



Shire of  
Peppermint Grove



## Strategic Community Plan 2021 – 2031

“  
A Shire valued for its  
heritage, sense of community  
and natural ambience



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## A message from the Shire President

I am pleased to present the Shire of Peppermint Grove's Strategic Community Plan 2021 -2031.

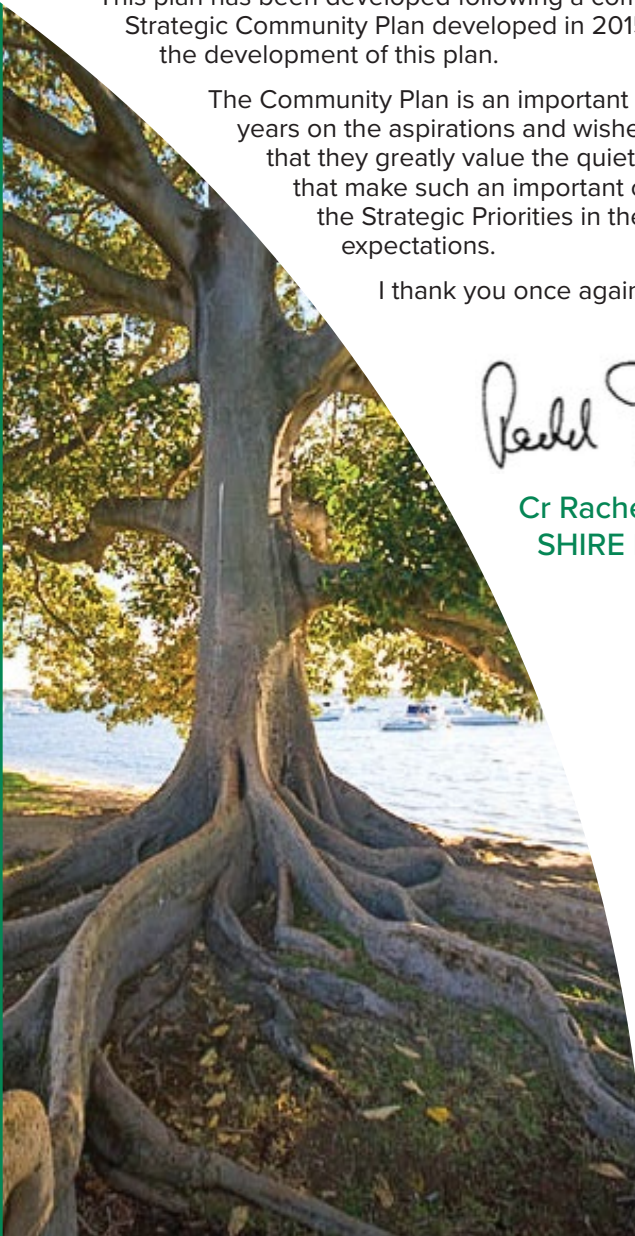
This plan has been developed following a community consultation process and builds on the Shire's first Strategic Community Plan developed in 2015. Thank you to the community members who contributed to the development of this plan.

The Community Plan is an important document for the Shire and guides Elected Members over the coming years on the aspirations and wishes of the community. The overwhelming message from the community is that they greatly value the quiet amenity of the Shire, our urban tree canopy and the heritage buildings that make such an important contribution to the character of our streetscapes. The implementation of the Strategic Priorities in the plan will ensure that Council stays on task in meeting the community's expectations.

I thank you once again for your contribution.

A handwritten signature in black ink that reads "Rachel Thomas".

**Cr Rachel Thomas**  
**SHIRE PRESIDENT**



# About the Shire of Peppermint Grove

## History

Peppermint Grove is one of the State's most beautiful suburbs, known for its large character homes set in tranquil tree lined streets.

The area embraces the Swan river and foreshore parks for recreation and is serviced by a major shopping complex and an extensive range of retail and trade services.

Its long history goes back to 1835 when an innkeeper named John Butler was given a grant of land consisting of 150 acres along the north bank of the Swan River, the area now known as Peppermint Grove. The land changed hands a number of times over the years, and in 1891, subdivision commenced when the land was purchased by a syndicate of George Leake, Charles Crossland and Alexander Forrest.

