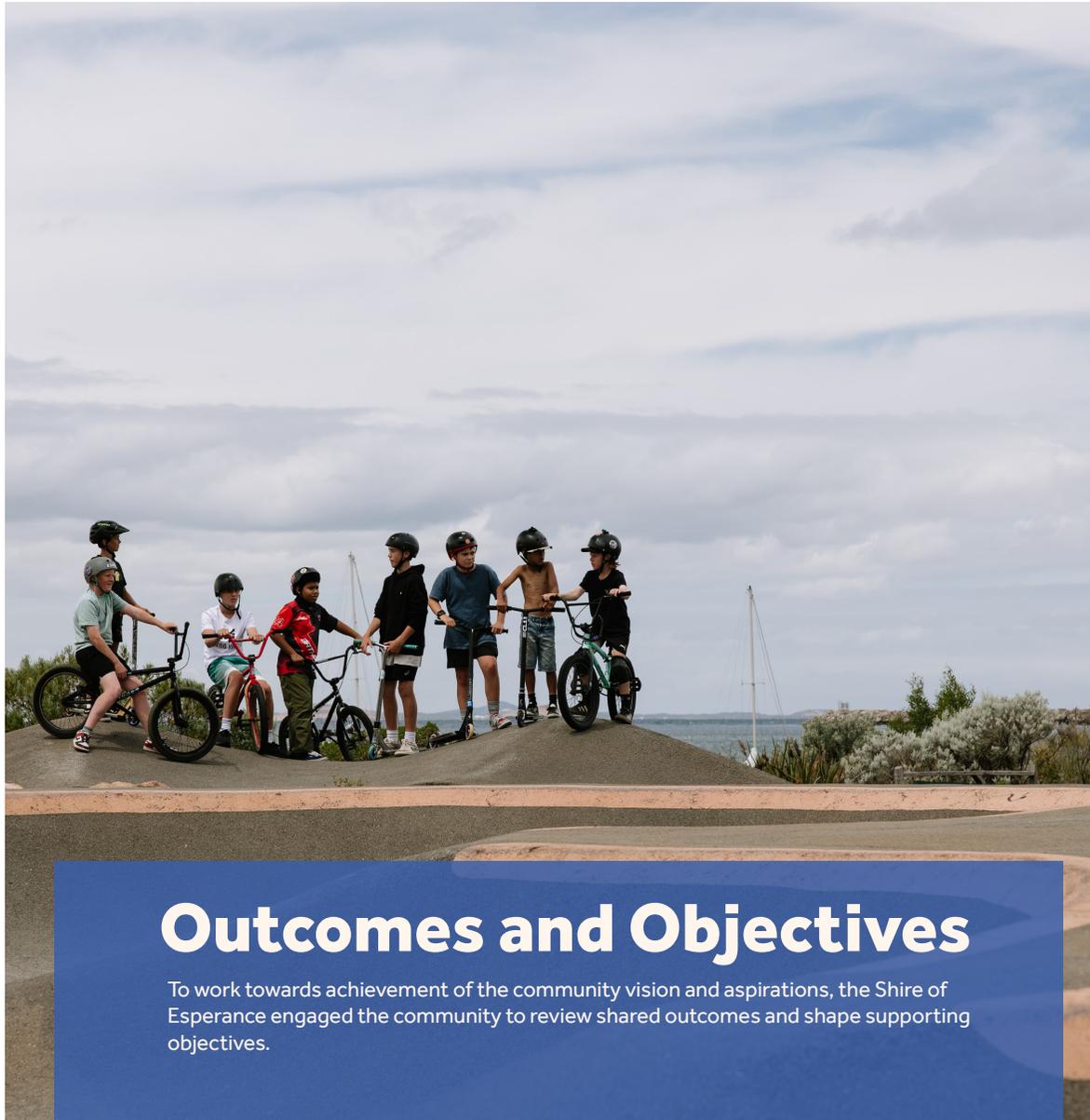
## Improve Airport Facilities and Visitor Experiences

There is need to enhance airport facilities and capacity with upgrades to the runway, lighting and apron space. There is also a need to improve visitor experiences with a better waiting area and more parking.



**Community feedback also highlights the importance of Shire and Council advocacy, along with regular reporting back to the community, on housing, airline services, aged care, health care, telecommunications and safer roads.**

	<p>Better access to housing</p>	<p>Housing is the community's main advocacy priority, particularly regarding the Government's delivery of social, public and affordable housing and regulation of short-term rentals. They would also like the Shire to support key partners to deliver more worker accommodation and to release more land, streamline approvals, and encourage more innovative housing solutions for a range of community needs and life stages.</p>
	<p>Better airline services</p>	<p>The community would like service providers to deliver more reliable and consistent flights at a lower cost and improved land transport services to connect the airport with town.</p>
	<p>Improve aged care and accommodation</p>	<p>The community would like advocacy for improved seniors' accommodation and aged care services, with an emphasis on increasing the number of facilities available, upgrading existing facilities, attracting and retaining staff, and expanding in-home and community-based services.</p>
	<p>Better access to quality health care</p>	<p>Community members would like the Government and service providers to improve access to general practitioners and other health professionals, to upgrade and expand existing infrastructure, improve mental health services, and deliver additional health advocacy and community information.</p>
	<p>Safer main roads</p>	<p>The community would like Main Roads to prioritise upgrades and maintenance to South Coast Highway, Coolgardie-Esperance Highway, Harbour Road and Fisheries Road, with an overall focus on increased road capacity, safety features, and increased accountability and transparency for roadwork projects. They would also like the Shire to deliver enhanced entryways and aesthetics.</p>
	<p>Improved telecommunications and internet services</p>	<p>There is a need for service providers to deliver improved mobile phone and internet coverage and infrastructure to meet community needs with improved speeds, reliability, affordability and accessibility. Having access to reliable services with reduced black spots is especially important for emergency communications.</p>



# Outcomes and Objectives

To work towards achievement of the community vision and aspirations, the Shire of Esperance engaged the community to review shared outcomes and shape supporting objectives.



## PEOPLE

### Diverse, Inclusive and Supported Communities

- 1.1 Address the needs of children and youth
- 1.2 Support vulnerable groups, including aged persons and those with disability
- 1.3 Grow community capacity by supporting community groups and volunteers

### Community Health and Wellbeing

- 2.1 Improve access to quality health and community services
- 2.2 Increase participation in sport and recreation activities

### Community Safety and Resilience

- 3.1 Improve community safety infrastructure, programs and services
- 3.2 Encourage responsible animal management
- 3.3 Minimise risk and support recovery from bushfires, storms, drought and other natural disasters

### A Sense of Identity and Belonging through Culture, Heritage and the Arts

- 4.1 Grow understanding and respect for cultural diversity, history and heritage
- 4.2 Grow community involvement in arts and cultural activities



## PLANET

### A Healthy and Sustainable Natural Environment

- 5.1 Sustainably care for, preserve and enhance natural habitats
- 5.3 Encourage the adoption of sustainable practices
- 5.4 Develop a sustainable, low waste, circular economy



## PLACE

### Responsible Urban Design and Housing Diversity

- 6.1 Enable access to land and development opportunities to meet local needs
- 6.2 Facilitate access to diverse housing options

### Attractive and Welcoming Public Places

- 7.1 Develop an attractive and welcoming town centre
- 7.2 Enhance streetscapes
- 7.3 Provide quality community facilities, parks and spaces

### Safe, Efficient and Sustainable Transport Networks

- 8.1 Deliver an efficient and safe road network
- 8.2 Encourage more people to walk, ride or use other active transport
- 8.3 Improve access to parking
- 8.4 Improve public and shared transport services



## PROSPERITY

### A Thriving Economy

- 9.1 Attract and retain diverse industries and enterprises to grow the economy and local jobs
- 9.2 Improve tourism infrastructure, services and experiences
- 9.3 Facilitate access to quality education and life-long learning opportunities



## PERFORMANCE

### Effective Governance and Partnerships

- 10.1 Provide transparent, accountable and effective leadership and resource management

### A Well Informed and Engaged Community

- 11.1 Provide authentic, relevant and effective engagement with community members



# Our Role and Responsibilities

The Shire of Esperance exists to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity. We strive to achieve the community vision, outcomes and objectives by delivering, partnering and advocating for facilities, infrastructure and services to meet local needs.



## DELIVER

Council is responsible for governance, asset management and service delivery in accordance with State and Local Government regulations or as endorsed by Council.

### GOVERNANCE

Council is responsible for strategic planning, setting local laws and policies, and ensuring compliance with regulations, including-

- Integrated planning and reporting
- Governance (finance, risk, HR etc)
- Strategic planning
- Planning services
- Heritage services
- Public and environmental health
- Universal access and inclusion
- Ranger services
- Animal management
- Waste management

### ASSET MANAGEMENT

Council maintains, upgrades and operates various public assets, including-

- Local roads
- Footpaths, trails, cycleways
- Lighting
- Stormwater infrastructure
- Community buildings and public toilets
- Parks and playgrounds
- Sporting reserves
- Streetscapes
- Shire buildings, vehicles and equipment

### SERVICE DELIVERY

Council delivers a wide range of services to meet community needs, including-

- Community development
- Sport and recreation
- Art and culture
- Library services
- Museum services
- In-home aged care services
- Place activation
- Tourism
- Community engagement
- Customer service
- Volunteer support services
- Economic development



### PARTNER

Council builds strategic partnerships with Australian and State Government agencies, non-governmental organisations, the private sector and others whose work contributes to delivering the community vision and objectives.



### ADVOCATE

Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and private industry to bring about the best outcomes for our community.

We do this by building relationships, gathering data and evidence, preparing submissions, meeting with politicians and government representatives, taking part in public consultations, and managing media and public campaigns.



# Our Values

The Shire of Esperance has five corporate values that guide Council and officer behaviour at all times.







**OUTCOME 1**

Diverse, Inclusive  
and Supported  
Communities

**SUPPORTING DOCUMENTS**

Youth Precinct Concept Plan

Esperance Home Care Strategy

Disability Access and Inclusion  
Plan 2020-2025

# Outcome 1

## Diverse, Inclusive and Supported Communities



### Objective 1.1 Address the needs of children and youth

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Library Services	Deliver library and literacy development services, resources and programs for children and youth, such as Storytime and Rhymetime.	Esperance Public Library
Youth Events	Engage young people to create and deliver youth focused events throughout the year, such as Edge of the Bay, Neon Showdown, Rockin' Rollin' pop-up roller skating, Winter Wonderland, and the Christmas Pageant. Support school holiday activities, such as the 'One and All' Program.	Community Development
Recreation	Provide youth programs through the Bay of Isles Leisure Centre, such as NinjaTots and swim school classes.	Bay of Isles Leisure Centre
Childcare	Continue to work with relevant agencies and providers to support and advocate for appropriate childcare services.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
1.1.1.	Prioritise and implement the next stages of the <b>Youth Precinct Concept Plan</b> , with consideration for lighting the pump track and/or extending the skate park.	Youth Precinct Concept Plan	Director Asset Management				\$

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 1

### Diverse, Inclusive and Supported Communities

#### Objective 1.2 Support vulnerable groups, including aged persons and those with disability

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Senior and Disability Services	Deliver in-home care services, such as meals on wheels, gardening and personal care to support independent living, and provide an activity centre for Esperance Home Care clients.	Esperance Home Care
	Host an annual dinner to celebrate seniors' contributions in our community.	Community Development
	Participate in forums and meetings to represent Shire and local views to improve aged care and disability services in Esperance.	Esperance Home Care
Universal access and inclusion	Implement the actions in the Disability Access and Inclusion Plan.	External Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
1.2.1.	Review the <b>Esperance Home Care Strategy</b> .	Esperance Home Care Strategy	Manager Aged Care & Disability Services	●			
1.2.2.	Develop an <b>Over 55s Lifestyle Village Prospectus</b> to attract an investor and service provider.		Manager Economic Development		●		
1.2.3	Develop a <b>CBD Accessibility Strategy</b> in partnership with the Esperance Chamber of Commerce & Industry.		Director External Services			●	
1.2.4	Complete a 4-yearly review of the <b>Disability Access and Inclusion Plan</b> to continue to meet universal access and inclusion standards across Shire facilities and services.		Director External Services				●

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

# Outcome 1 Diverse, Inclusive and Supported Communities



## Objective 1.3 Grow community capacity by supporting community groups and volunteers

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Community Group Services	Provide development and support services to local community groups, including advice on events, projects and programs, and the annual community grants program.	Community Development
Volunteer Services	Provide information and support to volunteers and agencies to increase and enhance volunteer participation throughout the district, and secure funding to provide ongoing management, training and support to these individuals and agencies. Provide equipment and resources for hire by not-for-profit groups.	Volunteer Resource Centre

PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
None - the focus will be on continuously improving current services.						