In its earlier days, Peppermint Grove was thickly wooded with tuarts, jarrahs, red gum, banksia, native pines, hollies and the beautiful peppermint trees which inspired its name. Brumbies roamed in the area, along with native cats, wallabies and an abundance of birds.

One of the earliest settlers was Edward Keane who later became Mayor of Perth. Another influential landowner was John Forrest, later to be Lord Forrest, Premier of Western Australia.

In 1895, after strong representations from residents, the area was gazetted a Road District, and the Peppermint Grove Road Board was established. Its main efforts were directed at providing essential roads and footpaths.

The Road Board was the forerunner to the present Shire Council.

In those early days, the Premier of the day was at first reluctant to declare Peppermint Grove a Road District because of its small size, but the residents won through. Today, Peppermint Grove has the unique status of being the smallest municipality in Western Australia, covering just 1.5 square kilometres of land. From time to time, there have been calls for boundary change, but these have always been firmly rebuffed by residents.

The Shire has a population of over 1600, with a large proportion of residents who have long established links with the Shire going back over many generations.

The Council today consists of seven Councillors, including a Shire President. The Shire's Chief Executive Officer is readily accessible, and there is a marked absence of unnecessary bureaucracy.

The Council recognises that a key objective of residents is to maintain the unique character of Peppermint Grove, and its policies and decisions are formulated to that end. Many of the Council's strategies and initiatives are specifically directed at helping to preserve, maintain and enhance the ambience of Peppermint Grove.





## Quick stats



Located **13 kms** from the Perth CBD in the Western Suburbs with frontage to the Swan River



Boundary shared with the **Towns of Claremont, Mosman Park and Cottesloe**



**Businesses: 357**



**Population: 1721**  
(ABS Regional data 2018 as updated 17/1/20) – 19.1% are aged 65 and over (WA average 13%)



**Dwellings: 589**  
more than 25% are heritage listed



**Land area 1.36 sq.km**  
the smallest municipality in Australia



Predominantly **residential houses and apartments with shops** located in a commercial strip adjacent to Stirling Highway



**Ageing population** with almost 20% over 65 years. Many residents have long established links in the Shire going back over many generations

# Council



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# Integrated Planning and Reporting Framework

The Local Government (Administration) Regulations 1996 require local governments to adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (CBP) as part of the Integrated Planning and Reporting Framework.

The framework provides a strategic planning system to enable accountable and measurable linkages between community aspirations, financial capacity and practical service delivery.

Specifically, the Framework sets out the requirements for three levels of integrated strategic planning:

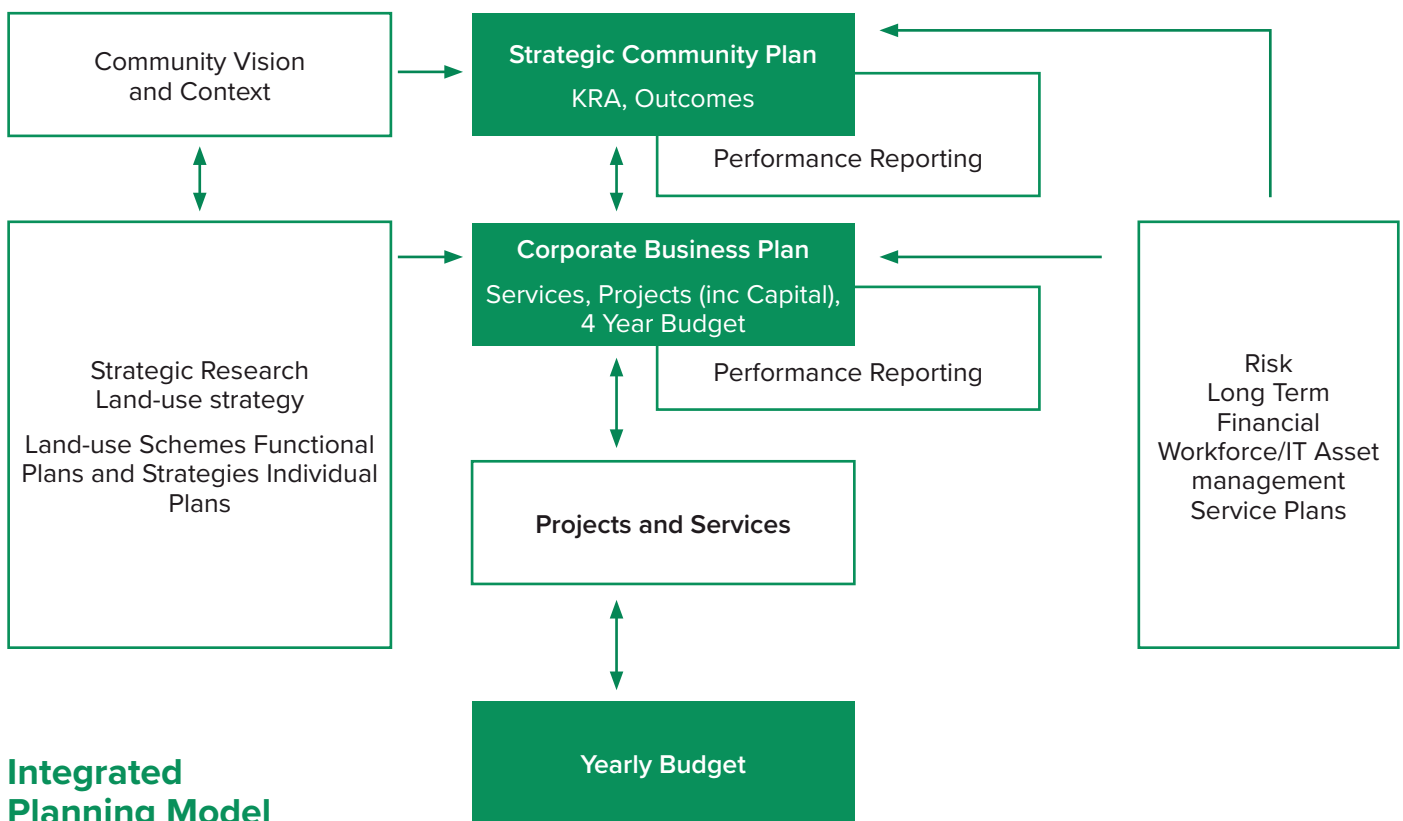
Level 1: Strategic Community Plan (10+ years);

Level 2: Corporate Business Plan (4+ years); and

Level 3: Operational Plans (1 year).

Detailed implementation for the next four years is covered in the Corporate Business Plan. The “Informing Strategies” – particularly the Long-Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced.

The diagram below illustrates the elements of the Integrated Planning and Reporting Framework.





# About this Plan

Our Strategic Community Plan is future focused and aspirational.

Developed in consultation with the community, this plan will enable a transparent and accountable report on how the Shire performs in representing the views, expectations and aspirations of our community.

While it is recognised that the Strategic Community Plan cannot deliver all outcomes immediately, it will serve as a living document for regular review which will guide the decisions of Council into the future. It will also allow the Council and the community to monitor progress towards achieving our mutual aspirations.

The information contained within the Strategic Community Plan will feed into the Corporate Business Plan which identifies shorter term goals and demonstrates how, when and where funding will be derived to deliver the required outcomes.

The Corporate Business Plan is reliant on allocations from annual budget provisions as well as internal enabling plans in the form of Long-Term Financial Plans, Asset Management Plans and Workforce Planning documentation.



# How the Strategic Community Plan is implemented, monitored and reviewed

The Shire's Strategic Community Plan articulates our community's vision and informs the strategic directions the Shire takes in delivering its future planning, projects and services. It provides the foundation for how we support and service our community, and will:

- Guide Council decision making;
- Inform and target the allocation of resources;
- Guide local planning initiatives;
- Inform potential partners and investors of the ways in which we want to grow and develop;
- Engage industry, businesses, government agencies, non-government organisations, community groups and residents in various ways to contribute to the Shire's future;
- Form mutually beneficial partnerships with other organisations;
- Monitor progress against our vision and priorities.

The Shire applies tailored business planning processes to take the priorities outlined in this Strategic Community Plan and turn them into actions that will be delivered for our community.