- Resourcing or funding secured
- ⌘ Additional operating or capital budget required to deliver project



**OUTCOME 2**

Community Health and Wellbeing

**SUPPORTING DOCUMENTS**

Public Health Plan

Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041

Bay of Isles Leisure Centre Management Plan

Mountain Bike Feasibility Study

## Outcome 2 Community Health and Wellbeing



### Objective 2.1 Improve access to quality health and community services

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Public Health	Deliver ongoing advocacy to improve access to general, specialist and mental health services.	Executive Services
	Undertake inspections and provide assistance and information on services directed at the maintenance, promotion and improvement of public and environmental health, including food safety, mosquito management, water sampling, waste water approvals, and beauty and skin penetration services.	Environmental Health

PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
2.1.1. Implement the <b>Public Health Plan</b> to protect, promote and enhance the health, wellbeing and quality of life for the Esperance community.	Public Health Plan	Manager Development Services	●	●	●	●

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 2 Community Health and Wellbeing

### Objective 2.2 Increase participation in sport and recreation activities

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Sport and Recreation Facilities	Operate facilities, including the Bay of Isles Leisure Centre, Esperance Indoor Stadium, and Graham Mackenzie Stadium.	Bay of Isles Leisure Centre
	Maintain outdoor recreational spaces, including sporting fields, skate parks, jump tracks and public open spaces.	Parks and Environment
	Maintain recreational marine facilities, including the swimming enclosure, lap pontoons and jetties.	
Youth Programs	Administer the KidSport Program.	Community Development
Club Development	Support the development of sporting clubs by building relationships with state bodies, and providing information, advice and training.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
2.2.1.	Support Esperance Hockey Association with <b>synthetic pitch development project</b> .	Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041	Director Asset Management	●			
2.2.2.	Provide a third <b>soccer pitch</b> at the Greater Sports Ground.	Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041	Director Asset Management	●			
2.2.3.	Develop a <b>gym redesign</b> concept plan for the Bay of Isles Leisure Centre.	Bay of Isles Leisure Centre Management Plan	Manager Recreation & Culture	●			

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project





### OUTCOME 3

Community Safety and Resilience

#### SUPPORTING DOCUMENTS

CCTV Strategy

Coastal Hazard Adaptation Strategy

Bushfire Risk Management Plan

## Outcome 3 Community Safety and Resilience



### Objective 3.1 Improve community safety infrastructure, programs and services

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Regulatory Services	Provide advice and education for planning, building, environmental health and events services to ensure all legislative requirements are met, including undertaking inspections for pool safety and compliance purposes.	Development Services
Safety	Monitor current levels of street lighting and undertake upgrades as required.	Asset Management
	Operate the Shire's CCTV network.	Projects and Buildings
	Advocate for an increased police presence to improve community safety.	Executive Services
Coastal Safety	Promote and support coastal safety measures through the Coastal Safety Working Group	Ranger and Emergency Services
	Continue advocacy for appropriate coastal safety infrastructure, resources and shark towers.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
3.1.1.	Roll out Stage 5 of the <b>CCTV Strategy</b> , including Dempster Street, Forrest Street and Hicks Street.	CCTV Strategy	Manager Projects and Buildings			●	●

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 3 Community Safety and Resilience

### Objective 3.2 Encourage responsible animal management

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Animal Management	Promote responsible animal ownership by delivering community education programs and enforcing local laws. Care for lost, stray and abandoned animals by operating the animal management facility and collaborating with the RSPCA and animal rescue organisations such as SAFE.	Ranger Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
3.2.1.	Host a pop-up community event to <b>offer cat and dog microchipping</b> to encourage owners to microchip their pets.		Manager Ranger & Emergency Services	●	\$	\$	\$
3.2.2.	Update the Shire's <i>Cat Local Law 2024</i> to include <b>cat containment</b> requirements to protect native wildlife (if the State Government changes the <i>Cat Act 2011</i> ), and update communications.		Manager Ranger & Emergency Services	●			
3.2.3.	Complete proposed improvements to <b>Wildcherry Dog Park</b> , including lighting and dog agility equipment.		Manager Parks & Environment		●		

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 3

# Community Safety and Resilience



### Objective 3.3 Minimise risk and support recovery from bushfires, storms, drought and other natural disasters

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Fire Prevention	Undertake fire mitigation planning and activities in accordance with the Bushfire Risk Management Plan.	Emergency Services
	Manage and support the Bush Fire Advisory Committee and volunteer bush fire brigades.	
Emergency Management	Undertake the annual firebreak inspection program to ensure the community is reducing fuel loads and maintaining access to properties for emergency purposes.	Ranger Services
	Administer Local Emergency Management Committee meetings to inform planning and response to disaster events.	Emergency Services
Water Security	Continue advocacy for more emergency services personnel to be based in Esperance.	Executive Services
	Partner with the Goldfields- Esperance Development Commission to implement the Goldfields- Esperance regional Drought Resilience Plan.	Parks and Environment
	Provide and improve rural communities access to non-potable water.	Asset Management

## Outcome 3

# Community Safety and Resilience

### Objective 3.3 Minimise risk and support recovery from bushfires, storms, drought and other natural disasters

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
3.3.1.	Partner with traditional custodians to develop a <b>cultural burning trial program</b> .		Manager Ranger & Emergency Services	●			
3.3.2.	Review the <b>Bushfire Risk Management Plan</b> .	Bushfire Risk Management Plan	Manager Ranger & Emergency Services		●		
3.3.3.	Install cover for <b>rural community dams</b> to reduce water evaporation.		Director Asset Management	\$			
3.3.4.	Install <b>tank connection points</b> to the Grass Patch community dam to allow connection to the two water supply tanks.		Director Asset Management	\$			
3.3.5.	Investigate <b>operational and fire water sources</b> with bores east and west of Esperance.		Manager Parks & Environment	●	●		
3.3.6.	Work with the Water Corporation and Department of Water and Environmental Regulation to improve sewerage treatment and expansion of the <b>recycled water network</b> for Esperance townsite.		Director Asset Management	●	●	●	●

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project





#### **OUTCOME 4**

A Sense of Identity and Belonging through Culture, Heritage and the Arts

#### **SUPPORTING DOCUMENTS**

Esperance Tjaltjraak Native Title Aboriginal Corporation Partnership Agreement

Town Centre Revitalisation Plan 2015-2035

James Street Cultural Precinct Plan

## Outcome 4

# A Sense of Identity and Belonging through Culture, Heritage and the Arts



### Objective 4.1 Grow understanding and respect for cultural diversity, history and heritage

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Multicultural services	Facilitate the Partnership Agreement with Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC) to progress priority projects and actions.	Executive Services
	Manage the Esperance Twin Towns Working Group to develop and foster the relationship with Ile de Re, France, through the promotion of social, cultural and educational links, and a student exchange program.	Community Development
	Undertake Australian citizenship ceremonies.	Executive Services
Heritage services	Partner with traditional custodians to develop cultural trails, maps and interpretive signs.	Asset Management
	Maintain the Local Heritage Survey to identify and record local places with cultural heritage significance.	Development Services
	Deliver museum services, including managing object and local history collections for education and research purposes.	Esperance Museum

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
4.1.1.	Develop a <b>Cultural Inclusion Plan</b> to grow understanding and respect for diverse cultures and outline how the Shire will ensure community facilities and services are accessible and welcoming for all cultures.	ETNTAC Partnership Agreement; Integrity Strategy WA	Manager Community Development & Events	●			
4.1.2.	Provide an <b>Aboriginal Heritage Agreement</b> to guide respectful consultation between the Shire and traditional custodians.		Manager Parks & Environment	●			
4.1.3.	Partner with Traditional Custodians to facilitate <b>Aboriginal dual naming</b> of significant places.		Director Asset Management	●	●	●	●

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 4

# A Sense of Identity and Belonging through Culture, Heritage and the Arts

### Objective 4.2 Grow community involvement in arts and cultural activities

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Arts	Administer an annual grant funding program to support local arts organisations to deliver art and cultural activities, exhibitions and events.	Community Development
Cultural Events	Support local cultural activities and events, including NAIDOC Week and Taste of the World.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
4.2.1.	Construct the <b>James Street Cultural Precinct</b> , including a new library, visitor centre, function space and café.	Town Centre Revitalisation Plan 2015-2035 James Street Cultural Precinct Plan	Manager Projects and Buildings	●	●		

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project





**OUTCOME 5**

A Healthy and Sustainable Natural Environment

**SUPPORTING DOCUMENTS**

Pink Lake Feasibility Study

Coastal Management Plan

Weed Management Strategy

Waste Strategy 2018 - 2023

## Outcome 5

## A Healthy and Sustainable Natural Environment

## Objective 5.1 Sustainably care for, preserve and enhance natural habitats



What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Environmental Management	Manage Shire contaminated sites, environmental pollution and native vegetation clearing. Undertake tree planting and rehabilitation programs.	Environmental Services
Reserve Management	Manage Shire reserves and partner with traditional custodians to manage culturally sensitive nature reserves, such as Tjaltjraak Boodja Park, Lake Monjingup and Dempster Head.	Parks and Environment
Tracks and Trails	Manage and maintain existing dual use paths and walk trails such as Baarndi Trail and dual use paths along Twilight Beach Road.	Asset Management
Camping Compliance	Undertake patrols and enforcement activities to reduce unauthorised camping within the district.	Ranger Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
5.1.1.	Collaborate with key partners to restore, revegetate and protect priority Shire <b>conservation reserves</b> .		Manager Parks & Environment	●	●	●	●
5.1.2.	Implement the revised <b>Coastal Management Plan</b> to manage and protect Shire managed coastal reserves.	Coastal Management Plan	Manager Parks & Environment	●	●	●	●
5.1.3.	Work with the Department of Biodiversity, Conservation and Attractions to leverage community benefits from the implementation of the <b>South Coast Marine Park</b> .		Chief Executive Officer	●	●	●	●
5.1.4.	Seek Government funding and support for the recovery of <b>Lake Warden</b> and <b>Pink Lake</b> wetland systems to restore the ecological health and value of the RAMSAR wetlands.	Pink Lake Feasibility Study	Manager Parks & Environment	●	●		
5.1.5.	Provide a new <b>Weed Management Strategy</b> .		Manager Parks & Environment	●			

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

# Outcome 5

## A Healthy and Sustainable Natural Environment

### Objective 5.2 Encourage the adoption of sustainable practices

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Sustainable Practices	Incorporate low emission vehicles into the Shire’s fleet as options become viable.	Asset Management
	Maintain and report on the annual carbon emissions audit and carbon emission reduction actions.	
	Adopt best practice energy efficiency measures across council buildings.	Sustainability and Resource Recovery
	Engage with local residents, businesses and community groups to increase awareness and adoption of sustainability initiatives.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
5.2.1.	Implement the <b>community energy upgrades project</b> , to install solar panels, batteries, and window film on 16 Shire buildings.		Manager Projects & Buildings	●			
5.2.2.	Develop a <b>Sustainability and Climate Action Plan</b> .		Manager Sustainability & Resource Recovery		\$		

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 5 A Healthy and Sustainable Natural Environment

### Objective 5.3 Develop a sustainable, low waste, circular economy

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Waste Management	Deliver waste management, resource recovery and recycling services.	Sustainability and Resource Recovery
	Undertake community engagement and education to advance the Waste Revolution education platform to encourage community and local businesses to reduce, reuse and recycle.	
	Manage liquid waste and truck wash facilities.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
5.3.1	Review <b>organics recovery</b> processing facility including a 3-bin system.		Manager Sustainability & Resource Recovery	\$			
5.3.2.	Review and update the <b>Waste Strategy</b> to guide the community's transition to Myrup Waste Management Facility.	Waste Strategy 2018-2023	Manager Sustainability & Resource Recovery		●		
5.3.3.	Construct the new <b>Myrup Waste Management Facility</b> , with community and commercial drop off and waste transfer station.	Waste Strategy 2018-2023	Director Asset Management	●	●		
5.3.4.	<b>Manage transition</b> from existing Wylie Bay Waste Management Facility to Myrup Waste Management Facility.		Manager Sustainability & Resource Recovery	●	●	●	

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project



## OUTCOME 6

Responsible Urban  
Design and Housing  
Diversity

### SUPPORTING DOCUMENTS

Housing, Land and  
Accommodation Strategy

Flinders Structure Plan

Local Planning Scheme

Esperance Accommodation Study



# Outcome 6

## Responsible Urban Design and Housing Diversity



### Objective 6.1 Enable access to land and development opportunities to meet local needs

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Development Services	Plan for the future of the district, by maintaining the Local Planning Scheme, strategies and policies, to guide where and how future growth and development happens.	Development Services
	Provide community education and advice on statutory requirements for building or development.	
	Assess development and building applications to ensure statutory requirements are met.	
Advocacy	Ongoing advocacy for adequate utilities and communications infrastructure to support population and economic growth.	Executive Services

## Outcome 6

### Responsible Urban Design and Housing Diversity

#### Objective 6.1 Enable access to land and development opportunities to meet local needs

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
6.1.1.	Review the <b>Local Planning Strategy, scheme and policies</b> to facilitate the sustainable growth of the Shire of Esperance.		Manager Development Services	●			
6.1.2.	Prepare a <b>Land Development Strategy</b> to develop Shire owned land for housing, including <ul style="list-style-type: none"> <li>Flinders Estate</li> <li>Corner of Ocean and John Streets in Sinclair</li> <li>Development Area 3 in Sinclair</li> </ul>	Housing, Land and Accommodation Strategy	Manager Economic Development	●			
6.1.3.	Develop and release <b>Flinders Estate Stage 3</b> creating 36 standard sized residential lots. This includes applying for Government funding to cover the costs of power, water and sewerage infrastructure.	Flinders Structure Plan	Director Asset Management	\$			
6.1.4.	Advocate to DevelopmentWA to develop <b>State Government-owned land</b> such as Sims Street and Victoria Street in Nulsen, and cover the costs of power, water and sewerage infrastructure to release more residential lots for housing.		Chief Executive Officer	●	●	●	●