## This Plan comprises:

**VISION** - A descriptive statement of the future desired position for the Shire of Peppermint Grove.

## STRATEGIC PRIORITY AREAS

Key Result Area 1: Social

Key Result Area 2: Economic

Key Result Area 3: Built Environment

Key Result Area 4: Natural Environment

Key Result Area 5: Governance

Within each of the key result areas are the following elements:

### Goal

The desired end result(s) of the KRA.

### Objectives

What we are trying to put in place and achieve.

### Strategies

High-level statements about how we will achieve the objectives.

### Measures

Specific data that will allow us to see how well we have implemented the Strategic Community Plan.

### Services

The applicable Shire services required to address/achieve the KRA Outcomes.

### Projects / Activities

Major projects and new activities designed to meet the key objectives are included in the Corporate Business Plan.

The strategic direction of the Shire is translated into services and projects that are delivered to our community through the Corporate Business Plan, which is a four-year operational plan reviewed and updated annually. This ensures strategic priorities are translated into real actions. It outlines our services, major projects and how it will be resourced through our budget allocations, assets and workforce.

The measures outlined in our Strategic Community Plan will be collected and reviewed annually. They will be used to monitor our progress in achieving strategic objectives and will be published in our Annual Report. Through this mechanism we will report to our community the progress we have made in delivering this Strategic Community Plan.

A minor review of our Strategic Community Plan will be undertaken every two years and a major review every four years.



# Community Input

The Community are invited and encouraged to contribute towards the planning of the Shire throughout the year via:

- Attendance and contributions at Council’s monthly meetings;
- The Annual Electors’ Meeting;
- Various planned community engagement exercises communicated to the community via the PepTalk Newsletter, direct mailouts and the Have Your Say page on the website.

To ensure all community members had an opportunity to contribute to this revised Strategic Community Plan, a survey was posted to every resident and business and made available to complete on Council’s website. Information was also provided in Council’s PepTalk Newsletter.

The Shire would like to thank all those who took the time to complete the Strategic Community Plan survey. Your responses have informed Council and guided the development of this plan.

## Our Vision

“A Shire valued for its heritage, sense of community and natural ambience”

## Emergent Themes

Feedback from survey respondents showed that the following areas will be important for the Shire to plan for now and into the future:

<b>1. Social</b>	<ul style="list-style-type: none"><li>• Safety and security.</li><li>• Preservation and promotion of local history and heritage.</li><li>• Age-appropriate services, particularly library, for seniors.</li></ul>
<b>2. Economic</b>	<ul style="list-style-type: none"><li>• Revitalising the Village/Cottesloe Central as a thriving business and social centre.</li><li>• Advocate to increase the range of goods and services available but in a small ‘village’ style.</li></ul>
<b>3. Built Environment</b>	<ul style="list-style-type: none"><li>• Preservation of the heritage and character – streetscapes and trees.</li><li>• Avoid high density and high-rise development.</li><li>• Maintenance of existing assets such as roads and footpaths.</li></ul>
<b>4. Natural Environment</b>	<ul style="list-style-type: none"><li>• Maintenance of streetscapes, parklands, and open spaces.</li><li>• Preserving the Shire’s tree canopy and verge trees.</li><li>• River foreshore management.</li><li>• Continued quality service in rubbish removal and bulk rubbish collections.</li><li>• Improved animal control.</li></ul>
<b>5. Governance</b>	<ul style="list-style-type: none"><li>• Increase transparency and decision making.</li><li>• Listening to and acting in alignment with community views.</li><li>• Continue the pursuit of regional cooperation and shared services.</li><li>• Advocacy and lobbying, particularly in relation to improved public transport and resisting high-rise development.</li></ul>

# Our Strategic Community Plan at a Glance

Our Strategic Community Plan responds to the community’s key areas of interest.