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

# Outcome 6

## Responsible Urban Design and Housing Diversity



### Objective 6.2 Facilitate access to diverse housing options

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Advocacy	Advocate for State Government, the private sector and community housing providers to increase availability of residential lots and housing to meet community needs.	Executive Services
	Advocate for Government to provide more social and low-income housing for vulnerable people (including seniors, people with disability and low-income earners).	
	Advise private landowners of their development options, such as subdivisions, intergenerational housing, ancillary builds, single person units etc. to increase housing stock and diversity.	
	Advocate for Government to invest more for transitional, domestic violence, crisis and emergency accommodation.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
6.2.1.	Develop a Council briefing item to consider <b>fees and charges</b> for homes used for commercial purposes and short-term rentals.		Director Corporate & Community Services	●			
6.2.2.	Construct <b>key worker accommodation</b> on Council Place to create 20 new dwellings to help attract and retain essential workers.	Esperance Accommodation Study	Manager Economic Development / Director Asset Management	\$	\$		

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project



**OUTCOME 7**

Attractive and Welcoming Public Places

**SUPPORTING DOCUMENTS**

CBD Concept Landscaping Design

Tourism Strategy

Urban Greening Program

# Outcome 7

## Attractive and Welcoming Public Places



### Objective 7.1 Develop an attractive and welcoming town centre

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Town Centre Development	Create and maintain an attractive town centre with urban nodes, garden beds, seating, adequate bin placements etc.	Parks and Environment
	Provide information and advice to encourage property owners to develop and improve the visual appeal and vibrancy of the town centre.	Development Services
Events	Host annual Town Tunes events in the town centre throughout the summer months.	Community Development

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
7.1.1.	Implement <b>CBD upgrades</b> on Dempster Street and Post Office Square, including landscaping and street furniture.	CBD Concept Landscaping Design	Manager Parks & Environment	●	●		

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 7

### Attractive and Welcoming Public Places

#### Objective 7.2 Enhance streetscapes

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Streetscapes	Maintain streetscapes with regular planting, maintenance and tree inspections.	Parks and Environment

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
7.2.1.	Partner with Goldfields Voluntary Regional Organisation of Councils (GVROC) to <b>plant trees and seedlings</b> across the shire through the Urban Greening Program.	Urban Greening Program	Manager Parks & Environment	●	●		

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 7

### Attractive and Welcoming Public Places



#### Objective 7.3 Provide quality community facilities, parks and spaces

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Civic Centre	Provide a space for civic activities and events, including touring shows, workshops and seminars.	Civic Centre
Public Open Spaces	Develop and maintain public open spaces including the foreshore, parks, playgrounds and beach facilities.	Parks and Environment
Cemeteries	Manage the Cemetery Working Group, seeking their input and advice regarding the management of cemeteries and related infrastructure.	Asset Management

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
7.3.1.	Provide <b>universal access and inclusion upgrades</b> to ensure the Civic Centre auditorium, ablutions and carpark meet universal access standards.		Manager Projects & Buildings	\$			
7.3.2.	Replace <b>Civic Centre auditorium tiers and seating</b> as they approach the end of their useful life.		Manager Projects & Buildings	\$			
7.3.3.	Upgrade <b>Civic Centre greenroom and storage</b> to provide greater space and access to disabled facilities for performers and crew.		Manager Projects & Buildings		\$		
7.3.4.	Develop an <b>Esperance Cemetery Master Plan</b> to provide a structured plan for the future development and growth of the Esperance Cemetery.		Manager Parks & Environment	●			
7.3.5.	Review the number and location of <b>public seats</b> along shared paths that connect Esperance CBD with surrounding suburbs.		Manager Asset Planning & Development	●			

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project



### **OUTCOME 8**

Safe, Efficient and Sustainable Transport Networks

#### **SUPPORTING DOCUMENTS**

Road Safety Management Plan 2024-2030

Strategic Asset Management Plan

Parking, Traffic and Pedestrian Strategy Implementation Plan

Esperance 2050 Cycling Strategy

Esperance Airport Master Plan

# Outcome 8

## Safe, Efficient and Sustainable Transport Networks



### Objective 8.1 Deliver an efficient and safe road network

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Roads	Deliver road construction and maintenance programs, including drafting and design of roads, drainage and civil works. Identify and implement road safety measures.	Asset Management
Licensing Services	Provide licensing services on behalf of the Department of Transport.	Financial Services
Advocacy	Advocate for Main Roads to provide more passing lanes on South Coast Highway and Coolgardie-Esperance Highway.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.1.1.	Develop the <b>Local Area Traffic Management Strategy</b> for Esperance townsite.	Road Safety Management Plan 2024-2030	Manager Asset Planning & Development	●	●		
8.1.2.	Advocate for Main Roads to undertake a <b>transport corridor upgrade plan</b> for Harbour Road, including South Coast Highway and Pink Lake Road intersection upgrades		Chief Executive Officer	●	●		
8.1.3.	Continue <b>Cascade Road upgrade and sealing works</b> from the end of farming land to Lake Tay and Merivale Road to Orleans Bay Road.		Manager Asset Operations	\$	\$	\$	\$

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 8

### Safe, Efficient and Sustainable Transport Networks

#### Objective 8.2 Encourage more people to walk, ride or use other active transport

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Shared Pathways	Provide and maintain footpaths and cycleways.	
Road Safety	Deliver safety measures to improve pedestrian crossings on The Esplanade and Fisheries Road. Construct sealed shoulders on roads to improve safety for cyclists and vehicles.	Asset Management

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.2.1.	Design and construct the <b>Harbour Road shared path</b> between Shelden Road and Norseman Road.	Esperance 2050 Cycling Strategy	Manager Asset Planning & Development	●			
8.2.2.	Design and construct the <b>Pink Lake Road shared path</b> between Milner Street and Connolly Street.	Esperance 2050 Cycling Strategy	Manager Asset Planning & Development	●			
8.2.3.	Design and construct the <b>Fisheries Road shared path</b> sections between Norseman Road and Quarry Road.	Esperance 2050 Cycling Strategy	Manager Asset Planning & Development	\$	\$	\$	\$
8.2.4.	Deliver safety measures, such as refuge islands, to improve <b>pedestrian crossings</b> on The Esplanade.		Manager Asset Operations	●			

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

# Outcome 8

## Safe, Efficient and Sustainable Transport Networks



### Objective 8.3 Improve access to parking

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Parking	Provide and maintain public parking areas, including access to ACROD parking bays and adequate lighting.	Asset Management

PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.3.1. Complete a <b>CBD parking review</b> to determine if there is need to increase the minimum size of parking bays.		Manager Asset Planning & Development	●			
8.3.2. Provide <b>Forrest Street road and streetscape upgrades</b> to improve access to parking.	Parking, Traffic and Pedestrian Strategy Implementation Plan	Manager Asset Planning & Development	●	●	●	

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 8

# Safe, Efficient and Sustainable Transport Networks

### Objective 8.4 Improve public and shared transport services

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Air Services	Provide airport facilities.	Esperance Airport
	Advocate for airline service providers to improve service delivery.	Executive Services
Public Transport	Support TransEsperance public bus services.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.4.1.	Obtain funding and construct the Esperance Airport <b>cross strip and main runway</b> , including upgrades to lighting and apron space.	Esperance Airport Master Plan	Director Asset Management	●	\$	\$	\$
8.4.2.	Upgrade <b>CCTV</b> at the Esperance Airport.	Esperance Airport Master Plan	Manager Economic Development	●			
8.4.3.	Construct additional <b>customer parking bays</b> at the Esperance Airport.	Esperance Airport Master Plan	Manager Economic Development	●			

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project





**OUTCOME 9**

A Thriving Economy

**SUPPORTING DOCUMENTS**

Economic Development Strategy

Tourism Strategy

Tourism Signage Strategy

# Outcome 9 A Thriving Economy



## Objective 9.1 Attract and retain diverse industries and enterprises to grow the economy and local jobs

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Economic Development	Provide information around land use zoning, utilities, services and infrastructure to help businesses determine feasibility of establishing or expanding in Esperance.	Economic Development
	Create a welcoming environment to new businesses and industry by providing introductions to key stakeholders to help prospective businesses and industry setting up in Esperance.	
	Provide communication to increase regional awareness and understanding of the contribution and importance of local businesses.	
	Deliver streamlined approvals for small businesses through the Small Business Friendly Approvals Program.	External Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
9.1.1.	Advocate for DevelopmentWA to expand the <b>light industrial area</b> to support current and future economic growth.		Chief Executive Officer	●	●		
9.1.2.	Support the development of a <b>shared workspace facility</b> in Esperance for starts ups and small businesses.	Economic Development Strategy	Manager Economic Development	●			

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 9

### A Thriving Economy

#### Objective 9.2 Improve tourism infrastructure, services and experiences

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Visitor Centre	Assist visitors with advice and recommendations for local accommodation providers, services, tourism operators and activities.	Visitor Centre
Tourism Services	Operate Shire-managed coastal campgrounds at Quagi Beach, Munglinup Beach and Alexander Bay.	Parks and Environment
	Operate the Overflow Campground during peak tourist period.	Recreation and Culture
	Explore partnerships with Esperance Tjaltjraak Native Title Aboriginal Corporation to develop and promote cultural heritage tourism activities.	Economic Development
	Support key partners to promote and improve tourism infrastructure, services and experiences.	
	Implement projects in the Esperance Tourism Strategy 2021 to grow tourism in a coordinated and sustainable way.	
Events	Provide visitor and community events such as Winter Wonderland and Edge of the Bay.	Community Development

## Outcome 9

**A Thriving Economy****Objective 9.2 Improve tourism infrastructure, services and experiences**

	<b>PRIORITY PROJECTS</b>	<b>LINKED STRATEGIES</b>	<b>RESPONSIBLE</b>	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>29/30</b>
9.2.1.	Provide attractive and welcoming <b>entrances</b> into Esperance.	Tourism Strategy	Director Asset Management	●			
9.2.2.	Implement the <b>Tourism Signage Strategy</b> to promote local attractions while ensuring easy movement around key destinations.	Tourism Signage Strategy	Manager Economic Development	●	●	●	●
9.2.3.	Provide a feasibility study for <b>RV-Friendly overnight rest areas</b> with self-contained camping sites to minimise illegal camping.		Director External Services	\$			
9.2.4.	Review the <b>tourism management partnership</b> with Australian Golden Outback.		Manager Economic Development	●			
9.2.5.	Partner with Esperance Sculpture Trail Inc. to develop the <b>Esperance Sculpture Trail</b> .	Tourism Strategy	Director Asset Management	●	●		

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project

## Outcome 9

# A Thriving Economy

### Objective 9.3 Facilitate access to quality education and life-long learning opportunities

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Education Opportunities	Participate in local education, training and skills development working groups.	All Teams
	Support annual workforce development forums between business, recruitment agencies and education providers.	Executive Services
	Provide technology support and education through the Tech Help service	Esperance Public Library
	Continue to advocate for access to relevant TAFE courses.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
9.3.1.	Advocate for urgent upgrades and a rebuild of the <b>Esperance Senior High School.</b>		Chief Executive Officer	●			
9.3.2.	Advocate for a <b>university learning hub.</b>		Chief Executive Officer	●	●	●	●

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project





**OUTCOME 10**

Effective Governance  
and Partnerships

**SUPPORTING DOCUMENTS**

- Council Plan
- Long-Term Financial Plan
- Revenue Strategy
- Strategic Asset Management Plan
- Workplace Health and Safety Plan
- Equal Opportunity and Diversity Plan

# Outcome 10

## Effective Governance and Partnerships



### Objective 10.1 Provide transparent, accountable and effective leadership and resource management

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Corporate Planning	Undertake strategic planning and reporting, including an annual review of the Council Plan and progress reports for outcomes and priority projects.	Governance and Corporate Support
	Coordinate local government elections.	
Governance	Provide Elected Member inductions and ongoing support.	Executive Services
	Provide risk management, including administration of the Audit, Risk and Improvement Committee.	Financial Services
	Maintain sound internal financial controls and reporting.	Corporate and Community Services
	Manage behavioural complaints and administration of the Behavioural Complaints Committee.	Information Management
Advocacy	Provide records management, including record keeping practices, processing freedom of information requests and adherence with privacy and responsible information sharing requirements.	Executive Services
Financial Management	Provide community leadership, advocating for other levels of government and other key stakeholders to address community issues and service needs.	Financial Services
People and Culture	Maintain balanced financial ratios in line with local government standards and providing annual reviews of the Long-Term Financial Plan.	Human Resources
	Attract and retain appropriately skilled people and provide ongoing professional development and training opportunities.	
	Lead a workforce culture that thinks and acts 'Safety First' every day, in every task.	
	Implement the Equal Opportunity and Diversity Plan to achieve proportional representation of groups within the organisation, and work with recruitment agencies to recruit and support people with disabilities to work with the Shire of Esperance.	

## Outcome 10

### Effective Governance and Partnerships

#### Objective 10.1 Provide transparent, accountable and effective leadership and resource management

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Information Technology	Provide appropriate internal telecommunications and IT systems.	Information Technology
Project Management	Develop project plans, source funding and manage infrastructure projects.	Projects and Buildings
	Undertake regular inspections and maintenance of Shire buildings.	
Asset Management	Manage the purchase, disposal and maintenance of fleet and fixed plant.	Asset Operations
	Collect and maintain data to develop capital works programs.	Asset Planning and Development
Contract Management	Manage tenders and contracts for projects and supplier panels.	Asset Management
	Provide property management and leasing services for Shire properties, including staff housing.	Governance and Corporate Support
Workplace Health and Safety	Implement the Workplace Health and Safety Framework to create and embed more positive workplace health and safety culture and behaviours for Shire employees.	Workplace Health and Safety
	Risk management and workplace health and safety processes.	