Our Goal and Objectives for each strategic priority area over the next 10 years are as follows:

Strategic Priority	Objectives
<b>1. Social</b>	
<b>Goal:</b> “A community enjoying high levels of wellbeing and safety”	1.1 Maintain / increase actual and perceived safety and security. 1.2 Facilitate age-appropriate services, particularly for seniors and youth. 1.3 Preserve and promote local history and heritage. 1.4 Promote community connection and activation.
<b>2. Economic</b>	
<b>Goal:</b> “Diverse and flourishing local economy”	2.1 Improved local business centres. 2.2 Facilitate options for customers and visitors. 2.3 Effective relationships with local businesses.
<b>3. Built Environment</b>	
<b>Goal:</b> “Perpetual character and inviting, accessible and connected amenities”	3.1 Perpetual character of Peppermint Grove. 3.2 Inviting, accessible and connected Shire.
<b>4. Natural Environment</b>	
<b>Goal:</b> “Preserved natural environment and minimised environmental impact”	4.1 Protect and enhance Peppermint Grove’s natural environment and biodiversity. 4.2 Maintain a clean, healthy and sustainable environment. 4.3 Protect our natural resources for future generations.
<b>5. Governance</b>	
<b>Goal:</b> “Aligned and accountable Council and Community Leadership”	5.1 Provide accountable and transparent leadership. 5.2 Engage, communicate and consult with our community and stakeholders. 5.3 Advocate to reflect the community’s Vision. 5.4 Sustainable and optimal use of Shire resources.

# Strategic Priority 1: **Social**

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A community enjoying high levels  
of wellbeing and safety



Objective	Strategy	Measure of Success
1.1 Maintain / increase actual and perceived safety and security.	1.1.1 Partnerships with local police.	Increase community perception of safety.
1.2 Facilitate age-appropriate services, particularly for seniors and youth.	1.2.1 Quality, inclusive Library services for all.	Maintain or increase community satisfaction of Library services.
	1.2.2 Partnerships to provide Seniors' services.	Maintain partnership to provide quality Seniors services.
	1.2.3 Continue to provide youth services in the Library.	Monitor youth membership numbers in the Library.
1.3 Preserve and promote local history and heritage.	1.3.1 Continue to provide local history services.	Maintain or increase community satisfaction of local history services.
	1.3.2 Preserve the heritage buildings in the Shire	Level of take up of the Shire's heritage grant program.
1.4 Promote community connection and activation.	1.4.1 Facilitate social participation through engagement, events and activation.	Community perception of value of vibrancy and connectivity. Increase in community participation and satisfaction with events.

Shire's ongoing support services	Partnering with....
<ul style="list-style-type: none"> <li>• Customer Services</li> <li>• Library</li> <li>• Community Centre</li> <li>• Community History</li> <li>• Aged Care Services</li> <li>• Aged Accommodation (Curtin Heritage Living)</li> <li>• Ranger Services</li> </ul>	<ul style="list-style-type: none"> <li>• Community program partnerships with Towns of Mosman Park and Cottesloe</li> <li>• SHINE Home Care Packages</li> <li>• Curtin Heritage Living</li> <li>• Neighbouring Local Government Authorities</li> <li>• Department of Health</li> <li>• State Library Board</li> <li>• Department of Local Government, Sport and Cultural Industries</li> <li>• Department of Fire and Emergency Services</li> <li>• Western Australia Police Service</li> <li>• Disability Services Commission</li> <li>• Road Safety Commission</li> </ul>

# Strategic Priority 2: **Economic**

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Diverse and flourishing  
local economy



Objective	Strategy	Measure of Success
2.1 Improved local business centres.	2.1.1 Revitalising the Village/ Cottesloe Central as a thriving business and social centre.	Increase community satisfaction of the Village Centre.
2.2 Facilitate options for customers and visitors.	2.2.1 Advocate to increase the range of goods and services available.	Increased range of goods and service available locally.
2.3 Effective relationships with local businesses.	2.3.1 Support local businesses to promote themselves.	Local business satisfaction with interactions and support provided by the Shire.