# Outcome 10

## Effective Governance and Partnerships



### Objective 10.1 Provide transparent, accountable and effective leadership and resource management

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
10.1.1	Review the <b>Revenue Strategy</b> to assist in long term financial planning.	Revenue Strategy	Director Corporate & Community Services	●			
10.1.2	Develop a <b>strategic advocacy plan</b> with clearly defined priorities.		Chief Executive Officer	●	●		
10.1.3	Review the <b>Strategic Asset Management Plan</b> to outline how the Shire will manage assets long term.	Strategic Asset Management Plan	Manager Asset Planning & Development	●			
10.1.4	Develop an <b>IT Strategy</b> to ensure technology supports the Shire's goals, improves efficiency and encourages new ideas.		Manager Information Services	●			
10.1.5	Implement a <b>public online mapping system</b> which will show information including ward boundaries, bin collection days, local planning scheme information and fire zones.		Manager Information Services	●			
10.1.6	Improve access to <b>online financial accounts</b> for rate payers.		Manager Financial Services			●	●
10.1.7	Provide an <b>online application portal</b> for development services.		Director External Services		\$	\$	

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project



**OUTCOME 11**

A Well Informed and Engaged Community

**SUPPORTING DOCUMENTS**

Communication Engagement Strategy 2021-2024

# Outcome 11

## A Well Informed and Engaged Community



### Objective 11.1 Provide authentic, relevant and effective engagement with community members

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Communications and Engagement	Provide organisational branding, marketing and communications, including websites, newsletters and social media pages.	Marketing and Communications
	Update the Shire's website with background information on priority projects.	
	Work with media agencies to produce digital and print communications, including advertising and public notices.	Executive Services
	Provide regular forums and events to inform and engage the community about local issues and council decisions.	
Customer Relations	Deliver community consultation and engagement activities to engage and educate the community on topics relevant to each work area.	All teams
	Provide customers with professional and respectful customer service and maintain a customer focused culture.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
11.1.1	Conduct a <b>biennial community survey</b> to assess community priorities and benchmark performance levels.	Communication Engagement Strategy 2021-2024	Manager Marketing & Communications	●		●	

● Resourcing or funding secured    \$ Additional operating or capital budget required to deliver project



# Our Organisation

The Shire of Esperance is governed by a Shire President, Deputy Shire President and seven Councillors who represent community interests, make decisions on local policies and services, and oversee strategic direction and financial performance. The Chief Executive Officer reports to Council and is responsible for implementing Council decisions, managing day-to-day operations, and ensuring compliance with legislation and strategic objectives.

Business units are responsible for delivering principal activities and priority projects in this plan and for regularly reviewing team performance to consider ways to improve the overall customer experience, business efficiencies and return on investment from Council allocated funds. The following table provides an overview of current directorates, business units and employees for the 2026/27 financial year. Employee numbers are expressed as both the total number and the full-time equivalent (FTE). Further information is available in the Workforce Plan.

DIRECTORATE	BUSINESS UNIT	FULL TIME	PART TIME	CASUAL	EMPLOYEES (FTE)
Executive Services	Office of the CEO	2	1		2.63
	Economic Development	4			4
	Marketing & Communications	3			3
Corporate & Community Services	Corporate & Community Services	1			1
	Financial Services	12	3	1	13.22
	Governance & Corporate Support	3			3
	Community Development & Events	5	11	5	6.53
	Human Resources	4	2		5.5
	Information Services	8	1	1	8.8
Asset Management	Projects & Buildings	4		1	4.13
	Asset Management	5	1		5.77
	Asset Planning & Development	8		3	8.3
	Asset Operations	54	7	9	61
	Parks & Environment	16	3		18.11
External Services	External Services	8	5	3	10.58
	Ranger & Emergency Services	7	2	4	9.91
	Aged Care & Disability Services	7	27	18	33.89
	Sustainability & Resource Recovery	5	5	1	9.75
	Development Services	7		1	7
	Recreation & Culture	5	29	50	27.83
<b>Total Employees</b>		<b>168</b>	<b>97</b>	<b>97</b>	<b>243.95</b>



# Financial Summary

The financial summary provides estimated revenue and expenses over four years. Please refer to the Shire's Long Term Financial Plan and Annual Budget for more detail.



To come following review of  
Long Term Financial Plan



# Development and Reporting

The *Local Government Act 1995* requires all local governments to plan for the future. As of 2025, Council was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan.

In line with best practice and to streamline reporting and strengthen integration, the Shire embraced the FUTYR® approach to integrate the Strategic Community Plan and Corporate Business Plan into a Council Plan. This approach involved-

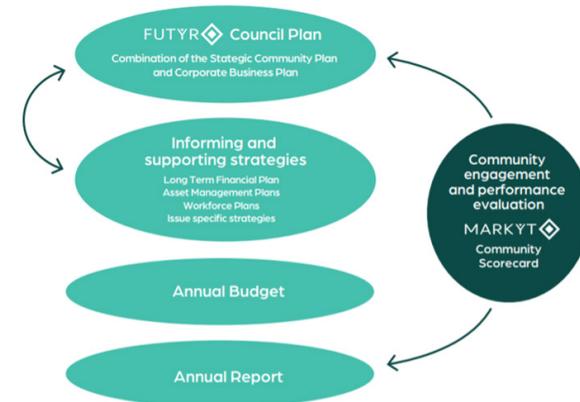
- Desktop research.
- A review of current plans and strategies to align and integrate outcomes and actions.
- Community survey and benchmarking using the MARKYT® Community Scorecard.
- Workshops with elected members, staff, key stakeholders and local community members.

We express our deepest thanks to community members who assisted with the review and development of this Council Plan. Once again, we heard from a good cross section of people in the local community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local business owners and managers, and representatives from local community organisations.

In line with the Integrated Planning and Reporting Framework and Guidelines, Strategic Community Plan components, including the vision, outcomes, objectives and community priorities and aspirations, will be reviewed once every four years. Corporate Business Plan components, including service delivery, priority projects and resourcing, will be reviewed annually.

To track and report on progress, Council will monitor actual and perceived performance levels from various sources. Results will be reported in the Annual Report.

Please visit [www.esperance.wa.gov.au](http://www.esperance.wa.gov.au) to access the latest Annual Report.