Shire's ongoing support services	Partnering with....
<ul style="list-style-type: none"> <li>• Community &amp; Corporate Services</li> <li>• Governance</li> <li>• Strategic Planning services</li> <li>• Development services</li> <li>• Customer Services</li> <li>• Health</li> <li>• Ranger</li> </ul>	<ul style="list-style-type: none"> <li>• Local Businesses</li> <li>• Town of Cottesloe (Village Precinct Plan)</li> </ul>

# Strategic Priority 3: **Built Environment**

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Perpetual character and inviting,  
accessible and connected amenities





Objective	Strategy	Measure of Success
3.1 Perpetual character of Peppermint Grove.	3.1 Support new development complementing Peppermint Grove's unique history, heritage and character.	Satisfaction with the Shire's heritage management.
	3.2 Maintain tree canopy and streetscapes.	Satisfaction with the Shire's maintenance of street trees.
3.2 Inviting, accessible and connected Shire.	3.2.1 Conduct infrastructure maintenance and improvements which facilitate sustainable on-going management.	Shire performance against statutory asset management related measures. Satisfaction with the Shire's community buildings and toilets.
	3.2.2 Ensure well maintained and connected footpaths.	Satisfaction with the Shire's provision and maintenance of roads and pedestrian access.
	3.2.3 Advocate and partner to improve the Village precinct.	Satisfaction with accessibility and amenity of the Village Precinct.

Shire's ongoing support services	Partnering with....
<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Customer Services</li> <li>• Building Services</li> <li>• Development services</li> <li>• Engineering Services</li> <li>• Environmental Health Services</li> <li>• Governance</li> <li>• Ranger Services</li> <li>• Strategic Planning services</li> <li>• Parks and Gardens</li> </ul>	<ul style="list-style-type: none"> <li>• TravelSmart</li> <li>• Western Australian Planning Commission</li> <li>• Main Roads Western Australia</li> <li>• Department of Transport</li> <li>• Road Safety Commission</li> </ul> <p><b>On a service contract fee for service basis, we use:</b></p> <ul style="list-style-type: none"> <li>• Town of Claremont building maintenance services</li> <li>• Town of Nedlands building approvals and pool inspections.</li> </ul>

# Strategic Priority 4: **Natural Environment**

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Preserved natural environment and  
minimised environmental impact



Objective	Strategy	Measure of Success
4.1 Protect and enhance Peppermint Grove's natural environment and biodiversity.	4.1.1 Develop Urban Tree Strategy to maintain / increase tree canopy and verge condition.	Urban Tree Strategy development and utilisation.
	4.1.2 Maintain healthy parklands, and open spaces.	Satisfaction with the Shire's parks and reserves.
	4.1.3 Proactive River foreshore management.	Satisfaction with the Shire's river foreshore management.
4.2 Maintain a clean, healthy and sustainable environment.	4.2.1 Improved animal control measures.	Satisfaction with the Shire's animal control measures.
	4.2.2 Quality waste management services that minimise waste to landfill.	Satisfaction with the Shire's waste management and recycling services. Percentage of municipal (residential) waste, presented for collection, diverted from landfill.
4.3 Protect our natural resources for future generations.	4.3.1 Responsible water and energy use.	Kilolitres of scheme water and allocated groundwater consumed.  Tonnes CO <sub>2</sub> -e greenhouse gas emitted Gigajoules energy consumed.  Kilowatt-hours of renewable energy generated.

Shire's ongoing support services	Partnering with....
<ul style="list-style-type: none"> <li>• Strategic Planning services</li> <li>• Street tree planting</li> <li>• Building Maintenance</li> <li>• Fleet Management</li> <li>• Waste management</li> <li>• Parks and Gardens</li> <li>• Foreshore erosion control</li> <li>• Storm Water Management</li> <li>• Asset Management Plan</li> <li>• Engineering</li> <li>• Environmental Health</li> </ul>	<ul style="list-style-type: none"> <li>• Western Australian Planning Commission</li> <li>• Department of Biodiversity, Conservation and Attractions</li> <li>• Swan River Trust</li> <li>• Water Corporation</li> <li>• Western Metropolitan Regional Council (WMRC)</li> <li>• Department of Fire and Emergency Services</li> </ul> <p><b>On a service contract fee for service basis, we use:</b></p> <ul style="list-style-type: none"> <li>• Town of Cottesloe rangers and environmental health services</li> <li>• City of Nedlands pool inspections and building licence services</li> </ul>

# Strategic Priority 5: **Governance**

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Aligned and accountable Council  
and Community Leadership