Community Scorecard

MARKYT  **1,502**  
community members

VoiceBank

MARKYT  **80,000+**  
word count of ideas and sugges-

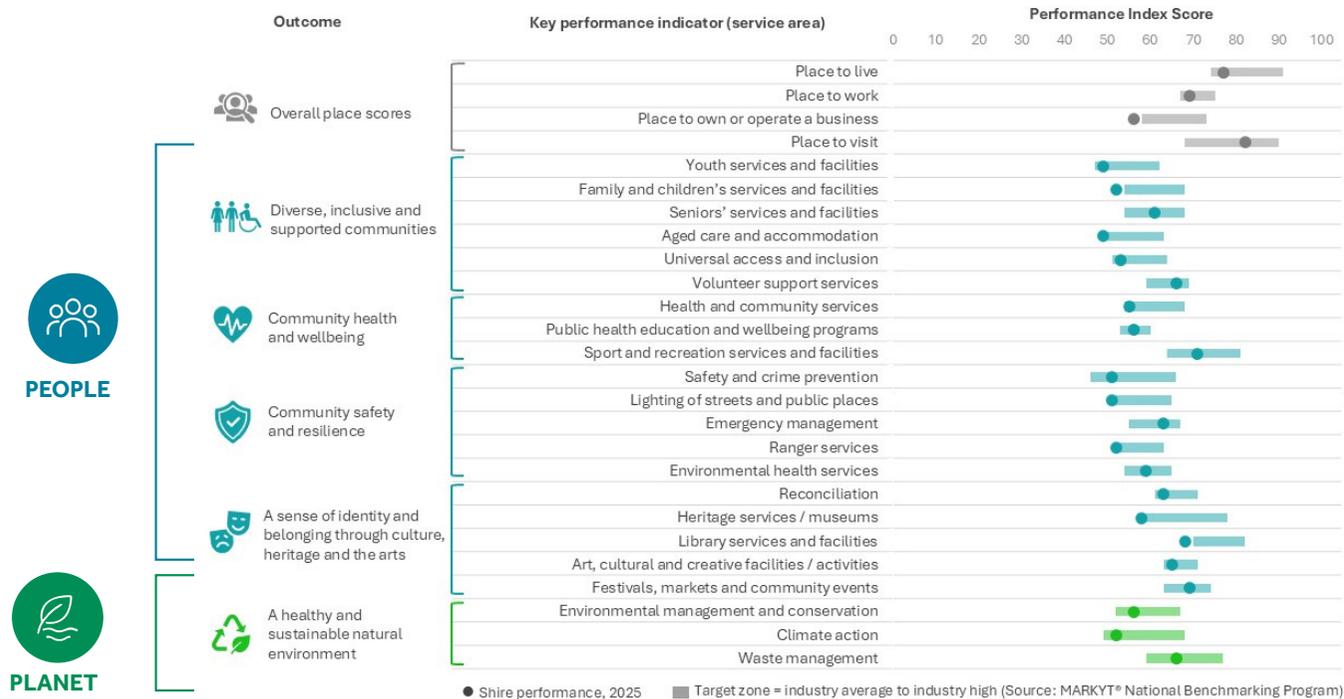
Community Workshops

FUTYR  **28**  
community members



# Community Scorecard

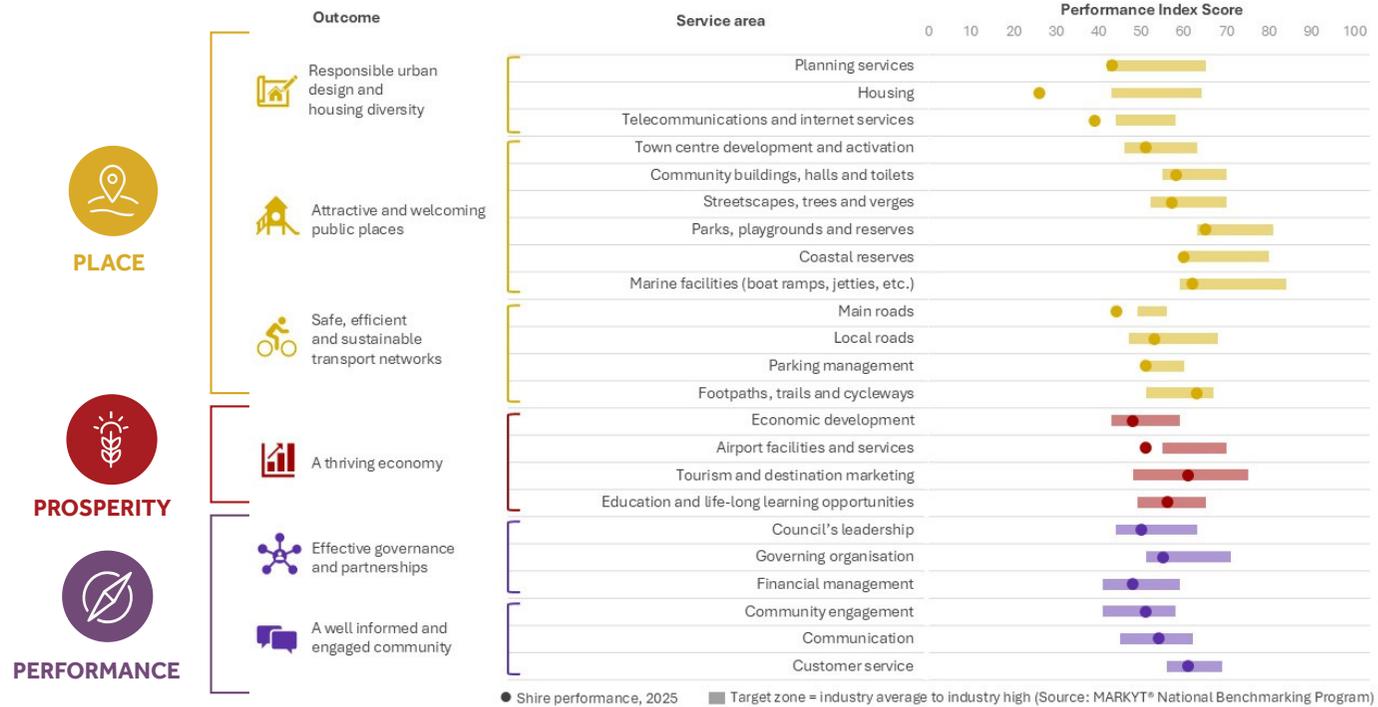
Shire of Esperance draws on various sources to track and report on actual and perceived performance against a set of key performance indicators. Actual performance data is reported in "Shire of Esperance at a Glance" and the Annual Report. Perceived performance data is measured against key performance indicators through the MARKYT® Benchmarking Excellence Program. Over the next 10 years, Council has set aspirational targets to be in the performance target zone. This is shown as the shaded area in the following charts, with performance ratings between industry average and the industry high score in the MARKYT Benchmarking Excellence Program.



PEOPLE



PLANET



**The Esperance region is more than a beautiful place to live - it is made up of communities full of ideas, opportunities and potential. Our region thrives when people share ideas that make it an even better place to live, connect and enjoy.**

If you have a suggestion that could improve liveability, social connection, recreation or the pristine beauty of our surrounds, please reach out to your Elected Member or the relevant Shire Officer.

Administration Building  
77 Windich Street  
Esperance WA 6450

08 9071 0666  
shire@esperance.wa.gov.au  
www.esperance.wa.gov.au