Objective	Strategy	Measure of Success
5.1 Provide accountable and transparent leadership.	5.1.1 Comply with all relevant legislation and standards to ensure ethical and transparent governance.	Compliance audit return. Monitoring the compliance of the Shire's operations with the Risk Management Policy.
5.2 Engage, communicate and consult with our community and stakeholders.	5.2.1 Provide responsive and effective customer service.  5.2.2 Engage our community in planning and decision-making processes.	Satisfaction with the Shire's Customer Service. Satisfaction with the way in which the Shire keeps residents informed. Participation numbers for community engagement programs.
5.3 Advocate to reflect the community's Vision.	5.3.1 Advocate, partner and lobby to benefit the community.	Development of stakeholder relationships that benefit the Shire across its key result areas.
5.4 Sustainable and optimal use of Shire resources.	5.4.1 Continue the pursuit of regional cooperation and shared services.  5.4.2 Maintain a highly skilled and effective workforce enabling agile and adaptive service provision.  5.4.3 Provide responsible financial and asset management to ensure the City's long-term sustainability.	Partnership maintained and strengthened.  The Shire's Workforce Plan is implemented, and progress is monitored.  Shire performance against statutory financial measures <ul style="list-style-type: none"> <li>• Current Ratio</li> <li>• Operating Surplus Ratio</li> <li>• Own Source Revenue coverage</li> <li>• Debt Service Cover Ratio</li> </ul>

Shire's ongoing support services	Partnering with....
<ul style="list-style-type: none"> <li>• Governance</li> <li>• Integrated Planning and Reporting</li> <li>• Human Resources Management</li> <li>• Financial Management</li> <li>• Customer Services</li> <li>• Information Technology</li> <li>• Records Management</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Local Government, Sport and Cultural Industries</li> <li>• Western Australia Local Government Association</li> <li>• Local Government Insurance Services</li> <li>• Australian Accounting Standards Board</li> <li>• Council's appointed Auditors</li> <li>• WESROC (Western Suburbs Regional Organisation of Councils)</li> </ul>

# Links to State and Federal Government Plans

The Shire of Peppermint Grove's planning does not happen in isolation.

The Shire's planning sits within a state and federal planning context. Some of the state and federal plans that may influence Peppermint Grove's future include:

- Active Living for All 2017 – 2019: A Framework for Physical Activity in Western Australia, Department of Local Government, Sport, and Cultural Industries
- Affordable Housing Strategy 2020 – 2030
- An Age-Friendly WA – The Seniors Strategic Planning Framework
- Classification Framework for Public Open Space: Building stronger, healthier, happier and safer communities
- Community Safety Crime Prevention Partnership agreements
- Count Me In: A Better Future for Everyone
- Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon, Department of Planning, Lands and Heritage, Western Australian Planning Commission
- Disability Access and Inclusion Plan 2019-2024, Department of Local Government, Sports and Cultural Industries
- Framework Agreement Between State and Local Government for the Provision of Public Library Services in Western Australia
- Graffiti Vandalism Strategy WA 2019 – 2021. State Graffiti Taskforce
- Integrated Planning and Reporting Framework and Guidelines, 2016
- National Greenhouse and Energy Reporting Scheme
- National Waste Policy: Less Waste, More Resources
- Perth and Peel Transport Plan for 3.5 million People and Beyond
- Perth and Peel @ 3.5 million March 2018, Department of Planning, Lands and Heritage, Western Australian Planning Commission
- Public Transport for Perth in 2031 – Mapping out the Future for Perth's Public Transport Network
- Renewable Energy Target, Clean Energy Regulator
- State Government Strategy for Tourism in Western Australia 2020
- State Planning Strategy 2050, Planning for Sustained Growth and Prosperity
- State Public Health Plan for Western Australia (2019-2024), Department of Health
- Strategic Directions Framework 2015 – 2030 for Arts and Culture in WA, Department of Local Government, Sport and Cultural Industries
- Towards Zero, Road Safety Strategy to Reduce Road Trauma in Western Australia 2008 – 2020, Road Safety Commission
- Water Forever – Towards Climate Resilience
- Western Australian State CCTV Strategy
- Western Australian Waste Strategy Creating the Right Environment, Waste Authority





# Shire of Peppermint Grove



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